

Town Manager's FY17 Budget

-Overview -

The following document constitutes the Town Manager's recommended Fiscal Year 2017 Budget for the Town of Reading, beginning July 1, 2016. This Budget combines continued conservative fiscal planning caused by the constraints of Proposition 2-1/2 with a record high dose of free cash needed to balance the demands of the community versus the revenues available. This is a poor financial practice when one looks to what is sustainable in the future, made only possible by healthy cash reserve balances. As predicted last year, this budget eliminates some town positions which will have a small negative effect on the amount and/or quality of town services. This is the last year where service levels will not deteriorate to more noticeable levels. For FY18 either more revenues are needed or service levels will be reduced noticeably.

Following are the highlights of the FY17 Town Manager's Budget:

Revenues

The Town Accountant forecasts a 2.6% increase in revenues for next year, although if one ignores the use of free cash in both years that increase is 2.9%.

	FY17	FY16	FY15	FY14	FY13
Revenues (no Free Cash or Excluded debt)	+2.9%	+2.9%	+2.6%	+2.8%	+2.8%

As is explained in more detail in the Revenues section, these sub 3% Reading revenue growth levels lag state-wide levels significantly and consistently. After Prop 2½ was first instituted, revenue growth of 5% was common throughout the state, although figures in the past several years are closer to 4%. Let's take another look back at historical sources of revenues for Reading. Below is a

table that shows FY03 & FY04 and FY16 & FY17 sources of revenue in Reading for comparison. Note that FY03 & FY04 are chosen to show the context surrounding the last operating override of Proposition 2½:

	FY17	FY16	FY04	FY03
Property Taxes	72.5%	72.2%	68%	62%
Local Charges	7.5%	7.5%	9%	9%
State Aid	15.6%	16.0%	19%	24%
Other	4.4%	4.3%	4%	5%

Reading has been increasingly reliant on local sources of revenues because inflation adjusted state aid has declined by about 50% since the last operating override. For FY17 the Governor's budget released in January 2016 shows a meager 1.6% increase in state aid forecast for Reading. Annual state aid would need to increase by over \$2 million from predicted levels in order to fund 19% of Reading's budget as it did after the last override.

Reading vs. Peer Communities: Revenues

In January 2016 the Town Manager presented Peer Community comparisons to the Board of Selectmen and then to a Financial Forum. On average, both Reading and Peers collect about \$54 million in local property taxes from single family homes; however there was a noticeable difference in the commercial/industrial/personal (CIP) property tax area, as shown below:

	Reading	Peers	Difference
Annual prop taxes	\$5.0 mil.	\$17.3 mil	-\$12.3 mil.
due to tax rate			-\$ 2.3 mil.
due to tax base			-\$10.0 mil

Tax rates SF/CIP \$14.70 each \$14.60/\$21.23

Thus Reading collects \$12 million annually less from the CIP sector. About \$2 million of this can be attributed to the fact that Reading chooses not to transfer that amount of tax liability from the residential tax base to the CIP tax base, for a variety of reasons. However the larger \$10 million simply points to the lower development activity in town, likely due in large measure due to less vacant land. Another simple metric is that relative to our neighbors, we have lagged by about \$300,000 annually in the creation of new growth.

In consideration of these factors, in January the Board of Selectmen took unanimous action during their FY17 budget deliberations in seeking to improve new growth by directing the Town Manager to hire an Economic Development planner position, to be funded for three years from the Inspections Revolving Fund. This item is shown under Public Services/Planning as a \$125,000 item until more details are finalized. Note that figure is simply the maximum spending allowed by that revolving fund in FY17

Reading vs. Peer Communities: Spending

	Reading	Peers	Difference
Public Safety	9.2%	8.7%	+0.5%
Culture/Recr.	2.1	1.7	+0.4%
Education	39.3	39.1	+0.2%
DPW	5.1	4.9	+0.2%
Human Svcs	0.6	0.7	-0.1%
Fixed costs	17.7	17.8	-0.1%
Other	22.4	22.8	-0.4%
Gen'l gov't	3.6	4.3	-0.7%

The Town Manager also examined how Reading allocates funds in the budget process compared to these 25 Peer Communities. The findings were remarkable dull – Reading allocates funds in a very typical way, as is shown by the table above. Of some note are the comparatively high levels of funding given to Public Safety and Culture (Public Library) and low levels to general government (Town Hall). Also the average allocation to Education does not

contradict the low per pupil spending figures reported by the Schools. Indeed Reading ranks 9th of the 26 communities in terms of enrollment as a % of population – in other words we have a lot of students.

Accommodated Costs

While the FY17 revenue outlook remains very constrained, unfortunately accommodated costs are experiencing their second year of ‘above revenue growth’ rate increases after a period of low growth for a few years prior to that. When accommodated costs grow at a rate about revenues, both the Town and School operating budgets are squeezed – unless free cash is used to ameliorate this situation.

	FY17	FY16	FY15	FY14	FY13
Accommodated Costs (without excluded debt or mid-year capital)	+4.0%	+4.4%	+0.4%	+1.5%	-2.1%

The budget sections herein will describe these costs further, but the largest impact was the 8% budgeted increase in health insurance premiums – despite a very thorough effort by all unions and management through a competitive procurement process for services one year ago. The Finance Committee has agreed to fund any increase in health insurance premiums above +8% in FY17 with the use of additional free cash.

The outlook for these accommodated costs because of the continued national uncertainty on health insurance is difficult to forecast. We have it pegged at about 6% annually through FY20, which will certainly be higher than expected revenues.

The Town and School budgets are once again able to maintain core services, but not quite level services in the face of increasing demands. The use of several one-time sources of funding – grants on the Town side and both grants and a heavier use of offsetting

revolving funds on the School side allow for the core services to be protected for one more year. However, faced with the same revenues and accommodated costs in FY18, it now seems unavoidable that each side will need to make reductions to these core services a year from now.

Town Department Budgets

The following table depicts the Town Manager’s FY17 budget for Town departments, with a 2.3% overall increase from FY16 (please see the section on the School budget for details from the School Committee). These Town department budgets include the 3.4% operating budget increase plus all Town accommodated costs, as shown in the table below. Note the addition of two Facilities lines:

Town Total Budgets	FY16	FY17	Change
Admin. Services	\$2,737,117	\$2,764,040	+1.0%
Public Services	1,606,500	1,621,125	+0.9%
Finance	845,775	781,300	-7.6%
Police	4,597,425	4,796,250	+4.3%
Dispatch	536,925	565,150	+5.3%
Fire & EMS	4,473,104	4,591,950	+2.7%
Public Works	5,569,662	5,604,655	+0.6%
Facilities CORE	2,684,178	2,853,790	+6.3%
Facilities Town bldgs	292,835	286,890	-2.0%
Public Library	1,436,634	1,485,500	+3.4%
Total	\$24,780,155	\$25,350,650	+2.3%

For town employee wages, about half of the town’s employees are non-union, and in FY17 they receive a 2% COLA plus a 2% step that is available based upon performance and eligibility. Because there is one less business day next year these changes are typically shown as +3.6%. For union employees, the collective bargaining contracts are followed and those results shown. In general, town employees have experienced annual wage changes of about +2.5% over the past several years, although specific changes vary in any given year.

Budget sections that follow will describe each department in detail.

Town Department Budget Process

The Town annual budget process begins in late summer with a series of meetings with Department Heads and some staff members, in order to review the past and plan for the future.

This year it became evident early on that revenues were again be very constrained and the operating budgets would be squeezed. Coupled with increasing requests for local services by many of our residents, the conclusion that one day we would no longer be able to make ends meet would be finally upon us in FY18.

As part of a master planning process, one year ago the Town forecast a need to add over 20 FTEs in FY17 and another 16 FTEs in the FY18 budget in order to meet the demands of the community. This amounted to a whopping 17% staffing increase. While the planning exercise was valuable, given the actual reductions in staffing in FY17 there was no need to update those plans this year.

FY17 Budget - Conclusions

The Town and Schools have, since the passage of Proposition 2-1/2, been required to do more with less. By reputation, Reading delivers both a high quality and volume of services given the funding that is available. We understand the daily challenge of improving, and if that was not ingrained upon the passage of Prop 2-1/2, it sure is now. We use an extensive planning process that looks ahead several years and we adapt to the rapidly changing present thoughtfully. The planning process combined with prudent reactions allows us to deliver good value.

The Schools use Reading’s low per-pupil spending as a metric to show how efficiently they use the funding available, and why they require more. Parts of this low spending are a good thing – such as the comparably low employer’s share of health insurance. Yet even after adjustments, spending is still modest per pupil and certainly below what the community desires.

The Town government has no analogous single spending metric. However the comparison among Peer Communities has shown that staffing at Town Hall is light, and this is where the demands for services are most often evident because they filter in through our many volunteer boards and committees.

Reading should be proud at how the Town and Schools work together and spend efficiently. Financial reserves continue to be at strong levels. Significant ongoing investment in infrastructure has improved the condition of buildings and equipment over the past decade, which has in turn lowered operating costs. Standard & Poor's increased our rating to AAA (higher than the federal and state government).

Employees and retirees have contributed significantly with increased out of pocket expenses in order to keep health insurance premium increases lower. Wage growth has been very modest, not keeping pace with inflation or the level of average pay among our Peer Communities. These savings in turn led to fewer layoffs, which allowed strong service levels at a time when the community demand for services actually increased (as is typical in the

municipal sector during an economic downturn). Staff responded well, and measures of customer satisfaction remain high. Let the community wide dialogue about services desired versus revenue provided begin in earnest. As it looks right now, in FY18 we will be faced with some very difficult budget reduction choices on both the town and school sides.

In the upcoming months town and school elected officials and leadership will work together to establish a path forward to foster an open and honest discussion with the community. As always, we will all strive to meet the expectations of the community with whatever level of resources that are made available.

On behalf of the entire Town government, thank you for the opportunity to help make the Town of Reading a very special place to work – and to live.

Respectfully submitted,

Robert W. LeLacheur, Jr. CFA
Town Manager

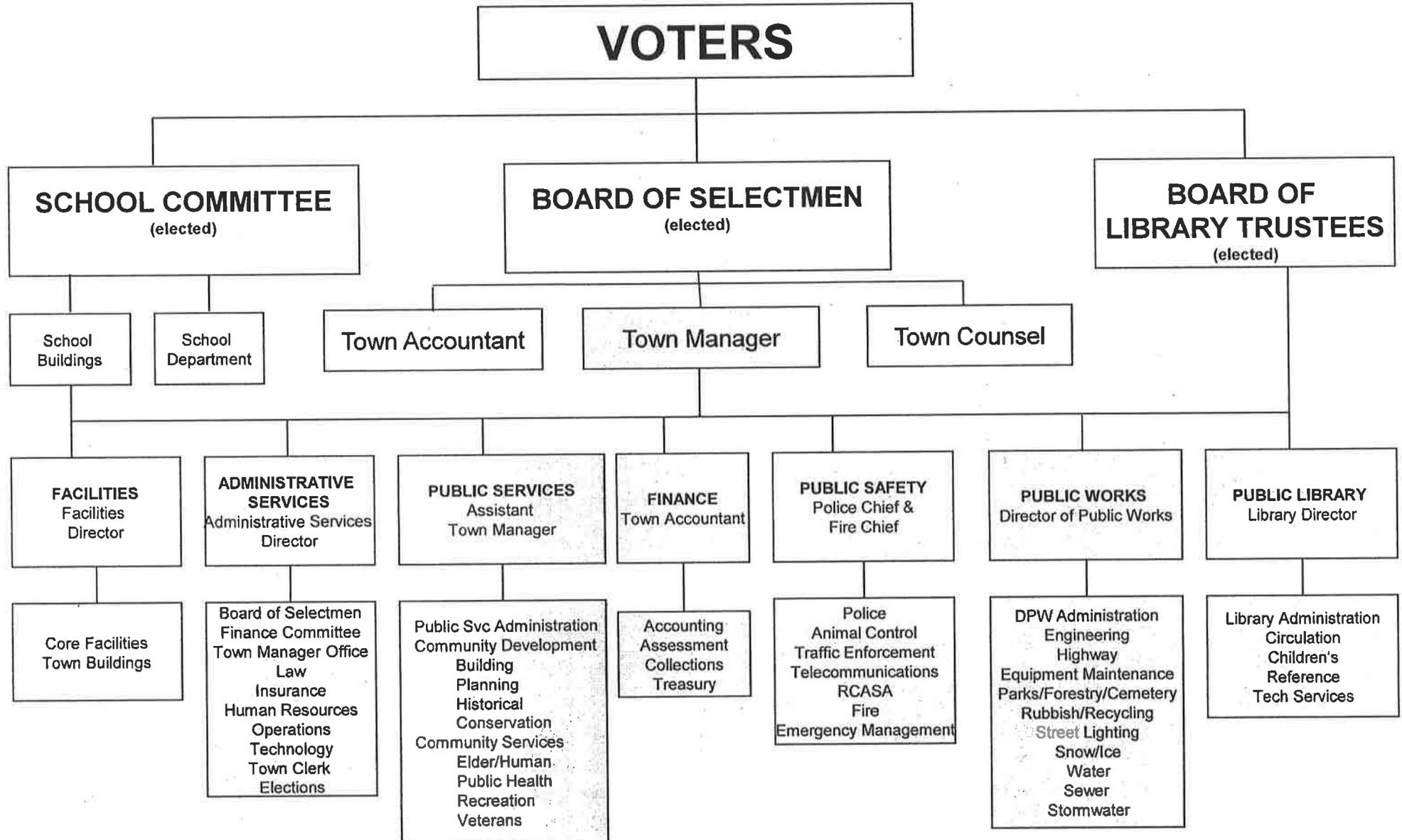


Town of Reading, MA

Executive Branch

Table of Organization

(April 2016 Town Meeting)



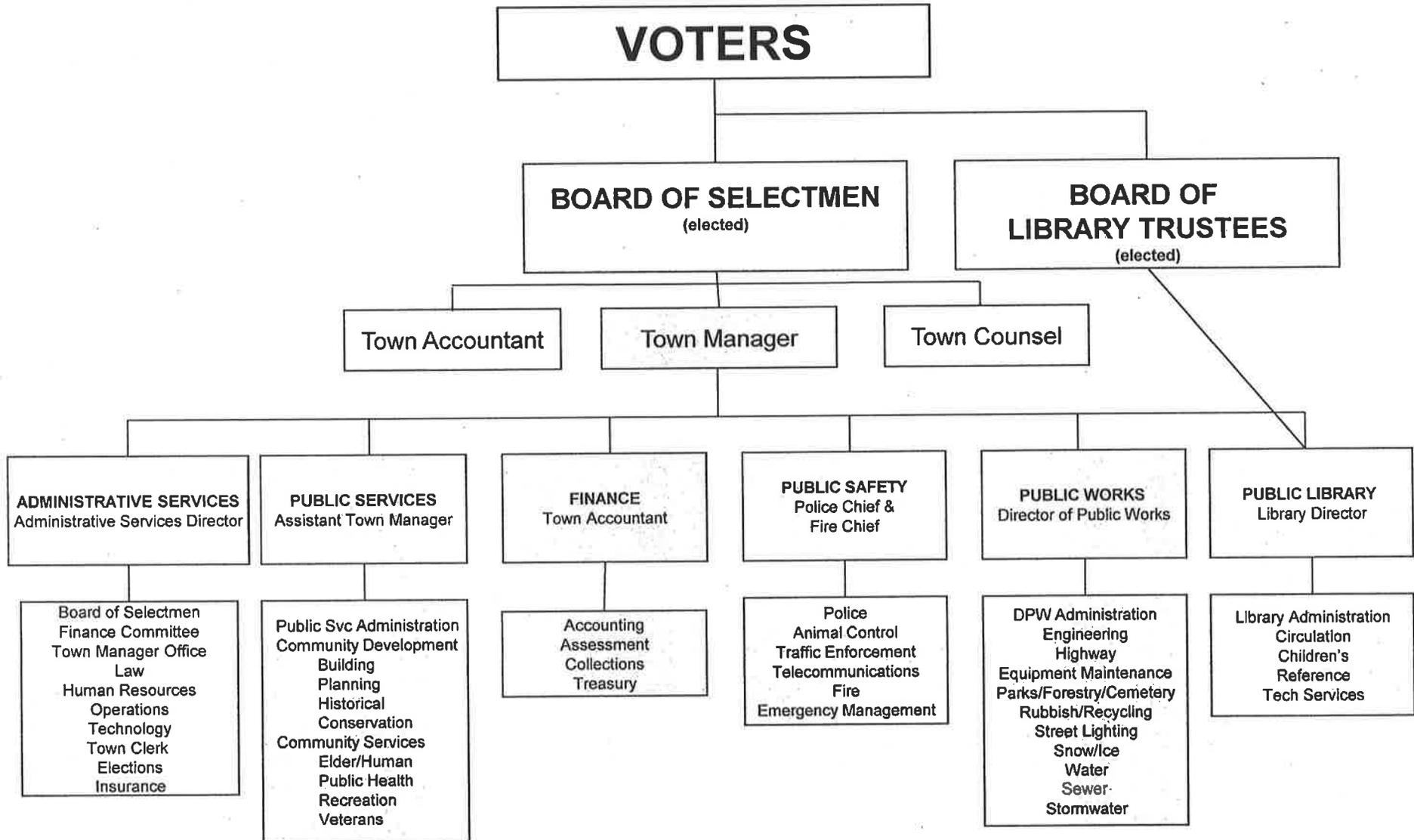


Town of Reading, MA

Executive Branch

Table of Organization

(April 2015 Town Meeting)



Town Manager's FY17 Budget -What Was Not Funded -

For FY17 the town and school operating budgets were allowed an increase of 3.4% when the use of \$2 million in Free Cash was approved in November 2015 by the Finance Committee. As you can see below, town department heads submitted requests that were more than \$1.5 million over that allowed 3.4% increase. These requests will be examined and each reader may decide where in the range of 'necessary to superfluous' they are.

The funds available also do not fund what is described as a level services budget, falling short by over \$0.6 million as shown in the table below:

FY17 Operating Budgets	Dept. Requested	Level Services	Town Manager
Admin. Svcs.	\$2,484,848	\$2,298,475	\$2,214,040
-Pay & Class	260,000	260,000	105,000
Public Services	1,493,109	1,458,125	1,385,125
Finance	792,150	788,300	781,300
Police	5,034,100	4,875,000	4,796,250
Dispatch	618,750	565,150	565,150
Fire & EMS	4,841,055	4,654,950	4,591,950
Public Works	3,016,676	2,978,455	2,869,255
Facilities	1,792,515	1,666,955	1,626,955
Public Library	1,620,335	1,543,500	1,485,500
Total	\$21,953,538	\$21,088,910	\$20,420,525
	-\$1,533,013	-\$668,385	<i>balanced</i>

How to balance the budget?

Balancing a budget in the public sector is quite different that in the private sector. We can't simply discontinue an unprofitable line of business to cut expenses or launch a new product to create new revenues. A subtle difference is that we also cannot – or should not – manage with a short term horizon. Many businesses are driven by quarterly profitability – the town has been here for almost 375 years and unless we really mangle the finances will be here for another good many years. That time horizon is an important factor in town budgeting.

For this budget the Town Manager followed four guiding principles: 1) do not add staff if any personnel reductions are needed; 2) staff retention is a very high priority; 3) maintain the amount of services offered to the public; and 4) reduce expenses and remove some cushion for unexpected circumstances.

The first principle is a 'nice to have' but not an essential 'must have'. If the town needed additional public safety personnel to preserve the welfare of the community, then this principle would be discarded quickly. This budget does not add any town positions, except for an Economic Development planner added and fully funded by the Board of Selectman that will be discussed under the Public Services section. Several positions are eliminated though only one is full-time.

The second principle is a 'must have' however. Both the town

and the schools have experienced difficulty attracting and retaining employees recently. One of the reasons is that in the last two years the job market in the public sector has swung in favor of applicants and not employers. As our public sector work force retires, there are not a flock of replacements eagerly standing by – a trend seen nationally. Another reason is the levels of compensation, especially in contrast to high expectations of job performance. In Reading we strive to pay our employees at average levels when compared to our 25 Peer Communities, a group of municipalities defined and then refined by two independent consultants during the past ten years. As we expect above average levels of performance, we know the goal of ‘only’ average pay is challenging.

The request to fund \$260,000 to complete bringing non-union town employees up to ‘only’ these average levels of pay reflects the fact a recent study suggested a shortfall of about \$400,000 and we thus far have funded \$130,000. Below is a reminder of those initial findings:

	vs. Comparable Communities
Admin. Services	94.4%
Public Services	90.0%
Finance	91.7%
Public Safety*	92.2%
Public Works*	96.7%
Public Library	103.9%
Total	94.2%

**Note that these departments also contain union personnel*

As a ‘must have’, funding \$105,000 or 40% of the remaining

shortfall in pay was considered more important than avoiding eliminating some positions. We know from public discussions over the past several years that the community wants a high amount of high quality services. Adequate employee compensation is the chief tool to accomplish this community priority.

For the third principle, all core services are maintained in the FY17 budget. At this writing there are some volunteer boards and committees actively seeking to add services, and I must be honest that one year from now if financial projections hold, I am expecting to be cutting services. This makes any new service proposed very difficult to implement, unless it fills an important one-time need.

The final principle means that several line items are funded without a cushion to allow for unexpected events, such as OT in some departments and some repair lines in both DPW and Facilities. If there is an emergency or two, it is possible that we may need future Town Meeting or FINCOM funding.

What was not funded to accomplish level funding?

A combination of positions eliminated and some not added combined to serve as the level service budget reductions. For example, in recent years the population in town has grown by about 3-5%, so a level service budget would see one additional police officer and firefighter added to serve the community. It has been several years since either department saw increased staffing.

Following is a list of the ~\$0.6 million items not funded as part of a level services budget:

Administrative Services (\$238k): defer technology hardware; do not hire software coordinator; partially fund pay & class.

Public Services (\$73k): eliminate Planning Intern; Eliminate Health Restaurant Plan Inspector; do not hire third economic development planner (UPDATE – added by Board of Selectmen and funded without any general fund money).

Finance (\$7k): continue to share clerical position.

Public Safety (\$142k): do not add police officer or fire fighter; eliminate open spare crossing guard position; eliminate RCASA Youth Coordinator; eliminate Animal Control Officer (regional).

Public Works (\$109k): eliminate engineering position; eliminate engineering intern; do not add Highway laborer;

Facilities (\$40k): do not fund any painting;

Public Library (\$60k): do not add Digital Services librarian.

What was not funded from department requests that were above level funding?

Department heads requested about \$0.8 million more in funding than even an unaffordable level services budget would provide. I encourage them to look and plan ahead for the growing and changing needs of the community, even though funding makes the town slip back a bit most years. The reader may look at the list of additional requests and decide for themselves what items seem to be reasonable requests. Remember that the public, often as evidenced by the volunteer boards and committees, has many new ideas on how to make

Reading a better place. For example, the Garden Club requested irrigation systems for public buildings and staff assistance in watering adopt-an-island locations – two reasonable ideas that happen in some of our peer communities. That suggestion did not even make this requested list.

Town Manager (\$50k): less COLA funding for non-union staff.

Administrative Services (\$136k): defer new technology hardware and software; no TLT legal funding; no new HR training or initiatives.

Public Services (\$35k): less Code Enforcement hours; use more offsets.

Finance (\$4k): various lines.

Public Safety - Police (\$159k): do not add second School Resource Officer; less OT/training; no promotional costs (may need mid-year if retirements).

Public Safety - Dispatch (\$159k): do not add Dispatcher; less OT/training.

Public Safety - Fire (\$186k): do not add additional two firefighters

Public Works (\$38k): do not add second engineering intern; various expenses.

Facilities (\$126k): less OT; do not fund any painting.

Public Library (\$77k): do not increase hours of service to the public in a new building.

Town Accountant's Recommended FY17 Revenues

Summary of Revenues – The total FY17 estimated revenues for general government will be \$90.2 million, a 2.6% increase from FY16. Note that without the use of free cash in either year revenues are projected to increase 2.9% to \$88.2 million. FINCOM allowed \$2.0 million in Free Cash to be used to balance the FY17 budget.

Between 1982 (the beginning on Proposition 2½) and 2009 statewide municipal revenue growth averaged 5.2% annually, according to the Massachusetts Taxpayers Foundation in a report issued in December 2015. They note that since 2009 revenue growth has slowed notably across the state. For example in FY15 communities saw an increase of 3.8%.

Revenue growth in Reading has historically lagged these statewide figures, for two significant reasons. First, there is not much land left to develop – either for commercial or residential purposes. Since 2003 Reading lags neighboring communities in this so-called ‘new growth’ by about \$300,000 for each year. Since that figure is cumulative, Reading today therefore has about \$4 million less of annual revenue than if it had performed like these communities over that period of time. Compared to 25 so-called Peer Communities that FINCOM tracks, Reading derives 60.5% of annual revenue from the tax levy, a figure that is well below the Peer average of 66.6%. Note these figures include the Enterprise Funds. Second, state aid in real terms is down 50% since 2001 according to the Massachusetts Budget & Policy Center. Reading today derives 13.7% of annual revenues from state aid, a figure higher than the 11.0% average of Peer Communities, so this real decline in state aid has impacted

Reading more than most communities. In large part this is due to the fact that Reading has an above average amount of students.

Property Taxes – The FY 2017 tax levy includes a 2.5% increase over the combined FY 2016 tax levy plus new growth. We are again conservatively estimating only \$500,000 in next year’s new growth. As the next table shows, recent new growth has trended higher, with a 5-year average now at \$680,000. Yet since 2001 at +1.2% Reading’s new growth lags nearly every neighboring town: Wilmington (+2.3%), Lynnfield (+2.0%), Wakefield (+1.9%), North Reading (+1.8%) and Stoneham (+1.0%).

Actual New Growth (\$ 000s)

‘16	‘15	‘14	‘13	‘12	‘11	‘10	‘09	‘08	‘07
912	844	741	579	325	363	553	556	549	843

The Board of Assessor’s abatements and exemptions overlay account was increased to \$678,845 for FY17. If the overlay account is not used for abatements, it is released to free cash.

Intergovernmental Revenue – The Governor’s budget released in January 2016 projects a 1.6% increase for State Aid in FY17 but the final figure won’t be known for a few months. FINCOM proposed a 2.5% increase with any differences to be made up with free cash.

Other Revenues – The \$2.5 million dividend paid by RMLD is the major factor that causes Reading to derive 21.6% of revenues from these categories compared to 17.5% for peer communities.

Local Revenues from sources other than property taxes –

Local revenues are volatile and difficult to project. In recent history they have ranged from a slight decrease to a strong +8% increase annually. A forecast of +3.4% for FY17 is a bit conservative to allow for this uncertainty.

MOTOR VEHICLE EXCISE – This revenue source is especially difficult to forecast, as we have been over and under budget by \$100,000+ in most recent years, although the average has been in line. For next year we forecast a 3.1% increase to \$3.35 million as FY16 collections are well ahead of projections.

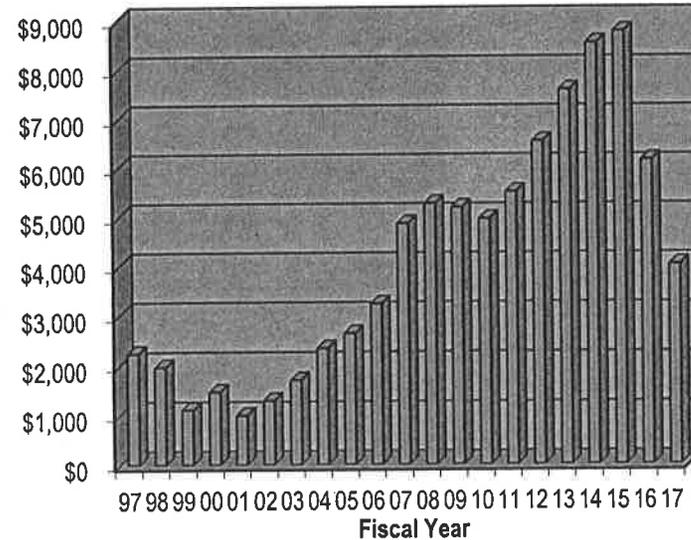
CHARGES FOR SERVICES – These are forecast to increase by 4.4% to \$1.78 million. The largest components of this revenue source are \$750,000 from ambulance billing from the Fire department’s Advanced Life Support; \$270,000 from building inspection fees; and \$125,000 from cell tower rent.

INTEREST – The town earns interest on the cash it is holding until it has to pay the bills. Sometimes the Town holds large cash balances for temporary purposes (such as the Library construction projects) and we are careful to only budget recurring interest revenues. Rates remain very low, so a forecast of \$175,000 for FY17 is in line with the current year.

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 for the last time in keeping with a FINCOM policy dating back ten years. Recent land sales by the Town of about \$500,000 are being set aside in case they are needed for land acquisition. The earnings distribution from the Light Department has been increased by 0.6% based on the CPI calculations stipulated in

the agreement. Over the past ten years this increase has averaged 1.7%. The Board of Assessors released \$300,000 from the overlay surplus last year and is again planning on releasing \$300,000 for use in FY17.

A figure of \$2.0 million is being used from Free Cash in order to balance the FY2017 budget. The Chart below shows an updated Free Cash balance estimate, which excludes any regeneration that might occur as FY16 is closed out and any capital projects being considered this spring. Recent regeneration suggests that between \$0.75 and \$1.25 million would be added. Figures are shown in (000s):



Respectfully submitted,

Sharon Angstrom, CPA
Town Accountant

	2.75%		3.41%		0.85%		0.35%		0.95%	
Town of Reading Budget Summary 4/1/16 1:17 PM	Requested FY16	One Yr Changes FY16	Projected FY17	One Yr Changes FY17	Projected FY18	One Yr Changes FY18	Projected FY19	One Yr Changes FY19	Projected FY20	One Yr Changes FY20
Revenues										
Total Property Taxes	61,930,265	6.2%	63,984,267	3.3%	65,948,983	3.1%	67,984,756	3.1%	70,074,500	3.1%
Total Other Local Revenue	6,362,500	4.0%	6,615,000	4.0%	6,780,000	2.5%	6,955,000	2.6%	7,157,500	2.9%
Total Intergov't Revenues	13,612,031	2.5%	13,725,000	0.8%	14,068,125	2.5%	14,419,828	2.5%	14,780,324	2.5%
Total Transfers & Available	3,779,131	0.6%	3,868,490	2.4%	3,850,912	-0.5%	3,878,558	0.7%	3,912,583	0.9%
Revs before Free Cash	\$ 85,683,927	5.1%	\$ 88,192,757	2.9%	\$ 90,648,020	-2.8%	\$ 93,238,142	2.9%	\$ 95,924,907	2.9%
Free Cash	2,199,765	29.4%	2,000,000	-9.1%	2,000,000	0.0%	1,750,000	-12.5%	1,500,000	-14.3%
Net Available Revenues	\$ 87,883,692	5.6%	\$ 90,192,757	2.6%	\$ 92,648,020	2.7%	\$ 94,988,142	2.5%	\$ 97,424,907	2.6%
Accommodated Costs										
Benefits	14,965,743	6.0%	15,988,500	6.8%	17,110,125	7.0%	18,307,475	7.0%	19,586,327	7.0%
Capital	2,889,250	25.2%	2,070,000	-28.4%	2,075,000	0.2%	2,600,000	25.3%	2,775,000	6.7%
Debt	4,511,541	40.0%	4,900,000	8.6%	5,261,815	7.4%	5,140,933	-2.3%	5,053,214	-1.7%
Energy	1,860,044	-2.0%	1,948,725	4.8%	2,044,411	4.9%	2,148,882	5.1%	2,257,326	5.0%
Financial	960,000	23.9%	831,000	-13.4%	885,000	6.5%	940,000	6.2%	970,000	3.2%
Education - Out of district	4,004,269	3.8%	4,127,314	3.1%	4,333,680	5.0%	4,550,364	5.0%	4,777,882	5.0%
Education - Vocational	490,350	5.0%	384,350	-21.6%	403,568	5.0%	423,746	5.0%	444,933	5.0%
Miscellaneous	2,951,184	0.6%	2,942,500	-0.3%	3,051,153	3.7%	3,187,926	4.5%	3,327,524	4.4%
Accommodated Costs	\$ 32,632,381	10.3%	\$ 33,192,389	1.7%	\$ 35,164,751	5.9%	\$ 37,299,326	6.1%	\$ 39,192,206	5.1%
Operating Costs										
Municipal Go'vt Operating adjustments (comm. priority adjustments (EF+RF)	18,274,368 506,000 874,611	10.64% 2.75%	19,420,362 1,008,822	3.41% 15.35%	19,585,435 1,017,397	0.8% 0.8%	19,653,984 1,020,958	0.4% 0.4%	19,840,697 1,030,657	1.0% 1.0%
TOTAL Muni Government	19,654,979	13.16%	20,429,184	3.94%	20,602,832	0.8%	20,674,942	0.4%	20,871,354	1.0%
School & Bldgs Operating adjustments (comm. priority)	35,365,184	0.08%	36,570,352	3.41%	36,881,200	0.8%	37,010,284	0.4%	37,361,882	1.0%
TOTAL School & Bldgs	35,365,184	0.08%	36,570,352	3.41%	36,881,200	0.8%	37,010,284	0.4%	37,361,882	1.0%
Town Bldgs Operating Target adjustments (comm. priority)										
TOTAL Town Bldgs										
Operating Budgets	\$ 55,020,163	3.56%	\$ 56,999,535	3.6%	\$ 57,484,031	0.8%	\$ 57,685,225	0.4%	\$ 58,233,235	1.0%
Municipal Go'vt Operating	35.72%		35.84%		35.84%		35.84%		35.84%	
School & Bldgs Operating	64.28%		64.16%		64.16%		64.16%		64.16%	
Town Bldgs Operating Target	0.00%		0.00%		0.00%		0.00%		0.00%	
TOTAL SPENDING	\$ 87,652,543	5.98%	\$ 90,191,924	2.9%	\$ 92,648,782	2.7%	\$ 94,984,551	2.5%	\$ 97,425,441	2.6%
					\$ (762)		\$ 3,590		\$ (534)	

Town of Reading Revenues - Details	One Yr		One Yr		One Yr		One Yr		One Yr	
	FY16	Changes FY - 2016	FY17	Changes FY - 2017	FY18	Changes FY - 2018	Projected FY19	Changes FY19	Projected FY20	Changes FY20
4/1/16 1:17 PM										
Property Taxes										
Tax levy (within levy limit)	58,745,545	4.0%	61,149,480	4.1%	63,190,717	3.3%	65,282,985	3.3%	67,427,560	3.3%
New Growth	912,485	8.1%	500,000	-45.2%	500,000	0.0%	500,000	0.0%	500,000	0.0%
Tax levy (debt exclusion)	2,934,523	75.6%	3,013,632	2.7%	2,954,082	-2.0%	2,914,982	-1.3%	2,877,982	-1.3%
Abatements and exemption	(662,288)	2.5%	(678,845)	2.5%	(695,816)	2.5%	(713,211)	2.5%	(731,042)	2.5%
Total Property Taxes	61,930,265	6.2%	63,984,267	3.3%	65,948,983	3.1%	67,984,756	3.1%	70,074,500	3.1%
Other Local Revenues										
Motor Vehicle Excise	3,250,000	3.3%	3,385,000	4.2%	3,475,000	2.7%	3,575,000	2.9%	3,700,000	3.5%
Meals Tax	350,000	0.0%	350,000	0.0%	355,000	1.4%	360,000	1.4%	365,000	1.4%
Penalties/interest on taxes	200,000	11.1%	225,000	12.5%	230,000	2.2%	235,000	2.2%	240,000	2.1%
Payments in lieu of taxes	335,000	1.5%	340,000	1.5%	345,000	1.5%	350,000	1.4%	355,000	1.4%
Charges for services	1,700,000	2.0%	1,775,000	4.4%	1,825,000	2.8%	1,875,000	2.7%	1,925,000	2.7%
Licenses & permits	150,000	3.4%	160,000	6.7%	162,500	1.6%	165,000	1.5%	170,000	3.0%
Fines	102,500	2.5%	105,000	2.4%	107,500	2.4%	110,000	2.3%	112,500	2.3%
Interest Earnings	175,000	75.0%	175,000	0.0%	180,000	2.9%	185,000	2.8%	190,000	2.7%
Medicaid Reimbursement	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Total Other Local Revenue	6,362,500	4.0%	6,615,000	4.0%	6,780,000	2.5%	6,955,000	2.6%	7,157,500	2.9%
Intergovernmental Revenue										
<i>Free Cash to pay shortfalls from 2.5% increase</i>										
State Aid	13,612,031	2.5%	13,725,000	0.8%	14,068,125	2.5%	14,419,828	2.5%	14,780,324	2.5%
Total Intergov't Revenues	13,612,031	2.5%	13,725,000	0.8%	14,068,125	2.5%	14,419,828	2.5%	14,780,324	2.5%
Operating Transfers and Available Funds										
Cemetery sale of lots	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Sale of real estate funds	100,000	-33.3%	50,000	-50.0%	0	0.0%	0	0.0%	0	0.0%
RMLD payment	2,379,520	2.0%	2,384,668	0.2%	2,408,515	1.0%	2,432,600	1.0%	2,456,926	1.0%
Enterprise Fund Support	874,611	2.8%	1,008,822	15.3%	1,017,397	0.8%	1,020,958	0.4%	1,030,657	1.0%
School Revolving Funds	100,000		100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Overlay surplus	300,000	-14.3%	300,000	0.0%	300,000	0.0%	300,000	0.0%	300,000	0.0%
Total Transfers & Availab	3,779,131	1.9%	3,868,490	2.4%	3,850,912	-0.5%	3,878,558	0.7%	3,912,583	0.9%
OPERATING REVENUES	85,683,927	5.20%	88,192,757	2.93%	90,648,020	2.78%	93,238,142	2.86%	95,924,907	2.88%
Free Cash & Savings	2,199,765		2,000,000		2,000,000		1,750,000		1,500,000	
TOTAL REVENUES	\$ 87,883,692	5.70%	90,192,757	2.63%	92,648,020	2.72%	94,988,142	2.53%	97,424,907	2.57%

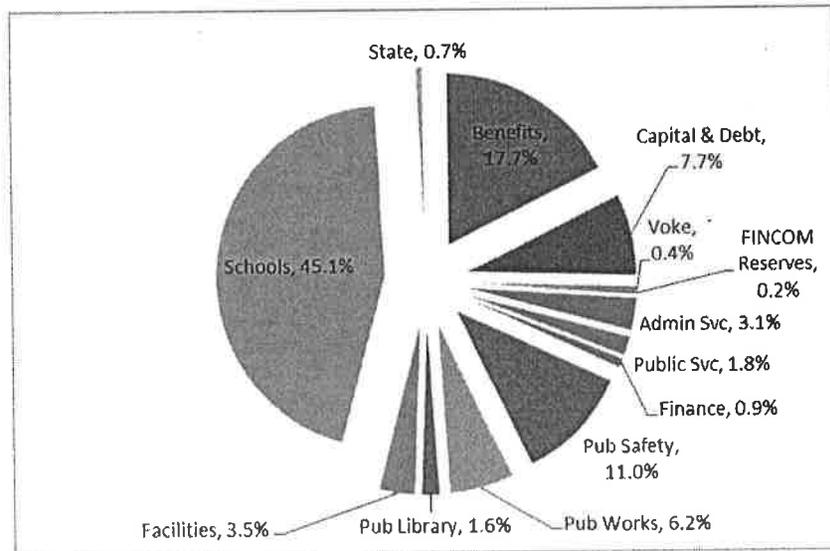
Town of Reading										
Accom Costs - Summary										
4/1/16 1:17 PM										
	One Yr		One Yr		One Yr		One Yr		One Yr	
	FY16	Changes FY - 2016	FY17	Changes FY - 2017	FY18	Changes FY - 2018	Projected FY19	Changes FY19	Projected FY20	Changes FY20
Benefits	14,965,743	6.0%	15,988,500	6.8%	17,110,125	7.0%	18,307,475	7.0%	19,586,327	7.0%
Capital	2,889,250	25.2%	2,070,000	-28.4%	2,075,000	0.2%	2,600,000	25.3%	2,775,000	6.7%
Debt	4,511,541	40.0%	4,900,000	8.6%	5,261,815	7.4%	5,140,933	-2.3%	5,053,214	-1.7%
Energy	1,860,044	-2.0%	1,948,725	4.8%	2,044,411	4.9%	2,148,882	5.1%	2,257,326	5.0%
Financial	960,000	23.9%	831,000	-13.4%	885,000	6.5%	940,000	6.2%	970,000	3.2%
Education - Out of district	4,004,269	3.8%	4,127,314	3.1%	4,333,680	5.0%	4,550,364	5.0%	4,777,882	5.0%
Education - Vocational	490,350	5.0%	384,350	-21.6%	403,568	5.0%	423,746	5.0%	444,933	5.0%
Miscellaneous	2,951,184	0.6%	2,942,500	-0.3%	3,051,153	3.7%	3,187,926	4.5%	3,327,524	4.4%
Community Priorities										
TOTAL Accom. COSTS	\$ 32,632,381	10.3%	\$ 33,192,389	1.7%	\$ 35,164,751	5.9%	\$ 37,299,326	6.1%	\$ 39,192,206	5.1%
Accom Costs - Detail										
Accommodated Costs - Benefits										
Contributory Retirement	3,517,154	3.0%	3,673,000	4.4%	3,838,285	4.5%	4,011,008	4.5%	4,191,503	4.5%
OBRA fees & OPEB study	20,000	-50.0%	25,000	25.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
OPEB contribution	500,000	5.3%	500,000	0.0%	550,000	10.0%	600,000	9.1%	650,000	8.3%
Workers Compensation	262,500	-4.5%	280,000	6.7%	294,000	5.0%	308,700	5.0%	324,135	5.0%
Unemployment Benefits	100,000	0.0%	100,000	0.0%	102,500	2.5%	105,000	2.4%	107,500	2.4%
Group Health / Life Ins.	9,761,089	8.0%	10,560,500	8.2%	11,405,340	8.0%	12,317,767	8.0%	13,303,189	8.0%
Medicare / Social Security	725,000	3.6%	750,000	3.4%	785,000	4.7%	820,000	4.5%	855,000	4.3%
Police / Fire Indemnification	80,000	6.7%	100,000	25.0%	110,000	10.0%	120,000	9.1%	130,000	8.3%
Total Benefits	\$ 14,965,743	6.0%	\$ 15,988,500	6.8%	\$ 17,110,125	7.0%	\$ 18,307,475	7.0%	\$ 19,586,327	7.0%
5% of net available revs (es less debt (net, inside levy)	4,137,470 (1,577,018)		4,258,956 (1,886,368)		4,384,697 (2,307,733)		4,516,158 (2,225,951)		4,652,346 (2,175,232)	
Available for cash capital	2,560,452		2,372,588		2,076,964		2,290,207		2,477,114	
Temp shift to OPERATING	(206,874)		(212,948)							
Total Capital	\$ 2,889,250	25.2%	\$ 2,070,000	-28.4%	\$ 2,075,000	0.2%	\$ 2,600,000	25.3%	\$ 2,775,000	6.7%
Accommodated Costs - Debt (net, inside levy limit)										
Debt Service - Principal	3,150,000	47.5%	3,745,000	18.9%	4,155,000	10.9%	4,180,000	0.6%	4,230,000	1.2%
Debt Service - Interest	1,361,541	25.2%	1,155,000	-15.2%	1,106,815	-4.2%	960,933	-13.2%	823,214	-14.3%
Excluded debt	(2,934,523)	75.6%	(3,013,632)	2.7%	(2,954,082)	-2.0%	(2,914,982)	-1.3%	(2,877,982)	-1.3%
MSBA reimbursements										
Total Included Debt	\$ 1,577,018	1.6%	\$ 1,886,368	19.6%	\$ 2,307,733	22.3%	\$ 2,225,951	-3.5%	\$ 2,175,232	-2.3%
Total Debt	\$ 4,511,541	40.0%	\$ 4,900,000	8.6%	\$ 5,261,815	7.4%	\$ 5,140,933	-2.3%	\$ 5,053,214	-1.7%

