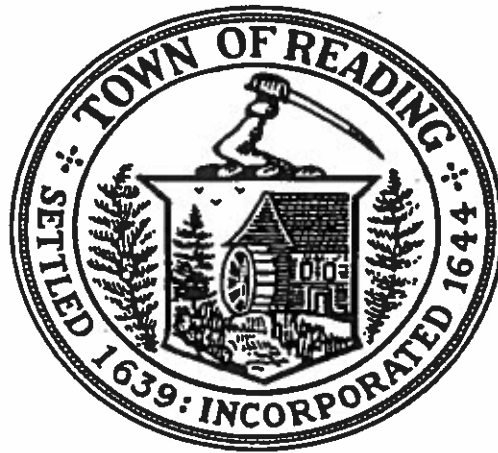


**Town of
Reading
Massachusetts**



**2015 Annual Town Meeting
Report on the Warrant
April 27, 2015**

**ANNUAL TOWN MEETING
APRIL 27, 2015
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COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on February 27, 2015 notified and warned the inhabitants of the Town of Reading, qualified to vote in Town elections and 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 Walter S. Parker Middle School, 45 Temple Street
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

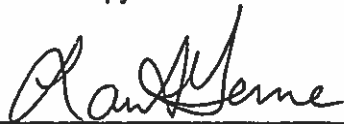
The date of posting being not less than fourteen (14) days prior to April 27, 2015, the date set for Town Meeting in this Warrant.

I also caused a posting of this Warrant to be published on the Town of Reading website on February 27, 2015.



Tonya Amico, Constable

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 SEVENTH DAY OF APRIL, A.D., 2015
from 7:00 a.m. to 8:00 p.m. to act on the following Articles, viz:

ARTICLE 1 To elect by ballot the following Town Officers:

A Moderator for one year;
One member of the Board of Selectmen for three years;
One member of the Board of Selectmen for one year;
One member of the Board of Assessors 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 one year; and
Sixty Seven Town Meeting Members shall be elected to represent each of the following precincts:

Precinct 1 Eight members for three years;
Precinct 2 Eight members for three years;
Precinct 3 Eight members for three years;
One member for two years;
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;
One member for two years;
Precinct 8 Eight members for three years; and
One member for one year.

and to vote on the following question:

Question 1: CHARTER

Shall this Town approve the Charter Amendment proposed by the Town Meeting, as summarized below?

The proposed Charter Amendment retains the representative town meeting form of government. Proposed changes include updates to conform more closely to existing state law; to reflect current municipal practice; and to simplify, clarify and modernize language. The proposed Amendment also includes several technical corrections.

Major changes include:

- Finance Committee term limits would be amended to exclude any partial terms served by a Committee member that are less than two years.
- The Board of Assessors would be changed from an elected board to an appointed board. The number and term of members would remain the same, but the Board of Selectmen would be responsible for appointing the Board of Assessors.
- The Town Manager would be responsible for appointing the Town Appraiser, subject to confirmation by the Board of Assessors.
- A new Charter Review Committee would be created and charged with reviewing the Charter every 10 years.
- The power to create new boards or committees for specific purposes would be extended to all elected boards and committees. Currently, only the Board of Selectmen has this authority.
- A new section would be added to authorize associate membership on appointed boards and committees.
- Town Counsel appointment would be changed from annually to "at will."
- Budget deadlines for the Town Manager and School Committee would be amended to reflect current practice.
- Procedures would be included to clarify the removal process of members of appointed boards and committees.

Because certain types of Charter changes are beyond the power of Town Meeting and the local voters, implementation of the Town Meeting's proposals requires two separate processes. Those sections that may be sent to the local voters by Town Meeting are included in this Question. Those sections that are beyond the power of Town Meeting to recommend to the voters are being sent to the State Legislature in a request for a Special Act and are not included in this Question.

Yes _____ No _____

and to meet at the Reading Memorial High School, 62 Oakland Road, in said Reading on

MONDAY, the TWENTY-SEVENTH DAY of APRIL A.D., 2015

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 Board of Selectmen, School Committee, Library Trustees, Municipal Light Board, Finance Committee, Bylaw Committee, Town Manager, Town Accountant and any other Town Official, Board or Committee.

Board of Selectmen

Background: This article appears on the Warrant for all Town Meetings. At this Annual Town Meeting, the following report(s) are anticipated:

- Board of Selectman Chair "State of the Town"
- Finance Committee Chair "FY16 Budget Report and Financial Overview"
- Library Building Committee Chair "Library Project Update"
- Board of Selectmen "Firearms Instructional Motion Update"

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.

Board of Selectmen

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 in advance 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.

Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 4 To see if the Town will vote to amend the FY2015-25 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.

Board of Selectmen

Background: This Article is included in every Town Meeting Warrant. The Reading General Bylaw states (section 6.1.3) "... *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 CIP are adequately described.

The following changes are proposed to the FY2015 – FY2025 CIP (current year plus ten years):

General Fund

FY15: \$1,677,000

\$1.0 mil. Recreation: Birch Meadow field lighting (moved up from larger project in FY17) as debt
\$ 620,000 School Fac: RMHS Retaining wall repairs as debt
\$ 34,000 DPW Car #5 Chevy Blazer (replace 2000 model)
\$ 23,000 Firefighter breathing air bottles & related safety face pieces (moved up from FY17)

FY16: -\$314,000

(\$134,000) Town Fac: Main Fire Station roof repair project (defer to FY17)
(\$120,000) Town Fac: Town Hall roof repair project – retain only \$80,000 for connector repairs
(\$ 60,000) Town Fac: West Side Fire Station roof repair project (defer to FY17)

FY17: +\$519,000

\$134,000 Town Fac: Main Fire Station roof repair project (from FY16)
+\$120,000 Town Fac: Town Hall roof repair project (from FY16 - now \$420k total)
\$115,000 DPW Truck #10 (move up from FY19)
\$100,000 DPW Aerial Pickup Truck #14 (replaces 1994 model)
\$ 60,000 Town Fac: West Side Fire Station roof repair project (from FY16)
(\$ 10,000) Firefighter breathing air bottles (move up to FY15)

FY17+

(\$800,000) Reduce Birch Meadow field project to \$1.5 million
Various other changes made

Enterprise Funds - Water

FY15 and FY17: \$0

No changes made

FY16: +\$150,000

\$150,000 Utility Truck #5 (move up from FY22)

Y18+

Various changes made

Enterprise Funds - Sewer

FY15: +\$600,000

\$520,000 Batchelder Road Sewer Station (move up from FY16)
\$ 80,000 SCADA programming for Sewer Station projects

FY16: (\$480,000)

\$ 40,000 Pickup truck #8 (moved up from FY17)
(\$520,000) Batchelder Road Sewer Station (move up to FY15)

FY17: (\$40,000)

(\$40,000) Pickup truck #8 (moved up to FY16)

FY18+

Various changes made

Enterprise Funds – Storm Water

FY15: \$0

No changes

FY16: (\$25,000)

+\$100,000 General drainage improvement projects (total now \$125,000)
(\$125,000) Eliminate purchase of new dump truck

FY17: (\$25,000)

+\$125,000 General drainage improvement projects (total now \$125,000)
(\$150,000) defer Saugus River Design to FY18

FY18+

Various changes

Finance Committee Report: The Finance Committee recommends the proposed amendments to the FY 2015 – FY 2025 Capital Improvements Program by a vote of 8-0-0 at their meeting on March 25, 2015. Placing items in the Capital Improvement Program is a prerequisite but in itself does not authorize spending funds towards these items.

Bylaw Committee Report: No report.

By Charter, both the Finance Committee and Bylaw Committee are advisory to Town Meeting and their votes must be reported to Town Meeting, preferably in writing in advance when possible. Other volunteer Boards and Committees also vote on Warrant Articles, and when possible those votes are noted herein with an asterisk () next to their name.*

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

After the vote on Article 4 (above) concludes, the Special Town Meeting will begin. When the Special Town Meeting concludes, Article 5 (below) will be considered.

ARTICLE 5 To see if the Town will vote to amend the Town's Operating Budget for the Fiscal Year commencing July 1, 2014, as adopted under Article 14 of the Annual Town Meeting of April 28, 2014 and amended under Article 8 of the Special Town Meeting of September 29, 2014, further amended under Article 4 of the Special Town Meeting of January 5, 2015 and further amended under Article 6 of the Special Town Meeting of February 23, 2015; 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>
B91 – Benefit wages (new line)	Disability Retirement (Three Firefighters – cost shifted from department to central location)		\$151,662
B99 – Benefits Expenses	Retirement (\$49,000) Health Insurance Premiums (\$175,000)	\$ 224,000	
C99 – Capital Expenses	DPW Car #5 Chevy Blazer \$34,000 Firefighter safety equipment \$23,000		\$ 57,000
D99 – Debt Service	Interest savings from refinancing	\$ 75,000	
G92 – Administrative Services Expenses	Legal expenses \$80,000 Charter (8,500 copies mailed) \$20,000 Technology/Police software license \$15,000		\$115,000
J92 – Public Safety Expenses	Police Academy tuition reimbursed by employee directly to General Fund		\$ 3,500
K91 – Public Works wages	Vacation/Sick Retirement buyback*		\$ 11,628
K92 – Public Works expenses	Professional Development \$10,000 Shade Trees \$2,000 Fuel (\$62,000)	\$ 50,000	
K93 – Public Works snow & ice	Snow & Ice removal		\$900,000
K94 – Public Works street lights	Rubbish disposal	\$ 75,000	
K95 – Public Works Rubbish	Street lights	\$ 25,000	
L92 – Library Expenses	Library Long Range Plan		\$40,000
T99 – Town Facilities	Natural gas expenses		\$50,000
	Subtotals	\$449,000	\$1,328,790
	Net Operating Expenses		\$ 879,790
	*From Sick Buyback stabilization fund		\$ 11,628
	From Inspections Revolving Fund		\$ 140,000
	From Free Cash		\$ 728,162

Enterprise Funds – Wages and Expenses

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
X99 Sewer	Sewer station project (Batchelder Road) moved up from FY16 \$520,000 SCADA for sewer station projects \$80,000		\$600,000
	Subtotals	\$0	\$600,000
	Net Operating Expenses		\$600,000
	From Sewer Reserves		\$600,000

Finance Committee Report: The Finance Committee recommends funding the proposed expenses in this Article as shown by a vote of 8-0-0 at their meeting on March 25, 2015.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 6 To see if the Town will vote to transfer funds received from the Commonwealth of Massachusetts, pursuant to Section 9 of Chapter 40R of the *Massachusetts General Laws*, in payment for development within the Town's Smart Growth Zoning Districts from Free Cash into the Smart Growth Stabilization Fund, or take any other action with respect thereto.

Board of Selectmen

Background: The Town of Reading has received an additional \$150,000 payment from the State for the 40R Smart Growth project at Reading Woods. This Article will move the \$150,000 from Free Cash and into the 40R Stabilization Fund, which will therefore have a \$503,000 balance. Prior 40R funds have been allocated to school technology and roadway and sidewalk improvements, but no use of offsets are planned as part of the FY16 budget.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 7 To see what sum the Town will appropriate to the irrevocable trust for "Other Post-Employment Benefits Liabilities" or take any action with respect thereto.

Board of Selectmen

Background: As part of the FY15 budget the town voted \$475,000 in the general fund, \$50,000 in the water fund, \$20,000 in the sewer fund and \$6,000 in the storm water fund for the Other Post Employment Benefit (OPEB) contributions. Although savings from health insurance premiums are available, this year they are needed to help pay for the snow and ice budget deficit so no further contributions are proposed. This Article will therefore move the total of all these OPEB contributions (\$551,000) to the irrevocable trust for Other Post Employment Benefit liabilities.

The OPEB valuation as of June 2013 shows the Town's OPEB liability at \$67.2 million. The three Enterprise Funds and the Light Department are on an aggressive fully funding twenty year schedule, and the General Fund is on a partial funding schedule projected over thirty years. The latter will transition to a full funding schedule as soon as possible, as is required by law or after the Pension Fund is fully funded in FY28.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 8 To see if the Town will vote to accept the provisions of Section 1 of Chapter 90 of the *Massachusetts General Laws*, to allow the Town to participate in the Complete Streets Certification Program, and to apply for and receive grants pursuant to said program; or take any action with respect thereto.

Board of Selectmen

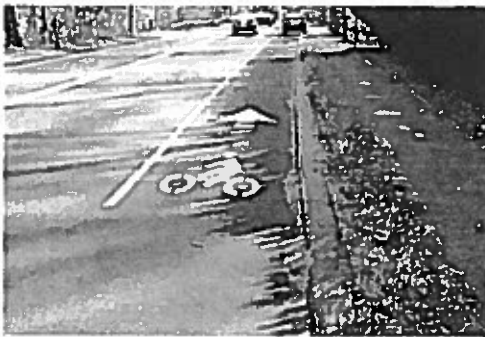
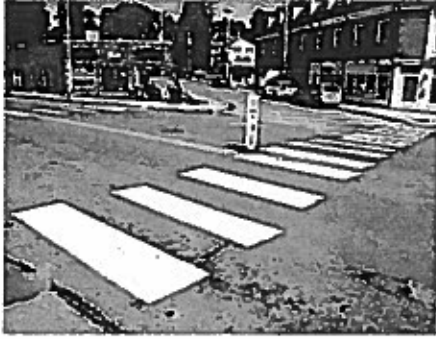
Background: Article 8 seeks approval from Town Meeting to allow the Town to access Complete Street Funding under Section 1 of Chapter 90-I of the Massachusetts General Laws, including applying for and receiving grants in association with identified complete streets projects.

The Board of Selectmen adopted Reading's Complete Street Policy on July 29, 2014, making the community eligible for "Certification" under the Complete Streets Program. Once certification is received, the Town will then be eligible to apply for grants and/or funding under Section 1 of Chapter 90-I of the Massachusetts General Laws to implement Complete Streets Project, provided however, that Town Meeting has accepted this statute.

A "Complete Street" is a street that accommodates all users including drivers, bicyclists and pedestrians. It allows for pro-active planning to ensure that a right-of-way is constructed or reconstructed to provide for safe travel for everyone in a manner that is specific to that particular situation. Some examples of complete street elements include:

- Pedestrian: Sidewalks, crosswalks, curb neckouts, curb ramps, retimed pedestrian signals, audible signals, median refuges;
- Bicyclists: Bicycle lanes, cycle tracks, sharrows, wide shoulders;
- Streetscape: Improved lighting, streets trees, plantings, trash receptacles, street furniture;
- Traffic calming: Narrowed travel lanes, rotaries, bow outs, tight curb radii, speed humps, rumble strips;
- Shared roads, multi-use paths;
- Improved signage.

Reading already has many complete street elements and several are located right in the downtown. Here are some examples of complete street elements in Reading:



Note that Reading stands a solid chance of receiving grant funding as our Complete Streets Policy was ranked in a sixth place tie across the entire country, as reported by the National Complete Streets Coalition.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 9 To hear the report of the Board of Selectmen relative to the laying out and the widening and relocation of the following named streets under the provisions of Chapter 82 of the *Massachusetts General Laws*; and to see if the Town will vote to accept such streets as and for public ways and to authorize the Board of Selectmen to acquire by gift, purchase or eminent domain any land or interest in land necessary for such laying out, and act on all manners relating thereto:

Cory Lane	from Zachary Lane to dead end
Nugent Lane	from Pearl Street to dead end
Pondview Lane	from Fairchild Drive to dead end
Dividence Road	from Franklin Street to Zachary Lane

or take any other action relative thereto.

Board of Selectmen

Background: This Article will be tabled and brought back to November 2015 Subsequent Town Meeting.

Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 10 To see if the Town will to authorize the Town Manager to enter into a contract or contracts for the acceptance, processing or disposal of its municipal solid waste, including any extension, renewal or option under an existing contract, for a term in excess of three years, upon such terms and conditions determined by the Town Manager to be in the best interests of the Town; or take any other action with respect thereto.

Board of Selectmen

Background: Subsequent Town Meeting in November 2005 authorized the Town Manager to enter into a contract for this purpose exceeding three years but not twenty years. The final deal struck a few months later involved a five-year contract with a five-year renewal, which expires on July 1, 2016.

The current rubbish and recycling collection contractor is in the process of putting together proposals for both five and ten years, with additional renewal options. While rubbish and recycling contracts are not subject to typical state procurement laws, the current climate in the industry is more competitive than it was ten years ago. As a result the Town may decide to issue a formal request for competitive quotes from any qualified parties instead of renewing with the current contractor. The final determination will be made by the Town Manager in consultation with the Board of Selectmen. Factors for this decision will include level and quality of service in addition to short-term and long-term cost considerations.

The required first step is for Town Meeting to grant permission to enter into any contract longer than three years.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 11 To see if the Town will vote to amend Section 8.8 Animal Control of the General Bylaw in the following manner:

8.8 Animal Control

Pursuant to the authority set forth in M.G.L. Chapter 140, Sections 136A-137E, inclusive, and any other relevant statutes and regulations issued pursuant thereto-147A, the following bylaw is enacted for the regulation of dogs in the Town of Reading.

8.8.1 Definitions

As used in this bylaw, the following words and terms have the following meanings:

8.8.1.1 Animal Control Appeals Committee (ACAC)

The "Hearing Authority," as that term is defined in M.G.L. Chapter 140, Section 136A, charged with the responsibility of handling dog complaints, pursuant to M.G.L. Chapter 140, Section 157.

8.8.1.2 Animal Control Officer (ACO)

A person designated-appointed by the Town Manager who is authorized to enforce this Bylaw and M.G.L. Chapter 140, Sections 136A-174E, inclusive.

8.8.1.23 Dangerous Dog

A dog that either; (a) without justification, attacks a person or domestic animal causing physical injury or death; or (b) behaves in a manner that a reasonable person would believe poses an unjustified imminent threat of physical injury or death to a person or to a domestic or owned animal.

8.8.1.34 Effective Voice Control

To be under effective voice control, the animal must be within the owner's or keeper's sight and the owner or keeper must be carrying a leash and the animal must refrain from illegal activities.

8.8.1.45 Euthanize

An order by the Animal Control Appeals Committee (ACAC) that a dangerous dog be euthanized in accordance with M.G.L. Chapter 140 and the American Veterinary Medical Association Guidelines on Euthanasia.

8.8.1.56 Keeper

A person, business, corporation, entity or society, other than the owner, having possession of a dog. Any person having charge of an animal within the Town of Reading, including but not limited to the animal's owner, dog walkers, dog-sitters, members of the animal owner's household or family.

8.8.1.67 Kennel

Four or more dogs, six months of age or older, kept on a single property, whether for breeding, boarding, sale, training, hunting, companionship or any other purpose. "Kennel" includes commercial boarding or training kennel, commercial breeder kennel, domestic charitable corporation kennel, personal kennel or veterinary kennel.

8.8.1.78 Kennel License

A special license issued to a kennel, which allows payment of a single fee covering all dogs in the kennel; with the kennel license, the kennel owner receives a special kennel tag for each dog in the kennel.

8.8.1.89 License

A dog's registration, evidenced by a tag issued annually by the Town Clerk to the owner or keeper of each dog residing in Reading and worn by the dog securely fixed to its collar or harness.

8.8.1.910 License Transfer

The registration issued to a dog already licensed in another U.S. jurisdiction, after the dog moves into the Town of Reading.

8.8.1.1011 License Period

An annual period, from January 1 through December 31.

8.8.1.1112 Muzzling

Using a device that fits over a dog's mouth and prevents it from biting, but that does not cause any injury or interfere with the vision or respiration of the dog that wears it.

8.8.1.1213 Nuisance Dog

A dog that: (i) by excessive barking or other disturbance, is a source of annoyance to a sick person residing in the vicinity; or (ii) by excessive barking, causing damage or other interference, a reasonable person would find such behavior disruptive to one's quiet and peaceful enjoyment; or (iii) has threatened or attacked livestock, a domestic animal or person, but such threat or attack was not a grossly disproportionate reaction under all the circumstances~~An animal that repeatedly violates Section 8.8.3 of this bylaw.~~

8.8.1.1314 Permanent Restraint

An order issued by the Animal Control Appeals Committee under Section 8.8.5.3 requiring a dangerous dog's keeper to restrain it.

8.8.1.1415 Restraint

Limiting, restricting, or keeping an animal under control by means of a physical barrier (e.g., a leash, substantial chain or line, visible or invisible fence).

8.8.1.1516 Running at Large

A dog is running at large if it is not on the private property of its owner or keeper, or on private property with the express permission of that property's owner, or on a leash, or under effective voice control (i.e., within the owner's or keeper's sight and the owner or keeper is carrying a leash).

8.8.1.1617 Temporary Confinement Order

An order issued by the ACO pursuant to Section 8.8.4.4 authorizing or requiring the temporary housing of an animal.

8.8.1.18 Temporary Restraint Order

An order issued by the ACO under Section 8.8.4.3-2 requiring the dog's owner or keeper to restrain a nuisance dog or suspected dangerous dog for thirty (30) days. An invisible fence will not be considered a temporary restraint for a suspected dangerous dog.

8.8.1.1719 Other Meanings

Any word or term defined in M.G.L. Chapter 140 Section 136A and not otherwise defined here, is incorporated by reference.

8.8.2 Vaccination, Licensing and Fees

8.8.2.1 Three or fewer dogs

License and vaccination requirements

All dogs six months and older, while residing in the Town of Reading, must have a license from the Town Clerk. To obtain or renew the license, each dog owner or keeper must annually present proof of a current rabies vaccination. When a veterinarian determines that vaccination is inadvisable, the owner or keeper may present a veterinarian's certificate exempting an old or sick dog from vaccination for a stated period of time.

New Dogs

Within thirty (30) days of acquiring a dog six (6) months of age or older, each dog owner or keeper in Reading must present proof of that dog's current rabies vaccination and obtain a license and dog tag from the Town Clerk.

New Puppies

Within six (6) months of a puppy being born, each dog owner or keeper in Reading must present proof of that puppy's current rabies vaccination and obtain a license and dog tag from the Town Clerk.

New Residents

A new resident who owns a dog six (6) months of age or older must license it within thirty (30) days after moving into Reading. The Town Clerk will issue each dog a transfer license upon the owner's or keeper's surrender of a current license from another U.S. jurisdiction and proof of current rabies vaccination. The transfer license is valid until the next regular licensing period.

Lost Tags and Replacement Tags

Dog owners and keepers must replace a lost tag within three (3) business days of the loss, by obtaining a replacement tag from the Town Clerk.

Tag exemptions for dog events and medical reasons:

- A dog while actually participating in an official dog sporting or dog fancy event (if the event sponsors do not allow participants to wear tags) is exempt from the requirement that its license tag be affixed to its collar, provided its owner or keeper has the tag at the event and available for inspection by the ACO.
- When a veterinarian determines that a dog cannot wear a collar for medical reasons, the dog is exempt from wearing a tag until it recovers, from the requirement that its license tag be affixed to its collar, provided its owner or keeper has the tag in his or her possession and available for inspection by the ACO.

Annual Renewal

Dog owners and keepers must renew each dog license annually. The annual licensing period runs from January 1 through December 31.

License due Date and Late Fee

The application form for obtaining, renewing or transferring a license shall be available to each household no later than December 31 each year. Dog owners and keepers must return forms and fees to the Clerk by March 31 (or the first business day thereafter, if March 31 falls on Friday, Saturday, Sunday or legal holiday). Any license renewed after this date is overdue, and the owner or keeper must pay a late fee as determined by the Board of Selectmen in addition to the license renewal fee. The overdue license fee and the late fee may be added to the owner's or keeper's tax bill or may be recovered through the imposition of a municipal charges lien on any property standing in the name of the dog owner or keeper, pursuant to M.G.L. Chapter 40 Section 58.

License Fees

The fees for licensing each dog shall be determined by the Board of Selectmen. The fees shall differentiate between neutered or spayed dogs, and non-neutered or non-spayed dogs. The fee for neutered or spayed dogs shall be less than the fee for non-neutered or non-spayed dogs. There is no fee for a dog license for service dogs as defined by the Americans with Disabilities Act or regulations promulgated thereunder. No fee shall be charged for a license for a dog owned by a person aged 70 years or over.

8.8.2.2 Four or more dogs

License and Vaccination Requirements

Anyone who owns or boards four or more dogs within the Town of Reading must apply for and obtain a kennel license from the Town Clerk. (This requirement shall not apply to medical boarding by any licensed veterinarian practicing in the Town of Reading.) To obtain or renew the license, the kennel licensee who is also the owner or keeper of the dogs must present proof of current rabies vaccinations for each dog older than six months in the kennel. When it is off the kennel property, each dog in the kennel must wear a kennel tag, issued by the Town Clerk, affixed to its collar or harness. Kennel licensees who offer temporary boarding services must obtain valid proof that each dog in the kennel that is older than 6 months has received a current rabies vaccination which proof must be maintained in accordance with 8.8.2.1 bullet one herein.

New Dogs and New Puppies

The kennel licensee who is also the owner or keeper of the dogs must report to the Town Clerk each new dog in the kennel within thirty (30) days of its acquisition, show proof of current vaccination, and obtain a kennel tag for that dog. The kennel licensee must show proof of current vaccination and obtain a tag for each puppy when it reaches six months old.

Inspection Process

Before the Town Clerk can issue the kennel license, the Health Division Animal Inspector must inspect the proposed kennel, file a report on the inspection, and favorably recommend that the kennel meets all the following requirements:

- The location of the kennel is appropriate for housing multiple dogs.

- The location of the kennel on the property will have no significant adverse effect on the peace and quiet or sanitary conditions of the neighborhood.
- The area provided for housing, feeding, and exercising dogs is no closer than twenty (20) feet to any lot line.
- The area provided for housing, feeding, and exercising dogs is no closer than fifty (50) feet to any existing dwelling on an abutting lot.
- The kennel will be operated in a safe, sanitary and humane condition.
- Records of the numbers and identities of the dogs are properly kept.
- The operation of the kennel will be consistent with the health and safety of the dogs and of the neighbors.

Periodic Inspections

Before a kennel license is renewed, and at any time they believe it necessary, the ACO and/or the Health Division may inspect any kennel. If the ACO or the Health Division determine that the kennel is not being maintained in a safe, sanitary and humane condition, or if the kennel records on the numbers and identities of the dogs are not properly kept, the ACO will report the violations to the Animal Control Appeals Committee (ACAC) for a hearing on whether to impose fines or revoke the kennel license.

Kennel Review Hearings

Within seven (7) business days after receiving the ACO's report of violations, the ACAC will notify all interested parties of a public hearing to be held within fourteen (14) days after the notice date. Within seven (7) business days after the public hearing, the ACAC shall either revoke the kennel license, suspend the kennel license, order compliance, or otherwise regulate the kennel.

Penalties

Any person maintaining a kennel after the kennel license has been denied revoked or suspended will be subject to the penalties in Section 8.8.7 of this bylaw.

Annual Renewal

Each kennel licensee must renew the license annually at the Town Clerk's Office. The annual licensing period runs from January 1 to December 31.

License Due Date

Kennel license renewal forms will be sent to each licensed kennel no later than December 1 each year. Kennel licensees must return forms and fees to the Town Clerk by January 15 (or the first business day thereafter, if the 15th falls on Friday, Saturday, Sunday or legal holiday). Failure to pay on time will result in a late fee, due in addition to the license fee. The overdue license fee and the late fee may be added to the licensee's tax bill or may be recovered through the imposition of a municipal charges lien on any property standing in the name of the kennel licensee, pursuant to M.G.L. Chapter 40 Section 58. Nothing in this bylaw shall prevent or abrogate the Board of Health's authority to license and inspect kennels in the Town of Reading.

Fees

The fees for licensing each kennel shall be established by the Board of Selectmen.

Incorporation

The following provisions of M.G.L. Chapter 140 are expressly incorporated herein: Section 137B - Sale or other delivery of unlicensed dog by kennel licensee; Section 137D - Licensee convicted of violation of statutes relating to offenses against animals; and Section 138A - Importation of dogs and cats for commercial resale, etc.

8.8.3 Conduct of Animals

8.8.3.1 Endangering Safety

No animal owner or keeper shall allow its animal to bite, menace or threaten, all without provocation, so as to endanger the safety of any person, domestic animal or livestock provided such threat or attack was not a grossly disproportionate reaction under all the circumstances. This section is not meant to preclude an animal from acting as a watchdog on its owner's or keeper's property.

8.8.3.2 Disturbing the Peace

No animal owner or keeper shall allow the animal to disturb the peace of any neighborhood by making excessive noise without provocation. Noise is excessive if it is uninterrupted barking, yelping, whining, or howling, causing damage or other interference that a reasonable person would find disruptive to one's quiet and peaceful enjoyment for a period of time exceeding 15 minutes. Or, by excessive barking or other disturbance, which is a source of annoyance to a sick person residing in the vicinity. This section is not meant to preclude a dog from acting as a watchdog on its owner's or keeper's property.

8.8.3.3 Damaging Property

No animal owner or keeper shall allow the animal to damage public or private property or realty.

8.8.3.4 Running at Large

When not on the private property of its owner or keeper, or on private property with the express permission of that property's owner, an animal must be on a leash or may be under effective voice control in locations noted below. To be under effective voice control, the animal must be within the owner's or keeper's sight and the owner or keeper must be carrying a leash.

8.8.3.5 Voice Control in Place of Leash Control Allowed

A dog shall be under voice control when within the Town Forest or on Conservation lands.

8.8.3.6 Public Gatherings - Leash Control Only

An animal may be at any public gathering not otherwise specified in this bylaw only if it is on a six-foot or shorter leash and the animal must refrain from illegal activities.

8.8.3.7 School Grounds

Animals are not allowed during school - leash control only at other times. Unless the school Principal gives permission in advance, no animal may be on school grounds from thirty (30) minutes before classes begin until thirty (30) minutes after classes end. At all other times, the animal may be on school grounds only if it is on a six-foot or shorter leash. An animal is not violating this prohibition if it remains within a vehicle.

8.8.3.8 Exception for Assistance Animals (service animals)

Section 8.8.3.4 does not apply to any properly trained assistance animal or service animal while performing its duties.

8.8.3.9 Chasing

No animal owner or keeper shall allow the animal to chase a person, motor-powered vehicle, human-powered vehicle, or animal drawing or carrying a person.

8.8.3.10 Dog Litter

Every dog owner or keeper is responsible for expeditiously removing any dog feces the dog deposits anywhere except on its owner's or keeper's private property, on other private property with the property owner's permission. This provision does not apply to any assistance dog or service dog while it is performing its duties.

8.8.4 Animal Control Officer

8.8.4.1 Appointment

The Town Manager shall appoint an Animal Control Officer (ACO) under the provisions of M.G.L. Chapter 140 Sections 151 and 151A to carry out the provisions of this bylaw and to perform such other duties and responsibilities as the Town Manager or his designee may determine.

8.8.4.2 Duties

The ACO's duties shall include but not be limited to the following:

- Enforcement of the Town of Reading Animal Control bylaw and relevant State regulations.
- Explanation of bylaw violations.
- Notification to the owner or keeper of unlicensed dogs.

8.8.4.3 Issuance of Temporary Restraint Orders

The ACO shall issue an ~~order of~~ Temporary Restraint Order to the owner or keeper of any animal that is a nuisance or that is awaiting a decision under Section 8.8.6 as to whether it is dangerous. An ~~order of~~ Temporary Restraint Order is an order that the animal must be confined to its owner's or keeper's property when not on a six (6) foot or shorter leash or may be ordered to be sheltered at a local kennel or veterinarian facility at the animal owner's or keeper's expense; muzzling will be at the ACO's discretion. It shall be in force for no more than thirty (30) days unless the ACO renews it in writing for subsequent thirty (30) day periods. The ACO shall rescind or stop renewing the order when, in the ACO's judgment, restraint is no longer required. The animal's owner or keeper can petition the Animal Control Appeals Committee (ACAC) under Section 8.8.5.2 to rescind the ~~order of~~ Temporary Restraint Order.

8.8.4.4 Issuance of an ~~Order of~~ Temporary Confinement Order

The ACO may make arrangements for the temporary housing of any animal that is to be confined under the provisions of this bylaw and may issue an Temporary Confinement Order authorizing such temporary housing. The housing may be at local veterinary clinics, or at dog kennels within the Town or neighboring towns, and shall be at the animal owner's or keeper's expense.

8.8.4.5 Complaint Resolution

The ACO shall investigate all written complaints arising within the Town pertaining to violations of this bylaw and try to mediate disputes between Town residents complaining that a dog owned or kept in Town is a nuisance dog or a dangerous dog.

8.8.4.6 Recordkeeping

The ACO shall keep accurate, detailed records of the confinement and disposition of all animals held in custody and of all bite cases reported, and the results of investigations of the same. The ACO shall maintain a telephone log of all calls regarding animals and submit a monthly report summarizing the log to the ACAC.

8.8.5 Animal Control Appeals Committee (ACAC)

8.8.5.1 Composition of the ACAC

The Animal Control Appeals Committee is comprised of three Reading residents, none of whom can be employees of the Town, appointed to three-year overlapping terms by the Board of Selectmen. The ACAC will annually select a member to serve as the Chair. At least one of the three members must be a dog owner.

8.8.5.2 Right to Appeal

When the ACO has investigated a complaint regarding an animal's behavior and has issued a ~~finding or an order of~~ Temporary Restraint Order or a Temporary Confinement Order with which either the animal's owner or keeper or the complainant disagrees, then either party may appeal by sending a written request to the Town Clerk within ten (10) business days after issuance of the ACO's decision. Following the Clerk's receipt of a written appeal, the ACAC shall hold a public hearing on the appeal within fourteen (14) days, at which the dog owner or keeper, the complainant, and the ACO must appear.

8.8.5.3 Findings and Further Appeals

The ACAC shall vote at the public hearing on whether to uphold, reverse, or modify the ACO's temporary order decision and shall mail its ruling to the animal owner or keeper, complainant, and ACO within three (3) business days after the public hearing.

8.8.5.4 Hearings

The ACAC shall hold public hearings and make decisions on any dangerous dog declaration under Section 8.8.6 or a nuisance dog declaration under Section 8.8.7.

8.8.5.5 Further Appeals

An appeal from an order or decision of the ACAC may be made by either the Owner or Keeper or Complainant within 10 days at the Woburn District Court.

8.8.6 Dangerous Dogs

8.8.6.1 Declaring a Dog Dangerous

A dog that either;

- without justification, attacks a person or domestic animal causing physical injury or death; or
- behaves in a manner that a reasonable person would believe poses an unjustified imminent threat of physical injury or death to a person or to a domestic or owned animal may be declared dangerous by the ACAC. An exception may be made for a puppy (animal under six (6) months old) that draws blood, or for a dog that attacks or bites an unaccompanied domestic animal on the dog owner's or keeper's property.

8.8.6.2 Procedure for Declaring a Dangerous Dog

Upon the written complaint of the ACO, any other public safety agent, or upon the petition of individual the Animal Control Appeals Committee (ACAC) shall hold a public hearing, after which it will determine whether it should declare a dog dangerous and, if so declared, what remedy is appropriate.

8.8.6.3 Exceptions

No dog shall be deemed dangerous:

- Solely based upon growling or barking or solely growling and barking;
- Based upon the breed of such dog; or
- If such dog was reacting to another animal or to a person and such dog's reaction was not grossly disproportionate to any of the following circumstances:
 - Such dog was protecting or defending itself, its offspring, another domestic animal or a person from attack or assault;
 - The person who was attacked or threatened by the dog was committing a crime upon the person or property of the owner or keeper of such dog;
 - The person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring or otherwise provoking such dog; or
 - At the time of such attack or threat, the person or animal that was attacked or threatened by such dog had breached an enclosure or structure in which the dog was kept apart from the public and such person or animal was not authorized by the owner of the premises to be within such enclosure including, but not limited to a gated, fenced in area if the gate was closed, whether locked or unlocked; provided, however, that if a person is under the age of 7, it shall be a rebuttable presumption that such person was not committing a crime, provoking the dog or trespassing.

8.8.6.4 Remedies

Upon its finding that the dog is dangerous, the ACAC shall order one of the following remedies: permanent restraint or ~~n~~-euthanasia in accordance with the American Veterinary Medical Association Guidelines on Euthanasia.

- A Permanent Restraint Order is an order that the dog must at all times while on its owner's or keeper's property be kept within the owner's or keeper's house or a secure enclosure. The secure enclosure shall be a minimum of five (5) feet wide, 10 feet long, and five (5) feet in height, with a horizontal top covering the entire enclosure; shall be constructed of not less than nine (9) gauge chain link fencing; the floor shall be not less than three (3) inches of poured concrete; with the bottom edge of fencing embedded in the concrete; shall be posted with a clearly visible warning sign including a warning symbol; must contain and provide protection from the elements; and shall comply with all applicable building codes and with the Zoning Bylaws of the Town of Reading. In addition, the owner or keeper of the dog shall annually provide proof to the Town Clerk of a liability insurance policy of at least One Hundred Thousand (\$100,000) Dollars for the benefit of the public safety; and whenever removed from the premises of the owner or the premises of the person keeping the dog, the dog shall be securely and humanely muzzled and restrained with a chain or other tethering device having a minimum tensile strength of 300 pounds and not exceeding 3 feet in length. A Euthanasia Order is an order to take the life of the dog by the administration of barbiturates in a manner deemed acceptable by the American Veterinary Medical Association Guidelines on Euthanasia.

8.8.7 Nuisance Animal

8.8.7.1 Declaring a Dog to be a Nuisance

An animal that repeatedly violates Section 8.8.3 of this bylaw may be declared a nuisance dog by the ACAC.

8.8.7.2 Procedure for Declaring a Dog to be a Nuisance

Upon the written complaint of the ACO, any other public safety agent, or upon the petition of individual the Animal Control Appeals Committee (ACAC) shall hold a public hearing, after which it will determine whether it should declare a dog to be a nuisance dog. The ACAC may further order that the owner or keeper of such dog take remedial action to ameliorate the cause of the nuisance behavior.

8.8.8 Penalties

8.8.8.1 Fines

Any animal owner or keeper who maintains a kennel after the kennel license has been denied, revoked or suspended, or who fails to obtain a kennel license; and any animal owner or keeper who fails to comply with Section 8.8.3 Conduct of Animals shall be subject to penalties as determined by the Animal Control Appeals Committee, not exceeding Three Hundred (\$300) Dollars per day for every day of the violation.

8.8.8.2 Reimbursement of Costs

If the Animal Control Officer confines a dog and the animal owner or keeper does not pay all fees directly to the kennel or veterinary clinic, then the dog's owner or keeper must reimburse the Town of Reading for any expenses incurred in boarding that dog. If the dog has not been licensed, the owner or

keeper must obtain a license and pay any applicable late fee before the dog can be released.

8.8.8.3 Penalties for Violating Restraint Orders

The ACAC shall determine a schedule of penalties not exceeding Three Hundred (\$300) Dollars per day for each and every violation of restraint orders.

8.8.9 Miscellaneous

8.8.9.1 Enforcement

In addition to any other means of enforcement, the provisions of this bylaw and the regulations adopted pursuant thereto may also be enforced by non-criminal disposition in accordance with the provisions of Section 1.8 of this bylaw, and M.G.L. Chapter 40 Section 21D. The penalty for such violation shall be \$300 for each offense. Each day or part thereof shall constitute a separate offense.

~~**8.8.9.2 Incorporation of State Law**~~

~~The provisions of M.G.L. Chapter 140 Sections 136A through 156 and 158 through 174D, inclusive, as may be amended from time to time and except as modified herein, are hereby incorporated into this bylaw.~~

or take any other action with respect thereto.

Board of Selectmen

Background: A previous Town Meeting voted to change this section of the general bylaws. However, there was a caution issued by the Attorney General's office about the appeals process in this bylaw. In addition, underlying state law on animal control has been in the process of changing, which is why we hesitated to bring this back to Town Meeting. Our new Town Counsel has been working with the AG's office and we have developed a two-step plan to remedy the AG's caution and to conform to the underlying state law changes.

The first step is the proposed wording changes cited in this Article above, which will at a minimum satisfy the AG's office in the short term. Some changes include the following:

8.8.1.1 An added definition for the Animal Control Appeals Committee with proper citation of state law;

8.8.1.2 The addition of state law citation in the section about the Animal Control Officer;

8.8.1.6 The addition of a definition for a Keeper. Note that this term is added throughout several following sections;

8.8.1.13 A revised definition of a Nuisance Dog;

8.8.1.17 An added definition for a Temporary Confinement Order which is then used in some sections that follow.

The second step will be a streamlined and revised version of this Bylaw completed by Town Counsel no later than the 2016 Annual Town Meeting. This process will include at least one Public Hearing by the Board of Selectmen to solicit input from the community on proposed substantive changes, if any. As revised above the bylaw will be acceptable to the AG's office and will not be in conflict with state law - but all are in agreement that we can provide a much improved version with the second step.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends this Article by a vote of 4-0-0 at their meeting on March 24, 2015.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 12 To see if the Town will vote to amend the General Bylaw by inserting a new Section 3.3.1.6 as follows:

3.3.1.6 Appointment of Associate Members

The Board of Selectmen shall be authorized to appoint associate members to any board, committee or commission for which it is the appointing authority.

or take any other action with respect thereto.

Board of Selectmen

Background: Special Town Meeting in January 2015 indicated a desire to defer further details about Associate Membership to a future General Bylaw discussion, and to leave the language in the Home Rule Charter broad on this topic. Without such a new General Bylaw all Associate memberships will expire on June 30, 2015.

The proposed language above is meant to be a starting point for discussion at Annual Town Meeting. While the Moderator will rule on individual amendments that are offered on the floor, he has indicated that this beginning language should allow for a wide ranging discussion.

The Board of Selectmen will discuss this issue further at their meeting on April 14, 2015, and may develop a motion for Town Meeting as a starting point in the discussions.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends this Article by a vote of 4-0-0 at their meeting on March 24, 2015.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 13 To see if the Town will vote to amend Section 2.1.6 of the General Bylaw by adding the words "but not more than twenty-eight (28) days" thereto so that said Section 2.1.6 will read as follows:

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 but not more than twenty-eight (28) 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 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.

or take any other action with respect thereto.

By Petition

Background: The Petitioner will request that this Article be tabled.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends this Article by a vote of 0-2-2 at their meeting on March 24, 2015.

ARTICLE 14 To see of the Town will vote to authorize the Board of Selectmen to enter into a lease for a term not to exceed ten years, with the additional authority to extend the lease at its conclusion for a single additional term not to exceed ten years, allowing the use of Town land located at Auburn Street, in the Town of Reading, more particularly shown on Reading Tax Assessor's Map 114 as Lots 12, 25 and 26, to the winner of a competitive bid and to any additional winning co-locator bidders, selected pursuant to Chapter 30B of the *Massachusetts General Laws*, for the purpose of constructing, maintaining and operating a wireless telecommunication facility thereon subject to the grant of any special permit therefor as may be necessary; or take any other action with respect thereto.

Board of Selectmen

Background: Repairs to the water storage tank on Auburn Street have involved the current cell companies as they need to temporarily relocate their equipment in order for the Town to perform the improvements. The Town's property is of insufficient size to accommodate temporary cell facilities during the tank improvements and the cell companies have agreed to a shared staging platform during the repairs and subsequent repainting. The companies have also agreed to a revised equipment mounting system that will eliminate the access and safety issues that now exist and eliminate the conflict of cell equipment on future tank repairs performed by the Town. In the discussions to prepare for this arrangement, an additional carrier not on the tank is willing to share these costs in exchange for space on the newly renovated water storage tank. Note that by law the Town may negotiate the lease fees associated with such cell towers, but may not negotiate the rights of the cell companies to locate their equipment, provided there is enough space.

In the past, leases were structured as an initial five-year term with three subsequent five-year terms. Each was a level payment for the term of the lease and then a 15% increase for the subsequent lease term (or about +2.8%/year compounded).

In order to achieve the best financial deal for all involved, we will issue an RFP for all interested cell companies. In general the cell companies would like the longest lease possible in order to allow them to amortize their relocation costs over that period, so we need authorization from Town Meeting to exceed three years. The RFP is likely to include terms similar to what has been done in the past and described above, with an emphasis of this asset as a revenue source.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 15 To see if the Town will vote to authorize the Board of Selectmen 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.

Board of Selectmen

Background: The following equipment is scheduled for disposal:

Department	Item	Year	Est. Value	Comments
DPW	International 2554/Truck #8	2000	\$20,000	Runs, cracked frame
DPW/Water	Ford F550/Pickup #5	2002	\$15,000	Runs, 4x2
DPW	Ford F450/Dump Truck #12	1997	\$5,000	Fair, body rot
DPW	Ford F250/Pickup#2	1997	\$3,000	Poor, body rot
DPW	Chevy Blazer/Car#5	1997	\$1,000	4.3L Engine
DPW	Select Till Rototiller		nil	May not work
DPW	Holder V-Plow 4150		nil	
DPW	McConnel Boom Flail		nil	
DPW	Dynahoe Bucket		nil	
DPW	Craftsman 10" Radial Saw	1980	nil	
DPW	FMC John Bean Sprayer		nil	Motor missing parts
DPW	DMT Generator		nil	Does not run
DPW	Wayne Ray Backhoe Bucket		nil	
Police	Crown Vic/Car #2	2011	<\$2,000	90k miles
Police	Crown Vic/Car#9	2004	<\$2,000	80k miles
Police	Crown Vic/Car#11	2011	<\$2,000	100k miles
Police	Crown Vic/Car#14	2011	<\$2,000	100k miles
Fire	Freightline Pumper/Engine #3	1995	\$18,000	

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 16 To see what sum the Town will raise by borrowing or transfer from available funds, or otherwise, and appropriate for the purpose of making extraordinary repairs

and/or replacement of sanitary sewer collection systems, including the costs of consulting services, audits, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and to see if the Town will authorize the Board of Selectmen, Town Manager, or any other agency of the Town, to apply for a grant or grants, to be used to defray the cost of all, or any part of, said sanitary sewer improvements; and to authorize the Town Manager to enter into any and all contracts and agreements as may be necessary to carry out the purposes of this Article, or take any other action with respect thereto.

Board of Selectmen

Background: The MWRA's Infiltration and Inflow (I/I) Local Financial Assistance Program provides support to MWRA member communities to perform sewer rehabilitation to minimize excess flows due to infiltration and inflow into the sewer system.

In previous years the Assistance Program provided financial assistance to member communities through a combination of a 45% grant and a 55% low-interest loan. MWRA has revised the program for the current Phase 9 and future Phase 10. The financial assistance for these two phases will be allocated to member communities in the form of a 75% grant and a 25% low-interest loan.

MWRA Assistance

- The assistance is provided through a combination grant and low-interest loan
- Phase 8 Allocation balance \$71,000 (45% grant; 55% low-interest loan)
- Phase 9 Allocation is \$844,000 (\$633,000 grant; \$211,000 low-interest loan)
- Phase 10 Allocation is \$844,000 (\$633,000 grant; \$211,000 low-interest loan)
- Loan pay back to the MWRA - equal installments up to a ten year period beginning one year after distribution of the funds

Acceptance of the grant/loan offer will enable the Town to continue with its I/I removal program to remove unwanted sewage flows from the sewer system which reduces excess assessments from MWRA and decreases the excess demand on the sewer system. The anticipated project for this Phase will be to perform manhole rehabilitation, spot repairs, lining and replacement of sewers.

Infiltration occurs when surface water enters sewers through leaks, cracks and faulty joints in pipes and manholes. Inflow is caused from storm water runoff that enters the sewer system through improper connections such as cross connected drains, roof drains and sump pumps.

Since the inception of MWRA's Assistance Program the Town's I/I removal program has consisted of the following types of projects:

- House-to-house inspections
 - The house-to-house inspections identify inappropriate direct connections (inflow) to the Town's sewer system with the purpose of assisting residents with identifying methods to remove the connections. The Town also provides limited financial assistance to the homeowner.
- TV inspections, testing and sealing of manholes and sewer mains

- TV inspections and the testing and sealing of manholes and sewer mains allows the Town to internally inspect sewer mains and manholes to with the purpose of identifying and eliminating points of infiltration into the sewer system.
- Sewer system smoke testing
 - Smoke testing of the sewer system is a method of identifying points of infiltration or inflow into the sewer system where visual or TV inspection access is not possible
- Spot repair, lining and replacement of sewers
 - Spot repairs, lining and replacement of sewers are performed when damage to the sewer system is not repairable or cost effective through internal sealing.
- Flow metering, spot gauging and dye testing
 - Flow metering, gauging and dye testing is performed to assist the Town in determining the areas of the sewer system that are experiencing the highest levels infiltration and inflow. Flow metering also assists in determining how affective the Town has been in mitigating I/I for the past several years.
- Sewer System Data management
 - Project updates the Town's GIS sewer database to incorporate historic closed circuit inspection data and enable future closed circuit inspection sewer system data. The resulting data will be used to assess future capital project needs and to perform asset management of the system.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 17 To see if the Town will vote to raise the sum of Two Million (\$2,000,000.00) dollars by borrowing for the purpose of constructing a Cemetery garage and related facilities, including site preparation, construction, originally equipping and furnishing said facilities and all other costs incidental thereto including the costs of architectural, engineering and construction services, inspection and costs of financing in connection therewith; and to authorize the Facilities Department and or the Town Manager to proceed and enter into any and all contracts and agreements necessary therefore and incidental thereto, including without limitation, contracts for architectural, engineering and construction services and to do all other acts and things necessary and proper for carrying out the provisions of this vote.

Board of Cemetery Trustees

Background: At present the Capital plan includes a total of \$3.0 million in future debt beginning in FY17 to address the cemetery and DPW garage space. Funding for studies of each portion were provided by past Town Meetings, and the Board of Cemetery Trustees has been very patient first through some procurement issues in the Facilities department which slowed early progress and then a disappointing pace of work during the past year under DPW's supervision.

One year ago a presentation was made to the Board of Selectmen to consolidate both operations in the current DPW location. While the presentation was a good one, no cost estimate was included. Finally last summer initial cost estimates of \$18 to \$20 million were received and instructions were given to streamline that early design in order to significantly reduce costs. Several months later updated design and cost updates suggested little change to the early estimates.

Meanwhile the Board of Selectmen has been meeting in Executive Session during the past several months in order to discuss a few real estate issues that concern the town. Details must remain confidential for now, but one of the issues is the best location for a DPW garage. The current location was satisfactory when a landfill was a neighbor, but clearly today this is not the highest and best use of the property in the midst of the best commercial development area in town.

Conditions at the current Cemetery garage are certainly below standard, and there is a standing offer from the Town Manager that if employee safety is ever a concern that an immediate move to consolidate in the current DPW garage will be made on a temporary best-efforts basis. Along these lines the Town Manager certainly appreciates the concerns of the Board of Cemetery Trustees, however it is his recommendation that the entire DPW siting issue – including the location of the cemetery division - be turned over to the Permanent Building Committee and that they work collaboratively with the Board of Selectmen and the Finance Committee. This issue is significant to the community not only from a cost but from a future tax revenue standpoint.

Board of Cemetery Trustees Report: The present building in Laurel Hill consists of the original structure plus four sections that were attached to the building when it was purchased along with land in 1924, and another section that was added in the 1950s. At that time (the 1950s) there were only two cemeteries in Reading. Almost all of the burial and maintenance was done manually; few winter burials took place.

Over the years the equipment has gotten larger, and much heavier. At present one of the newest trucks will not fit into the building and must stay outside. A cube has been rented to free up space, making it safer for the employees to work. Some equipment is stored at the DPW because of lack of space. Employees take breaks and eat their lunch in a cramped machine repair and tool storage area.

Simply put, the building is worn out and long past its useful life. Unless Town Meeting is willing to spend \$22.4 Million to consolidate all DPW operations at New Crossing Road—a move the Town consultant Weston and Sampson strongly discouraged after several years of study—the Cemetery Trustees ask you to approve the funding to build a new Cemetery maintenance building. This building will be built to code, be safe for Cemetery employees to use, and provide them with basic amenities such as a separate lunch room.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 0-8-0 to recommend this Article. The committee believes that a town wide assessment is needed in looking at buildings and facilities for DPW, Cemetery and other potential needs. The Permanent Building Committee is the correct place for this type of assessment to take place and then report back to the Town on proposed actions.

Bylaw Committee Report: No report.

ARTICLE 18 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.

Board of Selectmen

Background: 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 Board of Selectmen.

AHTF expenditures require approval by a majority vote of the full combined membership of the Board of Selectmen and the Reading Housing Authority. AHTF uses include:

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

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 \$260,720.85 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 was \$200,000 to assist Oaktree development with financing affordable housing at 30 Haven Street.

At the 2012 Annual Town Meeting, approval was given for funding to hire a consultant to assist a Town staff initiative to update the Town's Housing Plan, including the five-year "Housing Production Plan". This effort is important as a defense against unfriendly 40B developments in the community, and requires the Town to develop a phased plan to produce housing to reach the 10% threshold as required by MGL Ch. 40B. Reading's Housing Production Plan has been approved by the Board of Selectmen and by the Commonwealth of Massachusetts.

The Town commissioned and received a supplemental report on how the AHTF can best be used to support the "Planned Production" goals of the Housing Plan. This report was presented to the Board of Selectmen and the Reading Housing Authority in April 2013. The report recommended a significant restructuring of the Town's AHTF efforts. The Board of Selectmen considered these recommendations, but decided against any changes. Therefore, the current recommendation is to adopt the AHTF Allocation Plan as shown below as the framework for the use of Affordable Housing Trust Fund in FY 2016.

Note that Reading as the lead community is part of a regional effort (along with North Reading, Wilmington and Saugus) to share a Regional Housing Services Office (RHSO). The RHSO monitors and administers affordable housing requirements including tracking and updating the Subsidized Housing Inventory (SHI) as well as maintaining ready buyer and ready renter lists.

**Affordable Housing Trust Fund Allocation Plan
FY 2016**

Pursuant to Article 18 of the 2015 Annual Town Meeting, an Affordable Housing Trust Fund Allocation Plan for the Fiscal Year 2016 in accordance with the provisions of Chapter 140 of the Acts of 2001 is as follows:

Available Balance – <u>Unrestricted Funds</u> :	\$260,720.85
Available Balance – <u>Restricted Funds</u>	\$ 0
<u>Unrestricted funds</u> 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

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 7-0-1 to recommend this Article. FINCOM Member Craig Merry abstained in order to avoid the appearance of a professional conflict of interest.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 19 To see if the Town will vote to authorize revolving funds for certain Town Departments under Section 53E ½ of Chapter 44 of the *Massachusetts General Laws* for the fiscal year beginning July 1, 2015 with the receipts, as specified, credited to each fund; the purposes, as listed, for which each fund may be spent, the maximum amount that may be spent from each fund for the fiscal year, and the disposition of the balance of each fund at fiscal year-end.

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Conservation Commission Consulting Fees	Conservation Commission	Fees as provided for in Reading General Bylaws Section 5.7, Wetlands Protection	Consulting and engineering services for the review of designs and engineering work for the protection of wetlands.	\$25,000	Available for expenditure next year
Inspection Revolving Fund	Town Manager	Building, Plumbing, Wiring, Gas and other permits for the Oaktree, Addison-Wesley/Pearson and Johnson Woods developments	Legal, oversight and inspection, plan review, initial property appraisals and appeals, Public Services general management, curb sidewalks and pedestrian safety improvements, records archiving and other project related costs.	\$200,000	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 Materials Replacement	Library Director and Trustees	Charges for lost or damaged Library materials	Acquire Library materials to replace lost or damaged items	\$15,000	Available for expenditure next year
Mattera Cabin Operating	Recreation Administrator	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

or take any other action with respect thereto.

Board of Selectmen

Background: The revolving funds established in this article are subject to annual renewal by Town Meeting.

- **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. There was no activity in the Conservation Consulting Revolving Fund during Fiscal Year 2015. The balance as of March 7, 2015 remains at \$0.
- **Inspections Revolving Fund** - Beginning in 2004, Town Meeting approved the Inspections Revolving Funds as a way to deposit building and other permit fees from three large projects (the Oaktree, Pulte Homes and Johnson Woods developments). During the year under the direction of the Town Manager these funds are allowed to be used directly for purposes of plan review, inspections, legal expenses, initial property value appraisal and appeals, and general management of the Public Services department operations related to three developments as well as for the construction of curbs, sidewalks and pedestrian safety improvements and records archiving and management. The balance available as of March 7, 2015 in this fund is \$782,110, and of that total \$60,000 is proposed by the Town Manager to be used to help offset some of these related activities in the FY16 Public Services budget, as has been the case for several years and is planned for a few more years. This year the Town Manager is requesting that Town Meeting authorize the remainder of the \$200,000 annual spending limit (or \$140,000) to be used under Article 5 to help offset the snow & ice removal deficit during the current year. Note that while the Town Manager is subject to the spending restrictions above, Town Meeting may vote to spend these funds 'for any lawful purpose'.
- **Health Clinic Revolving Fund** - The Reading Health Division contracts for third party payments for a number of immunizations. The funds are used to augment the influenza vaccine supply from the State Department of Public Health to insure vaccine for the

homebound clients and first responders. The Division also uses these funds for materials for other screening clinics. Clinic client fees are also deposited into this fund to offset vaccine and clinical supply costs. The balance available as of March 7, 2015 this fund is \$60,584. 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 Materials Replacement Fund** – During the course of a year, the Library recovers funds from patrons who have lost or damaged books or other materials. Previously, those funds went into the Town's General Fund and at the end of the year went into Free Cash. Once this Revolving Fund was adopted (beginning in FY 2010), those funds recovered from patrons for lost or damaged materials were available directly to the Library for expenditure to purchase replacement materials and processing supplies. The balance available as of March 7, 2015 in this fund is \$8,316.
- **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 March 7, 2015 in this fund is \$1,533. *Note that due to a recent change in the Classification system that establishes Town government staff positions, a friendly amendment to change the position title from Recreation Administrator to Community Services Director will be offered.*
- **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 March 7, 2015 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 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 20 To see if the Town will vote to determine how much money the Town will appropriate by borrowing, or from the tax levy, or transfer from available funds, or otherwise, for the operation of the Town and its government for Fiscal Year 2016 - beginning July 1, 2015, or take any other action with respect thereto.

Finance Committee

Background: Please see the Yellow Pages of this document for full details of the FY 2016 budget.

Finance Committee Report: Please see the Yellow Pages – Spending Scorecard of this document for the votes by the Finance Committee for line items in the FY 2016 budget. The Finance Committee recommends the subject matter of Article 20 as explained by these votes at their meeting on March 25, 2015.

Bylaw Committee Report: No report.

ARTICLE 21 To see what sum the Town will vote to appropriate by borrowing, whether in anticipation of reimbursement from the State under Section 6 of Chapter 44 of the *Massachusetts General Laws*, or pursuant to any other enabling authority or from the tax levy, or transfer from available funds, or otherwise, for highway projects in accordance with Chapter 90 of the *Massachusetts General Laws*, or take any other action with respect thereto.

Board of Selectmen

Background: Incoming Governor Charles Baker released an additional \$100 million in funding that the legislature had already approved for Chapter 90 (local road repairs), bringing the FY15 total to \$300 million or a bit over \$900,000 for Reading. However, the Governor recently filed for a total of only \$200 million for FY16, bringing the local share back down to about \$600,000. The motion made at Town Meeting will be to accept the Chapter 90 state assistance at whatever level is ultimately available, a trend in other communities in order to avoid this uncertainty and volatility.

Finance Committee Report: At their meeting on March 25, 2015 the Finance Committee voted 8-0-0 to recommend this Article.

Bylaw Committee Report: No report.

***Board of Selectmen Report:** The Board of Selectmen at their meeting on March 24, 2015 voted 5-0-0 to support this Article.

ARTICLE 22 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.

Board of Selectmen

Background: The Reading Home Rule Charter provides for the removal by Town Meeting of Town Meeting Members who did not attend at least half of the Town Meeting sessions during the previous year. There have been a total of six Town Meeting sessions and a total of 13 nights to attend, and there are 19 members who meet the criteria for removal, as listed below.

The remaining Town Meeting Members from Precincts 2, 3, 4, 6, 7 and 8 will be asked to meet in a caucus before this Article is taken up, and to evaluate the particular circumstances of each of these situations for the listed Town Meeting members within their precinct. The affected precincts will then make a recommendation to Town Meeting as to whether the member should be removed.

Precinct	First Name	MI	Last Name	Term Ends	Total Attended
2	Denise	M	Benard	2016	3
2	Walter	J	Carroll	2017	4
2	Peter	C	Coumounduros	2015	4
2	Marcia	Nigro	Dresser	2015	5
2	Carol		Sampson	2017	0
2	George		Snow	2015	5
3	Norman	W	Blanchard	2015	0
3	Michael		Giglio	2016	0
3	Lawrence	A	Hurley	2015	2
3	Michael	J	McDade	2015	5
3	Joseph	P	Westerman	2015	4
4	Stephen	A	Goldy	2015	2
4	Andrew	W	Grimes	2015	2
6	Keith	J	Driscoll	2015	2
6	Kenneth	Mathew	Lafferty	2016	2
6	John	M	Miles	2016	3
6	Lori Ann		Russo	2016	0
7	Jesse	M	Downing	2015	2
8	Kristjan	Arni	Asgeirsson	2015	4

Finance Committee Report: No report.

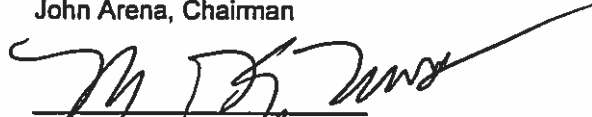
Bylaw Committee Report: No report.

and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to April 27, 2015, 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 24th day of FEBRUARY, 2015.

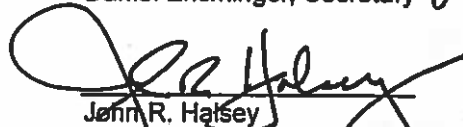
John Arena, Chairman



Marsie K. West, Vice Chairman



Daniel Ensminger, Secretary



John R. Halsey



Kevin Sexton



Tonya Amico, Constable

SELECTMEN OF READING



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Town Manager's Recommended FY16 Budget

The following document constitutes the Town Manager's recommended Fiscal Year 2016 Budget for the Town of Reading, beginning July 1, 2015. This Budget combines continued conservative fiscal planning caused by the constraints of Proposition 2-1/2 with another high dose of free cash as has been typical in recent years. The strong reserves position combined with the desire to provide the community requested service levels is juxtaposed against the backdrop of what is sustainably affordable. The need to reduce service levels would seem apparent in the FY17 budgets unless more sources of revenue – such as an operating override or significantly increased state aid – materialize.

Following are the highlights of the FY16 Town Manager's Budget:

Revenues

Revenue for FY16 is forecast at \$85.1 million and an additional \$1.5 million in free cash used, which is a 4.5% increase in total revenue growth. This is a bit misleading because of an increase in the amount of excluded taxes expected to be levied for the Library Project. Without that, overall revenues would be up a bit below 3%:

	FY16	FY15	FY14	FY13
Revenues (without Free Cash or Excluded debt)	+2.9%	+2.6%	+2.8%	+2.8%

Note that for FY16 the state aid assumption is a +2.5% increase – perhaps unlikely given the financial condition of the state, and the Governor's budget which is about \$125,000 below that level. FINCOM will fill in any shortfall to that +2.5% figure with additional Free Cash usage for the next two years.

It is instructive to again look back at historical sources of revenues. Below is chart showing FY03, FY04 and FY16 sources of revenue for comparison. These years are chosen to show the context surrounding the last operating override of Proposition 2-1/2 which occurred between the FY03 and FY04 budgets:

	FY16	FY04	FY03
Property Taxes	72.2%	68%	62%
Local Charges	7.5%	9%	9%
State Aid	16.0%	19%	24%
Other	4.3%	4%	5%

Communities are increasingly more self-reliant on local sources of revenue. Note in the chart above the large shift away from state aid. This has been driven by state aid lagging substantially plus the effects of one operating override and two debt exclusions. State aid, forecast at \$13.6 million for next year, would need to increase by about **\$6.5 million** in order to regain FY03's share of the revenues.

Local revenues include (1) motor vehicle excise taxes (\$3.25 million or 3.8% of total revenues) at rates set by the state; (2) a variety of local license and permit fees for services (\$2.7 million) set by the Board of Selectmen; (3) a dividend payment from the Light Department (\$2.4 million) that is adjusted annually based on the Boston-Brockton-Nashua CPI; and (4) the meals tax (\$0.35 million) approved by Town Meeting at rates set by the state. As the previous table shows, these local revenues have not even kept up with property tax growth, let alone fill in for any relative decline in state aid. Revenue growth looks to have settled in at or near the 3% level through FY18, and there are no obvious new revenue sources of any significance on the horizon.

Accommodated Costs

While the FY16 revenue outlook is modestly better than the past three years, unfortunately after three years of nearly flat behavior, the accommodated costs are forecast to be up by 8.5% in FY16. Once again this figure is distorted by the increase in debt service for the Library Project, however restated at +4.4%, this is trending high compared to recent figures as shown in the following table:

	FY16	FY15	FY14	FY13
Accommodated Costs (without Excluded debt)	+4.4%	+0.4%	+1.5%	-2.1%

The budget sections herein will describe these costs further, but the largest impact was the 8.2% increase in health insurance premiums – despite a very thorough effort by all unions and management through a competitive procurement process for services. The Finance Committee has also agreed to fund any increase in health insurance premiums above +8% in FY16 or FY17 with the use of additional Free Cash. This will not be needed in FY16, but in terms of the operating budgets, described below, this serves as a cost cap in FY17.

The outlook for these accommodated costs because of the national uncertainty on health insurance is difficult to forecast. We have it pegged at about 5% annually through FY18, which will certainly be higher than expected revenues.

Given the +2.9% available revenues and higher accommodated costs of +4.4%, there is enough funding for +2.75% town and school FY16 operating budgets. **This is the lowest increase for the operating budgets during the past four years, which averaged +3.6% from FY13 through FY15.**

The Town and School budgets, even at this lower rate of increase, are able to maintain core services, but not quite level services in the face of increasing demands. The use of several one-time sources of funding – grants on the Town side and both grants and a heavier use of offsetting revolving funds on the School side allow for the core

services to be protected for one more year. However, faced with the same revenues and accommodated costs in FY17, surely each side will need to make reductions to these core services a year from now.

Town Department Budgets

The following table depicts the Town Manager’s FY16 budget for Town departments, with a 2.9% overall increase from FY15. These budgets include the +2.75% operating budgets* plus all Town accommodated costs, as shown in the table below:

Town Total Budgets	FY15	FY16	Change
Admin. Services	\$2,355,825	\$2,455,900	+4.2%
Public Services	\$1,489,125	\$1,562,300	+4.9%
Finance	\$719,325	\$745,965	+3.7%
Police	\$4,501,506	\$4,544,900	+1.0%
Dispatch	\$450,610	\$536,600	+19.1%
Fire & EMS	\$4,313,925	\$4,461,025	+3.4%
Public Works	\$5,574,900	\$5,659,850	+1.5%
Public Library*	\$1,388,285	\$1,431,169	+3.1%
Total	\$20,793,501	\$21,397,709	+2.9%

**The Finance Committee voted to add \$4,709 to the Library budget for FY16 as requested by the Library Trustees in order to provide level services. This figure is above and beyond the overall +2.75% levels for the Town and School budgets. This figure is the only difference between the Town Manager’s budget and the FINCOM budget for FY16.*

Budget sections that follow will describe each department in detail.

Town Department Budget Process

The Town annual budget process begins in late summer with a series of meetings with Department Heads and some staff members, in order to review the past and plan for the future.

This year, the Finance Committee in early fall of 2014 asked for increased emphasis on budget requests that were not able to be funded, as well as a two-year broad budget overview.

A separate section will respond to those requests in detail. Broadly, this year the Town was not able to fund almost \$1 million of the budget requests, an increase from last year's nearly \$700,000 shortfall. Also, the Town has developed a staffing model that covers the three years FY16 through FY18. This model respects the scarcity of financial resources but is not constrained by them – the result is a projected 17% increasing in staffing that will certainly not happen without additional revenues.

FY16 Budget - Conclusions

The Town and Schools have, since the passage of Proposition 2-1/2, been required to do more with less. By reputation, Reading delivers both a high quality and volume of services given the funding that is available. We understand the daily challenge of improving, and if that was not ingrained upon the passage of Prop 2-1/2, it sure is now. We use an extensive planning process that looks ahead several years and we adapt to the rapidly changing present thoughtfully. The planning process combined with prudent reactions allows us to deliver good value.

The Schools use Reading's low per-pupil spending as a metric to show how efficiently they use the funding available, and why they require more. Parts of this low spending are a good thing – such as the comparably low employer's share of health insurance. Yet even after adjustments, spending is still modest per pupil and certainly below what the community desires.

The Town government has no analogous single spending metric. However a recent survey of the 20+ comparable communities shows that Reading spends proportionally more on Schools than on Town government. This apparent contradiction is because Reading has more school-age children than many other communities – a tribute to the role of educational excellence that helps shape our town. However this leads to less spending on Town government, also at a level below what the community desires. As the population ages, this becomes more evident.

Reading should be proud at how the Town and Schools work together and spend efficiently. Financial reserves continue to be at an all-time high (except for the snow!). Significant ongoing investment in infrastructure has improved the condition of buildings and equipment over the past decade, which has in turn lowered operating costs. Standard & Poor's increased our rating to AAA (higher than the federal and state government).

Employees and retirees have contributed significantly with increased out of pocket expenses in order to keep health insurance premium increases lower. Wage growth has been very modest, not keeping pace with inflation. These savings in turn led to fewer layoffs, which allowed strong service levels at a time when the community demand for services actually increased (as is typical in the municipal sector during an economic downturn). Staff responded well, and measures of customer satisfaction remain high.

Last year I stated that the Town of Reading was nearing a significant decision point about the imbalance between the quality and amount of services desired versus what is sustainably affordable. As soon as we turn our attention to the FY17 budget planning process next summer, we will know that the time has arrived: additional revenues – or reduction in core services.

As always, we will strive to meet the expectations of the community with whatever level of resources that are made available. We thank the voters that embraced the Library project, and promise our best effort to produce a world-class facility.

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.

Respectfully submitted,

Robert W. LeLacheur, Jr. CFA
Town Manager

Town Manager's Recommended FY16 Budget

Staffing Look Ahead FY16 - FY18

In response for the Finance Committee's desire to look at multi-year budgets, the Town has developed a staffing model that covers the three years FY16 through FY18. This model respects the scarcity of financial resources by not seeking to add staff recklessly, yet it is also not constrained in an effort to provide level service – or better.

The result is a projected 17% increase in staffing that will certainly not happen without additional revenues. Here is a summary of these projected staffing needs, by department, over this period of time:

<u>Full time equivalents</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>3-yr</u>
Administrative Svcs	15.4	15.4	17.5	19.0	23%
Public Services	19.8	20.8	24.7	28.3	43%
Finance	11.9	11.9	12.1	13.1	10%
Public Safety	110.7	112.8	119.4	125.8	14%
Public Works	36.7	36.7	39.4	41.5	13%
Public Library*	19.0	19.0	20.5	22.0	16%
TOTAL	213.5	216.6	233.6	249.7	17%
		1.4%	7.8%	6.9%	

* Note that a 9-month payroll audit (prior to the move to temporary quarters) cited as current staffing levels as indicated above. The Library, however, reports 22.5 FTEs to the state.

Administrative Services

Focus on improving technology training for the entire Town government in order to take full advantage of the technology in place. Add more hardware repair staffing to accommodate increased use of mobile technology. Add a second Human

Resources position to handle Benefits, as this serves the Town, Schools and Light Department – this position is a high priority. All of these changes maintain services needed for the efficient operation of the Town. Following are the detailed changes:

FY16 reduce Operations Specialist (-2 hrs/week);
FY17 eliminate Operations Specialist (-14 hrs/wk), add PT Clerk (+19.5hrs/wk); add FT Benefits Coordinator and FT software systems/training coordinator;
FY18 PT Clerk added in FY17 becomes FT, add FT Computer Technician.

Public Services

This department consists of Administration, Community Development and Community Services. While there is some overlap in the last two areas, in general each is distinct with quite different missions. As an overall theme, several part time positions are to be made full time as needed or merged together. Communication and coordination of all part-time staff has been very challenging. Varied staff work hours wreak havoc on the ability to schedule meetings. Full time staffing is expected to greatly improve this situation.

Administration consists of the Assistant Town Manager as department head, the Office Manager, and support staff shared by the entire department.

FY18 an additional FT clerk is added due to increased activity expected in Community Services area of the department.

Community Development consists of Planning (Community Planning and Development Commission); Inspections (Zoning Board of Appeals); Conservation (Conservation Commission); and Historical (Historical Commission and Historic District Commission). The Community Development Director is the assistant department head for this segment of Public Services. Following are suggested changes:

FY16 make PT Conservation Administrator a FT position (+11.5 hrs/wk);
FY17 increase depth for backup building/electric/plumbing Inspectors (+7.5 hrs/wk);
FY18 add FT Long Term Planner.

Community Services consists of Health (Board of Health); Elder/Human Services (Council on Aging); Recreation (Recreation Committee); and Veteran's Services. The Community Services Director (formerly Recreation Director) is the assistant department head for this segment of Public Services. There are many changes suggested below, all with the themes of maintaining service levels for growing demands, improved communication (including the various volunteer boards), and integrating programs across demographics to be more inclusive:

FY16 make Health Administrator a FT position (+26 hrs/wk), reduce the PT Public Health Nurse to 16 hrs/wk (-16 hrs/wk), make PT Veteran's Service Officer a FT position (+18.5 hrs/wk), combine PT Nurse Advocate with a PT social worker position to become a FT Nurse Advocate (-2.5 hrs/wk);
FY17 add FT Community Services Program Coordinator, increase coverage for Health Inspectors (+5 hrs/wk), add FT Outdoor Recreation Coordinator (now PT seasonal position), make PT Human Services Administrator a FT position (+17.5 hrs/wk), add FT Case Worker;
FY18 make PT Public Health Nurse a FT position (+21.5 hrs/wk), make PT Pleasant Street Coordinator a FT position (+2.5 hrs/wk), add FT Case Worker.

Finance

Additional clerical depth is needed as follows:

FY16 no changes;
FY17 reclaim shared clerical hours with Administrative Services (+9 hrs/wk);
FY18 add FT Clerk.

Public Safety

Organizational depth is the key consideration in all three areas of this department, plus a few specialty positions in Police and Fire are shown (all positions are FT):

FY16 add two Dispatchers (begin in late FY15);
FY17 add two Firefighters, add Fire Training Officer; add Dispatcher; add School Resource Officer, add Police Officer;
FY18 add two Firefighters, add Fire EMS Officer, add Dispatcher, add two Police Officers.

Public Works (general fund):

Organizational depth is also a theme in this department:

FY16 no changes;
FY17 add second PT coop student in Engineering, add FT Equipment Operator in Highway, add FT Laborer in Highway;
FY18 add FT Laborer in Highway, add FT Laborer in Parks/Cemetery.

Public Library

A Library Long Range Plan will be conducted in the summer of 2015. One component of the LLRP will be to examine staffing needs for the new facility. A FT Digital Services Librarian will be one expected new position.

Town Manager's Recommended FY16 Budget

Unfunded Town Government Budget Requests

In response for the Finance Committee's desire to look at items not funded in the budget, the following section will detail the \$984,544 of budget requests not included in the Town Manager's FY16 budget. Note that \$165,000 of this amount requested was for sidewalk repairs needed, which really should be excluded from a discussion of a true level services operating budget. Thus \$819,544 of level services requests went unmet – an increase from one year ago when the funding shortfall was \$684,195. Below is a table showing the funding shortfall in each year by department:

	FY15 Unfunded Requests	FY16 Unfunded Requests
Admin. Services	\$126,196	\$175,850
-Pay & Class funds		\$345,000
Public Services	\$87,884	\$29,500
Finance	\$12,902	\$37,350
Police	\$21,430	\$102,144
Dispatch	\$78,473	\$105
Fire & EMS	\$176,648	\$47,825
Public Works	\$79,495	\$45,000
-Sidewalk repairs		\$165,000
Public Library	\$101,167	\$36,770
Total	\$684,195	\$984,544

The following sections will describe in greater detail what was not funded so the reader may decide for themselves about the concept of a level services budget.

Administrative Services

Following is a summary of the \$175,850 in reductions from the requested funding:

Staffing (-\$114,100; 2.1 FTEs)

- \$58,000 do not add third Computer Technician (1.0 FTE)
- \$38,100 no new clerk for Town Clerk's office (1.0 FTE)
- \$10,000 less hours for Operations Specialist (0.1 FTE)
- \$ 8,000 less in department OT (mostly technology)

The third computer technician would be an additional position, but not adding it in FY16 will lead to a reduction in 'level services' due to the increasing volume of technology work in the entire organization. The technology situation is in contrast with an additional clerical position requested, which would improve coverage in the Town Clerk's office and assist the Registrars in their election work, but not funding the position is not seen as a reduction in service levels. Note that the other two wage changes are relatively minor.

Expenses (-\$61,750)

- \$30,000 legal budget
- \$23,600 technology expenses
- \$ 8,150 other department expenses

The legal budget with a new Town Counsel is difficult to forecast. In the current year there are a significant amount of one-time legal costs, such as time spent on the Charter and Zoning projects. Examining a detailed look through billing available in early February suggests a future monthly run-rate of \$10,000 to \$12,000 which justifies the reduction in funding. The reduction in technology expenses will mean no planned upgrade to MS Office (currently using 2010 which is not bad) or MUNIS.

Pay & Classification funding

Town government in Reading has a comparatively high percentage of non-union staff when compared to typical

communities. Last year we were able to fund \$75,000 and estimated that an additional \$170,000 in wage increases for non-union staff would have brought them closer to the median level of pay of comparable communities.

Since last year we conducted a Compensation & Classification (aka Pay & Class) Study for the non-union personnel in Reading. An independent consultant surveyed over 20 demographically and financially comparable communities and gathered a variety of data. Of note was the median pay of positions in Reading was about 5.8% below the median pay of these communities. One could assert that Reading employees are asked to perform well above median in terms of quantity and quality of services, but at the outset a reasonable goal seems to be to pay them in a similar fashion to the other communities – at the median.

The next table is a summary by department of the median rates of pay of non-union personnel as compared to these 20+ comparable communities. For example, at 94.4% the median pay of the Administrative Services department is 5.6% below the median of the other communities (weighted by FTEs).

	vs. Comparable Communities
Admin. Services	94.4%
Public Services	90.0%
Finance	91.7%
Public Safety*	92.2%
Public Works*	96.7%
Public Library	103.9%
Total	94.2%

**Note that these departments also contain union personnel, which are not included in these figures.*

The findings were quite startling. To complete the funding towards median pay would require about \$400,000 – another \$55,000 only is included in the FY16 budget. This highlights an

issue also seen in the School department where pay increases have been cautiously managed in Reading due to the scarcity of funding. However in terms of a long-term organizational view, this is a troubling situation for a community that asks for a high volume and level of services. Increasingly younger workers are not looking towards a 40+ year career in one location, and competitive pay becomes one important factor in attracting and retaining high quality employees.

Public Services

When the budget process began, it appeared that between \$50,000 and \$75,000 would need to be reduced from the original department request for FY16. However some modest increases in other Town departments allowed for a brighter outlook, which was very much in line with the clear needs as evidenced by discussions with some of the related volunteer boards and committees. The ending reduction of \$29,500 was the net of some additions as well as reductions. Following is a summary, listed by division:

Administration
-\$2,000 Professional development department expenses
Community Development
+\$7,200 Conservation Administrator full-time
Community Services
-\$28,000 fund Public Health Nurse at 16hrs/wk
-\$24,150 combine Social Worker with Nurse Advocate
-\$ 2,900 fund FT Health Administrator at lower step
- \$ 100 reduce Recreation OT
+\$13,000 fund regionalization for plan review services
+\$ 7,450 fund FT Veteran's Service Officer

As described in the previous section that looks ahead at staffing levels for the next three years, the Public Services department will be a centerpiece regarding the community's desire for services that would seem out of reach without additional revenues.

Finance

The Board of Assessors (BOA) prefer to request outside assistance for the triennial revaluation one year in advance. Outsourcing this work makes a great deal of sense under the regional agreement with Wakefield, as in-house staffing resources are reduced. Where this is not an annual operating expense, it will appear as a mid-year request as needed from now on, as the BOA shall determine.

- \$35,000 Assessor's outsourced revaluation
- \$ 2,350 various other expense reductions

Public Safety - Police

A second School Resource Officer is not funded in this budget, but will be deferred for future consideration. From the work in substance abuse prevention and social/emotional health done by RCASA and the Schools, intervention and involvement in the grades leading up to High School are crucial and such an effort should be coordinated.

- \$75,000 additional School Resource Officer
- \$15,000 less OT increase
- \$ 7,000 fund joint exercise midyear as a one-time expense
- \$ 5,144 various reductions and RCASA grant adjustments

Public Safety - Dispatch

- \$105 wage rounding for new staff added

Public Safety – Fire/EMS

A new funding mechanism will be used at Annual Town Meeting in April 2015 whereby wages paid to injured employees on the path to a disability retirement shall not be included in the OT of the department. When such a retirement is underway, the department will still need to cover the shift with OT until a new hire is made. This new accounting practice will more clearly state the cost of operating a department, and allow those wages paid to injured workers be viewed as a cost to the organization, like other benefits.

A new stipend is proposed for the EMS Director, in line with how other comparable communities in the Pay & Class study approach this issue. Funding is not available for the entire amount, but will begin at half the amount requested by the Town Manager and HR Director.

- \$23,500 less OT increase; fund joint exercise midyear
- \$19,000 fund buyback as needed
- \$ 5,325 reduce new stipend for EMS Director

Public Works (general fund)

Past reductions in co-op students are still not affordable, although the outcome is desirable from both perspectives.

- \$165,000 fund only typical \$10,000 in sidewalk repairs
- \$ 16,000 do not add a second Engineering co-op student
- \$ 10,000 fund flower watering for downtown with other sources
- \$ 5,000 reduce highway outsourced repairs
- \$ 14,000 net of various other changes

Public Library

As described by the Library Trustees in their FY16 budget overview, the changing face of public libraries is a driving force behind the need for a new position of Digital Services Librarian. The Trustees had proposed a mid-year funding of a full time position that is shown below. Recall that a Library Long Range Plan will be conducted in the summer of 2015, and a portion will examine staffing needs for the new Library facility

- \$28,500 one half year for a new Digital Services librarian position
- \$ 3,470 remove increase in public technology
- \$ 4,800 in materials, 15% of the above totals



Town of Reading, MA
Executive Branch
Table of Organization
(April 2015 Town Meeting)

VOTERS

BOARD OF SELECTMEN
(elected)

BOARD OF LIBRARY TRUSTEES
(elected)

Town Accountant

Town Manager

Town Counsel

ADMINISTRATIVE SERVICES
Administrative Services Director

PUBLIC SERVICES
Assistant Town Manager

FINANCE
Town Accountant

PUBLIC SAFETY
Police Chief &
Fire Chief

PUBLIC WORKS
Director of Public Works

PUBLIC LIBRARY
Library Director

Board of Selectmen
Finance Committee
Town Manager Office
Law
Human Resources
Operations
Technology
Town Clerk
Elections
Insurance

Public Svc Administration
Community Development
Building
Planning
Historical
Conservation
Community Services
Elder/Human
Public Health
Recreation
Veterans

Accounting
Assessment
Collections
Treasury

Police
Animal Control
Traffic Enforcement
Telecommunications
Fire
Emergency Management

DPW Administration
Engineering
Highway
Equipment Maintenance
Parks/Forestry/Cemetery
Rubbish/Recycling
Street Lighting
Snow/Ice
Water
Sewer
Stormwater

Library Administration
Circulation
Children's
Reference
Tech Services

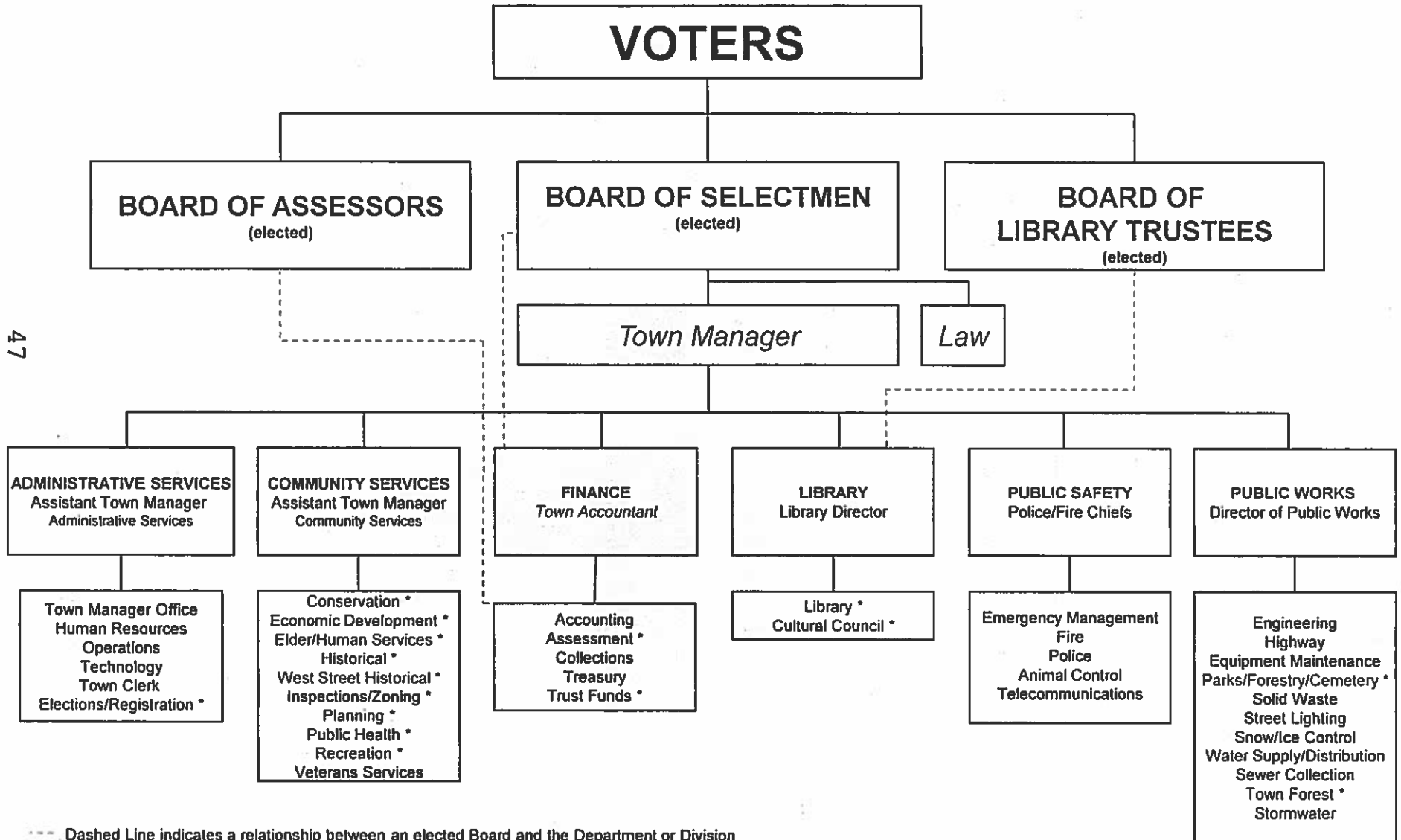


Town of Reading, MA

Executive Branch

Table of Organization

(2014 version)



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--- Dashed Line indicates a relationship between an elected Board and the Department or Division
Italic Designates positions appointed by the Board of Selectman
* Designates an elected or appointed Commission, Board or Committee that works within that Division

Town Accountant's Recommended FY16 Revenues

Summary of Revenues – The total FY16 estimated revenues for general government will be \$86.6 million, a 4.2% increase from FY15. Note that without the use of free cash in either year revenues are projected to increase 4.5% to \$85.1 million. This figure is distorted in FY16 due to the expected impact of excluded debt for the Library building project – revenues without this would be up only 2.9%. Over the last twenty years, annual increases in revenues have averaged between +3.0% and +4.0%.

Property Taxes – The FY 2016 tax levy includes a 2.5% increase over the combined FY 2015 tax levy plus new growth. We are conservatively estimating only \$500,000 in new growth based on historical averages (5yr \$570k and 10yr \$600k). In FY15 new growth was over \$800,000 and there remains strong activity in both the housing and commercial sectors. As mentioned, FY16 includes approximately \$1.4 million in additional tax levy for the library debt exclusion.

Actual New Growth (\$ 000s)

'15	'14	'13	'12	'11	'10	'09	'08	'07
844	741	579	325	363	553	556	549	843

After a discussion with the Board of Assessors in FY12 the abatements and exemptions overlay account was increased to \$600,000 due to increased large-scale commercial activity and has increased by 2.5% annually, to a \$662,288 figure in FY16. The actual amount may vary from the budgeted amount when the final calculation of the tax rate is made by the Town Accountant. If the overlay account is not used for abatements, it is released in future

years and used to support the budget. (See" Operating transfers/Available Funds" below.)

Local Revenues from sources other than property taxes – Ten years ago we used very conservative estimates for increasing local receipts and noticed that operating budgets were built relying on the fact there really was more revenue available. Several years ago we transitioned into an approach that would be more realistic by using a long-term average, and the Finance Committee agreed that in the years that this method causes a revenue deficit, the difference would be made up with an appropriation of Free Cash.

In recent years as the economy was sluggish, we toned down long-term averages to allow for possible declines and only encountered one year of minor local revenue deficits. For FY16 we forecast a 3.6% increase, driven by higher than forecast actual levels of collections in FY15.

MOTOR VEHICLE EXCISE – This revenue source is difficult to forecast, as we have been over and under budget by \$100,000+ in recent years, although the average has been in line. For next year we forecast a 3.3% increase to \$3.25 million as FY15 collections are ahead of projections. Several years ago we would have expected this figure to be well over \$3 million by FY16, but purchases of new cars had slowed during the difficult economic times.

INTEREST – The town earns interest on the cash it is holding until it has to pay the bills for the town. Sometimes the Town holds large cash balances for temporary purposes (such as construction projects)

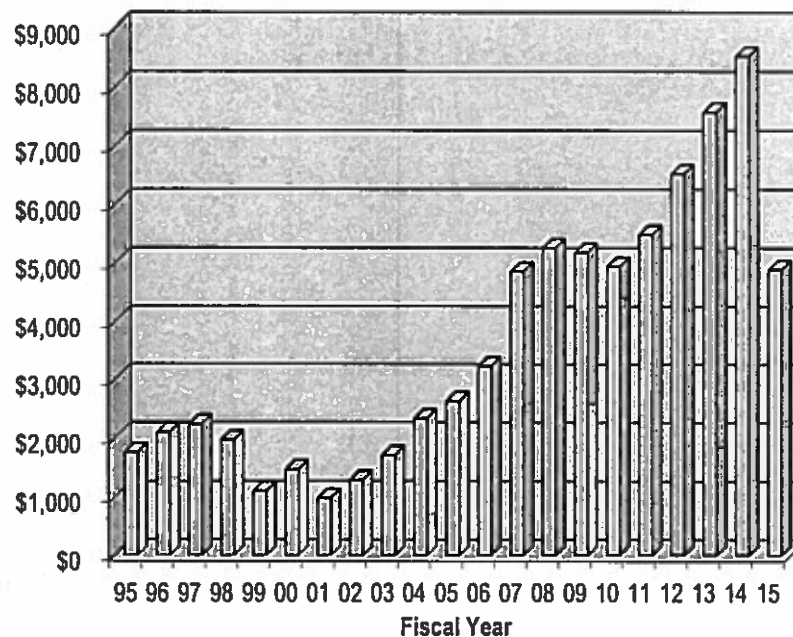
and we are careful to only budget recurring interest revenues. Rates remain very low, however in FY15 interest is ahead of projections due to a change in the account structure that provides a higher rate of return, thus estimated earnings are increased to \$175,000 for next year.

Intergovernmental Revenue – State aid for FY16 is still unknown at this point. Based on guidance from the Finance Committee, a 2.5% increase over prior year is projected for state aid in FY16 with the understanding that free cash will be utilized to fund any shortfall when the state budget for FY16 is released.

Operating Transfers/Available Funds – The amount of money available from cemetery sale of lots has remained constant. Sale of real estate funds from the landfill will be available for debt and capital expenses, but are reduced again by \$50,000 to \$100,000. This is consistent with the Capital Improvements Program which will make these funds last for a bit more than ten years from FY2005 to FY2017. Recent land sales by the Town of about \$500,000 are being set aside from this program in case they are needed for land acquisition. The earnings distribution from the Light Department has been increased 2.0% based on the CPI through December 2014. The Board of Assessors released \$350,000 from the overlay surplus last year and is planning on releasing \$300,000 for use in FY16.

