



REPORT ON THE WARRANT

2022 APRIL TOWN MEETING

APRIL 25, 2022

Annual Town Meeting - April 2022

Monday, April 25th

Table of Contents

Article	Article Description	Sponsor	Page
1	Local Election		2
2	Reports	Select Board	3
3	Instructions	Select Board	3
4	Amend the Capital Improvement Program FY22 - FY32	Select Board	3
5	Amend the FY22 Budget	Finance Committee	5
6	Approve Payment of Prior Year's Bills	Select Board	7
7	Appropriate Funds into OPEB Irrevocable Trust	Select Board	7
8	Transfer Funds Received from 40R Districts into Smart Growth Stabilization Fund	Select Board	8
9	Approve Revolving Funds	Select Board	8
10	Approve Affordable Housing Trust Fund Allocation Plan	Select Board	10
11	Amend Section 6.5.2 of the General Bylaws	Select Board	12
12	Authorize Relocation of Drainage Easement at 104 Lilah Lane	Select Board	12
13	Authorize Acquisition of Easement at Gazebo Circle	Select Board	13
14	Authorize Acquisition of Easement at 369 Main Street	Select Board	14
15	Amend Zoning Bylaws - Outdoor Dining etc.	CPDC	15
16	Authorize Acquisition of Land by RMLD	Select Board	37
17	Authorize FY23 Chapter 90 Expenditures	Select Board	37
18	Adopt FY23 Budget	Finance Committee	37
19	Remove Town Meeting Members	Select Board	38
	FY23 Budget		
	Finance Committee FY23 Budget		41
	Town Manager's FY23 Budget Message		44
	Financial Update (Finance Committee Chair)		50
	State of the Town (Select Board Chair)		52
	Committee Report - Reading Center for Active Living (ReCalc)		54
	Committee Report - Permanent Building Committee		56
	Town Accountant's Recommended Revenues		62
	Town Accountant's Financial Forecast		64
	FY23 Spending Scorecard		67
	FY23 Shared Costs		69
	FY23 Town Budget - detail by department		78
	FY23 School Budget		129
	FY23 Enterprise Fund Budgets		191
	Appendix		
	General Fund FY23 Capital Plan		207
	General Fund FY23 Debt Schedule		214
	Table of Organization		221
	Town Meeting Handout Guidelines		222
	Conduct of Town Meeting		223

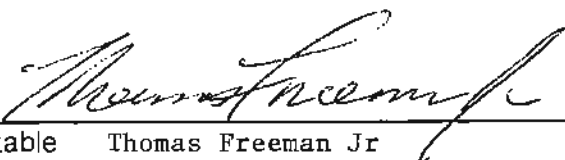
COMMONWEALTH OF MASSACHUSETTS

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

By virtue of this Warrant, I Thomas Freeman Jr, on March 3, 2022 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant, in the following public places within the Town of Reading:

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

The date of posting being not less than fourteen (14) days prior to April 5, 2022, the date set for Town Meeting in this Warrant.



Constable Thomas Freeman Jr

A true copy Attest:



Laura Gemme, Town Clerk

TOWN WARRANT



COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

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

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

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

TUESDAY, the FIFTH DAY OF APRIL, A.D., 2022
from 7:00 a.m. to 8:00 p.m. to act on the following Articles, viz:

ARTICLE 1 To elect by ballot the following Town Officers:

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

One hundred and ninety-two Town Meeting Members shall be elected to represent each of the following precincts:

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

Precinct 8 Eight members for three years; eight members for two years; and eight members for one year;

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

MONDAY, the TWENTY-FIFTH DAY of APRIL A.D., 2022

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

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

Select Board

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

- Financial Update (Finance Committee Chair)
- State of the Town (Select Board Chair)
- State of Town & School Buildings (Permanent Building Committee Chair)
- State of the Schools (School Committee Chair) (will be pre-recorded video)
- ad hoc Reading Center for Active Living Committee (ReCalc)

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

Select Board

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

ARTICLE 4 To see if the Town will vote to amend the FY 2022-32 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Select Board

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

The following changes are proposed to the FY2022 – FY2032 CIP (current year plus ten years):

General Fund

FY22: +\$145,000 net changes

+\$110,000 Parking kiosks (4)
+\$15,000 Remote Access multi factor authentication
+\$20,000 Internal segmentation firewall

FY23: +\$117,000

+\$12,000 RISE playground design (new)
+\$15,000 Town buildings doors & windows (new)
+\$5,000 for Ambulance & equipment
-\$100,000 Strout Ave improvements (objections at previous Town Meeting)
+\$185,000 DPW Snow Holder #1 (increased \$5k and moved up from FY26)

FY24: +\$25,000

+\$163,000 Arc Flash Hazard Study (new)
+\$120,000 RISE playground project (new)
+\$55,000 School Carpet/flooring (new)
+\$225,000 DPW Loader (new, to replace Sicard for snow)
-\$111,000 DPW Snow Prinoth (moved out to FY31)
+\$165,000 Blower unit for loader (new, in conjunction with Sicard replacement)
+\$200,000 DPW Truck #11 (moved up from FY26)
-\$200,000 DPW Truck #18 (move out to FY26)
+\$20,000 School doors & windows (new)
-\$12,000 Wood End ES water heater (done)
-\$250,000 Coolidge MS Roof design (moved to FY29)
-\$150,000 Birch Meadow ES Roof design (moved to FY29)
-\$200,000 Birch Meadow ES site improvements (moved out to FY25)

FY25+

Various other changes made

Enterprise Funds – Water

FY22: +\$400,000

\$400,000 water main repairs (focus on Walker's Brook)

FY23: +\$400,000

\$400,000 water main repairs (Emerson)

FY24+

Various changes made

Enterprise Funds – Sewer

FY22: \$150,000

\$150,000 Additional funding for Downtown Sewer main work

FY23: None

FY24+

Various changes made

Enterprise Funds – Storm Water

FY22: None

FY23: +\$300,000

\$300,000 Memorial Park drainage lining project

FY24+

Various changes made

Finance Committee Report: The Finance Committee recommends the proposed amendments to the FY 2022 – FY 2032 Capital Improvements Program by a vote of 6-0 at their meeting on March 15, 2022. Placing items in the Capital Improvement Program is a prerequisite first step but in itself does not authorize spending funds toward these items.

Bylaw Committee Report: No Report.

ARTICLE 5 To see if the Town will vote to amend the Town's Operating Budget for the Fiscal Year commencing July 1, 2021, as adopted under Article 16 of the Annual Town Meeting of April 26, 2021 and amended under Article 4 of the Special Town Meeting of October 18, 2021 and further amended under Article 4 of the Subsequent Town Meeting of November 8, 2021; and to see if the Town will vote to raise and appropriate, borrow or transfer from available funds, or otherwise provide a sum or sums of money to be added to the amounts appropriated under said Article, as amended, for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

Background:

General Fund – Wages and Expenses

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
B99 - Benefits	Health Insurance premiums -\$650,000 OPEB +\$250,000	\$400,000	
C99 - Capital	As described in Article 4		\$145,000
E99 – Regional Vocational Education	Essex North Voke -\$30,000	\$30,000	
F99 – Finance Committee Reserves	COVID Tests/Health Expenses - \$80,000 Ladder Truck - \$67,000		\$147,000

G91 – Administrative Services Wages	Town Manager overlap \$8,000 Town Manager termination pay \$17,000 OPS Buybacks \$17,000 Tech Buybacks \$7,000		\$49,000
G92 – Administrative Services expenses	Town Manager and Deputy Police Chief Screening processes \$21,000 Fiber network repairs \$6,000		\$27,000
H92 Public Services expenses	Housing Production Plan consulting services \$50,000 Town Owned Land Community Visioning process \$50,000		\$100,000
J91 – Public Safety Wages	Fire OT \$75,000 Fire Buybacks \$75,000		\$150,000
J92 – Public Safety Expenses	Public Health outsourced records \$25,000		\$25,000
K92 – Public Works Expenses	West/Woburn video detection processor \$15,000 Electrical Cabinet \$40,000		\$55,000
K-93 Snow & Ice	Estimate as of 3/10/22		\$200,000
	Subtotals	\$430,000	\$898,000
	Net Operating Expenses		\$468,000
	From Free Cash		\$468,000

Enterprise Funds

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
W99 Water EF	Water main project \$400,000 Fiber network repairs \$6,000 Water Rate Study \$13,000		\$419,000
S99 Sewer EF	Downtown Sewer project add'l funding \$150,000 Fiber network repairs \$6,000 Sewer Rate Study \$13,000		\$169,000
	Subtotals		\$588,000
	Net Operating Expenses		\$588,000
	From Water EF Reserves		\$419,000
	From Sewer EF Reserves		\$169,000

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

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

Select Board

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

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

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

Select Board

Background: Each year at Annual Town Meeting, we ask to transfer funds budgeted for OPEB from that line to the actual OPEB Trust in this Article. Sometimes due to budget surpluses in health insurance premiums we have increased the budgeted contribution figures; we are prepared but have not yet needed to ask to lower the budgeted contribution figures to cover health insurance premium deficits. Recent contributions to the Trust on behalf of the General Fund have been \$700,000 (FY20) and \$793,400 (FY21) – each higher than budgeted.

This year, Town Meeting is requested to make the annual transfers of funds previously budgeted and held for the OPEB Trust Fund. This practice is followed each year in case health insurance costs are higher than budgeted, and therefore may be needed to fund a deficit. In FY22, as demonstrated under Article 5, a surplus exists in that account, so as to allow the addition of \$250,000 to the budgeted annual OPEB transfer for a total of \$350,000 in the general fund. Original annual transfers designed to fully fund OPEB liabilities in the Enterprise Funds should continue: \$85,000 in the water fund, \$23,000 in the sewer fund and \$10,500 in the storm water fund. This Article will therefore move the total \$468,500 of all these OPEB contributions to the trust for Other Post Employment Benefit liabilities.

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

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

ARTICLE 8 To see if the Town will vote to transfer funds received from the Commonwealth of Massachusetts in payment for development within the Town's 40R Smart Growth Zoning Districts from Free Cash into the Smart Growth Stabilization Fund; or take any other action with respect thereto.

Select Board

Background: No Smart Growth revenue has been received to transfer, therefore, this Article is expected to be tabled.

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

ARTICLE 9 To see if the Town will vote to (1) establish the limit on the total amount that may be expended from each revolving fund established by Article 9 of the Town of Reading General Bylaw pursuant to Section 53E½ of Chapter 44 of the *Massachusetts General Laws* for the fiscal year beginning July 1, 2021; and (2) amend Section 6.5.2 of the General Bylaw, establishing the Inspection Revolving Fund, as shown below, with the additions being shown in bold and deletions being struck through:

6.5.2 Inspection Revolving Fund

Funds held in the Inspection Revolving Fund shall be used for legal costs, oversight and inspection, plan review, property appraisals and appeals, public services general management, pedestrian safety improvements, records archiving, and other costs related to building, plumbing, wiring, gas and other permits required for large construction projects and shall be expended by the Town Manager. Receipts credited to this fund shall include building, plumbing, wiring, gas and other permit fees for the Schoolhouse Commons, The Metropolitan at Reading Station, Postmark Square, 20-24 Gould Street, 467 Main Street, Oaktree, Addison-Wesley/Pearson, Johnson Woods, Eaton Lakeview (23-25 Lakeview Avenue and 128 Eaton Street), 258 Main Street, 267 Main Street, 531 Main Street, 25 Haven Street, ~~and 18-20 Woburn Street,~~ **6-16 Chute Street (Green Tomato), 25 Haven Street (Rite Aid) and 459 Main Street (128 Tire)** developments.

Or take any other action with respect thereto.

Select Board

Background:

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	\$25,000	Available for expenditure next year

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

- **Conservation Consulting Revolving Fund** - These funds are used to receive payments from applicants, hire expert consultants where required, and return the balance to the applicant. The balance in this Fund as of March 2022 is \$37,559.
- **Inspections Revolving Fund** – The balance available as of March 2022 in this fund is \$744,598 and of that total \$190,250 is proposed by the Town Manager as part of the FY23 budget {\$140,250 to support General Admin and Economic Development wages and expenses; and \$50,000 to offset Building Inspections division wages}.
- **Health Clinic Revolving Fund** - The Reading Health Division contracts for third party payments for a number of immunizations. The funds are used to augment the influenza

vaccine supply from the State Department of Public Health to insure vaccine for the homebound clients and first responders. The Division also uses these funds for materials for other screening clinics. Clinic client fees are also deposited into this fund to offset vaccine and clinical supply costs. The balance available as of March 2022 in this fund is \$30,706. The State has been cutting back on the free flu and other vaccines to be distributed to cities and towns, and the Town therefore needs to purchase extra doses. The necessary amounts used for clinic vaccine, supplies and staff salaries related to the clinics each year directly from the revolving fund is therefore approximately \$25,000.

- **Library Fines and Fees Fund** – The balance available as of March 2022 in this fund is \$11,982. The added flexibility in use of this fund approved by Annual Town Meeting two years ago has been helpful.
- **Mattera Cabin Operating Fund** – Some of the use of the Cabin is revenue generating, and this Article allows those revenues to be used directly for the operating expenses of the cabin. The balance available as of March 2022 in this fund is \$0. In response to a previous instructional motion by Town Meeting, the Town Manager moved the responsibility for both the Mattera Cabin and Cemetery garage to the Facilities department.
- **Town Forest Revolving Fund** was created in 2011. The purpose is to allow revenues from controlled timber harvesting and permit fees to then be spent by the DPW Director upon the recommendation of the Town Forest Committee, on improvements to the Town Forest. The Town Forest Committee has had a forest stewardship plan created (through a grant) to make recommendations on forest management including controlled timber harvesting. The balance available as of March 2022 in this fund is \$0.

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: Bylaw Committee to make a recommendation at Town Meeting.

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

Select Board

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

Chapter 140 of the Acts of 2001 authorized the Town of Reading to establish a separate fund known as the Affordable Housing Trust Fund (AHTF). The AHTF requires Town Meeting approval of an annual allocation plan submitted by the Select Board. AHTF expenditures require approval

by a majority vote of the full combined membership of the Select Board and the Reading Housing Authority. AHTF uses of funds include:

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

**Affordable Housing Trust Fund Allocation Plan
FY 2023**

Pursuant to Article 10 of the 2023 Annual Town Meeting, an Affordable Housing Trust Fund Allocation Plan for the Fiscal Year 2023 in accordance with the provisions of Chapter 140 of the Acts of 2001 is as follows:

Available Balance – <u>Unrestricted Funds</u> :	\$457,716
Available Balance – <u>Restricted Funds</u>	\$ 0

Unrestricted funds shall be used for the following purposes:

5% up to a maximum
of \$10,000

for administration of Affordable Housing

Remainder

for constructing affordable housing (including loan and grant programs); or for maintaining and improving affordability of existing housing stock; or for the purchase of existing housing stock to add it to or maintain it as a part of the existing affordable housing inventory

The purpose of the Affordable Housing Allocation Plan is to provide a framework for the Town to expend funds on affordable housing. The current AHTF balance of \$457,716 reflects revenue generated through the actions of the CPDC, as well as proceeds from the loss of an affordable unit. There are no Town tax generated funds in the AHTF. The only expenditure to date from the AHTF, in the amount of \$200,000, was to assist Oaktree development with financing affordable housing at 30 Haven Street.

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

ARTICLE 11 To see if the Town will vote to amend Section 6.5.2 of the General Bylaws by inserting a new revolving fund into the chart as follows:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Community Gardens at Mattera Cabin	Conservation Administrator	Rental and user fees	Utilities and all other maintenance and operating expenses, and project supplies and equipment	\$10,000	Available for expenditure next year

And to set the limit on the total amount that may be expended from the Community Gardens at Mattera Cabin revolving fund pursuant to Section 53E½ of Chapter 44 of the *Massachusetts General Laws* for the fiscal year beginning July 1, 2022; or take any other action with respect thereto.

Select Board

Background:

A State Earmark in the amount of \$10,000 was secured and Town staff collaborated with a volunteer group to establish a Community Garden at Mattera Cabin. The Community Garden has been approved by the Conservation Commission who has care and control of the Mattera Cabin property. This new revolving fund is proposed to provide a mechanism for the Conservation Commission to generate revenue (e.g., fees from the gardeners) and expend it on utilities, other maintenance as well as operating expenses, equipment, and supplies.

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

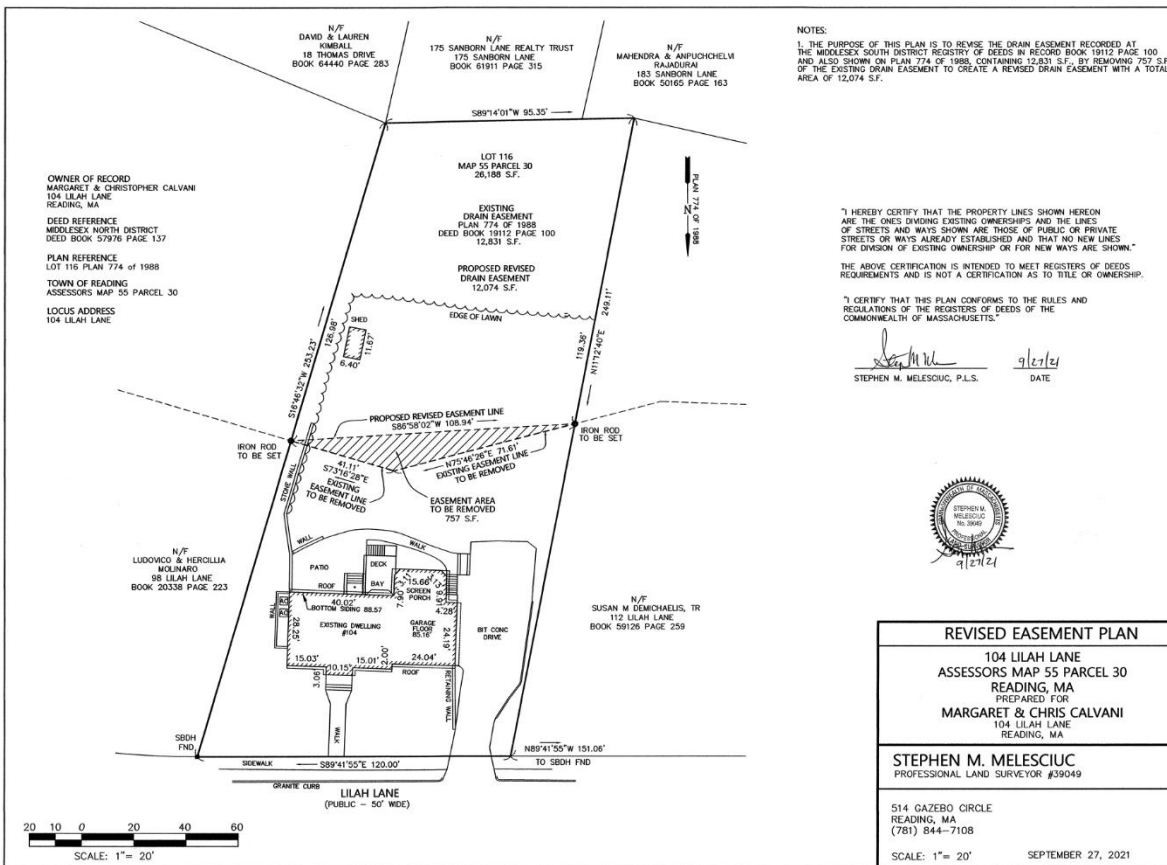
Bylaw Committee Report: Bylaw Committee to make a recommendation at Town Meeting.

ARTICLE 12 To see if the Town will vote to hear the report of the Director of Public Works that certain easements for drainage be abandoned and a new easement accepted, and authorize the Select Board to relocate a drainage easement at 104 Lilah Lane, Reading, Massachusetts by abandoning an existing drainage easement and accepting a new, equivalent drainage easement on the same property, and as further as "Existing Easement Line To Be Removed" and "Easement Area to be Removed 757 S.F." on a plan entitled "Revised Easement Plan 104 Lilah Lane Assessors Map 55 Parcel 30 Reading, MA, Prepared for Margaret & Chris Calvani 104 Lilah Lane, Reading MA," dated September 27, 2021, on file with the Town Clerk, or take any other action with respect thereto.

Select Board

Background:

The Town currently has title and interest in a drainage easement over the property located at 104 Lilah Lane, assessors Map 55, Parcel 30. The residents are proposing a new pool and patio that will protrude into the existing easement.



In order for the residents to construct the new pool as planned, they have requested the abandonment of a portion of the drainage easement.

The easement is occupied by an existing detention basin, and if approved, the resulting easement area is of sufficient size to enable the Town to provide proper stormwater storage, maintenance or repair of the detention basin. No additional utilities are proposed to occupy this easement in the future.

If approved the Town will release all right, title, and interest to approximately seven hundred and fifty-seven (757) square feet of the drain easement as depicted in the plan below.

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

ARTICLE 13 To see if the Town will vote to authorize the Select Board to acquire by purchase, gift, or eminent domain, on such terms and conditions as the Select Board shall determine, an easement over a portion of Gazebo Circle and abutting land held by the Summit Village Condominium Trust for the purpose of installing, maintaining, and operating a water connection and related utilities from 0 Bear Hill (Assessor's Parcel 8-58), to raise and appropriate or transfer from available funds a sum or sum of monies necessary for the acquisition, and to authorize the Select Board to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisition and other acts authorized herein; or take any other action with respect thereto.

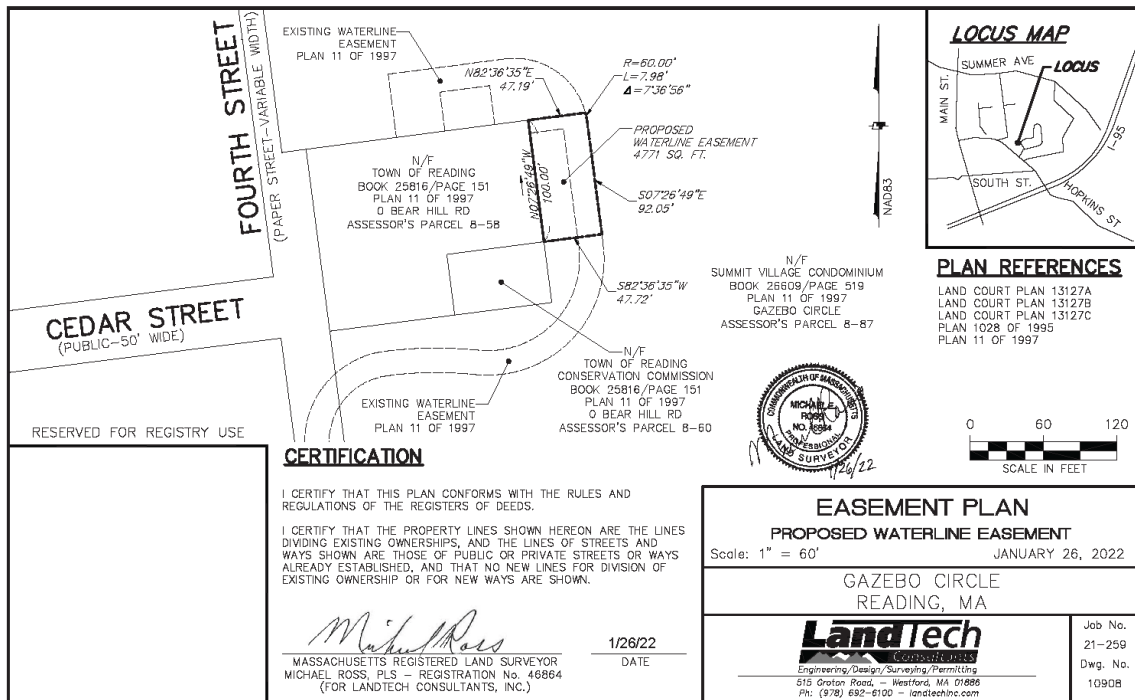
Select Board

Background: A Subsequent Town Meeting in November 2020 authorized the Town to borrow \$1,100,000 to construct a new water booster station on town owned land located at 160 Hopkins Street.

A Special Town Meeting in October 2021 authorized the Select Board to accept an access easement over a portion of Gazebo Circle adjacent to the town owned parcel at 160 Hopkins Street.

The purpose of this article is to authorize the Select Board to accept a water easement over a portion of Gazebo Circle adjacent to the existing Bear Hill water tank. The easement will allow the Town the rights to install and maintain a new water connection to the Town distribution system. This connection is hydraulically necessary as part of the previously approved water booster station.

The Board of Trustees of Summit Village will be gifting this easement to the Town.



Finance Committee Report: No Report.

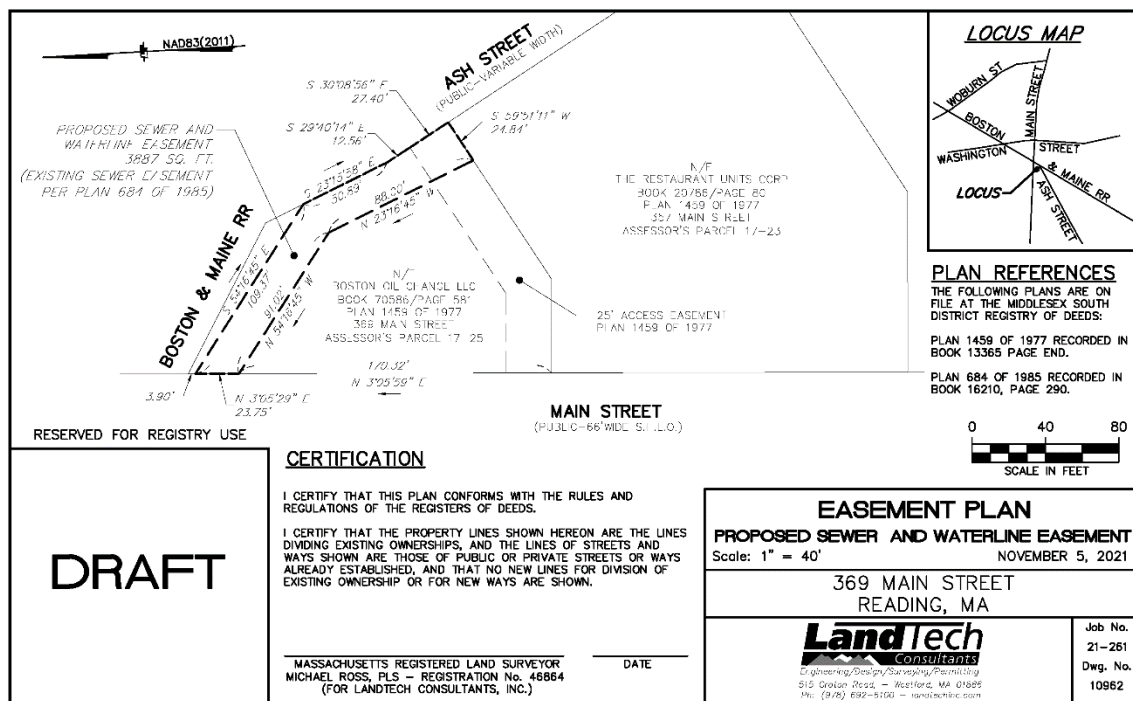
Bylaw Committee Report: No Report.

ARTICLE 14 To see if the Town will vote to authorize the Select Board to acquire by purchase, gift, or eminent domain, on such terms and conditions as the Select Board shall determine, an easement over a portion of 369 Main Street, Reading (Assessor's Parcel 17-25) for the purpose of installing, maintaining, and operating water utilities, to raise and appropriate or transfer from available funds a sum or sum of monies necessary for the acquisition, and to authorize the Select Board to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisition and other acts authorized herein; or take any other action with respect thereto.

Select Board

Background: A Subsequent Town Meeting in November 2020 authorized the Town to raise and appropriate and borrow \$4,300,000 to make improvements to the water distribution system in the downtown area.

The purpose of this article is to authorize the Select Board to accept a water easement over a portion of 369 Main Street, currently being operated by Jiffy Lube. The easement will allow the Town the rights to install and maintain a new water main which will connect Main Street to Ash Street. The easement will modify a pre-existing sewer easement to allow for water main access as well. This connection is hydraulically necessary and will eliminate a water main crossing under the railroad, this water main installation is part of the previously approved Downtown Water Main Improvements.



Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

ARTICLE 15 To see if the Town will vote to amend Section 10.5 of the Zoning Bylaw, Downtown Smart Growth District, with the additions being shown in bold and italics and deletions being struck through, as follows:

10.5 Downtown Smart Growth District (DSGD)

10.5.1 Purposes

The purposes of the Downtown Smart Growth District are:

- 1** To provide an opportunity for residential development and to especially encourage mixed-use development, including both new construction and renovation of existing buildings, within a

distinctive, attractive and livable environment that supports the commercial revitalization of Downtown Reading.

- 2 To promote continuing development and redevelopment in Downtown Reading that is pedestrian friendly and consistent with Reading history and architecture.
- 3 To ensure high quality site planning, architecture and landscape design that enhances the distinct visual character and identity of Downtown Reading and provides an environment with safety, convenience and amenity.
- 4 To provide for a diversified housing stock at a variety of costs within walking distance of services and public transportation, including affordable housing and other housing types that meet the needs of the Town's population.
- 5 To generate positive tax revenue for the Town, and to benefit from the financial incentives provided by Massachusetts General Law Chapter 40R, while providing the opportunity for new business growth and additional local jobs.
- 6 To encourage preservation and rehabilitation of historic structures and buildings.
- 7 To promote efficient use of land and existing parking supply and limit expansion within the district by encouraging shared parking.
- 8 To encourage adoption of energy efficient building practices and sustainable construction methods.
- 9 To ensure compliance with the Massachusetts Department of Environmental Protection storm water management policies and practices.
- 10 To ensure that the physical character of projects within the DSGD will be compatible with nearby buildings, particularly existing residential uses.**

10.5.2 Definitions

As used in this Article, the following terms shall have the meanings set forth below:

Accessory Building: A detached building the use of which is customarily incidental and subordinate to that of the principal building or buildings and which is located on the same lot. An Accessory Building shall not be used to house people, domestic animals or livestock, nor shall it be used as an independent commercial enterprise. An Accessory Building located within 10 feet of a principal building shall be subject to the dimensional requirements applicable to the principal building.

Affordable Homeownership Unit: A dwelling unit required to be sold to an Eligible Household per the requirements of this Section 10.4.

Affordable Housing Restriction: A deed restriction of an Affordable Unit meeting statutory requirements in Massachusetts General Law Chapter 184 Section 31 and the requirements of Section 10.5.10 of this Article.

Affordable Rental Unit: A dwelling unit required to be rented to an

Eligible Household per the requirements of Section 10.5.10.

Affordable Unit: The collective reference to Affordable Homeownership Units and Affordable Rental Units

Annual Update: A list of all approved and currently proposed Smart Growth Districts within the Town of Reading, to be filed on or before July 31st of each year with the Massachusetts Department of Housing and Community Development pursuant to Massachusetts General Law Chapter 40R and applicable regulations.

Applicant: A landowner or other petitioner who files a plan for a Development Project subject to the provisions of this Section 10.5.

Approving Authority (AA): The Community Planning and Development Commission (CPDC) of the Town of Reading acting as the authority designated to review projects and issue approvals under this Section 10.5.

AA Regulations: The administrative rules and regulations adopted by the AA pursuant to Section 10.5.11.

As-Of-Right Development: A Development Project allowable under this Section 10.5 without recourse to a special permit, variance, zoning amendment, or other form of zoning relief. A Development Project that is subject to the Plan Review requirement of this Section 10.5 shall be considered an As-of-right Development.

Consumer Services: A barber shop, dry cleaning or laundry establishment, photographer's shop or studio or similar business where service is provided directly on the premises.

Design Standards: The document entitled Downtown Smart Growth District Design Standards and Guidelines, **originally** dated October 2, 2009 and approved by the Massachusetts Department of Housing and Community Development on October 31, 2009, **most recently** amended **and approved by DHCD on March 3, 2020**, pursuant to Massachusetts General Law Chapter 40R Section 10 and applicable regulations. Said Design Standards shall be applicable to all Development Projects within the DSGD that are subject to Plan Review by the Approving Authority.

Development Project Or Project: A residential or mixed use development undertaken under this Section 10.5. A Development Project shall be identified as such on the Plan which is submitted to the Approving Authority for Plan Review.

District Edge: *The outermost edge of the Downtown Smart Growth District, where it is directly abutting another building lot and not bounded by a significant man-made (i.e. railroad, major street) or natural (i.e. river, wetland resource) feature.*

Dwelling Unit: A structure or a portion of a structure containing in a self-sufficient and exclusive manner facilities for sleeping, bathing, and cooking, including one full kitchen and full bathroom facilities as defined by the Massachusetts State Building Code.

Eligible Household: An individual or household whose annual income is below eighty percent (80%) of the area-wide median income as determined by the United States Department of Housing and Urban Development (HUD), adjusted for household size, with income computed using HUD's rules for attribution of income to assets.

Family: One (1) or more persons occupying a dwelling unit as a single house-keeping unit. Domestic employees may be housed on the premises without being counted as a family or families.

Floor Area Net: The actual occupied area of a building or buildings not including hallways, stairs, mechanical spaces and other non-habitable spaces, and not including thickness of exterior or interior walls.

Floor Area Gross: The sum of the gross areas of all floors of a building, measured from the exterior faces of the exterior walls or from the centerline of walls separating two buildings. Gross floor area does not include the following:

- 1 Basement space having at least one-half the floor-to-ceiling height below grade, rated as non-habitable by applicable building code.
- 2 Accessory parking (i.e., parking that is available on or off-site that is not part of the use's minimum parking standard).
- 3 Attic space having a floor-to-ceiling height less than seven feet, rated as non-habitable by applicable building code.
- 4 Exterior balconies.
- 5 Uncovered steps, landings, and ramps.
- 6 Inner courts open to the sky.

Household Income Median: The median income, adjusted for household size, as reported by the most recent information from, or calculated from regulations promulgated by, the United States Department of Housing and Urban Development (HUD).

Institutional Use: A non-profit or quasi-public use or institution, such as a church, library, public or private school, municipally owned or operated building, structure or land, used for public purpose.

Lot Coverage: *The portion of a lot, expressed as a percent of the total lot area, that is covered by principal and accessory buildings and structures.*

Mixed-Use Development Project: A Development Project containing a residential Principal Use and one or more Non-Residential, Secondary Uses as specified in Section 10.5.5.1, provided that, in newly constructed buildings, separate and

distinct building entrances are provided for residential and non-residential uses.

Monitoring Agent: An entity designated by the Reading Board of Selectmen, which may be the Reading Housing Authority or other qualified housing entity, with the power to monitor and to enforce compliance with the provisions of this Bylaw related to Affordable Units, including but not limited to computation of rental and sales prices; income eligibility of households applying for Affordable Units; administration of an approved housing marketing and resident selection plan; and recording and enforcement of an Affordable Housing Restriction for each Affordable Unit in the DSGD (See Section 10.5.10.6).

Multi-Family Residential: A building containing ~~four~~**three** or more residential dwelling units designed for occupancy by the same number of families as the number of dwelling units.

Non-Residential Use: Office, Retail, Restaurant, Service or Institutional Use, inclusive, or some combination of the same.

Office: A place for the regular performance of business transactions and services, generally intended for administrative, professional and clerical activities, including a medical or dental office or health clinic.

Open Space: Civic Space, Green Space, and/or Private Amenity Space as defined below:

Civic Space: Portions of a private lot or building that are dedicated to civic use including but not limited to: sidewalks, pathways, alleyways, seating areas, benches, places to gather, etc. which may include streetscape features, water features, decorative surface treatments (i.e., pavers, cobblestone, etc.) and public art, and which could include Green Space as defined below, if open to the public.

Green Space: Portions of a private lot or building including but not limited to: landscaping, plantings, natural features, parks, gardens, living walls, green roofs, trails, pathways, recreational uses, etc. whether connected to or visible from the sidewalk, accessible to the public, provided as private, or provided as a Private Amenity Space to building occupants.

Private Amenity Space: Green Space, balconies, terraces, courtyards, and other open-air spaces that are available as private amenities only to the residential or commercial tenants within the development.

Plan: A plan depicting a proposed Development Project for all or a portion of the Downtown Smart Growth District and which is submitted to the Approving Authority for its review and approval in accordance with the provisions of this Section 10.5.

Plan Approval: The Approving Authority's authorization for a proposed Development Project based on a finding of compliance with this Section 10.5 and Design Standards after the conduct of a Plan Review.

Plan Review: The review procedure established by this Article and administered by the Community Planning and Development Commission of the Town of Reading as the Approving Authority.

Restaurant: Any business establishment principally engaged in serving food, drink, or refreshments, whether prepared on or off the premises provided, however, that drive through windows are not allowed.

Residential Use: A building or part of a building containing Dwelling Units as defined herein above and parking that is accessory to the Dwelling Units.

Retail Use: Business establishments selling goods and/or services to customers on-site, generally for end use personal, business or household consumption. A reasonable amount of storage consistent with Massachusetts Building Codes of said goods shall also be assumed to be an incidental part of Retail Use.

Smart Growth District: An Overlay Zoning District adopted pursuant to Massachusetts General Law Chapter 40R, in accordance with the procedures for zoning adoption and amendment as set forth in Massachusetts General Law Chapter 40A and approved by the Department of Housing and Community Development pursuant to Massachusetts General Law Chapter 40R and applicable regulations.

Transitional Area: *A site proposed for development or redevelopment under Chapter 40R that meets any of the following criteria: (1) is located at the District Edge, (2) is directly abutting a lot containing a historic or cultural resource listed on the Town of Reading's Historical and Architectural Inventory, or (3) is directly abutting a lot containing a single-family, 2-family or 3-family dwelling, either within or outside of the District. Underlying Zoning:* The zoning requirements adopted pursuant to Massachusetts General Law Chapter 40A that are otherwise applicable to the geographic area in which the DSGD is located, as said requirements may be amended from time to time.

Unduly Unreasonably Restrictive-Impair: A provision of a Smart Growth District ~~40R Zoning~~ or a Design Standard that adds unreasonable costs or unreasonably ~~diminishes~~ ~~impairs~~ the economic feasibility of proposed Development Projects in a Smart Growth District.

Unrestricted Unit: A Dwelling Unit that is not restricted as to rent, price or eligibility of occupants.

Use Accessory: A use subordinate to the Principal Use on the same lot or in the same structure and serving a purpose customarily incidental to the Principal Use, and which does not, in effect, constitute conversion of the Principal Use of the lot, site or structure to a use not otherwise permitted in the Smart Growth District.

Use Principal: The main or primary purpose for which a structure, building, or lot is designed, arranged, licensed, or intended, or for which it may be used, occupied, or maintained under this Section 10.5.

Use Secondary: A use located on the same lot as a Principal Use but which is of equal or lesser scale, impact, and visibility than the Principal Use. A Secondary Use is not an Accessory Use, as it is largely independent from the Principal Use.

10.5.3 Scope and Authority

The Downtown Smart Growth District is established pursuant to the authority of Massachusetts General Law Chapter 40R and applicable regulations, and shall be deemed to overlay the parcels as shown on the Zoning Map of the Town of Reading, as amended. The Applicant shall have the option of applying for Plan Approval pursuant to the zoning controls set forth in this Article or complying with all applicable zoning controls set forth in the Zoning Bylaw of the Town of Reading for the underlying district(s) or for other overlay zoning that may be therein defined. Development Projects proceeding under this Article shall be governed solely by the provisions of this Article and shall be deemed exempt from the standards and/or procedures of the Underlying Zoning and other overlay provisions.

10.5.4 Establishment and Delineation of the DSGD

The Downtown Smart Growth District is an overlay district that is superimposed over the Underlying District. The boundaries are delineated as the "Downtown Smart Growth District" on the Official Zoning Map of the Town of Reading on file in the office of the Town Clerk, said map hereby made a part of the Reading Zoning Bylaw.

10.5.5 Allowed and Prohibited Uses

Any use not listed herein as an Allowed Use is deemed prohibited.

10.5.5.1 Allowed Uses

The following uses shall be permitted as-of-right in the DSGD upon Plan Approval pursuant to the provisions of this article:

- 1** Multi-family Residential
- 2** Office *
- 3** Retail *
- 4** Restaurant *
- 5** Institutional *
- 6** Consumer Service *

* Only as part of a Mixed-Use Development; see Section 10.5.7 below

In addition to the allowed uses listed above, the following uses are permitted as-of-right for Development Projects within the DSGD subject to the requirements of this Article.

7 Open Space

87 Parking accessory to any of the above permitted uses, including surface, garage-under, and structured parking

98 Accessory uses customarily incidental to any of the above permitted principal uses

10.5.5.2 Prohibited Uses

The following uses are prohibited in the DSGD:

- 1** Any use which regularly emits strong odors, or dust particles, or smoke, or poses danger, such as manufacture of acids, gases, fertilizers and glue, petroleum refining, reduction of animal matter, and manufacture of cement, gypsum, or explosives.
- 2** Any other use dangerous to persons within or outside the District by reason of emission of odor, fumes, gases, particulate matter, smoke, noise, vibration, glare, radiation, electrical interference, threat of fire or explosion, or any other reason.
- 3** Any use that degrades water quality, reduces groundwater recharge, or increases flooding are prohibited.

10.5.6 Dimensional and Other Requirements

Applications for Plan Approval shall be governed by this Section 10.5 and the Design Standards for the Downtown Smart Growth District.

Building Type	Mixed-Use with Commercial 1st Floor	Other Mixed-Use or Residential Only
Maximum Floor Area Ratio (FAR) (Gross Floor Area / Lot Size)	2.8	2.4
Minimum Lot Frontage	50 feet	
Maximum Lot Coverage	N/A	
Minimum Lot Area	6,000 SF N/A	
Number of Buildings per lot	N/A	
Maximum Building Frontage	300 feet	
Minimum Front Setback ¹	0 feet	
Maximum Front Setback ¹	10 feet	
Minimum Side / Rear Setback ² abutting a Residential Zone	15 feet	
Minimum Side / Rear Setback ² in DSGD or abutting Business-B	0 feet	
Total minimum setback from one or more lot lines (any combination of front, rear, or sides)	30 feet	
Interior Setback (between buildings on same lot)	15 feet	

¹ See 7.1.1 of the Design Standards for front façade setback requirements

² See 7.1.2 of the Design Standards for building step-back requirements

Setbacks: Where projects are within a Transitional Area (as defined in

this Bylaw and in the Design Guidelines), setbacks may be further increased by the AA to no greater than 30 feet upon a finding based on the project's massing, scale, or architectural design, that the project fails to be compatible with the character of nearby residential buildings.

Step-backs: Where projects are within a Transitional Area (as defined in this Bylaw and in the Design Guidelines), step-back requirements may be further increased by the AA to no greater than 25 feet upon a finding based on the project's massing, scale, or architectural design, that the project fails to be compatible with the character of nearby residential buildings.

10.5.6.1 Residential Density Allowances

The following residential densities shall be allowed on all lots and within all buildings within the DSGD pursuant to the requirements of this Section 10.5:

Multifamily Residential 20 Units per acre

- a** The Approving Authority may provide a waiver as specified in Section 10.5.12 to allow a density in excess of that stated above.
- b** The Approving Authority may provide a waiver as specified in Section 10.5.12 to promote the renovation or adaptive reuse of existing buildings.

10.5.6.2 Dimensional Standards and Requirements

The following building heights shall be allowed on all lots within the DSGD, pursuant to the requirements of this Section 10.5:

Multifamily Residential Buildings....33 Feet

Multifamily Residential Buildings with
45-Foot Commercial Uses on the Ground Floor....**45 Feet**

10.5.6.3 Contiguous Lots

In the DSGD, where two or more lots ***under common ownership*** are contiguous or are separated by a right-of-way, such lots may be considered as one lot for the purpose of calculating maximum lot coverage; parking requirements; minimum useable open space; and dwelling units per acre.

10.5.6.4 Age-Restricted Housing Units

An Applicant may propose a Residential or Mixed-Use Development Project in which all dwelling units are designed for or are accessible to the elderly or the handicapped under all applicable laws and regulations, provided that not less than twenty-five percent (25%) of the housing units in any such Development Project shall be Affordable Units. All such Development Projects shall be governed by the requirements of this Section 10.5 and the Design Standards.

10.5.7 Mixed-Use Development

Development Projects may include a portion not to exceed 50% of the total ~~Gross Floor Area~~ to be used for non-residential uses including Office, Retail, Restaurant, Service or Institutional Uses; provided that ~~Office or Institutional uses on the ground floor~~ may not utilize more than 33% of the total ~~commercial gross square footage~~ **Gross Floor Area** of that floor.

A minimum of 10% of the Development Project's total Gross Floor Area shall be dedicated to commercial use, the calculation for which may include any private outdoor space that is also dedicated to commercial use.

10.5.8 Off-Street Parking and Loading

10.5.8.1 Off-Street Parking

Retail stores, offices and consumer service establishments located within three hundred (300) feet of a public off-street parking facility shall be exempt from off-street parking requirements. In all other cases, off-street parking shall be provided to meet the following minimum requirements:

Retail or Restaurant.....	0 spaces
Office and Institutional.....	2 spaces per 1,000 square feet
Residential Units (<i>studio, 1 and 2 bedroom</i>).....	1.25 spaces per unit
Residential Units (<i>greater than 2 bedroom</i>).....	2 spaces per unit
Other Non-Residential, less than 2,000 square feet.....	0 spaces
Other Non-Residential, 2,000 square feet or more	1 space per
2,000-square feet leasable space in excess of 2,000 square feet.....	1 space per 2,000 square feet

As indicated above, off-street parking is not required for Other Non- Residential uses in the district unless such use exceeds 2,000 square feet of net floor area.

10.5.8.2 Off-Street Loading & Delivery

Front door and on-street deliveries are not allowed for non-residential establishments on Main and Haven Streets. Off-street loading spaces shall be provided to meet or exceed the following minimum requirements:

Restaurant	1 space per 2,000
square feet	
leasable space in excess of 2,000 square feet.....	1 space per
2,000 square feet	
Other allowed Secondary Use	1 space per
5,000-square feet leasable space in excess of 2,000 square feet.....	1 space per
5,000 square feet	

The Approving Authority may waive the loading space requirement if the Applicant provides a plan proving that the loading space is not needed or can be shared.

10.5.8.3

Location of Parking

Any surface parking lot shall, to the maximum extent feasible, be located at the side or rear of a building, relative to any public right-of-way, public open space, or pedestrian way. In no case shall surface parking for new construction be permitted within the required front yard setbacks.

10.5.8.4

Waiver of Parking Requirements

The Approving Authority may grant a Plan Approval making such modifications in the standards or prescribe safeguards and conditions as it shall warrant appropriate, provided that it finds that it is impractical to meet the standards and that such modifications are appropriate by reason of the proposed use and will not result in or worsen parking or traffic problems in the DSGD. The Approving Authority may impose conditions of use or occupancy appropriate to such modifications.

10.5.8.5

Shared Use of Required Parking

Shared use may be made of required parking spaces by intermittent use establishments, for example, churches, assembly halls or theaters, whose peak parking demand is only at night or on specific days of the week; by other uses whose peak demand is only during the day; or in public parking lots. At the time of application, a formal agreement shall be made in writing by the owners of the uses involved concerning the number of spaces involved, substantiation of the fact that such shared use is not overlapping or in conflict, and the duration of the agreement.

The applicant shall demonstrate that shared spaces will meet parking demands by using accepted methodologies (e.g., the Urban Land Institute Shared Parking Report, ITE Shared Parking Guidelines, or other industry established studies on shared parking).

10.5.8.6

Cooperative Establishment and Operation of Parking Areas

Required spaces for any number of uses may be provided in a combined lot or lots (public or private), provided that the number of spaces in the combined facility shall not be less than the sum of those required of the individual uses, with allowances made, upon formal designation, for night use or for separate and distinct working shifts, and provided also that such lot or lots shall be within 600 feet of the principal buildings served.

10.5.8.7

Visitor Parking

The Approving Authority may allow for additional visitor parking beyond the minimum required spaces per unit if deemed appropriate given the design, layout and density of the proposed Development Project.

10.5.8.8

Parking Design

Parking shall be designed and constructed to comply with all applicable disability access requirements including but not

limited to the Americans with Disabilities Act (ADA) and 521 CMR.

Parking spaces within a garage, podium or other structure shall be not less than eight (8) feet, six (6) inches in width, and seventeen (17) feet in length. CPDC may allow up to 25% of required parking spaces be provided as compact spaces at a dimension not less than eight (8) feet in width and sixteen (16) feet in length. Drive aisle width requirements shall comply with standards outlined in the most current edition of the "Transportation and Traffic Engineering Handbook" put forth by the Institute of Transportation Engineers, and will depend on the angle of the proposed parking and whether the aisle is one-way or two-way; rows of compact spaces may necessitate greater aisle widths to ensure turning movements can be made.

10.5.9 Open Space and Recreational Areas Design

The site design for Development Projects may include ~~common~~ Open Space and facilities. Where proposed, the plans and any necessary supporting documents submitted with an application for Plan Approval within the DSGD shall show the general location, size, character, and general area within which ~~common~~ Open Space or facilities will be located. The plans and documentation submitted to the Approving Authority shall include a description of proposed ownership and maintenance provisions of all ~~common~~ Open Space and facilities and, if requested by the Approving Authority, any necessary restrictions or easements designed to preserve the Open Space and recreational areas from future development ***and, when applicable, to ensure they are available for public use.***

Civic Space, if within a private lot or building, shall be demarcated in such a way (i.e., through signage, continuity of pavement markings, etc.) that the general public will know the space is for public use. When possible, Civic Space shall be provided at street level, shall be visible from the street, and shall relate to the streetscape in a manner that enlivens the area and encourages a community experience.

To the extent possible, Civic Space shall be planned as single contiguous areas and aligned with abutting Open Space areas. Buildings adjacent to usable Civic Space should generally be oriented to that space, with access to the building opening onto the Civic Space. The Approving Authority may require a project to provide public access to the Civic Space from one or more streets, ways, or publicly accessed trails. In addition, there shall be a clear arrangement in place regarding responsibility for ongoing maintenance and management of any Civic Space located within a private lot or building.

Upon consideration of the above information, the Approving Authority

may approve a waiver as provided for in Section 10.5.12 for a front setback to allow for common open space or facilities.

10.5.10 Affordable Housing

Affordable Units shall comply with the following requirements:

- 1** The monthly rent payment for an Affordable Rental Unit, including utilities and parking, shall not exceed thirty percent (30%) of the maximum monthly income permissible for an Eligible Household, assuming a Family size equal to the number of bedrooms in the unit plus one, except in the event of an Eligible Household with a Section 8 voucher in which case program rent limits shall apply.
- 2** For an Affordable Homeownership Unit the monthly housing payment, including mortgage principal and interest, private mortgage insurance, property taxes, condominium and/or homeowner's association fees, insurance, and parking, shall not exceed thirty percent (30%) of the maximum monthly income permissible for an Eligible Household, assuming a Family size equal to the number of bedrooms in the unit plus one.
- 3** Affordable Units required to be offered for rent or sale shall be rented or sold to and occupied only by Eligible Households.

10.5.10.1 Number of Affordable Units

Affordable units shall be provided in projects of more than ~~twelve~~ **eight (8±2)** units, as follows:

- Except as otherwise provided by this section, twenty percent (20%) of all dwelling units constructed in an ownership Development Project shall be Affordable Units.
- Except as otherwise provided by this section, twenty-five percent (25%) of all dwelling units constructed in a rental Development Project shall be Affordable Units.
- For Development Projects in which all of the dwelling units are limited to occupancy by elderly persons and/or by persons with disabilities, twenty- five percent (25%) of the dwelling units shall be Affordable Units, whether the dwelling units are Rental Units or Ownership Units.
- ***For projects consisting of fewer than twelve (12) units, upon request of the Applicant, the Approving Authority may waive the requirements of this section as provided in Section 10.5.12.***

10.5.10.2 Fractional Units

When the application of the percentages specified above results in a number that includes a fraction, the fraction shall **always** be rounded up to the next whole number. ~~if the fraction is 0.5 or more. If the result includes a fraction below 0.5, the fraction shall be rounded down to the next whole number.~~

10.5.10.3 Design and Construction

Affordable Units must be dispersed throughout a Development Project and be comparable in initial construction quality and exterior design to the Unrestricted Units. However, nothing in this Section is intended to limit a homebuyer's rights to

renovate a Dwelling Unit under applicable law. The Affordable Units must have access to all on-site amenities. Affordable Units shall be finished housing units. All Affordable Units must be constructed and occupied not later than concurrently with construction and occupancy of Unrestricted Units. In Development Projects that are constructed in phases, Affordable Units must be constructed and occupied in proportion to the number of units in each phase of the Development Project.

10.5.10.4 Unit Mix

The total number of bedrooms in the Affordable Units shall be at least proportionate to the total number of bedrooms in all units of the Project of which the Affordable Units is part.

10.5.10.5 Affordable Housing Restriction

Each Affordable Unit shall be subject to an Affordable Housing Restriction which is recorded with the County Registry of Deeds or Land Court Registry District of the County. All Affordable Housing Restrictions must include, at minimum, the following:

- a** A description of the Affordable Homeownership Unit, if any, by address and number of bedrooms; and a description of the overall quantity and number of bedrooms and number of bedroom types of Affordable Rental Units in a Development or portion of a Development which are rental. Such restriction shall apply individually to the specifically identified Affordable Homeownership Unit and shall apply to a percentage of rental units of a rental Development or the rental portion of a Development without specific unit identification.
- b** The term of the Affordable Housing Restriction which shall be in perpetuity or for the longest period customarily allowed by law but shall be no less than thirty (30) years.
- c** The name and address of the Monitoring Agent with a designation of its power to monitor and enforce the Affordable Housing Restriction.
- d** Reference to a housing marketing and resident selection plan, to which the Affordable Unit is subject, and which includes an affirmative fair housing marketing program, including public notice and a fair resident selection process. If approved by DHCD, the housing marketing and selection plan may provide for local preferences in resident selection. The plan shall designate the household size appropriate for a unit with respect to bedroom size and provide that preference for such unit shall be given to a household of the appropriate size.
- e** A requirement that buyers or tenants will be selected at the initial sale or initial rental and upon all subsequent sales and rentals from a list of Eligible Households compiled in accordance with the housing marketing and selection plan.
- f** Reference to the formula pursuant to which rent of a rental

unit or the maximum resale price of a homeownership unit will be set.

- g** A requirement that only an Eligible Household may reside in an Affordable Unit and that notice of any lease or sublease of any Affordable Unit shall be given to the Monitoring Agent.
- h** Provision for effective monitoring and enforcement of the terms and provisions of the Affordable Housing Restriction by the Monitoring Agent.
- i** Provision that the restriction on an Affordable Homeownership Unit shall run in favor of the Monitoring Agent and the Town of Reading, in a form approved by municipal counsel, and shall limit initial sale and re-sale to and occupancy by an Eligible Household.
- j** Provision that the owner(s) or manager(s) of Affordable Rental Unit(s) shall file an annual report to the Monitoring Agent, in a form specified by that agent certifying compliance with the provisions of this Section and containing such other information as may be reasonably requested in order to ensure affordability.
- k** Provision that the restriction on Affordable Rental Units in a rental Project or rental portion of a Project shall run with the rental Project or rental portion of a Project and shall run in favor of the Monitoring Agent and the Town of Reading, in a form approved by municipal counsel, and shall limit rental and occupancy to an Eligible Household.
- l** A requirement that residents in Affordable Units provide such information as the Monitoring Agent may reasonably request in order to ensure affordability.
- m** Designation of the priority of the Affordable Housing Restriction over other mortgages and restrictions.

10.5.10.6

Administration

The Monitoring Agent shall ensure the following (See Section 10.5.2 Definitions):

- a** Prices of Affordable Homeownership-Units are properly computed; rental amounts of Affordable Rental Units are properly computed.
- b** Income eligibility of households applying for Affordable Units is properly and reliably determined.
- c** The housing marketing and resident selection plan conforms to all requirements and is properly administered.
- d** Sales and rentals are made to Eligible Households chosen in accordance with the housing marketing and resident selection plan with appropriate unit size for each household being properly determined and proper preference being given.
- e** Affordable Housing Restrictions meeting the requirements of this Section are recorded with the Middlesex County Registry of Deeds or Land Court Registry District of Middlesex County. In the case where the Monitoring Agent cannot adequately carry out its administrative duties, upon certification of this fact by the Approving Authority or by

the Department of Housing and Community Development, the administrative duties shall devolve to and thereafter be administered by a qualified housing entity designated by the Reading Board of Selectmen.

10.5.10.7 Costs of Housing Marketing and Selection Plan

The housing marketing and selection plan shall make provision for payment by the owner of reasonable costs to the Monitoring Agent and the owner shall pay reasonable costs to the Monitoring Agent to develop, advertise, and maintain the list of Eligible Households and to monitor and enforce compliance with affordability requirements.

10.5.11 Plan Approval Procedures

The Approving Authority (AA) shall adopt and file with the Town Clerk Administrative Regulations relative to the application requirements and contents for Plan Review, subject to approval by the Massachusetts Department of Housing and Community Development. Plan approval procedures shall be as follows:

10.5.11.1 Pre-Application Requirements

Prior to the submittal of a Plan for Plan Approval, a "Concept Plan" may be submitted to help guide the development of the definitive submission for project build out. Such Concept Plan shall reflect the following:

- a** Overall building envelope areas
- b** Open space and natural resource areas
- c** General site improvements, drainage plans, groupings of buildings and proposed land uses
- d** Anticipated parking spaces and locations
- e** Site vehicular access

The Concept Plan is intended to be used as a tool for both the Applicant and the Approving Authority to ensure that the proposed Project design will be consistent with the Design Standards and other requirements of the DSGD.

10.5.11.2 Application Procedures

All Projects are subject to Plan Approval.

1 Submittal

An application for Plan Approval shall be submitted to the AA on the form provided by the Authority, along with the application fees set forth in the administrative regulations. The application shall be accompanied by such plans and other documents as required by the AA as well as any materials required to verify compliance with any of the provisions of this Section

10.5. All plans shall be prepared by certified architects or engineers as required by the Massachusetts Building Code. An application for Plan Approval shall be filed by the Applicant with the Town Clerk. A copy of the application, including the date of filing certified by the Town Clerk, as well as the required number of copies of the application,

shall be filed forthwith by the Applicant with the AA. Application submissions must include a hard copy as well as an electronic copy in PDF or CAD format. Said filing shall include any required forms provided by the AA. As part of any application for Plan Approval for a Development Project, the Applicant must submit the following documents to the AA and the Monitoring Agent:

- Evidence that the Development Project complies with the cost and eligibility requirements of Section 10.5.10;
- Development Project plans that demonstrate compliance with the design and construction standards of Section 10.5.10.3; and
- A form of Affordable Housing Restriction that satisfies the requirements of Section 10.5.10.5
- Review Fees: The Applicant shall be required to pay for reasonable consulting fees to provide peer review of the application for the benefit of the Approving Authority. Such fees shall be held by the Town of Reading in an interest-bearing escrow account, and shall be used only for expenses associated with the use of outside consultants employed by the Approving Authority in reviewing the Plan application. Any surplus funds remaining after the completion of such review, including any interest accrued, shall be returned to the Applicant forthwith;

2 Circulation to Other Boards

Upon receipt of the application, the AA shall immediately provide a copy of the application materials to all relevant municipal Boards, Departments, Commissions, Officials as determined by the AA and, if the project is subject to Affordability requirements, the Monitoring Agent. These entities shall provide any written comments within 60 days of receipt of the plan and application.

3 Public Hearing

The Approving Authority shall hold a public hearing and review all applications according to the procedure specified in Massachusetts General Law Chapter 40A Section 11

4 Criteria for Plan Approval

The Approving Authority shall approve the Development Project upon the following findings:

- The Applicant has submitted the required fees and information as set forth in applicable Regulations; and
- The proposed Development Project as described in the application meets all of the requirements and standards set forth in this Section 10.5, applicable Design Standards and the AA regulations, or a waiver has been granted there from; and
- Any extraordinary adverse potential impacts of the Project on nearby properties have been adequately mitigated.
- For a Project subject to Affordability requirements, compliance with Condition b. above shall include written confirmation by the Monitoring Agent that all

Affordability requirements have been satisfied.

5 Criteria for Plan Denial

A Plan Approval application may be disapproved only where the Approving Authority finds that:

- The applicant has not submitted the required fees and information as set forth in the regulations; or
- The Project as described in the application does not meet all the requirements and standards set forth in this Section 10.5, applicable Design Standards and the AA Regulations, or that a required waiver there from has not been granted; or
- It is not possible to adequately mitigate ~~significant~~ **extraordinary adverse** project impacts on nearby properties by means of suitable conditions, **including but not limited to AA's finding that in massing, scale, size, or architectural design, a project fails to be compatible with the character of nearby residential or other buildings.**

6 Time Limit

The decision of the AA shall be made, and written notice of the decision filed with the Town Clerk within 120 days of receipt of the Application by the Town Clerk. This time may be extended by mutual agreement between the AA and the Applicant by written agreement filed with the Town Clerk. Failure of the AA to take action within said 120 days or the extended time shall be deemed an approval of the Plan Approval application.

10.5.12 Waivers

Upon request of the Applicant, the Approving Authority ~~may~~ **may** waive dimensional and other requirements, including design standards, with conditions, in the interests of design flexibility and overall project quality, and upon a finding of consistency of such variation with the overall purpose and objectives of the DSGD and the Reading Master Plan, or if it finds that such waiver will allow the project to achieve the density, affordability, mix of uses and/or physical character allowed under this Section 10.5. Notwithstanding anything to the contrary in this Zoning Bylaw, the Affordability provisions of Section 10.5.10 shall not be waived, **except as expressly provided in Section 10.5.10.1.**

The Approving Authority will take into consideration the following items ~~design objectives~~ when considering ~~determining whether~~ a waiver **or waivers shall be granted:**

- ~~1 High performance energy efficient buildings and construction methods.~~
- ~~2 Projects with publicly accessible open space.~~
- ~~3 Projects that include retail and restaurants located on street level.~~
- ~~4 A demonstrated shared parking initiative that makes efficient use of land and existing parking supply.~~
- ~~5 The preservation or rehabilitation of historic properties or other buildings considered significant to the Town.~~

1. **Additional open space and connectivity between sites and to existing open space areas;**
2. **Commercial space of a quality and size characteristic of a downtown business district;**
3. **Long-term shared parking agreements or other mechanisms to creatively and efficiently utilize or add to existing parking supply;**
4. **High performance building design that increases energy efficiency and minimizes utility and maintenance costs to end users, and that provides for building resiliency to adopt future technologies and sustainable strategies as they become available;**
5. **Preservation or rehabilitation of historic properties or other buildings considered significant to the Town; and**
6. **Deeper or broader affordability (i.e., units affordable to households earning at or below 50% Area Median Income, or additional units available to households earning at or below 80% Area Median Income).**

10.5.12.1 Tiered Schedule for Density Waiver Requests

Applicants specifically seeking a waiver for density in excess of 20 units per acre shall adhere to the following guidelines:

1. **All projects shall achieve high performance building design that exceeds minimum energy code baseline and is designed to the LEED Certified standard, Passive House standard, Net Zero, or equivalent rating system; that increases energy efficiency and minimizes utility and maintenance costs to end users; and that provides for building resiliency to adopt future technologies and sustainable strategies as they become available;**
2. **For the purposes of determining project density and Payment In Lieu of Open Space, fractional numbers shall always be rounded to the next highest integer;**
3. **Tiered requirements are intended to apply to the entirety of a project, not just the portion within that tiered density;**
4. **Compliance with the tiered schedule below in and of itself does not guarantee the waiver will be granted; CPDC will maintain their right to consider the waiver request in the context of the whole proposal and in consideration of its impacts to the Downtown Smart Growth District. However, a request for a waiver for density in excess of 20 units per acre shall be considered more favorably, up to a maximum of 65 units per acre, if providing, cumulatively, the following:**

Tier 1: 21-25 units per acre

Tier 1 requirements are as follows (provide at least one):

- a. **Open Space: Open Space provided at-grade as well as Private Amenity Space for tenants; or**
- b. **Commercial: Commercial tenant space that is not less than 12.5% of the total Gross Floor Area of the building;**
or

- c. **Parking:** A minimum of 2 visitor or guest parking spaces;
- d. **Historic:** The preservation or rehabilitation of historic properties or other buildings considered significant to the Town.

Tier 2: 26-40 units per acre

Tier 2 requirements are as follows (provide at least one additional from a category not chosen under Tier 1):

- a. **Open Space:** Open Space shall be provided:
 - i. on-site, comprising 10% of the lot area; at least 50% of which is provided at-grade and is publicly accessible; or
 - ii. indirectly, as a Payment In Lieu of providing Open Space as required above, into a fund established by the Town of Reading for the acquisition of land for open space purposes and/or the creation or improvement of pathways, trails and other open space amenities, at a rate of \$75 (in 2022 dollars indexed to inflation), per square foot of offset open space.
- b. **Commercial:** Commercial tenant space that is not less than 15% of the total Gross Floor Area of the building; or
- c. **Parking:** Additional parking at a rate of 1 space per 1,000 gross square feet of commercial space;

Tier 3: 41 to 65 units per acre

Tier 3 requirements are as follows (provide at least one additional from a category not chosen under Tier 1 or Tier 2):

- a. **Open Space:** Open Space shall be provided:
 - i. on-site, in a total amount equivalent to 15% of the lot area, at least 50% of which is provided at-grade and is publicly accessible; or
 - ii. indirectly, as a Payment In Lieu of providing Open Space as required above, into a fund established by the Town of Reading for the acquisition of land for open space purposes and/or the creation or improvement of pathways, trails and other open space amenities, at a rate of \$75 (in 2022 dollars indexed to inflation), per square foot of offset open space.
- b. **Commercial:** Commercial tenant space that is not less than 25% of the total Gross Floor Area of the building; or
- c. **Affordable Units:** Deeper or broader affordability (i.e., units affordable to households earning at or below 50% of Area Median Income, or additional units available to households earning at or below 80% of Area Median Income); or
- d. **Parking:** A demonstrated long-term shared parking initiative that makes efficient use of land and existing parking supply.

10.5.13 Plan Changes After Approval by Approving Authority

10.5.13.1 Minor Plan Changes

After Plan Approval, an Applicant may apply to make minor changes in a Development Project involving minor utility or building orientation adjustments, or minor adjustments to parking or other site details that do not affect the overall build out or building envelope of the site, or provision of open space, number of housing units, or housing need or affordability features. Such minor changes must be submitted to the Approving Authority on redlined prints of the approved plan, reflecting the proposed change, and on application forms provided by the Approving Authority. The Approving Authority may authorize such changes at any regularly scheduled meeting, without the need to hold a public hearing. The Approving Authority shall set forth any decision to approve or deny such minor change by motion and written decision, and provide a copy to the Applicant for filing with the Town Clerk.

10.5.13.2 Major Plan Changes

Those changes deemed by the Approving Authority to constitute a major change in a Development Project because of the nature of the change in relation to the prior approved plan, or because such change cannot be appropriately characterized as a minor change as described above, shall be processed by the Approving Authority as a new application for Plan Approval pursuant to this Section 10.5.

10.5.14 Fair Housing Requirement

All Development Projects within the DSGD shall comply with applicable federal, state and local fair housing laws.

10.5.15 Project Phasing

The Approving Authority may allow a Project to be phased at the request of the applicant or to mitigate any extraordinary adverse impacts on nearby properties. For projects that are approved and developed in phases, the proportion of Affordable units shall be consistent across all phases and the proportion of Existing Zoned Units to Bonus units (as those terms are defined in 760 CMR 59.00 shall be consistent across phases.

