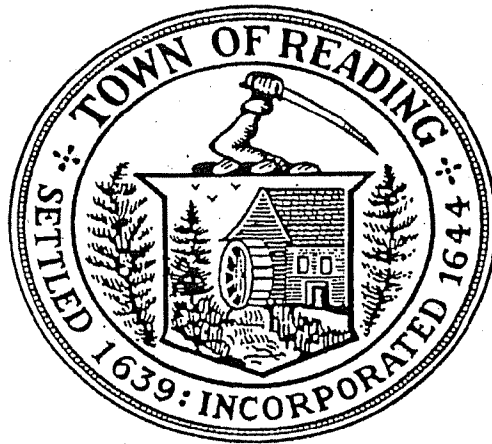


**Town of
Reading
Massachusetts**



**Report on the Warrant
Annual Town Meeting
April 26, 2010**

**ANNUAL TOWN MEETING
APRIL 26, 2010
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COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss. Officer's Return, Reading:

By virtue of this Warrant, I, on March 8, 2010 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant in the following public places within the Town of Reading:

- Precinct 1 J. Warren Killam School, 333 Charles Street
- Precinct 2 Peter Sanborn Place, 50 Bay State Road
- Precinct 3 Reading Police Station, 15 Union Street
- Precinct 4 Joshua Eaton School, 365 Summer Avenue
- Precinct 5 Town Hall, 16 Lowell Street
- Precinct 6 Austin Preparatory School, 101 Willow Street
- Precinct 7 Reading Library, Local History Room, 64 Middlesex Avenue
- Precinct 8 Wood End School, 85 Sunset Rock Lane

The date of posting being not less than fourteen (14) days prior to April 6, 2010, the date set for the Local Election in the Warrant.

I also caused a notice of this Warrant posting to be published in the Reading Chronicle in the issue of March 10, 2010 with an attested copy of this Warrant to be published on the Town of Reading website on March 8, 2010.



Alan Ulrich, Constable

A true copy. Attest:



Laura Gemme, Town Clerk

**TOWN WARRANT
(Seal)
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

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

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

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

TUESDAY, the SIXTH DAY OF APRIL, A.D., 2010
from 7:00 a.m. to 8:00 p.m. to act on the following Articles, viz:

ARTICLE 1 To elect by ballot the following Town Officers:

A Moderator for one year;
Two members of the Board of Selectmen for three years;
One member of the Board of Assessors for three years;
One member of the Board of Assessors for one year;
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; and
Seventy 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; Two members for two years; One member for one year;
Precinct 3	Eight members for three years;
Precinct 4	Eight members for three years; One member for two years; One member for one year;
Precinct 5	Eight members for three years; One member for two years;
Precinct 6	Eight members for three years;
Precinct 7	Eight members for three years; and
Precinct 8	Eight members for three years.

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

MONDAY, the TWENTY-SIXTH DAY OF APRIL A.D., 2010

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, Town Accountant, Treasurer-Collector, Board of Assessors, Director of Public Works, Town Clerk, Tree Warden, Board of Health, School Committee, Contributory Retirement Board, Library Trustees, Municipal Light Board, Finance Committee, Cemetery Trustees, Community Planning & Development Commission, Town Manager and any other Official, Board or Special 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:

- ◆ State of the Town – By the Chairman of the Board of Selectmen

Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 3 To choose all other necessary Town Officers and Special Committees and determine what instructions shall be given Town Officers and Special 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 Special 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 FY 2010 - FY 2019 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. Town Bylaw prohibits Town Meeting from approving any Capital Expenditure unless the project is included in the Capital Improvements Program (CIP).

- ◆ Library Building Feasibility Study (\$85,000 in FY10)
- ◆ Fire, Police and DPW Defibrillators (\$27,000 in FY10)
- ◆ Killam Parking Lot Paving and Repairs (\$83,000 in FY11)

Finance Committee Report: The Finance Committee voted 7-0-0 at their March 24, 2010 meeting to recommend the subject matter of this Article. These important additions to the Capital plan are a prerequisite to paying for items in the Capital budget.

Bylaw Committee Report: No report.

ARTICLE 5 To see if the Town will vote to amend one or more of the votes taken under Article 14 of the Warrant of the Annual Town Meeting of April 27, 2009, as amended under Article 4 of the November 9, 2009 Subsequent Town Meeting; and to see what sum the Town will vote to appropriate by borrowing or transfer from available funds, or otherwise, as the result of any such amended votes for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

Background: The following budget amendments are proposed for the FY 2010 Budget:

General Fund – Wages and Expenses

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
B9	Benefits: Health Insurance	\$200,000	
E97	Northeast Regional Vocational		\$17,864
I91	Finance: Wages (Assessors)	\$20,000	
I92	Finance: Expenses (Assessors)		\$25,000
K92	Community Services – Expenses (animal disposal - beavers)		\$4,000
M92	Public Works: Expenses (hwy equip)		\$30,000
M93	Public Works: Snow & Ice		\$255,000
M94	Public Works: Street Lighting		\$10,000
M95	Public Works: Rubbish	\$75,000	
N91	Public Safety (Fire) Wages		\$103,000
	Subtotals	\$295,000	\$444,864
	Net from Operating Transfers and Available Funds (Free Cash)		\$149,864

General Fund – Capital

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
C99	Capital: Library – Building Study = \$85k Police, Fire, Public Works: Local share of \$95k in ALS Equipment = \$27k		\$112,000

	Net from Operating Transfers and Available Funds (\$85,000 from Sale of Real Estate Fund, remainder from Free Cash)		\$112,000
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Finance Committee Report: The Finance Committee voted 7-0-0 at their March 24, 2010 meeting to recommend the subject matter of this Article. Transfers from the General Fund for Wages and Expenses are necessary to balance the FY10 operating budget. Transfers for the capital budget are required to fund the Town's share of a Firefighter's grant and to provide funding for the Library's building study. The Committee is pleased that after the transfers, the Town's reserves are above FINCOM's recommended 5% minimum.

Bylaw Committee Report: No report.

ARTICLE 6 To see if the Town will vote to authorize the payment during Fiscal Year 2010 of bills remaining unpaid for previous fiscal years for goods and services actually rendered to the Town, or take any other action with respect thereto.

Board of Selectmen

Background: There are no known prior year's bills and, therefore, it is likely that this Article will be indefinitely postponed.

Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 7 To see if the Town will vote to authorize the Board of Selectmen to sell, or exchange, or dispose of, upon such terms and conditions as they may determine, various items of Town tangible property, or take any other action with respect thereto.

Board of Selectmen

Background: The following list of intangible property with a value in excess of \$5,000 is proposed for disposition under this Article. Between now and Town Meeting, there may be additional items added to the list.

<u>Department</u>	<u>Equipment</u>
Fire	2000 Model Year Type III Ford/ Horton Ambulance
Police	Two Ford Crown Victoria Police Cruisers
DPW	2000 Ford E250 Cargo Van Extender
DPW	1987 Melrose Bobcat Front End Loader
DPW	1952 Warco Diesel Powered Motor Grader
DPW	1990 International Dump Truck # (16) Model # 4900 4x2
DPW	1998 International Dump Truck with Mounted Catch Basin Cleaner (Stetco Model 950t/13)

Finance Committee Report: Article 4.6.1 of the Town's Bylaws requires approval of the Finance Committee and Town Meeting for disposition of surplus property valued greater than \$5,000. The Finance Committee voted 7-0-0 at their March 24, 2010 meeting to recommend the subject matter of this Article. The Article authorizes the trade-in, sale or disposal of these eight aging vehicles.

Bylaw Committee Report: No report.

ARTICLE 8 To see if the Town will vote to authorize revolving funds for certain Town Departments under Massachusetts General Laws, Chapter 44, Section 53E ½ for the fiscal year beginning July 1, 2010 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 Walkers Brook Crossing, Oaktree, Addison-Wesley/ Pearson and Johnson Woods developments	Legal, oversight and inspection, plan review, initial property appraisals and appeals, Community Services general management, landfill monitoring costs, 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 and third party reimbursements	Vaccines, materials for screening clinics and clinical supply costs, medical equipment and supplies, immunizations, educational materials	\$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

or take any other action with respect thereto.

Board of Selectmen

Background:

- **Conservation Consulting Revolving Fund** - There was no activity in the Conservation Consulting Revolving Fund during Fiscal Year 2010. The balance remains at zero. The Conservation Commission voted unanimously to support Article 8 of the Warrant, re-authorizing the revolving fund in the amount of \$25,000. These funds are use to receive payments from applicants, hire expert consultants where required, and return the balance to the applicant.
- **Inspections Revolving Fund** - Beginning in 2004, Town Meeting approved the Inspections Revolving Funds as a way to deposit building and other permit fees, and to use them directly purposes of plan review, inspections, legal expenses, initial property value appraisal and appeals, and general management of the Community Services operations related to three developments as well as for the construction of curbs, sidewalks and pedestrian safety improvements. The balances available as of March 31, 2010 in these funds are \$5,379. The total expenses to be authorized during FY 2010 are expected to be up to \$100,000, assuming that there would be any permit fees from the Walkers Brook Crossing, Oaktree, Addison-Wesley/Pearson and Johnson Woods developments.
- **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 meningitis prevention vaccine for adolescents, and materials for cholesterol, glucose and tuberculosis screening clinics. Clinic client fees are also deposited into this fund to offset vaccine and clinical supply costs. The necessary amounts used for clinic vaccine, supplies and staff salaries related to the clinics each year directly from the revolving fund is 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. Through March 10, 2010, the amount recovered was \$6,984.02.

- **Mattera Cabin Operating Fund** – The log cabin on the Mattera conservation land was purchased a couple of years ago. The Town has developed a program of improvements to the cabin, and is working on programming its use. Some of the use is anticipated to be revenue generating, and it is anticipated that over time the site would generate enough funding to pay the operating costs of the cabin – primarily utilities. This Article would allow those revenues to be used directly for the operating expenses of the cabin.

Finance Committee Report: The Finance Committee voted to recommend the subject matter of this Article at their meeting on March, 24, 2010 by a vote of 7-0-0. The use of revolving funds is a fiscally responsible method to distinguish revenues and expenses related to specific purposes.

Bylaw Committee Report: No report.

ARTICLE 9 To see if the Town will vote to approve the FY 2011 – FY 2020 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter, or take any other action with respect thereto.

Board of Selectmen

Background: Please see the Blue Pages in the Appendix of this Warrant Report for the FY 2011 - FY 2020 Capital Improvements Program.

Finance Committee Report: At the Finance Committee meeting of March 24, 2010, the Committee voted 7-0-0 to support the subject matter of Article 9. This Article establishes the Capital Improvement Plan, and any projects to be funded must appear on the CIP before they are eligible for funding. While this does not establish the specific item funding, the Committee had discussion of the funding mechanism for certain items. The consensus was to continue the practice of paying for currently proposed capital expenditures with cash, and seek alternative methods for items of major cost and life span with debt exclusion or override. The Finance Committee continues to feel that it is necessary to make appropriate capital purchases on a prudent basis, and the items in the plan represent the best recommendations of all involved staff for capital spending at this time.

Bylaw Committee Report: No report.

ARTICLE 10 To see what sum the Town will vote to appropriate by borrowing, whether in anticipation of reimbursement from the State under Chapter 44, Section 6, 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, Massachusetts General Laws, or take any other action with respect thereto.

Board of Selectmen

Background: The purpose of this Article is to make Chapter 90 funds for road improvements available to the Town. The Article appropriates the Chapter 90 funds for expenditures upon receipt of the grant. The FY 2011 Chapter 90 allocation is \$460,306.

Finance Committee Report: The Finance Committee voted to recommend the subject matter of this Article at their meeting on March 24, 2010 by a vote of 7-0-0. The FY 2011 Chapter 90 allocation was \$445,122. The Committee believes that these are funds well spent for the continued improvement and safety of the Town's roads.

Bylaw Committee Report: No report.

ARTICLE 11 To see if the Town will raise and appropriate the sum of \$25,000 (Twenty Five Thousand Dollars) for snow plowing and/or removal in all church parking lots.

By Petition

Petitioner's Background: The Town of Reading, for many years, has included church parking lots in its program of snow removal. The recent announcement that this will no longer be continued presents serious financial problems to our churches. Town Meeting is asked to reconsider this decision, and to appropriate funds to continue this service for the next fiscal year.

Town Background: It is true that the Town, for many years, has plowed church parking lots. As part of the FY 2010 Budget, a reduction of \$25,000 was made to the proposed "Snow and Ice" Budget, and a decision was made by the Board of Selectmen as Road Commissioners to cease snow plowing at church parking lots. The Town Manager recommended that this reduction be postponed to FY 2011, giving all of the churches adequate notice of the change so that they could plan to conduct their own snow plowing and prepare their budgets for this expense. Notice of this change was given to each of the churches in the Fall of 2009.

Finance Committee Report: The Finance Committee declined to support this Article at their meeting on March 24, 2010 by a vote of 1-6-0. While a number of members expressed a desire to continue this civic tradition, the majority of the committee concluded that the tradition of plowing church parking lots within Reading should be discontinued both because of the dramatic revenue constraints currently facing the Town, and also because this tradition inequitably benefits those churches that have large parking lots while other churches have no lot at all.

Bylaw Committee Report: No report.

ARTICLE 12 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 2011 beginning July 1, 2010, or take any other action with respect thereto.

Finance Committee

Background: Please see the Yellow Pages in the Appendix of this Warrant Report for the FY 2011 Budget.

Finance Committee Report: Please see the Yellow Pages in the Appendix of this Warrant Report for the FINCOM votes on the FY 2011 Budget.

Bylaw Committee Report: No report.

ARTICLE 13 To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 64L, § 2(a) to impose a local sales tax upon the sale of restaurant meals originating within the Town by a vendor at the rate of .75 percent of the gross receipts of the vendor from the sale of restaurant meals to take effect July 1, 2010, or take any other action with respect thereto.

Finance Committee

Background: With the adoption of the State FY 2010 Budget, the Town may now approve as a local option an excise of .75% on the sale of restaurant meals originating within the municipality by accepting the provisions of G.L. c.64L, s2(a). The Massachusetts Department of Revenue (DOR) will collect the local meals excise at the time it collects the State tax on the sale. Therefore, the local excise applies to all meals subject to the State sales tax.

All sums received by the Commissioner of Revenue from payment of the local sales tax on meals under G.L. c.64L will, at least quarterly, be distributed, credited and paid by the State Treasurer upon certification by the Commissioner to each city and town that has accepted the provisions of Chapter 64L in proportion to the sums received from the sales of restaurant meals in that city or town.

A community may not vary the rate of the meals subject to the excise. The acceptance of the meals excise may not be rescinded for a period of three years from the date of local acceptance. A community's acceptance of the local meals excise becomes operative on the first day of the calendar quarter after the vote, provided that date is at least 30 days after the vote to accept. If not, the acceptance becomes operative on the first day of the second quarter after the vote. If accepted by this Town Meeting, the Local Option Meals Excise will become effective July 1, 2010. Revenue from the excise was not assumed in the FY 2011 Budget deliberations.

To date, 73 communities in the Commonwealth have adopted the local option excise on meals. Six Middlesex League Communities have adopted the provision (Lexington, Belmont, Melrose, Wakefield, Watertown and Burlington). Woburn did not adopt the meals option but did implement the local hotel excise. Other notable neighbors who have adopted the local option on meals are Boston, Cambridge, Somerville, Andover, Arlington, Bedford, Beverly, North Reading, Saugus, Peabody, Newton, Chelmsford, Everett, Medford, Natick, Needham, Framingham, Wayland and Wellesley

The Department of Revenue estimates that Reading would receive about \$150,000 to \$175,000 annually if it were to adopt the local option. These figures are based on 2008 data. However, towns which adopted the provision have reported that through the first four months of implementation, revenue has far exceeded initial estimates. Through March, the State has returned \$11.2 million to participating communities for collections received December 2009 through February 2010. Many of the 73 participating communities had the excise go in effect April 1st, so they are not included in the revenue distribution number.

There is no way to estimate how much of the meals excise on restaurants in Reading will be paid by Reading residents. However, if Reading residents patronize establishments in any of the 73 towns which have adopted the excise, then they are contributing to those communities revenue base.

For a \$2.00 cup of coffee, the additional excise would be 1.5 cents; for a \$10.00 meal, the additional excise would be 7.5 cents and for a \$100.00 meal, the additional excise would be 75 cents.

The .75 percent local option meals excise will be levied on the same items currently taxed by law. Adoption of this local provision will not add any additional items for taxation. As with current policy, church suppers are exempt. There are currently about 40 Common Victualers licensed establishments in Reading.

Town Meeting previously took up the Article at the Subsequent Town Meeting of November 2009, and narrowly defeated its passage. However, since that time, more pressing budget information has come to light. Our 2011 Budget is balanced with federal stimulus money which will no longer be available, and \$1.0 million of Free Cash. For 2012, it is estimated \$1.5 million of Free Cash will be needed to balance the third consecutive zero growth budget. Additionally, communities which have adopted the local meals option have reported smooth transitions with receiving collected funds from the State. For these reasons, the Finance Committee felt that the subject matter warranted immediate and further debate by Town Meeting.

Finance Committee Report: The Finance Committee voted to recommend the subject matter of this Article at their meeting on March 24, 2010 by a vote of 6-1-0. The Committee sponsored this Article because the Town has limited options to raise new revenue in order to protect existing services. Relying on increased reserves to fund ever more austere budgets is fiscally and socially irresponsible. While the additional revenue from the excise will not by itself solve the Town's revenue woes, it is one method which can provide a steady stream of income with limited impact on Reading residents and businesses. The Finance Committee also supports other efforts to raise revenue and limit expenses such as business development and regionalization of services. The one member who opposed the Article objected to placing it in front of Town Meeting again after a recent deliberation. He also worried that the implementation of the excise would make it difficult to garner support for a possible Prop 2 1/2 override if needed.

Bylaw Committee Report: The Bylaw Committee feels that in this time of recession and additional federal government taxes that now is not the time to impose this new tax. The Committee believes the additional meals tax will hurt the businesses in the Town of Reading by potentially having customers go to other Towns that do not have the additional meals tax in place. The Committee finally believes that local businesses could use the fact that no additional meals tax is in place in Reading to gain customers and added revenue.

The Bylaw Committee does not recommend the subject matter of this Article by a vote of 2-1.

ARTICLE 14 To see if the town will vote to change the name of the Gateway Smart Growth Zoning Incentive Payment Stabilization Fund to the Smart Growth Zoning Incentive Payment Stabilization Fund, and to include in the purpose any 40R project for which the Town of Reading receives a Zoning Incentive Payment and further, to transfer additional funds into the Stabilization Fund, or take any other action with respect thereto.

Board of Selectmen

Background: In November of 2008, the Town established the Smart Growth Zoning Incentive Payment Stabilization Fund with \$350,000 received from the Smart Growth Housing Trust Fund. The specific purpose of this Stabilization Fund is to hold the incentive payment until the Town meets the specific conditions in the State Contract for the Gateway Project. If the Town does not meet the specific condition of the contract, we will have to return the \$350,000 to the Smart Growth Housing Trust Fund.

First, this Article will change the purpose of the Smart Growth Zoning Incentive Payment Stabilization Fund. Currently, it only refers to the Gateway Project. It should be able to accept funds from any 40R project for which we receive a Zoning Incentive Payment.

Second, this Article will transfer the Smart Growth Housing Trust Fund Incentive Payment we receive for the Downtown Smart Growth District into the Smart Growth Zoning Incentive Payment Stabilization Fund. If we are unable to move forward to the construction phase for this development as required in the contract with the State, we have to repay the incentive payment to the Smart Growth Housing Trust Fund.

The incentive payment is General Fund money and will increase our Free Cash position. Therefore, we will use Free Cash to transfer the funds to the stabilization fund so that \$350,000 is set aside to repay it if necessary. When the contract conditions are met, we will be able to vote to move these funds to the General Fund for any lawful purpose, preferably for Capital expenditures since it is a non-recurring revenue source.

A stabilization fund is basically a Town savings account. By appropriating money into the stabilization fund, the Town reserves money from which Town Meeting can appropriate at a future date. Funding the stabilization fund takes a 2/3 vote of Town Meeting, and appropriating money from the stabilization fund takes a 2/3 vote of Town Meeting.

	Free Cash	Smart Growth Zoning Incentive Stabilization Fund
Balance at February 1, 2010	5,312,659	354,100
<u>Effect of this Article</u>	<u>(350,000)</u>	<u>350,000</u>
Balance (not including other Articles on this Warrant)	4,962,659	704,100

Finance Committee Report: The Finance Committee voted 7-0-0 at their March 24, 2010 meeting to recommend the subject matter of this Article. This will rename the fund as well as broaden it to allow zoning incentive payments. This vote also recommends the routine transfer of funds into the account.

Bylaw Committee Report: No report.

ARTICLE 15 To see if the Town will vote pursuant to Massachusetts General Laws Chapter 59, Section 5, Clause 41C to adopt a change in the income, asset and age limits of certain elderly tax exemptions as follows:

To increase the income limits for unmarried persons to \$20,000.00 and for married persons to \$30,000.00; to increase the asset limits for unmarried persons to \$40,000.00 and for married persons to \$55,000.00; to reduce the age of eligibility to 65 years or older; and to increase the exemption amount from \$500.00 to \$750.00, or take any other action with respect thereto.

Board of Assessors

Background: In these difficult economic times, the Town is seeing an increased need for improving elderly tax exemptions. These proposed changes will bring the Town in line with limits and exemptions found in most of our neighboring communities. Funding for these exemptions will come from the Board of Assessor's Overlay Account.

Town	Income Limits (000s)	Age Limits	Asset Limits (000s)	R/E Tax Reduction
Reading (now)	\$17(s); \$21(m)	70+	\$28(s); \$30(m)	\$500
Reading (proposed)	\$20(s); \$30(m)	65+	\$40(s); \$55(m)	\$750
North Reading	\$18(s); \$21(m)	65+	\$39(s); \$42(m)	\$750
Stoneham	\$26(s); \$40(m)	65+	\$50(s); \$68(m)	\$1,000
Wakefield	\$24(s); \$36(m)	65+	\$40(s); \$55(m)	\$750
Wilmington	\$13(s); \$15(m)	70+	\$28(s); \$30(m)	\$500
Lynnfield	\$23(s); \$35(m)	65+	\$45(s); \$59(m)	\$750
Woburn	\$24(s); \$36(m)	70+	\$40(s); \$55(m)	\$500 + 50% w/s

Finance Committee Report: At their meeting on March 24, 2010, the Finance Committee voted 7-0-0 to support this Article. The Committee felt that the benefits far outweigh the small expenditure of funds to support the most vulnerable class of tax payers during these difficult times. The Finance Committee thought it fair to bring Reading in line with other towns in supporting senior citizen tax payers.

Bylaw Committee Report: No report.

Board of Assessor's Report: At their meeting on March 30, 2010, the Board of Assessors voted 3-0-0 to support this Article.

ARTICLE 16 To see if the Town will vote pursuant to Massachusetts General Laws Chapter 30B, Section 12 to authorize the Town Manager to enter into a contract or contracts including all extensions renewals and options for the collection of rubbish and recyclables, and for the disposal of rubbish for a period greater than three years but not exceeding 20 years upon such terms and conditions determined by the Town Manager, or take any other action with respect thereto.

Board of Selectmen

Background: The Town's current contracts for rubbish collection and curbside collection of recyclable materials with JRM expire on July 2, 2011. This contract was for five years. The Town's current contract for rubbish disposal with Covanta expires on January 6, 2012. This contract was for 15 years.

This Article authorizes the Town Manager and Department of Public Works to solicit proposals for contracts that exceed three years in duration. The three year limit is State law subject to authorization of longer contracts by Town Meeting. The authorization to enter into longer contracts allows the Town to explore different options for rubbish collection and recycling, and determine whether any cost savings may be achieved by entering into a long-term contract. In addition, the Town's interests are best served by renegotiating a long-term rubbish disposal contract.

Finance Committee Report: The Finance Committee voted 7-0-0 on March 24, 2010 in support of this Article. Past collection and disposal contracts, as well as information gathered from consultants and surrounding communities, demonstrate the financial benefits gained by entering into long-term collection and disposal contracts

Bylaw Committee Report: No report.

ARTICLE 17 To see if the Town will vote to accept the following gifts:

1. Scholarship Fund: To be established as a permanent trust fund to be known as "*Patrons for Older Adults Scholarship*" with the income there from to be used as an annual scholarship award for a student who is a resident of Reading, Massachusetts, who is planning to enter a profession that helps senior citizens (such as, but not limited to, medicine, social work, etc.).
2. Support Fund: To establish a permanent trust fund to be known as "*Patrons for Older Adults Support Fund*" with the income there from to be used no less frequently than annually to sponsor programs which support the social needs of Reading's senior citizens (such as, but not limited to, parties, group events, transportation to such events, etc.); to be expended as determined by the Council on Aging in concert with the Elder/Human Services Division.

The foregoing is to be administered by the Town of Reading Commissioners of Trust Funds in accordance with the wishes of the donors, or take any other action with respect thereto.

Board of Selectmen

Background: At a November 3, 2009 Meeting of the Members of Patrons for Older Adults, Inc. ("corporation"), duly called and at which a quorum was present, it was unanimously voted by the members, such vote being immediately followed by a confirming vote of the Board of Directors, as follows:

- ◆ That, it having become impossible and/or impractical for Patrons for Older Adults, Inc. to continue to operate due to a lack of individuals able to perform necessary volunteer services for the corporation's purposes, the corporation shall dissolve and the President, Treasurer and/or Secretary, acting alone, shall each take whatever action and obtain whatever consents are required to effectuate such dissolution; and
- ◆ That, as part of the dissolution of the corporation, upon receipt of requisite governmental approvals and orders, after the payment of the final debts, expenses and obligations of the corporation, the net assets of the corporation be given and transferred to the Town of Reading, Massachusetts, a municipal corporation, to establish two permanent trust funds in the possession and under the control of the Town, the income from which to be expended for the following purposes:
 - Scholarship Fund: Twenty Five Thousand Dollars (\$25,000) of the net corporate assets shall fund a permanent trust fund to be known as "*Patrons for Older Adults Scholarship*" with the income therefrom to be used as an annual scholarship award for a student who is a resident of Reading, Massachusetts, who is planning to enter a profession that helps senior citizens (such as, but not limited to, medicine, social work, etc.).

- o **Support Fund:** All of the balance of the net corporate assets shall fund a permanent trust fund to be known as "*Patrons for Older Adults Support Fund*" with the income therefrom to be used no less frequently than annually to sponsor programs which support the social needs of Reading's senior citizens (such as, but not limited to, parties, group events, transportation to such events, etc.).

◆ And the officers of the corporation may take any action in furtherance of the foregoing.

The Patrons anticipate that the income from the larger fund (approximate principal is \$125,000) will be expended as determined by the Council on Aging in concert with the Elder/Human Services' Office to assist elders in socializing (avoiding isolation) which may include providing transportation to gatherings or events, or the hosting of events which might include educational or cultural activities. The intention is to express the Patron's objectives generally in order to avoid unduly limiting the future application of the funds.

The Commissioners of Trust Funds will manage the investment and disbursement of the funds in accordance with the wishes of the donors. The expenditures will be per the approval of the Reading Scholarship Foundation and the Council on Aging respectively. The principal of the trusts will be preserved and interest only expended.

Finance Committee Report: The Finance Committee voted to recommend the subject matter of this Article at their meeting on March 24, 2010 by a vote of 7-0-0. The Committee supports the transfer of assets from the Patrons for Older Adults, Inc. to create the "Patrons for Older Adults Scholarship" (\$25,000) and the "Patrons for Older Adults Support Fund" (approximately \$125,000) given the benefits to Reading students and Reading elders. The first fund will provide a worthy Reading student who is planning to enter a profession that helps senior citizens with an annual scholarship, while the second provides funds to assist elders with socializing.

Bylaw Committee Report: No report.

ARTICLE 18 To see if the Town will vote to accept a gift to establish the Patrick A. Schettini, Jr. Memorial Scholarship Fund to be administered by the Town of Reading Commissioners of Trust Funds in accordance with the wishes of the donors, or take any other action with respect thereto.

School Committee

Background: This Article requests that the Town establish the Patrick A. Schettini, Jr. Memorial Scholarship Fund to be administered by the Town of Reading Commissioners of Trust Funds in the amount of \$26,744.62. Any subsequent gifts to the Patrick A. Schettini, Jr. Memorial Scholarship Fund and interest earned upon it shall be added to the principal of the Fund.

The entire principal of the Patrick A. Schettini, Jr. Memorial Scholarship Fund shall be expended for the purpose of awarding an annual scholarship to a Reading Memorial High School senior. The first scholarship shall be awarded in June of 2010. The Fund will sunset with the last scholarship being awarded in June of 2022.

The Patrick A. Schettini, Jr. Memorial Scholarship Committee will determine the amount of the annual award and will select its recipient. The Committee shall be comprised of the following:

1. The Superintendent of Schools,
2. The Reading Memorial High School Principal,
3. Two High School teachers from either the Math, Science, Technology or Engineering Departments to be appointed by the Superintendent of Schools in consultation with the High School Principal, and
4. One High School Senior Class Advisor to be appointed by the High School Principal.

The criteria for selection of the recipient of the scholarship shall include the following:

- The student shall plan to pursue a degree in one of the STEM (Science, Technology, Engineering or Mathematics) fields;
- The student shall have a record of strong academic performance;
- The student shall have a record of significant community service; and
- Any other criteria as determined by the Committee.

The scholarship shall be awarded annually during the Reading Memorial High School commencement ceremony, and shall be presented by the Superintendent of Schools.

Finance Committee Report: The Finance Committee voted 7-0-0 at their March 24, 2010 meeting to recommend the subject matter of this Article. The Scholarship Fund and award criteria were established by Mr. Schettini prior to his passing. The Town's Commissioners of Trust will oversee the fund, and the Patrick A. Schettini, Jr. Memorial Scholarship Committee will carry out the fund's purpose. The Town is well served and indebted to Mr. Schettini for his foresight to continue his legacy.

Bylaw Committee Report: No report.

ARTICLE 19 To see if the Town will vote to accept a gift from the Downtown Steering Committee to fund a trust fund to be known as the "Downtown Improvement and Events Trust." The trust fund may accept donations which may be added to the funds to be invested and reinvested and shall be expended by the Town Manager or his designee under the general direction of the Economic Development Committee, for the sole purposes of supporting and funding improvements, promotions and community events in the Downtown area of Reading. The trust shall begin upon the acceptance hereof by Town Meeting, and shall terminate immediately and automatically in 20 years unless the Board of Selectmen shall determine at that time that the need and purposes of the trust continue. If the trust continues past 20 years, the Board of Selectmen shall evaluate and determine the ongoing need for the trust every 10 years thereafter. Upon the termination of the Trust, the trust assets shall be transferred to the Town of Reading to be used for any other purpose.

The Trust is to be administered by the Town of Reading Commissioners of Trust Funds in accordance with the wishes of the donors,

or take any other action with respect thereto.

Board of Selectmen

Background: The Downtown Steering Committee (DSC) is a non-profit corporation that was formed in 1996 (14 years ago) by a group of residents and business owners to advocate for, help define, and raise money for streetscape improvements to Reading's Downtown area.

Since the resultant streetscape upgrade has been completed, the DSC's continuing function has been to define, support and raise money for additional projects and events for the betterment, beautification and revitalization of the Downtown. The recently completed Alleyway Initiative and the very successful Fall Street Faire are two examples.

In view of the establishment in 2007 of the Economic Development Committee (EDC) and the fact that the majority of the current DSC members are associated with the EDC, the Downtown Steering Committee feels that its continuing function, particularly the fundraising, can best be performed as a sub-committee of the EDC.

Therefore, if Town Meeting approves the motion under this Article, the DSC will dissolve and its assets, currently about \$28,000, will be provided as a gift to the Town to be created as a trust fund with the proceeds to be expended by the Town Manager under the direction of the Economic Development Committee.

It is anticipated that through the Downtown Improvement and Events Trust, the community will continue to have the resources to support Downtown Reading in a number of ways, including as examples:

- ◆ Continuation of the Fall Street Faire as an annual event.
- ◆ Completion of the project started last year by the Chamber of Commerce of placing garland on street light poles in Downtown.
- ◆ Purchase of additional benches, rubbish containers and other items of "street furniture" as needed.
- ◆ Implementation of a program of way-finding signs in Downtown.

One aspect of this trust is to have it reviewed periodically by the Board of Selectmen (after 20 years, and then every 10 years after that) to make sure that the purposes for which it was created still exist. If at any of these review periods, the Board of Selectmen determines that there is no longer a need for the trust, it would be dissolved. This addresses the issue of trusts that are created for noble purposes but the purpose can no longer be met (hospital trusts) but the trust funds keep on, and amendments to the trust are time consuming and expensive to achieve.

Finance Committee Report: The Finance Committee voted to recommend the subject matter of this Article at their meeting on March, 24, 2010 by a vote of 7-0-0. This Article will accept a donation from the Downtown Steering Committee to fund the new Downtown Improvement and Events Trust, and outlines a means to administer the funds for the benefit of the Town.

Bylaw Committee Report: No report.

ARTICLE 20 To see if the Town will vote to transfer the sum of \$61,001 which was previously appropriated and raised by borrowing under Article 23 (Sunnyside Avenue sewer) of the Warrant at the April 30, 2007 Town Meeting, and which sum is no longer needed to complete the project for which it was initially borrowed, to pay all or a portion of the cost of the California Road sewer, or take any other action with respect thereto.

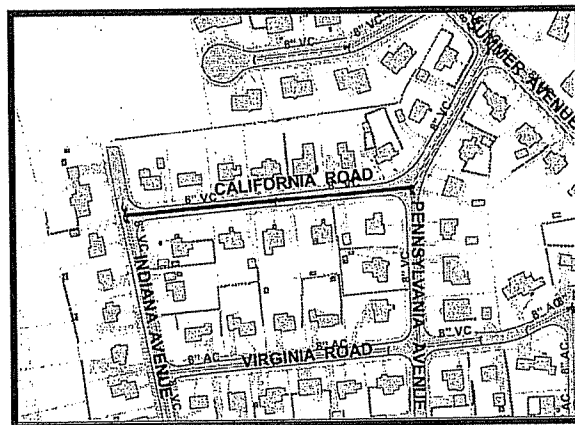
Board of Selectmen

Background: This Article will authorize the use of the remaining funds borrowed for the Sunnyside Avenue sewer project (\$61,001.28) to become available to fund the California Road sewer repair project.

During the recent Inflow and Infiltration study and subsequent video inspection, it was determined that the California sewer main has numerous deficiencies, substantial inflow and a cross connection with the drainage system. Based on the extent of the sewer mains deteriorated condition, the main must be replaced to eliminate inflow and the drainage system cross connection.

The project will require installation 560 linear feet of 8 inch sewer main and appurtenances at an estimated cost of \$185,000 which includes the repaving of the street following this construction per Town policy. The remainder of the funds are provided in the capital portion of the 2011 Sewer Budget.

California Road Sewer Replacement



Finance Committee Report: The Finance Committee voted to recommend the subject matter of this Article at their meeting on March, 24, 2010 by a vote of 7-0-0. This Article will shift excess funds from a previous project to be used in a planned one.

Bylaw Committee Report: No report.

ARTICLE 21 To see if the Town will vote to accept the provisions of Massachusetts General Law Chapter 148, Section 26I which provides that any building constructed or substantially rehabilitated so as to constitute the equivalent of new construction and occupied in whole or in part for residential purposes and containing not less than four dwelling units including but not limited to lodging houses, boarding houses, apartments, hotels, condominiums and group residences shall be equipped with an automatic sprinkler system in accordance with the Massachusetts State Building Code, or take any other action with respect thereto.

Board of Selectmen

Background: The Fire Chief recommends that the Town of Reading accept Massachusetts General Law Chapter 148, Section 26I as a local option in an effort to improve the life safety of residents in larger residential buildings. If this law is accepted by Town Meeting, any

residential building with four or more residential units that is constructed or substantially rehabilitated to constitute the equivalent of new construction would be required to install automatic sprinkler system in accordance with the Massachusetts State Building Code.

Currently, residential buildings are not required to be equipped with automatic sprinklers unless the building exceeds 12,000 square feet or are a high rise building defined as over 70 feet in height. A mixed use building would be required to be sprinklered if it exceeded 7,500 square feet. National statistics show that properly installed and maintained automatic fire sprinkler systems help save lives. Because fire sprinkler systems react so quickly, they can dramatically reduce the heat, flames and smoke produced in a fire.

One hundred and fifteen (115) communities in Massachusetts who have accepted this statute, including the following list of communities that are geographically close to Reading that have adopted Massachusetts General Law Chapter 148, Section 26I:

Wakefield	North Reading
Stoneham	Winchester
Woburn	Burlington
Wilmington	North Andover

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends the subject matter of this Article by a vote of 3-0-0.

ARTICLE 22 To see if the Town will vote to amend Section 4.5.2, Junk, of the Town of Reading General Bylaws by deleting Section 4.5.2 in its entirety and replacing it with the following:

4.5.2 Purchase, Sale or Barter of Junk, Old Metals and Second-Hand Articles

4.5.2.1 No person shall use any building, enclosure or other structure for the storage, sale or keeping of rags, waste paper stock or other inflammable material without a license therefore from the Board of Selectmen.

4.5.2.2 The Board of Selectmen may license suitable persons, upon such terms and conditions as the Board shall determine, to be dealers in and keepers of shops for the purchase, sale or barter of junk, old metals and second-hand articles, and no person shall be such a dealer or keeper without such a license.

4.5.2.3 The Board of Selectmen may also license suitable persons as junk collectors to collect by purchase or otherwise, junk, old metals and second-hand articles from place to place within the Town, and no person shall engage in such business without such a license.

4.5.2.4 In addition to any other means of enforcement, the provisions of this bylaw may be enforced by non-criminal disposition in accordance with Section 5.11 of this bylaw,

or to take any other action with respect thereto.

Board of Selectmen

Background: At the 2009 Subsequent Town Meeting, the Board of Selectmen had proposed a significant change to the "junk" bylaw. The Bylaw Committee at that time recommended that the Board of Selectmen develop Regulations to establish the terms and conditions of licenses to be issued under Section 4.5.2 of the General Bylaw, rather than including in the bylaw the various terms of a license. The Board of Selectmen agreed, and is in the process of developing such Regulations.

The bylaw as proposed only makes two changes from the current bylaw:

- ◆ The title is changed from "Junk" to "Purchase, Sale or Barter of Junk, Old Metals and Second-Hand Articles" to be more descriptive and to mirror the intent of the bylaw.
- ◆ As part of the review of this bylaw, Town Counsel had recommended that enforcement (Section 2.5.2.4) be done through a non-criminal disposition process (issuing a ticket) rather than the current sole form of enforcement being through criminal disposition.

During discussion by the Board of Selectmen at their meeting on March 30, 2010, the Selectmen indicated their intent to include on the Warrant for the 2010 Subsequent Town Meeting an Article that would rescind Section 4.5.2 of the General Bylaw in its entirety. Therefore, it would make sense to **Indefinitely Postpone** this Article at this time.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends the subject matter of this Article by a vote of 3-0-0.

ARTICLE 23 To see if the Town will vote to amend Article 2, Town Meeting, of the Town of Reading General Bylaws as follows (new language in italics):

2.1 **General**
2.1.9

Any tax and/or fee increase rejected by a vote of Town Meeting cannot be brought back before Town Meeting for approval for a period of eighteen (18) months. Nothing in this section limits the Town's ability to put such tax and/or fee increase on the ballot at the next local election for voter approval,

or take any other action with respect thereto.

By Petition

Petitioner's Background:

The Petitioner was asked to submit background information for this report and at the time of publication, no background information was submitted.

Town Background: Town Counsel has inquired of the Massachusetts Department of Revenue (MADOR) as to the legality of the proposed Article. The MADOR has no opinion regarding the citizen's petition and believes it is a home rule matter.

However, Reading's Charter, Section 2-13, Warrant Articles, provides that the Selectmen "shall place on such Warrants all subjects requested by (a) any two or more Selectmen, (b) any elected or appointed Town Board, (c) any ten (10) or more voters. . .".

As Charter provisions take precedence over the bylaws, even if this Article were to be approved, it would not prohibit the placement on the Warrant of another Article(s) proposing the adoption of a local option tax or fee increase, if such Articles were submitted pursuant to the Section 2-13 procedure.

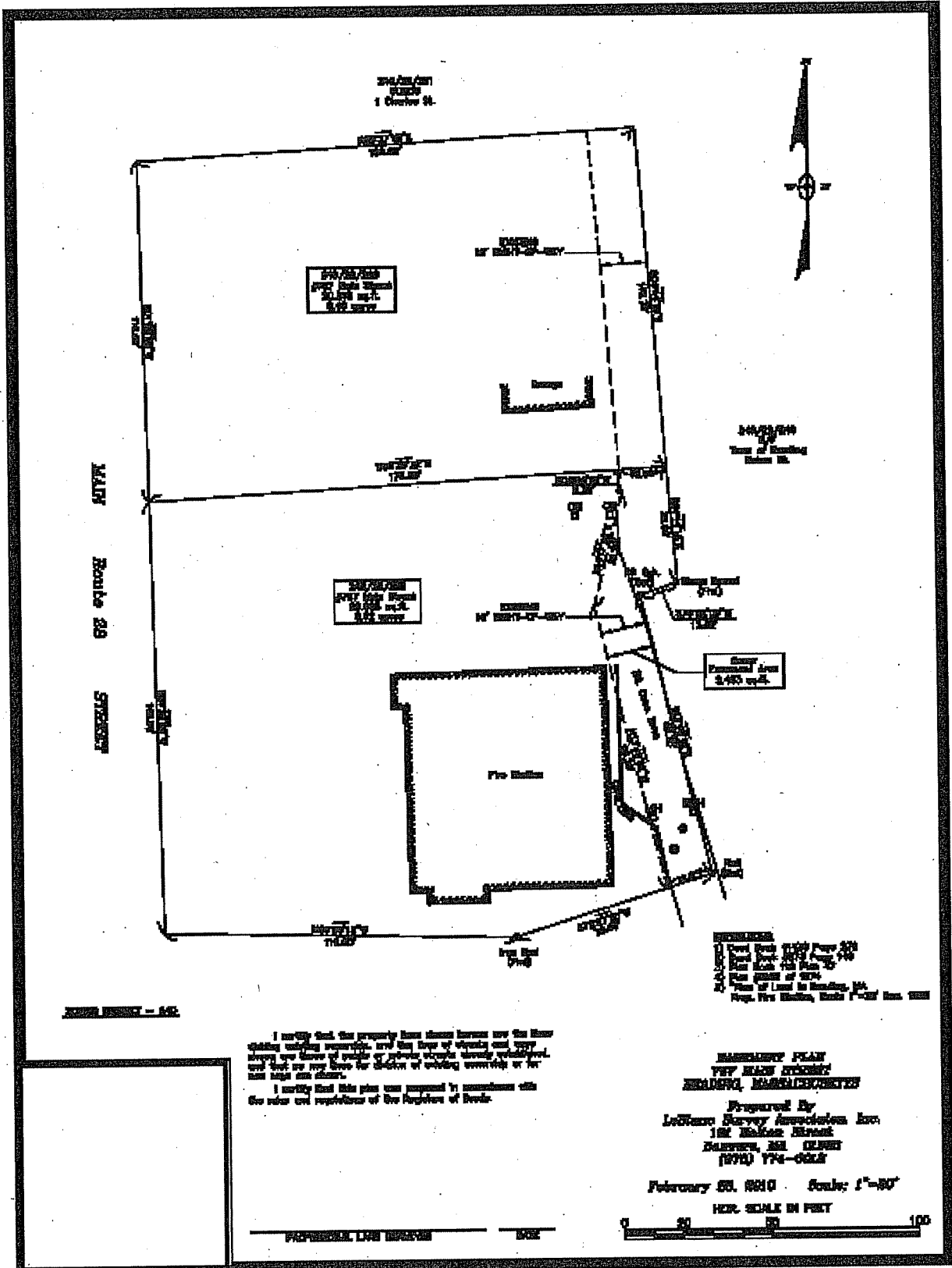
Finance Committee Report: The Finance Committee voted 0-7-0 against approval of this Article at their meeting on March, 24, 2010. This Article is in conflict with Reading's Charter Section 2-13 which would take precedence over the Town Bylaw proposed. The Finance Committee believes that this would unnecessarily limit flexibility and the ability to respond to changing financial circumstances in a timely manner.

Bylaw Committee Report: The Bylaw Committee feels that Town Meeting can make its own decisions on how it decides to handle an Article brought before the body. This proposed bylaw change could have the potential to prevent Town Meeting from properly handling certain situations. The Bylaw Committee voted to not recommend the subject matter of this Article by a vote of 3-0-0.

ARTICLE 24 To see if the Town will vote to authorize the Board of Selectmen to convey a sewer easement to the owner of the land located at 757 Main Street which easement is shown on a plan entitled: "Easement Plan 767 Main Street Reading, Massachusetts, dated February 25, 2010," upon such terms and conditions and for such consideration as the Board of Selectmen deems to be in the best interest of the Town, or take any other action with respect thereto.

Board of Selectmen

Background: The septic system located at 767 Main Street has failed a recent Title 5 inspection and needs to be upgraded. The property is not suited for the installation of a new system and, therefore, must connect to the Town's sewerage system. No sewer main is present along this section of Main Street, and the only reasonable means of connecting to the Town sewerage system is to connect to the Main Street Fire Station's sewer service. The connection will require the Town to grant a sewer easement for the benefit of 767 Main Street to install and maintain a sewer service across Town property and connect to the Main Street Fire Station's sewer service as shown on the attached plan entitled: Plan of Easement for Sewer Purposes dated March 2010. The existing sewer service is of sufficient size to accommodate sewerage flow from the Fire Station and the residential property of 767 Main Street.



PLAT NUMBER - 642

I certify that the property lines shown herein are the lines existing existing records, and that lines of adjacent and every other one line of public or private records already recorded, and that we are here for the purpose of showing correctly in the same large and clear.

I certify that this plan was prepared in accordance with the rules and regulations of the Registrar of Deeds.

RESOLUTIONS
 1. That the land shown on this plat is the land of the State of Maryland.
 2. That the land shown on this plat is the land of the State of Maryland.
 3. That the land shown on this plat is the land of the State of Maryland.
 4. That the land shown on this plat is the land of the State of Maryland.
 5. That the land shown on this plat is the land of the State of Maryland.

PLATMENT PLAN
FOR LAND SURVEY
SHOWING PARCELS
 Prepared By
McGraw-Hill Survey Association, Inc.
1221 K Street, N.W.
Washington, D.C. 20004
(202) 778-6000

February 28, 2010 Scale: 1"=50'

NEED SCALE IN FEET

PROFESSIONAL LAND SURVEY 100'

0 50 100

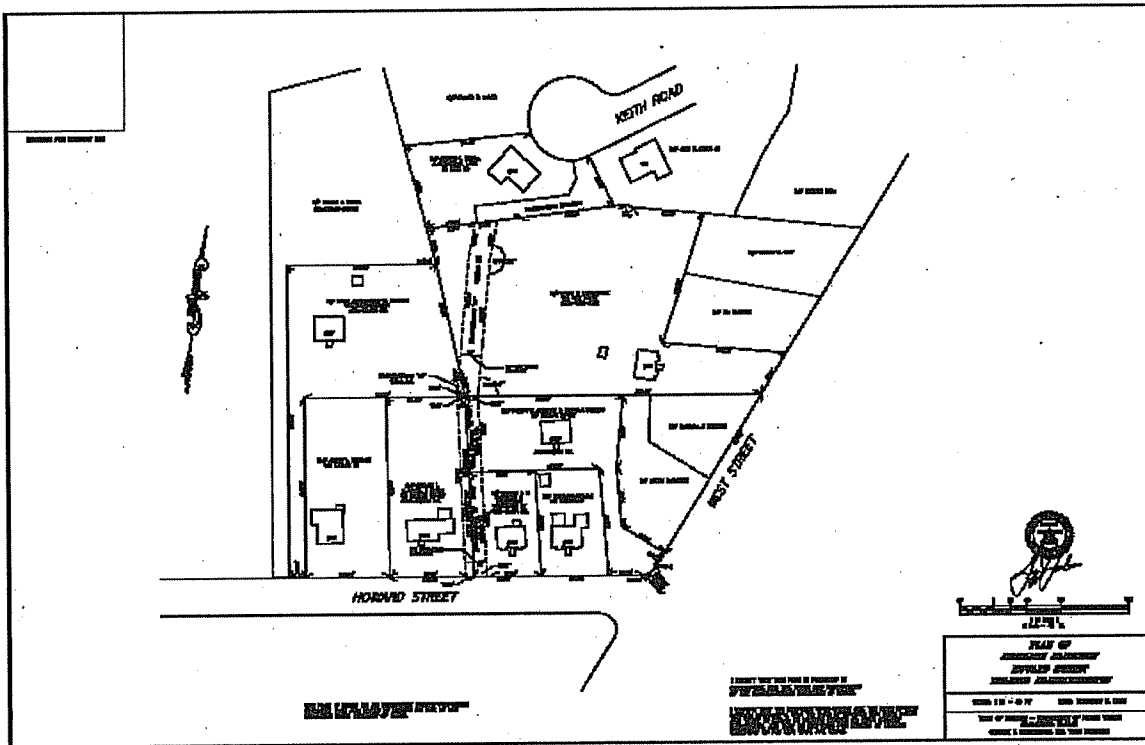
Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 25 To see if the Town will vote to authorize the Board of Selectmen to accept the conveyance of drainage easements located on Howard Street which easements are shown on a plan entitled: "Plan of Drainage Easement Howard Street, Reading, Massachusetts, dated February 2, 2010," upon such terms and conditions and for such consideration as the Board of Selectmen deems to be in the best interest of the Town, or take any other action with respect thereto

Board of Selectmen

Background: The existing drainage swale that runs between Howard Street and Keith Road is utilized to transport storm water runoff from the drainage systems located on West Street (Countryside Lane to Howard Street), Wentworth Road and Howard Street. The drainage swale is under private ownership which prevents the Town from performing any repairs or maintenance on the swale. The acceptance of the drainage easements as depicted on the "Plan of Drainage Easement – Howard Street" prepared by the Department of Public Works Engineering Division dated February 2, 2010 from the following property owners, would enable the Town to perform repairs, maintenance or improvements necessary to insure proper management of runoff from public roadways.



Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 26 To see if the Town will vote to amend Section 2.0, Definitions, Section 2.2.22 and Section 6.3, Nonconforming Uses and Structures, of the Town of Reading Zoning By-Laws by deleting in their entirety Section 2.2.22 and Section 6.3, and inserting in their place the following new definition and section:

Definitions (New)

2.2.22 Nonconforming - A lawful pre-existing building, structure, vacant lot, or use of buildings or land that does not conform to the zoning regulations for the district in which it is located, but did conform at the time it was built or established.

6.3 Nonconforming Uses and Structures

6.3.1 Applicability:

This bylaw shall not apply to uses or structures lawfully in existence or lawfully begun, or to a building or Special Permit issued before the first publication of notice of the public hearing required by G.L. c. 40A, s. 5 at which this bylaw, or any relevant part thereof, was adopted. No modification of a lawfully existing nonconforming use or structure is allowed except as authorized hereunder.

6.3.2 Nonconforming Uses:

The Board of Appeals may grant a Special Permit to change or extend a nonconforming use only if it determines that such change or extension shall not be substantially more detrimental than the existing nonconforming use to the neighborhood. The following types of changes to nonconforming uses may be considered by the Board of Appeals:

- a. Modification or extension of the existing nonconforming use;
- b. Change from one nonconforming use to another, less detrimental, nonconforming use.

Once a nonconforming use is changed to a conforming use, there is no authority to allow the property to revert to a nonconforming use.

6.3.3 Nonconforming Structures:

6.3.3.1 The Building Inspector may issue a Building Permit for an interior renovation, interior alteration or interior reconstruction of a pre-existing, nonconforming structure that does or will not extend the nonconformity or create a new nonconformity.

6.3.3.2 The Board of Appeals may grant a Special Permit to reconstruct, extend, alter, or change a nonconforming structure in accordance with this section only if it determines that such reconstruction, extension, alteration or change does not increase the nonconforming nature of said structure or create a new nonconformity and shall not be substantially more detrimental than the existing nonconforming structure to the neighborhood. The following types of changes to nonconforming structures may be considered by the Board of Appeals:

- a. A reconstruction, extension or structural change;
- b. An alteration to provide for a substantially different purpose or for the same purpose in a substantially different manner or to a substantially greater extent.

6.3.3.3 For purposes of this bylaw, an increase in the nonconforming nature of a structure will result when the portion added to the structure violates any provision of this Zoning By-Law applicable at the time of application for the building permit required for such addition. An increase in the nature of a nonconforming structure will not result from a mere replacement, without undue delay, of a nonconforming portion thereof.

6.3.3.4 Nothing in this bylaw shall prevent the strengthening or restoring to a safe condition of any building or structure, or part thereof, declared unsafe by the Building Inspector.

6.3.4 Variance Required:

Except as provided in Section 6.3.5 herein, the reconstruction, extension or structural change of a nonconforming structure in such a manner as to increase an existing nonconformity, or create a new nonconformity, including the extension of an exterior wall at or along the same nonconforming distance within a required yard, shall require the issuance of a variance from the Board of Appeals.

6.3.5 Alteration of Nonconforming Single and Two-Family Residential Structures – As of Right:

Nonconforming single and two-family residential structures may be extended, altered or structurally changed (collectively "alteration") upon a determination by the Building Inspector that such proposed alteration does not increase the nonconforming nature of said structure. The Building Inspector may issue a Building Permit under any of the following circumstances:

- a. For the alteration of a single or two-family structure which will not increase the footprint of the existing structure, create a new dimensional nonconformity or extend an existing dimensional nonconformity, provided that the existing height restrictions shall not be exceeded. This clause shall apply regardless of whether the lot complies with the current area and/or frontage requirements;
- b. For the alteration of a single or two-family structure that is located on a lot which is nonconforming only with respect to area, where such alteration will comply with all current setback, yard, lot coverage and building height requirements;
- c. For the alteration of a single or two-family structure that is located on a lot which is nonconforming only with respect to frontage where such alteration complies with all current setback, yard, lot coverage and building height requirements; and
- d. For the alteration of a single or two-family structure which encroaches upon one or more required yard or setback areas, where the alteration will comply with all current setback, yard, lot coverage and building height requirements.

6.3.6 Alteration of Nonconforming Single and Two-Family Residential Structures – by Special Permit:

In the event that the Building Inspector determines, after consideration of Section 6.3.5 above, that the nonconforming nature of such structure would be increased by the proposed extension, alteration or change, the Board of Appeals may, by special permit, allow such extension, alteration or change where it determines that the proposed extension, alteration or change will not be substantially more detrimental than the existing nonconforming structure to the neighborhood.

6.3.7 Reconstruction after Catastrophe:

A lawful, pre-existing, nonconforming single or two-family building, structure or use, which has been destroyed or damaged by fire or other casualty may be re-established, restored or reconstructed within two years of occurrence of the damage or destruction. Re-establishment, restoration or reconstruction shall be permitted provided that there is no increase in the degree of the nonconformity.

Any proposed change of use is subject to the provisions of this bylaw.

6.3.8 Voluntary Demolition and Reconstruction:

6.3.8.1 Any new construction, following voluntary demolition of a nonconforming structure, shall be in conformance with this Zoning By-Law, except in the following circumstances:

- a. A single-family or two-family dwelling which is nonconforming only with respect to lot size and/or frontage may be voluntarily removed or demolished and replaced by a new single-family or two-family dwelling. Such reconstruction must comply with the current dimensional controls for the district in which the dwelling is located.
- b. In the event that the proposed reconstruction would (a) cause the structure to exceed the volume or area of the original nonconforming structure or (b) cause the structure to be located other than on the original footprint, a special permit shall be required from the Board of Appeals prior to such demolition. The Board of Appeals may, by Special Permit, allow such reconstruction where it determines that the proposed reconstruction will not be substantially more detrimental than the existing nonconforming structure to the neighborhood.
- c. A detached accessory structure which is accessory to a single-family or two-family dwelling that has nonconforming setbacks may be demolished and a new accessory structure may be built in the same footprint; provided, that the new accessory structure does not exceed the existing height and size limitations for accessory structures.

6.3.9 Abandonment or Non-Use:

A nonconforming use of a structure or land that has been abandoned or not used for a period of two (2) years, shall lose its protected status and be subject to all of the provisions of this Zoning By-Law,

or take any other action with respect thereto.

Community Planning and Development Commission

Background: Town Counsel was directed to prepare a Warrant Article for the 2010 Annual Town Meeting to amend Section 6.3, Non-conforming Uses, Structures and Lots, of the Reading Zoning By-Laws. Rather than revising the current bylaw, the recommendation from Town Counsel was to delete Section 6.3 in its entirety, and to insert a new Section 6.3 which adequately addresses the Town's needs and perhaps, more importantly, is more easily understood by Counsel, Board Members, staff and residents. A new definition has been provided for the term "Nonconforming" as set forth in Section 2.2.22 that is more comprehensive and should provide further clarity.

This proposed bylaw was derived from an examination of similar Zoning By-Laws adopted in other communities, as well as the sample bylaw offered by the Municipal Law Unit of the Attorney General's Office. Under M.G.L. Chapter 40A, Sec. 6, certain statutory protections are offered for nonconforming uses, structures and vacant lots. Additionally, M.G.L. Chapter 40A, Sec. 6, has been described as providing a minimum of tolerance for nonconformities. However, M.G.L. Chapter 40A, Sec. 6, acknowledges that uses and structures lawfully begun or constructed may continue under very specific circumstances but often only upon the issuance of a special permit by the Zoning Board of Appeals (ZBA).

The purpose of adopting a local Zoning By-Law pursuant to M.G.L. Chapter 40A, Sec. 6, is to offer further protection for these uses and structures if a community chooses to do so. Likewise, the local Zoning By-Law allows the Building Inspector to issue a building permit to alter or change the structure in very specific situations applicable to one and two family residential structures only, rather than require the property owner to apply to the ZBA for a special permit.

The new Section 6.3 clarifies the terms under which the Building Inspector may issue a building permit for the alteration of a one or two family structure. The new Section 6.3 also clarifies when such alteration requires approval in the form of a special permit by the ZBA as well as what is intended by "Reconstruction after Catastrophe" and "Voluntary Demolition and Reconstruction" which is not specifically authorized by M.G.L. Chapter 40A, Sec. 6, but which has been permitted in Reading under specific circumstances.

There is pending litigation appealing the ZBA's interpretation of certain provisions of Section 6.3. In addition, the current language of Section 6.3 creates ambiguities and is sometimes difficult for Town staff as well as applicants and the public to interpret and apply. For example, one of the appeals involves the issue of whether or not Section 6.3.11 authorizes the voluntary demolition and reconstruction of a nonconforming dwelling, and whether or not and under what circumstances a nonconforming dwelling may be altered or extended as a matter of right under Section 6.3.11.

In the case involving the voluntary demolition, the Land Court Judge to whom the case has been assigned disagreed with the Board of Appeals' interpretation, and it is anticipated that judgment will enter for the abutters. In addition, some provisions of Section 6.3 unnecessarily restate M.G.L. Chapter 40A, Sec. 6, and case law decided thereon. For example, Sections 6.3.5 and 6.3.6. Sections 6.3.2.3 and 6.3.2.4 reference the statute of limitations for zoning violations set forth in M.G.L. Chapter 40A, §7, although they are identified as "non-complying" situations and structures. The current language lacks clarity and the language has been modified to retain the right to issue special permits in those circumstances, and to provide further clarification for the ZBA.

The ZBA was consulted in preparation of the revised bylaw since they are the special permit granting authority for change or extension of a nonconforming use and reconstruction, extension, alternation or change of a nonconforming structure. The ZBA comments were enormously helpful in arriving at the revised bylaw.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends the subject matter of this Article by a vote of 3-0-0.

CPDC Report: The Public Hearing for Section 6.3 (Nonconforming Uses & Structures) was opened and closed on March 1st. The CPDC voted to recommend the changes to Section 6.3 to Town Meeting by a vote of 4-0-0. Members of the ZBA gave input on Section 6.3.

ARTICLE 27 To see if the Town will vote to amend Section 2.0 Definitions, 2.2.29 Sign, Section 4.3.3 Site Plan Review and Section 6.2, Signs, of the Town of Reading Zoning By-Laws by deleting in its entirety 2.2.29., 4.3.3.5.1.a., 4.3.3.6.f. and Section 6.2, and inserting in its place the following new sections:

New Definition in Section 2.2.29 to read,

2.2.29. Sign: Any word or combination of number, emblem, picture, design, trademark or other device including the support structure of freestanding signs.

Signage is the collection of signs. Signage does not include temporary holiday decorations, historical date markers or plaques, or artwork that contains no commercial messages.

The words in italics in the following two paragraphs show language to be added in the existing bylaw.

4.3.3.5.1.a.

Site Layout, which shall contain the boundaries of the lot(s) in the proposed development, proposed structures, drives, parking, fences, walls, walks, outdoor lighting, *signage*, loading facilities, and areas for snow storage after plowing. The first sheet in this plan shall be a locus plan, at a scale acceptable to CPDC, showing the entire project and its relation to the existing areas, buildings and roads for a distance of one thousand (1,000) feet from the project boundaries or such other distance as may be approved or required by the staff.

4.3.3.6.f.

Minimize unreasonable departure from the character, materials, *signage* and scale of buildings in the vicinity, as viewed from public ways and places;

To replace Section 6.2 entirely with the following:

6.2. SIGNS

6.2.1 Signs perform important functions in the community such as communicating messages and providing information about goods and services available. Because signs potentially have detrimental impact on the visual and perceptual

environment, signs must be regulated. It is the intent of Section 6.2 of the zoning by-law to protect property values, create an attractive business climate, enhance and protect the physical appearance of the community and to encourage the most appropriate use of the land. This section will also assist those installing signs within the Town of Reading by setting forth the process governing the application, installation, and maintenance of such signs.

- 6.2.1.2. Applicability:** A sign may be erected, placed, established, painted, created or maintained only in conformity with the provisions of this Section.
- 6.2.1.3. Zoning Districts:** The zoning districts are as shown on the official zoning map which is on file with the Engineering Department and the Town Clerk's Office and can also be found on the Town website. Reading has also adopted a Downtown Smart Growth District (DSGD) and a Gateway Smart Growth District (GSGD). Please refer to Section 4.12 for DSGD regulations and Section 4.11 for GSGD regulations.
- 6.2.2. Definitions:** For the purposes of Section 6.2., the following terms shall have the meanings hereby assigned to them:
- a. **Awning Sign:** A sign painted on or attached to the cloth, canvas or metal cover of a movable or stationary frame of the fixed, hinged, rolled or folding type of awning.
 - b. **Banner or Pennant:** Any sign of lightweight fabric or similar material that is mounted or affixed at one or more edges.
 - c. **Beacon:** A stationary or revolving light, not primarily illuminating a sign, which flashes or projects illumination, single color or multi-colored, in any manner which is intended to attract or divert attention, except any such fixture which is required by the Federal Aviation Administration or a similar agency, and is installed and operated under the safety regulations of such agency.
 - d. **Bulletin Board:** Any sign erected by a charitable, educational, or religious institution or a public body on its property for purposes of announcing events which are held on the premises, and contains no commercial information.
 - e. **Commercial Message:** Any sign wording, logo or other representation that directly or indirectly names, advertises, or calls attention to a business, product, service, sale or sales event or other commercial activity.
 - f. **Façade:** The area of the face of a building, typically the principal or front wall of a building.
 - g. **Free-Standing Sign:** Any and every sign erected on or permanently affixed to the land, including any and every sign that is not attached to a building.
 - h. **Halo Lighting:** Light showing from the back of or from within a letter or graphic shape out towards the surface that the letter or graphic is mounted on without having any light visible through the face of the letter or graphic.
 - i. **Informational and Directional Signage:** A sign that has a purpose secondary to the use of the lot on which it is located, such as "no parking, private parking, enter, exit, one-way, street address or drive-thru teller."

j. Identification Sign:

Joint Identification Sign: A sign which serves as common or collective identification for a group of persons or businesses operating on the same lot and which contains the names and logos of establishments but no advertising or promotional information.

Area Identification Sign: A sign, located at the site entrance(s), identifying a common area containing a group of structures, or a single structure containing several uses.

k. Marquee Sign: Any sign attached to or made part of a marquee, that is, any permanent canopy or structure projecting beyond and extending along a building wall.

l. Monument Sign: A free-standing sign with a low height configuration permanently affixed to the ground at its base and not mounted on a pole.

m. Off-Premises Sign: Any sign which directs attention to a business, commodity, service, entertainment, attraction or other commercial activity which is sold, offered or existing elsewhere than upon the same lot on which such sign is located, including any outdoor advertising sign ("billboard") on which space is leased or rented for the purpose of conveying a commercial or non-commercial message.

n. Portable Sign: Any sign not permanently attached to the ground or any permanent structure or a sign designed to be transported in any way including:

- signs converted to "A" or "T" frames;
- menu and sandwich-board signs.

o. Projecting/Blade Sign: A sign which is affixed to a building or other structure where the sign face is approximately perpendicular to the building facade.

p. Reader Board: A sign or portion thereof with characters, letters or illustrations that can be changed or rearranged without altering the face or surface of the sign or signboard. A sign on which the message changes more than eight times per day shall be considered an animated sign and not a reader board sign. A sign on which the only copy that changes is an electronic or mechanical indication of time or temperature shall be considered a "time and temperature" portion of a sign and not a reader board sign.

q. Sign Area: The area contained entirely within the signboard (the flat surface of durable material upon which letters or other graphic content of a sign is displayed) or if no sign board is present, the area contained entirely within the smallest rectangle which completely encloses the outer extremities of all graphic material of a sign.

r. Sign Height: The distance from the base of the sign at normal grade to the top of the highest attached component of the sign or sign structure. Normal grade shall be construed to be the lower of:

- (1) Existing grade prior to construction, or
- (2) The newly established grade after construction, exclusive of any filling, berming, mounding, or excavating solely for the purpose of locating the sign.

