



Town of Reading Report on the Warrant Annual Town Meeting

April 25, 2024

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 Special thanks to Staci Fleuri for the cover photo.



COMMONWEALTH OF MASSACHUSETTS

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


By virtue of this Warrant, I Laura A Gemme, on 3-28, 2024 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant, in the following public places within the Town of Reading:

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

The date of posting being not less than fourteen (14) days prior to April 25, 2024, the date set for Town Meeting in this Warrant.


~~Constable~~ Town Clerk Laura A Gemme

A true copy Attest:


Laura Gemme, Town Clerk





TOWN WARRANT

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

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

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in the Local Elections and Town affairs, to meet at the Reading Memorial High School, 62 Oakland Road, in said Reading on

THURSDAY, the TWENTY-FIFTH DAY of APRIL A.D., 2024

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

ARTICLE 1 The following Town Officers were elected on March 5, 2024

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

Each of Reading's eight (8) precincts elected eight (8) Town Meeting members for a three-year term.

In addition, the following Town Meeting members were elected:

Precinct 1 – One (1) Town Meeting member for a 2-year term
Precinct 2 – One (1) Town Meeting member for a 1-year term
Precinct 3 – Two (2) Town Meeting members for a 1-year term

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



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

-State of the Town (Select Board Chair)

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

Select Board

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

ARTICLE 4 To see if the Town will vote to amend the FY 2024-34 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Select Board

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

The following changes are proposed to the FY2024 – FY2034 CIP (current year plus ten years):

General Fund

FY24: +\$295,000

- \$200,000 RMHS Field House Floor/Bleachers (move project up 1 yr. design FY24 then debt)
- \$ 95,000 Coolidge Alarm Panel

FY25: -\$ 0 net change

- \$85,000 Bobcat Utility – Snowplow (2013) (increase by \$45k and move up 1 yr. to FY25)
- \$45,000 Driver’s Ed Vehicle (2013) (move up 5 yrs., FY29 to FY25)
- \$55,000 Computer Aided Dispatch (increase by \$55k)
- \$50,000 Police unmarked vehicle (earmark grant went away)
- \$240,000 Sander Truck #18 (2006) (move out 1 yr.)
- \$ 5,000 Cemetery Ford Sedan #4 (2006) (increase by \$5K)

FY26: -\$63,000



- \$ 55,000 Coolidge Alarm Panel Design – (remove different direction taken)
- \$ 45,000 Bobcat Skid S130 – Snowplow (2008) (move out 3 yrs., FY26 to FY29)
- \$ 35,000 Bobcat Utility 3650 – Snowplow (2013) (move up 1 yr. FY26 to FY25)
- \$ 7,000 School Doors & Windows (increase by \$7k)
- \$ 65,000 Hwy Small Dump Truck #7 (2012) (move up 1 yr.)
- \$240,000 Sander Truck #18 (2006) (from Fy25 to FY26)
- \$240,000 Sander Truck #19 (2007) (move out 1 yr. to FY27)

Enterprise Funds – Water

FY24: +\$0

FY25: -\$300,000

-\$300,000 Water Main Repairs – (not needed)

FY26: -\$400,000

-\$400,000 Water Main Repairs – (not needed)

Enterprise Funds – Sewer

FY24: +\$200,000

\$200,000 Prefab Longwood Rd. Sewer Station

FY25: +\$0

FY26: +\$0

Enterprise Funds – Storm Water

FY24: +\$0

FY25: +\$0

FY26: +\$0

Finance Committee Report: The Finance Committee recommends the proposed amendments to the FY 2024 – FY 2034 Capital Improvements Program by a vote of 8-0 at their meeting on March 13, 2024. Placing items in the Capital Improvement Program is a prerequisite first step but in itself does not authorize spending funds toward these items.

Bylaw Committee Report: No Report.

ARTICLE 5 To see if the Town will vote to amend the Town’s Operating Budget for the Fiscal Year commencing July 1, 2023, as adopted under Article 12 of the Annual Town Meeting of April 24, 2023



and amended under Article 4 of the Subsequent Town Meeting of November 13, 2023; and to see if the Town will vote to raise and appropriate, borrow or transfer from available funds, or otherwise provide a sum or sums of money to be added to the amounts appropriated under said Article, as amended, for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

Background:

General Fund – Wages and Expenses

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
B99 – Benefits	Health Insurance+\$300,000 Medicare + \$75,000 OPEB - \$200,000 Indemnification -\$30,000		\$145,000
E99 – Regional Vocational Education	Essex North +\$65,000		\$65,000
H91 Public Services Wages	Attrition Savings	20,000	
G92 Admin Services-Expenses	Town Manager Search		\$20,000
G92a Technology Expenses	Phone Service Migration		\$20,000
I91 Finance Wages	Retirement Vacation Buybacks \$17k Collector Transition \$17k		\$34,000
J91 – Public Safety Wages	Health -Sealer Weights & Measures +\$6,000 Health - Attrition Savings -\$15,000 Fire - Vacation Buyouts \$50,000		41,000
J92 -Public Safety Expenses	Health Weights & Measures -\$6,000	\$6,000	
K91 – Public Works Wages	Attrition savings	\$50,000	
K-93 Snow & Ice	Snow & Ice Expenses		\$75,000
K-94 Street Lights	Street Light Expenses -\$25,000	\$25,000	
M-92 Facilities Town Buildings	Vacation Buyback \$14,000		\$14,000
	Subtotals	\$101,000	414,000
	Net Operating Expenses		\$313,000
	From Free Cash		\$313,000

Enterprise Funds

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>



S99 Sewer EF	Longwood Rd Sewer Station		200,000
	Subtotals	-	200,000
	Net Operating Expenses		200,000
	From Sewer EF Reserves		200,000

Finance Committee Report: At their meeting on March 13, 2024, the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

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

Select Board

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

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

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

Select Board

Background: Each year at Annual Town Meeting, we ask to transfer funds budgeted for OPEB from that line to the actual OPEB Trust in this Article. Sometimes due to budget surpluses in health insurance premiums we have increased the budgeted contribution figures; this year we have to ask to lower the budgeted contribution by \$200,000 to cover a health insurance premium deficit. Recent contributions to the Trust on behalf of the General Fund have been \$700,000 (FY20), \$793,400 (FY21), \$350,000 (FY22), and \$500,000 (FY23).

This year, Town Meeting is requested to make the annual transfers of funds previously budgeted and held for the OPEB Trust Fund. This practice is followed each year in case health insurance costs are higher than budgeted, and therefore may be needed to fund a deficit. In FY24, we recommend transferring \$300,000 out of the \$500,000 budgeted to OPEB in the general fund. Original annual transfers designed to fully fund OPEB liabilities in the Enterprise Funds should continue: \$85,000 in the water fund, \$25,000 in the sewer fund and \$10,500 in the storm water fund. This Article will therefore move the total \$420,500 of all these OPEB contributions to the trust for Other Post Employment Benefit liabilities.



The most recent OPEB valuation shows the Town's OPEB liability at \$59.9 million and 13.84% funded as of June 30, 2023. The three Enterprise Funds and the Light Department are on a full funding schedule, and the General Fund is on a partial funding schedule. As noted, the General Fund will transition to a full funding schedule as soon as possible, as is required by law or immediately after the Pension Fund is fully funded.

Finance Committee Report: At their meeting on March 13, 2024, the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

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

Select Board

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

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

ARTICLE 9 To see if the Town will vote to raise and appropriate, borrow, transfer from available funds, including the reallocation of funds from the Parker Roof Project borrowing authorized under Article 14 of the 2021 Annual Town Meeting, or otherwise provide a sum or sums of money for the purpose of installing a new replacement fire alarm panel at Coolidge Middle School, including the costs of installation, consulting services, plans, documents, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended under the Town Manager, or take any other action with respect thereto.

Select Board

Background: This request is for a full replacement of the entire fire alarm system at the Coolidge Middle School. After discussions with the fire alarm company and electrical engineer, it was decided that a more cost-effective solution would be to replace the panel and some of the devices within the school that are not compatible with the new panel. Due to the invasiveness of replacing the panel and all the field devices, it was decided that an updated panel install and a replacement of some of the devices would be a more prudent approach.

Reading Fire Department has been engaged in this entire process and is fully aware of the plan. As soon as school ends, the new panel and necessary devices will be replaced and tested by the contractor, as well as Reading Fire Department.

Finance Committee Report: At their meeting on March 13, 2024, the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.



ARTICLE 10

To see if the Town will vote to take the following actions:

- a) Raise and appropriate, borrow, transfer from available funds, including the reallocation of funds from the Parker Roof Project borrowing authorized under Article 14 of the 2021 Annual Town Meeting, or otherwise provide a sum or sums of money for the purpose of designing a new floor at the Reading Memorial High School Field House, including the cost of consulting services, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended under the direction of the Town Manager; and
- b) Raise and appropriate, borrow, transfer from available funds, or otherwise provide a sum or sums of money for the purposes of making improvements, including full replacement of the floor at the Reading Memorial High School Field House, including the costs of installation, construction, consulting services, audits, plans, documents, cost estimates, bidding services and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended by and under the direction of the Town Manager; and, for the purpose of meeting such appropriation, authorize the Town Treasurer, with the approval of the Select Board, to borrow said sum in accordance with G.L. c. 44, §7(1), or any other enabling authority, or take any other action with respect thereto.

Select Board

Background: The RMHS Field House floor was installed in 2005 using sheet goods adhered with glue and a vinyl center court also adhered with glue. The Town has experienced issues with the Field House since installation as it wasn't appropriately sealed/water proofed. As a result, the glue never cured properly, the floor has buckled and lifted in certain areas, and seams have separated. Furthermore, areas of the floor have needed ongoing repair where cracks are transmitting through the surface. This has resulted in consistent repairs needed to the floor each year.

In addition to repairs needed, the thin layer of glue on the surface has raised concerns around injuries for students/community members who use the field house. While there are no injuries necessarily attributable to the floor, we do know that a new floor would provide a safer experience for all, with more give and compliance with updated guidelines around safe floor surfaces. The new surface for the track and center court will meet ASTM 7227 requirements with a minimum thickness of 10mm as opposed to a current 7mm thickness.

The project would also include new bleachers. While the bleachers are safe and inspected each year, they are original to the building and are not ADA compliant. They only have 2 motorized sections, and a trolley is needed to get the other bleachers up and running, which is a significant lift for our facilities team. We continue to invest money in maintaining the safety of the current bleachers, representing an ongoing yearly cost. A new bleacher system would be fully aluminum, ADA compliant, and fully motorized.

In all, the Field House project would provide an enhanced and accessible athletic experience for our community, prioritize the safety of students and community members, and ensure the durability needed to save costs on maintenance.



Finance Committee Report: At their meeting on March 13, 2024, the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

ARTICLE 11 To see if the Town will vote to (1) establish the limit on the total amount that may be expended from each revolving fund established by Article 9 of the Town of Reading General Bylaw pursuant to Section 53E½ of Chapter 44 of the Massachusetts General Laws for the fiscal year beginning July 1, 2024; and (2) amend Section 6.5.2 of the General Bylaw, establishing the Inspection Revolving Fund, as shown below, with the deletions being in bold and struck through:

6.5.2 Inspection Revolving Fund

Funds held in the Inspection Revolving Fund shall be used for legal costs, oversight and inspection, plan review, property appraisals and appeals, public services general management, pedestrian safety improvements, records archiving, and other costs related to building, plumbing, wiring, gas, and other permits required for large construction projects and shall be expended by the Town Manager. Receipts credited to this fund shall include building, plumbing, wiring, gas and other permit fees for Johnson Woods, Eaton Lakeview (23-25 Lakeview Avenue and 128 Eaton Street), 258 Main Street, ~~531 Main Street (Chronicle 40R), 18-20 Woburn Street (40R)~~, 6-16 Chute Street (Green Tomato), 25 Haven Street (Rite Aid), ~~413 Main Street (McDonald's), 431 Main Street (Chase Bank)~~, and 459 Main Street (128 Tire) developments.

Or take any other action with respect thereto.

Select Board

Background:

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Conservation Commission Consulting Fees	Conservation Commission	Fees as provided for in Reading General Bylaws Section 5.7, Wetlands Protection	Consulting and engineering services for the review of designs and engineering work for the protection of wetlands.	\$25,000	Available for expenditure next year
Inspection Revolving Fund	Town Manager	Building, Plumbing, Wiring, Gas and other permits for the projects listed in the Article.	Legal, oversight and inspection, plan review, initial property appraisals and appeals, Public Services planning and general management, curb, sidewalks and pedestrian safety improvements,	\$250,000	Available for expenditure next year



			records archiving and other project related costs.		
Public Health Clinics and Services	Board of Health	Clinic fees, charges and third-party reimbursements	Materials and costs associated with clinics and public health programs	\$25,000	Available for expenditure next year
Library Fines and Fees	Library Director and Trustees	Charges for lost or damaged Library materials and fees from printing, faxing or similar supplementary fee-based services.	Acquire Library materials to replace lost or damaged items, and for the maintenance, upkeep and supplies for supplementary fee-based services	\$15,000	Available for expenditure next year
Mattera Cabin Operating	Facilities Director	Rental Fees	Utilities and all other maintenance and operating expenses	\$10,000	Available for expenditure next year
Community Gardens at Mattera Cabin	Conservation Administrator	Rental and user fees	Utilities and all other maintenance and operating expenses, and project supplies and equipment	\$10,000	Available for expenditure next year
Solid Waste Revolving Fund	Director of Public Works upon the recommendation of the Town Manager	Lease of second barrels and overflow bags,	Offset the cost of curbside trash & recycling collection, disposal of solid waste, replacement totes, and any other costs associated with the administration of the trash and recycling program	\$250,000	Available for expenditure next year
Town Forest	Director of Public Works upon the recommendation of the Town Forest Committee	Sale of timber; fees for use of the Town Forest	Planning and Improvements to the Town Forest	\$10,000	Available for expenditure next year

- **Conservation Consulting Revolving Fund** - These funds are used to receive payments from applicants, hire expert consultants where required, and return the balance to the applicant. The balance in this Fund as of March 2024 is \$33,257.
- **Inspections Revolving Fund** – The balance available as of March 2024 in this fund is \$781,916 and of that total \$175,250 is proposed by the Town Manager as part of the FY24 budget (\$125,250 to



support General Admin and Economic Development wages and expenses; and \$50,000 to offset Building Inspections division wages}.

- **Health Clinic Revolving Fund** - The Reading Health Division contracts for third party payments for a number of immunizations. The funds are used to augment the influenza vaccine supply from the State Department of Public Health to insure vaccine for the homebound clients and first responders. The Division also uses these funds for materials for other screening clinics. Clinic client fees are also deposited into this fund to offset vaccine and clinical supply costs. The balance available as of March 2024 in this fund is \$16,663. The State has been cutting back on the free flu and other vaccines to be distributed to cities and towns, and the Town therefore needs to purchase extra doses. The necessary amounts used for clinic vaccine, supplies and staff salaries related to the clinics each year directly from the revolving fund is therefore approximately \$25,000.
- **Library Fines and Fees Fund** – The balance available as of March 2024 in this fund is \$15,837. The added flexibility in use of this fund approved by Annual Town Meeting two years ago has been helpful.
- **Mattera Cabin Operating Fund** – Some of the use of the Cabin is revenue generating, and this Article allows those revenues to be used directly for the operating expenses of the cabin. The balance available as of March 2024 in this fund is \$0. In response to a previous instructional motion by Town Meeting, the Town Manager moved the responsibility for both the Mattera Cabin and Cemetery garage to the Facilities department.
- **Community Gardens at Mattera Cabin Operating Fund** – This fund was created at Annual Town Meeting in April 2022. This new revolving fund is proposed to provide a mechanism for the Conservation Commission to generate revenue (e.g., fees from the gardeners) and expend it on utilities, other maintenance as well as operating expenses, equipment, and supplies. The Community Garden continues to grow and attract regional support. This year the Community Garden received \$73,500 in external grants towards the expansion of the garden into Phase 2. The balance available as of March 2024 in this fund is \$2,188.
- **Solid Waste Revolving Fund** was created in 2023. The purpose is to offset the cost of curbside trash and recycling collection, disposal of solid waste, replacement totes, and any other costs associated with the administration of the trash and recycling program. The balance available as of March 2024 in this fund is \$0.
- **Town Forest Revolving Fund** was created in 2011. The purpose is to allow revenues from controlled timber harvesting and permit fees to then be spent by the DPW Director upon the recommendation of the Town Forest Committee, on improvements to the Town Forest. The Town Forest Committee has had a forest stewardship plan created (through a grant) to make recommendations on forest management including controlled timber harvesting. The balance available as of March 2024 in this fund is \$0.

Finance Committee Report: At their meeting on March 13, 2024, the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: Bylaw Committee report will be delivered on the Town Meeting floor.



ARTICLE 12 To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money for the operation of the Town and its government for Fiscal Year 2025 - beginning July 1, 2024, or take any other action with respect thereto.

Finance Committee

Background: Please see the Budget pages after this Warrant Report, which includes full details of the FY25 Finance Committee budget.

Finance Committee report: Please see the FY25 Spending Scorecard for the votes of the Finance Committee on line items in the FY25 budget. The Finance Committee recommends the subject matter of Article 11 as explained by these votes at their meeting on March 13, 2024.

Bylaw Committee Report: No Report.

ARTICLE 13 To see if the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide a sum or sums of money for the purpose of developing a zoning plan compliant with the requirements of G. L. c.40A, §3A, so called the "MBTA Communities Act", including the hiring of consultants, the preparation of plan documents, and the distribution of relevant information, and all related expenses incidental thereto and necessary in connection therewith, said sum to be expended under the direction of the Town Manager, or take any other action with respect thereto.

Select Board

Background: Due to the change in nature of the MBTA Communities process, the Town is now facing many more months of engagement, research, and concept building. To aid with this endeavor we request \$75,000 in funding for Planning and Consultant Support from Town Meeting.

If approved we would be able to pair this with our current grant award to conduct town-wide mailers, develop engagement material, planning design work, and other needed resources.

Finance Committee report: At their meeting on March 13, 2024, the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No Report.

ARTICLE 14 To see if the Town will vote to raise and appropriate, borrow, transfer from available funds or otherwise provide a sum or sums of money to pay the costs of infrastructure improvements to the Haven Street Infrastructure Project, including replacement of roadway, sidewalks, and related improvements, including the payment of any and all other costs incidental and related thereto, said sum to be expended under the direction of the Town Manager; and, for the purpose of meeting such appropriation, authorize the Town Treasurer, with the approval of the Select Board, to borrow said sum in accordance with G.L. c. 44, §7(1), or any other enabling authority, or take any other action with respect thereto.

Select Board

Background: Since the onset of the Downtown Smart Growth District, the downtown has welcomed multiple redevelopment projects. One area where the Town has seen significant development has been Haven



Street. In order to accommodate this growth, the Town has invested in an extensive utility improvement plan. Additionally, the need has risen to revitalize the Haven Street streetscape for better access for both vehicles and pedestrians. The goal would also be to activate the street to help improve economic growth with improved lighting and amenities to support local businesses. The project would focus on Haven Street (Main St. to High St.) and High Street (Washington St. Woburn St.), with potential improvements to side street approaches and adjacent parking lots as funding allows.

In 2019, the Town hired Beta Group, Inc. to develop a 25% conceptual plan for Haven Street. This conceptual plan included a full topographic survey, traffic analysis, and the 25% design. Beta Group was instrumental in the Main Street improvements and was asked to extend their design and input from Main Street to the Haven Street corridor. During the initial phase of the design, staff input was compiled and incorporated into a functioning conceptual plan. In 2020 Beta Group provided an engineering budget which estimated the reconstruction of Haven Street to be approximately \$7M. Beta Group also extended costs for the adjacent streets and the Town owned Upper Haven parking lot.

At the November 2022 Subsequent Town Meeting, members voted to approve \$750,000 in design funds. Subsequently, Beta Group was tasked with finalizing the design and bid documents in addition to assisting the Town in pursuit of a Mass Works grant. In September 2023, the State awarded Reading \$2.6 million from the Mass Works Infrastructure Program to support construction of this Project. Furthermore, the Town is hopeful that Governor Healey will bond funds under Bond Bill (H5151), which would provide Reading with an additional \$3.75M. Until the bond bill funds are officially granted to the Town, we are expecting to borrow the difference.

The proposed article is requesting Town Meeting to authorize a total project of \$6.4M. This is expected to cover construction cost for High Street (Washington St. to Woburn St.) and Haven Street (Main St. to High St.).

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.

ARTICLE 15 To see if the Town will vote to authorize the Select Board to grant an easement to the Reading Municipal Light Department to install, construct, reconstruct, repair, replace, add to, inspect, maintain, and operate for the transmission of high and low voltage electric current and for the transmission of intelligence, overhead lines and all necessary equipment and appurtenances thereto, and an underground electric distribution system consisting of lines of buried wires and cables and lines of wires and cables installed in underground conduits, together with all equipment and appurtenances thereto for the transmission of intelligence and for the furnishing of electric service, on a portion of 160 Hopkins Street (Assessor's Parcel 8-0061), or take any other action with respect thereto.

Select Board

Background: RMLD has a current license agreement with the Town of Reading. Because the land is used to feed the pump station and many residents on Gazebo Circle, RMLD needs to supply electrical services to the station. RMLD is submitting a formal Easement request for the Town's consideration and signature.

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.



ARTICLE 16 To see if the Town will vote, pursuant to Section 2-6 of the Reading Home Rule Charter, to declare the seats of certain Town Meeting Members to be vacant and remove certain described persons from their position as Town Meeting Members for failure to take the oath of office within 30 days following the notice of election or for failure to attend one-half or more of the Town Meeting sessions during the previous year, or take any other action with respect thereto.

Select Board

Background:

Town Meeting Members Attendance
2024 Annual Town Meeting – Article 16

Total of 2 Town Meetings resulting in 5 evenings of attendance

Listed below are those who attended 2 evening or less

Precinct Vote

Precinct	First Name	Middle	Last Name	Term	Total	Precinct Vote	Remove Keep in TM	Remain Remove TM
3	Richard	P	Bova	2026	0			
3	John	D	Breslin	2026	2			
3	Richard	W	Eagleston	2025	0			
6	Jessica	Ann	Franklin	2025	2			
3	Laura	M	Fusco	2025	2			
3	Mark	S	Giardina	2026	1			
6	Brendan	L	Gray	2026	2			
6	Charles	R	Robinson	2025	2			

58 Town Meeting Members had perfect attendance in 2023

Remove from List or Remain on the List:

Town Meeting Members that have low attendance are added to the list to be removed from Town Meeting.

If you vote to leave the name on the list, they are removed from Town Meeting.

If you vote to remove the name from the list, they remain on Town Meeting.

Finance Committee Report: No Report.

Bylaw Committee Report: No Report.




and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to April 25, 2024, or providing in a manner such as electronic submission, holding for pickup or mailing, an attested copy of said Warrant to each Town Meeting Member.

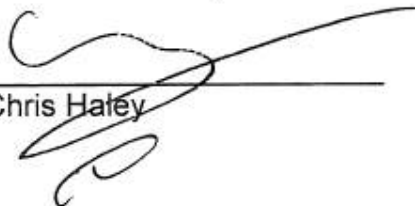
Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.

Given under our hands this 26th day of March, 2024.


Carlo Bacci


Mark L. Dockser


Karen Gately Herrick


Chris Haley

SELECT BOARD OF READING


Laura A Gemme Constable TOWN Clerk



Reading Center for Active Living Committee (ReCALC) Update

Reading Center for Active Living Committee (ReCALC) & Council on Aging



READING CENTER FOR ACTIVE LIVING
PROGRESS TOWARDS A NEW SENIOR CENTER
MARCH 2024 UPDATE



Why plan for a new Reading Center for Active Living ?

- **Pleasant Street Center has outlived its useful life** and there are identified building deficiencies. The building's infrastructure is over 30 years old and there is only ~4,000 sf of useable space in the building.
- **The inability to meet existing needs & services.** There are waitlists for more popular programs up to 25 people. The center uses larger offsite facilities as a result.
- **To plan for future growth.** Reading's 60+ population is growing. The current population is 28% or 7,500 residents and expected to grow to 8,000 by 2030.



ReCALC and Council On Aging *Working Together for Reading Residents*

In Depth Research

- UMASS/Boston Survey and Analysis
- Visited 20+ Senior/Community Centers to benchmark
- Experienced consultant conducting Feasibility Study
- Developed list of needs
 - *to serve the senior community*
 - *...and allow us to reach the broader community*

Community Outreach

- **Feb 7, 2024**
Joint COA/ReCalc Review of Proposed Locations & Building Room Layouts
- **Feb 13, 2024**
Zoom Community Forum
- **Feb 21, 2024**
Onsite Community Forum
- **March 3, 2024**
Onsite Community Forum



Project Priorities

A new center, focused on the needs of Reading's 60+ community, should provide spaces that support:



Socialization: Dedicated senior lounge space for informal gathering, and a multipurpose room sized to accommodate social events



Diverse and concurrent uses: Various sized program rooms that allow for a variety of programs at the same time



Physical activity: Fitness room, equipped with age-appropriate workout equipment and a separate gross motor room



Meals programming: Dedicated dining area and commercial kitchen to support it.



Outdoor activity: Space for formal and purpose-built activities, like pickleball



Administrative support: Adequate space for social services, staff collaboration and private consultations



Accessibility: Rooms are sized to exceed code minimums



Affordability: Both the building and program costs are affordable

PROPOSED SITES

3 Sites Being Explored

After thorough research on potential Reading Sites
The following sites are being explored:

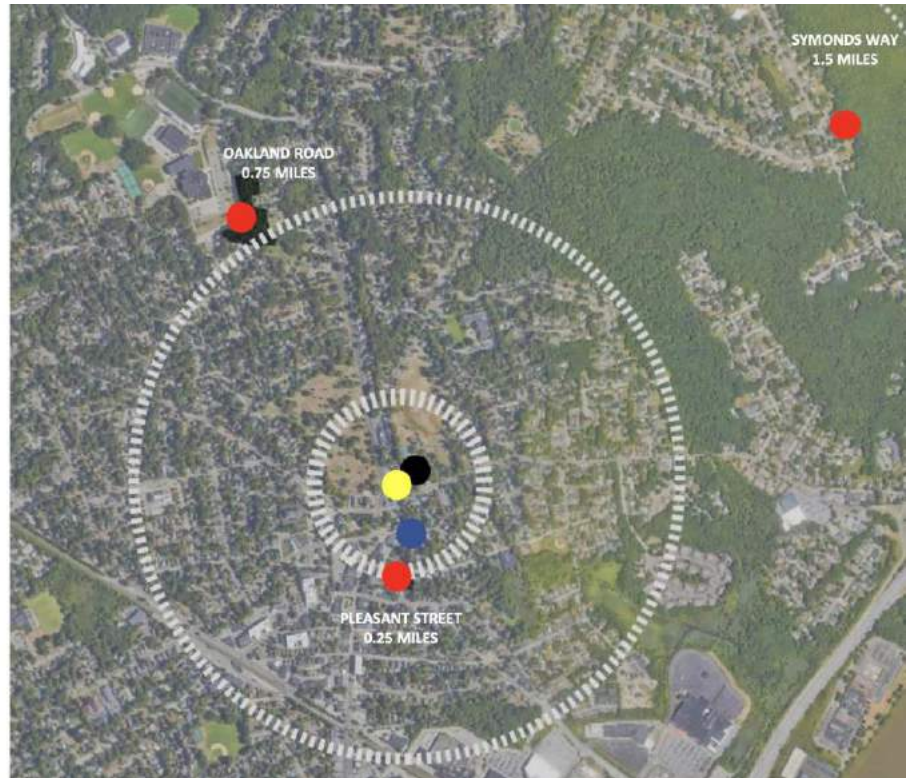
- Pleasant Street—expansion of current Pleasant Street Center
- Symonds Way- new construction on town owned land
- Oakland Road - new construction on town owned land

NOTE: All sites will be considerate of Environment and Protected Wooded area



Proposed Sites

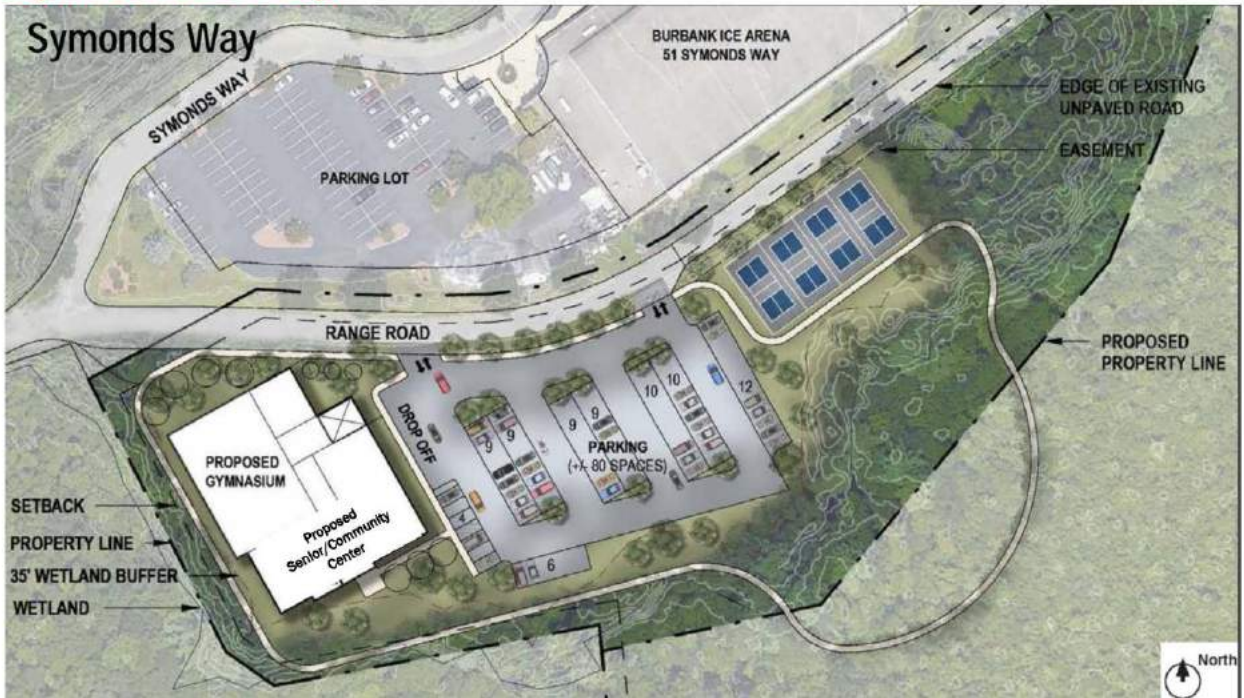
- Town Center
- Sites
- Fire
- Police



Pleasant Street



Symonds Way

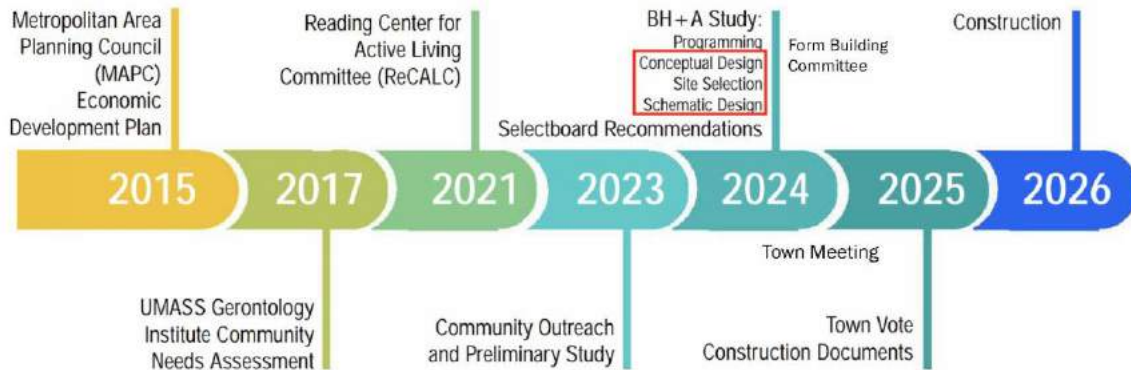


Oakland Road



Progress Update

Project Timeline



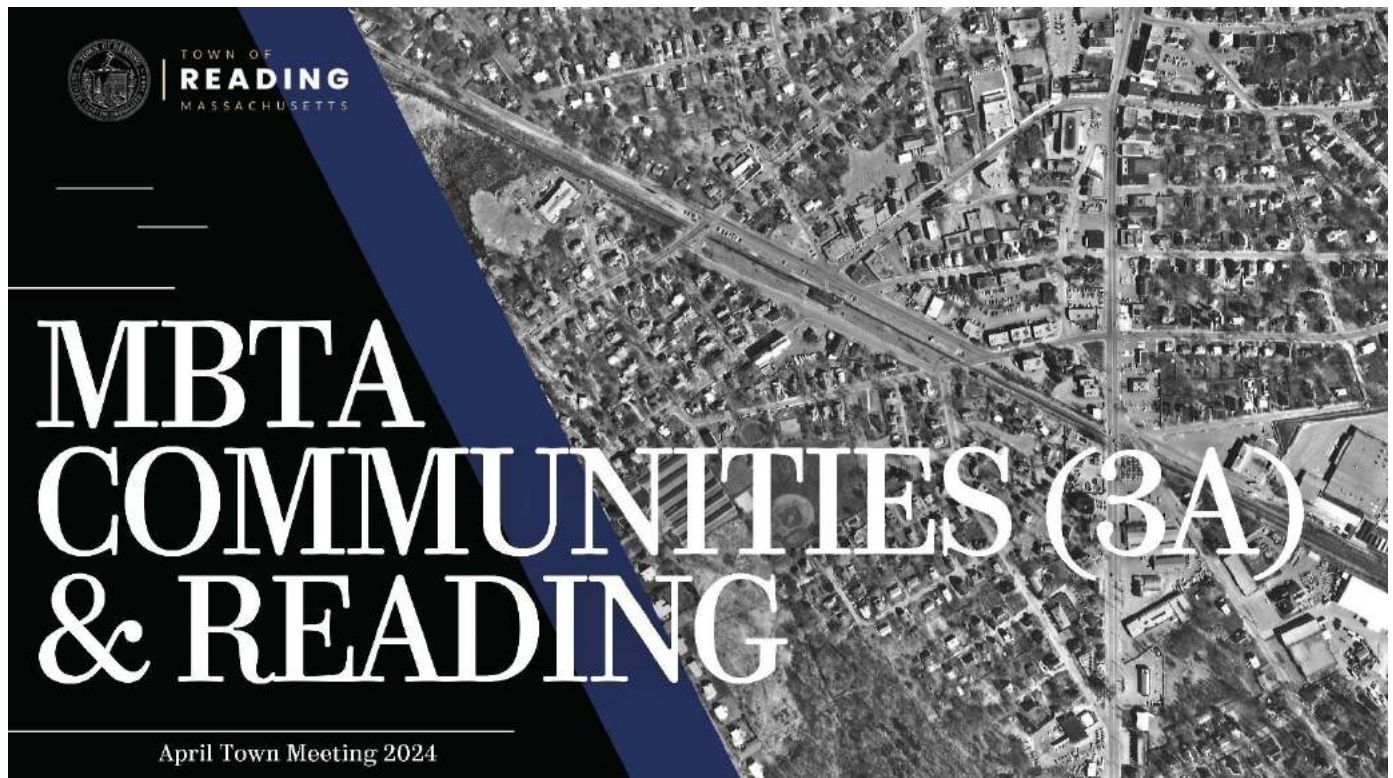
What's Next

- Site Selection Recommendation - May 2024
- Select Board Review/Approval—May 2024
- Formation of Building Committee—May/June 2024
- Schematic Drawings and Detailed Cost Estimates—Summer 2024
- **Town Meeting Vote—late 2024/early 2025**
- Town Wide Vote—2025
- Construction—2026