10.5.16 Decisions

The Approving Authority shall issue to the applicant a copy of its decision containing the name and address of the owner, identifying the land affected and the plans that were the subject of the decision and certifying that a copy of the decision has been filed with the Town Clerk. If 20 days have elapsed after the decision has been filed with the Town Clerk without an appeal having been filed, or if such appeal having been filed is dismissed or denied, the Town Clerk shall so certify on a copy of the decision. A copy of said decision shall be filed with the Middlesex South District Registry of Deeds.

A Plan Approval shall remain valid and run with the land indefinitely, provided that construction has commenced within two years after the decision is issued, which time shall be extended by the time required

to adjudicate an appeal and which time shall be extended if the project proponent is actively pursuing other required permits or there is other good cause for failure to commence. The Approving Authority may require the posting of a performance bond to secure and/or screen a Development Project site in the event that demolition is undertaken but subsequent work lapses, for any reason within or outside the applicant's control, for a period longer than one year.

10.5.17 Date of Effect

The effective date of this Bylaw shall be the date on which such adoption is voted upon by Town Meeting pursuant to the requirements of Section 5 of Chapter 40A of the General Laws and Chapter 40R of the General Laws; provided, however, that an Applicant may not proceed with construction pursuant to this Bylaw prior to the receipt of final approval of this Bylaw and accompanying Zoning Map by both the Department of Housing and Community Development and the Office of the Massachusetts Attorney General.

10.5.18 Severability

If any provision of this Section is found to be invalid by a court of competent jurisdiction, the remainder of this Section shall not be affected but remain in full force. The invalidity of any provision of this Section 10.5 shall not affect the validity of the remainder of the Town's Zoning Bylaw.

10.5.19 Amendments to Design Standards

The AA may adopt, by majority vote, amendments to the Design Standards. Any amendment to the Design Standards must be objective and not subjective and may only address the scale and proportions of buildings, the alignment, width, and grade of streets and sidewalks, the type and location of infrastructure, the location of building and garage entrances, off street parking, the protection of significant natural site features, the location and design of on-site open spaces, exterior signs, and buffering in relation to adjacent properties. DHCD may, at its discretion, require any amendment to the Design Standards to contain graphics illustrating a particular standard or definition in order to make such standard or definition clear and understandable.

Before adopting any Design Standard, the AA shall submit the proposed Design Standard to DHCD for approval. Any amendment to the Design Standards shall not take effect until approved by DHCD and filed with the Town Clerk.

An application for Plan Approval that has been submitted to the Town Clerk pursuant to this Section 10.5 shall not be subject to any Design Standard that has not been approved by DHCD and filed with the Town Clerk.

or take any other action with respect thereto.

Community Planning and Development Commission

Background: This is an amendment to Section 10.5 of the Zoning Bylaw, Downtown Smart Growth District (DSGD) 40R Overlay. After a year-long public process, which included a zoning workshop, two focus groups, a town-wide survey, two community events, and the requisite public hearing (which went 4 nights), the proposed amendments to the DSGD 40R Bylaw represent a holistic and waiver-based approach to supporting the desired outcomes of the community while still attracting investment in Reading.

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

ARTICLE 16 To see if the Town will vote to authorize the Reading Municipal Light Department (RMLD) to acquire by purchase, using available RMLD funds and on such terms and conditions as the RMLD may deem appropriate, all or a portion of the property located at 251 Ballardvale Street, Wilmington, and shown on Assessor's Map R2 as Lot 25, for light plant purposes, and to authorize the RMLD General Manager to take any and all actions and to enter into and execute any and all agreements and other documents as may be necessary or appropriate to accomplish the foregoing acquisition; or take any other action with respect thereto.

Select Board

Background: RMLD informed the Town that this purchase is no longer being requested after the Finance Committee voted. This article is expected to be tabled.

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

ARTICLE 17 To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money for highway projects in accordance with Chapter 90 of the *Massachusetts General Laws*, or take any other action with respect thereto.

Select Board

Background: This is an annual article whereby Town Meeting is asked to grant permission for the Town to accept additional roadway maintenance from the State, called Chapter 90 funding. Annual funding has been at the \$600,000 area for many years, with exceptions when the state has surplus funds to allocate to this purpose. Proposed preliminary funding for FY23 is \$599,388.

Finance Committee Report: At their meeting on March 15, 2022, the Finance Committee voted 6-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

ARTICLE 18 To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money for the operation of the Town and its

government for Fiscal Year 2023 - beginning July 1, 2022, or take any other action with respect thereto.

Finance Committee

Background: Please see the Budget pages after this Warrant Report, which includes full details of the FY23 Finance Committee budget.

Finance Committee report: Please see the FY23 Spending Scorecard for the votes of the Finance Committee on line items in the FY23 budget. The Finance Committee recommends the subject matter of Article 18 as explained by these votes at their meeting on March 15, 2022.

Bylaw Committee Report: No Report.

ARTICLE 19 To see if the Town will vote, pursuant to Section 2-6 of the Reading Home Rule Charter, to declare the seats of certain Town Meeting Members to be vacant and remove certain described persons from their position as Town Meeting Members for failure to take the oath of office within 30 days following the notice of election or for failure to attend one-half or more of the Town Meeting sessions during the previous year, or take any other action with respect thereto.

Select Board

Background: Since all members of Town Meeting are recently elected and no sessions have been held, this Article is expected to be tabled.


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 5, 2022, 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 1st day of March, 2022.


Karen Gately Herrick, Chair


Anne DJ Landry, Vice Chair


Mark L Dockser, Secretary


Carlo Bacci


Chris Haley

SELECT BOARD OF READING


Thomas Freeman Jr , Constable



Town of Reading

Fiscal Year 2023

Finance Committee's Recommended Budget

July 1, 2022 to June 30, 2023

Finance Committee

Finance@ci.reading.ma.us

Edward Ross, Chair (June 2019)

Jeanne Borawski, Vice Chair (July 2020)

Eric Burkhart (July 2016)

Geoffrey Coram (July 2021)

Jacqueline McCarthy (July 2021)

Joseph McDonagh (June 2021)

Andrew Mclauchlan (June 2019)

Marianne McLaughlin-Downing (July 2020)

Mark Zarrow (July 2020)



Town of Reading

Fiscal Year 2023

July 1, 2022 – June 30, 2023

Town Manager's Recommended Budget

Select Board

Karen Gately Herrick, Chair
Anne DJ Landry, Vice Chair
Mark L Dockser, Secretary
Carlo Bacci
Chris Haley

selectboard@ci.reading.ma.us

Town Management Team

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Assistant Town Manager

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Town Accountant & Finance Director

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Gregory Burns

Fire Chief

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David Clark

Police Chief

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Joseph Huggins

Director of Facilities

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Town Manager

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Fidel Maltez

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Adetokunbo Solarin, MPH

Health Director

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Table of Contents

Town Manager’s FY23 Budget Message	p. 44
Town Accountant’s Recommended Revenues	p. 62
Town Accountant’s Financial Forecast	p. 64
Spending Scorecard	p. 67
FY23 Shared Costs	p. 69
FY23 Town Budget Detail by Department	p. 78
a. Administrative Services	
b. Public Services	
c. Finance Department	
d. Public Safety	
e. Public Works	
f. Public Library	
g. Facilities	
FY23 School Department	p. 129
FY23 Enterprise Fund Budgets	p. 191
a. Water	
b. Sewer	
c. Storm Water	
d. PEG Cable Access	
e. Landfill	
Appendix	p. 207
a. FY22-FY32 Capital Plan	
b. FY22-FY39 Debt Schedule	
c. Table of Organization	

TOWN MANAGER'S FY23 BUDGET MESSAGE

The following document constitutes the Town Manager's recommended Fiscal Year 2023 Budget for the Town of Reading, beginning July 1, 2022.

Overview: The Budget Process

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

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

Note that for the annual budgets both the Board of Library Trustees and the Select Board are advisory to the Town Manager.

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

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

The Budget Calendar

Both the Town and Schools begin the annual budget process by September each year, for the fiscal year that begins in the following July. Due to the impact of the pandemic, we have spent a bit more time on the budget process recently because of the changing financial landscape. FINCOM has taken the lead and been instrumental in leading us through these volatile financial times, including two Financial Forums in August and October 2021 to review the financial health of the Town and look towards the future.

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

“Estimated Revenues – Accommodated Costs = Operating Budget Funding”

From these remaining funds, both the town departments (currently a ~36% share) and the school department (~64% share) get the same percentage year-over-year increase. In FY23 the Operating budgets are increasing by +3.85%, a figure that is historically higher than the typical +3.25% to +3.50% range. If the Town or Schools have new significant Community Priorities to add to their budgets, those are discussed well in advance in a collaborative manner, and revenues are taken off the top before using the 64/36 split. Recent examples have been additional social/emotional resources for the Schools, and an additional School Resource Officer for the Town.

The three elected boards then hold public meetings to discuss their budgets in December and in January. By Charter, the School Committee must present a budget to the Town Manager by February 1st, and the Town Manager must present a balanced budget to FINCOM by March 1st. In some years the School Committee votes a budget higher than the balanced Operating budget figure and the Town Manager must cut any surplus to match FINCOM guidance, but has no authority as to specific cost reductions within the School budget. The balanced budget target has been clearly identified to the School Committee, and they cite how they plan to balance their budget when/if it is too high. This year the School Committee voted a balanced FY23 budget.

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

FY23 Revenues

The total FY23 estimated revenues for general government will be \$111.6 million, which is a 3% increase from the FY22 figures. State Aid is assumed to be +2.5% at \$15.15 million, as we return to using that guidance from FINCOM. In the fall 2021, FINCOM approved \$2.75 million in FY23 Free Cash budget funding, with \$475,000 of that specifically aimed at the 5.5% capital spending, purposefully higher than their 5% policy target.

FY23 Accommodated Costs

An increase of 2.6% is forecast, which is low by historical standards. The Shared Costs budget section has more details.

By formula there is therefore \$111.6 million Revenues + \$2.75 million Free Cash - \$41.6 million Accommodated Costs = \$72.75 million of remaining revenues to be shared by the Town and School Operating budgets, or an increase of +3.85% compared to FY22.

Under the budget model, when combining accommodated costs with this +3.85% operating budget figure, total Town department balanced budgets are \$32.02 million and the total School balanced budget is \$51.78 million for FY23.

The so-called town/school budget split has worked well over the years. This design was greatly influenced when, as a FINCOM member for eight years, I watched arguments between special education (SPED) and regular day parents about school funding priorities. Allowing the schools to place out of district SPED costs, which are very difficult to forecast, and very personal in nature, into the accommodated costs section has largely removed that horrible argument among parents from the budget process. As noted above, both the town and schools have used a mechanism within that model to request additional funds in a given year. The current budget model has encouraged ongoing dialogue from all departments, and as a result Reading may have the most collaborative budget process in the state. Our focus is on growing revenues and spending efficiently, in order to best meet community needs. Note the charts of FY23 and FY18 budget sector allocations in the Spending Scorecard section – Schools and Public Safety (largely due to Public Health addition) have grown a bit more but nothing has substantially changed.

FY23 Town Manager's Budget

There are no major new initiatives in this budget, as it is a time to recognize the upheaval caused by the pandemic; give our new Superintendent and Town Manager time to be acclimated and learn and grow together; give our employees flexibility and working conditions where they may thrive in offering services to our residents; complete previous projects with challenging supply chains; and time for the community to sort out priorities for the future.

The +3.85% operating budget levels are good by historic standards. First and foremost, it allows us to address employee attraction and retention – the stated top goal of the Select Board and Town Manager. Our employees, the lifeblood of the organization, are compensated below +3.85% but at competitive rates at a time when inflation and a shortage of workers makes all workforces more mobile. There are additional undesignated funds set aside to help fund the results of a non-union pay and classification study, something the new Town Manager will take up next summer.

The culture we have built for the Town government is remarkable – we openly demand top decile performance in exchange for median pay. That some employees, especially those beginning careers and families - leave for significantly higher pay is not surprising. However, it is a bit astonishing at how many of them want to return after absences ranging from days to months. That culture of teamwork and top decile performance is simply not present in many other jobs, and the Town should treasure that quality in their employees in the years ahead.

That undesignated funding coupled with two more planned elections next year, cause the Administrative Services budget to a +6.9% increase for FY23 (it would be +2.7% otherwise). All other Town departments range from +2.2% (Public Services) to +3.9% (Finance) for an average of +3.2%. There is one new support staff position added for Public Health, some changes in part-time staffing hours, and two outsourcing of regional work under Intermunicipal agreements with other communities. There are no notable one-time additional expenses in this budget.

The organization is still busy implementing changes brought on by the pandemic and funded by Town Meeting in the FY22 budget. At this writing, bids are being solicited to construct the new home for Public Health within Public Safety, and it is worth noting that this organizational model is being discussed in several other communities. Additional outsourced mental health resources for the Coalition have been very useful and in fact oversubscribed, and hiring the new mental health position has been very difficult but interviews are scheduled. A Director of Equity and Social Justice has been hired by the Library and is scheduled to begin work in March 2022. Several capital projects are moving ahead, some at slow paces because of the supply chain dislocations. As of this writing, replacement of the Parker MS roof has been delayed from the summer 2022 for one year because of specific product shortages and the need to schedule work when school is not in session.

Public Service During a Pandemic – Again!

The past two years has been exceptionally difficult for all of us. Sadly, we lost an additional three residents to the Covid-19 pandemic this year, bringing the total to 53 residents lost over two years. While the physical risks and impacts are still clearly seen, the toll on mental health has soared during the past year. Arguments about vaccine and mask policies, parking spots, inaccurate food orders, inattentive drivers, and other seemingly minor issues are common place, and patience seems generally in short supply. We all just want things to go back to normal, while wondering even what that means. Residents continue to struggle with income worries, food insecurity, and at times that same loss of hope we cited last year – further exhausted physically, mentally and emotionally by the recent year's passage. The

country struggles with Equity and Social Justice issues, and we have seen that further the divide in our community that I began writing about six years ago.

Yet on the horizon, for those that choose to look carefully, there remains the hope that we are still a community in spite of all of the challenges. Families argue at the dinner table, but when there is an outside threat the family then bonds together. So too the Reading community, as we have seen with countless examples of self-sacrifice and of neighbors helping neighbors.

A special thanks to members of our organization, in large measure a repeat of last year's comments as colleagues help colleagues, and importantly they help the most fragile and frail members of the community. The 625 Main Street flood was another example where the Town government organization turned the entire state upside down until we found help for those displaced residents, and kudos to our community partners that stepped forward.

Looking Back

As I head towards the exit sign, I am grateful for the opportunity to have served as our second Town Manager.

About 26 years ago I volunteered to be on the Finance Committee, but was rejected and instead assigned to the Landfill Committee (now Jordan's Furniture and Home Depot). I continued to enjoy the volunteer work, and did manage to serve on the Finance Committee for eight years. When an opportunity presented itself to work nearer to home in Reading, attractive especially because of our two young daughters, I applied as a long shot to be the Assistant Town Manager/Finance Director. Reading's first Town Manager, Peter Hechenbleikner, decided to take a chance and hire me. Years later, the late Superintendent of Schools Pat Schettini confessed to me that he warned Peter against hiring me because of my complete lack of municipal experience. With a smile, he admitted that things had not been quite as disastrous as he expected. When Peter retired, many people urged me to apply. The late Camille Anthony gave me the best advice – 'you can either work for some knucklehead, or you can be that knucklehead'.

When I meet with other Town Managers, many of them are industry professionals that move from community to community. They bring a wealth of training and experience whenever they change jobs. As this knucklehead looks back, it is remarkable that Reading has allowed a volunteer at heart – not a professional manager - to become Town Manager. Pat was right at the heart of the matter, but so was Camille. My previous careers – computer programmer, Wall Street quantitative analyst, portfolio manager/client services – were very challenging and demanding. I had the good fortune to work with some legends in the business, who took the time to push me to my limit. However, my colleagues here in Reading have been by far the most decent, compassionate, caring and intelligent people I have had the good fortune to work with and learn from, which made the never-ending challenges here worth conquering. I leave behind a strong and experienced management team. As of year-end 2021, these 19 employees had service time in Reading ranging from 1 month to over 43 years, with a median of 16 years. Only one, Fire Chief Greg Burns, was in their current position when I joined the organization. Four of this team left for other opportunities, only to be called back here for that strong culture and sense of team. Together they have been woven together with a diverse set of skills and experiences, which when assembled makes for a stronger fabric. Many thanks to this team and to all of the employees, past and present, that I have had the good fortune to work with over the years.

Looking Ahead – Cautious News

Inflation flashes a warning sign that must be watched carefully. Proposition 2½ puts the Town on a fixed income, and when expenses go up faster, spending must be reduced. The healthy balances of reserves could be used to bridge a temporary gap, but they could run out quickly.

Let's use the Town Accountant's Financial Forecast/Budget Summary model, and see what the recent 7.5% inflation might do. Currently FY24 operating budgets are forecast at +3.0% using \$2.5 million of Free Cash (this is the last year of 5.5% capital & debt, so about \$2.0 million of Free Cash supports operations).

Property taxes, the RMLD dividend payment no longer linked to inflation, and state aid will not change. Flowing through a 7.5% increase through other revenues causes a 0.6% increase in total revenues for FY24 compared to what we have forecast.

Some expenses will not change either. Let's leave capital/debt spending unchanged but acknowledge that less equipment or project work will be accomplished with higher prices. Pension costs will not change. Flowing through a 7.5% increase through other Budget Summary expenses results in a \$2.5 million hole in the FY24 operating budget, compared to our forecast. That can be fixed by cutting operating budgets by 0.5% instead of increasing them by 3.0%. Reserves can save the day and spending \$5 million of Free Cash to balance works in FY24, and the 3.0% increase stays in place. Because of collective bargaining contracts in place, wages will not increase by 7.5%, but if they did as in capital, less employees would be affordable even before the cuts to the operating budgets.

A new baseline of \$4.5 million of Free Cash will be needed for FY25 (instead of \$2 million) and every year after that, thus the 'they (reserves) could run out quickly' statement above.

Another round of +7.5% inflation in FY25 digs another \$2.5 million hole in the budget, so really \$7.0 million of Free Cash is needed, and so on, surely ad nauseum.

While the future is uncertain, what is described above will not happen. However, the illustration of the threat of inflation is quite real, and has always been the single largest risk to Proposition 2½. Annual inflation since Prop 2½ was passed has been just under 3%, and even low during the last decade.

Looking Ahead – Excellent News

Reading's third Town Manager, Fidel Maltez, is joining just as this balanced FY23 budget is submitted to FINCOM. His energy seems boundless as he reaches out to meet people - who are the very reason this organization exists. I am both excited and gratified at his skill set, knowing that the community will be in good hands. Fidel will learn whatever local experiences he needs, and combine this with a fresh look at how things might be for the future. He is already well liked and respected by Town staff – I tip my cap to the Select Board for unanimously finding such a strong successor. I am confident that he will be able to reach places that I did not, and continue to make changes, because that is what organizations need to do in order to thrive.

Reading has many positive attributes. Again, this year a major international bond rating agency affirmed our AAA rating and cited our efforts at economic development and financial diligence as positioning us well to withstand the pandemic and prosper in the years ahead. We have a well-educated work force, and are fortunate to enjoy strong community wealth. We have good levels of service from our schools and

municipal government, and a strong sense of community volunteerism. We have done an excellent job in caring for our infrastructure at a time when many municipalities have not.

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

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

In closing, please continue to care for the community. We are in the strongest financial position in our history with \$20 million in Reserves, and an additional \$7.6 million in one-time federal ARPA funding. It is my hope, believe it or not, that a portion of these funds are spent somewhat frivolously on things that bring joy and pleasure to the community, to help us all climb up and away from the effects of the pandemic.

Yet there are dark and threatening financial clouds gathering on the horizon in the forms of inflation and economic dislocation, which will require serious long-term financial planning, and these cash balances can serve as a buffer for local services in the years ahead.

We believe that our close-knit organization and thorough planning process will continue to offer the community both high quality and volume of services given the available funding – in other words, good taxpayer value. As always, we will all strive to meet the community's expectations with whatever level of resources made available. On behalf of the entire Town government, thank you for the opportunity to help make the Town of Reading a very special place to work – and to live.

Take it away, Fidel!

Robert W. LeLacheur, Jr. CFA
(outgoing) Town Manager
Fidel Maltez
(incoming) Town Manager
February 15, 2022



TOWN MEETING BUDGET SUMMARY

April 2022

Ed Ross – Chair, Finance Committee

Town Meeting Members,

At this time last year, I spent much of the budget summary referencing looking forward. Thankfully the community is looking at brighter days as we pass the two-year mark of the pandemic perspective. While last year dealt with looking forward, this budget summary deals with the change, specifically the change in leadership the town has experienced in the last year.

Since the last April town meeting, we have a new Superintendent of Schools, Assistant Superintendent for Teaching and Learning, School Finance Director, and Town Manager. While these changes are significant, it did not have a material impact to the budget or the budget process. Reading has enjoyed a well collaborative budget process and that did not change this year. As much of the credit for the budget discipline is attributed to the Town Manager, it would be short sighted not to mention the efforts by the Town Department Heads and School leadership. We've learned that these budgets are built from the bottom up and that requires very capable and team-oriented department leadership.

I'd like to add my appreciation for the work Bob LeLacheur has done as Town Manager for the past 8 years. I consider myself very fortunate to have had the opportunity to work with him over the last two years as FinCom Chair. He has been so gracious with his time to answer my questions to help me understand the process. It's common to hear that a town's budget reflects community values. Bob has executed upon that repeatedly and Fidel has embraced the same mantra in his short time here. You will see that again in the highlights below.

The FY23 budget represents a revenue increase of 3% from FY22 and a 3.85% increase in spending. \$2.75M is being used from Free Cash to balance the FY23 budget. This Free Cash use represents a larger sum than pre-pandemic years, but the pandemic impacts continue to be felt and prudent planning is needed. One item we learned in the budget discussion is that the work on economic development has shown significant progress as new growth projects to over \$1M in FY23, an 8% increase over the 5-year average. The FY23 budget does not have any major new initiatives, but I thought I would share a few highlights we learned from the budget discussions:

1. Key hires of the Health Director and Director of Equity and Social Justice
2. Reading Fire Department offers Advanced Life Support (ALS) as a benefit to residents. This requires additional training/certification for medicine application.
3. Reading Police Department adding a Parking Enforcement officer and Mental Health Clinician.
4. Facilities performing continuous utility consumption through tracking equipment to diagnose any anomalies and improve both performance and useful life.
5. Town launched a new Town website.

The FY23 School budget aligned with FinCom's guidance of a 4.2% increase over FY22. The new school leadership has done an admirable job in a short amount of time during the pandemic of educating themselves to the district and understanding its strengths and areas of improvement. They have aligned their budget to their FY23 District priorities of improving academic outcomes for all students, supporting students social and emotional needs, and enhancing adult practices and operational systems to improve the support of students. The impressive list of initiatives includes, but is not limited to, reducing the Full Day Kindergarten tuition (with the goal to provide free FDK in the future), increasing support for acceptable elementary school class sizes, and for high school students creating an academic support center and opening new educational pathways.

Like the FY22 budget, the Finance Committee allocated more Free Cash to support the FY23 budget specifically to increase the amount of capital spending. FinCom has a Capital & Debt policy that a minimum of 5% of revenue shall be devoted to construct and replace the capital plant of the community. This includes both debt repayment and annual payments as part of the budget for capital items. The FY23 budget increases the annual allocation from capital/debt from 5% to 5.5% of annual revenues. Factors that lead to this decision include a low financing environment, the need to replace capital spending reductions due to the pandemic, and Reading's Free Cash balances. Our preferable bond rating has also allowed us the flexibility to accelerate unfunded projects.

Reading currently has a large Free Cash position bolstered by the 2019 override and the unprecedented regeneration from the pandemic operating budgets. A word of caution the balance isn't as large as it appears. Our auditors (and bond ratings agencies) look for a Free Cash balance of 7% of revenues. In addition, and as referenced earlier, Free Cash is currently being used to support the operating budget which will lead to its balances dwindling. In the March budget discussions, we learned that both town and schools will be more aggressive in maximizing the operating budget which will lessen the regeneration in the following year. Lastly, the threat of higher inflation, increased interest rates, and gaps in state funding can also have detrimental impacts to our operating budget. Free Cash can certainly bridge the gap for a period, but soon enough other choices will need to be made. All that said, exploring creative uses for modest amounts of Free Cash should be pursued.

In addition to Free Cash use, the pursuit of state and federal grants should continue to be explored. Reading has historically done an extraordinary job of maximizing this funding source. Reading has an additional \$7.4M in one-time ARPA funding. This spring the Reading ARPA Advisory Committee (RAAC) was established to assist the Select Board in possible targets. Along with Town and School leadership, RAAC is represented by Select Board, School Committee, Library Board of Trustees and FinCom members. The committee will identify community priorities (large and small) for the betterment of all Reading residents. The ARPA funding could have additional positive impacts in either expediting current capital projects or change the funding source freeing up debt or capital for other uses.

I would also like to acknowledge and thank my fellow Finance Committee members: Vice-Chair Jeanne Borawski, Eric Burkhart, Geoffrey Coram, Jackie McCarthy, Joe McDonough, Andrew Mclauchlan, Marianne McLaughlin-Downing, and Mark Zarrow. It has been a pleasure to work with them on the committee. I'd like to offer a special thanks and recognition to former chair Eric Burkhart, who is moving out of state. He has been an excellent FinCom member and leader, who has provided much needed experience and counsel.

In closing, and as you will hear throughout Town Meeting (thankfully in person) on each of the relevant Articles, the Finance Committee supports and unanimously recommends the FY23 budget items to Town Meeting for its consideration and vote.

Thank you.



STATE OF THE TOWN

April 2022

Karen Gately Herrick – Chair, Select Board

Town Meeting Members,

I will always remember the past year as one of new beginnings. The COVID-19 pandemic raged on into its second year, but with a difference as the world began to steadily but surely work its way to a level of immunity that would allow us to resume much of the in-person life and town business that we had lost the year before. This - our first in person town meeting since 2019 - is the perfect example of our progress toward to a more normal way of life.

For Reading, it has been a tremendous year of change and fiscal prosperity. Thanks in part to a predicted state and local revenue collapse that never occurred, and major Federal and State economic stimulus packages that resulted in almost \$10 million in grants for Reading last year. The very worst financial predictions could have occurred and thankfully they did not - leaving us stronger and ready for the future.

With a surprise free cash balance of over \$18M certified just prior to November 2021 Subsequent Town Meeting, we approved the additional funds needed to finally complete the long-planned Auburn Street water tank replacement and a new neighborhood park.

After celebrating the delayed 90th Anniversary of the Reading Town Forest, Town Meeting also allocated funds to acquire an abutting parcel to facilitate a safe and more useful entrance for pedestrians. We thank our legislative delegation for supporting the process and the financial expense of acquiring this unique parcel adjacent to the Town Forest.

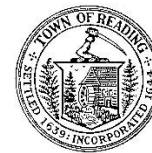
In the area of Climate Resiliency, Town Meeting approved \$5 million of energy infrastructure investments that will begin our journey toward the mandated goal of net zero energy usage by 2050, and staff completed our application to become a Green Community. We also finalized the plan to implement the first of many rapid electric vehicle chargers at the Library and in the downtown, and adopted a plan to invest in the most energy efficient municipal vehicles. Our challenge going forward will be to prepare for even more stringent clean energy requirements in all homes and buildings as well as managing an existing aging fossil fuel infrastructure.

In the downtown, work continued on a number of new residential and mixed-use developments bringing fresh opportunities for residents and businesses to co-exist and leverage public transportation in the heart of Reading. With developers flocking to Reading with their solutions to a Commonwealth wide housing crunch, community stakeholders and staff will continue the time consuming and sometimes contentious process of advocating for a reasonable balance between profit driven high density proposals and a community that values a small town feel with attractive, safe, walkable neighborhoods with meaningful green space.

It was also a year of welcomes and farewells. We welcomed a new Town Manager, Fidel Maltez and a new Superintendent of Schools, Dr. Tom Milaschewski, and bid farewell to long serving leadership in the School Department and at Town Hall. While the transition process certainly caused angst and uncertainty for many, I am proud at how welcoming our residents and businesses have been to the new leadership. They have both quickly become very visible and active members of the community. I would also be remiss if I didn't recognize both outgoing Town Manager, Bob LeLacheur, and outgoing Superintendent of schools Dr. John Doherty for their many years of service as well as the many members of the community who stepped up to help us find just the right persons for these challenging posts. I know that many will join me in thanking Bob and John once again for their exemplary service to the Town of Reading and wishing them the best in their future endeavors.

Finally, I look forward to a brighter future when masks, rapid testing, and mandatory social distancing become a smaller and smaller part of our daily lives. With the investments we have made in our public health staff and first responders - from the new fire truck to the build out of the Police Station to support a state-of-the-art training center as well as a new home for our Health Department, I feel confident that we will be better equipped for the reality of our times. With an unprecedented free cash balance, \$7.4 million remaining ARPA grant funds, and more at the state house to be allocated, I look forward to making significant progress on projects such as the implementation of the Birch Meadow master plan, upgrades to failing water and sewer infrastructure and a number of other community priorities to be determined via a broad outreach process and recommendations from the Reading ARPA Advisory Committee.

Together we have survived a once in a generation catastrophic pandemic and while we must deeply mourn the 1 million lives lost to date - we must also remain positive about the future and focused on our shared goals. "You can do what I cannot do. I can do what you cannot do. Together we can do great things." Mother Theresa



COMMITTEE REPORT – AD HOC COMMITTEE

READING CENTER FOR ACTIVE LIVING COMMITTEE (RECALC)

April 2022

Town Meeting Members,

As the population of residents age 60+ in Reading continues to grow it is vitally important that the services provided continually evolve to deliver in a facility that is safe, accessible, and meets the needs of the community. The Pleasant Street Center (PSC) is a community resource (senior center) that has served the Town well over several decades albeit with constraints.

In 2017 the UMass Gerontology Institute conducted a Needs Assessment of the PSC and concluded that the building's limitations impact the ability to fully serve seniors. Both the programs that can be offered, and the number of participants for those that do take place are restricted by the Pleasant Street Center's configuration. As a result, Reading's seniors must journey to other communities' senior centers for some desired activities.

Prior to the pandemic in 2020, the PSC benefited from small upgrades including an upgraded front desk area, a refurbished computer room, new window treatments, interior painting, and some new furnishings. A seasonal tent was added in 2021 which helped to bring people together outdoors in a safer way during the pandemic (just installed for 2022).

The 2021 Annual Town Meeting included an appropriation of \$40,000 for the Public Services department to hire a consultant to assist with planning for a new senior/community center. A key element of planning is community engagement so that there is public participation included in the earliest stages of plan development. In the Fall of 2021, the Select Board created a 7-member Ad Hoc Committee known as ReCalc (Reading Center for Active Living Committee). ReCalc's charge was to explore the current and future needs of the community and initiate planning for a potential new senior/community center in town that will focus on residents age 60+ and possibly other members of the community.

ReCalc members were appointed by the Select Board and bi-monthly meetings commenced in December of 2021. The Scope of Work for a consultant to assist with planning/community engagement related to a new senior/community center was approved by ReCalc. The Public Services Department advertised a Request for Proposals based on the approved Scope of Work.

The Committee met in January of 2022 and the focus of their work was to review project parameters and gather committee feedback. Subsequently in February the Public Services Department hired the UMASS Gerontology Institute (2021 Capital Funds) to provide guidance and assistance with new senior center/community center planning and community engagement.

ReCalc is focused on two main activities for collecting data: 1) benchmarking neighboring communities with both senior (age 60+) and multigenerational centers and 2) to gather community input and feedback on some ideas on what should be included in the design of any new center. ReCalc developed a standard form for members to use to conduct site visits to 21 area centers to gather data in a uniform manner. The purpose of the site visits is to collect data from other communities on how they provide similar services including how large the facilities are, what programs/activities are offered, and any important lessons learned that can be shared with us.

A joint meeting with another local board, the Council on Aging, and the UMass Consultant team is scheduled for March 30, 2022 to review the community outreach plan.

On April 6, 2022, two public forums are planned, one at the Pleasant Street Center at 1:00 p.m. and another at the Reading Public Library at 6:00 p.m. The public forums are expected to be one of the tools that will be used to gather community input into the planning process. In addition, the UMass team will conduct focus groups, attend up to four (4) ReCalc meetings, conduct a community survey, and prepare a final report.

Once ReCalc recommends a vision for the future, the next steps will be to seek funding for a Feasibility Study that will be comprised of further defining the type/size of the facility, suggest potential locations, and present conceptual plans.

Municipal Building Facility Assessment Presentation

Town Meeting
April, 2022



Reading Municipal Building Committee

Brad Congden, Member

John Coote, Member

Kirk McCormick, Associate Member

Greg Stepler, Member

Patrick Tompkins, Chair

Nancy Twomey, Vice Chair

Reading Municipal Facility Assessment



What we did – our process:

- Created a template checklist for review of each municipal building
- Reviewed available documents for each municipal building
- Toured the buildings with facilities
- Filled out the checklist with ratings and comments for each item / system
- Made recommendations to facilities for items to be addressed or investigated
- Created a report, which is currently in draft form and under review
- This was a good process that allowed us to put a 2nd set of eyes on the buildings with the facilities dept.

Reading Municipal Facility Assessment



Limitations of our inspections:

- Inspect every room of every building
- Inspect the roofs of the buildings
- Perform any testing of systems; this is done by Facilities as needed
- Evaluate the buildings for functional purposes (police, fire)

Reading Municipal Facility Assessment

What we found:

1. Buildings are well maintained, generally in good operating condition
2. Buildings vary in age from 6 years old to 66 years old
3. Buildings are generally showing their age, but are functional and well maintained
4. Facilities department is doing a good job maintaining the buildings
5. There are 7 municipal buildings in the Town that should have a life span of 50-75 years. That means replacing or upgrading a building every 8-10 years on average. It has been about 7 years since the last municipal building construction project.

Building	Building Constructed	Latest Date of Major Addition or Renovation	Square Footage	System Condition							Energy Usage Cost (\$/SF)
				Civil / Site / Utilities	Exterior Building Envelope	Interior Elements	Plumbing Systems	Mechanical Systems	Electrical Systems	Fire Sprinkler Systems	
Town Hall	1918	1990	16,000	3.53	3.74	3.92	4.22	4.19	3.50	N/A	2.61
Police Station	1998	none	30,000	3.40	3.23	3.19	3.09	N/A	3.00	3.00	2.35
Fire Station	1990	none	10,000	3.58	3.71	3.83	4.00	3.00	4.06	4.00	1.79
Fire Station #2	1956	none	7,400	3.00	3.60	3.61	3.00	3.11	3.44	N/A	1.78
Senior Center	1850	1993	5,700	3.12	3.63	3.93	4.00	3.00	3.92	4.00	3.10
Dept. of Public Works	1989	none	42,000	3.54	3.28	3.6	4.00	3.71	3.50	3.25	2.46
Library	1894	2015	37,500	4.32	4.52	4.61	5.00	4.93	5.00	5.00	1.04
Matera Cabin	1983	2011	3,000	3.11	3.82	3.82	4.00	4.00	4.00	N/A	0.11
Cemetery Garage	1929	none	3,000	3.50	3.50	2.84	4.00	3.60	3.25	N/A	
Lion's Den	1989	none	<1,000	4.00	3.50	3.73	4.00	4.00	4.00	N/A	
Totals				1		3.74	4.03	3.82	3.81	3.85	

5	NEW	New or like new condition; no issues to report; no need for replacement; to 10 years
4	GOOD	Good condition; no reported issues or concerns; no replacement needed within 6 to 8 years
3	FAIR	Moderate wear for building age; address noted within 4 to 6 years
2	POOR	Worn from use - end of expected lifecycle; address within 2 to 4 years
	CRITICAL	Extremely worn or damaged; system failing; address within next 2 years

TOWN ACCOUNTANT'S RECOMMENDED

FY23 REVENUES

Summary of Revenues – The total FY23 estimated revenues for the general government will be \$111.6 million, plus the use of \$2.75 million of Free Cash – an overall 2.83% increase from FY22.

	FY23	Change	Share
Property Taxes	\$ 84.8	3.6%	74%
Local Revenues	\$ 7.6	-1.7%	7%
State Aid	\$ 15.1	2.5%	13%
Transfers	\$ 4.0	1.7%	4%
Free Cash	\$ 2.8	-4.2%	2%
	\$ 114.3	2.8%	100%

Property Taxes (\$84.8 million or 74% of revenues) – The forecasted 3.6% increase in FY23 includes a 2.5% increase over the FY22 tax levy plus New Growth. As the following table shows, recent New Growth has trended higher than projections (5yr average \$971,000 and 10yr average \$865,000). The Town has made significant progress on Economic Development; New Growth projections for FY23 are \$1,050,000, with more New Growth to follow.

Actual New Growth (000)s									
FY22	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13
\$ 1,614	\$ 967	\$ 593	\$ 840	842	717	912	844	741	579

The Assessor's overlay account has increased to \$787,252 in FY23. This amount is set aside for the Board of Assessors to handle abatements and exemptions. The actual amount may vary from the budgeted amount when the Town Accountant finalizes the tax rate in November 2022. If the overlay account is not used for abatements, it is released to Free Cash. (See" Operating transfers/Available Funds" below.)

Local Revenues (\$7.6 million or 7% of revenues) – Local revenues are forecasted to decrease 1.7% from the prior year. There is an expectation that some reduced revenues during the pandemic will recover in FY23, while others continue to be impacted by the ongoing pandemic. Below are the most significant components of these revenues.

Motor Vehicle Excise (\$3.90 million) – This revenue source is challenging to forecast, as we have been both over and under budget by \$300,000 in recent years, although the longer-term average has been in line. Next year, we forecast a 1.3% increase to \$3.90 million, \$100,00 less than the pre-pandemic revenue projection for motor vehicle excise.

Charges for Services (\$2.1 million) – This revenue source has been trending low during the pandemic; in FY21, this revenue source came in just under budget, and FY22 seems to be just in line with projection. Thus the revenue projection is level to FY22 as this revenue source is slower to rebound from the economic effects of the pandemic.

Meals Tax (\$0.42 million) – This local option tax has modestly added revenues in recent years. During the pandemic, meal tax projections were significantly reduced; the actual revenues in FY22 are outpacing our forecasts. Next year, we forecast a 15.1% increase to \$420,000, \$20,000 more than the pre-pandemic revenue projection for meals tax.

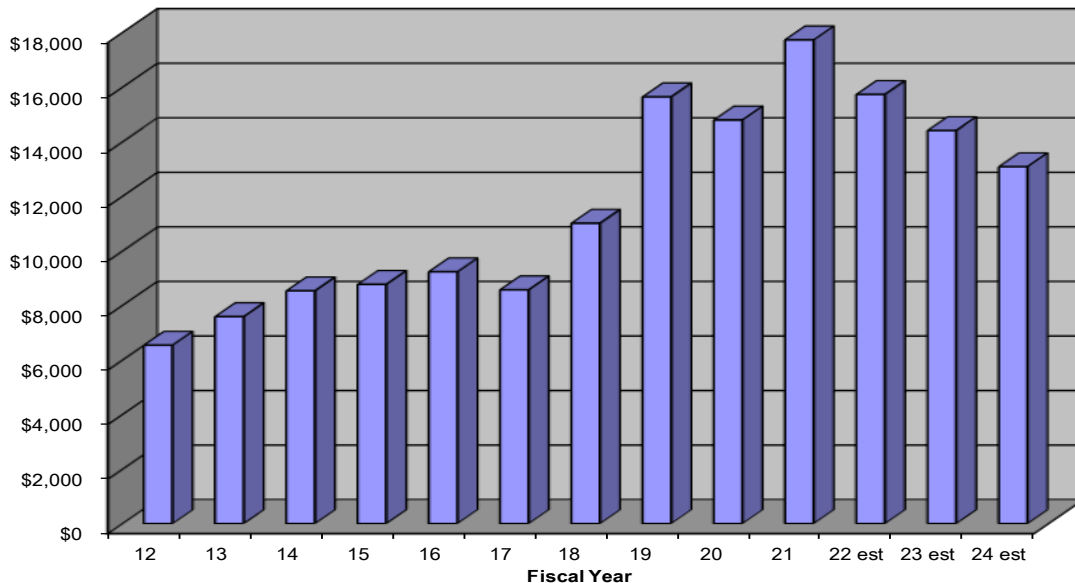
Interest Earnings (\$0.21 million) – Interest rates have decreased significantly over the last couple of years. Next year's forecast is reduced by 47.5% to \$210,000, a \$190,000 decrease from the prior year's projections as FY22 revenues are trailing projections.

Intergovernmental Revenue (\$15.1 million or 13% of revenues) – The final figure for State Aid for FY23 is still unknown at this point. We use an assumption of +2.5%. FINCOM has agreed to make up any shortfall from +2.5% with the use of Free Cash – this adjustment would typically happen at a November Town Meeting after the fiscal year begins.

Operating Transfers/Available Funds (\$4.0 million or 4% of revenues) – The amount of money available from the cemetery sale of lots has remained constant. The Board of Assessors released \$300,000 from the overlay surplus last year and is planning to release \$325,000 for use in FY23; this figure is expected to decline in future years. The RMLD annual payment is projected at \$2.4 million, the same as the prior-year projections.

A figure of \$2.75 million is being used from Free Cash to balance the FY23 budget. The Chart below shows Free Cash history and a projection for FY22 and forward using a conservative \$1.5 million regeneration estimate for FY22, FY23, and FY24. Free Cash Use is projected at \$2.5 million to balance the FY24 and FY25 budgets :

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



Town Accountant's Financial Forecast

		3.15%		3.20%		3.85%		2.85%		3.00%	
Town of Reading Budget Summary											
3/17/22 1:42 PM		Final	One Yr	Final	One Yr	Projected	One Yr	Projected	One Yr	Projected	One Yr
No.		FY21	Chng FY21	FY22	Chng FY22	FY23	Chng FY23	FY24	Chng FY24	FY25	Chng FY25
Revenues											
A1	Total Property Taxes	78,077,627	3.6%	81,837,507	4.8%	84,804,348	3.6%	87,909,672	3.7%	89,833,849	2.2%
A2	Total Other Local Revenues	7,250,000	-7.3%	7,730,000	6.6%	7,595,000	-1.7%	8,000,000	5.3%	8,285,000	3.6%
A3	Total Intergov't Revenues	14,400,000	-1.0%	14,777,471	2.6%	15,150,000	2.5%	15,528,750	2.5%	15,916,969	2.5%
A4	Total Transfers & Available	4,017,513	-1.1%	3,982,684	-0.9%	4,050,205	1.7%	4,167,496	2.9%	4,263,743	2.3%
A98	Revs before Free Cash	\$103,745,140	1.93%	\$108,327,662	4.42%	\$111,599,553	3.02%	\$115,605,918	3.59%	\$118,299,560	2.33%
A5	Free Cash	2,082,000	108.2%	2,110,000	1.3%	2,275,000	7.8%	2,000,000	-12.1%	2,000,000	0.0%
A6	Extra for Capital	0	0.0%	760,000	0.0%	475,000	-37.5%	460,000	-3.2%		-100%
A99	Net Available Revenues	\$105,827,140	2.97%	\$111,197,662	5.07%	\$114,349,553	2.83%	\$118,065,918	3.25%	\$120,299,560	1.89%
Accommodated Costs											
B	Benefits	18,416,670	1.5%	19,108,534	3.8%	20,082,500	5.1%	21,113,208	5.1%	22,073,208	4.5%
C	Capital	2,304,500	-36.1%	3,955,000	71.6%	2,681,000	-32.2%	2,696,000	0.6%	2,736,500	1.5%
	Debt (inside levy)	2,145,415	39.9%	1,970,801	-8.1%	3,250,959	65.0%	3,436,601	5.7%	3,155,619	-8.2%
D	Debt (excluded)	2,848,182	-1.9%	2,792,043	-2.0%	2,732,582	-2.1%	2,686,112	-1.7%	1,279,700	-52.4%
E	Energy	2,000,000	-4.5%	2,010,550	0.5%	2,045,000	1.7%	2,115,000	3.4%	2,185,000	3.3%
F	Financial	1,030,000	13.7%	1,010,000	-1.9%	1,005,000	-0.5%	1,030,000	2.5%	1,055,000	2.4%
G	Education - Out of district	5,325,000	5.5%	5,446,250	2.3%	5,580,000	2.5%	5,803,200	4.0%	6,035,328	4.0%
H	Education - Vocational	550,000	21.6%	788,000	43.3%	840,000	6.6%	873,600	4.0%	1,108,544	26.9%
J	Miscellaneous	3,539,927	5.3%	3,340,650	-5.6%	3,400,000	1.8%	3,503,000	3.0%	3,608,246	3.0%
K	Community Priorities	931,803	0.0%	150,000	0.0%	0	0.0%	0	0.0%	0	0.0%
L2	Net Accommodated Costs	\$ 39,091,497	2.17%	\$ 40,571,827	3.79%	\$ 41,617,041	2.58%	\$ 43,256,721	3.94%	\$ 43,237,146	-0.05%
						\$ 13,180		\$ 17,364		\$ 26,826	
Operating Costs											
OC1	Municipal Gov't Operating	22,928,427	3.46%	23,888,374	3.20%	25,262,939	3.85%	26,042,586	2.85%	26,823,863	3.00%
	prior year adjustments	219,222		438,000		58,000					
	adjustments (EF+RF)	1,115,046	3.15%	1,150,727	3.20%	1,195,030	3.85%	1,229,089	2.85%	1,265,962	3.00%
	TOTAL Muni Govt OPER	24,262,695	4.39%	25,477,101	5.01%	26,515,969	4.08%	27,271,675	2.85%	28,089,825	3.00%
OC2	School Operating	42,805,463	2.77%	44,249,748	3.20%	45,953,363	3.85%	47,520,159	2.85%	48,945,764	3.00%
	prior year adjustments	72,200				250,000					
	TOTAL School OPER	42,877,663	2.95%	44,249,748	3.20%	46,203,363	4.41%	47,520,159	2.85%	48,945,764	3.00%
OC4	Operating Budgets	\$ 67,140,357	3.46%	\$ 69,726,849	3.85%	\$ 72,719,333	4.29%	\$ 74,791,833	2.85%	\$ 77,035,588	3.00%
	Municipal Gov't Operating	36.1%		36.5%		36.5%		36.5%		36.5%	
	School Operating	63.9%		63.5%		63.5%		63.5%		63.5%	
	TOTAL SPENDING	\$106,231,854	2.98%	\$110,298,676	3.83%	\$114,336,374	3.66%	\$118,048,554	3.25%	\$120,272,734	1.88%
	Muni Govt OPER	\$ 24,262,695	4.39%	\$ 25,477,101	5.01%	\$ 26,515,969	4.08%	\$ 27,271,675	2.85%	\$ 28,089,825	3.00%
	Muni Govt ACCOM	\$ 5,534,550	-0.95%	\$ 5,401,050	-2.41%	\$ 5,500,000	1.83%	\$ 5,679,250	3.26%	\$ 5,860,278	3.19%
	Muni Govt TOTAL	\$ 29,797,245	3.36%	\$ 30,878,151	3.63%	\$ 32,015,969	3.68%	\$ 32,950,925	2.92%	\$ 33,950,102	3.03%
	School OPER	\$ 42,877,663	2.95%	\$ 44,249,748	3.20%	\$ 46,203,363	4.41%	\$ 47,520,159	2.85%	\$ 48,945,764	3.00%
	School ACCOM	\$ 5,325,000	4.07%	\$ 5,446,250	2.28%	\$ 5,580,000	2.46%	\$ 5,803,200	4.00%	\$ 6,035,328	4.00%
	School TOTAL	\$ 48,202,663	3.07%	\$ 49,695,998	3.10%	\$ 51,783,363	4.20%	\$ 53,323,359	2.97%	\$ 54,981,092	3.11%

Town Accountant's Financial Forecast

Town of Reading Revenues - Details		Projected	One Yr Chng	Projected	One Yr Chng	Projected	One Yr Chng	Projected	One Yr Chng	Projected	One Yr Chng
No.	3/17/22 1:42 PM	FY21	FY21	FY22	FY22	FY23	FY23	FY24	FY24	FY25	FY25
Property Taxes											
	Tax levy (within levy limit)	75,011,460	3.3%	78,200,000	4.3%	81,809,018	4.6%	84,930,493	3.8%	88,181,256	3.8%
	New Growth	967,303	63.2%	\$ 1,613,676	66.8%	\$ 1,050,000	-34.9%	1,100,000	4.8%	1,200,000	9.1%
	Tax levy (debt exclusion)	2,848,182	-1.9%	2,791,882	-2.0%	2,732,582	-2.1%	2,686,112	-1.7%	1,279,700	-52.4%
	Abatements and exemptions	(749,318)	2.5%	(768,051)	2.5%	(787,252)	2.5%	(806,934)	2.5%	(827,107)	2.5%
A1	Total Property Taxes	78,077,627	3.6%	81,837,507	4.8%	84,804,348	3.6%	87,909,672	3.7%	89,833,849	2.2%
Other Local Revenues											
	Motor Vehicle Excise	3,700,000	-7.5%	3,850,000	4.1%	\$ 3,900,000	1.3%	4,050,000	3.8%	4,200,000	3.7%
	Meals Tax	250,000	-37.5%	365,000	46.0%	\$ 420,000	15.1%	435,000	3.6%	450,000	3.4%
	Penalties/interest on taxes	205,000	0.0%	215,000	4.9%	\$ 215,000	0.0%	220,000	2.3%	225,000	2.3%
	Payments in lieu of taxes	385,000	2.7%	385,000	0.0%	\$ 400,000	3.9%	405,000	1.3%	410,000	1.2%
	Charges for services	2,000,000	2.6%	2,100,000	5.0%	\$ 2,100,000	0.0%	2,200,000	4.8%	2,275,000	3.4%
	Licenses & permits	160,000	-5.9%	165,000	3.1%	\$ 150,000	-9.1%	160,000	6.7%	165,000	3.1%
	Fines	75,000	-25.0%	100,000	33.3%	\$ 75,000	-25.0%	100,000	33.3%	100,000	0.0%
	Interest Earnings	375,000	-16.7%	400,000	6.7%	\$ 210,000	-47.5%	300,000	42.9%	325,000	8.3%
	Medicaid Reimbursement	100,000	-42.9%	150,000	50.0%	\$ 125,000	-16.7%	130,000	4.0%	135,000	3.8%
A2	Total Other Local Revenues	7,250,000	-7.3%	7,730,000	6.6%	7,595,000	-1.7%	8,000,000	5.3%	8,285,000	3.6%
Intergovernmental Revenue											
	State Aid	14,400,000	-1.0%	\$ 14,777,471	2.6%	15,150,000	2.5%	15,528,750	2.5%	15,916,969	2.5%
A3	Total Intergov't Revenues	14,400,000	-1.0%	14,777,471	2.6%	15,150,000	2.5%	15,528,750	2.5%	15,916,969	2.5%
Operating Transfers and Available Funds											
	Cemetery sale of lots	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
	RMLD payment	2,468,728	0.0%	2,400,000	-2.8%	2,400,000	0.0%	2,460,000	2.5%	2,521,500	2.5%
	Enterprise Fund Support	1,115,046	3.2%	1,150,727	3.2%	1,195,030	3.9%	1,229,089	2.9%	1,265,962	3.0%
	School Revolving Funds	50,000	-50.0%	100,000	100%	100,000	0.0%	100,000	0.0%	100,000	0.0%
	Premiums Reserve for Debt	8,739	-17%	6,957	-20%	5,175	-26%	3,407	-34%	1,281	-62%
	Overlay surplus	350,000	-6.7%	300,000	-14.3%	325,000	8.3%	350,000	7.7%	350,000	0.0%
A4	Total Transfers & Available	4,017,513	-1.1%	3,982,684	-0.9%	4,050,205	1.7%	4,167,496	2.9%	4,263,743	2.3%
A5	OPERATING REVENUES	103,745,140	1.93%	108,327,662	4.42%	111,599,553	3.02%	115,605,918	3.59%	118,299,560	2.33%
	Free Cash	2,082,000	108.2%	2,870,000	37.8%	2,750,000	-4.2%	2,460,000	-10.5%	2,000,000	-18.7%
	TOTAL REVENUES	105,827,140	2.97%	111,197,662	5.07%	114,349,553	2.83%	118,065,918	3.25%	120,299,560	1.89%
Town of Reading Acc. Costs - Summary											
No.	3/17/22 1:42 PM	Projected FY21	One Yr Chng FY21	Projected FY22	One Yr Chng FY22	Projected FY23	One Yr Chng FY23	Projected FY24	One Yr Chng FY24	Projected FY25	One Yr Chng FY25
B	Benefits	18,416,670	1.5%	19,108,534	3.8%	20,082,500	5.1%	21,113,208	5.1%	22,073,208	4.5%
C	Capital	2,304,500		3,955,000		2,681,000		2,696,000		2,736,500	
	Debt (inside levy)	2,145,415	-13.4%	1,970,801	33.2%	3,250,959	0.1%	3,436,601	3.4%	3,155,619	-3.9%
D	Debt (excluded)	2,848,182		2,791,882		2,732,582		2,686,112		1,279,700	
E	Energy	2,000,000	-4.5%	2,010,550	0.5%	2,045,000	1.7%	2,115,000	3.4%	2,185,000	3.3%
F	Financial	1,030,000	13.7%	1,010,000	-1.9%	1,005,000	-0.5%	1,030,000	2.5%	1,055,000	2.4%
G	Education - Out of district	5,325,000	5.5%	5,446,250	2.3%	5,580,000	2.5%	5,803,200	4.0%	6,035,328	4.0%
H	Education - Vocational	550,000	21.6%	788,000	43.3%	840,000	6.6%	873,600	4.0%	1,108,544	26.9%
J	Miscellaneous	3,539,927	5.3%	3,340,650	-5.6%	3,400,000	1.8%	3,503,000	3.0%	3,608,246	3.0%
K	Community Priorities	931,803		\$ 150,000							
	TOTAL Accomm. COSTS	\$ 39,091,497	2.2%	\$ 40,571,666	3.8%	\$ 41,617,041	2.6%	\$ 43,256,721	3.9%	\$ 43,237,146	0.0%

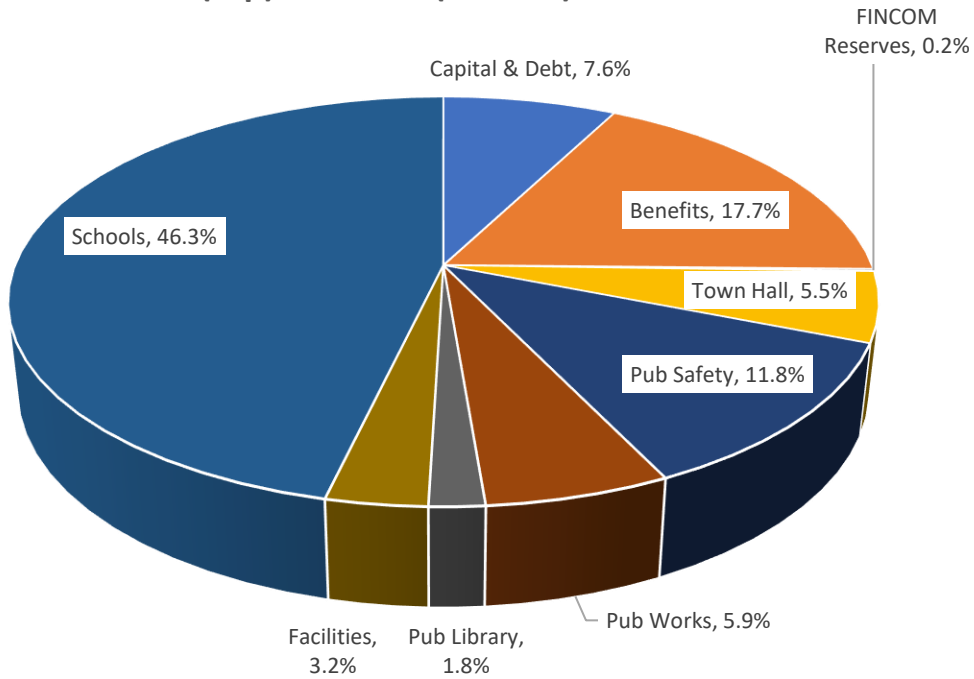
Town Accountant's Financial Forecast

Town of Reading		One Yr		One Yr		One Yr		One Yr		One Yr	
Acc. Costs - Details		Projected	Chng	Projected	Chng	Projected	Chng	Projected	Chng	Projected	Chng
		FY21	FY21	FY22	FY22	FY23	FY23	FY24	FY24	FY25	FY25
B	Contributory Retirement	5,228,670	25.0%	5,568,534	6.5%	\$ 5,930,500	6.5%	6,315,983	6.5%	6,726,521	6.5%
B3	OBRA fees & OPEB study	40,000	-20.0%	40,000	0.0%	\$ 40,000	0.0%	40,000	0.0%	40,000	0.0%
B4	OPEB contribution	100,000	-82.6%	100,000	0%	\$ 500,000	400.0%	500,000	0.0%	500,000	0.0%
B5	Workers Compensation	352,000	0.6%	395,000	12.2%	\$ 405,000	2.5%	415,125	2.5%	425,503	2.5%
B6	Unemployment Benefits	95,000	26.7%	75,000	-21.1%	\$ 75,000	0.0%	80,000	6.7%	85,000	6.3%
B7	Group Health / Life Ins.	11,486,000	-2.5%	11,800,000	2.7%	\$ 12,002,000	1.7%	12,602,100	5.0%	13,106,184	4.0%
B8	Medicare / Social Security	987,000	-1.3%	1,000,000	1.3%	\$ 1,000,000	0.0%	1,025,000	2.5%	1,050,000	2.4%
B9	Police / Fire Indemnification	128,000	6.7%	130,000	1.6%	\$ 130,000	0.0%	135,000	3.8%	140,000	3.7%
B99	Acc. Costs - Benefits	\$ 18,416,670	1.5%	\$ 19,108,534	3.8%	\$ 20,082,500	5.1%	\$ 21,113,208	5.1%	\$ 22,073,208	4.5%
C99	Acc. Costs - Capital	\$ 2,304,500	-36.1%	\$ 3,955,000	71.6%	\$ 2,681,000	-32.2%	\$ 2,696,000	0.6%	\$ 2,573,500	-4.5%
D1	Debt Service - Principal	4,155,000	15.4%	4,085,000	-1.7%	4,919,000	20.4%	5,270,000	7.1%	3,750,000	-28.8%
D2	Debt Service - Interest	829,858	0.6%	670,726	-19.2%	1,059,366	57.9%	849,306	-19.8%	684,038	-19.5%
D3	Excluded debt	(2,848,182)	-1.9%	(2,791,882)	-2.0%	(2,732,582)	-2.1%	(2,686,112)	-1.7%	(1,279,700)	-52.4%
	Total Included Debt	\$ 2,136,676	40.3%	\$ 1,963,844	-8.1%	\$ 3,245,784	65.3%	\$ 3,433,194	5.8%	\$ 3,154,338	-8.1%
	Premiums for general fund	\$ 8,739	-17%	\$ 6,957	-20%	\$ 5,175	-26%	\$ 3,407	-34%	\$ 1,281	-62%
D99	Acc. Costs - Debt	\$ 4,993,597	12.6%	\$ 4,762,683	-4.6%	\$ 5,983,541	25.6%	\$ 6,122,713	2.3%	\$ 4,435,319	-27.6%
E1	Street Lighting (DPW)	145,000	-12.0%	150,000	3.4%	\$ 130,000	-13.3%	135,000	3.8%	140,000	3.7%
E2	Electricity (FacCORE)	875,000	-2.7%	873,000	-0.2%	\$ 900,000	3.1%	925,000	2.8%	950,000	2.7%
E3	Natl Gas (FacCORE)	635,000	-5.1%	635,000	0.0%	\$ 650,000	2.4%	670,000	3.1%	690,000	3.0%
E4	Water/Sewer (FacCORE)	180,000	4.8%	187,550	4.2%	\$ 200,000	6.6%	210,000	5.0%	220,000	4.8%
E6	Fuel - vehicles (DPW)	165,000	-13.2%	165,000	0.0%	\$ 165,000	0.0%	175,000	6.1%	185,000	5.7%
E99	Acc. Costs - Energy	\$ 2,000,000	-4.5%	\$ 2,010,550	0.5%	\$ 2,045,000	1.7%	\$ 2,115,000	3.4%	\$ 2,185,000	3.3%
F1	Casualty Ins (AD SVC)	560,000	14.1%	660,000	17.9%	\$ 680,000	3.0%	700,000	2.9%	720,000	2.9%
F2	Vet's Assistance (PUB SVC)	170,000	-20.9%	150,000	-11.8%	\$ 125,000	-16.7%	\$ 130,000	4.0%	\$ 135,000	3.8%
F3	FINCOM Reserve Fund	300,000	50.0%	200,000	-33.3%	\$ 200,000	0.0%	200,000	0.0%	200,000	0.0%
F99	Acc. Costs - Financial	\$ 1,030,000	13.7%	\$ 1,010,000	-1.9%	\$ 1,005,000	-0.5%	\$ 1,030,000	2.5%	\$ 1,055,000	2.4%
G1	SPED transp OOD (Sch)	1,325,000	10.4%	1,391,250	5.0%	\$ 1,035,000	-25.6%	1,076,400	4.0%	1,119,456	4.0%
G2a	SPED tuition OOD (Sch)	5,100,000	7.4%	5,355,000	5.0%	\$ 5,575,000	4.1%	5,798,000	4.0%	6,029,920	4.0%
G2b	SPED contingency					\$ 470,000	100.0%	488,800	4.0%	508,352	4.0%
G3	SPED offsets OOD (Sch)	(1,100,000)	21.8%	(1,300,000)	18.2%	\$ (1,500,000)	15.4%	(1,560,000)	4.0%	(1,622,400)	4.0%
G99	Acc. Costs - OOD SPED	\$ 5,325,000	5.5%	\$ 5,446,250	2.3%	\$ 5,580,000	2.5%	\$ 5,803,200	4.0%	\$ 6,035,328	4.0%
H1	Voc School - NERMVS	455,000	32.6%	572,000	25.7%	\$ 610,000	6.6%	634,400	4.0%	859,776	35.5%
H2	Voc School - Minute Man	35,000	-21.7%	46,000	31.4%	\$ 50,000	8.7%	52,000	4.0%	54,080	4.0%
	Voc School - Essex North	60,000	-6.9%	170,000	183.3%	\$ 180,000	5.9%	187,200	4.0%	194,688	4.0%
H99	Acc. Costs - Vocational	\$ 550,000	21.6%	\$ 788,000	43.3%	\$ 840,000	6.6%	\$ 873,600	4.0%	\$ 1,108,544	26.9%
J1	Rubbish (DPW)	1,850,000	9.2%	1,905,500	3.0%	\$ 1,975,000	3.6%	2,034,250	3.0%	2,095,278	3.0%
J2	Snow and Ice Control (DPW)	675,000	0.0%	675,000	0.0%	\$ 675,000	0.0%	700,000	3.7%	725,000	3.6%
J3	State Assessments	735,377	1.7%	760,150	3.4%	\$ 750,000	-1.3%	768,750	2.5%	787,969	2.5%
	Cemetery (DPW)	279,550	4.1%								
J99	Acc. Costs - Misc.	\$ 3,539,927	5.3%	\$ 3,340,650	-5.6%	\$ 3,400,000	1.8%	\$ 3,503,000	3.0%	\$ 3,608,246	3.0%

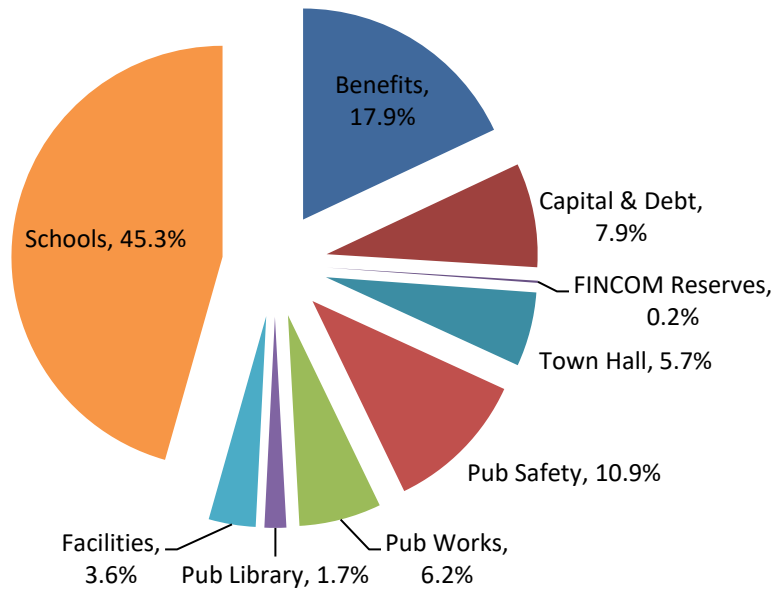
FY23 Spending Scorecard

Line	Category	FY22 Revised Budget	FY23 Town Manager Budget	FY23 FINCOM Budget	TM yoy%	TM % Gen'l Fund	TM % Voted Total
B99	Benefits	\$19,108,534	\$20,082,500	\$20,082,500	5.1%	17.7%	15.2%
C99	Capital	\$3,570,000	\$2,681,000	\$2,681,000	-24.9%	2.4%	2.8%
D99	Debt service	\$4,762,844	\$5,983,550	\$5,983,550	25.6%	5.3%	3.8%
E99	Education - Vocational	\$788,000	\$840,000	\$840,000	6.6%	0.7%	0.6%
F99	Finance Committee Reserves	\$200,000	\$200,000	\$200,000	0.0%	0.2%	0.2%
Total Shared Costs		\$ 28,429,378	\$ 29,787,050	\$ 29,787,050	4.8%	26.2%	22.7%
G91	Administrative Svcs wages	\$1,551,400	\$1,629,475	\$1,629,475	5.0%	1.4%	1.2%
G92	Admin Svcs expenses	\$1,856,152	\$2,013,600	\$2,013,600	8.5%	1.8%	1.5%
H91	Public Services wages	\$1,378,300	\$1,377,150	\$1,377,150	-0.1%	1.2%	1.1%
H92	Public Services expenses	\$224,500	\$260,500	\$260,500	16.0%	0.2%	0.2%
I91	Finance wages	\$801,350	\$835,050	\$835,050	4.2%	0.7%	0.6%
I92	Finance expenses	\$152,250	\$155,650	\$155,650	2.2%	0.1%	0.1%
J91	Public Safety wages	\$12,327,475	\$12,739,675	\$12,739,675	3.3%	11.2%	9.8%
J92	Public Safety expenses	\$773,350	\$703,250	\$703,250	-9.1%	0.6%	0.6%
K91	Public Works wages	\$2,881,475	\$3,010,925	\$3,010,925	4.5%	2.7%	2.3%
K92	Public Works expenses	\$893,500	\$867,200	\$867,200	-2.9%	0.8%	0.7%
K93	Public Works Snow & Ice	\$675,000	\$675,000	\$675,000	0.0%	0.6%	0.5%
K94	Public Works Street Lights	\$150,000	\$130,000	\$130,000	-13.3%	0.1%	0.1%
K95	Public Works Rubbish	\$1,905,500	\$1,975,000	\$1,975,000	3.6%	1.7%	1.5%
L91	Library wages	\$1,544,550	\$1,596,850	\$1,596,850	3.4%	1.4%	1.2%
L92	Library expenses	\$387,400	\$399,450	\$399,450	3.1%	0.4%	0.3%
M91	Core Facilities	\$3,184,100	\$3,283,600	\$3,283,600	3.1%	2.9%	2.5%
M92	Town Buildings	\$348,150	\$363,550	\$363,550	4.4%	0.3%	0.3%
Total Municipal Gov't		\$ 31,034,452	\$ 32,015,925	\$ 32,015,925	3.2%	28.2%	24.8%
U99	School Department	\$49,695,998	\$51,783,363	\$51,783,363	4.2%	45.6%	39.7%
VOTED GENERAL FUND		\$ 109,159,828	\$ 113,586,338	\$ 113,586,338	4.1%	100%	
<i>State Assessments</i>		\$760,150	\$750,000	\$750,000	-1.3%		0.6%
TOTAL		\$ 109,919,978	\$ 114,336,338	\$ 114,336,338	4.0%		
W99	Water Enterprise Fund	\$7,662,625	\$8,282,447	\$8,282,447	8.1%		6.1%
X99	Sewer Enterprise Fund	\$7,300,075	\$7,498,050	\$7,498,050	2.7%		5.8%
Y99	Storm Water Enterprise Fund	\$535,378	\$782,325	\$782,325	46.1%		0.4%
Z99	PEG Access	\$611,500	\$625,250	\$625,250	2.2%		0.5%
ZZ9	Landfill Enterprise Fund	\$37,000	\$37,000	\$37,000	0.0%		0.0%
TOTAL ENTERPRISE FUNDS		\$16,146,578	\$17,225,072	\$17,225,072	6.7%		12.9%
GRAND TOTAL VOTED		\$ 125,306,406	\$ 130,811,410	\$ 130,811,410	4.4%		99.4%

FY23* (top) and FY18 (bottom) General Fund



*Town Manager's proposed budget



SHARED COSTS

FY23 BUDGETS

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

Shared costs are shown below as a +4.8% increase in FY23. It should be noted that some spending was reduced in FY21 related to covid-19, but this budget puts all spending back on a regular pace. Details are available in the following budget sections.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Benefits	\$ 16,906,231	\$ 17,827,986	\$ 19,108,534	\$ 20,082,500	5.1%
Capital & Debt	\$ 7,425,284	\$ 7,545,597	\$ 8,325,726	\$ 8,659,366	4.0%
FINCOM Reserves	\$ -	\$ -	\$ 200,000	\$ 200,000	0.0%
Vocational Schools	\$ 485,775	\$ 660,000	\$ 788,000	\$ 840,000	6.6%
Total Shared Costs	\$ 24,817,290	\$ 26,033,583	\$ 28,422,260	\$ 29,781,866	4.8%
State Assessments*	\$ 712,157	\$ 745,771	\$ 760,150	\$ 750,000	-1.3%

**not voted by Town Meeting (FY23 estimated)*

Benefits (\$20.1 million; +5.1%)

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Retirement	\$ 4,918,763	\$ 6,079,433	\$ 5,708,534	\$ 6,470,500	13.3%
Medicare	\$ 857,472	\$ 866,894	\$ 1,000,000	\$ 1,000,000	0.0%
Health & Life Insurance	\$ 10,442,131	\$ 10,218,075	\$ 11,800,000	\$ 12,002,000	1.7%
Worker Compensation	\$ 321,867	\$ 367,860	\$ 395,000	\$ 405,000	2.5%
111F Indemnification	\$ 192,812	\$ 292,304	\$ 130,000	\$ 130,000	0.0%
Unemployment	\$ 173,187	\$ 3,420	\$ 75,000	\$ 75,000	0.0%
Total Benefits	\$ 16,906,231	\$ 17,827,986	\$ 19,108,534	\$ 20,082,500	5.1%

Health Insurance premiums dominate total spending in this budget segment, and the rate of annual increases have been below revenue growth for the past decade, but there is always concern looking ahead. Retirement costs have grown at rates exceeding revenues and are forecasted to continue in the years ahead. The OPEB portion of this expense is optional today, but may become required one day.