In cases in which the normal grade cannot be reasonably determined, sign height shall be computed on the assumption that the normal grade is the elevation of the nearest point of the crown of the public street along which the lot has frontage or the grade of the land at the principal entrance to the principal structure on the lot, whichever is lower.

- s. Temporary Sign: Any sign which is used temporarily, relates to events of a temporary nature, or is not permanently mounted.

Table 6.2.3. Signs Permitted According to Zoning District						
		Max.	Max.	Setbacks:		
	Permit	Sign Area	Sign Height	Front	Side	Maximum
Type	Required	(sq. ft.)	(ft.)	(ft.)	(ft.)	Number
All Zoning Districts:						
1. Personal Message	N	4	6	N/A	20	1/lot
2. Identification (Joint and Area)	N	4	8 (A)	N/A	N/A	1/lot
3. Construction	N	16(B)	N/A	N/A	20	N/A
4. Subdivision Sales	(C)	48	N/A	N/A	N/A	1/subdiv.
5. Subdivision	(C)	24	N/A	N/A	N/A	1/subdiv.
6. Real Estate Sales	N	8 (G)	6	N/A	20	1/lot
7. Temp. Open House	N	4	N/A	N/A	20	1/agency per lot
8. Garage/Yard Sale	N	4	N/A	N/A	20	1/lot
9. Informational/ Directional	N	4	6	N/A	N/A	N/A
10. Portable A-Frame	Regulated by the Board of Selectmen – Annual Permit Required					
11. Temporary Business Signs	Y	16 or 30	N/A	(See Section 6.2.6.2.h.)		
Business-A, Business-C and Industrial Zoning Districts:						
12. Free-Standing	Y	50(D)	20	0	20	1/lot

13. Wall	Y	2/4E	(A)	N/A	10	1/business
14. Projecting/Blade	Y	8	(A)(H)	N/A	10	1/business
Business-B Zoning Districts:						
15. Free-Standing (Service Stations only)	Y	50(d)	20	0	20	1/lot
16. Wall	Y	2(F)	(A)	0	0	2/businesses
17. Projecting/Blade	Y	8	(A)(H)	-4	0	1/business
NOTES:						
<p>(A) No portion of such sign shall extend higher than the bottom of the sills of the windows of the second floor of a building or higher than the lowest portion of the eaves or, in the case of a gabled wall, no higher than a line equal in height to the lowest portion of the lower eave of any adjoining building wall, whichever of the above is lowest.</p> <p>(B) Aggregate sign area of all applicable signs.</p> <p>(C) Only as shown in Definitive Subdivision Plans as approved by the Community Planning and Development Commission consistent with Paragraph 6.2.1.1.</p> <p>(D) May not be larger than 75 square feet, if more than one business occupies the lot.</p> <p>*See Section 6.2.6.4.</p>						

- (E) If the minimum distance from the building wall on which the sign is mounted is less than 100 feet from the centerline of the street which the sign faces, the maximum sign area shall be equal to 2 square feet per linear foot of said wall occupied by the establishment to which the sign relates; if such distance is more than 100 feet, maximum sign area shall be equal to 4 square feet per linear foot of said wall so occupied.
- (F) No wall sign for any non-residential establishment shall exceed a sign area equal to 2 square feet per linear footage of length of the front wall of the building occupied by the establishment to which the sign relates.
- (G) Real Estate Signs in the Industrial Zoning Districts are allowed one sign per business with a maximum sign area equal to 2 square feet per linear foot of said wall occupied by the establishment to which the sign relates without a sign permit.
- (H) Projecting/Blade Signs shall be at least eight (8) feet from the ground and may project no more than four (4) feet from the structure.

6.2.4. Exempt Signs:

Signs for which no permit is required are identified in Table 6.2.3 and Section 6.2.4. The following signs are exempt from this Section 6.2 and may be installed without permit, provided that the following is complied with:

- a. Authorized signs installed by the Town of Reading or the Commonwealth of Massachusetts, or any agency thereof, or with the express written permission thereof, for the purposes of traffic control or traffic or pedestrian safety or convenience, identification of public facilities or streets, or for direction to same; public notices and warnings required by and erected by Town, State, or Federal Government agencies.
- b. Directional signs; building markers.
- c. Political signs on private properties or vehicles only, provided that such sign shall not exceed six square feet in sign area, shall not be placed in such location as to constitute a traffic or pedestrian safety hazard, and shall not be displayed for more than forty-two days prior to the applicable election or more than two days following such election.
- d. Signs for churches and other federally tax-exempt institutions.
- e. Holiday lights and decorations which contain no commercial messages and which are displayed during the appropriate season.
- f. Works of art which contain no commercial messages with prior Town Planner or CPDC written approval.
- g. Fuel pump information signs, only as required by State law, are allowed and shall not affect the computation of allowable number of signs or aggregate sign size on a property.

- h. Any sign within a structure, not attached to any window or door, which is not visible from other properties or from any street right-of-way.
- i. Signs showing resident's name, historical plaque or marker, street address and/or name of a lawful home occupation taking place on the premises.
- j. Construction Signs, identifying contractors while doing construction work on a property.
- k. Temporary Subdivision Sales Signs and permanent Subdivision Identification Signs as approved in connection with the Definitive Plans for such subdivision and located at the principal entrance to the subdivision in an acceptable easement, not within any street right-of-way or access easement.
- l. Real Estate Sales Signs, including placards showing the words "Sold" or "Sale Pending" or similar not exceeding one-third the size of the sales sign.
- m. Temporary Open House signs, not exceeding four square feet each, may be placed at a rate of one per agency per intersection per property and one on the open house property.
- n. Garage/Yard Sale Signs, limited to one sign located on the property on which the garage/yard sale is taking place and one at each of no more than two intersections of public streets.
- o. Any establishment located in a Business or Industrial Zoning District may display:
 - An "Open" Flag - with dimensional requirements not to exceed four (4) feet by six (6) feet and may contain decorative graphics.
 - A National or State Flag - with emblems of religious, educational, governmental organization or any other federally tax-exempt organization, except when displayed in connection with commercial promotions or advertising. Dimensions shall not exceed four (4) feet by six (6) feet.

6.2.5. Prohibited Signs:

No private sign shall be installed or placed on public property, except by express permission of the Town or as otherwise allowed herein.

The following signs are prohibited in any zoning district:

- a. Signs which interfere with traffic or pedestrian safety, including any which may obstruct or interfere with traffic or pedestrian visibility or movement at any intersection or into or out of any property, or which by reason of position, shape, or color may interfere with, may obstruct the view of, or be confused with any authorized traffic sign, signal, or device; or which makes use of the words "STOP," "LOOK," "DANGER," or any other word, phrase, symbol or character in such a manner as to interfere with, mislead or confuse motorists or pedestrians.

- b. Signs placed or painted on any tree (other than street address), rock (other than street address), utility pole (other than yard sale sign), traffic safety sign, or similar fixture; painted on any building wall, bench, pavement, parking bumper or curb (other than a "Reserved" marking), or other similar outdoor surface.
- c. Internally illuminated signs, unless the background or signboard completely blocks illumination or glow except through the letters and graphics.
- d. Signs which contain a beacon of any type; which contain a spot light providing direct illumination to the public; which flash, revolve, rotate, move, or blink, or which fluctuate in light intensity; animated signs, that is, which use lighting to depict action or to create an illusion of movement or a special effect or scene.
- e. Any self illuminated or backlit signs which use LCD, LED, electronic messaging or digital technology, neon or similar signs except as displayed on the inside of windows subject to the provisions of Paragraph 6.2.6.2.c.
- f. Free-standing signs in a Business-B Zoning District (except as permitted at service stations).
- g. Internally illuminated signs in a Business-B Zoning District (except as permitted at service stations).
- h. Banners as permanent signs. Banners are allowed only as temporary signs four times a year for an annual total of 56 days with a sign permit, refer to Section 6.2.6.2.h. for full details.
- i. Signs located on any portion of a lot except a front yard or a side yard directly abutting a public street.
- j. Signs which do not meet and are not maintained to meet the provisions of this Section and all applicable building, wiring, health, and safety codes; or which are not neatly and legibly lettered.
- k. Reader Board Signs are not allowed except as price displays at gas stations.
- l. Balloons or blimps used as signs, a movable poster or panel sign, umbrellas containing any commercial message; or signs attached to or painted on vehicles traveling or parked on, or visible from any public right-of-way, unless such vehicle is used in the normal day-to-day operation of a business.

6.2.6. Signs by Zoning District:

Signs are allowed or permitted in each Zoning District and are specified in Table 6.2.3. and as follows:

6.2.6.1. Business or Commercial Signs in Residential Zoning Districts:

Legal nonconforming business or commercial operations in any residential zoning district shall follow the Business B-Zoning District regulations as specified in Subsection 6.2.6.4. except that such signs shall be set back a

minimum of twenty feet from any other lot and shall not be illuminated except during hours of operation.

6.2.6.2. Signs in Business and Industrial Zoning Districts:

The following signs are allowed in all Business and Industrial Zoning Districts. In addition, please refer to Table 6.2.3:

- a. All awnings and canopies shall be impervious to light so that no illumination or glow can be seen through it. Awnings may contain letters up to four inches in height stating only the name of the business and the street number without requiring a sign permit. Such lettering shall not count toward allowed sign area.

All other awnings or canopies with lettering or graphics shall require a sign permit and count as part of the allowed sign area.

All awnings and canopies shall have a minimum ground clearance of eight feet. Ground clearance shall be measured between the lowest point of the awning or canopy and the ground or sidewalk.

- b. Bulletin boards are allowed, provided that no free-standing or wall-mounted bulletin board may exceed twelve square feet in size.
- c. Window Signs: Window signs are encouraged on the inside surface of the glass. Permanently affixed, weather resistant, individual letters that are not subject to wear and tear are permitted on the exterior of the window. Temporary or permanent signs may without permit be attached to the inside of the glass surface of a window (a single structurally supported sheet of glass or a sash) or door, or placed within the premises closer than five feet from any window or door and situated or designed so that the sign's graphic content is visible from the outside through an window or door, provided that any such sign shall:

(1) Be uniformly located only in thirty percent (30%) of the glass sheet or sash;

(2) Contain no letters larger than eight (8) inches in height;

(3) Be professional in appearance and good order shall be maintained at all times. Not be restricted with respect to graphic or message content, whether of a permanent or temporary nature, nor be restricted with respect to materials;

(4) Have a sign area not to exceed six (6) square feet if the sign is not illuminated;

(5) In addition to the above, any illuminated sign shall be placed only in a window, and not in a door, and shall also:

(a) Have a sign area not to exceed four (4) square feet;

- (b) Be placed no closer than ten feet from any other internally illuminated window sign on the premises. In cases where there is a door or other architectural break in the façade this buffer shall be reduced to seven (7) feet;
- (c) Be placed only in a window which contains no other signs of any type; and
- (d) Be illuminated only during hours of operation of the business establishment.

Notwithstanding the above, window signs shall also be allowed in conformity with the provisions of Paragraph 6.2.6.2.h. below.

- d. Directional and informational signs displaying text only, no corporate logos, or slogans are allowed provided that such signs shall be limited to wall and free-standing signs with a maximum of four square feet of sign area. One such sign, not exceeding six (6) feet in height, may be placed at each vehicular entrance or exit on a lot to identify such entrance or exit provided such sign does not constitute a traffic hazard; such signs shall not affect the computation of allowable number of signs or aggregate sign size on a property. One such sign, not exceeding six feet in height and four square feet of sign area, may be placed in conjunction with each drive-up bank teller window or machine provided that such sign shall not constitute a traffic hazard.
- e. Marquee signs are prohibited except when used in conjunction with an indoor movie theater and attached to the outside wall of the building, provided that the size of the marquee sign shall not exceed twenty-four (24) square feet, and the bottom of the marquee sign shall not be of a height of less than 8 feet above the grade directly below.
- f. Outdoor menu boards are prohibited except:
 - As a portable sign with a sign permit issued by the Board of Selectmen.
 - When used in conjunction with a restaurant having a drive up window. No more than three menu boards are allowed. The maximum aggregate sign area is 100 square feet. No one menu board may exceed 50 square feet. Any lettering shall not be legible from any other property or any street right-of-way.
- g. Informational and directional signs are allowed in all business and industrial zoning districts with a maximum sign area of four square feet per sign in accordance with Table 6.2.3.
- h. Temporary signs intended for business openings and re-openings, open houses, and special sales and promotional events for an individual business, are allowed, provided that:
 - The individual business shall place no more than four (4) such signs per calendar year for an annual total of 56 days (except in conjunction with an organized Town-wide common special event as specified below);
 - All temporary signs shall have received a sign permit from the Building Inspector;

- No such sign shall exceed sixteen (16) square feet in sign area or thirty (30) square feet in sign area for businesses that have a setback more than fifty (50) feet from the primary street upon which the business is located;
- Any such sign shall be printed or legibly lettered on a rigid signboard or fabric banner;
- In cases where renovation or construction includes removal of permanent signs, a temporary sign is allowed as follows:
 - Dimensions shall be the same as temporary signs
 - May be used as a permanent sign
 - May remain during construction provided the construction or renovation is expeditiously pursued
 - Must be removed upon the installation of the permanent sign
- No such sign shall be placed so as to constitute a hazard to motorists or pedestrians;
- If placed upon a window, any such sign shall be included in the aggregate window area specified in Paragraph 6.2.6.2.c above.

In the case only of common special events organized by a recognized association of businesses for which events a license has been granted by the Board of Selectmen, an individual participating business may display a temporary sign in conjunction with such an event, provided that such signs related to said events shall not exceed four per year.

Grand opening events for a new business may display for fourteen (14) days, upon issuance of a sign permit. Non-illuminated temporary banners, flags, balloons and streamers provided they are mounted in a way that does not pose a hazard to pedestrian or vehicular traffic and sight lines as determined by the Zoning Enforcement Officer. Only one grand opening sign permit per business may be issued until the property undergoes a change of use or change of ownership.

- i. Farm Stands and Garden Stands which do not have permanent windows shall be allowed, without permit or limitation as to number or material, to display temporary signs identifying goods offered for sale on the premises, provided that such signs are kept in good order and that the aggregate total sign area of all such signs on a lot shall not exceed one square-foot per lineal feet of frontage of such lot. Decorative noncommercial flags may be displayed for sale.
- j. Clocks, not to exceed eight square feet in surface area per side or twelve feet in height, are allowed, provided that they display no advertising or commercial material.
- k. Time and temperature displays may be included in any free-standing or wall sign, and no more than twelve additional square feet of sign area may be added to the otherwise allowable sign area of such sign.
- l. For commercial buildings containing more than one business requiring wall signage, any wall sign provided for any such business must be in conformity with the requirements of this Section 6.2 and in accordance with the following stipulations concerning an overall master signage plan for such building. The

master signage plan shall show not more than one wall sign per business within the building. However, at the owner's election not every business within the building need be provided with a wall sign within the proposed assemblage. No wall sign shall be issued a sign permit for any building for which a signage plan has been submitted or approved that is not included in or is not in conformity with the applicable signage plan. The master signage plan need not show the specific message content for any individual sign contained therein, so as to provide for change in business occupancy which may from time to time occur within the building:

- (1) In all Business and Industrial Zoning Districts, the building owner may submit for approval to the Community Planning and Development Commission (CPDC), a master signage plan in accordance with the provisions of Section 6.2.6.4.1. The CPDC may issue a Certificate of Appropriateness for the building showing the allocation within the maximum sign area as allowed according to Table 6.2.3. hereof among wall signs for businesses within the building. This master signage plan shall show the size, placement, materials, framing, graphic and design standards for each such sign and the assemblage thereof proposed within said allowable maximum sign area, together with proposed lighting and methods of attachment of all such signs.

Once the Certificate of Appropriateness has been approved by the CPDC, the Building Inspector shall issue a sign permit for any individual business sign if it conforms to the master signage plan.

6.2.6.3. Signs in Business-A Zoning Districts:

Allowed Signs (also specified in Table 6.2.3):

- Free-Standing
- Wall
- Projecting
- Internally illuminated

Prohibited Signs:

- Banners as permanent signs
- A free-standing and wall sign for buildings that are not multi-tenant

All internally illuminated signs shall have a background or signboard that completely blocks illumination or glow such that light is only visible through the letters and graphics. All illuminated signs shall be turned off at the close of business.

A lot which contains not more than one establishment shall be allowed one free-standing sign or one wall sign or one projecting sign only. The street address number of the property shall be prominently displayed on such sign, and the sign shall in all respects conform to the above requirements.

A lot which contains more than one establishment shall be allowed a maximum of the following signs, all of which shall in every respect conform to the requirements of this Section:

- a. One free-standing sign identifying the property, and

- b. One wall or projecting sign per business occupying the ground floor and front wall of the building, except in cases where the provisions of Paragraph 6.2.6.2.L. are utilized, and
- c. One joint identification sign listing the names and logos of the establishments on the premises but containing no other advertising matter, mounted either on an appropriate building wall or on two posts, provided that such joint identification sign shall not exceed four (4) square feet in sign area, shall not exceed eight (8) feet in height, and shall not be located within a front, side, or rear yard as required in Subsection 5.1.2. hereof,
- d. Either the allowed free-standing sign or, if no free-standing sign is used, then at least one wall or projecting sign, shall prominently display the street address number of the property.

6.2.6.3.1 Off-Premises Signs:

The Board of Appeals may grant a Special Permit for an Off Premises Sign including an outdoor advertising sign ("billboard") in a Business A zoning district under the following conditions:

- a. The proposed sign shall be in a Business A district immediately abutting an Interstate Highway, and within 25 feet of the main right of way of such highway excluding on and off ramps;
- b. The placement of the proposed sign shall be conditioned upon the elimination of no less than three non-conforming Off Premises signs elsewhere in the Town of Reading;
- c. There shall be no more than one Off Premises sign on any one lot that existed as a separate lot at the time of adoption of this section;
- d. The sign may be double sided with no greater than a 30-degree angle of separation between the two faces;
- e. Illumination of the sign shall be by external illumination only and illumination shall be limited to the hours of 6:00 p.m. to 10:00 p.m.;
- f. The sign shall not exceed 675 square feet on each of the two permitted faces;
- g. The maximum height of any Off Premises sign shall be 95 feet from the ground level upon which the sign is installed to the highest point of the structure;
- h. The nearest part of any Off Premises sign shall be no closer than 20 feet from an abutting property, and no less than 10 feet from the highway right of way; and
- i. The proposed use shall not be detrimental to the public good.

6.2.6.4. Signs in Business-B Zoning Districts:

Allowed Signs:

- Wall
- Projecting
- Awning Sign
- Externally illuminated signs

Prohibited:

- Free-Standing (except as permitted at service stations)
- Internally illuminated signs
- Banners as permanent signs

No sign permit shall be issued for any permanent sign in the Business-B Zoning District without the sign having been granted a Certificate of Appropriateness (Subsection 6.2.6.4.1.). Free-standing, wall and projecting signs permitted in any Business-B Zoning District are specified in Table 6.2.3. No free-standing, internally illuminated, or Reader Board signs shall be permitted anywhere in a Business-B Zoning District. Free-standing signs will be allowed only for service stations.

All internally illuminated signs shall have a background or signboard that completely blocks illumination or glow such that light is only visible through the letters and graphics. All illuminated signs shall be turned off at the close of business.

Signs for properties containing more than one establishment:

For a lot which contains more than one business, a Certificate of Appropriateness may be granted for more than one sign, and a maximum of the following signs are allowed, all of which shall in every respect conform to the requirements of this Section:

- a. A business occupying the ground floor is allowed two (2) signs if one sign is a wall sign and the second one is a projecting / blade sign, an awning sign, or a wall sign that is located on a different building façade than the first wall sign.

The allowable sign area for the primary sign is equal to 2 square feet per linear footage of length of the front wall of the building occupied by the establishment to which the sign relates in accordance with Table 6.2.3. The secondary sign area shall not exceed half of the sign area allowed for the primary sign located on the principal frontage.

- b. One joint identification is allowed listing the names and logos of establishments on the premises provided the following conditions are met:
 - No additional advertising
 - Shall be mounted on the building wall closest to the entrance
 - Shall not exceed four (4) square feet in sign area
 - Shall not exceed eight (8) feet in height
 - Shall not project beyond the property line

- c. Allowance for an Additional Wall Sign: In addition to signs allowed above, a street address sign shall be permitted as follows:
- Not to exceed four (4) square feet in sign area
 - Not to exceed six (6) feet in sign height
 - Shall only display the street address and number of the property

6.2.6.4.1. Certificate of Appropriateness/Community Planning and Development Commission (CPDC):

The CPDC shall establish procedures for receiving and reviewing applications for signs in the Business B Zoning District, and for providing written decisions to the Building Inspector. The CPDC shall, in reviewing such applications, consider the design, arrangement, location, texture, materials, colors, lighting, and other visual characteristics of each proposed sign and its compatibility with its general surroundings with regard to the purposes outlined in Paragraph 6.2.1.

If the CPDC shall refuse to issue a Certificate of Appropriateness for any proposed sign, it shall state in writing the reasons therefore, with suggestions as to how the proposal may be modified so as to be approved.

If the CPDC shall fail to issue or refuse to issue a Certificate of Appropriateness within forty-five (45) days of the date of a completed application being submitted, the Certificate shall be deemed to have been issued. An appeal from any decision of the CPDC may be made within twenty days of such decision being filed with the Town Clerk, to the Board of Selectmen, who may uphold, modify or overrule the action of the CPDC and grant a Certificate of Appropriateness. In those cases where proposed signs are included as part of plans for approval under Site Plan Review (Section 4.3.3) or PRD Special Permit review (Section 4.10), a Certificate of Appropriateness separate from such approval shall not be required and shall be combined with the review of said permit.

6.2.6.5. Signs in Business-C Zoning Districts:

Allowed Signs:

- Free-Standing
- Wall
- Projecting
- Internally illuminated signs

Prohibited Signs:

- Banners as permanent signs
- A free-standing and wall sign for buildings that are not multi-tenant

The allowed signs in the Business-C Zoning District are subject to the corresponding provisions of Paragraph 6.2.6.3. (Business-A). In addition, a wall sign consisting only of the name and corporate logo of the principal occupant of a building located within eighteen hundred feet of the centerline of an Interstate Highway may be displayed between the top course of windows and the parapet of such building provided that sign area not exceed fifty

percent of the surface area described by the tops of such windows, the parapet, and the wall corners, that letters and logo contained in or constituting such sign shall not exceed eight feet in height, that the lowest point of such sign shall not be closer than 48 feet above the ground immediately below, that such sign shall not be illuminated between the hours of 11:00 p.m. and sunrise, and that such sign shall be located on the building wall most directly facing said highway.

6.2.6.6. Signs in Industrial Zoning Districts:

Allowed Signs:

- Free-Standing
- Wall
- Projecting
- Internally illuminated

Prohibited Signs:

- Banners as permanent signs
- A free-standing and wall sign for buildings that are not multi-tenant

The allowed signs in the Industrial zoning district should conform to the provisions of Section 6.2.6.5. (Business-C). In conjunction with a Special Permit to Construct a Planned Unit Development (PUD) granted in accordance with Section 4.9. hereof, the Community Planning and Development Commission (CPDC) may, consistent with Subsection 6.2.1., allow modifications to any provision of this Section. The CPDC may allow one additional free-standing sign, not to exceed thirty-five feet in height or 144 square feet in sign area, in that portion of the PUD parcel's landscaped perimeter buffer area most closely adjacent to Route 128 but not closer than 500 feet from any other public street existing at the time of submission of a relevant Preliminary PUD Plan.

6.2.6.7. Signs in a PUD:

Notwithstanding anything in this Section 6.2 to the contrary, signs are allowed or permitted in a PUD only in accordance with Section 4.9.5.6. of these bylaws.

6.2.6.8 Signs in Residential Districts:

Allowed Signs:

- Wall
- Projecting
- Externally illuminated signs

Prohibited:

- Internally illuminated signs
- Free-standing signs
- Banners as permanent signs

Except for identification signs (6.2.4.i.) or signs allowed in Subsection 6.2.6.1., no sign in any Residential Zoning District shall be illuminated in any manner. Decorative non-commercial banners or flags displayed on residential lots shall not be construed as signs for purposes of this bylaw. In connection with any Special Permit to Construct a Planned Residential Development (PRD) granted in accordance with Section 4.10. hereof, the Community Planning and Development Commission may allow modifications to any provision of this Section which is not inconsistent with the Purposes of this Section as specified in Subsection 6.2.1.

6.2.7. Removal of Defunct Signs:

In the event a business, other than a seasonal business, ceases operations for a period of time in excess of thirty days, the sign owner or lessee, or the property owner, shall immediately remove any identification or advertising of said business or any product or service sold thereby. If the sign conforms to the provisions of this Section, and if a permit has been requested within said thirty-day period for altering the same sign in conformity with this Section to identify a new business in the same location, such alteration shall be allowed. Changes in legend on any directory sign shall be exempt from the provisions of this paragraph.

6.2.8. Nonconforming Signs:

A nonconforming sign may not be enlarged or altered in any way which would increase its nonconformity. Should any nonconforming sign be damaged by any means to an extent of more than fifty percent of its replacement cost at the time of damage, it shall not be reconstructed except in conformity with the provisions of this Section 6.2.,

or take any other action with respect thereto.

Community Planning and Development Commission

Background: The Economic Development Committee (EDC) recommended that Section 6.2, Signs, of the Reading Zoning By-Laws be revised so that the rules are clarified, provides ease of use and is more business friendly.

In 2008, the EDC surveyed local businesses to learn more about the issues facing them. Through this survey, local businesses expressed that one of their biggest difficulties was trying to understand and abide by this Section 6.2 which regulates signs under zoning. The EDC then reviewed sign bylaws from seven different surrounding communities and used best practice books and sign references. Through a series of meetings, public forums and ongoing input from the business community, the EDC began re-drafting the sign bylaw which was presented to the Community Planning and Development Commission (CPDC) for their review. Likewise, the EDC solicited input from the Zoning Board of Appeals (ZBA) and incorporated their comments into the revised sign bylaw as well.

The major changes that comprise the new bylaw include the following:

- In Business B – Two signs will be allowed per business (currently one is allowed, except on buildings that face a public way).
- In Business B – Free standing signs will be allowed for service stations only (currently free standing signs are not allowed, and existing free standing signs are classified as non-conforming subject to a sunset provision of July 1, 2010).

- Allow portable A-Frame signs (currently prohibited) – Not regulated under Section 6.2 but referenced; they would be subject to standards developed by the Board of Selectmen and an annual permit approved by them.
- Clarify the meaning of “opaque” signs (currently a bit confusing).
- Increase the allowed size of lettering of window signs from 6 inches to 8 inches.
- Clarify the exemption for “works of art” and allow discretion by CPDC/Town Planner for interpretation.
- Temporary Signs – Allow more flexibility for businesses to use for an annual maximum of 56 days, no more than four times per year.
- When construction on a site requires removal of signs (for renovation or remodeling/refacing jobs), there would be a new allowance for temporary signs similar to existing temporary sign regulations (maximum of 16 square feet) but with added provision (30 square feet) if the building is set back more than 50 feet from the street.
- Allow a National or State flag in addition to an “Open” flag.
- Clarify language regarding awnings, including minimum ground clearance of eight feet.
- Real Estate Signs – Now allow larger size in industrial zone based on business frontage (two times the linear square foot).
- Parking Signs – Allowed but with restrictions around logo, etc.

There are many more modifications not listed above including rewording, reorganizing, and a new sign definition that is included in the revised sign bylaw. Additionally, in the site plan review portion of the Zoning By-Law Sections 4.3.3.5.1.a. and 4.3.3.6.f. were revised to clarify the role of CPDC with regard to review of signs.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends the subject matter of this Article by a vote of 3-0-0.

CPDC Report: The Public Hearing for Section 6.2 (Signs) was opened and closed on March 1st. The Economic Development Committee gave their initial sign Power Point presentation to the CPDC on January 11th and attended almost all of the meetings in February to give input on the sign bylaw. The CPDC recommended the sign bylaw changes to Annual Town Meeting by a vote of 4-0-0.

ARTICLE 28 To see if the Town will vote to amend Section 4.4, Floodplain Districts, of the Town of Reading Zoning By-Laws by deleting in its entirety Section 4.4, and inserting in its place the following new section:

4.4. FLOODPLAIN OVERLAY DISTRICT

4.4.1. Statement of Purpose:

The purposes of the Floodplain Overlay District are to:

- 1) Ensure public safety through reducing the threats to life and personal injury;
- 2) Eliminate new hazards to emergency response officials;
- 3) Prevent the occurrence of public emergencies resulting from water quality, contamination and pollution due to flooding;

- 4) Avoid the loss of utility services which if damaged by flooding would disrupt or shut down the utility network and impact regions of the community beyond the site of flooding;
- 5) Eliminate costs associated with the response and cleanup of flooding conditions;
- 6) Reduce damage to public and private property resulting from flooding waters.

4.4.2. Boundaries of Floodplain District:

The Floodplain District is established as an overlay district. The Floodplain District includes all special flood hazard areas within the Town of Reading designated as Zone A and AE on the Middlesex County Flood Insurance Rate Map (FIRM) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Reading are panel numbers 25017C0292E, 25017C0294E, 25017C0303E, 25017C0311E, 25017C0312E, 25017C0313E and 25017C0314E that go into effect on June 4, 2010. The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the Middlesex County Flood Insurance Study (FIS) report dated June 4, 2010. The FIRM and FIS report are incorporated herein by reference and are on file with the Town Engineer

4.4.3 Definitions:

AREA OF SPECIAL FLOOD HAZARD is the land in the floodplain within a community subject to a one percent or greater chance of flooding in any given year. The area may be designated as Zone A, AO, AH, A1-30, AE, A99, V1-30, VE or V.

BASE FLOOD means the flood having a one percent chance of being equaled or exceeded in any given year.

DEVELOPMENT means any manmade change to improved or unimproved real estate, including but not limited to building or other structures, mining, dredging, filling, grading, paving, excavation or drilling operations.

DISTRICT means floodplain district.

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) administers the National Flood Insurance Program. FEMA provides a nationwide flood hazard area mapping study program for communities as well as regulatory standards for development in the flood hazard areas.

FLOOD BOUNDARY AND FLOODWAY MAP means an official map of a community issued by FEMA that depicts, based on detailed analyses, the boundaries of the 100-year and 500 year floods and the 100-year floodway. (For maps done in 1987 and later, the floodway designation is included on the FIRM.)

FLOOD HAZARD BOUNDARY MAP (FHBM) means an official map of a community issued by FEMA where the boundaries of the flood and related erosion areas having special hazards have been designated as Zone A or E.

FLOOD INSURANCE RATE MAP (FIRM) means an official map of a community on which FEMA has delineated both the areas of special flood hazard and the risk premium zones applicable to the community.

FLOOD INSURANCE STUDY means an examination, evaluation, and determination of flood hazards; and, if appropriate, corresponding water surface elevations, or an examination, evaluation and determination of flood-related erosion hazards.

FLOODWAY means the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation.

LOWEST FLOOR means the lowest floor of the lowest enclosed area (including basement or cellar). An unfinished or flood resistant enclosure, usable solely for parking of vehicles, building access or storage in an area other than a basement area is not considered a building's lowest floor, PROVIDED that such enclosure is not built so as to render the structure in violation of the applicable non-elevation design requirements of NFIP Regulations 60.3.

MANUFACTURED HOME means a structure, transportable in one or more sections, which is built on a permanent chassis and is designed for use with or without a permanent foundation when connected to the required utilities. For floodplain management purposes the term "manufactured home" also includes park trailers, travel trailers and other similar vehicles placed on a site for greater than 180 consecutive days. For insurance purposes, the term "manufactured home" does not include park trailers, travel trailers and other similar vehicles.

MANUFACTURED HOME PARK OR SUBDIVISION means a parcel (or contiguous parcels) of land divided into two or more manufactured home lots for rent or sale.

NEW CONSTRUCTION means, for floodplain management purposes, structures for which the "start of construction" commenced on or after the effective date of a floodplain management regulation adopted by a community. For the purpose of determining insurance rates, NEW CONSTRUCTION means structures for which the "start of construction" (as evidenced by issuance of a building permit) commenced on or after the effective date of an initial FIRM or after December 31, 1974, whichever is later.

ONE-HUNDRED-YEAR FLOOD - see BASE FLOOD.

REGULATORY FLOODWAY - see FLOODWAY.

SPECIAL FLOOD HAZARD AREA means an area having special flood and/or flood-related erosion hazards, and shown on an FHBM or FIRM as Zone A, AO, A1-30, AE, A99, AH, V, V1-30, VE.

STRUCTURE means, for floodplain management purposes, a walled and roofed building, including a gas or liquid storage tank, that is principally above ground, as well as a manufactured home. STRUCTURE, for insurance coverage purposes, means a walled and roofed building, other than a gas or liquid storage tank that is principally above ground and affixed to a permanent site, as well as a manufactured home on foundation. For the latter purpose, the term includes a building while in the course of construction, alteration, or repair, but does not include building materials or supplies intended for use in such construction, alteration, or repair, unless such materials or supplies are within an enclosed building on the premises.

SUBSTANTIAL DAMAGE means damage of any origin sustained by a structure whereby the cost of restoring the structure to its before-damaged condition would equal or exceed 50 percent of the market value of the structure before the damage occurred.

SUBSTANTIAL IMPROVEMENT means any repair, reconstruction or improvement of a structure, the cost of which equals or exceeds 50 percent of the market value of the structure either (a) before the improvement or repair is started, or (b) if the structure has been damaged and is being restored, before the damage occurred. For the purposes of this definition, "substantial improvement" is considered to occur when the first alteration of any wall, ceiling, floor, or other structural part of the building commences, whether or not that alteration affects the external dimensions of the structure.

ZONE A means the 100-year floodplain area where the base flood elevation (BFE) has not been determined. To determine the BFE, use the best available Federal, State, local or other data.

ZONE A1-30 and **ZONE AE** (for new and revised maps) mean the 100-year floodplain where the base flood elevation has been determined.

ZONE AH and **ZONE AO** means the 100-year floodplain with flood depths of 1 to 3 feet where a clearly defined channel does not exist, where the path of flooding is unpredictable, and where velocity flow may be evident. Such flooding is characterized by ponding or sheet flow.

ZONES B, C, AND X are areas identified in the community Flood Insurance Study as areas of moderate or minimal flood hazard. Zone X replaces Zones B and C on new and revised maps.

4.4.4. Reference to Existing Regulations:

The Floodplain District is established as an overlay district to all other districts. All development in the district, including structural and non-structural activities, whether permitted by right or by special permit must be in compliance with Chapter 131, Section 40 of the Massachusetts General Laws and with the following:

- Section of the Massachusetts State Building Code which addresses floodplain and coastal high hazard areas (currently 780 CMR 120.G, "Flood Resistant Construction and Construction in Coastal Dunes");
- Wetlands Protection Regulations, Department of Environmental Protection (DEP) (currently 310 CMR 10.00);
- Inland Wetlands Restriction, DEP (currently 310 CMR 13.00);
- Minimum Requirements for the Subsurface Disposal of Sanitary Sewage, DEP (currently 310 CMR 15, Title 5);
- Town of Reading Zoning By-Law; and
- Town of Reading Wetlands Protection By-Law.

Any variances from the provisions and requirements of the above referenced State and local regulations may only be granted in accordance with the required variance procedures of such regulations.

4.4.5. Uses Permitted as of Right in the Floodplain Overlay District:

In the Floodplain Overlay District, no new building shall be erected and no premises shall be used except for one or more of the following uses:

4.4.5.1. Municipal recreation, public water supply, drainage or flood control use, orchard, truck garden, nursery, or similar open use of the land for the raising of agricultural or horticultural crops, for rifle, pistol and shotgun shooting on land of any established range.

4.4.6. Uses Permitted in the Floodplain Overlay District By Special Permit:

4.4.6.1. If authorized by the Board of Appeals, commercial golf course, or non-profit social, civic or recreational use (but not including any use the chief activity of which is one customarily conducted as a business); and buildings and sheds accessory to any use permitted in the district.

4.4.6.2. If any land defined in the bylaws as being in a Floodplain Overlay District is proven to be in fact neither subject to flooding nor unsuitable for human occupancy because of drainage and topographic conditions, and if the use of such land will not be detrimental to the public health, safety and welfare, the Board of Appeals may permit buildings for human occupancy on such land in accordance with the requirements of the underlying district after the necessary proof has been presented to and reported on by the Community Planning and Development Commission and the Board of Health.

4.4.7. Uses Prohibited in the Floodplain Overlay District:

Dumping, filling or earth transfer or relocation operations are prohibited except for utility trenches, driveways, landscaping and accessory building foundations, or municipal or public facilities.

4.4.8. Conditions for Approval for uses Permitted in the Floodplain Overlay District:

4.4.8.1 Within the floodplain overlay district, no new construction, substantial improvement or other land development shall be permitted unless it is demonstrated by the applicant that the cumulative effect of the proposed development, when combined with all other existing and anticipated development, will not increase the water surface elevation of the base flood.

For the purposes of this section, substantial improvement shall be taken to mean: any repair, reconstruction, or improvement of a structure, the cost of which equals or exceeds fifty percent of the market value of the structure either

- (a) before the improvement is started, or
- (b) if the structure has been damaged and is being restored after the damage occurred.

4.4.8.2 For new construction, substantial improvements of existing structures or other land development, the following conditions shall apply:

- 1) All new construction or improvement of non-residential structures shall either have the lowest floor, including basement, at or above the base flood elevation, or along with attendant utility and sanitary facilities, shall be flood

proofed; i.e., designed so that below the established base flood elevation, the structure is watertight with walls substantially impermeable to the passage of water and with structural components having the capability of resisting hydrostatic and hydrodynamic loads and effects of buoyancy.

- 2) Within Zones A and AE where base flood elevations are provided on the FIRM: elevations shall be determined by using the flood profile contained in the Flood Insurance Study.
- 3) Within Zones A and AE, where the base flood elevation is not shown on the FIRM, the applicant shall obtain any existing base flood elevation data as a basis for the elevation and flood-proofing requirements of this section and shall submit such base flood elevation data to the Board of Appeals at the time of making application for a special permit under this section. When base flood data is not available, the base flood elevation shall be determined through hydrologic and hydraulic analyses performed by a registered professional engineer in accordance with standard engineering practices.
- 4) The structure will withstand the effects of flooding. The ground level around and extending 25 ft. outward from any building or structure in a Floodplain District shall be raised as necessary so that no part of the ground level area so defined, shall be below the elevation shown on the FIRM. Embankments subject to possible scouring by flood waters shall be properly stabilized and protected to prevent erosion by flood waters.
- 5) The containment of sewerage, safety of gas, electric, fuel, and other utilities from breaking, leaking, short circuiting, grounding, igniting, electrocuting or any other dangers due to flooding, will be adequately protected.
- 6) Safe vehicular and pedestrian movement to or over, and from the premises shall be provided on ways having a minimum profile elevation of no less than the base flood elevation.
- 7) Methods of drainage shall be adequate.
- 8) Other land in the Floodplain Overlay District shall be protected from impacts resulting from all work of development both approved and not approved on the premises.
- 9) Where watertight flood proofing of a structure is permitted, a registered professional engineer shall verify that the methods used will be adequate to withstand the flood depths, pressures and velocities, impact and uplift, and other factors associated with the base flood.
- 10) A registered professional engineer shall certify that the above minimum conditions listed in Sections 4.4.4 and 4.4.8 are satisfied in the design proposal.

4.4.9. Base Flood Elevation and Floodway Date:

4.4.9.1. Floodway Data. In Zones A, and AE, along watercourses that have not had a regulatory floodway designated, the best available Federal, State, local or other floodway data shall be used to prohibit encroachments in floodways which would result in

any increase in flood levels within the community during the occurrence of the base flood discharge.

4.4.9.2. Base Flood Elevation Data. Base flood elevation data is required for subdivision proposals or other developments greater than 50 lots or 5 acres, whichever is the lesser, within unnumbered A zones.

4.4.10 Notification of Watercourse Alteration:

In a riverine situation, the Conservation Commission shall notify the following of any alteration or relocation of a watercourse:

- Adjacent Communities
- NFIP State Coordinator
Massachusetts Department of Conservation and Recreation
251 Causeway Street, Suite 600-700
Boston, MA 02114-2104
- NFIP Program Specialist
Federal Emergency Management Agency, Region I
99 High Street, 6th Floor
Boston, MA 02110

and further, that the Zoning Map of the Town of Reading be amended to adopt the boundaries of the new overlay district as defined on the Middlesex County Flood Insurance Rate Map (FIRM) that goes into effect on June 4, 2010 and as further defined by the Middlesex County Flood Insurance Study (FIS) report dated June 4, 2010,

or take any other action with respect thereto.

Community Planning and Development Commission

Background: The National Flood Insurance Program (NFIP) is a federal program that enables property owners in participating communities the ability to purchase insurance as a protection against flood losses in exchange for adopting State and local floodplain management regulations that reduce future flood damages.

The Federal Emergency Management Agency (FEMA) identifies flood hazards nationwide and publishes and updates flood hazard data in support of the NFIP. FEMA has developed new flood hazard data and revised some of the existing data as part of its flood study process. The new data is provided in the form of a Flood Insurance Rate Map (FIRM) and a Flood Insurance Study (FIS).

As a participating community in the NFIP, the Town of Reading must comply with all updates to the program. FEMA has established June 4, 2010, the date the new regulations become effective, as the deadline for adopting the new FIRM/FIS. No changes to the FIRM/FIS are anticipated between the time of Town Meeting and June 4, 2010.

Article 28 represents a new Section 4.4 of the Zoning By-Law which is the means by which the Town can adopt the new FIRM/FIS. The current Section 4.4 of the Zoning By-Law has been deleted and a new Section 4.4, Floodplain Overlay District, has been developed using the State model that was provided. There are provisions of the existing Section 4.4 that have been included in the new bylaw pertaining to Uses Permitted by Right (4.4.5), Uses Permitted by Special Permit (4.4.6) and Uses Prohibited (4.4.7).

The most significant change related to the new Section 4.4, Floodplain Overlay District, is that the new maps apply only to the 100 year floodplain and not the 500 year floodplain. This effectively reduces the area that is included in the Floodplain Overlay District for purposes of the National Flood Insurance Program.

All of the existing regulations pertaining to the local wetlands bylaw and the State Wetlands Protection Act remain and are not affected by these changes. The new maps are available at the Towns web site at and are not printed in this document because the printed document at the 8 1/2 x 11 scale would not show adequate detail. The maps are available at http://www.ci.reading.ma.us/Pages/ReadingMA_BComm/CPDCDocs/Current/0153283C-000F8513

- There are no new properties placed in the Floodplain by the adoption of this section of the Zoning By-Law.
- By adopting the new Section 4.4, the Town will be accepting the new FIRM/FIS and property owners will continue to be able to purchase flood insurance.
- This is a time sensitive matter requiring action in advance of the stated deadline of June 4, 2010.

Finance Committee Report: No report.

Bylaw Committee Report: The Bylaw Committee recommends the subject matter of this Article by a vote of 3-0-0.

CPDC Report: The Public Hearing for Section 4.4 (Floodplain Overlay District) was opened and closed on March 15th and CPDC voted to recommend the adoption of Article 28 to Town Meeting by a vote of 4-0-0.

ARTICLE 29 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:

Precinct 1

Crawford	Lynne	A	2011
D'Entremont	Keith	J	2011

Precinct 2

Connearney	Joseph	T	Sr.	2011
Lam	Wei	E		2011
Snow	George	A		2011
Sullivan	John	B		2011

Precinct 3

Jones	Randall	W	2011
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Precinct 5

Kelley	Timothy	J	2011
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Precinct 8

Griset	William	J	Jr.	2011
Herrick	Karen Gately			2012

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 are 10 members who meet those criteria, as listed above.

The remaining Town Meeting Members from Precincts 1, 2, 3, 5 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. The affected precincts will then make a recommendation to Town Meeting as to whether the member should be removed.

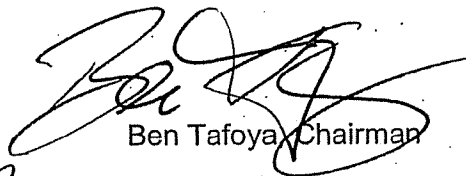
Finance Committee Report: No report.

Bylaw Committee Report: No report.

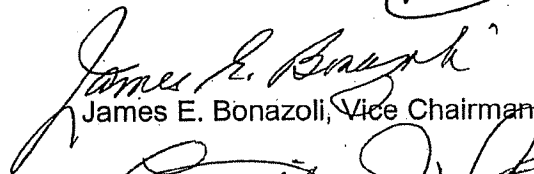
and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to April 6, 2010, the date set for the Election in said Warrant, and to publish this Warrant in a newspaper published in the Town, 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.

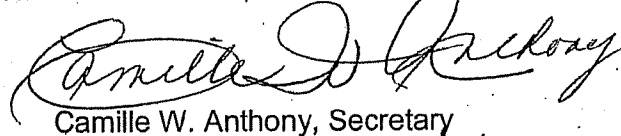
Given under our hands this 2nd day of March, 2010.



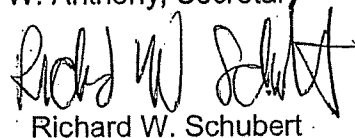
Ben Tafoya, Chairman



James E. Bonazoli, Vice Chairman



Camille W. Anthony, Secretary



Richard W. Schubert

Stephen A. Goldy

SELECTMEN OF READING

Alan W. Ulrich, Constable

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Town Manager FY11 Budget Message

The following Mission Statement and statement of values were adopted by the Board of Selectmen in 2008, and guide the Town in developing its annual goals and spending plan.

The Town of Reading strives for excellence in all its services – from education to government – and seeks to enhance and enrich the social, intellectual, and leisure life of the community.

In support of the Town of Reading Mission, Reading Municipal Government will:

- help residents identify with their community by supporting volunteerism and civic engagement,
- create opportunities for public discourse about community issues and encourage citizen participation in planning and decision-making
- commit itself to community-responsive services that incorporate best practices and a strong orientation to customer service
- support open and transparent government with convenient avenues for communication and access
- enhance the integrity and livability of its many fine neighborhoods by supporting community initiatives for preservation and improvements
- uphold the character of Reading by actively encouraging efforts to document and preserve the history of the community, its historic buildings and areas, and prized open spaces.
- embrace diversity by striving to provide varied housing choices and diversifying the municipal workforce by recruiting, hiring, and promoting persons of all backgrounds and races

- enhance the social, civic, and intellectual life of residents by offering a broad range of services and programs

In meeting its vision and addressing its mission, the municipal government of the Town of Reading will be guided by the following values:

Integrity and Transparency

- Reading municipal government and its employees and officials will be guided by the highest standards of ethics and integrity.
- Municipal business will be conducted in an open manner with opportunities for public discussion and input into decisions.
- The community will be kept informed with open communication.
- All official business will be conducted in a civil, professional, and mutually respectful manner.

Excellence

- Excellence will be the standard for all municipal services, with continuous review and evaluation of best practices, incorporating new methods and technologies, striving for efficiency and cost effectiveness.
- Reading municipal government will make decisions based on careful planning consistent with town-wide goals.

Diversity

- Municipal government will encourage diversity and respect for differences in the conduct of its business and in recruiting and hiring personnel and in providing enrichment opportunities for the community.

Community

The following are values that the community holds in high regards:

- Social, Environmental, and Financial Sustainability
- Tolerance, Civility and Cultural Diversity

- Volunteerism and Civic Engagement
- Historic Preservation and Open Space
- Recreational, Cultural, and Educational Opportunities

The FY11 budget was built using the following:

Guiding Principles

- Avoid Gimmicks;
- Maintain necessary levels of Public Safety and Public Health;
- Maintain necessary levels of local services to assist those in need during difficult economic times;
- Retain the ability to take advantage of opportunities;
- Retain the Town's strong financial capability;
- Maintain the Town's ability to emerge from the current economic circumstances in a strong position (Economic Development);
- Understand and respect the impact of local government decisions regarding increasing costs on our residents and taxpayers;
- Explore short and long range efficiencies, regional opportunities, organizational changes, and outsourcing of services;
- Determine what things we are currently doing that don't add value to the community, and what changes (state law) need to be made to avoid doing them;

Common Assumptions

- Capital and Debt Service will remain at 5% of the budget;
- 0% increases in salaries for municipal employees from 6-30-10 levels for FY 2011

Fees/Revenues

Generally we are not recommending major changes in fees to address the budget shortfalls, but there are several areas that we will be amending:

- Smoke Detector Fees – ours are very low (Board of Selectmen);
- Underground Storage Tank registration fees – ours are very low (Board of Selectmen);
- Site plan waiver fee – new (CPDC);
- Broader use of re-inspection fees for more than the initial inspection and one re-inspection (Board of Selectmen, Conservation Commission, Board of Health);
- Consider un-bundling the Community Access fee (Board of Selectmen)
 - Commuter parking – our fees are very low
 - Compost center

The final FY11 Town Manager budget presented to FINCOM once again is a product of a strong collaborative effort between the town and school administrations, boards and committees. Total expenses are up 2.3% while recurring revenues are increasing at +1.2%. The gap between expenses and revenues is filled by using less than a million dollars from our cash reserves as per the Finance Committee.

	FY11	Change(\$)	Change(%)
Municipal government	\$18,114,426	+\$222,463	+1.2%
School Department	\$36,390,308	+\$394,061	+1.1%
Town Facilities	\$740,693	none	none
Debt, Capital, Benefits	\$19,191,030	+\$976,146	+6.3%
TOTAL	\$74,436,457	+\$1,592,67	+2.3%
*State Assessments	\$568,602	-\$11,404	-2.0%
TOTAL	\$75,005,059	\$1,581,266	+2.2%

*Not voted by Town Meeting

The total municipal government costs are up \$222,463 or 1.2%, while total school department costs are up \$394,061 or 1.1%, as shown above. Further details are found throughout the following pages.

Budget Changes	Operating	Accommodated	Total
Municipal government	+\$164,280 +1.1%	+\$58,183 +1.9%	+\$222,463 +1.5%
School Department	+\$520,531 +1.7%	-\$126,470 -2.3%	+\$394,061 +1.1%
Town Facilities	+\$9,100 +2.3%	-\$9,100 -2.6%	\$0 0.0%
Debt, Capital, Benefits	none	+\$976,146	+\$985,102 +6.3%
TOTAL	+\$693,911	+\$898,759	+1,592,670

The Town of Reading is in somewhat better financial shape than many of our neighbors across the Commonwealth. This should not mask the fact that the FY11 budget is being balanced by significant use of cash reserves, and an early look at the FY12 budget suggest even more reserves will be needed to deliver a balanced budget that may not hold current service levels. Economic dislocations at the national and state level have an impact on our community, even while we do the best we can to manage at the local level.

Peter Hechenbleikner
Town Manager

Bob LeLacheur
Assistant Town Manager

Operating costs under the FINCOM budget model were initially set to match FY10 levels during the budget process that began formally last October. In January, conservative assumptions regarding recent state plus federal aid for FY11 showed an improvement in projected FY11 revenues by about \$700,000. This allowed the operating budgets to increase by 1% to 2%, with the funds allocated towards reducing or eliminating the areas of projected layoffs and service reductions to the community.

Accommodated costs are once again led by increases to health insurance. However it should be noted that the employees and retirees of the Town (including RMLD) agreed to a major change in their health insurance program beginning in June 2009, which actually reduced health insurance rates for employees and the Town in FY 2010. While health insurance rates are increasing for FY 2011, this rate increase is on a significantly smaller cost base that would be the case if the changes in health insurance had not been made in FY 2010.

Finance Committee FY11 Budget Message

The Fiscal Year 2011 budget represents another year of severe economic constraints on municipal operations. The continued fallout of the economic recession which has affected the ability of all levels of government to sustain appropriate levels of revenue has resulted in another year of negative impacts on Reading and all local communities' ability to sustain the levels of service the community has previously supported and expected. The revenue the state returns to Reading has once again fallen below levels previously experienced. Accommodated costs continue to rise especially in the area of health insurance severely limiting funds available to sustain core services. While you will see cuts in service in some areas, town and school management have worked collaboratively to minimize the impacts as much as possible. Town employees are contributing to the effort by accepting zero COLA and zero step increases in the FY 2011 budget except in areas of previously committed contract agreements. Town management has begun to take steps to sustain services by setting the groundwork toward a future four day work week.

Reading has been able to hold off on the kind of devastating erosion of services experienced by many communities by continuing to follow sound fiscal policies established over many years. These policies have allowed reading to sustain financial reserves with which to fund future years. However, the continued use of reserves to make up for reduced revenue from traditional sources is not a sustainable financing model. In order to achieve progress in maintaining and improving services going forward traditional levels of revenue from state funding must return and grow and Reading may soon have to consider the prospect of additional funding from our own resources. While all the elected and appointed bodies and management staff constantly look for creative ways to raise revenue and accomplish service we all must face the fact that to avoid debilitating cuts in education, public safety

and public health which will effect all our property values, additional revenue will have to be raised at the local level.

Reading taxpayers can remain assured that the sound fiscal policies practiced over the past decade or more and the cooperative efforts among your municipal representatives which has been occurring at ever increasing levels will enable Reading to maintain the quality of service they have come to expect and enjoy but only if going forward the financial resources necessary to sustain what that cooperation and expertise has been able to achieve is provided.

George Hines, Chair
David Greenfield, Vice Chair
Barry Berman
Hal Torman
Kevin Leyne
Bryan Walsh
Marsie West
Tom White
Matt Wilson

A Town of Reading		BUDGET		One Year		Proposed		One Year		Projected		One Year	
Revenues - Details		FY - 2010		Changes		FY - 2011		Changes		FY - 2012		Changes	
No.	4/5/10 4:30 PM												
Property Taxes													
	Tax levy (within levy limit)	47,519,656	3.7%	49,274,826	3.7%	50,762,946	3.0%						
	New Growth	553,345	-0.5%	250,000	-54.8%	250,000	0.0%						
	Tax levy (debt exclusion)	2,108,170	-24.2%	2,086,657	-1.0%	2,086,657	0.0%						
	Abatements and exemptions	(638,552)	-6.3%	(514,516)	-19.4%	(527,379)	2.5%						
A1	Total Property Taxes	49,542,619	2.2%	51,096,967	3.1%	52,572,225	2.9%						
Other Local Revenues													
	Motor Vehicle Excise	2,500,000	-12.3%	2,400,000	-4.0%	2,400,000	0.0%						
	Penalties/interest on taxes	174,300	5.0%	175,000	0.4%	175,000	0.0%						
	Payments in lieu of taxes	289,800	5.0%	290,000	0.1%	290,000	0.0%						
	Charges for services	1,554,000	5.0%	1,600,000	3.0%	1,600,000	0.0%						
	Licenses & permits	131,200	5.0%	130,000	-0.9%	130,000	0.0%						
	Special Assessments	3,150	5.0%	3,000	-4.8%	3,000	0.0%						
	Fines	157,500	5.0%	150,000	-4.8%	150,000	0.0%						
	Interest Earnings	600,000	-43.9%	400,000	-33.3%	400,000	0.0%						
	Medicaid Reimbursement	400,000	0.0%	400,000	0.0%	400,000	0.0%						
A2	Total Other Local Revenues	5,809,950	-10.9%	5,548,000	-4.5%	5,548,000	0.0%						
Intergovernmental Revenue													
	State Aid	12,177,581	-9.0%	12,400,000	1.8%	12,400,000	0.0%						
	Federal ARRA	842,443		350,000	-58.5%	0	-100.0%						
	MSBA	462,085	0.0%	462,036	0.0%	462,036	0.0%						
A3	Total Intergov't Revenues	13,482,109	-2.6%	13,212,036	-2.0%	12,862,036	-2.6%						
Operating Transfers and Available Funds													
	Cemetery sale of lots	25,000	-33.6%	25,000	0.0%	25,000	0.0%						
	Sale of real estate funds	325,000	-7.1%	300,000	-7.7%	275,000	-8.3%						
	Reading Ice Arena Authority		-100.0%	60,000	100.0%	60,000	0.0%						
	MSBA payments	626,220	100.0%	696,990	11.3%	696,990	0.0%						
	RMLD earnings distribution	2,186,670	1.5%	2,171,880	-0.7%	2,171,880	0.0%						
	Enterprise Fund Support	756,069	6.1%	756,069	0.0%	756,069	0.0%						
	Overlay surplus	390,447	157.4%	204,827	-47.5%	150,000	-26.8%						
A4	Total Transfers & Available	4,309,406	53.2%	4,214,766	-2.2%	4,134,939	-1.9%						
	Certified Free Cash	223,805		936,000		1,155,000							
A5	Free Cash & Savings	223,805		936,000		1,155,000							
TOTAL REVENUES		73,367,889	1.63%	75,007,769	2.24%	76,272,200	1.69%						

FY 2011 REVENUES

The following are the highlights of the estimated revenues for FY11:

Property Taxes – The FY 2011 tax levy includes a 2.5% increase over the combined FY 2010 tax levy and new growth. In FY 2004 the voters approved a \$4.5 million Prop 2 ½ general operating override which increased the base upon which the 2.50% levy limit is figured. In FY 2005, the first bond payment on the High School construction project was included in the tax levy. All subsequent years Tax levy reflects the debt exclusion for the High School project. We have already bonded \$35 million for the High School project. The portion of the tax bill that pays for the RMHS debt exclusion was reduced in FY 2010, and will continue to be reduced for all future years debt payments, by a proration of the amount paid to us by the Massachusetts School Building Authority.

We are projecting \$250,000 in new growth based on the assessors estimate taking into consideration historical new growth plus new growth from ongoing development activity in the community.

In 2009, we had an increase in new growth for the personal property value of telecommunications equipment. We are no longer required to hold reserves for the potential abatement of these taxes so the provision for abatements and exemptions will decrease.

Back in Fiscal 2006, the Board of Assessors requested an increase in the budgeted amount of “provisions for abatements and exemptions”, or Overlay Reserve, to a level of \$500,000. This account needs to be able to accommodate any potential abatement that may arise from all the new commercial development. Our intent is to increase this base amount by 2 ½ % of the previously budgeted amount each year. The actual amount may vary from the budgeted amount when the final

calculation of the tax rate is made in November. If the provision is not used for abatements, it is released in future years and used to support the budget. (See” Operating transfers/Available Funds” below.)

New Growth (\$ 000s)

2011	2010	2009	2008	2007	2006	2005
250	553	556	549	843	732	495

Local Revenues from sources other than property taxes – In the past, we used extremely conservative estimates for increasing local receipts and then transitioned into an approach that would be more realistic by using a long-term average. 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 light of current economic conditions, last year we made adjustments to this approach to several categories, and we will do the same type of adjustments this year. So far, our actual revenues under this method have been fairly close to those predicted. We hope to avoid revenue deficits that many other communities are experiencing by being conservative.

MOTOR VEHICLE EXCISE – We will forecast a slight drop to excise taxes in FY11 as new car purchases – aside from federal stimulus programs – have remained at lower levels. A few years ago we were looking forward to over \$3 million, but next year we see only \$2.4 million in our forecast.

INTEREST – The town earns interest on the cash it is holding until it has to pay the bills for the town. From 2005 through 2008, we held the funds for large construction projects that earned us considerable interest. We did not use the interest on these excess funds in developing the operating budget because we new it would not be recurring. Those funds will have been completely spent by FY 2010. In 2007, many of our accounts were earning 5% to 5.5% interest rates. Unfortunately, between September 2008 and March 2010, interest rates have steeply declined. We are currently earning 0.4% to 2.0% therefore we are estimating interest revenue to decrease again next year.

Intergovernmental Revenue – We used a figure for state aid in FY11 that was below that of the Governor’s budget released in January 2010. All indications as of April 5, 2010 are that our assumption will be a few hundred thousand dollars lower than the actual number. We will need that amount though because our estimated \$350,000 in federal aid may be reduced to zero.

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. This is consistent with the Capital Improvements Program which will make these funds last for approximately 10 years from FY2005 to FY2014.

The earnings distribution from the Light Department has been decreased based on the deflationary CPI through December 2009.

The Board of Assessors certifies the overlay surplus at \$204,829.

Almost \$1 million is being used from free cash in order to balance the FY2011 budget, and more is expected to be used to do the same in FY12. Beyond that year, the use of cash reserves becomes less

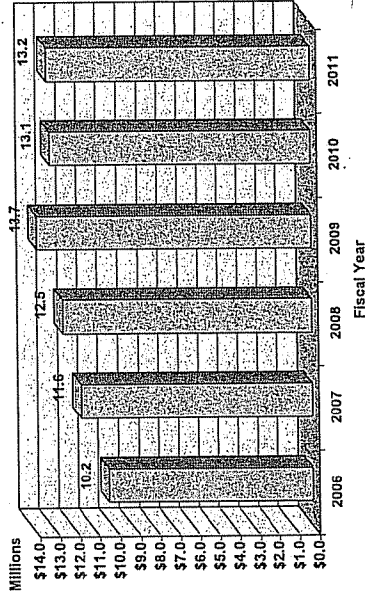
certain, but before then we will have a better understanding of our revenue situation and the economic climate.

Status of Reserves (000’s)

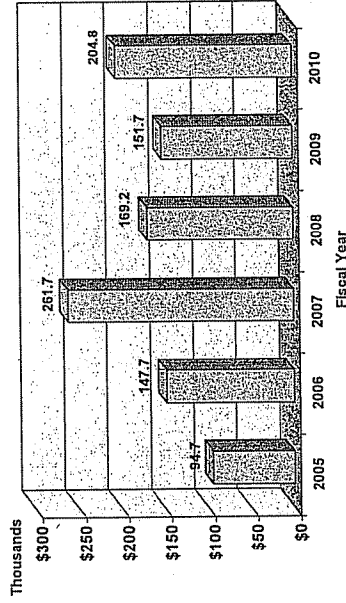
	Balance July 1 2009	Used FY2010	Proposed FY2011	Estimated Balance
Free Cash Surplus	5,312	(177)	(1,000)	4,135
Sale of Realstate	1,354	(325)	(300)	729
Stabilization Funds				
General	1,390	0	0	1,390
Smart Growth	350	0	0	350
Buyback	25	0	0	25
Fincom Reserve	150	(5)	0	145

Summary of Revenues – The total FY 2011 estimated revenues for general government will be \$75.0 million. \$1,000,000 of the approximately \$2,000,000 additional revenues for FY11 is coming from Free Cash. Through past prudent budgeting, a surplus was created so funds are available to deal with the budget constraints during difficult economic times when recurring revenues are not increasing. But we must recognize the need to be careful when supporting the annual operating budget with non-recurring revenues because it is not sustainable. If the economy is slow to recover, recurring revenues will not be increasing. This will make FY12 and FY13 budgets difficult as the reserves diminish.

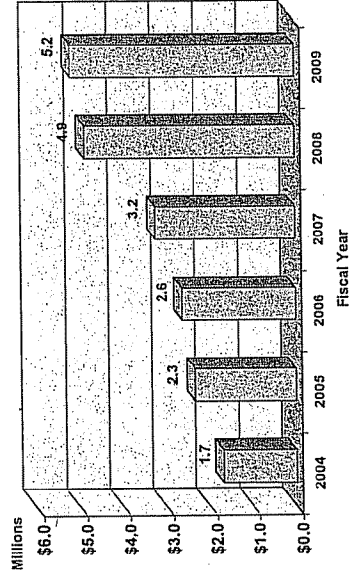
State Aid



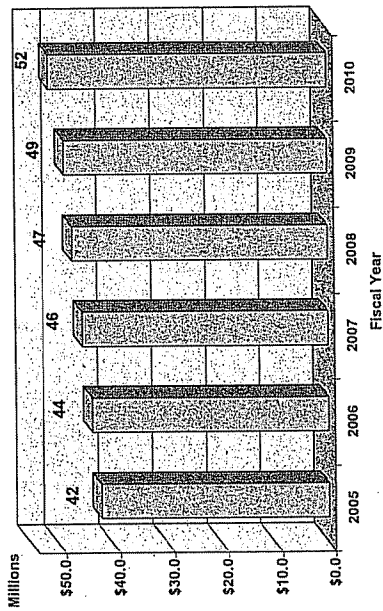
Overlay Surplus



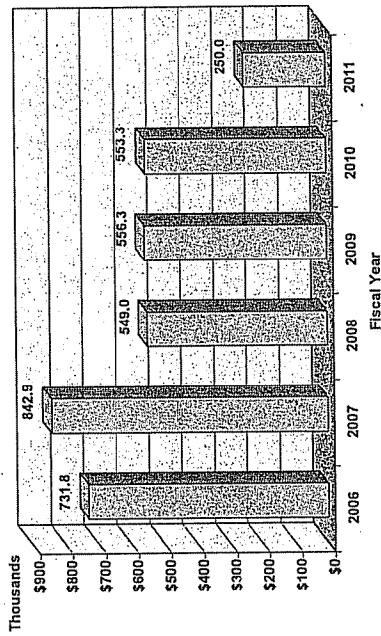
Free Cash at June 30



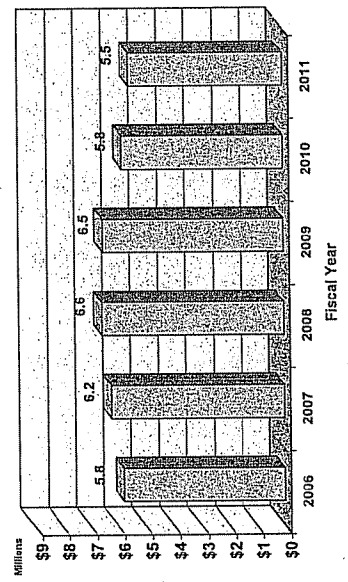
Property Taxes



New Growth



Local Receipts



Spending Scorecard - FY11 Budget

Line	Category	FY11 Budget	Change	FINCOM	% budget
B99	Benefits	\$11,712,081	+6.9%	7-0-0	15.7
C99	Capital	\$993,000	-8.1%	7-0-0	1.3
D99	Debt service	\$6,158,003	+6.8%	7-0-0	8.3
E99	Vocational Education	\$327,946	-13.2%	7-0-0	0.4
G91	Town Administration wages	\$211,646	+0.9%	7-0-0	0.3
G92	Town Administration expenses	\$472,000	-0.4%	7-0-0	0.6
H91	Accounting wages	\$155,770	0.0%	7-0-0	0.2
H92	Accounting expenses	\$1,550	0.0%	7-0-0	0.0
I91	Finance wages	\$1,137,410	+1.1%	7-0-0	1.5
I92	Finance expenses	\$504,800	-2.4%	7-0-0	0.7
J92	FINCOM reserves	\$150,000	0.0%	7-0-0	0.2
K91	Community Services wages	\$871,087	+9.1%	7-0-0	1.2
K92	Community Services expenses	\$215,485	-9.9%	revote	0.3
L91	Library wages	\$960,861	0.0%	7-0-0	1.3
L92	Library expenses	\$268,817	+1.6%	7-0-0	0.4
M91	Public Works wages	\$2,351,314	+0.7%	7-0-0	3.2
M92	Public Works expenses	\$738,835	+4.2%	7-0-0	1.0
M93	Public Works Snow & Ice	\$525,000	+5.0%	7-0-0	0.7
M94	Public Works Street Lights	\$241,500	+5.0%	7-0-0	0.3
M95	Public Works Rubbish	\$1,560,770	+2.4%	7-0-0	2.1
N91	Public Safety wages	\$7,393,727	+0.6%	7-0-0	9.9
N92	Public Safety expenses	\$353,854	0.0%	7-0-0	0.5
U99	School Department	\$36,390,308	+1.1%	7-0-0	48.9
V99	Town Facilities	\$740,693	0.0%	7-0-0	1.0
	TOTAL GENERAL FUND (voted)	\$74,436,457	+2.3%		100.0
W99	Water (before use of reserves)	\$5,433,291	+5.1%	7-0-0	48.4
X99	Sewer (before use of reserves)	\$5,412,723	+5.0%	7-0-0	48.2
Y99	Storm Water (before use of resvs)	\$377,826	+29.7%	7-0-0	3.4
	TOTAL ENTERPRISE FUNDS	\$11,223,840	+5.1%		100.0

Debt, Capital, Benefits FY11 Budgets

	FY10	FY11	Change (\$)	Change (%)
Debt	\$5,765,113	\$6,158,003	+\$392,890	+6.8%
Capital	\$1,080,725	\$993,000	-\$87,725	-8.1%
Regional Schools	\$377,964	\$327,946	-\$50,018	-13.2%
Benefits	\$10,951,082	\$11,712,081	+\$760,999	+6.9%
TOTAL	\$18,174,884	\$19,191,030	+\$1,016,460	+5.6%
*State Assmnts	\$580,006	\$568,602	-\$11,404	-2.0%
TOTAL	\$18,754,890	\$19,759,632	+\$1,004,742	+5.4%

*not voted by Town Meeting

Debt: An additional \$473, 988 in FY11 debt service for energy improvements is driving the increase in that budget. Guaranteed energy savings of over \$300,000 offset a portion of this debt, and the balance was acknowledged as a comprehensive solution to the performance contracting needs of the Town.

