

**FY11 Budget  
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## Town Manager FY11 Budget Message

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

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

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

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

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

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

### **Integrity and Transparency**

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

### **Excellence**

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

### **Diversity**

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

### **Community**

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

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

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

The FY11 budget was built using the following:

**Guiding Principles**

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

**Common Assumptions**

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

**Fees/Revenues**

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

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

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

	FY11	Change(\$)	Change(%)
Municipal government	\$18,114,426	+\$222,463	+1.2%
School Department	\$36,390,308	+\$394,061	+1.1%
Town Facilities	\$740,693	none	none
Debt, Capital, Benefits	\$19,191,030	+\$976,146	+6.3%
<b>TOTAL</b>	<b>\$74,436,457</b>	<b>+\$1,592,670</b>	<b>+2.3%</b>
*State Assessments	\$568,602	-\$11,404	-2.0%
<b>TOTAL</b>	<b>\$75,005,059</b>	<b>\$1,581,266</b>	<b>+2.2%</b>

*\*Not voted by Town Meeting*

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

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

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

Peter Hechenbleikner  
Town Manager

Bob LeLacheur  
Assistant Town Manager

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

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

## **Finance Committee FY11 Budget Message**

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

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

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

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

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

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

## FY 2011 REVENUES

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

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

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

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

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

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

### New Growth (\$ 000s)

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

**Local Revenues from sources other than property taxes** – In the past, we used extremely conservative estimates for increasing local receipts and then transitioned into an approach that would be more realistic by using a long-term average. The Finance Committee agreed that in the years that this method causes a revenue deficit, the difference would be made up with an appropriation of Free Cash.

In light of current economic conditions, last year we made adjustments to this approach to several categories, and we will do the same type of adjustments this year. So far, our actual revenues under this method have been fairly close to those predicted. We hope to avoid revenue deficits that many other communities are experiencing by being conservative.

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

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

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

**Operating Transfers/Available Funds –**

The amount of money available from cemetery sale of lots has remained constant.

Sale of real estate funds from the landfill will be available for debt and capital expenses. This is consistent with the Capital Improvements Program which will make these funds last for approximately 10 years from FY2005 to FY2014.

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

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

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

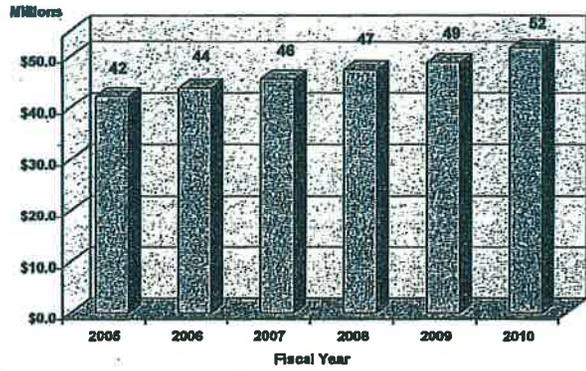
certain, but before then we will have a better understanding of our revenue situation and the economic climate.

**Status of Reserves (000's)**

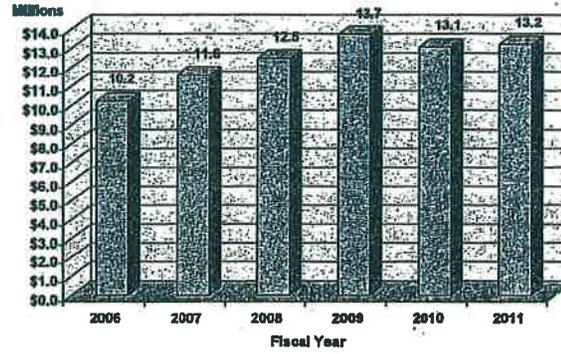
	Balance July 1 2009	Used. FY2010	Proposed FY2011	Estimated Balance
Free Cash Surplus	5,312	(177)	(1,000)	4,135
Sale of Real estate	1,354	(325)	(300)	729
Stabilization Funds				
General	1,390	0	0	1,390
Smart Growth	350	0	0	350
Buyback	25	0	0	25
Fincom Reserve	150	(5)	0	145

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

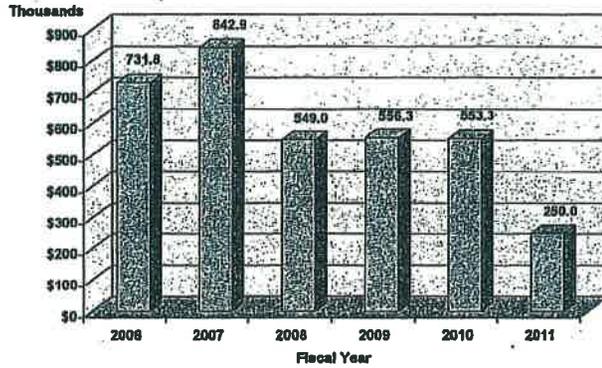
**Property Taxes**



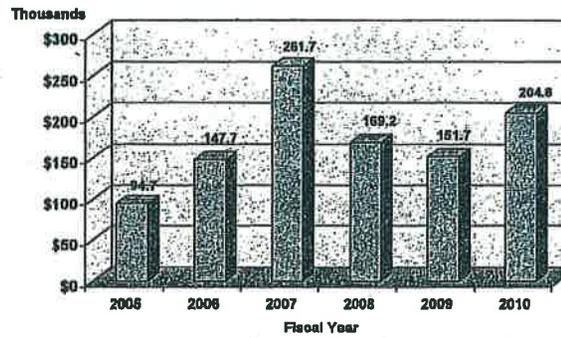
**State Aid**



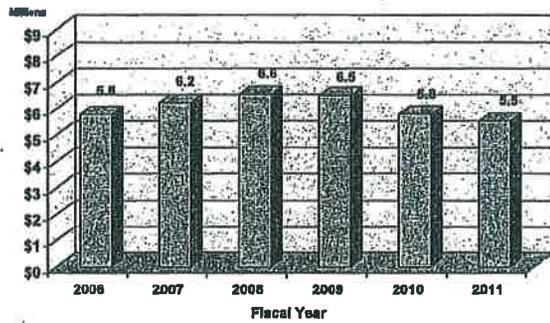
**New Growth**



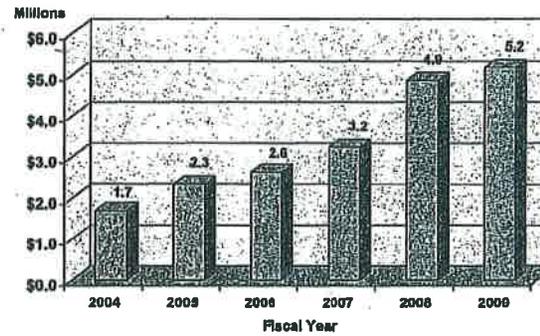
**Overlay Surplus**



**Local Receipts**



**Free Cash at June 30**



## Spending Scorecard - FY11 Budget

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

## Debt, Capital, Benefits FY11 Budgets

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

*\*not voted by Town Meeting*

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

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

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

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

### Benefits

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

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

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

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

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

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

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

TOWN OF READING, MA

04/05/2010 12:39  
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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 1  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

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

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

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

These criteria are not listed in any order of priority.

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

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

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

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

**Capital Plan FY10 to FY20  
Balanced versus expected funding**

<b>Town of Reading, MA 4/5/2010 14:43</b>	<b>FY-2010</b>	<b>FY-2011</b>	<b>FY-2012</b>	<b>FY-2013</b>	<b>FY-2014</b>	<b>FY-2015</b>	<b>FY-2016</b>	<b>FY-2017</b>	<b>FY-2018</b>	<b>FY-2019</b>	<b>FY-2020</b>	<b>FY11-20 10yr CIP</b>
<i>NOTE: Projected use of Sale of R/E Fund</i>	325,000	300,000	275,000	250,000	200,000	150,000	100,000	50,000	-	-	-	1,325,000
<b>Schools - Equipment</b>	-	-	50,000	100,000	150,000	200,000	200,000	-	-	-	-	700,000
<b>Buildings - Schools (non Energy)</b>	30,000	20,000	60,000	59,000	109,000	399,000	444,000	130,000	725,000	750,000	600,000	3,296,000
<b>Buildings - Schools (Energy)</b>	-	-	54,000	66,000	12,000	-	42,000	128,000	-	15,000	51,000	368,000
<b>Buildings - Town (non Energy)</b>	15,000	-	250,000	50,000	85,000	330,000	327,000	467,000	300,000	150,000	-	1,959,000
<b>Buildings - Municipal (Energy)</b>	-	-	215,000	145,000	50,000	50,000	50,000	50,000	45,000	30,000	30,000	665,000
<b>Community Services</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Finance</b>	75,000	-	-	-	-	-	-	-	-	-	-	-
<b>Library</b>	-	-	20,000	120,000	20,000	20,000	-	-	-	-	-	180,000
<b>Public Safety - Fire</b>	31,000	255,000	24,000	36,000	155,000	69,000	654,000	316,500	90,600	150,000	849,000	2,599,100
<b>Public Safety - Police</b>	311,000	-	-	-	35,000	211,000	10,000	-	-	35,000	-	291,000
<b>Public Works - Equipment</b>	138,600	115,000	35,000	224,300	249,800	293,100	275,100	683,200	763,400	604,800	914,700	4,168,400
<b>Public Works - Parks &amp; Cemetery</b>	45,000	45,000	75,000	95,000	748,000	335,000	170,600	575,000	685,600	1,463,700	720,000	4,912,900
<b>Public Works - Roads</b>	435,000	558,000	475,000	500,000	525,000	550,000	575,000	650,000	700,000	750,000	800,000	6,083,000
<b>TOTAL CAPITAL</b>	<b>1,080,600</b>	<b>993,000</b>	<b>1,258,000</b>	<b>1,395,300</b>	<b>2,138,800</b>	<b>2,457,100</b>	<b>2,747,700</b>	<b>3,009,700</b>	<b>3,309,600</b>	<b>3,948,500</b>	<b>3,964,700</b>	<b>25,222,400</b>
Dedicated to Roads (previous over-ride)	400,000	425,000	450,000	475,000	500,000	525,000	550,000	600,000	650,000	700,000	750,000	5,625,000
Capital Requests above road portion	680,600	568,000	808,000	920,300	1,638,800	1,932,100	2,197,700	2,409,700	2,659,600	3,248,500	3,214,700	19,597,400
Capital Funding to allocate	680,685	568,000	691,383	966,700	1,698,083	1,884,344	2,187,425	2,370,714	2,774,855	3,231,236	3,392,029	19,764,788
<b>Annual Surplus (Deficit)</b>			(116,617)	46,400	59,283	(47,756)	(10,275)	(38,986)	115,255	(17,264)	177,329	
<b>Cumulative Surplus (Deficit)</b>			(116,617)	(70,217)	(10,935)	(58,691)	(68,966)	(107,952)	7,303	(9,961)	167,368	

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 19  
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PROJECTION: 20111 · FY2011 General Fund Budget Projection

FOR PERIOD 13

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 20  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: EMPLOYEE BENEFITS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
05 EXPENSES							
19115519 519700 RETR ASSMT	2,653,102.00	2,716,532.00	2,716,532.00	2,714,032.00	2,716,532.00	2,878,456.00	6.0%
19115519 519710 NONCONTRIB	74,299.44	73,500.00	73,500.00	55,784.88	73,500.00	73,500.00	.0%
19115519 519720 OBRA FEES	10,862.62	15,000.00	15,000.00	9,243.00	15,000.00	15,000.00	.0%
19115519 519799 BENE ONLY	.00	.00	.00	.00	.00	25,000.00	.0%
19125574 574500 DEDUCT/CLM	3,870.52	35,000.00	35,000.00	4,392.93	35,000.00	40,000.00	14.3%
19125574 574550 INS PREMS	238,121.48	211,050.00	211,050.00	238,070.30	211,050.00	265,000.00	25.6%
19125574 596170 ENT FUND S	-36,821.00	.00	.00	.00	.00	.00	.0%
19135519 519100 UNEMP TWN	36,066.24	27,500.00	27,500.00	24,568.99	27,500.00	50,000.00	81.8%
19135519 519300 UNEMP SCH	19,793.00	27,500.00	27,500.00	75,520.89	27,500.00	75,000.00	172.7%
19135530 530000 REPRESENTA	.00	.00	.00	1,160.00	.00	.00	.0%
19145530 530000 PROF SVCS	23,070.50	10,000.00	10,000.00	.00	10,000.00	10,000.00	.0%
19145530 530082 RAP	.00	5,000.00	5,000.00	.00	5,000.00	5,000.00	.0%
19145574 574000 HEALTH INS	6,787,304.28	8,384,400.00	8,209,400.00	5,061,393.66	8,384,400.00	8,535,000.00	4.0%
19145574 574050 LIFE INS	39,210.21	75,000.00	75,000.00	21,837.59	75,000.00	75,000.00	.0%
19145574 596130 REV FUND S	.00	-39,400.00	-39,400.00	.00	-39,400.00	.00	-100.0%
19145574 596170 ENT FUND S	-862,320.81	-1,035,000.00	-1,035,000.00	.00	-1,035,000.00	-1,000,000.00	-3.4%
19165519 519000 MEDICARE	506,834.34	565,000.00	565,000.00	395,367.89	565,000.00	607,375.00	7.5%
19165519 519990 IRSPEN-INT	15,860.31	.00	.00	.00	.00	.00	.0%
19175519 519210 POLC INDEM	19,936.66	27,500.00	27,500.00	10,193.05	27,500.00	28,875.00	5.0%
19175519 519220 FIRE INDEM	63,323.06	27,500.00	27,500.00	14,444.12	27,500.00	28,875.00	5.0%
TOTAL EXPENSES	9,592,512.85	11,126,082.00	10,951,082.00	8,626,009.30	11,126,082.00	11,712,081.00	6.9%
TOTAL EMPLOYEE BENEFITS	9,592,512.85	11,126,082.00	10,951,082.00	8,626,009.30	11,126,082.00	11,712,081.00	6.9%
GRAND TOTAL	28,253,641.24	29,888,154.00	29,801,015.00	22,906,013.82	29,949,802.36	30,723,055.00	3.1%

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TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 18  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

## FY11 Municipal Government

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

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

- The permits revolving fund in FY10 funded two Community Services positions (Staff Planner and Permits Coordinator). Due to the lack of any large development projects replenishing the fund, as well as draw downs due to landfill monitoring costs, insufficient funds are available in FY11 to fund either position. In FY11 each position is funded from the tax rate for an additional \$98,501. These positions are critical to maintain strong customer services, and provide the resources to maintain the Town's ongoing economic development efforts.
- In the fire department, contractual salary increases on 6/30/10 (part of the FY 208 – 2010 contract) requires an increase in the salary budget for that Department. The increase on June 30 was part of the 3 year contract that had the first salary increase deferred 6 months from a normal salary increase cycle.

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

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

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

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

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

## Town Administration FY11 Budget

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

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

### Staffing – wage costs

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

### Expenses

Professional development eliminates the funds added to the budget a couple of years ago for Town funding of the annual ICMA conference.

Property & Casualty Insurance – is level funded from the FY10 amount – a projection which assumes no increase is needed in coverage. The 0% increase is a result of contracting with MIAA for a two-year deal last year. No increase in coverage is anticipated so the 0% change should be adequate. Note the actual FY10 expense of \$304,400 has been reduced by various credits from both FY09 and FY10, but no such credits should be assumed for FY11.

TOWN OF READING, MA.

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 1  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: TOWN ADMINISTRATION	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	FCT CHANGE
<b>03 SALARIES</b>							
11233511 511000 TOWN MGR	127,595.72	128,300.00	128,300.00	94,905.55	128,300.00	130,101.00	1.4%
11233511 511002 OFFICE MGR	55,458.88	56,905.00	56,905.00	42,078.94	56,905.00	56,905.00	.0%
11233511 511011 ADMIN SECR	18,685.36	16,240.00	16,240.00	11,521.42	16,240.00	16,240.00	.0%
11233511 515000 OVERTIME	3,555.97	4,000.00	4,000.00	1,264.58	4,000.00	4,000.00	.0%
11233512 512000 WAGES TEMP	4,771.44	4,400.00	4,400.00	3,973.73	4,400.00	4,400.00	.0%
<b>TOTAL SALARIES</b>	<b>210,067.37</b>	<b>209,845.00</b>	<b>209,845.00</b>	<b>153,744.22</b>	<b>209,845.00</b>	<b>211,646.00</b>	<b>.9%</b>
<b>05 EXPENSES</b>							
11225530 530100 BOS ADVERT	1,285.06	1,400.00	1,400.00	645.36	1,400.00	1,400.00	.0%
11225542 542000 OFFICE SUP	200.00	200.00	200.00	52.93	200.00	200.00	.0%
11225578 578000 BOS OTHER	1,057.08	500.00	500.00	28.93	500.00	500.00	.0%
11235524 524900 EQUIP RFR	830.00	1,000.00	1,000.00	868.00	1,000.00	1,000.00	.0%
11235530 530100 ADVERTISIN	.00	100.00	100.00	.00	100.00	100.00	.0%
11235530 530105 PRNT SVCS	3,185.00	4,000.00	4,000.00	3,048.29	4,000.00	4,000.00	.0%
11235531 531000 PROF DEV	600.00	9,800.00	9,800.00	656.25	9,800.00	7,800.00	-20.4%
11235531 531010 DUES/MEMB	6,536.00	.00	.00	6,592.50	.00	.00	.0%
11235531 531090 REGISTRATI	2,834.75	2,000.00	2,000.00	3,029.65	2,000.00	2,000.00	.0%
11235542 542125 COPY SUPP	5,259.01	.00	.00	3,996.51	.00	.00	.0%
11235542 542126 COPY LEASE	7,891.32	20,000.00	20,000.00	6,436.67	20,000.00	20,000.00	.0%
11235542 542127 POSTAGE	28,553.88	27,000.00	27,000.00	11,703.86	27,000.00	27,000.00	.0%
11235578 578000 TM OTHER	7,688.50	10,000.00	10,000.00	3,140.00	12,174.34	10,000.00	.0%
11515530 530110 LEGAL CNSL	80,035.44	66,000.00	66,000.00	62,478.88	66,000.00	66,000.00	.0%
11515530 530115 LABOR CNSL	37,545.11	12,000.00	40,000.00	28,207.08	12,000.00	12,000.00	-70.0%
11515578 578009 RECORDING	.00	.00	.00	225.00	.00	.00	.0%
11935574 574010 P&C INSUR	275,960.22	320,000.00	277,000.00	245,595.50	320,000.00	305,000.00	10.1%
11935574 574500 DEDUCT/CLM	2,923.55	15,000.00	15,000.00	20,675.48	15,000.00	15,000.00	.0%
<b>TOTAL EXPENSES</b>	<b>462,384.92</b>	<b>489,000.00</b>	<b>474,000.00</b>	<b>397,380.89</b>	<b>491,174.34</b>	<b>472,000.00</b>	<b>-.4%</b>
<b>TOTAL TOWN ADMINISTRATION</b>	<b>672,452.29</b>	<b>698,845.00</b>	<b>683,845.00</b>	<b>551,125.11</b>	<b>701,019.34</b>	<b>683,646.00</b>	<b>.0%</b>

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# Accounting FY11 Budget

## Overview

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

## Staffing – wage costs

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

## Staffing – impact to services

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

### Accounting Department Efficiencies

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

### New Accounting Department Responsibilities

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

### Expenses

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

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

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## Finance Department FY11 Budget

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

### Overview

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

**Assessors:** Assessment of property is the first step in the process of tax revenue collection for the Town of Reading. The Assessment Division's function is to provide for the fair and equitable assessment of all taxable real and personal property. A three-member elected Board of Assessors sets policy for this division.

**General Finance:** Collections is responsible for collecting all taxes and other charges (including ambulance and water/sewer/storm water bills). They also receive and process all deposits (such as schools and recreation). Treasury is responsible for providing the cash for the operation of all Town, School and Light Department functions on a timely basis. In addition, it conducts all borrowing and investing activities, including those on behalf of the Town's Trust Funds (at the direction of the Trust Fund Commissioners).

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

**Technology:** The Technology Division provides centralized computer network and telecommunications services as well as distributed internet, audio/video, software and personal computer support and geographic information systems (GIS) mapping for the municipal government (Town Hall, the Library, the Senior Center, Police, Fire/Emergency Management, Public Works, Water and Sewer). This division also coordinates many technology activities with both the School and Light Department.

**Town Clerk:** The Town Clerk is guided by Federal, State, and local laws and policies in overseeing Elections, voter registration, the census process, Town Meeting, and local licenses as well as historic and legal documents for the Town.

### Staffing – wage costs

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

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

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

**Staffing – impact to services**

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

responsibilities of the previous Community Services Coordinator of Volunteers position

**Expenses**

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

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

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 2011- FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: FINANCE	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010. PROJECTION	2011 FINCOM	PCT CHANGE
<b>03 SALARIES</b>							
11413511 511003 APPRAISER	73,171.79	78,515.00	78,515.00	36,261.02	78,515.00	78,515.00	.0%
11413511 511008 ASST APPR	46,781.10	47,802.00	47,802.00	35,847.97	47,802.00	47,802.00	.0%
11413511 511147 ASSOC APPR	22,262.16	23,000.00	23,000.00	12,785.85	23,000.00	23,000.00	.0%
11413511 515000 OVERTIME	.00	.00	.00	2,274.12	.00	.00	.0%
11453511 511001 ATM/FINDIR	88,980.25	94,997.00	94,997.00	70,247.25	94,997.00	94,977.00	.0%
11453511 511005 TREAS/COLL	71,433.30	75,462.00	75,462.00	55,801.20	75,462.00	75,462.00	.0%
11453511 511007 ASST TR/CO	95,453.26	100,440.00	100,440.00	73,720.73	100,440.00	100,440.00	.0%
11453511 511010 ADMIN ASST	37,105.02	40,148.00	40,148.00	30,019.10	40,148.00	40,148.00	.0%
11453511 511011 ADMIN SECR	36,697.92	37,956.00	37,956.00	28,067.12	37,956.00	37,956.00	.0%
11453511 511012 CLERK	137,163.03	141,050.00	141,050.00	104,754.85	141,050.00	140,000.00	-.7%
11453511 515000 OVERTIME	2,308.24	5,000.00	5,000.00	638.49	5,000.00	5,000.00	.0%
11523511 511003 HR ADMIN	70,785.12	75,736.00	75,736.00	56,003.83	75,736.00	75,736.00	.0%
11553511 511003 DB ADMIN	77,369.70	80,081.00	80,081.00	59,217.35	80,081.00	80,081.00	.0%
11553511 511004 NETW ADMIN	74,551.35	78,515.00	78,515.00	58,059.30	78,515.00	78,515.00	.0%
11553511 511148 TECHNICIAN	11,769.16	51,375.00	51,375.00	37,843.65	51,375.00	51,534.00	.3%
11553511 511149 GIS COORD	58,613.50	61,152.00	61,152.00	45,219.90	61,152.00	61,152.00	.0%
11553511 515000 OVERTIME	1,896.46	2,600.00	2,600.00	.00	2,600.00	2,600.00	.0%
11613511 511003 TOWN CLERK	64,883.94	68,865.00	68,865.00	39,809.78	68,865.00	62,375.00	-9.4%
11613511 511120 ASST TN CL	41,229.76	44,161.00	44,161.00	34,862.22	44,161.00	44,161.00	.0%
11623511 511150 REGISTRAR	1,625.42	1,800.00	1,800.00	1,005.75	1,800.00	1,800.00	.0%
11623511 511153 ELEC WORKR	33,314.71	15,000.00	15,000.00	18,822.27	15,000.00	45,000.00	200.0%
11623511 511155 TM MONITOR	1,156.96	1,500.00	1,500.00	.00	1,500.00	1,500.00	.0%
11623511 596120 ST GRANT S	-10,344.00	.00	.00	.00	.00	-10,344.00	.0%
<b>TOTAL SALARIES</b>	<b>1,038,208.15</b>	<b>1,125,155.00</b>	<b>1,125,155.00</b>	<b>801,261.75</b>	<b>1,125,155.00</b>	<b>1,137,410.00</b>	<b>1.1%</b>
<b>05 EXPENSES</b>							
11315530 530130 FIN AUDIT	51,000.00	52,000.00	52,000.00	51,000.00	52,000.00	52,000.00	.0%
11315531 531000 PRFDEV TRN	333.00	500.00	500.00	268.00	500.00	500.00	.0%
11415524 524900 EQUIP RPR	1,800.00	2,000.00	2,000.00	1,800.00	2,000.00	2,000.00	.0%
11415530 530190 REVAL	.00	7,000.00	7,000.00	.00	7,000.00	7,000.00	.0%
11415530 530191 APPRSL SVC	4,500.00	5,000.00	5,000.00	.00	5,000.00	5,000.00	.0%
11415530 530192 INFO HEAR	.00	.00	.00	.00	.00	5,000.00	.0%
11415531 531050 PUBS	1,419.63	1,500.00	1,500.00	1,308.21	1,500.00	1,500.00	.0%
11415542 542000 OFF SUPPL	957.85	1,000.00	1,000.00	241.46	1,000.00	1,000.00	.0%
11415571 571000 MILEAGE	1,372.69	1,500.00	1,500.00	728.39	1,500.00	1,500.00	.0%
11415578 578000 OTHER EXPN	150.00	.00	.00	185.00	.00	.00	.0%
11455530 530105 PRINT FORM	.00	17,500.00	17,500.00	7,499.94	17,500.00	19,000.00	8.6%
11455530 530110 TAX TITLE	16,953.45	30,000.00	30,000.00	3,459.00	30,712.50	20,000.00	-33.3%
11455530 530111 BANK SVCS	29,681.86	32,000.00	32,000.00	12,895.46	38,038.93	28,000.00	-12.5%
11455531 531000 PRDEV TRN	1,357.44	1,000.00	1,000.00	1,204.14	1,195.00	1,000.00	.0%