Retirement (\$6,470,500; +13.3%): The Retirement Board voted a large increase just before Covid-19 arrived in order to speed up the full pension funding date to 2029. They subsequently reduced that amount to a smaller increase, but each year would follow with a +6.5% increase that would be well above annual

revenues. In FY23 this budget funds that +6.5% amount and also restores prior levels of OPEB funding to \$500,000 annually, compared to the actuarial liability closer to \$2 million annually. Once the pension is fully funded it is expected that sufficient funds will be diverted to fully fund the OPEB liability, and there will be a net balance available for the operating budgets or other budget areas.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Retirement Assessment	\$ 4,182,630	\$ 5,245,931	\$ 5,568,534	\$ 5,930,500	6.5%
OPEB Contributions	\$ 700,000	\$ 793,400	\$ 100,000	\$ 500,000	400.0%
OBRA fees & Actuarial	\$ 36,133	\$ 40,102	\$ 40,000	\$ 40,000	0.0%
Total Retirement	\$ 4,918,763	\$ 6,079,433	\$ 5,708,534	\$ 6,470,500	13.3%

Medicare (\$1,00,000; +0%): No increase is needed for FY23 as shown below. The expense is directly related to the Town and School payroll, and increases for newer employees. The pandemic and interruptions in full-time employment have slowed down the expected growth in this expense.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Total Medicare	\$ 857,472	\$ 866,894	\$ 1,000,000	\$ 1,000,000	0.0%

Health & Life Insurance (\$12,000,200; +1.7%): Once again this budget continues to perform well as a result of successful teamwork among management and labor, and we continue to be proud that MIIA uses the Town as the model community in this sector. Over the past ten years, our average annual increase spending is **below +3%** for the town and school departments. These figures include increases in premiums plus increases in enrollment.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Benefits Coordinator	\$ -	\$ 37,651.81	\$ 65,000	\$ 67,000	3.1%
Health Insurance	\$ 10,304,269	\$ 9,998,975	\$ 11,510,000	\$ 11,710,000	1.7%
Opt Out Payments	\$ 108,625	\$ 154,708	\$ 150,000	\$ 150,000	0.0%
Payments to Other Towns	\$ -	\$ -	\$ 15,000	\$ 15,000	0.0%
Professional Services	\$ -	\$ -	\$ 25,000	\$ 25,000	0.0%
Life Insurance	\$ 29,236	\$ 26,740	\$ 35,000	\$ 35,000	0.0%
Total Health & Life Ins.	\$ 10,442,131	\$ 10,218,075	\$ 11,800,000	\$ 12,002,000	1.7%

The FY23 budget reflects an expected modest 1.7% increase in health insurance expenses, which is the fifth consecutive year of very low changes to this budget. The pandemic has greatly impacted this budget in the short run, as both the Town and employees have shared in significant one-time 'premium holidays' savings. As the table above shows, a ½ month payment holiday in FY21 drove costs lower than the previous year; although actual FY22 spending is not shown, there was a full one-month premium holiday to reduce spending. Recall that the October 2021 Special Town Meeting was able to use \$375,000 of these FY22 funds to offset costs of a few capital projects, and more surplus is available at April 2022 Town Meeting to fund OPEB or other budget needs.

The medium/longer term impact of the pandemic on health care costs is largely unknown. Premium holidays were driven by a slowing in routine medical care, which could jeopardize longer-term health and increase future utilization of services, which could drive costs and premiums up. A large amount of federal funding has offset large amounts of covid-19 costs in the medical community, but that funding will dissipate.

FY23 Shared Costs

The Town has negotiated the first three-year agreement with the Public Employees Committee, a group with one representative with weighted votes from every Town, School and RMLD unions, plus Retiree representation. This contract will allow the new Town Manager ample time to develop relationships with the PEC in this key employee attraction/retention and large financial obligation. The FY23 costs will be within this budget presented including the town offering a premium holiday in December 2022. Costs in the second and third years will rely on future premium increases, and include a partial premium holiday in December 2023. Importantly, the premium split remains at 71% Town/ 29% Employee/Retiree. Per FINCOM policy, future budgets should allow a +7% increase in premiums. Any higher costs are absorbed by Free Cash while any surplus funds should be directed at funding OPEB.

The Benefits Coordinator position was filled in late 2020 to help make sure the bills we receive are accurate. This has become more valuable during the pandemic.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Worker Compensation	\$ 321,867	\$ 367,860	\$ 395,000	\$ 405,000	2.5%
111f Retire. Pending Wages	\$ 73,000	\$ 150,000	\$ -	\$ -	0.0%
111f Expenses	\$ 119,812	\$ 142,304	\$ 130,000	\$ 130,000	0.0%
Total 111f Indemnification	\$ 192,812	\$ 292,304	\$ 130,000	\$ 130,000	0.0%
Unemployment - Schools	\$ 139,451	\$ -	\$ 55,000	\$ 55,000	0.0%
Unemployment - Town	\$ 30,315	\$ -	\$ 15,000	\$ 15,000	0.0%
Professional Services	\$ 3,420	\$ 3,420	\$ 5,000	\$ 5,000	0.0%
Total Unemployment	\$ 173,187	\$ 3,420	\$ 75,000	\$ 75,000	0.0%

Worker Compensation (\$405,000; +2.5%): The town has received acclaim at the federal and state levels for safety policies and practices, which have kept budget increases modest. However, in FY21 the actual cost increased significantly. Once the pandemic is further behind us, we will have a better idea about this sector. Insurance costs have notably risen in classrooms due to a variety of incidents in the industry but outside of Reading.

Indemnification (\$130,000; +0%): Police & Fire on duty injury related expenses can vary widely.

Unemployment Compensation (\$75,000; 0%): Pervasive fraud at the federal and state level have made this budget line difficult to track. The Town Accountant forecasts no change in FY23, given the backdrop of the strong job market.

Capital & Debt (\$8.66 million; +3.9%)

Capital \$2.68 million; -25.0%

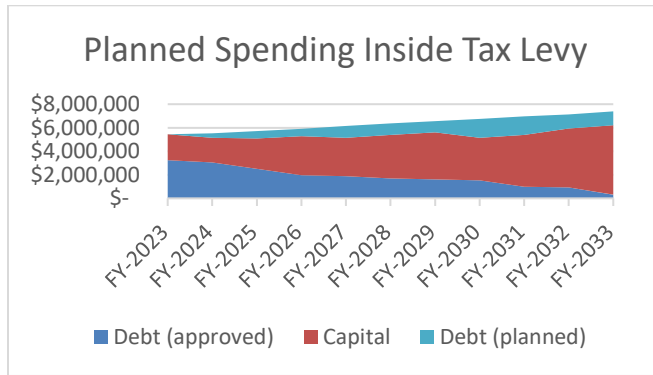
Debt \$5.98 million; + 25.7%

The FY23 Town Manager’s budget follows previous guidance received from FINCOM to fund capital & debt at 5.5% of the total budget for the period FY22 through FY24, and purposely above their long-term policy target of 5.0%. This change responded to the financing opportunity of low long-term interest rates and backstopped the need to fund infrastructure after pandemic-induced reductions to capital spending in June 2020. FINCOM has allowed the use of additional Free Cash to support these temporary increases.

As the chart on the next page demonstrates, debt service (bottom - blue) for projects inside the tax levy represent \$3.25 million in FY23 and that total declines to \$1.5 million by FY33. Reading is well known among

FY23 Shared Costs

global Credit Agencies for paying off debt quickly, which helps the credit rating and in turn allows significant room for future capital (red) and debt-financed (aqua) projects, given FINCOM’s 5% policy guidelines.



Future Debt Issuance

The Town has issued a one-year Bond Anticipation Note (BAN) for the \$2 million of water tank funding approved by October 2021 Special Town Meeting. By September 2022, the Select Board should decide if any ARPA funds will be directed towards that project. Any amount not funded by ARPA will need to be borrowed, either using another bond anticipation note issued November 2022 through June 2023 or funded permanently.

In March 2022, the Town will be advised whether or not the MSBA invites the Killam Elementary School to receive funding. If the answer is no, then there will be no short-term work aside from a decision of resubmitting an application and addressing anything the MSBA might have questioned. If the answer is yes, then an exact timeline is not crystal clear, but under the fastest scenario, November 2022 Town Meeting could be asked for design funding (\$2+ million), and then Town Meeting in November 2023 and the voters at the local election in April 2024 might be asked to approve a debt exclusion to pay the Town’s share of the project costs.

Based on the current Capital Plan:

In June 2023, there are three possible projects that will require debt issuance:

- \$2.0 million water tank (already approved by Town Meeting)
- \$2.0 million Downtown Phase II Streetscape improvements* (ask Nov. '22 TM)
- \$1.0 million Community Sustainability (ask Nov. '22 TM)

**A state bond bill funds an additional \$5 million of improvements*

In June 2024, there are three possible projects that will require debt issuance:

- \$2.0 million Birch Meadow Master Plan Phase A (ask Nov. '23 Town Meeting)
- \$4.0 million Smart Meters – Water & Sewer enterprise funds (ask Nov. '23 TM)
- TBD - Killam elementary school excluded debt (ask TM & voters in advance)*

In June 2026, there is one possible project that will require debt issuance:

- \$1.7 million RMHS Field House safety improvements (ask Nov. '25 TM)

In June 2027, there is one possible project that will require debt issuance:

- \$5.2 million water main improvements (ask Nov. '26 TM)

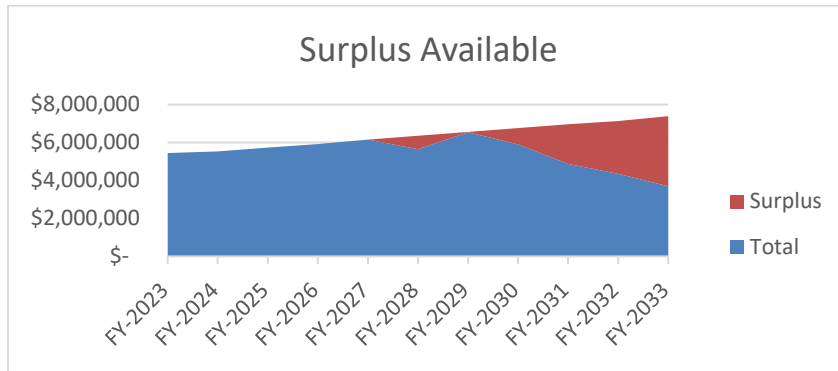
In June 2028, there are two possible project that will require debt issuance:

- \$3.7 million Coolidge MS roof project (ask Nov. '27 TM)
- \$1.9 million Birch Meadow ES roof project (ask Nov. '27 TM)

Summary

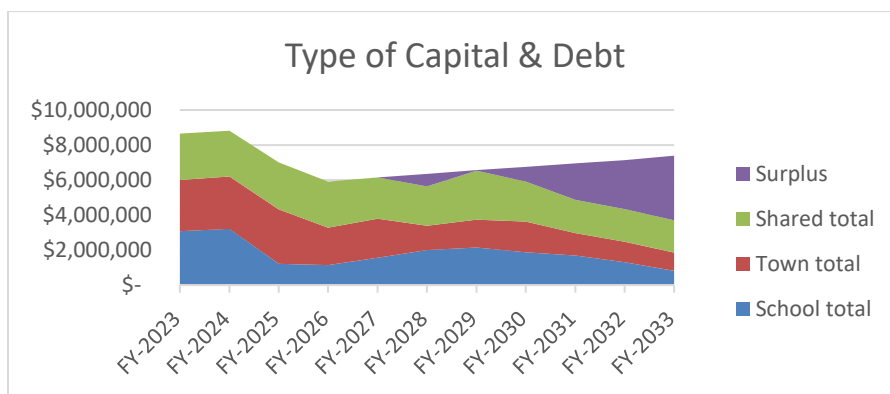
FINCOM’s use of additional temporary Free Cash to fund this additional infrastructure has worked well. October Special Town Meeting authorized debt for a few projects, clearing the path to borrow at historic low interest rates before recent abrupt rate increases. It is important to note that supply chain dislocations and materials cost inflation is very much a factor in current capital planning.

The Capital Plan (including both capital + debt) is balanced through FY27, and then from FY28 through FY33 there is a total surplus of \$10.1 million in funds available for projects or expenses not yet currently scheduled for funding (shown in red in the chart below). New capital costs typically arise as time goes by and they will help use up some of this surplus, but there should be funding available to add larger projects in the years ahead. Naturally this is only a plan, and community needs may change.



This surplus could be handy, as there are several projects listed in the Capital Plan summary, but not yet currently scheduled for specific funding requests. These include: \$325,000 RMHS ropes course (might be done as part of the RMHS Stadium turf project TBD); \$2.0 million Parker MS turf replacement; about \$10 million remaining for the Birch Meadow Master Plan phases. In addition, there are unspecified amounts for a possible Killam building project (excluded debt), a Community Center (excluded debt if above \$5million), DPW Building Improvements, and other as yet unidentified requests from the community.

The Town and Schools work on capital/debt collaboratively, and with a ten-year focus. Recent ‘shared’ projects such as building security and energy improvements have been done at lower total costs because of this approach, and also with lower and more efficient future maintenance costs. In the chart below, the green represents this increasing collaboration. Note the near-term downward slope is due to both the High School and Library excluded debt being repaid soon.



Before exploring the FY23 Capital Plan and the FY23 Debt Schedule budget details, a final reminder about the capital planning process.

Almost twenty years ago, the failure to pass an Override led to a decision to severely cut back on capital spending. Coupled with the choice to fund two large elementary school projects inside the tax levy with debt, this meant that annual capital spending dropped to below \$100,000. This proved to be a decision with several long term serious negative consequences, including deteriorating buildings, equipment that posed safety risks to employees and the community, and escalating maintenance costs.

About 16 years ago Town finance staff created a budget framework, and one portion included the notion of setting aside 5% of revenues for capital & debt, and it was endorsed by FINCOM as a policy. This approach has significantly improved the condition of buildings and equipment, important both from a safety and financial standpoint as repair and maintenance costs have since dropped.

It is important for the reader to understand that this 5% set aside (increased temporarily to 5.5% through FY24) is therefore not available to fund school or town annual operational costs, although certainly that 5% FINCOM policy could change in the future. The 5% allocation happens at Annual Town Meeting. Quite often at Subsequent or Special Town Meetings, additional funds for capital are appropriated. When reviewing year-over-year historic capital spending, it is important to note that the planned 5% allocation at Annual Town Meeting may therefore look relatively small compared to past total actual spending.

Since this 5% FINCOM policy was instituted 16 years ago, capital and debt have been an example of strong collaborative long-term planning by various volunteer boards and committees. Recently the Birch Meadow Master Planning exercise was interrupted by the pandemic, because our near-term financial footing was unclear and our ability to hold public meetings was impacted. Last summer the project came back after a one-year hiatus, received \$150,000 design funding by November 2021 Town Meeting, and the first phase is now scheduled for debt funding once the design cost estimates are received and discussed by the community.

This past winter, some comparatively smaller capital requests have come in late in FINCOM's budget process, outside of the typical protocol for carefully adding items to the Capital Plan. After a discussion with elected officials, some of whom supported these late requests, they may instead be placed in front of April 2022 Town Meeting for funding.

Thoughtful Capital Planning must encompass a wide array of equipment and projects. Conversations on how to improve the process are always a good idea. However, a word of caution - changes to the Capital Planning process should be made thoughtfully, carefully, and with input from all stakeholders. Our current process prioritizes safety first, and fiscal responsibility second. Given the Town's past, it is especially important that any changes to the process do not regress to the past practice of not taking care of the essential needs of the community.

Changes Approved at October 2021 and November 2021 Town Meetings

As a reminder, the following capital items were approved by recent Town Meetings:

- \$385,000 October Special Town Meeting
 - \$185,000 DPW snow holder – moved up 1yr
 - \$140,000 Window safety film added
 - \$ 60,000 GIS project/state – moved up 1yr

FY23 Shared Costs

debt authorizations for three projects (2 general fund, 1 water fund)
\$400,000 November Subsequent Town Meeting
\$150,000 DPW Road repairs
\$150,000 Birch Meadow Master Plan design work for phase 1
\$100,000 DPW sidewalk repairs/pedestrian safety

Changes in this budget since November 2021 Town Meeting

All changes for FY22 and FY23 are listed; significant changes in outer years are also listed:

+ \$145,000 in FY22 (requested at April Town Meeting)

\$110,000 Funding requested by ad hoc PARC committee for four multi-space parking kiosks in Brande Court and Upper Haven municipal parking lots, and for two handheld enforcement devices. This request will be discussed by the Select Board in March 2022.

\$35,000 in Technology Security equipment: \$20,000 for multi-factor authentication for external secure mobile access to the Town's network and \$15,000 for an additional firewall for internal segmentation to minimize impact of any external security breach

+ \$117,000 in FY23

\$ 12,000 RMHS/RISE playground design (project follows in FY24)

\$ 15,000 Facilities – town doors & windows

+\$ 5,000 added to Ambulance & equipment

\$185,000 DPW Snow holder (moved up two years)

-\$100,000 Strout Avenue improvements (concerns at November '21 Town Meeting)

Future years

Coolidge & Birch Meadow roof projects (debt) moved out 5 years from FY24/25 to FY29/30

Coolidge MS roof increased to \$3.7mil from \$2.8mil

Birch Meadow ES roof increased to \$1.9mil from \$1.5mil

Birch Meadow Field project phase I (\$2mil) added as debt in FY25 (design work is underway)

RISE playground surface added FY24 (\$120k)

RMHS Field House safety improvements added in FY27 (\$1.7mil)

HVAC work (\$1.7mil) for Barrows & Wood End added back to plan

Barrows \$710k in FY28/FY29; Wood End \$1.012mil in FY29/FY30

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

FY22 Capital +\$145,000

As described above.

FY23 Capital (\$2,681,000); -24.9%

\$62,000 for Core Facilities: \$50,000 for use by the Permanent Building Committee; \$12,000 for the RMHS/RISE playground design.

\$15,000 for School Buildings: carpet/flooring at Parker MS.

\$15,000 for Town Buildings: various doors & window repairs.

\$110,000 for Schools: \$100,000 for large scale technology projects; \$10,000 as ongoing phone system work.

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

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

\$25,000 for Public Services: \$25,000 for playground improvements at Memorial Park.

FY23 Shared Costs

\$435,000 for Public Safety: \$400,000 to replace ambulance#2 (2010) and for related ambulance equipment; \$35,000 for Fire Hoses.

\$1,909,000 for Public Works: \$925,000 for road repairs (\$500,000 for work on Lowell Street; note an additional ~ \$600,000 of Chapter 90 grant funds will supplement the road repair budget); \$100,000 for skim coating & seal crack road repairs; \$100,000 in general curb and sidewalk repairs for pedestrian safety; \$50,000 for general parking lot improvements; \$50,000 for general fence improvements; \$100,000 for rock wall repairs at Memorial Park; \$210,000 for a Chipper/Loader(2008); \$185,000 for a snow holder (2015); \$150,000 for a gang lawn mower (2007); \$24,000 for a trailer for the stump grinder; and \$15,000 for a replacement trailer (1985).

FY23 Debt Service (\$5,978,366; +25.7%)

All debt spending for FY23 has already been approved by prior Town Meetings and debt has been issued. The FY23 debt schedule includes \$3.25 million of debt inside the tax levy, and \$2.73 million excluded from the tax levy (additional taxes previously approved by voters). The table below summarizes the approved debt financed projects inside the tax levy and therefore within FINCOM’s 5% policy, and shows the projected changes over the next few years:

Debt Summary	FY22	FY23	FY24	FY25	FY26	FY22-26
Energy Improvements	476,456	857,004	796,731	769,813	418,875	(57,581)
Building Security	474,500	460,300	446,100	427,000	413,000	(61,500)
RMHS Turf II + Turf I	219,300	602,125	561,025	541,875	522,725	303,425
RMHS litigation	167,400	162,000	156,600	151,200	145,800	(21,600)
Parker MS Roof	0	358,677	324,000	312,500	301,000	301,000
Barrows/Wood End	312,988	304,438	283,088	0	0	(312,988)
Modular Classrooms	165,000	159,000	153,000	0	0	(165,000)
Police Station/Public Health	0	197,939	182,250	175,750	164,375	164,375
West Street Road Improvements	148,200	144,300	140,400	135,200	0	(148,200)
INSIDE THE TAX LEVY	1,963,844	3,245,784	3,043,194	2,513,338	1,965,775	1,931

Over this period of time, debt approved by November 2021 Town Meeting has replaced debt fully repaid. In the interim years, less capital was funded, although FINCOM did add more Free Cash to support the 5.5% level. Future planned debt is shown below, and the impact was shown previously in the Chart “Planned Spending Inside the Tax Levy’ earlier in this section:

Debt Summary	FY22	FY23	FY24	FY25	FY26	FY22-26
INSIDE THE TAX LEVY	1,963,844	3,245,784	3,043,194	2,513,338	1,965,775	1,931
<i>*Community Sustainability</i>	<i>0</i>	<i>0</i>	<i>130,000</i>	<i>127,000</i>	<i>124,000</i>	<i>124,000</i>
<i>*Econ Development Downtown II</i>	<i>0</i>	<i>0</i>	<i>260,000</i>	<i>254,000</i>	<i>248,000</i>	<i>248,000</i>
<i>*Birch Meadow Fields Phase I</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>260,000</i>	<i>254,000</i>	<i>254,000</i>
*INSIDE THE TAX LEVY	3,927,689	6,491,568	6,476,389	5,667,675	4,557,550	629,862

**indicates projects NOT yet approved by Town Meeting.*

Lastly, it is important to note that the debt exclusion for the High School (which includes lesser amounts for Barrows and Wood End) will be fully repaid in FY24. The Library was repaid on an aggressive fast schedule and will be fully repaid in FY25. This combination allows a Killam project to slide in when both current debt exclusions are repaid, minimizing the impact to taxpayers.

Debt Summary	FY22	FY23	FY24	FY25	FY26	FY22-26
RMHS	1,324,000	1,306,750	1,312,500	0	0	(1,324,000)
Barrows/Wood End <i>Killam</i>	59,982	57,332	44,512	0	0	(59,982)
Library	1,407,900	1,368,500	1,329,100	1,279,700	0	(1,407,900)
EXCLUDED FROM LEVY	2,791,882	2,732,582	2,686,112	1,279,700	0	(2,791,882)

FINCOM Reserves (\$200,000; unchanged):

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

Regional Vocational Schools (\$840,000; +6.6%):

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

Note that the Wakefield school has received MSBA and regional voter approval for funding a new building. Within the next few years Reading will be assessed a cost of about \$250,000 annually for 30-40 years, in addition to tuition.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
North East Regional	\$ 342,028	\$ 453,782	\$ 572,000	\$ 610,000	6.6%
Essex North	\$ 109,164	\$ 165,770	\$ 170,000	\$ 180,000	5.9%
Minuteman	\$ 34,583	\$ 40,448	\$ 46,000	\$ 50,000	8.7%
Total Vocational School	\$ 485,775	\$ 660,000	\$ 788,000	\$ 840,000	6.6%

State Assessments (\$750,000; -1.3% estimate): Town Meeting does not vote on these charges, they are deducted from any State Aid payments the Town receives. Federal monies available have slowed the recent growth of the MBTA Assessment.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
MBTA	\$ 582,206	\$ 567,507	\$ 600,000	\$ 590,000	-1.7%
School Choice	\$ 55,401	\$ 78,587	\$ 69,000	\$ 70,000	1.4%
Charter School	\$ 20,456	\$ 43,537	\$ 34,000	\$ 33,000	-2.9%
SPED Assessment	\$ 14,947	\$ 17,639	\$ 18,000	\$ 18,000	0.0%
RMV, MAPC, Air Polltin	\$ 39,147	\$ 38,501	\$ 39,150	\$ 39,000	-0.4%
TOTAL	\$ 712,157	\$ 745,771	\$ 760,150	\$ 750,000	-1.3%

FY23 Shared Costs

TOWN DEPARTMENTS

FY23 BUDGETS

As seen in the next table, the Town Manager's FY23 budget for Town departments shows a 3.2% increase when compared to FY22.

Department	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Administrative Services	\$ 3,016,025	\$ 3,072,329	\$ 3,407,552	\$ 3,643,075	6.9%
Public Services	\$ 1,376,707	\$ 1,220,534	\$ 1,602,800	\$ 1,637,650	2.2%
Finance	\$ 835,512	\$ 873,313	\$ 953,600	\$ 990,700	3.9%
Public Safety	\$ 11,294,794	\$ 11,752,963	\$ 13,100,825	\$ 13,442,925	2.6%
Public Works	\$ 5,695,021	\$ 5,944,997	\$ 6,485,475	\$ 6,658,125	2.7%
Library	\$ 1,750,001	\$ 1,771,611	\$ 1,931,950	\$ 1,996,300	3.3%
Facilities	\$ 3,124,153	\$ 2,908,171	\$ 3,532,250	\$ 3,647,150	3.3%
Town Departments Total	\$ 27,092,213	\$ 27,543,918	\$ 31,014,452	\$ 32,015,925	3.2%

The table above includes an \$80,000 FINCOM transfer for Covid-19 in FY22. If that were removed as a one-time expense, the annual change in FY23 is +3.5%.

Wages

Department	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Administrative Services	\$ 1,471,047	\$ 1,531,079	\$ 1,551,400	\$ 1,629,475	5.0%
Public Services	\$ 1,195,090	\$ 1,114,849	\$ 1,378,300	\$ 1,377,150	-0.1%
Finance	\$ 725,395	\$ 758,216	\$ 801,350	\$ 835,050	4.2%
Public Safety	\$ 10,768,623	\$ 11,264,261	\$ 12,327,475	\$ 12,739,675	3.3%
Public Works	\$ 2,801,112	\$ 2,746,413	\$ 3,011,475	\$ 3,140,925	4.3%
Library	\$ 1,379,101	\$ 1,410,891	\$ 1,544,550	\$ 1,596,850	3.4%
Facilities	\$ 852,298	\$ 868,562	\$ 899,525	\$ 928,800	3.3%
Town Department Wages	\$ 19,192,666	\$ 19,694,269	\$ 21,514,075	\$ 22,247,925	3.4%

Town departments are projected to spend +3.4% on wages costs for FY23, as shown in the table above. All town unions settled on collective bargaining agreements that extend through June 2024. Town non-union personnel have 2.0% steps (when eligible) plus 1.75% COLA budgeted for FY23, in keeping within FINCOM's +3.85% guidance.

Of note for FY23 is the \$60,000 increase in poll worker wage costs for additional elections; a new support staff position for Public Health; and positions in both Police and Public Services changing to an outsourced regional consulting model through inter-municipal agreements (IMAs).

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

could be between 35 and 40 hours/week; and estimates are used for part-time and especially seasonal staffing. None-the-less, the trends below while not precise, are helpful in general.

Full Time Equivalent (FTEs)

Department	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Administrative Services	16.8	17.3	17.6	17.6	0.0%
Public Services	24.2	25.2	21.8	21.0	-3.7%
Finance	11.5	11.8	11.8	11.9	0.8%
Public Safety	114.8	115.2	118.2	119.0	0.7%
Public Works	44.0	43.2	43.6	44.0	0.9%
Library	22.3	23.4	24.4	24.9	2.0%
Facilities	11.0	11.0	11.0	11.0	0.0%
Town Departments Total	244.6	247.1	248.4	249.4	0.4%

FY22 figures are revised to reflect Town Meeting’s approval of moving Public Health under Public Safety. For FY23, as mentioned regional outsourced agreements remove staffing from Public Services and Police; increases in part-time hours are seen in Public Services, Finance, Police, and the Library. One new full-time support staff position is proposed for Public Health.

Expenses

Department	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Administrative Services	\$ 1,544,978	\$ 1,541,250	\$ 1,856,152	\$ 2,013,600	8.5%
Public Services	\$ 181,617	\$ 105,685	\$ 224,500	\$ 260,500	16.0%
Finance	\$ 110,117	\$ 115,097	\$ 152,250	\$ 155,650	2.2%
Public Safety	\$ 526,171	\$ 488,702	\$ 773,350	\$ 703,250	-9.1%
Public Works	\$ 2,893,909	\$ 3,198,584	\$ 3,474,000	\$ 3,517,200	1.2%
Library	\$ 370,900	\$ 360,721	\$ 387,400	\$ 399,450	3.1%
Facilities	\$ 2,271,855	\$ 2,039,610	\$ 2,632,725	\$ 2,718,350	3.3%
Town Department Expense:	\$ 7,899,548	\$ 7,849,649	\$ 9,500,377	\$ 9,768,000	2.8%

Election expenses and Pay & Class funding drive the Administrative Services budget higher. A total of \$85,000 is set aside to help fund results of the Pay & Class project, with a target of November 2022 Town Meeting to move these funds to the needed wage lines in Town departments.

Outsourced regional IMAs drive Public Services expenses higher; not repeating a large FY22 Covid-19 expense in Public Health reduces spending in Public Safety.

Please refer to the following Town department budget sections for more detailed information.

Administrative Services Department

Department Overview

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

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

FY23 Budget Summary

As shown below, the Administrative Services FY23 budget increased by 6.9%, driven by including funding for results of a non-union compensation study, funding more scheduled elections, and a new \$15,000 line for the Select Board to allocate funds to their appointed boards and committees.

There are no changes in staffing levels proposed for FY23. Wage and Expense lines are shown separately both for informational purposes and because those lines are voted by Town Meeting.

Divisions	FY20 Actual	FY21 Actual	Town MeetingTown Manager		
			FY22 BUDGET	FY23 Budget	Change
Operations	\$ 673,819	\$ 701,392	\$ 740,550	\$ 768,325	3.8%
Technology	\$ 881,193	\$ 835,381	\$ 947,052	\$ 1,021,050	7.8%
Human Resources	\$ 178,654	\$ 178,829	\$ 227,800	\$ 281,050	23.4%
Town Manager Office	\$ 1,069,855	\$ 1,098,686	\$ 1,269,100	\$ 1,298,200	2.3%
Town Clerk Office	\$ 147,102	\$ 152,260	\$ 160,050	\$ 164,950	3.1%
Elections	\$ 65,402	\$ 105,781	\$ 63,000	\$ 109,500	73.8%
Department Total	\$ 3,016,025	\$ 3,072,329	\$ 3,407,552	\$ 3,643,075	6.9%

Line G91 – FY23 Administrative Services Wages

Administrative Services	FY20 Actual	FY21 Actual	Town MeetingTown Manager		
			FY22 BUDGET	FY23 Budget	Change
Operations	\$ 528,818	\$ 549,055	\$ 582,550	\$ 609,325	4.6%
Technology	\$ 421,481	\$ 417,722	\$ 434,700	\$ 445,150	2.4%
Human Resources	\$ 146,062	\$ 148,247	\$ 151,200	\$ 157,050	3.9%
Town Manager Office	\$ 188,383	\$ 193,852	\$ 199,900	\$ 192,000	-4.0%
Town Clerk Office	\$ 146,882	\$ 153,656	\$ 154,050	\$ 159,950	3.8%
Elections	\$ 39,421	\$ 68,547	\$ 29,000	\$ 66,000	127.6%
Department Wages	\$ 1,471,047	\$ 1,531,079	\$ 1,551,400	\$ 1,629,475	5.0%

Line G92 – FY23 Administrative Services Expenses

Administrative Services	FY20 Actual	FY21 Actual	Town MeetingTown Manager		Change
			FY22 BUDGET	FY23 Budget	
Operations	\$ 145,001	\$ 152,338	\$ 158,000	\$ 159,000	0.6%
Technology	\$ 459,712	\$ 417,660	\$ 512,352	\$ 575,900	12.4%
Human Resources	\$ 32,592	\$ 30,582	\$ 76,600	\$ 124,000	61.9%
Town Manager Office	\$ 881,472	\$ 904,834	\$ 1,069,200	\$ 1,106,200	3.5%
Town Clerk Office	\$ 220	\$ (1,397)	\$ 6,000	\$ 5,000	-16.7%
Elections	\$ 25,981	\$ 37,234	\$ 34,000	\$ 43,500	27.9%
Department Expenses	\$ 1,544,978	\$ 1,541,250	\$ 1,856,152	\$ 2,013,600	8.5%

Department Highlights

- Procurement was able to move two large projects to their final stage. A newly designed water tank and a town wide security initiative.
- 692 Service requests through SeeClickFix, up from 511 last year. Potholes (172), Sidewalks (71), and Trees/branches (51) were most popular requests again this year – along with “other” (61).
- 1,103,142 website pageviews last year. 57.2% of visitors use a Desktop computer, 40.0% use a mobile phone, and 2.8% use a tablet.
- 3,491 FB page like; 1,576 Twitter Followers
- 1,034 Registered email addresses on SeeClickFix up from 851 last year
- 20,540 Contacts in CodeRED, up from 19,948 last year
- 2,329 calls sent through CodeRED last year, down from 2,334 calls last year, mostly internal police department calls
- 2,271 Help Desk IT tickets successfully resolved
- Assisted in bargaining 3-year contracts with all Town Unions.
- Non-Union Pay/Class Study to be completed by fiscal year-end.
- Consistent hiring across organization including key managerial positions of Health Director and Assistant Fire Chief.
- 7,517 Census forms received and processed for 2021
- 11,947 Census forms sent for 2022
- 2,774 Dog Licenses issued for 2021
- 5,398 Certified signatures for nomination and petition papers for 2021
- 499 Town Records Request processed for 2021
- 1,114 New Vital Records processed for 2021
- Held 4 Virtual Town Meetings in 2021
- Held 1 Historical Election in 2021
- Set new precinct boundaries for 2022

Operations Overview

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

Division Activities

Operations and Procurement continues to manage risk, communications, and procurement during the pandemic providing all-online bidding services, contract management across departments, redesigning the town's website with a projected 2022 end of Q1 launch, supporting the ICS Command staff as PIO, and managing the Safety Committee and Risk Management. Special Projects- Rental & Mortgage Assistance, 625 Main Street multi-agency re-housing operation, Town wide Security Project.

FY23 Budget Summary

Support staff for the Town Clerk and Human Resources as well as overtime for evening meetings are contained in this budget. Multifunction devices (copiers) across all town departments are supported by this division. Some professional development funding is added for the new Town Manager.

Operations	Town MeetingTown Manager					
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change	
Admin. Services Director	\$ 110,921	\$ 113,669	\$ 116,625	\$ 121,150	3.9%	
Business Administrator	\$ 86,379	\$ 88,531	\$ 90,825	\$ 94,375	3.9%	
Procurement Officer	\$ 78,533	\$ 80,472	\$ 82,600	\$ 85,800	3.9%	
Support Staff	\$ 227,718	\$ 243,869	\$ 277,500	\$ 293,000	5.6%	
Overtime	\$ 9,925	\$ 17,957	\$ 15,000	\$ 15,000	0.0%	
Buyback	\$ 15,341	\$ 4,558	\$ -	\$ -		
Division Wages	\$ 528,818	\$ 549,055	\$ 582,550	\$ 609,325	4.6%	
Postage	\$ 85,914	\$ 102,038	\$ 87,500	\$ 87,500	0.0%	
Copier Leases & Supplies	\$ 38,278	\$ 38,935	\$ 45,000	\$ 45,000	0.0%	
Professional Development	\$ 11,843	\$ 7,612	\$ 17,000	\$ 18,000	5.9%	
Supplies. Repairs,Other	\$ 8,966	\$ 3,753	\$ 8,500	\$ 8,500	0.0%	
Division Expenses	\$ 145,001	\$ 152,338	\$ 158,000	\$ 159,000	0.6%	

Technology Overview

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

Division Activities

The Technology Division continued to work with the various town departments to adapt the services and solutions provided, as the needs of the town departments continued to evolve. An increase in staff needs to remotely access systems, as well as solutions that provide additional online interactions with the residents were our primary focus. Additionally, we provided solutions that support a combination of remote and in person participation, and were involved with projects that involved multiple departments, like the building security project, the public safety radio upgrade, and public safety dispatch renovation project.

FY23 Budget Summary

Overtime is increased for special projects and night meeting support. A partial implementation of Office-365 should bring productivity gains and save hardware costs. License costs are expected to increase as vendors pivoted to respond to the pandemic.

Technology	FY20 Actual	FY21 Actual	Town MeetingTown Manager		Change
			FY22 BUDGET	FY23 Budget	
Technology Director	\$ 115,706	\$ 119,230	\$ 122,400	\$ 124,550	1.8%
GIS Administrator	\$ 86,714	\$ 88,864	\$ 91,150	\$ 84,100	-7.7%
Software Training Coord.	\$ 69,998	\$ 71,727	\$ 73,600	\$ 76,400	3.8%
Computer Technicians	\$ 129,485	\$ 114,614	\$ 136,550	\$ 143,100	4.8%
Technology Overtime	\$ 16,951	\$ 7,374	\$ 11,000	\$ 17,000	54.5%
Buyback	\$ 2,626	\$ 15,913	\$ -	\$ -	
Division Wages	\$ 421,481	\$ 417,722	\$ 434,700	\$ 445,150	2.4%
Landlines & Wireless Phone	\$ 108,486	\$ 113,312	\$ 112,052	\$ 115,000	2.6%
Professional Services	\$ 12,666	\$ 4,819	\$ 19,000	\$ 24,000	26.3%
Technical Licenses/Support	\$ 34,542	\$ 40,412	\$ 27,500	\$ 63,000	129.1%
Parts, Supplies. Other	\$ 18,179	\$ 15,745	\$ 42,000	\$ 44,000	4.8%
PC Hardware	\$ 2,217	\$ 3,150	\$ 32,500	\$ 35,000	7.7%
Network Hardware	\$ 1,734	\$ (5,986)	\$ 15,000	\$ 15,000	0.0%
Parts&Equipment	\$ 177,824	\$ 171,452	\$ 248,052	\$ 296,000	19.3%
Financial software	\$ 88,974	\$ 93,434	\$ 98,000	\$ 103,000	5.1%
Public Safety software	\$ 47,952	\$ 50,464	\$ 54,000	\$ 57,300	6.1%
Permits & Lic. software	\$ 83,354	\$ 31,683	\$ 34,000	\$ 37,000	8.8%
GIS Mapping software	\$ 16,033	\$ 15,300	\$ 17,000	\$ 17,000	0.0%
Document storage	\$ 13,611	\$ 13,611	\$ 15,000	\$ 15,000	0.0%
Facilities Work Order	\$ 9,102	\$ 18,381	\$ 20,000	\$ 22,000	10.0%
Website & Communication	\$ 10,057	\$ 10,030	\$ 11,800	\$ 13,000	10.2%
Assessor software	\$ 8,825	\$ 9,225	\$ 10,000	\$ 11,000	10.0%
Other software	\$ 3,980	\$ 4,080	\$ 4,500	\$ 4,600	2.2%
Software Licenses	\$ 281,888	\$ 246,208	\$ 264,300	\$ 279,900	5.9%

Human Resources Overview

This division provides support to the Town (Town Manager & Administrative Services Director); to the Schools (Superintendent); to the Light Department (General Manager) and to all Retirees (in conjunction with the independent Retirement Board and the Massachusetts Teachers' Retirement System). Collaboration with the Finance Department occurs on a daily basis. The pandemic has caused massive disruptions to Human Resources in all organizations, and a big task for the new Town Manager is to assess staffing levels for the future.

Division Activities

Since the COVID-19 pandemic began the Human Resources Division experienced a major shift in responsibilities, working to process ongoing changes from both state & federal guidance on the pandemic while also continuing to process the increased workload during these trying times. Organized committee to review personnel policy (hoping to have finalized in CY22). Assisted with collective bargaining for all eight unions. HR is looking forward to partnering with the new Town Manager on all personnel-related initiatives.

FY23 Budget Summary

A total of \$85,000 is set aside to assist the new Town Manager in implementing the results of the non-union Pay & Class study, possibly at November 2022 Town Meeting through transfers to wage lines as needed. The organization is very strong with a remarkable culture combining hard work and team work. Employee retention should be the top goal for the next few years. Several employees have left for more pay in recent years, and a good number of them have been welcomed back, as perhaps they realize the invisible value of that culture in Reading. The amount of night meetings and extra work needs to be monitored as the pandemic has reminded us all about work/life balances, and sustainable paces.

Human Resources	Town MeetingTown Manager					Change
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget		
HR Director	\$ 84,690	\$ 82,955	\$ 85,600	\$ 88,900	3.9%	
HR Generalist	\$ 59,134	\$ 63,923	\$ 65,600	\$ 68,150	3.9%	
Buyback	\$ 2,237	\$ 1,369	\$ -	\$ -		
Division Wages	\$ 146,062	\$ 148,247	\$ 151,200	\$ 157,050	3.9%	
Prof/Tech Services	\$ 6,631	\$ 415	\$ 5,000	\$ 6,500	30.0%	
Advertising	\$ 906	\$ 1,887	\$ 5,000	\$ 5,000	0.0%	
Employee Physicals	\$ 8,615	\$ 24,430	\$ 18,000	\$ 18,500	2.8%	
DOT Certifications	\$ 3,544	\$ 3,850	\$ 3,600	\$ 4,000	11.1%	
Training Initiatives	\$ 12,896	\$ -	\$ 5,000	\$ 5,000	0.0%	
Funding for Non Union P&C	\$ -	\$ -	\$ 40,000	\$ 85,000	112.5%	
Division Expenses	\$ 32,592	\$ 30,582	\$ 76,600	\$ 124,000	61.9%	

Town Manager's Office Overview

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

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

Division Activities

- As part of Incident Command Structure leadership, respond to Covid-19 pandemic with regards to the health of the Reading community as well as the Town/School organizations.
- Maintain oversight of all typical annual Town operational activities.
- Supervise Town capital projects and change schedules in light of covid-19 impacts.
- Oversee budget and financial long-term planning.
- Plan transition to new Town Manager.

FY23 Budget Summary

The new Town Manager wages are set by contract. Property/casualty insurance expenses are driven higher by complexities brought on by the pandemic and will remain at those levels for a while. Legal expenses have become difficult to predict, as a few complex and time-consuming issues have come before the Select Board. In order to provide more funding to volunteer boards, the Select Board has received a \$15,000 reserve fund allocation. For the first-year, a suggestion to continue funding \$1,500 each for the Town Forest, Trails, and Historic are requested, as their funding has been removed from other departments. The Town Manager Reserves are reduced and should no longer fund Board and Committee requests. The Cultural Council line is continued because of their long-lead time to give out grants, but it is possible this could be rolled into the Select Board reserve fund in future years.

Town Manager's Office	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Town Manager	\$ 188,383	\$ 193,852	\$ 199,900	\$ 192,000	-4.0%
Division Wages	\$ 188,383	\$ 193,852	\$ 199,900	\$ 192,000	-4.0%
P&C Insurance	\$ 491,640	\$ 538,523	\$ 660,000	\$ 680,000	3.0%
Town Counsel	\$ 269,381	\$ 302,017	\$ 270,000	\$ 275,000	1.9%
Other legal	\$ 18,927	\$ 23,251	\$ 40,000	\$ 40,000	0.0%
Town Mgr Reserves	\$ 3,127	\$ 6,555	\$ 20,000	\$ 15,000	-25.0%
Town Mgr other	\$ 30,645	\$ (15,400)	\$ -	\$ -	
Cultural Council	\$ 5,000	\$ 8,000	\$ 8,000	\$ 8,000	0.0%
Select Board	\$ 2,972	\$ 1,608	\$ 2,600	\$ 17,600	576.9%
Finance Committee	\$ 59,780	\$ 40,280	\$ 68,600	\$ 70,600	2.9%
Division Expenses	\$ 881,472	\$ 904,834	\$ 1,069,200	\$ 1,106,200	3.5%

Town Clerk Office/Elections

Overview

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

Division Activities

Town Clerk is the Primary Public Records Access Officer for Town, School, Library, Fire and Light departments

- Run efficient Elections and Town Meetings
- Centralized Document Storage for Town and Schools
- Local and Federal Census

FY23 Budget Summary

There is a significant increase in the elections line items this year due to a tripling of elections in the fiscal year. Due to the increased complexity of public records requests (PRR), it is suggested that upon a retirement this summer that the Assistant Town Clerk position receive a classification upgrade and the Town Clerk be encouraged to share the PRR responsibility in the office.

FY23 Budget Town Clerk Office Wages and Expenses

Town Clerk's Office	FY20 Actual	FY21 Actual	Town MeetingTown Manager		Change
			FY22 BUDGET	FY23 Budget	
Town Clerk	\$ 88,448	\$ 90,629	\$ 93,000	\$ 96,600	3.9%
Assistant Town Clerk	\$ 58,053	\$ 59,492	\$ 61,050	\$ 63,350	3.8%
Buyback	\$ 381	\$ 3,536	\$ -	\$ -	
Division Wages	\$ 146,882	\$ 153,656	\$ 154,050	\$ 159,950	3.8%
Prof/Tech Services	\$ 220	\$ (1,397)	\$ 6,000	\$ 5,000	-16.7%
Division Expenses	\$ 220	\$ (1,397)	\$ 6,000	\$ 5,000	-16.7%

FY23 Budget Elections Wages and Expenses

Elections	FY20 Actual	FY21 Actual	Town MeetingTown Manager		Change
			FY22 BUDGET	FY23 Budget	
Election Workers	\$ 39,306	\$ 89,935	\$ 25,000	\$ 80,000	220.0%
Registrars	\$ 2,365	\$ 2,072	\$ 2,500	\$ 2,500	0.0%
Town Meeting Monitor	\$ 806	\$ -	\$ 1,500	\$ 1,000	-33.3%
State Grant support	\$ (3,056)	\$ (23,460)	\$ -	\$ (17,500)	100.0%
Division Wages	\$ 39,421	\$ 68,547	\$ 29,000	\$ 66,000	127.6%
Elections expenses	\$ 20,719	\$ 28,903	\$ 22,000	\$ 29,500	34.1%
Census expenses	\$ 3,652	\$ 8,076	\$ 10,000	\$ 12,000	20.0%
Town Meeting expenses	\$ 1,609	\$ 255	\$ 2,000	\$ 2,000	0.0%
Division Expenses	\$ 25,981	\$ 37,234	\$ 34,000	\$ 43,500	27.9%

Public Services Department

Department Overview

The Public Services Department (PSD) provides a wide range of services to the community and is divided into Administration, Community Services and Community Development. Community Services includes Elder/Human Services, Recreation and Veteran's Services; Community Development includes Planning & Economic Development, Inspections, Conservation and Historical.

FY23 Budget Summary

As shown below, the PSD FY23 budget is increased by 2.2%. Some organizational changes are reflected in this budget with a heavier reliance on outsourced professional services than in past years.

Historical Commission expenses (formerly in PSD) have moved to the Select Board budget.

Divisions	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Administration	\$ 316,795	\$ 316,020	\$ 364,050	\$ 369,900	1.6%
Community Services	\$ 535,160	\$ 458,656	\$ 613,600	\$ 639,975	4.3%
Community Development	\$ 524,326	\$ 444,262	\$ 623,150	\$ 627,775	0.7%
Department Total	\$ 1,376,281	\$ 1,218,938	\$ 1,600,800	\$ 1,637,650	2.3%

Line H91 - FY23 Public Services Wages

Divisions	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Administration	\$ 294,702	\$ 305,061	\$ 324,050	\$ 324,900	0.3%
Community Services	\$ 369,397	\$ 339,214	\$ 458,100	\$ 484,475	5.8%
Community Development	\$ 530,566	\$ 468,978	\$ 594,150	\$ 567,775	-4.4%
Department Wages	\$ 1,194,664	\$ 1,113,253	\$ 1,376,300	\$ 1,377,150	0.1%

Line H92 - FY23 Public Services Expenses

Divisions	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Administration	\$ 22,093	\$ 10,959	\$ 40,000	\$ 45,000	12.5%
Community Services	\$ 165,764	\$ 119,442	\$ 155,500	\$ 155,500	0.0%
Community Development	\$ (6,240)	\$ (24,716)	\$ 29,000	\$ 60,000	106.9%
Department Expenses	\$ 181,617	\$ 105,685	\$ 224,500	\$ 260,500	16.0%

Administration Overview

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

FY23 Budget Summary

Support staff includes two full-time and two part-time employees. Additional administrative support is provided from the Town Manager's administrative specialist.

Administration	Town Meeting Town Manager					Change
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget		
Assistant Town Manager	\$ 134,635	\$ 135,355	\$ 139,000	\$ 141,450	1.8%	
Support Staff	\$ 153,009	\$ 165,724	\$ 172,550	\$ 178,450	3.4%	
Overtime	\$ 5,769	\$ 3,981	\$ 12,500	\$ 12,500	0.0%	
Revolving Fund support	\$ -	\$ -	\$ -	\$ (7,500)	-100.0%	
Buyback	\$ 1,288	\$ -	\$ -	\$ -		
Division Wages	\$ 294,702	\$ 305,061	\$ 324,050	\$ 324,900	0.3%	
Outsourced Prof Svcs	\$ (135)	\$ (6,371)	\$ 5,000	\$ 10,000	100.0%	
Prof. Development	\$ 7,442	\$ 2,390	\$ 10,000	\$ 10,000	0.0%	
Office Supplies	\$ 6,351	\$ 4,063	\$ 9,000	\$ 9,000	0.0%	
Mileage	\$ 7,828	\$ 6,386	\$ 10,000	\$ 10,000	0.0%	
Advertising/Utilities	\$ 607	\$ 4,492	\$ 6,000	\$ 6,000	0.0%	
Division Expenses	\$ 22,093	\$ 10,959	\$ 40,000	\$ 45,000	12.5%	

Community Services

Overview

Community Services includes:

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

FY23 Budget Summary

Due to the pandemic, virtual tools were used to deliver services and “drive-up” programs were offered including tax preparation services. EHS provided thousands of calls to our seniors to offer a friendly voice and lend an ear. The Pleasant Street Center reopened slowly and has not fully returned to offering all activities prior to the pandemic.

Increased hours have been implemented for some part-time staff in EHS and is requested in FY23 for Recreation staff.

Community Services	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Community Svcs Director	\$ 28,707	\$ 83,133	\$ 87,325	\$ 88,900	1.8%
Elder/Human Services	\$ 190,365	\$ 149,938	\$ 227,900	\$ 246,175	8.0%
Recreation	\$ 109,830	\$ 106,143	\$ 110,425	\$ 116,200	5.2%
Veteran's Services	\$ 40,494	\$ -	\$ 32,450	\$ 33,200	2.3%
Comm Services Wages	\$ 369,397	\$ 339,214	\$ 458,100	\$ 484,475	5.8%
Elder/Human Svcs Administrat	\$ 38,808	\$ 4,624	\$ 68,700	\$ 75,000	9.2%
Senior Center Coordinator	\$ 31,090	\$ 38,041	\$ 26,300	\$ 34,125	29.8%
Van Drivers	\$ 51,553	\$ 43,949	\$ 70,000	\$ 70,100	0.1%
Nurse Advocate	\$ 67,375	\$ 69,138	\$ 71,000	\$ 73,800	3.9%
Senior Case Manager	\$ 54,902	\$ 56,451	\$ 57,900	\$ 60,150	3.9%
Overtime	\$ 4,304	\$ 3,182	\$ 1,000	\$ -	-100.0%
Buyback	\$ 7,781	\$ -	\$ -	\$ -	
Grants/Offsets	\$ (65,448)	\$ (65,448)	\$ (67,000)	\$ (67,000)	0.0%
Elder/Human Service Wages	\$ 190,365	\$ 149,938	\$ 227,900	\$ 246,175	8.0%
Recreation Administrator	\$ 72,817	\$ 74,609	\$ 76,600	\$ 79,600	3.9%
Recreation Coordinator	\$ 35,891	\$ 31,533	\$ 33,825	\$ 36,600	8.2%
Overtime	\$ 1,122	\$ -	\$ -	\$ -	
Buyback	\$ -	\$ -	\$ -	\$ -	
Recreation Wages	\$ 109,830	\$ 106,143	\$ 110,425	\$ 116,200	5.2%
Veteran's Service Officer	\$ 40,494	\$ -	\$ 32,450	\$ 33,200	2.3%
Veteran's Service Wages	\$ 40,494	\$ -	\$ 32,450	\$ 33,200	2.3%

Community Services	Town Meeting Town Manager					Change
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget		
Elder/Human Services	\$ 23,735	\$ 21,836	\$ 29,500	\$ 29,500	0.0%	
Recreation (Revolving Fund)	\$ -	\$ -	\$ -	\$ -	0.0%	
Veteran's Services	\$ 142,029	\$ 97,607	\$ 126,000	\$ 126,000	0.0%	
Comm Services Expenses	\$ 165,764	\$ 119,442	\$ 155,500	\$ 155,500	0.0%	
Community Organizations	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	0.0%	
Meal Delivery	\$ 5,593	\$ 5,567	\$ 11,000	\$ 11,000	0.0%	
Programs	\$ 7,505	\$ 7,477	\$ 3,000	\$ 3,000	0.0%	
Volunteer Support	\$ 161	\$ 120	\$ 1,000	\$ 1,000	0.0%	
Other	\$ 3,476	\$ 1,671	\$ 7,500	\$ 7,500	0.0%	
Elder/Human Service Expenses	\$ 23,735	\$ 21,836	\$ 29,500	\$ 29,500	0.0%	
Recreation (Revolving Fund)	\$ -	\$ -	\$ -	\$ -	0.0%	
Recreation Expenses	\$ -	\$ -	\$ -	\$ -	0.0%	
Veteran's	\$ 142,029	\$ 97,607	\$ 126,000	\$ 126,000	0.0%	
Veteran's Expenses	\$ 142,029	\$ 97,607	\$ 126,000	\$ 126,000	0.0%	

Elder & Human Services

Elder and Human Services (EHS) provides programs and services to Reading residents of all ages. EHS makes referrals, connects residents to regional support programs, provides transportation, coordinates volunteer services and operates The Pleasant Street Center (PSC), "Reading's gathering place for seniors." On March 18, 2020 (per order of the Reading Board of Health) the PSC closed to the public due to COVID-19 to protect the safety of our most vulnerable population and subsequently reopened in June of 2021 with limited programming.

The EHS staff has provided a much-needed bridge to reassure seniors that assistance was just a phone call away. Assisting seniors battle social isolation during the pandemic has been an important role that EHS staff has played.

Safety for all remained Priority One!

Division Activities

- PSC reopened on June 14, 2021, to an overwhelmingly positive response. Limited class sizes and social distancing maintained a safe environment.
- Senior Case Worker continued increased referrals to the food pantry.
- Worked with Dementia Friendly Reading on a Neighborly Notes program. Provided Memory Café programs via ZOOM
- Along with Trust Fund Commissioners, negotiated with a new provider for medical transportation through the Reading Response Program. PSC van renewed transportation for shopping trips to the delight of all seniors.
- Continued Chromebook Loaner program (with training) to help those who were previously hesitant about using technology.
- Organized give away events (via drive-up at the PSC) were one way to engage with Seniors. This included distributing Harrows chicken pies, PSC mugs, cupcakes, and other treats.
- Coordinated donation and delivery of Thanksgiving meals and Christmas meals to frail and homebound seniors.
- Assisted in coordination of successful Thanksgiving and Christmas Adopt-a-Family events to 150 deserving families.
- Year 2 of the Hillview Thanksgiving drive up meal program, hosted by State Reps, provided all the fixings for a Holiday meal.
- Nurse advocate worked closely with the Health Department to track COVID cases and perform important contact tracing.
- Assisted with AARP tax preparations to over 150 seniors.

Recreation Overview

Recreation programs are broad-based to meet the recreational needs of all segments of the population. The division continually updated its programming to meet the changing needs of the community. Summer camp (Day-cation) and many in-person programs returned to the delight of children and parents. Staff worked closely with the Board of Health to guide organizations to rent field space with appropriate waivers and protocols.

Safety for all was Priority One!

Division Activities

- Turned back proceeds from revenue generated by Rec Revolving Fund.
- Nashoba ski and snowboard program, Day-cation, Sunday basketball, indoor pickleball and many other in person activities safety returned.
- Birch Meadow Working Group Master Plan well received by community and relevant boards. Town Meeting approved \$150k design money to move forward on Phase 1.
- Bancroft Ave. tot lot playground improvement along with yearly inspections and repairs to several playgrounds moved forward.
- Collaborated with the School Athletic Department and managed the field schedule and permitting for over 20 fields before and during COVID.

Veterans Services Overview

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

Division Activities

- Memorial Day and Veterans Day Ceremonies returned with some normalcy. Veterans Day on the Town Common had one of largest turnouts ever, just before the surge.
- VSO renewed in person meetings to process a pent-up demand of VA disability and pension claims. Federal VA benefits represent more than \$4.3 million to the community.
- Scuttlebutt Veterans group met under the tent at the PSC. Need for socialization never more pressing.
- Continued management of CH 115 assistance program. The caseload and expenditures decreased slightly due to deaths and recipients moving out of town.
- All services continued and developed efficiencies by electronically exchanging documentation.

Community Development

Overview

Community Development includes: Planning & Economic Development; Inspections; Conservation and Historic.

Community Development staff are very busy working with many community partners and the State on a wide range of projects.

FY23 Budget Summary

For example, a downtown organization independent of the Town government is being discussed with many downtown stakeholders.

Affordable Housing is changed to an outsourced regional agreement, and the costs are moved to expenses.

Community Development	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Community Devel Director	\$ 79,233	\$ 82,627	\$ 96,425	\$ 100,150	3.9%
Planning & Econ Devel	\$ 151,245	\$ 155,613	\$ 175,850	\$ 144,200	-18.0%
Inspections	\$ 229,160	\$ 160,737	\$ 250,000	\$ 248,750	-0.5%
Conservation	\$ 70,928	\$ 70,001	\$ 71,875	\$ 74,675	3.9%
Historic	\$ -	\$ -	\$ -	\$ -	0.0%
Comm Development Wages	\$ 530,566	\$ 468,978	\$ 594,150	\$ 567,775	-4.4%
Planning Staff	\$ 58,999	\$ 60,472	\$ 62,050	\$ 72,100	16.2%
Permits Coordinator	\$ 65,940	\$ 67,571	\$ 71,000	\$ 72,100	1.5%
Regl Affordable Hsng Coord	\$ 47,814	\$ 48,817	\$ 58,650	\$ -	-100.0%
Econ Devel Staff	\$ 97,369	\$ 94,545	\$ 104,150	\$ 97,750	-6.1%
Overtime	\$ -	\$ 1,208	\$ -	\$ -	0.0%
Offsets	\$ (120,000)	\$ (117,000)	\$ (120,000)	\$ (97,750)	-18.5%
Buybacks	\$ 1,122	\$ -	\$ -	\$ -	0.0%
Planning/Ec Dev Wages	\$ 151,245	\$ 155,613	\$ 175,850	\$ 144,200	-18.0%
Bulding Inspectors	\$ 196,401	\$ 130,329	\$ 220,000	\$ 218,750	-0.6%
Elec/Plumbing Insp	\$ 73,213	\$ 74,577	\$ 80,000	\$ 80,000	0.0%
Offsets	\$ (45,000)	\$ (48,000)	\$ (50,000)	\$ (50,000)	0.0%
Buybacks	\$ 4,547	\$ 3,832	\$ -	\$ -	0.0%
Inspections Wages	\$ 229,160	\$ 160,737	\$ 250,000	\$ 248,750	-0.5%
Conservation Administrator	\$ 70,255	\$ 72,001	\$ 73,875	\$ 76,675	3.8%
Offsets	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	0.0%
Buybacks	\$ 2,673	\$ -	\$ -	\$ -	0.0%
Conservation Wages	\$ 70,928	\$ 70,001	\$ 71,875	\$ 74,675	3.9%

Community Development	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Planning & Econ Devel	\$ (6,429)	\$ (25,473)	\$ 27,500	\$ 60,000	118.2%
Inspections	\$ -	\$ -	\$ -	\$ -	0.0%
Conservation	\$ -	\$ -	\$ -	\$ -	0.0%
Historic	\$ 190	\$ 757	\$ 1,500	\$ -	-100.0%
Comm Development Expenses	\$ (6,240)	\$ (24,716)	\$ 29,000	\$ 60,000	106.9%
Regl Afford Housing	\$ 16	\$ (13,233)	\$ 12,500	\$ 75,000	500.0%
Econ Development	\$ 3,555	\$ 1,259	\$ 35,000	\$ 20,000	-42.9%
Offsets	\$ (10,000)	\$ (13,500)	\$ (20,000)	\$ (35,000)	75.0%
Planning & Econ Devel	\$ (6,429)	\$ (25,473)	\$ 27,500	\$ 60,000	118.2%

Planning Division Overview & Activities

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

- Development Administration: Downtown: The Postmark, Ace Flats, Rise 475, 14 Chapin Ave, The Chronicle, 18 Woburn Street, 6 Chute Street, 459 Main Street; South Main St: 24-unit housing redevelopment at former Smith Oil site, Bagel World; North Main St: Reading Animal Clinic; Subdivisions: Coakley Way (Lyle Estates), Lenetta Lane (Barton Estates), Veterans Way, 116 West St, 40 Grove St, Grandview Road, Small Lane, Joy Lane (off Howard Street); Sanborn Lane; Town Projects: Auburn Street Water Tank, Gazebo Circle Pump Station; Other: Eaton Lakeview 40B, Meadowbrook Golf Club, Johnson Woods, Minor Site Plan Reviews (i.e., Outdoor Commerce, Dining, Programming and Storage applications) & Sign Permits.
- Zoning Bylaw Amendments: Staff working with CPDC on a broad public engagement process around potential Zoning Bylaw Amendments to the Downtown Smart Growth District 40R Overlay; future amendments may include modernizing the Use Table and Use Definitions; aligning the Floodplain Overlay District with NFIP model bylaw; updating the Sign Bylaw, Parking requirements, and other sections of the Zoning Bylaw.
- Subsidized Housing Inventory: Staff working with DHCD to ensure that permitted units stay on SHI and that Town maintains 10.55% at least until the 2020 Census denominator is determined [official number expected in 2022].
- MNRHSO: The MetroNorth Regional Housing Services Office added the City of Woburn in 2020 and is looking to potentially add a 6th community in 2022 as well as change to a consultant-led service model.
- ReImagine Reading: Grant-funded effort to establish downtown district management organization; after a year of outreach, a Steering Committee was formed to take lead on potential creation of Business Improvement District (BID) in 2021 and 2022.
- Downtown Parking: Staff working closely with the Parking Advisory & Recommendations Committee (PARC) as they conduct meetings and public outreach to gather input and determine changes to the downtown parking system to recommend to the Select Board.
- Bicycle Parking: Staff procured a bike shelter for the depot.
- Streetscape Project & Municipal Lot Redesign: Staff have been working with Engineering on scope, funding, design concepts, and consultant coordination for the Phase II Streetscape Project (Lower Haven & High), and a redesign of the Upper Haven parking lot behind CVS.
- Green Communities Designation: Staff worked with MAPC to successfully complete the 5 criteria needed for Green Communities Designation; an application for designation was submitted to DOER in December 2021.
- Local Rapid Recovery Plan (LRRP): Staff received a grant to work with a consultant and subject matter experts on a series of actionable and tangible recommendations for projects – public, private, technical, regulatory – to assist downtown businesses with pandemic recovery and resilience-building.
- Eastern Gateway: Ongoing analysis of redevelopment potential, infrastructure needs, and constraints, with some conceptual design work by consultants (i.e., Gamble Associates).
- Walkers Brook Drive Corridor Study: Staff working with Green International Associates on analysis and potential redesign concepts for the corridor and key feeder streets and intersections.
- Municipal Vulnerability Preparedness (MVP): Staff worked with consultant to be designated an MVP community in fall 2020, which unlocks grant opportunities that staff are considering applying for in 2022.
- ArtBox Program: Staff worked with local artists to develop a place-making initiative that highlights the importance of public art. Staff are looking to expand this initiative in 2022.