Capital: Because of the increase in debt service and the FINCOM policy of 5% funding towards debt + capital, fewer funds were available for 'cash capital' projects in FY11. The decrease was roughly in line with the portion of debt service from above not covered by energy savings. Capital included for FY11 is as follows (total is \$993,000):

- > \$425,000 Roads/coat & seal (DPW)
- > \$230,000 Ambulance (Fire)
- > \$115,000 Sander (DPW)
- > \$ 83,000 Killam Parking Lot (DPW)
- > \$ 40,000 Curb/sidewalk (DPW)
- > \$ 30,000 Killam Playground (DPW)
- > \$ 25,000 Patient Care System (Fire)
- > \$ 20,000 Security System (Schools)
- > \$ 15,000 Playground surface (DPW)
- > \$ 10,000 Street Signs (DPW)

Regional Schools: The budget is reduced for FY11 because of anticipated graduations from Minuteman (costs include transportation). The projected FY11 budget at Northeast is flat as per early discussions with that administration, however total costs are up due to increased enrollment.

Benefits

Retirement: Due to a decline in the investment value of retirement assets, the Retirement Board voted a larger than usual increase of +4.5% to the annual contribution required. Using actuarial assumptions, the Town is projected to meet all required funding dates. The Town's self-insured portion of this budget remains steady at \$73,500; a \$15,000 expense pays the annual fees associated with seasonal and part-time employees' recent shift from social security to a 403(b) plan; and a required update to the OPEB liability is funded by \$25,000.

Worker Compensation: Due to a payroll audit performed after the FY10 budget was built last spring, the actual run rate of this cost is underfunded by about \$35,000 for the current year. This difference will be funded by a surplus in the health insurance account. For FY11, our carrier suggested a 5-10% increase in this line item, so a 7.5% increase is projected. While the rates are locked in at zero percent, this will allow for any additional findings of another payroll audit late next spring.

Unemployment compensation: This has become a significant expense in FY10 as the \$55,000 budget was expended by November 2009. The deficit for FY10 will be funded by a surplus in health insurance. At present, the current run rate is between \$100k and \$150k – with wide fluctuations month-to-month as unfunded federal rules change.

Health insurance: An overall 9.7% increase in premiums plus a 2% enrollment increase is used to build this budget for FY11. The FY10 budget was overfunded due to some significant changes in the plan made last spring after the budget was adopted. This allows the budgeted increase for FY11 to be cushioned somewhat and other benefit deficits in FY10 to be covered by this surplus. In November 2009, Town Meeting used \$175,000 from this line item to cover an increase in Veteran's benefits and performance contracting debt service, and additional surpluses as described above will be available for April 2010 Town Meeting are anticipated.

Medicare: After a long history of underfunding this expense, the MUNIS system was instrumental in properly projecting this

expense for FY10. A 7.5% increase is forecast, partly for rate increases and partly for ongoing demographic shifts in the workforce.

Indemnification: Police & Fire expenses can vary widely in this line item, and are projected at +5% in FY11.

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 1
Bgnryrpts

PROJECTION: 2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: DEBT SERVICE	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
05 EXPENSES							
17005530 530705 DEBTCOSTS	2,962.09	.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES	2,962.09	.00	.00	.00	.00	.00	.0%
07 DEBT SERVICE							
17007591 591000 LGTMDBT PR	2,275,000.00	2,195,000.00	2,195,000.00	1,885,000.00	2,195,000.00	2,595,000.00	18.2%
17007591 592000 LGTMDBT IN	704,674.38	710,642.00	770,642.00	638,771.68	710,642.00	764,812.00	- .8%
17007592 591000 LGTMDBT PR	1,480,000.00	1,525,000.00	1,525,000.00	1,465,000.00	1,525,000.00	1,570,000.00	3.0%
17007592 592000 LGTMDBT IN	1,316,582.52	1,274,471.00	1,274,471.00	1,257,578.77	1,274,471.00	1,228,191.00	-3.6%
17007593 593000 STTMDBT IN	24,034.81	.00	.00	.00	.00	.00	.0%
TOTAL DEBT SERVICE	5,800,291.71	5,705,113.00	5,765,113.00	5,246,350.45	5,705,113.00	6,158,003.00	6.8%
TOTAL DEBT SERVICE	5,803,253.80	5,705,113.00	5,765,113.00	5,246,350.45	5,705,113.00	6,158,003.00	6.8%
GRAND TOTAL	5,803,253.80	5,705,113.00	5,765,113.00	5,246,350.45	5,705,113.00	6,158,003.00	6.8%

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Criteria for Evaluating Capital Projects *Town of Reading, MA*

The following criteria are used by the Town Manager to determine priorities for requested Capital projects to be included in the Capital Improvement Program. Guiding principles include:

- Let's keep our commitments to public good by taking care of what we've inherited to the best of our ability,
- Let's keep our commitment to future generations by making prudent investments that will enhance the quality of life long term

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These criteria are not listed in any order of priority.

1. Project addresses a life health/safety deficiency (example – inadequate fresh air into an office)
2. Project maintains or improves public safety (example – replacement of Police and Fire radios)
3. Project is required to address an inadequacy that makes a particular portion of the infrastructure non-conforming to state or federal law or regulation which is binding upon the Town (example – HC access improvements to a public building)
4. Project will result in substantial and measurable cost savings (example – energy improvements)
5. Project replaces infrastructure that has reached or is about to reach the end of its physical or

functional life, or the project will prolong the physical or functional life of the infrastructure asset (Example – road improvements)

6. Project is a high priority to the requesting department and is essential to its operation (example – replace stack shelving in the Library)
7. Project takes advantage of one-time or unusual opportunities that benefit the Town of Reading (Example – purchase of a critical parcel of land at a lower price because of a slumping economy)
8. Project leverages Town resources to accomplish a community goal at lower cost to the Town (Example – purchase of a parcel of land a portion of the cost of which is paid for through a one time gift or grant)
9. Project advances a key goal of the community in making an improvement beyond what exists currently (Example – development of an additional elementary school)

Note – examples are actual situations that the Town is dealing with currently, or has dealt with in the recent past.

Capital Plan FY10 to FY20
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
<i>NOTE: Projected use of Sale of R/E Fund</i>	325,000	300,000	275,000	250,000	200,000	150,000	100,000	50,000	-	-	-	1,325,000
Schools - Equipment	-	-	50,000	100,000	150,000	200,000	200,000	-	-	-	-	700,000
Buildings - Schools (non Energy)	30,000	20,000	60,000	59,000	109,000	399,000	444,000	130,000	725,000	750,000	600,000	3,296,000
Buildings - Schools (Energy)	-	-	54,000	66,000	12,000	-	42,000	128,000	-	15,000	51,000	368,000
Buildings - Town (non Energy)	15,000	-	250,000	50,000	85,000	330,000	327,000	467,000	300,000	150,000	-	1,959,000
Buildings - Municipal (Energy)	-	-	215,000	145,000	50,000	50,000	50,000	50,000	45,000	30,000	30,000	665,000
Community Services	-	-	-	-	-	-	-	-	-	-	-	-
Finance	75,000	-	-	-	-	-	-	-	-	-	-	-
Library	-	-	20,000	120,000	20,000	20,000	-	-	-	-	-	180,000
Public Safety - Fire	31,000	255,000	24,000	36,000	155,000	69,000	654,000	316,500	90,600	150,000	849,000	2,599,100
Public Safety - Police	311,000	-	-	-	35,000	211,000	10,000	-	-	35,000	-	291,000
Public Works - Equipment	138,600	115,000	35,000	224,300	249,800	293,100	275,100	693,200	763,400	604,800	914,700	4,168,400
Public Works - Parks & Cemetery	45,000	45,000	75,000	95,000	748,000	335,000	170,600	575,000	685,600	1,463,700	720,000	4,912,900
Public Works - Roads	435,000	558,000	475,000	500,000	525,000	550,000	575,000	650,000	700,000	750,000	800,000	6,093,000
TOTAL CAPITAL	1,080,600	993,000	1,258,000	1,395,300	2,138,800	2,457,100	2,747,700	3,009,700	3,309,600	3,948,500	3,964,700	25,222,400
Dedicated to Roads (previous over-ride)	400,000	425,000	450,000	475,000	500,000	525,000	550,000	600,000	650,000	700,000	750,000	5,625,000
Capital Requests above road portion	680,600	568,000	808,000	920,300	1,638,800	1,932,100	2,197,700	2,409,700	2,659,600	3,248,500	3,214,700	19,597,400
Capital Funding to allocate	680,685	568,000	691,363	966,700	1,698,083	1,884,344	2,187,425	2,370,714	2,774,855	3,231,236	3,392,029	19,764,768
Annual Surplus (Deficit)	-	-	(116,617)	46,400	59,283	(47,756)	(10,275)	(83,986)	115,255	(17,264)	177,329	-
Cumulative Surplus (Deficit)	-	-	(116,617)	(70,217)	(10,935)	(58,691)	(68,966)	(107,952)	7,303	(9,951)	167,368	-

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: REGIONAL SCHOOL ASSESSMENTS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
05 EXPENSES							
18405532 532130 NSVOKE	391,688.00	295,100.00	312,964.00	234,723.00	295,100.00	327,946.00	4.8%
18405532 532150 MINUTEMAN	26,125.00	65,000.00	65,000.00	12,849.80	65,000.00	.00	-100.0%
TOTAL EXPENSES	417,813.00	360,100.00	377,964.00	247,572.80	360,100.00	327,946.00	-13.2%
TOTAL REGIONAL SCHOOL ASSESS	417,813.00	360,100.00	377,964.00	247,572.80	360,100.00	327,946.00	-13.2%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: EMPLOYEE BENEFITS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
05 EXPENSES							
19115519 519700 RETR ASSMT	2,653,102.00	2,716,532.00	2,716,532.00	2,714,032.00	2,716,532.00	2,878,456.00	6.0%
19115519 519710 NONCONTRIB	74,299.44	73,500.00	73,500.00	55,784.88	73,500.00	73,500.00	0.0%
19115519 519720 OBRA FEES	10,862.62	15,000.00	15,000.00	9,243.00	15,000.00	15,000.00	0.0%
19115519 519799 BENE ONLY	.00	.00	.00	.00	.00	25,000.00	0.0%
19125574 574500 DEDUCT/CLM	3,870.52	35,000.00	35,000.00	4,392.93	35,000.00	40,000.00	14.3%
19125574 574550 INS PREMS	238,121.48	211,050.00	211,050.00	238,070.30	211,050.00	265,000.00	25.6%
19125574 596170 ENT FUND S	-36,821.00	.00	.00	.00	.00	50,000.00	81.8%
19135519 519100 UNEMP TWN	36,066.24	27,500.00	27,500.00	24,568.99	27,500.00	75,000.00	172.7%
19135519 519300 UNEMP SCH	19,793.00	27,500.00	27,500.00	75,520.89	27,500.00	75,000.00	0.0%
19135530 530000 REPRESENTA	.00	.00	.00	1,160.00	.00	10,000.00	0.0%
19145530 530000 PROF SVCS	23,070.50	10,000.00	10,000.00	.00	10,000.00	10,000.00	0.0%
19145530 530082 EAP	.00	5,000.00	5,000.00	.00	5,000.00	5,000.00	0.0%
19145574 574000 HEALTH INS	6,787,304.28	8,209,400.00	8,209,400.00	5,061,393.66	8,384,400.00	8,535,000.00	4.0%
19145574 574050 LIFE INS	39,210.21	75,000.00	75,000.00	21,837.59	75,000.00	75,000.00	0.0%
19145574 596130 REV FUND S	.00	-39,400.00	-39,400.00	.00	-39,400.00	.00	-100.0%
19145574 596170 ENT FUND S	-862,320.81	-1,035,000.00	-1,035,000.00	.00	-1,035,000.00	-1,000,000.00	-3.4%
19165519 519000 MEDICARE	506,834.34	565,000.00	565,000.00	395,367.89	565,000.00	607,375.00	7.5%
19165519 519990 IRSPEN-INT	15,860.31	.00	.00	.00	.00	28,875.00	5.0%
19175519 519210 POLC INDEM	19,936.66	27,500.00	27,500.00	10,193.05	27,500.00	28,875.00	5.0%
19175519 519220 FIRE INDEM	63,323.06	27,500.00	27,500.00	14,444.12	27,500.00	28,875.00	5.0%
TOTAL EXPENSES	9,592,512.85	11,126,082.00	10,951,082.00	8,626,009.30	11,126,082.00	11,712,081.00	6.9%
TOTAL EMPLOYEE BENEFITS	9,592,512.85	11,126,082.00	10,951,082.00	8,626,009.30	11,126,082.00	11,712,081.00	6.9%
GRAND TOTAL	28,253,641.24	29,888,154.00	29,801,015.00	22,906,013.82	29,949,802.36	30,723,055.00	3.1%

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TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: STATE ASSESSMENTS

	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
05 EXPENSES							
18205563 563100 SCH CH TUIT	17,944.00	108.00	17,944.00	.00	108.00	.00	-100.0%
18205563 563110 CHARTERSCH	70,593.00	54,774.00	59,712.00	40,183.00	54,774.00	65,836.00	10.3%
18205563 563120 RMV NON RE	14,940.00	14,940.00	14,940.00	11,632.00	14,940.00	15,580.00	4.3%
18205563 563130 AIR POLLUT	6,969.00	6,918.00	6,918.00	5,189.00	6,918.00	7,065.00	2.1%
18205563 563140 MAPC	6,767.00	6,864.00	6,854.00	5,148.00	6,864.00	6,961.00	1.4%
18205563 563150 META	465,271.00	473,405.00	473,521.00	355,141.00	473,405.00	470,185.00	-0.7%
18205563 563160 ESSIX TUIT	12,077.00	.00	107.00	.00	.00	2,975.00	2680.4%
18205563 563170 SPED ASSMN	104.00	.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES	594,665.00	557,009.00	580,006.00	417,293.00	557,009.00	568,602.00	-2.0%
TOTAL STATE ASSESSMENTS	594,665.00	557,009.00	580,006.00	417,293.00	557,009.00	568,602.00	-2.0%

FY11 Municipal Government

The operating costs of the municipal government increased by \$164,280 (+1.1%) compared to FY10. The budget includes no salary increases for municipal employees (neither COLA nor step increases) beyond what an employee was entitled to before June 30, 2010. The one exception is if a new employee is hired or if an employee is promoted, the employee would be entitled to a 1-step increase upon the successful completion of their probationary period.

The increase in the salary budgets can be attributed to two factors:

- The permits revolving fund in FY10 funded two Community Services positions (Staff Planner and Permits Coordinator). Due to the lack of any large development projects replenishing the fund, as well as draw downs due to landfill monitoring costs, insufficient funds are available in FY11 to fund either position. In FY11 each position is funded from the tax rate for an additional \$98,501. These positions are critical to maintain strong customer services, and provide the resources to maintain the Town's ongoing economic development efforts.

- In the fire department, contractual salary increases on 6/30/10 (part of the FY 208 - 2010 contract) requires an increase in the salary budget for that Department. The increase on June 30 was part of the 3 year contract that had the first salary increase deferred 6 months from a normal salary increase cycle.

On the expense side of the budget, DPW equipment maintenance was increased to be closer to historic levels. Additional mid-year spending on new capital equipment has helped slow the growth in this area. Library materials funding was increased by nearly \$10,000 in order for the Town to meet the 15% state requirement. Private fundraising has met any shortfall in the past, but at present the prospects are uncertain. Contractual increases in rubbish collection & disposal

(\$36,143); an increase in street lighting (\$11,500), fuel (\$10,540) and more funding for snow & ice (\$25,000) round out the major changes from FY10's budget. Increased elections expenses for FY11 have been funded by other savings found in the Finance budget.

	FY11	Change(\$)	Change(%)
Town Admin.	\$683,646	-\$199	-0.0%
Accounting	\$157,320	\$0	0.0%
Finance	\$1,642,210	-\$245	-0.0%
FINCOM Reserves	\$150,000	\$0	0.0%
Community Services	\$1,086,572	+\$48,767	+4.7%
Library	\$1,229,678	+\$9,480	+0.8%
Public Works	\$3,090,149	+\$45,250	+1.5%
Snow/Lights/Trash	\$2,327,270	+\$72,643	+3.2%
Police	\$3,716,421	\$0	0.0%
Fire	\$3,583,672	+\$46,767	+1.3%
Dispatch	\$447,488	\$0	0.0%
TOTAL	\$18,114,426	+\$222,463	+1.1%

Across the entire municipal government, the Full Time Equivalent Employees (FTEs) are 205.8 in FY11 or 0.6 lower than in FY10. This change reflects the elimination of the Coordinator of Volunteers position, as many of the duties have been reassigned to other departments.

FTEs	FY11	FY10	FY09	FY08	FY07
Town Admin.	2.4	2.4	2.5	2.5	2.5
Accounting	2.5	2.5	2.5	2.5	2.5
Finance	19.5	19.5	18.3	18.4	18.6
Comm Svcs	16.9	17.5	19.2	19.2	17.4
Library	19.7	19.7	19.7	19.7	19.7
Public Works	43.0	43.0	43.5	43.5	43.5
Public Safety	101.8	101.8	101.8	99.8	98.8
TOTAL	205.8	206.4	207.5	205.6	203.0

Town Administration FY11 Budget

The Town Manager's Administration budget for FY11 may be funded at slightly lower levels than in FY10.

	FY10	FY11	Change
Selectmen	\$2,100	\$2,100	\$0
Town Mgr	\$283,745	\$283,546	-\$199
Law	\$78,000	\$78,000	\$0
P&C Insur.	\$320,000	\$320,000	\$0
TOTAL	\$683,845	\$683,646	-\$199 (0%)

Staffing – wage costs

No changes to staffing levels are anticipated by this budget. The Town Manager's salary shows a slight increase because the FY10 salary established by the Board of Selectmen was for a 2% increase on both 7-1-09 and on 1-1-10. Therefore the FY11 salary is level funded from the rate in effect on 1-1-10.

Expenses

Professional development eliminates the funds added to the budget a couple of years ago for Town funding of the annual ICMA conference.
Property & Casualty Insurance – is level funded from the FY10 amount – a projection which assumes no increase is needed in coverage. The 0% increase is a result of contracting with MILA for a two-year deal last year. No increase in coverage is anticipated so the 0% change should be adequate. Note the actual FY10 expense of \$304,400 has been reduced by various credits from both FY09 and FY10, but no such credits should be assumed for FY11.

TOWN OF READING, MA.

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: TOWN ADMINISTRATION	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
03 SALARIES							
TOTAL SALARIES	210,067.37	209,845.00	209,845.00	153,744.22	209,845.00	211,646.00	9%
05 EXPENSES							
11225530 530100 BOS ADVERT	1,285.06	1,400.00	1,400.00	645.36	1,400.00	1,400.00	0%
11225542 542000 OFFICE SUP	1,200.00	200.00	200.00	52.93	200.00	200.00	0%
11225578 578000 BOS OTHER	1,057.08	500.00	500.00	28.93	500.00	500.00	0%
11235524 524900 EQUIP RPR	830.00	1,000.00	1,000.00	868.00	1,000.00	1,000.00	0%
11235530 530100 ADVERTISIN	.00	100.00	100.00	.00	100.00	100.00	0%
11235530 530105 PRNT SVCS	3,185.00	4,000.00	4,000.00	3,048.29	4,000.00	4,000.00	0%
11235531 531000 PROF DEV	600.00	9,800.00	9,800.00	656.25	9,800.00	7,800.00	-20.4%
11235531 531010 DUES/MEMB	2,834.75	.00	.00	6,592.50	.00	.00	0%
11235531 531090 REGISTRATI	5,259.01	2,000.00	2,000.00	3,996.51	.00	2,000.00	0%
11235542 542125 COPY SUPP	7,891.32	20,000.00	20,000.00	6,436.67	20,000.00	20,000.00	0%
11235542 542126 COPY LEASE	28,553.88	27,000.00	27,000.00	11,703.86	27,000.00	27,000.00	0%
11235542 542127 POSTAGE	7,688.50	10,000.00	10,000.00	3,140.00	12,174.34	10,000.00	0%
11235578 578000 TM OTHER	80,035.44	66,000.00	66,000.00	62,478.88	66,000.00	66,000.00	0%
11515530 530110 LEGAL CNSL	37,545.11	12,000.00	40,000.00	28,207.08	12,000.00	12,000.00	-70.0%
11515530 530115 LABOR CNSL	.00	.00	.00	225.00	.00	.00	0%
11515578 578009 RECORDING	275,960.22	320,000.00	277,000.00	245,595.50	320,000.00	305,000.00	10.1%
11935574 574010 P&C INSUR	2,923.55	15,000.00	15,000.00	20,675.48	15,000.00	15,000.00	0%
11935574 574500 DEDUCT/CLM							
TOTAL EXPENSES	462,384.92	489,000.00	474,000.00	397,380.89	491,174.34	472,000.00	-4%
TOTAL TOWN ADMINISTRATION	672,452.29	698,845.00	683,845.00	551,125.11	701,019.34	683,646.00	0%

Accounting FY11 Budget

Overview

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

Staffing – wage costs

The Accounting Department and is made up of the following employees: 1 full time Town Accountant; 30 hour per week (.8) Accounts Payable clerk; 22 hour per week (.6) Administrative Clerk; 3.5 hrs per week (.1) Assistant Accountant. (This is the full time Retirement Board Administrator who does some work for the Town Accountant) for a total FTE of 2.5 employees. The FY11 budget is funded at identical levels as in FY10.

Staffing – impact to services

While there are no FTE changes, absorbing the coordination of the medical Escort program that was previously handled by the Community Services Coordinator of Volunteers position has reduced some of the accounting assistance provided to this department. In addition, these changes have happened within the past year or so to the department:

Accounting Department Efficiencies

- Eliminated budget spreadsheet (data entry of prior year amounts)
- Eliminated stuffing envelopes for vendor and payroll checks
- Eliminated double entry of school department invoices
- Eliminated double entry of cash receipts

New Accounting Department Responsibilities

- Training and support on software use for 50 “end users”
- Audit “end user” data entry
- Time and attendance entry
- Maintain Purchase Order System
- Trouble shoot software “bugs”
- Instruction manual updates specific to Reading
- Maintain permissions for software access
- Weekly diagnostics for data integrity
- Manage software upgrade implementations

Expenses

The FY11 budget is funded at identical levels as in FY10.

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 General Fund Budget Projection

ACCOUNTS FOR: ACCOUNTING	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
03 SALARIES							
11353511 511001 TOWN ACCT	94,244.56	96,896.00	96,896.00	71,651.25	96,896.00	96,896.00	.0%
11353511 511006 RET ADMIN	4,938.67	5,256.00	5,256.00	3,886.59	5,256.00	5,256.00	.0%
11353511 511010 ADMIN ASST	24,881.72	26,074.00	26,074.00	19,277.22	26,074.00	26,074.00	.0%
11353511 511012 CLERK	24,941.53	26,544.00	26,544.00	19,628.10	26,544.00	26,544.00	.0%
11353511 515000 OVERTIME	.00	1,000.00	1,000.00	.00	1,000.00	1,000.00	.0%
TOTAL SALARIES	149,006.48	155,770.00	155,770.00	114,443.16	155,770.00	155,770.00	.0%
05 EXPENSES							
11355531 531000 TRAINING	301.00	1,000.00	1,000.00	.00	1,000.00	1,000.00	.0%
11355531 531090 REGISTRATI	1,023.50	.00	.00	847.50	.00	.00	.0%
11355531 531091 TRAVEL	.00	150.00	150.00	.00	150.00	-150.00	.0%
11355542 542000 OFFC SUPP	158.60	400.00	400.00	148.42	400.00	400.00	.0%
TOTAL EXPENSES	1,483.10	1,550.00	1,550.00	995.92	1,550.00	1,550.00	.0%
TOTAL ACCOUNTING	150,489.58	157,320.00	157,320.00	115,439.08	157,320.00	157,320.00	.0%

Finance Department FY11 Budget

The Finance Department budget for FY11 may be funded at slightly lower levels than in FY10. Some increasing costs – such as technology support and additional elections – have been offset by a thorough departmental review of all expenses. Changes have been made wherever possible that would not impact the level of services to the general public or to employees.

Overview

	FY11	Change (\$)	Change (%)
Assessors	\$172,317	+\$5,000	+3.0%
Finance	\$613,483	-\$15,570	-2.4%
Human Res.	\$85,736	-\$9,499	-10.0%
Technology	\$540,382	+\$4,659	+0.9%
Town Clerk	\$108,336	-\$6,490	-5.7%
Elections	\$69,456	+\$21,656	+45.3%
TOTAL	\$1,642,210	-\$245	-0.0%

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.

General Finance: Collections is responsible for collecting all taxes and other charges (including ambulance and 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).

Human resources: This division supports the Town (under the direction of the Town Manager), Schools (under the direction of the Superintendent), Light Department (under the direction of the RMLD General Manager) and Retiree benefit activities.

Technology: The Technology 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 for the municipal government (Town Hall, the Library, the Senior Center, Police, Fire/Emergency Management, Public Works, Water and Sewer). This division also coordinates many technology activities with both the School and Light Department.

Town Clerk: 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.

Staffing – wage costs

No changes to staffing are anticipated by this budget, and all wage costs are using existing FTEs at no COLA increase or step movement (except in the case of new hires for the six-month

responsibilities of the previous Community Services Coordinator of Volunteers position

probationary period). Due to more scheduled elections in FY11, departmental wage costs are higher in FY11 as shown below:

WAGES	FY10	FY11	Change
Assessors	\$149,317	\$149,317	\$0
Finance	\$495,053	\$493,983	-\$1,070
Human Res.	\$75,736	\$75,736	\$0
Technology	\$273,723	\$273,882	+\$159
Town Clerk	\$113,026	\$106,536	-\$6,490
Elections	\$18,300	\$37,956	\$19,656
TOTAL	\$1,125,155	\$1,137,410	+\$12,255 (+1.1%)

Staffing – impact to services

Since there are no changes to staffing, no significant impact to the level of services is anticipated in FY11. However, demand on services has increased over the past year. The Finance department serves the entire town (including the School and Light departments) in many benefit areas, and due to the economic downturn, the number of personal financial discussions have substantially increased. Additional demand for technology support has been met by the current staffing level – the addition of a technician a year ago has prevented a serious problem. An increase in electronic communications and preventative mailings to the general public has improved collections and reduced the number of complaints to the department. However due to the nature of the economy, some individual circumstances have required significant staff involvement before amicable resolution to billing issues are achieved. The Collector's office has additionally absorbed some of the

Expenses

EXPENSES	FY10	FY11	Change
FINCOM	\$52,500	\$52,500	\$0
Assessors	\$18,000	\$23,000	+\$5,000
Finance	\$134,000	\$119,500	-\$14,500
Human Resources	\$19,500	\$10,000	-\$9,500
Technology	\$262,000	\$266,500	+\$4,500
Town Clerk	\$1,800	\$1,800	\$0
Elections	\$29,500	\$31,500	+\$2,000
TOTAL	\$517,300	\$504,800	-\$12,500 (-2.4%)

Banking services have been decreased, reflecting savings generated by installing four scanners in the collector's office which will help reduce expensive lockbox charges. A banking RFP next summer may reduce these projected charges further, as the banking industry is returning to profitability and becoming more competitive for customers. Decreased hiring has reduced HR expenses by \$9,500 in this budget. As difficult financial times are forecast to last for at least a few more years, this reduction in expenses is appropriate. There is an increase to technology expenses, reflecting the ongoing need to keep software and virus protection measures current, as well as a new annual cost for document storage features on Town Hall copiers/scanners. A small increase in expenses is needed to cover the two additional elections in FY11.

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: FINANCE	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
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03 SALARIES	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
11413511 511003 APPRAISER	73,171.79	78,515.00	78,515.00	36,261.02	78,515.00	78,515.00	0%
11413511 511008 ASST APPR	46,781.10	47,802.00	47,802.00	35,847.97	47,802.00	47,802.00	0%
11413511 511147 ASSOC APPR	22,262.16	23,000.00	23,000.00	12,785.85	23,000.00	23,000.00	0%
11413511 515000 OVERTIME	.00	.00	.00	2,274.12	.00	.00	0%
11413511 511001 ATM/FINDIR	88,980.25	94,997.00	94,997.00	70,247.25	94,997.00	94,997.00	0%
11453511 511005 TREAS/COLL	71,433.30	75,462.00	75,462.00	55,801.20	75,462.00	75,462.00	0%
11453511 511007 ASST TR/CO	95,453.26	100,440.00	100,440.00	73,720.73	100,440.00	100,440.00	0%
11453511 511010 ADMIN ASST	37,105.02	40,148.00	40,148.00	30,019.10	40,148.00	40,148.00	0%
11453511 511011 ADMIN SECR	36,697.92	37,956.00	37,956.00	28,057.12	37,956.00	37,956.00	0%
11453511 511012 CLERK	137,163.03	141,050.00	141,050.00	104,754.85	141,050.00	140,000.00	-7%
11453511 515000 OVERTIME	2,308.24	5,000.00	5,000.00	638.49	5,000.00	5,000.00	0%
11453511 511003 HR ADMIN	70,785.12	75,736.00	75,736.00	56,003.83	75,736.00	75,736.00	0%
11523511 511003 DB ADMIN	77,369.70	80,081.00	80,081.00	59,217.35	80,081.00	80,081.00	0%
11553511 511004 NETW ADMIN	74,551.35	78,515.00	78,515.00	58,059.30	78,515.00	78,515.00	0%
11553511 511148 TECHNICIAN	11,769.16	51,375.00	51,375.00	37,843.65	51,375.00	51,375.00	3%
11553511 511149 GIS COORD	58,613.50	61,152.00	61,152.00	45,219.90	61,152.00	61,152.00	0%
11553511 515000 OVERTIME	1,896.46	2,600.00	2,600.00	.00	2,600.00	2,600.00	0%
11613511 511003 TOWN CLERK	64,883.94	68,865.00	68,865.00	39,809.78	68,865.00	62,375.00	-9.4%
11613511 511120 ASST TN CL	41,229.76	44,161.00	44,161.00	34,862.22	44,161.00	44,161.00	0%
11623511 511150 REGISTRAR	1,625.42	1,800.00	1,800.00	1,005.75	1,800.00	1,800.00	0%
11623511 511153 ELEC WORKR	33,314.71	15,000.00	15,000.00	18,822.27	15,000.00	45,000.00	200%
11623511 511155 TM MONITOR	1,156.96	1,500.00	1,500.00	.00	1,500.00	1,500.00	0%
11623511 596120 ST GRANT S	-10,344.00	.00	.00	.00	.00	-10,344.00	0%
TOTAL SALARIES	1,038,208.15	1,125,155.00	1,125,155.00	801,261.75	1,125,155.00	1,137,410.00	1.1%

05 EXPENSES	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
11315530 530130 FIN AUDIT	51,000.00	52,000.00	52,000.00	51,000.00	52,000.00	52,000.00	0%
11315531 531000 PRFDEV TRN	333.00	500.00	500.00	268.00	500.00	500.00	0%
11415524 524900 EQUIP RPR	1,800.00	2,000.00	2,000.00	1,800.00	2,000.00	2,000.00	0%
11415530 530190 REVAL	4,500.00	7,000.00	7,000.00	.00	7,000.00	7,000.00	0%
11415530 530191 APPRSL SVC	.00	5,000.00	5,000.00	.00	5,000.00	5,000.00	0%
11415530 530192 INFO HEAR	.00	.00	.00	.00	.00	.00	0%
11415531 531050 PUBS	1,419.63	1,500.00	1,500.00	1,308.21	1,500.00	1,500.00	0%
11415542 542000 OFF SUPPL	1,957.85	1,000.00	1,000.00	241.46	1,000.00	1,000.00	0%
11415571 571000 MILFRAGE	1,372.69	1,500.00	1,500.00	728.39	1,500.00	1,500.00	0%
11415578 578000 OTHER EXPN	150.00	.00	.00	185.00	.00	.00	0%
11455530 530105 PRINT FORM	16,953.45	17,500.00	17,500.00	7,499.94	17,500.00	19,000.00	8.6%
11455530 530110 TAX TITLE	29,681.86	30,000.00	30,000.00	3,459.00	30,712.50	20,000.00	-33.3%
11455530 530111 BANK SVCS	1,357.44	32,000.00	32,000.00	12,895.46	38,038.93	28,000.00	-12.5%
11455531 531000 PRDEV TRN	.00	1,000.00	1,000.00	1,204.14	1,195.00	1,000.00	0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: FINANCE	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
11455531 531010 PRDEV DUES	1,893.50	3,000.00	3,000.00	1,596.95	3,000.00	3,000.00	0%
11455531 531091 PRDEV TRAV	1,976.27	1,000.00	1,000.00	1,219.71	1,000.00	1,000.00	0%
11455540 540000 SUPP/EQUIP	8,321.91	.00	.00	119.94	48.70	.00	0%
11455542 542000 OFF SUPP	4,566.98	7,500.00	7,500.00	5,425.28	7,500.00	7,500.00	0%
11455542 542127 POSTAGE	36,819.45	42,000.00	42,000.00	24,477.11	42,829.98	40,000.00	-4.8%
11455530 530100 ADVERTISIN	5,644.66	7,000.00	7,000.00	198.18	7,000.00	4,000.00	-42.9%
11455530 530105 PRNT SVCS	.00	500.00	500.00	.00	500.00	.00	-100.0%
11455530 530105 MEDCL SVCS	13,301.50	12,000.00	12,000.00	3,639.00	12,000.00	6,000.00	-50.0%
11455530 530140 PAY/CL STD	7,650.00	.00	.00	.00	.00	.00	0%
11455531 531090 PROF DEV	8,200.00	.00	.00	.00	.00	.00	0%
11455521 521390 TELEPHONE	50,428.28	55,000.00	55,000.00	45,000.00	57,688.79	56,500.00	2.7%
11455524 524000 MAINT/REPR	8,930.03	10,000.00	10,000.00	3,114.63	10,000.00	10,000.00	0%
11455530 530000 OUT PRF SV	2,304.00	.00	.00	11,456.25	12,000.00	5,000.00	0%
11455530 530105 PRINTING	4,896.97	.00	.00	.00	.00	.00	0%
11455530 530105 MAILSERVCS	538.79	.00	.00	.00	.00	.00	0%
11455530 530106 INTRNETSVC	993.40	1,000.00	1,000.00	2,000.00	1,000.00	1,500.00	50.0%
11455536 536000 LIC SFTWR	4,664.00	7,000.00	7,000.00	137.04	17,058.00	7,000.00	0%
11455536 536100 LIC ADMINIS	12,740.00	13,000.00	13,000.00	13,720.00	13,000.00	14,000.00	7.7%
11455536 536110 LIC MUNIS	45,705.45	48,000.00	48,000.00	52,953.00	48,000.00	88,000.00	0%
11455536 536123 LIC GIS	8,900.00	7,500.00	7,500.00	.00	7,500.00	7,000.00	-6.7%
11455536 536130 LIC MSFT	.00	.00	.00	2,174.00	.00	.00	0%
11455536 536132 LIC VTH	4,065.00	4,500.00	4,500.00	.00	4,500.00	5,000.00	11.1%
11455542 542000 OFFICE SUP	88.55	.00	.00	.00	.00	.00	0%
11455542 542115 TONER CART	8,538.69	8,000.00	8,000.00	7,707.22	8,000.00	9,000.00	12.5%
11455542 542303 PAPER	1,988.79	2,000.00	2,000.00	4,725.00	2,000.00	.00	-100.0%
11455555 555000 PRFS&SUPPL	.00	15,000.00	15,000.00	23,757.70	15,000.00	15,000.00	0%
11455555 555100 PC HRDWR	4,996.90	35,000.00	35,000.00	20,461.90	45,884.09	30,000.00	-14.3%
11455555 555110 NET HRDWR	21,760.33	14,000.00	14,000.00	5,622.10	72,540.68	14,000.00	0%
11455555 555125 GIS SUPPL	.00	2,000.00	2,000.00	.00	2,000.00	2,000.00	0%
11455555 555130 PC SFTWR	.00	.00	.00	1,498.00	.00	2,500.00	0%
11455536 536110 MUNIS-NEW	.00	40,000.00	40,000.00	.00	40,000.00	.00	0%
11455530 530000 OUT PRF SV	337.00	1,800.00	1,800.00	870.00	1,800.00	1,800.00	0%
11455530 530100 ADVERTISIN	4,657.81	5,000.00	5,000.00	4,366.20	5,000.00	5,000.00	0%
11455530 530105 PRINT SVCS	1,655.00	7,500.00	7,500.00	4,410.00	7,500.00	7,500.00	0%
11455530 530151 CENSUS	6,030.10	6,000.00	6,000.00	4,779.37	6,000.00	6,000.00	0%
11455530 530152 BALLOT PRG	8,769.61	10,000.00	10,000.00	2,585.20	10,000.00	10,000.00	0%
11455530 530153 PROF/TECH	454.13	500.00	500.00	.00	2,360.75	1,500.00	200.0%
11455540 540000 SUPP/EQUIP	3,821.39	.00	.00	4,232.85	.00	.00	0%
11455542 542127 POSTAGE	474.16	500.00	500.00	.00	500.00	1,500.00	200.0%
TOTAL EXPENSES	405,638.57	517,300.00	517,300.00	328,836.23	621,157.42	504,800.00	-2.4%
TOTAL FINANCE	1,443,846.72	1,642,455.00	1,642,455.00	1,130,097.98	1,746,312.42	1,642,210.00	0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13
2011
FINCOM CHANGE

PROJECTION: 20111 General Fund Budget Projection

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
FINANCE RESERVE FUND							
05 EXPENSES							
11325578 578900	.00	150,000.00	144,870.00	.00	150,000.00	150,000.00	3.5%
FINCOM R F							
TOTAL EXPENSES	.00	150,000.00	144,870.00	.00	150,000.00	150,000.00	3.5%
TOTAL FINANCE RESERVE FUND	.00	150,000.00	144,870.00	.00	150,000.00	150,000.00	3.5%

Community Services FY11 Budget

Overview

Historically the Town Manager acted as the department head of the Community Services department. In 2007, the department was reorganized and the Town Planner became the department head. This resulted in the creation of the Community Services Director/Town Planner position. The reorganization also included adding a Staff Planner position to manage the day-to-day planning functions. The Community Services Director/Town Planner focuses on managing the department and the larger planning and economic development projects.

	FY11	Change (\$)	Change (%)
General Services	\$227,576	\$602	+0.3%
Conservation	\$53,214	\$0	0.0%
Planning	\$50,523	\$50,523	+100%
Inspections	\$179,818	\$49,478	+38.0%
Health	\$237,965	-\$7,833	-3.2%
Elder Services	\$195,488	-\$19,003	-8.9%
Veterans	\$140,988	-\$25,000	-15.0%
Historical	\$1,000	\$0	0.0%
TOTAL	\$1,086,572	\$48,767	+4.7%

Community Services is comprised of 6 divisions: Conservation; Planning; Inspection/Zoning; Health; Elder/Human Services; and Veterans Services. The Community Services Department budget is largely comprised of salary expenses. The discrete service related expenses provided by Health, Elder/Human Services,

Conservation, and Veterans include many expenses which are reimbursed by grants or other funding sources.

Staffing – wage costs

	FY11	Change (\$)	Change (%)
General Services	\$211,976	\$602	+0.3%
Conservation	\$53,214	\$0	0.0%
Planning	\$50,523	\$50,523	+100%
Inspections	\$179,818	\$49,478	+38.0%
Health	\$173,055	-\$9,043	-5.0%
Elder Services	\$187,213	-\$19,003	-9.2%
Veterans	\$15,288	\$0	0.0%
Historical	\$0	\$0	0.0%
TOTAL	\$871,087	\$72,557	+9.1%

No changes to staffing are anticipated by this budget, and all wage costs are using existing FTEs at no COLA increase or step movement (except in the case of new hires for the six-month probationary period). The costs of the Staff Planner (\$50,523) and Permits Coordinator (\$49,478) positions in FY11 are fully absorbed by the general fund budget. Previously, funding provided by the Permits Revolving Fund had been sufficient to absorb these costs, from additional fees generated by larger projects such as Walkers Brook Crossing, Johnson Woods, and Archstone. The Permits Revolving Fund has been static as a result of stalled development because of the slow economy. Pending development projects are expected to advance in the coming year which may replenish the revolving fund for future budget years.

Staffing – impact to services

Full staffing is critical to meet the increasing demands on the department:

- The demand for Veteran’s Assistance had increased significantly as the economy continues to weaken.
- The FY11 budget reflects a 1.8 FTE staff reduction, absorbed in FY10. These reductions included a full-time Assistant Building Inspector and part-time Elder Services Coordinator of Volunteers. Some of the duties of the Coordinator of Volunteers position have been absorbed by the Finance and Accounting Departments.

➤ Staff supports several boards, committees, and commissions: Board of Health; Council on Aging; Community Planning and Development Commission; Economic Development Committee; Zoning Board of Appeals; Conservation Commission; Town Forest Committee; West Street Historic District Commission; and the Historical Commission. The technical support provided to boards, committees and commissions includes, but is not limited to: Site Plan Review; Stormwater Management; Open Space Preservation and Wetland Protection; Zoning Updates; Downtown Revitalization; Business Retention, Attraction and Development; Affordable Housing; Historical Review of Proposed Improvements in the West Street Neighborhood; and Historic Preservation.

➤ Adequate staffing of the planning division will ensure that Reading continues to move forward to reach its full potential with a proactive planning department that plans for the future. Planning staff also assist applicants in preparing for Site Plan Review triggered by development activity.

➤ The slow economy provides an opportunity to focus on long-range planning and economic development efforts, including rezoning, by-law updates, and streamlined permitting so that the permitting process is business friendly and attractive to business when the economy improves.

➤ A single point of contact has proved invaluable when assisting customers with permitting and insuring that all divisions are included in reviews related to permitting. This is a very time consuming, concierge type service that is provided to the public, that is essential to providing good customer service.

Expenses

Expenses are generally budgeted at FY10 levels, except that veteran’s assistance is funded at lower levels due to a recent slight slowdown. Activity is still well above prior year levels. In the event of an unexpected mid-year shortfall in FY11, a future transfer may be needed. The State repays 75% of these costs in the following fiscal year.

	FY11	Change (\$)	Change (%)
General Services	\$15,600	\$0	0.0%
Conservation	\$0	\$0	0.0%
Planning	\$0	\$0	0.0%
Inspections	\$0	\$0	0.0%
Health	\$64,910	+\$1,210	+1.9%
Elder Services	\$8,275	\$0	0.0%
Veterans	\$125,700	-\$25,000	-16.6%
Historical	\$1,000	\$0	0.0%
TOTAL	\$215,485	-\$23,790	-9.9%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: COMMUNITY SERVICES	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
03 SALARIES							
11263511 511001 TOWN PLANR	83,058.72	86,052.00	98,052.00	61,399.35	86,052.00	98,834.00	.8%
11263511 511010 ADMIN ASST	39,451.71	40,951.00	40,951.00	30,407.22	40,951.00	40,951.00	.0%
11263511 511012 CLERK	64,333.85	67,691.00	67,691.00	50,029.25	67,691.00	67,691.00	.0%
11263511 515000 OVERTIME	3,855.75	4,680.00	4,680.00	2,381.15	4,680.00	4,500.00	-3.8%
11713511 511003 CONS ADMIN	56,050.32	59,214.00	59,214.00	43,786.95	59,214.00	59,214.00	.0%
11713511 596130 REV FND S	-6,000.00	-6,000.00	-6,000.00	-6,000.00	-6,000.00	-6,000.00	.0%
11753511 511045 STAFF PLNR	49,151.85	50,523.00	50,523.00	39,637.89	50,523.00	50,523.00	.0%
11753511 515000 OVERTIME	1,138.42	.00	.00	.00	.00	.00	.0%
11753511 596130 REV FUND S	-51,032.00	-98,501.00	-50,523.00	-50,523.00	-98,501.00	.00	-100.0%
12403511 511070 PERMIT COO	13,605.90	.00	47,978.00	35,478.26	47,978.00	47,978.00	.0%
12403511 511071 PRMT COORD	32,628.22	.00	.00	.00	47,978.00	.00	.0%
12403511 511215 ASTBLDG IN	37,238.17	.00	.00	.00	.00	.00	.0%
12403511 511216 BLDG INSP	71,936.38	73,994.00	73,994.00	54,715.51	73,994.00	73,994.00	.0%
12403511 511217 WIRE INSP	24,753.36	26,423.00	26,423.00	19,539.32	26,423.00	26,423.00	.0%
12403511 511218 PLUMB INSP	24,753.36	26,423.00	26,423.00	19,539.32	26,423.00	26,423.00	.0%
12403511 511219 ALT INSP	1,315.66	3,500.00	3,500.00	2,337.17	3,500.00	5,000.00	42.9%
12403511 515000 OVERTIME	759.81	.00	.00	1,617.69	.00	.00	.0%
12403511 596130 REV FUND S	-54,164.00	-47,978.00	-47,978.00	-47,978.00	.00	.00	-100.0%
15113511 511003 HEALTH ADM	66,692.55	69,981.00	69,981.00	51,748.20	69,981.00	69,981.00	.0%
15113511 511561 NURSE	48,254.89	55,340.00	55,340.00	36,671.93	55,340.00	46,297.00	-16.3%
15113511 511564 HLTH INSP	55,400.74	58,877.00	58,877.00	43,331.44	58,877.00	58,877.00	.0%
15113511 515000 OVERTIME	307.46	.00	.00	20.47	.00	.00	.0%
15113511 596130 REV FUND S	-1,997.51	-2,100.00	-2,100.00	-2,100.00	-2,100.00	-2,100.00	.0%
15413511 511003 ELD ADMIN	62,157.00	63,619.00	63,619.00	47,043.76	63,619.00	63,619.00	.0%
15413511 511523 VAN DRIVER	27,369.38	28,298.00	28,298.00	21,838.88	28,298.00	28,298.00	.0%
15413511 511524 SUB VN DRV	2,488.90	2,300.00	2,300.00	2,604.75	2,300.00	2,500.00	8.7%
15413511 511525 SOCIAL WRK	47,821.09	51,737.00	51,737.00	38,257.50	51,737.00	51,737.00	.0%
15413511 511527 SR CNT CRD	35,672.54	37,471.00	37,471.00	27,703.47	37,471.00	37,741.00	.7%
15413511 511528 VOL COORD	26,309.11	19,473.00	19,473.00	.00	19,473.00	.00	-100.0%
15413511 511561 NURSE	29,129.61	30,518.00	30,518.00	22,564.84	30,518.00	30,518.00	.0%
15413511 596120 ST GRANT S	-24,200.00	-24,200.00	-24,200.00	-24,200.00	-24,200.00	-24,200.00	.0%
15413511 596150 PVT GRANT	-2,600.00	.00	.00	.00	.00	.00	.0%
15413511 596180 TRST FND S	-3,000.00	-3,000.00	-3,000.00	.00	-3,000.00	-3,000.00	.0%
15433511 511003 VET SV OFF	16,104.44	15,288.00	15,288.00	14,633.54	15,288.00	15,288.00	.0%
TOTAL SALARIES	778,745.68	786,530.00	798,530.00	536,486.86	786,530.00	871,087.00	9.1%
05 EXPENSES							
11265521 521309 WTR/SWR/SW	69.51	.00	.00	30.46	.00	.00	.0%
11265521 521392 WRLS PHONE	813.48	.00	.00	516.57	.00	.00	.0%
11265530 530000 PROF SVCS	500.00	.00	.00	.00	.00	.00	.0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: COMMUNITY SERVICES	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
11265530 530100 ADVERTISIN	60.00	.00	.00	.00	.00	.00	0%
11265531 531000 PROF DEV	3,419.60	4,800.00	4,800.00	894.18	4,800.00	4,800.00	0%
11265531 531090 PRDEV REG	673.00	.00	.00	761.00	.00	.00	0%
11265531 531901 HLTH PRO/D	155.00	.00	.00	852.88	.00	.00	0%
11265531 531903 INSP PRO/D	494.00	.00	.00	203.03	.00	.00	0%
11265531 531904 VET PRO/DE	.00	.00	.00	1,505.00	.00	.00	0%
11265531 531905 CONS PRO/D	.00	.00	.00	1,621.61	.00	.00	0%
11265531 531906 PLAN PRO/D	490.00	.00	.00	1,242.61	7,000.00	7,000.00	0%
11265531 531906 OFFICE SUP	5,676.94	7,000.00	7,000.00	591.22	.00	.00	0%
11265542 542000 HLTH OFF S	266.89	.00	.00	1,219.01	.00	.00	0%
11265542 542901 ES OFF SUP	187.54	.00	.00	751.30	.00	.00	0%
11265542 542902 INSP OFF S	.00	.00	.00	180.99	.00	.00	0%
11265542 542904 VET OFF SU	1.48	.00	.00	173.69	.00	.00	0%
11265542 542905 CONS OFF S	19.35	.00	.00	558.00	.00	.00	0%
11265542 542906 PLAN OFF S	.00	.00	.00	501.03	.00	.00	0%
11265542 542907 TM OFFICE	.00	.00	.00	3,677.46	3,800.00	3,800.00	-30.4%
15115530 530000 MILEAGE	5,907.81	3,800.00	5,460.00	300.00	300.00	300.00	0%
15115530 530000 OUT PRF SV	300.00	300.00	300.00	5,750.00	5,750.00	5,750.00	0%
15115530 530520 WGHIS/MEAS	4,500.00	5,750.00	5,750.00	6,613.80	4,350.00	4,350.00	0%
15115530 530530 ANIM DSPSL	5,336.32	4,350.00	4,350.00	3,440.00	4,988.00	4,988.00	45.0%
15115530 530550 MOSO LRV C	2,224.00	3,900.00	3,440.00	26,000.00	26,000.00	26,000.00	0%
15115530 530551 MOSQO CTL	26,000.00	26,000.00	26,000.00	.00	.00	.00	0%
15115540 540000 SUPP/EQUIP	46.06	.00	.00	1,246.10	2,222.00	2,222.00	5.8%
15115540 540521 INSP SUPP	1,582.71	2,100.00	2,100.00	626.43	1,800.00	1,800.00	0%
15115540 540524 CLINIC SUP	455.79	1,800.00	1,800.00	-2,100.00	-2,100.00	-2,100.00	0%
15115540 596130 RRV FUND S	-2,100.00	-2,100.00	-2,100.00	1,567.62	1,600.00	1,600.00	0%
15115571 571000 MILEAGE	2,434.83	1,600.00	1,600.00	4,666.68	7,000.00	7,000.00	0%
15115577 577500 RIVERSIDE	7,000.00	7,000.00	7,000.00	9,750.00	13,000.00	13,000.00	0%
15115577 577510 EMARC	13,000.00	13,000.00	13,000.00	601.02	.00	.00	0%
15415531 531010 PRDEV DUES	.00	.00	.00	136.89	.00	.00	0%
15415531 531090 PRDEV REG	29.65	.00	.00	252.15	.00	.00	0%
15415531 531090 PRDEV TRVL	511.39	.00	.00	.00	900.00	900.00	125.0%
15415536 536000 SFTWR LIC	790.00	900.00	400.00	429.43	425.00	425.00	0%
15415540 540000 SUPP/EQUIP	284.96	425.00	425.00	.00	400.00	400.00	0%
15415548 548000 AUTO MAINT	.00	400.00	400.00	165.94	250.00	250.00	0%
15415551 551000 EDUC SUPP	141.51	250.00	250.00	385.62	700.00	700.00	0%
15415571 571000 MLGE REIMB	587.41	700.00	700.00	5,593.00	5,600.00	5,600.00	0%
15415577 577540 MEAL DELIV	5,593.00	5,600.00	5,600.00	.00	700.00	700.00	0%
15435571 571000 MILEAGE	123,531.30	100,000.00	150,000.00	122,884.35	100,000.00	125,000.00	-16.7%
15445577 577000 VETS BENEF	995.17	1,000.00	1,000.00	.00	1,000.00	1,000.00	0%
16915540 540000 SUPP/EQUIP	211,978.70	189,275.00	239,275.00	740,175.93	190,485.00	215,485.00	-9.9%
TOTAL EXPENSES	990,724.38	975,805.00	1,037,805.00	1,086,572.00	977,015.00	1,086,572.00	4.7%
TOTAL COMMUNITY SERVICES							

Library FY11 Budget

Overview

The Reading Public Library general fund budget for FY11 is \$1,229,678, which is a \$9,480 increase (0.8%) compared to FY10. This amount from the Town's general fund historically has represented a bit more than 90% of the total revenues that the RPL utilizes to provide a high level of service to the community. For example, below see the various sources of funds for the most recently completed fiscal year:

Library Revenue FY09	Town = 92%
Municipal Appropriation	\$1,206,822
State Aid	\$33,376
Friends & Foundation	\$22,000
Trust & Endowment	\$2,676
Gifts	\$7,509
Grants	\$23,700
Revolving Fund (Fees)	\$5,187
Capital	\$12,000
Total	\$1,313,270

Staffing – wages

No changes to staffing are anticipated by this budget, and all wage costs are using existing FTEs at no COLA increase or step movement (except in the case of new hires for the six-month probationary period). Wages are typically about 70% of the total expenditures (compared to 78% of the funds provided by the Town). See the following chart for various expenditures of funds for the most recently completed fiscal year:

Library Expenditures FY09 Salaries = 70%

Salaries	\$927,674
Grants	\$16,500
Books & Materials	\$189,727
Continuing Education	\$8,989
Tech Support/Infrastructure	\$9,285
Bookdrops (Capital)	\$12,000
Programs	\$17,260
Public computing	\$21,000
Software licenses, network	\$46,481
Revolving (State aid, Donations)	\$45,304
Supplies	\$19,050
Total	\$1,313,270

Staffing – impact on services

In FY09 the part-time Technology/Reference Librarian's position was eliminated. Finance department staff took over some of the technology duties, and other library tasks were reassigned to other Reference Librarians; however, several shifts at the Reference Desk are understaffed on an ongoing basis as the Division's public service desk budget was reduced by 18 hours per week. Not all duties provided by this position have been able to continue at previous levels: the Technology/Reference Librarian taught computer classes, assisted patrons with various technological devices, provided database and specialized training for staff and public, and was a lead librarian for several innovative programs involving teens and technology

Librarians developed the new Library website in 2009 largely on their own time. The main web developer was freed up for a few hours per week from her primary function as a part-time Teen/Reference Librarian thanks to a two-year, \$20,000 federal

Teens/Tweens Grant. That grant period has ended and we will have to either reduce services to teens or compensate her for her website work. The going rate for website editing/updating services is \$50 per hour and the library staff is currently spending approximately six hours per week providing this important and growing public service. Some website tasks will become more routine and clerical; however the current part-time administrative staff doesn't have any capacity to add duties.

Expenses

The increased funding to expenses is to allow the Town to fully meet the required 15% state target for the materials budget. Some years any shortfalls have been made up by other sources of revenue. Finance department technology staff have assumed full responsibility for the 63 public and staff computers, which will save this budget \$6,000 in previous computer maintenance services.

Revenues

State Aid to Libraries is delivered through direct and indirect subsidies, grants, and programs. State funding provides daily delivery and infrastructure for one of our most popular services: our ability to borrow books from other libraries at no cost to residents. In 2009, Reading residents borrowed 33,176 items from other libraries through RPL. At an estimated cost of \$20 each, the library couldn't possibly afford to provide all those books, many specialized and unique. The state supports regional and cooperative resource sharing efforts that Reading

residents use daily, including subsidies to the network, ongoing network upgrades, electronic research sources, continuing education, and competitive grants that have enabled us to enhance services to teens, elders, and others.

In October, 2009, the Governor's spending cuts reduced \$500,000 from Regional Libraries, \$900,000 from Technology & Resource Sharing, and \$300,000 from State Aid to Public Libraries. This resulted in a 30% reduction in direct State Aid - from \$33,376 to an anticipated \$22,000. The long term outlook for diminishing state funding for libraries will be far more profound and damaging, if it comes to pass: local libraries like Reading will have to find more funding for core services and infrastructure as we share operating systems, network fees and costs, and training.

Other Sources of Income

It's too soon to tell how gifts and donations will be affected by the current economy, as most fundraising and annual gifts come through the Foundation and Friends, who are mid-way through their membership and annual campaign drives. (Funding from these sources is described fully below). We do know, however, that there has been a precipitous drop in investment income that affects the endowment established by the Foundation and in what we can expect as Trust income. The Trusts managed by the Town on behalf of the library total \$54,000 principal. The hope for trust interest income is 2%, or \$1,080, in FY11.

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: LIBRARY

	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
03 SALARIES							
16103511 511641 DIRECTOR	83,093.64	83,018.00	83,018.00	61,388.51	67,507.00	83,018.00	0%
16103511 511642 ASST DIR/EC	48,306.23	67,507.00	67,507.00	49,924.33	67,507.00	67,507.00	0%
16103511 511643 ADMIN SECR	26,344.61	26,862.00	26,862.00	20,247.76	26,862.00	26,862.00	0%
16103511 511644 DIVSN HEAD	228,161.43	232,747.00	232,747.00	171,878.65	232,747.00	232,747.00	0%
16103511 511645 LIBRARIAN	283,370.12	293,595.00	293,595.00	212,112.90	293,595.00	293,595.00	0%
16103511 511646 SR ASSOC	37,415.04	50,580.00	50,580.00	56,519.69	50,580.00	50,580.00	0%
16103511 511647 LIBR ASSOC	11,863.55	.00	.00	.00	.00	.00	0%
16103511 511648 SR TECH	10,579.59	10,830.00	10,830.00	7,564.28	10,830.00	10,830.00	0%
16103511 511649 CIRC TECH	112,443.36	121,053.00	121,053.00	73,001.48	121,053.00	121,053.00	0%
16103511 511651 PAGE	44,231.81	46,451.00	46,451.00	34,428.54	46,451.00	46,451.00	0%
16103511 515000 OVERTIME	27,651.50	28,218.00	28,218.00	16,758.51	28,218.00	28,218.00	0%
TOTAL SALARIES	913,460.88	960,861.00	960,861.00	703,824.65	877,843.00	960,861.00	0%
05 EXPENSES							
16105524 524000 CONT RPR/M	7,327.07	9,285.00	9,285.00	8,690.83	9,285.00	9,285.00	-62.3%
16105531 531090 PRDEV REG	3,320.63	3,500.00	3,500.00	3,317.50	3,500.00	3,500.00	0%
16105531 531091 PRDEV TRVL	3,616.99	2,135.00	2,135.00	1,141.59	2,135.00	2,135.00	0%
16105536 536000 SFTWR LIC	47,224.98	46,688.00	46,688.00	31,585.32	46,688.00	47,278.00	1.3%
16105540 540000 SUPP/EQUIP	4,355.20	8,700.00	8,700.00	11,078.95	8,700.00	8,700.00	-37.1%
16105542 542000 OFF SUPP	10,487.22	10,204.00	10,204.00	9,075.50	10,204.00	10,204.00	0%
16105555 555000 TECH SUPP	8,563.94	8,500.00	8,500.00	943.94	8,500.00	8,500.00	0%
16105556 556000 MATERIALS	4,040.00	.00	.00	.00	.00	185,000.00	0%
16105556 556610 ADLT BOOKS	81,753.60	77,460.00	77,460.00	51,600.23	77,460.00	.00	-100.0%
16105556 556611 CHLD BOOKS	29,213.44	26,815.00	26,815.00	18,911.19	26,815.00	.00	-100.0%
16105556 556620 ADLT AUDIO	18,755.86	14,000.00	14,000.00	14,568.70	14,000.00	.00	-100.0%
16105556 556621 CHLD AUDIO	4,958.32	4,900.00	4,900.00	4,261.93	4,900.00	.00	-100.0%
16105556 556630 ADLT VIDEO	22,802.22	21,500.00	21,500.00	15,342.65	21,500.00	.00	-100.0%
16105556 556631 CHLD VIDEO	8,154.30	8,000.00	8,000.00	4,152.78	8,000.00	.00	-100.0%
16105556 556640 PERIODICAL	10,044.73	9,000.00	9,000.00	1,275.22	9,000.00	.00	-100.0%
16105556 556650 ELECTRONIC	.00	750.00	750.00	.00	750.00	.00	-100.0%
16105556 556660 ONLINE DB	6,032.50	7,900.00	7,900.00	6,305.00	7,900.00	.00	-100.0%
TOTAL EXPENSES	270,651.00	259,337.00	264,467.00	182,251.33	259,337.00	268,817.00	1.6%
TOTAL LIBRARY	1,184,111.88	1,220,198.00	1,225,328.00	886,075.98	1,137,180.00	1,229,678.00	.4%

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Public Works FY11 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, recreation, 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.

	FY11	Change(\$)	Change(%)
Engineering	\$458,627	\$0	0.0%
Hwy&Equip.	\$1,349,790	+\$33,190	+2.5%
Administration	\$254,731	\$0	0.0%
Storm Water	\$169,722	-\$2,506	-1.5%
Cemetery	\$186,995	\$0	0.0%
Recreation	\$147,798	+\$5,000	+3.5%
Pks & Forestry	\$522,486	+\$9,566	+1.9%
Divisions	\$3,090,149	+\$45,250	+1.5%
Snow/Lts/Trash	\$2,327,270	+\$72,643	+3.2%
Department	\$5,417,419	+\$117,893	+2.2%

Staffing – wage costs

No changes to staffing are anticipated by this budget, and all wage costs are using existing FTEs at no COLA increase or step

movement (except in the case of new hires for the six-month probationary period). Due to staff changes during FY10, some wages costs for next year have increased. The Recreation Division (which is fee funded), does reflect a new \$5,000 line item for overtime. This increase has been built into the overall programming budget and should be covered fully by the revolving fund. The change was necessary to continue the high quality of Recreation programming as a whole. The Division was allocating many hours from normal office hours for programming and events, thus planning and preparation time was becoming more difficult to accomplish in the short hours in the office.

Wages	FY11	Change(\$)	Change(%)
Engineering	\$439,061	\$0	0.0%
Hwy&Equip.	\$741,260	+\$2,650	0.4%
Administration	\$248,940	\$0	0.0%
Storm Water	\$147,582	-\$2,006	-1.3%
Cemetery	\$148,226	\$0	0.0%
Recreation	\$147,798	+\$5,000	+3.5%
Pks & Forestry	\$478,447	+\$9,566	+2.0%
Divisions	\$2,351,314	+\$15,210	+0.7%
Snow/Lts/Trash	\$73,783	\$0	0.0%
Department	\$2,425,097	+\$15,210	+0.6%

In the future, some engineering wage costs should be considered for allocation to the storm water enterprise fund to reflect the true changes of work distribution. For example, one Assistant Civil Engineer being paid for by the general fund is

decrease over time as the frequency of required inspections declines.