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TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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bgnyrpts

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: FINANCE	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
11455531 531010 PRDEV DUES	1,893.50	3,000.00	3,000.00	1,596.95	3,000.00	3,000.00	.0%
11455531 531091 PRDEV TRAV	1,976.27	1,000.00	1,000.00	1,219.71	1,000.00	1,000.00	.0%
11455540 540000 SUPP/EQUIP	8,321.91	.00	.00	119.94	48.70	.00	.0%
11455542 542000 OFF SUPP	4,566.98	7,500.00	7,500.00	5,425.28	7,500.00	7,500.00	.0%
11455542 542127 POSTAGE	36,819.45	42,000.00	42,000.00	24,477.11	42,829.98	40,000.00	-4.8%
11525530 530100 ADVERTISIN	5,644.66	7,000.00	7,000.00	198.18	7,000.00	4,000.00	-42.9%
11525530 530105 PRNT SVCS	.00	500.00	500.00	.00	500.00	.00	-100.0%
11525530 530140 MEDCL SVCS	13,301.50	12,000.00	12,000.00	3,639.00	12,000.00	6,000.00	-50.0%
11525530 530195 PAY/CL STD	7,650.00	.00	.00	.00	.00	.00	.0%
11525531 531090 PROF DEV	8,200.00	.00	.00	.00	.00	.00	.0%
11555521 521390 TELEPHONE	50,428.28	55,000.00	55,000.00	45,000.00	57,688.79	56,500.00	2.7%
11555524 524000 MAINT/REPR	8,930.03	10,000.00	10,000.00	3,114.63	10,000.00	10,000.00	.0%
11555530 530000 OUT PRF SV	2,304.00	.00	.00	11,456.25	12,000.00	5,000.00	.0%
11555530 530105 PRINTING	4,896.97	.00	.00	.00	.00	.00	.0%
11555530 530106 MAILSERVCS	538.79	.00	.00	.00	.00	.00	.0%
11555530 530121 INTRNETSVCS	993.40	1,000.00	1,000.00	2,000.00	1,000.00	1,500.00	50.0%
11555536 536000 LIC SFTWR	4,664.00	7,000.00	7,000.00	137.04	17,058.00	7,000.00	.0%
11555536 536100 LIC ADMINS	12,740.00	13,000.00	13,000.00	13,720.00	13,000.00	14,000.00	7.7%
11555536 536110 LIC MUNIS	45,705.45	48,000.00	88,000.00	52,953.00	48,000.00	88,000.00	.0%
11555536 536123 LIC GIS	8,900.00	7,500.00	7,500.00	.00	7,500.00	7,000.00	-6.7%
11555536 536130 LIC MSFT	.00	.00	.00	2,174.00	.00	.00	.0%
11555536 536132 LIC VTH	4,065.00	4,500.00	4,500.00	.00	4,500.00	5,000.00	11.1%
11555542 542000 OFFICE SUP	88.55	.00	.00	.00	.00	.00	.0%
11555542 542115 TONER GART	8,538.69	8,000.00	8,000.00	7,707.22	8,000.00	9,000.00	12.5%
11555542 542303 PAPER	1,988.79	2,000.00	2,000.00	4,725.00	2,000.00	.00	-100.0%
11555555 555000 PRTS&SUPPL	.00	15,000.00	15,000.00	23,757.70	15,000.00	15,000.00	.0%
11555555 555100 PC HRDWR	4,996.90	35,000.00	35,000.00	20,461.90	45,884.09	30,000.00	-14.3%
11555555 555110 NET HRDWR	21,760.33	14,000.00	14,000.00	5,622.10	72,540.68	14,000.00	.0%
11555555 555125 GIS SUPPL	.00	2,000.00	2,000.00	.00	2,000.00	2,000.00	.0%
11555555 555130 PC SFTWR	.00	.00	.00	1,498.00	.00	2,500.00	.0%
1155X536 536110 MUNIS-NEW	.00	40,000.00	.00	.00	40,000.00	.00	.0%
11615530 530000 OUT PRF SV	337.00	1,800.00	1,800.00	870.00	1,800.00	1,800.00	.0%
11625530 530100 ADVERTISIN	4,657.81	5,000.00	5,000.00	4,366.20	5,000.00	5,000.00	.0%
11625530 530105 PRNT SVCS	1,655.00	7,500.00	7,500.00	410.00	7,500.00	7,500.00	.0%
11625530 530151 CENSUS	6,030.10	6,000.00	6,000.00	4,779.37	6,000.00	6,000.00	.0%
11625530 530152 BALLOT PRG	8,769.61	10,000.00	10,000.00	2,585.20	10,000.00	10,000.00	.0%
11625530 530153 PROF/TECH	454.13	500.00	500.00	.00	2,360.75	1,500.00	200.0%
11625540 540000 SUPP/EQUIP	3,821.39	.00	.00	4,232.85	.00	.00	.0%
11625542 542127 POSTAGE	474.16	500.00	500.00	.00	500.00	1,500.00	200.0%
<b>TOTAL EXPENSES</b>	<b>405,638.57</b>	<b>517,300.00</b>	<b>517,300.00</b>	<b>328,836.23</b>	<b>621,157.42</b>	<b>504,800.00</b>	<b>-2.4%</b>
<b>TOTAL FINANCE</b>	<b>1,443,846.72</b>	<b>1,642,455.00</b>	<b>1,642,455.00</b>	<b>1,130,097.98</b>	<b>1,746,312.42</b>	<b>1,642,210.00</b>	<b>.0%</b>

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

## Community Services FY11 Budget

### Overview

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

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

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

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

### Staffing – wage costs

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

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

### Staffing – impact to services

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

- The demand for Veteran's Assistance had increased significantly as the economy continues to weaken.
- The FY11 budget reflects a 1.8 FTE staff reduction, absorbed in FY10. These reductions included a full-time Assistant Building Inspector and part-time Elder Services Coordinator of Volunteers. Some of the duties of the Coordinator of Volunteers position have been absorbed by the Finance and Accounting Departments.
- Staff supports several boards, committees, and commissions: Board of Health; Council on Aging; Community Planning and Development Commission; Economic Development Committee; Zoning Board of Appeals; Conservation Commission; Town Forest Committee; West Street Historic District Commission; and the Historical Commission. The technical support provided to boards, committees and commissions includes, but is not limited to: Site Plan Review; Stormwater Management; Open Space Preservation and Wetland Protection; Zoning Updates; Downtown Revitalization; Business Retention, Attraction and Development; Affordable Housing; Historical Review of Proposed Improvements in the West Street Neighborhood; and Historic Preservation.
- Adequate staffing of the planning division will ensure that Reading continues to move forward to reach its full potential with a proactive planning department that plans for the future. Planning staff also assist applicants in preparing for Site Plan Review triggered by development activity.

- The slow economy provides an opportunity to focus on long-range planning and economic development efforts, including rezoning, by-law updates, and streamlined permitting so that the permitting process is business friendly and attractive to business when the economy improves.
- A single point of contact has proved invaluable when assisting customers with permitting and insuring that all divisions are included in reviews related to permitting. This is a very time consuming, concierge type service that is provided to the public, that is essential to providing good customer service.

### Expenses

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

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 2  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

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TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 3  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: COMMUNITY SERVICES	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
11265530 530100	60.00	.00	.00	.00	.00	.00	.0%
11265531 531000	3,419.60	4,800.00	4,800.00	894.18	4,800.00	4,800.00	.0%
11265531 531090	673.00	.00	.00	.00	.00	.00	.0%
11265531 531901	155.00	.00	.00	761.00	.00	.00	.0%
11265531 531903	494.00	.00	.00	852.88	.00	.00	.0%
11265531 531904	.00	.00	.00	203.03	.00	.00	.0%
11265531 531905	.00	.00	.00	1,605.00	.00	.00	.0%
11265531 531906	490.00	.00	.00	1,621.61	.00	.00	.0%
11265542 542000	5,676.94	7,000.00	7,000.00	1,242.61	7,000.00	7,000.00	.0%
11265542 542901	266.89	.00	.00	591.22	.00	.00	.0%
11265542 542902	187.54	.00	.00	1,219.01	.00	.00	.0%
11265542 542903	.00	.00	.00	751.30	.00	.00	.0%
11265542 542904	.00	.00	.00	180.99	.00	.00	.0%
11265542 542905	1.48	.00	.00	173.69	.00	.00	.0%
11265542 542906	19.35	.00	.00	558.00	.00	.00	.0%
11265542 542907	.00	.00	.00	501.03	.00	.00	.0%
11265571 571000	5,907.81	3,800.00	5,460.00	3,677.46	3,800.00	3,800.00	-30.4%
15115530 530000	300.00	300.00	300.00	300.00	300.00	300.00	.0%
15115530 530520	4,500.00	5,750.00	5,750.00	5,750.00	5,750.00	5,750.00	.0%
15115530 530530	5,336.32	4,350.00	4,350.00	6,613.80	4,350.00	4,350.00	.0%
15115530 530550	2,224.00	3,900.00	3,440.00	3,440.00	4,988.00	4,988.00	45.0%
15115530 530551	26,000.00	26,000.00	26,000.00	26,000.00	26,000.00	26,000.00	.0%
15115540 540000	46.06	.00	.00	.00	.00	.00	.0%
15115540 540521	1,582.71	2,100.00	2,100.00	1,246.10	2,222.00	2,222.00	5.8%
15115540 540524	455.79	1,800.00	1,800.00	626.43	1,800.00	1,800.00	.0%
15115540 596130	-2,100.00	-2,100.00	-2,100.00	-2,100.00	-2,100.00	-2,100.00	.0%
15115571 571000	2,434.83	1,600.00	1,600.00	1,567.62	1,600.00	1,600.00	.0%
15115577 577500	7,000.00	7,000.00	7,000.00	4,666.68	7,000.00	7,000.00	.0%
15115577 577510	13,000.00	13,000.00	13,000.00	9,750.00	13,000.00	13,000.00	.0%
15415531 531010	.00	.00	.00	601.02	.00	.00	.0%
15415531 531090	29.65	.00	.00	136.89	.00	.00	.0%
15415531 531091	511.39	.00	.00	252.15	.00	.00	.0%
15415536 536000	790.00	900.00	400.00	.00	900.00	900.00	125.0%
15415540 540000	284.96	425.00	425.00	429.43	425.00	425.00	.0%
15415548 548000	.00	400.00	400.00	.00	400.00	400.00	.0%
15415551 551000	141.51	250.00	250.00	165.94	250.00	250.00	.0%
15415571 571000	587.41	700.00	700.00	385.62	700.00	700.00	.0%
15415577 577540	5,593.00	5,600.00	5,600.00	5,593.00	5,600.00	5,600.00	.0%
15435571 571000	.00	700.00	.00	.00	700.00	700.00	.0%
15445577 577000	123,531.30	100,000.00	150,000.00	122,884.35	100,000.00	125,000.00	-16.7%
16915540 540000	995.17	1,000.00	1,000.00	.00	1,000.00	1,000.00	.0%
<b>TOTAL EXPENSES</b>	<b>211,978.70</b>	<b>189,275.00</b>	<b>239,275.00</b>	<b>203,689.07</b>	<b>190,485.00</b>	<b>215,485.00</b>	<b>-9.9%</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>990,724.38</b>	<b>975,805.00</b>	<b>1,037,805.00</b>	<b>740,175.93</b>	<b>977,015.00</b>	<b>1,086,572.00</b>	<b>4.7%</b>

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## Library FY11 Budget

### Overview

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

### Library Revenue FY09 Town = 92%

Municipal Appropriation	\$1,206,822
State Aid	\$33,376
Friends & Foundation	\$22,000
Trust & Endowment	\$2,676
Gifts	\$7,509
Grants	\$23,700
Revolving Fund (Fees)	\$5,187
Capital	\$12,000
<b>Total</b>	<b>\$1,313,270</b>

### Staffing – wages

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

### Library Expenditures FY09 Salaries = 70%

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

### Staffing – impact on services

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

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

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

### **Expenses**

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

### **Revenues**

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

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

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

### **Other Sources of Income**

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: LIBRARY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
<b>03 SALARIES</b>							
16103511 511641 DIRECTOR	83,093.64	83,018.00	83,018.00	61,388.51	.00	83,018.00	.0%
16103511 511642 ASST DIREC	48,306.23	67,507.00	67,507.00	49,924.33	67,507.00	67,507.00	.0%
16103511 511643 ADMIN SECR	26,344.61	26,862.00	26,862.00	20,247.76	26,862.00	26,862.00	.0%
16103511 511644 DIVSN HEAD	228,161.43	232,747.00	232,747.00	171,878.65	232,747.00	232,747.00	.0%
16103511 511645 LIBRARIAN	283,370.12	293,595.00	293,595.00	212,112.90	293,595.00	293,595.00	.0%
16103511 511646 SR ASSOC	37,415.04	50,580.00	50,580.00	56,519.69	50,580.00	50,580.00	.0%
16103511 511647 LIBR ASSOC	11,863.55	.00	.00	.00	.00	.00	.0%
16103511 511648 SR TECH	10,579.59	10,830.00	10,830.00	7,564.28	10,830.00	10,830.00	.0%
16103511 511649 CIRC TECH	112,443.36	121,053.00	121,053.00	73,001.48	121,053.00	121,053.00	.0%
16103511 511651 PAGE	44,231.81	46,451.00	46,451.00	34,428.54	46,451.00	46,451.00	.0%
16103511 515000 OVERTIME	27,651.50	28,218.00	28,218.00	16,758.51	28,218.00	28,218.00	.0%
<b>TOTAL SALARIES</b>	<b>913,460.88</b>	<b>960,861.00</b>	<b>960,861.00</b>	<b>703,824.65</b>	<b>877,843.00</b>	<b>960,861.00</b>	<b>.0%</b>
<b>05 EXPENSES</b>							
16105524 524000 CONT RPR/M	7,327.07	9,285.00	9,285.00	8,690.83	9,285.00	3,500.00	-62.3%
16105531 531090 PRDEV REG	3,320.63	3,500.00	3,500.00	3,317.50	3,500.00	3,500.00	.0%
16105531 531091 PRDEV TRVL	3,616.99	2,135.00	2,135.00	1,141.59	2,135.00	2,135.00	.0%
16105536 536000 SFTWR LIC	47,224.98	46,688.00	46,688.00	31,585.32	46,688.00	47,278.00	1.3%
16105540 540000 SUPP/EQUIP	4,355.20	8,700.00	13,830.00	11,078.95	8,700.00	8,700.00	-37.1%
16105542 542000 OFF SUPP	10,487.22	10,204.00	10,204.00	9,075.50	10,204.00	10,204.00	.0%
16105555 555000 TECH SUPP	8,563.94	8,500.00	8,500.00	943.94	8,500.00	8,500.00	.0%
16105556 556000 MATERIALS	4,040.00	.00	.00	.00	.00	185,000.00	.0%
16105556 556610 ADLT BOOKS	81,753.60	77,460.00	77,460.00	51,600.23	77,460.00	.00	-100.0%
16105556 556611 CHLD BOOKS	29,213.44	26,815.00	26,815.00	18,911.19	26,815.00	.00	-100.0%
16105556 556620 ADLT AUDIO	18,755.86	14,000.00	14,000.00	14,568.70	14,000.00	.00	-100.0%
16105556 556621 CHLD AUDIO	4,958.32	4,900.00	4,900.00	4,261.93	4,900.00	.00	-100.0%
16105556 556630 ADLT VIDEO	22,802.22	21,500.00	21,500.00	15,342.65	21,500.00	.00	-100.0%
16105556 556631 CHLD VIDEO	8,154.30	8,000.00	8,000.00	4,152.78	8,000.00	.00	-100.0%
16105556 556640 PERIODICAL	10,044.73	9,000.00	9,000.00	1,275.22	9,000.00	.00	-100.0%
16105556 556650 ELECTRONIC	.00	750.00	750.00	.00	750.00	.00	-100.0%
16105556 556660 ONLINE DB	6,032.50	7,900.00	7,900.00	6,305.00	7,900.00	.00	-100.0%
<b>TOTAL EXPENSES</b>	<b>270,651.00</b>	<b>259,337.00</b>	<b>264,467.00</b>	<b>182,251.33</b>	<b>259,337.00</b>	<b>268,817.00</b>	<b>1.6%</b>
<b>TOTAL LIBRARY</b>	<b>1,184,111.88</b>	<b>1,220,198.00</b>	<b>1,225,328.00</b>	<b>886,075.98</b>	<b>1,137,180.00</b>	<b>1,229,678.00</b>	<b>.4%</b>

170,325

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## Public Works FY11 Budget

### Overview

The Department of Public works consists of several divisions including engineering, highway and equipment maintenance, general administration, storm water (not the enterprise fund), cemetery, recreation, and parks and forestry. Town Meeting also votes individual budgets for the categories of snow and ice, street lights, and rubbish collection and disposal, as well as the three enterprise funds.

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

### Staffing – wage costs

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

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

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

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

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

decrease over time as the frequency of required inspections declines.

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

**Expenses**

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

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

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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FOR PERIOD 13

PROJECTION: 2011 FY2011 General Fund Budget Projection

ACCOUNTS FOR:	2009	2010	2010	2010	2011	PCT
PUBLIC WORKS	ACTUAL	ORIG BUD	REVISED BUD	ACTUAL	PROJECTION	FINCOM CHANGE
03 SALARIES						
14113511 511451 TOWN ENGNR	87,727.50	89,854.00	89,854.00	66,440.25	89,854.00	89,854.00 .0%
14113511 511453 CVL ENGNR	175,985.51	183,285.00	183,285.00	139,104.32	183,285.00	183,285.00 .0%
14113511 511454 AST CV ENG	49,682.17	51,114.00	51,114.00	38,715.52	51,114.00	51,114.00 .0%
14113511 511455 FLD TCH II	56,480.40	57,608.00	57,608.00	43,702.56	57,608.00	57,608.00 .0%
14113511 511457 FLD TCH I	50,583.15	52,200.00	52,200.00	39,600.00	52,200.00	52,200.00 .0%
14113511 511459 ENG ALDE	7,796.04	.00	.00	195.70	.00	.00 .0%
14113511 511460 TMP ENG AD	4,505.54	.00	.00	.00	.00	.00 .0%
14113511 515000 OVERTIME	2,038.25	4,490.00	4,490.00	1,111.04	4,490.00	4,490.00 .0%
14113511 516050 OUTFGRADE	896.00	510.00	510.00	480.00	510.00	510.00 .0%
14203511 511401 SUPERVISOR	59,184.00	62,130.00	62,130.00	45,937.11	62,130.00	62,130.00 .0%
14203511 511403 FOREMAN	61,327.69	61,909.00	61,909.00	46,965.61	61,909.00	61,909.00 .0%
14203511 511405 WRKNG FRMN	89,846.49	91,591.00	91,591.00	69,737.94	91,591.00	91,591.00 .0%
14203511 511409 EQUIP OPER	150,842.00	151,714.00	151,714.00	116,322.24	151,714.00	153,719.00 1.3%
14203511 511413 SKLLD LABR	61,942.66	.00	.00	32,704.65	.00	63,668.00 .0%
14203511 511417 LABORER	31,745.72	96,374.00	96,374.00	22,700.43	96,374.00	33,352.00 -65.4%
14203511 511421 MSTR MECH	55,683.09	55,503.00	55,503.00	42,001.50	55,503.00	55,503.00 .0%
14203511 511423 MECH CLS I	47,617.13	48,859.00	48,859.00	37,065.60	48,859.00	48,859.00 .0%
14203511 511425 MCH CLS II	63,906.83	75,212.00	75,212.00	57,314.42	75,212.00	75,211.00 .0%
14203511 515000 OVERTIME	55,748.66	72,828.00	72,828.00	34,849.98	72,828.00	72,828.00 .0%
14203511 516050 OUTFGRADE	2,644.63	5,026.00	5,026.00	2,910.08	5,026.00	5,026.00 .0%
14203511 516060 ON-CALL PR	12,672.00	12,389.00	12,389.00	9,232.00	12,389.00	12,389.00 .0%
14203511 516080 LONGEVITY	4,760.00	5,075.00	5,075.00	4,760.00	5,075.00	5,075.00 .0%
14203512 512000 WAGES TEMP	7,944.40	.00	.00	.00	.00	.00 .0%
14213511 511001 DPW DIR	132,696.08	106,595.00	106,595.00	78,235.01	106,595.00	106,595.00 .0%
14213511 511010 ADMIN ASST	42,042.57	43,440.00	43,440.00	32,134.51	43,440.00	43,440.00 .0%
14213511 511012 CLERK	35,109.40	35,905.00	35,905.00	26,547.17	35,905.00	35,905.00 .0%
14213511 511019 BSN ADMIN	58,513.69	61,138.00	61,138.00	45,219.90	61,138.00	61,138.00 .0%
14213511 515000 OVERTIME	1,110.63	1,550.00	1,550.00	283.05	1,550.00	1,550.00 .0%
14213511 516050 OUTFGRADE	.00	312.00	312.00	52.80	312.00	312.00 .0%
14283511 511401 SUPERVISOR	14,732.04	15,532.00	15,532.00	11,484.25	15,532.00	15,531.00 .0%
14283511 511405 WRKNG FRMN	10,285.82	10,683.00	10,683.00	8,145.46	10,683.00	10,683.00 .0%
14283511 511409 EQUIP OPER	51,885.33	51,908.00	51,908.00	38,149.44	51,908.00	49,903.00 -3.9%
14283511 511413 SKLD LABOR	58,498.76	43,008.00	43,008.00	34,085.95	43,008.00	58,925.00 37.0%
14283511 511417 LABORER	.00	15,917.00	15,917.00	2,529.18	15,917.00	.00 -100.0%
14283511 511423 MECH CLS I	.00	3,940.00	3,940.00	.00	3,940.00	.00 -100.0%
14283511 511425 MECHANIC C	3,765.47	.00	.00	3,012.98	.00	3,940.00 .0%
14283511 515000 OVERTIME	11,748.37	450.00	450.00	3,134.34	450.00	450.00 .0%
14283511 516050 OUTFGRADE	1,361.56	.00	.00	790.56	.00	.00 .0%
14283511 516080 LONGEVITY	1,865.00	1,650.00	1,650.00	1,965.00	1,650.00	1,650.00 .0%
14283512 512000 WAGES TEMP	4,086.46	6,500.00	6,500.00	2,062.98	6,500.00	6,500.00 .0%
14913511 511401 SUPERVISOR	38,432.03	39,602.00	39,602.00	29,289.68	39,602.00	39,602.00 .0%
14913511 511403 FOREMAN	57,270.25	58,689.00	58,689.00	44,514.76	58,689.00	58,689.00 .0%