Economic Development Overview

The Economic Development Division provides professional, technical work advancing the Town's economic development activities and goals to generate revenue for the Town. The Town does this through streamlined permitting, policy updates, business resources and incentives, and proactive implementation the Town's Economic Development Action Plan. Our approach is to 1) keep downtown vital, 2) preserve what is important, 3) be queued up for opportunities. Reading's Economic Development Action Plan is available on the Town's website.

Activities

Grants Received (2020-2021)

- \$15,000 DHCD Massachusetts Downtown Initiative (BID) – to support business improvement district initiative
- \$25,000 MassDevelopment Real Estate Technical Services (BID) – to business improvement district initiative
- \$60,000 DHCD Massachusetts Downtown Initiative (LRRP) – to support action planning for COVID recovery
- \$260,000 CDBG-CV Microenterprise Grant- Direct financial assistance for income eligible small businesses

State Earmarks Received by Reading (2021)

- \$10,000 Community Garden
- \$50,000 Upper Haven Street Parking Lot Design
- \$50,000 Eastern Gateway Pedestrian Accessibility

Economic Development Initiatives

- **COVID-19 Response: CDBG-CV Microenterprise Grant**–Funded direct support to income eligible small businesses. Reading businesses directly received \$260,000. This funding was in addition to the more than \$34 million in federal funding received by Reading businesses through a variety of federal Small Business Administration (SBA) COVID related grants and loans.
- **Local Rapid Recovery Action Planning** (June-October) – This grant funded program provided technical assistance to develop actionable, project-based recovery plans for downtown Reading.
- **Economic Development Summit**- The Division organized and hosted its 5th Economic Development Summit.
- **Business Improvement District (BID) Technical Assistance**- Assisted with ongoing grant funded technical assistance to support the establishment of a business improvement district (BID). A private group of property owners, business owners and residents are actively working together to garner downtown property owner support in a petition process to establish this organization. More here: <https://downtownreadingma.com/>
- **Downtown Artbox Map and Self-Guided Tour**- Created an online mapping tool and self-guided tour of the downtown artboxes. The Town also hosted an in person public walking tour in partnership with Walkable Reading, Reading Historical Commission, and several artists. More than 50 people attended this event, bringing foot-traffic to downtown through public art initiatives.
- **Bistro Table Program Expansion**- The Bistro Table Program was expanded to include four (4) more bistro table sets. The following businesses have volunteered this season to bring tables outside and inside each day during their business hours. This program is very well received particularly at Haven Street and has provided flexible space for customers and employees alike.
- **Downtown Public Art Lighting Installation**- The Town is planning to pilot a decorative professionally designed and engineered lighting installation to create a destination and draw customers to lower Haven Street.
- **Business Openings (2021)** – Ten new business openings including five food establishments, two personal service, and three retail establishments. All newly constructed commercial spaces in downtown are under lease agreement or have been purchased by commercial businesses, who are working toward construction and opening.

Inspections Overview

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

Division Activities

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

Conservation Overview

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

Division Activities

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

Historic Overview

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

Division Activities

The HDC met 10 times which was on an as-needed basis. The RHC met 12 times and reviewed 3 demolition delay applications.

Finance Department

Department Overview

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

FY23 Budget Summary

The Finance Department's budget is increased by 3.9% when compared to the previous year. Wages are +4.2% staffing remains consistent with prior years with the exception of a few additional hours per week being added to a part-time position within the Finance Division. Expenses are +2.2% due to modest increases in Assessor professional development and inspections.

Divisions	FY20 Actual	FY21 Actual	Town Meeting Town Manager		Change
			FY22 BUDGET	FY23 Budget	
Accounting	\$ 259,979	\$ 275,321	\$ 314,750	\$ 328,050	4.2%
Assessor	\$ 145,264	\$ 150,300	\$ 166,450	\$ 175,200	5.3%
Finance	\$ 430,269	\$ 447,692	\$ 472,400	\$ 487,450	3.2%
Department Total	\$ 835,512	\$ 873,313	\$ 953,600	\$ 990,700	3.9%

Line I91 – FY23 Finance Wages

Divisions	FY20 Actual	FY21 Actual	Town Meeting Town Manager		Change
			FY22 BUDGET	FY23 Budget	
Accounting	\$ 258,777	\$ 273,150	\$ 309,300	\$ 323,050	4.4%
Assessor	\$ 66,646	\$ 68,176	\$ 69,850	\$ 72,400	3.7%
Finance	\$ 399,972	\$ 416,889	\$ 422,200	\$ 439,600	4.1%
Department Wages	\$ 725,395	\$ 758,216	\$ 801,350	\$ 835,050	4.2%

Line I92 – FY23 Finance Expenses

Divisions	FY20 Actual	FY21 Actual	Town Meeting Town Manager		Change
			FY22 BUDGET	FY23 Budget	
Accounting	\$ 1,201	\$ 2,170	\$ 5,450	\$ 5,000	-8.3%
Assessor	\$ 78,618	\$ 82,123	\$ 96,600	\$ 102,800	6.4%
Finance	\$ 30,297	\$ 30,803	\$ 50,200	\$ 47,850	-4.7%
Department Expenses	\$ 110,117	\$ 115,097	\$ 152,250	\$ 155,650	2.2%

Department Highlights

- Provides support to Town, School and Light departments
- 1,200 employees on payroll – biweekly; 9,000 quarterly property tax billing; 26,000 yearly bills - motor vehicle excise billing; 28,000 invoices processed and paid per year; 125,000 cash receipts processed per year

Accounting Overview

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

Division Activities

- Met all reporting requirements {for Massachusetts DLS and Massachusetts DOR}
- Collaborated with the Chief Assessor on the setting of the annual tax rate set by the DOR
- Prepared audit deliverables; maintained 'clean' audit opinion from auditors
- Provided budget oversight and assistance
- Quarterly updates provided to the Select Board
- 28,000 payments processed for Town, School, and RMLD
- Review and update department policies

	Town Meeting Town Manager					
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change	
Town Accountant	\$ 122,400	\$ 123,041	\$ 126,300	\$ 128,600	1.8%	
Asst. Town Accountant	\$ 45,233	\$ 72,001	\$ 73,900	\$ 76,750	3.9%	
Support Staff	\$ 90,047	\$ 74,473	\$ 106,600	\$ 115,200	8.1%	
Overtime	\$ 376	\$ 1,371	\$ 2,500	\$ 2,500	0.0%	
Buyback	\$ 721	\$ 2,263	\$ -	\$ -		
Division Wages	\$ 258,777	\$ 273,150	\$ 309,300	\$ 323,050	4.4%	
Prof. Development	\$ 1,201	\$ 1,051	\$ 4,700	\$ 4,200	-10.6%	
Office Supplies	\$ -	\$ 1,119	\$ 750	\$ 800	6.7%	
Division Expenses	\$ 1,201	\$ 2,170	\$ 5,450	\$ 5,000	-8.3%	

Assessing Overview

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

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

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

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

Division Activities

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

	Town Meeting Town Manager					
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change	
Assistant Assessor	\$ 66,646	\$ 68,176	\$ 69,850	\$ 72,400	3.7%	
Division Wages	\$ 66,646	\$ 68,176	\$ 69,850	\$ 72,400	3.7%	
Regional Assessor	\$ 67,237	\$ 69,254	\$ 76,000	\$ 77,500	2.0%	
Revaluation	\$ -	\$ 1,500	\$ -	\$ -		
Appraisals/Inspections	\$ 9,740	\$ 8,700	\$ 13,000	\$ 15,500	19.2%	
Prof. Development	\$ 1,375	\$ 1,509	\$ 6,000	\$ 8,200	36.7%	
Supplies&Mileage	\$ 266	\$ 1,161	\$ 1,600	\$ 1,600	0.0%	
Division Expenses	\$ 78,618	\$ 82,123	\$ 96,600	\$ 102,800	6.4%	

General Finance Overview

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

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

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

Division Activities

- AAA bond rating
- Cash management for Town/School, RMLD and Retirement
- Processed biweekly payroll for approximately 1,200 employees
- 128,000 payments received and processed
- Implement new Cash Management module; Assisted with implementation of HR module
- Compilation of Treasury Procedure Manual
- Debt management and issuance

	Town Meeting Town Manager					
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change	
Treasurer	\$ 91,681	\$ 93,943	\$ 96,400	\$ 100,125	3.9%	
Assistant Treasurer	\$ 66,194	\$ 67,844	\$ 69,600	\$ 72,350	4.0%	
Collector	\$ 74,000	\$ 75,844	\$ 77,800	\$ 80,850	3.9%	
Support Staff	\$ 163,388	\$ 168,422	\$ 175,400	\$ 184,275	5.1%	
Overtime	\$ -	\$ -	\$ 3,000	\$ 2,000	-33.3%	
Buyback	\$ 4,708	\$ 10,836	\$ -	\$ -		
Division Wages	\$ 399,972	\$ 416,889	\$ 422,200	\$ 439,600	4.1%	
Printing Services	\$ 13,965	\$ 13,187	\$ 17,500	\$ 16,500	-5.7%	
Banking Services	\$ 4,780	\$ 9,106	\$ 12,000	\$ 12,000	0.0%	
Tax Title Services	\$ 6,630	\$ 1,237	\$ 8,000	\$ 7,500	-6.3%	
Prof. Development	\$ 11,979	\$ 10,343	\$ 22,500	\$ 22,000	-2.2%	
Office Supplies	\$ 1,505	\$ 300	\$ 3,900	\$ 3,350	-14.1%	
Division Expenses	\$ 38,858	\$ 34,172	\$ 63,900	\$ 61,350	-4.0%	

Public Safety

Department Overview

Public Safety is comprised of three separate departments:

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

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

FY23 Budget

Combined FY23 budgets show a 3.2% increase, led by the need to add one support position in Public Health. The Town government is very appreciative that Town Meeting added a mental health position last spring, as mentioned before we would have requested it this year! We also appreciate the approval for debt authorization to allow Public Health to move their offices in upcoming months.

Department	FY20 Actual	FY21 Actual	Town Meeting Town Manager		Change
			FY22 BUDGET	FY23 Budget	
Public Health	\$ 217,881	\$ 294,483	\$ 388,400	\$ 421,325	8.5%
Fire/EMS	\$ 5,043,498	\$ 5,275,646	\$ 5,674,850	\$ 5,849,875	3.1%
Police	\$ 5,276,552	\$ 5,383,438	\$ 6,009,400	\$ 6,199,500	3.2%
Coalition	\$ 110,832	\$ 145,943	\$ 271,175	\$ 275,800	1.7%
Dispatch	\$ 646,031	\$ 653,452	\$ 677,000	\$ 696,425	2.9%
DEPARTMENT TOTAL	\$ 11,294,794	\$ 11,752,963	\$ 13,020,825	\$ 13,442,925	3.2%

Line J91 – FY23 Budget Public Safety Wages

Department	FY20 Actual	FY21 Actual	Town Meeting Town Manager		Change
			FY22 BUDGET	FY23 Budget	
Public Health	\$ 165,126	\$ 228,858	\$ 306,900	\$ 339,825	10.7%
Fire/EMS	\$ 4,872,141	\$ 5,109,576	\$ 5,467,850	\$ 5,640,375	3.2%
Police	\$ 4,997,664	\$ 5,158,406	\$ 5,684,300	\$ 5,867,500	3.2%
Coalition	\$ 102,768	\$ 136,478	\$ 229,425	\$ 234,050	2.0%
Dispatch	\$ 630,924	\$ 630,943	\$ 639,000	\$ 657,925	3.0%
DEPARTMENT WAGES	\$ 10,768,623	\$ 11,264,261	\$ 12,327,475	\$ 12,739,675	3.3%

Line J92 – FY23 Budget Public Safety Expenses

Department	FY20 Actual	FY21 Actual	Town Meeting Town Manager		Change
			FY22 BUDGET	FY23 Budget	
Public Health	\$ 52,755	\$ 65,625	\$ 81,500	\$ 81,500	0.0%
Fire/EMS	\$ 171,357	\$ 166,071	\$ 207,000	\$ 209,500	1.2%
Police	\$ 278,888	\$ 225,032	\$ 325,100	\$ 332,000	2.1%
Coalition	\$ 8,064	\$ 9,466	\$ 41,750	\$ 41,750	0.0%
Dispatch	\$ 15,108	\$ 22,509	\$ 38,000	\$ 38,500	1.3%
DEPARTMENT EXPENSES	\$ 526,171	\$ 488,702	\$ 693,350	\$ 703,250	1.4%

Public Health Department

Overview

We were thrilled to welcome our new Public Health Director late in the fall 2021. He was excited about the opportunity to work in the new structure within Public Safety, and will be exactly the right person to lead us ahead! The ongoing pandemic/endemic surely will impact the pace that happens. For now, we are organizing information and planning to digitize years of records, with Town Meeting's approval of an FY22 budget request in April, and then looking forward to relocating office space sometime in the fall 2022.

FY23 Budget Summary

The department's FY23 budget is increased 8.5% compared to last year, the third consecutive year of well above average increases. This budget adds a clerical support staff position, as relying on shared staff at Town Hall will not be an option once the move to new offices is completed.

There is a reduction to the top wage as the Interim Health Director is removed from next year's budget, along with our thanks for tremendous service to our community in a time of great need!

Public Health	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Health Director	\$ -	\$ 57,452	\$ 140,000	\$ 118,800	-15.1%
Health Agent	\$ 81,707	\$ 57,197	\$ -	\$ -	0.0%
Health Inspectors	\$ 66,521	\$ 80,139	\$ 61,000	\$ 60,700	-0.5%
Health Nurse	\$ 18,976	\$ 59,889	\$ 107,000	\$ 110,900	3.6%
Support Staff	\$ -	\$ -	\$ -	\$ 50,525	100.0%
Overtime	\$ 22	\$ 930	\$ 1,000	\$ 1,000	0.0%
Health Buyback	\$ -	\$ 7,750	\$ -	\$ -	0.0%
Health Grants/Offsets	\$ (2,100)	\$ (34,499)	\$ (2,100)	\$ (2,100)	0.0%
Health Services Wages	\$ 165,126	\$ 228,858	\$ 306,900	\$ 339,825	10.7%
Mosquito Control	\$ 42,722	\$ 42,990	\$ 45,000	\$ 46,000	2.2%
Animal Disposal	\$ 2,351	\$ (168)	\$ 10,000	\$ 10,000	0.0%
Professional Services	\$ 5,230	\$ 5,405	\$ 21,000	\$ 22,500	7.1%
Health Other	\$ 2,452	\$ 17,398	\$ 5,500	\$ 3,000	-45.5%
Health Expenses	\$ 52,755	\$ 65,625	\$ 81,500	\$ 81,500	0.0%

Public Health Overview

We established an Incident Command Structure to guide us, and utilized the skills and commitment of our incredible staff to accomplish the enormous task of managing the COVID-19 public health crisis.

Investigation of positive COVID-19 cases and their close contacts was a massive undertaking that fell on our health department staff, primarily our public health nurses. They worked diligently and relentlessly through each surge to provide timely case investigation and contact tracing.

Public Health Overview (continued)

The Environmental Health Staff continues to maintain our essential programs, including but not limited to food safety, housing, swimming pool, body art, tanning, and nuisance investigations. Staff continues to conduct compliance inspections of our regulated facilities when they can be completed safely.

Misinformation and disinformation are fueling vaccine hesitancy and discouraging communities from seeking out resources and services that could improve their lives. Our incessant dedication to combating misinformation, by promoting and supporting full vaccinations for COVID-19, is one of the most important tools we have used to reduce the transmission of COVID-19. We will continue to do all we can, and use every tool at our disposal, to ensure our citizens, employees, and their families, are vaccinated and protected from this virus.

Fire/EMS Department Overview

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

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

FY23 Budget Summary

The department's FY23 budget is increased 3.1% compared to last year. There are no changes in the amount of staffing, which leads to a 3.2% increase in wages. The department has 52 full time positions consisting of the Chief, Assistant Chief, one support staff, five Captains, four Lieutenants, and forty Privates and one support staff position shared with the Police department. Two firefighters also work after hours as part-time Fire Alarm Technicians. Overtime has been pressured by injured staff combined with new hires going through a long initial academy process.

Overall Expenses are up 1.2%. The only change is a slight increase in professional development expenses, caused by recent promotions.

	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Fire Chief	\$ 167,390	\$ 174,108	\$ 177,000	\$ 184,850	4.4%
Assistant Fire Chief	\$ 127,054	\$ 138,246	\$ 140,200	\$ 128,000	-8.7%
EMS Director	\$ 7,558	\$ 9,827	\$ 12,500	\$ 12,500	0.0%
Support Staff	\$ 78,384	\$ 86,310	\$ 88,650	\$ 92,025	3.8%
Fire Alarm	\$ 13,202	\$ 6,407	\$ 20,000	\$ 20,000	0.0%
Captains	\$ 624,886	\$ 621,508	\$ 660,000	\$ 667,500	1.1%
Lieutenants	\$ 439,715	\$ 397,827	\$ 417,000	\$ 435,000	4.3%
Firefighters	\$ 3,001,131	\$ 3,185,068	\$ 3,430,000	\$ 3,578,000	4.3%
Grant Offset	\$ (218,929)	\$ (178,087)	\$ -	\$ -	0.0%
Overtime	\$ 631,750	\$ 593,328	\$ 522,500	\$ 522,500	0.0%
Buyback	\$ -	\$ 75,034	\$ -	\$ -	0.0%
FIRE / EMS WAGES	\$ 4,872,141	\$ 5,109,576	\$ 5,467,850	\$ 5,640,375	3.2%

	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
ALS Medical Supplies	\$ 37,598	\$ 45,994	\$ 60,000	\$ 60,000	0.0%
Ambulance Services	\$ 16,473	\$ 13,329	\$ 20,000	\$ 20,000	0.0%
Billing Services	\$ 32,148	\$ 33,947	\$ 37,000	\$ 37,000	0.0%
Supplies and Equipment	\$ 8,025	\$ 13,601	\$ 3,500	\$ 3,500	0.0%
Equipment Maintenance	\$ 10,416	\$ 8,096	\$ 17,000	\$ 17,000	0.0%
Miscellaneous	\$ 11,992	\$ 5,740	\$ 2,000	\$ 2,000	0.0%
Office Supplies and Equipment	\$ 301	\$ 338	\$ 1,000	\$ 1,000	0.0%
Professional Development	\$ 12,593	\$ 8,461	\$ 12,500	\$ 15,500	24.0%
Uniforms and Clothing	\$ 41,812	\$ 36,564	\$ 54,000	\$ 53,500	-0.9%
FIRE /EMS EXPENSES	\$ 171,357	\$ 166,071	\$ 207,000	\$ 209,500	1.2%

Department Highlights

Key Performance Data

	2019	2020	2021
Total Emergency Responses	4,094	3,889	4,248
Emergency Medical Responses	2,332	1,915	2,238
Fire and Emergency Responses	1,762	1,974	2,010
Mutual Aid Provided	193	285*	278*
Mutual Aid Received	278	196	264
Fire Inspections	1,106	849	900
Permits Issued	873	843	1,007
Training Hours	1,150	711	1,214
Permit Fees Received (Fiscal Year)	\$25,195	\$18,281	\$24,735
Ambulance Revenue Received (Fiscal Year)	\$865,762	\$820,212	\$737,534

*Vehicle responses

Grants in Progress:

- **\$604,839:** SAFER Grant: This grant pays a portion of the salary and benefits of four Firefighters over a 3 year period: \$604,839 total received \$549,370
- **\$5,281** SAFE. This is a State grant that provides funding to allow Firefighters to provide fire safety instruction to children.
- **\$2,680** Senior SAFE. This is a State grant that provides funding to allow Firefighters to provide fire safety instruction to our elderly population.
- **\$18,001** Firefighter Equipment Grant. This is a State program to increase safety for Firefighters. We have received a grant to make repairs to our radio system.

Police Department Overview

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

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

FY23 Budget Summary

The department's FY23 budget is increased 3.1% compared to last year. There are no significant changes to staffing levels. The Animal Control Officer is now regional and the Department has asked for funds to increase the Parking Enforcement Officer's hours from 22 to 32. The department has 46 sworn uniformed officers; and 2.5 FTE civilian staff plus 17 per-diem school crossing guards.

The Department remained busy during the pandemic, we did see a shift in the types of calls for service and are seeing a switch back to the types of calls that were pre-pandemic.

FY23 Budget Police Wages

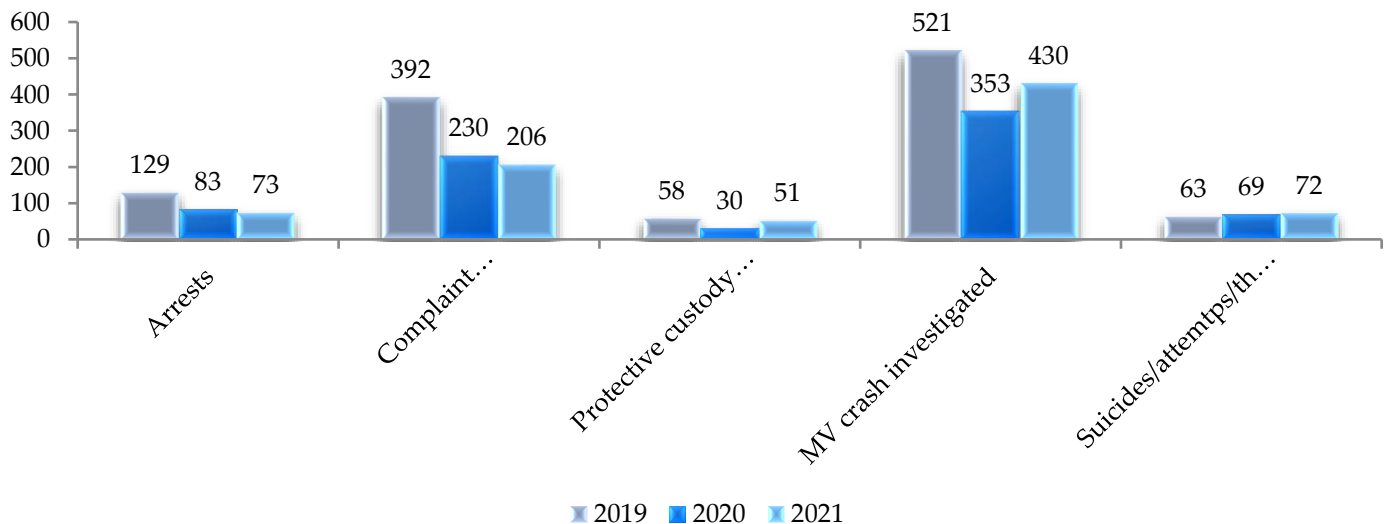
	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Police Chief	\$ 60,977	\$ 186,526	\$ 193,000	\$ 200,150	3.7%
Deputy Police Chief	\$ 121,584	\$ 48,072	\$ 152,000	\$ 158,950	4.6%
Police Support Staff	\$ 129,914	\$ 151,491	\$ 155,200	\$ 161,000	3.7%
Parking Enforcement	\$ 17,527	\$ 2,776	\$ 30,000	\$ 37,500	25.0%
Animal Control	\$ 16,200	\$ 2,435	\$ -	\$ -	0.0%
Crossing Guards	\$ 148,227	\$ 113,168	\$ 175,100	\$ 178,400	1.9%
Lieutenants	\$ 529,943	\$ 517,134	\$ 563,500	\$ 581,000	3.1%
Sergeants	\$ 812,894	\$ 804,141	\$ 980,000	\$ 1,001,000	2.1%
Patrol Officers	\$ 1,861,818	\$ 1,844,917	\$ 2,265,000	\$ 2,350,000	3.8%
Detectives	\$ 771,842	\$ 785,871	\$ 718,000	\$ 737,000	2.6%
Training	\$ 13,256	\$ 69,396	\$ 30,000	\$ 45,000	50.0%
Overtime	\$ 491,752	\$ 566,772	\$ 412,500	\$ 415,500	0.7%
Fitness Stipend	\$ -	\$ -	\$ 7,500	\$ -	-100.0%
Cell Monitors	\$ 495	\$ 560	\$ 2,500	\$ 2,000	-20.0%
Buyback	\$ 21,234	\$ 65,146	\$ -	\$ -	0.0%
POLICE WAGES	\$ 4,997,664	\$ 5,158,406	\$ 5,684,300	\$ 5,867,500	3.2%

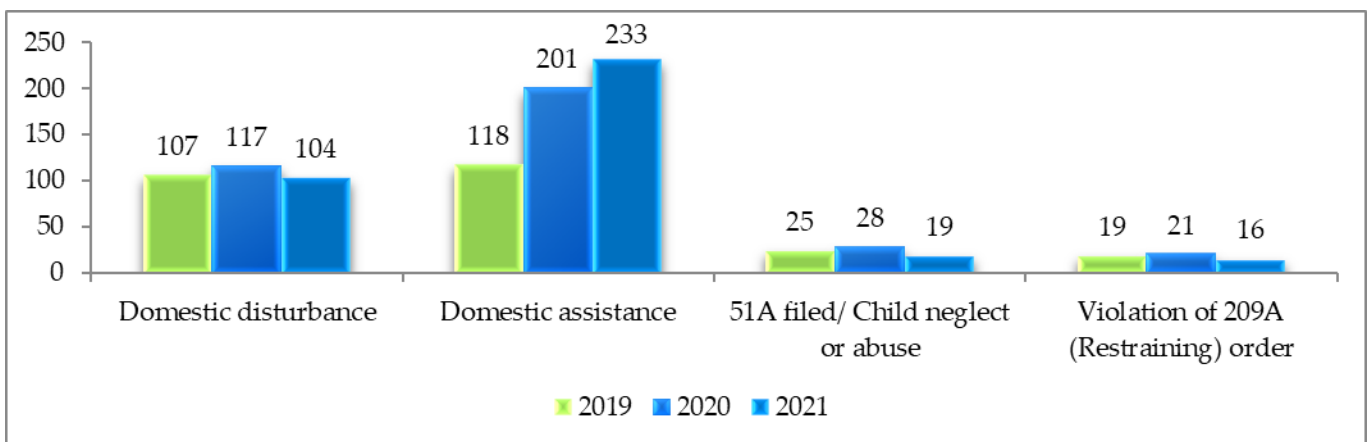
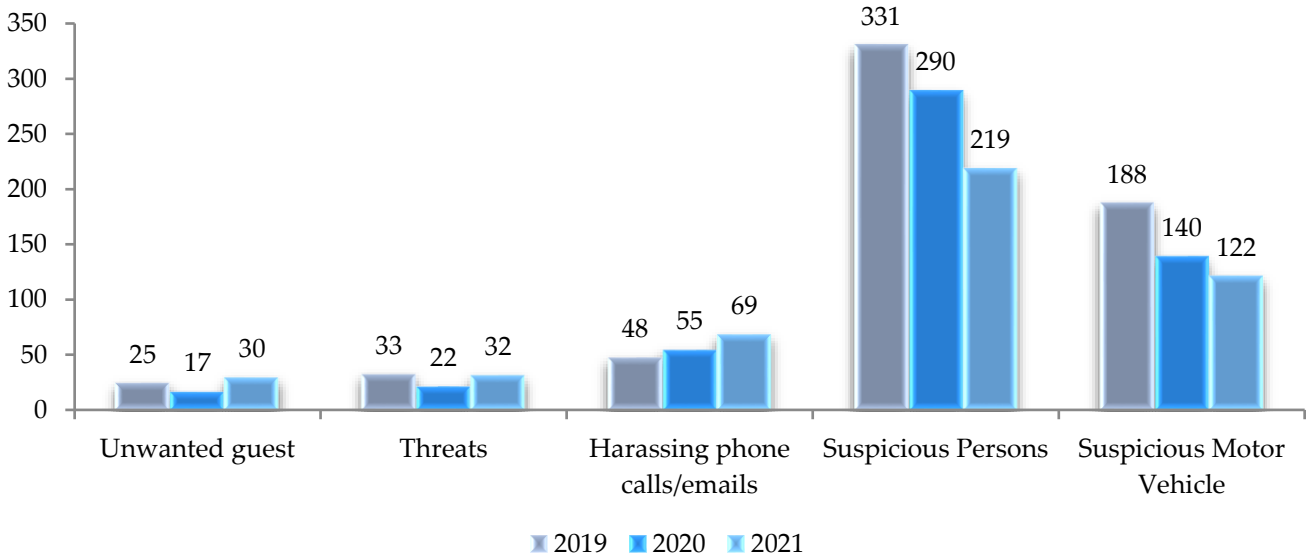
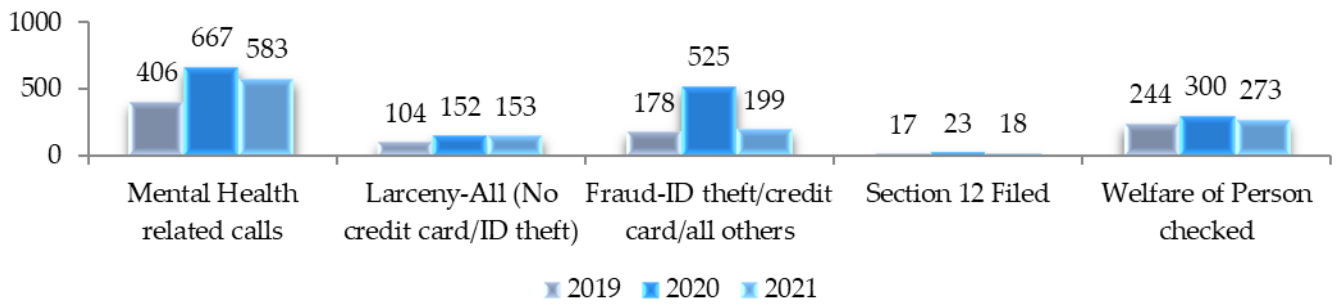
FY23 Budget Police Expenses

	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Police Cruisers	\$ 143,162	\$ 75,414	\$ 125,000	\$ 130,000	4.0%
Supplies and Equipment	\$ 21,237	\$ 41,055	\$ 41,000	\$ 40,500	-1.2%
Equipment Maintenance	\$ 21,303	\$ 16,968	\$ 35,500	\$ 35,500	0.0%
Regional Animal Control	\$ -	\$ -	\$ 25,000	\$ 25,000	0.0%
Miscellaneous	\$ 8,755	\$ 1,518	\$ 7,100	\$ 8,500	19.7%
Office Supplies, Equipment	\$ 29,650	\$ 16,681	\$ 21,000	\$ 21,000	0.0%
Professional Development	\$ 41,519	\$ 39,366	\$ 48,500	\$ 49,500	2.1%
Uniforms and Clothing	\$ 13,261	\$ 34,029	\$ 22,000	\$ 22,000	0.0%
POLICE EXPENSES	\$ 278,888	\$ 225,032	\$ 325,100	\$ 332,000	2.1%

Department Highlights

- Participated in Incident Command related to Covid-19 pandemic, assisted in organizing any public health events.
- Increased our social media presence: currently 8,000+ followers on Facebook, 1,443+ on Instagram, and 11,200+ on Twitter. We actively post events, programs, and road closures due to accidents or active scenes; we strive to keep the community informed as best we can.
- The Department held a RAD (Women’s Self-Defense) Class as well as a Citizen’s Police Academy.
- The Department is actively working on hiring the Mental Health Clinician Position that Town meeting added.
- The Department has implemented the Taser program and has continued to train on de-escalation techniques as well as add more de-escalation tools for officers to utilize.





Coalition Overview

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

FY23 Budget Summary

The Coalition budget is +1.7% for FY23, as recent past increases to both a staff position and outsourced mental health services are maintained. Staff includes a Director, an Outreach Coordinator, and a Public Safety Clinician. The Director oversees fiscal management, public relations, community planning, training, coalition communication, data collection, dissemination, reports, and program evaluation. The Outreach Coordinator disseminates educational information to individuals and groups. The Coalition is active in the hiring process for the new Mental Health Clinician position.

	Town Meeting Town Manager				
	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 Budget	Change
Coalition Director	\$ 86,546	\$ 91,159	\$ 93,025	\$ 96,600	3.8%
Clinician & Outreach	\$ 38,500	\$ 55,319	\$ 136,400	\$ 137,450	0.8%
Grant Offsets	\$ (22,278)	\$ (10,000)	\$ -	\$ -	0.0%
COALITION WAGES	\$ 102,768	\$ 136,478	\$ 229,425	\$ 234,050	2.0%
Mental Health Services	\$ -	\$ -	\$ 30,000	\$ 30,000	0.0%
Programs	\$ 6,400	\$ 6,000	\$ 8,000	\$ 8,000	0.0%
Supplies	\$ 2,500	\$ 2,066	\$ 2,500	\$ 2,500	0.0%
Professional Development	\$ 999	\$ 1,400	\$ 1,250	\$ 1,250	0.0%
Grant Offsets	\$ (1,835)	\$ -	\$ -	\$ -	0.0%
COALITION EXPENSES	\$ 8,064	\$ 9,466	\$ 41,750	\$ 41,750	0.0%

Department Highlights

- Town Meeting added a Public Safety Clinician position. The job description and classification of the position was approved as of 11/30/21.
- Under the supervision of the Director of the Reading Coalition for Prevention & Support, the Public Safety Clinician will assist in the implementation of the Coalition's goals, objectives, and activities.
- The licensed Clinician will provide clinical support to the community, Reading Police, Fire and Health Departments, the Reading Coalition, and various Town departments in the areas of substance use disorders and mental health.
- The Clinician will be available to provide requested assistance, follow-up on cases, and cultivate partnerships with collaborative agencies to best serve community members. This position is charged with assisting individuals in accessing resources for treatment, peer support and self-help.

Dispatch Overview

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

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

FY23 Budget Summary

The Dispatch budget is up by 2.9% compared to last year. The Dispatch Center is staffed with ten civilian Telecommunicators and one civilian Head Dispatcher who oversees the administration of the division and also works several shifts per week as a Telecommunicator. In addition to Town funding, \$65,000 in 911 grant funds are used to offset existing wages. This grant is not guaranteed and can be discontinued at any time, but continues to increase with the use of cell phones.

	FY20 Actual	FY21 Actual	Town Meeting FY22 BUDGET	Town Manager FY23 Budget	Change
Head Public Safety Dispatcher	\$ 78,669	\$ 80,267	\$ 83,000	\$ 85,925	3.5%
Public Safety Dispatchers	\$ 489,061	\$ 493,903	\$ 563,000	\$ 577,000	2.5%
Overtime	\$ 118,194	\$ 125,560	\$ 50,000	\$ 60,000	20.0%
Buyback	\$ -	\$ 1,290	\$ -	\$ -	0.0%
E911 Grant Support	\$ (55,000)	\$ (70,078)	\$ (57,000)	\$ (65,000)	14.0%
DISPATCHER WAGES	\$ 630,924	\$ 630,943	\$ 639,000	\$ 657,925	3.0%
Supplies and Equipment	\$ 1,704	\$ 4,117	\$ 5,000	\$ 5,000	0.0%
Equipment Maintenance	\$ 3,982	\$ 9,804	\$ 18,500	\$ 18,500	0.0%
Technology	\$ 6,881	\$ 4,422	\$ 6,500	\$ 7,000	7.7%
Professional Development	\$ 2,440	\$ 2,282	\$ 6,000	\$ 6,000	0.0%
Uniforms and Clothing	\$ 100	\$ 1,885	\$ 2,000	\$ 2,000	0.0%
DISPATCHER EXPENSES	\$ 15,108	\$ 22,509	\$ 38,000	\$ 38,500	1.3%

Dispatch Activities

- The new work schedule has allowed more overlap during busy call volume times.
- We continue to increase training for all dispatchers.
- The remodel of the new dispatch center is finished and is fully up and running.

Department of Public Works

Department Overview

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

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

FY23 Budget Summary

The Department of Public Works FY23 budget increased by +2.7%. Full-time staffing positions remain unchanged. Through collective bargaining, lower wage positions needed to be raised again to be closer to average, in order to attract and retain new employees. While the pay in Reading remains average, a few employees that have left for considerably higher paying positions in other communities have returned because of the strong Reading team work and work ethic, and accepted lower wages to come back.

The Parks division shifted to be combined with the Cemetery Division, instead of with the Forestry division, as shown in the chart below. The current staffing expertise made this change more operationally efficient, and this change is expected to last for the long term. For comparison sake, the combination of all three areas was \$1,013,700 in FY22 and requested at \$1,067,000 in FY23.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Administration	\$ 452,934	\$ 423,949	\$ 488,800	\$ 451,450	-7.6%
Engineering	\$ 479,246	\$ 470,985	\$ 507,325	\$ 526,825	3.8%
Highway & Equipment	\$ 1,482,013	\$ 1,466,659	\$ 1,611,550	\$ 1,665,650	3.4%
Storm Water (Genl Fund)	\$ 125,101	\$ 147,076	\$ 153,600	\$ 167,200	8.9%
Forestry*	\$ 616,648	\$ 574,495	\$ 726,700	\$ 405,050	-44.3%
Parks & Cemetery*	\$ 231,074	\$ 217,478	\$ 287,000	\$ 661,950	130.6%
DPW OPERATIONS TOTALS	\$ 3,387,015	\$ 3,300,641	\$ 3,774,975	\$ 3,878,125	2.7%
Snow/Ice	\$ 604,556	\$ 739,074	\$ 675,000	\$ 675,000	0.0%
Traffic/Street Lighting	\$ 107,660	\$ 105,148	\$ 130,000	\$ 130,000	0.0%
Rubbish & Recycling	\$ 1,595,512	\$ 1,800,134	\$ 1,905,500	\$ 1,975,000	3.6%
SNOW/LIGHT/RUBBISH TOTALS	\$ 2,307,729	\$ 2,644,356	\$ 2,710,500	\$ 2,780,000	2.6%
DEPARTMENT TOTALS	\$ 5,694,744	\$ 5,944,997	\$ 6,485,475	\$ 6,658,125	2.7%

*change in grouping from previous years

Line K91 – FY23 Public Works Wages

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Administration	\$ 420,865	\$ 414,079	\$ 417,800	\$ 433,450	3.7%
Engineering	\$ 432,188	\$ 443,003	\$ 465,325	\$ 482,825	3.8%
Highway & Equipment	\$ 910,997	\$ 850,051	\$ 938,550	\$ 970,950	3.5%
Storm Water (GenlFd)	\$ 120,553	\$ 144,655	\$ 150,600	\$ 164,200	9.0%
Forestry*	\$ 542,615	\$ 536,710	\$ 667,200	\$ 339,550	-49.1%
Parks & Cemetery*	\$ 185,318	\$ 174,797	\$ 242,000	\$ 619,950	156.2%
DPW OPERATIONS WAGES	\$ 2,612,536	\$ 2,563,295	\$ 2,881,475	\$ 3,010,925	4.5%
Snow/Ice	\$ 188,299	\$ 183,117	\$ 130,000	\$ 130,000	0.0%
Traffic/Street Lighting	\$ -	\$ -	\$ -	\$ -	0.0%
Rubbish & Recycling	\$ -	\$ -	\$ -	\$ -	0.0%
SNOW/LIGHT/RUBBISH WAGES	\$ 188,299	\$ 183,117	\$ 130,000	\$ 130,000	0.0%
DEPARTMENT WAGES	\$ 2,800,835	\$ 2,746,413	\$ 3,011,475	\$ 3,140,925	4.3%

**change in grouping from previous years*

Line K92 – FY23 Public Works Expenses

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Administration	\$ 32,069	\$ 9,869	\$ 71,000	\$ 18,000	-74.6%
Engineering	\$ 47,058	\$ 27,982	\$ 42,000	\$ 44,000	4.8%
Highway & Equipment	\$ 571,016	\$ 616,608	\$ 673,000	\$ 694,700	3.2%
Storm Water (GenlFd)	\$ 4,547	\$ 2,421	\$ 3,000	\$ 3,000	0.0%
Forestry*	\$ 74,033	\$ 37,786	\$ 59,500	\$ 65,500	10.1%
Parks & Cemetery*	\$ 45,756	\$ 42,680	\$ 45,000	\$ 42,000	-6.7%
DPW OPERATIONS EXPENSES	\$ 774,479	\$ 737,346	\$ 893,500	\$ 867,200	-2.9%
Snow/Ice	\$ 416,258	\$ 555,957	\$ 545,000	\$ 545,000	0.0%
Traffic/Street Lighting	\$ 107,660	\$ 105,148	\$ 130,000	\$ 130,000	0.0%
Rubbish & Recycling	\$ 1,595,512	\$ 1,800,134	\$ 1,905,500	\$ 1,975,000	3.6%
SNOW/LIGHT/RUBBISH EXP.	\$ 2,119,430	\$ 2,461,239	\$ 2,580,500	\$ 2,650,000	2.7%
DEPARTMENT EXPENSES	\$ 2,893,909	\$ 3,198,584	\$ 3,474,000	\$ 3,517,200	1.2%

**change in grouping from previous years*

Department Highlights

Received \$1250 in grants; Awards for Safety; “Tree City USA” for the 36th consecutive year
 Maintained: 111 miles of water main; 7,717 residential, 248 commercial and 70 municipal water connections; 75 miles of traffic markings; 80 acres of grass and 16 tennis/basketball courts; 3,000 catch basins; 70 miles of the Town’s drainage pipes; 12 sewer pump stations.
 Provided: 138 shade trees planted; 273 trees trimmed; 29,455 cars visited to the Compost Center; 20,000 Holiday Lighting bulbs; 3.2 miles of roads resurfaced; Over 200 Dig Safe markouts; 200+ repairs/services for Town/School vehicles; replaced the water booster station on Emerald Drive; and replaced a bridge on Track Road (west).

DPW Administration Overview

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

FY23 Budget Summary

Staffing remains unchanged. The large decline in expenses reflects a one-time \$50,000 expense for the Town Forest Committee. Further funding of the typical \$1,500 each for both Trails and Town Forest have been moved to the Select Board budget line.

DPW Administration	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
DPW Director	\$ 127,559	\$ 130,787	\$ 134,200	\$ 139,250	3.8%
Assistant DPW Director	\$ 101,328	\$ 103,885	\$ 106,600	\$ 110,600	3.8%
Support Staff	\$ 181,816	\$ 171,329	\$ 175,000	\$ 181,600	3.8%
Overtime	\$ 148	\$ -	\$ 2,000	\$ 2,000	0.0%
Buyback	\$ 10,015	\$ 8,078	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 420,865	\$ 414,079	\$ 417,800	\$ 433,450	3.7%
Advertising	\$ 2,852	\$ 724	\$ 2,500	\$ 2,500	0.0%
Supplies/Covid and Equipment	\$ 24,471	\$ 3,477	\$ 60,500	\$ 7,500	-87.6%
Professional Development	\$ 4,746	\$ 5,668	\$ 8,000	\$ 8,000	0.0%
DIVISION EXPENSES	\$ 32,069	\$ 9,869	\$ 71,000	\$ 18,000	-74.6%

Division Activities

- Three Household Hazardous Waste collection days
- Two events for paper shredding, rigid plastic and metals pickup
- Five Town-wide leaf pickups
- Styrofoam and electronics recycling program
- Water Conservation Program
- WasteZero (Simple Recycling Program)
- Black Earth Composting Program
- Quarterly newsletters to residents
- Spring and Fall mailer to residents

Engineering Overview

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

FY23 Budget Summary

Staffing remains unchanged. Increases in Wages follow contractual obligations. Overtime and Police details are increased reflecting the ongoing emergency water/sewer projects.

Engineering	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Town Engineer	\$ 110,617	\$ 111,334	\$ 115,500	\$ 119,800	3.7%
Senior/Civil Engineers	\$ 241,675	\$ 247,369	\$ 259,225	\$ 268,700	3.7%
Field Tech/Surveyor	\$ 75,369	\$ 76,022	\$ 80,100	\$ 81,825	2.2%
Overtime	\$ 4,528	\$ 8,278	\$ 10,500	\$ 12,500	19.0%
Buyback	\$ 277	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 432,188	\$ 443,003	\$ 465,325	\$ 482,825	3.8%
Traffic Control Repairs	\$ 18,475	\$ 15,366	\$ 18,000	\$ 18,000	0.0%
Professional Services	\$ 8,641	\$ (849)	\$ 3,000	\$ 3,000	0.0%
Supplies and Equipment	\$ 10,850	\$ 9,323	\$ 11,000	\$ 11,000	0.0%
Police Details	\$ 9,092	\$ 4,141	\$ 10,000	\$ 12,000	20.0%
DIVISION EXPENSES	\$ 47,058	\$ 27,982	\$ 42,000	\$ 44,000	4.8%

Division Activities

- Roadway Improvements – Resurfaced a total of 6 roads (approx.. 2.1 miles) at various locations
- Bridge Improvements – Track Road (west) bridge replaced (MassDOT Small Bridge Program)
- Water Projects – Uni-directional flushing program; Emerald Drive Water Booster station;
- Sewer System and I/I – Planning for Downtown Sewer Improvements;
- Stormwater – Participation with Mystic River Watershed Association and Resilient Mystic Collaborative; Town recognized by EPA regarding Stormwater Enterprise fund
- NPDES Annual Permitting – Work continued on adhering to requirements of NPDES MS4 Stormwater Program

Planned projects include:

- Grove St (Forest to Spruce) sidewalk/curb installation and ADA compliancy (Spring 2022)
- Auburn St Water Tank / Public Safety Radio Relocation – (Project awarded and is ongoing)
- Gazebo Circle Water Booster Station (Spring/Summer 2022)
- Lead Removal Program to identify and remove lead from service lines
- Downtown Water Improvements (Spring/Summer 2022)
- Downtown Sewer Improvements (Spring 2022)
- Phase 12 Sewer I/I Improvements
- Sturges Park Sewer Pump Station Replacement (Spring 2022)

Highway Overview

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

FY23 Budget Summary

Staffing remains unchanged. Gravel crushing has been increased as an outsourced service from \$5,000 to \$10,000 in order to attract vendors for this work that staff is not equipped to do.

Highway & Equipment	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 BUDGET	FY22-23
			Town Meeting	Town Manager	% Change
Highway/St. Water Supervisor	\$ 77,533	\$ 80,389	\$ 72,800	\$ 75,000	3.0%
Managing/Working Foreperson	\$ 195,281	\$ 150,715	\$ 195,000	\$ 201,500	3.3%
Senior/Junior Operators	\$ 178,914	\$ 249,600	\$ 281,250	\$ 339,000	20.5%
Laborers	\$ 134,084	\$ 38,890	\$ 42,500	\$ -	-100.0%
Mechanics	\$ 244,770	\$ 243,090	\$ 266,000	\$ 274,450	3.2%
Seasonal Staff	\$ 4,323	\$ -	\$ -	\$ -	0.0%
Overtime/On Call	\$ 69,461	\$ 56,488	\$ 81,000	\$ 81,000	0.0%
Buyback	\$ 6,632	\$ 30,880	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 910,997	\$ 850,051	\$ 938,550	\$ 970,950	3.5%
Equipment Parts & Maint.	\$ 219,555	\$ 231,762	\$ 215,000	\$ 225,000	4.7%
Outsourced Repairs	\$ 145,872	\$ 133,643	\$ 137,500	\$ 140,000	1.8%
Fuel	\$ 99,892	\$ 125,963	\$ 165,000	\$ 165,000	0.0%
Line Painting	\$ 41,569	\$ 51,242	\$ 63,000	\$ 65,000	3.2%
Road and Sidewalk Repairs	\$ 16,404	\$ 25,378	\$ 35,000	\$ 35,000	0.0%
Supplies and Equipment	\$ 19,618	\$ 21,958	\$ 22,000	\$ 24,000	9.1%
Outsourced Services	\$ 5,020	\$ 3,313	\$ 15,000	\$ 20,000	33.3%
Police Details	\$ 18,170	\$ 19,444	\$ 16,000	\$ 16,000	0.0%
Utilities/Licenses	\$ 4,917	\$ 3,905	\$ 4,500	\$ 4,700	4.4%
DIVISION EXPENSES	\$ 571,016	\$ 616,608	\$ 673,000	\$ 694,700	3.2%

Division Activities

- Annual springtime street sweeping, signage, and tree lawn repair
- Repairs and cleaning of over 3,000 catch basins
- Roadside cutting
- Sidewalk/curbing maintenance and installation
- Repairs and services for over 200 pieces of equipment town-wide

Storm Water Overview

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

FY23 Budget Summary

Note that both the Supervisor position, a Foreperson position and a Mechanics position are shared with the Highway division.

Storm Water (GF)	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Highway/St. Water Supervisor	\$ 16,955	\$ 19,695	\$ 18,200	\$ 18,800	3.3%
Managing/Working Foreperson	\$ 13,155	\$ 13,954	\$ 15,000	\$ 15,100	0.7%
Senior/Junior Operators	\$ 73,500	\$ 57,529	\$ 60,000	\$ 63,600	6.0%
Laborers	\$ -	\$ 38,428	\$ 42,000	\$ 51,000	21.4%
Mechanics	\$ 4,869	\$ 5,683	\$ 6,900	\$ 7,200	4.3%
On Call	\$ 2,460	\$ 1,800	\$ -	\$ -	0.0%
Overtime	\$ 8,679	\$ 5,595	\$ 8,500	\$ 8,500	0.0%
Buyback	\$ 936	\$ 1,971	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 120,553	\$ 144,655	\$ 150,600	\$ 164,200	9.0%
Supplies and Equipment	\$ 4,547	\$ 2,421	\$ 3,000	\$ 3,000	0.0%
DIVISION EXPENSES	\$ 4,547	\$ 2,421	\$ 3,000	\$ 3,000	0.0%

Division Activities

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

Parks/Cemetery Overview

In FY22, the divisions were reorganized resulting in a Parks/Cemetery Division. The Division operates four town-owned cemeteries, along with various Parks which consist of 80 acres of grassed area throughout town, 16 tennis and basketball courts, 11 tot lots, 6 skating rinks, and 13 ballfields.

FY23 Budget Summary

The Supervisor position is shared between Parks and Cemetery. The Managing Foreperson and the Working Foreperson positions are also shared between Parks and Cemetery. A Veteran's Trust Fund supports annual flowers for Memorial Day. Trust fund support also pays a portion of seasonal wages.

Parks/Cemetery*	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Pks./Frst. Cem. Supervisor	\$ 40,664	\$ 44,808	\$ 46,500	\$ 48,250	3.8%
Managing/Working Foreperson	\$ 69,108	\$ 59,949	\$ 74,000	\$ 148,000	100.0%
Senior/Junior Opers/Tr. Clmbr.	\$ 94,253	\$ 78,377	\$ 153,250	\$ 333,700	117.7%
Laborers	\$ 39,875	\$ 65,629	\$ 42,250	\$ 97,000	129.6%
Seasonal Staff	\$ 49,762	\$ 30,607	\$ 28,000	\$ 75,500	169.6%
Overtime	\$ 10,915	\$ 11,577	\$ 18,000	\$ 37,500	108.3%
Buyback	\$ 741	\$ 3,850	\$ -	\$ -	0.0%
Revolving Fund Support	\$ (120,000)	\$ (120,000)	\$ (120,000)	\$ (120,000)	0.0%
DIVISION WAGES	\$ 185,318	\$ 174,797	\$ 242,000	\$ 619,950	156.2%
Supplies and Equipment	\$ 22,114	\$ 25,241	\$ 18,000	\$ 33,000	83.3%
Repairs	\$ 1,616	\$ 355	\$ 6,500	\$ 6,500	0.0%
Lot Repurchase	\$ 9,600	\$ 3,440	\$ 2,000	\$ 2,000	0.0%
Fuel	\$ 4,773	\$ 5,947	\$ 10,000	\$ 10,000	0.0%
Utilities/Licenses	\$ 7,653	\$ 7,697	\$ 8,500	\$ 10,500	23.5%
Veterans Flowers	\$ -	\$ -	\$ 4,700	\$ 4,700	0.0%
Trust/Revolving Fund Support	\$ -	\$ -	\$ (4,700)	\$ (24,700)	425.5%
DIVISION EXPENSES	\$ 45,756	\$ 42,680	\$ 45,000	\$ 42,000	-6.7%

*Parks moved in with Cemetery

Division Activities

Funeral Arrangements (15,725 total burials); Interments; Lot sales; Grounds maintenance (51 acres); Set Markers/Set foundations for headstones; Record keeping; Assist with Memorial Day preparations. Compost Center.

Forestry Overview

The division is responsible for maintaining all trees on public grounds and within the public right-of-way along streets and easements, and assists Conservation with tree maintenance in various resource areas.

FY23 Budget Summary

Staffing remains unchanged. Increases in wages follow contractual obligations. The Shade Trees budget was increased by 23% in an effort to continue the goal of expanding to a variety of street trees throughout Town.

Forestry*	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Pks./Frst. Cem. Supervisor	\$ 48,375	\$ 44,808	\$ 46,500	\$ 48,250	3.8%
Managing/Working Foreperson	\$ 143,188	\$ 140,560	\$ 214,700	\$ 146,000	-32.0%
Senior/Junior Opers/Tr. Clmbr.	\$ 186,050	\$ 214,037	\$ 272,250	\$ 120,800	-55.6%
Laborers	\$ 92,448	\$ 50,704	\$ 42,250	\$ -	-100.0%
Seasonal Staff	\$ 25,632	\$ 42,144	\$ 47,500	\$ -	-100.0%
Overtime/On Call	\$ 41,758	\$ 39,950	\$ 44,000	\$ 24,500	-44.3%
Buyback	\$ 5,164	\$ 4,505	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 542,615	\$ 536,710	\$ 667,200	\$ 339,550	-49.1%
Supplies and Equipment	\$ 12,767	\$ 11,661	\$ 18,000	\$ 13,500	-25.0%
Prof. Svc. and Repairs	\$ 44,830	\$ 3,050	\$ 30,500	\$ 20,000	-34.4%
Shade Trees	\$ 6,166	\$ 18,562	\$ 13,000	\$ 16,000	23.1%
Stump/Brush Disposal	\$ 20,060	\$ 12,520	\$ 7,500	\$ 7,500	0.0%
Police Details	\$ 7,693	\$ 9,143	\$ 7,000	\$ 7,000	0.0%
Utilities/Licenses	\$ 2,517	\$ 2,849	\$ 3,500	\$ 1,500	-57.1%
Revolving Fund Support	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ -	-100.0%
DIVISION EXPENSES	\$ 74,033	\$ 37,786	\$ 59,500	\$ 65,500	10.1%

*Parks moved in with Cemetery

Division Activities

Oversight of all Town trees: Planting, trimming, removal. In 2021, 138 trees were planted by Town staff as street trees and in parks, schools, and cemeteries. Division is responsible for Holiday lighting in the Town Common (over 20,000 bulbs).

FY23 Budget Summary

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

Snow and Ice Funding is level-funded, but is meant to fund below the average year. This is because by law funding can never be reduced in future years; this is the only budget line where deficit spending is allowed by law during difficult years; and overfunding would be an opportunity cost for other needs.

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

Rubbish Disposal costs are in an upheaval due to the pandemic and related factors. The town signed a five-year contract with Covanta that expires June 30, 2025. In FY23, there is a +3% annual charge.

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

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Snow and Ice Regular Wages	\$ 31,744	\$ 11,511	\$ 30,000	\$ 30,000	0.0%
Snow and Ice Overtime	\$ 156,555	\$ 171,606	\$ 100,000	\$ 100,000	0.0%
SNOW AND ICE WAGES	\$ 188,299	\$ 183,117	\$ 130,000	\$ 130,000	0.0%
Snow / Ice Plowing & Hauling	\$ 115,297	\$ 202,149	\$ 215,000	\$ 215,000	0.0%
Snow / Ice Supplies/Equip.	\$ 231,292	\$ 290,509	\$ 250,000	\$ 250,000	0.0%
Snow / Ice Fuel	\$ 49,280	\$ 33,452	\$ 45,000	\$ 45,000	0.0%
Snow & Ice Meal Tickets	\$ 8,523	\$ 10,287	\$ 10,000	\$ 10,000	0.0%
Snow / Ice Police Details	\$ 1,891	\$ 4,840	\$ 10,000	\$ 10,000	0.0%
Street Sweeping	\$ 9,975	\$ 14,720	\$ 15,000	\$ 15,000	0.0%
SNOW AND ICE EXPENSES	\$ 416,258	\$ 555,957	\$ 545,000	\$ 545,000	0.0%
SNOW AND ICE	\$ 604,556	\$ 739,074	\$ 675,000	\$ 675,000	0.0%
Traffic Light Electricity	\$ 5,436	\$ 4,902	\$ 15,000	\$ 10,000	-33.3%
Streetlight Electricity	\$ 101,175	\$ 100,149	\$ 100,000	\$ 105,000	5.0%
Street Light Maint. & Repair	\$ 1,050	\$ 96	\$ 15,000	\$ 15,000	0.0%
TRAFFIC/STR LIGHT	\$ 107,660	\$ 105,148	\$ 130,000	\$ 130,000	0.0%
Rubbish Collection	\$ 731,204	\$ 760,644	\$ 890,000	\$ 915,000	2.8%
Solid Waste Disposal	\$ 505,770	\$ 682,803	\$ 615,000	\$ 635,000	3.3%
Curbside Recycling	\$ 316,385	\$ 326,340	\$ 335,000	\$ 345,000	3.0%
Misc. Recycling	\$ 42,153	\$ 30,347	\$ 65,500	\$ 80,000	22.1%
RUBBISH/RECYCLING	\$ 1,595,512	\$ 1,800,134	\$ 1,905,500	\$ 1,975,000	3.6%

Reading Public Library

Department Overview

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

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

EDUCATION & EQUITY
ACCOUNTABILITY & ACCESS

FY 23 Budget Summary

The Board of Trustees recommends an overall increase of 3.3% in existing salaries and expenses.

The primary drivers for this budget:

- Non-union salaries (2% Step + 1.75% COLA)
- Rebuilding expenses that have been reduced or level-funded for three years
- Maintaining state certification and eligibility for State Aid

Divisions	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 BUDGET	FY22-23
			Town Meeting	Town Manager	% Change
Administration	\$ 689,934	\$ 701,938	\$ 711,250	\$ 733,750	3.2%
Equity and Social Justice	\$ -	\$ -	\$ 76,000	\$ 79,150	4.1%
Public Services	\$ 650,175	\$ 615,706	\$ 660,450	\$ 683,700	3.5%
Collection Services	\$ 409,891	\$ 453,967	\$ 484,250	\$ 499,700	3.2%
LIBRARY TOTALS	\$ 1,750,001	\$ 1,771,611	\$ 1,931,950	\$ 1,996,300	3.3%

Department Highlights

Besides holidays and closings for inclement weather, the library is open seven days or 64 hours a week for eight months of the year (October-May) and six days or 60 hours a week for the other four months. In addition to weekend hours, the library is also open four evenings a week to accommodate a broad array of work/life schedules for the community.

Including staffing the half-day on Sundays, the library averages 24.7 FTE, providing in-person (walk-up, text, chat, email) services at four service desks across three floors of a 38,000 SF building. These collection, research, and reader advisory services for all ages were ongoing during COVID while the building was closed and open to the public at various times. Additionally, while COVID prevented in-person programming, library staff ran over 500 virtual programs, translating to almost 1.5 programs per day for the year.

Department Highlights cont.

Library staff also provide support and basic instruction for onsite and virtual library services and collections.

Circulation of our physical collection was strong during COVID, with FY21 rates averaging 65% of 2019 usage. For two-thirds or eight months of FY21, the library offered modified services by appointment.

Beyond the physical collections and onsite services, the library provides many online resources for individuals of all ages, abilities, and interests. We provide reading, watching, and listening content for downloading or streaming. Other virtual services include free online tutoring and test prep.

Lines L1 – Library Wages and L2 – Library Expenses

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Administration	\$ 319,034	\$ 341,218	\$ 323,850	\$ 334,300	3.2%
Equity and Social Justice	\$ -	\$ -	\$ 76,000	\$ 79,150	4.1%
Public Services	\$ 650,175	\$ 615,706	\$ 660,450	\$ 683,700	3.5%
Collection Services	\$ 409,891	\$ 453,967	\$ 484,250	\$ 499,700	3.2%
LIBRARY WAGES	\$ 1,379,101	\$ 1,410,891	\$ 1,544,550	\$ 1,596,850	3.4%
Administration	\$ 370,900	\$ 360,721	\$ 387,400	\$ 399,450	3.1%
Equity and Social Justice	\$ -	\$ -	\$ -	\$ -	0.0%
Public Services	\$ -	\$ -	\$ -	\$ -	0.0%
Collection Services	\$ -	\$ -	\$ -	\$ -	0.0%
LIBRARY EXPENSES	\$ 370,900	\$ 360,721	\$ 387,400	\$ 399,450	3.1%

Administration Division

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

SALARIES

The salary increases for regular employees reflect the expected 2% Step + 1.75% COLA for all non-union town employees.

In FY22, there was an increased need for substitutes due to COVID-19 absences and to cover public desk hours during the hiring process to fill staff departures. This budget anticipates the return to pre-COVID expected substitute needs of \$10,000. This reduction in the Library Substitute budget line nets an overall 3.2% salary increase for the Division.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Library Director	\$ 106,373	\$ 109,164	\$ 112,050	\$ 116,450	3.9%
Library Assistant Director	\$ 73,788	\$ 77,289	\$ 79,300	\$ 82,450	4.0%
Communications Specialist	\$ 25,963	\$ 37,929	\$ 39,750	\$ 41,300	3.9%
Support Staff	\$ 77,259	\$ 79,042	\$ 81,000	\$ 84,100	3.8%
Library Substitutes	\$ 5,685	\$ 2,439	\$ 11,750	\$ 10,000	-14.9%
Sick/Vacation Buyback	\$ 29,967	\$ 35,354	\$ -	\$ -	0.0%
ADMINISTRATION WAGES	\$ 319,034	\$ 341,218	\$ 323,850	\$ 334,300	3.2%

EXPENSES

This budget requests a 3.1% increase to general operating expenses that have been reduced or level-funded for three years and still 1.8% less than operational expenses in FY19. Notable and vital increases are to the programming budget (\$2500 to \$4000) and Professional Development line (\$15K to \$16.5K). The programming budget enhances the Friends of the Reading Public Library funds by 12%. Additionally, the expense budget anticipates new maintenance contracts, software, and licensing costs for strategic plan-related equipment and services. The library's FY21-FY25 Strategic Plan is available on our website: www.readingpl.org.

Overall, the Trustees recommend a materials budget of 13.5% of the library budget; however, the state certification requires 13%. During FY22, the Library Director worked with the Board and the Town Treasurer to review the use of donations and trust income to supplement the municipal materials budget. This budget recommends a 13% for allocation for the municipal material line, and the library will use donations and trust income for the remaining 0.5% (approximately \$10,000).

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Library Materials	\$ 240,359	\$ 245,328	\$ 261,000	\$ 259,950	-0.4%
Equipment Contract/Repair	\$ 21,018	\$ 18,224	\$ 21,500	\$ 23,000	7.0%
Software License & Support	\$ 60,524	\$ 61,238	\$ 65,400	\$ 70,500	7.8%
Technology Supplies	\$ 18,299	\$ 10,953	\$ 10,000	\$ 12,000	20.0%
General Supplies	\$ 15,079	\$ 12,966	\$ 12,000	\$ 13,500	12.5%
Professional Development	\$ 14,297	\$ 8,513	\$ 15,000	\$ 16,500	10.0%
Library Programs	\$ 1,324	\$ 3,500	\$ 2,500	\$ 4,000	60.0%
LIBRARY EXPENSES	\$ 370,900	\$ 360,721	\$ 387,400	\$ 399,450	3.1%

Equity and Social Justice Division

The search for this position began in August 2021. A group of five individuals (3 town staff, one resident, and one Trustee) screened seven applications. Four town staff conducted six interviews and put forth two finalists for second-round interviews. The second round of interviews included an RPS representative, a Select Board Member, two trustees, an HRAC representative, two residents, and the Library Director. This effort did not result in a successful hire. The position was reposted on November 15. There were twelve applications, and the same process resulted in a successful offer and acceptance for this position with a start date of March 1, 2022.

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

This salary reflects the actual hiring, probationary Step, and expected COLA increase that is typical of all non-union employee hires.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Dir of Equity & Social Justice	\$ -	\$ -	\$ 76,000	\$ 79,150	4.1%
EQTY & SOC JUSTICE WAGES	\$ -	\$ -	\$ 76,000	\$ 79,150	4.1%

Collection Services Division

The Collection Services Division is responsible for acquiring of and patron access to all library materials. Materials include all physical and digital items borrowed, streamed, or downloaded. Acquisitions include budgeting, purchasing, licensing, and payment for all materials. Access includes processing, cataloging, patron account management, interlibrary loan services, and all aspects of circulation control.

The FY23 salary budget increase for support staff in this Division is less than the expected 3.75% due to turnover in part-time employees. There is no reduction in hours.

The salary for Sunday Hours will not increase for FY23. This budget line is the estimated maximum for both Sunday hours and traditional overtime (over 40 hours in one week) paid at 1.5 the employee's regular rate.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Collection Services Division He	\$ 78,926	\$ 82,011	\$ 84,150	\$ 87,500	4.0%
Librarian II	\$ 32,934	\$ 66,651	\$ 67,100	\$ 69,500	3.6%
Librarian I	\$ 3,450	\$ 50,792	\$ 64,500	\$ 67,050	4.0%
Support Staff	\$ 286,416	\$ 246,140	\$ 255,500	\$ 262,650	2.8%
Sunday Hours	\$ 8,166	\$ 8,374	\$ 13,000	\$ 13,000	0.0%
COLLECTION SERVICES WAGES	\$ 409,891	\$ 453,967	\$ 484,250	\$ 499,700	3.2%

Public Services Division

The Public Services Division is responsible for all library programs and services. Programs include budgeting, planning, and implementing classes, lectures, meetups, and special events for all ages. Services include research, readers' advisory, one-to-one instruction, technology assistance, home-bound services, and support for Reading Public Schools.

As with Collection Services, the salary for Sunday Hours will not increase for FY23. This budget line is the estimated maximum for both Sunday hours and traditional overtime for Public Services.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Public Services Division Head	\$ 81,446	\$ 80,594	\$ 77,850	\$ 80,850	3.9%
Librarian II	\$ 161,496	\$ 131,370	\$ 136,700	\$ 141,950	3.8%
Librarian	\$ 388,540	\$ 380,417	\$ 413,400	\$ 428,400	3.6%
Support Staff	\$ (555)	\$ -	\$ -	\$ -	0.0%
Sunday Hours	\$ 19,248	\$ 23,325	\$ 32,500	\$ 32,500	0.0%
PUBLIC SERVICES WAGES	\$ 650,175	\$ 615,706	\$ 660,450	\$ 683,700	3.5%

Summary

Since FY18, the library budget has accounted for 1.5% of the total municipal budget and remains a solid and essential town investment. In FY21, a year impacted by the pandemic, residents saved \$3.25M by borrowing books instead of purchasing them. Adding in the value of digital content use, borrowing of other physical materials, attending virtual programs, and reference assistance, the community received a three-fold return on their investment in FY21.

This FY23 municipal budget request is for the core salaries and operating expenses to ensure continued state certification and eligibility for State Aid to maintain the value of the Reading Public Library as a community asset.

It is important to note that the Board of Library Trustees accepts financial gifts, works with existing trusts, and uses state aid to supplement this budget. Additionally, the library actively seeks out direct grants or grant partnerships to expand and enhance basic services. Examples include the FY22 award of a \$10,000 LSTA "Civic Hub" grant from the Massachusetts Board of Library Commissioners, and a collaboration with Dr. Sherri VandenAkker, a Cultural Council grant recipient, to create and publish the "Pandemic Peace and Promise Community Photo Project."

Also, as previously mentioned, most library programs are paid for by the Friends of the Reading Public Library. At the same time, the Reading Public Library Foundation provides funding for more extensive projects outside the general operations, such as the purchase and installation of a HushPhone booth and a new library bike-mobile.