Town of Reading Accom Costs - Detail 4/1/16 1:17 PM		One Yr Changes FY - 2016		One Yr Changes FY - 2017		4,382,733 One Yr Changes FY - 2018		4,825,951 One Yr Changes Projected FY19		4,950,232 One Yr Changes Projected FY20	
	FY16		FY17		FY18		FY19		FY20		FY20
Accommodated Costs - Energy											
Street Lighting	175,000	-12.5%	180,000	2.9%	190,000	5.6%	200,000	5.3%	210,000	5.0%	5.0%
Heating of Buildings-Town	145,915	53.8%	145,175	-0.5%	152,434	5.0%	160,055	5.0%	168,058	5.0%	5.0%
Heating of Buildings-School	440,981	11.1%	449,250	1.9%	471,713	5.0%	495,298	5.0%	520,063	5.0%	5.0%
Utilities-Town	183,664	-5.4%	213,700	16.4%	224,385	5.0%	235,604	5.0%	247,384	5.0%	5.0%
Utilities-Schools	664,484	-8.5%	705,600	6.2%	740,880	5.0%	777,924	5.0%	816,820	5.0%	5.0%
Fuel - vehicles (DPW)	250,000	-12.6%	255,000	2.0%	265,000	3.9%	280,000	5.7%	295,000	5.4%	5.4%
Total Energy	\$ 1,860,044	-2.0%	\$ 1,948,725	4.8%	\$ 2,044,411	4.9%	\$ 2,148,882	5.1%	\$ 2,257,326	5.0%	5.0%
Accommodated Costs - Financial											
Casualty Insurance	435,000	8.7%	445,000	2.3%	460,000	3.4%	475,000	3.3%	490,000	3.2%	3.2%
Veteran's Assistance	225,000	0.0%	236,000	4.9%	250,000	5.9%	265,000	6.0%	280,000	5.7%	5.7%
FINCOM Reserve Fund	300,000	100.0%	150,000	-50.0%	175,000	16.7%	200,000	14.3%	200,000	0.0%	0.0%
Total Financial	\$ 960,000	23.9%	\$ 831,000	-13.4%	\$ 885,000	6.5%	\$ 940,000	6.2%	\$ 970,000	3.2%	3.2%
Accommodated Costs - Education Out of district											
Out of district SPED transp	949,441	-10.4%	996,913	5.0%	1,046,759	5.0%	1,099,097	5.0%	1,154,051	5.0%	5.0%
Out of district SPED tuition	4,007,665	0.6%	4,173,978	4.1%	4,382,677	5.0%	4,601,811	5.0%	4,831,901	5.0%	5.0%
Out of district SPED rev. of	(952,837)	-19.7%	(1,043,577)	9.5%	(1,095,756)	5.0%	(1,150,544)	5.0%	(1,208,071)	5.0%	5.0%
Total Education - Out of d	\$ 4,004,269	3.8%	\$ 4,127,314	3.1%	\$ 4,333,680	5.0%	\$ 4,550,364	5.0%	\$ 4,777,882	5.0%	5.0%
Accommodated Costs - Education Vocational School											
Voc School - NERMVS	241,500	5.0%	257,100	6.5%	269,955	5.0%	283,453	5.0%	297,625	5.0%	5.0%
Voc School - Minute Man	143,850	5.0%	83,750	-41.8%	87,938	5.0%	92,334	5.0%	96,951	5.0%	5.0%
Voc School - Essex North	105,000	5.0%	43,500	-58.6%	45,675	5.0%	47,959	5.0%	50,357	5.0%	5.0%
Total Education - Voke	\$ 490,350	5.0%	\$ 384,350	-21.6%	\$ 403,568	5.0%	\$ 423,746	5.0%	\$ 444,933	5.0%	5.0%
Accommodated Costs - Miscellaneous											
Rubbish Collection / Dispos	1,488,000	-0.1%	1,450,000	-2.6%	1,508,000	4.0%	1,568,320	4.0%	1,631,053	4.0%	4.0%
Snow and Ice Control	625,000	0.0%	625,000	0.0%	650,000	4.0%	700,000	7.7%	750,000	7.1%	7.1%
State Assessments	628,284	2.4%	642,100	2.2%	658,153	2.5%	674,606	2.5%	691,471	2.5%	2.5%
Cemetery	209,900	2.2%	225,400	7.4%	235,000	4.3%	245,000	4.3%	255,000	4.1%	4.1%
Total Miscellaneous	\$ 2,951,184	0.6%	\$ 2,942,500	-0.3%	\$ 3,051,153	3.7%	\$ 3,187,926	4.5%	\$ 3,327,524	4.4%	4.4%

FY17 Spending Scorecard

The total of all proposed FY17 budget expenditures for the Town of Reading General and Enterprise Funds is **\$102.0 million**, a 2.4% increase when compared to FY16.

The FY17 General Fund at \$89.5 million is up 2.6%; it is broadly comprised of Shared Costs (26%) up 2.1%, Town departments (28%) up 2.3% and the School department (45%) up 3.1%. The chart below shows more details for the General Fund:



The FY17 Enterprise Funds at \$12.5 million are up slightly 0.8%; it is comprised of Water up 19.8%, Sewer down 15.9%

and Storm Water up 37.5%. Note these are voted budget figures and do not include the planned use of reserves to stabilize rates.

The following page lists each line item that Town Meeting will be asked to approve, starting with Line B99 Benefits and ending with line Y99 Storm Water Enterprise Fund. The prior three budgets are included for comparison on this page.

The Budget Sections following this summary page describe in detail each line item. The typical financial reports in this budget present the following information:

Prior FY3 Actuals – final spending from FY13;

Prior FY2 Actuals – final spending from FY14;

Prior FY1 Actuals – final spending from FY15;

CY Actuals – year to date spending in FY16;

CY Revised Budget – the most current FY16 budget;

Projection Level 2 – the FY17 FINCOM recommended budget;

Pct. Change – the FY17 FINCOM recommended budget compared to the current FY16 Town Meeting budget revised through November 2015.

This information gives a good historical perspective on actual spending patterns in these various line items, which along with the written explanations for each area help provide the basis for the FY17 budget requests.

The sections on Capital and Debt are presented in financial detail looking primarily to the future instead of the past, because of the planning nature of these expenditures.

FY17 Spending Scorecard

Line	Category	FY16 Budget revised	FY17 Budget Town Manager	FY17 Budget Finance Committee	% chng	FINCOM votes	% Bdgt
B99	Benefits	\$14,965,744	\$15,988,500	\$15,988,500	6.8%	8-0	17.7%
C99	Capital	\$2,889,250	\$2,070,000	\$2,070,000	-28.4%	8-0	2.3%
D99	Debt service	\$4,525,000	\$4,900,000	\$4,900,000	8.3%	8-0	5.4%
E99	Education - Vocational	\$490,350	\$384,350	\$384,350	-21.6%	8-0	0.4%
F99	Finance Committee Reserves	\$150,000	\$150,000	\$150,000	0.0%	8-0	0.2%
	Total Shared Costs	\$ 23,020,344	\$ 23,492,850	\$ 23,492,850	2.1%		26.1%
G91	Administrative Services wages	\$1,252,400	\$1,431,140	\$1,431,140	14.3%	8-0	1.6%
G92	Administrative Services expenses	\$1,484,716	\$1,332,900	\$1,332,900	-10.2%	8-0	1.5%
H91	Public Services wages	\$1,213,300	\$1,253,375	\$1,253,375	3.3%	8-0	1.4%
H92	Public Services expenses	\$393,200	\$367,750	\$367,750	-6.5%	8-0	0.4%
I91	Finance wages	\$615,575	\$634,550	\$634,550	3.1%	8-0	0.7%
I92	Finance expenses	\$230,200	\$146,750	\$146,750	-36.3%	8-0	0.2%
J91	Public Safety wages	\$9,175,450	\$9,500,350	\$9,500,350	3.5%	8-0	10.5%
J92	Public Safety expenses	\$432,004	\$453,000	\$453,000	4.9%	8-0	0.5%
K91	Public Works wages	\$2,407,750	\$2,478,605	\$2,478,605	2.9%	8-0	2.7%
K92	Public Works expenses	\$873,912	\$871,050	\$871,050	-0.3%	8-0	1.0%
K93	Public Works Snow & Ice	\$625,000	\$625,000	\$625,000	0.0%	8-0	0.7%
K94	Public Works Street Lights	\$175,000	\$180,000	\$180,000	2.9%	8-0	0.2%
K95	Public Works Rubbish	\$1,488,000	\$1,450,000	\$1,450,000	-2.6%	8-0	1.6%
L91	Library wages	\$1,136,034	\$1,168,175	\$1,168,175	2.8%	8-0	1.3%
L92	Library expenses	\$300,600	\$317,325	\$317,325	5.6%	8-0	0.4%
M91	Core Facilities	\$2,684,178	\$2,853,790	\$2,853,790	6.3%	8-0	3.2%
M92	Town Buildings	\$292,835	\$286,890	\$286,890	-2.0%	8-0	0.3%
	Total Municipal Gov't	\$ 24,780,154	\$ 25,350,650	\$ 25,350,650	2.3%		28.1%
U99	School Department	\$39,473,353	\$40,697,666	\$40,697,666	3.1%	8-0	45.1%
	VOTED GENERAL FUND	\$ 87,273,851	\$ 89,541,166	\$ 89,541,166	2.6%		99.3%
	State Assessments	\$ 628,285	\$ 642,100		2.2%		0.7%
	TOTAL	\$ 87,902,136	\$ 90,183,266	\$ 89,541,166	2.6%		100.0%
W99	Water Enterprise Fund	\$5,211,075	\$6,240,274	\$6,240,274	19.8%	8-0	50.0%
X99	Sewer Enterprise Fund	\$6,785,710	\$5,706,390	\$5,706,390	-15.9%	8-0	45.7%
Y99	Storm Water Enterprise Fund	\$385,800	\$530,430	\$530,430	37.5%	8-0	4.3%
	TOTAL ENTERPRISE FUNDS	\$12,382,585	\$12,477,094	\$ 12,477,094	0.8%		
	GRAND TOTAL VOTED	\$ 99,656,436	\$ 102,018,260	\$ 102,018,260	2.4%		

Benefits & Miscellaneous Accommodated Costs FY17 Budgets

BUDGETS	FY15	FY16	FY17	Change
Benefits	\$14,116,590	\$14,965,743	\$15,988,500	+6.8%
Capital	2,308,000	2,889,250	2,070,000	-28.4%
Debt	3,377,730	4,525,000	4,900,000	+8.6%
FINCOM Reserves	150,000	150,000	150,000	0%
Regional Schools	467,000	490,350	384,350	-21.6%
TOTAL	\$20,419,320	\$23,020,343	\$23,492,850	+2.1%
State Assessments*	613,513	628,285	642,100	+2.2%

**not voted by Town Meeting – State subtracts from local aid payment*

Accommodated costs are those that are shared by both the Town and Schools (such as those listed in this section), or those that are unpredictable (such as energy) that are embedded in the town and school budgets. Many of the shared costs above are subject to long term financial planning, and their annual increases can be managed. For FY17 the Finance Committee voted a decrease of about \$200,000 in funds allocated for “capital+debt” for the second consecutive year in order to divert funds to the operating budgets. Note that the FY16 capital figure was increased by significant November 2015 Town Meeting spending, so the true year over year change is flat for infrastructure capital expenditure. Note also that the capital plan is about balanced for the next three years, although needs will likely change over that time.

Benefits

Retirement (\$4,198,000; +4.0%): The Retirement Board voted an increase of +4.5% to the annual contribution required; a \$25,000 expense pays the annual fees associated with seasonal and part-time employees’ shift from social security to a 457(b) plan; and \$500,000 is set aside as a contribution to the Other Post-Employment Benefits (OPEB) liability. While this is well below the needed annual contribution of over \$1.7 million, a longer term plan to increase this funding will occur as the pension liability becomes fully funded, or sooner if it becomes required by law. Note this partial contribution was a positive factor in our debt ratings upgrade last year.

Worker Compensation (\$280,000; +6.7%): An increase for next year is projected but the budgeted level is below that of previous years due to the success of Town safety policies.

Unemployment Compensation (\$100,000; 0%): Despite proposed staff reductions this budget should hold for FY17.

Health & Life Insurance (\$10,560,500; +8.2%): An RFP was issued over one year ago and the winning bid was +8.2% with cover bids significantly higher. At this writing the premiums for FY17 are not known, but any amount higher than the 8% increase that is budgeted will be taken from free cash by agreement with FINCOM.

The Town and all unions from the Town, School and Light departments have worked collaboratively for many years to reduce premiums and shift costs to users (employees/retirees) of health insurance. The most recent RFP demonstrated that the health insurance industry is in such disarray at the national level that there are no more 'levers' for the Town to push in order to reduce costs significantly. The Town does take the philosophically distasteful step of paying employees to drop insurance if they can enroll on a spouse's plan, and the town has saved about \$300,000 over the cost of the opt-out payments over three years since the program began.

Medicare (\$750,000; +3.4%): The annual rate of increase of this line item continues to slow due to ongoing demographic shifts in the workforce and modest wage increases.

Indemnification (\$100,000; +25.0%): Police & Fire on duty injury related expenses can vary widely in this line item. A very high expenditure in FY15 caused a larger increase for next year than has been typical, in order to be conservative.

Capital

The target baseline capital spending per FINCOM policy for FY17 is \$2.37 million, and the proposed FY17 capital spending is **\$2.07 million**. This \$300,000 shortfall in funding is purposeful for the second of two years in order to assist the Operating budgets per vote of the Finance Committee. Note that mid-year capital spending has recently far exceeded this proposed shortfall, and the capital plan is in very good overall shape.

Capital Funding Sources:

\$50,000 from the sale of real estate (last installment of the ten year plan from the sale of the landfill); **\$2.02 million** from the general fund.

Capital Projects:

\$10,000 for Town Facilities: \$10,000 for DPW door/window repairs.

\$271,000 for School Facilities: \$170,000 for fire alarm panel upgrade at Joshua Eaton; \$59,000 for carpet/flooring at Killam, Parker and RMHS; and \$42,000 for HAV repairs at Wood End and Killam.

\$111,000 for Schools: \$75,000 for large scale technology projects and \$36,000 for a 15-passenger van.

\$395,000 for Public Services, including \$350,000 for field improvements, drainage and repaving at Killam (project was funded lower last year and cancelled) and \$45,000 for playground improvements at Hunt Park.

\$310,000 for Public Safety: \$275,000 to replace Ambulance #2 (2006); \$35,000 for an administrative vehicle (2007).

\$973,000 for Public Works: \$400,000 for road repairs (an additional ~ \$600,000 of Chapter 90 grant funds will supplement the road repair budget); \$75,000 for skim coating & seal crack road repairs; \$75,000 in general curb and sidewalk repairs for pedestrian safety; \$150,000 to replace a Bombardier snowplow #1 (1993); \$80,000 to replace Aerial Pickup Truck #14 (1994); \$45,000 to replace a Bobcat loader 743 (1987); \$35,000 to purchase a forklift; \$35,000 to replace a SmithCo 60" sweeper (1999); \$25,000 for fence repairs (done every other year); \$22,000 to replace a SmithCo 13-550 Infield grader (1994); \$19,000 to replace a SKAG 61" mower (1999) for the cemetery division and \$12,000 to replace a 1GV Leaf Vac (1999).

Debt (\$4,900,000; +8.6%)

The FY17 budget anticipates \$230,000 in new excluded debt for the Public Library renovation and expansion project. This will complete the funding for that project. Debt service otherwise increases by only 3.2%.

FINCOM Reserves (\$150,000; 0%)

The Finance Committee has an emergency reserve fund for unforeseen expenses. FINCOM has considered increasing this

long-standing amount but instead had chosen to replenish it at Town Meetings back up to \$150,000 during a fiscal year.

Regional Vocational Schools (\$384,350; +5.7%)

No significant change is expected at Reading's formal district with the Northeast Metro Technical Regional Vocational school in Wakefield. They are evaluating their school building, and significant repairs or replacement costs are expected in the next few years. The cost to Reading will be somewhat modest as the Town has less than 2% of the current enrollment, and further the school is eligible for significant assistance from the state. The town also has students enrolled at the Minuteman and Essex North Vocational schools through school choice. Fewer students than expected ended up attending both Minuteman and Essex North in FY16, which causes a drop in the needed FY17 budget.

State Assessments (\$642,100; +2.2% estimated)

Town Meeting does not vote on these charges, they are deducted from any State Aid payments the Town receives. The above figure is a preliminary estimate in February 2016 based on the Governor's budget.

The MBTA assessment comprises about \$550,000 of this total; other components include Charter School Tuition, an RMV surcharge, funding for the Metropolitan Area Planning Council and Air Pollution remediation.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
EMPLOYEE BENEFITS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0911 RETIREMENT AND PENSION CONT							
05 EXPENSES							
19115519 519700 RETIREMENT ASSESSMENT	3,125,885.00	3,266,550.00	3,363,721.00	3,515,087.00	3,517,154.00	3,673,000.00	4.4%
19115519 519710 NON-CONTRIB RETIREMENT	35,051.07	19,594.35	.00	.00	.00	.00	.0%
19115519 519720 RETIREMENT OBRA MGMT FEES	14,935.50	14,481.00	15,246.00	15,979.50	20,000.00	25,000.00	25.0%
19115519 519750 OPEB CONTRIBUTIONS	800,000.00	450,000.00	475,000.00	.00	500,000.00	500,000.00	.0%
TOTAL EXPENSES	3,975,871.57	3,750,625.35	3,853,967.00	3,531,066.50	4,037,154.00	4,198,000.00	4.0%
TOTAL RETIREMENT AND PENSION	3,975,871.57	3,750,625.35	3,853,967.00	3,531,066.50	4,037,154.00	4,198,000.00	4.0%
0912 WORKERS COMPENSATION							
05 EXPENSES							
19125574 574500 WORKERCOMP DEDUCTIBLES/CLAIMS	5,872.60	1,493.66	4,274.24	4,093.65	7,500.00	10,000.00	33.3%
19125574 574550 WORKERCOMP INSURANCE PREMIUMS	266,412.80	200,705.28	230,852.10	256,112.17	250,000.00	265,000.00	6.0%
19125574 574552 REGIONAL EE WORKERCOMP INS	.00	1,010.62	1,076.14	.00	5,000.00	5,000.00	.0%
TOTAL EXPENSES	272,285.40	203,209.56	236,202.48	260,205.82	262,500.00	280,000.00	6.7%
TOTAL WORKERS COMPENSATION	272,285.40	203,209.56	236,202.48	260,205.82	262,500.00	280,000.00	6.7%
0913 UNEMPLOYMENT COMPENSATION							
05 EXPENSES							
19135519 519100 UNEMPLOYMENT-TOWN EMPLOYEES	36,169.99	28,879.55	11,596.62	18,539.90	30,000.00	30,000.00	.0%
19135519 519300 UNEMPLOYMENT SCHOOL EMPLOYEES	38,573.27	50,848.81	80,055.01	37,431.17	65,000.00	65,000.00	.0%
19135530 530000 UNEMPLOYMENT PROF REPRESENTATI	2,500.00	2,560.00	2,755.00	2,115.00	5,000.00	5,000.00	.0%
TOTAL EXPENSES	77,243.26	82,288.36	94,406.63	58,086.07	100,000.00	100,000.00	.0%
TOTAL UNEMPLOYMENT COMPENSAT	77,243.26	82,288.36	94,406.63	58,086.07	100,000.00	100,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
EMPLOYEE BENEFITS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0914 HEALTH INSURANCE							
05 EXPENSES							
<u>19145530 530000</u>							
GROUP INS PROFESSIONAL SVC							
	.00	.00	-9,580.00	.00	20,000.00	25,000.00	25.0%
<u>19145574 574000</u>							
GROUP HEALTH INSURANCE PREM							
	7,812,730.28	8,094,520.13	8,664,021.91	7,001,502.69	9,620,000.00	10,400,000.00	8.1%
<u>19145574 574003</u>							
HEALTH INS. TO ANOTHER TOWN							
	1,645.41	1,247.68	18,531.68	.00	20,090.00	20,000.00	-.4%
<u>19145574 574004</u>							
OPT-OUT HEALTH INS PAYMENT							
	11,125.00	21,500.00	52,500.00	.00	64,500.00	75,000.00	16.3%
<u>19145574 574005</u>							
REGIONAL EE HEALTH INS COSTS							
	11,366.76	11,874.88	14,031.00	.00	8,000.00	10,000.00	25.0%
<u>19145574 574050</u>							
GROUP LIFE INSURANCE PREMI							
	27,575.53	27,506.56	24,635.47	25,672.06	28,000.00	30,000.00	7.1%
<u>19145574 574055</u>							
REGIONAL EE LIFE INS COSTS							
	47.48	80.90	74.90	.00	500.00	500.00	.0%
TOTAL EXPENSES							
	7,864,490.46	8,156,730.15	8,764,214.96	7,027,174.75	9,761,090.00	10,560,500.00	8.2%
TOTAL HEALTH INSURANCE							
	7,864,490.46	8,156,730.15	8,764,214.96	7,027,174.75	9,761,090.00	10,560,500.00	8.2%
0916 MEDICARE							
05 EXPENSES							
<u>19165519 519000</u>							
MEDICARE EMPLOYEE BENEFITS							
	576,312.35	618,867.98	667,874.93	539,869.60	715,000.00	740,000.00	3.5%
<u>19165519 519005</u>							
REGIONAL EE MEDICARE COSTS							
	1,719.20	1,773.84	1,856.77	192.71	10,000.00	10,000.00	.0%
TOTAL EXPENSES							
	578,031.55	620,641.82	669,731.70	540,062.31	725,000.00	750,000.00	3.4%
TOTAL MEDICARE							
	578,031.55	620,641.82	669,731.70	540,062.31	725,000.00	750,000.00	3.4%
0917 INDEMNIFICATION 111F							
03 SALARIES							
<u>19173517 517016</u>							
111F W RETIREMENT PENDING							
	.00	.00	151,661.80	.00	.00	.00	.0%
TOTAL SALARIES							
	.00	.00	151,661.80	.00	.00	.00	.0%
05 EXPENSES							
<u>19175519 519210</u>							
PUB SAF POLICE INDEMNIFICATION							

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 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 2	PCT CHANGE
19175519 519220	7,633.70	9,282.60	55,595.71	9,791.99	40,000.00	50,000.00	25.0%
	PUB SAFTY FIRE	INDEMNIFICATION					
	66,364.08	45,528.81	85,100.81	15,186.17	40,000.00	50,000.00	25.0%
TOTAL EXPENSES	73,997.78	54,811.41	140,696.52	24,978.16	80,000.00	100,000.00	25.0%
TOTAL INDEMNIFICATION 111F	73,997.78	54,811.41	292,358.32	24,978.16	80,000.00	100,000.00	25.0%
TOTAL EMPLOYEE BENEFITS	12,841,920.02	12,868,306.65	13,910,881.09	11,441,573.61	14,965,744.00	15,988,500.00	6.8%
GRAND TOTAL	35,006,795.92	35,873,415.94	38,280,375.17	30,230,910.42	41,093,025.93	42,515,599.94	3.5%

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

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

FINANCE RESERVE FUND

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0132 RESERVE FUND							
05 EXPENSES							
<u>11325578_578900</u> FINCOM RESERVE FUND							
	.00	.00	.00	.00	225,000.00	150,000.00	-33.3%
TOTAL EXPENSES	.00	.00	.00	.00	225,000.00	150,000.00	-33.3%
TOTAL RESERVE FUND	.00	.00	.00	.00	225,000.00	150,000.00	-33.3%
TOTAL FINANCE RESERVE FUND	.00	.00	.00	.00	225,000.00	150,000.00	-33.3%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

REGIONAL SCHOOL ASSESSMENTS	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0840 REGIONAL SCHOOL ASSESSMENTS							
05 EXPENSES							
18405532 532130 REGIONSCH NORTH EAST REG VOKE	198,751.00	239,830.00	229,908.00	183,639.00	241,500.00	257,100.00	6.5%
18405532 532140 ESSEX NORTH VOKE	.00	.00	89,842.67	41,362.00	105,000.00	43,500.00	-58.6%
18405532 532150 REGIONSCH MINUTEMAN REGVOKE	120,929.00	146,289.00	147,249.33	40,464.00	143,850.00	83,750.00	-41.8%
TOTAL EXPENSES	319,680.00	386,119.00	467,000.00	265,465.00	490,350.00	384,350.00	-21.6%
TOTAL REGIONAL SCHOOL ASSESS	319,680.00	386,119.00	467,000.00	265,465.00	490,350.00	384,350.00	-21.6%
TOTAL REGIONAL SCHOOL ASSESS	319,680.00	386,119.00	467,000.00	265,465.00	490,350.00	384,350.00	-21.6%

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PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
STATE ASSESSMENTS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0820 STATE ASSESSMENTS							
05 EXPENSES							
18205563 563100 SCHOOL CHOICE TUITION	15,000.00	13,400.00	21,647.00	26,203.00	13,575.00	39,800.00	193.2%
18205563 563110 CHARTERSCHOOL TUITION	51,645.00	48,416.00	40,905.00	6,631.00	23,575.00	12,400.00	-47.4%
18205563 563115 ESSEX AGRICULTURAL TUITION	12,475.00	12,553.00	.00	.00	.00	.00	.0%
18205563 563120 RMV NON RENEWAL	14,140.00	14,740.00	14,740.00	11,056.00	14,850.00	14,750.00	-.7%
18205563 563130 AIR POLLUTION CONTROL	9,634.00	8,150.00	8,162.00	6,327.00	8,375.00	8,650.00	3.3%
18205563 563140 MAPC	5,847.00	7,991.00	12,596.00	9,399.00	12,900.00	12,850.00	-.4%
18205563 563150 MBTA	522,885.00	528,555.00	536,111.00	406,774.00	549,485.00	547,750.00	-.3%
18205563 563170 SPED STATE ASSESSMENT	.00	5,432.00	5,668.00	.00	5,525.00	5,900.00	6.8%
TOTAL EXPENSES	631,626.00	639,237.00	639,829.00	466,390.00	628,285.00	642,100.00	2.2%
TOTAL STATE ASSESSMENTS	631,626.00	639,237.00	639,829.00	466,390.00	628,285.00	642,100.00	2.2%
TOTAL STATE ASSESSMENTS	631,626.00	639,237.00	639,829.00	466,390.00	628,285.00	642,100.00	2.2%

Administrative Services FY17 Budget

The Administrative Services Department's FY17 budget is increased by 1.0% when compared to the previous year. Excluding some FY17 funding directed at the results of the recent Pay & Class study, this budget is -2.9% compared to last year. Details by Division are shown below:

	FY16	FY17	Change
Town Manager	\$165,625	\$175,000	+5.7%
Selectmen	2,500	2,600	+4.0%
Fin. Committee	55,600	56,600	+1.8%
Law	410,516	185,000	-54.9%
Prop. Insurance	435,000	445,000	+2.3%
Operations	642,626	652,865	+1.6%
Pay/Class funding	<i>disbursed</i>	105,000	
Human Resources	150,400	160,750	+6.9%
Technology	685,525	732,850	+6.9%
Town Clerk	128,720	133,275	+3.5%
Elections	60,600	115,100	+89.9%
Total	\$2,737,117	\$2,764,040	+1.0%
<i>exclude Pay/Class</i>		2,659,040	-2.9%

Overview

The Administrative Service department is designed to promote organizational efficiency and communication. The Administrative Services Director (ASD) serves as the department head, and the Human Resources Director serves as the assistant department head.

The role of Ombudsman – an advocate for the public – was thought to be separated from the role of the Town Manager's position many years ago. However due to financial constraints the two roles remained together. Language approved in January

2015 by a Special Town Meeting now requires the Town Manager to appoint someone else within the organization to that role, and the ASD position will formally serve as Ombudsman as well as department head.

Town Manager's Office includes the divisions of **Selectmen, Finance Committee, Law and Property Insurance**: These divisions all conduct activities that are central to the organization, often including the School department and occasionally the Light department. Note that the Finance Committee has a \$150,000 Reserve Fund that is not a part of this budget and is voted separately.

Operations: This division includes the department head, Business Administrator, Purchasing Agent and staff shared with the department and/or with the organization. This division is the centralized location for procurement, communications and constituent services. Postage is now centralized in this division, as well as equipment maintenance. Some expenses from the Facilities department have been centralized in this budget.

Human Resources: This division provides support to the Town (under the direction of the Town Manager); to the Schools (under the direction of the Superintendent); to the Light Department (under the direction of the RMLD General Manager) and to all Retirees. The Human Resources Generalist, approved by November 2015 Town Meeting, is a shared position between the Town and Schools.

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

communities in order to support regionalization agreements. Some expenses from the Facilities department have been centralized in this budget.

Town Clerk and Elections: The Town Clerk is guided by Federal, State, and local laws and policies in overseeing Elections, voter registration, the census process, Town Meeting, and local licenses as well as historic and legal documents for the Town. The Town Clerk also oversees all document storage efforts conducted by the Town and School departments.

Staffing (16.4 FTEs; unchanged; shared HR position added at Nov. '15 Town Meeting)

Wage costs \$1,431,140 +14.3%

There are two large drivers of the 14.3% increase: the \$105,000 allocation to fund the results of the Pay & Class Study and the additional \$42,000 in election worker pay caused by the increase in the number of elections including a Presidential election. Without these two factors, wages in the department increased by 2.6%.

Wages	FY16	FY17	Change
Town Manager	\$150,625	\$160,000	+6.2%
Selectmen	0	0	
Fin. Committee	0	0	
Law	0	0	
Prop. Insurance	0	0	
Operations	502,125	511,365	+1.8%
*Pay/Class funding	<i>disbursed</i>	105,000	
Human Resources	137,900	141,250	+2.4%
Technology	301,425	306,650	+1.7%
Town Clerk	128,725	133,275	+3.5%
*Elections	31,600	73,600	+133%
Total	\$1,252,400	\$1,431,140	+14.3%
<i>*exclude P/C & elect</i>	<i>1,220,800</i>	<i>1,252,540</i>	<i>+2.6%</i>

Expenses \$1,332,900 (-10.2%)

The legal budget is significantly decreased because FY16 included High School litigation costs and unrelated legal settlements which are not part of the FY17 budget. Election costs increase related to the increase in elections. Note that without these two factors the expense budget actually increases by 5.9%.

HR expenses increase due to ongoing staff turnover and the explicit cost of hiring. A GIS technology expense increases because RMLD has discontinued a practice of sharing physical hardware and related license costs with the town.

Some technology increases in telecommunications are needed and are driven by the addition of the DPW garage to the landline network in FY15 and the increasing use of wireless in the field by nearly every town department. A public safety license is increased as the Fire department has switched over to use the same software as Police. No other expenses change significantly.

Expenses	FY16	FY17	Change
Town Manager	\$15,000	\$15,000	0%
Selectmen	2,500	2,600	+4.0%
Fin. Committee	55,600	56,600	+1.8%
*Law	410,516	185,000	-55%
Prop. Insurance	435,000	445,000	+2.3%
Operations	140,500	141,500	+0.7%
Pay/Class funding	0	0	
Human Resources	12,500	19,500	+56%
Technology	384,100	426,200	+11.0%
Town Clerk	0	0	
*Elections	29,000	41,500	+43%
Total	1,484,716	1,332,900	-10.2%
<i>*exclude Law & elect</i>	<i>1,045,200</i>	<i>1,106,400</i>	<i>+5.9%</i>

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0122	SELECTMEN						
05	EXPENSES						
11225530 530100	SELECTMEN ADVERTISING 2,637.36	2,275.19	2,051.72	1,041.26	2,000.00	2,000.00	.0%
11225578 578000	SELECTMEN OTHER 450.38	910.68	546.98	38.00	500.00	600.00	20.0%
	TOTAL EXPENSES 3,087.74	3,185.87	2,598.70	1,079.26	2,500.00	2,600.00	4.0%
	TOTAL SELECTMEN 3,087.74	3,185.87	2,598.70	1,079.26	2,500.00	2,600.00	4.0%
0123	OPERATIONS DIVISION						
03	SALARIES						
11233511 511001	ADMIN SERVICES DIRECTOR 95,931.05	.00	15,281.69	69,586.32	95,525.50	101,400.00	6.1%
11233511 511002	EXECUTIVE ASSISTANT 60,122.00	61,062.16	63,653.10	50,131.32	67,900.00	70,300.00	3.5%
11233511 511003	OPERATIONS SPECIALIST .00	10,593.12	24,342.49	3,377.62	40,000.00	40,000.00	.0%
11233511 511009	AS ADMINISTRATIVE SECRETARY 39,601.00	51,953.91	42,798.27	.00	.00	.00	.0%
11233511 511010	AS ADMINISTRATIVE ASSISTANT 13,578.18	11,064.67	19,408.71	31,007.99	42,850.00	44,350.00	3.5%
11233511 511011	OPS ADMINISTRATIVE SECRETARY .00	.00	-2.34	.00	.00	.00	.0%
11233511 511012	AS CLERK .00	47,608.38	41,542.52	24,127.92	40,200.00	41,750.00	3.9%
11233511 511014	AS SR ADMINISTRATIVE ASSISTANT .00	.00	21,323.41	33,779.33	47,150.00	48,800.00	3.5%
11233511 511019	OPS BUSINESS ADMIN 63,375.00	67,764.60	74,943.85	21,604.24	78,950.00	80,115.00	1.5%
11233511 511099	PAY & CLASS FUNDING .00	.00	.00	.00	.00	105,000.00	.0%
11233511 511237	OPS PROCUREMENT OFFICER 69,966.00	33,273.04	.00	.00	74,050.00	69,000.00	-6.8%
11233511 515000	OPS WAGES OVERTIME 6,122.39	6,516.38	11,531.18	3,170.39	8,000.00	8,000.00	.0%
11233512 512000	OPS WAGES TEMP 6,073.29	5,876.14	3,265.63	.00	7,500.00	7,650.00	2.0%
11233517 517017	OPS SICK LEAVE BUYBACK 35,000.00	.00	.00	.00	.00	.00	.0%
	TOTAL SALARIES 389,768.91	295,712.40	318,088.51	236,785.13	502,125.50	616,365.00	22.8%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES							
<u>11235524 524900</u>							
OPS OFFICE EQUIP REPAIR							
765.00	1,056.00		801.00	160.00	1,000.00	1,000.00	.0%
<u>11235530 530100</u>							
OPS ADVERTISING							
.00	.00		.00	152.48	.00	.00	.0%
<u>11235530 530105</u>							
OPS PRINTING SERVICES							
3,157.50	1,141.00		7,047.00	801.00	4,000.00	3,000.00	-25.0%
<u>11235530 530195</u>							
OPS PAY AND CLASS STUDY							
.00	1,925.95		-5,900.00	.00	.00	.00	.0%
<u>11235531 531000</u>							
OPS PROF DEV/TRAINING							
1,152.00	1,251.23		4,347.22	4,371.04	5,000.00	5,000.00	.0%
<u>11235531 531010</u>							
OPS DUES/MEMBERSHIPS							
6,341.00	5,380.00		5,730.35	6,660.00	8,000.00	8,500.00	6.3%
<u>11235531 531090</u>							
OPS REGISTRATIONS							
150.00	13,760.28		632.10	611.87	2,500.00	2,000.00	-20.0%
<u>11235531 531091</u>							
OPS PROF DEV - TRAVEL							
.00	543.56		1,814.59	1,929.15	.00	.00	.0%
<u>11235540 540000</u>							
OPS SUPPLIES/EQUIPMENT							
.00	300.00		.00	.00	500.00	.00	-100.0%
<u>11235542 542000</u>							
OPS OFFICE SUPPLIES							
.00	3,070.31		6,630.38	2,851.19	3,500.00	4,000.00	14.3%
<u>11235542 542125</u>							
OPS SUPLIES COPIER							
7,321.23	5,880.30		6,973.90	5,253.62	8,000.00	8,000.00	.0%
<u>11235542 542126</u>							
OPS LEASE COPIER							
21,026.54	24,832.26		26,727.66	21,431.47	28,000.00	30,000.00	7.1%
<u>11235542 542127</u>							
OPS POSTAGE							
32,735.45	33,598.95		81,516.52	52,903.48	80,000.00	80,000.00	.0%
<u>11235542 542128</u>							
OPS POSTAGE FOR BILLING							
41,006.63	40,956.86		-200.00	.00	.00	.00	.0%
TOTAL EXPENSES	113,655.35	133,696.70	136,120.72	97,125.30	140,500.00	141,500.00	.7%
TOTAL OPERATIONS DIVISION	503,424.26	429,409.10	454,209.23	333,910.43	642,625.50	757,865.00	17.9%
0129 TOWN MANAGER							
03 SALARIES							
<u>11293511 511000</u>							
TOWN MGR WAGES							
146,712.80	140,646.10		148,466.88	107,593.35	150,625.00	160,000.00	6.2%
TOTAL SALARIES	146,712.80	140,646.10	148,466.88	107,593.35	150,625.00	160,000.00	6.2%
05 EXPENSES							
<u>11295578 578000</u>							
TOWN MGR OTHER UNCLASS ITEMS							
8,604.00	2,210.86		1,681.19	1,188.51	15,000.00	15,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL EXPENSES	8,604.00	2,210.86	1,681.19	1,188.51	15,000.00	15,000.00	.0%
TOTAL TOWN MANAGER	155,316.80	142,856.96	150,148.07	108,781.86	165,625.00	175,000.00	5.7%
<hr/>							
0131 FINANCE COMMITTEE							
<hr/>							
05 EXPENSES							
<hr/>							
11315530 530130 FINCOM FINANCIAL AUDIT	51,000.00	52,000.00	63,780.00	45,000.00	55,000.00	56,000.00	1.8%
11315531 531000 FINCOM PROF DEV/TRAINING	268.00	273.00	512.30	328.00	600.00	600.00	.0%
TOTAL EXPENSES	51,268.00	52,273.00	64,292.30	45,328.00	55,600.00	56,600.00	1.8%
TOTAL FINANCE COMMITTEE	51,268.00	52,273.00	64,292.30	45,328.00	55,600.00	56,600.00	1.8%
<hr/>							
0151 LAW							
<hr/>							
05 EXPENSES							
<hr/>							
11515530 530110 LAW LEGAL COUNSEL	59,255.17	44,714.62	265,229.86	73,927.45	150,000.00	160,000.00	6.7%
11515530 530115 LAW LABOR COUNSEL	9,828.25	14,158.40	7,700.00	2,844.60	20,000.00	25,000.00	25.0%
11515530 530116 TLT LITIGATION	.00	.00	177,467.23	97,850.30	115,516.10	.00	-100.0%
11515530 530118 LEGAL SETTLEMENT	.00	.00	.00	125,000.00	125,000.00	.00	-100.0%
TOTAL EXPENSES	69,083.42	58,873.02	450,397.09	299,622.35	410,516.10	185,000.00	-54.9%
TOTAL LAW	69,083.42	58,873.02	450,397.09	299,622.35	410,516.10	185,000.00	-54.9%
<hr/>							
0152 HUMAN RESOURCES							
<hr/>							
03 SALARIES							
<hr/>							
11523511 511003 HR DIRECTOR/ASST DEPT HEAD	79,507.00	98,180.80	71,082.13	54,331.57	75,900.00	78,600.00	3.6%
11523511 511023 HR GENERALIST	.00	.00	.00	5,533.20	62,000.00	62,650.00	1.0%
TOTAL SALARIES	79,507.00	98,180.80	71,082.13	59,864.77	137,900.00	141,250.00	2.4%
<hr/>							
05 EXPENSES							



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11525530 530000	HR PROF/TECH SV 26,436.78	6,650.00	.00	14,000.69	.00	.00	.0%
11525530 530100	HR ADVERTISING 4,937.71	3,659.07	3,170.00	3,180.00	5,000.00	5,000.00	.0%
11525530 530135	PRE-EMPLOYMENT COSTS .00	6.00	.00	.00	.00	.00	.0%
11525530 530140	HR EMPLOYEE PHYSICALS 10,907.50	11,048.00	13,731.88	6,661.00	5,000.00	12,000.00	140.0%
11525530 530145	DOT CERTIFICATIONS .00	.00	1,295.00	2,593.00	2,500.00	2,500.00	.0%
TOTAL EXPENSES	42,281.99	21,363.07	18,196.88	26,434.69	12,500.00	19,500.00	56.0%
TOTAL HUMAN RESOURCES	121,788.99	119,543.87	89,279.01	86,299.46	150,400.00	160,750.00	6.9%