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC WORKS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE	
14913511 511409	EQUIP OPER	30,019.57	47,022.00	47,022.00	12,855.54	47,022.00	47,022.00	.0%
14913511 511413	SKLD LABOR	39,602.24	40,987.00	40,987.00	40,279.74	40,987.00	40,987.00	.0%
14913511 511417	LABORER	34,576.74	37,530.00	37,530.00	19,275.84	37,530.00	37,530.00	.0%
14913511 515000	OVERTIME	7,373.30	7,484.00	7,484.00	3,327.66	7,484.00	7,484.00	.0%
14913511 516050	OUTOFGRADE	2,711.66	1,283.00	1,283.00	2,509.78	1,283.00	1,283.00	.0%
14913511 516080	LONGEVITY	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	.0%
14913511 596180	TRST FND S	-105,000.00	-120,000.00	-120,000.00	-90,000.00	-120,000.00	-120,000.00	.0%
14913512 512000	WAGES TEMP	39,391.64	33,779.00	33,779.00	34,680.89	33,779.00	33,779.00	.0%
14913512 515000	OVERTIME	118.37	.00	.00	.00	.00	.00	.0%
16303511 511003	REC ADMIN	64,604.96	68,857.00	68,857.00	50,923.05	68,857.00	68,857.00	.0%
16303511 511012	CLERK	26,173.22	33,176.00	33,176.00	24,515.38	33,176.00	33,176.00	.0%
16303511 511473	PROG COORD	38,905.25	40,141.00	40,141.00	29,688.27	40,141.00	40,141.00	.0%
16303511 515000	OVERTIME	1,300.88	.00	.00	3,261.11	.00	5,000.00	.0%
16303511 516050	OUTOFGRADE	274.52	624.00	624.00	.00	624.00	624.00	.0%
16503511 511401	SUPERVISOR	38,432.05	39,602.00	39,602.00	29,289.68	39,602.00	39,602.00	.0%
16503511 511403	FOREMAN	57,729.95	58,689.00	58,689.00	44,644.82	58,689.00	58,689.00	.0%
16503511 511405	WRK FRMN	102,573.29	104,145.00	104,145.00	79,392.24	104,145.00	104,144.00	.0%
16503511 511409	EQUIP OPER	49,334.96	49,757.00	49,757.00	37,645.10	49,757.00	49,757.00	.0%
16503511 511413	SKLD LBR	26,099.72	42,173.00	42,173.00	42,087.66	42,173.00	83,160.00	97.2%
16503511 511417	LABORER	37,325.38	63,478.00	63,478.00	24,706.72	63,478.00	32,058.00	-49.5%
16503511 511431	TR CLMBR I	44,095.24	45,555.00	45,555.00	34,733.08	45,555.00	45,555.00	.0%
16503511 515000	OVERTIME	24,348.04	4,936.00	16,954.00	17,771.53	4,936.00	4,936.00	-70.9%
16503511 516050	OUTOFGRADE	2,086.94	6,014.00	6,014.00	2,139.00	6,014.00	6,014.00	.0%
16503511 516060	ON-CALL PR	4,295.46	16,954.00	4,936.00	3,904.00	16,954.00	16,954.00	243.5%
16503511 516080	LONGEVITY	3,800.00	3,800.00	3,800.00	3,412.48	3,800.00	3,800.00	.0%
16503512 512000	WAGES TEMP	38,863.71	33,778.00	33,778.00	25,041.92	33,778.00	33,778.00	.0%
<b>TOTAL SALARIES</b>		<b>2,275,850.41</b>	<b>2,336,104.00</b>	<b>2,336,104.00</b>	<b>1,691,423.46</b>	<b>2,336,104.00</b>	<b>2,351,314.00</b>	<b>.7%</b>
<b>05 EXPENSES</b>								
14115530 530015	REVIEW SVC	1,742.57	2,150.00	2,150.00	1,687.05	2,150.00	2,150.00	.0%
14115530 530420	PLC DETAIL	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	.0%
14115530 530450	CVL ENGIN	-72.42	.00	.00	.00	.00	.00	.0%
14115540 540000	SUPP/EQUIP	4,628.91	3,916.00	3,916.00	1,499.52	4,927.25	3,916.00	.0%
14115555 555000	TECH SUPP	3,794.82	5,000.00	5,000.00	473.00	5,000.00	5,000.00	.0%
14115578 578009	RCRDNG FEE	375.00	500.00	500.00	150.00	500.00	500.00	.0%
14205521 521309	WTR/SWR/SW	1,928.68	2,100.00	2,100.00	1,446.51	2,100.00	2,100.00	.0%
14205521 521392	WIRLSS PHN	584.46	1,000.00	1,000.00	434.07	1,000.00	1,000.00	.0%
14205524 524305	EQUIP RFP	125,183.71	101,000.00	101,000.00	72,235.05	101,000.00	101,000.00	.0%
14205530 530000	OUT PRF SV	14,515.00	9,140.00	9,140.00	6,768.56	9,140.00	9,140.00	.0%
14205530 530420	PLC DETAIL	15,264.66	6,425.00	6,425.00	8,312.96	7,931.36	6,425.00	.0%
14205530 530421	LINE PAINT	31,074.39	33,420.00	33,420.00	1,583.43	35,765.61	33,420.00	.0%
14205530 530460	HWN PATCH	5,657.30	14,235.00	14,235.00	2,573.50	14,235.00	14,235.00	.0%
14205540 540000	SUPP/EQUIP	6,661.28	8,000.00	8,000.00	5,581.76	8,000.00	8,000.00	.0%

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC WORKS	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
14205540 540408	215,187.91	148,430.00	148,430.00	150,305.39	148,430.00	168,430.00	13.5%
14205540 540409	7,250.27	6,000.00	6,000.00	7,360.80	6,000.00	6,000.00	.0%
14205540 540410	7,023.68	6,000.00	6,000.00	808.30	6,000.00	6,000.00	.0%
14205540 540415	1,091.34	2,700.00	2,700.00	742.36	2,700.00	2,700.00	.0%
14205540 540460	21,063.21	19,330.00	19,330.00	19,241.21	19,330.00	19,330.00	.0%
14205548 548999	159,696.55	210,790.00	210,790.00	95,253.16	210,790.00	221,330.00	5.0%
14205554 554000	9,674.40	8,670.00	8,670.00	4,579.98	8,670.00	8,670.00	.0%
14205578 578100	450.00	750.00	750.00	599.00	750.00	750.00	.0%
14215531 531000	2,797.25	3,114.00	3,114.00	1,949.35	3,324.00	3,114.00	.0%
14215531 531091	70.20	50.00	50.00	50.50	50.00	50.00	.0%
14215540 540000	2,406.58	2,627.00	2,627.00	1,068.13	2,627.00	2,627.00	.0%
14285530 530465	14,375.00	15,500.00	15,500.00	.00	15,500.00	15,000.00	-3.2%
14285540 540000	7,253.40	7,140.00	7,140.00	5,908.68	7,140.00	7,140.00	.0%
14915521 521301	999.22	903.00	903.00	738.21	903.00	903.00	.0%
14915521 521308	2,047.51	1,800.00	1,800.00	1,008.05	1,800.00	1,800.00	.0%
14915521 521309	2,546.05	2,826.00	2,826.00	1,907.76	2,826.00	2,826.00	.0%
14915521 521392	173.30	.00	.00	130.05	.00	.00	.0%
14915540 540000	3,456.72	6,000.00	6,000.00	4,862.12	6,000.00	6,000.00	.0%
14915540 540019	1,055.19	500.00	500.00	.00	500.00	500.00	.0%
14915540 540440	8,555.00	6,000.00	6,000.00	6,650.00	6,000.00	6,000.00	.0%
14915540 540441	806.74	1,000.00	1,000.00	.00	1,000.00	1,000.00	.0%
14915540 540442	2,900.00	2,000.00	2,000.00	4,660.00	2,000.00	2,000.00	.0%
14915542 542000	213.36	200.00	200.00	.00	200.00	200.00	.0%
14915546 546000	20.06	.00	.00	.00	.00	.00	.0%
14915546 546401	.00	4,700.00	4,700.00	.00	4,700.00	4,700.00	.0%
14915546 546405	1,430.54	2,000.00	2,000.00	1,046.14	2,000.00	2,000.00	.0%
14915546 546415	487.00	600.00	600.00	166.50	600.00	600.00	.0%
14915546 546420	508.86	1,200.00	1,200.00	311.54	1,200.00	1,200.00	.0%
14915546 546440	87.00	400.00	400.00	.00	400.00	400.00	.0%
14915546 596180	.00	-4,700.00	-4,700.00	.00	-4,700.00	-4,700.00	.0%
14915548 548000	2,803.61	3,500.00	3,500.00	3,116.98	3,500.00	3,500.00	.0%
14915548 548999	8,821.91	8,000.00	8,000.00	3,435.07	8,000.00	8,000.00	.0%
14915554 554000	1,640.00	1,640.00	1,640.00	1,400.00	1,640.00	1,640.00	.0%
14915578 578100	357.75	200.00	200.00	50.00	200.00	200.00	.0%
16505521 521301	1,057.44	1,819.00	1,819.00	679.71	1,819.00	1,819.00	.0%
16505521 521309	468.22	600.00	600.00	424.80	600.00	600.00	.0%
16505521 521392	591.05	.00	.00	445.86	.00	.00	.0%
16505530 530000	3,882.79	7,705.00	7,705.00	1,060.00	10,205.00	7,705.00	.0%
16505530 530420	6,040.71	3,478.00	3,478.00	5,086.81	3,478.00	3,478.00	.0%
16505530 530431	9,940.00	13,437.00	13,437.00	1,440.00	13,437.00	13,437.00	.0%
16505530 530433	2,436.00	3,450.00	3,450.00	.00	3,450.00	3,450.00	.0%
16505530 596130	-17,979.00	-17,979.00	-17,979.00	-17,979.00	-17,979.00	-17,979.00	.0%
16505540 540000	2,284.84	2,461.00	2,461.00	1,570.49	2,461.00	2,461.00	.0%
16505546 546410	2,200.00	2,421.00	2,421.00	588.11	2,421.00	2,421.00	.0%
16505546 546416	3,731.84	4,000.00	4,000.00	3,965.00	4,000.00	4,000.00	.0%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
DPW-TRASH SNOW STREET LIGHTING							
<b>03 SALARIES</b>							
14233511 511000 WAGES PERM	12,590.10	11,971.00	11,971.00	10,035.92	11,971.00	11,971.00	.0%
14233511 515000 OVERTIME	198,334.83	61,812.00	61,812.00	133,698.28	61,812.00	61,812.00	.0%
<b>TOTAL SALARIES</b>	<b>210,924.93</b>	<b>73,783.00</b>	<b>73,783.00</b>	<b>143,734.20</b>	<b>73,783.00</b>	<b>73,783.00</b>	<b>.0%</b>
<b>05 EXPENSES</b>							
14235530 530415 PLOW/HAUL	341,218.75	144,517.00	144,517.00	201,881.25	144,517.00	169,517.00	17.3%
14235530 530420 PLC DETAIL	11,010.14	8,000.00	8,000.00	4,406.16	8,000.00	8,000.00	.0%
14235540 540000 SUPP/EQUIP	125,203.28	248,700.00	248,700.00	300,621.63	248,700.00	248,700.00	.0%
14235540 540425 SAND	20,709.59	.00	.00	.00	.00	.00	.0%
14235540 540430 SALT	410,283.08	.00	.00	78,444.73	.00	.00	.0%
14235540 540435 CACL	6,825.00	.00	.00	.00	.00	.00	.0%
14235548 548999 GASOLINE	23,200.30	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	.0%
14245521 521300 TRLGT ELEC	13,950.61	14,000.00	14,000.00	9,401.36	14,000.00	15,400.00	10.0%
14245521 521301 STLGT ELEC	215,406.28	216,000.00	216,000.00	155,271.43	216,000.00	226,100.00	4.7%
14335529 529430 GB COLLECT	635,956.84	667,748.00	667,748.00	646,620.00	667,748.00	672,748.00	.7%
14335529 529431 GB DISPOSE	514,841.19	633,116.00	633,116.00	525,000.00	633,116.00	633,116.00	.0%
14335529 529432 CURB RECYC	194,545.11	201,671.00	201,671.00	182,380.00	201,791.00	208,346.00	3.3%
14335529 529435 MISC RECYC	14,218.24	22,092.00	22,092.00	14,553.74	28,560.00	28,560.00	29.3%
14335530 530086 MONITORING	.00	.00	.00	.00	.00	18,000.00	.0%
<b>TOTAL EXPENSES</b>	<b>2,527,368.41</b>	<b>2,180,844.00</b>	<b>2,180,844.00</b>	<b>2,143,580.30</b>	<b>2,187,432.00</b>	<b>2,253,487.00</b>	<b>3.3%</b>
<b>TOTAL DPW-TRASH SNOW STREET</b>	<b>2,738,293.34</b>	<b>2,254,627.00</b>	<b>2,254,627.00</b>	<b>2,287,314.50</b>	<b>2,261,215.00</b>	<b>2,327,270.00</b>	<b>3.2%</b>

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**SNOW AND ICE EXPENDITURE HISTORY**

*through April 5, 2010*

<u>Fiscal Year</u>	<u>Expenditure</u>	<u>Initial Appropriation</u>	<u>Over./ (Under) Appropriation</u>	<u>Net Cost to Town</u>
2011		525,000		
2010	\$ 754,088	\$ 500,000	\$ 254,088	\$ 754,088
2009	\$ 1,149,375	\$ 450,000	\$ 699,375	\$ 1,149,375
2008	\$ 992,014	\$ 400,000	\$ 592,014	\$ 992,014
2007	\$ 465,017	\$ 334,727	\$ 130,290	\$ 465,017
2006	\$ 581,635	\$ 324,682	\$ 256,953	\$ 581,635
2005	\$ 1,083,809	\$ 307,086	\$ 776,723 (5)	\$ 937,088
2004	\$ 507,271	\$ 276,547	\$ 230,724 (4)	\$ 385,931
2003	\$ 576,300	\$ 251,100	\$ 325,200 (3)	\$ 489,088
2002	\$ 214,155	\$ 251,100	\$ (36,945)	\$ 214,155
2001	\$ 636,100	\$ 226,100	\$ 410,000 (2)	\$ 555,183
2000	\$ 252,219	\$ 197,419	\$ 54,800	\$ 252,219
1999	\$ 291,176	\$ 192,301	\$ 98,875	\$ 291,176
1998	\$ 283,856	\$ 187,467	\$ 96,389	\$ 283,856
1997	\$ 284,442	\$ 182,058	\$ 102,384	\$ 284,442
1996	\$ 677,475	\$ 177,614	\$ 499,861 (1)	\$ 556,489
1995	\$ 136,935	\$ 175,000	\$ (38,065)	\$ 136,935
1994	\$ 428,680	\$ 110,000	\$ 318,680	\$ 428,680
1993	\$ 344,416	\$ 110,000	\$ 234,416	\$ 344,416
1992	\$ 91,347	\$ 150,000	\$ (58,653)	\$ 91,347
1991	\$ 128,915	\$ 150,000	\$ (21,085)	\$ 128,915

**AVERAGES:**

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

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

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

## Public Safety FY11 Budget

### Overview

The Public Safety budget consists of the Police Department, Fire Department and the shared Dispatch. Each year Town Meeting votes both a total salary and expense line for the combination of all three functions. The total budget for Public Safety for FY11 is \$7,747,581, which is a 0.3% increase from the FY10 budget. There are no proposed changes to staffing levels for FY11.

### Staffing - wages

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

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

### Staffing - impact to services

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

### Expenses

There are no proposed changes to expenses for FY11.

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

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

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY		2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE	
03	SALARIES								
12103511	511003	POL CHIEF	129,843.29	133,386.00	133,386.00	98,973.82	133,386.00	133,386.00	.0%
12103511	511012	CLERK	79,896.08	83,285.00	83,285.00	61,012.60	83,285.00	83,285.00	.0%
12103511	511231	LIEUTENANT	250,466.81	296,252.00	296,252.00	223,935.22	296,252.00	296,252.00	.0%
12103511	511232	SERGEANT	551,245.43	612,786.00	612,786.00	412,327.39	612,786.00	612,786.00	.0%
12103511	511233	OFFICER	1,664,475.64	1,593,292.00	1,593,292.00	1,248,162.82	1,593,292.00	1,597,876.00	.3%
12103511	511234	DETECTIVE	140,821.55	306,012.00	306,012.00	164,174.53	306,012.00	302,967.00	-1.0%
12103511	511235	PARK ENFOR	15,891.13	16,306.00	16,306.00	12,053.57	16,306.00	16,306.00	.0%
12103511	511236	ANIM CONTR	15,027.22	15,985.00	15,985.00	11,818.16	15,985.00	15,985.00	.0%
12103511	511237	BSN ADMIN	64,622.70	67,513.00	67,513.00	49,924.41	67,513.00	67,513.00	.0%
12103511	511238	SCHL TRAFF	110,665.90	141,854.00	141,854.00	80,684.69	141,854.00	129,315.00	-8.8%
12103511	515000	OVERTIME	301,882.60	186,000.00	186,000.00	215,285.87	186,000.00	209,000.00	12.4%
12103511	515200	HOLIDAY PAY	.00	21,000.00	.00	.00	21,000.00	.00	.0%
12103511	515210	TRAINING	7,806.66	21,000.00	21,000.00	2,118.27	21,000.00	18,000.00	-14.3%
12103511	515220	FLSA	1,797.01	8,000.00	8,000.00	881.50	8,000.00	5,000.00	-37.5%
12103511	516210	FITNESS ST	6,750.00	.00	21,000.00	6,000.00	.00	15,000.00	-28.6%
12103512	512000	WAGES TEMP	.00	5,465.00	.00	.00	5,465.00	.00	.0%
12103512	512205	CELL MONIT	3,945.80	.00	5,465.00	3,105.40	.00	5,465.00	.0%
12103517	517017	BUYBACK	.21	.00	.00	.00	.00	.00	.0%
12153511	511000	WAGES PERM	288,770.89	342,000.00	342,000.00	206,434.45	342,000.00	342,000.00	.0%
12153511	511003	HEAD DISP	53,542.24	56,068.00	56,068.00	41,499.94	56,068.00	56,068.00	.0%
12153511	515000	OVERTIME	38,616.25	40,000.00	40,000.00	36,061.82	40,000.00	40,000.00	.0%
12153511	515210	TRAINING	713.06	.00	5,781.00	650.61	.00	5,781.00	.0%
12153511	596120	ST GR SUPP	.00	-40,000.00	-40,000.00	.00	-40,000.00	-40,000.00	.0%
12153512	512000	WAGES TEMP	1,702.46	2,000.00	2,000.00	2,327.08	2,000.00	2,000.00	.0%
12153515	515210	TRAINING	.00	5,781.00	.00	.00	5,781.00	.00	.0%
12203511	511003	FIRE CHIEF	106,478.57	106,595.00	106,595.00	82,736.81	106,595.00	106,586.00	.0%
12203511	511009	ADM ASST	42,039.81	43,440.00	43,440.00	32,134.51	43,440.00	43,457.00	.0%
12203511	511241	CAPTAIN	328,714.10	332,210.00	332,210.00	262,272.25	332,210.00	335,895.00	1.1%
12203511	511242	LIEUTENANT	330,116.99	344,161.00	344,161.00	253,627.43	344,161.00	349,006.00	1.4%
12203511	511243	FIREFIGHTR	1,987,158.26	2,128,696.00	2,128,696.00	1,584,854.06	2,128,696.00	2,157,086.00	1.3%
12203511	511246	FIRE ALARM	1,421.29	14,810.00	14,810.00	5,141.04	14,810.00	10,000.00	-32.5%
12203511	515000	OVERTIME	383,910.96	260,000.00	260,000.00	264,303.99	260,000.00	269,047.00	3.5%
12203511	515200	HOLIDAY PAY	159,828.70	180,032.00	180,032.00	138,842.84	180,032.00	185,060.00	2.8%
12203517	517017	SCK LV BBK	.00	23,031.00	23,031.00	.00	23,031.00	23,605.00	2.5%
	TOTAL SALARIES		7,068,151.19	7,346,960.00	7,346,960.00	5,501,345.08	7,346,960.00	7,393,727.00	.6%
05	EXPENSES								
12105521	521392	WIRLSS PHN	656.08	9,300.00	9,300.00	9,904.35	9,300.00	10,800.00	16.1%
12105524	524001	VEH REPAIR	7,939.05	14,500.00	14,500.00	5,680.06	18,456.00	13,000.00	-10.3%
12105524	524201	WEAPONS	8,987.53	8,600.00	8,600.00	5,353.94	11,077.70	9,200.00	7.0%

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 2011 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
12105524 524250 TRF CTL RP	8,116.74	8,000.00	8,000.00	8,000.00	9,200.00	8,250.00	3.1%
12105524 524271 EQUIPMENT	5,002.00	3,100.00	3,100.00	2,264.00	3,100.00	2,800.00	-9.7%
12105530 530000 OUT PRF SV	450.00	.00	.00	393.50	.00	750.00	.0%
12105530 530422 KENNEL BRD	.00	1,500.00	1,500.00	.00	1,500.00	1,500.00	.0%
12105530 530423 SPC INVEST	198.39	400.00	400.00	.00	400.00	400.00	.0%
12105531 531000 PRDEV TRN	4,526.09	2,000.00	2,000.00	1,386.95	2,000.00	1,700.00	-15.0%
12105531 531010 PRDEV DUES	9,563.57	9,000.00	9,000.00	9,590.45	9,000.00	9,500.00	5.6%
12105531 531090 PRDEV REG	6,135.00	2,000.00	2,000.00	1,470.30	2,000.00	1,500.00	-25.0%
12105531 531091 PRDEV TRVL	1,184.87	1,000.00	1,000.00	430.74	1,000.00	1,000.00	.0%
12105531 531210 OFFCR TRN	18,406.17	6,000.00	6,000.00	5,139.00	6,000.00	5,500.00	-8.3%
12105540 540000 SUPP/EQUIP	8,554.31	1,000.00	1,000.00	2,433.59	1,150.00	1,500.00	50.0%
12105540 540221 COMM EQUIP	8,060.10	15,900.00	15,900.00	3,486.94	16,575.16	14,000.00	-11.9%
12105540 540231 RADAR UNIT	1,923.80	3,800.00	3,800.00	736.00	3,800.00	3,500.00	-7.9%
12105540 540281 PARK PRG S	5,806.00	9,000.00	9,000.00	6,193.00	9,217.00	9,000.00	.0%
12105540 540282 PS SUPP	4,705.01	5,500.00	5,500.00	932.60	5,500.00	5,500.00	.0%
12105540 540285 LGHT/LASER	2,841.35	.00	.00	.00	.00	.00	.0%
12105542 542000 OFF SUPP	9,405.03	8,600.00	8,600.00	10,227.45	9,600.00	8,700.00	1.2%
12105542 542120 FURNISHING	312.49	3,000.00	3,000.00	1,627.90	7,558.44	1,500.00	-50.0%
12105542 542125 COPY SUPP	1,548.45	2,065.00	2,065.00	2,316.15	2,065.00	2,900.00	40.4%
12105542 542127 POSTAGE	1,316.60	1,320.00	1,320.00	961.40	1,320.00	1,385.00	4.9%
12105554 554000 UNFRM/CLTH	42,196.68	37,500.00	37,500.00	30,110.88	38,125.00	37,500.00	.0%
12105578 578000 OTHER EXPN	43.50	.00	.00	.00	.00	.00	.0%
12105578 578250 FOOD PRSMR	.00	200.00	200.00	292.91	200.00	400.00	100.0%
12105580 580250 CRUISERS	55,678.35	55,000.00	55,000.00	52,163.75	56,602.00	56,500.00	2.7%
12155524 524000 CONTR RPR	25.00	.00	.00	112.00	.00	.00	.0%
12155524 524260 VIDEO SURV	.00	1,000.00	1,000.00	500.00	2,000.00	2,000.00	100.0%
12155524 524271 EQUIP M&R	111.94	3,000.00	3,000.00	1,402.00	3,000.00	4,300.00	43.3%
12155531 531000 PRDEV TRN	1,476.46	1,400.00	1,400.00	2,990.57	1,400.00	2,200.00	57.1%
12155536 536000 SFTWR LIC	16,205.81	15,000.00	15,000.00	11,395.81	15,000.00	15,000.00	.0%
12155540 540221 COMM EQUIP	11,554.07	9,000.00	9,000.00	7,215.29	9,000.00	5,539.00	-38.5%
12155542 542000 OFF SUPP	2,959.38	1,900.00	1,900.00	1,936.65	1,900.00	2,100.00	10.5%
12155554 554000 UNFRM/CLTH	11,226.23	2,650.00	2,650.00	2,160.00	2,650.00	2,500.00	-5.7%
12155555 555000 TECH SUPP	11,386.55	7,689.00	7,689.00	5,695.28	8,192.00	7,000.00	-9.0%
12155580 580000 EQUIP OPER	709.09	.00	.00	.00	921.57	1,000.00	.0%
12205521 521392 WIRLSS PHN	970.69	.00	.00	681.25	.00	.00	.0%
12205524 524270 RADIO MNT	4,405.26	2,250.00	2,250.00	1,063.12	5,157.04	2,250.00	.0%
12205524 524271 EQUIPMENT	7,470.71	2,600.00	2,600.00	3,152.27	2,600.00	2,600.00	.0%
12205524 524273 APPARATUS	977.85	1,075.00	1,075.00	1,227.72	1,795.00	1,075.00	.0%
12205524 524275 FRE ALRM M	84.82	3,150.00	3,150.00	410.54	3,150.00	3,150.00	.0%
12205524 524276 HOSE RPLCM	927.00	1,075.00	1,075.00	109.00	1,075.00	1,075.00	.0%
12205531 531000 PRDEV TRN	.00	.00	.00	285.00	.00	.00	.0%
12205531 531010 PRDEV DUES	2,750.00	2,500.00	2,500.00	2,650.00	2,500.00	2,500.00	.0%
12205531 531050 PUBLICATNS	315.90	275.00	275.00	229.90	275.00	275.00	.0%
12205531 531090 PRDEV REG	899.00	900.00	900.00	192.00	900.00	900.00	.0%
12205531 531220 FFGHTR TRN	3,884.78	15,000.00	15,000.00	5,918.66	15,000.00	15,000.00	.0%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 2011 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