MBTA Communities Update

Andrew MacNichol, Community Development Director





In Reading a household would need to earn approximately \$235,000+ to afford the 2022 median home price of \$815,000

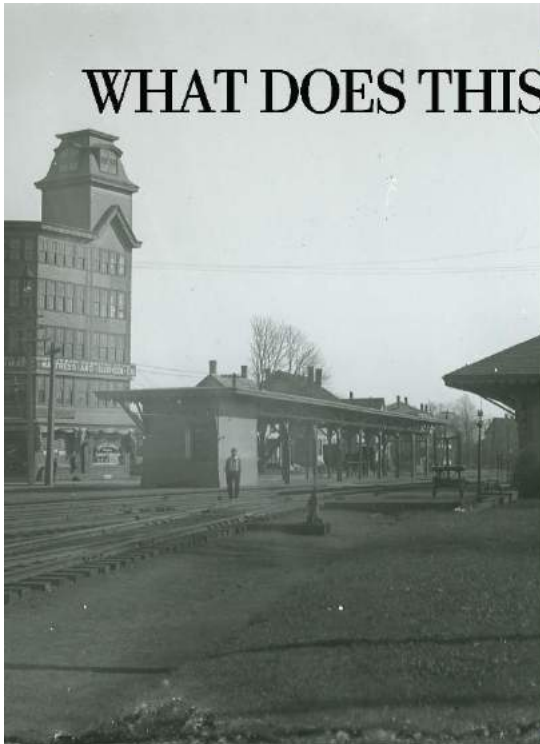


WHAT IS THE 3A LAW? ○○○○

The MBTA Communities law (3A), was passed in 2021 at the state level. The law was created to address the regional housing crisis. Over the last decades population growth and changes have outpaced housing production, leading to a situation where housing costs have skyrocketed.

3A requires the 177 municipalities in the Boston metro area to confirm that they have a district of reasonable size where multifamily housing (3+ units) is zoned for by-right. Cities and Towns were classified by their MBTA service, which is where the name comes from.

WHAT DOES THIS MEAN FOR READING? ○○○○



Source: Reading Historical Commission

Reading is classified as a **commuter rail community**, which means that **by January 2025**, Reading must confirm to the State that we have a district that meets their zoning requirements. Our minimum district area is equal to 1.5% of the developable area in Reading. The minimum units to be zoned for (NOT CONSTRUCTED) is equal to 15% of Reading's current housing stock.

The law only requires that **zoning** be compliant, there is no construction required and no further action needed once a compliant zoning district has been approved by Town Meeting and then the State.



Milton housing lawsuit will court later this year

The move is a win for the attorney general as she... Milton for failing to comply with the MBTA Co... challenges for towns

By Andrew Brinker Globe Staff. Updated March 18, 2024, 5:22 p.m.



CAN WE SAY NO?



This is a state law, compliance with it is not optional.

If we do not pass zoning that meets the requirements by the deadline:

- We will be sued by the State and by fair housing advocacy groups
- We will lose access to future grant funding and will have to return existing grant money we have won:
 - Massworks Infrastructure Grants - currently have a \$2.6 million for sidewalk improvements
 - Housing Choice Initiative
 - Local Capital Projects Fund
- Model District Bylaw?

If we design and approve the zoning, we get to choose how and where to comply



TIMELINE & PROCESS

Reading's MBTA Communities Compliance Process & Timeline																				
Phase Descriptions	2023						2024													
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
General Outreach & Survey	Phase 1																			
Knowledge Series				Phase 2																
Public Hearings for April TM					Phase 3															
Additional Conceptuals Analysis						Phase 4														
Narrowing the Options							Phase 5													
Public Hearings for Nov TM								Phase 6												
TM Vote																		X		
Our deadline for compliance																		X		



TOWN MEETING'S ROLE



Reading does not have a zoning district that meets the new requirements, so new zoning will need to be approved by Town Meeting. The proposal(s) will be brought to you this fall.

- Our role as Staff is to put forth options for compliance.
- Public Comment should inform, guide and strengthen concepts.
- CPDC, which is the board which sends zoning to Town Meeting, will then recommend one (or more proposals) to Town Meeting.
- Town Meeting is to decide if the Town should comply.

Because of the very specific requirements for the new zoning district, the zoning brought to Town Meeting is not something that can be strongly modified or changed on the floor at Town Meeting. If attempts to redraw the district or change the dimensional controls, we cannot guarantee that the district will be approved by the State.





Reading Commons

UPCOMING DECISIONS ○○○○

What to prioritize in Reading's district design?

- Diversifying the housing stock
- Access to transit
- Walking access to amenities
- Affordable Unit Development
- Keeping the limited commercially zoned land for business uses or not
- Keeping the most exclusionary aspects of our zoning or not

These decisions will be made in the public meetings and public hearings this Summer and Fall ahead of Town Meeting. If you are interested in influencing the proposals, you must engage in the process over the Summer and Fall.

The law has many limitations, and our recommendation as Staff will remain the same no matter what is prioritized within the district design: Simple zoning that will meet the letter and spirit of the law, with enough wiggle room in the design that even if the State invalidates part of it, we will remain in compliance.



Source: Reading Historical Commission

Please send any written comments or feedback directly to:
readingmbtac@ci.reading.ma.us

Subscribe and Learn More:
www.readingma.gov/mbtac

Andrew MacNichol
Community Development Director
amacnichol@ci.reading.ma.us
781-942-6670



Finance Committee Budget Summary

Ed Ross – Chair, Finance Committee

Town Meeting Members,

As we embarked on a new financial year in July, 2023, the Town of Reading, like many residents, was grappling with the impacts of inflation, supply chain, and lingering issues from the global pandemic. It had widespread effects from increases to energy costs to COLA adjustments for employees to increased insurance costs. As has been stated many times, but bears repeating, Reading is very well managed and employs top notch individuals that go over and above their remits to do the very best for our town. As we head into a new fiscal year this July, I am pleased to congratulate Matt Kraunelis as the new Town Manager. For those of you that don't know, Matt is one of the individuals that has served the town very well in his previous 9 years working at Town Hall. He's well respected by staff and has hit the ground running. One of his first acts as Town Manager was spending time with the Finance Committee on FY25 budget discussion.

In March, the Finance Committee voted to recommend a sound FY25 budget to Town Meeting. It represents an increase in the school and town operating budget of 4.00%. The Finance Committee voted in the fall to authorize the use of \$4.26M from Free Cash to supplement the FY24 budget. This has been the third year FinCom has recommended an additional \$700,000 of Free Cash for Capital projects. The FY25 budget represents the final year for the additional use of Free Cash for capital projects. After much discussion in meetings and financial forums, this remains a highly effective and sustainable use of Free Cash. The practice of identifying smart one-time uses to invest in projects and/or replace our physical plant marries perfectly with the Town's robust maintenance schedule that allows us to extend the useful life of the items on the capital plan.

The reason staff, elected officials, and FinCom remain focused on prudent budgeting and expenditures is because of the reality of our revenue constraints. The property tax base in Reading is approximately 93% residential and 7% commercial. New growth for FY24 was under \$800K and below the 10-year average. In addition, State Aid represents over 13% of the Town's revenue, and while robust, the past few years have historically been unpredictable, and is anticipated to be challenged in the coming years due to underperforming State revenues. Economic Development needs to remain a focus for the community to keep downtown vital, provide opportunities for residents, and increase revenues for the town.



In addition to economic development, Reading needs to remain focused on grants to help fund projects and augment our budget. The town was awarded the following grants for FY23 and FY24:

1. \$4M to complete improvements to the Maillet, Sommes, Morgan Wetland project
2. \$500,000 to install sidewalks on Auburn and Parkview Road.
3. \$250,000 Housing Choice Grant for Walkers Brook Drive Corridor.
4. \$2.6M MassWorks Grant for pedestrian and streetscape improvements along Haven Street, High Street and downtown.
5. Safe Routes to School program from MassDOT for safety and pedestrian improvements on Oakland Road.
6. Main Street Local Bottleneck Reduction Grant.
7. METCO - expanded grants to help fund instructional services, transportation, and community engagement related to Boston resident students attending Reading Public Schools.
8. Innovation Career Pathways (Planning and Support) \$100k.

These are vital projects that could not be addressed without the grants, at least not as timely or effectively. Reading has done an excellent job in recent years in pursuing grants, and now more than ever we should be doing everything we can to pursue any that are available. FinCom plans to learn more about Green Communities and Community Preservation Act (CPA) for additional grant possibilities.

As is common practice, FinCom received budget overview presentations from both the town and schools. The presentation materials were comprehensive and highlighted many accomplishments and initiatives. I want to acknowledge one item that deserves specific attention. Superintendent Dr. Tom Milaschewski, Finance Director Dr. Derek Pinto, and School Committee Chair Tom Wise gave the presentation for the Schools. We were pleased to learn the status of the 5 labor negotiations. The negotiations concluded successfully and before the end of the current contract. We've seen the struggles from neighboring communities which makes this such an amazing accomplishment. Thank you to the School Administration and the School Committee members that comprised the negotiation team. Thank you to the teachers, paraprofessionals, secretaries, custodians, and cafeteria personnel. You are valuable members of our community and we're grateful for the successful conclusion.

Here are a few other highlights from the budget presentations:

1. Schools remain on path towards Universal Full-Day Kindergarten.
2. Promotion of 4 firefighters to Lieutenants and placement of shift commander in separate vehicle.



3. Expansion of Special Education investments - example expansion to 1.0 FTE speech language pathologist.
4. With the inclusion of the Birch Meadow Pavilion - Facilities maintains 17 different buildings in Town.
5. ESSER funded positions into School Budget - 2.0 FTE Secondary Guidance Counselors; 1.0 FTE Middle School Special Education Teacher.
6. No additional head count or new positions on the Town staff.

Like the focus on revenue growth, Reading will also need to be mindful of events that will have impacts on budgets in the future. The successful conclusion of the labor negotiations will add pressure on operating budgets starting in FY25. It represents a challenge for the school administration to fund increases and any staff changes. The town has similar concerns on wages as the town has completed its contract negotiations with most of the public sector unions. In addition, the town anticipates negative impacts to other contract renewals. Facilities has one with their HVAC maintenance. Within Public Works, the Rubbish Disposal contract expires June 30, 2025, and Rubbish and Recycling collection expires June 30, 2026.

FinCom focuses on Free Cash use throughout the year, not just for April Town Meeting. Many thanks to Chief Financial Officer Sharon Angstrom for her assistance with projections. The Town estimates a Free Cash balance for FY25 of \$15M. This is down from the highs in FY22 and FY23 when it was over \$20M. We have had many strategic uses of Free Cash over the past couple years, but as stated earlier, FinCom voted to have \$4.3M to support the FY25 operating budget. The \$4.3M represented a 30% increase from FY24. The level we can accommodate, but that rate of increase would drain balances quickly. Reading is far from a crisis as we remain over the FinCom 7% minimum reserve threshold and the 12% reserve level Bond Agencies like to observe. Reading continues to retain its AAA Bond Rating.

Debt Service and Capital Planning are also important aspects of the Town Budget. Debt Service has two components - commonly referred to as excluded debt and debt inside the levy. The excluded debt typically represents the debt the Town borrows for large building projects and is approved by a town vote, as it represents an increase over and above current property taxes. Debt for the Library renovations and projects at RMHS, Barrows and Wood End are recent excluded debts. The debt for the school projects was paid off in FY24, and the Library debt will be paid off in FY25. This is an excellent example of prudent and strategic planning by the Town, as the replacement of the Killam School building projects to be sent to a townwide vote in 2025. FinCom has a policy of 5% of revenue for Capital and Debt and that applies to debt within the levy. Recent additions to debt serviced within the levy, which is voted on by Town Meeting, include \$2.14M to fund Birch Meadow Phase II. In this Town Meeting, a warrant article exists to authorize the issuance of \$4M in debt for a local match for the grant received for the Haven Street Roadway Improvement project. One other important note, the RMHS fieldhouse bleachers and floors project was moved up on the capital budget to FY24 for design and FY25



for debt funding. This project addresses safety concerns for all the individuals that practice, learn, and play on the floor.

The capital spending in the FY25 budget is just over \$3M. This represents a 3.3% increase from FY24 and includes the additional \$700K in funds provided by FinCom to mitigate the effects of the pandemic. Some examples of the items addressed in the FY25 Capital Budget:

1. \$215,000 for parking lots, sidewalks, and walkways at Birch Meadow.
2. \$455,000 for a computer aided dispatch system for Public Safety.
3. Increased annual funding for Fields, Playgrounds, and Court Improvements of \$200,000.
4. Multiple DPW/Facilities purchases for pickup truck, bobcat utility, and a blower unit for loader.
5. \$180,000 for Schools include large scale technology projects and a Drivers Ed vehicle.

I would also like to acknowledge and thank my fellow Finance Committee members: Vice-Chair Joe Carnahan, Geoffrey Coram, Joe McDonough, Marianne McLaughlin-Downing, Emily Sisson, Mark Zarrow, and new members Endri Kume and John Sullivan. The Finance Committee provides a vital role in the community and these members exercise their duty to ask questions to understand why we do what we do. Reading is incredibly well run and the dialogue we have in our meetings and presentations are productive. We learn about how Town and School staff go about managing priorities and mandates into the operating budgets and capital planning. It is an invaluable exercise for FinCom members, and I believe for staff as well. It remains a pleasure to work closely with Town staff as part of this committee.

In closing, and as you will hear throughout Town Meeting on each of the relevant Articles, the Finance Committee supports and unanimously recommends the FY25 budget items to Town Meeting for its consideration and vote.

Thank you.

Ed Ross, Finance Committee Chair



Budget Introduction

A Citizen's Guide to the Budget

Thank you for taking the time to read this budget introduction in an effort to better understand one of the most important documents produced by our community. The Annual Budget, far more than an organized collection of figures, reflects the values, goals, and priorities of the town. It serves as a policy document, a financial guide, and a vehicle for communicating with residents. This guide is intended to better illustrate the structures of town government, the budget process, and orient readers to the document. We hope this will be a useful tool for readers as you better acquaint yourself with the latest financial and planning information for the Town of Reading.



The Budget Document

In an effort to breakdown Reading's FY2025 proposed \$141,338,332 budget, this document is organized into sections covering a host of financial and structural information about the health of the Town, impact on residents, and what your taxes will achieve. The budget document includes the following:

- **Financial Summary:** Provides an overview of Reading's proposed budget with specific focus on property taxes, revenues, expenditures, capital, debt, and major liabilities such as direct debt, pension, and other post-employment benefits. The Financial Scorecard is also located [here](#).
- **Town Government:** Provides a breakdown of Reading's governmental structure (General Government, Finance, Planning and Land Management, Human Services, Public Safety, Public Works, and Unclassified) while focusing on their individual budget highlights, accomplishments, goals, and long-term plans.
- **Accommodated and Shared Costs:** Provides an analysis of the Town and Reading Public Schools' (RPS) responsibilities to Group Insurance, Other Post-Employment Benefits, Property and Liability Insurance, Unemployment and Workers' Compensation, Retirement, Medicare / Social Security, Regional Vocational Schools, Capital and Debt Service.
- **Schools:** Provides a detailed snapshot of Reading Public Schools (RPS).
- **Capital Expenditures:** Provides a detailed description of each Capital request in this budget.
- **Appendices:** Provide detailed information on Capital Projects and projected Debt Service for the next ten (10) years.



The Budget Process

The Town of Reading operates under state statutes and the Home Rule Charter establishing the Select Board – Town Manager form of government. The legislative body of Reading is a Representative Town Meeting comprised of 192 elected Town Meeting Members. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects, except for particular instances where statutes or regulations do not require appropriation or where the authority is given to the Select Board. Any amendments to appropriations require Town Meeting vote at either the Annual, Subsequent or Special Town Meeting (called by a vote of the Select Board). Annual Town Meeting is held the last Monday in April at 7:30 PM and continues Thursdays and Mondays until all articles are reviewed, or Town Meeting members adjourn “sine die.” Subsequent Town Meeting is typically held the second Monday in November. In Reading, Town Meetings typically last three to four nights, and are held at the Performing Arts Center in the Reading Memorial High School. Town Meetings are televised by Reading Community Television (RCTV). Minutes, warrants and relevant records from previous Town Meetings are managed by our Town Clerk and kept on the Town’s website.



Community Profile

Reading, MA. (Pop. 25,200) is a well-managed community that values and preserves its history and open spaces while actively supporting smart growth and a vibrant downtown. The Town has a traditional New England center surrounded by family-oriented neighborhoods and endeavors to be a welcoming community. Located in Middlesex County, Reading is only 12 miles north of Boston. The Town lies close to the intersection of Interstate 93 and Interstate 95, allowing easy access to Boston. Principally a residential community, Reading has a significant but modest level of commercial businesses, many of which are located near the highways, along Main Street, and downtown. A Commuter Rail station links the Town to Boston’s North Station and two bus lines connect to the Orange Line. Reading is known for its award-winning schools and outstanding Town services. It has a safe, small-town feel and offers residents many recreational and cultural opportunities, both within the community and as part of the greater Boston region.

Reading maintains an AAA bond rating and an FY24 budget of approximately \$119 million (including public education) with strong cash reserves. Reading has several ongoing initiatives including various sustainability projects, pursual of the Commonwealth’s Community Preservation Act program, the Killam School Building Project with support of the MSBA, consideration of a new or improved Active Living Center, downtown economic development, attracting and retaining employees, and financial resiliency.

Government

Reading has a Select Board-Town Manager form of government with Representative Town Meeting. The Town has eight precincts and elects 24 Town Meeting members per precinct. The Select Board are the Chief Elected Officers of the Town government and set policy and provide strategic direction in the best interest of the Town as a whole. The Board’s responsibilities include adopting policies, reviewing fiscal guidelines for the annual operating budget and capital improvements program, calling Town Elections, and preparing the Warrants for Town Meetings. The Select Board appoints the Town Manager, who is responsible for the daily management of the Town, as well as the Town Accountant and Town Counsel. Residents in Reading appreciate a Town government that is communicative and transparent.

The Town has a number of elected boards, committees, and positions including Select Board, School Committee, Board of Library Trustees, Municipal Light Board of Commissioners, and Town Moderator.



Reading has a strong sense of community and a long tradition of civic engagement and volunteerism. The Town prides itself on having many active, appointed committees that report to the Select Board or to Town Meeting.

Finances

Reading has a strong financial position and is known for skilled financial management. The Town has an FY24 operating budget of approximately \$119 million and a Standard and Poor's rating of AAA. For FY24, free cash was recently certified at \$19.5 million, equaling 16.9% of the budget. New growth in FY24 was \$0.72 million. The FY24 tax rate is \$11.72 per thousand-dollar valuation for residential properties and \$12.92 for commercial and industrial properties. The total assessed value of Reading in FY24 is \$7.49 billion. The property tax base is approximately 93% residential, about 6% commercial, and approximately 1% personal property. Approximately 72% of the Town's revenue comes from the tax levy, with 13% from state aid, and about 9% from local receipts. Reading voters approved a \$4.15 million Proposition 2½ override in 2018 to help fund school (\$2.65 million) and municipal (\$1.5 million) operating costs. Maintaining Reading's financial strength, while keeping tax increases to a minimum, remains a priority.

The Reading Municipal Light Department, overseen by a five-member elected Board, services more than 29,000 residential and commercial customers, including in the towns of Reading, Lynnfield, Wilmington, and North Reading. It is a \$100 million operation with more than 70 employees.

Economic and Community Development

Reading is a thriving suburban community with a vibrant downtown, strong commercial base, and easy access to and from Boston via I-93 and I-95 as well as its MBTA commuter rail station and bus lines. Reading is committed to strengthening existing businesses, attracting new businesses, and expanding the resident base needed to support a growing local economy. Reading completed its Economic Development Action Plan in December 2015. There are a number of initiatives focused within the Eastern Gateway and the Downtown Smart Growth 40R District. Reading is considered a model community for Smart Growth zoning having adopted it 12 years ago. Reading is home to Jordan's Furniture, Home Depot, Staples, and a number of restaurants, shops, service industries, and professional offices. Reading is completing a comprehensive community outreach process to comply with the MBTA Communities legislation.



Education

Reading residents consider education to be a prominent civic value. Reading Public Schools, serving more than 4,000 students, has five elementary schools, two middle schools, and one high school. Reading is an active participant in Boston's METCO program. Reading is also home to Austin Preparatory School, a co-ed independent school that has an enrollment of approximately 700 students in grades 6-12.

Open Space and Recreation

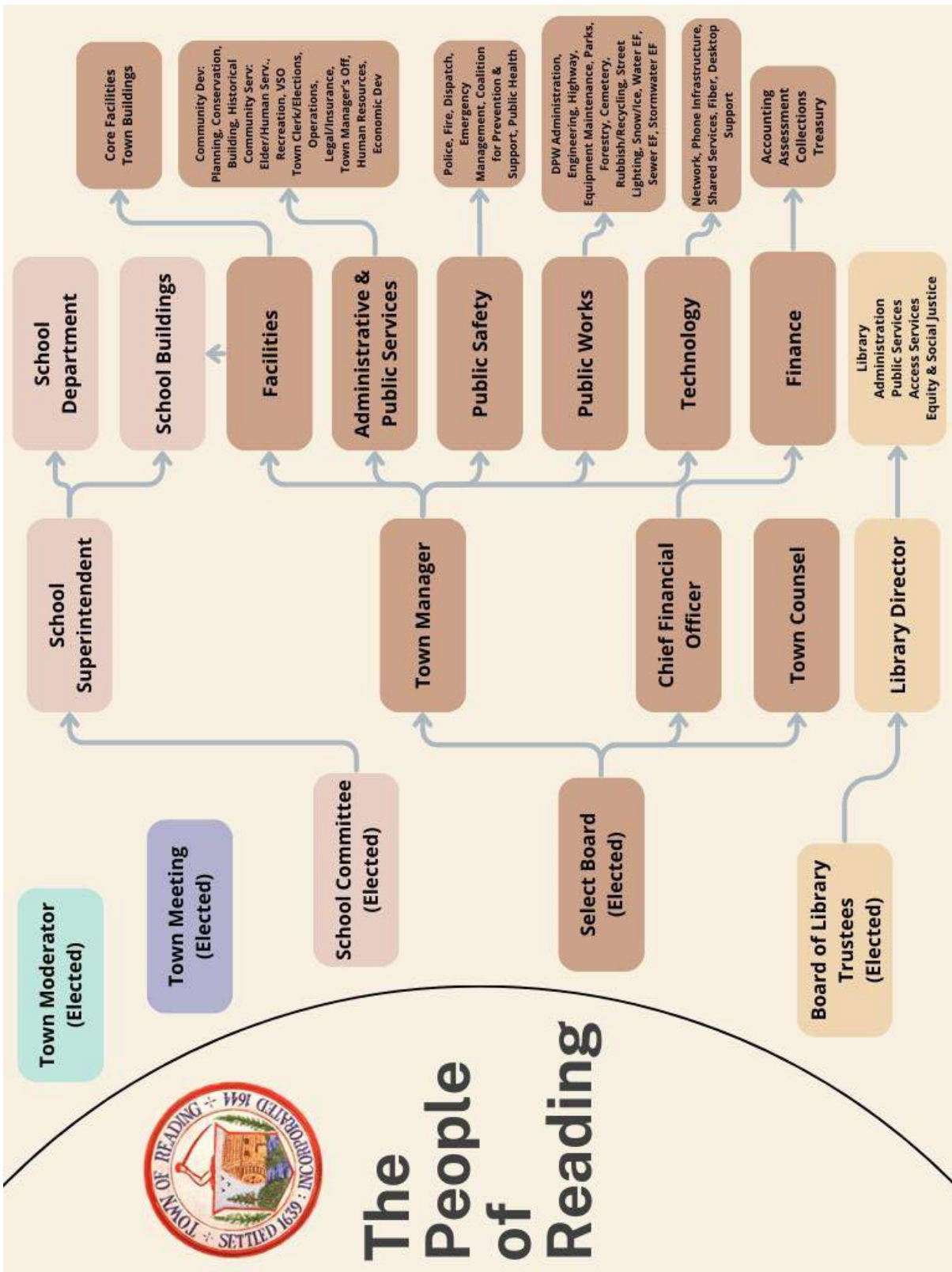
Reading values its small-town feel and open spaces. The Town occupies approximately 10 square miles. Reading completed a 2022-2029 Open Space and Recreation Plan. The 290-acre Reading Town Forest offers a variety of trails and conservation land for residents and visitors to explore. Additionally, Reading is a regional leader in the Resilient Mystic Collaborative research project which involves 17 cities and towns. Reading's 19-acre Maillet, Sommes & Morgan Conservation Land was selected for the creation of nature-based stormwater control. The Town is now in the midst of implementing a Master Plan for Birch Meadow Park related to recreation, school athletics, youth and community services. The Town used some of its ARPA funds to implement the first phase of the Master Plan in 2022 and Town Meeting just approved Phase II to be implemented in 2024.

Current projects/issues

- Continue the MSBA process for the Killam Elementary School building project.
- Continue efforts to achieve compliance with MBTA Communities Zoning Regulations.
- Complete construction of Birch Meadow Phase II and continue building out Birch Meadow Master Plan.
- Focus on initiatives to enhance employee retention and hiring.
- Complete the construction of Haven Street with a \$2.6 Million MassWorks Grant.
- Finalize Green Community status; craft plan to respond to climate resiliency issues including carbon reduction, electric vehicle charging stations, and various community sustainability projects.
- Continue Town's efforts of a Feasibility Study for a new Active Living Center or Community Center.
- Support the work of the Reading Coalition and the Director of Equity & Social Justice, who is based in the Public Library Department, to work with all Town departments, organizations, businesses, and residents.
- Complete the construction of a community parking lot on Grove Street to increase access to the Town Forest.
- Work with Town on need for additional recreational courts.
- Continue Town's efforts of an RFI for a public/private partnership at Symonds Way.



Organizational Chart



Budget Timeline

SEPTEMBER/OCTOBER

- Budget process begins for the next Fiscal Year beginning July 1
- Financial Forums and next Fiscal Year guidance from FINCOM
- Subsequent Town Meeting Warrant closes

NOVEMBER

- Subsequent Town Meeting: second Monday (or second Tuesday if second Monday is a legal holiday)

DECEMBER

- Town department budget preview presentations and requests to Select Board

JANUARY

- School Committee Budget presentations

FEBRUARY/MARCH

- School Committee presents the budget to Town Manager by February 1.
- Town Manager presents balanced budget to Finance Committee by March 1.
- Finance Committee budget meetings and vote on balanced budget and Town Meeting Warrant Articles
- Annual Town Meeting Warrant closes

APRIL

- Town Election: first Tuesday following the first Monday in April (with the exception of 2024's Annual Town Election held March 5 in combination with the State Primary)
- Annual Town Meeting: third Tuesday preceding the fourth Monday in April

JUNE

- Fiscal Year ends June 30

JULY

- Fiscal Year begins July 1



Town Manager's Recommended Budget

[Town Manager](#)

Matthew A. Kraunelis, Esq.
mkraunelis@ci.reading.ma.us

[Select Board](#)

Carlo Bacci, Chair

Karen Gately Herrick, Vice Chair

Christopher Haley, Secretary

Mark Dockser

selectboard@ci.reading.ma.us

[Town Management Team](#)

Sharon Angstrom, CPA, Chief Financial Officer/Town Accountant sangstrom@ci.reading.ma.us

Kevin Furilla, Chief Information Officer kfurilla@ci.reading.ma.us

Gregory Burns, Fire Chief gburns@ci.reading.ma.us

David Clark, Police Chief dclark@ci.reading.ma.us

Adetokunbo Solarin, MPH, Public Health Director asolarin@ci.reading.ma.us

Chris Cole, Public Works Director ccole@ci.reading.ma.us

Amy Lannon, MLIS, Library Director lannon@noblenet.org

Joseph Huggins, Director of Facilities jhuggins@ci.reading.ma.us



Town Manager's FY25 Budget Message

Dear Reading Community,

The end of 2023 brought with it the unanticipated change of Town Manager Fidel Maltez departing for Chelsea. He was a dynamic and engaging leader for our community, and I want to thank him for his mentorship and wish him well in his new role. I also want to extend my thanks to the Select Board for appointing me Acting Town Manager, and very recently, Town Manager; I have big shoes to fill.

