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**To:** Board of Selectmen  
Town Department Heads  
**From:** Robert W. LeLacheur, Jr. CFA  
**Date:** January 3, 2016

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Enclosed please find a draft of the Town Manager's FY17 budget, to be reviewed by the Board at three meetings in January 2016. Once that review is complete, a final version of the budget will be created to be submitted to the Finance Committee by late February as required by the Charter. At that time all departments will include a formal write-up and I will provide substantial written overview and background material to be considered by the FINCOM during their March 2016 deliberations.

In my view, we are now officially at a crossroads of sorts in balancing the resources that are available and the quantity and quality of services that are offered to the community. You will see reductions in positions in both the Town and School budgets proposed for FY17 – an indication that neither side is able to provide even level services for next year. The outlook for FY18 is for deeper budget cuts.

These crossroads are especially challenging because the community has residents with limited means that are content with the services offered, and yet there are residents that want more services and have the means and may well be willing to pay for them. I will work diligently with the Board to make sure we use every tool available to satisfy both sets of residents in the years ahead as much as is possible.

At your first budget meeting I will spend a significant amount of time on a budget and financial overview because of these crossroads. In this section I will first describe how and why the budget process has evolved from my days as a volunteer on FINCOM through today, and what I see as the strengths and weaknesses in the process.

Next will be a look at revenues – there are some startling figures that will match your intuition in direction but perhaps not in magnitude. For example, since 2001 real (inflation adjusted) state spending is up 10% (mostly on health care) but local aid is 51% lower! At the local level, compared to our 25 Peer Communities our single family tax revenue is about at trendline, but our CIP tax revenues fall \$12 million/year short!

Finally I will discuss how we spend our available budget compared to our Peer Communities. In summary, we spend:

- a trendline average amount on Public Safety, Education (I will reconcile this with low per pupil spending), and Public Works;

- more on Culture (Library) & Recreation and Fixed Costs (especially infrastructure); and
- less on Human Services and General Government.

Also, our Reserves are above average but many Peers are much higher.

After the overview I will describe the FY17 Town budget process. Department heads requested \$1.6 million over and above what can be funded for next year – in my judgment about \$0.7 million of that is to provide Level Service to the community and about \$0.9 million is for desired improvements. You will be familiar with many of these desired improvements, such as a second School Resource Officer and increased Library hours, and see the total shortfall of \$1.6 million is hardly frivolous.

To balance the budget I start with a bottom-up zero based approach, then I compare that to what our department heads request. As a practical matter, I used these four guiding principles in balancing the budget:

- 1) Do not add staff even for level service if any other staff reductions are needed;
- 2) The top priority is staff retention and compensation in order to provide services;
- 3) The next priority is to maintain all the services we provide in quantity and as best we can in quality for ‘one last time’; and finally
- 4) To reduce expenses to realistic levels but leave no cushions for unexpected events – we’ll need to go to Town Meeting mid-year if these arise.

Below is the draft Town Manager municipal department budget for FY17, including a +3.25% operating budget (there is still about \$10,000 of unallocated funds) plus accommodated costs:

	FY16	FY17	Change
Admin Svcs	\$2,737,117	\$2,658,775	-2.9%
pay & class	0	75,000	+100%
Public Svcs	1,606,500	1,621,125	+0.9%
Finance	845,775	781,300	-7.6%
Police	4,597,425	4,796,250	+4.3%
Dispatch	536,925	565,150	+5.3%
Fire	4,473,105	4,591,950	+2.7%
Public Works	3,281,662	3,349,665	+2.1%
*Facilities	2,977,012	3,140,680	+5.5%
Public Library	1,436,634	1,483,500	+3.3%
<b>TOTAL</b>	<b>\$22,492,155</b>	<b>\$23,063,395</b>	<b>+2.5%</b>

*\*excludes School Buildings – see next page*

Note the inclusion of the Facilities department in the Town's budget process this season. As we have discussed, there will effectively be three portions of the Facilities budget:

- 1) A portion for School buildings inside the School Committee budget (FY16 = \$1.2 mil.)
- 2) A line item for Town buildings (FY16 = \$0.3 mil.); and
- 3) A line item for the CORE Facilities budget (FY16 = \$3.0 mil.).

I have worked with the Facilities Director to 'right-size' the CORE budget. This budget at a +7.0% operating increase is the largest increase of all Town department budgets. It is noteworthy that we used \$45,000+ of funds over and above the typical +3.25% FINCOM increase that could have been available for other Town purposes in order to square up this budget for the future. Note that a portion of those extra costs were to add both the Mattera Cabin and the Cemetery Garage to the list of covered buildings, following an Instructional Motion from Town Meeting last year.

	FY16	FY17	Change
*Facilities	\$2,977,012	\$3,140,680	+5.5%
CORE	2,684,178	2,853,790	+6.3%
**Operating	1,252,626	1,340,065	+7.0%
Accommodated	1,435,044	1,513,725	+5.4%
Town Buildings (Operating)	292,835	286,890	-2.0%
School Buildings (Operating)	1,218,653	School budget TBA	

### January 12<sup>th</sup>

Following the Town Manager's overview next week, AS Director/Ombudsman Matt Kraunelis will present the budget for the Administrative Services department, which shows a slight decline with one highlight being that it contains no funding for the TLT litigation. The legal/TLT budget is one of the 'non-cushioned' expenses I mentioned previously. There are no changes in staffing levels.

Assistant Town Manager Jean Delios will then cover the Public Services department budget which is flat for next year – in FY16 we did a lot of work to improve integration between PS divisions and therefore their volunteer boards, which included position consolidations and resulted in more full-time employees. We are eliminating a Planning Intern and a Regionalized Health position from this department.

Town Accountant Sharon Angstrom will discuss the Finance department budget which shows a sharp decline caused by a non-recurring FY16 Assessors revaluation expense item. There are no changes in staffing levels.

Last up for the night will be Facilities Director Joe Huggins who will give the Board an overview more from an operations standpoint where this department is new to the Board. The school department drafted the first version of this budget; then Joe and I worked on some changes that I will be happy to explain my thinking on as is needed. There are no changes in staffing levels.

### January 19<sup>th</sup>

The Board will continue budget discussions with Fire Chief Greg Burns and Police Chief Mark Segalla – their combined budgets are up 3.6%, a bit more than average. One of the factors is a raise for our Crossing Guards that began on 1/1/16. Starting hourly rates increased from \$14 to the \$16 average of Peer communities, from a survey done in-house in late fall of 2015. When considering the outstanding work these folks do for our students and their families, it is certainly well-deserved. The RCASA Youth Coordinator position is eliminated as grant funding runs out; the Animal Control position is also eliminated as we expect to regionalize with North Reading; and a spare Crossing Guard position is eliminated – if we need to add staff next September based on school enrollment, we will do so then ask November Town Meeting for additional funds.

Library Director Ruth Urell and the Library Trustees will be in to review their budget, which is right at the average 3.25% increase for other Town departments. I have seen a draft of their staffing study, and expect that will be discussed. In summary, three new positions are suggested over the next several years. There are no changes in staffing levels.

DPW Director Jeff Zager will describe his department which is up about 2%, and the areas of street lights, rubbish and snow & ice that together show a slight decline. There are two positions eliminated in this budget – an engineering position and a co-op student.

I will conclude the evening with a discussion about miscellaneous General Fund expenses such as Capital & Debt, and then review the Enterprise Fund budgets.

January 26<sup>th</sup>

There is an agenda item at the end of your meeting for you to hold a wrap-up discussion of the FY17 budget. In the past I have tried to set aside about \$50,000 to be spent, but as there are staff reductions this year there is only about \$10,000 unallocated. There are alternative funding sources available and I can present one or two arguments to FINCOM for the use of slightly more Free Cash as well, which will be done before this meeting.

This agenda time slot could also be a launching spot for the discussion about the financial crossroads the community faces during the next year. Previously the Board has indicated an interest in holding a few community meetings to discuss various tax rate setting options, perhaps the need for a Home Rule Petition to help protect some property owners, and ultimately an Operating Override.

We all look forward to sharing this budget with you, and encourage questions and comments at any time!



# FY17 BUDGETS

SQUARELY AT A CROSSROADS

## Overview

Background

Revenues

Spending vs. Peer Communities

## Town Operating Budgets

Requests

Level Service

Town Manager

## Other Budgets

Town Total Budgets

Shared Costs

Enterprise Funds



Robert W. LeLacheur, Jr. CFA  
Town Manager  
January 2016

# BACKGROUND

## Reading Budget Model

**Revenues** – estimated by Town Accountant based on historical trends but does NOT include known one-time amounts (such as interest earned on construction funds). Estimate is acknowledged to be \$0.5 million below probable levels in order to be conservative.

**Accommodated Costs** – costs designated as shared by Town and Schools OR unpredictable with little local influence OR a new priority for the community; estimated by Town and School staff.

**Operating Budgets** – remainder of Revenues less Accommodated Costs, divided up between Town and Schools in a historical proportional method (now 64.16% Schools and 35.84% Town with the new Facilities Department alignment)

# BACKGROUND

	Accomm. Costs	Operating Budgets	Free Cash used	Revenues (no Free Cash)
FY13	-2.1%	+3.60%	\$1.0 mil.	+1.8%
FY14	+1.5%	+3.75%	\$1.05 mil.	+2.8%
FY15	+0.4%	+3.50%	\$1.7 mil.	+1.6%
FY16	+4.4%	+2.75%	\$1.5 mil.	+2.9%
FY17	+2.3%	+3.25%	\$2.0 mil.	+3.1%
FY18*	+6%	~ +1.0%	\$2.0 mil.	+2.8%
FY19*	+6%	~ +0.5%	\$1.75 mil.	+2.9%

\*estimates

# BACKGROUND

## Constrained Revenue growth

*\*FY15 statewide municipal revenue growth of 3.8% is the seventh consecutive year where growth lagged the historical Prop 2½ era (1982 to 2009 average +5.2%/year)."*

**State:** MA Proposition 2½; State Aid lags

**Local:** limited real estate to develop for New Growth: <10% CIP

## Expense growth beyond local control

Unfunded state & federal mandates

National Health Insurance markets

Energy costs, snow & ice, out of district Special Education ...

Source: \*Massachusetts Taxpayers Foundation December 2015

# BALANCING SERVICE WITH RESOURCES



## “RUNNING OUT OF RABBITS”

### Expanding Services during a time of constrained revenue growth

High Quality Employees: deliberate hiring process

Working smarter {technology, collaboration & communication}

Working harder {night meetings, weekends}

Job sharing {between departments, regionalization}

Long term Planning {financial, community econ dev & housing}

### Community Outreach for solutions

“Retain/Enhance services I use”



Source: misspent youth



# CONSTRAINED REVENUES – PROP 2½

Date	\$(mil.)	Purpose	Voters	Yes	Yes%
April 2014	3.5	Library	25%	2,429	56.1%
April 2013	13.3	Library	18%	2,096	66.1%
April 2003	4.5	Override	48%	4,249	57.1%
Feb 2003	0.3	Sidewalks	50%	2,742	36.0%
Feb 2003	54.7	Schools	50%	4,802	62.4%
Feb 2003	2.5	Schools	50%	3,968	51.9%
April 2002	0.8	Schools	39%	3,857	63.2%
April 2002	1%	**CPA	39%	2,931	49.3%
April 2001	1.2	Override	43%	3,092	46.0%
April 2001	9.1	*Schools		4,597	57.4%
March 2000	2.5	Override	55%	3,234	40.2%
March 1993	2.4	Override	50%	3,900	52.4%
March 1990	1.6	Override		3,025	39.2%

\*\* Community Preservation Act : add 1% to tax levy

\*Affirmation of Town Meeting vote for Wood End inside the tax levy

State: 2013-present Prop 2½ overrides & capital exclusions: 67% passed (only 56% for over \$1 million)

Source: MA Department of Revenue

## CONSTRAINED REVENUES – TRICKLE DOWN

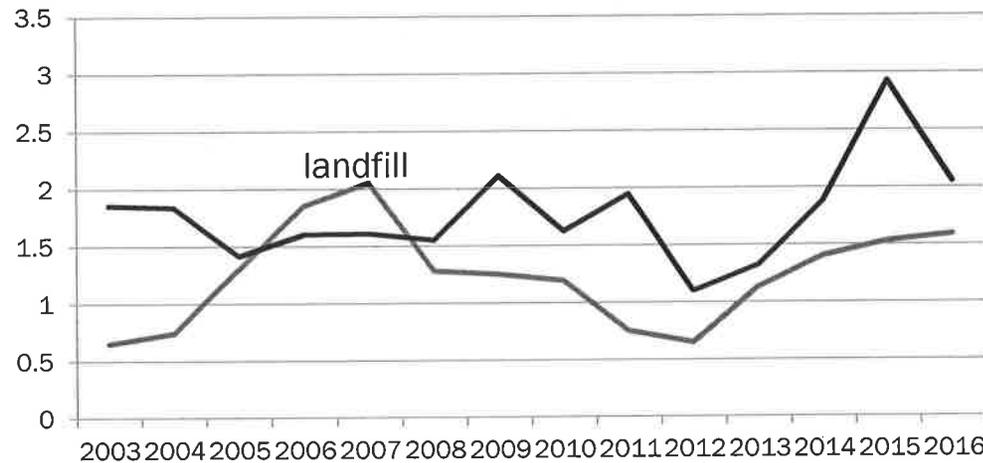
State Spending	FY01 (mil.)	FY16 (mil.)	Change
Education	\$8,881	\$7,740	-12.8%
Environ & Recr	355	212	-40.1%
Health Care	11,810	19,401	+64.3%
Human Service	4,409	4,109	-6.8%
Infrastructure	2,389	2,323	-2.8%
Law/Pub Safety	3,056	2,655	-13.1%
<b>LOCAL AID</b>	<b>2,090</b>	<b>1,022</b>	<b>-51.1%</b>
Other	5,513	5,012	-9.1%
<b>TOTALS</b>	<b>38,501</b>	<b>42,473</b>	<b>+10.3%</b>

Source: Massachusetts Budget & Policy Center – data adjusted for inflation

# CONSTRAINED REVENUE GROWTH - LOCAL

## Comparative Lack of New Growth despite all-star Planning efforts

Neighbors\* +1.8% vs. Reading +1.2% (\$300k average annual difference)



\*Wilmington +2.3%; Lynnfield +2.0%; Wakefield 1.9%; North Reading 1.8%; Stoneham 1.0%

Source: MA Department of Revenue



# READING VS. 25 PEER COMMUNITIES

SOURCE: MA DEPARTMENT OF REVENUE

Andover	Natick
Bedford	North Andover
Belmont	North Reading
Burlington	<b>Reading</b>
Canton	Shrewsbury
Concord	Stoneham
Danvers	Tewksbury
Dedham	Wakefield
Lexington	Walpole
Lynnfield	Westborough
Mansfield	Westford
Marshfield	Wilmington
Milton	Winchester

# 25 PEER COMMUNITIES

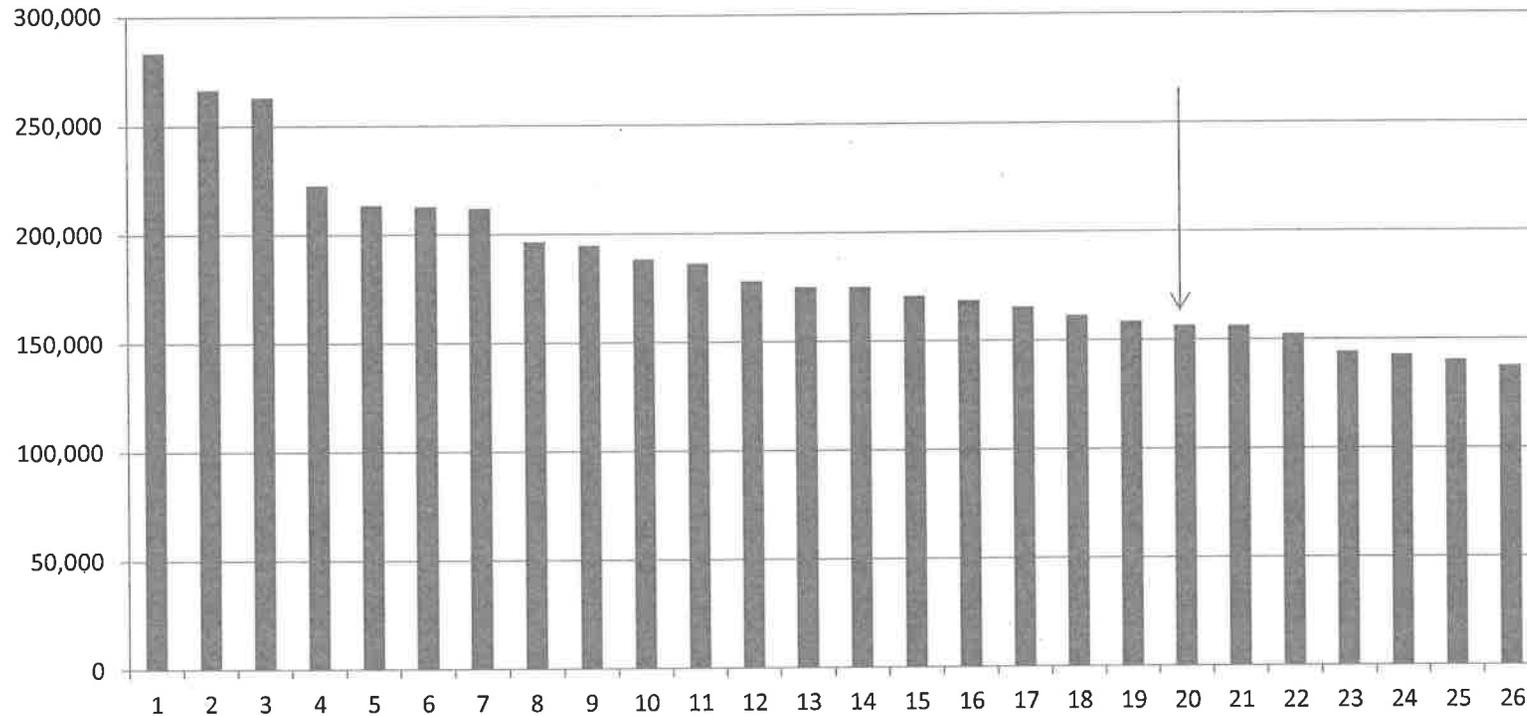


## DO WE LOOK LIKE OUR PEERS?

	Reading	Peer Communities
Population	25,327	24,836
Land Area	9.9 sq mi	16.9 sq mi
Road miles	99.9	128.0
Budget	\$97.2 mil.	\$107.0 mil.
Assessed Val.	\$4.0 bil.	\$4.6 bil.
<b>*EQV/capita</b>	<b>\$157k</b>	<b>\$187k</b>
Form of Gov't	BOS/ Tn Mgr	BOS/72% Tn Mgr & 28% Tn Adm

*\*Equalized Valuations represent the full and fair cash value of all taxable property for each municipality*

# HOW DO WE COMPARE IN EQV PER CAPITA?



*At \$157k we rank #20 of the 26 communities*

## WHY EQV IS LOW: OUR TAX BASE

	Reading	Peer Communities	Difference
EQV/capita	\$156,854	\$186,368	-15.8%
Res'l/capita	\$144,396	\$155,617	- 7.2%
CIP/capita	\$13,524	\$28,235	-52.1%
<i>commercial</i>	11,675	16,213	
<i>industrial</i>	383	7,485	
<i>pers property</i>	1,466	4,537	

# DIFFERENCES IN OUR REVENUE BASE

	Reading	Peer Communities	Difference
<b>Tax Levy</b>	<b>60.5%</b>	<b>66.6%</b>	<b>*less*</b>
<i>Residential</i>	91.4%	76.9%	
<i>Residential</i>	\$53.8 mil.	\$54.8 mil.	<i>on trendline</i>
<i>CIP</i>	8.6%	23.1%	
<i>CIP</i>	\$5.0 mil.	\$17.3 mil.	\$12.3 mil./yr
<b>State Aid</b>	<b>13.7%</b>	<b>11.0%</b>	<b>*more*</b>
<b>Local Receipts</b>	<b>21.6%</b>	<b>17.5%</b>	<b>*more*</b>
<b>Other</b>	<b>4.2%</b>	<b>4.9%</b>	

Peer Communities \$14.60 SF home tax rate; \$21.23 CIP tax rate  
 Reading \$14.70 SF home tax rate and \$14.70 CIP tax rate

# PER CAPITA VS HOUSEHOLD INCOME

\$36,441 MA per capita income\*

\$67,846 MA median household income\*

\$86,132 MA median family income\*

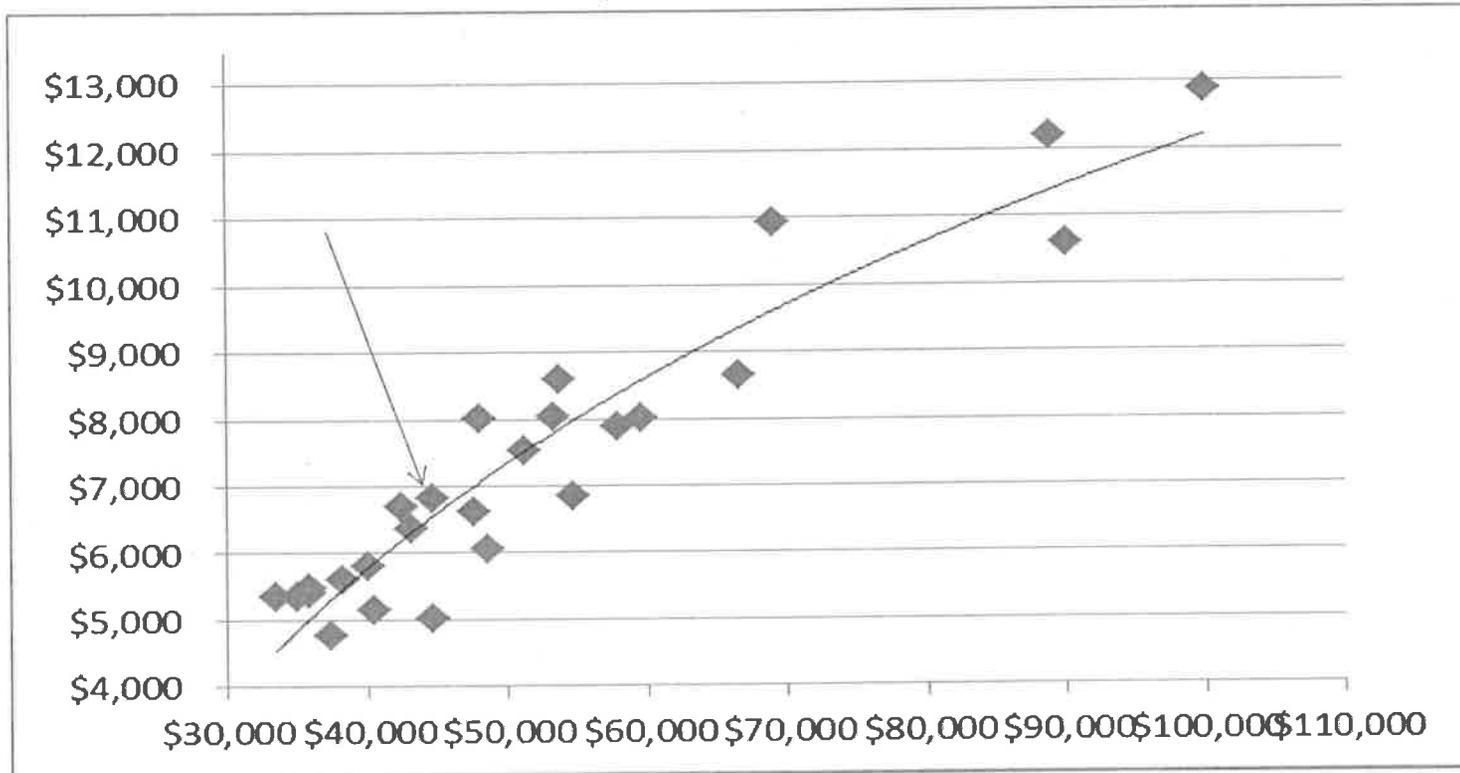
$$\frac{\$67,846}{\$36,441} = 1.9 \text{ people per household}$$