The library is grateful for the residents, volunteers, and organizations whose tax dollars, donations, and hours of support make an excellent library an extraordinary library.

Facilities Department

Department Overview

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

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

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

FY23 Budget Summary

Line M91 Core Facilities

Line M92 Town Buildings

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

In FY23, Core Facilities budgets are showing a 3.1% increase, and Town Buildings a 4.4% increase. Previous budget decreases the year before were due to less covid-19 funding, which is no longer a factor in this FY23 budget.

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Core Facilities (M91)	\$ 2,504,880	\$ 2,561,959	\$ 3,184,100	\$ 3,283,600	3.1%
Town Buildings (M92)	\$ 619,274	\$ 346,213	\$ 348,150	\$ 363,550	4.4%
School Buildings	<i>see School Budget</i>				
FACILITIES DEPT. TOTALS	\$ 3,124,153	\$ 2,908,171	\$ 3,532,250	\$ 3,647,150	3.3%
Core Facilities	\$ 623,538	\$ 638,049	\$ 652,025	\$ 676,200	3.7%
Town Buildings	\$ 228,760	\$ 230,513	\$ 247,500	\$ 252,600	2.1%
School Buildings	<i>see School Budget</i>				
FACILITIES DEPT. WAGES TOTAL	\$ 852,298	\$ 868,562	\$ 899,525	\$ 928,800	3.3%
Core Facilities	\$ 1,881,342	\$ 1,923,910	\$ 2,532,075	\$ 2,607,400	3.0%
Town Buildings	\$ 390,514	\$ 115,700	\$ 100,650	\$ 110,950	10.2%
School Buildings	<i>see School Budget</i>				
FACILITIES DEPT. EXPENSES TOTALS	\$ 2,271,855	\$ 2,039,610	\$ 2,632,725	\$ 2,718,350	3.3%

M91: Core Facilities

FY23 Facilities Budget: Core Wages

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Facilities Director	\$ 137,797	\$ 141,415	\$ 145,300	\$ 150,700	3.7%
Facilities Assistant Director	\$ 101,507	\$ 104,174	\$ 107,000	\$ 111,000	3.7%
Facilities Support Staff	\$ 69,121	\$ 68,377	\$ 70,225	\$ 72,900	3.8%
Maintenance Staff	\$ 282,819	\$ 294,326	\$ 304,500	\$ 316,600	4.0%
Overtime	\$ 27,252	\$ 29,756	\$ 25,000	\$ 25,000	0.0%
Buyback	\$ 5,042	\$ -	\$ -	\$ -	0.0%
CORE FACILITIES WAGES	\$ 623,538	\$ 638,049	\$ 652,025	\$ 676,200	3.7%

There is no change in staffing proposed in this budget. Salary increases reflect non-union projections and a union collective bargaining agreement. Overtime in FY22 is running slightly below budgeted levels and therefore level funded in FY23.

HVAC expenses have increased significantly because in response to COVID-19 an upgrade to MERV-13 filters was made and changed more frequently. Grants paid a portion of the FY21 expenses.

FY23 Facilities Budget: Core Expenses

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
Core Energy Expenses	\$ 1,214,288	\$ 1,257,746	\$ 1,695,550	\$ 1,750,000	3.2%
Core Maint. & Repairs	\$ 347,253	\$ 323,924	\$ 370,925	\$ 379,300	2.3%
Core HVAC Expenses	\$ 107,015	\$ 84,372	\$ 216,050	\$ 221,500	2.5%
Core Plumbing Expenses	\$ 41,412	\$ 19,808	\$ 30,200	\$ 31,500	4.3%
Core Electrical Expenses	\$ 18,208	\$ 22,266	\$ 43,000	\$ 44,500	3.5%
Core Elevator Expenses	\$ 44,118	\$ 27,325	\$ 49,500	\$ 49,500	0.0%
Core Alarm Expenses	\$ 43,240	\$ 69,804	\$ 32,800	\$ 34,900	6.4%
Core Fire Equip. Expenses	\$ 4,575	\$ 6,352	\$ 35,000	\$ 35,000	0.0%
Core Pest Mgmt. Expenses	\$ 8,552	\$ 8,471	\$ 9,500	\$ 10,200	7.4%
Core Misc/Covid Expenses	\$ 52,681	\$ 103,841	\$ 49,550	\$ 51,000	2.9%
CORE FACILITIES EXPENSES	\$ 1,881,342	\$ 1,923,910	\$ 2,532,075	\$ 2,607,400	3.0%

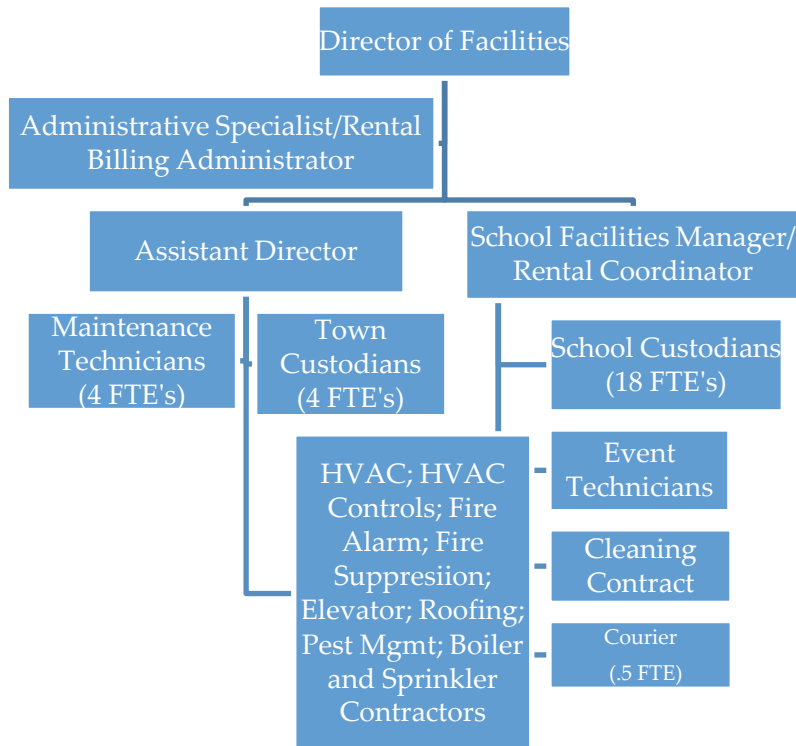
Energy Budgets

	FY20 Actual	FY21 Actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 % Change
School Bldg. Electricity	\$ 456,957	\$ 464,484	\$ 646,500	\$ 668,000	3.3%
Town Bldg. Electricity	\$ 166,789	\$ 164,496	\$ 216,500	\$ 222,000	2.5%
Conservation-Electric	\$ 8,783	\$ 9,234	\$ 10,000	\$ 10,000	0.0%
ELECTRICITY EXPENSES	\$ 632,529	\$ 638,214	\$ 873,000	\$ 900,000	3.1%
School Bldg. Natural Gas	\$ 325,394	\$ 378,579	\$ 478,000	\$ 489,500	2.4%
Town Bldg. Natural Gas	\$ 93,764	\$ 93,306	\$ 157,000	\$ 160,500	2.2%
NATURAL GAS EXPENSES	\$ 419,158	\$ 471,885	\$ 635,000	\$ 650,000	2.4%
School Bldg. Wtr/Swr/Stwtr.	\$ 139,595	\$ 126,896	\$ 156,250	\$ 167,500	7.2%
Town Bldg. Wtr/Swr/Stwtr.	\$ 23,007	\$ 20,750	\$ 31,300	\$ 32,500	3.8%
W/S/SW EXPENSES	\$ 162,602	\$ 147,646	\$ 187,550	\$ 200,000	6.6%
ENERGY EXPENSES TOTALS	\$ 1,214,288	\$ 1,257,746	\$ 1,695,550	\$ 1,750,000	3.2%

Facilities Energy Initiatives

- LED pilot project completed
- Phase II Performance Contracting Project – Audit completed, and contract signed – Construction begins March 22
- Continuous monitoring consumption of utilities through tracking and equipment optimization.

Facilities Organizational Chart



Department Highlights

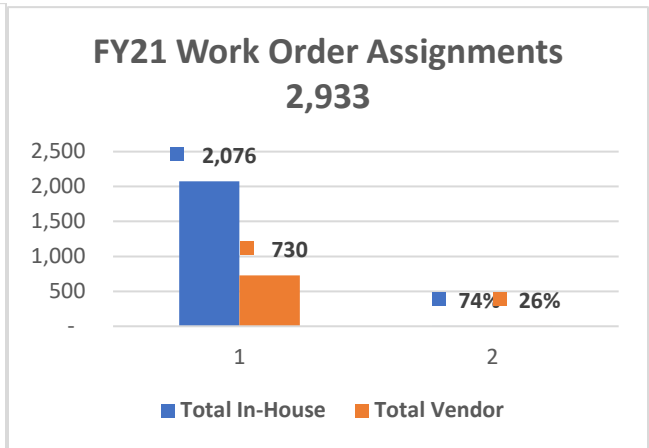
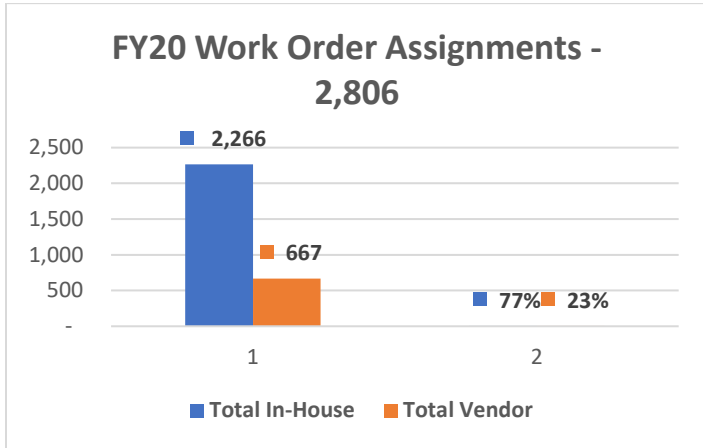
- 17 buildings: service fire extinguisher/suppression systems; exit signs and emergency lighting; provide monthly pest control services
- 336 Exhaust Fans - Serviced annually
- 299 Unit Ventilators - Serviced three times/year
- 55 Roof Top Equipment - Serviced 2-3 times/year
- 41 Boilers - Serviced annually
- 12 Elevator and Lift Service - Serviced monthly
- 11 In and outside Grease Traps - Serviced annually
- 9 Emergency Generators - Serviced twice per year
- 2 Acid Waste Tanks - Serviced annually
- Roof repair multi-locations
- RMHS blackboard, divider curtain, bleacher inspections and repairs
- Main Street Fire roof replaced and all mechanical roof top equipment
- Painted Cemetery Garage
- Painted Clock Tower at Joshua Eaton
- Painted Police Department lobby
- Exterior painting at Senior Center
- New split system for RCTV room at Town Hall
- Replaced conference room and teacher breakroom carpet at Birch Meadow
- Built storage room for PPE at RMHS
- Added multiple card readers at various locations
- Column repairs at rear of RMHS
- Purchased additional storage containers for equipment
- Build storage loft for Athletics in Press Box
- Duct cleaning at Police Department

Completed Work Orders

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

	FY19	FY20	FY21	3yr
Town	506	513	598	19%
Schools	2343	2293	2335	81%
Total	2849	2806	2933	

The Facilities Department utilizes a work order system. Below is a comparison of in-house work orders assigned in FY20 and FY21. The Facilities Department has an average of 75% of work orders completed in-house.



Capital Projects

Completed: Town-Wide Security; Turf I Design; Parker Roof Design; Police Dispatch

Upcoming: Parker Roof (On hold till summer 23); Turf 1 Construction; Police Station Expansion Space/Community Room Construction; Security Enhancements

M92: Town Buildings

FY23 Facilities Budget: Town Buildings Wages

Town Buildings	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 BUDGET	FY22-23
			Town Meeting	Town Manager	% Change
Custodians	\$ 201,980	\$ 211,231	\$ 220,000	\$ 225,100	2.3%
Overtime	\$ 26,780	\$ 19,282	\$ 27,500	\$ 27,500	0.0%
TOWN BLDG. WAGES	\$ 228,760	\$ 230,513	\$ 247,500	\$ 252,600	2.1%

Custodian salaries have an increase per collective bargaining agreements. There is an increase in expenses driven by outsourced cleaning services.

FY23 Facilities Budget: Town Buildings Expenses

Town Buildings	FY20 Actual	FY21 Actual	FY22 BUDGET	FY23 BUDGET	FY22-23
			Town Meeting	Town Manager	% Change
Outsourced Cleaning Services	\$ 78,783	\$ 80,821	\$ 86,900	\$ 93,725	7.9%
Building Supplies	\$ -	\$ 2,566	\$ 3,200	\$ 4,000	25.0%
Other	\$ 311,730	\$ 32,313	\$ 10,550	\$ 13,225	25.4%
TOWN BLDG. EXPENSES	\$ 390,514	\$ 115,700	\$ 100,650	\$ 110,950	10.2%

READING PUBLIC SCHOOLS

School Committee's FY23 Recommended Budget

July 1, 2022 - June 30, 2023



January 6, 2022

Contact Information

Copies of the budget document are available at the Office of the Superintendent and on the Reading Public School's website at www.reading.k12.ma.us. For additional information or clarification on the Superintendent's FY23 Recommended Budget, please feel free to contact the Central Office Administration for assistance at 781-944-5800. Also, please reach out directly to the Superintendent or Director of Finance and Operations:

Thomas Milaschewski, Ed.D.

Susan Bottan, M.B.A.

Superintendent of Schools

Director of Finance and Operations

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Pages 18 and 49 – Kathy Drummey, Administrative Assistant, Athletics and Extra-curricular Activities

Page 41 – Kurtis Martin, METCO Director

School Committee Members

Thomas Wise, Chairperson

Shawn Brandt, Vice Chairperson

Erin Gaffen, School Committee Member

Sarah McLaughlin, School Committee Member

Carla Nazzaro, School Committee Member

Charles Robinson, School Committee Member

Superintendent of Schools

Thomas Milaschewski, Ed.D.

Reading Public Schools

82 Oakland Road

Reading, Massachusetts

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

District Leadership Team

Central Office Administrators

Jennifer Stys, Ed.D., Assistant Superintendent for Special Education and Student Services

Sarah Hardy, Ed.D. Assistant Superintendent for Learning & Teaching

Michelle Roach, Human Resources Director

Susan Botton, M.B.A. Director of Finance and Operations

Other District Administrators

Allison Wright, Special Education Director

Kelley Bostwick, RISE Preschool Director

Heather Leonard, STEM Curriculum Coordinator

Allison Straker, Humanities Curriculum Coordinator

Karen Hall, Coordinator of English Language Services

Kurtis Martin, METCO Director

Mary Giuliana, Director of Nursing

Danielle Collins, Director of School Nutrition

Christopher Nelson, Director of Extended Day, Drivers Education and Adult and Community Education

Julian Carr, Network Administrator

Joseph Huggins, Director of Facilities for Town and School Buildings

Kevin Gertsner, Facilities Manager

School Administrators

Reading Memorial High School

Kevin Tracey, Principal

Kadi Buckley, Assistant Principal

Jessica Theriault, Assistant Principal

Thomas Zaya, Assistant Principal, Athletics & Extra-curricular Activities

A.W. Coolidge Middle School

Sarah Marchant, Principal

Brienne Karow, Assistant Principal

W.S. Parker Middle School

Richele Shankland, Principal

Jason Peledge, Assistant Principal

Alice Barrows Elementary School

Beth Leavitt, Principal

Birch Meadow Elementary School

Stephen Burnham, Ed.D., Principal

Joshua Eaton Elementary School

Caitlin Shelburne, Principal

J.W. Killam Elementary School

Sarah Leveque, Principal

Wood End Elementary School

Joanne King, Ed.D., Principal

TABLE OF CONTENTS

Introductory Section

Superintendent’s Message	8
Superintendent’s FY23 Budget Summary	9
School Committee’s Guiding Principles to Budget Development	9
Budget Commitment, Process, and Timeline	10
Budget Priorities	12

Financial Section

FY23 Recommended Budget Summaries	20
FY23 Recommended Budget by Cost Center	20
Administration Cost Center	22
Regular Day Cost Center	23
Special Education Cost Center	26
District Wide Programs: Health Services, Athletics, Extra-curricular Activities, District Wide Technology Cost Centers	32
School Facilities Cost Center	38

Other Funding Sources

Offset Summary	43
Special Revenue Funds	44
Federal, State, and Private Grants	47
Five-Year Capital Plan	48

Appendices

Appendix A: Student Enrollment and Staff FTEs	50
Appendix B: Organizational Section	59
Appendix C: School Improvement Plans and Video Presentations	63

INTRODUCTORY SECTION



INTRODUCTORY SECTION

Superintendent's Message

Dear Reading Community,

As we share our recommended budget for FY23, we wanted to start by thanking our entire community for the continued support for our schools. While this budget reflects a significant financial contribution of each member of our community, we also deeply appreciate all the time, energy, and advocacy that the community puts towards our schools each day. Since starting as Superintendent in July, I have been overwhelmed by the unrivaled pride that our community holds towards education and inspired by the commitment from our community to provide each and every one of our children with an excellent educational experience. I speak on behalf of our district as I share this sincere appreciation and gratitude.

This recommended budget reflects the perspectives of so many of the district's critical stakeholders and has been developed through conversations at School Committee meetings about guiding principles, through coffee hour conversations with families at schools about strengths and challenges in our school communities, through after school staff meetings at schools to learn about how we can move our district to the next level, and through ongoing conversations with school and district leaders on how to chart out a bright and bold future for our district, schools, and students. Furthermore, this recommended budget connects to what our central office leadership team has learned from spending time listening, observing, and engaging with students in classrooms across RPS. Throughout this process, three overarching priorities have emerged:

1. **Improve academic outcomes and growth for all students within safe, equitable, and rigorous learning environments.** The pandemic has heightened both the challenge of addressing inconsistencies in learning for our students and also the opportunity for innovations in teaching, learning, and programming.
2. **Support students' social and emotional needs through multi-tiered instruction and services.** At both the national and local level, our students are demonstrating significant social-emotional needs, as evident through the [U.S. Surgeon General's Advisory on Protecting Youth Mental Health](#) and an analysis of the results of [Reading's Youth Risk Behavior Survey by the Reading Coalition](#)
3. **Enhance adult practices and streamline operational systems to increase efficiencies and effectiveness in supporting students.** Investments to improve for our students and staff will only hold across a system with the foundation of strong operational systems.

The strategic investments outlined in this proposed FY23 budget align with each of these three priorities and will support our district in living out our goal of providing every one of our students with an excellent educational experience. We look forward to your collaboration and feedback throughout the budget process and as always, appreciate your commitment and support of our schools.

In partnership for children,
Dr. Thomas Milaschewski, Superintendent

Superintendent’s FY23 Recommended Budget Summary

	FY22 Appropriated Budget	FY23 Recommended Budget	\$ Change	% Change
Operating Fund	44,344,748	46,216,733	1,871,985	4.2%
Accommodated costs	5,351,250	5,566,630	215,380	4.0%
Total	49,695,998	51,783,363	2,087,365	4.2%

The Superintendent’s FY23 Recommended Budget totals **\$51,783,363** and represents an incremental increase over the FY22 Appropriated Budget of **\$2,087,365**, or **4.20%**, which aligns with the Finance Committee’s guidance. Of this total incremental increase, \$215,380, or 10.3%, is allocated to Accommodated Costs. Accommodated Costs are associated with out-of-district special education placement tuition and transportation costs, net of Circuit Breaker Reimbursement Funds. The balance of the incremental increase over the FY22 Appropriated Budget is \$1,871,985, or 89.7%. These funds are allocated to meet the increased costs of all contractual obligations and mandated services, and to address the district’s emerging priorities. The recommended funding allocated to emerging priorities will improve academic outcomes and growth while providing social and emotional services to all students, ensuring that all students are ready to learn. The *baseline budget*, which is driven by contractual obligations and mandated services, accounts for \$1,216,215, or 58.3%, of the incremental increase over FY22. The balance of funds totaling \$871,150, or 41.7%, addresses *emerging priorities* and are allocated to improve academic growth, increase social and emotional supports, and improve practices and systems district wide. A table reflecting the FY23 Recommended Budget in comparison to the FY22 Appropriated Budget is provided below and includes the incremental increases for the *baseline* and *emerging priority* categories for both personnel and non-personnel budgets:

Superintendent’s FY23 Recommended Budget: Change in Personnel and Non-Personnel for Baseline and Priorities:

	FY22 Appropriated Budget	FY23 Recommended Budget	Incremental Increase: \$ Change	Incremental Increase: % Change	Amount of Incremental Increase Allocated to Baseline Budget	% of Total Incremental Increase	Amount of Incremental Increase Allocated to New Emerging Priorities	% of Total Incremental Increase
Total Personnel	40,806,202	42,426,924	1,620,722	4.0%	884,672	54.6%	736,050	45.4%
Total Non-Personnel	8,889,796	9,356,439	466,643	5.2%	331,543	71.0%	135,100	29.0%
Combined Total	49,695,998	51,783,363	2,087,365	4.2%	1,216,215	58.3%	871,150	41.7%

School Committee’s Guiding Principles to Budget Development

Developing a school district budget that effectively aligns resources to achieve student achievement outcomes and provide essential social emotional support requires considerable discussion on how funds are spent. The Reading School Committee provided the following guiding principles to guide the District’s Leadership Team in developing the FY23 Budget. The Superintendent’s FY23 Recommended Budget has been developed in line with the following principles:

- Embody what Reading Public Schools stands for
- Align with School Improvement Plans, District Priorities and Superintendent’s Goals
- Support all learners
- Plan for reasonable class sizes
- Meet all contractual and legal obligations
- Reflect creative ways to recruit and retain workforce
- Produce accelerated learning outcomes at all levels
- Make effective and efficient use of all resources at all levels

Budget Commitment, Process and Timeline

The District Leadership Team's commitment to a productive FY23 Budget Development Process is articulated below:

- Ensure process is collaborative, transparent and all stakeholders' voices are represented
- Stand for equity, inclusion, and access for all learners at all levels
- Make decisions that are student-focused, data-driven, and intentional
- Align priorities with School Improvement Plans, Districtwide Priorities and Superintendent's Goals
- Leverage all sources of funding - Operating, Grant, and Special Revenue Funds
- Work collaboratively with the Town
- Be strategic, think long term and ensure flexibility as new information becomes known
- Consider and integrate strategies piloted and proven to produce gains in student learning

The Leadership Team's approach to the FY23 budget development process was highly collaborative and transparent that accomplished the following:

- Engaged all stakeholders in a collaborative process
- Identified emerging priorities to support growth of all learners at all levels
- Maximized existing resources through efficiencies and leveraging all funds
- Considered enrollment projections, class sizes and teacher to student ratios driven by learners' needs
- Ensured all contractual and legal obligations will be met

A wide range of stakeholders' voices influenced the development of the FY23 budget throughout the process:

- Students' voices through Youth Risk Behavior Survey and various assessment data
- Teachers' voices through surveys, professional development programs and classroom visits
- Instructional Leaders' voices through District Leadership meetings, small group, and individual discussions
- Parent/Guardians' voices through School Councils and Listening Tours
- School Committee's voice through Guiding Principles
- Community's voice through collaborative committees and community partners

The commitments made to the budget and the perspectives gained from stakeholders were foundational to a successful budget development process. The open, transparent, candid process resulted in a plan that builds upon the work of School Improvement Plans to allocate existing and new resources (position roles, staff time and sources of funding) in ways that will lead students to academic excellence and support their social emotional learning. The actions associated with the budget development process are described by month below:

July through December 2021:

- Listened to the needs of all stakeholders and engaged in an approach to the budget development process, guiding principles and emerging priorities.

November and December 2021:

- Collaborated with district, school, and program leadership teams to discuss and define budget priorities and examine ways to maximize existing resources in bi-monthly large groups (Preschool-Grade 12 District Leadership and Principals' meetings), weekly small groups (Operations and Leadership meetings by level) and

- in-school budget meetings with principals, instructional and program coordinators.
- Compiled budget data to support leaders’ review and evaluation toward developing responsive building and program budgets. Budget tools created included the following:
 - Personnel reports – data by person, position, FTE, step, degree, FY22 actual and projected FY23 salaries and stipends. Placeholders for unfilled budgeted positions were incorporated into the report. enrollment by grade and school and projected elementary school class sizes were provided. Schedules for teachers and paraprofessionals provided within the budget folders for each school calculated current student ratios associated to the delivery of special education services. This tool will continue to be used to create thoughtful student groupings and effective staff schedules for FY23 with support from the Director of Special Education. Principals reviewed personnel reports for accuracy.
 - Non-personnel reports – data by line item, descriptions, and expenditures trends. Actual expenditures were illustrated for FY19, FY20 and FY21 with the current year appropriation. The FY23 non-personnel budgets were built by principals with support from administrative secretaries for each line item of their budgets using historical spending trends and projected service and supplies needs for the next year.
 - Reflective questions accompanied both personnel and non-personnel reports to provide guidance for consideration and discussion, which are bulleted below:
 - What this report shows and how to use this information: *This report shows Personnel and Non-Personnel actual expenditures for FY 2019 through FY 2021 and budgets for FY 2022 by line-item account for your school. What do you notice? What trends do you see? What specific student outcomes would you like to achieve in FY23? Where could funding shifts take place to better align resources to your goals to improve student experiences and academic outcomes?*
 - Maximizing Resources and Investing in Growth: *As you review your budget, consider how to maximize existing resources to identify savings to reinvest in 1.) academic growth, 2.) social/emotional support for students, and 3.) expand recruitment efforts and programs to retain high performing staff. If enrollment is decreasing, are there opportunities to reduce or reinvest funding to provide more social/emotional support for students or expand opportunities for academic progress?*
 - What other information would be helpful for you to review or access to shape your FY23 budget? *Staff Ratios, Student Outcome Data, Youth Risk Behavior Survey?*

January 2022:

Meaningful public discussions about the emerging priorities and their tangible impact on the budget will take place throughout January:

- | | |
|-------------------------------|--|
| January 6 | Superintendent’s FY23 Recommended Budget presented to the School Committee: Administration, District Wide and Facilities and Capital Budgets |
| January 11, 18, and 25 | Questions received from the School Committee and community. Responses published before the School Committee meetings: January 13, 20, and 27 |
| January 13 | Superintendent’s FY23 Recommended Budget presented to the School Committee: Regular Day and Special Education |
| January 20 | FY23 Budget Hearing |

January 27

School Committee vote on the FY23 Recommended Budget

January 31

School Committee's FY23 Recommended Budget submitted to Town Manager

Budget Priorities

Through collaboration with a variety of stakeholders, we have identified three broad priority areas for the FY23 budget:

1. **Improve academic outcomes and growth** for all students within safe, equitable, and rigorous learning environments.
2. **Support students' social and emotional needs** through multi-tiered instruction and services.
3. **Enhance adult practices and streamline operational systems** to increase efficiencies and effectiveness in supporting students.

The budget priorities identified that will address these three broad areas during the 2022-2023 school year are summarized below and explained in greater detail in later sections of this budget document:

1. Improve academic outcomes and growth:

We have identified budget priorities that support strong academic outcomes and growth for students in a variety of important areas. High quality instruction is essential to the academic success of students. Several budget priorities will support and enhance high quality instruction in the Reading Public Schools. They are:

- Reduce Full Day Kindergarten Tuition, our first step toward moving closer to free Full Day Kindergarten.
- Reallocate funds to the district wide professional development account.
- Utilize Endicott/Merrimack Fellows to increase support in bubble classes

Access to appropriate academic supports for students who require interventions or additional programming to be successful are also addressed through the budget priorities as follows:

- Create an Academic Support Center through the investment of a 1.0 FTE Coordinator at Reading Memorial High School.
- Increase 1.0 FTE teachers in the English Language Learner department and translation services.
- Increase English Language (EL) Coordinator by .20 FTE to coordinate increased levels of EL services driven by new student enrollment.
- Increase academic support to high school students' return to school from hospital settings by increasing staff by .20 FTE in the Stepping Stones program.

Creating options and choice in academic coursework promotes the engagement of students leading to greater academic success. The following budget priorities seek to increase options for students in Reading Memorial High School.

- Engage in Endicott College Dual Enrollment program at RMHS.
- Participate in North Shore Community College Gateway to College program at RMHS.
- Offer introductory computer science course through multiple sections to create a foundation for future computer science pathway at RMHS.

2. Support Students' Social and Emotional Needs:

Additionally, we have identified budget priorities that address the increased social-emotional and behavioral health of our students. Supporting the social and emotional growth and development of students is an important part of educating the whole child. Educational professionals trained in teaching social-emotional competencies and in supporting students struggling with social-emotional and behavioral skills are identified as budget priorities for the 2022-2023 school year in the following ways:

- Create a dual role School Adjustment Counselor/METCO Coordinator at each elementary school through the funding of 5.0 FTEs, which half of the cost will be funded through the operating budget and the other half through the METCO grant.
- Increase School Adjustment Counselor support by 1.0 FTE at the middle school level and by an additional 1.0 FTE at the high school level.

When students experience difficulty in school due to social and emotional needs, appropriate programming and access to staff is required for improved learning and outcomes. The budget priorities reflect this in the following way:

- Increase Social Worker by 1.0 FTE for REACH program at the middle school level.

Ensuring our Nursing Department has the oversight, support, and leadership required to provide for the health of student:

- The addition of a 1.0 FTE nurse, which allows for the Director of Nursing to be released from direct services at RMHS and R.I.S.E. preschool to lead the district wide health services program.

3. Enhance Adult Practices and Streamline Operational Systems:

Efficient and effective operational systems promote a district's ability to improve academic outcomes and support social and emotional growth of students. As such, budget priorities are identified which impact several important operational systems.

Improving our ability to manage and analyze our data systems, especially in ways to improve teaching and learning, is addressed as follows:

- Increasing the FTE of the data specialist by .40 FTE.

Additionally, during FY23 we will use the resources of staff time and expertise to identify and plan for the FY24 budget. As such, planning during FY23 will address and articulate required operational supports for implementation in FY 24.

The FY23 recommended budget makes great strides toward moving our district forward and we are grateful for the community's ongoing support. As demonstrated above by the approach and process we took to develop the FY23 recommended budget, certain items were prioritized to achieve the greatest and most immediate impact on student outcomes while we continue to learn as a new instructional and leadership team. In addition to what's funded in the FY23 recommended budget, our team continues to explore many other priorities that have emerged. Those items are outlined below (not in order of importance/priority):

- **Universal Free full Day Kindergarten** to ensure equitable access for all new learners. The FY23 recommended budget lists a reduction in tuition from \$4,450 to \$3,000 as a way to move closer to our goal

of tuition free kindergarten for all students. Our district is currently exploring various pathways to move us towards this tuition free goal and these pathways will be discussed and explored with the community.

- **Full-time Elementary Assistant Principals** to support day-to-day building needs and ability of school leaders to prioritize improvements in teaching and learning. We believe that the addition of School Counselors combined with the role of METCO Coordinator at every elementary school will support the principal in several critical areas, including meeting social-emotional needs of students, facilitating student support teams, and serving as a liaison with families. In FY23, we will evaluate how these new roles impact the current need of providing our elementary principals with more support through full-time Elementary Assistant Principals.
- **Sustain the role of Team Chairs** in the operating budget. Several Team Chair roles (2.5 FTE) will be funded through the ESSER grant until the end of FY23. In the meantime, we continue to evaluate ways to refine and sustain these roles over the long term. In FY23, the role will expand to include planning interventions and overseeing Student Study Teams.
- **Review of elementary school schedule**, including half-day Friday, access to enrichment opportunities (instrumental, world language), and staff collaborative planning. We have and will continue to engage in conversations with our educators and community about how we can expand both time on learning and types of offerings for our students. This review will take place throughout FY23.
- **RMHS Leadership Structure** to facilitate increased coaching and feedback. We will continue to engage in conversations with our educators and leadership team about how to use and revise our current leadership structure to expand the quality of coaching and feedback for our educators across the building. These conversations will continue in FY23.
- **RMHS Computer Science Pathway/Program** to provide students with access to a series of computer science courses aligned to college and career opportunities. As we build an introductory computer science course in FY23, we will also actively explore how we can build an entire pathway/program to offer in the near future.
- **District-wide vertical alignment of math curriculum and pathways** to ensure that students can move fluidly between levels of math courses throughout middle and high school. In FY23, our district will explore how students end up in the highest-level math courses at RMHS and seek ways to remove barriers that limit students to access these higher-level courses.
- **Review of Social Emotional curriculum** for all schools, district wide. In FY23, we will continue our efforts to support the social emotional needs of our students by assessing the current curriculum and materials in use. The company that supports our current social-emotional K-5 curriculum, Open Circle, is no longer publishing additional curriculum materials, supports, and resources. Therefore, we plan to engage in a curriculum exploration process and potentially pilot curriculum in FY23 for a K-5 curriculum. At RMHS, students in grades 9 and 10 are participating in an SEL program, Project Wayfinder, funded by the ESSER grants through the end of FY24. We will assess the impact of this program to determine if it should be sustained long term.
- **Seal of Biliteracy Certification** to recognize students who have achieved proficiency in two or more languages. During FY23, we will pilot the assessment with a small group of secondary students to learn about the process and systems for providing our students with access to this certification.
- **Comprehensive Professional Development** opportunities for all instructional staff. In FY23, we will explore models to provide our staff with expanded high-quality, job-embedded professional learning, such as instructional coaches. We will engage in conversation with educators and leaders to identify areas of need and opportunity.
- **Student Information Systems, Website redevelopment, and Technology service** to support efficient and effective scheduling, track attendance, receive and give information to students, staff, and community, and improve technology service delivery to staff and students. We plan to launch focus groups in FY22 and FY23 to analyze our systems/structures in each of these areas and provide recommendations on how to move forward.

Overview of the Superintendent’s FY23 Recommended Budget Priorities

The total cost of the emerging budget priorities summarized above and incorporated in the FY23 Recommended Budget totals \$871,150, which represents 41.7% of the incremental increase of funding over FY22 and an increase of 9.70 FTEs. Each priority and their relative relationship to the three overarching categories, 1.) improve academic outcomes, 2.) support social emotional needs and 3.) enhance practices and systems, are described, and illustrated in the tables below by level (Elementary, Secondary and District Wide). A strategic and creative alignment of resources has been created to plan for and execute these priorities expressed by the district’s stakeholders and instructional leaders. Resources identified encompass role refinement, strategic planning time and use of all funding sources.

On the pages to follow, each budget priority is described in more detail and includes an explanation of resource (position role, staff time and funding) that will be deployed by level (Elementary, Secondary, District Wide) to improve academic growth and increase social and emotional supports for all students and improve adult practices and operational systems district wide.

Elementary Level Priorities:

Priority Category: 1 = Improve Academic Outcomes, 2 = Support Social Emotional Needs, 3 = Enhance Practices and Systems		Elementary Level Priorities	Description	Impact on FY23 Operating Budget: Expense	Impact on FY23 Operating Budget: FTE
1	Support Acceptable Class Sizes at Grade 4	Add Teaching Fellows to grade 4 classrooms at Eaton and Killam Elementary Schools to respond to the rising enrollment "bubble".	40,000	0.00	
1	Reduce Full Day Kindergarten (FDK) Tuition Fee	Reduce FDK tuition from \$4,450 to \$3,000 by deploying FDK special revenue fund balance of \$432,000. This action increases access for students and moves us closer to free full day kindergarten.	Resource Reallocation	0.00	
1	Provide Impactful Professional Development	Develop strategy for professional development districtwide. In the short term, budget for expanded new employee induction and paraprofessional training programs.	Strategic Planning, Resource Reallocation	0.00	
1	Increase Time on Learning	Explore options for increasing time on learning for Elementary Students. Also explore opportunities for afterschool academic support through Extended Day.	Strategic Planning, Resource Reallocation	0.00	
2	Add and Integrate Adjustment Counselor with New Boston Coordinator Roles	Combine the role of Adjustment Counselor and new METCO Coordinator to serve all elementary students in each school. Operating and METCO funds share salary cost of 5.0 FTE (M+30, step 7).	186,853	2.50	
2	Refine Role of Team Chairs	Reevaluate the Elementary Team Chair role to explore enhanced support of all students within the elementary school setting, such as <u>planning interventions and coordinating Student Study Teams</u> .	Role Refinement	0.00	
2	Pilot Social Emotional Curriculum	Pilot Restorative Justice Curriculum at Birch Meadow Elementary School through a grant under consideration by the Reading Education Foundation.	Leverage Grant Funding	0.00	
3	Contract Teaching Fellow for Substitute Support	Contract Teaching Fellows to deploy as assigned building substitute and to provide instructional support. When possible, deploy teaching and paraprofessional substitute budgets to contract for additional Teaching Fellows to provide substitute coverage at each school building.	20,000	0.00	
Subtotal Elementary				246,853	2.50

As described in the table above, at the elementary level resources have been allocated to act on each of the three overarching priorities defined by instructional leaders and stakeholders. The new funding required to address these priorities at the elementary level totals \$246,853 and requires an addition of 2.5 FTEs.

Improving academic outcomes will be articulated through maintaining acceptable class sizes by adding two Teaching Fellows, who are fully licensed teachers enrolled in master’s degree programs at Merrimack and Endicott Colleges, in grade 4 at the Joshua Eaton and Killam Elementary Schools to respond to “bubble” enrollment migrating through each school. Maintaining class sizes within reasonable levels will allow teachers to continue to differentiate instruction effectively supported by Teaching Fellows, to meet students’ needs. The reduction of the Full Day Kindergarten Tuition fee by deploying existing fund balances from the Full Day Kindergarten Special Revenue Fund is expected to reduce a barrier to entry and increase access to students.

New social and emotional support for all elementary students will be delivered through the addition of one Adjustment counselor/METCO Coordinator at each elementary school. The cost for these positions will be shared equally between the operating fund and METCO grant: operating fund will cover the expense of 2.5 FTEs and the METCO grant will pay for 2.5 FTEs. A refinement of the Team Chair role will be explored to provide increased support to students and support to school principals through intervention planning and leading student study teams. Lastly, a Restorative Justice Curriculum is planned to be piloted, pending approval of the Reading Education Foundation, at the Birch Meadow Elementary School.

Through the reallocation of existing resources, opportunities for focused professional development programs will yield results toward strengthening instructional practices and allow exploration for options to increase time on learning. Enhancing systems through contracting Fellows to serve as building substitutes whenever possible will be supported through Regular Day contracted instructional services and the teaching and paraprofessional substitute budgets.

Secondary Level Priorities:

Priority Category: 1 = Improve Academic Outcomes, 2 = Support Social Emotional Needs, 3 = Enhance Practices and Systems				
	Secondary Level Priorities	Description	Impact on FY23 Operating Budget: Expense	Impact on FY23 Operating Budget: FTE
1	Offer Additional Academic Pathways	Add .20 FTE to Stepping Stones Staff to ensure five full days of academic support for students transitioning back to school from hospital settings.	12,701	0.20
1		Engage in Endicott Dual Enrollment program, \$4,500 per course, 2 courses.	9,000	0.00
1		Participate in North Shore Community College Gateway to College program, \$4,350 per student, est. 3 students per semester.	26,100	0.00
1	Launch Computer Science Course Sections	Expand existing teacher’s teaching content to launch multiple sections of a new Computer Science Course.	24,393	0.40
1	Establish Academic Center	Hire Coordinator of Student Achievement to lead academic intervention, testing and coaching (M+30, step 7).	74,741	1.00
1		Contract for two Teaching Fellows from Endicott and Merrimack to support students in the Academic Intervention/Center.	40,000	0.00
1	Explore Extended Week Vocational Opportunities	Re-engage in Saturday Vocation Education programs.	Resource Reallocation	0.00
2	Add Adjustment Counselors and Social Worker	Add 2.0 FTE Adjustment Counselor (1.0 at Parker and 1.0 FTE at RMHS and 1.0 FTE Social Worker for REACH program (M+30, step 5).	207,729	3.00
3	Conduct impactful Professional Development	Extend Professional Development opportunities. Leverage operating and grant funds.	Strategic Planning, Resource Reallocation	0.00
3	Integrate Curriculum Coaches	Consider the role of curriculum coaches as a component of a professional development program.	Strategic Planning, Resource Reallocation	0.00
Subtotal Secondary			394,664	4.60

At the secondary level, resources have been allocated to act on each of the three overarching priorities defined by instructional leaders and stakeholders. The new funding required to address these priorities at the Secondary level totals \$394,664 and an addition of 4.6 FTEs.

Improving academic outcomes will be articulated through the offering of additional academic pathways, which includes a .20 FTE increase in academic support for students returning from hospital settings, engagement in a dual enrollment program with Endicott College through the offering of two college level courses each semester, and participation in the Gateway to College program at North Shore Community College. In addition, multiple sections of a new, introductory Computer Science course will be offered by adding .40 FTE of an existing Teacher and an Academic Center will be established at Reading Memorial High School with the support of a 1.0 FTE Academic Coordinator supported by two Teaching Fellows. Lastly, exploration of extended week vocational educational opportunities for high school students is underway for continuation next year.

New social and emotional support for middle and high school students are reflected in the FY23 recommended budget through the addition of 2.0 FTE Adjustment Counselors (one Counselor at Parker Middle School and one at Reading Memorial High School) and the addition of 1.0 FTE Social Worker for the REACH program. The REACH program will move from Coolidge to Parker Middle School during the 2022-2023 school year. The investment in these resources will increase access to social emotional support by students, equalize social emotional support available to students across both Coolidge and Parker Middle Schools, and improve our capacity to support students at RMHS.

The development of a plan for strategic professional development and consideration of the use of curriculum coaches will be completed next year. A phased implementation will begin in FY23 by allocating existing resources to support an expanded induction program for all new instructional staff and increase training opportunities for our paraprofessional staff.

District Wide Level Priorities:

At the District Wide level, resources have been allocated to address each of the three overarching priorities defined by instructional leaders and stakeholders. The new funding required to address these priorities at the District Wide level totals \$229,633 and an addition of 2.6 FTEs.

Improving academic outcomes will be articulated through the increase in instructional support for English Language Learners in the form of a 1.0 FTE teacher, the reallocation of existing resources to translations services, and the .20 FTE increase of the English Language Coordinator. In anticipation of the results of the Reading in Reading committee, SPED Programs Reviews, the DESE District Assessment and other internal curriculum reviews, we will use professional development and instructional budgets to respond to the needs identified. A comprehensive outline of areas of focus will be created and incorporated in the long-term strategic plan of the district.

An increase in health support district wide will be available through the addition of a 1.0 FTE Nurse, which was piloted in FY22. The addition of the nurse will release the Preschool through Grade 12 Health Service Administrator to focus on district wide coordination of health services and fill in with direct services to students as needed.

The development of a plan for strategic professional development, curriculum leadership structure, recruitment and retention programs, and curriculum content renewal cycle will be completed and lead to improved services to students by a high performing and more diverse workforce. Planning committees will focus on a range of operational systems and services to increase access to data and improve support and efficient services to staff. Systems and services under review include the school district website, Student Information Systems (including student/staff scheduling, student attendance, student performance and special education data collection) and an evaluation of technology support.

The District Wide Level priorities are reflected in the table below:

Priority Category: 1 = Improve Academic Outcomes, 2 = Support Social Emotional Needs, 3 = Enhance Practices and Systems		District Wide Level Priorities	Description	Impact on FY23 Operating Budget: Expense	Impact on FY23 Operating Budget: FTE
1	Increase English Language Supports and Translation Services	Add 1.0 FTE English Language Teacher to align with DESE service delivery recommendations (M3, step 3).	62,616	1.00	
1		Increase English Language Coordinator by .20 FTE to coordinate increased levels of English Language services driven by new student enrollment.	18,017	0.20	
1		Reallocate existing resources to increase translation service expense budget.	Resource Reallocation	0.00	
1	Expand Analysis of Student Performance to Target Interventions	Expand data specialist's role by .40 FTE to oversee curriculum applications, adopt assessment and benchmarking data diagnostics through expanded role.	24,000	0.40	
1	Respond to Committees' Work, SPED Program Reviews and DESE District Assessment	Complete committees' work, receive SPED program review and DESE self assessment and incorporate within the Strategic Plan.	Strategic Planning, Resource Reallocation	0.00	
1	Eliminate METCO Teachers Allocation/Offset	Eliminate \$60,000 offset. Fund 2.5 FTE of Elementary Adjustment Counselor/METCO Coordinator positions through the METCO grant. Identify other direct service supports to students, such as before and after school supervision and extended day programs funded through grant.	60,000	0.00	
2	Enhance Nursing Services	Add 1.0 FTE Nurse, which will increase support to students and allow Director of K-12 Health Services the time to oversee the district wide health services and be available to provide direct services to students as needed.	65,000	1.00	
3	Execute Creative and Robust Recruitment, Retention and Attendance Strategies	Plan Induction Program and professional development for all new staff and paraprofessionals. Fund through reallocation of existing resources.	Strategic Planning, Resource Reallocation	0.00	
3	Develop Impactful Training and Mentoring for Teachers and Other Instructional Staff	Complete plan and develop coordinated professional development program for instructional staff, including paraprofessionals. Deploy existing operating and leverage grant funded resources.	Strategic Planning, Resource Reallocation	0.00	
3	Improve Website, Registration, Master Staff Scheduling and Attendance Systems and Technology Supports and Systems	Conduct assessment and research optimal functionality for Website, Student Information Systems and service staff requirements. Plan for FY 24 implementation.	Strategic Planning, Resource Reallocation	0.00	
3	Plan for Renewal of Curriculum Content Cycle	Formulate plan that incorporates curriculum content renewal cycle and instructional leadership structure to improve student academic outcomes.	Strategic Planning, Resource Reallocation	0.00	
Subtotal Districtwide				229,633	2.60
COMBINED TOTAL				871,150	9.70

FINANCIAL SECTION



FINANCIAL SECTION

The leadership team uses financial, staffing and student outcome data to identify trends, analyze resource allocations, and make strategic decisions. In the section to follow, the district’s finances are summarized and detailed by cost center. The following information can be found within each subsection:

1. Summary of FY22 appropriation, FY23 recommended budget, and the dollar/percentage change.
2. Primary Function Description summarizing core services.
3. FY22 Appropriated and FY23 Recommended Budgets by org and object codes, in comparison with actual expenditures (excluding end of year encumbrances) for FY19, FY20 and FY21.
4. Description of Personnel and Non-personnel Budget Drivers that have impacted and shaped the FY23 recommended budget.

FY23 Recommended Budget Expenses by Cost Center

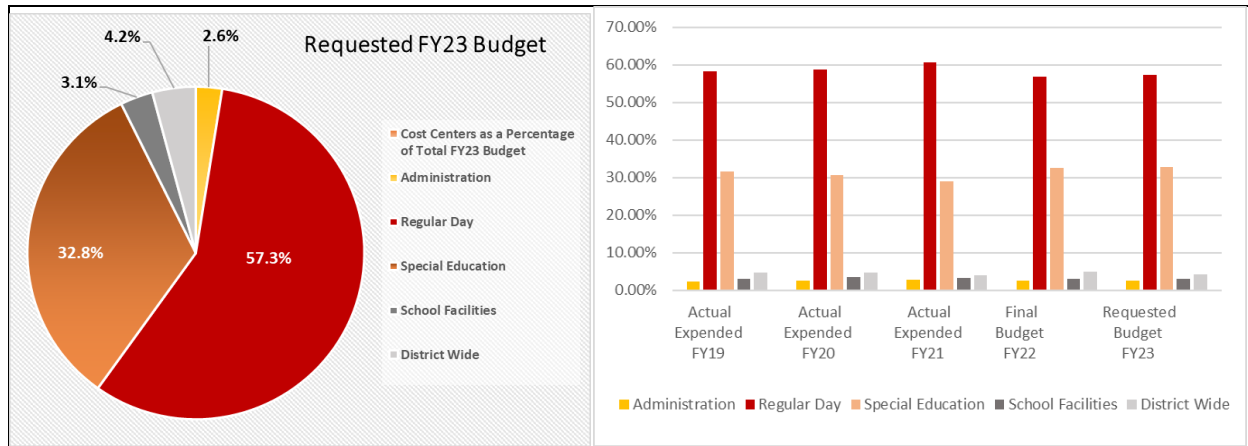
In comparison with actual expenditures (excluding end of year encumbrances) for FY19, FY20 and FY21, the table below provides the total FY22 Appropriated and FY23 Recommended Budgets for each of the five Cost Centers: Administration, Regular Day, Special Education, District Wide Programs, and School Facilities:

Summary of FY23 Recommended Budget by Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Recommended Budget FY23	% Change
Administration	\$ 1,019,370	\$ 1,112,611	\$ 1,215,172	\$ 1,278,967	\$ 1,303,760	1.94%
Regular Day	\$ 25,258,217	\$ 25,929,387	\$ 26,392,397	\$ 28,460,123	\$ 29,704,746	4.37%
Special Education	\$ 13,759,306	\$ 13,505,600	\$ 12,631,437	\$ 16,264,729	\$ 16,931,568	4.10%
School Facilities	\$ 1,306,096	\$ 1,515,037	\$ 1,456,937	\$ 1,578,204	\$ 1,620,845	2.70%
District Wide	\$ 1,880,182	\$ 1,930,155	\$ 1,651,730	\$ 2,113,975	\$ 2,222,444	5.13%
Total	\$ 43,223,172	\$ 43,992,789	\$ 43,347,673	\$ 49,695,998	\$ 51,783,363	4.20%

The five Cost Centers were established by a vote of the School Committee. In accordance with that vote, during the current fiscal year, the administration is authorized to transfer funds within any cost center, however, the transfer of funds between cost centers must be obtain upon majority vote of the School Committee through a recommendation at the time of the quarterly financial report presentations. The relative size of each cost center, using the FY23 recommended budget, is illustrated in the tables on the page to follow:

Cost Center Percentage to Total FY23 Recommended Budget:



In the subsequent sections, the reader will find a financial and narrative overview of the changes for the recommended personnel and non-personnel funding required to address the emerging priorities and to meet all contractual and mandated obligations in the daily delivery of academic, social, emotional, health and extracurricular services to our students.

In the table below, personnel and non-personnel budgets are reflected. Personnel budgets consist of professional salaries, clerical salaries, and other salaries and non-personnel budgets consist of contracted services, supplies and materials and other expenses categories. These categories are defined by the Department of Elementary and Secondary Education (DESE) with their chart of account, which are requirements for reporting expenditure data from school committee appropriations. More about DESE’s chart of accounts and criteria for financial reporting can be found [here](#):

FY23 Recommended Budget by Personnel and Non-personnel Categories of Spending:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Recommended Budget FY23	% Change
Professional Salaries	\$ 30,497,801	\$ 32,380,249	\$ 32,748,702	\$ 34,517,997	\$ 36,079,172	4.52%
Clerical Salaries	\$ 864,481	\$ 917,050	\$ 960,784	\$ 983,843	\$ 1,032,667	4.96%
Other Salaries	\$ 4,332,189	\$ 4,273,723	\$ 4,264,215	\$ 5,304,362	\$ 5,375,085	1.33%
Contract Services	\$ 2,574,463	\$ 2,214,179	\$ 2,058,301	\$ 2,962,729	\$ 2,749,304	-7.20%
Supplies & Materials	\$ 791,567	\$ 711,016	\$ 752,679	\$ 932,734	\$ 964,290	3.38%
Other Expenses	\$ 4,162,671	\$ 3,496,573	\$ 2,562,992	\$ 4,994,333	\$ 5,582,845	11.78%
Grand Total	\$ 43,223,172	\$ 43,992,789	\$ 43,347,673	\$ 49,695,998	\$ 51,783,363	4.20%

In addition to spending trends, projected needs and market changes were factored into the allocation of funds when developing the budget for FY23. Principals were instrumental in identifying their students’ projected needs. These efforts allowed existing budgets to be realigned, maximizing their use. As the per pupil spending charts indicates below, the efforts resulted in a more even and equitable per pupil allocation of instructional supplies across schools:

Instructional Supplies Per Pupil Budget Allocation:

Per Pupil Analysis of Instructional Supplies by School						
	October 1, 2021 Enrollment	FY 22 Appropriated Instructional Supplies	FY22 Per Pupil	Projected Enrollment	FY23 Recommended Instructional Supplies	FY23 Per Pupil
Barrows	351	\$ 57,183	\$ 163	354	\$ 47,983	\$ 136
Birch Meadow	337	\$ 47,523	\$ 141	331	\$ 45,523	\$ 138
Eaton	375	\$ 53,633	\$ 143	389	\$ 55,438	\$ 143
Killam	407	\$ 56,884	\$ 140	403	\$ 53,870	\$ 134
Wood End	248	\$ 35,439	\$ 143	238	\$ 31,674	\$ 133
Coolidge	406	\$ 57,938	\$ 143	402	\$ 49,934	\$ 124
Parker	485	\$ 68,440	\$ 141	457	\$ 55,996	\$ 123
RMHS	1,135	\$ 139,602	\$ 123	1,099	\$ 138,255	\$ 126
Total	3,744	\$ 516,643	\$ 138	3,673	\$ 478,674	\$ 129

Administration Cost Center Summary

FY22 Appropriated Budget: \$1,278,967

FY23 Superintendent’s Recommended Budget: \$1,303,760

\$ Increase: \$24,793

% Increase: 1.94%

Primary Function: The Administration Cost Center includes the salaries and expenses for Central Office and some District Wide administration which includes the following primary functions: School Committee, Superintendent, Assistant Superintendent, Business and Finance, Human Resources, and District-wide Data and Information Management. The Administration cost center currently accounts for 2.5% of the total district budget.

Budget Detail by Administration Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Recommended Budget FY23	% Change
Administration	\$ 1,019,370	\$ 1,112,611	\$ 1,215,172	\$ 1,278,967	\$ 1,303,760	1.94%
Professional Salaries	\$ 579,127	\$ 627,466	\$ 675,526	\$ 683,370	\$ 676,407	-1.02%
Administrator	\$ 465,356	\$ 507,971	\$ 518,082	\$ 515,800	\$ 509,850	-1.15%
Director	\$ 72,500	\$ 78,693	\$ 68,077	\$ 125,660	\$ 123,600	-1.64%
Employee Benefits	\$ 3,419	\$ -	\$ 48,027	\$ -	\$ -	-
Manager	\$ 37,852	\$ 40,802	\$ 41,340	\$ 41,910	\$ 42,957	2.50%
Clerical Salaries	\$ 246,010	\$ 278,807	\$ 333,726	\$ 340,182	\$ 361,443	6.25%
Administrative Assistant	\$ 286,010	\$ 290,401	\$ 330,471	\$ 365,182	\$ 386,443	5.82%
Employee Benefits	\$ -	\$ 3,407	\$ 3,255	\$ -	\$ -	-
Revolving Fund Support	\$ (40,000)	\$ (15,000)	\$ -	\$ (25,000)	\$ (25,000)	0.00%
Contract Services	\$ 74,625	\$ 90,100	\$ 88,187	\$ 91,600	\$ 99,000	8.08%
Consulting Services	\$ 8,000	\$ 11,500	\$ 10,500	\$ 12,000	\$ 12,000	0.00%
Labor Counsel	\$ 18,342	\$ 32,647	\$ 33,207	\$ 27,500	\$ 33,500	21.82%
Telecommunications	\$ 48,283	\$ 45,953	\$ 44,480	\$ 52,100	\$ 53,500	2.69%
Supplies & Materials	\$ 5,584	\$ 2,752	\$ 2,024	\$ 6,695	\$ 4,700	-29.80%
Office	\$ 5,584	\$ 2,752	\$ 2,024	\$ 6,695	\$ 4,700	-29.80%
Other Expenses	\$ 114,024	\$ 113,486	\$ 115,709	\$ 157,120	\$ 162,210	3.24%
Advertising	\$ 942	\$ 505	\$ 1,170	\$ 5,550	\$ 5,550	0.00%
Awards	\$ -	\$ 836	\$ -	\$ 600	\$ 600	0.00%
Dues & Memberships	\$ 15,373	\$ 16,184	\$ 14,866	\$ 19,060	\$ 20,500	7.56%
Employee Benefits	\$ 25,900	\$ 26,250	\$ 27,125	\$ 30,000	\$ 30,000	0.00%

Administration Cost Center, continued:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Recommended Budget FY23	% Change
Other Expenses	\$ 114,024	\$ 113,486	\$ 115,709	\$ 157,120	\$ 162,210	3.24%
Equipment	\$ 4,104	\$ 5,872	\$ 5,329	\$ 8,000	\$ 9,000	12.50%
FURNISHING	\$ 3,000	\$ -	\$ -	\$ 1,100	\$ -	-100.00%
Hiring and Recruiting	\$ 28,759	\$ 32,318	\$ 35,945	\$ 37,000	\$ 42,000	13.51%
Postage	\$ 4,993	\$ 4,201	\$ 2,793	\$ 5,010	\$ 3,560	-28.94%
Professional Development	\$ 12,159	\$ 8,902	\$ 6,668	\$ 25,600	\$ 25,800	0.78%
Software Licensing & Support	\$ 17,214	\$ 18,419	\$ 21,812	\$ 23,500	\$ 23,500	0.00%
Travel	\$ 1,580	\$ -	\$ -	\$ 1,700	\$ 1,700	0.00%
Grand Total	\$ 1,019,370	\$ 1,112,611	\$ 1,215,172	\$ 1,278,967	\$ 1,303,760	1.94%

Administration Budget Drivers:

The changes between the FY23 Recommended and FY22 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel - Salary differences between FY22 budgets and new incoming staff, a cost-of-living salary increase established by School Committee and bargaining unit agreements, and the increase in FY22 of an unbudgeted 1.0 FTE Human Resources Assistant account for changes between FY22 and FY23 budgets. Although not reflected as increased personnel costs, the refinement to duties and roles will increase the efficiency of work and allow for more effective operations. For example, all student registration and enrollment processes and translation of forms into five languages are coordinated through the Central Office rather than by the staff within each school building. This change not only streamlines services to all families, but it also allows close and responsive monitoring of the next school year’s elementary school class sizes.

Non-personnel – An increase to the legal fees and telecommunication services better aligns the budget with trending usage and costs. The redeployment of existing resources to expand our efforts in recruiting a diverse workforce is also reflected above. Reading Public Schools is committed to recruiting a diverse and high performing workforce.

Regular Day Cost Center Summary

FY22 Appropriated Budget: \$28,460,123

FY23 Superintendent’s Recommended Budget: \$29,704,746

\$ Increase: \$1,244,623

% Increase: 4.4%

Primary Function: The Regular Day Cost Center encompasses all personnel and non-personnel expenses related to delivering core instructional programs to our general education students. Personnel costs for school principals, instructional and support staff, as well as non-personnel costs related to curriculum materials; professional development; instructional materials, supplies, and equipment; instructional technology; library materials and technology; and other instructional services are captured in this Cost Center budget. The Regular Day Cost Center budget accounts for 57.4% of the total Superintendent’s FY23 Recommended Budget.

Budget detail for Regular Education follows on the next pages:

Budget Detail by Regular Day Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Regular Day	\$ 25,258,217	\$ 25,929,387	\$ 26,392,397	\$ 28,460,123	\$ 29,704,746	4.37%
Professional Salaries	\$ 22,738,560	\$ 23,711,443	\$ 24,034,487	\$ 25,243,777	\$ 26,344,061	4.36%
Assistant Principal	\$ 448,724	\$ 488,479	\$ 477,476	\$ 493,484	\$ 508,014	2.94%
Department Head Stipend	\$ 337,332	\$ 346,219	\$ 335,857	\$ 352,284	\$ 368,161	4.51%
Employee Benefits	\$ 58,714	\$ 10,500	\$ 56,933	\$ 42,150	\$ 41,800	-0.83%
Guidance	\$ 436,142	\$ 388,492	\$ 403,727	\$ 437,993	\$ 507,780	15.93%
Instructional Specialist	\$ 262,651	\$ 238,428	\$ 240,344	\$ 252,800	\$ 286,796	13.45%
Library	\$ 614,162	\$ 638,574	\$ 628,255	\$ 655,081	\$ 683,219	4.30%
Principal	\$ 940,914	\$ 995,729	\$ 1,028,927	\$ 1,040,905	\$ 1,081,635	3.91%
Psychologist	\$ 822,691	\$ 921,954	\$ 974,404	\$ 1,033,283	\$ 1,249,052	20.88%
Reading	\$ 541,433	\$ 611,771	\$ 626,099	\$ 641,703	\$ 654,936	2.06%
Revolving Fund Support	\$ (949,000)	\$ (800,000)	\$ (1,050,000)	\$ (1,100,000)	\$ (1,100,000)	0.00%
State Grant Support	\$ (70,044)	\$ (70,000)	\$ (70,000)	\$ (60,000)	\$ -	-100.00%
Stipends	\$ 223,784	\$ 232,719	\$ 203,187	\$ 252,730	\$ 255,600	1.14%
Substitutes	\$ 77,143	\$ 92,323	\$ 110,953	\$ -	\$ -	-
Teacher	\$ 18,701,590	\$ 19,310,787	\$ 19,753,323	\$ 20,875,441	\$ 21,471,706	2.86%
Technology Integration	\$ 292,324	\$ 305,467	\$ 315,002	\$ 325,923	\$ 335,362	2.90%
Clerical Salaries	\$ 449,330	\$ 470,796	\$ 456,161	\$ 473,088	\$ 489,970	3.57%
Employee Benefits	\$ -	\$ 14,348	\$ -	\$ 4,500	\$ 4,500	0.00%
Secretary	\$ 449,330	\$ 456,448	\$ 456,161	\$ 468,588	\$ 485,470	3.60%
Other Salaries	\$ 968,500	\$ 860,284	\$ 816,652	\$ 1,255,645	\$ 1,260,888	0.42%
Employee Benefits	\$ 750	\$ -	\$ 35	\$ -	\$ -	-
Paraprofessional	\$ 741,885	\$ 718,403	\$ 768,312	\$ 858,445	\$ 863,688	0.61%
Substitutes	\$ 225,865	\$ 141,881	\$ 48,304	\$ 397,200	\$ 397,200	0.00%
Contract Services	\$ 143,189	\$ 110,654	\$ 125,115	\$ 224,820	\$ 273,000	21.43%
Instructional Services	\$ 1,250	\$ 681	\$ 2,910	\$ 10,000	\$ 65,000	550.00%
Transportation	\$ 141,939	\$ 109,973	\$ 122,205	\$ 214,820	\$ 208,000	-3.17%
Supplies & Materials	\$ 553,094	\$ 374,536	\$ 582,869	\$ 698,156	\$ 735,581	5.36%
Art	\$ 22,801	\$ 30,376	\$ 12,291	\$ 23,347	\$ 24,724	5.90%
Business	\$ -	\$ -	\$ (13)	\$ 1,500	\$ 1,500	0.00%
Curriculum, Elementary	\$ 49,446	\$ 39,725	\$ 208,423	\$ 63,000	\$ 63,000	0.00%
Curriculum, High School	\$ 109,514	\$ -	\$ -	\$ 2,000	\$ 77,100	3755.00%
Curriculum, Middle School	\$ 7,677	\$ -	\$ 8,254	\$ 65,400	\$ 45,400	-30.58%
Drama	\$ -	\$ -	\$ -	\$ 291	\$ -	-100.00%
English Language Arts	\$ 20,941	\$ 16,159	\$ 39,142	\$ 23,814	\$ 28,500	19.68%
Equipment	\$ 1,686	\$ 232	\$ (119)	\$ -	\$ -	-
Foreign Language	\$ 5,220	\$ 1,986	\$ 8,555	\$ 13,167	\$ 12,953	-1.63%
FURNISHING	\$ 64	\$ -	\$ 1,919	\$ -	\$ -	-
Furnishings	\$ 16,039	\$ 13,853	\$ 31,907	\$ 12,446	\$ 8,750	-29.70%
Guidance	\$ 957	\$ 789	\$ (165)	\$ 1,000	\$ 1,000	0.00%
Kindergarten	\$ 881	\$ 1,277	\$ 575	\$ 300	\$ 300	0.00%
Library	\$ 7,468	\$ 6,358	\$ 4,336	\$ 10,650	\$ 10,650	0.00%
Library Technology	\$ -	\$ -	\$ 298	\$ 1,000	\$ 1,000	0.00%
Math	\$ 12,351	\$ 15,473	\$ 10,724	\$ 30,650	\$ 18,350	-40.13%
Office	\$ 9,182	\$ 12,262	\$ 5,569	\$ 13,645	\$ 14,245	4.40%
Other	\$ 49,197	\$ 29,528	\$ 64,941	\$ 37,723	\$ 38,337	1.63%
Paper	\$ 54,700	\$ 24,989	\$ 13,060	\$ 35,150	\$ 35,500	1.00%
Performing Arts	\$ 13,354	\$ 6,155	\$ 12,138	\$ 12,003	\$ 12,250	2.06%
Peripherals	\$ -	\$ -	\$ 898	\$ -	\$ -	-

Regular Day Cost Center, continued:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Supplies & Materials	\$ 553,094	\$ 374,536	\$ 582,869	\$ 698,156	\$ 735,581	5.36%
Physical Education	\$ 10,095	\$ 7,911	\$ 18,602	\$ 10,073	\$ 9,050	-10.16%
Printer	\$ 21,220	\$ 12,607	\$ 9,333	\$ 19,744	\$ 19,850	0.54%
Professional Development	\$ 1,594	\$ 1,085	\$ 60	\$ 2,450	\$ 5,600	128.57%
Psychology	\$ 140	\$ -	\$ -	\$ 450	\$ 460	2.22%
Reading	\$ 21,384	\$ 16,098	\$ 14,086	\$ 16,500	\$ 16,100	-2.42%
Science	\$ 22,687	\$ 22,149	\$ 15,263	\$ 69,137	\$ 68,397	-1.07%
Social Studies	\$ 5,945	\$ 3,345	\$ 1,598	\$ 8,400	\$ 8,900	5.95%
Software	\$ 46,062	\$ 67,663	\$ 60,949	\$ 146,178	\$ 149,160	2.04%
Teacher Resources	\$ 5,069	\$ 3,327	\$ 2,343	\$ 5,200	\$ 7,700	48.08%
Teacher Supplies	\$ 14,913	\$ 23,173	\$ 26,276	\$ 17,425	\$ 17,375	-0.29%
Technology	\$ 11,732	\$ 9,301	\$ 10,107	\$ 42,164	\$ 27,780	-34.11%
Testing	\$ 1,203	\$ 393	\$ 256	\$ 1,850	\$ 1,850	0.00%
Workbooks & Consumables	\$ 9,574	\$ 8,323	\$ 1,261	\$ 11,500	\$ 9,800	-14.78%
Other Expenses	\$ 405,544	\$ 401,673	\$ 377,113	\$ 564,637	\$ 601,246	6.48%
COVID19 Expenses	\$ -	\$ 12,688	\$ (1,798)	\$ -	\$ -	-
Dues & Memberships	\$ 9,114	\$ 10,289	\$ 16,890	\$ 13,300	\$ 12,450	-6.39%
Equipment	\$ 54,289	\$ 69,070	\$ 59,102	\$ 79,584	\$ 82,900	4.17%
Field Trip Travel	\$ 385	\$ -	\$ -	\$ 500	\$ 500	0.00%
Graduation	\$ 8,972	\$ 9,428	\$ 16,728	\$ 8,000	\$ 8,000	0.00%
Instructional Services	\$ -	\$ 1,389	\$ 990	\$ 4,500	\$ 4,500	0.00%
Other	\$ 884	\$ 524	\$ 422	\$ 1,400	\$ 1,000	-28.57%
Professional Development	\$ 190,018	\$ 181,133	\$ 111,809	\$ 204,667	\$ 234,713	14.68%
Software Licensing & Support	\$ 66,594	\$ 69,011	\$ 100,672	\$ 86,239	\$ 90,000	4.36%
Technology	\$ 74,334	\$ 46,795	\$ 72,298	\$ 136,587	\$ 136,183	-0.30%
Travel	\$ 954	\$ 1,347	\$ -	\$ 1,000	\$ 1,000	0.00%
Tuition - Out of District	\$ -	\$ -	\$ -	\$ 28,860	\$ 30,000	3.95%
Grand Total	\$ 25,258,217	\$ 25,929,387	\$ 26,392,397	\$ 28,460,123	\$ 29,704,746	4.37%

Regular Day Budget Drivers:

The changes between the FY23 Recommend and FY22 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel - Salary differences between FY22 budgets and new incoming staff, cost-of-living salary increases as established by School Committee and voted bargaining unit agreements, and increases reflected within emerging priorities in the prior section makes up the personnel cost increases in the Regular Day Cost Center:

Personnel New Emerging Priorities

- 2.5 FTE Elementary School Adjustment Counselors
- FTE Middle School Adjustment Counselor
- FTE RMHS Adjustment Counselor
- .20 FTE RMHS Steppingstone Teacher
- .40 FTE RMHS Computer Science Teacher
- FTE RMHS Academic Center Coordinator/Teacher
- FTE English Language Teacher
- .20 FTE English Language Coordinator
- .40 FTE Data Specialist

Also reflected in the personnel increase is the elimination of the METCO teacher allocation, previously an offset to the personnel budget. With an increase of 40 Boston resident students, the METCO grant will

increase, which will support the direct funding of 2.5 FTE of Adjustment Counselors/METCO Coordinators at the elementary school level. These positions are being planned to be filled by certified social workers, thus the roles have been budgeted in the “psychologist” line, which is an account used in Reading for this role. As described in the Introductory Section, the METCO Grant will fund an additional 2.5 FTE.