0155 TECHNOLOGY

03 SALARIES

11553511 511004	TECHNOLOGY DIRECTOR 84,669.00	87,626.19	92,924.30	71,686.86	99,750.00	103,300.00	3.6%
11553511 511148	COMPUTER TECHNICIAN 106,031.60	109,468.92	76,170.45	63,112.47	117,600.00	116,750.00	-.7%
11553511 511149	GIS ADMINISTRATOR 64,642.56	66,899.94	69,303.79	51,441.29	72,075.00	74,600.00	3.5%
11553511 515000	TECH OVERTIME 10,064.27	14,890.71	29,256.84	14,721.42	12,000.00	12,000.00	.0%
11553517 517017	TECHNOLOGY SICK LEAVE BUYBACK .00	.00	1,167.93	.00	.00	.00	.0%
TOTAL SALARIES	265,407.43	278,885.76	268,823.31	200,962.04	301,425.00	306,650.00	1.7%

05 EXPENSES

11555521 521390	PHONE LANDLINES 40,492.69	40,433.88	39,664.48	45,106.72	45,000.00	45,000.00	.0%
11555521 521392	PHONE WIRELESS 34,956.81	32,847.75	38,075.72	42,079.49	38,000.00	41,000.00	7.9%
11555521 521393	RESIDENT COMMUNICATION S/W .00	.00	.00	4,900.00	5,000.00	5,000.00	.0%
11555521 521394	FACILITIES WORK ORDER SYSTEM .00	.00	.00	.00	.00	7,500.00	.0%
11555521 521395	ELDER/HUMAN SVC MONITORING S/W .00	.00	.00	.00	.00	2,000.00	.0%
11555524 524000	TECH MAINT CONTRACT/REPAIR 7,955.34	6,204.73	3,600.26	8,702.49	7,000.00	7,000.00	.0%
11555530 530000	TECH PROF/TECH SV .00	.00	316.96	11,171.00	5,000.00	3,000.00	-40.0%
11555530 530106	TECH PROF/TECH MAIL/DELIVERY S						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11555530 530121	.00	.00	15.95	.00	.00	.00	.0%
	91.44	.00	125.00	.00	.00	.00	.0%
11555536 536000	9,999.06	8,722.09	13,904.20	17,259.03	10,000.00	10,000.00	.0%
11555536 536100	1,800.00	1,800.00	1,920.00	2,040.00	2,000.00	2,000.00	.0%
11555536 536110	68,371.23	64,664.69	67,880.43	69,443.22	75,000.00	75,000.00	.0%
11555536 536115	15,753.75	31,142.50	35,296.29	20,697.00	22,000.00	36,000.00	63.6%
11555536 536120	.00	7,500.00	8,500.00	7,500.00	8,800.00	8,800.00	.0%
11555536 536123	17,854.93	1,232.20	18,726.45	11,193.17	16,000.00	29,000.00	81.3%
11555536 536130	1,116.40	1,116.42	1,215.40	.00	1,500.00	1,500.00	.0%
11555536 536132	6,025.00	4,400.00	4,400.00	10,400.00	5,000.00	6,000.00	20.0%
11555536 536135	13,611.00	13,611.00	13,611.00	14,000.00	15,000.00	15,000.00	.0%
11555536 536137	9,900.00	9,900.00	9,900.00	9,900.00	15,000.00	13,000.00	-13.3%
11555536 536138	19,439.00	25,135.00	34,507.00	25,135.00	28,000.00	28,000.00	.0%
11555536 536139	1,440.00	1,800.00	2,040.00	2,425.32	2,300.00	2,400.00	4.3%
11555542 542115	10,229.12	10,993.65	10,719.22	11,000.00	15,000.00	15,000.00	.0%
11555542 542303	.00	.00	47.83	.00	.00	.00	.0%
11555555 555000	22,331.09	16,999.00	25,764.43	18,786.16	25,000.00	25,000.00	.0%
11555555 555100	36,077.85	55,904.65	19,264.96	24,386.99	30,000.00	35,000.00	16.7%
11555555 555110	586.09	11,014.57	9,629.92	5,154.83	12,500.00	13,000.00	4.0%
11555555 555125	495.00	.00	.00	.00	1,000.00	1,000.00	.0%
11555555 555130	722.22	440.00	.00	.00	.00	.00	.0%
11555571 571000	.00	104.55	.00	51.75	.00	.00	.0%
TOTAL EXPENSES	319,248.02	345,966.68	359,125.50	361,332.17	384,100.00	426,200.00	11.0%
TOTAL TECHNOLOGY	584,655.45	624,852.44	627,948.81	562,294.21	685,525.00	732,850.00	6.9%

0161 TOWN CLERK

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03 SALARIES							
<u>11613511 511003</u>	TOWN CLERK 64,642.55	67,671.05	72,920.49	55,475.09	77,700.00	80,450.00	3.5%
<u>11613511 511120</u>	ASST TOWN CLERK 45,766.57	47,368.62	49,934.96	35,561.51	51,025.00	52,825.00	3.5%
TOTAL SALARIES	110,409.12	115,039.67	122,855.45	91,036.60	128,725.00	133,275.00	3.5%
05 EXPENSES							
<u>11615530 530000</u>	TOWN CLERK PROF/TECH SV 254.48	300.00	.00	45.24	.00	.00	.0%
TOTAL EXPENSES	254.48	300.00	.00	45.24	.00	.00	.0%
TOTAL TOWN CLERK	110,663.60	115,339.67	122,855.45	91,081.84	128,725.00	133,275.00	3.5%
0162 ELECTIONS & REGISTRATION							
03 SALARIES							
<u>11623511 511150</u>	ELECT REGISTRAR SALARY 1,560.34	1,593.88	1,599.08	1,374.90	2,000.00	2,000.00	.0%
<u>11623511 511153</u>	ELECTION WORKERS 76,484.07	25,948.37	41,403.61	20,711.74	30,000.00	75,000.00	150.0%
<u>11623511 511155</u>	TOWN MEETING MONITOR 664.03	420.69	1,037.45	.00	2,000.00	2,000.00	.0%
<u>11623511 596120</u>	ELECTIONS STATE GRANT SUPPORT -8,284.00	.00	-4,800.00	.00	-2,400.00	-5,400.00	125.0%
TOTAL SALARIES	70,424.44	27,962.94	39,240.14	22,086.64	31,600.00	73,600.00	132.9%
05 EXPENSES							
<u>11625530 530100</u>	ELECT ADVERTISING 10,428.17	4,830.40	6,603.19	2,591.47	3,000.00	9,000.00	200.0%
<u>11625530 530105</u>	ELECT PRINTING TOWN MEETING 2,964.35	1,600.00	5,194.00	410.00	4,500.00	4,500.00	.0%
<u>11625530 530151</u>	ELECT CENSUS EXPENSES 2,513.20	7,868.60	8,298.23	3,553.63	5,000.00	5,000.00	.0%
<u>11625530 530152</u>	ELECT BALLOT PROGRAMMING 6,943.59	544.00	10,247.48	4,912.71	10,000.00	10,000.00	.0%
<u>11625530 530153</u>	ELECT PROF/TECH SERVICES 1,800.00	6,520.30	1,800.00	.00	1,000.00	3,000.00	200.0%
<u>11625540 540000</u>	ELECT SUPPLIES/EQUIPMENT 1,419.28	714.96	251.20	.00	3,000.00	3,000.00	.0%
<u>11625549 549307</u>	ELECTIONS - MEALS FOR WORKERS						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
ADMINISTRATIVE SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	6,334.41	2,549.07	3,512.93	1,861.41	2,500.00	7,000.00	180.0%
TOTAL EXPENSES	32,403.00	24,627.33	35,907.03	13,329.22	29,000.00	41,500.00	43.1%
TOTAL ELECTIONS & REGISTRATI	102,827.44	52,590.27	75,147.17	35,415.86	60,600.00	115,100.00	89.9%
0193 PROPERTY INSURANCE							
05 EXPENSES							
<u>11935530 530000</u> LIABIL INS PROF CONSULTANT				705.00	.00	.00	.0%
			.00				
<u>11935574 574010</u> PROP & CASUALTY INSURANCE	326,896.60	349,086.78	364,208.03	381,107.20	400,000.00	410,000.00	2.5%
<u>11935574 574500</u> LIABIL INS DEDUCTIBLES/CLAIMS	7,778.74	19,881.99	26,074.55	13,682.41	35,000.00	35,000.00	.0%
TOTAL EXPENSES	334,675.34	368,968.77	390,282.58	395,494.61	435,000.00	445,000.00	2.3%
TOTAL PROPERTY INSURANCE	334,675.34	368,968.77	390,282.58	395,494.61	435,000.00	445,000.00	2.3%
TOTAL ADMINISTRATIVE SERVICE	2,036,791.04	1,967,892.97	2,427,158.41	1,959,307.88	2,737,116.60	2,764,040.00	1.0%

Public Services FY17 Budget

The Public Services Department's FY17 budget increases by only 0.9%, in part due to a one-time \$25,000 expense in FY16.

Total	FY16	FY17	Change
Administration	\$396,050	\$385,500	-2.7%
Conservation	56,500	60,700	+7.4%
Planning*	140,450	142,525	+1.5%
Inspections	128,875	131,450	+2.0%
Historical	1,500	1,500	0%
Health	254,825	246,175	-3.4%
Human/Elder Svcs	207,850	215,000	+3.4%
Veterans Services	279,875	292,850	+4.6%
Recreation	140,575	145,525	+3.5%
TOTAL	\$1,606,500	\$1,621,125	+0.9%

**Note: Housing Services Coordinator wages and expenses are regionalized and shared with three other communities*

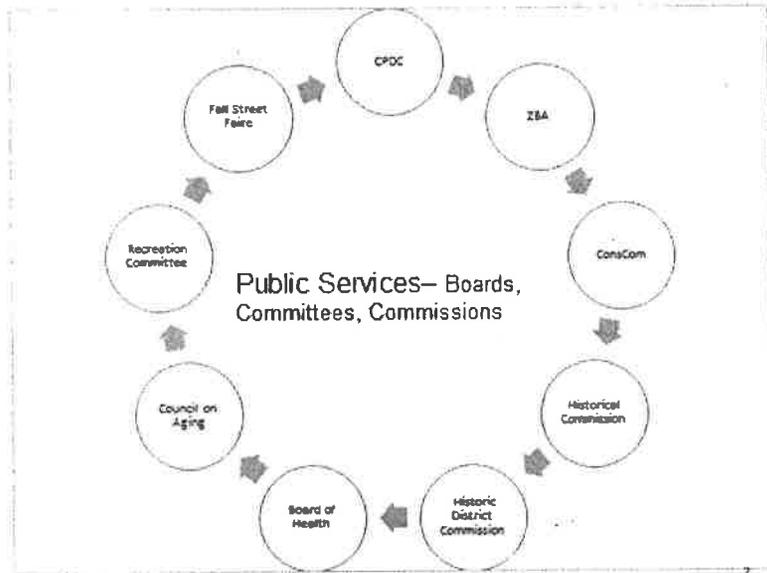
Overview

The Public Services (PS) department is comprised of two major functions: (1) Community Development; and (2) Community Services. PS strives to provide excellent customer service as well as a high level of collaboration and communication. Human Services functions benefit from clustering them together.

Community Development is enhanced by the Planning and Permitting functions combined as "One Stop Shopping" for small residential projects as well as large scale commercial development projects. Where wetland protection is a consideration, we work to ensure applicants meet relevant regulatory requirements. Likewise with regard to regulatory requirements that apply to historic properties.

Providing services in a cost efficient manner is an overriding goal of PS. For example, the Metro North Regional Housing Services Office (MNRHSO) was spearheaded by Reading. MNRHSO is made up of representatives from the Communities of North Reading, Wilmington, and Saugus and a full-time staff person is shared by the four communities. Another example of efficiency is the use of three part-time building inspectors and a full time senior administrative assistant who oversees permitting that often resulting in "same day" issuance of permit applications.

The Assistant Town Manager (ATM) leads the department and works closely with the Town Manager on Town Administration and special projects. The Public Services Department has two assistant department heads that oversee their respective areas. Outside services are provided as needed with the help of the Metropolitan Area Planning Council and grants where possible to reduce the cost of consultant services. Volunteer Boards and Committees are a vital part of the department as shown below:



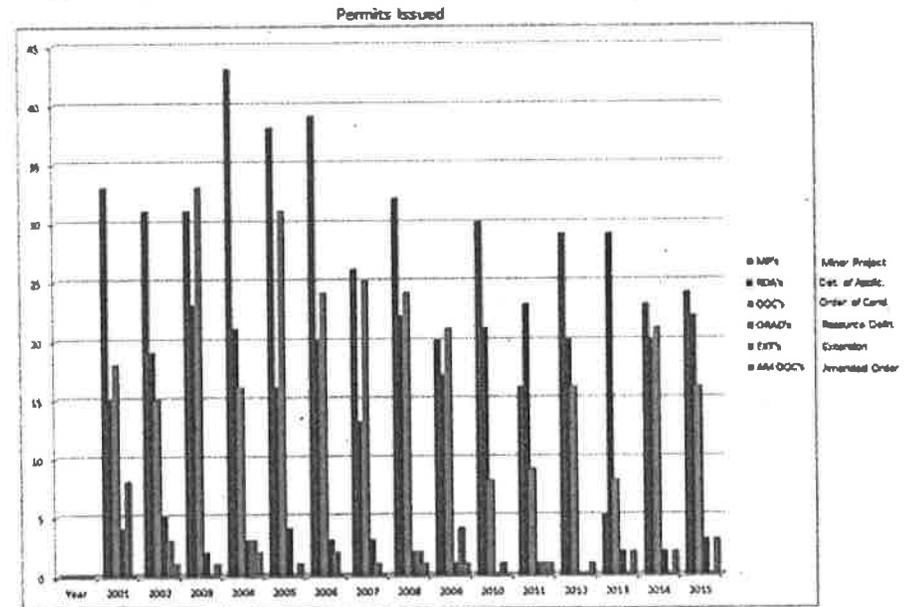
Community Development (Community Development Director) includes: Conservation, Planning, Inspections and Historical.

The Community Development (CD) Director oversees Planning, Community Development, and Conservation/Preservation. The CD Director oversees the review of development projects as well as the regulatory role of Inspections, Conservation, and Historical.

The **Conservation Division** oversees the local wetland by-law as well as the Wetlands Protection Act. Project permitting is part of the departmental review of development projects. A full-time Conservation Administrator has resulted in added coverage for

both the Conservation Commission and the public. An added responsibility is oversight of the Mattera Cabin (previously handled by the Community Services Director).

Conservation

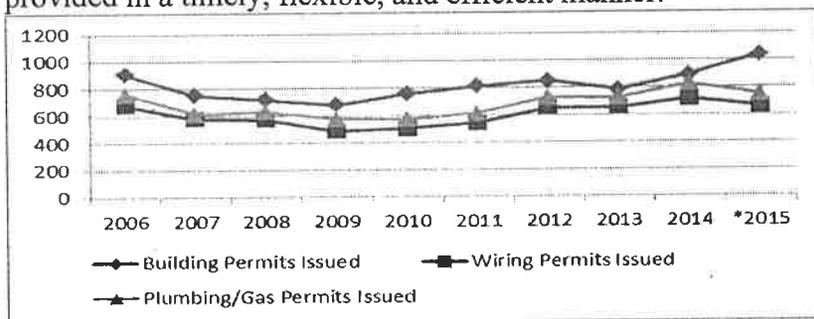


An allocation for an Economic Development planner is made in this budget, with the costs fully offset by the Inspections Revolving Fund. The position is expected to be funded by this revolving fund for three years. The Planning Division also includes a Regional Housing Services Office staffed by a full time Housing Coordinator shared with three other Towns.

	Now	*2016-7
Housing Units	9,584	
Subsidized	741	+120
%	7.8%	8.9%
Needed	218	107

*New units projected:
Johnson Woods I (3)
Johnson Woods II (10)
Reading Village 40B (77)
St. Agnes 40B (20)

The **Inspections Division** is staffed by the Senior Administrative Assistant who expedites permits and follows up as needed. There are three Building Inspectors (part-time) with several decades of experience managing building departments in area communities. Likewise the Plumbing/Gas and Electrical Inspectors (part-time) are highly credentialed. The expertise these inspectors provide, as well as the coverage, is extensive. A top notch office management system insures inspections are provided in a timely, flexible, and efficient manner.



The **Historical Division** is staffed by volunteers with support from the CD Director as well as the PS Clerk. The Historical Commission oversees historic preservation including the demolition delay bylaw. The Historic District Commission has a regulatory role over properties within the historic districts. It is important to note that there are two separate and distinct boards: (1) the Historical Commission; and (2) the Historic District Commission.

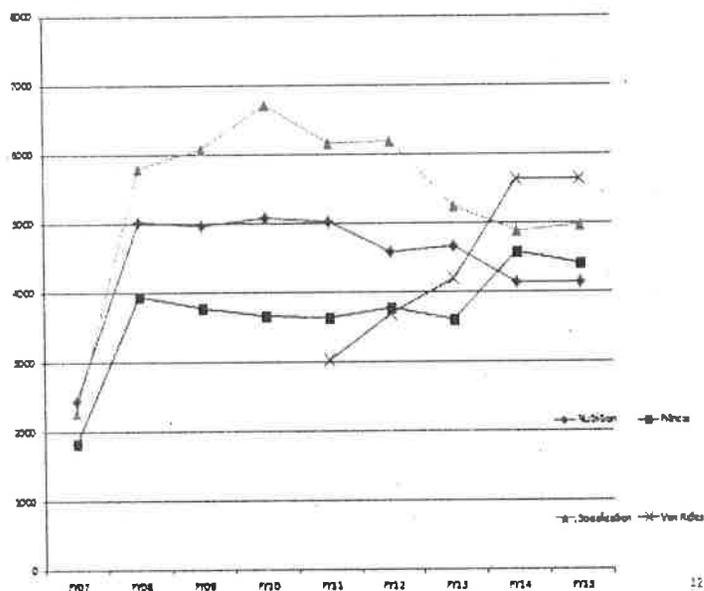
Community Services (Community Services Director) includes: Health, Human/Elder Services, Veterans Services and Recreation.

The **Health Division** conducts inspections as needed regarding nuisance complaints, housing, food establishments, tobacco, swimming pools, camps, churches, septic systems and all other permitted establishments. The Division enforces Public Health laws, codes, regulations, environmental programs, and State environmental and sanitary codes. Food establishments receive a mandatory minimum of two routine inspections for all Medium /High Risk food establishments and a minimum of one routine inspection for Low Risk food establishments (convenience stores, gas stations, etc.). Flu Clinics are a major function of Public Health through the Public Health Nurse, are offered at the Police Station, Fire Department, DPW, and multiple schools in town.

The addition of a full-time Public Health Agent in FY16 has provided an expanded depth of coverage. The added staffing has fostered improved communication and collaboration with other PS staff as well as enhanced customer service.

The **Human/Elder Services Division** provides human services to both older adults and the general population including the daily operation of the Pleasant Street Center (Senior Center). H/E Services is fully staffed with an EHS Administrator, PSC Coordinator, Senior Case Manager, Nurse Advocate and Van Driver positions.

Elder/Human Services



Some of the services proved by H/E Services are:

- Offering over 40 programs at the Pleasant Street Center including fitness, bingo, book club, writers groups,

movies, birthday luncheons, hair dressing and more. About 125 Volunteers support the Center in many ways including working as Receptionists, Kitchen help, editing the Newsletter, and coordinating the Senior Tax Work-Off program.

- Transportation programs such as the Senior Van, Reading Response Medical Transportation and Volunteer Escorts
- Referrals for health care, financial assistance, food stamps, etc.
- Reporting for local, state and DOT
- Intergenerational programming at the PSC with new programs such as Barnyard Bingo & Holiday Character Breakfast
- Collaboration with the Reading Public Library, Veterans Agent, Health Department, Housing Authority, Sanborn Place, Police and Fire
- Holiday Meal programs

The **Veterans Services Division** provides assistance to Veterans who reside in Reading. With a full time Veterans Services Officer (VSO) who was hired last summer to replace a part-time VSO, the office is now fully staffed. The VSO has identified the following goals:

- Locate and help individuals who qualify for the program; especially those who were unaware of the benefit;
- Spend Reading's 25% of CH 115 efficiently - investigate and remove individuals when they have not been fully qualified;

- Prepare VA applications;
- Conduct outreach at town events including School functions to promote VSO;
- Increase VSO presence at the Pleasant Street Center

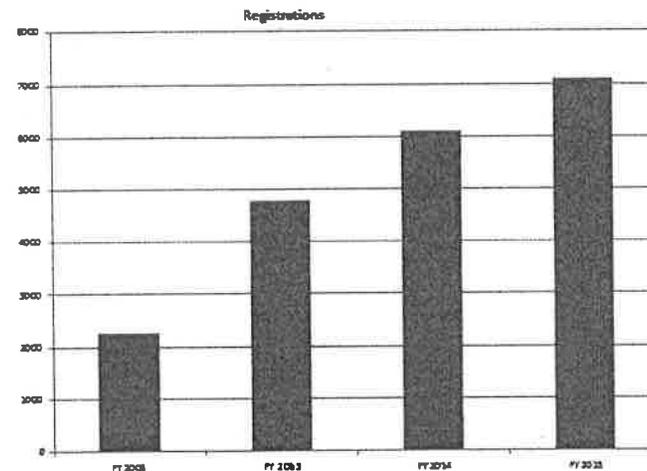
CY	Clients	Benefits
2015	27	\$186,518
2014	29	\$202,224
2013	28	\$168,793
2012	29	\$201,140
2011	30	\$204,013
2010	26	\$156,810

The **Recreation Division** is a model program for providing services in a fee-based self-supporting manner. These services include:

- Over 450 programs/classes in 2015;
- Oversight of Field & Playground Use -
 - Use scheduling
 - Field management and improvements
 - Safety Inspections
- Employing over 50 seasonal staff to support programming and events;
- Actively participating in Town-wide events such as Downtown Trick or Treat, Halloween Parade, Friends and Family Day, Fall Street Faire, Egg Hunt and Summer Concert Series promoting Social Engagement and Community Spirit;
- On-line Tennis Reservations service with www.reserveagame.com;

- Intergenerational programming at the PSC with new programs such as Barnyard Bingo & Holiday Character Breakfast;
- Summer Camp - Sold out all 8 weeks;
- Pickle ball, which became the fastest growing adult activity in Town.

Recreation



Revenues from Recreation programs increased from \$450,000 (FY05) to nearly \$600,000 (FY14), and then climbed sharply to almost \$800,000 in FY15. Note that expenses for this division are paid directly from the Revolving Fund. Each year all but a small amount of remaining funds collected are returned to the General Fund on June 30th. Historically this has offset the wages paid to Recreation staff.

Staffing (20.5 FTEs; -0.3 FTE -1.4%)

Wage costs \$1,253,375 +3.3%

The FY17 budget proposes eliminating two part-time positions: planning intern and health plan reviewer. The latter was a previous regional arrangement with Melrose and Wakefield. The increase in the Conservation salary line item is attributable to a reduction in the amount of support being budgeted out of the revolving fund because of the decline in the fund balance.

Wages	FY16	FY17	Change
Administration	\$344,050	\$357,500	+3.9%
Conservation	56,500	60,700	+7.4%
Planning*	130,450	132,525	+1.6%
Inspections	128,875	131,450	+2.0%
Health	164,175	168,425	+2.6%
Human/Elder Svcs	194,800	201,500	+3.4%
Veterans	53,875	55,850	+3.7%
Recreation	140,575	145,425	+3.5%
Historical	0	0	0%
TOTAL	1,213,300	1,253,375	+3.3%

**Note: Housing Services Coordinator wages and expenses are regionalized and shared with three other communities*

Expenses (\$367,750; -6.5%)

The reduction in Administration expenses is because in FY16 there was a \$25,000 line item for a one-time expense. The reduction in Health expenses pertain to eliminating the plan reviewer position that was contracted with the City of Melrose.

Veteran's benefits are funded at a slightly higher amount based on the projected increase in activity. The Recreation Revolving Fund directly pays all expenses for this division. At the end of each year, excess funds are turned over to the Town's general fund. For many years that excess has approximately equaled the wage costs of the division.

Expenses	FY16	FY17	Change
Administration	\$52,000	\$28,000	-46.2%
Conservation	0	0	
Planning	10,000	10,000	0%
Inspections	0	0	
Health	90,650	77,750	-14.2%
Human/Elder Svcs	13,050	13,500	+3.4%
Veterans	226,000	237,000	+4.9%
Recreation	rev fund	rev fund	
Historical	1,500	1,500	0%
TOTAL	\$393,200	\$367,750	-6.5%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0126 PUBLIC SVC ADMINISTRATION							
03 SALARIES							
11263511 511001 ASSISTANT TOWN MANAGER	102,433.61	107,218.20	112,985.46	86,199.37	120,700.00	125,000.00	3.6%
11263511 511002 PS OFFICE MANAGER	.00	.00	23,111.05	36,416.67	51,000.00	52,825.00	3.6%
11263511 511010 PS ADMINISTRATIVE ASSISTANT	29,353.82	33,366.57	44,125.93	21,020.76	42,850.00	44,600.00	4.1%
11263511 511011 PS ADMINISTRATIVE SECRETARY	.00	.00	37,760.29	47,288.21	42,650.00	44,400.00	4.1%
11263511 511012 PS CLERK	104,522.40	108,587.77	76,461.72	26,831.03	36,850.00	38,900.00	5.6%
11263511 511014 PS SENIOR ADMIN ASSISTANT	.00	.00	.00	31,642.05	50,000.00	51,775.00	3.6%
11263511 515000 PS ADMIN OVERTIME	11,308.92	40,148.82	38,354.70	25,047.16	25,000.00	30,000.00	20.0%
11263511 596130 PS REVOLVING FUND SUPPORT	.00	-25,000.00	-20,000.00	.00	-25,000.00	-30,000.00	20.0%
TOTAL SALARIES	247,618.75	264,321.36	312,799.15	274,445.25	344,050.00	357,500.00	3.9%
05 EXPENSES							
11265521 521309 PS ADMIN UTIL WTR/SWR/STM WTR	67.72	51.37	48.39	26.28	.00	.00	.0%
11265521 521392 PS ADMIN WIRELESS COMMUNICATIO	143.90	.00	.00	.00	.00	.00	.0%
11265530 530000 PS OUTSOURCED PROF SERVICES	.00	33,750.00	.00	25,000.00	25,000.00	.00	-100.0%
11265530 530100 PS ADMIN ADVERTISING	1,279.38	1,468.42	2,494.13	346.28	2,000.00	2,000.00	.0%
11265531 531000 PS ADMIN PROF DEV/TRAINING	.00	120.00	856.30	490.00	9,000.00	11,000.00	22.2%
11265531 531901 PS ADMIN HLTH PROF DEVELOPMENT	887.33	1,028.50	979.02	430.00	.00	.00	.0%
11265531 531902 PS ADMIN ES PROF DEVELOPMENT	.00	429.00	490.04	120.00	.00	.00	.0%
11265531 531903 PS ADMIN INSP PROF DEVELOPMENT	575.00	1,406.20	885.25	1,105.00	.00	.00	.0%
11265531 531904 PS ADMIN VET PROF DEVELOPMENT	451.19	387.35	1,293.65	.00	.00	.00	.0%
11265531 531905 PS ADMIN CONS PROF DEVELOPMENT	673.00	670.00	865.00	230.00	.00	.00	.0%
11265531 531906 PS ADMIN PLAN PROF DEVELOPMENT	955.00	1,463.93	3,531.58	4,023.00	.00	.00	.0%
11265540 540000 PS EQUIPMENT & SUPPLIES	6.00	.00	.00	.00	.00	.00	.0%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11265542 542000	PS ADMIN OFFICE SUPPLIES						
	2,417.37	1,994.09	1,944.20	1,294.50	7,000.00	7,000.00	.0%
11265542 542901	PS ADMIN HLTH OFFICE SUPPLIES						
	292.87	185.40	234.70	645.68	.00	.00	.0%
11265542 542902	PS ADMIN ES OFFICE SUPPLIES						
	1,503.85	610.74	609.19	620.16	.00	.00	.0%
11265542 542903	PS ADMIN INSP OFFICE SUPPLIES						
	730.97	1,768.31	1,947.80	2,662.40	.00	.00	.0%
11265542 542904	PS ADMIN VET OFFICE SUPPLIES						
	142.08	243.85	42.98	104.06	.00	.00	.0%
11265542 542905	PS ADMIN CONS OFFICE SUPPLIES						
	370.54	122.01	211.10	28.63	.00	.00	.0%
11265542 542906	PS ADMIN PLAN OFFICE SUPPLIES						
	1,035.46	965.82	145.60	443.52	.00	.00	.0%
11265542 542907	PS ADMIN TWN MGR OFFICE SUPPLY						
	742.39	627.66	.00	.00	.00	.00	.0%
11265571 571000	PS ADMIN MILEAGE REIMBURSEMENT						
	5,504.45	6,689.61	7,282.48	5,420.05	9,000.00	8,000.00	-11.1%
TOTAL EXPENSES	17,778.50	53,982.26	23,861.41	42,989.56	52,000.00	28,000.00	-46.2%
TOTAL PUBLIC SVC ADMINISTRAT	265,397.25	318,303.62	336,660.56	317,434.81	396,050.00	385,500.00	-2.7%
0171 CONSERVATION DIVISION							
03 SALARIES							
11713511 511003	CONSERVATION ADMIN						
	31,135.33	37,086.60	42,202.76	43,205.07	60,500.00	62,700.00	3.6%
11713511 596130	CONSCOMM REVOLV FUND SUPPORT						
	-2,000.00	-4,000.00	-4,000.00	.00	-4,000.00	-2,000.00	-50.0%
TOTAL SALARIES	29,135.33	33,086.60	38,202.76	43,205.07	56,500.00	60,700.00	7.4%
TOTAL CONSERVATION DIVISION	29,135.33	33,086.60	38,202.76	43,205.07	56,500.00	60,700.00	7.4%
0175 PLANNING							
03 SALARIES							
11753511 511031	PLAN REGL AFFORD HOUSING COORD						
	.00	.00	19,278.80	34,568.07	51,500.00	50,775.00	-1.4%
11753511 511045	COMM DEV DIR/ASST DEPT HEAD						
	57,467.14	64,583.27	75,068.91	54,380.50	78,950.00	81,750.00	3.5%
11753511 511046	PLANNING INTERN						
	.00	.00	1,993.75	7,485.45	.00	.00	.0%
11753511 511048	ECONOMIC DEVELOPMENT PLANNER						
	.00	.00	.00	.00	.00	125,000.00	.0%
11753511 515000	PLANNING WAGES OVERTIME						

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
11753511 596130	3,200.57	1,684.70	668.44	.00	.00	.00	.0%
	PLANNING REVOLV FUND SUPPORT						
	.00	.00	.00	.00	.00	-125,000.00	.0%
TOTAL SALARIES	60,667.71	66,267.97	97,009.90	96,434.02	130,450.00	132,525.00	1.6%
05 EXPENSES							
11755578 578000	REGIONAL HOUSING EXPENSES						
	.00	.00	6,680.89	5,299.57	10,000.00	10,000.00	.0%
TOTAL EXPENSES	.00	.00	6,680.89	5,299.57	10,000.00	10,000.00	.0%
TOTAL PLANNING	60,667.71	66,267.97	103,690.79	101,733.59	140,450.00	142,525.00	1.5%
0240 INSPECTIONS DIVISION							
03 SALARIES							
12403511 511216	INSPECTION BUILDING INSP						
	76,674.00	79,359.24	82,254.83	66,315.45	85,475.00	88,500.00	3.5%
12403511 511217	INSPECTION WIRE INSP						
	19,381.39	22,977.58	26,455.35	19,079.65	27,950.00	28,975.00	3.7%
12403511 511218	INSPECTION PLUMBING INSP						
	19,356.44	21,794.52	25,464.84	19,416.05	27,650.00	28,975.00	4.8%
12403511 511219	INSPECTION ALTERNATE INSP						
	14,092.94	18,526.20	17,498.36	13,032.46	16,100.00	25,000.00	55.3%
12403511 511220	INSPECTION CODE ENFORCEMENT						
	.00	.00	8,068.46	298.92	6,700.00	5,000.00	-25.4%
12403511 596130	INSPECTION REVOLV FUND SUPPORT						
	.00	-35,000.00	-35,000.00	.00	-35,000.00	-45,000.00	28.6%
TOTAL SALARIES	129,504.77	107,657.54	124,741.84	118,142.53	128,875.00	131,450.00	2.0%
TOTAL INSPECTIONS DIVISION	129,504.77	107,657.54	124,741.84	118,142.53	128,875.00	131,450.00	2.0%
0511 HEALTH							
03 SALARIES							
15113511 511003	HEALTH AGENT						
	.00	.00	15,306.54	46,270.59	71,775.00	75,800.00	5.6%
15113511 511561	HEALTH NURSE						
	48,330.52	49,803.20	2,856.43	18,441.51	25,350.00	26,225.00	3.5%
15113511 511564	HEALTH INSPECTOR						
	40,086.80	41,609.12	43,277.19	40,647.29	69,150.00	68,500.00	-.9%
15113511 515000	HEALTH WAGES OVERTIME						
	220.10	.00	.00	382.83	.00	.00	.0%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
15113511 596130	HEALTH REVOLV FUND -2,100.00	SUPPORT -2,100.00	-2,100.00	.00	-2,100.00	-2,100.00	.0%
TOTAL SALARIES	86,537.42	89,312.32	59,340.16	105,742.22	164,175.00	168,425.00	2.6%
05 EXPENSES							
15115530 530000	HEALTH PROF/TECH SV 300.00	300.00	300.00	300.00	500.00	500.00	.0%
15115530 530512	HEALTH ADMINISTRATION SVCS 67,433.20	70,240.76	74,673.24	13,289.73	13,000.00	.00	-100.0%
15115530 530520	HEALTH WEIGHTS & MEASURES 5,750.00	5,000.00	5,000.00	5,000.00	5,750.00	5,750.00	.0%
15115530 530530	HEALTH ANIMAL DISPOSAL 5,554.76	5,432.41	3,959.76	3,374.80	8,000.00	7,000.00	-12.5%
15115530 530551	HEALTH MOSQUITO CONTROL 26,000.00	36,300.00	37,000.00	38,000.00	38,000.00	40,000.00	5.3%
15115540 540000	HEALTH SUPPLIES/EQUIPMENT 48.00	.00	.00	.00	.00	.00	.0%
15115540 540521	HEALTH INSP SUPPLIES/EQUIPMENT 572.79	1,934.07	1,052.00	555.75	2,000.00	2,000.00	.0%
15115540 540524	HEALTH CLINIC SUPPLIES/EQUIPME 1,100.17	101.65	.00	.00	.00	.00	.0%
15115571 571000	HEALTH MILEAGE REIMBURSEMENT 1,742.08	1,894.68	1,413.07	1,165.96	2,000.00	2,000.00	.0%
15115577 577500	HEALTH RIVERSIDE COMM CARE 7,000.00	7,000.00	7,000.00	3,500.00	7,500.00	7,500.00	.0%
15115577 577510	HEALTH EMARC SOCIAL SERVICES 13,000.00	13,000.00	13,000.00	9,750.00	13,900.00	13,000.00	-6.5%
TOTAL EXPENSES	128,501.00	141,203.57	143,398.07	74,936.24	90,650.00	77,750.00	-14.2%
TOTAL HEALTH	215,038.42	230,515.89	202,738.23	180,678.46	254,825.00	246,175.00	-3.4%
0541 HUMAN/ELDER SERVICES							
03 SALARIES							
15413511 511003	ELDER/HUMAN SVC ADMIN 25,800.22	30,919.04	37,594.93	28,061.21	35,550.00	36,775.00	3.4%
15413511 511523	E/H SVC VAN DRIVER 30,958.28	32,017.80	33,163.85	24,957.01	35,800.00	36,000.00	.6%
15413511 511524	E/H SVC SUBST VAN DRIVER 2,345.43	2,590.74	2,725.95	2,595.58	3,000.00	3,000.00	.0%
15413511 511525	E/H SVC CASE WORKER 52,678.21	51,487.46	68,196.25	18,308.86	.00	.00	.0%
15413511 511527	E/H SVC SENIOR CENTER COORD 38,820.65	40,253.69	41,582.52	31,004.96	43,325.00	44,775.00	3.3%
15413511 511530	SENIOR CASE MANAGER						

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	.00	.00	.00	15,771.70	48,400.00	50,050.00	3.4%
15413511 511561	E/H SVC NURSE ADVOCATE 29,988.08	34,077.28	8,004.54	17,730.06	61,725.00	63,900.00	3.5%
15413511 515000	E/H SVC WAGES OVERTIME .00	86.97	.00	.00	.00	.00	.0%
15413511 596120	E/H SVC STATE GRANT SUPPORT -34,133.00	-39,407.00	-39,182.00	.00	-30,000.00	-30,000.00	.0%
15413511 596180	E/H SVC TRUST FUND SUPPORT -3,000.00	-3,000.00	-3,000.00	.00	-3,000.00	-3,000.00	.0%
TOTAL SALARIES	143,457.87	149,025.98	149,086.04	138,429.38	194,800.00	201,500.00	3.4%
05	EXPENSES						
15415531 531010	E/H SVC DUES & MEMBERSHIPS 718.56	228.00	817.64	792.64	750.00	1,000.00	33.3%
15415531 531090	E/H SVC REGISTRATION PROF DEV .00	365.00	170.03	677.99	800.00	800.00	.0%
15415535 535304	E/H SVC PROGRAMS 1,059.01	775.06	1,292.78	760.88	1,500.00	1,500.00	.0%
15415536 536000	E/H SVC SFTWR LICENSE /SUPPORT 900.98	902.87	904.56	.00	.00	.00	.0%
15415540 540000	E/H SVC SUPPLIES/EQUIPMENT 1,331.67	1,267.43	1,338.83	1,023.42	1,300.00	1,500.00	15.4%
15415551 551000	E/H SVC VOLUNTEER TRAINING .00	39.00	.00	.00	500.00	500.00	.0%
15415571 571000	E/H SVC MILEAGE REIMB 441.45	1,173.29	917.07	468.31	1,200.00	1,200.00	.0%
15415577 577540	E/H SVC MEAL DELIVERY SVC 5,593.00	5,593.00	5,593.00	5,593.00	5,800.00	5,800.00	.0%
15415578 578000	E/H SVC OTHER EXPENSES 37.94	1,065.00	.00	906.51	1,000.00	1,000.00	.0%
15415578 578018	E/H SVC VOLUNTEER SUPPORT COST .00	.00	119.53	.00	200.00	200.00	.0%
TOTAL EXPENSES	10,082.61	11,408.65	11,153.44	10,222.75	13,050.00	13,500.00	3.4%
TOTAL HUMAN/ELDER SERVICES	153,540.48	160,434.63	160,239.48	148,652.13	207,850.00	215,000.00	3.4%
0543	VETERANS						
03	SALARIES						
15433511 511003	VETERANS SERVICE OFFICER 19,658.36	20,066.04	25,043.51	38,146.20	53,875.00	55,850.00	3.7%
TOTAL SALARIES	19,658.36	20,066.04	25,043.51	38,146.20	53,875.00	55,850.00	3.7%

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
05 EXPENSES							
<u>15435530 530512</u>							
	VETERANS ADMINISTRATION SVCS						
	296.86	192.00	.00	.00	.00	.00	.0%
<u>15435540 542302</u>							
	VETERANS OFFICE SUPPLIES						
	.00	459.48	129.28	142.34	500.00	500.00	.0%
<u>15435571 571000</u>							
	VETERANS MILEAGE REIMBURSEMENT						
	.00	.00	170.89	320.04	500.00	500.00	.0%
TOTAL EXPENSES	296.86	651.48	300.17	462.38	1,000.00	1,000.00	.0%
TOTAL VETERANS	19,955.22	20,717.52	25,343.68	38,608.58	54,875.00	56,850.00	3.6%
0544 VETERANS' AID							
05 EXPENSES							
<u>15445577 577000</u>							
	VETS AID MONTHLY BENEFITS						
	68,279.81	87,189.91	90,876.01	61,769.77	100,000.00	100,000.00	.0%
<u>15445577 577501</u>							
	VETS AID FUEL						
	19,147.14	21,468.83	19,995.31	12,842.46	20,000.00	22,000.00	10.0%
<u>15445577 577502</u>							
	VETS AID DOCTOR						
	2,884.20	2,924.93	3,780.15	1,807.36	5,000.00	5,000.00	.0%
<u>15445577 577503</u>							
	VETS AID HOSPITAL						
	3,608.89	719.13	4,682.94	2,797.20	5,000.00	5,000.00	.0%
<u>15445577 577504</u>							
	VETS AID MEDICARE PART B						
	18,752.40	23,248.42	24,335.27	17,862.36	25,000.00	27,500.00	10.0%
<u>15445577 577505</u>							
	VETS AID MEDIGAP						
	26,026.83	27,903.81	27,026.57	21,301.60	25,000.00	28,000.00	12.0%
<u>15445577 577506</u>							
	VETS AID MEDICAL BENEFIT						
	25,988.91	12,360.43	13,738.83	7,555.17	20,000.00	20,000.00	.0%
<u>15445577 577507</u>							
	VETS AID DURABLE MEDICAL						
	2,652.76	3,034.58	2,168.97	483.85	4,000.00	4,000.00	.0%
<u>15445577 577508</u>							
	VETS AID ONE TIME BENEFIT						
	2,000.00	3,781.00	.00	1,134.38	4,000.00	4,000.00	.0%
<u>15445577 577509</u>							
	VETS AID SHELTER						
	.00	280.00	.00	.00	2,000.00	2,000.00	.0%
<u>15445577 577511</u>							
	VETS AID DENTAL						
	425.60	.00	228.49	639.00	3,000.00	3,000.00	.0%
<u>15445577 577512</u>							
	VETS AID AMBULANCE						
	150.00	429.91	346.45	541.26	2,000.00	2,000.00	.0%
<u>15445577 577513</u>							
	VETS AID EYE GLASSES						
	945.96	708.40	558.72	135.00	2,500.00	2,500.00	.0%
<u>15445577 577514</u>							
	VETS AID MEDICARE PART D						
	3,228.20	2,035.14	2,429.37	2,353.35	2,500.00	4,000.00	60.0%
<u>15445577 577515</u>							
	VET BENEFITS HEARING AIDS						
	1,550.00	.00	3,750.00	2,815.00	5,000.00	5,000.00	.0%
<u>15445577 577516</u>							
	VETS AID CH115 RETRO BENEFIT						
	.00	758.20	4,805.83	1,518.10	.00	2,000.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SERVICES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL EXPENSES	175,640.70	186,842.69	198,722.91	135,555.86	225,000.00	236,000.00	4.9%
TOTAL VETERANS' AID	175,640.70	186,842.69	198,722.91	135,555.86	225,000.00	236,000.00	4.9%
<hr/>							
0630 RECREATION							
<hr/>							
03 SALARIES							
<hr/>							
16303511 511003	COMM SVC DIR/ASST DEPT HEAD 71,370.00	73,854.30	78,491.63	62,528.18	82,175.00	85,050.00	3.5%
16303511 511012	RECREATION CLERK 34,378.54	35,575.44	19,570.80	.00	.00	.00	.0%
16303511 511473	RECREATION ADMINISTRATOR 40,920.53	42,526.11	46,341.58	32,833.70	55,900.00	57,875.00	3.5%
16303511 515000	RECREATION WAGES OVERTIME 970.94	549.27	1,558.60	659.34	2,000.00	2,500.00	25.0%
16303511 516050	RECREATION OUT OF GRADE WORK .00	.00	76.14	.00	500.00	.00	-100.0%
TOTAL SALARIES	147,640.01	152,505.12	146,038.75	96,021.22	140,575.00	145,425.00	3.5%
TOTAL RECREATION	147,640.01	152,505.12	146,038.75	96,021.22	140,575.00	145,425.00	3.5%
<hr/>							
0691 HISTORICAL COMMISSION							
<hr/>							
05 EXPENSES							
<hr/>							
16915540 540000	HISTORICAL SUPPLIES/EQUIPMENT 782.95	87.26	306.01	41.50	1,500.00	1,500.00	.0%
TOTAL EXPENSES	782.95	87.26	306.01	41.50	1,500.00	1,500.00	.0%
TOTAL HISTORICAL COMMISSION	782.95	87.26	306.01	41.50	1,500.00	1,500.00	.0%
TOTAL PUBLIC SERVICES	1,197,302.84	1,276,418.84	1,336,685.01	1,180,073.75	1,606,500.00	1,621,125.00	.9%

Finance Department FY17 Budget

The Finance Department's FY17 budget is decreased by 7.6% when compared to the previous year. However without an \$88,000 expense for the Board of Assessors to conduct a triennial revaluation in FY16, this change is actually up 3.1%.