- Reading 2.6 people per household (PPH)\*\*
- DOR uses per capita approach, which understates household wealth for purposes of property tax discussions for communities with more than 1.9 PPH
- Peer Communities likely > 1.9 PPH but data is unknown versus 2.6 PPH
- Reading ranks 9<sup>th</sup> of 26 in Student Enrollment/Population (more to follow)

\*MA DOR 2014

\*\*Source: U.S. Census Bureau 2010

# SINGLE FAMILY HOME PROPERTY TAXES COMPARED TO PER CAPITA INCOME



Reading property taxes are on a trendline compared to per capita income; If Reading is above Peer average in PPH then the data point slides to the right and we are below trendline; \$6,824 is below Peer average \$7,357

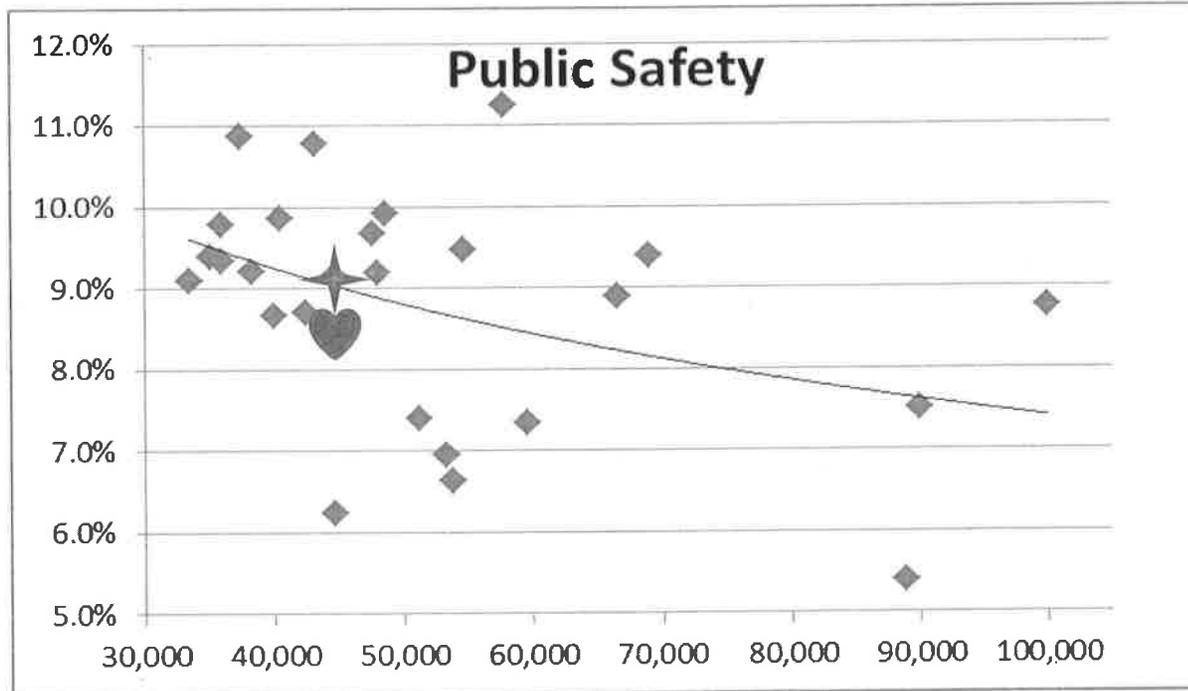
# DO WE SPEND MONEY DIFFERENTLY?

% of Budget Spending	Reading	Peer Communities	Difference
Public Safety	9.2%	8.7%	+0.5%
Culture & Recreation	2.1%	1.7%	+0.4%
Education	39.3%	39.1%	+0.2%
DPW	5.1%	4.9%	+0.2%
Human Service	0.6%	0.7%	-0.1%
Fixed Costs & Debt	17.7%	17.8%	-0.1%
Other (Ent Funds)	22.4%	22.8%	-0.4%
Gen'l Gov't	3.6%	4.3%	-0.7%

→ *No obvious significant differences – let's look more closely though*

# PUBLIC SAFETY SPENDING

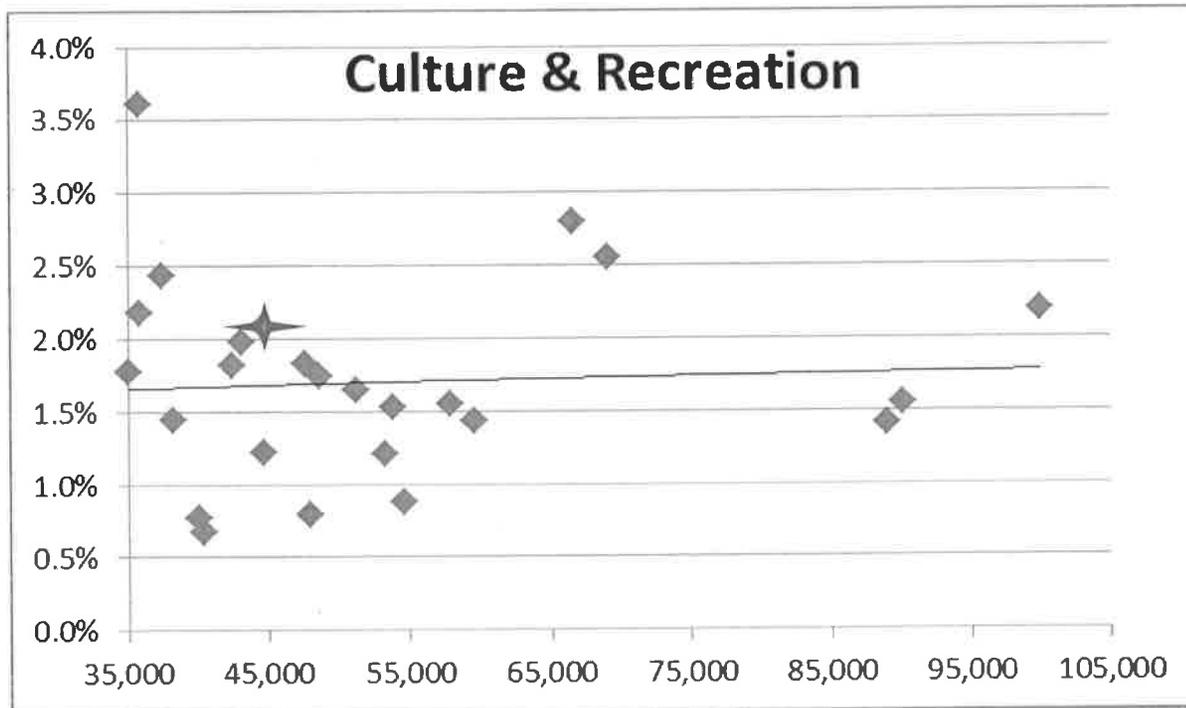
% OF BUDGET VERSUS PER CAPITA INCOME



Reading on regression line – no real difference; 9.2% is above 8.7% Peer average  
♥ without ALS costs & revenues; 11 of 25 Peers offer ALS level service

# CULTURE & RECREATIONAL SPENDING

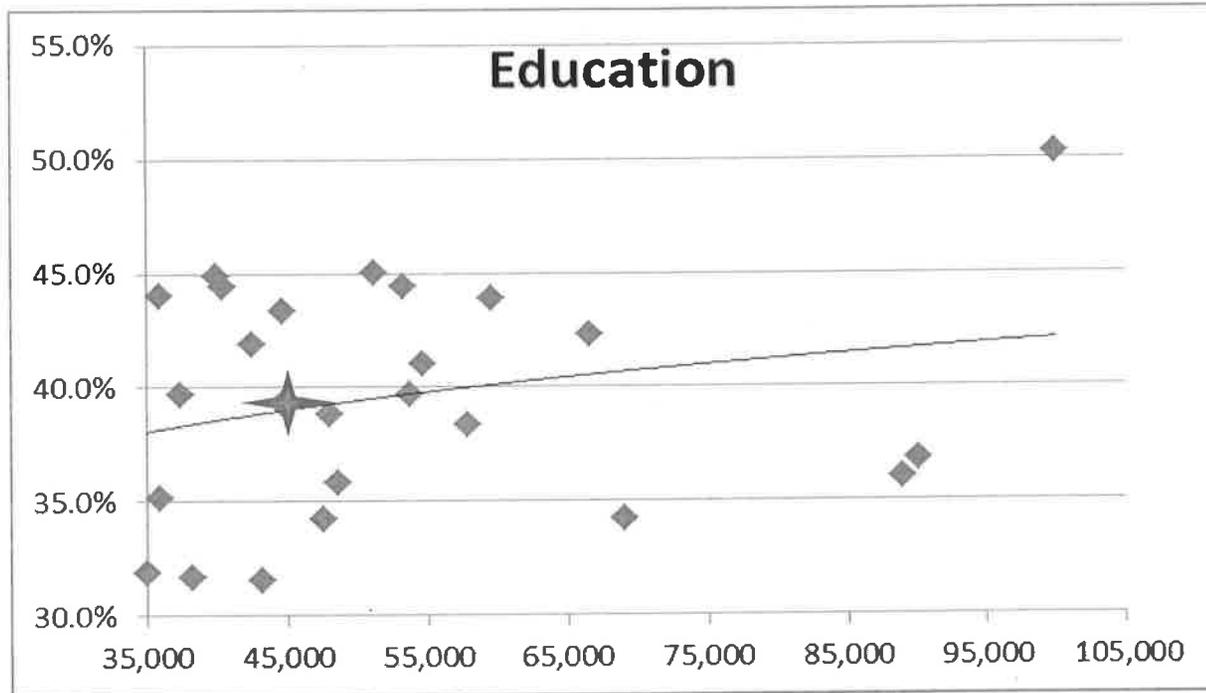
% OF BUDGET VERSUS PER CAPITA INCOME



Reading spends more (DLS: Library, Recreation, Parks, Museums & Historical)

# EDUCATION SPENDING

% OF BUDGET VERSUS PER CAPITA INCOME



Reading on regression line – no real difference; 39.3% is slightly above 39.1% Peer average

# EDUCATION SPENDING

## RECONCILE AVERAGE SPENDING LEVELS WITH LOW PER PUPIL SPENDING?

	Pop.	Enroll	% Enroll	% Budget		Pop.	Enroll	% Enroll	% Budget
Westford	23,265	5,139	22.1%	45.0%	North Andover	29,217	4,795	16.4%	41.0%
Lexington	32,650	6,785	20.8%	36.0%	Walpole	24,818	3,946	15.9%	41.9%
Winchester	22,079	4,505	20.4%	36.8%	Natick	35,214	5,368	15.2%	34.2%
Westborough	18,630	3,624	19.5%	44.4%	Canton	22,221	3,326	15.0%	35.8%
Bedford	13,975	2,522	18.0%	39.7%	Wilmington	23,147	3,448	14.9%	44.0%
Lynnfield	12,395	2,205	17.8%	43.9%	Milton	27,270	4,011	14.7%	38.3%
Andover	34,477	6,076	17.6%	42.3%	Burlington	25,463	3,499	13.7%	39.7%
Mansfield	23,566	4,144	17.6%	44.9%	Wakefield	26,080	3,439	13.2%	31.7%
<b>Reading</b>	<b>25,327</b>	<b>4,407</b>	<b>17.4%</b>	<b>39.3%</b>	Danvers	27,483	3,588	13.1%	31.9%
Belmont	25,332	4,283	16.9%	34.2%	Tewksbury	30,107	3,658	12.1%	36.3%
Marshfield	25,509	4,267	16.7%	44.4%	Dedham	25,299	2,776	11.0%	31.5%
North Reading	15,377	2,556	16.6%	38.8%	Concord	19,285	2,114	11.0%	50.2%
Shrewsbury	36,309	6,016	16.6%	43.4%	Stoneham	21,734	2,317	10.7%	35.2%

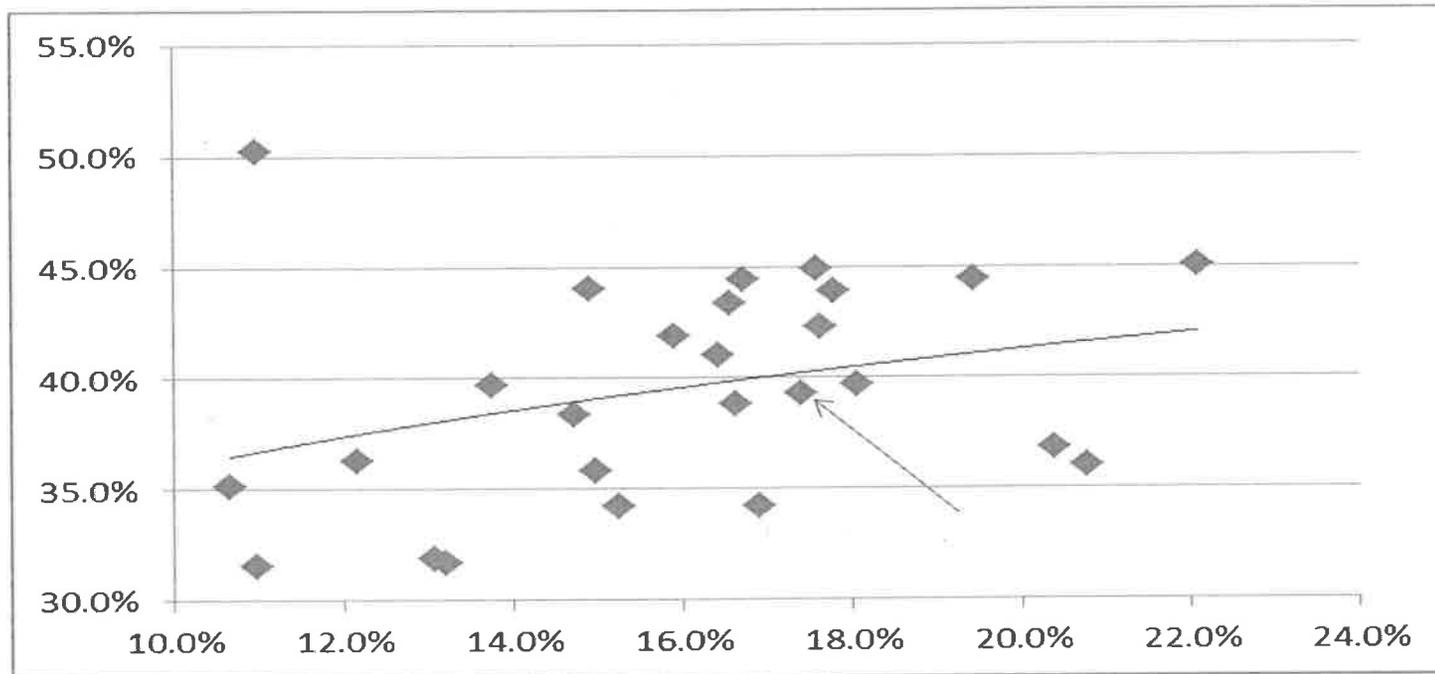
Peer Communities have average 15.8% enrollment

➔ Reading has an above average amount of enrollments

Source: MA Department of Education 2014-15

# EDUCATION SPENDING

RECONCILE LOW PER PUPIL SPENDING WITH AVERAGE SPENDING LEVELS

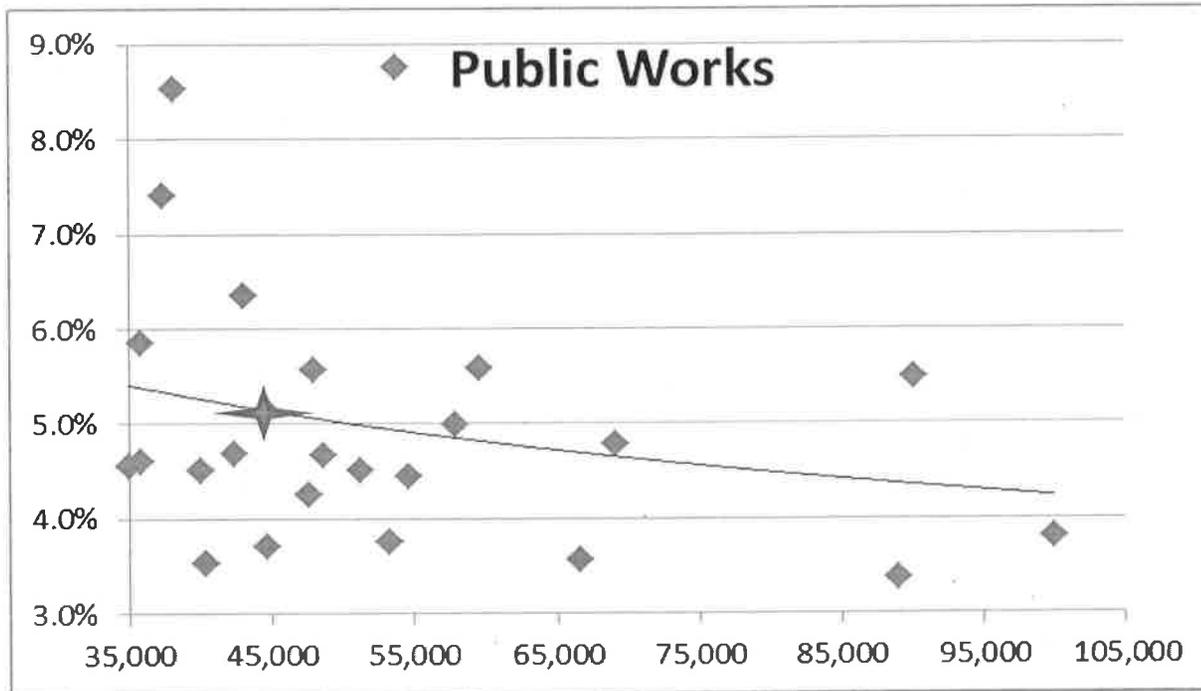


There is a correlation between enrollment and % budget spending on schools;

➔ Reading spends slightly below that trendline

# PUBLIC WORKS SPENDING

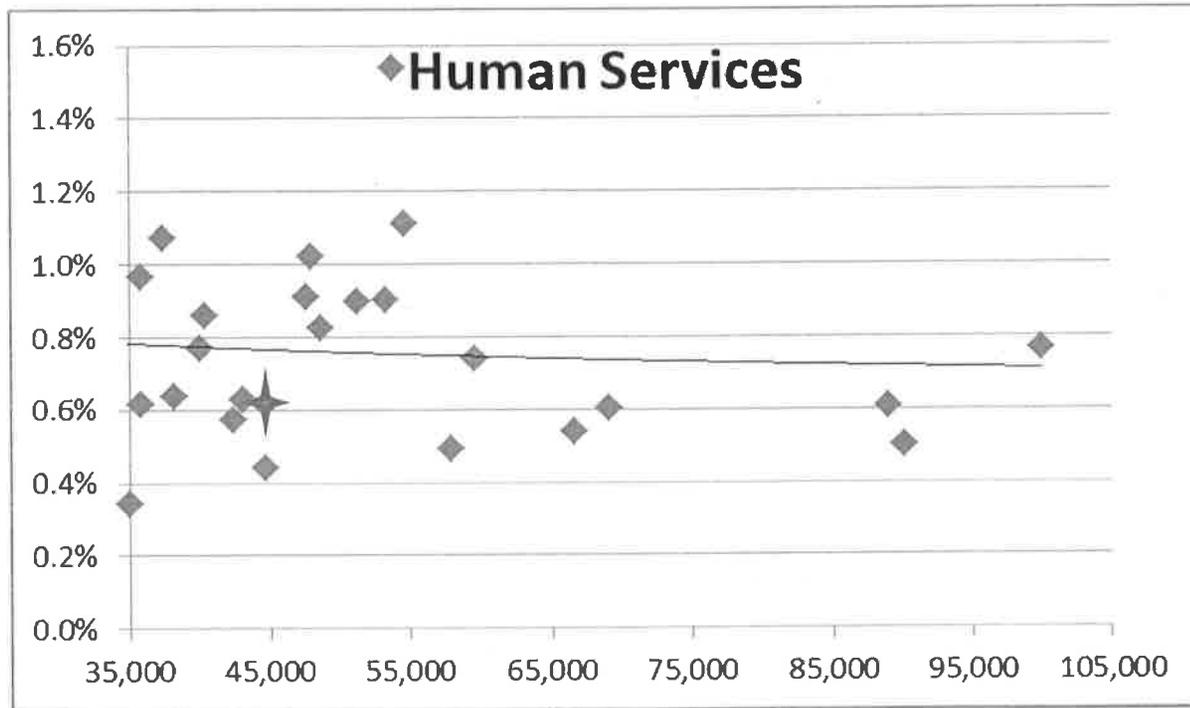
% OF BUDGET VERSUS PER CAPITA INCOME



Reading on regression line - no real difference; 5.1% is slightly above 4.9% Peer average

# HUMAN SERVICES SPENDING

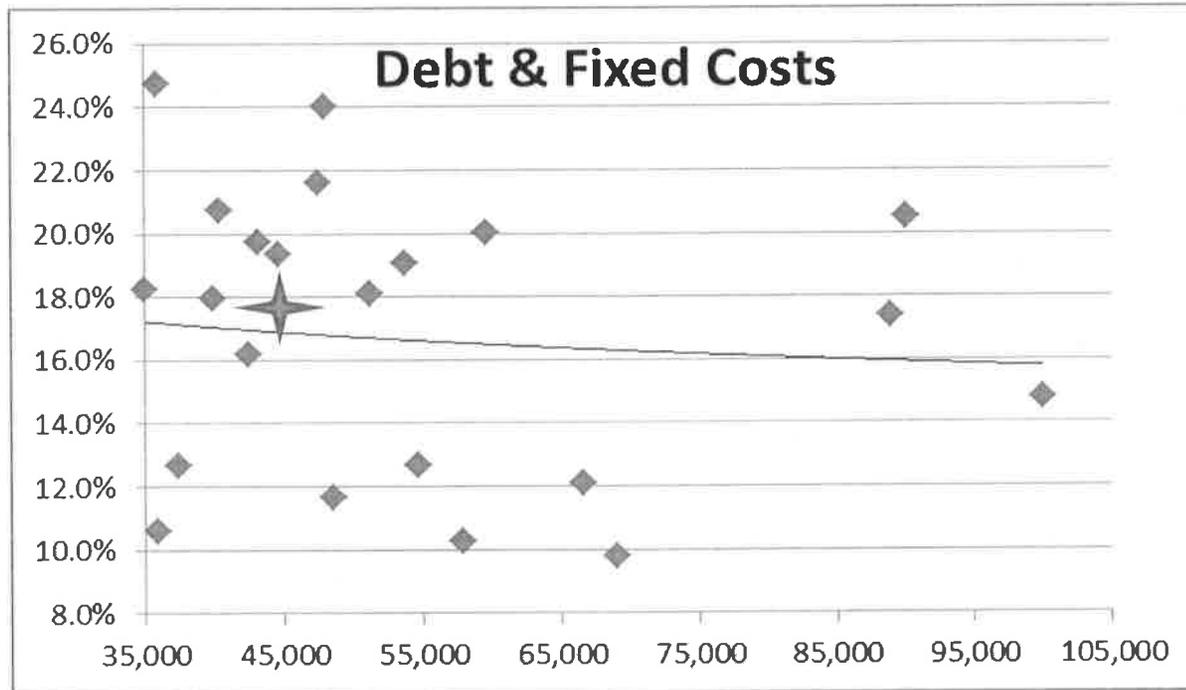
% OF BUDGET VERSUS PER CAPITA INCOME



Reading spends less (DLS: Health, Medical, COA, Youth, Veterans, Public Assistance)  
-> does not include RCASA