A figure of \$1.5 million is being used from Free Cash in order to balance the FY2016 budget. The Chart on the right shows an updated Free Cash balance estimate, which excludes any regeneration that might occur as FY15 is closed out and any capital projects being considered this spring. Recent regeneration suggests that between \$0.75 and \$1.25 million would be added, although Annual Town Meeting will use \$0.7 million of that surplus in FY15 to balance

other current year deficits, such as snow & ice. Figures are shown in (000s):



Respectfully submitted,

Sharon Angstrom
Town Accountant

Reading Financial Forecast

Town of Reading	One Yr	One Yr		One Yr		One Yr		One Yr		One Yr		One Yr
Revenues - Details	Changes	Changes		Changes		Changes		Changes		Changes		Changes
3/30/15 12:37 PM	FY - 2013	FY - 2014	FY15	FY - 2015	FY16	FY - 2016	FY17	FY - 2017	FY18	FY - 2018	FY18	FY - 2018
Property Taxes												
Tax levy (within levy limit)	3.2%	3.6%	56,468,821	3.9%	58,745,545	4.0%	60,726,683	3.4%	62,757,350	3.3%	64,838,784	3.3%
New Growth	78.4%	7.4%	843,905	35.6%	500,000	-40.8%	500,000	0.0%	500,000	0.0%	500,000	0.0%
Tax levy (debt exclusion)	-1.4%	-29.5%	1,671,136	16.7%	2,934,523	75.6%	2,909,632	-0.8%	2,895,582	-0.5%	2,852,182	-1.5%
Abatements and exemption	2.5%	2.5%	(646,134)	2.5%	(662,288)	2.5%	(678,845)	2.5%	(695,816)	2.5%	(713,211)	2.5%
Total Property Taxes	3.4%	2.4%	58,337,728	4.6%	61,517,780	5.5%	63,457,470	3.2%	65,457,116	3.2%	67,477,755	3.1%
Other Local Revenues												
Motor Vehicle Excise	-1.9%	7.6%	3,147,516	10.3%	3,250,000	3.3%	3,325,000	2.3%	3,400,000	2.3%	3,500,000	2.9%
Meals Tax	50.0%	16.7%	350,000	0.0%	350,000	0.0%	360,000	2.9%	370,000	2.8%	380,000	2.7%
Penalties/interest on taxes	10.3%	9.4%	180,000	2.9%	200,000	11.1%	205,000	2.5%	210,000	2.4%	215,000	2.4%
Payments in lieu of taxes	3.2%	0.0%	330,000	1.5%	335,000	1.5%	345,000	3.0%	355,000	2.9%	365,000	2.8%
Charges for services	0.0%	1.7%	1,666,750	11.1%	1,700,000	2.0%	1,740,000	2.4%	1,785,000	2.6%	1,830,000	2.5%
Licenses & permits	-10.3%	0.0%	145,000	3.6%	150,000	3.4%	155,000	3.3%	160,000	3.2%	165,000	3.1%
Fines	-15.4%	0.0%	100,000	-9.1%	102,500	2.5%	105,000	2.4%	107,500	2.4%	110,000	2.3%
Interest Earnings	-40.0%	-16.7%	100,000	0.0%	175,000	75.0%	175,000	0.0%	175,000	0.0%	175,000	0.0%
Medicaid Reimbursement	42.9%	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Total Other Local Revenue	-0.4%	5.1%	6,119,266	8.3%	6,362,500	4.0%	6,510,000	2.3%	6,662,500	2.3%	6,840,000	2.7%
Intergovernmental Revenue					<i>Free Cash to pay shortfalls from 2.5% increase</i>							
State Aid	5.3%	1.1%	13,282,318	1.4%	13,614,376	2.5%	13,954,735	2.5%	14,303,604	2.5%	14,661,194	2.5%
Total Intergov't Revenues	-0.1%	1.1%	13,282,318	1.4%	13,614,376	2.5%	13,954,735	2.5%	14,303,604	2.5%	14,661,194	2.5%
Operating Transfers and Available Funds												
Cemetery sale of lots	0.0%	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Sale of real estate funds	-16.7%	-20.0%	150,000	-25.0%	100,000	-33.3%	50,000	-50.0%	0	0.0%	0	0.0%
Reading Ice Arena Authorit	0.0%	-50.0%										
MSBA payments	-70.0%	278.7%										
RMLD payment	-0.2%	5.1%	2,332,863	0.8%	2,379,520	2.0%	2,427,111	2.0%	2,475,653	2.0%	2,525,166	2.0%
Enterprise Fund Support	2.0%	6.6%	851,203	3.5%	874,611	2.8%	900,849	3.0%	927,875	3.0%	955,711	3.0%
4DR Stabilization Fund	100.0%	-30.2%										
Overlay surplus	100.0%	-26.5%	350,000	0.0%	300,000	-14.3%	300,000	0.0%	300,000	0.0%	300,000	0.0%
Total Transfers & Availab	7.3%	9.7%	3,709,066	-23.3%	3,679,131	-0.8%	3,702,960	0.6%	3,728,527	0.7%	3,805,877	2.1%
OPERATING REVENUES	2.77%	2.77%	81,448,378	2.63%	85,173,787	4.57%	87,625,165	2.88%	90,151,747	2.88%	92,784,825	2.92%
Free Cash & Savings	-19.2%		1,700,000		1,500,000		1,500,000		1,500,000		1,500,000	
TOTAL REVENUES	2.52%	3.19%	\$ 83,148,378	3.41%	\$ 86,673,787	4.24%	89,125,165	2.83%	91,651,747	2.83%	94,284,825	2.87%

2.9% plus
library excluded debt

Reading Financial Forecast

	3.60%	3.75%		3.50%	2.75%		3.00%		3.00%		3.00%	
Town of Reading												
Budget Summary	One Yr	One Yr		One Yr		One Yr		One Yr		One Yr	One Yr	
3/30/15 12:37 PM	Changes	Changes	Current	Changes	Requested	Changes	Projected	Changes	Projected	Changes	Projected	
	FY13	FY 14	FY15	FY15	FY16	FY16	FY17	FY17	FY18	FY18	FY19	
Revenues												
Total Property Taxes	3.4%	2.4%	58,337,728	4.6%	61,517,780	5.5%	63,457,470	3.2%	65,457,116	3.2%	67,477,755	3.1%
Total Other Local Revenue	-0.4%	5.1%	6,119,266	8.3%	6,362,500	4.0%	6,510,000	2.3%	6,662,500	2.3%	6,840,000	2.7%
Total Intergov't Revenues	-0.1%	1.1%	13,282,318	1.4%	13,614,376	2.5%	13,954,735	2.5%	14,303,604	2.5%	14,661,194	2.5%
Total Transfers & Available	7.3%	9.7%	3,755,816	-22.3%	3,679,131	-2.0%	3,702,960	0.6%	3,728,527	0.7%	3,805,877	2.1%
Revs before Free Cash	2.8%	2.8%	\$ 81,495,128	2.7%	\$ 85,173,787	4.5%	\$ 87,625,165	2.9%	\$ 90,151,747	2.9%	\$ 92,784,825	2.9%
Free Cash	-19.2%	50.5%	1,700,000	61.9%	1,500,000	-11.8%	1,500,000	0.0%	1,500,000	0.0%	1,500,000	0.0%
Net Available Revenues	2.5%	3.2%	\$ 83,195,128	3.5%	\$ 86,673,787	4.2%	\$ 89,125,165	2.8%	\$ 91,651,747	2.8%	\$ 94,284,825	2.9%
Accommodated Costs												
Benefits	3.7%	1.4%	14,116,590	4.5%	15,050,743	6.6%	15,999,376	6.3%	16,924,975	5.8%	17,837,364	5.4%
Capital	104.4%	21.6%	2,308,000	-2.0%	2,201,000	-4.6%	2,175,000	-1.2%	1,700,000	-21.8%	2,150,000	26.5%
Debt	-25.1%	-12.5%	3,222,730	-18.8%	4,511,541	40.0%	4,750,600	5.3%	5,544,055	16.7%	5,139,513	-7.3%
Energy	-4.7%	1.5%	1,898,465	-2.1%	1,985,858	4.6%	2,054,892	3.5%	2,151,637	4.7%	2,252,219	4.7%
Financial	3.4%	1.4%	775,000	3.3%	810,000	4.5%	815,000	0.6%	840,000	3.1%	865,000	3.0%
Education - Out of district	-12.9%	7.6%	3,858,194	7.2%	4,008,269	3.9%	4,208,682	5.0%	4,419,117	5.0%	4,640,072	5.0%
Education - Vocational	-22.5%	14.2%	467,000	25.8%	490,350	5.0%	514,868	5.0%	540,611	5.0%	567,641	5.0%
Miscellaneous	3.2%	2.0%	2,933,913	-0.8%	3,001,184	2.3%	3,085,891	2.8%	3,197,493	3.6%	3,287,252	2.8%
Accommodated Costs	-2.1%	1.5%	\$ 29,579,892	0.4%	\$ 32,058,945	8.4%	\$ 33,604,309	4.8%	\$ 35,317,887	5.1%	\$ 36,739,062	4.0%
Operating Costs												
Municipal Go'vt Operating	3.6%	3.75%	16,240,552	3.5%	16,971,528	2.75%	17,492,734	3.0%	18,017,516	3.0%	18,558,041	3.0%
adjustments (comm. priority)			276,750		11,709							
adjustments (ent funds ove)	2.0%	6.6%	851,203	3.5%	874,611	2.75%	900,849	3.0%	927,875	3.0%	955,711	3.0%
TOTAL Muni Government	5.7%	5.6%	17,368,505	5.2%	17,857,848	2.82%	18,393,583	3.0%	18,945,390	3.0%	19,513,752	3.0%
School & Bldgs Operating	3.6%	3.75%	35,136,172	3.5%	36,307,917	2.75%	37,397,155	3.0%	38,519,069	3.0%	39,674,641	3.0%
adjustments (comm. priority)			200,000									
<i>Schools circuit breaker adjustment for FY12</i>												
TOTAL School & Bldgs	4.5%	4.3%	35,336,172	4.1%	36,307,917	2.75%	37,397,155	3.0%	38,519,069	3.0%	39,674,641	3.0%
Town Bldgs Operating Targ	3.6%	3.75%	425,346	-6.7%	437,043	2.75%	450,154	3.0%	463,659	3.0%	477,569	3.0%
adjustments (comm. priority)												
TOTAL Town Bldgs	3.6%	-6.5%	425,346	3.5%	437,043	2.75%	450,154	3.0%	463,659	3.0%	477,569	3.0%
Operating Budgets	4.9%	4.6%	\$ 53,130,023	4.4%	\$ 54,602,808	2.77%	\$ 56,240,892	3.0%	\$ 57,928,119	3.0%	\$ 59,665,962	3.0%
TOTAL SPENDING	2.4%	3.5%	\$ 82,709,915	3.0%	\$ 86,661,753	4.78%	\$ 89,845,201	3.7%	\$ 93,246,006	3.8%	\$ 96,405,024	3.4%
					\$ 12,034		\$ (720,036)		\$ (1,594,259)		\$ (2,120,199)	

Reading Financial Forecast

Town of Reading												
Accom Costs - Summary	One Yr	One Yr		One Yr		One Yr		One Yr		One Yr		One Yr
3/30/15 12:37 PM	Changes	Changes		Changes		Changes		Changes		Changes		Changes
	FY - 2013	FY - 2014	FY15	FY - 2015	FY16	FY - 2016	FY17	FY - 2017	FY18	FY - 2018	FY18	FY - 2018
Benefits	3.7%	1.4%	14,116,590	4.5%	15,050,743	6.6%	15,999,376	6.3%	16,924,975	5.8%	17,837,364	5.4%
Capital	104.4%	21.6%	2,308,000	-2.0%	2,201,000	-4.6%	2,175,000	-1.2%	1,700,000	-21.8%	2,150,000	26.5%
Debt	-25.1%	-12.5%	3,222,730	-18.8%	4,511,541	40.0%	4,750,600	5.3%	5,544,055	16.7%	5,139,513	-7.3%
Energy	-4.7%	1.5%	1,898,465	-2.1%	1,985,858	4.6%	2,054,892	3.5%	2,151,637	4.7%	2,252,219	4.7%
Financial	3.4%	1.4%	775,000	3.3%	810,000	4.5%	815,000	0.6%	840,000	3.1%	865,000	3.0%
Education - Out of district	-12.9%	7.6%	3,858,194	7.2%	4,008,269	3.9%	4,208,682	5.0%	4,419,117	5.0%	4,640,072	5.0%
Education - Vocational	-22.5%	14.2%	467,000	25.8%	490,350	5.0%	514,868	5.0%	540,611	5.0%	567,641	5.0%
Miscellaneous	3.2%	2.0%	2,933,913	-0.8%	3,001,184	2.3%	3,085,891	2.8%	3,197,493	3.6%	3,287,252	2.8%
Community Priorities												
TOTAL Accomm. COSTS	-2.1%	1.5%	\$ 29,579,892	0.4%	\$ 32,058,945	8.4%	\$ 33,604,309	4.8%	\$ 35,317,887	5.1%	\$ 36,739,062	4.0%
Accom Costs - Detail												
Accommodated Costs - Benefits												
Contributory Retirement	3.6%	4.5%	3,413,545	4.5%	3,567,154	4.5%	3,673,000	3.0%	3,838,285	4.5%	4,011,008	4.5%
Non-Contrib. Retirement	-10.0%	-48.1%	0	-100.0%	0		0		0		0	
OBRA fees & OPEB study	166.7%	-62.5%	40,000	166.7%	20,000	-50.0%	40,000	100.0%	20,000	-50.0%	40,000	100.0%
OPEB contribution	100.0%	7.1%	475,000	5.6%	500,000	5.3%	500,000	0.0%	500,000	0.0%	500,000	0.0%
Workers Compensation	5.0%	-12.1%	275,000	-8.3%	297,500	8.2%	309,400	4.0%	321,776	4.0%	334,647	4.0%
Unemployment Benefits	-20.0%	-16.7%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Group Health / Life Ins.	-1.0%	1.4%	9,038,045	5.2%	9,761,089	8.0%	10,541,976	8.0%	11,279,914	7.0%	11,956,709	6.0%
Medicare / Social Security	3.8%	1.5%	700,000	2.2%	725,000	3.6%	750,000	3.4%	775,000	3.3%	800,000	3.2%
Police / Fire Indemnification	8.3%	7.7%	75,000	7.1%	80,000	6.7%	85,000	6.3%	90,000	5.9%	95,000	5.6%
Total Benefits	3.7%	1.4%	\$ 14,116,590	4.5%	\$ 15,050,743	6.6%	\$ 15,999,376	6.3%	\$ 16,924,975	5.8%	\$ 17,837,364	5.4%
5% of net available revs(est.)			3,991,200		4,111,963		4,235,777		4,362,808		4,496,632	
Energy Savings to pay debt service								\$ -		\$ -		
			3,991,200		4,111,963		4,235,777		4,362,808		4,496,632	
less debt (net, inside levy)			(1,551,594)		(1,577,018)		(1,840,968)		(2,648,473)		(2,287,331)	
Available for cash capital			2,439,606		2,534,945		2,394,809		1,714,335		2,209,301	
Temp shift to OPERATING					(205,598)		(211,789)					
Extra Capital from 40R Fund												
Total Capital	104.4%	21.6%	\$ 2,308,000	-2.0%	\$ 2,201,000	-4.6%	\$ 2,175,000	-1.2%	\$ 1,700,000	-21.8%	\$ 2,150,000	26.5%
Accommodated Costs - Debt (net, inside levy limit)												
Debt Service - Principal	-15.5%	-14.9%	2,135,000	-29.1%	3,150,000	47.5%	3,627,000	15.1%	4,387,000	21.0%	4,142,000	-5.6%
Debt Service - Interest	-46.5%	-4.4%	1,087,730	13.2%	1,361,541	25.2%	1,123,600	-17.5%	1,157,055	3.0%	997,513	-13.8%
Excluded debt	-26.8%	-26.0%	(1,671,136)	10.5%	(2,934,523)	75.6%	(2,909,632)	-0.8%	(2,895,582)	-0.5%	(2,852,182)	-1.5%
MSBA reimbursements	-53.3%	278.7%										
Total Included Debt	-18.8%	-28.0%	\$ 1,551,594	-5.4%	\$ 1,577,018	1.6%	\$ 1,840,968	16.7%	\$ 2,648,473	43.9%	\$ 2,287,331	-13.6%
Total Debt	-25.1%	-12.5%	\$ 3,222,730	-18.8%	\$ 4,511,541	40.0%	\$ 4,750,600	5.3%	\$ 5,544,055	16.7%	\$ 5,139,513	-7.3%

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Reading Financial Forecast

Town of Reading													
Accom Costs - Detail	One Yr	One Yr		One Yr		One Yr		One Yr		One Yr		One Yr	
3/30/15 12:37 PM	Changes	Changes		Changes		Changes		Changes		Changes		Changes	
	FY - 2013	FY - 2014	FY15	FY - 2015	FY16	FY - 2016	FY17	FY - 2017	FY18	FY - 2018	FY18	FY - 2018	FY - 2018
Accommodated Costs - Energy													
Street Lighting	-1.8%	0.0%	200,000	0.0%	210,000	5.0%	220,000	4.8%	230,000	4.5%	240,000	4.3%	
Heating of Buildings-Town	6.0%	1.1%	94,885	1.0%	139,454	47.0%	145,032	4.0%	152,284	5.0%	159,898	5.0%	
Heating of Buildings-School	-2.3%	-8.5%	396,928	-4.9%	488,305	23.0%	507,837	4.0%	533,229	5.0%	559,891	5.0%	
Utilities-Town	-7.9%	15.4%	194,153	-2.8%	183,614	-5.4%	190,959	4.0%	200,506	5.0%	210,532	5.0%	
Utilities-Schools	-7.0%	4.1%	726,499	-1.5%	664,485	-8.5%	691,064	4.0%	725,618	5.0%	761,899	5.0%	
Fuel - vehicles (in DPW bu	-5.5%	3.6%	286,000	-1.4%	300,000	4.9%	300,000	0.0%	310,000	3.3%	320,000	3.2%	
Total Energy	-4.7%	1.5%	\$ 1,898,465	-2.1%	\$ 1,985,858	4.6%	\$ 2,054,892	3.5%	\$ 2,151,637	4.7%	\$ 2,252,219	4.7%	
Accommodated Costs - Financial													
Casualty Insurance	7.6%	10.3%	400,000	6.7%	435,000	8.7%	440,000	1.1%	460,000	4.5%	480,000	4.3%	
Veteran's Assistance	0.0%	-10.0%	225,000	0.0%	225,000	0.0%	225,000	0.0%	230,000	2.2%	235,000	2.2%	
FINCOM Reserve Fund	0.0%	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	
Total Financial	3.4%	1.4%	\$ 775,000	3.3%	\$ 810,000	4.5%	\$ 815,000	0.6%	\$ 840,000	3.1%	\$ 865,000	3.0%	
Accommodated Costs - Education Out of district													
Out of district SPED transp	6.8%	1.6%	1,059,313	9.3%	953,441	-10.0%	1,001,113	5.0%	1,051,169	5.0%	1,103,727	5.0%	
Out of district SPED tuition	-4.0%	4.0%	3,985,129	4.2%	4,007,665	0.6%	4,208,048	5.0%	4,418,451	5.0%	4,639,373	5.0%	
Out of district SPED rev. of	45.9%	-7.2%	(1,186,248)	-0.9%	(952,837)	-19.7%	(1,000,479)	5.0%	(1,050,503)	5.0%	(1,103,028)	5.0%	
Total Education - Out of d	-12.9%	7.6%	\$ 3,858,194	7.2%	\$ 4,008,269	3.9%	\$ 4,208,682	5.0%	\$ 4,419,117	5.0%	\$ 4,640,072	5.0%	
Accommodated Costs - Education Vocational School													
Voc School - NERMVS	-26.1%	20.0%	230,000	-4.2%	241,500	5.0%	253,575	5.0%	266,254	5.0%	279,566	5.0%	
Voc School - Minute Man	-15.9%	5.0%	137,000	4.4%	143,850	5.0%	151,043	5.0%	158,595	5.0%	166,524	5.0%	
Voc School - Essex North			100,000		105,000	5.0%	110,250	5.0%	115,763	5.0%	121,551	5.0%	
Total Education - Voke	-22.5%	14.2%	\$ 467,000	25.8%	\$ 490,350	5.0%	\$ 514,868	5.0%	\$ 540,611	5.0%	\$ 567,641	5.0%	
Accommodated Costs - Miscellaneous													
Rubbish Collection / Dispos	1.9%	-0.7%	1,490,000	0.0%	1,538,000	3.2%	1,599,520	4.0%	1,663,501	4.0%	1,730,041	4.0%	
Snow and Ice Control	6.2%	4.2%	625,000	0.0%	625,000	0.0%	625,000	0.0%	650,000	4.0%	650,000	0.0%	
State Assessments	5.3%	5.2%	613,513	-5.5%	628,284	2.4%	643,991	2.5%	660,091	2.5%	676,593	2.5%	
Cemetery	-1.6%	6.5%	205,400	6.0%	209,900	2.2%	217,380	3.6%	223,901	3.0%	230,618	3.0%	
Total Miscellaneous	3.2%	2.0%	\$ 2,933,913	-0.8%	\$ 3,001,184	2.3%	\$ 3,085,891	2.8%	\$ 3,197,493	3.6%	\$ 3,287,252	2.8%	

Typical Reading Homeowner FY 2016 Revenues and Expenses

Revenues

The average assessed value of a single family home in Reading is \$464,200. In FY 2015, that homeowner would have been assessed at a \$14.70 per \$1,000 of value rate, and therefore paid **\$6,824** in local property taxes.

Property taxes are the largest single source of revenue for the Town and Schools. They are assessed at the same rate to both residential and commercial property in town. There are other sources of revenue that help support the operation of the Town and Schools, as seen by this table representing the \$85.9 million FY 2016 general fund budget proposed to Town Meeting:

Sources of Funds	FY16 (000s)	FY16 Portion	Typical Homeowner
Property taxes	\$61,518	71%	\$6,824
State & Fed Aid	13,614	16%	1,510
Other Local Revs.	6,767	8%	751
Excise taxes	3,250	4%	360
Cash Reserves	1,500	1%	166
TOTAL	\$86,649		\$9,611

Therefore the typical homeowner through payments of property taxes supports a bit more than 70% of the annual General Fund budget. Over time this percentage has increased because the 2.5% annual maximum increase in property taxes has surpassed the growth in other sources of revenues (notably State aid). The other 30% (or \$2,787) comes from a variety of sources including State aid (\$1,510), Excise taxes (\$360), Other local revenues (\$751) and the use of Free Cash (\$166).

Expenses

Starting with the \$9,611 revenue generated by the typical homeowner, the table below shows a list of the uses of those funds. Note that the first item (State Assessments – almost entirely for the MBTA because Reading has a train station) is the only item not voted on by Town Meeting – it is deducted from State Aid payments.

A total of \$4,289 (45%) is spent on Education as follows: Regular Day \$2,698; Special Education \$1,259; District & Administration \$278 and Vocational Education \$54.

The Town spends \$2,372 (25%) on a variety of services, some which include School department expenses. This spending is

broken down as follows: Public Safety (\$1,058); Public Works (\$628), Finance & Administration (\$355), the Public Library (\$158) and Public Services (\$173).

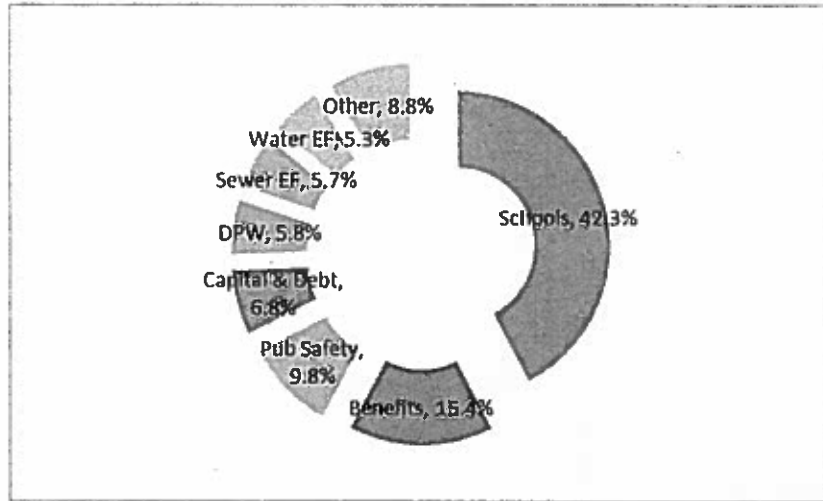
School and Town Facilities, plus spending on debt and capital all contribute to infrastructure costs, which total \$1,172. Finally Benefits, driven by health insurance costs, represent spending of \$1,669.

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Uses of Funds	FY16 (000s)	FY16 Portion	Typical Homeworker
State Assessments	\$628	1%	\$70
Schools – Reg. Day	24,323	28%	2,698
Spec. Ed.	11,353	13%	1,259
District & Admin	2,508	3%	278
Vocational Schools	490	1%	54
Town – Pub. Safety	9,543	11%	1,058
Pub. Works	5,660	7%	628
Admin & Fin.	3,202	4%	355
Pub. Library	1,426	2%	158
Pub. Svcs	1,562	2%	173
Emp/Retiree Benefit	15,051	17%	1,669
Infrastructure*	10,621	12%	1,172
Miscellaneous	282	<1%	39
TOTAL	\$86,649		\$8,547

**Note that infrastructure includes Capital, Debt and both School and Town Building Maintenance.*

FY16 Spending Scorecard



The total of all proposed FY16 budget expenditures for the Town of Reading General and Enterprise Funds is **\$97.1 million**, a 3.0% increase when compared to FY15.

The FY16 General Fund at \$85.9 million is up 4.5%; it is broadly comprised of Shared Costs up 9.8%, Town departments up 2.9% and the School and Town Facilities departments up 2.7%. Note that additional excluded debt for the Library building project drives the increase in Shared Costs.

The FY16 Enterprise Funds at \$11.2 million are down 7.2%; it is comprised of Water up 0.1%, Sewer down 13.7% and Storm Water up 4.4%.

The following page lists each line item that Town Meeting will be asked to approve, starting with Line B99 Benefits and ending with line Y99 Storm Water Enterprise Fund. The prior three budgets are included for comparison on this page.

The Budget Sections following this summary page describe in detail each line item. The typical financial reports in this budget present the following information:

- Prior FY3 Actuals – final spending from FY12;
- Prior FY2 Actuals – final spending from FY13;
- Prior FY1 Actuals – final spending from FY14;
- CY Actuals – year to date spending in FY15;
- CY Revised Budget – the most current FY15 budget;
- Projection Level 2 – the FY16 Finance Committee recommended budget;**
- Pct. Change – the FY16 FINCOM recommended budget compared to the current FY15 Town Meeting budget.

This information gives a good historical perspective on actual spending patterns in these various line items, which along with the written explanations for each area help provide the basis for the FY16 budget requests.

The sections on Capital and Debt are presented in financial detail looking primarily to the future instead of the past, because of the planning nature of these expenditures.

FY16 Spending Scorecard

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Line	Category	FY14 Budget revised	FY15 Budget revised	FY16 Budget Town Manager	FY16 Budget Finance Committee	% chng	FINCOM votes	% Bdgt	
B99	Benefits	\$ 13,515,050	\$14,116,590	\$15,050,744	\$15,050,744	6.6%	8-0-0	17.4%	15.4%
C99	Capital	\$ 2,355,500	\$2,308,000	\$2,201,000	\$2,201,000	-4.6%	8-0-0	2.5%	2.3%
D99	Debt service	\$ 3,970,500	\$3,377,730	\$4,475,000	\$4,525,000	34.0%	8-0-0	5.2%	4.6%
E99	Education - Vocational	\$ 371,250	\$467,000	\$490,350	\$490,350	5.0%	8-0-0	0.6%	0.5%
F99	Finance Committee Reserves	\$ 150,000	\$150,000	\$150,000	\$150,000	0.0%	8-0-0	0.2%	0.2%
	Total Shared Costs	\$ 20,362,300	\$ 20,419,320	\$ 22,367,094	\$ 22,417,094	9.8%		25.9%	22.9%
G91	Administrative Services wages	\$ 1,095,940	\$1,144,925	\$1,216,700	\$1,216,700	6.3%	8-0-0	1.4%	1.2%
G92	Administrative Services expenses	\$ 1,072,150	\$1,210,900	\$1,239,200	\$1,239,200	2.3%	8-0-0	1.4%	1.3%
H91	Public Services wages	\$ 927,511	\$1,042,275	\$1,194,100	\$1,194,100	14.6%	8-0-0	1.4%	1.2%
H92	Public Services expenses	\$ 494,700	\$446,850	\$368,200	\$368,200	-17.6%	8-0-0	0.4%	0.4%
I91	Finance wages	\$ 581,670	\$584,325	\$603,565	\$603,565	3.3%	8-0-0	0.7%	0.6%
I92	Finance expenses	\$ 139,300	\$135,000	\$142,200	\$142,200	5.3%	8-0-0	0.2%	0.1%
J91	Public Safety wages	\$ 8,477,625	\$8,872,206	\$9,165,775	\$9,165,775	3.3%	8-0-0	10.6%	9.4%
J92	Public Safety expenses	\$ 381,254	\$393,835	\$376,750	\$376,750	-4.3%	8-0-0	0.4%	0.4%
K91	Public Works wages	\$ 2,312,216	\$2,363,350	\$2,403,800	\$2,403,800	1.7%	8-0-0	2.8%	2.5%
K92	Public Works expenses	\$ 837,750	\$896,550	\$883,050	\$883,050	-1.5%	8-0-0	1.0%	0.9%
K93	Public Works Snow & Ice	\$ 600,000	\$625,000	\$625,000	\$625,000	0.0%	8-0-0	0.7%	0.6%
K94	Public Works Street Lights	\$ 200,000	\$200,000	\$210,000	\$210,000	5.0%	8-0-0	0.2%	0.2%
K95	Public Works Rubbish	\$ 1,490,000	\$1,490,000	\$1,538,000	\$1,538,000	3.2%	8-0-0	1.8%	1.6%
L91	Library wages	\$ 1,046,338	\$1,095,555	\$1,159,069	\$1,130,569	3.2%	8-0-0	1.3%	1.2%
L92	Library expenses	\$ 284,000	\$292,730	\$308,870	\$300,600	2.7%	8-0-0	0.4%	0.3%
	Library reductions by Trustees			(\$41,479)	\$0			0.0%	0.0%
	Total Municipal Gov't	\$ 19,940,454	\$ 20,793,501	\$ 21,392,800	\$ 21,397,509	2.9%		24.7%	21.9%
U99	School Department	\$ 38,701,365	\$40,317,973	\$41,350,043	\$41,350,043	2.6%	8-0-0	47.8%	42.3%
V99	Town Facilities	\$ 704,633	\$700,167	\$777,977	\$777,977	11.1%	8-0-0	0.9%	0.8%
	Total School & Facilities	\$ 39,405,998	\$ 41,018,140	\$ 42,128,020	\$ 42,128,020	2.7%		48.7%	43.1%
	VOTED GENERAL FUND	\$ 79,708,752	\$ 82,230,961	\$ 85,887,914	\$ 85,942,623	4.5%		99.3%	
	State Assessments	\$ 639,237	\$ 608,794	\$ 628,285	\$ 628,285	3.2%		0.7%	
	TOTAL	\$ 80,347,989	\$ 82,839,755	\$ 86,516,199	\$ 86,570,908	4.5%		100.0%	
W99	Water Enterprise Fund	\$ 5,881,529	\$5,208,144	\$5,211,075	\$5,211,075	0.1%	8-0-0	46.7%	5.3%
X99	Sewer Enterprise Fund	\$ 5,861,407	\$6,452,079	\$5,570,710	\$5,570,710	-13.7%	8-0-0	49.9%	5.7%
Y99	Storm Water Enterprise Fund	\$ 392,846	\$369,650	\$385,800	\$385,800	4.4%	8-0-0	3.5%	0.4%
	TOTAL ENTERPRISE FUNDS	\$12,135,782	\$12,029,873	\$11,167,585	\$11,167,585	-7.2%			
	GRAND TOTAL VOTED	\$ 91,844,534	\$ 94,260,834	\$ 97,055,499	\$ 97,110,208	3.0%			99.4%

Benefits & Miscellaneous Accommodated Costs FY16 Budgets

BUDGETS	FY14	FY15	FY16	Change
Benefits	\$13,515,050	\$14,116,590	\$15,050,744	+6.6%
Capital	\$2,355,500	\$2,308,000	\$2,201,000	-4.7%
Debt	\$3,970,500	\$3,377,730	\$4,525,000	+34.0%
FINCOM Reserves	\$150,000	\$150,000	\$150,000	0%
Regional Schools	\$371,250	\$467,000	\$490,350	+5.0%
TOTAL	\$20,362,300	\$20,419,320	\$22,417,094	+9.8%
State Assessments*	\$649,044	\$613,513	\$628,285	+2.4%

**not voted by Town Meeting – State subtracts from local aid payment;*

Accommodated costs are those that are shared by both the Town and Schools (such as those listed in this section), or those that are unpredictable (such as energy). Many of the shared costs above are subject to long term financial planning, and their annual increases can be managed. For FY16 the Finance Committee voted a decrease of about \$200,000 in funds allocated for “capital+debt” in both FY16 and FY17 in order to divert funds to the operating budgets. Note the addition of the library as debt exclusion has a large impact on this area of the budget, but it has no impact on the general fund budget.

Benefits

Retirement (\$4,087,154; +4.0%): The Retirement Board voted an increase of +4.5% to the \$3.41 million annual contribution

required; a \$20,000 expense pays the annual fees associated with seasonal and part-time employees’ shift from social security to a 457(b) plan; and \$500,000 is set aside as a contribution to the Other Post-Employment Benefits (OPEB) liability. While this is well below the needed annual contribution of over \$1.7 million, 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. Note this was a positive factor in our debt ratings upgrade.

Worker Compensation (\$297,500; +8.2%): A decrease was made at November 2014 Town Meeting due to the success of Town safety policies. One injury at RMLD will affect rates in the future for a couple of years.

Unemployment Compensation (\$100,000; 0%): No significant staff reductions are planned in FY16.

Health & Life Insurance (\$9,761,090; +8.0%): An RFP was issued in the summer of 2014 and MIIA was the winning bidder with an 8.2% increase.

The Town and all unions from the Town, School and Light departments have worked collaboratively for many years to reduce premiums and shift costs to users of health insurance. The most recent RFP demonstrated that the industry is in such disarray at the national level that there are no more 'levers' for the Town to push in order to reduce costs significantly. The Town did increase a payment for new opt-out participants that use a spouse's plan – net savings of over \$75,000 annually have occurred from this recent new design.

Medicare (\$725,000; +3.6%): The annual rate of increase of this line item continues to slow due to ongoing demographic shifts in the workforce and modest wage increases.

Indemnification (\$80,000; +6.7%): Police & Fire on duty injury related expenses can vary widely in this line item. Each year the budget is increased in order to be conservative.

Capital

The target baseline capital spending per FINCOM policy for FY16 is \$2.45 million, and the proposed FY16 capital spending is \$2.201 million. This small shortfall in funding is purposeful for the next two years in order to assist the Operating budgets per vote of the Finance Committee. Note that mid-year capital

spending has recently far exceeded this proposed shortfall, and the capital plan is in very good overall shape.

Capital Funding Sources:

\$100,000 from the sale of real estate (ten year plan expected to be fully drawn down by FY17); \$2.101 million from the general fund.

Capital Projects:

\$200,000 for Town Facilities: \$100,000 for the Fire Station lighting/security system; \$80,000 Town Hall roof repairs for the hallway joining the two buildings; \$20,000 for the Pleasant Street Center doors & windows.

\$286,000 for School Facilities: \$164,000 for carpet/floor repairs (RMHS \$40k; Coolidge \$40k; Wood End \$30k; Killam \$24k; Birchmeadow \$15k; Parker \$15k); \$50,000 for HVAC/Energy Management (Birchmeadow \$20k; Barrows \$15k; Killam \$15k); \$40,000 for a phone system, at Coolidge; \$22,000 for RMHS masonry work; \$10,000 Birchmeadow windows & doors.

\$72,000 for Administrative Services to purchase new election equipment;

\$52,000 for Public Services, including \$37,000 for a backstop replacement at Joshua Eaton and \$15,000 for playground improvements at Joshua Eaton;

\$657,000 for Public Safety: \$630k to replace Fire Engine #3 (new in 1995) and \$27,000 to replace ALS defibrillator equipment;

\$934,000 for Public Works: \$400,000 for road repairs (an additional ~ \$600,000 of Chapter 90 grant funds will supplement the FY16 road repair budget); \$75,000 for skim coating & seal crack road repairs; \$75,000 in general curb and sidewalk repairs for pedestrian safety; \$220,000 to replace truck #8 (new in 2000); \$64,000 to replace dump truck #12 for Parks & Forestry (new in 1997); \$50,000 to repair and upgrade the traffic controls system; and \$50,000 for generic parking lot improvements (done every other year);

Debt (\$4,525,000; +34.0%)

The FY16 budget anticipates \$1,405,230 in new excluded debt for the Public Library renovation and expansion project. In January 2015 the Town sold \$10 million in par value debt for this project as part of the permanent financing.

FINCOM Reserves (\$150,000; 0%)

The Finance Committee has an emergency reserve fund for unforeseen expenses. FINCOM has considered increasing this long-standing amount but instead had chosen to replenish it at Town Meetings back up to \$150,000 during a fiscal year.

Regional Vocational Schools (\$490,350; +5.0%)

No changes in enrollment are forecast at any of the three vocational schools. Reading's formal district includes the Northeast Metro Technical Regional Vocational school in Wakefield. They are evaluating their school building, and significant repairs or replacement costs are expected in the next few years. The cost to Reading will be somewhat modest as the Town has less than 2% of the current enrollment, and further the school is eligible for significant assistance from the state.

State Assessments (\$628,285; +3.2% estimated)

Town Meeting does not vote on these charges, they are deducted from any State Aid payments the Town receives. The above figure is a preliminary estimate in March 2015.

The MBTA assessment comprises about \$550,000 of this total; other components include Charter School Tuition, an RMV surcharge, funding for the Metropolitan Area Planning Council and Air Pollution remediation.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 1
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
EMPLOYEE BENEFITS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0911 RETIREMENT AND PENSION CONT							
05 EXPENSES							
19115519 519700 RETIREMENT ASSESSMENT	3,020,698.54	3,125,885.00	3,266,550.00	3,363,721.00	3,413,545.00	3,567,154.00	4.5%
19115519 519710 NON-CONTRIB RETIREMENT	63,550.92	35,051.07	19,594.35	.00	.00	.00	.0%
19115519 519720 RETIREMENT OBRA MGMT FEES	13,843.50	14,935.50	14,481.00	14,152.50	15,000.00	20,000.00	33.3%
19115519 519750 OPEB CONTRIBUTIONS	500,000.00	800,000.00	450,000.00	.00	475,000.00	500,000.00	5.3%
19115530 530129 RETIREMENT ACTUARIAL SERVICES	13,500.00	.00	.00	.00	25,000.00	.00	-100.0%
TOTAL EXPENSES	3,611,592.96	3,975,871.57	3,750,625.35	3,377,873.50	3,928,545.00	4,087,154.00	4.0%
01 TOTAL RETIREMENT AND PENSION	3,611,592.96	3,975,871.57	3,750,625.35	3,377,873.50	3,928,545.00	4,087,154.00	4.0%
0912 WORKERS COMPENSATION							
05 EXPENSES							
19125574 574500 WORKERCOMP DEDUCTIBLES/CLAIMS	7,545.10	5,872.60	1,493.66	875.58	25,000.00	2,500.00	-90.0%
19125574 574550 WORKERCOMP INSURANCE PREMIUMS	275,392.65	266,412.80	200,705.28	227,979.10	250,000.00	295,000.00	18.0%
19125574 574552 REGIONAL EE WORKERCOMP INS	.00	.00	1,010.62	.00	.00	.00	.0%
TOTAL EXPENSES	282,937.75	272,285.40	203,209.56	228,854.68	275,000.00	297,500.00	8.2%
TOTAL WORKERS COMPENSATION	282,937.75	272,285.40	203,209.56	228,854.68	275,000.00	297,500.00	8.2%
0913 UNEMPLOYMENT COMPENSATION							
05 EXPENSES							
19135519 519100 UNEMPLOYMENT-TOWN EMPLOYEES	15,240.58	36,169.99	28,879.55	4,279.60	30,000.00	30,000.00	.0%
19135519 519300 UNEMPLOYMENT SCHOOL EMPLOYEES	40,318.26	38,573.27	50,848.81	46,967.91	67,000.00	65,000.00	-3.0%
19135530 530000 UNEMPLOYMENT PROF REPRESENTATI	2,320.00	2,500.00	2,560.00	2,050.00	3,000.00	5,000.00	66.7%
TOTAL EXPENSES	57,878.84	77,243.26	82,288.36	53,297.51	100,000.00	100,000.00	.0%
TOTAL UNEMPLOYMENT COMPENSAT	57,878.84	77,243.26	82,288.36	53,297.51	100,000.00	100,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 2
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
EMPLOYEE BENEFITS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	57,878.84	77,243.26	82,288.36	53,297.51	100,000.00	100,000.00	.0%
0914 HEALTH INSURANCE							
05 EXPENSES							
19145530 530000 GROUP INS PROFESSIONAL SVC	40,000.00	.00	.00	2,535.00	25,000.00	25,000.00	.0%
19145574 574000 GROUP HEALTH INSURANCE PREM	7,805,056.58	7,812,730.28	8,094,520.13	5,048,607.18	8,950,000.00	9,672,000.00	8.1%
19145574 574003 HEALTH INS. TO ANOTHER TOWN	.00	1,645.41	1,247.68	.00	1,045.00	1,090.00	4.3%
19145574 574004 OPT-OUT HEALTH INS PAYMENT	.00	11,125.00	21,500.00	4,500.00	12,500.00	12,500.00	.0%
19145574 574005 REGIONAL EE HEALTH INS COSTS	4,050.45	11,366.76	11,874.88	4,951.59	15,000.00	15,000.00	.0%
19145574 574050 GROUP LIFE INSURANCE PREMI	25,788.73	27,575.53	27,506.56	18,223.88	34,000.00	35,000.00	2.9%
2 19145574 574055 REGIONAL EE LIFE INS COSTS	29.49	47.48	80.90	39.30	500.00	500.00	.0%
TOTAL EXPENSES	7,874,925.25	7,864,490.46	8,156,730.15	5,078,856.95	9,038,045.00	9,761,090.00	8.0%
TOTAL HEALTH INSURANCE	7,874,925.25	7,864,490.46	8,156,730.15	5,078,856.95	9,038,045.00	9,761,090.00	8.0%
0916 MEDICARE							
05 EXPENSES							
19165519 519000 MEDICARE EMPLOYEE BENEFITS	588,833.37	576,312.35	618,867.98	401,996.09	690,000.00	715,000.00	3.6%
19165519 519005 REGIONAL EE MEDICARE COSTS	399.66	1,719.20	1,773.84	789.33	10,000.00	10,000.00	.0%
TOTAL EXPENSES	589,233.03	578,031.55	620,641.82	402,785.42	700,000.00	725,000.00	3.6%
TOTAL MEDICARE	589,233.03	578,031.55	620,641.82	402,785.42	700,000.00	725,000.00	3.6%
0917 INDEMNIFICATION 111F							
05 EXPENSES							
19175519 519210 PUB SAF POLICE INDEMNIFICATION	15,720.81	7,633.70	9,282.60	5,197.80	37,500.00	40,000.00	6.7%
19175519 519220 PUB SAFTY FIRE INDEMNIFICATION	24,693.65	66,364.08	45,528.81	9,133.30	37,500.00	40,000.00	6.7%
TOTAL EXPENSES	40,414.46	73,997.78	54,811.41	14,331.10	75,000.00	80,000.00	6.7%



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

FINANCE RESERVE FUND

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0132 RESERVE FUND							
05 EXPENSES							
11325578_578900 FINCOM RESERVE FUND	.00	.00	.00	.00	150,000.00	150,000.00	.0%
TOTAL EXPENSES	.00	.00	.00	.00	150,000.00	150,000.00	.0%
TOTAL RESERVE FUND	.00	.00	.00	.00	150,000.00	150,000.00	.0%
TOTAL FINANCE RESERVE FUND	.00	.00	.00	.00	150,000.00	150,000.00	.0%
GRAND TOTAL	.00	.00	.00	.00	150,000.00	150,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 1
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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

REGIONAL SCHOOL ASSESSMENTS
PRIOR FY3
ACTUALS

PRIOR FY2
ACTUALS

LAST FY1
ACTUALS

CY
ACTUALS

CY REV
BUDGET

PROJECTION
LEVEL 2

PCT
CHANGE

0840 REGIONAL SCHOOL ASSESSMENTS

05 EXPENSES

18405532_532130	REGIONSCH NORTH EAST REG VOKE 273,170.04	198,751.00	239,830.00	172,431.00	230,000.00	241,500.00	5.0%
18405532_532140	ESSEX NORTH VOKE .00	.00	.00	89,842.67	100,000.00	105,000.00	5.0%
18405532_532150	REGIONSCH MINUTEMAN REGVOKE 110,828.56	120,929.00	146,289.00	76,983.50	137,000.00	143,850.00	5.0%
TOTAL EXPENSES	383,998.60	319,680.00	386,119.00	339,257.17	467,000.00	490,350.00	5.0%
TOTAL REGIONAL SCHOOL ASSESS	383,998.60	319,680.00	386,119.00	339,257.17	467,000.00	490,350.00	5.0%
TOTAL REGIONAL SCHOOL ASSESS	383,998.60	319,680.00	386,119.00	339,257.17	467,000.00	490,350.00	5.0%
GRAND TOTAL	383,998.60	319,680.00	386,119.00	339,257.17	467,000.00	490,350.00	5.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 1
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
STATE ASSESSMENTS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0820 STATE ASSESSMENTS							
05 EXPENSES							
18205563_563100	SCHOOL CHOICE TUITION 10,000.00	15,000.00	13,400.00	11,078.00	13,250.00	13,575.00	2.5%
18205563_563110	CHARTERSCHOOL TUITION 71,840.00	51,645.00	48,416.00	9,796.00	22,984.00	23,575.00	2.6%
18205563_563115	ESSEX AGRICULTURAL TUITION .00	12,475.00	12,553.00	1,228.00	.00	.00	.0%
18205563_563120	RMV NON RENEWAL 13,260.00	14,140.00	14,740.00	8,600.00	14,740.00	14,850.00	.7%
18205563_563130	AIR POLLUTION CONTROL 7,286.00	9,634.00	8,150.00	5,442.00	8,162.00	8,375.00	2.6%
18205563_563140	MAPC 7,154.00	5,847.00	7,991.00	7,908.00	8,163.00	12,900.00	58.0%
18205563_563150	MBTA 472,315.00	522,885.00	528,555.00	357,408.00	536,111.00	549,485.00	2.5%
18205563_563170	SPED STATE ASSESSMENT .00	.00	5,432.00	.00	5,384.00	5,525.00	2.6%
TOTAL EXPENSES	581,855.00	631,626.00	639,237.00	401,460.00	608,794.00	628,285.00	3.2%
TOTAL STATE ASSESSMENTS	581,855.00	631,626.00	639,237.00	401,460.00	608,794.00	628,285.00	3.2%
TOTAL STATE ASSESSMENTS	581,855.00	631,626.00	639,237.00	401,460.00	608,794.00	628,285.00	3.2%
GRAND TOTAL	581,855.00	631,626.00	639,237.00	401,460.00	608,794.00	628,285.00	3.2%

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Administrative Services FY16 Budget

The Administrative Services Department's FY16 budget is increased by 4.2% when compared to the previous year. Excluding some FY16 funding directed at the results of the recent Pay & Class study, this budget is +1.9% compared to last year. Details by Division are shown below:

	FY15	FY16	Change
Town Manager	\$161,150	\$165,625	+2.8%
Selectmen	\$2,400	\$2,500	+4.2%
Fin. Committee	\$54,000	\$55,600	+3.0%
Law	\$190,000	\$170,000	-10.5%
Prop. Insurance	\$400,000	\$435,000	+8.8%
Operations	\$604,000	\$616,475	+2.1%
Pay/Class funding		\$55,000	
Human Resources	\$85,925	\$88,000	+2.4%
Technology	\$659,200	\$679,050	+3.0%
Town Clerk	\$123,850	\$128,050	+3.4%
Elections	\$75,300	\$60,600	-19.5%
Total	\$2,355,825	\$2,455,900	+4.2%
<i>exclude Pay/Class</i>		<i>\$2,400,900</i>	<i>+1.9%</i>

Overview

The newly created Administrative Services department is a combination of the previous Town Manager's Office plus portions of the old Finance department. The Administrative Service department is designed to promote organizational efficiency and communication. The Administrative Services Director (ASD) serves as the department head, and the Human Resources Director serves as the assistant department head.

The ASD position has remained unfilled for nearly two years while the Charter Review Committee was in operation, and the department head role was filled on a temporary basis by the

Town Manager. About ten years ago the role of Ombudsman – an advocate for the public – was thought to be separated from the Town Manager's position. Language approved in January 2015 by a Special Town Meeting now requires the Town Manager to appoint someone else within the organization to the role, and the ASD position will formally serve as Ombudsman as well as department head.

Town Manager's Office includes the divisions of Selectmen, Finance Committee, Law and Property Insurance: These divisions all conduct activities that are central to the organization, often including the School department and occasionally the Light department. Note that the Finance Committee has a \$150,000 Reserve Fund that is not a part of this budget and is voted separately.

Operations: This division includes the department head and staff shared with the department and/or with the organization. This division is the centralized location for procurement and communication. Postage is now centralized in this division, as well as equipment maintenance.

Human Resources: This division provides support to the Town (under the direction of the Town Manager); 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.

Technology: 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.

Town Clerk and Elections: 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 Town Clerk also oversees all document storage efforts conducted by the Town and School departments.

Staffing (15.4 FTEs; unchanged)
Wage costs \$1,216,700 +6.3%

In FY16, for all Town non-union staff a 2% step is included based on performance and eligibility, and a 1% COLA is available to all. The 3% maximum is impacted by an additional +0.4% cost in FY16 due to the extra week day from the leap year.

The largest driver of the 6.3% increase is the \$55,000 allocation to further fund the results of the Pay & Class study. Re-allocation across the departments in town government will occur at November Town Meeting. This funding combined with increases in FY15 would accomplish roughly 30% of the identified shortfall between median pay in Reading versus median pay in 20+ comparable communities. Without this figure the wage increase in the department is +1.5%, a figure driven lower than the 3.4% default amount because of fewer scheduled elections. The only change in staffing is a very modest reduction of hours to the Operations Specialist position.

Wages	FY15	FY16	Change
Town Manager	\$146,150	\$150,625	+3.1%
Selectmen	\$0	\$0	0.0%
Fin. Committee	\$0	\$0	0.0%
Law	\$0	\$0	0.0%
Prop. Insurance	\$0	\$0	0.0%
Operations	\$467,500	\$475,975	+1.8%
Pay/Class funding		\$55,000	
Human Resources	\$74,425	\$75,500	+1.4%
Technology	\$288,800	\$299,950	+3.9%
Town Clerk	\$123,850	\$128,050	+3.4%
Elections	\$44,200	\$31,600	-28.5%
Total	\$1,144,925	\$1,216,700	+6.3%
<i>exclude Pay/Class</i>		<i>\$1,161,700</i>	<i>+1.5%</i>

Expenses \$1,239,200 (+2.3%)

There are very few significant changes to the expenses for FY16. The legal budget is decreased as the TLT litigation is expected to wrap up in FY15, although this is not certain. Town Counsel expenses for FY15 have been driven higher due to one-time projects (Zoning Bylaw and Charter revisions) and an estimate of \$150,000 is used as a projected typical annual expense rate.

Some technology increases in telecommunications are needed and are driven by the addition of the DPW garage to the landline network in FY15 and the increasing use of wireless in the field by nearly every town department.

A slight decrease in election expenses occurs because of fewer elections; property insurance is estimated higher for a variety of reasons but driven by the new Library building, expected to be completed by April 2016.

Expenses	FY15	FY16	Change
Selectmen	\$2,400	\$2,500	+4.2%
Operations	\$136,500	\$140,500	+2.9%
Town Manager	\$15,000	\$15,000	0.0%
Fin. Committee	\$54,000	\$55,600	+3.0%
Law	\$190,000	\$170,000	-10.5%
Human Resources	\$11,500	\$12,500	+8.7%
Technology	\$370,400	\$379,100	+2.3%
Town Clerk	\$0	\$0	
Elections	\$31,100	\$29,000	-6.8%
Property Insurance	\$400,000	\$435,000	+8.8%
Total	\$1,210,900	\$1,239,200	+2.3%

Department of Administrative Services

Administrative Services Director
Department Head

Celebration
Committee

Community Groups

Cultural Council

RCTV Board of
Directors

Climate Advisory
Committee

RIAA Board of
Directors

Office of the
Town Clerk

Human Resources

Operations

Technology

Town Clerk

Human Resources
Director

Business
Administrator

Technology
Director

Assistant Town
Clerk

Senior
Administrative
Assistant

Business
Analyst

GIS
Administrator

Clerk (PT)

Safety
Committee

Operations
Specialist (PT)

Senior
Computer
Technician

Board of
Registrars

Sick Bank
Committee

Computer
Technician

Office of Town
Manager

Town Manager

*Permanent
Building
Committee*

Board of
Selectmen

Executive
Assistant

Bylaw
Committee

Ad Hoc
Committees

Administrative
Assistant

Finance
Committee

Appointment
Committees

Office Assistant
(PT student)

Animal Control
Appeals
Committee

School
Committee

Board of Library
Trustees

Board of RMI D
Commissioners

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 1
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0122 SELECTMEN							
05 EXPENSES							
11225530 530100	SELECTMEN ADVERTISING 2,083.07	2,637.36	2,275.19	1,173.82	2,000.00	2,000.00	.0%
11225578 578000	SELECTMEN OTHER 1,317.26	450.38	910.68	245.00	400.00	500.00	25.0%
TOTAL EXPENSES	3,400.33	3,087.74	3,185.87	1,418.82	2,400.00	2,500.00	4.2%
TOTAL SELECTMEN	3,400.33	3,087.74	3,185.87	1,418.82	2,400.00	2,500.00	4.2%
0123 OPERATIONS DIVISION							
03 SALARIES							
11233511 511001	ADMIN SERVICES DIRECTOR 96,525.00	95,931.05	.00	.00	92,575.00	95,050.00	2.7%
11233511 511002	EXECUTIVE ASSISTANT 57,817.57	60,122.00	61,062.16	35,514.36	65,350.00	67,550.00	3.4%
11233511 511003	OPERATIONS SPECIALIST .00	.00	10,593.12	17,752.33	45,000.00	40,000.00	-11.1%
11233511 511009	AS ADMINISTRATIVE SECRETARY 38,571.00	39,601.00	51,953.91	42,798.27	.00	.00	.0%
11233511 511010	AS ADMINISTRATIVE ASSISTANT .00	13,578.18	11,064.67	1,648.86	42,225.00	42,625.00	.9%
11233511 511011	OPS ADMINISTRATIVE SECRETARY 13,309.95	.00	.00	-2.34	.00	.00	.0%
11233511 511012	AS CLERK .00	.00	47,608.38	22,874.02	38,675.00	40,000.00	3.4%
11233511 511014	AS SR ADMINISTRATIVE ASSISTANT .00	.00	.00	1,790.09	45,375.00	46,900.00	3.4%
11233511 511019	OPS BUSINESS ADMIN 62,127.00	63,375.00	67,764.60	42,219.44	76,000.00	78,550.00	3.4%
11233511 511099	PAY & CLASS FUNDING .00	.00	.00	.00	.00	55,000.00	.0%
11233511 511237	OPS BUSINESS ANALYST 68,864.88	69,966.00	33,273.04	.00	49,300.00	49,800.00	1.0%
11233511 515000	OPS WAGES OVERTIME 3,349.88	6,122.39	6,516.38	6,080.39	7,000.00	8,000.00	14.3%
11233512 512000	OPS WAGES TEMP 4,942.96	6,073.29	5,876.14	3,265.63	6,000.00	7,500.00	25.0%
11233517 517017	OPS SICK LEAVE BUYBACK .00	35,000.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	345,508.24	389,768.91	295,712.40	173,941.05	467,500.00	530,975.00	13.6%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
ADMINISTRATIVE SERVICES

05	EXPENSES	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11235524	524900							
	OPS OFFICE EQUIP REPAIR							
	809.95	765.00		1,056.00	801.00	1,000.00	1,000.00	.0%
11235530	530105							
	OPS PRINTING SERVICES							
	2,265.00	3,157.50		1,141.00	1,131.00	4,000.00	4,000.00	.0%
11235530	530195							
	OPS PAY AND CLASS STUDY							
	.00	.00		1,925.95	.00	.00	.00	.0%
11235531	531000							
	OPS PROF DEV/TRAINING							
	.00	1,152.00		1,251.23	1,463.02	5,000.00	5,000.00	.0%
11235531	531010							
	OPS DUES/MEMBERSHIPS							
	6,668.60	6,341.00		5,380.00	5,730.35	7,500.00	8,000.00	6.7%
11235531	531090							
	OPS REGISTRATIONS							
	549.00	150.00		13,760.28	.00	2,500.00	2,500.00	.0%
11235531	531091							
	OPS PROF DEV - TRAVEL							
	.00	.00		543.56	96.52	.00	.00	.0%
11235540	540000							
	OPS SUPPLIES/EQUIPMENT							
	.00	.00		300.00	190.00	.00	500.00	.0%
70 11235542	542000							
	OPS OFFICE SUPPLIES							
	.00	.00		3,070.31	2,404.47	4,000.00	3,500.00	-12.5%
11235542	542125							
	OPS SUPLIES COPIER							
	5,717.55	7,321.23		5,880.30	5,310.35	7,500.00	8,000.00	6.7%
11235542	542126							
	OPS LEASE COPIER							
	16,487.33	21,026.54		24,832.26	13,786.07	25,000.00	28,000.00	12.0%
11235542	542127							
	OPS POSTAGE							
	36,511.83	32,735.45		33,598.95	35,116.74	80,000.00	80,000.00	.0%
11235542	542128							
	OPS POSTAGE FOR BILLING							
	29,210.18	41,006.63		40,956.86	220.00	.00	.00	.0%
	TOTAL EXPENSES	98,219.44	113,655.35	133,696.70	66,249.52	136,500.00	140,500.00	2.9%
	TOTAL OPERATIONS DIVISION	443,727.68	503,424.26	429,409.10	240,190.57	604,000.00	671,475.00	11.2%
0129	TOWN MANAGER							
03	SALARIES							
11293511	511000							
	TOWN MGR WAGES							
	132,700.03	146,712.80		140,646.10	85,714.02	146,150.00	150,625.00	3.1%
	TOTAL SALARIES	132,700.03	146,712.80	140,646.10	85,714.02	146,150.00	150,625.00	3.1%
05	EXPENSES							
11295578	578000							
	TOWN MGR OTHER UNCLASS ITEMS							
	11,189.65	8,604.00		2,210.86	.00	15,000.00	15,000.00	.0%
	TOTAL EXPENSES	11,189.65	8,604.00	2,210.86	.00	15,000.00	15,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL TOWN MANAGER		143,889.68	155,316.80	142,856.96	85,714.02	161,150.00	165,625.00	2.8%
0131	FINANCE COMMITTEE							
05	EXPENSES							
11315530	530130	FINCOM FINANCIAL AUDIT 51,000.00	51,000.00	52,000.00	41,500.00	53,500.00	55,000.00	2.8%
11315531	531000	FINCOM PROF DEV/TRAINING 268.00	268.00	273.00	512.30	500.00	600.00	20.0%
TOTAL EXPENSES		51,268.00	51,268.00	52,273.00	42,012.30	54,000.00	55,600.00	3.0%
TOTAL FINANCE COMMITTEE		51,268.00	51,268.00	52,273.00	42,012.30	54,000.00	55,600.00	3.0%
0151	LAW							
05	EXPENSES							
11515530	530110	LAW LEGAL COUNSEL 42,971.74	59,255.17	44,714.62	97,727.38	170,000.00	150,000.00	-11.8%
11515530	530115	LAW LABOR COUNSEL 19,594.68	9,828.25	14,158.40	1,876.00	20,000.00	20,000.00	.0%
TOTAL EXPENSES		62,566.42	69,083.42	58,873.02	99,603.38	190,000.00	170,000.00	-10.5%
TOTAL LAW		62,566.42	69,083.42	58,873.02	99,603.38	190,000.00	170,000.00	-10.5%
0152	HUMAN RESOURCES							
03	SALARIES							
11523511	511003	HR DIRECTOR/ASST DEPT HEAD 76,966.55	79,507.00	98,180.80	39,632.95	74,425.00	75,500.00	1.4%
TOTAL SALARIES		76,966.55	79,507.00	98,180.80	39,632.95	74,425.00	75,500.00	1.4%
05	EXPENSES							
11525530	530000	HR PROF/TECH SV .00	26,436.78	6,650.00	.00	.00	.00	.0%
11525530	530100	HR ADVERTISING 6,722.51	4,937.71	3,659.07	900.00	4,000.00	5,000.00	25.0%
11525530	530135	PRE-EMPLOYMENT COSTS .00	.00	6.00	.00	.00	.00	.0%
11525530	530140	HR EMPLOYEE PHYSICALS 7,066.00	10,907.50	11,048.00	7,194.88	7,500.00	5,000.00	-33.3%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11525530_530145	DOT CERTIFICATIONS .00	.00	.00	.00	.00	2,500.00	.0%
TOTAL EXPENSES	13,788.51	42,281.99	21,363.07	8,094.88	11,500.00	12,500.00	8.7%
TOTAL HUMAN RESOURCES	90,755.06	121,788.99	119,543.87	47,727.83	85,925.00	88,000.00	2.4%
0155	TECHNOLOGY						
03	SALARIES						
11553511_511004	TECHNOLOGY DIRECTOR 82,992.00	84,669.00	87,626.19	52,018.22	96,000.00	99,250.00	3.4%
11553511_511148	COMPUTER TECHNICIAN 91,160.98	106,031.60	109,468.92	50,842.92	113,475.00	117,000.00	3.1%
11553511_511149	GIS ADMINISTRATOR 63,375.05	64,642.56	66,899.94	39,450.68	69,325.00	71,700.00	3.4%
11553511_515000	TECH OVERTIME 4,437.06	10,064.27	14,890.71	10,621.28	10,000.00	12,000.00	20.0%
11553517_517017	TECHNOLOGY SICK LEAVE BUYBACK .00	.00	.00	1,167.93	.00	.00	.0%
TOTAL SALARIES	241,965.09	265,407.43	278,885.76	154,101.03	288,800.00	299,950.00	3.9%
05	EXPENSES						
11555521_521390	TECH TELEPHONE 39,535.57	40,492.69	40,433.88	43,840.00	42,000.00	45,000.00	7.1%
11555521_521392	TECH WIRELESS COMMUNICATION .00	34,956.81	32,847.75	36,813.51	36,000.00	38,000.00	5.6%
11555524_524000	TECH MAINT CONTRACT/REPAIR 3,044.46	7,955.34	6,204.73	7,008.37	7,000.00	7,000.00	.0%
11555530_530000	TECH PROF/TECH SV .00	.00	.00	1,560.00	5,000.00	5,000.00	.0%
11555530_530106	TECH PROF/TECH MAIL/DELIVERY S .00	.00	.00	15.95	.00	.00	.0%
11555530_530121	TECH INTERNET SERVICE PROVIDER .00	91.44	.00	.00	1,500.00	.00	-100.0%
11555536_536000	TECH LICENSE & SUPPORT 7,924.75	9,999.06	8,722.09	13,904.20	7,000.00	10,000.00	42.9%
11555536_536100	TECH ADMINS S/W LIC & SUPP 1,800.00	1,800.00	1,800.00	1,920.00	2,000.00	2,000.00	.0%
11555536_536110	TECH MUNIS S/W LIC & SUPP 58,699.71	68,371.23	64,664.69	62,255.43	75,000.00	75,000.00	.0%
11555536_536115	TECH PUB SAFETY S/W LIC & SUPP .00	15,753.75	31,142.50	18,646.29	22,000.00	22,000.00	.0%
11555536_536120	TECH ASSESSOR S/W LIC & SUPP .00	.00	7,500.00	7,500.00	8,800.00	8,800.00	.0%
11555536_536123	TECH GIS LICENSE & SUPPORT						

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11555536_536130	8,377.96	17,854.93	1,232.20	14,849.18	13,500.00	16,000.00	18.5%
	TECH MICROSOFT SERVER SUPPORT						
	.00	1,116.40	1,116.42	.00	1,200.00	1,500.00	25.0%
11555536_536132	6,150.00	6,025.00	4,400.00	.00	5,000.00	5,000.00	.0%
	TECH VTH WEBSITE SUPPORT						
11555536_536135	13,611.00	13,611.00	13,611.00	.00	15,000.00	15,000.00	.0%
	TECH DOC STOR S/W LIC & SUPP						
11555536_536137	9,900.00	9,900.00	9,900.00	9,900.00	15,000.00	15,000.00	.0%
	TECH TOWN COMMUNICATION S/W						
11555536_536138	1,083.00	19,439.00	25,135.00	25,135.00	28,100.00	28,000.00	-.4%
	TECH PERMITS S/W LIC & SUPP						
11555536_536139	1,440.00	1,440.00	1,800.00	1,800.00	1,800.00	2,300.00	27.8%
	TECH CEMETERY S/W LIC & SUPP						
11555542_542000	440.76	.00	.00	.00	.00	.00	.0%
	TECH OFFICE SUPPLIES						
11555542_542115	11,686.34	10,229.12	10,993.65	4,346.13	15,000.00	15,000.00	.0%
	TECH TONER CARTRIDGES						
11555555_555000	15,944.14	22,331.09	16,999.00	13,821.83	25,000.00	25,000.00	.0%
	TECH COMPUTER PARTS & SUPPLIES						
11555555_555100	44,275.13	36,077.85	55,904.65	16,407.52	30,000.00	30,000.00	.0%
	TECH PC HARDWARE						
11555555_555110	5,437.90	586.09	11,014.57	3,789.00	12,500.00	12,500.00	.0%
	TECH NETWORK HARDWARE						
11555555_555125	750.00	495.00	.00	.00	1,000.00	1,000.00	.0%
	TECH GIS SUPPLIES						
11555555_555130	.00	722.22	440.00	.00	1,000.00	.00	-100.0%
	TECH PC SOFTWARE						
11555571_571000	.00	.00	104.55	.00	.00	.00	.0%
	TECH MILEAGE REIMBURSEMENT						
TOTAL EXPENSES	230,100.72	319,248.02	345,966.68	283,512.41	370,400.00	379,100.00	2.3%
TOTAL TECHNOLOGY	472,065.81	584,655.45	624,852.44	437,613.44	659,200.00	679,050.00	3.0%
0161 TOWN CLERK							
03 SALARIES							
11613511_511003	63,063.00	64,642.55	67,671.05	40,499.43	74,750.00	77,300.00	3.4%
	TOWN CLERK						
11613511_511120	44,869.59	45,766.57	47,368.62	27,933.55	49,100.00	50,750.00	3.4%
	ASST TOWN CLERK						
TOTAL SALARIES	107,932.59	110,409.12	115,039.67	68,432.98	123,850.00	128,050.00	3.4%
05 EXPENSES							
11615530_530000	1,002.06	254.48	300.00	.00	.00	.00	.0%
	TOWN CLERK PROF/TECH SV						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL EXPENSES	1,002.06	254.48	300.00	.00	.00	.00	.0%
TOTAL TOWN CLERK	108,934.65	110,663.60	115,339.67	68,432.98	123,850.00	128,050.00	3.4%
0162 ELECTIONS & REGISTRATION							
03 SALARIES							
11623511 511150 ELECT REGISTRAR SALARY	1,530.18	1,560.34	1,593.88	1,045.50	2,000.00	2,000.00	.0%
11623511 511153 ELECTION WORKERS	16,341.21	76,484.07	25,948.37	28,688.94	45,000.00	30,000.00	-33.3%
11623511 511155 TOWN MEETING MONITOR	1,152.78	664.03	420.69	836.52	2,000.00	2,000.00	.0%
11623511 596120 ELECTIONS STATE GRANT SUPPORT	-4,142.00	-8,284.00	.00	.00	-4,800.00	-2,400.00	-50.0%
74 TOTAL SALARIES	14,882.17	70,424.44	27,962.94	30,570.96	44,200.00	31,600.00	-28.5%
05 EXPENSES							
11625530 530100 ELECT ADVERTISING	4,303.77	10,428.17	4,830.40	427.99	3,000.00	3,000.00	.0%
11625530 530105 ELECT PRINTING TOWN MEETING	940.00	2,964.35	1,600.00	2,569.00	4,500.00	4,500.00	.0%
11625530 530151 ELECT CENSUS EXPENSES	7,120.97	2,513.20	7,868.60	8,298.23	5,000.00	5,000.00	.0%
11625530 530152 ELECT BALLOT PROGRAMMING	10,626.10	6,943.59	544.00	2,284.00	10,000.00	10,000.00	.0%
11625530 530153 ELECT PROF/TECH SERVICES	1,800.00	1,800.00	6,520.30	.00	1,000.00	1,000.00	.0%
11625540 540000 ELECT SUPPLIES/EQUIPMENT	3,519.81	1,419.28	714.96	251.20	4,000.00	3,000.00	-25.0%
11625549 549307 ELECTIONS - MEALS FOR WORKERS	1,440.07	6,334.41	2,549.07	2,452.39	3,600.00	2,500.00	-30.6%
TOTAL EXPENSES	29,750.72	32,403.00	24,627.33	16,282.81	31,100.00	29,000.00	-6.8%
TOTAL ELECTIONS & REGISTRATI	44,632.89	102,827.44	52,590.27	46,853.77	75,300.00	60,600.00	-19.5%
0193 PROPERTY INSURANCE							
05 EXPENSES							
11935574 574010 PROP & CASUALTY INSURANCE	309,054.55	326,896.60	349,086.78	361,510.03	365,000.00	400,000.00	9.6%
11935574 574500 LIABIL INS DEDUCTIBLES/CLAIMS							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	20,144.36	7,778.74	19,881.99	20,918.05	35,000.00	35,000.00	.0%
TOTAL EXPENSES							
329,198.91	329,198.91	334,675.34	368,968.77	382,428.08	400,000.00	435,000.00	8.8%
TOTAL PROPERTY INSURANCE							
329,198.91	329,198.91	334,675.34	368,968.77	382,428.08	400,000.00	435,000.00	8.8%
TOTAL ADMINISTRATIVE SERVICE							
1,750,439.43	1,750,439.43	2,036,791.04	1,967,892.97	1,451,995.19	2,355,825.00	2,455,900.00	4.2%
GRAND TOTAL							
1,750,439.43	1,750,439.43	2,036,791.04	1,967,892.97	1,451,995.19	2,355,825.00	2,455,900.00	4.2%

** END OF REPORT - Generated by Bob LeLacheur **

Public Services
(Formerly Community Services)
FY16 Budget

The Public Services Department's FY16 budget increases by 4.9%, driven largely by the reorganization of the department.

Total	FY15	FY16	Change
Administration	\$347,225	\$360,300	+3.7%
Conservation	36,350	56,200	+54.6%
Planning*	135,975	140,050	+2.9%
Inspections	126,100	134,650	+6.7%
Health	240,850	253,950	+5.4%
Elder/Human Svcs	199,700	203,950	+2.1%
Veterans Services	274,050	279,600	+2.0%
Recreation	127,875	132,100	+3.3%
Historical	1,000	1,500	+50.0%
TOTAL	\$1,489,125	1,562,300	+4.9%

**Note: Housing Services Coordinator wages and expenses are regionalized with three other communities*

Overview

The Public Services Department has two major functions: Community Development and Community Services. The Department Head is the Assistant Town Manager. There are two assistant department heads, the Community Development Director and the Community Services Director (currently the Recreation Director). Community Development includes:

Planning, Inspections, Conservation, and Historical. Community Services include: Human/Elder Services, Health, Veterans Services and Recreation.

Staffing (20.8 FTEs; +1.0 FTE 5%)

Wage costs \$1,195,100 +14.6%

Wages	FY15	FY16	Change
Administration	\$323,625	\$333,300	+3%
Conservation	36,350	56,200	+55%
Planning	125,975	130,050	+3.2%
Inspections	126,100	134,650	+6.7%
Health	92,350	163,300	+76.8%
Elder/Human Svcs	186,950	190,900	+2.1%
Veterans	23,050	53,600	+132%
Recreation	127,875	132,100	+3.3%
Historical	0	0	
TOTAL	\$1,042,275	\$1,194,100	+14.6%

The FY16 budget proposes changes in staffing that are designed to increase the amount of full-time employees either by increasing hours or consolidating responsibilities. These changes result from discussions with volunteer boards and committees. Communication among part-time employees and their volunteer boards has been challenging, and this change should make a substantial improvement over time. Also note that overtime for document storage efforts and some of the hours for the plumbing/gas and electrical inspectors plus the alternate building inspector are funded from the permits revolving fund.

The part-time Conservation Administrator is proposed to be returned to full-time. The increase in hours is partly to offload work from the Conservation Committee, and also to assume duties from the Recreation Director, such as the oversight of the Matera Cabin.

The newly hired Regional Housing Services Coordinator is shared with four communities, but is a Reading hire which results in a +0.25 FTE increase in the Planning division.

One significant staffing change in the budget is the reduction in services provided in the regional Public Health contract with Melrose and Wakefield. Instead of a shared 0.3 FTE position, a full-time Health Administrator will lead the Health division and work with the Board of Health. All Health Inspectors will be Reading employees, but the Plan Reviewer position will still be shared with Melrose under a revised agreement. This strategic shift will move almost \$100,000 of expenses to wages, accounting for the majority of the large wage increase (and expense decrease) shown in the department. The Public Health Nurse (PHN), through attrition, has been reduced from 32.5 to 16 hours, which will put the PHN staffing at levels seen in area communities.

The emphasis to consolidate positions in order to gain full time employees has caused the part-time Nurse Advocate position and a part-time social worker position to be consolidated into a full-time Nurse Advocate position. A key question the community will need to face in the next year is the level of service to provide in the Human/Elder Services area, where demographics suggest sky-rocketing increased demand for services over the next

several years. A part-time Veterans Services Officer (VSO) is replaced with a full-time VSO.

Expenses (\$368,200; -17.6%)

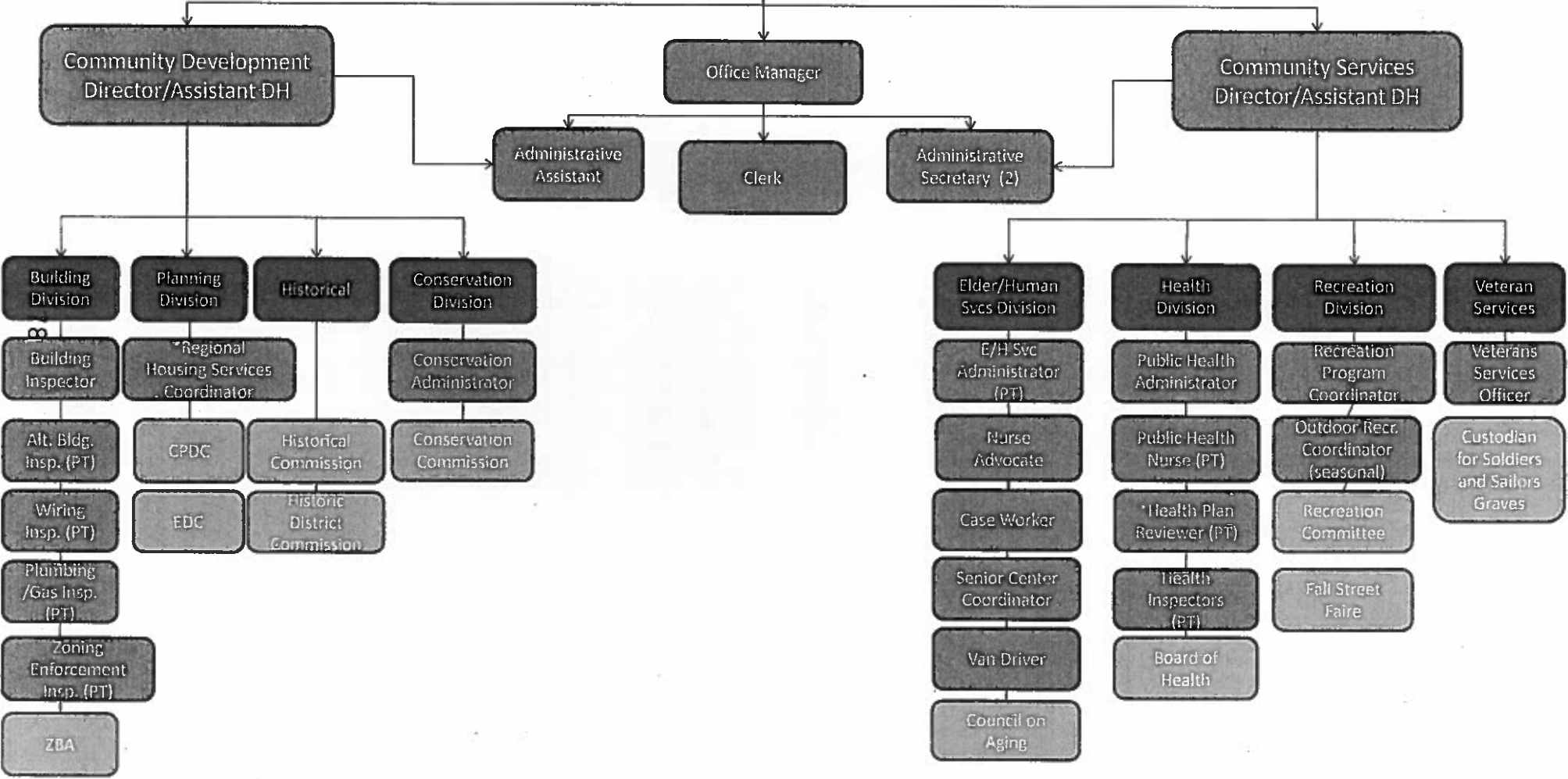
The reduction in the shared health services contract with Melrose is the biggest reduction in the FY16 expense budget. Expense increases are in Administration (professional development and mileage) and Human/Elder Services.

Veteran's benefits are level funded as the annual increase for the past few years seems to have paused. The Recreation Revolving Fund directly pays all expenses for this division. At the end of each year, excess funds are turned over to the Town's general fund. For many years that excess has approximately equaled the wage costs of the division.

Expenses	FY15	FY16	Change
Administration	\$ 23,600	\$ 27,000	+14.4%
Conservation	0	0	
Planning	10,000	10,000	0%
Inspections	0	0	
Health	148,500	90,650	-39%
Elder/Human Svcs	12,750	13,050	+2.4%
Veterans	251,000	226,000	-10.0%
Recreation	0	0	
Historical	1,000	1,500	+50%
TOTAL	\$446,850	\$368,200	-17.6%

Department of Public Services

Assistant Town Manager/Department Head



* Indicates a regional shared position

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0126 PUBLIC SVC ADMINISTRATION							
03 SALARIES							
11263511 511001 ASSISTANT TOWN MANAGER	100,425.00	102,433.61	107,218.20	80,723.81	116,150.00	120,100.00	3.4%
11263511 511002 PS OFFICE MANAGER	.00	.00	.00	9,482.18	49,075.00	50,750.00	3.4%
11263511 511010 PS ADMINISTRATIVE ASSISTANT	28,783.72	29,353.82	33,366.57	32,690.84	41,400.00	42,650.00	3.0%
11263511 511011 PS ADMINISTRATIVE SECRETARY	.00	.00	.00	15,467.00	80,600.00	83,150.00	3.2%
11263511 511012 PS CLERK	101,873.24	104,522.40	108,587.77	66,426.56	36,400.00	36,650.00	.7%
11263511 515000 PS ADMIN OVERTIME	4,394.93	11,308.92	40,148.82	28,720.01	20,000.00	25,000.00	25.0%
11263511 596130 PS REVOLVING FUND SUPPORT	.00	.00	-25,000.00	-20,000.00	-20,000.00	-25,000.00	25.0%
79 TOTAL SALARIES	235,476.89	247,618.75	264,321.36	213,510.40	323,625.00	333,300.00	3.0%
05 EXPENSES							
11265521 521309 PS ADMIN UTIL WTR/SWR/STM WTR	68.42	67.72	51.37	16.51	100.00	.00	-100.0%
11265521 521392 PS ADMIN WIRELESS COMMUNICATION	412.71	143.90	.00	.00	.00	.00	.0%
11265530 530000 PS OUTSOURCED PROF SERVICES	900.00	.00	33,750.00	.00	.00	.00	.0%
11265530 530100 PS ADMIN ADVERTISING	1,222.17	1,279.38	1,468.42	1,606.83	1,500.00	2,000.00	33.3%
11265531 531000 PS ADMIN PROF DEV/TRAINING	167.42	.00	120.00	856.30	9,000.00	11,000.00	22.2%
11265531 531901 PS ADMIN HLTH PROF DEVELOPMENT	1,031.00	887.33	1,028.50	744.02	.00	.00	.0%
11265531 531902 PS ADMIN ES PROF DEVELOPMENT	281.00	.00	429.00	490.04	.00	.00	.0%
11265531 531903 PS ADMIN INSP PROF DEVELOPMENT	625.00	575.00	1,406.20	570.25	.00	.00	.0%
11265531 531904 PS ADMIN VET PROF DEVELOPMENT	155.00	451.19	387.35	567.09	.00	.00	.0%
11265531 531905 PS ADMIN CONS PROF DEVELOPMENT	645.00	673.00	670.00	865.00	.00	.00	.0%
11265531 531906 PS ADMIN PLAN PROF DEVELOPMENT	1,225.00	955.00	1,463.93	3,665.00	.00	.00	.0%
11265540 540000 PS EQUIPMENT & SUPPLIES	.00	6.00	.00	.00	.00	.00	.0%
11265542 542000 PS ADMIN OFFICE SUPPLIES	3,464.77	2,417.37	1,920.09	1,096.65	7,000.00	7,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11265542 542901	PS ADMIN HLTH OFFICE SUPPLIES 265.40	292.87	185.40	234.70	.00	.00	.0%
11265542 542902	PS ADMIN ES OFFICE SUPPLIES 807.74	1,503.85	560.74	554.70	.00	.00	.0%
11265542 542903	PS ADMIN INSP OFFICE SUPPLIES 703.89	730.97	1,768.31	1,728.44	.00	.00	.0%
11265542 542904	PS ADMIN VET OFFICE SUPPLIES .00	142.08	243.85	.00	.00	.00	.0%
11265542 542905	PS ADMIN CONS OFFICE SUPPLIES 52.99	370.54	122.01	161.10	.00	.00	.0%
11265542 542906	PS ADMIN PLAN OFFICE SUPPLIES 372.29	1,035.46	965.82	125.22	.00	.00	.0%
11265542 542907	PS ADMIN TWN MGR OFFICE SUPPLY 458.96	742.39	627.66	.00	.00	.00	.0%
11265571 571000	PS ADMIN MILEAGE REIMBURSEMENT 4,111.41	5,504.45	6,689.61	4,361.66	6,000.00	7,000.00	16.7%
08 TOTAL EXPENSES	16,970.17	17,778.50	53,858.26	17,643.51	23,600.00	27,000.00	14.4%
08 TOTAL PUBLIC SVC ADMINISTRAT	252,447.06	265,397.25	318,179.62	231,153.91	347,225.00	360,300.00	3.8%
0171 CONSERVATION DIVISION							
03 SALARIES							
11713511 511001	CONSERVATION ADMIN 25,272.06	31,135.33	37,086.60	28,426.57	40,350.00	60,200.00	49.2%
11713511 596130	CONSCOMM REVOLV FUND SUPPORT .00	-2,000.00	-4,000.00	-4,000.00	-4,000.00	-4,000.00	.0%
TOTAL SALARIES	25,272.06	29,135.33	33,086.60	24,426.57	36,350.00	56,200.00	54.6%
TOTAL CONSERVATION DIVISION	25,272.06	29,135.33	33,086.60	24,426.57	36,350.00	56,200.00	54.6%
0175 PLANNING							
03 SALARIES							
11753511 511031	PLAN REGL AFFORD HOUSING COORD .00	.00	.00	7,699.20	50,000.00	51,500.00	3.0%
11753511 511045	COMM DEV DIR/ASST DEPT HEAD 52,047.77	57,467.14	64,583.27	53,969.52	75,975.00	78,550.00	3.4%
11753511 515000	PLANNING WAGES OVERTIME 1,896.89	3,200.57	1,684.70	116.25	.00	.00	.0%
11753517 517017	PLANNING SICK LEAVE BUYBACK 1,054.52	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	54,999.18	60,667.71	66,267.97	61,784.97	125,975.00	130,050.00	3.2%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES							
11755578_579000 REGIONAL HOUSING EXPENSES	.00	.00	.00	39.27	10,000.00	10,000.00	.0%
TOTAL EXPENSES	.00	.00	.00	39.27	10,000.00	10,000.00	.0%
TOTAL PLANNING	54,999.18	60,667.71	66,267.97	61,824.24	135,975.00	140,050.00	3.0%
0240 INSPECTIONS DIVISION							
03 SALARIES							
12403511_511216 INSPECTION BUILDING INSP	75,172.59	76,674.00	79,359.24	59,387.04	82,250.00	85,050.00	3.4%
12403511_511217 INSPECTION WIRE INSP	17,486.08	19,381.39	22,977.58	18,839.02	26,800.00	27,800.00	3.7%
12403511_511218 INSPECTION PLUMBING INSP	18,775.04	19,356.44	21,794.52	18,234.76	26,300.00	27,500.00	4.6%
12403511_511219 INSPECTION ALTERNATE INSP	10,452.99	14,092.94	18,526.20	12,508.20	15,250.00	16,000.00	4.9%
12403511_511220 INSPECTION CODE ENFORCEMENT	.00	.00	.00	5,402.12	10,500.00	13,300.00	26.7%
12403511_596130 INSPECTION REVOLV FUND SUPPORT	.00	.00	-35,000.00	-35,000.00	-35,000.00	-35,000.00	.0%
TOTAL SALARIES	121,886.70	129,504.77	107,657.54	79,371.14	126,100.00	134,650.00	6.8%
TOTAL INSPECTIONS DIVISION	121,886.70	129,504.77	107,657.54	79,371.14	126,100.00	134,650.00	6.8%
0511 HEALTH							
03 SALARIES							
15113511_511003 HEALTH ADMINISTRATOR	10,402.88	.00	.00	6,086.22	.00	71,400.00	.0%
15113511_511561 HEALTH NURSE	47,119.20	48,330.52	49,803.20	.00	51,450.00	25,200.00	-51.0%
15113511_511564 HEALTH INSPECTOR	51,008.37	40,086.80	41,609.12	30,943.93	43,000.00	68,800.00	60.0%
15113511_515000 HEALTH WAGES OVERTIME	.00	220.10	.00	.00	.00	.00	.0%
15113511_596130 HEALTH REVOLV FUND SUPPORT	-2,100.00	-2,100.00	-2,100.00	-2,100.00	-2,100.00	-2,100.00	.0%
TOTAL SALARIES	106,430.45	86,537.42	89,312.32	34,930.15	92,350.00	163,300.00	76.8%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

05	EXPENSES	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
15115530	530000	HEALTH PROF/TECH SV						
		300.00	300.00	300.00	300.00	300.00	500.00	66.7%
15115530	530512	HEALTH ADMINISTRATION SVCS						
		33,898.50	67,433.20	69,740.76	56,527.43	73,000.00	13,000.00	-82.2%
15115530	530520	HEALTH WEIGHTS & MEASURES						
		4,500.00	5,750.00	5,000.00	5,000.00	5,750.00	5,750.00	.0%
15115530	530530	HEALTH ANIMAL DISPOSAL						
		6,211.76	5,554.76	4,632.41	2,962.32	8,000.00	8,000.00	.0%
15115530	530550	HEALTH MOSQUITO LARVAE CONTROL						
		.00	.00	-5,000.00	.00	.00	.00	.0%
15115530	530551	HEALTH MOSQUITO CONTROL						
		26,000.00	26,000.00	36,300.00	37,000.00	37,000.00	38,000.00	2.7%
15115540	540000	HEALTH SUPPLIES/EQUIPMENT						
		.00	48.00	.00	.00	.00	.00	.0%
15115540	540521	HEALTH INSP SUPPLIES/EQUIPMENT						
		123.60	572.79	1,684.07	860.01	2,000.00	2,000.00	.0%
15115540	540524	HEALTH CLINIC SUPPLIES/EQUIPME						
		155.41	1,100.17	101.65	.00	.00	.00	.0%
15115571	571000	HEALTH MILEAGE REIMBURSEMENT						
		1,531.58	1,742.08	1,894.68	831.38	1,750.00	2,000.00	14.3%
15115577	577500	HEALTH RIVERSIDE COMM CARE						
		7,000.00	7,000.00	7,000.00	3,500.00	7,245.00	7,500.00	3.5%
15115577	577510	HEALTH EMARC SOCIAL SERVICES						
		13,000.00	13,000.00	13,000.00	9,750.00	13,455.00	13,900.00	3.3%
	TOTAL EXPENSES	92,720.85	128,501.00	134,653.57	116,731.14	148,500.00	90,650.00	-39.0%
	TOTAL HEALTH	199,151.30	215,038.42	223,965.89	151,661.29	240,850.00	253,950.00	5.4%
0541	HUMAN/ELDER SERVICES							
03	SALARIES							
15413511	511003	ELDER/HUMAN SVC ADMIN						
		29,017.23	25,800.22	30,919.04	27,454.00	34,175.00	35,350.00	3.4%
15413511	511523	E/H SVC VAN DRIVER						
		29,793.14	30,958.28	32,017.80	24,003.52	34,400.00	35,600.00	3.5%
15413511	511524	E/H SVC SUBST VAN DRIVER						
		3,635.36	2,345.43	2,590.74	1,977.72	3,000.00	3,000.00	.0%
15413511	511525	E/H SVC CASE WORKER						
		52,572.00	52,678.21	51,487.46	49,935.17	67,975.00	45,450.00	-33.1%
15413511	511527	E/H SVC SENIOR CENTER COORD						
		38,077.27	38,820.65	40,253.69	30,111.48	41,650.00	43,100.00	3.5%
15413511	511561	E/H SVC NURSE ADVOCATE						
		26,284.20	29,988.08	34,077.28	8,004.54	38,750.00	61,400.00	58.5%
15413511	515000	E/H SVC WAGES OVERTIME						
		125.52	.00	86.97	.00	.00	.00	.0%
15413511	596120	E/H SVC STATE GRANT SUPPORT						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
15413511 596180	-24,200.00	-34,133.00	-39,407.00	.00	-30,000.00	-30,000.00	.0%
	E/H SVC TRUST FUND SUPPORT						
	-3,000.00	-3,000.00	-3,000.00	.00	-3,000.00	-3,000.00	.0%
TOTAL SALARIES	152,304.72	143,457.87	149,025.98	141,486.43	186,950.00	190,900.00	2.1%
05 EXPENSES							
15415531 531010	E/H SVC DUES & MEMBERSHIPS						
	626.02	718.56	228.00	817.64	750.00	750.00	.0%
15415531 531090	E/H SVC REGISTRATION PROF DEV						
	127.60	.00	365.00	170.03	800.00	800.00	.0%
15415535 535304	E/H SVC PROGRAMS						
	1,271.90	1,059.01	775.06	879.62	1,200.00	1,500.00	25.0%
15415536 536000	E/H SVC SFTWR LICENSE /SUPPORT						
	897.12	900.98	902.87	904.56	950.00	.00	-100.0%
15415540 540000	E/H SVC SUPPLIES/EQUIPMENT						
	1,193.43	1,331.67	1,267.43	1,035.63	1,300.00	1,300.00	.0%
15415551 551000	E/H SVC VOLUNTEER TRAINING						
	31.94	.00	39.00	.00	500.00	500.00	.0%
15415571 571000	E/H SVC MILEAGE REIMB						
	855.04	441.45	1,173.29	594.87	750.00	1,200.00	60.0%
15415577 577540	E/H SVC MEAL DELIVERY SVC						
	5,593.00	5,593.00	5,593.00	5,593.00	5,800.00	5,800.00	.0%
15415578 578000	E/H SVC OTHER EXPENSES						
	.00	37.94	1,065.00	.00	500.00	1,000.00	100.0%
15415578 578018	E/H SVC VOLUNTEER SUPPORT COST						
	.00	.00	.00	.00	200.00	200.00	.0%
15415578 596120	E/H SVC STATE GRANT SUPPORT						
	-6,763.00	.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES	3,833.05	10,082.61	11,408.65	9,995.35	12,750.00	13,050.00	2.4%
TOTAL HUMAN/ELDER SERVICES	156,137.77	153,540.48	160,434.63	151,481.78	199,700.00	203,950.00	2.1%
0543 VETERANS							
03 SALARIES							
15433511 511003	VETERANS SERVICE OFFICER						
	19,410.30	19,658.36	20,066.04	13,994.65	23,050.00	53,600.00	132.5%
TOTAL SALARIES	19,410.30	19,658.36	20,066.04	13,994.65	23,050.00	53,600.00	132.5%
05 EXPENSES							
15435530 530512	VETERANS ADMINISTRATION SVCS						
	.00	296.86	192.00	.00	25,000.00	.00	-100.0%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
15435540 542302	VETERANS OFFICE SUPPLIES .00	.00	459.48	.00	500.00	500.00	.0%
15435571 571000	VETERANS MILEAGE REIMBURSEMENT .00	.00	.00	.00	500.00	500.00	.0%
TOTAL EXPENSES	.00	296.86	651.48	.00	26,000.00	1,000.00	-96.2%
TOTAL VETERANS	19,410.30	19,955.22	20,717.52	13,994.65	49,050.00	54,600.00	11.3%
0544	VETERANS' AID						
05	EXPENSES						
15445577 577000	VETS AID MONTHLY BENEFITS 103,642.16	68,279.81	87,189.91	71,644.15	100,000.00	100,000.00	.0%
15445577 577501	VETS AID FUEL 16,412.93	19,147.14	21,468.83	14,101.16	20,000.00	20,000.00	.0%
84 15445577 577502	VETS AID DOCTOR 7,868.86	2,884.20	2,924.93	2,693.04	5,000.00	5,000.00	.0%
15445577 577503	VETS AID HOSPITAL 1,643.60	3,608.89	719.13	2,917.99	5,000.00	5,000.00	.0%
15445577 577504	VETS AID MEDICARE PART B 22,315.40	18,752.40	23,248.42	18,964.81	25,000.00	25,000.00	.0%
15445577 577505	VETS AID MEDIGAP 25,337.98	26,026.83	27,903.81	20,260.23	25,000.00	25,000.00	.0%
15445577 577506	VETS AID MEDICAL BENEFIT 26,060.33	25,988.91	12,360.43	10,863.22	20,000.00	20,000.00	.0%
15445577 577507	VETS AID DURABLE MEDICAL 2,657.27	2,652.76	3,034.58	1,942.24	4,000.00	4,000.00	.0%
15445577 577508	VETS AID ONE TIME BENEFIT 64.00	2,000.00	3,781.00	.00	4,000.00	4,000.00	.0%
15445577 577509	VETS AID SHELTER 193.00	.00	280.00	.00	2,000.00	2,000.00	.0%
15445577 577511	VETS AID DENTAL 5,354.00	425.60	.00	228.49	3,000.00	3,000.00	.0%
15445577 577512	VETS AID AMBULANCE 150.00	150.00	429.91	.00	2,000.00	2,000.00	.0%
15445577 577513	VETS AID EYE GLASSES 1,431.14	945.96	708.40	558.72	2,500.00	2,500.00	.0%
15445577 577514	VETS AID MEDICARE PART D 1,019.50	3,228.20	2,035.14	877.83	2,500.00	2,500.00	.0%
15445577 577515	VET BENEFITS HEARING AIDS 3,297.50	1,550.00	.00	3,000.00	5,000.00	5,000.00	.0%
15445577 577516	VETS AID CH115 RETRO BENEFIT 3,361.14	.00	758.20	2,150.35	.00	.00	.0%
TOTAL EXPENSES	220,808.81	175,640.70	186,842.69	150,202.23	225,000.00	225,000.00	.0%
TOTAL VETERANS' AID	220,808.81	175,640.70	186,842.69	150,202.23	225,000.00	225,000.00	.0%



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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0630	RECREATION							
03	SALARIES							
16303511	511003	COMM SVC DIR/ASST DEPT HEAD						
		69,966.00	71,370.00	73,854.30	56,542.81	79,025.00	81,750.00	3.4%
16303511	511012	RECREATION CLERK						
		33,715.59	34,378.54	35,575.44	19,570.80	.00	.00	.0%
16303511	511473	RECREATION PROGRAM COORDINATOR						
		40,768.92	40,920.53	42,526.11	33,496.79	46,250.00	47,850.00	3.5%
16303511	515000	RECREATION WAGES OVERTIME						
		2,181.19	970.94	549.27	1,204.75	2,000.00	2,000.00	.0%
16303511	516050	RECREATION OUT OF GRADE WORK						
		485.08	.00	.00	76.14	600.00	500.00	-16.7%
	TOTAL SALARIES	147,116.78	147,640.01	152,505.12	110,891.29	127,875.00	132,100.00	3.3%
0691	TOTAL RECREATION	147,116.78	147,640.01	152,505.12	110,891.29	127,875.00	132,100.00	3.3%
05	HISTORICAL COMMISSION							
05	EXPENSES							
16915540	540000	HISTORICAL SUPPLIES/EQUIPMENT						
		795.77	782.95	87.26	.00	1,000.00	1,500.00	50.0%
	TOTAL EXPENSES	795.77	782.95	87.26	.00	1,000.00	1,500.00	50.0%
	TOTAL HISTORICAL COMMISSION	795.77	782.95	87.26	.00	1,000.00	1,500.00	50.0%
	TOTAL PUBLIC SERVICES	1,198,025.73	1,197,302.84	1,269,744.84	975,007.10	1,489,125.00	1,562,300.00	4.9%
	GRAND TOTAL	1,198,025.73	1,197,302.84	1,269,744.84	975,007.10	1,489,125.00	1,562,300.00	4.9%

** END OF REPORT - Generated by Bob LeLacheur **

Finance Department FY16 Budget

The Finance Department's FY16 budget is increased by 3.7% when compared to the previous year.