Fortunately, we have an excellent team of dedicated professionals in Town Hall who continue to build upon the success of previous years, working on multiple initiatives such as the Killam School Building Project, the Active Living Center project, MBTA communities, and much more. This budget is a true collaborative effort started with Fidel's guidance to Department Heads beginning in July and carried through by staff. Administrative leadership focused on securing collective bargaining agreements for all Town unions for the next three years. One Town union contract remains unsettled, and we expect this last union agreement to finalize soon. Additionally, all departments developed conservative, level service budgets to manage for the upcoming fiscal year, but also planning for future fiscal year's challenges. This approach allows us to attain our annual goals while simultaneously continuing to provide outstanding service to the Community.

Overview of the Budget Calendar:

Like previous years, following State Law and our Home Rule Town Charter, the budget milestones are listed below in chronological order. This process is also laid out on page 11 as the Budget Timeline:

- Budget process begins for the next Fiscal Year beginning July 1,
- Financial Forums held in September and October,
- Superintendent of Schools delivers budget to School Committee: early January,
- School Committee votes on School Department budget: late January,
- Town Manager delivers balanced budget to Finance Committee: end of February,
- Finance Committee reviews and votes on School and Town budget: late March,
- Town Meeting reviews and votes School and Town Budget: late April/Early May.

FY25 Budget Process:

Similar to last year, our leadership team began working on the budget early resulting in a thoughtful and inclusive process. The FY25 budget looks to have similar challenges to FY24 as



we continue to monitor the economy on the State and Federal levels. State revenues continue to underperform and both Federal and State budgets are stressed due to a variety of issues that will impact Local governments in the future. While those impacts may not be felt in FY25, we need to plan for them in the present so that if we are impacted, we will be prepared. Costs related to retirement have increased 13.5%, Health Insurance is projected to increase 5.65%, and Property and Casualty insurance is projected to rise 10%. Other fixed costs such as Medicare and Solid Waste collection and disposal will also be felt in FY25 and beyond.

Our Department Heads, with our Town Accountant, reviewed our capital plan in July and August. Last year the global pandemic, inflation, and extended lead time for equipment resulted in significant increases for many of the vehicles and projects on our capital plan. This year, while inflationary pressures have eased, supply chain and labor market disruptions continue to exert upward pressure on capital equipment pricing and prolong the time to take deliveries.

FinCom held two Financial Forums: the first on September 20 and the second on October 25. The first forum largely focused on the Killam School Building Project, financial updates, and preview, and the second addressed Economic Development, MBTA Communities, and Community Preservation Act.

Following the forums, FinCom voted Free Cash usage of \$4.26 million to supplement the FY25 budget resulting in the school operating budget increasing 4.00% and the town operating budget increasing 4.00%.

FY25 Budget Summary:

Total estimated revenues for FY25 are \$124.1 million; more detail is presented in our CFO's Recommended Revenues. Due to paying off the Reading Memorial High School and Wood End excluded debt, we have seen property taxes collected overall drop. Overall, we are projecting an increase of 3.87% for FY25 revenues. FinCom voted free cash usage of \$3.56 million, in addition to \$700,000 for capital, for a total free cash usage of \$4.26 million towards the FY25 budget. These revenues result in accommodated costs of \$45.0 million, or a 3.2% increase over FY24's. The School Operating budget is \$50.3 million, and the Town Operating budget is \$28.9 million, resulting in a 4.00% and 4.00% increase over the FY24 budget.

Major Initiatives in FY25 Budget

Following the work of the pay and class study for FY24, this year former Town Manager Fidel Maltez worked to complete contract negotiations with most of our public sector unions for three-year successor agreements. Knowing these operational costs will help us plan conservatively. Reading is an excellent place to work, and with these new contracts and the pay and class study, we remain an attractive workplace compared to our peer communities.



This FY25 budget does include ARPA funding supporting some positions and programming in our Community Services Division. Once those ARPA funds are expended, the Town will need to find other funding to continue to provide the same excellent, and highly desired, services.

Grants Secured between FY23 and FY24

A strong focus on pursuing grants helps augment our budget annually, and staff aggressively pursue opportunities. The Town continues to not only operate existing multi-year grants, but also apply for and receive new grants, between FY23 and FY24. While outside of the operating budget, and some local cost matching, these grants have helped Reading achieve significant advancement of projects that benefit our residents and the region. The Maillet, Sommes, Morgan Constructed Wetland project continues its construction, due in part to over \$4 million in state and federal grant funding. Pedestrian and Transportation grants such as the \$500,000 Complete Streets grant to improve Auburn Street and Parkview Road; the Safe Routes to School Grant for Oakland Road; the Main Street Local Bottleneck Reduction Grant; and the \$250,000 Housing Choice Grant for the Walkers Brook Drive Corridor Redesign remain ongoing. A new \$2.6 million MassWorks Grant for pedestrian and streetscape improvements along Haven Street, High Street and adjacent Downtown areas will ensue between 2024-2025. Town staff have applied for and received numerous other grants to advance items such as the Mattera Community Garden, an Arts and Culture Action Plan, rezoning efforts, a Net Zero Action Plan, and more. Efforts such as these will continue into FY25 and beyond.

Looking Ahead: Cautiously Optimistic News

Reading enjoys a strong financial position due to conservative budgeting, a focus on the long-term financial picture, maintaining our excellent bond rating, and following stringent financial policy by the Finance Committee, the Select Board, and Town Staff. While the economy and inflationary outlooks have improved over last year, we remain cautious about supply chain issues, solid waste costs, and underperforming State and Federal revenues. Our excellent bond rating, our healthy reserves, and our fiscal discipline will continue to maintain excellent municipal operations for our residents.

Matthew A. Kraunelis, Esq.

Town Manager

March 26, 2024



Chief Financial Officer's Report

CFO's Recommended FY25 Revenues

Summary of Revenues – Revenues for the general government will be \$119.8 million, plus the use of \$4.26 million of Free Cash – an overall 3.9% increase from FY24.

	FY25	Change	Share
Property Taxes	\$ 88.8	1.8%	72%
Local Revenues	\$ 10.7	16.3%	9%
State Aid	\$ 15.9	2.5%	13%
Transfers	\$ 4.4	3.7%	4%
Free Cash	\$ 4.3	29.9%	3%
	\$ 124.1	3.9%	100%

Property Taxes (\$88.8 million or 72% of revenues) – The forecasted 1.8% increase in FY25 includes a 2.5% increase over the FY24 tax levy plus New Growth; also included a 52.4% reduction in property tax revenue related to excluded debt as the remaining excluded debt for the Reading Memorial High School and Wood End projects is paid off in FY24. The large decrease in excluded debt makes the property tax revenue increase appear much lower than the usual 3.0%-3.2%.

The following table shows actual New Growth over the last ten years (a 5-year average of \$962,000 and a 10-year average of \$897,000). The Town saw a small dip in New Growth in FY24 due to a slowdown in Economic Development; New Growth projections for FY25 are \$900,000, based on the 10-year average.

Actual New Growth (000)s									
FY24	FY23	FY22	FY21	FY20	FY19	FY18	FY17	FY16	FY15
\$ 722	\$ 916	\$ 1,614	\$ 967	\$ 593	\$ 840	842	717	912	844

The Assessor's overlay account has increased to \$800,509 in FY25. This amount is set aside for the Board of Assessors to handle abatements and exemptions. The actual amount may vary from the budgeted amount when the CFO finalizes the tax rate in November 2025. If the overlay



account is not used for abatements, it is released to Free Cash. (See " Operating transfers/Available Funds" below.)

Local Revenues (\$10.7 million or 9% of revenues) - Local revenues are forecasted to increase by 16.3% from the prior year. This increase is largely driven by a dramatic increase in interest earnings. Most revenues in this category rate of increase reflects the actual revenues received in the preceding year and considers how local revenues are trending in the current fiscal year.

Motor Vehicle Excise (\$4.24 million) - This revenue source is challenging to forecast, as we have been both over and under budget by \$300,000 in recent years, although the longer-term average has been in line. Next year, we forecast an 8.3% increase to \$4.24 million as the FY24 actual revenues for motor vehicle excise are outpacing projections.

Charges for Services (\$2.6 million) - This revenue source came in over budget by over \$.2million in FY23, and FY24 receipts are currently trending higher than projection. Thus, the revenue projection is increased by 9.2% to adjust to current revenue trends. Examples of revenues in this category are ambulance charges, cell tower rent, inspections, and cemetery charges.

Meals Tax (\$0.62 million) - In FY23 came in at \$.11 million above projections. Currently, FY24 receipts are trending to exceed our forecasts. Next year, we forecast an 8.8% increase to \$.62 million.

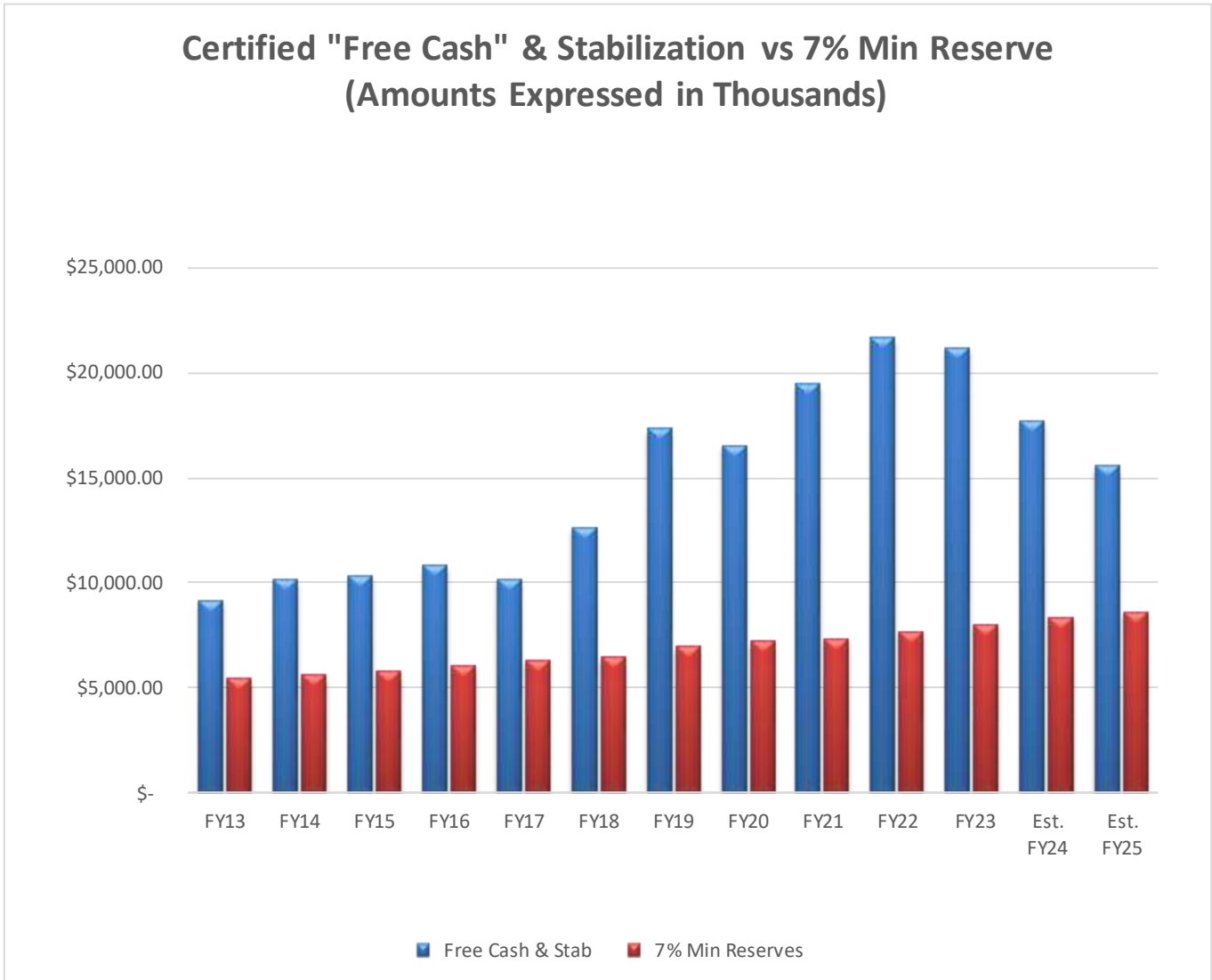
Interest Earnings (\$2.0 million) - Interest rates have increased significantly over the last two years. Next year's forecast interest earnings increase by 70.5% as FY23 interest earnings came in \$2.7 million over projection, and FY24 revenues exceed projections.

Intergovernmental Revenue (\$15.9 million or 13% of revenues) - The final figure for State Aid for FY25 is still unknown. We use an assumption of +2.5%. FINCOM has agreed to make up any shortfall from +2.5% with Free Cash - this adjustment would typically happen at a November Town Meeting after the fiscal year begins.

Operating Transfers/Available Funds (\$4.4 million or 4% of revenues) - The amount of money available from the cemetery sale of lots has remained constant. The Board of Assessors released \$350,000 from the overlay surplus last year and is planning to release \$350,000 for use in FY25; this figure is expected to decline in future years. The RMLD annual payment is projected at \$2.65 million, based on kWh sold in the prior year.



A figure of \$4.26 million is being used from Free Cash to balance the FY25 budget. The Chart below shows Free Cash and Stabilization history and a projection for FY24 and FY25 using a conservative \$2.5 million regeneration estimate for FY24, and FY25. Free Cash Use is projected at \$4.26 million to balance the FY25 and \$4.3 million to balance the FY26 budget:



Financial Forecast

Budget Summary

Town of Reading Budget Summary											
3/27/24 8:24 AM		Projected	Chng	Projected	Chng	Projected	Chng	Projected	Chng	Projected	Chng
No.		FY24	FY24	FY25	FY25	FY26	FY26	FY27	FY27	FY28	FY28
Revenues											
A1	Total Property Taxes	87,153,986	3.3%	88,759,271	1.8%	90,691,560	2.2%	94,008,849	3.7%	97,434,070	3.6%
A2	Total Other Local Revenues	9,186,000	17.9%	10,805,000	17.6%	11,431,000	5.8%	12,080,000	5.7%	12,880,000	6.6%
A3	Total Intergov't Revenues	15,554,202	2.6%	15,943,057	2.5%	16,341,633	2.5%	16,750,174	2.5%	17,168,929	2.5%
A4	Total Transfers & Available	4,261,896	2.0%	4,293,468	0.7%	4,362,705	1.6%	4,440,459	1.8%	4,523,121	1.9%
A98	Revs before Free Cash	\$ 116,156,084	4.15%	\$ 119,800,796	3.14%	\$ 122,826,899	2.53%	\$ 127,279,483	3.63%	\$ 132,006,120	3.71%
A5	Free Cash	2,580,000	1.6%	3,560,000	38.0%	3,560,000	0.0%	3,560,000	0.0%	3,560,000	0.0%
A6	Extra for Capital	700,000	2.0%	700,000	0.0%	0	-100%	0	-100%	0	-100%
A99	Net Available Revenues	\$ 119,436,084	4.08%	\$ 124,060,796	3.87%	\$ 126,386,899	1.87%	\$ 130,839,483	3.52%	\$ 135,566,120	3.61%
Accommodated Costs											
B	Benefits	20,682,688	4.3%	22,350,282	8.1%	24,178,244	8.2%	26,042,856	7.7%	28,145,883	8.1%
C	Capital	2,938,000	-4.8%	3,035,000	3.3%	2,925,000	-3.6%	3,226,500	10.3%	3,675,000	13.9%
	Debt (inside levy)	3,380,694	4.0%	3,539,038	4.7%	3,213,775	-9.2%	3,096,600	-3.6%	2,844,725	-8.1%
D	Debt (excluded)	2,686,112	-1.5%	1,279,700	-52.4%	0	-100.0%	0		0	
E	Energy	2,290,700	12.0%	2,563,800	11.9%	2,637,558	2.9%	2,718,377	3.1%	2,818,366	3.7%
F	Financial	1,242,000	13.7%	1,336,700	7.6%	1,366,368	2.2%	1,396,652	2.2%	1,427,568	2.2%
G	Education - Out of district	5,803,200	4.0%	6,035,328	4.0%	6,276,741	4.0%	6,527,811	4.0%	6,788,923	4.0%
H	Education - Vocational	904,800	4.0%	1,100,992	21.7%	1,255,032	14.0%	1,305,233	4.0%	1,357,442	4.0%
J	Miscellaneous	3,545,360	3.4%	3,627,290	2.3%	3,963,007	9.3%	4,346,404	9.7%	4,479,754	3.1%
K	Community Priorities	150,000	0.0%	150,000	0.0%	150,000	0.0%	0	0.0%	0	0.0%
L1	Accommodated Costs	\$ 43,623,554	4.07%	\$ 45,018,130	3.20%	\$ 45,965,725	2.10%	\$ 48,660,432	5.86%	\$ 51,537,661	5.91%
L2	Net Accommodated Costs	\$ 43,623,554	4.07%	\$ 45,018,130	3.20%	\$ 45,965,725	2.10%	\$ 48,660,432	5.86%	\$ 51,537,661	5.91%
		\$ 58,614		\$ 71		\$ 3,419		\$ 2,940		\$ 3,386	
Operating Costs											
OC1	Municipal Gov't Operating adjustments	26,457,537	4.00%	27,515,838	4.00%	28,050,583	1.55%	28,611,595	2.00%	29,255,355	2.25%
	adjustments (EF+RF)	1,244,882	4.08%	1,294,677	4.00%	1,314,745	1.55%	1,341,040	2.00%	1,371,213	2.25%
	TOTAL Muni Govt OPER	27,702,419	4.00%	28,917,112	4.38%	29,365,328	1.55%	29,952,634	2.00%	30,626,569	2.25%
OC2	School Operating adjustments	48,051,498	4.00%	49,973,557	4.00%	50,902,428	1.55%	52,073,476	2.00%	53,398,504	2.25%
	TOTAL School OPER	48,051,498	4.00%	50,125,483	4.32%	51,052,428	1.85%	52,223,476	2.29%	53,398,504	2.25%
OC4	Operating Budgets	\$ 75,753,916	4.00%	\$ 79,042,595	4.34%	\$ 80,417,755	1.74%	\$ 82,176,111	2.19%	\$ 84,025,073	2.25%
	Municipal Gov't Operating	36.6%		36.6%		36.5%		36.4%		36.4%	
	School Operating	63.4%		63.4%		63.5%		63.6%		63.6%	
	TOTAL SPENDING	\$ 119,377,470	4.03%	\$ 124,060,725	3.92%	\$ 126,383,480	1.87%	\$ 130,836,543	3.52%	\$ 135,562,734	3.61%
	Muni Govt OPER	\$ 27,702,419	4.00%	\$ 28,917,112	4.38%	\$ 29,365,328	1.55%	\$ 29,952,634	2.00%	\$ 30,626,569	2.25%
	Muni Govt ACCOM	\$ 6,041,950	8.14%	\$ 6,470,778	7.10%	\$ 6,888,495	6.46%	\$ 7,361,033	6.86%	\$ 7,602,779	3.28%
	Muni Govt TOTAL	\$ 33,744,369	4.72%	\$ 35,387,890	4.87%	\$ 36,253,822	2.45%	\$ 37,313,668	2.92%	\$ 38,229,348	2.45%
	School OPER	\$ 48,051,498	4.00%	\$ 50,125,483	4.32%	\$ 51,052,428	1.85%	\$ 52,223,476	2.29%	\$ 53,398,504	2.25%
	School ACCOM	\$ 5,803,200	4.00%	\$ 6,035,328	4.00%	\$ 6,276,741	4.00%	\$ 6,527,811	4.00%	\$ 6,788,923	4.00%
	School TOTAL	\$ 53,854,698	4.00%	\$ 56,160,811	4.28%	\$ 57,329,169	2.08%	\$ 58,751,287	2.48%	\$ 60,187,428	2.44%



Revenues - Details

A	Town of Reading Revenues - Details	One Yr		One Yr		One Yr		One Yr		One Yr	
		Projected	Chng	Projected	Chng	Projected	Chng	Projected	Chng	Projected	Chng
No.	3/27/24 8:24 AM	FY24	FY24	FY25	FY25	FY26	FY26	FY27	FY26	FY28	FY28
	Property Taxes										
	Tax levy (within levy limit)	84,526,828	3.6%	87,380,079	3.4%	90,487,081	3.6%	93,799,883	3.7%	97,221,131	3.6%
	New Growth	722,030	-21.1%	900,000	24.6%	1,025,000	13.9%	1,050,000	2.4%	1,075,000	2.4%
	Tax levy (debt exclusion)	2,686,112	-1.5%	1,279,700	-52.4%	-	-100.0%	-	#DIV/0!	-	#DIV/0!
	Abatements and exemptions	(780,984)	-2.9%	(800,509)	2.5%	(820,521)	2.5%	(841,034)	2.5%	(862,060)	2.5%
A1	Total Property Taxes	87,153,986	3.3%	88,759,271	1.8%	90,691,560	2.2%	94,008,849	3.7%	97,434,070	3.6%
	Other Local Revenues										
	Motor Vehicle Excise	3,915,000	-0.8%	4,300,000	9.8%	4,615,000	7.3%	4,950,000	7.3%	5,325,000	7.6%
	Meals Tax	565,000	28.4%	625,000	10.6%	675,000	8.0%	710,000	5.2%	770,000	8.5%
	Penalties/interest on taxes	350,000	29.6%	385,000	10.0%	416,000	8.1%	450,000	8.2%	490,000	8.9%
	Payments in lieu of taxes	440,000	10.0%	475,000	8.0%	500,000	5.3%	510,000	2.0%	525,000	2.9%
	Charges for services	2,353,000	10.7%	2,585,000	9.9%	2,825,000	9.3%	3,075,000	8.8%	3,375,000	9.8%
	Licenses & permits	165,000	0.0%	180,000	9.1%	195,000	8.3%	210,000	7.7%	230,000	9.5%
	Fines	73,000	-8.8%	80,000	9.6%	85,000	6.3%	95,000	11.8%	100,000	5.3%
	Interest Earnings	1,170,000	397.9%	2,005,000	71.4%	1,950,000	-2.7%	1,900,000	-2.6%	1,875,000	-1.3%
	Medicaid Reimbursement	155,000	19.2%	170,000	9.7%	170,000	0.0%	180,000	5.9%	190,000	5.6%
A2	Total Other Local Revenues	9,186,000	17.9%	10,805,000	17.6%	11,431,000	5.8%	12,080,000	5.7%	12,880,000	6.6%
	Intergovernmental Revenue										
	State Aid	15,554,202	2.6%	15,943,057	2.5%	16,341,633	2.5%	16,750,174	2.5%	17,168,929	2.5%
A3	Total Intergov't Revenues	15,554,202	2.6%	15,943,057	2.5%	16,341,633	2.5%	16,750,174	2.5%	17,168,929	2.5%
	Operating Transfers and Available Funds										
	Cemetery sale of lots	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
	RMLD payment	2,538,607	0.4%	2,522,510	-0.6%	2,572,960	2.0%	2,624,419	2.0%	2,676,908	2.0%
	Enterprise Fund Support	1,244,882	4.1%	1,294,677	4.0%	1,314,745	1.6%	1,341,040	2.0%	1,371,213	2.3%
	School Revolving Funds	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
	Premiums Reserve for Debt	3,407	-34%	1,281	-62%	0	-100%	0	#DIV/0!	0	#DIV/0!
	Overlay surplus	350,000	7.7%	350,000	0.0%	350,000	0.0%	350,000	0.0%	350,000	0.0%
A4	Total Transfers & Available	4,261,896	2.0%	4,293,468	0.7%	4,362,705	1.6%	4,440,459	1.8%	4,523,121	1.9%
	OPERATING REVENUES	116,156,084	4.15%	119,800,796	3.14%	122,826,899	2.53%	127,279,483	3.63%	132,006,120	3.71%
A5	Free Cash	3,280,000	1.7%	4,260,000	29.9%	3,560,000	-16.4%	3,560,000	0.0%	3,560,000	0.0%
	TOTAL REVENUES	119,436,084	4.08%	124,060,796	3.87%	126,386,899	1.87%	130,839,483	3.52%	135,566,120	3.61%



Accommodated/Shared Costs

Town of Reading													
Acc. Costs - Summary													
3/27/24 8:24 AM		Projected		One Yr		Projected		One Yr		Projected		One Yr	
No.		FY24	FY24	FY25	FY25	FY26	FY26	FY27	FY27	FY28	FY28	Chng	Chng
B	Benefits	20,682,688	4.3%	22,350,282	8.1%	24,178,244	8.2%	26,042,856	7.7%	28,145,883	8.1%		
C	Capital	2,938,000		3,035,000		2,925,000		3,226,500		3,675,000			
	Debt (inside levy)	3,380,694	-0.3%	3,539,038	4.0%	3,213,775	-6.6%	3,096,600	3.0%	2,844,725	3.1%		
D	Debt (excluded)	2,686,112		1,279,700		-		-		-			
E	Energy	2,290,700	12.0%	2,563,800	11.9%	2,637,558	2.9%	2,718,377	3.1%	2,818,366	3.7%		
F	Financial	1,242,000	13.7%	1,336,700	7.6%	1,366,368	2.2%	1,396,652	2.2%	1,427,568	2.2%		
G	Education - Out of district	5,803,200	4.0%	6,035,328	4.0%	6,276,741	4.0%	6,527,811	4.0%	6,788,923	4.0%		
H	Education - Vocational	904,800	4.0%	1,100,992	21.7%	1,255,032	14.0%	1,305,233	4.0%	1,357,442	4.0%		
J	Miscellaneous	3,545,360	3.4%	3,627,290	2.3%	3,963,007	9.3%	4,346,404	9.7%	4,479,754	3.1%		
K	Community Priorities	\$ 150,000		\$ 150,000		\$ 150,000							
	TOTAL Accom. COSTS	\$ 43,623,554	4.1%	\$ 45,018,130	3.2%	\$ 45,965,725	2.1%	\$ 48,660,432	5.9%	\$ 51,537,661	5.9%		
Town of Reading													
Acc. Costs - Details													
		Projected		One Yr		Projected		One Yr		Projected		One Yr	
		FY24	FY24	FY25	FY25	FY26	FY26	FY27	FY27	FY28	FY28	Chng	Chng
B1	Contributory Retirement	6,140,000	6.1%	7,168,650	16.8%	7,763,648	8.3%	8,408,031	8.3%	9,105,897	8.3%		
B3	OBRA fees & OPEB study	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%		
B4	OPEB contribution	300,000	-40.0%	200,000	-33.3%	385,000	92.5%	415,000	7.8%	500,000	20.5%		
B5	Workers Compensation	390,000	1.3%	400,000	2.6%	405,000	1.3%	410,000	1.2%	415,000	1.2%		
B6	Unemployment Benefits	75,000	0.0%	120,000	60.0%	120,000	0.0%	125,000	4.2%	125,000	0.0%		
B7	Group Health / Life Ins.	12,597,688	5.7%	13,256,632	5.7%	14,184,596	7.0%	15,354,825	8.3%	16,659,986	8.5%		
B8	Medicare / Social Security	1,005,000	0.5%	1,025,000	2.0%	1,135,000	10.7%	1,145,000	0.9%	1,155,000	0.9%		
B9	Police / Fire Indemnification	135,000	3.8%	140,000	3.7%	145,000	3.6%	145,000	0.0%	145,000	0.0%		
B99	Acc. Costs - Benefits	\$ 20,682,688	4.3%	\$ 22,350,282	8.1%	\$ 24,178,244	8.2%	\$ 26,042,856	7.7%	\$ 28,145,883	8.1%		
C99	Acc. Costs - Capital	\$ 2,938,000	-4.8%	\$ 3,035,000	3.3%	\$ 2,925,000	-3.6%	\$ 3,226,500	10.3%	\$ 3,675,000	13.9%		
D1	Debt Service - Principal	5,220,000	6.1%	3,904,000	-25.2%	2,374,000	-39.2%	2,369,000	-0.2%	2,229,000	-5.9%		
D2	Debt Service - Interest	846,806	-20.1%	914,738	8.0%	839,775	-8.2%	727,600	-13.4%	615,725	-15.4%		
D3	Excluded debt	(2,686,112)	-1.5%	(1,279,700)	-52.4%	-	-100.0%	-	#DIV/0!	-	#DIV/0!		
	Total Included Debt	\$ 3,380,694	4.0%	\$ 3,539,038	4.7%	\$ 3,213,775	-9.2%	\$ 3,096,600	-3.6%	\$ 2,844,725	-8.1%		
	Premiums for general fund	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!		
D99	Acc. Costs - Debt	\$ 6,066,806	1.5%	\$ 4,818,738	-20.6%	\$ 3,213,775	-33.3%	\$ 3,096,600	-3.6%	\$ 2,844,725	-8.1%		
E1	Street Lighting (DPW)	135,000	3.8%	135,000	0.0%	140,000	3.7%	140,000	0.0%	145,000	3.6%		
E2	Electricity (FacCORE)	1,070,000	18.9%	1,095,000	2.3%	1,122,375	2.5%	1,156,046	3.0%	1,202,288	4.0%		
E3	Nat'l Gas (FacCORE)	676,000	4.0%	878,800	30.0%	909,558	3.5%	945,940	4.0%	983,778	4.0%		
E4	Water/Sewer (FacCORE)	219,700	9.9%	225,000	2.4%	230,625	2.5%	236,391	2.5%	242,300	2.5%		
E6	Fuel - vehicles (DPW)	190,000	15.2%	230,000	21.1%	235,000	2.2%	240,000	2.1%	245,000	2.1%		
E99	Acc. Costs - Energy	\$ 2,290,700	12.0%	\$ 2,563,800	11.9%	\$ 2,637,558	2.9%	\$ 2,718,377	3.1%	\$ 2,818,366	3.7%		
F1	Casualty Ins (AD SVC)	897,000	16.9%	986,700	10.0%	1,011,368	2.5%	1,036,652	2.5%	1,062,568	2.5%		
F2	Vefs Assistance (PUB SVC)	\$ 145,000	16.0%	\$ 150,000	3.4%	\$ 155,000	3.3%	\$ 160,000	3.2%	\$ 165,000	3.1%		
F3	FINCOM Reserve Fund	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%		
F99	Acc. Costs - Financial	\$ 1,242,000	13.7%	\$ 1,336,700	7.6%	\$ 1,366,368	2.2%	\$ 1,396,652	2.2%	\$ 1,427,568	2.2%		
G1	SPED transp OOD (Sch)	1,076,400	4.0%	1,119,456	4.0%	1,164,234	4.0%	1,210,804	4.0%	1,259,236	4.0%		
G2a	SPED tuition OOD (Sch)	5,798,000	4.0%	6,029,920	4.0%	6,271,117	4.0%	6,521,961	4.0%	6,782,840	4.0%		
G2b	SPED contingency	488,800	4.0%	508,352	4.0%	528,686	4.0%	549,834	4.0%	571,827	4.0%		
G3	SPED offsets OOD (Sch)	(1,560,000)	4.0%	(1,622,400)	4.0%	(1,687,296)	4.0%	(1,754,788)	4.0%	(1,824,979)	4.0%		
G99	Acc. Costs - OOD SPED	\$ 5,803,200	4.0%	\$ 6,035,328	4.0%	\$ 6,276,741	4.0%	\$ 6,527,811	4.0%	\$ 6,788,923	4.0%		
H1	Voc School - NERMVS	665,600	4.0%	852,224	28.0%	996,313	16.9%	1,036,165	4.0%	1,077,612	4.0%		
H2	Voc School - Minute Man	52,000	4.0%	54,080	4.0%	56,243	4.0%	58,493	4.0%	60,833	4.0%		
	Voc School - Essex North	187,200	4.0%	194,688	4.0%	202,476	4.0%	210,575	4.0%	218,998	4.0%		
H99	Acc. Costs - Vocational	\$ 904,800	4.0%	\$ 1,100,992	21.7%	\$ 1,255,032	14.0%	\$ 1,305,233	4.0%	\$ 1,357,442	4.0%		
J1	Rubbish (DPW)	2,034,250	3.0%	2,095,278	3.0%	2,409,569	15.0%	2,771,004	15.0%	2,881,845	4.0%		
J2	Snow and Ice Control (DPW)	675,000	0.0%	675,000	0.0%	675,000	0.0%	675,000	0.0%	675,000	0.0%		
J3	State Assessments	836,110	7.2%	857,013	2.5%	878,438	2.5%	900,399	2.5%	922,909	2.5%		
	Cemetery (DPW)												
J99	Acc. Costs - Misc.	\$ 3,545,360	3.4%	\$ 3,627,290	2.3%	\$ 3,963,007	9.3%	\$ 4,346,404	9.7%	\$ 4,479,754	3.1%		

