

TO: Finance Committee  
From: Peter I. Hechenbleikner, Town Manager  
Date: Tuesday, April 12, 2011  
Re: Town Manager's Proposed 2012 Budget

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## PARTNERSHIPS FOR PROGRESS

I am transmitting with this memo my proposed FY 2012 municipal budget, as well as additional recommended actions for the Board of Selectmen to consider which will make the implementation of this budget, and an economic recovery through economic development, easier to accomplish.

This budget is the most difficult one that I have had to prepare in my 35 years in public administration working for local government in several communities in 2 states. The circumstances that lead us to this situation are not of the Town's making. The staff, Board of Selectmen, School Committee, FINCOM, volunteers, and Town Meeting have all been diligent in ensuring that residents and taxpayers of this community get great value for their local tax dollars.

The national and international financial crisis that began in 2008 – alleged to be the worst since the Great Depression of 1929 - is beginning to abate, and there are signs of hope. But many of the

short term "fixes" put in place during the very darkest days of that financial crisis, are now expiring – namely the massive amounts of

Federal stimulus dollars that flowed to the State to bolster state aid, and some amounts that came directly to cities and towns and/or through the State to our local government.

In spite of improving revenues during the current fiscal year to date, the Commonwealth of Massachusetts faces a \$1.5 billion to \$2.5 billion shortfall for Fiscal Year 2012. All involved in State government, from the Governor, to the legislature, to State staff, agree that this gap cannot be closed without reductions in state aid, and so we have assumed for purposes of this budget that we will see a 10% reduction in state aid – over \$1.5 million dollars.

In addition to less expected state aid in 2012, many of our local revenues are flat or decreasing.

- Excise taxes are projected to increase slightly,
- Low interest rates (a good thing for many reasons) keep our income from investments at a low level.
- Development permit fees are still lagging, and when they do increase for proposed large new development like the Oaktree development and the Pulte development at the Addison Wesley

Pearson site, we cannot become dependent on these non-recurring revenues to support our general operating budget – that would not be fiscally prudent.

How do we continue to provide essential services to our community given the situation in which we find ourselves?

- We use some appropriate and prudent levels of cash reserves – this budget assumes the use of \$1.5 million. The Town cannot afford to replicate this level in the long run but using that amount of reserves for this fiscal year is appropriate;
- We make some very difficult decisions in establishing priorities for what services the local government provides, and how we provide them;
- We make our services as efficient as possible through partnerships with other communities involving shared or regional service provision as appropriate;
- We ask our residents and property owners to share a portion of the responsibility for some services in partnership with their community, as we have successfully done with our new recycling and rubbish program;
- We ask for shared sacrifice by employees, elected and appointed officials, and residents of the community during this difficult time;
- We reduce our expectations as a community regarding the retention of some services, the provision of new services, and the speed with which the Town may be able to respond to some requests for services;
- We retain hope for better days in which we may be able to further improve the services that Town government provides to the residents of the Town of Reading.

This budget, and additional actions recommended to the Board of Selectmen for consideration depend on retaining the many strong partnerships that exist currently, largely among all of the Departments of the Town including the School Department and Reading Municipal Light Department, as well as our partnerships with our residents in many endeavors. It also anticipates our strengthening some of those existing partnerships, and expanding partnerships with one or some of our neighboring communities. To that end we have had talks with Administrators/Managers of neighboring communities, and the outlook of working with them is promising.

In addressing difficult issues such as those that we currently face, it is helpful to remind ourselves of some guiding principles based upon which we can make very difficult decisions. The following principles were used to evaluate budget alternatives in FY 2012:

#### Principles of Budget Decision Making

The budget and financial plan for the Town of Reading for 2012 must be:

##### General Principles:

- Sustainable – based on estimated revenues for FY 2012 and beyond; no gimmicks;
- Realistic – we need to make sure that we are not recommending a budget that we know is not realistic based on experience;
- Deal with employees equitably across municipal government and the School Department;
- Recognize "common practice" as well as "best practice" in determining the levels of services that the Town can sustain;
- Focus on work production and direct customer service;
- Simplify and streamline regulations and administrative processes and procedures;
- Reduce or eliminate regulation that the community does not have the resources to administer;
- Move towards short and long range efficiencies, regional opportunities, organizational changes, and outsourcing of services;
- Partner with residents and property owners to accomplish important municipal functions;

##### Specific Principles

- Preserve Public Health and Public Safety services at a high level;
- Prioritize Education as a community priority;
- Maintain appropriate levels of local services to assist those in need during difficult economic times;
- Retain the Town's strong financial position;
- Maintain the Town's ability to emerge from the current economic circumstances in a strong position (Economic Development);

## Highlights of Major Budget Proposals

Since the presentation of the proposed FY 2012 budget to the Board of Selectmen in January, the Town has learned that its health insurance renewals for coverage of Town employees and retirees will have a premium increase of 13.5%. This translates to an increase of \$400,000 over the previously projected health insurance budget. Because of major changes in the program three years ago which resulted in significant decreases in premiums, the overall increase over the past 5 years has been approximately 5.5% a year (about half of this is due to increased enrollment due to families losing spouse's coverage). Proposed additional changes in the program in FY 2012 subject to collective bargaining would reduce the shortfall to approximately \$150,000, which would be absorbed by the Municipal and School budgets according to their respective operating budgets – roughly a 1/3 – 2/3 split. The proposed budgets reflect that additional level of reduction.

- Overall budget reduction of 0.9%, with the range for municipal departments being -10.0% to +2.8%:

### Administration -1.9%

- √ Eliminate PT Administrative Secretary (share services with Community Services)

### Accounting +0.5% and Finance -6.3%

- √ Eliminate seasonal Appraiser in Assessment Division
- Reduce clerical position 5.5 hours per week
- Reorganize the Technology Division to reflect recent changes in out financial and other systems
- Reduce OT – use compensatory time when projects arise
- Reduce Banking Services – staff is scanning bills which reduces lock box expenses
- Reduce Technology expenses – increases PC replacement to 4 years from 3 years
- Eliminate revaluation expenses
- Fewer elections

### Community Services -10.0%

- √ Reduce hours of Plumbing and Gas and Wiring inspectors to 16 hours per week from 20, and consider establishing this as a joint or regional program
- Reduce Health Administrator to ½ time, and attempt to contract with another community for shared services
- Reduce Elder/Human Services Administrator to ½ time, and attempt to contract with another community for shared services
- Reduce Conservation Administrator to ½ time, and attempt to contract with another community for shared services
- Eliminate Permits and Licensing Coordinator position
- √ Administrative Assistant picks up part of the work from Administration due to elimination of Administrative Secretary
- Add an additional part time clerk (if needed) to ensure customer service and to assist in new technology systems

### Library +0.5%

- Maintain current staffing levels and hours of service
- Reduce materials budget but supplement with other sources of revenue

### Public Works -1.2%

- Eliminate one seasonal worker (Parks)
- Shift an engineer from a tax supported position to a Stormwater Enterprise supported position, due to increased NPDES requirements
- Shift contracted street sweeping from DPW highway expense to DPW snow and ice expense – increase snow and ice by \$40,000 (net \$25,000 increase)
- Reduce Recreation OT by \$1,500
- Adequately fund expenses versus historic levels (highway equipment maintenance)

### Public Safety +2.8%

- Maintain Public Safety staffing levels
- Fully utilize STEB grant in Dispatch
- More appropriately fund Public Safety overtime

#### Schools including School Facilities - 1.4%

- The School budget anticipates using increased Special Needs Circuit Breaker funding to offset some of the reductions that would have to be made otherwise. The increase in these funds, which are available directly to the School Department without appropriation by Town Meeting, is included in the Governor's proposed budget. If this increase from 40% reimbursement to 60% reimbursement is not approved as part of the State's 2012 budget, the School Department will need to make up any shortfall (estimated at \$218,000) internally within its budget, without additional municipal funds
- School Facilities expenses are expected to decline significantly as energy savings from the Performance Contracting project are already being realized

#### Town Facilities (-5.5%)

- Town Facilities expenses are also expected to decline significantly from the Performance Contracting project

#### Debt and Capital

- Continue to fund at 5% of net operating revenue, reflecting continued investment in the infrastructure of the community.

#### Proposed additional actions

The following additional actions are recommended over the next 6 to 12 months for the Board of Selectmen's consideration. In general, these actions will simplify and/or reduce regulation, make shared or regional efforts more feasible, and advance efficiency and effectiveness of Town government as a customer driven organization.

#### Regionalization

- Secure another community or communities to partner with Reading on tax assessment, plumbing and gas inspection, wiring inspection, conservation administration, elder/human services administration and public health administration

#### Legislative Action

- Rescind the underground Petroleum Storage Bylaw – State regulations have advanced to the point where the local bylaw is not necessary
- Roll back the demolition delay in the historical Demolition Delay Bylaw to 6 months
- Propose a bylaw amendment at the Annual Town Meeting requiring property owners to clear their own sidewalks of snow and ice
  
- Amend the Charter to have the Board of Assessors as an appointed rather than an elected Board, and return the appointment of assessment staff to the Town Manager
- Amend Zoning bylaws and or CPDC regulations to limit and streamline Site Plan Review requirements. This could be accomplished by increasing the threshold requirements for Site Plan Review, creating a bi-level review process that expedites small projects, adding a simplified waiver process, and allowing administrative reviews by the Town Planner where there are no impacts to the community on traffic, parking, or infrastructure.
- Amend the Bylaw on outdoor loudspeakers to allow their use where the sound cannot be heard beyond the property lines or in a public way.
- Amend the Zoning Map and Zoning Bylaw to have zoning district boundaries on South Main Street follow property lines as closely as practical, with appropriate protection to abutters
- Adopt 43D expedited permit for appropriate locations within the community, including the industrial areas off of Ash Street behind the RMLD.

#### Administrative action

- Implement the new CAMA system in the Assessor's office ASAP,
- ✓ Complete the procurement process for the Licensing and Permitting (L&P) software and necessary hardware

- Establish a policy by the Board of Selectmen regarding the responsibilities of the Trust Fund Commissioners, and delegate to the Division of Elder/Human Services the administration (not the fiduciary management) of the Hospital Trust Funds
- Establish a policy of "carry in – carry out" for rubbish in parks, school grounds, and the common

These are challenging times. This proposed budget and additional actions are challenging ideas. Reading has long been a leader in innovation in local government. The community has hired and developed strong, intelligent, hardworking, and creative staff as exemplified by our Department Heads. Reading is known for its hardworking and dedicated volunteers inside and outside of government. We need to harness these assets and move this community forward to a new era in our local government. The proposed changes will be the greatest changes in our local government since the passage of the Reading Home Rule Charter almost exactly 25 years ago. I believe that this community is receptive to these changes for the good of this community in the long term. We look forward to working with the Board of Selectmen, our paid staff and volunteers, the FINCOM, and Town Meeting as this budget is reviewed.

Peter I. Hechenbleikner  
Town Manager

Bob LeLacheur  
Assistant Town Manager / Finance Director

## **FY 2012 REVENUES**

The following are the highlights of the estimated revenues for FY12:

**Property Taxes** – The FY 2012 tax levy includes a 2.5% increase over the combined FY 2011 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 was decreased in FY11.

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)**

<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>
363	553	556	549	843	732	495

**Local Revenues from sources other than property taxes** – In the past, we used very 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 somewhat conservative.

**MOTOR VEHICLE EXCISE** – We will forecast a slight increase to excise taxes in FY12 as FY11 revenues are slightly exceeding forecasts. A few years ago we were projecting over \$3 million, but next year we see only \$2.5 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 over 5% interest rates. Unfortunately, since September 2008 interest rates have steeply declined. We are currently earning 0.3% to 1.5% therefore we are estimating interest revenues to remain flat next year.

**Intergovernmental Revenue** – We have used a figure for state aid in FY12 that is below that of the Governor’s budget released in January 2011. Based on an analysis of this Governor’s past forecasts when compared to the final figures from the legislature, we believe it is imprudent to forecast any more state aid until a possible early-aid resolution is announced by the House & Senate in mid-March. No further federal funding is available for FY12 so we have removed that source of revenue.

**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. We would prefer to reduce this figure to \$275,000 but have level funded it from FY11.

The earnings distribution from the Light Department has been increased based on the CPI through December 2010.

The Board of Assessors estimates the overlay surplus at \$150,000.

A very high figure of \$1.5 million is being used from free cash in order to balance the FY2012 budget because of the sharp forecasted

drop in state aid. If the state aid figure does improve it would be very desirable to use less free cash in balancing the FY12 budget. In FY10 we needed very little free cash at year end to balance our spending, but in FY11 we already know that snow & ice costs are over \$0.5 million over budget, and there is no known large surplus in over-budgeted accounts that is available to balance this figure.

**Status of Reserves (000’s)**

	Balance July 1 2010	Used FY2011	Proposed FY2012	Estimated June 2011 Balance
Free Cash Surplus	4,953	(317)	(1,500)	3,136
Sale of Real Estate	1,386	(385)	(300)	701
Stabilization Funds				
General	1,524	0	0	1,524
Smart Growth	700	0	0	700
Buyback	15	(6)	25	34
Fincom Reserve	150	0	0	150

**Summary of Revenues** – The total FY12 estimated revenues for general government will be \$75.4 million, a 0.22% increase from FY11. Without the use of free cash in either year, revenues would have been \$74.0 million in FY11 and are forecast to decline to \$73.9 million in FY12. Over the last twenty years, annual increases in revenues have averaged between +3.0% and +3.5%. Decreases in revenues are unusual and present a challenge for long-term planning.

Past prudent budgeting has built up a nice free cash balance which is helpful during these economic times. However, the projected use in FY12 looks to be the high water mark in terms of affordability, and we will need to carefully wean ourselves off this bad habit of free cash for non-emergencies in the coming couple of years as reserves dwindle.

**Town of Reading  
Budget Summary**  
3/20/11 12:06 PM

No.	Current FY - 2011	One Year Changes FY - 2011	Projected FY - 2012	One Year Changes FY - 2012	Projected FY - 2013	One Year Changes FY - 2013	
<b>Revenues</b>							
<b>A</b>	<b>General Fund Revenues</b>						
A1	Total Property Taxes	51,197,542	3.3%	52,648,402	2.8%	54,134,769	2.8%
A2	Total Other Local Revenues	5,259,000	-9.5%	5,351,000	1.7%	5,351,000	0.0%
A3	Total Intergov't Revenues	13,305,344	-1.3%	11,712,036	-12.0%	11,712,036	0.0%
A4	Total Transfers & Available	4,259,381	-1.2%	4,252,096	-0.2%	4,246,215	-0.1%
<b>A98</b>	<b>Revenues before Free Cash</b>	<b>\$ 74,021,267</b>		<b>\$73,963,534</b>	<b>-0.1%</b>	<b>\$75,444,021</b>	<b>2.0%</b>
A5	Free Cash	1,253,000	0.0%	1,500,000	19.7%	1,000,000	-33.3%
<b>A99</b>	<b>Net Available Revenues</b>	<b>\$ 75,274,267</b>		<b>\$75,463,534</b>	<b>0.3%</b>	<b>\$76,444,021</b>	<b>1.3%</b>
<b>Town of Reading Revenues - Details</b>							
No.	Current FY - 2011	One Year Changes FY - 2011	Projected FY - 2012	One Year Changes FY - 2012	Projected FY - 2013	One Year Changes FY - 2013	
<b>Property Taxes</b>							
	Tax levy (within levy limit)	49,274,826	3.7%	50,878,533	3.3%	52,406,747	3.0%
	New Growth	362,768	-34.4%	250,000	-31.1%	250,000	0.0%
	Tax levy (debt exclusion)	2,086,631	-1.0%	2,059,719	-1.3%	2,031,369	-1.4%
	Abatements and exemptions	(526,683)	-17.5%	(539,850)	2.5%	(553,346)	2.5%
<b>A1</b>	<b>Total Property Taxes</b>	<b>51,197,542</b>	<b>3.3%</b>	<b>52,648,402</b>	<b>2.8%</b>	<b>54,134,769</b>	<b>2.8%</b>
<b>Other Local Revenues</b>							
	Motor Vehicle Excise	2,450,000	-2.0%	2,500,000	2.0%	2,500,000	0.0%
	Meals Tax	140,000	100.0%	150,000	7.1%	150,000	0.0%
	Penalties/interest on taxes	145,000	-16.8%	145,000	0.0%	145,000	0.0%
	Payments in lieu of taxes	315,000	8.7%	315,000	0.0%	315,000	0.0%
	Charges for services	1,450,000	-6.7%	1,475,000	1.7%	1,475,000	0.0%
	Licenses & permits	156,000	18.9%	156,000	0.0%	156,000	0.0%
	Special Assessments	3,000	-4.8%	10,000	233.3%	10,000	0.0%
	Fines	130,000	-17.5%	130,000	0.0%	130,000	0.0%
	Interest Earnings	400,000	-33.3%	400,000	0.0%	400,000	0.0%
	Medicaid Reimbursement	70,000	-82.5%	70,000	0.0%	70,000	0.0%
<b>A2</b>	<b>Total Other Local Revenues</b>	<b>5,259,000</b>	<b>-9.5%</b>	<b>5,351,000</b>	<b>1.7%</b>	<b>5,351,000</b>	<b>0.0%</b>
<b>Intergovernmental Revenue</b>							
	State Aid	12,493,308	2.6%	11,250,000	-10.0%	11,250,000	0.0%
	Federal ARRA	350,000	-58.5%	0	-100.0%	0	0.0%
	MSBA	462,036	0.0%	462,036	0.0%	462,036	0.0%
<b>A3</b>	<b>Total Intergov't Revenues</b>	<b>13,305,344</b>	<b>-1.3%</b>	<b>11,712,036</b>	<b>-12.0%</b>	<b>11,712,036</b>	<b>0.0%</b>
<b>Operating Transfers and Available Funds</b>							
	Cemetery sale of lots	25,000	0.0%	25,000	0.0%	25,000	0.0%
	Sale of real estate funds	300,000	-7.7%	300,000	0.0%	250,000	-16.7%
	Reading Ice Arena Authority	95,000	100.0%	95,000	0.0%	95,000	0.0%
	MSBA payments	696,990	11.3%	720,070	3.3%	720,070	0.0%
	RMLD earnings distribution	2,171,880	-0.7%	2,205,957	1.6%	2,250,076	2.0%
	Enterprise Fund Support	756,069	0.0%	756,069	0.0%	756,069	0.0%
	Sick buy-back Stabilization	9,615					
	Overlay surplus	204,827	-47.5%	150,000	-26.8%	150,000	0.0%
<b>A4</b>	<b>Total Transfers &amp; Available</b>	<b>4,259,381</b>	<b>-1.2%</b>	<b>4,252,096</b>	<b>-0.2%</b>	<b>4,246,215</b>	<b>-0.1%</b>
<b>A5</b>	<b>Free Cash &amp; Savings</b>	<b>1,253,000</b>		<b>1,500,000</b>		<b>1,000,000</b>	
	<b>TOTAL REVENUES</b>	<b>75,274,267</b>	<b>2.60%</b>	<b>75,463,534</b>	<b>0.25%</b>	<b>76,444,021</b>	<b>1.30%</b>

ambulance billing

## Benefits, Capital, Debt & Regional Schools FY12 Budgets

BUDGETS	FY10	FY11	FY12	Change
Benefits	\$10,951,082	\$11,712,081	\$12,845,486	+9.7%
Capital	\$1,080,725	\$1,273,000	\$948,000	-25.5%
Debt	\$5,765,113	\$6,158,003	\$6,063,446	-1.5%
Regional Schools	\$377,964	\$327,946	\$369,343	+12.6%
<b>TOTAL</b>	<b>\$18,174,884</b>	<b>\$19,471,030</b>	<b>\$20,226,275</b>	<b>+3.9%</b>
Note: State Assessments (not voted by Town Mtg)	\$580,006	\$568,602	\$585,840	+3.0%

### Benefits

**Retirement (\$3,097,986; +3.5%):** Due to a previous 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 \$75,000; and 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.

**Worker Compensation (\$325,000; +6.6%):** The Town just received word to expect up to a 20% increase for FY12. This is not in line with recent claims history, and we will determine why that type of increase is projected. A \$300,000 budget for

premiums will be ameliorated by a 5% early payment discount. Recent claims are low, so we will absorb some of this increase by reducing that budget for FY12.

**Unemployment Compensation (\$150,000; +20%):** This is an increasingly difficult expense to forecast as the economy has slowed and federal eligibility rules continue to evolve. We have budgeted in anticipation of layoffs in the FY12 Town & School budgets. The FY11 budget of \$125,000 is generally accurate for the year to date, but the monthly volatility is very high.

**Health & Life Insurance (\$8,562,500; +12.3%):** The FY12 budget allows for a 13.55% increase in health insurance premiums and an additional 2% in new enrollments, the latter a figure we have seen in FY11 thus far. However, this budget makes some

assumptions about changes that will save the Town about 3% and these are subject to collective bargaining. It also sets aside \$20,000 to prepare to go out to bid if market conditions are appropriate next fall.

Health insurance is the largest single budgeting challenge in municipal government finance, as it is in many private sector businesses. In the public sector it is compounded by the fact the work force is about ten years older than in the private sector according to most recent studies. The public sector is also constrained by fact that engineering is not designing new products to sell and marketing is not enticing customers to buy more existing products.

Given the lower natural revenue growth, it is that much more imperative for the public sector to reign in health care costs, and the Town of Reading in conjunction with all of the unions from the Town, School and Light departments have made many plan design changes in recent years. These changes have been designed to shift the burden away from premium costs and onto the employees that use medical services in the form of higher out of pocket expenses. In addition, a shift to a so-called GIC look alike program has served to make employees benefit from utilizing the most medical/cost-efficient providers. The Town pays 71% of total premiums, a figure that is still lower than many other communities who pay between 75% and 90%.

Over the past five years, the increase in health insurance budget costs is 5.5% per year – and 2.3% of that increase is from annual increases in enrollment, often brought on by spouses in the private sector losing their benefits.

**Medicare (\$650,000; +7%):** After a long history of underfunding this difficult to forecast expense, the MUNIS system was instrumental in properly projecting this beginning in FY10. A 7% increase is forecast, partly for rate increases and partly for ongoing demographic shifts in the workforce. The annual rate of increase should now decrease in future years.

**Indemnification (\$60,000; +3.9%):** Police & Fire expenses can vary widely in this line item.

#### **Capital**

A similar amount of cash capital is available in FY12. The large reduction shown above is due to the fact that November Town Meeting added \$280,000 for improvements to Causeway Road. The FINCOM 5% policy plus energy savings from performance contracting will support about \$1 million in capital, and the priority projects amount to \$948,000 of that allowance:

Town Facilities (\$222,000): \$85,000 DPW security system; \$40,000 Town Hall fire alarm upgrade, \$25,000 exterior doors at the Senior Center; \$20,000 carpet/flooring at Town Hall; \$20,000 HVAC unit for Dispatch; \$12,000 to rebuild front steps at Town Hall; \$10,000 door replacements at the West Side Fire Station; and \$10,000 for two overhead doors at the DPW garage;

School Facilities (\$123,000): \$25,000 each for PA systems at Birch Meadow and Killam; \$25,000 to motorize RMHS field house bleachers; \$24,000 to replace three cafeteria windows at Joshua Eaton; and \$24,000 to replace tile damaged by moisture at Coolidge;

Fire (\$14,000) to replace firefighter air bottles; and

Public Works (\$589,000): \$450,000 for local roads; \$45,000 for the Joshua Eaton playground; \$37,000 to replace a 1989 Chevy pickup for the Parks division; \$32,000 to replace a 2000 Ford Explorer for the Engineering division; and \$25,000 in general curb and sidewalk repairs for pedestrian safety.

#### **Debt**

There are no significant changes in FY12 for the Town's debt service. The \$2 million Green Repairs program underway by the School Facilities department will replace windows at Birch Meadow elementary school, and replace the roof at Killam elementary school. Article 16 at the Annual Town Meeting this spring will provide a detailed update where the original scope of work will decrease and it may be desirable to increase the size of the debt authorization from \$2.0 million to \$2.25 million. This debt budget assumes one interest payment on the Town's share (52.79%) of a \$2 million project. Town Meeting in November 2011 may need to make a small adjustment to this budget if Article 16 is approved, and the debt is sold.

In FY13, the amount under this project will increase by about \$100,000. In FY14 debt service on a \$1.5 million cemetery garage is scheduled to begin, and in FY15 debt service on a \$1.5 million DPW cold storage building is scheduled to begin. These three projects will take up a lot of slack in the debt budget that would have otherwise provided a big increase in annual 'cash capital' that was previously forecast.

#### **Regional Vocational Schools**

The budget for the Northeast Vocational school reflects the intentions of the Superintendent as of March 30, 2011. A driving factor for the reduction is decreased enrollment.

At Minuteman, we have one sophomore returning next year and the latest information suggests up to four students may attend as freshmen. Until next October we will not know the exact status or expected costs. The nearly \$100,000 budget may or may not be sufficient for FY12. If we need to adjust these figures we will do so during FY12 at another Town Meeting.

#### **A Word about the following Budget Reports**

Throughout the municipal government section of these budget pages, a consistent report format will display these columns:

- > **Prior FY3 Actuals** (FY 2008) – the last year of our old accounting system. Some old budget categories have been expanded to provide more current information, but the old data had to be left in the old format;
- > **Prior FY2 Actuals** (FY 2009) – the first year of our new system;
- > **Last FY1 Actuals** (FY 2010);
- > **CY Actuals and CY Rev Budget** (FY 2011 actual expenses through the date on the report, found in the upper left-hand corner, as well as the current year budget);
- > **Projection Level 3** (or Level 4 in some cases) – **the proposed FY 2012 budget in front of Town Meeting.** There is no practical difference whether the report says Level 3 or 4;
- > **Pct Change** (FY 2012 budget versus FY 2011 budget).