	FY15	FY16	Change
Accounting	\$184,215	\$190,915	+ 3.6%
Assessors	\$133,175	\$140,300	+5.4%
Finance	\$401,935	\$414,750	+3.2%
TOTAL	\$719,325	\$745,965	+3.7%

Overview

In the Finance department, the Town Accountant also serves as the Finance Director and department head, while the Treasurer-Collector is the assistant department head. Note the independence of the Accounting, Treasury and Assessing divisions are maintained with this structure.

Accounting: This division is under the direction of the Town Accountant and is responsible for maintaining financial records for the Town, Schools and Light Department. These records facilitate the preparation of financial reports and schedules that provide meaningful, accurate information for comparability and for management's decision making process. Accounting ensures that all financial transactions are in compliance with legal requirements and are properly recorded on a timely basis.

Assessors: 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 elected Board of Assessors sets policy for this division. Starting in mid-FY13 Reading signed an agreement with the Town of Wakefield to share the Chief Appraiser position.

General Finance: 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, including those on behalf of the Town's Trust Funds (at the direction of the Trust Fund Commissioners). Payroll for the Town, School and RMLD departments are all processed 'in-house' through this division.

Staffing (11.4 FTEs; unchanged)
Wage costs \$603,565 +3.3%

Wages	FY15	FY16	Change
Accounting	\$181,215	\$187,415	+3.4%
Assessors	\$56,175	\$58,100	+3.4%
Finance	\$346,935	\$358,250	+3.3%
TOTAL	\$584,325	\$603,565	+3.3%

Staffing within the Finance department remains consistent with the prior year. The increases in the individual divisions are related to salary increases.

In the summer of 2012 the Towns of Reading and Wakefield signed an agreement to share the Appraiser position. This arrangement has worked out well for both communities and will continue in FY16.

Expenses (\$142,200; +5.3%)

Expenses	FY15	FY16	Change
Accounting	\$3,000	\$3,500	+16.7%
Assessors	\$77,000	\$82,200	+6.8%
Finance	\$55,000	\$56,500	+2.7%
TOTAL	\$135,000	\$142,200	+5.3%

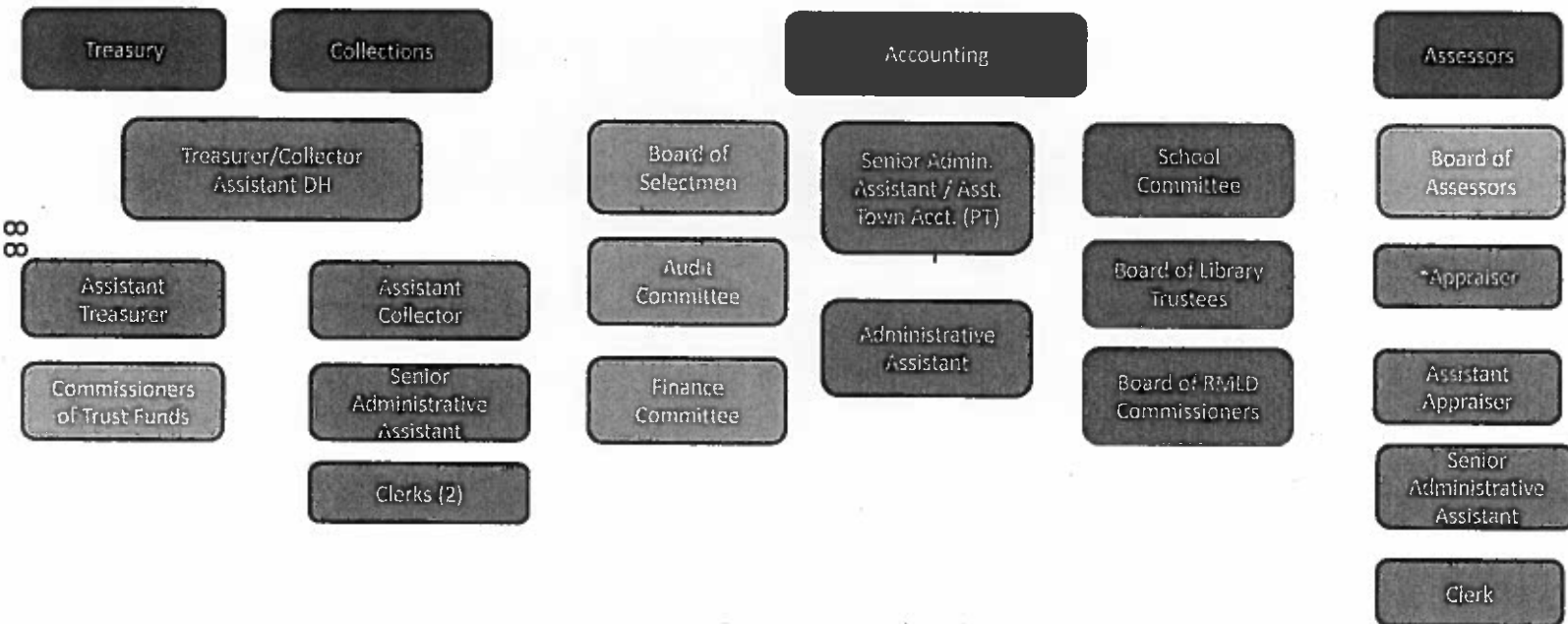
Accounting: An increase to professional development drives the increase in this division.

Assessors: An increase in the regionalized appraiser's expense with Wakefield drives the increase in this division.

Finance: Increases in form printing costs associated with printing real estate tax bills along with a small increase in professional development expenses drive the increase in this division.

Finance Department

Town Accountant
Department Head



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* Indicates a regional shared position

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0135 TOWN ACCOUNTANT							
03 SALARIES							
11353511 511001 TOWN ACCOUNTANT	102,024.10	100,831.90	111,770.28	60,107.76	105,600.00	109,200.00	3.4%
11353511 511006 ACC RETIRE ADMIN	5,341.10	5,428.08	.00	.00	.00	.00	.0%
11353511 511010 ACC ADMINISTRATIVE ASSISTANT	26,488.80	27,015.46	28,345.37	17,305.50	41,240.00	42,615.00	3.3%
11353511 511012 ACC CLERK	25,286.59	25,783.85	28,820.28	19,966.39	.00	.00	.0%
11353511 511014 AC SR ADMINISTRATIVE ASSISTANT	.00	.00	.00	1,238.10	31,375.00	32,350.00	3.1%
11353511 511020 ASSISTANT TOWN ACCOUNTANT	.00	.00	1,999.92	1,153.80	2,000.00	2,000.00	.0%
11353511 515000 ACCOUNTING OVERTIME	.00	.00	1,683.04	69.05	1,000.00	1,250.00	25.0%
TOTAL SALARIES	159,140.59	159,059.29	172,618.89	99,840.60	181,215.00	187,415.00	3.4%
05 EXPENSES							
11355531 531000 ACCTING PROF DEV/TRAINING	874.00	570.00	1,011.61	720.00	1,500.00	2,000.00	33.3%
11355531 531090 ACCTING PROF DEV REGISTRATION	.00	35.00	506.00	493.00	500.00	500.00	.0%
11355531 531091 ACCTING PROF DEV - TRAVEL	49.40	243.74	194.60	83.82	500.00	500.00	.0%
11355542 542000 ACCTING OFFICE SUPP	259.98	169.71	177.86	121.68	500.00	500.00	.0%
TOTAL EXPENSES	1,183.38	1,018.45	1,890.07	1,418.50	3,000.00	3,500.00	16.7%
TOTAL TOWN ACCOUNTANT	160,323.97	160,077.74	174,508.96	101,259.10	184,215.00	190,915.00	3.6%
0141 BOARD OF ASSESSORS							
03 SALARIES							
11413511 511003 ASSESSORS APPRAISER	78,386.21	8,428.57	.00	.00	.00	.00	.0%
11413511 511008 ASSESSORS ASSISTANT APPRAISER	37,350.00	45,678.09	51,267.19	30,420.84	56,175.00	58,100.00	3.4%
11413511 515000 ASSESSORS WAGES OVERTIME	.00	.00	117.77	.00	.00	.00	.0%
TOTAL SALARIES							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 2
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES	115,736.21	54,106.66	51,384.96	30,420.84	56,175.00	58,100.00	3.4%
11415524 524900	ASSESSORS CAMA LICENSE 1,900.00	.00	.00	.00	.00	.00	.0%
11415530 530000	ASSESSOR PERS PROP INSPECTIONS .00	.00	17,510.75	.00	6,500.00	6,700.00	3.1%
11415530 530100	ASSESSOR ADVERTISING 143.85	.00	.00	.00	.00	.00	.0%
11415530 530190	ASSESSORS REVALUATION 7,500.00	3,000.00	25,067.50	.00	.00	.00	.0%
11415530 530191	ASSESSORS APPRAISALS .00	.00	.00	.00	5,000.00	5,000.00	.0%
11415530 530512	ASSESSORS ADMINISTRATION SVCS .00	51,130.78	52,093.79	.00	58,000.00	62,500.00	7.8%
11415531 531000	ASSESS PROF DEV/TRAINING 2,142.92	485.00	1,194.41	40.00	2,500.00	2,500.00	.0%
06 11415531 531010	ASSESS DUES AND MEMBERSHIPS 730.00	410.00	625.00	165.00	1,000.00	1,000.00	.0%
11415531 531050	ASSESSORS PUBLICATIONS 1,377.80	1,337.10	.00	190.00	2,000.00	2,000.00	.0%
11415531 531091	ASSESS PROF DEV - TRAVEL 847.00	362.83	786.63	45.25	500.00	500.00	.0%
11415542 542000	ASSESSORS OFFICE SUPP 212.26	240.00	.00	.00	.00	500.00	.0%
11415571 571000	ASSESSORS MILEAGE REIMBURSEMEN 1,301.89	518.25	552.07	275.29	1,500.00	1,500.00	.0%
TOTAL EXPENSES	16,155.72	57,483.96	97,830.15	715.54	77,000.00	82,200.00	6.8%
TOTAL BOARD OF ASSESSORS	131,891.93	111,590.62	149,215.11	31,136.38	133,175.00	140,300.00	5.4%
0145 FINANCE							
03 SALARIES							
11453511 511005	TREAS-COLL/ASST DEPT HEAD 76,674.00	78,714.59	81,887.15	50,000.05	85,550.00	88,500.00	3.4%
11453511 511007	FINANCE ASST TREAS/COLL 102,063.26	104,360.60	107,764.78	63,567.36	111,700.00	114,300.00	2.3%
11453511 511010	FIN ADMINISTRATIVE ASSISTANT 39,594.77	40,825.38	42,196.86	24,898.01	43,750.00	45,250.00	3.4%
11453511 511012	FIN CLERK 101,602.49	126,656.96	104,972.27	56,749.91	99,900.00	103,200.00	3.3%
11453511 515000	FINANCE OVERTIME 5,924.52	3,201.68	2,316.92	256.54	6,035.00	7,000.00	16.0%
TOTAL SALARIES	325,859.04	353,759.21	339,137.98	195,471.87	346,935.00	358,250.00	3.3%



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES							
11455530_530105	FINANCE PRINTING FORMS ETC 7,985.10	15,633.43	15,272.46	7,733.30	15,000.00	16,000.00	6.7%
11455530_530110	FINANCE TAX TITLE 9,092.60	15,423.80	16,733.56	1,641.00	15,000.00	15,000.00	.0%
11455530_530111	FINANCE BANKING SERVICES 11,816.45	13,529.07	13,918.68	5,077.28	15,000.00	15,000.00	.0%
11455531_531000	FINANCE PROF DEV/TRAINING 3,782.94	3,296.23	2,541.13	339.00	2,500.00	2,800.00	12.0%
11455531_531010	FINANCE TR/PROFDEV DUES/MEMBER 896.90	1,332.60	690.00	185.00	1,000.00	1,200.00	20.0%
11455531_531091	FINANCE PROF DEV - TRAVEL 1,062.12	1,705.46	1,037.30	225.49	1,500.00	1,500.00	.0%
11455540_540000	FINANCE SUPPLIES/EQUIPMENT 1,888.54	2,486.19	2,164.19	.00	.00	.00	.0%
11455542_542000	FINANCE OFFICE SUPP 3,965.46	4,903.29	3,071.23	1,416.53	5,000.00	5,000.00	.0%
TOTAL EXPENSES	40,490.11	58,310.07	55,428.55	16,617.60	55,000.00	56,500.00	2.7%
TOTAL FINANCE	366,349.15	412,069.28	394,566.53	212,089.47	401,935.00	414,750.00	3.2%
TOTAL FINANCE	658,565.05	683,737.64	718,290.60	344,484.95	719,325.00	745,965.00	3.7%
GRAND TOTAL	658,565.05	683,737.64	718,290.60	344,484.95	719,325.00	745,965.00	3.7%

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** END OF REPORT - Generated by Bob LeLacheur **

Public Safety FY16 Budgets

Overview

	FY15	FY16	Change
Police	\$4,501,506	\$4,544,900	+1.0%
Dispatch	\$450,610	\$536,600	+19.1%
Fire/EMS	\$4,313,925	\$4,461,025	+3.4%
TOTAL	\$9,266,041	\$9,542,525	+3.0%

The Public Safety budget consists of the Police Department, Fire/Emergency Management Department and the shared Dispatch. Each year Town Meeting votes both a total salary and expense line for the combination of all three functions. The total budget for Public Safety for FY16 is \$9,542,525 which is a 3.0% increase from the FY15 budget:

Wages (\$9,165,775 +3.3%)
106.8 FTEs (+2.5 or +2.4%)

Wages	FY15	FY16	Change
Police	\$4,282,506	\$4,350,300	+1.6%
Dispatch	\$422,500	\$511,750	+21.1%
Fire/EMS	\$4,167,200	\$4,303,725	+3.3%
TOTAL	\$8,872,206	\$9,165,775	+3.3%

There are two new positions in Dispatch in order to have more than one position staffing the overnight shift. In the Police

department there is a +0.5 FTE position added that is grant-funded under the Reading Coalition Against Substance Abuse effort. There are no staffing changes in the Fire department. Note the low increase in the Police wage line item is driven by the receipt of a five-year federal grant for RCASA.

Expenses (\$376,750 -4.3%)

Each Public Safety function has comparatively small expenses. Collective bargaining changes in Police and Dispatch shifted clothing allowance from expenses to wages, resulting in about 11% decreases in expenses for each department.

Please see the following budget sections on Police, Fire/EMS and Dispatch for more information.

Police Department FY16 Budget

Overview

The Reading Police Department budget request for FY16 is funded at \$4,544,900 or +1.0% when compared to FY15. Over 95% of this budget is spent on personnel.

Staffing (47.5 FTEs; increase of .5 positions)

Wages (\$4,350,300; +1.6%)

In the FY16 budget request, the Police Department is budgeted for 42 sworn officers, this is the same amount of sworn officers as FY15, two civilian office employees, a civilian part-time Animal Control Officer and part-time Parking Enforcement Officer, and three positions from the Reading Coalition Against Substance Abuse (RCASA). The RCASA positions that will show in the Police Department budget are fully grant funded positions for FY16 and include an increase of 1 half-time position.

The salary lines are meeting all contractual agreements and direction regarding non-union compensation. This would include steps and cola adjustments. Note that most of the clothing allowance expenses have been moved into wages under recent IRS regulations and emphasis.

There was a request for an additional officer in the Department's budget to augment the current School Resource Officer. Since its' inception in Reading in 2006 the program has been very successful. The requirements associated with

bullying and harassment legislation, working with education relating to substance issues, and being vigilant with best safety practices have all added to additional demands with this position. The details of the implementation are being examined with the school department. Due to a lack of available funding this request was removed at the Town Manager level budget, but should be considered for future budgets.

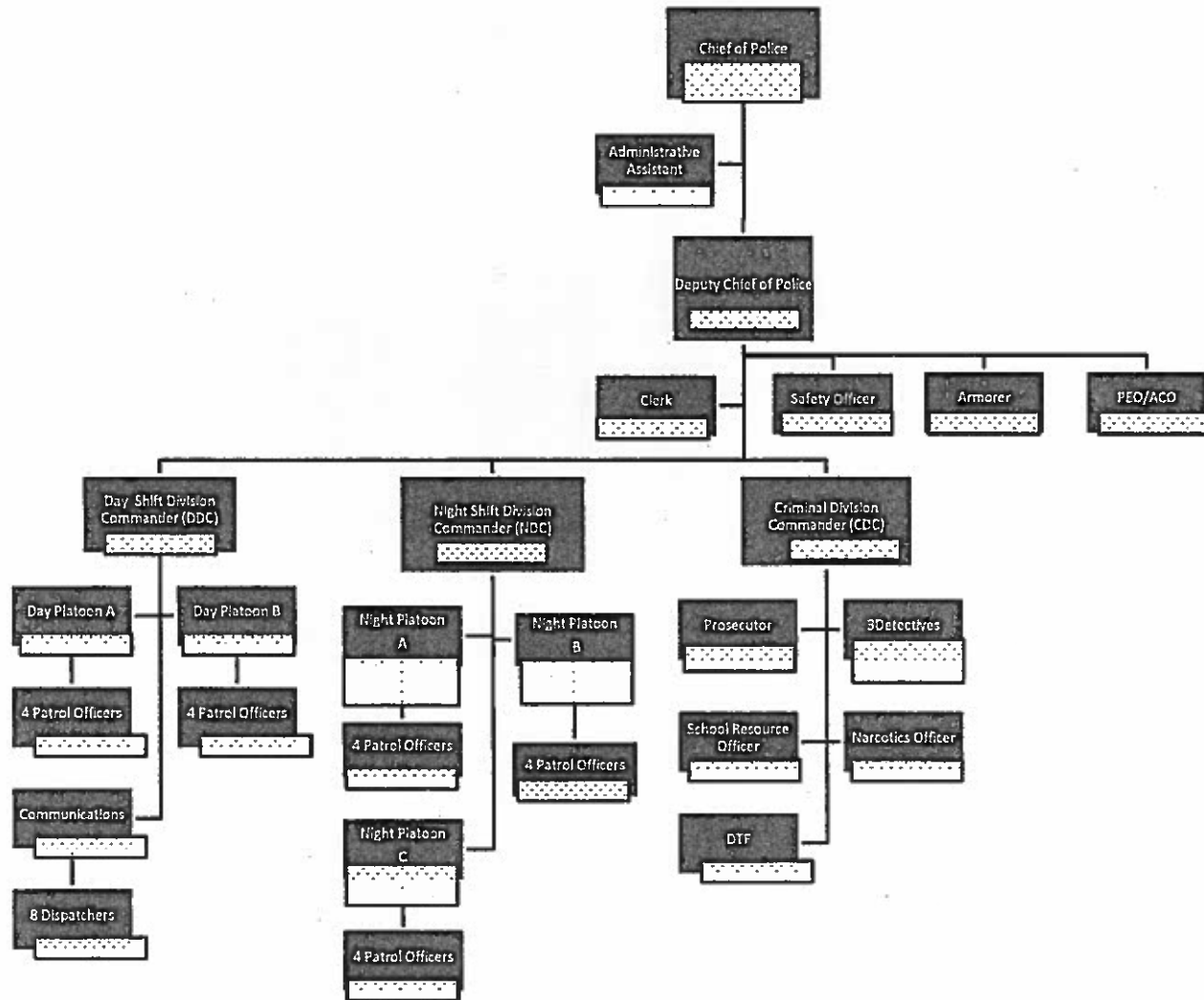
The RCASA Community Outreach Coordinator line is actually two positions and as mentioned earlier is grant funded (note the FED Grant Support line offset).

Expenses (\$194,600; -11.1%)

The department's expense budget has been decreased by 11.1%.

Of note is the elimination of RCASA expense funding as this is now covered in the federal grant. As mentioned, the reduction in Police Uniforms and Clothing is associated with a collective bargaining agreement related to the IRS. The Police Radar line increase is for service contracts associated with our speed/message boards. Some other adjustments to other categories have been made in an attempt to accurately predict costs.

READING POLICE DEPARTMENT ORGANIZATIONAL CHART



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0210 POLICE							
03 SALARIES							
12103511 511003							
	136,530.63	138,707.57	143,460.54	84,789.56	148,350.00	155,900.00	5.1%
12103511 511010							
	.00	.00	49,700.93	29,324.62	51,350.00	52,850.00	2.9%
12103511 511011							
	.00	.00	39,893.87	23,790.76	41,275.00	42,500.00	3.0%
12103511 511012							
	84,049.73	85,408.02	.00	.00	.00	.00	.0%
12103511 511021							
	.00	.00	29,477.12	73,869.33	126,250.00	137,450.00	8.9%
12103511 511229							
	.00	.00	.00	.00	.00	25,697.00	.0%
12103511 511231							
	299,365.31	316,009.19	314,798.11	258,490.45	338,450.00	353,000.00	4.3%
5 12103511 511232							
	619,371.10	587,900.84	630,031.35	434,049.59	762,225.00	781,000.00	2.5%
12103511 511233							
	1,660,164.81	1,722,572.84	1,797,635.48	975,066.61	1,802,000.00	1,680,350.00	-6.8%
12103511 511234							
	307,693.34	407,073.08	417,126.75	307,215.66	434,175.00	634,200.00	46.1%
12103511 511235							
	16,632.15	16,894.85	17,467.20	10,323.37	18,075.00	18,650.00	3.2%
12103511 511236							
	16,305.54	16,568.76	17,134.65	10,132.85	17,725.00	17,900.00	1.0%
12103511 511238							
	112,985.96	115,306.33	114,910.26	60,163.73	122,375.00	131,000.00	7.0%
12103511 511521							
	.00	12,478.05	35,027.37	25,600.05	44,500.00	49,426.00	11.1%
12103511 511569							
	.00	42,165.77	70,703.39	42,599.10	74,550.00	76,798.00	3.0%
12103511 515000							
	261,638.13	421,030.04	287,799.62	133,542.07	313,000.00	315,000.00	.6%
12103511 515210							
	15,631.11	14,211.75	17,475.06	3,650.40	21,000.00	21,500.00	2.4%
12103511 516210							
	2,250.00	3,000.00	3,750.00	5,250.00	4,500.00	5,500.00	22.2%
12103511 596110							
	.00	.00	-31,663.09	-58,798.95	-40,794.00	-151,921.00	272.4%
12103511 596120							
	.00	-1,798.00	.00	.00	.00	.00	.0%
12103512 512205							
	968.36	539.78	.00	.00	3,500.00	3,500.00	.0%
12103517 517017							
	.00	16,753.60	.00	25,190.46	.00	.00	.0%
TOTAL SALARIES							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 2
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES	3,533,586.17	3,914,822.47	3,954,728.61	2,444,249.66	4,282,506.00	4,350,300.00	1.6%
12105521 521392	POLICE WIRELESS COMMUNICATION 12,188.33	-399.00	.00	.00	.00	.00	.0%
12105524 524001	POLICE VEHICLE REPAIR 6,696.03	10,546.78	7,076.37	4,848.47	10,500.00	10,500.00	.0%
12105524 524201	POLICE WEAPONS MAINTENANCE 5,590.04	16,819.00	15,571.84	41.97	9,500.00	9,500.00	.0%
12105524 524250	POLICE TRAFFIC CONTROL REPAIR 22,225.44	.00	.00	.00	.00	.00	.0%
12105524 524271	POLICE CONT MAINTSVC EQUIPMENT 4,150.20	7,518.90	2,118.90	3,638.00	4,750.00	4,750.00	.0%
12105530 530000	POLICE PROF/TECH SV 13.75	82.75	.00	.00	500.00	500.00	.0%
12105530 530422	POLICE KENNEL BOARDING 402.05	.00	.00	.00	900.00	900.00	.0%
96 12105530 530423	POLICE SPECIAL INVESTIGATION 368.89	672.38	90.00	226.00	1,000.00	1,000.00	.0%
12105531 531000	POLICE PROF DEV/TRAINING 3,431.72	2,908.00	4,595.44	.00	6,000.00	6,000.00	.0%
12105531 531010	POLICE DUES AND MEMBERSHIPS 9,375.00	13,567.74	10,704.00	10,974.00	12,500.00	12,500.00	.0%
12105531 531090	POLICE PROFDEV- REGISTRATION 627.00	515.00	1,145.00	.00	3,000.00	4,000.00	33.3%
12105531 531091	POLICE REIMBURSEMENTS 862.69	4,998.05	8,492.76	1,778.33	3,750.00	3,750.00	.0%
12105531 531210	POLICE OFFICER TRAINING 2,127.00	22,895.00	16,380.00	7,717.00	6,500.00	6,500.00	.0%
12105535 535300	RCASA EVENT & PROGRAM COSTS .00	400.00	66.47	453.76	500.00	.00	-100.0%
12105540 540000	POLICE SUPPLIES/EQUIPMENT 848.49	3,073.26	868.71	891.98	2,500.00	2,500.00	.0%
12105540 540221	POLICE COMMUNICATIONS EQUIP 6,694.70	8,076.28	1,915.00	3,722.45	13,300.00	10,000.00	-24.8%
12105540 540231	POLICE RADAR UNIT 1,163.00	878.36	585.00	734.06	3,000.00	6,500.00	116.7%
12105540 540281	POLICE PARK PROGRAM SUPPLIES 6,462.02	7,003.03	4,245.00	7,072.00	8,000.00	8,000.00	.0%
12105540 540282	POLICE PUBLIC SAFETY SUPPLIES 8,362.01	4,350.17	1,223.32	3,004.61	7,500.00	7,500.00	.0%
12105542 542000	POLICE OFFICE SUPP 9,653.33	8,292.45	18,022.96	10,502.24	9,500.00	12,000.00	26.3%
12105542 542120	POLICE FURNISHINGS 2,191.94	4,374.00	1,999.00	.00	1,000.00	2,000.00	100.0%
12105542 542125	POLICE PHOTOCOPY LEASE 2,142.25	779.00	.00	.00	.00	.00	.0%
12105542 542127	POLICE POSTAGE 1,463.34	1,437.43	1,476.71	1,028.16	1,600.00	1,600.00	.0%
12105554 554000	POLICE UNIFORMS AND CLOTHING						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
12105558_558545	35,291.70	42,194.81	44,597.64	1,894.72	36,500.00	6,000.00	-83.6%
	RCASA SUPPLIES						
	.00	499.17	500.00	362.81	550.00	.00	-100.0%
12105578_578250	POLICE FOOD FOR PRISONERS						
	324.65	235.93	305.00	145.77	600.00	600.00	.0%
12105578_578545	RCASA OTHER EXPENSES						
	.00	500.00	10.90	34.16	550.00	.00	-100.0%
12105580_580250	POLICE EQUIP CRUISERS						
	55,109.90	56,482.99	65,024.37	.00	75,000.00	78,000.00	4.0%
TOTAL EXPENSES	197,765.47	218,701.48	207,014.39	59,070.49	219,000.00	194,600.00	-11.1%
TOTAL POLICE	3,731,351.64	4,133,523.95	4,161,743.00	2,503,320.15	4,501,506.00	4,544,900.00	1.0%

Dispatch FY16 Budget

Overview

The Reading Public Safety Dispatch budget request for FY16 is funded at \$536,600, a 19.1% increase compared with FY15. Over 95% of this budget is spent on personnel.

Staffing (11 FTEs; increase in 2 positions)

Wages (\$511,750; +21.1%)

Dispatch currently is staffed with eight civilian Tele communicators and one civilian Head Dispatcher who works several shifts per week as a Tele communicator and oversees the administration of the Dispatch center. In addition to Town funding, \$50,000 in 911 grant funds are used to offset existing salaries.

The salary lines are meeting all contractual agreements and direction regarding non-union compensation. This would include steps and cola adjustments. Note that most of the clothing allowance expenses have been moved into wages under recent IRS regulations and emphasis.

Each year this field becomes more complex due to changes in technology and in the Emergency Medical Dispatch requirements. The Reading Dispatch Center is in compliance with all requirements.

Hiring two additional Tele communicators would be ideal in order to achieve a full staffing level on overnight shifts. The

demands related to Emergency Medical Dispatch and the State requirements related to certifications in order to manage 911 calls are driving the need for staffing.

Expenses (\$24,850; -11.6%)

As mentioned, the reduction in Dispatch Uniforms and Clothing is associated with a collective bargaining agreement related to the IRS.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 4
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0215 DISPATCHERS							
03 SALARIES							
12153511 511000	PUB SAFETY DISPATCHERS						
	337,290.87	338,983.00	331,672.53	168,585.23	360,225.00	444,000.00	23.3%
12153511 511003	HEAD PUB SAFETY DISPATCHER						
	57,190.38	58,122.25	60,113.56	35,793.20	65,775.00	68,750.00	4.5%
12153511 515000	DISPATCH WAGES OVERTIME						
	45,869.26	61,634.30	66,133.43	60,804.55	46,500.00	49,000.00	5.4%
12153511 515210	DISPATCH OT TRAINING						
	.00	.00	655.68	-688.95	.00	.00	.0%
12153511 596120	DISPATCH E911 GRANT SUPPORT						
	-52,905.00	-50,000.00	-50,000.00	.00	-50,000.00	-50,000.00	.0%
12153512 512000	DISPATCH WAGES TEMP						
	1,317.63	1,670.79	1,396.66	13,324.38	.00	.00	.0%
66 TOTAL SALARIES	388,763.14	410,410.34	409,971.86	277,818.41	422,500.00	511,750.00	21.1%
05 EXPENSES							
12155524 524000	DISPATCH MAINT CONTRACT/REPAIR						
	155.00	.00	117.00	.00	.00	.00	.0%
12155524 524260	DISPATCH VIDEO SURV MAINT						
	2,971.60	724.63	1,395.00	.00	2,750.00	2,750.00	.0%
12155524 524271	DISPATCH EQUIP MAINT & REPAIR						
	2,836.25	4,756.98	.00	.00	3,000.00	3,200.00	6.7%
12155531 531000	DISPATCH PROF DEV/TRAINING						
	853.03	557.85	1,399.15	261.00	1,400.00	1,500.00	7.1%
12155531 531091	DISPATCH PROF DEV TRAVEL						
	237.94	878.87	1,368.93	274.01	1,000.00	1,000.00	.0%
12155536 536000	DISPATCH SOFTWARE LICEN & SUPP						
	16,802.00	1,728.46	1,890.00	1,890.00	2,300.00	2,300.00	.0%
12155540 540221	DISPATCH COMM EQUIP						
	3,239.50	4,015.18	3,959.78	175.00	6,000.00	6,000.00	.0%
12155542 542000	DISPATCH OFFICE SUPP						
	1,644.06	2,320.36	106.44	.00	2,100.00	.00	-100.0%
12155554 554000	DISPATCH UNIFORMS AND CLOTHING						
	2,204.99	2,160.00	2,310.00	630.00	2,160.00	500.00	-76.9%
12155555 555000	DISPATCH TECHNOLOGY SUPP						
	2,838.84	205.00	.00	.00	3,700.00	3,700.00	.0%
12155580 580000	DISPATCH EQUIPMENT						
	.00	1,362.00	.00	.00	3,700.00	3,900.00	5.4%
TOTAL EXPENSES	33,783.21	18,709.33	12,546.30	3,230.01	28,110.00	24,850.00	-11.6%
TOTAL DISPATCHERS	422,546.35	429,119.67	422,518.16	281,048.42	450,610.00	536,600.00	19.1%

Fire and Emergency Management FY16 Budget

Overview

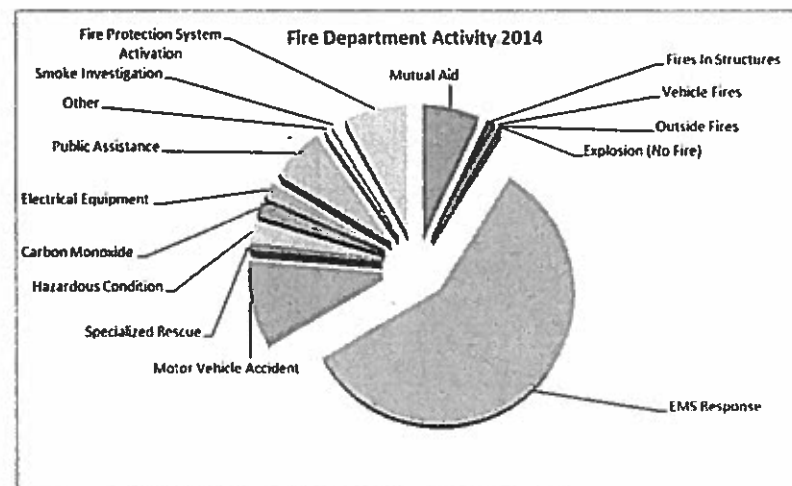
The Reading Fire Department's budget for FY 16 is for \$4,461,025. The salary portion is \$4,303,725 and this represents 96.5% of the budget. The expense budget for \$157,300 represents 3.5% of the budget. The FY 16 budget that has been submitted will retain staffing and response at the present budgeted levels and permit the staffing of a second in command position.

Our major responsibilities are:

- ◆ Delivery of Emergency Medical Services
- ◆ Fire Suppression
- ◆ Fire Prevention
- ◆ Emergency Management

Emergency Response

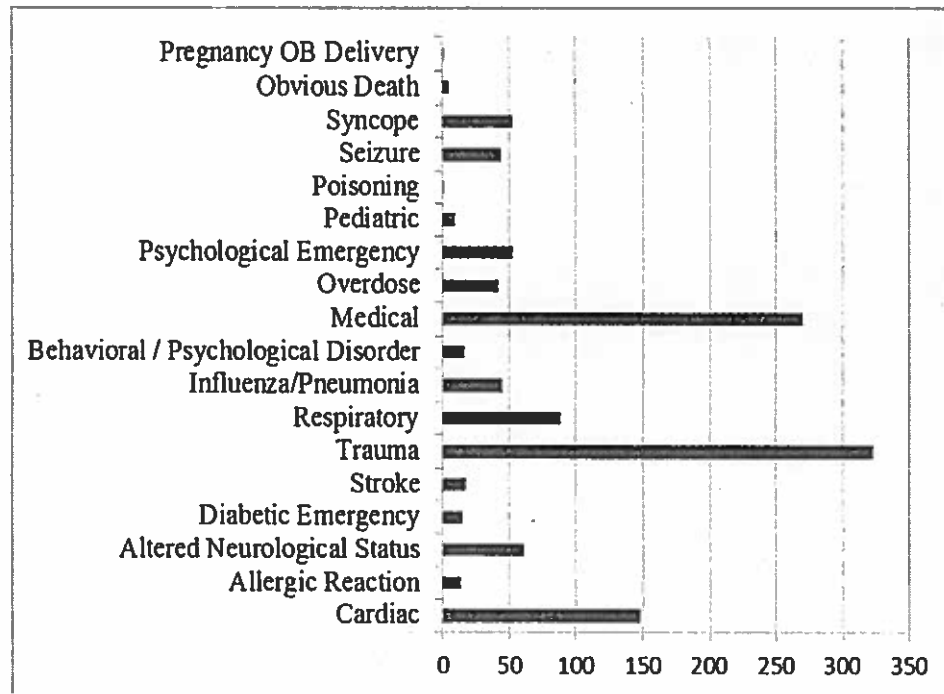
In calendar year 2014 the Fire Department responded to 3,190 emergency calls for assistance. Of these calls 2,024 involved some level of emergency medical response. A review of our Massachusetts Fire Incident Report data revealed fire responses have increased over calendar year 2013. In 2014 we responded to 43 fires defined as structure fires, 7 fires in mobile equipment and 17 outside fires in addition to the responses reflected in the graph shown.



Total Emergency Responses Calendar Year 2014

Emergency Medical Response

Total emergency medical responses have increased over calendar year 2013. The most troubling statistic is the response to overdoses (chemical, poly-substance, prescription and substance abuse). Our calendar year 2013 data revealed 12 patients received the medication Narcan. In calendar year 2014 we have seen the number of patients receiving Narcan increase to 32. This is a 266.67% increase over last year. Below is a graph indicating the clinical impression of patients transported in calendar year 2014.



Clinical Impression Calendar Year 2014

Staffing (49 FTEs; no change)**Wage costs (\$4,303,725; +3.3%)**

The FY16 budget does not propose any staffing changes. The Reading Fire Department's 49 full time employees are primarily organized around four Groups of Officers and Firefighters. The budget requests the funding of a Chief, Executive Officer, Administrative Assistant, four Captains, five Lieutenants, thirty seven Firefighters and two part time Fire Alarm Technicians. Major

responsibilities include: Delivery of Emergency Medical Services; Fire Suppression; Fire Prevention and Emergency Management.

Note that Holiday pay is now included in the wage lines for each position, instead of tracked differently. This leads to increases optically higher than the approximate 3% increases across the department. In addition, there is a new stipend for the Emergency Management duties, as suggested by a recent pay & class data; also there are some increases in educational achievements and incentive pay; finally there is also one additional 24-hour period in FY16 due to Leap Year.

Expenses (\$157,300; +7.2%)

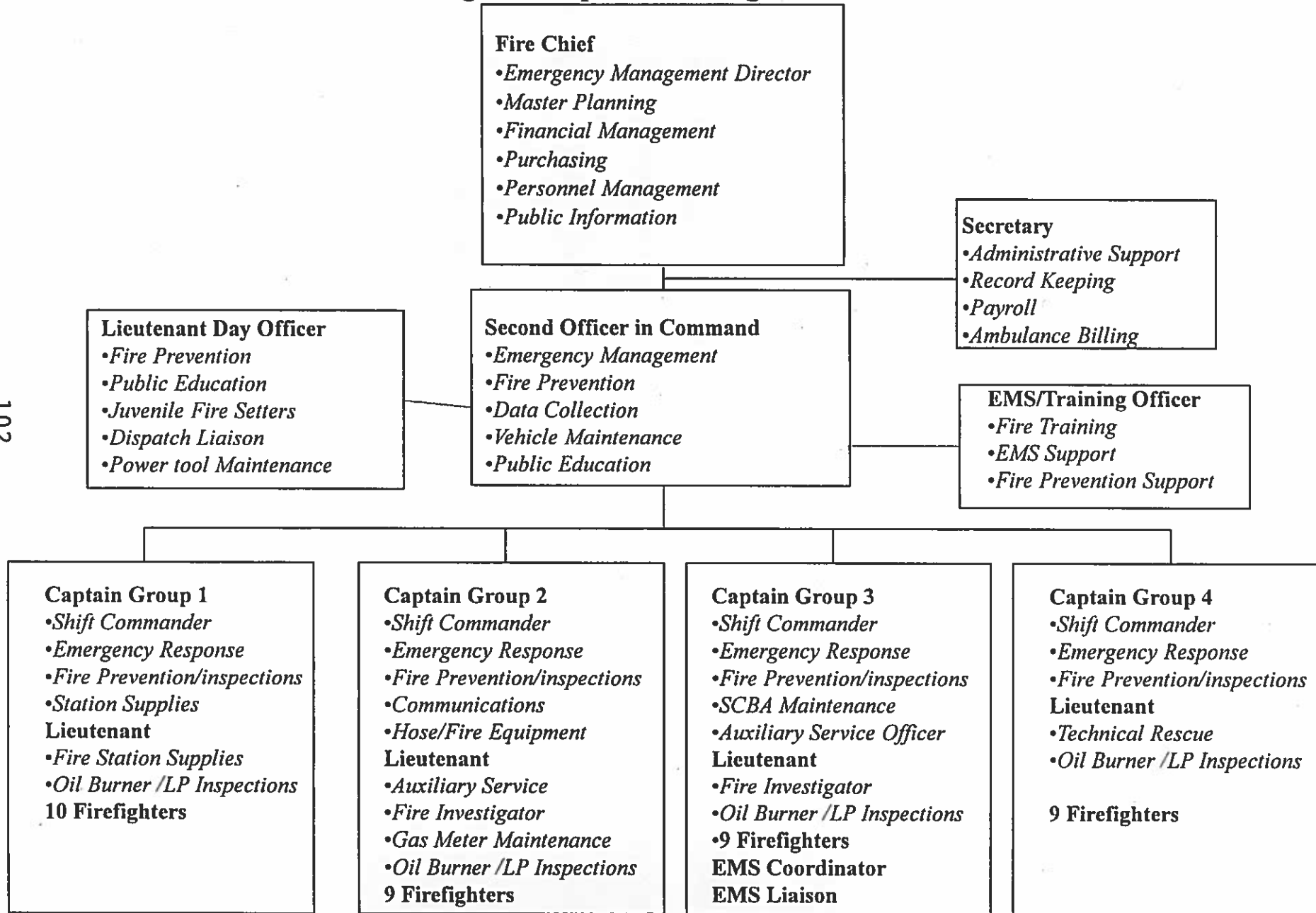
The increase in the expense budget was driven by the need to increase ambulance billing services due to higher revenues (see next section). In general, there is downward pressure on reimbursement rates from the health insurance industry,

Ambulance Revenue

Ambulance revenue collected this fiscal year to date is \$459,836. This revenue is trending higher than last fiscal year due to increases in our ambulance fees. In FY14 we collected \$616,839 and in FY13 ambulance revenues were \$626,343.

Reading Fire Department Organizational Chart

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0220 FIRE							
03 SALARIES							
12203511 511000							
12203511 511003							
12203511 511009							
12203511 511021							
12203511 511241							
12203511 511242							
12203511 511243							
12203511 511246							
12203511 515000							
12203511 515200							
12203517 517017							
12203517 517021							
TOTAL SALARIES	3,703,581.39	3,872,377.40	4,056,636.16	2,472,001.97	4,167,200.00	4,303,725.00	3.3%
05 EXPENSES							
12205521 521392							
12205524 524270							
12205524 524271							
12205524 524273							
12205524 524275							
12205524 524276							
12205530 530022							
12205531 531000							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 6
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
12205531 531010							
	3,244.95	4,049.00	3,780.00	2,500.00	3,100.00	3,100.00	.0%
12205531 531050							
	145.75	53.95	127.90	21.00	500.00	500.00	.0%
12205531 531090							
	609.00	214.00	889.00	295.00	1,100.00	1,100.00	.0%
12205531 531220							
	5,534.25	7,061.51	5,551.15	4,337.50	6,000.00	6,000.00	.0%
12205540 540000							
	214.13	1,154.11	407.17	.00	4,000.00	4,000.00	.0%
12205540 540225							
	-1,235.38	.00	.00	.00	.00	.00	.0%
12205542 542000							
	2,228.88	187.88	711.53	289.77	2,000.00	2,000.00	.0%
12205550 550000							
	31,215.19	31,970.59	39,977.02	28,082.56	34,500.00	36,000.00	4.3%
12205550 550290							
	13,705.96	11,599.96	20,029.72	15,016.72	20,100.00	20,100.00	.0%
12205554 554000							
	29,450.00	30,500.00	31,725.00	31,725.00	34,425.00	37,000.00	7.5%
12205554 554220							
	1,140.50	4,133.47	2,077.43	592.81	2,000.00	2,000.00	.0%
12205578 578000							
	646.10	955.14	168.29	1,830.69	1,000.00	1,000.00	.0%
12205578 578062							
	.00	.00	.00	561.84	1,000.00	1,000.00	.0%
TOTAL EXPENSES	97,485.16	116,098.61	128,330.83	109,704.48	146,725.00	157,300.00	7.2%
TOTAL FIRE	3,801,066.55	3,988,476.01	4,184,966.99	2,581,706.45	4,313,925.00	4,461,025.00	3.4%
TOTAL PUBLIC SAFETY	7,954,964.54	8,551,119.63	8,769,228.15	5,366,075.02	9,266,041.00	9,542,525.00	3.0%
GRAND TOTAL	7,954,964.54	8,551,119.63	8,769,228.15	5,366,075.02	9,266,041.00	9,542,525.00	3.0%

** END OF REPORT - Generated by Bob LeLacheur **

Public Works FY16 Budget

Overview

The Department of Public Works consists of several divisions including engineering, highway and equipment maintenance, general administration, storm water (not the enterprise fund), cemetery, and parks and forestry. Town Meeting also votes individual budgets for the categories of snow and ice, street lights, and rubbish collection and disposal, as well as the three Enterprise Funds Water, Sewer and Storm Water. Total department budgets in the general fund show an increase of only 1.5 % in the FY16 budget as shown in the next table:

	FY15	FY16	Change
Engineering	\$444,275	\$443,000	-0.3%
Hwy & Equip.	\$1,536,250	\$1,554,500	+1.2%
Administration	\$323,475	\$333,500	+3.1%
Storm Water	\$173,800	\$168,000	-3.3%
Cemetery	\$205,400	\$209,900	+2.2%
Pks & Forestry	\$576,700	\$577,950	+0.2%
Divisions	\$3,259,900	\$3,286,850	+0.8%
Snow/Lts/Trash	\$2,315,000	\$2,373,000	+2.5%
Department	\$5,574,900	\$5,659,850	+1.5%

Wage costs – Divisions (\$2,403,800; +1.7%)

There are no changes in staffing levels for the department proposed in FY16. The salary lines are adjusted to meet all union contractual agreements and non-union steps and COLA adjustments, as shown below:

Wages	FY15	FY16	Change
Engineering	\$398,025	\$401,250	+0.8%
Hwy & Equip.	\$808,700	\$824,650	+2.0%
Administration	\$304,475	\$318,500	+4.6%
Storm Water	\$166,800	\$161,000	-3.5%
Cemetery	\$161,750	\$167,950	+3.8%
Pks & Forestry	\$523,600	\$530,450	+1.3%
Divisions	\$2,363,350	\$2,403,800	+1.7%
Snow/Lts/Trash	\$115,000	\$115,000	+0%
Department	\$2,478,350	\$2,518,800	+1.6%

Some individual line items have been adjusted (usually lower) to reflect turnover as some long-service (40+ years) DPW employees have retired during the last year. Note that the clothing allowance expenses have been moved into wages under recent IRS regulations and emphasis.

In recent years the department has seen almost 50% staff turnover, and that transition is now largely complete.

Expenses – Divisions (\$ 883,050; -1.5%)

Expenses	FY15	FY16	Change
Engineering	\$46,250	\$41,750	-9.7%
Hwy&Equip.	\$727,550	\$729,850	+3%
Administration	\$19,000	\$15,000	-21.1%
Storm Water	\$7,000	\$7,000	0%
Cemetery	\$43,650	\$41,950	-3.9%
Pks & Forestry	\$53,100	\$47,500	-10.5%
Divisions	\$896,550	\$883,050	-1.5%
Snow/Lts/Trash	\$2,200,000	\$2,258,000	+2.6%
Department	\$3,096,550	\$3,141,050	+1.4 %

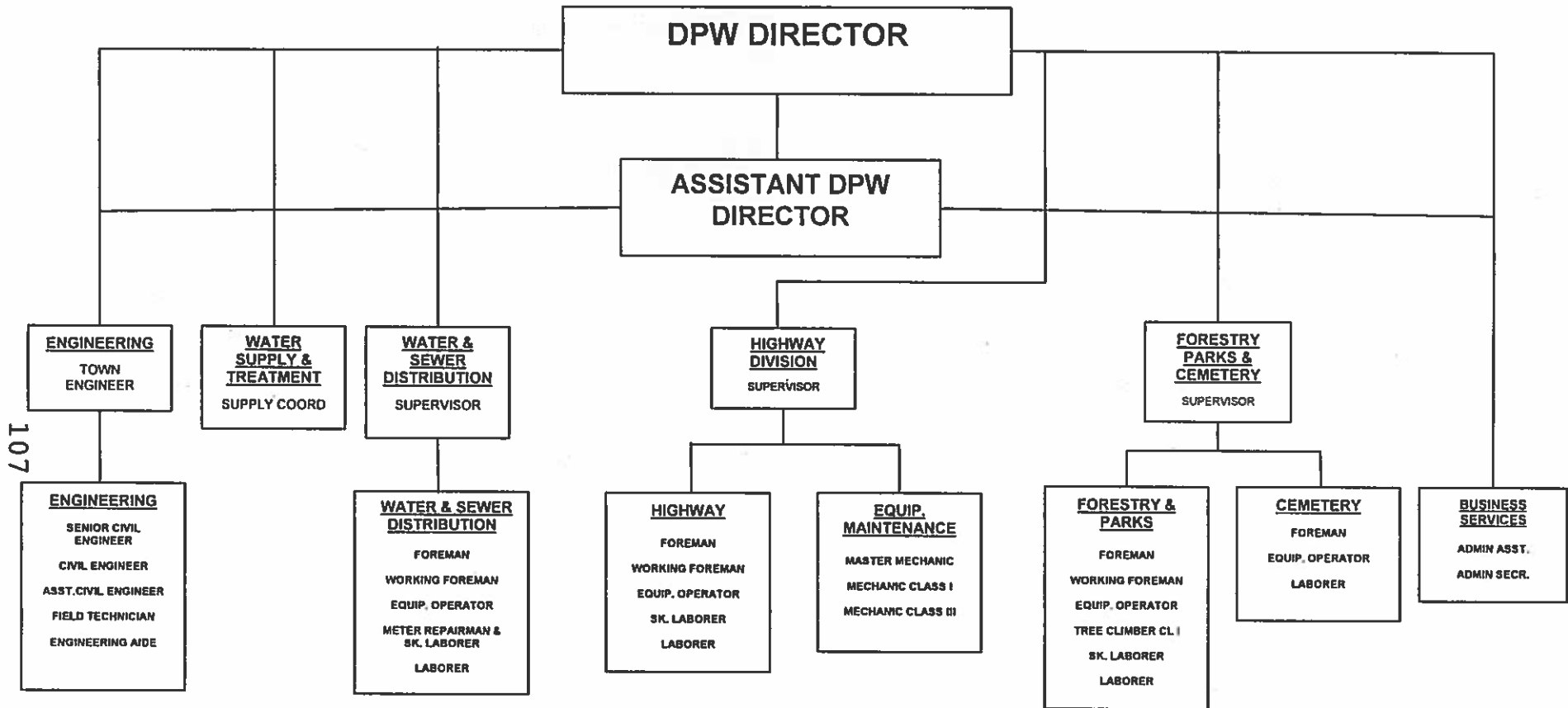
Administration expenses are up because of \$5,700 in additional funding needed for professional development/ training throughout the department for both union and nonunion employees.

Highway division vehicle and equipment parts/ maintenance costs have increased by \$10,000 reflecting anticipated cost increases in this area. Full funding of the capital plan for replacement vehicles has brought this cost under control, compared to years where \$100,000 cost overruns were common a decade ago.

The flower maintenance (\$10,000 of outsourced watering/ fertilizing) line item has been eliminated, with the assumption

these downtown planter watering costs will be absorbed via other funding sources. The solid waste collection/recycling is budgeted at +4% in the final year of a long-term contract. If Town Meeting grants permission, another series of long-term contracts will be negotiated.

**TOWN OF READING, MA
DEPARTMENT OF PUBLIC WORKS
ORGANIZATIONAL CHART**



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0411 ENGINEERING							
03 SALARIES							
14113511 511451 TOWN ENGINEER	92,479.00	91,952.00	96,382.80	55,733.04	99,850.00	101,250.00	1.4%
14113511 511452 ENGINEERING SR CIVIL ENGINEER	65,782.90	67,080.03	69,262.60	42,201.30	71,700.00	74,250.00	3.6%
14113511 511453 ENGINEERING CIVIL ENGINEER	126,649.60	129,440.91	133,642.24	80,744.73	138,700.00	140,300.00	1.2%
14113511 511455 ENGINEERING FIELD TECH II	57,630.72	43,382.16	58,693.10	35,393.34	61,275.00	60,950.00	-.5%
14113511 511457 ENGINEERING FIELD TECH I	52,512.00	52,199.60	.00	.00	.00	.00	.0%
14113511 511458 ENGINEERING SURVEYOR AID II	.00	.00	.00	8,416.49	16,000.00	16,000.00	.0%
14113511 511459 ENGINEERING AIDE	1,125.60	-1,125.60	2,850.00	408.01	.00	.00	.0%
14113511 515000 ENGINEERING OVERTIME	3,618.29	6,003.80	4,264.98	2,245.78	10,000.00	8,000.00	-20.0%
14113511 516050 ENGINEERING OUT OF GRADE WORK	142.00	1,760.00	170.00	280.00	500.00	500.00	.0%
14113517 517017 ENGINEERING SICK LEAVE BUYBACK	.00	19,810.56	.00	.00	.00	.00	.0%
TOTAL SALARIES	399,940.11	410,503.46	365,265.72	225,422.69	398,025.00	401,250.00	.8%
05 EXPENSES							
14115524 524250 TRAFFIC CONTROL REPAIRS	.00	10,101.20	19,460.20	22,715.64	28,000.00	20,000.00	-28.6%
14115530 530015 ENGINEERING PROF REVIEW SVCS	300.00	660.00	373.00	263.63	1,250.00	1,250.00	.0%
14115530 530420 ENGINEERING POLICE DETAILS	2,595.40	2,870.56	4,736.94	8,000.00	8,000.00	11,000.00	37.5%
14115540 540000 ENGINEERING SUPPLIES/EQUIPMENT	3,699.31	3,379.26	3,099.98	148.98	3,500.00	3,500.00	.0%
14115555 555000 ENGINEERING COMPUTER SUPPLIES	9,084.58	4,075.25	3,891.53	4,105.40	4,500.00	5,000.00	11.1%
14115578 578009 ENGINEERING RECORDING FEES	600.00	1,200.00	450.00	.00	1,000.00	1,000.00	.0%
TOTAL EXPENSES	16,279.29	22,286.27	32,011.65	35,233.65	46,250.00	41,750.00	-9.7%
TOTAL ENGINEERING	416,219.40	432,789.73	397,277.37	260,656.34	444,275.00	443,000.00	-.3%
0420 HIGHWAY & EQUIPMENT MAINT:							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 2
bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

03	SALARIES	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14203511	511401	HIGHWAY SUPERVISOR						
		62,793.59	64,873.56	64,425.07	36,847.93	68,950.00	62,100.00	-9.9%
14203511	511403	HIGHWAY FOREMAN						
		63,773.04	64,792.03	66,335.77	39,096.57	68,650.00	72,850.00	6.1%
14203511	511405	HIGHWAY WORKING FOREMAN						
		95,989.08	92,764.16	95,686.28	50,709.20	102,600.00	108,600.00	5.8%
14203511	511409	HIGHWAY EQUIPMENT OPERATOR						
		160,462.33	160,888.03	162,473.87	76,316.78	170,500.00	170,550.00	.0%
14203511	511413	HIGHWAY SKILLED LABORER						
		.00	.00	3,667.82	43,342.31	24,975.00	42,000.00	68.2%
14203511	511417	HIGHWAY LABORER						
		82,118.95	72,842.92	93,747.23	23,598.28	74,425.00	60,550.00	-18.6%
14203511	511421	HIGHWAY MASTER MECHANIC						
		57,761.37	58,800.93	61,303.37	37,317.69	62,800.00	65,950.00	5.0%
14203511	511423	HIGHWAY MECHANIC CLASS I						
		34,490.32	55,061.94	102,432.82	63,834.80	101,450.00	107,450.00	5.9%
14203511	511425	HIGHWAY MECHANIC CLASS II						
		49,832.27	24,539.98	.00	.00	.00	.00	.0%
14203511	511426	HIGHWAY MECHANIC CLASS III						
		.00	.00	.00	11,471.84	34,000.00	34,200.00	.6%
14203511	515000	HIGHWAY OVERTIME						
		57,269.21	52,720.59	53,457.78	33,617.26	57,000.00	57,000.00	.0%
14203511	516050	HIGHWAY OUT OF GRADE WORK						
		9,882.92	9,102.49	6,479.58	2,959.18	9,500.00	8,000.00	-15.8%
14203511	516060	HGWAY ON-CALL PREMIUM						
		11,511.00	11,269.00	12,789.00	7,990.88	13,575.00	14,000.00	3.1%
14203511	516080	HIGHWAY LONGEVITY						
		4,860.00	5,060.00	40,162.00	33,102.00	5,275.00	.00	-100.0%
14203512	512000	HIGHWAY WAGES TEMP						
		.00	11,308.24	3,964.08	14,281.32	15,000.00	21,400.00	42.7%
	TOTAL SALARIES	690,744.08	684,023.87	766,924.67	474,486.04	808,700.00	824,650.00	2.0%
05	EXPENSES							
14205521	521309	HIGHWAY WATER /SEWER/SWM						
		2,091.84	2,091.84	2,091.84	1,149.60	2,100.00	2,100.00	.0%
14205521	521392	HIGHWAY WIRELESS COMMUNICATION						
		580.09	.00	.00	.00	.00	.00	.0%
14205524	524305	HIGHWAY OURSOURCED REPAIRS						
		105,412.42	107,424.62	92,696.76	54,909.66	110,000.00	105,000.00	-4.5%
14205530	530000	HIGHWAY PROF/TECH SV						
		8,609.76	6,463.60	7,437.20	2,514.00	10,000.00	10,000.00	.0%
14205530	530420	HIGHWAY POLICE DETAILS						
		12,311.37	24,285.27	20,716.94	11,616.20	11,000.00	11,000.00	.0%
14205530	530421	HIGHWAY LINE PAINTING						
		13,143.31	20,363.05	31,494.01	25,964.99	33,000.00	33,000.00	.0%
14205530	530437	HIGHWAY GRAVEL CRUSHING						

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14205540 540000	.00	.00	.00	.00	15,000.00	15,000.00	.0%
	HIGHWAY SUPPLIES						
	6,797.08	7,690.22	7,482.30	11,641.41	15,000.00	8,000.00	-46.7%
14205540 540225							
	HIGHWAY EQUIPMENT						
	22,858.81	.00	.00	.00	.00	.00	.0%
14205540 540408							
	HIGHWAY EQUIP PARTS & MAINT						
	190,330.46	192,233.03	190,901.93	123,875.63	185,000.00	195,000.00	5.4%
14205540 540409							
	HIGHWAY STREET SIGNS						
	11,310.71	15,420.49	10,185.81	3,810.24	12,500.00	10,000.00	-20.0%
14205540 540410							
	HIGHWAY SIDEWALKS						
	5,537.49	10,490.24	10,004.47	3,469.32	10,000.00	10,000.00	.0%
14205540 540460							
	HIGHWAY HIGHWAY PATCH						
	27,143.56	28,317.03	32,319.63	14,350.52	30,000.00	30,000.00	.0%
14205548 548999							
	HIGHWAY GASOLINE						
	217,993.96	209,097.32	229,241.29	86,563.43	286,000.00	300,000.00	4.9%
14205554 554000							
	HIGHWAY UNIFORMS AND CLOTHING						
	7,455.72	7,453.40	7,587.69	.00	7,200.00	.00	-100.0%
14205578 578100							
	HIGHWAY LICENSES						
	1,127.50	800.00	630.00	500.00	750.00	750.00	.0%
110	TOTAL EXPENSES						
	632,704.08	632,130.11	642,789.87	340,365.00	727,550.00	729,850.00	.3%
	TOTAL HIGHWAY & EQUIPMENT MA						
	1,323,448.16	1,316,153.98	1,409,714.54	814,851.04	1,536,250.00	1,554,500.00	1.2%
0421	DPW-ADMINISTRATION						
03	SALARIES						
14213511 511001	DPW DIRECTOR						
	108,303.00	110,467.55	114,346.90	66,123.03	118,475.00	120,100.00	1.4%
14213511 511010	DPW ADMINISTRATIVE ASSISTANT						
	44,148.00	45,025.56	46,624.20	27,487.13	48,325.00	49,950.00	3.4%
14213511 511011	DPW ADMINISTRATIVE SECRETARY						
	.00	.00	.00	1,614.00	42,225.00	43,650.00	3.4%
14213511 511012	DPW CLERK						
	36,524.23	37,096.75	38,513.94	21,194.76	.00	.00	.0%
14213511 511021	ASSISTANT DPW DIRECTOR						
	.00	.00	9,272.00	56,772.80	94,450.00	103,800.00	9.9%
14213511 515000	DPW ADMIN OVERTIME						
	435.72	839.82	1,634.16	295.56	1,000.00	1,000.00	.0%
14213517 517017	DPW ADMIN LEAVE BUYBACK						
	.00	.00	28,467.50	.00	.00	.00	.0%
	TOTAL SALARIES						
	189,410.95	193,429.68	238,858.70	173,487.28	304,475.00	318,500.00	4.6%
05	EXPENSES						
14215530 530100	DPW ADMIN ADVERTISING						
	490.33	958.02	1,015.07	1,699.93	800.00	1,000.00	25.0%

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14215531 531000		DPW-ADMIN PROF DEV/TRAINING 4,837.25	4,996.00	4,187.25	5,174.13	4,300.00	10,000.00 132.6%
14215531 531091		DPW ADMIN PROF DEV - TRAVEL 300.45	.00	547.15	.00	400.00	500.00 25.0%
14215540 540000		DPW-ADMIN SUPPLIES/EQUIPMENT 243.80	1,162.99	-25.31	235.24	1,500.00	1,500.00 .0%
14215540 540010		TOWN FOREST SUPPLIES .00	.00	993.20	790.19	1,000.00	1,000.00 .0%
14215540 540020		TRAILS COMM SUPPLIES .00	.00	990.87	232.41	1,000.00	1,000.00 .0%
14215540 540030		EDC FLOWER MAINTENANCE .00	.00	10,680.00	5,920.00	10,000.00	.00 -100.0%
14215578 578499		PUBLIC WORKS PRIOR YEAR BILLS 229.54	.00	.00	.00	.00	.00 .0%
TOTAL EXPENSES	6,101.37	7,117.01	18,388.23	14,051.90	19,000.00	15,000.00	-21.1%
11 TOTAL DPW-ADMINISTRATION	195,512.32	200,546.69	257,246.93	187,539.18	323,475.00	333,500.00	3.1%
0428 STORM WATER MANAGEMENT							
03 SALARIES							
14283511 511401		STM WTR SUPERVISOR 15,937.79	16,094.99	15,823.04	9,207.75	17,250.00	15,500.00 -10.1%
14283511 511405		STM WTR WORKING FOREMAN 11,439.21	11,755.22	10,003.26	7,164.82	12,000.00	12,900.00 7.5%
14283511 511409		STM WTR EQUIPMENT OPERATOR .00	37,298.88	53,473.68	27,459.65	55,350.00	58,700.00 6.1%
14283511 511413		STM WTR SKILLED LABORER 84,204.03	56,747.04	42,349.91	5,024.17	64,425.00	44,500.00 -30.9%
14283511 511417		STM WTR LABORER 14,328.51	15,545.88	16,378.28	14,368.18	.00	13,700.00 .0%
14283511 511423		STM WTR MECHANIC CLASS I .00	.00	.00	.00	5,325.00	5,700.00 7.0%
14283511 511425		STM WTR MECHANIC CLASS II 3,016.47	3,274.87	5,615.44	279.95	.00	.00 .0%
14283511 515000		STM WTR WAGES OVERTIME 10,193.34	8,936.25	6,869.74	2,931.49	8,000.00	8,000.00 .0%
14283511 516050		STM WTR OUT OF GRADE WORK 3,739.96	2,406.73	2,049.08	308.58	2,500.00	2,000.00 -20.0%
14283511 516080		LONGEVITY 2,065.00	2,065.00	8,406.00	5,741.00	1,950.00	.00 -100.0%
14283512 512000		STM WTR WAGES TEMP .00	712.00	2,634.40	.00	.00	.00 .0%
TOTAL SALARIES	144,924.31	154,836.86	163,602.83	72,485.59	166,800.00	161,000.00	-3.5%
05 EXPENSES							

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14285540_540000	STM WTR SUPPLIES/EQUIPMENT 6,827.42	6,581.66	5,921.16	2,918.36	7,000.00	7,000.00	.0%
TOTAL EXPENSES	6,827.42	6,581.66	5,921.16	2,918.36	7,000.00	7,000.00	.0%
TOTAL STORM WATER MANAGEMENT	151,751.73	161,418.52	169,523.99	75,403.95	173,800.00	168,000.00	-3.3%
0491	CEMETERY						
03	SALARIES						
14913511_511401	CEMETERY SUPERVISOR 40,389.35	41,048.77	42,444.25	25,096.36	43,975.00	44,600.00	1.4%
14913511_511403	CEMETERY FOREMAN 60,868.85	61,658.25	63,557.06	34,791.62	65,350.00	67,300.00	3.0%
14913511_511409	CEMETERY EQUIPMENT OPERATOR 47,296.96	18,395.65	50,383.46	20,350.52	52,150.00	54,250.00	4.0%
14913511_511417	CEMETERY LABORER 63,547.36	64,135.04	56,390.26	41,098.84	72,575.00	76,300.00	5.1%
14913511_515000	CEMETERY OVERTIME 9,818.17	9,342.91	12,169.65	5,648.04	8,000.00	8,000.00	.0%
14913511_516050	CEMETERY OUT OF GRADE WORK 4,744.30	7,242.01	3,438.58	2,398.25	2,750.00	2,500.00	-9.1%
14913511_516080	CEMETERY LONGEVITY 1,950.00	1,950.00	16,920.00	14,970.00	1,950.00	.00	-100.0%
14913511_596180	CEMETERY TRUST FUND SUPPORT -120,000.00	-120,000.00	-120,000.00	-60,000.00	-120,000.00	-120,000.00	.0%
14913512_512000	CEMETERY WAGES TEMP 28,649.23	35,367.29	35,434.90	16,859.70	35,000.00	35,000.00	.0%
14913512_515000	CEMETERY TEMP HELP OVERTIME .00	17.33	.00	.00	.00	.00	.0%
TOTAL SALARIES	137,264.22	119,157.25	160,738.16	101,213.33	161,750.00	167,950.00	3.8%
05	EXPENSES						
14915521_521301	CEMETERY ELECTRICITY 868.52	908.41	623.15	287.16	950.00	1,000.00	5.3%
14915521_521308	CEMETERY FUEL OIL 1,470.40	1,663.96	2,440.54	597.11	1,800.00	1,800.00	.0%
14915521_521309	CEMETERY WATER /SEWER/SWM 2,757.60	2,301.90	2,822.66	1,392.66	2,900.00	2,900.00	.0%
14915521_521392	CEMETERY WIRELESS COMMUNICATI 173.60	101.15	.00	.00	.00	.00	.0%
14915530_530000	CEMETERY PROF/TECH SV .00	.00	.00	1,800.00	.00	.00	.0%
14915540_540000	CEMETERY SUPPLIES/EQUIPMENT 6,936.98	4,173.56	7,223.96	3,687.35	6,000.00	6,000.00	.0%

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
16503511_511431	53,934.90	45,800.89	44,988.38	37,325.44	34,525.00	70,450.00	104.1%
	PARKS TREE CLIMBER I						
16503511_515000	46,288.33	45,181.56	46,541.53	25,278.01	48,650.00	51,100.00	5.0%
	PARKS OVERTIME						
16503511_516050	26,820.33	26,488.09	23,648.55	16,517.34	25,000.00	25,000.00	.0%
	PARKS OUT OF GRADE WORK						
16503511_516060	6,906.21	5,381.96	4,591.64	1,535.12	6,000.00	4,500.00	-25.0%
	PARKS ON-CALL PREMIUM						
16503511_516080	3,988.00	4,608.00	4,586.16	4,653.42	5,000.00	5,000.00	.0%
	PARKS LONGEVITY						
16503512_512000	2,050.00	3,125.00	12,309.00	11,334.00	975.00	.00	-100.0%
	PARKS WAGES TEMP						
16503517_517017	18,035.84	35,655.16	40,813.85	22,524.80	52,000.00	50,000.00	-3.8%
	PARKS SICK LEAVE BUYBACK						
	.00	18,314.40	.00	.00	.00	.00	.0%
	TOTAL SALARIES						
11	473,571.53	481,374.36	495,638.83	293,901.27	523,600.00	530,450.00	1.3%
205	EXPENSES						
16505521_521301	PARKS ELECTRICITY						
	716.11	745.71	734.07	467.77	1,000.00	1,000.00	.0%
16505521_521309	PARKS WATER /SEWER/SWM						
	614.32	856.27	614.32	307.16	750.00	750.00	.0%
16505521_521392	PARKS WIRELESS COMMUNICATION						
	596.32	.00	.00	.00	.00	.00	.0%
16505530_530000	PARKS PROF/TECH SV						
	12,064.74	11,556.18	3,670.00	585.40	10,000.00	9,000.00	-10.0%
16505530_530420	PARKS POLICE DETAILS						
	7,402.78	3,950.82	5,496.07	3,701.15	7,000.00	8,000.00	14.3%
16505530_530431	PARKS STUMP/BRUSH DISPOSAL						
	12,110.00	15,598.75	9,698.75	3,000.00	19,000.00	16,000.00	-15.8%
16505530_530433	PARKS TURF TREATMENT						
	2,656.78	2,400.00	3,200.00	.00	3,500.00	3,500.00	.0%
16505530_596130	PARKS REVOLVING FUND SUPPORT						
	-18,000.00	-18,500.00	-19,000.00	.00	-20,000.00	-20,000.00	.0%
16505540_540000	PARKS SUPPLIES/EQUIPMENT						
	3,835.69	9,744.74	3,854.22	4,251.75	6,000.00	7,000.00	16.7%
16505546_546416	PARKS SHADE TREES						
	4,069.50	3,749.49	4,221.25	4,182.41	4,000.00	5,000.00	25.0%
16505546_546420	PARKS CHEM/SEED						
	1,987.22	2,418.00	3,099.34	1,208.21	4,000.00	4,000.00	.0%
16505546_546430	PARKS TOOLS RAKES SHOVS						
	3,841.84	3,865.35	3,636.85	610.25	4,000.00	4,000.00	.0%
16505546_546450	PARKS GRAVEL CLAY						
	890.23	234.05	995.73	200.00	2,250.00	2,250.00	.0%
16505546_546460	PARKS ATHLETIC FIELDS						
	4,374.45	3,601.96	2,521.74	.00	4,000.00	4,000.00	.0%
16505546_546470	PARKS PLYGRND SFTY MLC						
	3,978.84	.00	.00	.00	2,000.00	2,000.00	.0%



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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
16505554_554000	PARKS UNIFORMS AND 3,599.23	BOOTS 4,475.43	3,505.27	.00	4,600.00	.00	-100.0%
16505578_578100	PARKS LICENSES 1,157.00	1,369.49	690.00	300.00	1,000.00	1,000.00	.0%
TOTAL EXPENSES	45,895.05	46,066.24	26,937.61	18,814.10	53,100.00	47,500.00	-10.5%
TOTAL PARKS AND FORESTRY	519,466.58	527,440.60	522,576.44	312,715.37	576,700.00	577,950.00	.2%
TOTAL PUBLIC WORKS	2,787,456.32	2,795,702.44	2,964,880.33	1,782,782.93	3,259,900.00	3,286,850.00	.8%

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

DPW-TRASH SNOW STREET LIGHTING
PRIOR FY3
ACTUALS

PRIOR FY2
ACTUALS

LAST FY1
ACTUALS

CY
ACTUALS

CY REV
BUDGET

PROJECTION
LEVEL 2

PCT
CHANGE

0423 SNOW / ICE CONTROL

03 SALARIES

14233511	511000	SNOW/ICE WAGES						
		5,598.66	16,748.43	28,208.80	2,516.94	15,000.00	15,000.00	.0%
14233511	515000	SNOW/ICE OVERTIME						
		48,989.86	184,632.73	215,856.45	74,093.08	100,000.00	100,000.00	.0%
TOTAL SALARIES		54,588.52	201,381.16	244,065.25	76,610.02	115,000.00	115,000.00	.0%

05 EXPENSES

14235530	530415	SNOW / ICE PLOWING & HAULING						
		34,124.50	261,851.56	396,108.00	58,661.50	225,000.00	225,000.00	.0%
14235530	530420	SNOW / ICE POLICE DETAILS						
		.00	8,167.49	10,714.13	.00	15,000.00	15,000.00	.0%
14235530	530465	STREET SWEEPING						
		8,175.00	7,190.95	5,269.38	.00	15,000.00	15,000.00	.0%
14235540	540000	SNOW / ICE SUPPLIES/EQUIPMENT						
		56,112.05	62,246.17	55,279.86	29,542.84	50,000.00	50,000.00	.0%
14235540	540425	SNOW / ICE SAND						
		.00	1,048.73	15,684.36	2,299.27	15,000.00	15,000.00	.0%
14235540	540430	SNOW / ICE SALT						
		115,019.59	212,422.56	302,771.02	168,195.65	150,000.00	150,000.00	.0%
14235540	540435	SNOW / ICE CACL						
		3,240.00	.00	.00	2,600.00	5,000.00	5,000.00	.0%
14235548	548999	SNOW / ICE GASOLINE						
		27,560.68	47,559.87	47,271.89	12,087.64	30,000.00	30,000.00	.0%
14235578	578020	SNOW & ICE MEAL TICKETS						
		2,919.00	7,729.70	10,248.00	1,280.00	5,000.00	5,000.00	.0%
TOTAL EXPENSES		247,150.82	608,217.03	843,346.64	274,666.90	510,000.00	510,000.00	.0%
TOTAL SNOW / ICE CONTROL		301,739.34	809,598.19	1,087,411.89	351,276.92	625,000.00	625,000.00	.0%

0424 STREET LIGHTING

05 EXPENSES

14245521	521300	TRAFFIC LIGHT ELECTRICITY						
		8,321.03	8,333.88	7,761.65	4,865.96	16,000.00	17,500.00	9.4%
14245521	521301	STREETLIGHT ELECTRICITY						
		127,088.13	120,432.77	123,949.21	75,251.26	174,000.00	180,000.00	3.4%
14245524	524271	STREET LIGHT MAINT & REPAIR						
		.00	8,401.07	.00	504.22	10,000.00	12,500.00	25.0%

TOTAL EXPENSES



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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:

DPW-TRASH SNOW STREET LIGHTING

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL STREET LIGHTING	135,409.16	137,167.72	131,710.86	80,621.44	200,000.00	210,000.00	5.0%
	135,409.16	137,167.72	131,710.86	80,621.44	200,000.00	210,000.00	5.0%

0433 WASTE COLLECTION & DISPOSAL

05 EXPENSES

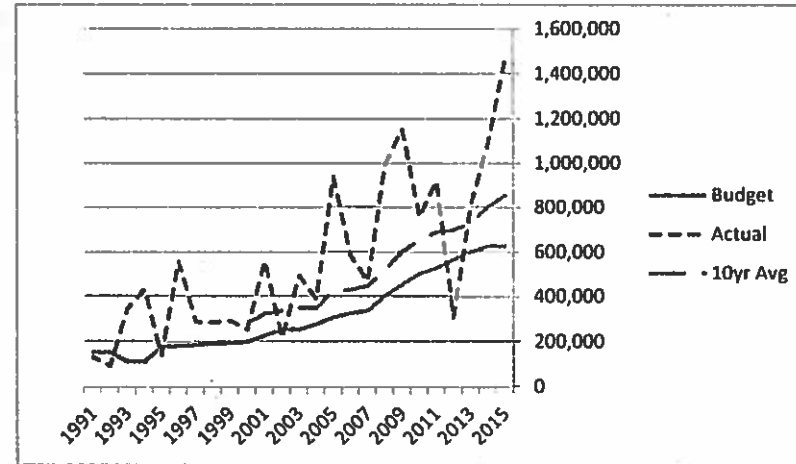
14335529_529430	WASTEREMVL GARBAGE COLLECTION	608,335.00	558,349.95	567,092.00	291,677.94	600,000.00	624,000.00	4.0%
14335529_529431	WASTEREMVL SOLID WASTE DISPOSAL	428,262.49	438,199.23	449,492.83	232,487.00	600,000.00	624,000.00	4.0%
14335529_529432	WASTEREMVL CURBSIDE RECYCLING	173,098.38	238,160.00	242,393.00	124,065.58	260,000.00	260,000.00	.0%
14335529_529435	WASTEREMVL MISC RECYCLING	15,959.44	18,955.59	30,474.18	12,284.27	30,000.00	30,000.00	.0%
14335530_530086	LANDFILL MONITORING	.00	66,987.00	.00	.00	.00	.00	.0%
117	TOTAL EXPENSES	1,225,655.31	1,320,651.77	1,289,452.01	660,514.79	1,490,000.00	1,538,000.00	3.2%
	TOTAL WASTE COLLECTION & DIS	1,225,655.31	1,320,651.77	1,289,452.01	660,514.79	1,490,000.00	1,538,000.00	3.2%
	TOTAL DPW-TRASH SNOW STREET	1,662,803.81	2,267,417.68	2,508,574.76	1,092,413.15	2,315,000.00	2,373,000.00	2.5%
	GRAND TOTAL	4,450,260.13	5,063,120.12	5,473,455.09	2,875,196.08	5,574,900.00	5,659,850.00	1.5%

** END OF REPORT - Generated by Bob LeLacheur **

SNOW AND ICE EXPENDITURE HISTORY

through March 29, 2015

Fiscal Year	Expenditure	Initial Appropriation	Over / (Under) Net Cost Appropriation to Town	
2015	\$ 1,450,000	\$ 625,000	\$ 825,000	\$ 1,450,000
2014	\$ 1,087,412	\$ 625,000	\$ 462,412	\$ 1,087,412
2013	\$ 809,598	\$ 600,000	\$ 209,598	\$ 809,598
2012	\$ 301,739	\$ 565,000	\$ (263,261)	\$ 301,739
2011	\$ 1,017,872	\$ 525,000	\$ 492,872	\$ 917,872
2010	\$ 754,088	\$ 500,000	\$ 254,088	\$ 754,088
2009	\$ 1,149,375	\$ 450,000	\$ 699,375	\$ 1,149,375
2008	\$ 992,014	\$ 400,000	\$ 592,014	\$ 992,014
2007	\$ 465,017	\$ 334,727	\$ 130,290	\$ 465,017
2006	\$ 581,635	\$ 324,682	\$ 256,953	\$ 581,635
2005	\$ 1,083,809	\$ 307,086	\$ 776,723	\$ 937,088
2004	\$ 507,271	\$ 276,547	\$ 230,724	\$ 385,931
2003	\$ 576,300	\$ 251,100	\$ 325,200	\$ 489,068
2002	\$ 214,155	\$ 251,100	\$ (36,945)	\$ 214,155
2001	\$ 636,100	\$ 226,100	\$ 410,000	\$ 555,183
2000	\$ 252,219	\$ 197,419	\$ 54,800	\$ 252,219
1999	\$ 291,176	\$ 192,301	\$ 98,875	\$ 291,176
1998	\$ 283,856	\$ 187,467	\$ 96,389	\$ 283,856
1997	\$ 284,442	\$ 182,058	\$ 102,384	\$ 284,442
1996	\$ 677,475	\$ 177,614	\$ 499,861	\$ 556,489
1995	\$ 136,935	\$ 175,000	\$ (38,065)	\$ 136,935
1994	\$ 428,680	\$ 110,000	\$ 318,680	\$ 428,680
1993	\$ 344,416	\$ 110,000	\$ 234,416	\$ 344,416
1992	\$ 91,347	\$ 150,000	\$ (58,653)	\$ 91,347
1991	\$ 128,915	\$ 150,000	\$ (21,085)	\$ 128,915



AVERAGES through 2014:

5-year	\$794,142	\$563,000	\$231,142	\$774,142	5-year
10-year	\$824,256	\$463,150	\$337,938	\$799,584	10-year
20-year	\$605,124	\$337,410	\$267,714	\$572,265	20-year

Reading Public Library Budget

Fiscal Year 2016

TRUSTEES' OVERVIEW

The Board of Trustees of the Reading Public Library approved a FY16 budget request with the goal of providing full library services to the community while acknowledging budget realities. The library must maintain traditional services while also meeting the needs of an increasingly robust and expanding digital environment. The budget request includes initiatives in two areas: a half-year Digital Services and Instructional Librarian position and a small increase in the line item for public technology.

Digital Services and Instructional Librarian

In the past the library had a part-time Technology Librarian position but it was eliminated for budget reasons in 2008. The FY15 budget request had included a full-time position that was not funded. For FY16 we include this position again, but for a half-year, beginning in January 2016, to accommodate the town's budgetary constraints.

This librarian will manage all aspects of the library's digital content and technologies in order to increase the effectiveness and usability of digital library services by staff and the public. In an increasingly complex digital environment, this is an important position for educating the community in digital literacy and electronic services.

Public Technology

The line item for public technology took a dramatic reduction in FY15 based on the library's move into temporary quarters. The small increase requested for FY16 is to begin to rebuild these services.

Summary

While the focus of the budget initiatives is in digital services, patron expectations for traditional library services remain high. New digital services complement and extend, but do not replace, traditional ones. We have not increased any other line item expenses accounts. However, the library must meet the Massachusetts Board of Library Commissioners municipal appropriation requirement to ensure quality of library services. This is reflected in an increase in the library materials line.

While we strive to meet the town's budget guidance, the limitations of a 2.75% budget increase are problematic in a budget as relatively small as the library's. Even with only a minimal COLA and step increases, this percentage does not provide a level-services budget, much less allow the library to move forward to meet the demands of modern library services.

LIBRARY BUDGET NARRATIVE

The library currently provides and will continue to provide services and collections from its temporary location at 80 General Way for a full schedule of 63 hours per week during FY2016. Librarians teach and lead educational and informational classes and activities for adults, teens, and children from the temporary library and in several locations in Reading. In addition to providing access to curated lending and research collections, public access computers, online resources and digital collections, the library provides weekly homebound delivery, literacy and education services, and deposit collections to Reading citizens.

Construction on the Middlesex Avenue library building is expected to be completed towards the end of Fiscal Year 2016. Therefore, the library will remain in temporary quarters throughout most of FY16, and will move back into its permanent home in early summer 2016.

Salaries

All positions are increased with a 1% COLA. Step increases are budgeted for eligible staff members. The budget covers two additional workdays in Fiscal Year 2016 as instructed. Salaries (level services) net increase is \$35,014 or 3.2% over the FY2015 budget.

The Library is again proposing funding for a Digital Services & Instructional Librarian to begin in January 2016 within Administration Division.

In 2008, the position of "Technology Librarian" was eliminated by the Town for budget reasons and has been vacant for the past seven years. This position has evolved and the need for it has grown substantially.

Library services and bibliographic content are changing. Reading Public Library lends digital devices, provides public information and assistance in electronic resources and digital technologies, and creates and makes accessible digital content to enhance and supplement traditional library collections.

This librarian would lead staff and public in instruction, planning, and programming new and emerging technologies and services.

Public Technology

FY16 Budget adds \$3,470 to begin to resume the regular replacement/update cycle of public technology purchases during the second half of Fiscal Year 2016. The Library reduced its Public Technology budget from \$15,000 to \$6200 in Fiscal Year 2015 to postpone purchasing public computers and related tech equipment during the move into temporary space.

Books & Materials

The materials budget is set at 15% of the total budget as one of several requirements for Massachusetts Board of Library Commissioners (State) certification.

BUDGET SUMMARY TABLE

The summary table highlights the proposed changes in FY2016 funding levels in three areas:

- Digital Services and Instructional Librarian
(\$28,500 increase in Admin)
- Public Technology (\$3,470)
- Requisite Increases to Books & Materials
(15% in all budgets presented)

	FY15	FY16 PROPOSED	FY16 LEVEL
Salaries			
Admin	\$223,481	<u>\$259,222</u>	\$230,722
Circulation	\$222,103	\$229,826	\$229,826
Children's	\$234,884	\$239,064	\$239,064
Ref/Adult	\$281,263	\$292,018	\$292,018
Tech Services	\$133,824	\$138,939	\$138,939
Salaries subtotal	\$1,095,555	\$1,159,069	\$1,130,569
Expenses			
Supplies, network, etc	\$79,000	\$79,000	\$79,000
Public Technology	\$6,200	<u>\$9,670</u>	\$6,200
Books & Materials	\$207,530	<u>\$220,200</u>	<u>\$215,400</u>
Expenses subtotal	\$292,730	\$308,870	\$300,600
Budget Total	\$1,388,285	\$1,467,939	\$1,431,169

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
LIBRARY

LIBRARY	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0610 LIBRARY ADMINISTRATION							
03 SALARIES							
16103511_511010 LIB ADMINISTRATIVE ASSISTANT	40,459.81	41,801.57	43,025.86	32,262.30	44,382.00	46,128.00	3.9%
16103511_511641 LIBRARY DIRECTOR	84,661.96	86,034.00	93,011.43	71,938.17	98,963.00	102,874.00	4.0%
16103511_511642 LIBRARY ASSISTANT DIRECTOR	68,864.87	64,626.70	70,801.10	54,492.54	75,836.00	77,291.00	1.9%
16103511_511644 LIBRARY DIVISION HEADS	.00	.00	.00	-34.76	.00	.00	.0%
16103511_511645 LIBRARY LIBRARIANS	.00	.00	7.02	.00	.00	.00	.0%
16103511_511651 LIBRARY PAGE	490.31	.00	.00	.00	.00	.00	.0%
16103511_511652 LIBRARY SUBSTITUTES	.00	.00	.00	4,839.86	4,300.00	4,429.00	3.0%
16103511_515000 LIBRARY OVERTIME	271.48	415.94	2,842.14	1,664.06	.00	.00	.0%
16103511_516000 PROJECT MGMT STIPEND	.00	.00	2,115.41	.00	.00	.00	.0%
16103517_517017 LIBRARY LEAVE BUYBACK	.00	9,943.73	.00	.00	.00	.00	.0%
TOTAL SALARIES	194,748.43	202,821.94	211,802.96	165,162.17	223,481.00	230,722.00	3.2%
05 EXPENSES							
16105524_524000 LIBRARY MAINT CONTRACT/REPAIR	4,601.72	3,323.23	2,681.15	1,416.61	2,300.00	2,300.00	.0%
16105531_531090 LIBRARY PROF DEV - REGISTRATN	4,604.34	3,154.35	9,294.24	3,653.68	12,500.00	12,500.00	.0%
16105531_531091 LIBRARY PROF DEV - TRAVEL	3,531.27	4,123.00	1,148.25	3,627.79	2,200.00	2,200.00	.0%
16105536_536000 LIBRARY SOFTWARE LICEN & SUPP	47,158.02	55,569.10	57,854.02	38,409.68	55,000.00	55,000.00	.0%
16105540_540000 LIBRARY SUPPLIES/EQUIPMENT	6,470.02	7,881.16	5,484.28	3,417.51	3,000.00	3,000.00	.0%
16105542_542000 LIBRARY OFFICE SUPP	8,641.52	7,812.34	6,456.17	3,224.40	3,000.00	3,000.00	.0%
16105555_555000 LIBRARY TECHNOLOGY SUPPLIES	8,958.87	7,737.19	14,581.65	11,608.58	17,200.00	6,200.00	-64.0%
16105556_556000 LIBRARY LIBRARY MATERIALS	.00	.00	.00	.00	.00	215,400.00	.0%
16105556_556610 LIBRARY ADULT BOOKS	73,249.50	76,275.73	69,035.01	46,113.72	73,090.00	.00	-100.0%
16105556_556611 LIBRARY CHILDRENS BOOKS	26,225.48	22,123.34	26,926.39	15,351.01	29,190.00	.00	-100.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
LIBRARY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
16105556_556612	LIBRARY TEEN BOOKS						
	4,804.74	7,599.48	5,269.57	4,586.35	7,500.00	.00	-100.0%
16105556_556620	LIBRARY ADULT AUDIO						
	13,478.73	13,576.98	12,714.60	7,880.20	14,000.00	.00	-100.0%
16105556_556621	LIBRARY CHILDRENS AUDIO						
	4,463.30	4,070.55	1,498.99	1,640.86	1,500.00	.00	-100.0%
16105556_556622	LIBRARY MATERIALS TEEN AUDIO						
	1,000.00	2,664.03	491.39	145.19	200.00	.00	-100.0%
16105556_556630	LIBRARY ADULT VIDEO						
	16,717.14	16,216.65	16,283.20	9,141.86	16,500.00	.00	-100.0%
16105556_556631	LIBRARY CHILDRENS VIDEO						
	4,762.63	5,731.70	5,655.51	1,875.75	4,000.00	.00	-100.0%
16105556_556640	LIBRARY PERIODICALS						
	2,773.93	17,622.16	18,382.77	854.37	19,000.00	.00	-100.0%
16105556_556650	LIBRARY ELECTRONIC						
	9,325.49	5,120.00	780.00	6,086.73	6,900.00	.00	-100.0%
16105556_556660	LIBRARY ONLINE DATA BASE						
	6,731.00	13,723.75	13,045.56	20,328.00	26,250.00	.00	-100.0%
16105556_556670	LIBR OTHER MATERIALS						
	1,000.00	.00	.00	.00	.00	.00	.0%
16105556_556680	LIBR EBKS/DOWNLOAD/OVRDRV/ADLT						
	3,197.00	6,209.00	3,835.04	36.17	100.00	.00	-100.0%
16105556_556681	LIBR EBKS/DOWNLOAD/OVRDRV/CHLD						
	1,515.30	1,634.14	7,112.16	5,735.81	6,000.00	.00	-100.0%
16105556_556682	LIBR EBKS/DOWNLOAD/OVRDRV/TEEN						
	600.00	832.12	4,214.26	.00	3,300.00	.00	-100.0%
16105571_571055	TRANSPORTATION COSTS						
	.00	.00	1,255.71	1,134.56	1,000.00	1,000.00	.0%
TOTAL EXPENSES	253,810.00	283,000.00	283,999.92	186,268.83	303,730.00	300,600.00	-1.0%
TOTAL LIBRARY ADMINISTRATION	448,558.43	485,821.94	495,802.88	351,431.00	527,211.00	531,322.00	.8%
0612	LIBRARY CIRCULATION						
03	SALARIES						
16123511_511644	LIB CIRC DIVISION HEAD						
	54,496.80	55,380.00	57,257.04	43,034.86	59,066.00	61,396.00	3.9%
16123511_511646	LIB CIRC SR LIBRARY ASSOCIATE						
	27,317.46	27,727.80	28,996.04	20,969.44	31,671.00	32,906.00	3.9%
16123511_511649	LIB CIRC ASSOCIATE						
	101,310.25	104,797.54	103,941.43	68,584.69	105,250.00	108,409.00	3.0%
16123511_511651	LIB CIRC PAGE						
	17,495.49	17,394.33	14,880.67	8,828.75	18,955.00	19,524.00	3.0%
16123511_515000	LIB CIRC OVERTIME						
	1,049.92	.00	.00	272.62	.00	.00	.0%
16123511_515610	LIB CIRC SUNDAY HOURS						
	4,324.53	5,649.67	6,011.80	3,692.87	7,161.00	7,591.00	6.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
LIBRARY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL SALARIES	205,994.45	210,949.34	211,086.98	145,383.23	222,103.00	229,826.00	3.5%
TOTAL LIBRARY CIRCULATION	205,994.45	210,949.34	211,086.98	145,383.23	222,103.00	229,826.00	3.5%
<hr/>							
0614 LIBRARY CHILDRENS DIVISION							
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03 SALARIES							
<hr/>							
16143511 511644 CHILDRENS DIVISION HEAD	62,339.64	62,321.04	64,532.67	48,440.32	66,495.00	69,142.00	4.0%
16143511 511645 CHILDRENS LIBRARIANS	113,588.00	117,852.51	124,125.37	90,261.34	118,628.00	122,187.00	3.0%
16143511 511646 CHILDRENS SR LIBRARY ASSOC	23,672.68	25,634.63	26,758.85	20,011.47	27,524.00	28,570.00	3.8%
16143511 511649 CHILDRENS ASSOCIATE	1,647.23	2,310.68	5,861.06	1,322.58	900.00	940.00	4.4%
16143511 511651 CHILDRENS PAGE	14,153.96	14,587.06	14,358.27	8,214.55	10,975.00	7,500.00	-31.7%
16143511 515000 CHILDRENS OVERTIME	1,106.20	.00	.00	342.04	.00	.00	.0%
16143511 515610 CHILDRENS SUNDAY HOURS	3,737.00	4,963.94	7,580.49	2,829.48	10,362.00	10,725.00	3.5%
TOTAL SALARIES	220,244.71	227,669.86	243,216.71	171,421.78	234,884.00	239,064.00	1.8%
TOTAL LIBRARY CHILDRENS DIVI	220,244.71	227,669.86	243,216.71	171,421.78	234,884.00	239,064.00	1.8%
<hr/>							
0616 LIBRARY REFERENCE DIVISION							
<hr/>							
03 SALARIES							
<hr/>							
16163511 511644 REFERENCE DIVISION HEAD	60,480.95	61,383.42	63,227.25	47,610.39	65,208.00	67,787.00	4.0%
16163511 511645 REFERENCE LIBRARIANS	193,401.45	189,025.88	186,981.99	141,889.44	204,640.00	212,416.00	3.8%
16163511 515000 REFERENCE OVERTIME	795.55	.00	.00	279.90	.00	.00	.0%
16163511 515610 REFERENCE SUNDAY HOURS	3,456.15	5,891.11	8,813.29	4,193.47	11,415.00	11,815.00	3.5%
TOTAL SALARIES	258,134.10	256,300.41	259,022.53	193,973.20	281,263.00	292,018.00	3.8%
TOTAL LIBRARY REFERENCE DIVI	258,134.10	256,300.41	259,022.53	193,973.20	281,263.00	292,018.00	3.8%
<hr/>							
0618 LIBRARY TECH SERVICES DIVISION							
<hr/>							
03 SALARIES							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20161 FY16 General Fund

FOR PERIOD 99

ACCOUNTS FOR:
LIBRARY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
16183511 511644	TECH SVC DIVISION HEAD	62,068.50	63,640.21	64,664.51	48,882.45	66,495.00	69,142.00 4.0%
16183511 511646	TECH SVC SR LIBRARY ASSOC	26,258.51	26,719.74	39,919.38	39,765.02	56,057.00	58,187.00 3.8%
16183511 511648	TECH SVC SR LIBRARY TECH	10,938.77	12,648.93	6,208.83	.00	.00	.00 .0%
16183511 511649	LIBRARY TECH SVC ASSOCIATE	.00	579.68	6,441.84	8,092.46	11,272.00	11,610.00 3.0%
16183511 511651	TECH SVC PAGE	6,631.93	7,424.50	3,567.30	.00	.00	.00 .0%
16183511 515610	TECH SVC SUNDAY HOURS	1,669.39	.00	.00	.00	.00	.00 .0%
TOTAL SALARIES	107,567.10	111,013.06	120,801.86	96,739.93	133,824.00	138,939.00	3.8%
TOTAL LIBRARY TECH SERVICES	107,567.10	111,013.06	120,801.86	96,739.93	133,824.00	138,939.00	3.8%
TOTAL LIBRARY	1,240,498.79	1,291,754.61	1,329,930.96	958,949.14	1,399,285.00	1,431,169.00	2.3%
GRAND TOTAL	1,240,498.79	1,291,754.61	1,329,930.96	958,949.14	1,399,285.00	1,431,169.00	2.3%

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** END OF REPORT - Generated by Bob LeLacheur **

READING PUBLIC SCHOOLS

Fiscal Year 2016

School Committee Budget

July 1, 2015 - June 30, 2016

School Committee Members

Christopher Caruso, Chairperson

Charles Robinson, Vice Chair

Jeanne Borawski

Linda Snow Dockser

Gary Nihan

Elaine Webb

Dr. John F. Doherty

Superintendent of Schools

Reading Public Schools

82 Oakland Road

Reading, Massachusetts

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

February 19, 2015

District Administrators

Craig Martin, Assistant Superintendent of Learning & Teaching

Martha Sybert, Director of Finance & Operations

Carolyn Wilson, Director of Student Services

Sara Burd, District Administrator of Support Services

Deborah Butts, RISE Preschool Director

Kelly Colon, Director of Facilities

Jason Cross, METCO Director

Lynn Dunn, Director of Nursing

Kristin Morello, Director of School Nutrition

Micheala Saunders, Human Resources Administrator

School Administrators

Reading Memorial High School

Adam Bakr, Principal

Laura Olsen, Assistant Principal

Michael Scarpitto, Assistant Principal

Thomas Zaya, Assistant Principal, Athletics & Extracurricular Activities

A.W. Coolidge Middle School

Sarah Marchant, Interim Principal

Marie Pink, Assistant Principal

W.S. Parker Middle School

Doug Lyons, Principal

Brendan Norton, Assistant Principal

Alice Barrows Elementary School

Heather Leonard, Principal

Birch Meadow Elementary School

Eric Sprung, Principal

Joshua Eaton Elementary School

Karen Feeney, Principal

J.W. Killam Elementary School

Cathy Giles, Principal

Wood End Elementary School

Joanne King, Principal

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Introductory Section

School Committee Message

The Reading School Committee, in collaboration with the Reading School District Administration, is pleased to present the FY 2016 School Budget to Town Meeting. This budget meets the fiscal guidelines mandated by the Reading Finance Committee in that the percentage increase is 2.5%.