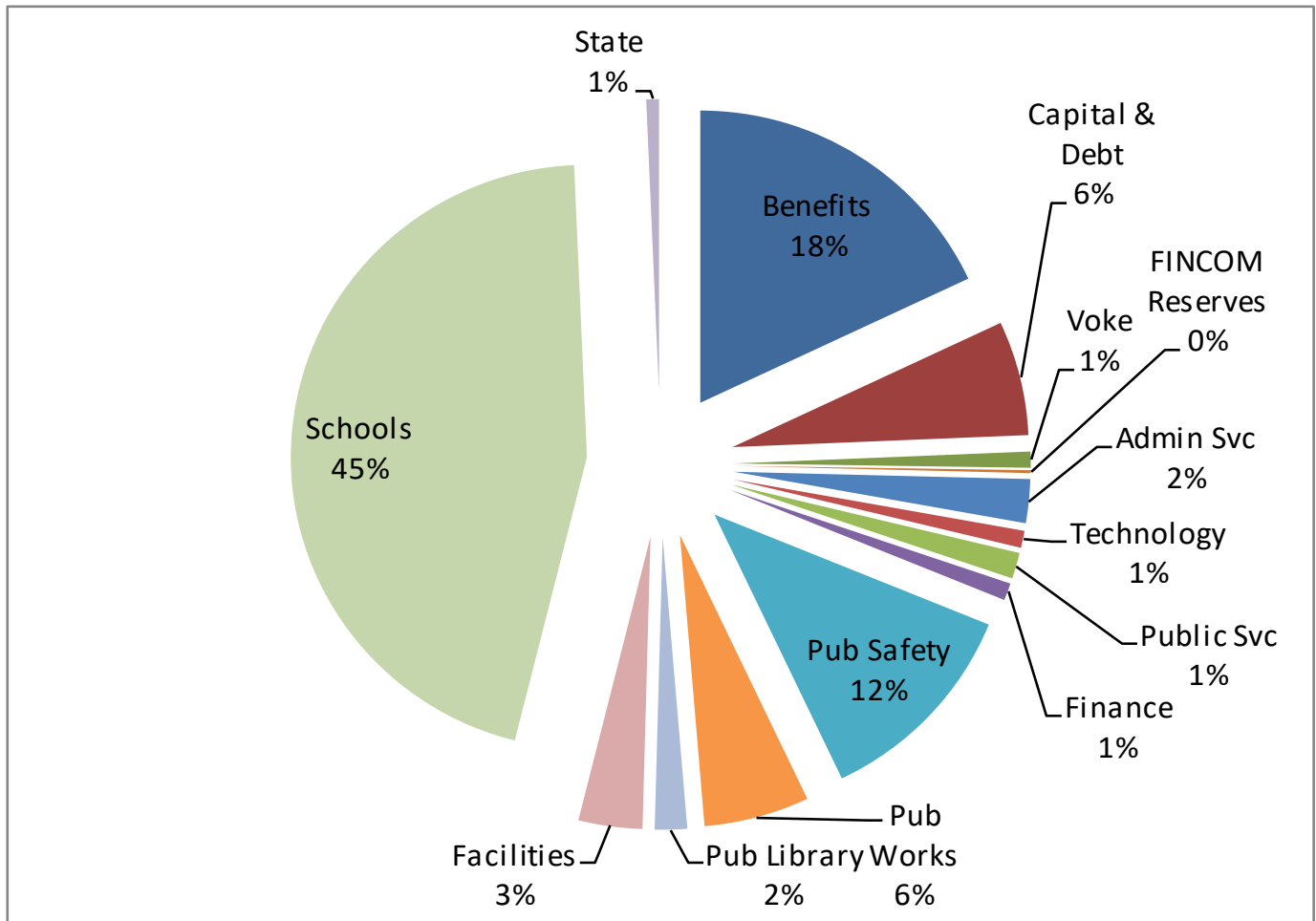


Spending Scorecard

Line	Category	FY24 Budget revised	% Grand Total	FY25 Budget Town Manager	FY25 Budget Finance Committee	% chng	% Grand Total
B99	Benefits	\$20,682,688	15.2%	\$22,350,282	\$22,350,282	8.1%	15.7%
C99	Capital	\$2,938,000	2.2%	\$3,035,000	\$3,035,000	3.3%	2.1%
D99	Debt service	\$6,066,806	4.5%	\$4,818,738	\$4,818,738	-20.6%	3.4%
E99	Education - Vocational	\$904,800	0.7%	\$1,100,992	\$1,100,992	21.7%	0.8%
F99	Finance Committee Reserves	\$200,000	0.1%	\$200,000	\$200,000	0.0%	0.1%
	Total Shared Costs	\$ 30,792,294	22.6%	\$ 31,505,012	\$ 31,505,012	2.3%	22.2%
G91	Administrative Svcs wages	\$1,223,975	0.9%	\$1,295,600	\$1,295,600	5.9%	0.9%
G92	Administrative Svcs expenses	\$1,582,700	1.2%	\$1,709,700	\$1,709,700	8.0%	1.2%
G91a	Technology wages	\$494,600	0.4%	\$511,800	\$511,800	3.5%	0.4%
G92a	Technology expenses	\$630,360	0.5%	\$654,700	\$654,700	3.9%	0.5%
H91	Public Services wages	\$1,448,100	1.1%	\$1,479,684	\$1,479,684	2.2%	1.0%
H92	Public Services expenses	\$302,000	0.2%	\$302,100	\$302,100	0.0%	0.2%
I91	Finance wages	\$965,250	0.7%	\$1,005,500	\$1,005,500	4.2%	0.7%
I92	Finance expenses	\$169,150	0.1%	\$172,650	\$172,650	2.1%	0.1%
J91	Public Safety wages	\$13,282,475	9.8%	\$13,886,471	\$13,886,471	4.5%	9.8%
J92	Public Safety expenses	\$751,151	0.6%	\$724,946	\$724,946	-3.5%	0.5%
K91	Public Works wages	\$3,096,600	2.3%	\$3,219,700	\$3,219,700	4.0%	2.3%
K92	Public Works expenses	\$950,700	0.7%	\$1,015,400	\$1,015,400	6.8%	0.7%
K93	Public Works Snow & Ice	\$675,000	0.5%	\$675,000	\$675,000	0.0%	0.5%
K94	Public Works Street Lights	\$135,000	0.1%	\$135,000	\$135,000	0.0%	0.1%
K95	Public Works Rubbish	\$2,034,250	1.5%	\$2,091,278	\$2,091,278	2.8%	1.5%
L91	Library wages	\$1,698,150	1.2%	\$1,754,250	\$1,754,250	3.3%	1.2%
L92	Library expenses	\$406,875	0.3%	\$426,900	\$426,900	4.9%	0.3%
M91	Core Facilities	\$3,633,780	2.7%	\$3,948,760	\$3,948,760	8.7%	2.8%
M92	Town Buildings	\$369,650	0.3%	\$378,450	\$378,450	2.4%	0.3%
	Total Municipal Govt	\$ 33,849,766	24.9%	\$ 35,387,889	\$ 35,387,889	4.5%	24.9%
U99	School Department	\$54,006,623	39.7%	\$56,310,811	\$56,310,811	4.3%	39.6%
	VOTED GENERAL FUND	\$ 118,648,683	87.2%	\$123,203,712	\$ 123,203,712	3.8%	
	<i>State Assessments</i>	\$ 836,110	0.6%	\$ 857,013	\$ 857,013	2.5%	0.6%
	TOTAL	\$ 119,484,793	87.8%	\$124,060,725	\$ 124,060,725	3.8%	
W99	Water Enterprise Fund	\$7,974,400	5.9%	\$7,771,629	\$7,771,629	-2.5%	5.5%
X99	Sewer Enterprise Fund	\$7,508,425	5.5%	\$8,762,366	\$8,762,366	16.7%	6.2%
Y99	Storm Water Enterprise Fund	\$470,325	0.3%	\$1,024,625	\$1,024,625	117.9%	0.7%
Z99	PEG Access Enterprise Fund	\$622,000	0.5%	\$539,000	\$539,000	-13.3%	0.4%
ZZ9	Landfill Enterprise Fund	\$37,000	0.0%	\$37,000	\$37,000	0.0%	0.0%
	TOTAL ENTERPRISE FUNDS	\$16,612,150	12.2%	\$18,134,620	\$18,134,620	9.2%	12.8%
	GRAND TOTAL VOTED	\$ 135,260,833	99.4%	\$141,338,332	\$ 141,338,332	4.5%	99.4%



FY25 Revenue Allocation



Shared Costs

Shared costs are spending categories that invest in both school and town departments. The two most significant components are Benefits (for school, town, and retired employees) and Infrastructure (capital projects in the community, sometimes financed by debt payments). Capital planning is assessed annually but projected over ten years and presented to Town Meeting. Inflation and global supply chain issues have impacted our capital budget this calendar year. The cost of utilities, particularly natural gas and electricity, has also greatly impacted our FY25 budget.

Shared costs are shown below as a +2.3% increase in FY25. Details are available in the following budget sections.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Benefits	\$ 17,606,200	\$ 19,840,165	\$ 20,682,688	\$ 22,350,282	8.1%
Capital & Debt	\$ 8,056,101	\$ 7,343,343	\$ 9,004,806	\$ 7,853,738	-12.8%
FINCOM Reserves	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.0%
Vocational Schools	\$ 756,783	\$ 900,153	\$ 904,800	\$ 1,100,992	21.7%
Total Shared Costs	\$ 26,619,085	\$ 28,283,661	\$ 30,792,294	\$ 31,505,012	2.3%
State Assessments*	\$ 736,131	\$ 794,720	\$ 799,555	\$ 857,013	7.2%

*not voted by Town Meeting (FY25 estimated)

Benefits

Health Insurance premiums dominate total spending in the benefits segment, and the rate of annual increases has been below revenue growth for the past decade. Our insurance provider, MIA, has raised concerns regarding future health insurance costs, particularly given rising costs to health providers. Retirement costs have grown at rates exceeding revenues and are forecasted to continue in the years ahead. The OPEB portion of this expense is optional today but may become required in the future.



Benefits (Continued)

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Retirement	\$ 5,901,839	\$ 6,334,269	\$ 6,480,000	\$ 7,408,650	14.3%
Medicare	\$ 908,571	\$ 994,285	\$ 1,005,000	\$ 1,025,000	2.0%
Heath & Life Insurance	\$ 10,256,254	\$ 11,797,425	\$ 12,597,688	\$ 13,256,632	5.2%
Worker Compensation	\$ 370,389	\$ 322,121	\$ 390,000	\$ 400,000	2.6%
111F Indemnification	\$ 143,771	\$ 272,931	\$ 135,000	\$ 140,000	3.7%
Unemployment	\$ 25,376	\$ 119,133	\$ 75,000	\$ 120,000	60.0%
Total Benefits	\$ 17,606,200	\$ 19,840,165	\$ 20,682,688	\$ 22,350,282	8.1%

Retirement

The Retirement Board voted a significant increase just before COVID-19 to hold the full pension funding date to 2031. In the FY25 budget, the retirement assessment is funded at 8.3%; however, the general fund's portion of the pension assessment is up 16.7%. In this budget, we fund our OPEB contribution at \$200,000, which is \$300,000 less than the amount typically funded annually. OPEB was reduced to increase health insurance as the rate of increase was higher than expected. Once the pension is fully funded, sufficient funds are expected to be diverted to fund the OPEB liability fully, and there will be a net balance available for the operating budgets or other budget areas.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Retirement Assessment	\$ 5,546,349	\$ 5,816,385	\$ 6,160,000	\$ 7,168,650	16.4%
OPEB Contributions	\$ 350,000	\$ 500,000	\$ 300,000	\$ 200,000	-33.3%
OBRA fees & Actuarial	\$ 5,490	\$ 17,884	\$ 20,000	\$ 40,000	100.0%
Total Retirement	\$ 5,901,839	\$ 6,334,269	\$ 6,480,000	\$ 7,408,650	14.3%

Medicare

A nominal increase is needed for FY25, as shown below. The expense is directly related to the Town and School payroll and increases for newer employees.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Total Medicare	\$ 908,571	\$ 994,285	\$ 1,005,000	\$ 1,025,000	2.0%



Health & Life Insurance

The health and life insurance budget continues to perform well thanks to the successful teamwork of Town leadership and employees. In FY25, we project an increase of 5.65% in the health insurance budget line. We also see an 11% Pay and Class increase in the salary of our Benefits/Financial Analyst, who has been an asset in managing this large budget. The figures below include increases in premiums plus increases in enrollment.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Benefits/Financial Analyst	\$ 64,681	\$ 66,710	\$ 69,850	\$ 77,500	11.0%
Health Insurance	\$ 10,044,892	\$ 11,547,818	\$ 12,302,838	\$ 12,934,132	5.1%
Opt Out Payments	\$ 117,807	\$ 153,500	\$ 150,000	\$ 170,000	13.3%
Payments to Other Towns	\$ -	\$ -	\$ 15,000	\$ 15,000	0.0%
Professional Services	\$ -	\$ -	\$ 25,000	\$ 25,000	0.0%
Life Insurance	\$ 28,873	\$ 29,398	\$ 35,000	\$ 35,000	0.0%
Total Health & Life Ins.	\$ 10,256,254	\$ 11,797,425	\$ 12,597,688	\$ 13,256,632	5.2%

Worker Compensation, Indemnification and Unemployment

Reading is widely recognized for our safety policies and practices, including our safety committee, which is comprised of department heads and front-line employees of multiple departments. In FY25, we have a modest 2.6% increase in our worker compensation line.

The FY25 budget has an increase of 3.7% in the indemnification costs for police and fire, given the wide variability of this expense line.

Based on prior year actuals, our CFO forecasts a 60% increase in FY25 to the unemployment line.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Worker Compensation	\$ 370,389	\$ 322,121	\$ 390,000	\$ 400,000	2.6%
111f Retire. Pending Wages	\$ -	\$ 100,000	\$ -	\$ -	0.0%
111f Expenses	\$ 143,771	\$ 172,931	\$ 135,000	\$ 140,000	3.7%
Total 111f Indemnification	\$ 143,771	\$ 272,931	\$ 135,000	\$ 140,000	3.7%
Unemployment - Schools	\$ 21,845	\$ 52,069	\$ 55,000	\$ 60,000	9.1%
Unemployment - Town	\$ 111	\$ 66,209	\$ 15,000	\$ 55,000	266.7%
Professional Services	\$ 3,420	\$ 855	\$ 5,000	\$ 5,000	0.0%
Total Unemployment	\$ 25,376	\$ 119,133	\$ 75,000	\$ 120,000	60.0%



FINCOM Reserves

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

Regional Vocational Schools

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

The Wakefield school has received MSBA and regional voter approval for funding a new building. Reading will be assessed at about \$200,000 annually for 30-40 years, in addition to tuition.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
North East Regional	\$ 571,636	\$ 639,569	\$ 665,600	\$ 852,224	28.0%
Essex North	\$ 141,493	\$ 214,659	\$ 187,200	\$ 194,688	4.0%
Minuteman	\$ 43,654	\$ 45,925	\$ 52,000	\$ 54,080	4.0%
Total Vocational School	\$ 756,783	\$ 900,153	\$ 904,800	\$ 1,100,992	21.7%



State Assessments

Town Meeting does not vote on these charges; they are deducted from the town's State Aid payments. The availability of federal monies has slowed the recent growth of the MBTA Assessment.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
MBTA	\$ 575,265	\$ 589,268	\$ 600,000	\$ 627,039	4.5%
School Choice	\$ 90,863	\$ 119,221	\$ 125,055	\$ 121,669	-2.7%
Charter School	\$ 31,687	\$ 49,839	\$ 35,000	\$ 70,355	101.0%
SPED Assessment	\$ 2,954	\$ -	\$ -	\$ -	
RMV, MAPC, Air Polltin	\$ 35,362	\$ 36,392	\$ 39,500	\$ 37,950	-3.9%
TOTAL	\$ 736,131	\$ 794,720	\$ 799,555	\$ 857,013	7.2%



Town Budget by Department

FY25 Budgets

As seen in the next table, the Town Manager’s FY25 budget for Town departments shows a 4.5% increase when compared to FY24.

Department	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change
Administrative Services	\$ 2,462,627	\$ 2,607,732	\$ 2,806,675	\$ 3,005,300	7.1%
Technology	\$ 924,365	\$ 1,011,157	\$ 1,124,960	\$ 1,166,500	3.7%
Public Services	\$ 1,440,114	\$ 1,494,842	\$ 1,750,100	\$ 1,781,784	1.8%
Finance	\$ 921,195	\$ 996,256	\$ 1,134,400	\$ 1,178,150	3.9%
Public Safety	\$ 12,648,343	\$ 13,279,522	\$ 14,033,626	\$ 14,611,417	4.1%
Public Works	\$ 6,275,565	\$ 6,459,967	\$ 6,891,550	\$ 7,136,378	3.6%
Library	\$ 1,853,268	\$ 1,973,654	\$ 2,105,025	\$ 2,181,150	3.6%
Facilities	\$ 3,246,738	\$ 3,548,517	\$ 4,003,430	\$ 4,327,210	8.1%
Town Departments Total	\$ 29,772,216	\$ 31,371,649	\$ 33,849,766	\$ 35,387,889	4.5%

Wages

A large portion of the increases in the Department budgets are attributed to pay increases outlined in bargaining agreements. The non-union staff will be receiving increases between 3.6% and 3.75%. This budget does not include any additional head count or new positions. The total wage increase for all Town Employees is 4.2%.



Wages (Continued)

Department	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change
Administrative Services	\$ 1,161,121	\$ 1,145,954	\$ 1,223,975	\$ 1,295,600	5.9%
Technology	\$ 423,300	\$ 414,359	\$ 494,600	\$ 511,800	3.5%
Public Services	\$ 1,252,972	\$ 1,305,126	\$ 1,448,100	\$ 1,479,684	2.2%
Finance	\$ 788,421	\$ 867,502	\$ 965,250	\$ 1,005,500	4.2%
Public Safety	\$ 12,038,659	\$ 12,567,251	\$ 13,282,475	\$ 13,886,471	4.5%
Public Works	\$ 2,889,838	\$ 2,871,847	\$ 3,226,600	\$ 3,349,700	3.8%
Library	\$ 1,486,906	\$ 1,574,204	\$ 1,698,150	\$ 1,754,250	3.3%
Facilities	\$ 908,128	\$ 920,789	\$ 972,100	\$ 1,016,000	4.5%
Town Department Wages	\$ 20,949,345	\$ 21,667,032	\$ 23,311,250	\$ 24,299,005	4.2%

Full Time Equivalent (FTEs)

The FY25 budget has no additional head count or new positions proposed.

Department	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change
Administrative Services	12.6	12.6	12.5	12.5	0.0%
Technology	5.0	5.0	5.0	5.0	0.0%
Public Services	21.8	21.0	20.9	20.9	0.0%
Finance	11.8	11.9	11.9	11.9	0.0%
Public Safety	118.2	119.0	120.9	120.9	0.0%
Public Works	43.6	44.0	42.7	42.7	0.0%
Library	24.4	24.9	24.5	24.6	0.4%
Facilities	11.0	11.0	11.0	11.0	0.0%
Town Departments Total	248.4	249.4	249.4	249.5	0.1%



Expenses

Most Department expenses are moderate and under the FinCom guidance of 4.0%. The Administrative Services budget increases by 8.0% which is driven by the increased number of elections. Library expenses increased by 4.9% due to an increase in library programs. Last but certainly not least, is the large increase in our Facilities expense of 9.2%. The Facilities expense budget carries utility costs for Town and Schools, which have seen a tremendous increase for FY25, particularly related to the cost of Natural Gas.

Department	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change
Administrative Services	\$ 1,301,506	\$ 1,461,778	\$ 1,582,700	\$ 1,709,700	8.0%
Technology	\$ 501,065	\$ 596,798	\$ 630,360	\$ 654,700	3.9%
Public Services	\$ 187,143	\$ 189,717	\$ 302,000	\$ 302,100	0.0%
Finance	\$ 132,774	\$ 128,755	\$ 169,150	\$ 172,650	2.1%
Public Safety	\$ 609,684	\$ 712,271	\$ 751,151	\$ 724,946	-3.5%
Public Works	\$ 3,385,727	\$ 3,588,121	\$ 3,664,950	\$ 3,786,678	3.3%
Library	\$ 366,362	\$ 399,450	\$ 406,875	\$ 426,900	4.9%
Facilities	\$ 2,338,610	\$ 2,627,728	\$ 3,031,330	\$ 3,311,210	9.2%
Town Department Expense:	\$ 8,822,871	\$ 9,704,617	\$ 10,538,516	\$ 11,088,884	5.2%



Administrative Services

Department Overview

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

Administrative Services has five divisions: Operations, Human Resources, Town Clerk, Town Manager’s Office, and Elections. Technology was an Administrative Services division in prior years, but now is a stand-alone department. Administrative Services staff work collaboratively with all departments throughout the town, including the School Department and RMLD. Some organizational costs such as Law and Property/Casualty Insurance are centralized in the Town Manager’s Office.

FY25 Budget Summary

As shown below, the Administrative Services FY25 budget is increasing by 7.1% overall driven primarily by an increase in the number of elections, particularly the Presidential election, and increases in property and casualty insurance (reflected in the accommodated costs budget line). The elections budget impacts both expenses and salaries lines with increases in printing costs, postage, and election workers.

There are no changes in staffing levels proposed for FY25 for the remaining divisions. Two part-time positions are also being combined to form a full-time position in the Town Clerk’s Office. Wage and Expense lines are shown separately both for informational purposes and because those lines are voted by Town Meeting.

Department Highlights

- In June the positions of Business Administrator and Procurement Officer were combined into a new position, Director of Operations. An executive assistant was also hired to aid in procurement, risk management, and communications. The impact of these personnel changes was budget neutral.



- Other than increased costs for elections staffing, all other divisions' salaries are level-services funded. Increases in expenses are related to elections and property and casualty insurance.

Divisions	FY22 Actual	FY23 Actual	Town Meeting		Town Manager	
			FY24 BUDGET	FY25 Budget	Change	Change
Operations	\$ 754,584	\$ 731,177	\$ 760,250	\$ 798,200	\$ 37,950	5.0%
Human Resources	\$ 203,506	\$ 206,549	\$ 245,275	\$ 252,400	\$ 7,125	2.9%
Town Manager Office	\$ 1,288,159	\$ 1,414,129	\$ 1,573,200	\$ 1,671,200	\$ 98,000	6.2%
Town Clerk Office	\$ 161,343	\$ 165,262	\$ 172,050	\$ 179,100	\$ 7,050	4.1%
Elections	\$ 55,035	\$ 90,615	\$ 55,900	\$ 104,400	\$ 48,500	86.8%
Department Total	\$ 2,462,627	\$ 2,607,732	\$ 2,806,675	\$ 3,005,300	\$ 198,625	7.1%

Line G91 - FY25 Administrative Services Wages

Administrative Services	FY22 Actual	FY23 Actual	Town Meeting		Town Manager	
			FY24 BUDGET	FY25 Budget	Change	Change
Operations	\$ 613,137	\$ 560,650	\$ 600,250	\$ 619,700	\$ 19,450	3.2%
Human Resources	\$ 151,474	\$ 164,510	\$ 206,275	\$ 213,400	\$ 7,125	3.5%
Town Manager Office	\$ 219,529	\$ 203,985	\$ 230,000	\$ 238,000	\$ 8,000	3.5%
Town Clerk Office	\$ 156,783	\$ 162,356	\$ 167,050	\$ 174,100	\$ 7,050	4.2%
Elections	\$ 20,198	\$ 54,454	\$ 20,400	\$ 50,400	\$ 30,000	147.1%
Department Wages	\$ 1,161,121	\$ 1,145,954	\$ 1,223,975	\$ 1,295,600	\$ 71,625	5.9%

Line G92 - FY25 Administrative Services Expenses

Administrative Services	FY22 Actual	FY23 Actual	Town Meeting		Town Manager	
			FY24 BUDGET	FY25 Budget	Change	Change
Operations	\$ 141,447	\$ 170,526	\$ 160,000	\$ 178,500	\$ 18,500	11.6%
Human Resources	\$ 52,032	\$ 42,039	\$ 39,000	\$ 39,000	\$ -	0.0%
Town Manager Office	\$ 1,068,630	\$ 1,210,145	\$ 1,343,200	\$ 1,433,200	\$ 90,000	6.7%
Town Clerk Office	\$ 4,561	\$ 2,906	\$ 5,000	\$ 5,000	\$ -	0.0%
Elections	\$ 34,837	\$ 36,161	\$ 35,500	\$ 54,000	\$ 18,500	52.1%
Department Expenses	\$ 1,301,506	\$ 1,461,778	\$ 1,582,700	\$ 1,709,700	\$ 127,000	8.0%



Operations Division

Division Overview

This division includes the department head, Director of Operations, Executive Assistant Operations, and support staff shared with the Administrative Services Department. Operations is the centralized location for town-wide procurement, risk management, communications, and constituent services. Postage is also centralized in this division, as well as equipment maintenance.

Division Activities

In June 2023 the division consolidated the Business Administrator duties with the Procurement Officer duties into the new role of Director of Operations. An Executive Assistant was hired to help manage communications, risk and procurement work and obtain the Massachusetts Certified Public Procurement Officer (MCPPO) designation. Operations offers all online-bidding services, contract management, and issued 38 procurement bids or RFP/RFQ in FY23. FY24 is on track to exceed that number. The division manages risk by working closely with all departments through the Safety Committee and our insurance company, the Massachusetts Interlocal Insurance Association (MIIA). Operations manages communications and community engagement by administering the Town's website, the creation of a Website Working Group, social media, digital collateral and content creation, as well as managing SaaS systems Onsolve's CodeRED alert and SeeClickFix, with the Director also service as Public Information Officer. Following the creation and launch of an award-winning website redesign in FY23 and Cyberliability projects, FY24 is focused on maintaining and improving content on the website, rebranding the Town's social media collateral, as well as managing special projects like service on the Killam School Building Committee, Reading Center for Active Living (RECALC) and Symonds Way Exploratory Committee (SWEC) designer procurements.

FY25 Budget Summary

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



In FY25, the Operations salary line item is increasing 3.2% overall, in part because the Administrative Services Director is now the Assistant Town Manager and the salary is split between this division and Public Services. Expenses are increasing due to the Presidential election, with costs rising in election workers, printing, and particularly postage. Some of these costs are reimbursable, but we budget them fully for transparency.

Though included in Accommodated Costs, property and casualty insurance is currently projected to increase 10% in FY25.

Operations			Town Meeting	Town Manager		
	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 Budget	Change	Change
Assistant Town Manager	\$ 116,866	\$ 101,407	\$ 71,900	\$ 74,600	\$ 2,700	0.0%
Director of Operations	\$ 91,010	\$ 94,995	\$ 116,350	\$ 120,300	\$ 3,950	3.4%
Procurement Officer	\$ 82,731	\$ 68,938	\$ -	\$ -	\$ -	0.0%
Support Staff	\$ 258,968	\$ 272,134	\$ 397,000	\$ 409,800	\$ 12,800	3.2%
Overtime	\$ 9,576	\$ 13,682	\$ 15,000	\$ 15,000	\$ -	0.0%
Buyback	\$ 53,986	\$ 9,494	\$ -	\$ -	\$ -	0.0%
Division Wages	\$ 613,137	\$ 560,650	\$ 600,250	\$ 619,700	\$ 19,450	3.2%
Postage	\$ 83,661	\$ 102,050	\$ 87,500	\$ 105,500	\$ 18,000	20.6%
Copier Leases & Supplies	\$ 39,847	\$ 41,526	\$ 45,000	\$ 45,000	\$ -	0.0%
Professional Development	\$ 10,282	\$ 11,859	\$ 18,000	\$ 18,000	\$ -	0.0%
Supplies, Repairs, Other	\$ 7,657	\$ 15,091	\$ 9,500	\$ 10,000	\$ 500	5.3%
Division Expenses	\$ 141,447	\$ 170,526	\$ 160,000	\$ 178,500	\$ 18,500	11.6%



Human Resources Division

Division Overview

The HR division provides support to the Town (Town Manager); to the Schools (Superintendent); to the Light Department (General Manager) and to all Retirees (in conjunction with the independent Retirement Board and the Massachusetts Teachers' Retirement System). Collaboration with the Finance Department occurs daily. The division reports directly to the Town Manager.

Division Activities

The division continues to provide excellent customer service for benefits and other inquiries to all employees of the Town, Schools, RMLD, and retirees. In addition, staff works hard to partner with Department Heads in the recruitment of the organization's talent. During FY24, the division worked alongside the Town Manager in negotiating new contracts for the Town's unions. The division also worked to update the military leave language in the Town's personnel policy to allow for better benefits to our military staff. In an effort to modernize our onboarding procedures, the division is working with the Technology department to convert Reading's employment application process to an online format. With the departure of the current Town Manager, the division is eager to work alongside his successor to provide a seamless transition.

FY25 Budget Summary

In FY25, we are requesting level funding for all expense line items. In the future, there may be a request to increase the advertising expense line as hiring for positions becomes increasingly difficult and requires multiple attempts.

As in previous years, employee retention and attraction remain a top goal. As we look to the future, we remain attentive in adapting to the times so Reading remains a relevant and desirable place to have a career.



FY25 Budget Summary (Continued)

Human Resources	FY22 Actual	FY23 Actual	Town Meeting		Town Manager		Change	Change
			FY24 BUDGET	FY25 Budget	FY24 BUDGET	FY25 Budget		
HR Director	\$ 85,752	\$ 91,240	\$ 114,725	\$ 119,200	\$ 4,475	3.9%		
HR Assistant Director	\$ -	\$ -	\$ 91,550	\$ 94,200	\$ 2,650	2.9%		
HR Generalist	\$ 65,722	\$ 73,270	\$ -	\$ -	\$ -	0.0%		
Buyback	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%		
Division Wages	\$ 151,474	\$ 164,510	\$ 206,275	\$ 213,400	\$ 7,125	3.5%		
Prof/Tech Services	\$ 24,727	\$ 519	\$ 6,500	\$ 6,500	\$ -	0.0%		
Advertising	\$ 4,345	\$ 6,923	\$ 5,000	\$ 5,000	\$ -	0.0%		
Employee Physicals	\$ 18,087	\$ 23,967	\$ 18,500	\$ 18,500	\$ -	0.0%		
DOT Certifications	\$ 4,873	\$ 3,520	\$ 4,000	\$ 4,000	\$ -	0.0%		
Training Initiatives	\$ -	\$ 7,110	\$ 5,000	\$ 5,000	\$ -	0.0%		
Division Expenses	\$ 52,032	\$ 42,039	\$ 39,000	\$ 39,000	\$ -	0.0%		



Town Clerk /Elections Division

Division Overview

The Town Clerk is guided by federal, state, and local laws, as well as 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's Office is responsible for providing reliable and efficient service to the public, while keeping and preserving all public records and historical documents for current and future residents.

Division Activities

The Town Clerk /Elections Division is involved in a vast number of activities. This list is a limited example of what is happening within the office throughout the year.

- Centralized Document Storage for Town and Schools
- Licensing
- Maintain and track Open Meeting Law requirements
- Primary Public Records Requests Access Officer
- Reporting Requirements
- State, Local and Special Election Administration
- Town and Federal Census
- Town Meetings
- Vital Records Management
- Voter Registration Maintenance and Processing

FY25 Budget Summary

There is an increase in the elections line items this fiscal year due to the number of elections as well as a presidential election. This line item changes every year depending on the number of elections scheduled.