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: EMPLOYEE BENEFITS		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0911	RETIREMENT AND PENSION CONT							
05	EXPENSES							
19115519	519700 RETR ASSMT	2,595,763.00	2,653,102.00	2,714,032.00	2,878,456.00	2,878,456.00	3,007,986.00	4.5%
19115519	519710 NONCONTRIB	84,205.55	74,299.44	74,379.84	50,306.56	73,500.00	75,000.00	2.0%
19115519	519720 OBRA FEES	.00	10,862.62	9,634.50	10,651.50	15,000.00	15,000.00	.0%
19115530	530129 ACTUARIAL	.00	.00	.00	.00	25,000.00	.00	-100.0%
	TOTAL EXPENSES	2,679,968.55	2,738,264.06	2,798,046.34	2,939,414.06	2,991,956.00	3,097,986.00	3.5%
	TOTAL RETIREMENT AND PENSION	2,679,968.55	2,738,264.06	2,798,046.34	2,939,414.06	2,991,956.00	3,097,986.00	3.5%
0912	WORKERS COMPENSATION							
05	EXPENSES							
19125574	574500 DEDUCT/CLM	32,246.40	3,870.52	7,821.00	4,704.54	40,000.00	25,000.00	-37.5%
19125574	574550 INS PREMS	313,976.63	238,121.48	238,070.30	247,118.70	265,000.00	300,000.00	13.2%
19125574	596170 ENT FUND S	.00	-36,821.00	.00	.00	.00	.00	.0%
	TOTAL EXPENSES	346,223.03	205,171.00	245,891.30	251,823.24	305,000.00	325,000.00	6.6%
	TOTAL WORKERS COMPENSATION	346,223.03	205,171.00	245,891.30	251,823.24	305,000.00	325,000.00	6.6%
0913	UNEMPLOYMENT COMPENSATION							
05	EXPENSES							
19135519	519000 UNEMP BEN	37,228.38	.00	.00	.00	.00	.00	.0%
19135519	519100 UNEMP TWN	.00	36,066.24	35,903.99	23,878.00	50,000.00	59,000.00	18.0%
19135519	519300 UNEMP SCH	.00	19,793.00	80,779.56	34,398.47	75,000.00	89,000.00	18.7%
19135530	530000 PROF SVCS	.00	.00	1,740.00	1,740.00	.00	2,000.00	.0%
	TOTAL EXPENSES	37,228.38	55,859.24	118,423.55	60,016.47	125,000.00	150,000.00	20.0%
	TOTAL UNEMPLOYMENT COMPENSAT	37,228.38	55,859.24	118,423.55	60,016.47	125,000.00	150,000.00	20.0%
0914	HEALTH INSURANCE							
05	EXPENSES							
19145530	530000 PROF SVCS	8,282.50	23,070.50	.00	.00	10,000.00	20,000.00	100.0%
19145530	530082 EAP	3,902.50	.00	.00	.00	5,000.00	.00	-100.0%
19145574	574000 HEALTH INS	7,686,022.79	6,787,304.28	6,745,622.41	5,038,169.18	8,535,000.00	8,500,000.00	-4.4%
19145574	574050 LIFE INS	29,486.81	39,210.21	32,557.48	18,268.00	75,000.00	42,500.00	-43.3%
19145574	596130 RVFND SUPP	-21,545.00	.00	.00	.00	.00	.00	.0%
19145574	596170 ENT FUND S	.00	-862,320.81	.00	.00	-1,000,000.00	.00	-100.0%
	TOTAL EXPENSES	7,706,149.60	5,987,264.18	6,778,179.89	5,056,437.18	7,625,000.00	8,562,500.00	12.3%
	TOTAL HEALTH INSURANCE	7,706,149.60	5,987,264.18	6,778,179.89	5,056,437.18	7,625,000.00	8,562,500.00	12.3%
0916	MEDICARE							

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
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PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR:	EMPLOYEE BENEFITS		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
05	EXPENSES								
19165519	519000	MEDICARE	563,451.07	506,834.34	531,704.40	356,388.69	607,375.00	650,000.00	7.0%
19165519	519990	IRSPEN-INT	.00	15,860.31	.00	.00	.00	.00	.0%
	TOTAL EXPENSES		563,451.07	522,694.65	531,704.40	356,388.69	607,375.00	650,000.00	7.0%
	TOTAL MEDICARE		563,451.07	522,694.65	531,704.40	356,388.69	607,375.00	650,000.00	7.0%
0917	INDEMNIFICATION 111F								
05	EXPENSES								
19175519	519210	POLC INDEM	15,972.96	19,936.66	22,620.09	5,417.08	28,875.00	30,000.00	3.9%
19175519	519220	FIRE INDEM	32,735.49	63,323.06	26,234.06	21,444.84	28,875.00	30,000.00	3.9%
	TOTAL EXPENSES		48,708.45	83,259.72	48,854.15	26,861.92	57,750.00	60,000.00	3.9%
	TOTAL INDEMNIFICATION 111F		48,708.45	83,259.72	48,854.15	26,861.92	57,750.00	60,000.00	3.9%
	TOTAL EMPLOYEE BENEFITS		11,381,729.08	9,592,512.85	10,521,099.63	8,690,941.56	11,712,081.00	12,845,486.00	9.7%
	GRAND TOTAL		11,381,729.08	9,592,512.85	10,521,099.63	8,690,941.56	11,712,081.00	12,845,486.00	9.7%

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

Town of Reading, MA		FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY12-21
Projected use of Sale of R/E Fund		300,000	300,000	250,000	200,000	150,000	100,000	50,000	-	-	-	-	1,060,000
Net Available Revenue annual %				2.12%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
6% NAR policy - debt & capital		3,540,577	3,533,287	3,808,368	3,598,667	3,791,031	3,886,807	3,982,962	4,082,626	4,184,689	4,289,204	4,396,434	39,462,766
Debt Schedule - Net Included Debt		2,897,776	2,807,632	2,397,364	2,166,172	2,464,084	2,251,042	2,137,738	2,008,697	1,319,708	951,263	696,745	19,400,466
Allowance for energy savings		317,869	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
Available to fund Capital		960,670	1,026,656	1,810,994	1,832,396	1,626,947	1,934,766	2,145,214	2,373,829	3,164,881	3,637,921	3,799,689	23,062,290
Dedicated funds to roads		(425,000)	(450,000)	(500,000)	(550,000)	(600,000)	(650,000)	(700,000)	(750,000)	(800,000)	(850,000)	(900,000)	(6,760,000)
Allocate to other requests		535,670	576,656	1,010,994	1,282,396	1,026,947	1,284,766	1,445,214	1,623,829	2,364,881	2,787,921	2,899,689	16,302,290
Schools - Equipment		-	-	120,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	920,000
Buildings - Schools (non Energy)		1,020,000	49,000	105,000	127,000	471,000	526,000	130,000	39,000	1,504,000	685,000	-	3,836,000
Buildings - Schools (Energy)		1,000,000	74,000	12,000	12,000	-	42,000	156,000	-	15,000	25,000	26,000	364,000
Buildings - Town (non Energy)		-	157,000	120,000	50,000	30,000	327,000	469,000	202,000	280,000	-	-	1,636,000
Buildings - Municipal (Energy)		-	65,000	120,000	-	-	20,000	20,000	15,000	-	-	-	240,000
Public Safety - Fire		255,000	14,000	36,000	155,000	69,000	654,000	316,500	90,800	150,000	649,000	339,000	2,673,100
Public Safety - Police		-	-	-	35,000	211,000	10,000	-	-	35,000	-	-	291,000
Public Works - Equipment		115,000	69,000	284,300	189,800	293,100	275,100	672,100	752,400	522,600	728,500	96,200	3,883,100
Public Works - Parks & Cemetery		45,000	45,000	75,000	778,000	295,000	200,600	545,000	730,600	1,450,800	767,000	45,000	4,932,000
Public Works - Roads		558,000	475,000	525,000	575,000	625,000	675,000	750,000	800,000	850,000	900,000	950,000	7,126,000
TOTAL CAPITAL		2,993,000	948,000	1,387,300	2,021,800	2,094,100	2,829,700	3,160,600	2,729,800	4,907,400	4,064,600	1,666,200	26,899,200
Dedicated to Roads (previous over-ride)		425,000	450,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	850,000	900,000	6,760,000
Capital Requests above road portion		2,568,000	498,000	897,300	1,471,800	1,494,100	2,179,700	2,460,600	1,979,800	4,107,400	3,204,500	666,200	18,949,200
Capital Funding to allocate		568,000	575,656	1,010,994	1,282,396	1,026,947	1,284,766	1,445,214	1,623,829	2,364,881	2,787,921	2,899,689	16,302,290
Annual Surplus (Deficit)		(2,000,000)	77,656	113,694	(189,405)	(487,153)	(894,935)	(1,015,386)	(355,771)	(1,742,519)	(416,579)	2,243,469	
Cumulative Surplus (Deficit)					(189,405)	(656,558)	(1,551,493)	(2,566,879)	(2,922,650)	(4,665,169)	(5,081,748)	(2,838,259)	
School Buildings			49,000	105,000	127,000	471,000	526,000	130,000	39,000	1,504,000	685,000	-	3,836,000
Town Buildings			157,000	120,000	50,000	30,000	327,000	469,000	202,000	280,000	-	-	1,636,000
Energy			139,000	132,000	12,000	-	62,000	178,000	15,000	15,000	25,000	26,000	804,000
Facilities Capital			345,000	357,000	189,000	501,000	915,000	777,000	256,000	1,799,000	710,000	26,000	6,876,000
Facilities Debt			1,968,457	1,579,376	1,860,017	2,194,906	2,062,833	1,984,853	1,861,177	1,319,708	951,263	696,745	16,738,354
Facilities Tot.			2,313,457	1,936,376	2,079,017	2,696,906	3,007,833	2,761,853	2,117,177	3,118,708	1,661,263	922,746	22,614,364
Recreation			45,000	75,000	778,000	295,000	200,600	545,000	730,600	1,450,800	767,000	45,000	4,932,000
Equipment			83,000	340,300	379,800	398,100	939,100	988,600	843,000	707,600	1,577,500	435,200	6,692,200
Roads			475,000	525,000	575,000	625,000	675,000	750,000	800,000	850,000	900,000	950,000	7,126,000
Technology			-	100,000	100,000	275,000	100,000	100,000	100,000	100,000	100,000	100,000	1,075,000
Other Capital			603,000	1,040,300	1,832,800	1,593,100	1,914,700	2,383,600	2,473,600	3,108,400	3,344,500	1,530,200	19,824,200
Other Debt			839,175	817,988	276,155	269,178	158,209	152,885	147,520	-	-	-	2,681,109
Other Total			1,442,175	1,868,288	2,108,955	1,862,278	2,072,909	2,536,485	2,621,120	3,108,400	3,344,500	1,630,200	22,466,309

Town of Reading, MA		FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY12-21
<b>Schools - Equipment</b>		-	-	120,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	920,000
Technology - Districtwide Infrastructure													
Technology - Instructional Equipment				100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Vehicles				20,000									20,000
<b>Buildings - Schools (Total)</b>		<b>2,020,000</b>	<b>123,000</b>	<b>117,000</b>	<b>139,000</b>	<b>471,000</b>	<b>568,000</b>	<b>288,000</b>	<b>39,000</b>	<b>1,519,000</b>	<b>710,000</b>	<b>26,000</b>	<b>4,000,000</b>
<b>Buildings - Schools (Energy)</b>		<b>1,900,000</b>	<b>74,000</b>	<b>12,000</b>	<b>12,000</b>	<b>-</b>	<b>42,000</b>	<b>158,000</b>	<b>-</b>	<b>15,000</b>	<b>25,000</b>	<b>26,000</b>	<b>384,000</b>
<b>Buildings - Schools (non Energy)</b>		<b>1,020,000</b>	<b>49,000</b>	<b>105,000</b>	<b>127,000</b>	<b>471,000</b>	<b>526,000</b>	<b>130,000</b>	<b>39,000</b>	<b>1,504,000</b>	<b>685,000</b>	<b>-</b>	<b>3,636,000</b>
<b>Energy (Performance Contracting)</b>		<i>various items financed by DEBT for 15yrs</i>											
Electrical Systems	Sch	-	50,000	-	-	-	-	-	-	-	-	-	50,000
HVAC/Energy Mgmt Systems	Sch	-	-	12,000	12,000	-	22,000	158,000	-	15,000	25,000	26,000	270,000
Windows & Doors	Sch	1,000,000	24,000	-	-	-	20,000	-	-	-	-	-	44,000
Generators	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Technology Infrastructure	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Water Heater	Sch	-	-	-	-	-	-	-	-	-	-	-	-
ADA Compliance	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Ceilings	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Classroom Furniture	Sch	-	-	-	-	-	-	-	14,000	-	-	-	14,000
Compressors	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Fire Alarms	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Cafeteria Equip. & Furniture	Sch	-	-	-	18,000	-	-	-	-	-	-	-	18,000
Plumbing	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Capet/Flooring	Sch	-	24,000	83,000	109,000	79,000	134,000	80,000	25,000	-	-	-	634,000
Roofing	Sch	1,000,000	-	-	-	392,000	392,000	-	-	1,504,000	685,000	-	2,973,000
Security System	Sch	20,000	-	-	-	-	-	-	-	-	-	-	-
Fire Supression System	Sch	-	-	-	-	-	-	-	-	-	-	-	-
Other	Sch	-	25,000	22,000	-	-	-	50,000	-	-	-	-	97,000







Town of Reading, MA		FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY12-21
<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
Pavement Leeboy Sprd (1988)	10							130,000					130,000
Sidewalk Snow Plow #3(2008)	10										111,000		111,000
Snow - Holder #1 C6000 (1995)	10			120,000									120,000
Snow - Holder #2 C9700 (1997)	10									135,000			135,000
Snow - Bombardier #1 (1993)	10							125,000					125,000
<b>Specialty Equipment - Light Duty</b>		-	-	20,000	37,800	26,800	30,000	43,000	81,500	89,500	66,500	-	395,200
HV 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
<b>Lawnmowers</b>		-	-	15,600	-	70,300	36,000	64,600	82,200	-	-	96,200	353,900
Mower (Cam.) SKAG 72" (1998)	4						17,500						17,500
Mower (Cam.) SKAG 61" (1999)	4							18,200					18,200
Mower (Parks) TORO Gang (1996)	8					70,300						96,200	166,500
Mower (Cam.) 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>Public Works - Parks &amp; Cemets</b>	46,000	46,000	75,000	778,000	295,000	200,600	545,000	730,800	1,460,800	767,000	45,000	-	4,932,000
<b>Public Works - Cemetery</b>		-	-	-	-	-	-	-	-	-	-	-	-
Cem garage - design \$100k (in Town Facilities FY13)													-
Cem garage - \$1.5mil (debt FY14-18)					Debt	Debt	Debt	Debt	Debt				-
<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
Cold storage building - design \$50k (in Town Facilities FY14)													-
Cold storage building - \$1.5mil (debt FY15-19)					Debt	Debt	Debt	Debt	Debt				-

<b>Town of Reading, MA</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>FY-2021</b>	<b>FY12-21</b>
<b>Public Works - Parks</b>	<b>46,000</b>	<b>46,000</b>	<b>46,000</b>	<b>728,000</b>	<b>276,000</b>	<b>160,800</b>	<b>626,000</b>	<b>680,800</b>	<b>1,430,800</b>	<b>717,000</b>	<b>26,000</b>	<b>4,822,000</b>
Tennis Courts - Bancroft Ave. \$485k	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>									
Artificial Turf@Parker MS \$736k	<i>Debt</i>	<i>Debt</i>	<i>Debt</i>									
Coolidge MS field upgrade (grass)							250,000			150,000		160,000
Reconstruct Playgrounds Program	30,000	45,000	45,000	45,000	45,000	25,000	25,000	25,000	25,000	25,000	25,000	330,000
Playground safety surface	Killam 15,000	Josh Eaton	Sturges	Wood End up	Hunt Pk	BM Tot lot	Wood End dn	Mem Park	B Meadow	Barrows		
Memorial Park \$660k grant in FY10												
Washington Park \$625k (also playground in FY10)				129,000 tennis ct				233,000 backstop & shift field		100,000 paths		462,000
Birch Meadow Complex = \$2.116 mil (also playgrounds in FY16&FY19)					230,000 BB courts		110,000 Mrtn bkstop	150,000 softball light	1,100,000 fields & paths	39,000 st. backstop		1,629,000
Playground \$430k (Imagination Station)				430,000 Multi-Purp cts			dugouts	20,000		39,000		69,000
Barrows \$298k (also playground in FY09)						95,000 backstop & infield		124,500 tennis ct				219,500
Killam \$30.6k (also playground in FY11)						30,600 backstop						30,600
Joshua Eaton \$179k (also playground in FY12)							140,000 backstop & infield			39,000 backstop		179,000
Symonds Way \$50k								50,000 backstop				50,000
Hunt Park \$125k (also playground in FY15)									125,000 backstop			125,000
Sturges Park \$178.7k (also playground in FY13)									63,800 tennis ct			63,800
									80,000 basketball ct			80,000
									37,000 backstop			37,000
Wood End \$325k										325,000 field		325,000

<b>Town of Reading, MA</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>FY-2021</b>	<b>FY12-21</b>
Over-ride local share (previous schedule)	355,952	364,851	373,972	383,321	392,904	402,727	412,795	423,115	433,693	444,535		3,631,912
			+50k/yr ==>									
Over-ride local share (new schedule)	425,000	450,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	850,000	900,000	8,760,000
<b>Public Works - Roads</b>	<b>558,000</b>	<b>475,000</b>	<b>525,000</b>	<b>575,000</b>	<b>625,000</b>	<b>675,000</b>	<b>750,000</b>	<b>800,000</b>	<b>850,000</b>	<b>900,000</b>	<b>950,000</b>	<b>7,125,000</b>
Sidewalk/Curb/Ped. SA	40,000	25,000	25,000	25,000	25,000	25,000	50,000	50,000	50,000	50,000	50,000	375,000
Street Signs	10,000											-
Downtown Improve (\$650k 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	375,000	400,000	295,000	260,000	310,000	600,000	650,000	700,000	750,000	800,000	850,000	5,815,000
Repair Killam parking lot	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 of Roadwork</b>	<b>1,008,000</b>	<b>925,000</b>	<b>8,475,000</b>	<b>1,025,000</b>	<b>1,075,000</b>	<b>1,125,000</b>	<b>1,200,000</b>	<b>1,250,000</b>	<b>1,300,000</b>	<b>1,350,000</b>	<b>1,400,000</b>	<b>19,125,000</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>558,000</b>	<b>475,000</b>	<b>625,000</b>	<b>675,000</b>	<b>625,000</b>	<b>675,000</b>	<b>750,000</b>	<b>800,000</b>	<b>850,000</b>	<b>900,000</b>	<b>950,000</b>	<b>7,125,000</b>

**FY12 Capital Requests Funded**

<b>Dept.</b>	<b>Request</b>	<b>Estimate</b>	<b>Reason</b>
Town Fac.	Security system: DPW	\$ 85,000	Gate, card access, cameras
Town Fac.	Fire Alarm: Town Hall	\$ 40,000	Addressable Fire Alarm panel
Town Fac.	Windows & doors: Senior Ctr	\$ 25,000	exterior doors
Town Fac.	Carpet/flooring: Town Hall	\$ 20,000	Annex/Berger/Town Mgr
Town Fac.	HVAC/energy mgmt: Police	\$ 20,000	5-ton dispatch unit
Town Fac.	Other: Town Hall	\$ 12,000	Front steps/rebuild piers
Town Fac.	Windows & doors: West Side Fire	\$ 10,000	door replacements
Town Fac.	Windows & doors: DPW	\$ 10,000	2 overhead doors
School Fac.	Electrical: Birch Meadow	\$ 25,000	PA system
School Fac.	Electrical: Killam	\$ 25,000	PA system
School Fac.	Other: RMHS	\$ 25,000	Add power to motorize bleachers
School Fac.	Windows & doors: Joshua Eaton	\$ 24,000	replace 3 circle top windows in cafeteria
School Fac.	Carpet/flooring: Coolidge	\$ 24,000	replace 2 rooms of tile with moisture issues
Fire	Air Bottles	\$ 14,000	Safety
DPW	Roads (local share)	\$ 400,000	Previous over-ride/accelerated pace
DPW	Skim Coat/Crack Seal	\$ 50,000	Previous over-ride/accelerated pace
DPW	Playground	\$ 45,000	Annual playground (Joshua Eaton)
DPW	Chevy pickup (1989)	\$ 37,000	Parks dept.
DPW	Survey#1 Ford Explorer(2000)	\$ 32,000	Engineers
DPW	Curb/sidewalk	\$ 25,000	Pedestrian safety
		<b>\$ 948,000</b>	



**Debt Service Schedule  
FY11-FY25**

Town of Reading FY - 2 3/20/11 11:00 AM	Budget FY - 2011	Requested 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	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
<b>Debt Service Schedule Overview</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Principal + Interest</b>															
<b>Within Levy Limit</b>	<b>3,359,812</b>	<b>3,289,868</b>	<b>2,859,400</b>	<b>2,528,208</b>	<b>2,926,120</b>	<b>2,713,078</b>	<b>2,599,774</b>	<b>2,470,733</b>	<b>1,781,744</b>	<b>1,413,319</b>	<b>1,358,781</b>	<b>839,060</b>	<b>706,620</b>	<b>681,976</b>	<b>336,188</b>
Issued	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	730,714	706,620	681,976	336,188
Approved not issued	0	27,563	133,143	130,386	127,630	124,874	122,118	119,361	116,605	113,849	111,093	108,336	0	0	0
Not approved	0	0	0	397,500	775,500	736,500	697,500	658,500	319,500	0	0	0	0	0	0
premium(RMHS)	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	0
Energy Improvements	473,988	466,450	459,750	453,050	446,350	439,231	431,275	420,388	408,663	398,194	382,388	371,456	360,113	348,356	336,188
Green Repair (1.05mil)	0	27,563	133,143	130,386	127,630	124,874	122,118	119,361	116,605	113,849	111,093	108,336	0	0	0
Barrows/Wd End(\$522k)	47,025	45,900	44,775	43,850	42,525	41,400	39,900	38,400	37,200	36,000	34,800	33,600	32,400	31,200	0
Wood End	235,913	230,663	225,283	219,713	212,963	206,213	199,463	193,463	187,463	181,463	175,313	169,125	162,825	156,450	0
Barrows	202,134	197,584	192,904	183,094	177,469	171,844	166,219	161,219	156,219	151,219	146,094	140,938	135,688	130,375	0
Coolidge	735,000	711,250	687,500	663,750	640,000	616,250	587,500	564,000	540,500	517,000	493,500	0	0	0	0
Parker@	274,988	258,125	246,491	230,086	218,910	202,963	187,320	152,288	0	0	0	0	0	0	0
Joshua Eaton@	53,203	41,830	25,839	15,229	0	0	0	0	0	0	0	0	0	0	0
Birch Meadow@	21,068	15,534	10,153	0	0	0	0	0	0	0	0	0	0	0	0
Parker Turf (\$375k)	82,125	79,219	76,406	0	0	0	0	0	0	0	0	0	0	0	0
Tennis Courts (\$485k)	102,244	99,346	96,449	0	0	0	0	0	0	0	0	0	0	0	0
Downtown Impr(\$650k)	84,419	81,900	79,463	77,025	74,588	72,109	69,225	66,300	0	0	0	0	0	0	0
Police Station	440,000	420,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Ladder truck (\$800k)	98,300	95,860	93,420	90,980	88,540	86,100	83,660	81,220	0	0	0	0	0	0	0
Pumper Eng#2(\$410k)	87,600	84,500	81,500	0	0	0	0	0	0	0	0	0	0	0	0
Financial Sys(\$1.1mil)	291,500	286,000	280,500	0	0	0	0	0	0	0	0	0	0	0	0
Pumper Eng#1(\$525k)	114,713	112,350	110,250	108,150	106,050	0	0	0	0	0	0	0	0	0	0
Cem. Garage (\$1.5m)	0	0	0	397,500	378,000	358,500	339,000	319,500	0	0	0	0	0	0	0
Cold Storage (\$1.5m)	0	0	0	0	397,500	378,000	358,500	339,000	319,500	0	0	0	0	0	0
<b>Debt Exclusion</b>	<b>2,798,181</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>2,728,873</b>	<b>2,722,423</b>	<b>2,720,404</b>	<b>2,717,665</b>	<b>2,709,358</b>	<b>2,693,644</b>	<b>2,667,174</b>	<b>2,662,624</b>	<b>0</b>
Barrows/Wd End(\$787k)	75,725	68,850	67,163	65,475	63,788	62,100	59,850	57,600	55,600	54,000	52,200	50,400	48,600	46,800	0
RMHS	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	2,621,969	2,607,719	2,605,394	0
Wood End	15,728	15,378	15,018	14,648	14,198	13,748	13,298	12,898	12,498	12,098	11,688	11,275	10,855	10,430	0



**Debt Service Schedule  
FY11-FY25**

Town of Reading FY - 2 3/20/11 11:00 AM Debt Service Schedule Overview Interest	Budget FY - 2011	Requested 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	Projected FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025
<b>Within Levy Limit</b>	764,812	699,868	608,820	637,828	655,540	657,498	459,194	360,153	286,184	197,739	148,201	86,470	71,620	46,976	6,188
Issued	764,812	672,106	581,257	515,322	457,990	401,704	345,156	287,871	235,639	189,470	142,689	95,714	71,620	46,976	6,188
Approved not issued		27,563	27,563	24,806	22,050	19,294	16,538	13,781	11,025	8,269	5,513	2,756	0	0	0
Not approved	0	0	0	97,500	175,500	136,500	97,500	58,500	19,500	0	0	0	0	0	0
premium(RMHS)	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595	15,595
Energy Improvements	138,988	131,450	124,750	118,050	111,350	104,231	96,275	85,388	73,663	63,194	52,388	41,456	30,113	18,356	6,188
<b>Green Repair (1.05mil)</b>		27,563	27,563	24,806	22,050	19,294	16,538	13,781	11,025	8,269	5,513	2,756			
Barrows/Wd End(\$522k)	17,025	15,900	14,775	13,650	12,525	11,400	9,900	8,400	7,200	6,000	4,800	3,600	2,400	1,200	
Wood End	85,913	80,663	75,263	69,713	62,963	56,213	49,463	43,463	37,463	31,463	25,313	19,125	12,825	6,450	
Barrows	72,134	67,584	62,904	58,094	52,469	46,844	41,219	36,219	31,219	26,219	21,094	15,938	10,688	5,375	
Coolidge	260,000	236,250	212,500	188,750	165,000	141,250	117,500	94,000	70,500	47,000	23,500				
Parker®	44,988	38,125	31,491	25,086	18,910	12,963	7,320	2,288							
Joshua Eaton®	3,203	1,630	839	229											
Birch Meadow®	1,068	534	153												
Parker Turf (\$375k)	7,125	4,219	1,406												
Tennis Courts (\$485k)	7,244	4,346	1,449												
Downtown Impr(\$650k)	19,419	16,900	14,463	12,025	9,568	7,109	4,225	1,300							
Police Station	40,000	20,000													
Ladder truck (\$800k)	18,300	15,860	13,420	10,980	8,540	6,100	3,660	1,220							
Pumper Eng#2(\$410k)	7,600	4,500	1,500												
Financial Sys(\$1.1mil)	16,500	11,000	5,500												
Pumper Eng#1(\$525k)	9,713	7,350	5,250	3,150	1,050										
Cem. Garage (\$1.5m)			97,500	78,000	58,500	39,000	19,500								
Cold Storage (\$1.5m)				97,500	78,000	58,500	39,000	19,500							
<b>Debt Exclusion</b>	1,228,191	1,178,778	1,122,131	1,068,696	990,761	902,123	809,673	732,423	650,404	562,566	455,358	343,644	227,174	112,624	0
Barrows/Wd End(\$787k)	25,725	23,850	22,163	20,475	18,788	17,100	14,850	12,600	10,800	9,000	7,200	5,400	3,600	1,800	
RMHS	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	336,969	222,719	110,394	
Wood End	5,728	5,378	5,018	4,648	4,198	3,748	3,298	2,898	2,498	2,098	1,688	1,275	855	430	

# Municipal Government

## FY12 Budgets

### Budget Process

In the fall of 2010 the Finance Committee held two Financial Forums for the community in order to elicit ideas about alternative sources of revenues, and ways to reduce expenses. The consensus of these Forums was that no service provided by the Municipal government could be discontinued, or even reduced without a negative reaction by those that relied on these services. In addition, it became evident that the operating budgets had to be reduced by almost 2%, a figure that improved to only -0.5% when energy and out of district special education costs were finalized. While an improved outlook, this meant that nearly \$600,000 had to be cut from a level services budget that would replicate FY11.

The first model the Town examined was a 0.5% reduction equally in every department. Management accepted that affordable 'common practice' in other communities may need to replace 'best practices' in Reading. A focus on work production and customer service was coupled with a long-term view of what was realistic and sustainable. This equal reduction would have led to a loss of three positions in both the Police and Fire departments – possibly more depending on the impact this would have on overtime. Each department is exceptionally busy with the weak economy bringing more

crime into the area, as well as strong demands for medical calls. This choice was quickly deemed unacceptable. Both the Police and Fire Departments were instructed to trim costs as much as possible without layoffs. In addition, each was asked to present a realistic forward-looking view on overtime costs, considering the high current demands on both staffs. As a result, the combined overtime line items are increased by \$86,000 because this is realistic and sustainable, at a time when it might be easier to look the other way and not make as many other reductions.