It is important to note that as a School Committee we are respectful of the process and have great admiration for the volunteers who collaborated to set forth the aforementioned guidelines, but we would be shirking our fiduciary responsibility to the community if we didn't acknowledge that we have concerns with what was needed or required to meet the 2.5%. Frankly put, programmatic costs, mandates and inflationary factors are rising at a rate higher than 2.5% causing the Administration and School Committee to repurpose and reallocate existing funds and raise fees and offsets to stay within the guidelines without taking a step backwards.

Through the above, we are able to add two curriculum coaches and an additional grade 1 teacher at Joshua Eaton Elementary School. The curriculum coaches, whose initial mission will be to align the teaching at our five elementary schools, were the result of much discussion. The Superintendent has provided evidence that these positions will be a great benefit to our teachers and ultimately our students as we navigate the ever changing curriculum frameworks coupled with the need to implement more up to date and successful teaching methods. The grade 1 teacher is necessary to maintain the School Committee goal of keeping K-2 class sizes at 18-22.

However, as intimated, these positive steps were partially addressed financially through repurposing, but the balance required no other alternatives but to increase the use of offsets, raise user fees and reduce paraeducator hours. All three received considerable discussion leading to a reasonable comfort level for the School Committee to move forward with the plan.

Using offsets to balance budgets always seems like a "Rob Peter to pay Paul" approach to budgeting, but we were reasonably assured by our Director of Finance that while not optimal our offsets will still be at a safe level after doing this.

Raising fees is never popular, but it has been four years since this has been done, the amount was modest and we have in place a process to help those in need. Therefore, we moved this recommendation forward.

And, a last minute \$75,000 increase in available revenue helped us mitigate some of the cuts in paraeducator hours to a level where we were assured by the building principals that they are comfortable to move forward with.

The Reading Public Schools will continue to be challenged both financially and educationally. Financially we met this year's challenges through one time methods and future budgets will need to be addressed by other means that will ultimately require a discussion by Town Leaders, Town Meeting and the community as a whole.

Educationally, The Reading Public Schools, with the support of the Reading School Committee, continues the journey of preparing our students to be independent, successful and creative members of our ever-changing, global society. However, one goes with the other and we continue to bend but will ultimately break if we don't find a way get the funds necessary to meet current needs and more importantly additional needs to move the District forward.

The Reading School Committee would like to thank the School Administration for its efforts during the budget process. Additionally, the Committee appreciates the collaborative participation and hard work of the Town Manager, school department employees, parents, community members and elected and appointed officials

Respectfully,

Christopher Caruso

Chair, Reading School Committee

Superintendent's Message

I respectfully present to the School Committee and the Community the FY2016 Superintendent's Recommended Budget of \$41,350,043 representing an increase of \$1,032,070 or 2.56%. This base budget follows the Reading Finance Committee's recommendations of developing a budget that aligns with the available revenue projections of the Community, which are restricted by an annual structural revenue deficit, combined with an inadequate Chapter 70 funding formula and minimal state aid funding increases. Unfortunately, the budget presented results in a reduction of \$849,620 from a 4.7% level serviced budget. In order to reach the 2.56% base budget, \$849,620 in budget reductions to both personnel and non-personnel areas, combined with offset increases were made. In addition, there are proposed increases in user fees for athletics, extra-curricular activities, and non-mandatory bus transportation. These fees have not increased since 2010.

The base budget attempts to achieve the multi-year goals of our school system, while staying within the fiscal constraints of our available community resources. It also restructures several areas to fund needed positions and services in the areas of learning and teaching and special education. It includes funding to primarily address the following budget drivers:

- All salary and benefit obligations to employees per the collective bargaining agreement
- Non-union salary and benefit increases in line with COLA adjustments for collective bargaining units
- Anticipated increases in special education transportation and known out of district special education tuition increases, along with a decrease in circuit breaker reimbursement due to less students who cost greater than the required threshold of services
- Anticipated increases in natural gas costs when our contract concludes in June, 2015

Not included in this budget are funds for extraordinary increases in water and sewer or electricity rates, unanticipated enrollment increases, or unanticipated special education costs related to out of district placement tuition, transportation, or other services as required by a student's individualized education plan. Funding that remains within the base budget will be used to continue several strategic initiatives that have been and are continuing to be implemented in our schools including:

- Implementing the Literacy and Mathematics Massachusetts Curriculum Frameworks, Educator Evaluation System, and District Determined and Local Measures of Student Success
- Addressing the academic, social, and emotional needs of all students through the implementation of the Multi- Tiered System of Support

Our base budget also allows us to continue maintaining our low class sizes (18-22) in Kindergarten through Grade 2, our middle school interdisciplinary model, our behavioral health initiatives, our technology infrastructure, all of our regular day programs, and our school facilities.

In order to achieve the above priorities and to continue to move forward our school district towards its mission and vision of *Instilling a Joy of Learning and Inspiring the Innovative Leaders of Tomorrow*, we have restructured several existing resources in the base budget to fund critical programs and positions. This restructuring of funds would have occurred regardless of next year’s fiscal constraints and include the following:

Figure A: FY16 Budget Restructuring

Restructured Position/Resource	Restructured Area to Fund Position/Resource
Grade 1 Teacher at Joshua Eaton	Kindergarten Class Size Paraeducators at Joshua Eaton
K-8 Mathematics Coach	Professional Development
K-8 Literacy Coach	Professional Development
Technician	School Transformation Grant Savings
Technology Replenishment	Per Pupil Building Budgets
Program Director for Student Support Program and Therapeutic Support Program	Middle/High School Transition Psychologist
Board Certified Behavior Analyst (BCBA)	Special Education Consulting

These above positions and resources are critical to the ongoing improvement of our school district. The Grade 1 Teacher at Joshua Eaton is to address current over-enrolled kindergarten classes which currently have an average class size of 24.5. The K-8 Mathematics and Literacy Coaches are necessary to provide ongoing instructional support in mathematics and literacy as the district continues to transition to full implementation of the Massachusetts Mathematics and Literacy Frameworks. An additional technician is necessary to address the ongoing technology network and hardware learning needs of our district as we increase the use of technology and mobile learning devices in grades K-12. The additional technology replenishment funds brings the district back to pre-FY15 Budget levels and allows us to continue to strive towards a 5 to 6 year technology replacement cycle for student and staff computers. A program director for our K-12 Student Support Program and High School Therapeutic Support program is critical in providing leadership and vertical articulation to a program that addresses the needs of our most emotionally fragile students. Finally, the Board Certified Behavior Analyst (BCBA) brings in house a person who can provide behavior consultation to our special education programs in a cost effective manner. It should be emphasized that the above restructuring efforts do not increase the FY16 budget.

In addition, we are fortunate that the Town of Reading and the Reading Public Schools have recently received three Federal grants, totaling 1.95 million dollars, to help address the overall behavioral health of our youth. The first grant, which is administered by RCASA, continues the great work that the Reading Coalition Against Substance Abuse (RCASA) have done over the last several years and expands it

for at least the next five years. The second grant will allow the Reading Public Schools to train 584 school educators, school support staff, first responders, youth workers, and faith leaders in Youth Mental Health First Aid to identify, understand, and respond to signs of mental illnesses and substance use disorders in our youth. The third grant, the School Transformation Grant is a five year grant which will allow us to implement a highly sustainable, multi-tiered system of supports to improve school climate and behavioral outcomes for all students. These three grants ensure that we will be able to move forward in creating structures, systems, and processes throughout our community to reach and engage all of our youth, particularly those youth who may be vulnerable to risky behaviors such as substance abuse or creating harm to themselves or others. The School Transformation Grant will also result in approximately \$60,000 in savings to the FY16 School Department Budget.

Budget Reductions/Offset Increases/Fee Increases

In order to reach the base budget recommended by the Finance Committee, the following program reductions, offset increases, fee increases and/or personnel reductions were included in the Superintendent’s FY16 Recommended Budget:

Figure B: FY16 Budget Reductions

Area	Amount
Grant Writing Services	\$8,500 Reduction
Regular Day Bus Transportation	\$23,000 Reduction
Substitute Teachers	\$137,000 Reduction
Per Pupil Building Budgets	\$26,000 Reduction
Virtual High School Stipends	\$18,120 Reduction
EMARC Restructuring of Services	\$30,000 Reduction
Increase METCO Offset	\$25,000 Increase in Offset
Increase Extended Day Offset	\$50,000 Increase in Offset
Increase Athletic and Extracurricular User Fee	\$60,000 Increase in Offset
Increase offsets in special education tuition and RISE to accommodate decrease in circuit breaker	\$277,000 Increase in Offset
Reduction in Regular Education Paraeducators and Tutor Hours	\$60,000 Reduction

The reduction in Grant Writing services will limit the district’s ability to seek grant funding to help offset the costs of current or future innovative programs that align with goals and vision of our district. The decrease in regular day bus transportation eliminates all non-mandatory bus transportation in Grades K-12. Any additional bus transportation will need to be self-funded by user fees, resulting in an increase in bus user fees for riders. Reduction in substitute teacher funding will require restructuring in the use and pay rate of substitute teachers. The reduction in per pupil funding will affect the amount of educational supplies and curriculum materials that are purchased at the building level. Virtual High School, an online service that provides unique high school courses will be restructured to allow access to students based on course need. In addition, we will be proposing a restructuring of the special education services that we provide to our 18-22 year old population through EMARC so that the resources are more effectively and efficiently used for our students.

The Superintendent's FY16 Recommended Budget proposes an increase in athletic and extra-curricular user fees to offset the increased cost of living adjustments in coaches and advisors stipends since 2010, the last time the user fees were increased. In addition, offset increases are proposed in the special education tuition and RISE revolving accounts to offset the decrease in circuit breaker special education funding that we will be receiving in FY15 and using in FY16. We are also proposing an increase in offsets in from the METCO grant back to FY14 levels and the Extended Day Revolving Account to reflect the programmatic changes in these two areas over the last few years.

Unfortunately, in order to reach the Finance Committee budget guidance, personnel reductions will need to be made in the area of our regular education paraeducators. This reduction will have a significant impact at our elementary level in providing support for our teachers, staff and students.

Our school district is one of the most efficient districts in the Commonwealth when it comes to spending. In July, 2014, the Center for American Progress updated a report that they first released in 2011 on a district by district analysis of educational productivity. This project develops a set of relatively simple productivity metrics in order to measure the achievement that a school district produces relative to its spending, while controlling for factors outside a district's control, such the cost of living and students living in poverty. In that report, the Reading Public Schools has the fourth highest educational productivity rating in our Commonwealth. This strong measure is due to prioritizing our resources on the classroom and strong fiscal management practices. However, while our academic achievement ranks above the state average, our per pupil spending ranks 305th out of 327 operating districts in the Commonwealth, based on state data from the 2011-12 school year. In fact, over the last several years, this gap between the state average per pupil and Reading's per pupil has been growing, as Figure 1 and 1A below shows. Our current per pupil places us among the lowest 10% of all districts in the state. This steady decline in per pupil ranking is attributed to two major drivers: the revenue available to the town and school budgets each year and the inadequacy of the Chapter 70 funding formula. It is well documented that our community has a structural revenue problem as we become more and more reliant on cash reserves each year to fund our budgets. However, there is another piece to the funding puzzle that is now getting more attention. That piece of the puzzle is the Chapter 70 funding formula which has had only a few adjustments since 1993. The Chapter 70 foundation formula is based on an outdated model that did not take into account educational changes that have been made over the last 22 years in technology needs, increased learning time and different staffing needs. In addition, special education costs are grossly underfunded in the foundation formula. Health insurance costs are double the amount that are allocated, salary allowances in the foundation budget are well below actual salaries of staff, and increased resources to address the needs of high poverty, English Language Learners, and homeless students are not captured in the formula.

State government is listening and a task force has been created by legislative action to review the Chapter 70 funding formula. Hearings are being conducted throughout the state and the task force has to report back to the legislature by next June. Although this will not affect the FY16 budget, there is promise that some positive change could be made in future budget cycles if both the formula is adjusted and additional Chapter 70 funding is added to the state formula. Without both occurring simultaneously, Reading may see a decrease in Chapter 70 funding in future years.

Figure 1: Historical Per Pupil Expenditures - Reading compared to the State Average Per Pupil

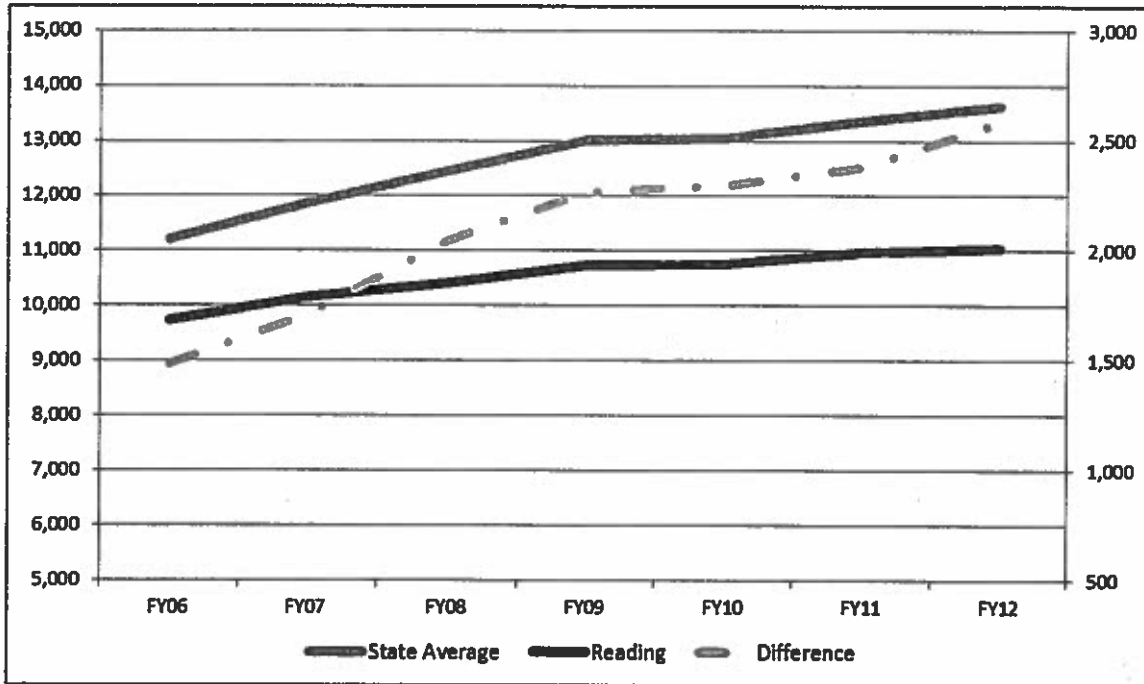
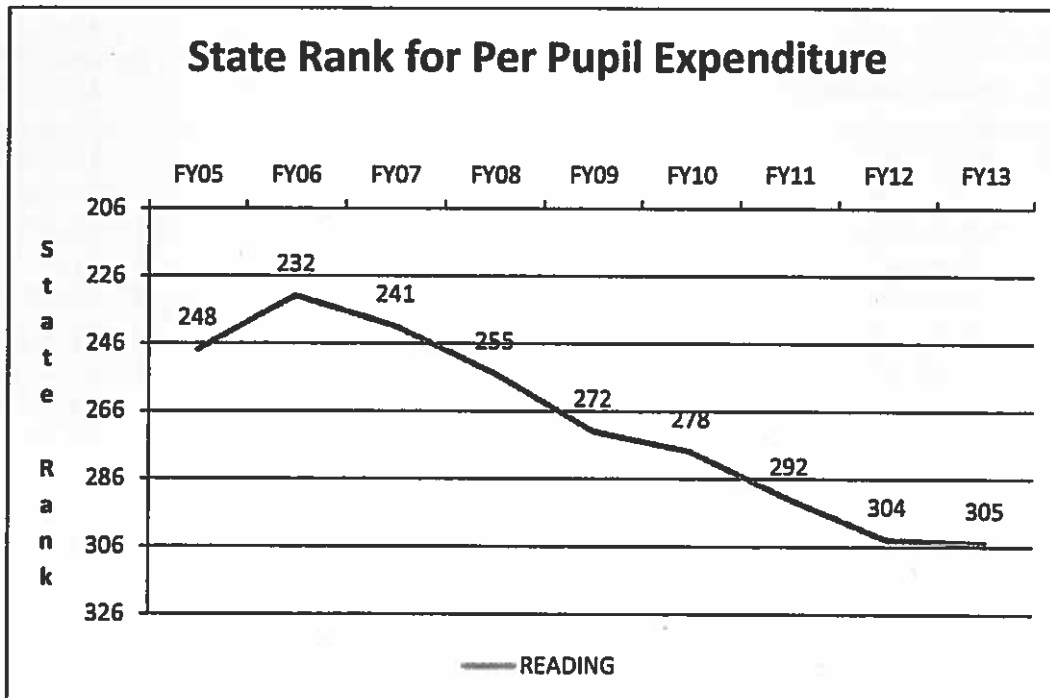


Figure 2-Reading's Per Pupil Expenditure Ranking (2005-2012)



As in years past, there are a significant number of important needs that were identified by building administrators, staff, and the school community that were not addressed in this budget in light of fiscal constraints. These needs are identified below.

Figure 3: Unfunded FY'16 Budget Requests

Identified Need	Budgetary Impact
School adjustment counselors at the elementary and middle levels to provide more counseling to struggling students who need targeted social, emotional, and behavioral supports to succeed	2.0 FTE \$130,000
Tier 2 academic, social and emotional supports at all levels (e.g. general education tutors, staff trained in applied behavior analysis)	5.0 FTE \$100,000
Additional special education staff to address the growing teaching and administrative demands on teachers, the increasing complexity of the needs with which students are presenting, the pervasive and growing proficiency gap between special education and general education students, and the need to provide for more inclusive settings throughout the district	3.0 FTE \$195,000
Additional time for paraeducators to collaborate with teachers, serve as a teacher resource, learn how to modify curriculum and implement accommodations, and take advantage of professional development opportunities (two hours per week for instructional paraeducators)	\$115,000
Instructional technology specialist at the elementary level (currently five schools share one full-time specialist)	1.0 FTE \$65,000
Data or information management specialist to assist administrators and teachers in managing, monitoring, reporting, and analyzing all of the educational data available to districts and schools	1.0 FTE \$50,000
Districtwide technology leadership position to lead and manage the day to day operations of our technology and data rich 21 st century learning and teaching environment	1.0 FTE \$95,000
Increased funding for technology maintenance and replenishment	\$100,000
Additional general maintenance staff for facilities department	1.0 FTE \$50,000
Additional funding to allow for planned painting cycle of 15-20% of classrooms per building per year	\$120,000
TOTAL BUDGETARY IMPACT	\$1,020,000

If all of the above had been added to the requested level service budget, the increase would have been \$2.9 million (a 6.8% increase) rather than the \$1.9 million increase proposed in the level service budget.

A Discussion of Unfunded District Needs

The needs and priorities of our school district are based on both the vision of the school district as well as what evidence is telling us about the performance of our schools and our students. In the section below, we discuss the vision of our school district. Here we focus on the trends, patterns, and evidence that we are seeing in our schools.

Over the last two years, the state has developed an Early Warning Indicator System (EWIS) to help districts identify students who may be at risk of not achieving key education benchmarks. At the middle school level, the benchmark used is whether a child is likely to pass all Grade 9 coursework. At the high school level, the benchmark is whether the child will likely graduate. As of October of the current year, we have 83 students in our middle schools that are identified as highly or moderately at risk of not being successful in the 9th grade. For the same time period at the high school, we have 54 students that are at moderate or high risk of not graduating. The challenge that we face is that we do not have specialized supports in place for many of these struggling students and, at the secondary level, we lack any tutoring or behavioral health supports for general education students. This makes it difficult for schools to provide the Tier 2 supports necessary to minimize the risk of these students not succeeding. One commonly suggested solution was to provide up to five academic tutors – one for each middle school

and three for Reading Memorial High School. This recommendation was not incorporated into the FY2016 budget.

The need for increased mental health counseling was also highlighted in our 2013 Youth Risk Behavior Survey results. At Reading Memorial High School, the rate of students who report having seriously considered suicide in the past 12 months was 14% (which is higher than the statewide rate of 13% and the national average of 17%). The rate of students who report having made a plan to commit suicide (a marker of severe suicidality) was 13% (also higher than the state rate of 12% and the national average of 14%). Thirteen percent of students reported having actually attempted suicide in the past 12 months. That rate ranged from a low of 10% in 12th grade to a high of 16% in 10th grade. Twenty-two percent of students reported injuring themselves on purpose, e.g. "cutting", in the past 12 months.

In order to better address the needs of these students, administrators and staff felt that an increase in the number of social workers and/or adjustment counselors to provide counseling services to students was needed. In the FY2015 budget, one additional social worker at the high school was added. Both the elementary and middle school levels also expressed a need for these services as there has been an increase of students hospitalized at the elementary and middle school levels over the last two years. These requests were not included in the requested FY16 budget.

Special education is another area where needs appear to be outpacing resources. Our administrators and educators are committed to providing education services to all students in the most inclusive environment possible. Over the last decade, the district has increased the number of in-district special education programs from one program to seven programs. When accounting for the programs that exist across all grade levels, there are nineteen building-based programs across our nine schools, including the RISE Preschool program.

The job of a special education teacher entails a number of responsibilities beyond instruction. Special education teachers must develop accommodations, collaborate with teachers on curriculum modifications, attend team meetings, and perform initial evaluations, annual evaluations and three year reevaluations. While caseloads vary from year to year, special education teachers are typically responsible for 2-4 initial evaluations, 5-10 annual evaluations, and 3-8 reevaluations each year. Given the length of time these processes take, a teacher could spend over 10% of their time engaged in testing and evaluation of students. Two of the most common suggestions to address these growing demands were additional teachers to reduce caseloads or additional paraeducators to assist with some of the clerical duties associated with special education processes. No special education teachers or special education paraeducators were added to the FY2016 requested budget.

One need that was highlighted by all of our elementary schools was additional instructional technology support. Currently, Reading employs one instructional technology specialist that services all five elementary schools. In essence, this means that this individual is able to spend no more than one day per week at each school. In contrast, our middle schools and high school each have their own instructional technology specialist. At the middle and high school levels, the instructional technology specialists spend about half their time working with teachers on integrating technology into the classroom and the other half is spent working directly with children. At the elementary level, the instructional technology specialist is able to spend a limited amount of time with teachers but has no student contact. Furthermore, this individual is also tasked with deployment of technology in the elementary schools, e.g., iPad setup and deployment, as well as data integration tasks such as setup and changes to the elementary report card and data updates to our student information management

system. All of our elementary schools were able to fund additional technology purchases through gifts and donations, year end funds, or grants. Many elected to purchase iPads for classroom use. Because we have just one specialist serving five elementary schools, full deployment of these iPads was not completed until November.. While the devices were deployed late, teachers still needed to be trained in the use of the devices. This training did not begin until November and will continue through January and beyond. Clearly, we are not able to maximize the value of these technology investments if we do not have the staff necessary to effectively manage the devices and train staff on their use.

As a district, we have invested a significant amount of money in our technology infrastructure and our technology inventory. Additionally, we have invested heavily in our information management systems to allow us to employ state of the art tools for more robust data analysis and data-informed decision making. Clearly, to ensure that our infrastructure, networks, technology, and data systems are optimized, compatible, and reliable requires strong management and leadership. However, Reading Public Schools currently has no districtwide Director of Technology position to oversee technology and information management operations in our district. Most districts striving to create the type of 21st century learning environment that Reading has created have funded such a position. A Director of Technology would be responsible for strategic planning, educational technology selection and investment, asset tracking, enterprise communications, internet and data security, data management, system reliability and interoperability, and technology optimization. A lack of leadership in this area leads to fragmented implementation, suboptimal planning and communication, increased downtime, and lack of consistency with respect to operations, maintenance, and deployment. The need for a districtwide technology director is something that has been discussed in this district for a decade. While not included in the FY2016 budget, this need must be addressed within the next year or two.

As mentioned above, we have invested a significant amount of time, energy, and money in implementing information management systems in our district. These systems include:

- Administrator's Plus, our student information management system
- MUNIS, our ERP system for financial accounting and human resources management
- Edline, our website and learning management system
- Blackboard Connect, our emergency email, text, and phone communication system
- BaselineEdge, our student intervention, benchmarking, and teacher evaluation management system
- Aesop, our absence management and substitute placement system
- SchoolDude, our facility maintenance and building rental management program
- SchoolSpring, our recruiting and applicant tracking system
- Atlas, our curriculum mapping system
- eSchool, our tuition and fee payment and management system
- MySchoolBucks, our school nutrition planning and payment management system

All of these systems house critical data that allow us to better track, monitor, and report on key metrics that measure student, school, and district performance. In addition to these systems, there are also a number of national and state databases that we use to access important information. Currently, we lack the supports necessary to ensure compliance with data security protocols and regulations, to assist administrators and staff in using the data in meaningful ways to inform instruction and assessment, and to assist district administrators in employing this data to facilitate in the day-to-day management and operations of the district. We are learning that an increasing number of districts are employing data

specialists or data managers to assist with this important function. Currently, we call upon our help desk technician, who has a background in database management, to assist us as needed with some of these tasks. However, a full-time data specialist would enable us to address the critical needs in this area and make better use of the data and analytic tools available to us.

Two years ago, an additional \$100,000 was added to our base operating budget to allow us to employ a 5-6 year technology replenishment cycle. In the current fiscal year, this funding was reduced to \$50,000 to address the \$285,000 gap between the funding that was available and the needs of the district. Presently, we are replacing technology that has been in the district for 6-7 years and has far outlived its useful life. As we know, technology is evolving at an exponential rate and keeping up with these changes will require a greater investment than \$100,000 per year. For example, our district has approximately 350 iPad 2 devices that were purchased over the last few years. In the near future, Apple will no longer be supporting this generation of iPads which may render them nearly obsolete in the not too distant future. This means those devices will likely need to be replaced in another couple of years. These types of changes will, no doubt, continue in the future. We have restructured other funding to increase the amount from \$50,000 to \$100,000, but ideally, an additional \$100,000 is needed.

Our Facilities Department presently maintains our eight school buildings and seven town buildings. In addition, we have also been assisting with the maintenance of the Matera Cabin over the last three years. Furthermore, the Reading Public Library is scheduled for a major renovation and addition over the next two years. Currently, the department maintains 1,300,000 square feet of space and employs three maintenance staff including one general maintenance person, one licensed electrician, and one licensed plumber. The recent re-classification of a general maintenance position to a licensed electrician position has resulted in significant savings to the department. We presently estimate the savings will be on the order of \$30,000 to \$50,000 per year. It had been the intent of the department to translate those savings into an HVAC position, thereby increasing maintenance staffing to 4.0 FTE and reducing the total square footage per maintenance staff from 433,333 to 325,000. The creation of this position would likely result in additional savings as the individual would perform a significant amount of the HVAC work that is currently being done by a contractor whose labor is billed at the prevailing wage which is nearly twice the contractual wage for this position. This position was not included in the FY2016 requested budget and, instead, the savings was used to offset increases in other areas of the budget.

Another request that we received from administrators and staff in nearly every building was for increased painting of classrooms. Currently, we do not include funding in the building maintenance and repair accounts for painting. Painting needs are typically addressed at year end with any funding that remains as a result of sound budget management, energy savings, or overtime savings. As a result, there is no funding for an annual cycle of classroom painting. An amount of \$120,000, if added to the budget, would allow for approximately 15-20% of classrooms in each building to be addressed each year such that every classroom would be painted once every five to six years. This type of investment allows for classrooms to be kept clean, fresh, and bright in appearance which leads to a classroom environment more conducive to learning.

Economic Outlook

While uncertainty dominated the economic landscape in recent years, there seems to be an increasing optimism regarding the economic outlook over the next few years. Current predictions by the

Congressional Budget Office¹ (CBO) are that the nation's gross domestic product will increase to an annual average rate of 3.4% through 2016 before moderating in subsequent years. The CBO forecasts a more rapid growth in business investment and consumer spending will significantly boost economic growth in 2015. The labor force and employment are projected to grow more slowly than the population after 2015, primarily reflecting a retirement of members of the baby-boom generation and despite the decline in the unemployment rate in recent years. Wages and salaries paid to employees continue to grow slowly.

The federal government spends nearly \$79 billion annually on primary and secondary education programs. Much of the funding is discretionary, meaning it is set annually by Congress through the appropriations process. Funds flow mainly through the Department of Education although other federal agencies administer some funding for education related activities. The two biggest programs are No Child Left Behind (Title I) Grants to local school districts (\$14.4 billion in fiscal year 2014) and IDEA Special Education State Grants (\$11.5 billion in fiscal year 2014). Reading currently receives approximately \$105,000 in Title I aid and \$972,000 in IDEA support. While the FY'16 budget projects a modest increase in Title I aid the district may receive a larger percentage increase based on the significant increase in our low income population. The number of students in the district meeting the criteria for Free and Reduced Lunch increased by 35% or 104 students from SY13-14 to SY 14-15. The FY'16 School Committee Budget also projects a modest 1% increase in our anticipated IDEA grant. The \$981,659 budgeted amount for FY'16 is still 1.3% or \$12,940 lower than our pre-sequestration award in FY13. This grant award is used to fund special education teacher and special education team chair positions.

The Massachusetts outlook also appears to be favorable despite the recently announced 9C cuts by outgoing Governor Patrick. In November, Massachusetts added 13,500 jobs, contributing to the idea that the state is growing twice as fast as the Northeast region. "Economists said the growth last month was fueled by the state's significant education and health services sector, which accounts for nearly 30% of jobs in Massachusetts. The sector led November's gains, adding 3,900 jobs. Over the past year, health and education employment has grown by more than 18,000 jobs or about 2.5%"²

The Patrick administration recently announced a \$329 million shortfall in revenue and recommended the necessary cuts to bring the state's budget back into balance. Michael Widmer, President of the Massachusetts Taxpayer Foundation, believes the budget shortfall is closer to \$750 million an assertion the Governor's office counters is incorrect. There were a number of proposed cuts made to the Department of Education's budget. The districts METCO Grant award was reduced by \$6,942 or 1.68%. This budget reduction should not impact our ability to operate the METCO program. Governor-elect Baker has declined to discuss specifics of how he might address any budget gap until he takes office. While we will not know the specifics of the Governor-elects FY'16 Budget until March we may have some insight into his thoughts on education from his election material and public comments.

¹ The Economic Outlook for 2014 to 2024

² Massachusetts Posts Biggest Monthly Job Gain in More Than 3 Years, The Boston Globe, Megan Woodhouse, December 18, 2014

When it comes to early education “In Massachusetts, low-income families may receive subsidies from the state for pre-K. However, almost 17,000 children remain on waiting lists for that aid, according to the Massachusetts Department of Early Education and Care. Baker supports a “targeted investment” of early education in the state’s low-income communities. He wants to focus on improving education at the elementary school level and beyond, in order to maintain any early academic gains.”³

The Town of Reading continues to maintain a solid record of financial management, bolstered in part by the refinancing of some school debt in early 2012 which resulted in savings to taxpayers through a reduction in the cost of the RMHS debt exclusion. Reading currently has a very healthy free cash position with the highest level of free cash reserves in the last decade. Free cash reserves have increased from \$1,703,703 in 2003 to a July 1, 2014 balance of \$8,531,022 – an increase of 401% over the last decade.

With respect to per capita income, Reading’s value of \$44,949 places us in the top quartile, at 64th of 351. Our equalized property value rank improved from 130th to 71st of 351, placing us in the top quartile of Massachusetts communities. With 90% of the assessed valuation in our community coming from residential properties, the town relies heavily on local residential property taxes to fund municipal and school operations. Our average family tax bill, which currently stands at \$6,576, is ranked 54th in the state and our total tax levy of \$56,444,070, is ranked 75th of 351. While there are annual discussions around the tax rate and suggestions to assess commercial properties at a different rate than residential properties, 237 of the 351 communities in Massachusetts assess residential and commercial properties at the same rate. In Reading, 8% of the total tax base comes from commercial and industrial properties. With respect to education spending, the total amount spent in Reading on education ranks 72 out of 351 communities. When education spending is normalized based on enrollment, Reading’s SY12-13 per pupil spending ranks 305th out of the 324 operating districts in Massachusetts, down from 293rd in the prior year.

Our community benefits from a significant amount of state funding in the form of Chapter 70 state aid as well as the special education reimbursement grant or “Circuit Breaker”. In FY’15, Chapter 70 funding totals \$10,126,574, an increase of 1.1% over FY’14 funding levels. Chapter 70 funding is based on a funding formula that begins with the calculation of a Foundation Budget amount for each district which is the minimum amount necessary to provide an adequate education to the children in our district. The amount of Chapter 70 funding is then calculated as the difference between the Foundation Budget amount and the community’s ability to pay (as measured by its equalized property value and per capita income). The Legislature has commissioned a Foundation Budget Review Committee that is currently holding public hearings for the purpose of soliciting testimony from members of the public.

The commission’s purpose is to review the way foundation budgets are calculated and to make recommendations for potential changes in those calculations as the commission deems appropriate. The foundation budget defines the minimum level of school spending necessary to provide an adequate education to students. Foundation budgets are established annually for each school district and reflect the specific grades, programs, and demographic characteristics of its students. Any recommendations or changes to the Chapter 70 formula will not impact the FY16 Budget. There may be a positive or negative impact on the districts FY’17 funding depending on the commission findings and any

³ <http://learninglab.wbur.org/2014/10/31/where-baker-and-coakley-stand-on-education/> Where Baker and Coakley Stand on Education, Peter Balonon-Rosen, October 21, 2014.

recommendations that may be implemented. Reading is currently considered "over funded" based on the combination of equalized property values and per capita income both increasing at a higher rate than the state average.

The Circuit Breaker grant reimburses the town up to 75% for special education costs that exceed \$41,408 (FY'14 threshold amount). In FY'09 and FY'10, reimbursement rates were far lower than the current 75%, at 42% and 44% respectively. In FY'11, the rate was increased to 65% and in FY'12, to 70%. For FY'13 (funds distributed in FY'14), the reimbursement rate has returned to 75%. While the Governor has recommended 9C cuts to Circuit Breaker they are in the area of extraordinary relief and will not impact our current year award. Over the last several years, the School Department has worked diligently toward the goal of prefunding the Circuit Breaker offset. State regulations allow a school district to carry forward the balance of circuit breaker funds received in the prior year. The goal of this regulation was to allow budget certainty for the amount of circuit breaker reimbursement offset. Those districts that were able to carry forward the entire amount of the prior year's grant would know with certainty the amount of offset to be used in the subsequent year's budget. We are pleased that we have achieved that goal and are able to carryforward our annual award into the next budget year. The FY'15 Circuit Breaker award of \$952,837 is used as an offset to our FY'16 budget. This amount is \$233,410 less than our FY'14 reimbursement amount due to a lower SY13-14 claim.

The FY2016 Superintendents Recommended Budget document reflects our commitment to excellence and continuous improvement. In that vein, this document reflects in large measure the standards of the Association of School Business Officials International's Meritorious Budget. We continue our efforts to enhance the transparency of our budget, to incorporate measures of performance for improved accountability, and to assist the taxpayers of Reading in understanding how the dollars invested in Reading Public Schools are allocated and utilized to educate the youth of this community.

Final Thoughts and Challenges

We have a lot to be proud of in the Reading Public Schools. However, there are also some areas that we need to address so that we can maintain the level of excellence that we have taken pride in over the last several years. Addressing these areas will be critical to the long term success of our school district.

Our most recent challenge has been our declining MCAS scores and the designation of the Joshua Eaton Elementary School as a level 3 school, and consequently, our district being designated as a Level 3 district, by the Department of Elementary and Secondary Education. Although this designation is based solely upon state assessment results, the improvement process that we are now embarking upon will provide us with an opportunity to review every aspect of what we are doing at Joshua Eaton and in our district to effectively address the needs of all our students. Recently, we formed a Task Force of parents, teachers, and administrators to oversee this important school improvement process. Although this is a significant challenge facing the Joshua Eaton school and our district, we will address this challenge successfully by tapping the collective efforts and talents of our entire district staff as well as our community. In the FY16 budget, existing professional development funding from the FY15 budget has been restructured to add a K-8 math coach and K-8 literacy coach to provide support and professional development as our teachers and students make this transition to the new Massachusetts Curriculum Frameworks. In addition, an additional teacher has been added in the FY16 budget to address next year's Grade 1 enrollment issue at Joshua Eaton.

Another challenge we are currently facing is the increasing need for early childhood education. For the last three years, the Reading Public Schools has been working towards providing publicly funded full day kindergarten for all students, a program that is currently being offered in 242 other Massachusetts communities (already nearly 75% of the state) and is increasing annually. Each year, our demand for tuition based full day kindergarten has increased steadily (from 32% in 2005-06 school year to 71% during this current school year). Full day kindergarten has become a necessary component for our Reading families and is an important educational tool for early childhood development. To reach this important goal, the Reading Public Schools has been actively researching solutions to address classroom space shortages for our growing Preschool, providing Full Day Kindergarten for all students, improving our Special Education Programs, and establishing dedicated art and music classrooms. Currently, a short term solution is being discussed which will provide modular classrooms to meet the growing demand of full day kindergarten. In addition, the School Committee has formed an Early Childhood Space Needs Working Group of elected and appointed officials, educators, parents and community members to review possible options using an open meeting process. This dedicated group of 21 individuals is committed to recommending a solution to our community that is educationally sound and fiscally responsible.

Another area of focus has been the behavioral health and safety of our students. We are seeing some positive trends in the latest Youth Risk Behavior Survey Data, where there is decreased use of alcohol and marijuana among our high school students. Unfortunately, our data also indicates that there has been an increase in the use of opiates such as heroin, methamphetamines, and cocaine. We have also seen an increase in students doing harm to themselves, including attempting suicide. Although these increases are not isolated just to Reading, we are concerned that the numbers of incidents in Reading is higher than the state average. As a community, we have taken significant steps to address these increased concerns through World Café conversations, collaboration with the Reading Coalition Against Substance Abuse, and your support in previous budgets with programs and staffing that supports behavioral health. In addition, the Town of Reading and the Reading Public Schools have recently received three Federal grants, totaling \$1.95 million dollars, to help address the overall behavioral health of our youth. The first grant continues the great work that the Reading Coalition Against Substance Abuse (RCASA) has done over the last several years and expands it for at least the next five years. The second grant will allow the Reading Public Schools to train 584 school educators, school support staff, first responders, youth workers, and faith leaders in Youth Mental Health First Aid to identify, understand, and respond to signs of mental illnesses and substance use disorders in our youth. The third grant, the School Transformation Grant, will implement a highly sustainable, multi-tiered system of supports to improve school climate and behavioral outcomes for all students. This grant will also help offset some expenses in the FY16 budget. These three grants ensure that we will be able to move forward in creating structures, systems, and processes throughout our community to reach and engage all of our youth, particularly those youth who may be vulnerable to risky behaviors such as substance abuse or creating harm to themselves or others

The final challenge is our continuing decline in our ranking in per pupil expenditure. As mentioned above, Reading has been steadily declining in our ranking since 2006. Our continuing decline in per pupil expenditure is beginning to have an effect on our school system, especially during the times of transition that we are currently facing. We are in the midst of tremendous educational change in our state and in our country with a new set of curriculum frameworks, a new state testing system, and a new teacher evaluation system that is tied to student performance. During these times of transition, additional supports are needed to help our students, our teachers, and our administrators adjust to the

higher expectations in a timely manner. It is also important to retain our best educators and compete for the highest quality candidates for those educators who leave our district.

While the base budget allows us to address many of the priorities which reflect the community's desire to continue a long-standing tradition of excellence in our schools, financial constraints limit our ability to pursue many of the innovative programs, structures, and systems that we believe will make our students even more successful. The Reading Public Schools is at a crossroads when it comes to the amount of funding available and what we're able to do to continue to improve education in our district. While each district's per pupil spending might be impacted by varying needs, what is evident has been our inability to sustain what had been effective levels of services from year to year. What we are finding is that, in the last several years, we are losing ground, and finding it harder to compete with comparable communities. In FY15, the School Department needed to reduce a level service budget by \$285,000. This year, the FY16 School Committee base budget has been reduced by \$849,620 from a level service budget. The School Committee FY16 base budget is designed to minimize the budget reductions on teaching and learning, while helping us move forward in key areas to reduce class size, provide support for our teachers in math and literacy and provide direction and leadership in our special education programs with our most fragile students.

What this budget is not able to provide is funding for long term improvements that are needed in our school district to continue to be one of the best in the region. Areas such as funding full day kindergarten for all students, restructuring our elementary schools to eliminate the early release Wednesday and to provide more opportunities in computer science, science, the arts and engineering, implementing the new K-12 science curriculum frameworks, restructuring our high school schedule and programming, and increasing health education across the district are important initiatives that we need to provide for our students. However, these initiatives are not sustainable with the current revenue available. Without additional revenue, our ability to improve and provide the best educational opportunities for our students will begin to decline. Moreover, this budget is very dependent on increases on offsets and reductions in non-personnel costs (i.e. building budgets, bus transportation) which are not sustainable long term. If the FY17 budget has similar limitations in available revenue, we will need to make significant reductions in staffing, including classroom teaching positions because there are no other non-personnel areas to reduce or offsets to increase. Conservatively, if the same assumptions for revenues and expenses hold true in FY17 as they do for FY16, we will need to be reducing our FY17 budget by approximately \$900,000.

In conclusion, our district will continue to stay focused on the academic, social, emotional, and behavioral well-being of our students. While we are proud of the fact that we are a district that is on the forefront in many areas, we have many challenges that lie ahead, including educational space needs, funding for full day kindergarten, making the transition to a more rigorous curriculum and improving the social and emotional well-being of our students. The increasing accountability demands on public education and the needs of our students have increased significantly over the last five years and we need to identify additional resources and restructure some existing resources so that our teachers and administrators can continue to do the hard work necessary to improve student learning. We need resources to create more opportunities for teachers to collaboratively work together to share their work, and improve their practices, and to provide instructional coaching support so that teachers can see firsthand what it looks like in the classroom. The School Committee FY16 budget reflects those priorities.

This is an exciting, but uncertain time in public education and we have an opportunity to make positive substantive changes that have not been made since Education Reform was introduced in 1993. It is difficult work, but we are up to the challenge of providing the best learning experiences for our students. We are proud of the work that our teachers and administrators do every day to improve teaching and learning in our district and I am excited by the enthusiasm and respectfulness of our 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 town officials during this budget process and in providing sustainable funding solutions for FY16 and beyond.

Budget Drivers

The FY2016 School Committee Budget is \$41,472,368, an increase of \$1,154,395 or 2.86%. The discussion below provides details on the major budget drivers based on expenditure category. The major drivers of the increase to the FY'16 budget include:

- An increase in salary expenditures to fund step and cost of living increases for collective bargaining association members;
- An increase in special education costs combined with a decrease in special education circuit breaker reimbursement
- An increase in the use of revolving fund offsets to achieve the revised Finance Committee budget guidance of 2.7%.

Salary and Other Compensation

FY'16 School Committee Budget: \$35,667,846

FY'15 Adopted Budget: \$ 33,989,220

\$ Increase: \$1,678,622

The budget assumes step increases, column changes (where applicable), and cost of living adjustments for all five collective bargaining units and cost of living adjustments for all non-union employees. The FY'16 contracted increase was 3.0% for teachers and 2.5% for all other bargaining units. A 3.0% average cost of living increase for non-union employees was also factored into the budget. It is important to note that our non-union employees do not have salary schedules or classification systems and, therefore, do not receive step increases or any compensation adjustments beyond the cost of living increase. 77.7% of the increase is to fund increases for collective bargaining unit members.

There are an additional 6.0 FTE's in the FY'16 budget. These FTE's include; a K-8 Literacy Coach, K-8 Math Coach, a Technician (at the elementary level), a Grade 1 Teacher, a Board Certified Behavior Analyst and a Program Director for our districtwide Student Support and Therapeutic Support Programs. These positions were funded through a combination of restructuring of existing staff, other non-compensation related expenses and some School Transformation Grant funds. These positions do not add cost increases to the FY16 budget.

It is important to note that significant reductions to Substitute Teacher funding (\$137K) and to our Regular Education Paraeducator staff (\$60K) as well as some smaller changes helped mitigate the overall increase in Salary and Other Compensation. These reductions to expenses were necessary to achieve the revised Finance Committee budget guidance of 2.7%.

Contract Services

FY'16 School Committee Budget: \$1,186,785

FY'15 Adopted Budget: \$1,397,946

\$ Decrease: \$211,161

In this category of expenditures, there are several significant decreases in particular line items for FY'16. The most significant decreases include: special education legal services reflecting current FY15 trends, special education consultation services due to restructuring and additional of district staffing,

elimination of all non-mandated busing and the elimination of grant writing services. These decreases will allow us to move forward in key areas.

Materials, Supplies, and Equipment

FY'16 School Committee Budget: \$792,144

FY'15 Adopted Budget: \$908,811

\$ Decrease: \$116,667

The decrease in this category is due to primarily a \$76,000 reduction in the per pupil amounts allocated to each building Principal for the purchase of materials, supplies and other classroom equipment or needs. This reduction was necessary to help achieve the Finance Committee's recommended budget. Some of this per pupil funding (\$50,000) is being used to restore technology replenishment back to pre-FY15 levels. This per pupil funding would need to be restored in FY17.

Other Expenses

FY'16 School Committee Budget: \$1,235,019

FY'15 Adopted Budget: \$1,312,044

\$ Decrease: \$77,025

Decreases in this category stem from a significant reduction in Professional Development funding to support the new Math and Literacy Coaching positions previously mentioned. In the area of software licensing and support, additional funding was needed for our renewal of Microsoft 365. An additional \$50,000 was allocated to network hardware to be able to fund equipment replacement for equipment that is currently beyond the warranty period.

Special Education Tuition & Transportation

FY'16 School Committee Budget: \$4,038,269

FY'15 Adopted Budget: \$3,724,795

\$ Increase: \$313,471

Special education tuition and transportation are one of two expenditure categories that are treated as "accommodated cost" in our municipal budget due to the unpredictable but unavoidable nature of these expenses. We are anticipating a reduction in tuition expenses for private residential tuitions but an increase in expenses for public collaborative and private day tuitions. The net increase in tuition due to these known or anticipated placement changes is \$35,536. We have five students that will age-out during FY16 and one student that has moved from the district. These factors contributed to the overall modest increase in tuition and a modest increase in our anticipated transportation expense. In addition, the offset from the state's special education reimbursement grant, known as circuit breaker, will be significantly lower in FY'16 than in FY'15. The FY'16 amount used in the budget is the amount granted to us in FY'15. That amount will be carried forward into FY'16. The amount is lower because the district's FY'14 claim amount was lower due to less students qualifying for the threshold. The net result is \$233,410 less in offset than the current year.

Energy & Utilities

FY'16 School Committee Budget: \$1,152,789

FY'15 Adopted Budget: \$1,123,427

\$ Increase: \$47,324

Energy and utilities is the second category of "accommodated cost" in our municipal budget. Over the last several years, we have seen continued and often substantial savings in this area of the budget as a result of energy conservation measures, favorable weather trends, and favorable natural gas pricing. In FY'16, this budget area is decreasing once again, due to a continued downward trend in energy consumption that we have been seeing over the last two years.

The consumption decreases come predominantly in the area of natural gas and electricity. Our natural gas pricing remains very low due to a competitive contract that extends through June of 2015. We do anticipate that our natural gas pricing will increase in the next contract. The FY'15 budget included an increase to electricity rates and the FY16 budget has been adjusted to updated rates provided by Reading Municipal Light Department. While we are not anticipating a considerable change in consumption, we have seen a decrease at the High School which has caused us to reevaluate the consumption figure upon which our FY'15 budget is based.

Grant and Revenue Offsets

FY'16 School Committee Budget: \$2,600,485

FY'15 Adopted Budget: \$2, 138,270

\$ Increase: \$462,215

The district utilizes revenue from a variety of sources to offset its expenses. These revenue sources include the METCO grant, kindergarten tuition, preschool tuition, tuition for special education students from other school districts attending our schools, athletic and extracurricular user fees, building rental income, and extended day program revenue. (Circuit breaker is another offset to the budget but is discussed in the special education tuition and transportation section as it is included as part of that accommodated cost).

Revenue offsets from kindergarten tuition was increased by \$50,000 due to increased full day enrollment. The Superintendent's FY'16 Recommended Budget proposes an increase in athletic and extra-curricular user fees to offset the increased cost of living adjustments in coaches and advisor stipends since 20120. The athletic and extracurricular revenue offset was increased by \$60,000 based on the anticipated increase in user fee revenue. The revenue offset for in-district special education tuition was increased by \$247,215 to support the students from other districts that will be attending our programs next year. Revenue from the preschool program is increased by \$30,000 due to increasing participation. The revenue offset for building rental income remains at \$200,000. The revenue offset for extended day programs was increased by \$50,000. The METCO grant offset was increased by \$25,000.

Reading Public Schools Strategy for Improvement of Student Outcomes

Vision

It is the vision of the Reading Public Schools to instill a joy of learning by inspiring, engaging and supporting our youth to become the innovative leaders of tomorrow. We will accomplish our vision by focusing on a few key strategic initiatives that lead to a meaningful and relevant curriculum, innovative instructional practices, strong analysis and thoughtful dialogue about evidence, a collaborative and team approach to learning and teaching, and a safe and nurturing learning environment. The overall physical and behavioral well-being of our children will be our top priority as students will not learn if they are not physically and psychologically safe. Education will truly be the shared responsibility of both the schools and the community, with families playing active roles in the schools and being full partners in ensuring the success of their children. In the interest of the entire Reading community, the school district and town government shall work cooperatively and collaboratively. As educators and members of our community, we believe that implementing this vision is our ethical responsibility to the children of the Town of Reading.

Theory of Action

If the Reading Public School District strategically allocates its human and financial resources to support high quality teaching, a commitment to the academic, social, and emotional needs of our students, the hiring and support of effective staff, and measurements of school performance and differentiated support, then students will make effective progress and be appropriately challenged, graduating from high school ready for college, career, and life as contributing citizens in a global society.

Strategic Objectives

The Reading Public Schools Strategic Objectives for 2014-15 include:

1. Learning and Teaching-*Deepen and refine our focus on the instructional core to meet the academic, social, and emotional needs of each child.*
2. Performance Management-*Build a system that measures school performance and differentiates support based on need and growth.*
3. Investment and Development-*Compete for, support, recruit, and retain, top talent while creating leadership opportunities and building capacity within our staff.*
4. Resource Allocation-*Improve the alignment of human and financial resources to achieve strategic objectives.*

Strategic Initiatives

1. Implement the Massachusetts Curriculum Frameworks for Mathematics and Literacy, which includes updated interactive curriculum maps, meaningful and relevant assessments, and strong instructional practices throughout all classrooms.
 - a. Develop and pilot common assessments in all areas
 - b. Transition to the PARCC assessment
 - c. Improve state assessment scores in all areas
 - d. Develop and implement a system of parent education and engagement around core curriculum frameworks

2. Develop and implement a plan to address the academic, social and emotional needs of all students by implementing the Multi-Tiered System of Support.
 - a. Improve safety protocols and procedures
 - b. Increase tiered interventions based on data
3. Improve the Reading Educator Evaluation Process and other staff evaluation systems
 - a. Develop and implement the use of student surveys
 - b. Develop and implement the use of staff surveys
4. Improve the use of professional time, communication, and resources to support staff
 - a. Redesign the use of professional development time through professional learning communities
 - b. Develop a communications plan for the district
5. Develop and implement a long range plan for expanding early childhood education

Budget Process and Timeline

The process used to develop the FY2016 School Committee Budget is designed to maximize participation by key stakeholders. This year's budget process included collecting input from district administrators, staff, and community members on budget priorities. This process began in October and continues throughout the budget process including budget presentations to the School Committee and deliberations by the Committee during the month of January.

The budget process begins 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 early 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 expense, and special education tuition and transportation expenses. These expenses are subtracted from available revenues and the remaining revenues are allocated to municipal and school budgets based on a historical ratio. Last year, sixty-five percent of the net revenue was allocated for the school department budget. At the October 28, 2014 Financial Forum, the proposed increase in general fund revenue allocated to the school department for non-accommodated costs was 2.5% or an increase of \$1,032,070. This was subsequently revised to 2.7% (and an adjustment to accommodated costs) for a total increase of \$1,154,395 or 2.86%.

During the next step of the budget process which occurs in early to mid-November, the Director of Finance and Operations 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 reviews 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 School Committee Budget is submitted to the School Committee for consideration. During the month of January, the Superintendent and Director of Finance and Operation 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. Once adopted by the School Committee, the budget is then delivered to the Town Manager who, in accordance with Town Charter, must submit a balanced budget to the Finance Committee in February.

During the month of March, the Finance Committee reviews the budgets of each municipal department, including the School Department. The School Committee, Superintendent, and Director of Finance and Operations present and defend their budget request to the Finance Committee in late March. The Finance Committee takes a vote on each departmental budget. It is the responsibility of the Finance Committee to make recommendations to Town Meeting on each departmental request.

At Reading's Annual Town Meeting, which commences in late April, the Town Manager's Budget is presented to Town Meeting for its review and approval. Once approved, the School Department's FY'16 General Fund Appropriation is set and is implemented for the fiscal year beginning on July 1, 2015.

Figure 4: FY'16 Budget Calendar

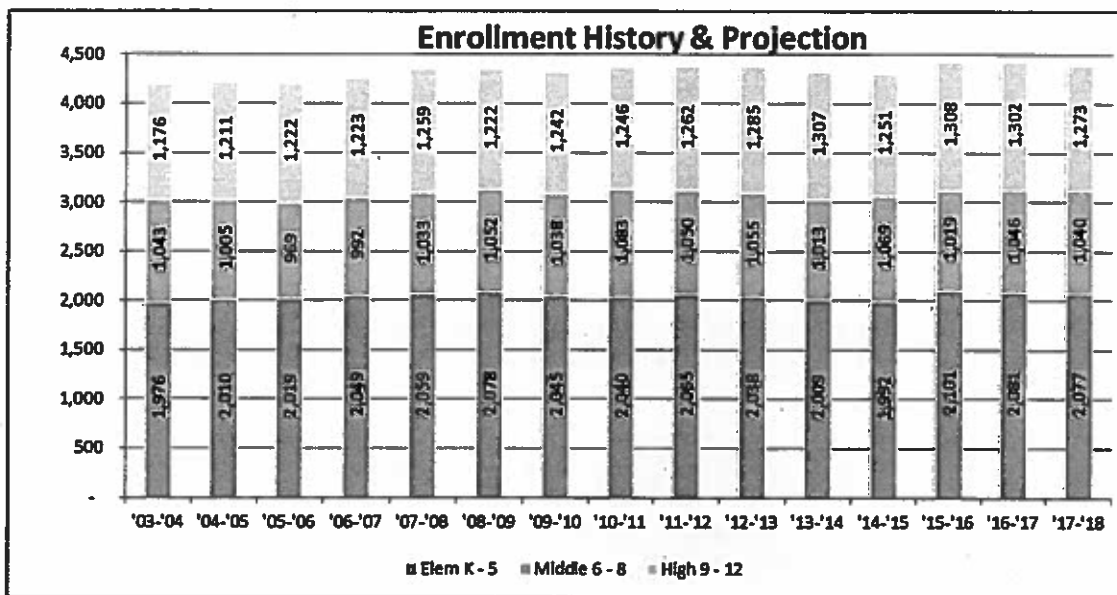
Town Meeting Warrant Closes	September 3
FY15 – 25 Capital Plan to Finance Committee	September 8
Financial Forum I	October 8
Budget Preparation Information sent to all administrators and MUNIS budget training	Mid-October
Budget Input meetings with staff	October 20 – November 7
Budget Parents Identified	October
Principals present goals and budgetary needs	October 15 – November 1
Financial Forum II	October 28
Building/department budget requests submitted to Central Office	November 1
Town Meeting	November 10
Superintendent Reviews building/department requests and performance goals	November 1 – November 15
Superintendent holds community forums to discuss budget priorities	November 12 – November 30
Budget Parent meetings	Late November through January
Finalize FY16 Salary Projections	December 1
Budget development deliberations undertaken by Administration	December
Superintendent's Budget Finalized	December 30
Budget document distributed	January 2
School Committee questions submitted in preparation for deliberations	January 7
Budget overview presented to School Committee	January 8, 12
Budget (cost center) presentations and deliberations by School Committee	January 15, 22
Financial Forum III	January 21
Open Public Hearing on Budget	January 26
School Committee vote on Superintendent's Budget	January 29
School Committee Budget forwarded to Finance Committee and Town Manager	February 4
School Committee meets with Finance Committee	March 11
School Budget voted at Annual Town Meeting	April 27, May 4, or May 7

Information Overview

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. The enrollment projections used were developed using the “cohort survival method” which is based on a ratio of the number of students in a grade in one year to the number of students in that grade in the prior year. Kindergarten projections are based on the number of live births reported by the Massachusetts Department of Public Health.

Figure 5: Historical and Projected Enrollment by Grade Level



District-wide enrollment for SY'2015-16 is projected to increase by 119 students, from 4,407 to 4,515. While enrollment at the elementary school dropped this year by 16 students the middle school enrollment increased by 54 students. The projection shows elementary enrollment for next year rebounding to nearly its highest level in the last 5 years, an increase of 108 students. Middle school enrollment is projected to decrease by 54 students as the current year's large eighth grade transitions to high school. High School enrollment is projected to increase by 53 students next year. While historically, anywhere from 4% to 13% of eighth grade students do not move on to Reading Memorial High School, the enrollment numbers shown above do not include any adjustment for this attrition.

The Reading Public Schools provides special education services to eligible students ages three to twenty-two years of age 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). Figure 6 shows historical data regarding the number of students with IEPs based on October 1

enrollment data. As this table indicates, the number of students receiving special education services has increased by 5.5% between last school year and this school year and the total number of students is the third highest in the last decade. This increase of 42 students has contributed to the additional demands on our special education staff.

Figure 6: Special Education Enrollment Trends

Academic Year	Total Enrollment	# of Students on IEP	% of Students	% of Students Statewide	# of Students Out of District
2005-06	4282	694	16.0	16.4	73
2006-07	4332	707	16.1	16.7	67
2007-08	4416	753	16.8	16.9	73
2008-09	4428	771	17.2	17.1	63
2009-10	4392	758	17.0	17.0	59
2010-11	4509	734	16.3	17.0	51
2011-12	4447	768	16.9	17.0	64
2012-13	4483	737	17.3	17.0	64
2013-14	4432	767	16.9	17.0	50
2014-15	4414	809	17.3	17.1	61

Figure 7 shows the enrollment for our high needs population, as defined by the Massachusetts DESE. What is apparent from the table below is that our ELL and low income populations have been steadily rising over the last several years. We saw an increase of 42% or 101 students that meet the federal income guidelines for Free Lunch.

Figure 7: Enrollment History for Other High Needs Populations

Academic Year	First Language Not English		Limited English Proficient		Low-Income		Free Lunch		Reduced Lunch	
	#	%	#	%	#	%	#	%	#	%
2006-07	72	1.7	11	0.3	129	3.0	82	1.9	47	1.1
2007-08	85	1.9	17	0.4	158	3.6	114	2.6	44	1.0
2008-09	78	1.8	14	0.3	172	3.9	125	2.8	47	1.1
2009-10	83	1.9	16	0.4	204	4.6	152	3.5	52	1.2
2010-11	75	1.7	14	0.3	231	5.2	176	3.9	55	1.2
2011-12	72	1.6	15	0.3	254	5.7	204	4.6	50	1.1
2012-13	81	1.8	20	0.5	261	5.8	213	4.8	48	1.1
2013-14	79	1.8	26	0.6	294	6.6	239	5.4	55	1.2
2014-15	75	1.7	26	0.6	398	9.2	340	7.9	58	1.3

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 conforms to a recommended class size of 18 to 22 in grades K-2, and 20 to 25 in grades 3-5. As Figure 8 shows, most elementary schools are within these ranges with the exception of kindergarten at Joshua Eaton and Grade 5 at Joshua Eaton. An additional Grade 1 teacher for Joshua Eaton is being recommended in the FY16 School Committee Budget.

Figure 8: Average Class Size by Grade and School (2014-15 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	19.3	20.3	17.7	20.7	21.0	20.0							
Birch Meadow	20.3	21.3	19.0	23.7	22.0	22.7							
Joshua Eaton	24.5	20.3	20.3	22.3	22.8	25.3							
Killam	22.0	17.5	20.0	18.8	21.8	20.7							
Wood End	19.3	21.5	21.5	22.0	20.0	21.3							
Coolidge							26.7	26.2	26.5				
Parker							24.5	23.6	26.0				
High School										18.1	20.4	21.5	19.8
Average	21.1	20.2	19.7	21.5	21.5	22.0	25.6	24.9	26.3	18.1	20.4	21.5	19.8

Middle school class size ideally should be between 20 and 26 students. As Figure 8 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 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 Figure 8 above are for required classes at each grade level. As this figure shows, average class sizes are much improved over SY'2012-13 due to the investment in additional teaching staff made in the FY2014 budget.

With respect to class sizes at the different levels, the High School aims to keep its college prep courses below 20 students given that these classes are usually more homogeneously grouped, co-taught classes with a higher percentage of special education students. As Figure 9 below shows, the investment of additional teacher resources at the High School in the FY'14 budget resulted in a significant decrease in the class size for the college prep course level. In the current school year, the average class sizes in college prep course are all below 20 students. In contrast, last year two-thirds of the sections had average class sizes at or in excess of 20 for the college prep courses.

Figure 9: SY'2014-15 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	11.0	14.0	13.3	16.5	20.0	23.2	22.4	22.4	19.6	21.4	23.8	26.0	13.0
Math	12.4	15.4	18.8		20.7	22.9	26.2	21.7	26.0	21.8	23.0	27.0	18.3
Science	13.3	17.5	16.4	14.5	16.7	23.0	23.2	10.7	19.7	24.0	25.0	19.7	17.5
Social Studies	14.0	16.0	19.5		18.7	21.8	21.5		25.0	23.6	24.7		16.0
Average	12.7	15.7	17.0	15.5	19.0	22.7	23.3	18.3	22.6	22.7	24.1	24.2	16.2

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 shifts as well as student needs and services required to meet those needs. As a result, 80% 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, while custodians work 40 hours per week. In SY'2014-15, we have 571.3 FTE employees working for Reading Public Schools. This figure is permanent employees only and does not include substitutes or other temporary employees or stipend positions. Of this amount, 556.80 are funded from the general fund budget while 14.5 are funded from grants.

Figure 10: Current and Projected Staffing Levels

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Administration	9.3	9.1	9.1	9.1	790,256	9.1	741,156	9.1	767,539
Regular Education	342.5	346.3	355.1	357.0	23,116,513	356.5	22,984,435	354.5	24,221,429
Special Education	119.6	132.5	139.0	145.7	6,388,159	149.9	6,535,875	151.6	6,954,209
Health Services	9.5	9.2	9.3	9.3	546,433	9.3	559,837	9.3	594,754
Athletics	1.2	1.5	1.5	1.5	93,582	1.5	96,234	1.5	100,038
Extracurricular	0.3	0.3	0.3	0.3	26,718	0.3	26,717	0.3	27,508
District Technology	4.4	5.9	5.4	5.4	308,886	5.4	319,921	6.1	365,321
Facilities	25.0	24.5	24.6	24.6	1,178,178	25.0	1,159,875	25.0	1,206,630
Grant Funded	20.8	16.1	14.1	13.5	939,110	14.5	964,666	14.2	1,054,446
Grand Total	532.6	545.3	558.2	566.2	33,387,835	571.3	33,388,716	571.5	35,291,873

The FY'16 Superintendents Recommended Budget includes funding for an additional 6.0 FTE's from current FY'15 staffing levels which is offset by a workforce reduction of 4.85 FTE for a net increase of .15 FTE. These adjustments are summarized below. The increase from FY'15 budgeted staffing levels is higher at 5.1 FTE's due to positions being added since the adoption of the FY'15 budget. The source of funding needed to support these positions in FY'15 was turnover savings from employees who left the district at the end of SY'2013-14 and were replaced by less expensive employees for SY'2014-15 as well as better than anticipated federal grant awards.

The 6.0 FTE's that are requested for FY'16 include 2.0 FTE for Instructional Coaches for Math and Literacy as well as a 1.0 FTE Grade 1 Teacher and a 1.0 FTE Technician for the elementary level schools. In addition there is an identified need for a 1.0 FTE Program Director to oversee the Student Support Program and the Therapeutic Support Program. The other 1.0 FTE is to hire a Board Certified Behavior Analyst (BCBA). It is important to note that all of these incremental positions are funded through budget restructuring efforts. The 1.0 FTE reduction in grant funded positions are the Title I tutors. A determination on positions will be made based on FY16 Title I grant award and district needs.

Regular Education		
Elementary Teachers	1.00	Additional Grade 1 Teacher
Para Educators	(3.85)	Reduction in hours
School Psychologist	(1.00)	Restructuring
Instructional Coaches	2.00	Restructuring
Special Education		
Board Certified Behavior Analyst	1.00	Restructuring
SSP/TSP Program Director	1.00	Restructuring
Districtwide		
Technology Technician	1.00	Restructuring
Grant Funded		
Tutor	(1.00)	Needs to be determined
Net Adjustment	0.15	

Student Achievement

Reading Public Schools has a strong record of performance, not just in academics, but in athletics and extracurricular activities as well. There are a number of indicators or benchmarks that are traditionally used to measure the performance of district. These include performance on the Massachusetts Comprehensive Assessment System (MCAS), the Scholastic Aptitude Tests (SAT), American College Testing (ACT), and Advanced Placement exams.

One way to measure student success is to compare the MCAS performance over a time of a given cohort of students. The figures below show MCAS performance by the current graduating class (Class of 2015) in English Language Arts, Mathematics, and Science & Technology in Grades 4, 6, 7, 8, and 10.

Figure 11: English Language Arts MCAS Performance History, Class of 2015

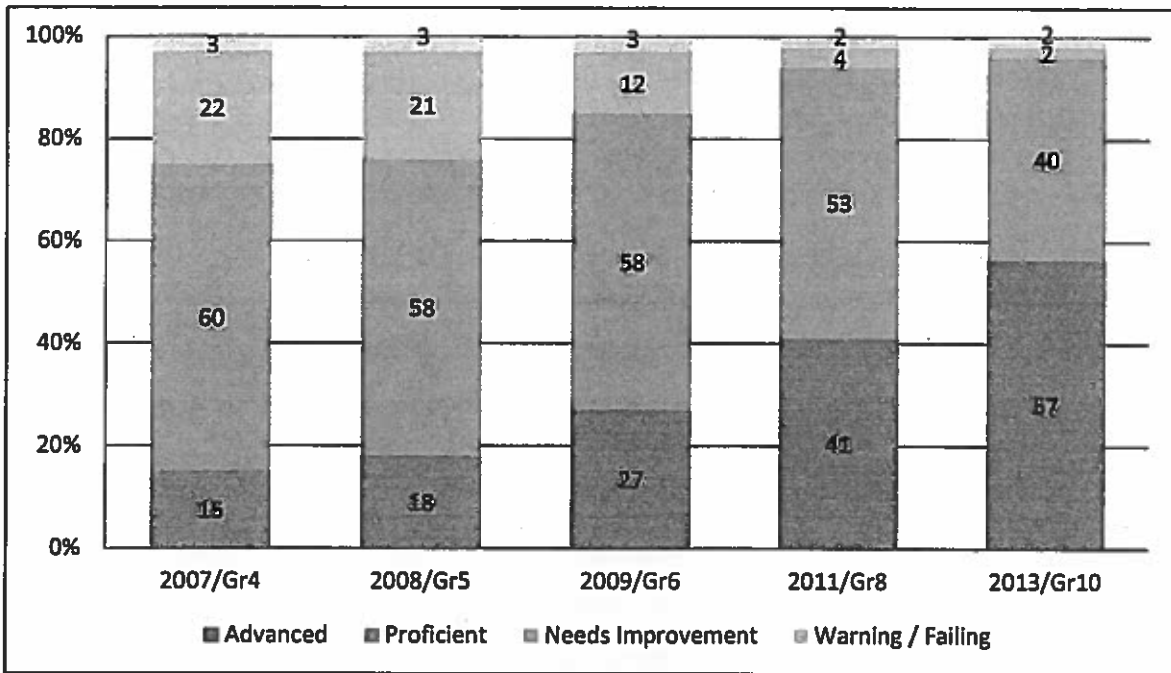


Figure 12: Mathematics MCAS Performance History, Class of 2015

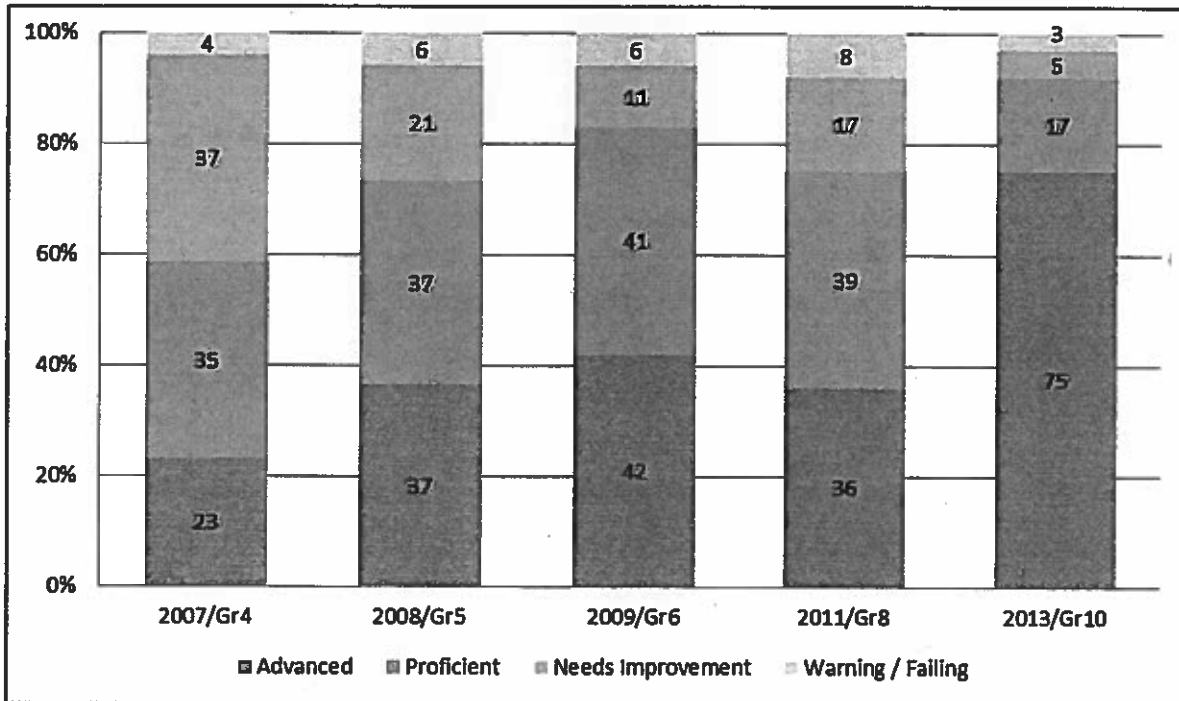
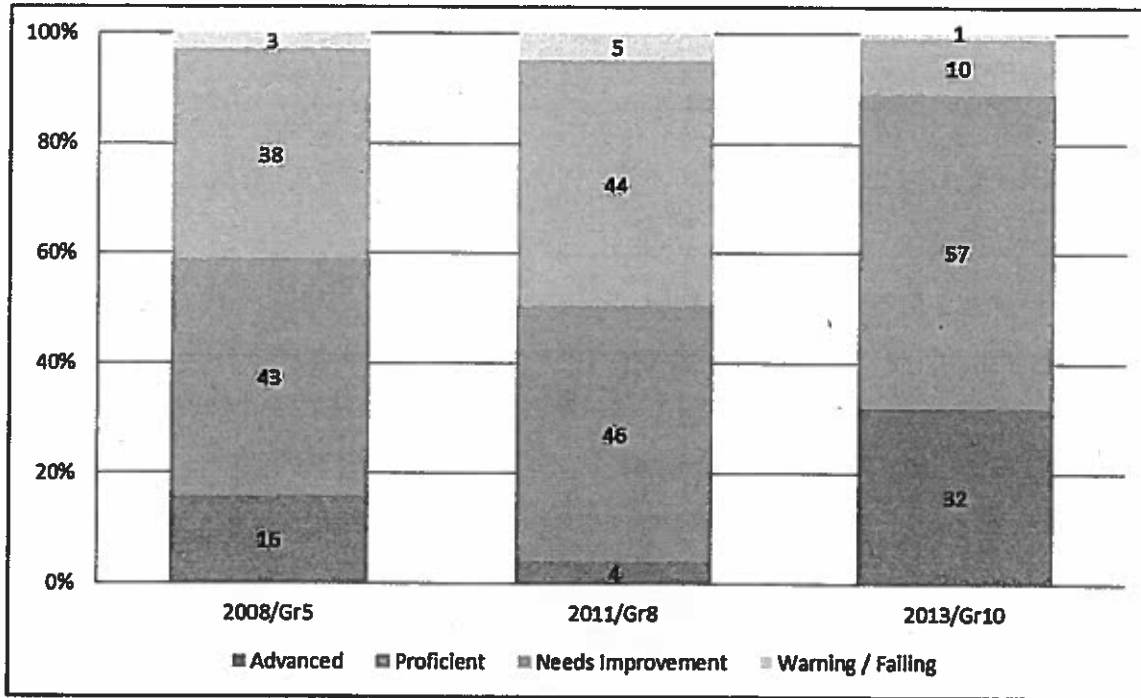


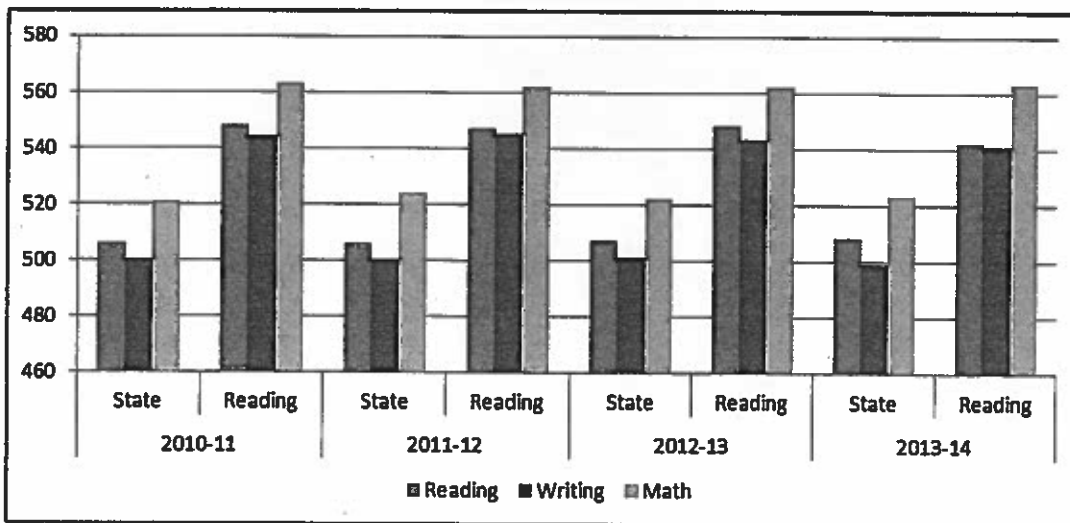
Figure 13: Science & Technology MCAS Performance History, Class of 2015



As you can see from the figures above, student performance improves quite dramatically between Grade 5 and Grade 10 for these current students. The percent of students scoring advanced or proficient increased from 75% to 97% in ELA and from 58% to 92% in Mathematics. Performance in Science & Technology, which was only administered three times to this class, increased from 59% to 89%.

Reading students have had a strong record of performance on college entrance exams. The chart below compares the scores of Reading students to the state average for the four most recent years that data is available through the MA DESE.

Figure 14: Scholastic Aptitude Test Results, Reading versus State



An overwhelming majority of Reading High School graduates continue their formal education at two or four-year colleges. Historically, between 87% and 92% of all graduates continue on to higher education. The figure below shows the historical data on placement choices for graduating seniors.

Figure 15: High School Graduate College Attendance Rates

	Number of Graduates	4-Year Graduation Rate	Percent to 4-Year Colleges	Percent to 2-Year Colleges	Total Percent Continuing
2006	312	95.5	79	11	90
2007	289	89.6	85	7	92
2008	326	94.2	80	9	89
2009	317	93.7	83	8	91
2010	352	86.1	83	7	90
2011	295	95.9	82	5	87
2012	294	96.6	85	7	92
2013	328	96.0	86	7	93
2014	305	95.0	88	6	94

Financial Overview

FY2016 Revenue Sources

There are two main categories of funding available to the District, the general fund and special revenue funds. The general fund consists primarily of Chapter 70 State Aid and the Town's local contribution to education. Special revenue funds consist of grants (including entitlement, competitive, and private grants) and revolving funds where revenues such as kindergarten tuition, preschool tuition, or building rental fees are deposited. As the figure below shows, the Town's local contribution (including funding necessary to cover school department accommodated costs) is projected to increase 1.2% in FY'16 and contributions from grants and revolving funds increase by 22.14%.

Figure 16: Municipal Revenue Sources

	FY - 2014	Projected FY15	% Change	Projected FY16	% Change
Revenues Sources					
Property Taxes	55,774,186	58,337,728	4.6%	61,425,085	5.3%
Other Local Revenues	5,652,474	6,072,516	7.4%	6,187,500	1.9%
Intergov't Revenues	13,096,149	13,282,318	1.4%	13,614,376	2.5%
<i>Chapter 70</i>	10,019,849	10,126,574	1.1%	10,236,574	1.1%
Transfers & Available	4,835,042	3,755,816	-22.3%	3,677,003	-2.1%
Free Cash	1,050,000	1,700,000	61.9%	1,700,000	0.0%
Total Municipal Revenues	80,407,851	83,148,378	3.4%	86,603,964	4.2%
School Revenue Sources					
General Fund Revenues	36,624,806	38,306,344	4.6%	38,871,883	1.5%
Grant & Revenue Offsets	2,073,881	2,129,105	2.7%	2,600,485	22.1%
Total School Revenues	38,698,687	40,435,449	4.5%	41,472,368	2.56%

The largest share of revenue comes from local property taxes which, by statute, cannot increase by more than 2.5% per year. The anticipated increase of 5.3% is due to new growth in the community. The second largest source of revenue comes from the State Aid receipts, most notably Chapter 70. Chapter 70 funding is determined by first calculating a Foundation Budget amount for each community based on its enrollment and then comparing that Foundation amount to the community's ability to pay as determined by its per capita income and property values. For FY'16, the Town is predicting a modest 2.5% increase in State Aid. It is also important to note that the Town is utilizing \$1,700,000 of its free cash reserves and the School Committee Budget includes a significant increase to Grant and Revenue Offsets to help support the FY'16 Operating Budgets.

FY2016 Expenses by Category

The School Committee Budget is organized into five Cost Centers, representing the high level program categories that comprise the District Budget. These include Administration, Regular Day, Special Education, School Facilities, and Other District Programs which includes Health Services, Athletics, Extracurricular Activities, and District-wide Technology. 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 17 below, the FY2016 School Committee Budget reflects an increase of 2.86%. The largest dollar increase to the budget is in the Regular Day Cost Center (\$794,883) followed by Special Education (\$253,842). These increases account for 90.8% of the total increase of \$1,154,395. The reasons for these increases are highlighted in Budget Drivers section of this Executive Summary and described in more detail in the Financial Section of this budget document.

Figure 17: Expenditures by Cost Center

Cost Center	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Administration	891,443	915,855	932,578	937,583	925,790	-1.3%
Regular Day	20,981,467	22,356,036	22,509,037	23,602,764	24,397,647	3.4%
Special Education	9,742,215	9,338,940	9,546,764	11,098,659	11,352,501	2.3%
School Facilities	2,778,769	2,839,872	2,945,373	3,169,319	3,214,176	1.4%
District Wide Programs	1,247,724	1,310,955	1,374,192	1,509,648	1,582,254	4.8%
Grand Total	35,641,618	36,761,657	37,307,945	40,317,973	41,472,368	2.86%

As Figure 18 shows, the vast majority of the school department budget funds instructional services comprising 76.0% of the total. This is followed by operations and maintenance (including technology infrastructure and maintenance) at 8.9%, payments to other districts (essentially out-of-district special education tuitions) at 7.4%, other school services (including therapeutic and health services, transportation, athletics, and extracurricular activities) at 5.4%, and district administration at 2.2%.

Figure 18: Allocation of FY'16 School Committee Budget by Major Function



FY2016 Revenue and Expense Budget Projection

The Town of Reading’s budgeting methodology begins with a projection of available revenues from all sources in the subsequent year. That revenue projection is typically based on historical trends in the various revenue sources. Once the revenue budget is established, which generally happens in late October, the next step is to determine the “accommodated” or shared costs. These are costs that town officials believe must be funded ahead of any other expense of any municipal department. These accommodated costs include items such as health insurance costs, debt service expense, energy and utility costs, and special education tuition and transportation for out of district placements. The accommodated costs are then subtracted from the available revenues, and the remaining revenues are divided between municipal government and school department based on historical ratios. Available revenue to the school department is, then, the combination of the funds allocated for the school

department's accommodated costs and the historical share of net available revenues after accounting for accommodated costs.

Figure 19: Revenue and Expense Projections and Allocation

	Recent FY'14	Projected FY15	% Change	Projected FY16	% Change
Revenue Sources					
Property Taxes	55,774,186	58,337,728	4.6%	61,425,085	5.29%
Other Local Revenues	5,652,474	6,072,516	7.4%	6,187,500	1.89%
Intergovernmental Revenues	13,096,149	13,282,318	1.4%	13,614,376	2.50%
<i>Chapter 70</i>	10,019,849	10,126,574	1.1%	10,236,574	1.09%
Transfers & Available	4,834,942	3,755,816	-22.3%	3,677,003	-2.10%
Free Cash	1,050,000	1,700,000	61.9%	1,700,000	0.00%
Total Revenues	80,407,751	83,148,378	3.4%	86,603,964	4.16%
Accommodated Costs					
Benefits	13,515,050	14,116,590	4.5%	15,073,243	6.78%
Capital	2,355,500	2,308,000	-2.0%	2,200,000	-4.68%
Debt	3,970,500	3,222,730	-18.8%	4,538,687	40.83%
Energy	1,938,945	1,898,465	-2.1%	2,004,794	5.60%
Financial	750,000	775,000	3.3%	810,000	4.52%
Special Education	3,598,098	3,858,194	7.2%	4,025,000	4.32%
Vocational Education	371,250	467,000	25.8%	490,350	5.00%
Miscellaneous	2,957,750	4,933,913	66.8%	3,013,986	-38.91%
Total Accommodated Costs	29,457,093	31,579,892	7.2%	32,156,060	1.82%
Revenue to Operating Budgets					
Municipal Government (32.13%)	15,423,120	16,240,552	5.3%	16,930,235	4.25%
School Department (66.96%)	33,947,993	35,421,173	4.3%	36,294,578	2.47%
Town Facilities (0.9%)	410,962	425,346	3.5%	435,980	2.50%
School Expenses (Non-Accommodated)					
Salary and Other Compensation	32,498,901	33,981,500	4.6%	35,667,846	4.96%
Contract Services	1,292,768	1,298,485	0.4%	1,186,785	-8.60%
Materials, Supplies & Equipment	886,126	904,497	2.1%	792,144	-12.42%
Other Expenses	1,344,079	1,365,796	1.6%	1,248,288	-8.60%
Revenue Offsets	(2,073,881)	(2,129,105)	2.7%	(2,600,485)	22.14%
School Expenses (Non-Accommodated)	33,947,993	35,421,173	4.3%	36,294,578	2.47%
School Expenses (Accommodated)					
Special Education	4,780,978	5,044,442	5.5%	4,977,837	-1.32%
Circuit Breaker	(1,196,628)	(1,186,247)	-0.9%	(952,837)	-19.68%
Energy & Utilities	1,166,344	1,156,081	-0.9%	1,152,790	-0.28%
School Expenses (Accommodated)	4,750,694	5,014,276	5.5%	5,177,790	3.26%
School Committee's Budget	38,701,365	40,317,973	4.2%	41,472,368	2.86%
Total Revenue	38,698,687	40,435,449	4.5%	41,472,368	2.56%
Total Expense	38,698,687	40,435,449	4.5%	41,472,368	2.56%
<i>Excess of Revenue Over (Under) Expen.</i>	-	-		-	

As Figure 19 shows, the FY'16 School Committee Budget meets the guidance provided by the Finance Committee. To reach a level service FY16 budget, we would require an additional \$849,620.

Next Steps and Contact Information

The FY'16 School Committee Budget will be presented on the following dates:

- Thursday, January 8 (Overview, Administration Cost Center)
- Monday, January 12 (Regular Day and Special Education Cost Centers)
- Thursday, January 15 (District Wide Services and Town/School Facilities Cost Centers)
- Thursday, January 26 (Public Hearing, Questions)
- Monday, January 29 (School Committee Vote)

When the School Committee votes in late January on the budget, it will become the School Committee budget, which is then presented to the Town Manager. The Town Manager then presents a full Town budget to the Finance Committee which is within the available revenues for the Town. The School Committee budget will be presented in March to the Finance Committee of the Town who votes whether to refer the budget as is to Town Meeting or refer with changes. Town Meeting then has final approval authority. 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.

Once the School Committee votes on the budget, the timeline for the next steps in the budget development process is summarized below.

Financial Forum	January 21, 2015
FY'16 School Committee Budget Presentation to Finance Committee	March 11, 2015
Annual Town Meeting	April 28, May 1, May 5, 2015

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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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 Board of Selectmen 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.

As of October 1, 2014, the enrollment at our schools is:

RISE Pre-School (grades Pre-K)	95
Alice Barrows Elementary School (grades K - 5)	359
Birch Meadow Elementary School (grades K - 5)	387
Joshua Eaton Elementary School (grades K - 5)	471
J. Warren Killam Elementary School (grades K - 5)	440
Wood End Elementary School (grades K - 5)	335
A.W. Coolidge Middle School (grades 6 - 8)	476
Walter S. Parker Middle School (grades 6 - 8)	593
Reading Memorial High School (grades 9 - 12)	1251
Total Enrollment	4407

Reading participates in the Metropolitan Council for educational Opportunity (METCO), a voluntary desegregation program which brings approximately 75 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:

Christopher Caruso, Vice Chairperson, Term Expires 2015

Charles Robinson, Vice Chairperson, Term Expires 2016

Jeanne Borawski, Term Expires 2017

Linda Snow Dockser, Term Expires 2017

Gary Nihan, Term Expires 2015 (one-year appointment to fill vacancy left by Harold Croft)

Elaine Webb, Term Expires 2015 (one-year appointment to fill vacancy left by Rob Spadafora)

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.