FY25 Budget Town Clerks Wages and Expenses

Town Clerk's Office	FY22 Actual	FY23 Actual	Town Meeting		Town Manager		Change	Change
			FY24 BUDGET	FY25 Budget	FY24 BUDGET	FY25 Budget		
Town Clerk	\$ 93,168	\$ 96,116	\$ 100,400	\$ 104,100	\$ 3,700	3.7%		
Assistant Town Clerk	\$ 62,386	\$ 63,300	\$ 66,650	\$ 69,000	\$ 2,350	3.5%		
Town Clerk Stipend	\$ -	\$ -	\$ -	\$ 1,000	\$ -			
Buyback	\$ 1,229	\$ 2,940	\$ -	\$ -	\$ -	0.0%		
Division Wages	\$ 156,783	\$ 162,356	\$ 167,050	\$ 174,100	\$ 7,050	4.2%		
Prof/Tech Services	\$ 4,561	\$ 2,906	\$ 5,000	\$ 5,000	\$ -	0.0%		
Division Expenses	\$ 4,561	\$ 2,906	\$ 5,000	\$ 5,000	\$ -	0.0%		

FY25 Budget Elections Wages and Expenses

Elections	FY22 Actual	FY23 Actual	Town Meeting		Town Manager		Change	Change
			FY24 BUDGET	FY25 Budget	FY24 BUDGET	FY25 Budget		
Election Workers	\$ 17,771	\$ 71,300	\$ 20,000	\$ 50,000	\$ 30,000	150.0%		
Registrars	\$ 2,427	\$ 2,072	\$ 2,500	\$ 2,500	\$ -	0.0%		
Town Meeting Monitor	\$ -	\$ 1,225	\$ 1,500	\$ 1,500	\$ -	0.0%		
State Grant support	\$ -	\$ (20,143)	\$ (3,600)	\$ (3,600)	\$ -	100.0%		
Division Wages	\$ 20,198	\$ 54,454	\$ 20,400	\$ 50,400	\$ 30,000	147.1%		
Elections expenses	\$ 26,963	\$ 25,732	\$ 21,500	\$ 37,000	\$ 15,500	72.1%		
Census expenses	\$ 6,392	\$ 6,198	\$ 12,000	\$ 15,000	\$ 3,000	25.0%		
Town Meeting expenses	\$ 1,482	\$ 4,231	\$ 2,000	\$ 2,000	\$ -	0.0%		
Division Expenses	\$ 34,837	\$ 36,161	\$ 35,500	\$ 54,000	\$ 18,500	52.1%		



Town Manager's Office

Division Overview

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

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

Division Activities

- Maintain oversight of all typical annual Town operational activities.
- Supervise Town capital projects and change schedules.
- Oversee budget and financial long-term planning.
- Oversee administrative functions as directed by the Select Board and Finance Committee.

FY25 Budget Summary

The Town Manager wages are set by contract. At the time of writing this summary, the Town is in transition and in the process of selecting a new Town Manager. The salary used in this budget is based on the previous Town Manager's contract. Property/casualty insurance expenses are driven higher by complexities brought on by the pandemic and will remain at those levels for a while. Legal expenses continue to be difficult to predict, as complex and time-consuming issues come before the Select Board. In FY2023, the Select Board rolled out a new process to provide more funding to volunteer boards. Annually, the volunteer boards come before the Select Board with project ideas and funding requests that are voted in open session. While not perfect, this process provides for a more inclusive and transparent way to fund our critical volunteer boards. For FY2024, the Select Board requested an increase of this reserve fund allocation for a total of \$20,000. For FY2025, this reserve remains at \$20,000. The Town Manager Reserves have been increased to \$20,000; this line has been instrumental in funding community events in the Town



Common, particularly in the summer months. The Cultural Council line is continued because of their long-lead time to give out grants.

Town Manager's Office	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change	Change
Town Manager	\$ 219,529	\$ 203,985	\$ 230,000	\$ 238,000	\$ 8,000	3.5%
Division Wages	\$ 219,529	\$ 203,985	\$ 230,000	\$ 238,000	\$ 8,000	3.5%
P&C Insurance	\$ 664,463	\$ 849,898	\$ 897,000	\$ 986,700	\$ 89,700	10.0%
Town Counsel	\$ 277,941	\$ 208,619	\$ 285,000	\$ 285,000	\$ -	0.0%
Other legal	\$ 38,330	\$ 45,014	\$ 40,000	\$ 40,000	\$ -	0.0%
Town Mgr Reserves	\$ 16,519	\$ 14,400	\$ 20,000	\$ 20,000	\$ -	0.0%
Town Mgr other	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Cultural Council	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
Select Board	\$ 2,595	\$ 16,928	\$ 22,600	\$ 22,900	\$ 300	1.3%
Finance Committee	\$ 60,780	\$ 67,286	\$ 70,600	\$ 70,600	\$ -	0.0%
Division Expenses	\$ 1,068,630	\$ 1,210,145	\$ 1,343,200	\$ 1,433,200	\$ 90,000	6.7%



Technology

Department Overview

The Town of Reading Technology Department provides centralized network and telecommunications services, as well as distributed internet, audio/video, software, personal computer support and geographic information systems (GIS) mapping. The department coordinates many technology activities with both the School and Light Departments, as well as with other communities to support regionalization agreements.

Department Activities

The technology department continued to work with the various town departments to adapt the services and solutions provided as the needs of the town departments continued to evolve. This year we completed the installation of a replacement virtualized infrastructure, which was last done over 7 years ago. We migrated our mobile devices to a more reliable solution and upgraded the physical devices in the process. There were security, performance, and reliability enhancements made this year, with more planned for next fiscal year. The department also assisted with the technology pieces necessary for projects managed by other town departments, most notably assisting with the public safety radio system changes needed during the water tower construction project.

FY25 Budget Summary

The technology department is asking to increase its budget compared to last year. The overall increase is 3.7%, and there are a few reasons for this increase. Subscription costs for hosted solutions, and software license renewals have increased without exception. Additionally, a shift from historically selfhosted to vendor hosted licenses has resulted in higher costs. There is no single reason driving this change, but typically the need to access information while not on the town's network, or the ability to collaborate and share information with those that are not town employees, are responsible.



FY25 Budget Summary (Continued)

Technology	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change
			FY24 BUDGET	FY25 Budget	
Chief Technology Officer	\$ 122,598	\$ 124,072	\$ 142,350	\$ 147,700	3.8%
GIS Administrator	\$ 72,840	\$ 87,068	\$ 92,700	\$ 96,000	3.6%
Software Training Coord.	\$ 73,745	\$ 76,070	\$ 82,550	\$ 95,500	15.7%
Computer Technicians	\$ 138,633	\$ 89,254	\$ 152,000	\$ 157,600	3.7%
Technology Overtime	\$ 9,244	\$ 19,875	\$ 25,000	\$ 15,000	-40.0%
Buyback	\$ 6,239	\$ 18,020	\$ -	\$ -	
Division Wages	\$ 423,300	\$ 414,359	\$ 494,600	\$ 511,800	3.5%
Landlines & Wireless Phones	\$ 114,638	\$ 112,520	\$ 118,000	\$ 115,000	-2.5%
Professional Services	\$ 16,550	\$ 16,813	\$ 54,000	\$ 34,000	-37.0%
Technical Licenses/Support	\$ 77,369	\$ 125,612	\$ 66,000	\$ 109,000	65.2%
Parts, Supplies. Other	\$ 23,665	\$ 30,817	\$ 44,000	\$ 39,000	-11.4%
PC Hardware	\$ 1,880	\$ 10,675	\$ 33,860	\$ 34,000	0.4%
Network Hardware	\$ 5,333	\$ 2,172	\$ 15,000	\$ 10,000	-33.3%
Parts&Equipment	\$ 239,435	\$ 298,610	\$ 330,860	\$ 341,000	3.1%
Financial software	\$ 100,871	\$ 111,540	\$ 111,300	\$ 113,400	1.9%
Public Safety software	\$ 55,961	\$ 57,214	\$ 59,300	\$ 61,300	3.4%
Permits & Lic. software	\$ 36,301	\$ 49,908	\$ 45,000	\$ 51,000	13.3%
GIS Mapping software	\$ 15,783	\$ 18,090	\$ 17,000	\$ 18,000	5.9%
Document storage	\$ 13,611	\$ 13,611	\$ 15,000	\$ 15,000	0.0%
Facilities Work Order	\$ 19,610	\$ 20,786	\$ 22,000	\$ 23,000	4.5%
Website & Communication	\$ 5,789	\$ 12,735	\$ 13,300	\$ 15,100	13.5%
Assessor software	\$ 9,625	\$ 10,025	\$ 12,000	\$ 12,000	0.0%
Other software	\$ 4,080	\$ 4,278	\$ 4,600	\$ 4,900	6.5%
Software Licenses	\$ 261,630	\$ 298,188	\$ 299,500	\$ 313,700	4.7%
Department Expenses	\$ 501,065	\$ 596,798	\$ 630,360	\$ 654,700	3.9%
Department Total	\$ 924,365	\$ 1,011,157	\$ 1,124,960	\$ 1,166,500	3.7%



Public Services

Department Overview

The Public Services Department (PSD) provides a wide range of services to the community and is divided into Administration, Community Services and Community Development. Community Services includes Elder/Human Services, Recreation and Veteran’s Services; Community Development includes Planning & Economic Development, Inspections, Conservation and Historical. The department head is the Assistant Town Manager and the salary budget is shared between Public Services and Administrative Services.

FY25 Budget Summary

As shown below, the PSD FY25 total budget is increasing by just 1.8%. Salaries are increasing 2.2%, driven largely by only half of the department head’s salary being attributed to the Public Services budget. The rest of the salary can be found in the Administrative Services budget which now falls under the same department head, the Assistant Town Manager. Expenses for FY25 are entirely level funded with a 0% increase.

Divisions	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Administration	\$ 350,016	\$ 354,420	\$ 292,950	\$ 302,800	\$ 9,850	3.4%
Community Services	\$ 547,369	\$ 547,476	\$ 794,800	\$ 791,484	\$ (3,316)	-0.4%
Community Development	\$ 542,730	\$ 592,947	\$ 662,350	\$ 687,500	\$ 25,150	3.8%
Department Total	\$ 1,440,114	\$ 1,494,842	\$ 1,750,100	\$ 1,781,784	\$ 31,684	1.8%

Line H91 - FY25 Public Services Wages

Divisions	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Administration	\$ 308,470	\$ 315,485	\$ 247,950	\$ 257,700	\$ 9,750	3.9%
Community Services	\$ 405,446	\$ 452,187	\$ 597,800	\$ 594,484	\$ (3,316)	-0.6%
Community Development	\$ 539,056	\$ 537,454	\$ 602,350	\$ 627,500	\$ 25,150	4.2%
Department Wages	\$ 1,252,972	\$ 1,305,126	\$ 1,448,100	\$ 1,479,684	\$ 31,584	2.2%



Line H92 - FY25 Public Services Expenses

Divisions	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Administration	\$ 41,546	\$ 38,935	\$ 45,000	\$ 45,100	\$ 100	0.2%
Community Services	\$ 141,923	\$ 95,288	\$ 197,000	\$ 197,000	\$ -	0.0%
Community Development	\$ 3,674	\$ 55,493	\$ 60,000	\$ 60,000	\$ -	0.0%
Department Expenses	\$ 187,143	\$ 189,717	\$ 302,000	\$ 302,100	\$ 100	0.0%



Community Development

Overview

Community Development includes the following divisions Planning Development, Inspections, Conservation, and Historic.

Community Development staff remain busy working with many community and regional partners and with the State on a wide range of projects including those related to commercial development, affordable housing, sustainability, historic preservation, and more.

Plan reviews and project implementation require time, funding, and effort from a variety of staff. Staff members have identified numerous grant opportunities, helped apply for grants, and manage received grant awards to promote desired development and placemaking while saving on related expenses. Though important to note that many grants may require monetary match components and/or in-kind contributions such as staff hours.

FY25 Budget Summary

For example, Planning and Economic Development staff submitted and received a grant for a local Arts & Culture Master Plan. This effort will help support existing and new community-based organizations, provide additional support for community placemaking/programming, and identify paths for a potential future Community Arts Center.

Sustainability initiatives have been a new key focus of the department. Staff continues to pursue Green Communities designation; sought and procured grants for a local Net Zero Action Plan; and have maintained Municipal Vulnerability Preparedness designation and grant awards to mitigate climate impacts. More is detailed in the accompanying division summaries.



FY25 Budget Summary (Continued)

Community Development	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Community Devel Director	\$ 87,325	\$ 119,620	\$ 100,050	\$ 106,700	\$ 6,650	6.6%
Planning & Econ Devel	\$ 156,149	\$ 101,800	\$ 159,300	\$ 164,900	\$ 5,600	3.5%
Inspections	\$ 223,563	\$ 238,590	\$ 260,350	\$ 270,200	\$ 9,850	3.8%
Conservation	\$ 72,020	\$ 77,443	\$ 82,650	\$ 85,700	\$ 3,050	3.7%
Historic	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Comm Development Wages	\$ 539,056	\$ 537,454	\$ 602,350	\$ 627,500	\$ 25,150	4.2%
Planning Staff	\$ 60,028	\$ 23,576	\$ 80,850	\$ 83,700	\$ (0)	3.5%
Permits Coordinator	\$ 69,524	\$ 73,470	\$ 78,450	\$ 81,200	\$ (0)	3.5%
Regl Affordable Hsng Coord	\$ 50,182	\$ -	\$ -	\$ -	\$ 0	0.0%
Econ Devel Staff	\$ 95,013	\$ 82,631	\$ 99,850	\$ 98,700	\$ 0	-1.2%
Overtime	\$ 1,402	\$ -	\$ -	\$ -	\$ -	0.0%
Offsets	\$ (120,000)	\$ (82,631)	\$ (99,850)	\$ (98,700)	\$ -	-1.2%
Buybacks	\$ -	\$ 4,754	\$ -	\$ -	\$ 0	0.0%
Planning/Ec Dev Wages	\$ 156,149	\$ 101,800	\$ 159,300	\$ 164,900	\$ 5,600	3.5%
Bulding Inspectors	\$ 194,517	\$ 203,916	\$ 228,150	\$ 235,000	\$ 6,850	3.0%
Elec/Plumbing Insp	\$ 79,046	\$ 84,674	\$ 82,200	\$ 85,200	\$ 3,000	3.6%
Offsets	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ -	0.0%
Buybacks	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Inspections Wages	\$ 223,563	\$ 238,590	\$ 260,350	\$ 270,200	\$ 9,850	3.8%
Conservation Administrator	\$ 74,020	\$ 79,443	\$ 84,650	\$ 87,700	\$ 3,050	3.6%
Offsets	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ -	0.0%
Buybacks	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Conservation Wages	\$ 72,020	\$ 77,443	\$ 82,650	\$ 85,700	\$ 3,050	3.7%

Community Development	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Planning & Econ Devel	\$ 2,818	\$ 55,493	\$ 60,000	\$ 60,000	\$ -	0.0%
Inspections	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Conservation	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Historic	\$ 856	\$ -	\$ -	\$ -	\$ -	0.0%
Comm Development Expenses	\$ 3,674	\$ 55,493	\$ 60,000	\$ 60,000	\$ -	0.0%
Regl Afford Housing	\$ 94	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.0%
Econ Development	\$ 22,724	\$ 15,493	\$ 20,000	\$ 20,000	\$ -	0.0%
Offsets	\$ (20,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ -	0.0%
Planning & Econ Devel	\$ 2,818	\$ 55,493	\$ 60,000	\$ 60,000	\$ -	0.0%



Planning Division

Planning Division Overview

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

Planning Division Activities

- Development Administration:
 - Downtown:** 531 Main St, 18 Woburn Street, 6-16 Chute Street, 459 Main Street, 25 Haven Street.
 - South Main St:** Mixed-use redevelopment at 258 Main St.
 - Subdivisions:** Grandview Road Major Modification, Annette Lane, Harold Avenue, Beacon Street
 - Town Projects:** Birch Meadow Improvements, Grove Street
 - Other:** Minor Site Plan Reviews, Sign Permit Applications, Support towards other committees (SWEC, etc.)
- Zoning Bylaw Amendments: Working on zoning amendment needs related to the MBTA Communities legislation; grant awards and other management related. Future amendments may include modernizing the Zoning Map, Use Table and Use Definitions; Industrial District updates; aligning the Floodplain Overlay District with NFIP model bylaw.
- Subsidized Housing Inventory: Staff working with EOHLC to ensure that permitted units stay on SHI and that the Town maintains 10%.
- Housing Production Plan: Staff and consultant led process to update the Housing Production Plan. Public engagement and plan review led and final plan certified in February 2023.
- Hazard Mitigation Plan: Grant award for staff and consultant led process to update the local Hazard Mitigation Plan to conform to FEMA requirements.



- MNRHSO: The Metro North Regional Housing Services Office, served by 5 communities including Reading. Anser Advisory is the consultant and helps the Town on programming, research, and resident support.
- Bicycle and Multi-modal travel: Staff reviewing further need for transit-oriented development and support through use of annual TNC funds. Considerations of a new bike and ped plan are ongoing for 2024.
- Streetscape Project & Municipal Lot Redesign: Staff have been working with Engineering on scope, funding, design concepts, and consultant coordination for the Phase II Streetscape Project (Lower Haven & High), and a redesign of the Upper Haven parking lot behind CVS. Public engagement on the effort is expected in 2024.
- Green Communities Designation: Staff previously worked with MAPC to successfully complete criteria needed for Green Communities Designation; an application for designation was submitted to DOER in December 2021. Upon submission it was found new legislation language is needed and such is underway. The Town will look to reapply for designation in late 2023.
- Net Zero Plan: Staff applied for Community Compact grant funding to support a local Net Zero Plan initiative and development in order to align with State energy goals/requirements. Also applied for and received MAPC Technical Assistance Program (TAP) funding to further support the upcoming effort.
- Eastern Gateway: Partnering with Economic Development for ongoing analysis of redevelopment potential, infrastructure needs, and constraints, with some conceptual design work by consultants (i.e., Gamble Associates).
- Walkers Brook Drive Corridor Study: Partnering with Economic Development for the Housing Choice Initiative grant work for further survey and conceptual design improvements for the Walkers Brook Drive corridor and intersections. This builds upon previous efforts in the area.
- Municipal Vulnerability Preparedness (MVP): Staff worked with consultant to be designated an MVP community in fall 2020, which unlocked further grant opportunities. Staff applied for and were awarded \$2.1 million for the Maillet, Sommes, Morgan wetland project and are continuing the effort towards completion of the project. The MVP 2.0 Process will also kick-off in 2024.
- Community Garden: Staff applied for MAPC Accelerating Climate Resilience (ACR) grant to fund Phase II of the Mattera Community Garden. Such was awarded and the project will be completed before the 2024 planting season.
- CPA Adoption: Pursuing engagement and education around Community Preservation Act.
- Other: Oakland Road feasibility grant writing; Affordable Housing Trust Fund and RHA partnering; Climate Advisory initiatives (PACE, Polystyrene, etc.)



Economic Development Division

Economic Development Division Overview

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

Economic Development Division Activities

Grants Received (2023-2024)

- \$25,000 Massachusetts Downtown Initiative (MDI) – Arts and Culture Master Plan to invigorate our arts and culture community and identify new opportunities across Town for placemaking and cultural programming.
- \$100,000 Community Planning Grant – to evaluate zoning and infrastructure needs to unlock potential and desired development around the Eastern Gateway/Industrial Zoning District.
- \$2,000,000+ Massworks Infrastructure Grant – to support the lower downtown streetscape improvements.

State Earmarks Received by Reading (2022)

- \$100,000 – Continuing Implementation of Placemaking and the Local Rapid Recovery Plan within Reading's Downtown
 - \$10,000 utilized for continuing the stewardship of the potential Business Improvement District (BID).
 - \$10,000 utilized for new Storefront Improvement Program, which will assist property owners in enhancing storefronts, accessibility, energy efficiency and other.

Economic Development Initiatives: In addition to the above project management the following initiatives are also included in the division workflow:

- Continuing efforts of Downtown Parking Management and Kiosk installation



- Economic Development Summit – The Division organized and hosted its 7th Annual Economic Development Summit. The Economic Development Director will begin planning for the next Economic Development Summit for the Fall of 2024 as needed.
- The Town will plan to host special events on the Reading Town Common and establish desirable and attractive uses at these events. The Town will also collaborate with the Chamber of Commerce, the Rotary Club and others to assist in stewarding Winterfest, the Fall Street Fair, and other public events meant to promote downtown activity.
- Bistro Table and Amenities Program – Continue to implement passive infrastructure that supports the downtown businesses such as Outdoor Bistro Tables, Town Common seating, and Pocket Parks.
- Business Openings and Support (2023) – Supporting services to new and existing businesses such as signage applications; building improvements; permitting needs; etc.
- CPA Adoption – pursuing engagement and education around Community Preservation Act.



Inspections Division

Inspections Division Overview

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

Inspections Division Activities

All Inspectors work collaboratively on projects to assure Town and State requirements are met. The Building Commissioner works closely with the Planning Division and Zoning Board of Appeals admin staff to assure proposals conform to the Zoning Bylaw. The Permits Coordinator helps manage the online permitting software, which also requires training staff and guiding Applicants. Building and Permitting staff provides data and support on zoning amendments, state designations (i.e. Housing Choice Initiative data), long-term plan initiatives (i.e. Housing Production Plan data), and land use applications (Home Business Certificates, etc.).



Conservation Division

Division Overview

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

Division Activities

Conservation Division Activities include: managing and reviewing development projects such as subdivisions, site plans, and residential improvements that are located within protected areas; implementing recommendations of the 2022-23 Open Space and Recreation Plan; support on MVP Action Grant applications and development; overseeing the DCR Trail grants; opening up inaccessible land and developing new trail systems through partnership with private development; providing staff leadership on the Mattera Cabin Community Garden initiative; assistance with Town Forest projects and Trail Committee projects; conducting outreach and education regarding the Town's natural resources and watersheds; and working with community organizations to complete service projects on public land.



Historic Division

Historic Division Overview

The Historical Committees are primarily self-managed by volunteers with assistance from department staff as needed. The Historical Commission (RHC) oversees historic preservation including the demolition delay bylaw. They also provide input on applications within Scenic Roads of South Street and Walnut Street. The Historic District Commission (HDC) has a regulatory role over properties within the local historic districts (West St & Summer Ave). Considerations for regulation amendments and improvements are ongoing for 2024.

Historic Division Activities

The HDC met 10 times which was on an as-needed basis. The RHC met 13 times to review applications. Supporting information is also provided to the Community Planning and Development Commission (CPDC) for relevant applications.



Community Services

Community Services Overview

Community Services includes:

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

FY25 Budget Summary

Community Services is dedicated to offering services, support and programming to all individuals in the Town of Reading.

Recreation continues to grow existing and new programming, garnering over 5,000 registrations since January of this year. In last year's budget, we asked for our Recreation Coordinator to be full-time instead of part-time through the ARPA funding. The Recreation Coordinator assists with additional programming at night and on the weekends for adults, including seniors as well as coordinates several intergenerational opportunities throughout the year. In FY25 we are asking for the ARPA funds to continue to support this position.

Elder & Human Services continues to thrive with their programming initiatives. ARPA funding has allowed our team to drastically increase the number and quality of programs. In last year's budget, we asked that the Senior Coordinator be moved to full-time and be offset by the ARPA funding grant. The intention was to also use ARPA funding for a part-time Volunteer Coordinator which will be starting in December. In FY25 we are asking for the ARPA funds to continue to support the Senior Coordinator position and the Volunteer Coordinator position.

Veterans Services continues to be a "safe-place" for many of our Veterans. The Veterans Services Officer offers Scuttlebutt once a month for Reading Veterans typically at the Senior Center but also has coordinated a few off-site trips which are well liked and attended. Ceremonies on Memorial Day and Veterans Day have also seen good attendance. We are hoping to ask for a part-time Administrative Assistant in the future for Veterans Services. Our VSO needs more assistance with scheduling and claims so more outreach can be done to find veterans who are in need and entitled to benefits.



FY25 Budget Summary (Continued)

Community Services	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Community Svcs Director	\$ 94,683	\$ 89,830	\$ 97,950	\$ 106,700	\$ 8,750	8.9%
Elder/Human Services	\$ 198,245	\$ 214,949	\$ 306,550	\$ 284,884	\$ (21,666)	-7.1%
Recreation	\$ 111,309	\$ 83,863	\$ 125,500	\$ 132,700	\$ 7,200	5.7%
Veteran's Services	\$ 1,209	\$ 63,545	\$ 67,800	\$ 70,200	\$ 2,400	3.5%
Comm Services Wages	\$ 405,446	\$ 452,187	\$ 597,800	\$ 594,484	\$ (3,316)	-0.6%
Elder/Human Svcs Administrator	\$ 71,625	\$ 81,710	\$ 79,175	\$ 82,000	\$ 2,825	3.6%
Senior Center Coordinator	\$ 11,797	\$ 35,378	\$ 57,650	\$ 58,300	\$ 650	1.1%
Elder/Human Svcs Clerk	\$ -	\$ -	\$ 47,000	\$ 48,600	\$ 1,600	3.4%
Van Drivers	\$ 49,680	\$ 52,358	\$ 77,200	\$ 78,100	\$ 900	1.2%
Nurse Advocate	\$ 71,185	\$ 73,567	\$ 76,650	\$ 79,400	\$ 2,750	3.6%
Senior Case Manager	\$ 58,037	\$ 59,860	\$ 63,700	\$ 66,000	\$ 2,300	3.6%
Overtime	\$ 313	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
Buyback	\$ 1,057	\$ -	\$ -	\$ -	\$ -	0.0%
Grants/Offsets	\$ (65,448)	\$ (87,924)	\$ (95,825)	\$ (128,516)	\$ (32,691)	34.1%
Elder/Human Service Wages	\$ 198,245	\$ 214,949	\$ 306,550	\$ 284,884	\$ (21,666)	-7.1%
Recreation Administrator	\$ 67,836	\$ 58,441	\$ 87,100	\$ 91,900	\$ 4,800	5.5%
Recreation Coordinator	\$ 36,984	\$ 23,614	\$ 60,400	\$ 62,800	\$ 2,400	4.0%
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Grants/Offsets	\$ -	\$ -	\$ (22,000)	\$ (22,000)	\$ -	0.0%
Buyback	\$ 6,488	\$ 1,808	\$ -	\$ -	\$ -	0.0%
Recreation Wages	\$ 111,309	\$ 83,863	\$ 125,500	\$ 132,700	\$ 7,200	5.7%
Veteran's Service Officer	\$ 1,209	\$ 63,545	\$ 67,800	\$ 70,200	\$ 2,400	3.5%
Veteran's Service Wages	\$ 1,209	\$ 63,545	\$ 67,800	\$ 70,200	\$ 2,400	3.5%

Community Services	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Elder/Human Services	\$ 22,368	\$ 6,950	\$ 50,000	\$ 50,000	\$ -	0.0%
Recreation (Revolving Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Veteran's Services	\$ 119,555	\$ 88,338	\$ 147,000	\$ 147,000	\$ -	0.0%
Comm Services Expenses	\$ 141,923	\$ 95,288	\$ 197,000	\$ 197,000	\$ -	0.0%
Community Organizations	\$ 5,250	\$ -	\$ 7,000	\$ -	\$ (7,000)	-100.0%
Meal Delivery	\$ 7,226	\$ 63	\$ 11,000	\$ 11,000	\$ -	0.0%
Programs	\$ 2,889	\$ 2,419	\$ 13,000	\$ 13,000	\$ -	0.0%
Volunteer Support	\$ 588	\$ -	\$ 1,500	\$ 1,500	\$ -	0.0%
Other	\$ 6,415	\$ 4,468	\$ 17,500	\$ 24,500	\$ 7,000	40.0%
Elder/Human Service Expenses	\$ 22,368	\$ 6,950	\$ 50,000	\$ 50,000	\$ -	0.0%
Recreation (Revolving Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Recreation Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Veteran's	\$ 119,555	\$ 88,338	\$ 147,000	\$ 147,000	\$ -	0.0%
Veteran's Expenses	\$ 119,555	\$ 88,338	\$ 147,000	\$ 147,000	\$ -	0.0%



Recreation Division

Division Overview

The mission of Reading Recreation is to provide the community with year-round recreational activities. The Division believes programs should be broad-based to meet the recreational needs of all segments of the population. The Recreation Division must continually strive to update and modify programs to meet the community's needs. As Reading's participation in and awareness of local recreational programs increase, so do expectations. The Recreation Division strives to be ready to anticipate and adapt to these expectations. Due to the increased activities and participants each year, the need for a full-time Recreation Coordinator is, as always, a top priority for the division. We are asking for the Recreation Coordinator continue to be full-time and off-set by the ARPA grant.

Division Activities

- Programming for all ages including sports, enrichment, special events, etc.
- Field & Amplified Use Permitting
- Parks & Fields Planning and Projects
- Liaison to the Recreation Committee & Friends of Reading Recreation
- Scholarship Awards

Division Highlights

- 6,500 Program Registrants for calendar year 2023
 - ✚ 4,374 Ages 0-10
 - ✚ 1,101 Ages 11-20
 - ✚ 216 Ages 21-40
 - ✚ 503 Ages 41-60
 - ✚ 306 Ages 61+
- Continued Park & Playground Improvements including construction of Birch Meadow Design Phase I, Memorial Park Playground Improvement and Sturges Park Court Resurfacing
- Community Engagement – Downtown Trick or Treat, Town Day, Beer Gardens
- Turns back proceeds from revenue generated by Recreation Revolving Fund



Elder & Human Services Division

Division Overview

Reading Elder and Human Services offers a variety of programs and services to Reading residents of all ages. In one year, with only a full staff as of March of 2023, Elder & Human Services has spent 20% of the allotted ARPA Grant Funding with a thought-out projected plan for the remaining funds including the much-needed feasibility study. Popular new Elder Services programs include Coach bus trips, Wellness Wednesdays, Lunch & Learns, and off-site special Events. The center plans to improve accessibility in FY25, continue with expanded programming, and work on a feasibility study for a new Senior Center/Community Center. The staff is dedicated to assisting all residents in the community to live active, healthy lives. In addition, as the division enrollment grows, the need for additional space and staff should be a necessary pre-planned factor. We are asking that the Senior Coordinator continue to be full-time and off-set by the ARPA grant.

Division Activities

- Programming Offerings in health, enrichment, exercise, events, trips, etc.
- Van Rides
- Blood Pressure & Flu Clinics
- Memory Café
- Reading Response (Lifeline, Medical Transportation, Adult Day Health)
- Hoarding Task Force
- Adopt a Family
- Homebound Holiday Meals
- Reading Response - Lifeline Services & Transportation
- Knox Box Program
- Bereavement Group
- Round Table Discussions with Police & Fire
- Collaboration with schools, food pantry, doctors, hospitals, short-term rehabs, VNAs, Mystic Valley Elder Services
- Home Visits & Informational Roadshows
- EHS Health Fair
- Referrals for healthcare & financial assistance (fuel assistance & SNAP)
- Liaison to COA



Division Highlights

- Total Enrollments/Interactions at the center – 28,075 (1/1/2023 to 10/31/2023)
 - ✚ 14,811 Program/Event Registrations
 - ✚ 3,044 Rides (not including Medical rides with ATS)
 - ✚ 381 Large Bus Trips Registrations
- Continued to offer ARPA Funded Programs – Wellness Wednesdays, Lunch & Learns, Day Trips
- Explored new off-site opportunities for programming including holding a large event at Hillview in September that received over 100 participants. Continued to use other off-site restaurants for the Memory Café and continued to hold Wellness Wednesdays at the Library.



Veterans Services

Division Overview

The priority of the Veterans' Services Office is to aid and assist all veterans, their widows or spouses, and/or their dependent children, in the Town of Reading through the Massachusetts Department of Veterans Services, with short or long-term medical assistance, financial aid, assistance with state applications for veterans' benefits, and administration of veteran's benefits provided by the U.S. Department of Veterans' Affairs. The mission is to support the Veterans residing in Reading by identifying veterans and their families in need of service and providing information and access to the services for which they are eligible under the law.

Our current VSO, William Valliere, has been here since June of 2022. He is an accredited agent through Veterans Affairs which means he can process the claims on his own before sending to Boston to review. This enables him to help more Veterans in a timely manner and allows for more relationship building within the community. Will is hoping to reach more veterans in Reading. Chapter 115 benefits are a crucial part of the VSO role, that must be worked on every day to ensure the Town receives its proper turnback of State funding in the amount of 75%.