	FY16	FY17	Change
Accounting	\$191,650	\$198,950	+ 3.8%
Assessors*	230,300	147,625	-35.9%
Finance	423,825	434,725	+2.6%
TOTAL	\$845,775	\$781,300	-7.6%
* <i>exclude reval</i>	757,775	781,300	+3.1%

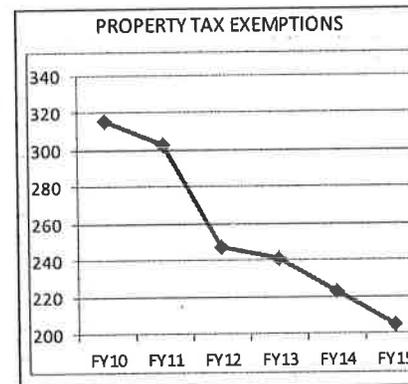
Overview

In the Finance department, the Town Accountant also serves as the Finance Director and department head, while the Treasurer-Collector is the assistant department head. Note the independence of the Accounting, Treasury and Assessing divisions are maintained with this structure. Note also that the Town Accountant reports to the Board of Selectmen and not to the Town Manager, which helps maintain this independence.

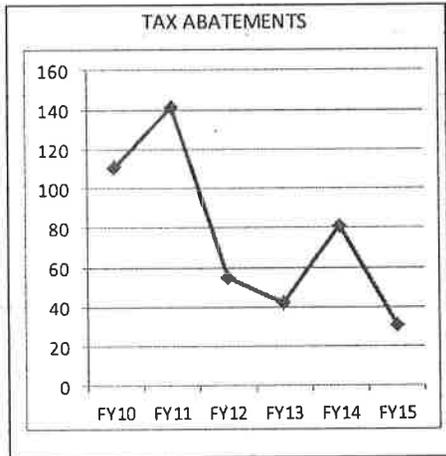
Accounting: This division is under the direction of the Town Accountant and is responsible for maintaining financial records for the Town, Schools and Light Department. These records facilitate the preparation of financial reports and schedules that provide

meaningful, accurate information for comparability and for management's decision making process. Accounting ensures that all financial transactions are in compliance with legal requirements and are properly recorded on a timely basis.

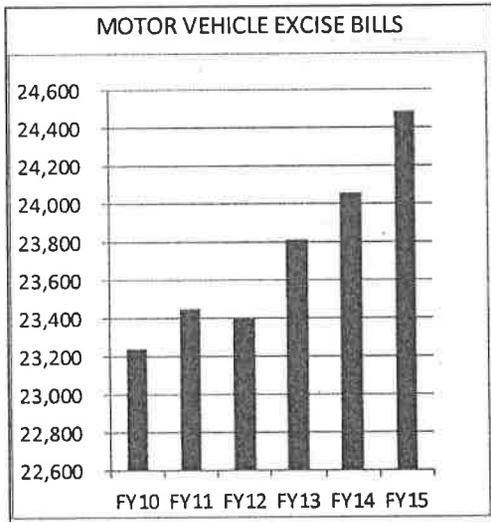
Assessors: Assessment of property is the first step in the process of tax revenue collection for the Town of Reading. The Assessment Division's function is to provide for the fair and equitable assessment of all taxable real and personal property. A three-member Board of Assessors sets policy for this division. Starting in FY16 Board members are appointed by the Board of Selectmen as changed by the Town Charter in FY15. Reading continues sharing the Assessor position with the town of Wakefield.



Taxpayers eligible for forms of property tax exemptions have declined over the past few years. Veterans have shown the largest decline from 178 to 131 followed by equal declines in financial eligibility (down from 68 to 43) and other (down from 56 to 31).



Tax abatements have shown a sharp decline as a new regional assessor has brought a more standardized approach. Note that abatements are lost revenue when granted.



The number of excise bills have increased steadily during the past few years, roughly in line with the population growth from some large condo/apartment dwellings. This equates to about two vehicles per dwelling.

General Finance: Collections is responsible for collecting all taxes and other charges (including water/sewer/storm water bills). They also receive and process all deposits (such as schools and recreation). Treasury is responsible for providing the cash for the operation of all Town, School and Light Department functions on a timely basis. In addition, it conducts all borrowing and investing activities. Payroll for the Town, School and RMLD departments are all processed 'in-house' through this division.

Staffing (11.4 FTEs; unchanged)

Wage costs \$634,550 +3.1%

Wages	FY16	FY17	Change
Accounting	\$188,150	\$194,700	+3.5%
Assessors	60,100	62,125	+3.4%
Finance	367,325	377,725	+2.8%
TOTAL	\$615,575	\$634,550	+3.1%

Staffing within the Finance department remains consistent with the prior year. The increases in the individual divisions are related to salary increases. For expenses, FY16 triennial revaluation does not continue through FY17.

Expenses (\$146,750; -36.3%)

Expenses	FY16	FY17	Change
Accounting	\$3,500	\$4,250	+21.4%
Assessors*	170,200	85,500	-49.8%
Finance	56,500	57,000	+0.9%
TOTAL	\$230,200	\$146,750	-36.3%
*exclude reval	142,200	146,750	+3.2%



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0135 TOWN ACCOUNTANT							
03 SALARIES							
11353511 511001 TOWN ACCOUNTANT	100,831.90	111,770.28	105,592.53	78,356.65	109,750.00	113,650.00	3.6%
11353511 511006 ACC RETIRE ADMIN	5,428.08	.00	.00	.00	.00	.00	.0%
11353511 511010 ACC ADMINISTRATIVE ASSISTANT	27,015.46	28,345.37	35,065.37	24,287.42	42,825.00	44,400.00	3.7%
11353511 511012 ACC CLERK	25,783.85	28,820.28	19,966.39	.00	.00	.00	.0%
11353511 511014 ACC SR ADMIN ASSISTANT	.00	.00	14,588.48	23,302.33	32,525.00	33,650.00	3.5%
11353511 511020 ASSISTANT TOWN ACCOUNTANT	.00	1,999.92	2,013.00	1,448.40	2,000.00	2,000.00	.0%
11353511 515000 ACCOUNTING OVERTIME	.00	1,683.04	668.43	170.06	1,050.00	1,000.00	-4.8%
TOTAL SALARIES	159,059.29	172,618.89	177,894.20	127,564.86	188,150.00	194,700.00	3.5%
05 EXPENSES							
11355531 531000 ACCTING PROF DEV/TRAINING	570.00	1,011.61	1,715.50	1,062.33	2,000.00	2,500.00	25.0%
11355531 531090 ACCTING PROF DEV REGISTRATION	35.00	506.00	493.00	35.00	500.00	500.00	.0%
11355531 531091 ACCTING PROF DEV - TRAVEL	243.74	194.60	217.06	565.60	500.00	500.00	.0%
11355542 542000 ACCTING OFFICE SUPP	169.71	177.86	745.43	208.84	500.00	750.00	50.0%
TOTAL EXPENSES	1,018.45	1,890.07	3,170.99	1,871.77	3,500.00	4,250.00	21.4%
TOTAL TOWN ACCOUNTANT	160,077.74	174,508.96	181,065.19	129,436.63	191,650.00	198,950.00	3.8%
0141 BOARD OF ASSESSORS							
03 SALARIES							
11413511 511003 ASSESSOR	8,428.57	.00	.00	.00	.00	.00	.0%
11413511 511008 ASSISTANT ASSESSOR	45,678.09	51,267.19	54,607.32	17,855.14	60,100.00	58,125.00	-3.3%
11413511 511022 ASST ASSESSOR STIPEND	.00	.00	.00	1,076.95	.00	4,000.00	.0%
11413511 515000 ASSESSORS WAGES OVERTIME	.00	117.77	.00	.00	.00	.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL SALARIES	54,106.66	51,384.96	54,607.32	18,932.09	60,100.00	62,125.00	3.4%
05 EXPENSES							
<u>11415530 530000</u>	ASSESSOR PERS PROP INSPECTIONS						
	.00	17,510.75	6,500.00	.00	6,700.00	7,500.00	11.9%
<u>11415530 530100</u>	ASSESSOR ADVERTISING						
	.00	.00	.00	290.75	.00	.00	.0%
<u>11415530 530190</u>	ASSESSORS REVALUATION						
	3,000.00	25,067.50	.00	7,679.00	88,000.00	.00	-100.0%
<u>11415530 530191</u>	ASSESSORS APPRAISALS						
	.00	.00	.00	.00	5,000.00	5,000.00	.0%
<u>11415530 530512</u>	ASSESSORS ADMINISTRATION SVCS						
	51,130.78	52,093.79	55,471.17	.00	62,500.00	65,000.00	4.0%
<u>11415531 531000</u>	ASSESS PROF DEV/TRAINING						
	485.00	1,194.41	803.58	120.00	2,500.00	2,500.00	.0%
<u>11415531 531010</u>	ASSESS DUES AND MEMBERSHIPS						
	410.00	625.00	240.00	200.00	1,000.00	1,000.00	.0%
<u>11415531 531050</u>	ASSESSORS PUBLICATIONS						
	1,337.10	.00	380.00	.00	2,000.00	1,500.00	-25.0%
<u>11415531 531091</u>	ASSESS PROF DEV - TRAVEL						
	362.83	786.63	225.84	64.40	500.00	1,000.00	100.0%
<u>11415542 542000</u>	ASSESSORS OFFICE SUPP						
	240.00	.00	.00	188.95	500.00	500.00	.0%
<u>11415571 571000</u>	ASSESSORS MILEAGE REIMBURSEMEN						
	518.25	552.07	619.04	24.15	1,500.00	1,500.00	.0%
TOTAL EXPENSES	57,483.96	97,830.15	64,239.63	8,567.25	170,200.00	85,500.00	-49.8%
TOTAL BOARD OF ASSESSORS	111,590.62	149,215.11	118,846.95	27,499.34	230,300.00	147,625.00	-35.9%
0145 FINANCE							
03 SALARIES							
<u>11453511 511005</u>	TREAS-COLL/ASST DEPT HEAD						
	78,714.59	81,887.15	86,845.62	64,706.07	88,950.00	92,150.00	3.6%
<u>11453511 511007</u>	FINANCE ASST TREAS/COLL						
	104,360.60	107,764.78	111,670.08	91,284.70	120,000.00	123,500.00	2.9%
<u>11453511 511010</u>	FIN ADMINISTRATIVE ASSISTANT						
	40,825.38	42,196.86	43,738.86	32,453.02	45,500.00	47,075.00	3.5%
<u>11453511 511012</u>	FIN CLERK						
	126,656.96	104,972.27	99,723.84	70,577.58	105,875.00	108,000.00	2.0%
<u>11453511 515000</u>	FINANCE OVERTIME						
	3,201.68	2,316.92	365.02	1,308.52	7,000.00	7,000.00	.0%
<u>11453517 517017</u>	FINANCE LEAVE BUYBACK						
	.00	.00	.00	16,011.15	.00	.00	.0%



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FINANCE

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL SALARIES	353,759.21	339,137.98	342,343.42	276,341.04	367,325.00	377,725.00	2.8%
05 EXPENSES							
<u>11455530 530105</u>	FINANCE PRINTING FORMS ETC 15,633.43	15,272.46	14,819.37	7,811.88	16,000.00	16,500.00	3.1%
<u>11455530 530110</u>	FINANCE TAX TITLE 15,423.80	16,733.56	9,055.26	4,489.88	15,000.00	15,000.00	.0%
<u>11455530 530111</u>	FINANCE BANKING SERVICES 13,529.07	13,918.68	13,211.18	6,323.03	15,000.00	15,000.00	.0%
<u>11455531 531000</u>	FINANCE PROF DEV TRAINING 3,296.23	2,541.13	339.00	180.00	2,800.00	2,800.00	.0%
<u>11455531 531010</u>	FINANCE PROFDEV DUES/MEMBER 1,332.60	690.00	185.00	185.00	1,200.00	1,200.00	.0%
<u>11455531 531091</u>	FINANCE PROF DEV TRAVEL 1,705.46	1,037.30	290.22	618.54	1,500.00	1,500.00	.0%
<u>11455540 540000</u>	FINANCE SUPPLIES/EQUIPMENT 2,486.19	2,164.19	.00	.00	.00	.00	.0%
<u>11455542 542000</u>	FINANCE OFFICE SUPP 4,903.29	3,071.23	2,870.06	2,409.36	5,000.00	5,000.00	.0%
TOTAL EXPENSES	58,310.07	55,428.55	40,770.09	22,017.69	56,500.00	57,000.00	.9%
TOTAL FINANCE	412,069.28	394,566.53	383,113.51	298,358.73	423,825.00	434,725.00	2.6%
TOTAL FINANCE	683,737.64	718,290.60	683,025.65	455,294.70	845,775.00	781,300.00	-7.6%

Public Safety FY17 Budgets

Overview

	FY16	FY17	Change
Police	\$4,597,425	\$4,796,250	+4.3%
RCASA	<i>grant funded</i>	<i>grant funded</i>	
Dispatch	536,925	565,150	+5.3%
Fire/EMS	4,473,104	4,591,950	+2.7%
TOTAL	\$9,607,454	\$9,953,350	+3.6%

The Public Safety budget consists of the Police Department, shared Dispatch, the Reading Coalition Against Substance Abuse (RCASA) and Fire/Emergency Management Department. Each year Town Meeting votes both a total salary and expense line for the combination of all of these functions. The total budget for Public Safety for FY17 is \$9,953,350 which is a 3.6% increase from the FY16 budget.

**Wages (\$9,500,350 +3.5%)
112.4 FTEs (-0.4 or -0.4%%)**

Wages	FY16	FY17	Change
Police	\$4,352,825	\$4,533,550	+4.2%
RCASA	<i>grant funded</i>	<i>grant funded</i>	
Dispatch	512,075	539,650	+5.4%
Fire/EMS	4,310,550	4,427,150	+2.7%
TOTAL	\$9,175,450	\$9,500,350	+3.5%

Expenses (\$453,000 +4.9%)

Expenses	FY16	FY17	Change
Police	\$244,600	\$262,700	+7.4%
RCASA	<i>grant funded</i>	<i>grant funded</i>	
Dispatch	24,850	25,500	+2.6%
Fire/EMS	162,554	164,800	+1.4%
TOTAL	\$432,004	\$453,000	+4.9%

Please see the following budget sections on Police, Fire/EMS and Dispatch for more information.

Police Department FY17 Budget

Overview

The Reading Police Department budget for FY17 is funded at \$4,796,250 or +4.3% when compared to FY16. Over 95% of this budget is spent on personnel.

	2013	2014	2015
Police			
Calls for service	21,410	20,807	20,400
Arrests - adults only	119	134	135
Summonses & Hearings	287	325	224
Protective custody	59	58	45
Written citations	4,447	5,299	4,152
MV crash investigated	559	554	528
Dispatch			
Log entries	33,236	33,950	30,965
Access stickers	3,943	4,087	4,124
Parking Citations			
Parking citations	1,887	1,847	1,947
\$\$\$ generated	\$ 39,530	\$ 38,560	42,910
	\$ 20.95	\$ 20.88	\$ 22.04
Detective Unit			
Investigations	135	151	138

As the prior table shows, there has been a slight reduction in the calls for service in recent years. The department has recently implemented a new software system that will allow close examination of data such as this in order to try to determine cause-and-effect, as well as to study different Community Policing efforts and their results.

Reading remains rated as one of the safest communities in the state by many outside surveys - an observation the department is both proud of and works very hard at.

**Staffing (46.2 FTEs; decrease of 0.9 FTE)
Wages (\$4,533,550; +4.2%)**

In the FY17 budget, the Police Department is budgeted for 42 sworn officers (unchanged from FY16) two civilian office employees, a civilian part-time Parking Enforcement Officer and the Animal Control position is proposed as a shared regional arrangement with North Reading.

Note that the Chief's hours are expanded to 40 per week which accounts for the majority of that line increase. This work schedule is now in line with all other professional positions in the department.

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

An expected increase in the cost of the two annual police cruisers plus training costs that have trended higher in recent years explain the increase in this expense budget.

Dispatch

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

Staffing (11 FTEs; unchanged)

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

Dispatch currently is staffed with ten civilian Tele communicators and one civilian Head Dispatcher who works several shifts per week as a Tele communicator and oversees the administration of the Dispatch center. In addition to Town funding, \$50,000 in 911 grant funds are used to offset existing salaries.

The largest driver of the +5.4% change is an increase to the OT line item. Each year this field becomes more complex due to changes in technology and in the Emergency Medical Dispatch requirements. The Reading Dispatch Center is in compliance with all requirements.

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

There are very few changes proposed in this budget for FY17.

Reading Coalition Against Substance Abuse (RCASA)

The grant funding for the Reading Coalition Against Substance Abuse (RCASA) declines in FY17 and so does the staffing. The Youth Coordinator position is eliminated and the hours of the Outreach Coordinator are reduced, in order for RCASA to be fully grant funded for FY17.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0210 POLICE							
03 SALARIES							
12103511 511003							
12103511 511010							
12103511 511011							
12103511 511012							
12103511 511014							
12103511 511021							
12103511 511231							
12103511 511232							
12103511 511233							
12103511 511234							
12103511 511235							
12103511 511236							
12103511 511238							
12103511 515000							
12103511 515210							
12103511 516210							
12103511 596120							
12103512 512205							
12103517 517017							
TOTAL SALARIES	3,860,178.65	3,880,660.94	4,166,729.51	3,211,799.03	4,352,825.00	4,533,550.00	4.2%
05 EXPENSES							
12105521 521392							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
12105524 524001	POLICE VEHICLE REPAIR 10,546.78	7,076.37	4,077.82	5,727.89	10,500.00	10,000.00	-4.8%
12105524 524201	POLICE WEAPONS MAINTENANCE 16,819.00	15,571.84	532.81	8,316.04	9,500.00	9,500.00	.0%
12105524 524271	POLICE CONT MAINTSVC EQUIPMENT 7,518.90	2,118.90	3,638.00	4,500.00	4,750.00	5,000.00	5.3%
12105530 530000	POLICE PROF/TECH SV 82.75	.00	.00	.00	500.00	500.00	.0%
12105530 530422	POLICE KENNEL BOARDING .00	.00	.00	.00	900.00	.00	-100.0%
12105530 530423	POLICE SPECIAL INVESTIGATION 672.38	90.00	226.00	402.13	1,000.00	1,000.00	.0%
12105530 530424	REGIONAL ANIMAL CONTROL .00	.00	.00	.00	50,000.00	50,000.00	.0%
12105531 531000	POLICE PROF DEV/TRAINING 2,908.00	4,595.44	1,308.79	713.04	6,000.00	6,500.00	8.3%
12105531 531010	POLICE DUES AND MEMBERSHIPS 13,567.74	10,704.00	12,944.00	11,333.00	12,500.00	13,000.00	4.0%
12105531 531090	POLICE PROFDEV- REGISTRATION 515.00	1,145.00	50.00	750.00	4,000.00	4,000.00	.0%
12105531 531091	POLICE REIMBURSEMENTS 4,998.05	8,492.76	3,648.40	10,525.53	3,750.00	5,000.00	33.3%
12105531 531210	POLICE OFFICER TRAINING 22,895.00	16,380.00	16,252.00	3,775.00	6,500.00	17,000.00	161.5%
12105540 540000	POLICE SUPPLIES/EQUIPMENT 3,073.26	1,216.97	1,574.03	832.29	2,500.00	2,000.00	-20.0%
12105540 540215	POLICE BICYCL SUPPL AND EQUIP .00	.00	.00	.00	.00	2,000.00	.0%
12105540 540221	POLICE COMMUNICATIONS EQUIP 8,076.28	1,915.00	4,266.30	4,291.02	10,000.00	7,500.00	-25.0%
12105540 540231	POLICE RADAR UNIT 878.36	585.00	994.06	717.75	6,500.00	5,000.00	-23.1%
12105540 540281	POLICE PARK PROGRAM SUPPLIES 7,003.03	4,245.00	6,677.00	6,274.50	8,000.00	8,000.00	.0%
12105540 540282	POLICE PUBLIC SAFETY SUPPLIES 4,350.17	1,223.32	6,474.02	826.45	7,500.00	7,500.00	.0%
12105540 540525	POLICE MEDICAL SUPPLIES .00	.00	.00	.00	.00	2,000.00	.0%
12105542 542000	POLICE OFFICE SUPP 8,292.45	18,022.96	12,403.90	12,187.70	12,000.00	12,000.00	.0%
12105542 542120	POLICE FURNISHINGS 4,374.00	1,999.00	1,726.00	2,206.00	2,000.00	2,000.00	.0%
12105542 542125	POLICE PHOTOCOPY LEASE 779.00	.00	.00	.00	.00	.00	.0%
12105542 542127	POLICE POSTAGE 1,437.43	1,476.71	1,532.69	1,106.14	1,600.00	1,600.00	.0%
12105554 554000	POLICE UNIFORMS AND CLOTHING 42,194.81	44,729.64	6,187.91	8,716.19	6,000.00	6,000.00	.0%
12105558 558000	CROSSING GUARD SUPPLIES .00	.00	.00	.00	.00	1,000.00	.0%
12105578 578000	POLICE OTHER						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 3
bgnyrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	.00	.00	45.24	.00	.00	.00	.0%
12105578 578250	POLICE FOOD FOR PRISONERS 235.93	305.00	325.77	210.00	600.00	600.00	.0%
12105580 580250	POLICE EQUIP CRUISERS 56,482.99	65,024.37	51,200.00	54,868.50	78,000.00	84,000.00	7.7%
TOTAL EXPENSES	217,302.31	206,917.28	136,084.74	138,279.17	244,600.00	262,700.00	7.4%
TOTAL POLICE	4,077,480.96	4,087,578.22	4,302,814.25	3,350,078.20	4,597,425.00	4,796,250.00	4.3%



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 4
bgnyrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0215	DISPATCHERS						
03	SALARIES						
12153511 511000	PUB SAFETY DISPATCHERS						
	338,983.00	331,672.53	322,168.30	310,229.87	444,000.00	463,000.00	4.3%
12153511 511003	HEAD PUB SAFETY DISPATCHER						
	58,122.25	60,113.56	64,521.20	49,430.36	69,075.00	71,650.00	3.7%
12153511 515000	DISPATCHER OVERTIME						
	61,634.30	66,133.43	91,263.59	36,805.93	49,000.00	55,000.00	12.2%
12153511 515210	DISPATCH OT TRAINING						
	.00	655.68	-688.95	.00	.00	.00	.0%
12153511 596120	DISPATCH E911 GRANT SUPPORT						
	-50,000.00	-50,000.00	-50,000.00	.00	-50,000.00	-50,000.00	.0%
12153512 512000	DISPATCH WAGES TEMP						
	1,670.79	1,396.66	13,324.38	.00	.00	.00	.0%
12153517 517017	DISPATCH LEAVE BUYBACK						
	.00	.00	.00	1,917.12	.00	.00	.0%
	TOTAL SALARIES						
	410,410.34	409,971.86	440,588.52	398,383.28	512,075.00	539,650.00	5.4%
05	EXPENSES						
12155524 524000	DISPATCH MAINT CONTRACT/REPAIR						
	.00	117.00	.00	.00	.00	.00	.0%
12155524 524260	DISPATCH VIDEO SURV MAINT						
	724.63	1,395.00	11,049.00	.00	2,750.00	2,500.00	-9.1%
12155524 524271	DISPATCH EQUIP MAINT & REPAIR						
	4,756.98	.00	.00	4,196.29	3,200.00	3,500.00	9.4%
12155531 531000	DISPATCH PROF DEV/TRAINING						
	557.85	1,399.15	261.00	250.00	1,500.00	2,000.00	33.3%
12155531 531091	DISPATCH PROF DEV TRAVEL						
	878.87	1,368.93	441.45	295.32	1,000.00	1,000.00	.0%
12155536 536000	DISPATCH SOFTWARE LICEN & SUPP						
	1,728.46	1,890.00	3,978.99	3,130.00	2,300.00	2,500.00	8.7%
12155540 540221	DISPATCH COMM EQUIP						
	4,015.18	4,351.03	5,752.92	1,644.24	6,000.00	6,000.00	.0%
12155542 542000	DISPATCH OFFICE SUPP						
	2,320.36	106.44	958.88	17.45	.00	.00	.0%
12155554 554000	DISPATCH UNIFORMS AND CLOTHING						
	2,160.00	2,310.00	630.00	597.99	500.00	1,000.00	100.0%
12155555 555000	DISPATCH TECHNOLOGY SUPP						
	205.00	.00	.00	.00	3,700.00	3,500.00	-5.4%
12155580 580000	DISPATCH EQUIPMENT						
	1,362.00	.00	.00	1,518.00	3,900.00	3,500.00	-10.3%
	TOTAL EXPENSES						
	18,709.33	12,937.55	23,072.24	11,649.29	24,850.00	25,500.00	2.6%
	TOTAL DISPATCHERS						
	429,119.67	422,909.41	463,660.76	410,032.57	536,925.00	565,150.00	+5.3%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 6
bgnyrpts

FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0216 RCASA							
03 SALARIES							
12163511 511229 RCASA YOUTH COORDINATOR	.00	.00	.00	5,294.36	25,697.00	.00	-100.0%
12163511 511521 RCASA COMMUNITY OUTREACH COORD	12,478.05	35,027.37	45,918.72	31,315.74	49,426.00	37,325.00	-24.5%
12163511 511569 RCASA PROGRAM DIRECTOR	42,165.77	70,703.39	74,791.44	55,481.25	76,798.00	80,400.00	4.7%
12163511 596110 FED GRANT SUPPORT	.00	-31,663.09	-120,884.00	-54,207.48	-151,921.00	-117,725.00	-22.5%
TOTAL SALARIES	54,643.82	74,067.67	-173.84	37,883.87	.00	.00	.0%
05 EXPENSES							
12165535 535300 RCASA EVENT & PROGRAM COSTS	400.00	66.47	500.04	.00	.00	.00	.0%
12165558 558545 RCASA SUPPLIES	499.17	500.00	354.28	.00	.00	.00	.0%
12165578 578545 RCASA OTHER EXPENSES	500.00	10.90	34.16	.00	.00	.00	.0%
TOTAL EXPENSES	1,399.17	577.37	888.48	.00	.00	.00	.0%
TOTAL RCASA	56,042.99	74,645.04	714.64	37,883.87	.00	.00	.0%

Fire and Emergency Management FY17 Budget

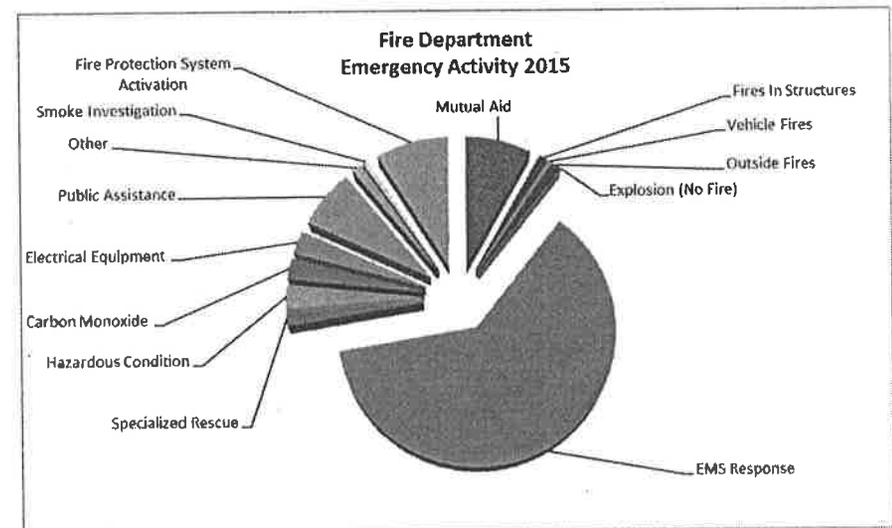
Overview

The Reading Fire Department's budget for FY17 is for \$4,591,950 which represents a 2.7% increase versus FY16. The salary portion is \$4,427,150 and this represents 96.4% of the budget. The expense budget for \$164,800 represents 3.6% of the budget. The FY17 budget will retain staffing and response at the present budgeted levels.

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

Emergency Response:

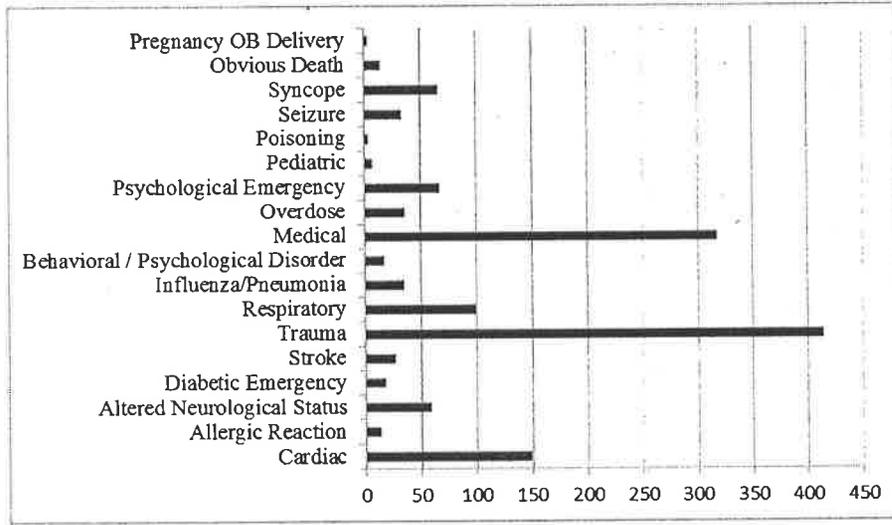
In calendar year 2015 the Fire Department responded to 3,507 emergency calls for assistance. Of these calls 2,166 involved some level of emergency medical response. A review of our Massachusetts Fire Incident Report data revealed fire responses have increased over calendar year 2014. In 2015 we responded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



Total Emergency Responses Calendar Year 2015

Emergency Medical Response:

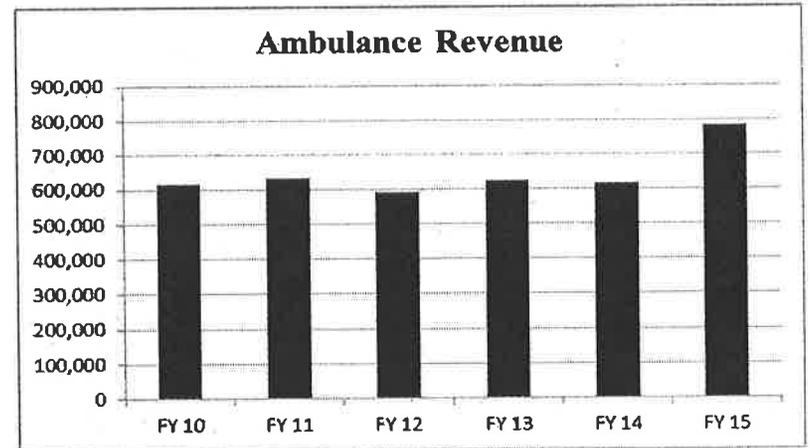
Total emergency medical responses have increased over calendar year 2014. The most troubling statistic is the response to overdoses (chemical, poly-substance, prescription and substance abuse). In calendar year 2015 a total of 17 patients were treated with Narcan. Below is a graph showing the clinical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



Clinical Impression Calendar Year 2015

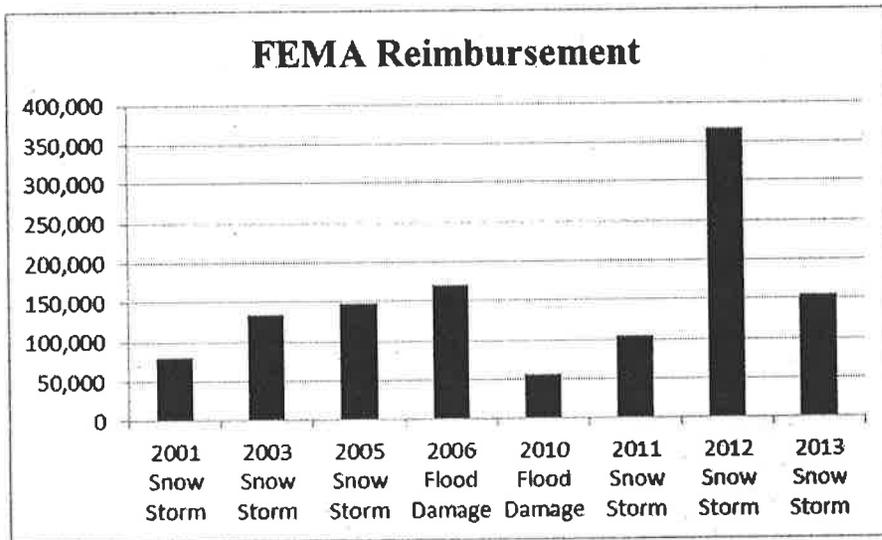
Ambulance Revenue:

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



Emergency Management

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



Staffing (49 FTEs; no change)

Wage costs (\$4,427,150; +2.7%)

The FY17 budget does not propose any staffing changes. The Reading Fire Department's 49 full time employees are primarily organized around four Groups of Officers and Firefighters. The budget requests the funding of a Chief, Assistant Chief, Administrative Assistant, four Captains, five Lieutenants, thirty seven Firefighters and two part time Fire Alarm Technicians.

Note that the Chief's hours are expanded to 40 per week which accounts for the majority of that line increase. This work schedule is now in line with all other fire professional positions in the department. Retirements and staff turnover have caused differences

in various line items. For example the cost of a new Lieutenant depends on the level of education and medical certification.

Several years ago the department transitioned to offer Advanced Life Support (ALS). This service is of tremendous benefit to the community and to those passing through town. It also provides incremental ambulance fee revenues. However there is a cost associated with hiring ALS certified paramedics, which will place upward pressure on the Fire department wage budget for about another ten years until the staffing transition is complete.

Expenses (\$164,800; +1.4%)

An increase in FY17 medical supplies are masked by a one-time FY16 expense for the service of fire apparatus.

Ambulance Revenue

As shown previously, ambulance revenue collected has climbed to an all-time high just below \$800,000. Note that all of these funds flow to the general fund and are available for a variety of uses, including the annual town and school budgets.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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bgnyrpts

FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0220 FIRE							
03 SALARIES							
12203511 511003 FIRE CHIEF	115,452.77	114,832.30	118,775.53	98,031.64	137,375.00	155,650.00	13.3%
12203511 511009 FIRE ADMINISTRATIVE ASSISTANT	45,025.62	46,631.67	48,280.96	20,540.25	.00	.00	.0%
12203511 511014 SENIOR ADMIN ASSISTANT	.00	.00	.00	16,176.00	53,075.00	56,300.00	6.1%
12203511 511121 ASSISTANT FIRE CHIEF	.00	.00	.00	.00	100,800.00	116,500.00	15.6%
12203511 511241 FIRE CAPTAINS	370,810.06	370,474.85	381,962.55	313,712.80	429,250.00	448,700.00	4.5%
12203511 511242 FIRE LIEUTENANTS	376,299.51	374,851.27	327,310.09	403,616.59	438,850.00	477,000.00	8.7%
12203511 511243 FIRE FIREFIGHTERS	2,336,503.19	2,432,597.82	2,543,731.53	1,856,770.27	2,752,700.00	2,764,500.00	.4%
12203511 511246 FIRE ALARM	13,197.98	11,861.78	11,722.31	15,589.96	11,000.00	11,000.00	.0%
12203511 511249 EMS DIRECTOR	.00	.00	.00	3,653.89	7,500.00	7,500.00	.0%
12203511 515000 FIRE OVERTIME	420,020.92	503,381.20	574,041.11	394,062.09	380,000.00	390,000.00	2.6%
12203511 515200 FIRE HOLIDAY PAY	189,240.57	202,005.27	218,981.21	66,528.64	.00	.00	.0%
12203517 517021 FIRE VACATION BUYBACK	5,826.78	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	3,872,377.40	4,056,636.16	4,224,805.29	3,188,682.13	4,310,550.00	4,427,150.00	2.7%
05 EXPENSES							
12205521 521392 FIRE WIRELESS COMMUNICATION	430.72	.00	.00	.00	.00	.00	.0%
12205524 524270 FIRE RADIO MAINT/REPAIRS	7,422.25	1,192.41	1,089.95	2,055.25	4,000.00	4,000.00	.0%
12205524 524271 FIRE EQUIP MAINT/SVC/REPAIR	7,328.65	4,166.91	6,736.46	9,126.60	4,000.00	6,000.00	50.0%
12205524 524273 FIRE APPARATUS MAINT/SVC/REPAI	4,996.03	3,359.84	48.41	6,273.46	6,254.46	1,000.00	-84.0%
12205524 524275 FIRE ALARM MAINT/REPAIR	237.85	1,524.13	89.93	-745.24	3,000.00	3,000.00	.0%
12205524 524276 FIRE HOSE REPLACEMENT	1,572.45	.00	.00	.00	.00	.00	.0%
12205530 530022 AMBULANCE BILLING SERVICES	2,231.05	11,574.93	25,460.09	20,562.02	31,500.00	32,000.00	1.6%
12205531 531000 FIRE PROF DEV/TRAINING	.00	1,068.40	800.00	.00	.00	.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

P 8
bgnyrpts

PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC SAFETY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
<u>12205531_531010</u>							
	FIRE DUES AND MEMBERSHIPS						
	4,049.00	3,780.00	2,500.00	3,525.00	3,100.00	3,100.00	.0%
<u>12205531_531050</u>							
	FIRE PUBLICATIONS						
	53.95	127.90	604.00	53.95	500.00	500.00	.0%
<u>12205531_531090</u>							
	FIRE PROFDEV- REGISTRATION						
	214.00	889.00	909.00	335.00	1,100.00	1,100.00	.0%
<u>12205531_531220</u>							
	FIRE FIREFIGHTER TRAINING						
	7,061.51	5,551.15	6,803.05	5,635.11	6,000.00	6,000.00	.0%
<u>12205540_540000</u>							
	FIRE SUPPLIES/EQUIPMENT						
	1,154.11	407.17	892.25	233.44	4,000.00	2,000.00	-50.0%
<u>12205542_542000</u>							
	FIRE OFFICE SUPP						
	187.88	711.53	550.19	313.42	2,000.00	1,000.00	-50.0%
<u>12205550_550000</u>							
	FIRE ALS MEDICAL SUPPLIES						
	31,970.59	39,977.02	46,412.31	42,797.79	36,000.00	43,000.00	19.4%
<u>12205550_550290</u>							
	FIRE AMBULANCE SERVICE						
	11,599.96	20,029.72	16,616.72	17,266.72	20,100.00	20,100.00	.0%
<u>12205554_554000</u>							
	FIRE UNIFORMS AND CLOTHING						
	30,500.00	31,725.00	30,574.56	31,104.99	37,000.00	38,000.00	2.7%
<u>12205554_554220</u>							
	FIRE PROTECTIVE CLOTHING						
	4,133.47	2,077.43	2,933.81	1,522.37	2,000.00	2,000.00	.0%
<u>12205578_578000</u>							
	FIRE OTHER						
	955.14	168.29	2,832.05	339.72	1,000.00	1,000.00	.0%
<u>12205578_578062</u>							
	FLAGS						
	.00	.00	561.84	84.80	1,000.00	1,000.00	.0%
TOTAL EXPENSES							
	116,098.61	128,330.83	146,414.62	140,484.40	162,554.46	164,800.00	1.4%
TOTAL FIRE							
	3,988,476.01	4,184,966.99	4,371,219.91	3,329,166.53	4,473,104.46	4,591,950.00	2.7%
TOTAL PUBLIC SAFETY							
	8,551,119.63	8,770,099.66	9,138,409.56	7,127,161.17	9,607,454.46	9,953,350.00	3.6%
GRAND TOTAL							
	8,551,119.63	8,770,099.66	9,138,409.56	7,127,161.17	9,607,454.46	9,953,350.00	3.6%

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

Public Works FY17 Budget

The total Department of Public Works FY17 budget increases by 0.6% as shown in the table below:

Total	FY16	FY17	Change
Engineering	\$443,000	\$445,250	+0.5%
Hwy&Equip.	1,534,500	1,552,650	+1.2%
Administration	348,312	355,875	+2.2%
Storm Water	168,000	173,775	+3.4%
Cemetery	209,900	225,400	+7.4%
Pks & Forestry	577,950	596,705	+3.2%
Divisions	3,281,662	3,349,655	+2.1%
Snow/Lts/Trash	2,288,000	2,255,000	-1.4%
Department	5,569,662	5,604,655	+0.6%

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, 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.