## **Police Department FY11 Budget**

### **Overview**

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

### **Staffing - wages**

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

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

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

### **Staffing - impact to services**

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

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

### **Expenses**

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 1  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR: PUBLIC SAFETY	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
0210 POLICE							
03 SALARIES							
12103511 511003 POL CHIEF	129,843.29	133,386.00	133,386.00	98,973.82	133,386.00	133,386.00	.0%
12103511 511012 CLERK	79,896.08	83,285.00	83,285.00	61,012.60	83,285.00	83,285.00	.0%
12103511 511231 LIEUTENANT	250,466.81	296,252.00	296,252.00	223,935.22	296,252.00	296,252.00	.0%
12103511 511232 SERGEANT	551,245.43	612,786.00	612,786.00	412,327.39	612,786.00	612,786.00	.0%
12103511 511233 OFFICER	1,664,475.64	1,593,292.00	1,593,292.00	1,248,162.82	1,593,292.00	1,597,876.00	.3%
12103511 511234 DETECTIVE	140,821.55	306,012.00	306,012.00	164,174.53	306,012.00	302,967.00	-1.0%
12103511 511235 PARK ENFOR	15,891.13	16,306.00	16,306.00	12,053.57	16,306.00	16,306.00	.0%
12103511 511236 ANIM CONTR	15,027.22	15,985.00	15,985.00	11,818.16	15,985.00	15,985.00	.0%
12103511 511237 BSN ADMIN	64,622.70	67,513.00	67,513.00	49,924.41	67,513.00	67,513.00	.0%
12103511 511238 SCHL TRAFF	110,665.90	141,854.00	141,854.00	80,684.69	141,854.00	129,315.00	-8.8%
12103511 515000 OVERTIME	301,882.60	186,000.00	186,000.00	215,285.87	186,000.00	209,000.00	12.4%
12103511 515200 HOLIDAY PAY	.00	21,000.00	.00	.00	21,000.00	.00	.0%
12103511 515210 TRAINING	7,806.66	21,000.00	21,000.00	2,118.27	21,000.00	18,000.00	-14.3%
12103511 515220 FLSA	1,797.01	8,000.00	8,000.00	881.50	8,000.00	5,000.00	-37.5%
12103511 516210 FITNESS ST	6,750.00	.00	21,000.00	6,000.00	.00	15,000.00	-28.6%
12103512 512000 WAGES TEMP	.00	5,465.00	.00	.00	5,465.00	.00	.0%
12103512 512205 CELL MONIT	3,945.80	.00	5,465.00	3,105.40	.00	5,465.00	.0%
12103517 517017 BUYBACK	-.21	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	3,345,137.61	3,508,136.00	3,508,136.00	2,590,458.25	3,508,136.00	3,508,136.00	.0%
05 EXPENSES							
12105521 521392 WIRLSS PHN	656.08	9,300.00	9,300.00	9,904.35	9,300.00	10,800.00	16.1%
12105524 524001 VEH REPAIR	7,939.05	14,500.00	14,500.00	5,680.06	18,456.00	13,000.00	-10.3%
12105524 524201 WEAPONS	8,987.53	8,600.00	8,600.00	5,353.94	11,077.70	9,200.00	7.0%
12105524 524250 TRF CTL RP	8,116.74	8,000.00	8,000.00	8,000.00	9,200.00	8,250.00	3.1%
12105524 524271 EQUIPMENT	5,002.00	3,100.00	3,100.00	2,264.00	3,100.00	2,800.00	-9.7%
12105530 530000 OUT PRF SV	450.00	.00	.00	393.50	.00	750.00	.0%
12105530 530422 KENNEL BRD	.00	1,500.00	1,500.00	.00	1,500.00	1,500.00	.0%
12105530 530423 SPC INVEST	198.39	400.00	400.00	.00	400.00	400.00	.0%
12105531 531000 PRDEV TRN	4,526.09	2,000.00	2,000.00	1,386.95	2,000.00	1,700.00	-15.0%
12105531 531010 PRDEV DUES	9,563.57	9,000.00	9,000.00	9,590.45	9,000.00	9,500.00	5.6%
12105531 531090 PRDEV REG	6,135.00	2,000.00	2,000.00	1,470.30	2,000.00	1,500.00	-25.0%
12105531 531091 PRDEV TRVL	1,184.87	1,000.00	1,000.00	430.74	1,000.00	1,000.00	.0%
12105531 531210 OFFCR TRN	18,406.17	6,000.00	6,000.00	5,139.00	6,000.00	5,500.00	-8.3%
12105540 540000 SUPP/EQUIP	8,554.31	1,000.00	1,000.00	2,433.59	1,150.00	1,500.00	50.0%
12105540 540221 COMM EQUIP	8,060.10	15,900.00	15,900.00	3,486.94	16,575.16	14,000.00	-11.9%
12105540 540231 RADAR UNIT	1,923.80	3,800.00	3,800.00	736.00	3,800.00	3,500.00	-7.9%
12105540 540281 PARK PRG S	5,806.00	9,000.00	9,000.00	6,193.00	9,217.00	9,000.00	.0%

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TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 2  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

## **Fire and Emergency Management FY11 Budget**

### **Overview**

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

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

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

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

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

### **Staffing – wage costs**

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

### **Expenses**

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 4  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

ACCOUNTS FOR:		2009	2010	2010	2010	2010	2011	PCT	
PUBLIC SAFETY		ACTUAL	ORIG BUD	REVISED BUD	ACTUAL	PROJECTION	FINCOM	CHANGE	
0220	FIRE								
03	SALARIES								
12203511	511003	FIRE CHIEF	106,478.57	106,595.00	106,595.00	82,736.81	106,595.00	106,586.00	.0%
12203511	511009	ADM ASST	42,039.81	43,440.00	43,440.00	32,134.51	43,440.00	43,457.00	.0%
12203511	511241	CAPTAIN	328,714.10	332,210.00	332,210.00	262,272.25	332,210.00	335,895.00	1.1%
12203511	511242	LIEUTENANT	330,116.99	344,161.00	344,161.00	253,627.43	344,161.00	349,006.00	1.4%
12203511	511243	FIREFIGHTR	1,987,158.26	2,128,696.00	2,128,696.00	1,584,854.06	2,128,696.00	2,157,086.00	1.3%
12203511	511246	FIRE ALARM	1,421.29	14,810.00	14,810.00	5,141.04	14,810.00	10,000.00	-32.5%
12203511	515000	OVERTIME	383,910.96	260,000.00	260,000.00	264,303.99	260,000.00	269,047.00	3.5%
12203511	515200	HOLIDAY PAY	159,828.70	180,032.00	180,032.00	138,842.84	180,032.00	185,060.00	2.8%
12203517	517017	SCK LV BBK	.00	23,031.00	23,031.00	.00	23,031.00	23,605.00	2.5%
	TOTAL SALARIES		3,339,668.68	3,432,975.00	3,432,975.00	2,623,912.93	3,432,975.00	3,479,742.00	1.4%
05	EXPENSES								
12205521	521392	WIRLSS PHN	970.69	.00	.00	681.25	.00	.00	.0%
12205524	524270	RADIO MNT	4,405.26	2,250.00	2,250.00	1,063.12	5,157.04	2,250.00	.0%
12205524	524271	EQUIPMENT	7,470.71	2,600.00	2,600.00	3,152.27	2,600.00	2,600.00	.0%
12205524	524273	APPARATUS	977.85	1,075.00	1,075.00	1,227.72	1,795.00	1,075.00	.0%
12205524	524275	FRE ALRM M	84.82	3,150.00	3,150.00	410.54	3,150.00	3,150.00	.0%
12205524	524276	HOSE RPLCM	927.00	1,075.00	1,075.00	109.00	1,075.00	1,075.00	.0%
12205531	531000	PRDEV TRN	.00	.00	.00	285.00	.00	.00	.0%
12205531	531010	PRDEV DUES	2,750.00	2,500.00	2,500.00	2,650.00	2,500.00	2,500.00	.0%
12205531	531050	PUBLICATNS	315.90	275.00	275.00	229.90	275.00	275.00	.0%
12205531	531090	PRDEV REG	899.00	900.00	900.00	192.00	900.00	900.00	.0%
12205531	531220	FFGHTR TRN	3,884.78	15,000.00	15,000.00	5,918.66	15,000.00	15,000.00	.0%
12205540	540000	SUPP/EQUIP	1,609.09	4,500.00	4,500.00	651.40	4,500.00	4,500.00	.0%
12205540	540220	FIRE HOSE	5,325.00	.00	.00	.00	.00	.00	.0%
12205540	540225	EQUIPMENT	1,174.78	.00	.00	1,480.50	.00	.00	.0%
12205542	542000	OFF SUPP	1,349.71	2,000.00	2,000.00	586.82	2,000.00	2,000.00	.0%
12205550	550000	ALS SUPP	36,371.35	28,500.00	28,500.00	26,801.68	28,513.75	28,500.00	.0%
12205550	550290	AMBUL SRVC	3,453.33	3,300.00	3,300.00	5,918.21	3,300.00	4,805.00	45.6%
12205554	554000	UNFRM/CLTH	39,199.33	30,405.00	30,405.00	27,931.32	30,405.00	28,900.00	-4.9%
12205554	554220	PRCT CLTH	1,759.48	3,750.00	3,750.00	1,170.73	3,750.00	3,750.00	.0%
12205578	578000	OTHER EXPN	1,117.97	1,650.00	1,650.00	702.62	1,650.00	1,650.00	.0%
12205578	578062	FLAGS	263.28	1,000.00	1,000.00	.00	1,736.72	1,000.00	.0%
	TOTAL EXPENSES		114,309.33	103,930.00	103,930.00	81,162.74	108,307.51	103,930.00	.0%
	TOTAL FIRE		3,453,978.01	3,536,905.00	3,536,905.00	2,705,075.67	3,541,282.51	3,583,672.00	1.3%
	TOTAL PUBLIC SAFETY		7,451,672.21	7,700,814.00	7,700,814.00	5,777,011.28	7,724,077.38	7,747,581.00	.6%
	GRAND TOTAL		7,451,672.21	7,700,814.00	7,700,814.00	5,777,011.28	7,724,077.38	7,747,581.00	.6%

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

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## **Dispatch FY11 Budget**

### **Overview**

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

### **Staffing – wages**

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

### **Expenses**

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

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

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 3  
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PROJECTION: 20111 FY2011 General Fund Budget Projection

FOR PERIOD 13

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

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## Public Works – Enterprise Funds FY11 Budget

### Overview

The Board of Selectmen will vote on new water, sewer and storm waters rates at an upcoming hearing prior to Town Meeting. This budget assumes no use of reserves to offset the costs of running these funds. Adjustments to these budgets will be needed in the event reserves are used. The new rates will be effective with the September 2010 billing. Wages are frozen at FY10 levels, except due to staff changes or promotions.

### Water Enterprise Fund

This fund is comprised of Water Supply and Water Distribution, and from a budget standpoint there is a section of shared overhead costs called Water Operations. Supply is responsible for the administrative management, operation, maintenance and security of the drinking water supply in accordance with all Federal, State and local regulations. This division also provides technical support. Distribution is responsible for maintaining and operating the municipal water distribution system in accordance to industry standards and all applicable regulations. In addition, this division oversees water meter installation, repair and meter reading.

On a budget basis, there has been a net reduction in costs of 2.9% for the Water Enterprise Fund. However there are other factors that affect the water rates, including the use of reserves

to offset the costs, as well as the expected volume of usage. In FY10, \$425,000 in reserves offset costs. If no reserves are used this year, that alone would suggest a 5.1% increase in rates:

	Operations	Supply	Distribution
Wages		\$88,240 (0%)	\$544,109 (0%)
Expenses	\$298,895 (-7.7%)	\$1,831,790 (-0.6%)	\$190,684 (0%)
Debt & Capital	\$1,839,206 (-2.7%)		\$263,000 (-22.6%)
Other	\$377,367 (0%)		
<b>TOTAL</b>	<b>\$2,515,468</b> <b>(-2.9%)</b>	<b>\$1,920,030</b> <b>(-0.6%)</b>	<b>\$997,793</b> <b>(-7.2%)</b>

	FY10	FY11	Change
Gross budget	\$5,597,038	\$5,433,291	-2.9%
Reserves	(\$425,000)	\$0	TBA
<b>Net budget</b>	<b>\$5,172,038</b>	<b>\$5,433,291</b>	<b>+5.1%</b>

In addition, projected usage has an impact. Water conservation reduces expenses, but actually has an upward influence on water rates. This is because the 1/3 of costs that vary with usage is rate-neutral, but the 2/3 of costs that are fixed (e.g. Debt service) makes rates move contrary to the volume of water used. Recent MWRA data show water usage is down system-wide, and even a bit more in Reading.

### Sewer Enterprise Fund

The Sewer division is responsible for maintaining and operating the municipal main sewer systems in accordance with all applicable state, federal and MWRA regulations for the collection and discharge of wastewater. The specific functions are: maintenance and repair of 100 miles of sewer mains and 12 pumping stations; respond to customer complaints for sewer backups and drainage problems.

Similar to the Water Enterprise Fund, a policy on FY11 reserves have not been formalized yet. The chart below summarizes the budget:

#### Sewer Enterprise Fund

Wages	\$308,147 (+7.6%)
Expenses	\$4,185,459 (+1.2%)
Debt & Capital	\$660,113 (+15.0%)
Other	\$259,004 (0%)
Gross budget	\$5,412,723 (+3.0%)
Reserves	\$0 (TBA)
<b>Net budget</b>	<b>\$5,412,723 (+5.0%)</b>

No cost of living wages increases or steps have been used in the FY11 budget. However due to staff changes made one year ago, the FY10 wage budget in sewer will be overspent and this difference will be made up with surpluses in other lines. For FY11, the wages budget is updated to reflect those prior changes.

### Storm Water Enterprise Fund

The Storm Water division consists of some activities conducted under the general fund budget, and some in the enterprise fund budget. As a whole, they are responsible for the construction, maintenance and repair of all catch basins and drainage systems.

From a budget standpoint, costs have been similar in the first few years of this enterprise fund as additional pro-active work that would not be done by the general fund contributed to improved system performance. As was mentioned in the general fund DPW section, increasing federal regulations are bringing new and potentially expensive costs, including requiring at least the full time use of one engineer. Large scale capital projects that have been in the Storm Water capital improvements plan since inception now are closer to becoming reality.

Similar to the Water Enterprise Fund, a policy on FY11 reserves have not been formalized yet. The chart below summarizes the budget:

#### Storm Water Enterprise Fund

Wages	\$70,076(0%)
Expenses	\$19,750(-7.3%)
Debt & Capital	\$288,000(+44.0%)
Other	none
Gross budget	\$377,826 (+29.7%)
Reserves	\$0 (TBA)
<b>Net budget</b>	<b>\$377,826 (+29.7%)</b>

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 4  
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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
0450 WATER - OPERATIONS							
02 OTHER FINANCING SOURCES							
61002497 497100 XFER IN GE	.00	.00	.00	-719,891.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	.00	.00	.00	-719,891.00	.00	.00	.0%
05 EXPENSES							
61005519 519000 MEDICARE	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	.0%
61005519 519700 RETIREMENT	16,413.00	17,075.00	17,075.00	17,075.00	17,075.00	26,724.00	56.5%
61005529 529433 HAZ WST DI	6,419.00	10,000.00	10,000.00	5,925.00	10,000.00	10,000.00	.0%
61005530 530105 PRINTING	361.13	.00	.00	.00	.00	.00	.0%
61005530 530110 LEGAL COUN	11,159.10	16,000.00	16,000.00	121.50	16,000.00	16,000.00	.0%
61005530 530480 PRIMACEY A	5,451.82	5,531.00	5,531.00	5,530.87	5,531.00	5,531.00	.0%
61005530 530491 SVC WKFLD	5,567.09	7,140.00	7,140.00	3,727.83	7,140.00	7,140.00	.0%
61005531 531000 TRAINING	2,992.00	3,000.00	3,000.00	1,153.00	4,008.00	3,000.00	.0%
61005574 574000 HEALTH INS	165,000.00	190,000.00	190,000.00	76,905.36	190,000.00	149,500.00	-21.3%
61005574 574010 PROP/CASUA	31,580.00	44,000.00	44,000.00	20,460.00	44,000.00	44,000.00	.0%
61005574 574550 WC INSURNC	20,332.00	24,000.00	24,000.00	15,905.00	24,000.00	30,000.00	25.0%
TOTAL EXPENSES	271,275.14	323,746.00	323,746.00	153,803.56	324,754.00	298,895.00	-7.7%
07 DEBT SERVICE							
61007530 530705 DEBTCOSTS	1,412.92	.00	.00	.00	.00	.00	.0%
61007591 591000 DEBT PRINC	1,225,000.00	1,375,000.00	1,375,000.00	620,000.00	1,375,000.00	1,375,000.00	.0%
61007591 592000 LTDEBTINT	557,170.00	515,234.00	515,234.00	276,190.00	515,234.00	464,206.00	-9.9%
TOTAL DEBT SERVICE	1,783,582.92	1,890,234.00	1,890,234.00	896,190.00	1,890,234.00	1,839,206.00	-2.7%
09 OTHER FINANCING USES							
61009596 596111 WAGE-TWNMG	13,886.00	14,896.00	14,896.00	14,896.00	14,896.00	14,896.00	.0%
61009596 596112 EXP SUPP	3,234.00	.00	.00	.00	.00	.00	.0%
61009596 596121 WAGE-ACTNG	9,226.00	10,078.00	10,078.00	10,078.00	10,078.00	10,078.00	.0%
61009596 596122 EXP ACTNG	95.00	180.00	180.00	180.00	180.00	180.00	.0%
61009596 596131 WAGE-FINCE	30,247.00	32,032.00	32,032.00	32,032.00	32,032.00	32,032.00	.0%
61009596 596132 EXEFINANCE	6,009.00	21,653.00	21,653.00	21,653.00	21,653.00	21,653.00	.0%
61009596 596141 WAGE HR	4,090.00	4,900.00	4,900.00	4,900.00	4,900.00	4,900.00	.0%
61009596 596142 EXP HR	3,268.00	2,264.00	2,264.00	2,264.00	2,264.00	2,264.00	.0%
61009596 596151 WAGE TECHN	26,531.00	31,777.00	31,777.00	31,777.00	31,777.00	31,777.00	.0%
61009596 596152 EXP TECH	27,255.00	30,418.00	30,418.00	30,418.00	30,418.00	30,418.00	.0%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:		2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
WATER								
61009596 596161	WAGEDPWADM	110,313.00	104,690.00	104,690.00	104,690.00	104,690.00	104,690.00	.0%
61009596 596171	WAGE ENGIN	99,945.00	98,407.00	98,407.00	98,407.00	98,407.00	98,407.00	.0%
61009596 596181	WAGE HGWY	6,730.00	6,730.00	6,730.00	6,730.00	6,730.00	6,730.00	.0%
61009596 596182	EXP HGWY	22,771.00	19,342.00	19,342.00	19,342.00	19,342.00	19,342.00	.0%
61009596 596300	XFER TO CA	75,000.00	.00	.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES		438,600.00	377,367.00	377,367.00	377,367.00	377,367.00	377,367.00	.0%
TOTAL WATER - OPERATIONS		2,493,458.06	2,591,347.00	2,591,347.00	707,469.56	2,592,355.00	2,515,468.00	-2.9%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:		2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE	
<b>0451 WATER - DISTRIBUTION</b>									
<b>03 SALARIES</b>									
61013511	511401	SUPERVISOR	36,820.52	38,831.00	38,831.00	28,710.67	38,831.00	38,831.00	.0%
61013511	511403	FOREMAN	58,065.32	58,372.00	58,372.00	44,514.76	58,372.00	58,372.00	.0%
61013511	511405	WRKNG FRMN	51,989.48	104,907.00	104,907.00	62,933.38	104,907.00	104,907.00	.0%
61013511	511409	EQUIP OPER	146,249.46	148,531.00	148,531.00	90,637.96	148,531.00	148,531.00	.0%
61013511	511413	SKLLD LABR	82,244.85	83,995.00	83,995.00	63,712.84	83,995.00	83,995.00	.0%
61013511	511417	LABORER	32,280.48	33,032.00	33,032.00	25,058.88	33,032.00	33,032.00	.0%
61013511	511471	CLERK(S)	16,876.29	17,260.00	17,260.00	12,759.64	17,260.00	17,260.00	.0%
61013511	511481	SNOW REMOV	-7,709.63	-6,500.00	-6,500.00	.00	-6,500.00	-6,500.00	.0%
61013511	515000	OVERTIME	71,065.11	38,355.00	38,355.00	38,927.60	38,355.00	38,355.00	.0%
61013511	516050	OUT OF GRA	1,394.34	1,882.00	1,882.00	1,652.10	1,882.00	1,882.00	.0%
61013511	516060	ON-CALL PR	10,270.46	8,818.00	8,818.00	7,564.00	8,818.00	8,818.00	.0%
61013511	516080	LONGEVITY	7,337.50	7,500.00	7,500.00	6,625.00	7,500.00	7,500.00	.0%
61013512	512000	WAGES TEMP	8,831.12	9,126.00	9,126.00	4,104.71	9,126.00	9,126.00	.0%
<b>TOTAL SALARIES</b>			<b>515,715.30</b>	<b>544,109.00</b>	<b>544,109.00</b>	<b>387,201.54</b>	<b>544,109.00</b>	<b>544,109.00</b>	<b>.0%</b>
<b>05 EXPENSES</b>									
61015521	521301	ELECTRICIT	10,910.59	10,186.00	10,186.00	7,589.60	10,186.00	10,200.00	.1%
61015521	521303	NATRL GAS	483.79	408.00	408.00	265.30	408.00	410.00	.5%
61015521	521392	WIRLSS PHN	3,035.87	.00	.00	2,217.52	.00	.00	.0%
61015530	530420	PLCE DTAIL	10,271.64	10,664.00	10,664.00	9,373.96	10,664.00	10,700.00	.3%
61015530	530470	WTR SYSTEM	1,141.11	15,227.00	15,227.00	5,361.25	16,540.89	15,230.00	.0%
61015530	530472	MAIN PIPE/	10,720.00	12,181.00	12,181.00	780.00	12,181.00	12,200.00	.2%
61015530	530474	SVC PIPE/M	45,325.19	49,750.00	49,750.00	44,687.75	51,953.35	49,750.00	.0%
61015530	530478	CROSS CONN	5,040.00	8,466.00	8,466.00	1,780.00	8,466.00	8,400.00	-.8%
61015531	531000	PRFDEV/TRN	398.00	.00	.00	.00	.00	.00	.0%
61015536	536000	SOFTWARE L	7,800.00	10,000.00	10,000.00	384.15	12,152.00	10,000.00	.0%
61015540	540470	WD GEN SUP	21,488.07	26,775.00	26,775.00	13,694.66	27,060.42	26,775.00	.0%
61015540	540472	MAIN PIPE	28,633.78	33,179.00	33,179.00	11,296.54	33,179.00	33,180.00	.0%
61015540	540474	SVC METERS	.00	7,613.00	7,613.00	.00	7,613.00	7,625.00	.2%
61015554	554000	UNFM/CLTH	8,825.21	5,508.00	5,508.00	3,219.98	5,508.00	5,500.00	-.1%
61015578	578100	LICENSES	315.00	714.00	714.00	669.00	714.00	714.00	.0%
<b>TOTAL EXPENSES</b>			<b>154,388.25</b>	<b>190,671.00</b>	<b>190,671.00</b>	<b>101,319.71</b>	<b>196,625.66</b>	<b>190,684.00</b>	<b>.0%</b>
<b>08 CAPITAL EXPENDITURES</b>									
61018584	584410	BOBCATLOAD	.00	.00	.00	.00	.00	45,000.00	.0%
61018584	584411	VAN #2	.00	.00	.00	.00	.00	38,000.00	.0%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR: WATER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
61018585 585000     ADDITNL EQU	.00	10,000.00	10,000.00	6,769.88	10,000.00	.00	-100.0%
61018585 585451     METRINSTAL	63,225.75	180,000.00	180,000.00	47,107.22	206,774.00	180,000.00	.0%
61018588 588450     SYSTEMS	.00	150,000.00	150,000.00	57,119.48	150,000.00	.00	-100.0%
TOTAL CAPITAL EXPENDITURES	63,225.75	340,000.00	340,000.00	110,996.58	366,774.00	263,000.00	-22.6%
TOTAL WATER - DISTRIBUTION	733,329.30	1,074,780.00	1,074,780.00	599,517.83	1,107,508.66	997,793.00	-7.2%