Expenses	FY11	Change(\$)	Change(%)
Engineering	\$19,566	\$0	0.0%
Hwy&Equip.	\$608,530	+\$30,540	+5.3%
Administration	\$5,791	\$0	0.0%
Storm Water	\$22,140	-\$500	-2.2%
Cemetery	\$38,769	\$0	0.0%
Recreation	\$0	\$0	0.0%
Pks & Forestry	\$44,039	\$0	0.0%
Divisions	\$738,835	+\$30,040	+4.2%
Snow/Lts/Trash	\$2,253,487	+\$72,643	+3.3%
Department	\$2,992,322	+\$102,683	+3.6%

working on Storm water projects; moving that position under Storm Water Enterprise would align it with its funding. In FY11 and beyond, NPDES Phase II Program will demand increased staff time to complete outfall inspections and sampling, expand public participation programs, and work with a consultant in developing detailed mapping of the Town's drainage infrastructure. The current permit will most likely undergo a major re-issuance by EPA within the year, requiring at a minimum, increased compliance and regulatory demands of Town owned facilities, and increased monitoring and documentation of regulatory requirements by the Town for commercial and industrial sites. It is anticipated the revised regulations will require substantial increases of staff time to meet compliance and avoid administrative penalties.

Expenses

Most line items are level funded for FY11. Projected gasoline expenses for FY11 have increased by \$10,540 in the highway division. An increase of \$20,000 for vehicle maintenance has been added in order to move closer to the 5-year average. Town Meetings have addressed prior shortfalls with budget transfers as well as increased preventative spending on capital.

The snow and ice budget has been increased by \$25,000 also to move closer to long term averages. Projected energy expenses for street lighting and traffic lights are up and additional \$11,500. Finally, waste collection and disposal costs are projected to increase by \$36,143. Nearly half of this total is due to a new landfill monitoring cost that had previously been paid for by the Permits Revolving Fund. This expense is projected to

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC WORKS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
03 SALARIES							
14113511 511451 TOWN ENGR	87,727.50	89,854.00	89,854.00	66,440.25	89,854.00	89,854.00	0%
14113511 511453 CVL ENGR	175,985.51	183,285.00	183,285.00	139,104.32	183,285.00	183,285.00	0%
14113511 511454 AST CV ENGR	49,682.17	51,114.00	51,114.00	38,715.52	51,114.00	51,114.00	0%
14113511 511455 FLD TCH II	56,480.40	57,608.00	57,608.00	43,702.56	57,608.00	57,608.00	0%
14113511 511457 FLD TCH I	50,583.15	52,200.00	52,200.00	39,600.00	52,200.00	52,200.00	0%
14113511 511459 ENG AIDE	7,796.04	.00	.00	195.70	.00	.00	0%
14113511 511460 TMP ENG AD	4,505.54	.00	.00	.00	.00	.00	0%
14113511 515000 OVERTIME	2,038.25	4,490.00	4,490.00	1,111.04	4,490.00	4,490.00	0%
14113511 516050 OUTFGRADE	896.00	510.00	510.00	480.00	510.00	510.00	0%
14203511 511401 SUPERVISOR	59,184.00	62,130.00	62,130.00	45,937.11	62,130.00	62,130.00	0%
14203511 511403 FOREMAN	61,327.69	61,909.00	61,909.00	46,965.61	61,909.00	61,909.00	0%
14203511 511405 WRKNG FRMN	89,846.49	91,591.00	91,591.00	69,737.94	91,591.00	91,591.00	0%
14203511 511409 EQUIP OPER	150,842.00	151,714.00	151,714.00	116,322.24	151,714.00	153,719.00	1.3%
14203511 511413 SKLLD LABR	61,942.66	.00	.00	32,704.65	.00	63,668.00	0%
14203511 511417 LABORER	31,745.72	96,374.00	96,374.00	22,700.43	96,374.00	33,352.00	-65.4%
14203511 511421 MSTR MECH	55,683.09	55,503.00	55,503.00	42,001.50	55,503.00	55,503.00	0%
14203511 511423 MECH CLS I	47,617.13	48,859.00	48,859.00	37,065.60	48,859.00	48,859.00	0%
14203511 511425 MECH CLS II	63,906.83	75,212.00	75,212.00	57,314.42	75,212.00	75,212.00	0%
14203511 515000 OVERTIME	55,748.66	72,828.00	72,828.00	34,849.98	72,828.00	72,828.00	0%
14203511 516050 OUTFGRADE	2,644.63	5,026.00	5,026.00	2,910.08	5,026.00	5,026.00	0%
14203511 516060 ON-CALL PR	12,672.00	12,389.00	12,389.00	9,232.00	12,389.00	12,389.00	0%
14203511 516080 LONGEVITY	4,760.00	5,075.00	5,075.00	4,760.00	5,075.00	5,075.00	0%
14203512 512000 WAGES TEMP	7,944.40	.00	.00	.00	.00	.00	0%
14213511 511001 DPW DIR	132,696.08	106,595.00	106,595.00	78,235.01	106,595.00	106,595.00	0%
14213511 511010 ADMIN ASST	42,042.57	43,440.00	43,440.00	32,134.51	43,440.00	43,440.00	0%
14213511 511012 CLERK	35,109.40	35,905.00	35,905.00	26,547.17	35,905.00	35,905.00	0%
14213511 511019 BSN ADMIN	58,513.69	61,138.00	61,138.00	45,219.90	61,138.00	61,138.00	0%
14213511 515000 OVERTIME	1,110.63	1,550.00	1,550.00	283.05	1,550.00	1,550.00	0%
14213511 516050 OUTFGRADE	.00	312.00	312.00	52.80	312.00	312.00	0%
14213511 511401 SUPERVISOR	14,732.04	15,532.00	15,532.00	11,484.25	15,532.00	15,532.00	0%
14213511 511405 WRKNG FRMN	10,285.82	10,683.00	10,683.00	8,145.46	10,683.00	10,683.00	0%
14213511 511409 EQUIP OPER	51,885.33	51,908.00	51,908.00	38,149.44	51,908.00	49,903.00	-3.9%
14213511 511413 SKLD LABOR	58,498.76	43,008.00	43,008.00	34,085.95	43,008.00	58,925.00	37.0%
14213511 511417 LABORER	.00	15,917.00	15,917.00	2,529.18	15,917.00	15,917.00	-100.0%
14213511 511423 MECH CLS I	.00	3,940.00	3,940.00	.00	3,940.00	3,940.00	-100.0%
14213511 511425 MECHANIC C	3,765.47	.00	.00	3,012.98	.00	3,940.00	0%
14213511 515000 OVERTIME	11,748.37	450.00	450.00	3,134.34	450.00	450.00	0%
14213511 516050 OUTFGRADE	1,361.56	.00	.00	790.56	.00	1,650.00	0%
14213511 516080 LONGEVITY	1,865.00	1,650.00	1,650.00	1,965.00	1,650.00	1,650.00	0%
14213512 512000 WAGES TEMP	4,086.46	6,500.00	6,500.00	2,062.98	6,500.00	6,500.00	0%
14213511 511401 SUPERVISOR	38,432.03	39,602.00	39,602.00	29,289.68	39,602.00	39,602.00	0%
14213511 511403 FOREMAN	57,270.25	58,689.00	58,689.00	44,514.76	58,689.00	58,689.00	0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: PUBLIC WORKS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
14913511 511409	30,019.57	47,022.00	47,022.00	12,855.54	47,022.00	47,022.00	0%
14913511 511413	39,602.24	40,987.00	40,987.00	40,279.74	40,987.00	40,987.00	0%
14913511 511417	34,576.74	37,530.00	37,530.00	19,275.84	37,530.00	37,530.00	0%
14913511 515000	7,373.30	7,484.00	7,484.00	3,327.66	7,484.00	7,484.00	0%
14913511 516050	2,711.66	1,283.00	1,283.00	2,509.78	1,283.00	1,283.00	0%
14913511 516080	-105,000.00	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	0%
14913511 596180	39,391.64	-120,000.00	-120,000.00	-90,000.00	-120,000.00	-120,000.00	0%
14913512 512000	118.37	33,779.00	33,779.00	34,680.89	33,779.00	33,779.00	0%
16303511 511003	64,604.96	68,857.00	68,857.00	50,923.05	68,857.00	68,857.00	0%
16303511 511012	26,173.22	33,176.00	33,176.00	24,515.38	33,176.00	33,176.00	0%
16303511 511473	38,905.25	40,141.00	40,141.00	29,688.27	40,141.00	40,141.00	0%
16303511 515000	1,300.88	624.00	624.00	3,261.11	624.00	624.00	0%
16303511 516050	38,432.05	39,602.00	39,602.00	29,289.68	39,602.00	39,602.00	0%
16503511 511401	57,729.95	58,689.00	58,689.00	44,644.82	58,689.00	58,689.00	0%
16503511 511405	102,573.29	104,145.00	104,145.00	79,392.24	104,145.00	104,145.00	0%
16503511 511409	49,334.96	49,757.00	49,757.00	37,645.10	49,757.00	49,757.00	0%
16503511 511413	26,099.72	42,173.00	42,173.00	42,087.66	42,173.00	42,173.00	97.2%
16503511 511417	37,325.38	63,478.00	63,478.00	24,706.72	63,478.00	63,478.00	-49.5%
16503511 511431	44,095.24	45,555.00	45,555.00	34,733.08	45,555.00	45,555.00	-70.9%
16503511 515000	24,348.04	4,936.00	4,936.00	17,771.53	4,936.00	4,936.00	0%
16503511 516050	2,086.94	6,014.00	6,014.00	2,139.00	6,014.00	6,014.00	0%
16503511 516060	4,295.46	16,954.00	16,954.00	3,904.00	16,954.00	16,954.00	243.5%
16503511 516080	3,800.00	3,800.00	3,800.00	3,412.48	3,800.00	3,800.00	0%
16503512 512000	38,863.71	33,778.00	33,778.00	25,041.92	33,778.00	33,778.00	0%
TOTAL SALARIES	2,275,850.41	2,336,104.00	2,336,104.00	1,691,423.46	2,336,104.00	2,351,314.00	7%

05 EXPENSES

14115530 530015	1,742.57	2,150.00	2,150.00	1,687.05	2,150.00	2,150.00	0%
14115530 530420	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0%
14115530 530450	-72.42	0.00	0.00	0.00	0.00	0.00	0%
14115540 540000	4,628.91	3,916.00	3,916.00	1,499.52	4,927.25	3,916.00	0%
14115555 555000	3,794.82	5,000.00	5,000.00	150.00	5,000.00	5,000.00	0%
14115578 578009	375.00	500.00	500.00	150.00	500.00	500.00	0%
14205521 521309	1,928.68	2,100.00	2,100.00	1,446.51	2,100.00	2,100.00	0%
14205521 521392	584.46	1,000.00	1,000.00	434.07	1,000.00	1,000.00	0%
14205524 524305	125,183.71	101,000.00	101,000.00	72,235.05	101,000.00	101,000.00	0%
14205530 530000	14,515.00	9,140.00	9,140.00	6,768.56	9,140.00	9,140.00	0%
14205530 530420	15,264.66	6,425.00	6,425.00	8,312.96	7,931.36	6,425.00	0%
14205530 530421	31,074.39	33,420.00	33,420.00	1,583.43	35,765.61	33,420.00	0%
14205530 530460	5,657.30	14,235.00	14,235.00	2,573.76	14,235.00	14,235.00	0%
14205540 540000	6,661.28	8,000.00	8,000.00	5,581.76	8,000.00	8,000.00	0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: PUBLIC WORKS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
14205540 540408	215,187.91	148,430.00	148,430.00	150,305.39	148,430.00	168,430.00	13.5%
14205540 540409	7,250.27	6,000.00	6,000.00	7,360.80	6,000.00	6,000.00	0%
14205540 540410	7,023.68	6,000.00	6,000.00	808.30	6,000.00	6,000.00	0%
14205540 540415	1,091.34	2,700.00	2,700.00	742.36	2,700.00	2,700.00	0%
14205540 540460	21,063.21	19,330.00	19,330.00	19,241.21	19,330.00	19,330.00	0%
14205548 548999	159,696.55	210,790.00	210,790.00	95,253.16	210,790.00	221,330.00	5.0%
14205554 554000	9,674.40	8,670.00	8,670.00	4,579.98	8,670.00	8,670.00	0%
14205578 578100	2,797.25	3,114.00	3,114.00	1,949.35	3,114.00	3,114.00	0%
14215531 531000	70.20	50.00	50.00	50.50	50.00	50.00	0%
14215531 531091	2,406.58	2,627.00	2,627.00	1,068.13	2,627.00	2,627.00	0%
14215540 540000	14,375.00	15,500.00	15,500.00	0.00	15,500.00	15,500.00	-3.2%
14285530 530465	7,253.40	7,140.00	7,140.00	5,908.68	7,140.00	7,140.00	0%
14285540 540000	999.22	903.00	903.00	738.21	903.00	903.00	0%
14915521 521301	2,047.51	1,800.00	1,800.00	1,008.05	1,800.00	1,800.00	0%
14915521 521308	2,546.05	2,826.00	2,826.00	1,907.76	2,826.00	2,826.00	0%
14915521 521309	173.30	0.00	0.00	130.05	0.00	0.00	0%
14915540 540000	3,456.72	6,000.00	6,000.00	4,862.12	6,000.00	6,000.00	0%
14915540 540019	1,055.19	6,000.00	6,000.00	6,650.00	6,000.00	6,000.00	0%
14915540 540440	8,555.00	6,000.00	6,000.00	0.00	6,000.00	6,000.00	0%
14915540 540441	806.74	1,000.00	1,000.00	0.00	1,000.00	1,000.00	0%
14915540 540442	2,900.00	2,000.00	2,000.00	4,660.00	2,000.00	2,000.00	0%
14915542 542000	213.36	200.00	200.00	0.00	200.00	200.00	0%
14915546 546000	20.06	0.00	0.00	0.00	0.00	0.00	0%
14915546 546401	1,430.54	4,700.00	4,700.00	0.00	4,700.00	4,700.00	0%
14915546 546405	487.00	2,000.00	2,000.00	1,046.14	2,000.00	2,000.00	0%
14915546 546415	508.86	600.00	600.00	166.50	600.00	600.00	0%
14915546 546420	87.00	1,200.00	1,200.00	311.54	1,200.00	1,200.00	0%
14915546 546440	0.00	400.00	400.00	0.00	400.00	400.00	0%
14915546 596180	2,803.61	-4,700.00	-4,700.00	0.00	-4,700.00	-4,700.00	0%
14915548 548000	8,821.91	3,500.00	3,500.00	3,116.98	3,500.00	3,500.00	0%
14915548 548999	1,640.00	8,000.00	8,000.00	3,435.07	8,000.00	8,000.00	0%
14915554 554000	357.75	1,640.00	1,640.00	1,400.00	1,640.00	1,640.00	0%
16505521 521301	1,057.44	200.00	200.00	50.00	200.00	200.00	0%
16505521 521309	468.22	1,819.00	1,819.00	679.71	1,819.00	1,819.00	0%
16505521 521392	591.05	600.00	600.00	424.80	600.00	600.00	0%
16505530 530000	3,882.79	7,705.00	7,705.00	445.86	10,205.00	7,705.00	0%
16505530 530420	6,040.71	3,478.00	3,478.00	5,086.81	3,478.00	3,478.00	0%
16505530 530431	9,940.00	13,437.00	13,437.00	1,440.00	13,437.00	13,437.00	0%
16505530 530433	2,436.00	3,450.00	3,450.00	0.00	3,450.00	3,450.00	0%
16505530 596130	-17,979.00	-17,979.00	-17,979.00	-17,979.00	-17,979.00	-17,979.00	0%
16505540 540000	2,284.84	2,461.00	2,461.00	1,570.49	2,461.00	2,461.00	0%
16505546 546410	2,200.00	2,421.00	2,421.00	588.11	2,421.00	2,421.00	0%
16505546 546416	3,731.84	4,000.00	4,000.00	3,965.00	4,000.00	4,000.00	0%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: PUBLIC WORKS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011		PCT CHANGE
						FINCOM	CHANGE	
16505546 546420	2,368.40	4,057.00	4,057.00	597.26	4,057.00	4,057.00		.0%
16505546 546430	1,708.72	4,194.00	4,194.00	1,836.49	4,194.00	4,194.00		.0%
16505546 546450	4,329.15	1,423.00	1,423.00	1,335.74	1,423.00	1,423.00		.0%
16505546 546460	3,193.91	4,229.00	4,229.00	.00	4,229.00	4,229.00		.0%
16505546 546470	43.70	4,080.00	4,080.00	3,995.00	4,080.00	4,080.00		.0%
16505554 554000	4,254.00	4,254.00	4,254.00	2,887.44	4,254.00	4,254.00		.0%
16505578 578100	1,107.75	410.00	410.00	447.00	410.00	410.00		.0%
TOTAL EXPENSES	738,247.49	708,795.00	708,795.00	436,475.40	716,368.22	738,835.00		4.2%
TOTAL PUBLIC WORKS	3,014,097.90	3,044,899.00	3,044,899.00	2,127,898.86	3,052,472.22	3,090,149.00		1.5%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR:
DPW-TRASH SNOW STREET LIGHTING

	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
03 SALARIES							
14233511 511000 WAGES PERM	12,590.10	11,971.00	11,971.00	10,035.92	11,971.00	11,971.00	0%
14233511 515000 OVERTIME	198,334.83	61,812.00	61,812.00	133,698.28	61,812.00	61,812.00	0%
TOTAL SALARIES	210,924.93	73,783.00	73,783.00	143,734.20	73,783.00	73,783.00	0%
05 EXPENSES							
14235530 530415 PLOW/HAUL	341,218.75	144,517.00	144,517.00	201,881.25	144,517.00	169,517.00	17.3%
14235530 530420 P/C DETAIL	11,010.14	8,000.00	8,000.00	4,406.16	8,000.00	8,000.00	0%
14235540 540000 SUPP/EQUIP	125,203.28	248,700.00	248,700.00	300,621.63	248,700.00	248,700.00	0%
14235540 540425 SAND	20,709.59	.00	.00	.00	.00	.00	0%
14235540 540430 SALT	410,283.08	.00	.00	78,444.73	.00	.00	0%
14235540 540435 CACL	6,825.00	.00	.00	.00	.00	.00	0%
14235548 548999 GASOLINE	23,200.30	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0%
14245521 521300 TRKGT ELEC	13,950.61	14,000.00	14,000.00	9,401.36	14,000.00	15,400.00	10.0%
14245521 521301 STKGT ELEC	215,406.28	216,000.00	216,000.00	155,271.43	216,000.00	226,100.00	4.7%
14335529 529430 GB COLLECT	635,956.84	667,748.00	667,748.00	646,620.00	667,748.00	672,748.00	0%
14335529 529431 GB DISPOSE	514,841.19	633,116.00	633,116.00	525,000.00	633,116.00	633,116.00	0%
14335529 529432 CURB RECYC	194,545.11	201,671.00	201,671.00	182,380.00	201,791.00	208,346.00	3.3%
14335529 529435 MISC RECYC	14,218.24	22,092.00	22,092.00	14,553.74	28,560.00	28,560.00	29.3%
14335530 530086 MONITORING	.00	.00	.00	.00	.00	18,000.00	0%
TOTAL EXPENSES	2,527,368.41	2,180,844.00	2,180,844.00	2,143,580.30	2,187,432.00	2,253,487.00	3.3%
TOTAL DPW-TRASH SNOW STREET	2,738,293.34	2,254,627.00	2,254,627.00	2,287,314.50	2,261,215.00	2,327,270.00	3.2%

SNOW AND ICE EXPENDITURE HISTORY through April 5, 2010

Fiscal Year	Expenditure	Initial Appropriation	Over./ (Under) Appropriation	Net Cost to Town
2011		525,000		
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 (5)	\$ 937,088
2004	\$ 507,271	\$ 276,547	\$ 230,724 (4)	\$ 385,931
2003	\$ 576,300	\$ 251,100	\$ 325,200 (3)	\$ 489,068
2002	\$ 214,155	\$ 251,100	\$ (36,945)	\$ 214,155
2001	\$ 636,100	\$ 226,100	\$ 410,000 (2)	\$ 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 (1)	\$ 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:

5-year	\$788,426	\$401,882	\$386,544	\$788,426
10-year	\$695,976	\$332,134	\$363,842	\$652,355
20-year	\$493,961	\$247,660	\$246,301	\$466,101

The following reimbursements are noted from Federal and State government relief programs:

(1)	Federal: \$59,863 and State: \$61,123	\$ 120,986
(2)	Federal: \$80,917	\$ 80,917
(3)	Federal: \$87,232	\$ 87,232
(4)	Federal: \$121,340	\$ 121,340
(5)	Federal Relief: \$146,721	\$ 146,721

Public Safety FY11 Budget

Overview

The Public Safety budget consists of the Police Department, Fire 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 FY11 is \$7,747,581, which is a 0.3% increase from the FY10 budget. There are no proposed changes to staffing levels for FY11.

Staffing - wages

No changes to staffing are anticipated by this budget. No COLA increases or step movements are included in this budget. Due to a salary increase on June 30, 2009 in the Fire department, there is a net increase in wages. This increase was a deferred raise from a previous labor contract.

Wages	FY11	Change(\$)	Change(%)
Police	\$3,508,136	\$0	0.0%
Fire	\$3,479,742	+\$46,767	+1.4%
Dispatch	\$405,849	\$0	0.0%
TOTAL	\$7,393,727	+\$46,767	+0.6%

Staffing - impact to services

In the current financial situation, no additions to staffing levels are possible. At the same time there is an increase in demand for services throughout the departments. This budget will allow current service levels to be met, with some exceptions listed in the following sections on each department individually.

Expenses

There are no proposed changes to expenses for FY11.

Expenses	FY11	Change(\$)	Change(%)
Police	\$208,285	\$0	0.0%
Fire	\$103,930	\$0	0.0%
Dispatch	\$41,639	\$0	0.0%
TOTAL	\$353,854	\$0	0.0%

Following this summary section on Public Safety are separate sections for Police, Fire and Dispatch.

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
03 SALARIES							
12103511 511003 POL CHIEF	129,843.29	133,386.00	133,386.00	98,973.82	133,386.00	133,386.00	0%
12103511 511012 CLERK	79,896.08	83,285.00	83,285.00	61,012.60	83,285.00	83,285.00	0%
12103511 511231 LIEUTENANT	250,466.81	296,252.00	296,252.00	223,935.22	296,252.00	296,252.00	0%
12103511 511232 SERGEANT	551,245.43	612,786.00	612,786.00	412,327.39	612,786.00	612,786.00	0%
12103511 511233 OFFICER	1,664,475.64	1,593,292.00	1,593,292.00	1,248,162.82	1,593,292.00	1,597,876.00	3%
12103511 511234 DETECTIVE	140,821.55	306,012.00	306,012.00	164,174.53	306,012.00	302,967.00	-1.0%
12103511 511235 PARK ENFOR	15,891.13	16,306.00	16,306.00	12,053.57	16,306.00	16,306.00	0%
12103511 511236 ANIM CONTR	15,027.22	15,985.00	15,985.00	11,818.16	15,985.00	15,985.00	0%
12103511 511238 SCHL ADMIN	64,622.70	67,513.00	67,513.00	49,924.41	67,513.00	67,513.00	0%
12103511 511238 SCHL TRAFF	110,665.90	141,854.00	141,854.00	80,684.69	141,854.00	129,315.00	-8.8%
12103511 515000 OVERTIME	301,882.60	186,000.00	186,000.00	215,285.87	186,000.00	209,000.00	12.4%
12103511 515200 HOLIDAY PAY		21,000.00	21,000.00		21,000.00		0%
12103511 515200 TRAINING	7,806.66	21,000.00	21,000.00	2,118.27	21,000.00	18,000.00	-14.3%
12103511 515220 FTSA	1,797.01	8,000.00	8,000.00	881.50	8,000.00	5,000.00	-37.5%
12103511 516210 FITNESS ST	6,750.00	21,000.00	21,000.00	6,000.00	21,000.00	15,000.00	-28.6%
12103512 512000 WAGES TEMP		5,465.00	5,465.00		5,465.00		0%
12103512 512005 CELL MONIT	3,945.80			3,105.40		5,465.00	0%
12103517 517017 BUYBACK	-21						0%
12153511 511000 WAGES PERM	288,770.89	342,000.00	342,000.00	206,434.45	342,000.00	342,000.00	0%
12153511 511003 HEAD DISP	53,542.24	56,068.00	56,068.00	41,499.94	56,068.00	56,068.00	0%
12153511 515000 OVERTIME	38,616.25	40,000.00	40,000.00	36,061.82	40,000.00	40,000.00	0%
12153511 515210 TRAINING	713.06	5,781.00	5,781.00	650.61	5,781.00	5,781.00	0%
12153511 596120 ST GR SUPP		-40,000.00	-40,000.00		-40,000.00	-40,000.00	0%
12153512 512000 WAGES TEMP	1,702.46	2,000.00	2,000.00	2,327.08	2,000.00	2,000.00	0%
12153515 515210 TRAINING		5,781.00	5,781.00		5,781.00		0%
12203511 511003 FIRE CHIEF	106,478.57	106,595.00	106,595.00	82,736.81	106,595.00	106,586.00	0%
12203511 511009 ADM ASST	42,039.81	43,440.00	43,440.00	32,134.51	43,440.00	43,457.00	0%
12203511 511241 CAPTAIN	328,714.10	332,210.00	332,210.00	262,272.25	332,210.00	335,895.00	1.1%
12203511 511242 LIEUTENANT	330,116.99	344,161.00	344,161.00	253,627.43	344,161.00	349,006.00	1.4%
12203511 511243 FIREFIGHTR	1,987,158.26	2,128,696.00	2,128,696.00	1,584,854.06	2,128,696.00	2,157,086.00	1.3%
12203511 511246 FIRE ALARM	1,421.29	14,810.00	14,810.00	5,141.04	14,810.00	10,000.00	-32.5%
12203511 515000 OVERTIME	383,910.96	260,000.00	260,000.00	264,303.99	260,000.00	269,047.00	3.5%
12203511 515200 HOLIDAY PAY	159,828.70	180,032.00	180,032.00	138,842.84	180,032.00	185,060.00	2.8%
12203517 517017 SCK IV BBK		23,031.00	23,031.00		23,031.00	23,605.00	2.5%
TOTAL SALARIES	7,068,151.19	7,346,960.00	7,346,960.00	5,501,345.08	7,346,960.00	7,393,727.00	.6%

05 EXPENSES	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
12105521 521392 WIRLSS PHN	656.08	9,300.00	9,300.00	9,904.35	9,300.00	10,800.00	16.1%
12105524 524001 VEH REPAIR	7,939.05	14,500.00	14,500.00	5,680.06	18,456.00	13,000.00	-10.3%
12105524 524201 WEAPONS	8,987.53	8,600.00	8,600.00	5,353.94	11,077.70	9,200.00	7.0%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011	
						FINCOM	PCT CHANGE
12105524 524250	8,116.74	8,000.00	8,000.00	8,000.00	9,200.00	8,250.00	3.1%
12105524 524271	5,002.00	3,100.00	3,100.00	2,264.00	3,100.00	2,800.00	-9.7%
12105530 530000	450.00	.00	.00	2,393.50	1,500.00	1,750.00	.0%
12105530 530422	.00	1,500.00	1,500.00	.00	400.00	1,500.00	.0%
12105530 530423	199.39	400.00	400.00	.00	400.00	400.00	.0%
12105531 531000	4,526.09	2,000.00	2,000.00	1,386.95	2,000.00	1,700.00	-15.0%
12105531 531010	9,563.57	9,000.00	9,000.00	9,590.45	9,000.00	9,500.00	5.6%
12105531 531090	6,135.00	2,000.00	2,000.00	1,470.30	2,000.00	1,500.00	-25.0%
12105531 531091	1,184.87	1,000.00	1,000.00	430.74	1,000.00	1,000.00	.0%
12105531 531210	18,406.17	6,000.00	6,000.00	5,139.00	6,000.00	5,500.00	-8.3%
12105540 540000	8,554.31	1,000.00	1,000.00	2,433.59	1,150.00	1,500.00	50.0%
12105540 540021	8,060.10	15,900.00	15,900.00	3,486.94	16,575.16	14,000.00	-11.9%
12105540 540231	1,923.80	3,800.00	3,800.00	736.00	3,800.00	3,500.00	-7.9%
12105540 540281	5,805.00	9,000.00	9,000.00	6,193.00	9,217.00	9,000.00	.0%
12105540 540282	4,705.01	5,500.00	5,500.00	932.60	5,500.00	5,500.00	.0%
12105540 540285	2,841.35	.00	.00	.00	.00	.00	.0%
12105542 542000	9,405.03	8,600.00	8,600.00	10,227.45	9,600.00	8,700.00	-1.2%
12105542 542120	3,12.49	3,000.00	3,000.00	1,627.90	7,558.44	1,500.00	-50.0%
12105542 542127	1,548.45	2,065.00	2,065.00	2,316.15	2,065.00	2,900.00	40.4%
12105542 542127	1,316.60	1,320.00	1,320.00	961.40	1,320.00	1,385.00	4.9%
12105554 554000	42,196.68	37,500.00	37,500.00	30,110.88	38,125.00	37,500.00	.0%
12105578 578000	43.50	.00	.00	.00	.00	.00	.0%
12105578 578250	.00	200.00	200.00	292.91	200.00	400.00	100.0%
12105580 580250	55,678.35	55,000.00	55,000.00	52,163.75	56,602.00	56,500.00	2.7%
12155524 524000	25.00	.00	.00	112.00	.00	.00	.0%
12155524 524260	.00	1,000.00	1,000.00	500.00	2,000.00	2,000.00	100.0%
12155524 524271	111.94	3,000.00	3,000.00	1,402.00	3,000.00	4,300.00	43.3%
12155531 531000	1,476.46	1,400.00	1,400.00	2,990.57	1,400.00	2,200.00	57.1%
12155536 536000	16,205.81	15,000.00	15,000.00	11,395.81	15,000.00	15,000.00	.0%
12155540 540221	11,554.07	9,000.00	9,000.00	7,215.29	9,000.00	5,539.00	-38.5%
12155542 542000	2,959.38	1,900.00	1,900.00	1,936.65	1,900.00	2,100.00	10.5%
12155554 554000	11,226.23	2,650.00	2,650.00	2,160.00	2,650.00	2,500.00	-5.7%
12155555 555000	11,386.55	7,689.00	7,689.00	5,695.28	8,192.00	7,000.00	-9.0%
12155580 580000	709.09	.00	.00	.00	921.57	1,000.00	.0%
12155580 580000	970.69	.00	.00	681.25	.00	.00	.0%
12205521 521392	4,405.26	2,250.00	2,250.00	1,063.12	5,157.04	2,250.00	.0%
12205524 524270	7,470.71	2,600.00	2,600.00	3,152.27	2,600.00	2,600.00	.0%
12205524 524271	977.85	1,075.00	1,075.00	1,227.72	1,795.00	1,075.00	.0%
12205524 524273	84.82	3,150.00	3,150.00	410.54	3,150.00	3,150.00	.0%
12205524 524275	927.00	1,075.00	1,075.00	109.00	1,075.00	1,075.00	.0%
12205524 524276	.00	.00	.00	285.00	.00	.00	.0%
12205531 531000	2,750.00	2,500.00	2,500.00	2,650.00	2,500.00	2,500.00	.0%
12205531 531010	315.90	275.00	275.00	229.90	275.00	275.00	.0%
12205531 531050	899.00	900.00	900.00	192.00	900.00	900.00	.0%
12205531 531090	3,884.78	15,000.00	15,000.00	5,918.66	15,000.00	15,000.00	.0%
12205531 531220							

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 201111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
12205540 540000 SUPP/EQUIP	1,609.09	4,500.00	4,500.00	651.40	4,500.00	4,500.00	0%
12205540 540220 FIRE HOSE	5,325.00	.00	.00	.00	.00	.00	0%
12205540 540225 EQUIPMENT	1,174.78	.00	.00	1,480.50	.00	.00	0%
12205542 542000 OFF SUPP	1,349.71	2,000.00	2,000.00	586.82	2,000.00	2,000.00	0%
12205550 550000 ALS SUPP	36,371.35	28,500.00	28,500.00	26,801.68	28,513.75	28,500.00	0%
12205550 550290 AMBUL SRVC	3,453.33	3,300.00	3,300.00	5,918.21	3,300.00	4,805.00	45.6%
12205554 554000 UNFRM/CLTH	39,199.33	30,405.00	30,405.00	27,931.32	30,405.00	28,900.00	-4.9%
12205554 554220 PRCT CLTH	1,759.48	3,750.00	3,750.00	1,170.73	3,750.00	3,750.00	0%
12205578 578000 OTHER EXPN	1,117.97	1,650.00	1,650.00	702.62	1,650.00	1,650.00	0%
12205578 578062 FLAGS	263.28	1,000.00	1,000.00	.00	1,736.72	1,000.00	0%
TOTAL EXPENSES	383,521.02	353,854.00	353,854.00	275,666.20	377,117.38	353,854.00	0%
TOTAL PUBLIC SAFETY	7,451,672.21	7,700,814.00	7,700,814.00	5,777,011.28	7,724,077.38	7,747,581.00	.6%

Police Department FY11 Budget

Overview

The Reading Police Department budget for FY11 is level funded at \$3,716,421. Approximately 94% of this budget is personnel costs, with only 6% spent on expenses. The department currently is budgeted for 40 sworn personnel, 3 civilian office employees, 1 civilian part-time Animal Control Officer and part-time Parking Enforcement Officer.

Staffing - wages

No changes to staffing are anticipated by this budget. No COLA increases or step movements are included in this budget. Beginning in the current calendar year, some staff will deploy to serve our country. Any salary savings should be offset by increased overtime expenses. For FY11, the Police personnel expense lines have been adjusted to more accurately reflect expected spending. The assumptions in the employee line items are assuming no employee turnover and wage levels at the end of FY10. The Police Department proposed budget will staff at the same levels as FY10. The only changes are adjustments within the existing budget in order to accurately reflect use.

The educational incentive is fully funded in this budget as the long-term funding for the program and the cost to the community is still uncertain and aspects of the educational incentive program are currently being negotiated with the Police Unions.

Existing staff levels will be adequate for the department to provide level service for FY11.

Staffing - impact to services

The Department no longer receives State Community Policing grant funds of \$46,000 and has seen a 15% reduction in Highway Safety grant program funding this year. This directly impacts the School Resource Officer, Citizen Police Academy, RAD program, traffic enforcement, drug investigations, and other highly visible, pro-active, community based police efforts. In addition, about \$20,000 in equipment was purchased through this grant annually. This included maintenance on our cruiser based defibrillators which will need to be maintained from within our existing budget as well our R911 system which will not be budgeted. We are trimming training and equipment purchases with the knowledge of the declining effectiveness this imposes on our department.

Of course, we continue to explore grant funding opportunities and make use of regional partnerships like BAPER (communications) and NEMLEC (training, rapid response team, SWAT) to reduce our costs and expand our service provision whenever possible.

Expenses

The department expenses are level funded at \$208,285 for FY11.

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0210 POLICE							
03 SALARIES							
12103511 511003 POL CHIEF	129,843.29	133,386.00	133,386.00	98,973.82	133,386.00	133,386.00	.0%
12103511 511012 CLERK	79,896.08	83,285.00	83,285.00	61,012.60	83,285.00	83,285.00	.0%
12103511 511231 LIEUTENANT	250,466.81	296,252.00	296,252.00	223,935.22	296,252.00	296,252.00	.0%
12103511 511232 SERGEANT	551,245.43	612,786.00	612,786.00	412,327.39	612,786.00	612,786.00	.0%
12103511 511233 OFFICER	1,664,475.64	1,593,292.00	1,593,292.00	1,248,162.82	1,593,292.00	1,597,876.00	3%
12103511 511234 DETECTIVE	140,821.55	306,012.00	306,012.00	164,174.53	306,012.00	302,967.00	-1.0%
12103511 511235 PARK ENFOR	15,891.13	16,306.00	16,306.00	12,053.57	16,306.00	16,306.00	.0%
12103511 511236 ANIM CONTR	15,027.22	15,985.00	15,985.00	11,818.16	15,985.00	15,985.00	.0%
12103511 511237 BSN ADMIN	64,622.70	67,513.00	67,513.00	49,924.41	67,513.00	67,513.00	.0%
12103511 511238 SCHL TRAFF	110,665.90	141,854.00	141,854.00	80,684.69	141,854.00	129,315.00	-8.8%
12103511 515000 OVERTIME	301,882.60	186,000.00	186,000.00	215,285.87	186,000.00	209,000.00	12.4%
12103511 515200 HOLIDAY PAY		21,000.00			21,000.00		.0%
12103511 515200 TRAINING	7,806.66	21,000.00	21,000.00	2,118.27	21,000.00	18,000.00	-14.3%
12103511 515220 FLSA	1,797.01	8,000.00	8,000.00	881.50	8,000.00	5,000.00	-37.5%
12103511 516210 FITNESS ST	6,750.00	21,000.00	21,000.00	6,000.00		15,000.00	-28.6%
12103512 512000 WAGES TEMP		5,465.00			5,465.00		.0%
12103512 512205 CELL MONIT	3,945.80		5,465.00	3,105.40		5,465.00	.0%
12103517 517017 BUYBACK	- .21						.0%
TOTAL SALARIES	3,345,137.61	3,508,136.00	3,508,136.00	2,590,458.25	3,508,136.00	3,508,136.00	.0%
05 EXPENSES							
12105521 521392 WIRLSS PHN	656.08	9,300.00	9,300.00	9,904.35	9,300.00	10,800.00	16.1%
12105524 524001 VEH REPAIR	7,939.05	14,500.00	14,500.00	5,680.06	18,456.00	13,000.00	-10.3%
12105524 524201 WEAPONS	8,987.53	8,600.00	8,600.00	5,353.94	11,077.70	9,200.00	7.0%
12105524 524250 TRF CTL RP	8,116.74	8,000.00	8,000.00	8,000.00	9,200.00	8,250.00	3.1%
12105524 524271 EQUIPMENT	5,002.00	3,100.00	3,100.00	2,264.00	3,100.00	2,800.00	-9.7%
12105530 530000 OUT PRF SV	450.00			393.50		750.00	.0%
12105530 530422 KENNEL BRD		1,500.00	1,500.00		1,500.00	1,500.00	.0%
12105530 530423 SPC INVEST	198.39	400.00	400.00		400.00	400.00	.0%
12105531 531000 PRDEV TRN	4,526.09	2,000.00	2,000.00	1,386.95	2,000.00	1,700.00	-15.0%
12105531 531010 PRDEV DUES	9,563.57	9,000.00	9,000.00	9,590.45	9,000.00	9,500.00	5.6%
12105531 531090 PRDEV REG	6,135.00	2,000.00	2,000.00	1,470.30	2,000.00	1,500.00	-25.0%
12105531 531091 PRDEV TRVL	1,184.87	1,000.00	1,000.00	430.74	1,000.00	1,000.00	.0%
12105531 531210 OFFCR TRN	18,406.17	6,000.00	6,000.00	5,139.00	6,000.00	5,500.00	-8.3%
12105540 540000 SUPP/EQUIP	8,554.31	1,000.00	1,000.00	2,433.59	1,150.00	1,500.00	50.0%
12105540 540221 COMM EQUIP	8,060.10	15,900.00	15,900.00	3,486.94	16,575.16	14,000.00	-11.9%
12105540 540231 RADAR UNIT	1,923.80	3,800.00	3,800.00	736.00	3,800.00	3,500.00	-7.9%
12105540 540281 PARK PRG S	5,806.00	9,000.00	9,000.00	6,193.00	9,217.00	9,000.00	.0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 2011 General Fund Budget Projection

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
12105540 540282	4,705.01	5,500.00	5,500.00	932.60	5,500.00	5,500.00	.0%
12105540 540285	2,841.35	.00	.00	.00	.00	.00	.0%
12105542 542000	9,405.03	8,600.00	8,600.00	10,227.45	9,600.00	8,700.00	1.2%
12105542 542120	312.49	3,000.00	3,000.00	1,627.90	7,558.44	1,500.00	-50.0%
12105542 542125	1,548.45	2,065.00	2,065.00	2,316.15	2,065.00	2,900.00	40.4%
12105542 542127	1,316.60	1,320.00	1,320.00	961.40	1,320.00	1,385.00	4.9%
12105554 554000	42,196.68	37,500.00	37,500.00	30,110.88	38,125.00	37,500.00	.0%
12105578 578000	43.50	.00	.00	.00	.00	.00	.0%
12105578 578250	55,678.35	200.00	200.00	292.91	200.00	400.00	100.0%
12105580 580250		55,000.00	55,000.00	52,163.75	56,602.00	56,500.00	2.7%
TOTAL EXPENSES	213,557.16	208,285.00	208,285.00	161,095.86	224,746.30	208,285.00	.0%
TOTAL POLICE	3,558,694.77	3,716,421.00	3,716,421.00	2,751,554.11	3,732,882.30	3,716,421.00	.0%

Fire and Emergency Management FY11 Budget

Overview

The Reading Fire Department's 48 full time employees are primarily organized around four Groups of Officers and Firefighters. The budget requests the funding of a Chief, Secretary, four Captains, five Lieutenants, thirty seven Firefighters and two part time Fire Alarm Technicians. Our major responsibilities are:

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

Administrative functions are performed by the Fire Chief, Day Officer and Department Secretary.

- ◆ The Fire Chief is responsible for emergency management, personnel, fire prevention, and financial management, overall maintenance of equipment, facilities and training. The Fire Chief responds to major emergencies.
- ◆ The on duty shift is responsible to respond to emergencies and deliver services, training, equipment maintenance and routine fire prevention duties. The on duty shift staffs two engines, a ladder truck and an ambulance.

- ◆ The Day Officer is responsible to review new development and ensure code compliance, schedule fire equipment and station maintenance. The Day Officer responds to major emergencies.
- ◆ The Department secretary handles ambulance billing other administrative functions.

Staffing – wage costs

No changes to staffing are anticipated by this budget. Due to an existing labor contract, a deferred 1% raise on 6/30/10 increases FY11 wage expenses by \$46,767. No additional COLA increases or step movements are included in this budget.

Expenses

Only 2.9% of the entire department budget is allocated to expenses, which are level funded at \$103,930. This budget will allow the department to maintain our existing service levels for FY 11.

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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FOR PERIOD 13

PROJECTION: 20111 FY2011 General Fund Budget Projection

ACCOUNTS FOR: PUBLIC SAFETY

0220	FIRE	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
03	SALARIES							
12203511	511003	106,478.57	106,595.00	106,595.00	82,736.81	106,595.00	106,595.00	0.0%
12203511	511009	42,039.81	43,440.00	43,440.00	32,134.51	43,440.00	43,440.00	0.0%
12203511	511241	328,714.10	332,210.00	332,210.00	262,272.25	332,210.00	335,895.00	1.1%
12203511	511242	330,116.99	344,161.00	344,161.00	253,627.43	344,161.00	349,006.00	1.4%
12203511	511243	1,987,158.26	2,128,696.00	2,128,696.00	1,584,894.06	2,128,696.00	2,157,086.00	1.3%
12203511	511246	1,421.29	14,810.00	14,810.00	5,141.04	14,810.00	10,000.00	-32.5%
12203511	515000	383,910.96	260,000.00	260,000.00	264,303.99	260,000.00	269,047.00	3.5%
12203511	515200	159,828.70	180,032.00	180,032.00	138,842.84	180,032.00	185,060.00	2.8%
12203517	517017	.00	23,031.00	23,031.00	.00	23,031.00	23,605.00	2.5%
	TOTAL SALARIES	3,339,668.68	3,432,975.00	3,432,975.00	2,623,912.93	3,432,975.00	3,479,742.00	1.4%
05	EXPENSES							
12205521	521392	970.69	.00	.00	681.25	.00	.00	0.0%
12205524	524270	4,405.26	2,250.00	2,250.00	1,063.12	5,157.04	2,250.00	0.0%
12205524	524271	7,470.71	2,600.00	2,600.00	3,152.27	2,600.00	2,600.00	0.0%
12205524	524273	977.85	1,075.00	1,075.00	1,227.72	1,795.00	1,075.00	0.0%
12205524	524275	84.82	3,150.00	3,150.00	410.54	3,150.00	3,150.00	0.0%
12205524	524276	927.00	1,075.00	1,075.00	109.00	1,075.00	1,075.00	0.0%
12205531	531000	.00	.00	.00	285.00	.00	.00	0.0%
12205531	531010	2,750.00	2,500.00	2,500.00	2,650.00	2,500.00	2,500.00	0.0%
12205531	531050	315.90	275.00	275.00	229.90	275.00	275.00	0.0%
12205531	531090	899.00	900.00	900.00	192.00	900.00	900.00	0.0%
12205531	531220	3,884.78	15,000.00	15,000.00	5,918.66	15,000.00	15,000.00	0.0%
12205540	540000	1,609.09	4,500.00	4,500.00	651.40	4,500.00	4,500.00	0.0%
12205540	540220	5,325.00	.00	.00	.00	.00	.00	0.0%
12205540	540225	1,174.78	.00	.00	1,480.50	.00	.00	0.0%
12205542	542000	1,349.71	2,000.00	2,000.00	586.82	2,000.00	2,000.00	0.0%
12205550	550000	36,371.35	28,500.00	28,500.00	26,801.68	28,513.75	28,500.00	0.0%
12205550	550290	3,453.33	3,300.00	3,300.00	5,918.21	3,300.00	4,805.00	45.6%
12205554	554000	39,199.33	30,405.00	30,405.00	27,931.32	30,405.00	28,900.00	-4.9%
12205554	554220	1,759.48	3,750.00	3,750.00	1,170.73	3,750.00	3,750.00	0.0%
12205578	578000	1,117.97	1,650.00	1,650.00	702.62	1,650.00	1,650.00	0.0%
12205578	578062	263.28	1,000.00	1,000.00	.00	1,736.72	1,000.00	0.0%
	TOTAL EXPENSES	114,309.33	103,930.00	103,930.00	81,162.74	108,307.51	103,930.00	0.0%
	TOTAL FIRE	3,453,978.01	3,536,905.00	3,536,905.00	2,705,075.67	3,541,282.51	3,583,672.00	1.3%
	TOTAL PUBLIC SAFETY	7,451,672.21	7,700,814.00	7,700,814.00	5,777,011.28	7,724,077.38	7,747,581.00	.6%
	GRAND TOTAL	7,451,672.21	7,700,814.00	7,700,814.00	5,777,011.28	7,724,077.38	7,747,581.00	.6%

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

Dispatch FY11 Budget

We continue to work closely with the E911 Department which provides training and support grant programs. The support grant is currently covering \$40,000 of Dispatch salaries (about 10% of the total).

Overview

The Reading Dispatch budget for FY11 is level funded at \$447,488. Approximately 91% of this budget is personnel costs, with only 9% spent on expenses. Dispatch currently is staffed with 8 unionized civilian Dispatch personnel and one civilian Head Dispatcher who oversees the administration of the Dispatch center.

Staffing – wages

No changes to staffing are anticipated by this budget. No COLA increases or step movements are included in this budget. Two years ago an additional position was added and projected to pay for itself with savings in overtime. This projection has proven to be accurate. Dispatch has experienced a very stable year in employment and as of July 2009 all our Dispatchers have now completed a five week academy training program funded in part through E911 grants.

Expenses

There have been some adjustments in the expense line items to better reflect actual intended spending. The biggest impact in the coming year will be the loss of Community Policing funds which paid for annual maintenance on the R911 system. This server based call-out system is about 7 years old and may need to be upgraded or replaced in the near future. The annual maintenance cost cannot be absorbed in the level funded budget.

We are also actively involved in a grant funded study to explore the feasibility of regionalizing our Dispatch services.

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0215 DISPATCHERS							
03 SALARIES							
12153511 511000 WAGES PERM	288,770.89	342,000.00	342,000.00	206,434.45	342,000.00	342,000.00	0%
12153511 511003 HEAD DISP	53,542.24	56,068.00	56,068.00	41,499.94	56,068.00	56,068.00	0%
12153511 515000 OVERTIME	38,616.25	40,000.00	40,000.00	36,061.82	40,000.00	40,000.00	0%
12153511 515210 TRAINING	713.06	.00	5,781.00	650.61	.00	5,781.00	0%
12153511 596120 ST GR SUPP	.00	-40,000.00	-40,000.00	.00	-40,000.00	-40,000.00	0%
12153512 512000 WAGES TEMP	1,702.46	2,000.00	2,000.00	2,327.08	2,000.00	2,000.00	0%
12153515 515210 TRAINING	.00	5,781.00	.00	.00	5,781.00	.00	0%
TOTAL SALARIES	383,344.90	405,849.00	405,849.00	286,973.90	405,849.00	405,849.00	0%
05 EXPENSES							
12155524 524000 CONTR RPR	25.00	.00	.00	112.00	.00	.00	0%
12155524 524260 VIDEO SURV	.00	1,000.00	1,000.00	500.00	2,000.00	2,000.00	100.0%
12155524 524271 EQUIP M&R	111.94	3,000.00	3,000.00	1,402.00	3,000.00	4,300.00	43.3%
12155531 531000 PRDEV TRN	1,476.46	1,400.00	1,400.00	2,990.57	1,400.00	2,200.00	57.1%
12155536 536000 SFTWR LIC	16,205.81	15,000.00	15,000.00	11,395.81	15,000.00	15,000.00	0%
12155540 540221 COMM EQUIP	11,554.07	9,000.00	9,000.00	7,215.29	9,000.00	5,539.00	-38.5%
12155542 542000 OFF SUPP	2,959.38	1,900.00	1,900.00	1,936.65	1,900.00	2,100.00	10.5%
12155554 554000 UNFRM/CLTH	11,226.23	2,650.00	2,650.00	2,160.00	2,650.00	2,500.00	-5.7%
12155555 555000 TECH SUPP	11,386.55	7,689.00	7,689.00	5,695.28	8,192.00	7,000.00	-9.0%
12155580 580000 EQUIP OPER	709.09	.00	.00	.00	921.57	1,000.00	0%
TOTAL EXPENSES	55,654.53	41,639.00	41,639.00	33,407.60	44,063.57	41,639.00	0%
TOTAL DISPATCHERS	438,999.43	447,488.00	447,488.00	320,381.50	449,912.57	447,488.00	0%



READING PUBLIC SCHOOLS
SCHOOL COMMITTEE BUDGET
FISCAL YEAR 2011

SCHOOL BUDGET
FOR THE FISCAL YEAR

July 1, 2010 – June 30, 2011

February 2010

Reading Public Schools
Reading, MA 01867

READING PUBLIC SCHOOLS
READING, MASSACHUSETTS

2010 - 2011

READING SCHOOL COMMITTEE

Charles R. Robinson, Chair
Chris Caruso, Vice Chair
David Michaud

Lisa Gibbs
Karen Janowski
Elaine Webb

CENTRAL OFFICE ADMINISTRATION

John F. Doherty, Ed.D.
Mary C. DeLai
Colleen Dolan
Elizabeth Conway

Superintendent of Schools
Director of Finance & Operations
Director of Pupil Services
Human Resources Administrator

SCHOOL AND DEPARTMENT ADMINISTRATORS

Elinor Freedman
Craig Martin
Doug Lyons
Karen Callan
Eric Sprung
Patty de Garavilla
Cathy Giles
Richard Davidson
Philip Vaccaro
Joseph P. Huggins
Lynn Dunn
Kristin Morello
Jesenia Castro

Principal, Reading Memorial High School
Principal, Coolidge Middle School
Principal, Parker Middle School
Principal, Barrows Elementary School
Principal, Birch Meadow Elementary School
Principal, Joshua Eaton Elementary School
Principal, Killam Elementary School
Principal, Wood End Elementary School
Director of Athletics & Extracurricular Activities
Director of Facilities
Director of Nursing
Director of Food Services
METCO Director

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1.0 Introduction

1.1 Mission Statement

The Reading Public Schools strives to ensure that all students will have common, challenging, meaningful, learning experiences in the academics, health and wellness, the arts, community service, co-curricular activities, and athletics. We will lead and manage our school community to reflect the values and culture of the Reading Community, and guide and support our students to develop the appropriate skills, strategies, creativity, and knowledge necessary to be productive, informed, independent citizens in a global society.

1.2 Vision Statement

It is the vision of the Reading Public Schools to continue fulfilling the promise of our mission and, in so doing, to be a model of educational excellence in preparing students for the 21st century. Thus, as we go on with our journey of continual improvement and look forward to the coming years, this is the school district that we envision for our children and that we shall faithfully endeavor to give to them . . .

Curriculum, Instruction, Technology, and Assessment...

Our district shall have a pre-K through 12 curriculum that is aligned, well articulated, and based upon the essential standards and skills that our students need to be productive, informed, independent, contributing citizens in a democratic society. This research-based curriculum will be challenging for all students and focus on depth of learning, rather than breadth of coverage. Each grade level will have specific, age-appropriate, 21st century skills integrated into the curriculum, which will include: *creativity and innovation skills, critical thinking and problem solving skills, communication and collaboration skills, information literacy, media literacy, and technological literacy*. In addition, our curriculum will use real-world problems to afford students the opportunity to develop essential life and career skills, such as *flexibility and adaptability, initiative, self-direction, productivity and accountability, cross-cultural skills, social skills, life-long learning, leadership and responsibility, and personal wellness*. Students will have opportunities to engage in activities aimed at fostering a life-long love of reading and literature. Civics and global awareness will also be interwoven throughout our schools' curriculum, allowing students to develop an understanding of their own roles as members of local, state, national, and global societies.

Instruction in all classes will be tailored to the diverse needs of students and focus on high levels of student engagement in the learning process. Teachers will use a variety of research-based instructional methods, such as flexible grouping, hands-on inquiry-based learning, and differentiated instruction to make each lesson both engaging and challenging. In addition, technology will be thoroughly integrated as a tool for teaching and learning, allowing students to access and assess an ever-expanding volume of knowledge and giving them the opportunities to expand their boundaries of learning beyond the walls of the classroom. In this way, students at every grade level will be acquiring the technology skills necessary for the 21st century, and they will be given opportunities to connect, collaborate, and network with others. For instance, students and teachers will use blogs, podcasts, wikis, video production, and future applications to create assignments that are connected to meaningful, real-world issues. All schools will be completely wireless, and all students (beginning in grade 6) will use personal technology devices, electronic portfolios, and district email addresses. Students will use technology as a tool for critical learning, communication, and collaboration—both inside and outside the classroom. Staff will use technology for instruction, communication, grading, and collaboration; and our school leaders and administrative staff will utilize technology to manage the financial, human resource, and facilities departments.

Data from both formal and informal assessments shall drive the instructional practices in our district. To gauge what students truly know, can do, and understand, a comprehensive system of student assessment

will be used to afford students the opportunity to demonstrate what they have learned through such means as formative and summative assessments, online assessments, project-based assignments, and culminating exhibitions. Technology will also be used to track student progress, and the district and schools will use standards-based evaluations, such as the New England Association of Schools and Colleges accreditation process and the Blue Ribbon Schools of Excellence Blueprint for Success to ensure continual reflection and improvement toward the highest standards of teaching, learning, and leadership.

Leadership, Personnel, and Learning Environment...

District and school leaders shall be student-centered, collaborative, and steadfastly committed to the mission and vision of the Reading Public Schools. The School Committee, together with district and school leaders, shall provide the necessary resources and support to accomplish our vision. District finances will be sufficient to properly fund school and district improvement efforts consistent with the vision. District and school leaders shall manage the district in a fiscally-responsible manner, keeping the community continually informed of financial needs. In addition, the district will continue to identify and secure alternative sources of funding to augment local financing. With this culture of teamwork to accomplish goals, we will demonstrate our commitment to shared leadership and collaboration with all members of our school community.

The faculty and staff will be diverse and team-oriented, and will work collaboratively to promote the mission, vision, and goals of the Reading Public Schools. All personnel will be highly-skilled, student-centered, motivated, lifelong learners. We shall have a comprehensive human resource management system which emphasizes thoughtful hiring practices and encourages diversity, support for new teachers, meaningful professional development, and an evaluation process which fosters continuous professional growth. As a result, a culture will exist where all school district personnel have the opportunity to feel supported, valued, and report high levels of job satisfaction.

In our district, it shall also be of paramount importance that all members of our learning community feel safe and free from bullying, harassment and discrimination. Diversity shall be embraced and mutual caring, respect, and empathy will be present throughout the community. Each student's educational experience will be personalized by members of the school who will know the student well, who will understand the student's abilities and challenges, and who will assist the student in achieving both personal growth and academic success. Before-school programs, after-school programs, community education, online courses, and summer enrichment academies will provide for our students engaging opportunities to expand their learning. It will be clearly understood and valued by all that learning occurs beyond the walls of the classroom.

The district's school buildings shall always be well maintained, clean, comfortable, and safe environments for learning. In addition, the buildings will be energy efficient. Each individual's commitment to energy and resource conservation will be strikingly evident. Our school buildings will be equipped to provide a 21st century learning environment for our students, and they will also be well-utilized centers of community activities.

Families and Community...

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. Respectful communication between the home and school will be welcomed, encouraged, and expected. Together, we shall all share the importance of holding students to high standards and expectations for both their academic achievement and their social and emotional development.

In the interest of the entire Reading community, the school district and town government shall work cooperatively and collaboratively. To stay current in financial and educational policy issues, the school district will also maintain open lines of communication with both elected officials and educational leaders at the local, state, and national levels. In addition, the school district will maintain active partnerships with businesses, universities, and civic organizations.

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. And in so doing, we shall truly be fulfilling the promise of our mission.

2.0 Summary

2.1 School Committee's Message

For the last six years, the Reading Public Schools, with the support of the Reading School Committee, has pursued a common vision to prepare all students for a 21st Century global society. This commitment to our mission and vision has taken a level of teamwork that normally is not exhibited in most communities and school districts and it is why the Reading Public Schools has continued to improve and move forward while some surrounding school districts have stood still. It is because of this collaboration that we have been able to sustain and advance our school district over the last several years. It takes a culture that is focused on leadership and teamwork, not only within our schools, but with town government and the community as well.

As we are all aware, we are in the midst of a global economic crisis which has had a direct effect on revenues that help fund town governments and school departments across this country and the Commonwealth of Massachusetts. Due to reductions in state aid, \$1.4 million in personnel and non-personnel cuts had to be made to allow for level funding of our current FY10 School Department budget from FY09 levels. These cuts included the elimination of 21 positions and a 65% reduction in professional development, technology purchases, and curriculum initiatives.

When the School Administration began the budget process in early fall of the current year, the forecast for the FY11 budget year looked even worse. Our legislative delegation was advising us to anticipate 10-15% reductions in state aid to our community next year. Due to these anticipated declining revenues and a struggling economy, the Finance Committee requested that town and school departments develop a level funded FY11 budget. To reach a level funded budget the Finance Committee voted to recommend the use of up to 1 million dollars in reserves to help fund the FY11 budget. Without the use of those reserves, the situation would have been much worse.

In December, the Administration presented an overview of the Superintendent's Recommended Budget. At that time, to meet the goal of level funding while meeting all contractual increases, both personnel and non-personnel, the FY11 budget would require 1.2 million dollars of spending cuts. Due to the diligent efforts of our Facilities and Special Education Departments, the administration was able to reduce non-personnel expenses by some \$300,000. In addition, the Superintendent's Recommended Budget proposed increases to the revenue offsets from full day kindergarten, special education tuition, athletics, and extra-curricular activities totaling \$156,000. Once these non-personnel reductions and additional offsets were factored into the budget picture, the remaining \$749,500 in cuts had to come from personnel reductions equating to the loss of 14.8 FTE positions. **For additional information on the proposed cuts outlined in the original Superintendent's Budget, please refer to Appendix C containing the Superintendent's Introductory Message to the originally proposed budget.**

Despite these difficult financial times, the Reading School Committee remains committed to its Budget Planning Policy which states, "The first priority in the development of an annual budget will be the educational welfare of the children in our schools."¹ In keeping with the School Committee Policies, the best interest of the students has guided our deliberations throughout the month of January. The goal has also been to develop a level funded budget which minimizes the negative impact on teaching and

¹ Reading School Committee Policy, File:DBD, Budget Planning, Adopted by the Reading School Committee on September 28, 2006

learning and, as best it can, allows us to remain consistent with the Mission and Vision of the Reading Public Schools.

In late January, the Governor's released his initial budget with called for level funding of state aid to cities and towns, not the anticipated 10-15% reduction. The Superintendent and Director of Finance and Operations met with the Town Manager and Assistant Town Manager to outline a plan that would allow both school and town departments to incorporate the additional revenue by using conservative assumptions with respect to what the final state aid numbers may be. In the end, the School Department was informed that approximately \$354,000 in additional funding was likely to be available for FY 11 School Department budget. Based on this information, the Superintendent recommended the restoration of 4.9 FTE teaching positions (2.0 middle school teachers, 2.5 elementary library media specialists, and 0.4 high school teacher), the K-8 ELA Instructional Specialist, and \$6,762 to the Athletics Department to prevent the elimination of 2 games from each freshmen and junior varsity game schedules.

Despite the additional funding the following reductions were still included as part of the Superintendent's Recommended Budget:

Staffing Reductions	FTE
Teachers	2.6
Paraeducators	3.1
Special Education Team Chair	1.0
Secretary	1.2
Custodian	1.0
Total	8.9

In addition, Winter Cheerleading would still be eliminated in addition to the elimination of one Cross Country Assistant Coach, one invitational meet for each of the three track seasons, and a number of smaller expenditures in the Athletics budget.

During deliberations at its meeting on February 1st, the School Committee concluded that, in order to meet the goals of its budgetary policies, full restoration of the High School teacher was necessary and a motion was made to add \$33,000 to the regular day budget. We also concluded that an additional \$7,000 was required to prevent the elimination of any athletics programs and a motion was made to add \$7,000 to the undistributed budget. These motions passed as did the motion to approve a final budget of \$36,390,308 representing an increase of 1.1% or \$394,062 over the FY2010 Adopted Budget.

The Reading School Committee is grateful to the School Administration for all of its efforts in what was a challenging budget process. We appreciate the thoughtful dialogue and engaged participation of administrators, school department employees, parents, and community members. We are also grateful for the collaborative efforts and strong relationships between school and town elected and appointed officials, and management staff. Finally, we recognize and appreciate the commitment of the Governor's office to education and municipal government during these difficult fiscal times. While reductions are still necessary, this funding will allow the good work that has been accomplished over the past six years to maintain momentum in FY2011.

2.2 District Enrollment History & Projection

The enrollment data for kindergarten through grade 12 for the years 2003 to 2009 are based on the district's student information system (SIMS) submission to the Massachusetts Department of Elementary and Secondary Education as of October 1 of each school year. The enrollment projections for October 1 of 2010 through 2013 are based on the average increases year over year from 2003 through 2009.

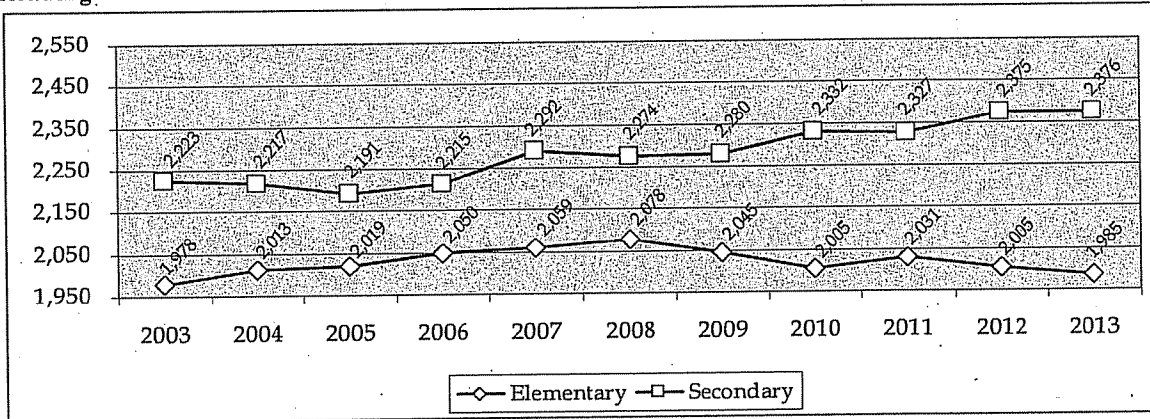
Our most critical enrollment concern for the 2010-11 school year will be in Grade 6, where the incoming class is expected to be the largest in over 25 years. If students are proportionately assigned to each middle school, the average class size in Grade 6 next year will be 28 students.

The other unknown for each school year is always the incoming kindergarten enrollment. In order to get more accurate enrollment numbers for full day and half-day kindergarten, the registration date has been moved up to January 11th, which will allow us to be able to assess staffing needs more accurately.