The next model was to hold the Public Library to the average 0.5% reduction, and have all the remaining departments reduce budgets equally to meet the overall target. This was impractical in the smaller departments of Accounting and Town Administration, and would have led to the loss of a mechanic's position in Public Works that is instrumental in keeping outsourced vehicle repair costs in check. Finally, each department aside from Public Safety and the Public Library was examined to determine core services offered to the community (or internally to staff) and to find a way to continue those services despite any budget reductions. The Town Manager proposed a series of regionalized services (shared

with other communities), as well as legislative and administrative actions that would assist a leaner staff to continue high levels of customer service. In their March deliberations, the Finance Committee made three changes to the Municipal budget as presented by the Town Manager. First, they added \$18,000 back to the Library to avoid any loss of hours to the public. Second they added about \$6,500 back to three positions in the Community Services department that are scheduled to be regionalized, and at 20 hours/week those positions maintain their eligibility for health insurance. Third, in order to balance the budget they took the needed funds out of Public Works rubbish disposal, because recycling efforts by the community have reduced costs. As a result, here are the budgets for each of the Town departments that are in front of Town Meeting for their deliberation:

Department	FY12	FY11	Change
Administration	\$680,791	\$693,646	-1.9%
Accounting	\$158,079	\$157,320	+0.5%
Finance	\$1,540,926	\$1,644,210	-6.3%
Community Services	\$1,004,979	\$1,116,042	-10.0%
Library	\$1,241,530	\$1,234,823	+0.5%
Public Works	\$5,312,374	\$5,417,610	-1.9%
Public Safety	\$7,961,283	\$7,747,581	+2.8%
<b>TOTAL</b>	<b>\$17,899,962</b>	<b>\$18,011,232</b>	<b>-0.6%</b>

The public sector has received a lot of publicity in the past several months as examples of poor judgment by employees, management and elected officials surface. In Reading, the

Municipal government has two over-arching personnel policy objectives: to hire and retain well above average staff that are dedicated to serve the best long-term interests of the Town; and to compensate them at the average rate of comparable communities. Reading simply cannot afford to pay more.

In FY11 ALL Municipal government employees (union and non-union) received no raises. In the media, that usually means no cost of living (COLA) increase, but left unsaid are annual step increases that are common in the public sector. In Reading, no raises meant no steps, no COLA – and no hidden promises in the future. In FY12 this budget restores step movement for eligible employees, generally meaning a 2% increase in most departments. Despite the area 1.6% cost of living increase, no COLA adjustments are proposed by this budget. Both internal and external independent compensation surveys have yet to uncover a group of Reading municipal government employees that are paid above the average of comparable communities, and in some cases several 10% below average differences were discovered.

Following are detailed budget sections describing each Municipal government department. Any expected changes in service to the community are highlighted, with a discussion of both the wage and expense line items.

## Town Administration FY12 Budget

### Overview

The Town Administration department funds and administers some town-wide programs such as property & casualty insurance and legal expenses. For the town government it also oversees most postage expenses and some equipment maintenance. Finally, it contains all expenses for the Board of Selectmen and the Town Manager and staff. The FY12 budget has been cut by 1.9% compared to the FY11 budget.

	FY11	FY12	Change
Selectmen	\$2,100	\$1,600	-23.8%
Town Mgr	\$293,546	\$291,191	-0.8%
Legal	\$78,000	\$72,000	-7.7%
P&C Insur.	\$320,000	\$316,000	-1.3%
<b>TOTAL</b>	<b>\$693,646</b>	<b>\$680,791</b>	<b>-1.9%</b>

### Staffing (2.3 FTEs; -0.1 FTE)

### Wage costs (\$212,611; +0.5%)

A 16-hour per week Administrative Secretary position is eliminated in this budget. The office will share an existing Administrative Assistant in the Community Services department for approximately 12-hours per week to perform the essential functions of the eliminated position. Efficiencies due to technological improvements (such as document storage and the new licensing and permitting system) make these staff reductions possible. Total salary increases of 2% are included in this budget for remaining employees.

### Expenses (\$468,180; -2.9%)

The Selectmen have reduced or eliminated various expenses. Note that the Board is an unpaid/unbenefitted elected position. The Town Manager's Office has reduced postage expenses and will utilize the non-emergency mass communications system (being phased in during the spring of 2011) as well as other available electronic media to replace some of the previously mailed communication.

Legal expenses are reduced by about 7% in line with recent trends. This assumes no new major legal issues. Note that the school department is reimbursing all legal costs associated with the RMHS construction litigation. Property & Casualty Insurance premiums are expected to increase about 5%, but an early payment discount of 5% will erase that increase. The Town has not budgeted the early payment reduction in the past due to uncertainty about the discount. In addition, the Town typically earns over \$25,000 in premiums credits through the "MIIA Rewards" risk management program, designed to minimize losses. These rewards are not guaranteed, so they are not part of the budget as an offset. If earned, they will flow to free cash as unbudgeted revenues.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: TOWN ADMINISTRATION			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0122	SELECTMEN								
05	EXPENSES								
11225530	530100	ADVERTISING	1,634.67	1,285.06	993.66	971.99	1,400.00	1,200.00	-14.3%
11225542	542000	OFFC SUPPL	84.72	200.00	52.93	207.68	200.00	.00	-100.0%
11225578	578000	OTHER EXPN	1,918.12	1,057.08	1,146.82	193.65	500.00	400.00	-20.0%
	TOTAL EXPENSES		3,637.51	2,542.14	2,193.41	1,373.32	2,100.00	1,600.00	-23.8%
	TOTAL SELECTMEN		3,637.51	2,542.14	2,193.41	1,373.32	2,100.00	1,600.00	-23.8%
0123	TOWN MANAGER								
03	SALARIES								
11233511	511000	TOWN MGR	194,136.79	127,595.72	129,200.49	80,353.92	130,101.00	132,700.00	2.0%
11233511	511002	OFFICE MGR	.00	55,458.88	57,079.09	35,145.70	56,905.00	58,040.00	2.0%
11233511	511011	ADMIN SECR	.00	18,685.36	15,686.57	9,294.91	16,240.00	13,371.00	-17.7%
11233511	515000	OVERTIME	3,830.41	3,555.97	1,918.66	2,079.62	4,000.00	3,500.00	-12.5%
11233512	512000	WAGES TEMP	4,291.68	4,771.44	5,285.45	2,619.80	4,400.00	5,000.00	13.6%
11233517	517017	SICK LEAVE	.00	.00	.00	3,580.69	.00	.00	.0%
	TOTAL SALARIES		202,258.88	210,067.37	209,170.26	133,074.64	211,646.00	212,611.00	.5%
05	EXPENSES								
11235524	524900	EQUIP RPR	1,867.52	830.00	868.00	828.00	1,000.00	850.00	-15.0%
11235530	530100	ADVERTISING	.00	.00	.00	.00	100.00	.00	-100.0%
11235530	530105	PRINTING	2,970.00	3,185.00	3,998.32	1,174.03	4,000.00	4,900.00	22.5%
11235531	531000	PRDEV TRN	9,779.20	600.00	656.25	.00	7,800.00	3,000.00	-61.5%
11235531	531010	PRDEV DUES	.00	6,536.00	6,592.50	6,447.23	.00	5,730.00	.0%
11235531	531090	PRDEV REG	.00	2,834.75	3,029.65	1,197.64	2,000.00	1,100.00	-45.0%
11235542	542125	COPY SUPP	.00	5,259.01	5,421.23	7,395.52	2,000.00	.00	-100.0%
11235542	542126	COPY LEASE	18,881.19	7,891.32	8,560.10	6,759.10	20,000.00	20,000.00	.0%
11235542	542127	POSTAGE	24,054.13	28,553.88	19,260.02	12,899.60	35,000.00	33,000.00	-5.7%
11235578	578000	OTHER EXPN	.00	7,688.50	8,439.61	7,527.95	10,000.00	10,000.00	.0%
	TOTAL EXPENSES		57,552.04	63,378.46	56,825.68	44,229.07	81,900.00	78,580.00	-4.1%
	TOTAL TOWN MANAGER		259,810.92	273,445.83	265,995.94	177,303.71	293,546.00	291,191.00	-.8%
0151	LAW								
05	EXPENSES								
11515530	530110	LEGAL CNSL	59,935.80	80,035.44	37,711.56	16,032.04	66,000.00	60,000.00	-9.1%
11515530	530115	LABOR CNSL	22,771.57	37,545.11	35,120.48	16,613.61	12,000.00	12,000.00	.0%
11515530	530117	OTH LEGAL	17,996.50	.00	.00	.00	.00	.00	.0%
11515578	578009	RECORDING	.00	.00	225.00	75.00	.00	.00	.0%
	TOTAL EXPENSES		100,703.87	117,580.55	73,057.04	32,720.65	78,000.00	72,000.00	-7.7%
	TOTAL LAW		100,703.87	117,580.55	73,057.04	32,720.65	78,000.00	72,000.00	-7.7%

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: TOWN ADMINISTRATION			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0193	PROPERTY INSURANCE								
05	EXPENSES								
11935574	574010	P&C INSUR	344,234.59	275,960.22	262,261.50	272,569.80	305,000.00	300,000.00	-1.6%
11935574	574500	DEDUCT/CLM	-13,378.88	2,923.55	29,480.48	1,862.61	15,000.00	16,000.00	6.7%
	TOTAL EXPENSES		330,855.71	278,883.77	291,741.98	274,432.41	320,000.00	316,000.00	-1.3%
	TOTAL PROPERTY INSURANCE		330,855.71	278,883.77	291,741.98	274,432.41	320,000.00	316,000.00	-1.3%
	TOTAL TOWN ADMINISTRATION		695,008.01	672,452.29	632,988.37	485,830.09	693,646.00	680,791.00	-1.9%
	GRAND TOTAL		695,008.01	672,452.29	632,988.37	485,830.09	693,646.00	680,791.00	-1.9%

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

## Accounting FY12 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.

	FY11	FY12	Change
Wages	\$155,770	\$156,799	+0.6%
Expenses	\$1,550	\$1,300	-16.1%
<b>Total</b>	<b>\$157,320</b>	<b>\$158,079</b>	<b>+0.5%</b>

### Staffing (2.45 FTEs; -.05 or 2hrs/week)

#### Wage costs \$156,799 (+0.6%)

The Accounting Department and is made up of the following employees: 1 full time Town Accountant; 30 hour per week (.8) Accounts Payable clerk; 20 hour per week (.55) Administrative Clerk; 3.75 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 2.45 employees. A 2% step increase is funded with this budget. Overtime has been reduced because the MUNIS software implementation is nearly complete. Staffing changes in Community Services may allow them to reclaim the coordination of the medical Escort program. A shift toward EFT vendor payments will save about one hour/week and reduce postage costs in the Finance department.

### Expenses \$1,300 (-16.1%)

The FY12 budget trims the few expenses found in this department. About half of the supplies budget is spent on records retention requirements. Professional development includes dues and registration that keeps the department up to date on current accounting issues and qualifies for credits to maintain the CPA status. While it does not impact this budget, the department has reduced postage and paper costs in other departments by using electronic invoices and internal reports.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: ACCOUNTING			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0135	TOWN ACCOUNTANT								
03	SALARIES								
11353511	511001	TOWN ACCT	93,564.58	94,244.56	97,193.25	59,845.50	96,896.00	98,911.00	2.1%
11353511	511006	RET ADMIN	4,470.07	4,938.67	5,272.07	3,246.26	5,256.00	5,370.00	2.2%
11353511	511010	ADMIN ASST	25,167.55	24,881.72	26,150.34	16,103.88	26,074.00	26,615.00	2.1%
11353511	511012	CLERK	34,160.87	24,941.53	26,625.06	16,394.04	26,544.00	25,383.00	-4.4%
11353511	515000	OVERTIME	827.51	.00	.00	.00	1,000.00	500.00	-50.0%
	TOTAL SALARIES		158,190.58	149,006.48	155,240.72	95,589.68	155,770.00	156,779.00	.6%
05	EXPENSES								
11355531	531000	PRDEV TRN	.00	301.00	140.00	285.00	1,000.00	750.00	-25.0%
11355531	531090	PRDEV REG	.00	1,023.50	847.50	60.00	.00	.00	.0%
11355531	531091	PRDEV TRAV	315.00	.00	22.50	.00	150.00	150.00	.0%
11355542	542000	OFFC SUPPL	436.07	158.60	156.30	121.27	400.00	400.00	.0%
	TOTAL EXPENSES		751.07	1,483.10	1,166.30	466.27	1,550.00	1,300.00	-16.1%
	TOTAL TOWN ACCOUNTANT		158,941.65	150,489.58	156,407.02	96,055.95	157,320.00	158,079.00	.5%
	TOTAL ACCOUNTING		158,941.65	150,489.58	156,407.02	96,055.95	157,320.00	158,079.00	.5%
	GRAND TOTAL		158,941.65	150,489.58	156,407.02	96,055.95	157,320.00	158,079.00	.5%

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

## Finance Department FY12 Budget

The Finance Department's FY12 budget is reduced by 6.3%, but the level of direct customer service to residents or employees should not be affected. This is due to ongoing technology improvements and a rearrangement of staff coverage.

### Overview

	FY11	FY12	Change
FINCOM	\$52,500	\$52,400	-0.2%
Assessors	\$172,317	\$139,941	-18.8%
Finance	\$603,483	\$576,358	-4.5%
Human Res.	\$85,736	\$85,251	-0.6%
Technology	\$552,382	\$525,863	-4.8%
Town Clerk	\$108,336	\$109,657	+1.2%
Elections	\$69,456	\$51,456	-25.9%
<b>TOTAL</b>	<b>\$1,644,210</b>	<b>\$1,540,926</b>	<b>-6.3%</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 Departments.

**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 (19.0 FTEs; -0.6 FTEs)**

#### **Wage costs \$1,089,226; -4.3%**

Three reductions and one addition are included in this budget: the elimination of a seasonal appraiser position, a reduction by

5.5 hours/week of a part-time clerical position, and a change in the technology division described below. Steps of +2% are included in this budget.

An internal review of the Finance, Accounting, Community Services and Town Administration departments has led to some staffing/scheduling changes which have already begun to be implemented. Three main objectives have been cited, in descending order of importance: to improve direct customer contact; to provide a more flexible staff cross-trained in multiple areas (Collections, Assessments, Town Clerk, Permits and the Town Administration area); and a reduction in costs. The increased flexibility will lead to better depth in all areas as both planned and unplanned periods of high customer demand may be met with appropriate staffing levels.

The seasonal appraiser will be replaced by a need to hire a consultant every three years to assist with the revaluation process, as has been done during this last year. At present, the seasonal appraiser position is vacant. This position had very limited contact with customers at Town Hall; in fact an increase in office coverage is planned in the Assessors office which should keep service levels very high. Changes in Community Services may allow that department to reclaim some of the duties of the Coordinator of Volunteers that had been absorbed by the Collectors office.

In the technology division this budget eliminates the position of Database Administrator and adds another Technician. The Network Administrator and GIS Coordinator take on additional duties and are increased by an extra step. The Network

Administrator's position has evolved into a 24/7/365 job because of public safety working those hours, and therefore this position is awarded an additional step to serve as an 'on-call premium' as is typical in other departments. It should be noted that this position is not normally eligible for overtime or any additional pay when such technology emergencies arise at any time of day.

FTEs	FY11	FY12	change
Technology	4.0	4.0	0%
Assessor	3.9	3.6	-9%
Collector	3.6	3.3	-9%
Treasury	3.2	3.2	-1%
Town Clerk	2.9	3.0	+3%
Human Resources	2.0	2.0	0%
<b>TOTAL</b>	<b>19.6</b>	<b>19.0</b>	<b>-3%</b>

**Expenses (\$451,700; -10.9%)**

While the reductions in staffing have been conducted with the idea of permanent changes and a continuing high level of customer service, the impact of the reductions to the expense portion of this budget are in some cases less certain. Some of these reductions would have happened regardless, as there are fewer elections (saving \$3,000) and the triennial assessment revaluation has been completed (saving \$12,000).

Other changes to the Assessors expenses include decentralizing professional development so they may directly spend their \$2,500 portion and moving their \$1,800 annual software licensing costs to the technology budget (a planned replacement system is budgeted at \$10,000/year as an estimate).

Professional development across the entire department is reduced to a total of \$5,400. Today there is well over \$20,000 in annual demands for these funds in the department. When one considers the rapid changes in technology, personnel law and mandated financial regulations this cut will not be sustainable for the long-term. At present we have a well-trained and experienced staff that can survive with a reduced budget for the short-term. Shifts from meetings with travel and occasional lodging to online seminars will help to stretch the available funds.

Actual tax title expenses seem to have peaked at levels that will be able to sustain a \$6,000 cut in that budget. Over a year ago Treasury/Collections staff developed the idea to eliminate the lock-box banking function by purchasing two hand-held scanners and doing the work in-house. This has saved the town about \$16,000 annually – the cost of about 0.5 FTE of a clerical position. The postage budget is consolidated and reduced by \$6,500. In recent years the Town has significantly increased the outreach to residents that were not paying on time during these difficult economic times. This improvement in customer service had both a cost in terms of expenses as well as a reduction in revenues due to lower penalties and interest. Starting sometime in the summer of 2011 residents will be able to opt-in electronically to receive reminders for billing from the new non-emergency mass communications system. The Town will continue to send out some reminders by U.S. mail.

Three years ago about \$20,000 in annual technology license fees were made on one internal financial system - built approximately when the nation was founded - and on the beginnings of a network. Today, over ten different technology licenses at an

annual cost of about \$160,000 have laid the framework for a highly integrated communications network between the Town, School and Light departments. Over the next three years residents will begin to see the benefits of these systems. The technology in place has been designed to be very scalable – the Town could easily take on another municipality that wanted to share in many of our systems if regionalization becomes feasible.

The Town has cut \$22,500 or about 25% from a budget that has supported equipment and repairs. A known consequence of this cut will be to slow the PC replacement cycle from three years to four years. A few years ago we virtualized our public computers at the library. This has the benefit of reducing the replacement cost, improving staff control over network security and integrity, and reducing energy consumption. The cost to these benefits is less raw power of the machine to do complex tasks. Now that we have nearly completed a network virtualization project, as funds are available we will begin to extend the PC virtualization project to replace about half of our 200+ PCs Town-wide. The rest of the technology budget reductions are in the area of 'things that might go wrong' in where the division will shift to a more reactive than proactive stance. Under no circumstance will network security be compromised by any financial reductions. When things don't go wrong, the Town has been able to fund several technology capital projects (<\$50,000) that simply arise faster than the capital planning process can accommodate them. These FY12 budget cuts will reduce the flexibility of self-funding and it is possible that technology capital requests may appear in the next few years.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: FINANCE			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0131	FINANCE COMMITTEE								
05	EXPENSES								
11315530	530130	FINL AUDIT	50,000.00	51,000.00	51,000.00	51,000.00	52,000.00	52,000.00	.0%
11315531	531000	PRDEV TRN	367.48	333.00	268.00	329.04	500.00	400.00	-20.0%
	TOTAL EXPENSES		50,367.48	51,333.00	51,268.00	51,329.04	52,500.00	52,400.00	-.2%
	TOTAL FINANCE COMMITTEE		50,367.48	51,333.00	51,268.00	51,329.04	52,500.00	52,400.00	-.2%
0141	BOARD OF ASSESSORS								
03	SALARIES								
11413511	511003	APPRAISER	64,605.92	73,171.79	67,032.78	53,159.78	78,515.00	81,683.00	4.0%
11413511	511008	ASST APPR	43,792.50	46,781.10	48,448.70	31,855.29	47,802.00	48,758.00	2.0%
11413511	511147	ASSOC APPR	21,782.83	22,262.16	22,504.52	16,978.88	23,000.00	.00	-100.0%
11413511	515000	OVERTIME	1,857.90	.00	4,922.52	1,492.68	.00	.00	.0%
	TOTAL SALARIES		132,039.15	142,215.05	142,908.52	103,486.63	149,317.00	130,441.00	-12.6%
05	EXPENSES								
11415524	524900	LIC ASSESS	1,800.00	1,800.00	1,800.00	1,800.00	2,000.00	.00	-100.0%
11415530	530190	REVAL	.00	.00	.00	.00	7,000.00	.00	-100.0%
11415530	530191	APPRSL SVC	.00	4,500.00	.00	.00	5,000.00	5,000.00	.0%
11415530	530192	INFO HEAR	3,051.43	.00	.00	.00	5,000.00	.00	-100.0%
11415531	531000	PROFESSION	.00	.00	.00	.00	.00	250.00	.0%
11415531	531010	DUES/MEMB	.00	.00	.00	.00	.00	500.00	.0%
11415531	531050	PUBLCTNS	1,853.77	1,419.63	1,472.21	1,177.48	1,500.00	1,500.00	.0%
11415531	531091	PROF DEV	.00	.00	.00	.00	.00	250.00	.0%
11415542	542000	OFFC SUPPL	871.04	957.85	557.93	109.07	1,000.00	1,000.00	.0%
11415571	571000	MILEAGE	1,339.94	1,372.69	1,167.26	175.61	1,500.00	1,000.00	-33.3%
11415578	578000	OTHER EXPN	.00	150.00	185.00	.00	.00	.00	.0%
	TOTAL EXPENSES		8,916.18	10,200.17	5,182.40	3,262.16	23,000.00	9,500.00	-58.7%
	TOTAL BOARD OF ASSESSORS		140,955.33	152,415.22	148,090.92	106,748.79	172,317.00	139,941.00	-18.8%
0145	FINANCE								
03	SALARIES								
11453511	511001	ATM/FINDIR	80,414.10	88,980.25	95,288.75	62,312.59	94,977.00	96,897.00	2.0%
11453511	511005	TREAS/COLL	66,823.45	71,433.30	75,693.03	49,498.26	75,462.00	76,971.00	2.0%
11453511	511007	ASST TR/CO	86,560.66	95,453.26	100,196.69	65,882.10	100,440.00	102,448.00	2.0%
11453511	511010	ADMIN ASST	34,275.83	37,105.02	40,602.27	26,334.88	40,148.00	40,951.00	2.0%
11453511	511011	ADMIN SECR	34,021.35	36,697.92	38,072.42	24,896.83	37,956.00	38,715.00	2.0%
11453511	511012	CLERK	129,151.90	137,163.03	141,859.79	92,422.02	140,000.00	138,876.00	-.8%
11453511	515000	OVERTIME	3,233.84	2,308.24	1,113.15	660.11	5,000.00	2,000.00	-60.0%
	TOTAL SALARIES		434,481.13	469,141.02	492,826.10	322,006.79	493,983.00	496,858.00	.6%

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
05	EXPENSES							
1145530	530105	PRINTING	.00	.00	10,990.14	6,242.26	17,000.00	.0%
1145530	530110	TAX TITLE	4,924.21	16,953.45	15,147.05	3,198.00	14,000.00	-30.0%
1145530	530111	BANK SVCS	25,597.66	29,681.86	18,280.65	6,317.35	28,000.00	-57.1%
1145531	531000	PRDEV TRN	4,779.26	1,357.44	2,331.44	2,218.20	1,000.00	-50.0%
1145531	531010	PRDEV DUES	.00	1,893.50	1,536.95	1,678.00	3,000.00	-50.0%
1145531	531091	PRDEV TRAV	73.25	1,976.27	1,383.36	2,185.83	1,000.00	-50.0%
1145540	540000	SUPP/EQUIP	6,205.86	8,321.91	354.81	532.46	.00	.0%
1145542	542000	OFFC SUPPL	702.55	4,566.98	6,002.76	3,756.58	7,500.00	-6.7%
1145542	542127	POSTAGE	34,495.89	36,819.45	34,862.39	21,405.98	32,000.00	-15.6%
	TOTAL EXPENSES		76,778.68	101,570.86	90,889.55	47,534.66	109,500.00	-27.4%
	TOTAL FINANCE		511,259.81	570,711.88	583,715.65	369,541.45	603,483.00	-4.5%
0152	HUMAN RESOURCES							
03	SALARIES							
11523511	511003	HR ADMIN	65,794.93	70,785.12	75,967.90	49,677.99	75,736.00	2.0%
	TOTAL SALARIES		65,794.93	70,785.12	75,967.90	49,677.99	75,736.00	2.0%
05	EXPENSES							
11525530	530100	ADVERTISNG	7,311.32	5,644.66	198.18	1,088.64	4,000.00	-50.0%
11525530	530105	PRINTING	65.45	.00	.00	.00	.00	.0%
11525530	530140	MEDCL SVCS	11,576.50	13,301.50	6,845.50	4,063.00	6,000.00	.0%
11525530	530195	PAY/CL STD	6,850.00	7,650.00	.00	.00	.00	.0%
11525531	531090	PRDEV REG	.00	8,200.00	1,800.00	.00	.00	.0%
	TOTAL EXPENSES		25,803.27	34,796.16	8,843.68	5,151.64	10,000.00	-20.0%
	TOTAL HUMAN RESOURCES		91,598.20	105,581.28	84,811.58	54,829.63	85,736.00	-6.6%
0155	TECHNOLOGY							
03	SALARIES							
11553511	511003	DB ADMIN	73,484.55	77,369.70	80,326.95	52,528.57	80,081.00	-100.0%
11553511	511004	NETW ADMIN	82,773.81	74,551.35	78,756.07	51,501.28	78,515.00	6.1%
11553511	511148	TECHNICIAN	.00	11,769.16	51,429.98	33,807.75	51,534.00	100.0%
11553511	511149	GIS COORD	56,199.83	58,613.50	61,339.74	40,112.16	61,152.00	4.0%
11553511	515000	OVERTIME	.00	1,896.46	.00	.00	2,600.00	19.2%
	TOTAL SALARIES		212,458.19	224,200.17	271,852.74	177,949.76	273,882.00	-7.6%
05	EXPENSES							
11555521	521390	TELEPHONE	83,142.91	50,428.28	35,999.32	42,880.00	45,000.00	.0%
11555524	524000	MAINT/REPR	5,184.60	8,930.03	6,755.62	10,062.63	10,000.00	-30.0%
11555530	530000	PROF SVCS	6,669.48	2,304.00	23,224.12	.00	5,000.00	-30.0%