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
0452 WATER - SUPPLY / TREATMENT							
03 SALARIES							
61023511 511461 SUPERVISOR	83,798.33	84,048.00	84,048.00	62,161.44	84,048.00	84,048.00	.0%
61023511 511481 SNOW RMVL	-232.14	-500.00	-500.00	.00	-500.00	-500.00	.0%
61023511 515000 OVERTIME	3,403.18	4,692.00	4,692.00	3,925.37	4,692.00	4,692.00	.0%
TOTAL SALARIES	86,969.37	88,240.00	88,240.00	66,086.81	88,240.00	88,240.00	.0%
05 EXPENSES							
61025521 521301 ELECTRICIT	13,910.65	20,000.00	20,000.00	18,861.17	20,000.00	20,000.00	.0%
61025521 521308 FUEL OIL	.00	6,000.00	6,000.00	.00	6,000.00	6,000.00	.0%
61025521 521309 SWR/STM WA	439.95	469.00	469.00	78.41	469.00	470.00	.2%
61025521 521390 TELEPHONE	2,098.93	3,279.00	3,279.00	1,910.84	3,279.00	3,280.00	.0%
61025530 530000 OUT PRFSVC	7,360.51	10,200.00	10,200.00	24,905.35	11,000.00	10,200.00	.0%
61025540 540000 DEPT SUPP	1,806.96	7,000.00	7,000.00	2,728.23	8,028.82	7,000.00	.0%
61025540 540455 WELLS	8,384.92	57,962.00	57,962.00	2,482.55	68,028.00	57,962.00	.0%
61025563 563400 MWRA	1,636,165.00	1,737,761.00	1,737,761.00	1,390,000.80	1,737,761.00	1,726,878.00	-.6%
TOTAL EXPENSES	1,670,166.92	1,842,671.00	1,842,671.00	1,440,967.35	1,854,565.82	1,831,790.00	-.6%
08 CAPITAL EXPENDITURES							
61028585 585452 BOOSTER TE	36,000.00	.00	.00	.00	.00	.00	.0%
61028585 585453 EMERG ENGI	35,000.00	.00	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	71,000.00	.00	.00	.00	.00	.00	.0%
TOTAL WATER - SUPPLY / TREAT	1,828,136.29	1,930,911.00	1,930,911.00	1,507,054.16	1,942,805.82	1,920,030.00	-.6%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR: WATER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
61002490 495100 LEGAL SETL	.00	.00	.00	-93,750.00	.00	.00	.0%
61002490 499990 FREE CASH	-355,000.00	-425,000.00	-425,000.00	-425,000.00	-425,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-355,000.00	-425,000.00	-425,000.00	-518,750.00	-425,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-355,000.00	-425,000.00	-425,000.00	-518,750.00	-425,000.00	.00	-100.0%
TOTAL WATER	4,699,923.65	5,172,038.00	5,172,038.00	2,295,291.55	5,217,669.48	5,433,291.00	5.1%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:	2009	2010	2010	2010	2010	2011	PCT
STORM WATER MANAGEMENT	ACTUAL	ORIG BUD	REVISED BUD	ACTUAL	PROJECTION	FINCOM	CHANGE
0428 STORM WATER MANAGEMENT							
03 SALARIES							
65003511 511417 LABORER	67,122.77	70,076.00	70,076.00	53,005.03	70,076.00	70,076.00	.0%
65003511 515000 OVERTIME	2,416.89	.00	.00	1,153.21	.00	.00	.0%
65003511 516050 OUT OF GRA	143.44	.00	.00	630.40	.00	.00	.0%
TOTAL SALARIES	69,683.10	70,076.00	70,076.00	54,788.64	70,076.00	70,076.00	.0%
05 EXPENSES							
65005519 519700 RETIREMENT	2,310.00	2,412.00	2,412.00	2,412.00	2,412.00	847.00	-64.9%
65005527 527301 EQUIP RENT	.00	7,803.00	7,803.00	.00	7,803.00	7,803.00	.0%
65005530 530000 OUT PRFSVC	4,964.14	10,200.00	10,200.00	.00	10,200.00	10,200.00	.0%
65005530 530110 LEGAL COUN	202.50	.00	.00	.00	.00	.00	.0%
65005554 554000 CLOTHING	374.68	900.00	900.00	800.00	900.00	900.00	.0%
TOTAL EXPENSES	7,851.32	21,315.00	21,315.00	3,212.00	21,315.00	19,750.00	-7.3%
08 CAPITAL EXPENDITURES							
65008585 585000 ADDITNL EQU	.00	140,000.00	140,000.00	123,816.00	140,000.00	173,000.00	23.6%
65008588 588412 DRNGE IMPR	.00	.00	.00	.00	.00	55,000.00	.0%
65008588 588421 MAPPING DE	50,000.00	.00	.00	.00	.00	.00	.0%
65008588 588425 DRAINAGE	13,910.00	60,000.00	60,000.00	5,610.68	76,090.00	60,000.00	.0%
65008588 588430 SAUG RIV D	150,000.00	.00	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	213,910.00	200,000.00	200,000.00	129,426.68	216,090.00	288,000.00	44.0%
TOTAL STORM WATER MANAGEMENT	291,444.42	291,391.00	291,391.00	187,427.32	307,481.00	377,826.00	29.7%
TOTAL STORM WATER MANAGEMENT	291,444.42	291,391.00	291,391.00	187,427.32	307,481.00	377,826.00	29.7%
GRAND TOTAL	9,384,098.31	10,618,690.00	10,618,690.00	6,416,390.73	10,863,763.67	11,223,840.00	5.7%

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NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PG 1  
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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR:	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
0440 SEWER - OPERATIONS							
03 SALARIES							
62003511 511401 SUPERVISOR	36,820.53	38,831.00	38,831.00	28,710.69	38,831.00	38,831.00	.0%
62003511 511405 WRKNG FRMN	52,756.60	53,954.00	53,954.00	45,495.49	53,954.00	53,954.00	.0%
62003511 511409 EQUIP OP	50,964.18	51,908.00	51,908.00	39,378.24	51,908.00	51,908.00	.0%
62003511 511413 SKLLD LABR	67,217.19	81,976.00	81,976.00	31,093.93	81,976.00	40,987.00	-50.0%
62003511 511417 LABORER	3,272.96	.00	.00	43,777.74	.00	62,862.00	.0%
62003511 511471 CLERK(S)	16,876.53	17,260.00	17,260.00	12,759.89	17,260.00	17,260.00	.0%
62003511 511481 SNOW RMVL	-4,648.33	-2,500.00	-2,500.00	.00	-2,500.00	-2,500.00	.0%
62003511 515000 OVERTIME	22,318.13	39,644.00	39,644.00	12,363.00	39,644.00	39,644.00	.0%
62003511 516050 OUT OF GRA	358.24	209.00	209.00	12.00	209.00	209.00	.0%
62003511 516060 ON-CALL PR	2,390.00	2,942.00	2,942.00	1,668.00	2,942.00	2,942.00	.0%
62003511 516080 LONGEVITY	2,050.00	2,050.00	2,050.00	3,125.00	2,050.00	2,050.00	.0%
TOTAL SALARIES	250,376.03	286,274.00	286,274.00	218,383.98	286,274.00	308,147.00	7.6%
05 EXPENSES							
62005519 519000 MEDICARE	700.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	.0%
62005519 519700 RETIREMENT	14,512.00	14,876.00	14,876.00	14,876.00	14,876.00	22,273.00	49.7%
62005521 521301 ELECTRICIT	29,451.57	32,256.00	32,256.00	19,784.71	32,256.00	32,250.00	.0%
62005529 529433 HAZ WST DI	9,206.43	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	.0%
62005530 530000 PURCH SVC	15,701.31	16,650.00	16,650.00	9,726.23	16,650.00	16,650.00	.0%
62005530 530105 PRINTING	361.12	.00	.00	.00	.00	.00	.0%
62005530 530110 LGL COUNSL	229.50	2,500.00	2,500.00	.00	2,500.00	2,500.00	.0%
62005530 530420 PLCE DTAIL	1,846.64	2,137.00	2,137.00	2,000.00	2,137.00	2,250.00	5.3%
62005530 530490 CNTSVCPUMP	12,607.08	15,727.00	15,727.00	8,523.71	19,877.00	15,725.00	.0%
62005530 530492 SYS INSPEC	1,735.83	16,942.00	16,942.00	14,500.00	20,942.00	16,950.00	.0%
62005531 531000 SWRTRAIN	.00	510.00	510.00	.00	510.00	510.00	.0%
62005536 536000 SFTWRSUPPT	7,000.00	10,000.00	10,000.00	.00	10,000.00	10,000.00	.0%
62005540 540490 PMPSTASUPP	2,864.54	7,093.00	7,093.00	1,722.41	16,443.00	7,100.00	.1%
62005540 540493 DIST SYS	2,277.82	8,242.00	8,242.00	2,298.53	8,242.00	8,200.00	-.5%
62005540 540495 CHEMICALS	2,550.00	13,332.00	13,332.00	.00	13,332.00	13,300.00	-.2%
62005554 554000 UNFM/CLOTH	3,414.06	2,193.00	2,193.00	2,244.98	2,193.00	2,200.00	.3%
62005563 563400 MWRA	3,555,143.00	3,894,818.00	3,894,818.00	3,075,565.60	3,894,818.00	3,921,051.00	.7%
62005574 574000 HEALTHINS	60,500.00	74,500.00	74,500.00	43,237.90	74,500.00	87,500.00	17.4%
62005574 574010 P&C INSUR	663.00	1,000.00	1,000.00	627.00	1,000.00	1,000.00	.0%
62005574 574500 DEDUCT/CLM	.00	.00	.00	8,415.00	.00	.00	.0%
62005574 574550 WC INSURNC	8,250.00	12,000.00	12,000.00	10,181.00	12,000.00	15,000.00	25.0%
62005578 578100 LICENSES	60.00	.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES	3,729,073.90	4,135,776.00	4,135,776.00	3,224,703.07	4,153,276.00	4,185,459.00	1.2%
07 DEBT SERVICE							
62007591 591000 LT DBT PRI	167,543.00	116,800.00	116,800.00	83,866.00	116,800.00	160,800.00	37.7%

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds.

FOR PERIOD 13

ACCOUNTS FOR: SEWER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
62007591 592000 LTDEBTINT	10,687.50	7,407.00	7,407.00	4,500.00	7,407.00	4,313.00	-41.8%
TOTAL DEBT SERVICE	178,230.50	124,207.00	124,207.00	88,366.00	124,207.00	165,113.00	32.9%
<b>08 CAPITAL EXPENDITURES</b>							
62008585 585000 ADDTNL EQU	.00	140,000.00	140,000.00	122,156.00	140,000.00	.00	-100.0%
62008585 585451 METRINSTAL	.00	180,000.00	180,000.00	.00	270,000.00	180,000.00	.0%
62008588 588411 CALIF RD S	.00	.00	.00	.00	.00	185,000.00	.0%
62008588 588505 INFLOW/INF	67,579.57	100,000.00	100,000.00	121,058.81	132,420.43	100,000.00	.0%
62008588 588510 SEW ST REH	.00	30,000.00	30,000.00	.00	60,000.00	30,000.00	.0%
62008588 588541 GLEN ROAD	169,168.24	.00	.00	.00	13,431.76	.00	.0%
62008588 588542 W GROVE ST	10,000.00	.00	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	246,747.81	450,000.00	450,000.00	243,214.81	615,852.19	495,000.00	10.0%
<b>09 OTHER FINANCING USES</b>							
62009596 596111 WAGE-TWNMG	13,010.00	14,062.00	14,062.00	14,062.00	14,062.00	14,062.00	.0%
62009596 596112 EXP SUPP	3,029.00	.00	.00	.00	.00	.00	.0%
62009596 596121 WAGE-ACTNG	8,642.00	9,517.00	9,517.00	9,517.00	9,517.00	9,517.00	.0%
62009596 596122 EXP ACTNG	89.00	170.00	170.00	170.00	170.00	170.00	.0%
62009596 596131 WAGE-FINCE	28,333.00	30,249.00	30,249.00	30,249.00	30,249.00	30,249.00	.0%
62009596 596132 EXEFINANCE	5,629.00	20,440.00	20,440.00	20,440.00	20,440.00	20,440.00	.0%
62009596 596141 WAGE HR	3,831.00	4,628.00	4,628.00	4,628.00	4,628.00	4,628.00	.0%
62009596 596142 EXP HR	3,061.00	2,137.00	2,137.00	2,137.00	2,137.00	2,137.00	.0%
62009596 596151 WAGE TECHN	24,849.00	29,998.00	29,998.00	29,998.00	29,998.00	29,998.00	.0%
62009596 596152 EXP TECH	25,536.00	28,715.00	28,715.00	28,715.00	28,715.00	28,715.00	.0%
62009596 596161 WAGEDPWADM	50,424.00	47,475.00	47,475.00	47,475.00	47,475.00	47,475.00	.0%
62009596 596171 WAGE ENGIN	61,892.00	60,065.00	60,065.00	60,065.00	60,065.00	60,065.00	.0%
62009596 596181 WAGE HGWY	2,419.00	2,419.00	2,419.00	2,419.00	2,419.00	2,419.00	.0%
62009596 596182 EXP HGWY	12,558.00	9,129.00	9,129.00	9,129.00	9,129.00	9,129.00	.0%
62009596 596300 XFER TO CA	75,000.00	.00	.00	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	318,302.00	259,004.00	259,004.00	259,004.00	259,004.00	259,004.00	.0%
TOTAL SEWER - OPERATIONS	4,722,730.24	5,255,261.00	5,255,261.00	4,033,671.86	5,438,613.19	5,412,723.00	3.0%

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TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

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PROJECTION: 20112 FY2011 Enterprise Funds

FOR PERIOD 13

ACCOUNTS FOR: SEWER	2009 ACTUAL	2010 ORIG BUD	2010 REVISED BUD	2010 ACTUAL	2010 PROJECTION	2011 FINCOM	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
62002490 490900 BND PREMIU	.00	.00	.00	-3,000.00	.00	.00	.0%
62002490 499990 FREE CASH	-330,000.00	-100,000.00	-100,000.00	-100,000.00	-100,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-330,000.00	-100,000.00	-100,000.00	-103,000.00	-100,000.00	.00	-100.0%
09 OTHER FINANCING USES							
62009590 599910 DEBT COSTS	.00	.00	.00	3,000.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	.00	.00	.00	3,000.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	-330,000.00	-100,000.00	-100,000.00	-100,000.00	-100,000.00	.00	-100.0%
TOTAL SEWER	4,392,730.24	5,155,261.00	5,155,261.00	3,933,671.86	5,338,613.19	5,412,723.00	5.0%

Town of Reading, MA  
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	Cash/ Debt Debt	Approved FY-2010	Requested FY-2011	Projected FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	TOTAL FY11-20
<b>Total EF Capital</b>		990,000	1,046,000	1,262,000	1,092,500	781,000	550,000	865,000	515,000	1,090,000	1,142,000	932,000	9,275,500
<b>Public Works - Water CAPITAL</b>		340,000	283,000	755,000	587,000	501,000	280,000	285,000	235,000	550,000	612,000	402,000	4,450,000
<b>Water Distribution</b>		340,000	283,000	390,000	550,000	276,000	240,000	285,000	235,000	550,000	612,000	382,000	3,783,000
Water Main Lining	Cash							200,000	200,000	200,000	200,000		800,000
Various Water Mains (\$2.471 mil)	Debt	Debt	Debt	Debt									
WM - H St. Loop (Ivy St.)	Cash				350,000								350,000
WM - Causeway Road Loop	Cash					276,000							276,000
WM - Belmont - Salem	Cash	150,000											
WM - Larch Lane	Cash						120,000						120,000
WM - Haverhill-Franklin-Beach (\$420k)	FY13												
WM - Haverhill-Franklin-Wkfid (\$1.865m)	FY13												
WM - Howard-Cty-Summer (\$1.012m)	FY14												
WM - South-West-Gleason (\$1.02m)	FY15												
Meter Replacement	Cash	180,000	180,000							250,000	250,000	250,000	930,000
Water System Hydraulic Model	Cash							85,000					85,000
Replace Tapping Machine	Cash	10,000											
Storage Tank Inspection	Cash									12,000	12,000		24,000
Tank Maintenance - Auburn	Cash			350,000									350,000
Tank Maintenance - Bear Hill	Cash				200,000								200,000
Storage Tank (\$1.15mil.)	FY19											Debt	
Replace Bob Cat Loader	Cash		45,000										45,000
Pickup Truck #12 (1997-10yrs)	Cash			40,000									40,000
Replace Car #2	Cash								35,000				35,000
Replace Van #2	Cash		38,000										38,000
Replace Truck #8	Cash											120,000	120,000
Replace Truck #14	Cash						120,000						120,000
Replace Backhoe #420E	Cash									100,000			100,000
Replace Utility Truck #5	Cash										150,000		150,000
<b>Water Supply</b>				385,000	37,000	225,000	20,000					20,000	887,000
WTP design	Debt	Debt	Debt	Debt	Debt	Debt	Debt						
Join MWRA (partial-\$3.18mil)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Join MWRA (full-\$7.8mil)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Plant demo & chlorine limit (\$800k debt)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Plant demo & chlorine limit (\$450k debt)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	
Wells Upgrade	Cash			50,000									50,000
Well Abandonment	Cash					225,000							225,000
Hydraulic Study - 2nd connection				150,000									150,000
Booster Station SCADA	Cash			165,000									165,000
SCADA Upgrade (every 5yrs)	Cash						20,000					20,000	40,000
Pickup Truck #3 (2003 - 10yrs)	Cash				37,000								37,000

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**Town of Reading, MA**  
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	Cash/ Debt Debt	Approved FY-2010	Requested FY-2011	Projected FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	TOTAL FY11-20
<b>Public Works - Sewer CAPITAL</b>		450,000	495,000	222,000	297,000	130,000	140,000	280,000	130,000	380,000	380,000	380,000	2,844,000
Inflow/Infiltration	Cash	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Seal Sewer Manholes	Cash			10,000			10,000			10,000			30,000
Sewer Station Rehabilitation	Cash	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Fairview/Sunnyside \$300k/4yr debt)	Debt	Debt	Debt	Debt									
California Road - Sewer Main	Cash		185,000										185,000
Meter Replacements	Cash	180,000	180,000							250,000	250,000	250,000	930,000
Backhoe 430D	Cash				130,000								130,000
Replace Jet/VAC #20 (split w/ Slim Wr)	Cash	140,000											
Replace Vehicles	Cash			82,000	37,000			150,000		45,000			314,000
<b>Public Works - Storm Water CAPIT</b>		200,000	288,000	285,000	208,500	150,000	150,000	300,000	150,000	150,000	150,000	150,000	1,981,500
System Mapping - Drainage	Cash												
General Drainage	Cash	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
Drainage Improvements (Project specific)	Cash		55,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	865,000
Saugus River Design	Cash												
Saugus River Improvement	Debt												
Aberjona River Design	Cash							150,000					150,000
Saugus River Improvement	Debt												
Sweeper: Elgin Pelican	Cash			135,000									135,000
Truck: Int. #15	Cash		173,000										173,000
TAKEUCHI Excavator (1985)	Cash				58,500								58,500
Replace Jet/VAC #20 (split with Sewer)	Cash	140,000											
			Requested FY-2011	Projected FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	
Water		2,230,234	2,102,206	2,540,591	2,290,078	2,415,786	2,369,890	2,208,257	2,074,824	1,881,097	1,886,045	1,426,869	
	Debt	1,880,234	1,839,206	1,785,591	1,703,076	1,914,786	2,108,890	1,923,257	1,839,824	1,301,097	1,274,045	1,023,869	
	Capital	340,000	263,000	755,000	587,000	501,000	260,000	285,000	235,000	580,000	612,000	402,000	
Sewer		574,207	660,113	384,208	382,800	208,934	184,000	280,000	130,000	380,000	380,000	380,000	
	Debt	124,207	165,113	162,206	85,800	76,934	44,000						
	Capital	450,000	495,000	222,000	297,000	130,000	140,000	280,000	130,000	380,000	380,000	380,000	
Storm Water		200,000	288,000	285,000	208,500	480,000	487,000	934,000	758,000	1,085,000	1,054,700	1,014,400	
	Debt					330,000	317,000	634,000	608,000	945,000	904,700	884,400	
	Capital	200,000	288,000	285,000	208,500	150,000	150,000	300,000	150,000	150,000	150,000	150,000	
<b>TOTAL</b>		<b>3,004,441</b>	<b>3,050,319</b>	<b>3,208,797</b>	<b>2,881,376</b>	<b>3,102,720</b>	<b>3,020,890</b>	<b>3,422,257</b>	<b>2,962,824</b>	<b>3,336,097</b>	<b>3,320,745</b>	<b>2,820,069</b>	
Water			-6%	21%	-10%	5%	-2%	-7%	-6%	-11%	2%	-24%	
Sewer			15%	-42%	0%	-46%	-11%	52%	-54%	200%	-3%	0%	
Storm Water			44%	-1%	-27%	130%	-3%	100%	-19%	44%	-4%	-4%	
Combined			2%	5%	-10%	8%	-3%	13%	-13%	13%	0%	-15%	

**Town of Reading FY - 2010 Budget**

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				Projected								
			Debt Service									
			FY - 2010	FY - 2011	FY - 2012	FY - 2013	FY - 2014	FY - 2015	FY - 2016	FY - 2017	FY - 2018	FY - 2019
			FY - 2010	FY - 2011	FY - 2012	FY - 2013	FY - 2014	FY - 2015	FY - 2016	FY - 2017	FY - 2018	FY - 2019
<b>New - Not Approved in Italics</b>												
<b>Water Fund</b>			<b>\$1,890,234</b>	<b>\$1,839,206</b>	<b>\$1,785,591</b>	<b>\$1,703,076</b>	<b>\$1,914,786</b>	<b>\$2,109,890</b>	<b>\$1,923,257</b>	<b>\$1,839,624</b>	<b>\$1,301,097</b>	<b>\$1,274,045</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	678,600	662,513	647,400	632,775	618,150	603,525	588,656	571,350	553,800	538,200
Join MWRA(partial \$3.18m)	07-27	Apr 15	277,056	270,656	264,656	258,656	252,656	246,656	237,719	229,719	224,069	217,669
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01	100,740	98,300	95,860	93,420	90,980	88,540	86,100	83,660	81,220	0
Demo WTP/chlorinate (\$450k)	09-13	Feb 01	159,000	156,000	153,000	0	0	0	0	0	0	0
Water Treatment Plant Design	2005	2005	123,100	119,800	116,300	112,700	109,000	104,500	0	0	0	0
Water Mains(\$2.471m)	08-12	Apr 15	551,738	531,938	508,375	0	0	0	0	0	0	0
Fin'l System (share)	75k	4yr	0	0	0	0	0	0	0	0	0	0
MM:Hvrhill-Frnkin-Wkfld-Batch	420k	5yr	0	0	0	111,300	105,840	100,380	94,920	89,460	0	0
MM:Hvrhill-Frnkin-Wkfld-Batch	1865k	5yr				494,225	469,980	445,735	421,490	397,245	0	0
WM:Hurd-Cnty-Summer	1012k	5yr	0	0	0	0	268,180	255,024	241,868	228,712	215,556	0
WM: South-West-Gleason	1002k	5yr	0	0	0	0	0	285,530	252,504	239,478	226,452	213,428
Storage Tank	1150k	5yr	0	0	0	0	0	0	0	0	0	304,750
Repayment of Principal:			1,375,000	1,375,000	1,370,000	1,187,000	1,389,400	1,589,800	1,489,800	1,489,800	1,032,800	980,400
Join MWRA(full \$7.8m)	08-28	Nov 01	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000
Join MWRA(partial \$3.18m)	07-27	Apr 15	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	0
Demo WTP/chlorinate (\$450k)	10-12	Feb 01	150,000	150,000	150,000							
Water Treatment Plant Design	2005	2005	100,000	100,000	100,000	100,000	100,000	100,000				
Water Mains(\$2.471m)	08-12	Apr 15	495,000	495,000	490,000							
Fin'l System (share)	75k	4yr										
MM:Hvrhill-Frnkin-Wkfld-Batch	420k	5yr				84,000	84,000	84,000	84,000	84,000		
MM:Hvrhill-Frnkin-Wkfld-Batch	1865k	5yr				373,000	373,000	373,000	373,000	373,000		
WM:Hurd-Cnty-Summer	1012k	5yr					202,400	202,400	202,400	202,400	202,400	
WM: South-West-Gleason	1002k	5yr						200,400	200,400	200,400	200,400	200,400
Storage Tank	1150k	5yr										230,000
Interest on Long Term Debt:			515,234	484,206	415,591	516,076	525,386	520,090	433,457	349,824	268,297	293,645
Join MWRA(full \$7.8m)	08-28	Nov 01	288,600	272,513	257,400	242,775	228,150	213,525	198,656	181,350	163,800	148,200
Join MWRA(partial \$3.18m)	07-27	Apr 15	117,056	110,656	104,656	98,656	92,656	86,656	77,719	69,719	64,069	57,669
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01	20,740	18,300	15,860	13,420	10,980	8,540	6,100	3,660	1,220	0
Demo WTP/chlorinate (\$450k)	10-12	Feb 01	9,000	8,000	3,000							
Water Treatment Plant Design	2005	2005	23,100	19,800	16,300	12,700	9,000	4,500				
Water Mains(\$2.471m)	08-12	Apr 15	56,738	36,938	18,375							
Fin'l System (share)	75k	4yr										
MM:Hvrhill-Frnkin-Wkfld-Batch	420k	5yr				27,300	21,840	16,380	10,920	5,460		
MM:Hvrhill-Frnkin-Wkfld-Batch	1865k	5yr				121,225	96,980	72,735	48,490	24,245		
WM:Hurd-Cnty-Summer	1012k	5yr					65,780	52,624	39,468	26,312	13,156	
WM: South-West-Gleason	1002k	5yr						65,130	52,104	39,078	26,052	13,026
Storage Tank	1150k	5yr										74,750
Interest on Temporary Debt:												
Retirement of Debt (B.A.N.S.)												