Ways to maximize existing resources includes position roles and staff time were discussed throughout the budget development process and are reflected in several ways within the Regular Day budget. For example, as described in the previous section on Budget Priorities, the district will refine the role of Team Chairs to provide additional layers of support to students and principals by leading Student Study Teams and preparing plans for intervention for students, which will provide greater support to the elementary principals. The fund balance that has existed in the Full Day Kindergarten Special Revenue Fund will be utilized to reduce the Full Day Kindergarten fee in FY23. By reducing the tuition fee from \$4,450 to \$3,000, more families may be able to access the program. It is important to note that the reduction of the fee will have budget implications on future years. Our district is currently exploring various pathways to move us closer to our goal of tuition free kindergarten for all students and these pathways will be discussed and explored with the community. Lastly, impactful professional development programs, including literacy uniformity, will be delivered through the reallocation of existing professional development funds within the operating budget and leveraged with grant funding.

Non-personnel – Reallocation of resources generated from savings and maximizing existing resources are reflected in the increase to English Language translation services, curriculum and administration software licenses, professional development, and shifts in instructional budgets within and across schools. These increases are offset by decreases in transportation use, curriculum materials and because of shifts in instructional budgets at each school. Existing professional development resources will be deployed in a focused and targeted manner to improve adult practices as well as promote retention through a beginning-year induction program for new instructional staff. In anticipation of the results of the Reading in Reading committee, the DESE District Assessment and internal curriculum reviews, we will use professional development and instructional budgets to respond to the needs identified. In addition, with potential support from the Reading Education Foundation, our hope is to pilot a Restorative Justice program at the Birch Meadow Elementary Schools, which will inform curriculum adoption decisions for FY24. Lastly, to maximize outcomes for students, the district has planned to contract Teaching Fellows to increase instructional support to the grade 4 classrooms at Joshua Eaton and Killam Elementary Schools and in the role of instructional substitutes.

Defined within the prior section and summarized below are new Emerging Priority cost increases in Regular Day:

Non-personnel New Emerging Priorities

- Engage in Endicott College Dual Enrollment program
- Participate in North Shore Community College Gateway to College program
- Contract for five Teaching Fellows through Endicott and Merrimack Colleges: two at RMHS, one at Joshua Eaton, one at Killam, and one through District Wide instructional Services

Special Education Cost Center Summary

FY22 Appropriated Budget: \$16,264,729

FY23 Superintendent’s Recommended Budget: \$16,931,568

\$ Increase: \$666,839

% Increase: 4.1%

Primary Function: The Special Education Cost Center encompasses all personnel and non-personnel expenses necessary to deliver special education and related services to students in our school community. As mandated by the Individuals with Disabilities Education Act (IDEA) and Section 504 of the Americans with Disabilities Act, we strive to provide programs and services to allow our students with disabilities to be educated in the least restrictive environment that enables them to make effective progress. In FY23, the Special Education Cost Centers makes up 32.8% of the Superintendent’s FY23 Recommended Budget.

Budget Detail by Special Education Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Special Education	\$ 13,759,306	\$ 13,505,600	\$ 12,631,437	\$ 16,264,729	\$ 16,931,568	4.50%
Professional Salaries	\$ 6,299,857	\$ 7,100,261	\$ 7,189,533	\$ 7,642,145	\$ 7,953,713	4.93%
Administrator	\$ 61,154	\$ 61,954	\$ 77,849	\$ 65,280	\$ 112,004	71.57%
Director	\$ 202,575	\$ 251,791	\$ 269,181	\$ 257,300	\$ 274,072	6.52%
Employee Benefits	\$ 2,847	\$ 1,950	\$ 1,950	\$ 1,950	\$ 1,100	-43.59%
Extended Year Services	\$ 110,879	\$ 122,864	\$ 126,403	\$ 134,684	\$ 136,000	0.98%
Manager	\$ 25,386	\$ 26,099	\$ 34,269	\$ 36,372	\$ 37,184	2.23%
Nurse	\$ 3,539	\$ 1,934	\$ -	\$ 4,000	\$ 4,000	0.00%
Occupational Therapist	\$ 259,995	\$ 287,203	\$ 315,833	\$ 327,815	\$ 335,278	2.28%
Physical Therapist	\$ 126,160	\$ 133,624	\$ 150,357	\$ 154,186	\$ 158,150	2.57%
Psychologist	\$ 403,188	\$ 461,160	\$ 489,893	\$ 511,757	\$ 621,814	21.51%
Pysical Therapist	\$ 6,448	\$ (0)	\$ -	\$ -	\$ -	-
Revolving Fund Support	\$ (528,000)	\$ (280,000)	\$ (370,000)	\$ (400,000)	\$ (400,000)	0.00%
Special Education Teacher	\$ 4,231,715	\$ 4,486,205	\$ 4,599,141	\$ 4,890,604	\$ 4,934,713	0.90%
Speech Therapist	\$ 777,543	\$ 800,981	\$ 811,309	\$ 877,227	\$ 905,578	3.23%
Substitutes	\$ 17,153	\$ 61,067	\$ 23,812	\$ -	\$ -	-
Team Chair	\$ 599,274	\$ 683,428	\$ 659,536	\$ 780,970	\$ 833,820	-
Clerical Salaries	\$ 94,561	\$ 100,400	\$ 102,856	\$ 100,718	\$ 110,382	9.60%
Employee Benefits	\$ -	\$ -	\$ 3,415	\$ -	\$ -	-
Secretary	\$ 94,561	\$ 100,400	\$ 99,441	\$ 100,718	\$ 110,382	9.60%
Other Salaries	\$ 2,174,602	\$ 2,117,487	\$ 2,056,991	\$ 2,592,992	\$ 2,661,184	2.63%
Employee Benefits	\$ 1,211	\$ 339	\$ 987	\$ -	\$ -	-
Extended Year Services	\$ 46,618	\$ 49,807	\$ 18,884	\$ 42,316	\$ 42,753	1.03%
Paraprofessional	\$ 2,122,685	\$ 2,064,737	\$ 2,033,760	\$ 2,550,676	\$ 2,618,431	2.66%
Substitutes	\$ 4,088	\$ 2,604	\$ 3,361	\$ -	\$ -	-
Contract Services	\$ 1,633,523	\$ 1,338,795	\$ 1,310,448	\$ 1,744,904	\$ 1,517,891	-13.01%
Districtwide Leadership	\$ 60,822	\$ 53,574	\$ 54,707	\$ 68,250	\$ 68,250	0.00%
Field Trip Travel	\$ 1,723	\$ -	\$ 335	\$ 1,500	\$ 1,500	0.00%
Instructional Services	\$ -	\$ -	\$ 29,440	\$ -	\$ -	-
Legal Services	\$ 143,408	\$ 83,695	\$ 104,331	\$ 130,000	\$ 130,000	0.00%
Other Instructional Services	\$ 2,630	\$ 5,913	\$ 5,239	\$ 5,500	\$ 8,000	45.45%
Psychological Services	\$ 27,375	\$ 1,500	\$ -	\$ 8,500	\$ 8,500	0.00%
Pupil Transportation	\$ 1,187,774	\$ 1,000,390	\$ 938,094	\$ 1,260,654	\$ 1,031,141	-18.21%
Testing & Assessment	\$ 6,517	\$ 12,858	\$ (4,365)	\$ 6,500	\$ 6,500	0.00%
Therapeutic Services	\$ 203,274	\$ 180,866	\$ 182,665	\$ 264,000	\$ 264,000	0.00%
Supplies & Materials	\$ 44,454	\$ 63,231	\$ 30,950	\$ 53,244	\$ 53,209	-0.07%
Furnishings	\$ -	\$ 100	\$ -	\$ -	\$ -	-
General Supplies	\$ 286	\$ 2,634	\$ 339	\$ 2,450	\$ 1,000	-59.18%
Instructional Equipment	\$ 80	\$ -	\$ -	\$ 170	\$ 200	17.89%
Office	\$ 309	\$ -	\$ (127)	\$ 1,000	\$ 1,000	0.00%
Other	\$ 2,590	\$ 378	\$ (678)	\$ 1,500	\$ 1,500	0.00%
Postage	\$ 3,738	\$ 1,844	\$ 211	\$ 2,050	\$ 2,350	14.63%
Psychology	\$ 512	\$ -	\$ -	\$ -	\$ -	-
Software	\$ 249	\$ 307	\$ 1,528	\$ 200	\$ -	-100.00%
Special Education	\$ 10,194	\$ 18,255	\$ 11,450	\$ 17,310	\$ 18,595	7.42%
Testing	\$ 26,496	\$ 39,712	\$ 18,227	\$ 28,564	\$ 28,564	0.00%

Special Education Cost Center, continued:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Other Expenses	\$ 3,512,309	\$ 2,785,426	\$ 1,940,659	\$ 4,130,726	\$ 4,635,189	12.21%
Advertising	\$ 184	\$ 256	\$ -	\$ 210	\$ -	-100.00%
COVID19 Expenses	\$ -	\$ -	\$ 270	\$ -	\$ -	-
Districtwide Leadership	\$ 91	\$ -	\$ -	\$ 1,000	\$ -	-100.00%
Dues & Memberships	\$ 2,145	\$ 2,145	\$ 845	\$ 2,500	\$ 2,500	0.00%
Equipment	\$ 3,280	\$ 1,174	\$ (1,307)	\$ 4,100	\$ 4,200	2.44%
Instructional Equipment	\$ -	\$ 2,493	\$ 1,438	\$ -	\$ -	-
Instructional Technology	\$ 4,890	\$ 1,437	\$ 4,576	\$ 5,000	\$ 5,000	0.00%
Other Fixed Charges	\$ 20,808	\$ 16,857	\$ 9,394	\$ 25,500	\$ 23,000	-9.80%
Postage	\$ 614	\$ 318	\$ 569	\$ 2,000	\$ 500	-75.00%
Professional Development	\$ 368	\$ 9,677	\$ 17,346	\$ 11,000	\$ 11,000	0.00%
Pupil Transportation	\$ 19,229	\$ 1,291	\$ 1,225	\$ 16,626	\$ 16,630	0.02%
Software Licensing & Support	\$ 24,448	\$ 31,942	\$ 31,114	\$ 39,000	\$ 39,000	0.00%
Therapeutic & Adaptive Equipment	\$ 9,774	\$ 15,484	\$ 3,387	\$ 12,000	\$ 12,000	0.00%
Travel	\$ 3,586	\$ 1,224	\$ -	\$ 2,500	\$ 2,500	0.00%
Tuition - Out of District	\$ 3,422,893	\$ 2,701,129	\$ 1,871,802	\$ 4,009,290	\$ 4,518,859	12.71%
Grand Total	\$ 13,759,306	\$ 13,505,600	\$ 12,631,437	\$ 16,264,729	\$ 16,931,568	4.50%

Special Education Budget Drivers:

The changes between the FY23 Recommend and FY22 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel-Salary differences between FY22 budgets and new incoming staff, a cost-of-living salary increase established by School Committee and bargaining unit agreements. Please note that the paraprofessional substitute allocation was deployed based on the percentage of paraprofessional salaries to total in effort to align these existing resources more closely to the schools that may incur the expenses based on the size of their paraprofessional workforce.

Efforts to reallocate resources to achieve the best outcomes for students is reflected in the SPED Cost Center budget. One other change that is reflected in the FY23 personnel budget for special education is the reallocation of paraprofessional substitute costs by school based on the percentage to total of the number of paraprofessionals working in each building. In that way, the substitute budgets more closely align to how the funds will be spent.

Additional increases driven by emerging priorities as defined in the prior section includes a 1.0 FTE Social Worker who will serve the REACH population, a program that will move from Coolidge to Parker in the 2022-2023 school year. The addition of this social worker will equalize social/emotional resources between both middle schools. This investment will place a 1.0 FTE social worker at each school:

Personnel New Emerging Priorities

- FTE REACH Social Worker

Non-Personnel - Reallocation of resources generated from savings and maximizing existing resources are reflected in translation services. Out of district transportation and enrollment in day out of district placements is projected to reduce in FY23, whereas residential and collaborative enrollments are projected to increase. Please note that these budgeted estimates for out of district expenses reflect pending services for students as well as a projection for one additional student in each placement (day, residential and

collaborative) to be responsive to new needs. The district will deploy funding from paraprofessional turnover, substitutes and/or open positions, when possible, to contract Teaching Fellows to serve in the role of paraprofessionals.

During the next year, both operating and grant funds, will be allocated to support a series of Professional Development opportunities, including Wilson Reading System training, RAVE-O training, Language! Live Training for middle and high school special education teachers, and training in Foundations for special education teachers who need such training. In anticipation of the results of the Reading in Reading committee, DESE and District Assessments, and Special Education Program reviews, we will use professional development and instructional budgets to respond to the needs identified. Furthermore, specific professional development will be provided, such as, classes on working with students with Downs Syndrome and a series of courses on differentiation, study skills and executive functioning strategies will be offered. Existing professional development resources will be deployed in a focused and targeted manner to improve adult practices as well as promote retention through a beginning year induction program for paraprofessional staff.

Projected FY23 out-of-district transportation costs are expected to decrease by (\$229,513) or (18.21%) and out of district tuition placements will increase, driven by a 5% tuition fee increase and the known, anticipated and pending needs of students, totaling \$509,569, or 12.71% over FY22.

Special Education Program and Learning Center Descriptions

Most of the special education in-district budget funds the salaries of the special education teaching and support staff, as well as related services, in our different in-district special education programs and learning centers as determined by Individual Education Plans (IEPs). Each school has a learning center where students identified with any of the ten disability eligibility categories not in special education in district programs receive services. In addition, seven different types of in-district special education programs, described below, as well as offers a specialized continuum of special education and related services at each school, which are described below:

R.I.S.E. Preschool Program-Reading, Integrated School Experience: The R.I.S.E. program serves children ages three and four, including those turning five during the school year, who have mild, moderate as well as intensive special education needs. Educators support students early learning by conducting required diagnostics and providing education and/or specialized services to support individual learning needs. The Reading Public Schools seeks to educate early learning in the least restrictive environment, which typically includes placement with typical peers. Children with and without disabilities are provided early learning opportunities to support early language, literacy, social/emotional, and physical development, while exploring rich content to develop children's natural curiosity in mathematics and science. Rich content and hands-on learning experiences are aligned to the Massachusetts Curriculum Frameworks and Early Learning Standards. Currently located at Killam, Wood End and RMHS.

S.A.I.L.-Strategies to Support Academics, Independence, and Life Skills (Formerly Crossroads/Compass): The Crossroads classrooms provide identified students with specialized and skills-based instruction through a modified curriculum primarily in English Language Arts and math, as identified by individual student IEPs. Students are provided with inclusive opportunities often within the general education classroom for social studies, science, and electives/specials. Students can have academic support blocks built into their schedule which support academic, social and communication skill development. Program specific paraprofessionals

may also provide academic, social, and behavioral support and accommodations in both the Crossroads and general education classrooms. Located at Wood End, Coolidge, and RMHS.

S.O.A.R.-Social Skills Organizational Skills Academics in Real World Situations (Formerly Compass and Connections): The students within the S.O.A.R. program present with needs relative to social skill acquisition and application, as well as the use of social language. In the classroom this may impact a student's independence engaging in group work, conveying thoughts and opinions, understanding nonverbal communication, and engaging in play and reciprocal conversations. Students may present with language needs that require the use of alternative and augmentative communication. Students may also present with restrictive interests or behaviors which impact the ability to independently access the curriculum. Academically students may present with grade level skills or may require modifications of the academic curriculum to entry points or access skills. Students in the S.O.A.R. program may be diagnosed with autism spectrum disorder or a similar social, communication or executive functioning disability. Located at Birch Meadow, Coolidge, and RMHS.

R.E.A.C.H.-Resiliency, Executive Functioning, Academics, Coping Strategies, Habits of Mind (Formerly Therapeutic Support Program): The R.E.A.C.H. is a comprehensive educational program for students with significant emotional, behavioral challenges and for some students, co-existing learning disabilities. While there are common needs amongst the students, namely deficits in emotional and behavioral development that have impacted cognitive and academic skills acquisition, each student will have characteristics unique to that individual. Trust can be a common issue for students in this program, thus forming a relationship with these students that is built on empathy, trust, and mutual respect is a core principle essential to their emotional development. R.E.A.C.H. is designed to meet both the shared and unique needs of the students targeting age-appropriate academic, behavioral, and social development through a foundational approach grounded in a positive behavioral support philosophy. Students require intensive, direct, specialized instruction throughout the school day. Students' 'teams' have identified the need for an environment that is highly structured and predictable with clear and simply stated expectations. The students typically require established and 'earned' breaks from demands throughout their day, varied opportunities to demonstrate talents to build upon strengths and foster a sense of competence, and embedded robust clinical, behavioral, and therapeutic supports. Located at Barrows, Coolidge, and RMHS.

L.E.A.D.-Language, Executive Functioning, Academics, Determination (Formerly Bridge): The Language Based Program in Reading is now known as the L.E.A.D. program. L.E.A.D. is a comprehensive educational program for students with dyslexia and/or significant language-based learning disabilities. The students who may attend this program have average to above average reasoning skills and require a multi-sensory approach to support their reading, writing, listening, speaking and organizational skills. L.E.A.D. is crafted to meet both the shared and unique needs of the students targeting age-appropriate academic, language, executive functioning and social needs through a foundational approach grounded in language-based methodologies. Students who attend require intensive, direct, specialized instruction throughout the school day. Students' 'teams' have identified the need for an environment that is highly structured and predictable with clear routines and expectations. Students in the L.E.A.D. program have a profile that typically includes average to superior cognitive abilities with difficulty with organizing language, specifically with verbal tasks. They might have memory deficits in working memory and struggle with efficiency of storage and retrieval. Additionally, students might have exhibit low processing speed and low auditory discrimination/speech perception deficits (e.g., particularly fricative devoicing and place of articulation). The student typically has a history of phonological processing weaknesses. The profile of a student in this program typically includes a higher receptive language ability than expressive language which often results in students having listening comprehension skills that are average or above average. Students receiving services in the L.E.A.D. program

may struggle with reading and writing efficiency. This is demonstrated by a developmental lag in phonemic awareness, difficulty decoding words and difficulty mastering and/or efficiently retrieving sight words. Often the students exhibit poor reading fluency, which includes automaticity, accuracy, and prosody. The student might have comprehension challenges due to inaccurate and/or inefficient decoding/dysfluency. Persistent spelling deficits and challenges with applied syntax and written composition (i.e., structure and organization, not content) can be noted in the students' written language. Sequencing challenges can impact reading, writing and math skills. Additionally, the students may have difficulty memorizing and efficiently using math facts and applying sequences in multi-step math problems. Often older students may experience vocabulary deficits. Located at Joshua Eaton, Parker, and RMHS.

E.M.B.A.R.C. - Education Meaningful Inclusion, Becoming Independent, Advocacy, Relaxation, and Leisure Activities Community Integration – Serves students in the substantially separate setting in the areas of functional academics and life skills. The E.M.B.A.R.C. program provides a continuum of services ranging from partial inclusion to substantially separate placements. The students in the E.M.B.A.R.C. program require highly individualized, consistent, and intensive special education and related services as a result of intellectual, developmental, and neurological disabilities or health conditions. The methodology and supports may include direct teaching, small group academic instruction, applied behavior analysis, communication skill development, assistive technology and activities of daily living skills training. Students access a modified academic curriculum based on the entry points to the grade level standards or access skills. Students participate in instruction and learning opportunities within the general education setting as appropriate. As appropriate students may participate in small group art, music, library, gross motor, technology or social skills groups as well as adapted physical education. As students progress through the grades their programming may include content academics and/or community based instructional opportunities for generalization of skills such as socialization, community awareness and safety skills. Students may receive vocational training, as well as, job coaching during high school and post high school instruction. This program is offered at Coolidge and RMHS.

POST: A collaborative post-secondary program that provides experiential and educational opportunities in the areas of daily living, employment, community inclusion, recreation, leisure, and real-world academic skills to promote successful transition to adulthood. The main goal for the program is for young adults to gain the skills to become integrated members in our community. A collaboration between the Wakefield Public Schools and the Reading Public Schools through an Inter-Municipal Agreement which runs through June 2021. This program services students who are ages 18-22 and is in Wakefield.

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

District Wide Programs Summaries:

Total FY22 Appropriated Budget: \$2,113,975
Total FY23 Superintendent’s Recommended Budget: \$2,157,444
Total \$ Increase: \$43,469
Total % Increase: 2.1%

Primary Function: The District Wide Cost Center consists of the budgets for four functional areas that serve the district: Athletics, Extra-curricular Activities, Health Services, and Technology. The District Wide Programs make up 4.2% of the Superintendent’s FY23 Recommended Budget.

Budget Summary of District Wide Programs:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Recommended Budget FY23	% Change
Athletics	\$ 609,796	\$ 540,866	\$ 434,941	\$ 688,662	\$ 691,105	0.35%
Extra Curricular	\$ 59,584	\$ 96,108	\$ 79,686	\$ 84,388	\$ 69,548	-17.59%
Health Services	\$ 652,597	\$ 696,843	\$ 609,223	\$ 710,385	\$ 801,949	12.89%
Technology	\$ 558,206	\$ 596,338	\$ 527,880	\$ 630,540	\$ 659,842	4.65%
Grand Total	\$ 1,880,182	\$ 1,930,155	\$ 1,651,730	\$ 2,113,975	\$ 2,222,444	2.06%

Although an overview of each District Wide Cost Center budget follows, it will be helpful to remind the reader that the Covid-19 Pandemic impact on the opportunities available for Athletic and Extra-curricular resulted in decreased participation while health Services and Technology supports required an increase in services. The reader will notice FY22 appropriated and FY23 recommended budgets reflect a building toward a return to pre-Covid participation.

Athletics

FY22 Appropriated Budget: \$688,662
FY23 Superintendent’s Recommended Budget: \$691,105
\$ Increase: \$2,443
% Increase: .4%

Primary Function: The Athletics program budget funds the salaries and expenses necessary to operate the High School athletics program.

Budget Detail by Athletics Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Athletics	\$ 609,796	\$ 540,866	\$ 434,941	\$ 688,662	\$ 691,105	0.35%
Professional Salaries	\$ 57,872	\$ 62,539	\$ 60,644	\$ 62,200	\$ 65,242	4.89%
Director	\$ 57,872	\$ 62,539	\$ 60,644	\$ 62,200	\$ 65,242	4.89%
Clerical Salaries	\$ 51,552	\$ 53,458	\$ 54,186	\$ 55,647	\$ 54,148	-2.69%
Secretary	\$ 51,552	\$ 53,458	\$ 54,186	\$ 55,647	\$ 54,148	-2.69%

Athletics Cost Center, continued:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Other Salaries	\$ 115,731	\$ 100,287	\$ 96,988	\$ 108,560	\$ 83,460	-23.12%
Coach	\$ 428,817	\$ 342,284	\$ 348,079	\$ 469,460	\$ 469,460	0.00%
Event Detail	\$ 3,814	\$ 4,903	\$ 909	\$ 6,000	\$ 6,000	0.00%
Revolving Fund Support	\$ (316,900)	\$ (246,900)	\$ (252,000)	\$ (366,900)	\$ (392,000)	6.84%
Contract Services	\$ 311,610	\$ 255,953	\$ 152,149	\$ 371,955	\$ 397,955	6.99%
Athletic Services	\$ 311,610	\$ 255,953	\$ 152,149	\$ 371,955	\$ 397,955	6.99%
Supplies & Materials	\$ 31,389	\$ 30,646	\$ 16,463	\$ 33,500	\$ 33,500	0.00%
Athletic Services	\$ 7,125	\$ 4,747	\$ 6,402	\$ 9,000	\$ 9,000	0.00%
Office	\$ 724	\$ 1,035	\$ 982	\$ 1,500	\$ 1,500	0.00%
Team	\$ 23,023	\$ 23,344	\$ 6,979	\$ 15,000	\$ 15,000	0.00%
Uniforms	\$ 517	\$ 1,520	\$ 2,100	\$ 8,000	\$ 8,000	0.00%
Other Expenses	\$ 41,643	\$ 37,983	\$ 54,510	\$ 56,800	\$ 56,800	0.00%
Athletic Services	\$ 6,649	\$ 3,645	\$ 515	\$ 7,300	\$ 7,300	0.00%
Awards	\$ 1,897	\$ 328	\$ 1,279	\$ 2,500	\$ 2,500	0.00%
Dues & Memberships	\$ 11,100	\$ 13,515	\$ 6,135	\$ 14,500	\$ 14,500	0.00%
Equipment	\$ 13,602	\$ 9,643	\$ 28,462	\$ 16,000	\$ 16,000	0.00%
Software Licensing & Support	\$ 8,394	\$ 10,851	\$ 18,120	\$ 16,500	\$ 16,500	0.00%
Grand Total	\$ 609,796	\$ 540,866	\$ 434,941	\$ 688,662	\$ 691,105	0.35%

Athletics Budget Drivers:

The changes between the FY23 recommended and FY22 appropriated budgets for the Athletics Cost Center are summarized below by personnel and non-personnel categories:

Personnel- A cost of living salary increase established by School Committee and bargaining unit agreements.

Non-Personnel - The new, three-year Transportation contract that began in FY22 has resulted in an overall projected increase to the Athletics transportation budget by \$26,000, based on projected travel. This increase will be funded through an increase of the same amount in the Athletics Special Revenue Fund offset. The offset will increase from (\$366,000) to (\$392,000). The Athletic Fund balance, which totaled \$187,133 at beginning of FY22, along with all other Special Revenue funds, will be reviewed with guidance published Department of Revenue Local Services during the spring of FY22. More about this is summarized in the Special Revenue Fund section of this budget publication.

The Athletics program offers 18 different sports for boys and girls enrolled at RMHS. More than 780 student athletes participating so far this year. On average, in recent years, total participation was steady at about 1,200 students, excluding the Covid-19 pandemic impact on participation in FY20:

Student Participation in Athletics:

SCHOOL YEAR	FY14	FY15	FY16	FY17	FY18	1Y19	FY20	FY21	FY22
BASEBALL	54	51	50	51	47	48	*	51	*
BASKETBALL (B)	47	44	35	38	36	41	45	45	42
BASKETBALL (G)	42	38	37	34	30	29	30	29	31
CHEERLEADING	26	21	22	22	24	24	30	29	26
CROSS COUNTRY	69	71	58	52	53	58	71	58	55
FIELD HOCKEY	49	31	41	55	58	59	54	53	64
FOOTBALL	100	89	109	103	102	89	84	74	79
GOLF	19	14	15	13	14	15	11	15	12
GYMNASTICS	29	17	17	20	22	20	25	19	18
ICE HOCKEY (B)	51	54	49	53	54	57	52	49	62
ICE HOCKEY (G)	23	18	17	22	21	20	17	14	21
INDOOR TRACK (B)	74	72	71	79	88	91	94	66	68
INDOOR TRACK (G)	51	36	46	69	76	84	73	53	77
LACROSSE (B)	66	71	66	65	61	50	*	63	*
LACROSSE (G)	77	60	61	77	70	67	*	53	*
OUTDOOR TRACK (B)	108	101	92	99	111	103	*	97	*
OUTDOOR TRACK (G)	53	73	69	58	78	76	*	53	*
SOCCER (B)	69	64	67	70	67	66	64	72	69
SOCCER (G)	65	66	62	59	59	62	55	53	64
SOFTBALL	41	42	39	37	42	39	*	35	*
SWIMMING (B)	27	34	24	14	21	20	17	17	19
SWIMMING (G)	30	28	27	29	31	29	22	17	14
TENNIS (B)	20	18	15	18	17	15	*	9	*
TENNIS (G)	17	16	14	17	13	16	*	18	*
VOLLEYBALL	43	42	44	44	37	42	40	49	43
WRESTLING	34	34	37	31	23	21	23	14	22
SPRING CHEER	N/A	N/A	N/A	N/A	N/A	N/A	N/A	19	N/A
TOTAL	1284	1205	1184	1229	1255	1241	807	1124	786

Extra-curricular Activities

FY22 Appropriated Budget: \$84,388

FY23 Superintendent's Recommended Budget: \$69,548

\$ Increase: (\$14,840)

% Increase: (17.6%)

Primary Function: The Extra-curricular Activities Program budget funds the salaries, stipends, and a small portion of the expenses necessary to offer extra-curricular activities at the high school.

Budget Detail by Extra-curricular Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Extra Curricular	\$ 59,584	\$ 96,108	\$ 79,686	\$ 84,388	\$ 69,548	-17.59%
Professional Salaries	\$ 42,962	\$ 79,329	\$ 45,969	\$ 56,838	\$ 49,148	-13.53%
Coordinator	\$ 28,936	\$ 31,270	\$ 30,322	\$ 31,100	\$ 31,871	2.48%
Revolving Fund Support	\$ (50,000)	\$ (15,000)	\$ (30,000)	\$ (64,000)	\$ (64,000)	0.00%
Stipends	\$ 64,026	\$ 63,060	\$ 45,647	\$ 89,738	\$ 81,277	-9.43%

Extra-curricular Cost Center, continued.

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Contract Services	\$ 12,921	\$ 8,089	\$ 1,815	\$ 16,650	\$ 9,500	-42.94%
Other Student Activities	\$ 12,921	\$ 8,089	\$ 1,815	\$ 16,650	\$ 9,500	-42.94%
Supplies & Materials	\$ 455	\$ -	\$ 1,665	\$ 1,900	\$ 1,900	0.00%
Other Student Activities	\$ 100	\$ -	\$ -	\$ 400	\$ 400	0.00%
Performing Arts	\$ 355	\$ -	\$ 1,665	\$ 1,500	\$ 1,500	0.00%
Other Expenses	\$ 3,246	\$ 8,689	\$ 30,237	\$ 9,000	\$ 9,000	0.00%
Dues & Memberships	\$ 396	\$ 860	\$ 675	\$ 1,000	\$ 1,000	0.00%
Equipment	\$ 160	\$ 4,952	\$ 19,008	\$ 3,000	\$ 3,000	0.00%
Other Student Activities	\$ 1,890	\$ 1,590	\$ -	\$ 2,000	\$ 2,000	0.00%
Royalties	\$ 800	\$ 1,288	\$ 10,553	\$ 3,000	\$ 3,000	0.00%
Grand Total	\$ 59,584	\$ 96,108	\$ 79,686	\$ 84,388	\$ 69,548	-17.59%

Extra-curricular Budget Drivers:

The changes between the FY23 recommend and FY22 appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel- A cost of living salary increase established by School Committee and bargaining unit agreements and a budget adjustment correcting the HS drama stipend, which was duplicated in the FY22 budget. This adjustment appears as a reduction to the HS drama stipend.

Non-Personnel - The transportation line was reduced given the decreased participation, number of outings planned for students, and other opportunities for involvement offered through more than 90 Student Activity Clubs at Reading Memorial High School.

Participation in extra-curricular activities has seen a significant decline due to the Covid-19 impact, by nearly 50%. Prior to the pandemic, student participation in afterschool activities, including drama, band, and guard, from a steady low 400's. Although participation is rising, it may take some time to regain the levels of participation previously enjoyed.

Student Participation in Extra-curriculars:

SCHOOL YEAR	FY16	FY17	FY18	FY19	FY20	FY21	FY22
**FALL DRAMA CAST/HEAD TECH	89	100	78	79	60	38	38
FALL DRAMA CREW	47	41	48	49	32	20	16
WINTER DRAMA CAST/HEAD TECH	58	83	47	49	29	23	*
WINTER DRAMA CREW	55	45	59	53	34	8	*
SPRING DRAMA CAST/HEAD TECH	81	46	55	42	N/A	24	*
SPRING DRAMA CREW	46	48	34	48	N/A	9	*
MARCHING BAND	35	42	38	56	53	56	40
JAZZ BAND	18	17	19	18	19	19	*
STAGE BAND	14	11	17	24	21	21	*
FALL GUARD	15	19	12	7	13	10	10
WINTER GUARD	12	17	13	13	14	N/A	11
TOTAL	470	469	420	438	275	228	115

Health Services

FY22 Appropriated Budget: \$710,385

FY23 Superintendent’s Recommended Budget: \$801,949

\$ Increase: \$91,564

% Increase: 12.9%

Primary Function: The Health Services program budget pays for the salaries and expenses for servicing the daily medical needs of the district’s student population of over 4,000 students, preschool through Grade 12. Health services conducts annual health assessments for students, such as hearing, as well providing Covid vaccination clinics, contact tracing, and Test and Stay programs in each school.

Budget Detail by Health Services Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Health Services	\$ 652,597	\$ 696,843	\$ 609,223	\$ 710,385	\$ 801,949	3.74%
Professional Salaries	\$ 607,814	\$ 625,493	\$ 567,411	\$ 650,877	\$ 746,925	4.77%
Director	\$ 85,231	\$ 83,700	\$ 86,327	\$ 86,000	\$ 91,080	5.91%
Nurse	\$ 522,582	\$ 541,793	\$ 481,083	\$ 564,877	\$ 655,845	16.10%
Clerical Salaries	\$ 13,156	\$ 13,589	\$ 13,855	\$ 14,208	\$ 16,724	17.71%
Secretary	\$ 13,156	\$ 13,589	\$ 13,855	\$ 14,208	\$ 16,724	17.71%
Other Salaries	\$ 13,453	\$ 7,902	\$ 2,492	\$ 22,000	\$ 15,000	-31.82%
Substitutes	\$ 13,453	\$ 7,902	\$ 2,492	\$ 22,000	\$ 15,000	-31.82%
Contract Services	\$ 9,090	\$ 8,160	\$ 7,301	\$ 9,000	\$ 9,000	0.00%
Professional Development	\$ 1,090	\$ 160	\$ (699)	\$ 1,000	\$ 1,000	0.00%
School Physician	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	0.00%
Supplies & Materials	\$ 5,094	\$ 36,409	\$ 14,416	\$ 9,500	\$ 9,500	0.00%
COVID19 Expenses	\$ -	\$ 28,647	\$ 3,299	\$ -	\$ -	-
Medical	\$ 4,931	\$ 7,422	\$ 10,060	\$ 9,000	\$ 9,000	0.00%
Office	\$ 163	\$ 340	\$ 1,058	\$ 500	\$ 500	0.00%
Other Expenses	\$ 3,990	\$ 5,289	\$ 3,748	\$ 4,800	\$ 4,800	0.00%
Equipment	\$ -	\$ -	\$ 598	\$ -	\$ -	-
Medical	\$ 3,990	\$ 5,282	\$ 3,150	\$ 4,800	\$ 4,800	0.00%
Postage	\$ -	\$ 7	\$ -	\$ -	\$ -	-
Grand Total	\$ 652,597	\$ 696,843	\$ 609,223	\$ 710,385	\$ 801,949	12.88%

Health Services Budget Drivers:

The changes between the FY23 Recommend and FY22 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel-Salary differences between FY22 budgets and new incoming staff, a cost-of-living salary increase established by School Committee and bargaining unit agreements. The decrease in substitute nurses was made with the expectation that the Department of Health Grant will continue in FY23. The addition of a new 1.0 FTE Nurse is recommended within the new priorities category to provide health services support to students where and when needed. This increase is a major driver in the personnel cost increase within the Health Services budget.

Personnel New - Emerging Priorities

- FTE Nurse

Non-Personnel - No changes have taken place. An assumption of FY23 recommended budget is that the support from the Commonwealth in the form of testing kits, masks, supplies and loaner equipment will continue.

Technology

FY22 Appropriated Budget: \$630,540

FY23 Superintendent’s Recommended Budget: \$659,842

\$ Increase: 29,302

% Increase: 4.6%

Primary Function: The Districtwide Networking and Technology Maintenance budget funds the salaries and expenses required to operate and maintain our technology infrastructure including our wide area network, wireless networks, servers, computer hardware and peripheral devices, clocks and bells systems and telecommunications equipment.

Budget Detail by Technology Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
Technology	\$ 558,206	\$ 596,338	\$ 527,880	\$ 630,540	\$ 659,842	4.65%
Professional Salaries	\$ 93,610	\$ 82,726	\$ 83,857	\$ 85,090	\$ 87,215	2.50%
Manager	\$ 76,798	\$ 82,726	\$ 83,857	\$ 85,090	\$ 87,215	2.50%
Technology Integration	\$ 16,812	\$ -	\$ -	\$ -	\$ -	-
Other Salaries	\$ 294,573	\$ 315,912	\$ 321,590	\$ 331,150	\$ 341,777	3.21%
Employee Benefits	\$ 4,339	\$ -	\$ 1,626	\$ -	\$ -	-
Technician	\$ 290,234	\$ 315,912	\$ 319,965	\$ 331,150	\$ 341,777	3.21%
Contract Services	\$ 93,921	\$ 73,063	\$ 93,607	\$ 146,200	\$ 116,750	-20.14%
Consulting Services	\$ 5,449	\$ 12,433	\$ 20,745	\$ 35,200	\$ 25,000	-28.98%
Networking & Telecomm	\$ 6,240	\$ 6,680	\$ 6,887	\$ 36,000	\$ 15,000	-58.33%
Software Licensing & Support	\$ 82,232	\$ 53,950	\$ 65,975	\$ 75,000	\$ 76,750	2.33%
Supplies & Materials	\$ 32,985	\$ 5,220	\$ 2,375	\$ 4,000	\$ 8,000	100.00%
Information Management	\$ 32,985	\$ 5,220	\$ 2,375	\$ 4,000	\$ 8,000	100.00%
Other Expenses	\$ 43,118	\$ 119,417	\$ 26,451	\$ 64,100	\$ 106,100	65.52%
Networking & Telecomm	\$ 4,088	\$ -	\$ 12,198	\$ 12,400	\$ 12,400	0.00%
Postage	\$ -	\$ 33	\$ -	\$ 200	\$ 200	0.00%
Software	\$ 38,426	\$ 119,311	\$ 14,076	\$ 50,000	\$ 92,000	84.00%
Software Licensing & Support	\$ 604	\$ 73	\$ 177	\$ 1,500	\$ 1,500	0.00%
Grand Total	\$ 558,206	\$ 596,338	\$ 527,880	\$ 630,540	\$ 659,842	4.65%

Technology Budget Drivers:

The changes between the FY23 Recommend and FY22 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel- Making up the personnel changes between the FY23 recommended and FY22 appropriated budgets are the salary differences between FY22 budgets and new incoming staff, and a cost-of-living salary increase established by School Committee and bargaining unit agreements.

Non-Personnel - The technology supplies and licensing software support increased due to rising costs, a budget addition for the ZOOM license, the implementation of one-to-one devices and accessories at the secondary level, and curriculum applications and licenses to ensure student privacy at the elementary levels.

Decreases in internet service costs and computer contracted services are reflected due to one-time costs and the changing needs of the district.

In FY22, committees were formed to review the levels of services and systems, which will directly impact Technology. Work in this area will focus on the following components:

- Engaging and functional website that can be used by students, staff, families, and the community to seek information, access instructional websites and register for enrollment that allows monitoring of class size and bridges data from the website to the Student Information System.
- Accessible and user-friendly Student Information System to allow attendance tracking to track and notify when students reach threshold allowing for responsive and prompt action, efficient course and staff scheduling to ensure effective class sizes and teacher to student ratios for general and special education courses and programs.
- Service tracking to determine how the technology department can sustain the capacity to be responsive to students', staff members' and administrators' technological needs in the new one-to-one environment.

Illustrated in the table below is the addition of technology devices (computer workstations and laptops) existing in the district by the year that they were deployed. This chart changes annually as the older computers are replaced with new computers. The inventory provided below includes all computers that have been funded by both the operating budget and PTO/Donations/Grants. The replacement cycle for devices is five years. With the FY22 deployment, all devices being used in the district are within five years of age. A multi-year replacement plan will be development for consideration during the FY24 budget development process. In addition to the commitment of workstations and laptops, in FY21 the district purchased 194 interactive Smart Boards which will be installed during the FY22 school year:

In-District Devices Added by Fiscal Year:

School	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
District								1046	1033	-903
Admin	1	1	4	3	3	2	20	2		0
Barrows					2	43	181	42		113
Birch Meadow			1		45	36	85	1		186
Coolidge		1	3	31	263	140	119	69		244
Eaton				39	18	92	75	25		190
Killam				20	19	85	72	25		233
Parker	29	2	30	133	71	284	108	30		109
RISE			3			2	8			0
RMHS		30	36	5	88	125	413	61		0
Wood End		3			41	62	59	15		813
Grand Total	30	37	77	231	550	871	1140	1316	1033	985

School Facilities Cost Center Summary

FY22 Appropriated Budget: \$1,578,204

FY23 Superintendent’s Recommended Budget: \$1,620,845

\$ Increase: \$42,641

% Increase: 2.7%

Primary Function: The Town of Reading’s Facilities Department supports the Reading Public Schools. The School Building Facilities budget funds the salaries and expenses necessary to clean and maintain our eight school buildings,

preschool program, and central office spaces, which makes up 85% of the square feet of all municipal buildings, or a total of 935,000 square feet. The percentage of work orders created and filled for all services, including but not limited to preventative maintenance and building repairs, for our school buildings totaled 2,305 in FY21. The Facilities Department also provides the necessary services to facilitate building use for internal and external users. The School Building Facilities budget accounts for 3.1% of the Superintendent’s FY23 Recommended Budget.

The Facilities’ Department’s Mission Statement is:

The Facilities Department supports the Town's Educational and Municipal Government functions through the quality driven delivery of Facilities Services in a timely and cost- effective manner along with exceptional customer service. Facilities staff members strive to maintain an efficient, safe, clean, attractive, and inviting environment for all public buildings associated with the Town of Reading.

Budget Detail by Facilities Cost Center:

	Actual Expended FY19	Actual Expended FY20	Actual Expended FY21	Final Budget FY22	Requested Budget FY23	% Change
School Facilities	\$ 1,306,096	\$ 1,515,037	\$ 1,456,937	\$ 1,578,204	\$ 1,620,845	2.70%
Professional Salaries	\$ 78,000	\$ 90,991	\$ 91,274	\$ 93,700	\$ 96,461	2.95%
Manager	\$ 78,000	\$ 90,991	\$ 91,274	\$ 93,700	\$ 96,461	2.95%
Clerical Salaries	\$ 9,871	\$ -	\$ -	\$ -	\$ -	-
Secretary	\$ 9,871	\$ -	\$ -	\$ -	\$ -	-
Other Salaries	\$ 765,331	\$ 871,850	\$ 969,502	\$ 994,015	\$ 1,012,776	1.89%
Custodian	\$ 810,407	\$ 844,469	\$ 857,459	\$ 909,901	\$ 928,662	2.06%
Employee Benefits	\$ 571	\$ 9,178	\$ 521	\$ 3,600	\$ 3,600	0.00%
Overtime	\$ 45,185	\$ 28,359	\$ 55,343	\$ 71,214	\$ 71,214	0.00%
Revolving Fund Support	\$ (180,000)	\$ (80,000)	\$ -	\$ (80,000)	\$ (80,000)	0.00%
Substitutes	\$ 89,168	\$ 69,844	\$ 56,179	\$ 89,300	\$ 89,300	0.00%
Contract Services	\$ 295,584	\$ 329,365	\$ 279,680	\$ 357,600	\$ 386,208	8.00%
Cleaning Services	\$ 295,584	\$ 329,365	\$ 279,680	\$ 357,600	\$ 386,208	8.00%
Supplies & Materials	\$ 118,513	\$ 198,222	\$ 101,916	\$ 125,739	\$ 117,900	-6.23%
COVID19 Expenses	\$ -	\$ 127,678	\$ -	\$ -	\$ -	-
Equipment	\$ 6,523	\$ 202	\$ 12,617	\$ 5,000	\$ 5,000	0.00%
Supplies	\$ 111,990	\$ 70,342	\$ 89,299	\$ 120,739	\$ 112,900	-6.49%
Other Expenses	\$ 38,797	\$ 24,608	\$ 14,565	\$ 7,150	\$ 7,500	4.90%
COVID19 Expenses	\$ -	\$ 16,000	\$ -	\$ -	\$ -	-
Equipment	\$ 38,083	\$ 8,043	\$ 13,640	\$ 5,950	\$ 6,300	5.88%
Professional Development	\$ -	\$ -	\$ 360	\$ -	\$ -	-
Uniforms	\$ 714	\$ 566	\$ 566	\$ 1,200	\$ 1,200	0.00%
Grand Total	\$ 1,306,096	\$ 1,515,037	\$ 1,456,937	\$ 1,578,204	\$ 1,620,845	2.70%

Facilities Budget Drivers:

The changes between the FY23 Recommend and FY22 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel- Salary differences between FY22 budgets and new incoming staff, a cost-of-living salary increase established by School Committee and bargaining unit agreements.

Non-Personnel - The three-year cleaning contract ends in June 2022, which requires a new contract to be entered. The procurement process has begun, and the expense reflected in the FY23 recommended budget anticipates new contracted costs for custodial cleaning services at the Coolidge Middle School and Reading Memorial High School. Within the Facilities expenses budget, other changes in expenses are being driven by the impact of supply chain

shortages and rising cost of raw materials. Increases in cleaning supplies, paper products, floor cleaning solutions, hand soap, and plastic liners are slightly offset by reallocated savings from the waste receptacle line, which was a one-year expense.

Closing

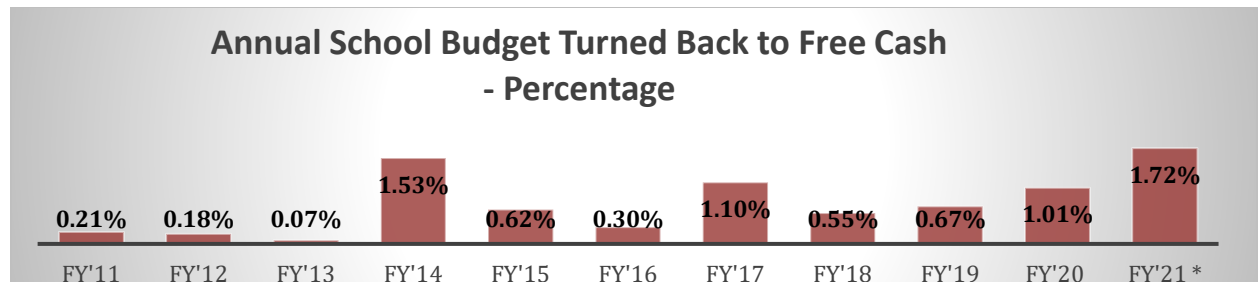
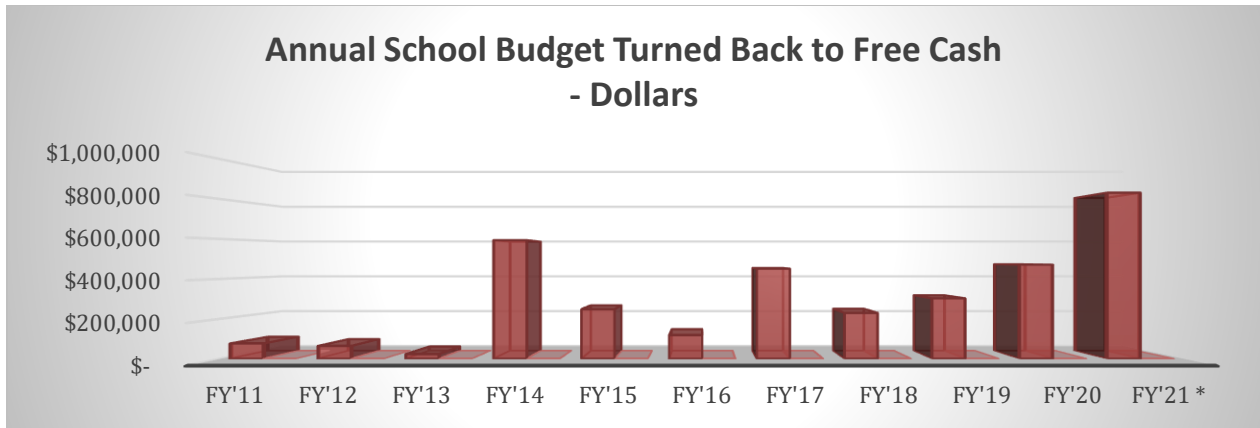
The Superintendent's FY23 Recommended Budget represents a thorough and thoughtful articulation of resource allocations achieved through an inclusive and highly collaborative process. The FY23 recommended budget allocates new funding to address many of the district's priorities to achieve the following goals:

1. Improve academic outcomes and growth for all students within safe, equitable, and rigorous learning environments.
2. Support students' social and emotional needs through multi-tiered instruction and services.
3. Enhance adult practices and streamline operational systems to increase efficiencies and effectiveness in supporting students.

The FY23 recommended budget maximizes resources through the practice of refining positions, reallocating resources (time and funds) and leveraging other sources of funding wherever possible to create an effective and efficient budget that meets all contractual obligations and legal mandates.

Best practices in school district budgeting extends beyond setting instructional priorities and preparing a resource plan to pay for priorities and day-to-day baseline services. As outlined in the Government Finance Officers Association's [Best Practices in School Budgeting](#), essential to the budget process is the effective implementation of the budget. Responsive oversight of the current year's finances allows the leadership team to assess plans, identify new opportunities to support students early in the school year, and take responsive action toward supporting students' academic outcomes. For example, this year, savings generated from the salary differential of outgoing and incoming staff was identified in the fall and reallocated to increase access and community engagement through the purchase of audio/video equipment for public meetings and professional development programs, provide more time on learning through vacation academies and MCAS Prep programs, offer new opportunities for new high school students through participation in Gateway to College programs, and increase substitute pay to more competitive amounts increasing the district's fill rate. As additional savings are identified, new decisions will be made to support students during the current school year. The continued monitoring of expenditures to maximize the use of residual savings that may take place during the fiscal year will also reduce the amount of the school department's "turn back" of unutilized funds to Free Cash.

The graphs on the next pages reflect the amount of end year funding unspent funds returned to Free Cash.



Cost and performance analysis will continue throughout the year to maximize all sources of funding in pursuit of achieving our student outcome goals. For example, master scheduling training programs are being provided to our schools' principals so that we can use the Student Information Systems currently available to maximize staff allocation and manage class sizes, as well as special education student groupings and staff to student ratios. Benchmarking with other nearby communities and the Commonwealth's top ten performing districts will provide insights on other effective practices. A thorough examination of all Special Revenue Funds' direct and indirect costs and fees will be conducted to closely align services and tuitions, as well as to create appropriate spending plans to support all students in accordance with the Massachusetts General Laws and the Department of Revenue Local Services Division Regulations. This comprehensive analysis will guide the leadership team's efforts to effectively and timely respond to emerging trends and will support the development of a multi-year strategic resource plan to align with the district's goals. The development, implementation and ongoing assessment of a multi-year resource plan are foundational to ensure all resources are fully used to meet and achieve performance goals.

OTHER FUNDING SOURCES



Offset Summary

Several fee-based Special Revenue Funds and Grants have been allocated to offset direct and indirect costs of the operating budget. For example, the fees generated by the Athletics program are used to cover some costs associated with coaches' pay. In the charts below, the reader will find a summary of current year and FY23 recommended offsets by Special Revenue Fund:

Revolving Account Offsets	FY22 Appropriated	FY23 Total		
	Offset	Recommended Offset	\$ Change	% Change
Athletics	366,900	392,900	26,000	7.1%
Drama Activities RMHS	34,000	34,000	-	0.0%
Drama Activities Coolidge	15,000	15,000	-	0.0%
Drama Activities Parker	15,000	15,000	-	0.0%
Extended Day Program	50,000	50,000	-	0.0%
Full Day Kindergarten	1,100,000	1,100,000	-	0.0%
RISE Preschool Program	350,000	350,000	-	0.0%
Use of School Property	105,000	105,000	-	0.0%
Special Education Tuition	50,000	50,000	-	0.0%
METCO Grant	60,000	-	(60,000)	-100.0%
Total Offsets	2,145,900	2,111,900	(34,000)	-1.6%

Revolving Account Offsets	FY23 Total			FY23 Recommended Offsets by Cost Center:					
	Recommended Offset	\$ Change	% Change	Administration	Regular Education	Special Education	District Wide Programs	School Facilities	Town
Athletics	392,900	26,000	7.1%				392,900		
Drama Activities RMHS	34,000	-	0.0%				92,900		
Drama Activities Coolidge	15,000	-	0.0%						
Drama Activities Parker	15,000	-	0.0%						
Extended Day Program	50,000	-	0.0%	25,000					25,000
Full Day Kindergarten	1,100,000	-	0.0%		1,100,000				
RISE Preschool Program	350,000	-	0.0%			350,000			
Use of School Property	105,000	-	0.0%					80,000	25,000
Special Education Tuition	50,000	-	0.0%			50,000			
METCO Grant	-	(60,000)	-100.0%						
Total Offsets	2,111,900	(34,000)	-1.6%	25,000	1,100,000	400,000	485,800	80,000	50,000

We recommend that all offsets remain level funded in the Superintendent's FY23 Recommended Budget except for the Athletics and METCO teacher offsets. For Athletics, an offset increase of \$26,000 is recommended to pay for the increase in transportation contracted costs. This action allows us to draw down some of the fund balance of \$187,133. In FY23, rather than continue the offset of \$60,000 to assist in covering costs of teachers' salaries, the METCO grant will pay for the direct costs of 2.5 FTEs of the combined Adjustment Worker/METCO coordinator role at the elementary schools.

In FY22, the Special Revenue Funds are undergoing a review to ensure direct and indirect operational expenditures are properly aligned to participation fees. When the assessment is complete, a Special Revenue Funds Budget supplement will be developed and include recommendations within a multi-year plan to align fund balances with guidance provided by the Department of Revenue and best practices.

Special Revenue Funds

The district maintains thirty-one separate special revenue funds that were created and are required to be maintained in accordance with [Massachusetts General Laws](#) and Department of Revenue Division of Local Service’s guidance for [Costing Municipal Services](#). Special Revenue Funds are established to dedicate a specific source of revenue from fees or charges to pay expenses associated with providing the services for which the payment was made. Special Revenue Funds also consist of donation accounts.

The source of revenue for the funds varies by the nature of the fund and include sales of meals, participation fees, user fees, ticket sales, donations, and tuition. The source of expenditures for the funds also varies by the nature of the fund and include salaries, supplies and materials, technology, software licenses and all other expenses.

In FY22, a complete examination and analysis of each Special Revenue Fund will be conducted to ensure the fees and expenses are appropriately aligned and to create an expenditure plan for the accounts with considerable fund balances in response to verbal and written auditors’ findings. For example, some funds like School Lunch are restricted to no more than a 3-month operating balance whereas others, like Lost Books, are intended to be spent during the fiscal year funds were received. Some school districts limit other funds not restricted by the Commonwealth’s laws, municipal finance regulations or School Committee policy to an end year balance of no more than 10% of the annual operating expenditures. The purpose of the specific fund drives the need for and amount of an end of year balance.

A description of the primary Special Revenue Funds established follows below with a description of the type of revenue each generates:

Special Revenue Fund Descriptions:

Revolving Fund:	Specific Revenue Sources
School Lunch Program	Breakfast and lunch sales, catering receipts and state and federal reimbursement for qualifying meals
School Transportation	Transportation fees for students opting in for the fee-based transportation (non-mandatory transportation)
Guidance Revolving Fund	Fees for AP exams, PSAT exam, college fairs, transcripts
Coolidge Extracurricular	No activity since 2016, analysis to be completed on balance and appropriate use of funds.
Parker Extracurricular	No activity since before 2015, analysis to be completed on balance and appropriate use of funds.
Parker After School Activities	Fees collected from Parker for after-school activities such as welcome to Parker, wind ensemble, library activities after school
Band Extracurricular Activities	High School Student User Fees – includes jazz band, stage band, marching band, jazz fee
Adult Education Program	Community education and drivers education; donations (historically for district wide programs – parent day)
Summer School Program	Kids Club Summer program (run through extended day)
Lost Books	Fees charged to students (school specific – each school has an account) for lost books, includes amounts received from Follett for surplus books

Special Revenue Fund Descriptions, continued:

Revolving Fund:	Specific Revenue Sources
Donation Revolving Funds:	
District Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee
Barrows Donations Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
Birch Meadow Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
Joshua Eaton Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
JW Killam Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
Wood End Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
Coolidge Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
Parker Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
High School Donation Fund	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
Special Education Donation Fund	SEPAC
Revolving Fund:	
Athletic Activities	Student User fees, donations (earmarked for specific purpose); gate receipts
Drama Activities RMHS	Student User fees, donations (earmarked for specific purpose); show receipts and ad receipt from playbills
Drama Activities Coolidge	Student User fees, donations (earmarked for specific purpose); show receipts and ad receipt from playbills
Drama Activities Parker	Student User fees, donations (earmarked for specific purpose); show receipts and ad receipt from playbills
Extended Day Program	Student tuition fees for before and after school programs
RISE Preschool Program	Student tuition fees for typical students attending the RISE integrated Pre-School
Use of School Property	Rental fees from inside and outside agencies and organizations to utilize school property
Special Education Tuition	Tuition charged to districts who send students to attend one of our in-district programs
Full Day Kindergarten Tuition	Student tuition fees for full-day kindergarten students

Fund balances as of June 30, 2021, are illustrated in the table below:

Revolving Fund:	FY20 Balance June,2020	FY21 Revenue	FY21 Offsets	FY21 Direct Expenditures	FY21 Encumbrances	FY21 Balance June,2021	Gain/(Loss)
School Lunch Program	\$441,623	\$985,605		\$657,869	\$57	\$769,303	\$ 327,680
School Transportation						0	\$ -
Guidance Revolving Fund	4,866	63,098		61,076	213	\$6,675	\$ 1,809
Coolidge Extracurricular	4,738			0		4,738	\$ -
Parker Extracurricular	3,860					\$3,860	\$ -
Parker After School Activities	62,089	548		2,648		59,989	\$ (2,100)
Band Extracurricular Activities	24,034	20,075		8,274	100	\$35,735	\$ 11,701
Adult Education Program	78,244	43,658		35,938	750	85,214	\$ 6,970
Summer School Program	37,834	2,140			2,140	\$37,834	\$ -
Lost Books	28,340	50		419.58	764.67	27,206	\$ (1,134)
Total	\$685,628	\$1,115,174	\$0	\$766,224	\$4,024	\$1,030,553	\$ 344,925
Revolving Fund:	FY20 Balance June,2020	FY21 Revenue	FY21 Offsets	FY21 Direct Expenditures	FY21 Encumbrances	FY21 Balance June,2021	Gain/(Loss)
Donation Revolving Funds:							
District Donation Fund	\$ 3,385	\$ 28,977		\$ 3,221		\$ 29,141	\$ 25,756
Barrows Donations Fund	\$ 7,438	\$ 428			\$ 100	\$ 7,766	\$ 328
Birch Meadow Donation Fund	\$ 8,656	\$ 628		\$ 3,128		\$ 6,157	\$ (2,500)
Joshua Eaton Donation Fund	\$ 2,491	\$ 1,901		\$ 3,457		\$ 935	\$ (1,556)
JW Killam Donation Fund	\$ 21,856	\$ 605		\$ 2,390	\$ 31	\$ 20,040	\$ (1,816)
Wood End Donation Fund	\$ 9,291	\$ 599		\$ 267	\$ 242	\$ 9,381	\$ 90
Coolidge Donation Fund	\$ 11,100	\$ 8,653		\$ 2,900		\$ 16,853	\$ 5,753
Parker Donation Fund	\$ 9,065	\$ 23,211		\$ 22,533		\$ 9,743	\$ 678
High School Donation Fund	\$ 33,299	\$ 12,783		\$ 24,085	\$ 133	\$ 21,864	\$ (11,435)
Special Education Donation Fund	\$ 319	-		-		\$ 319	\$ -
Total	\$ 106,900	\$ 77,785	\$ -	\$ 61,980	\$ 506	\$ 122,199	\$ 15,299
Revolving Fund:	FY20 Balance June,2020	FY21 Revenue	FY21 Offsets	FY21 Direct Expenditures	FY21 Encumbrances	FY21 Balance June,2021	Gain/(Loss)
Revolving Funds that Offset the Budget							
Athletic Activities	\$186,269	\$274,823	\$252,000	\$21,606	\$352	\$187,133	\$864
Drama Activities RMHS	72,302	38,548	30,000	15,493	4,651	60,706	-11,596
Drama Activities Coolidge	26,965	11,751		7,609		31,107	4,142
Drama Activities Parker	41,073	13,870		10,166	4,400	40,378	-695
Extended Day Program	497,141	88,664	25,000	398,356	5,683	156,766	-340,375
RISE Preschool Program	296,958	293,627	320,000	10,052	5,077	255,456	-41,502
Use of School Property	129,209	16,789	25,000	9,792		111,206	-18,003
Special Education Tuition	82,726	34,173	50,000			66,899	-15,827
Full Day Kindergarten Tuition	946,544	724,741	1,050,000			621,285	-325,259
Total	\$2,279,187	\$1,496,986	\$1,752,000	\$473,073	\$20,163	\$1,530,937	(\$748,250)
TOTAL ALL FUNDS	\$3,071,715	\$2,689,945	\$1,752,000	\$1,301,278	\$24,693	\$2,683,689	(\$388,026)

Federal, State, and Private Grants

In addition to the Operating and Special Revenue Funds, our district is supported in FY22 by state, and private grants totaling \$4,712,438. Grant expenditures are tracked monthly and reviewed periodically with grant coordinators. A list of the grants, descriptions and award amounts are provided below compared with prior year awards. Grants are approved by the School Committee as funding is awarded.

Grant Funding/Program Name	Primary Grant Use	FY21 Grant Award	FY22 Grant Award
FEDERAL GRANTS (Entitlements)			
FY20 Title I, Part A	Interventionists, Materials, Stipend for Curriculum Coordinator to assist with Grant Administration on 3 small title grants	\$ 117,845	\$ 105,656
FY20 Title II, Part A	PD	\$ 57,562	\$ 47,472
FY20 Title IV, Part A	PD	\$ 10,000	\$ 10,000
Individuals with Disabilities Education (IDEA)	Teacher Salaries, Proportionate Share	\$ 1,079,566	\$ 1,104,730
Early Childhood Special Education (IDEA)	Teacher Salaries	\$ 19,059	\$ 20,410
SPED Improvement Grant (274)	PD	\$ 26,152	
American Rescue Plan IDEA Part B 252	COVID19	\$ -	\$ 244,902
American Rescue Plan IDEA Part B 264	COVID19	\$ -	\$ 21,790
Early Ed SPED Improvement and Safety Grant	Stipends	\$ 2,666	
IDEA Targeted Federal Special Education Program Improvement Grant (258)	PD	\$ 2,500	
Coronavirus Relief Fund (CvRF) School Reopening Grants	COVID19	\$ 894,150	\$ -
Coronavirus Relief Fund (CvRF) School Meal Program	COVID19	\$ 9,652	
CARES Act: Elementary and Secondary Education Emergency Relief Fund (ESSER I; Fund Code 113)	COVID19	\$ 98,311	\$ -
CARES Act: Elementary and Secondary Education Emergency Relief Fund (ESSER II; Fund Code 115)	COVID19	\$ 383,259	\$ -
CARES Act: Elementary and Secondary Education Emergency Relief Fund (*Allocated to FY22 \$238,143, balance of \$600,733 allocated to FY23 - ESSER III; Fund Code 119)	COVID19	\$ -	\$ 838,876
FEDERAL GRANTS TOTAL		\$ 2,700,722	\$ 2,393,836
STATE GRANTS AND CIRCUIT BREAKER			
Circuit Breaker - using FY20 in FY21	OOD Tuition	\$ 1,359,731	\$ 1,410,278
Racial Imbalance - METCO, includes 40 new students	METCO Director, Transportation, Tutoring	\$ 444,393	\$ 759,645
Racial Imbalance - METCO Rollover (317B)	Transportation	\$ -	\$ 44,761
State Coronavirus Prevention Fund Program	COVID19	\$ 127,750	
After School and Out of School Time Quality Enhancements (ASOST-Q), summer 2021	Teacher Salaries and Classroom Supplies	\$ -	\$ 45,000
Department of Public Health Grant	Nurse Salaries and PD	\$ -	\$ 29,600
Food Service Emergency Grant	Equipment	\$ -	\$ 29,318
STATE GRANTS AND CIRCUIT BREAKER TOTAL		\$1,931,874	\$2,318,602
FEDERAL AND STATE TOTAL		\$4,632,596	\$4,712,438

Five-Year Capital Plan

A Capital Project is a project that helps maintain or improve a Town asset. It is a new construction, expansion, renovation, or replacement project for an existing facility or facilities. Typically, the project will a total cost of at least \$10,000 and life span of five or more years. Provided below is a five-year capital project plan for the school district:

Five-Year Capital Plan:

Capital Budget Detailed by Category	FY 23	FY 24	FY 25	FY 26	FY 27
Public Schools - General:					
Technology - telephone replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Technology - large scale technology projects	100,000	100,000	100,000	100,000	100,000
Drivers' Education Vehicle		30,000			
Food Services Van			42,500		
Total Public Schools - General	\$ 110,000	\$ 140,000	\$ 152,500	\$ 110,000	\$ 110,000
Facilities - School Buildings*:					
Doors and Windows		20,000		30,000	30,000
Flooring/Carpeting		\$ 55,000	\$ 50,000		
ARC Flash Hazard Study		\$ 163,000			
Playground - RISE/RMHS FY23 Design, FY24 Project	\$ 12,000	\$ 120,000			
Total Facilities - School Buildings	\$ 12,000	\$ 358,000	\$ 50,000	\$ 30,000	\$ 30,000

There are three other projects in discussion that are not yet reflected in the capital plan for Reading:

- Killam Project – no costs are reflected in the capital budget, but expenses could arise quickly, while the school is under review by the MSBA for funding consideration.
- Parker Turf Field – need for updated cost estimates and timeframe.
- RMHS Fieldhouse/Bleachers – have obtained cost estimates.