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 3  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: FINANCE		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
1155530 530105	PRINTING	.00	4,896.97	.00	.00	.00	.00	.0%
1155530 530106	MAIL SVCS	.00	538.79	.00	.00	.00	.00	.0%
1155530 530121	INTERNET	.00	993.40	125.00	767.95	1,500.00	1,500.00	.0%
1155536 536000	LIC SFTWR	19,469.58	4,664.00	21,110.79	714.74	7,000.00	7,000.00	.0%
1155536 536100	LIC ADMIN	.00	12,740.00	13,720.00	1,800.00	.00	1,800.00	.0%
1155536 536110	LIC MUNIS	.00	45,705.45	52,953.00	70,055.90	75,000.00	75,000.00	.0%
1155536 536120	LIC ASSESS	.00	.00	.00	.00	10,000.00	10,000.00	.0%
1155536 536123	LIC GIS	.00	8,900.00	8,900.00	.00	9,000.00	12,000.00	33.3%
1155536 536130	LIC MSFT	.00	.00	2,174.00	2,511.32	.00	.00	.0%
1155536 536132	LIC WEBB	.00	4,065.00	4,230.00	.00	5,000.00	5,000.00	.0%
1155536 536135	LIC DOC ST	.00	.00	13,611.00	.00	14,000.00	14,000.00	.0%
1155536 536137	LIC COMMUN	.00	.00	.00	12,200.00	12,000.00	12,000.00	.0%
1155536 536138	LIC PERMIT	.00	.00	.00	.00	10,000.00	22,000.00	120.0%
1155536 536139	LIC CEMSYS	.00	.00	.00	1,260.00	1,500.00	1,500.00	.0%
1155542 542000	OFFC SUPPL	59,525.64	88.55	938.06	.00	.00	.00	.0%
1155542 542115	TONER CART	.00	8,538.69	9,670.13	10,000.00	10,000.00	10,000.00	.0%
1155542 542303	PAPER	.00	1,988.79	1,465.14	.00	.00	.00	.0%
1155555 555000	PRTS&SUPPL	.00	.00	28,715.70	13,364.92	15,000.00	9,000.00	-40.0%
1155555 555100	PC HRDWR	.00	4,996.90	33,097.77	4,337.10	30,000.00	24,000.00	-20.0%
1155555 555110	NET HRDWR	.00	21,760.33	64,203.78	1,120.00	14,000.00	8,000.00	-42.9%
1155555 555125	GIS SUPPL	4,379.56	.00	1,500.00	.00	2,000.00	2,000.00	.0%
1155555 555130	PC SFTWR	.00	.00	6,802.00	.00	2,500.00	2,500.00	.0%
	TOTAL EXPENSES	178,371.77	181,539.18	329,195.43	171,074.56	278,500.00	272,800.00	-2.0%
	TOTAL TECHNOLOGY	390,829.96	405,739.35	601,048.17	349,024.32	552,382.00	525,863.00	-4.8%
0161	TOWN CLERK							
03	SALARIES							
11613511 511003	TOWN CLERK	62,052.75	64,883.94	56,249.54	40,908.24	62,375.00	63,613.00	2.0%
11613511 511120	ASST TN CL	38,460.16	41,229.76	46,503.18	28,967.04	44,161.00	45,044.00	2.0%
	TOTAL SALARIES	100,512.91	106,113.70	102,752.72	69,875.28	106,536.00	108,657.00	2.0%
05	EXPENSES							
11615530 530000	PROF SVCS	1,087.20	337.00	870.00	.00	1,800.00	1,000.00	-44.4%
	TOTAL EXPENSES	1,087.20	337.00	870.00	.00	1,800.00	1,000.00	-44.4%
	TOTAL TOWN CLERK	101,600.11	106,450.70	103,622.72	69,875.28	108,336.00	109,657.00	1.2%
0162	ELECTIONS & REGISTRATION							
03	SALARIES							
11623511 511150	REGISTRAR	1,676.19	1,625.42	1,404.06	891.21	1,800.00	1,800.00	.0%
11623511 511151	CENSUS WRK	881.65	.00	.00	.00	.00	.00	.0%
11623511 511153	ELEC WRK	16,045.38	33,314.71	21,105.95	26,385.63	45,000.00	30,000.00	-33.3%
11623511 511155	TM MONITOR	633.54	1,156.96	.00	.00	1,500.00	1,500.00	.0%
11623511 596120	ST GR SUPP	.00	-10,344.00	.00	-10,592.00	-10,344.00	-10,344.00	.0%

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 4  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: FINANCE	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
TOTAL SALARIES	19,236.76	25,753.09	22,510.01	16,684.84	37,956.00	22,956.00	-39.5%
05 EXPENSES							
11625530 530100 ADVERTISNG	10,026.52	4,657.81	4,615.84	4,611.47	5,000.00	3,500.00	-30.0%
11625530 530105 PRINTING	8,955.14	1,655.00	2,252.00	533.35	7,500.00	4,000.00	-46.7%
11625530 530151 CENSUS	.00	6,030.10	4,779.37	5,238.84	6,000.00	5,000.00	-16.7%
11625530 530152 BALLOT PRG	.00	8,769.61	9,962.42	1,004.85	10,000.00	10,000.00	.0%
11625530 530153 PROF/TECH	15,964.35	454.13	217.00	.00	1,500.00	1,000.00	-33.3%
11625540 540000 SUPP/EQUIP	84.98	3,821.39	5,765.28	4,112.86	.00	3,500.00	.0%
11625542 542127 POSTAGE	.00	474.16	.00	.00	1,500.00	.00	-100.0%
11625549 549307 MEALS/FOOD	.00	.00	.00	1,570.32	.00	1,500.00	.0%
TOTAL EXPENSES	35,030.99	25,862.20	27,591.91	17,071.69	31,500.00	28,500.00	-9.5%
TOTAL ELECTIONS & REGISTRATI	54,267.75	51,615.29	50,101.92	33,756.53	69,456.00	51,456.00	-25.9%
TOTAL FINANCE	1,340,878.64	1,443,846.72	1,622,658.96	1,035,105.04	1,644,210.00	1,540,926.00	-6.3%
GRAND TOTAL	1,340,878.64	1,443,846.72	1,622,658.96	1,035,105.04	1,644,210.00	1,540,926.00	-6.3%

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

## Community Services FY12 Budget

### Overview

Community Services is comprised of six 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.

	FY11	FY12	Change
CS Administration	\$227,576	\$246,103	+8.1%
Conservation	\$53,214	\$31,605	-40.6%
Planning	\$50,523	\$51,580	+2.1%
Inspections	\$179,818	\$125,431	-30.2%
Health	\$237,965	\$210,117	-11.7%
Elder Services	\$199,958	\$169,041	-15.5%
Veterans	\$165,988	\$170,102	+2.5%
Historical	\$1,000	\$1,000	0.0%
<b>TOTAL</b>	<b>\$1,116,042</b>	<b>\$1,004,979</b>	<b>-10.0%</b>

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.

**Staffing (14.8 FTEs; -2.1 FTEs)**  
**Wage costs (\$767,480; -12.3%)**

	FY11	FY12	Change	FTEs
CS Administration	\$211,976	\$232,303	+9.6%	+0.5
Conservation	\$53,214	\$31,605	-40.6%	-0.46
Planning	\$50,523	\$51,580	+2.1%	None
Inspections	\$179,818	\$125,431	-30.2%	-1.2
Health	\$173,055	\$143,067	-17.3%	-0.46
Elder Services	\$191,683	\$163,892	-14.5%	-0.46
Veterans	\$15,288	\$19,602	+28.2%	none
Historical	\$0	\$0		
<b>TOTAL</b>	<b>\$875,557</b>	<b>\$767,480</b>	<b>-12.3%</b>	<b>-2.1</b>

Several changes in staffing are made as part of this FY12 budget. In the Community Services Administration division, an Administrative Assistant position is now being shared with the Town Administration department, causing a 12-hour/week (-0.3 FTE) reduction. A 0.8 FTE clerical position is added to this budget to ensure customer service and to assist in the new technology (License & permits system and document storage) coming to the department. The slow economy provides an opportunity to focus on long-range planning and economic development efforts, including rezoning, by-law

FTEs	FY07	FY08	FY09	FY10	FY11	FY12
Community Services Admin.	4.1	4.0	4.0	4.0	4.0	4.5
Conservation	1.0	1.0	1.0	1.0	1.0	0.5
Planning	0.0	1.0	1.0	1.0	1.0	1.0
Inspections	4.1	4.1	4.1	3.1	3.1	2.0
Health	2.7	3.0	3.0	3.0	3.0	2.5
Elder/Human	4.5	5.1	5.1	4.9	4.3	3.8
Veterans	0.5	0.5	0.5	0.5	0.5	0.5
<b>TOTAL</b>	<b>16.9</b>	<b>18.7</b>	<b>18.7</b>	<b>17.5</b>	<b>16.9</b>	<b>14.8</b>

updates, and streamlined permitting so that the permitting process is customer friendly and attractive to business when the economy improves. Adequate staffing of the planning division will ensure that Reading continues to move forward to reach its full potential with a proactive division that plans for the future.

In conservation, health and elder/human services there are three division head positions that have had their hours reduced as attempts to regionalize (share) these services with nearby communities are ongoing. The Finance Committee increased the hours of these positions slightly, spending an additional \$6,521 in wages to ensure that all three employees met the 20 hour minimum for health insurance. Note that the offset to the conservation administrator's salary has been discontinued in this budget due to the low balances in the fund.

The Inspections division has three changes: the elimination of 1.0 FTE permits coordinator and a reduction in hours from 20 to 16/week for both the plumbing and electric/gas inspectors. The

latter two inspections positions are also included in the ongoing regionalization discussions. A combination of reduced activity related to the economic downturn and opportunities to streamline through the L&P system will ameliorate the impacts of the cuts.

Increased funding will allow the Veteran's Services Officer to work more hours within the regional district that Reading has formed with Wilmington. Veteran's benefits paid by the Town have doubled to about \$150,000 in the past few years, primarily due to an increased caseload during these difficult economic times. The state reimburses Reading for 75% of these funds during the following fiscal year.

**Expenses (\$237,499; -1.2%)**

Aside from the \$150,000 set aside to fund veteran's services, there are relatively few expenses in this department. Professional development is reduced to the essential activities only. Public health services ranging from clinics to mosquito spraying are not negatively impacted by this budget.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnyrpts

PROJECTION: 2012 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY SERVICES	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 4	PCT CHANGE
0126 COMMUNITY SVC ADMINISTRATION							
03 SALARIES							
11263511 511001 TOWN PLANR	.00	83,058.72	87,452.21	68,615.95	98,834.00	100,889.00	2.1%
11263511 511010 ADMIN ASST	36,389.92	39,451.71	41,201.94	28,430.28	40,951.00	28,414.00	-30.6%
11263511 511012 CLERK	61,191.44	64,333.85	67,872.58	46,954.40	67,691.00	98,500.00	45.5%
11263511 515000 OVERTIME	5,386.40	3,855.75	3,157.82	3,194.46	4,500.00	4,500.00	.0%
TOTAL SALARIES	102,967.76	190,700.03	199,684.55	147,195.09	211,976.00	232,303.00	9.6%
05 EXPENSES							
11265521 521309 WTR/SWR/SW	84.95	69.51	60.92	49.53	.00	100.00	.0%
11265521 521392 WRLS PHONE	.00	813.48	688.65	433.03	.00	400.00	.0%
11265524 524900 EQUIP RPR	649.37	.00	.00	.00	.00	.00	.0%
11265530 530000 PROF SVCS	240.00	500.00	.00	.00	.00	.00	.0%
11265530 530100 ADVERTISNG	115.00	60.00	758.11	417.56	.00	500.00	.0%
11265530 530105 PRINTING	1,095.16	.00	.00	.00	.00	.00	.0%
11265531 531000 PRDEV TRN	11,081.62	3,419.60	894.18	178.00	4,800.00	2,500.00	-47.9%
11265531 531090 PRDEV REG	.00	673.00	.00	.00	.00	.00	.0%
11265531 531901 PRDEV HLTH	.00	155.00	761.00	423.00	.00	.00	.0%
11265531 531903 PRDEV INSP	.00	494.00	887.88	697.95	.00	.00	.0%
11265531 531904 PRDEV VET	.00	.00	203.03	35.00	.00	.00	.0%
11265531 531905 PRDEV CONS	.00	.00	1,605.00	628.00	.00	.00	.0%
11265531 531906 PRDEV PLAN	.00	490.00	1,392.86	1,170.00	.00	.00	.0%
11265542 542000 OFFC SUPPL	6,752.14	5,676.94	1,675.96	1,663.47	7,000.00	6,500.00	-7.1%
11265542 542901 OFCSP HLTH	.00	266.89	688.15	524.05	.00	.00	.0%
11265542 542902 OFCSP E/H	.00	187.54	1,219.01	955.07	.00	.00	.0%
11265542 542903 OFCSP INSP	.00	.00	751.30	541.28	.00	.00	.0%
11265542 542904 OFCSP VET	.00	.00	182.96	20.96	.00	.00	.0%
11265542 542905 OFCSP CONS	.00	1.48	173.69	17.84	.00	.00	.0%
11265542 542906 OFCSP PLAN	.00	19.35	570.17	574.71	.00	.00	.0%
11265542 542907 OFCSP TMGR	.00	.00	666.65	183.97	.00	.00	.0%
11265571 571000 MILEAGE	5,970.16	5,907.81	5,341.46	2,287.13	3,800.00	3,800.00	.0%
TOTAL EXPENSES	25,988.40	18,734.60	18,520.98	10,800.55	15,600.00	13,800.00	-11.5%
TOTAL COMMUNITY SVC ADMINIST	128,956.16	209,434.63	218,205.53	157,995.64	227,576.00	246,103.00	8.1%
0171 CONSERVATION DIVISION							
03 SALARIES							
11713511 511003 CONS ADMIN	47,106.97	56,050.32	59,395.96	41,109.78	59,214.00	31,605.00	-46.6%
11713511 596130 RVFND SUPP	.00	-6,000.00	-6,000.00	-6,000.00	-6,000.00	.00	-100.0%
TOTAL SALARIES	47,106.97	50,050.32	53,395.96	35,109.78	53,214.00	31,605.00	-40.6%
05 EXPENSES							
11715524 524302 MATTERACBN	.00	.00	1,878.00	.00	.00	.00	.0%



TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 3  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY SERVICES		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 4	PCT CHANGE
15115540 540000	SUPP/EQUIP	.00	46.06	.00	.00	.00	.00	.0%
15115540 540521	INSP SUPP	.00	1,582.71	1,539.07	597.80	2,222.00	2,250.00	1.3%
15115540 540524	CLINIC SUP	2,007.03	455.79	626.43	520.05	1,800.00	1,800.00	.0%
15115540 596130	RVFND SUPP	.00	-2,100.00	-2,100.00	.00	-2,100.00	.00	-100.0%
15115571 571000	MILEAGE	2,349.68	2,434.83	2,540.97	1,356.24	1,600.00	1,600.00	.0%
15115577 577500	RIVERSIDE	7,500.00	7,000.00	7,000.00	4,666.68	7,000.00	7,000.00	.0%
15115577 577510	EMARC	11,275.00	13,000.00	13,000.00	9,750.00	13,000.00	13,000.00	.0%
TOTAL EXPENSES		60,776.71	60,779.71	65,976.23	50,358.09	64,910.00	67,050.00	3.3%
TOTAL HEALTH		213,370.29	229,437.84	243,091.52	171,740.08	237,965.00	210,117.00	-11.7%
0541 ELDER SERVICES								
03 SALARIES								
15413511 511003	ELD ADMIN	58,450.95	62,157.00	63,813.77	44,167.52	63,619.00	34,635.00	-45.6%
15413511 511523	VAN DRIVER	25,760.46	27,369.38	29,778.56	14,695.76	28,298.00	31,111.00	9.9%
15413511 511524	SUB VN DRV	2,449.84	2,488.90	3,186.10	6,134.39	2,500.00	3,000.00	20.0%
15413511 511525	SOCIAL WRK	44,239.50	47,821.09	51,895.39	35,918.43	51,737.00	52,815.00	2.1%
15413511 511527	SR CNT CRD	33,963.93	35,672.54	37,466.26	26,129.78	37,741.00	38,263.00	1.4%
15413511 511528	VOL COORD	22,452.57	26,309.11	.00	.00	.00	.00	.0%
15413511 511561	NURSE ADV	21,817.05	29,129.61	30,609.49	21,187.35	30,518.00	31,268.00	2.5%
15413511 517017	SCK LV BBK	.00	.00	.00	4,468.58	4,470.00	.00	-100.0%
15413511 596120	ST GR SUPP	26,603.58	-24,200.00	-24,200.00	-24,200.00	-24,200.00	-24,200.00	.0%
15413511 596150	PVTGR SUPP	3,000.00	-2,600.00	.00	.00	.00	.00	.0%
15413511 596180	TRFND SUPP	.00	-3,000.00	-3,000.00	.00	-3,000.00	-3,000.00	.0%
TOTAL SALARIES		238,737.88	201,147.63	189,549.57	128,501.81	191,683.00	163,892.00	-14.5%
05 EXPENSES								
15415531 531010	PRDEV DUES	.00	.00	816.87	626.02	730.00	750.00	2.7%
15415531 531090	PRDEV REG	.00	29.65	156.71	796.16	750.00	200.00	-73.3%
15415531 531091	PRDEV TRAV	.00	511.39	344.15	26.70	.00	.00	.0%
15415535 535304	PROGRAMS	.00	.00	924.03	164.00	1,121.00	1,125.00	.4%
15415536 536000	LIC SFTWR	.00	790.00	.00	893.00	900.00	900.00	.0%
15415540 540000	SUPP/EQUIP	363.96	284.96	1,553.67	837.27	1,325.00	1,325.00	.0%
15415540 540049	FURNISHING	.00	.00	1,557.00	.00	1,200.00	.00	-100.0%
15415548 548000	AUTO MAINT	.00	.00	.00	.00	400.00	.00	-100.0%
15415551 551000	VOLNTTRAIN	.00	.00	.00	.00	400.00	.00	-100.0%
15415571 571000	MILEAGE	265.61	141.51	236.53	122.05	250.00	100.00	-60.0%
15415577 577540	MEAL DELIV	1,006.38	587.41	657.77	582.39	1,250.00	1,000.00	-20.0%
15415578 578000	OTHER EXPN	5,593.00	5,593.00	5,593.00	5,593.00	5,600.00	5,600.00	.0%
15415578 578018	VOLUNT COST	.00	.00	450.00	.00	.00	.00	.0%
15415578 596120	ST GR SUPP	.00	.00	500.00	1,200.00	600.00	.00	-100.0%
TOTAL EXPENSES		7,228.95	7,937.92	6,938.73	4,989.59	8,275.00	5,149.00	-37.8%
TOTAL ELDER SERVICES		245,966.83	209,085.55	196,488.30	133,491.40	199,958.00	169,041.00	-15.5%
0543 VETERANS								
03 SALARIES								

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 4  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: COMMUNITY SERVICES		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 4	PCT CHANGE
15433511 511003	VET SV OFF	13,810.68	16,104.44	18,169.02	9,905.62	15,288.00	19,602.00	28.2%
	TOTAL SALARIES	13,810.68	16,104.44	18,169.02	9,905.62	15,288.00	19,602.00	28.2%
05	EXPENSES							
15435571 571000	MILEAGE	.00	.00	.00	.00	700.00	500.00	-28.6%
	TOTAL EXPENSES	.00	.00	.00	.00	700.00	500.00	-28.6%
	TOTAL VETERANS	13,810.68	16,104.44	18,169.02	9,905.62	15,988.00	20,102.00	25.7%
0544	VETERANS' AID							
05	EXPENSES							
15445577 577000	VETS BENEF	75,887.46	123,531.30	161,458.81	95,763.01	150,000.00	135,000.00	-10.0%
15445577 577506	MED BENEFI	.00	.00	.00	14,809.69	.00	15,000.00	.0%
15445577 577508	ONE TIME B	.00	.00	.00	292.69	.00	.00	.0%
	TOTAL EXPENSES	75,887.46	123,531.30	161,458.81	110,865.39	150,000.00	150,000.00	.0%
	TOTAL VETERANS' AID	75,887.46	123,531.30	161,458.81	110,865.39	150,000.00	150,000.00	.0%
0691	HISTORICAL COMMISSION							
05	EXPENSES							
16915540 540000	SUPP/EQUIP	999.11	995.17	999.16	753.83	1,000.00	1,000.00	.0%
	TOTAL EXPENSES	999.11	995.17	999.16	753.83	1,000.00	1,000.00	.0%
	TOTAL HISTORICAL COMMISSION	999.11	995.17	999.16	753.83	1,000.00	1,000.00	.0%
	TOTAL COMMUNITY SERVICES	840,750.68	990,724.38	1,029,666.05	790,177.51	1,116,042.00	1,004,979.00	-10.0%
	GRAND TOTAL	840,750.68	990,724.38	1,029,666.05	790,177.51	1,116,042.00	1,004,979.00	-10.0%

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

## **Library FY12 Budget**

### **Overview**

The Reading Public Library general fund budget for FY12 is \$1,241,530 which is a 0.5% increase compared to FY11.

The Library is divided into these divisions:

Administration Staff (3.0 FTEs): Director MLS (Master's in Library Science); Assistant Director MLS; Administrative Assistant. Responsibilities: Administration and Management, Planning, Policy, Budgeting, Accounting & Payroll, Data Collection, Reports, Grant Management, State Aid and Network Policy & Standards, Personnel, Technology, Volunteers, Staff Development, Public & Donor Relations.

Circulation Staff (5.75 FTEs): Division Head 1.0 MLS; Library technicians 3.5 FTE (Eleven part-time); Pages 1.25 FTE (Five part-time). Responsibilities: Collection Management, Customer Assistance and Referral, General Information, Interlibrary Lending, Services for Groups and Community Organizations, Management of Meeting Rooms and Museum Pass Programs and other Public Services.

Children's Division Staff (4.47 FTEs): Division Head MLS; Children's Librarians 1.77 FTE (Three part-time MLS Librarians); Library Associate .6 FTE; Pages 1.1 FTE (Five part-time). Responsibilities: Programming, Collection Development, Education, Outreach, Summer Reading Program, Volunteer Program, Website Management, Readers and Parent Advisory Services.

Reference Division Staff (4.5 FTEs): Division Head MLS; Staff Librarians 3.0 FTE (Five part-time MLS Librarians); Young Adult Librarians .5 FTE (Two part-time MLS Librarians). Responsibilities: Instruction, Research Assistance,

Programming, Outreach, Information Services, Teen Services, Grant writing and implementation, NetGuides, Volunteers, Local History, Website Development & Management.

Technical Services Staff (2.4 FTEs): Division Head MLS; Library Associates 1.0 FTE (Two part-time); Pages .4 FTE (One part-time). Responsibilities: Vendor Accounts, Purchasing Contracts, Acquisitions, Cataloging, Processing, Network Databases.

**Staffing (20.1 FTEs; no change** – 42 staff members consisting of 7 full time librarians, 9 part-time librarians, 15 part-time library associates and technicians, and 11 library pages).

### **Wages (\$987,717; +2.2%)**

The library has recently introduced a new way to track wage costs by division. While there is not yet much history, in the future this method will provide more detailed insight into the different functions at the library. All employees are budgeted for a 2% step increase. Funding for Sundays is tracked newly within appropriate division accounts so "Sundays" don't appear as a separate line item. The anticipated amount for Sundays included in the FY12 across three divisions is \$28,772. Note that there is NO overtime budget for the library. Sick time, earned time off, and extended leaves have never been budgeted.

In Administration an Administrative Assistant position was upgraded from Administrative Secretary and increased from part time to full time due to a retirement. The Library Trustees had a plan that reduced certain other staff hours and would close the Library for 13 Saturdays during the summer, but the FINCOM restored \$18,000 to the budget to retain those hours of service to the public.

Wages	FY11	FY12	Change
Administration	\$189,509	\$193,905	+2.3%
Circulation	\$202,957	\$207,017	+2.0%
Children's	\$216,267	\$221,975	+2.6%
Reference	\$252,713	\$258,167	+2.2%
Tech Services	\$104,560	\$106,653	+2.0%
<b>Total</b>	<b>\$966,006</b>	<b>\$987,717</b>	<b>+2.2%</b>

**Expenses (\$253,813; -5.6%)**

Most expenses are level funded for FY12. Supplies have been reduced by \$3,004 or about 10%. In FY11, the materials budget was funded at \$178,000, or just over the 15% state requirement. In this budget it is reduced by \$5000 to \$173,000 or 14.1% of the proposed overall budget. Other sources of revenues will be sought to make up the difference.

**Services**

Through its collections, classes, programs, and outreach activities, the Library supports and encourages reading and learning, and personal growth and development.

In 2010:

506,594	Books and A-V borrowed (22 books per person in Reading)
13,052	Attended Children's Programs
973	Teens in library classes, afternoon & evening programs
1,903	Hours 122 Library Volunteers worked
107,930	Books, Audio, and Video Holdings
1,324,770	Website hits
3047	Hours open total, includes 48 Saturdays, 31 Sunday afternoons
217,582	People visited the library
49,920	People used library computers
62,867	Consultations with Research & Children's Librarians

1,834 Museum Passes borrowed by residents

**Who does the library serve?**

The Reading Public Library serves the community from birth through old age. 20,676 Reading residents have current library cards (83% of Reading population of 24,747.) A recent community-wide survey provides the following customer profile:

- 88% of residents visited in past year; 75% visit once a month or more
- 93% of library users borrow books; 58% of library users borrow dvds or a-v materials
- 99% of library patrons expressed satisfaction with service received

**The Value of Library Services**

The value of library services for the average adult who uses the library once a month is \$3000.00. – You can measure your family's value on our website at <http://www.readingpl.org>.

**Summary**

Library business has continued a steady increase with notable jumps in interlibrary lending and borrowing (up over 400% in five years), circulation (up 33% in four years), and program attendance and participation dramatically increasing, particularly among adults and teens: 3,982 teens and adults took part in library classes and programs in 2010, and attendance at children's programs was 13,052 over the course of the year. Over 83% of Reading's citizens carry library cards and last year, during the 3,047 hours the library was open, we greeted 217,582 people.