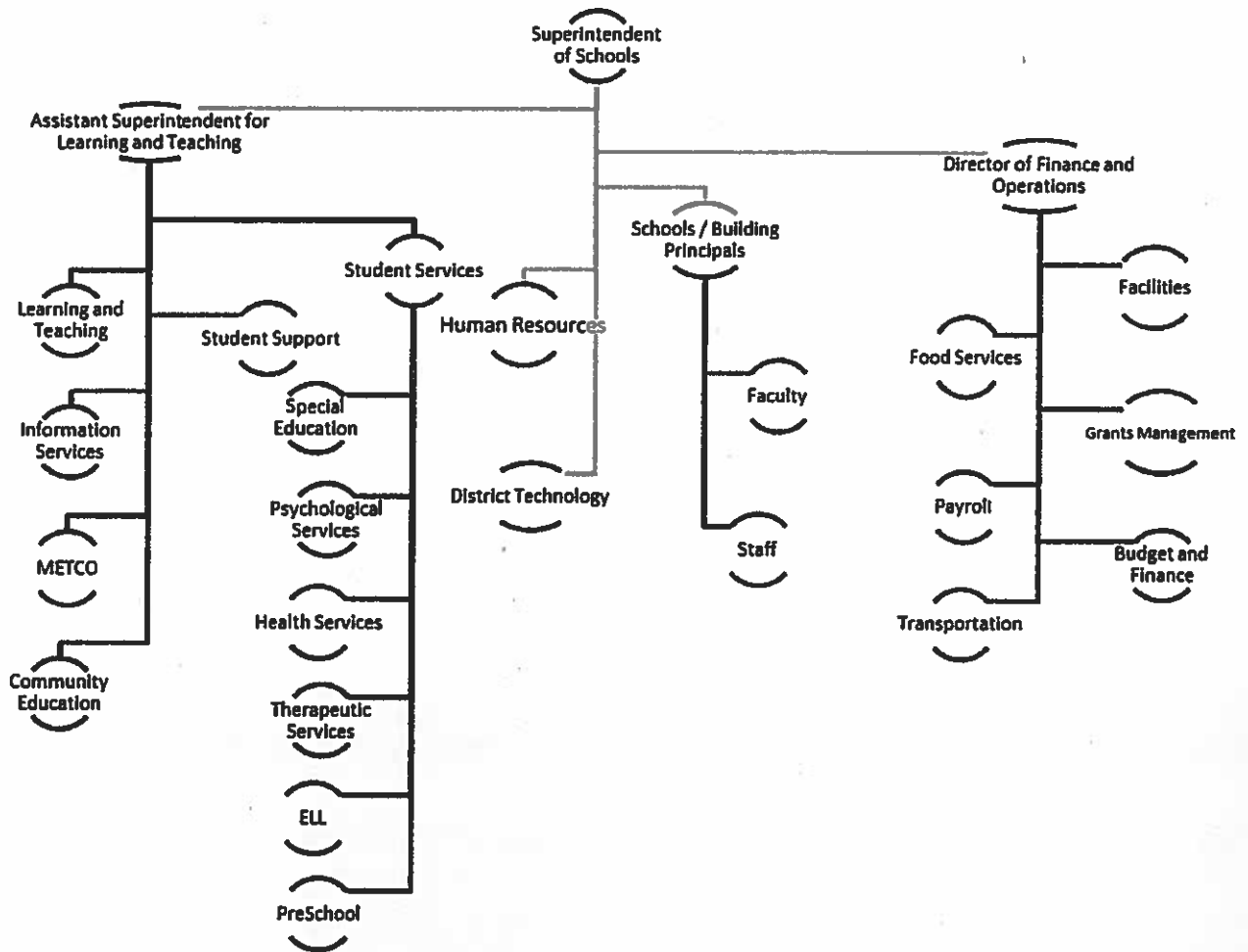
District Administration

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, Director of Finance and Operations and the Director of Student Services. The District Leadership Team includes the Central Office Leadership Team as well as the eight building principals. The Administrative Council includes the District Leadership Team as well as all Assistant Principals, Special Education Team Chairs, RISE Preschool Director, Human Resources Administrator, District Administrator of Support Services and Department Directors (Facilities, Food Services, 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). The district also employs one Network Manager who supervises and evaluates technology support staff that is district, not building-based.

Figure 20 provides an overview of the organizational structure of the district.

Figure20: District Organizational Chart



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. Of course 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.

District Strategy for Improvement of Student Outcomes

Reading Public Schools Strategy for Improvement of Student Outcomes was developed based on information gathered by the Superintendent from extensive staff, parent, school community, and general community input, as well as input from the Administrative Council and the School Committee. The Strategic Initiatives are all aligned to the District's Strategic Objectives and are evaluated and refined each year based on progress, input, and reflection. Below are the District Improvement Goals for SY'2014-16.

District Improvement Plan Goal 1: Over the next two years, the Reading Public Schools will support Central Office administrators and building principals so that they are able to work with teachers to improve curriculum alignment, instructional strategies, student support and assessment methods in Literacy, Mathematics, and College and Career Readiness Skills. The overall outcome will be that all students will demonstrate an increased growth and level of performance in their understanding of math and literacy Massachusetts Curriculum Framework standards, as measured by locally determined measures and state assessment scores.

Strategic Objectives Addressed: *Learning and Teaching, Performance Management, Investment and Development*

Action Steps:

- Develop and implement Professional Learning Community Structures at each level
- Work with the Northeast District and School Assessment Center (DSAC), to develop a strategy and plan to move our district out of Level 3 accountability status.

- Administer Conditions of School Effectiveness Survey to parents and staff
- Appoint a School Wide Task Force for Joshua Eaton, led by the Assistant Superintendent and consisting of parents, teachers, and administrators that will oversee the Joshua Eaton School Improvement process.
- Each school council will use the data from the CSE to develop shorter, more focused surveys around key areas to strengthen. In addition, principals may hold forums to present and discuss the data further. As a result of the information gathered from surveys and forums, each building principal will work with their school councils to revise their current school improvement plans to reflect the survey results and other data.
- Continue to make transition to Massachusetts Mathematics and Literacy Curriculum Frameworks by implementing the *Math in Focus* program in K-6, redesigning the middle school and high school math curriculum, and continuing to implement Lucy Caulkins Writing Strategies in K-8.
- Through the Multi-tiered systems of supports and PLC discussions, academic interventions are identified for students who are struggling.
- Complete a thorough analysis of special education services and programs throughout the district. From the data, a plan will be designed to improve programs and services. Using the entry plan process, the Special Education Parents Advisory Council and consultant services, the Director of Student Services will be conducting an analysis of special education programs and services throughout the district.
- Form an IT District Governance Team of teachers and administrators to set direction for future technology integration decisions.
- Implement Years 1 and 2 of District Determined Measures (DDM)
- Provide ongoing monitoring of key measures to revise action steps, if necessary.
- Provide ongoing proactive communication to parents and community about different initiatives.

District Improvement Plan Goal 2:

During the 2014-16 school years, the Superintendent will lead the District Leadership Team in increasing the learning capacity of all staff, the quality and diversity of professional development offerings and the effectiveness of the use of non-student time with staff and Professional Learning Communities as measured by staff survey feedback, an increase in the opportunities for teachers to act as leaders, and the quality of artifacts and minutes of PLC meetings. In addition, we will increase the learning capacity of our District Leadership Team by the effective feedback received by the DLT and the quality of the artifacts generated from each DLT meeting/retreat.

Strategic Objectives Addressed: *Learning and Teaching and Investment and Development*

Action Steps:

- Gather baseline feedback data from the TELL Mass survey which assesses the quality of professional development in the district.
- Identify and train teacher leaders on the skills of facilitative leadership.
- Train Administrative Council on facilitative leadership using the School Reform Initiative Network
- Develop and implement Professional Learning Community Structures at each level which will focus on the following four questions:

- What is it we want our students to learn? What knowledge, skills, and dispositions do we expect them to acquire as a result of this course, this grade level, and this unit of instruction?
 - How will we know if each student is learning each of the skills, concepts, and dispositions we have deemed most essential?
 - How will we respond when some of our students do not learn? What process will we put in place to ensure students receive additional time and support for learning in a way that is timely, precise, diagnostic, directive, and systemic?
 - How will we enrich and extend the learning for students who are already proficient?
- Administer feedback tools periodically to assess the effectiveness of professional development experiences and Professional Learning Communities.
 - Create a District Action Plan and monitoring/public reporting process.
 - Assess effectiveness and make adjustments, when necessary.
 - Implement Structure for District Determined Measures that are aligned with Educator Evaluation System and Common Core State Standards
 - Work with administrators and Central Office Administrators to identify, pilot and/or develop District Determined Measures.
 - Continue to improve the use of the educator evaluation system as a tool to improve teacher practice. Work with TAP Committee and Building Principals to develop and administer student and teacher surveys
 - Provide ongoing proactive communication to School Committee, parents, teachers and community about different initiatives

District Improvement Plan Goal 3:

During the 2014-16 school years, the District Leadership Team will successfully implement the Multi-Tiered System of Support Structure at each school as measured by a decrease in the following data points: tardiness, office discipline referrals, number of students who have 10 or more absences in a school year, and the achievement gap between the high needs subgroup and the aggregate subgroup on standardized assessments and District Determined Measures. In addition, if successfully implemented, there will be an increase in our accuracy in identifying students with special needs, as measured by the referral data from SST and the utilization of regular education initiatives to support students prior to a need for special education testing (MTSS interventions, SST, intervention support, etc.). Moreover, we will see an improvement in the behavioral health of all students as measured by the Youth Risk Behavior Survey, Early Warning Indicator System, and other locally determined measures. Finally, we will measure the effectiveness of our implementation by using the Tiered Fidelity Instrument (TFI).

Strategic Objective Addressed: *Learning and Teaching and Performance Management*

Action Steps:

- Secure grant funding for Implementation of key MTSS initiatives.
- Implement initiatives identified in the grant.
- Building MTSS Teams work with Central Office Administrators and consultants to implement Year 2 components of MTSS, including behavioral matrix, core values, office discipline referral plans, and supports to help students who are struggling.

- District MTSS Team formed to oversee implementation of MTSS grant and building based MTSS initiatives.
- Implement Health Curriculum in grades 3-8.
- Review and update the Bullying Prevention Plan Develop a long range plan for full implementation of health education.
- Continue to improve each school's safety and security procedures. The District Safety Committee to conduct a needs analysis of the safety and security procedures in the district and continue to improve those procedures through an interdepartmental collaboration with police, fire, and facilities.
- Assistant Superintendent for Learning and Teaching will reconvene the District Wellness Committee to review current policies and building principals will develop building based wellness committees to implement building specific initiatives related to safety.
- Administration will analyze YRBS and other data, make recommendations and implement changes, if necessary.
- Staff will administer the SRSS screener as a tool to identify students who may be at risk.
- Provide ongoing proactive communication to School Committee, parents and community about different initiatives.

District Improvement Plan Goal 4:

During the next two years, the district will develop plans to address the resource needs facing our district, including additional time for staff, additional programmatic space needs at the elementary schools, RISE preschool, and Reading Memorial High School; the implementation of full day kindergarten for all students, and additional instructional and administrative support needed to continue to move the district forward. This will be measured by developing timelines for the implementation of Full Day Kindergarten, the identification of additional permanent educational space, the renovation of Killam Elementary School, additional professional time added to the existing school year, and a restructuring plan for instruction and administrative support.

District Strategic Objectives Addressed: *Learning and Teaching and Resource Allocation*

Action Steps:

- Form an Early Childhood Space Needs Working Group which will review alternatives regarding space needs to address preschool, full day kindergarten for all students, special education program and learning center space, and dedicated art and music classrooms. An analysis of high school space needs should be included.
- Based on the findings of the Working Group, identify an option or a series of options that is educationally sound and economically feasible for the Town of Reading. As part of their role, the Working Group will be gathering feedback and communicating frequently with the community during the steps of the process. These options could include:
 - Relocation of Central Office and expansion of RISE at RMHS
 - Modular classrooms at elementary schools
 - Permanent additions at elementary schools
 - Early Childhood Center
- Identify short term space issues for the next 1-3 years and propose solutions.

- Review options for upgrading systems, space, and structures at Killam.
- Create a task force of teachers, administrators, community members, and parents to identify the different time and learning needs necessary to move forward as a school district. This group will meet by level and receive feedback through surveys and focus groups as to these needs from preK-12. Some of the issues that this group will address could include:
 - Elimination of early dismissal at elementary schools
 - Extended school day
 - Increased STEAM opportunities, K-12
 - Full Day Kindergarten
 - Expanded Preschool
 - Certificate programs at the high school
 - Re-examination of Elementary, Middle, and High School schedules
- Work with School and Town officials to identify the best options for Killam, Elementary Space, and Full Day Kindergarten that is educationally sound and is financial feasible for the community
- Based on available space needs, implement Full Day Kindergarten for all students.

District Improvement Plan Goal 5:

During the 2014-15 and 2015-16 School Years, the Reading Public Schools will develop and implement a comprehensive communication plan for the school district. The effectiveness of this plan will be measured by stakeholder surveys, the quality of the communication plan, and noticeable improvements in district and school communication.

District Strategic Objective Addressed: *Performance Management*

Action Steps:

- Identify a committee of staff and community members that will give input into the development of a Reading Public Schools Communication Plan
- School Committee will discuss the possibility of moving forward with the District Governance Program and take action, where appropriate.
- Conduct a communications audit which will assess the current level of effectiveness of communication in the district.
- Using the recommendations from the audit and other survey data, develop a draft communication plan. As part of this plan, the need for a part time communication specialist will be explored and a system to develop and implement a system of parent education and engagement around core curriculum frameworks.
- Develop a final plan for implementation.
- Implement the plan and monitor for effectiveness.

Administrator District Determined Measures

The following is a list of district determined measures that administrators will be using to gauge progress and improvement in the above goals. The District Leadership will continue to review this list to revise, when necessary. By January, 2015, three year measurement targets will be developed.

1. Percent of students who are reaching moderate or high growth on the District MCAS/PARCC SGP for Math and Literacy
2. Percent of Students who are Advanced and Proficient on the state assessment
3. DESE Accountability Rating
4. Percent of Unexcused Tardiness
5. Number of Office Discipline Referrals
6. Percent of students with 8 or more absences in a school year.
7. Achievement gap between high needs subgroup and the aggregate subgroup on standardized assessments and DDM
8. Achievement gap between male and female students
9. Number of students in high needs subgroup and METCO students who are in honors level, advanced, or AP level classes
10. Gender breakdown of students in honors level, advanced, or AP level classes
11. Accuracy of Student Support Team referrals for Special Education
12. Tiered Fidelity Instrument to gauge progress in MTSS implementation

Information Section

The Information Section of the budget is designed to provide the reader with information necessary to set the context for the funds requested in the FY'16 School Committee Budget. This section includes key metrics and performance indicators for the district as a whole, for individual schools within the district, as well as benchmark comparisons with peer districts in Massachusetts. The information provided will assist the reader in understanding the financial realities confronting our district, areas where the district or schools are performing well, and, more importantly, areas where there may be need for improvement. It is also intended to give readers a better understanding of the investments necessary for the district to achieve its strategic performance goals and objectives.

Education Funding

State Education Aid

In 1993, Massachusetts passed the Education Reform Act. One of the major themes of this legislation included greater and more equitable funding for schools across Massachusetts. The means for providing this increased funding was through the establishment of a "Foundation Budget." The foundation budget is defined as the minimal level of funding necessary to provide an adequate education to the children in Massachusetts districts. Each district's foundation budget is updated each year to reflect inflation and changes in enrollment. Enrollment plays an important role not just because of the total number of pupils, but also because of the differences in the costs associated with various educational programs, grade levels, and student needs. Districts differ greatly in the percentages of their student population that fall into these enrollment categories. As a result, when districts' foundation budgets are presented in per pupil terms, there is considerable variation. The FY13 statewide average is \$10,352 per pupil, but the range for academic districts is from \$7,026 to \$15,144.⁴

The Foundation Budget establishes required net school spending for a community which is the minimum funding that, by law, a community must allocate to education. A community's actual "local contribution" is based on its "ability to pay" which is calculated using a formula that takes into consideration a community's per capita income and equalized property value. Once required net school spending and local contribution are calculated, Chapter 70 funding (also known as state educational aid) is determined as the difference between required net school spending and local contribution. It is instructive to note that many districts' actual net school spending, particularly high performing districts, actually exceed required spending levels.

Figure 21 shows Reading's history of required net school spending versus actual net school spending. As you can see, Reading is one of those districts that historically have exceeded its required net school spending amount. However, it is important to remember that the required net school spending is based on the foundation budget which is the minimum amount necessary to fund an adequate education. A recent study by the Massachusetts Budget and Policy Center entitled, "Cutting Class: Underfunding the Foundation Budget's Core Education Program,"⁵ examined the adequacy of the Foundation Budget and

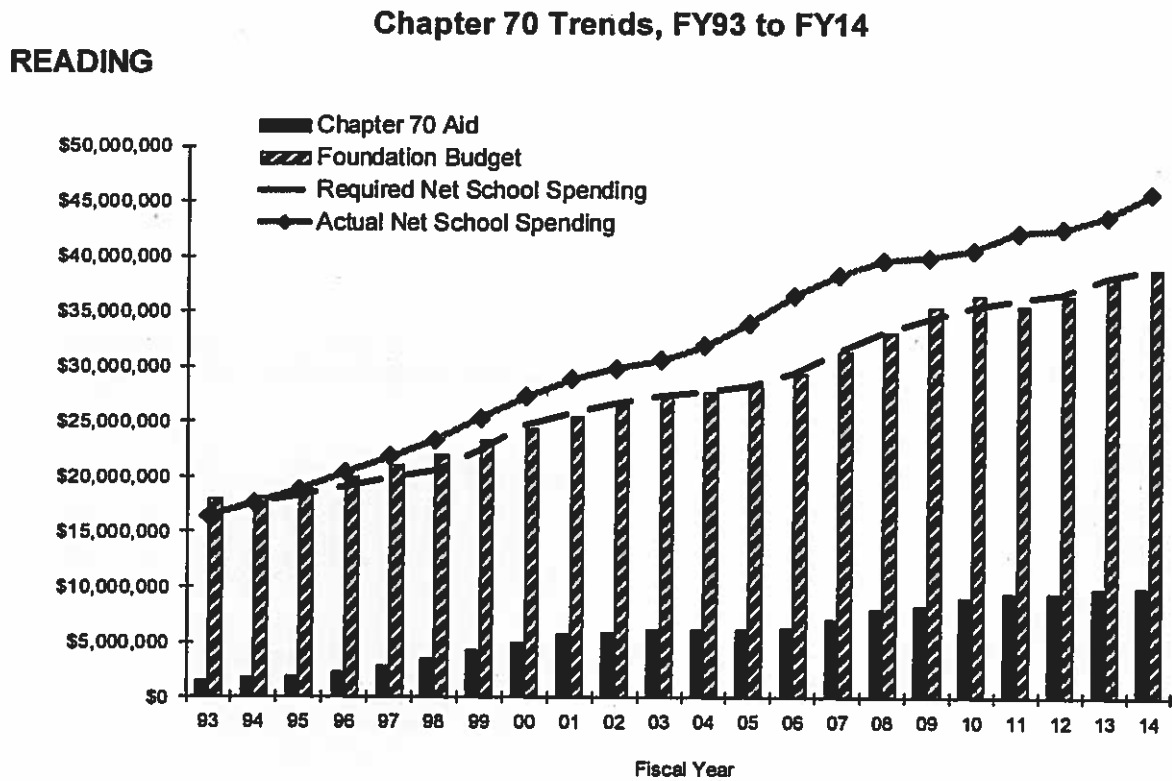
⁴ Massachusetts Department of Elementary and Secondary Education web site.

⁵ http://www.massbudget.org/report_window.php?loc=Cutting_Class.html

identified “major gaps” between what the foundation budget says districts need for certain cost categories and what districts actually require. Some of the more significant conclusions of the study included:

- Foundation understates core SPED costs by about \$1.0 billion
- Foundation understates health insurance costs by \$1.1 billion
- Most districts hire fewer regular education teachers than the foundation budget sets as an adequate baseline
- Inflation adjustments have not been fully implemented, causing foundation to lag behind true cost growth

Figure 21: Reading Net School Spending, Required versus Actual



On average, districts in Massachusetts spend 19% above Foundation (based on FY'12 data). However, there is great variation across the state with the least wealthy districts spending at Foundation and the wealthiest 20% of districts spending 39% above Foundation. The areas of greatest excess spending include health insurance and other benefit costs, special education teachers, and special education out-of-district. In essence, these three categories of the Foundation Budget appear significantly underfunded.

As Figure 22 below indicates, Reading spends less above Foundation than the state average. In FY'13, Reading's actual net school spending exceeded required net school spending by 14.6% compared to the state average of 19%. Figure 22 also shows that the trend over the last three fiscal years has been a decline in the percentage above Foundation that we have been spending. This figure also shows

historically the amount of Chapter 70 aid that the town has received to support education. In FY'13, Chapter 70 aid represented 22.6% of actual net school spending in Reading⁶.

Figure 22: Historical Chapter 70 Funding Formula Elements

Fiscal Year	Foundation Enrollment	Pct Chg	Foundation Budget	Pct Chg	Required Local Contribution	Chapter 70 Aid	Pct Chg	Required Net School Spending (NSS)	Pct Chg	Actual Net School Spending	Pct Chg	Dollars Over/Under Requirement	Pct Over/Under
FY93	3,426		18,009,296		14,934,763	1,474,055		16,408,818		16,408,818		0	0.0
FY94	3,470	1.3	18,168,519	0.9	15,860,901	1,780,426	20.8	17,641,327	7.5	17,600,700	7.3	-40,627	-0.2
FY95	3,537	1.9	18,912,841	4.1	16,323,493	1,944,641	9.2	18,268,134	3.6	18,835,792	7.0	567,658	3.1
FY96	3,650	3.2	19,962,502	5.5	16,815,560	2,269,855	16.7	19,085,415	4.5	20,449,740	8.6	1,364,325	7.1
FY97	3,764	3.1	21,055,390	5.5	17,089,518	2,855,026	25.8	19,944,544	4.5	21,796,634	6.6	1,852,090	9.3
FY98	3,838	2.0	22,007,347	4.5	17,208,754	3,439,540	20.5	20,648,294	3.5	23,370,995	7.2	2,722,701	13.2
FY99	3,939	2.6	23,267,882	5.7	18,145,204	4,299,206	25.0	22,444,410	8.7	25,357,087	8.5	2,912,677	13.0
FY00	4,101	4.1	24,344,556	4.6	19,682,473	4,992,952	16.1	24,675,425	9.9	27,285,571	7.6	2,610,146	10.6
FY01	4,142	1.0	25,408,207	4.4	20,114,966	5,717,802	14.5	25,832,768	4.7	28,906,685	5.9	3,073,917	11.9
FY02	4,124	-0.4	26,509,514	4.3	20,734,746	5,916,022	3.5	26,650,768	3.2	29,849,529	3.3	3,198,761	12.0
FY03	4,179	1.3	27,435,858	3.5	21,314,786	6,121,072	3.5	27,435,858	2.9	30,624,431	2.6	3,188,573	11.6
FY04	4,166	-0.3	27,738,874	1.1	21,656,767	6,082,107	-0.6	27,738,874	1.1	31,925,715	4.2	4,186,841	15.1
FY05	4,136	-0.7	28,212,906	1.7	22,211,375	6,082,107	0.0	28,293,482	2.0	33,976,446	6.4	5,682,964	20.1
FY06	4,161	0.6	29,463,124	4.4	23,184,689	6,290,157	3.4	29,474,846	4.2	36,527,898	7.5	7,053,052	23.9
FY07	4,175	0.3	31,463,026	6.8	24,343,136	7,119,890	13.2	31,463,026	6.7	38,423,801	5.2	6,960,775	22.1
FY08	4,208	0.8	33,194,639	5.5	25,152,672	8,041,967	13.0	33,194,639	5.5	39,703,186	3.3	6,508,547	19.6
FY09	4,272	1.5	35,385,849	6.6	26,121,634	8,289,951	3.1	34,411,585	3.7	39,979,867	0.7	5,568,282	16.2
FY10	4,279	0.2	36,474,849	3.1	26,451,786	9,078,931	9.5	35,530,717	3.3	40,637,674	1.6	5,106,957	14.4
FY11	4,265	-0.3	35,612,661	-2.4	26,779,324	9,437,516	3.9	36,216,840	1.9	42,284,871	4.1	6,068,031	16.8
FY12	4,284	0.4	36,437,713	2.3	27,264,731	9,488,181	0.5	36,752,912	1.5	43,047,360	1.8	6,294,448	17.1
FY13	4,312	0.7	38,136,802	4.7	28,233,100	9,903,702	4.4	38,136,802	3.8	43,722,350	2.7	5,585,548	14.6
FY14	4,309	-0.1	38,817,531	1.8	29,008,253	10,011,427	1.1	39,019,680	2.3	45,754,079	4.6	6,734,399	17.3

Local Funding for Education

Reading relies heavily on local revenue sources to fund public education, most notably, local property taxes. In 1980, a ballot initiative in Massachusetts to limit the growth of local property taxes passed. This law, referred to Proposition 2 ½, went into effect in 1982. Essentially, the personal property tax may not increase more than 2.5% of the prior year's levy limit, plus new growth and any overrides or exclusions. A community may vote to allow for a Proposition 2 ½ override vote to permanently increase the tax burden. The last successful Proposition 2 ½ override in Reading was in April 2003 to fund the 2004 Operating Budget. Below is a table showing the historical property valuations and tax rates.

Figure 23: Historical property valuations and tax rates

	FY '10 Year End	FY '11 Year End	FY '12 Year End	FY '13 Year End	FY '14 Year End
Population	24,139	24,528	25,011	25,624	25,799
Number of Voters	16,872	16,858	17,611	17,821	17,765
Valuation of Real Estate	\$3,599,982,041	\$3,702,250,747	\$3,719,855,326	\$3,640,514,408	\$3,785,230,715
Valuation of Personal Property	\$45,778,760	\$45,295,130	\$44,158,280	\$46,123,120	\$44,082,060
Total Assessment Value	\$3,645,760,801	\$3,747,545,877	\$3,764,013,606	\$3,686,637,528	\$3,829,312,775
Tax Rate per \$1,000 Valuation	\$13.75	\$13.80	\$14.15	\$14.94	\$14.74

⁶ In Reading, Chapter 70 aid is treated as a general fund receipt rather than a school grant or revenue receipt as is the case in other districts.

The school department budget is the largest budget of any municipal department in the town of Reading. The figure below shows the breakdown of how the average tax bill in Reading is spent. As you can see, the funding for the education of children in our district represents 53% of the average tax bill.

Figure 24: What the Average Tax Bill in Reading Funds

	FY'14 Dollars	FY'14 Percent
Schools	\$3,493	53%
Public Safety	\$686	10%
Public Works	\$469	7%
General Government	\$304	5%
Library & Recreation	\$158	2%
Finance	\$354	5%
Insurance and Other Unclassified	\$993	15%
Health & Human Services	\$44	1%
Intergovernmental	\$74	1%
Total Median Property Tax Bill	\$6,576	100%

Prior to 1991, Massachusetts had a separate tax rate for education at the municipal level. The current tax rate of the Town supports educational and municipal expenditures and is set by the Town Assessor's Office, with approval by the Massachusetts Department of Revenue, on an annual basis. In the figure below, we compare the average tax bill in Reading to 12 other communities that are often used as peers for benchmarking and comparison purposes. As you can see from Figure 25 below, over the past five years, the size of Reading's tax bill has maintained a rank of 7 out of 13. With regard to the statewide ranking, that figure too has remained relatively consistent ranging from 50 to 54 over the past five years, placing Reading's average tax bill among the highest 15% in the Commonwealth.

Figure 25: Comparison of Average Tax Bills Reading versus Comparable Communities

Comparable Community	FY'10			FY'11			FY'12			FY'13			FY'14		
	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank	Average Tax Bill	Statewide Rank	Table Rank
Belmont	\$9,216	12	1	\$9,676	12	1	\$9,964	13	1	\$10,359	13	1	\$10,566	13	1
Chelmsford	\$5,267	67	9	\$5,427	70	10	\$5,653	70	9	\$5,799	70	10	\$6,119	67	9
Dedham	\$5,227	70	10	\$5,483	66	8	\$5,770	65	8	\$5,937	66	8	\$6,217	64	8
Easton	\$5,328	63	8	\$5,448	68	9	\$5,642	71	10	\$5,848	67	9	\$6,040	69	10
Hingham	\$7,108	36	3	\$7,224	37	3	\$7,650	37	3	\$7,973	31	3	\$8,228	33	3
Mansfield	\$4,992	82	11	\$5,176	83	11	\$5,164	89	11	\$5,370	89	11	\$5,628	85	11
Marshfield	\$4,218	126	12	\$4,332	128	12	\$4,480	131	12	\$4,608	127	12	\$5,002	116	12
Milton	\$6,929	37	4	\$7,134	38	4	\$7,321	39	4	\$7,471	40	4	\$7,740	39	4
North Andover	\$5,975	50	6	\$6,161	49	6	\$6,390	50	6	\$6,559	51	6	\$6,738	50	6
Reading	\$5,953	51	7	\$6,109	50	7	\$6,290	52	7	\$6,458	54	7	\$6,576	54	7
Shrewsbury	\$3,893	155	13	\$3,955	157	13	\$4,139	156	13	\$4,322	151	13	\$4,483	152	13
Westford	\$6,584	41	5	\$6,719	42	5	\$6,901	45	5	\$7,097	45	5	\$7,312	45	5
Winchester	\$8,771	15	2	\$9,167	15	2	\$9,557	14	2	\$9,839	14	2	\$10,195	14	2
Statewide Average*	\$4,390			\$4,537			\$4,711			\$4,818			\$5,044		

The School Committee and Administration are appreciative of the support that the taxpayers of Reading provide to the schools and are mindful of the budgetary implications on the taxpayers when developing our budget proposal. We feel a strong obligation to be transparent and accountable as to how we use the resources we are provided. The sections that follow are intended to provide readers with a better sense of how resources are utilized in the district to improve student outcomes as well as to report on those outcomes and other measures of performance.

Allocation of District Resources

Resource allocation is one of our four district strategic objectives. The objective is to improve the alignment of human and financial resources to achieve all of our strategic objectives and initiatives to support teaching and learning and, ultimately, ensure students are college and career ready. The intent of this section is to provide the reader with an understanding of how district resources are spent, both at the district level as well as at the school level.

Per Pupil Spending

As we know, educating children is a labor intensive enterprise. Our school district spends 78.6% of the funding it receives on the staff salaries. The remainder is spent on such items as instructional supplies, materials, and equipment; technology; out-of-district tuition and transportation; energy and utilities; and building repair and maintenance.

All districts in Massachusetts file an End of Year Pupil and Financial Report with the MA DESE. This report allows a district to examine per pupil spending across a number of broad spending categories. Using a per pupil amount allows for better comparability both within the district and between school districts as it normalizes for enrollment. Examining per pupil spending by category helps us better understand where investments are made and where they may be lacking. Comparison between schools helps us determine if our resources are allocated equitably and if resources can be reallocated to target higher need schools or populations. Comparison between districts allows us to target districts with comparable financial means that may be achieving better results in areas that we are looking to improve, seek out the best practices and/or strategic investments being made in those districts, and potentially transfer those best practices or investment decisions to our district to improve our outcomes.

Per Pupil Spending by Category

The MA DESE reporting system categorizes expenditures into eleven general functional areas that are listed in Figure 26 below. The expectation would be, of course, that the highest level of per pupil spending would be in the "Classroom and Specialist Teacher" category. As one can see, however, the "Payments to Out-of-District Schools" category is actually the highest per pupil amount.

Figure 26: FY'13 Per Pupil Spending By Category

2012-13 Per Pupil Expenditures	General Fund Appropriations	Grants, Revolving & Other Funds	Total Expenditures	As % of Total	Expenditure Per Pupil	State Average Per Pupil	Difference b/w District & State
Administration	\$1,359,233	\$127,306	\$1,486,539	2.9%	\$334	\$484	(\$150)
Instructional Leadership	\$2,736,611	\$185,521	\$2,922,132	5.7%	\$658	\$882	(\$224)
Classroom and Specialist Teachers	\$18,506,811	\$1,466,683	\$19,973,494	39.2%	\$4,494	\$5,291	(\$797)
Other Teaching Services	\$3,893,207	\$125,654	\$4,018,861	7.9%	\$904	\$1,089	(\$185)
Professional Development	\$915,079	\$283,666	\$1,198,745	2.4%	\$270	\$225	\$45
Instructional Materials, Equipment and Technology	\$1,618,223	\$366,438	\$1,984,661	3.9%	\$447	\$409	\$38
Guidance, Counseling and Testing	\$1,376,572	\$48,174	\$1,424,746	2.8%	\$321	\$403	(\$82)
Pupil Services	\$1,479,538	\$1,764,006	\$3,243,544	6.4%	\$730	\$1,293	(\$563)
Operations and Maintenance	\$3,632,053	\$355,657	\$3,987,710	7.8%	\$897	\$1,066	(\$169)
Insurance, Retirement Programs and Other	\$6,916,458	\$83,594	\$7,000,052	13.8%	\$1,575	\$2,236	(\$661)
Payments to Out-Of-District Schools	\$2,359,202	\$1,293,870	\$3,653,072	7.2%	\$54,523	\$21,485	\$33,038
Total Expenditures	\$44,792,987	\$6,100,569	\$50,893,556	100.0%	\$11,281	\$14,021	(\$2,740)

This category captures the expense for any student who is attending school outside the district. This includes not only special education out of district placements, but charter school or school choice placements as well. Since we have very few children in charter schools or school choice programs, our reported figure is essentially made up entirely of special education placements which are much higher in cost than the average charter school placement (\$10,000 - \$30,000) or the average school choice placement (\$5,000). As this is also a per pupil calculation, the amount reflected is the total out-of-district tuition divided by the number of students attending out of district schools. For us, for FY'13, the basis was 64 students. This is the reason that our figure is so much higher than the state average. In calculating the overall state average, however, it is important to note that this category does not receive a lot of weight in our per pupil calculation due to the number of students in this category.

The Classroom and Specialist Teachers category is the next highest per pupil amount. A comparison to the state average shows that this is the category with the second largest difference between district and state per pupil spending. Average teacher salaries in Reading are lower than the state average teacher salary with Reading at \$66,048 compared to the state average of \$71,620, a difference of \$5,572. This is due in part to our salary schedule being lower than other comparable districts but also due to the fact that we have a more junior staff than many of our comparable districts. In Reading, thirty-nine percent of our staff has fewer than ten years of experience teaching; on average in Massachusetts, that figure is around thirty percent.

Another category in which we are significantly below the state average per pupil is in insurance, retirement and other benefits. This is likely due to the GIC-type tiered health insurance plan that we have for our employees which is very cost competitive. Furthermore, the employer-employee cost share in Reading is 71% employer paid and 29% employee. The average in the state is closer to 80% employer and 20% employee.

Pupil Services is another category that appears underfunded when compared to the state average per pupil. This category includes transportation and other student activities such as athletics or extracurricular. The reason why Reading is significantly below the state average is due to the fact that we have such little bussing in the district. Because we have neighborhood schools, we require only two buses for each school day for transporting children. This is significantly below most other districts in the area as well as the state. When the figure for this category is adjusted for transportation, the difference between Reading's per pupil and the state average per pupil is \$189 per pupil, much more aligned to the other categories.

The one area where we have historically spent more per pupil than the state average is the professional development category. FY'11 is the first year in many years that the district's per pupil amount was lower, although not significantly lower. Between FY'10 and FY'12 we reduced our professional development as well as our curriculum expenses significantly in order to minimize personnel cuts during these lean budget years. In FY'12 this trend reversed as a result of the increase to the professional development budget due to common core and educator evaluation implementation as well as other training needs.

The overall message to be gleaned from this comparison of categorical per pupil expenditures is that all of our expenditure categories appear underfunded when compared to the state average and that re-allocation of resources from one category to another would merely cause a particular category to be even further underfunded. The one area that we have looked to as a source of funds is out-of-district tuition. With the average out-of-district special education placement costing the district over \$62,000,

the ability to offer in-district programs for these students is not just best for students but also financially beneficial as well.

Per Pupil Spending by School

Figure 27 shows the instructional per pupil comparison by building and by program for all funding sources (general fund, grants, and revolving funds). As this figure shows, there is a rather significant variation for special education with a high of \$16,981 for Barrows Elementary School to a low of \$3,696 for Reading Memorial High School. This data indicates that we are under-funding special education at the High School. While this was addressed through the addition of 1.5 FTE in the FY'14 Budget, the per pupil expenditure at the High School based on special education enrollment still lags significantly behind other schools and programs. The addition of one special education paraeducator and one social worker for the TSP Program will have a modest impact on the special education per pupil for the High School.

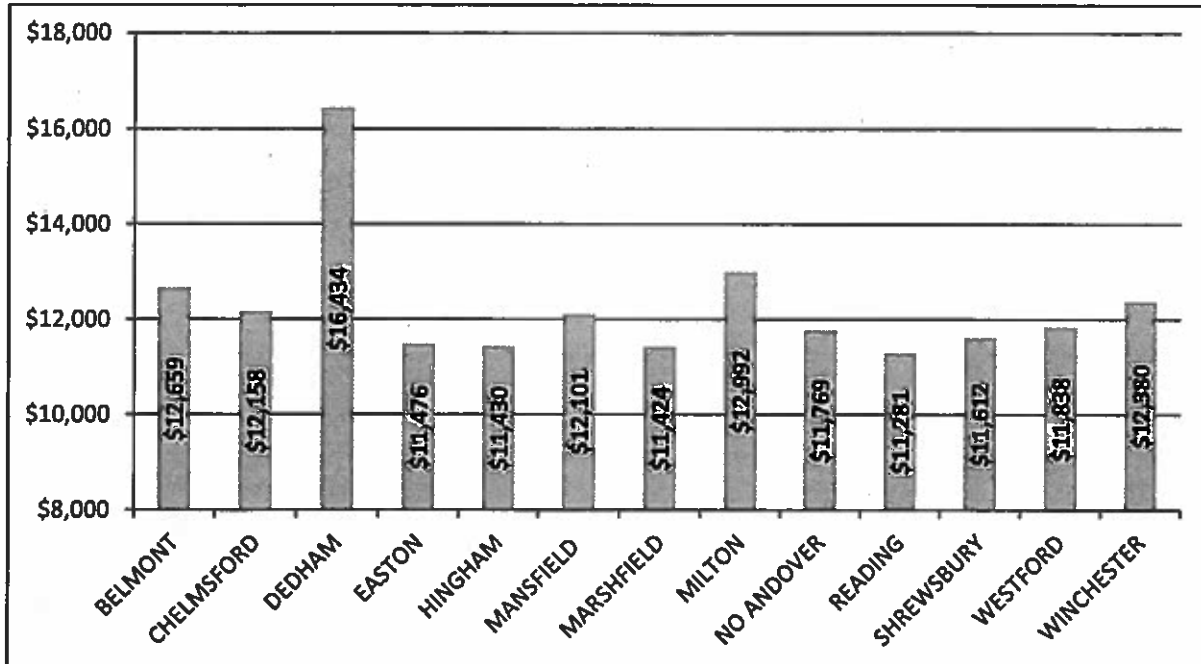
Figure 27: Instructional Per Pupil Spending by Program, all funding sources

School	FY15 Enrollment	FY15 Budgeted PPE - Reg'l Ed	FY15 Budgeted PPE - Special Education	FY15 SPED Enrollment	PPE - Special Education (using Special Ed Enrollment)
Alice M Barrows Elementary	359	\$5,069	\$1,514	32	\$16,981
Birch Meadow Elementary	387	\$4,778	\$1,979	62	\$12,352
Joshua Eaton Elementary	471	\$4,180	\$867	46	\$8,882
J Warren Killam Elementary	440	\$4,470	\$1,113	51	\$9,599
Wood End Elementary	335	\$4,700	\$1,611	49	\$11,017
Arthur W Coolidge Middle	476	\$6,106	\$1,535	98	\$7,456
Walter S Parker Middle	593	\$5,643	\$1,443	99	\$8,642
Reading Memorial High	1251	\$5,807	\$798	270	\$3,696
Mean		\$5,094	\$1,357		\$9,828
Median		\$4,924	\$1,478		\$9,241

Comparable District Spending

As mentioned in the introduction to this section, comparing our district's per pupil spending with comparable peers helps us to determine how we might consider allocating resources differently to be able to achieve key performance goals, be they student or other goals. The first step in this process is to determine a reasonable set of comparable peers. For our comparisons, the peers that have been selected are those that have similar enrollment and similar financial profiles. An analysis was performed using nine different demographic and financial metrics including population, per capita income, equalized property value, average single family tax bill and size of municipal budget. The chart below shows that Reading ranks 13th out of 13 in per pupil spending for in-district students at \$11,281. The average per pupil spending for these thirteen comparable districts is \$12,273 or \$992 above our district per pupil. If our district were funded at the average per pupil for these comparable districts, it would translate to an additional \$4,387,516 in funding to the district's budget.

Figure 28 FY'13 In-District Per Pupil Spending



In comparing per pupil spending for the various functional categories that DESE tracks (see Figure 29), one can see that Reading ranks among the five lowest of the comparable districts in all categories with the exception of professional development and supplies, materials & equipment. Included in our professional development spending is tuition reimbursement for staff. This is a benefit that many districts have eliminated over the past several years. Reading improved from its 8th place ranking in FY'12 supplies, materials & equipment per pupil spending to its current 2nd place ranking in FY'13 spending due to the one time investment in a new Math curriculum. The table below also shows that we are most significantly behind both the state average and our comparable average in the Classroom and Specialist Teachers category which represents salaries paid to these staff.

Figure 29: FY'13 Per Pupil Expenditures by Category for Comparable Districts

District Name	Total, In-District	Rank	Administration	Rank	Supplies, Materials, & Equipment	Rank	Professional Development	Rank	Classroom & Specialist Teachers	Rank
BELMONT	\$12,659	3	\$347	7	\$413	3	\$130	7	\$4,718	8
CHELMSFORD	\$12,158	5	\$469	4	\$544	1	\$193	4	\$4,635	10
DEDHAM	\$16,434	1	\$1,012	1	\$282	6	\$220	3	\$5,954	1
EASTON	\$11,476	10	\$385	5	\$213	11	\$63	11	\$4,688	9
HINGHAM	\$11,430	11	\$291	12	\$134	13	\$65	10	\$4,880	6
MANSFIELD	\$12,101	6	\$264	13	\$224	10	\$262	2	\$4,974	5
MARSHFIELD	\$11,424	12	\$384	6	\$274	7	\$56	12	\$5,017	4
MILTON	\$12,992	2	\$488	3	\$225	8	\$108	9	\$5,409	2
NO ANDOVER	\$11,769	8	\$312	10	\$153	12	\$24	13	\$4,441	13
READING	\$11,281	13	\$334	8	\$447	2	\$270	1	\$4,494	12
SHREWSBURY	\$11,612	9	\$312	11	\$328	4	\$129	8	\$4,613	11
WESTFORD	\$11,838	7	\$317	9	\$224	9	\$186	5	\$4,771	7
WINCHESTER	\$12,380	4	\$527	2	\$327	5	\$142	6	\$5,176	3
AVERAGE	\$12,273		\$419		\$291		\$142		\$4,905	
READING VS. AVERAGE	-\$992		-\$85		\$156		\$128		-\$411	
STATE AVERAGE	\$14,021		\$484		\$409		\$225		\$5,291	
READING VS. STATE AVERAGE	-\$2,740		-\$150		\$38		\$45		-\$797	

Special Education Spending

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 seven different programs across the district. The figure below shows the number of students in each of the programs in the current school year. Descriptions of each program can be found in the Special Education Cost Center discussion in the Financial Section of this document. The total number of children in special education programs is 197 with the greatest number of students currently in the Language and Learning Disabilities program.

Figure 30: SY'15 In-District Special Education Program Enrollment

	K	Gr1	Gr2	Gr3	Gr4	Gr5	Gr6	Gr7	Gr8	Gr9	Gr10	Gr11	Gr12	Total
Compass		•					4		1					5
Dev. Learning Ctr I	5	3	4	4	4	3	4	5	2	5	2		3	39
Dev. Learning Ctr II	0	2	1	2										5
Integrated Learning Prog. I		1	1	2	1	1	2	4	3		1		6	22
Integrated Learning Prog. II										1	2		4	7
Language Learning Disabilities			1	3	3	4	5	10	7	10	10	9	3	65
Student Support Program		1	2		3	1	2	5	3	2	5	5	13	42
Therapeutic Support Program										1	1	3	7	12
Total	5	7	9	11	11	9	17	24	16	19	21	17	36	197

When we are unable to provide the necessary services for a child to be able to make effective progress, then it becomes necessary to place the child in an out of district program. In that case, the district is responsible for the tuition and transportation expense for that child. Depending upon the placement, out-of-district tuitions can range from a low of \$40,000 to a high of over \$300,000 for a private residential placement. Figure 31 shows the historical special education expenditure trends for Reading Public School. This data shows the extreme variability in special education expenditures, particularly out-of-district tuition expense. Between SY'2004 and SY'2005, for example, out of district tuition

increased 25.4%. In SY'2010, this expense decreased 13.1% from the prior school year. The data also show the significant in-district increases that occurred in the years between 2003 and 2009 as our in-district programs were growing with staffing added to support those programs.

Figure 31: Historical Special Education Spending

Fiscal Year	In-District Instruction	Yr/Yr % Change	Out-Of-District Tuitions	Yr/Yr % Change	% of School Operating Budget	State Average Percentage
2003	3,498,538		2,726,148		20.3	17.7
2004	4,002,687	14.4%	2,929,036	7.4%	21.3	18.6
2005	4,468,696	11.6%	3,671,734	25.4%	23.2	18.9
2006	4,250,615	-4.9%	4,018,504	9.4%	21.8	19.1
2007	4,603,329	8.3%	4,241,134	5.5%	22.2	19.4
2008	5,011,644	8.9%	4,387,747	3.5%	22.8	19.8
2009	5,407,638	7.9%	4,503,089	2.6%	23.6	20.1
2010	5,316,345	-1.7%	3,913,861	-13.1%	22.2	19.8
2011	5,391,569	1.4%	3,552,879	-9.2%	20.9	19.9
2012	5,575,866	3.4%	3,702,507	4.2%	21.5	20.6
2013	6,674,941	19.7%	3,085,288	-16.7%	21.7	20.9

The data shows that our in-district expenses have significantly increased from FY'12 to FY'13 this is due to a 12.7% or \$650,279 increase to teaching and a 95.6% increase to other instructional expenditures which includes supervisory, textbooks, materials and instructional equipment. During this same time period we benefited from a 16.7% reduction in out-of-district tuitions due in part to our in district programs and students aging out of the school system. The data show that the gap between the percentage of budget for special education costs between our district and the statewide average has been narrowing over these same years.

We also observe that we are spending less on special education as a percent of the total budget than our comparable peers. From FY'08 to FY'10, we ranked fourth in the percent of the total budget that special education expense comprises. As of FY'13, we dropped to 12th place when compared to these other twelve districts. In essence, this indicates that our district has been working hard to stabilize special education expenses and has been successful relative to other comparable districts.

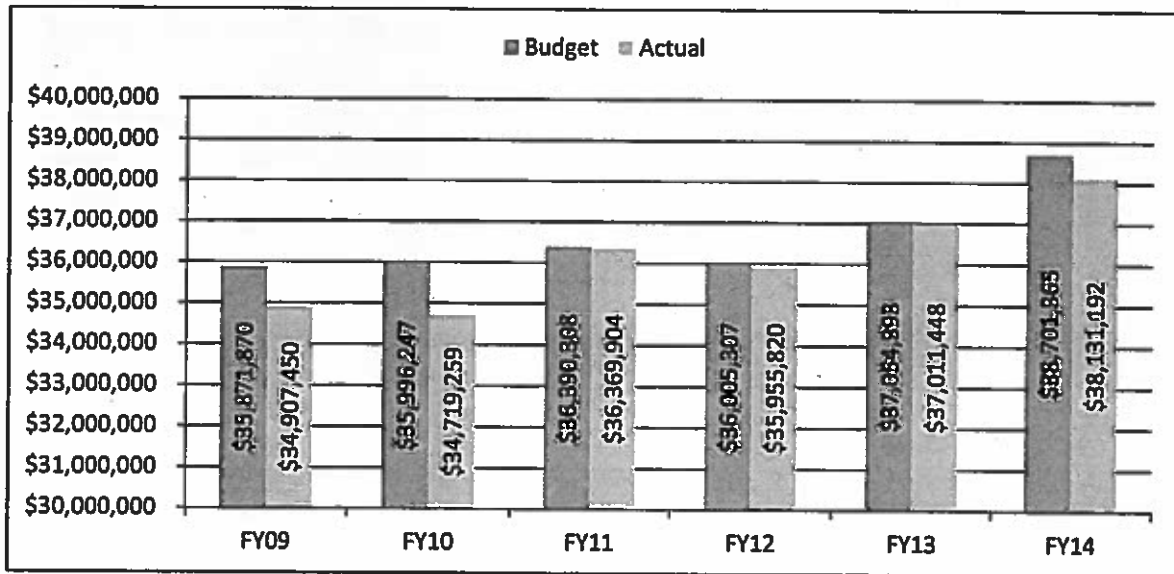
Figure 32: Special Education Spending as a Percent of Total Budget for Reading and Comparable Districts

District	FY'09		FY'10		FY'11		FY'12		FY'13	
	% of Total Budget	Table Rank	% of Total Budget	Table Rank	% of Total Budget	Table Rank	% of Total Budget	Table Rank	% of Total Budget	Table Rank
Belmont	21.2%	7	19.8%	9	20.2%	8	21.8%	9	21.9%	9
Chelmsford	23.2%	5	22.0%	5	21.3%	6	23.3%	4	23.3%	4
Dedham	25.7%	1	26.2%	1	25.6%	1	26.2%	1	27.4%	1
Easton	19.4%	12	18.5%	11	18.3%	11	18.7%	12	21.7%	11
Hingham	20.1%	10	21.4%	6	19.6%	10	23.1%	5	23.3%	5
Mansfield	20.9%	8	20.6%	8	21.3%	5	22.1%	7	22.5%	8
Marshfield	22.3%	6	21.1%	7	22.4%	4	23.6%	3	24.0%	3
Milton	20.8%	9	19.0%	10	18.2%	12	21.9%	8	21.9%	10
North Andover	23.7%	3	23.3%	3	22.9%	3	22.1%	6	23.3%	6
Reading	23.6%	4	22.2%	4	20.9%	7	21.5%	10	21.7%	12
Shrewsbury	25.6%	2	23.7%	2	24.6%	2	24.6%	2	25.2%	2
Westford	13.4%	13	14.1%	13	14.1%	13	15.3%	13	16.9%	13
Winchester	19.6%	11	18.3%	12	19.6%	9	20.3%	11	22.6%	7
Statewide Average	20.1%		19.9%		19.8%		20.6%		20.9%	

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 our budget to actual for prior fiscal years in Figure 33 below. As indicated, the school department has returned funds each of the prior five fiscal years and has not required or requested additional funds for school department operations.

Figure 33: Historical Budget versus Actual Spending



Allocation of Personnel Resources

Staffing is driven primarily by enrollment changes and program needs. The tables below show staffing resources for the prior year, current year, and requested for SY'15-16 by location, by position type, and by cost center.

As Figure 34 below shows, staffing at the elementary schools is fairly consistent and is reflective of overall enrollment at each school. In this table, there is a pronounced change in staffing from FY'13 to FY'14 actual and FY'16 budgeted. This is due to the shifting of the DLC programs from Barrows to Birch Meadow, which had no special education programs in FY'13. In the current school year, the DLC programs for the primary grades were shifted from Barrows to Birch Meadow. This shift will continue and will be completed in FY'16. The shift for FY'16 is not included in the table below; rather, it only contains the staffing shifts that occurred in the current year that will continue into next year. It is anticipated that two teachers and three paraprofessionals will shift from Barrows to Birch Meadow next year.

Parker is the larger of the two middle schools with 117 more students than Coolidge. While Parker does have more staffing, Coolidge's staffing is higher than enrollment might suggest because Coolidge is home to five special education programs while Parker has just one program. The High School has the largest number of staff for its 1,255 students.

Figure34: Staffing By Location

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
District	31.4	32.9	32.7	33.2	2,390,231	33.8	2,338,073	38.8	2,788,704
Barrows	52.8	54.1	49.4	49.9	2,635,987	47.4	2,547,600	47.4	2,674,098
Birch Meadow	41.7	41.4	49.9	49.8	2,672,103	53.3	2,833,831	52.8	2,966,626
Joshua Eaton	45.9	46.3	46.7	47.8	2,704,320	50.9	2,823,541	48.4	2,933,397
Killam	47.8	47.6	48.6	49.6	2,798,258	51.0	2,815,798	50.4	2,952,673
Wood End	42.2	46.8	45.7	45.2	2,379,069	45.1	2,366,142	43.6	2,462,409
Coolidge	62.9	63.7	63.9	66.8	3,944,853	66.8	3,865,606	66.6	4,011,595
Parker	68.3	69.0	70.5	70.5	4,312,091	70.0	4,287,206	69.8	4,469,642
RMHS	122.1	125.3	132.3	134.3	8,645,084	133.7	8,615,419	134.5	9,093,023
RISE	17.6	18.4	18.5	19.2	905,839	19.4	895,499	19.4	939,707
Grand Total	532.6	545.3	558.2	566.2	33,387,835	571.3	33,388,716	571.5	35,291,873

Teachers comprise the largest percentage of our district staff at 56.8%. This includes both regular education and special education classroom and program teachers. This does not include specialists (reading, technology integration, and library/media) which make up another 2.8%. When combined, teachers and specialists account for 62.2% of all staff. Paraprofessionals (regular education, special education, and tutors) comprise 18.2% of our staff. Thus, 80.4% of district staff is providing instructional services to students. Another 8% of our staff provides counseling, medical, and therapeutic support to students. District and building administrators, instructional leaders, and secretaries make up 9.4% of our staff. Custodial staff comprises 3.3% of our staff. Finally, the area where we are most understaffed – technology - comprises 1.1% of our total staff in the district.

Figure 35: Staffing by Position

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Administrative Assistant	5.0	4.8	4.8	4.8	248,986	4.8	240,986	4.8	248,155
Assistant Principal	5.0	5.0	5.0	5.0	529,646	5.0	516,094	5.0	531,918
Behavior Analyst (BCBA)								1.0	60,000
Computer Technician	3.5	5.0	4.5	4.5	229,000	4.5	241,000	5.3	283,038
Custodian	19.0	18.5	18.6	18.6	778,698	18.6	771,468	18.6	802,469
Data Analyst								0.3	15,193
District Administrator	8.2	8.2	8.2	8.2	926,739	8.2	858,260	8.2	889,211
District Admin of Support Services	1.0	1.0	1.0	1.0	59,450	1.0	60,000	1.0	85,000
District Evaluator	-	1.0	1.0	1.0	76,157	1.0	76,157	1.0	78,442
District SSP/TSP Program Director								1.0	75,000
Elementary Teacher	128.9	131.5	131.6	132.5	8,747,117	133.5	8,863,052	134.5	9,398,990
ELL Teacher	1.0	1.0	1.0	1.5	81,159	1.5	85,828	1.5	91,634
Guidance Counselor	4.6	4.6	5.0	5.0	324,109	5.6	359,427	5.6	379,906
High School Dept Chair	3.6	3.6	4.3	4.3	325,975	4.3	307,481	4.3	364,590
High School Teacher	86.6	87.2	91.8	91.8	6,321,460	90.6	6,294,555	91.8	6,687,196
Info Systems Specialist	0.2	0.2	0.2	0.2	15,231	0.2	15,231	0.2	15,688
Instructional Coach								2.0	150,000
K-12 Department Chair	0.6	0.6	0.5	0.5	40,338	0.5	39,952	0.5	50,845
Library/Media Specialist	7.0	7.0	7.0	7.0	468,097	7.0	462,979	7.0	486,075
Maintenance Staff	3.0	3.0	3.0	3.0	177,751	3.0	176,384	3.0	184,806
Middle School Teacher	82.7	83.9	83.4	84.4	5,773,873	83.4	5,645,944	83.4	5,920,078
Occupational Therapist	3.3	3.1	2.9	2.9	210,700	2.9	272,412	2.9	278,515
Occupational Therapy Assistant	0.3	0.6	0.5	0.6	30,871	0.6	27,930	0.6	27,930
Paraprofessional	83.1	85.0	93.1	97.0	2,251,043	101.6	2,311,629	96.5	2,310,517
Physical Therapist	1.5	1.5	1.5	1.5	112,036	1.5	113,192	1.5	119,134
Pre-School Teacher	6.2	6.1	6.0	6.7	418,693	6.5	411,211	6.5	437,049
Principal	8.0	8.0	8.0	8.0	894,740	8.0	889,131	8.0	915,804
Reading Specialist	7.0	7.0	7.0	7.0	546,217	7.0	548,732	7.0	568,144
School Adjustment Counselor	2.0	2.0	2.0	2.0	134,753	2.0	111,859	2.0	119,664
School Nurse	9.8	9.8	8.8	8.8	520,005	8.8	532,018	8.8	566,101
School Psychologist	9.5	9.5	10.5	10.5	709,810	10.5	691,465	9.5	641,674
Secretary	15.0	15.2	15.3	15.3	584,451	15.7	617,658	15.7	622,637
Social Worker	-	1.5	2.0	3.0	199,255	3.0	193,966	3.0	207,638
Speech/Language Pathologist	10.0	10.2	10.7	10.7	778,009	10.8	777,413	10.8	801,878
Supervisor of Students	-	1.0	1.0	1.0	32,800	1.0	33,000	1.0	33,000
Team Chair	5.2	5.2	5.4	5.4	441,991	5.6	438,896	5.6	448,780
Technology Specialist	2.0	2.0	2.0	2.0	155,851	2.0	155,087	2.0	163,977
Tutor	9.9	11.5	10.7	10.7	242,827	11.3	248,319	10.3	231,199
Grand Total	532.6	545.3	558.2	566.2	33,387,835	571.3	33,388,716	571.5	35,291,873

Figure 36: Staffing By Cost Center and Position

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Administration	9.3	9.1	9.1	9.1	790,256	9.1	741,156	9.1	767,539
Administrative Assistant	5.0	4.8	4.8	4.8	248,986	4.8	240,986	4.8	248,155
District Administrator	4.3	4.3	4.3	4.3	541,270	4.3	500,170	4.3	519,384
Regular Education	342.5	346.3	355.1	357.0	23,116,513	356.5	22,984,435	354.5	24,221,429
Assistant Principal	4.0	4.3	4.3	4.3	449,493	4.3	435,942	4.3	449,396
Elementary Teacher	109.4	109.4	110.1	110.5	7,315,326	110.0	7,310,007	111.0	7,753,946
ELL Teacher	1.0	1.0	1.0	1.5	81,159	1.5	85,828	1.5	91,634
Guidance Counselor	4.6	4.6	5.0	5.0	324,109	5.6	359,427	5.6	379,906
High School Dept Chair	3.2	3.2	3.3	3.3	248,445	3.3	261,700	3.3	315,673
High School Teacher	75.0	75.6	79.6	79.6	5,597,888	78.4	5,536,753	79.6	5,895,751
Instructional Coach								2.0	150,000
K-12 Department Chair	0.6	0.6	0.5	0.5	40,338	0.5	39,952	0.5	50,845
Library/Media Specialist	7.0	7.0	7.0	7.0	468,097	7.0	462,979	7.0	486,075
Middle School Teacher	71.7	72.9	72.4	73.4	5,066,360	72.4	4,952,658	72.4	5,188,884
Paraprofessional	17.6	18.4	20.8	20.8	452,187	22.8	491,754	17.6	422,266
Principal	8.0	8.0	8.0	8.0	894,740	8.0	889,131	8.0	915,804
Reading Specialist	7.0	7.0	7.0	7.0	546,217	7.0	548,732	7.0	568,144
School Adjustment Counselor	1.0	1.0	1.0	1.0	76,530	1.0	50,646	1.0	54,181
School Psychologist	9.5	9.5	10.5	10.5	709,810	10.5	691,465	9.5	641,674
Secretary	11.0	11.0	11.0	11.0	414,338	11.0	434,095	11.0	429,077
Supervisor of Students	-	1.0	1.0	1.0	32,800	1.0	33,000	1.0	33,000
Technology Specialist	2.0	2.0	2.0	2.0	155,851	2.0	155,067	2.0	168,577
Tutor	9.9	9.9	10.7	10.7	242,827	10.3	225,279	10.3	231,199
Special Education	119.6	132.5	139.0	145.7	6,388,159	149.9	6,535,875	151.6	6,954,209
Behavior Analyst (BCBA)								1.0	60,000
District Administrator	1.0	1.0	1.0	1.0	125,000	1.0	118,500	1.0	122,055
District Administrator of Support Services	1.0	1.0	1.0	1.0	59,450	1.0	60,000	0.6	40,000
District Evaluator	-	1.0	1.0	1.0	76,157	1.0	76,157	1.0	78,442
District SSP/TSP Program Director								1.0	75,000
Elementary Teacher	16.0	18.7	17.7	18.2	1,170,620	19.7	1,294,176	19.7	1,370,960
High School Dept Chair	0.4	0.4	1.0	1.0	77,530	1.0	45,781	1.0	48,917
High School Teacher	6.6	6.6	8.2	8.2	464,663	8.2	473,317	8.2	506,164
Middle School Teacher	8.5	8.5	8.5	8.5	521,417	8.5	502,894	8.5	535,090
Occupational Therapist	3.3	3.1	2.9	2.9	210,700	2.9	272,412	2.9	278,515
Occupational Therapy Assistant	0.9	0.6	0.5	0.6	30,871	0.6	27,930	0.6	27,930
Paraprofessional	59.2	66.6	72.4	76.2	1,798,856	78.8	1,819,875	78.9	1,888,251
Physical Therapist	1.5	1.5	1.5	1.5	112,036	1.5	113,192	1.5	119,134
Pre-School Teacher	4.6	4.6	4.2	5.5	350,388	4.9	311,769	4.9	330,567
School Adjustment Counselor	1.0	1.0	1.0	1.0	58,223	1.0	61,213	1.0	65,483
School Nurse	1.0	1.0	-	-	-	-	-	-	-
Secretary	2.0	2.0	2.0	2.0	77,623	2.0	76,822	2.0	81,708
Social Worker	-	1.5	2.0	3.0	199,255	3.0	193,966	3.0	207,638
Speech/Language Pathologist	10.0	10.2	10.7	10.7	778,009	10.8	777,413	10.8	801,878
Team Chair	3.2	3.2	3.4	3.4	277,563	4.0	310,459	4.0	316,490
Health Services	9.5	9.2	9.3	9.3	546,433	9.3	559,837	9.3	594,754
District Administrator	0.2	0.2	0.2	0.2	14,509	0.2	15,900	0.2	16,577
School Nurse	8.8	8.8	8.8	8.8	520,005	8.8	532,018	8.8	566,101
Secretary	0.5	0.2	0.3	0.3	11,919	0.3	11,919	0.3	12,276
Athletics	1.2	1.5	1.5	1.5	93,582	1.5	96,234	1.5	100,838
Assistant Principal	0.7	0.5	0.5	0.5	53,435	0.5	53,435	0.5	55,015
Secretary	0.5	1.0	1.0	1.0	40,147	1.0	42,800	1.0	45,023
Extracurricular	0.3	0.3	0.3	0.3	26,718	0.3	26,717	0.3	27,508
Assistant Principal	0.3	0.3	0.3	0.3	26,718	0.3	26,717	0.3	27,508
District Technology	4.4	5.9	5.4	5.4	304,886	5.4	319,921	6.1	345,321
Computer Technician	3.5	5.0	4.5	4.5	229,000	4.5	241,000	5.3	283,038
District Administrator	0.7	0.7	0.7	0.7	64,655	0.7	63,690	0.7	66,595
Info Systems Specialist	0.2	0.2	0.2	0.2	15,231	0.2	15,231	0.2	15,688
Facilities	25.0	24.5	24.6	24.6	1,178,178	25.0	1,159,875	25.0	1,206,630
Custodian	19.0	18.5	18.6	18.6	778,698	18.6	771,468	18.6	802,489
District Administrator	2.0	2.0	2.0	2.0	181,305	2.0	160,000	2.0	164,800
Maintenance Staff	3.0	3.0	3.0	3.0	177,751	3.0	176,384	3.0	184,806
Secretary	1.0	1.0	1.0	1.0	40,424	1.4	52,024	1.4	54,554
Grant Funded	20.8	16.1	14.1	13.5	939,110	14.5	964,666	14.2	1,054,446
Data Analyst								0.3	15,193
District Administrator of Support Services								0.5	45,000
Elementary Teacher	3.5	3.4	3.8	3.8	261,171	3.8	258,869	3.8	274,094
High School Teacher	5.0	5.0	4.0	4.0	258,909	4.0	254,485	4.0	285,282
Middle School Teacher	2.5	2.5	2.5	2.5	186,097	2.5	190,393	2.5	196,105
Paraprofessional	6.2	-	-	-	-	-	-	-	-
Pre-School Teacher	1.6	1.5	1.8	1.2	68,305	1.6	99,442	1.6	106,482
Team Chair	2.0	2.0	2.0	2.0	164,628	1.6	128,437	1.6	132,291
Tutor	-	1.7	-	-	-	1.0	23,040	-	-
Grand Total	532.6	545.3	558.2	566.2	33,387,835	571.3	33,344,716	571.5	35,291,873

Average Teacher Salaries

With teachers and specialists comprising 62.2% of our district staff, teacher salaries are a major driver of the district budget. Average teacher salaries in our district, historically, have been below the statewide average salary. Obviously, a large determinant of average teacher salary is the experience level of district staff. In general, Reading Public Schools, over the last five years, has had a smaller percentage of more veteran teachers and a larger percentage of less veteran teachers. While this makes the base salary level lower than other districts, it translates into larger year over year increases as teachers move up the steps of the salary schedule. In Reading, the average step increase for a teacher is 4.9%. A less veteran staff can also translate to higher professional development expenses since Massachusetts requires a master's degree for teachers to advance from initial to professional licensure. Teachers who are enrolled in a master's degree program in Reading are eligible for tuition reimbursement.

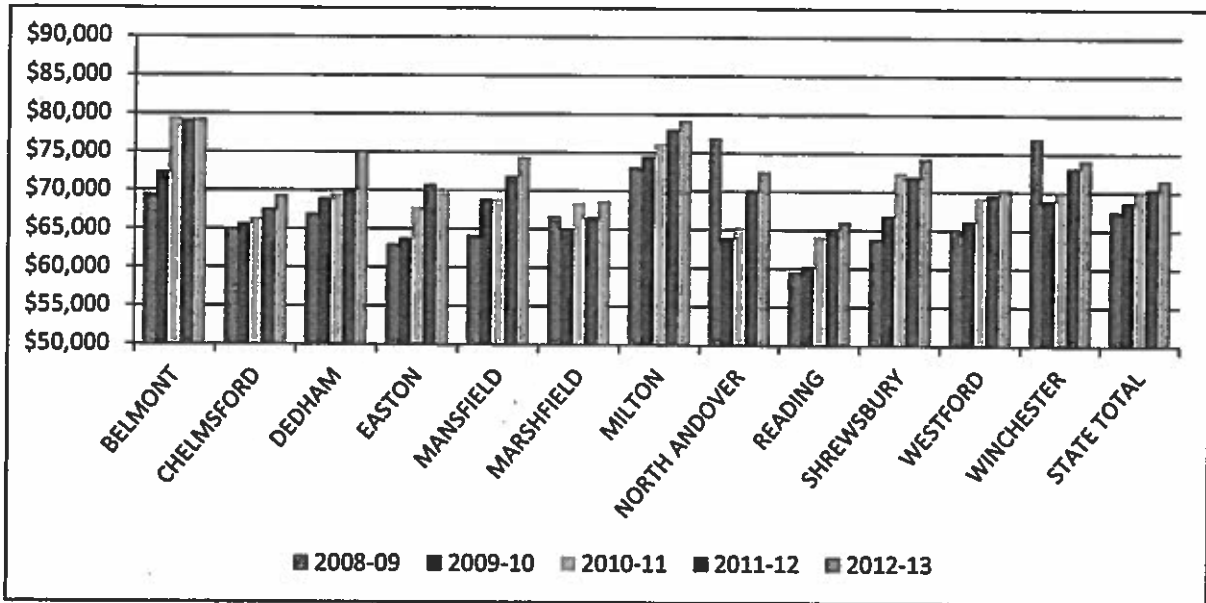
Figure 37 compares average teacher salaries in Reading to statewide average teacher salaries over the last several years. As the data below indicates, average teacher salaries in Reading have averaged just over \$5,000 below the statewide average over the past seven years. The gap was largest during the 2009-10 school year but has since improved modestly.

Figure 37: Average Teacher Salaries

SY	Reading	State	Difference
2005-06	55,678	56,366	(688)
2006-07	55,008	58,258	(3,250)
2007-08	61,212	64,164	(2,952)
2008-09	59,661	67,572	(7,911)
2009-10	60,300	68,733	(8,433)
2010-11	64,129	70,340	(6,211)
2011-12	65,194	70,474	(5,280)
2012-13	66,048	71,620	(5,572)

Figure 38 below shows Reading as compared to our financially comparable peers. As the chart indicates, when compared to these peer districts, Reading's current average salary is the lowest as of the 2012-13 school year.

Figure 38: Average Teacher Salaries, Comparison to Peer Districts



Student Demographics and Performance Measures

This section provides student demographic information such as enrollment by school, by grade, and by population; class size information; and measures of student performance and student success, such as MCAS results, graduation rates, and other key indicators. This information is intended to provide readers with a picture of who our students are and how they are performing and to identify areas of need.

Student Enrollment

Enrollment in our district has remained relatively stable and while we have declined slightly (1.54%) since our highest enrollment level in SY12-13. Over the last ten years we have increased our enrollment by 132 students. The three largest increases in enrollment came during SY'2007-08, SY'2010-11, and SY'2006-07. Next year's projected enrollment increase of 2.7% will be the largest in the last decade, with the highest enrollment growth at Reading high school level (4.2% average increase).

Figure 39: Historical and Projected Enrollment by School⁷

	02-03	03-04	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
Alice Barrows	394	405	409	375	387	406	407	390	399	389	388	369	359	383	382
Birch Meadow	539	527	532	350	363	418	422	412	419	412	393	384	387	412	413
Joshua Eaton	519	490	525	496	482	465	450	442	425	446	453	455	471	473	465
J. Warren Killam	534	554	544	447	453	427	451	455	447	451	446	463	440	445	433
Wood End				351	364	343	348	346	350	367	358	338	335	388	388
A.W. Coolidge	496	509	473	442	426	436	466	476	490	466	462	449	476	453	465
Walter S. Parker	531	534	532	527	566	597	586	562	593	584	593	564	593	566	581
Reading Memorial	1,222	1,178	1,211	1,222	1,223	1,259	1,222	1,242	1,246	1,262	1,285	1,307	1,251	1,308	1,302
RISE	58	65	67	72	68	65	76	67	90	100	105	103	95	105	105
District	4,293	4,262	4,293	4,282	4,332	4,416	4,428	4,392	4,459	4,477	4,483	4,432	4,407	4,533	4,534
% Change	0.2%	-0.7%	0.7%	-0.3%	1.2%	1.9%	0.3%	-0.8%	1.5%	0.4%	0.1%	-1.1%	-0.6%	2.9%	0.0%

Figure 40: Historical and Projected 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	105	321	347	353	345	360	375	318	357	344	340	289	360	319	4,533
2016-17	105	318	347	356	355	347	358	372	319	355	319	340	288	355	4,534

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.

⁷ Projections based on the Reading Public Schools Enrollment Projection Report, DeJong Healy, May 21, 2012

Figure 41: Special Education Enrollment

Academic Year	Total Enrollment	# of Students on IEP	% of Students	% of Students Statewide	# of Students Out of District
2005-06	4282	694	16.0	16.4	73
2006-07	4332	707	16.1	16.7	67
2007-08	4416	753	16.8	16.9	73
2008-09	4428	771	17.2	17.1	63
2009-10	4392	758	17.0	17.0	59
2010-11	4509	734	16.3	17.0	51
2011-12	4447	768	16.9	17.0	64
2012-13	4483	737	17.3	17.0	64
2013-14	4432	767	16.9	17.0	50
2014-15	4414	809	17.3	17.1	61

What is apparent from the table below is that our ELL and low income populations have been steadily rising over the last several years. We saw an increase of 42% or 101 students that meet the federal income guidelines for Free Lunch.

Figure 42: Enrollment by Other Subgroup

Academic Year	First Language Not English		Limited English Proficient		Low-Income		Free Lunch		Reduced Lunch	
	#	%	#	%	#	%	#	%	#	%
2006-07	72	1.7	11	0.3	129	3.0	82	1.9	47	1.1
2007-08	85	1.9	17	0.4	158	3.6	114	2.6	44	1.0
2008-09	78	1.8	14	0.3	172	3.9	125	2.8	47	1.1
2009-10	83	1.9	16	0.4	204	4.6	152	3.5	52	1.2
2010-11	75	1.7	14	0.3	231	5.2	176	3.9	55	1.2
2011-12	72	1.6	15	0.3	254	5.7	204	4.6	50	1.1
2012-13	81	1.8	20	0.5	261	5.8	213	4.8	48	1.1
2013-14	79	1.8	26	0.6	294	6.6	239	5.4	55	1.2
2014-15	75	1.7	26	0.6	398	9.2	340	7.9	58	1.3

Class Size

Reading Public Schools has no formal policy on class size but does have a recommended range of 18 to 22 in Grades K-2, 20 to 25 for Grades 3-5, and 20 to 26 for Grades 6 through 8. There is no recommended range, per se, for High School grades, although the college preparatory level of classes should ideally have no more than 20 students per class.

Figure 43: Average Class Size, Grades K-12

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	19.3	20.3	17.7	20.7	21.0	20.0							
Birch Meadow	20.3	21.3	19.0	23.7	22.0	22.7							
Joshua Eaton	24.5	20.3	20.3	22.3	22.8	25.3							
Killam	22.0	17.5	20.0	18.8	21.8	20.7							
Wood End	19.3	21.5	21.5	22.0	20.0	21.3							
Coolidge							26.7	26.2	26.5				
Parker							24.5	23.6	26.0				
High School										18.1	20.4	21.5	19.8
Average	21.1	20.2	19.7	21.5	21.5	22.0	25.6	24.9	26.3	18.1	20.4	21.5	19.8

Figure 44: High School Class Sizes by Grade and Academic Program

Grade	College Prep				Strong College Prep				Honors				AP
	9	10	11	12	9	10	11	12	9	10	11	12	
Subject													
English	11.0	14.0	13.3	16.5	20.0	23.2	22.4	22.4	19.6	21.4	23.8	26.0	13.0
Math	12.4	15.4	18.8		20.7	22.9	26.2	21.7	26.0	21.8	23.0	27.0	18.3
Science	13.3	17.5	16.4	14.5	16.7	23.0	23.2	10.7	19.7	24.0	25.0	19.7	17.5
Social Studies	14.0	16.0	19.5		18.7	21.8	21.5		25.0	23.6	24.7		16.0
Average	12.7	15.7	17.0	15.5	19.0	22.7	23.3	18.3	22.6	22.7	24.1	24.2	16.2

As Figure 44 shows, the average class sizes for all of the college preparatory level are below the desired cap of 20 students. These optimal class sizes were able to be achieved due to the increase in staffing included in the FY'14 budget which has led to an improved learning environment for students in these sections.

Figure 45: Student to Teacher Ratio by School⁸

SY	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Alice Barrows	20.5 to 1	16.7 to 1	15.8 to 1	15.6 to 1	13.8 to 1	13.2 to 1	14.0 to 1
Birch Meadow	18.4 to 1	17.7 to 1	18.1 to 1	17.9 to 1	17.0 to 1	16.0 to 1	13.7 to 1
Joshua Eaton	17.4 to 1	17.3 to 1	18.4 to 1	17.3 to 1	17.5 to 1	16.8 to 1	16.0 to 1
J.W. Killam	17.4 to 1	14.8 to 1	14.4 to 1	15.1 to 1	14.7 to 1	15.6 to 1	16.2 to 1
Wood End	13.9 to 1	12.9 to 1	13.1 to 1	15.4 to 1	15.1 to 1	15.5 to 1	14.2 to 1
A.W. Coolidge	11.7 to 1	12.7 to 1	12.3 to 1	12.3 to 1	12.6 to 1	12.1 to 1	12.0 to 1
W.S. Parker	14.0 to 1	12.5 to 1	11.8 to 1	12.6 to 1	12.5 to 1	12.6 to 1	11.9 to 1
Reading Memorial	15.3 to 1	14.8 to 1	14.9 to 1	15.1 to 1	15.1 to 1	15.0 to 1	14.3 to 1

Figure 45 shows the student to teacher ratio as calculated and reported by MA DESE. The total number is not as meaningful due to the way that teacher is defined by DESE in its EPIMS reporting tool. However, the comparison between schools as to the relative size of the ratio is valid. The data indicate that student to teacher ratios tend to be lowest at the middle school level followed by the high school. This is due to the fact that you have multiple core subject teachers per student, unlike the elementary school level.

⁸ Student to Teacher ratio is calculated by the MA DESE based on SIMS and EPIMS submissions. It is calculated as the total number of teachers as defined by DESE divided by enrollment as submitted by districts in SIMS.

State Accountability System

Beginning with the 2012-13 school year, accountability reports changed significantly as a result of Massachusetts' waiver of certain No Child Left Behind (NCLB) requirements: the NCLB goal of 100 percent proficiency was replaced with a new goal of reducing proficiency gaps by half by 2017; the NCLB accountability status labels of improvement, corrective action, and restructuring were eliminated; only state accountability and assistance levels are used for districts and schools, including charter schools; Adequate Yearly Progress (AYP) has been replaced with a new performance measure (the Progress and Performance Index, or PPI) that incorporates student growth and other indicators, including science and dropout rates; and reports show a new "high needs" subgroup, an unduplicated count of all students in a school or district belonging to at least one of the following individual subgroups: students with disabilities, English language learners (ELL) and former ELL students, or low income students.

The Massachusetts' Framework for District Accountability and Assistance classifies schools and districts on a five-level scale, with the highest performing in Level 1 and lowest performing in Level 5. The system is also a measure of each school and district's progress toward reducing the proficiency gap in half between 2010/11 and 2016/17. Schools making sufficient progress toward narrowing proficiency gaps are classified into Level 1, while the state's lowest performing schools are classified into Levels 4 and 5. In general, districts are classified into a level based on the level of their lowest performing school.

For individual schools, all schools with sufficient data are classified into Levels 1-5. Eighty percent of schools are classified into Level 1 or 2 based on the cumulative Progress and Performance Index (PPI) for the aggregate and high needs group. Schools are classified into Level 3 if they are among the lowest 20 percent relative to other schools in their grade span statewide, if they serve the lowest performing subgroups statewide, or if they have persistently low graduation rates. The lowest achieving, least improving Level 3 schools are candidates for classification into Levels 4 and 5, the most serious designations in Massachusetts' accountability system.

Schools with one or more subgroups that are among the lowest performing subgroups statewide are classified into Level 3, and the names of those groups are displayed. These schools are referred to as Level 3 Focus schools. For a subgroup to be low performing, it must meet two criteria: (1) the subgroup must place in the lowest performing 20 percent of like subgroups within the school type category statewide, and (2) the subgroup must place in the lowest performing 20 percent of all subgroups statewide within the same school type.

The U.S. Department of Education also requires Massachusetts to determine which districts have specific needs for technical assistance or intervention in the area of special education. A district's determination is based on six categories: Meets Requirements-Provisional (MRP); Meets Requirements (MR); Meets Requirements-At Risk (MRAR); Needs Technical Assistance (NTA); Needs Intervention (NI); and Needs Substantial Intervention (NSI). In most cases these categories correspond to the district's accountability and assistance level, except when the district has specific compliance needs. This designation helps signal whether outcomes for all students in the district indicate progress, including that of students with disabilities, or whether technical assistance and/or intervention is needed to improve outcomes for all children, especially students with disabilities.

Information above is excerpted or adapted from the Massachusetts Department of Secondary and Elementary Education website. Additional information about the state's accountability system can be found at:
<http://www.doe.mass.edu/apa/accountability/2014/GlossaryTerms.pdf>

Reading Public Schools Accountability

In 2014, the Reading Public Schools district was classified Level 3, as the Joshua Eaton Elementary School was given a Level 3 classification by the DESE, indicating it to be among the lowest performing 20% of subgroups— with a focus on High Needs. Currently, the district has been working with the state and the Joshua Eaton team to address these issues. In addition, a Joshua Eaton task force (consisting of both educators and community members) has also been established. The charge of the task force is to develop and oversee a comprehensive plan to elevate Joshua Eaton from the DESE’s Level 3 accountability rating and to continually move the school forward in a positive direction. This includes looking at all aspects of the school community, reviewing input from the DSAC survey, providing additional avenues for community input, recommending specific and sustainable action steps to the School Advisory Council and/or Reading Public Schools administration, and establishing an effective means of communication among all school stakeholders. The FY16 recommended budget also includes some key restructuring of funds to address this issue and to better assist the district in moving forward. Figure # -- below indicates each school’s current accountability level.

Figure 46 : SY’14-15 DESE Accountability Rating by School

School	Title I Status	Accountability and Assistance Level
Alice M Barrows Elementary	Non-Title I School (NT)	Level 2
Birch Meadow Elementary	Non-Title I School (NT)	Level 2
Joshua Eaton Elementary	Title I School (TA)	Level 3
J Warren Killam Elementary	Title I School (TA)	Level 2
Wood End Elementary	Non-Title I School (NT)	Level 2
Arthur W Coolidge Middle	Non-Title I School (NT)	Level 2
Walter S Parker Middle	Non-Title I School (NT)	Level 2
Reading Memorial High	Non-Title I School (NT)	Level 1

Massachusetts Student Assessment

The Massachusetts Comprehensive Assessment System (MCAS) was designed to meet the requirements of the Education Reform Law of 1993. This law specifies that the testing program must:

- test all public school students in Massachusetts, including students with disabilities and English Language Learner students;
- measure performance based on the Massachusetts Curriculum Framework learning standards; and,
- report on the performance of individual students, schools, and districts.

Currently, Massachusetts is transitioning to a next generation assessment and is testing the PARCC to be a new state test that could replace MCAS for English/language arts and math in 2016 for grades 3-8. PARCC stands for the Partnership for Assessment of Readiness for College and Careers. The 2014-2015 school year is the last year of a 2-year PARCC “test drive” for Massachusetts. In the first year, selected classes participated in the PARCC field test, in which students “tested the test.” This year, school districts had the opportunity to choose MCAS or PARCC, and 54% of districts chose PARCC—including

the Reading Public Schools. The shift in assessments is part of an overall transition to the state's new curriculum standards that began a few years ago.

In order to make sure students are learning what they need to know and be able to do at each grade level, the Department of Elementary and Secondary Education and local educators periodically upgrade Massachusetts' curriculum standards. Also, although Massachusetts 4th and 8th graders had been ranked #1 in the U.S. for reading and math, more than 1 in 3 Massachusetts high school graduates (who passed MCAS) had also been determined to require remedial courses when they enrolled in public higher education. As the MCAS was over a decade old and not designed to be a predictor of college readiness, the state began an effort to upgrade state standards and to explore a next generation assessment.

The state and educators were already working on this upgrade when development of the Common Core State Standards (CCSS) began in 2009, and the two efforts merged. DESE staff and the Curriculum Framework Review Panels for Math and ELA compared the Common Core Standards with the state's 2000/2001 frameworks, and determined that they were not only consistent with the state's own emerging revisions, but were stronger in several regards. In July 2010, the Massachusetts Board of Elementary and Secondary Education voted to adopt the Common Core Standards. In September 2010, the department staff, in collaboration with the members of the original Framework Revision Committees, then made unique state additions to the CCSS. Specifically, Massachusetts added more than 20 math standards, as well as pre-kindergarten and ELA standards. The final versions of the new frameworks for math and ELA standards were adopted by the board in December 2010 and published in March 2011.

Since the publication of the new standards, the Reading Public Schools (along with all Massachusetts school districts) have been updating their ELA and math curricula and have been conducting professional development to align with new standards. Teachers have also been shifting instructional strategies to align with the upgraded standards. For instance, the new math standards focus on fewer topics each year so students have time to learn concepts deeply, and the new English language arts standards require students to speak and write in a variety of formats and support their ideas with evidence from authoritative sources. Reading Public Schools' educators, along with the majority of Massachusetts districts, chose to participate in PARCC in order to give students and teachers a head start on experiencing a next generation assessment system which is aligned to our new learning standards and could be replacing the MCAS permanently.

Although this spring's PARCC assessments are still considered part of the state's 2-year "test drive," the 2014-2015 PARCC results will be official. Just as with MCAS, students will receive performance results. Parents and teachers will receive reports, and teachers can use that information to help pinpoint students' strengths and weaknesses. Districts administering PARCC in spring 2015, however, will have their 2015 accountability levels "held harmless," which means that a district's accountability level can only improve or remain the same based on student performance on the assessment— it cannot decline from its 2014 level next year. PARCC will also not cause any interruption in a district's ability to use student growth percentiles (SGPs). SGPs are calculated using a relative comparison of each student with his or her "academic peers." With a sufficiently representative sample, the state has indicated that it can reliably calculate SGPs when a student takes MCAS one year and PARCC in the next year. Grade 10 students will not take PARCC this year—they still must pass MCAS as a graduation requirement. MCAS science and MCAS-Alt will continue as is for all grades.

Like MCAS, PARCC is not meant to tell the whole story about what students know and can do. Rather, the state assessment is like an annual “check-up” that can provide valuable information. PARCC includes two parts in English/language arts and two parts in math. The first part (a “Performance-Based Assessment” in late March or early April) focuses on writing and analytical skills, and is primarily hand-scored by people. The second part (considered an “End of Year Assessment” in May) is computer-scored and targets reading and math comprehension. Combined, the two parts are designed to provide an important assessment of a student’s knowledge, skills, and ability to think critically.

Information above is excerpted and/or adapted from the Massachusetts Department of Secondary and Elementary Education website. Additional information about PARCC can be found at: <http://www.doe.mass.edu/parcc/>

Figure 47 below shows MCAS performance data for last year.

Figure 47: 5Y’2013-14 MCAS Performance, Reading versus State

Grade and Subject	Proficient or Higher		Advanced		Proficient		Needs Improvement		Warning/ Failing		CPI	SGP
	DISTRICT	STATE	DISTRICT	STATE	DISTRICT	STATE	DISTRICT	STATE	DISTRICT	STATE		
GRADE 03 - READING	67	57	12	12	55	46	29	33	4	10	87.7	N/A
GRADE 03 - MATHEMATICS	70	68	24	31	46	38	23	21	7	11	87.2	N/A
GRADE 04 - ENGLISH LANGUAGE ARTS	64	54	14	13	50	41	30	33	6	13	85.3	45
GRADE 04 - MATHEMATICS	53	52	18	20	35	32	42	36	5	12	82.4	48
GRADE 05 - ENGLISH LANGUAGE ARTS	76	64	18	18	58	46	20	26	5	10	90.3	42
GRADE 05 - MATHEMATICS	69	61	39	30	30	30	22	24	9	15	86.2	48
GRADE 05 - SCIENCE AND TECH/ENG	59	53	19	20	40	33	35	34	6	13	83.8	N/A
GRADE 06 - ENGLISH LANGUAGE ARTS	82	68	22	16	60	52	15	23	3	9	93.1	56
GRADE 06 - MATHEMATICS	75	60	41	29	34	31	18	25	7	15	88.2	58
GRADE 07 - ENGLISH LANGUAGE ARTS	84	72	7	11	76	61	12	21	4	7	94.2	40
GRADE 07 - MATHEMATICS	66	50	20	17	46	33	25	26	9	24	84.8	44
GRADE 08 - ENGLISH LANGUAGE ARTS	91	79	23	14	69	65	6	14	3	8	96.1	50
GRADE 08 - MATHEMATICS	59	52	22	19	38	33	31	29	9	19	81.9	41
GRADE 08 - SCIENCE AND TECH/ENG	57	42	6	4	51	38	38	41	5	18	82.9	N/A
GRADE 10 - ENGLISH LANGUAGE ARTS	98	90	47	41	51	48	2	8	1	3	99.2	47.5
GRADE 10 - MATHEMATICS	89	79	61	53	27	25	10	15	2	7	95.6	31
GRADE 10 - SCIENCE AND TECH/ENG	86	71	38	29	48	42	13	24	1	5	95.7	N/A
ALL GRADES - ENGLISH LANGUAGE ARTS	80	69	20	18	60	51	17	22	4	8	92.2	46
ALL GRADES - MATHEMATICS	69	60	32	28	37	32	24	25	7	15	86.6	46
ALL GRADES - SCIENCE AND TECH/ENG	67	55	21	17	46	38	29	33	4	12	87.4	N/A

Figure 48: Percent of Students Scoring Proficient or Higher on ELA MCAS

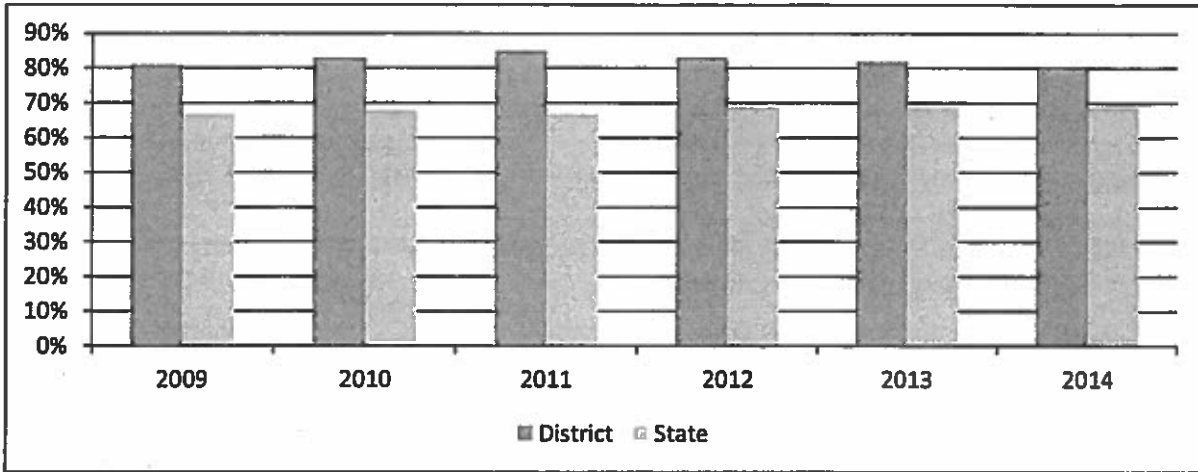


Figure 49: Percent of Students Scoring Proficient or Higher on Math MCAS

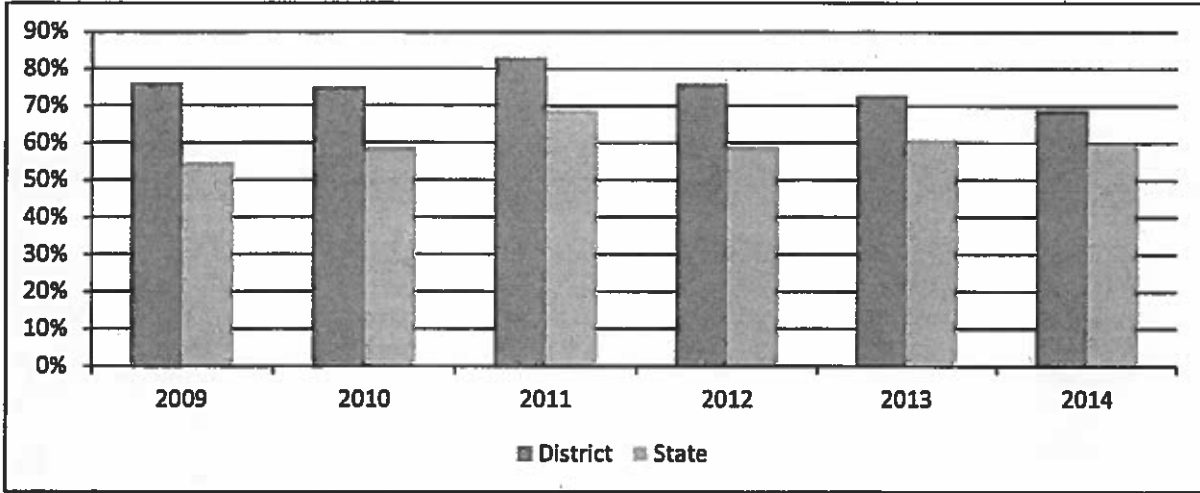


Figure 50: Percent of Students Scoring Proficient or Above by Subject and School

	2009			2010			2011			2012			2013			2014		
	ELA	Math	S & T	ELA	Math	S & T	ELA	Math	S & T	ELA	Math	S & T	ELA	Math	S & T	ELA	Math	S & T
Barrows	67%	70%	60%	72%	72%	65%	74%	72%	51%	80%	76%	69%	79%	74%	67%	71%	64%	69%
Birch Meadow	63%	55%	52%	73%	60%	58%	73%	65%	56%	75%	62%	47%	75%	71%	62%	71%	66%	59%
Easton	76%	80%	77%	80%	76%	72%	77%	72%	68%	76%	74%	65%	72%	69%	59%	70%	60%	53%
Killam	72%	74%	65%	77%	74%	60%	76%	71%	71%	75%	76%	65%	69%	71%	64%	70%	71%	55%
Wood End	71%	72%	67%	75%	70%	75%	70%	73%	75%	66%	74%	68%	69%	71%	61%	63%	64%	63%
Coolidge	89%	84%	59%	91%	81%	55%	90%	77%	52%	91%	76%	57%	89%	74%	52%	87%	65%	57%
Parker	91%	76%	70%	90%	77%	56%	90%	78%	51%	87%	74%	66%	88%	67%	53%	87%	71%	59%
RMHS	95%	90%	82%	90%	90%	89%	95%	93%	87%	97%	96%	88%	98%	94%	90%	98%	90%	87%

Figure 51: Percent of Students Scoring Proficient or Above, ELA MCAS

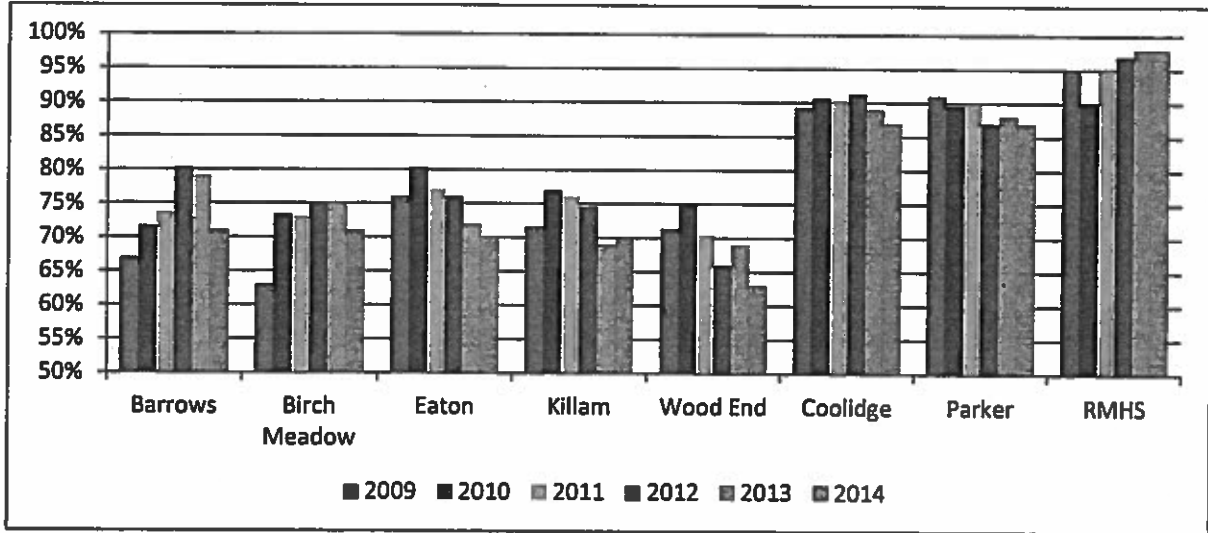


Figure 52: Percent of Students Scoring Proficient or Higher, Math MCAS

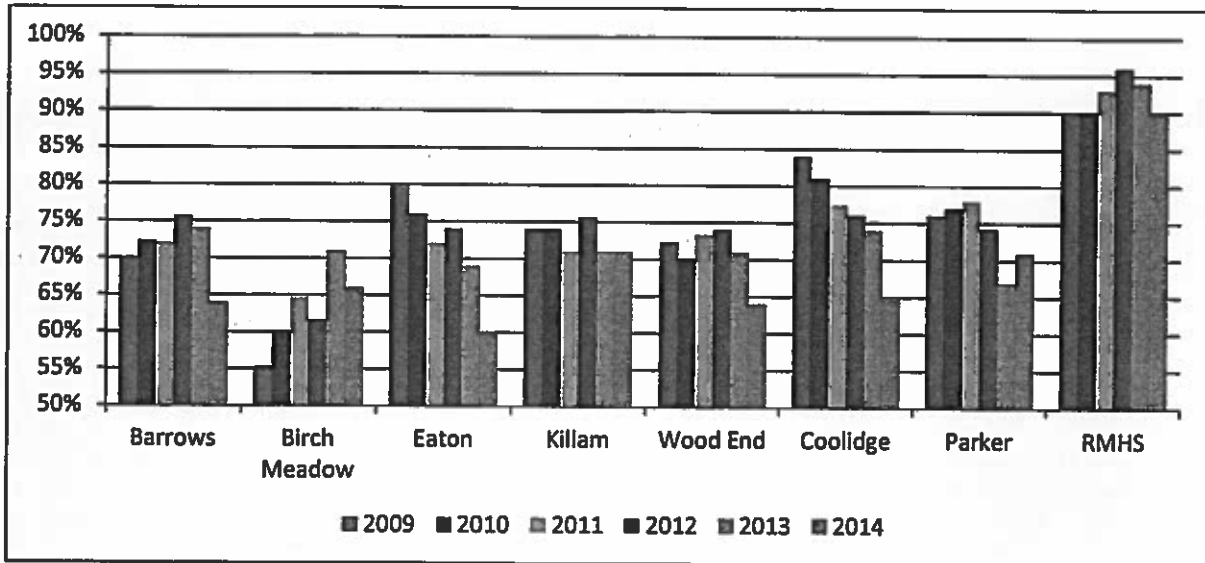
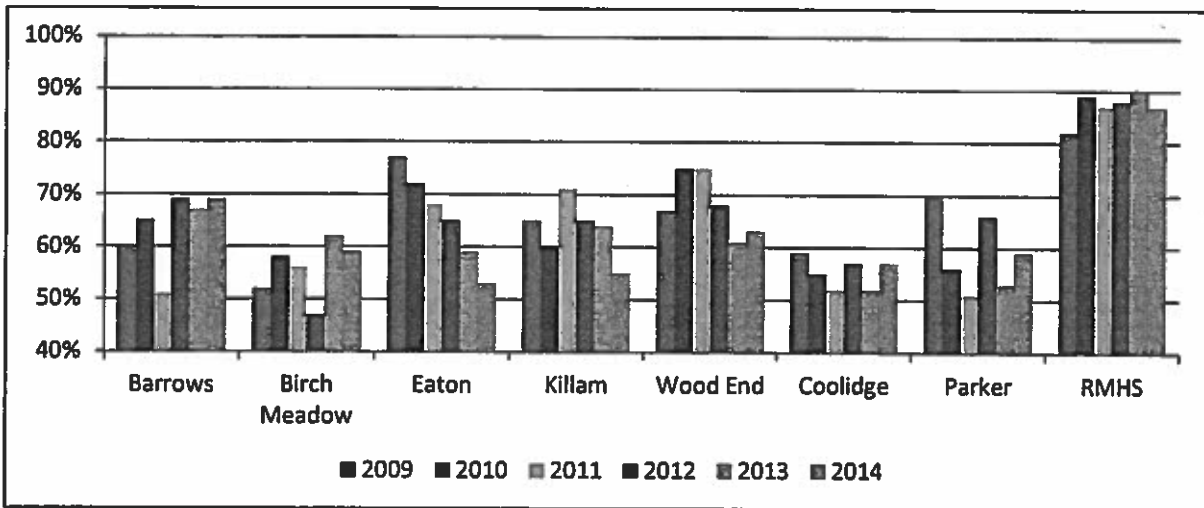


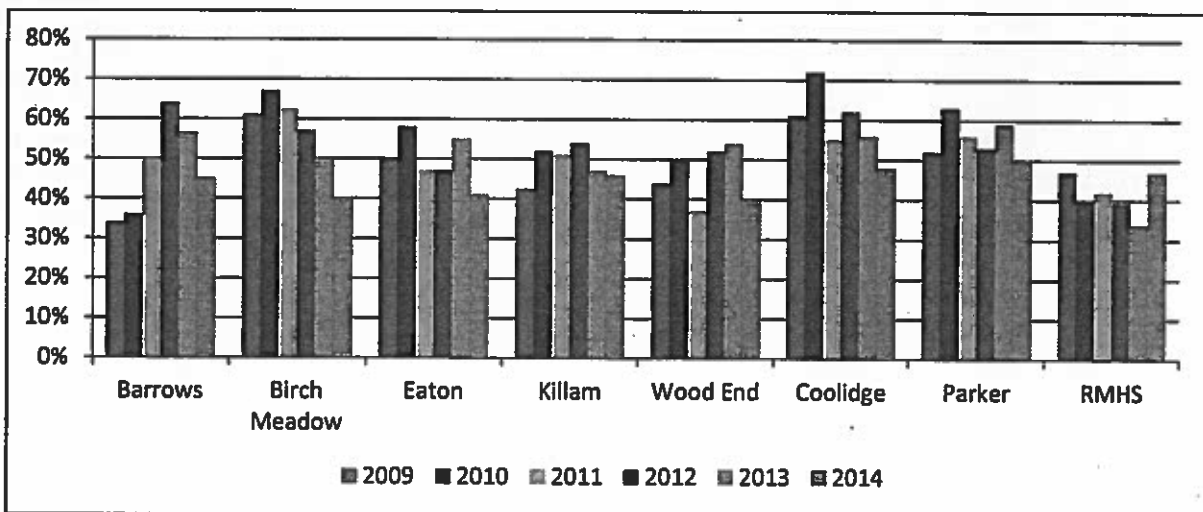
Figure 53: Percent of Students Scoring Proficient or Higher, Science & Technology MCAS



Student Growth Percentile (SGP)

Measuring student performance relative to standards specific to each grade level is useful in determining whether a student has met the standards for that grade. There are, however, several obstacles to using this approach to measure students' academic *growth*. This is why DESE developed "student growth percentiles," a measure of student progress that compares changes in a student's assessment scores to changes in assessment scores of other students with similar scores in prior years. A *student growth percentile* measures student progress by comparing one student's progress to the progress of other students with similar performance histories. We refer to students with similar score histories as "academic peers."