APPENDICES



APPENDIX A: Student Enrollment and Staff FTEs

Student Enrollment

On October 1 of each year, Reading Public Schools is required to record, verify, and report the total number of students enrolled by grade to the Massachusetts Department of Elementary and Secondary Education (DESE). DESE and the Commonwealth of Massachusetts use October 1 enrollment to calculate Foundation Enrollment and Chapter 70 Funding. October 1 enrollment is also used by the district's administration to project class sizes and to identify trends in enrollment for subsequent years, which forms the baseline upon which the district's personnel and non-personnel operating budget is developed. Essentially, student enrollment projections drive staffing levels and enrollment trends identified in out-years inform the district's multi-year budget planning. The historical enrollment by school follows below with next year's projected enrollment:

Historical and FY23 Projected Enrollment by School:

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023 Projected
Alice Barrows	388	369	359	385	385	377	374	385	354	351	354
Birch Meadow	393	384	387	387	383	370	377	384	345	337	331
Joshua Eaton	453	455	471	462	428	388	386	404	395	375	389
J. Warren Killam	446	463	440	460	427	420	412	415	395	407	403
Wood End	358	338	335	316	319	290	305	304	249	248	238
A.W. Coolidge	462	449	476	471	466	476	443	424	399	406	402
Walter S. Parker	593	564	593	549	572	563	547	500	495	485	457
Reading Memorial	1,285	1,307	1,251	1,270	1,270	1235	1251	1230	1222	1135	1099
RISE	105	103	95	94	91	94	115	105	97	102	102
District	4,483	4,432	4,407	4,394	4,341	4,213	4,210	4,151	3,951	3,846	3,775
% Change	0.10%	-1.10%	-0.60%	-0.30%	-1.20%	-2.90%	-0.07%	-0.01%	-4.82%	-2.66%	-1.85%

Total enrollment in the Reading Public Schools on October 1, 2021, was 3846 students, which is (101) fewer students, or (2.66%), than enrolled on October 1, 2020. Using the Cohort Survival Methodology and based on [elementary neighborhood school assignments](#), enrollment projections were created for FY23 for grades K through 12 and revealed a projected decrease of (68) students districtwide. In the enrollment chart below, the CSR projections are provided in comparison to FY22's actual enrollment and projections reported by NESDEC. A copy of the NESDEC enrollment project report can be found [here](#). Please note, the projections reflect the addition of 40 Boston resident students:

FY23 Enrollment Projections by School and Grade:

**READING PUBLIC SCHOOLS
FY 2023 PROJECTED STUDENT ENROLLMENT**
Reflects 40 new Boston Resident Students

Grade	RISE	Barrows	Birch	Eaton	Killam	Wood End	Coolidge	Parker	RMHS	Total	Total	#	%	Total 2023 NESDEC Projections	#	%
	PreK	Elementary	Elementary	Elementary	Elementary	Elementary	Middle	Middle	High	FY 23	FY 22	Change	Change	FY 23	Change	Change
PK	102									102	102	0	0%			0%
PK Total	102									102	102	0	0%	0	0	0%
K		47	45	64	62	32				250	291	-41	-14%	258	-8	-3%
1		57	58	63	77	45				300	246	54	22%	293	7	2%
2		59	48	58	53	34				252	320	-68	-21%	246	6	2%
3		62	70	65	78	45				320	309	11	4%	316	4	1%
4		61	59	72	71	44				307	289	18	6%	303	4	1%
5		68	51	67	62	38				286	263	23	9%	286	0	0%
ELEM total		354	331	389	403	238				1715	1718	-3	0%	1702	13	1%
6							128	129		257	298	-41	-14%	253	4	2%
7							134	163		297	308	-11	-4%	292	5	2%
8							140	165		305	285	20	7%	300	5	2%
MIS total							402	457		859	891	-32	-4%	845	14	2%
9									254	254	251	3	1%	251	3	1%
10									256	256	293	-37	-13%	254	2	1%
11									293	293	295	-2	-1%	293	0	0%
12									296	296	296	0	0%	296	0	0%
RMHS Total									1099	1099	1135	-36	-3%	1094	5	0%
Total FY 23	102	354	331	389	403	238	402	457	1099	3775	3846	-71	-2%	3641	32	1%
Total FY 22	102	351	337	375	407	248	406	485	1135	3846						
# Change	0	3	-6	14	-4	-10	-4	-28	-36	-71						
% Change	0%	1%	-2%	4%	-1%	-4%	-1%	-6%	-3%	-2%						

The reduction is made up of (3) fewer students at the elementary, (32) fewer students at the middle school and (33) fewer students at the high school levels. The most significant changes reflect the migration of student cohorts as they rise to the next grade level.

In the table below, historical enrollment is illustrated from 2009-2010 through to enrollment projected for the 2022-2023 school year. The reader can follow the migration of the number of students each year as students move through the grade levels. It appears enrollment declines between elementary and middle and then again during the middle and high school transitions. This is a trend worth exploring:

Historical Enrollment Migration by Grade:

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12
2009-10	67	280	345	349	363	318	390	353	341	344	334	298	298	312
2010-11	90	348	308	351	349	369	315	387	353	343	324	327	301	294
2011-12	100	319	362	315	356	347	366	311	390	349	312	327	326	297
2012-13	105	302	342	361	324	356	353	362	309	384	323	314	321	327
2013-14	103	287	319	351	370	327	355	347	362	304	353	323	308	323
2014-15	95	322	298	314	362	366	330	356	346	367	270	357	319	305
2015-16	94	319	337	305	308	375	366	326	357	337	328	273	346	323
2016-17	91	267	343	342	307	313	370	356	324	358	306	336	276	352
2017-18	94	293	273	341	334	299	305	360	353	326	325	306	331	273
2018-19	115	325	296	277	338	324	294	291	355	344	293	329	307	322
2019-20	105	318	330	297	282	331	334	292	291	341	301	294	331	304
2020-21	97	238	312	316	290	270	312	319	288	287	299	301	292	330
2021-22	102	291	246	320	309	289	263	298	308	285	251	293	295	296
2022-23 Projected	102	250	300	252	320	307	286	257	297	305	254	256	296	296

A three-year Cohort Survival Ratio (CSR) is the methodology used to develop enrollment projections for the Reading Public Schools and is based on progression rates from grade to grade considering the number of live births, migration in and out of the district, student retention and housing turnover over the three prior school years. In addition, the Reading Public Schools contracts with New England School Development Council (NESDEC) to conduct enrollment projections for the district based on October 1 actual enrollment. The results of NESDEC's compared with internal projections using the CSR method are included in the district's analysis of enrollment forecasts.

The CSR uses progression rates and considers housing growth, migration, retention, withdrawals, transfers, and births over the three previous school years and produces reliable next year projections for enrollments in Grades 1-12. However, the CSR is less reliable in predicting out-year enrollment as well as kindergarten enrollment. The CSR aligns students enrolled in Barrows and Joshua Eaton are assigned to Parker Middle School and students enrolled in Birch, and Wood End are assigned to Coolidge Middle Schools. Students enrolled in Killam elementary schools are allocated to both middle schools using a ratio of 66% Parker and 33% Coolidge for projection purposes.

Kindergarten enrollment forecasts are less reliable and are affected by several factors including postponed kindergarten enrollment, attendance at private full-day kindergarten programs, adoption, and housing turnover. There are several sources of data used as the basis for predicting kindergarten enrollment including census data from the Town Clerk, birth data from five years before kindergarten enrollment, and self-reported data from parents and local preschools. For FY23 projections, Reading has used three-year average of the birth-to-kindergarten ratio. This method relies on census data from these sources, adjusts for postponements and retentions. Kindergarten enrollment projections are further refined during the year based on self-reported data from parents and local preschools. The district's Special Education Department collects information from local preschools and parents of age-eligible children for kindergarten enrollment. Final kindergarten projections are made once kindergarten registration begins in the spring. The Town's census data identified 264 students who fall within the age requirements for entry into kindergarten compared to the kindergarten projection of 250 students. Not all students who reside in Reading and who are of age will enrolled in Reading Public Schools. Some families may choose private or parochial programs, homeschool, or postpone entry.

Enrollment projections have been used to develop the next year's budgets for staffing, learning spaces and non-personnel supplies and services. Staffing levels at all grade levels are predicated upon the number and demographics of students reasonably expected to be enrolled at the start of the school year. Elementary enrollment numbers by school and by grade are used in conjunction with class size suggestions and student demographics with sensitivity and consideration to the needs of all learners as the community recovers from the impact of Covid-19 over the last nearly two years. Using the progression rates calculated above, elementary school class sizes have been projected for FY23.

Elementary school current and next year projected class sizes are illustrated below. Please note, the projected class sizes reflect the increase of 16 Boston resident students:

Elementary Class Size Comparison – FY22 October 1 and FY23 Projected Enrollment:

**Reading Public Schools October 1, 2021 Enrollment
Elementary Class Size Actuals 2021-2022 and Projected 2022-2023
Reflects New Boston Resident Enrollment - Potential Placements**

Actual Class Size, 2021-2022

Projected Class Size, 2022-2023

Barrows	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Barrows	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	16	19	21	21	23	17		FDK	15	18	20	20	21	22	
FDK	17	19	21	19	23	18		FDK	16	19	19	21	20	23	
FDK	18	18	19	21	22	19		FDK	16	20	20	21	20	23	
# Sections	3	3	3	3	3	3	18	# Sections	3	3	3	3	3	3	18
Total	51	56	61	61	68	54	351	Total	47	57	59	62	61	68	354
								# Sections Changed	0	0	0	0	0	0	0

Birch Meadow	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Birch Meadow	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	16	17	18	19	19	19		FDK	15	19	16	17	20	17	
FDK	15	17	18	21	17	20		FDK	15	20	16	17	20	17	
FDK	17	15	16	19	17	19		FDK	15	19	16	18	19	17	
			18								18				
# Sections	3	3	4	3	3	3	19	19	3	3	3	4	3	3	19
Total	48	49	70	59	53	58	337	Total	45	58	48	70	59	51	331
								# Sections Changed	0	0	-1	1	0	0	0

Joshua Eaton	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Joshua Eaton	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
HDK	19	17	23	18	23	20		HDK	18	21	20	21	24	22	
FDK	18	21	22	16	22	22		FDK	15	21	19	22	24	22	
FDK	17	19	22	18	22			FDK	15	21	19	22	24	23	
FDK	17			19				FDK	16						
# Sections	4	3	3	4	3	2	19	# Sections	4	3	3	3	3	3	19
Total	71	57	67	71	67	42	375	Total	64	63	58	65	72	67	389
								# Sections Changed	0	0	0	-1	0	1	0

Killam	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Killam	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
HDK	16	19	19	17	20	22		HDK	16	19	18	20	23	20	
FDK	20	16	19	18	20	23		FDK	15	20	17	20	24	21	
FDK	21	18	19	18	22	21		FDK	15	19	18	19	24	21	
FDK	21		19	19				FDK	16	19		19			
# Sections	4	3	4	4	3	3	21	# Sections	4	4	3	4	3	3	21
Total	78	53	76	72	62	66	407	Total	62	77	53	78	71	62	403
								# Sections Changed	0	1	-1	0	0	0	0

Wood End	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Wood End	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	22	16	23	16	19	22		FDK	16	22	17	15	22	19	
FDK	21	15	23	16	20	21		FDK	16	23	17	15	22	19	
FDK				14								15			
# Sections	2	2	2	3	2	2	13	# Sections	2	2	2	3	2	2	13
Total	43	31	46	46	39	43	248	Total	32	45	34	45	44	38	238
								# Sections Changed	0	0	0	0	0	0	0

TOTAL	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	TOTAL	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Total Sections	16	14	16	17	14	13	90	Total Sections	16	15	14	17	14	14	90
Total Students	291	246	320	309	289	263	1718	Total Students	250	300	252	320	307	286	1715
								# Sections Changed	0	1	-2	0	0	1	0

The Reading Public Schools provides special education services to eligible students ages three to twenty-two years deemed eligible through the special education team evaluation process. Eligibility is based on a determination that the student has a qualified disability that will limit the student’s ability to achieve effective progress in the regular education program without special accommodations. Instructional or other accommodations are outlined in the student’s Individual Education Program (IEP). The table below shows historical data regarding the number of students with IEPs based on October 1 enrollment data:

Student Enrollment – Students with Individual Education Plans:

Academic Year	Total Enrollment	# of Students on IEP	% of Students	# of Students Out of District
2009-10	4,392	758	17.30%	59
2010-11	4,459	734	16.50%	51
2011-12	4,447	768	17.30%	64
2012-13	4,483	737	16.40%	64
2013-14	4,432	767	17.30%	50
2014-15	4,407	809	18.40%	61
2015-16	4,394	791	18.00%	64
2016-17	4,377	727	16.60%	53
2017-18	4,275	724	16.90%	69
2018-19	4,270	752	17.60%	62
2019-20	4,202	727	17.30%	51
2020-21	4,000	711	17.80%	49
2021-22	3,846	682	17.17%	54

The Commonwealth mandates that special services required for students are defined on individual education plans. Eligibility for special education services is based on a determination that the student has a qualified disability that requires special accommodations to achieve effective progress in the regular education programs. Instructional or other accommodations are defined in the students’ Individual Education Plan. The number of students on IEPs can vary significantly from year to year. The table above illustrates the ebb and flow of the number of students who received special education service in and out of the district, from preschool to 22 years of ages during the last ten years. From academic year 2013 to 2022, total enrollment declined by 14%, the number of students on IEPs declined by 7% and the number of out of district placements declined by 16%. The number of students on IEPs in the current academic year declined by 29 students, or (4%), whereas the number of students receiving services in out of district placements increased by five students in the last year.

Staff FTE’s

Provided in the section that follows are the annual district and school staffing reports, referred to as EPIMS. These staffing data are required to be collected, verified, and reported to the Department of Elementary and Secondary Education annually in October, which corresponds to the October 1 enrollment report. The EPIMS report is a comprehensive staff report by FTE of all positions in the in the Reading Public Schools except for service, operations, and maintenance staff.

The EPIMS reports for FY20, FY21 and FY22 follows on the pages below. The first table reflects District wide Administration. The subsequent tables provide total instructional staff FTEs by category of position:

EPIMS Instructional Staffing FTEs:



EPIMS Full Time Equivalent (FTE) by Job Classification for OCT 2019 (FY2020), OCT 2020 (FY2021) AND OCT 2021 (FY2022)

District: 02460000 - Reading

School: 00000000 - District Total

Administrators	FY20	FY21	FY22
1200 Superintendent of Schools/Charter School Leader/	1	1	1
1201 Assistant/Associate/ Vice Superintendents	1	1	2
1202 School Business Official	1	1	1
1205 Other District Wide Administrators	2	2	1
1208 Human Resources Director	1	0	1
1210 Supervisor/Director of Guidance	0.4	0.4	0.4
1211 Supervisor/Director of Pupil Personnel	1	1	0
1212 Special Education Administrator	0.5	1	1
1213 Supervisor/Director/Coordinator: Arts	0.6	0.6	0.4
1214 Supervisor/Director/Coordinator of Assessment	0	0	0
1215 Supervisor/Director/Coordinator of Curriculum	2	2	2
1216 Supervisor/Director/Coordinator: English	0.2	0.2	0.1
1217 Supervisor/Director/Coordinator: English	0.4	0.4	0.4
1218 Supervisor/Director/Coordinator: Foreign Language	0.4	0.4	0.4
1219 Supervisor/Director/Coordinator: History/Social	0.4	0.4	0.4
1220 Supervisor/Director/Coordinator: Library/Media	0	0	0
1221 Supervisor/Director/Coordinator: Mathematics	0.4	0.4	0.4
1222 Supervisor/Director/Coordinator: Reading	0	0	0
1223 Supervisor/Director/Coordinator: Science	0.8	0.8	0.8
1224 Supervisor/Director/Coordinator: Technology	0	0	0
1225 Supervisor/Director/Coordinator of Professional	0	0	0
1226 School Nurse Leader	0.2	0.2	0.2
1305 Principal/Headmaster/Headmistress/Head of	8.8	8.8	8.8
1310 Deputy/Associate/Vice-/Assistance Principal	4.9	4.8	4.85
1312 School Special Education Administrator	7.7	7.2	10.7
1320 Other School Administrator/Coordinator	0	0	0
Total Administrators	34.7	33.6	36.85

EPIMS Instructional Staffing FTEs, continued:

Instructional Staff	Current FTE	Current FTE	Current FTE
2305 Teacher	236.16	234.34	238.93
2306 Co-Teachers	20.20	18.50	22.70
2307 Virtual Teacher	0.00	0.00	0.00
2308 Virtual Co Teacher	0.00	0.00	0.00
2310 Teacher -- support content instruction	58.89	63.16	61.09
2325 Long Term Substitute Teacher	4.00	5.10	1.00
2305, 2306, 2307, 2308, 2310, 2325 by Program	256.16	254.86	259.43
2305, 2306, 2307, 2308, 2310, 2325 by Program	60.80	64.64	61.89
2305, 2306, 2307, 2308, 2310, 2325 by Program	2.29	1.60	2.40
2305, 2306, 2307, 2308, 2310, 2325 by Program	0.00	0.00	0.00
2330 Instructional Coach	0.00	0.14	0.00
Total Instructional Staff	319.24	321.23	323.72

Instructional Support Staff	Current FTE	Current FTE	Current FTE
3323 Tutor	9.58	5.25	9.82
3324 Educational Interpreters	0	0	0
3325 Diagnostic and Evaluation Staff	0	0	0
3326 Recreation and Therapeutic Recreation Specialists	0	0	0
3327 Rehabilitation Counselor	0	0	0
3328 Work Study Coordinator	0	0	0
3329 Guidance Counselor	5.6	5.6	6.6
3330 Librarians and Media Center Directors	7.75	6.75	7.75
3331 School Resource Officer	0	0	0
3332 Family Engagement Coordinator	0	0	0
3340 Junior ROTC Instructor	0	0	0
Total Instructional Support Staff	22.93	17.6	24.17

Instructional Support and Special Education Shared Staff	Current FTE	Current FTE	Current FTE
3350 School Adjustment Counselor -- Non-Special	1.9	2	3.9
3351 School Adjustment Counselor -- Special Education	0	0	0
3360 School Psychologist -- Non-Special Education	11.4	11.4	10.4
3361 School Psychologist -- Special Education	1	1	1
3370 School Social Worker -- Non-Special Education	1	1	0
3371 School Social Worker -- Special Education	2	2	3
Total Instructional Support and Non-Special Education Staff	14.3	14.4	14.3
Total Instructional Support and Special Education Staff	3	3	4
Total Instructional Support and Special and Non-Special Education Shared Staff	17.3	17.4	18.3

Paraprofessional	Current FTE	Current FTE	Current FTE
401 Title I	1.46	0	0.85
402 English Language Learner (ELL)	0	0	0
403 Career and Vocational Technical Education	0	0	0
404 Special Education	79.22	70.06	89.03
405 Other	18.37	14.48	19.79
Number of instructional paraprofessionals who work in targeted assistance or school wide Title I programs	20.33	6.88	20.74
406 Non-Instructional	4.34	5.16	5.42
Total Paraprofessional Staff	103.39	89.7	115.09

EPIMS Instructional Staffing FTEs, continued:

Special Education Related Staff	Current FTE	Current FTE	Current FTE
3411 Audiologist	0	0	0
3421 Occupational Therapist	3.1	2.5	3.5
3431 Physical Therapist	1.2	1.35	1.6
3441 Orientation and Mobility Instructor (Peripatologist)	0	0	0
3451 Speech Pathologist	8.7	10	10.4
3461 Other Related Special Education Staff	2.86	2.86	3.86
Total Special Education Related Staff	15.86	16.71	19.36

Medical / Health Services	Current FTE	Current FTE	Current FTE
5010 Physician	0	0	0
5015 Psychiatrist	0	0	0
5020 School Nurse -- Non-Special Education	8.8	8.8	8.8
5021 School Nurse -- Special Education	0	0	0
Totals Medical / Health Services	8.8	8.8	8.8

Office / Clerical / Administrative Support	Current FTE	Current FTE	Current FTE
6100 Administrative Aides	5	4	6
6110 Administrative Clerks and Secretaries	11.5	12.5	11.5
6120 Special Education Administrative Aides	0	0	0
6130 Special Education Administrative Clerks and	1	1	1
6140 Information Services & Technical Support	11	10.5	9.4
6150 Other Administrative Support Personnel	0	0	0
Totals Office / Clerical / Administrative Support	28.5	28	27.9

District FTEs associated with these categories of staff not reflected in the EPIMS reports follows below:

District Wide and Facilities FTEs:

	FY19 FTE	FY20 FTE	FY21 FTE	Budgeted FY22 FTE	Recommended FY23 FTE
Athletics	1.5	1.5	1.5	1.5	1.5
Assistant Principal	0.5	0.5	0.5	0.5	0.5
Secretary	1	1	1	1	1
Extracurricular	0.3	0.3	0.3	0.3	0.3
Assistant Principal	0.3	0.3	0.3	0.3	0.3
District Technology	6.4	6.2	6.2	6.2	6.2
Computer Technician	5.5	5.5	5.5	5.5	5.5
District Administrator	0.7	0.7	0.7	0.7	0.7
Info Systems Specialist	0.2	-	-	-	-
Facilities	19.9	19.5	19.5	19.5	19.5
Custodian	18.5	18.5	18.5	18.5	18.5
District Administrator	1.00	1.00	1.00	1.00	1.00
Secretary	0.4	-	-	-	-

APPENDIX B: Organizational Structure

Town of Reading

The Town of Reading is in Middlesex County, Massachusetts, United States, some 10 miles (16 km) north of central Boston. Reading was incorporated on June 10, 1644, taking its name from the town of Reading in England. Reading encompasses 9.9 square miles and is located approximately 12 miles North of Boston with easy access to major routes including 125/I-95, 193 and routes 28 and 129. In addition, commuter rail and bus service are available in Reading. The Town of Reading has a Representative Town Meeting form of government. Town Meeting is composed of 24 members from each of Reading's eight precincts for a total of 192 members. Reading also has a 5 member Select Board and a Town Manager.

There are eight schools in the Reading Public Schools: Reading Memorial High School (grades 9-12), A.W. Coolidge Middle School (grades 6-8), W.S. Parker Middle School (grades 6-8), and five elementary schools (grades K-5): Alice Barrows, Birch Meadow, Joshua Eaton, J.W. Killam, and Wood End. Reading also has the RISE Preschool program, an integrated preschool, with classrooms located at Reading Memorial High School as well as in two elementary schools, which typically changes from year to year depending upon availability of space.

District Leadership

District Administration

The district is led by the Superintendent of Schools, the Central Office Leadership Team, District Leadership Team, and Administrative Council. The Central Office Leadership Team includes the Superintendent of Schools, Assistant Superintendent for Learning and Teaching, Assistant Superintendent for Special Education and Student Services, Human Resources Director of Finance and Operations. The District Leadership Team includes the Central Office Leadership Team, the eight building principals, the RISE Preschool Director, and Assistant Director for Special Education and Department Directors (Facilities, Food Services, Network Administrator, METCO, and Health Services). The Administrative Council includes the District Leadership Team as well as all Assistant Principals, Special Education Team Chairs and Program Directors.

The Superintendent is the supervisor and evaluator of all District Level Administrators and Building Principals. Each District Level Administrator is responsible for a few different departments and functional areas of district operations. Principals, under the 1993 Education Reform Act, are the supervisors and evaluators of all building-based staff including professional and support staff (paraprofessionals, clerical, custodial, food services).

Primary Function roles of the Administration Cost Center are described below:

School Committee

The role of the School Committee is to recruit, hire, evaluate, and make employment decisions on the Superintendent; review and approve budgets for public education in the district; and establish educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Massachusetts Board of Education.

The Reading School Committee consists of six members elected by the voters of Reading for three-year terms. Each year, two members' terms of office expire and become open for re-election. The current membership and terms of the Reading School Committee are as follows:

Tom Wise, Chairperson, Term Expires 2022

Shawn Brandt, Vice Chairperson, Term Expires 2024

Sarah McLaughlin, School Committee Member, Term Expires 2024

Erin Gaffen, School Committee Member, Term Expires 2023

Carla Nazzaro, School Committee Member, Term Expires 2023

Charles Robinson, School Committee Member, Term Expires 2022

Under Massachusetts General Laws, Chapter 70, the School Committee has the power to select and to terminate the Superintendent, review and approve the budget, and establish the educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Board of Education.

Superintendent

The Superintendent of Schools serves as the chief educational leader for the school district. This position works with the School Committee as well as with building administrators and Central Office administrators to develop the district's improvement plan, strategic goals, and objectives, to recommend a budget necessary to fund the districts and schools' strategic initiatives, and to ensure that funding is used to ensure the success of all students. The Superintendent supervises and evaluates all Central Office Administrators and Building Principals. In addition, the Superintendent co-supervises the Director of Facilities with the Town Manager.

Assistant Superintendents

The role of the Assistant Superintendent for Learning and Teaching and Assistant Superintendent of Student Services is to provide leadership to district administrators, teacher leaders, teachers, and support staff in the area of curriculum, instruction, and assessment. The Assistant Superintendent for Learning and Teaching also supervises the Director of Adult and Community Education, the Director of METCO, K-8 Curriculum Coordinators, and the Elementary Technology Integration Specialist. The position is also responsible for coordinating the district's professional development and curriculum planning activities. The Assistant Superintendent of Special Education and Student Services supervises the Directors of Special Education, R.I.S.E. Preschool program and Health Services as the district's Team Chairs.

Human Resources

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

Finance and Operations

The Director of Finance and Operations leads the school finance and operations, including budget, financial reporting, payroll, accounts payable, accounts receivable, transportation, grants management, Medicaid reimbursement, and purchasing/procurement, works closely with school facilities and oversees network technology, school nutrition, and use of school property. The Director of Finance and Operations supervises and evaluates the School Nutrition Director and Network Manager.

Organizational Chart for Reading Public Schools

An organizational chart of the Reading Public Schools is provided below:



District Partnerships

Reading Public Schools are part of a larger community that believes in collaboration for the purpose of benefiting the children of Reading Public Schools. We are fortunate to have many important partners who enrich the lives of our students through their contributions of resources – both financial and volunteer time.

Town of Reading

The municipal government of the Town of Reading is the district's most important partner. We share in the tax revenues that represent the voters' commitment to a quality of life that values education, public service, and community engagement. We also share many resources and collaborate to efficiently manage the operations of the community.

Reading Education Foundation

The Reading Education Foundation is a volunteer organization of Reading residents working in partnership with the Superintendent of Schools and Reading Public Schools. Its mission is to support innovation and excellence within the Reading Public Schools by raising and providing private money to fund initiatives that are beyond the reach of public funds.

Parent-Teacher Organizations

Each of our schools is fortunate to have a PTO composed of parent volunteers who support teachers in each building. This support includes parent education, teacher appreciation events, mobilization of classroom and school level volunteers, and funding for technology, enrichment, and other special programs.

Parent Booster Organizations

Reading Public Schools are supported by a significant number of parent booster organizations of parent volunteers who raise, contribute, and dispense funds for the benefit of specific extra-curricular activities including athletic teams, academic teams, and fine and performing arts.

Understanding Disabilities, Inc.

Understanding Disabilities, Inc. (UD) partners with Reading Public Schools to increase positive attitudes toward people with disabilities. Thirty years of success teaching disability awareness in the Reading Public Schools has supported the development of innovative curriculum supports inclusion and promotes respectful interactions, which helps children process and understand the communities in which they live and develop healthy relationships.

APPENDIX C: [2021-2022 School Improvement Plans and Video Presentations](#)

Setting the stage for the FY23 budget development process was the work conducted by the School Principals and their school communities to develop the 2021-2022 School Improvement Plans. Overarching themes and trends to create equitable and rigorous learning environments are summarized below and reflected in each school's SIP:

- Strengthen and revise systems needed to ensure all students have access to effective instructional practices
- Support student access to rigorous instruction aligned with grade-level standards while addressing unfinished learning
- Prioritize social-emotional supports for all students

Elementary Schools

Alice M. Barrows Elementary School

Birch Meadow Elementary School

Joshua Eaton Elementary School

J.W. Killam Elementary School

Wood End Elementary School

Middle Schools

Coolidge Middle School

Walter S. Parker Middle School

High School

Reading Memorial High School

WATER ENTERPRISE FUND

FY23 BUDGET

Water Supply is responsible for the administrative management, operation, technical support, maintenance and security of the drinking water supply in accordance with all Federal, State and local regulations. **Water Distribution** is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards and all applicable regulations. In addition, this division oversees water meter installation, repair and meter reading as well as the maintenance of all fire hydrants.

This budget was difficult to assemble for FY23. A recent unexpected water main break on Walker's Brook Drive revealed some deficiencies in pipes laid in the 1950s that had historically held up well with no hints of failure. A repair to a portion between the entrances to both grocery stores was approved by the state within 30 minutes as an essential emergency repair as they waived usual procurement protocols. The resulting outsourced portion of the work was expensive, but along with heroic continuous 24hr work by the local crews did the repair job. The rest of Walker's Brook is in need of similar repairs, and if it holds until regular procurement can be done then costs will be lower. We plan to ask April Town Meeting for \$400,000 to complete the most urgent section which will further the repairs down the road towards Wakefield, and then leave about \$300,000 of remaining work to be scheduled for FY25. Meanwhile, \$400,000 of funding to complete work on Emerson that was approved by October Town Meeting then had to be re-directed by November Town Meeting to Walker's Brook, so now that \$400,000 for Emerson is on the capital plan for FY23. Coupled with the \$2.5 million increase in the water tank replacement because of decision delays coupled with the uncertainty of the funding source leading to Town Meeting to use \$500,000 in reserves meant that Water Reserves has been taken down from a healthy \$5.5 million dollar level to about \$3.5 million – with more likely needed by the Select Board when setting FY23 water rates.

Reading has taken care of its water and sewer infrastructure better than most communities, and these two (Walker's Brook and the water tank increase) unplanned issues go to show how expensive these systems are, and why good reserve balances are needed. The alternative would be huge mid-year rate hikes to pay for emergency work.

These issues have led to a delay in implementing smart-meter technology. This cost will be split by both Water and Sewer Enterprise Funds. If there could be a source of funding found for meters, such as ARPA funds or even Free Cash, it would be beneficial for residents to begin work sooner as the smart meters will detect water leaks quickly.

After keeping combined water/sewer rates close to unchanged for the past two years to assist residents dealing with financial pandemic challenges, it would seem that a water rate increase of 10%+ will be combined with flat sewer rates.

Local costs are projected down by 12.0% in FY23, simply because of the presence of emergency repair funding in FY22. The FY23 MWRA assessment is projected at -1.2% as total water usage has slowed down from 'early pandemic' levels.

WATER ENTERPRISE FUND			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Wages	\$ 739,889	\$ 739,833	\$ 809,025	\$ 848,750	4.9%
Overhead Expenses	\$ 549,625	\$ 536,672	\$ 608,750	\$ 594,500	-2.3%
Operational Expenses	\$ 286,539	\$ 278,556	\$ 376,500	\$ 488,500	29.7%
General Fund Support	\$ 592,400	\$ 611,075	\$ 630,630	\$ 654,910	3.9%
Water Operational Costs	\$ 2,168,453	\$ 2,166,136	\$ 2,424,905	\$ 2,586,660	6.7%
Capital	\$ 169,636	\$ 52,365	\$ 885,000	\$ 550,000	-37.9%
Debt	\$ 1,851,345	\$ 2,085,616	\$ 3,474,350	\$ 2,855,697	-17.8%
Water Local Costs	\$ 4,189,435	\$ 4,304,117	\$ 6,784,255	\$ 5,992,357	-11.7%
MWRA Assessment	\$ 2,369,996	\$ 2,399,752	\$ 2,844,000	\$ 2,810,000	-1.2%
Water Gross Costs	\$ 6,559,431	\$ 6,703,869	\$ 9,628,255	\$ 8,802,357	-8.6%
Use of Financial Reserves (FY23 pending Select Board vote)			\$ (2,300,000)	\$ (750,000)	-67.4%
Water Net Costs			\$ 7,328,255	\$ 8,052,357	9.9%
<i>Town Meeting votes:</i>	<i>\$ 8,802,357</i>	<i>\$ (654,910)</i>		<i>\$ 8,147,447</i>	

Salaries

There is no change in staffing levels, nor any significant changes in any related costs, although Overtime is increased significantly to reflect usage this year plus to prepare for further unexpected leaks at Walker's Brook. When there is a significant snowstorm, all DPW hands are on deck to work a maximum of 30 consecutive hours, and they do a great job. When there is a water main break, there are plenty of hands available but a limited crew size with the technical skills usually needed. The department will need to consider if staffing levels are adequate.

			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Water/Sewer Supervisor	\$ 52,280	\$ 48,444	\$ 49,500	\$ 51,200	3.4%
Water Quality & Safety Admin	\$ 81,039	\$ 82,755	\$ 84,975	\$ 88,200	3.8%
Managing/Working Forepersons	\$ 214,110	\$ 179,550	\$ 216,200	\$ 221,100	2.3%
Senior/Junior Operators	\$ 256,106	\$ 244,050	\$ 287,200	\$ 338,800	18.0%
Laborers	\$ 39,630	\$ 42,153	\$ 39,000	\$ -	-100.0%
W/S Assistant Collector	\$ 27,804	\$ 28,491	\$ 29,250	\$ 30,350	3.8%
Support Staff	\$ 14,751	\$ 25,029	\$ 26,900	\$ 28,100	4.5%
Seasonal Staff	\$ 6,145	\$ 6,029	\$ 7,500	\$ 7,500	0.0%
On Call/Out of Grade	\$ 8,849	\$ 11,370	\$ 16,000	\$ 16,000	0.0%
Overtime	\$ 42,302	\$ 60,276	\$ 60,000	\$ 75,000	25.0%
Buyback	\$ 1,334	\$ 11,688	\$ -	\$ -	0.0%
Snow Removal	\$ (4,459)	\$ -	\$ (7,500)	\$ (7,500)	0.0%
Water EF Wages	\$ 739,889	\$ 739,833	\$ 809,025	\$ 848,750	4.9%

Expenses

Local overhead expenses are down slightly led by lower pension assessments which more than offsets another increase in P/C insurance. OPEB contributions are level funded because actuarial work seems too volatile. Operating expenses are up considerably because of a new \$100,000 expenditure to be able to quickly outsource professional services in case there is a water main break that the local crew cannot handle given their other work. If this becomes needed on a regular basis, additional in-house staffing could be

considered instead in a future budget. General Fund support costs were all increased by about 3.85% according to a methodology developed by the Town Accountant

	FY20 actual	FY21 actual	FY22 BUDGET Town Meeting	FY23 BUDGET Town Manager	FY22-23 Change
Retirement Assessment	\$ 223,289	\$ 205,442	\$ 216,250	\$ 195,000	-9.8%
OPEB Contributions	\$ 55,000	\$ 73,600	\$ 85,000	\$ 85,000	0.0%
Health Insurance	\$ 214,928	\$ 198,218	\$ 240,000	\$ 240,000	0.0%
Medicare Payments	\$ 11,298	\$ 12,102	\$ 13,500	\$ 13,500	0.0%
Legal Expenses	\$ -	\$ -	\$ -	\$ -	0.0%
P/C Insurance Premiums	\$ 31,105	\$ 33,367	\$ 38,000	\$ 45,000	18.4%
Worker Comp. Ins. Premiums	\$ 14,005	\$ 13,943	\$ 16,000	\$ 16,000	0.0%
Water EF Overhead Expenses	\$ 549,625	\$ 536,672	\$ 608,750	\$ 594,500	-2.3%
Water Parts & Maintenance	\$ 138,412	\$ 165,133	\$ 173,000	\$ 178,000	2.9%
Water Supplies & Equipment	\$ 49,514	\$ 33,604	\$ 51,000	\$ 52,000	2.0%
Water Quality & Safety	\$ 23,309	\$ 8,560	\$ 35,000	\$ 38,000	8.6%
Water Conservation Promotion	\$ 7,652	\$ 10,759	\$ 20,000	\$ 20,000	0.0%
Outsourced Prof Services	\$ -	\$ -	\$ -	\$ 100,000	100%
Gas & Utilities	\$ 38,936	\$ 31,363	\$ 52,000	\$ 53,000	1.9%
Office Supplies & Equipment	\$ 3,871	\$ 1,672	\$ 10,500	\$ 10,500	0.0%
Professional Development	\$ 6,090	\$ 3,896	\$ 11,000	\$ 13,000	18.2%
Police Details	\$ 18,755	\$ 23,569	\$ 24,000	\$ 24,000	0.0%
Water EF Operating Exp.	\$ 286,539	\$ 278,556	\$ 376,500	\$ 488,500	29.7%
Wage Support - Adm Services	\$ 30,600	\$ 31,575	\$ 32,585	\$ 33,840	3.9%
Wage Support - Finance	\$ 19,850	\$ 20,475	\$ 21,130	\$ 21,945	3.9%
Wage Support - DPW	\$ 26,300	\$ 27,125	\$ 27,995	\$ 29,075	3.9%
Expense Support - Adm Services	\$ 5,400	\$ 5,575	\$ 5,750	\$ 5,970	3.8%
Expense Support - Finance	\$ 391,825	\$ 404,175	\$ 417,110	\$ 433,170	3.9%
Expense Support - DPW	\$ 118,425	\$ 122,150	\$ 126,060	\$ 130,910	3.8%
Water EF Genl Fund Support	\$ 592,400	\$ 611,075	\$ 630,630	\$ 654,910	3.9%

Capital & Debt

All planned spending except for a \$40,000 trailer replacement is either existing debt service, annual maintenance, or emergency work described in the overview above.

November Town Meeting voted to (re)allocate \$400,000 to Walker's Brook emergency repairs, and April 2022 Town Meeting will be asked for another \$400,000 to do more work there. October Town Meeting voted to use \$500,000 in reserves for the water tank project, and \$1 million of reserves was used up front to keep rates low. This one-year total of \$2.3 million of reserves use is eye-popping and conservative reserves use policy needs to be considered moving forward.

The \$2 million short-term borrowing for the remainder of the water tank has virtually no impact (only \$30,000 in interest) on the FY23 budget, but permanent debt service on whatever amount remains after ARPA is considered will begin in FY24 and impact that budget.

Please refer to the capital plan and debt schedule for more details.

Water Enterprise Fund

Capital Debt
February 2022

Water Ent. Fund Capital & Debt	Approved FY-2022	Request FY-2023	Projected ==>		Legend: DEBT (Issued); debtani (Approved, Not Issued) and debtna (not yet approved)							FY22-42 TOTAL	FY33-42 not shown
			FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032		
Water Capital	1,385,000	550,000	140,000	375,000	125,000	190,000	100,000	270,000	335,000	300,000	546,000	7,636,000	
Water Debt	2,824,349	2,855,697	2,980,967	2,833,767	2,551,592	2,359,267	2,380,983	1,971,366	1,916,999	1,865,282	1,498,740	33,357,511	
Total Capital & Debt	4,209,349	3,405,697	3,120,967	3,208,767	2,676,592	2,549,267	2,480,983	2,241,366	2,251,999	2,165,282	2,044,740	43,021,241	
Water CAPITAL	1,385,000	550,000	140,000	375,000	125,000	190,000	100,000	270,000	335,000	300,000	546,000	7,636,000	
MWRA (\$3.18mil partial join)	1	Debt	Debt	Debt	Debt	Debt	Debt						
MWRA (\$7.8mil full join)	2	Debt	Debt	Debt	Debt	Debt	Debt	Debt					
Well Abandonment										225,000		225,000	move out 2yrs
Auburn Tank \$4.5 mil/20yr	3	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
Auburn Tank \$2.0 mil/15yr	3a		BAN	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
Aub Tank used \$0.5 mil EF rsrvs	3b	500,000											
Bear Hill Storage Tank (\$2.0 mil) - remove pending MWRA 2nd connection ?													
WM:Hvrhll&Howard (\$2.05m)	4	Debt											
WM(M):loan to be used	5	Debt											
WM(M) Ph 1 R#1 \$4.012mil/10yr	6	Debt	Debt	Debt									
WM Ph 1 R#2 \$1.165mil/10yr	7a	Debt	Debt	Debt	Debt	Debt							
WM Ph 1 R#2 \$3.106 mil/10yr	7b	Debt	Debt	Debt	Debt	Debt	Debt						
WM Grove St \$1.0mil/5yrs	8	Debt	Debt	Debt	Debt	Debt							
WM Gazebo \$1.1mil/10yr	9	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
Water Main Repairs (WBrk #1)		400,000										400,000	
Water Main Repairs		400,000			300,000							700,000	new
Emerson Ave WM			400,000									400,000	new
WM Downtown I \$2.8 mil/10yr	10a	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
WM(M) Downtown I \$1.5mil	10b		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
Lead Removal (M) \$1.5mil	11		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
Replace Meters \$2.0mil/8yr	12				debtna	debtna	debtna	debtna	debtna	debtna	debtna		8yr was 10yr; +\$350k
WM Downtown II \$5.2 mil/15yr	13							debtna	debtna	debtna	debtna		15yr was 10yr
Water Distribution													
Unidirectional Flushing Program		35,000	35,000	35,000							40,000	270,000	
WM Lining Program		50,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	125,000	2,550,000	
SCADA Upgrade (every 5 yrs)						50,000					75,000	275,000	move out 1yr
Water Vehicles													
WS-01 Replace Pickup Truck #12 (2021)												67,000	move out 1yr
W-02 Replace Pickup #15 (2020)											66,000	66,000	move out 1yr
W-03 Replace Pickup Truck #3 (2021)												67,000	move out 1yr
W-05 Replace Utility Truck #5 (2016)												170,000	move out 1yr
W-06 Replace Truck #6 (2020)												265,000	move out 1yr
W-07 Replace Truck #14 (2015)											240,000	240,000	move out 1yr
W-10 Replace Cat 440 Backhoe (2019)										175,000		175,000	move out 1yr
W-11 Replace CAT 430 Backhoe (2017)								170,000				170,000	move out 1yr
W-12 Bobcat Skidsteer												100,000	
W-14 Trailer signboard (2018)												19,000	
W-15 Trailer signboard (2018)												19,000	
W-16 Trailer signboard (2018)												19,000	
W-17 Trailer signboard (2017)												19,000	
W-18 Trailer light tower (2014)									10,000			10,000	
W-20 Trailer (1999)			40,000									40,000	
W-22 Generator Tow behind (1994)							90,000					90,000	move up 1yr
W-26 Trailer signboard (2020)												20,000	
W-27 Trailer signboard (2020)												20,000	
Engineering Vehicle (split w/ Swr)				30,000								30,000	

Water Enterprise Fund

Capital Debt
February 2022

Water Ent. Fund Capital & Debt	Approved FY-2022	Request FY-2023	Projected ==>				Legend: DEBT (Issued), debiani (Approved, Not Issued) and debina (not yet approved)					FY22-42 TOTAL	FY33-42 not shown	
			FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032			
Water DEBT														
Join MWRA(partial \$3.18m)	2,824,349	2,855,697	2,980,967	2,833,767	2,551,592	2,359,267	2,380,983	1,971,366	1,916,999	1,865,282	1,498,740	33,357,511		
Join MWRA(full \$7.8m) @	190,580	181,780	176,100	169,900	153,700	149,350						1,021,410		
Auburn Tank \$4.5 mil/20yr	445,950	431,550	417,150	402,750	388,350	370,825	355,250					2,811,825		
Auburn Tank \$2.0 mil/15yr	350,214	333,025	322,775	312,525	302,275	292,025	281,775	271,525	261,275	252,050	244,875	5,156,289		
WMHvml&Howard (\$2.05m)	29,917	29,917	226,667	222,667	218,667	214,667	210,667	206,667	202,667	198,667	194,667	3,009,917		
WM(M) loan to be used	185,000											185,000		
WM(M) Ph 1 R#1 \$4.012mil/10yr	20,000											20,000		
WM(M) Ph 1 R#2 \$3.106 mil/10yr	401,200	401,200	401,200	-	-	-	-	-	-	-	-	1,203,600		
WM Ph 1 R#2 \$3.106 mil/10yr	131,700	131,100	126,500	121,900	117,300							632,500		
WM Ph 1 R#2 \$3.106 mil/10yr	384,400	372,000	359,600	347,200	334,800	322,400						2,120,400		
WM Grove St \$1.0mil/5yrs	216,000	203,500	196,100	188,700								804,300		
WM Gazebo \$1.1mil/10yr	141,786	133,475	128,725	123,975	119,225	114,475	104,850	100,350	95,850	91,800		1,154,511		
WM Downtown \$2.8 mil/10yr	353,519	338,150	326,150	314,150	297,275	285,525	273,775	262,025	250,275	239,700		2,940,544		
WM(M) Downtown \$1.5mil	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000		
Lead Removal (M) \$1.5mil	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000		
Replace Meters \$2.0mil/8yr				330,000	320,000	310,000	300,000	290,000	280,000	270,000	260,000	2,360,000		8yr was 10yr, +\$350k
WM Downtown II \$5.2 mil/15yr							554,667	540,800	526,933	513,066	499,199	6,863,965		15yr was 10yr
Repayment of Principal:	2,278,200	2,367,200	2,532,867	2,381,667	2,181,667	2,061,667	1,943,333	1,593,333	1,593,333	1,593,333	1,266,333	28,101,600		
Join MWRA(partial \$3.18m)	160,000	156,000	155,000	145,000	145,000							916,000		
Join MWRA(full \$7.8m) @	360,000	360,000	360,000	360,000	360,000	355,000	350,000	350,000	350,000	350,000	350,000	2,505,000		
Auburn Tank \$4.5 mil/20yr	204,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	4,094,000		
Auburn Tank \$2.0 mil/15yr			166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,667	2,500,000		
WMHvml&Howard (\$2.05m)	185,000											185,000		
WM(M) loan to be used	20,000											20,000		
WM(M) Ph 1 R#1 \$4.012mil/10yr	401,200	401,200	401,200									1,203,600		
WM Ph 1 R#2 \$1.165mil/10yr	115,000	115,000	115,000	115,000	115,000							575,000		
WM Ph 1 R#2 \$3.106 mil/10yr	310,000	310,000	310,000	310,000	310,000	310,000						1,860,000		
WM Grove St \$1.0mil/5yrs	190,000	185,000	185,000									745,000		
WM Gazebo \$1.1mil/10yr	96,000	95,000	95,000	95,000	95,000	95,000	90,000	90,000	90,000	90,000		931,000		
WM Downtown I \$2.8 mil/10yr	237,000	240,000	240,000	240,000	235,000	235,000	235,000	235,000	235,000	235,000		2,367,000		
WM(M) Downtown I \$1.5mil	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000		
Lead Removal (M) \$1.5mil	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000		
Replace Meters \$2.0mil/8yr				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000		8yr was 10yr, +\$350k
WM Downtown II \$5.2 mil/15yr							346,667	346,667	346,667	346,667	346,667	5,200,000		15yr was 10yr
Interest on Long Term Debt:	546,149	488,497	448,100	452,100	369,925	297,800	437,650	378,033	323,666	271,949	230,407	5,537,441		
Join MWRA(partial \$3.18m)	30,580	25,780	21,100	14,900	8,700	4,350						105,410		
Join MWRA(full \$7.8m) @	85,950	71,550	57,150	42,750	28,350	15,825	5,250					306,825		
Auburn Tank \$4.5 mil/20yr	146,214	128,025	117,775	107,525	97,275	87,025	76,775	66,525	56,275	47,050	39,875	1,135,539		
Auburn Tank \$2.0 mil/15yr			60,000	56,000	52,000	48,000	44,000	40,000	36,000	32,000	28,000	509,917		assume 3% bond
WM(M) Ph 1 R#1 \$4.012mil/10yr														0% interest
WM Ph 1 R#2 \$1.165mil/10yr	20,700	16,100	11,500	6,900	2,300							57,500		
WM Ph 1 R#2 \$3.106 mil/10yr	74,400	62,000	49,600	37,200	24,800	12,400						260,400		
WM Grove St \$1.0mil/5yrs	26,000	18,500	11,100	3,700								59,300		
WM Gazebo \$1.1mil/10yr	45,786	38,475	33,725	28,975	24,225	19,475	14,850	10,350	5,850	1,800		223,511		
WM Downtown I \$2.8 mil/10yr	116,519	98,150	86,150	74,150	62,275	50,525	38,775	27,025	15,275	4,700		573,544		0% interest
WM(M) Downtown I \$1.5mil														0% interest
Lead Removal (M) \$1.5mil														0% interest
Replace Meters \$2.0mil/8yr														assume 4%
WM Downtown II \$5.2 mil/15yr							208,000	194,133	180,266	166,399	152,532	1,663,965		assume 4%

SEWER ENTERPRISE FUND

FY23 BUDGET

The Sewer Division is responsible for operating the municipal sewer collection systems in accordance with all applicable state, federal and MWRA regulations for the collection and discharge of wastewater. This ranges from maintaining and repairing over 100 miles of sewer mains and 12 pumping stations to responding to customer service needs for individual sewer and drainage problems.

Local costs are projected up only 0.8% in FY23 in order that significant Water Enterprise Fund issues be addressed while allowing combined water/sewer rates to be as low as possible. When combined with +0.4% MWRA charges, the gross budget is up 0.5%.

SEWER ENTERPRISE FUND			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Wages	\$ 428,284	\$ 381,133	\$ 450,700	\$ 466,750	3.6%
Overhead Expenses	\$ 135,413	\$ 142,553	\$ 173,500	\$ 201,500	16.1%
Operational Expenses	\$ 192,361	\$ 115,483	\$ 228,500	\$ 231,000	1.1%
General Fund Support	\$ 246,605	\$ 254,400	\$ 262,550	\$ 272,660	3.9%
Sewer Operational Costs	\$ 1,002,663	\$ 893,570	\$ 1,115,250	\$ 1,171,910	5.1%
Capital	\$ 201,671	\$ (73,538)	\$ 75,000	\$ 75,000	0.0%
Debt	\$ 416,210	\$ 405,210	\$ 957,375	\$ 918,800	-4.0%
Sewer Local Costs	\$ 1,620,544	\$ 1,225,241	\$ 2,147,625	\$ 2,165,710	0.8%
MWRA Assessments	\$ 5,369,024	\$ 5,250,778	\$ 5,415,000	\$ 5,435,000	0.4%
Sewer Gross Costs	\$ 6,989,568	\$ 6,476,019	\$ 7,562,625	\$ 7,600,710	0.5%
Use of Financial Reserves (FY23 pending Select Board vote)			\$ (800,000)	\$ (350,000)	-56.3%
Sewer Net Costs			\$ 6,762,625	\$ 7,250,710	7.2%
<i>Town Meeting votes:</i>	\$ 7,600,710	\$ (272,660)		\$ 7,328,050	

Salaries

There is no change in staffing levels, nor any significant changes in any related costs. Overtime is increased as it has been trending higher in FY22.

			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Water/Sewer Supervisor	\$ 42,208	\$ 46,623	\$ 49,500	\$ 51,200	3.4%
Managing/Working Foreperson	\$ 68,703	\$ 68,403	\$ 73,750	\$ 75,100	1.8%
Senior/Junior Operators	\$ 202,378	\$ 123,591	\$ 210,800	\$ 218,500	3.7%
Laborers	\$ -	\$ 10,932	\$ -	\$ -	0.0%
W/S Assistant Collector	\$ 27,804	\$ 28,491	\$ 29,250	\$ 30,350	3.8%
Support Staff	\$ 14,751	\$ 25,029	\$ 26,900	\$ 28,100	4.5%
On Call/Out of Grade	\$ 6,600	\$ 4,536	\$ 8,000	\$ 6,000	-25.0%
Overtime	\$ 62,723	\$ 59,959	\$ 55,000	\$ 60,000	9.1%
Buyback	\$ 5,799	\$ 13,569	\$ -	\$ -	0.0%
Snow Removal	\$ (2,683)	\$ -	\$ (2,500)	\$ (2,500)	0.0%
Sewer EF Wages	\$ 428,284	\$ 381,133	\$ 450,700	\$ 466,750	3.6%

Expenses

Local overhead expenses increase significantly, largely driven by a puzzling increase in pension funding. Actual health insurance spending continues to be below budgeted figures. Local operational expenses are unchanged after an unusually low spending amount in FY21. General Fund support costs were all increased by about 3.85% according to a methodology developed by the Town Accountant.

			FY22 BUDGET		FY23 BUDGET		FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager			Change
Retirement Assessment	\$ 45,439	\$ 52,143	\$ 55,000	\$ 80,000			45.5%
OPEB Contributions	\$ 22,000	\$ 25,500	\$ 23,000	\$ 25,000			8.7%
Health Insurance	\$ 44,515	\$ 41,334	\$ 67,500	\$ 67,500			0.0%
Medicare Payments	\$ 3,502	\$ 2,776	\$ 4,000	\$ 4,000			0.0%
P/C Insurance Premiums	\$ 4,437	\$ 3,605	\$ 5,500	\$ 6,000			9.1%
Worker Comp. Ins. Premiums	\$ 15,520	\$ 17,195	\$ 18,500	\$ 19,000			2.7%
Sewer EF Overhead Expenses	\$ 135,413	\$ 142,553	\$ 173,500	\$ 201,500			16.1%
Sewer Parts & Maintenance	\$ 84,641	\$ 27,450	\$ 94,500	\$ 94,500			0.0%
Sewer Supplies & Equipment	\$ 14,087	\$ 8,370	\$ 30,000	\$ 30,000			0.0%
Sewer Quality & Safety	\$ 44,788	\$ 41,388	\$ 45,500	\$ 47,500			4.4%
Gas & Utilities	\$ 31,391	\$ 28,134	\$ 39,000	\$ 39,500			1.3%
Office Supplies & Equipment	\$ 644	\$ -	\$ -	\$ -			0.0%
Professional Development	\$ 9,713	\$ 6,252	\$ 11,500	\$ 11,500			0.0%
Police Details	\$ 7,098	\$ 3,889	\$ 8,000	\$ 8,000			0.0%
Sewer EF Operating Exp.	\$ 192,361	\$ 115,483	\$ 228,500	\$ 231,000			1.1%
Wage Support - Adm Services	\$ 12,750	\$ 13,150	\$ 13,575	\$ 14,100			3.9%
Wage Support - Finance	\$ 10,955	\$ 11,300	\$ 11,665	\$ 12,115			3.9%
Wage Support - DPW	\$ 163,000	\$ 168,150	\$ 173,530	\$ 180,210			3.8%
Expense Support - Adm Services	\$ 8,300	\$ 8,575	\$ 8,850	\$ 9,190			3.8%
Expense Support - Finance	\$ 2,250	\$ 2,325	\$ 2,400	\$ 2,490			3.8%
Expense Support - DPW	\$ 49,350	\$ 50,900	\$ 52,530	\$ 54,555			3.9%
Sewer EF Genl Fund Support	\$ 246,605	\$ 254,400	\$ 262,550	\$ 272,660			3.9%

Capital & Debt

Spending consists of paying existing debt and setting aside the usual \$75,000 for general sewer main work. The next significant capital expense (financed by debt) is a change to smart-meter technology. This cost will be split by both Water and Sewer Enterprise Funds, but due to recent water main breaks and expensive repairs needed, this meter work is delayed until FY25. If there could be a source of funding found for meters, such as ARPA funds of even Free Cash, it would be beneficial for residents to begin work sooner as the smart meters will detect water leaks quickly.

Please refer to the capital plan and debt schedule for more details.

Sewer Enterprise Fund
Capital + Debt
February 2022

2/24/2022 12:13		Legend: DEBT (issued); debanti (Approved, Not Issued) and debtra (not yet approved)										FY23-35	
Sewer Ent. Fund Capital & Debt	Approved	Requested	Projected ==>	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	TOTAL	FY23-35
Sewer Capital	175,000	75,000	105,000	75,000	235,000	1,161,000	1,130,000	925,000	1,105,000	1,400,000	1,400,000	12,583,000	
Sewer Debt	405,210	918,800	880,625	1,177,575	864,525	481,275	424,825	410,575	370,325	351,600	260,000	6,140,125	
Total Capital & Debt	580,210	993,800	985,625	1,252,575	1,099,525	1,642,275	1,554,825	1,335,575	1,475,325	2,332,600	1,660,000	18,723,125	
Sewer CAPITAL	175,000	75,000	105,000	75,000	235,000	1,161,000	1,130,000	925,000	1,105,000	1,400,000	1,400,000	12,583,000	
Sewer Main projects	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	1,350,000	
Station: Chas St. \$2.4mil/8yrs	debt	debt	debt	debt	debt								
Station: Sturges \$2 mil/5yrs	4	debt	debt	debt	debt								
Station: Sturges additional funding		250,000											
Station: Joseph s Way \$1mil					100,000	900,000						1,000,000	+\$150k
Station: Brewer Lane \$1mil					100,000	100,000	900,000	825,000				1,000,000	+\$150k
Station: Collins Ave. \$1.75m						30,000	30,000					1,750,000	+\$250k
Portable Generator - Collins \$30k												30,000	
Station: Small Lane \$475k												475,000	+\$75k
Station: Grove St. \$1.05mil												1,050,000	+\$150k
Portable Generator - Grove \$30k												30,000	
Station: Stout Ave. \$1.175mil												1,175,000	+\$175k
Station: Longwood Rd. \$2.4mil												2,400,000	+\$400k
Station: Pitman Drive \$1.8mil												1,800,000	+\$300k
MWRA Inflow & Infiltration													
Downtown Improve II \$1.0mil/10yrs		debt	debt	debt	debt	debt	debt	debt	debt				
Downtown Improve II add'l funding	3	100,000	debt	debt	debt	debt	debt	debt	debt	debt	debt		
Meter Replacements \$2.0mil/8yrs		150,000	debt	debt	debt	debt	debt	debt	debt	debt	debt		
S-02 Pickup #8 (2016)	5		debt	debt	debt	debt	debt	debt	debt	debt	debt		
S-03 Pickup #6 (2020)						61,000						61,000	new
S-04 Pickup #10 (2020)												66,000	Byr was 10yr: +\$350k
S-05 Pickup #17 (2015)					60,000							66,000	
S-06 Truck #17 (2015)												60,000	
S-07 Vacuum Truck #1 (split w/SWtr 2018)												240,000	
S-10 Portable Pump - trailer (2020)												285,000	
Engineering Vehicle (split w/Tr)													
Sewer DEBT	405,210	957,375	880,625	1,177,575	864,525	481,275	424,825	410,575	370,325	351,600	260,000	6,140,125	
MWRA Inflow & Infiltration													
Station: Chas St. \$2.4mil/8yrs	1	76,010	68,200	68,200	68,200	68,200	26,000	26,000				393,000	
Station: Chas St. \$2.4mil/8yrs	2	329,200	313,200	302,400	291,600	280,800						874,800	
Downtown Improve II \$1.0mil/10yrs	3		126,628	120,075	111,575	107,325						454,800	
Station: Sturges \$2 mil/5yrs	4		449,347	428,125	387,000	369,000						1,589,125	
Meter Replacements \$2.0mil/8yrs	5				330,000	320,000	300,000	290,000	280,000	270,000	260,000	2,360,000	Byr was 10yr: +\$350k
Repayment of Principal:		351,010	786,200	783,200	1,033,200	765,200	403,200	361,000	335,000	330,000	290,000	5,408,000	
MWRA Inflow & Infiltration P7	1a	7,810											
MWRA Inflow & Infiltration P9	1c	42,200	42,200	42,200	42,200	42,200	26,000	26,000				211,000	
MWRA Inflow & Infiltration P11	1d	26,000	26,000	26,000	26,000	26,000						182,000	
Station: Chas St. \$2.4mil/8yrs	2	275,000	270,000	270,000	270,000	270,000						810,000	
Downtown Improve II \$1.0mil/10yrs	3		85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000		760,000	
Station: Sturges \$2 mil/5yrs	4		363,000	365,000	360,000	360,000						1,445,000	
Meter Replacements \$2.0mil/8yrs	5				250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000	Byr was 10yr: +\$350k
Interest on Long Term Debt:		54,200	171,175	130,600	144,375	101,325	63,825	49,575	35,325	21,600	10,000	732,125	
MWRA Inflow & Infiltration	1												
Station: Chas St. \$2.4mil/8yrs	2	54,200	43,200	21,600	10,800							64,800	
Downtown Improve II \$1.0mil/10yrs	3		41,628	35,075	26,575	22,325	13,825	9,575	5,325	1,600		163,200	
Station: Sturges \$2 mil/5yrs	4		86,347	63,125	45,000	27,000	9,000					144,125	
Meter Replacements \$2.0mil/8yrs	5				80,000	70,000	50,000	40,000	30,000	20,000	10,000	360,000	assume 4%

STORM WATER ENTERPRISE FUND

FY23 BUDGET

The Storm Water Division consists of some activities conducted under the General Fund budget, and some in the Enterprise Fund budget. As a whole, the Division is responsible for the construction, maintenance and repair of all catch basins and storm drainage systems.

STORM WATER ENTERPRISE FUND			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Wages	\$ 51,707	\$ 53,136	\$ 100,000	\$ 128,500	28.5%
Overhead Expenses	\$ 18,007	\$ 26,819	\$ 31,750	\$ 31,750	0.0%
Operational Expenses	\$ 26,875	\$ 5,324	\$ 102,000	\$ 102,000	0.0%
General Fund Support	\$ 98,600	\$ 101,715	\$ 104,970	\$ 109,015	3.9%
Storm Water Operational Costs	\$ 195,189	\$ 186,994	\$ 338,720	\$ 371,265	9.6%
Capital	\$ 234,350	\$ 102,157	\$ 175,000	\$ 400,000	128.6%
Debt	\$ -	\$ -	\$ 126,628	\$ 120,075	100.0%
Storm Water Local Costs	\$ 429,539	\$ 289,151	\$ 640,348	\$ 891,340	39.2%
MWRA Expenses	\$ -	\$ -	\$ -	\$ -	0.0%
Storm Water Gross Costs	\$ 429,539	\$ 289,151	\$ 640,348	\$ 891,340	39.2%
*Use of Financial Reserves (FY23 pending Select Board vote)			\$ (90,000)	\$ (300,000)	0.0%
Storm Water Net Costs			\$ 550,348	\$ 591,340	7.4%
<i>Town Meeting votes:</i>	<i>\$ 891,340</i>	<i>\$ (109,015)</i>			<i>\$ 782,325</i>

**suggested use of \$300,000 of \$1.2 million of reserves to keep rates unchanged*

Salaries

There is no change in staffing levels for FY23. The increase in wages reflects employees moving up in experience and qualifications. Historical spending has been low due to a medical absence.

			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Senior/Junior Operators	\$ 48,876	\$ 50,472	\$ 96,000	\$ 122,500	27.6%
On Call/Out of Grade	\$ -	\$ -	\$ 1,000	\$ 1,000	0.0%
Overtime	\$ 2,831	\$ 2,664	\$ 3,000	\$ 5,000	66.7%
Storm Water EF Wages	\$ 51,707	\$ 53,136	\$ 100,000	\$ 128,500	28.5%

Expenses

Local overhead expenses are unchanged as shown in the table below:

			FY22 BUDGET	FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager	Change
Retirement Assessment	\$ 2,985	\$ -	\$ 2,000	\$ 2,000	100.0%
OPEB Contributions	\$ 7,000	\$ 11,200	\$ 10,500	\$ 10,500	0.0%
Legal Expenses	\$ -	\$ 7,835	\$ -	\$ -	0
Health Insurance	\$ 6,812	\$ 6,674	\$ 17,000	\$ 17,000	0.0%
Medicare Payments	\$ 1,210	\$ 1,111	\$ 2,250	\$ 2,250	0.0%
Storm Water Overhead Expenses	\$ 18,007	\$ 26,819	\$ 31,750	\$ 31,750	0.0%

Operating expenses are also level funded. General Fund support costs were all increased by about 3.85% according to a methodology developed by the Town Accountant.

			FY22 BUDGET		FY23 BUDGET	FY22-23
	FY20 actual	FY21 actual	Town Meeting	Town Manager		Change
Drainage Maintenance	\$ 11,083	\$ 10,528	\$ 20,000	\$ 20,000		0.0%
St. Water Supplies & Equip.	\$ 8,408	\$ (9,487)	\$ 67,000	\$ 67,000		0.0%
St. Water Quality & Safety	\$ -	\$ 136	\$ 5,000	\$ 5,000		0.0%
Gas & Utilities	\$ 4,189	\$ 4,616	\$ 6,000	\$ 6,000		0.0%
Professional Development	\$ 3,195	\$ (470)	\$ 4,000	\$ 4,000		0.0%
Storm Water EF Operating Exp.	\$ 26,875	\$ 5,324	\$ 102,000	\$ 102,000		0.0%
Wage Support - Adm Services	\$ 5,110	\$ 5,275	\$ 5,445	\$ 5,655		3.9%
Wage Support - Finance	\$ 4,390	\$ 4,530	\$ 4,675	\$ 4,855		3.9%
Wage Support - DPW	\$ 65,175	\$ 67,230	\$ 69,380	\$ 72,050		3.8%
Expense Support - Adm Services	\$ 3,300	\$ 3,400	\$ 3,510	\$ 3,645		3.8%
Expense Support - Finance	\$ 900	\$ 930	\$ 960	\$ 1,000		4.2%
Expense Support - DPW	\$ 19,725	\$ 20,350	\$ 21,000	\$ 21,810		3.9%
Sewer EF Genl Fund Support	\$ 98,600	\$ 101,715	\$ 104,970	\$ 109,015		3.9%

Capital & Debt

General drainage work drops back down to \$100,000 annually after an FY22 increase needed to cover a work required under the MS4 permit to be completed by June 30, 2023. A new \$300,000 request to complete a drainage project at Memorial Park has become essential for the ongoing usage, especially winter skating. This project can easily be accommodated by using about \$300,000 of the \$1.2 million of reserves, which would allow the annual charges to remain unchanged.

Note that in FY24 funding is requested to conduct a drainage master plan for the community, and then general annual drainage project funding is increased to \$200,000 in order to carry out prioritized findings of that study.

Please refer to the capital plan and debt schedule for more details.