District Enrollment History and Projection

As of Oct. 1	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Kindergarten	300	337	282	325	324	324	280	315	310	307	302
Grade 1	361	332	369	316	345	343	345	306	341	336	333
Grade 2	345	341	328	375	318	358	349	346	307	342	337
Grade 3	351	345	343	328	388	318	363	352	349	310	345
Grade 4	312	349	346	353	335	393	318	367	356	353	314
Grade 5	309	309	351	353	349	342	390	319	368	357	354
<i>Elementary Total</i>	1,978	2,013	2,019	2,050	2,059	2,078	2,045	2,005	2,031	2,005	1,985
<i>Percentage Change</i>		1.8%	0.3%	1.5%	0.4%	0.9%	-1.6%	-2.0%	1.3%	-1.3%	-1.0%
Grade 6	348	315	312	355	348	343	353	392	321	370	359
Grade 7	336	350	313	320	364	347	341	355	394	323	372
Grade 8	360	340	344	317	321	362	344	341	355	394	323
<i>Middle Total</i>	1,044	1,005	969	992	1,033	1,052	1,038	1,088	1,070	1,087	1,054
<i>Percentage Change</i>		-3.7%	-3.6%	2.4%	4.1%	1.8%	-1.3%	4.8%	-1.7%	1.6%	-3.0%
Grade 9	277	329	315	315	305	292	334	318	315	329	368
Grade 10	298	272	327	314	319	304	298	334	318	315	329
Grade 11	329	308	281	331	323	319	298	302	338	322	319
Grade 12	275	303	299	263	312	307	312	290	286	322	306
<i>High Total</i>	1,179	1,212	1,222	1,223	1,259	1,222	1,242	1,244	1,257	1,288	1,322
<i>Percentage Change</i>		2.8%	0.8%	0.1%	2.9%	-2.9%	1.6%	0.2%	1.0%	2.5%	2.6%
<i>District Total</i>	4,201	4,230	4,210	4,265	4,351	4,352	4,325	4,337	4,358	4,380	4,349
<i>Percentage Change</i>		0.7%	-0.5%	1.3%	2.0%	0.0%	-0.6%	0.3%	0.5%	0.5%	-0.7%

Reading Public Schools Enrollment Trend



2.3 District Staffing Profile

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
1000 District Leadership						
Administrators	3.33	3.33	3.33	4.33	4.33	-
Administrative Support Staff	5.60	5.60	5.50	4.50	4.30	(0.20)
2100 Districtwide Academic Leadership						
Pupil Services Administrators	2.50	2.50	2.00	3.00	2.00	(1.00)
Administrative Support Staff	3.00	3.00	3.00	2.00	2.00	-
2200 School Building Leadership						
Principals & Assistant Principals	12.00	12.00	12.00	12.00	12.00	-
Academic Department Heads	2.70	2.70	2.70	2.70	2.70	-
Clerical Support Staff	11.50	11.50	11.50	11.50	10.50	(1.00)
2250 Building Technology	1.50	1.50	1.50	1.50	1.50	-
2300 Instruction						
Instructional Specialists	1.00	1.00	1.00	1.00	1.00	-
Teachers & Specialists, Regular Education	265.10	266.60	267.10	262.10	260.10	(2.00)
Teachers & Specialists, Special Education	32.40	34.80	39.30	38.40	38.40	-
Therapeutic Services (OT, PT, Speech, Med)	13.00	13.40	14.00	14.40	14.40	-
ELL Instructors	1.80	1.80	1.60	1.60	1.60	-
Paraeducators, Regular Education	31.00	32.20	34.90	26.20	23.10	(3.10)
Paraeducators, Special Education	78.90	86.00	80.00	69.00	69.00	-
2700 Guidance, Counseling and Testing						
Guidance Department Head	0.40	0.40	0.40	0.40	0.40	-
Guidance Counselors	5.00	5.00	5.00	5.00	5.00	-
Clerical Support	1.00	1.00	1.00	1.00	1.00	-
2800 Psychological Services	10.00	10.00	10.60	10.50	10.50	-
3200 School Health Services						
Nursing Director	1.00	1.00	1.00	1.00	1.00	-
School Nurses	7.00	7.00	7.00	8.00	8.00	-
Clerical Support	0.50	0.50	0.50	0.50	0.50	-
3400 Food Services (2)						
Director	1.00	1.00	1.00	1.00	1.00	-
Clerical Support	1.00	1.00	1.00	1.00	1.00	-
Cafeteria Managers (3)	8.00	8.00	8.00	8.00	8.00	-
Cafeteria Workers (3)	30.00	29.00	28.00	28.00	28.00	-
3500 Athletics						
Director	0.70	0.70	0.70	0.70	0.70	-
Clerical Support	0.50	0.50	0.50	0.50	0.50	-
Extracurricular Activities Coordinator	0.30	0.30	0.30	0.30	0.30	-
4100 School Building Maintenance						
Directors & Managers	3.00	3.00	3.00	2.00	2.00	-
Maintenance Staff	3.00	3.00	3.00	3.00	3.00	-
Custodians	21.00	20.00	20.00	20.00	19.00	(1.00)
Clerical Support	1.00	1.00	1.00	1.00	1.00	-
4400 Networking & Telecommunications	0.67	0.67	0.87	0.87	0.87	-
4500 Technology Maintenance	2.5	2.5	3.5	3.5	3.5	-
District Total (4)	522.90	534.50	537.80	512.50	504.20	(8.30)

- (1) F.T.E.= Full Time Equivalent; Grant funded positions not included
- (2) Food Service staff salaries are charged directly to revolving fund, not general fund
- (3) Represents # of employees, not full time equivalents
- (4) Total does not include food service employees

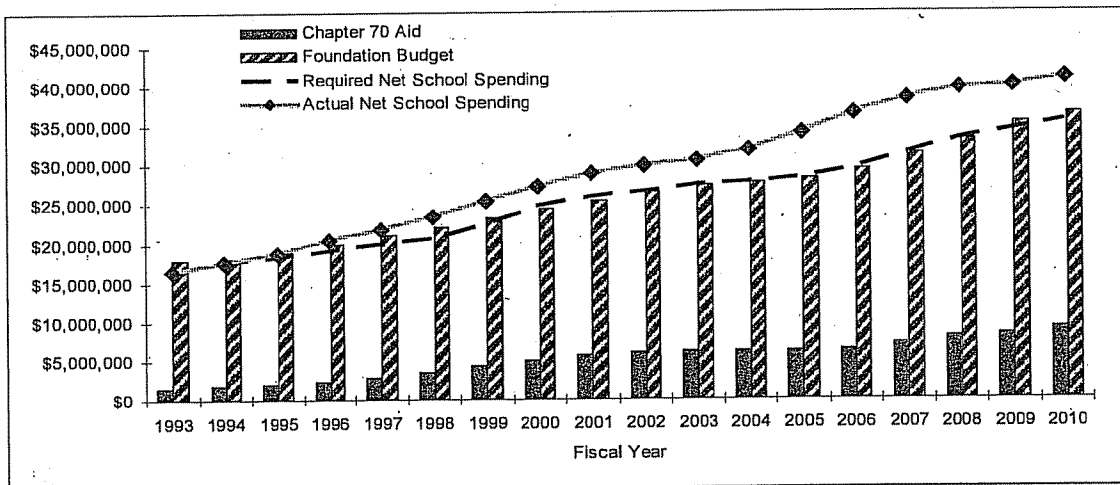
2.4 Net School Spending and Per Pupil Expenditures

The Commonwealth's school finance statute, Chapter 70 of the General Laws, establishes an annual "net school spending" requirement for each Massachusetts school district. The Department of Education is required to review and analyze the information submitted annually in each school district's End-of-Year Pupil and Financial Report to determine whether minimum local contributions and net school spending requirements for the prior and current years have been met. Failure to comply with this requirement may result in non-approval of a municipality's tax rate, enforcement action by the Attorney General, or loss of state aid.

Net school spending represents those general fund expenditures that are "reimbursed" by Chapter 70 Funds. Net school spending by School Committee includes almost all budgeted expenditures including administration, regular day, special education, facilities, and undistributed. The most notable exclusions are transportation (both regular day and special education) as well as capital fund expenditures. Net school spending by the Town includes a portion of the administrative costs allocated to the school department for such things as accounting, finance, school crossing guards, trash removal, snow removal, employee health insurance, and property and casualty insurance.

	Required			Required			Actual			Dollars	Percent		
	Foundation Pct	Foundation Pct	Local Con-	Chapter 70 Pct	Net School Pct	Net School Pct	Net School Pct	Net School Pct	Over/Under	Over/			
	Enrollment Chg	Budget Chg	tribution	Aid Chg	Spending Chg	Spending Chg	Spending Chg	Spending Chg	Required	Under			
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	8,104,931	-2.2	35,530,717	3.3	41,035,268	2.6	5,504,551	15.5

Historically, Reading has exceeded its required net school spending amount by a healthy margin as shown in the last column of the above table. With the anticipated level funding of FY11 budgets, we anticipate that actual net school spending will be 12%-13% over required net school spending, thereby narrowing the gap even further to levels not experienced since the economic downturn of FY2002-03.



As the table below shows, Reading continues to spend far less than the statewide average on a per pupil basis. This is the case in the aggregate as well as for each of the expenditure categories. The two expenditure categories that are the exception are Professional Development and Payments to Out-of-District Schools. It is also important to note that, in the aggregate, the gap between Reading's per pupil spending and the statewide average has been increasing year over year. As of FY2008 (FY09 figures will not be available until late spring), Reading was spending a little over \$2,000 less per pupil than the state average amount.

Per Pupil Spending

Expenditure Category	FY06			FY07			FY08		
	Reading	State	(-)	Reading	State	(-)	Reading	State	(-)
Administration	265	376	(112)	301	401	(101)	297	421	(125)
Instructional Leadership	566	732	(167)	520	770	(250)	603	800	(197)
Classroom and Specialist Teachers	3,684	4,353	(669)	3,771	4,514	(743)	3,886	4,701	(815)
Other Teaching Services	739	761	(22)	807	819	(12)	842	878	(36)
Professional Development	206	193	13	237	222	14	244	217	26
Instructional Materials, Equipment and Technology	338	360	(21)	361	356	5	309	362	(53)
Guidance, Counseling and Testing	204	313	(109)	224	328	(104)	211	339	(128)
Pupil Services (1)	575	1,023	(448)	596	1,080	(484)	663	1,129	(466)
Operations and Maintenance	921	962	(41)	1,057	1,014	42	1,053	1,061	(8)
Insurance, Retirement Programs and Other	1,297	1,751	(455)	1,300	1,928	(628)	1,331	2,069	(738)
Payments to Out-of-District Schools	57,673	18,364	39,309	62,363	19,341	43,022	60,892	20,498	40,394
TOTAL EXPENDITURES	9,726	11,210	(1,484)	10,149	11,858	(1,709)	10,407	12,449	(2,042)

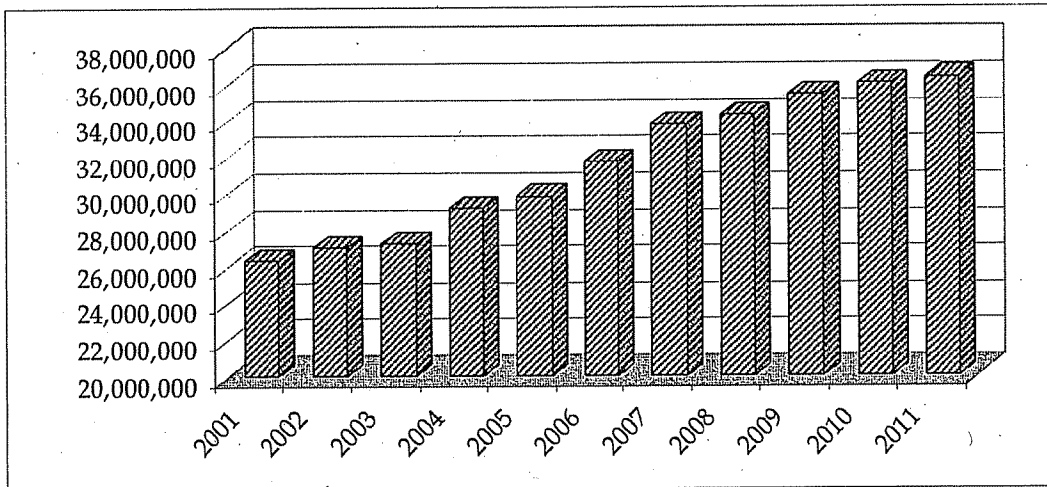
(1) Pupil Services includes transportation where we spend just 20% of the state average.

2.5 General Fund Expense Summary

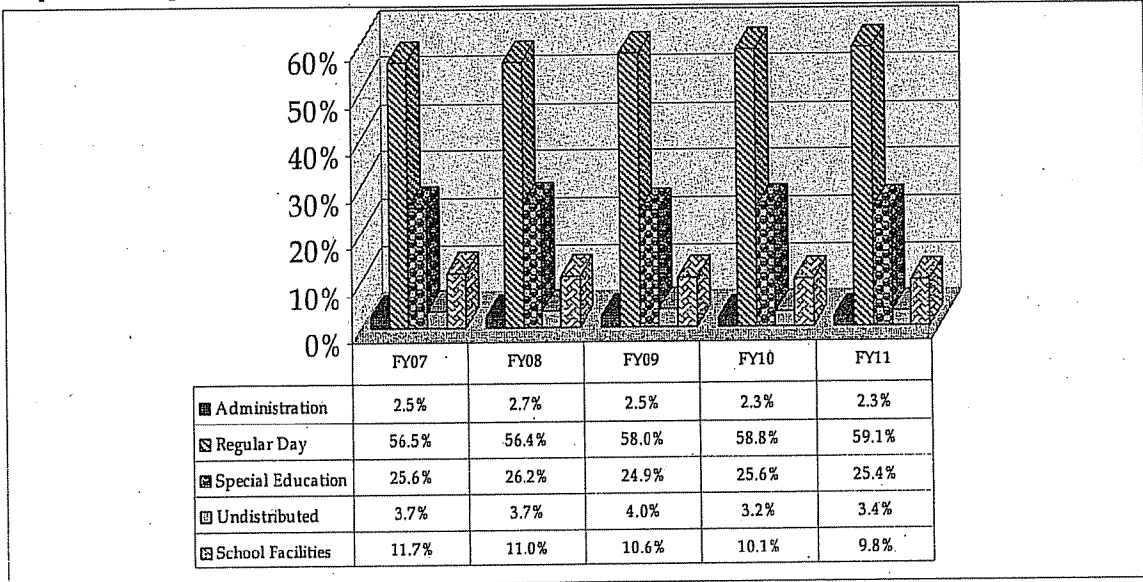
	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Administration	835,952	910,074	873,262	839,775	835,401	-0.5%
Regular Day	19,112,410	19,359,113	20,569,376	21,160,894	21,508,356	1.6%
Special Education	8,648,431	9,000,826	8,841,740	9,203,387	9,245,257	0.5%
Undistributed	1,254,132	1,273,916	1,414,086	1,142,552	1,225,744	7.3%
Subtotal	29,850,925	30,543,929	31,698,463	32,346,608	32,814,759	1.4%
School Building Maintenance	3,955,590	3,786,113	3,755,985	3,649,639	3,575,550	-2.0%
Total	33,806,515	34,330,042	35,454,449	35,996,247	36,390,308	1.1%
Accommodated Costs:						
Special Education Tuition	4,227,401	5,045,665	4,315,427	4,349,648	3,849,751	-11.5%
Special Education Transportation	943,211	856,043	908,750	915,000	895,000	-2.2%
Circuit Breaker	(1,208,704)	(1,945,193)	(1,859,828)	(1,397,800)	(1,042,000)	-25.5%
Natural Gas	876,102	710,954	864,872	788,870	760,000	-3.7%
Utilities	692,344	724,691	739,805	895,696	837,193	-6.5%
Total Accommodated Costs	5,530,354	5,392,160	4,969,025	5,551,414	5,299,944	-4.5%

Note: In FY10, state aid to Massachusetts cities and towns was dramatically reduced. In Reading, the total reduction amounted to \$842,433. The reduced state aid was "back-filled" by federal stimulus dollars known as State Fiscal Stabilization Funds. These funds will be paid to Reading as a grant to the School Department. In order to balance the town's budget, the School Committee voted in October to reduce its budget by the amount of the SFSF grant. Therefore, of the \$35,996,247 shown above for FY10 budgeted, \$842,433 is from federal ARRA SFSF funds.

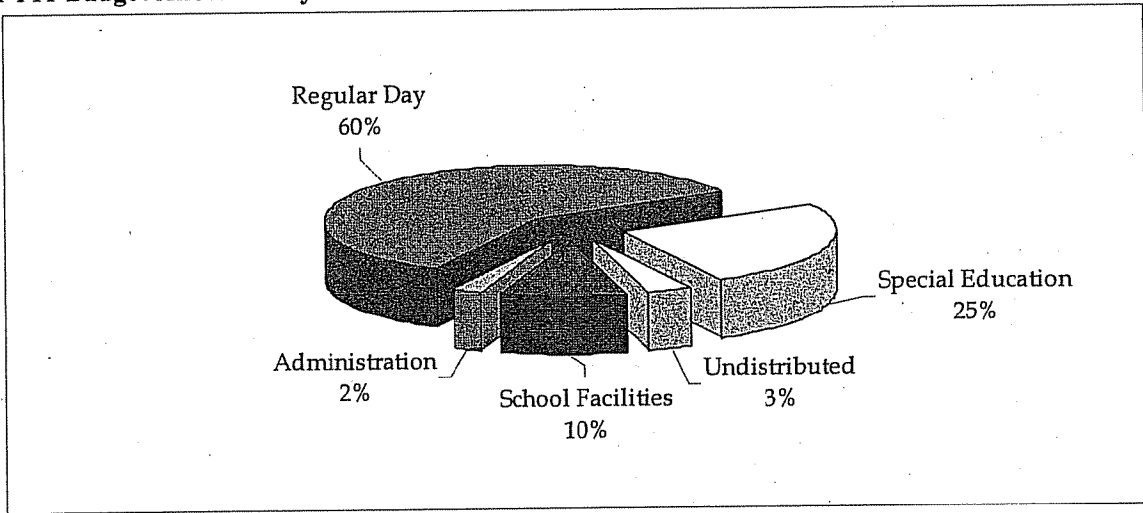
Historical Spending Levels



Proportional Spending by Cost Center



FY11 Budget Allocation by Cost Center



3.0 Cost Center Budgets

3.1 Administration

3.1.1 Budget Commentary

The general administration cost center includes the following functional areas:

- Superintendent
- Assistant Superintendent
- Business & Finance
- Human Resources
- Data and Information Management

Superintendent

The goals for the Superintendent of Schools for the current school year are articulated below.

- To provide leadership and support to the district in order to continue pursuit of the vision of the Reading Public Schools during challenging fiscal times, especially in the areas of special education, curriculum, instruction, assessment, and technology integration;
- To oversee full implementation of the district's emergency safety plans;
- To work collaboratively with the Town of Reading to develop an FY11 budget that minimizes reductions in programs, maximizes efficiency of services and seeks out additional revenue sources in order to maintain focus and progress toward the district's vision;
- To work with the Reading Coalition Against Substance Abuse (RCASA) and school leaders to develop and implement an action plan which addresses key areas of concern as measured in the 2009 Youth Risk Behavior Survey and other data sources;
- To maximize efficiency and effectiveness of our human resources area through ongoing review and improvement of the hiring process, induction of new personnel, employee support, professional development, and evaluation systems;
- To oversee development of additional before school, after school, and summer expanded learning opportunities for students; and,
- To practice and encourage everyone to maintain a healthy balance between personal and professional life.

As in the current fiscal year, finding innovative ways to ensure that the district is able to continue the programs and initiatives necessary to achieve our Vision and Mission will be one of the greatest challenges for FY11 and FY12 given increasingly limited financial resources. The Superintendent's office will work diligently to promote school-business partnerships, seek public and private grant funding sources and work with other Massachusetts districts to collaborate in meaningful ways to maximize opportunities for cost savings and enhanced efficiencies.

Assistant Superintendent

With the Superintendent of Schools on medical leave for the current school year, the Assistant Superintendent has assumed the role of Acting Superintendent. The task of ensuring the district is working diligently to reach the high standards for teaching and learning set forth in our

Mission, Vision and School Improvement Plans is being shared by a very strong team of Building Administrators, our Instructional Specialist, academic department heads, team leaders, and district curriculum committees and committee chairs. The tools and structures that the Assistant Superintendent has put in place over the last several years allow these critical areas to receive the proper attention despite the constraints on the financial and personnel resources in this area.

In the next fiscal year, the Assistant Superintendent's office will return to providing the critical assistance to building administrators in working toward student achievement of 21st century skills and knowledge; enhancing professional growth of instructional staff in creative ways that require little financial investment particularly in the area of instructional technology. The Assistant Superintendent's office will continue its efforts in obtaining and allocating state and federal grant funding to assist in funding key instructional and professional development priorities.

Business & Finance

The goals of the Business & Finance office in the current year include:

- To investigate and begin to implement new or enhanced cost savings and revenue generation strategies and enhanced cost recovery solutions
- To implement new or enhanced features of MUNIS to improve efficiency and effectiveness of district operations
- To provide training and professional development opportunities to central office support staff to improve efficiency and effectiveness of school business functions
- To continue to update and distribute guidance on best practices for financial and operational policies and procedures for the district
- To develop and FY11 Budget document that continues to enhance transparency, accountability, and credibility for the school department
- To ensure successful execution of the Performance Contracting project

The Business & Finance office continues to investigate cost savings and revenue generation strategies for the district. Cost savings ideas have included the re-negotiation of vendor and trades contracts, operational changes such as paper reduction through increased use of electronic communications, use of networked printers and photocopiers for printing, document imaging and storage, and increased opportunities for collaborative purchasing and shared services. Revenue generation strategies have included an investigation of school choice, expanding our community education programs, and enhanced cost recovery through revised tuition and fee schedules. These research activities will continue and we will seek to implement several of these strategies in the FY2011.

The Business & Finance office also continues to refine the operation of the MUNIS system, provide training and technical support, and document financial processes and procedures resulting from its implementation. The challenge to the Business & Finance office continues to be the volume of transactions requiring review and approval; on average, there are 100 transactions per day. With only 1.0 FTE in administrative support for business and finance operations and 0.5 FTE support for payroll, a significant amount of review, correction, and approval is handled at the Director level.

By way of example, below is a summary of the transactions processed in FY10:

- 4,006 requisitions entered, reviewed, and approved
- 3,997 purchase orders reviewed and approved
- 7,140 invoices entered, reviewed and approved
- 16,873 cash receipts entered, reviewed and approved
- 338 payroll batches entered, reviewed, and approved

An additional challenge for the current fiscal year which will continue in the next year is meeting the application and reporting requirements associated with the American Recovery and Reinvestment Act grant funds. The Reading School Department has been fortunate to receive a little over \$1.5 million in federal stimulus funding for the current fiscal year. Comprehensive reporting for this federal funding is unlike any other federal funding requirements and requires detailed tracking and reporting of financial, demographic, and activity data on a quarterly basis.

Human Resources

The Human Resources branch of Central Office has been restructured during the 2009-10 school year. The former position of Director of Human Resources and Finances has been split into two positions; a Director of Finance and Operations and a Human Resources Administrator. The Human Resources Administrator was created by combining a central office administrative assistant position and a secretary position. No additional funding was used in the restructuring process. This change was necessitated by the increasing demands that each area requires due to changes in state and federal regulations over the last several years.

In the upcoming months, the Human Resources office will perform audits of personnel files and teacher certifications in order to check for compliance with state and federal regulations. Systems and procedures will be evaluated to determine what if anything needs to be revised in order to be more effective and better serve the employees of Reading Public Schools. The Human Resources department will work to continue to refine the operation of the MUNIS system, investigate and promote the use of its reporting capabilities, document and distribute changes to personnel processes and procedures resulting from its implementation, and provide training to end-users to continue to expand the use of its key features and capabilities. One of these capabilities is utilizing the MUNIS system to track teacher certifications. The Human Resources office also will continue to use many components of the MUNIS system to aid in the submission of our yearly EPIMS (Education Personnel Information Management System) report to the Department of Elementary and Secondary Education. In response to The Conflict of Interest Law as Amended by c.20, Acts of 2009, the Human Resources office in conjunction with Town Hall Clerk's office will be conducting Ethics Trainings for all staff, volunteers, and vendors associated with Reading Public Schools and will continue to conduct trainings every year thereafter.

Of the 105 employees who left the district in the 2008-2009 school year, 31% were teaching staff. Retirements accounted for only 8% of the total turnover, which is significantly lower from previous years. However, to date, we have hired 65 new employees across all departments to our school system. This does not include the re-hiring all of the paraeducators whose positions were eliminated last year. Through our induction program, we are in the process of inducting and mentoring 34 new teachers to the district. The hiring process is currently being aided by the

use of SchoolSpring.com. This web-based tracking system continues to expand the reach of our advertising while also expanding our job posting capabilities.

The Human Resources department will continue, with the assistance of the data management tools of MUNIS, to manage information necessary to ensure compliance with state and federal agencies and regulations including the following the No Child Left Behind Act, the federal Family and Medical Leave Act, The Conflict of Interest Law as Amended by c. 20, Acts of 2009, the Fair Labor Standards Act, and Massachusetts DESE regulations pertaining to Educator Licensure.

Data and Information Management

With the increased reliance on technology for communication and information dissemination as well as the increase in mandatory reporting requirements at both the state and federal level, the need for resources to attend to this function has increased substantially. Currently, the district maintains just one full-time position to handle this function.

The primary responsibilities for this area are the data management and reporting required by the Massachusetts Department of Elementary and Secondary Education (DESE). The DESE requires reporting of student data through its Student Information Management system (SIMS) three times per year. In addition, districts must report on all educational staff through the Educator Personnel Information Management System (EPIMS). Effective next school year, this reporting requirement will increase in frequency from once to twice per year.

An additional requirement in this area is the maintenance of the Administrator's Plus database used by schools for scheduling, grading, and tracking of student information, and the maintenance of personnel information in the MUNIS Human Resources module. There are also increasing responsibilities related to the maintenance and upkeep of the Connect-Ed system.

The FY11 District Administration Budget presented below reflects a 0.5% decrease in funding. There will be no increase in salaries for Central Office Administrators or Central Office administrative support staff. The 16.1% increase in professional salaries represents the re-classification of the Administrative Assistant for Human Resources to the Human Resources Administrator position. The corresponding offset can be seen in the decrease in the clerical salaries line. Furthermore, in an effort to reduce costs further, the hours for the four full-time central office administrative assistants will be reduced from 35 to 32.5 hours for FY11. As a result, there will be a reduction in some of the services provided to schools by central office administrative assistants; some services will be eliminated while some will be transitioned back to school and/or department secretaries.

In the area of contract services, there is a reduction of 20% in requested funding. The decrease will be met predominantly through the projected decrease in district telephone expenses. With the transition to direct inward dialing district-wide and the corresponding decrease in subscriber lines, we have seen a gradual decrease in the system costs over the past several years. We anticipate that this cost is likely to be sustainable in the next year. Additionally, in FY11, we will discontinue the practice of reimbursing district administrators for cell phone data plans. The district will only pay for the cell phone expenses of four administrators who have critical need for cell phone access and use. The slight increase in legal services relates to the fact that

all collective bargaining agreements will be up for re-negotiation during the 2010-11 school year.

Additional reductions to supplies and materials budgets are shown for FY2011 from FY10 levels. These reductions will be achieved primarily through continued efforts to reduce paper use by utilizing electronic distribution as much as possible. In the current year, the electronic distribution of the "First Day Flyers" as well as school committee packets has resulted in significant cost savings which should be sustainable in FY11.

While there is an increase in other expenses, readers will note that this increase results primarily from the fact that the matching contribution to Tax Sheltered Annuities, which is a benefit in the Teachers Collective Bargaining Agreement, had previously been budgeted within a different cost center. However, it is properly classified here in accordance with our expenditure classification system. The value of this benefit for FY11 is estimated at \$9,000 (60 employees at \$150 per employee). The increases in photocopier leases and recruiting represent an assumed under-funding in these two areas for FY10 based on current projections.

Dues and memberships are funded at a minimal level and include the funding of memberships to the Massachusetts Association of School Committees, a membership for the Superintendent and Assistant Superintendent to the Massachusetts Association of School Superintendents, the membership of the Director of Finance and Operations to the Massachusetts Association of School Business Officials, and the membership of the Human Resources Administrator to the Massachusetts Association of School Personnel Administrators. These memberships are considered critical to the district's advocacy and collaboration efforts. Networking and professional development opportunities offered through membership in these associations are vital to a highly functioning central office administration. Furthermore, these associations also provide professional development opportunities at little to no cost for central office support staff.

Decreases in advertising and employee physicals are driven by an assumption that, with reductions in staffing for the 2010-11 school year, the number of new hires will be significantly reduced. In addition, the use of SchoolSpring, our on-line recruiting and application tool, has allowed us to minimize the use of printed advertisements, most notably in the Boston Globe, whose rates have been steadily increasing over the past several years.

3.1.2 FY11 District Administration Budget

District Administration	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Professional Salaries	358,671	400,319	422,895	434,754	504,715	16.1%
Clerical Salaries	222,676	230,969	246,448	251,179	196,567	-21.7%
Budget Offset	-	-	-	(20,000)	(20,000)	0.0%
Other Salaries	1,285	1,631	1,324	1,720	1,720	0.0%
Subtotal - Salaries	582,632	632,919	670,667	667,653	683,002	2.3%
Contract Services						
Telephone	71,588	56,758	53,049	65,966	56,000	-15.1%
Wireless	7,200	18,919	5,958	11,400	4,800	-57.9%
Computer Services	1,627	-	5,092	-	-	-
Auditing	8,000	8,000	8,000	9,000	8,000	-11.1%
Grant Writing	31,766	27,206	10,550	14,180	10,000	-29.5%
Legal	4,241	16,270	2,494	4,800	5,500	14.6%
Subtotal - Contract Services	124,422	127,153	85,142	105,346	84,300	-20.0%
Supplies & Materials						
Security Supplies	-	-	15,801	-	-	-
Office Supplies	12,328	9,922	13,122	9,500	7,552	-20.5%
Other Supplies	2,045	-	-	-	-	-
Subtotal - Supplies & Materials	14,373	9,922	28,923	9,500	7,552	-20.5%
Other Expenses						
Annuity Contributions	-	-	8,943	-	9,000	-
Tuition Reimbursement	6,979	10,718	-	-	-	-
Photocopier Leases	6,283	14,511	16,291	10,774	11,200	4.0%
Advertising	22,536	17,470	10,226	12,800	7,050	-44.9%
Professional Development	23,812	32,403	5,480	-	-	-
Employee Physicals	15,368	16,354	12,121	13,360	12,500	-6.4%
Printing	2,123	1,271	603	500	250	-50.0%
Recruiting	3,641	9,389	7,279	7,000	7,700	10.0%
Postage	7,958	4,360	14,167	4,152	4,100	-1.3%
Awards	2,153	497	69	-	-	-
Travel	273	3,209	726	-	-	-
Dues & Memberships	16,594	20,185	10,938	8,690	8,747	0.7%
Equipment & Furnishings	6,805	9,713	1,687	-	-	-
Subtotal - Other Expenses	114,525	140,080	88,531	57,276	60,547	5.7%
Administration - Total	835,952	910,074	873,262	839,775	835,401	-0.5%

3.1.3 District Administration Staffing

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
1000 District Leadership						
Administrators	3.33	3.33	3.33	4.33	4.33	-
Administrative Support Staff	5.60	5.60	5.50	4.50	4.30	(0.20)

3.2 Regular Day

3.2.1 Budget Commentary

This budget summary will examine what programs and initiatives are currently being funded in the FY10 District Curriculum, Professional Development, Assessment, and Technology budgets, as well as, the programs that will be funded in the FY11 proposed budget. This summary will also reflect the impact of the current budget spending moratorium on these areas.

Our goal over the past five years has been to use previous year funding to begin to pilot new programs, provide training, and purchase materials and technology hardware for the next school year. Unfortunately, a moratorium on curriculum, instruction, and technology spending, beginning at the end of FY09 has minimized progress in these areas and will continue for the 2010-11 school year. No new curriculum initiatives are scheduled for the 2010-11 school year. In FY10, the district curriculum, technology, and professional development allotments were reduced by 65%. **The FY11 budget maintains the levels established in FY10. Most of the initiatives described below are either being funded through a grant, or are being funded from the remaining amount allocated in the regular day budget.**

In summary, the impact of the reductions in the FY11 Regular Day cost center will result in the following for the 2010-11 school year:

- Higher classes sizes in Grades 3-5 across the district
- A reduction in library media services in Grades 9-12
- Higher class sizes in Grades 6 across the district. This is due primarily to the largest Grade 6 class in recent memory. The average class sizes at the middle school in Grade 6 are projected to be 28 if the impact can be balanced through voluntary re-districting of students.
- Decrease in secretarial and paraeducator support in Grades 6-12
- Minimal professional development

Curriculum

Elementary

In science, state grant funding has allowed for the implementation of one unit in each of Grades 3, 4, and 5 of the Museum of Science *Engineering is Elementary* units to complement our weather, force and motion, and sound units. In addition, Grade 5 will also implement light and magnetism units to complement the new sound unit. These changes to the elementary science curriculum have strengthened the alignment to the standards in the Grades 3-5 Massachusetts Science and Engineering Curriculum Frameworks.

Under the leadership of our English Language Arts Instructional Specialist, Deb Kwiatek, several initiatives are being implemented in English Language Arts. We are in our second full year of K-12 implementation of the Lexia online reading program for students who are struggling readers. We are currently piloting the *Worldly Wise* vocabulary program and a new spelling program in grades 4 and 5 in all five elementary schools to strengthen vocabulary proficiency and spelling in our ELA curriculum.

One of our major concerns continues to be reading comprehension, which will need to be addressed in the future with a review of the language arts daily literacy block, new language arts curriculum program and focused teacher training in this area. The current K-5 language arts curriculum program is outdated, not researched-based, and has not been revised since 2000. **This is a critical area that we will not be able to fund in the FY11 budget.**

The mathematics and social studies curriculum are now well aligned with the Massachusetts Curriculum frameworks thanks to the efforts of our elementary grade level teacher and leadership.

Open Circle training for new teachers has been eliminated from the FY10 and FY11 budget. The only source of funding for this outstanding character education program is through the PTO. We have tried for the past two years to seek grant funding, but have been unsuccessful. This will result in an inconsistency of the use of this program across grade levels in the district and within schools in future years.

Understanding Disabilities funding was eliminated in the FY10 budget and will not be funded in the FY11 budget. The program has continued this year due to the hard work of the Understanding Disabilities organization to raise money through donations and contributions from local PTOs. The future of Understanding Disabilities is uncertain if sustainable funding cannot be secured.

Middle Schools

In science, Grade 6 teachers have implemented a new floating and sinking unit during the 2009-10 school year. This unit was previously taught in Grade 5; however, it no longer is part of the grades 3-5 Science and Engineering Curriculum Frameworks. We will be using existing materials from the Grade 5 STC kits to supplement this unit. What will not get funded in the FY10 budget is any changes to our science curriculum, which was last revised in 1996. This is one curriculum area that has seen very few changes in instructional materials over the last several years and is due for a revision.

Over the last few years, our middle school mathematics program has been revised and upgraded to challenge all students and provide additional opportunities for those students who are ready for an accelerated curriculum. In addition to the upgrade of the Grade 6 *Everyday Mathematics* program, we now offer an Algebra 1 course in Grade 7, and a Virtual High School Algebra 2 Course in Grade 8, for those students who are ready for more challenging math courses. These courses give students the opportunity to take additional math and Advanced Placement courses in high school. We are also looking to expand our Virtual High School course offerings at the middle school level to give students more elective opportunities. Currently, 28 students are enrolled in the VHS Algebra 2 class and 34 are scheduled to take the VHS Algebra 2 class next year. **It is anticipated that Virtual High School will continue to be funded in the FY11 budget.**

Under the leadership of our ELA Instructional Specialist, Deb Kwiatek, we are currently in our second year of the *Wordly Wise* Vocabulary program and implementation of guided reading with all Grade 6 students to address gaps in our ELA curriculum. **It is anticipated that we will be able to continue funding these changes in the FY11 budget.**

This is our second year of implementation of the World History curriculum in Grade 8. This change was made to align our Grade 8-11 History Curriculum with the Massachusetts Social Studies Frameworks. **No additional curriculum materials will be needed in the FY11 budget for this program.**

High School

Several changes have occurred to our high school programs. First and foremost, the high school is piloting a new schedule which features longer blocks of time for all classes. In addition, a new freshman advisory program is being piloted which incorporates 21st Century Skills, student led conferences, and helps students transition to high school from middle school. Project based learning continues to be a major initiative and the majority of the professional development time has been focused on the identification, development, and implementation of project based learning opportunities in all classes. A new interdisciplinary co-taught elective, the History of Epidemic Diseases, has been introduced this year and focuses on project based learning skills and concepts.

In science, there have been several curriculum changes over the last three years. During the 2007-08 school year, we began implementation of biology for all Grade 9 students and elimination of the Introduction to Physics and Chemistry Course that had been taught at Grade 9 for several years. Subsequently, during the current school year, we began implementation of chemistry for all Grade 10 students and during the current school year we have scheduled additional Physics courses for Grade 11 students. These curriculum changes over the last few years have resulted in strong Grade 9 Science MCAS scores and will allow students to take additional electives in the STEM areas in their senior year, including newly implemented courses such as the History of Epidemic Diseases, Computer Aided Design I, Computer Aided Design II, AP Biology and AP Chemistry. **There are no additional science courses being funded out of the FY10 budget.**

In mathematics, funding has been provided in the FY08 and FY09 budgets for training and materials for three AP Courses that are currently being offered at RMHS including: AB Calculus, BC Calculus, and Statistics. In addition, new textbooks were purchased this year for Algebra II, which align with the VHS Algebra II textbooks that were purchased at the middle school level. **No additional materials will be funded in mathematics in the FY11 budget.**

In social studies, this is the second year of implementation of the new Grade 11 integrated United States and World History Course. **Funding is being provided in the high school per pupil allotment of the FY11 budget to develop and implement an AP United States History Course.**

In the Fine Arts, this is the second year of implementation of two AP Art courses. **No additional training or materials will be funded in this area in the FY11 budget.**

This is the third year of implementation of Virtual High School at Reading Memorial High School. We currently have 20 high school students enrolled in Virtual High School classes. **We will continue to fund this program in the FY11 budget.**

Professional Development

The district professional development budget was reduced by 65% in the FY10 budget. **The funding level will remain the same in FY11.** As a result, most professional development will be funded with the Title 2A grant, Teaching of American History Grant, and any available federal stimulus funds. Our goal over the past few years has been to begin to rely more on in house training utilizing our own staff. For the 2010-11 school year, almost all of our professional development activities funded in the FY10 budget will be conducted by our own staff. Although there will still be a cost associated with this type of training, it will be more cost effective and increase the leadership capacity of our teachers and administrators.

Table 1 shows professional development activities that will occur during the 2009-10 school year. Table 2 shows the anticipated professional development activities that will occur during the 2010-11 school year.

Table 1-Professional Development Activities (2009-10 School Year)

Professional Development Activity	Type of Trainer	Funding Source
K-6 Guided Reading	ELA Instructional Specialist	Regular Day
K-2 Foundations and Literacy Centers	ELA Instructional Specialist	Regular Day
Spelling and Vocabulary Training	ELA Instructional Specialist	Regular Day
American History Content and Skills	Teaching of American History Grant	TAH Grant
<i>Engineering is Elementary</i>	In house Staff	STEM Pipeline
SMART Board Training	In house Staff	Title 2A
Technology Training	In house Staff	Title 2A
Expanding the Boundaries of Teaching and Learning Graduate Course	In house Staff	Regular Day, Title 2A
April Staff Sharing Conference	In house Staff and Outside Presenters	Title 2A, Conference Fees
Northeast Consortium Workshops	Out of District Workshops	Regular Day
Leadership Cohort	Out of District and In District Presenters	Regular Day
LINKS Training	In house Staff	Title 2A
Mass CUE Conference	Outside Workshop	Title 2A
District Committee Meetings	In house Staff	Regular Day
Blue Ribbon Schools of Excellence Conference	Outside Workshop	Title 2A, PTO, Personal Funding
November Learning Conference	Outside Workshop	Title 2A
National School Reform Faculty Conference	Outside Workshop	Title 2A, PTO
Teacher Induction Program	In house Staff	Title 2A, Regular Day
Inclusion Training	Outside Consultants	ARRA IDEA and Samantha's Harvest Donation

Table 2-Projected Professional Development Activities (2010-11 School Year)

Professional Development Activity	Type of Trainer	Funding Source
American History Content and Skills	Teaching of American History Grant	TAH Grant
SMART Board Training	In house Staff	Title 2A
Technology Training	In house Staff	Title 2A
Expanding the Boundaries of Teaching and Learning Graduate Course	In house Staff	Regular Day
April Staff Sharing Conference	In house Staff and Outside Presenters	Title 2A, Conference fees
Northeast Consortium Workshops	Out of District Workshops	Regular Day
LINKS Training	In house Staff	Title 2A
Mass CUE Conference	Outside Workshop	Title 2A
District Committee Meetings	In house Staff	Regular Day
Blue Ribbon Schools of Excellence Conference	Outside Workshop	Title 2A, PTO, Personal Funding
November Learning Conference	Outside Workshop	Title 2A
National School Reform Faculty Conference	Outside Workshop	Title 2A, PTO
Teacher Induction Program	In house Staff	Title 2A, Regular Day
Inclusion Training	Outside Consultants	ARRA IDEA and Samantha's Harvest Donation
K-6 Literacy Coaching and Professional Development	ELA Instructional Specialist	Regular Day
Development of a Standards Based Elementary Report Card	In house staff	Title 2A, Regular Day

Technology

In the current FY10 budget, technology funding was decreased by 65%. **This funding level will remain constant in FY11.** The funding in the FY11 will focus on technology maintenance and upgrades of our current hardware, infrastructure, and software. Over the last several years, we have made significant changes in our technology hardware, software, and infrastructure, which have been funded with FY08, FY09, building projects, capital plan, Reading Technology Education Foundation, PTO funds, and Federal Stimulus Funding. Listed below are some of the upgrades and purchases that have been made to our technology infrastructure, hardware, and software.

Hardware and Infrastructure

- SMART Boards in 90% of the Classrooms in the District
- 3 Wireless Computer Carts at the middle school level
- 3.0 Wireless Computer Carts at the elementary school level
- Wide Area Network
- Replacement of Several Type C computers at Elementary and Middle Schools
- Upgraded switches and servers at each school
- Apple iPod Carts and MP3 players
- Scanners and Printers
- Copier upgrades to allow network printing to copiers from classrooms
- CAD Computers at High School
- Graphic Arts Lab at High School
- MIDI Lab at Middle and High School
- Language Lab at High School
- Student to Computer Ratio (Type A/B Computers) of 3.5 to 1
- At least 60% Wireless Connectivity in every school
- Full wireless capacity at Parker and Coolidge Middle School (by end of 2009-10 School Year)
- 3 Senteo Interactive Response Systems
- Laptops and Netbooks for Special Education Programs
- Writers
- Flip Video Cameras

Management and Curriculum Software

- Lexia Reading Program (K-12)
- Destiny Library Automation System (K-12)
- Open Office (K-12: Open Source Software-No cost)
- Connect Ed Community Notification System (PreK-12)
- Edline (PreK-12)
- Administrators Plus and SNAP Student Management (PreK-12)
- Antivirus Protection (PreK-12)
- Internet Filtering (PreK-12)
- MUNIS Financial/HR Management (PreK-12)
- Virtual High School (6-12)
- School Spring Recruiting & Applicant Tracking (PreK-12)
- Test Wiz (3-12)
- Discovery Education United Streaming (PreK-12)
- SYAM Energy Management Software for Computers (PreK-12)
- Scantron Online Testing (6-8 Mathematics)
- Survey Monkey
- School Dude Facility Scheduling, Work Order, and Preventive Maintenance System (PreK-12)
- Connect Ed Notification System (PreK-12)

We will continue to fund the management and curriculum software out of the FY11 budget. However, the FY11 budget will not include funding for any additional technology hardware and software purchases, and there will be minimal funding allocated for technology maintenance and replacement. The FY10 SFSF Federal Stimulus funding will be used to begin the virtualization of computer workstations throughout the district. This investment will lead to long term savings in energy costs and hardware replacement.

Grants

As of January, 2010 we anticipate the following grant funding for the 2010-11 school year. The grants listed are based on the assumption that we will receive level funding from the funding sources for FY10.

- Title I (Killam only)-Will fund 1.5 teaching positions, supplemental education services, school choice transportation, and professional development.
- Title IIA, IID-Will fund professional development opportunities
- Title IV-Will fund Life Skill Training Curriculum for Elementary and High School
- METCO Racial Imbalance-Will fund transportation, staffing, expenses and diversity programs associated with METCO program
- Teaching of American History Grant-Will fund professional development opportunities for middle school and high school U.S. History teachers.
- Academic Support Grant-Will fund tutoring services for students who have failed or are at risk of failing the High School Math, ELA, or Science MCAS Graduation Exam.

Although funding for grant writer services is consistent with reduced levels in FY10, we will continue to pursue grant opportunities that will be a good match for our vision and mission. These include a new Safety and Emergency Preparedness Grant, A new Teaching of American History Grant for Elementary Teachers, and Race to the Top and I3 Federal Stimulus Funding.

Initiatives for 2010-11 School Year

We will be entering our second year of significant reductions in curriculum purchases, professional development opportunities, and technology purchases. **In spite of these reductions, several initiatives will continue to move forward for the 2010-11 school year. These initiatives will use a combination of in-house staff and alternative funding sources to help offset reductions in funding.** The time allocated in our school calendar for professional development and in-service training will become even more valuable as other resources shrink. As we enter the 2010-11 school year, our mission and vision will continue to be to develop a school district that prepares our students for a 21st Century Global Society.

- Recognizing and using assessment data in all grades which identify individual student learning needs and develop strategies on how to address those needs.
- Continue implementation of *Engineering is Elementary* Science Curriculum and Grade 6 Floating and Sinking Unit
- Using district in-service time to create opportunities for staff to share best practices with colleagues
- Continue to refine curriculum maps by integrating 21st Century Skills into the current maps and develop essential learning standards for all subjects in Grades K-12
- Develop common formative assessments in grades K-12
- Develop project based learning experiences in grades 9-12
- Develop a new standards based elementary report card with a pilot for 2011-12 school year
- Examine current homework policies
- Continue to provide in-house graduate level courses such as *Expanding the Boundaries of Teaching and Learning*

- Continue to revise and implement the advisory program proposed by the high school
- Create an in-house cadre of Technology Trainers to offer technology integration workshops and user groups to share lesson plans and best practices
- Redesign the remedial component of middle school and high school summer school to address the needs of those students who are struggling academically
- Develop a district wide parent volunteer training program and create opportunities for parents to volunteer in our schools
- Develop a sustainable before, after school, and summer program
- Reexamine the K-2 learning experience for our students with the growing emphasis on literacy and mathematics
- Continue to train personnel for successful implementation of the district safety and emergency plans
- Improve upon the use of existing assessment data
- Continue to support the *First Lego League* robotics program at the elementary and middle school level
- Continue to improve upon current initiatives including the April Staff Sharing Day, Reading Enrichment Academy, Fine Arts Festival, Teacher Assessment Process, Administrative Evaluation Process and District Committees
- Investigating the use of Moodle as an electronic teaching platform for online courses

The FY11 Regular Day Budget shown below calls for an overall 1.6% increase in funding. All administrators and non-union personnel will be receiving a 0% salary increase. All other salary projections are based on the actual increase from FY10 actual salaries based on collective bargaining agreements. Where the percentage change deviates from contractual increases, the difference results from the FY10 actual salary amount being greater or less than FY10 budgeted. For example, actual principal salaries are higher than the amount budgeted and actual clerical salaries are lower.

Administrator dues and memberships have been substantially reduced from prior funding levels. It is instructive to note that in prior years, this funding has been attributed to the district administration budget but, beginning last year, is more appropriately categorized here in the Regular Day Budget.

Professional salaries are projected to increase overall just 2.8% in FY11. While the contractual increase with step increases would generally translate to a 3.5% - 4.0% increase, the reduction of 2.0 FTE teachers, the assumed retirement of several additional staff, and the use of additional revenue supports keep the anticipated increase to this projected rate. Fluctuations in the various salary lines are attributable to a more accurate allocation between grade level, district, and extra-curricular stipends resulting from a continued position analysis during the payroll reviews. The budget offset for Kindergarten tuition has also been increased as a result of the recently approved tuition increase and the projection for continuation of enrollment levels at or near current levels. In addition, this budget assumes \$25,000 in revenue from the institution of the recently approved new high school and middle school extracurricular user fees of \$100 and \$50, respectively.

The decrease in clerical salaries results from the elimination of one high school secretary position. The decrease in other salaries is due to the elimination of five regular education paraeducators including three at the high school and one at each middle school. This reduction will impact the operations of the high school guidance office and the library media center as well as the main offices of each middle school. The projection for long term substitutes cost is based on the number of long term leaves (generally maternity which includes 40 days of paid leave) over the past few years which has fluctuated between 15 and 25; an average of twenty leaves was used in the FY11 projection.

The decrease in contract services results from the increase in the approved transportation fee which provides additional revenue support to the FY11 budget. In addition, there is an anticipated reduction in

the need for substitutes for teachers attending professional development due to the reduction in professional development funding.

The most dramatic decreases in the FY10 Regular Day Budget, as discussed above, are in instructional supplies and materials which are decreasing by 6.1%. The funding for this area has been shifted to the other expense category where funding is required to cover increased costs for equipment leases and repair costs, most notably photocopiers and risograph machines.

3.2.2 FY11 Regular Day Budget

Regular Day	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Professional Salaries						
<i>Principals</i>	779,430	804,095	840,413	865,388	880,663	1.8%
<i>Assistant Principals</i>	354,244	357,500	340,975	382,092	380,155	-0.5%
<i>Instructional Specialist</i>	76,364	79,731	78,296	78,989	78,989	0.0%
<i>Grant Manager</i>	-	-	3,954	-	-	-
<i>Building Technology</i>	103,884	110,382	133,702	149,753	161,052	7.5%
<i>Teachers</i>	14,205,991	14,474,947	15,646,056	16,315,528	16,871,213	3.4%
<i>Guidance Counselors</i>	265,380	258,650	238,056	280,402	266,780	-4.9%
<i>School Psychologists</i>	536,277	560,900	696,784	741,223	742,393	0.2%
<i>Department Head Stipends</i>	57,234	58,665	53,725	48,287	49,493	2.5%
<i>Assistant Principal Stipends</i>	9,000	9,054	9,084	9,310	9,545	2.5%
<i>Team Leader Stipends</i>	18,000	17,500	17,512	17,952	18,416	2.6%
<i>Teacher Mentor Stipends</i>	38,000	34,000	44,255	28,350	21,000	-25.9%
<i>Districtwide Stipends</i>	59,028	43,437	67,406	39,353	41,938	6.6%
<i>High School Advisors</i>	51,939	25,000	36,351	33,900	41,313	21.9%
<i>Middle School Advisors</i>	20,000	20,000	20,388	19,771	24,734	25.1%
<i>Longevity</i>	45,294	41,625	35,300	34,700	34,338	-1.0%
<i>Sick Leave Buyback</i>	151,338	91,872	64,759	100,000	118,415	18.4%
<i>METCO Grant Offset</i>	(140,000)	(137,412)	(125,000)	(125,000)	(125,000)	0.0%
<i>Kindergarten Tuition Offset</i>	(195,000)	(325,000)	(400,000)	(475,000)	(525,000)	10.5%
<i>Extracurricular Fee Offset</i>	-	-	-	-	(25,000)	-
Subtotal - Professional Salaries	16,436,403	16,524,946	17,802,014	18,544,998	19,065,437	2.8%
Clerical Salaries						
<i>School Secretaries</i>	389,712	414,232	402,922	418,677	395,926	-5.4%
<i>Longevity</i>	2,125	-	2,314	946	1,846	95.1%
<i>Sick Leave Buyback</i>	8,626	-	-	-	-	-
Subtotal - Clerical Salaries	400,463	414,232	405,236	419,623	397,772	-5.2%
Other Salaries						
<i>ELL Instructors</i>	30,654	38,406	36,241	38,498	38,498	0.0%
<i>Paraeducators</i>	531,451	563,572	591,616	622,423	598,422	-3.9%
<i>Long Term Substitutes</i>	31,644	79,985	90,048	130,000	80,000	-38.5%
<i>Longevity</i>	1,376	1,472	1,543	1,251	1,709	36.6%
Subtotal - Other Salaries	595,125	683,435	659,448	792,172	718,629	-9.3%
Contract Services						
<i>Other Instructional Services</i>	-	20,000	20,000	-	-	-
<i>Transportation</i>	57,879	65,470	74,272	75,396	65,000	-13.8%
<i>Daily Substitutes</i>	130,900	125,503	244,271	262,824	236,255	-10.1%
Subtotal - Contract Services	188,779	210,973	338,543	338,220	301,255	-10.9%

FY11 Regular Day Budget (continued)

Regular Day	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Supplies & Materials						
<i>Administrative Supplies</i>	26,622	28,928	21,158	26,535	23,621	-11.0%
<i>Administrative Equipment</i>	7,885	2,891	-	1,000	100	-90.0%
<i>Professional Development</i>	4,974	17,238	8,143	14,195	8,650	-39.1%
<i>Textbooks & Related Materials</i>	445,912	176,123	194,387	225,117	237,459	5.5%
<i>Instructional Equipment</i>	37,024	44,692	74,393	66,875	49,900	-25.4%
<i>Instructional Supplies</i>	211,013	241,356	181,051	246,622	228,008	-7.5%
<i>Library Materials</i>	40,790	19,401	16,460	17,110	14,650	-14.4%
<i>Instructional Technology</i>	74,459	40,480	30,425	32,539	31,750	-2.4%
<i>Library Technology</i>	8,105	6,352	11,433	23,800	19,550	-17.9%
<i>Instructional Software</i>	3,615	142,425	12,006	22,750	21,100	-7.3%
<i>Guidance Supplies</i>	3,789	3,859	2,342	3,000	4,000	33.3%
<i>Testing Materials</i>	5,452	641	1,549	2,650	2,553	-3.7%
<i>Psychology Supplies</i>	4,097	2,370	199	1,300	650	-50.0%
Subtotal - Supplies & Materials	873,737	726,756	553,545	683,494	641,991	-6.1%
Other Expenses						
<i>Administrative PD</i>	2,298	673	6,533	8,900	5,500	-38.2%
<i>Graduation</i>	4,943	4,631	6,207	6,005	7,000	16.6%
<i>Non-Instructional Equipment</i>	8,207	-	2,022	2,900	2,300	-20.7%
<i>Administrative Software</i>	-	-	68,631	58,000	58,000	0.0%
<i>Non-Instructional Technology</i>	21,415	3,483	157,540	5,200	3,850	-26.0%
<i>Tuition Reimbursement</i>	-	63,031	72,565	75,000	75,000	0.0%
<i>Other PD Expenses</i>	243,580	132,795	131,725	59,800	59,200	-1.0%
<i>Equipment Leases</i>	151,475	108,165	88,028	90,182	107,673	19.4%
<i>Other Instructional Expenses</i>	2,175	1,850	3,393	300	550	83.3%
<i>Classroom Technology</i>	148,210	-	202,968	50,000	42,000	-16.0%
<i>Other Instructional Technology</i>	-	-	1,683	7,700	4,000	-48.1%
<i>Testing Software</i>	35,490	21,101	9,064	18,000	18,000	0.0%
<i>Other Expenses</i>	110	630	230	400	200	-50.0%
Subtotal - Other Expenses	617,903	336,359	750,590	382,387	383,273	0.2%
Total - Regular Day	19,112,410	19,359,113	20,569,376	21,160,894	21,508,356	1.6%

3.2.3 Regular Education Staffing

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
2200 School Building Leadership						
Principals & Assistant Principals	12.00	12.00	12.00	12.00	12.00	-
Academic Department Heads	2.70	2.70	2.70	2.70	2.70	-
Clerical Support Staff	11.50	11.50	11.50	11.50	10.50	(1.00)
2250 Building Technology	1.50	1.50	1.50	1.50	1.50	-
2300 Instruction						
Instructional Specialists	1.00	1.00	1.00	1.00	1.00	-
Teachers & Specialists, Regular Education	265.10	266.60	267.10	262.10	260.10	(2.00)
ELL Instructors	1.80	1.80	1.60	1.60	1.60	-
Paraeducators, Regular Education	31.00	32.20	34.90	26.20	23.10	(3.10)
2700 Guidance, Counseling and Testing						
Guidance Department Head	0.40	0.40	0.40	0.40	0.40	-
Guidance Counselors	5.00	5.00	5.00	5.00	5.00	-
Clerical Support	1.00	1.00	1.00	1.00	1.00	-
2800 Psychological Services	10.00	10.00	10.60	10.50	10.50	-

3.3 Special Education

3.3.1 Budget Commentary

The goal of the Pupil Services Office continues to be providing excellent programming and services within the district and appropriate placements out of district, when necessary, in a fiscally responsible manner. The bulk of the special education budget funds tuition and transportation to out of district schools. As mandated by the Individuals with Disabilities Education Act (IDEA) we strive to provide programming to allow our students with disabilities to be educated in the least restrictive environment that enables them to make effective progress. We will continue to be responsive to student needs by developing or modifying new programs and providing excellent services and therapies.

For FY11, the special education budget is driven by the goal of maintaining the quality of programs and services while continuing to explore less restrictive options for our students in out of district placements. Over the last two school years, fourteen students have returned to district programs from private or public day schools. These students have benefitted from being educated along with typical peers and have achieved success both socially and academically. In addition, two students in out of district placements have transitioned to less restrictive environments. The success of our in-district programs is further demonstrated by the number of referrals we receive from other school systems. Currently four students are tuitioned-in to Reading programs. Tuition paid to the Reading Public Schools for these students is projected at \$152,000 and will be used to offset salaries.

Through the American Recovery and Reinvestment IDEA grant, staffing for two new programs was provided. We are currently offering professional development and consultation geared toward inclusion. Additionally, replacement computers for learning centers throughout the district were purchased and four SMART Boards were installed for district programs.

For FY11, one Team Chairperson position will be eliminated. The impact of this reduction will result in the following for the 2010-11 school year:

- Eighteen out of district students will be reassigned to two elementary Team Chairpersons.
- The role of Team Chairperson at initial eligibility and reevaluation meetings at the middle school level will be shifted to middle school administration.
- Responsibility for monitoring time lines and legal protocols will transfer from The Pupil Services Office to building level administration and staff.
- Middle School administration will be expected to attend training around legal pitfalls of Team process.

Several changes are also anticipated in the expense budget for FY11. Due to training and collaboration among Team Chairpersons, our legal budget is expected to decrease by almost 12%. A significant increase is expected in tutoring services as hospital providers have more than doubled their hourly rate and increasing numbers of students require hospitalization for emotional challenges. Special Education consultation costs are anticipated to increase. Vocational services provided by Eastern Middlesex Association for Retarded Citizens will increase due to a large number of high school and post graduate students requiring vocational training and opportunities. However, home training services formerly provided by contractors are now made available by Reading Public Schools staff. Trends suggest that other related therapy services will decrease.

A focus of the Pupil Services Department for the past two years has been to increase our repertoire of assessment tools and enhance evaluative skills so as to provide parents and Teams more extensive and appropriate evaluations. This effort has resulted in fewer requests for school funded outside evaluations. However, in order to meet the needs of students with unique challenges, assistive technology and

augmentative communication evaluations will increase and are funded through the testing services budget.

For FY 11, tuition costs are down 12%. This is largely due to our success in returning students to in-district programs. In addition, several students will turn 22 or receive their high school diploma from publicly funded placements. Unfortunately, decreases in Circuit Breaker relief will result in an increase in the tuition budget. Transportation costs are also predicted to decrease for FY11. Fewer students will be transported to out of district placements and efforts will be made to combine and share routes.

Professional development funds will be eliminated in FY11; however, we will seek grant funding in an effort to provide training opportunities for staff.

For the 2010-2011 school year, the Pupil Services Department will strive to provide excellent services in a cost effective manner. Although the fiscal situation is bleak, initiatives such as utilizing talent within the Department for professional development, tuition-in students from other districts, and sharing resources with other districts will allow us to maintain strong educational opportunities for all students.

3.3.2 *Special Education Enrollment Data and Trends*

<u>Academic Year</u>	<u>Total Enrollment</u>	<u># of students with disabilities</u>	<u>% of students with disabilities</u>	<u># of students placed out of district</u>
2005-06	4210	694	16.48%	73
2006-07	4265	707	16.58%	67
2007-08	4351	753	17.31%	73
2008-09	4352	727	16.70%	63
2009-10	4325	774	17.89%	59

3.3.3 FY11 Special Education Budget

	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Professional Salaries						
<i>Administrators</i>	336,922	331,859	288,925	209,576	211,495	0.9%
<i>Special Education Teachers</i>	1,613,252	1,700,152	2,071,413	2,297,357	2,369,375	3.1%
<i>Occupational Therapists</i>	99,785	127,920	162,082	170,151	200,886	18.1%
<i>Physical Therapists</i>	64,604	68,516	88,870	109,586	150,798	37.6%
<i>Speech Therapists</i>	571,919	571,303	644,145	667,966	697,374	4.4%
<i>Special Education Nurse</i>	33,061	32,657	40,824	43,100	67,195	55.9%
<i>Extended Year Teachers</i>	69,298	68,396	80,696	70,000	71,154	1.6%
<i>Extended Year Therapists</i>	3,841	11,580	2,000	12,000	7,686	-36.0%
<i>Longevity</i>	3,750	6,734	4,950	4,050	2,350	-42.0%
<i>Sick Leave Buyback</i>	10,648	-	22,483	-	-	-
<i>Special Education Stipends</i>	12,429	6,337	192	-	-	-
<i>Tuition Offsets</i>	(85,000)	-	-	(277,500)	(325,000)	17.1%
Subtotal - Professional Salaries	2,734,509	2,925,454	3,406,580	3,306,286	3,453,313	4.4%
Clerical Salaries						
<i>Department Secretaries</i>	110,481	96,180	123,407	129,585	104,019	-19.7%
<i>Longevity</i>	642	-	725	725	900	24.1%
Subtotal - Clerical Salaries	111,123	96,180	124,132	130,310	104,919	-19.5%
Other Salaries						
<i>Paraeducators</i>	1,423,019	1,561,645	1,451,261	1,477,949	1,523,362	3.1%
<i>Paraeducator Substitutes</i>	3,088	31,793	52,088	20,000	30,000	50.0%
<i>Extended Year Salaries</i>	8,745	34,742	29,039	30,000	41,412	38.0%
<i>Longevity</i>	2,830	967	2,209	2,209	1,918	-13.2%
Subtotal - Other Salaries	1,437,682	1,629,147	1,534,597	1,530,158	1,596,692	4.3%
Contract Services						
<i>Legal</i>	43,718	29,103	34,309	51,000	45,000	-11.8%
<i>Tutoring</i>	22,729	22,813	19,723	4,080	31,000	659.8%
<i>Consultations</i>	33,018	-	83,195	40,000	60,000	50.0%
<i>Therapeutic Services</i>	106,936	97,065	114,924	77,000	55,250	-28.2%
<i>Substitute Teachers</i>	1,815	1,911	4,634	15,847	22,030	39.0%
<i>Testing</i>	-	8,605	3,410	4,000	20,000	400.0%
<i>Psychological Evaluations</i>	7,936	43,804	9,158	6,000	8,000	33.3%
<i>Transportation</i>	890,078	816,052	868,643	870,000	850,000	-2.3%
Subtotal - Contract Services	1,106,230	1,019,353	1,137,996	1,067,927	1,091,280	2.2%
Supplies & Materials						
<i>Office Supplies</i>	2,091	5,660	5,225	8,080	4,963	-38.6%
<i>Therapeutic Supplies</i>	17,891	45,617	21,671	11,000	21,000	90.9%
<i>Teaching Supplies & Materials</i>	26,230	22,082	14,206	12,800	9,000	-29.7%
Subtotal - Supplies & Materials	46,212	73,359	41,102	31,880	34,963	9.7%

FY11 Special Education Budget (continued)

	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Other Expenses						
Office Equipment	14,098	10,327	3,075	7,978	7,542	-5.5%
Professional Development	17,670	15,232	12,554	2,000	-	-100.0%
Software Licenses	-	-	13,500	13,500	14,400	6.7%
Postage	1,249	2,342	2,360	5,000	2,898	-42.0%
Travel	4,728	5,402	5,536	7,200	3,000	-58.3%
Adaptive Equipment	31,037	18,607	16,904	44,000	38,800	-11.8%
Adaptive Technology	31,037	12,405	10,161	20,000	5,000	-75.0%
Parent Transportation	53,133	39,991	40,107	45,000	45,000	0.0%
Medicaid Billing	34,477	36,705	22,181	24,700	24,000	-2.8%
Dues & Memberships	6,549	15,850	15,357	15,600	15,700	0.6%
Tuition, Public/Collaboratives	972,077	1,121,600	1,155,127	1,166,838	946,252	-18.9%
Tuition, In State	3,058,994	3,725,385	3,028,764	3,077,888	2,903,499	-5.7%
Tuition, Out of State	196,330	198,680	131,537	104,921	-	-100.0%
Circuit Breaker Offset	(1,208,704)	(1,945,193)	(1,859,828)	(1,397,800)	(1,042,000)	-25.5%
Subtotal - Other Expenses	3,212,675	3,257,333	2,597,333	3,136,826	2,964,091	-5.5%
Total - Special Education	8,648,431	9,000,826	8,841,740	9,203,387	9,245,257	0.5%

3.3.4 Special Education Staffing

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
2100 Districtwide Academic Leadership						
Pupil Services Administrators	2.50	2.50	2.00	3.00	2.00	(1.00)
Administrative Support Staff	3.00	3.00	3.00	2.00	2.00	-
2300 Instruction						
Teachers & Specialists, Special Education	32.40	34.80	39.30	38.40	38.40	-
Therapeutic Services (OT, PT, Speech)	13.00	13.40	14.00	14.40	14.40	-
Paraeducators, Special Education	78.90	86.00	80.00	69.00	69.00	-

3.4 Other / Undistributed

This cost center consists of the following functional areas:

- Health Services
- Athletics
- Extracurricular Activities
- Networking & Technology Maintenance

Budget summaries for each functional area are provided below with each department's budget.

3.4.1 FY11 Health Services Budget and Staffing

The Health Services budget funds salaries and expenses related to servicing the medical needs of the district's student population. Currently, each building maintains a full time school nurse and the department is supervised on a daily basis by the Director of Nurses who also serves as an additional part-time High School nurse. There is a full-time nurse at the High School who also provides coverage to the RISE pre-school. The district also contracts with a physician with whom the medical staff consults as needed and who provides medical examination services to student athletes and others as required.

School nurse staffing levels will remain unchanged from their current levels in FY2011. The increase of 13.5% reflects the re-classification of the salary for the full-time high school nurse from the pre-school special education budget to the medical / health budget. Clerical salaries are increased by the contractual increase per the collective bargaining agreement; presently the department is supported by a 0.5 FTE staff. Other salaries represent nurse substitutes. The increase results predominantly from an underfunded FY10 amount.

As is the case with several other cost centers, there is no funding requested for professional development in FY11. The expense for the district physician is expected to remain unchanged at the current contractual rate. There is also a reduction in the request for supplies, materials and equipment funding. The department has been successful during the past few years in securing a grant to help offset the cost of supplies and equipment which should make this decrease sustainable.