# Library Budget FY12

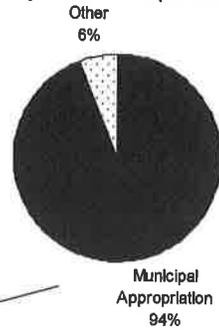
## Revenue

The Library relies on several sources of income for its annual operating budget:

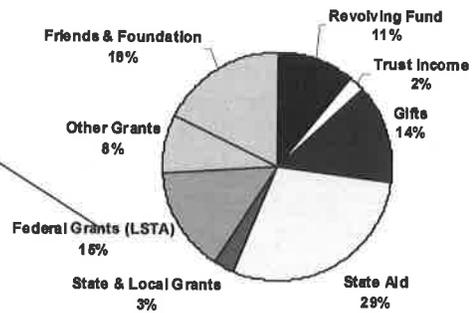
### Library Revenue FY10

Municipal appropriation	\$1,225,328	93.7%
Revolving Fund	\$ 8,760	0.6%
Trust Income	\$ 1,972	0.1%
Gifts	\$ 11,552	0.8%
State Aid	\$ 23,472	1.8%
State & Local Grants	\$ 2,341	0.1%
Federal Grants (LSTA)	\$ 12,021	0.9%
Other Grants	\$ 6,837	0.5%
Friends & Foundation	\$ 14,500	1.1%
<b>Total</b>	<b>\$1,306,783</b>	

Library Revenue FY10 (All Sources)



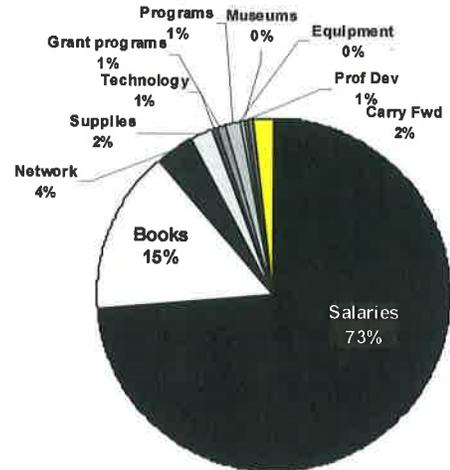
Library Revenue FY10  
(Non-Municipal Sources = 6%)



## Expenditures

### Library Expenditures FY10

Salaries	\$963,683	73.7%
Books	\$195,024	14.9%
Network	\$47,278	3.6%
Supplies & Equipment	\$23,046	1.8%
Technology upgrades	\$8,731	0.7%
Grants Implementation	12,021	0.9%
Programs	16,645	1.3%
Equipment & furnishings	3,000	0.2%
Museum Passes	4,800	0.4%
Professional Development	8,863	0.7%
Carry Fwd	\$23,692	1.8%
	<b><u>\$1,306,783</u></b>	



TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
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PROJECTION: 2012 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 4	PCT CHANGE
0610	LIBRARY ADMINISTRATION							
03	SALARIES							
16103511	511010 ADMIN ASST	.00	.00	.00	14,693.10	5,950.00	.00	-100.0%
16103511	511641 DIRECTOR	76,903.20	83,093.64	83,017.63	58,101.82	83,018.00	84,678.00	2.0%
16103511	511642 ASST DIREC	60,839.10	48,306.23	67,686.72	47,078.93	67,507.00	68,857.00	2.0%
16103511	511643 ADMIN SECR	25,699.92	26,344.61	27,419.89	5,978.50	26,862.00	40,370.00	50.3%
16103511	511644 DIVSN HEAD	216,770.65	228,161.43	233,224.73	.00	.00	.00	.0%
16103511	511645 LIBRARIAN	292,971.44	283,370.12	289,742.79	.00	.00	.00	.0%
16103511	511646 SR ASSOC	23,821.46	37,415.04	76,950.65	2,942.09	.00	.00	.0%
16103511	511647 LIBR ASSOC	23,037.27	11,863.55	.00	.00	.00	.00	.0%
16103511	511648 SR TECH	9,906.39	10,579.59	10,477.65	.00	.00	.00	.0%
16103511	511649 CIRC TECH	104,836.82	112,443.36	98,070.57	.01	.00	.00	.0%
16103511	511651 PAGE	40,878.95	44,231.81	47,024.59	50.94	.00	.00	.0%
16103511	515000 OVERTIME	494.21	27,651.50	22,193.75	1,750.55	1,027.00	.00	-100.0%
16103517	517017 SCK LV BKK	.00	.00	.00	5,145.00	5,145.00	.00	-100.0%
	TOTAL SALARIES	876,159.41	913,460.88	955,808.97	135,740.94	189,509.00	193,905.00	2.3%
05	EXPENSES							
16105524	524000 MAINT/REPR	3,892.37	7,327.07	8,690.83	2,585.95	3,500.00	3,500.00	.0%
16105531	531090 PRDEV REG	3,307.68	3,320.63	4,811.31	1,877.90	3,500.00	3,500.00	.0%
16105531	531091 PRDEV TRAV	1,710.54	3,616.99	3,063.12	958.26	2,135.00	2,135.00	.0%
16105536	536000 LIC SFTWR	47,498.00	47,224.98	47,147.98	31,438.68	47,278.00	47,278.00	.0%
16105540	540000 SUPP/EQUIP	5,188.71	4,355.20	11,679.05	4,955.18	8,700.00	7,700.00	-11.5%
16105542	542000 OFFC SUPPL	10,943.38	10,487.22	11,090.13	9,528.19	10,204.00	9,200.00	-9.8%
16105555	555000 TECH SUPP	.00	8,563.94	8,731.43	210.38	8,500.00	7,500.00	-11.8%
16105556	556000 MATERIALS	.00	4,040.00	.00	16.70	.00	.00	.0%
16105556	556610 ADLT BOOKS	72,389.23	81,753.60	73,713.19	49,884.07	76,000.00	72,000.00	-5.3%
16105556	556611 CHLD BOOKS	26,711.02	29,213.44	27,555.82	16,211.11	28,500.00	26,000.00	-8.8%
16105556	556612 TEEN BOOKS	.00	.00	.00	.00	9,000.00	9,000.00	.0%
16105556	556620 ADLT AUDIO	16,964.45	18,755.86	19,816.56	10,322.15	15,000.00	14,000.00	-6.7%
16105556	556621 CHLD AUDIO	4,036.55	4,958.32	6,607.05	1,758.82	6,500.00	5,500.00	-15.4%
16105556	556630 ADLT VIDEO	18,508.70	22,802.22	23,012.87	17,209.01	22,000.00	20,000.00	-9.1%
16105556	556631 CHLD VIDEO	6,340.92	8,154.30	6,110.72	4,797.60	7,000.00	7,000.00	.0%
16105556	556640 PERIODICAL	12,909.36	10,044.73	2,008.94	1,618.60	10,000.00	9,000.00	-10.0%
16105556	556650 ELECTRONIC	19.99	.00	.00	329.76	.00	.00	.0%
16105556	556660 ONLINE DB	10,984.10	6,032.50	10,428.00	5,530.00	11,000.00	10,500.00	-4.5%
	TOTAL EXPENSES	241,405.00	270,651.00	264,467.00	159,232.36	268,817.00	253,813.00	-5.6%
	TOTAL LIBRARY ADMINISTRATION	1,117,564.41	1,184,111.88	1,220,275.97	294,973.30	458,326.00	447,718.00	-2.3%
0612	LIBRARY CIRCULATION							
03	SALARIES							
16123511	511644 CIRC DIVHD	.00	.00	.00	37,250.96	53,215.00	54,280.00	2.0%
16123511	511646 SR. LIBRAR	.00	.00	.00	18,835.72	28,553.00	29,124.00	2.0%
16123511	511649 TECHNICIAN	.00	.00	.00	65,579.15	94,659.00	96,552.00	2.0%

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
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PROJECTION: 2012 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: LIBRARY			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 4	PCT CHANGE
16123511	511651	PAGE	.00	.00	.00	14,117.08	19,684.00	20,078.00	2.0%
16123511	515000	OVERTIME	.00	.00	.00	4,997.60	.00	.00	.0%
16123511	515610	SUNDAY HRS	.00	.00	.00	.00	6,846.00	6,983.00	2.0%
TOTAL SALARIES			.00	.00	.00	140,780.51	202,957.00	207,017.00	2.0%
TOTAL LIBRARY CIRCULATION			.00	.00	.00	140,780.51	202,957.00	207,017.00	2.0%
0614 LIBRARY CHILDRENS DIVISION									
03 SALARIES									
16143511	511644	CHLD DIVHD	.00	.00	.00	42,175.28	60,542.00	61,753.00	2.0%
16143511	511645	CHILD LIBR	.00	.00	.00	74,684.57	106,442.00	108,871.00	2.3%
16143511	511646	SRLIBASSOC	.00	.00	.00	17,051.59	24,703.00	25,197.00	2.0%
16143511	511649	TECHNICIAN	.00	.00	.00	208.95	522.00	1,615.00	209.4%
16143511	511651	PAGE	.00	.00	.00	9,450.22	14,154.00	14,437.00	2.0%
16143511	515000	OVERTIME	.00	.00	.00	6,273.05	.00	.00	.0%
16143511	515610	SUNDAY HRS	.00	.00	.00	.00	9,904.00	10,102.00	2.0%
TOTAL SALARIES			.00	.00	.00	149,843.66	216,267.00	221,975.00	2.6%
TOTAL LIBRARY CHILDRENS DIVI			.00	.00	.00	149,843.66	216,267.00	221,975.00	2.6%
0616 LIBRARY REFERENCE DIVISION									
03 SALARIES									
16163511	511644	REF DIVHD	.00	.00	.00	41,127.52	58,753.00	59,928.00	2.0%
16163511	511645	LIBRARIANS	.00	.00	.00	128,842.48	183,942.00	188,021.00	2.2%
16163511	515000	OVERTIME	.00	.00	.00	3,861.08	.00	.00	.0%
16163511	515610	SUNDAY HRS	.00	.00	.00	.00	10,018.00	10,218.00	2.0%
TOTAL SALARIES			.00	.00	.00	173,831.08	252,713.00	258,167.00	2.2%
TOTAL LIBRARY REFERENCE DIVI			.00	.00	.00	173,831.08	252,713.00	258,167.00	2.2%
0618 LIBRARY TECH SERVICES DIVISION									
03 SALARIES									
16183511	511644	TECH DIVHD	.00	.00	.00	42,313.61	59,943.00	61,142.00	2.0%
16183511	511646	SR. LIBRAR	.00	.00	.00	17,978.67	25,684.00	26,198.00	2.0%
16183511	511648	SR LIBTECH	.00	.00	.00	6,985.16	10,789.00	11,005.00	2.0%
16183511	511651	PAGE	.00	.00	.00	4,915.30	7,244.00	7,390.00	2.0%
16183511	515000	OVERTIME	.00	.00	.00	1,214.72	.00	.00	.0%
16183511	515610	SUNDAY HRS	.00	.00	.00	.00	900.00	918.00	2.0%
TOTAL SALARIES			.00	.00	.00	73,407.46	104,560.00	106,653.00	2.0%
TOTAL LIBRARY TECH SERVICES			.00	.00	.00	73,407.46	104,560.00	106,653.00	2.0%
TOTAL LIBRARY			1,117,564.41	1,184,111.88	1,220,275.97	832,836.01	1,234,823.00	1,241,530.00	.5%
GRAND TOTAL			1,117,564.41	1,184,111.88	1,220,275.97	832,836.01	1,234,823.00	1,241,530.00	.5%

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

## Public Works FY12 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	FY12	Change
Engineering	\$458,818	\$415,588	-9.4%
Hwy&Equip.	\$1,349,790	\$1,358,981	+0.7%
Administration	\$254,731	\$257,441	+1.1%
Storm Water	\$169,722	\$149,463	-11.9%
Cemetery	\$186,995	\$184,761	-1.2%
Recreation	\$147,798	\$149,133	+0.9%
Pks & Forestry	\$522,486	\$506,273	-3.1%
<b>Divisions</b>	<b>\$3,090,340</b>	<b>\$3,021,640</b>	<b>-1.2%</b>
Snow/Lts/Trash	\$2,327,270	\$2,290,734	-1.6%
<b>Department</b>	<b>\$5,417,610</b>	<b>\$5,312,374</b>	<b>-1.9%</b>

**Staffing (42.0 FTEs; -1.0 FTEs excluding seasonal workers)**

**Wage costs – Divisions (\$2,289,710; -2.6%)**

All wage costs assume a +2% step movement for eligible employees. Two FTE changes are made with this budget. One

of two long-term seasonal workers in the parks & forestry division is eliminated in this budget. As a result, less timely maintenance will be provided in Town parks, playgrounds and ball fields. If the Town would adopt – and users would adhere to – a carry-in, carry-out policy, the impact of this budget reduction would be diminished.

Wages	FY11	FY12	Change
Engineering	\$439,061	\$400,838	-8.7%
Hwy&Equip.	\$741,260	\$735,051	-0.8%
Administration	\$248,940	\$252,891	+1.6%
Storm Water	\$147,582	\$142,463	-3.5%
Cemetery	\$148,226	\$145,661	-1.7%
Recreation	\$147,798	\$149,133	+0.9%
Pks & Forestry	\$478,447	\$463,673	-3.1%
<b>Divisions</b>	<b>\$2,351,314</b>	<b>\$2,289,710</b>	<b>-2.6%</b>
Snow/Lts/Trash	\$73,783	\$77,000	+4.4%
<b>Department</b>	<b>\$2,425,097</b>	<b>\$2,366,710</b>	<b>-2.4%</b>

Another change, which has been discussed for a couple of years, is the shifting of a 1.0 FTE engineer from the general fund to the Storm Water enterprise fund. The federal NPDES Phase I Program has caused more than 1.0 FTEs to be working on new storm water requirements, and the Phase II Program will increase that demand for support. Staff will be required to complete outfall inspections and sampling, expand public participation programs, and work with a consultant in developing detailed mapping on the Town's entire drainage infrastructure. Within the next six months the EPA is expected

to issue a new permit that will increase compliance on Town-owned facilities and increase monitoring and documentation on all regulatory requirements for commercial and industrial sites.

Finally, overtime has been reduced in nearly every division and by a total of \$27,756 to reflect a lower priority of non-emergency tasks done by the department.

**Expenses – Divisions (\$731,930; -0.9%)**

Most line items are approximately level funded for FY12. Engineering expenses have been reduced to be in line with recent levels of activity. Professional development has been reduced to essential activities. Highway equipment repairs & outsourced maintenance costs have been increased by over \$25,000. In combination with recent capital purchases, these two budgets should now finally be self-sufficient unless unusual emergencies arise. Outside contracted street sweeping was eliminated by this budget, but included under snow & ice.

<b>Expenses</b>	<b>FY11</b>	<b>FY12</b>	<b>Change</b>
Engineering	\$19,757	\$14,750	-25.3%
Hwy&Equip.	\$608,530	\$623,930	+2.5%
Administration	\$5,791	\$4,550	-21.4%
Storm Water	\$22,140	\$7,000	-68.4%
Cemetery	\$38,769	\$39,100	0.9%
Recreation	\$0	\$0	0.0%
Pks & Forestry	\$44,039	\$42,600	-3.3%
<b>Divisions</b>	<b>\$739,026</b>	<b>\$731,930</b>	<b>-0.9%</b>
Snow/Lts/Trash	\$2,253,487	\$2,213,734	-1.8%
<b>Department</b>	<b>\$2,992,513</b>	<b>\$2,945,664</b>	<b>-1.6%</b>

The snow and ice budget has been increased by \$40,000 for two reasons: \$25,000 is the annual addition to move it closer to long term averages, and \$15,000 is for outside contracted street sweeping. This street sweeping is in addition to what is done by town staff during regular hours. A few years ago town staff did this task exclusively, and it was not completed until early fall. Projected energy expenses for street lighting and traffic lights are up an additional \$12,075. Finally, although new contracts for FY12 provide a number of new/ additional services and programs, waste collection and disposal costs are still projected to decrease by \$88,611. Recent changes to the recycling policy have caused a significant decrease in rubbish volume and a corresponding increase in recycling. This prospect allowed the Finance Committee to further reduce the Town Manager's original budget by \$24,521.

The \$18,000 supplemental landfill monitoring costs have been eliminated in this budget. Last year this became an expense of the general fund temporarily as the Permits Revolving Fund ran out of money and could not cover the gap between what is commercially funded each year and what was required by the state. From now on, the frequency and cost of annual inspections is expected to be fully paid commercially with no gap to be covered by the Town.



TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
bgnrypts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
14205521 521309	WTR/SWR/SW	2,607.72	1,928.68	1,928.68	1,045.92	2,100.00	2,100.00	.0%
14205521 521392	WRLS PHONE	.00	584.46	579.36	453.99	1,000.00	1,000.00	.0%
14205524 524305	EQUIP REP	153,525.94	125,183.71	95,270.91	60,615.65	101,000.00	110,000.00	8.9%
14205530 530000	PROF SVCS	8,426.28	14,515.00	8,403.56	2,623.00	9,140.00	7,000.00	-23.4%
14205530 530420	PLC DETAIL	6,800.30	15,264.66	10,513.11	14,622.52	6,425.00	6,500.00	1.2%
14205530 530421	LINE PAINT	31,284.17	31,074.39	24,134.27	.00	33,420.00	33,000.00	-1.3%
14205530 530460	HWY PATCH	14,150.25	5,657.30	12,906.09	.00	.00	.00	.0%
14205540 540000	SUPP/EQUIP	8,398.75	6,661.28	8,497.37	3,600.27	8,000.00	8,000.00	.0%
14205540 540408	PARTSMINT	220,146.78	215,187.91	204,885.59	116,201.11	168,430.00	185,000.00	9.8%
14205540 540409	ST SIGNS	6,252.60	7,250.27	8,443.41	7,474.01	6,000.00	6,000.00	.0%
14205540 540410	SIDEWALKS	7,191.94	7,023.68	1,497.23	4,533.23	6,000.00	5,000.00	-16.7%
14205540 540415	PARK AREAS	3,593.17	1,091.34	1,967.36	3,059.70	2,700.00	.00	-100.0%
14205540 540460	HWY PATCH	22,167.04	21,063.21	19,082.96	11,358.09	33,565.00	30,000.00	-10.6%
14205548 548999	GASOLINE	180,373.23	159,696.55	160,534.37	95,553.65	221,330.00	221,330.00	.0%
14205554 554000	UNFRM/CLTH	499.83	9,674.40	6,784.87	5,685.98	8,670.00	8,250.00	-4.8%
14205578 578100	LICENSES	974.50	450.00	659.00	465.00	750.00	750.00	.0%
TOTAL EXPENSES		666,392.50	622,306.84	566,088.14	327,292.12	608,530.00	623,930.00	2.5%
TOTAL HIGHWAY & EQUIPMENT MA		1,367,869.91	1,328,172.14	1,262,167.49	758,654.74	1,349,790.00	1,358,981.00	.7%
0421	DPW-ADMINISTRATION							
03	SALARIES							
14213511 511001	DPW DIR	96,348.15	132,696.08	106,331.22	65,830.09	106,595.00	108,720.00	2.0%
14213511 511010	ADMIN ASST	39,405.78	42,042.57	43,589.71	26,839.80	43,440.00	44,318.00	2.0%
14213511 511012	CLERK	33,063.48	35,109.40	36,010.62	22,173.08	35,905.00	36,625.00	2.0%
14213511 511019	BSN ADMIN	54,008.73	58,513.69	61,339.74	37,769.16	61,138.00	62,366.00	2.0%
14213511 515000	OVERTIME	736.13	1,110.63	915.75	299.70	1,550.00	550.00	-64.5%
14213511 516050	OUTOFGRADE	44.58	.00	52.80	.00	312.00	312.00	.0%
TOTAL SALARIES		223,606.85	269,472.37	248,239.84	152,911.83	248,940.00	252,891.00	1.6%
05	EXPENSES							
14215531 531000	PRDEV TRN	3,000.00	2,797.25	2,329.85	2,045.25	3,114.00	2,500.00	-19.7%
14215531 531091	PRDEV TRAV	38.00	70.20	197.75	35.00	50.00	50.00	.0%
14215540 540000	SUPP/EQUIP	2,412.94	2,406.58	1,328.39	763.85	2,627.00	2,000.00	-23.9%
TOTAL EXPENSES		5,450.94	5,274.03	3,855.99	2,844.10	5,791.00	4,550.00	-21.4%
TOTAL DPW-ADMINISTRATION		229,057.79	274,746.40	252,095.83	155,755.93	254,731.00	257,441.00	1.1%
0428	STORM WATER MANAGEMENT							
03	SALARIES							
14283511 511401	SUPERVISOR	.00	14,732.04	15,456.15	9,714.02	15,531.00	15,844.00	2.0%
14283511 511405	WRKNG FRMN	.00	10,285.82	10,956.85	6,697.70	10,683.00	11,008.00	3.0%
14283511 511409	EQUIP OPER	47,893.01	51,885.33	50,195.04	31,930.40	49,903.00	50,906.00	2.0%
14283511 511413	SKLD LABOR	154.48	58,498.76	44,463.43	27,523.30	58,925.00	43,008.00	-27.0%
14283511 511417	LABORER	40,203.16	.00	5,690.66	8,710.20	.00	13,877.00	.0%

TOWN OF READING, MA

02/23/2011 12:33  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 3  
bgnyrpts

PROJECTION: 20121 2012 General Fund			FOR PERIOD 99					
ACCOUNTS FOR: PUBLIC WORKS	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE	
14283511 511425 MECHANIC C	.00	3,765.47	3,937.62	2,547.50	3,940.00	4,020.00	2.0%	
14283511 515000 OVERTIME	970.04	11,748.37	8,432.75	4,570.98	450.00	450.00	.0%	
14283511 516050 OUTFGRADE	288.80	1,361.56	1,203.20	1,671.19	.00	1,500.00	.0%	
14283511 516080 LONGEVITY	1,650.00	1,865.00	1,965.00	2,065.00	1,650.00	1,850.00	12.1%	
14283512 512000 WAGES TEMP	.00	4,086.46	2,062.98	.00	6,500.00	.00	-100.0%	
14283512 515000 OVERTIME	3,954.56	.00	.00	.00	.00	.00	.0%	
TOTAL SALARIES	95,114.05	158,228.81	144,363.68	95,430.29	147,582.00	142,463.00	-3.5%	
05 EXPENSES								
14285530 530465 ST SWEEP	16,614.90	14,375.00	14,398.35	.00	15,000.00	.00	-100.0%	
14285540 540000 SUPP/EQUIP	8,697.26	7,253.40	7,567.31	4,098.26	7,140.00	7,000.00	-2.0%	
TOTAL EXPENSES	25,312.16	21,628.40	21,965.66	4,098.26	22,140.00	7,000.00	-68.4%	
TOTAL STORM WATER MANAGEMENT	120,426.21	179,857.21	166,329.34	99,528.55	169,722.00	149,463.00	-11.9%	
0491 CEMETERY								
03 SALARIES								
14913511 511401 SUPERVISOR	36,654.84	38,432.03	39,609.35	24,585.11	39,602.00	40,393.00	2.0%	
14913511 511403 FOREMAN	54,003.88	57,270.25	58,677.28	37,556.66	58,689.00	59,838.00	2.0%	
14913511 511409 EQUIP OPER	37,681.46	30,019.57	24,205.62	30,030.42	47,022.00	47,962.00	2.0%	
14913511 511413 SKILD LABOR	37,795.98	39,602.24	59,578.03	33,040.52	40,987.00	41,823.00	2.0%	
14913511 511417 LABORER	32,428.98	34,576.74	19,275.84	13,461.40	37,530.00	31,445.00	-16.2%	
14913511 515000 OVERTIME	9,272.68	7,373.30	8,971.62	2,878.57	7,484.00	6,500.00	-13.1%	
14913511 516050 OUTFGRADE	1,958.80	2,711.66	2,919.18	2,885.52	1,283.00	2,750.00	114.3%	
14913511 516080 LONGEVITY	1,750.00	1,850.00	1,850.00	1,950.00	1,850.00	1,950.00	5.4%	
14913511 596180 TRFND SUPP	.00	-105,000.00	-120,000.00	-70,000.00	-120,000.00	-120,000.00	.0%	
14913512 512000 WAGES TEMP	28,701.98	39,391.64	46,566.97	13,989.37	33,779.00	33,000.00	-2.3%	
14913512 515000 OVERTIME	.00	118.37	9.29	.00	.00	.00	.0%	
TOTAL SALARIES	240,248.52	146,345.80	141,663.18	90,377.57	148,226.00	145,661.00	-1.7%	
05 EXPENSES								
14915521 521301 ELECTRICTY	841.54	999.22	906.79	665.41	903.00	900.00	-.3%	
14915521 521308 FUEL OIL	1,719.17	2,047.51	1,008.05	726.96	1,800.00	1,800.00	.0%	
14915521 521309 WTR/SWR/SW	2,889.60	2,546.05	2,536.72	961.59	2,826.00	2,800.00	-.9%	
14915521 521392 WRLS PHONE	.00	173.30	173.40	115.60	.00	.00	.0%	
14915530 530000 PROF SVCS	434.06	.00	.00	4,990.00	.00	.00	.0%	
14915530 596180 TRFND SUPP	.00	.00	.00	-5,500.00	.00	.00	.0%	
14915540 540000 SUPP/EQUIP	5,642.33	3,456.72	5,191.11	1,462.39	6,000.00	6,000.00	.0%	
14915540 540019 BLDG REPR	1,058.00	1,055.19	782.46	644.96	500.00	500.00	.0%	
14915540 540440 GRAVELINRS	5,750.00	8,555.00	7,970.00	4,290.00	6,000.00	6,000.00	.0%	
14915540 540441 FLAGMARKER	776.82	806.74	689.38	.00	1,000.00	1,000.00	.0%	
14915540 540442 LOTREPURCH	.00	2,900.00	4,660.00	.00	2,000.00	2,000.00	.0%	
14915542 542000 OPFC SUPPL	160.99	213.36	.00	.00	200.00	200.00	.0%	
14915546 546000 GRNDSKP S	.00	20.06	.00	.00	.00	.00	.0%	
14915546 546401 VETFLOWERS	4,535.00	.00	.00	.00	.00	.00	.0%	
14915546 546405 MASONRY	1,326.64	1,430.54	2,009.24	986.59	4,700.00	4,700.00	.0%	

TOWN OF READING, MA

02/23/2011 12:33  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 4  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC WORKS			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
14915546	546415	PLNTS/MLCH	487.00	487.00	653.50	.00	600.00	600.00	.0%
14915546	546420	CHEM/SEED	778.62	508.86	744.22	189.09	1,200.00	1,200.00	.0%
14915546	546440	TREES/SHRB	315.00	87.00	429.00	.00	400.00	400.00	.0%
14915546	596180	TRFND SUPP	-4,535.00	.00	-2,000.00	.00	-4,700.00	-4,700.00	.0%
14915548	548000	AUTOREPAIR	2,920.01	2,803.61	3,699.98	1,661.36	3,500.00	3,500.00	.0%
14915548	548999	GASOLINE	9,587.53	8,821.91	6,334.64	5,725.94	8,000.00	8,000.00	.0%
14915554	554000	UNFRM/CLTH	2,714.80	1,640.00	1,674.92	1,600.00	1,640.00	2,000.00	22.0%
14915578	578100	LICENSES	110.00	357.75	185.00	160.00	200.00	200.00	.0%
TOTAL EXPENSES			37,512.11	38,909.82	37,648.41	18,679.89	38,769.00	39,100.00	.9%
TOTAL CEMETERY			277,760.63	185,255.62	179,311.59	109,057.46	186,995.00	184,761.00	-1.2%
0630	RECREATION								
03	SALARIES								
16303511	511003	REC ADMIN	58,450.95	64,604.96	69,075.93	42,532.62	68,857.00	70,236.00	2.0%
16303511	511012	CLERK	25,926.33	26,173.22	33,261.59	20,492.59	33,176.00	33,846.00	2.0%
16303511	511473	PRG COORD	36,476.87	38,905.25	40,271.45	24,796.64	40,141.00	40,951.00	2.0%
16303511	515000	OVERTIME	.00	1,300.88	4,030.24	1,015.26	5,000.00	3,500.00	-30.0%
16303511	516050	OUTOFGRADE	259.80	274.52	200.61	.00	624.00	600.00	-3.8%
TOTAL SALARIES			121,113.95	131,258.83	146,839.82	88,837.11	147,798.00	149,133.00	.9%
TOTAL RECREATION			121,113.95	131,258.83	146,839.82	88,837.11	147,798.00	149,133.00	.9%
0650	PARKS AND FORESTRY								
03	SALARIES								
16503511	511401	SUPERVISOR	36,654.84	38,432.05	39,609.37	24,585.13	39,602.00	40,393.00	2.0%
16503511	511403	FOREMAN	53,985.75	57,729.95	58,807.34	37,556.66	58,689.00	59,838.00	2.0%
16503511	511405	WRK FRMN	92,175.17	102,573.29	104,526.85	65,495.63	104,144.00	106,233.00	2.0%
16503511	511409	EQUIP OPER	45,890.87	49,334.96	49,760.18	32,170.50	49,757.00	51,256.00	3.0%
16503511	511413	SKLD LBR	38,838.75	26,099.72	52,973.86	26,225.69	83,160.00	41,823.00	-49.7%
16503511	511417	LABORER	56,425.53	37,325.38	35,625.76	44,052.00	32,058.00	71,551.00	123.2%
16503511	511431	TR CLMBR I	40,321.98	44,095.24	45,725.44	29,153.22	45,555.00	46,454.00	2.0%
16503511	515000	OVERTIME	5,932.87	24,348.04	26,632.07	13,978.34	16,954.00	17,000.00	.3%
16503511	516050	OUTOFGRADE	2,435.27	2,086.94	2,726.84	5,603.36	6,014.00	6,000.00	-.2%
16503511	516060	ONCALL PRM	.00	4,295.46	3,904.00	4,148.00	4,936.00	5,000.00	1.3%
16503511	516080	LONGEVITY	3,800.00	3,800.00	3,412.48	3,025.00	3,800.00	3,125.00	-17.8%
16503512	512000	WAGES TEMP	33,185.70	38,863.71	36,754.63	19,923.24	33,778.00	15,000.00	-55.6%
TOTAL SALARIES			409,646.73	428,984.74	460,458.82	305,916.77	478,447.00	463,673.00	-3.1%
05	EXPENSES								
16505521	521301	ELECTRCTY	961.31	1,057.44	879.21	553.15	1,819.00	1,000.00	-45.0%
16505521	521309	WTR/SWR/SW	755.44	468.22	566.40	715.84	600.00	600.00	.0%
16505521	521392	WRLS PHONE	.00	591.05	590.37	404.71	.00	.00	.0%
16505530	530000	PROF SVCS	6,682.90	3,882.79	7,273.90	4,569.00	7,705.00	7,500.00	-2.7%
16505530	530420	PLC DETAIL	3,627.58	6,040.71	5,962.99	5,064.22	3,478.00	3,500.00	.6%
16505530	530431	STMP/BRSH	12,458.00	9,940.00	2,980.00	1,440.00	13,437.00	13,500.00	.5%

TOWN OF READING, MA

02/23/2011 12:33  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 5  
bgnyrpta