He has also reached out to nearby communities to inquire about their staff for Veterans Services. He has found that many towns are regionalized but have multiple VSOs and a full-time assistant to help. Also, right next door in Wilmington there is a VSO and two full-time assistants to help file benefits. In the future, we hope to be able to add a part-time Administrative Assistant for our VSO to allow appropriate support for our Reading Veterans and to reach more Veterans who are in need of assistance.

Division Activities

- Discharge copies and requests for replacement
- Chapter 115, a public assistance program, to eligible veterans and dependents
- State annuity acquisition
- VA Healthcare applicant assistance
- Military awards and medals
- State bonus acquisition
- Tax exemptions
- Veterans license plates
- Homeless veteran referrals



- Chelsea Soldiers Home
- Employment initiatives
- Grave markers
- Burial in a National or State Veterans Cemetery
- Disability for service-connected or non-service connected disability
- G.I. Life Insurance
- VA Home Loans
- VA Educational Assistance
- VA Death Pensions
- Monthly Scuttlebutt Meet-ups and/or off-site trips

Division Highlights

- Assisted 300 Veterans this year
- Memorial Day and Veterans Day Ceremonies
- A new lighted flagpole is donated, installed and dedicated at Memorial Park in honor of 2nd Lt. TJ McGrath on Veterans Day
- Boulder moved from Salem Street to the new flagpole at Memorial that honors fallen Veterans from WWI. Boulder rededicated on Veterans Day.
- Scuttlebutt continues to be well-attended.



Public Safety

Department Overview

Public Safety is comprised of three separate departments:

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

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

FY25 Budget Summary

Combined FY25 budgets show a 4.1% increase. Most of this increase is related to changes to wages per bargaining agreements.

Department	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change
			FY24 BUDGET	FY25 Budget	
Public Health	\$ 319,051	\$ 378,422	\$ 434,125	\$ 457,000	5.3%
Fire/EMS	\$ 5,668,333	\$ 5,671,339	\$ 6,136,176	\$ 6,390,732	4.1%
Police	\$ 5,724,064	\$ 6,328,665	\$ 6,426,525	\$ 6,704,835	4.3%
Coalition	\$ 186,121	\$ 298,753	\$ 313,550	\$ 299,350	-4.5%
Dispatch	\$ 750,773	\$ 600,531	\$ 723,250	\$ 759,500	5.0%
DEPARTMENT TOTAL	\$ 12,648,343	\$ 13,277,710	\$ 14,033,626	\$ 14,611,417	4.1%



Line J91 - FY25 Budget Public Safety Wages

Department	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change
			FY24 BUDGET	FY25 Budget	
Public Health	\$ 228,411	\$ 279,625	\$ 321,125	\$ 349,500	8.8%
Fire/EMS	\$ 5,493,032	\$ 5,463,688	\$ 5,927,275	\$ 6,179,536	4.3%
Police	\$ 5,443,660	\$ 6,022,430	\$ 6,101,025	\$ 6,379,335	4.6%
Coalition	\$ 144,946	\$ 235,213	\$ 248,800	\$ 257,600	3.5%
Dispatch	\$ 728,609	\$ 564,483	\$ 684,250	\$ 720,500	5.3%
DEPARTMENT WAGES	\$ 12,038,659	\$ 12,565,439	\$ 13,282,475	\$ 13,886,471	4.5%

Line J92 - FY25 Budget Public Safety Expenses

Department	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change
			FY24 BUDGET	FY25 Budget	
Public Health	\$ 90,640	\$ 98,797	\$ 113,000	\$ 107,500	-4.9%
Fire/EMS	\$ 175,300	\$ 207,652	\$ 208,901	\$ 211,196	1.1%
Police	\$ 280,404	\$ 306,235	\$ 325,500	\$ 325,500	0.0%
Coalition	\$ 41,176	\$ 63,540	\$ 64,750	\$ 41,750	-35.5%
Dispatch	\$ 22,164	\$ 36,047	\$ 39,000	\$ 39,000	0.0%
DEPARTMENT EXPENSES	\$ 609,684	\$ 712,271	\$ 751,151	\$ 724,946	-3.5%



Public Health

Department Overview

The town's investment in the Public Health department in the past few years has contributed immensely to the success of the department and great health outcomes for our community in general. With competent leadership and an effective workforce, our department will continue to maximize opportunities to improve public health within the Town of Reading. We will continue to build our public health capacity and ensure that we continue to meet the needs of our residents and the people we serve.

Department Activities

We are working to build a strong and coordinated collaboration with community partners, as well as other departments within our town government, to ensure that our public health programs are effective. Our schools, places of worship, businesses, nonprofits, and health professionals are all partners who have a vital interest and role in maintaining a healthy Reading community. We will continue to improve our collaboration with emergency management, local officials, healthcare, and community partners to plan for and respond to emergency situations, disasters, health hazards, disease outbreaks and bioterrorism threats that can dramatically impact the health of our community.

FY25 Budget Summary

The department's FY25 budget is increased by 5.3% compared to last year. This is primarily due to scheduled step increases and cost of living adjustments.



FY25 Budget Summary (Continued)

Public Health	Town Meeting Town Manager				
	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 Budget	Change
Health Director	\$ 102,546	\$ 118,190	\$ 121,500	\$ 134,400	10.6%
Health Agent	\$ -	\$ -	\$ -	\$ -	0.0%
Health Inspectors	\$ 38,517	\$ 65,243	\$ 68,250	\$ 70,700	3.6%
Health Nurse	\$ 85,183	\$ 63,159	\$ 74,875	\$ 77,500	3.5%
Support Staff	\$ -	\$ 34,404	\$ 57,600	\$ 66,500	15.5%
Overtime	\$ 875	\$ 438	\$ 1,000	\$ 2,500	150.0%
Health Buyback	\$ 3,389	\$ 291	\$ -	\$ -	0.0%
Health Grants/Offsets	\$ (2,100)	\$ (2,100)	\$ (2,100)	\$ (2,100)	0.0%
Health Services Wages	\$ 228,411	\$ 279,625	\$ 321,125	\$ 349,500	8.8%
Mosquito Control	\$ 44,050	\$ 44,050	\$ 46,000	\$ 46,000	0.0%
Animal Disposal	\$ 1,650	\$ 3,525	\$ 10,000	\$ 5,000	-50.0%
Regional Animal Control	\$ 10,725	\$ 25,000	\$ 25,000	\$ 25,000	
Professional Services	\$ 29,948	\$ 20,944	\$ 28,500	\$ 26,500	-7.0%
Health Other	\$ 4,267	\$ 5,278	\$ 3,500	\$ 5,000	42.9%
Health Expenses	\$ 90,640	\$ 98,797	\$ 113,000	\$ 107,500	-4.9%



Fire/Emergency Medical Services

Department Overview

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

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

Department Highlights

Key Performance Data	2021	2022	2023
Total Emergency Responses	4,248	4,456	4,602
Emergency Medical Responses	2,238	2366	2543
Fire and Emergency Responses	2,010	2,090	2,059
Mutual Aid Provided	~278	~289	~304
Mutual Aid Received	~264	~316	~357
Fire Inspections	900	1000	728
Permits Issued	1,007	901	762
Training Hours	1,214	2240	672
Permit Fees Received (Fiscal Year)	\$24,735	\$20,610	\$20,400
Ambulance Revenue Received (Fiscal Year)	\$737,534	\$801,966	\$984,900
~Vehicle responses			



Grants in Progress:

- **\$4,381 SAFE.** This is a state program that provides funding to allow us to deliver fire safety instruction to children.
- **\$2,277 Senior SAFE.** This is a state program that provides funding to allow us to deliver fire safety instruction and assistance to our elderly population.
- **\$14,110 FY 2024 Firefighter Safety Equipment Grant.** This is a state program that will provide funding for Safety equipment for Firefighters. We will use the grant to provide protective clothing for Firefighters.
- **\$6,500 FFY 2023 Emergency Management Planning Grant.** This grant will provide funding to purchase equipment to respond to Lithium-ion battery fires in vehicles.

Emergency Management Reimbursement:

- **\$418,191 Federal Reimbursement for Town's Response to COVID-19.** The Town's last request for federal reimbursement for allowable costs incurred in responding to the COVID-19 pandemic has been approved by FEMA. This reimbursement brings the total COVID-19 reimbursement received from FEMA to \$501,772 and this does not include CARES Funding or stimulus funding.

FY25 Budget Summary

The department's FY25 budget has increased 4.1% compared to last year. There are no changes in the number of personnel. The expense budget has increased 1.1% and wages are up 4.3%. The increase to wages is driven by the implementation of the pay and class study, and union personnel moving through the step system in accordance with the collective bargaining agreement.

Overall, expenses are up slightly. The only requested change is a \$2,300 increase to the Ambulance Service Line item. This request is driven by increases to our EMS Region III assessment, the service contract for our stretchers, stair chair and CPR compression device and the service contract for our EMS high fidelity simulation manikins.

Currently, the department has 52 full-time positions, and this number has not changed. Our requested budget consists of a Chief, Assistant Chief, one support staff, five Captains, eight Lieutenants, thirty-six Privates, and one support staff position shared with the Police department. One firefighter also works after hours as a part-time Fire Alarm Technician. In FY 24 we will have seven Firefighters leave the Department. Four Firefighters will retire, two have transferred to another Department and one has resigned. The need to hire and train replacement personnel has pressured overtime due to new hires going through a long initial academy process.



Our initiative to promote 4 additional Lieutenants and place the shift commander in a car has been successful. It has improved our day-to-day operations and strengthened our response to larger incidents. This program allows our shift commander to focus on an emergency incident when required and provides the flexibility for this supervisor to respond throughout the community. This model has increased the safety for the public and our personnel.

			Town Meeting	Town Manager	
	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 Budget	Change
Fire Chief	\$ 178,778	\$ 184,743	\$ 203,000	\$ 212,500	4.7%
Assistant Fire Chief	\$ 140,166	\$ 127,826	\$ 150,000	\$ 177,400	18.3%
EMS Director	\$ 12,814	\$ 12,548	\$ 12,500	\$ 12,500	0.0%
Support Staff	\$ 88,650	\$ 91,567	\$ 96,775	\$ 100,200	3.5%
Fire Alarm	\$ 11,128	\$ 7,901	\$ 20,000	\$ 20,000	0.0%
Captains	\$ 636,727	\$ 662,757	\$ 685,000	\$ 723,000	5.5%
Lieutenants	\$ 478,333	\$ 441,555	\$ 525,000	\$ 951,000	81.1%
Firefighters	\$ 3,187,104	\$ 3,456,319	\$ 3,710,000	\$ 3,457,936	-6.8%
Grant Offset	\$ (63,451)	\$ -	\$ -	\$ -	0.0%
Overtime	\$ 732,781	\$ 464,068	\$ 525,000	\$ 525,000	0.0%
Buyback	\$ 90,003	\$ 14,403	\$ -	\$ -	0.0%
FIRE / EMS WAGES	\$ 5,493,032	\$ 5,463,688	\$ 5,927,275	\$ 6,179,536	4.3%

			Town Meeting	Town Manager	
	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 Budget	Change
ALS Medical Supplies	\$ 55,428	\$ 53,116	\$ 60,000	\$ 60,000	0.0%
Ambulance Services	\$ 13,029	\$ 24,708	\$ 25,705	\$ 28,000	8.9%
Billing Services	\$ 29,970	\$ 38,374	\$ 37,000	\$ 37,000	0.0%
Supplies and Equipment	\$ 2,191	\$ 2,391	\$ 3,500	\$ 3,500	0.0%
Equipment Maintenance	\$ 8,915	\$ 16,052	\$ 17,000	\$ 17,000	0.0%
Miscellaneous	\$ 1,773	\$ 2,095	\$ 2,000	\$ 2,000	0.0%
Office Supplies and Equipment	\$ 436	\$ 418	\$ 1,000	\$ 1,000	0.0%
Professional Development	\$ 15,362	\$ 16,740	\$ 15,500	\$ 15,500	0.0%
Uniforms and Clothing	\$ 48,196	\$ 53,758	\$ 47,196	\$ 47,196	0.0%
FIRE /EMS EXPENSES	\$ 175,300	\$ 207,652	\$ 208,901	\$ 211,196	1.1%



Police

Department Overview

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

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

Department Highlights

- Remain active on social media, 9,700 followers on Facebook and 2,051 on Instagram.
- The Department ran two RAD (Women's Self-Defense) classes, a Citizens' Police Academy Course, Seniors Dinner, and "lunchroom takeover" at all the elementary schools, and bicycle helmet citation program.
- The Department continues to be very active in training.

FY25 Budget Summary

The department's FY25 budget has increased 4.0% compared to last year, encompassing Police, Dispatch, and the Coalition. We are at full staffing* with 46 sworn officers, (we do have to make a promotion to the rank of sergeant, and we have a new outreach coordinator starting in January). We have 2 officers finishing their Field Training in early December. We are fully staffed with 11 civilian dispatchers; one dispatcher is currently in training. We have three Coalition Staff members, three Administrative Staff, a Parking Enforcement Officer, and 15 per-diem school crossing guards.



FY25 Budget Police Wages

	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change
			FY24 BUDGET	FY25 Budget	
Police Chief	\$ 192,576	\$ 200,132	\$ 210,000	\$ 218,600	4.1%
Deputy Police Chief	\$ 148,848	\$ 158,847	\$ 178,000	\$ 177,200	-0.4%
Police Support Staff	\$ 155,049	\$ 162,545	\$ 170,600	\$ 176,600	3.5%
Parking Enforcement	\$ 7,305	\$ 33,993	\$ 45,925	\$ 47,500	3.4%
Animal Control	\$ -	\$ -	\$ -	\$ -	0.0%
Crossing Guards	\$ 120,989	\$ 119,814	\$ 182,000	\$ 182,000	0.0%
Lieutenants	\$ 558,478	\$ 642,336	\$ 600,000	\$ 650,000	8.3%
Sergeants	\$ 845,195	\$ 834,250	\$ 1,050,000	\$ 1,078,935	2.8%
Patrol Officers	\$ 1,908,949	\$ 2,406,454	\$ 2,440,000	\$ 2,600,000	6.6%
Detectives	\$ 814,671	\$ 722,125	\$ 762,000	\$ 786,000	3.1%
Training	\$ 72,139	\$ 82,404	\$ 45,000	\$ 45,000	0.0%
Overtime	\$ 527,895	\$ 509,707	\$ 415,000	\$ 415,000	0.0%
Fitness Stipend	\$ -	\$ -	\$ -	\$ -	0.0%
Cell Monitors	\$ -	\$ -	\$ 2,500	\$ 2,500	0.0%
Buyback	\$ 91,565	\$ 149,823	\$ -	\$ -	0.0%
POLICE WAGES	\$ 5,443,660	\$ 6,022,430	\$ 6,101,025	\$ 6,379,335	4.6%

FY25 Budget Police Expenses

	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change
			FY24 BUDGET	FY25 Budget	
Police Cruisers	\$ 97,290	\$ 124,000	\$ 135,000	\$ 135,000	0.0%
Supplies and Equipment	\$ 48,100	\$ 38,123	\$ 37,000	\$ 37,000	0.0%
Equipment Maintenance	\$ 21,806	\$ 35,860	\$ 40,000	\$ 40,000	0.0%
Miscellaneous	\$ 7,035	\$ 3,672	\$ 8,500	\$ 8,500	0.0%
Office Supplies, Equipment	\$ 39,391	\$ 35,465	\$ 24,500	\$ 24,500	0.0%
Professional Development	\$ 53,451	\$ 47,195	\$ 58,500	\$ 58,500	0.0%
Uniforms and Clothing	\$ 13,331	\$ 21,922	\$ 22,000	\$ 22,000	0.0%
POLICE EXPENSES	\$ 280,404	\$ 306,235	\$ 325,500	\$ 325,500	0.0%



Coalition for Prevention and Support

Department Overview

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

FY25 Budget Summary

The Coalition budget is reduced -4.5% for FY25, as recent past increases to both a staff position and outsourced mental health services are maintained.

Staff includes a Director, an Outreach Coordinator, and a Public Safety Clinician.

The Director oversees fiscal management, public relations, community planning, training, coalition communication, data collection, dissemination, reports, and program evaluation. The Outreach Coordinator disseminates educational information to individuals and groups. The Clinician meets with residents and students for brief therapeutic support and follows up on mental health calls for service.

	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change
Coalition Director	\$ 93,083	\$ 96,485	\$ 102,450	\$ 106,100	3.6%
Clinician & Outreach	\$ 61,862	\$ 138,727	\$ 146,350	\$ 151,500	3.5%
Grant Offsets	\$ (10,000)	\$ -	\$ -	\$ -	0.0%
COALITION WAGES	\$ 144,946	\$ 235,213	\$ 248,800	\$ 257,600	3.5%
Mental Health Services	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Programs	\$ 7,426	\$ 29,886	\$ 31,000	\$ 8,000	-74.2%
Supplies	\$ 3,250	\$ 3,531	\$ 3,250	\$ 3,250	0.0%
Professional Development	\$ 500	\$ 123	\$ 500	\$ 500	0.0%
Grant Offsets	\$ -	\$ -	\$ -	\$ -	0.0%
COALITION EXPENSES	\$ 41,176	\$ 63,540	\$ 64,750	\$ 41,750	-35.5%



Dispatch

Dispatch Overview

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

Dispatch is located in the Police department but provides 911 Call Management for both Police and Fire/EMS, and as needed for regional emergencies.

FY25 Budget Summary

The Dispatch budget is up by 5.0% compared to last year. The Dispatch Center is staffed with ten civilian Telecommunicators and one civilian Head Dispatcher who oversees the administration of the division and works several shifts per week as a Telecommunicator. In addition to Town funding, \$65,000 in 911 grant funds are used to offset existing wages. This grant is not guaranteed and can be discontinued at any time but continues to increase with the use of cell phones.

	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change
Head Public Safety Dispatcher	\$ 83,133	\$ 85,916	\$ 89,250	\$ 92,400	3.5%
Public Safety Dispatchers	\$ 496,707	\$ 542,836	\$ 600,000	\$ 633,100	5.5%
Overtime	\$ 145,646	\$ 124,573	\$ 60,000	\$ 60,000	0.0%
Buyback	\$ 3,123	\$ 1,058	\$ -	\$ -	0.0%
E911 Grant Support	\$ -	\$ (189,899)	\$ (65,000)	\$ (65,000)	0.0%
DISPATCHER WAGES	\$ 728,609	\$ 564,483	\$ 684,250	\$ 720,500	5.3%
Supplies and Equipment	\$ 443	\$ -	\$ -	\$ -	0.0%
Equipment Maintenance	\$ 14,211	\$ 22,151	\$ 23,500	\$ 23,500	0.0%
Technology	\$ 5,415	\$ 2,381	\$ 7,000	\$ 7,000	0.0%
Professional Development	\$ 1,058	\$ 5,057	\$ 6,000	\$ 6,000	0.0%
Uniforms and Clothing	\$ 1,038	\$ 6,459	\$ 2,500	\$ 2,500	0.0%
DISPATCHER EXPENSES	\$ 22,164	\$ 36,047	\$ 39,000	\$ 39,000	0.0%



Finance Department

Department Overview

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

FY25 Budget Summary

The Finance Department’s budget increased by 3.9% compared to the previous year.

Wages are +4.2% while staffing remains consistent with prior years. The Finance Department staff will receive one step ranging between 2.35%-2.50% and a 1.25% COLA. In FY25, the Assistant Town Accountant and Assistant Treasurer positions are going up slightly more than the standard increase as these positions are proposed to be re-graded due to increased responsibilities.

The Assistant CFO/Treasurer salary is going up 10.7% due to increased responsibilities related to budget creation and being a backup to the CFO.

Expenses are +2.1%; most expense line items are level funded to the prior year except for the Regional Assessor contract that is projected up by 5.1% in FY25.

Divisions	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Accounting	\$ 317,940	\$ 339,928	\$ 384,950	\$ 397,400	\$ 12,450	3.2%
Assessor	\$ 161,010	\$ 148,399	\$ 188,300	\$ 194,800	\$ 6,500	3.5%
Finance	\$ 442,246	\$ 507,929	\$ 561,150	\$ 585,950	\$ 24,800	4.4%
Department Total	\$ 921,195	\$ 996,256	\$ 1,134,400	\$ 1,178,150	\$ 43,750	3.9%



Department Highlights

- Provides support to Town, School, and Light departments.
- 1,300 employees paid each payroll – biweekly; 9,000 quarterly property tax billing; 24,000 yearly bills - motor vehicle excise billing; 26,000 invoices processed and paid per year; 129,000 cash receipts processed per year.

Line I91 – FY25 Finance Wages

Divisions	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Accounting	\$ 313,410	\$ 337,290	\$ 379,250	\$ 391,700	\$ 12,450	3.3%
Assessor	\$ 69,976	\$ 72,055	\$ 75,300	\$ 77,900	\$ 2,600	3.5%
Finance	\$ 405,034	\$ 458,157	\$ 510,700	\$ 535,900	\$ 25,200	4.9%
Department Wages	\$ 788,421	\$ 867,502	\$ 965,250	\$ 1,005,500	\$ 40,250	4.2%

Line I92 – FY25 Finance Expenses

Divisions	FY22 Actual	FY23 Actual	Town Meeting	Town Manager	Change	Change
			FY24 BUDGET	FY25 Budget		
Accounting	\$ 4,530	\$ 2,638	\$ 5,700	\$ 5,700	\$ -	0.0%
Assessor	\$ 91,034	\$ 76,344	\$ 113,000	\$ 116,900	\$ 3,900	3.5%
Finance	\$ 37,211	\$ 49,772	\$ 50,450	\$ 50,050	\$ (400)	-0.8%
Department Expenses	\$ 132,774	\$ 128,755	\$ 169,150	\$ 172,650	\$ 3,500	2.1%



Accounting Division

Division Overview

This division is under the direction of the CFO/Town Accountant and is responsible for maintaining financial records for the Town, Schools, and Light Department. Accounting ensures that all financial transactions comply with legal requirements and are correctly recorded on a timely basis. The Accounting Division oversees bills paid by the Town, provides timely and accurate financial reporting services to Town Departments and other key stakeholders, and manages the Town’s accounting system to conform to GAAP and comply with Massachusetts General Laws and Regulations.

Division Activities

- Met all reporting requirements {for Massachusetts DLS and Massachusetts DOR}
- Collaborated with the Chief Assessor on the setting of the annual tax rate set by the DOR.
- Prepared audit deliverables; maintained ‘clean’ audit opinion from auditors.
- Provided budget oversight and assistance.
- Quarterly updates provided to the Select Board.
- 26,000 payments processed for Town, School, and RMLD.
- Review and update department policies.

	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change	Change
CFO/Town Accountant	\$ 126,401	\$ 136,912	\$ 153,850	\$ 159,200	\$ 5,350	3.5%
Asst. Town Accountant	\$ 74,020	\$ 77,883	\$ 90,150	\$ 94,200	\$ 4,050	4.5%
Support Staff	\$ 110,329	\$ 119,555	\$ 127,250	\$ 130,300	\$ 3,050	2.4%
Budget Stipend	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	0.0%
Overtime	\$ 2,661	\$ 1,360	\$ 3,000	\$ 3,000	\$ -	0.0%
Buyback	\$ -	\$ 1,579	\$ -	\$ -	\$ -	0.0%
Division Wages	\$ 313,410	\$ 337,290	\$ 379,250	\$ 391,700	\$ 12,450	3.3%
Prof. Development	\$ 4,300	\$ 2,638	\$ 4,900	\$ 4,900	\$ -	0.0%
Office Supplies	\$ 230	\$ -	\$ 800	\$ 800	\$ -	0.0%
Division Expenses	\$ 4,530	\$ 2,638	\$ 5,700	\$ 5,700	\$ -	0.0%



Assessing Division

Division Overview

The Assessment Division is obligated under law to assess all property at its full and fair market value as of January 1 of each year for taxation. This process is accomplished by maintaining and administrating all property tax data records.

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

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

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

Division Activities

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



FY25 Budget Summary

	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change	Change
Assistant Assessor	\$ 69,976	\$ 72,055	\$ 75,300	\$ 77,900	\$ 2,600	3.5%
Division Wages	\$ 69,976	\$ 72,055	\$ 75,300	\$ 77,900	\$ 2,600	3.5%
Regional Assessor	\$ 72,279	\$ 65,712	\$ 87,500	\$ 92,000	\$ 4,500	5.1%
Revaluation	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Appraisals/Inspections	\$ 15,860	\$ 8,180	\$ 17,500	\$ 17,000	\$ (500)	-2.9%
Prof. Development	\$ 2,009	\$ 1,984	\$ 3,800	\$ 3,800	\$ -	0.0%
Supplies&Mileage	\$ 885	\$ 468	\$ 1,700	\$ 1,600	\$ (100)	-5.9%
Division Expenses	\$ 91,034	\$ 76,344	\$ 110,500	\$ 114,400	\$ 3,900	3.5%



General Finance Division

Division Overview

Collections collect all taxes and other charges (including water/sewer/stormwater bills). They also receive and process all deposits (such as schools and recreation).

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

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

Division Activities

- AAA bond rating
- Cash management for Town/School, RMLD, and Retirement
- Processed biweekly payroll for approximately 1,300 employees
- 129,000 payments received and processed
- Compilation of Treasury Procedure Manual
- Debt management and issuance



FY25 Budget Summary

	FY22 Actual	FY23 Actual	Town Meeting FY24 BUDGET	Town Manager FY25 Budget	Change	Change
Treasurer/Asst. CFO	\$ 96,581	\$ 115,990	\$ 118,900	\$ 131,600	\$ 12,700	10.7%
Assistant Treasurer	\$ 70,989	\$ 75,371	\$ 86,500	\$ 90,000	\$ 3,500	4.0%
Collector	\$ 77,964	\$ 82,430	\$ 93,400	\$ 96,500	\$ 3,100	3.3%
Support Staff	\$ 153,222	\$ 172,795	\$ 206,400	\$ 212,300	\$ 5,900	2.9%
Asst Treasurer Stipend	\$ -	\$ 3,115	\$ 3,000	\$ 3,000	\$ -	0.0%
Overtime	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.0%
Buyback	\$ 6,278	\$ 8,456	\$ -	\$ -	\$ -	0.0%
Division Wages	\$ 405,034	\$ 458,157	\$ 510,700	\$ 535,900	\$ 25,200	4.9%
Printing Services	\$ 14,981	\$ 14,156	\$ 17,500	\$ 17,500	\$ -	0.0%
Banking Services	\$ 7,082	\$ 5,043	\$ 12,000	\$ 11,600	\$ (400)	-3.3%
Tax Title Services	\$ 7,572	\$ 20,905	\$ 8,500	\$ 8,500	\$ -	0.0%
Prof. Development	\$ 2,544	\$ 3,026	\$ 6,150	\$ 6,150	\$ -	0.0%
Office Supplies	\$ 5,032	\$ 6,643	\$ 6,300	\$ 6,300	\$ -	0.0%
Division Expenses	\$ 37,211	\$ 49,772	\$ 50,450	\$ 50,050	\$ (400)	-0.8%



Department of Public Works

Department Overview

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

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

FY25 Budget Summary

The Department of Public Works FY25 budget increased by 3.6%. Full-time staffing positions remain unchanged. Attraction and retention of employees continues to be an ongoing struggle. Some projects were delayed due to supply chain issues, while others experienced budget increases due to the shortages.

Department Highlights

Received grants from several agencies including:

- MassDEP: Sustainable Materials Recovery Program: \$5460.
- Earmark: Laurel Hill Gravestone Restoration: \$35K.
- Earmark: Laurel Hill Wall Restoration: \$25K.
- MassDOT: Local Bottleneck Reduction: \$309K.
- MassDOT: Complete Streets (Auburn St and Parkview Rd sidewalks): \$500K.
- MassDOT: Safe Routes to Schools (Oakland Rd safety improvements): \$2.2M.
- MIIA: FY-24 Risk Management: \$9500.



Maintained:

- 111 miles of water main.
- 7890 residential, 236 commercial and 71 municipal water connections.
- 75 miles of traffic markings.
- 80 acres of grass and 16 tennis/basketball courts.
- 3,000 catch basins.
- 70 miles of the Town’s drainage pipes.
- 12 sewer pump stations.

Additional items of Interest:

- “Tree City USA” for the 38th consecutive year.
- Planted 131 shade trees.
- 172 trees trimmed.
- 134 trees removed (25 Ash trees).
- 301 hangers identified through windshield survey.
- 22,721 cars visited the Compost Center.
- 20,000 Holiday Lighting bulbs.
- Over 200 Dig Safe markouts.
- 200+ repairs/services for Town/School vehicles.
- Completed annual road paving: 3.1 miles of roads resurfaced.
- Completed Sturges Sewer Pump Station.
- Completed Downtown Water main Improvements.
- Completed NPDES Annual Permit.
- Completed MWRA Phase 12 Sewer Improvements.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Administration	\$ 457,096	\$ 451,417	\$ 484,250	\$ 486,400	\$ 2,150	0.4%
Engineering	\$ 500,952	\$ 672,400	\$ 542,750	\$ 558,700	\$ 15,950	2.9%
Highway & Equipment	\$ 1,531,072	\$ 1,647,900	\$ 1,746,700	\$ 1,846,300	\$ 99,600	5.7%
Storm Water (Genl Fund)	\$ 135,165	\$ 114,563	\$ 172,975	\$ 177,300	\$ 4,325	2.5%
Forestry*	\$ 604,441	\$ 321,037	\$ 415,600	\$ 454,300	\$ 38,700	9.3%
Parks & Cemetery*	\$ 262,821	\$ 562,262	\$ 685,025	\$ 712,100	\$ 27,075	4.0%
DPW OPERATIONS TOTALS	\$ 3,491,546	\$ 3,769,579	\$ 4,047,300	\$ 4,235,100	\$ 187,800	4.6%
Snow/Ice	\$ 844,416	\$ 701,708	\$ 675,000	\$ 675,000	\$ -	0.0%
Traffic/Street Lighting	\$ 105,034	\$ 101,476	\$ 135,000	\$ 135,000	\$ -	0.0%
Rubbish & Recycling	\$ 1,834,569	\$ 1,887,204	\$ 2,034,250	\$ 2,091,278	\$ 57,028	2.8%
SNOW/LIGHT/RUBBISH TOTALS	\$ 2,784,020	\$ 2,690,388	\$ 2,844,250	\$ 2,901,278	\$ 57,028	2.0%
DEPARTMENT TOTALS	\$ 6,275,565	\$ 6,459,967	\$ 6,891,550	\$ 7,136,378	\$ 244,828	3.6%

*change in grouping from previous years



Line K91 - FY25 Public Works Wages

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Administration	\$ 409,689	\$ 432,079	\$ 465,750	\$ 467,900	\$ 2,150	0.5%
Engineering	\$ 467,521	\$ 484,583	\$ 488,750	\$ 504,700	\$ 15,950	3.3%
Highway & Equipment	\$ 858,290	\$ 889,825	\$ 992,000	\$ 1,031,500	\$ 39,500	4.0%
Storm Water (GenlFd)	\$ 132,412	\$ 112,387	\$ 169,975	\$ 174,300	\$ 4,325	2.5%
Forestry*	\$ 545,293	\$ 256,589	\$ 345,600	\$ 382,300	\$ 36,700	10.6%
Parks & Cemetery*	\$ 243,415	\$ 519,059	\$ 634,525	\$ 659,000	\$ 24,475	3.9%
DPW OPERATIONS WAGES	\$ 2,656,620	\$ 2,694,522	\$ 3,096,600	\$ 3,219,700	\$ 123,100	4.0%
Snow/Ice	\$ 233,218	\$ 177,325	\$ 130,000	\$ 130,000	\$ -	0.0%
Traffic/Street Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Rubbish & Recycling	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
SNOW/LIGHT/RUBBISH WAGES	\$ 233,218	\$ 177,325	\$ 130,000	\$ 130,000	\$ -	0.0%
DEPARTMENT WAGES	\$ 2,889,838	\$ 2,871,847	\$ 3,226,600	\$ 3,349,700	\$ 123,100	3.8%

*change in grouping from previous years

Line K92 - FY25 Public Works Expenses

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Administration	\$ 47,407	\$ 19,339	\$ 18,500	\$ 18,500	\$ -	0.0%
Engineering	\$ 33,431	\$ 187,818	\$ 54,000	\$ 54,000	\$ -	0.0%
Highway & Equipment	\$ 672,782	\$ 758,074	\$ 754,700	\$ 814,800	\$ 60,100	8.0%
Storm Water (GenlFd)	\$ 2,753	\$ 2,177	\$ 3,000	\$ 3,000	\$ -	0.0%
Forestry*	\$ 59,147	\$ 64,448	\$ 70,000	\$ 72,000	\$ 2,000	2.9%
Parks & Cemetery*	\$ 19,405	\$ 43,203	\$ 50,500	\$ 53,100	\$ 2,600	5.1%
DPW OPERATIONS EXPENSES	\$ 834,925	\$ 1,075,058	\$ 950,700	\$ 1,015,400	\$ 64,700	6.8%
Snow/Ice	\$ 611,199	\$ 524,383	\$ 545,000	\$ 545,000	\$ -	0.0%
Traffic/Street Lighting	\$ 105,034	\$ 101,476	\$ 135,000	\$ 135,000	\$ -	0.0%
Rubbish & Recycling	\$ 1,834,569	\$ 1,887,204	\$ 2,034,250	\$ 2,091,278	\$ 57,028	2.8%
SNOW/LIGHT/RUBBISH EXP.	\$ 2,550,802	\$ 2,513,063	\$ 2,714,250	\$ 2,771,278	\$ 57,028	2.1%
DEPARTMENT EXPENSES	\$ 3,385,727	\$ 3,588,121	\$ 3,664,950	\$ 3,786,678	\$ 121,728	3.3%

*change in grouping from previous years



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

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

Traffic and Street Lighting costs are level-funded. The Town continues to work with RMLD on improvements in efficiency.