Engineering: The Engineering Division provides engineering services to all departments within the Town of Reading. The division is responsible for: the preparation of plans, specifications, estimates, survey layout, inspection and supervision of town construction projects; review of subdivision plans and site plans for accuracy and conformance with subdivision rules and regulations; review of conservation submittals, preparation of subdivision and conservation bond estimates, inspection of subdivision construction, the administration of the pavement management program and Chapter 90 roadway improvement program; upkeep of all traffic markings and traffic signals, issuance and compliance of utility, street opening and Jackie's law permits, utility location and digsafe mark-out, and the maintenance of all plan and record data.

Highway/Stormwater: The Highway/Stormwater Division is responsible for the construction, maintenance and repair of all public roadways, catch basins, drainage systems, sidewalks, traffic and street signs, along with snowplowing, sanding/salting, and snow removal.

In addition, they provide daily and preventative maintenance services for over 120 pieces of vehicles and equipment town-

wide, including Police, Fire, School, and Department of Public Works.

Administration: The Administration Division supports the Department of Public Works with procurement administration, budget preparation, departmental personnel and payroll services, accounts payable processing, cemetery administration services and responses to public inquiries and concerns over all Public Works areas of responsibility.

Cemetery: The Cemetery Division is responsible for the preservation, care, and embellishment of the four municipal cemeteries in the Town of Reading: **Laurel Hill, Forest Glen, Charles Lawn, and Wood End.** The Cemetery Division is under the Department of Public Works for administration and the Board of Cemetery Trustees for policy.

Parks/Forestry: The Parks/Forestry Division maintains the street trees and grounds for all town-owned properties such as parks, schools, ballfields, playgrounds, tennis courts, municipal and school buildings. This division also maintains the compost center and sets up the holiday lighting on the common.

Update on online customer service system ('See-Click'Fix')
Two years ago through a state Challenge Innovation Grant awarded to the City of Boston, Reading was able to beta test a new online service request system for no cost for nearly two years. Last fall we decided to keep the system, and the \$5,000 cost is in the technology budget. As with any new technology there has been a learning curve for staff, for example a completed request needs to be manually closed out and cannot

be back-dated if that step is set aside for a few weeks. As these issues get ironed out, the tool will provide good feedback to the department in terms of the nature of requests as the response time. From the chart below, one general observation is that the more capital intense the request is, the longer it will take to close out and complete the work. For example a resident may be told within a few days that a non-emergency repair will be completed in 90 days as part of drainage repair work. Below is a summary of the program results thus far:

See-Click-Fix Service Requests
July 2014 through February 8, 2016

	Opened	Closed	%	Days
Pothole	96	96	100	19.2
Sidewalk	64	58	91	33.5
Trees/branches	37	37	100	1.0
Streetlight	34	33	97	3.5
Street	34	31	97	12.5
Snow/Ice	33	33	100	20.9
Sign	24	24	100	18.5
Drainage/Storm water	16	12	75	15.3
Rubbish/Recycling/Compost	15	15	100	5.8
Manhole/Catch basin	13	10	77	72.4
Traffic Signal	13	10	77	7.3
Water	10	10	100	1.1
Other	79	75	95	12.6

Staffing (36.4 FTEs; -0.3 FTEs -0.8%)
Wage costs – Divisions (\$ 2,478,605; +2.9%)

The Town Accountant, in accordance with evolving best practices, changed the Storm Water Enterprise Fund in FY17 to employ overhead costs instead of the direct cost of one engineer. While 1.0 FTE of engineering time has been spent on Storm Water related activities, it is not always the same engineer, which necessitated the change. The new overhead calculation method is explained fully in the Enterprise Fund section of the budget.

The department eliminated a full-time engineering position that was previously funded in the Storm Water Enterprise Fund and therefore not shown below in the general fund. It also eliminated a part-time engineering intern position. No other staffing changes were made. The DPW Director and Town Engineer positions were changed from 37.5 hours per week to 40 hours per week, in line with all other non-clerical positions in DPW.

Wages	FY16	FY17	Change
Engineering	\$401,250	\$400,750	-0.1%
Hwy&Equip.	824,650	846,800	+2.7%
Administration	322,450	335,375	+4.0%
Storm Water	161,000	166,775	+3.6%
Cemetery	167,950	180,700	+7.6%
Pks & Forestry	530,450	548,205	+3.3%
Divisions	\$2,407,750	\$2,478,605	+2.9%
Snow/Lts/Trash	115,000	115,000	0%
Department	\$2,522,750	\$2,593,605	+2.8%

Note that since 2010 there have been 12 retirements, 22 promotions and 16 new hires in the department.

Expenses – Divisions (\$ 871,050; -0.3%)

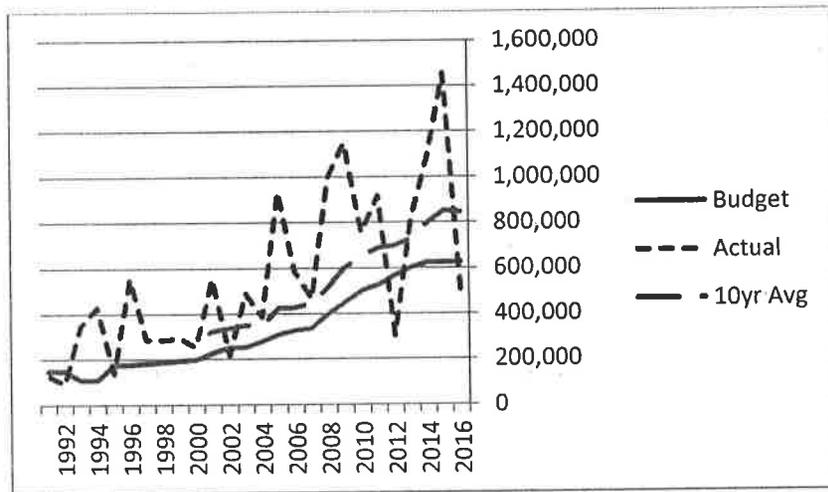
Expenses are very little changed in this budget. Both in-house (\$115,000) and outsourced (\$200,000) repairs do show an increase of \$15,000 combined. About ten years ago a more aggressive approach to funding capital resulted in significant savings and the slowing of the annual growth of these costs. The \$255,000 fuel budget shows a slight increase but that is due to assuming the responsibility for that line item from the Facilities department. Recent declines in gas prices, if continued through the next 18 months, would result in some budget savings.

Expenses	FY16	FY17	Change
Engineering	\$41,750	\$44,500	+6.6%
Hwy&Equip.	709,850	705,850	-0.6%
Administration	25,862	20,500	-20.7%
Storm Water	7,000	7,000	0%
Cemetery	41,950	44,700	+6.6%
Pks & Forestry	47,500	48,500	+2.1%
Divisions	\$873,912	\$871,050	-0.3%
Snow/Lts/Trash	2,173,000	2,140,000	-1.5%
Department	\$3,046,912	\$3,011,050	-1.2%

Expenses – Other (\$2,140,000; -1.5%)

Snow and Ice are level funded at \$625,000 for the third consecutive year. The winter of FY15 saw a record \$1.46 million spent in this area, but FY16 seems to be ending up with a surplus. The following chart shows the annual budget, actual expenses and a ten year average of expenses.

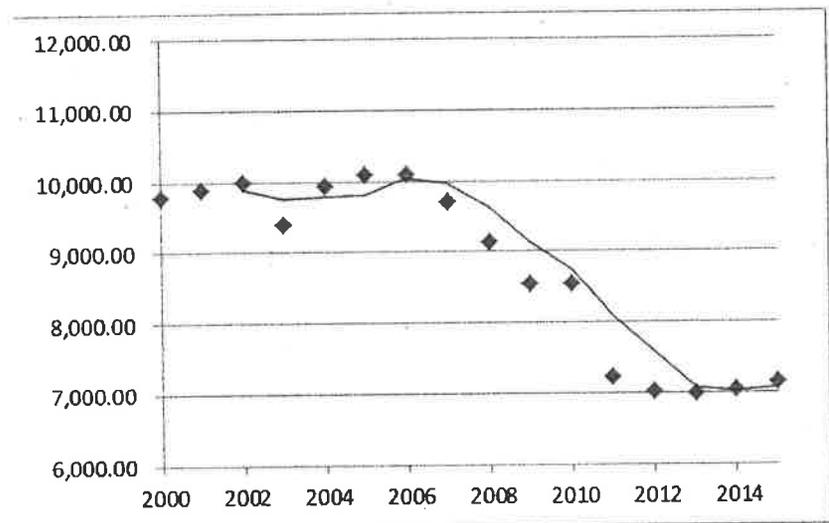
Snow & Ice Expenditures



At this writing the rubbish contract is out for public bid. We have estimated an expense of \$1.45 million, down slightly from the FY16 budget. As the next chart shows, solid waste disposal tonnage has declined sharply during the past decade, driven in the recent five years to the town’s pioneering mandatory weekly recycling program. Between the years 2000 and 2010 the town’s recycling rate ranged between 16% and 21% with a

slight upward trend, but since then this figure has climbed sharply to 30.8% for the first six months of FY16. For northshore communities with over 7,500 households, only Newburyport (33%) and Gloucester (31% with a pay-as-you-throw trash fee) have higher recycling rates than Reading (30%) does.

Annual Disposal tonnage with 3-year moving average



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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 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 2	PCT CHANGE
0411 ENGINEERING							
03 SALARIES							
<u>14113511 511451</u>	TOWN ENGINEER 91,952.00	96,382.80	97,907.37	74,064.87	101,250.00	108,450.00	7.1%
<u>14113511 511452</u>	ENG SENIOR CIVIL ENGINEER 67,080.03	69,262.60	71,707.90	54,439.01	74,250.00	76,100.00	2.5%
<u>14113511 511453</u>	ENG CIVIL ENGINEER 129,440.91	133,642.24	137,074.95	102,872.38	140,300.00	142,350.00	1.5%
<u>14113511 511455</u>	ENG FIELD TECH II 43,382.16	58,693.10	60,020.46	44,882.88	60,950.00	61,350.00	.7%
<u>14113511 511457</u>	ENG FIELD TECH I 52,199.60	.00	.00	.00	.00	.00	.0%
<u>14113511 511458</u>	ENG SURVEYOR AID II .00	.00	13,180.75	14,584.40	16,000.00	.00	-100.0%
<u>14113511 511459</u>	ENG AIDE -1,125.60	2,850.00	703.01	.00	.00	.00	.0%
<u>14113511 515000</u>	ENGINEERING OVERTIME 6,003.80	4,264.98	3,947.06	4,056.02	8,000.00	12,000.00	50.0%
<u>14113511 516050</u>	ENGINEERING OUT OF GRADE WORK 1,760.00	170.00	359.00	308.00	500.00	500.00	.0%
<u>14113517 517017</u>	ENGINEERING SICK LEAVE BUYBACK 19,810.56	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	410,503.46	365,265.72	384,900.50	295,207.56	401,250.00	400,750.00	-.1%
05 EXPENSES							
<u>14115524 524250</u>	TRAFFIC CONTROL REPAIRS 10,101.20	19,460.20	33,767.49	8,876.02	20,000.00	22,000.00	10.0%
<u>14115530 530015</u>	ENGINEERING PROF REVIEW SVCS 660.00	373.00	1,009.88	150.00	1,250.00	2,000.00	60.0%
<u>14115530 530420</u>	ENGINEERING POLICE DETAILS 2,870.56	4,736.94	7,697.82	7,000.00	11,000.00	11,000.00	.0%
<u>14115540 540000</u>	ENGINEERING SUPPLIES/EQUIPMENT 3,379.26	3,265.25	1,923.90	858.36	3,500.00	3,500.00	.0%
<u>14115555 555000</u>	ENGINEERING COMPUTER SUPPLIES 4,075.25	3,891.53	4,863.54	4,282.28	5,000.00	5,000.00	.0%
<u>14115578 578009</u>	ENGINEERING RECORDING FEES 1,200.00	450.00	375.00	.00	1,000.00	1,000.00	.0%
TOTAL EXPENSES	22,286.27	32,176.92	49,637.63	21,166.66	41,750.00	44,500.00	6.6%
TOTAL ENGINEERING	432,789.73	397,442.64	434,538.13	316,374.22	443,000.00	445,250.00	.5%
0420 HIGHWAY & EQUIPMENT MAINT.							

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03 SALARIES							
<u>14203511 511401</u>							
	HIGHWAY SUPERVISOR						
	64,873.56	64,425.07	71,053.30	52,796.58	62,100.00	64,900.00	4.5%
<u>14203511 511403</u>							
	HIGHWAY FOREMAN						
	64,792.03	66,335.77	67,960.89	53,638.56	72,850.00	74,750.00	2.6%
<u>14203511 511405</u>							
	HIGHWAY WORKING FOREMAN						
	92,764.16	95,686.28	93,963.44	80,677.84	108,600.00	112,600.00	3.7%
<u>14203511 511409</u>							
	HIGHWAY EQUIPMENT OPERATOR						
	160,888.03	162,473.87	144,385.90	125,619.84	170,550.00	172,650.00	1.2%
<u>14203511 511413</u>							
	HIGHWAY SKILLED LABORER						
	.00	3,667.82	74,390.45	59,085.70	42,000.00	84,900.00	102.1%
<u>14203511 511417</u>							
	HIGHWAY LABORER						
	72,842.92	93,747.23	53,832.21	44,030.04	60,550.00	24,200.00	-60.0%
<u>14203511 511421</u>							
	HIGHWAY MASTER MECHANIC						
	58,800.93	61,303.37	63,459.93	48,574.24	65,950.00	67,675.00	2.6%
<u>14203511 511423</u>							
	HIGHWAY MECHANIC CLASS I						
	55,061.94	102,432.82	108,680.65	74,576.94	107,450.00	106,725.00	-.7%
<u>14203511 511425</u>							
	HIGHWAY MECHANIC CLASS II						
	24,539.98	.00	.00	.00	.00	.00	.0%
<u>14203511 511426</u>							
	HIGHWAY MECHANIC CLASS III						
	.00	.00	16,943.58	23,342.08	34,200.00	34,400.00	.6%
<u>14203511 515000</u>							
	HIGHWAY OVERTIME						
	52,720.59	53,457.78	57,931.11	34,642.75	57,000.00	60,000.00	5.3%
<u>14203511 516050</u>							
	HIGHWAY OUT OF GRADE WORK						
	9,102.49	6,479.58	6,281.29	4,531.05	8,000.00	8,000.00	.0%
<u>14203511 516060</u>							
	HGWY ON-CALL PREMIUM						
	11,269.00	12,789.00	13,864.88	10,260.00	14,000.00	14,000.00	.0%
<u>14203511 516080</u>							
	HIGHWAY LONGEVITY						
	5,060.00	40,162.00	33,102.00	.00	.00	.00	.0%
<u>14203512 512000</u>							
	HIGHWAY WAGES TEMP						
	11,308.24	3,964.08	19,356.52	6,844.00	21,400.00	22,000.00	2.8%
<u>14203517 517017</u>							
	HIGHWAY SICK LEAVE BUYBACK						
	.00	.00	.00	11,497.60	.00	.00	.0%
TOTAL SALARIES	684,023.87	766,924.67	825,206.15	630,117.22	824,650.00	846,800.00	2.7%
05 EXPENSES							
<u>14205521 521309</u>							
	HIGHWAY WATER /SEWER/SWM						
	2,091.84	2,091.84	2,195.52	1,685.08	2,100.00	2,100.00	.0%
<u>14205524 524305</u>							
	HIGHWAY OURSOURCED REPAIRS						
	107,424.62	92,696.76	118,001.32	110,120.57	105,000.00	115,000.00	9.5%
<u>14205530 530000</u>							
	HIGHWAY PROF/TECH SV						
	6,463.60	7,699.70	6,555.53	4,094.56	10,000.00	10,000.00	.0%
<u>14205530 530420</u>							
	HIGHWAY POLICE DETAILS						
	24,285.27	20,716.94	19,781.95	4,794.17	11,000.00	14,000.00	27.3%
<u>14205530 530421</u>							
	HIGHWAY LINE PAINTING						
	20,363.05	31,494.01	32,942.47	60,775.39	63,000.00	40,000.00	-36.5%
<u>14205530 530437</u>							
	HIGHWAY GRAVEL CRUSHING						

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	.00	.00	5,299.16	.00	15,000.00	10,000.00	-33.3%
14205540 540000	HIGHWAY SUPPLIES 7,690.22	8,182.30	13,367.89	9,565.04	8,000.00	8,000.00	.0%
14205540 540408	HIGHWAY EQUIP PARTS & MAINT 192,233.03	190,947.26	189,458.04	149,674.97	195,000.00	200,000.00	2.6%
14205540 540409	HIGHWAY STREET SIGNS 15,420.49	10,185.81	11,808.57	9,743.78	10,000.00	11,000.00	10.0%
14205540 540410	HIGHWAY SIDEWALKS 10,490.24	10,418.21	7,197.11	5,660.76	10,000.00	10,000.00	.0%
14205540 540460	HIGHWAY HIGHWAY PATCH 28,317.03	32,759.29	27,343.01	16,270.59	30,000.00	30,000.00	.0%
14205548 548999	HIGHWAY GASOLINE 209,097.32	229,241.29	128,449.56	60,758.24	250,000.00	255,000.00	2.0%
14205554 554000	HIGHWAY UNIFORMS AND CLOTHING 7,453.40	7,587.69	-683.29	.00	.00	.00	.0%
14205578 578100	HIGHWAY LICENSES 800.00	630.00	575.00	1,324.87	750.00	750.00	.0%
TOTAL EXPENSES	632,130.11	644,651.10	562,291.84	434,468.02	709,850.00	705,850.00	-.6%
TOTAL HIGHWAY & EQUIPMENT MA	1,316,153.98	1,411,575.77	1,387,497.99	1,064,585.24	1,534,500.00	1,552,650.00	1.2%
0421	DPW-ADMINISTRATION						
03	SALARIES						
14213511 511001	DPW DIRECTOR 110,467.55	114,346.90	117,248.22	87,938.25	120,700.00	132,700.00	9.9%
14213511 511010	DPW ADMINISTRATIVE ASSISTANT 45,025.56	46,624.20	48,304.15	20,602.50	.00	.00	.0%
14213511 511011	DPW ADMINISTRATIVE SECRETARY .00	.00	19,846.80	31,310.62	43,875.00	45,400.00	3.5%
14213511 511012	DPW CLERK 37,096.75	38,513.94	21,194.76	.00	.00	.00	.0%
14213511 511014	DPW SENIOR ADMIN ASSISTANT .00	.00	.00	16,095.12	53,075.00	54,950.00	3.5%
14213511 511021	ASSISTANT DPW DIRECTOR .00	9,272.00	99,492.80	56,415.30	103,800.00	101,325.00	-2.4%
14213511 515000	DPW ADMIN OVERTIME 839.82	1,634.16	1,563.12	772.54	1,000.00	1,000.00	.0%
14213517 517017	DPW ADMIN LEAVE BUYBACK .00	28,467.50	.00	.00	.00	.00	.0%
TOTAL SALARIES	193,429.68	238,858.70	307,649.85	213,134.33	322,450.00	335,375.00	4.0%
05	EXPENSES						
14215530 530100	DPW ADMIN ADVERTISING 958.02	1,015.07	2,257.63	1,886.59	1,861.90	1,500.00	-19.4%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14215531 531000	DPW ADMIN PROF DEV/TRAINING 4,996.00	4,187.25	10,871.13	29,676.89	20,000.00	15,000.00	-25.0%
14215531 531091	DPW ADMIN PROF DEV - TRAVEL .00	547.15	130.00	.00	500.00	500.00	.0%
14215540 540000	DPW ADMIN SUPPLIES/EQUIPMENT 1,162.99	474.69	294.43	913.23	1,500.00	1,500.00	.0%
14215540 540010	TOWN FOREST SUPPLIES .00	993.20	790.19	.00	1,000.00	1,000.00	.0%
14215540 540020	TRAILS COMM SUPPLIES .00	990.87	996.38	1,110.96	1,000.00	1,000.00	.0%
14215540 540030	EDC FLOWER MAINTENANCE .00	10,680.00	9,960.00	.00	.00	.00	.0%
TOTAL EXPENSES	7,117.01	18,888.23	25,299.76	33,587.67	25,861.90	20,500.00	-20.7%
TOTAL DPW-ADMINISTRATION	200,546.69	257,746.93	332,949.61	246,722.00	348,311.90	355,875.00	2.2%

0428 STORM WATER MANAGEMENT

03 SALARIES

14283511 511401	STM WTR SUPERVISOR 16,094.99	15,823.04	17,759.08	9,969.54	15,500.00	16,225.00	4.7%
14283511 511405	STM WTR WORKING FOREMAN 11,755.22	10,003.26	12,318.06	9,472.72	12,900.00	13,200.00	2.3%
14283511 511409	STM WTR EQUIPMENT OPERATOR 37,298.88	53,473.68	50,725.73	43,232.00	58,700.00	59,050.00	.6%
14283511 511413	STM WTR SKILLED LABORER 56,747.04	42,349.91	8,626.09	14,094.28	44,500.00	45,700.00	2.7%
14283511 511417	STM WTR LABORER 15,545.88	16,378.28	14,368.18	3,405.17	13,700.00	16,100.00	17.5%
14283511 511423	STM WTR MECHANIC CLASS I .00	.00	.00	.00	5,700.00	5,500.00	-3.5%
14283511 511425	STM WTR MECHANIC CLASS II 3,274.87	5,615.44	279.95	1,208.64	.00	.00	.0%
14283511 515000	STM WTR WAGES OVERTIME 8,936.25	6,869.74	5,277.38	2,465.56	8,000.00	9,000.00	12.5%
14283511 516050	STM WTR OUT OF GRADE WORK 2,406.73	2,049.08	544.07	289.79	2,000.00	2,000.00	.0%
14283511 516080	LONGEVITY 2,065.00	8,406.00	5,741.00	.00	.00	.00	.0%
14283512 512000	STM WTR WAGES TEMP 712.00	2,634.40	.00	.00	.00	.00	.0%
14283517 517017	STM WTR SICK LEAVE BUYBACK .00	.00	.00	2,874.40	.00	.00	.0%
TOTAL SALARIES	154,836.86	163,602.83	115,639.54	87,012.10	161,000.00	166,775.00	3.6%

05 EXPENSES

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14285540_540000	STM WTR SUPPLIES/EQUIPMENT 6,581.66	6,311.16	4,170.28	.00	7,000.00	7,000.00	.0%
TOTAL EXPENSES	6,581.66	6,311.16	4,170.28	.00	7,000.00	7,000.00	.0%
TOTAL STORM WATER MANAGEMENT	161,418.52	169,913.99	119,809.82	87,012.10	168,000.00	173,775.00	3.4%
0491	CEMETERY						
03	SALARIES						
14913511_511401	CEMETERY SUPERVISOR 41,048.77	42,444.25	43,957.16	31,348.36	44,600.00	47,200.00	5.8%
14913511_511403	CEMETERY FOREMAN 61,658.25	63,557.06	61,995.30	50,535.13	67,300.00	70,400.00	4.6%
14913511_511409	CEMETERY EQUIPMENT OPERATOR 18,395.65	50,383.46	42,272.69	40,746.19	54,250.00	56,750.00	4.6%
14913511_511413	CEMETERY SKILLED LABORER .00	.00	.00	9,413.76	.00	41,825.00	.0%
14913511_511417	CEMETERY LABORER 64,135.04	56,390.26	70,950.51	45,386.96	76,300.00	34,725.00	-54.5%
14913511_515000	CEMETERY OVERTIME 9,342.91	12,169.65	12,538.59	4,130.52	8,000.00	12,000.00	50.0%
14913511_516050	CEMETERY OUT OF GRADE WORK 7,242.01	3,438.58	4,476.43	2,431.52	2,500.00	2,800.00	12.0%
14913511_516080	CEMETERY LONGEVITY 1,950.00	16,920.00	14,970.00	.00	.00	.00	.0%
14913511_596180	CEMETERY TRUST FUND SUPPORT -120,000.00	-120,000.00	-120,000.00	-70,000.00	-120,000.00	-120,000.00	.0%
14913512_512000	CEMETERY WAGES TEMP 35,367.29	35,434.90	23,575.80	16,619.18	35,000.00	35,000.00	.0%
14913512_515000	CEMETERY TEMP HELP OVERTIME 17.33	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	119,157.25	160,738.16	154,736.48	130,611.62	167,950.00	180,700.00	7.6%
05	EXPENSES						
14915521_521301	CEMETERY ELECTRICITY 908.41	623.15	685.85	605.41	1,000.00	1,000.00	.0%
14915521_521308	CEMETERY FUEL OIL 1,663.96	2,440.54	1,646.71	1,754.51	1,800.00	1,750.00	-2.8%
14915521_521309	CEMETERY WATER /SEWER/SWM 2,301.90	2,822.66	2,808.71	2,243.80	2,900.00	2,900.00	.0%
14915521_521392	CEMETERY WIRELESS COMMUNICATI 101.15	.00	.00	.00	.00	.00	.0%
14915530_530000	CEMETERY PROF/TECH SV .00	.00	1,800.00	3,265.50	.00	.00	.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
14915540 540000							
	4,173.56	7,223.96	4,429.68	1,888.76	6,000.00	6,000.00	.0%
14915540 540019							
	392.04	4,326.54	901.58	9.48	500.00	.00	-100.0%
14915540 540440							
	5,940.00	6,370.00	9,735.00	6,600.00	6,000.00	9,000.00	50.0%
14915540 540441							
	516.01	545.37	.00	.00	1,000.00	1,000.00	.0%
14915540 540442							
	2,465.00	400.00	9,400.00	.00	2,000.00	2,000.00	.0%
14915542 542000							
	100.76	.00	288.99	89.15	250.00	250.00	.0%
14915546 546401							
	.00	.00	.00	.00	4,700.00	4,700.00	.0%
14915546 546405							
	1,853.10	1,598.13	1,803.00	685.00	2,000.00	2,000.00	.0%
14915546 546415							
	893.03	2,907.00	1,224.00	.00	700.00	1,000.00	42.9%
14915546 546420							
	147.50	334.50	1,263.50	421.50	1,200.00	1,200.00	.0%
14915546 546440							
	.00	339.36	1,090.00	.00	900.00	900.00	.0%
14915546 596180							
	.00	.00	.00	.00	-4,700.00	-4,700.00	.0%
14915548 548000							
	3,731.64	2,402.69	2,209.57	982.53	3,500.00	3,500.00	.0%
14915548 548999							
	11,712.63	12,803.67	10,934.20	5,736.67	12,000.00	12,000.00	.0%
14915554 554000							
	1,159.98	2,245.33	.00	.00	.00	.00	.0%
14915578 578100							
	135.00	420.00	75.00	295.00	200.00	200.00	.0%
TOTAL EXPENSES	38,195.67	47,802.90	52,295.79	24,577.31	41,950.00	44,700.00	6.6%
TOTAL CEMETERY	157,352.92	208,541.06	207,032.27	155,188.93	209,900.00	225,400.00	7.4%

0650 PARKS AND FORESTRY

03 SALARIES

16503511 511401							
	41,285.66	42,444.30	43,957.17	36,553.40	44,600.00	47,200.00	5.8%
16503511 511403							
	58,390.90	58,983.85	60,995.73	46,690.56	63,400.00	65,075.00	2.6%
16503511 511405							
	102,892.69	112,303.47	104,310.34	89,288.17	121,450.00	125,780.00	3.6%
16503511 511409							
	46,826.63	48,505.70	50,158.15	38,383.84	52,100.00	53,500.00	2.7%
16503511 511413							



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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
PUBLIC WORKS

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
16503511 511417	47,423.42	55,922.40	57,092.80	31,543.92	42,850.00	43,950.00	2.6%
	PARKS LABORER						
	45,800.89	44,988.38	63,453.29	51,535.75	70,450.00	73,750.00	4.7%
16503511 511431	45,181.56	46,541.53	33,709.20	38,359.37	51,100.00	52,450.00	2.6%
	PARKS TREE CLIMBER I						
16503511 515000	26,488.09	23,648.55	23,935.17	19,433.05	25,000.00	25,000.00	.0%
	PARKS OVERTIME						
16503511 516050	5,381.96	4,591.64	3,620.58	4,823.02	4,500.00	4,500.00	.0%
	PARKS OUT OF GRADE WORK						
16503511 516060	4,608.00	4,586.16	4,653.42	4,744.28	5,000.00	5,000.00	.0%
	PARKS ON-CALL PREMIUM						
16503511 516080	3,125.00	12,309.00	11,334.00	.00	.00	.00	.0%
	PARKS LONGEVITY						
16503512 512000	35,655.16	40,813.85	32,750.60	25,875.46	50,000.00	52,000.00	4.0%
	PARKS WAGES TEMP						
16503517 517017	18,314.40	.00	.00	.00	.00	.00	.0%
	PARKS SICK LEAVE BUYBACK						
TOTAL SALARIES	481,374.36	495,638.83	489,970.45	387,230.82	530,450.00	548,205.00	3.3%
05 EXPENSES							
16505521 521301	745.71	734.07	811.00	668.59	1,000.00	1,000.00	.0%
	PARKS ELECTRICITY						
16505521 521309	856.27	614.32	614.32	559.77	750.00	750.00	.0%
	PARKS WATER /SEWER/SWM						
16505530 530000	11,556.18	3,670.00	3,600.40	.00	9,000.00	9,000.00	.0%
	PARKS PROF/TECH SV						
16505530 530420	3,950.82	5,496.07	4,619.11	3,930.43	8,000.00	8,000.00	.0%
	PARKS POLICE DETAILS						
16505530 530431	15,598.75	9,698.75	17,090.00	11,775.00	16,000.00	16,000.00	.0%
	PARKS STUMP/BRUSH DISPOSAL						
16505530 530433	2,400.00	3,200.00	.00	.00	3,500.00	3,500.00	.0%
	PARKS TURF TREATMENT						
16505530 596130	-18,500.00	-19,000.00	-20,000.00	.00	-20,000.00	-20,000.00	.0%
	PARKS REVOLVING FUND SUPPORT						
16505540 540000	9,744.74	4,499.94	11,008.33	3,797.68	7,000.00	7,000.00	.0%
	PARKS SUPPLIES/EQUIPMENT						
16505546 546416	3,749.49	4,221.25	5,903.01	3,682.01	5,000.00	5,000.00	.0%
	PARKS SHADE TREES						
16505546 546420	2,418.00	3,099.34	3,079.46	258.00	4,000.00	4,000.00	.0%
	PARKS CHEM/SEED						
16505546 546430	3,865.35	3,636.85	1,518.25	14.00	4,000.00	4,000.00	.0%
	PARKS TOOLS RAKES SHOVS						
16505546 546450	234.05	995.73	450.92	1,459.28	2,250.00	2,250.00	.0%
	PARKS GRAVEL CLAY						
16505546 546460	3,601.96	2,521.74	-1,585.00	3,304.50	4,000.00	5,000.00	25.0%
	PARKS ATHLETIC FIELDS						
16505546 546470	.00	.00	.00	.00	2,000.00	2,000.00	.0%
	PARKS PLYGRND SFTY MLC						

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 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 2	PCT CHANGE
16505554 554000	PARKS UNIFORMS AND BOOTS 4,475.43	3,505.27	75.00	.00	.00	.00	.0%
16505578 578100	PARKS LICENSES 1,369.49	690.00	1,135.00	1,145.00	1,000.00	1,000.00	.0%
TOTAL EXPENSES	46,066.24	27,583.33	28,319.80	30,594.26	47,500.00	48,500.00	2.1%
TOTAL PARKS AND FORESTRY	527,440.60	523,222.16	518,290.25	417,825.08	577,950.00	596,705.00	3.2%
TOTAL PUBLIC WORKS	2,795,702.44	2,968,442.55	3,000,118.07	2,287,707.57	3,281,661.90	3,349,655.00	2.1%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:

DPW-TRASH SNOW STREET LIGHTING
PRIOR FY3
ACTUALS

PRIOR FY2
ACTUALS

LAST FY1
ACTUALS

CY
ACTUALS

CY REV
BUDGET

PROJECTION
LEVEL 2

PCT
CHANGE

0423	SNOW / ICE CONTROL							
03	SALARIES							
14233511	511000	SNOW/ICE WAGES 16,748.43	28,208.80	33,818.11	5,157.68	15,000.00	15,000.00	.0%
14233511	515000	SNOW/ICE OVERTIME 184,632.73	215,856.45	351,594.79	125,677.33	100,000.00	100,000.00	.0%
	TOTAL SALARIES	201,381.16	244,065.25	385,412.90	130,835.01	115,000.00	115,000.00	.0%
05	EXPENSES							
14235530	530415	SNOW / ICE PLOWING & HAULING 261,851.56	396,108.00	509,213.51	143,491.50	225,000.00	225,000.00	.0%
14235530	530420	SNOW / ICE POLICE DETAILS 8,167.49	10,714.13	17,693.62	2,167.86	15,000.00	15,000.00	.0%
14235530	530465	STREET SWEEPING 7,190.95	5,269.38	14,280.00	.00	15,000.00	15,000.00	.0%
14235540	540000	SNOW / ICE SUPPLIES/EQUIPMENT 62,246.17	55,279.86	66,604.67	45,574.46	50,000.00	50,000.00	.0%
14235540	540425	SNOW / ICE SAND 1,048.73	15,684.36	4,114.16	884.52	15,000.00	15,000.00	.0%
14235540	540430	SNOW / ICE SALT 212,422.56	302,771.02	325,009.01	136,007.57	150,000.00	150,000.00	.0%
14235540	540435	SNOW / ICE CACL .00	.00	5,720.00	6,240.00	5,000.00	5,000.00	.0%
14235548	548999	SNOW / ICE GASOLINE 47,559.87	47,271.89	75,541.65	35,322.78	30,000.00	30,000.00	.0%
14235578	578020	SNOW & ICE MEAL TICKETS 7,729.70	10,248.00	14,596.89	4,558.00	5,000.00	5,000.00	.0%
	TOTAL EXPENSES	608,217.03	843,346.64	1,032,773.51	374,246.69	510,000.00	510,000.00	.0%
	TOTAL SNOW / ICE CONTROL	809,598.19	1,087,411.89	1,418,186.41	505,081.70	625,000.00	625,000.00	.0%
0424	STREET LIGHTING							
05	EXPENSES							
14245521	521300	TRAFFIC LIGHT ELECTRICITY 8,333.88	7,761.65	8,224.99	6,575.58	17,500.00	12,000.00	-31.4%
14245521	521301	STREETLIGHT ELECTRICITY 120,432.77	123,949.21	127,041.14	89,806.59	145,000.00	150,000.00	3.4%
14245524	524271	STREET LIGHT MAINT & REPAIR 8,401.07	.00	504.22	503.93	12,500.00	18,000.00	44.0%
	TOTAL EXPENSES							

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:

DPW-TRASH SNOW STREET LIGHTING	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
TOTAL STREET LIGHTING	137,167.72	131,710.86	135,770.35	96,886.10	175,000.00	180,000.00	2.9%
	137,167.72	131,710.86	135,770.35	96,886.10	175,000.00	180,000.00	2.9%
0433 WASTE COLLECTION & DISPOSAL							
05 EXPENSES							
14335529 529430 WASTEREMVL GARBAGE COLLECTION	558,349.95	567,092.00	558,069.18	608,895.00	624,000.00	600,000.00	-3.8%
14335529 529431 WASTEREMVL SOLID WASTE DISPOSAL	438,199.23	449,492.83	424,189.37	484,244.69	574,000.00	500,000.00	-12.9%
14335529 529432 WASTEREMVL CURBSIDE RECYCLING	238,160.00	242,393.00	238,377.66	261,832.48	260,000.00	300,000.00	15.4%
14335529 529435 WASTEREMVL MISC RECYCLING	18,955.59	30,474.18	29,360.55	20,068.90	30,000.00	50,000.00	66.7%
14335530 530086 LANDFILL MONITORING	66,987.00	.00	.00	.00	.00	.00	.0%
TOTAL EXPENSES	1,320,651.77	1,289,452.01	1,249,996.76	1,375,041.07	1,488,000.00	1,450,000.00	-2.6%
TOTAL WASTE COLLECTION & DIS	1,320,651.77	1,289,452.01	1,249,996.76	1,375,041.07	1,488,000.00	1,450,000.00	-2.6%
TOTAL DPW-TRASH SNOW STREET	2,267,417.68	2,508,574.76	2,803,953.52	1,977,008.87	2,288,000.00	2,255,000.00	-1.4%

Reading Public Library

FY17 Budget

A NEW LIBRARY

The New Reading Public Library will open in the summer of 2016, kicking off its first fiscal year in the long-awaited new facility. Community expectations are high that the new library will combine the warm comfort of the old building with advanced technologies and modern conveniences. We share the community's anticipation for the completion and successful beginning of this dramatically transformed 19th century school building for a new era. We are dedicated to balancing "high tech" with "high touch" and providing the citizens of Reading with the innovative technology and expert customer service they seek.

The New Reading Public Library is brimming with potential for lifelong education, exploration, and enjoyment for everyone in Reading. Welcoming all ages and interests, it is, at its core, a deeply democratic keystone of American education and citizenship. It can become the center for cultural life and civic engagement and at the same time enable us to network across global boundaries. A new Plan of Service based on extensive community input will help us respond to community expectations with customized services that reflect emerging national trends and local priorities.

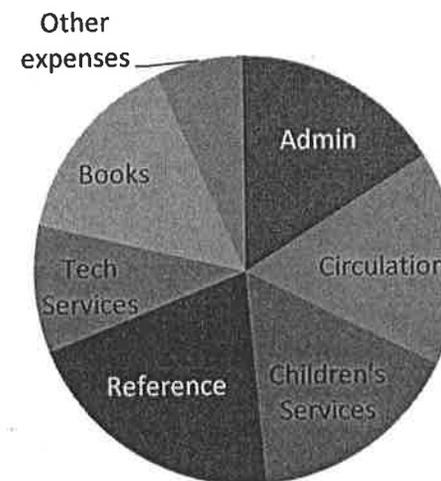
The New Reading Public Library continues to reinvent itself. While we explore and develop new educational avenues for Reading residents using new technologies, digital learning products, and online services, we will also provide space, tools and guidance for group learning and collaboration. We will continually strive to be

the place in Reading for individuals to access a broad variety of resources to discover and to create new knowledge.

OVERVIEW

The Reading Public Library budget for FY17 is funded at \$1,485,500 or +3.4% compared to FY16. Here are the details by Division:

	FY16	FY17	Change
Administration	231,900	239,050	3.1%
Circulation	230,850	240,150	4.0%
Children's Services	240,195	243,900	1.5%
Reference	293,420	302,175	3.0%
Tech/Bibliographic Services	139,669	142,900	2.3%
Books	215,400	218,440	1.4%
Other expenses	85,200	98,885	16.0%
TOTAL	1,436,634	1,485,500	3.40%



BUDGET DETAILS

All positions are increased with a 2% COLA. The Administration portion of the budget includes \$4600 to fund substitutes which is below the requested amount for FY2017. There are no staffing increases in FY2017.

Digital Services Manager

The library requested the addition of a Digital Services Manager for the third consecutive year to meet the burgeoning growth in electronic services and public use of digital devices and technologies. Given the constraints of the FY2017 Town budget, this request was not funded and we appreciate that the Town Manager has identified the position as a priority need pending funding availability. (The Job description is available on request)

Books

The Town Manager's recommended funding for the Books budget is \$5,360 short of the Trustees' 15% request. While the recent growth in Reading's population to 25,327 places the library in a different State Aid requirement category and gives some leeway in compliance, the Trustees and library administration believe it is crucial to keep the book budget at 15% of the total library budget in order to meet the need for up to date, reliable, and sufficient books in a community that places a high value on education.

Other Expenses

The increase from FY16 \$85,200 to \$98,885 for FY17 will restore the public technology budget that was reduced during the year that the library has been in a much smaller space. Normally the library replaces and upgrades public technology equipment on a five-year

cycle and this \$15,500 line will begin to restore that cycle to a sustainable pattern.

FUTURE OUTLOOK FY2018-2019

Thursday Opening

During the 2015 Library Strategic Planning process, a 1000-response public survey and focus group participants expressed clear and consistent interest in having the library open on Thursday mornings. The library has been closed on Thursday mornings for 16 years and the Library Trustees are committed to restoring Thursday morning openings. Funding for this service is planned for FY2018, depending on town priorities.

Sunday Expanded Hours & Dates

The library is open from October to May on Sunday afternoons from 2 to 5pm. We recommend expanding by one hour, from 1 to 5 pm, for an additional hour for the many students and groups who do homework and projects at the library on Sunday afternoons. An additional hour would also provide time for programs to take place in the "new" library. We also recommend extending the number of Sunday openings to coincide with the school calendar from September through June. This initiative has been postponed for one to two years pending funding.