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**Town of Reading FY - 2010 Budget**

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	Debt Service FY - 2010	Debt Service FY - 2011	Projected Debt Service FY - 2012	Projected Debt Service FY - 2013	Projected Debt Service FY - 2014	Projected Debt Service FY - 2015	Projected Debt Service FY - 2016	Projected Debt Service FY - 2017	Projected Debt Service FY - 2018	Projected Debt Service FY - 2019	Projected Debt Service FY - 2020		
<b>Sewer Fund</b>	\$ 124,207	\$ 165,113	\$ 162,206	\$ 85,800	\$ 76,934	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ -		
MWRA Inflow & Infiltration Interest loan	41,800	85,800	85,800	85,800	76,934	44,000	0	0	0	0	0		
Sunnyside/Fairview Sewer 07-11 Nov 01	82,407	79,313	76,406	0	0	0	0	0	0	0	0		
Fir/I System (share) 75k 4yr	0	0	0	0	0	0	0	0	0	0	0		
<b>Repayment of Principal:</b>	<b>116,800</b>	<b>160,800</b>	<b>160,800</b>	<b>85,800</b>	<b>76,934</b>	<b>44,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
MWRA Inflow & Infiltration	32,934	32,934	32,934	32,934	32,934								
MWRA Inflow & Infiltration	8,866	8,866	8,866	8,866									
MWRA Inflow & Infiltration		44,000	44,000	44,000	44,000	44,000							
Sunnyside/Fairview Sewer 07-11 Nov 01	75,000	75,000	75,000										
Fir/I System (share) 75k 4yr													
<b>Interest on Long Term Debt:</b>	<b>7,407</b>	<b>4,313</b>	<b>1,406</b>	<b>0</b>									
MWRA Inflow & Infiltration													
Sunnyside/Fairview Sewer 07-11 Nov 01	7,407	4,313	1,406										
Fir/I System (share) 75k 4yr													
<b>Storm Water Fund</b>	\$ -	\$ -	\$ -	\$ -	\$ 330,000	\$ 317,000	\$ 634,000	\$ 608,000	\$ 945,000	\$ 904,700	\$ 884,400		
Saugus River Improvement(I) 2.0 mil 10yr	0	0	0	0	330,000	317,000	304,000	291,000	278,000	265,000	252,000		
Saugus River Improvement(II) 2.0 mil 10yr	0	0	0	0	0	0	330,000	317,000	304,000	291,000	278,000		
Aberjona River Improvement 2.2 mil 10yr	0	0	0	0	0	0	0	0	363,000	348,700	334,400		
<b>Repayment of Principal:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>	<b>400,000</b>	<b>620,000</b>	<b>620,000</b>	<b>620,000</b>		
Saugus River Improvement(I) 2.0 mil 10yr					200,000	200,000	200,000	200,000	200,000	200,000	200,000		
Saugus River Improvement(II) 2.0 mil 10yr							200,000	200,000	200,000	200,000	200,000		
Aberjona River Improvement 2.2 mil 10yr									220,000	220,000	220,000		
<b>Interest on Long Term Debt:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>117,000</b>	<b>234,000</b>	<b>208,000</b>	<b>325,000</b>	<b>284,700</b>	<b>244,400</b>		
Saugus River Improvement(I) 2.0 mil 10yr					130,000	117,000	104,000	91,000	78,000	65,000	52,000		
Saugus River Improvement(II) 2.0 mil 10yr							130,000	117,000	104,000	91,000	78,000		
Aberjona River Improvement 2.2 mil 10yr									143,000	128,700	114,400		
<b>Interest on Temporary Debt:</b>													
<b>Retirement of Debt (B.A.N.S.)</b>													
<b>TOTAL DEBT SERVICE</b>	<b>\$ 2,014,440</b>	<b>\$ 2,904,319</b>	<b>\$ 1,947,798</b>	<b>\$ 1,788,876</b>	<b>\$ 2,321,720</b>	<b>\$ 2,470,890</b>	<b>\$ 2,557,257</b>	<b>\$ 2,447,624</b>	<b>\$ 2,246,097</b>	<b>\$ 2,178,745</b>	<b>\$ 1,888,069</b>		
<b>Source of Funding</b>	<b>%</b>	<b>%</b>											
Water Fund			1,890,234	1,839,206	1,785,591	1,703,076	1,914,786	2,109,890	1,923,257	1,839,624	1,301,097	1,274,045	1,023,669
Sewer Fund			124,207	165,113	162,206	85,800	76,934	44,000	0	0	0	0	0
Storm Water Fund			0	0	0	0	330,000	317,000	634,000	608,000	945,000	904,700	884,400
<b>General Fund (Form A)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

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**Town of Reading FY - 2010 Budget**

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			Projected							
			Debt Service							
			FY - 2021	FY - 2022	FY - 2023	FY - 2024	FY - 2025	FY - 2026	FY - 2027	FY - 2028
<i>Now - Not Approved in Italics</i>										
<b>Water Fund</b>			<b>\$986,719</b>	<b>\$949,769</b>	<b>\$912,819</b>	<b>\$645,869</b>	<b>\$623,575</b>	<b>\$591,375</b>	<b>\$569,588</b>	<b>\$397,800</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	507,000	491,400	475,800	460,200	444,600	429,000	413,400	397,800
Join MWRA(partial \$3.18m)	07-27	Apr 15	204,869	198,469	192,069	185,669	178,975	162,375	156,188	0
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01	0	0	0	0	0	0	0	0
Demo WTP/chlorinate (\$450k)	09-13	Feb 01	0	0	0	0	0	0	0	0
Water Treatment Plant Design	2005	2005	0	0	0	0	0	0	0	0
Water Mains(\$2.471m)	08-12	Apr 15	0	0	0	0	0	0	0	0
Fin'l System (share)	75k	4yr	0	0	0	0	0	0	0	0
<i>NM:Hvrhill-Fmkdn-Wkfld-Batch</i>	420k	5yr	0	0	0	0	0	0	0	0
<i>NM:Hvrhill-Fmkdn-Wkfld-Batch</i>	1865k	5yr								
<i>WM:Hwd-Cnty-Summer</i>	1012k	5yr	0	0	0	0	0	0	0	0
<i>WM: South-West-Gleason</i>	1002k	5yr	0	0	0	0	0	0	0	0
Storage Tank	1150k	5yr	274,850	259,900	244,950	0	0	0	0	0
<b>Repayment of Principal:</b>			<b>780,000</b>	<b>780,000</b>	<b>780,000</b>	<b>550,000</b>	<b>550,000</b>	<b>540,000</b>	<b>540,000</b>	<b>390,000</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000
Join MWRA(partial \$3.18m)	07-27	Apr 15	160,000	160,000	160,000	160,000	160,000	150,000	150,000	
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01								
Demo WTP/chlorinate (\$450k)	10-12	Feb 01								
Water Treatment Plant Design	2005	2005								
Water Mains(\$2.471m)	08-12	Apr 15								
Fin'l System (share)	75k	4yr								
<i>NM:Hvrhill-Fmkdn-Wkfld-Batch</i>	420k	5yr								
<i>NM:Hvrhill-Fmkdn-Wkfld-Batch</i>	1865k	5yr								
<i>WM:Hwd-Cnty-Summer</i>	1012k	5yr								
<i>WM: South-West-Gleason</i>	1002k	5yr								
Storage Tank	1150k	5yr	230,000	230,000	230,000					
<b>Interest on Long Term Debt:</b>			<b>206,719</b>	<b>169,769</b>	<b>132,819</b>	<b>95,869</b>	<b>73,575</b>	<b>51,375</b>	<b>29,588</b>	<b>7,800</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	117,000	101,400	85,800	70,200	54,600	39,000	23,400	7,800
Join MWRA(partial \$3.18m)	07-27	Apr 15	44,869	38,469	32,069	25,869	18,975	12,375	6,188	
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01								
Demo WTP/chlorinate (\$450k)	10-12	Feb 01								
Water Treatment Plant Design	2005	2005								
Water Mains(\$2.471m)	08-12	Apr 15								
Fin'l System (share)	75k	4yr								
<i>NM:Hvrhill-Fmkdn-Wkfld-Batch</i>	420k	5yr								
<i>NM:Hvrhill-Fmkdn-Wkfld-Batch</i>	1865k	5yr								
<i>WM:Hwd-Cnty-Summer</i>	1012k	5yr								
<i>WM: South-West-Gleason</i>	1002k	5yr								
Storage Tank	1150k	5yr	44,850	29,900	14,950					
<b>Interest on temporary Debt:</b>										
<b>Retirement of Debt (B.A.N.S.)</b>										

Town of Reading FY - 2010 Budget

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Projected Debt Service FY - 2021  
 Projected Debt Service FY - 2022  
 Projected Debt Service FY - 2023  
 Projected Debt Service FY - 2024  
 Projected Debt Service FY - 2025  
 Projected Debt Service FY - 2026  
 Projected Debt Service FY - 2027  
 Projected Debt Service FY - 2028

<b>Sewer Fund</b>										
MWRA Inflow & Infiltration interest loan			0	0	0	0	0	0	0	0
Sunnyside/Fairview Sewer 07-11 Nov 01			0	0	0	0	0	0	0	0
Fin'l System (share) 75k 4yr			0	0	0	0	0	0	0	0
<b>Repayment of Principal:</b>										
MWRA Inflow & Infiltration			0	0	0	0	0	0	0	0
MWRA Inflow & Infiltration										
MWRA Inflow & Infiltration										
Sunnyside/Fairview Sewer 07-11 Nov 01										
Fin'l System (share) 75k 4yr										
<b>Interest on Long Term Debt:</b>										
MWRA Inflow & Infiltration			0	0	0	0	0	0	0	0
Sunnyside/Fairview Sewer 07-11 Nov 01										
Fin'l System (share) 75k 4yr										
<b>Storm Water Fund</b>										
			\$824,100	\$783,800	\$743,500	\$503,200	\$475,900	\$248,600	\$234,300	\$
Saugus River Improvement(I) 2.0 mil 10yr			239,000	226,000	213,000	0	0	0	0	0
Saugus River Improvement(II) 2.0 mil 10yr			285,000	252,000	239,000	226,000	213,000	0	0	0
Aberjona River Improvement 2.2 mil 10yr			320,100	305,800	291,500	277,200	262,900	248,600	234,300	0
<b>Repayment of Principal:</b>										
Saugus River Improvement(I) 2.0 mil 10yr			200,000	200,000	200,000					
Saugus River Improvement(II) 2.0 mil 10yr			200,000	200,000	200,000	200,000	200,000			
Aberjona River Improvement 2.2 mil 10yr			220,000	220,000	220,000	220,000	220,000	220,000	220,000	
<b>Interest on Long Term Debt:</b>										
Saugus River Improvement(I) 2.0 mil 10yr			39,000	28,000	13,000					
Saugus River Improvement(II) 2.0 mil 10yr			65,000	52,000	39,000	28,000	13,000			
Aberjona River Improvement 2.2 mil 10yr			100,100	85,800	71,500	57,200	42,900	28,600	14,300	
<b>Interest on Temporary Debt:</b>										
<b>Retirement of Debt (B.A.N.S.)</b>										
TOTAL DEBT SERVICE			\$1,810,819	\$1,733,569	\$1,656,319	\$1,149,069	\$1,099,475	\$ 839,975	\$ 803,888	\$ 397,800
<b>Source of Funding</b>										
			%	%						
Water Fund			986,719	949,769	912,819	646,869	623,575	591,375	569,588	397,800
Sewer Fund			0	0	0	0	0	0	0	0
Storm Water Fund			824,100	783,800	743,500	503,200	475,900	248,600	234,300	0
<b>General Fund (Form A)</b>										
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Plan FY10 to FY20  
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
<b>Schools - Equipment</b>	-	-	50,000	120,000	150,000	200,000	200,000	-	-	-	-	720,000
Technology - Districtwide Infrastructure												700,000
Technology - Instructional Equipment			50,000	100,000	150,000	200,000	200,000					20,000
Vehicles				20,000								
<b>Buildings - Schools (Total)</b>	30,000	20,000	114,000	125,000	121,000	399,000	486,000	258,000	725,000	765,000	651,000	3,664,000
<b>Buildings - Schools (Energy)</b>	-	-	54,000	66,000	12,000	-	42,000	128,000	-	15,000	51,000	368,000
<b>Buildings - Schools (non Energy)</b>	30,000	20,000	60,000	59,000	109,000	399,000	444,000	130,000	725,000	750,000	600,000	3,296,000
<b>Energy (Performance Contracting)</b>			<i>various items financed by DEBT for 15yrs</i>									
Electrical Systems Sch												240,000
HVAC/Energy Mgmt Systems Sch				12,000	12,000		22,000	128,000		15,000	51,000	128,000
Windows & Doors Sch			54,000	54,000			20,000					
Generators Sch												
Technology Infrastructure Sch												
Water Heater Sch												
ADA Compliance Sch												
Ceilings Sch												
Classroom Furniture Sch												
Compressors Sch												60,000
Fire Alarms Sch			60,000									
Cafeteria Equip. & Furniture Sch												
Plumbing Sch												476,000
Capet/Flooring Sch				59,000	109,000	79,000	124,000	80,000	25,000			2,690,000
Roofing Sch						320,000	320,000		700,000	750,000	600,000	20,000
Security System Sch	30,000	20,000										
Fire Supression System Sch								50,000				50,000
Other Sch												

Capital Plan FY10 to FY20  
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
<b>Buildings - Municipal</b>	15,000	-	465,000	195,000	135,000	380,000	377,000	517,000	345,000	180,000	30,000	2,624,000
<b>Buildings - Municipal (Energy)</b>	-	-	215,000	145,000	50,000	50,000	50,000	50,000	45,000	30,000	30,000	665,000
<b>Buildings - Municipal (non Ener)</b>	15,000	-	250,000	50,000	85,000	330,000	327,000	467,000	300,000	150,000	-	1,959,000
<b>Energy (Performance Contracting)</b>			<i>various items financed by DEBT for 15yrs</i>									
Electrical Systems <i>Mun</i>	-	-	-	-	-	-	20,000	20,000	15,000	-	-	150,000
HVAC/Energy Mgmt Systems <i>Mun</i>	-	-	20,000	75,000	-	-	20,000	20,000	15,000	-	-	150,000
Windows & Doors <i>Mun</i>	-	-	110,000	70,000	50,000	50,000	30,000	30,000	30,000	30,000	30,000	430,000
Generator <i>Mun</i>	-	-	85,000	-	-	-	-	-	-	-	-	85,000
Technology Infrastructure <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
Water Heater <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
ADA Compliance <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
Ceiling <i>Mun</i>	-	-	30,000	-	-	-	-	-	-	-	-	30,000
Furniture <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
Compressor <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
Fire Alarm <i>Mun</i>	-	-	15,000	-	-	-	-	-	-	-	-	15,000
Kitchen/Cafeteria <i>Mun</i>	-	-	-	30,000	-	-	-	-	-	-	-	30,000
Plumbing <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
Capet/Flooring <i>Mun</i>	-	-	20,000	20,000	35,000	30,000	-	-	-	-	-	105,000
Roofing <i>Mun</i>	-	-	65,000	-	-	-	327,000	467,000	300,000	150,000	-	1,309,000
Security System <i>Mun</i>	-	-	85,000	-	-	-	-	-	-	-	-	85,000
Fire Supression System <i>Mun</i>	-	-	-	-	-	-	-	-	-	-	-	-
Other <i>Mun</i>	15,000	-	35,000	-	50,000	300,000	-	-	-	-	-	385,000

Capital Plan FY10 to FY20  
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
			20,000	120,000	20,000	20,000	-	-	-	-	-	180,000
<b>Library</b>			20,000	20,000	20,000	20,000						80,000
Furnishings & Shelving				100,000								100,000
Circulation System												2,599,100
<b>Public Safety - Fire</b>	<b>31,000</b>	<b>255,000</b>	<b>24,000</b>	<b>36,000</b>	<b>155,000</b>	<b>69,000</b>	<b>634,000</b>	<b>316,500</b>	<b>90,600</b>	<b>150,000</b>	<b>849,000</b>	
Pumper Eng #1(2010-\$525k; next FY30)		Debt	Debt	Debt	Debt	Debt						-
Pumper Eng #2(2007-\$410k; next FY25)	Debt	Debt	Debt	Debt								-
Pumper Eng #3(1995: est \$630k FY16)							630,000					630,000
Pumper Eng #4(2001: est \$804k FY20)											804,000	804,000
Ladder Trk #1(2008: \$800k, next FY27)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt			-
Ambulance #1 (2000- 10 yrs)		230,000										230,000
Ambulance #2 (2006 - 10yrs)								275,000				275,000
Patient Care Reporting System		25,000										25,000
Passenger Car#1 (2005 - 10yrs)								41,500				41,500
Passenger Car#2 (1997 - 10yrs)	31,000								45,600			45,600
Pickup Truck #3 (2006 - 12yrs)												36,000
Pickup Truck #4 (1996 - 12yrs)				36,000								36,000
Alarm Truck (1994 - 16yrs)						69,000						69,000
ALS Defibrillator (2006 - 5yrs)							24,000					24,000
BLS-AED (2004 - 8yrs)				10,000								10,000
Rescue Tool(2006 - 12yrs)									45,000			45,000
Breathing Air Bottles				14,000								14,000
Thermal Imaging (2010 - 10yrs)											45,000	45,000
Fire Hose						25,000						25,000
Turnout Gear (2008 - 5yrs)						130,000				150,000		280,000
<b>Public Safety - Police/Dispatch</b>	<b>311,000</b>					<b>35,000</b>	<b>211,000</b>	<b>10,000</b>			<b>35,000</b>	<b>291,000</b>
Handguns & Associated Leather (Police)								10,000				10,000
Digital Fingerprint Scanner							16,000					16,000
Vehicle Video Integration					35,000					35,000		70,000
Radios (Police & Fire 1997 - 10yrs)	311,000											-
AEDs						20,000						20,000
Public Safety software (\$175k)						175,000						175,000

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Capital Plan FY10 to FY20  
Balanced versus expected funding

Town of Reading, MA 4/5/2010 14:43		FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
<b>Public Works - Equipment</b>		138,600	115,000	35,000	224,300	249,800	293,100	275,100	693,200	763,400	604,800	914,700	4,168,400
<b>Large Trucks</b>		97,000	115,000	-	-	60,000	115,000	64,000	280,000	198,000	72,000	276,000	1,180,000
Truck #4 - Sander (2001)	15									123,000			123,000
Truck #8 - 10 wheeler (2000)	15								220,000				220,000
Truck #9 - Sander (2004)	15											136,000	136,000
Truck #16 - Sander (1990)	15		115,000										115,000
Truck #18 - Sander (2006)	15												
Truck #19 - Sander (1987)	15											140,000	140,000
Truck #3 - Sander (1995)	15	97,000											
Dump Truck C2 (1996)	10					60,000				75,000			135,000
Dump Truck C3 (1999)	10								60,000				60,000
Truck #10 (1996)	15						115,000						115,000
Dump truck #12 Parks (1997)	15							64,000					64,000
Dump truck #24 Parks (2000)	15										72,000		72,000
<b>Pick-ups/Cars/Vans</b>		41,600	-	35,000	-	35,000	81,000	113,700	78,800	48,700	130,000	185,000	707,200
Pickup Ford Utility #11 (1989)	10					35,000						45,000	80,000
Pickup Chevy #9 Parks (1986)	10			35,000								45,000	80,000
Pickup Ford Utility #C1 (1997)	10						46,000						46,000
Pickup Ford #2 Parks (1997)	10							46,000					46,000
Pickup Chevy Utility #1 (2008)	10										85,000		85,000
Pickup Ford Utility #4 (1997)	10	41,600										50,000	50,000
Pickup Ford Utility #7 (1997)	10						35,000						35,000
HV3 Ford Van (1995)	10							36,500					36,500
HV4 Ford Van (1995)	10								39,500				39,500
HV5 Ford Van COA (2003)	10									48,700			48,700
Survey #1 Ford Explorer (2000)	10								39,300				39,300
Car#2 Ford Sedan (2007)	10										45,000		45,000
Car#3 Ford Escape HYBRID (2008)	10											45,000	45,000
Cem. #4 Ford Sedan (1993)	10								31,200				31,200
<b>Backhoes/Loaders/Heavy Equipment</b>		-	-	-	-	105,000	-	32,400	-	200,000	96,000	180,000	613,400
Backhoe Loader (Cem.) (2008)	10										96,000		96,000
Loader JD #624G (2007)	10									200,000			200,000
Loader Cat #928F (1994)	10											180,000	180,000
Bobcat Loader 743 (1987)	10							32,400					32,400
CAT Bulldozer 951 (1971)	10					105,000							105,000
<b>Specialty Equipment - Heavy Duty</b>		-	-	-	168,700	-	-	-	255,000	217,000	135,000	111,000	886,700
Tractor Ford 445 (Parks)	15				48,700								48,700
Roller - Ferguson 46A (1988)	15									82,000			82,000
Screener (1994)	15									135,000			135,000

Capital Plan FY10 to FY20  
Balanced versus expected funding

<b>Town of Reading, MA</b> 4/5/2010 14:43	FY-2010	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY11-20 10yr CIP
Pavement Leeboy Sprd (1998)	10							130,000			111,000	130,000
Sidewalk Snow Plow #3(2008)	10											111,000
Snow - Holder #1 C8000 (1995)	10			120,000						135,000		120,000
Snow - Holder #2 C9700 (1997)	10											135,000
Snow - Bombardier #1 (1993)	10							125,000				125,000
<b>Specialty Equipment - Light Duty</b>			20,000	37,800	26,800	30,000	43,000	81,500	89,600	66,500		395,200
HW Comp2 INT Compr (1996)	10					26,800						26,800
300L Lebot (Roller) (1998)	10							21,000				21,000
Eager Beaver Trailer (1985)	15				37,800							37,800
1CH Woodsman Chipper (2004)	10										66,500	66,500
1GV Leaf Vac (1999)	10								39,500			39,500
2CH Mobark (1989)	10									46,000		46,000
2GV Leaf Vac (2000)	10									43,600		43,600
SmithCo 60 Leaf Vac (1999)	10								42,000			42,000
Toro 48" LeafVac (1993)	10		20,000									20,000
FMC Truck Mount Sprayer 500gal							30,000					30,000
SmithCo 13-550 Infield (1994)	7							22,000				22,000
750 John Deere Farm Tractor	10											22,000
<b>Lawnmowers</b>				15,600		70,300	35,000	36,400	18,200	82,200	96,200	353,900
Mower (Cem.) SKAG 72" (1998)	4						17,500					17,500
Mower (Cem.) SKAG 61" (1999)	4							18,200				18,200
Mower (Parks) TORO Gang (1996)	8					70,300					96,200	166,500
Mower (Cem.) SKAG 52" (1995)	4		15,600						18,200			33,800
Mower (Parks) SKAG 52" (1998)	4						17,500					17,500
Mower - TORO Gang (2008)	6									82,200		82,200
912F#2 John Deere Mower (1989)	7							18,200				18,200
<b>Engineering Equipment/Services</b>				20,000	12,000							32,000
Survey Equipment/Plan Plotter				20,000	12,000							32,000
<b>Fuel Management System</b>												
Fuel system replacement												
<b>Public Works - Parks &amp; Cemete</b>	45,000	45,000	75,000	95,000	748,000	335,000	170,600	575,000	685,600	1,463,700	720,000	4,912,900
<b>Public Works - Cemetery</b>												
Design - Maintenance Building \$60k												
Construction Maintenance Building \$1mil/5yrs												
<b>Public Works - Grounds</b>			30,000	50,000	20,000	50,000	20,000	50,000	20,000	50,000	20,000	310,000
Fence Replacement			30,000		20,000		20,000		20,000		20,000	110,000
Parking Lot Pavement				50,000		50,000		50,000		50,000		200,000