Rubbish Disposal costs are in an upheaval due to the pandemic and related factors. The town signed a five-year contract with Covanta that expires June 30, 2025. In FY25, there is a +3% annual charge.

Rubbish and Recycling collection continues to enjoy a ten-year contract (approved by Town Meeting) at a +3% annual charge. The overall Rubbish and Recycling budget increased 2.8% for FY25, as some funds were moved to the Health Department to fund sharps recycling. This topic is causing serious harm in other communities as the industry consolidates in the face of economic upheaval. In FY23, Republic Services purchased our rubbish and recycling vendor (JRM). Republic Services will take over the current contract that expires on June 30, 2026. Leaf collections are part of the contract, and significantly reduce resident trips to the compost center.



Line K93 - Snow & Ice; Line K94 - Traffic/Street Lighting; Line K95 - Rubbish & Recycling (Continued)

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Snow and Ice Regular Wages	\$ 34,342	\$ 28,746	\$ 30,000	\$ 30,000	\$ -	0.0%
Snow and Ice Overtime	\$ 198,876	\$ 148,579	\$ 100,000	\$ 100,000	\$ -	0.0%
SNOW AND ICE WAGES	\$ 233,218	\$ 177,325	\$ 130,000	\$ 130,000	\$ -	0.0%
Snow / Ice Plowing & Hauling	\$ 196,541	\$ 79,527	\$ 215,000	\$ 215,000	\$ -	0.0%
Snow / Ice Supplies/Equip.	\$ 315,056	\$ 329,533	\$ 250,000	\$ 250,000	\$ -	0.0%
Snow / Ice Fuel	\$ 68,413	\$ 71,826	\$ 45,000	\$ 45,000	\$ -	0.0%
Snow & Ice Meal Tickets	\$ 10,098	\$ 8,997	\$ 10,000	\$ 10,000	\$ -	0.0%
Snow / Ice Police Details	\$ 6,092	\$ -	\$ 10,000	\$ 10,000	\$ -	0.0%
Street Sweeping	\$ 15,000	\$ 34,500	\$ 15,000	\$ 15,000	\$ -	0.0%
SNOW AND ICE EXPENSES	\$ 611,199	\$ 524,383	\$ 545,000	\$ 545,000	\$ -	0.0%
SNOW AND ICE	\$ 844,416	\$ 701,708	\$ 675,000	\$ 675,000	\$ -	0.0%
Traffic Light Electricity	\$ 5,091	\$ 5,405	\$ 10,000	\$ 10,000	\$ -	0.0%
Streetlight Electricity	\$ 99,054	\$ 95,647	\$ 105,000	\$ 105,000	\$ -	0.0%
Street Light Maint. & Repair	\$ 889	\$ 424	\$ 20,000	\$ 20,000	\$ -	0.0%
TRAFFIC/STR LIGHT	\$ 105,034	\$ 101,476	\$ 135,000	\$ 135,000	\$ -	0.0%
Rubbish Collection	\$ 783,600	\$ 863,049	\$ 915,000	\$ 942,450	\$ 27,450	3.0%
Solid Waste Disposal	\$ 673,809	\$ 639,553	\$ 694,250	\$ 715,078	\$ 20,828	3.0%
Curbside Recycling	\$ 335,568	\$ 346,380	\$ 345,000	\$ 355,350	\$ 10,350	3.0%
Misc. Recycling	\$ 41,592	\$ 38,223	\$ 80,000	\$ 78,400	\$ (1,600)	-2.0%
RUBBISH/RECYCLING	\$ 1,834,569	\$ 1,887,204	\$ 2,034,250	\$ 2,091,278	\$ 57,028	2.8%



DPW Administration

Division Overview

The Administration Division is responsible for DPW payroll, invoice payment, cemetery administration, engineering support services, DPW dispatch, water conservation rebate program, quarterly newsletters to residents, spring and fall mailers for recycling events.

Division Activities

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

FY25 Budget Summary

Staffing remains unchanged. Expenses are level-funded.



FY25 Budget Summary (Continued)

DPW Administration	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
DPW Director	\$ 134,457	\$ 138,694	\$ 145,850	\$ 137,100	\$ (8,750)	-6.0%
Assistant DPW Director	\$ 106,807	\$ 110,157	\$ 117,600	\$ 122,100	\$ 4,500	3.8%
Support Staff	\$ 168,304	\$ 182,979	\$ 200,300	\$ 206,700	\$ 6,400	3.2%
Overtime	\$ 121	\$ 248	\$ 2,000	\$ 2,000	\$ -	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 409,689	\$ 432,079	\$ 465,750	\$ 467,900	\$ 2,150	0.5%
Advertising	\$ 1,279	\$ 5,459	\$ 2,500	\$ 2,500	\$ -	0.0%
Supplies and Equipment	\$ 37,926	\$ 11,287	\$ 8,000	\$ 8,000	\$ -	0.0%
Professional Development	\$ 8,202	\$ 2,593	\$ 8,000	\$ 8,000	\$ -	0.0%
DIVISION EXPENSES	\$ 47,407	\$ 19,339	\$ 18,500	\$ 18,500	\$ -	0.0%



Engineering Division

Division Overview

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

FY25 Budget Summary

Staffing remains unchanged. Increases in wages follow contractual obligations. Expenses were level-funded.

Division Activities

- Annual Road Paving; Approximately 3.1 miles of roadway resurfaced
- Line Painting
- NPDES Annual Permit

Engineering	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 BUDGET	FY24-25	FY24-25
			Town Meeting	Town Manager	\$ Change	% Change
Town Engineer	\$ 115,331	\$ 119,424	\$ 125,000	\$ 129,600	\$ 4,600	3.7%
Senior/Civil Engineers	\$ 261,075	\$ 263,139	\$ 268,150	\$ 276,200	\$ 8,050	3.0%
Field Tech/Surveyor	\$ 80,559	\$ 81,518	\$ 83,100	\$ 86,400	\$ 3,300	4.0%
Overtime	\$ 10,556	\$ 9,068	\$ 12,500	\$ 12,500	\$ -	0.0%
Buyback	\$ -	\$ 11,434	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 467,521	\$ 484,583	\$ 488,750	\$ 504,700	\$ 15,950	3.3%
Traffic Control Repairs	\$ 11,697	\$ 16,571	\$ 25,000	\$ 25,000	\$ -	0.0%
Professional Services	\$ 2,785	\$ 156,300	\$ 3,000	\$ 3,000	\$ -	0.0%
Supplies and Equipment	\$ 9,624	\$ 7,447	\$ 14,000	\$ 14,000	\$ -	0.0%
Police Details	\$ 9,326	\$ 7,500	\$ 12,000	\$ 12,000	\$ -	0.0%
DIVISION EXPENSES	\$ 33,431	\$ 187,818	\$ 54,000	\$ 54,000	\$ -	0.0%



Highway Division

Division Overview

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

Division Activities

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

FY25 Budget Summary

While staffing levels remain unchanged, salaries are increasing due to contractual obligations. Gravel crushing, equipment maintenance and fuel expenses were all increased.



FY25 Budget Summary (Continued)

Highway & Equipment	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Highway/St. Water Supervisor	\$ 71,130	\$ 75,012	\$ 78,000	\$ 81,100	\$ 3,100	4.0%
Managing/Working Foreperson	\$ 178,976	\$ 180,407	\$ 206,650	\$ 216,300	\$ 9,650	4.7%
Senior/Junior Operators	\$ 264,410	\$ 225,940	\$ 349,500	\$ 360,400	\$ 10,900	3.1%
Laborers	\$ 21,119	\$ 111,622	\$ -	\$ -	\$ -	0.0%
Mechanics	\$ 236,163	\$ 215,006	\$ 276,850	\$ 292,700	\$ 15,850	5.7%
Seasonal Staff	\$ 1,293	\$ 512	\$ 6,000	\$ 6,000	\$ -	0.0%
Overtime/On Call	\$ 85,006	\$ 76,717	\$ 75,000	\$ 75,000	\$ -	0.0%
Buyback	\$ 192	\$ 4,609	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 858,290	\$ 889,825	\$ 992,000	\$ 1,031,500	\$ 39,500	4.0%
Equipment Parts & Maint.	\$ 237,456	\$ 253,163	\$ 225,000	\$ 235,000	\$ 10,000	4.4%
Outsourced Repairs	\$ 139,116	\$ 133,558	\$ 150,000	\$ 150,000	\$ -	0.0%
Fuel	\$ 164,420	\$ 213,515	\$ 190,000	\$ 230,000	\$ 40,000	21.1%
Line Painting	\$ 46,930	\$ 65,000	\$ 90,000	\$ 90,000	\$ -	0.0%
Road and Sidewalk Repairs	\$ 36,155	\$ 46,552	\$ 45,000	\$ 55,000	\$ 10,000	22.2%
Supplies and Equipment	\$ 21,003	\$ 22,616	\$ 24,000	\$ 24,000	\$ -	0.0%
Outsourced Services	\$ 3,713	\$ 2,790	\$ 10,000	\$ 10,000	\$ -	0.0%
Police Details	\$ 19,257	\$ 15,449	\$ 16,000	\$ 16,000	\$ -	0.0%
Utilities/Licenses	\$ 4,732	\$ 5,431	\$ 4,700	\$ 4,800	\$ 100	2.1%
DIVISION EXPENSES	\$ 672,782	\$ 758,074	\$ 754,700	\$ 814,800	\$ 60,100	8.0%



Storm Water Division

Division Overview

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

FY25 Budget Summary

Note that both the Supervisor position, a Foreperson position, and a Mechanics position are shared with the Highway division. Staffing levels remain unchanged, salaries are increasing due to contractual obligations. Expenses are level-funded.

Division Activities

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

Storm Water (GF)	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Highway/St. Water Supervisor	\$ 18,230	\$ 18,767	\$ 19,550	\$ 20,300	\$ 750	3.8%
Managing/Working Foreperson	\$ 14,720	\$ 15,017	\$ 15,300	\$ 16,200	\$ 900	5.9%
Senior/Junior Operators	\$ 85,049	\$ 64,390	\$ 67,725	\$ 71,800	\$ 4,075	6.0%
Laborers	\$ -	\$ -	\$ 51,800	\$ 49,800	\$ (2,000)	-3.9%
Mechanics	\$ 5,263	\$ 6,551	\$ 7,100	\$ 7,700	\$ 600	8.5%
On Call	\$ 1,200	\$ 1,800	\$ -	\$ -	\$ -	0.0%
Overtime	\$ 7,950	\$ 5,597	\$ 8,500	\$ 8,500	\$ -	0.0%
Buyback	\$ -	\$ 265	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 132,412	\$ 112,387	\$ 169,975	\$ 174,300	\$ 4,325	2.5%
Supplies and Equipment	\$ 2,753	\$ 2,177	\$ 3,000	\$ 3,000	\$ -	0.0%
DIVISION EXPENSES	\$ 2,753	\$ 2,177	\$ 3,000	\$ 3,000	\$ -	0.0%



Forestry Division

Division Overview

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

Division Activities

Oversight of all Town trees: Planting, trimming, removal. In 2023, 131 trees were planted by Town staff as street trees and in parks, schools, and cemeteries. There were 172 trees trimmed, and 134 tree removals (25 Ash Trees). Division is responsible for Holiday lighting in the Town Common (over 20,000 bulbs).

FY25 Budget Summary

Staffing remains unchanged. Increases in wages follow contractual obligations. There was a slight increase in stump/brush disposal.



FY25 Budget Summary (Continued)

Forestry*	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Pks./Frst. Cem. Supervisor	\$ 46,450	\$ 48,262	\$ 50,250	\$ 52,200	\$ 1,950	3.9%
Managing/Working Foreperson	\$ 132,615	\$ 103,893	\$ 148,150	\$ 162,000	\$ 13,850	9.3%
Senior/Junior Opers/Tr. Clmbr.	\$ 262,487	\$ 68,131	\$ 122,700	\$ 143,600	\$ 20,900	17.0%
Laborers	\$ 10,034	\$ -	\$ -	\$ -	\$ -	0.0%
Seasonal Staff	\$ 56,908	\$ 18,657	\$ -	\$ -	\$ -	0.0%
Overtime/On Call	\$ 36,799	\$ 17,113	\$ 24,500	\$ 24,500	\$ -	0.0%
Buyback	\$ -	\$ 533	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 545,293	\$ 256,589	\$ 345,600	\$ 382,300	\$ 36,700	10.6%
Supplies and Equipment	\$ 12,991	\$ 14,287	\$ 13,500	\$ 13,500	\$ -	0.0%
Prof. Svc. and Repairs	\$ 14,400	\$ 15,517	\$ 22,000	\$ 22,000	\$ -	0.0%
Shade Trees	\$ 14,856	\$ 17,959	\$ 16,000	\$ 16,000	\$ -	0.0%
Stump/Brush Disposal	\$ 6,500	\$ 7,500	\$ 10,000	\$ 12,000	\$ 2,000	20.0%
Police Details	\$ 7,870	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
Utilities/Licenses	\$ 2,531	\$ 2,184	\$ 1,500	\$ 1,500	\$ -	0.0%
Revolving Fund Support	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
DIVISION EXPENSES	\$ 59,147	\$ 64,448	\$ 70,000	\$ 72,000	\$ 2,000	2.9%



Parks/Cemetery Division

Division Overview

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

Division Activities

- Funeral Arrangements (15,940 total burials); 107 Interments; 40 Lot sales
- Grounds maintenance (51 acres)
- Set Markers/Set foundations for headstones
- Record keeping
- Assist with Memorial Day preparations
- Oversight of the Compost Center

FY25 Budget Summary

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



FY25 Budget Summary (Continued)

Parks/Cemetery*	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Pks./Frst. Cem. Supervisor	\$ 46,487	\$ 48,318	\$ 50,200	\$ 52,200	\$ 2,000	4.0%
Managing/Working Foreperson	\$ 77,293	\$ 142,114	\$ 148,200	\$ 157,900	\$ 9,700	6.5%
Senior/Junior Opers/Tr. Clmbr.	\$ 103,598	\$ 276,564	\$ 405,325	\$ 417,600	\$ 12,275	3.0%
Laborers	\$ 76,297	\$ 132,515	\$ 51,800	\$ 52,300	\$ 500	1.0%
Seasonal Staff	\$ 5,197	\$ 12,986	\$ 61,500	\$ 61,500	\$ -	0.0%
Overtime	\$ 33,580	\$ 46,563	\$ 37,500	\$ 37,500	\$ -	0.0%
Buyback	\$ 964	\$ -	\$ -	\$ -	\$ -	0.0%
Revolving Fund Support	\$ (100,000)	\$ (140,000)	\$ (120,000)	\$ (120,000)	\$ -	0.0%
DIVISION WAGES	\$ 243,415	\$ 519,059	\$ 634,525	\$ 659,000	\$ 24,475	3.9%
Supplies and Equipment	\$ 12,611	\$ 31,563	\$ 33,600	\$ 34,600	\$ 1,000	3.0%
Repairs	\$ 15,390	\$ 19,247	\$ 20,000	\$ 21,000	\$ 1,000	5.0%
Lot Repurchase	\$ -	\$ -	\$ 400	\$ 400	\$ -	0.0%
Fuel	\$ 580	\$ 1,130	\$ 500	\$ 500	\$ -	0.0%
Utilities/Licenses	\$ 8,528	\$ 8,614	\$ 10,500	\$ 10,600	\$ 100	1.0%
Veterans Flowers	\$ 1,561	\$ 2,650	\$ 2,500	\$ 3,000	\$ 500	20.0%
Trust/Revolving Fund Support	\$ (19,264)	\$ (20,000)	\$ (17,000)	\$ (17,000)	\$ -	0.0%
DIVISION EXPENSES	\$ 19,405	\$ 43,203	\$ 50,500	\$ 53,100	\$ 2,600	5.1%

*Parks moved in with Cemetery



Reading Public Library

Department Overview

FY25 is the fifth year in the Library's 5-year strategic plan. The plan, available at readingpl.org, has three areas of focus:

- Customer Convenience and Accessibility
- Community Learning and Engagement,
- The Library as Space and Place

The strategic plan foundations are the Library's Vision, Mission, and Core Values:

Vision

Evolving together to strengthen communication, equity, collaboration, and learning.

Mission

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

Core Values

Education: *To help all people reach their full potential.*

Equity: *So that all people can participate justly and fully in all dimensions of their individual and community identities.*

Access: *For all people to learn and participate in both civic and community life by providing unbiased pathways and reducing systemic barriers.*

Accountability: *When individuals are responsible for their words and actions and take shared ownership for overcoming challenges, celebrating successes, and ensuring a just community.*



FY25 Budget Summary (+3.6%)

The Board of Trustees recommends an overall increase of 3.6% in salaries and expenses.

The primary drivers for this budget:

- Employee retention through Step + 1.25% COLA increase for non-union salaries.
- Maintaining certification and eligibility for State Aid

Divisions	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Administration	\$ 736,910	\$ 837,326	\$ 853,825	\$ 895,300	\$ 41,475	4.9%
Public Services	\$ 644,077	\$ 647,902	\$ 714,900	\$ 779,400	\$ 64,500	9.0%
Collection Services	\$ 472,281	\$ 488,426	\$ 536,300	\$ 506,450	\$ (29,850)	-5.6%
LIBRARY TOTALS	\$ 1,853,268	\$ 1,973,654	\$ 2,105,025	\$ 2,181,150	\$ 76,125	3.6%

Department Highlights

In FY23, the Library was open 52 weeks for 3,078 hours. This includes 64 hours a week from October to May and 60 hours from June through September. Including staffing the half-day on Sundays, the Library averages 25 FTE. These dedicated employees provide in-person services at four public desks across three floors of a 38,000 SF building. Additional services include reference and research support and basic instruction for onsite and virtual services and collections.

The Library averages over 13,000 visitors monthly. In addition to being a welcoming space for studying, work, and leisure reading, visitors attended over 500 programs in FY23. These programs ranged from intimate one-to-one genealogy sessions to large community cultural events including the annual MLK, Jr. Day celebration and the third annual Juneteenth Freedom Festival.

The Library provides physical and online resources for individuals of all ages, abilities, and interests. This includes reading, watching, and listening to content in various media, including print, downloads, and streaming. Other virtual learning services include free online tutoring, standardized and professional certification test preparation, and language learning. In FY23, the physical and digital collections had over half a million uses, 345,244 physical circulations, and 159,022 electronic content interactions.



Library Wages L91 (+3.3%) and Library Expenses L92 (+4.9%)

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Administration	\$ 370,548	\$ 437,876	\$ 446,950	\$ 468,400	\$ 21,450	4.8%
Public Services	\$ 644,077	\$ 647,902	\$ 714,900	\$ 779,400	\$ 64,500	9.0%
Collection Services	\$ 472,281	\$ 488,426	\$ 536,300	\$ 506,450	\$ (29,850)	-5.6%
LIBRARY WAGES	\$ 1,486,906	\$ 1,574,204	\$ 1,698,150	\$ 1,754,250	\$ 56,100	3.3%
Administration	\$ 366,362	\$ 399,450	\$ 406,875	\$ 426,900	\$ 20,025	4.9%
Public Services	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Collection Services	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
LIBRARY EXPENSES	\$ 366,362	\$ 399,450	\$ 406,875	\$ 426,900	\$ 20,025	4.9%

Salaries account for 81% of the Library budget. Our employees are our greatest asset, and the FY25 salary budget request includes a Step plus the 1.25% COLA. The overall salary increase is 3.45%. All Library staff are non-union.

Most expenses for FY24 were cut or level-funded with a net increase of less than 2%. FY25 expenses will increase by 4.9% and return some expense lines to FY23 levels. Additionally, in FY23 the Library spent roughly \$11,500 on new community and cultural programming which was offset by \$4,000 in grants. The FY25 program budget increases the program line from \$4000 to \$10,500 to help keep pace with the net cost of this expanded programming.



Administration Division

The Administration Division is responsible for the overall management, finance, communications, and strategic planning functions of the Library. This budget reflects the Office of Equity as part of the Administration Division. The Office of Equity is an inward and outward-facing position that works with Town departments and the Reading community to foster a culture of diversity, belonging, and inclusion.

SALARIES (+4.8%)

The Administration budget includes expected step increases and adjustments for the Administrative Assistant and the Director for Equity.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Library Director	\$ 112,232	\$ 116,315	\$ 121,400	\$ 126,000	\$ 4,600	3.8%
Library Assistant Director	\$ 79,460	\$ 82,352	\$ 90,950	\$ 94,300	\$ 3,350	3.7%
Dir of Equity & Social Justice	\$ 25,859	\$ 78,813	\$ 85,100	\$ 92,300	\$ 7,200	8.5%
Communications Specialist	\$ 40,327	\$ 41,784	\$ 43,375	\$ 44,900	\$ 1,525	3.5%
Support Staff	\$ 77,597	\$ 93,902	\$ 96,125	\$ 100,900	\$ 4,775	5.0%
Library Substitutes	\$ 16,352	\$ 23,010	\$ 10,000	\$ 10,000	\$ -	0.0%
Sick/Vacation Buyback	\$ 18,721	\$ 1,700	\$ -	\$ -	\$ -	0.0%
ADMINISTRATION WAGES	\$ 370,548	\$ 437,876	\$ 446,950	\$ 468,400	\$ 21,450	4.8%

EXPENSES (+4.9%)

This expense budget corrects for cuts made in FY24, increases programming funds, and includes a materials budget that meets the minimum for state certification.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Library Materials	\$ 253,784	\$ 263,370	\$ 273,675	\$ 283,900	\$ 10,225	3.7%
Equipment Contract/Repair	\$ 16,274	\$ 18,330	\$ 22,000	\$ 23,000	\$ 1,000	4.5%
Software License & Support	\$ 62,754	\$ 67,334	\$ 69,200	\$ 70,500	\$ 1,300	1.9%
Technology Supplies	\$ 8,142	\$ 10,313	\$ 11,000	\$ 11,000	\$ -	0.0%
General Supplies	\$ 10,629	\$ 13,081	\$ 13,000	\$ 14,000	\$ 1,000	7.7%
Professional Development	\$ 11,828	\$ 17,016	\$ 14,000	\$ 14,000	\$ -	0.0%
Library Programs	\$ 2,951	\$ 10,006	\$ 4,000	\$ 10,500	\$ 6,500	162.5%
LIBRARY EXPENSES	\$ 366,362	\$ 399,450	\$ 406,875	\$ 426,900	\$ 20,025	4.9%



Public Services Division

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

The 9.8% increase is due to transferring one position from Collection Services to Public Services. Without that transfer, the net change would increase by 2.1%.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Public Services Division Head	\$ 77,852	\$ 80,747	\$ 85,100	\$ 84,100	\$ (1,000)	-1.2%
Librarian II	\$ 137,255	\$ 132,821	\$ 148,800	\$ 148,700	\$ (100)	-0.1%
Librarian	\$ 403,132	\$ 408,204	\$ 448,100	\$ 463,900	\$ 15,800	3.5%
Support Staff	\$ -	\$ -	\$ -	\$ 49,700	\$ 49,700	0.0%
Sunday Hours	\$ 25,838	\$ 26,129	\$ 32,900	\$ 33,000	\$ 100	0.3%
PUBLIC SERVICES WAGES	\$ 644,077	\$ 647,902	\$ 714,900	\$ 779,400	\$ 64,500	9.0%

Collection Services Division

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

The reduction (-5.4%) of this salary budget reflects the transfer of one position to Public Services. Without that transfer, the net change would be an increase of 3.7%

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Collection Services Division Head	\$ 84,322	\$ 87,402	\$ 91,200	\$ 94,500	\$ 3,300	3.6%
Librarian II	\$ 66,965	\$ 58,908	\$ 73,500	\$ 76,100	\$ 2,600	3.5%
Librarian I	\$ 64,623	\$ 31,046	\$ -	\$ -	\$ -	0.0%
Support Staff	\$ 248,227	\$ 298,222	\$ 358,350	\$ 322,600	\$ (35,750)	-10.0%
Sunday Hours	\$ 8,145	\$ 12,848	\$ 13,250	\$ 13,250	\$ -	0.0%
COLLECTION SERVICES WAGES	\$ 472,281	\$ 488,426	\$ 536,300	\$ 506,450	\$ (29,850)	-5.6%



Facilities Department

Department Overview

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

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

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

Department Preventative Maintenance Program

- (17) buildings: Service fire extinguisher/suppression systems; exit signs and emergency lighting; provide monthly pest control services
- (336) Exhaust Fans - Serviced annually
- (299) Unit Ventilators - Serviced three times/year
- (55) Roof Top Equipment - Serviced 2-3 times/year
- (41) Boilers - Serviced annually
- (12) Elevator and Lift Service - Serviced monthly
- (11) In and outside Grease Traps - Serviced annually
- (9) Emergency Generators - Serviced twice per year
- (2) Acid Waste Tanks - Serviced annually
- (13) buildings: Sprinkler/Fire - Serviced annually
- (15) buildings: Fire Alarm - Serviced three times/year



FY25 Budget Summary

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

In FY25, Core Facilities budgets are showing an 8.7% increase (11.8% in energy expense and 4.9% Core Facilities Wages and Expenses) and Town Buildings a 2.4% increase.

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Core Facilities (M91)	\$ 2,907,530	\$ 3,188,005	\$ 3,633,780	\$ 3,948,760	\$ 314,980	8.7%
Town Buildings (M92)	\$ 339,208	\$ 360,532	\$ 369,650	\$ 378,450	\$ 8,800	2.4%
School Buildings	<i>see School Budget</i>					
FACILITIES DEPT. TOTALS	\$ 3,246,738	\$ 3,548,537	\$ 4,003,430	\$ 4,327,210	\$ 323,780	8.1%
Core Facilities	\$ 664,021	\$ 671,199	\$ 713,400	\$ 748,500	\$ 35,100	4.9%
Town Buildings	\$ 244,107	\$ 249,590	\$ 258,700	\$ 267,500	\$ 8,800	3.4%
School Buildings	<i>see School Budget</i>					
FACILITIES DEPT. WAGES TOTAL	\$ 908,128	\$ 920,789	\$ 972,100	\$ 1,016,000	\$ 43,900	4.5%
Core Facilities	\$ 2,243,509	\$ 2,516,806	\$ 2,920,380	\$ 3,200,260	\$ 279,880	9.6%
Town Buildings	\$ 95,102	\$ 110,942	\$ 110,950	\$ 110,950	\$ -	0.0%
School Buildings	<i>see School Budget</i>					
FACILITIES DEPT. EXPENSES TOTALS	\$ 2,338,610	\$ 2,627,748	\$ 3,031,330	\$ 3,311,210	\$ 279,880	9.2%

Line M91: Core Facilities

Wages

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Facilities Director	\$ 145,389	\$ 150,691	\$ 157,100	\$ 163,000	\$ 5,900	3.8%
Facilities Assistant Director	\$ 107,086	\$ 110,977	\$ 118,050	\$ 122,500	\$ 4,450	3.8%
Facilities Support Staff	\$ 79,880	\$ 72,871	\$ 75,950	\$ 78,700	\$ 2,750	3.6%
Maintenance Staff	\$ 305,820	\$ 314,860	\$ 326,000	\$ 348,000	\$ 22,000	6.7%
Overtime	\$ 25,846	\$ 21,800	\$ 36,300	\$ 36,300	\$ -	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
CORE FACILITIES WAGES	\$ 664,021	\$ 671,199	\$ 713,400	\$ 748,500	\$ 35,100	4.9%



Expenses

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
Core Energy Expenses	\$ 1,360,557	\$ 1,492,898	\$ 1,965,500	\$ 2,198,300	\$ 232,800	11.8%
Core Maint. & Repairs	\$ 483,164	\$ 588,562	\$ 415,100	\$ 445,120	\$ 30,020	7.2%
Core HVAC Expenses	\$ 164,346	\$ 107,698	\$ 221,500	\$ 238,560	\$ 17,060	7.7%
Core Plumbing Expenses	\$ 34,525	\$ 41,540	\$ 31,500	\$ 31,500	\$ -	0.0%
Core Electrical Expenses	\$ 21,656	\$ 14,461	\$ 44,500	\$ 44,500	\$ -	0.0%
Core Elevator Expenses	\$ 49,826	\$ 49,223	\$ 59,400	\$ 59,400	\$ -	0.0%
Core Alarm Expenses	\$ 62,858	\$ 128,007	\$ 84,900	\$ 84,900	\$ -	0.0%
Core Fire Equip. Expenses	\$ 6,098	\$ 4,825	\$ 35,000	\$ 35,000	\$ -	0.0%
Core Pest Mgmt. Expenses	\$ 10,732	\$ 15,062	\$ 14,280	\$ 14,280	\$ -	0.0%
Core Misc	\$ 49,747	\$ 74,530	\$ 48,700	\$ 48,700	\$ -	0.0%
CORE FACILITIES EXPENSES	\$ 2,243,509	\$ 2,516,806	\$ 2,920,380	\$ 3,200,260	\$ 279,880	9.6%

Energy Budgets

	FY22 Actual	FY23 Actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 \$ Change	FY24-25 % Change
School Bldg. Electricity	\$ 495,075	\$ 526,859	\$ 801,600	\$ 820,200	\$ 18,600	2.3%
Town Bldg. Electricity	\$ 181,673	\$ 207,505	\$ 266,400	\$ 272,800	\$ 6,400	2.4%
Conservation-Electric	\$ 9,691	\$ 10,156	\$ 12,000	\$ 12,000	\$ -	0.0%
ELECTRICITY EXPENSES	\$ 686,439	\$ 744,520	\$ 1,080,000	\$ 1,105,000	\$ 25,000	2.3%
School Bldg. Natural Gas	\$ 409,762	\$ 426,873	\$ 509,080	\$ 661,804	\$ 152,724	30.0%
Town Bldg. Natural Gas	\$ 108,156	\$ 112,716	\$ 166,920	\$ 216,996	\$ 50,076	30.0%
NATURAL GAS EXPENSES	\$ 517,918	\$ 539,589	\$ 676,000	\$ 878,800	\$ 202,800	30.0%
School Bldg. Wtr/Swr/Stwtr.	\$ 132,201	\$ 179,648	\$ 175,450	\$ 179,700	\$ 4,250	2.4%
Town Bldg. Wtr/Swr/Stwtr.	\$ 24,000	\$ 29,141	\$ 34,050	\$ 34,800	\$ 750	2.2%
W/S/SW EXPENSES	\$ 156,201	\$ 208,789	\$ 209,500	\$ 214,500	\$ 5,000	2.4%
ENERGY EXPENSES TOTALS	\$ 1,360,557	\$ 1,492,898	\$ 1,965,500	\$ 2,198,300	\$ 232,800	11.8%