PROJECTION: 20121		2012 General Fund		FOR PERIOD 99					
ACCOUNTS FOR:		PRIOR FY3	PRIOR FY2	LAST FY1	CY	CY REV	PROJECTION	PCT	
PUBLIC WORKS		ACTUALS	ACTUALS	ACTUALS	ACTUALS	BUDGET	LEVEL 3	CHANGE	
16505530	530433	TURF TRTMT	1,672.82	2,436.00	531.56	1,725.89	3,450.00	3,500.00	1.4%
16505530	596130	RVFND SUPP	-17,979.00	-17,979.00	-17,979.00	.00	-17,979.00	-18,000.00	.1%
16505540	540000	SUPP/EQUIP	4,295.97	2,284.84	2,508.39	2,255.13	2,461.00	2,500.00	1.6%
16505546	546410	SOIL/SOD	.00	2,200.00	811.43	.00	2,421.00	2,500.00	3.3%
16505546	546415	PLNTS/MLCH	3,654.87	.00	.00	.00	.00	.00	.0%
16505546	546416	SHADE TREE	.00	3,731.84	3,965.00	3,196.50	4,000.00	4,000.00	.0%
16505546	546420	CHEM/SEED	2,879.18	2,368.40	2,918.24	184.80	4,057.00	4,000.00	-1.4%
16505546	546430	TOOLS	4,421.83	1,708.72	4,757.34	1,282.74	4,194.00	4,000.00	-4.6%
16505546	546450	GRAVEL	522.50	4,329.15	1,335.74	.00	1,423.00	1,400.00	-1.6%
16505546	546460	ATHL FLDS	3,183.71	3,193.91	3,605.28	901.50	4,229.00	4,000.00	-5.4%
16505546	546470	PLYGRD MLC	4,080.00	43.70	3,995.00	.00	4,080.00	4,000.00	-2.0%
16505554	554000	UNIFORMS	25.89	4,254.00	4,087.42	2,974.99	4,254.00	4,000.00	-6.0%
16505578	578100	LICENSES	804.00	1,107.75	567.00	630.00	410.00	600.00	46.3%
TOTAL EXPENSES		32,047.00	31,659.52	29,356.27	25,898.47	44,039.00	42,600.00	-3.3%	
TOTAL PARKS AND FORESTRY		441,693.73	460,644.26	489,815.09	331,815.24	522,486.00	506,273.00	-3.1%	
TOTAL PUBLIC WORKS		2,962,679.63	3,014,097.90	2,945,514.26	1,827,705.97	3,090,340.00	3,021,640.00	-2.2%	
GRAND TOTAL		2,962,679.63	3,014,097.90	2,945,514.26	1,827,705.97	3,090,340.00	3,021,640.00	-2.2%	

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

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR:			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 4	PCT CHANGE
0423	SNOW / ICE CONTROL								
03	SALARIES								
14233511	511000	WAGES PERM	14,778.94	12,590.10	10,035.92	11,031.01	11,971.00	12,000.00	.2%
14233511	515000	OVERTIME	160,636.07	198,334.83	133,698.28	197,024.50	61,812.00	65,000.00	5.2%
	TOTAL SALARIES		175,415.01	210,924.93	143,734.20	208,055.51	73,783.00	77,000.00	4.4%
05	EXPENSES								
14235530	530415	FLOW/HAUL	260,698.50	341,218.75	201,881.25	376,188.25	169,517.00	200,000.00	18.0%
14235530	530420	PLC DETAIL	7,172.92	11,010.14	4,406.16	14,282.82	8,000.00	10,000.00	25.0%
14235540	540000	SUPP/EQUIP	534,835.42	125,203.28	300,621.63	249,727.47	248,700.00	250,000.00	.5%
14235540	540425	SAND	.00	20,709.59	.00	.00	.00	.00	.0%
14235540	540430	SALT	.00	410,283.08	78,444.73	101,501.70	.00	.00	.0%
14235540	540435	CACL	.00	6,825.00	.00	.00	.00	.00	.0%
14235548	548999	GASOLINE	13,892.40	23,200.30	25,000.00	68,478.42	25,000.00	28,000.00	12.0%
14235578	578020	MEALS	.00	.00	.00	8,179.00	.00	.00	.0%
	TOTAL EXPENSES		816,599.24	938,450.14	610,353.77	818,357.66	451,217.00	488,000.00	8.2%
	TOTAL SNOW / ICE CONTROL		992,014.25	1,149,375.07	754,087.97	1,026,413.17	525,000.00	565,000.00	7.6%
0424	STREET LIGHTING								
05	EXPENSES								
14245521	521300	TRLGT ELEC	13,076.82	13,950.61	11,467.85	7,166.85	15,400.00	16,170.00	5.0%
14245521	521301	STLGT ELEC	199,000.00	215,406.28	205,449.93	154,455.09	226,100.00	237,405.00	5.0%
	TOTAL EXPENSES		212,076.82	229,356.89	216,917.78	161,621.94	241,500.00	253,575.00	5.0%
	TOTAL STREET LIGHTING		212,076.82	229,356.89	216,917.78	161,621.94	241,500.00	253,575.00	5.0%
0433	WASTE COLLECTION & DISPOSAL								
05	EXPENSES								
14335529	529430	GB COLLECT	636,410.30	635,956.84	653,104.53	670,398.23	672,748.00	639,500.00	-4.9%
14335529	529431	GB DISPOSE	535,202.40	514,841.19	515,816.41	292,976.72	633,116.00	608,599.00	-3.9%
14335529	529432	CURE RECYC	179,741.69	194,545.11	184,606.30	188,956.37	208,346.00	195,500.00	-6.2%
14335529	529435	MISC RECYC	17,027.63	14,218.24	22,894.70	38,092.96	28,560.00	28,560.00	.0%
14335530	530086	MONITORING	.00	.00	.00	2,063.00	18,000.00	.00	-100.0%
	TOTAL EXPENSES		1,368,382.02	1,359,561.38	1,376,421.94	1,192,487.28	1,560,770.00	1,472,159.00	-5.7%
	TOTAL WASTE COLLECTION & DIS		1,368,382.02	1,359,561.38	1,376,421.94	1,192,487.28	1,560,770.00	1,472,159.00	-5.7%
	TOTAL DPW-TRASH SNOW STREET		2,572,473.09	2,738,293.34	2,347,427.69	2,380,522.39	2,327,270.00	2,290,734.00	-1.6%
	GRAND TOTAL		2,572,473.09	2,738,293.34	2,347,427.69	2,380,522.39	2,327,270.00	2,290,734.00	-1.6%

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

## Public Safety FY12 Budgets

### Overview

The Public Safety budget consists of the Police Department, Fire/Emergency Management Department and the shared Dispatch. Each year Town Meeting votes both a total salary and expense line for the combination of all three functions. The total budget for Public Safety for FY12 is \$7,961,283, which is a 2.8% increase from the FY11 budget. There are no proposed changes to staffing levels for FY12:

	FY11	FY12	Change
Police	\$3,316,421	\$3,795,866	+2.1%
Fire/EMS	\$3,583,672	\$3,741,872	+4.4%
Dispatch	\$447,488	\$423,545	-5.4%
<b>TOTAL</b>	<b>\$7,747,581</b>	<b>\$7,961,283</b>	<b>+2.8%</b>

The total increase above is about \$213,000 and \$86,000 of that is funding projected overtime costs. This is in keeping with the budget principles used by the Municipal government: realistic assumptions and sustainable budgets. Without this increase to OT, the overall budget increase could have been kept to 1.7% in FY12. Note that even with these budgetary increases in OT, as a % of wages, Police and Fire are keeping OT costs down, as they are both about \$50,000 below the average found in comparable communities.

### Wages

There are no changes to staffing in either Police or Fire. There is a small reduction in part-time coverage for Dispatch. In addition, a State 911 grant for Dispatch is fully utilized as a wage offset in the FY12 budgets:

Wages	FY11	FY12	Change
Police	\$3,508,136	\$3,594,381	+2.5%
Fire/EMS	\$3,479,742	\$3,614,943	+3.9%
Dispatch	\$405,849	\$385,945	-4.9%
<b>TOTAL</b>	<b>\$7,393,727</b>	<b>\$7,595,269</b>	<b>+2.7%</b>

### Expenses

Each Public Safety function has comparatively small expenses. In light of the difficult FY12 budget climate, these expenses have been pared back wherever possible. Of note is a \$25,000 increase to the Fire budget for billing services. This has been directly offset on the revenue side by an increase of \$25,000 in expected ambulance billing collections. The department is studying the expected impact of outsourcing the billing function, and will only do so if the benefits greatly outweigh the costs.

See the budget sections on Police, Fire/EMS and Dispatch for more information.

## Police Department FY12 Budget

### Overview

The Reading Police Department budget for FY12 is funded at \$3,795,866 or +2.1% when compared to FY11. Approximately 95% of this budget is personnel costs, with only 5% 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 (44 FTEs; no change)

### Wages (\$3,594,381; +2.5%)

The FY12 Police salary budget reflects an overall increase of 2.5% from current FY11 levels which, in turn, reflect a 0% COLA and steps from FY10. These increases are attributable to contractual step increases, including educational incentives, certification stipends, and non-union step increases.

The overtime line is being increased by 12.9% which is 100% offset with decreases in other lines. This change is due to contractual increases reflected in the salary lines and to a contractual change which brings our Superior Officers into full compliance with federal FLSA regulations. We have also had to reduce the OT available for training, School Crossing Guards, and the Fitness Stipend. Some required training costs have been absorbed in the new contract agreement.

If crime trends continue to rise as shown below, demand for additional investigative overtime as well as court appearances will also impact Overtime spending. Most discretionary overtime, like that used for the annual Tree Lighting, Friends and Family Day, the RAD program and other events, will be reduced or eliminated.

It is important to note that demand for Police services continues to grow. Our total calls for service are steadily increasing, but the volume of crime reports and the type of crimes are creating an increase in workload for the entire department. Criminal applications (summons, warrants) have doubled in the past five years and are approaching nearly 1000 per year. Breaking & Entering crimes are up 400% in 2010 (214) from the preceding year and the trailing five year average. See Figure 1.

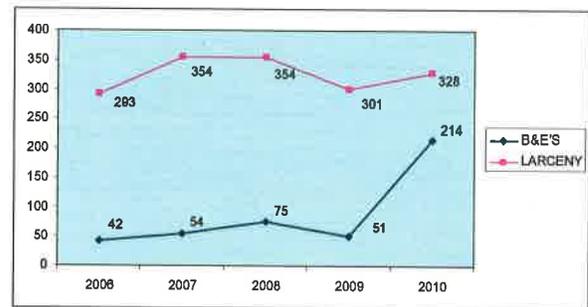


Figure 1

Robberies and sexual assaults, both of which require lengthy investigations, are up 200%. See Figure 2. While some common police service requests are within historical averages, many others are trending upward and two new types were added in 2009, including Marijuana Citations (possession under 1 oz.) which recorded 71 offenses in 2010.

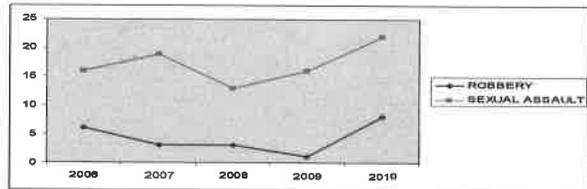


Figure 2

**Expenses (\$201,485; -3.3%)**

The department's expense budget has been decreased by \$6,800 or 3.3%. This will have a direct impact on our ability to maintain services throughout the department. Line items have been carefully reviewed and reduced with most of the reductions coming from equipment maintenance deferrals. Our vehicle fleet and communications equipment are in excellent condition and can withstand this reduction for the coming year. However, long term maintenance deferrals tend to become costly and these same lines will need to be carefully assessed with this in mind in the coming year. The uniform line is also reduced as no new officers are expected to be hired in FY12. When officers are hired, the uniform line will not be adequate to cover academy and initial outfitting requirements.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
bgnryrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC SAFETY		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE	
0210	POLICE								
03	SALARIES								
12103511	511003	POL CHIEF	119,246.74	129,843.29	133,405.84	83,515.96	133,386.00	136,534.00	2.4%
12103511	511012	CLERK	75,281.42	79,896.08	82,504.74	51,156.76	83,285.00	85,858.00	3.1%
12103511	511231	LIEUTENANT	293,930.84	250,466.81	294,173.55	191,261.54	296,252.00	299,167.00	1.0%
12103511	511232	SERGEANT	582,862.31	551,245.43	558,001.00	395,374.35	612,786.00	619,371.00	1.1%
12103511	511233	OFFICER	1,371,184.32	1,664,475.64	1,607,871.76	967,341.41	1,597,876.00	1,664,276.00	4.2%
12103511	511234	DETECTIVE	165,824.57	140,821.55	236,586.94	197,043.94	302,967.00	307,693.00	1.6%
12103511	511235	PARK ENFOR	14,982.17	15,891.13	16,300.85	10,118.53	16,306.00	16,631.00	2.0%
12103511	511236	ANIM CONTR	13,625.76	15,027.22	15,983.57	9,923.47	15,985.00	16,307.00	2.0%
12103511	511237	BSN ADMIN	59,045.75	64,622.70	67,514.36	41,905.46	67,513.00	68,865.00	2.0%
12103511	511238	SCHL TRAFF	115,472.18	110,665.90	113,215.93	64,863.76	129,315.00	120,929.00	-6.5%
12103511	515000	OVERTIME	262,416.10	301,882.60	304,671.64	185,081.37	209,000.00	236,000.00	12.9%
12103511	515210	TRAINING	13,492.11	7,806.66	13,650.12	4,767.07	18,000.00	10,000.00	-44.4%
12103511	515220	FLSA	4,518.76	1,797.01	2,699.40	1,813.08	5,000.00	.00	-100.0%
12103511	516210	FITNESS ST	.00	6,750.00	6,000.00	4,500.00	15,000.00	8,250.00	-45.0%
12103512	512000	WAGES TEMP	2,573.60	.00	.00	.00	.00	.00	.0%
12103512	512205	CELL MONIT	.00	3,945.80	4,528.07	2,035.20	5,465.00	4,500.00	-17.7%
12103517	517017	SCK LV BBK	60,073.94	-.21	.00	.00	.00	.00	.0%
TOTAL SALARIES			3,154,530.57	3,345,137.61	3,457,107.77	2,210,701.90	3,508,136.00	3,594,381.00	2.5%
05	EXPENSES								
12105521	521392	WRLS PHONE	.00	656.08	11,068.18	10,753.39	11,900.00	12,200.00	2.5%
12105524	524001	VEH REPAIR	11,441.00	7,939.05	13,283.20	2,280.80	13,000.00	10,000.00	-23.1%
12105524	524201	WEAPONS	13,658.98	8,987.53	9,260.85	5,416.00	9,200.00	9,200.00	.0%
12105524	524250	TRF CTL RP	9,552.55	8,116.74	13,138.09	9,570.00	8,250.00	10,200.00	23.6%
12105524	524271	EQUIPMENT	.00	5,002.00	1,945.75	389.00	2,800.00	2,000.00	-28.6%
12105530	530000	PROF SVCS	.00	450.00	393.50	.00	750.00	.00	-100.0%
12105530	530422	KENNEL BRD	713.50	.00	.00	.00	1,500.00	900.00	-40.0%
12105530	530423	SPC INVEST	.00	198.39	.00	79.69	400.00	400.00	.0%
12105531	531000	PRDEV TRN	13,370.16	4,526.09	2,304.04	1,091.30	1,700.00	2,300.00	35.3%
12105531	531010	PRDEV DUES	8,150.00	9,563.57	9,675.45	10,194.95	9,500.00	9,500.00	.0%
12105531	531090	PRDEV REG	.00	6,135.00	1,470.30	2,827.45	1,500.00	1,500.00	.0%
12105531	531091	PRDEV TRAV	768.78	1,184.87	455.74	3,515.33	1,000.00	1,100.00	10.0%
12105531	531210	OFFCR TRN	.00	18,406.17	5,044.00	5,361.00	5,500.00	4,800.00	-12.7%
12105540	540000	SUPP/EQUIP	.00	8,554.31	7,974.62	4,587.39	1,500.00	1,500.00	.0%
12105540	540221	COMM EQUIP	19,604.51	8,060.10	5,722.84	2,315.00	12,900.00	13,000.00	.8%
12105540	540231	RADAR UNIT	942.75	1,923.80	736.00	927.28	3,500.00	3,500.00	.0%
12105540	540281	PRKPRGSUPP	6,679.55	5,806.00	5,593.00	4,168.00	9,000.00	8,000.00	-11.1%
12105540	540282	PS SUPP	11,012.50	4,705.01	1,780.62	1,871.03	5,500.00	5,000.00	-9.1%
12105540	540285	LGHT/LASER	.00	2,841.35	.00	.00	.00	.00	.0%
12105542	542000	OFFC SUPPL	7,257.92	9,405.03	16,144.72	8,698.30	8,700.00	9,200.00	5.7%
12105542	542120	FURNISHING	1,012.28	312.49	5,742.36	.00	1,500.00	1,000.00	-33.3%
12105542	542125	COPY SUPP	1,892.55	1,548.45	1,879.40	2,064.60	2,900.00	2,900.00	.0%
12105542	542127	POSTAGE	1,765.71	1,316.60	1,020.49	913.33	1,385.00	1,385.00	.0%
12105554	554000	UNFRM/CLTH	33,808.89	42,196.68	32,965.21	32,878.92	37,500.00	35,000.00	-6.7%
12105578	578000	OTHER EXPN	.00	43.50	.00	.00	.00	.00	.0%

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
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PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC SAFETY			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
12105578 578250	FOOD PRSNR		.00	.00	342.91	90.00	400.00	400.00	.0%
12105580 580250	CRUISERS		49,704.90	55,678.35	53,765.75	35,253.25	56,500.00	56,500.00	.0%
	TOTAL EXPENSES		191,336.53	213,557.16	201,707.02	145,246.01	208,285.00	201,485.00	-3.3%
	TOTAL POLICE		3,345,867.10	3,558,694.77	3,658,814.79	2,355,947.91	3,716,421.00	3,795,866.00	2.1%

## Dispatch FY12 Budget

### Overview

The Reading Dispatch budget for FY12 is funded at \$423,545, a 5.4% reduction compared with FY11. Approximately 91% of this budget is personnel costs, with only 9% spent on expenses. Dispatch currently is staffed with 8 civilian Dispatch personnel and one civilian Head Dispatcher who works as a Dispatcher and oversees the administration of the Dispatch center.

The Town is actively involved in a grant funded study to explore the feasibility of regionalizing our Dispatch services.

**Staffing (9 FTEs; no change)**  
**Wages (\$385,945; -4.9%)**

The Dispatch wage budget has been reduced by 4.9%. In anticipation of negotiations with this Union for FY12, we have budgeted for a 2% increase, which is the figure being used for all non-union Town personnel and other Town unions in contract negotiations. Salary costs are being offset by a State 911 Department support grant of \$50,000 (a 20% increase in support over FY11).

The OT line has been increased to \$43,200, an 8% increase. Since establishing the staffing level at eight (8) Dispatchers in 2007, the overtime budget has not increased. Contractual increases in the five years since then now make the \$40,000 inadequate for overtime requirements.

Figure 1, below summarizes the volume of services being provided by our Dispatch in support of Police, Fire, EMS, and other town initiatives. The complexity of work, as mentioned in the Police narrative, is reflected in the steadily increasing Calls for Service even while total log entries show a slight decline.

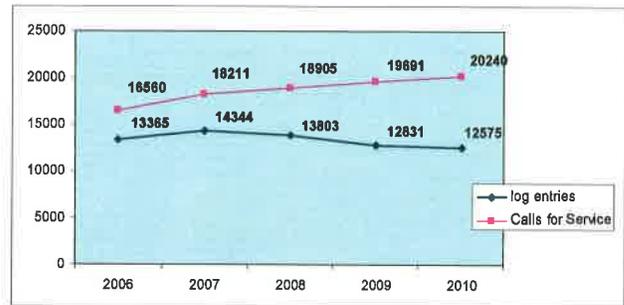


Figure 1

### Expenses (\$37,600; -9.7%)

Dispatch expenses are being reduced 9.7%. About half of this is due to moving training expenses to an annually renewable training grant from the State 911 Department which is funded through a telephone bill surcharge. We have also been able to reduce technology expenditures because of the capital investment made in 2009-2010 to upgrade the radio network used by Police, Fire, and Dispatch.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 3  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC SAFETY		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0215	DISPATCHERS							
03	SALARIES							
12153511	511000	306,003.42	288,770.89	289,916.27	212,242.44	342,000.00	339,554.00	- .7%
12153511	511003	51,044.70	53,542.24	56,106.35	34,797.64	56,068.00	57,191.00	2.0%
12153511	515000	.00	38,616.25	47,398.78	25,309.41	40,000.00	43,200.00	8.0%
12153511	515210	.00	713.06	650.61	780.40	5,781.00	.00	-100.0%
12153511	596120	.00	.00	.00	-40,000.00	-40,000.00	-56,000.00	40.0%
12153512	512000	5,790.12	1,702.46	2,443.95	753.83	2,000.00	2,000.00	.0%
	TOTAL SALARIES	362,838.24	383,344.90	396,515.96	233,883.72	405,849.00	385,945.00	-4.9%
05	EXPENSES							
12155524	524000	34.82	25.00	112.00	1,603.00	.00	.00	.0%
12155524	524260	550.00	.00	2,256.00	1,350.00	2,000.00	1,500.00	-25.0%
12155524	524271	1,506.61	111.94	1,402.00	3,043.28	4,300.00	4,000.00	-7.0%
12155531	531000	988.47	1,476.46	2,474.57	300.00	2,200.00	.00	-100.0%
12155531	531091	.00	.00	.00	110.45	.00	.00	.0%
12155536	536000	11,395.81	16,205.81	11,395.81	4,443.90	15,000.00	18,000.00	20.0%
12155536	596120	.00	.00	.00	.00	.00	-2,500.00	.0%
12155540	540221	4,386.90	11,554.07	6,467.02	10,945.22	5,539.00	5,000.00	-9.7%
12155542	542000	1,751.81	2,959.38	2,276.10	1,500.00	2,100.00	2,100.00	.0%
12155554	554000	1,030.85	11,226.23	2,160.00	2,160.00	2,500.00	2,500.00	.0%
12155555	555000	5,360.11	11,386.55	6,203.31	5,414.30	7,000.00	6,000.00	-14.3%
12155580	580000	.00	709.09	921.57	.00	1,000.00	1,000.00	.0%
	TOTAL EXPENSES	27,005.38	55,654.53	35,668.38	30,870.15	41,639.00	37,600.00	-9.7%
	TOTAL DISPATCHERS	389,843.62	438,999.43	432,184.34	264,753.87	447,488.00	423,545.00	-5.4%

## Fire and Emergency Management FY12 Budget

### Overview

The FY12 budget will retain staffing and response at present levels. The salary accounts have been increased to reflect contractual increases and step increases for non union personnel, as well as a significant increase to the Overtime line in an attempt to fully fund that cost if the department were fully staffed. Expenses have been trimmed except for a new line item for ambulance billing that will be described below. The total FY12 Fire/EMS budget is \$3,741,872, up 4.4% from FY11.

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 and Emergency Management

### Staffing (48 FTEs; no change)

### Wage costs (\$3,614,943; +3.9%)

Fire Overtime has been increased by \$55,953 (+20.8%). This amount was requested to have this account reflect the anticipated overtime needs. The overtime budget is used to maintain proper

staffing due to illnesses, injuries and mandatory training. Fire Sick Leave Buyback was reduced \$6,000 to reflect the anticipated annual cost of this contractual item. This benefit is being phased out of the Firefighters contract. Fire Alarm Salaries have been reduced by \$2,000. In order to stay within the allotted budget we will perform less maintenance on the municipal fire alarm system. The municipal fire alarm system provides fire alarm reporting for municipal and school buildings. The system also provides reporting for churches, large apartment buildings, large commercial buildings and neighborhood call boxes.

### Fire activity for the year 2010

The chart (figure 1) below illustrates our fire response data for 2010 and is based upon mandatory National Fire Incident Reporting requirements.

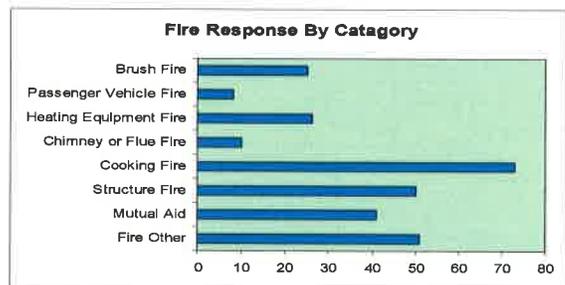


Figure 1

In 2010 we responded to 284 fires that were required to be reported to the State Fire Marshal, of these, 159 were classified as structure fires. The leading fire cause was cooking related and this is consistent with State data.

**Emergency Medical Activity for 2010**

Although requests for emergency medical treatment have remained constant for the last four years, when the response data is reviewed for the past 15 years we see a rising trend. Our highest year for emergency medical responses occurred in 2006 when we responded to 1,997 requests for treatment. Our emergency medical responses for 2010 were 1,815. See figure 2.

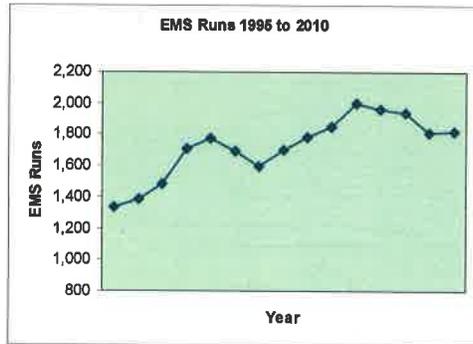


Figure 2

**Expenses (\$126,929; +22.1%)**

A new and significant line item appears in this budget for FY12 – ambulance billing services for \$25,000. As of this writing, a decision has not been made but we are in the middle of interviewing companies that provide this service and for the first time in years it appears to be a viable option. We have increased local revenues (charges for services) by \$25,000 as an offset to this possible expense. If selected, the additional collections are expected to offset the cost of these services. At present we collect over \$600,000 in ambulance billing, and typical charges for this service are 4% of collections.

The remainder of the expense budget has been reduced by 1.9%. Fire Alarm Maintenance has been reduced \$500. In order to stay within the allotted budget we will perform less maintenance on the municipal fire alarm system. The flags expense account is used to purchase replacement flags for the Downtown display on the light poles. The account has been reduced \$1,000. We currently have spare flags and we can defer purchasing replacement flags for a year or two.