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**Capital Plan FY10 to FY20  
Balanced versus expected funding**

<b>Town of Reading, MA 4/5/2010 14:43</b>	<b>FY-2010</b>	<b>FY-2011</b>	<b>FY-2012</b>	<b>FY-2013</b>	<b>FY-2014</b>	<b>FY-2015</b>	<b>FY-2016</b>	<b>FY-2017</b>	<b>FY-2018</b>	<b>FY-2019</b>	<b>FY-2020</b>	<b>FY11-20 10yr CIP</b>
<b>Public Works - Parks</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>728,000</b>	<b>285,000</b>	<b>150,600</b>	<b>525,000</b>	<b>665,600</b>	<b>1,413,700</b>	<b>700,000</b>	<b>4,602,900</b>
Tennis Courts - Bancroft Ave. \$485k	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>							150,000	150,000
Artificial Turf@Parker MS \$736k	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>				250,000				250,000
Coolidge MS field upgrade (grass)								10,000	10,000	10,000	10,000	200,000
Reconstruct Playgrounds Program	30,000	30,000	30,000	30,000	30,000	30,000	10,000	10,000	10,000	10,000	10,000	200,000
Wash Park		Killam	Josh Eaton	Sturges	Wood End up	Hunt Pk	BM Tot lot	Wood End dn	Mem Park	B Meadow	Barrows	
Playground safety surface	15,000	15,000	15,000	15,000	15,000	25,000	15,000	15,000				115,000
Memorial Park \$650k grant in FY10					129,000				233,000		100,000	482,000
Washington Park \$625k (also playground in FY10)					tennis ct				backstop & shift field		paths	124,000
					124,000							
					basketball ct							
Birch Meadow Complex = \$2.116 mil (also playgrounds in FY16&FY19)						230,000		110,000	150,000	1,100,000	38,000	1,628,000
						BB courts		Mtrn bkstop	softball light	fields & paths	st. backstop	
						Multi-Purp cts		dugouts	20,000		38,000	58,000
Playground \$430k (Imagination Station)					430,000			bleachers	batting cage		lot backstop	430,000
Barrows \$298k (also playground in FY09)							95,000		124,500			219,500
							backstop & infield		tennis ct			
									78,100			78,100
									basketball ct			
Killam \$30.6k (also playground in FY11)							30,600					30,600
							backstop					
Joshua Eaton \$179k (also playground in FY12)								140,000			39,000	179,000
								backstop & Infield			backstop	
Symonds Way \$50k									50,000			50,000
									backstop			
Hunt Park \$125k (also playground in FY15)										125,000		125,000
										backstop		
Sturges Park \$178.7k (also playground in FY13)										63,800		63,800
										tennis ct		
										80,000		80,000
										basketball ct		
										34,900		34,900
										backstop		
Wood End \$325k											325,000	325,000
											field	

**Capital Plan FY10 to FY20  
Balanced versus expected funding**

<b>Town of Reading, MA 4/5/2010 14:43</b>	<b>FY-2010</b>	<b>FY-2011</b>	<b>FY-2012</b>	<b>FY-2013</b>	<b>FY-2014</b>	<b>FY-2015</b>	<b>FY-2016</b>	<b>FY-2017</b>	<b>FY-2018</b>	<b>FY-2019</b>	<b>FY-2020</b>	<b>FY11-20 10yr CIP</b>
Over-ride local share (previous schedule)	347,270	355,952	364,851	373,972	383,321	392,904	402,727	412,795	423,115	433,693	444,535	3,987,863
	+25k/yr ==>							+50k/yr ==>				
Over-ride local share (new schedule)	400,000	425,000	450,000	475,000	500,000	525,000	550,000	600,000	650,000	700,000	750,000	5,625,000
<b>Public Works - Roads</b>	<b>435,000</b>	<b>558,000</b>	<b>475,000</b>	<b>500,000</b>	<b>525,000</b>	<b>550,000</b>	<b>575,000</b>	<b>650,000</b>	<b>700,000</b>	<b>750,000</b>	<b>800,000</b>	<b>6,083,000</b>
Sidewalk/Curb/Ped. SA	25,000	40,000	25,000	25,000	25,000	25,000	25,000	50,000	50,000	50,000	50,000	365,000
Street Signs	10,000	10,000										10,000
Downlowm Improve (\$850k 10yr bond)	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>	
Reconstruction: West Street			7,500,000									7,500,000
Skim Coating & Crack Seal Patch	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Various Streets/local fund	350,000	375,000	245,000	185,000	210,000	475,000	500,000	550,000	600,000	650,000	700,000	4,490,000
Repair Killam parking lot		83,000										83,000
West Street design (\$155k)			155,000									155,000
West Street - Local share (\$480k)				240,000	240,000							480,000
Various Streets/Ch. 90 fund or grants	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,500,000
<b>Total Cost</b>	<b>885,000</b>	<b>1,008,000</b>	<b>8,425,000</b>	<b>950,000</b>	<b>975,000</b>	<b>1,000,000</b>	<b>1,025,000</b>	<b>1,100,000</b>	<b>1,150,000</b>	<b>1,200,000</b>	<b>1,250,000</b>	<b>18,083,000</b>
Chapter 90 or Grants	450,000	450,000	7,950,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	12,000,000
<b>General Fund Cost</b>	<b>435,000</b>	<b>558,000</b>	<b>475,000</b>	<b>500,000</b>	<b>525,000</b>	<b>550,000</b>	<b>575,000</b>	<b>650,000</b>	<b>700,000</b>	<b>750,000</b>	<b>800,000</b>	<b>6,083,000</b>

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview	Budget FY - 2010	Request FY - 2011	Projected FY - 2012	Projected FY - 2013	Projected FY - 2014	Projected FY - 2015	Projected FY - 2016	Projected FY - 2017	Projected FY - 2018	Projected FY - 2019	Projected FY - 2020	Projected FY - 2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	FY10: 5,705,113 approved (need 60,037) less net premium \$2960.16											
<b>General Fund</b>	<b>5,765,150</b>	<b>6,158,003</b>	<b>6,035,884</b>	<b>5,778,388</b>	<b>5,137,020</b>	<b>5,037,750</b>	<b>4,829,827</b>	<b>4,722,829</b>	<b>4,415,294</b>	<b>4,066,043</b>	<b>4,017,035</b>	<b>3,948,045</b>
<b>Principal</b>	<b>3,720,000</b>	<b>4,165,000</b>	<b>4,185,000</b>	<b>4,010,000</b>	<b>3,510,000</b>	<b>3,550,000</b>	<b>3,500,000</b>	<b>3,555,000</b>	<b>3,395,000</b>	<b>3,180,000</b>	<b>3,265,000</b>	<b>3,350,000</b>
Within Levy Limit	2,195,000	2,595,000	2,570,000	2,345,000	1,785,000	1,765,000	1,650,000	1,635,000	1,405,000	1,110,000	1,110,000	1,105,000
Debt Exclusion	1,525,000	1,570,000	1,615,000	1,665,000	1,725,000	1,785,000	1,850,000	1,920,000	1,990,000	2,070,000	2,155,000	2,245,000
<b>Interest</b>	<b>2,045,150</b>	<b>1,993,003</b>	<b>1,850,884</b>	<b>1,768,388</b>	<b>1,627,020</b>	<b>1,487,750</b>	<b>1,329,827</b>	<b>1,167,829</b>	<b>1,020,294</b>	<b>886,043</b>	<b>752,035</b>	<b>598,045</b>
Within Levy Limit	770,679	764,812	672,106	646,257	567,322	496,990	427,704	358,156	287,871	235,639	189,470	142,689
Debt Exclusion	1,274,471	1,228,191	1,178,778	1,122,131	1,059,698	990,761	902,123	809,673	732,423	650,404	562,565	455,356
<b>Total Within Levy Limit:</b>	<b>2,965,679</b>	<b>3,359,812</b>	<b>3,242,106</b>	<b>2,991,257</b>	<b>2,352,322</b>	<b>2,261,990</b>	<b>2,077,704</b>	<b>1,993,156</b>	<b>1,692,871</b>	<b>1,345,639</b>	<b>1,299,470</b>	<b>1,247,689</b>
Issued	2,965,679	3,359,812	3,242,106	2,726,257	2,100,322	2,022,990	1,851,704	1,780,156	1,692,871	1,345,639	1,299,470	1,247,689
Approved not issued	0	0	0	0	0	0	0	0	0	0	0	0
Not approved	0	0	0	265,000	252,000	239,000	226,000	213,000	0	0	0	0
<b>Total Debt Exclusion:</b>	<b>2,799,471</b>	<b>2,798,191</b>	<b>2,793,778</b>	<b>2,787,131</b>	<b>2,784,698</b>	<b>2,775,761</b>	<b>2,752,123</b>	<b>2,729,673</b>	<b>2,722,423</b>	<b>2,720,404</b>	<b>2,717,565</b>	<b>2,700,356</b>
Issued	2,799,471	2,798,191	2,793,778	2,787,131	2,784,698	2,775,761	2,752,123	2,729,673	2,722,423	2,720,404	2,717,565	2,700,356
<b>MSBA Payments(est.)</b>	<b>1,140,081</b>	<b>1,160,908</b>	<b>1,184,050</b>	<b>1,207,191</b>	<b>1,234,961</b>	<b>1,262,731</b>	<b>1,292,815</b>	<b>1,325,213</b>	<b>1,357,611</b>	<b>1,394,637</b>	<b>1,433,978</b>	<b>1,475,632</b>
Within Levy Limit	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036
Coolidge audit Nov 08	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036	462,036
Debt Exclusion	678,045	698,872	722,014	745,155	772,925	800,695	830,779	863,177	895,575	932,601	971,942	1,013,596
RMHS(estimated PRIN - lump sum)	499,827	520,654	543,796	566,937	594,707	622,477	652,561	684,959	717,357	754,383	793,724	835,378
RMHS(estimated INT - lump sum)	178,218	-178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218	178,218
<b>Net Included Debt</b>	<b>2,503,643</b>	<b>2,897,776</b>	<b>2,780,070</b>	<b>2,529,221</b>	<b>1,890,286</b>	<b>1,799,954</b>	<b>1,615,668</b>	<b>1,531,120</b>	<b>1,230,835</b>	<b>883,603</b>	<b>837,434</b>	<b>785,653</b>
CHANGE FROM APRIL 2009	71,587	473,987	466,450	459,750	453,050							
Guaranteed Energy Savings		319,735	327,728	335,922	344,320							
<b>Net New NID</b>	<b>71,587</b>	<b>154,252</b>	<b>138,722</b>	<b>123,828</b>	<b>108,730</b>	<i>use free cash or reduce cash capital expenses (FY11-&gt;)</i>						
<b>Net Excluded Debt</b>	<b>2,121,426</b>	<b>2,099,319</b>	<b>2,071,764</b>	<b>2,041,975</b>	<b>2,011,773</b>	<b>1,975,066</b>	<b>1,921,344</b>	<b>1,866,496</b>	<b>1,826,848</b>	<b>1,787,803</b>	<b>1,745,624</b>	<b>1,686,760</b>
<b>MSBA excluded payments</b>		<b>698,872</b>	<b>722,014</b>	<b>745,155</b>	<b>772,925</b>	<b>800,695</b>	<b>830,779</b>	<b>863,177</b>	<b>895,575</b>	<b>932,601</b>	<b>971,942</b>	<b>1,013,596</b>

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
<b>Debt Service Schedule</b>	\$	\$	\$	\$
<b>Overview</b>				
<b>General Fund</b>	3,414,358	3,373,794	3,344,600	336,188
<b>Principal</b>	2,975,000	3,075,000	3,185,000	330,000
Within Levy Limit	635,000	635,000	635,000	330,000
Debt Exclusion	2,340,000	2,440,000	2,550,000	0
<b>Interest</b>	439,358	298,794	159,600	6,188
Within Levy Limit	95,714	71,620	46,976	6,188
Debt Exclusion	343,644	227,174	112,624	0
<b>Total Within Levy Limit:</b>	<b>730,714</b>	<b>706,620</b>	<b>681,976</b>	<b>336,188</b>
Issued	730,714	706,620	681,976	336,188
Approved not issued:	0	0	0	0
Not approved	0	0	0	0
<b>Total Debt Exclusion:</b>	<b>2,683,644</b>	<b>2,667,174</b>	<b>2,662,624</b>	<b>0</b>
Issued	2,683,644	2,667,174	2,662,624	0
<b>MSBA Payments(est.)</b>	<b>1,519,601</b>	<b>1,103,848</b>	<b>1,154,759</b>	<b>0</b>
Within Levy Limit	462,036	0	0	0
Coolidge audit Nov 08	462,036			
Debt Exclusion	1,057,565	1,103,848	1,154,759	0
RMHS(estimated PRIN - lump sum)	879,347	925,630	976,541	10,568,279
RMHS(estimated INT - lump sum)	178,218	178,218	178,218	2,673,270
<b>Net Included Debt</b>	<b>268,678</b>	<b>706,620</b>	<b>681,976</b>	<b>336,188</b>
<b>CHANGE FROM APRIL 2009</b>				
<b>Guaranteed Energy Savings</b>				
<b>Net New NID</b>				
<b>Net Excluded Debt</b>	<b>1,626,079</b>	<b>1,563,326</b>	<b>1,507,864</b>	<b>0</b>
<b>MSBA excluded payments</b>	<b>1,057,565</b>	<b>1,103,848</b>	<b>1,154,759</b>	<b>0</b>

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview Principal + Interest	Budget FY - 2010	Request FY - 2011	Projected FY - 2012	Projected FY - 2013	Projected FY - 2014	Projected FY - 2015	Projected FY - 2016	Projected FY - 2017	Projected FY - 2018	Projected FY - 2019	Projected FY - 2020	Projected FY - 2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	FY10: 5,705,113 approved (need 60,037) less net premium \$2960.16											
<b>Within Levy Limit</b>	2,965,679	3,359,812	3,242,106	2,991,257	2,352,322	2,261,990	2,077,704	1,993,156	1,692,871	1,345,639	1,299,470	1,247,689
Issued	2,965,679	3,359,812	3,242,106	2,726,267	2,100,322	2,022,990	1,851,704	1,780,156	1,692,871	1,345,639	1,299,470	1,247,689
Approved not issued	0	0	0	0	0	0	0	0	0	0	0	0
Not approved	0	0	0	265,000	252,000	239,000	226,000	213,000	0	0	0	0
premium(RMHS) 04-24 Mar 15	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595
Energy Improvements	71,588	473,988	466,450	459,750	453,050	446,350	439,231	431,275	420,388	408,663	398,194	382,388
Barrows/Wd End(\$522k) 06-24 Apr 15	48,225	47,025	45,900	44,775	43,650	42,525	41,400	39,900	38,400	37,200	36,000	34,800
Wood End 05-24	240,863	235,913	230,663	225,263	219,713	212,963	206,213	199,463	193,463	187,463	181,463	175,313
Barrows 05-24	206,424	202,134	197,584	192,904	183,094	177,469	171,844	166,219	161,219	156,219	151,219	146,094
Coolidge 02-21 Feb 15	755,188	735,000	711,250	687,500	663,750	640,000	616,250	587,500	564,000	540,500	517,000	493,500
Parker@ 09-18 Jul 01	287,079	274,988	258,125	246,491	230,086	218,910	202,963	187,320	152,288	0	0	0
Joshua Eaton@ 09-14 Jul 01	69,956	53,203	41,830	25,839	15,229	0	0	0	0	0	0	0
Birch Meadow@ 09-13 Jul 01	26,754	21,068	15,534	10,153	0	0	0	0	0	0	0	0
Parker Turf (\$375k) 07-12 Nov 01	85,219	82,125	79,219	76,406	0	0	0	0	0	0	0	0
Tennis Courts (\$485k) 08-13 Jul 01	110,218	102,244	99,346	96,449	0	0	0	0	0	0	0	0
Downtown Impr(\$650k) 07-17 Nov 01	87,100	84,419	81,900	79,463	77,025	74,588	72,109	69,225	66,300	0	0	0
Police Station 02-12 Feb 01	462,213	440,000	420,000	0	0	0	0	0	0	0	0	0
Ladder truck (\$800k) 09-18 Jul 01	100,740	98,300	95,860	93,420	90,980	88,540	86,100	83,660	81,220	0	0	0
Pumper Eng#2(\$410k) 07-12 Nov 01	96,006	87,600	84,500	81,500	0	0	0	0	0	0	0	0
Financial Sys(\$1.1mil) 09-13 Feb 01	297,000	291,500	286,000	280,500	0	0	0	0	0	0	0	0
Pumper Eng#1(\$525k) 10-14 Feb 01	5,513	114,713	112,350	110,250	108,150	106,050	0	0	0	0	0	0
Cem. Garage (\$1m) 13-17 5yr	0	0	0	265,000	252,000	239,000	226,000	213,000	0	0	0	0
<b>Debt Exclusion</b>	2,799,471	2,798,191	2,793,778	2,787,131	2,784,698	2,775,761	2,752,123	2,729,673	2,722,423	2,720,404	2,717,565	2,700,356
Barrows/Wd End(\$787k) 06-24 Apr 15	77,725	75,725	68,850	67,163	65,475	63,788	62,100	59,850	57,600	55,800	54,000	52,200
RMHS 04-24 Mar 15	2,705,688	2,706,738	2,709,550	2,704,950	2,704,575	2,697,775	2,676,275	2,656,525	2,651,925	2,652,106	2,651,468	2,636,469
Wood End 04-24 Apr 15	16,058	15,728	15,378	15,018	14,648	14,198	13,748	13,298	12,898	12,498	12,098	11,688

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**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget  
4/5/10 2:49 PM

	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
Debt Service Schedule	\$	\$	\$	\$

**Overview**

**Principal + Interest**

<b>Within Levy Limit</b>	730,714	706,620	681,976	336,188
Issued	730,714	706,620	681,976	336,188
Approved not issued	0	0	0	0
Not approved	0	0	0	0
premium(RMHS) 04-24 Mar 15	15,595	15,595	15,595	0
Energy Improvements	371,456	360,113	348,356	336,188
Barrows/Wd End(\$522k) 06-24 Apr 15	33,600	32,400	31,200	0
Wood End 05-24	169,125	162,825	156,450	0
Barrows 05-24	140,938	135,688	130,375	0
Coolidge 02-21 Feb 15	0	0	0	0
Parker@ 09-18 Jul 01	0	0	0	0
Joshua Eaton@ 09-14 Jul 01	0	0	0	0
Birch Meadow@ 09-13 Jul 01	0	0	0	0
Parker Turf (\$375k) 07-12 Nov 01	0	0	0	0
Tennis Courts (\$485k) 08-13 Jul 01	0	0	0	0
Downtown Impr(\$650k) 07-17 Nov 01	0	0	0	0
Police Station 02-12 Feb 01	0	0	0	0
Ladder truck (\$800k) 09-18 Jul 01	0	0	0	0
Pumper Eng#2(\$410k) 07-12 Nov 01	0	0	0	0
Financial Sys(\$1.1mil) 09-13 Feb 01	0	0	0	0
Pumper Eng#1(\$525k) 10-14 Feb 01	0	0	0	0
Cem. Garage (\$1m) 13-17 5yr	0	0	0	0
<b>Debt Exclusion</b>	2,683,644	2,667,174	2,662,624	0
Barrows/Wd End(\$787k) 06-24 Apr 15	50,400	48,600	46,800	0
RMHS 04-24 Mar 15	2,621,969	2,607,719	2,605,394	0
Wood End 04-24 Apr 15	11,275	10,855	10,430	0

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview Principal	Budget FY - 2010	Request FY - 2011	Projected FY - 2012	Projected FY - 2013	Projected FY - 2014	Projected FY - 2015	Projected FY - 2016	Projected FY - 2017	Projected FY - 2018	Projected FY - 2019	Projected FY - 2020	Projected FY - 2021
	FY10: 5,705,113 approved (need 60,037) less net premium \$2960.18											
<b>Within Levy Limit</b>	2,195,000	2,595,000	2,570,000	2,345,000	1,785,000	1,765,000	1,650,000	1,635,000	1,405,000	1,110,000	1,110,000	1,105,000
<b>Issued</b>	2,195,000	2,595,000	2,570,000	2,145,000	1,585,000	1,565,000	1,450,000	1,435,000	1,405,000	1,110,000	1,110,000	1,105,000
<b>Not approved</b>	0	0	0	200,000	200,000	200,000	200,000	200,000	0	0	0	0
premium(RMHS) 04-24 Mar 15												
<b>Energy Improvements</b>	0	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	330,000
Barrows/Wd End(\$522k) 06-24 Apr 15	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Wood End 05-24	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Barrows 05-24	130,000	130,000	130,000	130,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Coolidge 02-21 Feb 15	475,000	475,000	475,000	475,000	475,000	475,000	475,000	470,000	470,000	470,000	470,000	470,000
Parker@ 09-18 Jul 01	235,000	230,000	220,000	215,000	205,000	200,000	190,000	180,000	150,000			
Joshua Eaton@ 09-14 Jul 01	65,000	50,000	40,000	25,000	15,000							
Birch Meadow@ 09-13 Jul 01	25,000	20,000	15,000	10,000								
Parker Turf (\$375k) 07-12 Nov 01	75,000	75,000	75,000	75,000								
Tennis Courts (\$485k) 08-13 Jul 01	100,000	95,000	95,000	95,000								
Downtown Impr(\$650k) 07-17 Nov 01	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000			
Police Station 02-12 Feb 01	405,000	400,000	400,000									
Ladder truck (\$800k) 09-18 Jul 01	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000			
Pumper Eng#2(\$410k) 07-12 Nov 01	85,000	80,000	80,000	80,000								
Financial Sys(\$1.1mil) 09-13 Feb 01	275,000	275,000	275,000	275,000								
Pumper Eng#1(\$525k) 10-14 Feb 01		105,000	105,000	105,000	105,000	105,000						
Cem. Garage (\$1m) 13-17 5yr				200,000	200,000	200,000	200,000	200,000				
<b>Debt Exclusion</b>	1,525,000	1,570,000	1,615,000	1,665,000	1,725,000	1,785,000	1,850,000	1,920,000	1,990,000	2,070,000	2,155,000	2,245,000
Barrows/Wd End(\$787k) 06-24 Apr 15	50,000	50,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
RMHS 04-24 Mar 15	1,465,000	1,510,000	1,560,000	1,610,000	1,670,000	1,730,000	1,795,000	1,865,000	1,935,000	2,015,000	2,100,000	2,190,000
Wood End 04-24 Apr 15	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget  
4/5/10 2:49 PM  
Debt Service Schedule

Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
\$	\$	\$	\$

**Overview**

**Principal**

Within Levy Limit	635,000	635,000	635,000	330,000
Issued	635,000	635,000	635,000	330,000
Not approved	0	0	0	0
premium(RMHS) 04-24 Mar 15				
Energy Improvements	330,000	330,000	330,000	330,000
Barrows/Wd End(\$522k) 06-24 Apr 15	30,000	30,000	30,000	
Wood End 05-24	150,000	150,000	150,000	
Barrows 05-24	125,000	125,000	125,000	
Coolidge 02-21 Feb 15				
Parker@ 09-18 Jul 01				
Joshua Eaton@ 09-14 Jul 01				
Birch Meadow@ 09-13 Jul 01				
Parker.Turf (\$375k) 07-12 Nov 01				
Tennis Courts (\$485k) 08-13 Jul 01				
Downtown Impr(\$650k) 07-17 Nov 01				
Police Station 02-12 Feb 01				
Ladder truck (\$800k) 09-18 Jul 01				
Pumper Eng#2(\$410k) 07-12 Nov 01				
Financial Sys(\$1.1mill) 09-13 Feb 01				
Pumper Eng#1(\$525k) 10-14 Feb 01				
Cam. Garage (\$1m) 13-17 5yr				
Debt Exclusion	2,340,000	2,440,000	2,550,000	0
Barrows/Wd End(\$787k) 06-24 Apr 15	45,000	45,000	45,000	
RMHS 04-24 Mar 15	2,285,000	2,385,000	2,495,000	
Wood End 04-24 Apr 15	10,000	10,000	10,000	