# DEBT SERVICE & FIXED COST SPENDING

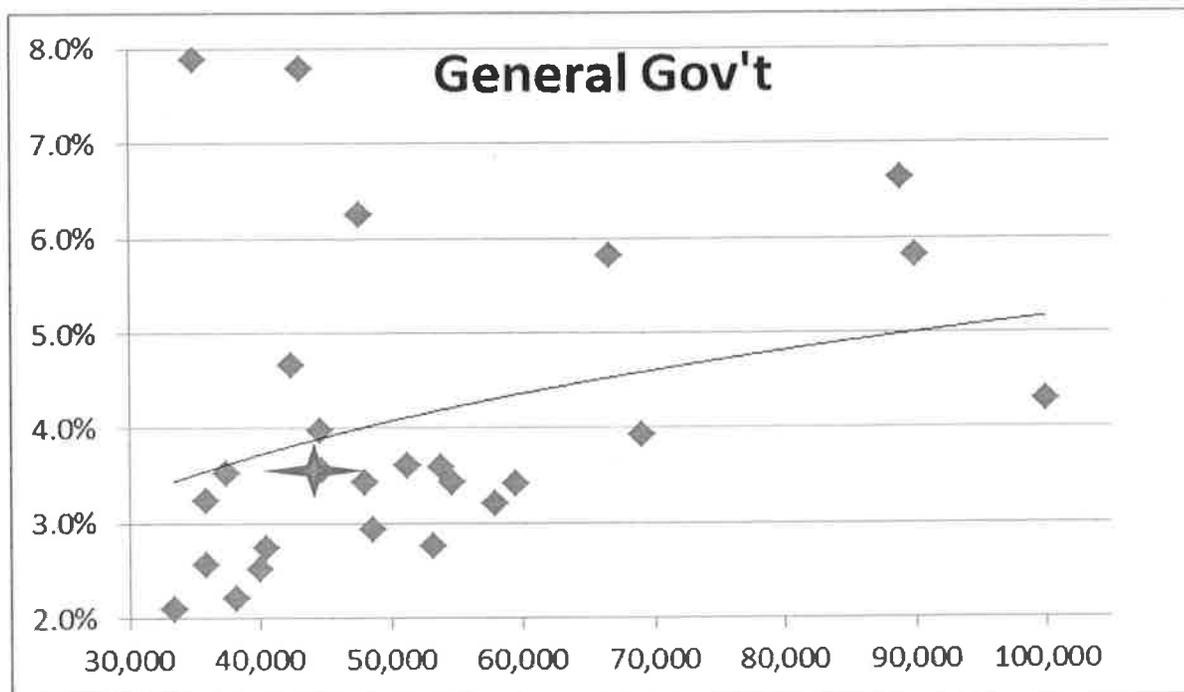
% OF BUDGET VERSUS PER CAPITA INCOME



Reading spends more; 17.8% is above 17.7% Peer average

# GENERAL GOV'T SPENDING

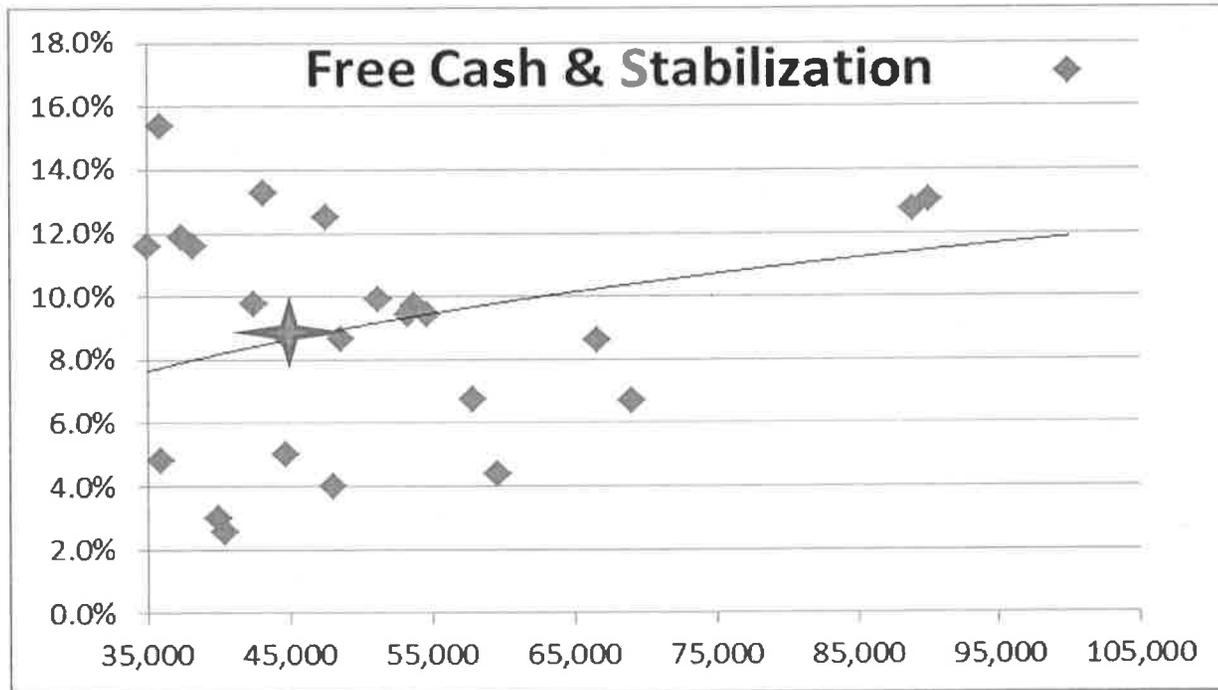
% OF BUDGET VERSUS PER CAPITA INCOME



Reading spends less; 3.6% is below 4.3% Peer average

# DO WE HAVE ENOUGH RESERVES?

## FREE CASH & STABILIZATION FUNDS VERSUS PER CAPITA INCOME



DLS: Reading at 8.8% which is on trendline



# FY17 TOWN OPERATING BUDGETS

SQUARELY AT A CROSSROADS

## Town Operating Budgets

Requests

Level Service

Town Manager

## Other Budgets

Town Total Budgets

Shared Costs

Enterprise Funds

# FY17 TOWN OPERATING BUDGET

REQUESTS ARE \$1.6 MILLION ABOVE FUNDING LEVELS

	FY17 Target (+3.25%)	FY17 Dept Requests	Difference (to Cut)
Admin Svcs	\$2,211,171	\$2,484,848	\$273,677
pay & class	0	260,000	260,000
Public Svcs	1,403,844	1,493,019	89,175
Finance	784,222	792,150	7,928
Police	4,757,882	5,034,100	276,218
Dispatch	555,664	618,750	63,086
Fire	4,623,785	4,841,055	217,270
Public Works	2,980,102	3,016,676	36,574
Facilities	1,594,919	1,792,515	197,596
Public Library	1,486,775	1,620,335	133,560
<b>TOTAL</b>	<b>\$20,398,367</b>	<b>\$21,953,448</b>	<b>~\$1.6 mil.</b>

# FY17 TOWN OPERATING BUDGET

LEVEL SERVICE IS \$0.7 MILLION ABOVE FUNDING LEVELS

	FY17 Target (+3.25%)	FY17 Dept Level Services	Difference (to Cut)
Admin Svcs	\$2,211,171	\$2,298,475	\$87,304
pay & class	0	260,000	260,000
Public Svcs	1,403,844	1,458,125	54,281
Finance	784,222	788,300	4,078
Police	4,757,882	4,875,000	117,118
Dispatch	555,664	565,150	9,486
Fire	4,623,785	4,654,950	31,165
Public Works	2,980,102	2,978,455	(1,647)
Facilities	1,594,919	1,666,955	72,036
Public Library	1,486,775	1,543,500	56,725
<b>TOTAL</b>	<b>\$20,398,367</b>	<b>\$21,088,910</b>	<b>\$ 0.7 mil.</b>

# HOW TO BALANCE THE BUDGET?

## Town Manager's Considerations

1. Do not add staff even for level service if staff reductions are needed
  
2. **Staff Retention/Compensation**
  - COLA 2% slight help to all non-unions, three year now comparable to town unions
  - Fund additional pay & class improvements
  - Equalize 40hr work weeks as needed (Public Works & Public Safety)
  - Not yet done – Personnel Policies coming to BOS summer 2016*
  
3. **Maintain Services – for “one last time”**
  - Any reductions of staff should be designed to have minimal service impact
  
4. **Reduce Expenses**
  - Realistic but not ‘cushioned’
  - Some one time expenses funded mid-year (except elections which are fully funded)

# FY17 TOWN MGR'S TOWN OPERATING BUDGET

'CUT' \$0.7 MILLION FROM LEVEL SERVICE

	FY17 Target (+3.25%)	FY17 Town Manger	vs. Level Service	Highlights
Admin Svcs	\$2,211,171	\$2,213,775	(\$84,700)	Defer needed technology hardware; <u>Do not hire</u> Software Coordinator
pay & class	0	75,000	(185,000)	Fund about 1/3 of pay required to achieve average Peer levels
Public Svcs	1,403,844	1,385,125	(73,000)	<u>Eliminate</u> Planning Intern; <u>Eliminate</u> Health Restaurant Plan Inspector (regional); <u>Do not hire</u> 3 <sup>rd</sup> Planner
Finance	784,222	781,300	(7,000)	Continue to share clerical
Police	4,757,882	4,796,250	(78,750)	<u>Eliminate</u> open spare Crossing Guard position; <u>Eliminate</u> RCASA Youth Coordinator; <u>Eliminate</u> ACO (regional); <u>Do not add</u> Officer
Dispatch	555,664	565,150	0	
Fire	4,623,785	4,591,950	(63,000)	<u>Do not add</u> Firefighter
Public Works	2,980,102	2,869,255	(109,200)	<u>Eliminate</u> Engineer ; <u>Eliminate</u> Eng. Intern; <u>Do not add</u> Hwy Laborer
Facilities	1,594,919	1,626,955	(40,000)	Fund none of the \$165,000 painting requests – should fund over four years
Public Library	1,486,775	1,483,500	(60,000)	<u>Do not add</u> Digital Services Librarian
<b>TOTAL</b>	<b>\$20,398,367</b>	<b>\$20,388,260</b>	<b>(\$700,650)</b>	

# FY17 TOWN MGR'S TOWN OPERATING BUDGET

## DEPARTMENT REQUESTS ABOVE ('+') LEVEL SERVICE NOT FUNDED

	FY17 Town Manger	FY17 Dept Requests '+'	Highlights
Admin Svcs	\$2,213,775	\$186,373	Less COLA for all non-union staff (for all depts); Defer new technology; no TLT legal funding; no new HR initiatives or training
pay & class	75,000		
Public Svcs	1,385,125	34,894	Use more offsets; less Code Enforcement
Finance	781,300	3,850	
Police	4,796,250	159,100	Do not add second SRO; less OT/ Training; no promotional costs (midyear)
Dispatch	565,150	53,600	Do not add Dispatcher; less OT/Training
Fire	4,591,950	186,105	Do not add two additional firefighters
Public Works	2,869,255	38,221	Do not add second Co-op student
Facilities	1,626,955	125,560	Less OT; do not fund yrs 2-4 of painting
Public Library	1,483,500	76,835	Do not increase substitutes or OT; do not increase Sunday hours
<b>TOTAL</b>	<b>\$20,388,260</b>	<b>\$864,538</b>	

# FY18 TOWN OPERATING BUDGET

## TOWN MANAGER'S BUDGET

### Do Nothing: recent historic revenue growth

Eliminate Services

Reduce quantity of Services

Reduce quality of Services

Reduce staff 'depth' (Public Works, Public Safety, Public Library)



### Go Forward: additional revenues

\$700,000/year for level services;

\$1.6 million/year for services the community may well desire;

\$TBA for community desires not qualifying for Dept. requested budgets



# FY17 TOWN TOTAL BUDGETS

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# FY17 TOWN TOTAL BUDGETS

## OPERATING + ACCOMMODATED

	FY16	FY17	Change
Admin Svcs	\$2,737,117	\$2,658,775	-2.9%
pay & class	0	75,000	+100%
Public Svcs	1,606,500	1,621,125	+0.9%
Finance	845,775	781,300	-7.6%
Police	4,597,425	4,796,250	+4.3%
Dispatch	536,925	565,150	+5.3%
Fire	4,473,105	4,591,950	+2.7%
Public Works	3,281,662	3,349,665	+2.1%
*Facilities	2,977,012	3,140,680	+5.5%
Public Library	1,436,634	1,483,500	+3.3%
<b>TOTAL</b>	<b>\$22,492,155</b>	<b>\$23,063,395</b>	<b>+2.5%</b>

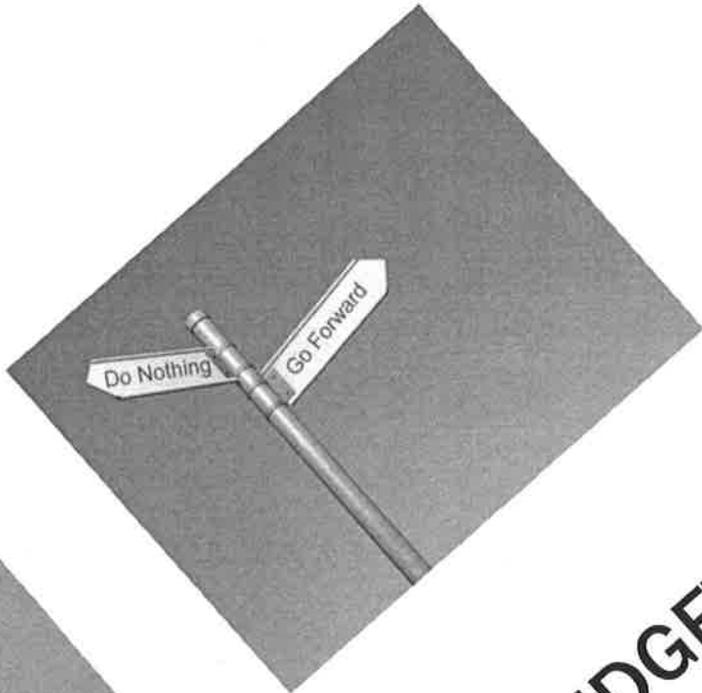
*\*excludes School Buildings - see next slide*

# FY17 FACILITIES BUDGET

	FY16	FY17	Change
*Facilities	\$2,977,012	\$3,140,680	+5.5%
CORE	2,684,178	2,853,790	+6.3%
**Operating	1,252,626	1,340,065	+7.0%
Accommodated	1,435,044	1,513,725	+5.4%
Town Buildings (Operating)	292,835	286,890	-2.0%
School Buildings (Operating)	1,218,653	School budget TBA	

*\*excludes School Buildings*

*\*\* note the Town absorbed \$46,729 in additional costs above +3.25% within the Town's FY17 operating budget (some due to Mattera Cabin & the Cem. Garage)*



# FY17 BUDGETS

SHARED COSTS

# FY17 TOWN & SCHOOL SHARED COSTS

## A PORTION OF THE ACCOMMODATED COSTS

	FY16	FY17	Change
Benefits	\$14,965,743	\$15,988,500	+6.8%
Pension & OPEB	4,037,154	4,198,000	+3.8%
Health/Life Ins.	9,761,089	10,560,500	+8.2%
Other	1,167,500	1,230,000	+5.4%
Capital & Debt	7,400,791	6,970,000	-5.8%
Vocational Education	490,350	518,350	+5.7%
FINCOM Reserves	150,000	150,000	0%
State Assessments*	628,284	644,000	+2.5%
<b>TOTAL</b>	<b>\$23,635,168</b>	<b>\$24,270,850</b>	<b>+2.7%</b>

*\*estimate – netted out from State Aid*



# FY17 TOWN ENTERPRISE FUND BUDGETS

SIGNIFICANT INFRASTRUCTURE COSTS UP AHEAD

# FY17 ENTERPRISE FUND BUDGETS

	FY16	FY17	Change
Water (net)	\$5,500,300	\$5,907,662	+7.4%
Sewer (net)	5,871,731	6,021,693	+2.6%
<b>Combined</b>	<b>\$11,372,031</b>	<b>11,929,355</b>	<b>+4.9%</b>
Storm Water (net)	\$350,800	\$382,411	+9.0%

Assumes use of \$325k water reserves and \$115k storm water reserves in FY17;

Water/Sewer budgets/rates up about 5% combined; \$40/household charge for storm water holds

# FY18 - FY20 ENTERPRISE FUND BUDGETS

	FY18	FY19	FY20	Reserves Used*
Water (net)	+6.4%	+6.6%	+4.3%	\$1.1million
Sewer (net)	+6.3%	+6.3%	+8.7%	\$875k
Combined	+6.3%	+6.5%	+6.5%	\$2 million
Storm Water (net)	\$80/household	\$80/household	\$80/household	\$110k

**FY18 \$6.5 million of Capital Projects financed as debt:**

Water: **\$1.2 million** water tank; **\$0.6 million** Grove St. repairs

Sewer: **\$3.0 million** sewer station repairs (Charles St. and Sturges)

Storm Water: **\$1.7 million** drainage (Main St; Minot St, Sturges Park, Grove St)

*\*Projected remaining Reserves for FY21: Water \$1.8 million; Sewer \$1.9 million; Storm Water \$0.7 million*

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0122 SELECTMEN							
05 EXPENSES							
11225530 530100 SELECTMEN ADVERTISING	2,637.36	2,275.19	2,051.72	784.46	2,000.00	2,000.00	.0%
11225578 578000 SELECTMEN OTHER	450.38	910.68	546.98	.00	500.00	600.00	20.0%
TOTAL EXPENSES	3,087.74	3,185.87	2,598.70	784.46	2,500.00	2,600.00	4.0%
TOTAL SELECTMEN	3,087.74	3,185.87	2,598.70	784.46	2,500.00	2,600.00	4.0%
0123 OPERATIONS DIVISION							
03 SALARIES							
11233511 511001 ADMIN SERVICES DIRECTOR	95,931.05	.00	15,281.69	47,306.81	95,525.50	101,400.00	6.1%
11233511 511002 EXECUTIVE ASSISTANT	60,122.00	61,062.16	63,653.10	34,610.76	67,900.00	70,300.00	3.5%
11233511 511003 OPERATIONS SPECIALIST	.00	10,593.12	24,342.49	3,128.63	40,000.00	40,000.00	.0%
11233511 511009 AS ADMINISTRATIVE SECRETARY	39,601.00	51,953.91	42,798.27	.00	.00	.00	.0%
11233511 511010 AS ADMINISTRATIVE ASSISTANT	13,578.18	11,064.67	19,408.71	21,215.99	42,850.00	44,350.00	3.5%
11233511 511011 OPS ADMINISTRATIVE SECRETARY	.00	.00	-2.34	.00	.00	.00	.0%
11233511 511012 AS CLERK	.00	47,608.38	41,542.52	16,378.05	40,200.00	41,750.00	3.9%
11233511 511014 AS SR ADMINISTRATIVE ASSISTANT	.00	.00	21,323.41	23,006.33	47,150.00	48,800.00	3.5%
11233511 511019 OPS BUSINESS ADMIN	63,375.00	67,764.60	74,943.85	17,267.36	78,950.00	81,750.00	3.5%
11233511 511099 PAY & CLASS FUNDING	.00	.00	.00	.00	.00	75,000.00	.0%
11233511 511237 OPS PURCHASING AGENT	69,966.00	33,273.04	.00	.00	74,050.00	67,900.00	-8.3%
11233511 515000 OPS WAGES OVERTIME	6,122.39	6,516.38	11,531.18	1,065.67	8,000.00	8,000.00	.0%
11233512 512000 OPS WAGES TEMP	6,073.29	5,876.14	3,265.63	.00	7,500.00	7,500.00	.0%
11233517 517017 OPS SICK LEAVE BUYBACK	35,000.00	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	389,768.91	295,712.40	318,088.51	163,979.60	502,125.50	586,750.00	16.9%

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES							
<u>11235524 524900</u>	OPS OFFICE EQUIP REPAIR						
	765.00	1,056.00	801.00	.00	1,000.00	1,000.00	.0%
<u>11235530 530100</u>	OPS ADVERTISING						
	.00	.00	.00	152.48	.00	.00	.0%
<u>11235530 530105</u>	OPS PRINTING SERVICES						
	3,157.50	1,141.00	7,047.00	50.00	4,000.00	3,000.00	-25.0%
<u>11235530 530195</u>	OPS PAY AND CLASS STUDY						
	.00	1,925.95	-5,900.00	.00	.00	.00	.0%
<u>11235531 531000</u>	OPS PROF DEV/TRAINING						
	1,152.00	1,251.23	4,347.22	3,966.04	5,000.00	5,000.00	.0%
<u>11235531 531010</u>	OPS DUES/MEMBERSHIPS						
	6,341.00	5,380.00	5,730.35	6,635.00	8,000.00	8,500.00	6.3%
<u>11235531 531090</u>	OPS REGISTRATIONS						
	150.00	13,760.28	632.10	36.87	2,500.00	2,000.00	-20.0%
<u>11235531 531091</u>	OPS PROF DEV - TRAVEL						
	.00	543.56	1,814.59	758.49	.00	.00	.0%
<u>11235540 540000</u>	OPS SUPPLIES/EQUIPMENT						
	.00	300.00	.00	.00	500.00	.00	-100.0%
<u>11235542 542000</u>	OPS OFFICE SUPPLIES						
	.00	3,070.31	6,630.38	1,631.49	3,500.00	4,000.00	14.3%
<u>11235542 542125</u>	OPS SUPLIES COPIER						
	7,321.23	5,880.30	6,973.90	3,344.07	8,000.00	8,000.00	.0%
<u>11235542 542126</u>	OPS LEASE COPIER						
	21,026.54	24,832.26	26,727.66	14,507.91	28,000.00	30,000.00	7.1%
<u>11235542 542127</u>	OPS POSTAGE						
	32,735.45	33,598.95	81,516.52	21,025.21	80,000.00	80,000.00	.0%
<u>11235542 542128</u>	OPS POSTAGE FOR BILLING						
	41,006.63	40,956.86	-200.00	.00	.00	.00	.0%
TOTAL EXPENSES							
	113,655.35	133,696.70	136,120.72	52,107.56	140,500.00	141,500.00	.7%
TOTAL OPERATIONS DIVISION							
	503,424.26	429,409.10	454,209.23	216,087.16	642,625.50	728,250.00	13.3%
0129 TOWN MANAGER							
03 SALARIES							
<u>11293511 511000</u>	TOWN MGR WAGES						
	146,712.80	140,646.10	148,466.88	73,145.07	150,625.00	160,000.00	6.2%
TOTAL SALARIES							
	146,712.80	140,646.10	148,466.88	73,145.07	150,625.00	160,000.00	6.2%
05 EXPENSES							
<u>11295578 578000</u>	TOWN MGR OTHER UNCLASS ITEMS						
	8,604.00	2,210.86	1,681.19	1,051.62	15,000.00	15,000.00	.0%