TOWN OF READING, MA

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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 4  
bgnyrpts

PROJECTION: 20121 2012 General Fund

FOR PERIOD 99

ACCOUNTS FOR: PUBLIC SAFETY		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE	
0220	FIRE								
03	SALARIES								
12203511	511003	FIRE CHIEF	96,354.76	106,478.57	111,377.54	69,641.58	106,586.00	108,303.00	1.6%
12203511	511009	ADM ASST	39,994.49	42,039.81	43,456.51	26,973.00	43,457.00	44,148.00	1.6%
12203511	511241	CAPTAIN	317,360.30	328,714.10	360,786.92	224,508.32	335,895.00	347,647.00	3.5%
12203511	511242	LIEUTENANT	326,975.92	330,116.99	322,921.11	210,341.20	349,006.00	357,227.00	2.4%
12203511	511243	FIREFIGHTR	1,883,222.94	1,987,158.26	2,081,221.50	1,376,106.21	2,157,086.00	2,216,565.00	2.8%
12203511	511246	FIRE ALARM	5,219.85	1,421.29	8,266.99	6,009.78	10,000.00	8,000.00	-20.0%
12203511	515000	OVERTIME	382,187.49	383,910.96	369,383.41	272,290.00	269,047.00	325,000.00	20.8%
12203511	515200	HOLIDAY PAY	155,580.73	159,828.70	170,305.61	126,858.53	185,060.00	189,921.00	2.6%
12203517	517017	SCK LV BBR	11,721.30	.00	.00	.00	23,605.00	18,132.00	-23.2%
	TOTAL SALARIES		3,218,617.78	3,339,668.68	3,467,719.59	2,312,728.62	3,479,742.00	3,614,943.00	3.9%
05	EXPENSES								
12205521	521392	WRLS PHONE	.00	970.69	907.00	528.55	.00	.00	.0%
12205524	524270	RADIO MNT	3,100.69	4,405.26	4,218.99	1,239.70	2,250.00	2,250.00	.0%
12205524	524271	EQUIPMENT	4,820.92	7,470.71	5,659.30	5,426.64	2,600.00	3,500.00	34.6%
12205524	524273	APARATREPR	1,187.13	977.85	2,030.12	453.10	1,075.00	1,075.00	.0%
12205524	524275	FRE ALRM M	995.01	84.82	542.46	-529.79	3,150.00	2,000.00	-36.5%
12205524	524276	HOSE RPLCM	.00	927.00	109.00	.00	1,075.00	1,029.00	-4.3%
12205530	530022	BILLINGSVC	.00	.00	.00	.00	.00	25,000.00	.0%
12205531	531000	PRDEV TRN	7,859.48	.00	894.00	.00	.00	.00	.0%
12205531	531010	PRDEV DUES	2,500.00	2,750.00	2,900.00	2,500.00	2,500.00	3,000.00	20.0%
12205531	531050	PUBLICNTS	170.87	315.90	229.90	203.95	275.00	275.00	.0%
12205531	531090	PRDEV REG	.00	899.00	192.00	100.00	900.00	900.00	.0%
12205531	531220	FFGHTR TRN	.00	3,884.78	5,884.66	3,260.15	15,000.00	6,000.00	-60.0%
12205540	540000	SUPP/EQUIP	.00	1,609.09	2,101.40	.00	4,500.00	4,500.00	.0%
12205540	540220	FIRE HOSE	.00	5,325.00	.00	.00	.00	.00	.0%
12205540	540225	EQUIPMENT	813.87	1,174.78	.00	325.76	.00	.00	.0%
12205542	542000	OFPC SUPPL	1,262.40	1,349.71	1,047.59	1,407.15	2,000.00	2,000.00	.0%
12205550	550000	ALS SUPP	29,404.10	36,371.35	30,477.84	19,707.21	28,500.00	32,000.00	12.3%
12205550	550290	AMBUL SRVC	4,780.00	3,453.33	6,518.21	9,829.84	4,805.00	10,400.00	116.4%
12205554	554000	UNFRM/CLTH	15,520.91	39,199.33	27,931.32	28,011.98	28,900.00	29,450.00	1.9%
12205554	554220	PRFCT CLTH	1,763.60	1,759.48	1,727.73	452.00	3,750.00	2,400.00	-36.0%
12205578	578000	OTHER EXPN	3,158.12	1,117.97	930.38	232.43	1,650.00	1,150.00	-30.3%
12205578	578062	FLAGS	791.04	263.28	17.60	86.40	1,000.00	.00	-100.0%
	TOTAL EXPENSES		78,128.14	114,309.33	94,319.50	73,235.07	103,930.00	126,929.00	22.1%
	TOTAL FIRE		3,296,745.92	3,453,978.01	3,562,039.09	2,385,963.69	3,583,672.00	3,741,872.00	4.4%
	TOTAL PUBLIC SAFETY		7,032,456.64	7,451,672.21	7,653,038.22	5,006,665.47	7,747,581.00	7,961,283.00	2.8%
	GRAND TOTAL		7,032,456.64	7,451,672.21	7,653,038.22	5,006,665.47	7,747,581.00	7,961,283.00	2.8%

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

## Public Works – Enterprise Funds FY12 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 2011 billing.

### 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.

As established by Town Meeting several years ago, this Enterprise Fund conducts storm water activities that were not being done by the general fund. Federal regulations continue to bring new and expensive costs to the Town. During the past year, more than one FTE engineer has worked on these new regulations, and as was suggested a year ago, one FTE engineer has been transferred from the general fund into this enterprise fund. If this new work was not here, the position would have been eliminated by the general fund budget.

Some drainage work previously classified as capital has been moved into the operating budget because it is considered annual general maintenance. The \$40 annual charge for a single family home will not need to change to support the FY12 budget. In FY11 \$20,000 of reserves were used in the budget, but none are needed for FY12, leaving the reserve fund at approximately \$275,000.

Two large scale (\$4.0 million Saugus River & \$2.2 million Aberjona River) capital projects that have been in the Storm Water capital improvements plan since inception now are closer to becoming reality. If these projects commence as scheduled, the \$40 charge for single family homes will climb to \$80 as the first third of this work begins. This budget does not yet forecast that new federal requirements will add any additional large scale projects.

The chart below summarizes the FY12 budget:

### Storm Water Enterprise Fund

Wages	\$127,765(+82%)
Expenses	\$ 58,885(+198%)
Debt & Capital	\$190,000(-34%)
Other	none
Gross budget	\$376,650 (-0.3%)
Reserves	\$ 0 (TBA)
<b>Net budget</b>	<b>\$376,650(+5.5%)</b>

**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.

The budget for Water Operations is up 7.6% for FY12, or an increase of \$192,147. An interest free loan for work on a water main at Haverhill-Franklin-Wakefield was recently approved by Town Meeting. The timing of this to begin in FY12 was one year sooner than would be ideal from a financial standpoint – but the attractive interest-free loan from the MWRA was not guaranteed to be in place one year from now. Advancing this project forward by one year alone explains \$228,500 of the increase in Operations. MWRA water rates are only projected to be up about 2% for FY12.

The gross water budget is up 4.4%. 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 FY11, \$225,000 in reserves offset costs. If usage is unchanged and no reserves are used this year that would suggest an 8.9% increase in rates:

	<b>Operations</b>	<b>Supply</b>	<b>Distribution</b>
Wages		\$87,741 (-0.6%)	\$551,749 (+1.4%)
Expenses	\$316,427 (+5.9%)	\$1,832,585 (-0.0%)	\$187,750 (-1.5%)
Debt & Capital	\$2,014,091 (+9.5%)	\$30,000 (+100%)	\$275,000 (+4.6%)
Other	\$377,367 (0%)		
<b>TOTAL</b>	<b>\$2,707,885</b> <b>(+7.6%)</b>	<b>\$1,950,326</b> <b>(+1.6%)</b>	<b>\$1,014,499</b> <b>(+1.7%)</b>

	<b>FY11</b>	<b>FY12</b>	<b>Change</b>
Gross budget	\$5,433,291	\$5,672,710	+4.4%
Reserves	(\$225,000)	\$0	TBA
<b>Net budget</b>	<b>\$5,208,291</b>	<b>\$5,672,710</b>	<b>+8.9%</b>

**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.

Note that there is very low debt projected for this fund. At present the fund uses MWRA loans, but these are offered for three to five years at a time. If past patterns repeat, about \$165,000 in annual debt should be projected forward for every year, but at present that cannot be guaranteed.

The chart below summarizes the FY12 proposed budget:

**Sewer Enterprise Fund**

Wages	\$ 267,908(-13.1%)
Expenses	\$4,560,776 (+9.0%)
Debt & Capital	\$ 319,206 (-56%)
Other	\$ 259,004 (0%)
Gross budget	\$5,406,894(-1.2%)
Reserves	\$ 0 (TBA)
<b>Net budget</b>	<b>\$5,406,894(+1.8%)</b>

Wage costs in the current year were overstated, as seen by the year-to-date figure well below a 60% expended rate.

The MWRA sewer rate is projected to increase by 6.2%, and some annual maintenance costs (\$100,000 inflow & infiltration and \$40,000 sewer station and manhole repairs) have been moved from capital to the operating budget. Aside from these factors, the remaining expense budget declined slightly from FY11.

Enterprise Fund Budgets

Assumptions for FY13-FY16:		Wages	2.00%	2.00%	2.00%	2.00%
		Expenses	8.00%	8.00%	8.00%	8.00%

No.	March 29, 2011	Approved	Percent	Requested	Percent	Estimated	Percent	Estimated	Percent	Estimated	Percent	Estimated	Percent
		FY - 2011	Change	FY - 2012	Change	FY - 2013	Change	FY - 2014	Change	FY - 2015	Change	FY - 2016	Change
<b>Storm Water</b>													
Y1	Salaries and Wages	70,076	0.00%	127,765	82.32%	130,320	2.00%	132,927	2.00%	135,585	2.00%	138,297	2.00%
Y2	Expenses	19,750	-7.34%	68,885	198.15%	63,596	8.00%	68,683	8.00%	74,178	8.00%	80,112	8.00%
Y3	Debt Service							330,000	100.00%	317,000	-3.94%	634,000	100.00%
Y4	Capital Outlay	288,000	44.00%	190,000	-34.03%	200,000	5.26%	150,000	-25.00%	150,000	0.00%	158,500	5.67%
Y6	<b>Storm Water Fund</b>	<b>377,826</b>	<b>29.66%</b>	<b>376,650</b>	<b>-0.31%</b>	<b>393,916</b>	<b>4.68%</b>	<b>681,610</b>	<b>73.03%</b>	<b>676,763</b>	<b>-0.71%</b>	<b>1,010,909</b>	<b>49.37%</b>
<b>Reserves</b>		<b>(30,000)</b>				<b>(15,000)</b>						<b>(250,000)</b>	
<b>Net Storm Water</b>		<b>347,826</b>	<b>18.37%</b>	<b>376,650</b>	<b>8.29%</b>	<b>378,916</b>	<b>0.60%</b>	<b>681,610</b>	<b>79.88%</b>	<b>676,763</b>	<b>-0.71%</b>	<b>760,909</b>	<b>12.43%</b>
estimated SF house				387k/yr	\$40		\$40	+100k res.	\$80	+100k res.	\$80		\$80
<b>Reserve Fund levels</b>													
Water		1,465,064		1,165,064		935,064		810,064		810,064		810,064	Target
Sewer		792,766		792,766		792,766		792,766		717,766		817,766	684,725
Storm Water		276,690		276,690		280,690		380,690		460,690		210,690	160k+
<b>Water</b>													
W1	Salaries and Wages	632,349	0.00%	839,490	1.13%	852,280	2.00%	665,325	2.00%	678,632	2.00%	692,205	2.00%
W2	Expenses	2,698,736	-1.31%	2,714,129	0.57%	2,931,259	8.00%	3,165,760	8.00%	3,419,021	8.00%	3,692,543	8.00%
W3	Debt Service	1,839,206	-2.70%	2,014,091	9.51%	1,326,051	-34.16%	1,299,286	-2.02%	1,539,901	18.52%	1,661,529	7.90%
W4	Capital Outlay	263,000	-22.85%	305,000	15.97%	968,000	217.38%	895,000	-7.54%	500,000	-44.13%	365,000	-27.00%
W6	<b>Water Fund</b>	<b>6,433,291</b>	<b>-2.93%</b>	<b>6,672,710</b>	<b>4.41%</b>	<b>6,877,690</b>	<b>3.61%</b>	<b>6,026,371</b>	<b>2.51%</b>	<b>6,137,654</b>	<b>1.66%</b>	<b>6,411,276</b>	<b>4.46%</b>
<b>Reserves</b>		<b>(235,000)</b>		<b>(300,000)</b>		<b>(250,000)</b>		<b>(135,000)</b>					
<b>Net Water Fund</b>		<b>6,208,291</b>	<b>0.70%</b>	<b>6,372,710</b>	<b>3.16%</b>	<b>6,627,690</b>	<b>4.74%</b>	<b>5,900,371</b>	<b>4.85%</b>	<b>6,137,654</b>	<b>4.02%</b>	<b>6,411,276</b>	<b>4.46%</b>
offsets for gen'l fund		(377,367)		(377,367)		(388,801)		(396,471)		(406,383)		(416,543)	
W99	Water Fund voted	5,055,924		5,295,343		5,490,789		5,628,900		5,731,171		5,994,734	
<b>Sewer</b>													
X1	Salaries and Wages	308,147	7.64%	287,908	-13.06%	273,266	2.00%	278,731	2.00%	284,306	2.00%	289,992	2.00%
X2	Expenses	4,444,463	1.13%	4,819,780	8.44%	5,205,362	8.00%	5,621,791	8.00%	6,071,535	8.00%	6,557,257	8.00%
X3	Debt Service	165,113	32.93%	162,206	-1.76%	85,800	-47.10%	76,934	-10.33%	76,934	0.00%		-100.00%
X4	Capital Outlay	556,001	23.56%	167,000	-71.78%	130,000	-17.20%	37,000	-71.54%		-100.00%		0.00%
X6	<b>Sewer Fund</b>	<b>5,473,724</b>	<b>4.16%</b>	<b>5,406,894</b>	<b>-1.22%</b>	<b>6,694,429</b>	<b>5.32%</b>	<b>6,014,467</b>	<b>5.62%</b>	<b>6,432,776</b>	<b>6.96%</b>	<b>6,847,250</b>	<b>6.44%</b>
<b>Reserves</b>		<b>(161,801)</b>								<b>(75,000)</b>		<b>(100,000)</b>	
<b>Net Sewer Fund</b>		<b>5,312,723</b>	<b>3.05%</b>	<b>5,406,894</b>	<b>1.77%</b>	<b>6,694,429</b>	<b>5.32%</b>	<b>6,014,467</b>	<b>5.62%</b>	<b>6,357,776</b>	<b>5.71%</b>	<b>6,747,250</b>	<b>6.13%</b>
offsets for gen'l fund		(259,004)		(259,004)		(265,479)		(272,116)		(278,919)		(285,892)	
X99	Sewer Fund voted	5,214,720		5,147,890		5,428,949		5,742,341		6,153,856		6,561,358	
W&S gross		10,907,015		11,079,604		11,572,019		12,039,828		12,570,329		13,258,528	
W&S reserves		(386,001)		(300,000)		(250,000)		(125,000)		(75,000)		(100,000)	
WS	<b>W&amp;S combined net</b>	<b>10,521,014</b>	<b>1.88%</b>	<b>10,779,604</b>	<b>2.46%</b>	<b>11,322,019</b>	<b>5.03%</b>	<b>11,914,828</b>	<b>5.24%</b>	<b>12,495,329</b>	<b>4.87%</b>	<b>13,158,528</b>	<b>6.31%</b>

Enterprise Fund Budgets

Assumptions for FY13-FY16:		Wages	2.00%	2.00%	2.00%	2.00%
		Expenses	5.00%	5.00%	5.00%	5.00%

No.	March 29, 2011	Approved	Percent	Requested	Percent	Estimated	Percent	Estimated	Percent	Estimated	Percent	Estimated	Percent
		FY - 2011	Change	FY - 2012	Change	FY - 2013	Change	FY - 2014	Change	FY - 2016	Change	FY - 2016	Change
<b>Storm Water</b>													
Y1	Salaries and Wages	70,076	0.00%	127,766	82.32%	130,320	2.00%	132,927	2.00%	135,585	2.00%	138,297	2.00%
Y2	Expenses	19,750	-7.34%	68,866	198.15%	61,829	5.00%	64,821	5.00%	68,167	5.00%	71,575	5.00%
Y3	Debt Service							330,000	100.00%	317,000	-3.94%	634,000	100.00%
Y4	Capital Outlay	288,000	44.00%	190,000	-34.03%	200,000	5.26%	150,000	-25.00%	150,000	0.00%	158,500	5.67%
Y5	Storm Water Fund	377,826	29.86%	378,650	-0.31%	392,160	4.12%	677,847	72.86%	670,762	-1.06%	1,002,372	49.44%
	<b>Reserves</b>	<b>(76,000)</b>				<b>(75,000)</b>						<b>(250,000)</b>	
	<b>Net Storm Water</b>	<b>347,826</b>	<b>19.37%</b>	<b>378,650</b>	<b>8.28%</b>	<b>377,160</b>	<b>0.13%</b>	<b>677,847</b>	<b>79.73%</b>	<b>670,762</b>	<b>-1.06%</b>	<b>762,372</b>	<b>12.17%</b>
	estimated SF house			387k/yr	\$40		\$40	+100k res.	\$80	+100k res.	\$80		\$80
<b>Reserve Fund levels</b>													
	Water	1,485,064		1,186,064		935,064		810,064		810,064		810,064	Target
	Sewer	792,756		792,756		792,766		792,766		717,766		617,766	601,777
	Storm Water	275,690		275,690		260,690		360,690		460,690		210,690	160k+
<b>Water</b>													
W1	Salaries and Wages	632,348	0.00%	639,490	1.13%	652,280	2.00%	665,325	2.00%	678,632	2.00%	692,205	2.00%
W2	Expenses	2,698,736	-1.31%	2,714,129	0.57%	2,849,835	5.00%	2,992,327	5.00%	3,141,944	5.00%	3,299,041	5.00%
W3	Debt Service	1,839,206	-2.70%	2,014,091	9.51%	1,326,051	-34.16%	1,299,286	-2.02%	1,539,901	18.52%	1,661,529	7.90%
W4	Capital Outlay	263,000	-22.65%	305,000	15.97%	968,000	217.38%	895,000	-7.54%	500,000	-44.13%	365,000	-27.00%
W5	Water Fund	5,433,291	-2.93%	5,672,710	4.41%	5,796,166	2.18%	5,861,839	0.86%	5,880,476	0.16%	6,017,774	2.68%
	<b>Reserves</b>	<b>(225,000)</b>		<b>(300,000)</b>		<b>(280,000)</b>		<b>(715,000)</b>					
	<b>Net Water Fund</b>	<b>5,208,291</b>	<b>0.70%</b>	<b>5,372,710</b>	<b>3.16%</b>	<b>5,516,166</b>	<b>3.23%</b>	<b>5,726,939</b>	<b>3.26%</b>	<b>5,880,476</b>	<b>2.33%</b>	<b>6,017,774</b>	<b>2.68%</b>
	offsets for gen'l fund	(377,367)		(377,367)		(386,801)		(396,471)		(406,383)		(416,543)	
W99	Water Fund voted	5,055,924		5,295,343		5,409,365		5,455,467		5,454,094		5,601,232	
<b>Sewer</b>													
X1	Salaries and Wages	308,147	7.64%	267,908	-13.06%	273,266	2.00%	278,731	2.00%	284,306	2.00%	289,992	2.00%
X2	Expenses	4,444,463	1.13%	4,819,780	8.44%	5,060,769	5.00%	5,313,807	5.00%	5,579,498	5.00%	5,858,473	5.00%
X3	Debt Service	165,113	32.93%	162,206	-1.76%	85,800	-47.10%	76,934	-10.33%	76,934	0.00%		-100.00%
X4	Capital Outlay	556,001	23.56%	167,000	-71.76%	130,000	-17.20%	37,000	-71.54%		-100.00%		0.00%
X6	Sewer Fund	5,473,724	4.16%	5,406,894	-1.22%	5,549,835	2.64%	5,706,473	2.82%	5,940,738	4.11%	6,148,466	3.60%
	<b>Reserves</b>	<b>(181,907)</b>								<b>(75,900)</b>		<b>(190,000)</b>	
	<b>Net Sewer Fund</b>	<b>5,312,723</b>	<b>3.05%</b>	<b>5,406,894</b>	<b>1.77%</b>	<b>5,549,835</b>	<b>2.64%</b>	<b>5,706,473</b>	<b>2.82%</b>	<b>5,865,738</b>	<b>2.79%</b>	<b>6,048,466</b>	<b>3.12%</b>
	offsets for gen'l fund	(259,004)		(259,004)		(265,479)		(272,116)		(278,919)		(285,892)	
X99	Sewer Fund voted	5,214,720		5,147,890		5,284,356		5,434,357		5,661,819		5,862,573	
	W&S gross	10,907,015		11,079,604		11,346,001		11,558,412		11,801,214		12,166,239	
	W&S reserves	(386,001)		(390,000)		(250,000)		(125,000)		(75,000)		(100,000)	
WS	<b>W&amp;S combined net</b>	<b>10,521,014</b>	<b>1.88%</b>	<b>10,779,604</b>	<b>2.46%</b>	<b>11,096,001</b>	<b>2.94%</b>	<b>11,433,412</b>	<b>3.04%</b>	<b>11,726,214</b>	<b>2.56%</b>	<b>12,066,239</b>	<b>2.90%</b>



**Town of Reading, MA**  
3/29/2011 16:80

	Approved FY-2011	Requested FY-2012	Projected FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	TOTAL FY12-21
Existing debt in green, new debt in yellow												
<b>Sewer CAPITAL</b>	<b>496,000</b>	<b>167,000</b>	<b>130,000</b>	<b>37,000</b>	-	-	150,000	45,000	250,000	250,000	250,000	<b>1,289,000</b>
Inflow/Infiltration	Cash 100,000	move to Operating Budget										-
Seal Sewer Manholes	Cash	move to Operating Budget										-
Sewer Station Rehabilitation	Cash 30,000	move to Operating Budget										-
Fairview/Sunnyvale \$300k/4yr debt	Debt											-
Callforme Road - Sewer Main	Cash 185,000											-
Lewis Street - Sewer Main	Cash	75,000										75,000
Meter Replacements	Cash 180,000								250,000	250,000	250,000	750,000
Backhoe 430D	Cash		130,000									130,000
Replace Vehicles	Cash	82,000		37,000			150,000	45,000				314,000

**Town of Reading, MA**  
**3/29/2011 16:50**

Existing debt in green, new debt in yellow

	Approved FY-2011	Requested FY-2012	Projected FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	TOTAL FY12-21
<b>Storm Water CAPITAL</b>	<b>438,000</b>	<b>150,000</b>	<b>200,000</b>	<b>160,000</b>	<b>160,000</b>	<b>168,500</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>1,348,500</b>
General Drainage	Cash 60,000	move to Operating Budget										-
Drainage Improve (Project specific)	Cash 55,000	160,000		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
MS4 Permit - Consult & Lab Testing	Cash	40,000	50,000	50,000	50,000							190,000
Saugus River Improvement (I) 2.0mi	Debt			Debt	-							
Saugus River Improvement(II) 2.0 mil	Debt					Debt	Debt	Debt	Debt	Debt	Debt	-
Aberjona River Design	Cash		150,000									150,000
Aberjona River Improvement 2.2mil	Debt							Debt	Debt	Debt	Debt	-
Sweeper: Elgin Pelican (request Art. 5)	Cash 150,000											-
Truck: Int. #15	Cash 173,000											-
TAKEUCHI Excavator (1985)	Cash					58,500						58,500

**Town of Reading, MA**  
**3/29/2011 16:50**  
 Existing debt in green, new debt in yellow

		Approved FY-2011	Requested FY-2012	Projected FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	TOTAL FY12-21
		Approved FY-2011	Requested FY-2012	Projected FY-2013	FY-2014	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	
Water		2,102,208	2,319,091	2,294,051	2,194,286	2,039,901	2,026,529	1,962,601	1,908,779	1,993,127	1,952,595	1,685,219	
	Debt	1,839,206	2,014,091	1,326,051	1,299,286	1,539,501	1,661,529	1,807,601	1,555,779	1,731,127	1,465,595	1,215,219	
	Capital	263,000	305,000	968,000	895,000	500,000	365,000	255,000	350,000	262,000	487,000	370,000	
B sewer		660,113	319,208	215,600	113,934	78,934	-	160,000	48,000	280,000	260,000	260,000	
	Debt	165,113	162,208	85,800	76,934	76,934	-	-	-	-	-	-	
	Capital	495,000	157,000	130,000	37,000	-	-	150,000	45,000	250,000	250,000	250,000	
Water		-8%	10%	-1%	-4%	-7%	-1%	-8%	2%	5%	-2%	-19%	
B sewer		15%	-52%	-32%	-47%	-32%	-100%	100%	-70%	458%	0%	0%	
Combined W&S		-2%	-11%	-4.9%	-8.0%	-8.3%	-4.3%	-0.7%	-3.1%	15.0%	-1.8%	-16.7%	
Storm Water		438,000	190,000	200,000	480,000	487,000	792,500	708,000	1,045,000	1,004,700	994,400	924,100	
	Debt	-	-	-	330,000	317,000	634,000	608,000	945,000	904,700	864,400	824,100	
	Capital	438,000	190,000	200,000	150,000	150,000	158,500	100,000	100,000	100,000	100,000	100,000	
<b>TOTAL</b>		<b>3,200,319</b>	<b>2,828,298</b>	<b>2,709,651</b>	<b>2,786,220</b>	<b>2,583,835</b>	<b>2,819,029</b>	<b>2,720,601</b>	<b>2,966,779</b>	<b>3,247,827</b>	<b>3,166,995</b>	<b>2,759,319</b>	
Storm Water		119%	-57%	5%	140%	-3%	70%	-11%	48%	-4%	-4%	-4%	

Town of Reading FY - 2012 Budget

3/20/11 13:54

			Approved Debt Service FY - 2011	Requested 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
<i>New - Not Approved in italics</i>												
<b>Water Fund</b>			<b>\$1,839,206</b>	<b>\$2,014,091</b>	<b>\$1,326,051</b>	<b>\$1,299,286</b>	<b>\$1,639,901</b>	<b>\$1,661,529</b>	<b>\$1,607,601</b>	<b>\$1,565,779</b>	<b>\$1,731,127</b>	<b>\$1,465,595</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	662,513	<b>647,400</b>	632,775	618,150	603,525	588,656	571,350	553,800	538,200	522,600
Join MWRA(partial \$3.18m)	07-27	Apr 15	270,656	<b>264,656</b>	258,656	252,656	246,656	237,719	229,719	224,069	217,669	211,269
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01	98,300	<b>95,860</b>	93,420	90,980	88,540	86,100	83,660	81,220	0	0
Demo WTP/chlorinate (\$450k)	09-13	Feb 01	156,000	<b>153,000</b>	0	0	0	0	0	0	0	0
Water Treatment Plant Design	2005		119,800	<b>116,300</b>	112,700	109,000	104,500	0	0	0	0	0
Water Mains(\$2.471m)	08-12	Apr 15	531,938	<b>508,375</b>	0	0	0	0	0	0	0	0
WM:Hvrhill-Frnklin-Vkfld	2285k	MWRA		<b>228,500</b>	228,500	228,500	228,500	228,500	228,500	228,500	228,500	228,500
WM:Hwrld-Cnty-Summer	1012k	new	0	0	0	0	268,180	255,024	241,868	228,712	215,556	0
WM: South-West-Gleason	1002k	new	0	0	0	0	265,530	252,504	239,478	226,452	213,426	0
Storage Tank	1150k	new	0	0	0	0	0	0	0	304,750	289,800	0
<b>Repayment of Principal:</b>			<b>1,375,000</b>	<b>1,598,500</b>	<b>958,500</b>	<b>958,500</b>	<b>1,160,900</b>	<b>1,261,300</b>	<b>1,261,300</b>	<b>1,261,300</b>	<b>1,411,300</b>	<b>1,208,900</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	390,000	<b>390,000</b>	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	<b>160,000</b>	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	<b>80,000</b>	80,000	80,000	80,000	80,000	80,000	80,000	0	0
Demo WTP/chlorinate (\$450k)	10-12	Feb 01	150,000	<b>150,000</b>								
Water Treatment Plant Design	2005	2005	100,000	<b>100,000</b>	100,000	100,000	100,000					
Water Mains(\$2.471m)	08-12	Apr 15	495,000	<b>490,000</b>								
WM:Hvrhill-Frnklin-Vkfld	2285k	MWRA		<b>228,500</b>	228,500	228,500	228,500	228,500	228,500	228,500	228,500	228,500
WM:Hwrld-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	200,400
Storage Tank	1150k	5yr									230,000	230,000
<b>Interest on Long Term Debt:</b>			<b>464,206</b>	<b>415,591</b>	<b>367,551</b>	<b>340,786</b>	<b>379,001</b>	<b>400,229</b>	<b>346,301</b>	<b>294,479</b>	<b>319,827</b>	<b>256,695</b>
Join MWRA(full \$7.8m)	08-28	Nov 01	272,513	<b>257,400</b>	242,775	228,150	213,525	198,656	181,350	163,800	148,200	132,600
Join MWRA(partial \$3.18m)	07-27	Apr 15	110,656	<b>104,656</b>	98,656	92,656	86,656	77,719	69,719	64,069	57,669	51,269
Demo WTP/chlorinate(\$0.8m)	09-18	Jul 01	18,300	<b>15,860</b>	13,420	10,980	8,540	6,100	3,660	1,220		
Demo WTP/chlorinate (\$450k)	10-12	Feb 01	6,000	<b>3,000</b>								
Water Treatment Plant Design	2005	2005	19,800	<b>16,300</b>	12,700	9,000	4,500					
Water Mains(\$2.471m)	08-12	Apr 15	36,938	<b>18,375</b>								
WM:Hvrhill-Frnklin-Vkfld	2285k	MWRA		0	0	0	0	0	0	0	0	0
WM:Hwrld-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	59,800