Librarians

The library's first priority is to add the key position of Digital Services Manager to the professional staff. In addition, the library needs to add 1.5 FTE librarians in the next few years to its children's and reference/adult services divisions to provide much-demanded additional classes, technology education, other programming, and a school liaison.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
LIBRARY

LIBRARY	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0610 LIBRARY ADMINISTRATION							
03 SALARIES							
16103511 511010 LIB ADMINISTRATIVE ASSISTANT	41,801.57	43,025.86	44,552.70	33,219.60	46,360.00	47,800.00	3.1%
16103511 511641 LIBRARY DIRECTOR	86,034.00	93,011.43	99,343.19	74,081.40	103,390.00	106,575.00	3.1%
16103511 511642 LIBRARY ASSISTANT DIRECTOR	64,626.70	70,801.10	75,077.34	55,652.84	77,700.00	80,075.00	3.1%
16103511 511644 LIBRARY DIVISION HEADS	.00	.00	-34.76	.00	.00	.00	.0%
16103511 511645 DIGITAL SERVICES LIBRARIAN	.00	7.02	.00	2,334.20	.00	.00	.0%
16103511 511649 LIBRARY ASSOCIATE	.00	.00	.00	2,341.32	.00	.00	.0%
16103511 511652 LIBRARY SUBSTITUTES	.00	.00	6,012.25	5,424.12	4,450.00	4,600.00	3.4%
16103511 515000 LIBRARY OVERTIME	415.94	2,842.14	3,299.24	.00	.00	.00	.0%
16103511 516000 PROJECT MGMT STIPEND	.00	2,115.41	.00	.00	.00	.00	.0%
16103517 517017 LIBRARY LEAVE BUYBACK	9,943.73	.00	.00	.00	.00	.00	.0%
TOTAL SALARIES	202,821.94	211,802.96	228,249.96	173,053.48	231,900.00	239,050.00	3.1%
05 EXPENSES							
16105524 524000 LIBRARY MAINT CONTRACT/REPAIR	3,323.23	2,681.15	1,416.61	2,587.95	2,300.00	3,300.00	43.5%
16105530 530000 OUTSOURCED PROFESSIONAL SVCS	.00	.00	6,000.00	.00	.00	.00	.0%
16105531 531090 LIBRARY PROF DEV - REGISTRATN	3,154.35	9,294.24	6,250.57	8,019.30	12,500.00	12,500.00	.0%
16105531 531091 LIBRARY PROF DEV - TRAVEL	4,123.00	1,148.25	6,763.56	3,060.19	2,200.00	2,200.00	.0%
16105536 536000 LIBRARY SOFTWARE LICEN & SUPP	55,569.10	57,854.02	54,361.02	44,094.68	55,000.00	55,385.00	.7%
16105540 540000 LIBRARY SUPPLIES/EQUIPMENT	7,881.16	5,484.28	4,220.78	5,254.55	3,000.00	7,000.00	133.3%
16105542 542000 LIBRARY OFFICE SUPP	7,812.34	6,456.17	4,683.88	5,726.76	3,000.00	3,000.00	.0%
16105555 555000 LIBRARY TECHNOLOGY SUPPLIES	7,737.19	14,581.65	14,954.83	4,096.93	6,200.00	15,500.00	150.0%
16105556 556000 LIBRARY LIBRARY MATERIALS	.00	.00	700.00	.00	.00	218,440.00	.0%
16105556 556610 LIBRARY ADULT BOOKS	76,275.73	69,035.01	77,663.99	59,049.08	86,827.00	.00	-100.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
LIBRARY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
16105556 556611	LIBRARY CHILDRENS BOOKS 22,123.34	26,926.39	23,116.23	17,581.18	24,677.00	.00	-100.0%
16105556 556612	LIBRARY TEEN BOOKS 7,599.48	5,269.57	6,473.29	5,485.23	8,000.00	.00	-100.0%
16105556 556620	LIBRARY ADULT AUDIO 13,576.98	12,714.60	11,947.73	9,375.09	10,000.00	.00	-100.0%
16105556 556621	LIBRARY CHILDRENS AUDIO 4,070.55	1,498.99	2,213.32	994.91	2,400.00	.00	-100.0%
16105556 556622	LIBR MATERIALS TEEN AUDIO 2,664.03	491.39	409.03	76.14	300.00	.00	-100.0%
16105556 556630	LIBRARY ADULT VIDEO 16,216.65	16,283.20	13,936.54	10,674.92	16,000.00	.00	-100.0%
16105556 556631	LIBRARY CHILDRENS VIDEO 5,731.70	5,655.51	3,168.49	2,064.42	3,000.00	.00	-100.0%
16105556 556640	LIBRARY PERIODICALS 17,622.16	18,382.77	18,195.83	1,302.67	18,000.00	.00	-100.0%
16105556 556650	LIBRARY ELECTRONIC 5,120.00	780.00	10,478.92	17,599.63	30,688.00	.00	-100.0%
16105556 556660	LIBRARY ONLINE DATA BASE 13,723.75	13,045.56	30,219.76	6,825.00	6,708.00	.00	-100.0%
16105556 556670	LIBR OTHER MATERIALS .00	.00	2,170.26	1,567.02	2,830.00	.00	-100.0%
16105556 556680	LIBR EBKS/DOWNLOAD/OVRDRV/ADLT 6,209.00	3,835.04	36.17	970.00	970.00	.00	-100.0%
16105556 556681	LIBR EBKS/DOWNLOAD/OVRDRV/CHLD 1,634.14	7,112.16	7,676.89	1,780.57	4,000.00	.00	-100.0%
16105556 556682	LIBR EBKS/DOWNLOAD/OVRDRV/TEEN 832.12	4,214.26	1,096.86	.00	1,000.00	.00	-100.0%
16105571 571055	TRANSPORTATION COSTS .00	1,255.71	1,576.01	302.66	1,000.00	.00	-100.0%
TOTAL EXPENSES	283,000.00	283,999.92	309,730.57	208,488.88	300,600.00	317,325.00	5.6%
TOTAL LIBRARY ADMINISTRATION	485,821.94	495,802.88	537,980.53	381,542.36	532,500.00	556,375.00	4.5%
0612	LIBRARY CIRCULATION						
03	SALARIES						
16123511 511644	LIB CIRC DIVISION HEAD 55,380.00	57,257.04	59,391.49	44,205.07	61,710.00	63,600.00	3.1%
16123511 511646	LIB CIRC SR LIBRARY ASSOCIATE 27,727.80	28,996.04	28,686.84	19,557.62	33,075.00	34,800.00	5.2%
16123511 511649	LIB CIRC ASSOCIATE 104,797.54	103,941.43	97,753.56	78,107.72	108,950.00	113,800.00	4.5%
16123511 511651	LIB CIRC PAGE 17,394.33	14,880.67	12,277.47	9,936.85	19,524.00	20,300.00	4.0%
16123511 515000	LIB CIRC THURSDAYS .00	.00	590.67	116.88	.00	.00	.0%
16123511 515610	LIB CIRC SUNDAY HOURS						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
LIBRARY

LIBRARY	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	5,649.67	6,011.80	5,101.79	4,294.73	7,591.00	7,650.00	.8%
TOTAL SALARIES	210,949.34	211,086.98	203,801.82	156,218.87	230,850.00	240,150.00	4.0%
TOTAL LIBRARY CIRCULATION	210,949.34	211,086.98	203,801.82	156,218.87	230,850.00	240,150.00	4.0%
0614 LIBRARY CHILDRENS DIVISION							
03 SALARIES							
16143511 511644 CHILDRENS DIVISION HEAD	62,321.04	64,532.67	66,854.32	49,787.18	69,500.00	70,250.00	1.1%
16143511 511645 CHILDRENS LIBRARIANS	117,852.51	124,125.37	126,785.82	92,559.11	122,800.00	125,125.00	1.9%
16143511 511646 CHILDRENS SR LIBRARY ASSOC	25,634.63	26,758.85	27,786.65	20,563.71	28,725.00	29,725.00	3.5%
16143511 511649 CHILDRENS ASSOCIATE	2,310.68	5,861.06	1,539.54	561.30	945.00	.00	-100.0%
16143511 511651 CHILDRENS PAGE	14,587.06	14,358.27	11,918.79	5,478.34	7,500.00	7,800.00	4.0%
16143511 515000 CHILDRENS THURSDAYS	.00	.00	1,488.41	344.27	.00	.00	.0%
16143511 515610 CHILDRENS SUNDAY HOURS	4,963.94	7,580.49	4,384.13	3,909.80	10,725.00	11,000.00	2.6%
TOTAL SALARIES	227,669.86	243,216.71	240,757.66	173,203.71	240,195.00	243,900.00	1.5%
TOTAL LIBRARY CHILDRENS DIVI	227,669.86	243,216.71	240,757.66	173,203.71	240,195.00	243,900.00	1.5%
0616 LIBRARY REFERENCE DIVISION							
03 SALARIES							
16163511 511644 REFERENCE DIVISION HEAD	61,383.42	63,227.25	65,667.99	48,814.20	68,125.00	70,250.00	3.1%
16163511 511645 REFERENCE LIBRARIANS	189,025.88	186,981.99	201,457.01	148,125.33	213,480.00	219,925.00	3.0%
16163511 515000 REFERENCE THURSDAYS	.00	.00	2,508.06	51.93	.00	.00	.0%
16163511 515610 REFERENCE SUNDAY HOURS	5,891.11	8,813.29	5,923.26	6,366.49	11,815.00	12,000.00	1.6%
TOTAL SALARIES	256,300.41	259,022.53	275,556.32	203,357.95	293,420.00	302,175.00	3.0%
TOTAL LIBRARY REFERENCE DIVI	256,300.41	259,022.53	275,556.32	203,357.95	293,420.00	302,175.00	3.0%
0618 LIBRARY TECH SERVICES DIVISION							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
LIBRARY

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03 SALARIES							
<u>16183511 511644</u>							
	TECH SVC DIVISION HEAD						
	63,640.21	64,664.51	67,296.45	49,787.21	69,500.00	70,250.00	1.1%
<u>16183511 511646</u>							
	TECH SVC SR LIBRARY ASSOC						
	26,719.74	39,919.38	55,504.46	41,665.88	58,480.00	60,550.00	3.5%
<u>16183511 511648</u>							
	TECH SVC SR LIBRARY TECH						
	12,648.93	6,208.83	.00	.00	.00	.00	.0%
<u>16183511 511649</u>							
	LIBRARY TECH SVC ASSOCIATE						
	579.68	6,441.84	11,730.98	8,729.65	11,689.00	12,100.00	3.5%
<u>16183511 511651</u>							
	TECH SVC PAGE						
	7,424.50	3,567.30	.00	.00	.00	.00	.0%
<u>16183511 515000</u>							
	TECH SVC THURSDAYS						
	.00	.00	1,329.90	132.41	.00	.00	.0%
<u>16183511 515610</u>							
	TECH SVC SUNDAY HOURS						
	.00	.00	.00	264.83	.00	.00	.0%
TOTAL SALARIES							
	111,013.06	120,801.86	135,861.79	100,579.98	139,669.00	142,900.00	2.3%
TOTAL LIBRARY TECH SERVICES							
	111,013.06	120,801.86	135,861.79	100,579.98	139,669.00	142,900.00	2.3%
TOTAL LIBRARY							
	1,291,754.61	1,329,930.96	1,393,958.12	1,014,902.87	1,436,634.00	1,485,500.00	3.4%

Facilities FY17 Budget

The Facilities department has three portions as described in the table below. The Town and School buildings consist of custodial and cleaning costs as well as related supplies. The CORE portion is everything else, ranging from the Director and staff to all energy and building maintenance costs.

As voted by November 2015 Town Meeting, the School Buildings portion of the budget remains under the purview of the School department and is described in further detail in only that portion of their budget.

Both the CORE and Town building budgets are under the management of the Town Manager and are described herein. As the table below shows, the total increase in the Facilities budget is 3.3% for FY17.

	FY16	FY17	Change
CORE Facilities	\$2,684,178	\$2,853,790	+6.3%
Town Buildings	\$292,835	\$286,890	-2.0%
School Buildings	\$1,218,653	\$1,191,510	-1.9%
TOTAL	\$4,195,666	\$4,332,190	+3.3%

The CORE and Town Building budgets are further described in the table below:

	FY16	FY17	Change
CORE Facilities	\$2,684,178*	\$2,853,790	+6.2%
operating	1,252,626	1,340,065	+7.0%
accommodated	1,435,044	1,513,725	+5.5%
Town Buildings	\$292,835	\$286,890	-2.0%
operating	292,835	286,890	-2.0%
accommodated	0	0	0%
SUB TOTAL	\$2,977,013	\$3,140,680	+5.4%
operating	1,545,461	1,626,955	+5.3%
accommodated	1,435,044	1,513,725	+5.5%

**Figure varies slightly from Nov TM transfer*

About half of this budget (\$1.5 million) are accommodated costs – notably energy – and above show an increase of 5.5%. These costs are funded by available revenues first in the budget process.

The other half (\$1.6 million) of this budget represents the department's operating budget which is subject to a 3.4% increase in FY17 based on available revenues. However the town chose to increase this budget by 5.3% and reduce spending in other town departments.

Overview

The Facilities Department is responsible for the repair, maintenance and capital improvements of eight School Buildings and nine Municipal Buildings totaling 1.1 million square feet of space. The Department manages a staff of tradesmen composed of an electrician, plumber and carpenter. The additional trade disciplines are outsourced through service contracts. Cleaning of the buildings is accomplished with a staff of twenty three full-time custodians. Contracted cleaning is utilized at two schools: RMHS, Coolidge Middle School; and four town buildings: Town Hall, Reading Public Library, Pleasant Street Center and the Police Station.

Below is a quick overview of these buildings:

School Buildings	Built	Renovated	Sq. Feet
RMHS	1957	2006	375,000
Coolidge MS	1959	2000	96,000
Parker MS	1925	1998	98,000
Barrows ES	1963	2005	54,000
Birch Meadow ES	1957	1995	59,000
Joshua Eaton ES	1920	1994	56,000
Killam ES	1968		57,000
Wood End ES	2004		52,000

Town Buildings	Built	Renovated	Sq. Feet
Town Hall	1918	1990	16,000
Pleasant St Center	1850	1993	5,700
Police Station	1998		30,000
Main St. Fire Station	1990		10,000
West Side Fire Sta.	1956		7,400
DPW Garage	1989		42,000
Library	1894	2016	39,000
Cemetery Garage	1929		3,000
Mattera Cabin	1983	2011	3,000

The Facilities Department Mission is to support the Town’s Educational and Municipal Government functions. This mission is accomplished through the quality driven delivery of Facilities Services in a timely and cost effective manner along with exceptional customer service.

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

The department is able to work proactively on scheduled preventative maintenance as well as accommodate more than 70% of the work requested by building users in-house at a substantial cost savings.

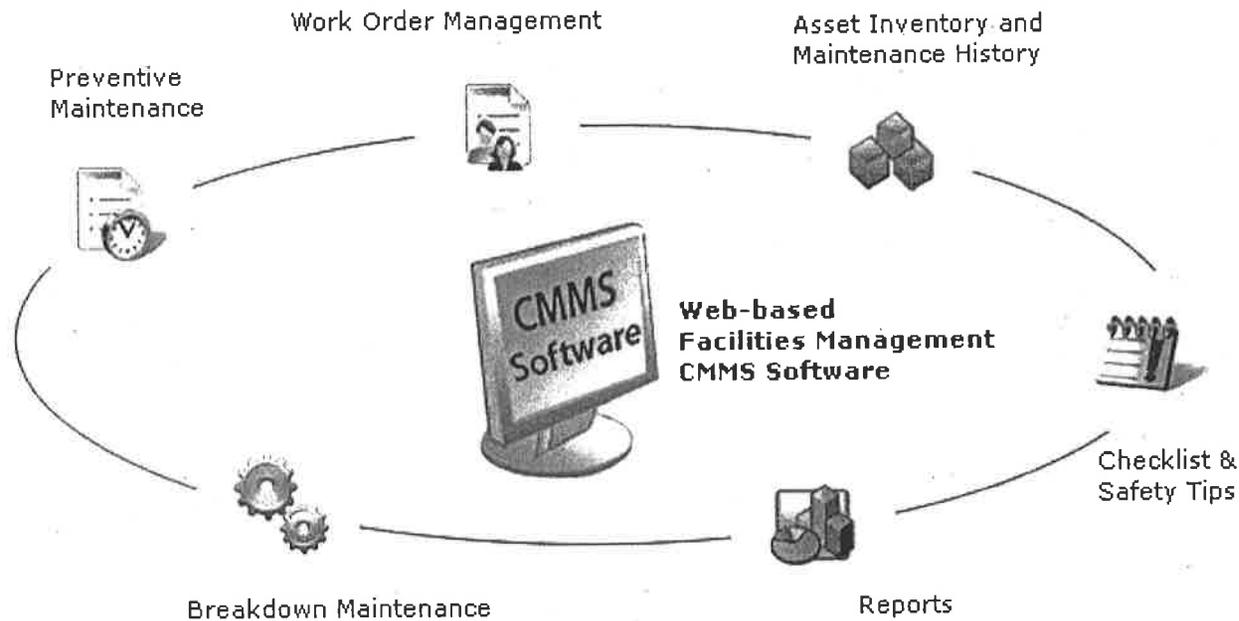
Following are figures from the full fiscal year 2015:

FY15	Labor Hours	Work Orders
Prev. Maint.	41.6%	41%
Gen'l Maint.	37.7%	49%
Office moves	8.5%	1%
Vandalism	0.7%	1%
Gen'l Grounds	0.5%	<1%
Fac. Scheduling	0.5%	<1%
Other	10.8%	6%

The department utilizes technology at an increasing rate in order to minimize expenses and maximize the efficiency of buildings. The flow chart on the next page gives a visual representation of the department’s approach.

DEPARTMENT KEY FUNCTIONS

- Perform routine maintenance/repairs
- Manage and support Preventative Maintenance (PM) program
- Coordinating outside contractors
- Following state mandated inspection schedules
- Capital planning and project management/implementation
- Manage custodial service for all town and school buildings
- Maintaining the work order system and manage work flow
- Manage and track energy and fuel consumption
- Long term planning



As shown in the previous flow chart, the department analyzes and learns from the work orders to determine a more proactive approach to building maintenance whenever possible. The following chart lists the works order from FY15 by school or town building. Recall that from a previous chart about 90% of these requests were related to maintenance.

Location	Labor Hours	Work Order Count
Administrative Offices	19.4	26
Athletic Fields	27.5	14
Barrows	150	127
Birch Meadow	246.5	175
Coolidge	143.5	108
Eaton	149.25	152
Hawkes Field House	100	46
Killam	163.75	188
Parker	281.5	248
RISE	35.75	43
RMHS	573	307
Wood End	154	153
SCHOOLS	2,044	1,587
DPW Garage	39	27
Facilities Department	80.5	32
Main Street Fire	58	50
Mattera Cabin	2	2
Police Station	88	64
Reading Public Library	391.5	108
Senior Center	66.5	83
Town Hall	237.5	71
West Side Fire	24	33
TOWN BLDGS	987	470
No Assigned Location		23
TOTAL WORK ORDERS	3,031	2,080

Total Wage Costs \$699,890 +2.6%

CORE Staffing (6.0 FTEs; unchanged)

Wage costs \$493,085 +6.9%

Town Building Staffing (4.0 FTEs; unchanged)

Wage costs \$206,805 -6.2%

Employees in these two divisions consist of Town non-union positions as well as positions in two of the school department unions. In the CORE wages the biggest driver is an increase due to the squaring up of positions since the reorganization at November 2015 Town Meeting, in addition to some additional overtime. In the Town Building wages there is a decrease due to squaring up some positions, and a reduction in overtime since the fourth custodian added in November 2015 should reduce those needs.

Total Expenses \$2,440,790 +6.2%

CORE Expenses \$2,360,705 +6.0%

Town Building Expenses \$80,085 +10.8%

Expenses may be classified into three broad categories: energy costs are up 6.4% driven by electricity plus the need to budget performance contract fees; maintenance and repairs are up 9.0% in many categories; and other expenses are down 13.3% because some costs were centralized in other Town departments.

The M/R budget does not rely on historical costs but instead uses the size and age of buildings. As a result at the building level budgets do vary for this transition.

Expenses	FY16	FY17	Change
Electricity	\$715,645	\$792,825	+10.8%
Energy Mgt.	0	12,800	+100%
Natural Gas	586,896	594,425	+1.3%
Water/Sewer/St Wtr	132,503	126,475	-4.5%
ENERGY COSTS	\$1,435,044	1,526,525	+6.4%
General Repairs	263,586	255,000	-3.3%
Electric M/R	41,007	43,500	+6.1%
Elevator M/R	49,824	53,750	+7.9%
Extraordinary R	134,375	127,500	-5.1%
Alarm M/R	27,459	31,750	+15.6%
Fire Equip M/R	29,257	35,500	+21.3%
HVAC M/R	128,836	169,600	+31.6%
Other	41,006	62,000	+51.2%
Pest Mgmt	6,072	7,580	+24.8%
Plumbing M/R	19,930	22,200	+11.4%
MAINT/REPAIRS	\$741,352	\$808,380	+9.0%
Cust Svc Contract	56,986	64,600	+13.4%
Misc. Supplies	23,627	22,785	-3.6%
Misc. Equipment	9,000	9,000	0%
Misc.	12,985	9,500	-26.8%
Technology*	7,914	0	-100%
Fuel**	11,623	0	-100%
OTHER	\$122,135	\$105,885	-13.3%
EXPENSES	2,298,531	2,440,790	+6.2%

**moved to Administrative Services; **moved to DPW*

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20171 FY17 GENERAL FUND

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0390 TOWN FACILITIES							
03 SALARIES							
03903411 511311 CUSTODIAN I	82,449.03	84,835.44	87,846.06	66,170.06	129,751.62	131,855.42	1.6%
03903411 511312 CUSTODIAN II	41,912.01	43,221.60	44,559.60	32,996.56	45,728.70	47,301.90	3.4%
03903411 512304 CUSTODIAL SUBSTITUTE	.00	.00	.00	.00	700.00	700.00	.0%
03903411 514302 CUSTODIAL LONGEVITY	1,742.50	1,742.50	1,845.00	1,947.50	1,947.50	1,947.50	.0%
03903411 515000 TF CUSTODIAL OVERTIME	53,877.18	40,272.51	44,556.88	28,763.03	42,420.00	25,000.00	-41.1%
TOTAL SALARIES	179,980.72	170,072.05	178,807.54	129,877.15	220,547.82	206,804.82	-6.2%
05 EXPENSES							
03905411 545301 TF CLEANING CHEMICALS	755.90	.00	610.50	450.30	1,292.00	1,300.00	.6%
03905411 545302 TF CUSTODIAL PAPER PRODUCTS	4,286.58	2,192.00	3,251.75	6,159.42	3,891.00	4,000.00	2.8%
03905411 545303 UNIFORMS	1,288.84	820.98	.00	600.00	1,500.00	1,500.00	.0%
03905411 545304 TF FLOOR CARE PRODUCTS	306.16	.00	.00	.00	226.00	225.00	-.4%
03905411 545305 TF HAND SOAP	2,273.90	424.56	425.35	843.63	2,017.00	2,000.00	-.8%
03905411 545306 TF LINERS & PLASTIC BAGS	1,518.40	.00	1,851.55	414.99	2,101.00	2,100.00	.0%
03905411 545308 TF OTHER TOILETRIES	732.77	2,663.63	2,075.65	1,218.60	666.00	675.00	1.4%
03905411 545309 TF WASTE RECEPTACLES	.00	.00	85.45	.00	256.00	250.00	-2.3%
03914411 529301 TOWN HALL CLEANING SERVICES	4,932.17	6,718.41	6,792.00	5,965.84	6,823.00	6,700.00	-1.8%
03915411 545307 TOWN HALL CUSTODIAL SUPPLIES	186.94	181.66	.00	.00	461.00	500.00	8.5%
03924411 529301 POLICE CLEANING SERVICES	14,169.33	23,322.64	23,778.00	26,620.78	23,879.00	32,000.00	34.0%
03925411 545307 POLICE CUSTODIAL SUPPLIES	449.09	149.00	.00	.00	702.00	700.00	-.3%
03935411 545307 MAIN FIRE CUSTODIAL SUPPLIES	359.96	255.92	.00	.00	410.00	425.00	3.7%
03945411 545307 WEST FIRE CUSTODIAL SUPPLIES	143.76	258.93	.00	.00	410.00	400.00	-2.4%
03954411 529301 LIBRARY CLEANING SERVICES	12,087.54	17,752.59	17,832.96	8,486.31	17,756.00	17,500.00	-1.4%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03954412 529302		LIBRARY PROJECT CONSULTING 7,000.00	.00	.00	.00	.00	.0%
03955411 545307		LIBRARY CUSTODIAL SUPPLIES 433.60	290.63	.00	450.00	450.00	.0%
03964411 529301		SENIOR CTR CLEANING SERVICES 5,700.86	8,593.37	8,490.78	8,077.95	8,400.00	-1.5%
03965411 545307		SENIOR CTR CUSTODIAL SUPPLIES 146.76	143.36	.00	.00	359.00	11.4%
03975411 545307		DPW CUSTODIAL SUPPLIES 399.68	147.57	.00	.00	560.00	.0%
03985411 545307		MISC CUSTODIAL SUPPLIES .00	.00	.00	.00	817.35	.0%
TOTAL EXPENSES	57,172.24	63,915.25	65,193.99	59,655.17	72,287.00	80,085.00	10.8%
TOTAL TOWN FACILITIES	237,152.96	233,987.30	244,001.53	189,532.32	292,834.82	286,889.82	-2.0%

0400 CORE FACILITIES

03 SALARIES

03401416 511308		FACILITIES DIRECTOR .00	.00	.00	48,925.00	.00	-100.0%
03401422 511305		FACILITIES ASSISTANT DIRECTOR .00	.00	.00	90,000.00	96,400.00	7.1%
03401422 511308		FACILITIES DIRECTOR 50,000.18	59,792.88	47,682.85	99,450.48	68,925.00	83.2%
03402416 511307		FACILITIES ADMIN .00	.00	.00	21,303.75	.00	-100.0%
03402416 514302		CLERICAL LONGEVITY .00	.00	.00	325.00	.00	-100.0%
03402422 511307		FACILITIES SECRETARY 18,258.76	19,218.60	19,973.42	31,675.41	21,303.75	139.0%
03402422 514302		CLERICAL LONGEVITY 325.00	325.00	325.00	650.00	325.00	.00
03403422 511313		MAINTENANCE STAFF 78,980.88	78,983.20	37,187.25	35,903.91	53,599.82	55,812.32
03403422 511314		LICENSED MAINTENANCE STAFF 64,276.42	77,416.24	129,595.54	95,972.32	131,206.40	135,592.80
03403422 514302		MAINTENANCE LONGEVITY 512.50	512.50	512.50	512.50	512.50	615.00
03403422 515000		MAINTENANCE OVERTIME 28,581.74	24,976.73	30,653.81	20,676.99	25,000.00	27,500.00
TOTAL SALARIES	240,935.48	261,225.15	265,930.37	284,841.61	461,426.22	493,085.12	6.9%

05 EXPENSES

03404413 521392 WIRELESS COMMUNICATION COSTS

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	.00	1,109.06	2,050.00	799.98	800.00	.00	-100.0%
03404422 524313	OTHER MAINTENANCE & REPAIR SVC	2,138.25	1,846.11	3,043.20	4,211.44	8,494.00	5,000.00 -41.1%
03404422 536000	SF SOFTWARE LICENSES	4,234.00	4,234.00	4,356.46	4,234.00	5,238.00	.00 -100.0%
03404422 582320	ARCHITECT FEES	5,792.50	13,365.00	.00	26,175.41	8,000.00	5,000.00 -37.5%
03405422 542302	OFFICE SUPPLIES	1,114.12	1,831.43	3,702.47	1,667.97	992.50	.00 -100.0%
03405422 543000	BLDG & EQU REP & MAIN SUPPLIES	1,098.08	7,772.37	4,693.27	6,917.47	.00	.00 .0%
03405422 543301	SF CARPENTRY SUPPLIES	46.46	.00	.00	.00	.00	.00 .0%
03405422 543303	SF ELECTRICAL SUPPLIES	171.99	297.65	982.57	108.15	.00	.00 .0%
03405422 543306	SF HVAC SUPPLIES	.00	.00	43.86	.00	2,500.00	.00 -100.0%
03405422 543310	SF PLUMBING SUPPLIES	2,421.90	509.46	19.85	1,364.04	.00	.00 .0%
03405427 542302	OFFICE SUPPLIES	.00	.00	.00	125.24	992.50	1,000.00 .8%
03405427 543000	BLDG & EQUIP REPAIR & MAINT SU	.00	.00	.00	956.95	3,000.00	2,000.00 -33.3%
03405427 543301	CARPENTRY SUPPLIES	.00	.00	.00	.00	500.00	1,000.00 100.0%
03405427 543303	ELECTRICAL SUPPLIES	.00	.00	.00	.00	513.00	1,000.00 94.9%
03405427 543306	HVAC SUPPLIES	.00	.00	.00	.00	.00	1,000.00 .0%
03405427 543309	PAINTING SUPPLIES	.00	.00	.00	.00	1,000.00	1,000.00 .0%
03405427 543310	PLUMBING SUPPLIES	.00	.00	.00	.00	513.00	1,000.00 94.9%
03406413 521302	ENERGY CONSERVATION - ELECTRIC	5,610.50	3,109.00	3,315.00	.00	.00	12,800.00 .0%
03406413 548999	SCHOOL VEHICLE GASOLINE	9,954.74	10,429.93	8,222.54	5,455.86	11,623.00	.00 -100.0%
03406422 527303	PHOTOCOPIER LEASE	1,706.40	1,706.40	1,236.18	1,348.56	1,876.00	.00 -100.0%
03406422 530302	CONFERENCE / WORKSHOP	1,325.00	1,970.00	3,420.43	1,658.19	1,500.00	2,000.00 33.3%
03406422 545303	MAINTENANCE UNIFORMS	4,309.38	2,552.59	500.86	300.00	1,800.00	1,800.00 .0%
03406422 571301	IN-STATE TRAVEL	68.70	.00	331.00	.00	.00	.00 .0%
03406422 580323	MAINTENANCE EQUIPMENT	1,550.22	5,990.02	3,569.17	5,929.06	6,000.00	6,000.00 .0%
03406422 580328	FACILITIES OFFICE EQUIPMENT	1,184.39	882.17	5,364.41	267.53	1,000.00	1,000.00 .0%
03406424 580301	SECURITY EQUIPMENT	2,388.00	1,032.98	.00	.00	2,000.00	2,000.00 .0%

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03414422 524304	ELEVATOR SERVICES 434.01	1,235.00	1,234.95	2,801.73	3,035.00	3,000.00	-1.2%
03414422 524308	ALARM SERVICES 2,551.49	348.00	1,530.00	492.50	455.00	500.00	9.9%
03414422 524309	FIRE EQUIPMENT SERVICES .00	1,230.00	.00	660.00	1,435.00	2,000.00	39.4%
03414422 524311	HVAC SERVICES 3,353.70	3,540.68	4,270.00	4,120.00	5,000.00	8,000.00	60.0%
03414422 524313	OTHER MAINT & REPAIR SERVICES 1,606.27	1,360.02	833.97	1,786.98	2,500.00	2,500.00	.0%
03414422 524314	PEST MANAGEMENT SERVICES 309.00	257.56	.00	300.00	345.00	350.00	1.4%
03416412 521303	BARROWS NATURAL GAS 28,533.21	32,701.13	33,780.12	21,629.81	35,091.00	31,250.00	-10.9%
03416413 521301	BARROWS ELECTRICITY 28,837.60	30,768.43	30,725.19	26,361.34	33,288.00	38,500.00	15.7%
03416413 521309	BARROWS WATER/SEWER 4,923.12	5,027.11	5,380.04	4,463.54	5,941.00	6,075.00	2.3%
03416422 524302	BA BLDG REPAIR EXPENSE 6,844.31	9,802.18	10,045.75	10,594.67	12,843.00	15,000.00	16.8%
03416422 524303	BARROWS ELECTRICAL EXPENSES 6,856.10	2,028.24	1,474.47	2,453.27	2,249.00	2,500.00	11.2%
03416422 524304	BARROWS ELEVATOR EXPENSES 2,075.50	714.08	3,013.75	3,017.75	3,043.00	2,500.00	-17.8%
03416422 524308	BARROWS ALARM EXPENSES 90.00	295.00	400.00	859.50	1,903.00	1,500.00	-21.2%
03416422 524311	BARROWS HVAC EXPENSES 3,856.47	3,560.00	2,351.26	4,746.97	2,305.00	2,300.00	-.2%
03416422 524315	BARROWS PLUMBING EXPENSES 125.15	1,052.94	1,331.13	1,524.71	1,744.00	1,750.00	.3%
03416430 524306	EXTRAORDINARY REPAIR EXPENSES 2,300.00	5,192.32	1,090.63	.00	3,659.00	5,000.00	36.6%
03424422 524308	ALARM SERVICES 1,318.42	348.00	1,094.30	492.50	455.00	500.00	9.9%
03424422 524309	FIRE EQUIPMENT SERVICES 65.00	1,230.00	.00	300.00	1,435.00	2,000.00	39.4%
03424422 524311	HVAC SERVICES 3,162.42	2,240.09	3,814.00	4,120.00	5,000.00	7,725.00	54.5%
03424422 524313	OTHER MAINT & REPAIR SERVICES 1,079.51	1,465.19	1,259.24	1,362.50	2,233.00	2,500.00	12.0%
03424422 524314	PEST MANAGEMENT SERVICES 264.00	341.00	.00	300.00	345.00	350.00	1.4%
03426412 521303	BIRCH NATURAL GAS 26,931.33	27,315.04	29,515.47	20,628.70	38,140.00	27,425.00	-28.1%
03426413 521301	BIRCH ELECTRICITY 20,907.62	20,578.40	21,776.21	17,346.92	23,176.00	24,150.00	4.2%
03426413 521309	BIRCH WATER/SEWER 6,275.73	7,374.29	7,322.73	5,721.99	7,506.00	6,950.00	-7.4%
03426422 524302	BIRCH BUILDING REPAIR EXPENSE 11,446.52	13,438.40	6,048.66	8,452.85	19,986.00	15,000.00	-24.9%
03426422 524303	BIRCH ELECTRICAL EXPENSES						

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
	6,071.70	2,560.95	570.02	626.80	2,000.00	2,500.00	25.0%
03426422 524308	BIRCH ALARM EXPENSES						
	1,638.00	395.00	997.83	316.50	704.00	1,500.00	113.1%
03426422 524311	BIRCH HVAC EXPENSES						
	5,580.74	4,300.79	3,166.53	8,646.29	6,628.00	6,630.00	.0%
03426422 524315	BIRCH PLUMBING EXPENSES						
	753.63	1,905.27	797.42	4,063.54	1,537.00	1,750.00	13.9%
03426430 524306	EXTRAORDINARY REPAIR EXPENSES						
	1,279.00	14,250.00	650.00	.00	6,120.00	5,000.00	-18.3%
03434422 524308	ALARM SERVICES						
	1,318.42	348.00	1,066.34	492.50	455.00	500.00	9.9%
03434422 524309	FIRE EQUIPMENT SERVICES						
	358.28	1,230.00	.00	225.00	2,207.00	2,000.00	-9.4%
03434422 524311	HVAC SERVICES						
	2,706.96	3,211.74	2,664.00	2,920.00	4,550.00	7,300.00	60.4%
03434422 524313	OTHER MAINT & REPAIR SERVICES						
	1,082.50	1,973.84	1,111.86	1,270.00	1,909.00	2,500.00	31.0%
03434422 524314	PEST MANAGEMENT SERVICES						
	296.00	233.59	.00	300.00	345.00	350.00	1.4%
03436412 521303	EATON NATURAL GAS						
	38,834.82	43,092.99	40,643.02	25,664.06	47,814.00	40,000.00	-16.3%
03436413 521301	EATON ELECTRICITY						
	24,631.17	28,886.06	27,769.33	24,111.39	28,750.00	34,150.00	18.8%
03436413 521309	EATON WATER/SEWER						
	4,391.00	4,863.77	5,105.96	4,176.18	5,338.00	4,300.00	-19.4%
03436422 524302	EATON BUILDING REPAIR EXPENSE						
	18,026.34	25,647.55	11,228.32	14,116.63	26,649.00	15,000.00	-43.7%
03436422 524303	EATON ELECTRICAL EXPENSES						
	4,820.54	753.03	922.06	572.72	2,000.00	2,500.00	25.0%
03436422 524308	EATON ALARM EXPENSES						
	3,630.00	3,334.76	2,206.12	1,034.87	893.00	1,500.00	68.0%
03436422 524311	EATON HVAC EXPENSES						
	3,983.42	5,179.39	3,272.31	8,651.79	6,183.00	6,200.00	.3%
03436422 524315	EATON PLUMBING EXPENSES						
	807.92	3,321.50	1,067.82	3,840.10	2,184.00	1,750.00	-19.9%
03436430 524306	EXTRAORDINARY REPAIR EXPENSES						
	7,186.00	1,575.00	19,305.63	.00	9,528.00	5,000.00	-47.5%
03444422 524308	ALARM SERVICES						
	1,318.42	348.00	593.00	492.50	455.00	500.00	9.9%
03444422 524309	FIRE EQUIPMENT SERVICES						
	213.36	1,230.00	.00	735.00	1,538.00	2,000.00	30.0%
03444422 524311	HVAC SERVICES						
	2,895.89	3,035.97	3,464.00	3,820.00	4,700.00	7,420.00	57.9%
03444422 524313	OTHER MAINT & REPAIR SERVICES						
	533.70	1,613.53	562.54	557.50	2,196.00	2,500.00	13.8%
03444422 524314	PEST MANAGEMENT SERVICES						
	335.00	220.27	.00	342.00	345.00	400.00	15.9%
03446412 521303	KILLAM NATURAL GAS						
	29,309.26	32,069.12	47,276.29	23,082.60	41,043.00	35,775.00	-12.8%
03446413 521301	KILLAM ELECTRICITY						
	30,069.34	27,823.72	35,560.04	32,230.53	35,475.00	41,025.00	15.6%

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PROJECTION: 20171 FY17 GENERAL FUND

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ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03446413 521309	KILLAM WATER/SEWER 6,210.56	11,336.24	7,581.26	6,173.31	12,839.00	8,600.00	-33.0%
03446422 524302	KILLAM BLDG REPAIR EXPENSE 15,731.75	8,888.01	10,331.09	12,137.51	20,569.00	15,000.00	-27.1%
03446422 524303	KILLAM ELECTRICAL EXPENSES 3,598.50	861.26	987.66	431.03	4,000.00	2,500.00	-37.5%
03446422 524304	KILLAM ELEVATORY EXPENSES .00	.00	.00	95.00	.00	.00	.0%
03446422 524308	KILLAM ALARM EXPENSES 90.00	1,110.00	.00	642.10	1,693.00	1,500.00	-11.4%
03446422 524311	KILLAM HVAC EXPENSES 818.37	246.00	5,945.83	3,026.89	3,238.00	3,250.00	.4%
03446422 524315	KILLAM PLUMBING EXPENSES 557.53	1,436.94	392.85	1,341.63	2,207.00	1,750.00	-20.7%
03446430 524306	EXTRAORDINARY REPAIR EXPENSES 4,396.00	.00	3,945.99	.00	9,617.00	5,000.00	-48.0%
03454422 524304	ELEVATORY SERVICES 434.01	1,635.03	1,235.00	2,698.84	2,291.00	2,300.00	.4%
03454422 524308	ALARM SERVICES 2,277.10	348.00	1,099.67	492.50	455.00	500.00	9.9%
03454422 524309	FIRE EQUIPMENT SERVICES 142.96	990.00	.00	300.00	2,007.00	2,000.00	-.3%
03454422 524311	HVAC SERVICES 2,763.89	3,100.13	3,313.10	3,945.00	4,600.00	7,300.00	58.7%
03454422 524313	OTHER MAINT & REPAIR SERVICES 1,471.24	2,882.49	1,554.14	1,492.20	2,184.00	2,500.00	14.5%
03454422 524314	PEST MANAGEMENT SERVICES 708.00	557.65	.00	702.00	758.00	480.00	-36.7%
03456412 521303	WOOD END NATURAL GAS 27,213.54	27,439.34	29,450.60	21,133.80	29,724.00	27,400.00	-7.8%
03456413 521301	WOOD END ELECTRICITY 36,171.77	36,454.67	38,990.17	28,145.27	40,973.00	42,775.00	4.4%
03456413 521309	WOOD END WATER/SEWER 7,981.44	8,793.69	10,710.51	10,899.88	11,167.00	9,850.00	-11.8%
03456422 524302	WOOD END BLDG REPAIR EXPENSE 12,459.01	7,142.12	9,047.67	10,197.62	10,120.00	15,000.00	48.2%
03456422 524303	WOOD END ELECTRICAL EXPENSES 7,426.68	2,529.52	2,232.63	1,460.67	5,000.00	2,500.00	-50.0%
03456422 524304	WOOD END ELEVATOR EXPENSES .00	1,358.00	806.36	370.00	1,025.00	2,000.00	95.1%
03456422 524308	WOOD END ALARM EXPENSES 1,753.90	.00	.00	.00	241.00	1,500.00	522.4%
03456422 524311	WOOD END HVAC EXPENSES 3,075.33	1,766.33	1,223.51	5,607.02	4,436.00	4,450.00	.3%
03456422 524315	WOOD END PLUMBING EXPENSES 50.10	571.69	76.96	319.24	1,025.00	1,750.00	70.7%
03456430 524306	EXTRAORDINARY REPAIR EXPENSES 4,229.00	.00	24,979.17	.00	4,454.00	5,000.00	12.3%
03464422 524304	ELEVATOR SERVICES 590.78	3,003.36	3,270.00	3,201.68	5,500.00	5,500.00	.0%
03464422 524308	ALARM SERVICES						