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL EXPENSES	8,604.00	2,210.86	1,681.19	1,051.62	15,000.00	15,000.00	.0%
TOTAL TOWN MANAGER	155,316.80	142,856.96	150,148.07	74,196.69	165,625.00	175,000.00	5.7%
<hr/>							
0131 FINANCE COMMITTEE							
<hr/>							
05 EXPENSES							
<hr/>							
<u>11315530 530130</u> FINCOM FINANCIAL AUDIT	51,000.00	52,000.00	63,780.00	30,000.00	55,000.00	56,000.00	1.8%
<u>11315531 531000</u> FINCOM PROF DEV/TRAINING	268.00	273.00	512.30	273.00	600.00	600.00	.0%
TOTAL EXPENSES	51,268.00	52,273.00	64,292.30	30,273.00	55,600.00	56,600.00	1.8%
TOTAL FINANCE COMMITTEE	51,268.00	52,273.00	64,292.30	30,273.00	55,600.00	56,600.00	1.8%
<hr/>							
0151 LAW							
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05 EXPENSES							
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<u>11515530 530110</u> LAW LEGAL COUNSEL	59,255.17	44,714.62	265,229.86	41,506.65	150,000.00	160,000.00	6.7%
<u>11515530 530115</u> LAW LABOR COUNSEL	9,828.25	14,158.40	7,700.00	1,414.00	20,000.00	25,000.00	25.0%
<u>11515530 530116</u> TLT LITIGATION	.00	.00	177,467.23	84,616.55	115,516.10	.00	-100.0%
<u>11515530 530118</u> LEGAL SETTLEMENT	.00	.00	.00	125,000.00	125,000.00	.00	-100.0%
TOTAL EXPENSES	69,083.42	58,873.02	450,397.09	252,537.20	410,516.10	185,000.00	-54.9%
TOTAL LAW	69,083.42	58,873.02	450,397.09	252,537.20	410,516.10	185,000.00	-54.9%
<hr/>							
0152 HUMAN RESOURCES							
<hr/>							
03 SALARIES							
<hr/>							
<u>11523511 511003</u> HR DIRECTOR/ASST DEPT HEAD	79,507.00	98,180.80	71,082.13	36,984.07	75,900.00	78,600.00	3.6%
<u>11523511 511023</u> HR GENERALIST	.00	.00	.00	.00	62,000.00	62,000.00	.0%
TOTAL SALARIES	79,507.00	98,180.80	71,082.13	36,984.07	137,900.00	140,600.00	2.0%
<hr/>							
05 EXPENSES							

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11525530 530000	HR PROF/TECH SV 26,436.78	6,650.00	.00	6,900.00	.00	.00	.0%
11525530 530100	HR ADVERTISING 4,937.71	3,659.07	3,170.00	2,130.00	5,000.00	5,000.00	.0%
11525530 530135	PRE-EMPLOYMENT COSTS .00	6.00	.00	.00	.00	.00	.0%
11525530 530140	HR EMPLOYEE PHYSICALS 10,907.50	11,048.00	13,731.88	3,160.00	5,000.00	12,000.00	140.0%
11525530 530145	DOT CERTIFICATIONS .00	.00	1,295.00	1,734.00	2,500.00	2,500.00	.0%
TOTAL EXPENSES	42,281.99	21,363.07	18,196.88	13,924.00	12,500.00	19,500.00	56.0%
TOTAL HUMAN RESOURCES	121,788.99	119,543.87	89,279.01	50,908.07	150,400.00	160,100.00	6.4%

0155 TECHNOLOGY

03 SALARIES

11553511 511004	TECHNOLOGY DIRECTOR 84,669.00	87,626.19	92,924.30	48,880.86	99,750.00	103,300.00	3.6%
11553511 511148	COMPUTER TECHNICIAN 106,031.60	109,468.92	76,170.45	37,574.95	117,600.00	116,750.00	-.7%
11553511 511149	GIS ADMINISTRATOR 64,642.56	66,899.94	69,303.79	34,971.29	72,075.00	74,600.00	3.5%
11553511 515000	TECH OVERTIME 10,064.27	14,890.71	29,256.84	12,973.50	12,000.00	12,000.00	.0%
11553517 517017	TECHNOLOGY SICK LEAVE BUYBACK .00	.00	1,167.93	.00	.00	.00	.0%
TOTAL SALARIES	265,407.43	278,885.76	268,823.31	134,400.60	301,425.00	306,650.00	1.7%

05 EXPENSES

11555521 521390	PHONE LANDLINES 40,492.69	40,433.88	39,664.48	45,108.80	45,000.00	45,000.00	.0%
11555521 521392	PHONE WIRELESS 34,956.81	32,847.75	38,075.72	28,868.55	38,000.00	41,000.00	7.9%
11555521 521393	RESIDENT COMMUNICATION S/W .00	.00	.00	4,900.00	5,000.00	5,000.00	.0%
11555521 521394	FACILITIES WORK ORDER SYSTEM .00	.00	.00	.00	.00	7,500.00	.0%
11555521 521395	ELDER/HUMAN SVC MONITORING S/W .00	.00	.00	.00	.00	2,000.00	.0%
11555524 524000	TECH MAINT CONTRACT/REPAIR 7,955.34	6,204.73	3,600.26	6,593.92	7,000.00	7,000.00	.0%
11555530 530000	TECH PROF/TECH SV .00	.00	316.96	804.00	5,000.00	3,000.00	-40.0%
11555530 530106	TECH PROF/TECH MAIL/DELIVERY S						

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
<u>11555530 530121</u>	.00	.00	15.95	.00	.00	.00	.0%
	91.44	.00	125.00	.00	.00	.00	.0%
<u>11555536 536000</u>	9,999.06	8,722.09	13,904.20	14,145.16	10,000.00	10,000.00	.0%
<u>11555536 536100</u>	1,800.00	1,800.00	1,920.00	.00	2,000.00	2,000.00	.0%
<u>11555536 536110</u>	68,371.23	64,664.69	67,880.43	69,443.22	75,000.00	75,000.00	.0%
<u>11555536 536115</u>	15,753.75	31,142.50	35,296.29	697.00	22,000.00	36,000.00	63.6%
<u>11555536 536120</u>	.00	7,500.00	8,500.00	7,500.00	8,800.00	8,800.00	.0%
<u>11555536 536123</u>	17,854.93	1,232.20	18,726.45	11,193.17	16,000.00	29,000.00	81.3%
<u>11555536 536130</u>	1,116.40	1,116.42	1,215.40	.00	1,500.00	1,500.00	.0%
<u>11555536 536132</u>	6,025.00	4,400.00	4,400.00	3,000.00	5,000.00	6,000.00	20.0%
<u>11555536 536135</u>	13,611.00	13,611.00	13,611.00	.00	15,000.00	15,000.00	.0%
<u>11555536 536137</u>	9,900.00	9,900.00	9,900.00	9,900.00	15,000.00	13,000.00	-13.3%
<u>11555536 536138</u>	19,439.00	25,135.00	34,507.00	25,135.00	28,000.00	28,000.00	.0%
<u>11555536 536139</u>	1,440.00	1,800.00	2,040.00	400.00	2,300.00	2,400.00	4.3%
<u>11555542 542115</u>	10,229.12	10,993.65	10,719.22	11,000.00	15,000.00	15,000.00	.0%
<u>11555542 542303</u>	.00	.00	47.83	.00	.00	.00	.0%
<u>11555555 555000</u>	22,331.09	16,999.00	25,764.43	16,650.03	25,000.00	25,000.00	.0%
<u>11555555 555100</u>	36,077.85	55,904.65	19,264.96	8,653.69	30,000.00	35,000.00	16.7%
<u>11555555 555110</u>	586.09	11,014.57	9,629.92	2,373.45	12,500.00	13,000.00	4.0%
<u>11555555 555125</u>	495.00	.00	.00	.00	1,000.00	1,000.00	.0%
<u>11555555 555130</u>	722.22	440.00	.00	.00	.00	.00	.0%
<u>11555571 571000</u>	.00	104.55	.00	51.75	.00	.00	.0%
TOTAL EXPENSES	319,248.02	345,966.68	359,125.50	266,417.74	384,100.00	426,200.00	11.0%
TOTAL TECHNOLOGY	584,655.45	624,852.44	627,948.81	400,818.34	685,525.00	732,850.00	6.9%

0161 TOWN CLERK

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 6  
bgnyrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03 SALARIES							
<u>11613511 511003</u>	TOWN CLERK 64,642.55	67,671.05	72,920.49	37,713.59	77,700.00	80,450.00	3.5%
<u>11613511 511120</u>	ASST TOWN CLERK 45,766.57	47,368.62	49,934.96	24,640.44	51,025.00	52,825.00	3.5%
TOTAL SALARIES	110,409.12	115,039.67	122,855.45	62,354.03	128,725.00	133,275.00	3.5%
05 EXPENSES							
<u>11615530 530000</u>	TOWN CLERK PROF/TECH SV 254.48	300.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES	254.48	300.00	.00	.00	.00	.00	.0%
TOTAL TOWN CLERK	110,663.60	115,339.67	122,855.45	62,354.03	128,725.00	133,275.00	3.5%
0162 ELECTIONS & REGISTRATION							
03 SALARIES							
<u>11623511 511150</u>	ELECT REGISTRAR SALARY 1,560.34	1,593.88	1,599.08	799.54	2,000.00	2,000.00	.0%
<u>11623511 511153</u>	ELECTION WORKERS 76,484.07	25,948.37	41,403.61	.00	30,000.00	75,000.00	150.0%
<u>11623511 511155</u>	TOWN MEETING MONITOR 664.03	420.69	1,037.45	.00	2,000.00	2,000.00	.0%
<u>11623511 596120</u>	ELECTIONS STATE GRANT SUPPORT -8,284.00	.00	-4,800.00	.00	-2,400.00	-5,400.00	125.0%
TOTAL SALARIES	70,424.44	27,962.94	39,240.14	799.54	31,600.00	73,600.00	132.9%
05 EXPENSES							
<u>11625530 530100</u>	ELECT ADVERTISING 10,428.17	4,830.40	6,603.19	2,591.47	3,000.00	9,000.00	200.0%
<u>11625530 530105</u>	ELECT PRINTING TOWN MEETING 2,964.35	1,600.00	5,194.00	410.00	4,500.00	4,500.00	.0%
<u>11625530 530151</u>	ELECT CENSUS EXPENSES 2,513.20	7,868.60	8,298.23	740.00	5,000.00	5,000.00	.0%
<u>11625530 530152</u>	ELECT BALLOT PROGRAMMING 6,943.59	544.00	10,247.48	.00	10,000.00	10,000.00	.0%
<u>11625530 530153</u>	ELECT PROF/TECH SERVICES 1,800.00	6,520.30	1,800.00	.00	1,000.00	3,000.00	200.0%
<u>11625540 540000</u>	ELECT SUPPLIES/EQUIPMENT 1,419.28	714.96	251.20	.00	3,000.00	3,000.00	.0%
<u>11625549 549307</u>	ELECTIONS - MEALS FOR WORKERS						

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 7  
bgnrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	6,334.41	2,549.07	3,512.93	201.03	2,500.00	7,000.00	180.0%
TOTAL EXPENSES							
	32,403.00	24,627.33	35,907.03	3,942.50	29,000.00	41,500.00	43.1%
TOTAL ELECTIONS & REGISTRATI	102,827.44	52,590.27	75,147.17	4,742.04	60,600.00	115,100.00	89.9%
0193 PROPERTY INSURANCE							
05 EXPENSES							
11935530 530000	LIABIL INS PROF CONSULTANT						
	.00	.00	.00	705.00	.00	.00	.0%
11935574 574010	PROP & CASUALTY INSURANCE						
	326,896.60	349,086.78	364,208.03	379,591.20	400,000.00	410,000.00	2.5%
11935574 574500	LIABIL INS DEDUCTIBLES/CLAIMS						
	7,778.74	19,881.99	26,074.55	1,182.41	35,000.00	35,000.00	.0%
TOTAL EXPENSES	334,675.34	368,968.77	390,282.58	381,478.61	435,000.00	445,000.00	2.3%
TOTAL PROPERTY INSURANCE	334,675.34	368,968.77	390,282.58	381,478.61	435,000.00	445,000.00	2.3%
TOTAL ADMINISTRATIVE SERVICE	2,036,791.04	1,967,892.97	2,427,158.41	1,474,179.60	2,737,116.60	2,733,775.00	-.1%
GRAND TOTAL	2,036,791.04	1,967,892.97	2,427,158.41	1,474,179.60	2,737,116.60	2,733,775.00	-.1%

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

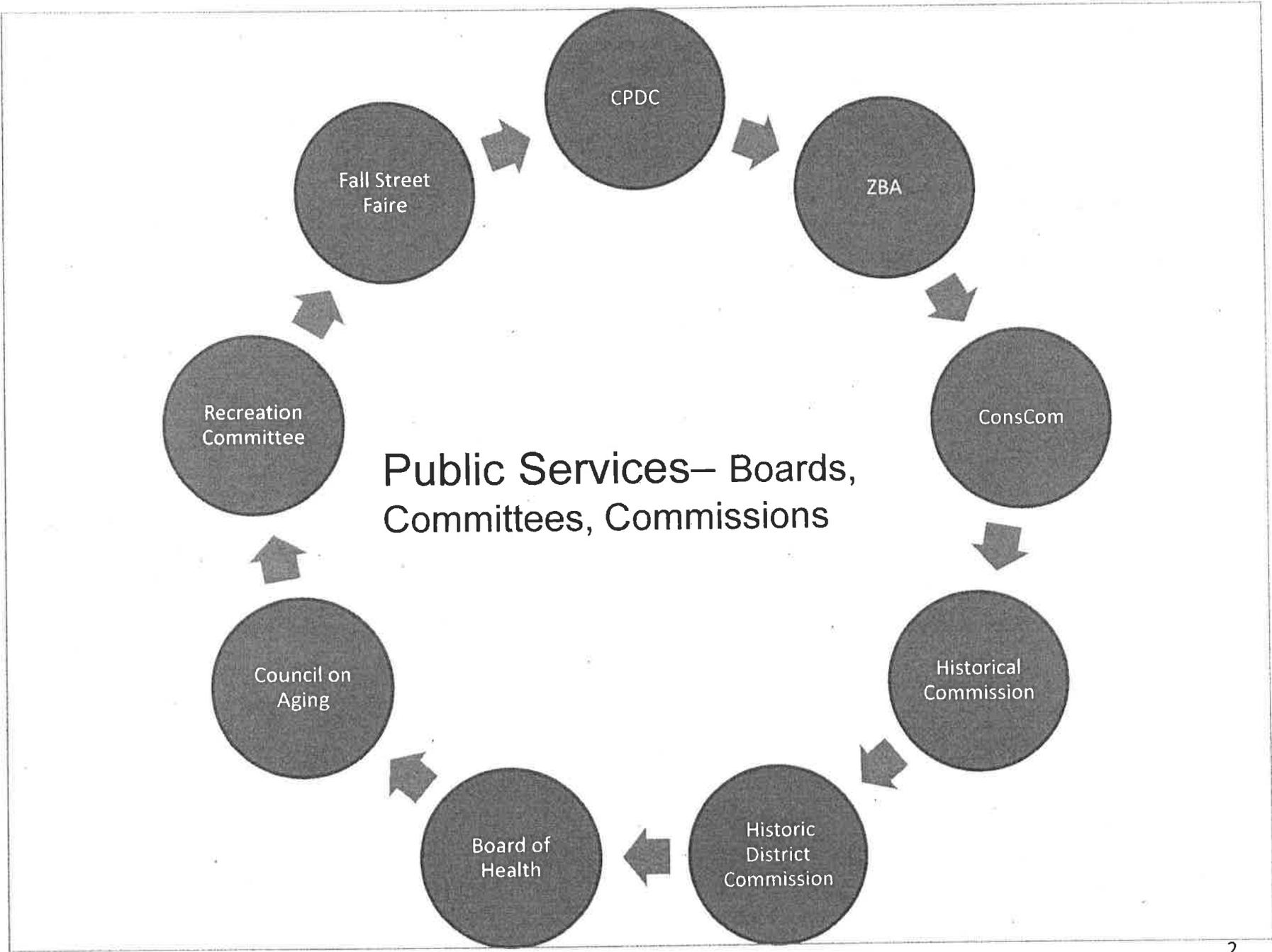


# TOWN OF READING

## Public Services Department

### Fiscal 17 Budget Overview





# Department of Public Services

Assistant Town Manager/Department Head

Community Development Director/Assistant DH

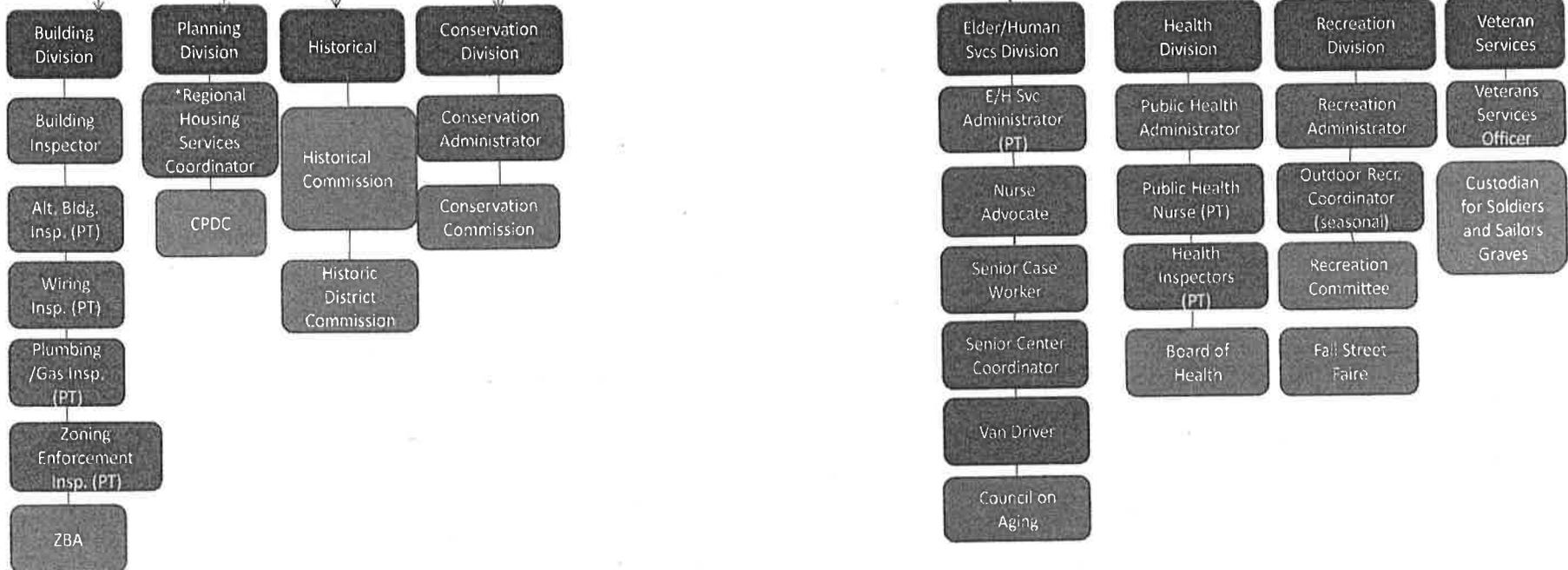
Office Manager

Community Services Director/Assistant DH

Senior Administrative Assistant (1)

Clerk (1)

Administrative Secretary (1)  
Administrative Assistant (1)



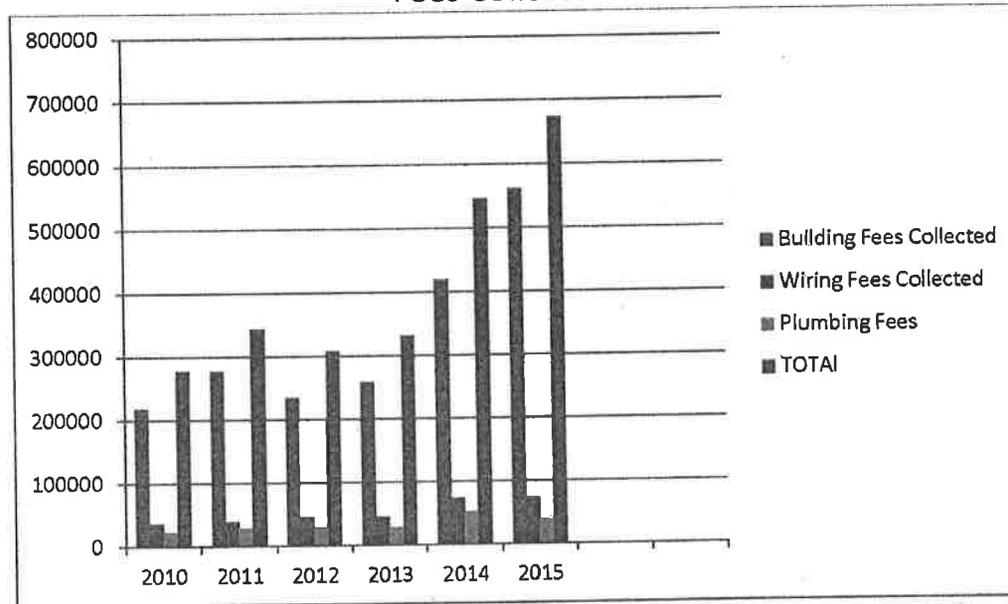
\*Indicates a regional shared position

Last Updated 12/28/2015

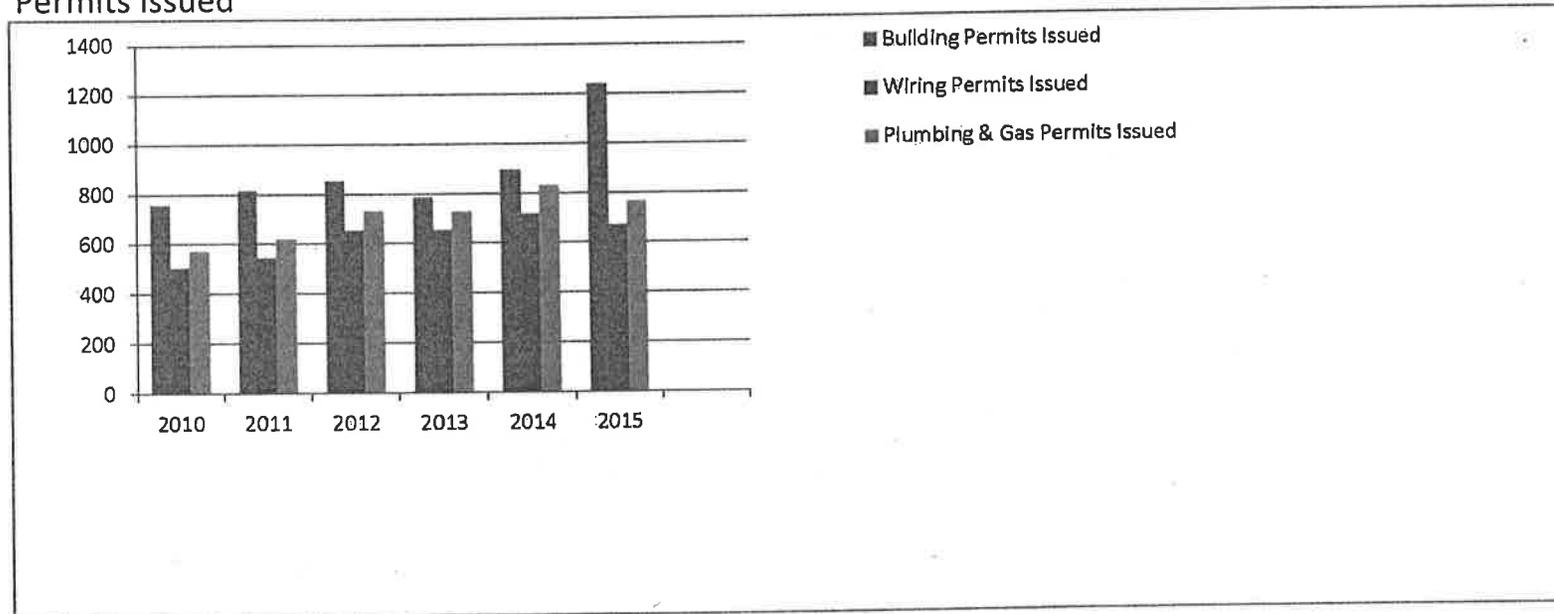
## Building

Division Lead:  
Part-time Inspectors &  
Full-time Admin. Assistants

### Fees Collected



### Permits Issued



## Planning

Division Lead: Julie Mercier, Community Development Director

### **Current Activities + Additional Services since 2003:**

- Enhanced depth & breadth of development review process
  - Minor Site Plan Review (MSPR) – added in 2011 (admin approval or CPDC review depending on nature of work)
  - Development Review Team (DRT) meetings for all projects, except certain MSPRs
  - Pre-Construction meetings for all projects (MSPR, SPR, 40B, etc.)
  - Permit Tracking through Construction and Occupancy (site visits & coordination with developers)
- Expanded role of CPDC:
  - Jurisdiction / oversight of 2 Smart Growth Districts: Gateway SGD (2007) & Downtown (2009)
  - Administration of Sign Bylaw and Certificate of Appropriateness process – 2010
- Administration of Zoning Enforcement / Violation process
- Creation of and participation in Regional Housing Services Office – Coordinator position located in Reading
- Involvement in regional planning efforts through North Suburban Planning Council (NSPC)
- Procurement / management of consultants for long-range planning initiatives
  - Master Plan (2005), Parking Study (2009), Housing Production Plan (2013), Bike & Pedestrian Plan (2014), Cultural District Exploratory Study (2014)
- Sharper focus on Economic Development / downtown revitalization / cultural programs
  - Grant applications for TA, outreach efforts
- Support ad hoc committees / task forces as needed
  - Zoning Advisory Committee, Economic Development Committee, etc.