Town of Reading FY - 2012 Budget

3/20/11 13:54

New - Not Approved in italics

	Approved Debt Service FY - 2011	Requested 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>Storm Water Fund</b>	\$ -	\$ -	\$ -	\$ 330,000	\$ 317,000	\$ 634,000	\$ 608,000	\$ 945,000	\$ 904,700	\$ 864,400
<i>Saugus River Improvement(I) 2.0 mil new</i>	0	0	0	330,000	317,000	304,000	291,000	278,000	265,000	252,000
<i>Saugus River Improvement(II) 2.0 mil new</i>	0	0	0	0	0	330,000	317,000	304,000	291,000	278,000
<i>Aberjona River Improvement 2.2 mil new</i>	0	0	0	0	0	0	0	363,000	348,700	334,400
<b>Repayment of Principal:</b>	0	0	0	200,000	200,000	400,000	400,000	620,000	620,000	620,000
<i>Saugus River Improvement(I) 2.0 mil 10yr</i>				200,000	200,000	200,000	200,000	200,000	200,000	200,000
<i>Saugus River Improvement(II) 2.0 mil 10yr</i>						200,000	200,000	200,000	200,000	200,000
<i>Aberjona River Improvement 2.2 mil 10yr</i>								220,000	220,000	220,000
<b>Interest on Long Term Debt:</b>	0	0	0	130,000	117,000	234,000	208,000	325,000	284,700	244,400
<i>Saugus River Improvement(I) 2.0 mil 10yr</i>				130,000	117,000	104,000	91,000	78,000	65,000	52,000
<i>Saugus River Improvement(II) 2.0 mil 10yr</i>						130,000	117,000	104,000	91,000	78,000
<i>Aberjona River Improvement 2.2 mil 10yr</i>								143,000	128,700	114,400

**Town of Reading FY - 2012 Budget**  
3/20/11 13:54

			Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
			Debt Service	Debt Service	Debt Service	Debt Service	Debt Service	Debt Service	Debt Service	Debt Service
			FY - 2021	FY - 2022	FY - 2023	FY - 2024	FY - 2025	FY - 2026	FY - 2027	FY - 2028
<i>New - Not Approved in italics</i>										
<b>Water Fund</b>			<b>\$ 1,215,219</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	481,400	475,800	460,200	444,800	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		0	0	0	0	0	0	0	0
Water Mains(\$2.471m)	08-12	Apr 15	0	0	0	0	0	0	0	0
WM:Hvrhill-Frnklin-Vkfld	2285k	MWRA	228,500	0	0	0	0	0	0	0
WM:Hwrld-Cnty-Summer	1012k	new	0	0	0	0	0	0	0	0
WM: South-West-Gleason	1002k	new	0	0	0	0	0	0	0	0
Storage Tank	1150k	new	274,850	259,900	244,950	0	0	0	0	0
<b>Repayment of Principal:</b>			<b>1,008,500</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								
WM:Hvrhill-Frnklin-Vkfld	2285k	MWRA	228,500							
WM:Hwrld-Cnty-Summer	1012k	5yr								
WM: South-West-Gleason	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	25,669	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								
WM:Hvrhill-Frnklin-Vkfld	2285k	MWRA	0							
WM:Hwrld-Cnty-Summer	1012k	5yr								
WM: South-West-Gleason	1002k	5yr								
Storage Tank	1150k	5yr	44,850	29,900	14,950					



Town of Reading FY - 2012 Budget  
3/20/11 13:54

			Projected	Projected						
			Debt	Service	Debt	Service	Debt	Service	Debt	Service
			FY - 2021	FY - 2022	FY - 2023	FY - 2024	FY - 2025	FY - 2026	FY - 2027	FY - 2028
<b>Storm Water Fund</b>			<b>\$ 824,100</b>	<b>\$ 783,800</b>	<b>\$ 743,500</b>	<b>\$ 503,200</b>	<b>\$ 475,900</b>	<b>\$ 248,600</b>	<b>\$ 234,300</b>	<b>\$ -</b>
<i>Saugus River Improvement(I)</i>	2.0 mil	new	239,000	226,000	213,000	0	0	0	0	0
<i>Saugus River Improvement(II)</i>	2.0 mil	new	265,000	252,000	239,000	226,000	213,000	0	0	0
<i>Aberjona River Improvement</i>	2.2 mil	new	320,100	305,800	291,500	277,200	262,900	248,600	234,300	0
<b>Repayment of Principal:</b>			<b>620,000</b>	<b>620,000</b>	<b>620,000</b>	<b>420,000</b>	<b>420,000</b>	<b>220,000</b>	<b>220,000</b>	<b>0</b>
<i>Saugus River Improvement(I)</i>	2.0 mil	10yr	200,000	200,000	200,000					
<i>Saugus River Improvement(II)</i>	2.0 mil	10yr	200,000	200,000	200,000	200,000	200,000			
<i>Aberjona River Improvement</i>	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>			<b>204,100</b>	<b>163,800</b>	<b>123,500</b>	<b>83,200</b>	<b>55,900</b>	<b>28,600</b>	<b>14,300</b>	<b>0</b>
<i>Saugus River Improvement(I)</i>	2.0 mil	10yr	39,000	26,000	13,000					
<i>Saugus River Improvement(II)</i>	2.0 mil	10yr	65,000	52,000	39,000	26,000	13,000			
<i>Aberjona River Improvement</i>	2.2 mil	10yr	100,100	85,800	71,500	57,200	42,900	28,600	14,300	

TOWN OF READING, MA

03/29/2011 15:55  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
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PROJECTION: 2012 FY2012 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0440	SEWER - OPERATIONS							
03	SALARIES							
62003511	511401 SUPERVISOR	34,253.64	36,820.53	38,826.38	27,074.33	38,831.00	39,609.00	2.0%
62003511	511405 WRKNG FRMN	49,812.50	52,756.60	55,887.19	38,284.29	53,954.00	53,239.00	-1.3%
62003511	511409 EQUIP OP	48,384.06	50,964.18	51,907.68	39,179.36	51,908.00	51,908.00	.0%
62003511	511413 SKLLD LABR	38,068.30	67,217.19	37,375.53	3,500.21	40,987.00	.00	-100.0%
62003511	511417 LABORER	37,770.97	3,272.96	57,800.14	38,753.43	62,862.00	66,062.00	5.1%
62003511	511471 CLERK(S)	15,905.34	16,876.53	17,308.47	11,979.76	17,260.00	17,598.00	2.0%
62003511	511481 SNOW RMVL	-2,516.52	-4,648.33	.00	.00	-2,500.00	-2,500.00	.0%
62003511	515000 OVERTIME	36,336.88	22,318.13	20,856.34	11,191.57	39,644.00	35,000.00	-11.7%
62003511	516050 OUT OF GRA	213.68	358.24	23.76	1,506.96	209.00	2,000.00	856.9%
62003511	516060 ONCALL PRM	1,628.00	2,390.00	2,644.00	1,464.00	2,942.00	2,942.00	.0%
62003511	516080 LONGEVITY	2,050.00	2,050.00	3,125.00	1,950.00	2,050.00	2,050.00	.0%
	TOTAL SALARIES	261,906.85	250,376.03	285,754.49	174,883.91	308,147.00	267,908.00	-13.1%
05	EXPENSES							
62005519	519000 MEDICARE	603.00	700.00	1,000.00	.00	1,000.00	1,075.00	7.5%
62005519	519700 RETIREMENT	20,566.00	14,512.00	14,876.00	22,273.00	22,273.00	23,275.00	4.5%
62005521	521301 ELECTRICIT	25,155.27	29,451.57	28,536.59	18,689.02	32,250.00	33,000.00	2.3%
62005524	524469 STATIONREP	.00	.00	.00	.00	.00	30,000.00	.0%
62005524	524474 MANHOLE	.00	.00	.00	.00	.00	10,000.00	.0%
62005524	524475 I&I REIME	.00	.00	500.00	800.00	.00	.00	.0%
62005524	524476 I&I PREVENT	.00	.00	.00	.00	.00	100,000.00	.0%
62005529	529433 HAZ WST DI	.00	9,206.43	8,429.33	.00	10,000.00	10,000.00	.0%
62005530	530000 PURCH SVC	.00	15,701.31	19,793.05	10,008.13	16,650.00	16,650.00	.0%
62005530	530105 PRINTING	.00	361.12	.00	.00	.00	.00	.0%
62005530	530110 LGL COUNSL	2,000.00	229.50	.00	.00	2,500.00	2,500.00	.0%
62005530	530420 PLCE DTAIL	1,957.00	1,846.64	1,844.98	6,737.17	2,250.00	5,000.00	122.2%
62005530	530490 CNTSVC PUMP	7,476.38	12,607.08	18,895.01	5,174.63	15,725.00	15,000.00	-4.6%
62005530	530491 OTHCOMMSVC	16,107.68	.00	.00	.00	.00	.00	.0%
62005530	530492 SYS INSPEC	15,793.45	1,735.83	14,750.00	1,761.58	16,950.00	16,000.00	-5.6%
62005531	531000 PRDEV TRN	.00	.00	.00	.00	510.00	500.00	-2.0%
62005536	536000 LIC SFTWR	.00	7,000.00	1,000.00	.00	10,000.00	10,000.00	.0%
62005540	540490 PMPSTASUPP	1,909.97	2,864.54	12,532.04	4,381.58	7,100.00	7,000.00	-1.4%
62005540	540493 DIST SYS	1,788.37	2,277.82	3,930.78	3,038.66	8,200.00	8,000.00	-2.4%
62005540	540495 CHEMICALS	.00	2,550.00	3,355.96	3,339.48	13,300.00	12,000.00	-9.8%
62005554	554000 UNFM/CLOTH	928.94	3,414.06	2,844.91	1,484.98	2,200.00	2,200.00	.0%
62005563	563400 MWRA	3,410,216.70	3,555,143.00	3,844,457.00	3,137,665.60	3,921,051.00	4,164,476.00	6.2%
62005574	574000 HEALTHINS	67,574.00	60,500.00	58,067.08	48,523.59	87,500.00	75,000.00	-14.3%
62005574	574010 P&C INSUR	.00	663.00	627.00	726.00	1,000.00	1,100.00	10.0%
62005574	574500 DEDUCT/CLM	10,000.00	.00	8,415.00	.00	.00	.00	.0%
62005574	574550 WC INSURNC	11,496.00	8,250.00	10,181.00	10,368.00	15,000.00	18,000.00	20.0%
62005578	578100 LICENSES	185.00	60.00	60.00	135.00	.00	.00	.0%
	TOTAL EXPENSES	3,593,757.76	3,729,073.90	4,054,095.73	3,275,106.42	4,185,459.00	4,560,776.00	9.0%
07	DEBT SERVICE							

TOWN OF READING, MA

03/29/2011 15:55  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 2  
bgnyrpts

PROJECTION: 20122 FY2012 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR: SEWER			PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
62007591	591000	LT DBT PRI	83,677.00	167,543.00	167,543.00	41,800.00	160,800.00	160,800.00	.0%
62007591	592000	LTDEBTINT	.00	10,687.50	7,406.25	77,906.25	4,313.00	1,406.00	-67.4%
62007593	593000	ST DBT INT	5,951.94	.00	.00	.00	.00	.00	.0%
TOTAL DEBT SERVICE			89,628.94	178,230.50	174,949.25	119,706.25	165,113.00	162,206.00	-1.8%
08	CAPITAL EXPENDITURES								
62008585	585000	ADDITNL EQU	104,201.90	.00	122,156.00	.00	.00	82,000.00	.0%
62008585	585451	METRINSTAL	.00	.00	143,618.48	.00	180,000.00	.00	-100.0%
62008588	588411	CALIF RD S	.00	.00	.00	58,481.29	246,001.28	.00	-100.0%
62008588	588505	INFLOW/INF	277,197.13	67,579.57	140,422.41	79,500.00	100,000.00	75,000.00	-25.0%
62008588	588510	SEW ST REH	.00	.00	30,000.00	.00	30,000.00	.00	-100.0%
62008588	588512	SEW ST STU	.00	.00	10,000.00	.00	.00	.00	.0%
62008588	588541	GLEN ROAD	.00	169,168.24	11,282.21	.00	.00	.00	.0%
62008588	588542	W GROVE ST	.00	10,000.00	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES			381,399.03	246,747.81	457,479.10	137,981.29	556,001.28	157,000.00	-71.8%
TOTAL SEWER - OPERATIONS			4,326,692.58	4,404,428.24	4,972,278.57	3,707,677.87	5,214,720.28	5,147,890.00	-1.3%
TOTAL SEWER			4,326,692.58	4,404,428.24	4,972,278.57	3,707,677.87	5,214,720.28	5,147,890.00	-1.3%

TOWN OF READING, MA

03/29/2011 15:55  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 3  
bgnyrpts

PROJECTION: 20122 FY2012 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0450	WATER - OPERATIONS							
05	EXPENSES							
61005519	519000 MEDICARE	5,425.00	6,000.00	7,000.00	.00	7,000.00	7,500.00	7.1%
61005519	519700 RETIREMENT	89,093.00	16,413.00	17,075.00	26,724.00	26,724.00	27,927.00	4.5%
61005529	529433 HAZ WST DI	15,346.18	6,419.00	7,771.40	5,563.00	10,000.00	10,000.00	.0%
61005530	530105 PRINTING	.00	361.13	.00	.00	.00	.00	.0%
61005530	530110 LEGAL COUN	15,000.00	11,159.10	121.50	.00	16,000.00	10,000.00	-37.5%
61005530	530480 PRIMACEY A	5,828.03	5,451.82	5,530.87	5,551.27	5,531.00	5,500.00	-.6%
61005530	530491 SVC WKFLD	5,546.76	5,567.09	7,601.06	3,957.17	7,140.00	7,000.00	-2.0%
61005531	531000 PRDEV TRN	4,044.25	2,992.00	2,674.00	1,770.00	3,000.00	2,500.00	-16.7%
61005574	574000 HEALTH INS	170,952.00	165,000.00	102,645.48	104,848.18	149,500.00	165,000.00	10.4%
61005574	574010 PROP/CASUA	.00	31,580.00	20,460.00	23,017.00	44,000.00	45,000.00	2.3%
61005574	574500 DEDUCT/CLM	1,499.00	.00	.00	.00	.00	.00	.0%
61005574	574550 WC INSURNC	63,581.00	20,332.00	15,905.00	15,411.00	30,000.00	36,000.00	20.0%
	TOTAL EXPENSES	376,315.22	271,275.14	186,784.31	186,841.62	298,895.00	316,427.00	5.9%
07	DEBT SERVICE							
61007530	530705 DEBTCOSTS	63,049.00	1,412.92	.00	.00	.00	.00	.0%
61007591	591000 DEBT PRINC	756,000.00	1,225,000.00	1,375,000.00	620,000.00	1,375,000.00	1,598,500.00	16.3%
61007591	592000 LTDEBTINT	420,291.00	557,170.00	514,352.50	247,712.50	464,206.00	415,591.00	-10.5%
	TOTAL DEBT SERVICE	1,239,340.00	1,783,582.92	1,889,352.50	867,712.50	1,839,206.00	2,014,091.00	9.5%
	TOTAL WATER - OPERATIONS	1,615,655.22	2,054,858.06	2,076,136.81	1,054,554.12	2,138,101.00	2,330,518.00	9.0%
0451	WATER - DISTRIBUTION							
03	SALARIES							
61013511	511401 SUPERVISOR	34,253.64	36,820.52	38,826.34	27,074.31	38,831.00	39,609.00	2.0%
61013511	511403 FOREMAN	54,578.36	58,065.32	58,677.28	43,782.96	58,372.00	59,837.00	2.5%
61013511	511405 WRKNG FRMN	72,465.32	51,989.48	89,073.54	98,921.76	104,907.00	110,842.00	5.7%
61013511	511409 EQUIP OPER	136,820.74	146,249.46	117,118.54	89,526.88	148,531.00	141,149.00	-5.0%
61013511	511413 SKLLD LABR	45,128.02	82,244.85	78,502.24	50,512.78	83,995.00	79,672.00	-5.1%
61013511	511417 LABORER	64,423.70	32,280.48	34,104.96	24,932.32	33,032.00	33,032.00	.0%
61013511	511471 CLERK(S)	15,905.34	16,876.29	17,308.15	11,979.44	17,260.00	17,598.00	2.0%
61013511	511481 SNOW REMOV	-4,197.56	-7,709.63	.00	.00	-6,500.00	-6,500.00	.0%
61013511	515000 OVERTIME	121,650.05	71,065.11	62,495.18	33,556.18	38,355.00	50,000.00	30.4%
61013511	516050 OUT OF GRA	1,055.82	1,394.34	1,894.10	3,745.12	1,882.00	3,000.00	59.4%
61013511	516060 ONCALL PRM	8,130.00	10,270.46	9,760.00	8,052.00	8,818.00	8,818.00	.0%
61013511	516080 LONGEVITY	7,100.00	7,337.50	6,625.00	6,825.00	7,500.00	7,500.00	.0%
61013512	512000 WAGES TEMP	8,281.64	8,831.12	6,552.33	2,837.58	9,126.00	7,192.00	-21.2%
	TOTAL SALARIES	565,595.07	515,715.30	520,937.66	401,746.33	544,109.00	551,749.00	1.4%
05	EXPENSES							
61015521	521301 ELECTRICIT	8,892.71	10,910.59	9,678.95	7,711.67	10,200.00	11,000.00	7.8%

TOWN OF READING, MA

03/29/2011 15:55  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 4  
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PROJECTION: 20122 FY2012 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
61015521 521303	NATRL GAS	352.10	483.79	353.50	236.50	410.00	500.00	22.0%
61015521 521392	WRLS PHONE	.00	3,035.87	2,902.39	2,033.16	.00	.00	.0%
61015530 530110	LEGAL COUN	1,728.00	.00	.00	.00	.00	.00	.0%
61015530 530420	PLCE DTAIL	10,857.84	10,271.64	9,583.69	10,033.41	10,700.00	15,000.00	40.2%
61015530 530470	WTR SYSTEM	7,780.28	1,141.11	5,516.96	306.94	15,230.00	10,000.00	-34.3%
61015530 530472	MAIN PIPE/	9,990.00	10,720.00	9,706.52	760.00	12,200.00	10,000.00	-18.0%
61015530 530474	SVC PIPE/M	.00	45,325.19	60,933.11	47,651.18	49,750.00	50,000.00	.5%
61015530 530478	CROSS CONN	4,960.00	5,040.00	4,900.00	1,800.00	8,400.00	8,000.00	-4.8%
61015531 531000	PRDEV TRN	.00	398.00	.00	.00	.00	.00	.0%
61015536 536000	LIC SPTWR	.00	7,800.00	6,236.15	5,000.00	10,000.00	10,000.00	.0%
61015540 540470	WD GEN SUP	19,055.09	21,488.07	24,736.81	21,821.87	26,775.00	27,000.00	.8%
61015540 540472	MAIN PIPE	29,088.61	28,633.78	24,406.91	14,532.75	33,180.00	33,000.00	-.5%
61015540 540474	SVC METERS	41,268.12	.00	151.00	380.00	7,625.00	7,000.00	-8.2%
61015554 554000	UNFM/CLTH	1,029.98	8,825.21	3,949.21	3,149.97	5,500.00	5,500.00	.0%
61015578 578100	LICENSES	794.00	315.00	864.00	347.00	714.00	750.00	5.0%
TOTAL EXPENSES		135,796.73	154,388.25	163,919.20	115,764.45	190,684.00	187,750.00	-1.5%
08	CAPITAL EXPENDITURES							
61018584 584410	BOBCATLOAD	.00	.00	.00	44,044.20	45,000.00	.00	-100.0%
61018584 584411	VAN #2	.00	.00	.00	37,933.61	38,000.00	.00	-100.0%
61018585 585000	ADDTNL EQU	116,761.69	.00	6,769.88	.00	.00	275,000.00	.0%
61018585 585451	METRINSTAL	.00	63,225.75	206,774.00	170,435.55	180,000.00	.00	-100.0%
61018588 588450	SYSTEMS	.00	.00	57,595.86	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES		116,761.69	63,225.75	271,139.74	252,413.36	263,000.00	275,000.00	4.6%
TOTAL WATER - DISTRIBUTION		818,153.49	733,329.30	955,996.60	769,924.14	997,793.00	1,014,499.00	1.7%
0452	WATER - SUPPLY / TREATMENT							
03	SALARIES							
61023511 511461	SUPERVISOR	78,383.52	83,798.33	84,062.88	58,618.56	84,048.00	83,741.00	-.4%
61023511 511481	SNOW RMVL	-600.64	-232.14	.00	.00	-500.00	-500.00	.0%
61023511 515000	OVERTIME	31,564.27	3,403.18	5,586.11	4,267.58	4,692.00	4,500.00	-4.1%
TOTAL SALARIES		109,347.15	86,969.37	89,648.99	62,886.14	88,240.00	87,741.00	-.6%
05	EXPENSES							
61025521 521301	ELECTRICIT	22,108.08	13,910.65	24,721.78	18,512.75	20,000.00	21,000.00	5.0%
61025521 521308	FUEL OIL	20,593.29	.00	.00	2,077.62	6,000.00	3,000.00	-50.0%
61025521 521309	SWR/STM WA	604.85	439.95	127.90	161.04	470.00	500.00	6.4%
61025521 521390	TELEPHONE	2,340.79	2,098.93	2,291.25	1,060.59	3,280.00	3,000.00	-8.5%
61025524 524471	MWRA VALVE	.00	.00	.00	.00	.00	10,000.00	.0%
61025530 530000	OUT PRFSVC	72,288.81	7,360.51	12,155.56	1,358.00	10,200.00	10,000.00	-2.0%
61025530 530457	WELLS	5,017.15	.00	.00	1,377.76	.00	.00	.0%
61025540 540000	DEPT SUPP	3,424.13	1,806.96	5,242.16	875.53	7,000.00	6,000.00	-14.3%
61025540 540455	WELLS	.00	8,384.92	13,486.93	3,763.00	57,962.00	20,000.00	-65.5%
61025540 540499	WTR EMERGN	.00	.00	25,200.50	.00	.00	.00	.0%
61025563 563400	MWRA	1,536,924.41	1,636,165.00	1,737,501.00	1,381,502.40	1,726,878.00	1,759,085.00	1.9%

TOWN OF READING, MA

03/29/2011 15:55  
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TOWN OF READING  
NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 5  
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PROJECTION: 20122 FY2012 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR: WATER		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
61025563 563410	RESIDUALS	55,324.00	.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES		1,718,625.51	1,670,166.92	1,820,727.08	1,410,688.69	1,831,790.00	1,832,585.00	.0%
08	CAPITAL EXPENDITURES							
61028583 583000	PLANT	.00	.00	.00	.00	.00	30,000.00	.0%
61028585 585452	BOOSTER TE	.00	36,000.00	.00	.00	.00	.00	.0%
61028585 585453	EMERG ENGI	.00	35,000.00	.00	.00	.00	.00	.0%
61028588 588455	WELLS	75,000.00	.00	.00	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES		75,000.00	71,000.00	.00	.00	.00	30,000.00	.0%
TOTAL WATER - SUPPLY / TREAT		1,902,972.66	1,828,136.29	1,910,376.07	1,473,574.83	1,920,030.00	1,950,326.00	1.6%
TOTAL WATER		4,336,781.37	4,616,323.65	4,942,509.48	3,298,053.09	5,055,924.00	5,295,343.00	4.7%
GRAND TOTAL		8,663,473.95	9,020,751.89	9,914,788.05	7,005,730.96	10,270,644.28	10,443,233.00	1.7%

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

TOWN OF READING, MA

03/29/2011 14:57  
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NEXT YEAR BUDGET HISTORICAL COMPARISON

PG 1  
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PROJECTION: 20122 FY2012 Enterprise Funds

FOR PERIOD 99

ACCOUNTS FOR:		PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 3	PCT CHANGE
0428	STORM WATER MANAGEMENT							
03	SALARIES							
65003511	511417 LABORER	57,226.64	67,122.77	68,695.19	50,348.99	70,076.00	71,615.00	2.2%
65003511	511453 AST CV ENG	.00	.00	.00	.00	.00	52,150.00	.0%
65003511	515000 OVERTIME	1,421.57	2,416.89	2,491.57	458.04	.00	2,500.00	.0%
65003511	516050 OUT OF GRA	.00	143.44	699.52	1,240.80	.00	1,500.00	.0%
	TOTAL SALARIES	58,648.21	69,683.10	71,886.28	52,047.83	70,076.00	127,765.00	82.3%
05	EXPENSES							
65005519	519700 RETIREMENT	.00	2,310.00	2,412.00	847.00	847.00	885.00	4.5%
65005524	524428 DRAINMAINT	.00	.00	.00	.00	.00	25,000.00	.0%
65005527	527301 EQUIP RENT	.00	.00	.00	.00	.00	7,000.00	-10.3%
65005530	530000 OUT PRFSVC	4,595.00	4,964.14	.00	1,863.00	10,200.00	10,000.00	-2.0%
65005530	530110 LEGAL COUN	.00	202.50	.00	.00	.00	.00	.0%
65005554	554000 CLOTHING	440.86	374.68	800.00	800.00	900.00	1,000.00	11.1%
65005574	574000 HEALTH INS	.00	.00	.00	.00	.00	15,000.00	.0%
	TOTAL EXPENSES	5,035.86	7,851.32	3,212.00	3,510.00	19,750.00	58,885.00	198.2%
08	CAPITAL EXPENDITURES							
65008585	585000 ADDTNL EQU	95,890.08	.00	126,488.36	151,818.00	173,000.00	.00	-100.0%
65008588	588412 DRNGE IMPR	.00	.00	.00	.00	55,000.00	150,000.00	172.7%
65008588	588421 MAPPING DE	.00	50,000.00	.00	.00	.00	40,000.00	.0%
65008588	588425 DRAINAGE	14,780.96	13,910.00	31,418.21	4,209.34	60,000.00	.00	-100.0%
65008588	588430 SAUG RIV D	.00	150,000.00	.00	.00	.00	.00	.0%
	TOTAL CAPITAL EXPENDITURES	110,671.04	213,910.00	157,906.57	156,027.34	288,000.00	190,000.00	-34.0%
	TOTAL STORM WATER MANAGEMENT	174,355.11	291,444.42	233,004.85	211,585.17	377,826.00	376,650.00	-.3%
	TOTAL STORM WATER MANAGEMENT	174,355.11	291,444.42	233,004.85	211,585.17	377,826.00	376,650.00	-.3%
	GRAND TOTAL	174,355.11	291,444.42	233,004.85	211,585.17	377,826.00	376,650.00	-.3%

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