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ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03464422 524309	3,558.09	348.00	1,245.34	492.50	455.00	500.00	9.9%
	FIRE EQUIPMENT SERVICES						
03464422 524311	271.74	1,230.00	.00	735.00	2,000.00	2,500.00	25.0%
	HVAC SERVICES						
03464422 524313	4,003.58	3,754.10	4,390.99	8,055.00	5,650.00	9,700.00	71.7%
	OTHER MAINT & REPAIR SERVICES						
03464422 524314	2,363.96	2,966.21	2,227.33	3,175.01	3,746.00	5,000.00	33.5%
	PEST MANAGEMENT SERVICES						
03466412 521303	300.00	269.14	.00	342.00	345.00	400.00	15.9%
	COOLIDGE NATURAL GAS						
03466413 521301	86,230.49	91,924.36	88,837.44	58,360.58	94,217.00	88,800.00	-5.7%
	COOLIDGE ELECTRICITY						
03466413 521309	54,614.37	55,325.43	58,521.59	44,926.76	60,829.00	64,100.00	5.4%
	COOLIDGE WATER/SEWER						
03466422 524302	19,919.49	14,237.83	11,435.01	14,361.13	16,256.00	20,225.00	24.4%
	COOLIDGE BLDG REPAIR EXPENSE						
03466422 524303	19,194.81	18,342.24	10,620.76	18,558.30	14,198.00	22,500.00	58.5%
	COOLIDGE ELECTRICAL EXPENSES						
03466422 524304	4,660.55	714.79	2,200.70	420.39	2,000.00	4,000.00	100.0%
	COOLIDGE ELEVATOR EXPENSES						
03466422 524308	.00	.00	.00	.00	2,450.00	2,500.00	2.0%
	COOLIDGE ALARM EXPENSES						
03466422 524311	3,573.00	1,586.68	200.00	142.50	2,058.00	2,500.00	21.5%
	COOLIDGE HVAC EXPENSES						
03466422 524315	7,355.92	9,607.20	8,901.69	5,279.31	7,465.00	7,500.00	.5%
	COOLIDGE PLUMBING EXPENSES						
03466430 524306	400.39	2,462.03	470.04	1,791.98	2,330.00	2,500.00	7.3%
	EXTRAORDINARY REPAIR EXPENSES						
03474422 524304	27,341.41	12,111.14	19,350.00	4,400.00	8,950.00	10,000.00	11.7%
	ELEVATOR SERVICES						
03474422 524308	144.67	1,635.00	1,235.00	2,801.76	2,291.00	2,300.00	.4%
	ALARM SERVICES						
03474422 524309	2,534.49	348.00	1,236.34	492.50	455.00	500.00	9.9%
	FIRE EQUIPMENT SERVICES						
03474422 524311	.00	2,165.00	.00	1,335.00	3,061.00	2,500.00	-18.3%
	HVAC SERVICES						
03474422 524313	3,335.88	2,914.70	3,838.98	5,155.00	5,000.00	9,100.00	82.0%
	OTHER MAINT & REPAIR SERVICES						
03474422 524314	2,050.79	3,058.12	2,522.52	2,620.84	3,162.00	5,000.00	58.1%
	PEST MANAGEMENT SERVICES						
03476412 521303	220.00	233.59	.00	300.00	345.00	350.00	1.4%
	PARKER NATURAL GAS						
03476413 521301	6,578.17	7,828.77	61,206.78	44,514.37	8,869.00	65,450.00	638.0%
	PARKER ELECTRICITY						
03476413 521309	63,654.73	66,694.50	73,232.97	56,235.70	70,899.00	77,300.00	9.0%
	PARKER WATER/SEWER						
03476422 524302	9,435.62	10,803.63	11,051.60	7,529.90	11,605.00	10,900.00	-6.1%
	PARKER BLDG REPAIR EXPENSE						
03476422 524303	28,809.76	18,283.06	15,707.91	20,660.62	21,408.00	22,500.00	5.1%
	PARKER ELECTRICAL EXPENSES						
	8,968.95	2,536.05	4,094.52	1,659.07	4,000.00	4,000.00	.0%

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PROJECTION: 20171 FY17 GENERAL FUND

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ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03476422 524304							
	PARKER ELEVATOR EXPENSES						
	375.20	959.50	326.25	.00	2,050.00	2,500.00	22.0%
03476422 524308							
	PARKER ALARM EXPENSES						
	5,278.00	4,199.00	1,024.16	190.00	4,207.00	2,500.00	-40.6%
03476422 524311							
	PARKER HVAC EXPENSES						
	16,040.55	8,772.99	3,473.20	13,216.47	10,224.00	10,225.00	.0%
03476422 524315							
	PARKER PLUMBING EXPENSES						
	555.67	3,312.89	4,530.94	888.07	2,035.25	2,500.00	22.8%
03476430 524306							
	EXTRAORDINARY REPAIR EXPENSES						
	11,813.51	294.10	5,229.42	.00	10,578.00	10,000.00	-5.5%
03484422 524304							
	ELEVATOR SERVICES						
	2,274.37	6,975.10	6,775.00	7,089.20	8,405.00	8,500.00	1.1%
03484422 524308							
	ALARM SERVICES						
	6,502.15	1,554.80	2,613.29	1,009.20	1,821.00	2,000.00	9.8%
03484422 524309							
	FIRE EQUIPMENT SERVICES						
	1,177.47	1,305.00	.00	2,352.00	3,500.00	5,000.00	42.9%
03484422 524311							
	HVAC SERVICES						
	8,964.42	9,090.32	10,200.00	11,260.00	15,350.00	23,500.00	53.1%
03484422 524313							
	OTHER MAINT & REPAIR SERVICES						
	5,331.94	10,576.72	3,770.44	4,905.46	6,873.00	7,500.00	9.1%
03484422 524314							
	PEST MANAGEMENT SERVICES						
	400.00	416.40	.00	1,228.40	500.00	1,200.00	140.0%
03486412 521303							
	RMHS NATURAL GAS						
	123,717.09	140,273.42	130,321.42	80,713.53	146,083.00	133,150.00	-8.9%
03486413 521301							
	RMHS ELECTRICITY						
	235,415.81	248,820.28	257,873.90	186,306.42	259,441.00	278,700.00	7.4%
03486413 521309							
	RMHS WATER/SEWER						
	37,294.56	38,132.60	45,624.76	41,363.71	41,001.00	38,000.00	-7.3%
03486422 521302							
	ENERGY MGMT SYS REPAIRS						
	.00	.00	-371.00	.00	.00	.00	.0%
03486422 524302							
	RMHS BLDG REPAIR EXPENSES						
	50,546.49	54,788.38	39,944.38	57,727.52	56,375.00	60,000.00	6.4%
03486422 524303							
	RMHS ELECTRICAL EXPENSES						
	17,174.27	8,033.23	13,571.74	10,267.19	10,000.00	10,000.00	.0%
03486422 524304							
	RMHS ELEVATOR EXPENSES						
	11,517.05	4,568.70	1,946.64	2,982.50	6,329.00	6,500.00	2.7%
03486422 524308							
	RMHS ALARM EXPENSES						
	3,447.72	8,592.38	13,278.31	5,205.28	5,111.00	5,000.00	-2.2%
03486422 524311							
	RMHS HVAC EXPENSES						
	22,478.90	18,485.57	22,150.13	34,011.43	15,240.00	15,250.00	.1%
03486422 524315							
	RMHS PLUMBING EXPENSES						
	2,069.39	6,166.48	3,526.40	5,725.96	3,687.00	4,000.00	8.5%
03486430 524306							
	EXTRAORDINARY REPAIR EXPENSES						
	15,749.00	22,291.60	28,406.66	9,666.07	44,842.00	45,000.00	.4%
03916412 521303							
	TOWN HALL NATURAL GAS						
	9,426.29	10,624.63	11,760.10	7,785.77	13,429.00	10,700.00	-20.3%
03916413 521301							
	TOWN HALL ELECTRICITY						
	19,567.36	20,357.44	21,461.17	18,226.17	23,616.00	24,075.00	1.9%
03916413 521309							
	TOWN HALL WATER/SEWER						
	2,061.91	2,465.89	2,807.63	2,321.27	2,556.00	2,600.00	1.7%
03916422 524302							
	TOWN HALL OTH BLDG REPAIR EXP						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03916422 524303	10,347.97	18,132.59	6,960.96	8,699.68	25,300.00	25,000.00	-1.2%
	TOWN HALL ELECTRICAL EXPENSES						
03916422 524304	8,371.94	2,124.38	325.45	857.20	4,150.00	5,000.00	20.5%
	TOWN HALL ELEVATOR EXPENSES						
03916422 524308	639.00	3,743.33	5,187.15	3,501.64	3,734.00	3,750.00	.4%
	TOWN HALL ALARM EXPENSES						
03916422 524309	2,906.36	1,013.00	1,180.84	167.18	.00	1,500.00	.0%
	TOWN HALL FIRE EQUIP EXPENSE						
03916422 524311	.00	965.00	.00	585.00	1,575.00	2,000.00	27.0%
	TOWN HALL HVAC EXPENSES						
03916422 524313	3,798.39	2,892.54	3,989.00	7,839.47	3,152.00	4,650.00	47.5%
	TOWN HALL OTH MAINT&REPAIR						
03916422 524314	.00	.00	.00	.00	1,230.00	2,500.00	103.3%
	TOWN HALL PEST MANAGEMENT						
03916422 524315	327.00	626.45	.00	366.00	348.00	600.00	72.4%
	TOWN HALL PLUMBING EXPENSES						
03916430 524306	1,930.22	1,105.74	407.16	627.69	205.00	750.00	265.9%
	TOWN HALL EXTRAORD REPAIR						
03926412 521303	12,284.00	.00	3,377.00	.00	10,000.00	10,000.00	.0%
	POLICE NATURAL GAS						
03926413 521301	17,916.91	20,284.01	19,292.78	13,356.70	24,744.00	18,800.00	-24.0%
	POLICE ELECTRICITY						
03926413 521309	42,719.79	44,732.10	47,639.34	37,980.07	45,112.00	51,500.00	14.2%
	POLICE WATER/SEWER						
03926422 524302	2,292.88	2,378.20	2,415.46	1,870.59	2,642.00	2,875.00	8.8%
	POLICE OTH BLDG REPAIR EXPENSE						
03926422 524303	1,447.20	2,602.56	6,895.45	3,990.45	9,560.00	10,000.00	4.6%
	POLICE ELECTRICAL EXPENSES						
03926422 524304	1,799.33	656.91	249.12	884.30	1,000.00	1,500.00	50.0%
	POLICE ELEVATOR EXPENSES						
03926422 524308	704.01	2,035.00	1,900.21	3,274.64	2,873.00	3,000.00	4.4%
	POLICE ALARM EXPENSES						
03926422 524309	3,454.30	.00	768.34	.00	.00	1,500.00	.0%
	POLICE FIRE EQUIPMENT EXPENSES						
03926422 524311	136.86	1,230.00	.00	375.00	1,891.00	2,000.00	5.8%
	POLICE HVAC EXPENSES						
03926422 524313	4,368.70	6,997.43	7,819.19	6,474.59	4,649.00	6,000.00	29.1%
	POLICE OTH MAINT&REPAIR EXPENS						
03926422 524314	250.00	.00	.00	.00	1,365.00	2,000.00	46.5%
	POLICE PEST MANAGEMENT SERVICE						
03926422 524315	577.00	289.45	.00	366.00	348.00	400.00	14.9%
	POLICE PLUMBING EXPENSES						
03926430 524306	.00	141.00	239.85	524.48	487.50	500.00	2.6%
	POLICE EXTRAORD MAINTENANCE						
03936412 521303	7,649.53	7,200.00	3,884.39	.00	7,200.00	7,000.00	-2.8%
	MAIN FIRE NATURAL GAS						
03936413 521301	10,735.05	12,879.07	9,353.57	6,230.19	15,609.00	11,200.00	-28.2%
	MAIN FIRE ELECTRICITY						
03936413 521309	12,010.32	12,696.02	14,320.32	10,930.40	13,062.00	14,675.00	12.3%
	MAIN FIRE WATER/SEWER						
	2,482.64	2,926.97	2,972.51	2,259.24	3,604.00	3,300.00	-8.4%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03936422 524302	MAIN FIRE OTHER BLDG REPAIR EX 8,025.40	10,722.18	8,349.01	13,854.01	10,045.00	10,000.00	-.4%
03936422 524303	MAIN FIRE ELECTRICAL EXPENSES 1,179.62	920.08	440.26	928.89	1,500.00	1,500.00	.0%
03936422 524304	MAIN FIRE ELEVATOR EXPENSES 1,036.51	1,768.34	2,230.00	3,121.76	3,399.00	3,400.00	.0%
03936422 524308	MAIN FIRE ALARM EXPENSES 2,401.47	.00	1,578.18	.00	2,400.00	1,500.00	-37.5%
03936422 524309	MAIN FIRE FIRE EQUIP MAINT 127.16	1,230.00	.00	225.00	1,891.00	3,000.00	58.6%
03936422 524311	MAIN FIRE HVAC EXPENSES 2,216.13	3,350.12	2,986.66	4,892.63	3,131.00	4,500.00	43.7%
03936422 524313	MAIN FIRE OTH MAINT&REPAIR EXP 250.00	.00	.00	.00	1,366.00	3,500.00	156.2%
03936422 524314	MAIN FIRE PEST MANAGEMENT .00	.00	.00	630.00	600.00	700.00	16.7%
03936422 524315	MAIN FIRE PLUMBING EXPENSES 45.69	525.04	298.18	331.98	517.00	500.00	-3.3%
03936430 524306	MAIN FIRE EXTRAORD MAINTENANCE 15,357.98	.00	.00	1,491.19	4,200.00	7,000.00	66.7%
03946412 521303	WEST FIRE NATURAL GAS 7,975.47	9,350.71	8,305.60	4,005.17	11,072.00	8,600.00	-22.3%
03946413 521301	WEST FIRE ELECTRICITY 4,882.79	4,425.89	4,559.31	3,735.89	4,945.00	5,525.00	11.7%
03946413 521309	WEST FIRE WATER/SEWER 642.41	841.11	818.34	634.16	1,099.00	925.00	-15.8%
03946422 524302	WEST FIRE OTH BLDG REPAIR EXPE 2,782.04	3,731.51	2,962.99	4,372.95	5,000.00	5,000.00	.0%
03946422 524303	WEST FIRE ELECTRICAL EXPENSES 1,791.97	.00	.00	.00	518.00	500.00	-3.5%
03946422 524304	WEST FIRE ELEVATOR EXPENSES .00	.00	230.64	.00	.00	.00	.0%
03946422 524308	WEST FIRE ALARM EXPENSES 970.42	.00	718.34	.00	965.00	750.00	-22.3%
03946422 524309	WEST FIRE EQUIPMENT EXPENSES 20.00	965.00	.00	225.00	1,576.00	2,000.00	26.9%
03946422 524311	WEST FIRE HVAC EXPENSES 1,324.47	3,551.81	2,809.28	2,997.06	1,655.00	3,000.00	81.3%
03946422 524313	WEST FIRE OTH MAINT&REPAIR EXP .00	.00	.00	.00	884.00	1,500.00	69.7%
03946422 524314	WEST FIRE PEST MANAGEMENT .00	.00	.00	815.00	600.00	700.00	16.7%
03946422 524315	WEST FIRE PLUMBING EXPENSES 1,158.35	.00	141.26	284.93	517.00	500.00	-3.3%
03946430 524306	WEST FIRE EXTRAORDINARY MAINT 2,587.32	2,470.00	.00	.00	2,500.00	2,500.00	.0%
03956412 521303	LIBRARY NATURAL GAS 20,773.48	22,470.45	8,659.98	4,776.32	12,000.00	31,400.00	161.7%
03956413 521301	LIBRARY ELECTRICITY 33,669.33	32,323.04	24,686.57	12,283.08	36,163.00	52,000.00	43.8%
03956413 521309	LIBRARY WATER/SEWER						

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03956422 524302	3,100.68	2,503.53	1,172.07	.00	3,184.00	3,875.00	21.7%
	LIBRARY OTH BLDG REPAIR EXPENS						
03956422 524303	4,105.92	4,304.66	829.95	1,196.94	7,000.00	5,000.00	-28.6%
	LIBRARY ELECTRICAL EXPENSES						
03956422 524304	1,295.78	331.32	413.51	1,972.11	.00	500.00	.0%
	LIBRARY ELEVATOR EXPENSES						
03956422 524308	434.01	1,235.00	916.78	.00	.00	2,500.00	.0%
	LIBRARY ALARM EXPENSES						
03956422 524309	2,631.97	589.80	991.34	348.00	1,313.00	1,500.00	14.2%
	LIBRARY FIRE EQUIPMENT EXPENSE						
03956422 524311	222.58	1,440.00	.00	.00	1,800.00	2,000.00	11.1%
	LIBRARY HVAC EXPENSES						
03956422 524313	6,325.71	2,450.58	2,422.17	.00	2,677.00	5,400.00	101.7%
	LIBRARY OTH MAINT&REPAIR EXPEN						
03956422 524314	450.00	.00	.00	.00	1,000.00	1,500.00	50.0%
	LIBRARY PEST MANAGEMENT						
03956422 524315	275.00	592.00	.00	.00	500.00	800.00	60.0%
	LIBRARY PLUMBING EXPENSES						
03956430 524306	729.00	317.78	73.48	13.68	350.00	500.00	42.9%
	LIBRARY EXTRAORDINARY REPAIR						
03965412 521303	1,120.00	3,727.00	.00	.00	3,727.00	3,000.00	-19.5%
	SENIOR CTR NATURAL GAS						
03966413 521301	5,581.48	6,751.30	6,648.22	3,643.94	8,597.00	6,675.00	-22.4%
	SENIOR CTR ELECTRICITY						
03966413 521309	7,752.28	7,541.16	7,868.14	7,136.37	8,262.00	9,700.00	17.4%
	SENIOR CTR WATER/SEWER						
03966422 524302	1,302.10	1,417.97	1,384.64	1,188.68	1,572.00	1,650.00	5.0%
	SENIOR CTR OTH BLDG REPAIR EXP						
03966422 524303	6,388.22	2,535.36	8,557.92	3,017.18	9,000.00	10,000.00	11.1%
	SENIOR CTR ELECTRICAL EXPENSES						
03966422 524304	3,321.12	644.29	122.06	1,059.04	519.00	1,500.00	189.0%
	SENIOR CTR ELEVATOR EXPENSES						
03966422 524308	434.01	1,835.00	1,834.32	2,801.76	3,399.00	3,500.00	3.0%
	SENIOR CTR ALARM EXPENSES						
03966422 524309	1,903.97	402.32	718.34	.00	965.00	1,000.00	3.6%
	SENIOR CTR FIRE EQUIP EXPENSE						
03966422 524311	63.13	1,230.00	.00	225.00	1,891.00	2,500.00	32.2%
	SENIOR CTR HVAC EXPENSES						
03966422 524313	2,019.60	443.90	5,141.45	3,859.87	1,813.00	4,000.00	120.6%
	SENIOR CTR OTH MAINT&REPAIR EX						
03966422 524314	511.25	.00	.00	.00	1,260.00	1,500.00	19.0%
	SENIOR CTR PEST MANAGEMENT						
03966422 524315	330.00	236.90	.00	366.00	348.00	500.00	43.7%
	SENIOR CTR PLUMBING EXPENSE						
03966430 524306	1,392.22	235.00	109.64	.00	517.00	500.00	-3.3%
	SENIOR CTR EXTRAORD MAINTENANC						
03976412 521303	3,777.16	.00	.00	.00	4,000.00	5,000.00	25.0%
	DPW NATURAL GAS						
03976413 521301	35,442.64	63,689.43	66,744.28	37,256.10	60,464.00	57,800.00	-4.4%
	DPW ELECTRICITY						
	26,190.18	31,946.82	33,255.36	22,382.26	31,654.00	34,650.00	9.5%

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PROJECTION: 20171 FY17 GENERAL FUND

FOR PERIOD 99

ACCOUNTS FOR:
FACILITIES

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
03976413 521309	DPW WATER/SEWER 4,924.72	5,573.44	5,627.26	3,856.72	6,193.00	6,350.00	2.5%
03976422 524302	DPW OTH BLDG REPAIR EXPENSES 5,996.28	5,955.09	17,567.39	14,494.80	15,533.00	10,000.00	-35.6%
03976422 524303	DPW ELECTRICAL EXPENSES 3,603.10	2,429.22	923.84	1,703.26	2,071.00	2,500.00	20.7%
03976422 524308	DPW ALARM EXPENSES 970.39	.00	718.34	237.50	.00	1,000.00	.0%
03976422 524309	DPW FIRE EQUIPMENT EXPENSES 234.49	1,229.99	.00	225.00	1,450.00	2,000.00	37.9%
03976422 524311	DPW HVAC EXPENSES 6,821.59	9,567.24	2,655.19	8,613.28	6,190.00	6,200.00	.2%
03976422 524313	DPW OTH MAINT&REPAIR EXPENSE 250.00	.00	.00	.00	604.00	1,500.00	148.3%
03976422 524315	DPW PLUMBING EXPENSES 640.48	144.80	64.76	123.99	587.18	1,200.00	104.4%
03976430 524306	DPW EXTRAORDINARY REPAIR 2,063.15	.00	621.50	513.06	5,000.00	3,000.00	-40.0%
03986422 524313	CEMETERY GARAGE MAINT & REPAIR .00	.00	.00	.00	.00	5,500.00	.0%
03996422 524313	MATTERA OTHER MAINT & REPAIR .00	.00	.00	.00	.00	7,500.00	.0%
TOTAL EXPENSES	1,911,155.58	1,937,970.50	1,969,424.84	1,578,946.68	2,226,243.93	2,360,705.00	6.0%
TOTAL CORE FACILITIES	2,152,091.06	2,199,195.65	2,235,355.21	1,863,788.29	2,687,670.15	2,853,790.12	6.2%
TOTAL FACILITIES	2,389,244.02	2,433,182.95	2,479,356.74	2,053,320.61	2,980,504.97	3,140,679.94	5.4%
GRAND TOTAL	2,389,244.02	2,433,182.95	2,479,356.74	2,053,320.61	2,980,504.97	3,140,679.94	5.4%

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

Public Works – Enterprise Funds FY17 Budgets

Enterprise Funds Overview

In case of infrastructure emergencies, a certain amount of Target financial reserves must be held aside. Current reserves are well in excess of these levels.

Reserves (\$ mil)	Feb. '16	Target	Surplus
St. Water	\$0.9	\$0.2	\$0.7
Water*	3.2	1.1	2.1
Sewer	2.8	1.1	1.7
Combined	\$6.9	\$2.4	\$4.5

**includes 70k used at April 2016 Town Meeting*

Water & Sewer

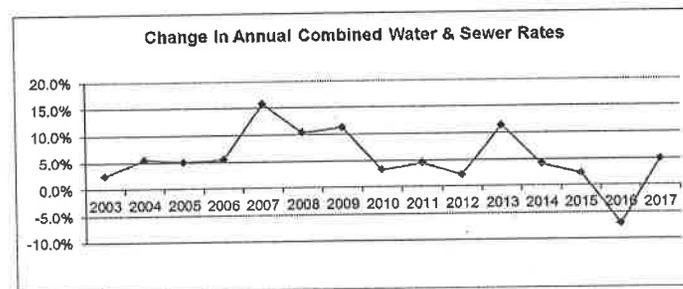
MWRA assessments represent a significant portion of the Water (34%) and Sewer (81%) budgets. Early estimates from the MWRA are for 4% combined increases in FY17 and 5% to 6% for the next three years. Note that budgets alone do not determine rates, as will be explained further.

Surplus Reserves may therefore be used to offset the increases in budgets, as has been a longstanding policy. Given what we know or project about the future, here is the current plan of use of Reserves:

	W Res. Used	W Net Budget	S Res. Used	S Net Budget	Combined Net Budg.
FY17	\$800k	+8.9%	none	+1.1%	+4.9%
FY18	\$550k	+5.5%	\$550k	+6.4%	+6.0%
FY19	\$225k	+5.5%	\$450k	+6.4%	+5.9%
FY20	\$125k	+2.4%	\$600k	+9.5%	+6.0%
Surplus Reserves	~\$450k		~\$100k		

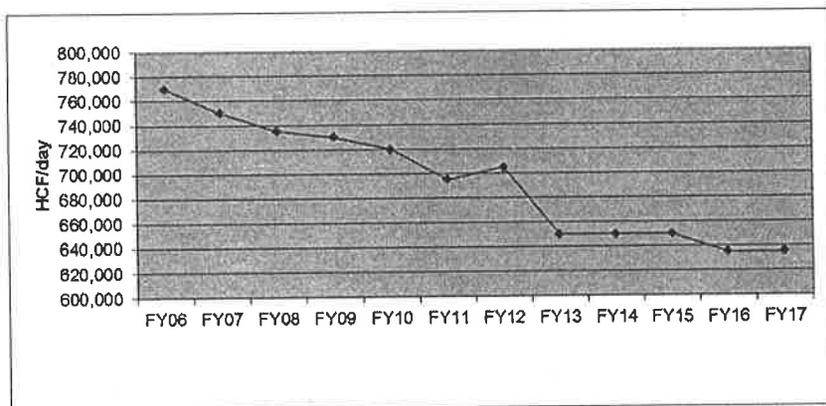
Rates

In March 2016 the Selectmen voted new rates for both water (+9.2%) and sewer (+1.2%) that are effective with the December 2016 billing. Recall that the rates voted in FY16 eliminated the 10% discount, which explains the apparent drop:



Water/sewer rates are set by a combination of underlying budgets, use of reserves and the volume of water the community uses. Because about half of the total budget costs are fixed, water conservation efforts cause the town to 'sell less water' which places upward pressure on rates. The chart below shows

the water usage forecasts we have used to set rates – the sharp rate increase in FY13 was almost entirely driven by usage.



Historical Rates & Budgets

Since 2005, combined water and sewer annual budgets have increased at a 5.0% annual rate. However over that period combined rates have increased at an annual rate of 7.3% (removing the impact of the former 10% early payment discount). The largest driver of the difference is the continued water conservation efforts.

Infrastructure Planning

We do a thorough review at least twice each year to make sure our infrastructure repair and replacement planning is still on the best path forward.

Recall that at November 2015 Town Meeting we sought \$1.2 million in funding for the two most urgent sewer station rehab projects (West & Batchelder). We had funded such work the

year before but underestimated the cost and had to wait. These revised cost estimates were applied to all future sewer station rehab projects and to preserve annual budget increases below 7% they were spread out over more future years.

Following is a list of planned future sewer station projects. Naturally if sewer station conditions change then this list of priorities will change. In total this work is expected to cost about \$10 million. The first pair of stations was pushed out one year from FY17 in order to accommodate a more urgent water main project described below.

Charles & Sturges	\$3.0mil	FY18
Grove, Joseph's Way & Small	\$1.3mil	FY20
Collins, Strout & Brewer	\$2.1mil	FY25
Longwood & Pittman	\$2.0mil	FY29+

In recent years through what is planned through FY29 there will be about \$17 million in water mains repairs. This leaves a balance that is expected to be about \$23 million to be addressed after that. Note that many of current and past projects are replacing water mains build in the late 1890s.

About 1,500 feet on Grove Street is in need of repair, so a \$575,000 project is added to the capital plan in FY17. A series of water main breaks in the area brought the issue to our attention as it had not previously been scheduled for repairs in the short run. This highlights the difficulty of monitoring the condition of infrastructure below the ground.

The storm water fund was been repairing drainage issues for several years, but recently five larger projects have appeared and need to be considered. The first two include \$150,000 for a Grove Street project and \$80,000 for a Bond Street project, each funded by reserves in FY17. The other three projects on Sturges & Main will need to be considered in the short term for FY18.

Overhead calculations

The Town Accountant revised the method of charging overhead costs to the Enterprise Funds based on some revised 'best practices' that have evolved over the past few years from the state. The chart below summarizes these changes in the Water and Sewer Funds:

	FY16 (old)	FY16 (new)	FY16 (changes)	FY17
Water	\$439,225	\$521,787	+\$82,562	\$531,887
Sewer	301,023	217,411	-83,612	221,619
Combined	\$740,248	\$739,198	-\$1,050	\$753,506

In FY16 the Storm Water Fund had been directly allocated the cost of one engineering position and no overhead charges. While about 1.0 FTE of engineering work was devoted to new storm water projects, it involved more than one staff member. Therefore in keeping with the best practices this fund that engineering position was placed back into the General Fund and the same overhead method is used as shown above:

	FY16 (old)	FY16 (new)	FY16 (changes)	FY17
Storm Water	none	\$86,964		\$91,981
wages*	59,700	none		none
benefits*	18,000	none		none
Combined	\$77,700	\$86,964	+\$9,264	\$91,981

**FY16 wages and benefits figures for engineering position only*

Enterprise Fund Budgets

Assumptions for FY18-FY20:

Local	3.0%	3.0%	3.0%
MWRA Water	7.9%	2.9%	5.0%
MWRA Sewer	7.6%	4.8%	5.0%

No.	April 1, 2016	Approved FY - 2016	Percent Change	Requested FY - 2017	Percent Change	Projected FY - 2018	Percent Change	Projected FY - 2019	Percent Change	Projected FY - 2020	Percent Change
Water											
W1	*Wages	654,900	-4.1%	680,425	3.9%	700,838	3.0%	721,863	3.0%	743,519	3.0%
W2	*Expenses	734,500	13.8%	809,420	10.2%	833,703	3.0%	858,714	3.0%	884,475	3.0%
W3	*GF Offsets	439,225	2.7%	551,888	25.7%	568,445	3.0%	585,498	3.0%	603,063	3.0%
W4	Debt+Capital	1,788,675	-8.2%	2,625,429	46.8%	2,477,289	-5.6%	2,368,969	-4.4%	2,246,869	-5.2%
WL	Local Water Costs	3,617,300	-2.4%	4,667,162	29.0%	4,580,274	-1.9%	4,535,043	-1.0%	4,477,926	-1.3%
W5	MWRA Assessment	2,033,000	5.3%	2,125,000	4.5%	2,292,875	7.9%	2,359,368	2.9%	2,477,337	5.0%
WG	Gross Water Fund	5,650,300	0.3%	6,792,162	20.2%	6,873,149	1.2%	6,894,412	0.3%	6,955,262	0.9%
W6	Reserves	(150,000)		(800,000)		(550,000)		(225,000)		(125,000)	
WN	Net Water Fund	5,500,300	-0.6%	5,992,162	8.9%	6,323,149	5.5%	6,669,412	5.5%	6,830,262	2.4%
WV	TM Voted Water Fund	5,211,075	0.1%	6,240,274	19.8%	6,304,704	1.0%	6,308,914	0.1%	6,352,199	0.7%
Sewer											
S1	*Wages	290,950	0.7%	300,850	3.4%	309,876	3.0%	319,172	3.0%	328,747	3.0%
S2	*Expenses	390,820	-3.3%	412,600	5.6%	424,978	3.0%	437,727	3.0%	450,859	3.0%
S3	*GF Offsets	301,021	2.7%	229,953	-23.6%	236,852	3.0%	243,957	3.0%	251,276	3.0%
S4	Debt+Capital	1,431,940	327.5%	192,940	-86.5%	729,911	278.3%	754,769	3.4%	1,141,126	51.2%
SL	Local Sewer Costs	2,414,731	82.8%	1,136,343	-52.9%	1,701,617	49.7%	1,755,625	3.2%	2,172,008	23.7%
S5	MWRA Assessment	4,672,000	0.6%	4,800,000	2.7%	5,164,800	7.6%	5,412,710	4.8%	5,683,346	5.0%
SG	Gross Sewer Fund	7,086,731	18.8%	5,936,343	-16.2%	6,866,417	15.7%	7,168,335	4.4%	7,855,354	9.6%
S6	Reserves	(1,215,000)		(800,000)		(550,000)		(450,000)		(500,000)	
SN	Net Sewer Fund	5,871,731	10.9%	5,936,343	1.1%	6,316,417	6.4%	6,718,335	6.4%	7,355,354	9.5%
SV	TM Voted Sewer Fund	6,785,710	19.7%	5,706,390	-15.9%	6,629,565	16.2%	6,924,378	4.4%	7,604,078	9.8%
Combined W&S											
	Local Water&Sewer	6,032,031	20.0%	5,803,505	-3.8%	6,281,890	8.2%	6,290,668	0.1%	6,649,933	5.7%
	MWRA Assessments	6,705,000	2.0%	6,925,000	3.3%	7,457,675	7.7%	7,772,079	4.2%	8,160,683	5.0%
	Gross W&S Budgets	12,737,031	9.8%	12,728,505	-0.1%	13,739,565	7.9%	14,062,747	2.4%	14,810,616	5.3%
	Reserves	(1,365,000)		(800,000)		(1,100,000)		(675,000)		(625,000)	
	Net W&S Budgets	11,372,031	5.0%	11,928,505	4.9%	12,639,565	6.0%	13,387,747	5.9%	14,185,616	6.0%
Reserves											
	certified										Target
	Water	3,205,953		2,405,953		1,855,953		1,630,953		1,505,953	1,043,289
	Sewer	2,824,512		2,824,512		2,274,512		1,824,512		1,324,512	1,178,303
	Storm Water	951,526		701,526		701,526		701,526		701,526	200,000
Storm Water											
Y1	*Wages	152,400	5.9%	95,400	-37.4%	98,262	3.0%	101,210	3.0%	104,246	3.0%
Y2	*Expenses	83,400	37.4%	130,030	55.9%	133,931	3.0%	137,949	3.0%	142,087	3.0%
Y3	*GF Offsets			91,981	100.0%	94,740	3.0%	97,583	3.0%	100,510	3.0%
Y4	Debt+Capital	150,000	-9.1%	305,000	103.3%	645,917	111.8%	627,833	-2.8%	609,750	-2.9%
SWG	Storm Water Fund	385,800	4.4%	622,411	61.3%	972,850	56.3%	964,575	-0.9%	956,594	-0.8%
	Reserves	(35,000)		(250,000)							
SWN	Net Storm Water	350,800	-5.1%	372,411	6.2%	972,850	161.2%	964,575	-0.9%	956,594	-0.8%
SWV	TM Voted St Water Fund			530,430		878,110		866,992		856,083	
	revs@\$40 is \$380k (\$415k w/o disc.)		\$40		\$40	==>	\$100		\$100		\$100

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, the Division is responsible for the construction, maintenance and repair of all catch basins and storm drainage systems.

Storm Water	FY16	FY17	Change
Wages	152,400	\$95,400	-37.4%
Expenses	83,400	130,030	+55.9%
GF overhead	none	91,981	new
Debt & Capital	150,000	305,000	+103.3%
TOTAL	\$385,800	\$622,411	+61.3%
Use of Reserves	35,000	250,000	
Net Budget	\$350,800	\$372,411	+6.2%

Note the change that has been mentioned on the overhead accounting allocation. This budget removes the direct costs of an Engineering position and then pays about \$9,000 more in net overhead for DPW general fund staff, plus some additional charges for Administrative Services and Finance staff that are consistent with the method used in the other two Enterprise Funds.

One new \$50,000 expense for MS4 permitting relates to new federal storm water regulations expected to be put in place by May 2016 and drives that category.

As mentioned, two drainage projects are urgent for FY17: \$150,000 on Grove Street and \$80,000 on Bond Street. Generic drainage work is reduced from \$125,000 to \$50,000 to partly offset these costs.

That \$40 annual charge for single family homes, and the analogous per square foot charge based on impervious surface for commercial customers, produces about \$390,000 in annual revenues. Thus the FY17 budget will not require any change to that \$40 charge; however a heavy dose (\$250,000) of reserves allow these capital projects to occur.

Three drainage projects for Sturges Park, Main Street and Minot Street in the amount of \$1.55 million are planned for FY18 as a debt financing. If these plans continue, the \$40 fee will need to be raised to \$100 per household next year. Future work on the large river projects will cause future increases as well.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:

STORM WATER MANAGEMENT

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0428 STORM WATER MANAGEMENT							
03 SALARIES							
65003511 511413 STMWTR SKILLED LABORER	37,542.31	39,797.28	81,833.76	63,103.28	85,700.00	87,900.00	2.6%
65003511 511417 STM WTR LABORER	35,657.36	36,462.72	564.48	.00	.00	.00	.0%
65003511 511453 STMWTR ASST CIVIL ENGINEER	52,957.61	54,667.31	56,481.61	40,414.20	58,700.00	.00	-100.0%
65003511 515000 STM WTR - OVERTIME	4,122.24	2,793.79	4,043.24	1,382.40	4,500.00	4,000.00	-11.1%
65003511 516050 OUT OF GRADE WORK	2,612.35	1,523.68	999.52	298.80	3,500.00	3,500.00	.0%
TOTAL SALARIES	132,891.87	135,244.78	143,922.61	105,198.68	152,400.00	95,400.00	-37.4%
05 EXPENSES							
65005519 519000 STMWTR MEDICARE BENEFITS	1,983.14	1,242.22	1,414.00	.00	1,750.00	2,000.00	14.3%
65005519 519700 STMWTR PENSION ASSESSMENT	2,210.00	2,309.00	13,060.00	13,648.00	13,650.00	10,030.00	-26.5%
65005519 519750 STMWTR OPEB CONTRIBUTIONS	5,570.00	5,783.00	6,000.00	.00	6,000.00	6,000.00	.0%
65005524 524428 DRAINAGE MAINTENANCE	10,812.88	6,522.13	4,920.42	9,479.51	25,000.00	25,000.00	.0%
65005527 527301 STM WTR EQUIPMENT RENTAL	.00	.00	.00	.00	5,000.00	5,000.00	.0%
65005530 530000 STM WTR PROF/TECH SERVICES	200.00	790.75	1,516.90	.00	5,000.00	5,000.00	.0%
65005530 530336 MS4 PERMITTING	.00	.00	.00	.00	.00	50,000.00	.0%
65005531 531000 PROFESSIONAL DEV/TRAINING	.00	1,375.00	600.00	.00	2,000.00	2,000.00	.0%
65005554 554000 STM WTR CLOTHING ALLOWANCE	700.00	700.00	.00	.00	.00	.00	.0%
65005574 574000 STMWTR HEALTH INS PREMIUMS	10,275.24	10,840.80	15,617.03	14,267.97	25,000.00	25,000.00	.0%
TOTAL EXPENSES	31,751.26	29,562.90	43,128.35	37,395.48	83,400.00	130,030.00	55.9%
08 CAPITAL EXPENDITURES							
65008584 584413 STMWTR EXCAVATOR	54,479.23	.00	.00	.00	.00	.00	.0%
65008588 588412 STRM WTR DRAINAGE IMPROVEMENTS	24,975.50	.00	17,663.17	68,742.73	125,000.00	50,000.00	-60.0%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:

STORM WATER MANAGEMENT	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
65002490 490099 TRANS FROM MULTI-YR PROJECT FD	-75,736.73	.00	.00	.00	.00	.00	.0%
65002490 499990 STM WTR FREE CASH OP BUDSUPRT	-25,000.00	-30,000.00	.00	-35,000.00	-35,000.00	-250,000.00	614.3%
TOTAL OTHER FINANCING SOURCE	-100,736.73	-30,000.00	.00	-35,000.00	-35,000.00	-250,000.00	614.3%
TOTAL OTHER FINANCING SOURCE	-100,736.73	-30,000.00	.00	-35,000.00	-35,000.00	-250,000.00	614.3%
TOTAL STORM WATER MANAGEMENT	144,711.42	134,807.68	145,772.97	179,822.89	350,800.00	372,412.00	6.2%
GRAND TOTAL	9,938,846.36	9,534,666.57	9,623,734.36	7,894,896.68	11,722,831.00	12,300,918.00	4.9%

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

**Storm Water Enterprise Fund
Capital + Debt**

	Approved	Requested													FY17-29
Storm Water Ent. Fund Capital &	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	TOTAL
Storm Water Capital	150,000	305,000	75,000	75,000	75,000	600,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	1,980,000
Storm Water Debt	-	-	570,917	552,833	534,750	-	1,085,000	1,046,250	1,007,500	968,750	930,000	891,250	852,500	813,750	9,253,500
Total Capital & Debt	150,000	305,000	645,917	627,833	609,750	600,000	1,160,000	1,146,250	1,107,500	1,068,750	1,030,000	1,016,250	977,500	938,750	11,233,500
Storm Water CAPITAL	150,000	305,000	75,000	75,000	75,000	600,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	1,980,000
Drainage Improvm. (projects)	125,000	50,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	1,200,000
MS4 Permit: Consult & Lab test	25,000	25,000													25,000
Bond St outfall and drainage		80,000													80,000
Grove St drainage		150,000													150,000
Sturges Park \$200k/3yr	1		Debt	Debt	Debt										-
Main St Drain repair \$900k/3yr	1		Debt	Debt	Debt										-
Minot St (side streets) \$450k/3yr	1		Debt	Debt	Debt										-
Saugus River Design/Permit						200,000									200,000
Saugus River Improv. (I) \$2mil	2						Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Saugus River Improv. (II) \$2mil	3						Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Aberjona River Design/Permit						150,000									150,000
Aberjona River Improv. \$2.2mil	4						Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Sweeper: Elgin Pelican						175,000									175,000
Storm Water DEBT	-	-	570,917	552,833	534,750	-	1,085,000	1,046,250	1,007,500	968,750	930,000	891,250	852,500	813,750	9,253,500
Drainage Projects \$155 mil	1		570,917	552,833	534,750										1,658,500
Saugus River Improv. (I)	2						350,000	337,500	325,000	312,500	300,000	287,500	275,000	262,500	2,450,000
Saugus River Improv. (II)	3						350,000	337,500	325,000	312,500	300,000	287,500	275,000	262,500	2,450,000
Aberjona River Improv.	4						385,000	371,250	357,500	343,750	330,000	316,250	302,500	288,750	2,695,000
Repayment of Principal:			516,667	516,667	516,667	-	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000	7,750,000
Drainage Projects \$155 mil	1		516,667	516,667	516,667										1,550,000
Saugus River Improv. (I)	2						250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
Saugus River Improv. (II)	3						250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
Aberjona River Improv.	4						275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,200,000
Interest on Long Term Debt:			54,250	36,167	18,083	-	310,000	271,250	232,500	193,750	155,000	116,250	77,500	38,750	1,503,500
Drainage Projects \$1.7 mil	1		54,250	36,167	18,083										108,500
Saugus River Improv. (I)	2						100,000	87,500	75,000	62,500	50,000	37,500	25,000	12,500	450,000
Saugus River Improv. (II)	3						100,000	87,500	75,000	62,500	50,000	37,500	25,000	12,500	450,000
Aberjona River Improv.	4						110,000	96,250	82,500	68,750	55,000	41,250	27,500	13,750	495,000

Water Enterprise Fund

Water Supply is responsible for the administrative management, operation, technical support, maintenance and security of the drinking water supply in accordance with all Federal, State and local regulations. Water Distribution is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards and all applicable regulations. In addition, this division oversees water meter installation, repair and meter reading as well as the maintenance of all fire hydrants.