### **Departmental Changes:**

- Introduction of ViewPermit in 2013

### **Key CPDC Stats:**

<u>CY</u>	<u>Meetings</u>	<u>Zoning Bylaw Amendments</u>
2003	17	1
2015	23	4

### **Intangible Story:**

Julie has worked here for just over a month and as a grant application with a fast approaching deadline was presented she swiftly and expertly wrote the grant and if funded Reading would be the beneficiary of technical assistance with branding/wayfinding – a key recommendation from the recently<sup>5</sup> completed Economic Development Action Plan.

**Regional Housing Office**

Reading is the Lead Community, staff is located in Reading Town Hall  
Laurie Stanton, Regional Housing Coordinator for four towns

# Town of Reading SHI

*as of 1/4/15*

• **Reading still requires 217 additional units to reach 10%**  
*(Project 2016-2017 – 106 units)*

• **Need to demonstrate the development of 48 units (0.5%) per year**

Current SHI	
Census 2010 Total Housing Units	9,584
Total SHI	741
Current % Subsidized	7.73
Projected SHI Units by Project	
2016-2017	
Johnson Woods I	0
Johnson Woods II	9
40B Reading Village	77
St Agnes School – LIP	20
Current + Proposed	847
Future % Subsidized	8.8
<b>Additional SHI Needed</b>	111
Total SHI Needed	958
% Subsidized	10

## **Historic**

Division Lead: Volunteers with some support from Planning & Admin Staff

### **Additional Services since 2003:**

- West Street Historic District created – 2004/2005
- West Street Design Guidelines adopted – May 2006
- Study Committee for creation of Summer Avenue Historic District
- Summer Avenue Historic District created – November 2014

### **Key Historic District Commission Stats:**

<u>CY</u>	<u>Meetings</u>
2003	Did not exist
2013	10
2014	15
2015	18

### **Key Historical Commission Stats:**

<u>CY</u>	<u>Meetings</u>	<u>Demolition Delay Applications</u>
2003	21	4
2015	19	8

## **Conservation**

Division Lead: Chuck Tirone, Conservation Administrator

### **Current Activities:**

- Provide excellent customer service by working with applicants through the application process
- Support the Conservation Commission , especially by attending many site visits that previously were not possible with limited hours
- Collaborate with Planning and Building staff, and attend pre-development meetings
- Coordinate with Boy Scouts and Schools to facilitate workshops on environmental issues
- Oversee maintenance and rentals at Mattera Cabin
- Outreach at town events

### **2015 Changes, Additions & Successes:**

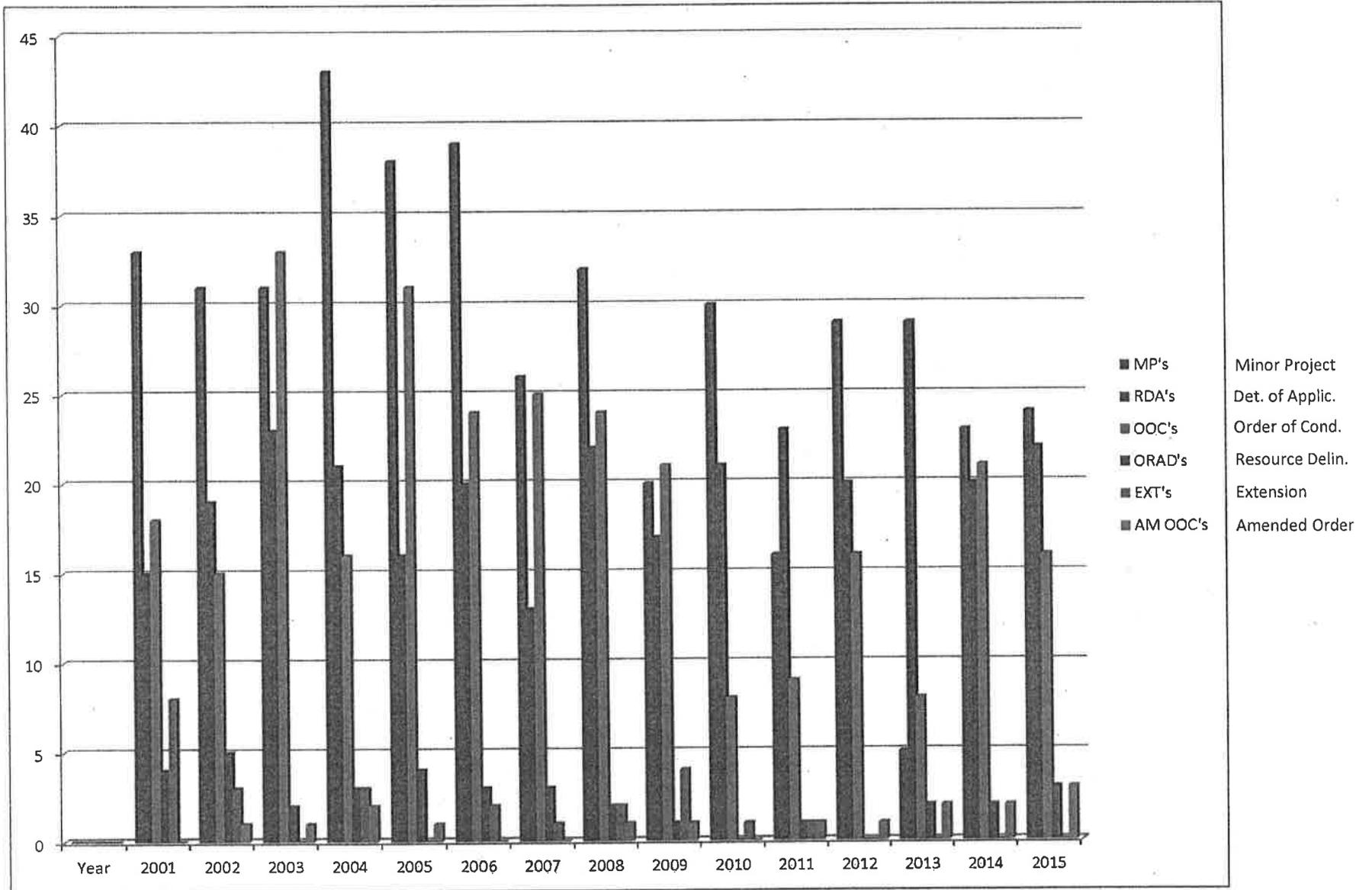
- In FY16, the Conservation Administrator went from part-time to full-time as part of the departmental reorganization.
- The added hours provide the Conservation Administrator more availability to assist applicants, as well as the ability to go outside the office and provide intangible services that are difficult to quantify.
- With full-time hours, the Conservation Administrator assumed responsibility for Mattera Cabin maintenance and rentals.
- Relaxed regulations have increased the number of Minor Project reviews; as a result, revenue from fees is down significantly.

### **Intangible Story:**

Chuck spent many hours on complex permitting projects that were executed much more smoothly but that is a “behind the scenes” service that we provide to the public. We have received many accolades and positive feedback that Conservation has vastly improved and together with Planning we do our best to permit projects and get them in the ground.

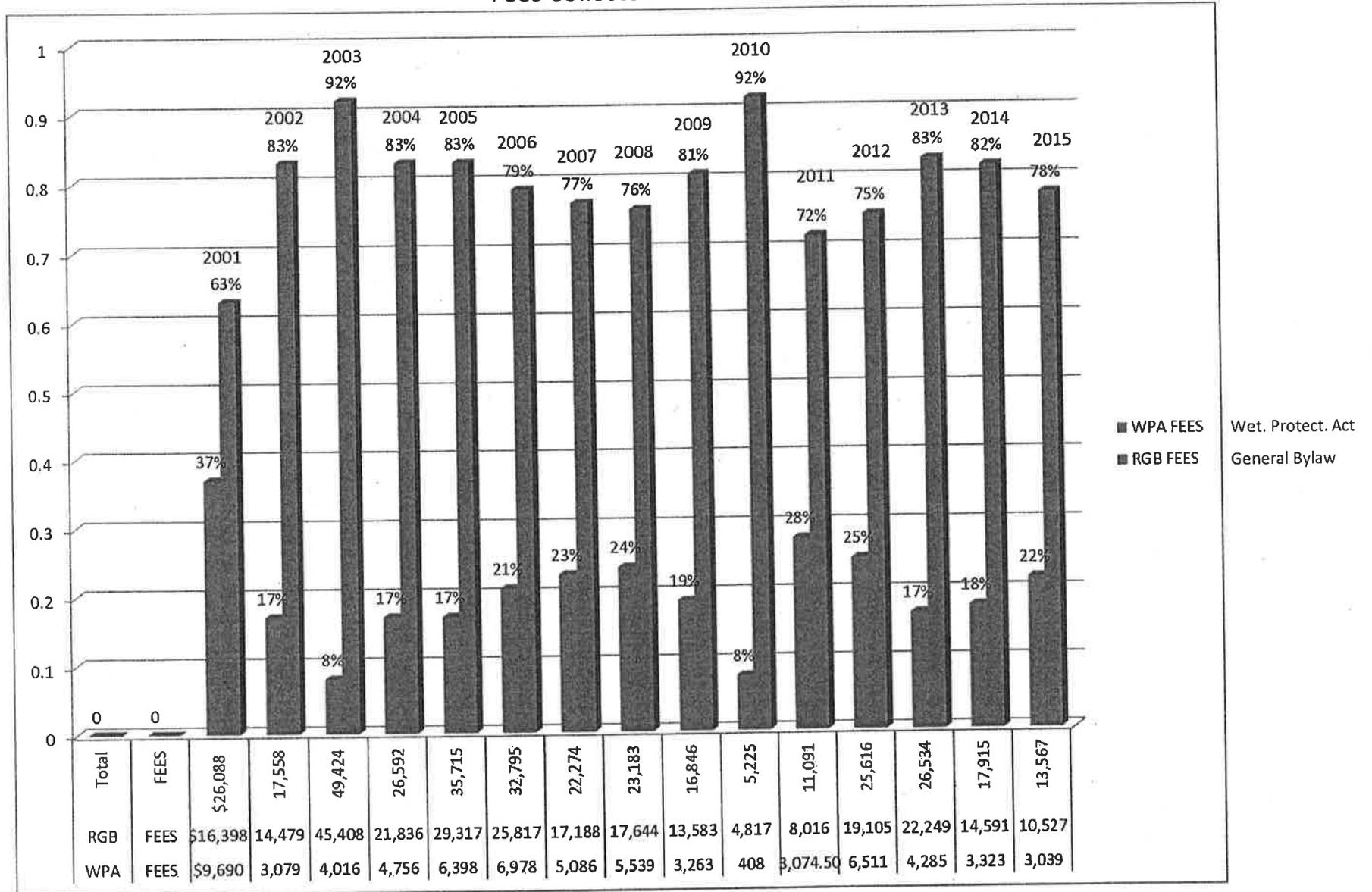
Conservation

Permits Issued



Conservation

Fees Collected



## **Elder / Human Services**

Division Lead: Jane Burns, Human Elder Services Administrator

### **Current Activities:**

- Daily operation of the Pleasant Street Center
- Providing senior programming for residents 60 and older and Human Services programming for residents under 60.
- Holiday Meal programs
- Offering over 40 programs at the Pleasant Street Center including fitness, bingo, book club, writers groups, movie days, birthday luncheons, games, hair dressing to name a few.
- 125 Volunteers working on programs and projects such as Senior Newsletter and Senior Tax Work-Off program, Receptionists and Kitchen help.
- Coordination of Transportation programs such as the Senior Van, Reading Response Medical Transportation and Volunteer Escorts
- Referrals for health care, financial assistance, food stamps, etc.
- Reporting for local, state and DOT

### **2015 Changes, Additions and Successes:**

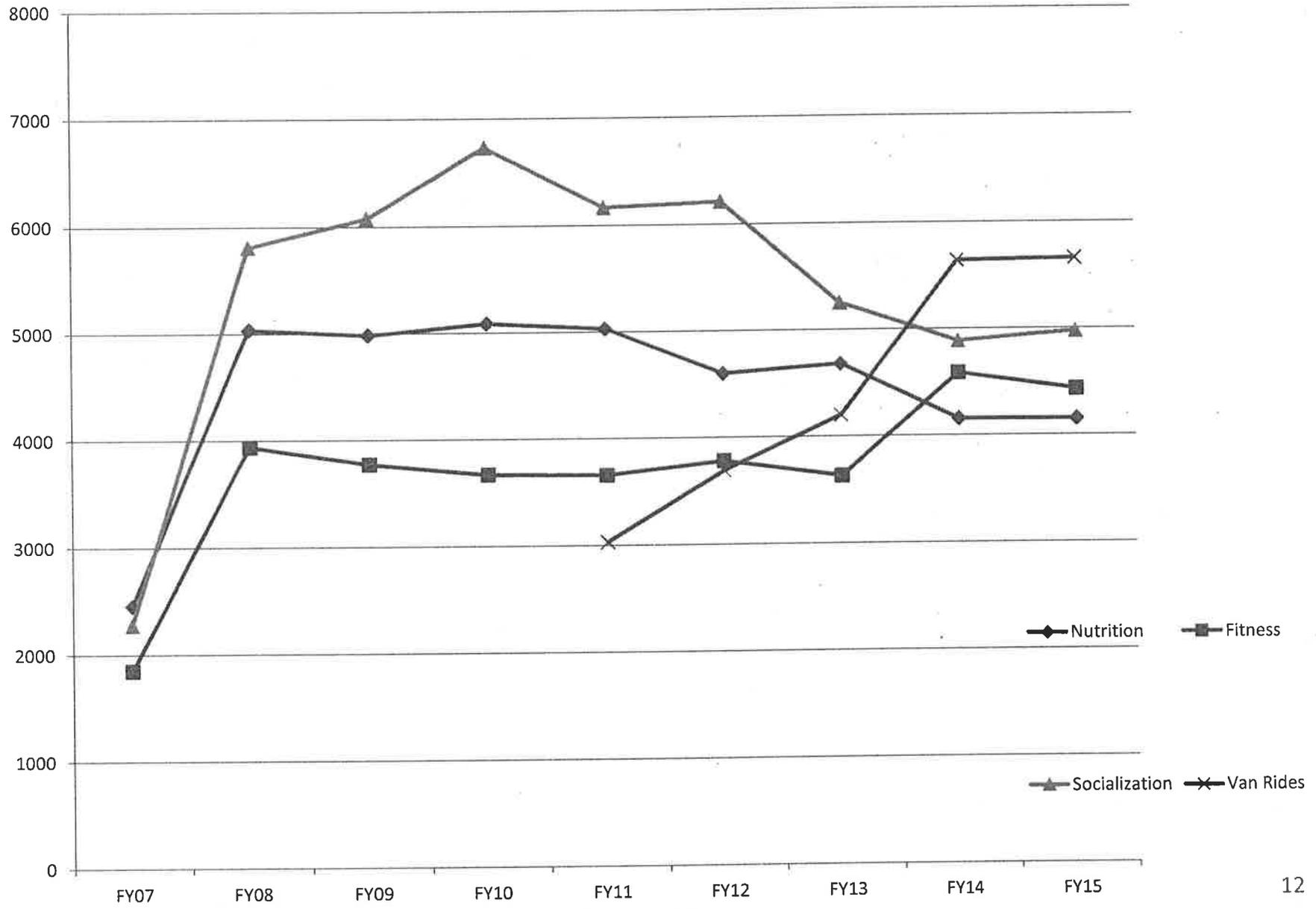
- Fully staffed with EHS Administrator, PSC Coordinator, Senior Case Manager, Nurse Advocate and Van Driver positions.
- Intergenerational programming at the PSC with new programs such as Barnyard Bingo & Holiday Character Breakfast
- Collaboration with the Reading Public Library, Veterans Agent, Health Department, Housing Authority, Sanborn Place, Police and Fire

**Key Stats:** See next few slides, graphical presentation

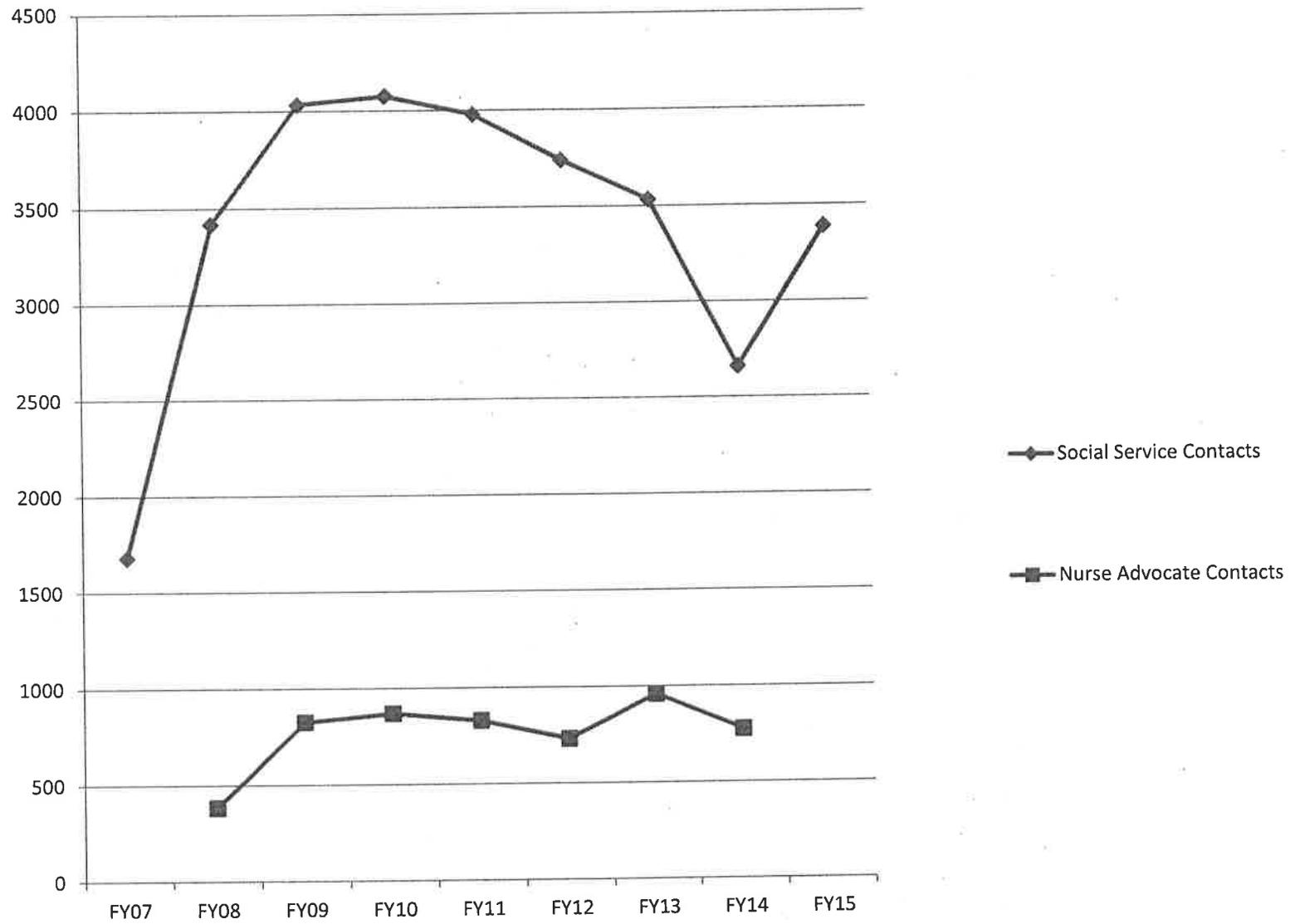
### **Intangible Story:**

Over the holidays we happened upon a 90+ Reading resident who had no working indoor plumbing. Although the Case Manager was familiar with the senior, she learned her plumbing had not been working for years. Through quick action with the DPW, we were able to determine the problem was in her home. Within a day we dispatched John's Sewer Service and had her plumbing restored. The Division will continue to work with the resident to ensure she remains safe in the home.

Elder / Human Services



Elder / Human Services



## Health

Division Lead: Steven DiLauro, Health Agent

### **Current Activities:**

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

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

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

Setting up, through the Public Health Nurse, Flu Clinics at Police Station, Fire Department, DPW, and multiple schools in town.

### **2015 Changes, Additions & Successes:**

The Health Division Includes: Public Health Nurse, Health Inspectors, and Administrative Secretary.

Correspond with Fire and Police for when an emergency can relate to housing violations.

Reading has rejoined the Greater Lawrence Public Health Coalition. Formally a part of the Mystic Valley Public Health Coalition.

Board of Health voted to focus on addressing the health needs of the 25 - 65 year old age group.

The Health Department plans to begin completing all inspections electronically.

Created "Master list" which allows Health Division to access and locate food establishment information, track inspections, and view time management.

Created "Complaint Intake Form" which allows the Department to view all complaint inspections and track inspections and their progress.

### **Key Stats:**

205 Routine Food Establishment inspections; 181 received a Re-Inspection

10 new Food Establishments that came into Reading in which each obtained a Pre-Opening Inspection before final approval

57 complaints were documented between housing, nuisance, and food

985 Flu Vaccines were given this season from the Public Health Nurse

### **Intangible Story:**

In the month of September Steven DiLauro was notified from the Department of Public Health that West Nile virus had been detected in mosquitoes collected from the Town of Reading. Steven then had a conference call with DPH and determined that the risk level had been elevated to Moderate. Steven took immediate action and submitted a press release to local media outlets to advise the community on how to take precaution.

## **Recreation**

Division Lead: Genevieve Fiorente, Recreation Administrator

### **Current Activities:**

Offering Over 450 programs/classes in 2015

Oversite of Field & Playground Use -

- Use scheduling

- Field management and improvements

- Safety Inspections

Employing over 50 seasonal staff to support programming and events

Actively participating in Town-Wide Events such as Downtown Trick or Treat, Halloween Parade, Friends and Family Day, Fall Street Faire, Egg Hunt and Summer Concert Series promoting Social Engagement and Community Spirit.