Figure 54A: Student Growth Percentile, ELA MCAS



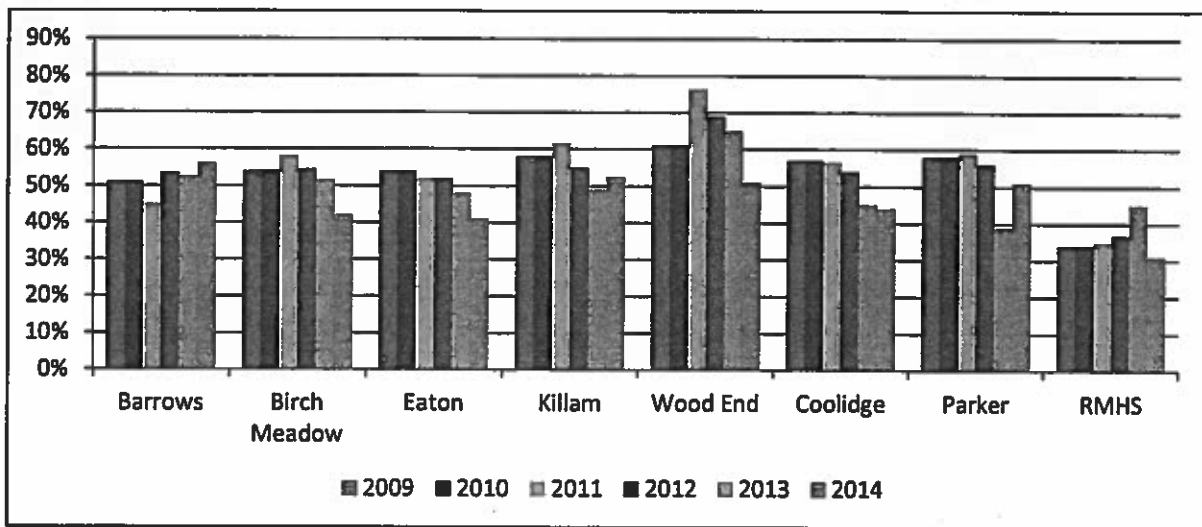
Percentiles are commonly understood values that express the percentage of cases that fall below a certain score. For example:

- A student with a growth percentile of 90 in 5th grade mathematics grew as much or more than 90 percent of her academic peers (students with similar score histories) from the 4th grade math MCAS to the 5th grade math MCAS. Only 10% of her academic peers grew more in math than she did.
- A student with a growth percentile of 23 in 8th grade English language arts grew as well or better than 23 percent of her academic peers (students with similar score histories) from the 7th grade ELA MCAS to the 8th grade ELA MCAS. This student grew less in ELA than 77% of her academic peers.

Because growth is measuring change in performance rather than absolute performance, it doesn't matter how a student performed on the MCAS last year. In any given testing year, each student has an equal opportunity to grow at the 99th percentile. In other words, even though a student may not *achieve* a score of 278 out of 280 this year, it is possible for a student to have *grown* at the 99th percentile from last year to this year. Although a student may perform well below the proficiency mark, that student could potentially have a high growth percentile. Such an occurrence could indicate that a program, a new approach, or something else is working for this student. It's important to note that the state identifies the moderate or "typical growth" range for a student as between 40 and 60, and indicates that differences in SGP of fewer than 10 points are likely not very educationally meaningful.

It is helpful to think of *growth* as a statistic that puts assessment achievement into greater context. Achievement scores answer one thing: how did a student fare relative to grade level standards in a given year. Student growth percentiles add another layer of understanding, providing a measure of how a student changed from one year to the next relative to other students with similar MCAS test score histories. The most appropriate measure for reporting growth for a group is the median student growth percentile (the middle score if one ranks the individual student growth percentiles from highest to lowest). The average or mean is not an appropriate measure when comparing percentiles.

Figure 54B: Student Growth Percentile, Math MCAS



Equal in importance to analyzing overall performance on state standardized assessments is the analysis of performance by *subgroup*. State assessment results are tracked by a number of subgroups in addition to all students and those subgroups include low income students, high needs students, students of different race/ethnic backgrounds, and students with disabilities. Data on historical performance and student growth percentiles on the state MCAS by subgroup are shown below.

Figure 55: MCAS Performance by Subgroup

	ELA - % Proficient of Above						Math - % Proficient of Above					
	2009	2010	2011	2012	2013	2014	2009	2010	2011	2012	2013	2014
All Students	81	83	83	83	82	80	76	75	76	76	76	72
Students w/disabilities	52	49	51	48	46	44	40	37	40	38	31	28
Low income	61	61	64	65	60	62	48	47	53	47	44	41
High needs			54	53	52	52			45	42	37	34
Afr. Amer./Black	68	55	56	55	49	60	46	33	44	41	44	35

Figure 56: MCAS Student Growth Percentile by Subgroup

	ELA - Student Growth Percentile						Math - Student Growth Percentile					
	2009	2010	2011	2012	2013	2014	2009	2010	2011	2012	2013	2014
All Students	51	58	52	54	53	46	59	54	55	53	53	47
Students w/disabilities	46	52	49	49	44	39	59	51	55	48	35	39
Low income	45	55	54	52	48	40.5	53	46	57	45	40	41.5
High needs			49	50	46	40			55	48	37	41
Afr. Amer./Black	50	52	54	47	42	43	36	52	63	53	47	38

The data above illustrate that there is an achievement gap between our higher needs populations and the general student population. These gaps are being addressed through a number of initiatives outlined in our district improvement plan goals, including the behavioral health of our students through the implementation of programs such as the Massachusetts Tiered System of Supports.

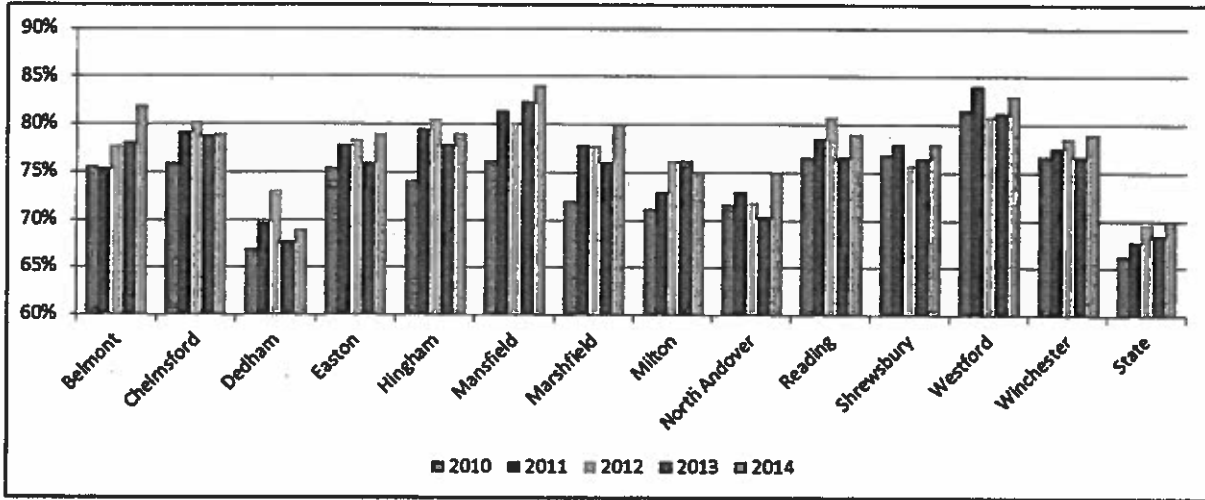
Some of the above information is excerpted and/or adapted from the Massachusetts DESE website. Additional information on student growth can be found at: <http://www.doe.mass.edu/mcas/growth/>

Other Measures of Performance

Student Attendance

Student attendance is one measure of how supported students feel which affects their willingness to come to school. The attendance rates in our district have exceeded the state average over the years. Figure 57 below shows Reading's attendance rates (percent of students absent fewer than 10 days) compared to our peers. The data is sorted from lowest to highest rates for the SY2012-13. .

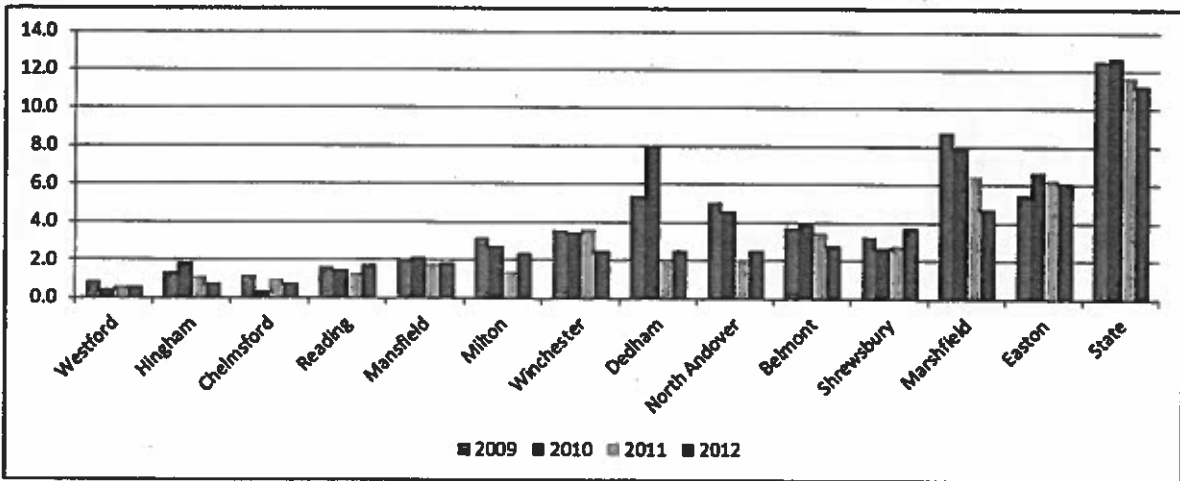
Figure 57: Percent of Students absent fewer than 10 Days



Student Discipline

Districts report to the MA DESE different metrics of student discipline. These include the percent of students suspended out of school at least once, the number of incidents per 100 students resulting in out-of-school suspension, and the number of criminal, drug- or tobacco-related, and violent incidents resulting in out-of-school suspensions. Our district has a relatively low rate of student discipline incidents, particularly as compared to the state. However, even among our comparable peers, we have, on average one of the lowest incident rates per 100 students that result in out-of-school suspension. Figure 58 below shows the comparison with the state and our comparable peers where we have the fourth lowest incident rate.

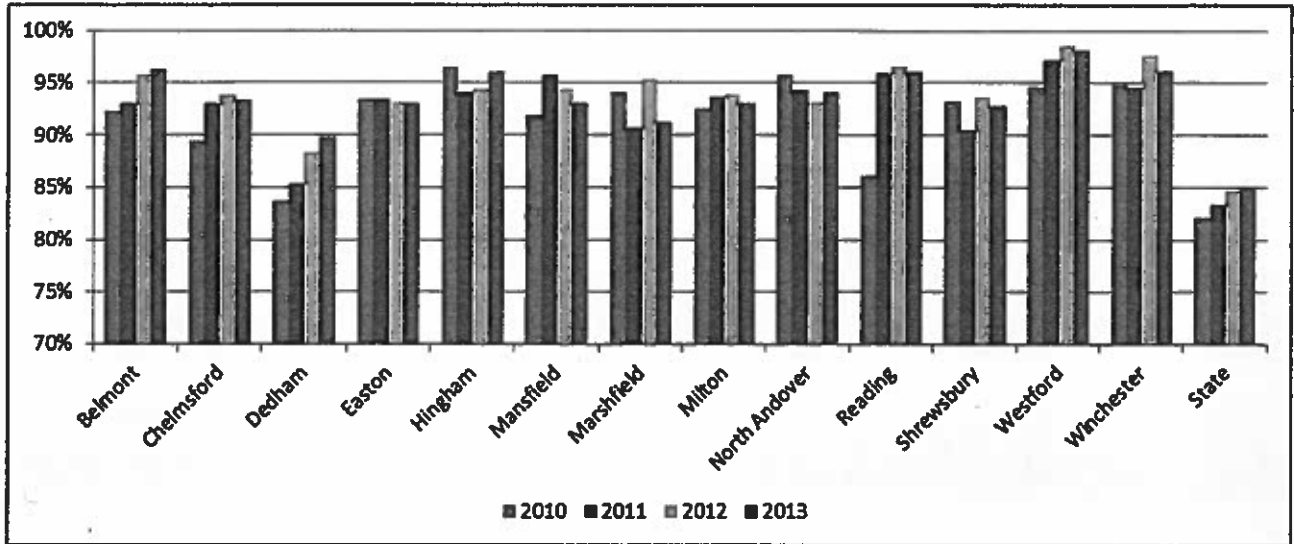
Figure 58: Number of Incidents per 100 Students Resulting in Out-of-School Suspension



Graduation Rates

The Massachusetts Department of Elementary and Secondary Education (ESE) calculates and reports graduation rates as required under Title I of the federal No Child Left Behind Act. The four-year cohort graduation rate is calculated as the number of students in a cohort who graduate in 4 years or less divided by the number of students entering grade 9 four years prior, less transfers out and adding transfers in.

Figure 59: 4-Year Cohort Graduation Rates



Reading has very high graduation rates averaging in the low to mid 90 percent range for the last several years (a reporting error in 2010 which makes it appear lower than 90%). Reading's graduation rate has averaged 9 to 12 points higher than the state average over the last five years. We also rank favorably among our peers with our graduation rate being the third highest of the group.

SAT Scores

Reading students tend to do very well on the Scholastic Aptitude Test which is one of the primary college entrance examinations. As the chart below shows, Reading students score higher than the statewide average, but they also perform well as compared to our in comparable communities. As Figures 60-62 indicate, SAT scores of Reading students are typically in the top half of our peers.

Figure 60: Reading SAT Scores for Comparable Communities

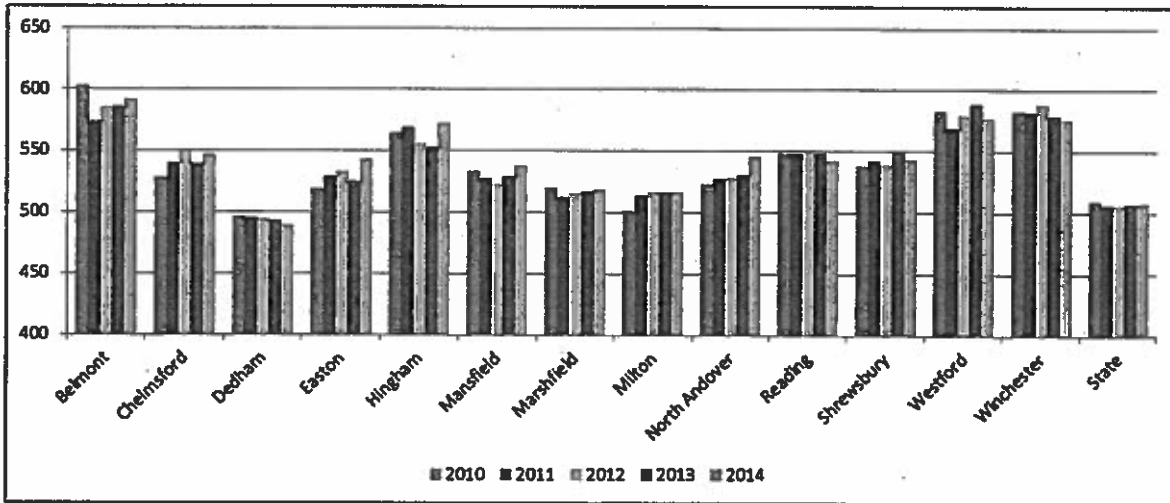


Figure 61: Writing SAT Scores for Comparable Communities

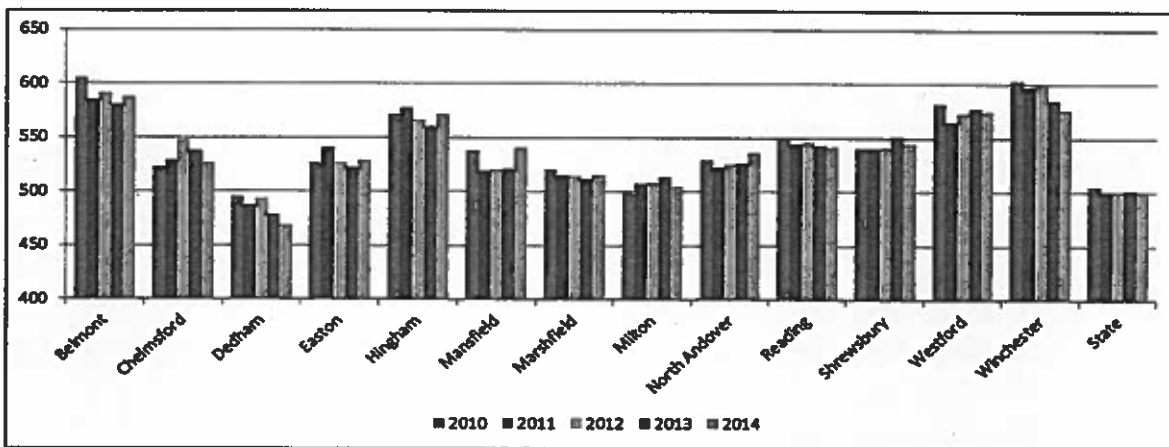
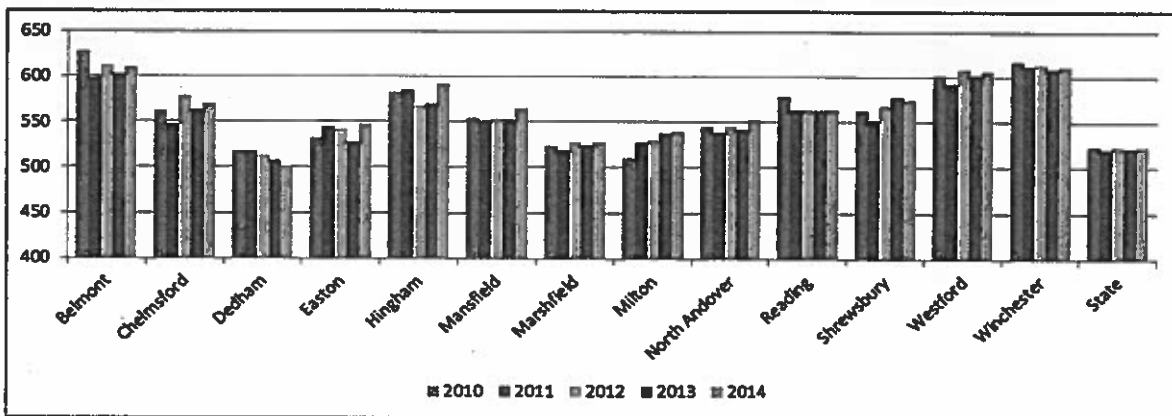


Figure 62: Math SAT Scores for Comparable Communities



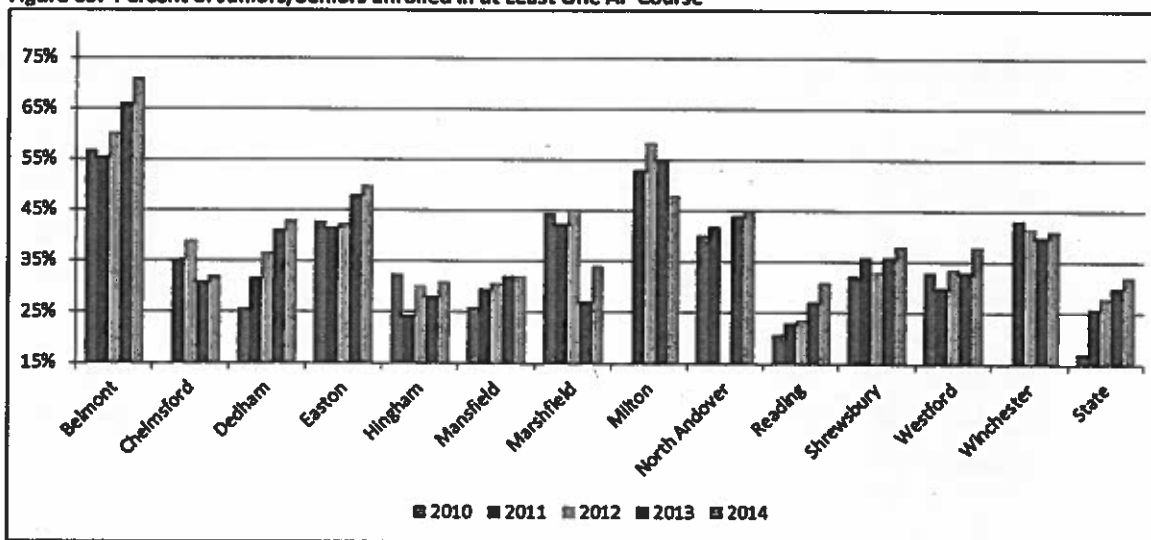
Advanced Placement Enrollment and Performance

The College Board's Advanced Placement Program enables students to pursue college-level studies while still in high school. Advanced placement courses provide willing and academically prepared students with the opportunity to earn college credit, advanced placement, or both. Taking AP courses also demonstrates to college admission officers that students have sought the most rigorous curriculum available to them.

Each AP course is modeled upon a comparable college course. College and university faculty members play a vital role in ensuring that AP courses align with college-level standards by defining the curricular expectations of each course and reviewing all AP teachers' syllabi.

Each AP course culminates with a college-level assessment developed and scored by college and university faculty members, as well as experienced AP teachers. AP Exams are an essential part of the AP experience, enabling students to demonstrate their mastery of college-level course work. An AP Exam score of 5 is equivalent to grades of A+ and A in the corresponding college course; a score of 4 is equivalent to grades of A-, B+, and B; and a score of 3 is equivalent to grades of B-, C+, and C. Most four-year colleges and universities in the United States grant students credit, advanced placement, or both on the basis of successful AP Exam scores. Universities in more than 60 countries recognize AP Exam scores in the admission process and/or award credit and placement for qualifying scores.

Figure 63: Percent of Juniors/Seniors Enrolled in at Least One AP Course



The participation of Reading students in Advanced Placement programs has been increasing over the past few years. However, while the participation of Reading students is on par with the state average, Reading lags comparable peers with the third lowest participation of the group.

Students Attending Higher Education Institutions

Reading Public School graduates have always had a high rate of matriculation into institutions of higher education, among the highest in the state. Over the past five years, an average of 91% of our students has gone onto public or private two-year or four-year colleges or universities as compared to the state average of 73%.

Figure 64 below shows the percentage of High School graduates who are enrolled in postsecondary education within 16 months of high school graduation. While Reading's numbers are strong, we do rank in the lower quartile when compared to our peer districts.

Another metric of the strength of high school programming is the percentage of students who, once matriculated at the postsecondary level, require additional developmental or remedial classes. Figure 65 shows the data on this metric for Reading and our comparable peers. This data indicates that Reading students have the second lowest rate of remediation when compared to our peer districts for students enrolled in our state colleges and universities.

Figure 64: Percentage of graduates enrolled in postsecondary education within 16 months of high school graduation

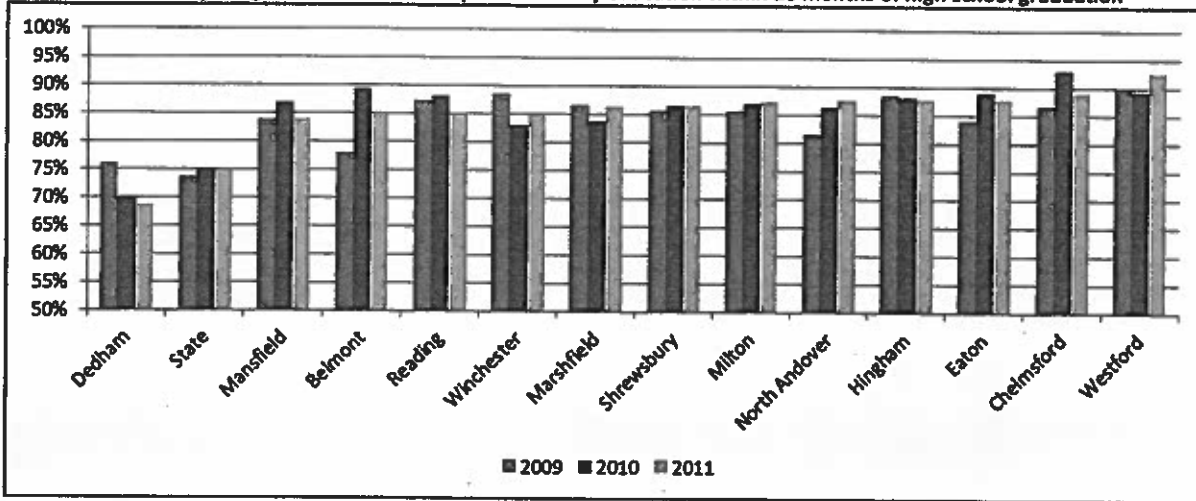
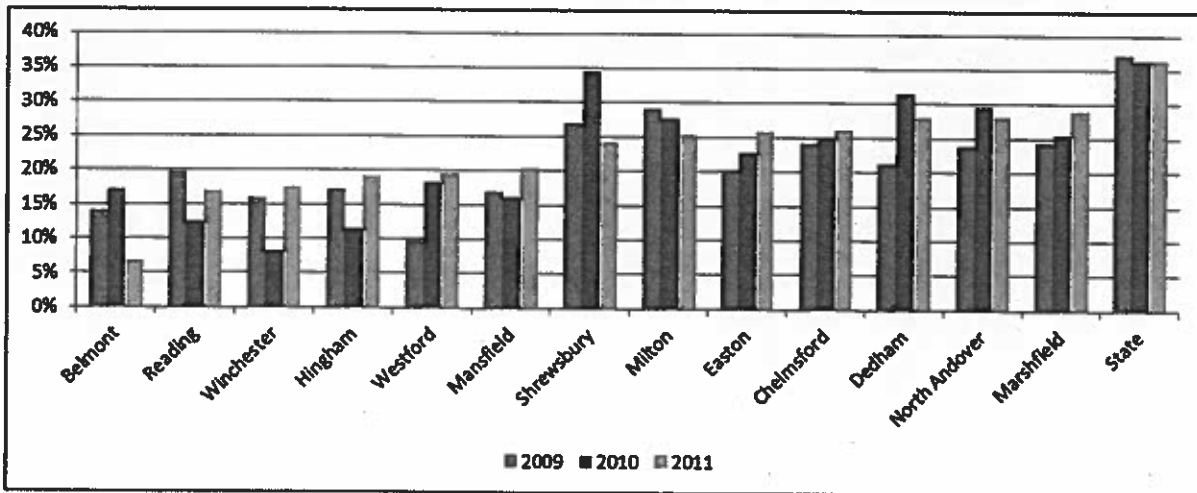


Figure 65: Percentage of students at Massachusetts public colleges enrolled in one or more remedial courses



Financial Section

The Financial Section of the budget is designed to provide the reader summary and detailed financial information regarding 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, Cost Center Budgets, and Building Information.

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 and Maintenance. As Figure 60 below shows, the overall increase to the FY'16 School Committee Budget is 2.86% or an increase of \$1,154,395.

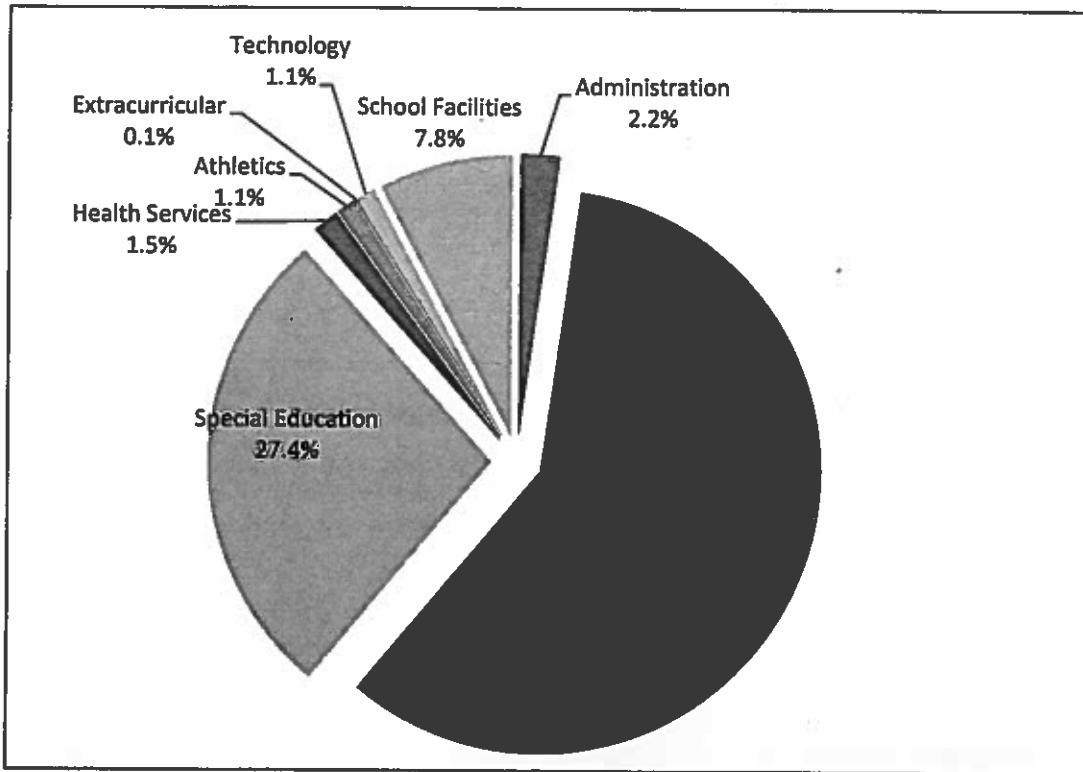
The largest percentage and dollar increase is in the area of Regular Day followed by Special Education budget. Combined these two cost centers account for 90.8% or \$1,048,725 of the overall \$1,154,395 increase.

Figure 66: General Fund Expenditures by Cost Center

Cost Center	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Administration	891,443	915,855	932,578	937,583	925,790	-1.3%
Regular Day	20,981,467	22,356,036	22,509,037	23,602,764	24,397,647	3.4%
Special Education	9,742,215	9,338,940	9,546,764	11,098,659	11,352,501	2.3%
School Facilities	2,778,769	2,839,872	2,945,373	3,169,319	3,214,176	1.4%
District Wide Programs	1,247,724	1,310,955	1,374,192	1,509,648	1,582,254	4.8%
Grand Total	35,641,618	36,761,657	37,307,945	40,317,973	41,472,368	2.86%

As Figure 67 below shows largest cost center for the district budget is regular day at 58.8% of total expenditures. The next largest is special education which comprises 27.4% of the budget. School facilities make up 7.8% of the budget with other district programs comprising 3.8%. The smallest cost center is district administration which makes up 2.2% of the total FY'16 School Committee Budget.

Figure 67: Cost Centers as Percentage of Total FY'16 Budget



As Figure 68 below indicates, there have been relatively modest shifts between costs centers from the current budget year to next year. Regular day, school facilities, and administration have declined, while special education and districtwide programs have increased.

Figure 69 shows the increase in each cost center budget year over year for FY'11 through FY'16. The average annual increase to the school department budget between FY'11 and the recommended FY'16 budget is 3.1%.

Figure 68: Cost Center Budget Proportions

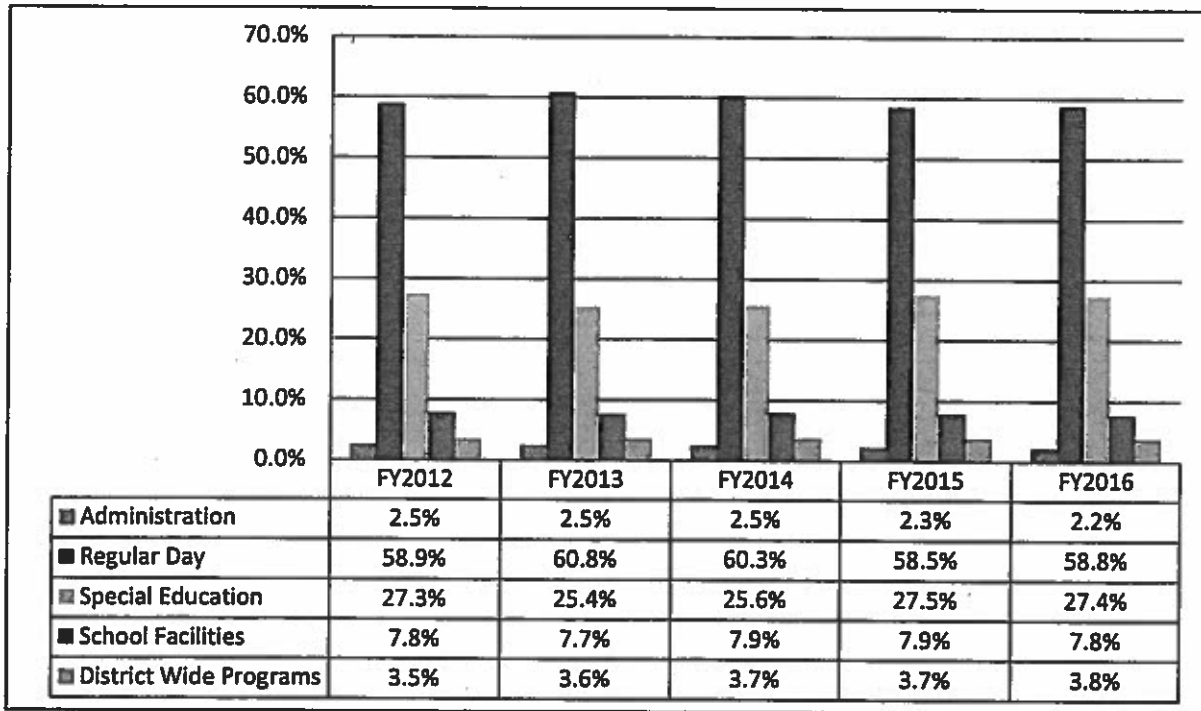


Figure 69: Change in Cost Center Budgets Year over Year

	FY11	FY12	FY13	FY14	FY15	FY16	Average Annual
Administration	3.7%	6.1%	3.5%	-2.0%	1.6%	-1.3%	1.9%
Regular Day	7.2%	-1.3%	6.1%	1.3%	4.4%	3.4%	3.5%
Special Education	3.5%	3.9%	-4.3%	11.5%	7.5%	2.3%	4.1%
Districtwide Programs	5.5%	-3.3%	5.1%	4.9%	9.7%	1.4%	3.9%
School Facilities	-5.7%	-13.5%	6.8%	3.5%	0.6%	4.8%	-0.6%
Total	4.8%	-1.0%	3.2%	4.1%	4.9%	2.9%	3.1%

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 an annual bus contract, or maintenance contracts.

Figure 70 below shows the General Fund expenses and budget by category.

Figure 70: General Fund Expenses and Budget by Category

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	24,195,340	25,427,982	25,903,955	26,712,352	27,975,541	5.05%
Clerical Salaries	722,842	758,955	780,890	807,162	844,642	4.64%
Other Salaries	2,989,518	3,310,452	3,769,634	4,331,436	4,247,179	-3.75%
Contract Services	1,948,441	1,941,215	2,248,260	2,306,821	2,140,226	-7.22%
Supplies & Materials	740,533	1,096,528	824,715	908,811	792,144	-12.84%
Other Expenses	5,044,945	4,226,525	3,780,490	5,251,391	5,472,636	4.21%
Grand Total	35,641,618	36,761,657	37,307,945	40,317,973	41,472,368	2.86%

The largest dollar increase to the budget is in professional salaries. This is not surprising since, as stated earlier, education is a staffing intensive enterprise. Professional salaries make up 67.4% of our district budget while salaries as a whole comprise 79.7% of our district budget. The increase in salaries reflects step and cost of living increases and column changes for represented staff and an assumed 3.0% average increase for non-represented staff.

The Clerical Salaries increase is a combination of the change in work hours, from 35 per week to 37.5 per week and the contracted and non-contracted increases. The reduction in Other Salaries is a result of the budgeted reduction in paraeducator hours and a reduction to the district substitute budget. We adjusted our substitute rates in FY'15 from \$65 for non-certified and \$75 for certified substitutes to \$75 for non-certified and \$95 for certified substitutes. We increased the rates paid to long term substitutes. These are individuals who cover for absences that last 10 or more consecutive days. The majority of these long term absences are maternity leaves which last for eight to twelve weeks. We increased from a \$100 per day to \$125 per day.

The decrease in Contract Services stems predominantly from a restructuring in special education services. The Superintendents Recommended Budget proposes a restructuring of the services we provide to our 18-22 year old population through EMARC so that the resources are more effectively and efficiently used for our students. This decrease also reflects a reduction in consulting services as we recommend hiring a Board Certified Behavior Analyst (BCBA) thus eliminating the need to outsource this important function. Finally, the FY'16 budget proposes a decrease in regular day bus transportation by eliminating all non-mandated bus transportation in grades K-6. Any additional bus transportation will need to be self-funded by user fees. Supplies and materials decreased due to a reduction in our per pupil funding. This will impact the amount of educational supplies and curriculum materials that are purchased at the building level. We also significantly restructured professional development funds in order to fund two new instructional coaching positions (K-8 Math and K-8 Literacy coaches). Finally, other expenses increase as a result of the reduction in the circuit breaker offset.

Figure 71 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 71: General Fund Expenses and Budget by Cost Center and Object

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Administration Total						
Professional Salaries	500,576	509,608	538,561	541,270	519,384	-4.04%
Clerical Salaries	194,057	207,871	208,069	213,986	213,155	-0.39%
Contract Services	104,423	104,080	83,201	74,250	86,413	16.38%
Supplies & Materials	6,572	8,292	5,939	8,601	8,596	-0.06%
Other Expenses	85,815	86,004	96,806	99,475	98,242	-1.24%
Administration Total Total	891,443	915,855	932,578	937,583	925,790	-1.26%
Regular Day						
Professional Salaries	18,884,105	19,396,119	19,939,312	20,642,766	21,795,900	5.59%
Clerical Salaries	389,212	400,922	404,170	422,038	437,277	3.61%
Other Salaries	706,288	824,819	901,653	1,223,132	1,058,167	-13.49%
Contract Services	62,935	75,097	83,980	78,000	55,200	-29.23%
Supplies & Materials	557,777	925,351	650,023	692,155	581,522	-15.98%
Other Expenses	381,150	733,728	529,899	544,673	469,582	-13.79%
Regular Day Total	20,981,467	22,356,036	22,509,037	23,602,764	24,397,647	3.37%
Special Education						
Professional Salaries	3,955,083	4,706,356	4,569,777	4,647,331	4,751,305	2.24%
Clerical Salaries	69,936	71,218	79,729	77,998	81,708	4.76%
Other Salaries	1,280,860	1,447,232	1,699,604	1,891,658	1,966,500	3.96%
Contract Services	1,224,165	1,174,931	1,459,708	1,492,965	1,313,761	-12.00%
Supplies & Materials	47,469	21,619	55,284	56,930	50,750	-10.86%
Other Expenses	3,164,702	1,917,584	1,682,663	2,931,777	3,188,478	8.76%
Special Education Total	9,742,215	9,338,940	9,546,764	11,098,659	11,952,501	7.29%
Health Services						
Professional Salaries	472,572	488,090	500,275	534,514	582,478	8.97%
Clerical Salaries	15,005	10,510	11,673	11,919	12,276	3.00%
Other Salaries	9,075	8,625	15,754	15,625	15,625	0.00%
Contract Services	7,934	5,895	8,180	9,000	9,000	0.00%
Supplies & Materials	7,110	7,687	6,072	8,900	8,900	0.00%
Other Expenses	185	2,214	1,743	1,825	1,825	0.00%
Health Services Total	511,881	523,020	543,697	581,783	630,104	8.31%
Athletics						
Professional Salaries	85,160	49,500	52,350	53,435	55,015	2.96%
Clerical Salaries	17,060	31,266	38,163	40,147	45,023	12.14%
Other Salaries	95,099	61,670	45,235	53,747	21,651	-59.72%
Contract Services	206,114	238,395	231,828	260,680	262,027	0.52%
Supplies & Materials	9,876	19,625	22,599	34,975	34,975	0.00%
Other Expenses	18,724	26,889	26,563	42,420	42,420	0.00%
Athletics Total	432,033	427,345	416,737	485,404	461,110	-5.00%
Extra Curricular						
Professional Salaries	38,361	26,578	33,436	31,845	24,377	-23.45%
Contract Services	12,303	9,096	10,249	12,788	12,650	-1.08%
Supplies & Materials	564	3,070	387	1,000	800	-20.00%
Other Expenses	3,075	6,774	8,873	10,600	10,550	-0.47%
Extra Curricular Total	54,303	45,518	52,944	56,232	48,377	-13.97%
Technology						
Professional Salaries	79,936	90,756	96,606	79,886	82,283	3.00%
Other Salaries	120,858	157,831	194,375	229,000	283,038	23.60%
Contract Services	17,877	12,993	30,941	24,112	24,112	0.00%
Supplies & Materials	633	211	313	1,000	1,000	0.00%
Other Expenses	30,203	53,280	38,579	52,231	52,231	0.00%
Technology Total	249,507	315,071	360,814	386,229	442,663	14.61%
School Facilities						
Professional Salaries	179,547	160,974	173,638	181,305	164,800	-9.10%
Clerical Salaries	37,571	37,168	39,087	41,074	55,204	34.40%
Other Salaries	777,338	810,276	913,013	918,275	902,199	-1.75%
Contract Services	312,690	320,728	340,174	355,026	377,064	6.21%
Supplies & Materials	110,532	110,673	84,098	105,249	105,601	0.33%
Other Expenses	1,361,091	1,400,054	1,395,364	1,568,389	1,609,308	2.61%
School Facilities Total	2,778,769	2,839,872	2,945,373	3,169,319	3,214,176	1.42%
Grand Total	35,641,618	36,761,657	37,307,945	40,317,973	41,472,368	2.86%

Figure 72: General Fund Expenses and Budget by Location

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Districtwide	8,533,906	8,011,700	7,685,783	9,335,371	9,655,066	3.4%
Alice Barrows Elementary	2,442,497	2,640,386	2,327,618	2,478,102	2,550,850	2.9%
Birch Meadow Elementary	2,190,584	2,105,108	2,464,955	2,672,783	2,833,650	6.0%
Joshua Eaton Elementary	2,150,255	2,293,883	2,424,200	2,509,082	2,522,408	0.5%
J.W. Killam Elementary	2,316,456	2,395,942	2,466,794	2,594,608	2,718,892	4.8%
Wood End Elementary	2,133,082	2,196,941	2,203,507	2,234,759	2,334,900	4.5%
A.W. Coolidge Middle	3,514,853	3,725,960	3,798,260	3,896,907	3,741,185	-4.0%
W.S. Parker Middle	3,956,241	4,097,959	4,199,002	4,372,356	4,602,582	5.3%
Reading Memorial High	8,047,728	8,562,860	9,135,945	9,571,383	9,890,396	3.3%
RISE Pre-School	356,016	730,916	601,880	652,621	622,440	-4.6%
Districtwide	35,641,618	36,761,657	37,307,945	40,317,973	41,472,368	2.86%

Figure 72 shows General Fund expenses by location while Figure 73 shows the General Fund expenses and budget by location and cost center. These tables show the amount of total funding required to operate each of our eight buildings (instructional as well as operational expense) as well as the RISE Preschool and the relative size of each of the building budgets. The size of each building budget is, of course, largely driven by the number and seniority of staff in each building. The school with the highest budget is obviously the High School given the amount of staffing necessary for a building with an enrollment of 1,251 students.

The Districtwide location includes any expense that is not directly attributed to a building. This would include, for example, district administration, special education district administration, special education tuition and transportation, facilities administration and staff, and health services. This location shows the largest increase of the ten locations identified at a total increase of \$319,695. The largest share of this increase (81.5%) is in the special education area which is also the largest of the districtwide location accounts due to special education out of district tuition and transportation which, net of the circuit breaker offset, totals 55.6% of the districtwide location amount.

The next largest increase in the districtwide location is in technology which grows by \$56,434 (comprising 18.2% of the increase in the districtwide location). This increase is driven by the additional computer technician needed to support our elementary school population as well additional funds necessary for networking and infrastructure equipment and software. Following close by is a \$48,321 increase in health services which is the result of salary increases. The remaining decreases are primarily the result of salary savings from turnover and restructuring of existing resources.

Figure 73: General Fund Expenses and Budget by Location and Cost Center

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
District	8,533,906	8,011,700	7,685,783	9,335,371	9,655,066	3.4%
Administration	891,443	915,855	932,578	937,583	925,790	-1.3%
Regular Day	541,415	1,184,261	719,381	963,124	960,727	-0.2%
Special Education	5,155,276	3,861,681	3,804,077	5,114,729	5,366,816	4.9%
School, Facilities	1,130,082	1,166,294	1,272,293	1,295,691	1,280,590	-1.2%
Health Services	511,881	523,020	543,697	581,783	630,104	8.3%
Extracurricular	54,303	45,518	52,944	56,232	48,377	-14.0%
Technology	249,507	315,071	360,814	386,229	442,663	14.6%
Alice Barrows	2,442,497	2,640,386	2,327,618	2,478,102	2,550,850	2.9%
Regular Day	1,529,507	1,620,338	1,616,349	1,819,890	1,847,244	1.5%
Special Education	825,853	926,457	612,119	543,386	589,941	8.6%
School, Facilities	87,138	93,591	99,150	114,826	113,665	-1.0%
Birch Meadow	2,190,584	2,105,108	2,464,955	2,672,783	2,833,650	6.0%
Regular Day	1,732,555	1,745,412	1,750,547	1,792,895	1,866,374	4.1%
Special Education	341,830	271,964	616,628	765,807	850,442	11.1%
School, Facilities	116,200	87,733	97,780	114,081	116,834	2.4%
Joshua Eaton	2,150,255	2,293,883	2,424,200	2,509,082	2,522,408	0.5%
Regular Day	1,711,837	1,808,215	1,901,307	1,968,937	2,081,931	5.7%
Special Education	340,330	372,597	398,669	408,559	304,152	-25.6%
School, Facilities	98,088	113,071	124,224	131,587	136,325	3.6%
J.W. Killam	2,316,456	2,395,942	2,466,794	2,594,608	2,718,892	4.8%
Regular Day	1,761,571	1,810,815	1,867,502	1,966,678	2,035,394	3.5%
Special Education	465,728	488,057	508,707	489,569	545,203	11.4%
School, Facilities	89,158	97,071	90,585	138,361	138,295	0.0%
Wood End	2,133,082	2,196,941	2,203,507	2,234,759	2,334,900	4.5%
Regular Day	1,626,801	1,612,821	1,589,059	1,574,381	1,664,406	5.7%
Special Education	405,391	474,970	518,317	539,830	550,918	2.1%
School, Facilities	100,890	109,151	96,131	120,548	119,576	-0.8%
A.W. Coolidge	3,514,853	3,725,960	3,798,260	3,896,907	3,741,185	-4.0%
Regular Day	2,689,072	2,750,964	2,810,797	2,906,545	2,841,937	-2.2%
Special Education	611,403	716,316	744,858	730,702	655,806	-10.2%
School, Facilities	214,377	258,680	242,605	259,660	243,442	-6.2%
W.S. Parker	3,956,241	4,097,959	4,199,002	4,372,356	4,602,582	5.3%
Regular Day	3,146,760	3,193,107	3,254,516	3,346,105	3,495,473	4.5%
Special Education	678,826	744,227	809,590	855,597	871,186	1.8%
School, Facilities	130,655	160,625	134,896	170,654	235,923	38.2%
Reading Memorial	8,047,728	8,562,860	9,135,945	9,571,383	9,890,396	3.3%
Regular Day	6,241,950	6,630,103	6,999,579	7,264,210	7,604,162	4.7%
Special Education	561,563	751,756	931,920	997,858	995,598	-0.2%
School, Facilities	812,183	753,656	787,709	823,911	829,526	0.7%
Athletics	432,033	427,345	416,737	485,404	461,110	-5.0%
RISE	356,016	730,916	601,880	652,621	622,440	-4.6%
Special Education	356,016	730,916	601,880	652,621	622,440	-4.6%
Grand Total	35,641,618	36,761,657	37,307,945	40,317,973	41,472,368	2.86%

For the remaining eight locations and the RISE Preschool program, most of the variability in the dollar and percent increases is attributable to changes in staffing patterns, levels, or seniority. An overview of the changes in each location is provided below.

Barrows Elementary School

Regular Day: There is a salary increase assumed for all certified and non-certified employees, however, this increase is offset by the reductions in per pupil allocations, paraeducator hours and substitute funding. The per pupil funding will need to be restored in the FY'17 budget cycle.
Special Education: Increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff.
School Facilities: No change as the FY'15 budget appears accurate in light of consumption history for energy and utilities post-performance contracting.

Birch Meadow Elementary School

Regular Day: There is a salary increase assumed for all certified and non-certified employees, however, this increase is moderated by the reductions in per pupil allocations, paraeducators hours and substitute funding. The per pupil funding will need to be restored in the FY'17 budget cycle.
Special Education: Increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff and the shifting of staff from Barrows to Birch Meadow as we continue the migration of the DLC program.
School Facilities: The increase reflects a more accurate consumption history for energy and utilities post-performance contracting and for additional repair and maintenance expenses.

Joshua Eaton Elementary School

Regular Day: Increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff as well as an additional Grade 1 teacher. The overall increase is mitigated by the reductions in per pupil spending, paraeducators hours and substitute funding. The per pupil funding will need to be restored in the FY'17 budget cycle.
Special Education: In FY'15 and FY'16, this location receives revenue support from a special education student from another district that is paying tuition to our district.
School Facilities: The increase reflects a more accurate consumption history for energy and utilities post-performance contracting and planned repairs.

Killam Elementary School

Regular Day: The increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff. The overall increase is mitigated by the reductions in per pupil spending, paraeducators hours and substitute funding. The per pupil funding will need to be restored in the FY'17 budget cycle.
Special Education: In FY'16 it is anticipated that this location will receive revenue support from a special education student from another district that is paying tuition to our district.
School Facilities: The slight increase in this cost center for this building is for additional repair and maintenance expenses given the age and condition of the building.

Wood End Elementary School

Regular Day: The increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff. The overall increase is mitigated by the reductions in per pupil spending, paraeducators hours and substitute funding. The per pupil funding will need to be restored in the FY'17 budget cycle.
Special Education: The increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff.
School Facilities: No change as the FY'15 budget appears accurate in light of consumption history for energy and utilities post-performance contracting.

Coolidge Middle School

Regular Day: The decrease is driven primarily by staffing turnover which was offset by step and cost of living increases and column changes for certified and non-certified staff. The increase is not as high as other schools as Coolidge has nearly 65% of its staff on the top step of the salary schedule. There were significant reductions made to the per pupil allocation. The per pupil funding will need to be restored in the FY'17 budget cycle.

Special Education: In FY'15 and FY'16, this location receives revenue support from special education students from another district that is paying tuition to our district.

School Facilities: A decrease reflects a more accurate consumption history for energy and utilities post-performance contracting.

Parker Middle School

Regular Day: The increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff. There were significant reductions made to the per pupil allocation. The per pupil funding will need to be restored in the FY'17 budget cycle.

Special Education: The increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff.

School Facilities: A decrease reflects a more accurate consumption history for energy and utilities post-performance contracting.

Reading Memorial High School

Regular Day: The increase is driven primarily by step and cost of living increases and column changes for certified and non-certified staff. The increase is more moderate than other buildings as nearly 60% of staff in this building is at the top step of the salary schedule. There were significant reductions made to the per pupil allocation. The per pupil funding will need to be restored in the FY'17 budget cycle.

Special Education: In FY'16 it is anticipated that this location will receive revenue support from a special education student from another district that is paying tuition to our district.

School Facilities: A decrease reflects a more accurate consumption history for energy and utilities post-performance contracting.

Athletics: This is discussed in more detail in the Athletics Cost Center discussion but is primarily driven by increased offset from increased user fees.

RISE Preschool

Special Education: The decrease is driven primarily by an increase to the offset from tuition revenue.

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 2.2% of the total district budget. The total decrease for district administration is \$11,793 or (1.3%).

The largest expenditure in this cost center is for the salaries of the four district administrators (Superintendent, Assistant Superintendent for Learning & Teaching, Director of Finance & Operations, 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 74: Administration Cost Center by Object Category

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	500,576	509,608	538,561	541,270	519,384	-4.0%
Clerical Salaries	194,057	207,871	208,069	213,986	213,155	-0.4%
Contracted Services	104,423	104,080	83,201	74,250	86,413	16.4%
Supplies & Materials	6,572	8,292	5,939	8,601	8,596	-0.1%
Other Expenses	85,815	86,004	96,806	99,475	98,242	-1.2%
Grand Total	891,443	915,855	932,578	937,583	925,790	-1.3%

District Administration by Object

As Figure 74 shows, the Administration Cost Center budget is projected to decrease by 1.3% in the FY'16 School Committee Budget. The decrease in professional and clerical salaries is a result of turnover savings. This decrease is offset by a 3.0% cost of living increase for the non-represented employees. The increase in contract services is due to an increased demand for legal services which was offset by the elimination of grant writing services. The decreases to supplies and materials and other expenses results from a reduction to budgeted supply purchases and a reduction to dues and memberships.

District Administration by Function

The District Administration cost center includes funds necessary to address the core functional areas of a school's central office. The specific MA DESE Function Codes and Descriptions are shown in Figure 75 below with each function and its budgeted amount described in more detail below. For more information on the MA DESE Accounting Structure, please see Appendix B.

Figure 75: District Administration Budget by Function

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
111 School Committee	8,896	8,691	8,487	9,477	10,384	9.6%
121 Superintendent	230,123	232,279	243,536	249,606	255,231	2.3%
122 Assistant Superintendent	144,034	132,503	145,127	150,835	153,889	2.0%
123 Other Administrative	46,735	-	-	7,111	-	-100.0%
141 Finance & Business	216,208	242,894	254,185	254,120	211,901	-16.6%
142 Human Resources	112,669	130,908	145,277	141,203	145,983	3.4%
143 Legal Services	4,979	49,477	27,025	7,501	27,720	269.6%
145 Information Management	74,539	63,649	50,223	55,682	57,352	3.0%
360 School Security	-	-	791	-	-	0.0%
413 Utility Services	44,709	46,603	48,176	51,399	50,205	-2.3%
510 Employee Benefits	8,550	8,850	9,750	10,650	13,125	23.2%
	891,443	915,855	932,578	937,583	925,790	-1.3%

Figure 76: District Administration Staffing

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Administration	9.3	9.1	9.1	9.1	790,256	9.1	741,156	9.1	767,539
Administrative Assistant	5.0	4.8	4.8	4.8	248,986	4.8	240,986	4.8	248,155
District Administrator	4.3	4.3	4.3	4.3	541,270	4.3	500,170	4.3	519,384

School Committee

The role of the School Committee is to recruit, hire, evaluate, and terminate 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 budget line 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 to this budget line fund an anticipated increase in dues and memberships, conference expenses for new Committee members, and a portion of the increased expense for new copier leases.

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 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, Building Principals, and the Network Manager. During FY’16, the Superintendent will lead the district and schools in achieving the strategic objectives as outlined in the Reading Public Schools Strategy for Improvement of Student Outcomes discussed above in the Organizational Section of this document, particularly in the area of common core implementation, development of common assessments and district determined measures of success, the implementation of the Multi-tiered system of supports (MTSS), the implementation of the PARCC assessment, the development of short term and long term

space and programmatic needs for the district, as well as the continued implementation of the educator evaluation system.

This budget line includes the salaries of the Superintendent and the Executive Assistant to 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. The majority of the increase funds compensation increases.

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 and the METCO Director. He is also responsible for coordinating the district's professional development and curriculum planning activities, including the annual professional development institute held in Reading each spring. During FY'16, the primary focus of this position will be the continued implementation of the state's new curriculum standards, overseeing the district's professional learning communities, as well as the development of common assessments and district determined measures to inform instructional practices and curriculum alignment.

The budget associated with this function funds the salaries of the Assistant Superintendent for Learning and Teaching as well as a 0.5 FTE Administrative Assistant. Also funded here 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 Director of Finance and Operations is to lead the school finance operations, including budget, financial reporting, payroll, accounts payable, accounts receivable, transportation, and purchasing. In addition, the Director of Finance and Operations supervises and evaluates the Director of Facilities and School Nutrition Director. In FY'16, some of the key areas of focus for this position will be continued development and implementation of a long range plan to transition to full day kindergarten for all students and expand preschool programming, and address classroom and program space constraints, including the accessibility issues at Killam Elementary School. 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 budget associated with this function funds the salaries of the Director of Finance 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, and procurement. Also funded here are the expenses for this area including membership to the Massachusetts Association of School Business Officials, professional development, printing, copying and copier leases, postage, advertising, and office supplies. The majority of the decrease for this functional area are the result of savings from staff turnover.

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'16, some of the key areas of focus for this position will be to review and revise our personnel policies and procedures, strengthen our processes to better support staff, and assist with the continued implementation of the educator evaluation system.

The budget associated with this function funds the salaries of the Human Resources Administrator as well as a 0.5 FTE administrative support staff. Also funded 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), employee physical examinations, as well as printing, copying and copier leases, postage, and office supplies. The majority of the increase here funds compensation increases as well as an increase in employee recruiting expenses (advertising, employee physicals, and job search related activities).

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 has recently entered into a new contract for legal services with the firm of Stoneman, Chandler and Miller. The increase in this line is based on current trending with regard to use of outside counsel for ongoing personnel matters.

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.

This budget line includes a 0.25 FTE district data support staff person as well as 0.34 FTE district level technology and network management staff. 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). The decrease here in FY'16 is an adjustment based on prior three years of actual history.

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, six additional staff have qualified and taken advantage of this benefit. The FY'16 budget is based on this historical trend and an increase in the current collective bargaining agreement from \$150 to \$175

Figure 77 below shows the District Administration Budget by detailed expense category. This information provides the reader with a line by line analysis of the changes in the district administration budget.

Figure 77: District Administration Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	500,576	509,608	538,561	541,270	519,384	-4.0%
Administrator	402,652	409,776	426,346	435,625	410,570	-5.8%
Director	68,261	69,530	75,837	73,800	76,014	3.0%
Employee Benefits	-	-	9,500	-	-	0.0%
Manager	29,662	30,301	26,878	31,845	32,800	3.0%
Clerical Salaries	194,057	207,871	208,069	213,986	213,155	-0.4%
Administrative Assistant	214,057	227,871	235,569	248,986	248,155	-0.3%
Revolving Fund Support	(20,000)	(20,000)	(27,500)	(35,000)	(35,000)	0.0%
Contract Services	104,423	104,080	83,201	74,250	86,413	16.4%
Consulting Services	54,735	8,000	8,000	15,351	8,487	-44.7%
Labor Counsel	4,979	49,477	27,025	7,501	27,720	269.6%
Telecommunications	4,557	3,736	3,976	7,283	5,589	-23.3%
Water & Sewer	40,152	42,867	44,201	44,116	44,617	1.1%
Supplies & Materials	6,572	8,292	5,939	8,601	8,596	-0.1%
Equipment	-	-	791	-	-	0.0%
Supplies	6,572	8,292	5,148	8,601	8,596	-0.1%
Other Expenses	85,815	86,004	96,806	99,475	98,242	-1.2%
Advertising	8,235	4,367	6,944	4,653	3,840	-17.5%
Awards	16	909	1,178	1,075	1,075	0.0%
Dues & Memberships	9,686	10,791	12,831	13,625	12,769	-6.3%
Employee Benefits	8,550	8,850	9,750	10,650	13,125	23.2%
Equipment	9,313	11,892	9,123	10,878	12,750	17.2%
Hiring & Recruiting	18,247	18,998	23,442	22,075	22,925	3.9%
Postage	8,852	6,587	6,177	7,930	7,016	-11.5%
Professional Development	8,921	10,041	13,587	14,466	9,850	-31.9%
Software Licensing & Support	13,264	13,413	13,689	14,124	14,892	5.4%
Travel	731	157	85	-	-	0.0%
Grand Total	891,443	915,855	932,578	937,583	925,790	-1.3%

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 58.8% of the total budget in FY'16, down slightly from 58.6% in FY'15.

As Figure 78 indicates, the FY'16 School Committee Budget includes a 3.4% increase for the Regular Day Cost Center. The majority of this increase is due to all salary and benefit obligations to employees per the collective bargaining agreements and non-union COLA adjustments. The decrease in other salaries is a result of the budgeted reduction in paraeducator hours at the elementary level. The 29.2% decrease in contract services is the elimination of the non-mandated regular day bus transportation. The reduction to supplies & materials is a function of reducing our per pupil funding and restructuring our professional development expenditures to fund two new instructional coaching positions. The overall increase is \$794,883 which comprises 68.8% of the overall increase to the FY'16 budget.

Figure 78: Regular Day Budget by Object

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Regular Day						
Professional Salaries	18,884,105	19,396,119	19,939,312	20,642,766	21,795,900	5.6%
Clerical Salaries	389,212	400,922	404,170	422,038	437,277	3.6%
Other Salaries	706,288	824,819	901,653	1,223,132	1,058,167	-13.5%
Contract Services	62,935	75,097	83,980	78,000	55,200	-29.2%
Supplies & Materials	557,777	925,351	650,023	692,155	581,522	-16.0%
Other Expenses	381,150	733,728	529,899	544,673	469,582	-13.8%
Grand Total	20,981,467	22,356,036	22,509,037	23,602,764	24,397,647	3.4%

Regular Day by Object

Professional salaries in the regular day budget increase by 5.6% in the FY'16 School Committee Budget. The total dollar increase is \$1,153,134. The majority of this increase is for step and cost of living increases as well as column changes for bargaining unit members. There were three positions added to the budget for FY'16; a 1.0 FTE Grade 1 Teacher and two 1.0 FTE Instructional Coaches. Please note that these positions were restructured from existing funds, not additional funds.

Salaries in the regular day budget are also offset by revenues from full day kindergarten and the state's METCO grant. The full day kindergarten revenue offset increased by \$50,000 from FY'15 to \$870,000 which will result in a further decrease in the fund balance of that revolving fund. The METCO grant offset has been increased from \$75,000 to \$100,000.

The decrease in other salaries results from a budgeted reduction in hours for our paraeducators at the elementary level. The decrease in contract services stems from the elimination of the non-mandated regular day bus transportation.

The supplies and materials budget line decreases as we significantly reduced our per pupil funding to restore the technology replenishment funds and help support other restructuring efforts. The per pupil funding will need to be restored in the FY'17 budget cycle. The other expenses decreased as a result of restructuring our professional development expenditures to fund two new teacher positions.

Figure 79: Regular Day Staffing

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Regular Education	342.5	346.3	355.1	357.0	23,116,513	356.5	22,984,435	350.9	24,146,429
Assistant Principal	4.0	4.3	4.3	4.3	449,493	4.3	435,942	4.3	449,396
Elementary Teacher	109.4	109.4	110.1	110.5	7,315,326	110.0	7,310,007	111.0	7,753,946
ELL Teacher	1.0	1.0	1.0	1.5	81,159	1.5	85,828	1.5	91,634
Guidance Counselor	4.6	4.6	5.0	5.0	324,109	5.6	359,427	5.6	379,906
High School Dept Chair	3.2	3.2	3.3	3.3	248,445	3.3	261,700	3.3	315,673
High School Teacher	75.0	75.6	79.6	79.6	5,597,888	78.4	5,556,753	79.6	5,895,751
Instructional Coach								2.0	150,000
K-12 Department Chair	0.6	0.6	0.5	0.5	40,338	0.5	39,952	0.5	50,845
Library/Media Specialist	7.0	7.0	7.0	7.0	468,097	7.0	462,979	7.0	486,075
Middle School Teacher	71.7	72.9	72.4	73.4	5,066,360	72.4	4,952,658	72.4	5,188,884
Paraprofessional	17.6	18.4	20.8	20.8	452,187	22.8	491,754	16.9	400,594
Principal	8.0	8.0	8.0	8.0	894,740	8.0	889,131	8.0	915,804
Reading Specialist	7.0	7.0	7.0	7.0	546,217	7.0	548,732	7.0	568,144
School Adjustment Counselor	1.0	1.0	1.0	1.0	76,530	1.0	50,646	1.0	54,181
School Psychologist	9.5	9.5	10.5	10.5	709,810	10.5	691,465	9.5	641,674
Secretary	11.0	11.0	11.0	11.0	414,338	11.0	434,095	11.0	429,077
Supervisor of Students	-	1.0	1.0	1.0	32,800	1.0	33,000	1.0	33,000
Technology Specialist	2.0	2.0	2.0	2.0	155,851	2.0	155,087	2.0	163,977
Tutor	9.9	9.9	10.7	10.7	242,827	10.3	225,279	7.4	177,871

Regular Day by Function

Figure 80 below shows the breakdown of the FY'16 School Committee Budget by DESE Functions. The majority of regular day expenses are categorized as "2000" expenditures, or instructional services (for more information on the DESE Chart of Account structure, please see Appendix B). These expenditures include instructional activities involving the teaching of students, supervising of staff, developing and utilizing curriculum materials and related services. Instructional services directly attributable to schools must be reported on a school basis, while district-wide services, such as supervisory may be reported on a district-wide basis.

Seventy six percent of the expenditures in the regular day budget are for direct instructional services – the salaries of teachers and specialists providing direct services to students in the classroom or in small group settings; when you add to that the paraprofessionals who are supporting students or teachers in the classroom, as well as substitute teachers, the percentage increases to 80%. The next largest percentage is for school leadership (including school secretaries) and department heads who, together, account for another 11% of the regular day budget. School psychologists and guidance counselors comprise another 5% of the regular day budget. Thus, the professional and support staff providing

leadership, direct instruction, instructional support, or counseling services to students makes up 96% of the regular day budget.

Approximately 2% of the regular day budget funds the materials, supplies, and equipment necessary for providing instruction to students. This includes everything from curriculum programs, such as the new elementary health curriculum discussed above, to textbooks, software, computers, school supplies, art supplies, photocopy leases, and library materials.

One percent of the regular day budget funds professional development stipends, providers, or expenses. The remainder of the regular day budget funds student transportation and stipends for school-based extracurricular activities. The 240 Function, Professional Development, has been significantly reduced to fund the necessary instructional coach positions. What remains in that function are curriculum leader stipends, teacher mentor stipends, contractually required tuition reimbursement, and less than \$50,000 for districtwide professional development.

Figure 80: Regular Day Budget by Function

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
221 School Leadership	1,671,065	1,706,310	1,703,710	1,764,624	1,811,635	2.7%
222 Department Heads	271,219	296,286	311,058	310,164	321,180	3.6%
225 Building Technology	178,494	233,022	201,913	210,806	217,423	3.1%
230 Instruction - Teaching Services	14,864,765	15,282,479	15,761,847	16,267,954	17,239,692	6.0%
231 Specialist Teachers	712,712	729,590	743,293	773,366	805,722	4.2%
233 Paraprofessionals	458,831	596,557	682,468	753,344	725,465	-3.7%
234 Library Media Teachers	524,155	535,037	522,116	540,773	560,553	3.7%
235 Instructional Coordinators	(2,734)	-	-	-	150,000	0.0%
236 Substitutes	247,328	228,262	219,186	469,788	332,702	-29.2%
240 Professional Development	208,369	321,401	341,847	402,441	240,180	-40.3%
241 Text & Materials	162,647	410,963	239,329	257,820	246,719	-4.3%
242 Instructional Equipment	105,074	116,710	118,982	126,317	127,007	0.5%
243 General Supplies	170,119	191,550	208,888	189,628	124,582	-34.3%
244 Other Instructional Services	7,043	11,103	8,196	8,220	10,975	33.5%
246 Library Materials	10,044	15,447	23,360	21,881	20,200	-7.7%
247 Instructional Technology	188,914	431,530	152,847	115,358	172,702	49.7%
248 Library Technology	21,908	5,167	2,673	14,962	13,469	-10.0%
249 Instructional Software	18,956	49,259	24,466	44,880	33,635	-25.1%
271 Guidance	313,631	334,826	339,122	376,580	422,793	12.3%
272 Testing & Assessment	21,823	30,726	20,112	19,797	5,270	-73.4%
280 Psychological Services	707,500	704,381	738,019	790,490	698,655	-11.6%
330 Pupil Transportation	63,012	72,917	83,230	78,000	55,200	-29.2%
352 Other Student Activities	56,594	52,510	62,377	65,573	61,890	-5.6%
Grand Total	20,981,467	22,356,036	22,509,037	23,602,764	24,397,647	3.4%

Figure 81 below shows the FY'16 School Committee Budget by detailed expenditure category. This information is intended to provide more specific information on regular day expenditures.

Figure 81: Regular Day Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	18,884,105	19,396,119	19,939,312	20,642,766	21,795,900	5.6%
Principal	902,686	891,702	876,783	894,740	918,304	2.6%
Assistant Principal	383,074	417,695	431,180	449,493	449,396	0.0%
Department Head Stipend	271,219	296,286	311,058	310,164	321,180	3.6%
Instructional Specialist	(2,734)	-	-	-	150,000	0.0%
Teacher	15,524,518	15,808,045	16,431,534	17,051,752	18,052,760	5.9%
Psychologist	704,150	701,231	734,582	786,340	695,855	-11.5%
Reading	549,206	561,786	567,148	584,873	606,839	3.8%
Library	524,155	535,037	522,116	540,773	560,553	3.7%
Guidance	271,553	282,167	298,686	324,109	379,906	17.2%
Technology Integration	281,523	287,720	293,322	312,424	328,655	5.2%
Stipends	148,240	141,818	160,092	189,925	166,854	-12.1%
Employee Benefits	81,515	78,631	101,985	93,175	135,598	45.5%
State Grant Support	(135,000)	(100,000)	(124,173)	(75,000)	(100,000)	33.3%
Clerical Salaries	389,212	400,922	404,170	422,038	437,277	3.6%
Secretary	388,112	399,822	399,363	420,838	436,077	3.6%
Employee Benefits	1,100	1,100	4,808	1,200	1,200	0.0%
Other Salaries	706,288	824,819	901,653	1,223,132	1,058,167	-13.5%
Substitutes	247,458	228,262	219,186	469,788	332,702	-29.2%
Paraprofessional	457,039	595,057	680,968	751,844	724,340	-3.7%
Employee Benefits	1,792	1,500	1,500	1,500	1,125	-25.0%
Contract Services	62,935	75,097	83,980	78,000	55,200	-29.2%
Substitutes	(130)	-	-	-	-	0.0%
Instructional Services	53	2,180	750	-	-	0.0%
Transportation	63,012	72,917	83,230	78,000	55,200	-29.2%
Supplies & Materials	557,777	925,351	650,023	682,155	581,522	-16.0%
Art	28,729	38,135	39,627	39,446	39,500	0.1%
Business	7,601	4,572	6,968	6,000	5,400	-10.0%
Curriculum, Elementary	10,983	221,518	62,036	52,675	42,250	-19.8%
Curriculum, High School	19,395	39,611	13,530	10,495	16,600	58.2%
Curriculum, Middle School	11,365	38,241	9,522	9,190	16,800	82.8%
English Language Arts	30,869	43,374	42,534	41,996	38,775	-7.7%
Equipment	250	668	139	400	1,100	175.0%
Foreign Language	5,605	37,180	15,639	17,400	15,750	-9.5%
Furnishings	3,156	6,799	16,708	7,430	9,450	27.2%
Reading	4,251	15,139	10,592	12,200	13,878	13.8%
Library	10,044	17,081	23,680	23,781	21,050	-11.5%
Guidance	3,054	1,525	1,323	3,800	3,420	-10.0%
Kindergarten	2,849	2,012	1,793	1,000	(19,209)	0.0%
Library Technology	401	1,902	1,361	4,159	2,659	-36.1%
Math	63,323	10,154	48,432	80,546	67,070	-16.7%
Office	20,485	19,825	18,589	18,963	18,025	-4.9%
Other	146,312	116,585	52,926	61,021	9,707	-84.1%
Paper	34,670	36,097	41,647	47,583	45,300	-4.8%
Performing Arts	10,755	10,015	17,659	13,958	13,504	-3.2%
Peripherals	2,186	2,525	800	2,800	1,200	-57.1%
Physical Education	11,671	17,008	15,811	17,100	16,500	-3.5%
Postage	399	482	1,438	2,500	2,500	0.0%
Printer	16,411	31,285	21,933	18,250	17,700	-3.0%
Professional Development	5,194	4,369	5,314	9,386	8,650	-7.8%
Psychology	199	-	117	1,000	1,100	10.0%
Science	31,016	31,301	41,077	54,057	56,944	5.3%
Social Studies	9,187	13,615	10,589	12,485	12,575	0.7%
Software	18,956	49,259	24,466	44,880	33,635	-25.1%
Teacher Resources	2,582	5,597	5,155	4,650	4,500	-3.2%
Teacher Supplies	18,397	22,262	28,212	22,270	22,360	0.4%
Technology	22,932	76,257	42,516	41,170	35,059	-14.8%
Testing	4,126	9,429	6,812	8,017	5,270	-34.3%
Workbooks & Consumables	425	1,528	21,078	1,550	2,500	61.3%
Other Expenses	381,150	733,728	529,899	544,673	469,582	-13.8%
Dues & Memberships	8,840	9,819	8,043	24,261	20,775	-14.4%
Equipment	66,685	63,757	65,842	73,657	72,882	-1.1%
Field Trip Travel	370	468	225	520	550	5.8%
Graduation	6,925	7,688	7,276	7,000	6,300	-10.0%
Instructional Services	620	865	590	1,200	1,725	43.8%
Other	90,388	8,758	82,512	2,000	26,700	1235.0%
Professional Development	130,100	246,305	259,925	288,630	154,850	-46.3%
Software Licensing & Support	77,093	132,023	93,428	96,905	85,800	-11.5%
Technology	128	264,045	12,058	50,500	100,000	98.0%
Grand Total	20,981,467	22,356,036	22,509,037	23,602,764	24,397,647	3.4%

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 60% of the special education budget while out-of-district expenditures comprise the other 40% of the budget.

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 seven different types of in-district programs, described below, as well as a learning center at each school. Program enrollments for each of the program are shown in Figure 83 below.

- Developmental Learning Center (DLC) – students identified with autism spectrum disorders. Located at Barrows, Birch Meadow, Coolidge, & RMHS. Over the next two years, this program will fully transition from Barrows to Birch Meadow.
- Integrated Learning Program (ILP) – students identified with cognitive deficits. Located at Wood End, Coolidge, & RMHS.
- Language Learning Differences (LLD) – students identified with language-based learning disabilities and specific learning disabilities. Located at Eaton, Parker, & RMHS.
- Learning Centers (LC) – Students identified with any of the ten disability eligibility categories. Located at each of our schools.
- Student Support Program (SSP) – students identified with emotional impairment. Located at Killam, Coolidge, & RMHS.
- Therapeutic Support Program (TSP) – students identified with emotional impairment, primarily school avoidance behaviors. Located at RMHS.
- Compass- students identified with multiple disabilities who require substantially separate programming with a focus on academics, life skills and social skills. Located at Coolidge.

Figure 82: Special Education Enrollment

Academic Year	Total Enrollment	# of Students on IEP	% of Students	% of Students Statewide	# of Students Out of District
2005-06	4282	694	16.0	16.4	73
2006-07	4332	707	16.1	16.7	67
2007-08	4416	753	16.8	16.9	73
2008-09	4428	771	17.2	17.1	63
2009-10	4392	758	17.0	17.0	59
2010-11	4509	734	16.3	17.0	51
2011-12	4447	768	16.9	17.0	64
2012-13	4483	737	17.3	17.0	64
2013-14	4432	767	16.9	17.0	50
2014-15	4414	809	17.3	17.1	61

Figure 83: SY'2014-15 Special Education Program Enrollment

	K	Gr1	Gr2	Gr3	Gr4	Gr5	Gr6	Gr7	Gr8	Gr9	Gr10	Gr11	Gr12	Total
Compass							4		1					5
Dev. Learning Ctr I	5	3	4	4	4	3	4	5	2	5	2		3	39
Dev. Learning Ctr II	0	2	1	2										5
Integrated Learning Prog. I		1	1	2	1	1	2	4	3		1		6	22
Integrated Learning Prog. II										1	2		4	7
Language Learning Disabilities			1	3	3	4	5	10	7	10	10	9	3	65
Student Support Program		1	2		3	1	2	5	3	2	5	5	13	42
Therapeutic Support Program										1	1	3	7	12
Total	5	7	9	11	11	9	17	24	16	19	21	17	36	197

The special education budget comprises 27.5% of the total FY'16 School Committee Budget, which has decreased 0.1% from last year's 27.6%. The Special Education Cost Center budget is project to increase 2.3% over FY'15 budgeted levels or \$253,842 which represents 24.6% of the total increase for FY'16.

Figure 84: Special Education Budget by Object

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Special Education						
Professional Salaries	3,955,083	4,706,356	4,569,777	4,647,331	4,751,305	2.2%
Clerical Salaries	69,936	71,218	79,729	77,998	81,708	4.8%
Other Salaries	1,280,860	1,447,232	1,699,604	1,891,658	1,966,500	4.0%
Contract Services	1,224,165	1,174,931	1,459,708	1,492,965	1,313,761	-12.0%
Supplies & Materials	47,469	21,619	55,284	56,930	50,750	-10.9%
Other Expenses	3,164,702	1,917,584	1,682,663	2,931,777	3,188,478	8.8%
Grand Total	9,742,215	9,338,940	9,546,764	11,098,659	11,352,501	2.3%

Special Education by Object

Salaries make up the largest share of the special education budget at 59.9% 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 2.2% increase in professional salaries is driven by step and cost of living increases as well as column changes for professional staff. It should be noted that the FY'16 budget relies on increased special education offsets, \$247,215, to professional salary to mitigate the reduction in the circuit breaker award.

There are two new positions included in the FY'16 School Committee Budget, and this is for a 1.0 FTE Board Certified Behavior Analyst (BCBA) and the Program Director for the Student Support and Therapeutic Support Programs district wide. Both of these positions are district wide positions and are being funded by restructuring other line items in the special education budget.

The BCBA will be utilized to assist with district wide program development for students with behavioral needs, including students in the DLC and SSP/TSP programs. This position will also be responsible for completing functional behavioral assessments (FBAs) that are currently being contracted out. A BCBA on staff will allow staff to have more consistent access to behavioral supports needed to develop behavior intervention plans and collection and analysis of data. The BCBA will also be able to oversee home programming for students who require this educational service as identified by his/her IEP Team.

The Student Support Program (SSP) and Therapeutic Support Program (TSP) are programs designed to service students with social, emotional and behavioral needs. These students require consistent programming as they move from elementary to middle and on to high school. Additionally, the staff working in these programs need to have regular meetings to discuss student needs, adjust behavior plans and remain connected with families and outside providers. The Director of these programs will coordinate weekly building based meetings with program staff along with monthly vertical meetings. The Director will also assist in the development of parent outreach and support programming, along with coordinating with outside providers to support wrap around services. This position will ensure that consistent social and behavioral supports are in place for one of our most fragile populations.

Other salaries represent the salaries for special education paraprofessionals as well as substitutes and extended year staff. During the current school year, an additional 2.6FTE special paraeducators were added that were not included in the FY'15 budget due to changes in student and program needs. This staff is retained in the FY'16 budget.

Figure 85: Special Education Staffing

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Special Education	119.6	132.5	139.0	145.7	6,388,159	149.9	6,535,875	151.6	6,954,209
Behavior Analyst (BCBA)								1.0	60,000
District Administrator	1.0	1.0	1.0	1.0	125,000	1.0	118,500	1.0	122,055
District Administrator of Support Services	1.0	1.0	1.0	1.0	59,450	1.0	60,000	0.6	40,000
District Evaluator	-	1.0	1.0	1.0	76,157	1.0	76,157	1.0	78,442
District SSP/TSP Program Director								1.0	75,000
Elementary Teacher	16.0	18.7	17.7	18.2	1,170,620	19.7	1,294,176	19.7	1,370,950
High School Dept Chair	0.4	0.4	1.0	1.0	77,530	1.0	45,781	1.0	48,917
High School Teacher	6.6	6.6	8.2	8.2	464,663	8.2	473,317	8.2	506,164
Middle School Teacher	8.5	8.5	8.5	8.5	521,417	8.5	502,894	8.5	535,090
Occupational Therapist	3.3	3.1	2.9	2.9	210,700	2.9	272,412	2.9	278,515
Occupational Therapy Assistant	0.3	0.6	0.5	0.6	30,871	0.6	27,930	0.6	27,930
Paraprofessional	59.2	66.6	72.4	76.2	1,798,856	78.8	1,819,875	78.9	1,888,251
Physical Therapist	1.5	1.5	1.5	1.5	112,036	1.5	113,192	1.5	119,134
Pre-School Teacher	4.6	4.6	4.2	5.5	350,388	4.9	311,769	4.9	330,567
School Adjustment Counselor	1.0	1.0	1.0	1.0	58,223	1.0	61,213	1.0	65,483
School Nurse	1.0	1.0	-	-	-	-	-	-	-
Secretary	2.0	2.0	2.0	2.0	77,623	2.0	76,822	2.0	81,708
Social Worker	-	1.5	2.0	3.0	199,255	3.0	193,966	3.0	207,638
Speech/Language Pathologist	10.0	10.2	10.7	10.7	778,009	10.8	777,413	10.8	801,878
Team Chair	3.2	3.2	3.4	3.4	277,363	4.0	310,459	4.0	316,490

Contract services are projected to decrease by 12% in the FY'16 budget. This decrease is due to a shift in funds from consulting expenditures to a district wide position. The FY'16 budget also includes a moderate increase in special education tuition and transportation expenses as well some additional expense for anticipated out of district placements.

Supplies and materials, while not a large dollar amount, is projected to decrease 10.9%. The decrease is a result in reducing our instructional equipment line to be based on trends. This funding level should allow for continued purchase of updated testing protocols as well as continuing to introduce iPad's as an instructional tool for special education students.

Other expenses are projected to increase 8.8% in the FY'16 budget. This is due to a net overall increase in special education out-of-district tuitions, transportation expenses and a reduction in our circuit breaker award. There was some fluctuation between categories of tuitions, most notable tuition to in-state private, residential and collaborative tuitions are all budgeted to increase due to known and anticipated out of district placements. In addition, there is a significant reduction in the circuit breaker offset used in FY'16 since this is based on the FY'14 amount which is lower than last year's reimbursement due to lower claims by \$233,410.

Special Education by Function

Figure 86 below shows the breakdown of the FY'16 School Committee Budget for special education by DESE function. As was the case with the regular day cost center, a significant share of the special education budget falls within the "2000" series of expenditures or instructional services. In total, 59.9% of the special education budget is used for funding the salary expenses of professional staff, medical staff, or support staff providing direct instruction, instructional support, or therapeutic services to students. The next largest percentage is for the "9000" series expenditures which is tuition. Tuition expense, net of the circuit breaker reimbursement, constitutes another 27% of the budget. Related to

this expense is the cost to transport students to and from out-of-district schools; this expense makes up 8.4% of the budget.

The remainder of the special education cost center budgets funds legal services; instructional materials, supplies, equipment, and adaptive technology; testing and assessment expense; professional development expense; collaborative dues; and Medicaid claiming services.

Figure 86: Special Education Budget by Function

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
143 Legal Services	57,805	69,679	93,913	80,000	60,000	-25.0%
211 Distictwide Leadership	244,115	257,943	268,628	243,225	257,730	6.0%
221 School Leadership	-	-	924	2,720	-	-100.0%
222 Department Heads	15,330	80,469	185,927	191,607	173,686	-9.4%
231 Specialist Teachers	2,393,836	2,903,301	2,676,646	2,601,521	2,539,945	-2.4%
232 Therapeutic Services	1,184,480	1,404,894	1,520,387	1,603,153	1,424,951	-11.1%
233 Paraprofessionals	1,268,967	1,444,815	1,699,249	1,889,658	1,966,500	4.1%
235 Instructional Coordinators	216,672	161,647	203,481	196,695	368,807	87.5%
236 Substitutes	2,858	5,583	2,280	17,000	-	-100.0%
240 Professional Development	31,501	18,130	25,107	33,770	20,400	-39.6%
241 Text & Materials	777	5,251	10,983	9,054	10,600	17.1%
242 Instructional Equipment	6,713	12,607	15,451	21,260	15,000	-29.4%
243 General Supplies	40,793	6,736	11,659	25,975	16,150	-37.8%
244 Other Instructional Services	100	1,458	1,148	2,000	2,000	0.0%
247 Instructional Technology	7,630	22,269	17,874	13,566	10,500	-22.6%
249 Instructional Software	-	-	2,750	275	-	-100.0%
272 Testing & Assessment	7,465	8,512	27,447	14,300	20,400	42.7%
280 Psychological Services	143,859	282,781	326,078	408,585	408,063	-0.1%
330 Pupil Transportation	1,061,415	853,404	876,333	938,913	983,441	4.7%
550 Other Fixed Charges	17,532	20,684	18,478	19,500	19,500	0.0%
910 Tuition to Other Districts	227,332	34,996	9,614	245,000	147,173	-39.9%
920 Tuition, Out-of-State	338,860	43,502	54,748	49,919	239,744	380.3%
930 Tuition, In-State	1,872,455	1,127,748	762,952	1,857,539	1,919,856	3.4%
940 Tuition, Collaboratives	601,720	572,531	734,706	633,424	748,055	18.1%
	9,742,215	9,338,940	9,546,764	11,098,659	11,352,501	2.3%

Figure 87 below shows the FY'16 School Committee Budget by detailed expenditure category. This information is intended to provide more specific information on special education expenditures.