Storm Water Enterprise Fund

Capital + Debt
February 2022

Storm Water Ent. Fund Capital & Debt	Approved		Requested		Projected==>		Legend: DEBT (issued); delinquent (Approved, Not issued) and delinquent (not yet approved)										FY23-35	
	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY-2035	TOTAL		
Storm Water Capital	300,000	175,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	3,200,000		
Storm Water Debt	-	126,628	120,075	115,825	111,575	107,325	103,075	98,825	94,575	90,325	81,600	-	-	-	-	923,200		
Total Capital & Debt	300,000	301,628	520,075	315,825	311,575	307,325	303,075	298,825	294,575	290,325	281,600	300,000	300,000	300,000	4,123,200			
Storm Water CAPITAL	300,000	175,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	3,200,000			
Drainage Improv. (projects)	50,000	175,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	100,000	100,000	100,000	2,400,000			
Downtown Improve II \$1.0mil/0yrs	1	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt				
Memorial Park project (lining)			300,000	100,000														
Drainage Master Plan																		
Saugus River Design/Permit																		
Saugus Rvr Improvements TBD	3											200,000			200,000			
Aberjona River Design/Permit																		
Aberjona Rvr Improvements TBD	4																	
S-07 Vacuum Truck #1 (split with Sewer)																		
SW-02 Catch Basin truck (2020)																		
SW-03 Sweeper (2020)		250,000																
SW-04 Mini Excavator (2012)																		
SW-05 Trailer for mini ex. (2012)																		
Storm Water DEBT	-	126,628	120,075	115,825	111,575	107,325	103,075	98,825	94,575	90,325	81,600	-	-	-	923,200			
Downtown Improve II \$1.0mil/0yrs	1	126,628	120,075	115,825	111,575	107,325	103,075	98,825	94,575	90,325	81,600	-	-	-	923,200			
DPW Bldg Project/25 yrs TBA	2																	
Saugus Rvr Improvements TBD	3																	
Aberjona Rvr Improvements TBD	4																	
Repayment of Principal:																		
Downtown Improve II \$1.0mil/0yrs	1	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000	-	-	-	760,000			
Saugus Rvr Improvements TBD	3	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000				760,000			
Aberjona Rvr Improvements TBD	4																	
Interest on Long Term Debt:																		
Downtown Improve II \$1.0mil/0yrs	1	41,628	35,075	30,825	26,575	22,325	18,075	13,825	9,575	5,325	1,600	-	-	-	163,200			
Saugus Rvr Improvements TBD	3	41,628	35,075	30,825	26,575	22,325	18,075	13,825	9,575	5,325	1,600				163,200			
Aberjona Rvr Improvements TBD	4																	

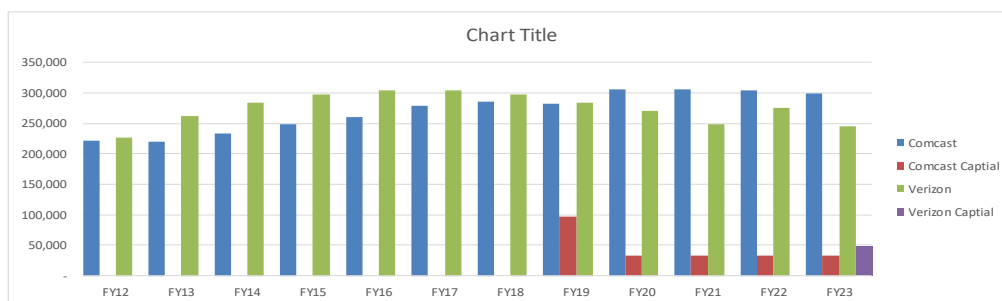
PEG CABLE ACCESS ENTERPRISE FUND

FY23 BUDGET

The Public, Educational, and Governmental (PEG) Cable Access enterprise fund receives revenue from Reading's cable providers (Comcast and Verizon) quarterly. These funds are earmarked for PEG cable access. The Town does not have an established department to provide PEG services. Over the last 20+ years the Town has been outsourcing PEG services to RCTV. The appropriation of this fund will allow the Town to use the PEG access fees collected from its cable providers to provide the necessary PEG services.

PEG ACCESS REVENUES RECEIVED

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	5 yr Ave	10 Yr Ave
Comcast	222,324	220,564	233,001	248,340	261,345	279,553	286,324	282,892	306,204	305,728	305,000	300,000	292,140	264,627
Comcast Captial	-	-	-	-	-	-	-	97,500	32,500	32,500	32,500	32,500	32,500	16,250
Verizon	226,884	262,959	284,657	298,382	303,624	303,583	297,655	284,055	270,740	248,256	275,000	245,000	280,858	278,079
Verizon Captial	-	-	-	-	-	-	-	-	-	-	-	48,750	-	-
Total	449,208	483,523	517,658	546,722	564,969	583,136	583,979	664,447	609,443	586,484	612,500	626,250	605,498	558,957



In prior years, the PEG Access fees were collected by the Town and paid to RCTV through an Agency fund. MA Department of Revenue now requires these funds to be appropriated by Town Meeting.

	FY19 Actual	FY20 Actual	FY21 Actual	Projected FY22	FY23 BUDGET	FY22-23 Town Manager Change
GENERAL FUND SUPPORT	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
PROFESSIONAL SERVICES	\$ 664,447	\$ 599,000	\$ 585,481	\$ 611,500	\$ 625,250	2.2%
PEG EXPENSES	\$ 664,447	\$ 600,000	\$ 586,481	\$ 612,500	\$ 626,250	2.2%

Reading Community Television Inc. (RCTV) was incorporated in 1998 as a non-profit organization in Massachusetts pursuant to cable television renewal license agreements for the Town of Reading. RCTV's purpose is to operate Public, Educational, and Governmental (PEG) access channels, manage the annual funding thereof, conduct training programs in the skills necessary to produce quality PEG access programming, establish rules procedures and guidelines for the use of PEG access channels, provide publicity, fund raising, outreach, and other support services to PEG access users, and produce or assist PEG users in the production of original, noncommercial use video programming of interest to subscribers focusing on town issues, events and activities.

LANDFILL ENTERPRISE FUND

FY23 BUDGET

Town Meeting created the Landfill enterprise fund on December 9, 2002, to establish a financial assurance mechanism per the Department of Environmental Protection requirements relative to the closure of the Landfill and the post-closure maintenance and monitoring costs.

During the Post-Closure period, which is 30 years, the Developer contributes the annual estimated post-closure monitoring funds to complete Post-Closure Monitoring for the year, in an annual amount not to exceed \$37,000. Any surplus remains in the Enterprise Account until the end of the post-closure period. This practice ensures compliance with the post-closure requirements of 310CMR 19.00 relative to the Landfill.

The Developer must provide monitoring of the Landfill up to and including the limit of \$40,000 per year, with a 3% cost of living factor applied each year. The Town's obligation is escalated for amounts above \$40,000 per year appropriately escalated. The Landfill Post Closure table below shows the Town and Developer's share of the expense. The Town hasn't had an obligation relative to Landfill monitoring since December 2011.

In prior years, the contributions to the Landfill Enterprise fund were collected by the Town and treated like a performance deposit within the enterprise fund. Reimbursements were made to the Developer when proof of monitoring was provided to the Town. The Department of Revenue requires these funds to be appropriated by Town Meeting because an Enterprise Fund was established. Thus, the Town will appropriate the performance deposit paid by the Developer annually.

	FY19 Actual	FY20 Actual	FY21 Actual	Projected FY22	FY23 BUDGET Town Manager	FY22-23 Change
LANDFILL MONITORING REIMB	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	0.0%
LANDFILL EXPENSES	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	0.0%

Landfill Post Closure Financial Assurance Mechanism

MONTH 12/31/2021

OBLIGATION CALCULATION						CASH BALANCE ANALYSIS				
A	B	C	D	E	F	G	H	I	J	K
Monitoring	Date	Accrued Savings	Property Owner	Maximum	Total costs	Property Owner Share paid from cash balance	Town share	Funds	Interest	Available cash
Year		E-G from previous year	Obligation Current Year	Obligation C+D	Calendar Year Invoices Paid	Lesser of E or F	F-E (not <0)	Received	Calendar Year	K (From previous year) plus I plus J minus G
	January-03							74,000	4,063	78,063
1	January-05		40,000	40,000	47,407	40,000	7,407	40,000 *	1,221	79,285
2	January-06	0	41,200	41,200	58,824	41,200	17,624	37,000	3,159	78,244
3	January-07	0	42,436	42,436	56,681	42,436	14,245	37,000	4,838	77,646
4	January-08	0	43,709	43,709	62,097	43,709	18,388	37,000	3,067	74,003
5	January-09	0	45,020	45,020	46,899	45,020	1,878	37,000	770	66,753
6	January-10	0	46,371	46,371	48,434	46,371	2,063	37,000	269	57,650
7	January-11	0	47,762	47,762	55,695	47,762	7,933	37,000	172	47,061
8	January-12	0	49,195	49,195	46,052	46,052	0	37,000	183	38,191
9	January-13	3,143	50,671	53,814	36,670	36,670	0	37,000	104	38,626
10	January-14	17,143	52,191	69,334	45,246	45,246	0	37,000	87	30,467
11	January-15	24,088	53,757	77,845	52,958	52,958	0	37,000	103	14,611
12	January-16	24,887	55,369	80,256	40,435	40,435	0	37,000	195	11,372
13	January-17	39,821	57,030	96,852	49,546	49,546	0	37,000	100	-1,074
14	January-18	47,306	58,741	106,047	37,533	37,533	0	37,000	176	-1,431
15	January-19	68,514	60,504	129,018	36,970	36,970	0	37,000	440	-960
16	January-20	92,048	62,319	154,366	29,097	29,097	0	37,000	193	7,135
17	January-21	125,269	64,188	189,457	44,140	44,140	0	37,000	5	0
18	January-22	145,317	66,114	211,431			0	0	0	0
19	January-23	211,431	68,097	279,528			0	0	0	0
20	January-24	279,528	70,140	349,669			0	0	0	0
21	January-25	349,669	72,244	421,913			0	0	0	0
22	January-26	421,913	74,412	496,325			0	0	0	0
23	January-27	496,325	76,644	572,969			0	0	0	0
24	January-28	572,969	78,943	651,912			0	0	0	0
25	January-29	651,912	81,312	733,224			0	0	0	0
26	January-30	733,224	83,751	816,975			0	0	0	0
27	January-31	816,975	86,264	903,239			0	0	0	0
28	January-32	903,239	88,852	992,091			0	0	0	0
29	January-33	992,091	91,517	1,083,608			0	0	0	0
30	January-34	1,083,608	94,263	1,177,870			0	0	0	0

* Bills paid directly by developer so funds were only "effectively" received

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Capital Improvement Plan (CIP)

	2/24/2022 10:01	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
Facilities - General/CORE		350,000	690,000	62,000	215,000	95,000	536,000	210,000	95,000	610,000	50,000	50,000	50,000	50,000	2,023,000
Facilities - School Buildings		50,000	-	15,000	238,000	50,000	30,000	95,000	737,000	920,000	-	-	-	-	2,085,000
Facilities - Town Buildings		15,000	-	15,000	-	76,000	-	15,000	-	-	-	-	-	-	106,000
Public Schools - General		215,000	365,000	110,000	140,000	135,000	135,000	135,000	135,000	135,000	135,000	160,000	160,000	160,000	1,557,900
Administrative Services		200,000	195,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,375,000
Finance		-	-	-	-	100,000	-	-	-	-	-	-	-	-	100,000
Public Library		-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Public Services		90,000	375,000	25,000	25,000	25,000	220,000	760,000	235,000	360,000	25,000	25,000	25,000	25,000	1,740,000
Public Safety - Fire/EMS		322,000	1,300,000	435,000	103,000	900,000	145,000	215,000	466,000	375,000	1,000,000	-	-	320,000	3,988,000
Public Safety - Police/Dispatch		-	110,000	-	40,000	-	77,500	25,000	-	45,000	-	125,000	47,500	30,000	390,000
Public Works - Equipment		437,500	505,000	584,000	1,000,000	40,000	1,197,000	740,000	156,000	335,000	255,000	636,000	610,000	312,000	5,865,000
Public Works - Parks & Cemetery		25,000	100,000	200,000	200,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,400,000
Public Works - Roads		600,000	850,000	1,125,000	625,000	625,000	650,000	725,000	800,000	875,000	950,000	950,000	950,000	950,000	9,225,000
TOTAL CAPITAL REQUESTS		2,304,500	4,500,000	2,681,000	2,696,000	2,573,500	3,325,500	3,255,000	2,989,000	3,960,000	2,750,000	2,306,000	2,202,500	2,207,000	30,965,900
Net Revenues (000s)			107,600	110,850	114,700	117,341	120,861	124,487	128,222	132,068	136,030	140,111	144,315	148,644	
less excluded debt			(2,792)	(2,733)	(2,686)	(1,280)	-	-	-	-	-	-	-	-	
Baseline for FINCOM Policy			104,808	108,117	112,014	116,061	120,861	124,487	128,222	132,068	136,030	140,111	144,315	148,644	
FINCOM policy: % debt + capital		5,002,983	5,240,400	5,405,850	5,600,700	5,803,050	6,043,062	6,224,353	6,411,084	6,603,416	6,807,519	7,005,565	7,215,731	7,432,203	70,546,534
- Net Included Debt			1,963,844	3,246,784	3,433,194	3,154,338	2,591,775	2,881,850	2,656,975	2,560,750	3,157,750	2,559,750	2,141,300	1,490,950	29,883,416
FINCOM Target Capital Funding		2,866,307	3,276,556	2,160,656	2,167,506	2,648,712	3,451,287	3,332,503	3,755,109	4,042,666	3,645,769	4,445,815	5,074,431	5,941,253	40,663,118
Original Funding Voted or Proposed		2,937,000	3,195,000	2,100,000	2,100,000	2,573,500	3,325,500	3,255,000	3,700,000	4,000,000	3,600,000	4,400,000	5,000,000	5,900,000	40,054,000
Additional temp funding			375,000	481,000	596,000										1,077,000
Emergency cuts		(880,000)													-
Additional Funding Sept TM			365,000												-
Additional Funding Nov TM			247,500												-
Additional Funding April TM			145,000												-
TOTAL CAPITAL REQUESTS		2,304,500	4,500,000	2,681,000	2,696,000	2,573,500	3,325,500	3,255,000	2,989,000	3,960,000	2,750,000	2,306,000	2,202,500	2,207,000	30,965,900
Capital & Debt Policy		4.44%	6.03%	5.46%	5.47%	4.94%	4.90%	4.94%	4.96%	4.97%	4.97%	4.97%	4.95%	4.97%	
Annual Surplus (Deficit)		-	-	-	-	-	-	-	711,000	20,000	850,000	2,094,000	2,797,500	3,693,000	
Cumulative Surplus (Deficit)		-	-	-	-	-	-	-	711,000	731,000	1,581,000	3,675,000	6,472,500	10,165,500	
Capital Projects Identified but there is no proposed funding yet in the Capital Plan (shading/bold/crossout indicates a change from last Town Meeting)															
1. RMHS Ropes course		325,000													
2. RMHS Fishhouse floorbeaters		1,700,000													
3. Weed bed field repairs		325,000													
4. Artificial Turf@Parker MS		2,000,000													
5. BM Master Plan up to \$10mil. in total															
- A. Support & General Circulation \$750k-\$1.2mil															
- A. Honeymoon Station Parking \$450-\$550k															
- A. Laeresse Walk \$100-\$150k															
\$2.0mil now proposed as debt funding in FY25 for Phase A															
6. Killam Building project TBD Excluded Debt															
- Killam Field improvements, drainage, repaving (\$350k HOLD for Killam project)															
7. Community Center TBA Excluded Debt if >\$5mil															
8. DPW Bldg improvements (scope changed)															
9. Community projects (no formal capital requests yet)															

Capital Improvement Plan (CIP)

	2/24/2022 10:01	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
Facilities - CORE															2,023,000
Energy (Performance Contract) \$4.98mil		350,000	690,000	62,000	215,000	95,000	536,000	210,000	95,000	610,000	50,000	50,000	50,000	50,000	-
Energy Improvements II OPM/Design		Debt	Debt	Debt	Debt	Debt									-
Energy Improvements II \$5.0mil/1/1yr		300,000													-
Energy (Green Repairs) \$1.05mil debt		Debt													-
Bldg Security - \$4.0mil debt		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt				-
Bldg Sec. - window film (schools)			140,000												-
Permanent Bid Committee		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
RMHS Building project - \$55mil debt		xDebt	xDebt	xDebt											-
RMHS Bldg proj. - \$6 mil Liftg. some de		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt				-
RMHS Retaining Wall - \$0.5mil debt		Debt													-
RMHS Turf 2 - \$225 mil debt		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt				-
RMHS Stadium OPM/Design			250,000												-
RMHS Stadium Turf/Track \$3 mil/1/yr				Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
RMHSRISE playground design				12,000											new
RMHSRISE playground improvements					120,000										new
RMHS Fishhouse floor/bleachers \$1.7 mil TBD debt (\$175K design, \$1.3mil project)															-
Parker MS roof project OPM/design			250,000												-
Parker MS Roofing project \$2.7mil/1/yr			Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Coolidge MS roof project design										370,000					370,000
Coolidge MS Roofing project \$3.7mil/1/yr															move out 5yrs-\$120k
Modular Classrooms \$1.2m debt		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Killam Building project TBD xDebt		xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	-
Barrows/Wd End Bldg projects \$0.8mil		xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	-
Barrows/Wd End Bldg projects debt		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Birch Meadow ES roof project design															190,000
Birch Meadow Roofing project \$1.9 mil/10yr										190,000					move out 5yrs-\$40k
Library Building project \$18.4 mil debt		xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	-
Police Sta. project \$1.5mil/1/yr		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Town Hall Roofing project \$450k					450,000										450,000
Main St. Fire Sta Roofing project \$225k		w/ surplus													-
Community Center TBA xDebt if >\$5mil															-
DPW Bldg project TBD															-
Electrician Van Ford E350 Econoline (2014)						45,000									-
Carpenter's Pickup Ford F-350 (2013)			45,000												45,000
Carpenter's Cut-away Van (2017)									45,000						45,000
Plumber's Cut-away Van (2017)								45,000							45,000
Pickup Truck Chevy 2500HD (2016)								45,000							45,000
Van E350 Econoline (2006)								45,000							45,000
Bob Cat skid steer		w/ surplus													-
Bobcat Skid - snowplow (2008)							36,000								36,000
Bobcat Utility - snowplow (2013)								25,000							25,000

Capital Improvement Plan (CIP)

	2/24/2022 10:01	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
Buildings - Schools (Total)				15,000	238,000	50,000	30,000	95,000	737,000	920,000	-	-	-	-	2,085,000
Ac Flash Hazard Study	50,000	-	15,000		163,000										163,000
HVAC - Elementary schools design(Y1)/project(Y2)							Barrows ->	65,000	645,000	920,000					710,000
Carpet/Flooring					55,000	50,000		Wood End ->	92,000						
Doors & Windows					20,000		30,000								105,000
Wood End Water Heater															80,000
Coolidge Water Heater	25,000														new ES&MS/HS
Parker Water Heater	25,000														new HS/ES/MS
Parker Carpet/Flooring			15,000												removed - \$12k
Buildings - Town (Total)	15,000	-	15,000		-	76,000	-	15,000	-	-	-	-	-	-	15,000
Ac Flash Hazard Study						76,000									106,000
Carpet/Flooring								15,000							76,000
Doors & Windows			15,000												15,000
Police Station Water Heater	15,000														new
Schools - General	215,000	365,000	110,000	140,000	140,000	152,500	135,000	135,000	135,000	135,000	160,000	160,000	160,000	160,000	1,557,500
Food Service Van E-250 (2014)						42,500									42,500
Driver's Education Vehicle (2014)				30,000											30,000
Courier Vehicle (2007)															-
District-wide Telephone systems	65,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Design for Technology wiring projects	50,000														-
District-wide Technology Wiring projects		200,000													-
District-wide Technology projects	100,000	100,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,375,000
Administrative Services	200,000	195,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,375,000
Water Tank Town telco equip replace/rela	100,000														-
Remote access multi factor authentication		20,000													new
Internal segmentation firewall		15,000													new
GIS flyover - planimetrics		60,000													-
Technology projects	100,000	100,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,375,000
Finance	-	-	-	-	-	100,000	-	-	-	-	-	-	-	-	100,000
Financial System									600,000						600,000
Public Safety Fin1 System						100,000									100,000
Library		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	110,000
Equipment		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Public Services	90,000	375,000	25,000	25,000	25,000	25,000	220,000	760,000	235,000	350,000	25,000	25,000	25,000	25,000	1,740,000
Community Sustainability \$1.0mil/10yrs															-
Downtown Improvements II \$2.0mil/10yrs															-
Downtown Improvements III \$5.0mil Bond Bill															-
Downtown Energy Efficient projects		50,000													-
PARC- Kosisis(4) handheld devices(2)		110,000													new
Land Use planning (CC & Symonds)	50,000														-
Sr/Community Center planning		40,000													-
Parks & Fields space study	25,000														-
Rehab Playgrounds Program	15,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	275,000
	Wood End	Tot Lot	Mem Pk	B Mdw	Killam	Sturges									-

Capital Improvement Plan (CIP)

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
Birch Meadow Master Plan														-
Birch Meadow Master Plan Design		150,000												-
Phase 1 \$2.0mil/10yr debt					Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	new
Support & general Circulation \$750k-\$1.2mil														-
Imagination Station Parking \$450-550k														-
Lacrosse Wall \$100-150k														-
Phase 2 \$3.25mil/10yr debt														-
Pickleball Cts, Playground, Parking \$800k-\$1.0mil														-
Basketball Courts \$500-650k														-
Morton Field improvements \$600-950k														-
Casline Field \$75-100k														-
Higgins Farm Conserv Area \$100-150k														-
Birch Meadow Drive Improvements \$250-400k														-
Phase 3 \$6.0mil/10yr debt														-
Softball/Multi purpose new turf field \$3.2-3.6mil														-
Codridge Field turf \$2.2-2.4 mil.														-
Artificial Turf@Parker MS (replace) moved \$800k to TBD														-
Barrows Tennis court repairs						125,000								125,000
Barrows Basketball court repairs						85,000								85,000
Barrows Replace backstop & repair infield						125,000								125,000
Killam Field improve, drainage, repaving (\$350k) held for Killam project decision														-
Wood End Field Repairs									325,000					325,000
(1) below indicates \$950k in state bond bill details TBA (\$900k identified below)														-
*Wash Pk; Replace backstop, & shift field							150,000							150,000
*Wash Pk; Walking Paths							100,000							100,000
*Mem Pk; Replace Band Stand						50,000								50,000
*Mem Pk; Court resurface						20,000								20,000
*Symonds; Replace backstop							150,000							150,000
*Hunt Pk; Replace backstop						125,000								125,000
Sturges Pk; Tennis court repairs								75,000						75,000
Sturges Pk; Basketball court repairs								85,000						85,000
Sturges Pk; Backstop repairs								50,000						50,000
Public Safety - Fire/EEMS	322,000	1,300,000	435,000	103,000	900,000	145,000	215,000	486,000	375,000	1,000,000	-	320,000	3,989,000	
Ladder Trk #1 (2008; \$800k, next FY22)		1,300,000												-
Ladder Truck & Equipment		Granted	Funded	TBD										new
Pumper Eng #1 (2010-\$525k; next FY30)										1,000,000				1,000,000
Pumper Eng #2 (2007-\$410k; next FY25)					900,000									900,000
Pumper Eng #3 (2016 \$630k; next FY36)														-
Pumper Eng #4 (2020 \$600k; next FY40)														-
Ambulance #1 (2017- 10 yrs)								385,000						385,000
Ambulance #2 (2010 - 10yrs) & equip			400,000											400,000
Ambulance equipment								35,000				40,000		combined +\$5k
Passenger Car#1 (2005 - 10yrs)				50,000										50,000
Passenger Car#2 (2007 - 10yrs)				55,000										53,000
Passenger Car#3 (2018 - 10yrs)								56,000						56,000
Pickup Truck #2 (2012 - 12yrs)						55,000								55,000
Alarm Truck (1994 - 20yrs)														-
A.L.S. Defibrillator (2019 - 7yrs)		90,000				40,000							50,000	90,000

Capital Improvement Plan (CIP)

	2/24/2022 10:01	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
BLS AEDs (2020-8yrs)							25,000							30,000	55,000
Breathing Apparatus (2017-12yrs)							20,000			275,000					295,000
Breathing Air Compressor		62,000													-
Breathing Air Bottles							30,000		20,000						30,000
CPR Compression Device										60,000					20,000
Thermal Imaging (2018 - 10yrs)										40,000					60,000
Fire Hose			35,000												75,000
Turnout Gear (2014 - 6yrs)		170,000						190,000					200,000		390,000
Public Safety - Police/Dispatch															
Police Unmarked Vehicle			110,000		40,000		77,500	25,000		45,000		125,000	47,500	30,000	390,000
Police equipment (lasers)			110,000		40,000		42,500			45,000		125,000			175,000
Body Cameras					Granted Funded TBD										125,000
Vehicle Video Integration							35,000								-
Radios (Police & Fire 2010 - 12yrs)															35,000
AEDs								25,000						30,000	55,000
Public Works - Equipment															
		437,500	505,000	584,000	1,000,000	40,000	1,197,000	740,000	156,000	335,000	255,000	636,000	610,000	312,000	5,865,000
Large Trucks															
C-03 Dump Truck C3 (2016)							880,000	220,000	70,000	230,000	235,000	300,000	320,000	312,000	2,967,000
C-04 Dump Truck C2 (2012)									70,000				75,000		75,000
H-05 Small Dump Truck #7 (2012)							65,000							250,000	250,000
H-06 Aerial Pickup Truck #14 (2017)														245,000	245,000
H-07 Truck #10 (2018)									230,000					240,000	240,000
H-08 Truck #9 - Sander (2017)														235,000	235,000
H-09 Truck #8 - 10 wheeler (2016)														220,000	220,000
H-10 Truck #22 - Sander (2015)														215,000	215,000
H-11 Truck #4 - Sander (2014)														200,000	200,000
H-12 Truck #16 - Sander (2011)							220,000							200,000	200,000
H-14 Truck #3 - Sander (2010)							215,000							200,000	200,000
H-15 Truck #5 (2008)							200,000							200,000	200,000
H-16 Truck # 7 (2008)					200,000									200,000	200,000
H-17 Truck # 11 (2008)					200,000									200,000	200,000
H-18 Truck #19 - Sander (2007)							200,000							200,000	200,000
H-19 Truck #18 - Sander (2006)							200,000							200,000	200,000
P-03 Dump truck #24 Parks (2017)													62,000	62,000	62,000
P-04 Dump truck #12 Parks (2015)												60,000		60,000	60,000
Pick-ups/Cars/Vans															
C-02 Pickup Ford Utility #C1 (2014)							189,000	110,000	62,000						701,000
C-06 Gen. #4 Ford Sedan (2006)					40,000							60,000			60,000
CAR 1 Ford Escape (2016)								60,000							60,000
CAR 2 Car #3 Ford Escape HYBRID (2008)															55,000
E-01 Chevy Traverse (2019)					55,000										-
F-02 Pickup Chevy #9 Parks (2011)					60,000										60,000
H-01 Pickup #16 (2015)							62,000								62,000
H-02 Pickup #18 (2006)							60,000								60,000
H-03 Pickup #4 (2020)												70,000			70,000
H-04 Pickup Ford Utility #11 (2014)							67,000								67,000
M-02 Pickup #1 (2020)															-
PFC-01 Ford Escape (2017)									62,000						62,000

Capital Improvement Plan (CIP)

	2/24/2022 10:01	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
P-02 Pickup Ford #2 Parks (2015)								50,000							50,000
Pickup for P/F/C Supervisor					55,000										55,000
Backhoes/Loaders/Heavy Equipment	275,000	-	-	-	225,000	-	80,000	-	-	-	-	-	-	-	305,000
C-07 Backhoe Loader (2020)															-
H-20 Loader JD 624 (2020)															-
H-21 Loader JD 624 (2017)															-
Loader to replace Scard					225,000										225,000
H-22 Backhoe JD 710L HWY (2020)	190,000														-
H-23 Bobcat Loader (2015)															-
P-05 Veritas tractor (2020)	85,000														-
P-06 Tractor JD4520 (Parks) (2012)							80,000								-
Specialty Equipment - Heavy Duty	-	460,000	395,000	165,000	-	-	180,000	-	-	50,000	-	111,000	-	-	80,000
F-04 Bucket Truck #21 Forestry (2009)		275,000													901,000
F-05 Chipper/Loader Truck #23 (2008)			210,000												210,000
H-24 Forklift (2016)															-
H-25 Crawler Dozer (2003)															-
H-26 Snow Plow SWS (2016)												111,000			111,000
H-27 Snow Trackless (2015)								180,000							180,000
H-28 Snow Holder #1 c992 (2015)			185,000												185,000
H-29 Snow Holder #2 c180 (2013)			185,000												185,000
H-31 Leeboy Pavement Sprd (2014)															-
H-32 Hamm Roller, Large (2014)															-
H-33 Hamm Roller, Small (2016)								50,000							50,000
H-34 Leeboy Roller, Small (1998)															-
H-41 Screener (2018)															-
Blower unit for Loader					165,000										165,000
W-23 Scard HD Snowblower (1999)															500k new
Specialty Equipment - Light Duty	162,500	35,000	39,000	16,000	-	-	80,000	-	-	10,000	20,000	95,000	280,000	-	540,000
C-14 SmithCo 48" Sweeper (2012)							30,000								30,000
C-15 SKAG Leaf Vac (Cem) (2015)											25,000				25,000
C-16 Carmate Trailer (2019)											20,000				20,000
C-17 Big Tex Trailer (2013)										10,000					10,000
F-06 Veneer Chipper (2018)													225,000		225,000
F-08 Stump Grinder new (2021) (replace	80,000														-
F-09 Trailer Dump Trailer (2015)															-
F-10 Truck Mount Sprayer 500gal (2015)												50,000			50,000
H-35 Tack Machine for Paving (2004)											20,000				20,000
H-36 Curb-builder for Paving (2010)															-
H-37 HoBoX for Paving (2020)	57,500														-
H-38 Cement Mixer Tow Behind (2005)															-
H-39 Mobile Compressor (1) (2019)	25,000														-
H-40 Mobile Compressor (2) (2020)															-
H-42 Trailer (2012)															-
H-43 Trailer, Roller (1998)															-
H-44 Eager beaver Trailer #2 (1996)		35,000													-
P-11 Smithco SuperStar (2016)								40,000					30,000		30,000
P-12 Smithco 60 Turf Sweeper (2016)															40,000
P-13 Sweeper/Blower/Mower (1985)			15,000												15,000

Capital Improvement Plan (CIP)

	2/24/2022 10:01	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY23-33
P-14 Leaf Vac SKAG (2016)													25,000		25,000
P-15 Trailer (2016)							10,000								10,000
P-16 Trailer (2013)				16,000											16,000
P-17 Trailer (stump grinder)				24,000											24,000
P-18 Trailer Enclosed (2007)															-
Lawnmowers		-	10,000	150,000	24,000	-	48,000	150,000	24,000	45,000	-	10,000			451,000
C-08 Mwr SKAG TT #2 (2017)								24,000							24,000
C-09 Mwr (Cem.) SKAG 48" (2016)									12,500						12,500
C-10 Mower SKAG 61" (2008)				24,000									10,000		24,000
C-11 Mwr (Cem.) Scag 5Z Slender (2021)															10,000
C-12 Mwr SKAG 36" (2012)									12,500						12,500
C-13 Mwr SKAG TT 61" #3 (2011)			10,000				24,000								24,000
P-07 Mwr SKAG TT #5 (2017)							24,000								24,000
P-08 Mwr SKAG									20,000						20,000
P-09 Mwr (Pks) TORO 5910N (2014)								150,000							150,000
P-10 Mower- TORO Gang (2007)				150,000											150,000
DPW: Parks & Cemetery		25,000	100,000	200,000	200,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,400,000
Gen'l Fence Replacement		25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
DPW Yard Improvements															-
Strout Avenue Improvements															-
School Site Improvements						200,000									200,000
(parking lots, sidewalks, walkways)						B Meadow									remove -\$100k move out 1yr
Rock Wall repairs - Memorial Park				100,000											100,000
Rock Wall Repair Program					100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Rock Wall repairs - Laurel Hill															-
Rock Wall repairs - Joshua Eaton															-
Gen'l Parking Lot Improvements		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
DPW: Roads															-
Track Road Bridge #1															-
Track Road Bridge #2															-
Sidewalk/Curb/Ped. Safety		100,000	200,000	100,000	100,000	100,000	100,000	125,000	150,000	175,000	200,000	200,000	200,000	200,000	1,650,000
Skim Coating & Crack Seal Patch		100,000	100,000	100,000	100,000	100,000	100,000	125,000	150,000	175,000	200,000	200,000	200,000	200,000	1,650,000
West Street - Local shr (\$1.3mil)			Debt	Debt	Debt	Debt									-
Lowell Street \$500k			500,000												500,000
General Fund - various roads		400,000	550,000	425,000	425,000	425,000	450,000	475,000	500,000	525,000	550,000	550,000	550,000	550,000	5,425,000
TOTAL GENL FUND VOTED - ROADS		600,000	850,000	1,125,000	625,000	625,000	650,000	725,000	800,000	875,000	950,000	950,000	950,000	950,000	9,225,000
Grants - various roads		600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,600,000
TOTAL ROAD CAPITAL		1,200,000	1,450,000	1,725,000	1,225,000	1,225,000	1,250,000	1,325,000	1,400,000	1,475,000	1,550,000	1,550,000	1,550,000	1,550,000	15,825,000
Biggest Changes in Capital since November 2021 Town Meeting															
Coolidge & Birch Meadow roof projects (debt) moved out 5 years from FY24/25 to FY29/30															
Coolidge WS roof increased to \$3.7mil from \$2.8mil															
Birch Meadow ES roof increased to \$1.9mil from \$1.5mil															
Birch Meadow Field project phase I (\$2mil) added as debt in FY25 (design work underway)															
RISE playground surface added FY23/24 (\$132k)															
HVAC work (\$1.7mil) for Barrows & Wood End added back to plan															
Barrows \$710k in FY28/FY29															
Wood End \$1.012mil in FY29/FY30															
Strout Avenue Improvements (\$100k in FY23) removed from plan															
Concerns															
RMHS Fieldhouse bleachers/floor \$1.7mil funded FY27 - safety issue															
Killam ES - any costs not Excluded debt should be identified very soon															
Debt projects planned for FY24 need public discussion															
1. \$1 mil 'community sustainability'															
2. downtown improvements/Haven Street (\$7 mil identified; \$5mil in state bond bill)															

Town of Reading Debt Service Schedule 2/28/22 10/02	Approved FY - 2021	Approved FY - 2022	Requested FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
General Fund:	4,984,858	4,755,726	5,978,366	6,119,306	4,434,038	2,591,775	2,891,850	2,653,975	2,560,750	3,157,750	2,559,750	2,141,300	1,490,950	1,155,500	930,500	911,500	892,500	586,400	573,200
Principal	4,155,000	4,085,000	4,919,000	5,270,000	3,750,000	2,050,000	2,385,000	2,245,000	2,240,000	2,795,000	2,290,000	1,950,000	1,350,000	1,050,000	850,000	850,000	850,000	560,000	560,000
Within Levy Limit	1,760,000	1,650,000	2,445,000	2,742,200	2,515,000	2,050,000	2,385,000	2,245,000	2,240,000	2,795,000	2,290,000	1,950,000	1,350,000	1,050,000	850,000	850,000	850,000	560,000	560,000
Excluded Debt	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest	829,858	670,726	1,059,366	849,306	684,038	541,775	506,850	410,975	320,750	362,750	269,750	191,300	140,950	105,500	80,500	61,500	42,500	26,400	13,200
Within Levy Limit	376,676	313,844	800,784	690,994	639,338	541,775	506,850	410,975	320,750	362,750	269,750	191,300	140,950	105,500	80,500	61,500	42,500	26,400	13,200
Excluded Debt	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Within Levy Limit	2,136,676	1,963,844	3,245,784	3,433,194	3,154,338	2,591,775	2,891,850	2,653,975	2,560,750	3,157,750	2,559,750	2,141,300	1,490,950	1,155,500	930,500	911,500	892,500	586,400	573,200
Issued	2,136,676	1,963,844	3,245,784	3,043,194	2,513,338	1,965,775	1,889,850	1,679,175	1,609,150	1,539,350	979,750	939,700	317,550	310,300	304,500	298,700	292,900	0	0
Approved not issued (ANI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not yet approved (NYA)	0	0	0	390,000	641,000	626,000	1,002,000	976,800	951,600	1,618,400	1,580,000	1,201,600	1,173,400	845,200	626,000	612,800	599,600	586,400	573,200
Excluded Debt	2,848,182	2,791,882	2,732,582	2,666,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	2,848,182	2,791,882	2,732,582	2,666,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not yet approved (NYA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt Summary	2,136,676	1,963,844	3,245,784	3,433,194	3,154,338	2,591,775	2,891,850	2,653,975	2,560,750	3,157,750	2,559,750	2,141,300	1,490,950	1,155,500	930,500	911,500	892,500	586,400	573,200
Inside Tax Levy	984,148	950,956	1,317,304	1,242,831	1,196,813	831,875	803,125	774,375	740,750	712,250	340,750	327,700	317,550	310,300	304,500	298,700	292,900	0	0
Energy/Safety Improvements	1,000,428	864,688	1,586,240	1,477,713	1,005,575	969,525	1,319,600	1,133,275	1,093,375	1,740,125	1,534,875	1,150,100	652,400	639,200	626,000	612,800	599,600	586,400	573,200
School Buildings	0	197,939	182,250	175,750	164,375	158,125	151,875	145,625	138,375	133,125	127,500	127,500	0	0	0	0	0	0	0
Town Buildings	152,100	148,200	144,300	530,400	776,200	626,000	611,000	596,000	581,000	566,000	551,000	536,000	521,000	206,000	0	0	0	0	0
Community Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Excluded From Tax Levy	2,848,182	2,791,882	2,732,582	2,666,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Energy/Safety Improvements	1,400,882	1,383,982	1,364,082	1,357,012	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School Buildings	1,447,300	1,407,900	1,368,500	1,329,100	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Town of Reading Debt Service Schedule 2/28/22-10/02	Approved FY - 2021	Approved FY - 2022	Requested FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
Principal + Interest																			
Within Levy Limit	2,136,676	1,963,844	3,245,784	3,433,194	3,154,338	2,591,775	2,891,850	2,655,975	2,560,750	3,157,750	2,559,750	2,141,300	1,490,950	1,155,500	930,500	911,500	892,500	586,400	573,200
Issued	2,136,676	1,963,844	3,245,784	3,043,194	2,513,338	1,965,775	1,889,850	1,679,175	1,609,150	1,539,350	979,750	939,700	317,550	310,300	304,500	298,700	292,900	0	0
Approved not issued (ANI)	0	0	0	390,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not yet approved (NYA)	0	0	0	0	641,000	626,000	1,002,000	976,800	951,600	1,618,400	1,580,000	1,201,600	1,173,400	845,200	626,000	612,800	599,600	586,400	573,200
Bldg Security \$4mil/10yr	491,760	474,500	460,300	446,100	427,000	413,000	399,000	385,000	371,000	357,000									
Bldg Energy Improv I \$5mil/15yr	382,388	371,456	360,113	348,356	336,188														
leg Energy Improv II \$5mil/15yr			496,892	448,375	433,625	418,875	404,125	388,375	369,750	355,250	340,750	327,700	317,550	310,300	304,500	298,700	292,900		
Killam Green Repair	73,700	70,350																	
Birch Midw Green Repair	36,300	34,650																	
RMHS Turf II \$2.25mil/10yr	227,940	219,300	207,800	201,400	195,000	188,800	182,200	175,800	169,400	158,100									
RMHS Turf I \$3.0mil/10yr			394,325	359,625	346,875	334,125	321,375	303,750	291,250	278,750	266,250	255,000							
RMHS Fieldhouse \$1.7mil/5yrs							391,000	389,800	370,600	360,400	350,200								
RMHS/TLT \$1.5mil/10yr	172,800	167,400	162,000	156,600	151,200	145,800	140,400												
RMHS Ret. Wall \$500k/5yr	102,000																		
Parker MS Roof \$2.7mil/10yr			368,677	324,000	312,500	301,000	284,625	273,375	262,125	250,875	239,625	229,500	430,900	422,200	413,500	404,800	396,100	387,400	376,700
Coolidge MS Roof \$2.9mil/10yr													439,600	439,600	439,600	439,600	439,600	439,600	439,600
Birch Midw ES roof \$1.5mil/10yr													236,000	236,000	236,000	236,000	236,000	236,000	236,000
ES Mod. class \$1.2 mil/8yr	171,000	165,000	159,000	153,000															
Barrows/Wd End@	33,852	32,952	32,052	29,942															
Wood End@	157,828	153,628	149,428	135,938															
Barrows@	135,008	126,408	122,958	117,208															
Police Sta Improve \$1.5mil/10yr			197,939	182,250	175,750	164,375	158,125	151,875	145,625	139,375	133,125	127,500							
West St. \$1.3 mil	152,100	148,200	144,300	140,400	135,200														
Zomm. Sustainability \$1.0mil/10yr				130,000	127,000	124,000	121,000	118,000	115,000	112,000	109,000	106,000	103,000						
Es Dev Dwnth II \$2.0mil/10yr				260,000	254,000	248,000	242,000	236,000	230,000	224,000	218,000	212,000	206,000						
Beh Midw Phase I \$2.0mil/10yr				260,000	260,000	254,000	248,000	242,000	236,000	230,000	224,000	218,000	212,000	206,000					
Excluded Debt	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)																			
Not yet approved (NYA)																			
RMHS@	1,339,250	1,324,000	1,306,750	1,312,500															
Barrows/Wd End@	50,580	49,230	46,880	40,560															
Wood End@	11,052	10,752	10,452	3,952															
Library Project \$10+mil	1,170,000	1,140,000	1,110,000	1,080,000	1,040,000														
Library Project \$2.115mil	277,300	267,900	258,500	249,100	239,700														

new

move out 5yrs
move out 5yrs

\$5m bond bill

Town of Reading Debt Service Schedule 2/28/22 10/02	Approved FY - 2021	Approved FY - 2022	Requested FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
Principal																			
Within Levy Limit	1,760,000	1,650,000	2,445,000	2,742,200	2,515,000	2,050,000	2,385,000	2,245,000	2,240,000	2,795,000	2,290,000	1,950,000	1,350,000	1,050,000	850,000	850,000	850,000	560,000	560,000
Issued	1,760,000	1,650,000	2,445,000	2,442,200	2,015,000	1,550,000	1,545,000	1,405,000	1,400,000	1,395,000	890,000	890,000	290,000	290,000	290,000	290,000	290,000	0	0
Approved not issued (ANI)			0	300,000	500,000	500,000	840,000	840,000	840,000	1,400,000	1,400,000	1,060,000	1,060,000	760,000	560,000	560,000	560,000	560,000	560,000
Not yet approved (NYA)																			
Bldg Security \$4mil/10yr	358,000	355,000	355,000	355,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	290,000	290,000	290,000	290,000	290,000
Bldg Energy Improv I \$5mil/5yr	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	290,000	290,000	290,000	290,000	290,000
leg Energy Improv II \$5mil/5yr	67,000	67,000	292,300	295,000	295,000	295,000	295,000	295,000	295,000	295,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000
Killam Green Repair	33,000	33,000	167,000	160,000	160,000	160,000	160,000	160,000	160,000	155,000	155,000	155,000	155,000	155,000	125,000	125,000	125,000	125,000	125,000
Birch Mdw Green Repair	185,000	185,000	251,300	255,000	255,000	255,000	255,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
RMHS Turf II \$2.225mil/10yr	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
RMHS Turf I \$3.0mil/10yr	100,000	100,000	230,000	230,000	230,000	230,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
RMHS Fieldhouse \$1.7mil/5yrs	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	150,000
RMHS Ret. Wall \$500k/5yr	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	30,000
Parker MS Roof \$3.7mil/10yr	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
RMHS/TLT \$1.5mil/10yr	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	150,000
RMHS Ret. Wall \$500k/5yr	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	30,000
Coolidge MS Roof \$3.7mil/10yr	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Birch Mdw ES roof \$1.9mil/10yr	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	150,000
ES Mod. class \$1.2 mil/8yr	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	30,000
Barrows/Wd Enc@	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Wood Enc@	120,000	115,000	115,000	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700
Barrows@	120,000	115,000	115,000	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700	112,700
Police Sta Improve \$1.5mil/10yr	130,000	130,000	126,400	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
West St. \$1.3 mil	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
20mm. Sustainability \$1.0mil/10yr	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Es Dev Dwntr II \$2.0mil/10yr	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	200,000	200,000
Bch Mdw Phase I \$2.0mil/10yr	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	200,000	200,000
Excluded Debt	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)																			
Not yet approved (NYA)																			
RMHS@	1,105,000	1,145,000	1,185,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Barrows/Wd Enc@	45,000	45,000	44,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000
Wood Enc@	10,000	10,000	10,000	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Library Project \$10-rmil	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Library Project \$2.115mil	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000

4,377,300
2,521,300
new
2,270,000
move out 5yrs
move out 5yrs
1,261,400

Town of Reading Debt Service Schedule 2/28/22-10/02	Approved FY - 2021	Approved FY - 2022	Requested FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
Interest																			
Within Levy Limit	376,676	313,844	800,784	690,994	639,338	541,775	506,650	410,975	320,750	362,750	269,750	191,300	140,950	105,500	80,500	61,500	42,500	26,400	13,200
Issued	376,676	313,844	800,784	600,994	498,338	415,775	344,850	274,175	209,150	144,350	89,750	49,700	27,550	20,300	14,500	8,700	2,900	0	0
Approved not issued (ANI)				90,000	141,000	126,000	162,000	136,800	111,600	218,400	180,000	141,600	113,400	85,200	66,000	52,800	39,600	26,400	13,200
Not yet approved (NYA)			0	91,000	77,000	63,000	49,000	35,000	21,000	7,000									
Bldg Security \$4mil/10yr	133,760	119,500	105,300	91,100	77,000	63,000	49,000	35,000	21,000	7,000									
Bldg Energy Improv I \$5mil/5yr	52,388	41,456	30,113	18,356	6,188														
leg Energy Improv II \$5mil/5yr			204,592	153,375	138,625	123,875	109,125	94,375	79,750	66,250	50,750	37,700	27,550	20,300	14,500	8,700	2,900		
Killam Green Repair	6,700	3,350																	
Birch Midw Green Repair	3,300	1,650																	
RMHS Turf II \$2.25mil/10yr	60,940	54,300	47,800	41,400	35,000	28,600	22,200	15,800	9,400	3,100									
RMHS Turf I \$3.0mil/10yr			143,025	104,625	91,875	79,125	66,375	53,750	41,250	28,750	16,250	5,000							
RMHS Fieldhouse \$1.7mil/5yrs							51,000	40,800	30,600	20,400	10,200								
RMHS/TLT \$1.5mil/10yr	37,800	32,400	27,000	21,600	16,200	10,800	5,400												
RMHS Ret. Wall \$500k/5yr	2,000																		
Parker MS Roof \$2.7mil/10yr			128,677	94,000	82,500	71,000	59,625	48,375	37,125	25,875	14,625	4,500							
Coolidge MS Roof \$2.9mil/10yr																			
Birch Midw ES roof \$1.5mil/10yr																			
ES Mod. class \$1.2 mil/8yr	21,000	15,000	9,000	3,000															
Barrows/Wd End@	3,852	2,952	2,052	1,152															
Wood End@	17,828	13,628	9,428	5,228															
Barrows@	15,008	11,408	7,958	4,508															
Police Sta Improve \$1.5mil/10yr			71,539	52,250	45,750	39,375	33,125	28,875	20,625	14,375	8,125	2,500							
West St. \$1.3 mil	22,100	18,200	14,300	10,400	5,200														
20mm. Sustainability \$1.0mil/10yr				30,000	27,000	24,000	21,000	18,000	15,000	12,000	9,000	6,000	3,000						
Ec Dev Dwnth II \$2.0mil/10yr				60,000	54,000	48,000	42,000	36,000	30,000	24,000	18,000	12,000	6,000						
Beh Midw Phase I \$2.0mil/10yr				60,000	60,000	54,000	48,000	42,000	36,000	30,000	24,000	18,000	12,000	6,000					
Excluded Debt	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)																			
Not yet approved (NYA)																			
RMHS@	234,250	179,000	121,750	62,500															
Barrows/Wd End@	5,580	4,230	2,880	1,560															
Wood End@	1,052	752	452	152															
Library Project \$10-mil	170,000	140,000	110,000	80,000	40,000														
Library Project \$2.115mil	42,300	32,900	23,500	14,100	4,700														

1,131,367

630,025
new

566,302
move out 5yrs
move out 5yrs

314,539

assume 3%
assume 3%

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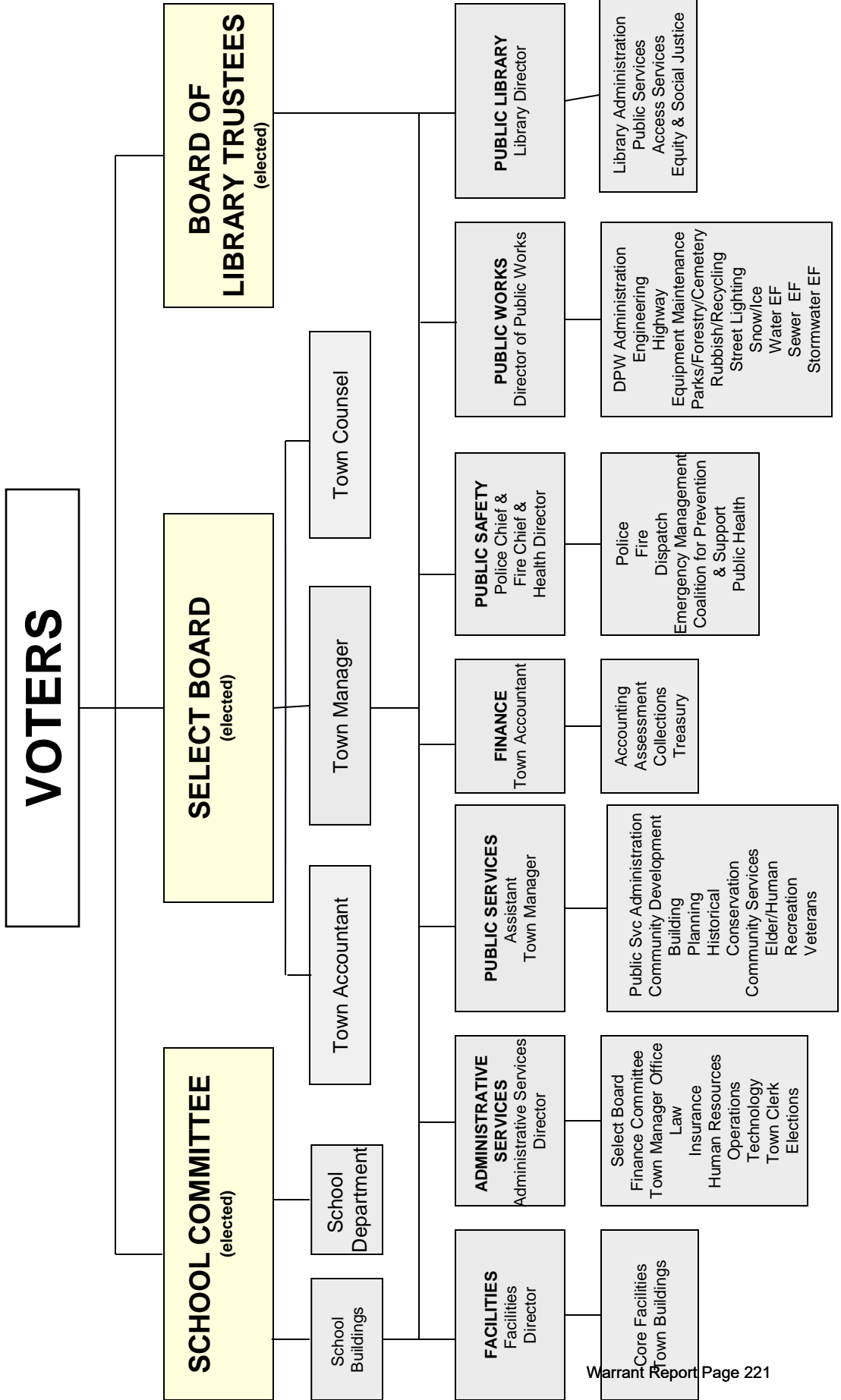


Town of Reading, MA

Executive Branch

Table of Organization

(April 2022 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

February of 2010

CONDUCT OF TOWN MEETING

Reading's Town Meeting is conducted in accordance with the rules set down in Article 2 of the Charter and the General Bylaws. Although Town Meeting Time Third Edition is the basic source, a Town Meeting Member need only be familiar with what is contained in the Charter. These notes are intended to outline the major points all Town Meeting Members should know, and which by knowing will make Town Meeting more understandable.

Organization

- Town Meeting consists of 192 elected members, of which 97 constitute a quorum.
- There are two required sessions: The Annual Meeting in Spring which is primarily for fiscal matters and acceptance of the annual budget, and the Subsequent Meeting in November. Special Town Meetings may be called at any time that the need arises.
- There are three main committees which review certain Articles and advise Town Meeting of their recommendations:

Finance for all expenditures of funds,

Bylaw for all bylaw changes, and the

Community Planning and Development Commission for all zoning changes.

Their reports are given prior to discussing the motion.

General Rules Of Procedure

- The Meeting is conducted through the Warrant Articles which are presented (moved) as motions. Only one motion may be on the floor at a time; however, the motion may be amended. Often two or more Articles which address the same subject may be discussed together; however, only one is formally on the floor, and each when moved is acted upon individually. Note that the vote on one may influence the others.
- Members who wish to speak shall rise, state their name and precinct in order to be recognized.
- A Member may speak for ten (10) minutes but permission must be asked to exceed this limit.
- Seven (7) Members can question a vote and call for a standing count, and twenty (20) can ask for a roll call vote; however, a roll call vote is seldom used because of the time it takes.

Principal Motion Encountered At Town Meeting

The following motions are the principal ones used in most cases by Town Meeting to conduct its business. Experience shows that the Members should be familiar with these.

- **Adjourn:** Ends the sessions, can be moved at any time.
- **Recess:** Stops business for a short time, generally to resolve a procedural question or to obtain information.
- **Lay on the Table:** Stops debate with the intention generally of bringing the subject up again later. May also be used to defer action on an Article for which procedurally a negative vote is undesirable. Note that tabled motions die with adjournment.
- **Move the Previous Question:** Upon acceptance by a two-thirds (2/3) vote, stops all debate and brings the subject to a vote. This is generally the main motion, or the most recent

amendment, unless qualified by the mover. The reason for this as provided in Robert's Rules of Order is to allow for other amendments should they wish to be presented.

- **Amend:** Offers changes to the main motion. Must be in accordance with the motion and may not substantially alter the intent of the motion. In accordance with Robert's Rules of Order, only one primary and one secondary motion will be allowed on the floor at one time, unless specifically accepted by the Moderator.
- **Indefinitely Postpone:** Disposes of the Article without a yes or no vote.
- **Take from the Table:** Brings back a motion which was previously laid on the table.
- **Main Motion:** The means by which a subject is brought before the Meeting.

The Following Motions May Be Used By A Member For The Purpose Noted:

- **Question of Privilege:** Sometimes used to offer a resolution. Should not be used to "steal" the floor.
- **Point of Order:** To raise a question concerning the conduct of the Meeting.
- **Point of Information:** To ask for information relevant to the business at hand.

Multiple Motions Subsequent (Multiple) Motions

If the subsequent motion to be offered, as distinct from an amendment made during debate, includes material which has previously been put to a vote and defeated, it will be viewed by the Moderator as reconsideration and will not be accepted. If the subsequent motion contains distinctly new material which is within the scope of the Warrant Article, then it will be accepted. An example of this latter situation is successive line items of an omnibus budget moved as a block.

Subject To The Following Considerations

- The maker of any proposed multiple motion shall make their intent known, and the content of the motion to be offered shall be conveyed to the Moderator - prior to the initial calling of the Warrant Article.
- Once an affirmative vote has been taken on the motion then on the floor - no further subsequent alternative motions will be accepted. (Obviously does not apply to the budget, for example.)
- Also - There can only be one motion on the floor at any one time. You have the ability to offer amendments to the motion that is on the floor. You also have the ability to move for reconsideration.

Town Of Reading Bylaw - Article 2 Town Meeting

2.1 General

2.1.1 Date of Annual Town Election

The Annual Town Meeting shall be held on the third Tuesday preceding the fourth Monday in April of each year for the election of Town Officers and for such other matters as required by law to be determined by ballot. Notwithstanding the foregoing, the Board of Selectmen may schedule the commencement of the Annual Town Meeting for the same date designated as the date to hold any Federal or State election.

2.1.2 Hours of Election

The polls for the Annual Town Meeting shall be opened at 7:00 AM and shall remain open until 8:00 PM.

2.1.3 Annual Town Meeting Business Sessions

All business of the Annual Town Meeting, except the election of such Town officers and the determination of such matters are required by law to be elected or determined by ballot, shall be considered at an adjournment of such meeting to be held at 7:30 PM on the fourth Monday in April, except if this day shall fall on a legal holiday, in which case the meeting shall be held on the following day or at a further adjournment thereof.

2.1.4 Subsequent Town Meeting

A Special Town Meeting called the Subsequent Town Meeting shall be held on the second Monday in November, except if this day shall fall on a legal holiday, in which case the meeting shall be held on the following day. The Subsequent Town Meeting shall consider and act on all business as may properly come before it except the adoption of the annual operating budget.

2.1.5 Adjourned Town Meeting Sessions

Adjourned sessions of every Annual Town Meeting after the first such adjourned session provided for in Section 2.1.3 of this Article and all sessions of every Subsequent Town Meeting, shall be held on the following Thursday at 7:30 PM and then on the following Monday at 7:30 PM, and on consecutive Mondays and Thursdays unless a resolution to adjourn to another time is adopted by a majority vote of Town Meeting Members present and voting.

2.1.6 Posting of the Warrant

The Board of Selectmen shall give notice of the Annual, Subsequent or any Special Town Meeting at least fourteen (14) days prior to the time of holding said meeting by causing an attested copy of the warrant calling the same to be posted in one (1) or more public places in each precinct of the Town, and either causing such attested copy to be published in a local newspaper or providing in a manner such as electronic submission, holding for pickup, or mailing, an attested copy of said warrant to each Town Meeting Member.

2.1.7 Closing of the Warrant

All Articles for the Annual Town Meeting shall be submitted to the Board of Selectmen not later than 8:00 PM on the fifth (5th) Tuesday preceding the date of election of Town officers, unless this day is a holiday in which case the following day shall be substituted. All articles for the Subsequent Town Meeting shall be submitted to the Board of Selectmen not later than 8:00 PM on the seventh (7th) Tuesday preceding the Subsequent Town Meeting in which action is to be taken, unless this day is a holiday in which case the following day shall be substituted.

2.1.8 Delivery of the Warrant

The Board of Selectmen, after drawing a Warrant for a Town Meeting, shall immediately deliver a copy of such Warrant to each member of the Finance Committee, the Community Planning and Development Commission, the Bylaw Committee and the Moderator.

2.2 Conduct of Town Meeting

2.2.1 In the conduct of all Town Meetings, the following rules shall be observed

Rule 1 A majority of Town Meeting Members shall constitute a quorum for doing business.

Rule 2 All articles on the warrant shall be taken up in the order of their arrangement in the warrant unless otherwise decided by a majority vote of the members present and voting.

- Rule 3** Prior to debate on each article in a warrant involving the expenditure of money, the Finance Committee shall advise Town Meeting as to its recommendations and the reasons therefore.
- Rule 4** Prior to a debate on each article in a warrant involving changes in the bylaw or Charter, petitions for a special act, or local acceptance by Town Meeting of a State statute, the Bylaw Committee shall advise Town Meeting as to its recommendations and reasons therefore.
- Rule 5** Every person shall stand when speaking as they are able, shall respectfully address the Moderator, shall not speak until recognized by the Moderator, shall state his name and precinct, shall confine himself to the question under debate and shall avoid all personalities.
- Rule 6** No person shall be privileged to speak or make a motion until after he has been recognized by the Moderator.
- Rule 7** No Town Meeting Member or other person shall speak on any question more than ten (10) minutes without first obtaining the permission of the meeting.
- Rule 8** Any non-Town Meeting Member may speak at a Town Meeting having first identified himself to the Moderator. A proponent of an article may speak on such article only after first identifying himself to the Moderator and obtaining permission of Town Meeting to speak. No non-Town Meeting Member shall speak on any question more than five (5) minutes without first obtaining the permission of the Meeting. Non-Town Meeting Members shall be given the privilege of speaking at Town Meeting only after all Town Meeting Members who desire to speak upon the question under consideration have first been given an opportunity to do so.
- Rule 9** Members of official bodies and Town officials who are not Town Meeting Members shall have the same right to speak, but not to vote, as Town Meeting Members on all matters relating to their official bodies.
- Rule 10** No speaker at a Town Meeting shall be interrupted except by a Member making a point of order or privileged motion or by the Moderator.
- Rule 11** Any person having a monetary or equitable interest in any matter under discussion at a Town Meeting, and any person employed by another having such an interest, shall disclose the fact of his interest or his employer's interest before speaking thereon.
- Rule 12** The Moderator shall decide all questions of order subject to appeal to the meeting, the question on which appeal shall be taken before any other.
- Rule 13** When a question is put, the vote on all matters shall be taken by a show of hands, and the Moderator shall declare the vote as it appears to him. If the Moderator is unable to decide the vote by the show of hands, or if his decision is immediately questioned by seven (7) or more Members, or if the Moderator determines that a counted vote is required such as for a debt issue or Home Rule Petition, he shall determine the question by ordering a standing vote, and he shall appoint tellers to make and return the count directly to him. On request of not less than twenty (20) members, a vote shall be taken by roll call.
- Rule 14** All original main motions having to do with the expenditure of money shall be presented in writing, and all other motions shall be in writing if so directed by the Moderator.

Rule 15 No motion shall be received and put until it is seconded. No motion made and seconded shall be withdrawn if any Member objects. No amendment not relevant to the subject of the original motion shall be entertained.

Rule 16 When a question is under debate, no motion shall be in order except:

- to adjourn,
- to lay on the table or pass over,
- to postpone for a certain time,
- to commit,
- to amend,
- to postpone indefinitely, or
- to fix a time for terminating debate and putting the question, and the aforesaid several motions shall have precedence in the order in which they stand arranged in this rule.

Rule 17 Motions to adjourn (except when balloting for offices and when votes are being taken) shall always be first in order. Motions to adjourn, to move the question, to lay on the table and to take from the table shall be decided without debate.

Rule 18 The previous question shall be put in the following form or in some other form having the same meaning: "Shall the main question now be put" and until this question is decided all debate on the main question shall be suspended. If the previous question is adopted, the sense of the meeting shall immediately be taken upon any pending amendments in the order inverse to that in which they were moved, except that the largest sum or the longest time shall be put first and finally upon the main question.

Rule 19 The duties of the Moderator and the conduct and method of proceeding at all Town Meetings, not prescribed by law or by rules set forth in this article, shall be determined by rules of practice set forth in "Town Meeting Time Third Edition" except that to lay on the table shall require a majority vote.

2.2.2 Attendance by Officials

It shall be the duty of every official body, by a member thereof, to be in attendance at all Town Meetings for the information thereof while any subject matter is under consideration affecting such official body.

2.2.3 Appointment of Committees

All committees authorized by Town Meeting shall be appointed by the Moderator unless otherwise ordered by a vote of the Members present and voting. All committees shall report as directed by Town Meeting. If no report is made within a year after the appointment, the committee shall be discharged unless, in the meantime, Town Meeting grants an extension of time. When the final report of a committee is placed in the hands of the Moderator, it shall be deemed to be received, and a vote to accept the same shall discharge the committee but shall not be equivalent to a vote to adopt it.

2.2.4 Motion to Reconsider

2.2.4.1 Notice to Reconsider

A motion to reconsider any vote must be made before the final adjournment of the meeting at which the vote was passed but such motion to reconsider shall not be made at an adjourned meeting unless the mover has given notice of his intention to make such a motion, either at the session of the meeting at which the vote was passed or by written notice to the Town Clerk within twenty-four (24) hours after the adjournment of such session. When such motion is made at the

session of the meeting at which the vote was passed, said motion shall be accepted by the Moderator but consideration thereof shall be postponed to become the first item to be considered at the next session, unless all remaining articles have been disposed of, in which case reconsideration shall be considered before final adjournment. There can be no reconsideration of a vote once reconsidered or after a vote not to reconsider. Reconsideration may be ordered by a vote of two-thirds (2/3) of the members present. Arguments for or against reconsideration may include discussion of the motion being reconsidered providing such discussion consists only of relevant facts or arguments not previously presented by any speaker.

2.2.4.2 Federal or State Law Affecting Reconsideration

The foregoing provisions relating to motions to reconsider shall not apply to any such motion made by the Board of Selectmen and authorized by the Moderator as necessary for the reconsideration of actions previously taken by Town Meeting by reason of State or Federal action or inaction or other circumstances not within the control of the Town or Town Meeting. In the event such a motion to reconsider is made and authorized, said motion may be made at any time before the final adjournment of the meeting at which the vote was passed, said motion may be made even if the vote was already reconsidered or was the subject of a vote not to reconsider, and reconsideration may be ordered by a vote of two-thirds (2/3) of the Members present.

2.2.4.3 Posting and Advertising

Notice of every vote to be reconsidered at an adjourned Town Meeting shall be posted by the Town Clerk in one (1) or more public places in each precinct of the Town as soon as possible after adjournment, and he shall, if practicable, at least one day before the time of the next following session of said adjourned meeting, publish such notice in some newspaper published in the Town. Said notice shall include the vote to be reconsidered and the place and time of the next following session of said adjourned meeting. The foregoing notice provisions shall not apply when a motion to reconsider any Town Meeting action is made publicly at Town Meeting before the adjournment of any session of any adjourned Town Meeting.

2.2.5 State of the Town

The Selectmen shall, at each Annual Town Meeting, give to the Members information on the "State of the Town."

2.2.6 Annual Precinct Meeting

Town Meeting Members and Town Meeting Members-elect from each precinct shall hold an annual precinct meeting after the annual Town election but before the convening of the business sessions of the Annual Town Meeting. The purpose of the meeting shall be the election of a Chairman and a Clerk and to conduct whatever business may be appropriate. Chairmen shall serve no more than six (6) consecutive years in that position. Additional precinct meetings may be called by the Chairman or by a petition of six (6) Town Meeting Members of the precinct.

2.2.7 Removal of Town Meeting Members

2.2.7.1 Notice of Attendance

The Town Clerk shall mail, within thirty (30) days after the adjournment *sine die* of the Annual Town Meeting, to every Town Meeting Member who has attended less than one-half of Town Meeting sessions since the most recent Annual Town Election, a record of his attendance and a copy of Section 2-6 of the Charter.

2.2.7.2 Precinct Recommendation

All Precinct meeting held prior to consideration by Town Meeting of the warrant article pursuant to Section 2-6 of the Charter. Town Meeting Members of each precinct shall adopt a recommendation to Town Meeting on whether each member from the precinct listed in the warrant per Section 2-6 of the Charter should be removed from Town Meeting. The Chairman of each precinct or his designee shall make such recommendations along with supporting evidence and rationale to Town Meeting.

2.2.7.3 Grouped by Precinct

The names of the Members subject to removal in accordance with Section 2-6 of the Charter shall be grouped by precinct in the warrant article required by said section.

2.2.8 Meetings During Town Meeting

No appointed or elected board, committee, commission or other entity of Town government shall schedule or conduct any hearing, meeting or other function during any hours in which an Annual, Subsequent or Special Town Meeting is in session or is scheduled to be in session. Any such board, committee or commission which schedules or holds a meeting or hearing on the same calendar day, but at a time prior to a session of Town Meeting, shall adjourn or recess not less than five (5) minutes prior to the scheduled session of Town Meeting.

Any board, committee or commission may, at the opening of any session of Town Meeting, present to that Town Meeting an instructional motion requesting an exemption from this bylaw and asking that Town Meeting permit it to meet at a date and hour at which a future session of Town Meeting is scheduled, and may present reasons for Town Meeting to give such permission. Notwithstanding the foregoing, any board, committee or commission which meets the requirements of M.G.L. Chapter 39, Section 23B concerning emergency meetings may, upon meeting such requirements, conduct such a meeting or hearing at a time scheduled for a Town Meeting.

2.2.9 Rules Committee

The members of the Rules Committee, established under Section 2-12 of the Charter, shall hold an annual meeting within thirty (30) days after the adjournment of the Annual Town Meeting for the purpose of electing a Chairman and a Clerk and to conduct whatever business may be appropriate. Additional Rules Committee meetings may be called by the Chairman.

In the absence of a Chairman, the Moderator shall convene a meeting of the Rules Committee within sixty (60) days after a vacancy for the purpose of electing a new Chairman.