### **2015 Changes, Additions and Successes:**

On-line Tennis Reservations service with [www.reserveagame.com](http://www.reserveagame.com)

Intergenerational programming at the PSC with new programs such as Barnyard Bingo & Holiday Character Breakfast

Sold out all 8 weeks of summer camp

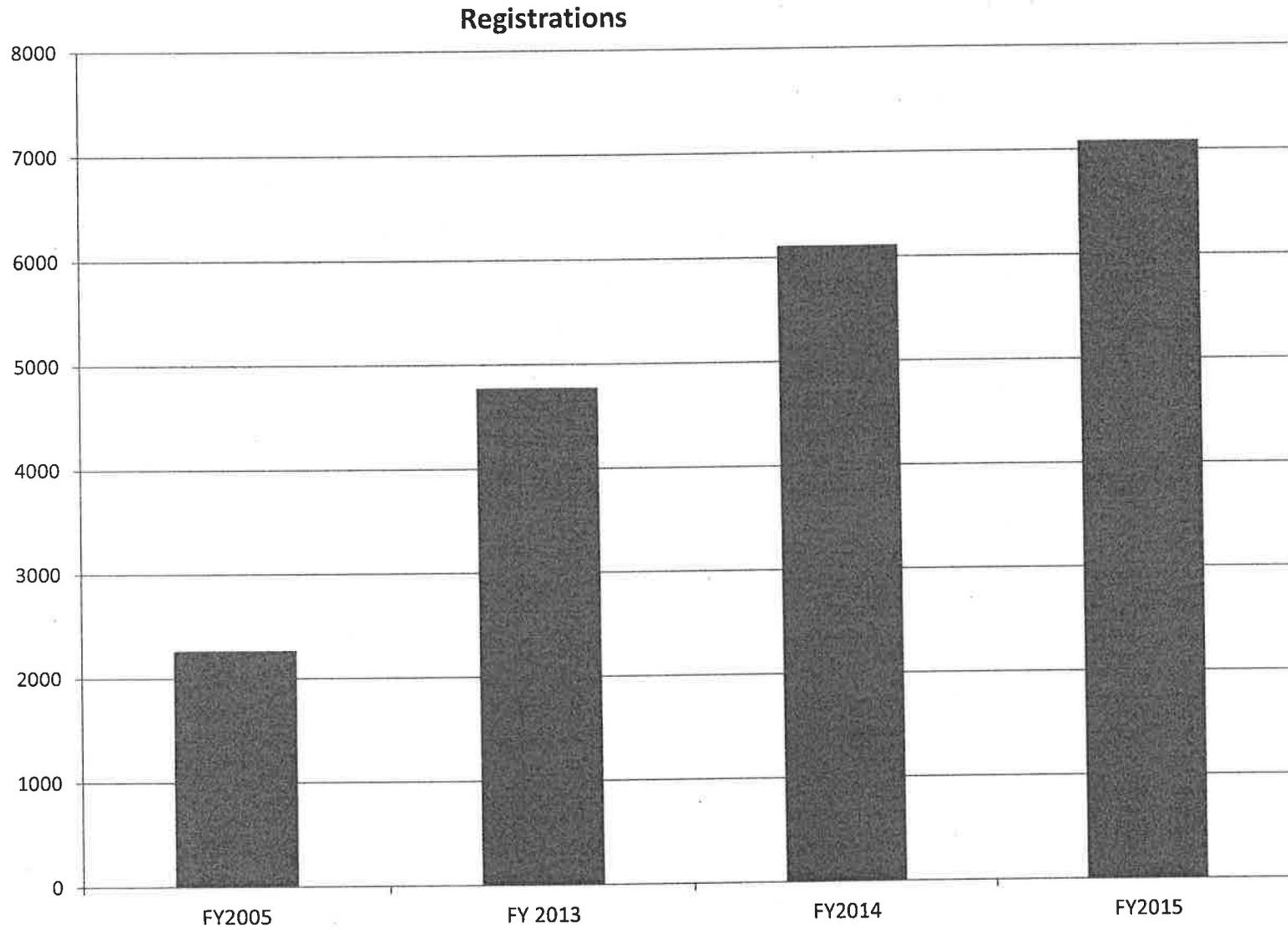
Pickle ball became the fastest growing adult activity in Town.

### **Key Stats: Next Slides**

### **Intangible Story:**

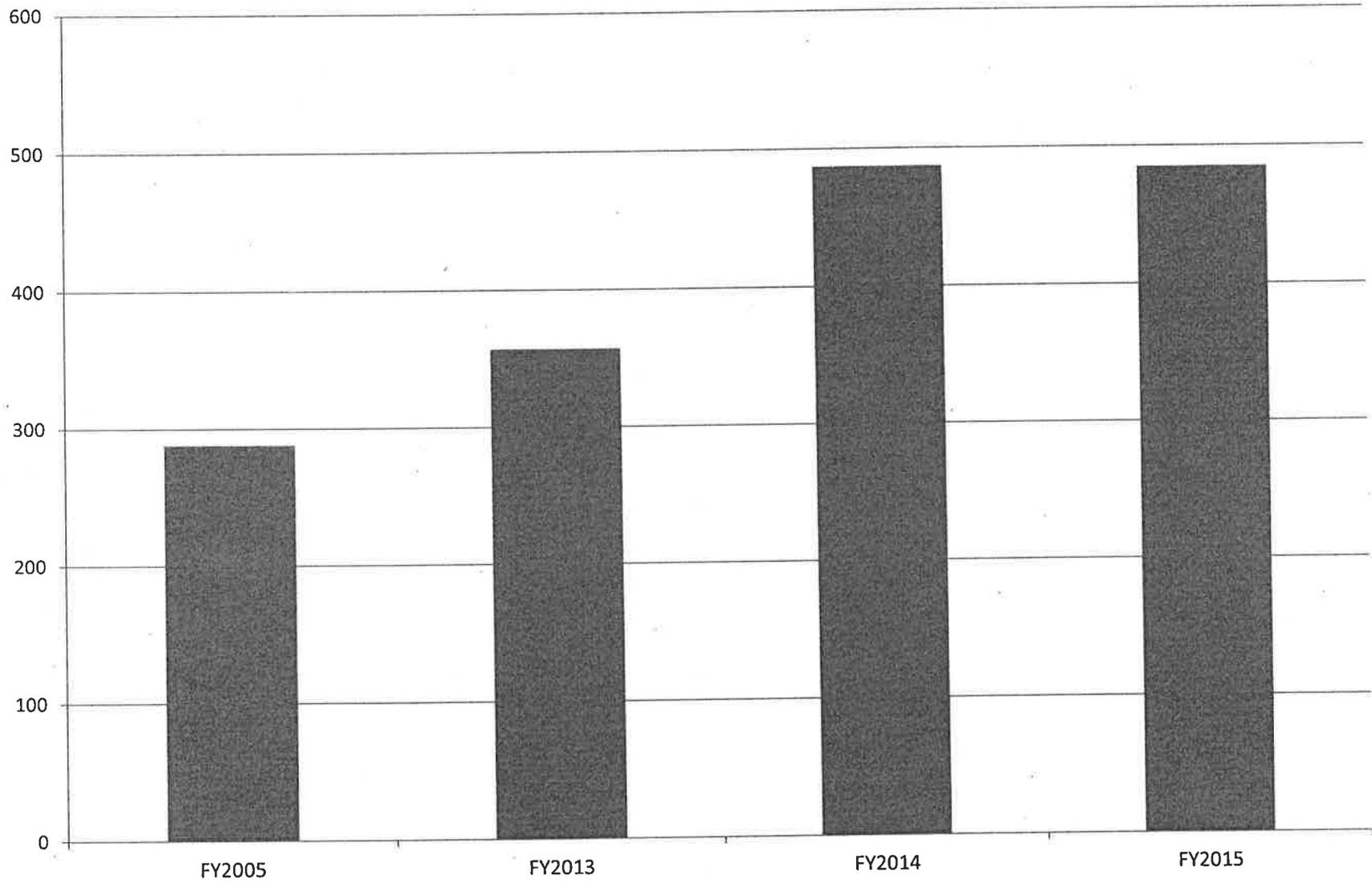
The Recreation Division was recently contacted by a citizen of the United Kingdom whom mistakenly bought 3 tickets to new Star Wars Movie- mistaking Reading, England for Reading, MA USA. The tickets were donated to Recreation, which was in turn put out for a free raffle for residents only. We received over 300 responses via email and social media over 2 days and were able to send a family to the second night of the hit movie for free!

**Recreation**



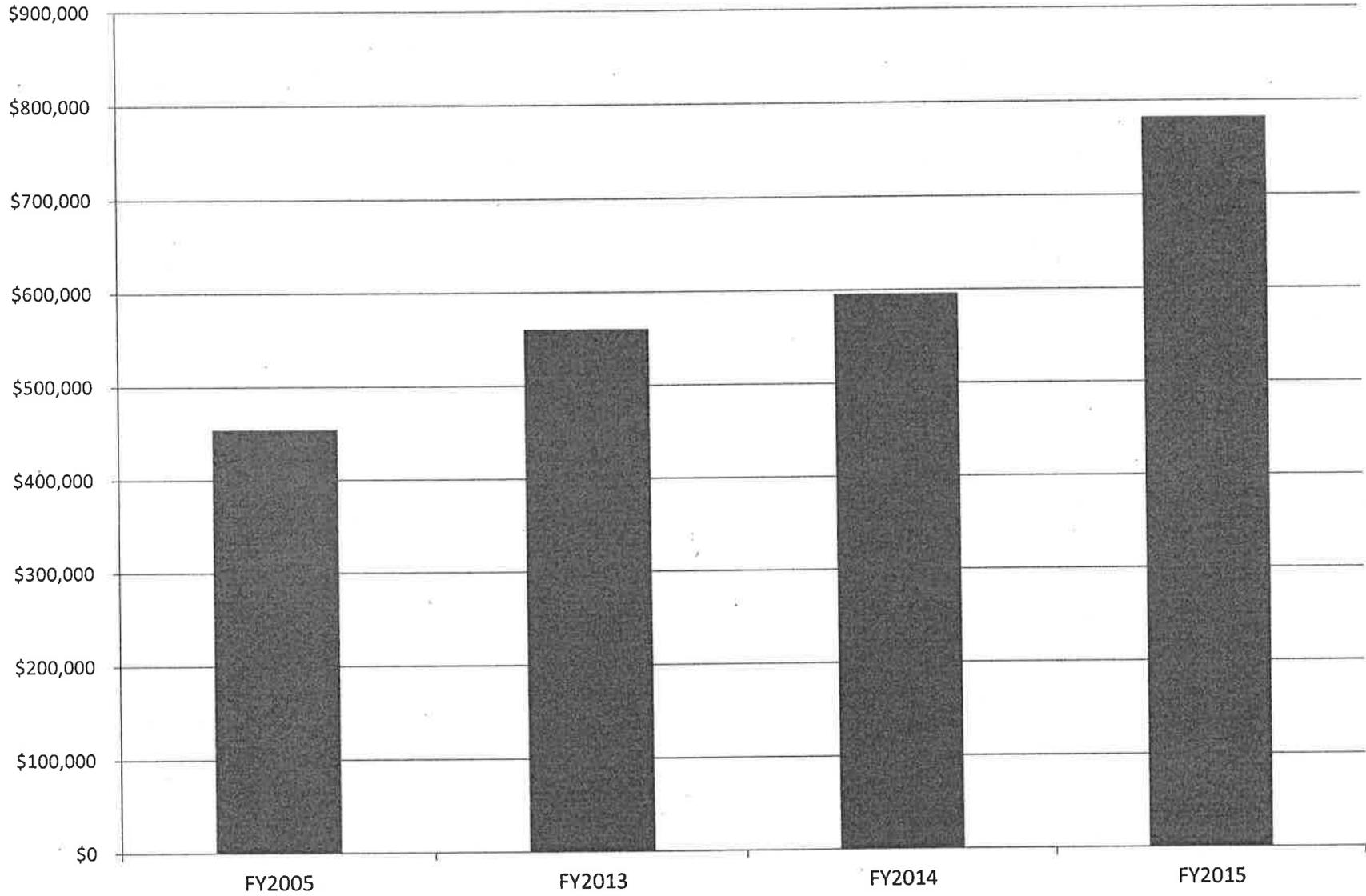
**Recreation**

**Activities offered**



Recreation

Revenue



## Veterans Services

Division Lead: Kevin Bohmiller, Veterans' Services Officer

### **Current Activities:**

- Goal is to spend Reading's 25% of CH 115 most efficiently;
- To locate and help individuals those qualifies for the program but were unaware of the benefit;
- To investigate and remove individuals from the CH 115 roles when they have not been fully qualified, saving the town money;
- Continued outreach will identify individuals eligible for benefits. Preparing VA applications and gaining approval will continue to increase funds coming in to the community

### **2015 Changes, Additions & Successes:**

- The increase of hours added the ability to go outside the office and provide the intangible services that are difficult to quantify.
- Outreach at town events and Attended School functions to promote VSO
- Resurrected Scuttlebutt at Pleasant Street Center

### **Key Stats:**

<u>CY</u>	<u>Total \$'s spent</u>	<u>Avg. # monthly recipients</u>
2010	\$156,810	26
2011	\$204,013	30
2012	\$201,140	29
2013	\$168,793	28
2014	\$202,224	29
*2015	\$186,518	27

\*Note position was PT or Vacant for 5 months.

### **Intangible Story:**

Kevin recently had a Vet who needed a walker but the VA could not provide one for 3 weeks. He spent an afternoon tracking down a walker, picking it up and delivering it to a very happy customer.

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 8  
bgnyrpts

FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0126 PUBLIC SVC ADMINISTRATION							
03 SALARIES							
11263511 511001 ASSISTANT TOWN MANAGER	102,433.61	107,218.20	112,985.46	54,001.09	120,700.00	125,000.00	3.6%
11263511 511002 PS OFFICE MANAGER	.00	.00	23,111.05	22,813.84	51,000.00	52,825.00	3.6%
11263511 511010 PS ADMINISTRATIVE ASSISTANT	29,353.82	33,366.57	44,125.93	9,596.76	42,850.00	44,600.00	4.1%
11263511 511011 PS ADMINISTRATIVE SECRETARY	.00	.00	37,760.29	35,822.21	42,650.00	44,400.00	4.1%
11263511 511012 PS CLERK	104,522.40	108,587.77	76,461.72	16,808.77	36,850.00	38,900.00	5.6%
11263511 511014 PS SENIOR ADMIN ASSISTANT	.00	.00	.00	18,307.05	50,000.00	51,775.00	3.6%
11263511 515000 PS ADMIN OVERTIME	11,308.92	40,148.82	38,354.70	14,131.19	25,000.00	30,000.00	20.0%
11263511 596130 PS REVOLVING FUND SUPPORT	.00	-25,000.00	-20,000.00	.00	-25,000.00	-30,000.00	20.0%
TOTAL SALARIES	247,618.75	264,321.36	312,799.15	171,480.91	344,050.00	357,500.00	3.9%
05 EXPENSES							
11265521 521309 PS ADMIN UTIL WTR/SWR/STM WTR	67.72	51.37	48.39	.00	.00	.00	.0%
11265521 521392 PS ADMIN WIRELESS COMMUNICATIO	143.90	.00	.00	.00	.00	.00	.0%
11265530 530000 PS OUTSOURCED PROF SERVICES	.00	33,750.00	.00	.00	25,000.00	.00	-100.0%
11265530 530100 PS ADMIN ADVERTISING	1,279.38	1,468.42	2,494.13	200.48	2,000.00	2,000.00	.0%
11265531 531000 PS ADMIN PROF DEV/TRAINING	.00	120.00	856.30	.00	11,000.00	11,000.00	.0%
11265531 531901 PS ADMIN HLTH PROF DEVELOPMENT	887.33	1,028.50	979.02	1,150.00	.00	.00	.0%
11265531 531902 PS ADMIN ES PROF DEVELOPMENT	.00	429.00	490.04	.00	.00	.00	.0%
11265531 531903 PS ADMIN INSP PROF DEVELOPMENT	575.00	1,406.20	885.25	715.00	.00	.00	.0%
11265531 531904 PS ADMIN VET PROF DEVELOPMENT	451.19	387.35	1,293.65	.00	.00	.00	.0%
11265531 531905 PS ADMIN CONS PROF DEVELOPMENT	673.00	670.00	865.00	.00	.00	.00	.0%
11265531 531906 PS ADMIN PLAN PROF DEVELOPMENT	955.00	1,463.93	3,531.58	3,993.00	.00	.00	.0%
11265540 540000 PS EQUIPMENT & SUPPLIES	6.00	.00	.00	.00	.00	.00	.0%

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 9  
bgnyrpts

FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11265542 542000	PS ADMIN OFFICE SUPPLIES 2,417.37	1,994.09	1,944.20	860.91	7,000.00	7,000.00	.0%
11265542 542901	PS ADMIN HLTH OFFICE SUPPLIES 292.87	185.40	234.70	598.66	.00	.00	.0%
11265542 542902	PS ADMIN ES OFFICE SUPPLIES 1,503.85	610.74	609.19	241.05	.00	.00	.0%
11265542 542903	PS ADMIN INSP OFFICE SUPPLIES 730.97	1,768.31	1,947.80	795.51	.00	.00	.0%
11265542 542904	PS ADMIN VET OFFICE SUPPLIES 142.08	243.85	42.98	44.12	.00	.00	.0%
11265542 542905	PS ADMIN CONS OFFICE SUPPLIES 370.54	122.01	211.10	28.63	.00	.00	.0%
11265542 542906	PS ADMIN PLAN OFFICE SUPPLIES 1,035.46	965.82	145.60	175.27	.00	.00	.0%
11265542 542907	PS ADMIN TWN MGR OFFICE SUPPLY 742.39	627.66	.00	.00	.00	.00	.0%
11265571 571000	PS ADMIN MILEAGE REIMBURSEMENT 5,504.45	6,689.61	7,282.48	3,555.40	7,000.00	8,000.00	14.3%
TOTAL EXPENSES	17,778.50	53,982.26	23,861.41	12,358.03	52,000.00	28,000.00	-46.2%
TOTAL PUBLIC SVC ADMINISTRAT	265,397.25	318,303.62	336,660.56	183,838.94	396,050.00	385,500.00	-2.7%
0171 CONSERVATION DIVISION							
03 SALARIES							
11713511 511003	CONSERVATION ADMIN 31,135.33	37,086.60	42,202.76	27,066.57	60,500.00	62,700.00	3.6%
11713511 596130	CONSCOMM REVOLV FUND SUPPORT -2,000.00	-4,000.00	-4,000.00	.00	-4,000.00	-2,000.00	-50.0%
TOTAL SALARIES	29,135.33	33,086.60	38,202.76	27,066.57	56,500.00	60,700.00	7.4%
TOTAL CONSERVATION DIVISION	29,135.33	33,086.60	38,202.76	27,066.57	56,500.00	60,700.00	7.4%
0175 PLANNING							
03 SALARIES							
11753511 511031	PLAN REGL AFFORD HOUSING COORD .00	.00	19,278.80	21,490.31	51,500.00	50,775.00	-1.4%
11753511 511045	COMM DEV DIR/ASST DEPT HEAD 57,467.14	64,583.27	75,068.91	27,024.31	78,950.00	81,750.00	3.5%
11753511 511046	PLANNING INTERN .00	.00	1,993.75	5,130.45	.00	.00	.0%
11753511 515000	PLANNING WAGES OVERTIME 3,200.57	1,684.70	668.44	.00	.00	.00	.0%

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL SALARIES	60,667.71	66,267.97	97,009.90	53,645.07	130,450.00	132,525.00	1.6%
05 EXPENSES							
11755578 578000 REGIONAL HOUSING EXPENSES	.00	.00	6,680.89	4,597.60	10,000.00	10,000.00	.0%
TOTAL EXPENSES	.00	.00	6,680.89	4,597.60	10,000.00	10,000.00	.0%
TOTAL PLANNING	60,667.71	66,267.97	103,690.79	58,242.67	140,450.00	142,525.00	1.5%
0240 INSPECTIONS DIVISION							
03 SALARIES							
12403511 511216 INSPECTION BUILDING INSP	76,674.00	79,359.24	82,254.83	45,194.98	85,475.00	88,500.00	3.5%
12403511 511217 INSPECTION WIRE INSP	19,381.39	22,977.58	26,455.35	11,399.37	27,950.00	28,975.00	3.7%
12403511 511218 INSPECTION PLUMBING INSP	19,356.44	21,794.52	25,464.84	12,074.27	27,650.00	28,975.00	4.8%
12403511 511219 INSPECTION ALTERNATE INSP	14,092.94	18,526.20	17,498.36	8,271.53	16,100.00	25,000.00	55.3%
12403511 511220 INSPECTION CODE ENFORCEMENT	.00	.00	8,068.46	298.92	6,700.00	5,000.00	-25.4%
12403511 596130 INSPECTION REVOLV FUND SUPPORT	.00	-35,000.00	-35,000.00	.00	-35,000.00	-45,000.00	28.6%
TOTAL SALARIES	129,504.77	107,657.54	124,741.84	77,239.07	128,875.00	131,450.00	2.0%
TOTAL INSPECTIONS DIVISION	129,504.77	107,657.54	124,741.84	77,239.07	128,875.00	131,450.00	2.0%
0511 HEALTH							
03 SALARIES							
15113511 511003 HEALTH AGENT	.00	.00	15,306.54	27,019.59	71,775.00	75,800.00	5.6%
15113511 511561 HEALTH NURSE	48,330.52	49,803.20	2,856.43	11,690.15	25,350.00	26,225.00	3.5%
15113511 511564 HEALTH INSPECTOR	40,086.80	41,609.12	43,277.19	26,924.69	69,150.00	68,500.00	-.9%
15113511 515000 HEALTH WAGES OVERTIME	220.10	.00	.00	218.76	.00	.00	.0%
15113511 596130 HEALTH REVOLV FUND SUPPORT	-2,100.00	-2,100.00	-2,100.00	.00	-2,100.00	-2,100.00	.0%
TOTAL SALARIES							

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PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES	86,537.42	89,312.32	59,340.16	65,853.19	164,175.00	168,425.00	2.6%
15115530 530000 HEALTH PROF/TECH SV	300.00	300.00	300.00	.00	500.00	500.00	.0%
15115530 530512 HEALTH ADMINISTRATION SVCS	67,433.20	70,240.76	74,673.24	9,967.30	13,000.00	.00	-100.0%
15115530 530520 HEALTH WEIGHTS & MEASURES	5,750.00	5,000.00	5,000.00	.00	5,750.00	5,750.00	.0%
15115530 530530 HEALTH ANIMAL DISPOSAL	5,554.76	5,432.41	3,959.76	2,064.88	8,000.00	7,000.00	-12.5%
15115530 530551 HEALTH MOSQUITO CONTROL	26,000.00	36,300.00	37,000.00	19,000.00	38,000.00	40,000.00	5.3%
15115540 540000 HEALTH SUPPLIES/EQUIPMENT	48.00	.00	.00	.00	.00	.00	.0%
15115540 540521 HEALTH INSP SUPPLIES/EQUIPMENT	572.79	1,934.07	1,052.00	398.26	2,000.00	2,000.00	.0%
15115540 540524 HEALTH CLINIC SUPPLIES/EQUIPME	1,100.17	101.65	.00	.00	.00	.00	.0%
15115571 571000 HEALTH MILEAGE REIMBURSEMENT	1,742.08	1,894.68	1,413.07	758.69	2,000.00	2,000.00	.0%
15115577 577500 HEALTH RIVERSIDE COMM CARE	7,000.00	7,000.00	7,000.00	1,750.00	7,500.00	7,500.00	.0%
15115577 577510 HEALTH EMARC SOCIAL SERVICES	13,000.00	13,000.00	13,000.00	6,500.00	13,900.00	13,000.00	-6.5%
TOTAL EXPENSES	128,501.00	141,203.57	143,398.07	40,439.13	90,650.00	77,750.00	-14.2%
TOTAL HEALTH	215,038.42	230,515.89	202,738.23	106,292.32	254,825.00	246,175.00	-3.4%
0541 HUMAN/ELDER SERVICES							
03 SALARIES							
15413511 511003 ELDER/HUMAN SVC ADMIN	25,800.22	30,919.04	37,594.93	18,577.50	35,550.00	36,775.00	3.4%
15413511 511523 E/H SVC VAN DRIVER	30,958.28	32,017.80	33,163.85	15,754.80	35,800.00	36,000.00	.6%
15413511 511524 E/H SVC SUBST VAN DRIVER	2,345.43	2,590.74	2,725.95	2,710.01	3,000.00	3,000.00	.0%
15413511 511525 E/H SVC CASE WORKER	52,678.21	51,487.46	68,196.25	18,308.86	.00	.00	.0%
15413511 511527 E/H SVC SENIOR CENTER COORD	38,820.65	40,253.69	41,582.52	19,460.56	43,325.00	44,775.00	3.3%
15413511 511530 SENIOR CASE MANAGER	.00	.00	.00	1,974.75	48,400.00	50,050.00	3.4%
15413511 511561 E/H SVC NURSE ADVOCATE	29,988.08	34,077.28	8,004.54	2,216.25	61,725.00	63,900.00	3.5%
15413511 515000 E/H SVC WAGES OVERTIME							