FY11 Health Services Budget

	<u>Actual Expended FY2007</u>	<u>Actual Expended FY2008</u>	<u>Actual Expended FY2009</u>	<u>Adopted Budget FY2010</u>	<u>Proposed Budget FY2011</u>	<u>% CHG</u>
Professional Salaries	306,623	327,634	368,533	399,483	453,608	13.5%
Clerical Salaries	13,497	14,080	14,220	14,401	14,991	4.1%
Other Salaries	1,320	2,640	10,583	3,500	5,000	42.9%
Subtotal - Salaries	321,440	344,354	393,336	417,384	473,599	13.5%
Contract Services						
<i>Professional Development</i>	1,316	1,671	1,054	-	-	-
<i>School Physician</i>	7,569	7,859	7,859	8,200	8,200	0.0%
Subtotal - Contract Services	8,885	9,530	8,913	8,200	8,200	0.0%
Supplies & Materials						
<i>Office Supplies</i>	1,949	974	596	1,145	912	-20.3%
<i>Medical Supplies</i>	5,649	5,026	8,759	5,000	5,000	0.0%
Subtotal - Supplies	7,598	6,000	9,355	6,145	5,912	-3.8%
Other Expenses						
<i>Mileage Reimbursement</i>	595	355	271	-	-	-
<i>Computer Equipment</i>	1,158	-	974	-	-	-
<i>Medical Equipment</i>	13,731	3,765	786	2,800	2,175	-22.3%
Subtotal - Other Expenses	15,484	4,120	2,031	2,800	2,175	-22.3%
Total - Medical/ Health Service	353,407	364,004	413,635	434,529	489,886	12.7%

Medical / Health Services Staffing

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
3200 School Health Services						
Nursing Director	1.00	1.00	1.00	1.00	1.00	-
School Nurses	7.00	7.00	7.00	8.00	8.00	-
Clerical Support	0.50	0.50	0.50	0.50	0.50	-

3.4.2 FY11 Athletics Budget and Staffing

The Athletics program at Reading Memorial High School continues its tradition as one of the most well-respected and well-coached programs in the state. Our athletes, coaches, and teams continue to win not only team championships but also awards for sportsmanship and individual accomplishment. The operating budget historically has supported about 80% of the cost of the program with the remaining 20% coming from user fees and gate receipts. With the increase in the athletics user fee in the current year, the operating budget now supports about 65% with user fees and gate receipts making up the other 35%. On average, most of the Middlesex League and surrounding communities average about 50% cost recovery. For Reading, the strong support provided by active parent-booster organizations through their fundraising efforts has been essential to maintaining a high quality athletics program here in Reading.

Despite the additional revenue and parent support, the critical budget situation for FY11 has necessitated reductions in all areas, including athletics. Therefore, in an effort to minimize the cost increase in this department, the following reductions have been made to the Athletics budget for FY11:

- Cross Country Assistant Coach
- Fall Cheering for Away Football Games
- 5 hours Rental Time Reduction for Hockey, Swimming
- Game Administrator at Boys Soccer Games
- Crowd Monitors at 3 Basketball Games
- Equipment Reduction
- Uniforms

As is mentioned previously, there are no increases for district administrators. The increase shown for professional salaries results from the fact that the final FY10 salary increases granted in this area were higher than what was originally budgeted. The FY11 budgeted amount is equal to the current actual FY10 salary amount. The increase shown under coaches' salaries is somewhat misleading in that the FY10 figure does not include the entire amount being paid in the current year for the Athletic Trainer for additional coverage needs. With this amount included for FY10, the salaries for coaches actually decrease by 3.0% for FY11. Additionally, the amount for event detail for FY10 is also understated as there are more Friday evening games than projected originally which require more event detail than Saturday games.

Most other budgeted expenses closely approximate the historic level of expenditures. The one notable exception is facility rental which, as mentioned above, is reduced due to the reduction in ice and pool rental time. Increases or decreases in other budget lines are a reflection of historical average expenditures in these areas.

There are no increases in user fees proposed for fiscal year 2011. The increase in the budget offset is achievable based on the current balance and projected income for the remainder of the year.

FY11 Athletics Budget

	<u>Actual Expended FY2007</u>	<u>Actual Expended FY2008</u>	<u>Actual Expended FY2009</u>	<u>Adopted Budget FY2010</u>	<u>Proposed Budget FY2011</u>	<u>% CHG</u>
Professional Salaries	64,143	66,756	62,228	72,313	74,897	3.6%
Clerical Salaries	16,750	17,562	16,796	17,400	17,991	3.4%
Other Salaries						
<i>Coaches</i>	309,117	280,163	340,101	314,842	342,689	8.8%
<i>Event Detail</i>	7,429	4,605	6,923	5,000	7,000	40.0%
<i>Budget Offset</i>	(60,000)	-	-	(220,000)	(230,000)	4.5%
Subtotal - Salaries	337,439	369,086	426,048	189,555	212,577	12.1%
Contract Services						
<i>Equipment Repair</i>	7,507	595	7,184	10,000	10,016	0.2%
<i>Field Maintenance</i>	5,792	5,756	4,833	5,700	5,500	-3.5%
<i>Athletic Facility Rentals</i>	42,482	46,660	45,334	47,000	41,075	-12.6%
<i>Transportation</i>	75,991	72,980	79,350	74,000	75,000	1.4%
<i>Officials</i>	51,883	54,470	55,638	55,000	55,310	0.6%
<i>Crowd Monitors</i>	3,021	4,316	7,935	5,000	7,450	49.0%
Subtotal - Contract Services	186,676	184,777	200,274	196,700	194,351	-1.2%
Supplies & Materials						
<i>Office Supplies</i>	1,000	1,072	847	1,000	1,000	0.0%
<i>Field Supplies</i>	3,000	-	363	1,000	1,000	0.0%
<i>Trainer Supplies</i>	3,000	2,003	5,075	2,500	3,000	20.0%
<i>Team Supplies</i>	5,000	3,143	6,656	3,500	3,500	0.0%
<i>Uniforms</i>	2,667	4,145	4,944	3,500	-	-100.0%
Subtotal - Supplies & Material	14,667	10,363	17,886	11,500	8,500	-26.1%
Other Expenses						
<i>Professional Development</i>	351	-	945	-	-	-
<i>Awards</i>	1,526	2,029	3,511	2,500	2,500	0.0%
<i>Equipment</i>	21,884	9,467	9,446	13,200	11,500	-12.9%
<i>Travel Reimbursement</i>	1,874	1,005	1,652	-	1,500	-
<i>Dues & Memberships</i>	2,290	3,186	6,931	2,000	6,000	200.0%
Subtotal - Other Expenses	27,925	15,687	22,486	17,700	21,500	21.5%
Total - Athletics	566,707	579,913	666,693	415,455	436,928	5.2%

3.4.3 FY11 Extracurricular Budget

Salaries for this area of the budget include the 0.3 FTE extracurricular activities coordinator (who is also the 0.7 Athletics Director) as well as stipends for the three seasons of high school drama productions and the operations of the high school fitness center. The remaining portion of the costs of maintaining and operating the fitness center are shared by the Athletics budget and the High School regular day budget.

The apparent large increase in the FY11 budget for drama stipends results from an additional assistant director position that has become necessary in FY10 given the large number of students involved in the High School productions and the need for appropriate levels of supervision. The increase in the budget offset reflects an assumption of \$4,000 in additional revenue from the implementation of a fitness center user fee of \$35 per season per student. This fee will be assessed to those students who are not on a sports team for the season but would like access to the facility after school hours. The current cost to staff the facility beyond the school day is \$23.11 per hour and the facility is open for 3 hours beyond the end of the day.

All other expenses have been level funded in the FY11 budget with the exception of royalties which have been reduced to be more reflective of historic levels of expenditures in this area.

FY11 Extracurricular Budget

	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Professional Salaries						
<i>Activities Coordinator</i>	27,505	28,610	29,727	30,991	31,456	1.5%
<i>Drama Stipends</i>	2,358	-	14,920	24,812	29,217	17.8%
<i>Fitness Center Stipends</i>	37,869	2,500	22,279	19,655	20,335	3.5%
<i>Budget Offset</i>	(10,000)	-	-	(36,000)	(40,000)	11.1%
Subtotal - Salaries	57,732	31,110	66,925	39,458	41,008	3.9%
Contract Services						
<i>Facility Rental</i>	242	-	-	-	-	-
<i>Training Fees</i>	4,161	4,105	1,125	3,000	3,000	0.0%
<i>Travel</i>	9,239	8,490	8,690	8,500	8,500	0.0%
Subtotal - Contract Services	13,642	12,595	9,815	11,500	11,500	0.0%
Supplies & Materials						
<i>Office Supplies</i>	1,479	2,510	318	-	-	-
<i>Drama / Music Supplies</i>	1,933	300	770	-	-	-
Subtotal - Supplies	3,412	2,810	1,089	-	-	-
Other Expenses						
<i>Entry Fees</i>	1,106	986	1,562	1,000	1,000	0.0%
<i>Dues & Memberships</i>	200	-	951	-	950	-
<i>Royalties</i>	2,167	2,334	1,065	2,400	2,000	-16.7%
<i>Equipment</i>	2,907	1,566	4,254	1,000	1,000	0.0%
Subtotal - Other Expenses	6,380	4,886	7,832	4,400	4,950	12.5%
Total - Extracurricular	81,166	51,401	85,661	55,358	57,458	3.8%

3.4.4 FY11 Networking & Technology Maintenance Budget and Staffing

As mentioned previously, there are no increases in non-union salaries in this budget for FY2011. There is one position that will receive a contractual increase per the collective bargaining agreement. The Network Administrator salary for FY11 is equal to the current actual FY10 amount being paid. Budgeted amounts for all other expense categories are reflective of historic expenditure levels. The increase in phone repairs for FY11 results from an underfunded FY10 amount. That underfunding for the current year has been mitigated by a one year negotiated service agreement with the equipment vendor.

FY11 Networking & Technology Maintenance Budget

	<u>Actual Expended FY2007</u>	<u>Actual Expended FY2008</u>	<u>Actual Expended FY2009</u>	<u>Adopted Budget FY2010</u>	<u>Proposed Budget FY2011</u>	<u>% CHG</u>
Professional Salaries						
<i>District Technology Support</i>	15,229	50,950	24,620	14,212	14,567	2.5%
<i>Network Administrator</i>	65,001	62,232	54,933	55,678	57,175	2.7%
Other Salaries						
<i>Computer Technicians</i>	55,388	86,739	128,922	133,390	133,390	0.0%
Subtotal - Salaries	135,618	199,921	208,475	203,280	205,132	0.9%
Contract Services						
<i>Internet Service</i>	-	727	1,320	1,440	1,440	0.0%
<i>Software Licenses</i>	23,004	-	15,556	16,500	15,556	-5.7%
<i>Computer Services</i>	-	7,950	-	-	-	-
Subtotal - Contract Services	23,004	8,677	16,875	17,940	16,995	-5.3%
Supplies & Materials	5,377	5,439	2,399	2,000	2,000	0.0%
Other Expenses						
<i>Software</i>	30,862	-	8,752	2,005	-	-100.0%
<i>Phone Repairs</i>	-	-	11,245	8,985	15,345	70.8%
<i>Network Equipment</i>	17,955	39,561	-	3,000	2,000	-33.3%
<i>Phone Equipment</i>	23,263	25,000	352	-	-	-
<i>Computer Equipment</i>	16,773	-	-	-	-	-
Subtotal - Other Expenses	88,853	64,561	20,348	13,990	17,345	24.0%
Total - District Technology	252,852	278,598	248,097	237,210	241,472	1.8%

District Networking & Technology Maintenance Staffing

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
4400 Networking & Telecommunications	0.67	0.67	0.87	0.87	0.87	-
4500 Technology Maintenance	2.5	2.5	3.5	3.5	3.5	-

3.5 School Building Maintenance

3.5.1 Budget Commentary

The School's Facilities Department is responsible for maintaining fifteen buildings including eight school buildings and seven town buildings. The total area for the eight school buildings is about one million square feet. The facilities department has been and will be focusing on several key areas:

- **Performance Contracting-** the facilities department will continue to assist Noresco in the implementation of the remaining Energy Conservation Measures.
- **Preventative Maintenance-** this includes all state mandated testing and inspections as well as the routine maintenance required for all equipment. These functions are carried out at predetermined times over the course of the year. All maintenance contracts are competitively bid following the Massachusetts Uniform Procurement Act regulations.
- **Building Rentals-**the facilities department is marketing the rental of classroom space to local colleges and universities hoping to have a satellite campus in Reading.
- **In-Sourcing** – the facilities department is actively working to bring services in house wherever possible. Examples include:
 - **Carpet shampooing-** the school department purchased a hot water carpet extraction machine which is now used by in-house staff for the majority of the school buildings saving up to eight thousand dollars annually
 - **Exhaust Fan Maintenance-**this function was previously done by our mechanical contractor but is now done in house with our technicians thus saving us several thousand dollars annually.
- **Energy Conservation and Behavior Based Strategies-** the facilities department is charged with saving energy in all buildings. The Energy and Facilities Services manager is conducting audits of our Buildings making sure that common sense practices are followed shutting off lights, closing windows, and other convenience items are all off at the ends of each day. This information will be reported back to the Building staff in an effort to educate all on the necessity to save energy. It should also be mentioned that in recent audits the report was excellent and that the Building occupants are working hard to save with us.

With 19 full time custodians, our custodians are responsible for approximately 40,000 square feet per shift, or 5,000 square feet per man hour. The district also employs three full time maintenance employees including a licensed plumber and two general maintenance staff who are responsible for maintaining the combined 1.3 million square feet of town and school buildings. The department has been challenged in the current year by the loss of one department Administrator. This has increased the workload for the maintenance staff who have taken on increased responsibility for oversight of vendors in addition to completing their own work orders.

There are no increases budgeted for district administrators and the professional salary amount for FY11 reflects the current salaries being paid although slightly higher than what was originally budgeted in FY10. Other salaries are increasing according to the salary schedules in the collective bargaining agreement. The decrease in the custodial salary line reflects a decrease of 1.0 FTE custodian at the High School. The individual is retiring at the end of calendar year 2009 and the position will not be filled for the remainder of the current year or for next year. The additional work will be accommodated through

adjustments to the assignment of the current staff as well as an adjustment to the tasks required of the contract cleaners. The loss of this additional position may result in the occasional need for custodial substitutes during absences or vacations of the current staff.

The increased seniority of the current staff results in additional vacation benefits which require additional coverage. The overtime budget has been modestly reduced; the resources required for this is driven predominantly by the number and severity of winter storms. In general, the recommended budget is based on historical highs.

The budget offset reflects revenues collected from school building rental fees charged to outside users of school buildings including Reading Recreation which currently pays \$25,000 per year for use of our facilities. Use of our school buildings by the Recreation Department accounts for nearly 50% of total afternoon, evening and weekend use but just a little over 20% of revenues generated from building rental. In August of 2009, an analysis of our cost recovery from building rental fees was performed by our facility rental scheduling software vendor at no cost. Their analysis revealed that we are among the top 10% of districts in the region for cost recovery. Based on this and rental rates for other facilities in the area, there is no proposed increase to building rental fees for the current year. However, the School Committee has approved the implementation of a new fee for the use of technology at various buildings which should produce additional income. In addition, the facilities department is also actively working to market our facilities to area colleges and universities for use as a satellite campus.

The overall decrease in contract services results predominantly from the results of re-bidding many of our maintenance contracts in the current competitive economy. There has also been some re-allocation of expenditures to their proper classification given the history we now have on trade specific expenditures in MUNIS from FY09. The increase in FY11 for contract cleaning results from the fact that the cleaning contract expires at the end of the current year and will need to be re-bid in the spring. We are projecting a slight increase in the rates due in large measure to the increase in cost to the vendors of providing health insurance coverage to their employees.

The increase in supply costs is driven predominantly by the increase in custodial supplies. The projected amount for FY11 is more reflective of historic levels. A large portion of this expenditure line is for ice melt and is largely dependent upon the number, duration, and severity of winter storms. In addition, there is the need to replace some of the maintenance tools that have exceeded their useful life.

The highlight of the facilities department accomplishments is the extraordinary success of their energy conservation efforts. These efforts, including the \$5.5 million in energy conservation improvements currently being implemented through performance contracting, are resulting in a decrease in the funding request for energy and utilities in FY11. While a portion of the savings will be utilized to offset the debt expenses once the performance period commences in January or February of 2011, we retain the savings during the construction period. The amounts budgeted for FY11 reflect the assumed savings during the construction period. In addition, there is also a reduction in building repair expenses that results from the fact that much of our aging mechanical equipment, lighting, and energy management systems are being upgraded and will require fewer repairs. However, there is an increase in extraordinary maintenance for FY11. As the performance contracting work progresses, particularly the retro-commissioning of our three newer buildings, deficiencies will be identified that will need to be addressed. While there are some dollars budgeted as part of the performance contracting project to address deficiencies, we believe it is wise to build in a contingency for the retro-commissioning projects as well as the substantial heating system upgrade projects at Killam and Birch Meadow.

3.5.2 FY11 School Building Maintenance Budget

	Actual Expended FY2007	Actual Expended FY2008	Actual Expended FY2009	Adopted Budget FY2010	Proposed Budget FY2011	% CHG
Professional Salaries	182,523	198,156	212,103	147,506	149,886	1.6%
Clerical Salaries	34,114	33,796	35,910	37,018	38,386	3.7%
Other Salaries						
<i>Custodians</i>	706,140	680,667	748,251	775,927	768,647	-0.9%
<i>Maintenance Staff</i>	136,128	141,585	141,914	148,444	152,682	2.9%
<i>Substitutes</i>	61,125	64,626	54,686	60,000	70,000	16.7%
<i>Overtime</i>	95,820	105,294	66,043	104,500	103,316	-1.1%
<i>Longevity</i>	6,201	7,469	6,253	6,868	7,077	3.0%
<i>Budget Offset</i>	(50,000)	-	-	(135,000)	(155,000)	14.8%
Subtotal - Salaries	1,172,051	1,231,593	1,265,160	1,145,263	1,134,994	-0.9%
Contract Services (Inspections, Testing, Maintenance)						
<i>Elevator</i>	12,944	13,599	15,350	17,514	17,974	2.6%
<i>Alarms</i>	4,712	4,762	4,839	13,684	5,324	-61.1%
<i>Fire Equipment</i>	11,694	14,960	16,477	16,140	18,616	15.3%
<i>HVAC</i>	14,380	17,619	42,793	34,832	34,345	-1.4%
<i>Other Maintenance</i>	69,763	55,906	37,890	34,311	24,684	-28.1%
<i>Pest Management</i>	7,908	6,334	3,624	6,432	2,790	-56.6%
<i>Contract Cleaning</i>	204,617	225,186	238,597	234,290	238,372	1.7%
<i>Software Licenses</i>	2,986	4,976	4,276	4,500	4,500	0.0%
Subtotal - Contract Services	329,004	342,342	363,846	361,703	346,605	-4.2%
Supplies & Materials						
<i>Office Supplies</i>	8,828	3,767	2,910	3,000	3,279	9.3%
<i>Maintenance Supplies</i>	-	2,794	3,551	3,225	5,000	55.0%
<i>Custodial Supplies</i>	64,874	82,145	85,891	61,360	76,010	23.9%
Subtotal - Supplies	73,702	88,706	92,352	67,585	84,289	24.7%
Other Expenses						
<i>Electricity</i>	577,924	658,196	678,177	795,472	749,669	-5.8%
<i>Natural Gas</i>	845,602	700,954	846,394	788,870	760,000	-3.7%
<i>Water/Sewer</i>	144,920	76,495	80,106	100,224	87,524	-12.7%
<i>Building Repairs</i>	358,984	316,200	304,179	269,800	250,319	-7.2%
<i>Extraordinary Repairs</i>	374,460	310,180	58,570	89,500	134,000	49.7%
<i>Professional Development</i>	3,604	1,918	581	-	-	-
<i>Uniforms</i>	6,281	7,577	9,079	8,200	8,600	4.9%
<i>Gasoline</i>	8,001	10,089	9,207	10,000	10,000	0.0%
<i>Travel</i>	8,258	7,904	3,993	7,500	4,000	-46.7%
<i>Maintenance Equipment</i>	8,969	13,117	44,062	4,000	4,550	13.8%
<i>Office Equipment</i>	1,071	842	279	1,522	1,000	-34.3%
<i>Vehicles</i>	42,759	20,000	-	-	-	-
Subtotal - Other Expenses	2,380,833	2,123,472	2,034,628	2,075,088	2,009,662	-3.2%
Total - School Facilities	3,955,590	3,786,113	3,755,985	3,649,639	3,575,550	-2.0%

3.5.3 School Building Maintenance Staffing

Staffing FTE by DOE Function (1)	2006-07	2007-08	2008-09	2009-10	2010-11	+ / (-)
4100 School Building Maintenance						
Directors & Managers	3.00	3.00	3.00	2.00	2.00	-
Maintenance Staff	3.00	3.00	3.00	3.00	3.00	-
Custodians	21.00	20.00	20.00	20.00	19.00	(1.00)
Clerical Support	1.00	1.00	1.00	1.00	1.00	-

3.6 Town Building Maintenance

3.6.1 Budget Commentary

The proposed FY2011 town building maintenance budget is funded at the same level as FY2010. This is accomplished predominantly through savings in energy and utilities resulting from savings accruing to the town during the performance contracting construction phase. In addition, significant reductions are achieved in contract services due to the aggressive re-solicitation and negotiation of vendor contracts as was discussed above in the School Building Maintenance budget commentary.

There are currently 3.0 FTE custodians who service the town's seven buildings. Custodial salaries are projected to increase at the contractual rate per the terms of the Collective Bargaining Agreement. The overtime budget is reflective of historic averages and is driven in large measure by the number, duration, and severity of winter storms.

The one area that is projected to increase is the extraordinary repair line. As was discussed in the school building maintenance summary above, this funding will address any of the deficiencies that are identified during the retro-commissioning of town buildings as well as contingency for any issues that are uncovered during any of the mechanical upgrades.

3.6.2 FY11 Town Building Maintenance Budget

	Actual Expended 2006-07	Actual Expended 2007-08	Actual Expended 2008-09	Adopted Budget 2009-10	Proposed Budget 2010-11	% CHG
Salaries						
<i>Custodial Salaries</i>	110,698	114,294	120,701	123,153	126,169	2.4%
<i>Longevity</i>	1,486	1,486	1,589	1,736	1,743	0.4%
<i>Overtime</i>	47,767	41,800	28,498	36,880	40,000	8.5%
Subtotal - Salaries	159,951	157,581	150,788	161,769	167,912	3.8%
Contract Services						
<i>Cleaning Services</i>	40,372	52,477	61,240	54,990	44,344	-19.4%
<i>Elevator</i>	-	-	16,687	13,998	12,000	-14.3%
<i>Alarm</i>	-	-	6,720	4,727	6,924	46.5%
<i>Fire Equipment</i>	-	-	5,032	1,620	1,590	-1.9%
<i>HVAC</i>	-	-	31,181	12,999	5,580	-57.1%
<i>Pest Management</i>	-	-	3,372	2,155	1,770	-17.9%
Subtotal - Contract Services	40,372	52,477	124,232	90,489	72,208	-20.2%
Supplies & Materials	11,872	10,359	13,816	13,930	13,930	0.0%
Other Expenses						
<i>Natural Gas</i>	144,430	150,870	136,575	147,798	143,250	-3.1%
<i>Electricity</i>	134,542	168,597	181,193	183,031	178,800	-2.3%
<i>Water & Sewer</i>	14,552	13,944	15,893	15,936	15,615	-2.0%
<i>Building Repairs</i>	261,841	173,972	61,500	74,156	74,156	0.0%
<i>Extraordinary Repairs</i>	180,446	100,242	59,143	53,584	74,822	39.6%
<i>Travel Reimbursement</i>	1,292	1,121	-	-	-	-
Subtotal - Other Expenses	737,103	608,746	454,304	474,505	493,856	4.1%
Total - Town Building Maintenance	949,298	829,163	743,140	740,693	740,693	0.0%

4.0 Grants & Revolving Fund Expenditures

The table below shows the historic expenditures from federal and state grant funds and the award amounts for FY10. The increases for FY09 and FY10 are attributable to the receipt of federal funds under the American Reinvestment and Recovery Act (ARRA). Entitlement funds are expected to increase slightly in FY11 as a result primarily of increases in the IDEA grant (PL 94-142) which has increased historically by 3% - 5% per year. Funding from the Emergency Preparedness grant will be expended by the end of the current fiscal year. The same is true of the Teaching of American History grant; however, we have received a second three-year grant of just under \$1,000,000 that will provide funding for those programs in FY10-12. With respect to ARRA funding, the district is anticipating receiving an additional \$583,870 in IDEA funding and \$21,386 in Early Childhood Funding in FY11. The amount to be received from the ARRA State Fiscal Stabilization Fund (SFSF) for FY11 is not known but we are projecting approximately one-third of the amount received in FY10. The METCO program is anticipated to be funded at or near prior levels. The Special Education Reimbursement Grant, also known as Circuit Breaker, is projected in this budget to be funded at a reimbursement rate of 40% as is the case for FY10. This is substantially below the historic rate of 75% and the loss of this revenue required an additional \$350,000 in cuts to our FY11 Budget

Grant Fund Expenditures

	Expended 2007	Expended 2008	Expended 2009	Award 2010
Federal Grants:				
Title I	85,870	120,818	98,564	107,082 (1)
Title IIA	65,689	69,835	69,562	68,210
Title IID	2,050	2,427	2,004	1,657 (2)
Title V	3,054	2,627	-	-
Safe & Drug Free Schools	13,113	11,785	11,893	9,976
SPED P.L. 94-142	811,326	837,087	865,937	911,974
SPED Early Childhood	17,207	17,554	16,906	16,854
SPED Prof. Dev.	37,253	25,919	13,877	(3)
Teaching of American History	153,798	254,084	551,084	41,034
Teaching of American History II	-	-	-	333,273 (4)
Emergency Preparedness	-	23,306	41,228	31,421
Physical Education (PEP) Grant	273,365	42,830	-	-
<i>Subtotal - Non-ARRA Federal Grants</i>	1,462,725	1,408,272	1,671,055	1,521,481
ARRA IDEA	-	-	-	583,870
ARRA Early Childhood	-	-	-	21,386
ARRA SFSF	-	-	974,264	944,132 (2)
<i>Subtotal - ARRA Federal Grants</i>	-	-	974,264	1,549,388
Total - Federal Grants	1,462,725	1,408,272	2,645,319	3,070,869
State Grants:				
Racial Imbalance (METCO)	310,983	349,043	345,611	341,866
Academic Support	3,700	9,910	12,000	11,300
Gifted & Talented	27,369	31,000	-	-
Circuit Breaker	1,208,704	1,265,360	1,409,865	884,589
Safe Schools Program	-	-	1,500	-
School Nurse Prof. Development	-	-	4,212	-
Total - State Grants	1,550,756	1,655,313	1,773,188	1,237,755

(1) Includes \$10,000 rollover from FY09

(2) Amounts determined but award not made yet

(3) Amount yet to be determined; award not made yet

(4) Represents 33% of total award

The table below shows the number of FTE positions and the salary amounts currently funded through federal and state grants. The number of FTE positions funded through the grants in FY11 is expected to remain unchanged from FY10.

FY10 Grant Funded Positions

<u>Grant</u>	<u>Position</u>	<u>FY10 Salary</u>	<u>FY 10 FTE</u>
IDEA (P.L. 94-142)	Special Education Teachers	626,854	11.2
	Special Education Team Chairs	227,724	3.0
ARRA IDEA	Occupational Therapy Assistants	16,384	0.5
	Paraeducators	90,757	4.9
	Special Education Teachers	127,976	2.0
	Speech Therapists	10,602	0.2
	Regular Education Teachers	73,628	1.5
Title I	Regular Education Teachers	73,628	1.5
Emergency Preparedness	Director	18,708	0.2
Teaching of American History	Director	80,000	1.0
METCO	Director	54,182	1.0
Total Supported		1,326,815	25.4

The table below shows the revenues, expenses, and changes in Special Revenue Fund balances between July 1, 2008 and June 30, 2009. The net increase to special revenue fund balances during this time was \$586,853. The balances in these funds are sufficient to cover the budgeted offsets in the various budgets shown in previous pages. As the second table below indicates, there is an increase of \$156,500 in the use of offsets in the FY2011 budget.

Special Revenue Fund Expenses, Revenues, and Balances

	Balance 1-Jul-08	Revenues			Expenditures	Balance 30-Jun-09
		Inter- governmental	Charges for Services	Donations and Other		
	\$	\$	\$	\$	\$	\$
Revolving Fund:						
<i>School Lunch Program</i>	49,268	143,648	1,021,001	-	1,126,752	87,166
<i>Athletic Activities</i>	36,349	-	148,780	750	7,010	178,869
<i>School Transportation</i>	-		57,013		56,329	684
<i>Drama Activities - High School</i>	28,917		117,910		87,455	59,372
<i>Drama Activities - Parker</i>	6,346		14,692		12,026	9,012
<i>Drama Activities - Coolidge</i>	2,979		19,720		14,234	8,465
<i>Adult Education</i>	57,601		63,633		94,293	26,942
<i>Summer School</i>	48,913		32,090		32,569	48,434
<i>RISE Preschool</i>	144,444		134,412		9,502	269,354
<i>Use of School Property</i>	99,748		190,883		112,320	178,311
<i>Special Education Tuition</i>	159,881		146,593		-	306,474
<i>All-Day Kindergarten</i>	416,348		468,318		434,682	449,985
<i>Lost Books</i>	-		6,298		-	6,298
<i>Eaton Clocktower</i>	13,418			400	4,961	8,856
<i>Elementary Science Materials</i>	3,566				46	3,512
<i>Burns Foundation (Coolidge)</i>	8,485				1,528	6,957
<i>Parker Jump Up & Go</i>	3,801			3,000	3,496	3,305
<i>District-wide Donation Fund</i>				1,050	899	151
<i>Barrows Donation Fund</i>				250	-	250
<i>Birch Meadow Donation Fund</i>				250	200	50
<i>Eaton Donation Fund</i>				4,193	2,335	1,858
<i>Killam Donation Fund</i>				857	798	59
<i>Wood End Donation Fund</i>	698			7,473	4,578	3,593
<i>Coolidge Donation Fund</i>				20,198	16,843	3,355
<i>Parker Donation Fund</i>				27,374	22,371	5,003
<i>High School Donation Fund</i>				1,300	-	1,300
<i>Special Education Donation Fund</i>				3,000	3,000	-
Total - All Funds	\$ 1,080,762	\$ 143,648	\$ 2,421,343	\$ 70,095	\$ 2,048,227	\$ 1,667,615

Use of Offsets and Revenue Projections for FY2011

Revenue Fund	FY10 Offset	Balance 1-Jul-09	Balance 30-Nov-09	Add'l Net Revenue Projected	Projected Balance 30-Jun-10	Projected FY11 Net Revenue	Budgeted FY11 Offsets	Projected Balance 30-Jun-11
Extracurricular	(36,000)	59,372	58,286	12,000	34,286	55,000	(65,000)	24,286
Athletics	(220,000)	178,869	267,405	100,000	147,405	220,000	(230,000)	137,405
Use of School Property	(135,000)	178,311	138,666	90,000	93,666	160,000	(155,000)	98,666
RISE Tuition	(157,500)	269,354	303,893	40,000	186,393	130,000	(160,000)	156,393
Special Ed Tuition	(120,000)	306,474	319,962	40,000	239,962	80,000	(165,000)	154,962
Kindergarten Tuition	(475,000)	449,985	636,128	240,000	401,128	490,000	(525,000)	366,128
Summer School Tuition	(20,000)	48,434	44,369	10,000	34,369	10,000	(20,000)	24,369
	(1,163,500)	1,490,799	1,768,709	532,000	1,137,209	1,145,000	(1,320,000)	962,209

Appendix A: School Committee Policies on Budget & Finance

File: DA

FISCAL MANAGEMENT GOALS

The quantity and quality of learning programs are directly dependent on the effective, efficient management of allocated funds. It follows that achievement of the school system's purposes can best be achieved through excellent fiscal management.

As trustee of local, state, and federal funds allocated for use in public education, the Committee will fulfill its responsibility to see that these funds are used wisely for achievement of the purposes to which they are allocated.

Because of resource limitations, there is sometimes a temptation to operate so that fiscal concerns overshadow the educational program. Recognizing this, it is essential that the school system take specific action to make sure education remains central and that fiscal matters are ancillary and contribute to the educational program. This concept will be incorporated into Committee operations and into all aspects of school system management and operation.

In the school system's fiscal management, it is the Committee's intent:

1. To engage in thorough advance planning, with staff and community involvement, in order to develop budgets and to guide expenditures so as to achieve the greatest educational returns and the greatest contributions to the educational program in relation to dollars expended.
2. To establish levels of funding that will provide high quality education for the students.
3. To use the best available techniques and technology for budget development and management as well as for financial processes, procedures and analysis
4. To provide timely and appropriate information to all staff with fiscal management responsibilities.
5. To establish maximum efficiency procedures for accounting, reporting, business, purchasing and delivery, payroll, payment of vendors and contractors, and all other areas of fiscal management.

Adopted by the Reading School-Committee on September 28, 2006

ANNUAL BUDGET

The annual budget is the financial expression of the educational mission and program of the school department.

The budget then is more than just a financial instrument and requires on the part of the Committee, the staff, and the community orderly and cooperative effort to ensure sound fiscal practices for achieving the educational mission, goals, and objectives of the school system.

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The operating budget for the school system will be prepared and presented in line with state policy and will be developed and refined in accordance with these same requirements.

The Superintendent will serve as budget officer but he/she may delegate portions of this responsibility to members of his/her staff as he/she deems appropriate. The three general areas of responsibility for the Superintendent as budget officer will be budget preparation, budget presentation, and budget administration.

Adopted by the Reading School Committee on September 28, 2006

LEGAL REFS: M.G.L. 15:1G; 71:38N; 71:59

BUDGET DEADLINES AND SCHEDULES

Preparation of the annual budget will be scheduled in stages throughout the school year with attention to certain deadlines established by law and charter.

In accordance with Massachusetts General Law, the School Committee will hold a public hearing on a proposed budget before it takes a final vote on a proposed budget.

Adopted by the Reading School Committee on September 28, 2006

LEGAL REFS: M.G.L. 71:38N
 Town Charter

BUDGET PLANNING

The major portion of income for the operation of the public schools is derived from local property taxes, and the School Committee will attempt to protect the valid interest of the taxpayers. However, the first priority in the development of an annual budget will be the educational welfare of the children in our schools.

Budget decisions reflect the attitude and philosophy of those charged with the responsibility for educational decision making. Therefore, a sound budget development process must be established to ensure that the annual operating budget accurately reflects this school system's goals and objectives.

In the budget planning process for the school system, the School Committee will strive to:

1. Engage in thorough advance planning, with staff and community involvement, in order to develop budgets and guide expenditures in a manner that will achieve the greatest educational returns and contributions to the educational program in relation to dollars expended.
2. Establish levels of funding that will provide high quality education for all our students.
3. Use the best available techniques and technology for budget development and management.

The Superintendent will have overall responsibility for budget preparation, including the construction of, and adherence to, a budget calendar.

Adopted by the Reading School Committee on September 28, 2006

BUDGET ADOPTION PROCEDURES

Authority for adoption of the final school budget lies with the Town Meeting.

The fiscal year shall begin on the first day of July and shall end on the thirtieth day of June, unless another provision is made by general law.

The General Laws of the Commonwealth of Massachusetts also establish the following procedures pertaining to the School Committee budget:

Public Hearing by School Committee - As per Chapter 71 Section 38N of the General Laws. "The School Committee of each city, town or regional school district shall hold a public hearing on its proposed annual budget not less than seven days after publication of a notice thereof in a newspaper having general circulation in such city, town or district. Prior to such public hearing said Committee shall make available to the public at least one copy of said proposed budget for a time period of not less than forty-eight hours either at the office of the Superintendent of Schools or at a place so designated by said Committee. At the time and place so advertised or at any time or place to which such hearing may from time to time be adjourned all interested persons shall be given an opportunity to be heard for or against the whole or any part of the proposed budget. Such hearing shall be conducted by a quorum of the School Committee. For the purposes of this section a quorum shall consist of a majority of the members of said School Committee."

Adopted by the Reading School Committee on September 28, 2006

LEGAL REFS: M.G.L. 71:34

Appendix B

Introductory Message to the Superintendent's Recommended Budget

Note: Given the revisions to the budget that occurred between the submission of the original Superintendent's Recommended Budget and the final approval by the School Committee of its Fiscal Year 2011 budget, some of the information provided is no longer current. This introductory message has been provided to ensure a complete account of the budget process is captured and presented within this document.

2.1 Superintendent's Introductory Message

"Teamwork is the ability to work together toward a common vision and direct individual accomplishments toward organizational objectives. Teamwork is not only limited to working together but it collectively means to achieve whatever is planned, by helping each other. It is the spirit to care for others in your group, help them, support them, and then win together. Teamwork is the fuel that allows common people to attain and achieve uncommon results."

Andrew Carnegie

For the last six years, the Reading Public Schools has pursued a common vision to prepare all students for a 21st Century global society. This commitment to our mission and vision has taken a level of teamwork that normally is not exhibited in most communities and school districts and it is why the Reading Public Schools has continued to improve and move forward while some surrounding school districts have stood still. It is because of this collaboration that we have been able to sustain and advance our school district over the last several years. It takes a culture that is focused on leadership and teamwork, not only within our schools, but with town government and the community as well.

As we are all aware, we are in the midst of a global economic crisis which has had a direct effect on revenues that help fund town governments and school departments across this country and the Commonwealth of Massachusetts. Due to reductions in state aid, \$1.4 million in personnel and non-personnel cuts had to be made to allow for level funding of our current FY10 School Department budget from FY09 levels. These cuts included the elimination of 21 positions and a 65% reduction in professional development, technology purchases, and curriculum initiatives.

Unfortunately, the forecast for this year looks even worse. It is anticipated that state aid to our community will be reduced by 10-15% next year. Due to these declining revenues and a struggling economy, the Finance Committee has requested that town government and the school department develop a level funded FY11 budget. To reach a level funded budget the Finance Committee voted to recommend the use of up to 1 million dollars in reserves to help fund the FY11 budget. Without the use of those reserves, the situation could have been much worse.

Given known increases in employee contractual salaries and contracted services, maintaining level funding next year will require additional reductions in school department expenditures. A level funded budget for FY11 means that the school department will need to reduce expenses by 1.2 million dollars. Due to the diligent efforts of our Facilities and Special Education Departments, we have been able to reduce non-personnel expenses by \$294,000. In addition, we have been able to increase offsets in full day kindergarten, special education tuition, athletics, and extra-curricular activities by \$156,000. The net result is that we will need to reduce our personnel expenses by \$749,500, which equates to the lost of 14.8 FTE positions across all cost centers. These reductions, in addition to the 21 positions that were

eliminated in the FY10 budget, means that over the last two years, the school department has reduced 35.8 FTE from the operating budget.

Despite these reductions, the school administration's primary priority as the FY11 Budget was developed remained consistent with the Reading School Committee Budget Planning Policy. This policy states, "The first priority in the development of an annual budget will be the educational welfare of the children in our schools."² Over the last few months, school administrators have met frequently to discuss the FY11 Budget. A comprehensive budget calendar was collaboratively developed by both the school department and town government to assure timely communication with the community. In keeping with the School Committee Policies, the best interest of the students guided our deliberations. The administrators discussed at length various funding reductions and their impacts on teaching and learning. The goal was to develop a level funded budget which minimizes the negative impact on teaching and learning and, as best it can, allows us to remain consistent with the Mission and Vision of the Reading Public Schools.

As part of this process, the Director of Finance and Operations and the Acting Superintendent of Schools held five faculty/staff meetings and three community forums in November and December to review the current FY10 budget, the financial picture over the next few years, and the role that Federal Stimulus Funding has had and will have on the FY09, FY10, FY11, and FY12 budgets. As part of each meeting, feedback was solicited on cost savings and revenue generation ideas. Several of those ideas are incorporated into this budget. In addition, a meeting was held with the Budget Parents to review the same information.

With the limited resources available, the Superintendent's Recommended Budget for FY11 focuses on the following priorities:

- Protecting low class sizes (18-22 students) in Grades K-2 where possible
- Preserving the middle school interdisciplinary model
- Continuing to support 21st Century learning initiatives at Reading Memorial High School
- Sustaining our PreK-12 Technology Infrastructure
- Progressing our vision in the use of web 2.0 tools in the classroom
- Maintaining and improving our school facilities while controlling the long term costs of operating those facilities
- Avoiding elimination of any regular day programs

Using the framework above, the following positions will be eliminated from the Superintendent's FY11 Recommended Budget:

Staffing Reductions	FTE
Teachers	7.5
Paraeducators	3.1
Instructional Specialist	1.0
Special Education Team Chair	1.0
Secretary	1.2
Custodian	1.0
Total	14.8

In addition, the following high school sports will be eliminated:

² Reading School Committee Policy, File:DBD, Budget Planning, Adopted by the Reading School Committee on September 28, 2006

- Winter Cheerleading
- JV Boys Ice Hockey
- Varsity Girls Gymnastics

Despite these reductions, the good work that has been accomplished over the past six years will allow us to maintain momentum in FY11. However, in order to accomplish this it will require increases in user fees and revolving fund revenues and the implementation of new fees in middle school and high school extra-curricular activities, including the high school fitness center. Moreover, it will mean changes in how we do things in the future. We must assess each of our actions in light of reduced funding and change accordingly. This will require heightened flexibility, increased collaboration, deeper understanding of the challenges presented and "big picture" thinking from every member of our school community.

Our commitment to our Mission and Vision and our culture of collaboration will be challenged in these tough economic times. For the last several years, we have had the opportunity to grow and improve as a community together. Now, we face our next test to continue to provide a quality education for our children and quality services for our citizens without dismantling the core structures that we have in place. History has shown us that if we dismantle those structures, it will take us even longer to put them back together once the economic conditions improve. This challenge will take leadership, innovation, but most of all, teamwork.

A retreat to the education of yesteryear will be raised as a solution. We must respond to that challenge. We are preparing our students for their futures and not our pasts. They are the ones inheriting the results of our actions. We must stay true to the Mission and Vision of our district if we are to arm our students with the skills and knowledge necessary to see us through to more prosperous times.

The following sections of this budget narrative will give you more detailed information regarding the overall FY11 Budget, each cost center within the budget and the implications of a level funded FY11 Budget.

Appendix C

School Committee Questions and Administration Responses Superintendent's Recommended Budget Fiscal Year 2011

General / Overview Questions

1. What percentage are we budgeting for Circuit Breaker?

We will discuss the circuit breaker assumptions in more detail in the special education budget presentation but we are assuming a reimbursement rate of 40% which is the same percentage that we are receiving this year.

2. What is the 6.1% increase in Undistributed?

This increase results predominantly from the reallocation of the nurse that was formerly assigned to the RISE pre-school and paid from the special education budget who is now assigned as the second High School nurse and paid for from the health services budget. This individual still provides as coverage to the pre-school but is no longer required specifically for fulfillment of IEP-related services.

3. Accommodated - What are your concerns if any with regard to the savings in SPED not flowing to our operating budget? Can we improve this situation.

The savings in special education do help with our operating budget. The savings also assist with the town's operating budget as well. For each \$1 saved, the school department sees approximately \$0.66 of those savings with the remaining \$0.34 of savings benefiting the town.

4. Is the \$125,000 carry over in the budget.

No, this amount was eliminated as part of the cuts to the FY11 budget.

6. On Pages 12-13, can you provide any more detail on possible cost savings and revenue generation strategies that you will be working on and do any of these have the potential to impact FY11 (that you may not have already factored in).

Cost savings assumptions that were factored into the FY11 budget include additional electricity cost savings (removal of appliances from classrooms), paper reuse and reduction, reduction in inkjet printers, and continued re-bidding and re-negotiation of contract services.

Revenue generation assumptions include only the increase in kindergarten tuition, and the implementation of three additional new fees (HS & MS extracurricular activities and HS fitness center).

Administration Cost Center

1. Why are we decreasing the Grant Writing line? It seems to me that should be maintained due to Race for the Top and other potential grant opportunities associated with this program.

The Race to the Top and Innovation Grant proposals will be written and submitted in the current fiscal year. The \$10,000 would cover an additional two major grant proposals initiatives.

2. I read the reason for the Legal increase, which is due to re-negotiation of Collective Bargaining agreements 2010-11. I think this should stay flat due to the expected legal needs at these negotiations.

The total amount of the increase is only \$700. Historically, bargaining year legal expenses have averaged about \$8,000. The current funding request represents over 31% less than the average amount for a bargaining year. This additional \$700 would also cover any potential fee increase.

3. What line previously held the "Annuity Contributions"?

Teacher salaries, which is not the proper classification under the DESE chart of accounts.

4. Why are the photocopier leases up 4%? I didn't find that the narrative.

Due to aggressive re-negotiation efforts in FY09, the contract was restructured and we received a credit for FY10 so the current year's amount appears lower as a result. The FY11 amount still reflects a significant savings from the historical levels.

5. I realize it is not a lot of money, but why is recruiting up 10% and Dues and Memberships up 0.7%?

Historically, we have budgeted for 1-2 Administrator searches each year to allow for the additional expense associated with these more extensive search efforts. We did not budget for any in FY10 but believe it would be wise to budget for 1 in FY11. We have no announced administrator retirements for FY12 at this time but those announcements would not be made until December of 2010 or January of 2011.

Dues and memberships are reflective of the actual amounts paid in the current fiscal year. The current year's amount was underfunded by \$57 due to an unanticipated increase for one association.

6. Is there a redundancy of the services and value provided by MASS and MASC? Could we get away with just being a member of MASS?

There is certainly a great deal of collaboration between MASS and MASC. As to the value of the services provided by MASC to individual members, we would defer to the committee. Eliminating the MASC dues would result in a savings of \$4,962.

7. The Business & Finance narrative notes Revenue generation strategies. Are there any additional revenue assumptions that pertain to Community Education Programs?

Currently, we receive \$32,000 in rental fees from the YMCA for their lease of the buildings to provide this programming. We have maintained this assumption for FY11 with respect to anticipated revenue to the Use of School Property revolving fund. Should we launch our own After School and/or Before School programs, we would lose the rental income but we would only do so if we felt that the program would be able to generate an equal or greater profit than \$32,000.

8. The Business & Finance narrative notes challenges associated with the number of transactions. Will the current staff be able to handle the additional work associated with the reporting requirements of "stimulus funding"?

The majority of the reporting is being handled directly by the Director of Finance and Operations. Having MUNIS in place does facilitate the tracking and reporting of these expenses, however, it does present a resource constraint challenge to the department.

9. Where are we with identifying the costs associated with the putting programs in place to achieve savings in special education? As previously discussed, we would like to take these costs back to the Town as a "Community Priority."

There are no new programs funded within the operating budget to which we can credit a reduction in out of district tuitions. By formula, we might be able to attribute the reduction in out of district placements to some percentage of existing program costs but we have not done so as part of this budget.

10. On Page 13-14, can the 1.5 FTE actually handle the work load due to ARRA and the continued escalation of DESE regulations & reporting requirements? Since 06/07 1000 is down .2 FTE, but the work load has increased considerably.

As mentioned above in response to Mr. Robinson's question, the majority of the reporting is being handled directly by the Director of Finance and Operations. Having MUNIS in place does facilitate the tracking and reporting of these expenses, however, it does present a resource constraint challenge to the department.

11. On Page 14, I applaud our continued use of MUNIS are municipal depts doing the same? Is there any opportunity for support or shared resources?

Municipal departments are doing the same. In fact, they have just implemented the MUNIS module for their tax billing and collections and we are about to investigate implementation of the general billing module that we would use to facilitate collection of tuitions and fees in the school department.

Given the collaborative models we employ, we currently do share responsibilities in the areas of accounts payable processing, accounts receivable processing, payroll processing, and benefits administration. There have been some discussions regarding the feasibility of sharing IT resources.

12. On Page 15, will Admin Plus remain or will those data functions be brought into MUNIS?

Administrators plus is used predominantly for tracking students and schedules while MUNIS is used for tracking employees. Neither of these software packages currently has a module or application available to replace the function of the other adequately so both will remain.

13. On Page 15, 5th paragraph, which services will be eliminated and which will be pushed back? AND if we are doing this and at the same time cutting 2200 clerical by 1FTE, will they really be able to support their buildings?

Some of the additional training and technical support can be eliminated as school and department secretaries are becoming more comfortable with the current MUNIS modules. The services to be transitioned back will be some of the accounts payable and accounts receivable processing. Again, now that secretaries are more comfortable with MUNIS and have become more efficient with this processing, they should be able to absorb some additional processing responsibilities.

14. On Page 15, on the cell phone cut back, is this consistent with municipal dept heads/staff? Is there an opportunity to get the 4 critical administrators phones paid for via some type of safety grant?

It is my understanding that the only cell phones that are paid for by the town are for Public Works and Public Safety officials. For Public Works, cell phones are provided to a few on-call staff, two foremen, and to those in supervisor or higher positions. I am not sure who in Public Safety receive town paid cell phones. We are not aware of any grant funding that would be available to fund the four administrators' phones.

15. On Page 16, cost savings using electronic media, do we still have the ability to send home paper docs to those families who do not have access to edline?

We are still able to send paper documents to families that do not have access to Edline.

16. There are 4.3 staff positions under "Administrative Support Staff - a reduction of 0.2. What would be the impact of eliminating a full position? What would be the cost savings and what work would go undone? Can I have a breakdown of salaries and roles?

Currently, there are 4.5 FTE Central Office Administrative Assistant positions. This is down 1.0 FTE from prior years as we eliminated one Administrative Assistant position in the current year to create the HR Administrator position. Central office could not continue to provide the required support to district level administrators nor to the

schools and departments within the school department with the elimination of one FTE position. Furthermore, there are four major functions that, for internal controls purposes, must reside with four different individuals (billing, accounts payable, accounts receivable, payroll).

While these staff provide support to individual administrators, their major roles are to support functions rather than people. The handout shows the various roles and responsibilities as well as the salaries. (See Appendix D, Table 1)

17. Does the \$8,747 under "Dues & Memberships" include the MASC dues? Or does this come out of a separate line item? I believe we said this was approximately \$4k.

That amount does include the MASC dues which are budgeted at \$4,962 (equal to the current year amount).

18. If we did not fund the Asst. Superintendent position at all, what would be the approximate cost savings?

The salary budgeted for this position for FY11 is \$128,777.

19. "The 16.1% increase in professional salaries represents the reclassification of the Administrative Assistant for Human Resources to the Human Resources Administrator position." In fact, this is a substantial \$70,000 increase.

Is this the right time to reclassify this position? It seems that the additional costs could be better spent maintaining teaching positions. I understand that there is a subsequent decrease in clerical staff hours to offset this but why aren't we using the cost savings to protect teaching positions that directly impact student learning and support our mission and values?

This restructuring occurred in FY2010 and was codified as part of re-negotiated contracts. While the FY11 increase in professional salaries is \$69,961, there is a corresponding decrease in clerical salaries of \$54,612. There is also an additional \$20,000 yet to be transferred from the special education budget resulting from the elimination of a special education clerical position in FY10 to fund the remaining cost of this re-structuring. The reclassification was budget neutral and, in fact, generated a savings of about \$4,000. The administrative assistant position that was eliminated was the Administrative Assistant to Human Resources. Had this re-structuring not occurred, that position would had to have been retained at a cost of about \$45,000.

20. Is it time to reconsider the payment of membership fees to professional organizations?

This question was raised above as well. The elimination of the MASC membership would result in a savings of \$4,962. We would not recommend eliminating membership to the Massachusetts Association of School Superintendents, the Massachusetts Association of School Business Officials, or the Massachusetts Association of School Personnel Administrators as these organizations provide substantial benefits to our district with respect to advocacy, professional development, communication of state and federal issues

and changes, and information sharing between districts that is often critical to decision making.

Regular Day Cost Center

1. How many empty class rooms do we have in the elementary schools? Same question for the middle schools.

Currently, there is one open elementary classroom which is at Joshua Eaton. There are no open classrooms at either middle school.

2. Which classes are expected to be over 30 students in the middle schools?

We are still working out the details, but classes will be 30/31 in either Grade 7 or Grade 8 at the Parker Middle School. See the projected class size chart for more detail.

3. What are the projected class sizes K-2 across the district?

See the projected class size chart for more detail.

4. What would be the cost be to update the K-5 language arts curriculum?

It would cost approximately \$200,000 for supplies and materials to fund a full K-5 Language Arts program. In addition, approximately \$50,000-\$100,000 would be needed for professional development and costs associated with professional development (i.e. substitutes, curriculum development time, etc.).

5. Did the PTO's fund Open Circle in FY10?

It varied by building, based upon the needs of the staff in that building. Some PTO's did fund the program (approximately \$925), while others did not.

6. How much is the cost to update the middle school science curriculum? Fourteen years is too long to go without any updates.

It would be difficult at this point to attach a cost to updating the middle school science curriculum. We would need to assess our needs, review materials, and develop an implementation plan. Normally, we would spend the time to research a new program and pilot some materials well over a year in advance of the budget process.

7. How much funding has been provided for technology by the PTO's in 2010? I thought we asked them to take over maintenance.

To date, PTO donations have funded just over \$15,000 in technology expenses.

8. Explain what Moodle is.

Moodle or Modular Object-Oriented Dynamic Learning Environment is a free and open-source e-learning software platform, also known as a Course Management System, Learning Management System, or Virtual Learning Environment. It is an online platform, similar to blackboard, that allows you to develop your own online courses. We are looking at training a few teachers in Moodle this year in the hopes of reducing some of our VHS costs.

Moodle is designed to help educators create online courses with opportunities for rich interaction. Its open source license and modular design mean that people can develop additional functionality. With Moodle, you can create learning spaces called 'courses'. Each course has its own set of resources and activities, called 'modules' in Moodle, and can be customized in terms of organization and appearance.

9. What is the 7.5% increase in Building Technology?

Contractual, step and column increases for Technology Integration Specialists. We attribute 1.0 FTE for high school technology specialist and 0.5 for each middle school technology integration specialist. The remaining 0.5 for each MS tech specialist is charged to teacher salaries as they are teaching part of the time. This line also includes the stipends paid to all three for their work during the summer. These stipends total \$20,970.

10. Explain why the Stipends are all up.

The majority are increasing due to contractual and step increases. Some stipends were unfilled in FY10 but are assumed to be fully filled in FY11.

11. Why are the high school and middle school advisors up 21.9% and 25.1% respectively?

With the transition to MUNIS we have more accurately accounted for stipends that were previously being charged to salary lines and are now segregated out in our new chart of accounts.

12. Explain the Sick Leave Buyback.

By contract, employees in most of our associations who retiring are entitled to be paid out for accrued sick leave still on the books at the time of retirement.

13. What is the 5.5% increase in Textbooks & Related Materials?

Each building budgets for their specific needs in all categories of regular day supplies and materials. This expense line represents the cost of consumables such as workbooks, replacement texts, writing folders, etc. Historically these costs have increased by 5-10% per year due to inflation and shipping cost increases.

14. Why are guidance supplies going up 33.3%?

Funding for Naviance, our web-based college and career counseling software program and updates to the college directories available to students in the guidance office.

15. Why are the graduation expenses up?

Miscellaneous increases to costs such as printing of diplomas and rental of chairs and other supplies and equipment need for graduation day.

16. Why are equipment leases up 19.4%? In this economy aren't vendors more receptive to negotiation in order to keep the contract?

Due to aggressive re-negotiation efforts in FY09, the contract was restructured and we received a credit for FY10 so the current year's amount appears lower as a result. The FY11 amount still reflects a significant savings from the historical levels.

18. How much is budgeted to develop the new AP History course?

In the High School budget, \$5000 has been budgeted for the new AP History Course for textbooks and supplies. We are not adding a teacher to teach this course, rather eliminating another course section.

19. Is the decrease in teacher mentor stipends due primarily to reductions in new hires?

Yes. Given that we will be laying off staff, the need for new hiring should decrease for the 2010-11 school year.

20. Can you please review what is meant by the line items labeled "longevity"?

Longevity is a contractual benefit that exists in all of our collective bargaining agreements. It is an annual payment that is made to represented staff based on the number of years they have worked in the district, starting at anywhere from 5 -15 years of continuous employment and increasing with every additional five years up to 30 years of service. In all contracts, this benefit has a sunset provision and does not apply to employees hired after 1995-96, depending upon the contract. The longevity pay schedules vary depending upon the union but range from a low of \$125 to a high of \$1,100.

21. Is tuition reimbursement part of our collective bargaining contract?

Tuition reimbursement is a contractual benefit that exists in all of our collective bargaining agreements. The annual amounts vary by contract and all but one of the contracts have annual caps on the total amount to be paid to employees.

22. Regular day - How many clerical positions are at each school? I see a total of 10.5. How are these positions distributed amongst the schools. What is the salary and role of each position?

Each elementary and middle school has 1.0 FTE of secretarial support for a total of 7.0 FTEs and the High School currently has 4.5 FTEs – three providing main office support, one for guidance, and a part-time attendance secretary. Next year's budget calls for the

elimination of one of the HS main office secretarial positions. These positions are part of the secretarial bargaining unit and salaries are based on placement on the salary schedule. The average salary is about \$34,000.

23. Could I have a breakdown of the "Administrative Software" employed? I assume the \$58k is for support contracts but I would like a list.

The \$58,000 is for support contracts for Administrator's Plus(our student database and scheduling , SNAP (Nurse interface software), Edline, Survey Monkey, and the Library Management Software (Destiny).

24. Same question for "testing" and "instructional" software.

The testing software budget is for the annual fee of using Scantron online testing that we use for middle school mathematics and 100 licenses for Test Wiz, which is our data analysis software for the MCAS.

25. Other "PD" expenses - what's PD?

Professional Development

26. On Page 23, explain virtualization of computer work stations what are savings in energy and hardware.

Our plan is to begin to migrate to a virtualized computer network where all workstations are connected to one large server. The advantage to this on a long term scale is that computer replacement will be less expensive because you are replacing hard drives with terminals. Which is a savings of about \$400 per computer. In addition, you will begin to see savings in energy costs because it requires far less electricity to operate a terminal than a regular workstation.

27. Does the academic support grant cover all of the remediation needs of students or are there other sources or are we underfunded, which budget lines?

There is currently no funding in our budget to remediate regular education students. There are several schools in the district that run academic support programs after or before school, but those are operated by PTOs or grants. The academic support grant that we receive from the state is for students in Grades 9-12 who have failed the MCAS or are in danger of failing the MCAS.

28. Elaborate on bullet #1 bottom of page 23

We currently use a variety of assessments to monitor student progress. We are working collaboratively by grade level to analyze that data and identify student needs based upon that data. For example, in grades K-3, we use the DIBELS to identify gaps in an individual student's literacy skills and use different instructional strategies to address those gaps.

29. For bullets # 5, 6 are we or how are we leveraging resources outside the district that are no cost - ie networking groups, sharing curriculum with other districts?

We are currently developing our own formative assessments and project based learning experiences during our planned inservice times, planning times, and late starts. We do share our information with informal networks, professional organizations, and events like the April Staff Sharing Conference. It is anticipated that our involvement with the Race to the Top Grant will create even more opportunities to collaborate with other districts.

30. On Page 24, for bullet # 3, how will this be accomplished?

The Superintendent will be meeting with the middle school principals and teachers to identify possible programs to develop for this summer for academically struggling students. All of these courses would be tuition-based and would not be paid for out of the school department budget.

31 On Page 20, what impact will the loss of K-6 LA Inst Specialists have – it strikes me as one of most critical impacts of this entire budget. This position impacts students and teachers and their ability to serve students.

You are correct, the K-8 Language Arts Instructional Specialist is a critical component in providing coaching and professional development for our staff in literacy. The person in this position has coordinated all of the language arts professional development for the last three years, modeled lessons in the classroom, coordinated resources throughout the district, managed the Title I program, meets with the reading specialists and has provided the leadership to coordinate the K-8 ELA curriculum. At a time when our elementary language arts program needs to be reviewed and updated, the loss of this position will slow down progress in this area.

32. On Page 24 what admin dues have been kept - ie Mass Elem School Princ, Secondary Principal?

The funding that is remaining in this line item will fund dues to one professional organization for each administrator.

33. On Page 26, what are HS and MS advisors? -- class advisors, clubs

High School and Middle School advisors are the paid advisors for the various clubs and activities at each school. This includes, for example, yearbook, student council, high school class advisors, national history day, etc. There are two positions in FY10 that are not filled that we assume will be filled in FY11.

34. On Page 26, why such a significant increase in sick leave buy back from 09, looks like returning to 07 levels?

This estimate is based on anticipated retirements taking into consideration the employees who would be eligible to receive the maximum pension allowable based on years of service and age.

35. On Page 26/26, are you sure that 80K for long term subs is sufficient (20 leaves). What is current FY10 actual and projected in #'s and \$?

The original amount funded in FY10 was \$80,000 based on the same 20 leaves. The increase to \$130,000 reflects \$50,000 of the \$125,000 that was added to the school department budget at the end of the process last year. That money is not anticipated to be required in FY10. To date, there have been 9 maternity leaves, including five currently still on leave through the spring. There are an additional 7 leaves that have been applied for between February and June. Therefore, the total for the year for teacher long term substitutes has been 16. While there may be one or two additional, at this point we do not anticipate exceeding the 20 allotted.

36. What are the class sizes at the high school level? If there are classes of 18, can an additional teacher at the high school be reduced, thereby freeing up the reduction at the middle school level?

High school class sizes vary based upon course enrollment. There are currently some courses at the high school that have class sizes over 30 due to the 3.0 FTE reduction in teaching staff from last year.

37. I totally understand the value of the Business and Technology course offering and have no issues with it whatsoever, in fact, we need it. However, is this the year to be offering a new course? Can we forego it this year and save the teacher at the middle school level?

The business department has revised several courses for next year which align with our mission and vision. These revisions require no additional teaching sections. The high school had a reduction of 3.0 FTE last year which has increased class sizes in foreign language, science, and mathematics.

38. What will library time look like for the elementary students? Will it be closed for part of the day? Will each class still have a class with the specialist? Will we be relying on parent volunteers to keep it open and running?

At this point, it is unclear as to what the elementary media specialist's role will be next year. The equivalent of .5 FTE will be assigned to each elementary school. In the spring, we will develop a plan with the elementary principals and the remaining library media specialists as to what the role will be, including the role that volunteers currently have and if that role can be expanded.

39. At our meeting last Thursday, Ms. Freedman spoke about the "M:" drive where students can store documents. How much does the district pay to maintain this storage (hardware, backup

costs, etc.)? Is there one central storage system that all schools access? Or does each school have their own file server?

Our current storage system is a mix of individual servers and network storage by years end all storage will be centralized on network storage. There are no current costs going forward with this system as it is under warranty until July 2012 and the Backup Software has already been purchased.

40. Is Exchange the email system used by the school? Have we priced switching to GMail (free)? What does the town use? Could we save money by combining the town and school systems?

Exchange is used by the School and the Town they cannot be combined because of the different types of licensing (Town does not qualify for educational licenses). We looked into GMail for Education but the fact that we would have to pay \$23.80 per user per year for their discovery and email retention service in order to make us compliant with the eDiscovery and Freedom of Information laws made it cost prohibitive. Currently our only re-occurring cost for maintaining the Exchange server is AntiVirus which is approx. \$4 per user per year, the SSL certificate for the site which is approx. \$30/year, and the FIOS line which is approx. \$1548/year all told our yearly cost to maintain the server is about \$3200 a year for 400 users. Currently our Antivirus is paid through the 2010/2011 academic year.

41. Your budget lists Open Office, a free MS Office substitute. Is this the standard software now used on all machines? I still see the majority of presentations presented in PowerPoint. Are we still buying MS Office?

Open Office is used on all student computers where appropriate. Open Office has no direct replacement for MS Publisher and MS Outlook and some lesson plans at schools have been designed around the MS Office Programs themselves in these cases new licenses for MS Office have been purchased. It should be noted that the cost for the MS Office Professional Suite for the school system is a one time cost of approx \$60 per license and is only necessary if a new computer is being added to our inventory without retiring an old computer with a MS Office license. We currently hold Volume Licenses for MS Office which means if a computer is retired we can apply that license to another computer.

42. How much did Open Circle training cost the district this year? Is it possible to continue the Open Circle program through training provided by our own experienced educators? Where is Open Circle currently being utilized?

No funding was used out of this year's budget for Open Circle. It costs over \$1000 to train a teacher in Open Circle. Depending on how many teachers need the training in a school, the funding may have been provided by the PTO. If schools did not have the funding, the teacher did not get trained.

Open Circle does not offer a "Train the Trainer" model. We have asked them for several years to provide one, but they have not developed such a model. They do offer a

consultant model once teachers have been trained. Our elementary schools have taken advantage of this and most schools have two teachers who are trained consultants.

Open Circle practices are currently being done at the elementary level, normally at the beginning of the school day.

43. What is the cost for Virtual High School and how does that break down? Why are there so few students at the high school level (compared to the middle school) taking VHS courses? What is the return on our investment in the program, not just in financial terms but in terms of what we are able to offer our students beyond the course offerings at our middle and high schools?

There are two costs associated with Virtual High School. The annual fee to be a part of Virtual High School is approximately \$12,000. This fee provides so many slots which we can use with our students at both middle and high school. We gain additional slots when we have teachers in our district teach VHS online courses. There are currently two teachers who teach VHS online courses and they will be receiving a stipend for teaching the courses. Currently, we have approximately 30 students taking courses at the middle school and about 10 students per semester taking courses at the high school. We also have a site coordinator at both middle schools and the high school who handles all of the logistics of signing students up for the courses and is the liaison between the VHS online instructor and the students.

VHS provides course offerings that we would never be able to offer due to lack of staffing, including AP courses and electives. It is also consistent with our vision of eventually having all students take online courses at the high school in the future.