Water Fund	FY16	FY17	Change
Wages	\$654,900	\$680,425	+3.9%
Exp (non-MWRA)	734,500	809,420	+10.2%
GF overhead	439,225	551,888	+25.7%
Debt + Capital	1,788,675	2,625,429	+46.8%
Local Costs	\$3,617,300	\$4,667,162	+29.0%
MWRA Expense	2,033,000	2,125,000	+4.5%
Gross budget	\$5,650,300	\$6,792,162	+20.2%
Use of Reserves	150,000	800,000	
Net Budget	\$5,500,300	\$5,992,162	+8.9%

There is no change in staffing levels. Local expenses are also driven higher by a change in the pension assessment with very few other notable changes. The sharp increase in debt and capital reflects that somewhat urgent \$575,000 water main repair on Grove Street, and note that Reserves more than cover that cost. The MWRA assessment has a much smaller impact on this budget, and future charges are also expected in the 5% to 8% annual range.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20172 FY17 ENTERPRISE FUNDS

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0450	WATER - OPERATIONS						
05	EXPENSES						
61005519 519000							
	WTR MEDICARE EMPL BENEFITS						
	6,783.52	7,129.76	8,613.66	.00	8,000.00	9,000.00	12.5%
61005519 519700							
	WTR RETIREMENT ASSESSMENT						
	73,126.00	76,417.00	113,368.00	118,470.00	118,500.00	166,920.00	40.9%
61005519 519750							
	WATER OPEB CONTRIBUTIONS						
	47,664.00	45,215.00	50,000.00	.00	50,000.00	50,000.00	.0%
61005529 529433							
	WTR GEN HAZARD WASTE DISPOSAL						
	5,978.34	7,925.50	5,016.50	.00	10,000.00	10,000.00	.0%
61005530 530105							
	PRINTING SERVICES FORMS ETC						
	.00	.00	.00	381.19	.00	.00	.0%
61005530 530480							
	WTR GEN PRIMACEY ASSMNT						
	5,454.45	5,076.37	5,036.17	5,064.39	5,500.00	5,500.00	.0%
61005530 530491							
	WTR GEN PURCH SVC WAKEFIELD						
	7,636.44	7,406.42	7,434.02	.00	8,000.00	8,000.00	.0%
61005531 531000							
	WTR GEN PROF DEV/TRAINING						
	2,445.00	5,390.00	4,046.50	1,668.48	7,500.00	7,500.00	.0%
61005558 558450							
	WATER CONSERVATION PROMOTION						
	.00	13,630.96	22,860.00	13,278.50	40,000.00	40,000.00	.0%
61005574 574000							
	WTR HEALTH INSURANCE PREMIUM						
	132,738.75	142,062.71	175,517.13	142,611.70	190,000.00	210,000.00	10.5%
61005574 574004							
	WTR OPT-OUT HEALTH INS PMNT						
	3,000.00	4,500.00	1,500.00	.00	.00	.00	.0%
61005574 574010							
	WTR PROP & CASUALTY INS PREM						
	26,877.00	27,669.00	31,436.00	33,813.14	35,000.00	37,000.00	5.7%
61005574 574550							
	WTR WORKER COMP INS PREM						
	16,177.00	12,710.00	14,172.00	14,474.88	15,000.00	16,000.00	6.7%
	TOTAL EXPENSES						
	327,880.50	355,132.72	438,999.98	329,762.28	487,500.00	559,920.00	14.9%
07	DEBT SERVICE						
61007530 530705							
	WTR FUND DEBT ISSUANCE COSTS						
	.00	2,500.00	.00	.00	.00	.00	.0%
61007591 591000							
	WTR GEN LONG TM DEBT PRINCIPAL						
	935,000.00	935,000.00	1,336,200.00	1,076,200.00	1,236,200.00	1,586,200.00	28.3%
61007591 592000							
	WTR GEN LONG TERM DEBT INT						
	366,670.00	339,905.00	280,452.50	151,879.85	352,475.00	349,229.00	-.9%
	TOTAL DEBT SERVICE						
	1,301,670.00	1,277,405.00	1,616,652.50	1,228,079.85	1,588,675.00	1,935,429.00	21.8%
09	OTHER FINANCING USES						
61009596 596111							
	WAGE SUPPORT-ADM SVCS						
	15,194.04	30,351.00	80,588.04	80,588.04	82,804.00	28,472.00	-65.6%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20172 FY17 ENTERPRISE FUNDS

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
61009596 596112		EXP SUPPORT- ADM SVCS .00	35,709.96	35,709.96	36,692.00	18,480.00	-49.6%
61009596 596121		WAGE SUPPORT-ACCOUNTING 10,280.04	.00	.00	.00	.00	.0%
61009596 596122		EXP SUPPORT-ACCOUNTING 183.96	.00	.00	.00	.00	.0%
61009596 596131		WAGE SUPPORT-FINANCE 32,673.00	36,912.96	36,912.96	37,928.00	24,490.00	-35.4%
61009596 596132		EXP SUPPORT-FINANCE 22,086.00	23,856.00	23,856.00	24,512.00	5,025.00	-79.5%
61009596 596141		WAGE SUPPORT-HUMAN RESOURCES 4,998.00	.00	.00	.00	.00	.0%
61009596 596142		EXP SUPPORT-HUMAN RESOURCE 2,309.04	.00	.00	.00	.00	.0%
61009596 596151		WAGE SUPPORT-TECHNOLOGY 32,412.96	.00	.00	.00	.00	.0%
61009596 596152		EXPSUPPORT-TECHNOLOGY 31,026.00	.00	.00	.00	.00	.0%
61009596 596161		WAGE SUPPORT-DPW 106,784.04	114,390.00	114,390.00	117,536.00	364,918.00	210.5%
61009596 596171		WAGE SUPPORT-ENGINEERING 100,374.96	107,523.96	107,523.96	110,481.00	.00	-100.0%
61009596 596181		WAGE SUPPORT-HIGHWAY 6,864.96	7,353.96	7,353.96	7,556.00	.00	-100.0%
61009596 596182		EXP SUPPORT-DPW 19,728.96	21,135.00	21,135.00	21,716.00	110,503.00	408.9%
61009599 599900		PAYMENT OF REFUNDED DEBT .00	1,732,571.95	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES		384,915.96	413,012.64	2,160,041.83	427,469.88	439,225.00	551,888.00 25.7%
TOTAL WATER - OPERATIONS		2,014,466.46	2,045,550.36	4,215,694.31	1,985,312.01	2,515,400.00	3,047,237.00 21.1%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20172 FY17 ENTERPRISE FUNDS

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0451 WATER - DISTRIBUTION							
03 SALARIES							
61013511 511010							
61013511 511014							
61013511 511401							
61013511 511403							
61013511 511405							
61013511 511406							
61013511 511409							
61013511 511413							
61013511 511417							
61013511 511471							
61013511 511481							
61013511 515000							
61013511 516050							
61013511 516060							
61013511 516080							
61013512 512000							
61013517 517017							
TOTAL SALARIES	547,586.43	601,332.86	600,264.98	494,210.37	589,950.00	680,425.00	15.3%
05 EXPENSES							
61015521 521301							
61015521 521303							
61015521 521392							

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20172 FY17 ENTERPRISE FUNDS

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
61015530 530420	WTR DIST POLICE DETAILS						
	10,674.88	15,102.34	14,752.17	8,898.37	17,500.00	17,500.00	.0%
61015530 530470	WTR DIST WATER SYSTEM						
	13,509.50	14,169.55	7,150.00	7,478.15	10,000.00	10,000.00	.0%
61015530 530472	WTR DIST MAIN PIPE/HYDRANT						
	11,470.00	12,281.25	4,306.50	9,990.00	10,000.00	10,500.00	5.0%
61015530 530474	WTR DIST SERVICE PIPE/METER						
	68,936.41	50,891.33	52,974.75	29,236.58	5,000.00	7,000.00	40.0%
61015530 530478	WTR DIST CROSS CONN INSP						
	5,280.00	5,580.00	5,420.00	2,288.00	8,000.00	8,000.00	.0%
61015531 531000	WTR DIST PROF DEV/TRAINING						
	1,750.00	.00	849.00	4,445.00	.00	.00	.0%
61015536 536000	WTR DIST SFTWR LIC & SUPP						
	5,339.80	9,400.19	4,989.24	12,547.81	7,500.00	7,500.00	.0%
61015540 540470	WTR DIST GEN SUPPLIES/SERVIC						
	21,449.16	25,282.25	22,339.10	35,908.70	30,000.00	32,500.00	8.3%
61015540 540472	WTR DIST MAIN PIPE/HYDRANT						
	28,354.89	21,896.85	26,317.40	30,969.39	30,000.00	32,500.00	8.3%
61015540 540474	WTR DIST SERVICE METERS						
	420.00	.00	9,946.75	27,607.82	55,000.00	50,000.00	-9.1%
61015554 554000	WTR DIST UNIFORMS AND CLOTHI						
	3,891.52	4,185.47	.00	.00	.00	.00	.0%
61015578 578100	WTR DIST LICENSES						
	460.00	1,143.00	690.00	1,012.00	1,550.00	1,500.00	-3.2%
TOTAL EXPENSES	183,424.16	168,777.16	160,695.30	178,997.64	185,050.00	187,500.00	1.3%
08 CAPITAL EXPENDITURES							
61018584 584406	WATER DUMP TRUCK						
	.00	.00	.00	119,904.55	150,000.00	.00	-100.0%
61018584 584411	WTR CAR #2						
	.00	.00	.00	.00	.00	35,000.00	.0%
61018584 584418	UNIDIRECTIONAL FLUSHING						
	.00	.00	.00	.00	.00	30,000.00	.0%
61018585 585452	WATER BOOSTER STATION TECH						
	.00	.00	.00	5,000.00	.00	.00	.0%
61018585 585461	WATER TANK INSPECTION						
	.00	.00	-768,905.80	.00	.00	.00	.0%
61018588 588450	WTR DIST SYSTEMS						
	.00	.00	11,282.00	.00	50,000.00	50,000.00	.0%
61018588 588466	WATER MAIN GROVE ST						
	.00	.00	.00	.00	.00	575,000.00	.0%
61018588 588468	LARCH LANE WATER MAIN						
	.00	.00	47,616.59	.00	.00	.00	.0%
TOTAL CAPITAL EXPENDITURES	.00	.00	-710,007.21	124,904.55	200,000.00	690,000.00	245.0%
TOTAL WATER - DISTRIBUTION	731,010.59	770,110.02	50,953.07	798,112.56	975,000.00	1,557,925.00	59.8%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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FOR PERIOD 99

PROJECTION: 20172 FY17 ENTERPRISE FUNDS

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0452	WATER - SUPPLY / TREATMENT						
03	SALARIES						
61023511 511461	WTR SUPPLY PLANT SUPERVISOR						
	85,425.60	86,610.24	86,220.80	.00	60,450.00	.00	-100.0%
61023511 511481	WTR SUPPLY SNOW REMOVAL						
	-328.56	-1,327.36	-1,315.20	.00	-500.00	.00	-100.0%
61023511 515000	WTR SUPPLY-OVERTIME						
	7,074.35	2,820.64	1,284.05	.00	5,000.00	.00	-100.0%
	TOTAL SALARIES						
	92,171.39	88,103.52	86,189.65	.00	64,950.00	.00	-100.0%
05	EXPENSES						
61025521 521301	WTR SUPPLY ELECTRICITY						
	18,122.42	18,693.09	18,656.18	15,030.34	20,000.00	20,000.00	.0%
61025521 521308	WTR SUPPLY FUEL OIL						
	1,416.00	.00	.00	.00	3,000.00	3,000.00	.0%
61025521 521309	WTR SUPPLY WATER /SEWER						
	214.72	214.72	161.04	172.96	500.00	500.00	.0%
61025521 521390	WTR SUPPLY TELEPHONE						
	830.81	894.01	1,108.52	503.31	2,500.00	2,500.00	.0%
61025530 530000	WTR SUPPLY PROF/TECH SV						
	16,207.33	1,351.10	13,209.87	1,038.03	10,000.00	10,000.00	.0%
61025540 540000	WTR SUPPLY SUPPLIES/EQUIPMEN						
	1,801.79	2,313.74	4,762.58	4,173.85	6,000.00	6,000.00	.0%
61025540 540455	WTR SUPPLY WELLS						
	9,401.82	6,246.11	10,576.30	4,164.17	20,000.00	20,000.00	.0%
61025563 563400	WTR SUPPLY MWRA						
	1,811,212.00	1,854,203.00	1,931,410.00	1,626,212.80	2,033,000.00	2,125,000.00	4.5%
	TOTAL EXPENSES						
	1,859,206.89	1,883,915.77	1,979,884.49	1,651,295.46	2,095,000.00	2,187,000.00	4.4%
08	CAPITAL EXPENDITURES						
61028584 584407	WATER SUPPLY PICKUP TRUCK						
	35,219.16	.00	.00	.00	.00	.00	.0%
	TOTAL CAPITAL EXPENDITURES						
	35,219.16	.00	.00	.00	.00	.00	.0%
	TOTAL WATER - SUPPLY / TREAT						
	1,986,597.44	1,972,019.29	2,066,074.14	1,651,295.46	2,159,950.00	2,187,000.00	1.3%

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:
WATER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
61002490 490099 TRANS FROM MULTI-YR PROJECT FD	-148,313.00	-45,364.91	.00	.00	.00	.00	.0%
61002490 490900 PREMIUM ON BOND SALE	.00	.00	-178,150.60	.00	.00	.00	.0%
61002490 491000 BOND PROCEEDS	.00	.00	-1,561,000.00	.00	.00	.00	.0%
61002490 499990 WTR FREE CASH OP BUD SUPPORT	-150,000.00	-870,000.00	-100,000.00	-150,000.00	-150,050.00	-800,000.00	433.2%
TOTAL OTHER FINANCING SOURCE	-298,313.00	-915,364.91	-1,839,150.60	-150,000.00	-150,050.00	-800,000.00	433.2%
09 OTHER FINANCING USES							
61009590 599910 WTR DEBT ISSUE COSTS	.00	.00	6,780.58	.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	.00	.00	6,780.58	.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	-298,313.00	-915,364.91	-1,832,370.02	-150,000.00	-150,050.00	-800,000.00	433.2%
TOTAL WATER	4,433,761.49	3,872,314.76	4,500,351.50	4,284,720.03	5,500,300.00	5,992,162.00	8.9%

**Water Enterprise Fund
Capital + Debt**

Water Ent. Fund Capital & Debt	FY-	Approved	Requested	Projected ==>			Legend: Debt (Issued) and Debt (not yet approved)								FY17-29	
		FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	TOTAL
Total Capital & Debt		1,788,675	2,625,429	2,477,289	2,368,969	2,246,869	2,226,054	2,238,383	1,726,712	2,560,640	2,096,075	2,057,804	1,655,445	1,363,800	905,000	26,548,468
Water CAPITAL		200,000	690,000	290,000	305,000	225,000	100,000	159,000	139,000	100,000	100,000	135,000	135,000	160,000	125,000	2,663,000
Water Supply																
MWRA (\$3.18mil partial join)	2:	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
MWRA (\$7.8mil full join)	3:	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		
WTP demo & chlorine (\$800k)	4:	Debt	Debt	Debt												225,000
Well Abandonment					225,000											225,000
Replace Pickup Truck #3 (2003)									39,000							39,000
Water Distribution																
WM:Haverhill&Howard (\$2.285m)	5a:	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt							
WM: MWRA loan to be used	5b:	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt							
WM Phase 1 R#1 \$4.012mil/10yr	6a:	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					
WM Phase 1 R#2 \$3.5mil/10yr	6b:	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					
WM Reading Phase 2 \$6.5mil/10y	10									debtx	debtx	debtx	debtx	debtx	debtx	
WM Reading Phase 3 \$7.5mil/TBA																
WM Reading Phase 4 \$15mil/TBA																
WM: Larch Lane																575,000
WM: Grove St (1500 ft)			575,000													575,000
Unidirectional Flushing Program			30,000	30,000	30,000	30,000					35,000	35,000	35,000	35,000		225,000
WM Lining Program		50,000	50,000	50,000	50,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	1,100,000
Meter Replacements \$800k/7yr	8						debtx	debtx	debtx	debtx	debtx	debtx	debtx	debtx		
Tank Inspect & Design: Auburn															25,000	25,000
Tank Maint: Auburn \$1.2 mil/5yr	7			debtx	debtx	debtx	debtx	debtx								
Bear Hill Storage Tank (\$2.0 mil) - remove pending MWRA 2nd connection																
Emerald & Lothrop Booster Station TBA																75,000
Booster Station SCADA				75,000												75,000
SCADA Upgrade (every 5 yrs)							25,000									25,000
Replace Pickup Truck #12 (1997)									42,000							42,000
Replace Car #2			35,000													35,000
Replace Truck#6						120,000										120,000
Replace Truck#14																
Replace Backhoe #420E					135,000											135,000
Replace Utility Truck #5		150,000														
Replace Pickup #15								42,000								42,000

**Water Enterprise Fund
Capital + Debt**

Water Ent. Fund Capital & Debt	FY-	Approved	Requested	Projected ==>		Legend: Debt (Issued) and Debtx (not yet approved)					FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY17-29
		FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	TOTAL	
Water DEBT		1,588,675	1,935,429	2,187,289	2,063,969	2,021,869	2,126,054	2,079,383	1,587,712	2,460,640	1,996,075	1,922,804	1,520,445	1,203,800	780,000		23,885,468
Join MWRA(partial \$3.18m)	2	237,719	229,719	224,069	217,669	211,269	204,869	198,469	192,069	185,669	178,975	162,375	156,188				2,161,338
Join MWRA(full \$7.8m)	3	588,656	571,350	553,800	538,200	522,600	507,000	491,400	475,800	460,200	444,600	429,000	413,400	397,800			5,805,150
Demo WTP/chlorinate(\$0.8m)	4	86,100	83,660	81,220													164,880
WM:Haverhill&Howard (\$2.285m)	5a	185,000	185,000	185,000	185,000	185,000	185,000	185,000									1,110,000
WM: MWRA loan to be used	5b	20,000	20,000	20,000	20,000	20,000	20,000	20,000									120,000
WM Phase 1 R#1 \$4.012mil/10yr	6a	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200							3,209,600
WM Phase 1 R#2 \$3.5mil/10yr	6b	70,000	444,500	434,000	423,500	413,000	402,500	392,000	381,500	371,000	360,500						3,622,500
WM Reading Phase 2 \$6.5mil/10yr	10									910,000	884,000	858,000	832,000	806,000	780,000		5,070,000
WM Reading Phase 3 \$7.5mil/TBA																	-
WM Reading Phase 4 \$15mil/TBA																	-
Meter Replacements \$800k/7yr	8						146,286	141,714	137,143	132,571	128,000	123,429	118,857				928,000
Tank Maint: Auburn \$1.2 mil/5yr	7			288,000	278,400	268,800	259,200	249,600									1,344,000
Repayment of Principal:		1,236,200	1,586,200	1,826,200	1,746,200	1,746,200	1,860,486	1,860,486	1,415,486	2,065,486	1,664,286	1,654,286	1,304,286	1,040,000	650,000		20,419,600
Join MWRA(partial \$3.18m)	2	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	150,000	150,000				1,740,000
Join MWRA(full \$7.8m)	3	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000			4,680,000
Demo WTP/chlorinate(\$0.8m)	4	80,000	80,000	80,000													160,000
WM:Haverhill&Howard (\$2.285m)	5a	185,000	185,000	185,000	185,000	185,000	185,000	185,000									1,110,000
WM: MWRA loan to be used	5b	20,000	20,000	20,000	20,000	20,000	20,000	20,000									120,000
WM Phase 1 R#1 \$4.012mil/10yr	6a	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200							3,209,600
WM Phase 1 R#2 \$3.5mil/10yr	6b		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000		3,500,000
WM Reading Phase 2 \$6.5mil/10yr	10									650,000	650,000	650,000	650,000	650,000	650,000	650,000	3,900,000
WM Reading Phase 3 \$7.5mil/TBA																	-
WM Reading Phase 4 \$15mil/TBA																	-
Meter Replacements \$800k/7yr	8						114,286	114,286	114,286	114,286	114,286	114,286	114,286	114,286			800,000
Tank Maint: Auburn \$1.2 mil/5yr	7			240,000	240,000	240,000	240,000	240,000									1,200,000
Interest on Long Term Debt:		352,475	349,229	361,089	317,769	275,669	265,569	218,897	172,226	395,154	331,789	268,518	216,159	163,800	130,000		3,465,868
Water Treatment Plant Design	1																-
Join MWRA(partial \$3.18m)	2	77,719	69,719	64,069	57,669	51,269	44,869	38,469	32,069	25,669	18,975	12,375	6,188				421,338
Join MWRA(full \$7.8m)	3	198,656	181,350	163,800	148,200	132,600	117,000	101,400	85,800	70,200	54,600	39,000	23,400	7,800			1,125,150
Demo WTP/chlorinate(\$0.8m)	4	5,100	3,660	1,220													4,880
WM:Haverhill&Howard (\$2.285m)	5a	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WM: MWRA loan to be used	5b	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WM Phase 1 R#1 \$4.012mil/10yr	6a	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WM Phase 1 R#2 \$3.5mil/10yr	6b	70,000	94,500	84,000	73,500	63,000	52,500	42,000	31,500	21,000	10,500						472,500
WM Reading Phase 2 \$6.5mil/10yr	10									260,000	234,000	208,000	182,000	156,000	130,000		1,170,000
WM Reading Phase 3 \$7.5mil/TBA																	-
WM Reading Phase 4 \$15mil/TBA																	-
Meter Replacements \$800k/7yr	9						32,000	27,429	22,857	18,286	13,714	9,143	4,571				128,000
Tank Maint: Auburn \$1.2 mil/5yr	8			48,000	38,400	28,800	19,200	9,600									144,000

Sewer Enterprise Fund

The Sewer Division is responsible for operating the municipal sewer collection systems in accordance with all applicable state, federal and MWRA regulations for the collection and discharge of wastewater. This ranges from maintaining and repairing over 100 miles of sewer mains and 12 pumping stations to responding to customer service needs for individual sewer and drainage problems.

Sewer Fund	FY16	FY17	Change
Wages	\$290,950	\$300,850	+3.4%
Exp (non-MWRA)	390,820	412,600	+5.6%
GF overhead	301,021	229,953	-23.6%
Debt + Capital	1,431,940	192,940	-86.5%
Local Costs	\$2,414,731	\$1,136,343	-52.9%
MWRA Expense	4,672,000	4,800,000	+2.7%
Gross budget	\$7,086,731	\$5,936,343	-16.2%
Use of Reserves	1,215,000	none	
Net Budget	\$5,871,731	\$5,936,343	+1.1%

There is no change in staffing levels. Local expenses are driven higher by a change in the pension assessment, but little else has changed. The decline in debt & capital reflects the \$1.2 million sewer station projects funded by November 2015 Town Meeting, and then a gap until the next projects in FY18. Changes in this budget are driven by the MWRA assessment which is shown as a modest 2.7% figure above. Future MWRA charges are estimated to be in the 5% to 8% annual range.

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TOWN OF READING
NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

SEWER	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0440 SEWER - OPERATIONS							
03 SALARIES							
62003511 511010 SWR ADMIN ASST	.00	20,282.44	11,180.93	.00	.00	.00	.0%
62003511 511014 SWR SENIOR ADMIN ASSISTANT	.00	.00	10,790.27	16,885.66	23,800.00	24,400.00	2.5%
62003511 511401 SEWER SUPERVISOR	40,237.62	39,731.20	36,769.68	22,413.64	38,050.00	40,350.00	6.0%
62003511 511405 SEWER WORKING FORMAN	50,629.09	52,407.11	52,785.28	41,722.08	54,950.00	58,600.00	6.6%
62003511 511409 SEWER EQUIPMENT OPERATOR	54,329.60	55,624.32	49,669.24	43,232.00	58,700.00	59,050.00	.6%
62003511 511417 SEWER LABORER	67,788.76	64,681.94	60,340.48	50,817.04	72,000.00	74,500.00	3.5%
62003511 511471 SEWER CLERK(S)	18,242.54	.00	.00	.00	.00	.00	.0%
62003511 511481 SEWER SNOW REMOVAL	-2,296.97	-5,364.54	-1,954.14	.00	-2,500.00	-2,500.00	.0%
62003511 515000 SEWER OVERTIME	42,402.76	47,991.99	47,763.13	35,181.42	40,000.00	40,000.00	.0%
62003511 516050 SEWER OUT OF GRADE WORK	4,827.79	4,836.40	3,138.48	2,214.72	3,500.00	3,500.00	.0%
62003511 516060 SEWER WGS ON-CALL PREMIUM	2,304.00	3,020.13	1,869.00	1,620.00	2,450.00	2,950.00	20.4%
62003511 516080 SEWER WAGES LONGEVITY	1,075.00	9,000.00	7,925.00	.00	.00	.00	.0%
62003517 517017 SEWER SICK LEAVE BUYBACK	.00	.00	.00	3,821.00	.00	.00	.0%
TOTAL SALARIES	279,540.19	292,210.99	280,277.35	217,907.56	290,950.00	300,850.00	3.4%
05 EXPENSES							
62005519 519000 SEWER MEDICARE EMPL BENEFITS	1,880.40	1,549.92	2,210.57	.00	1,500.00	2,000.00	33.3%
62005519 519700 SEWER RETIREMENT ASSESSMENT	27,234.00	28,460.00	33,800.00	35,320.00	35,320.00	43,600.00	23.4%
62005519 519750 SEWER OPEB CONTRIBUTIONS	9,667.00	7,901.00	20,000.00	.00	20,000.00	20,000.00	.0%
62005521 521301 SEWER ELECTRICITY	26,237.63	26,380.04	28,392.53	16,867.09	30,000.00	30,000.00	.0%
62005524 524469 SEWER STATION REPAIR	7,000.00	14,053.00	11,604.93	10,814.53	25,000.00	25,000.00	.0%
62005524 524474 MANHOLE MAINTENANCE	4,200.00	1,925.00	.00	.00	10,000.00	10,000.00	.0%
62005524 524476 INFLOW/INFILTRATION PREVENTION	99,410.51	38,099.02	54,833.00	2,567.00	100,000.00	100,000.00	.0%

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
62005529 529433	SEWER HAZARD WASTE DISPOSAL 9,125.88	5,975.16	12,000.00	3,727.00	12,000.00	12,000.00	.0%
62005530 530000	SEWER PURCHASED SERVICES 20,905.00	20,554.54	20,448.78	3,608.00	21,000.00	21,000.00	.0%
62005530 530105	PRINTING SERVICES FORMS ETC .00	439.50	.00	381.19	.00	.00	.0%
62005530 530110	SEWER LEGAL COUNSEL .00	.00	.00	.00	2,000.00	2,000.00	.0%
62005530 530420	SEWER POLICE DETAILS 1,888.65	3,071.09	3,488.01	3,000.00	5,000.00	5,000.00	.0%
62005530 530490	SEWER CONT SVC PUMP STATIONS 10,684.91	10,980.73	10,057.20	6,646.76	15,000.00	18,000.00	20.0%
62005530 530492	SEWER SYSTEM INSPECTIONS .00	3,967.71	2,076.30	6,030.00	15,000.00	15,000.00	.0%
62005531 531000	SEWER PROF DEV/TRAINING .00	1,700.00	1,035.00	7,460.00	2,000.00	2,000.00	.0%
62005536 536000	SEWER SOFTWARE SUPPORT 3,270.58	5,062.88	4,432.96	13,228.78	7,500.00	7,500.00	.0%
62005540 540490	SEWER PUMP STATION SUPPLIES 230.13	2,681.24	6,264.74	2,806.30	7,000.00	7,000.00	.0%
62005540 540493	SEWER DISTRIBUTION SYSTEM 3,197.35	8,789.69	6,911.91	5,041.52	8,000.00	10,000.00	25.0%
62005540 540495	SEWER CHEMICALS 1,733.75	5,781.64	4,559.89	1,269.63	7,500.00	7,500.00	.0%
62005554 554000	SEWER UNIFORMS 2,034.96	2,343.73	.00	.00	.00	.00	.0%
62005563 563400	SEWER MWRA 4,326,182.00	4,499,328.00	4,642,124.00	3,699,502.40	4,672,000.00	4,800,000.00	2.7%
62005574 574000	SEWER HEALTH INSURANCE PREM 60,782.76	56,429.46	42,115.66	39,681.77	50,000.00	56,000.00	12.0%
62005574 574010	SEWER PROP & CASUALTY INS PREM 850.00	878.00	897.00	1,966.08	1,000.00	2,000.00	100.0%
62005574 574500	SEWER DEDUCTIBLES/CLAIMS .00	2,500.00	5,389.00	.00	.00	.00	.0%
62005574 574550	SEWER WORKER COMP INS PREM 9,821.00	12,000.00	13,864.00	13,463.04	15,000.00	16,000.00	6.7%
62005578 578100	LICENSES 240.00	255.00	135.00	217.00	1,000.00	1,000.00	.0%

TOTAL EXPENSES 4,626,576.51 4,761,106.35 4,926,640.48 3,873,598.09 5,062,820.00 5,212,600.00 3.0%

07 DEBT SERVICE

62007591 591000	SEWER LT DEBT PRINCIPAL 86,240.00	77,374.00	115,874.00	44,440.00	126,940.00	82,940.00	-34.7%
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TOTAL DEBT SERVICE 86,240.00 77,374.00 115,874.00 44,440.00 126,940.00 82,940.00 -34.7%

08 CAPITAL EXPENDITURES

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NEXT YEAR BUDGET HISTORICAL COMPARISON

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
62008584 584406	SEWER DUMP TRUCK .00	110,798.00	.00	.00	.00	.00	.0%
62008584 584416	SEWER VEHICLES .00	.00	.00	39,642.99	40,000.00	35,000.00	-12.5%
62008584 584422	SEWER BACKHOE 430D 78,000.00	.00	.00	.00	.00	.00	.0%
62008588 588450	SEWER SYSTEMS 175,818.63	.00	.00	.00	.00	.00	.0%
62008588 588500	SEWER MAIN PROJECTS .00	.00	.00	.00	50,000.00	50,000.00	.0%
62008588 588502	LEWIS/CHARLES/HOWARD SWR MAIN .00	188,970.20	.00	.00	.00	.00	.0%
62008588 588503	WEST ST SEWER MAIN PROJECT .00	6,928.35	.00	.00	.00	.00	.0%
62008588 588510	SEWER STATION REHAB .00	.00	111,852.94	.00	.00	25,000.00	.0%
62008588 588511	SEWER STATION (BATCHELDER RD) .00	.00	.00	176,000.00	1,215,000.00	.00	-100.0%
TOTAL CAPITAL EXPENDITURES		253,818.63	306,696.55	111,852.94	215,642.99	1,305,000.00	110,000.00 -91.6%
09	OTHER FINANCING USES						
62009596 596111	WAGE SUPPORT-ADM SVCS 14,345.04	24,458.04	71,688.00	71,688.00	73,659.00	11,863.00	-83.9%
62009596 596112	EXPENSE SUPPORT-ADM SVCS .00	.00	33,710.04	33,710.04	34,637.00	7,700.00	-77.8%
62009596 596121	WAGE SUPPORT-ACCOUNTING 9,710.04	10,050.00	.00	.00	.00	.00	.0%
62009596 596122	EXPENSE SUPPORT-ACCOUNTING 174.96	180.96	.00	.00	.00	.00	.0%
62009596 596131	WAGE SUPPORT-FINANCE 30,860.04	31,940.04	34,920.00	34,920.00	35,880.00	10,204.00	-71.6%
62009596 596132	EXPENSE SUPPORT-FINANCE 20,850.00	21,581.04	22,524.00	22,524.00	23,143.00	2,094.00	-91.0%
62009596 596141	WAGE SUPPORT-HUMAN RESOURCES 4,721.04	4,886.04	.00	.00	.00	.00	.0%
62009596 596142	EXPENSE SUPPORT-HUMAN RESOURCE 2,180.04	2,256.00	.00	.00	.00	.00	.0%
62009596 596151	WAGE SUPPORT-TECHNOLOGY 30,597.96	31,668.96	.00	.00	.00	.00	.0%
62009596 596152	EXPENSE SUPPORT-TECHNOLOGY 29,289.00	30,314.04	.00	.00	.00	.00	.0%
62009596 596161	WAGE SUPPORT-DPW 48,425.04	50,120.04	51,875.04	51,875.04	53,302.00	152,050.00	185.3%
62009596 596171	WAGE SUPPORT-ENGINEERING 61,266.00	63,410.04	65,630.04	65,630.04	67,435.00	.00	-100.0%
62009596 596181	WAGE SUPPORT-HIGHWAY 2,466.96	2,553.00	2,643.00	2,643.00	2,716.00	.00	-100.0%

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
<u>62009596_596182</u> EXPENSE SUPPORT-DPW	9,312.00	9,638.04	9,975.00	9,975.00	10,249.00	46,043.00	349.2%
TOTAL OTHER FINANCING USES	264,198.12	283,056.24	292,965.12	292,965.12	301,021.00	229,954.00	-23.6%
TOTAL SEWER - OPERATIONS	5,510,373.45	5,720,444.13	5,727,609.89	4,644,553.76	7,086,731.00	5,936,344.00	-16.2%

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PROJECTION: 20172 FY17 ENTERPRISE FUNDS

FOR PERIOD 99

ACCOUNTS FOR:
SEWER

	PRIOR FY3 ACTUALS	PRIOR FY2 ACTUALS	LAST FY1 ACTUALS	CY ACTUALS	CY REV BUDGET	PROJECTION LEVEL 2	PCT CHANGE
0990 OTHER FINANCING SOURCES/USES							
02 OTHER FINANCING SOURCES							
62002490 499990 SEWER FREE CASH OP BUD SUPPORT	-150,000.00	-195,000.00	-750,000.00	-1,215,000.00	-1,215,000.00	.00	-100.0%
TOTAL OTHER FINANCING SOURCE	-150,000.00	-195,000.00	-750,000.00	-1,215,000.00	-1,215,000.00	.00	-100.0%
09 OTHER FINANCING USES							
62009590 599910 SEWER DEBT ISSUE COSTS	.00	2,100.00	.00	800.00	.00	.00	.0%
TOTAL OTHER FINANCING USES	.00	2,100.00	.00	800.00	.00	.00	.0%
TOTAL OTHER FINANCING SOURCE	-150,000.00	-192,900.00	-750,000.00	-1,214,200.00	-1,215,000.00	.00	-100.0%
TOTAL SEWER	5,360,373.45	5,527,544.13	4,977,609.89	3,430,353.76	5,871,731.00	5,936,344.00	1.1%

**Sewer Enterprise Fund
Capital + Debt**

82940	Approved	Approved	Requested	Projected ==>	Legend: Debt (Issued) and Debt (not yet approved)										FY17-29	
	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	TOTAL
Sewer Ent. Fund Capital & Debt																
Sewer Capital	168,000	1,305,000	110,000	50,000	92,000	150,000	50,000	50,000	117,000	100,000	75,000	75,000	75,000	75,000	75,000	1,094,000
Sewer Debt	166,934	126,940	82,940	679,911	662,769	991,126	961,983	932,840	810,857	781,714	828,000	799,200	470,400	453,600	436,800	8,892,140
Total Capital & Debt	334,934	1,431,940	192,940	729,911	754,769	1,141,126	1,011,983	982,840	927,857	881,714	903,000	874,200	545,400	528,600	511,800	9,986,140
Sewer CAPITAL	168,000	1,305,000	110,000	50,000	92,000	150,000	50,000	50,000	117,000	100,000	75,000	75,000	75,000	75,000	75,000	1,094,000
Main: Poet's Corner (\$350k)																
Sewer Main Lewis; Charles; Howard																
Sewer Main projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	825,000
Station projects SCADA	not done															
Station projects design:	118,000															
Station: West St.	not done															
Station: Batchelder Rd.	not done															
Stations: West & Batchelder & scada		1,215,000														
Station: Charles St \$1.9mil debt	2			debt	debt	debt	debt	debt	debt	debt						
Station: Sturges \$1.1 mil debt	2			debt	debt	debt	debt	debt	debt	debt						
Station: Joseph's Way \$550k	3					debt	debt	debt	debt	debt	debt	debt				
Station: Small Lane \$200k	3					debt	debt	debt	debt	debt	debt	debt				
Station: Grove St. \$550k	3					debt	debt	debt	debt	debt	debt	debt				
Portable Gen/or - Grove			25,000													
Station: Strout Ave. \$650k	4										debt	debt	debt	debt	debt	
Station: Brewer Lane \$550k	4										debt	debt	debt	debt	debt	
Station: Collins Ave. \$900k	4										debt	debt	debt	debt	debt	
Portable Generator - Collins										25,000						
Station: Longwood Rd. \$1.2mil	5															
Station: Pitman Drive \$0.8mil	5															
Meter Replacements \$900k	3					debt	debt	debt	debt	debt	debt	debt				
Backhoe 430D						100,000										100,000
Pickup #8 (2004)		40,000														
Truck #17 (2001)																
Car #1 (2006)			35,000													35,000
Pickup #6 (2011)					42,000											42,000
Pickup #11 (2011)									42,000							42,000
Sewer DEBT	166,934	126,940	82,940	679,911	662,769	991,126	961,983	932,840	810,857	781,714	828,000	799,200	470,400	453,600	436,800	8,892,140
MWRA Inflow & Infiltration	1	166,934	126,940	82,940	131,340	131,340	92,840	92,840	92,840							624,140
Sewer Stations \$3.0mil	2				548,571	531,429	514,286	497,143	480,000	462,857	445,714					3,480,000
Stations/Meters \$2.1mil/7yrs	3						384,000	372,000	360,000	348,000	336,000	324,000	312,000			2,436,000
Sewer Stations \$2.1mil/7yrs	4											504,000	487,200	470,400	453,600	2,352,000
Sewer Stations \$2.0mil/5yrs	5															
Repayment of Principal:	166,934	126,940	82,940	559,911	559,911	821,411	821,411	821,411	728,571	728,571	720,000	720,000	420,000	420,000	420,000	7,824,140
MWRA Inflow & Infiltration	1a	32,934														
MWRA Inflow & Infiltration	1b															
MWRA Inflow & Infiltration	1c	44,000	44,000													44,440
MWRA Inflow & Infiltration P7		30,000	44,440	44,440												115,500
MWRA Inflow & Infiltration P8		30,000	38,500	38,500	38,500	38,500										454,200
MWRA Inflow & Infiltration P9		30,000			92,840	92,840	92,840	92,840	92,840							3,000,000
Sewer Stations \$3.0mil	2				428,571	428,571	428,571	428,571	428,571	428,571	428,571					2,100,000
Stations/Meters \$2.1mil	3						300,000	300,000	300,000	300,000	300,000	300,000	300,000			2,100,000
Sewer Stations \$2.1mil	4											420,000	420,000	420,000	420,000	2,100,000
Sewer Stations \$2.0mil	5															
Interest on Long Term Debt:				120,000	102,857	169,714	140,571	111,429	82,286	53,143	108,000	79,200	50,400	33,600	16,800	1,068,000
MWRA Inflow & Infiltration	no interest															
Sewer Stations \$3.0mil	2				120,000	102,857	85,714	68,571	51,429	34,286	17,143					480,000
Stations/Meters \$2.1mil	3						84,000	72,000	60,000	48,000	36,000	24,000	12,000			336,000
Sewer Stations \$2.1mil	4											84,000	67,200	50,400	33,600	252,000
Sewer Stations \$2.0mil	5															

	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY16-25
Summary													
Schools - General	75,000	-	111,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	861,000
Buildings - Schools	1,165,000	306,000	271,000	98,000	50,000	45,000	26,000	60,000	-	-	-	-	856,000
Buildings - Municipal	211,000	435,000	10,000	159,000	135,000	10,000	500,000	75,000	-	-	-	-	1,324,000
Administrative Services	132,000	247,000	-	100,000	100,000	100,000	125,000	125,000	125,000	125,000	125,000	125,000	1,172,000
Public Services	269,000	52,000	395,000	218,100	498,000	610,000	795,800	765,000	850,000	25,000	25,000	25,000	4,233,900
Public Safety - Fire	23,000	657,000	275,000	205,600	201,000	795,000	324,000	45,000	-	210,000	900,000	30,000	3,612,600
Public Safety - Police	15,000	-	35,000	35,000	30,000	37,500	-	35,000	440,000	-	-	42,500	612,500
Public Works - Equipment	714,000	577,250	398,000	524,300	574,500	120,000	235,700	370,000	361,000	340,000	230,000	100,000	3,730,750
Public Works - Parks & Cemetery	25,000	50,000	25,000	100,000	25,000	50,000	25,000	50,000	25,000	50,000	25,000	50,000	425,000
Public Works - Roads	540,000	550,000	550,000	550,000	575,000	575,000	650,000	650,000	675,000	675,000	700,000	700,000	6,150,000
Public Library	11,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000
TOTAL CAPITAL REQUESTS	3,180,000	2,874,250	2,070,000	2,075,000	2,273,500	2,452,500	2,791,500	2,285,000	2,586,000	1,535,000	2,115,000	1,182,500	23,057,750
FINCOM policy: debt + capital	3,958,083	4,109,863	4,265,408	4,391,938	4,523,989	4,659,259	4,775,740	4,895,134	5,017,512	5,142,950	5,271,524	5,403,312	47,053,316
- Net Included Debt	1,551,595	1,568,818	1,886,368	2,307,733	2,225,951	2,175,232	2,114,176	1,958,144	1,809,851	1,753,344	1,283,388	797,000	19,083,005
- Temp shift to Oper budgets		(205,493)	(211,857)										(417,350)
FINCOM Target Capital Funding	2,406,488	2,335,552	2,167,181	2,084,205	2,298,038	2,484,027	2,661,564	2,936,990	3,207,661	3,389,606	3,988,136	4,606,312	27,552,961
Original Funding Voted or Proposed	2,042,000	2,201,000	2,070,000	2,075,000	2,275,000	2,475,000	2,650,000	2,925,000	3,200,000	3,375,000	3,975,000	4,600,000	27,221,000
Additional Funding Sept TM	266,000												-
Additional Funding Nov TM	724,000	688,250											688,250
Additional Funding Jan TM	51,000												-
Additional Funding Feb TM	1,240,000												-
Feb Funding reversed by debt	(1,200,000)												-
Additional Funding April TM	57,000	(15,000)											(15,000)
TOTAL CAPITAL REQUESTS	3,180,000	2,874,250	2,070,000	2,075,000	2,273,500	2,452,500	2,791,500	2,285,000	2,586,000	1,535,000	2,115,000	1,182,500	23,057,750
Annual Surplus (Deficit)	-	-	-	-	1,500	22,500	(141,500)	640,000	614,000	1,840,000	1,860,000	3,417,500	
Cumulative Surplus (Deficit)	-	-	-	-			(141,500)	498,500	1,112,500	2,952,500	4,812,500	8,230,000	