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	.00	86.97	.00	.00	.00	.00	.0%
15413511 596120	E/H SVC STATE GRANT SUPPORT -34,133.00	39,407.00	-39,182.00	.00	-30,000.00	-30,000.00	.0%
15413511 596180	E/H SVC TRUST FUND SUPPORT -3,000.00	-3,000.00	-3,000.00	.00	-3,000.00	-3,000.00	.0%
TOTAL SALARIES	143,457.87	149,025.98	149,086.04	79,002.73	194,800.00	201,500.00	3.4%
05 EXPENSES							
15415531 531010	E/H SVC DUES & MEMBERSHIPS 718.56	228.00	817.64	792.64	750.00	1,000.00	33.3%
15415531 531090	E/H SVC REGISTRATION PROF DEV .00	365.00	170.03	677.99	800.00	800.00	.0%
15415535 535304	E/H SVC PROGRAMS 1,059.01	775.06	1,292.78	483.53	1,500.00	1,500.00	.0%
15415536 536000	E/H SVC SFTWR LICENSE /SUPPORT 900.98	902.87	904.56	.00	.00	.00	.0%
15415540 540000	E/H SVC SUPPLIES/EQUIPMENT 1,331.67	1,267.43	1,338.83	708.44	1,300.00	1,500.00	15.4%
15415551 551000	E/H SVC VOLUNTEER TRAINING .00	39.00	.00	.00	500.00	500.00	.0%
15415571 571000	E/H SVC MILEAGE REIMB 441.45	1,173.29	917.07	332.55	1,200.00	1,200.00	.0%
15415577 577540	E/H SVC MEAL DELIVERY SVC 5,593.00	5,593.00	5,593.00	.00	5,800.00	5,800.00	.0%
15415578 578000	E/H SVC OTHER EXPENSES 37.94	1,065.00	.00	906.51	1,000.00	1,000.00	.0%
15415578 578018	E/H SVC VOLUNTEER SUPPORT COST .00	.00	119.53	.00	200.00	200.00	.0%
TOTAL EXPENSES	10,082.61	11,408.65	11,153.44	3,901.66	13,050.00	13,500.00	3.4%
TOTAL HUMAN/ELDER SERVICES	153,540.48	160,434.63	160,239.48	82,904.39	207,850.00	215,000.00	3.4%
0543 VETERANS							
03 SALARIES							
15433511 511003	VETERANS SERVICE OFFICER 19,658.36	20,066.04	25,043.51	23,761.20	53,875.00	55,850.00	3.7%
TOTAL SALARIES	19,658.36	20,066.04	25,043.51	23,761.20	53,875.00	55,850.00	3.7%
05 EXPENSES							
15435530 530512	VETERANS ADMINISTRATION SVCS 296.86	192.00	.00	.00	.00	.00	.0%

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PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
15435540 542302		VETERANS OFFICE SUPPLIES					
	.00	459.48	129.28	110.36	500.00	500.00	.0%
15435571 571000		VETERANS MILEAGE REIMBURSEMENT					
	.00	.00	170.89	158.12	500.00	500.00	.0%
TOTAL EXPENSES	296.86	651.48	300.17	268.48	1,000.00	1,000.00	.0%
TOTAL VETERANS	19,955.22	20,717.52	25,343.68	24,029.68	54,875.00	56,850.00	3.6%
0544 VETERANS' AID							
05 EXPENSES							
15445577 577000		VETS AID MONTHLY BENEFITS					
	68,279.81	87,189.91	90,876.01	41,774.60	100,000.00	100,000.00	.0%
15445577 577501		VETS AID FUEL					
	19,147.14	21,468.83	19,995.31	8,353.44	20,000.00	22,000.00	10.0%
15445577 577502		VETS AID DOCTOR					
	2,884.20	2,924.93	3,780.15	1,319.27	5,000.00	5,000.00	.0%
15445577 577503		VETS AID HOSPITAL					
	3,608.89	719.13	4,682.94	1,748.72	5,000.00	5,000.00	.0%
15445577 577504		VETS AID MEDICARE PART B					
	18,752.40	23,248.42	24,335.27	12,227.16	25,000.00	27,500.00	10.0%
15445577 577505		VETS AID MEDIGAP					
	26,026.83	27,903.81	27,026.57	13,899.98	25,000.00	28,000.00	12.0%
15445577 577506		VETS AID MEDICAL BENEFIT					
	25,988.91	12,360.43	13,738.83	5,083.32	20,000.00	20,000.00	.0%
15445577 577507		VETS AID DURABLE MEDICAL					
	2,652.76	3,034.58	2,168.97	429.45	4,000.00	4,000.00	.0%
15445577 577508		VETS AID ONE TIME BENEFIT					
	2,000.00	3,781.00	.00	1,134.38	4,000.00	4,000.00	.0%
15445577 577509		VETS AID SHELTER					
	.00	280.00	.00	.00	2,000.00	2,000.00	.0%
15445577 577511		VETS AID DENTAL					
	425.60	.00	228.49	639.00	3,000.00	3,000.00	.0%
15445577 577512		VETS AID AMBULANCE					
	150.00	429.91	346.45	434.94	2,000.00	2,000.00	.0%
15445577 577513		VETS AID EYE GLASSES					
	945.96	708.40	558.72	.00	2,500.00	2,500.00	.0%
15445577 577514		VETS AID MEDICARE PART D					
	3,228.20	2,035.14	2,429.37	1,852.05	2,500.00	4,000.00	60.0%
15445577 577515		VET BENEFITS HEARING AIDS					
	1,550.00	.00	3,750.00	2,815.00	5,000.00	5,000.00	.0%
15445577 577516		VETS AID CH115 RETRO BENEFIT					
	.00	758.20	4,805.83	1,020.58	.00	2,000.00	.0%
TOTAL EXPENSES	175,640.70	186,842.69	198,722.91	92,731.89	225,000.00	236,000.00	4.9%
TOTAL VETERANS' AID	175,640.70	186,842.69	198,722.91	92,731.89	225,000.00	236,000.00	4.9%

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0630 RECREATION							
03 SALARIES							
<u>16303511 511003</u>							
COMM SVC DIR/ASST DEPT HEAD							
	71,370.00	73,854.30	78,491.63	38,873.30	82,175.00	85,050.00	3.5%
<u>16303511 511012</u>							
RECREATION CLERK							
	34,378.54	35,575.44	19,570.80	.00	.00	.00	.0%
<u>16303511 511473</u>							
RECREATION ADMINISTRATOR							
	40,920.53	42,526.11	46,341.58	19,670.30	55,900.00	57,875.00	3.5%
<u>16303511 515000</u>							
RECREATION WAGES OVERTIME							
	970.94	549.27	1,558.60	659.34	2,000.00	2,500.00	25.0%
<u>16303511 516050</u>							
RECREATION OUT OF GRADE WORK							
	.00	.00	76.14	.00	500.00	.00	-100.0%
TOTAL SALARIES							
	147,640.01	152,505.12	146,038.75	59,202.94	140,575.00	145,425.00	3.5%
TOTAL RECREATION							
	147,640.01	152,505.12	146,038.75	59,202.94	140,575.00	145,425.00	3.5%
0691 HISTORICAL COMMISSION							
05 EXPENSES							
<u>16915540 540000</u>							
HISTORICAL SUPPLIES/EQUIPMENT							
	782.95	87.26	306.01	41.50	1,500.00	1,500.00	.0%
TOTAL EXPENSES							
	782.95	87.26	306.01	41.50	1,500.00	1,500.00	.0%
TOTAL HISTORICAL COMMISSION							
	782.95	87.26	306.01	41.50	1,500.00	1,500.00	.0%
TOTAL PUBLIC SERVICES							
	1,197,302.84	1,276,418.84	1,336,685.01	711,589.97	1,606,500.00	1,621,125.00	.9%

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0135 TOWN ACCOUNTANT							
03 SALARIES							
11353511 511001 TOWN ACCOUNTANT	100,831.90	111,770.28	105,592.53	49,087.88	109,750.00	113,650.00	3.6%
11353511 511006 ACC RETIRE ADMIN	5,428.08	.00	.00	.00	.00	.00	.0%
11353511 511010 ACC ADMINISTRATIVE ASSISTANT	27,015.46	28,345.37	35,065.37	19,159.67	42,825.00	44,400.00	3.7%
11353511 511012 ACC CLERK	25,783.85	28,820.28	19,966.39	.00	.00	.00	.0%
11353511 511014 ACC SR ADMIN ASSISTANT	.00	.00	14,588.48	14,639.80	32,525.00	33,650.00	3.5%
11353511 511020 ASSISTANT TOWN ACCOUNTANT	.00	1,999.92	2,013.00	909.96	2,000.00	2,000.00	.0%
11353511 515000 ACCOUNTING OVERTIME	.00	1,683.04	668.43	65.28	1,050.00	1,000.00	-4.8%
TOTAL SALARIES	159,059.29	172,618.89	177,894.20	83,862.59	188,150.00	194,700.00	3.5%
05 EXPENSES							
11355531 531000 ACCTING PROF DEV/TRAINING	570.00	1,011.61	1,715.50	977.33	2,000.00	2,500.00	25.0%
11355531 531090 ACCTING PROF DEV REGISTRATION	35.00	506.00	493.00	35.00	500.00	500.00	.0%
11355531 531091 ACCTING PROF DEV - TRAVEL	243.74	194.60	217.06	.00	500.00	500.00	.0%
11355542 542000 ACCTING OFFICE SUPP	169.71	177.86	745.43	50.04	500.00	750.00	50.0%
TOTAL EXPENSES	1,018.45	1,890.07	3,170.99	1,062.37	3,500.00	4,250.00	21.4%
TOTAL TOWN ACCOUNTANT	160,077.74	174,508.96	181,065.19	84,924.96	191,650.00	198,950.00	3.8%
0141 BOARD OF ASSESSORS							
03 SALARIES							
11413511 511003 ASSESSOR	8,428.57	.00	.00	.00	.00	.00	.0%
11413511 511008 ASSISTANT ASSESSOR	45,678.09	51,267.19	54,607.32	10,869.96	60,100.00	58,125.00	-3.3%
11413511 511022 ASST ASSESSOR STIPEND	.00	.00	.00	769.25	.00	4,000.00	.0%
11413511 515000 ASSESSORS WAGES OVERTIME	.00	117.77	.00	.00	.00	.00	.0%

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL SALARIES	54,106.66	51,384.96	54,607.32	11,639.21	60,100.00	62,125.00	3.4%
05 EXPENSES							
<u>11415530 530000</u>	ASSESSOR PERS PROP INSPECTIONS						
	.00	17,510.75	6,500.00	.00	6,700.00	7,500.00	11.9%
<u>11415530 530100</u>	ASSESSOR ADVERTISING						
	.00	.00	.00	290.75	.00	.00	.0%
<u>11415530 530190</u>	ASSESSORS REVALUATION						
	3,000.00	25,067.50	.00	.00	88,000.00	.00	-100.0%
<u>11415530 530191</u>	ASSESSORS APPRAISALS						
	.00	.00	.00	.00	5,000.00	5,000.00	.0%
<u>11415530 530512</u>	ASSESSORS ADMINISTRATION SVCS						
	51,130.78	52,093.79	55,471.17	.00	62,500.00	65,000.00	4.0%
<u>11415531 531000</u>	ASSESS PROF DEV/TRAINING						
	485.00	1,194.41	803.58	50.00	2,500.00	2,500.00	.0%
<u>11415531 531010</u>	ASSESS DUES AND MEMBERSHIPS						
	410.00	625.00	240.00	200.00	1,000.00	1,000.00	.0%
<u>11415531 531050</u>	ASSESSORS PUBLICATIONS						
	1,337.10	.00	380.00	.00	2,000.00	1,500.00	-25.0%
<u>11415531 531091</u>	ASSESS PROF DEV - TRAVEL						
	362.83	786.63	225.84	64.40	500.00	1,000.00	100.0%
<u>11415542 542000</u>	ASSESSORS OFFICE SUPP						
	240.00	.00	.00	138.95	500.00	500.00	.0%
<u>11415571 571000</u>	ASSESSORS MILEAGE REIMBURSEMEN						
	518.25	552.07	619.04	.00	1,500.00	1,500.00	.0%
TOTAL EXPENSES	57,483.96	97,830.15	64,239.63	744.10	170,200.00	85,500.00	-49.8%
TOTAL BOARD OF ASSESSORS	111,590.62	149,215.11	118,846.95	12,383.31	230,300.00	147,625.00	-35.9%
0145 FINANCE							
03 SALARIES							
<u>11453511 511005</u>	TREAS-COLL/ASST DEPT HEAD						
	78,714.59	81,887.15	86,845.62	39,772.22	88,950.00	92,150.00	3.6%
<u>11453511 511007</u>	FINANCE ASST TREAS/COLL						
	104,360.60	107,764.78	111,670.08	51,386.04	120,000.00	123,500.00	2.9%
<u>11453511 511010</u>	FIN ADMINISTRATIVE ASSISTANT						
	40,825.38	42,196.86	43,738.86	20,330.76	45,500.00	47,075.00	3.5%
<u>11453511 511012</u>	FIN CLERK						
	126,656.96	104,972.27	99,723.84	40,495.02	105,875.00	108,000.00	2.0%
<u>11453511 515000</u>	FINANCE OVERTIME						
	3,201.68	2,316.92	365.02	190.56	7,000.00	7,000.00	.0%
TOTAL SALARIES	353,759.21	339,137.98	342,343.42	152,174.60	367,325.00	377,725.00	2.8%

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES							
<u>11455530 530105</u>							
	FINANCE PRINTING FORMS ETC						
	15,633.43	15,272.46	14,819.37	4,240.20	16,000.00	16,500.00	3.1%
<u>11455530 530110</u>							
	FINANCE TAX TITLE						
	15,423.80	16,733.56	9,055.26	857.65	15,000.00	15,000.00	.0%
<u>11455530 530111</u>							
	FINANCE BANKING SERVICES						
	13,529.07	13,918.68	13,211.18	3,628.79	15,000.00	15,000.00	.0%
<u>11455531 531000</u>							
	FINANCE PROF DEV TRAINING						
	3,296.23	2,541.13	339.00	180.00	2,800.00	2,800.00	.0%
<u>11455531 531010</u>							
	FINANCE PROFDEV DUES/MEMBER						
	1,332.60	690.00	185.00	185.00	1,200.00	1,200.00	.0%
<u>11455531 531091</u>							
	FINANCE PROF DEV TRAVEL						
	1,705.46	1,037.30	290.22	618.54	1,500.00	1,500.00	.0%
<u>11455540 540000</u>							
	FINANCE SUPPLIES/EQUIPMENT						
	2,486.19	2,164.19	.00	.00	.00	.00	.0%
<u>11455542 542000</u>							
	FINANCE OFFICE SUPP						
	4,903.29	3,071.23	2,870.06	2,401.41	5,000.00	5,000.00	.0%
TOTAL EXPENSES							
	58,310.07	55,428.55	40,770.09	12,111.59	56,500.00	57,000.00	.9%
TOTAL FINANCE							
	412,069.28	394,566.53	383,113.51	164,286.19	423,825.00	434,725.00	2.6%
TOTAL FINANCE							
	683,737.64	718,290.60	683,025.65	261,594.46	845,775.00	781,300.00	-7.6%

## Police Department FY17 Budget

### Overview

The Reading Police Department budget request for FY17 is requested at \$5,361,400, or +4.4% when compared to FY16. Over 95% of this budget is spent on personnel.

### Staffing

**Wages (\$4,533,550; +4.2%)**

In the FY17 budget request, the Police Department is budgeted for 42 sworn officers, this is the same amount of sworn officers as FY16, two civilian office employees, a civilian part-time Parking Enforcement Officer, and one full-time and one part-time position from the Reading Coalition Against Substance Abuse (RCASA). The RCASA positions that will show in the Police Department budget are fully grant funded positions for FY17.

The salary lines are meeting all contractual agreements and direction regarding non-union compensation. This would include steps and cola adjustments.

There was a request for an additional officer in the Department's level 1 budget to augment the current School Resource Officer. This request was removed at the Town Manager level budget, but should be considered for future budgets. Since its' inception in Reading in 2006 the SRO program has seen the request for assistance from schools, parents and students steadily increase. There has been a notable increase in calls for assistance with students dealing with numerous mental health issues. The SRO is now certified as an instructor in Youth Mental Health First Aid for the District. As an instructor, the SRO is teaching school personnel of all levels how to help an adolescent who is experiencing a mental health or addictions challenge or is in crisis. The course introduces common mental health challenges, outlines typical adolescent development, and teaches a 5-step action plan for how to help a youth in both crisis and non-crisis situations.

The SRO has received an increase in requests for assistance from area secondary schools of all grade levels including Pre-Schools. With additional time and resources we expect the SRO position to become less reactive and more proactive. This would allow the SRO to be more visible and spend more time being interactive with students building their trust and acceptance as part of the school community.

Examples of the some of the tasks the SRO's executes each day are: Consulting with school staff, meeting with students and parents, investigations, 51A filings, safety plans and re-entry meetings, speaking with court representatives and attending court hearings. Since the first day of school in September 2015, the SRO has assisted the schools with 173 documented incidents. It should be noted that often times the SRO is involved with students/parents/staff which do not require true "documentation". These types of incidents include phone calls, speaking with students that stop by the SRO office, and attending school sponsored events.

**Expenses (\$262,700; +7.4%)**

The Department's expense budget has been increased by 7.4%.

We are currently under negotiations with the Town of North Reading to regionalize the Animal Control Officer functions. There has been \$50,000 dollars set aside to fund that regionalization. The police training budget request of \$17,000 is too right size the line due to the current cost of training. Over the past three years the average cost of training has been \$18,500. It is vital that we keep our officers up to date on law changes and current police techniques. Some other adjustments to other categories have been made in an attempt to accurately predict costs.

## **Dispatch FY17 Budget**

**Overview**

The Reading Public Safety Dispatch budget request for FY17 is funded at \$565,150, a 5.3% increase compared with FY16. Over 95% of this budget is spent on personnel.

**Staffing (11 FTEs)**

**Wages (\$539,650; +5.4%)**

Dispatch currently is staffed with ten civilian Tele communicators and one civilian Head Dispatcher who works several shifts per week as a Tele communicator and oversees the administration of the Dispatch center. In addition to Town funding, \$50,000 in 911 grant funds are used to offset existing salaries. This grant is not guaranteed and can be discontinued starting the new fiscal cycle.

The salary lines are meeting all contractual agreements and direction regarding non-union compensation. This would include steps and cola adjustments.

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

**Expenses (\$25,500; +2.6%)**

Dispatch has gone through major changes in staffing over the past few years. In addition, the Town has increased the overall staffing levels, which has caused an increase in initial uniform and training costs.

**Reading Police Department Stats:**

	2013	2014	2015
<b>Police</b>			
<b>Calls for service</b>	21410	20807	20400
<b>Arrests - adults only</b>	119	134	135
<b>Summonses &amp; Hearings</b>	287	325	224
<b>Protective custody</b>	59	58	45
<b>Written citations</b>	4447	5299	4152
<b>MV crash investigated</b>	559	554	528
<b>Dispatch</b>			
<b>Log entries</b>	33236	33950	30965
<b>Access stickers</b>	3943	4087	4124
<b>Parking Citations</b>			
<b>Parking citations</b>	1887	1847	1947
<b>\$\$\$ generated</b>	\$39,530	\$38,560	\$42,910
<b>Detective Unit</b>			
<b>Investigations</b>	135	151	138

## **Conclusion**

Providing the community with the highest level of police service is the goal of this Department. To achieve this goal, we need to work with and for our community. The members of this Department will continue to work hard and show our dedication and unwavering commitment to accomplish this mission.

Respectfully submitted,

Mark D. Segalla  
Chief of Police



HEADQUARTERS  
**READING FIRE DEPARTMENT**  
Reading, Massachusetts 01867

GREGORY J. BURNS, Chief  
757 Main Street  
BUS. Phone: 781-942-9181  
STA. Phone: 781-944-3132  
Fax: 781-942-9114

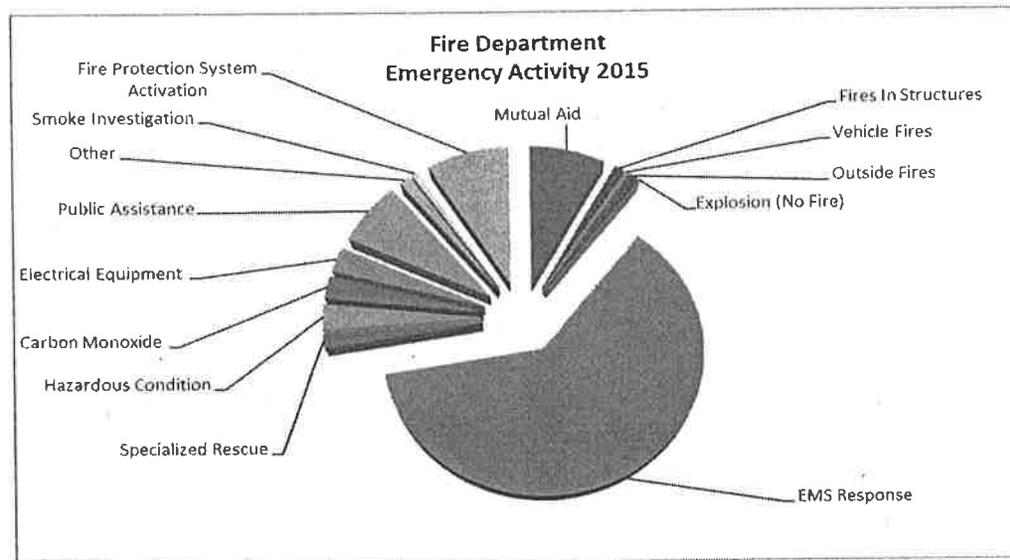
**Reading Fire Department**  
**2015 Activity and Revenue**  
**January 4, 2016**

**Brief Overview of the Department:**

The Reading Fire Department is responsible for four major functions: fire suppression, fire prevention, the emergency medical system and emergency management. This Department is also responsible to coordinate and apply for all reimbursements for State and Federal disaster declarations.