Mrs. Freedman mentioned in her presentation the other evening that they will be aggressively promoting VHS classes to students in second semester and for next year.

44. In the commentary, it is mentioned that High School electives will be reduced. Which electives will be reduced and how was this determined?

At this point, we do not know what courses will be eliminated for next year. Mrs. Freedman is currently going through the course registration process for next year and will not know staffing needs until late March. The equivalent of 1.0 FTE will be eliminated by gauging which courses have lower enrollment.

45. Who will assume the responsibilities of the LA Instructional Specialist if this position is eliminated?

A combination of the Assistant Superintendent, Reading Specialists, and the building principals will assume most of the responsibilities. The professional development and coaching pieces will suffer with the elimination of this position.

46. What does in-house staff or ELA Instructional Specialist professional development cost the district? Doesn't this occur on early release or professional development days so that substitutes

are not necessary? How are we measuring the effectiveness of the professional development we provide?

This year, most of our language arts professional development has occurred during inservice time. We have had to provide some professional development during instructional time so substitute teachers have been necessary.

We are measuring the effectiveness of the professional development through teacher surveys, teacher artifacts that are produced from workshops, classroom observations, and teacher evaluations. As part of the teacher evaluation process, teachers have 3 goals each year based upon their professional development needs and those goals are decided upon in conversations between the teacher and the building principal.

47. Why are we sending teachers to the Blue Ribbon out-of-state conference? Couldn't we use the Title 2A grant funding more effectively locally especially since our PD money is so limited? How much did we pay for attendance and participation at the Blue Ribbon conference held in December 2009? How much is budgeted for next year's conference?

As we have mentioned in previous presentations, the Blue Ribbon conference is the type of conference that does not exist in this area, except for the April Sharing Conference that we have designed based upon the Blue Ribbon model. The conference focuses on practitioners presenting best practices to other practitioners. No school department funding has been used for this conference in the last three years. The conference is funded by individuals attending the conference, PTO, and Title 2A funding. Title 2A grant funding only pays for the registration to attend the conference, which this year was \$325 per person. As in the past three years, no funding is being allocated in the school department budget for next year's conference.

In addition to funding the conference registration, Title 2A funding is used to fund several professional development activities for teachers including the MASSCUE Conference, After School Technology Workshops, the Expanding the Boundaries of Teaching and Learning class, some curriculum development, high school initiatives, development of the elementary report card, teacher induction activities, and the April Staff Sharing Conference.

48. Instructional Software is \$21,100. What does that include? What is included under Instructional Technology - \$31, 750? What is included under "Other Instruction Technology" - \$4000?

Instructional Software includes Destiny library software, Discovery videostreaming, Brain Pop, Lexia reading program software, High School library databases.

Instructional Technology includes costs to upgrade, repair and maintain classroom computers, peripherals, and smartboards.

Other instructional technology are computers and peripherals for library media centers; this is classified separately in the DESE chart of accounts.

49. What are the assistant principal stipends? What are "District-Wide Stipends?"

Assistant principal stipend are the elementary assistant principals – 5 stipends at \$1,909 each. The district-wide stipends include curriculum committee chairs, VHS on-line site coordinators and VHS online instructors.

50. What will be purchased under "Classroom Technology" \$42,000?

\$20,000 is budgeted for replacement computers, \$10,000 for projector bulb replacements, and \$10,000 for other technology supplies from district-wide regular day technology funding. There is an additional \$2,000 budgeted at Joshua Eaton for 2 classroom computer replacements.

Finance Committee Questions:

51. As a parent of a high school band member I am not happy about the proposed activity fee but as a FinCom member I do understand. Is it possible to put together a schedule of fees and dues paid for each activity (band, sports, drama, extra curricular, etc.)? It's important to understand the total burden on families of school children who participate in these types of activities. I'm a little perplexed on the band fee as I believe the high school non salary band budget is nominal and all non salary expenses (transportation, uniforms, etc.) are paid by the Band Parents Organization.

Below are the current user fees as approved by the Reading School Committee:

*Athletic User Fee \$175 per sport
 \$450 per athlete maximum per year
 \$750 per family maximum per year*

*Drama User Fee \$100 per production season
 \$450 per family per year*

We have been made aware of several parent booster organizations who are independently charging fees or dues to students who are participating in school sponsored activities. Unfortunately, it is not permissible for these organizations to be charging dues or fees to students for school sponsored activities. By statute and School Committee policy, the School Committee is the only entity that is permitted to assess fees for participation in school activities.

We have drafted administrative procedures for parent booster organizations which discuss the prohibition on these charges and we will be meeting with representatives of these organizations to discuss this with them. We did meet with the Band Parents organization back in November and we have agreed that they will discontinue their assessment of the \$140 dues and, with the approval of the School Committee, the school administration will now assess this plus an additional \$35 for participation in the Band. In return, the school department budget will absorb the costs that the Band Parents

organization was funding out of the \$140 per student dues collected. Most of these expenses should have been paid for by the school department to begin with for liability and insurance reasons (e.g. transportation). The additional \$35 is for partial recovery of the stipends paid from the school department budget for band advisors. The \$175 fee is comparable to the athletics user fee, although the band fee will be assessed only for the year, not per season as with the athletic user fee.

52. I'm encouraged by the more aggressive use of offsets from the revolving funds. What is the policy or guidance on how much should remain in each fund at year-end? For example, all day kindergarten has a projected FY11 balance of \$366k. What is that meant to cover? Why wouldn't that number be nominal, say \$50k? My thinking is that unless there are encumbered expenses for the following fiscal year, year-end fund balances should be nominal as one would expect current fiscal year revenues to offset current fiscal year expenses.

There are state statutory requirements and criteria as to the level of fees and charges that can be assessed as well as how revenue can be applied for the various intended purposes. For example, the use of School Property revolving fund was established under MGL Chapter 71, Section 71E and allows rental fees to be charged as voted by the School Committee. The revenue can be used for the upkeep of the facility including utilities, ordinary repairs and maintenance. It can also be used to pay for custodial detail for the events for which groups are renting the facilities. We do not, however, charge regular custodial salaries to this fund.

In general, it has been School Committee's policy to base budgeted offsets on prior year receipts not current year receipts, much the way the state's circuit breaker program is structured. To base our FY11 offset on projected FY11 would expose the budget to a great deal of risk of decreased program participation for all of the various programs.

With respect to full day kindergarten, tuition is based on 50% of the cost to operate the full day kindergarten program. The charge can only be 50% as we are legally required to provide a minimum of half-day kindergarten to our children. In the past we have based the cost on estimated enrollment at the time the budget was produced. To the extent enrollment has been higher, we have taken in more revenue which has led to a net surplus in the fund balance. As you can see on Page 45, however, this fund balance is steadily declining as we utilize this to stabilize tuitions and to allow us to offer a financial assistance program for full-day kindergarten parents.

Special Education

1. How much capacity do we have to tuition students in to Reading programs?
Referrals are considered on an individual basis. After considering the appropriateness of the referred student for the program, we look at both program numbers and the class size in the inclusion setting.
2. Why are the occupational and physical therapists up 18.1% and 37.6% respectively?
The increase in the OT line item is strictly due to step and column increases.

The increase in the PT line item is due to a change in employee status. A contractor who worked 1 day per week was changed to a .2 FTE employee because her employment conditions more closely fit this category.

3. Why is the special education nurse up 55.9%?
A nurse who was hired through an agency for a student in an out of district placement at a significant cost was brought on as a RPS employee at a significant savings.
4. Why are the paraeducators substitutes up 50%?
MUNIS gives us the capability of tracking substitute coverage more accurately. Subs previously charged to buildings are now more appropriately charged to special education. There has not been a significant change in the need for substitute coverage.
5. Explain extended year salaries and why they are up 38%.
Students with disabilities whose Teams determine they might substantially regress over long periods without services are entitled to extended year services. This line has been underfunded for the last several years. I believe this number is an accurate estimate of the cost of summer staff.
6. Why is tutoring and testing up so much?
*The increase in tutoring is due to a significant increase in the hospital tutoring rate (\$15 / hour to \$30 / hour) and to increasing numbers of students demonstrating the need for home or hospital tutoring due to medical or emotional concerns.
Testing has increased due to a rise in requests for assistive technology evaluations.*
7. Why have Therapeutic supplies doubled?
*The cost of protocols required in testing is significant (\$80 for 25 WIAT II protocols).
With an expanded repertoire of testing tools, there is an increase in the need for protocols. District evaluations have improved due to training and the availability of more appropriate testing tools as evidenced by a decrease in the number of requests for independent educational evaluations.*
8. Are we using 40% for the Circuit Breaker Offset? *Yes.*
Do we have any information that says that this might increase in the near future? *No.*
9. What is the savings to eliminate the Team Chair position? *\$87,400.*
10. What software was purchased in '09 (\$13.5k)?
*Semstracker is the software program utilized for Individualized Education Program data.
\$13,500 was the fee for FY 09, \$14,400 for FY 10.*
11. I'm concerned about the sharp increase in percentage of students with disabilities? Are 504's reflected in this number (they shouldn't be). Do all of these students identified in this number have life-long disabilities?

504s are not included in this number. Students with disabilities 2008-2009 statewide 17.1% RPS 17.9%

Early Intervention

<i>YEAR</i>	<i>#</i>	<i>moderate or severe disabilities</i>
1992	9809	59%
1999	20075	86%
2008	32761	92%

Infants <3.3 pounds at birth who survive and the probability of severe neurological disorders at 5 years

1980	80%
1999	82%
2000	80%
2003	81%

ASD incidence (Children's Hospital data)

2001	1/500
2008	1/94

- Increase in social / emotional disabilities
- Increase in severity of disabilities in children coming from EI

12. I'm extremely concerned about losing the team chair. After not being in compliance for so long, and now being in compliance with the PQA, how can we possibly lose one of these positions? I am currently researching and will be able to cite the federal and state law with regard to who has to be in a team meeting who has autonomy to make fiduciary decisions about services. This should not be left to the building principal or the special education teacher unless they have the requisite training. We will be out of compliance if we do not have a team chair. What is the rationale and how was this brought forward?

From the DESE POA Special Education Guide

Team composition:

A representative of the school district who acts as Chairperson and who is (1) qualified to supervise or provide special education; (2) is knowledgeable about the general curriculum; and (3) is knowledgeable about the availability of resources of the district. A representative of the school district who has the authority to commit the resources of the district (and who may act as the Chairperson).

Prior to implementation of the Team Chair model, special education teachers chaired their own Team meetings. They had neither training on procedure ad legal pitfalls of chairing nor "authority to commit district resources."

Currently, initial eligibility, reevaluation, and some annual review meetings are chaired by Team Chairs who have had extensive procedural and legal training and have the authority to commit resources. Some annuals are chaired by principals or assistant principals. We have provided ongoing training and principals / assistants have the

authority to commit resources. The model we are proposing for the middle school meets the criteria for compliance. We plan to provide additional training over the summer.

13. On Page 28, 2nd to last paragraph, is this teachers/tutors that go into the hospital setting to tutor students. Why is there no competition to drive cost down?
In hospital settings, rates are set by the hospital's designated provider such as Education, Inc. Students confined to home may be tutored by RPS tutors who are paid at the contractual rate.

14. On Page 29, what kind of grant funding is possible and will our grant writer support this effort or does it fall on our administrative staff?
Some Grants we have received in the past are ARRA IDEA, ARRA IDEA EC, Federal Special Education Entitlement, Early Childhood Education, Community Partnership Collaborative, Samantha's Harvest. The writing of these grants, most being entitlement grants, is a collaborative effort between central office and the Pupil Services Office. We continue to seek other grant opportunities.

15. On Page 31, why will Medicaid billing go down?
Administration fees are calculated at 7% of our returns. Funding is less than previous years.

16. On Page 30, why such a large increase in speech, occupational, and physical therapy costs when FTES are same (14.4) increase of \$101,355.
Increase of 0.4 FTE was not included in FY10 budget so is additional to both FY10 and FY11. The remaining increase is contractual, steps, and columns.

17. On Page 30, why does SPED nurse go up by \$24K is it FTE's, hours or step or contract?
New Nurse is higher on pay scale and is being paid for transportation hours.

18. On Page 30 - why is transportation 850K on page 30 but \$895K on page 10. I see that these differences are consistent with history.
The transportation figure on Page 10 includes both the transportation under contract services on Page 30 as well as the parent transportation on page 31 under other expenses.

19. What are the two administrative Special Education positions?
There are 5 administrative positions: 1 Pupil Services Director, 4 Team Chairs. Two are included in the local budget, the Director and RISE Director / Team Chair. The remaining three Team Chairs are funded through the federal entitlement grant.

20. What are "Dues and Memberships - \$15,700?"
Membership fees for SEEM Collaborative, Northshore Education Consortium MA PAC.

21. What is the difference between Therapeutic Supplies and Adaptive Equipment?
Equipment is defined by DESE as lasting more than 1 year. Supplies are consumables.

22. What software licenses are funded for \$14,400?
Semstracker IEP software

23. Why is there no funding for special education professional development? The narrative reports funding will come from ARRA grants for inclusion. How will staff obtain professional development around other special education topics?
The district has cut most PD. We will utilize district staff to share expertise as much as possible. Grants will fund PD and we will continue to attend workshops provided at no cost, i.e., SEEM, Middlesex Partnership for Youth.

24. Where are the Team Chair positions reflected in the special education budget? How will the schools be divided for next year with the remaining Team Chair educators?
PS Director and RISE Director are under professional salaries, other Team Chairs are funded through the federal entitlement grant.

For 2010-1011:

1 Team Chair / Director – RISE

2 Team Chairs - elementary level

1 Team Chair – high school

Middle School will be chaired by MS administrators

25. Where are Vocational Services provided by EMARC reflected in the budget? Have other cost effective alternatives been explored?

EMARC services are funded under Contract Services: consultations.

We have found EMARC to be cost effective, enabling us to bring students back to district and offer vocational preparation, job coaching, and travel training. One EMARC staff member co-teaches with our HS program teacher. It is anticipated that RPS staff will be able to take over this role over time. We are also exploring the cost effectiveness of hiring our own job coaches.

Health Services

1. Do we really need a second nurse at the High School? If so, can we cut back on the hours?

There have always been two nurses to cover in the building. One of the two nurses covering is actually the Director of Nurses who is only able to provide actual student contact time a portion of the day. The demands on this position have been increasing due to DESE reporting and regulatory compliance as well as emergency plan initiatives and H1N1. The other nurse still covers the RISE pre-school, however, there are currently no requirements for one-to-one services for special education children. Given the increased demands on the director and the increased enrollment at the High School, it is our recommendation that the current staffing levels remain.

2. Where is the reclassification of the nurse from RISE special education to medical/health reflected in the special education budget?

There is not a corresponding decrease in the special education budget as an additional nurse is being charged to the special education budget resulting from medical needs for a particular student as specified in the child's IEP. As discussed during Mrs. Dolan's special education presentation, last year, the nursing services were provided by an outside contractor at a cost of nearly twice what we are paying by having an employee provide the required services. (See Appendix D, Table 3)

Athletics

1. What is the profit and loss for all sports?

As a school department, we do not really track profit and loss for any activity but rather we track revenue and expenses. Detailed information is provided in the handout. As a general statement, spring track is the only sport where revenue covers the entire cost of the sport. For the remaining sports, the cost recovery percentage ranges from a high of 65% to a low of 14%.

2. What is the # participants affected current year and previous two?

Participation data was included in both the presentation and in the handout (See Appendix D, Table 2)

3. What are community based options for each?

*Gymnastics – private lessons and/or "elite" program at local gym
Cheering – "elite" gym program
Hockey – "elite" program*

4. What about a collaboration with a contiguous community?

Cooperative teams can only be approved if a community cannot field a team on its own. Our numbers are too high to qualify. In addition, cooperative teams require MIAA approval.

5. What is driving the need for additional athletic trainer coverage?

There are several reasons why the need for athletic trainer coverage has increased. First, there are more multiple events that occur on the same night (the schedule is set by the league). A trainer is needed for all home games and we have an increased number of night games which extends the length of the "work" day for the trainer. In addition to football night games, for equity reasons, soccer, field hockey, and lacrosse each now also get two night games; track may also have two night meets in the spring.

6. Is equipment repair strictly the equipment used in the execution of the sport, or other field house and field equipment?

This question was addressed in the presentation but to reiterate, it is predominantly equipment used by athletes. Occasionally a repair to a game clock might be charged here

but most of the repairs to field house equipment (e.g. backboards, bleachers, etc.) are charged to school building maintenance.

7. Is there any way to reduce the "officials" expense? Do we pay this to personnel or to MIAA?

The only way to reduce this expense would be to reduce the number of games / events. Fees are paid directly to officials not to MIAA.

8. What are the current participation levels in Boys JV Hockey, Winter Cheerleading and Girls Gymnastics?

See presentation and handout (See Appendix D, Table 2)

9. Athletics Dues & Memberships – 2,000 up to 6,000 would be a 300% increase, not 200%. Why is this increasing 3x?

In FY09, the actual amount spent was \$6,931. In the current fiscal year, year to date expenses have been \$6,292. This amount consists of two major payments – one to the MIAA and one to the Middlesex League, each totaling about \$2,500. The other expenses are for various non-league memberships for specific teams to participate in various tournaments. In FY07 and FY08, the Middlesex League amount had been paid from the High School budget as the invoice has been billed to the High School principal. Given its purpose, it is more appropriately paid from the Athletics budget.

10. Please provide a breakdown of the cost of each sport? The budget notes a savings of \$25k by eliminating 3 sports. What is the cost of each sport broken down by level (Freshman, JV, Varsity).

Please see presentation and handout for this information. It is important to note that our chart of accounts is not set up with this level of detail. We do not track, within MUNIS, the expenses by specific sport so the data provided are more estimates than actuals. We do, however, track user fee revenue by sport in MUNIS.

11. Crowd monitors - With the proposed elimination of 3 sports, why would the "Crowd Monitor" budget increase? Please explain how this is paid? Is the money used to pay for police attendance?

The only sport which requires crowd monitors is hockey and that expense is paid for from the game revenue. The increase is related predominantly to police detail coverage for night games.

12. I have the same question for coaches, transportation, trainers, and officials. Why would these increase?

This information was discussed in the presentation; most of the increases are contractual.

13. I would like an explanation for the proposal of removing JV and Varsity sports before considering other options (Freshman programs, increased user fees, shortened seasons).

The selection of the three sports proposed for elimination was based on a variety of reasons. The first is related to Title IX which requires that we provide equal access to sports for each gender. For hockey, there is no JV girl's team and with gymnastics, there is no boy's team. The cost for the sports were also considered and both hockey and gymnastics require the rental of outside facilities which add to their costs. Finally, participation was also taken into account and winter cheering has one of the lowest participation rates. While girls tennis is lower, due to Title IX, we could not eliminate girls tennis without also eliminating boys tennis.

14. I would like to have a breakdown by each sport/co-curricular, boys and girls, the cost for each line item related to said activity. Transportation, coaches, fees, equipment, etc.

Please see the attached handout (See Appendix D, Table 2). As mentioned above, our chart of accounts is not set up to this level of detail. We do not track expenditures by sport in the MUNIS system so the figures provided are estimates.

15. To that end, could we institute user fees for each sport based upon the cost of each? Would that somehow alleviate the need to eliminate any activities?

As mentioned above, with the exception of winter track, no sport is fully recovering its costs through user fees. As the handout shows, if we were to institute a differentiated fee, some athletes would be forced to pay upwards of \$1,000 for a sport with the average being \$484 per sport.

16. Why the sharp changes in equipment repair?

This was addressed in the presentation and above but is due in large part to the increase in the number of football players. National Operating Committee on Standards for Athletic Equipment (NOCSAE) requires equipment refurbishment be done annually and at other set intervals.

17. Why are athletic facility rentals decreasing?

This represents the decrease in ice rental costs and gymnastics facility rental due to the elimination of the Girls Gymnastics and JV Boys Hockey.

18. Are new uniforms necessary each year?

For some sports, the "uniform" is essentially a consumable item. For example, tennis shirts and golf shirts are only used for one season. Other uniforms must be refurbished at the end of each season (e.g. football, hockey). In addition, there are some replacements each year due to wear and tear.

19. I would like to know the philosophy of how we decide to offer Varsity, JV and Freshman teams in a give sport; do we consider:

- impacts to students
- title 9 impacts
- impacts to varsity level competition
- budget impacts with respect to synergies between the levels making it more/less cost effective
- how is budget money assigned to the three levels of teams vs. types of sports
- are there MIAA rules that require you to have a JV or Freshman team
- what is our approach to having freshman on the JV teams - is it one approach, or by sport

As mentioned above, most of these factors were considered. We offer teams based upon the interest of our student athletes, Title IX compliance, the league schedule, facility availability, and sustainability.

20. Can we please have a breakdown of all sports, levels (V, JV, Freshman) of teams by sport and level - the following data:

- a) number of girls and boys participating
- b) number of regular season games
- c) coaching costs
- d) transportation costs
- e) rental costs
- f) official costs
- g) miaa costs
- h) equipment
- i) equipment repair
- j) crowd monitor
- k) supplies and materials

This data is provided in the handout. (See Appendix D, Table 2)

21. Which teams accept all players and which ones have tryouts?

Cross country, winter and spring track, football, gymnastics, and wrestling are sports that usually accept all athletes. All others have tryouts with some re-assigning athletes to sub-varsity levels.

22. How many J.V Hockey games are there, gymnastic events, and cheerleading events?

J.V. Hockey – 18

Gymnastics – 11

Winter Cheering – attend all home varsity hockey games

23. In lieu of cutting sports did you consider cutting back schedules to save on transportation, facility rental etc...? Is this allowed by MIAA?

It is currently being examined. It is allowed by MIAA but is challenging from a scheduling perspective for the Middlesex League.

24. What dictates how many coaches each sport has? Is this a department policy, MIAA rule, or coaches discretion?

Safety and liability

25. What is the difference between event detail and crowd monitor?

Event detail are custodians and crowd monitors are generally police with other employees (teachers, school staff) sometimes supplementing.

26. When is the Transportation contract up for renewal?

Our current contract with North Suburban expires in June of 2011.

27. Can you explain the salary increase for both the Athletic Director .7 position (3.6%) and the Activities Coordinator .3 position (1.5%)? It works out to be just under a 3% raise (from \$103,304 to \$106,353).

As with the other Administrator positions, the FY10 budgeted amount is not reflective of the FY10 actual. The salary increase for FY10 was greater than what was budgeted. For FY11, the budgeted salary increase over FY10 actual is 0%.

Can you list some of the duties of the Activities Coordinator?

This position is actually the Extracurricular Coordinator. As such, this position is responsible for managing the extracurricular budget including collection and receipt of drama user fees, ordering of equipment and supplies for extracurricular programs, and payment of all extracurricular expenses (transportation, supplies and equipment, dues and memberships, entry fees, and awards for drama, band, and academic teams).

Extracurricular

1. There has been community discussion on renting our facilities for outside use i.e. AAU. Where are we with this initiative?

We are still interested in this option and actively investigating the opportunities. Any revenue generated would be deposited to the building rental revolving account.

2. A lot of fall athletes use the fitness center in July and August in preparation for the Fall season. Please confirm that this would be assumed to be part of the Fall season.

We do not staff the fitness center with fitness center monitors in the summer and the facility is closed to non-athletes. Any activity that occurred during the summer would be supervised by coaches and would not be subject to a fee.

3. How many individuals make up the Fitness Center Stipends?

We currently have 4-5 fitness center monitors who staff the center in the afternoons.

4. Will the Fitness Center charge be passed on to staff as well?

No; there are very few staff members who utilize the facility as the facility is generally full with students and athletes.

5. What are the Royalties?

We need to pay for the rights to the drama productions we undertake.

Technology

1. Why are "Software Licenses" listed under Contract Services.

This amount represents our ConnectEd license which is an annual contract. Under the DESE chart of accounts, this expense is classified as a contract service.

2. Why were the phone repairs so underfunded?

In FY10, we have two systems that are still under warranty. These systems will come off warranty at the end of this year.

3. Why are the software purchases eliminated?

We do not anticipate the need for any new districtwide non-instructional software purchases for FY11.

4. Where are we accounting for the technology maintenance that we are receiving from the PTO's?

The technology maintenance funded in this budget is for districtwide networking, server, and telecommunications equipment maintenance, not instructional technology. In addition, while PTO's are paying for some instructional technology, there donations are not covering all of the required expenses.

5. What is the difference between Building Technology (1.7 FTEs, \$161,052) under the regular day budget and Computer Technicians (3.5 FTEs, \$133,390) in the Technology cost center of the budget?

The building technology salaries include 1.0 FTE technology specialist at the High School and two 0.5 FTE technology specialists at the middle schools as well as the stipends for all three individuals to compensate for the summer work they do to upgrade and maintain building technology infrastructure. Technology specialists are DESE licensed teachers who

assist with the integration of technology in the classroom and provide some technology instruction to students.

The Computer Technicians are non-licensed, non- union personnel who repair and maintain hardware and trouble-shoot hardware and networking issues (i.e. "break-fix" services).

School Facilities

1. In the maintenance sections – can you elaborate on the explanation of “Extraordinary Repairs”?

This amount is for unplanned, unanticipated emergency type repairs. It is similar to a contingency budget. Per the DESE reporting requirements, these expenditures are to be reported separately as Extraordinary Maintenance and Repair.

2. How are we marketing the school buildings to local colleges and universities?

We are contacting representatives of graduate and continuing education programs and providing them with information about our facilities. We are in the process of developing a brochure and will also be working on adding more information (pictures, technology, etc.) on our website.

3. Please provide a copy of the report used to determine there was no justification to increase the Reading Recreation fee of \$25,000.

No such report was done. The text of the budget commentary discusses an analysis that was done by our software vendor to determine if our rental rates were competitive but did not look at the \$25,000 payment from recreation. There was no report provided, just a discussion of the results of the analysis. We still believe that the \$25,000 may not capture the costs (actual and lost rental opportunity) and would like to pursue further discussions.

4. Why did we under budget Custodial Supplies in 2010? This years request in more in line with our 2009 expenses.

We had surplus supplies in FY09 to assist us in FY10.

Town Facilities

No questions were asked.

Appendix D

Additional Materials and Supporting Data

The following pages contain various handouts and additional supporting materials that were developed and distributed during the School Committee's budget review and deliberation process. The materials that follow include:

- Table 1: Central Office Administrative Assistant Roles
- Table 2: Athletic Participation and Expenses by Sport
- Table 3: Nurse Salary Analysis

Table 1. Central Office Administrative Assistant Roles

<u>FTE Title</u>	<u>Major Functions</u>	<u>Salary Range</u>
1.0 Administrative Assistant to Superintendent	<p>School Committee Meeting Postings, Packets, Schedules</p> <p>Records and produces SC Meeting Minutes</p> <p>Assures compliance with public records law</p> <p>Responds to public information requests</p> <p>Provides daily support to Superintendent</p> <p>Assists with scheduling for Administrators</p> <p>Assists with maintenance of district Edline site</p> <p>Coordinates and supports daily student transportation logistics</p> <p>Coordinates district mailings</p> <p>Tracks and reports on district enrollment</p> <p>Assists with preparation of annual budget</p> <p>Assists with preparation of annual report</p> <p>Assists in maintaining district calendar</p> <p>Acts as "Office Manager" for Central Office</p> <p>Liaison to town manager and town departments</p>	\$50,000 - \$55,000
1.0 Administrative Assistant for Curriculum, Instruction, Prof Development & Technology	<p>Ordering of Curriculum Materials & Supplies (including Science Kit Coordination)</p> <p>Coordination of District Prof Development activities</p> <p>Provides Support to District Technology Staff</p> <p>Provides Support to District Curriculum Committees</p> <p>Supports Summer School and Adult Education</p> <p>Provides logistical support for districtwide events (e.g. ArtsFest, April Sharing Conference, Lego Invitational, etc.)</p> <p>Accounts Receivable Processing (segregation of duties)</p> <p>Backs up Accounts Payable</p> <p>Tracks and reports on teacher licensure</p> <p>Tracks and issues staff Professional Development certificates</p> <p>Tracks and reports on college course credits for all staff</p> <p>Processes tuition reimbursement approvals and payments</p> <p>Will support before and after school programs (registration, billing, etc.)</p>	\$40,000 - \$45,000

Table 1. Central Office Administrative Assistant Roles (continued)

<u>FTE Title</u>	<u>Major Functions</u>	<u>Salary Range</u>
1.0 Administrative Assistant for Data & Info Management	Maintains and supports Student Information databases in Admin Plus Generates and submits SIMS report to DESE (3 times per year) Maintains educator personnel information database in MUNIS Generates and submits EPIMS report to DESE (2 times per year as of FY11) Maintains and supports Connect-Ed database Supports Human Resources Administrator (tracking personnel data, processing CORI's for all district employees) Tracks and bills district tuitions and fees (kindergarten, transportation, summer school, after school program) (segregation of duties) Assists with collection activities General reception (incoming calls and visitors)	\$40,000 - \$45,000
0.6 Administrative Assistant for Payroll and Budget	Bi-weekly time and attendance entry for district staff Trains, supports secretaries with bi-weekly time & attendance entry Reconciles bi-weekly payroll to budget (segregation of duties) Maintains accrual records for all district employees Processes new employee set-up and personnel actions in MUNIS Generates regular budget reconciliation reports Reconciles student activity checking accounts (segregation of duties) Proofs and edits documents Backs up Accounts Payable and Accounts Receivable General reception (incoming calls and visitors)	\$22,000 - \$27,000

Table 2. Athletics Participation and Expense by Sport

Sport	2009-10 Participants	Coach Salaries	Transportation	Officials	Facility Rental	Supplies & Equip	Crowd Control	User Fee Revenue	Gate Receipts	Cost per Sport	Cost per User
Cheering	22	4,101	2,070	300		550		3,658		7,021	319
Cross Country	57	10,985	2,760	660		1,915		9,476		16,320	286
Field Hockey, Varsity	51	6,337	2,070	1,350		438		8,479		19,648	385
Field Hockey, JV	<i>included above</i>	3,790	<i>included above</i>	936				<i>included above</i>			
Field Hockey, Freshman	<i>included above</i>	2,389	1,610	728				<i>included above</i>			
Football, Varsity	101	18,168	3,220	2,050		17,491	6,000	16,791	18,200	71,986	713
Football, JV	<i>included above</i>	16,737	1,380	885				<i>included above</i>			
Football, Freshman	<i>included above</i>	3,790	1,380	885				<i>included above</i>			
Golf, Varsity	15	4,648	1,380	-		525		2,494		6,553	437
Soccer, Boys, Varsity	58	6,337	2,070	1,350		690	550	9,643		22,335	385
Soccer, Boys, JV	<i>included above</i>	4,222	<i>included above</i>	954				<i>included above</i>			
Soccer, Boys, Freshman	<i>included above</i>	3,807	1,610	745				<i>included above</i>			
Soccer, Girls, Varsity	55	6,337	2,070	1,350		690		9,144		21,002	382
Soccer, Girls, JV	<i>included above</i>	3,790	<i>included above</i>	954				<i>included above</i>			
Soccer, Girls, Freshman	<i>included above</i>	3,456	1,610	745				<i>included above</i>			
Swimming, Girls	24	10,985	1,610	816	8,000	413		3,990		21,824	909
Volleyball, Varsity	34	6,337	2,300	1,350		660		5,653		20,242	595
Volleyball, JV	<i>included above</i>	4,222	<i>included above</i>	954				<i>included above</i>			
Volleyball, Freshman	<i>included above</i>	2,389	1,500	530				<i>included above</i>			
WINTER											
Basketball, Boys, Varsity	39	6,337	2,300	1,500		402	800	6,484	5,000	22,056	566
Basketball, Boys, JV	<i>included above</i>	4,222	<i>included above</i>	936				<i>included above</i>			
Basketball, Boys, Freshman	<i>included above</i>	3,807	920	832				<i>included above</i>			
Basketball, Girls, Varsity	33	6,337	2,300	1,500		396	800	5,486		22,050	668
Basketball, Girls, JV	<i>included above</i>	4,222	<i>included above</i>	936				<i>included above</i>			
Basketball, Girls, Freshman	<i>included above</i>	3,807	920	832				<i>included above</i>			

Table 2. Athletics Participation and Expense by Sport (continued)

Sport	2009-10 Participants	Coach Salaries	Transportation	Officials	Facility Rental	Supplies & Equip.	Crowd Control	User-Fee Revenue	Gate Receipts	Cost per Sport	Cost per User
Cheering	13	4,101	460	-				2,161		4,561	351
Gymnastics	24	8,967	1,380	1,380		475		3,990		12,202	508
Hockey, Boys, Varsity	53	5,752	2,300	2,300	25,200	750	1,100	8,811	2,000	44,810	845
Hockey, Boys, Junior Varsity	<i>included above</i>	4,648	1,380	1,380	<i>included above</i>			<i>included above</i>			
Hockey, Girls, Varsity	18	6,337	2,070	2,070	10,800	222		2,993		21,499	1,194
Indoor Track, Boys	86	6,337	2,300	1,500	1,300	600		14,298		12,037	140
Indoor Track, Girls	87	6,337	2,300	1,500	1,300	600		14,464		12,037	138
Swimming, Boys	20	6,337	1,610	816	8,000	266		3,325		17,029	851
Wrestling	45	10,400	2,070	1,420		406		7,481	1,800	14,296	318
SPRING *											
Baseball, Varsity	50	6,337	2,300	1,500		3,148		8,313		24,818	496
Baseball, JV	<i>included above</i>	4,222	<i>included above</i>	936				<i>included above</i>			
Baseball, Freshman	<i>included above</i>	3,807	1,840	728				<i>included above</i>			
Lacrosse, Boys, Varsity	85	6,337	2,070	1,500		424		8,811		22,512	265
Lacrosse, Boys, JV	<i>included above</i>	3,352	1,610	1,060				<i>included above</i>			
Lacrosse, Boys, Freshman	<i>included above</i>	3,807	1,610	742				<i>included above</i>			
Lacrosse, Girls, Varsity	55	6,337	2,070	1,500		268		9,144		22,005	400
Lacrosse, Girls, JV	<i>included above</i>	3,352	1,610	1,060				<i>included above</i>			
Lacrosse, Girls, Freshman	<i>included above</i>	3,456	1,610	742				<i>included above</i>			
Softball, Girls, Varsity	46	6,337	2,300	1,360		854		7,648		22,676	493
Softball, Girls, JV	<i>included above</i>	4,648	<i>included above</i>	900				<i>included above</i>			
Softball, Girls, Freshman	<i>included above</i>	3,807	1,840	630				<i>included above</i>			
Tennis, Boys	19	6,337	2,070	-	200	548		3,159		9,155	482
Tennis, Girls	10	6,337	2,070	-	200	548		1,663		9,155	916
Track, Boys	88	14,792	2,300	1,360		5,200		14,630		23,652	269
Track, Girls	74	14,792	2,300	1,360		3,500		12,303		21,952	297

* 2008-09 Participants

Average Cost Per Sport:

504

Table 3. Nurse Salary Analysis

Cost Center	FY09 Actual Expended	FY10 Adopted Budget	FY11 Sup't Rec'd Budget	\$ Difference	% Difference
Health Services Nurse Salaries	368,533	399,483	453,608	54,125	13.5%
Special Education Nurse Salaries	40,824	43,100	67,195	24,095	55.9%
Tuition - Nurse Charges	125,063	120,000	-	(120,000)	-100.0%
TOTAL	534,420	562,583	520,803	(41,780)	-7.4%
Health Services Without offsetting difference	413,635	434,529	489,886	55,357	12.7%
With offsetting difference	413,635	434,529	448,106	13,577	3.1%

Public Works – Enterprise Funds FY11 Budget

Overview

The Board of Selectmen will vote on new water, sewer and storm waters rates at an upcoming hearing prior to Town Meeting. This budget assumes no use of reserves to offset the costs of running these funds. Adjustments to these budgets will be needed in the event reserves are used. The new rates will be effective with the September 2010 billing. Wages are frozen at FY10 levels, except due to staff changes or promotions.

Water Enterprise Fund

This fund is comprised of Water Supply and Water Distribution, and from a budget standpoint there is a section of shared overhead costs called Water Operations. Supply is responsible for the administrative management, operation, maintenance and security of the drinking water supply in accordance with all Federal, State and local regulations. This division also provides technical support. Distribution is responsible for maintaining and operating the municipal water distribution system in accordance to industry standards and all applicable regulations. In addition, this division oversees water meter installation, repair and meter reading.

On a budget basis, there has been a net reduction in costs of 2.9% for the Water Enterprise Fund. However there are other factors that affect the water rates, including the use of reserves

to offset the costs, as well as the expected volume of usage. In FY10, \$425,000 in reserves offset costs. If no reserves are used this year, that alone would suggest a 5.1% increase in rates:

	Operations	Supply	Distribution
Wages		\$88,240 (0%)	\$544,109 (0%)
Expenses	\$298,895 (-7.7%)	\$1,831,790 (-0.6%)	\$190,684 (0%)
Debt & Capital	\$1,839,206 (-2.7%)		\$263,000 (-22.6%)
Other	\$377,367 (0%)		
TOTAL	\$2,515,468 (-2.9%)	\$1,920,030 (-0.6%)	\$997,793 (-7.2%)

	FY10	FY11	Change
Gross budget	\$5,597,038	\$5,433,291	-2.9%
Reserves	(\$425,000)	\$0	TBA
Net budget	\$5,172,038	\$5,433,291	+5.1%

In addition, projected usage has an impact. Water conservation reduces expenses, but actually has an upward influence on water rates. This is because the 1/3 of costs that vary with usage is rate-neutral, but the 2/3 of costs that are fixed (e.g. Debt service) makes rates move contrary to the volume of water used. Recent MWRA data show water usage is down system-wide, and even a bit more in Reading.

Sewer Enterprise Fund

The Sewer division is responsible for maintaining and operating the municipal main sewer systems in accordance with all applicable state, federal and MWRA regulations for the collection and discharge of wastewater. The specific functions are: maintenance and repair of 100 miles of sewer mains and 12 pumping stations; respond to customer complaints for sewer backups and drainage problems.

Similar to the Water Enterprise Fund, a policy on FY11 reserves have not been formalized yet. The chart below summarizes the budget:

Sewer Enterprise Fund

Wages	\$308,147 (+7.6%)
Expenses	\$4,185,459 (+1.2%)
Debt & Capital	\$660,113 (+15.0%)
Other	\$259,004 (0%)
Gross budget	\$5,412,723 (+3.0%)
Reserves	\$0 (TBA)
Net budget	\$5,412,723 (+5.0%)

No cost of living wages increases or steps have been used in the FY11 budget. However due to staff changes made one year ago, the FY10 wage budget in sewer will be overspent and this difference will be made up with surpluses in other lines. For FY11, the wages budget is updated to reflect those prior changes.

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, they are responsible for the construction, maintenance and repair of all catch basins and drainage systems.

From a budget standpoint, costs have been similar in the first few years of this enterprise fund as additional pro-active work that would not be done by the general fund contributed to improved system performance. As was mentioned in the general fund DPW section, increasing federal regulations are bringing new and potentially expensive costs, including requiring at least the full time use of one engineer. Large scale capital projects that have been in the Storm Water capital improvements plan since inception now are closer to becoming reality.

Similar to the Water Enterprise Fund, a policy on FY11 reserves have not been formalized yet. The chart below summarizes the budget:

Storm Water Enterprise Fund

Wages	\$70,076(0%)
Expenses	\$19,750(-7.3%)
Debt & Capital	\$288,000(+44.0%)
Other	none
Gross budget	\$377,826 (+29.7%)
Reserves	\$0 (TBA)
Net budget	\$377,826 (+29.7%)

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0450 WATER - OPERATIONS							
02 OTHER FINANCING SOURCES							
61002497 497100 XFER IN GE	.00	.00	.00	-719,891.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	.00	.00	.00	-719,891.00	.00	.00	.0%
05 EXPENSES							
61005519 519000 MEDICARE	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	.0%
61005519 519700 RETIREMENT	16,413.00	17,075.00	17,075.00	17,075.00	17,075.00	26,724.00	56.5%
61005529 529433 HAZ WST DI	6,419.00	10,000.00	10,000.00	5,925.00	10,000.00	10,000.00	.0%
61005530 530105 PRINTING	361.13	.00	.00	.00	.00	.00	.0%
61005530 530110 LEGAL COUN	11,159.10	16,000.00	16,000.00	121.50	16,000.00	16,000.00	.0%
61005530 530480 PRIMACEY A	5,451.82	5,531.00	5,531.00	5,530.87	5,531.00	5,531.00	.0%
61005530 530491 SVC WKFLD	5,567.09	7,140.00	7,140.00	3,727.83	7,140.00	7,140.00	.0%
61005531 531000 TRAINING	2,992.00	3,000.00	3,000.00	1,153.00	4,008.00	3,000.00	.0%
61005574 574000 HEALTH INS	165,000.00	190,000.00	190,000.00	76,905.36	190,000.00	149,500.00	-21.3%
61005574 574010 PROP/CASVA	31,580.00	44,000.00	44,000.00	20,460.00	44,000.00	44,000.00	.0%
61005574 574550 WC INSURNC	20,332.00	24,000.00	24,000.00	15,905.00	24,000.00	30,000.00	25.0%
TOTAL EXPENSES	271,275.14	323,746.00	323,746.00	153,803.56	324,754.00	298,895.00	-7.7%
07 DEBT SERVICE							
61007530 530705 DEBTCOSTS	1,412.92	.00	.00	.00	.00	.00	.0%
61007591 591000 DEBT PRINC	1,225,000.00	1,375,000.00	1,375,000.00	620,000.00	1,375,000.00	1,375,000.00	.0%
61007591 592000 LTDEBTINT	557,170.00	515,234.00	515,234.00	276,190.00	515,234.00	464,206.00	-9.9%
TOTAL DEBT SERVICE	1,783,582.92	1,890,234.00	1,890,234.00	896,190.00	1,890,234.00	1,839,206.00	-2.7%
09 OTHER FINANCING USES							
61009596 596111 WAGE-TWNMG	13,886.00	14,896.00	14,896.00	14,896.00	14,896.00	14,896.00	.0%
61009596 596112 EXP SUPP	3,234.00	.00	.00	.00	.00	.00	.0%
61009596 596121 WAGE-ACTING	9,226.00	10,078.00	10,078.00	10,078.00	10,078.00	10,078.00	.0%
61009596 596122 EXP ACTING	95.00	180.00	180.00	180.00	180.00	180.00	.0%
61009596 596131 WAGE-FINCE	30,247.00	32,032.00	32,032.00	32,032.00	32,032.00	32,032.00	.0%
61009596 596132 EXEFINANCE	6,009.00	21,653.00	21,653.00	21,653.00	21,653.00	21,653.00	.0%
61009596 596141 WAGE HR	4,090.00	4,900.00	4,900.00	4,900.00	4,900.00	4,900.00	.0%
61009596 596142 EXP HR	3,268.00	2,264.00	2,264.00	2,264.00	2,264.00	2,264.00	.0%
61009596 596151 WAGE TECHN	26,531.00	31,777.00	31,777.00	31,777.00	31,777.00	31,777.00	.0%
61009596 596152 EXP TECH	27,255.00	30,418.00	30,418.00	30,418.00	30,418.00	30,418.00	.0%

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR: WATER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
61009596 596161	110,313.00	104,690.00	104,690.00	104,690.00	104,690.00	104,690.00	0%
61009596 596171	99,945.00	98,407.00	98,407.00	98,407.00	98,407.00	98,407.00	0%
61009596 596181	6,730.00	6,730.00	6,730.00	6,730.00	6,730.00	6,730.00	0%
61009596 596182	22,771.00	19,342.00	19,342.00	19,342.00	19,342.00	19,342.00	0%
61009596 596300	75,000.00	.00	.00	.00	.00	.00	0%
TOTAL OTHER FINANCING USES	438,600.00	377,367.00	377,367.00	377,367.00	377,367.00	377,367.00	0%
TOTAL WATER - OPERATIONS	2,493,458.06	2,591,347.00	2,591,347.00	707,469.56	2,592,355.00	2,515,468.00	-2.9%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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FOR PERIOD 13

PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR: WATER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0451 WATER - DISTRIBUTION							
03 SALARIES							
61013511 511401 SUPERVISOR	36,820.52	38,831.00	38,831.00	28,710.67	38,831.00	38,831.00	.0%
61013511 511403 FOREMAN	58,065.32	58,372.00	58,372.00	44,514.76	58,372.00	58,372.00	.0%
61013511 511405 WRKNG FRMN	51,989.48	104,907.00	104,907.00	62,933.38	104,907.00	104,907.00	.0%
61013511 511409 EQUIP OPER	146,249.46	148,531.00	148,531.00	90,637.96	148,531.00	148,531.00	.0%
61013511 511413 SKILLD LABR	82,244.85	83,995.00	83,995.00	63,712.84	83,995.00	83,995.00	.0%
61013511 511417 LABORER	32,280.48	33,032.00	33,032.00	25,058.88	33,032.00	33,032.00	.0%
61013511 511471 CLERK(S)	16,876.29	17,260.00	17,260.00	12,759.64	17,260.00	17,260.00	.0%
61013511 511481 SNOW REMOV	-7,709.63	-6,500.00	-6,500.00	-6,500.00	-6,500.00	-6,500.00	.0%
61013511 515000 OVERTIME	71,065.11	38,355.00	38,355.00	38,927.60	38,355.00	38,355.00	.0%
61013511 516050 OUT OF GRA	1,394.34	1,882.00	1,882.00	1,652.10	1,882.00	1,882.00	.0%
61013511 516060 ON-CALL PR	10,270.46	8,818.00	8,818.00	7,564.00	8,818.00	8,818.00	.0%
61013511 516080 LONGEVITY	7,337.50	7,500.00	7,500.00	6,625.00	7,500.00	7,500.00	.0%
61013512 512000 WAGES TEMP	8,831.12	9,126.00	9,126.00	4,104.71	9,126.00	9,126.00	.0%
TOTAL SALARIES	515,715.30	544,109.00	544,109.00	387,201.54	544,109.00	544,109.00	.0%

05 EXPENSES							
61015521 521301 ELECTRICIT	10,910.59	10,186.00	10,186.00	7,589.60	10,186.00	10,200.00	1%
61015521 521303 NATRL GAS	483.79	408.00	408.00	265.30	408.00	410.00	.5%
61015521 521392 WIRLSS PHN	3,035.87	.00	.00	2,217.52	.00	.00	.0%
61015530 530420 PLCE DTAIL	10,271.64	10,664.00	10,664.00	9,373.96	10,664.00	10,700.00	.3%
61015530 530470 WTR SYSTEM	1,141.11	15,227.00	15,227.00	5,361.25	16,540.89	15,230.00	.0%
61015530 530472 MAIN PIPE/	10,720.00	12,181.00	12,181.00	780.00	12,181.00	12,200.00	.2%
61015530 530474 SVC PIPE/M	45,325.19	49,750.00	49,750.00	44,687.75	51,953.35	49,750.00	.0%
61015530 530478 CROSS CONN	5,040.00	8,466.00	8,466.00	1,780.00	8,466.00	8,400.00	-.8%
61015531 531000 PRDEV/TRN	398.00	.00	.00	.00	.00	.00	.0%
61015536 536000 SOFTWARE L	7,800.00	10,000.00	10,000.00	384.15	12,152.00	10,000.00	.0%
61015540 540470 WD GEN SUP	21,488.07	26,775.00	26,775.00	13,694.66	27,060.42	26,775.00	.0%
61015540 540472 MAIN PIPE	28,633.78	33,179.00	33,179.00	11,296.54	33,179.00	33,180.00	.0%
61015540 540474 SVC METERS	8,825.21	7,613.00	7,613.00	3,219.98	7,613.00	7,625.00	.2%
61015554 554000 UNFM/CLTH	315.00	5,508.00	5,508.00	669.00	5,508.00	5,500.00	-.1%
61015578 578100 LICENSES		714.00	714.00		714.00	714.00	.0%
TOTAL EXPENSES	154,388.25	190,671.00	190,671.00	101,319.71	196,625.66	190,684.00	.0%

08 CAPITAL EXPENDITURES							
61018584 584410 BOBCATLOAD	.00	.00	.00	.00	.00	45,000.00	.0%
61018584 584411 VAN #2	.00	.00	.00	.00	.00	38,000.00	.0%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
61018585 585000	.00	10,000.00	10,000.00	6,769.88	10,000.00	.00	-100.0%
61018585 585451	63,225.75	180,000.00	180,000.00	47,107.22	206,774.00	180,000.00	.0%
61018588 588450	.00	150,000.00	150,000.00	57,119.48	150,000.00	.00	-100.0%
TOTAL CAPITAL EXPENDITURES	63,225.75	340,000.00	340,000.00	110,996.58	366,774.00	263,000.00	-22.6%
TOTAL WATER - DISTRIBUTION	733,329.30	1,074,780.00	1,074,780.00	599,517.83	1,107,508.66	997,793.00	-7.2%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR: WATER

	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0452 WATER - SUPPLY / TREATMENT							
03 SALARIES							
61023511 511461 SUPERVISOR	83,798.33	84,048.00	84,048.00	62,161.44	84,048.00	84,048.00	0%
61023511 511481 SNOW RMVL	-232.14	-500.00	-500.00	.00	-500.00	-500.00	0%
61023511 515000 OVERTIME	3,403.18	4,692.00	4,692.00	3,925.37	4,692.00	4,692.00	0%
TOTAL SALARIES	86,969.37	88,240.00	88,240.00	66,086.81	88,240.00	88,240.00	0%
05 EXPENSES							
61025521 521301 ELECTRICIT	13,910.65	20,000.00	20,000.00	18,861.17	20,000.00	20,000.00	0%
61025521 521308 FUEL OIL		6,000.00	6,000.00	.00	6,000.00	6,000.00	0%
61025521 521309 SWR/SIM WA	439.95	469.00	469.00	78.41	469.00	470.00	2%
61025521 521390 TELEPHONE	2,098.93	3,279.00	3,279.00	1,910.84	3,279.00	3,280.00	0%
61025530 530000 OUT PRFSVC	7,360.51	10,200.00	10,200.00	24,905.35	11,000.00	10,200.00	0%
61025540 540000 DEPT SUPP	1,806.96	7,000.00	7,000.00	2,728.23	8,028.82	7,000.00	0%
61025540 540455 WELLS	8,384.92	57,962.00	57,962.00	2,482.55	68,028.00	57,962.00	0%
61025563 563400 MWRA	1,636,165.00	1,737,761.00	1,737,761.00	1,390,000.80	1,737,761.00	1,726,878.00	-6%
TOTAL EXPENSES	1,670,166.92	1,842,671.00	1,842,671.00	1,440,967.35	1,854,565.82	1,831,790.00	-6%
08 CAPITAL EXPENDITURES							
61028585 585452 BOOSTER TE	36,000.00	.00	.00	.00	.00	.00	0%
61028585 585453 EMERG ENGI	35,000.00	.00	.00	.00	.00	.00	0%
TOTAL CAPITAL EXPENDITURES	71,000.00	.00	.00	.00	.00	.00	0%
TOTAL WATER - SUPPLY / TREAT	1,828,136.29	1,930,911.00	1,930,911.00	1,507,054.16	1,942,805.82	1,920,030.00	-6%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR: WATER

	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
61002490 495100 LEGAL SETL	.00	.00	.00	-93,750.00	.00	.00	.0%
61002490 499990 FREE CASH	-355,000.00	-425,000.00	-425,000.00	-425,000.00	-425,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-355,000.00	-425,000.00	-425,000.00	-518,750.00	-425,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-355,000.00	-425,000.00	-425,000.00	-518,750.00	-425,000.00	.00	-100.0%
TOTAL WATER	4,699,923.65	5,172,038.00	5,172,038.00	2,295,291.55	5,217,669.48	5,433,291.00	5.1%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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FOR PERIOD 13

PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
STORM WATER MANAGEMENT							
0428 STORM WATER MANAGEMENT							
03 SALARIES							
65003511 511417 LABORER	67,122.77	70,076.00	70,076.00	53,005.03	70,076.00	70,076.00	0%
65003511 515000 OVERTIME	2,416.89	.00	.00	1,153.21	.00	.00	0%
65003511 516050 OUT OF GRA	143.44	.00	.00	630.40	.00	.00	0%
TOTAL SALARIES	69,683.10	70,076.00	70,076.00	54,788.64	70,076.00	70,076.00	0%
05 EXPENSES							
65005519 519700 RETIREMENT	2,310.00	2,412.00	2,412.00	2,412.00	2,412.00	847.00	-64.9%
65005527 527301 EQUIP RENT	.00	7,803.00	7,803.00	.00	7,803.00	7,803.00	0%
65005530 530000 OUT PRFSVC	4,964.14	10,200.00	10,200.00	.00	10,200.00	10,200.00	0%
65005530 530110 LEGAL COUN	202.50	.00	.00	.00	.00	.00	0%
65005554 554000 CLOTHING	374.68	900.00	900.00	800.00	900.00	900.00	0%
TOTAL EXPENSES	7,851.32	21,315.00	21,315.00	3,212.00	21,315.00	19,750.00	-7.3%
08 CAPITAL EXPENDITURES							
65008585 585000 ADDTNL EQU	.00	140,000.00	140,000.00	123,816.00	140,000.00	173,000.00	23.6%
65008588 588412 DRNGE IMPR	.00	.00	.00	.00	.00	55,000.00	0%
65008588 588421 MAPPING DE	50,000.00	.00	.00	.00	.00	.00	0%
65008588 588425 DRAINAGE	13,910.00	60,000.00	60,000.00	5,610.68	76,090.00	60,000.00	0%
65008588 588430 SAUG RIV D	150,000.00	.00	.00	.00	.00	.00	0%
TOTAL CAPITAL EXPENDITURES	213,910.00	200,000.00	200,000.00	129,426.68	216,090.00	288,000.00	44.0%
TOTAL STORM WATER MANAGEMENT	291,444.42	291,391.00	291,391.00	187,427.32	307,481.00	377,826.00	29.7%
TOTAL STORM WATER MANAGEMENT	291,444.42	291,391.00	291,391.00	187,427.32	307,481.00	377,826.00	29.7%
GRAND TOTAL	9,384,098.31	10,618,690.00	10,618,690.00	6,416,390.73	10,863,763.67	11,223,840.00	5.7%

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

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FOR PERIOD 13

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PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR:
SEWER

0440 SEWER - OPERATIONS

	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
03 SALARIES	250,376.03	286,274.00	286,274.00	218,383.98	286,274.00	308,147.00	7.6%
62003511 511401 SUPERVISOR	36,820.53	38,831.00	38,831.00	28,710.69	38,831.00	38,831.00	0%
62003511 511405 WRKNG FRMN	52,756.60	53,954.00	53,954.00	45,495.49	53,954.00	53,954.00	0%
62003511 511409 EQUIP OP	50,964.18	51,908.00	51,908.00	39,378.24	51,908.00	51,908.00	0%
62003511 511413 SKILLD LABR	67,217.19	81,976.00	81,976.00	31,093.93	81,976.00	40,987.00	-50.0%
62003511 511417 LABORER	3,272.96	0.00	0.00	43,777.74	0.00	62,862.00	0%
62003511 511471 CLERK(S)	16,876.53	17,260.00	17,260.00	12,759.89	17,260.00	17,260.00	0%
62003511 511481 SNOW RMVL	-4,648.33	-2,500.00	-2,500.00	12,363.00	-2,500.00	-2,500.00	0%
62003511 515000 OVERTIME	22,318.13	39,644.00	39,644.00	12.00	39,644.00	39,644.00	0%
62003511 516050 OUT OF GRA	2,358.24	2,942.00	2,942.00	1,668.00	2,942.00	2,942.00	0%
62003511 516060 ON-CALL PR	2,390.00	2,050.00	2,050.00	3,125.00	2,050.00	2,050.00	0%
62003511 516080 LONGEVITY	2,050.00	2,050.00	2,050.00	0.00	2,050.00	2,050.00	0%
TOTAL SALARIES	250,376.03	286,274.00	286,274.00	218,383.98	286,274.00	308,147.00	7.6%
05 EXPENSES	700.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0%
62005519 519000 MEDICARE	14,512.00	14,876.00	14,876.00	14,876.00	14,876.00	1,000.00	49.7%
62005519 519700 RETIREMENT	29,451.57	32,256.00	32,256.00	19,784.71	32,256.00	32,256.00	0%
62005521 521301 ELECTRICIT	9,206.43	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0%
62005529 529433 HAZ WST DI	15,701.31	16,650.00	16,650.00	9,726.23	16,650.00	16,650.00	0%
62005530 530000 PURCH SVC	361.12	0.00	0.00	0.00	0.00	0.00	0%
62005530 530105 PRINTING	229.50	2,500.00	2,500.00	0.00	2,500.00	2,500.00	0%
62005530 530110 LGL COUNSL	1,846.64	2,137.00	2,137.00	2,000.00	2,137.00	2,250.00	5.3%
62005530 530420 PLCE DTAIL	12,607.08	15,727.00	15,727.00	8,523.71	19,877.00	15,725.00	0%
62005530 530490 CMNTSVCUMP	1,735.83	16,942.00	16,942.00	14,500.00	20,942.00	16,950.00	0%
62005530 530492 SYS INSPEC	0.00	510.00	510.00	0.00	510.00	510.00	0%
62005531 531000 SWTRAIN	7,000.00	10,000.00	10,000.00	0.00	10,000.00	10,000.00	0%
62005536 536000 SFTWRSUPPT	2,864.54	7,093.00	7,093.00	1,722.41	16,443.00	7,100.00	1%
62005540 540490 PMSTASUPP	2,277.82	8,242.00	8,242.00	2,298.53	8,242.00	8,200.00	-5%
62005540 540493 DIST SYS	3,414.06	13,332.00	13,332.00	0.00	13,332.00	13,300.00	-2%
62005554 554000 CHEMICALS	3,555.143	2,193.00	2,193.00	2,244.98	2,193.00	2,200.00	3%
62005554 554000 UNFM/CLOTH	60,500.00	3,894,818.00	3,894,818.00	3,075,565.60	3,894,818.00	3,921,051.00	7%
62005563 563400 MWRA	663.00	74,500.00	74,500.00	43,237.90	74,500.00	87,500.00	17.4%
62005574 574000 HEALTHINS	8,250.00	1,000.00	1,000.00	8,415.00	1,000.00	1,000.00	0%
62005574 574010 P&C INSUR	0.00	12,000.00	12,000.00	10,181.00	12,000.00	15,000.00	25.0%
62005574 574500 DEDUCT/CLM	60.00	0.00	0.00	0.00	0.00	0.00	0%
62005574 574550 WC INSURNR	0.00	0.00	0.00	0.00	0.00	0.00	0%
62005578 578100 LICENSES	0.00	0.00	0.00	0.00	0.00	0.00	0%
TOTAL EXPENSES	3,729,073.90	4,135,776.00	4,135,776.00	3,224,703.07	4,153,276.00	4,185,459.00	1.2%
07 DEBT SERVICE	167,543.00	116,800.00	116,800.00	83,866.00	116,800.00	160,800.00	37.7%
62007591 591000 LT DET PRI	167,543.00	116,800.00	116,800.00	83,866.00	116,800.00	160,800.00	37.7%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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bgnyrpts

PROJECTION: 20112 FY2011 Enterprise Funds.