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget 4/5/10 2:49 PM Debt Service Schedule Overview	Budget FY - 2010	Request FY - 2011	Projected FY - 2012	Projected FY - 2013	Projected FY - 2014	Projected FY - 2015	Projected FY - 2016	Projected FY - 2017	Projected FY - 2018	Projected FY - 2019	Projected FY - 2020	Projected FY - 2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FY10: 5,705,113 approved (need 60,037) less net premium \$2960.16												
<b>Interest</b>												
<b>Within Levy Limit</b>	770,679	764,812	672,106	646,257	567,322	496,990	427,704	358,156	287,871	235,639	189,470	142,689
<b>Issued:</b>	770,679	764,812	672,106	581,257	515,322	457,990	401,704	345,156	287,871	235,639	189,470	142,689
<b>Approved not issued</b>												
<i>Not approved</i>	0	0	0	65,000	52,000	39,000	26,000	13,000	0	0	0	0
premium(RMHS) 04-24 Mar 15	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595
<b>Energy Improvements</b>	71,588	138,988	131,450	124,750	118,050	111,350	104,231	96,275	85,388	73,663	63,194	52,388
<b>Barrows/Wd End(\$522k) 06-24 Apr 15</b>	18,225	17,025	15,900	14,775	13,650	12,525	11,400	9,900	8,400	7,200	6,000	4,800
Wood End 05-24	90,863	85,913	80,663	75,263	69,713	62,963	56,213	49,463	43,463	37,463	31,463	25,313
Barrows 05-24	76,424	72,134	67,584	62,904	58,094	52,469	46,844	41,219	36,219	31,219	26,219	21,094
Coolidge 02-21 Feb 15	280,188	260,000	236,250	212,500	188,750	165,000	141,250	117,500	94,000	70,500	47,000	23,500
Parker@ 09-18 Jul 01	52,079	44,988	38,125	31,491	25,086	18,910	12,963	7,320	2,288			
Joshua Eaton@ 09-14 Jul 01	4,956	3,203	1,830	839	229							
Birch Meadow@ 09-13 Jul 01	1,754	1,068	534	153								
Parker Turf (\$375k) 07-12 Nov 01	10,219	7,125	4,219	1,406								
Tennis Courts (\$485k) 08-13 Jul 01	10,218	7,244	4,346	1,449								
Downtown Impr(\$650k) 07-17 Nov 01	22,100	19,419	16,900	14,463	12,025	9,588	7,109	4,225	1,300			
Police Station 02-12 Feb 01	57,213	40,000	20,000									
Ladder truck (\$800k) 09-18 Jul 01	20,740	18,300	15,860	13,420	10,980	8,540	6,100	3,660	1,220			
Pumper Eng#2(\$410k) 07-12 Nov 01	11,006	7,600	4,500	1,500								
Financial Sys(\$1.1mil) 09-13 Feb 01	22,000	16,500	11,000	5,500								
Pumper Eng#1(\$525k) 10-14 Feb 01	5,513	9,713	7,350	5,250	3,150	1,050						
Com. Garage (\$1m) 13-17 5yr				65,000	52,000	39,000	26,000	13,000				
<b>Debt Exclusion</b>	1,274,471	1,228,191	1,176,778	1,122,131	1,059,698	990,761	902,123	809,673	732,423	650,404	562,565	455,356
<b>Barrows/Wd End(\$787k) 06-24 Apr 15</b>	27,725	25,725	23,850	22,163	20,475	18,788	17,100	14,850	12,600	10,800	9,000	7,200
RMHS 04-24 Mar 15	1,240,688	1,196,738	1,149,550	1,094,950	1,034,575	967,775	881,275	791,525	716,925	637,106	551,468	446,469
Wood End 04-24 Apr 15	6,058	5,728	5,378	5,018	4,648	4,198	3,748	3,298	2,898	2,498	2,098	1,688

**Debt Service Schedule  
FY09-FY25**

Town of Reading FY - 2010 Budget  
4/5/10 2:49 PM

	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
	<b>FY - 2022</b>	<b>FY - 2023</b>	<b>FY - 2024</b>	<b>FY - 2025</b>
<b>Debt Service Schedule</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**Overview  
Interest**

<b>Within Levy Limit</b>		<b>95,714</b>	<b>71,620</b>	<b>46,976</b>	<b>6,188</b>
<b>Issued</b>		<b>95,714</b>	<b>71,620</b>	<b>46,976</b>	<b>6,188</b>
<b>Approved-not issued</b>					
<i>Not approved</i>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
premium(RMHS)	04-24 Mar 15	15,595	15,595	15,595	
Energy Improvements		41,456	30,113	18,356	6,188
Barrows/Wd End(\$522k)	06-24 Apr 15	3,600	2,400	1,200	
Wood End	05-24	19,125	12,825	6,450	
Barrows	05-24	15,938	10,688	5,375	
Coolidge	02-21 Feb 15				
Parker@	09-18 Jul 01				
Joshua Eaton@	09-14 Jul 01				
Birch Meadow@	09-13 Jul 01				
Parker Turf (\$375k)	07-12 Nov 01				
Tennis Courts (\$485k)	08-13 Jul 01				
Downtown Impr(\$650k)	07-17 Nov 01				
Police Station	02-12 Feb 01				
Ladder truck (\$800k)	09-18 Jul 01				
Pumper Eng#2(\$410k)	07-12 Nov 01				
Financial Sys(\$1.1mil)	09-13 Feb 01				
Pumper Eng#1(\$525k)	10-14 Feb 01				
Cem. Garage (\$1m)	13-17 5yr				
<b>Debt Exclusion</b>		<b>343,644</b>	<b>227,174</b>	<b>112,624</b>	<b>0</b>
Barrows/Wd End(\$787k)	06-24 Apr 15	5,400	3,600	1,800	
RMHS	04-24 Mar 15	336,969	222,719	110,394	
Wood End	04-24 Apr 15	1,275	855	430	

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TOWN OF READING, MA

04/05/2010 14:48  
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TOWN OF READING  
FY 2010 TOWN SPECIAL REVENUE FUNDS AND  
FY2010 TOWN GRANTS ACTIVITY

PG 1  
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FOR 2010 09

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
<b>0010 FEDERAL GRANTS</b>							
2060 CITIZEN CORP (FEMA)	270	.00	270.00	.00	.00	270.00	.0%
2090 FEDERAL HWY SAFETY GRANT	11,400	-1,400.00	10,000.00	2,958.22	.00	7,041.78	29.6%
2100 FGRT-SECURE SCHOOLS(COPS)	22,675	-2,057.08	20,617.51	20,617.51	.00	.00	100.0%
2110 FEDERAL GRANT - VESTS	398	.00	397.50	.00	.00	397.50	.0%
2120 FED GRT RCASA	99,987	320.00	100,307.00	44,460.86	4,300.00	51,546.14	48.6%
2150 FGRT BARE MEADOW TRAIL	16,539	.00	16,539.00	1,713.37	.00	14,825.63	10.4%
2220 FGRT FIRE OVERTIME REIMBUR	1,748	8,077.67	9,826.07	6,120.63	.00	3,705.44	62.3%
TOTAL FEDERAL GRANTS	153,016	4,940.59	157,957.08	75,870.59	4,300.00	77,786.49	50.8%
<b>0011 ARRA FEDERAL STIMULUS GRANTS</b>							
2200 ARRAGRT SUMMER YTH EMPLMNT	4,700	.00	4,700.00	4,700.00	.00	.00	100.0%
TOTAL ARRA FEDERAL STIMULUS GR	4,700	.00	4,700.00	4,700.00	.00	.00	100.0%
<b>0020 STATE GRANTS</b>							
3010 SETB PSAP TRAINING GRANT	0	8,135.00	8,135.00	8,135.00	.00	.00	100.0%
3030 MAPC BIKE RACK GRANT	3,612	.00	3,612.00	3,309.50	.00	302.50	91.6%
3040 STATE GRANT S.A.F.E.	2,392	2,508.00	4,900.00	.00	.00	4,900.00	.0%
3080 MASS TECH COLL-WASTE TO EN	14,977	.00	14,976.59	.00	.00	14,976.59	.0%
3090 ELDER AFFAIRS GRANT	0	30,051.00	30,051.00	25,903.70	.00	4,147.30	86.2%
3130 LIBRARY - STATE GRANTS	0	64,289.32	64,289.32	64,289.32	.00	.00	100.0%
3131 LIBRARY STATE AID	0	76,130.89	76,130.89	369.39	.00	75,761.50	.5%
3140 STATE GRANT - VESTS	398	.00	397.50	.00	.00	397.50	.0%
3160 CULTURAL COUNCIL	4,770	.00	4,770.00	.00	.00	4,770.00	.0%
3210 SGRT EXTENDED POLLINE HOUR	10,344	.00	10,344.00	.00	.00	10,344.00	.0%
3220 SETB PSAB OPERATIONS GRANT	49,684	.00	49,684.00	41,465.00	6,498.08	1,720.92	96.5%
TOTAL STATE GRANTS	86,176	181,114.21	267,290.30	143,471.91	6,498.08	117,320.31	56.1%
<b>0030 REVOLVING FUNDS</b>							

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TOWN OF READING, MA

04/05/2010 14:48  
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TOWN OF READING  
FY 2010 TOWN SPECIAL REVENUE FUNDS AND  
FY2010 TOWN GRANTS ACTIVITY

PG 2  
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FOR 2010 09

0030	REVOLVING FUNDS	ORIGINAL APPROP	TRANSFRS/ ADJUSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
4030	POLICE - SPECIAL DETAIL	-102,443	546,378.99	443,936.47	452,909.06	.00	-8,972.59	102.0%
4040	POLICE - DRUG ENFORCEMENT	27,564	.00	27,564.17	.00	.00	27,564.17	.0%
4050	INS RESTITUTION UNDER \$20K	0	77,010.25	77,010.25	24,267.33	.00	52,742.92	31.5%
4060	DESIGN REVIEW FEES	503	1.59	504.24	.00	.00	504.24	.0%
4080	SUNSET ROCK DEVELOPMENT	6,308	5,000.00	11,308.20	.00	.00	11,308.20	.0%
	TOTAL REVOLVING FUNDS	-68,068	628,390.83	560,323.33	477,176.39	.00	83,146.94	85.2%
0031	VOTED REVOLVING FUNDS							
4200	INSPECTION PERMIT REVOLVIN	126,122	915.00	127,036.80	121,657.36	.00	5,379.44	95.8%
4220	TRAIL MAINT MAPLEWOOD DONA	9,707	.00	9,707.00	1,663.08	.00	8,043.92	17.1%
4222	LIBRARY FINES REVOLVING FU	5,477	6,857.50	12,334.73	3,171.54	20.00	9,143.19	25.9%
4240	COMPOST BINS	529	.00	529.12	.00	521.00	8.12	98.5%
4250	PUBLIC HEALTH CLINICS	55,314	11,268.45	66,582.42	15,098.30	821.45	50,662.67	23.9%
	TOTAL VOTED REVOLVING FUNDS	197,149	19,040.95	216,190.07	141,590.28	1,362.45	73,237.34	66.1%
0032	REVLOVING FUND - MAJOR							
4020	RECREATION - SELF SUPPORTI	209,002	322,225.79	531,228.11	478,789.08	4,524.00	47,915.03	91.0%
	TOTAL REVLOVING FUND - MAJOR	209,002	322,225.79	531,228.11	478,789.08	4,524.00	47,915.03	91.0%
0039	SPECIAL REVENUE FUNDS-MAJOR							
3170	SGRT - TITLE V (SEPTIC)	10,858	444.00	11,301.67	2,330.20	.00	8,971.47	20.6%
	TOTAL SPECIAL REVENUE FUNDS-MA	10,858	444.00	11,301.67	2,330.20	.00	8,971.47	20.6%
0040	RECEIPTS RESVD APPROPRIATION							
4090	ADAMS WAY PERFORMANCE DEPO	4,275	.00	4,275.00	.00	.00	4,275.00	.0%
4110	WETLAND PROTECTION FEES	9,240	2,302.50	11,542.24	6,000.00	.00	5,542.24	52.0%
4610	SALE OF REAL ESTATE	1,704,286	5,919.07	1,710,205.47	325,000.00	.00	1,385,205.47	19.0%
4620	AFFORDABLE HOUSING FUND	362,921	1,316.10	364,236.86	.00	.00	364,236.86	.0%

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TOWN OF READING, MA

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TOWN OF READING  
FY 2010 TOWN SPECIAL REVENUE FUNDS AND  
FY2010 TOWN GRANTS ACTIVITY

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FOR 2010 09

	ORIGINAL APPROP	TRANSFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
4625 INSURANCE/RESTITUTION FUND	720,644	73,255.37	793,899.34	719,891.00	.00	74,008.34	90.7%
4630 WALKERS BROOK MITIGATION F	72	.00	71.68	.00	.00	71.68	.0%
4650 SALE OF CEMETARY LOTS	127,119	36,630.00	163,749.14	25,000.00	.00	138,749.14	15.3%
TOTAL RECEIPTS RESVD APPROPRIA	2,928,557	119,423.04	3,047,979.73	1,075,891.00	.00	1,972,088.73	35.3%
<b>0050 GIFTS &amp; DONATIONS</b>							
4703 DONATION-SIGNS	2,861	1,870.00	4,730.90	.00	.00	4,730.90	.0%
4704 DONATIONS - CEMETERY	56	.00	56.00	.00	.00	56.00	.0%
4705 DONATIONS ELDER SERVICES	12,488	4,700.09	17,188.34	1,317.38	.00	15,870.96	7.7%
4706 MYSTIC VALLEY GRANT	1,866	1,947.75	3,813.55	.00	.00	3,813.55	.0%
4708 DONATIONS - S.A.F.E.	980	50.00	1,030.44	.00	.00	1,030.44	.0%
4709 FIRE DEPT DONATIONS	1,000	1,000.00	2,000.00	796.85	.00	1,203.15	39.8%
4711 DONATIONS - BENCHES	96	.00	96.00	.00	.00	96.00	.0%
4712 CITIES FOR CLIMATE CONTROL	158	.00	157.64	.00	.00	157.64	.0%
4713 DONATIONS - HISTORIC COMM	2,485	121.60	2,606.19	1,600.00	.00	1,006.19	61.4%
4714 HUMAN SERVICES DONATIONS	8,424	.00	8,423.87	1,588.02	.00	6,835.85	18.9%
4716 LIBRARY - DONATIONS	83,676	21,018.92	104,695.04	12,542.08	.00	92,152.96	12.0%
4718 BANCROFT TOT-LOT FUND	930	.00	929.76	.00	.00	929.76	.0%
4719 FRIENDS OF HUNT PARK	682	.00	682.00	60.98	.00	621.02	8.9%
4720 POLICE DONATIONS ACCOUNT	1,625	500.00	2,125.00	.00	.00	2,125.00	.0%
4727 MEDICAL FOUNDATION GRANT	0	7,365.74	7,365.74	4,902.98	133.88	2,328.88	68.4%
4728 COMMUNITY SVC DEPT DONATIO	0	1,895.00	1,895.00	1,595.00	.00	300.00	84.2%
4729 MEMORIAL PARK DONATIONS	0	582,596.00	582,596.00	.00	.00	582,596.00	.0%
TOTAL GIFTS & DONATIONS	117,326	623,065.10	740,391.47	24,403.29	133.88	715,854.30	3.3%
GRAND TOTAL	3,638,717	1,898,644.51	5,537,361.76	2,424,222.74	16,818.41	3,096,320.61	44.1%

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TOWN OF READING, MA

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TOWN OF READING  
SCHOOL FY10 GRANTS AND  
FY10 SPECIAL REVENUE FUND ACTIVITY

FOR 2010 13

	ORIGINAL APPROP	TRANSFERS/ ADJUSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
<b>0010 FEDERAL GRANTS</b>							
2510 TITLE I ( #305)	92,203	.00	92,203.00	49,060.33	220.00	42,922.67	53.4%
2530 DRUG FREE ( #331)	9,976	.00	9,976.00	2,264.32	.00	7,711.68	22.7%
2540 EARLY CHILDHOOD ( #262)	16,854	.00	16,854.00	8,626.76	.00	8,227.24	51.2%
2560 U.S. HISTORY GRANT (84.115)	602,096	.00	602,096.32	580,726.99	.00	21,369.33	96.5%
2570 P.L.94-142 ( #240)	911,974	.00	911,974.00	542,012.92	.00	369,961.08	59.4%
2580 PHYS ED (PEP) GRANT	9,235	.00	9,234.98	9,234.98	.00	.00	100.0%
2590 TEACHER QUALITY ( #140)	68,210	.00	68,210.00	17,255.54	7,393.00	43,561.46	36.1%
2610 ED THROUGH TECH ( #160)	1,657	.00	1,657.00	.00	.00	1,657.00	.0%
2620 FGRT SCHOOL READINESS	23,306	72,650.00	95,955.74	95,124.85	.00	830.89	99.1%
2690 TEACHING AMERICAN HISTORY	999,818	.00	999,818.00	94,948.36	.00	904,869.64	9.5%
TOTAL FEDERAL GRANTS	2,735,329	72,650.00	2,807,979.04	1,399,255.05	7,613.00	1,401,110.99	50.1%
<b>0011 ARRA FEDERAL STIMULUS GRANTS</b>							
2640 FGRT ARRA IDEA STIMULUS FU	583,870	-10,939.00	572,931.00	420,296.22	3,700.79	148,933.99	74.0%
2650 FGRT ARRA IDEA EARLY CHILD	21,386	.00	21,385.60	9,331.75	.00	12,053.85	43.6%
TOTAL ARRA FEDERAL STIMULUS GR	605,256	-10,939.00	594,316.60	429,627.97	3,700.79	160,987.84	72.9%
<b>0020 STATE GRANTS</b>							
3510 METCO ( #317)	341,866	.00	341,866.00	196,197.91	.00	145,668.09	57.4%
3530 ACADEMIC SUPPORT ( #632)	11,300	.00	11,300.00	3,914.51	.00	7,385.49	34.6%
3540 SGRT- CIRCUIT BREAKER	884,588	.00	884,588.00	196,330.67	5,134.52	683,122.81	22.8%
3550 EXPANDED LEARNING TIME GRA	.0	.00	.00	-285.36	.00	285.36	100.0%
TOTAL STATE GRANTS	1,237,754	.00	1,237,754.00	396,157.73	5,134.52	836,461.75	32.4%
<b>0030 REVOLVING FUNDS</b>							
4325 GUIDANCE REVOLVING FUND	0	30,907.07	30,907.07	970.00	1,112.00	28,825.07	6.7%
4330 SCHOOL TRANSPORTATION	684	52,617.00	53,301.00	52,946.00	.00	355.00	99.3%
4350 DRAMA ACTIVITIES HIGHSCHOO	59,372	62,856.57	122,228.17	44,416.87	4,685.00	73,126.30	40.2%

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TOWN OF READING  
SCHOOL FY10 GRANTS AND  
FY10 SPECIAL REVENUE FUND ACTIVITY

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FOR 2010 13

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
4360 DRAMA ACTIVITIES (PARKER)	9,012	15,494.50	24,506.76	10,058.62	.00	14,448.14	41.0%
4370 PARKER AFTER SCHOOL ACTIVI	8,465	9,412.45	17,877.40	13,339.36	29.00	4,509.04	74.8%
4380 DRAMA ACTIVITIES COOLIDGE	19,454	25,144.91	44,598.54	18,025.38	1,004.00	25,569.16	42.7%
4400 SUMMER SCHOOL PROGRAM	48,052	13,654.07	61,705.70	16,515.64	.00	45,190.06	26.8%
4410 RISE PRESCHOOL PROGRAM	269,254	89,119.90	358,373.98	5,392.21	562.72	352,419.05	1.7%
4420 USE OF SCHOOL PROPERTY	160,383	123,245.06	283,628.08	112,711.11	1,211.06	169,705.91	40.2%
4430 TUITION (SPED PROGRAM)	306,474	107,768.18	414,242.19	31,901.52	.00	382,340.67	7.7%
4440 ALL-DAY KINDERGARTEN PROGR	449,583	372,166.50	821,749.97	6,499.54	.00	815,250.43	.8%
4450 LOST BOOKS	6,298	710.00	7,008.34	12.86	11.46	6,984.02	.3%
TOTAL REVOLVING FUNDS	1,337,031	903,096.21	2,240,127.20	312,789.11	8,615.24	1,918,722.85	14.3%
0032 REVLOVING FUND - MAJOR							
4320 ATHLETIC ACTIVITIES	178,869	226,653.92	405,522.82	11,760.76	.00	393,762.06	2.9%
TOTAL REVLOVING FUND - MAJOR	178,869	226,653.92	405,522.82	11,760.76	.00	393,762.06	2.9%
0039 SPECIAL REVENUE FUNDS-MAJOR							
4310 SCHOOL LUNCH PROGRAM	84,816	847,473.47	932,289.40	787,983.33	287.54	144,018.53	84.6%
4390 ADULT EDUCATION PROGRAM	26,942	70,918.60	97,860.79	63,918.79	.00	33,942.00	65.3%
TOTAL SPECIAL REVENUE FUNDS-MA	111,758	918,392.07	1,030,150.19	851,902.12	287.54	177,960.53	82.7%
0050 GIFTS & DONATIONS							
4751 JOSHUA EATON DONATION ACCO	8,856	774.18	9,630.47	.00	.00	9,630.47	.0%
4752 HIGH SCHOOL DONATIONS	0	.00	.00	.00	.00	.00	.0%
4753 WOOD END PLAYGROUND-DONATI	0	830.28	830.28	630.28	.00	200.00	75.9%
4754 DONATION - SCIENCE (ELEM)	3,520	.00	3,519.63	-2,250.00	2,939.30	2,830.33	19.6%
4755 BURNS FOUNDATION (COOLIDGE	6,957	.00	6,957.28	1,103.00	.00	5,854.28	15.9%
4756 PARKER SCHL JUMP&GO BC/BS	3,305	.00	3,304.95	46.37	.00	3,258.58	1.4%
4757 INTEL FOUNDATION (COOLIDGE	-750	.00	-750.00	.00	.00	-750.00	.0%
4790 GIFT SCHOOL DISTRICT WIDE	0	.00	.00	297.14	.00	-297.14	100.0%
4791 BARROWS DONATION FUND	0	.00	.00	200.00	.00	-200.00	100.0%
4792 BIRCH DONATION FUND	0	.00	.00	2,501.01	804.72	-3,305.73	100.0%
4793 EATON DONATION FUND	0	.00	.00	835.00	215.31	-1,050.31	100.0%

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TOWN OF READING, MA

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TOWN OF READING  
SCHOOL FY10 GRANTS AND  
FY10 SPECIAL REVENUE FUND ACTIVITY

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FOR 2010 13

	ORIGINAL APPROP	TRANSFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
4794 KILLAM DONATION FUND	0	.00	.00	260.00	659.67	-919.67	100.0%
4795 WOOD END DONATION FUND	698	624.92	1,322.62	824.92	749.76	-252.06	119.1%
4797 PARKER DONATION FUND	0	.00	.00	100.78	39.35	-140.13	100.0%
4798 HIGH SCHOOL DONATION FUND	0	.00	.00	828.14	7,736.96	-8,565.10	100.0%
4799 SPECIAL ED GIFTS & DONATIO	0	.00	.00	3,765.00	.00	-3,765.00	100.0%
TOTAL GIFTS & DONATIONS	22,586	2,229.38	24,815.23	9,141.64	13,145.07	2,528.52	89.8%
GRAND TOTAL	6,228,583	2,112,082.58	8,340,665.08	3,410,634.38	38,496.16	4,891,534.54	41.4%

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**Town of Reading, Massachusetts  
Encumbrances**

	Balance 01-Jul-09	Balance 31-Mar-10
	\$	\$
<b>General government:</b>		
<b>Town Manager:</b>		
Expenses	2,174	—
<b>Board of Health</b>		
Expenses	1,210	6
<b>Finance:</b>		
Expenses	7,825	4,779
<b>Technology:</b>		
Expenses	94,171	—
<b>Elections &amp; Registration:</b>		
Expenses	1,861	—
<b>Police:</b>		
Expenses	16,409	—
<b>Fire:</b>		
Capital	2,630	—
Expenses	4,377	—
<b>Dispatchers:</b>		
Expenses	2,389	—
<b>School department:</b>		
Salaries		
Expenses	775,315	6,388
<b>DPW Engineering</b>		
Capital	14,035	—
<b>Highway and equipment</b>		
Expenses	5,073	405
Capital	269,219	65
<b>Waste Collection</b>		
Expenses	6,588	—
<b>Recreation:</b>		
Capital	2,368	—
<b>Parks and Forestry</b>		
Expenses	2,500	1,262
<b>General government totals</b>	<u>1,208,144</u>	<u>12,905</u>
<b>Enterprise funds:</b>		
<b>Water fund:</b>		
Expenses	23,576	263
Capital	298,414	354,182
<b>Sewer fund:</b>		
Expenses	17,500	—
Capital	408,453	289,587
<b>Storm Water fund:</b>		
Expenses		
Capital	609,478	599,683
<b>Enterprise funds totals</b>	<u>1,357,421</u>	<u>1,243,715</u>
<b>Total</b>	<u>2,565,565</u>	<u>1,256,620</u>