**Emergency Response:**

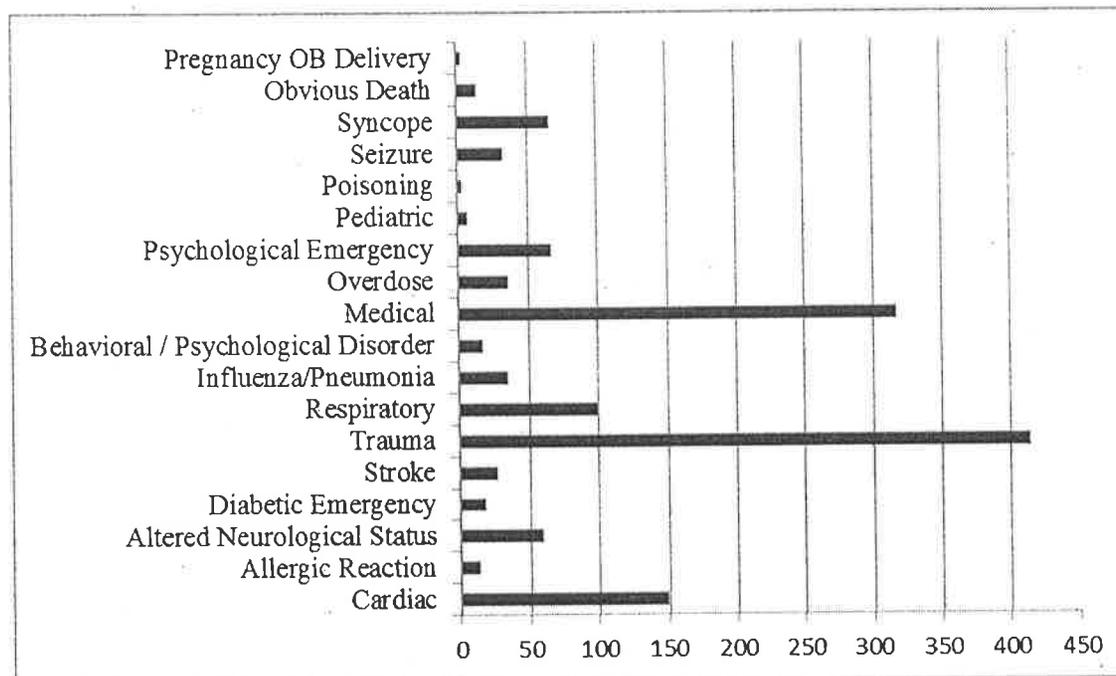
In calendar year 2015 the Fire Department responded to 3,507 emergency calls for assistance. Of these calls 2,166 involved some level of emergency medical response. A review of our Massachusetts Fire Incident Report data revealed fire responses have increased over calendar year 2014. In 2015 we responded to 38 fires defined as structure fires, 11 fires in mobile equipment and 39 outside fires in addition to the responses reflected in the graph below.



Total Emergency Responses Calendar Year 2015

**Emergency Medical Response:**

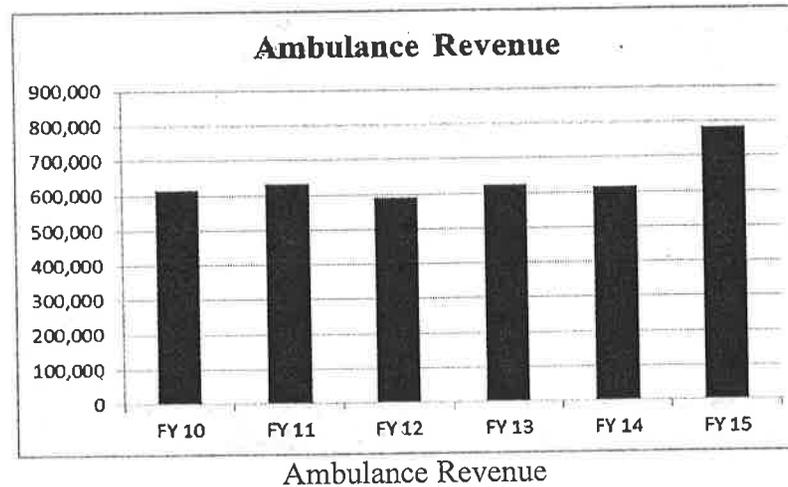
Total emergency medical responses have increased over calendar year 2014. The most troubling statistic is the response to overdoses (chemical, poly-substance, prescription and substance abuse). In calendar year 2015 a total of 17 patients were treated with Narcan. Below is a graph showing the clinical impression for calendar year 2015 EMS responses.



Clinical Impression Calendar Year 2015

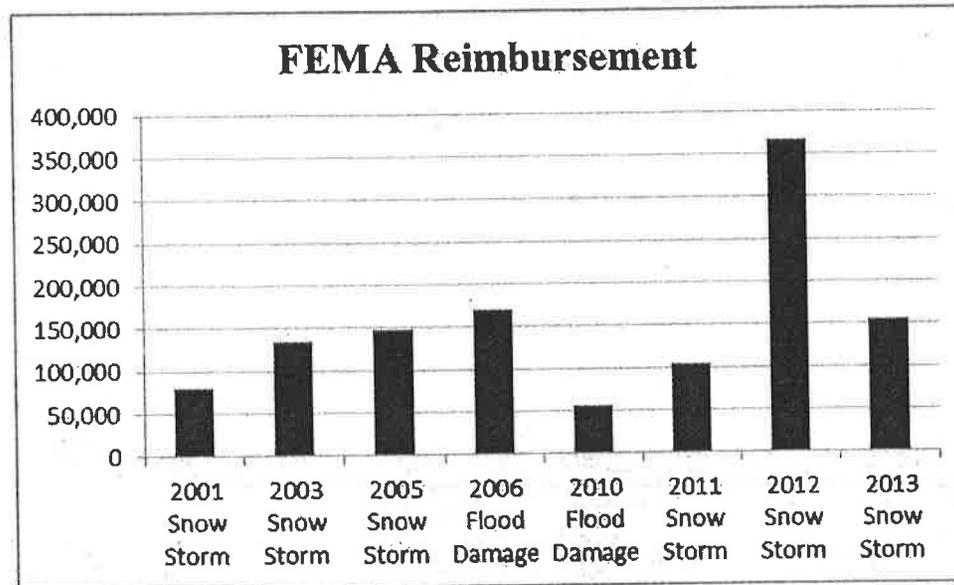
**Ambulance Revenue:**

A total of \$784,518 was collected in ambulance revenue in fiscal year 2015. This revenue is trending higher than last fiscal year due to increases in our ambulance fees. In FY 14 we collected \$616,839 and in FY 13 ambulance revenues were \$626,343.



**Emergency Management**

The primary goal for Emergency Management is to identify areas of vulnerability to the community, to prepare for all disasters whether natural or manmade, to coordinate the response of a wide range of agencies and assist in the recovery phase. A secondary goal is to ensure the Town of Reading is in compliance with all Federal and State requirements to enable the community to remain eligible to receive reimbursement for Federal and State disaster declarations. Since 2001 we have seen an increase in storm events being eligible for reimbursements due to Federal disaster declarations. Over this period the Town of Reading and Reading Municipal Light Department has received a total of \$1,221,528 in reimbursements for response and damage to infrastructure. Below is breakdown in revenue the Town of Reading has received since 2001.



Funds Received by Presidential Disaster Declarations.

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0210 POLICE							
03 SALARIES							
12103511 511003	POLICE CHIEF 138,707.57	143,460.54	149,907.93	70,217.98	156,675.00	165,900.00	5.9%
12103511 511010	POL ADMINISTRATIVE ASSISTANT .00	49,700.93	51,484.34	23,913.98	.00	.00	.0%
12103511 511011	POL ADMINISTRATIVE SECRETARY .00	39,893.87	41,609.71	19,340.70	42,925.00	44,600.00	3.9%
12103511 511012	POL CLERK 85,408.02	.00	.00	.00	.00	.00	.0%
12103511 511014	POL SENIOR ADMIN ASSISTANT .00	.00	.00	.00	53,075.00	55,250.00	4.1%
12103511 511021	DEPUTY POLICE CHIEF .00	29,477.12	131,196.02	61,956.10	138,125.00	143,500.00	3.9%
12103511 511229	RCASA YOUTH COORDINATOR .00	.00	.00	3,061.76	25,697.00	.00	-100.0%
12103511 511231	POLICE LIEUTENANTS 316,009.19	314,798.11	398,553.40	166,973.01	353,000.00	370,900.00	5.1%
12103511 511232	POLICE SERGEANTS 587,900.84	630,031.35	740,085.25	369,199.38	781,000.00	836,300.00	7.1%
12103511 511233	POLICE OFFICERS 1,722,572.84	1,797,635.48	1,571,295.12	789,792.47	1,680,350.00	1,737,400.00	3.4%
12103511 511234	POLICE DETECTIVES 407,073.08	417,126.75	610,699.28	299,543.42	634,200.00	649,700.00	2.4%
12103511 511235	POLICE PARKING ENFORCEMENT 16,894.85	17,467.20	18,119.65	8,431.63	18,900.00	26,550.00	40.5%
12103511 511236	POLICE ANIMAL CONTROL 16,568.76	17,134.65	17,747.73	8,139.40	18,075.00	.00	-100.0%
12103511 511238	POLICE SCHOOL TRAFFIC 115,306.33	114,910.26	119,696.21	44,940.61	131,000.00	153,450.00	17.1%
12103511 511521	RCASA COMMUNITY OUTREACH COORD 12,478.05	35,027.37	45,918.72	21,937.12	49,426.00	37,325.00	-24.5%
12103511 511569	RCASA PROGRAM DIRECTOR 42,165.77	70,703.39	74,791.44	34,759.45	76,798.00	80,400.00	4.7%
12103511 515000	POLICE OVERTIME 421,030.04	287,799.62	267,489.05	152,180.77	315,000.00	320,000.00	1.6%
12103511 515210	POLICE TRAINING 14,211.75	17,475.06	18,405.36	3,416.03	21,500.00	21,500.00	.0%
12103511 516210	POLICE FITNESS STIPEND 3,000.00	3,750.00	5,250.00	6,000.00	5,500.00	6,000.00	9.1%
12103511 596110	FED GRANT SUPPORT .00	-31,663.09	-120,884.00	-19,724.75	-151,921.00	-117,725.00	-22.5%
12103511 596120	STATE GRANT SUPPORT -1,798.00	.00	.00	.00	.00	.00	.0%
12103512 512205	POLICE CELL MONITORS 539.78	.00	.00	.00	3,500.00	2,500.00	-28.6%
12103517 517017	POLICE BUYBACK 16,753.60	.00	25,190.46	.00	.00	.00	.0%

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL SALARIES	3,914,822.47	3,954,728.61	4,166,555.67	2,064,079.06	4,352,825.00	4,533,550.00	4.2%
05 EXPENSES							
12105521 521392	POLICE WIRELESS COMMUNICATION -399.00 .00		.00	.00	.00	.00	.0%
12105524 524001	POLICE VEHICLE REPAIR 10,546.78 7,076.37		4,077.82	2,920.00	10,500.00	10,000.00	-4.8%
12105524 524201	POLICE WEAPONS MAINTENANCE 16,819.00 15,571.84		532.81	4,699.60	9,500.00	9,500.00	.0%
12105524 524271	POLICE CONT MAINTSVC EQUIPMENT 7,518.90 2,118.90		3,638.00	.00	4,750.00	5,000.00	5.3%
12105530 530000	POLICE PROF/TECH SV 82.75 .00		.00	.00	500.00	500.00	.0%
12105530 530422	POLICE KENNEL BOARDING .00 .00		.00	.00	900.00	.00	-100.0%
12105530 530423	POLICE SPECIAL INVESTIGATION 672.38 90.00		226.00	260.13	1,000.00	1,000.00	.0%
12105530 530424	REGIONAL ANIMAL CONTROL .00 .00		.00	.00	50,000.00	50,000.00	.0%
12105531 531000	POLICE PROF DEV/TRAINING 2,908.00 4,595.44		1,308.79	333.04	6,000.00	6,500.00	8.3%
12105531 531010	POLICE DUES AND MEMBERSHIPS 13,567.74 10,704.00		12,944.00	9,250.00	12,500.00	13,000.00	4.0%
12105531 531090	POLICE PROFDEV- REGISTRATION 515.00 1,145.00		50.00	.00	4,000.00	4,000.00	.0%
12105531 531091	POLICE REIMBURSEMENTS 4,998.05 8,492.76		3,648.40	9,334.93	3,750.00	5,000.00	33.3%
12105531 531210	POLICE OFFICER TRAINING 22,895.00 16,380.00		16,252.00	1,651.00	6,500.00	17,000.00	161.5%
12105535 535300	RCASA EVENT & PROGRAM COSTS 400.00 66.47		500.04	.00	.00	.00	.0%
12105540 540000	POLICE SUPPLIES/EQUIPMENT 3,073.26 1,216.97		1,574.03	427.88	2,500.00	2,000.00	-20.0%
12105540 540215	POLICE BICYCL SUPPL AND EQUIP .00 .00		.00	.00	.00	2,000.00	.0%
12105540 540221	POLICE COMMUNICATIONS EQUIP 8,076.28 1,915.00		4,266.30	1,498.01	10,000.00	7,500.00	-25.0%
12105540 540231	POLICE RADAR UNIT 878.36 585.00		994.06	.00	6,500.00	5,000.00	-23.1%
12105540 540281	POLICE PARK PROGRAM SUPPLIES 7,003.03 4,245.00		6,677.00	4,724.50	8,000.00	8,000.00	.0%
12105540 540282	POLICE PUBLIC SAFETY SUPPLIES 4,350.17 1,223.32		6,474.02	212.70	7,500.00	7,500.00	.0%
12105540 540525	POLICE MEDICAL SUPPLIES .00 .00		.00	.00	.00	2,000.00	.0%
12105542 542000	POLICE OFFICE SUPP 8,292.45 18,022.96		12,403.90	9,668.00	12,000.00	12,000.00	.0%
12105542 542120	POLICE FURNISHINGS						

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	4,374.00	1,999.00	1,726.00	.00	2,000.00	2,000.00	.0%
12105542_542125	POLICE PHOTOCOPY LEASE 779.00	.00	.00	.00	.00	.00	.0%
12105542_542127	POLICE POSTAGE 1,437.43	1,476.71	1,532.69	585.02	1,600.00	1,600.00	.0%
12105554_554000	POLICE UNIFORMS AND CLOTHING 42,194.81	44,729.64	6,187.91	4,437.83	6,000.00	6,000.00	.0%
12105558_558000	CROSSING GUARD SUPPLIES .00	.00	.00	.00	.00	1,000.00	.0%
12105558_558545	RCASA SUPPLIES 499.17	500.00	354.28	.00	.00	.00	.0%
12105578_578000	POLICE OTHER .00	.00	45.24	.00	.00	.00	.0%
12105578_578250	POLICE FOOD FOR PRISONERS 235.93	305.00	325.77	160.00	600.00	600.00	.0%
12105578_578545	RCASA OTHER EXPENSES 500.00	10.90	34.16	.00	.00	.00	.0%
12105580_580250	POLICE EQUIP CRUISERS 56,482.99	65,024.37	51,200.00	58.50	78,000.00	84,000.00	7.7%
TOTAL EXPENSES	218,701.48	207,494.65	136,973.22	50,221.14	244,600.00	262,700.00	7.4%
TOTAL POLICE	4,133,523.95	4,162,223.26	4,303,528.89	2,114,300.20	4,597,425.00	4,796,250.00	4.3%
0215	DISPATCHERS						
03	SALARIES						
12153511_511000	PUB SAFETY DISPATCHERS 338,983.00	331,672.53	322,168.30	202,058.30	444,000.00	463,000.00	4.3%
12153511_511003	HEAD PUB SAFETY DISPATCHER 58,122.25	60,113.56	64,521.20	30,980.44	69,075.00	71,650.00	3.7%
12153511_515000	DISPATCHER OVERTIME 61,634.30	66,133.43	91,263.59	27,255.98	49,000.00	55,000.00	12.2%
12153511_515210	DISPATCH OT TRAINING .00	655.68	-688.95	.00	.00	.00	.0%
12153511_596120	DISPATCH E911 GRANT SUPPORT -50,000.00	-50,000.00	-50,000.00	.00	-50,000.00	-50,000.00	.0%
12153512_512000	DISPATCH WAGES TEMP 1,670.79	1,396.66	13,324.38	.00	.00	.00	.0%
12153517_517017	DISPATCH LEAVE BUYBACK .00	.00	.00	1,917.12	.00	.00	.0%
TOTAL SALARIES	410,410.34	409,971.86	440,588.52	262,211.84	512,075.00	539,650.00	5.4%
05	EXPENSES						
12155524_524000	DISPATCH MAINT CONTRACT/REPAIR .00	117.00	.00	.00	.00	.00	.0%

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
12155524 524260	DISPATCH VIDEO SURV MAINT 724.63	1,395.00	11,049.00	.00	2,750.00	2,500.00	-9.1%
12155524 524271	DISPATCH EQUIP MAINT & REPAIR 4,756.98	.00	.00	615.00	3,200.00	3,500.00	9.4%
12155531 531000	DISPATCH PROF DEV/TRAINING 557.85	1,399.15	261.00	.00	1,500.00	2,000.00	33.3%
12155531 531091	DISPATCH PROF DEV TRAVEL 878.87	1,368.93	441.45	295.32	1,000.00	1,000.00	.0%
12155536 536000	DISPATCH SOFTWARE LICEN & SUPP 1,728.46	1,890.00	3,978.99	3,130.00	2,300.00	2,500.00	8.7%
12155540 540221	DISPATCH COMM EQUIP 4,015.18	4,351.03	5,752.92	1,644.24	6,000.00	6,000.00	.0%
12155542 542000	DISPATCH OFFICE SUPP 2,320.36	106.44	958.88	17.45	.00	.00	.0%
12155554 554000	DISPATCH UNIFORMS AND CLOTHING 2,160.00	2,310.00	630.00	.00	500.00	1,000.00	100.0%
12155555 555000	DISPATCH TECHNOLOGY SUPP 205.00	.00	.00	.00	3,700.00	3,500.00	-5.4%
12155580 580000	DISPATCH EQUIPMENT 1,362.00	.00	.00	563.00	3,900.00	3,500.00	-10.3%
TOTAL EXPENSES	18,709.33	12,937.55	23,072.24	6,265.01	24,850.00	25,500.00	2.6%
TOTAL DISPATCHERS	429,119.67	422,909.41	463,660.76	268,476.85	536,925.00	565,150.00	5.3%
0220 FIRE							
03 SALARIES							
12203511 511003	FIRE CHIEF 115,452.77	114,832.30	118,775.53	61,395.01	137,375.00	155,650.00	13.3%
12203511 511009	FIRE ADMINISTRATIVE ASSISTANT 45,025.62	46,631.67	48,280.96	20,540.25	.00	.00	.0%
12203511 511014	SENIOR ADMIN ASSISTANT .00	.00	.00	2,022.00	53,075.00	56,300.00	6.1%
12203511 511121	ASSISTANT FIRE CHIEF .00	.00	.00	.00	100,800.00	116,500.00	15.6%
12203511 511241	FIRE CAPTAINS 370,810.06	370,474.85	381,962.55	188,368.94	429,250.00	448,700.00	4.5%
12203511 511242	FIRE LIEUTENANTS 376,299.51	374,851.27	327,310.09	241,105.36	438,850.00	477,000.00	8.7%
12203511 511243	FIRE FIREFIGHTERS 2,336,503.19	2,432,597.82	2,543,731.53	1,129,122.56	2,752,700.00	2,764,500.00	.4%
12203511 511246	FIRE ALARM 13,197.98	11,861.78	11,722.31	11,661.27	11,000.00	11,000.00	.0%
12203511 511249	EMS DIRECTOR .00	.00	.00	2,307.72	7,500.00	7,500.00	.0%
12203511 515000	FIRE OVERTIME 420,020.92	503,381.20	574,041.11	279,948.98	380,000.00	390,000.00	2.6%
12203511 515200	FIRE HOLIDAY PAY						

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:  
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
12203517 517021	189,240.57	202,005.27	218,981.21	114,253.61	.00	.00	.0%
	FIRE VACATION BUYBACK						
	5,826.78	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	3,872,377.40	4,056,636.16	4,224,805.29	2,050,725.70	4,310,550.00	4,427,150.00	2.7%
05 EXPENSES							
12205521 521392	FIRE WIRELESS COMMUNICATION						
	430.72	.00	.00	.00	.00	.00	.0%
12205524 524270	FIRE RADIO MAINT/REPAIRS						
	7,422.25	1,192.41	1,089.95	2,055.25	4,000.00	4,000.00	.0%
12205524 524271	FIRE EQUIP MAINT/SVC/REPAIR						
	7,328.65	4,166.91	6,736.46	6,894.80	4,000.00	6,000.00	50.0%
12205524 524273	FIRE APPARATUS MAINT/SVC/REPAI						
	4,996.03	3,359.84	48.41	1,019.00	6,254.46	1,000.00	-84.0%
12205524 524275	FIRE ALARM MAINT/REPAIR						
	237.85	1,524.13	89.93	-814.77	3,000.00	3,000.00	.0%
12205524 524276	FIRE HOSE REPLACEMENT						
	1,572.45	.00	.00	.00	.00	.00	.0%
12205530 530022	AMBULANCE BILLING SERVICES						
	2,231.05	11,574.93	25,460.09	12,745.96	31,500.00	32,000.00	1.6%
12205531 531000	FIRE PROF DEV/TRAINING						
	.00	1,068.40	800.00	.00	.00	.00	.0%
12205531 531010	FIRE DUES AND MEMBERSHIPS						
	4,049.00	3,780.00	2,500.00	3,350.00	3,100.00	3,100.00	.0%
12205531 531050	FIRE PUBLICATIONS						
	53.95	127.90	604.00	53.95	500.00	500.00	.0%
12205531 531090	FIRE PROFDEV- REGISTRATION						
	214.00	889.00	909.00	310.00	1,100.00	1,100.00	.0%
12205531 531220	FIRE FIREFIGHTER TRAINING						
	7,061.51	5,551.15	6,803.05	3,025.11	6,000.00	6,000.00	.0%
12205540 540000	FIRE SUPPLIES/EQUIPMENT						
	1,154.11	407.17	892.25	105.46	4,000.00	2,000.00	-50.0%
12205542 542000	FIRE OFFICE SUPP						
	187.88	711.53	550.19	161.97	2,000.00	1,000.00	-50.0%
12205550 550000	FIRE ALS MEDICAL SUPPLIES						
	31,970.59	39,977.02	46,412.31	19,473.46	36,000.00	43,000.00	19.4%
12205550 550290	FIRE AMBULANCE SERVICE						
	11,599.96	20,029.72	16,616.72	16,966.72	20,100.00	20,100.00	.0%
12205554 554000	FIRE UNIFORMS AND CLOTHING						
	30,500.00	31,725.00	30,574.56	31,104.99	37,000.00	38,000.00	2.7%
12205554 554220	FIRE PROTECTIVE CLOTHING						
	4,133.47	2,077.43	2,933.81	834.37	2,000.00	2,000.00	.0%
12205578 578000	FIRE OTHER						
	955.14	168.29	2,832.05	339.72	1,000.00	1,000.00	.0%
12205578 578062	FLAGS						
	.00	.00	561.84	84.80	1,000.00	1,000.00	.0%
TOTAL EXPENSES							

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:  
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL FIRE	116,098.61	128,330.83	146,414.62	97,710.79	162,554.46	164,800.00	1.4%
TOTAL PUBLIC SAFETY	3,988,476.01	4,184,966.99	4,371,219.91	2,148,436.49	4,473,104.46	4,591,950.00	2.7%
	8,551,119.63	8,770,099.66	9,138,409.56	4,531,213.54	9,607,454.46	9,953,350.00	3.6%