Figure 87: Special Education Budget by Detailed Expense Category

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	3,955,083	4,706,356	4,569,777	4,647,331	4,751,305	2.2%
Director	128,121	171,059	206,954	210,668	209,737	-0.4%
Team Chair	216,672	161,647	203,481	196,695	368,807	87.5%
Special Education Teacher	2,677,504	2,862,105	2,892,377	3,165,791	3,380,880	6.8%
Extended Year Services	102,143	85,649	73,698	91,000	88,500	-2.7%
Nurse	55,104	63,200	77	-	-	0.0%
Occupational Therapist	200,912	223,333	224,833	241,571	245,019	1.4%
Physical Therapist	104,050	106,636	107,508	112,003	119,134	6.4%
Speech Therapist	699,573	739,207	748,883	791,759	801,878	1.3%
Other Therapies	13,799	13,915	-	-	-	0.0%
Psychologist	130,722	274,846	306,903	393,085	391,563	-0.4%
Revolving Fund Support	(376,470)	(25,650)	(282,190)	(636,270)	(913,485)	43.6%
Stipends	-	27,161	75,664	77,530	55,221	-28.8%
Employee Benefits	2,950	3,250	11,589	3,500	4,050	15.7%
Clerical Salaries	69,936	71,218	79,729	77,998	81,708	4.8%
Secretary	69,111	70,393	75,621	77,623	81,708	5.3%
Employee Benefits	825	825	4,108	375	-	-100.0%
Other Salaries	1,280,860	1,447,232	1,699,604	1,891,658	1,966,500	4.0%
Paraprofessional	1,226,085	1,411,916	1,667,423	1,854,866	1,932,375	4.2%
Extended Year Services	40,882	31,190	30,034	33,000	33,000	0.0%
Substitutes	1,655	1,573	355	2,000	-	-100.0%
Tutoring Services	10,238	844	-	-	-	0.0%
Employee Benefits	2,001	1,709	1,792	1,792	1,125	-37.2%
Contract Services	1,224,165	1,174,931	1,459,708	1,492,965	1,313,761	-12.0%
Consulting Services	66,627	202,152	335,350	399,370	206,500	-48.3%
Field Trip Travel	-	1,263	598	1,500	1,500	0.0%
Hearing	20,766	15,119	15,081	20,000	20,000	0.0%
Occupational Therapy	5,048	3,740	10,979	4,500	3,920	-12.9%
Physical Therapy	1,966	-	2,891	2,000	3,000	50.0%
Psychological Evaluations	8,215	7,936	18,408	8,000	9,000	12.5%
Special Education Counsel	57,805	69,679	93,913	80,000	60,000	-25.0%
Speech	5,215	4,118	-	10,000	-	-100.0%
Substitutes	1,204	9,768	64,473	15,000	-	-100.0%
Telecommunications	-	-	924	720	-	-100.0%
Testing	7,465	-	2,626	5,000	5,400	8.0%
Transportation	1,018,953	824,951	862,130	908,875	953,441	4.9%
Tutoring Services	26,139	30,347	48,605	32,000	45,000	40.6%
Vision	4,763	5,860	3,731	6,000	6,000	0.0%
Supplies & Materials	47,469	21,619	55,284	56,930	50,750	-10.9%
Furnishings	-	-	38	235	-	-100.0%
Hearing	6,766	1,051	1,226	1,500	1,500	0.0%
Occupational Therapy	1,210	465	-	750	750	0.0%
Office	2,232	2,206	3,406	3,000	3,000	0.0%
Physical Therapy	-	210	(92)	1,000	1,000	0.0%
Postage	147	-	1,930	1,975	200	-89.9%
Psychology	4,923	-	767	7,500	7,500	0.0%
Software	-	-	2,750	275	-	-100.0%
Special Education	90,104	7,197	18,676	25,804	19,300	-25.2%
Speech Therapy	2,088	690	562	2,000	2,000	0.0%
Technology	-	-	1,197	3,091	-	-100.0%
Testing	-	8,512	24,822	9,300	15,000	61.3%
Vision	-	1,288	-	500	500	0.0%
Other Expenses	3,164,702	1,917,584	1,682,663	2,931,777	3,188,478	8.8%
Advertising	-	167	173	200	200	0.0%
Dues & Memberships	16,905	16,575	15,775	16,000	16,200	1.3%
Medicaid Billing	2,032	5,184	2,978	4,000	4,000	0.0%
Office Equipment	3,981	3,343	9,948	4,347	6,500	49.5%
Postage	2,174	3,153	1,248	2,000	2,000	0.0%
Printing	-	786	-	250	250	0.0%
Professional Development	25,965	18,227	23,076	29,720	20,400	-31.4%
Software Licensing & Support	14,065	25,455	18,088	25,740	26,500	3.0%
State Grant Support	-	-	-	(1,186,247)	(952,837)	-19.7%
Therapeutic & Adaptive Equipment	6,713	12,607	15,413	21,000	15,000	-28.6%
Therapeutic & Adaptive Technology	7,630	22,269	16,677	10,500	10,500	0.0%
Transportation	42,462	28,453	14,203	30,038	30,000	-0.1%
Travel	2,409	2,588	3,065	2,100	2,100	0.0%
Tuition Collaboratives	601,720	572,531	734,706	633,424	748,055	18.1%
Tuition In-State Priv Day	1,061,125	851,398	475,280	1,822,780	1,912,922	4.9%
Tuition In-State Priv Res	811,330	276,351	287,673	1,221,006	959,771	-21.4%
Tuition Out-State Priv Day	-	43,502	49,351	48,591	43,692	-10.1%
Tuition Out-State Priv Res	338,860	-	5,398	1,328	196,052	14658.5%
Tuition, Other Districts	227,332	34,996	9,614	245,000	147,173	-39.9%
Grand Total	9,742,215	9,338,940	9,546,764	11,098,659	11,952,501	2.3%

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. A summary by object of the FY'16 School Committee Budget by Object is shown in Figure 88 below.

Figure 88: Districtwide Programs by Object

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	676,029	654,925	682,630	699,680	744,153	6.4%
Clerical Salaries	32,065	41,776	49,835	52,066	57,299	10.0%
Other Salaries	225,032	228,126	255,364	298,372	320,314	7.4%
Contract Services	244,228	266,378	281,197	306,579	307,788	0.4%
Supplies & Materials	18,183	30,593	29,371	45,875	45,675	-0.4%
Other Expenses	52,187	89,156	75,795	107,076	107,026	0.0%
Grand Total	1,247,724	1,310,955	1,374,192	1,509,648	1,582,254	4.8%

Overall, this cost center budget is projected to increase by 4.8%. This cost center accounts for just 3.8% of the total budget and has remained near this proportion 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 89. The largest program budget is for health services (39.8%), followed by athletics (29.1%), district technology (27.9%); extracurricular is the smallest program budget at 3.0% of the total district-wide programs budget. In total, the increase of \$72,606 comprises just 7% of the total increase for FY'16.

Figure 89: District-wide Budget by Program

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Health Services	511,881	523,020	543,697	581,783	630,104	8.3%
Athletics	432,033	427,345	416,737	485,404	461,110	-5.0%
Extracurricular	54,303	45,518	52,944	56,232	48,377	-14.0%
Technology	249,507	315,071	360,814	386,229	442,663	14.6%
Grand Total	1,247,724	1,310,955	1,374,192	1,509,648	1,582,254	4.8%

Figure 90: District-wide Program Staffing

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Health Services	9.5	9.2	9.3	9.3	546,433	9.3	559,837	9.3	594,754
District Administrator	0.2	0.2	0.2	0.2	14,509	0.2	15,900	0.2	16,377
School Nurse	8.8	8.8	8.8	8.8	520,005	8.8	532,018	8.8	566,101
Secretary	0.5	0.2	0.3	0.3	11,919	0.3	11,919	0.3	12,276
Athletics	1.2	1.5	1.5	1.5	93,582	1.5	96,234	1.5	100,038
Assistant Principal	0.7	0.5	0.5	0.5	53,435	0.5	53,435	0.5	55,015
Secretary	0.5	1.0	1.0	1.0	40,147	1.0	42,800	1.0	45,023
Extracurricular	0.3	0.3	0.3	0.3	26,718	0.3	26,717	0.3	27,508
Assistant Principal	0.3	0.3	0.3	0.3	26,718	0.3	26,717	0.3	27,508
District Technology	4.4	5.9	5.4	5.4	308,886	5.4	319,921	6.1	365,321
Computer Technician	3.5	5.0	4.5	4.5	229,000	4.5	241,000	5.3	283,038
District Administrator	0.7	0.7	0.7	0.7	64,655	0.7	63,690	0.7	66,595
Info Systems Specialist	0.2	0.2	0.2	0.2	15,231	0.2	15,231	0.2	15,688

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. The Director of Nursing is housed at the high school and provides additional support to its larger student population. The Director receives clerical support from one of the central office Administrative Assistants who spends 25% of her time supporting Health Services. Ninety-four percent of the health services budget funds salaries.

The Health Services program budget is projected to increase 8.3% in the FY'16 School Committee Budget. This increase is driven primarily by the step and COLA increases for nurses as well as additional competency stipends they have earned. In addition, a small portion of the increase funds higher pay rates for nurse substitutes. We increased the amount paid to substitute nurse in FY'15 from \$75 per day to \$125 per day. This was a necessary increase given market rates and the need to ensure that we are able to attract highly qualified nurse substitutes and maintain high fill rates.

Figure 91: Health Services Program Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	472,572	488,090	500,275	534,514	582,478	9.0%
Director	67,790	69,048	71,110	72,545	81,885	12.9%
Nurse	404,782	419,042	429,165	461,969	500,593	8.4%
Clerical Salaries	15,005	10,510	11,673	11,919	12,276	3.0%
Secretary	15,005	10,510	11,673	11,919	12,276	3.0%
Other Salaries	9,075	8,625	15,754	15,625	15,625	0.0%
Substitutes	9,075	8,625	15,754	15,625	15,625	0.0%
Contract Services	7,934	5,895	8,180	9,000	9,000	0.0%
School Physician	7,859	5,895	8,000	8,000	8,000	0.0%
Professional Development	75	-	180	1,000	1,000	0.0%
Supplies & Materials	7,110	7,687	6,072	8,900	8,900	0.0%
Medical	6,738	7,487	5,834	8,400	8,400	0.0%
Office	373	199	238	500	500	0.0%
Other Expenses	185	2,214	1,743	1,825	1,825	0.0%
Equipment	95	2,031	1,731	1,525	1,525	0.0%
Postage	90	183	11	300	300	0.0%
Grand Total	511,881	523,020	543,697	581,783	630,104	8.3%

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'16. The increased funding 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 budgets 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 46.9% of the athletics budget. The next largest expense is transportation, followed by athletic officials, and facility rental. The athletics budget is offset by user fee and gate receipt revenue that is used as a direct offset to coaches' salaries. The FY'16 School Committee Budget proposes an increase in the athletic user fees to offset the increased cost of living adjustments in coaching stipends. User fees have remained unchanged since 2010. We are recommending that Athletic User Fees increase to \$250 per season (an increase of \$35), with an increase in the family cap from \$800 to \$950 and an increase in the individual cap from \$500 to \$600.

In addition the budget proposes increasing the revenue offset by \$50,000. The revenue offset covers 95.2% of coaching salaries or 45.2% of the total athletics budget.

As Figure 92 below shows, the Athletics Program budget is projected to decrease by 5.0% in the FY'16 School Committee Budget. This is a function of the increased offset mentioned above and a budget adjustment to the transportation line which appeared to be over funded. The rest of the budget remained level funded. The FY'16 budget amounts appear reasonable given the three year trend in spending.

Figure 92: Athletics Program Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	85,160	49,500	52,350	53,435	55,015	3.0%
Director	85,160	49,500	52,350	53,435	55,015	3.0%
Clerical Salaries	17,060	31,266	38,163	40,147	45,023	12.1%
Secretary	17,060	31,266	38,163	40,147	45,023	12.1%
Other Salaries	95,099	61,670	45,235	53,747	21,651	-59.7%
Coach	353,231	349,738	348,389	376,747	394,651	4.8%
Event Detail	6,868	4,933	4,846	7,000	7,000	0.0%
Revolving Fund Support	(265,000)	(293,000)	(308,000)	(330,000)	(380,000)	15.2%
Contract Services	206,114	238,395	231,828	260,680	262,027	0.5%
Equipment Repair	1,015	13,139	12,706	15,000	15,000	0.0%
Facility Rental	57,207	60,677	60,512	66,000	66,000	0.0%
Field Maintenance	6,806	9,284	8,072	7,500	7,500	0.0%
Game Staff	4,756	8,207	18,025	9,000	11,680	29.8%
Officiating	55,343	65,748	54,263	66,200	68,186	3.0%
Transportation	80,987	81,340	78,250	96,980	93,661	-3.4%
Supplies & Materials	9,876	19,625	22,599	34,975	34,975	0.0%
Field	-	440	-	4,000	4,000	0.0%
Office	509	2,910	1,471	3,260	3,260	0.0%
Team	7,235	4,622	10,228	12,715	12,715	0.0%
Trainer	-	8,266	3,216	5,000	5,000	0.0%
Uniforms	2,131	3,387	7,685	10,000	10,000	0.0%
Other Expenses	18,724	26,889	26,563	42,420	42,420	0.0%
Awards	2,679	2,251	2,888	3,000	3,000	0.0%
Dues & Memberships	7,163	8,429	8,815	8,420	8,420	0.0%
Entry Fees	3,405	3,293	3,589	3,550	3,550	0.0%
Equipment	5,477	10,971	8,625	14,550	14,550	0.0%
Professional Development	-	95	845	3,000	3,000	0.0%
Software Licensing & Support	-	1,850	1,800	4,900	4,900	0.0%
Travel	-	-	-	5,000	5,000	0.0%
Grand Total	432,033	427,345	416,737	485,404	461,110	-5.0%

The coach salary line does include an assumed step and cost of living adjustment for staff. We have had a number coaching positions turnover with more veteran staff being placed by more junior staff placed at lower steps and therefore lower salaries than those they replaced.

Event detail expense, which covers predominantly the cost of police detail at football, basketball, and/or hockey games as needed, fluctuates from year to year depending upon the number of home games. Next year, we have assumed the same number of home games. Equipment repair funding is used for refurbishment of equipment, most notably football jerseys, helmets, and pads. Field maintenance funds the labor to maintain the fields including striping as well as sweeping and cleaning of the turf fields. Game staff includes employees who monitor the gate, sell and collect tickets, and count and monitor game receipts. This figure fluctuates based on the number of home games; this number is expected to remain the same in FY'16. Finally, software expense includes the cost of the Family ID system being

used to manage all of the forms and miscellaneous paperwork required for athletics and extracurricular participation.

Figure 93: Participation in High School Athletic Programs

SCHOOL YEAR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
BASEBALL	50	52	52	52	51	54
BASKETBALL (B)	31	39	48	43	40	47
BASKETBALL (G)	38	33	32	40	42	42
CHEERLEADING	42	35	42	30	22	26
CROSS COUNTRY (B)	50	37	44	41	46	38
CROSS COUNTRY (G)	20	20	21	20	23	31
FIELD HOCKEY	55	51	52	51	51	49
FOOTBALL	87	101	94	97	99	100
GOLF	12	15	12	15	16	19
GYMNASTICS	13	24	21	19	18	29
ICE HOCKEY (B)	47	53	54	58	51	51
ICE HOCKEY (G)	20	18	24	28	26	23
INDOOR TRACK (B)	94	86	84	87	83	74
INDOOR TRACK (G)	79	87	89	57	70	51
LACROSSE (B)	85	81	76	73	62	66
LACROSSE (G)	55	59	72	81	86	77
OUTDOOR TRACK (B)	88	74	69	86	93	108
OUTDOOR TRACK (G)	74	70	74	62	66	53
SOCCER (B)	60	58	64	65	61	69
SOCCER (G)	41	55	60	64	72	65
SOFTBALL	46	42	43	41	40	41
SWIMMING (B)	17	20	20	23	29	27
SWIMMING (G)	26	24	25	29	29	30
TENNIS (B)	19	12	21	17	17	20
TENNIS (G)	10	13	16	15	16	17
VOLLEYBALL	38	34	37	41	41	43
WRESTLING	46	45	52	47	43	34
TOTAL	1,243	1,238	1,298	1,282	1,293	1,284

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 and the two middle schools. These activities include the high school drama, band, and choral program; the middle 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.

Figure 94: Extracurricular Activities Program Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	38,361	26,578	33,436	31,845	24,377	-23.5%
Coordinator	35,852	24,750	26,175	26,718	27,508	3.0%
Stipends	27,509	32,328	48,761	47,127	48,869	3.7%
Revolving Fund Support	(25,000)	(30,500)	(41,500)	(42,000)	(52,000)	23.8%
Contract Services	12,303	9,096	10,249	12,788	12,650	-1.1%
Equipment Repair	-	1,256	1,169	1,250	1,250	0.0%
Professional Development	700	-	355	700	600	-14.3%
Transportation	11,500	7,840	8,125	10,238	10,200	-0.4%
Vehicle Rental	103	-	600	600	600	0.0%
Supplies & Materials	564	3,070	387	1,000	800	-20.0%
Performing Arts	564	3,070	387	1,000	800	-20.0%
Other Expenses	3,075	6,774	8,873	10,600	10,550	-0.5%
Dues & Memberships	870	685	845	650	650	0.0%
Entry Fees	600	1,550	1,335	1,500	1,400	-6.7%
Equipment	-	3,729	3,943	6,000	6,000	0.0%
Royalties	1,605	810	2,750	2,450	2,500	2.0%
Grand Total	54,303	45,518	52,944	56,232	48,377	-14.0%

Seventy-six 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. The FY'16 School Committee Budget proposes an increase in the extracurricular user fees to offset the increased cost of living adjustments in advisor stipends. User fees have remained unchanged since 2010. In addition the budget proposes increasing the revenue offset by \$10,000. This revolving fund revenue offsets 51.8% of the program expenses, similar to the percentage of program expense offset by athletics revenue offsets. The proposed increase for Extra-curricular User Fees is to \$125 for cast per show for drama (an increase of \$50) and \$75 for tech per show for drama (an increase of \$25). We are not recommending an increase for band because their fee is currently \$175. We are also recommending an increase in the family cap for drama to \$550 (from \$450) and an individual cap increase to \$350 (from \$250).

The Extracurricular Activities Program budget is projected to decrease 14.0% in the FY'16 School Committee Budget which represents a \$7,855 decrease. This increase is due primarily to increase in revolving fund support which increased by \$10,000 of 23.8% over FY'15. Nearly all non-athletic differentials increased significantly in FY'14 due to a restructuring of the non-athletic differential salary schedule which was negotiated mid-contract (as stipulated in the collective bargaining agreement) and went into effect this year.

All other increases/decreases, which may be large in percentage terms, are less than \$500 and are used to support the goals and initiatives of the extracurricular programs.

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, and telecommunications equipment. The majority of this budget funds the salaries of the network administrator (34% of this salary is charged to district administration), 5.5 FTE computer technicians, and 0.2 FTE information systems specialist. The FY'16 School Committee Budget includes an additional 1.0 FTE computer technician so support our technology needs at the elementary level.

Figure 95: Districtwide Networking and Technology Maintenance Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	79,936	90,756	96,606	79,886	82,283	3.0%
Manager	60,224	61,521	70,577	64,655	66,595	3.0%
Technology Integration	19,712	29,235	26,030	15,231	15,688	3.0%
Other Salaries	120,858	157,831	194,375	229,000	283,038	23.6%
Technician	120,858	157,831	194,375	229,000	283,038	23.6%
Contract Services	17,877	12,993	30,941	24,112	24,112	0.0%
Consulting Services	-	-	18,000	1,980	1,980	0.0%
Internet Services	1,620	1,743	1,861	2,112	2,112	0.0%
Software Licensing & Support	16,257	11,250	11,080	20,020	20,020	0.0%
Supplies & Materials	633	211	313	1,000	1,000	0.0%
Supplies	633	211	313	1,000	1,000	0.0%
Other Expenses	30,203	53,280	38,579	52,231	52,231	0.0%
Telecommunications	17,665	20,830	22,227	22,323	22,323	0.0%
Equipment	4,860	6,060	1,411	20,000	20,000	0.0%
Professional Development	-	7,666	6,541	5,000	5,000	0.0%
Software	7,560	18,249	8,306	4,408	4,408	0.0%
Postage	119	475	96	500	500	0.0%
Grand Total	249,507	315,071	360,814	386,229	442,663	14.6%

The districtwide networking and technology maintenance budget is projected to increase 7.0% in the FY'16 School Committee Budget. The primary driver of this increase is the increase in salary proposed for our computer technician staff and the addition of a 1.0 FTE computer technician. In FY'15 the district was awarded a \$1.5M School Transformation Grant to support our efforts on our student's behavior health. The grant funds a .25 data analyst. A revenue offset of \$15,000 was taken to reflect the use of one of the staff to support the grant

This budget funds the districts purchases of technology infrastructure equipment. The district has made a significant investment in technology infrastructure over the past several years and much of this equipment is no longer covered by warranties. Therefore, it is necessary to budget a sufficient amount (\$20,000) to cover the cost to repair or replace any equipment that fails. This could include servers, wireless arrays, routers, hubs, or switches.

Figure 96 below shows the inventory of technology devices currently deployed throughout the district.

Figure 96: SY'2014-15 Technology Inventory

Location	By User Group				By Device Type			
	Teachers	Students	Admin	Total	Laptops	Desktops	Tablets	Total
Barrows	48	138	7	193	49	48	96	193
Birch Meadow	46	119	5	170	97	19	54	170
Eaton	42	158	6	206	100	18	88	206
Killam	40	137	6	183	122	16	45	183
Wood End	40	155	6	201	99	57	45	201
Coolidge	71	334	10	415	194	155	66	415
Parker	73	336	12	421	231	125	65	421
RMHS	137	521	30	688	252	336	100	688
Central Office	-	-	24	24	9	4	11	24
Total	497	1,898	106	2,501	1,153	778	570	2,501

School Building Maintenance

The School Building Maintenance budget funds the salaries and expenses necessary to operate and maintain our eight school buildings. This includes the salaries of the Director of Facilities, the Custodial & Maintenance Supervisor, a full-time department secretary, a .4 facilities rental coordinator and all custodial and maintenance staff. Salaries account for the largest share of the School Building Maintenance budget at 35.4% of the total (net of offsets). Revenue from fees collected by organizations renting our school buildings is used to support the School Building Maintenance budget. This revenue offset represents 7.9% of the total budget. The FY'15 budgeted revenue offset equated to 5.9% of the total budget. An additional \$50,000 offset from the Extended Day Program was budgeted for in FY'16 to support the school building maintenance budget as enrollment in this before and after school program has grown to include over four hundred students across our five elementary schools.

Figure 97: School Building Maintenance Budget by Object

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	179,547	160,974	173,638	181,305	164,800	-9.1%
Clerical Salaries	37,571	37,168	39,087	41,074	55,204	34.4%
Other Salaries	777,338	810,276	913,013	918,275	902,199	-1.8%
Contract Services	312,690	320,728	340,174	355,026	377,064	6.2%
Supplies & Materials	110,532	110,673	84,098	105,249	105,601	0.3%
Other Expenses	1,361,091	1,400,054	1,395,364	1,568,389	1,609,308	2.6%
Grand Total	2,778,769	2,839,872	2,945,373	3,169,319	3,214,176	1.4%

The School Building Maintenance budget is projected to increase 1.4% in the FY'16 School Committee Budget. This is due in large part to departmental turnover and salary reductions as well as smaller decreases in maintenance services and energy consumption. The decrease in maintenance services is due to continued use of internal maintenance trade staff for routine maintenance in addition to the efficient utilization of previously negotiated tradesperson contracts for routine and non-routine

maintenance. The decrease in energy is due to lower electrical and water & sewer rates and a budget correction from FY 14 to FY15. Additionally a highly competitive natural gas contract has kept our supply prices much lower than current market rates in FY15 at \$7.3 per dekatherm. This contract expires in June of 2015. We are expecting to sign a new utility contract in March of 2015. For FY'16, we expect a significant increase if current market conditions persist. Based on projections by our contract vendor, we are expecting to see rates estimated to be \$9.00 per dekatherm; a 22.8% increase in cost per dekatherm.

Figure 98: School Building Maintenance Budget by Function

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
360 School Security	955	6,541	6,224	2,385	5,455	128.7%
411 Custodial Services	1,075,254	1,110,045	1,178,924	1,207,170	1,182,260	-2.1%
412 Heating of Buildings	314,901	372,958	405,753	396,928	488,305	23.0%
413 Utility Services	594,712	606,299	630,569	738,922	676,907	-8.4%
422 Maintenance of Buildings	658,916	669,735	668,190	723,665	760,500	5.1%
430 Extraordinary Maintenance	134,031	74,294	55,714	100,249	100,748	0.5%
	2,778,769	2,839,872	2,945,373	3,169,319	3,214,176	1.4%

Figure 98 shows the breakdown of the School Building Maintenance Budget by Function. The largest share of this budget is for custodial services (37%) which include custodial salaries, contract cleaning services at the high school & Coolidge Middle School, and custodial supplies and equipment. Utility services, comprising 21% of the budget, includes electricity, as well as water and sewer. This line is projected to decrease from FY'15 levels as the FY'15 budget appears to be overstated based on the prior three years of history. Electricity rates are projected to increase by 5%, this combined with moderate consumption and the overstatement of the FY'15 budget allows funding in this line to be reduced slightly from FY'15 levels. Water and sewer is supplied by the town through the Massachusetts Water Resources Authority and we have assumed a 5% increase in water and sewer rates.

Maintenance of buildings is the next largest portion of the budget at 24%. This function includes testing and inspections, preventative maintenance, and normal building repair and maintenance activities. This line is expected to increase slightly due primarily continued aging buildings, facilities and systems that require additional funding to maintain.

Heating of buildings accounts for 15% of the budget and represents the expense to heat all of our school buildings. All of our buildings are heated with natural gas and many of our heating systems are either relatively new or have been recently replaced or upgraded. Buildings that have not had any significant investment in heating system upgrades in the past ten years include Coolidge Middle School. As was the case with electricity, prior three years of actual history under performance contracting indicates that FY'15 may be slightly understated. Of course, heating expense is susceptible to wide variation given its weather dependency. However, we feel comfortable with the modest increase for FY'16 to allocate for projected usage and increasing utility costs.

Extraordinary maintenance refers to expenditures for unanticipated or emergency repairs that are not part of our normal or routine maintenance and repair schedule. In addition, for historical reporting purposes, any projects funded through the capital plan are also recorded as an extraordinary repair. It is for this reason that there is significant variation from year to year. The budgeted amount for FY'16 does

not include any capital project funds as those projects are selected as part of the larger town capital planning process and appropriations are not determined until Annual Town Meeting. The funding that is shown for FY'16 is essentially a contingency for unanticipated or emergency repairs and this amount is typically set at between 10 – 15% of repair and maintenance funding levels.

The budget for School Facilities is offset by an increase of \$50,000 from our Extended Day program. This increase is a result of an increase of space and utilities for our tuition-based before and after school programs.

Figure 99: FY16 School Building Maintenance Expense Budget per Square Foot Comparison

	Alice M. Barrows	Birch Meadow	Joshua Eaton	J.W. Killam	Wood End	A. W. Coolidge	W.S. Parker	RMHS	Total / Average
Building Square Footage	53,750	58,500	56,000	57,000	52,000	96,000	97,800	300,000	771,050
O & M Cost Per Square Foot									
Maintenance of Buildings	0.70	0.71	0.86	0.74	0.66	0.72	0.60	1.16	0.88
Extraordinary Maintenance	0.07	0.16	0.17	0.17	0.09	0.09	0.11	0.15	0.13
Heating of Buildings	0.65	0.65	0.85	0.72	0.57	0.98	0.09	0.49	0.57
Utility Services	0.73	0.52	0.61	0.85	1.00	0.80	0.84	1.00	0.86
Total Cost Per Square Foot	2.16	2.04	2.49	2.47	2.32	2.60	1.65	2.80	2.45
Rank (Highest to Lowest)	6	7	3	4	5	2	8	1	

Figure 100: School Building Maintenance Staffing

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY15 FTE	Budgeted FY16 Salary
Facilities	25.0	24.5	24.6	24.6	1,178,178	25.0	1,159,875	25.0	1,206,630
Custodian	19.0	18.5	18.6	18.6	778,698	18.6	771,468	18.6	802,469
District Administrator	2.0	2.0	2.0	2.0	181,305	2.0	160,000	2.0	164,800
Maintenance Staff	3.0	3.0	3.0	3.0	177,751	3.0	176,384	3.0	184,806
Secretary	1.0	1.0	1.0	1.0	40,424	1.4	52,024	1.4	54,554

Figure 101: School Building Maintenance Budget by Detail

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Professional Salaries	179,547	160,974	173,638	181,305	164,800	-9.1%
Director	116,400	100,000	108,816	104,430	97,850	-6.3%
Manager	63,148	60,974	63,654	76,875	66,950	-12.9%
Employee Benefits	-	-	1,168	-	-	0.0%
Clerical Salaries	37,571	37,168	39,087	41,074	55,204	34.4%
Secretary	36,921	36,518	38,437	40,424	54,554	35.0%
Employee Benefits	650	650	650	650	650	0.0%
Other Salaries	777,338	810,276	913,013	918,275	902,199	-1.8%
Custodian	611,220	570,205	740,134	778,698	802,473	3.1%
General Maintenance	89,611	78,981	78,983	49,123	53,600	9.1%
Licensed Maintenance	50,804	64,276	77,416	128,628	131,206	2.0%
Overtime	66,544	77,697	76,123	77,883	80,000	2.7%
Revolving Fund Support	(120,000)	(70,000)	(125,000)	(200,000)	(250,000)	25.0%
Substitutes	72,547	82,556	54,467	79,328	80,000	0.8%
Employee Benefits	6,611	6,560	10,888	4,615	4,920	6.6%
Contract Services	312,690	320,728	340,174	355,026	377,064	6.2%
Alarm	4,884	21,379	3,991	5,006	5,006	0.0%
Architectural Services	1,000	5,793	13,365	8,000	8,000	0.0%
Cleaning Services	217,159	231,540	231,222	235,840	235,840	0.0%
Elevator	15,333	3,878	14,483	18,522	18,522	0.0%
Fire Suppression	12,263	2,229	10,610	17,183	17,183	0.0%
General Maintenance	1,268	2,138	1,846	8,494	8,494	0.0%
HVAC	35,012	31,187	30,888	28,812	49,850	73.0%
Other	21,537	18,352	28,425	28,131	28,131	0.0%
Software Licensing & Support	4,234	4,234	4,234	4,238	5,238	23.6%
Telecommunications	-	-	1,109	800	800	0.0%
Supplies & Materials	110,532	110,673	84,098	105,249	105,601	0.3%
Supplies	110,532	110,673	84,098	105,249	105,601	0.3%
Other Expenses	1,361,091	1,400,054	1,395,364	1,568,389	1,609,308	2.6%
Alarm	24,414	19,501	19,513	16,403	16,810	2.5%
Electrical	53,938	59,577	20,017	31,248	31,249	0.0%
Electricity	498,870	494,302	515,351	590,508	552,831	-6.4%
Elevator	13,107	13,968	7,600	14,030	14,897	6.2%
Energy Management	-	11,221	6,218	-	-	0.0%
Equipment	8,297	8,427	12,878	11,877	13,876	16.8%
Extraordinary Repair	134,031	74,294	55,714	100,249	100,748	0.5%
Gasoline	8,858	9,955	10,430	11,624	11,623	0.0%
General Repairs	147,136	163,059	156,332	175,715	182,148	3.7%
HVAC	45,699	63,190	51,918	54,361	55,719	2.5%
Natural Gas	314,901	367,348	402,644	396,928	488,305	23.0%
Plumbing	14,926	5,320	20,230	16,201	16,194	0.0%
Professional Development	-	1,394	1,970	1,500	1,500	0.0%
Software Licensing & Support	955	955	955	955	955	0.0%
Uniforms	8,975	11,112	13,024	10,800	10,800	0.0%
Water & Sewer	86,984	96,432	100,569	135,991	111,653	-17.9%
Grand Total	2,778,769	2,839,872	2,945,373	3,169,319	3,214,176	1.4%

Special Revenue Funds

Federal, State, and Private Grants

In the current fiscal year, our district is supported by \$3.07 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 (EdJobs) and Race to the Top Funding, these funds are no longer available to us as of FY'15 and beyond.

Figure 102: Summary of Federal, State, and Private Grants

	Expended 2012	Expended 2013	Expended 2014	Award 2015	Projected 2016
Federal Grants:					
Title I	107,965	68,670	102,854	105,944	108,593
Title IIA	54,906	58,974	38,890	54,313	55,671
Safe & Supportive Schools			10,000		
SPED P.L. 94-142	985,150	994,600	957,193	971,940	981,659
SPED Early Childhood	18,062	17,994	16,803	17,917	17,917
SPED Program Improv. Early Child.		4,236	4,000	4,000	4,000
SPED Prof. Dev.	51,899	33,390	15,135	35,700	35,700
Mental Health First Aid				50,000	50,000
School Transformation (MTSS)				252,329	252,329
Subtotal - Non-ARRA Federal Grants	1,508,034	1,177,863	1,144,875	1,492,143	1,505,869
ARRA SFSF	24,466	-		-	-
EduJobs	414,707	236,253		-	-
Race to the Top (RTTT)	6,780	7,645	28,580	-	-
Subtotal - ARRA Federal Grants	445,953	243,898	28,580	-	-
Total - Federal Grants	1,953,987	1,421,761	1,173,455	1,492,143	1,505,869
State Grants:					
Racial Imbalance (METCO)	339,772	347,642	362,137	385,975	385,975
Academic Support	7,319	6,704	6,205	7,500	7,500
Circuit Breaker	656,247	1,298,305	1,275,210	1,186,247	952,837
Project Lead the Way	-	35,902		-	-
Total - State Grants	1,003,338	1,688,553	1,643,552	1,579,722	1,346,312
Private Grants:					
Project Lead the Way		65,220	17,780	-	-
Total - Private Grants	-	65,220	17,780	-	-
TOTAL - ALL GRANTS	2,957,325	3,110,314	2,817,007	3,071,865	2,852,181

Overall, grant support for the budget in FY'15 increased due in large part to the School Transformation Grant award.

Figure 103: Change in Grant Funded Positions

	FY12 FTE	FY13 FTE	FY14 FTE	Budget FY15 FTE	Budgeted FY15 Salary	Actual FY15 FTE	Actual FY15 Salary	Budgeted FY16 FTE	Budgeted FY16 Salary
Grant Funded	20.8	16.1	14.1	13.5	939,110	14.5	964,666	14.2	1,054,446
Data Analyst								0.3	15,193
District Admin of Support Services								0.5	45,000
Elementary Teacher	3.5	3.4	3.8	3.8	261,171	3.8	258,869	3.8	274,094
High School Teacher	5.0	5.0	4.0	4.0	258,909	4.0	264,485	4.0	285,282
Middle School Teacher	2.5	2.5	2.5	2.5	186,097	2.5	190,393	2.5	196,105
Paraprofessional	6.2	-	-	-	-				
Pre-School Teacher	1.6	1.5	1.8	1.2	68,305	1.6	99,442	1.6	106,482
Team Chair	2.0	2.0	2.0	2.0	164,628	1.6	128,437	1.6	132,291
Tutor	-	1.7	-	-	-	1.0	23,040		

Special Revenue Funds

The district maintains thirty-five 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. The monies that are deposited into these funds include school lunch receipts; user fee receipts and ticket sale revenue from athletics, drama, and band; tuitions for full-day kindergarten and preschool; participation fees for summer school, extended day, and adult education; tuition for non-Reading residents attending enrolled in our in-district special education programs; and gifts and donations. Revenues from these revolving funds are used to support 6.3% of the district’s total expenditures on education. Figure 104 shows the revenues, expenses, and changes in fund balances between July 1, 2013 and June 30, 2014. Figure 105 shows the use of revenue as offsets to the FY’16 School Committee Budget.

Figure 104: Revolving Fund Activity and Status as of June 30, 2014

	Balance 30-Jun-13	FY14 Revenues	FY14 Expenditures	Balance 30-Jun-14	Net Gain/(Loss)
Revolving Fund:					
School Lunch Program	292,776	1,124,091	1,074,834	342,032	49,257
Athletic Activities	190,767	349,985	364,845	175,907	(14,860)
Guidance Revolving Fund	7,610	44,172	45,111	6,671	(939)
Coolidge Extracurricular	3,663	1,125	500	4,288	625
Parker Extracurricular	3,860	-	-	3,860	-
School Transportation	(40)	41,626	41,333	253	293
Drama Activities RMHS	47,334	117,993	115,800	49,527	2,193
Band Extracurricular Activities	18,834	53,650	42,606	29,878	11,044
Drama Activities Parker	27,686	30,004	23,568	34,121	6,435
Parker After School Activities	14,610	34,576	32,819	16,367	1,757
Extended Day Program	542,025	883,035	764,430	660,630	118,605
Drama Activities Coolidge	23,160	14,430	26,627	10,963	(12,197)
Adult Education Program	23,188	34,813	53,520	4,481	(18,707)
Summer School Program	59,558	98,287	110,839	47,006	(12,552)
RISE Preschool Program	449,671	254,310	230,172	473,809	24,138
Education Special Detail	(75)	226	(100)	251	326
Use of School Property	161,812	200,715	265,825	96,701	(65,110)
Special Education Tuition	665,435	239,098	63,828	840,705	175,270
Full Day Kindergarten Tuition	613,094	707,048	665,000	655,141	42,048
Lost Books	15,510	9,492	4,450	20,551	5,041
Elementary Science Materials	1,640			1,640	-
Burns Foundation (Coolidge)	2,882		830	2,052	(830)
Jump & Go BS/BS (Parker)	5			5	-
District Donation Fund	9,128	23,342	16,404	16,066	6,938
Barrows Donations Fund	332	3,938	2,516	1,754	1,422
Birch Meadow Donation Fund	7,622	3,971	7,248	4,345	(3,277)
Joshua Eaton Donation Fund	11,226	12,102	8,518	14,809	3,583
JW Killam Donation Fund	2,207	7,082	3,276	6,012	3,805
Wood End Donation Fund	4,417	4,528	3,175	5,770	1,352
Coolidge Donation Fund	12,494	40,455	32,780	20,169	7,675
Parker Donation Fund	18,861	23,514	24,356	18,019	(842)
High School Donation Fund	26,404	35,944	40,948	21,400	(5,004)
Special Education Donation Fur	9,335	15	-	9,350	15
Wood End Playground Donatioi	200			200	-
Intel Foundation (Coolidge)	50			50	-
Total - All Funds	3,267,279	4,393,566	4,066,061	3,594,784	327,505

Figure 105: Revenue Offset Summary for FY'15

Revenue Fund	Projected Balance 30-Jun-15	FY16 Projected Revenue	FY16 Budgeted Offsets	FY16 Other Expense	Projected Balance 30-Jun-16	Net Gain/(Loss)
Athletic Activities	161,907	400,000	380,000	34,000	147,907	(14,000)
Extracurricular Activities	49,527	130,000	52,000	57,500	70,027	20,500
Use of School Property	46,701	260,000	200,000	100,000	6,701	(40,000)
RISE Preschool Program	433,809	260,000	330,000	33,384	330,425	(103,384)
Special Education Tuition	711,705	240,000	584,000	-	367,705	(344,000)
Full Day Kindergarten Tuition	535,141	700,000	870,000	-	365,141	(170,000)
Community Education Program	740,630	880,000	85,000	800,000	735,630	(5,000)
Total - All Offset Funds	2,679,421	2,870,000	2,501,000	1,024,884	2,023,537	(655,884)

Town Building Maintenance

Under an agreement instituted in 1993, the maintenance functions of the town and school buildings were consolidated under the school facilities department. Per this agreement, the budget for municipal building operations and maintenance is developed by the Superintendent and approved by the School Committee. The Director of Facilities oversees the operations of the consolidated Facilities Department under the supervision of the Director of Finance and Operations.

The Town Building Maintenance budget funds the salaries and expenses necessary to operate and maintain our seven municipal buildings which include Town Hall, Reading Public Library, Reading Senior Center, the Department of Public Works garage, the Reading Police Station, and the Main Street and Woburn Street Fire Stations. The total square footage for these seven buildings is 137,062. The department includes 3.0 FTE custodians, two who service the buildings during the day shift, and one during the evening shift. Additional cleaning services are provided through outsourced contract cleaners for the Town Hall, Senior Center, Library, and Police Station. There are no chargebacks to this budget for the Director of Facilities, Energy and Facilities Services Manager, clerical support, or any of the three maintenance employees who work for the department.

Figure 106: Town Building Maintenance Budget by Object

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Other Salaries	155,953	179,981	170,072	176,517	180,548	2.3%
Contract Services	44,340	43,890	56,387	56,660	56,986	0.6%
Supplies	17,500	18,864	14,280	20,924	23,508	12.4%
Other Expenses	518,467	426,446	430,382	446,067	498,001	11.6%
Grand Total	736,260	669,180	671,121	700,167	759,043	8.4%

Salaries account for approximately one-quarter of the expenditures of this department. Salaries include contractual salaries paid to custodians as well as overtime, longevity, and any substitute costs incurred. Contract services consist primarily of the custodial cleaning service used to clean four of the buildings but also inspection and testing services. Custodial supplies are the smallest portion of the budget. The largest portion of the budget, other expenses, includes the expense to provide heat, electricity, and water and sewer to the buildings.

Figure 107: Town Building Maintenance Budget by Function

	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
Custodial	213,334	230,153	233,987	248,250	252,835	1.8%
Extrodinary Maintenance	145,150	44,839	13,358	29,800	36,627	22.9%
Heating	89,539	107,851	146,050	94,885	139,454	47.0%
Repair & Maintenance	124,551	122,737	105,596	133,080	146,463	10.1%
Utilites	163,686	163,599	172,130	194,153	183,664	-5.4%
	736,260	669,180	671,121	700,167	759,043	8.4%

The Town Building Maintenance Budget is projected to increase by 8.4% or \$58,876 in FY'16. This is largely a function of a projected 47% increase in heating due to a combined price increase for natural gas and a budget correction. The FY'15 adopted budget appears to be underfunded for heating expense based on the past two years actual heating expenditures. The FY'16 budget is based on three year consumption trends and an increase to our per dekatherm pricing. The FY'16 budget assumes that the library will be under construction with the construction contractor paying any expense related to heat, electricity and water and sewer during that time. Some funding was retained for heating and utility expenses for the temporary library space.

Custodial increases are due to step and cost of living increases for represented employees. Custodial expenses, extraordinary maintenance as well as repair and maintenance and utility expenses are expected to increase,

As Figure 108 below shows, funding levels increase for all of the town buildings. With aging buildings and facilities costs to maintain & operate these buildings is projected to increase overall.

Figure 108: Town Building Maintenance Budget by Location

	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016	% Change
DPW Garage	87,537	119,309	85,366	119,596	40.1%
Library	94,655	90,128	90,792	83,445	-8.1%
Main Fire	56,228	46,661	50,967	60,934	19.6%
Police	97,935	111,868	121,326	124,811	2.9%
Senior Center	40,624	32,010	44,661	50,640	13.4%
Town Hall	76,780	70,380	93,400	95,909	2.7%
Townwide	191,143	176,173	188,234	192,497	2.3%
West Fire	24,279	24,591	25,421	31,211	22.8%
Grand Total	669,180	671,121	700,167	759,043	8.4%

Figure 109 shows the per square foot expense for the major operations and maintenance expense categories per building.

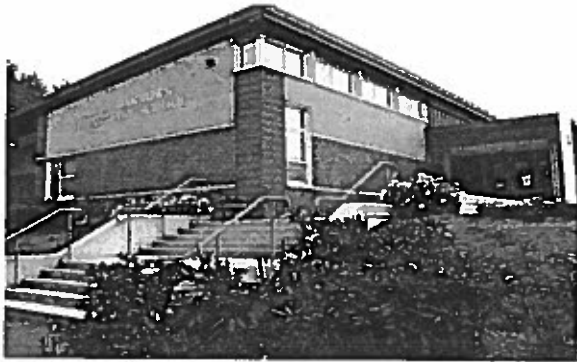
Figure 109: Town Building Maintenance Cost per Square Foot Expense by Building, FY'14

	Town Hall	Police Station	Main Fire	Woburn Fire	Senior Center	Public Library	DPW Garage	Total
Building Square Footage	15,648	29,430	10,114	6,410	5,670	27,648	42,142	137,062
O & M Cost Per Square Foot								
Maintenance of Buildings	2.36	1.27	1.80	1.18	2.87	1.05	0.43	1.19
Extraordinary Maintenance	-	0.24	-	0.38	-	0.13	-	0.10
Heating of Buildings	0.68	0.69	1.27	1.46	1.19	0.81	1.51	1.07
Utility Services	1.46	1.60	1.54	0.82	1.58	1.26	0.89	1.26
Total Cost Per Square Foot	4.50	3.80	4.61	3.84	5.65	3.26	2.83	3.61
Rank (Highest to Lowest)	3	5	2	4	1	6	7	

The building that was the most costly to operate in FY'15 was the Police Station, followed by the Town Hall. This is explained, in large part, due to several significant projects completed on those buildings last year including an addition to the HVAC system for the Police Station's server room.

Building Demographic, Staffing, Performance, and Budget Overviews

This section of the budget document provides site-specific information for each of our eight school buildings. For each site, we have included school goals, student demographic information, student performance data, personnel resources, per pupil spending information, and budget information by program (regular day, special education, and facilities).



Alice M. Barrows Elementary School

Principal: Heather Leonard

Number of years as principal: 2

Number of years employed with RPS: 2

Education background: UMass Lowell,

Doctorate, Leadership in Schooling

Grades: K-5

FY15 Enrollment: 360

NCLB Accountability Status: Level 2

School Goals:

1. Consistent and clear communication between home and classroom will be established to ultimately benefit the Barrows community. Providing parents/families with useful information about student learning.
2. Health and safety is paramount to the educational process. Assuring the students are safe emotionally, physically and psychologically is the goal of the Barrows School. Crating safe structures for students and staff. Promoting student empowerment; appropriately shaping teaching/learning about how to be safe at school.
3. The goal for Barrows students is to be engaged and accountable in their own education, to learn in greater breadth and depth, to achieve at higher levels, and to be motivated to continue learning with increasing independence. These outcomes will be realized through personalized flexible instruction to promote student growth.

Enrollment by Gender (2013-14)			
	School	District	State
Male	182	2,304	489,422
Female	187	2,128	466,317
Total	369	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	0.8	1.8	17.8
English Language Learner	0.8	0.6	7.9
Low-Income	4.6	6.6	38.3
Students With Disabilities	9.8	16.9	17
Free Lunch	3	5.4	33.6
Reduced Lunch	1.6	1.2	4.7
High Needs	15.2	22.2	48.8

Enrollment by Grade (2013-14)							
	PK	K	1	2	3	4	5
Alice M Barrows	0	62	57	58	63	60	69
District	103	287	319	351	370	327	355

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	96.3%	96.4%	96.6%	96.5%	99.6%
Average # of days absent	6.6	6.4	6.1	6.2	6.0

Alice M. Barrows Elementary School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	36.0%	50.0%	64.0%	56.5%	45.0%
Math	51.0%	45.0%	53.5%	52.5%	56.0%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	72%	74%	80%	79%	70%	91.2	90.9	92.6	93.7	90.0
Grade 3	86%	69%	77%	80%	63%	96.6	89.5	92.8	93.8	87.1
Grade 4	63%	79%	78%	74%	70%	89.9	91.7	90.4	94.3	90.0
Grade 5	66%	73%	86%	83%	78%	87.1	91.7	95.0	93.1	93.0
Mathematics	72%	72%	76%	74%	64%	89.8	90.3	91.5	89.5	84.9
Grade 3	86%	73%	81%	73%	58%	94.3	91.2	94.2	90	80.2
Grade 4	63%	68%	69%	74%	62%	88.7	90.2	88.9	88	84.2
Grade 5	68%	75%	77%	75%	72%	86.4	89.3	91.3	90.6	90.4
Science & Tech (Gr 5)	65%	51%	69%	67%	69%	86.4	81.0	91.2	87.5	89.3

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	-	-	-			
General Fund	27.1	28.6	24.8	25.3	24.3	24.3
Paraprofessionals						
Grant Funded	-	-	-			
General Fund	15.0	15.0	14.1	14.1	12.6	12.6
Principals / Administrators	1.0	1.0	1.0	1.0	1.0	1.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	1.0	1.0	1.0	1.0	1.0	1.0
Custodians	2.0	2.0	2.0	2.0	2.0	2.0
Guidance, Psychologists & Therapists	3.5	3.3	3.3	3.3	3.3	3.3
Other	2.2	2.2	2.2	2.2	2.2	2.2
All Funds Staffing Total	52.8	54.1	49.4	49.9	47.4	47.4

School Budget	Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund					
Personel Services	2,301,828	2,488,671	2,168,687	2,304,394	2,388,585
Supplies & Services	140,669	151,715	158,931	173,708	162,265
Total General Fund	2,442,497	2,640,386	2,327,618	2,478,102	2,550,850



Birch Meadow Elementary School

Principal: Eric Sprung

Number of years as principal: 7

Number of years employed with RPS: 7

Education background: University of Pittsburgh, Masters of Education and George Mason University, Masters of Education.

Grades: K-5

FY15 Enrollment: 387

NCLB Accountability Status: Level 2

School Goals:

1. Using pre and post assessments, students will show improvement in the area of English Language Arts and Mathematics. Staff will work to develop and implement common assessments. Using the assessments in the Math In Focus program, students will reflect understanding of the program as scores improve from pre to post tests.
2. Using the Multi-Tiered System of Supports process Birch Meadow will create an inclusive school culture supporting the social emotional needs of all students. The Birch Meadow staff will work to create school and student social emotional strategies. This will be measured by a reduction in the number of students referred to the Principal's office.

Enrollment by Gender (2013-14)			
	School	District	State
Male	202	2,304	489,422
Female	182	2,128	466,317
Total	384	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	1.3	1.8	17.8
English Language Learner	0	0.6	7.9
Low-Income	3.6	6.6	38.3
Students With Disabilities	12.5	16.9	17
Free Lunch	3.1	5.4	33.6
Reduced Lunch	0.5	1.2	4.7
High Needs	15.9	22.2	48.8

Enrollment by Grade (2013-14)							
	PK	K	1	2	3	4	5
Birch Meadow	0	60	60	67	68	66	63
District	103	287	319	351	370	327	355

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	96.6%	96.7%	97.0%	96.7%	96.8%
Average # of days absent	6.1	5.8	5.3	5.9	5.6

Birch Meadow Elementary School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	67.0%	62.5%	57.0%	50.0%	40.0%
Math	54.0%	58.0%	54.5%	51.5%	42.0%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	73%	73%	75%	75%	72%	88.3	89.1	89.1	91.2	88.8
Grade 3	71%	71%	79%	78%	69%	88.0	89.3	91.5	92.9	88.8
Grade 4	72%	72%	74%	75%	70%	86.6	88.0	87.8	91	87.9
Grade 5	77%	76%	72%	72%	76%	90.4	89.8	88.2	89.6	89.7
Mathematics	60%	65%	62%	71%	66%	81.4	86.1	83.0	83.0	83.0
Grade 3	67%	71%	69%	79%	73%	82.7	90.2	86.2	91.7	86.6
Grade 4	59%	53%	54%	68%	62%	83.8	80.6	82.4	86.7	87.9
Grade 5	54%	70%	62%	65%	62%	77.3	86.8	80.9	81.6	80.2
Science & Tech (Gr 5)	58%	56%	47%	62%	59%	84.6	83.3	80.6	83.2	82.1

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	1.0	1.0	1.0	1.0	1.0	1.0
General Fund	22.4	21.9	21.9	25.9	27.4	27.4
Paraprofessionals						
Grant Funded	-	-	-			
General Fund	9.1	9.1	9.2	13.6	15.5	14.9
Principals / Administrators	1.0	1.0	1.0	1.0	1.0	1.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	1.0	1.0	1.0	1.0	1.0	1.0
Custodians	2.0	2.0	2.0	2.0	2.0	2.0
Guidance, Psychologists & Therapists	2.0	2.2	2.2	2.2	2.2	2.2
Other	2.2	2.2	2.2	2.2	2.2	2.2
All Funds Staffing Total	41.7	41.4	41.4	49.9	53.3	52.7

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	2,012,378	1,959,688	2,309,941	2,496,861	2,666,257
	Supplies & Services	178,206	145,420	155,014	175,922	167,394
	Total General Fund	2,190,584	2,105,108	2,464,955	2,672,783	2,833,651



Joshua Eaton Elementary School

Principal: Karen Feeney

Number of years as principal: 5

Number of years employed with RPS: 10

Education background: Cambridge College,
Masters of Education

Grades: K-5

FY15 Enrollment: 471

NCLB Accountability Status: Level 3

School Goals:

1. The Joshua Eaton School will develop and implement learning strategies that will improve student learning in Math and English Language Arts. Through the use of the Math In Focus program students will improve their math schools based on grade level standards as evidenced by common assessments.
2. During the 2014-15 school year staff will work to address the current Level 3 status of the Joshua Eaton School. Staff will identify and develop action plans to improve 80% of the areas of concern as indicated by the self-assessment tool provided by the Department of Education
3. Through a collaborative environment the Joshua Eaton School will ensure the social and emotional well-being of all students in our school. The Joshua Eaton School will implement the Multi-Tiered System of Support. Staff will develop a school wide behavioral plan to help improve the overall behavior of the students within the building. The staff will be able to address 70% of the student needs by using the behavioral matrix and Open Circle lessons.

Enrollment by Gender (2013-14)			
	School	District	State
Male	251	2,304	489,422
Female	204	2,128	466,317
Total	455	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	2.4	1.8	17.8
English language Learner	1.5	0.6	7.9
Low-income	9	6.6	38.3
Students With Disabilities	7.3	16.9	17
Free Lunch	8.4	5.4	33.6
Reduced Lunch	0.7	1.2	4.7
High Needs	15.6	22.2	48.8

Enrollment by Grade (2013-14)							
	PK	K	1	2	3	4	5
Joshua Eaton	0	56	80	83	89	73	74
District	103	287	319	351	370	327	355

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	96.6%	96.6%	96.8%	96.5%	96.5%
Average # of days absent	6.0	6.0	5.6	6.2	6.2

Joshua Eaton Elementary School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	58.0%	47.0%	47.0%	55.0%	41.0%
Math	54.0%	52.0%	52.0%	48.0%	41.0%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	80%	77%	76%	72%	70%	93.9	91.7	90.3	90.3	90.3
Grade 3	83%	84%	80%	85%	67%	94.4	93.1	92.9	95.1	88.1
Grade 4	73%	61%	68%	56%	68%	91.5	85.8	85.1	84.6	87.3
Grade 5	85%	92%	77%	75%	76%	94.9	98.0	92.4	89.3	88.9
Mathematics	76%	72%	74%	69%	59%	91.0	90.7	89.7	87.0	83.5
Grade 3	83%	79%	81%	81%	68%	93.1	92.7	92.4	91.4	88.1
Grade 4	57%	66%	63%	62%	40%	85.1	88.1	86.2	85.1	76.7
Grade 5	82%	77%	78%	65%	69%	92.9	91.8	90.5	84.6	85.8
Science & Tech (Gr 5)	72%	68%	65%	59%	53%	90.7	87.5	85.4	86.4	82.1

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	1.0	1.0	-	1.0	1.0	1.0
General Fund	25.8	26.3	27.3	26.0	26.4	27.4
Paraprofessionals						
Grant Funded	-	-	-		1.0	
General Fund	9.5	9.5	9.5	11.3	13.0	10.6
Principals / Administrators	1.0	1.0	1.0	1.0	1.0	1.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	1.0	1.0	1.0	1.0	1.0	1.0
Custodians	2.0	2.0	2.0	2.0	2.0	2.0
Guidance, Psychologists & Therapists	2.4	2.3	2.3	2.3	2.3	2.3
Other	2.2	2.2	2.2	2.2	2.2	2.2
All Funds Staffing Total	45.9	46.3	46.3	47.8	50.9	48.5

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	2,003,765	2,120,995	2,226,895	2,304,760	2,350,094
	Supplies & Services	146,490	172,888	197,305	204,323	202,814
	Total General Fund	2,150,255	2,293,883	2,424,200	2,509,082	2,552,908



JW Killam Elementary School

Principal: Catherine Giles

Number of years as principal: 8

Number of years employed with RPS: 22

Education background: Salem State University,
Masters of Special Education.

Grades: K-5

FY15 Enrollment: 439

NCLB Accountability Status: Level 2

School Goals:

1. By the end of 2016, the culture and climate at the Killam School will be one that encourages innovation, risk-taking, excitement for learning, and personal growth for our students by having a fully implemented school-wide positive behavior intervention system which promotes and maintain a safe, orderly and caring environment.
2. By 2016, 100% of teachers will deliver rigorous daily lessons and effective instruction that represents 21st century learning and innovation skills to improve student achievement to a level that is considered to be meeting or exceeding the grade level standards. Teachers will also provide proper interventions for those students who are not meeting grade-level standards.
3. By the end of 2016, Killam School through utilizing the district's adopted data management system will have comprehensive access to both school-wide and student-level data in order to analyze and assist with monitoring student progress. The school will use a tiered, differentiated intervention process to assign research-based interventions aligned with the individual needs of identified students.

Enrollment by Gender (2013-14)			
	School	District	State
Male	251	2,304	489,422
Female	212	2,128	466,317
Total	463	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	2.4	1.8	17.8
English Language Learner	1.7	0.6	7.9
Low-income	13.4	6.6	38.3
Students With Disabilities	9.5	16.9	17
Free Lunch	10.6	5.4	33.6
Reduced Lunch	2.8	1.2	4.7
High Needs	21.4	22.2	48.8

Enrollment by Grade (2013-14)							
	PK	K	1	2	3	4	5
J Warren Killam	0	68	80	76	89	64	86
District	103	287	319	351	370	327	355

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	96.5%	96.5%	96.9%	96.5%	96.9%
Average # of days absent	6.3	6.2	5.6	6.2	5.5

JW Killam Elementary School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	52.0%	51.0%	54.0%	47.0%	46.0%
Math	58.0%	61.5%	55.0%	49.0%	52.5%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	77%	76%	75%	69%	69%	92.2	90.8	90.2	87.8	87.2
Grade 3	83%	71%	76%	71%	69%	94.5	87.7	91.1	87.7	87.8
Grade 4	79%	70%	71%	64%	63%	92.5	88.7	86.6	87.2	82.9
Grade 5	71%	92%	77%	73%	76%	89.7	97.2	92.2	88.4	91.0
Mathematics	74%	71%	76%	71%	70%	90.3	90.1	89.9	87.0	89.1
Grade 3	87%	73%	77%	76%	76%	94.2	90.1	89.6	89.7	91.7
Grade 4	54%	62%	71%	74%	63%	84.9	87.1	88.4	91.4	87.1
Grade 5	78%	82%	79%	62%	71%	90.4	94.4	91.4	79.9	88.4
Science & Tech (Gr 5)	60%	71%	65%	64%	55%	86.8	89.9	86.2	85.4	81.7

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	0.5	0.4	0.8	0.8	0.8	0.8
General Fund	27.6	27.6	28.3	29.3	29.3	29.3
Paraprofessionals						
Grant Funded	-	-	-			
General Fund	10.1	10.1	10.1	10.1	11.4	10.0
Principals / Administrators	1.0	1.0	1.0	1.0	1.0	1.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	1.0	1.0	1.0	1.0	1.0	1.0
Custodians	2.0	2.0	2.0	2.0	2.0	2.0
Guidance, Psychologists & Therapists	2.4	2.3	2.3	2.3	2.3	2.3
Other	2.2	2.2	2.2	2.2	2.2	2.2
All Funds Staffing Total	47.8	47.6	48.7	49.7	51.0	49.6

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	2,170,881	2,231,093	2,306,739	2,380,923	2,523,377
	Supplies & Services	145,575	164,849	160,055	213,685	195,515
	Total General Fund	2,316,456	2,395,942	2,466,794	2,594,608	2,718,892



Wood End Elementary School

Principal: Joanne King
 Number of years as principal: 3
 Number of years employed with RPS: 11
 Education background: Lesley University,
 Masters of Education

Grades: K-5

FY15 Enrollment: 336

NCLB Accountability Status: Level 2

School Goals:

- Over the next two years, we will increase the learning capacity of all staff as measured by: the effectiveness of the use of non-student time with staff through survey feedback, the increase in opportunities for teachers to become trained teacher leaders, the effective development of Professional Learning Communities for all staff, the quality and diversity of professional development offerings and the overall learning capacity of the Leadership Team.
- Over the next two years, we will successfully implement the Multi-Tiered System of Supports as measured by the decrease in tardiness, office discipline referral and the number of students that have 10 or more absences in a school year and decrease in the achievement gap for our high needs subgroup and the aggregate subgroup on standardized assessments and the DDMs. If successfully implemented, there will be an increase in our accuracy of identifying students with special needs.

Enrollment by Gender (2013-14)			
	School	District	State
Male	182	2,304	489,422
Female	156	2,128	466,317
Total	338	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	0.6	1.8	17.8
English Language Learner	0.6	0.6	7.9
Low-income	5.6	6.6	38.3
Students With Disabilities	16.9	16.9	17
Free Lunch	5.3	5.4	33.6
Reduced Lunch	0.3	1.2	4.7
High Needs	20.7	22.2	48.8

Enrollment by Grade (2013-14)							
	PK	K	1	2	3	4	5
Wood End	0	41	42	67	61	64	63
District	103	287	319	351	370	327	355

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	96.5%	96.9%	96.8%	96.9%	97.1%
Average # of days absent	6.3	5.6	5.6	5.6	5.2

Wood End Elementary School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	50.0%	37.0%	52.0%	54.0%	40.0%
Math	61.0%	76.5%	69.0%	65.0%	51.0%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	75%	70%	66%	69%	63%	91.8	88.0	88.0	88.1	85.9
Grade 3	68%	74%	63%	69%	68%	88.2	89.3	86.5	89.1	88.8
Grade 4	74%	57%	69%	62%	50%	90.8	82.1	87.9	82.7	80.5
Grade 5	80%	80%	68%	76%	71%	95.8	93.2	89.8	92.4	88.5
Mathematics	70%	73%	74%	71%	65%	89.2	90.1	89.6	88.7	84.4
Grade 3	70%	77%	72%	77%	75%	88.2	90.2	87.7	90.3	87.5
Grade 4	55%	60%	60%	55%	44%	83.3	85.4	85.8	83.8	78.9
Grade 5	82%	83%	86%	80%	75%	95.4	95.0	95.4	91.9	86.9
Science & Tech (Gr 5)	75%	75%	68%	61%	63%	93.8	92.7	90.0	85.6	85.3

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	1.0	1.0	1.0	1.0	1.0	1.0
General Fund	21.5	22.7	21.7	21.2	21.2	21.2
Paraprofessionals						
Grant Funded	-	1.7				
General Fund	10.0	11.6	13.2	13.2	12.9	11.5
Principals / Administrators	1.0	1.0	1.0	1.0	1.0	1.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	1.0	1.0	1.0	1.0	1.0	1.0
Custodians	2.0	2.0	2.0	2.0	2.0	2.0
Guidance, Psychologists & Therapists	2.5	2.6	2.6	2.6	2.6	2.6
Other	2.2	2.2	2.2	2.2	2.2	2.2
All Funds Staffing Total	42.2	46.8	45.7	45.2	44.9	43.5

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	1,989,647	2,032,523	2,050,690	2,058,367	2,140,643
	Supplies & Services	143,435	164,418	152,817	176,392	163,756
	Total General Fund	2,133,082	2,196,941	2,203,507	2,234,759	2,304,399



Arthur W. Coolidge Middle School

Principal: Sarah Marchant
 Number of years as principal: 2
 Number of years employed with RPS: 9
 Education background: Boston University, Masters,
 Earth Science

Grades: 6-8

FY15 Enrollment: 476

NCLB Accountability Status: Level 2

School Goals:

1. To design instructional strategies that will provide students the opportunities and supports in all curricular areas to further develop and apply skills such as critical thinking, in-depth problem solving, collaboration, communication, literacy, creativity and innovation.
2. To identify and develop additional strategies to increase our effectiveness with *all* students, including strategies to better support struggling learners, to more effectively meet diverse learning needs, and to better challenge more advanced learners.
3. To explore and implement strategies to more effectively address the social, emotional, and behavioral health of young adolescents and to promote a safe and healthy environment for all students.
4. To provide faculty the time, support, and structure throughout the school year to work in professional learning communities and to align instructional and assessment practices.

Enrollment by Gender (2013-14)			
	School	District	State
Male	245	2,304	489,422
Female	204	2,128	466,317
Total	449	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	1.3	1.8	17.8
English Language Learner	0.2	0.6	7.9
Low-Income	3.1	6.6	38.3
Students With Disabilities	19.2	16.9	17
Free Lunch	2.4	5.4	33.6
Reduced Lunch	0.7	1.2	4.7
High Needs	20.7	22.2	48.8

Enrollment by Grade (2013-14)				
	6	7	8	Total
Arthur W Coolidge	155	159	135	449
District	347	362	304	1,013

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	97.2%	97.1%	97.2%	96.8%	96%
Average # of days absent	5.1	5.2	5.0	5.7	6.4

Arthur W. Coolidge Middle School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	72.0%	55.0%	62.0%	56.0%	48.0%
Math	57.0%	56.5%	54.0%	45.0%	44.0%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	91%	90%	91%	89%	87%	96.5	96.5	97.0	96.0	94.8
Grade 6	81%	90%	86%	79%	84%	93.3	96.9	95.9	91.9	93
Grade 7	95%	87%	93%	93%	82%	97.3	95.7	97.7	97.8	93
Grade 8	96%	94%	95%	96%	96%	99.0	96.9	97.3	98.2	98.3
Mathematics	81%	77%	76%	74%	65%	92.1	89.6	90.8	89.6	85.0
Grade 6	80%	80%	80%	75%	69%	92.7	92.7	92.7	89.6	85.6
Grade 7	80%	74%	76%	74%	61%	90.4	87.3	90.8	89.6	83.7
Grade 8	83%	78%	72%	74%	65%	93.1	88.8	88.9	89.6	85.6
Science & Tech (Gr 8)	55%	52%	57%	52%	57%	80.1	79.0	82.3	82	83.5

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	2.0	2.0	2.0	2.0	2.0	2.0
General Fund	35.2	35.8	35.9	35.9	35.4	35.4
Paraprofessionals						
Grant Funded	-	-	-			
General Fund	12.1	12.1	14.0	15.9	17.9	17.9
Principals / Administrators	2.0	2.0	2.0	2.0	2.0	2.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	2.0	2.0	1.0	1.0	1.0	1.0
Custodians	2.0	2.0	2.0	2.0	2.0	2.0
Guidance, Psychologists & Therapists	2.1	2.3	2.5	2.5	2.5	2.3
Other	4.5	4.5	4.5	4.5	4.5	4.5
All Funds Staffing Total	62.9	63.7	64.9	66.8	68.3	68.1

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	3,237,597	3,396,490	3,485,174	3,562,536	3,435,483
	Supplies & Services	277,256	329,470	313,087	334,371	305,702
	Total General Fund	3,514,853	3,725,960	3,798,260	3,896,907	3,741,185



Walter S. Parker Middle School

Principal: Doug Lyons

Number of years as principal: 7

Number of years employed with RPS: 10

Education background: Simmons College,
Masters of Education

Grades: 6-8

FY15 Enrollment: 593

NCLB Accountability Status: Level 2

School Goals:

1. During the 2014-2016 school years, teachers will collaborate to expand, share and teach engaging lessons that require students to produce five pieces of written work that corresponds to an instructional standard or performance rubric. The work will highlight student growth and will be presented in a Student-Led Conference at the end of year parent meetings.
2. During the 2014-2016 school years, teachers and administration will work as a professional learning community to implement the Multi-Tiered System of Supports and focus resources to improve student learning and engagement, student achievement as measured by median Student Growth Percentiles District Determined Measures, as well as a decrease in the achievement gap.
3. During the 2014-2016 school years, teachers and administrators will successfully implement the tiered system of support to improve behavior health, student's self-awareness and decision making as demonstrated by improved school and academic behaviors and main office referrals for behavior issues.

Enrollment by Gender (2013-14)			
	School	District	State
Male	283	2,304	489,422
Female	281	2,128	466,317
Total	564	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	2.5	1.8	17.8
English Language Learner	0.5	0.6	7.9
Low-income	7.4	6.6	38.3
Students With Disabilities	18.8	16.9	17
Free Lunch	6.2	5.4	33.6
Reduced Lunch	1.2	1.2	4.7
High Needs	24.6	22.2	48.8

Enrollment by Grade (2013-14)				
	6	7	8	Total
Walter S Parker	192	203	169	564
District	347	362	304	1,013

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	96.3%	96.3%	96.6%	96.2%	97%
Average # of days absent	6.7	6.5	6.2	6.8	6.2

Walter S. Parker Middle School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	63.0%	56.0%	53.0%	59.0%	50.0%
Math	58.0%	59.0%	56.0%	39.0%	51.0%

MCAS	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
	% At / Above Proficient					CPI				
Reading / ELA	90%	90%	87%	88%	87%	96.5	96.4	94.9	95.2	95.1
Grade 6	85%	84%	85%	87%	81%	94.6	94.2	93.5	94.6	93.2
Grade 7	92%	90%	82%	90%	88%	97.5	96.7	93.2	96.4	96.1
Grade 8	92%	96%	96%	87%	91%	97.4	98.9	98.2	94.5	95.9
Mathematics	77%	78%	74%	67%	70%	90.8	90.4	89.1	84.5	85.7
Grade 6	77%	79%	77%	80%	81%	91.2	91.0	90.5	91.7	90.4
Grade 7	81%	76%	68%	66%	72%	92.8	90.1	86.9	84.4	86.4
Grade 8	73%	76%	78%	56%	57%	88.6	89.9	90.6	77.5	80.3
Science & Tech (Gr 8)	56%	51%	66%	53%	59%	83.2	82.9	84.8	79.3	83.3

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	0.5	0.5	0.5	0.5	0.5	0.5
General Fund	46.0	46.6	47.0	47.0	47.0	47.0
Paraprofessionals						
Grant Funded	-	-	-			
General Fund	9.1	9.1	10.0	10.0	10.0	10.0
Principals / Administrators	2.0	2.0	2.0	2.0	2.0	2.0
Secretary / Clerks	1.0	1.0	1.0	1.0	1.0	1.0
Nurses	1.0	1.0	1.0	1.0	1.0	1.0
Custodians	3.0	3.0	3.0	3.0	3.0	3.0
Guidance, Psychologists & Therapists	3.2	3.3	3.5	3.5	3.5	3.3
Other	2.5	2.5	2.5	2.5	2.5	2.5
All Funds Staffing Total	68.3	69.0	70.5	70.5	70.5	70.3

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	3,737,828	3,848,150	3,984,135	4,109,006	4,289,249
	Supplies & Services	218,413	249,809	214,867	263,350	313,333
	Total General Fund	3,956,241	4,097,959	4,199,002	4,372,356	4,602,582



Reading Memorial High School

Principal: Adam Bakr

Number of years as principal: 1

Number of years employed with RPS: 1

Education background: Harvard University

Masters of Education, Simons College

Grades: 9-12

FY15 Enrollment: 1,255

NCLB Accountability Status: Level 1

School Goals:

1. During the 2014-16 school years, RMHS will continue to implement the Massachusetts Curriculum Frameworks in each academic concentration. Curriculum teams will collaborate and review common projects, assignments and standards based assessments. Teams will continue to develop District Determined Measures to ensure alignment with the standards based growth.
2. During the 2014-16 schools years, RMHS will implement the Multi-Tiered System of Supports to support the social-emotional needs of all students. Student needs will be assessed and specific protocols for student support will be developed.
3. During the 2014-16 school years, RMHS will continue to improve the use of professional time and resources to support staff by implementing Professional Learning Communities. The PLS's will use SRI protocols to structure their time.
4. During the 2014-16 school years, RMHS will work to improve the school culture by improving communication with parents and staff, improve equity with all activities and continue to foster school spirit.

Enrollment by Gender (2013-14)			
	School	District	State
Male	650	2,304	489,422
Female	657	2,128	466,317
Total	1,307	4,432	955,739

Enrollment by Selected Population (2013-14)			
Title	% of School	% of District	% of State
First Language not English	2	1.8	17.8
English Language Learner	0.2	0.6	7.9
Low-income	5.9	6.6	38.3
Students With Disabilities	20.6	16.9	17
Free Lunch	4.4	5.4	33.6
Reduced Lunch	1.5	1.2	4.7
High Needs	24.3	22.2	48.8

Enrollment by Grade (2013-14)					
	9	10	11	12	Total
Reading Memorial	353	323	308	323	1,307
District	353	323	308	323	1,307

Attendance Summary	2010	2011	2012	2013	2014
Attendance Rate	95.1%	95.4%	95.6%	94.6%	95.0%
Average # of days absent	8.5	8.1	7.6	9.6	8.9

Reading Memorial High School

Student Growth Percentage	2010	2011	2012	2013	2014
Reading/English Language Arts	40.0%	42.0%	39.5%	34.0%	47.5%
Math	34.0%	35.0%	37.0%	45.0%	31.0%

MCAS	% At / Above Proficient					CPI				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Grade 10										
English Language Arts	90%	95%	97%	98%	98%	97.0	98.6	99.5	99.4	99.4
Mathematics	90%	93%	96%	94%	90%	95.2	97.7	98.3	97.7	96.0
Science & Tech	89%	87%	88%	90%	87%	96.2	95.7	96.3	97.1	96.0

Staffing Summary	2012	2013	2014	2015 Budget	2015	2016 Budget
Teachers						
Grant Funded	5.0	5.0	4.0	4.0	4.0	4.0
General Fund	81.6	82.2	87.8	87.8	86.8	87.8
Paraprofessionals						
Grant Funded	-	-	-			
General Fund	10.7	9.9	9.9	10.8	10.7	11.0
Principals / Administrators	8.2	8.2	8.8	8.8	8.8	8.8
Secretary / Clerks	4.5	5.0	5.0	5.0	5.0	5.0
Nurses	1.8	1.8	1.8	1.8	1.8	1.8
Custodians	3.0	3.0	3.0	3.0	3.0	3.0
Guidance, Psychologists & Therapists	7.1	7.5	9.0	9.0	9.6	9.1
Other	-	2.5	3.0	4.0	4.0	4.0
All Funds Staffing Total	121.9	125.1	132.3	134.2	133.7	134.5

School Budget		Actual Expended FY2012	Actual Expended FY2013	Actual Expended FY2014	Adopted Budget FY2015	Requested Budget FY2016
General Fund	Personel Services	6,829,933	7,308,543	7,845,473	8,166,829	8,531,898
	Supplies & Services	1,217,795	1,254,317	1,290,472	1,404,554	1,358,498
	Total General Fund	8,047,728	8,562,860	9,135,945	9,571,383	9,890,396

Public Works – Enterprise Funds FY16 Budgets

Enterprise Funds Overview

In case of financial emergencies, 10% to 15% of annual expenditures (Water & Sewer) or \$200,000 (Storm Water) is set aside to be held in Reserve Funds. Current reserves are well in excess of these levels.

Reserves (\$ mil)	Feb. '15	Target	Surplus
St. Water	\$0.63	\$0.20	\$0.43
Water	2.79	0.99	1.80
Sewer*	2.37	1.09	1.28
Combined	\$6.09	\$2.28	\$3.81

Note the sewer figure above already anticipates the use of \$0.6 million from reserves at April 2015 Town Meeting; also note that \$0.3 million of Storm Water excess reserves are set aside and are planned to be used for design work in FY18.

Water & Sewer

MWRA assessments represent a significant portion of Water (35%) and Sewer (79%) budgets, and are expected to rise at an approximated annual rate of 5.3% (Water) and 6.3% (Sewer) for the next few years.

Given this forecast, here is a suggested use of reserves over the next five years. If there are no reserves regenerated during this

time, ending FY19 reserve fund levels would be at \$1 million, still well above the 10% minimum:

	W Res. Used	W Net Budget	S Res. Used	S Net Budget	Combined Net Budg.
FY15	\$100k	+2.5%	\$150k	+0.8%	+1.7%
FY16	\$150k	-0.6%	None	-3.3%	-2.1%
FY17	\$250k	+5.3%	\$300k	+5.4%	+5.3%
FY18	\$400k	+4.1%	\$350k	+7.1%	+5.6%
FY19	\$300k	+4.3%	\$225k	+6.6%	+5.5%

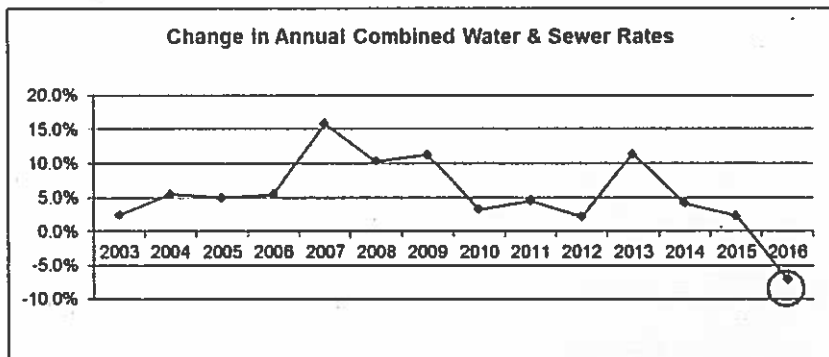
Rates

In March 2015 the Selectmen voted new rates as shown below, to begin with the December 2015 billing:

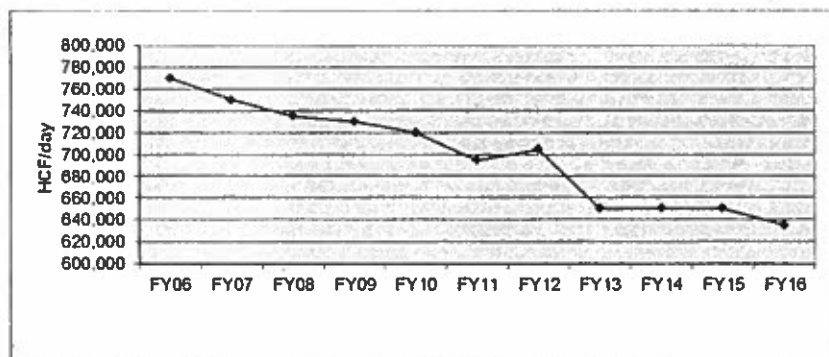
	Current	Dec. 2015	change
Water	\$9.45	\$8.83	-6.6%
Sewer	\$10.56	\$9.76	-7.6%
W/S combined	\$20.01	\$18.59	-7.1%
Storm Water	\$40.00	\$40.00	unch

Historically rates have been marked up by 10% from what underlying budgets required in order to then offer a 10% early payment 'discount'. The new rates voted above discontinue that practice. Those users that always pay early will see increases of about 3.4% in water and 2.4% in sewer versus current rates. Those that pay late will see a demand fee as voted by Town Meeting plus interest costs per day that will combine to be less

than a 10% loss of discount. This brings the billing for enterprise funds in line with other town billing practices.



Water and sewer rates are set by a combination of underlying budgets, use of reserves and the volume of usage of water/sewer. Next year included as part of these rates is another usage adjustment due to water conservation efforts. Note that the sharp rate increase in FY13 was caused by a sharp drop in estimated water usage, as shown in the chart below:



Enterprise Fund Budgets

Assumptions for FY17-FY19:		*Local costs	3.0%	3.0%	3.0%
		MWRA Water	5.3%	7.9%	2.9%
		MWRA Sewer	6.4%	7.6%	4.8%

No.	March 29, 2015	Approved FY - 2014	Percent Change	Requested FY - 2015	Percent Change	Requested FY - 2016	Percent Change	Projected FY - 2017	Percent Change	Projected FY - 2018	Percent Change	Projected FY - 2019	Percent Change
Water		RA +2.6% vs actual		+6% for FY15									
W1	*Wages	674,178	2.6%	682,830	1.3%	654,900	-4.1%	674,547	3.0%	694,783	3.0%	715,627	3.0%
W2	*Expenses	603,882	-3.9%	645,500	6.9%	734,500	13.8%	756,535	3.0%	779,231	3.0%	802,608	3.0%
W3	*GF Offsets	413,013	7.3%	427,470	3.5%	439,225	2.7%	452,402	3.0%	465,974	3.0%	479,953	3.0%
W4	Debt+Capital	2,195,786	11.5%	1,949,421	-11.2%	1,788,675	-8.2%	2,015,429	12.7%	2,174,289	7.9%	2,210,569	1.7%
WL	Local Water Costs	3,886,859	6.8%	3,705,221	-4.7%	3,617,300	-2.4%	3,898,913	7.8%	4,114,277	5.5%	4,208,757	2.3%
W5	MWRA Assessment	1,857,683	2.4%	1,930,393	3.9%	2,033,000	5.3%	2,140,749	5.3%	2,309,868	7.9%	2,376,854	2.9%
WG	Gross Water Fund	5,744,542	5.3%	5,635,614	-1.9%	5,650,300	0.3%	6,039,662	6.9%	6,424,145	6.4%	6,585,611	2.5%
W6	Reserves	(870,000)		(100,000)		(150,000)		(250,000)		(400,000)		(300,000)	
WN	Net Water Fund	4,874,542	-8.1%	5,535,614	13.6%	5,500,300	-0.6%	5,789,662	5.3%	6,024,145	4.1%	6,285,611	4.3%
WV	TM Voted Water Fund	5,331,529	5.2%	5,208,144	-2.3%	5,211,075	0.1%	5,587,260	7.2%	5,958,171	6.6%	6,105,658	2.5%
Sewer		RA +4.5% vs actual		+6% for FY15									
S1	*Wages	283,935	3.2%	288,980	1.8%	290,950	0.7%	299,679	3.0%	308,669	3.0%	317,929	3.0%
S2	*Expenses	399,461	-1.1%	404,000	1.1%	390,820	-3.3%	402,545	3.0%	414,621	3.0%	427,060	3.0%
S3	*GF Offsets	283,056	7.1%	292,965	3.5%	301,021	2.7%	310,052	3.0%	319,353	3.0%	328,934	3.0%
S4	Debt+Capital	656,934	47.4%	1,116,934	70.0%	216,940	-80.6%	502,940	131.8%	583,940	16.1%	607,140	4.0%
SL	Local Sewer Costs	1,623,386	16.9%	2,102,879	29.5%	1,199,731	-42.9%	1,515,215	26.3%	1,626,583	7.3%	1,681,062	3.3%
S5	MWRA Assessment	4,521,077	3.1%	4,642,165	2.7%	4,672,000	0.6%	4,971,008	6.4%	5,348,805	7.6%	5,605,547	4.8%
SG	Gross Sewer Fund	6,144,463	6.4%	6,745,044	9.8%	5,871,731	-12.9%	6,486,223	10.5%	6,975,388	7.5%	7,286,609	4.5%
S6	Reserves	(195,000)		(670,000)				(300,000)		(350,000)		(225,000)	
SN	Net Sewer Fund	5,949,463	5.8%	6,075,044	2.1%	5,871,731	-3.3%	6,186,223	5.4%	6,625,388	7.1%	7,061,609	6.6%
SV	TM Voted Sewer Fund	5,861,407	6.4%	6,452,079	10.1%	5,570,710	-13.7%	6,176,171	10.9%	6,656,034	7.8%	6,957,676	4.5%
Combined W&S													
	Local Water&Sewer	5,510,245	9.6%	5,808,100	5.4%	4,817,031	-17.1%	5,414,127	12.4%	5,740,860	6.0%	5,889,819	2.6%
	MWRA Assessments	6,378,760	2.9%	6,572,558	3.0%	6,705,000	2.0%	7,111,757	6.1%	7,658,673	7.7%	7,982,402	4.2%
	Gross W&S Budgets	11,889,005	5.9%	12,380,658	4.1%	11,522,031	-6.9%	12,525,884	8.7%	13,399,533	7.0%	13,872,221	3.5%
	Reserves	(1,065,000)		(770,000)		(150,000)		(550,000)		(750,000)		(525,000)	
	Net W&S Budgets	10,824,005	-0.9%	11,610,658	7.3%	11,372,031	-2.1%	11,975,884	5.3%	12,649,533	5.6%	13,347,221	5.5%
Reserves				certified								Target	
	Water	1,728,653		2,785,948		2,635,948		2,385,948		1,985,948		1,685,948	987,842
	Sewer	2,203,974		2,365,482		2,365,482		2,065,482		1,715,482		1,490,482	1,092,991
	Storm Water	661,283		932,523		897,523		862,523		537,523		487,523	200,000
Storm Water													
Y1	*Wages	138,903	3.5%	143,950	3.6%	152,400	5.9%	156,972	3.0%	161,681	3.0%	166,532	3.0%
Y2	*Expenses	63,943	-0.2%	60,700	-5.1%	83,400	37.4%	85,902	3.0%	88,479	3.0%	91,133	3.0%
Y3	Debt+Capital	190,000	0.0%	165,000	-13.2%	150,000	-9.1%	150,000	0.0%	425,000	183.3%	150,000	-64.7%
	Storm Water Fund	392,846	1.2%	369,650	-5.9%	385,800	4.4%	392,874	1.8%	675,160	71.9%	407,665	-39.6%
	Reserves	(30,000)				(35,000)		(35,000)		(325,000)		(50,000)	
SWV	Net Storm Water	362,846	-0.1%	369,650	1.9%	350,800	-5.1%	357,874	2.0%	350,160	-2.2%	357,665	2.1%
	estimated revenues @\$40 is \$380k	\$40		\$40		\$40		\$40		\$40		\$40	

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Water Enterprise Fund

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.

decrease. There are no changes in staffing levels, and budgets are forecast to rise by about 5% for the next few years, a figure more moderately dependent on future MWRA rates.

Water Fund	FY15	FY16	Change
Wages	\$682,830	\$654,900	-4.1%
Exp (non-MWRA)	645,500	734,500	+13.8%
GF overhead	427,470	439,225	+2.7%
Debt + Capital	1,949,421	1,788,675	-8.2%
Local Costs	\$3,705,221	\$3,617,300	-2.4%
MWRA Expense	1,930,393	2,033,000	+5.3%
Gross budget	\$5,635,614	\$5,650,300	+0.3%
Use of Reserves	(100,000)	(150,000)	
Net Budget	\$5,535,614	\$5,500,300	-0.6%

Expenses show an increase caused by a higher pension assessment that catches up for past apparent underfunding, and an increase in health insurance premiums driven by a small increase in enrollment. Note that local costs show a slight 2.4%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 6
bgnyrpts

PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0450	WATER - OPERATIONS						
05	EXPENSES						
61005519_519000	WTR MEDICARE EMPL BENEFITS						
	5,774.84	6,783.52	7,129.76	.00	8,000.00	8,000.00	.0%
61005519_519700	WTR RETIREMENT ASSESSMENT						
	27,927.00	73,126.00	76,417.00	113,368.00	80,000.00	118,500.00	48.1%
61005519_519750	WATER OPEB CONTRIBUTIONS						
	.00	47,664.00	45,215.00	.00	50,000.00	50,000.00	.0%
61005529_529433	WTR GEN HAZARD WASTE DISPOSAL						
	7,449.06	5,978.34	7,925.50	.00	10,000.00	10,000.00	.0%
61005530_530480	WTR GEN PRIMACEY ASSMNT						
	5,267.71	5,454.45	5,076.37	5,036.17	5,500.00	5,500.00	.0%
61005530_530491	WTR GEN PURCH SVC WAKEFIELD						
	7,870.50	7,636.44	7,406.42	3,920.37	8,000.00	8,000.00	.0%
271 61005531_531000	WTR GEN PROF DEV/TRAINING						
	5,838.00	2,445.00	5,390.00	1,591.50	5,000.00	7,500.00	50.0%
61005558_558450	WATER CONSERVATION PROMOTION						
	.00	.00	13,630.96	13,470.00	40,000.00	40,000.00	.0%
61005574_574000	WTR HEALTH INSURANCE PREMIUM						
	142,941.46	132,738.75	142,062.71	114,556.22	150,000.00	190,000.00	26.7%
61005574_574004	WTR OPT-OUT HEALTH INS PMNT						
	.00	3,000.00	4,500.00	.00	.00	.00	.0%
61005574_574010	WTR PROP & CASUALTY INS PREM						
	24,001.00	26,877.00	27,669.00	31,436.00	31,500.00	35,000.00	11.1%
61005574_574550	WTR WORKER COMP INS PREM						
	16,234.00	16,177.00	12,710.00	14,172.00	15,000.00	15,000.00	.0%
	TOTAL EXPENSES						
	243,303.57	327,880.50	355,132.72	297,550.26	403,000.00	487,500.00	21.0%
07	DEBT SERVICE						
61007530_530705	WTR FUND DEBT ISSUANCE COSTS						
	.00	.00	2,500.00	.00	.00	.00	.0%
61007591_591000	WTR GEN LONG TM DEBT PRINCIPAL						
	1,370,000.00	935,000.00	935,000.00	1,076,200.00	1,315,000.00	1,236,200.00	-6.0%
61007591_592000	WTR GEN LONG TERM DEBT INT						
	414,710.00	366,670.00	339,905.00	164,096.25	358,221.00	352,475.00	-1.6%
	TOTAL DEBT SERVICE						
	1,784,710.00	1,301,670.00	1,277,405.00	1,240,296.25	1,673,221.00	1,588,675.00	-5.1%
09	OTHER FINANCING USES						
61009596_596111	WAGE SUPPORT-ADM SVCS						
	14,895.96	15,194.04	30,351.00	80,588.04	80,588.00	82,804.00	2.7%
61009596_596112	EXP SUPPORT- ADM SVCS						
	.00	.00	.00	35,709.96	35,710.00	36,692.00	2.7%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 7
bgnyrpts

PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
61009596_596121	WAGE SUPPORT-ACCOUNTING 10,077.96	10,280.04	10,640.04	.00	.00	.00	.0%
61009596_596122	EXP SUPPORT-ACCOUNTING 180.00	183.96	189.96	.00	.00	.00	.0%
61009596_596131	WAGE SUPPORT-FINANCE 32,031.96	32,673.00	33,816.96	36,912.96	36,913.00	37,928.00	2.7%
61009596_596132	EXP SUPPORT-FINANCE 21,653.04	22,086.00	22,858.80	23,856.00	23,856.00	24,512.00	2.7%
61009596_596141	WAGE SUPPORT-HUMAN RESOURCES 4,899.96	4,998.00	5,172.96	.00	.00	.00	.0%
61009596_596142	EXP SUPPORT-HUMAN RESOURCE 2,264.04	2,309.04	2,390.04	.00	.00	.00	.0%
61009596_596151	WAGE SUPPORT-TECHNOLOGY 31,776.96	32,412.96	33,546.96	.00	.00	.00	.0%
61009596_596152	EXPSUPPORT-TECHNOLOGY 30,417.96	31,026.00	32,112.00	.00	.00	.00	.0%
61009596_596161	WAGE SUPPORT-DPW ADMINISTRATIO 104,690.04	106,784.04	110,520.96	114,390.00	114,390.00	117,536.00	2.8%
272 61009596_596171	WAGE SUPPORT-ENGINEERING 98,406.96	100,374.96	103,887.96	107,523.96	107,524.00	110,481.00	2.8%
61009596_596181	WAGE SUPPORT-HIGHWAY 6,729.96	6,864.96	7,104.96	7,353.96	7,354.00	7,556.00	2.7%
61009596_596182	EXP SUPPORT-HIGHWAY 19,341.96	19,728.96	20,420.04	21,135.00	21,135.00	21,716.00	2.7%
61009596_596500	XFER TO ENTERPRISE FUNDS 414,500.00	.00	.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	791,866.76	384,915.96	413,012.64	427,469.88	427,470.00	439,225.00	2.7%
TOTAL WATER - OPERATIONS	2,819,880.33	2,014,466.46	2,045,550.36	1,965,316.39	2,503,691.00	2,515,400.00	.5%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 8
bgnyrpts

PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE	
0451	WATER - DISTRIBUTION							
03	SALARIES							
61013511_511010		WTR ADMIN ASST						
		.00	20,282.44	11,180.76	.00	.00	.0%	
61013511_511014		WTR SENIOR ADMIN ASSISTANT						
		.00	.00	3,547.61	23,380.00	23,800.00	3.1%	
61013511_511401		WTR DIST SUPERVISOR						
		39,606.34	40,237.58	25,217.52	37,000.00	38,050.00	2.8%	
61013511_511403		WTR DIST FOREMAN						
		60,668.32	61,658.25	36,732.65	67,325.00	70,000.00	4.0%	
61013511_511405		WTR DIST WORKING FORMAN						
		99,351.19	102,659.22	99,180.19	74,539.09	120,975.00	-9.2%	
61013511_511406		WTR QUALITY/ SUPPLY COORDINA						
		.00	.00	7,239.31	.00	.00	.0%	
61013511_511409		WTR DIST EQUIPMENT OPERATOR						
		140,226.77	143,252.16	136,185.29	83,584.80	152,050.00	5.1%	
61013511_511413		WTR DIST SKILLED LABORER						
		41,711.24	42,478.12	33,382.64	28,347.25	45,050.00	-6.8%	
61013511_511417		WTR DIST LABORER						
		64,916.55	67,137.44	70,281.44	51,253.80	72,550.00	6.7%	
61013511_511471		WTR DIST CLERK(S)						
		17,476.79	18,242.11	.00	.00	.00	.0%	
61013511_511481		WTR DIST SNOW REMOVAL						
		.00	-5,169.94	-9,821.71	-7,870.30	-6,500.00	.0%	
61013511_515000		WTR DIST WAGES OVERTIME						
		78,570.57	50,679.67	40,159.66	44,363.77	50,000.00	.0%	
61013511_516050		WTR DIST OUT OF GRADE WORK						
		5,164.80	5,119.24	6,219.94	4,157.80	5,000.00	.0%	
61013511_516060		WTR DIST ON-CALL PREM						
		10,270.00	10,752.00	10,812.87	8,302.68	11,600.00	5.5%	
61013511_516080		WTR DIST WGS LONGEVITY						
		5,550.00	5,550.00	44,083.00	35,558.00	.00	-100.0%	
61013512_512000		WTR DIST WAGES TEMP						
		6,172.72	4,990.58	8,661.60	4,452.23	8,000.00	12.5%	
61013517_517017		WTR DIST SICK LEAVE BUYBACK						
		2,968.64	.00	39,946.70	-5,385.00	.00	.0%	
	TOTAL SALARIES	572,653.93	547,586.43	601,332.86	405,221.97	590,405.00	589,950.00	-1.1%
05	EXPENSES							
61015521_521301		WTR DIST ELECTRICITY						
		8,361.89	9,166.42	8,583.53	8,040.83	10,000.00	10,000.00	.0%
61015521_521303		WTR DIST NATURAL GAS						
		264.62	269.12	261.40	195.21	500.00	500.00	.0%
61015521_521392		WTR DIST WIRELESS COMMUNICATI						
		2,851.63	2,452.46	.00	.00	2,000.00	.00	-100.0%

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
61015530_530420	WTR DIST POLICE DETAILS 12,280.86	10,674.88	15,102.34	15,782.99	17,500.00	17,500.00	.0%
61015530_530470	WTR DIST WATER SYSTEM 7,976.26	13,509.50	14,169.55	7,150.00	10,000.00	10,000.00	.0%
61015530_530472	WTR DIST MAIN PIPE/HYDRANT 9,790.00	11,470.00	12,281.25	2,882.50	10,000.00	10,000.00	.0%
61015530_530474	WTR DIST SERVICE PIPE/METER 72,145.27	68,936.41	50,891.33	41,171.84	50,000.00	55,000.00	10.0%
61015530_530478	WTR DIST CROSS CONN INSP 5,380.00	5,280.00	5,580.00	1,680.00	8,000.00	8,000.00	.0%
61015531_531000	WTR DIST PROF DEV/TRAINING 1,400.00	1,750.00	.00	249.00	.00	.00	.0%
61015536_536000	WTR DIST SFTWR LIC & SUPP .00	5,339.80	9,400.19	2,500.00	5,000.00	7,500.00	50.0%
61015540_540470	WTR DIST GEN SUPPLIES/SERVIC 15,692.79	21,449.16	25,282.25	22,302.53	25,000.00	30,000.00	20.0%
61015540_540472	WTR DIST MAIN PIPE/HYDRANT 20,772.04	28,354.89	21,896.85	23,472.99	30,000.00	30,000.00	.0%
274 61015540_540474	WTR DIST SERVICE METERS .00	420.00	.00	155.09	5,000.00	5,000.00	.0%
61015554_554000	WTR DIST UNIFORMS AND CLOTHI 4,860.53	3,891.52	4,185.47	.00	6,000.00	.00	-100.0%
61015578_578100	WTR DIST LICENSES 990.00	460.00	1,143.00	405.00	1,500.00	1,500.00	.0%
TOTAL EXPENSES	162,765.89	183,424.16	168,777.16	125,987.98	180,500.00	185,000.00	2.5%
08 CAPITAL EXPENDITURES							
61018584_584406	WATER DUMP TRUCK .00	.00	.00	.00	.00	150,000.00	.0%
61018584_584418	WTR TRUCK 39,954.45	.00	.00	.00	.00	.00	.0%
61018585_585452	WATER BOOSTER STATION TECH .00	.00	.00	.00	130,000.00	.00	-100.0%
61018585_585461	WATER TANK INSPECTION .00	.00	-39,800.00	.00	.00	.00	.0%
61018588_588450	WTR DIST SYSTEMS .00	.00	.00	.00	50,000.00	50,000.00	.0%
61018588_588468	LARCH LANE WATER MAIN .00	.00	.00	.00	120,000.00	.00	-100.0%
TOTAL CAPITAL EXPENDITURES	39,954.45	.00	-39,800.00	.00	300,000.00	200,000.00	-33.3%
TOTAL WATER - DISTRIBUTION	775,374.27	731,010.59	730,310.02	531,209.95	1,070,905.00	974,950.00	-9.0%

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0452 WATER - SUPPLY / TREATMENT							
03 SALARIES							
61023511 511461 WTR SUPPLY PLANT SUPERVISOR	84,062.88	85,425.60	86,610.24	86,220.80	87,925.00	60,450.00	-31.2%
61023511 511481 WTR SUPPLY SNOW REMOVAL	.00	-328.56	-1,327.36	-1,315.20	-500.00	-500.00	.0%
61023511 515000 WTR SUPPLY-OVERTIME	11,393.59	7,074.35	2,820.64	1,284.05	5,000.00	5,000.00	.0%
TOTAL SALARIES	95,456.47	92,171.39	88,103.52	86,189.65	92,425.00	64,950.00	-29.7%
05 EXPENSES							
61025521 521301 WTR SUPPLY ELECTRICITY	19,710.36	18,122.42	18,693.09	14,076.36	20,000.00	20,000.00	.0%
61025521 521308 WTR SUPPLY FUEL OIL	1,518.11	1,416.00	.00	.00	3,000.00	3,000.00	.0%
61025521 521309 WTR SUPPLY WATER /SEWER	214.72	214.72	214.72	107.36	500.00	500.00	.0%
61025521 521390 WTR SUPPLY TELEPHONE	1,135.89	830.81	894.01	629.44	2,500.00	2,500.00	.0%
61025530 530000 WTR SUPPLY PROF/TECH SV	4,184.34	16,207.33	-4,305.33	18,168.07	10,000.00	10,000.00	.0%
61025540 540000 WTR SUPPLY SUPPLIES/EQUIPMEN	1,794.13	1,801.79	2,313.74	3,068.01	6,000.00	6,000.00	.0%
61025540 540455 WTR SUPPLY WELLS	9,223.98	9,401.82	6,246.11	9,823.55	20,000.00	20,000.00	.0%
61025540 540492 MWRA WATER EMERGENCY	1,180.44	.00	.00	.00	.00	.00	.0%
61025563 563400 WTR SUPPLY MWRA	1,772,389.00	1,811,212.00	1,854,203.00	1,545,128.00	1,930,393.00	2,033,000.00	5.3%
TOTAL EXPENSES	1,811,350.97	1,859,206.89	1,878,259.34	1,591,000.79	1,992,393.00	2,095,000.00	5.1%
08 CAPITAL EXPENDITURES							
61028583 583000 WTR SUPPLY PLANT	67,396.35	.00	.00	.00	.00	.00	.0%
61028584 584407 WATER SUPPLY PICKUP TRUCK	.00	35,219.16	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	67,396.35	35,219.16	.00	.00	.00	.00	.0%
TOTAL WATER - SUPPLY / TREAT	1,974,203.79	1,986,597.44	1,966,362.86	1,677,190.44	2,084,818.00	2,159,950.00	3.6%

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
61002490 490099 TRANS FROM MULTI-YR PROJECT FD	.00	-148,313.00	-45,364.91	.00	.00	.00	.0%
61002490 499990 WTR FREE CASH OP BUD SUPPORT	-750,000.00	-150,000.00	-870,000.00	-100,000.00	-100,000.00	-150,000.00	50.0%
TOTAL OTHER FINANCING SOURCE	-750,000.00	-298,313.00	-915,364.91	-100,000.00	-100,000.00	-150,000.00	50.0%
09 OTHER FINANCING USES							
61009590 599910 WTR DEBT ISSUE COSTS	2,500.00	.00	.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	2,500.00	.00	.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	-747,500.00	-298,313.00	-915,364.91	-100,000.00	-100,000.00	-150,000.00	50.0%
TOTAL WATER	4,821,958.39	4,433,761.49	3,826,858.33	4,073,716.78	5,559,414.00	5,500,300.00	-1.1%

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Sewer Enterprise Fund

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.