FOR PERIOD 13

ACCOUNTS FOR: SEWER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
62007591 592000 LTDEBTINT	10,687.50	7,407.00	7,407.00	4,500.00	7,407.00	4,313.00	-41.8%
TOTAL DEBT SERVICE	178,230.50	124,207.00	124,207.00	88,366.00	124,207.00	165,113.00	32.9%
08 CAPITAL EXPENDITURES							
62008585 585000 ADDTNL EQU	.00	140,000.00	140,000.00	122,156.00	140,000.00	.00	-100.0%
62008585 585451 METRINSTAL	.00	180,000.00	180,000.00	.00	270,000.00	180,000.00	.0%
62008588 588411 CALIF RD S	.00	.00	.00	.00	.00	185,000.00	.0%
62008588 588505 INFLOW/INF	67,579.57	100,000.00	100,000.00	121,058.81	132,420.43	100,000.00	.0%
62008588 588510 SEW ST REH	.00	30,000.00	30,000.00	.00	60,000.00	30,000.00	.0%
62008588 588541 GLEN ROAD	169,168.24	.00	.00	.00	13,431.76	.00	.0%
62008588 588542 W GROVE ST	10,000.00	.00	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	246,747.81	450,000.00	450,000.00	243,214.81	615,852.19	495,000.00	10.0%
09 OTHER FINANCING USES							
62009596 596111 WAGE-TWNMG	13,010.00	14,062.00	14,062.00	14,062.00	14,062.00	14,062.00	.0%
62009596 596112 EXP SUPP	3,029.00	.00	.00	.00	.00	.00	.0%
62009596 596121 WAGE-ACTING	8,642.00	9,517.00	9,517.00	9,517.00	9,517.00	9,517.00	.0%
62009596 596122 EXP ACTING	89.00	170.00	170.00	170.00	170.00	170.00	.0%
62009596 596131 WAGE-FINCE	28,333.00	30,249.00	30,249.00	30,249.00	30,249.00	30,249.00	.0%
62009596 596132 EXEFINANCE	5,629.00	20,440.00	20,440.00	20,440.00	20,440.00	20,440.00	.0%
62009596 596141 WAGE HR	3,831.00	4,628.00	4,628.00	4,628.00	4,628.00	4,628.00	.0%
62009596 596142 EXP HR	3,061.00	2,137.00	2,137.00	2,137.00	2,137.00	2,137.00	.0%
62009596 596151 WAGE TECHN	24,849.00	29,998.00	29,998.00	29,998.00	29,998.00	29,998.00	.0%
62009596 596152 EXP TECH	25,536.00	28,715.00	28,715.00	28,715.00	28,715.00	28,715.00	.0%
62009596 596161 WAGEDPWADM	50,424.00	47,475.00	47,475.00	47,475.00	47,475.00	47,475.00	.0%
62009596 596171 WAGE ENGIN	61,892.00	60,065.00	60,065.00	60,065.00	60,065.00	60,065.00	.0%
62009596 596181 WAGE HGWY	2,419.00	2,419.00	2,419.00	2,419.00	2,419.00	2,419.00	.0%
62009596 596182 EXP HGWY	12,558.00	9,129.00	9,129.00	9,129.00	9,129.00	9,129.00	.0%
62009596 596300 XFER TO CA	75,000.00	.00	.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	318,302.00	259,004.00	259,004.00	259,004.00	259,004.00	259,004.00	.0%
TOTAL SEWER - OPERATIONS	4,722,730.24	5,255,261.00	5,255,261.00	4,033,671.86	5,438,613.19	5,412,723.00	3.0%

TOWN OF READING, MA

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TOWN OF READING
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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FOR PERIOD 13

PROJECTION: 20112 FY2011 Enterprise Funds

ACCOUNTS FOR: SEWER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM CHANGE	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
62002490 490900 BND PREMIU	.00	.00	.00	-3,000.00	.00	.00	.0%
62002490 499990 FREE CASH	-330,000.00	-100,000.00	-100,000.00	-100,000.00	-100,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-330,000.00	-100,000.00	-100,000.00	-103,000.00	-100,000.00	.00	-100.0%
09 OTHER FINANCING USES							
62009590 599910 DEBT COSTS	.00	.00	.00	3,000.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	.00	.00	.00	3,000.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	-330,000.00	-100,000.00	-100,000.00	-100,000.00	-100,000.00	.00	-100.0%
TOTAL SEWER	4,392,730.24	5,155,261.00	5,155,261.00	3,933,671.86	5,338,613.19	5,412,723.00	5.0%

Town of Reading, MA 4/6/2010 9:53		Approved FY-2010	Requested FY-2011	Projected FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	TOTAL FY11-20
Total EF Capital	Cash/Debt	990,000	1,046,000	1,262,000	1,092,500	781,000	550,000	865,000	515,000	1,090,000	1,142,000	932,000	9,275,500
Public Works - Water-CAPITAL	Debt	340,000	263,000	755,000	587,000	501,000	260,000	285,000	235,000	550,000	612,000	402,000	4,450,000
Water Distribution	Cash	340,000	263,000	390,000	550,000	276,000	240,000	285,000	235,000	550,000	612,000	382,000	3,763,000
Water Main Lining	Debt	Debt	Debt	Debt				200,000	200,000	200,000	200,000		800,000
Various Water Mains (\$2.471 mil)	Cash				350,000								350,000
WM - H St. Loop (Ivy St.)	Cash				276,000								276,000
WM - Causway Road Loop	Cash	150,000											150,000
WM - Belmont - Salem	Cash												
WM - Larch Lane	Cash					120,000							120,000
WM - Haverhill-Franklin-Batch (\$420k)	FY13				Debt								
WM - Haverhill-Franklin-Wild (\$1.865m)	FY13				Debt								
WM - Howard-Cly-Summer (\$1.012m)	FY14				Debt								
WM - South-West-Gleason (\$1.02m)	FY15				Debt								
Meter Replacement	Cash	180,000	180,000					85,000		250,000	250,000	250,000	930,000
Water System Hydraulic Model	Cash												85,000
Replace Tapping Machine	Cash	10,000											10,000
Storage Tank Inspection	Cash			350,000							12,000	12,000	350,000
Tank Maintenance - Auburn	Cash												200,000
Tank Maintenance - Bear Hill	Cash				200,000								200,000
Storage Tank (\$1.15mil.)	FY19												
Replace Bob Cat Loader	Cash		45,000										45,000
Pickup Truck #12 (1997-10yrs)	Cash												40,000
Replace Car #2	Cash								35,000				35,000
Replace Van #2	Cash												38,000
Replace Truck #6	Cash												120,000
Replace Truck #14	Cash						120,000						120,000
Replace Backhoe #420E	Cash									100,000			100,000
Replace Utility Truck #5	Cash										150,000		150,000
Water Supply	Cash											20,000	667,000
WTP design	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Join MWRA (partial-\$3.18mil)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Join MWRA (full-\$7.8mil)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Plant demo & chlorine trmt (\$800k debt)	-Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Plant demo & chlorine trmt (\$450k debt)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Wells Upgrade	Cash			50,000									50,000
Well Abandonment	Cash					225,000							225,000
Hydraulic Study - 2nd connection	Cash			150,000									150,000
Booster Station SCADA	Cash			165,000									165,000
SCADA Upgrade (every 5yrs)	Cash						20,000					20,000	40,000
Pickup Truck #3 (2003 - 10yrs)	Cash				37,000								37,000

Town of Reading, MA
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	Approved FY-2010	Requested FY-2011	Projected FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	TOTAL FY11-20
Public Works - Sewer CAPITAL	450,000	495,000	222,000	297,000	330,000	140,000	280,000	130,000	390,000	380,000	380,000	2,844,000
Inflow/Infiltration	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Seal Sewer Manholes	Cash	Cash	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	30,000
Sewer Station Rehabilitation	Cash	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Fairview/Sunnyside \$300k/4yr debt)	Debt	Debt	Debt									
California Road - Sewer Main	Cash	185,000										185,000
Meter Replacements	Cash	180,000		130,000					250,000	250,000	250,000	930,000
Backhoe 430D	Cash											130,000
Replace Jet/VAC #20 (split w/ Sirm Wlr)	Cash	140,000										
Replace Vehicles	Cash		82,000	37,000			150,000		45,000			314,000
Public Works - Storm Water CAPIT	200,000	285,000	285,000	208,500	150,000	150,000	300,000	150,000	150,000	150,000	150,000	1,981,500
System Mapping - Drainage	Cash											
General Drainage	Cash	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
Drainage Improvements (Project specific)	Cash	55,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	865,000
Saugus River Design	Cash											
Saugus River Improvement	Debt											
Aberjona River Design	Cash						150,000					150,000
Saugus River Improvement	Debt											
Sweeper: Elgin Pelican	Cash		135,000									135,000
Truck: Int. #15	Cash	173,000		58,500								173,000
TAKEUCHI Excavator (1985)	Cash											
Replace Jet/VAC #20 (split with Sewer)	Cash	140,000										140,000
Water	2,230,234	2,102,206	2,540,591	2,290,076	2,415,786	2,369,890	2,208,257	2,074,624	1,851,097	1,886,045	1,425,669	
Debt	1,890,234	1,839,206	1,785,591	1,703,076	1,914,786	2,109,890	1,923,257	1,839,624	1,301,097	1,274,045	1,023,669	
Capital	340,000	263,000	755,000	587,000	501,000	260,000	285,000	235,000	550,000	612,000	402,000	
Sewer	574,207	660,113	384,206	382,800	206,934	184,000	280,000	130,000	390,000	380,000	380,000	
Debt	124,207	165,113	162,206	85,800	76,934	44,000						
Capital	450,000	495,000	222,000	297,000	130,000	140,000	280,000	130,000	390,000	380,000	380,000	
Storm Water	200,000	288,000	285,000	208,500	480,000	487,000	934,000	758,000	1,095,000	1,054,700	1,014,400	
Debt					330,000	317,000	634,000	608,000	945,000	904,700	864,400	
Capital	200,000	288,000	285,000	208,500	150,000	150,000	300,000	150,000	150,000	150,000	150,000	
TOTAL	3,004,441	3,050,319	3,209,797	2,881,376	3,102,720	3,020,880	3,422,257	2,962,624	3,336,097	3,320,745	2,820,069	
Water	-6%	21%	21%	-10%	5%	-2%	-7%	-6%	-11%	2%	-24%	
Sewer	15%	-42%	-42%	0%	-46%	-11%	52%	-54%	200%	-3%	0%	
Storm Water	44%	-1%	-1%	-27%	130%	-3%	100%	-19%	44%	-4%	-4%	
Combined	2%	5%	5%	-10%	8%	-3%	13%	-13%	13%	0%	-15%	

Town of Reading FY - 2010 Budget

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New - Not Approved in Italics

Town of Reading FY - 2010 Budget

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	Debt Service FY - 2010	Debt Service FY - 2011	Projected Debt Service FY - 2012	Projected Debt Service FY - 2013	Projected Debt Service FY - 2014	Projected Debt Service FY - 2015	Projected Debt Service FY - 2016	Projected Debt Service FY - 2017	Projected Debt Service FY - 2018	Projected Debt Service FY - 2019	Projected Debt Service FY - 2020
Sewer Fund	\$ 124,207	\$ 165,113	\$ 162,206	\$ 85,800	\$ 76,934	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ -
MWRA Inflow & Infiltration Interest loan	41,800	85,800	85,800	85,800	76,934	44,000	0	0	0	0	0
Sunnyside/Fairview Sewer 07-11 Nov 01	82,407	79,313	76,406	0	0	0	0	0	0	0	0
Fin'l System (share) 75k 4yr	0	0	0	0	0	0	0	0	0	0	0
Repayment of Principal:	116,800	160,800	160,800	85,800	76,934	44,000	0	0	0	0	0
MWRA Inflow & Infiltration	32,934	32,934	32,934	32,934	32,934	32,934	0	0	0	0	0
MWRA Inflow & Infiltration	8,866	8,866	8,866	8,866	8,866	8,866	0	0	0	0	0
MWRA Inflow & Infiltration	44,000	44,000	44,000	44,000	44,000	44,000	0	0	0	0	0
Sunnyside/Fairview Sewer 07-11 Nov 01	75,000	75,000	75,000	75,000	75,000	75,000	0	0	0	0	0
Fin'l System (share) 75k 4yr											
Interest on Long Term Debt:	7,407	4,313	1,406	0	0	0	0	0	0	0	0
MWRA Inflow & Infiltration											
Sunnyside/Fairview Sewer 07-11 Nov 01	7,407	4,313	1,406								
Fin'l System (share) 75k 4yr											
Storm Water Fund	\$ -	\$ -	\$ -	\$ -	\$ 330,000	\$ 317,000	\$ 634,000	\$ 608,000	\$ 945,000	\$ 904,700	\$ 864,400
Saugus River Improvement(I) 2.0 mil 10yr	0	0	0	0	330,000	317,000	304,000	291,000	278,000	265,000	252,000
Saugus River Improvement(I) 2.0 mil 10yr	0	0	0	0	0	0	330,000	317,000	304,000	291,000	278,000
Aberjona River Improvement 2.2 mil 10yr	0	0	0	0	0	0	0	0	363,000	348,700	334,400
Repayment of Principal:	0	0	0	0	200,000	200,000	400,000	400,000	620,000	620,000	620,000
Saugus River Improvement(I) 2.0 mil 10yr					200,000	200,000	200,000	200,000	200,000	200,000	200,000
Saugus River Improvement(I) 2.0 mil 10yr					0	0	200,000	200,000	200,000	200,000	200,000
Aberjona River Improvement 2.2 mil 10yr					0	0	0	0	220,000	220,000	220,000
Interest on Long Term Debt:	0	0	0	0	130,000	117,000	234,000	208,000	325,000	284,700	244,400
Saugus River Improvement(I) 2.0 mil 10yr					130,000	117,000	104,000	91,000	78,000	65,000	52,000
Saugus River Improvement(I) 2.0 mil 10yr					0	0	130,000	117,000	104,000	91,000	78,000
Aberjona River Improvement 2.2 mil 10yr					0	0	0	0	143,000	128,700	114,400
Interest on Temporary Debt:											
Retirement of Debt (B.A.N.S.)											
TOTAL DEBT SERVICE	\$ 2,014,440	\$ 2,004,319	\$ 1,947,798	\$ 1,788,876	\$ 2,321,720	\$ 2,470,890	\$ 2,557,257	\$ 2,447,624	\$ 2,246,087	\$ 2,178,745	\$ 1,868,069
Source of Funding	%	%									
Water Fund	1,890,234	1,839,206	1,785,591	1,703,076	1,914,786	2,109,890	1,923,257	1,839,624	1,301,097	1,274,045	1,023,669
Sewer Fund	124,207	165,113	162,206	85,800	76,934	44,000	0	0	0	0	0
Storm Water Fund	0	0	0	0	330,000	317,000	634,000	608,000	945,000	904,700	864,400
General Fund (Form A)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Plan FY10 to FY20
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Schools - Equipment	-	-	50,000	120,000	150,000	200,000	200,000	-	-	-	-	720,000
Technology - Districtwide Infrastructure	-	-	50,000	100,000	150,000	200,000	200,000	-	-	-	-	700,000
Technology - Instructional Equipment	-	-	-	20,000	-	-	-	-	-	-	-	20,000
Vehicles	-	-	-	-	-	-	-	-	-	-	-	-
Buildings - Schools (Total)	30,000	20,000	114,000	125,000	121,000	399,000	486,000	258,000	725,000	765,000	651,000	3,664,000
Buildings - Schools (Energy)	-	-	54,000	66,000	12,000	-	42,000	128,000	-	15,000	51,000	368,000
Buildings - Schools (non Energy)	30,000	20,000	60,000	59,000	109,000	399,000	444,000	130,000	725,000	750,000	600,000	3,296,000
Energy (Performance Contracting)	-	-	-	-	-	-	-	-	-	-	-	-
Electrical Systems	-	-	-	12,000	12,000	-	-	-	-	-	-	-
HVAC/Energy Mgmt Systems	-	-	-	12,000	12,000	-	22,000	128,000	-	15,000	51,000	240,000
Windows & Doors	-	-	54,000	54,000	-	-	20,000	-	-	-	-	128,000
Generators	-	-	-	-	-	-	-	-	-	-	-	-
Technology Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
Water Heater	-	-	-	-	-	-	-	-	-	-	-	-
ADA Compliance	-	-	-	-	-	-	-	-	-	-	-	-
Ceilings	-	-	-	-	-	-	-	-	-	-	-	-
Classroom Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Compressors	-	-	-	-	-	-	-	-	-	-	-	-
Fire Alarms	-	-	60,000	-	-	-	-	-	-	-	-	60,000
Cafeteria Equip. & Furniture	-	-	-	-	-	-	-	-	-	-	-	-
Plumbing	-	-	-	-	-	-	-	-	-	-	-	-
Capet/Flooring	-	-	-	59,000	109,000	79,000	124,000	80,000	25,000	-	-	476,000
Roofing	-	-	-	-	-	320,000	320,000	-	700,000	750,000	600,000	2,690,000
Security System	30,000	20,000	-	-	-	-	-	-	-	-	-	20,000
Fire Suppression System	-	-	-	-	-	-	-	50,000	-	-	-	50,000
Other	-	-	-	-	-	-	-	-	-	-	-	-

Capital Plan FY10 to FY20
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43		FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP	
Buildings - Municipal		15,000	-	465,000	195,000	135,000	380,000	377,000	517,000	345,000	180,000	30,000	2,624,000	
Buildings - Municipal (Energy)		-	-	215,000	145,000	50,000	50,000	50,000	50,000	45,000	30,000	30,000	665,000	
Buildings - Municipal (non Ener		15,000	-	250,000	50,000	85,000	330,000	327,000	467,000	300,000	150,000	-	1,959,000	
Energy (Performance Contracting)					various items financed by DEBT for 15yrs									
Electrical Systems	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
HVAC/Energy Mgmt Systems	Mun	-	-	20,000	75,000	-	-	20,000	20,000	15,000	-	-	150,000	
Windows & Doors	Mun	-	-	110,000	70,000	50,000	50,000	30,000	30,000	30,000	30,000	30,000	430,000	
Generator	Mun	-	-	85,000	-	-	-	-	-	-	-	-	85,000	
Technology Infrastructure	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
Water Heater	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
ADA Compliance	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
Ceiling	Mun	-	-	30,000	-	-	-	-	-	-	-	-	30,000	
Furniture	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
Compressor	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Alarm	Mun	-	-	15,000	-	-	-	-	-	-	-	-	15,000	
Kitchen/Cafeteria	Mun	-	-	-	30,000	-	-	-	-	-	-	-	30,000	
Plumbing	Mun	-	-	-	-	-	-	-	-	-	-	-	-	
Capet/Flooring	Mun	-	-	20,000	20,000	35,000	30,000	-	-	-	-	-	105,000	
Roofing	Mun	-	-	65,000	-	-	-	327,000	467,000	300,000	150,000	-	1,309,000	
Security System	Mun	-	-	85,000	-	-	-	-	-	-	-	-	85,000	
Fire Suppression System	Mun	-	-	35,000	-	-	-	-	-	-	-	-	-	
Other	Mun	15,000	-	-	-	50,000	300,000	-	-	-	-	-	385,000	

Capital Plan FY10 to FY20
Balanced versus expected funding

	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Town of Reading, MA 4/5/2010 14:43												
Library												
Furnishings & Sheaving			20,000	120,000	20,000	20,000	-	-	-	-	-	180,000
Circulation System			20,000	20,000	20,000	20,000	-	-	-	-	-	80,000
				100,000								100,000
Public Safety - Fire	31,000	255,000	24,000	36,000	155,000	69,000	654,000	316,500	90,600	150,000	849,000	2,599,100
Pumper Eng #1(2010-\$25k; next FY30)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Pumper Eng #2(2007-\$410k; next FY25)	Debt	Debt	Debt	Debt	Debt	Debt	630,000	Debt	Debt	Debt	Debt	630,000
Pumper Eng #3(1995; est \$630k; FY16)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	804,000
Pumper Eng #4(2001; est \$804k; FY20)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Ladder Trk #1(2008; \$800k; next FY27)		230,000						275,000				230,000
Ambulance #1 (2000- 10 yrs)												275,000
Ambulance #2 (2006 - 10yrs)												25,000
Patient Care Reporting System		25,000						41,500				41,500
Passenger Car#1 (2005 - 10yrs)												-
Passenger Car#2 (1997 - 10yrs)												-
Pickup Truck #3 (2006 - 12yrs)	31,000			36,000					45,600			45,600
Pickup Truck #4 (1996 - 12yrs)												36,000
Alarm Truck (1994 - 16yrs)												69,000
ALS Defibrillator (2006 - 5yrs)												24,000
BLS-AED (2004 - 8yrs)			10,000									10,000
Rescue Tool(2006 - 12yrs)												14,000
Breathing Air Bottles												45,000
Thermal Imaging (2010 - 10yrs)												45,000
Fire Hose					25,000							25,000
Turnout Gear (2008 - 5yrs)					130,000							130,000
Public Safety - Police/Dispatch	311,000				35,000	211,000	10,000			150,000		291,000
Handguns & Associated Leather (Police)							10,000			35,000		10,000
Digital Fingerprint Scanner						16,000						16,000
Vehicle Video Integration					35,000							70,000
Radios (Police & Fire 1997 - 10yrs)	311,000											-
AEDs						20,000						20,000
Public Safety software (\$175k)						175,000						175,000

Capital Plan FY10 to FY20
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Public Works - Equipment	138,600	115,000	35,000	224,300	249,800	293,100	275,100	693,200	763,400	604,800	914,700	4,168,400
Large Trucks	97,000	115,000	-	-	60,000	115,000	64,000	280,000	198,000	72,000	276,000	1,180,000
Truck #4 - Sander (2001)								220,000				123,000
Truck #8 - 10 wheeler (2000)											136,000	220,000
Truck #9 - Sander (2004)		115,000										136,000
Truck #16 - Sander (1990)								60,000				115,000
Truck #18 - Sander (2006)						115,000	64,000				140,000	140,000
Truck #19 - Sander (1987)												
Truck #3 - Sander (1995)	97,000				60,000				75,000			135,000
Dump Truck C2 (1996)												60,000
Dump Truck C3 (1999)												115,000
Truck #10 (1996)												64,000
Dump truck #12 Parks (1997)										72,000		72,000
Dump truck #24 Parks (2000)												70,000
Pick-ups/Cars/Vans	41,600	-	35,000	-	35,000	81,000	113,700	78,800	48,700	130,000	185,000	807,200
Pickup Ford Utility #11 (1989)					35,000						45,000	80,000
Pickup Chevy #9 Parks (1986)			35,000								45,000	80,000
Pickup Ford Utility #C1 (1997)						46,000						46,000
Pickup Ford #2 Parks (1997)							46,000					46,000
Pickup Chevy Utility #1 (2008)										85,000		85,000
Pickup Ford Utility #4 (1997)	41,600					35,000					50,000	50,000
Pickup Ford Utility #7 (1997)												35,000
Pickup Ford Van (1995)												36,500
HV4 Ford Van (1995)								39,500				39,500
HV5 Ford Van COA (2003)									48,700			48,700
Survey #1 Ford Explorer (2000)								39,300				39,300
Car#2 Ford Sedan (2007)										45,000		45,000
Car#3 Ford Escape HYBRID (2008)												45,000
Cem. #4 Ford Sedan (1993)							31,200					31,200
Backhoes/Loaders/Heavy Equipment	-	-	-	-	105,000	-	32,400	-	200,000	96,000	180,000	613,400
Backhoe Loader (Cem.) (2008)										96,000		96,000
Loader JD #624G (2007)									200,000			200,000
Loader Cat #928F (1994)											180,000	180,000
Bobcat Loader 743 (1987)							32,400					32,400
CAT Bulldozer 951 (1971)					105,000							105,000
Specialty Equipment - Heavy Duty	-	-	-	168,700	-	-	-	255,000	217,000	135,000	111,000	866,700
Tractor Ford 445 (Parks)				48,700								48,700
Roller - Ferguson 46A (1988)									82,000			82,000
Screener (1994)									135,000			135,000

Capital Plan FY10 to FY20
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Pavement Leeboy Sprd (1998)	10							130,000				130,000
Sidewalk Snow Plow #3(2008)	10										111,000	111,000
Snow - Holder #1 C6000 (1995)	10			120,000								120,000
Snow - Holder #2 C9700 (1997)	10									135,000		135,000
Snow - Bombardier #1 (1993)	10							125,000				125,000
Specialty Equipment - Light Duty												395,200
HW Comp2 INT Compr (1996)	10						30,000	43,000	81,500	89,600	66,500	26,800
300L Lebot (Roller) (1998)	10					26,800		21,000				21,000
Eager Beaver Trailer (1985)	15				37,800						66,500	37,800
1CH Woodsman Chipper (2004)	10								39,500			66,500
1GV Leaf Vac (1999)	10									46,000		39,500
2CH Mobark (1989)	10									43,600		46,000
2GV Leaf Vac (2000)	10								42,000			43,600
SmithCo 60 Leaf Vac (1999)	10											42,000
Toro 48" LeafVac (1993)	10			20,000								20,000
FMC Truck Mount Sprayer 500gal							30,000	22,000				20,000
SmithCo 13-550 Infield (1994)	7											30,000
750 John Deere Farm Tractor	10											22,000
Lawnmowers												353,900
Mower (Cem.) SKAG 72" (1998)	4			15,600		70,300	35,000	36,400	18,200	82,200	96,200	17,500
Mower (Cem.) SKAG 61" (1999)	4						17,500	18,200				18,200
Mower (Parks) TORO Gang (1996)	8					70,300					96,200	166,500
Mower (Cem.) SKAG 52" (1995)	4			15,600					18,200			33,800
Mower (Parks) SKAG 52" (1998)	4						17,500					17,500
Mower - TORO Gang (2008)	6									82,200		82,200
912F#2 John Deere Mower (1989)	7							18,200				18,200
Engineering Equipment/Services												32,000
Survey Equipment/Plan Plotter												32,000
Fuel Management System												-
Fuel system replacement												-
Public Works - Parks & Cemete												4,912,900
Design - Maintenance Building \$60k												-
Construction Maintenance Building \$1mil/5yrs												-
Public Works - Grounds												310,000
Fence Replacement												110,000
Parking Lot Pavement												200,000

Capital Plan FY10 to FY20
Balanced versus expected funding

	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Town of Reading, MA 4/5/2010 14:43												
Public Works - Parks	45,000	45,000	45,000	45,000	728,000	285,000	150,600	525,000	665,600	1,413,700	700,000	4,602,900
Tennis Courts - Bancroft Ave. \$485k	Debt	Debt	Debt	Debt							150,000	150,000
Artificial Turf@Parker MS \$736k	Debt	Debt						250,000				250,000
Coolidge MS field upgrade (grass)	30,000	30,000	30,000	30,000	30,000	30,000	10,000	10,000	10,000	10,000	10,000	200,000
Reconstruct Playgrounds Program	Wash Park	Killiam	Josh Eaton	Sturges	Wood End up	Hunt Pk	BM Tot lot	Wood End dn	Mem Park	B Meadow	Barrows	-
Playground safety surface	15,000	15,000	15,000	15,000	15,000	25,000	15,000	15,000				115,000
Memorial Park \$650k grant in FY10												
Washington Park \$625k (also playground in FY10)					129,000				233,000		100,000	462,000
					tennis ct				backstop		paths	-
					124,000				& shift field			124,000
					basketball ct							-
Birch Meadow Complex = \$2.116 mil (also playgrounds in FY16&FY19)						230,000		110,000	150,000	1,100,000	38,000	1,628,000
						BB courts		Mtfn bkstop	softball light	fields & paths	st. backstop	-
						Multi-Purp cts		dugouts	20,000		38,000	58,000
								bleachers	batting cage		lot backstop	430,000
Playground \$430k (Imagination Station)					430,000				124,500			219,500
Barrows \$298k (also playground in FY09)							95,000		tennis ct			-
							backstop		78,100			78,100
							& infield		basketball ct			-
Killiam \$30.6k (also playground in FY11)							30,600					30,600
							backstop					-
Joshua Eaton \$179k (also playground in FY12)								140,000			39,000	179,000
								backstop			backstop	-
								& infield				-
Symonds Way \$50k (also playground in FY12)									50,000			50,000
								backstop				-
Hunt Park \$125k (also playground in FY15)										125,000		125,000
										backstop		-
Sturges Park \$178.7k (also playground in FY13)										63,800		63,800
										tennis ct		-
										80,000		80,000
										basketball ct		-
										34,900		34,900
										backstop		-
Wood End \$325k											325,000	325,000
											field	-

Capital Plan FY10 to FY20
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Over-ride local share (previous schedule)	347,270	355,952	364,851	373,972	383,321	392,904	402,727	412,795	423,115	433,693	444,535	3,987,863
	+25k/yr ==>							+50k/yr ==>				
Over-ride local share (new schedule)	400,000	425,000	450,000	475,000	500,000	525,000	550,000	600,000	650,000	700,000	750,000	5,625,000
Public Works - Roads												
Sidewalk/Curb/Ped. SA	435,000	558,000	475,000	500,000	525,000	550,000	575,000	650,000	700,000	750,000	800,000	6,083,000
Street Signs	25,000	40,000	25,000	25,000	25,000	25,000	25,000	50,000	50,000	50,000	50,000	365,000
Downtown Improve (\$650k 10yr bond)	10,000	10,000										10,000
Reconstruction: West Street	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	7,500,000
Skim Coating & Crack Seal Patch	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Various Streets/local fund	350,000	375,000	245,000	185,000	210,000	475,000	500,000	550,000	600,000	650,000	700,000	4,490,000
Repair Killiam parking lot		83,000										83,000
West Street design (\$155k)			155,000	240,000	240,000							155,000
Various Streets/Ch. 90 fund or grants	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,500,000
Total Cost	885,000	1,008,000	8,425,000	950,000	975,000	1,000,000	1,025,000	1,100,000	1,150,000	1,200,000	1,250,000	18,083,000
Chapter 90 or Grants	450,000	450,000	7,950,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	12,000,000
General Fund Cost	435,000	558,000	475,000	500,000	525,000	550,000	575,000	650,000	700,000	750,000	800,000	6,083,000

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM	Budget FY - 2010 \$	Request FY - 2011 \$	Projected FY - 2012 \$	Projected FY - 2013 \$	Projected FY - 2014 \$	Projected FY - 2015 \$	Projected FY - 2016 \$	Projected FY - 2017 \$	Projected FY - 2018 \$	Projected FY - 2019 \$	Projected FY - 2020 \$	Projected FY - 2021 \$
Debt Service Schedule												
Overview												
General Fund:	5,765,150	6,158,003	6,035,884	5,778,388	5,137,020	5,037,750	4,829,827	4,722,829	4,415,294	4,066,043	4,017,035	3,948,045
Principal	3,720,000	4,165,000	4,185,000	4,010,000	3,510,000	3,550,000	3,500,000	3,555,000	3,395,000	3,180,000	3,265,000	3,350,000
Within Levy Limit	2,195,000	2,595,000	2,570,000	2,345,000	1,785,000	1,765,000	1,650,000	1,635,000	1,405,000	1,110,000	1,110,000	1,105,000
Debt Exclusion	1,525,000	1,570,000	1,615,000	1,665,000	1,725,000	1,785,000	1,850,000	1,920,000	1,990,000	2,070,000	2,155,000	2,245,000
Interest	2,045,150	1,993,003	1,850,884	1,768,388	1,627,020	1,487,750	1,329,827	1,167,829	1,020,294	886,043	752,035	598,045
Within Levy Limit	770,679	794,812	672,106	646,257	567,322	496,990	427,704	358,156	287,871	235,639	189,470	142,689
Debt Exclusion	1,274,471	1,228,191	1,178,778	1,122,131	1,059,698	990,761	902,123	809,673	732,423	650,404	562,565	455,356
Total Within Levy Limit:	2,965,679	3,359,812	3,242,106	2,991,257	2,352,322	2,261,990	2,077,704	1,993,156	1,692,871	1,345,639	1,299,470	1,247,689
Issued	2,965,679	3,359,812	3,242,106	2,726,257	2,100,322	2,022,990	1,851,704	1,780,156	1,692,871	1,345,639	1,299,470	1,247,689
Approved not issued	0	0	0	0	0	0	0	0	0	0	0	0
Not approved	0	0	0	265,000	252,000	239,000	226,000	213,000	0	0	0	0
Total Debt Exclusion:	2,799,471	2,798,191	2,793,778	2,787,131	2,784,698	2,775,761	2,752,123	2,729,673	2,722,423	2,720,404	2,717,565	2,700,356
Issued	2,799,471	2,798,191	2,793,778	2,787,131	2,784,698	2,775,761	2,752,123	2,729,673	2,722,423	2,720,404	2,717,565	2,700,356
MSBA Payments(est.)	1,140,081	1,160,908	1,184,050	1,207,191	1,234,961	1,262,731	1,292,815	1,325,213	1,357,611	1,394,637	1,433,978	1,475,632
Within Levy Limit	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036
Coolidge auctif Nov 08	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036
Debt Exclusion	678,045	698,872	722,014	745,155	772,925	800,695	830,779	863,177	895,575	932,601	971,942	1,013,596
RMHS(estimated PRIN - lump sum)	499,827	520,654	543,796	566,937	594,707	622,477	652,561	684,959	717,367	754,383	793,724	835,378
RMHS(estimated INT - lump sum)	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218
Net Included Debt	2,503,643	2,897,776	2,780,070	2,529,221	1,890,286	1,799,954	1,615,668	1,531,120	1,230,835	883,603	837,434	785,653
CHANGE FROM APRIL 2009	71,587	473,987	466,450	459,750	453,050							
Guaranteed Energy Savings		319,735	327,728	335,922	344,320							
Net New NID	71,587	154,252	138,722	123,828	108,730							
Net Excluded Debt	2,121,426	2,099,319	2,071,764	2,041,975	2,011,773	1,975,066	1,921,344	1,866,496	1,826,848	1,787,803	1,745,624	1,686,760
MSBA excluded payments		698,872	722,014	745,155	772,925	800,695	830,779	863,177	895,575	932,601	971,942	1,013,596

use free cash or reduce cash capital expenses (FY11->)

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget Projected Projected Projected Projected Projected
 4/5/10 2:49 PM FY - 2022 FY - 2023 FY - 2024 FY - 2025
 Debt Service Schedule \$ \$ \$ \$ \$

Overview

General Fund	Begin	End	3,414,358	3,373,794	3,344,600	336,188
Principal	2,975,000	3,075,000	3,185,000	330,000		
Within Levy Limit	635,000	635,000	635,000	330,000		
Debt Exclusion	2,340,000	2,440,000	2,550,000	0		
Interest	439,358	298,794	159,600	6,188		
Within Levy Limit	95,714	71,620	46,976	6,188		
Debt Exclusion	343,644	227,174	112,624	0		

Total Within Levy Limit:	730,714	706,620	681,976	336,188
Issued	730,714	706,620	681,976	336,188
Approved, not issued	0	0	0	0
Not approved	0	0	0	0
Total Debt Exclusion:	2,683,644	2,667,174	2,662,624	0
Issued	2,683,644	2,667,174	2,662,624	0

MSBA Payments(est.)	1,519,601	1,103,848	1,154,759	0
Within Levy Limit	462,036	0	0	0
Coolidge audit Nov 08	462,036			
Debt Exclusion	1,057,565	1,103,848	1,154,759	0
RMHS(estimated PRIN - lump sum)	879,347	925,630	976,541	
RMHS(estimated INT - lump sum)	178,218	178,218	178,218	

10,568,279
2,673,270

Net Included Debt	268,678	706,620	681,976	336,188
CHANGE FROM APRIL 2009				
Guaranteed Energy Savings				
Net New NID				

Net Excluded Debt	1,626,079	1,563,326	1,507,864	0
MSBA excluded payments	1,057,565	1,103,848	1,154,759	0

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview	Budget	Request	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected		
	FY - 2010	FY - 2011	FY - 2012	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	FY - 2027	FY - 2028	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FY10: 5,705,113 approved (need 60,037) less net premium \$2960.16																				
Principal + Interest	2,965,679	3,359,812	3,242,106	2,991,257	2,352,322	2,261,990	2,077,704	1,993,156	1,692,871	1,345,639	1,299,470	1,247,689								
Within Levy Limit	2,965,679	3,359,812	3,242,106	2,726,257	2,100,322	2,022,990	1,851,704	1,780,156	1,692,871	1,345,639	1,299,470	1,247,689								
Issued	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not approved	0	0	0	265,000	252,000	239,000	226,000	213,000	0	0	0	0	0	0	0	0	0	0	0	0
premium(RMHS) 04-24 Mar 15	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595
Energy Improvements	71,588	473,988	466,450	459,750	453,050	446,350	439,231	431,275	420,388	408,663	398,194	382,388								
Barrows/Wd End(\$522k) 06-24 Apr 15	48,225	47,025	45,900	44,775	43,650	42,525	41,400	39,900	38,400	37,200	36,000	34,800								
Wood End	240,863	235,913	230,663	225,263	219,713	212,963	206,213	199,463	193,463	187,463	181,463	175,313								
Barrows 05-24	206,424	202,134	197,584	192,904	183,094	177,469	171,844	166,219	161,219	156,219	151,219	146,094								
Coolidge 02-21 Feb 15	755,188	735,000	711,250	687,500	663,750	640,000	616,250	587,500	564,000	540,500	517,000	493,500								
Parker@ 09-18 Jul 01	287,079	274,988	258,125	246,491	230,086	218,910	202,963	187,320	152,288	0	0	0	0	0	0	0	0	0	0	0
Joshua Eaton@ 09-14 Jul 01	69,956	53,203	41,830	25,839	15,229	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Birch Meadow@ 09-13 Jul 01	26,754	21,068	15,534	10,153	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parker Turf(\$375k) 07-12 Nov 01	85,219	82,125	79,219	76,406	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tennis Courts(\$485k) 08-13 Jul 01	110,218	102,244	99,346	96,449	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Downtown Impr(\$650k) 07-17 Nov 01	87,100	84,419	81,900	79,463	77,025	74,588	72,109	69,225	66,300	0	0	0	0	0	0	0	0	0	0	0
Police Station 02-12 Feb 01	462,213	440,000	420,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ladder truck(\$800k) 09-18 Jul 01	100,740	98,300	95,860	93,420	90,980	88,540	86,100	83,660	81,220	0	0	0	0	0	0	0	0	0	0	0
Pumper Eng#2(\$410k) 07-12 Nov 01	96,006	87,600	84,500	81,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Sys(\$1.1mil) 09-13 Feb 01	297,000	291,500	286,000	280,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pumper Eng#1(\$525k) 10-14 Feb 01	5,513	114,713	112,350	110,250	108,150	106,050	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cem. Garage(\$1m) 13-17 5yr	0	0	0	265,000	252,000	239,000	226,000	213,000	0	0	0	0	0	0	0	0	0	0	0	0
Debt Exclusion	2,799,471	2,798,191	2,793,778	2,787,131	2,784,698	2,775,761	2,752,123	2,729,673	2,722,423	2,720,404	2,717,565	2,700,356								
Barrows/Wd End(\$787k) 06-24 Apr 15	77,725	75,725	68,850	67,163	65,475	63,788	62,100	59,850	57,600	55,800	54,000	52,200								
RMHS 04-24 Mar 15	2,705,688	2,706,738	2,709,550	2,704,950	2,704,575	2,697,775	2,676,275	2,656,525	2,651,925	2,652,106	2,651,468	2,636,469								
Wood End 04-24 Apr 15	16,058	15,728	15,378	15,018	14,648	14,198	13,748	13,298	12,898	12,498	12,098	11,688								

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
4/5/10 2:49 PM	\$	\$	\$	\$
Debt Service Schedule Overview				
Principal + Interest				
Within Levy Limit	730,714	706,620	681,976	336,188
Issued	730,714	706,620	681,976	336,188
Approved not issued	0	0	0	0
Not approved	0	0	0	0
premium(RMHS)	15,595	15,595	15,595	0
Energy Improvements	371,456	360,113	348,356	336,188
Barrows/Wd End(\$522k)	33,600	32,400	31,200	0
Wood End	169,125	162,825	156,450	0
Barrows	140,938	135,688	130,375	0
Coolidge	0	0	0	0
Parker@	0	0	0	0
Joshua Eaton@	0	0	0	0
Birch Meadow@	0	0	0	0
Parker Turf (\$375k)	0	0	0	0
Tennis Courts (\$485k)	0	0	0	0
Downtown Impr(\$650k)	0	0	0	0
Police Station	0	0	0	0
Ladder truck (\$800k)	0	0	0	0
Pumper Eng#2(\$410k)	0	0	0	0
Financial Sys(\$1.1mil)	0	0	0	0
Pumper Eng#1(\$525k)	0	0	0	0
Cem. Garage (\$1m)	13-17	5yr	0	0
Debt Exclusion	2,683,644	2,667,174	2,662,624	0
Barrows/Wd End(\$787k)	50,400	48,600	46,800	0
RMHS	2,621,969	2,607,719	2,605,394	0
Wood End	11,275	10,855	10,430	0

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview	Budget FY - 2010 \$	Request	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
		FY - 2011	FY - 2012	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	FY - 2027
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FY10: 5,705,113 approved (need 60,037) less net premium \$2960.16																		
Principal																		
Within Levy Limit	2,195,000	2,595,000	2,570,000	2,345,000	1,785,000	1,650,000	1,635,000	1,405,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,105,000
Issued	2,195,000	2,595,000	2,570,000	2,145,000	1,585,000	1,450,000	1,435,000	1,405,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,105,000
Not approved	0	0	0	200,000	200,000	200,000	200,000	0	0	0	0	0	0	0	0	0	0	0
premium(RMHS) 04-24 Mar 15	0	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	330,000
Energy Improvements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Barrows/Wd End(\$522k) 06-24 Apr 15	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Wood End 05-24	130,000	130,000	130,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Barrows 05-24	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	475,000	470,000
Coolidge 02-21 Feb 15	235,000	230,000	220,000	215,000	205,000	200,000	190,000	180,000	150,000									
Parker@ 09-18 Jul 01	65,000	50,000	40,000	25,000	15,000													
Joshua Eaton@ 09-14 Jul 01	25,000	20,000	15,000	10,000														
Birch Meadow@ 09-13 Jul 01	75,000	75,000	75,000	75,000	75,000													
Parker Turf (\$375k) 07-12 Nov 01	100,000	95,000	95,000	95,000	95,000													
Tennis Courts (\$485k) 08-13 Jul 01	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Downtown Impr(\$650k) 07-17 Nov 01	405,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Police Station 02-12 Feb 01	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Ladder truck (\$800k) 09-18 Jul 01	85,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Pumper Eng#2(\$410k) 07-12 Nov 01	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
Financial Sys(\$1.1mil) 09-13 Feb 01	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Pumper Eng#1(\$525k) 10-14 Feb 01		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cem. Garage (\$1m) 13-17 5yr	1,525,000	1,570,000	1,615,000	1,665,000	1,725,000	1,785,000	1,850,000	1,920,000	1,990,000	2,070,000	2,155,000	2,245,000	2,340,000	2,435,000	2,530,000	2,625,000	2,720,000	2,815,000
Debt Exclusion																		
Barrows/Wd End(\$787k) 06-24 Apr 15	50,000	50,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
RMHS 04-24 Mar 15	1,465,000	1,510,000	1,560,000	1,610,000	1,670,000	1,730,000	1,795,000	1,865,000	1,935,000	2,015,000	2,100,000	2,190,000	2,280,000	2,370,000	2,460,000	2,550,000	2,640,000	2,730,000
Wood End 04-24 Apr 15	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
Debt Service Schedule	\$	\$	\$	\$
Overview				
Principal				
Within Levy Limit	635,000	635,000	635,000	330,000
issued	635,000	635,000	635,000	330,000
Not approved	0	0	0	0
premium(RMHS) 04-24 Mar 15				
Energy Improvements	330,000	330,000	330,000	330,000
Barrows/Wd End(\$522k) 06-24 Apr 15	30,000	30,000	30,000	
Wood End 05-24	150,000	150,000	150,000	
Barrows 05-24	125,000	125,000	125,000	
Coolidge 02-21 Feb 15				
Parker@ 09-18 Jul 01				
Joshua Eaton@ 09-14 Jul 01				
Birch Meadow@ 09-13 Jul 01				
Parker Turf (\$375k) 07-12 Nov 01				
Tennis Courts (\$485k) 08-13 Jul 01				
Downtown Impr(\$650k) 07-17 Nov 01				
Police Station 02-12 Feb 01				
Ladder truck (\$800k) 09-18 Jul 01				
Pumper Eng#2(\$410k) 07-12 Nov 01				
Financial Sys(\$1.1mil) 09-13 Feb 01				
Pumper Eng#1(\$525k) 10-14 Feb 01				
Cem. Garage (\$1m) 13-17 5yr				
Debt Exclusion	2,340,000	2,440,000	2,550,000	0
Barrows/Wd End(\$787k) 06-24 Apr 15	45,000	45,000	45,000	
RMHS 04-24 Mar 15	2,285,000	2,385,000	2,495,000	
Wood End 04-24 Apr 15	10,000	10,000	10,000	

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview	Budget	Request	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	FY - 2010	FY - 2011	FY - 2012	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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FY10: 5,705,113 approved (need 60,037) less net premium \$2960.16																
Interest																
Within Levy Limit	770,679	764,812	672,106	646,257	567,322	496,990	427,704	358,156	287,871	235,639	189,470	142,689				
Issued	770,679	764,812	672,106	581,257	515,322	457,990	401,704	345,156	287,871	235,639	189,470	142,689				
Approved not issued	0	0	0	65,000	52,000	39,000	26,000	13,000	0	0	0	0				
<i>Not approved</i>																
premium(RMHS) 04-24 Mar 15	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595				
Energy Improvements	71,588	138,988	131,450	124,750	118,050	111,350	104,231	96,275	85,388	73,663	63,194	52,388				
Barrows/Wd End(\$522k) 06-24 Apr 15	18,225	17,025	15,900	14,775	13,650	12,525	11,400	9,900	8,400	7,200	6,000	4,800				
Wood End 05-24	90,863	85,913	80,663	75,263	69,713	62,963	56,213	49,463	43,463	37,463	31,463	25,313				
Barrows 05-24	76,424	72,134	67,584	62,904	58,094	52,469	46,844	41,219	36,219	31,219	26,219	21,094				
Coolidge 02-21 Feb 15	280,188	260,000	236,250	212,500	188,750	165,000	141,250	117,500	94,000	70,500	47,000	23,500				
Parker@ 09-18 Jul 01	52,079	44,988	38,125	31,491	25,086	18,910	12,963	7,320	2,288							
Joshua Eaton@ 09-14 Jul 01	4,956	3,203	1,830	839	229											
Birch Meadow@ 09-13 Jul 01	1,754	1,068	534	153												
Parker Turf (\$375k) 07-12 Nov 01	10,219	7,125	4,219	1,406												
Tennis Courts (\$485k) 08-13 Jul 01	10,218	7,244	4,346	1,449												
Downtown Impr(\$650k) 07-17 Nov 01	22,100	19,419	16,900	14,463	12,025	9,588	7,109	4,225	1,300							
Police Station 02-12 Feb 01	57,213	40,000	20,000													
Ladder truck (\$800k) 09-18 Jul 01	20,740	18,300	15,860	13,420	10,980	8,540	6,100	3,660	1,220							
Pumper Eng#2(\$410k) 07-12 Nov 01	11,006	7,600	4,500	1,500												
Financial Sys(\$1.1mil) 09-13 Feb 01	22,000	16,500	11,000	5,500												
Pumper Eng#1(\$525k) 10-14 Feb 01	5,513	9,713	7,350	5,250	3,150	1,050										
Cerm. Garage (\$1m) 13-17 5yr				65,000	52,000	39,000	26,000	13,000								
Debt Exclusion	1,274,471	1,228,191	1,178,778	1,122,131	1,059,698	990,761	902,123	809,673	732,423	650,404	562,565	455,356				
Barrows/Wd End(\$787k) 06-24 Apr 15	27,725	25,725	23,850	22,163	20,475	18,788	17,100	14,850	12,600	10,800	9,000	7,200				
RMHS 04-24 Mar 15	1,240,688	1,196,738	1,149,550	1,094,950	1,034,575	967,775	881,275	791,525	716,925	637,106	551,468	446,469				
Wood End 04-24 Apr 15	6,058	5,728	5,378	5,018	4,648	4,198	3,748	3,298	2,898	2,498	2,098	1,688				

**Debt Service Schedule
FY09-FY25**

Town of Reading FY - 2010 Budget Projected Projected Projected Projected Projected
 4/5/10 2:49 PM FY - 2022 FY - 2023 FY - 2024 FY - 2025

Debt Service Schedule \$ \$ \$ \$ \$

Overview

Interest

Within Levy Limit	95,714	71,620	46,976	6,188
Issued	95,714	71,620	46,976	6,188
Approved not issued				
Not approved	0	0	0	0
premium(RMHS) 04-24 Mar 15	15,595	15,595	15,595	
Energy Improvements	41,456	30,113	18,356	6,188
Barrows/Wd End(\$522k) 06-24 Apr 15	3,600	2,400	1,200	
Wood End 05-24	19,125	12,825	6,450	
Barrows 05-24	15,938	10,688	5,375	
Coolidge 02-21 Feb 15				
Parker@ 09-18 Jul 01				
Joshua Eaton@ 09-14 Jul 01				
Birch Meadow@ 09-13 Jul 01				
Parker Turf (\$375k) 07-12 Nov 01				
Tennis Courts (\$485k) 08-13 Jul 01				
Downtown Impr(\$650k) 07-17 Nov 01				
Police Station 02-12 Feb 01				
Ladder truck (\$800k) 09-18 Jul 01				
Pumper Eng#2(\$410k) 07-12 Nov 01				
Financial Sys(\$1.1mil) 09-13 Feb 01				
Pumper Eng#1(\$525k) 10-14 Feb 01				
Cem. Garage (\$1m) 13-17 5yr				
Debt Exclusion	343,644	227,174	112,624	0
Barrows/Wd End(\$787k) 06-24 Apr 15	5,400	3,600	1,800	
RMHS 04-24 Mar 15	336,969	222,719	110,394	
Wood End 04-24 Apr 15	1,275	855	430	

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TOWN OF READING
FY 2010 TOWN SPECIAL REVENUE FUNDS AND
FY2010 TOWN GRANTS ACTIVITY

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FOR 2010 09

	ORIGINAL APPROP	TRANSFRS/ADJUSTMNTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
0010 FEDERAL GRANTS							
2060 CITIZEN CORP (FEMA)	270	.00	270.00	.00	.00	270.00	.0%
2090 FEDERAL HWY SAFETY GRANT	11,400	-1,400.00	10,000.00	2,958.22	.00	7,041.78	29.6%
2100 FGRT-SECURE SCHOOLS(COPS)	22,675	-2,057.08	20,617.51	20,617.51	.00	.00	100.0%
2110 FEDERAL GRANT - VESTS	99,987	320.00	100,307.00	44,460.86	4,300.00	397.50	.0%
2120 FED GRT RCASA	16,539	.00	16,539.00	1,713.37	.00	51,546.14	48.6%
2150 FGRT BARE MEADOW TRAIL	1,748	8,077.67	9,826.07	6,120.63	.00	14,825.63	10.4%
2220 FGRT FIRE OVERTIME REIMBUR						3,705.44	62.3%
TOTAL FEDERAL GRANTS	153,016	4,940.59	157,957.08	75,870.59	4,300.00	77,786.49	50.8%
0011 ARRA FEDERAL STIMULUS GRANTS							
2200 ARRAGRT SUMMER YTH EMLMNT	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	0	8,135.00	8,135.00	8,135.00	.00	.00	100.0%
3030 MAPC BIKE RACK GRANT	3,612	.00	3,612.00	3,309.50	.00	302.50	91.6%
3040 STATE GRANT S.A.F.E.	2,392	2,508.00	4,900.00	.00	.00	4,900.00	.0%
3080 MASS TECH COLL-WASTE TO EN	14,977	.00	14,976.59	.00	.00	14,976.59	.0%
3090 ELDER AFFAIRS GRANT	0	30,051.00	30,051.00	25,903.70	.00	4,147.30	86.2%
3130 LIBRARY - STATE GRANTS	0	64,289.32	64,289.32	64,289.32	.00	.00	100.0%
3131 LIBRARY - STATE AID	0	76,130.89	76,130.89	369.39	.00	75,761.50	.5%
3140 STATE GRANT - VESTS	398	.00	397.50	.00	.00	397.50	.0%
3160 CULTURAL COUNCIL	4,770	.00	4,770.00	.00	.00	4,770.00	.0%
3210 SGRT EXTENDED POLLINE HOUR	10,344	.00	10,344.00	.00	.00	10,344.00	.0%
3220 SETB PSAB OPERATIONS GRANT	49,684	.00	49,684.00	41,465.00	6,498.08	1,720.92	96.5%
TOTAL STATE GRANTS	86,176	181,114.21	267,290.30	143,471.91	6,498.08	117,320.31	56.1%
0030 REVOLVING FUNDS							

TOWN OF READING, MA

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TOWN OF READING
FY 2010 TOWN SPECIAL REVENUE FUNDS AND
FY2010 TOWN GRANTS ACTIVITY

FOR 2010 09	ORIGINAL APPROP	TRANSFERS/ADJUSTMNTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
0030 REVOLVING FUNDS							
4030 POLICE - SPECIAL DETAIL	-102,443	546,378.99	443,936.47	452,909.06	.00	-8,972.59	102.0%
4040 POLICE - DRUG ENFORCEMENT	27,564	.00	27,564.17	.00	.00	27,564.17	0%
4050 INS RESTITUTION UNDER \$20K	0	77,010.25	77,010.25	24,267.33	.00	52,742.92	31.5%
4060 DESIGN REVIEW FEES	503	1.59	504.24	.00	.00	504.24	0%
4080 SUNSET ROCK DEVELOPMENT	6,308	5,000.00	11,308.20	.00	.00	11,308.20	0%
TOTAL REVOLVING FUNDS	-58,068	628,390.83	560,323.33	477,176.39	.00	83,146.94	85.2%
0031 VOTED REVOLVING FUNDS							
4200 INSPECTION PERMIT REVOLVIN	126,122	915.00	127,036.80	121,657.36	.00	5,379.44	95.8%
4220 TRAIL MAINT MAPLEWOOD DONA	9,707	.00	9,707.00	1,663.08	.00	8,043.92	17.1%
4222 LIBRARY FINES REVOLVING FU	5,477	6,857.50	12,334.73	3,171.54	20.00	9,143.19	25.9%
4240 COMPOST BINS	529	.00	529.12	.00	521.00	8.12	98.5%
4250 PUBLIC HEALTH CLINICS	55,314	11,268.45	66,582.42	15,098.30	821.45	50,662.67	23.9%
TOTAL VOTED REVOLVING FUNDS	197,149	19,040.95	216,190.07	141,590.28	1,362.45	73,237.34	66.1%
0032 REVOLVING FUND - MAJOR							
4020 RECREATION - SELF SUPPORTI	209,002	322,225.79	531,228.11	478,789.08	4,524.00	47,915.03	91.0%
TOTAL REVOLVING FUND - MAJOR	209,002	322,225.79	531,228.11	478,789.08	4,524.00	47,915.03	91.0%
0039 SPECIAL REVENUE FUNDS-MAJOR							
3170 SGRT - TITLE V (SEPTIC)	10,858	444.00	11,301.67	2,330.20	.00	8,971.47	20.6%
TOTAL SPECIAL REVENUE FUNDS-MA	10,858	444.00	11,301.67	2,330.20	.00	8,971.47	20.6%
0040 RECEIPTS RESVD APPROPRIATION							
4090 ADAMS WAY PERFORMANCE DEPO	4,275	.00	4,275.00	.00	.00	4,275.00	0%
4110 WETLAND PROTECTION FEES	9,240	2,302.50	11,542.24	6,000.00	.00	5,542.24	52.0%
4610 SALE OF REAL ESTATE	1,704,286	5,919.07	1,710,205.47	325,000.00	.00	1,385,205.47	19.0%
4620 AFFORDABLE HOUSING FUND	362,921	1,316.10	364,236.86	.00	.00	364,236.86	0%

TOWN OF READING, MA

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TOWN OF READING
FY 2010 TOWN SPECIAL REVENUE FUNDS AND
FY2010 TOWN GRANTS ACTIVITY

FOR 2010 09

	ORIGINAL APPROP	TRANSFRS/ ADJUSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
4625 INSURANCE/RESTITUTION FUND	720,644	73,255.37	793,899.34	719,891.00	.00	74,008.34	90.7%
4630 WALKERS BROOK MITIGATION F	127,772	36,630.00	163,749.14	25,000.00	.00	71.68	.0%
4650 SALE OF CEMETARY LOTS	127,119	36,630.00	163,749.14	25,000.00	.00	138,749.14	15.3%
TOTAL RECEIPTS RESVD APPROPRIA	2,928,557	119,423.04	3,047,979.73	1,075,891.00	.00	1,972,088.73	35.3%
0050 GIFTS & DONATIONS							
4703 DONATION-SIGNS	2,861	1,870.00	4,730.90	.00	.00	4,730.90	.0%
4704 DONATIONS - CEMETERY	56	.00	56.00	.00	.00	56.00	.0%
4705 DONATIONS ELDER SERVICES	12,488	4,700.09	17,188.34	1,317.38	.00	15,870.96	7.7%
4706 MYSTIC VALLEY GRANT	1,866	1,947.75	3,813.55	.00	.00	3,813.55	.0%
4708 DONATIONS - S.A.F.E.	1,980	50.00	1,030.44	.00	.00	1,030.44	.0%
4709 FIRE DEPT DONATIONS	1,000	1,000.00	2,000.00	796.85	.00	1,203.15	39.8%
4711 DONATIONS - BENCHES	96	.00	96.00	.00	.00	96.00	.0%
4712 CITIES FOR CLIMATE CONTROL	158	.00	157.64	.00	.00	157.64	.0%
4713 DONATIONS - HISTORIC COMM	2,485	121.60	2,606.19	1,600.00	.00	1,006.19	61.4%
4714 HUMAN SERVICES DONATIONS	8,424	.00	8,423.87	1,588.02	.00	6,835.85	18.9%
4716 LIBRARY - DONATIONS	83,930	21,018.92	104,695.04	12,542.08	.00	92,152.96	12.0%
4718 BANCROFT TOT-LOT FUND	682	.00	929.76	.00	.00	929.76	.0%
4719 FRIENDS OF HUNT PARK	1,625	.00	682.00	60.98	.00	621.02	8.9%
4720 POLICE DONATIONS ACCOUNT	0	500.00	2,125.00	.00	.00	2,125.00	.0%
4727 MEDICAL FOUNDATION GRANT	0	7,365.74	7,365.74	4,902.98	133.88	2,328.88	68.4%
4728 COMMUNITY SVC DEPT DONATIO	0	1,895.00	1,895.00	1,595.00	.00	300.00	84.2%
4729 MEMORIAL PARK DONATIONS	0	582,596.00	582,596.00	.00	.00	582,596.00	.0%
TOTAL GIFTS & DONATIONS	117,326	623,065.10	740,391.47	24,403.29	133.88	715,854.30	3.3%
GRAND TOTAL	3,638,717	1,898,644.51	5,537,361.76	2,424,222.74	16,818.41	3,096,320.61	44.1%

** END OF REPORT - Generated by Gail LaPointe **

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TOWN OF READING, MA
TOWN OF READING
SCHOOL FY10 GRANTS AND
FY10 SPECIAL REVENUE FUND ACTIVITY

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FOR 2010 13

	ORIGINAL APPROP	TRANSFRS/ADJUSTMNTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
0010 FEDERAL GRANTS							
2510 TITLE I (#305)	92,203	.00	92,203.00	49,060.33	220.00	42,922.67	53.4%
2530 DRUG FREE (#331)	9,976	.00	9,976.00	2,264.32	.00	7,711.68	22.7%
2540 EARLY CHILDHOOD (#262)	16,854	.00	16,854.00	8,626.76	.00	8,227.24	51.2%
2560 U.S. HISTORY GRANT (84.115)	602,096	.00	602,096.32	580,726.99	.00	21,369.33	96.5%
2570 P.L.94-142 (#240)	911,974	.00	911,974.00	542,012.92	.00	369,961.08	59.4%
2580 PHYS ED (PEP) GRANT	9,235	.00	9,234.98	17,255.54	.00	43,561.46	36.1%
2590 TEACHER QUALITY (#140)	68,210	.00	68,210.00	1,657.00	.00	1,830.89	99.1%
2610 ED THROUGH TECH (#160)	1,657	.00	1,657.00	95,124.85	.00	904,869.64	9.5%
2620 FGRT SCHOOL READINESS	23,306	72,650.00	95,955.74	94,948.36	.00		
2690 TEACHING AMERICAN HISTORY	999,818	.00	999,818.00				
TOTAL FEDERAL GRANTS	2,735,329	72,650.00	2,807,979.04	1,399,255.05	7,613.00	1,401,110.99	50.1%
0011 ARRA FEDERAL STIMULUS GRANTS							
2640 FGRT ARRA IDEA STIMULUS FU	583,870	-10,939.00	572,931.00	420,296.22	3,700.79	148,933.99	74.0%
2650 FGRT ARRA IDEA EARLY CHILD	21,386	.00	21,385.60	9,331.75	.00	12,053.85	43.6%
TOTAL ARRA FEDERAL STIMULUS GR	605,256	-10,939.00	594,316.60	429,627.97	3,700.79	160,987.84	72.9%
0020 STATE GRANTS							
3510 METCO (#317)	341,866	.00	341,866.00	196,197.91	.00	145,668.09	57.4%
3530 ACADEMIC SUPPORT (#632)	11,300	.00	11,300.00	3,914.51	.00	7,385.49	34.6%
3540 SGRT- CIRCUIT BREAKER	884,588	.00	884,588.00	196,330.67	5,134.52	683,122.81	22.8%
3550 EXPANDED LEARNING TIME GRA	.00	.00	.00	-285.36	.00	285.36	100.0%
TOTAL STATE GRANTS	1,237,754	.00	1,237,754.00	396,157.73	5,134.52	836,461.75	32.4%
0030 REVOLVING FUNDS							
4325 GUIDANCE REVOLVING FUND	0	30,907.07	30,907.07	970.00	1,112.00	28,825.07	6.7%
4330 SCHOOL TRANSPORTATION	684	52,617.00	53,301.00	52,946.00	.00	355.00	99.3%
4350 DRAMA ACTIVITIES HIGHSCHOO	59,372	62,856.57	122,228.17	44,416.87	4,685.00	73,126.30	40.2%

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TOWN OF READING, MA

TOWN OF READING
SCHOOL FY10 GRANTS AND
FY10 SPECIAL REVENUE FUND ACTIVITY

PG 2
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FOR 2010 13

	ORIGINAL APPROP	TRANSFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
4360 DRAMA ACTIVITIES (PARKER)	9,012	15,494.50	24,506.76	10,058.62	.00	14,448.14	41.0%
4370 PARKER AFTER SCHOOL ACTIVI	8,465	9,412.45	17,877.40	13,339.36	29.00	4,509.04	74.8%
4380 DRAMA ACTIVITIES COOLIDGE	19,454	25,144.91	44,598.54	18,025.38	1,004.00	25,569.16	42.7%
4400 SUMMER SCHOOL PROGRAM	48,052	13,654.07	61,705.70	16,515.64	.00	45,190.06	26.8%
4410 RISE PRESCHOOL PROGRAM	269,254	89,119.90	358,373.98	5,392.21	562.72	352,419.05	1.7%
4420 USE OF SCHOOL PROPERTY	160,383	123,245.06	283,628.08	112,711.11	1,211.06	169,705.91	40.2%
4430 TUITION (SPED PROGRAM)	306,474	107,768.18	414,242.19	31,901.52	.00	382,340.67	7.7%
4440 ALL-DAY KINDERGARTEN PROGR	449,583	372,166.50	821,749.97	6,499.54	.00	815,250.43	.8%
4450 LOST BOOKS	6,298	710.00	7,008.34	12.86	11.46	6,984.02	.3%
TOTAL REVOLVING FUNDS	1,337,031	903,096.21	2,240,127.20	312,789.11	8,615.24	1,918,722.85	14.3%
0032 REVOLVING FUND - MAJOR	178,869	226,653.92	405,522.82	11,760.76	.00	393,762.06	2.9%
TOTAL REVOLVING FUND - MAJOR	178,869	226,653.92	405,522.82	11,760.76	.00	393,762.06	2.9%
0039 SPECIAL REVENUE FUNDS-MAJOR	84,816	847,473.47	932,289.40	787,983.33	287.54	144,018.53	84.6%
4310 SCHOOL LUNCH PROGRAM	26,942	70,918.60	97,860.79	63,918.79	.00	33,942.00	65.3%
4390 ADULT EDUCATION PROGRAM	111,758	918,392.07	1,030,150.19	851,902.12	287.54	177,960.53	82.7%
TOTAL SPECIAL REVENUE FUNDS-MA	84,816	847,473.47	932,289.40	787,983.33	287.54	144,018.53	84.6%
0050 GIFTS & DONATIONS	8,856	774.18	9,630.47	.00	.00	9,630.47	.0%
4751 JOSHUA EATON DONATION ACCO	0	.00	.00	.00	.00	.00	.0%
4752 HIGH SCHOOL DONATIONS	0	.00	.00	.00	.00	.00	.0%
4753 WOOD END PLAYGROUND-DONATI	3,520	830.28	830.28	630.28	2,939.30	200.00	75.9%
4754 DONATION - SCIENCE (ELEM)	6,957	.00	3,519.63	-2,250.00	.00	2,830.33	19.6%
4755 BURNS FOUNDATION (COOLIDGE	3,305	.00	6,957.28	1,103.00	.00	5,854.28	15.9%
4756 PARKER SCHL JUMP&GO BC/BS	-750	.00	3,304.95	46.37	.00	3,258.58	1.4%
4757 INTEL FOUNDATION (COOLIDGE	0	.00	-750.00	.00	.00	-750.00	.0%
4790 GIFT SCHOOL DISTRICT WIDE	0	.00	.00	297.14	.00	-297.14	100.0%
4791 BARROWS DONATION FUND	0	.00	.00	200.00	.00	-200.00	100.0%
4792 BIRCH DONATION FUND	0	.00	.00	2,501.01	804.72	-3,305.73	100.0%
4793 EATON DONATION FUND	0	.00	.00	835.00	215.31	-1,050.31	100.0%

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TOWN OF READING, MA

TOWN OF READING
SCHOOL FY10 GRANTS AND
FY10 SPECIAL REVENUE FUND ACTIVITY

PG 3
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FOR 2010 13

	ORIGINAL APPROP	TRANSFRS/ ADJUSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
4794 KILLAM DONATION FUND	0	.00	.00	260.00	659.67	-919.67	100.0%
4795 WOOD END DONATION FUND	698	624.92	1,322.62	824.92	749.76	-252.06	119.1%
4797 PARKER DONATION FUND	0	.00	.00	100.78	39.35	-140.13	100.0%
4798 HIGH SCHOOL DONATION FUND	0	.00	.00	828.14	7,736.96	-8,565.10	100.0%
4799 SPECIAL ED GIFTS & DONATIO	0	.00	.00	3,765.00	.00	-3,765.00	100.0%
TOTAL GIFTS & DONATIONS	22,586	2,229.38	24,815.23	9,141.64	13,145.07	2,528.52	89.8%
GRAND TOTAL	6,228,583	2,112,082.58	8,340,665.08	3,410,634.38	38,496.16	4,891,534.54	41.4%

** END OF REPORT - Generated by Gail LaPointe **

Town of Reading, Massachusetts
Encumbrances

	Balance 01-Jul-09	Balance 31-Mar-10
	\$	\$
General government:		
Town Manager:		
Expenses	2,174	—
Board of Health		
Expenses	1,210	6
Finance:		
Expenses	7,825	4,779
Technology:		
Expenses	94,171	—
Elections & Registration:		
Expenses	1,861	—
Police:		
Expenses	16,409	—
Fire:		
Capital	2,630	—
Expenses	4,377	—
Dispatchers:		
Expenses	2,389	—
School department:		
Salaries	775,315	6,388
Expenses	—	—
DPW Engineering		
Capital	14,035	—
Highway and equipment		
Expenses	5,073	405
Capital	269,219	65
Waste Collection		
Expenses	6,588	—
Recreation:		
Capital	2,368	—
Parks and Forestry		
Expenses	2,500	1,262
General government totals	<u>1,208,144</u>	<u>12,905</u>
Enterprise funds:		
Water fund:		
Expenses	23,576	263
Capital	298,414	354,182
Sewer fund:		
Expenses	17,500	—
Capital	408,453	289,587
Storm Water fund:		
Expenses	609,478	599,683
Capital	<u>1,357,421</u>	<u>1,243,715</u>
Enterprise funds totals	<u>2,565,565</u>	<u>1,256,620</u>
Total		

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 BYLAWS
ARTICLE 2: TOWN MEETINGS

2.1 General

Section 2.1.1

The Annual Town Meeting shall be held on the third Tuesday preceding the second Monday in April of each year for the election of Town Officers and for other such matters as required by law to be determined by ballot. Notwithstanding the foregoing, in any year in which presidential electors are to be elected, the Board of Selectmen may schedule the commencement of the Annual Town Meeting for the same date designated as the date to hold the Presidential Primary.

Section 2.1.2

The polls for the Annual Town Meeting shall be opened at 7:00 a.m. and shall remain open until 8:00 p.m.

Section 2.1.3

All business of the Annual Town Meeting, except the election of such Town officers and the determination of such matters as 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 p.m. on the second 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.

Section 2.1.4

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.

Section 2.1.5

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 p.m. and then on the following Monday at 7:30 p.m. and on consecutive Mondays and Thursdays, unless a resolution to adjourn to another time is adopted by a majority vote of the Town Meeting Members present and voting.

Section 2.1.6

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.

Section 2.1.7

All Articles for the Annual Town Meeting shall be submitted to the Board of Selectmen not later than 8:00 p.m. on the fifth 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 p.m. on the fifth 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.

Section 2.1.8

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 Meetings

Section 2.2.1

In the conduct of all Town Meetings, the following rules shall be observed:

Rule 1: A majority of the 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 the 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 the Town Meeting as to its recommendations and reasons therefore.

Rule 5: Every person shall stand when speaking, 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 Meetings 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 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, 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 (1) to adjourn, (2) to lay on the table or pass over, (3) to postpone for a certain time, (4) to commit, (5) to amend, (6) to postpone indefinitely or (7) to fix a time for terminating debate and putting the question, and the afore-

said 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 be 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.

Section 2.2.2

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.

Section 2.2.3

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 the Town Meeting. If no report is made within a year after the appointment, the committee shall be discharged unless, in the meantime, the 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.

Section 2.2.4 Motion to Reconsider

2.2.4.1 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 votes 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 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 votes present.

2.2.4.3 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 (1) 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.

Section 2.2.5

The Selectmen shall, at each Annual Town Meeting, give to the Members information of the State of the Town.

Section 2.2.6

The 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. Chairman 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.

Section 2.2.7 **Removal of Town Meeting Members**

2.2.7.1 The Town Clerk shall mail, within thirty (30) days after the adjournment sine die of a Town Meeting, to every Town Meeting Member who has attended less than one half (1/2) of the 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 Town Meeting Members of each precinct shall consider at a precinct meeting to be conducted in accordance with Section 2.2.6 of these Bylaws and Section 2-6 of the Charter, preceding the consideration of the Article placed upon the Annual Town Meeting Warrant in accordance with Section 2-6 of the Charter, the names of Town Meeting Members in that precinct appearing on said Warrant Article and adopt recommendations to Town Meeting as to what action should be taken regarding each such Member. 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 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.

Section 2.2.8 **Meetings During Town Meeting**

No appointed or elected board, commission, committee 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, commission or committee 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, Commission or Committee 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, commission or committee which meets the requirements of Section 23B of Chapter 39 of the General Laws concerning emergency meetings may, upon meeting such requirements, conduct such a meeting or hearing at a time scheduled for a Town Meeting.



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:

- Article name and number
- Name of Town Board / Committee / Commission or Town Department
- Date the document was created
- Contact Information
- Approval of Town Clerk's Office

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

- Article name and number
- Contact information of person who created handout
- Date the document was created
- Approval of Town Clerk's Office

All handouts:

- Must contain facts only unless specifically stating "This is the opinion of ____"
- Should be on white paper only
- Should be double-sided copies if more than one page
- May be distributed only by giving adequate copies for all Town Meeting members (192) to the Town Clerk or designee by 6:30 PM on the night in which the subject article will be discussed
- All handouts not approved will be removed and recycled
- All handouts not distributed must be picked up at the end of each night or they will be recycled at the end of each night.

All PowerPoint Presentations:

- Must consult with the Town Clerk before the meeting
- Provide a copy before the meeting
- All presentations will be given using the Town of Reading laptop computer

March of 2010