Sewer Fund	FY15	FY16	Change
Wages	\$288,980	\$290,950	+0.7%
Exp (non-MWRA)	404,000	390,820	-3.3%
GF overhead	292,965	301,021	+2.7%
Debt + Capital	516,934	216,940	-80.6%
Local Costs	\$1,502,879	\$1,199,731	-20.1%
MWRA Expense	4,642,165	4,672,000	+0.6%
Gross budget	\$6,145,044	\$5,871,731	-12.9%
Use of Reserves	(150,000)		
Net Budget	\$5,995,044	\$5,871,731	-3.3%

The Capital plan allows for the rehab of these twelve sewer stations over the next ten years, as has been discussed previously.

At April 2015 Annual Town Meeting a request will be made to move a \$520,000 sewer station repair project planned for FY16 up to FY15 and to add an \$80,000 related capital request, to be paid for fully by reserves. **Note that none of this is reflected in the previous table as Town Meeting has not yet voted.**

We have learned that there will be a significant cost advantage to combine this sewer station project with one already approved for FY15, so we would like to bid these projects as a pair.

This change significantly lowers the FY16 capital requested, and it also removes the need for usage of reserves to set FY16 rates. Note that without that change, local costs still decrease but only by a modest amount. There are no changes in staffing levels, and budgets are forecast to rise by about 5% for the next few years, a figure very highly dependent on future MWRA rates.

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0440 SEWER - OPERATIONS							
03 SALARIES							
62003511 511010 SWR ADMIN ASST			20,282.44	11,180.93	.00	.00	.0%
62003511 511014 SWR SENIOR ADMIN ASSISTANT			.00	3,469.53	23,080.00	23,800.00	3.1%
62003511 511401 SEWER SUPERVISOR	39,606.37	40,237.62	39,731.20	25,217.52	37,000.00	38,050.00	2.8%
62003511 511405 SEWER WORKING FORMAN	49,721.29	50,629.09	52,407.11	36,806.24	53,675.00	54,950.00	2.4%
62003511 511409 SEWER EQUIPMENT OPERATOR	53,507.15	54,329.60	55,624.32	32,593.72	57,600.00	58,700.00	1.9%
62003511 511417 SEWER LABORER	67,132.86	67,788.76	64,681.94	41,762.56	72,600.00	72,000.00	-.8%
62003511 511471 SEWER CLERK(S)	17,476.96	18,242.54	.00	.00	.00	.00	.0%
62003511 511481 SEWER SNOW REMOVAL	.00	-2,296.97	-5,364.54	-1,954.14	-2,500.00	-2,500.00	.0%
62003511 515000 SEWER OVERTIME	24,031.08	42,402.76	47,991.99	32,868.03	40,000.00	40,000.00	.0%
62003511 516050 SEWER OUT OF GRADE WORK	6,673.20	4,827.79	4,836.40	2,001.04	3,500.00	3,500.00	.0%
62003511 516060 SEWER WGS ON-CALL PREMIUM	2,747.00	2,304.00	3,020.13	1,335.00	2,950.00	2,450.00	-16.9%
62003511 516080 SEWER WAGES LONGEVITY	1,075.00	1,075.00	9,000.00	7,925.00	1,075.00	.00	-100.0%
62003517 517017 SEWER SICK LEAVE BUYBACK	2,968.63	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	264,939.54	279,540.19	292,210.99	193,205.43	288,980.00	290,950.00	.7%
05 EXPENSES							
62005519 519000 SEWER MEDICARE EMPL BENEFITS	1,906.44	1,880.40	1,549.92	.00	1,500.00	1,500.00	.0%
62005519 519700 SEWER RETIREMENT ASSESSMENT	23,275.00	27,234.00	28,460.00	33,800.00	30,000.00	35,320.00	17.7%
62005519 519750 SEWER OPEB CONTRIBUTIONS	.00	9,667.00	7,901.00	.00	20,000.00	20,000.00	.0%
62005521 521301 SEWER ELECTRICITY	26,963.78	26,237.63	26,380.04	20,048.41	30,000.00	30,000.00	.0%
62005524 524469 SEWER STATION REPAIR	.00	7,000.00	14,053.00	8,064.93	30,000.00	25,000.00	-16.7%
62005524 524474 MANHOLE MAINTENANCE	8,478.75	4,200.00	1,925.00	.00	10,000.00	10,000.00	.0%
62005524 524476 INFLOW/FILTRATION PREVENTION	60,697.86	99,410.51	38,099.02	34,119.43	100,000.00	100,000.00	.0%

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
62005529_529433	SEWER HAZARD WASTE DISPOSAL 7,571.50	9,125.88	5,975.16	6,976.00	12,000.00	12,000.00	.0%
62005530_530000	SEWER PURCHASED SERVICES 21,608.22	20,905.00	20,554.54	10,586.53	21,000.00	21,000.00	.0%
62005530_530105	PRINTING SERVICES FORMS ETC .00	.00	439.50	.00	.00	.00	.0%
62005530_530110	SEWER LEGAL COUNSEL .00	.00	.00	.00	2,000.00	2,000.00	.0%
62005530_530420	SEWER POLICE DETAILS 10,778.11	1,888.65	3,071.09	3,488.01	5,000.00	5,000.00	.0%
62005530_530490	SEWER CONT SVC PUMP STATIONS 19,432.90	10,684.91	10,980.73	3,204.80	15,000.00	15,000.00	.0%
62005530_530492	SEWER SYSTEM INSPECTIONS 10,662.32	.00	3,967.71	2,076.30	15,000.00	15,000.00	.0%
62005531_531000	SEWER PROF DEV/TRAINING .00	.00	1,700.00	435.00	2,000.00	2,000.00	.0%
62005536_536000	SEWER SOFTWARE SUPPORT .00	3,270.58	5,062.88	1,000.00	5,000.00	7,500.00	50.0%
62005540_540490	SEWER PUMP STATION SUPPLIES 893.91	230.13	2,681.24	3,226.77	7,000.00	7,000.00	.0%
62005540_540493	SEWER DISTRIBUTION SYSTEM 1,654.16	3,197.35	8,789.69	6,657.28	8,000.00	8,000.00	.0%
62005540_540495	SEWER CHEMICALS 3,576.12	1,733.75	5,781.64	3,227.72	7,500.00	7,500.00	.0%
62005554_554000	SEWER UNIFORMS 1,724.95	2,034.96	2,343.73	.00	2,500.00	.00	-100.0%
62005563_563400	SEWER MWRA 4,128,058.00	4,326,182.00	4,499,328.00	3,713,699.20	4,642,165.00	4,672,000.00	.6%
62005574_574000	SEWER HEALTH INSURANCE PREM 64,291.39	60,782.76	56,429.46	28,267.26	65,000.00	50,000.00	-23.1%
62005574_574010	SEWER PROP & CASUALTY INS PREM 1,127.00	850.00	878.00	897.00	1,000.00	1,000.00	.0%
62005574_574500	SEWER DEDUCTIBLES/CLAIMS 2,500.00	.00	2,500.00	4,916.00	.00	.00	.0%
62005574_574550	SEWER WORKER COMP INS PREM 11,624.00	9,821.00	12,000.00	13,864.00	13,500.00	15,000.00	11.1%
62005578_578100	LICENSES 180.00	240.00	255.00	135.00	1,000.00	1,000.00	.0%
TOTAL EXPENSES	4,407,004.41	4,626,576.51	4,761,106.35	3,898,689.64	5,046,165.00	5,062,820.00	.3%
07 DEBT SERVICE							
62007591_591000	SEWER LT DEBT PRINCIPAL 116,800.00	86,240.00	77,374.00	77,374.00	166,934.00	126,940.00	-24.0%
62007591_592000	SEWER LONG TERM DEBT INTEREST 1,406.25	.00	.00	.00	.00	.00	.0%
TOTAL DEBT SERVICE	118,206.25	86,240.00	77,374.00	77,374.00	166,934.00	126,940.00	-24.0%

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
08 CAPITAL EXPENDITURES							
62008584_584406	SEWER DUMP TRUCK .00	.00	110,798.00	.00	.00	.00	.0%
62008584_584416	SEWER TRUCK #6 42,759.46	.00	.00	.00	.00	40,000.00	.0%
62008584_584417	SEWER TRUCK #10 38,864.46	.00	.00	.00	.00	.00	.0%
62008584_584422	SEWER BACKHOE 430D .00	78,000.00	.00	.00	.00	.00	.0%
62008588_588450	SEWER SYSTEMS .00	175,818.63	.00	.00	.00	.00	.0%
62008588_588500	SEWER MAIN PROJECTS .00	.00	.00	.00	50,000.00	50,000.00	.0%
62008588_588502	LEWIS/CHARLES/HOWARD SWR MAIN .00	.00	188,970.20	.00	.00	.00	.0%
62008588_588503	WEST ST SEWER MAIN PROJECT .00	.00	6,928.35	.00	.00	.00	.0%
62008588_588510	SEWER STATION REHAB .00	.00	.00	111,525.58	300,000.00	.00	-100.0%
TOTAL CAPITAL EXPENDITURES	81,623.92	253,818.63	306,696.55	111,525.58	350,000.00	90,000.00	-74.3%
09 OTHER FINANCING USES							
62009596_596111	WAGE SUPPORT-ADM SVCS 14,061.96	14,345.04	24,458.04	71,688.00	71,688.00	73,659.00	2.7%
62009596_596112	EXPENSE SUPPORT-ADM SVCS .00	.00	.00	33,710.04	33,710.00	34,637.00	2.7%
62009596_596121	WAGE SUPPORT-ACCOUNTING 9,516.96	9,710.04	10,050.00	.00	.00	.00	.0%
62009596_596122	EXPENSE SUPPORT-ACCOUNTING 170.04	174.96	180.96	.00	.00	.00	.0%
62009596_596131	WAGE SUPPORT-FINANCE 30,249.00	30,860.04	31,940.04	34,920.00	34,920.00	35,880.00	2.7%
62009596_596132	EXPENSE SUPPORT-FINANCE 20,439.96	20,850.00	21,581.04	22,524.00	22,524.00	23,143.00	2.7%
62009596_596141	WAGE SUPPORT-HUMAN RESOURCES 4,628.04	4,721.04	4,886.04	.00	.00	.00	.0%
62009596_596142	EXPENSE SUPPORT-HUMAN RESOURCE 2,136.96	2,180.04	2,256.00	.00	.00	.00	.0%
62009596_596151	WAGE SUPPORT-TECHNOLOGY 29,997.96	30,597.96	31,668.96	.00	.00	.00	.0%
62009596_596152	EXPENSE SUPPORT-TECHNOLOGY 28,715.04	29,289.00	30,314.04	.00	.00	.00	.0%
62009596_596161	WAGE SUPPORT-DPW ADMINISTRATIO 47,475.00	48,425.04	50,120.04	51,875.04	51,875.00	53,302.00	2.8%
62009596_596171	WAGE SUPPORT-ENGINEERING 60,065.04	61,266.00	63,410.04	65,630.04	65,630.00	67,435.00	2.8%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
62009596_596181	WAGE SUPPORT-HIGHWAY 2,418.96	2,466.96	2,553.00	2,643.00	2,643.00	2,716.00	2.8%
62009596_596182	EXPENSE SUPPORT-HIGHWAY 9,129.00	9,312.00	9,638.04	9,975.00	9,975.00	10,249.00	2.7%
TOTAL OTHER FINANCING USES	259,003.92	264,198.12	283,056.24	292,965.12	292,965.00	301,021.00	2.7%
TOTAL SEWER - OPERATIONS	5,130,778.04	5,510,373.45	5,720,444.13	4,573,759.77	6,145,044.00	5,871,731.00	-4.4%



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
52002490 499990 SEWER FREE CASH OP BUD SUPPORT	-200,000.00	-150,000.00	-195,000.00	-150,000.00	-150,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-200,000.00	-150,000.00	-195,000.00	-150,000.00	-150,000.00	.00	-100.0%
09 OTHER FINANCING USES							
52009590 599910 SEWER DEBT ISSUE COSTS	2,500.00	.00	2,100.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	2,500.00	.00	2,100.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	-197,500.00	-150,000.00	-192,900.00	-150,000.00	-150,000.00	.00	-100.0%
TOTAL SEWER	4,933,278.04	5,360,373.45	5,527,544.13	4,423,759.77	5,995,044.00	5,871,731.00	-2.1%

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Storm Water Enterprise Fund

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.

Storm Water	FY15	FY16	Change
Wages	\$143,950	\$152,400	+5.9%
Expenses	60,700	83,400	+37.4%
Debt & Capital	165,000	150,000	-9.1%
TOTAL	\$369,650	\$385,800	+4.4%
Use of Reserves		(35,000)	
Net Budget	\$369,650	\$350,800	-5.1%

The \$40 annual charge for a single family home, and the analogous per square foot charge based on impervious surface for commercial customers, produces about \$375,000 in annual revenues. Thus the FY16 budget will not require any change to that \$40 charge; however some reserves are used to allow for any cash flow lags in bill payments.



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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:

STORM WATER MANAGEMENT

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0428 STORM WATER MANAGEMENT							
03 SALARIES							
65003511 511413 STMWTR SKILLED LABORER							
	.00	37,542.31	39,797.28	57,403.20	41,250.00	85,700.00	107.8%
65003511 511417 STM WTR LABORER							
	70,163.84	35,657.36	36,462.72	564.48	38,125.00	.00	-100.0%
65003511 511453 STMWTR ASST CIVIL ENGINEER							
	51,947.61	52,957.61	54,667.31	39,685.81	56,575.00	58,700.00	3.8%
65003511 515000 STM WTR - OVERTIME							
	4,153.12	4,122.24	2,793.79	1,965.71	4,500.00	4,500.00	.0%
65003511 516050 OUT OF GRADE WORK							
	2,818.78	2,612.35	1,523.68	953.76	3,500.00	3,500.00	.0%
TOTAL SALARIES	129,083.35	132,891.87	135,244.78	100,572.96	143,950.00	152,400.00	5.9%
284 05 EXPENSES							
65005519 519000 STMWTR MEDICARE BENEFITS							
	1,854.12	1,983.14	1,242.22	.00	1,750.00	1,750.00	.0%
65005519 519700 STMWTR PENSION ASSESSMENT							
	885.00	2,210.00	2,309.00	13,060.00	2,450.00	13,650.00	457.1%
65005519 519750 STMWTR OPEB CONTRIBUTIONS							
	.00	5,570.00	5,783.00	.00	6,000.00	6,000.00	.0%
65005524 524428 DRAINAGE MAINTENANCE							
	7,133.82	10,812.88	3,887.19	3,115.81	25,000.00	25,000.00	.0%
65005527 527301 STM WTR EQUIPMENT RENTAL							
	.00	.00	.00	.00	5,000.00	5,000.00	.0%
65005530 530000 STM WTR PROF/TECH SERVICES							
	3,461.96	200.00	790.75	1,516.90	5,000.00	5,000.00	.0%
65005531 531000 PROFESSIONAL DEV/TRAINING							
	.00	.00	1,375.00	.00	2,000.00	2,000.00	.0%
65005554 554000 STM WTR CLOTHING ALLOWANCE							
	500.00	700.00	700.00	.00	1,500.00	.00	-100.0%
65005574 574000 STMWTR HEALTH INS PREMIUMS							
	10,275.24	10,275.24	10,840.80	9,756.23	12,000.00	25,000.00	108.3%
TOTAL EXPENSES	24,110.14	31,751.26	26,927.96	27,448.94	60,700.00	83,400.00	37.4%
08 CAPITAL EXPENDITURES							
65008584 584413 STMWTR EXCAVATOR							
	.00	54,479.23	.00	.00	.00	.00	.0%
65008588 588412 STRM WTR DRAINAGE IMPROVEMENTS							
	69,422.45	24,975.50	-9,687.25	28,386.42	140,000.00	125,000.00	-10.7%
65008588 588421 STM WTR MAPPING DESIGN WORK							
	.00	1,212.79	-48,500.00	1,000.00	25,000.00	25,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:

STORM WATER MANAGEMENT

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
65008588_588425	STM WTR INFRASTRUCT DRAINAGE 255.36	137.50	.00	.00	.00	.00	.0%
65008588_588430	STM WTR SAUGUS RIVER DESIGN .00	.00	-1,280.50	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	69,677.81	80,805.02	-59,467.75	29,386.42	165,000.00	150,000.00	-9.1%
TOTAL STORM WATER MANAGEMENT	222,871.30	245,448.15	102,704.99	157,408.32	369,650.00	385,800.00	4.4%



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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20162 FY16 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:

STORM WATER MANAGEMENT

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
65002490 490099 TRANS FROM MULTI-YR PROJECT FD							
	-52,457.52	-75,736.73		.00	.00	.00	.0%
65002490 499990 STM WTR FREE CASH OP BUDSUPRT							
	.00	-25,000.00	-30,000.00	.00	.00	-35,000.00	.0%
TOTAL OTHER FINANCING SOURCE							
	-52,457.52	-100,736.73	-30,000.00	.00	.00	-35,000.00	.0%
TOTAL OTHER FINANCING SOURCE							
	-52,457.52	-100,736.73	-30,000.00	.00	.00	-35,000.00	.0%
TOTAL STORM WATER MANAGEMENT							
	170,413.78	144,711.42	72,704.99	157,408.32	369,650.00	350,800.00	-5.1%
GRAND TOTAL							
	9,925,650.21	9,938,846.36	9,427,107.45	8,654,884.87	11,924,108.00	11,722,831.00	-1.7%

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Summary													
Schools - General		75,000	-	-	75,000	-	75,000	-	75,000	-	75,000	-	300,000
Buildings - Schools		1,165,000	286,000	271,000	78,000	1,499,000	675,000	26,000	60,000	-	-	-	2,895,000
Buildings - Municipal		211,000	200,000	634,000	39,000	-	-	-	75,000	-	-	-	948,000
Administrative Services		132,000	72,000	100,000	-	100,000	-	100,000	-	100,000	-	100,000	572,000
Public Services		269,000	52,000	45,000	575,600	640,000	890,800	615,000	990,000	25,000	25,000	25,000	3,883,400
Finance		-	-	-	-	-	-	-	-	-	-	-	-
Public Safety - Fire		23,000	657,000	316,500	160,600	201,000	845,000	324,000	45,000	-	210,000	900,000	3,659,100
Public Safety - Police		15,000	-	55,000	35,000	10,000	37,500	35,000	-	440,000	-	-	612,500
Public Works - Equipment		714,000	334,000	538,100	586,300	314,000	205,000	415,700	190,000	361,000	340,000	-	3,284,100
Public Works - Parks & Cemetery		25,000	50,000	75,000	50,000	25,000	50,000	25,000	50,000	25,000	50,000	25,000	425,000
Public Works - Roads		540,000	550,000	600,000	650,000	700,000	800,000	850,000	900,000	950,000	1,000,000	1,050,000	8,050,000
Public Library		11,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000
TOTAL CAPITAL REQUESTS		3,180,000	2,201,000	2,634,600	2,259,500	3,499,000	3,588,300	2,400,700	2,395,000	1,911,000	1,710,000	2,110,000	24,709,100
FINCOM policy: debt + capital		3,958,083	4,109,863	4,233,308	4,358,859	4,467,830	4,579,526	4,694,014	4,811,365	4,931,649	5,054,940	5,181,314	46,422,668
- Net Included Debt		1,551,595	1,577,018	1,840,698	2,648,473	2,287,331	2,227,252	2,156,836	2,091,444	1,330,791	1,279,924	965,608	18,405,375
- Temp shift to Oper budgets			(205,493)	(211,665)									
FINCOM Target Capital Funding		2,406,488	2,327,352	2,180,945	1,710,386	2,180,499	2,352,274	2,537,178	2,719,921	3,600,858	3,775,016	4,215,706	27,600,135
Original Funding Voted or Proposed		2,042,000	2,201,000	2,175,000	1,700,000	2,150,000	2,350,000	2,525,000	2,700,000	3,600,000	3,775,000	4,200,000	27,376,000
Additional Funding Sept TM		266,000											-
Additional Funding Nov TM		724,000											-
Additional Funding Jan TM		51,000											-
Additional Funding Feb TM		1,240,000											-
Feb Funding reversed by debt		(1,200,000)											-
Additional Funding April TM		57,000											-
TOTAL CAPITAL REQUESTS		3,180,000	2,201,000	2,634,600	2,259,500	3,499,000	3,588,300	2,400,700	2,395,000	1,911,000	1,710,000	2,110,000	24,709,100
Annual Surplus (Deficit)		-	-	(459,600)	(559,500)	(1,349,000)	(1,238,300)	124,300	305,000	1,689,000	2,065,000	2,090,000	
Cumulative Surplus (Deficit)		-	-	(459,600)	(1,019,100)	(2,368,100)	(3,606,400)	(3,482,100)	(3,177,100)	(1,488,100)	576,900	2,666,900	

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Schools - General		75,000	-	-	75,000	-	75,000	-	75,000	-	75,000	-	300,000
Mod. Classrooms \$1.5m debt		BANS	BANS	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Technology-large scale projects		75,000			75,000		75,000		75,000		75,000		300,000
Buildings - Schools (Total)		1,165,000	286,000	271,000	78,000	1,499,000	675,000	26,000	60,000	-	-	-	2,895,000
Buildings - Schools (Energy)		66,000	60,000	42,000	-	15,000	25,000	26,000	60,000	-	-	-	228,000
Buildings - Schools (non Energy)		1,099,000	226,000	229,000	78,000	1,484,000	650,000	-	-	-	-	-	2,667,000
Energy (Performance Contracting)	Sch	Debt											-
Electrical Systems	Sch	-	-	-	-	-	-	-	20,000	-	-	-	20,000
HVAC/Energy Mgmt Systems	Sch	12,000	50,000	42,000	-	15,000	25,000	26,000	-	-	-	-	158,000
Windows & Doors	Sch	-	10,000	-	-	-	-	-	-	-	-	-	10,000
Water Heater	Sch	54,000	-	-	-	-	-	-	40,000	-	-	-	40,000
Classroom Furniture	Sch	-	-	-	14,000	-	-	-	-	-	-	-	14,000
Fire Alarms	Sch	-	-	110,000	-	-	-	-	-	-	-	-	110,000
Capet/Flooring	Sch	126,000	164,000	119,000	64,000	15,000	-	-	-	-	-	-	362,000
Roofing	Sch	925,000	-	-	-	1,469,000	650,000	-	-	-	-	-	2,119,000
Other	Sch	48,000	62,000	-	-	-	-	-	-	-	-	-	62,000
TOTAL for School	AB	-	15,000	-	25,000	-	10,000	-	-	-	-	-	50,000
HVAC/Energy Mgmt Systems	AB		15,000				10,000						25,000
Capet/Flooring	AB				25,000								25,000
TOTAL for School	BM	35,000	45,000	-	-	819,000	-	-	-	-	-	-	864,000
HVAC/Energy Mgmt Systems	BM		20,000										20,000
Windows & Doors	BM		10,000										10,000
Capet/Flooring	BM	35,000	15,000										15,000
Roofing	BM					819,000							819,000
TOTAL for School	JE	845,000	-	110,000	-	-	-	14,000	-	-	-	-	124,000
HVAC/Energy Mgmt Systems	JE							14,000					14,000
Fire Alarms	JE			110,000									110,000
Capet/Flooring	JE	20,000											-
Roofing	JE	825,000											-
TOTAL for School	K	24,000	39,000	36,000	24,000	-	-	-	-	-	-	-	99,000
HVAC/Energy Mgmt Systems	K		15,000	12,000									27,000
Capet/Flooring	K	24,000	24,000	24,000	24,000								72,000
Other - \$5 million renovation (debt excusion)													-
TOTAL for School	WE	-	30,000	30,000	-	-	-	12,000	20,000	-	-	-	92,000
Electrical Systems	WE								20,000				20,000
HVAC/Energy Mgmt Systems	WE			30,000				12,000					42,000

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Capet/Flooring	WE		30,000										30,000
TOTAL for School	Cool	10,000	80,000	-	-	15,000	15,000	-	-	-			110,000
HVAC/Energy Mgmt Systems	Cool					15,000	15,000						30,000
Capet/Flooring	Cool	10,000	40,000										40,000
Other (Phone System)	Cool		40,000										40,000
TOTAL for School	Park	149,000	15,000	15,000	29,000	665,000	650,000	-	-	-			1,374,000
HVAC/Energy Mgmt Systems	Park	12,000											-
Classroom Furniture	Park				14,000								14,000
Capet/Flooring	Park	37,000	15,000	15,000	15,000	15,000							60,000
Roofing	Park	100,000				650,000	650,000						1,300,000
TOTAL for School	HS	102,000	62,000	80,000	-	-	-	-	40,000	-			182,000
Water Heater	RMHS	54,000							40,000				40,000
Capet/Flooring	RMHS		40,000	80,000									120,000
Other \$30k +\$620k debt (wall)	RMHS	48,000	22,000										22,000

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	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Administrative Services	132,000	72,000	100,000	-	100,000	-	100,000	-	100,000	-	100,000	572,000
Election equipment		72,000										72,000
Technology - large scale projects	132,000		100,000		100,000		100,000		100,000		100,000	500,000
Public Services	269,000	52,000	45,000	575,600	640,000	890,800	615,000	990,000	25,000	25,000	25,000	3,883,400
Elder/Human Services van	14,000											-
Recreation	255,000	52,000	45,000	575,600	640,000	890,800	615,000	990,000	25,000	25,000	25,000	3,883,400
Artificial Turf @RMHS (replace)					500,000	500,000						1,000,000
Artificial Turf@Parker MS (replace)								500,000				500,000
Artificial Turf @Coolidge MS (new)							600,000					600,000
Reconstruct Playgrounds Program	15,000	15,000	45,000	15,000	15,000	15,000	15,000	15,000	25,000	25,000	25,000	210,000
Birch Meadow	BM/ADA	JE/ADA	Hunt Park									-
Birch Meadow Complex \$1.5 mil	40,000			Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Field lighting \$1.0 mil.	BANs	BANs	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Washington Park \$586k				233,000	backstop	100,000	paths					333,000
(also playground in FY10&FY19)					& shift field							-
Symonds Way \$150k							backstop	150,000				150,000
Hunt Park \$125k					125,000							125,000
(also playground in FY14)					backstop							-
Sturges Park \$180.8k						63,800	tennis ct					63,800
(also playground in FY13&FY22)						80,000	basketball ct					80,000
regrade drainage issues				125,000		37,000	backstop					162,000
Killam \$200k	200,000	field improvements & drainage										-
Joshua Eaton \$37k		37,000	backstop									37,000
Barrows \$297.6k				124,500	tennis ct	95,000	backstop					219,500
(also playground in FY09&FY18)				78,100	basketball ct		& infield					78,100
Wood End \$325k								325,000				325,000
(also playgrounds in FY15 & FY16)							field					-
Finance												

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Public Safety - Fire		23,000	657,000	316,500	160,600	201,000	845,000	324,000	45,000	-	210,000	900,000	3,659,100
Pumper Eng #1(2010-\$525k; next FY30)	Debt												-
Pumper Eng #2(2007-\$410k; next FY25)												900,000	900,000
Pumper Eng #3(1995: est \$630k FY16)			630,000										630,000
Pumper Eng #4(2001: est \$800k FY20)							800,000						800,000
Ladder Trk #1(2008: \$800k, next FY27)	Debt		Debt	Debt	Debt								-
Ambulance #1 (2010- 10 yrs)								294,000					294,000
Ambulance #2 (2006 - 10yrs)				275,000									275,000
Passenger Car#1 (2005 - 10yrs)				41,500									41,500
Passenger Car#2 (1997 - 10yrs)									45,000				45,000
Pickup Truck #3 (2006 - 12yrs)					45,600								45,600
Alarm Truck (1994 - 16yrs)					70,000								70,000
ALS Defibrillator (2011 - 5yrs)			27,000					30,000					57,000
BLS-AED (2004 - 8yrs)						21,000							21,000
Rescue Tool(2006 - 12yrs)					45,000								45,000
Breathing Air Bottles		23,000											-
Thermal Imaging (2010 - 10yrs)							45,000						45,000
Fire Hose						30,000					35,000		65,000
Turnout Gear (2008 - 5yrs)						150,000					175,000		325,000
Public Safety - Police/Dispatch		15,000	-	55,000	35,000	10,000	37,500	35,000	-	440,000	-	-	612,500
Handguns & Associated Leather (Police)						10,000							10,000
Police Admin Vehicle				35,000			37,500			40,000			112,500
Vehicle Video Integration					35,000			35,000					70,000
Speed Trailers (radar & message)		15,000											-
Radios (Police & Fire 2010 - 12yrs)										400,000			400,000
AEDs				20,000									20,000

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Public Works - Equipment		714,000	334,000	538,100	586,300	314,000	205,000	415,700	190,000	361,000	340,000		3,284,100
Large Trucks	Life	127,000	284,000	275,000	64,000	-	-	-	140,000	136,000	-		899,000
Truck #8 - 10 wheeler (2000)	15		220,000										220,000
Truck #9 - Sander (2004)	15									136,000			136,000
Truck #19 - Sander (1987)	15								140,000				140,000
Dump Truck C3 (1999)	10			60,000									60,000
Truck #10 (1996)	15			115,000									115,000
Truck #22		127,000											-
Dump truck #12 Parks (1997)	15		64,000										64,000
Aerial Pickup Truck #14 (1994)				100,000									100,000
Dump truck #24 Parks (2000)	15				64,000								64,000
Pick-ups/Cars/Vans		84,000	-	70,500	73,500	-	85,000	81,100	50,000	45,000	50,000	50,000	505,100
Pickup Chevy #9 Parks (1986)	10										50,000		50,000
Pickup Ford #2 Parks (1997)	10	50,000											-
Pickup Chevy Utility #1 (2008)	10						85,000						85,000
Pickup Ford Utility #4 (1997)	10								50,000				50,000
Pickup Ford Utility #7 (1997)	10										50,000		50,000
HV3 Ford Van (1995)	10			36,500									36,500
HV4 Ford Van (1995)	10				39,500								39,500
HV5 Ford Van COA (2003)	10							48,700					48,700
Car#2 Ford Sedan (2007)	10			34,000									34,000
Car#3 Ford Escape HYBRID (2008)	10									45,000			45,000
Cem. #4 Ford Sedan (1993)	10							32,400					32,400
Car#5 Chevy Blazer (2000)	10	34,000											-
Engineering Vehicle (new)					34,000								34,000
Backhoes/Loaders/Heavy Equipment		-	-	32,400	200,000	96,000	-	180,000	-	-	-	-	508,400
Backhoe Loader (Cem.) (2008)	10					96,000							96,000
Loader JD 624G (2007)	10				200,000								200,000
Loader JD433 (2009)	10							180,000					180,000
Bobcat Loader 743 (1987)	10			32,400									32,400

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25
Specialty Equipment - Heavy Duty		295,000	-	-	125,000	135,000	-	111,000	-	180,000	180,000	180,000	911,000
Screener (1994)	15					135,000							135,000
Pavement Leeboy Sprd (1998)	10	145,000											-
Sidewalk Snow Plow #3(2008)	10							111,000					111,000
Snow Holder #1 c480 (2012)										180,000			180,000
Snow Holder #2 c480 (2013)											180,000		180,000
Snow Holder #3 c242 (2008)		150,000										180,000	180,000
Snow - Bombardier #1 (1993)	10				125,000								125,000
Specialty Equipment - Light Duty		30,000	-	142,000	106,300	42,000	-	43,600	-	-	-	-	333,900
HW Comp2 INT Compr (1996)	10				26,800								26,800
300L Lebot (Roller) (1998)	10				40,000								40,000
1CH Woodsman Chipper (2004)	10			120,000									120,000
1GV Leaf Vac (1999)	10				39,500								39,500
2GV Leaf Vac (2000)	10							43,600					43,600
SmithCo 60" Sweeper (1999)	10					42,000							42,000
FMC Truck Mount Sprayer 500gal		30,000											-
SmithCo 13-550 Infield (1994)	7			22,000									22,000
Lawnmowers		98,000	-	18,200	17,500	41,000	120,000	-	-	-	110,000		306,700
Mower (Cem.) SKAG 72" (1998)	4					22,000							22,000
Mower (Cem.) SKAG 61" (1999)	4			18,200									18,200
Mower (Parks) TORO Gang (1996)	8	98,000									110,000		110,000
Mower (Cem.) SKAG 52" (1995)	4					19,000							19,000
Mower (Parks) SKAG 52" (2008)	4				17,500								17,500
Mower - TORO Gang (2008)	6						120,000						120,000
Engineering Equipment/Services		80,000	50,000	-	-	-	-	-	-	-	-	-	50,000
Traffic Controls			50,000										50,000
Fuel Management System		80,000	-										-

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		FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY16-25	
DPW: Parks & Cemetery		25,000	50,000	75,000	50,000	25,000	50,000	25,000	50,000	25,000	50,000	25,000	425,000	
Fence Replacement		25,000	50,000	25,000		25,000		25,000		25,000		25,000	125,000	
DPW Yard Improvements				50,000									50,000	
Parking Lot Improvements					50,000		50,000		50,000		50,000		50,000	250,000
Cold storage building - \$1.5mil (debt FY18-22)						Debt	Debt	Debt	Debt	Debt				-
Cem garage - \$1.5mil (debt FY18-22)					Debt	Debt	Debt	Debt	Debt				-	
DPW: Roads			75,000										-	
Sidewalk/Curb/Ped. Safety		90,000		75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Skim Coating & Crack Seal Patch		75,000		75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Downtown Improve I (\$650k 10yr bond)		Debt		Debt	Debt	Debt								-
West Street - Local shr (\$1.3mil debt + surplus debt)				Debt	Debt	Debt								-
General Fund - various roads		375,000	400,000	450,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	850,000	6,250,000	
TOTAL GENERAL FUND VOTED		540,000	550,000	600,000	650,000	700,000	800,000	850,000	900,000	950,000	1,000,000	1,050,000	8,050,000	
Grants - various roads		900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	9,000,000	
Grants - West Street													-	
TOTAL ROAD CAPITAL		1,440,000	1,450,000	1,500,000	1,550,000	1,600,000	1,700,000	1,750,000	1,800,000	1,850,000	1,900,000	1,950,000	17,050,000	
Library		11,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000	
Equipment		11,000			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000	
Renovation (\$18.4mil project \$13.3m debt exclusion)			Debt Excl	Debt Excl	Debt Excl	Debt Excl	Debt Excl	Debt Excl	Debt Excl	Debt Excl	Debt Excl	Debt Excl	-	

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4,525,000

Town of Reading Debt Service Schedule 3/29/15 1:40 PM	Approved FY - 2015	Requested FY - 2016	Projected FY - 2017	Projected FY - 2018	Projected FY - 2019	Projected FY - 2020	Projected FY - 2021	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Fund:	3,222,730	4,511,541	4,750,600	5,544,055	5,139,513	5,040,284	4,918,218	4,800,346	3,984,223	3,888,506	2,170,668	637,110	154,500
Principal	2,135,000	3,150,000	3,627,000	4,387,000	4,142,000	4,192,000	4,222,000	4,257,000	3,597,000	3,637,000	2,072,000	612,000	150,000
Within Levy Limit	1,195,000	1,195,000	1,497,000	2,217,000	1,922,000	1,922,000	1,912,000	1,907,000	1,207,000	1,194,200	922,000	462,000	150,000
Debt Exclusion	940,000	1,955,000	2,130,000	2,170,000	2,220,000	2,270,000	2,310,000	2,350,000	2,390,000	2,442,800	1,150,000	150,000	0
Interest	1,087,730	1,361,541	1,123,600	1,157,055	997,513	848,284	696,218	543,346	387,223	251,506	98,668	25,110	4,500
Within Levy Limit	356,595	382,018	343,968	431,473	365,331	305,252	244,836	184,444	123,791	85,724	43,608	18,360	4,500
Debt Exclusion	731,136	979,523	779,632	725,582	632,182	543,032	451,382	358,902	263,432	165,782	55,060	6,750	0
Total Within Levy Limit:	1,551,595	1,577,018	1,840,968	2,648,473	2,287,331	2,227,252	2,156,836	2,091,444	1,330,791	1,279,924	965,608	480,360	154,500
Issued	1,551,595	1,504,618	1,435,368	1,367,233	1,037,951	1,009,732	971,176	937,644	808,851	771,844	471,388	0	0
Approved not issued	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned not yet approved	0	72,400	405,600	1,281,240	1,249,380	1,217,520	1,185,660	1,153,800	521,940	508,080	494,220	480,360	154,500
Net Included Debt	1,551,595	1,577,018	1,840,968	2,648,473	2,287,331	2,227,252	2,156,836	2,091,444	1,330,791	1,279,924	965,608	480,360	154,500
Total Debt Exclusion:	1,671,136	2,934,523	2,909,632	2,895,582	2,852,182	2,813,032	2,761,382	2,708,902	2,653,432	2,608,582	1,205,060	156,750	0
Issued	1,671,136	2,829,523	2,714,632	2,678,082	2,648,182	2,615,782	2,570,882	2,525,152	2,476,432	2,438,332	1,041,560	0	0
Approved not issued	0	105,000	195,000	217,500	204,000	197,250	190,500	183,750	177,000	170,250	163,500	156,750	0
MSBA share (est.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Excluded Debt	1,671,136	2,934,523	2,909,632	2,895,582	2,852,182	2,813,032	2,761,382	2,708,902	2,653,432	2,608,582	1,205,060	156,750	0

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ⓐ Leave room for temporary borrowing

Town of Reading Debt Service Schedule 3/29/15 1:40 PM	Approved FY - 2015	Requested FY - 2016	Projected FY - 2017	Projected FY - 2018	Projected FY - 2019	Projected FY - 2020	Projected FY - 2021	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Principal + Interest													
Within Levy Limit	1,551,595	1,577,018	1,840,968	2,648,473	2,287,331	2,227,252	2,156,836	2,091,444	1,330,791	1,279,924	965,608	480,360	154,500
Issued	1,551,595	1,504,618	1,435,368	1,367,233	1,037,951	1,009,732	971,176	937,644	808,851	771,844	471,388	0	0
Approved not issued	0	0	0	0	0	0	0	0	0	0	0	0	0
Planned not yet approved	0	72,400	405,600	1,281,240	1,249,380	1,217,520	1,185,660	1,153,800	521,940	508,080	494,220	480,360	154,500
premium(RMHS)	0	0	0	0	0	0	0	0	0	0	0	0	0
Energy Improvements	446,350	439,231	431,275	420,388	408,663	398,194	382,388	371,456	360,113	348,356	336,188	0	0
Killam Green Repair	93,130	90,450	87,100	83,750	80,400	77,050	73,700	70,350	0	0	0	0	0
Birch Mdw Green Repair	45,870	44,550	42,900	41,250	39,600	37,950	36,300	34,650	0	0	0	0	0
Barrows/Wd End@	42,525	37,826	36,552	36,552	35,652	34,752	33,852	32,952	32,052	29,942	0	0	0
Wood End@	212,963	192,274	180,228	175,878	171,528	167,178	157,828	153,628	149,428	135,938	0	0	0
Barrows@	177,469	159,426	149,408	145,808	142,208	138,608	135,008	126,408	122,958	117,208	0	0	0
Coolidge@	5,200	0	0	0	0	0	0	0	0	0	0	0	0
Parker@	218,910	202,963	187,320	152,288	0	0	0	0	0	0	0	0	0
Joshua Eaton@	0	0	0	0	0	0	0	0	0	0	0	0	0
Downtown Impr I (\$650k)	74,588	72,109	69,225	66,300	0	0	0	0	0	0	0	0	0
West St. \$1.3 mil	40,000	179,689	167,700	163,800	159,900	156,000	152,100	148,200	144,300	140,400	135,200	0	0
Ladder truck (\$800k)	88,540	86,100	83,660	81,220	0	0	0	0	0	0	0	0	0
Pumper Eng#1 (\$525k)	106,050	0	0	0	0	0	0	0	0	0	0	0	0
Birch Mdw lighting 1.0mil		30,000	130,000	127,000	124,000	121,000	118,000	115,000	112,000	109,000	106,000	103,000	0
Birch Mdw Mstr Pln 1.5mil		0	0	195,000	190,500	186,000	181,500	177,000	172,500	168,000	163,500	159,000	154,500
RMHS Ret. Wall \$620k		12,400	80,600	78,740	76,880	75,020	73,160	71,300	69,440	67,580	65,720	63,860	0
Mod. classrooms \$1.5mil		30,000	195,000	190,500	186,000	181,500	177,000	172,500	168,000	163,500	159,000	154,500	0
Cem. Garage \$1.5m	0	0	0	345,000	336,000	327,000	318,000	309,000	0	0	0	0	0
DPW Yard \$1.5m	0	0	0	345,000	336,000	327,000	318,000	309,000	0	0	0	0	0
Debt Exclusion	1,671,136	2,934,523	2,909,632	2,895,582	2,852,182	2,813,032	2,761,382	2,708,902	2,653,432	2,608,582	1,205,060	156,750	0
Library Project ~\$1.5mil	0	105,000	195,000	217,500	204,000	197,250	190,500	183,750	177,000	170,250	163,500	156,750	0
Library Project \$10+mil	195,000	1,382,222	1,290,000	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
RMHS@	1,398,150	1,377,750	1,357,750	1,351,500	1,353,250	1,352,500	1,339,250	1,324,000	1,306,750	1,312,500	0	0	0
Barrows/Wd End@	63,788	56,503	54,630	54,630	53,280	51,930	50,580	50,400	49,230	41,880	1,560	0	0
Wood End@	14,198	13,048	12,252	11,952	11,652	11,352	11,052	10,752	10,452	3,952	0	0	0

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Water Enterprise Fund Capital + Debt

Water Ent. Fund Capital & Debt	Approved	Approved	Requested	Projected ==>		Legend: Debt (issued) and Debtx (not yet approved)									
	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028
Total Capital & Debt	2,195,786	1,949,421	1,788,675	2,015,429	2,174,289	2,210,569	2,078,069	2,070,569	1,847,069	1,684,569	1,518,069	1,096,075	1,053,375	669,588	497,800
Water CAPITAL	920,000	300,000	200,000	80,000	275,000	425,000	325,000	350,000	159,000	234,000	100,000	112,000	112,000	100,000	100,000
Water Supply															
Treatment Plant Design	1	Debt	Debt												
MWRA (\$3.18mil partial join)	2	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt
MWRA (\$7.8mil full join)	3	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt
WTP demo & chlorine (\$800k)	4	Debt	Debt	Debt	Debt	Debt									
Well Abandonment	5					225,000									
Replace Pickup Truck #3 (2003)	6										39,000				
Water Distribution															
WM:Haverhill&Howard (\$2.285m)	7a	Debtmwra	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					
WM: MWRA loan to be used	7b	Debtmwra	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					
WM Phase 1 R#1 \$4.012mil/10yr	8a		Debtmwra	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt
WM Phase 1 R#2 \$3.5mil/10yr	8b			Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt
WM Reading Phase 2 \$5.0mil/10yr															
WM Reading Phase 3 \$7.5mil/TBA															
WM Reading Phase 4 \$15mil/TBA															
WM: Larch Lane	9		120,000												
WM Lining Program	10	50,000	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
Meter Replacement	11					250,000	250,000	250,000							
Tank Inspect & Design: Auburn	12											12,000	12,000		
Tank Maintenance: Auburn	13	750,000													
Bear Hill Storage Tank (\$1.4mil) - remove pending MWRA 2nd connection															
Booster Station SCADA	14		130,000												
SCADA Upgrade (every 5 yrs)	15							25,000							
Replace Pickup Truck #12 (1997)	16								42,000						
Replace Van #2	17				30,000										
Replace Truck#6	18									120,000					
Replace Truck#14	19	120,000													
Replace Backhoe #420E	20					100,000									
Replace Utility Truck #5	21			150,000											
Replace Pickup #15	22								42,000						

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**Water Enterprise Fund
Capital + Debt**

Water Ent. Fund Capital & Debt		FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY15-33 TOTAL
Total Capital & Debt		458,333	458,333	458,333	125,000	125,000	24,278,563
Water CAPITAL		458,333	458,333	458,333	125,000	125,000	4,496,999
Water Supply							
Treatment Plant Design	1						-
MWRA (\$3.18mil partial join)	2						-
MWRA (\$7.8mil full join)	3						-
WTP demo & chlorine (\$800k)	4						-
Well Abandonment	5						225,000
Replace Pickup Truck #3 (2003)	6						39,000
Water Distribution							
WM:Haverhill&Howard (\$2.285m)	7a						-
WM: MWRA loan to be used	7b						-
WM Phase 1 RH1 \$4.012mil/10yr	8a						-
WM Phase 1 RH2 \$3.5mil/10yr	8b						-
WM Reading Phase 2 \$5.0mil/10yr							-
WM Reading Phase 3 \$7.5mil/TBA							-
WM Reading Phase 4 \$15mil/TBA							-
WM: Larch Lane	9						120,000
WM Lining Program	10	125,000	125,000	125,000	125,000	125,000	1,700,000
Meter Replacement	11	333,333	333,333	333,333			1,749,999
Tank Inspect & Design: Auburn	12						24,000
Tank Maintenance: Auburn	13						-
Bear Hill Storage Tank (\$1.4mil) - remov							-
Booster Station SCADA	14						130,000
SCADA Upgrade (every 5 yrs)	15						25,000
Replace Pickup Truck #12 (1997)	16						42,000
Replace Van #2	17						30,000
Replace Truck#6	18						120,000
Replace Truck#14	19						-
Replace Backhoe #420E	20						100,000
Replace Utility Truck #5	21						150,000
Replace Pickup #15	22						42,000

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**Water Enterprise Fund
Capital + Debt**

Water Ent. Fund Capital & Debt		Approved	Approved	Requested	Projected ==>		Legend: Debt (issued) and Debtx (not yet approved)													
		FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028				
Water DEBT		1,275,786	1,649,421	1,588,675	1,935,429	1,899,289	1,785,569	1,753,069	1,720,569	1,688,069	1,450,569	1,418,069	984,075	941,375	569,588	397,800				
Water Treatment Plant Design	1	109,000	104,500																	
Join MWRA (partial \$3.18m)	2	252,656	246,656	237,719	229,719	224,069	217,669	211,269	204,869	198,469	192,069	185,669	178,975	162,375	156,188					
Join MWRA (full \$7.8m)	3	618,150	603,525	588,656	571,350	553,800	538,200	522,600	507,000	491,400	475,800	460,200	444,600	429,000	413,400	397,800				
Demo WTP/chlorinate (\$0.8m)	4	90,980	88,540	86,100	83,660	81,220														
WM: Haverhill & Howard (\$2.285m)	7a	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000										
WM: MWRA loan to be used	7b	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000										
WM Phase 1 R#1 \$4.012mil/10yr	8a		401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200								
WM Phase 1 R#2 \$3.5mil/10yr	8b			70,000	444,500	434,000	423,500	413,000	402,500	392,000	381,500	371,000	360,500							
WM Reading Phase 2 \$5.0mil/10yr																				
WM Reading Phase 3 \$7.5mil/TBA																				
WM Reading Phase 4 \$15mil/TBA																				
Repayment of Principal:		935,000	1,336,200	1,236,200	1,586,200	1,586,200	1,506,200	1,506,200	1,506,200	1,506,200	1,301,200	1,301,200	900,000	890,000	540,000	390,000				
Water Treatment Plant Design	1	100,000	100,000																	
Join MWRA (partial \$3.18m)	2	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	150,000	150,000					
Join MWRA (full \$7.8m)	3	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000				
Demo WTP/chlorinate (\$0.8m)	4	80,000	80,000	80,000	80,000	80,000														
WM: Haverhill & Howard (\$2.285m)	7a	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000										
WM: MWRA loan to be used	7b	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000										
WM Phase 1 R#1 \$4.012mil/10yr	8a		401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200								
WM Phase 1 R#2 \$3.5mil/10yr	8b				350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000					
WM Reading Phase 2 \$5.0mil/10yr																				
WM Reading Phase 3 \$7.5mil/TBA																				
WM Reading Phase 4 \$15mil/TBA																				
Interest on Long Term Debt:		340,786	313,221	352,475	349,229	313,089	279,369	246,869	214,369	181,869	149,369	116,869	84,075	51,375	29,588	7,800				
Water Treatment Plant Design	1	9,000	4,500																	
Join MWRA (partial \$3.18m)	2	92,656	86,656	77,719	69,719	64,069	57,669	51,269	44,869	38,469	32,069	25,669	18,975	12,375	6,188					
Join MWRA (full \$7.8m)	3	228,150	213,525	198,656	181,350	163,800	148,200	132,600	117,000	101,400	85,800	70,200	54,600	39,000	23,400	7,800				
Demo WTP/chlorinate (\$0.8m)	4	10,980	8,540	6,100	3,660	1,220														
WM: Haverhill & Howard (\$2.285m)	7a	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
WM: MWRA loan to be used	7b	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
WM Phase 1 R#1 \$4.012mil/10yr	8a																			
WM Phase 1 R#2 \$3.5mil/10yr	8b			70,000	94,500	84,000	73,500	63,000	52,500	42,000	31,500	21,000	10,500							
WM Reading Phase 2 \$5.0mil/10yr																				
WM Reading Phase 3 \$7.5mil/TBA																				
WM Reading Phase 4 \$15mil/TBA																				

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**Water Enterprise Fund
Capital + Debt**

Water Ent. Fund Capital & Debt		FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY15-33 TOTAL
Water DEBT							19,781,564
Water Treatment Plant Design	1						104,500
Join MWRA(partial \$3.18m)	2						2,645,713
Join MWRA(full \$7.8m)	3						6,997,331
Demo WTP/chlorinate(\$0.8m)	4						339,520
WM:Haverhill&Howard (\$2.285m)	7a						1,480,000
WM: MWRA loan to be used	7b						160,000
WM Phase 1 R#1 \$4.012mil/10yr	8a						4,012,000
WM Phase 1 R#2 \$3.5mil/10yr	8b						
WM Reading Phase 2 \$5.0mil/10yr							
WM Reading Phase 3 \$7.5mil/TBA							
WM Reading Phase 4 \$15mil/TBA							
Repayment of Principal:							17,092,000
Water Treatment Plant Design	1						100,000
Join MWRA(partial \$3.18m)	2						2,060,000
Join MWRA(full \$7.8m)	3						5,460,000
Demo WTP/chlorinate(\$0.8m)	4						320,000
WM:Haverhill&Howard (\$2.285m)	7a						1,480,000
WM: MWRA loan to be used	7b						160,000
WM Phase 1 R#1 \$4.012mil/10yr	8a						4,012,000
WM Phase 1 R#2 \$3.5mil/10yr	8b						
WM Reading Phase 2 \$5.0mil/10yr							-
WM Reading Phase 3 \$7.5mil/TBA							-
WM Reading Phase 4 \$15mil/TBA							-
Interest on Long Term Debt:							2,689,564
Water Treatment Plant Design	1						4,500
Join MWRA(partial \$3.18m)	2						585,713
Join MWRA(full \$7.8m)	3						1,537,331
Demo WTP/chlorinate(\$0.8m)	4						19,520
WM:Haverhill&Howard (\$2.285m)	7a						-
WM: MWRA loan to be used	7b						-
WM Phase 1 R#1 \$4.012mil/10yr	8a						-
WM Phase 1 R#2 \$3.5mil/10yr	8b						-
WM Reading Phase 2 \$5.0mil/10yr							-
WM Reading Phase 3 \$7.5mil/TBA							-
WM Reading Phase 4 \$15mil/TBA							-

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**Sewer Enterprise Fund
Capital + Debt**

Annual change to water capital+debt		47.4%	70.0%	-80.6%	131.6%	16.1%	4.0%	3.4%	36.6%	2.6%	-18.2%	-11.1%	-18.0%	-1.0%		
	Approved	Approved	Requested	Requested	Projected	Legend: Debt (Issued) and Debt (not yet approved)										FY13-26
Sewer Ent. Fund Capital & Debt	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	TOTAL	
Sewer Capital	330,000	520,000	950,000	90,000	420,000	80,000	117,000	75,000	325,000	367,000	720,000	640,000	525,000	520,000	5,679,000	
Sewer Debt	115,800	136,934	166,934	126,940	82,940	503,940	490,140	552,840	532,840	512,840	-	-	-	-	3,222,148	
Total Capital & Debt	445,800	656,934	1,116,934	216,940	502,940	583,940	607,140	627,840	857,840	879,840	720,000	640,000	525,000	520,000	8,901,148	
Sewer CAPITAL	330,000	520,000	950,000	90,000	420,000	80,000	117,000	75,000	325,000	367,000	720,000	640,000	525,000	520,000	5,679,000	
Main: Poet's Corner (\$350k)	200,000														200,000	
Sewer Main Lewis; Charles; Howard		350,000													350,000	
Sewer Main projects		50,000		50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	925,000	
Station projects SCADA			50,000													
Station: West St.			80,000												300,000	
Station: Batchelder Rd.			300,000												520,000	
Station: Joseph's Way			520,000												270,000	
Station: Sturges \$690k debt	2						debt	debt							-	
Station: Small Lane					100,000										100,000	
Station: Charles St. \$1.2mi debt	3							debt	debt	debt					-	
Station: Grove St.											280,000				280,000	
Portable Generator - Grove											15,000				15,000	
Station: Strout Ave.												290,000			290,000	
Station: Brewer Lane												250,000			250,000	
Station: Collins Ave.													410,000		410,000	
Portable Generator - Collins													15,000		15,000	
Station: Longwood Rd.														270,000	270,000	
Station: Pilman Drive														150,000	150,000	
Meter Replacements									250,000	250,000	250,000				750,000	
Backhoe 430D	130,000										100,000				230,000	
Pickup #8 (2004)				40,000											40,000	
Truck #17 (2001)		120,000													120,000	
Car #1 (2006)						30,000									30,000	
Pickup #6 (2011)							42,000								42,000	
Pickup #11 (2011)										42,000					42,000	
Sewer DEBT	115,800	136,934	166,934	126,940	82,940	503,940	490,140	552,840	532,840	512,840	-	-	-	-	3,222,148	
MWRA Inflow & Infiltration	1	115,800	136,934	166,934	126,940	82,940	131,340	131,340	92,840	92,840	92,840	-	-	-	1,170,748	
Station: Sturges (\$690k)	2						372,600	358,800							731,400	
Station: Charles St. (\$1.2mi)	3							460,000	440,000	420,000					1,320,000	
Repayment of Principal:		115,800	136,934	166,934	126,940	82,940	476,340	476,340	492,840	492,840	492,840	-	-	-	3,060,748	
MWRA Inflow & Infiltration	1a	32,934	32,934	32,934											98,802	
MWRA Inflow & Infiltration	1b	8,866													8,866	
MWRA Inflow & Infiltration	1c	44,000	44,000	44,000	44,000										176,000	
MWRA Inflow & Infiltration P7		30,000	30,000	30,000	44,440	44,440									178,880	
MWRA Inflow & Infiltration P8			30,000	30,000	38,500	38,500	38,500	38,500							214,000	
MWRA Inflow & Infiltration P9				30,000			92,840	92,840	92,840	92,840	92,840				494,200	
Station: Sturges (\$690k)	2						345,000	345,000							690,000	
Station: Charles St. (\$1.2mi)	3							400,000	400,000	400,000					1,200,000	
Sunnyside/Fairview Sewer	4														-	
Interest on Long Term Debt:						27,600	13,800	60,000	40,000	20,000	-	-	-	-	161,400	
MWRA Inflow & Infiltration	no interest														-	
Station: St Joe & Sturges (\$1mi)	2						27,600	13,800							41,400	
Station: Charles St. (\$1.2mi)	3							60,000	40,000	20,000					120,000	
Sunnyside/Fairview Sewer	4														-	

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**Storm Water Enterprise Fund
Capital + Debt**

	Approved	Requested	Projected														FY15-29
Storm Water Ent. Fund Capital &	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	TOTAL	
Storm Water Capital	165,000	150,000	150,000	425,000	150,000	150,000	325,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,715,000
Storm Water Debt	-	-	-	-	-	930,000	899,000	868,000	837,000	806,000	775,000	744,000	713,000	682,000	651,000	7,905,000	
Total Capital & Debt	165,000	150,000	150,000	425,000	150,000	1,080,000	1,224,000	1,018,000	987,000	956,000	925,000	894,000	863,000	832,000	801,000	10,620,000	
Storm Water CAPITAL	165,000	150,000	150,000	425,000	150,000	150,000	325,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,715,000
Drainage Improvements (projects)	140,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,165,000
MS4 Permit: Consult & Lab test	25,000	25,000	25,000														75,000
Saugus River Design/Permit				150,000													150,000
Saugus River Improv. (I) \$2mil	1					Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Saugus River Improv. (II) \$2mil	2					Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Aberjona River Design/Permit				150,000													150,000
Aberjona River Improv. \$2.2mil	3					Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Sweeper: Elgin Pelican							175,000										175,000
Dump-Truck (new)																	-
Storm Water DEBT	-	-	-	-	-	930,000	899,000	868,000	837,000	806,000	775,000	744,000	713,000	682,000	651,000	7,905,000	
Saugus River Improv. (I)	1					300,000	290,000	280,000	270,000	260,000	250,000	240,000	230,000	220,000	210,000	2,550,000	
Saugus River Improv. (II)	2					300,000	290,000	280,000	270,000	260,000	250,000	240,000	230,000	220,000	210,000	2,550,000	
Aberjona River Improv.	3					330,000	319,000	308,000	297,000	286,000	275,000	264,000	253,000	242,000	231,000	2,805,000	
Repayment of Principal:						620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	6,200,000	
Saugus River Improv. (I)	1					200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	
Saugus River Improv. (II)	2					200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	
Aberjona River Improv.	3					220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,200,000	
Interest on Long Term Debt:						310,000	279,000	248,000	217,000	186,000	155,000	124,000	93,000	62,000	31,000	1,705,000	
Saugus River Improv. (I)	1					100,000	90,000	80,000	70,000	60,000	50,000	40,000	30,000	20,000	10,000	550,000	
Saugus River Improv. (II)	2					100,000	90,000	80,000	70,000	60,000	50,000	40,000	30,000	20,000	10,000	550,000	
Aberjona River Improv.	3					110,000	99,000	88,000	77,000	66,000	55,000	44,000	33,000	22,000	11,000	605,000	

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TOWN OF READING
FY 2015 TOWN SPECIAL REVENUE FUNDS AND
CUMMULATIVE TOWN GRANT ACTIVITY TO MARCH

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FOR 2015 09

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
0010 FEDERAL GRANTS							
2010 FGRT TEENS AND TWEENS	17,021	-5,000.00	12,021.24	12,021.24	.00	.00	100.0%
2020 FGRT GHSD UNDERAGE ALCOHOL	34,946	-24.75	34,920.75	29,920.75	.00	5,000.00	85.7%
2030 FGRT-FEMA-ASSIST TO FIREFI	223,763	32,296.00	256,059.22	256,059.22	.00	.00	100.0%
2040 FGRT FEMA THRU MEMA	12,625	7,000.00	19,625.00	15,007.68	.00	4,617.32	76.5%
2050 FEMA STORM DAMAGE REIMBURS	20,779	.00	20,779.07	20,779.07	.00	.00	100.0%
2060 CITIZEN CORP (FEMA)	6,795	-1,392.26	5,402.74	5,228.63	.00	174.11	96.8%
2070 LSTA GREEN LIBRARY GRANT	0	7,500.00	7,500.00	7,500.00	.00	.00	100.0%
2090 FEDERAL HWY SAFETY GRANT	29,490	5,746.20	35,236.02	41,034.78	.00	-5,798.76	116.5%
2100 FGRT-SECURE SCHOOLS(COPS)	22,675	-2,057.08	20,617.51	20,617.51	.00	.00	100.0%
2110 FEDERAL GRANT - VESTS	23,943	328.73	24,271.23	19,519.59	.00	4,751.64	80.4%
2120 FED GRT RCASA	500,633	100,000.00	600,633.42	568,306.99	1,067.37	31,259.06	94.8%
2130 FGRT FOR MASS HISTORICAL G	0	12,000.00	12,000.00	12,000.00	.00	.00	100.0%
2140 FED GRT PEDESTRIAN SAFETY	3,000	.00	3,000.00	4,478.63	.00	-1,478.63	149.3%
2150 FGRT BARE MEADOW TRAIL	16,539	-3.09	16,535.91	16,535.91	.00	.00	100.0%
2160 LSTA - SCIENCE IS EVERYWHE	7,500	.00	7,500.00	7,500.00	.00	.00	100.0%
2170 LSTA - CUSTOMER EXPERIENCE	8,000	.00	8,000.00	8,000.01	.00	-.01	100.0%
2180 FGRT THE BIG READ	6,500	.00	6,500.00	6,500.03	.00	-.03	100.0%
2190 FGRT DRUG FREE COMMUNITIES	125,000	.00	125,000.00	33,096.17	527.45	91,376.38	26.9%
2220 FGRT FIRE OVERTIME REIMBUR	1,748	63,599.60	65,348.00	65,348.00	.00	.00	100.0%
TOTAL FEDERAL GRANTS	1,060,957	219,993.35	1,280,950.11	1,149,454.21	1,594.82	129,901.08	89.9%
0011 ARRA FEDERAL STIMULUS GRANTS							
2200 ARRAGRT SUMMER YTH EPLMNT	4,700	.00	4,700.00	4,700.00	.00	.00	100.0%
TOTAL ARRA FEDERAL STIMULUS GR	4,700	.00	4,700.00	4,700.00	.00	.00	100.0%
0020 STATE GRANTS							
3010 SETB PSAP TRAINING GRANT	102,472	-34,673.92	67,797.68	71,684.20	.00	-3,886.52	105.7%
3020 SGRT GARAGE FEASIBILITY	50,000	.00	50,000.00	50,000.00	.00	.00	100.0%
3030 MAPC BIKE RACK GRANT	9,731	-302.50	9,428.49	9,428.49	.00	.00	100.0%
3040 STATE GRANT S.A.F.E.	32,865	14,570.00	47,434.78	47,218.95	.00	215.83	99.5%
3050 SGRT FIREFIGHTER EQUIPMENT	7,792	.00	7,792.00	7,792.00	.00	.00	100.0%
3060 SGRT DHCD 40 R APPLICATION	32,553	-940.15	31,612.85	31,612.85	.00	.00	100.0%

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TOWN OF READING
FY 2015 SPECIAL REVENUE FUNDS AND
CUMMULATIVE TOWN GRANT ACTIVITY TO MARCH

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FOR 2015 09

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
3080 MASS TECH COLL-WASTE TO EN	14,977	.00	14,976.59	14,976.59	.00	.00	100.0%
3090 ELDER AFFAIRS GRANT	139,013	30,445.50	169,458.53	129,801.12	.00	39,657.41	76.6%
3100 SGRT SENIOR SAVE GRANT	547	2,712.04	3,259.00	3,710.56	.00	-451.56	113.9%
3110 HEALTH BOARD GRANT	8,044	.00	8,044.37	8,035.87	.00	8.50	99.9%
3120 RCASA RESOURCES IN ACTION	18,000	.00	18,000.00	17,749.28	.00	250.72	98.6%
3121 HEALTH RESOURCES IN ACTION	0	3,750.00	3,750.00	3,750.00	.00	.00	100.0%
3130 LIBRARY - STATE GRANTS	53,839	33,375.90	87,214.49	87,214.49	.00	.00	100.0%
3131 LIBRARY STATE AID	181,427	15,873.92	197,300.93	50.00	.00	197,250.93	.0%
3140 STATE GRANT - VESTS	24,018	328.73	24,346.23	19,594.57	.00	4,751.66	80.5%
3150 SGRT COMMUNITY POLICING	59,580	-12,022.49	47,557.51	47,557.51	.00	.00	100.0%
3160 CULTURAL COUNCIL	30,650	6,100.00	36,749.64	35,507.35	.00	1,242.29	96.6%
3180 STATE GRANT CONSERVATION	16,373	-2,058.49	14,314.25	14,314.25	.00	.00	100.0%
3190 STATE GRANT RCASA	67,263	.00	67,262.71	67,262.71	.00	.00	100.0%
3200 HIGHWAY CHAPTER 90	3,283,784	603,119.98	3,886,904.15	3,146,745.43	740,158.35	.37	100.0%
3210 SGRT EXTENDED POLLING HOUR	38,297	20,826.97	59,123.97	59,124.00	.00	-.03	100.0%
3220 SETB PSAP OPERATIONS GRANT	259,734	39,587.61	299,322.05	295,616.61	.00	3,705.44	98.8%
3230 SGRT DHCD PEER TO PEER	2,000	.00	2,000.00	2,000.00	.00	.00	100.0%
3240 EOPSS PUBLIC SAFETY GRANTS	16,950	.00	16,950.00	16,950.00	.00	.00	100.0%
3250 COMMUNITY TRANSFORMATION G	8,750	.00	8,750.00	8,750.00	.00	.00	100.0%
3260 SGRT SUSTAINABLE MATERIAL	2,500	.00	2,500.00	412.00	.00	2,088.00	16.5%
3270 SGRT AED GRANT	600	.00	600.00	600.00	.00	.00	100.0%
3280 WINTER RAPID RECOVERY ROAD	181,760	.00	181,760.00	90,878.05	.00	90,881.95	50.0%
3290 SGRT CIVIL WAR PRESERVATI	7,500	.00	7,500.00	.00	.00	7,500.00	.0%
TOTAL STATE GRANTS	4,651,017	720,693.10	5,371,710.22	4,288,336.88	740,158.35	343,214.99	93.6%
0030 REVOLVING FUNDS							
4005 CULTURAL COUNCIL INTEREST	172	21.00	192.75	133.00	.00	59.75	69.0%
4025 FIRE SPECIAL DETAIL	-7,317	6,020.07	-1,297.05	6,024.77	.00	-7,321.82	-464.5%
4030 POLICE - SPECIAL DETAIL	-88,513	599,499.11	510,985.74	552,197.37	.00	-41,211.63	108.1%
4040 POLICE - DRUG ENFORCEMENT	24,279	672.10	24,950.95	6,755.41	.00	18,195.54	27.1%
4045 PUBLIC WORKS SPECIAL DETA	-1,351	9,949.90	8,598.53	9,351.45	.00	-752.92	108.8%
4050 INS RESTITUTION UNDER \$20K	14,600	14,615.05	29,215.53	.00	.00	29,215.53	.0%
4060 DESIGN REVIEW FEES	18,111	22.98	18,133.93	.00	.00	18,133.93	.0%
4080 SUNSET ROCK DEVELOPMENT	500	.00	500.00	.00	.00	500.00	.0%
4100 SIGNAGE MITIGATION - PULTE	52,538	.00	52,537.50	.00	.00	52,537.50	.0%
4620 AFFORDABLE HOUSING FUND	260,391	329.81	260,720.85	.00	.00	260,720.85	.0%
4731 MATTERA CABIN GRANTS	100	.00	100.00	.00	.00	100.00	.0%
TOTAL REVOLVING FUNDS	273,509	631,130.02	904,638.73	574,462.00	.00	330,176.73	63.5%
0031 VOTED REVOLVING FUNDS							

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TOWN OF READING
FY 2015 TOWN SPECIAL REVENUE FUNDS AND
COMMULATIVE TOWN GRANT ACTIVITY TO MARCH

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0031	VOTED REVOLVING FUNDS	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
4200	INSPECTION PERMIT REVOLVIN	810,298	26,812.00	837,110.47	55,000.00	.00	782,110.47	6.6%
4220	TRAIL MAINT MAPLEWOOD DONA	8,044	.00	8,043.92	.00	.00	8,043.92	.0%
4222	LIBRARY FINES REVOLVING FU	7,268	6,569.45	13,837.70	5,222.81	209.52	8,405.37	39.3%
4230	MATTERA CABIN REVOLVING FU	630	2,620.00	3,250.10	2,329.70	.00	920.40	71.7%
4250	PUBLIC HEALTH CLINICS	66,626	20,254.42	86,879.99	23,004.03	53.55	63,822.41	26.5%
	TOTAL VOTED REVOLVING FUNDS	892,866	56,255.87	949,122.18	85,556.54	263.07	863,302.57	9.0%
0032	REVLOVING FUND - MAJOR							
4020	RECREATION - SELF SUPPORTI	211,409	515,685.50	727,094.75	433,282.40	10,692.75	283,119.60	61.1%
	TOTAL REVLOVING FUND - MAJOR	211,409	515,685.50	727,094.75	433,282.40	10,692.75	283,119.60	61.1%
0039	SPECIAL REVENUE FD-MAJOR							
3170	SGRT - TITLE V (SEPTIC)	10,858	4,265.95	15,123.62	8,155.52	.00	6,968.10	53.9%
	TOTAL SPECIAL REVENUE FD-MAJOR	10,858	4,265.95	15,123.62	8,155.52	.00	6,968.10	53.9%
0040	RECEIPTS TO BE APPROPRIATED							
4090	ADAMS WAY PERFORMANCE DEPO	4,275	.00	4,275.00	.00	.00	4,275.00	.0%
4110	WETLAND PROTECTION FEES ST	8,860	1,205.00	10,064.58	4,345.00	.00	5,719.58	43.2%
4610	SALE OF REAL ESTATE	891,056	1,128.88	892,184.71	150,000.00	.00	742,184.71	16.8%
4630	WALKERS BROOK MITIGATION F	72	.00	71.68	.00	.00	71.68	.0%
4650	SALE OF CEMETARY LOTS	180,529	29,710.00	210,239.14	25,000.00	.00	185,239.14	11.9%
	TOTAL RECEIPTS TO BE APPROPRIA	1,084,791	32,043.88	1,116,835.11	179,345.00	.00	937,490.11	16.1%
0050	GIFTS & DONATIONS							
3090	ELDER AFFAIRS GRANT	62,323	2,773.00	65,096.00	65,096.00	.00	.00	100.0%
4701	DONATIONS SPECIFIED POLICE	7,131	20.00	7,151.34	.00	.00	7,151.34	.0%
4702	DONATION - TREE COLLECTION	1,384	.00	1,383.55	.00	.00	1,383.55	.0%
4703	DONATION-SIGNS	685	.00	685.38	.00	.00	685.38	.0%

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TOWN OF READING
FY 2015 TOWN SPECIAL REVENUE FUNDS AND
CUMMULATIVE TOWN GRANT ACTIVITY TO MARCH

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FOR 2015 09

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
4704 DONATIONS - CEMETERY	56	.00	56.00	.00	.00	56.00	.0%
4705 DONATIONS ELDER SERVICES	41,912	315.00	42,226.75	535.02	.00	41,691.73	1.3%
4706 MYSTIC VALLEY GRANT	185	.00	184.83	.00	.00	184.83	.0%
4708 DONATIONS - S.A.F.E.	1,130	50.00	1,180.44	.00	.00	1,180.44	.0%
4709 FIRE DEPT DONATIONS	1,762	15.00	1,776.73	.00	.00	1,776.73	.0%
4710 DONATIONS - VARIOUS PROJEC	5,292	.00	5,292.41	.00	.00	5,292.41	.0%
4711 DONATIONS - BENCHES	96	.00	96.00	.00	.00	96.00	.0%
4712 CITIES FOR CLIMATE CONTROL	236	.00	235.54	.00	.00	235.54	.0%
4713 DONATIONS - HISTORIC COMM	1,006	.00	1,006.19	.00	.00	1,006.19	.0%
4714 HUMAN SERVICES DONATIONS	6,979	1,215.83	8,194.38	1,791.50	.00	6,402.88	21.9%
4715 READING ICE ARENA FUNDS	68,654	163,579.00	232,233.00	.00	.00	232,233.00	.0%
4716 LIBRARY - DONATIONS	142,163	15,236.50	157,399.91	509.29	.00	156,890.62	.3%
4718 BANCROFT TOT-LOT FUND	3	.00	3.47	.00	.00	3.47	.0%
4719 FRIENDS OF HUNT PARK	34	.00	33.64	31.20	.00	2.44	92.7%
4720 POLICE DONATIONS ACCOUNT	2,161	.00	2,161.00	.00	.00	2,161.00	.0%
4726 RECREATION DONATIONS	22,451	21,684.15	44,135.46	9,955.51	15,292.53	18,887.42	57.2%
4728 COMMUNITY SVC DEPT DONATIO	2,142	.00	2,141.73	250.54	.00	1,891.19	11.7%
4729 MEMORIAL PARK DONATIONS	1,089	278.75	1,367.91	.00	.00	1,367.91	.0%
4730 RCASA DONATIONS	503	25.00	528.24	497.37	.00	30.87	94.2%
TOTAL GIFTS & DONATIONS	369,378	205,192.23	574,569.90	78,666.43	15,292.53	480,610.94	16.4%
GRAND TOTAL	8,559,485	2,385,259.90	10,944,744.62	6,801,958.98	768,001.52	3,374,784.12	69.2%

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TOWN OF READING
FY 2015 SCHOOL SPECIAL REVENUE FUNDS AND
CUMMULATIVE SCHOOL GRANT ACTIVITY TO MAR

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FOR 2015 09

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
0010 FEDERAL GRANTS							
2501 TITLE I (323B) SCHOOL IMPR	1,500	.00	1,500.00	1,500.00	.00	.00	100.0%
2510 TITLE I (#305)	701,347	34,260.05	735,607.04	665,333.88	.00	70,273.16	90.4%
2530 DRUG FREE (#331)	30,220	-378.57	29,840.93	29,840.93	.00	.00	100.0%
2540 EARLY CHILDHOOD (#262)	122,538	-1,137.60	121,400.40	106,090.27	.00	15,310.13	87.4%
2550 PROJECT LIFESKILLS (EOPS)	5,416	-3,797.50	1,618.67	1,618.67	.00	.00	100.0%
2560 U.S. HISTORY GRANT (84.115)	590,203	-9,475.67	580,726.99	580,726.99	.00	.00	100.0%
2570 P.L.94-142 (#240)	6,906,155	-170,225.99	6,735,928.73	6,271,791.21	.00	464,137.52	93.1%
2580 PHYS ED (PEP) GRANT	9,235	.00	9,234.98	9,234.98	.00	.00	100.0%
2590 TEACHER QUALITY (#140)	467,922	-179.34	467,743.02	408,139.91	9,942.00	49,661.11	89.4%
2600 SPED PROF DEVEL (#274)	159,079	-3,927.00	155,152.45	122,660.58	18,000.00	14,491.87	90.7%
2610 ED THROUGH TECH (#160)	6,029	.00	6,029.00	6,029.00	.00	.00	100.0%
2620 FGRT SCHOOL READINESS	23,306	72,650.00	95,955.74	95,124.85	.00	830.89	99.1%
2690 TEACHING AMERICAN HISTORY	999,818	.00	999,818.00	983,700.90	.00	16,117.10	98.4%
2700 INTEROP FRAMEWORK IMPLEM	6,970	.00	6,970.00	6,970.00	.00	.00	100.0%
2720 FGRT RACE TO THE TOP	40,480	-5,120.00	35,360.00	35,360.00	.00	.00	100.0%
2730 FGRT EARLY ADOPTERS PROJEC	10,000	-2,355.00	7,645.00	7,645.00	.00	.00	100.0%
2740 FGRT EEC SPED PROG IMPROV	8,250	.00	8,250.00	8,236.03	.00	13.97	99.8%
2750 FGRT MENTAL HEALTH PROJ. A	51,435	-1,435.00	50,000.00	14,213.02	12,108.67	23,678.31	52.6%
2760 FGRT SCHOOL CLIMATE TRANSF	235,829	16,500.00	252,329.00	20,264.33	150.00	231,914.67	8.1%
TOTAL FEDERAL GRANTS	10,375,732	-74,621.62	10,301,109.95	9,374,480.55	40,200.67	886,428.73	91.4%
0011 ARRA FEDERAL STIMULUS GRANTS							
2630 FGRT ARRA SFSF FED STIMULU	2,002,727	-33,867.06	1,968,859.94	1,968,859.94	.00	.00	100.0%
2640 FGRT ARRA IDEA STIMULUS FU	1,166,675	-21,404.33	1,145,270.67	1,145,270.27	.00	.40	100.0%
2650 FGRT ARRA IDEA EARLY CHILD	42,684	140.75	42,824.35	42,824.35	.00	.00	100.0%
2670 FGRT ARRA EECBG ENERGY GRA	150,000	.00	150,000.00	150,000.00	.00	.00	100.0%
2710 FGRT ED JOBS	650,960	.00	650,960.00	650,960.00	.00	.00	100.0%
TOTAL ARRA FEDERAL STIMULUS GR	4,013,046	-55,130.64	3,957,914.96	3,957,914.56	.00	.40	100.0%
0020 STATE GRANTS							
3510 METCO (#317)	2,521,735	-68,865.39	2,452,869.69	2,268,019.08	83,441.50	101,409.11	95.9%
3520 SAFE AND SUPPORTIVE SCHOOL	10,000	.00	10,000.00	10,000.00	.00	.00	100.0%

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TOWN OF READING
FY 2015 SCHOOL SPECIAL REVENUE FUNDS AND
CUMMULATIVE SCHOOL GRANT ACTIVITY TO MAR

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FOR 2015 09

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
3530 ACADEMIC SUPPORT (#632)	80,501	-7,264.38	73,236.69	61,042.61	.00	12,194.08	83.3%
3540 SGRT- CIRCUIT BREAKER	8,165,247	-371,889.29	7,793,357.71	7,478,483.53	374,434.07	-59,559.89	100.8%
3550 EXPANDED LEARNING TIME GRA	-285	.00	-285.36	-285.36	.00	.00	100.0%
3560 GIFTED/TALENTED (#580)	16,944	.00	16,944.41	16,944.41	.00	.00	100.0%
3590 SGRT SAFE SCHOOLS PROGRAM	1,500	.00	1,500.00	1,500.00	.00	.00	100.0%
3600 SGRT SPED PROGRAM REVEIW	4,303	.00	4,302.65	4,302.65	.00	.00	100.0%
3620 SCHOOL NURSE PROF DEV GRAN	4,750	-538.00	4,212.00	4,212.00	.00	.00	100.0%
3910 PROJECT LEAD THE WAY LINDE	83,157	.00	83,157.00	82,999.82	.00	157.18	99.8%
3920 PLTW - COMM OF MASS	36,031	.00	36,031.00	36,031.00	.00	.00	100.0%
TOTAL STATE GRANTS	10,923,883	-448,557.06	10,475,325.79	9,963,249.74	457,875.57	54,200.48	99.5%
0030 REVOLVING FUNDS							
34325 GUIDANCE REVOLVING FUND	6,671	54,074.00	60,745.41	16,997.15	1,015.10	42,733.16	29.7%
4326 COOLIDGE EXTRACURRICULAR	4,288	200.00	4,488.06	.00	.00	4,488.06	.0%
4327 PARKER EXTRACURRICULAR	3,860	.00	3,860.00	.00	.00	3,860.00	.0%
4330 SCHOOL TRANSPORTATION	252	40,154.54	40,407.01	38,281.14	.00	2,125.87	94.7%
4350 DRAMA ACTIVITIES HIGHSCHOO	49,527	82,573.85	132,101.01	50,177.07	22,051.71	59,872.23	54.7%
4354 BAND EXTRACURRICULAR ACTIV	29,877	41,041.12	70,918.37	37,185.64	3,522.11	30,210.62	57.4%
4360 DRAMA ACTIVITIES (PARKER)	34,121	23,614.00	57,735.33	28,607.13	3,300.00	25,828.20	55.3%
4370 PARKER AFTER SCHOOL ACTIVI	16,367	23,907.00	40,273.96	17,523.72	.00	22,750.24	43.5%
4378 EXTENDED DAY PROGRAM	660,381	848,699.38	1,509,079.92	505,095.01	30,295.14	973,689.77	35.5%
4380 DRAMA ACTIVITIES COOLIDGE	10,964	12,907.00	23,870.70	23,345.55	.00	525.15	97.8%
4400 SUMMER SCHOOL PROGRAM	47,149	39,801.50	86,950.12	71,899.49	39.67	15,010.96	82.7%
4410 RISE PRESCHOOL PROGRAM	474,070	211,966.50	686,036.20	10,826.13	4,367.88	670,842.19	2.2%
4415 EDUCATION SPECIAL DETAIL	251	.00	251.30	.00	.00	251.30	.0%
4420 USE OF SCHOOL PROPERTY	96,702	212,131.15	308,832.90	120,721.79	1,578.00	186,533.11	39.6%
4430 TUITION (SPED PROGRAM)	840,705	140,201.88	980,906.48	11,200.18	.00	969,706.30	1.1%
4440 ALL-DAY KINDERGARTEN PROGR	655,141	642,216.50	1,297,357.99	.00	.00	1,297,357.99	.0%
4450 LOST BOOKS - SCHOOL	20,551	747.15	21,298.21	1,714.68	.00	19,583.53	8.1%
TOTAL REVOLVING FUNDS	2,950,877	2,374,235.57	5,325,112.97	933,574.68	66,169.61	4,325,368.68	18.8%
0032 REVLOVING FUND - MAJOR							
4320 ATHLETIC ACTIVITIES	175,907	226,573.79	402,480.90	25,314.00	.00	377,166.90	6.3%
TOTAL REVLOVING FUND - MAJOR	175,907	226,573.79	402,480.90	25,314.00	.00	377,166.90	6.3%
0039 SPECIAL REVENUE FD-MAJOR							

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TOWN OF READING
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0039	SPECIAL REVENUE FD-MAJOR	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
4310	SCHOOL LUNCH PROGRAM	342,052	808,123.38	1,150,174.93	760,331.59	1,041.18	388,802.16	66.2%
4390	ADULT EDUCATION PROGRAM	4,481	32,278.29	36,759.57	24,532.86	181.15	12,045.56	67.2%
	TOTAL SPECIAL REVENUE FD-MAJOR	346,533	840,401.67	1,186,934.50	784,864.45	1,222.33	400,847.72	66.2%
0050	GIFTS & DONATIONS							
4751	JOSHUA EATON DONATION ACCO	9,630	.00	9,630.47	.00	.00	9,630.47	.0%
4752	HIGH SCHOOL DONATIONS	1,752	.00	1,752.00	.00	.00	1,752.00	.0%
4753	WOOD END PLAYGROUND-DONATI	200	.00	200.00	.00	.00	200.00	.0%
4754	DONATION - SCIENCE (ELEM)	1,640	.00	1,639.85	.00	.00	1,639.85	.0%
4755	BURNS FOUNDATION (COOLIDGE	2,052	.00	2,051.53	198.49	.00	1,853.04	9.7%
4756	PARKER SCHL JUMP&GO BC/BS	5	.00	4.62	.00	.00	4.62	.0%
4757	INTEL FOUNDATION (COOLIDGE	50	.00	50.00	.00	.00	50.00	.0%
4790	GIFT SCHOOL DISTRICT WIDE	16,066	7,225.00	23,290.51	7,732.87	2,276.68	13,280.96	43.0%
4791	BARROWS DONATION FUND	1,735	947.25	2,681.78	2,063.82	.00	617.96	77.0%
4792	BIRCH DONATION FUND	4,345	1,673.76	6,018.75	5,621.40	.00	397.35	93.4%
4793	EATON DONATION FUND	14,790	2,449.00	17,239.38	8,245.82	.00	8,993.56	47.8%
4794	KILLAM DONATION FUND	5,994	1,206.60	7,200.13	6,979.47	.00	220.66	96.9%
4795	WOOD END DONATION FUND	5,769	3,533.71	9,303.16	2,241.04	66.78	6,995.34	24.8%
4796	COOLIDGE DONATION ACCOUNT	20,169	14,791.85	34,960.72	27,110.00	.00	7,850.72	77.5%
4797	PARKER DONATION FUND	18,020	8,707.15	26,726.93	25,064.55	.00	1,662.38	93.8%
4798	HIGH SCHOOL DONATION FUND	21,400	12,454.30	33,853.98	12,188.62	402.49	21,262.87	37.2%
4799	SPECIAL ED GIFTS & DONATIO	9,350	.00	9,350.00	.00	.00	9,350.00	.0%
	TOTAL GIFTS & DONATIONS	132,965	52,988.62	185,953.81	97,446.08	2,745.95	85,761.78	53.9%
	GRAND TOTAL	28,918,943	2,915,890.33	31,834,832.88	25,136,844.06	568,214.13	6,129,774.69	80.7%

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Town of Reading, Massachusetts
Encumbrances

	Balance <u>01-Jul-18</u>	Balance <u>21-Mar-18</u>
	\$	\$
General government:		
Operations		
Expenses	23,100	9,400
Town Manager:		
Expenses	3,150	—
Public Services		
Expenses	60,777	44,253
Board of Assessors		
Expenses	—	—
Finance:		
Expenses	—	—
Law:		
Expenses	—	—
Human Resources:		
Expenses	—	—
Technology:		
Capital	56,052	819
Expenses	12,749	2,540
Elections & Registration:		
Expenses	—	—
Employee benefits:		
Expenses	—	—
Library:		
Expenses		
Police:		
Expenses	21,300	12,683
Fire:		
Capital	156,030	15,746
Expenses	8,434	8,351
Dispatchers:		
Capital	4,418	4,418
Expenses	1,125	903
School department:		
Capital	254,075	15,832
Expenses	820,850	89,509
DPW Engineering		
Expenses	834	194
Highway and equipment		
Expenses	6,005	4,603
Capital	53,234	26,156
DPW Administration		
Expenses	3,994	996
Snow & Ice		
Expenses	36,893	31,328
Street Lighting		
Expenses	—	—
Storm Water Management		
Expenses	390	390
Waste Collection		
Expenses	46,525	46,525
Cemetery:		
Expenses	840	840
Capital	3,910	3,910
Health:		
Expenses	6,550	—
Recreation:		
Capital	303,408	83,164
Parks and Forestry		
Expenses	4,318	2,318
Capital	27,126	2,332
Historical Commission		
Expenses	402	—
Veterans		
Expenses	3,500	—
Health Insurance		
Expenses	40,000	27,325
General government totals	<u>1,944,803</u>	<u>432,316</u>
Enterprise funds:		
Water fund:		
Expenses	17,380	1,775
Capital	909,639	777,629
Sewer fund:		
Expenses	27,705	7,071
Capital	71,979	1,865
Storm Water fund:		
Expenses	2,635	2,635
Capital	80,168	80,168
Enterprise funds totals	<u>1,109,507</u>	<u>871,343</u>
Total	<u><u>3,054,310</u></u>	<u><u>1,303,659</u></u>

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 01867-2685**

**FAX: (781) 942-9070
Website: www.readingma.gov**

**TOWN CLERK
(781) 942-9050**

Town Meeting Handout Guidelines

To ensure that all Town Meeting members have access to the same information, distributed in the same manner, please follow the below listed guidelines for handout materials:

Materials that are prepared by a Town Board / Committee / Town Department must include the following:

- o Article name and number
- o Name of Town Board / Committee / Commission or Town Department
- o Date the document was created
- o Contact Information
- o Approval of Town Clerk's Office

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

- o Article name and number
- o Contact information of person who created handout
- o Date the document was created
- o Approval of Town Clerk's Office

All handouts:

- Must contain facts only unless specifically stating "This is the opinion of ____"
- Should be on white paper only
- Should be double-sided copies if more than one page
- May be distributed only by giving adequate copies for all Town Meeting members (192) to the Town Clerk or designee by 6:30 PM on the night in which the subject article will be discussed
- All handouts not approved will be removed and recycled
- All handouts not distributed must be picked up at the end of each night or they will be recycled at the end of each night.

All PowerPoint Presentations:

- Must consult with the Town Clerk before the meeting
- Provide a copy before the meeting
- All presentations will be given using the Town of Reading laptop computer

February of 2010