Line M92: Town Buildings

Wages

Town Buildings	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 BUDGET	FY24-25	FY24-25
			Town Meeting	Town Manager	\$ Change	% Change
Custodians	\$ 215,195	\$ 206,013	\$ 231,200	\$ 240,000	\$ 8,800	3.8%
Buyback	\$ -	\$ 12,496	\$ -	\$ -	\$ -	0.0%
Overtime	\$ 28,912	\$ 31,081	\$ 27,500	\$ 27,500	\$ -	0.0%
TOWN BLDG. WAGES	\$ 244,107	\$ 249,590	\$ 258,700	\$ 267,500	\$ 8,800	3.4%

Expenses

Town Buildings	FY22 Actual	FY23 Actual	FY24 BUDGET	FY25 BUDGET	FY24-25	FY24-25
			Town Meeting	Town Manager	\$ Change	% Change
Outsourced Cleaning Services	\$ 81,500	\$ 91,280	\$ 93,725	\$ 93,725	\$ -	0.0%
Building Supplies	\$ 876	\$ 288	\$ 5,000	\$ 5,000	\$ -	0.0%
Other	\$ 12,725	\$ 19,374	\$ 12,225	\$ 12,225	\$ -	0.0%
TOWN BLDG. EXPENSES	\$ 95,102	\$ 110,942	\$ 110,950	\$ 110,950	\$ -	0.0%

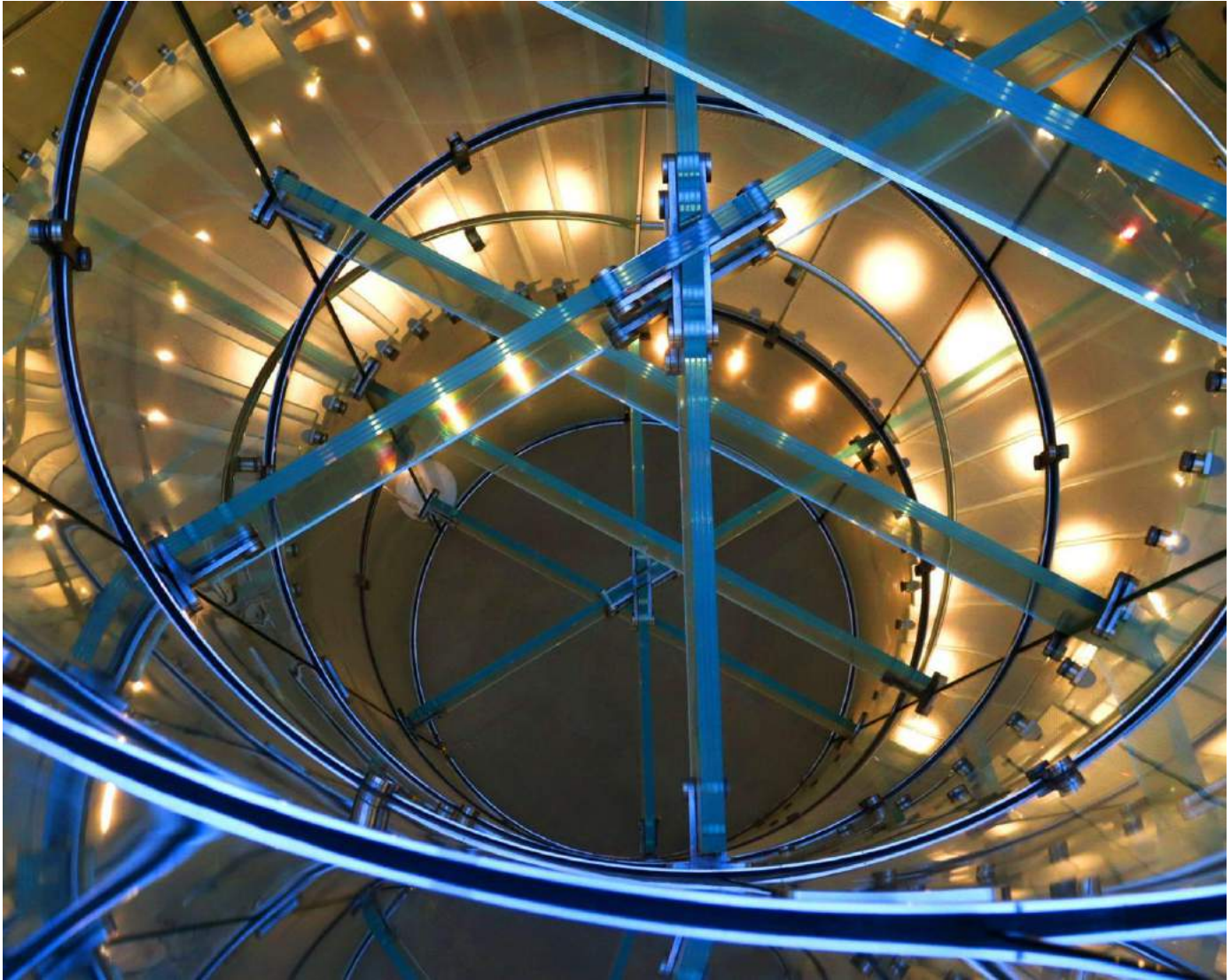
TOWN FACILITIES BUDGET	\$ 339,208	\$ 360,532	\$ 369,650	\$ 378,450	\$ 8,800	2.4%
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READING PUBLIC SCHOOLS

The Superintendent's FY25 Recommended Budget

July 1, 2024 - June 30, 2025



"Chaos" by Ryan Fox, RMHS Student enrolled in Ms. Kathleen M. Dailey's AP Photography Class



Contact Information

Copies of the budget document are available at the Office of the Superintendent and on the Reading Public School's website at www.reading.k12.ma.us. For additional information or clarification on the Superintendent's FY25 Recommended Budget, please feel free to contact the Central Office Administration for assistance at 781-944-5800. Also, please reach out directly to the Superintendent or Director of Finance and Operations:

Thomas Milaschewski, Ed.D.
Superintendent of Schools
781-944-5800
Thomas.Milaschewski@reading.k12.ma.us

Derek Pinto, Ed.D.
Director of Finance and Operations
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Photo Credits

With gratitude and appreciation, we recognize the work of the following Reading Memorial High School (RMHS) students enrolled in Ms. Kathleen Dailey's Advanced Placement Photography class:

- Ryan Fox "Chaos"
- Bridget Patterson "Red Tree"
- Liv Lam "Broccoli"
- Alicia Williams (Photographer, CordelePhotography.com)



School Committee Members

Thomas Wise, Chairperson

Erin Gaffen, Vice Chairperson

Shawn Brandt, School Committee Member

Sarah McLaughlin, School Committee Member

Carla Nazzaro, School Committee Member

Charles Robinson, School Committee Member

Superintendent of Schools

Thomas Milaschewski, Ed.D.

Reading Public Schools

82 Oakland Road

Reading, Massachusetts

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



District Leadership Team

Central Office Administrators

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

Derek Pinto, Ed.D., Director of Finance and Operations

Michelle Roach, Human Resources Director

Jennifer Stys, Ed.D., Assistant Superintendent for Student Services

Other District Administrators

Erin Burchill, Humanities Curriculum Coordinator

Julian Carr, Network Manager

Catherine Franzetti, Director of School Nutrition

Kevin Gerstner, Facilities Manager

Mary Giuliana, Director of Health Services

Karen Hall, Multilingual Learner (MLL) Department Coordinator

Joseph Huggins, Director of Facilities for Town and School Buildings

Mary Anne Lynn, Interim STEM Curriculum Coordinator

Kurtis Martin, METCO Director

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

Kerry Wilcox, R.I.S.E. Preschool Director

Allison Wright, Special Education Director



School Administrators

Reading Memorial High School

Jessica Callanan, Principal
Kadi Buckley, Assistant Principal
Meredith Flanagan, Assistant Principal
Jessica Theriault, Assistant Principal
Thomas Zaya, Assistant Principal, Athletics & Extra-curricular Activities

A.W. Coolidge Middle School

Sarah Marchant, Principal
Brienne Karow, Assistant Principal

W.S. Parker Middle School

Rochelle Rubino, Principal
Jill Story, Assistant Principal

Alice Barrows Elementary School

Alissa Gallegos, Principal
Annemarie Ring, Assistant Principal

Birch Meadow Elementary School

Stephen Burnham, Principal
Lisa Azzarito, Assistant Principal

Joshua Eaton Elementary School

Caitlin Shelburne, Principal
Jessica Swindell, Assistant Principal

J.W. Killam Elementary School

Lindsey Fulton, Principal
Talia Hallett, Assistant Principal

Wood End Elementary School

Nicole Schwartz, Principal
Jessica Hester, Assistant Principal

RISE Preschool

Kerry Wilcox, Director



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INTRODUCTORY SECTION



"Red Tree" by Bridget Patterson, RMHS Student enrolled in Ms. Kathleen M. Dailey's AP Photography Class

Superintendent's Message

Dear Reading Community,

As we present the recommended budget for FY25, we extend our deepest gratitude to each member of our community for their unwavering support of our schools. Your financial contributions, along with the invaluable time, energy, and advocacy, play a crucial role in shaping the success of our students. The commitment and pride that our Reading community exhibits towards public education are truly commendable, and on behalf of our district, I express sincere appreciation for your continuous support.

In the upcoming fiscal year, the FY25 budget reflects strategic additions aimed at enhancing our special education department. We are pleased to announce the expansion of a district-wide speech/language pathologist role from 0.4 to 1.0 FTE (Full-Time Equivalent), along with the shift of a 0.5 FTE Special Education/LEAD (Language, Executive Functioning, Academics, Determination) teacher position at Joshua Eaton from a one-year role to a full-time position. These enhancements prioritize direct services to students, ensuring that their individual needs are met effectively.

As we embark on FY25, we remain focused on leveraging the roles, programs, and initiatives introduced over the past two fiscal years to elevate student outcomes. Throughout this budget book, we delve into the impact of additions from FY23 and FY24, providing an update on their influence within our school communities. We are encouraged to report that these recent additions are already demonstrating a positive impact on our students and schools, particularly around the quality of teaching and learning in classrooms and overall student sense of belonging and connectedness.

Our district is committed to optimizing the impact of every financial resource to bolster student outcomes. With your continued support, we are confident that these investments will cultivate an environment conducive to academic excellence and personal growth.

In partnership for our students,

Dr. Thomas Milaschewski, Superintendent



Finance Committee’s Budget Guidelines

In October 2023, the Finance Committee voted for a FY25 School Department budget guideline of 4.00%, over the FY24 Appropriated Budget. The increase amounted to \$2,072,060. This number takes into account the prior year’s community priority for Full-Day Kindergarten. It was added to increase the school base, and so as not to lose it as a “one-time” increase. Special Education Accommodated Costs were increased by 4.00%, or \$232,128.

FINANCE COMMITTEE GUIDELINES	FY24			FY25			\$ CHANGE FY25 vs FY24		% CHANGE FY25 vs. FY24	
	Initial Allocation	FDK Community Priority	Total Appropriated Budget	Initial Allocation	FDK Community Priority	Total Recommended Budget	w/out FY25 FDK Community Priority	Total	w/out FY25 FDK Community Priority	Total
Operating Funds	\$ 48,051,498	\$ 151,925	\$ 48,203,423	\$ 50,125,483	\$ 150,000	\$ 50,275,483	\$ 1,922,060	\$ 2,072,060	3.99%	4.30%
Special Education Accommodated Costs	\$ 5,803,200		\$ 5,803,200	\$ 6,035,328		\$ 6,035,328		\$ 232,128		4.00%
Total			\$ 54,006,623			\$ 56,310,811		\$ 2,304,188		4.27%

Through the Town’s Community Priority allocation, an additional \$150,000 was earmarked for the purpose of reducing the Full-Day Kindergarten (FDK) tuition fee Offset, bringing the community one step closer to providing Universal Free FDK, and moving the cumulative School Department budget totals from **\$54,006,623** in FY24, to **\$56,310,811** in FY25; an increase of 4.27%.



School Committee's Budget Guidance & Investment Priorities

Developing a school district budget that effectively aligns resources to initiatives outlined within the district strategic plan requires collaborative discussion on how funds are spent. The Reading School Committee provided the following guidance to support the District's Leadership Team in developing the FY25 Recommended Budget, as well as investment priorities for the future. The Superintendent's FY25 Recommended Budget has been developed in line with the following School Committee guidance:

- Sustain and meet contractual obligations
- Maintain ESSER (Elementary and Secondary Emergency Relief Fund) staffing
- Maintain the path towards Universal FDK
- Maintenance and expansion of Special Education investments
- Exploration of additional Tier II support
- Structural support for Reading Memorial High School (RMHS) leadership
- Implementation of recommendations from Secondary Math Pathways advisory committee
- Review of Middle School literacy curriculum
- Continue the expansion of RMHS Innovation Pathways

Mission, Vision, Statement of Equity, and Portrait of a Graduate

Mission of the Reading Public Schools

Instilling a joy of learning and inspiring the innovative leaders of tomorrow.

Vision of the Reading Public Schools

It is the vision of the Reading Public Schools to instill a joy of learning by inspiring, engaging and supporting our youth to become the innovative leaders of tomorrow. We will accomplish our vision by focusing on a few key strategic initiatives that lead to a meaningful and relevant curriculum, innovative instructional practices, strong analysis and thoughtful dialogue about evidence, a collaborative and team approach to learning and teaching, and a safe and nurturing learning environment. The overall physical and behavioral well-being of our children will be our top priority, as students will not learn if they are not physically and psychologically safe. Education will truly be the shared responsibility of both the schools and the community, with families playing active roles in the schools and being full partners in ensuring the success of their children. In the interest of the entire Reading community, the school district and town government shall work cooperatively and collaboratively. As educators and members of our community, we believe that implementing this vision is our ethical responsibility to the children of the Town of Reading.

Reading Public Schools' Statement of Equity

The Reading School Committee, Central Office, Directors, Principals and Leadership of the Teachers' Association celebrate the diversity of the Reading Community and beyond by embracing differences to empower every student, staff member and family of the Reading Public Schools (RPS). We embrace all members of the community no matter where we live, what we look like, what we believe, what language we speak, who we love, or how we learn, consistent with the human dignity of all. When we are unwavering in our commitment to equity, we support every student and staff member in maximizing individual potential. This requires us to identify, analyze, and confront gaps in opportunities and outcomes for all students.



Reading Memorial High School Portrait of a Graduate

RPS Graduates are leaders of their own learning journey who demonstrate kindness and empathy towards others and a commitment to wellness. They persevere through challenges, embrace multiple perspectives, and aspire to be their best selves in the service of others to better our community and our world.

Learn - Grow - Teach - RPS Graduates are critical thinkers and creative problem solvers. They take ownership of their learning journey and are open to struggle to foster personal growth. They are confident in their beliefs and consider the thoughts and ideas of others. They embrace collaboration to help teach others and remain curious life-long learners.

Empathize - Consider Perspectives - Practice Communal Care - RPS Graduates show kindness and empathy towards others and a commitment to personal wellness and communal care. They are able to persevere through challenges and demonstrate resilience. They authentically reflect through hearing and understanding the experiences, perspectives, and needs of people around them. To navigate relationships with generosity and patience, they listen actively and compassionately.

Engage - Serve - Thrive - RPS Graduates responsibly shape our world through collaboration with their community. They engage with and communicate multiple perspectives, aspire to be their best selves in the service of others in order to thrive, and bring their skills and knowledge to action for the benefit of each other and our world.



Budget Development Process

Within the context of the Budget Guidelines established by the Finance Committee and School Committee, the District’s Mission, Vision, Statement of Equity, and 2023-2026 District Strategic Plan, the Central Office Leadership Team committed to conduct a productive and effective FY25 Budget Development Process. The approach taken by the district leaders was foundational to a successful budget process, outlined below:

- Endeavored to create a fiscally responsible budget responsive to stakeholder needs.
- Stroved for alignment with the **2023-2026 District Strategic Plan Objectives:**
 - a. *Supportive, Equitable and Safe Learning Environments*
 - b. *Coherent instructional Systems*
 - c. *School Operations*
 - d. *Family and Community Engagement*
- Sought to optimize funding and heighten efficiency with expense-related items.
- Engaged stakeholders, including: district and site leadership, School Committee and the town.
- Ensured that the budget development process was open, collaborative and transparent.

Baseline costs were calculated for personnel and non-personnel accounts to ensure compliance with contractual and legal mandates. Projected enrollment, class sizes, student needs, and known/anticipated spending trends guided the process. The process taken to build the baseline budget involved the following:

- Aligned budgets with employment contracts and negotiated bargaining agreements.
- Calculated costs based on historical spending trends, known service/material rate changes, and anticipated requirements.
- Evaluated staffing schedules, student groupings, and caseloads based on student enrollment, class size and student needs.
- Redeployed existing resources, Grants, and Revolving Accounts to support changes in baseline operating expense and fund investment priorities.

Personnel and non-personnel resources were maximized to make progress toward addressing strategic objectives include, but were not limited to the following:

Personnel	Non-personnel
<ul style="list-style-type: none"> ● Recognized retirement savings. ● Utilized METCO, Department of Public Health, Special Education and other Grant funding. ● Accounted for savings generated between outgoing/budget salaries and new incoming staff. ● Moved some wages to IDEA 240 grant, FY25: perhaps allocate lunchtime/para wages to Food Services special revenue fund. 	<ul style="list-style-type: none"> ● Considered a multi-year review of past, present, pending, and projected out of district tuition rates and changes in placements. ● Applied the increase in Circuit Breaker Reimbursement. ● Reduced/reallocated existing budgets based on historical spending patterns and anticipated future needs ● Applied School Choice funding.

In summary, the Leadership Team’s approach to the FY25 budget development process was designed to:

- Engage stakeholders in a collaborative process.
- Ensure all contractual and legal obligations will be met.
- Identify spending priorities to support teaching and learning.
- Maximize existing resources through redeployment of existing resources and leveraging all funds.
- Consider enrollment projections, class sizes and teacher to student ratios, and learners’ needs.



Budget Timeline

The budget cycle is formulated around key dates and touchpoints to have a fully approved budget in place by the start of the fiscal year.

Date	Task	Date	Task
July-October	<ul style="list-style-type: none"> ● Craft enrollment projections <ul style="list-style-type: none"> ○ FY25 class sizes, groupings, staffing ratios ● Work on financial forecasts <ul style="list-style-type: none"> ○ Examine FY23, FY24 expenditures ○ Anticipated FY25 needs, investments, sustainability of request ● Build budgets <ul style="list-style-type: none"> ○ Personnel & non personnel - person by person, item by item 	December	Finalize budget priorities and requests Finalize/publish Superintendent's Recommended FY25 Budget Book
	November	<ul style="list-style-type: none"> ○ Collaborate on budget priorities ○ Contract negotiations/settlements ○ Meeting student anticipated needs ○ Maximizing revenues across program/level ○ Evaluate budget requests ○ Solicit feedback on necessary FY25 investments ○ Prioritize, align with district strategic objectives, determine cost and rationale for request ○ Examine budget data, site/district ○ Personnel: person, position, step, degree, stipend, retirement, vacancy ○ Scheduling: teachers/paraprofessionals evaluated on effectiveness, student need ○ Non-personnel: data examined by line item, description, expenditure trend, projected use 	January
		February	February 28, 2024 (tentative) ○ School Committee FY25 Budget Presentation to Finance Committee
		April-May	Town Meeting Vote on FY25 Budget ○ April 22, April 25, April 29, May 2



Budget Review: FY23 and FY24 Investments

Over the past two budget cycles, our district has invested heavily in new positions, programs, and supports to improve student outcomes - academically, socially, and emotionally - across our schools. Below, we provide a brief rationale for each of these recent additions and an update of their impact on our students. Collectively, these additions have significantly enhanced the quality of educational programming in all of our schools.

Position	Budget Year Added	Description
5.0 FTE School Adjustment Counselor/METCO Coordinator at each elementary school	FY23 Budget	<p>Prior to the implementation of the FY23 budget, the elementary schools did not have school counselors. We know that a student’s sense of connectedness to their school community is one of the largest factors in determining academic success, and one of our primary strategies in improving student connectedness and belonging has been to increase student access to school counselors. Our counselors play a pivotal role in supporting students through academic, personal, and social challenges, such as navigating peer relationships, balancing academic priorities and demands, and deepening self-confidence. These roles also serve as direct liaisons and supports for our Boston resident students and families. As schools continue to see an increase in social-emotional and academic need following the pandemic, our school counselors have become increasingly critical in the educational experience of our students. Through this addition, each elementary school has a full-time School Counselor/METCO Coordinator. The funding for these roles is split between the district operating budget and the METCO grant.</p>
1.0 FTE Director of Academic Achievement at the high school	FY23 Budget	<p>This role has been instrumental in moving several key initiatives forward at RMHS, including:</p> <ul style="list-style-type: none"> ● Developing four new Innovation Pathways, with significant funding from DESE (Department of Elementary and Secondary Education) and partnerships with our community, aimed at developing employable skills in high-demand occupations, connecting learning to authentic and real-world settings, and aligning school-based opportunities to the ever-expanding interests of our students. ● Scaling our paid senior internship program to include over 80 students and 60 community partners, enabling seniors to experience career exploration through a wide range of work-based learning opportunities.



		<ul style="list-style-type: none"> ● Developing partnerships with several local universities to expand dual-enrollment opportunities, enabling students to gain college credits while taking courses at RMHS. ● Restructuring our school-based Instructional Leadership Team to empower and support our Department Heads, leading to significant improvements in teaching and learning in classrooms across the school. <p>Ms. Callanan was originally hired into this role in 2022, but shifted to the interim principal role in 2023. As she moved to the interim principal role, Ms. Callanan maintained the job responsibilities associated with the Director of Academic Achievement position. The Director of Academic Achievement position was reallocated to an additional Assistant Principal position, which has been maintained in the FY25 budget.</p>
<p>1.0 FTE teacher in the English Language Learner department and translation services</p> <p>.20 FTE increase to English Language Coordinator</p> <p>1.5 FTEs of ESL (English as a Second Language) teacher positions</p>	<p>FY23 Budget</p> <p>FY24 Budget</p>	<p>We have seen a significant increase of multilingual learners (MLL) in our district over the past several years, growing from 42 in October 2018 to 74 in October 2023. As the MLL population continues to grow in the district, these positions are crucial in ensuring appropriate group ratios, services, and instruction for our English Language Learners.</p> <p>With a high number of MLL students assessing as beginner-level English proficiency in 2022, the district saw a need for additional teachers. We continue to see an increase in our MLL population with this addition being utilized to provide weekly recommended instructional hours to students. Supporting the language development of MLL students is essential to their academic and social progress in school.</p>
<p>.20 FTE staff in the Stepping Stones Program</p>	<p>FY23 Budget</p>	<p>This position continues to provide five full days of academic support to high school students’ returning to school from hospital and out-of-school settings. This can be a challenging transition for students and the additional support has been instrumental in building out this program.</p>
<p>1.0 FTE increase in School Counselors at the middle school level</p> <p>1.0 FTE Social Worker increase for the REACH program at the middle school level</p>	<p>FY23 Budget</p>	<p>The REACH (Resiliency, Executive Functioning, Academics, Coping Strategies, Habits of Mind) program moved from Coolidge Middle School to Parker Middle School during the 2022-2023 school year, creating a need at the high school and middle school level for increased support. The investment in these resources has increased access for social emotional support to students, equalized social emotional support available to students across both Coolidge and Parker Middle Schools.</p>



		Investing in these positions contributes valuable resources that enhance students' access to social and emotional support at the secondary level.
1.0 FTE Nurse	FY23 Budget	The addition of this position has expanded support to students and positions the Director of K-12 Health Services to oversee the district wide health services and be available to provide direct services to students as needed. Students now have more access to district wide health programming through the actionable work of the Director of Health Services.
.40 FTE District Data Specialist	FY23 Budget	As the district continues to expand analysis of student performance and targeted interventions, increasing the District Data Specialist role from 0.6 to 1.0 FTE provided for oversight of curriculum applications, adoption of assessments and benchmarking data diagnostics. The data specialist is charged with compiling student data from a variety of sources and creating data displays for district and school leaders to ensure the accurate use of data in decision making, analysis of trends and reporting of progress. For example, the data specialist created and monitors a data dashboard for each school to track student attendance based on a need to reduce the number of students who are chronically absent. Additionally, the data specialist manages assessment platforms and compiles data required for state reporting. The data specialist supports the district's data-driven approach through statistical analysis of data from student assessments supporting an environment of continuous improvement.
5.0 FTE Elementary Assistant Principals	FY24 Budget	All 5 of our elementary schools now have a full-time Assistant Principal. Prior to the FY24 budget, our elementary schools each had a full-time teacher who received a stipend to serve as a part-time Assistant Principal. Investing in building leadership is at the core of improving academic outcomes. A 2012 study of the impact of principals noted that “highly effective principals raise the achievement of a typical student in their schools by between two and seven months of learning in a single school year; ineffective principals lower achievement by the same amount.” Given this impact, a recent research analysis by the Wallace Foundation noted “it is difficult to envision an investment in K-12 education with a higher ceiling on its potential return than improving school leadership.” While our district continues to invest in professional development and individualized coaching for principals, our administrative structure at the elementary



		<p>level posed a barrier to leveraging the impact of principals on student outcomes. With the significant changes in the field of education, especially within the last 5 years, the roles of building leaders have become exponentially more challenging. Within Reading, our adoption of high-quality curriculum materials, our increased enrollment of diverse populations, and our increases in student social-emotional and academic needs have all added significant responsibilities and expectations to those leading our buildings. These shifts also highlight the need for principals to act as instructional leaders in their schools. To do so, it was necessary to provide the staffing required to ensure the responsibilities and management of our buildings was done efficiently and effectively to create structures for success in our schools. To support all our students, families, educators, and principals, elementary assistant principals share building-level responsibilities including (but not limited to) teacher evaluations, programmatic support, family and community engagement, and responding to day-to-day needs, allowing our principals to enhance their own capacity as leaders of learning communities. Overall, these new roles provide our elementary schools with the administrative leadership structure necessary to harness the impact of principal leadership on students. This new structure also creates an internal pipeline of leadership talent to fill principal vacancies as they arise in this district.</p>
2.0 FTE K-8 Math Coaches	FY24 Budget	<p>These roles were developed to improve math outcomes in our district by providing teachers with access to consistent, job-embedded coaching and support. K-8 math coaches are integrating externally provided training into our district while working within our existing frameworks alongside our educators. They support increased implementation of high-quality curriculum materials, improve instructional practices, and foster deeper opportunities for rigorous math learning. This includes ensuring vertical and horizontal alignment, embedding educator professional learning into daily teaching cycles, and offering targeted training opportunities, collaborative sessions with teacher groups, and personalized 1:1 coaching. Furthermore, they play a crucial role in onboarding new staff, ensuring sustained implementation of our curriculum materials beyond the initial adoption phase. We are already seeing increased utilization of the K-8 Math Coaches by teachers and anticipate seeing this grow throughout the 23/24 school year.</p>



1.0 FTE Middle School Adjustment Counselor/METCO (Metropolitan Council for Educational Opportunity) Coordinator	FY24 Budget	With an increased need to support the social-emotional and behavioral health of our students, this shared Middle School Adjustment Counselor/METCO Coordinator position supports the social-emotional and behavioral health of students and the goals of the METCO program at Coolidge and Parker Middle Schools. This role mirrors the School Adjustment Counselor/METCO Coordinator roles in our five elementary schools. This new role has received positive feedback from our students, staff, and families in the impact it is having on students academically, socially, and emotionally. The funding for this role is split between the district operating budget and the METCO grant.
1.0 FTE RMHS METCO Coordinator	FY24 Budget	This role helps to support all students, specially Boston resident students as we see an increase in enrollment. This role has been pivotal in serving as a liaison with students, families, and staff regarding the academic and social-emotional progress of students. This role is funded fully through the METCO grant.
1.0 FTE 1 to 1 Nurse	FY24 Budget	This 1 to 1 nurse is required to meet an individual student's medical need for the student to access the school setting.
3.0 FTE High School Counselors	FY24 Budget	In the last two budget cycles, 3.0 FTE counselors were added at RMHS in the following capacities: <ul style="list-style-type: none"> • 1.0 FTE allocated full-time to the Stepping Stones program • 1.0 FTE allocated to school-wide counseling and social-emotional support for all student • 1.0 FTE allocated to the RMHS Guidance Department
1.0 FTE Elementary Special Education Teacher	FY24 Budget	This position continues to be a requirement to ensure compliance with IEP (Individualized Education Plan) services. This position at Joshua Eaton provides inclusion and direct instruction to students who require special education literacy and math instruction.
1.0 FTE Middle School Special Education Teacher	FY24 Budget	The addition of this position at Coolidge ensures compliance with IEP services. This position at Coolidge provides inclusion and direct instruction to students who require special education literacy and math instruction.
2.6 FTE Special Education Team Chairs	FY24 Budget	To ensure consistency with practice and compliance, the additional team chair positions allow each school to have at least one full-time special education administrator. This allows the team chairs to have a direct role in instructional support



		within special education classrooms. Additionally, they are responsible for implementing the reading protocol, as needed, during the evaluation process to ensure all students have access to appropriate instruction and data collection methods.
1.0 Board Certified Behavior Analyst (BCBA)	FY24 Budget	In alignment with the special education program review recommendations, this additional BCBA provides support for students enrolled in the SOAR (Social Skills Organizational Skills Academics in Real World Situations)/EMBARC (<i>Education Meaningful Inclusion, Becoming Independent, Advocacy, Relaxation, and Leisure Activities</i> 2, <i>Community Integration</i>) programs. This position serves students in Preschool to grade 12. The primary role of the BCBA is to provide consultative support to teams and families regarding evaluations, behavioral interventions, and data collection.
1.0 Secondary Transition Specialist	FY24 Budget	In alignment with the special education program review recommendations, this position provides direct evaluation and transition planning support for students ages 14-22. This position supports teams and students to identify the skills needed to further their post schooling endeavors. As part of the IEP process for all students there must be a transition plan beginning at age 14. The transition specialist helps develop an evaluation protocol and education support to make sure all students who receive special education services are prepared for their post-secondary transition. Additionally, for students who need more specific job, leisure and life skills this position helps support community-based learning activities.



FY25 Recommended Budget Investments

The following positions have been identified as priorities and are funded in the FY25 budget:

Speech Language Pathologist from 0.4 FTE to 1.0 FTE: Due to growing caseloads, the need for program expansion, and the demands of IEPs, we will be increasing one Speech Language Pathologist from 0.4 FTE to 1.0 FTE. An increase to this position will allow for maintenance of applications to ensure we are meeting the needs of students and providing improved outcomes outlined in Individualized Education Plans (IEPs). - **Strategic Objective 2: Coherent Instructional Systems**

Elementary LEAD Program Teacher (0.5 FTE): To meet the needs of students in the LEAD program at Joshua Eaton Elementary School, we are continuing the investment of 0.5 FTE which was originally a 1-year position funded in FY24. This continuation aims to ensure consistency in providing effective instruction aligned with the goals and objectives outlined in student IEPs and specifically provide direct structured multisensory reading instruction by certified staff.. - **Strategic Objective 2: Coherent Instructional Systems**

ESSER Funded Positions: Positions that were funded through the ESSER grant through FY24 have been evaluated to determine sustaining these roles long term. The FY25 budget includes the following positions which were previously funded by the ESSER grant: **2.0 FTE Secondary Guidance Counselors and 1.0 FTE Middle School Special Education Teacher.** The incorporation of these positions into the operating budget ensures compliance with IEPs and supports the behavioral health of our students. - **Strategic Objective 1 - Supportive, Safe, and Equitable Learning Environments; Strategic Objective 2: Coherent Instructional Systems**

Major Focus Areas with No Impact to FY25 Recommended Budget

Accelerating Futures: RMHS Innovation Career Pathways & Dual Enrollment Expansion

Reading Memorial High School was approved by DESE to move forward with two Innovation Career Pathways (ICP) in the 2023-24 academic year. These pathways are in Advanced Manufacturing (Engineering) and Information (both Computer Science and Digital Media). Currently, there are 80 students enrolled in an ICP in the first year of implementation. Since 2022, RMHS has been awarded \$125,000 in grant funding from DESE for Innovation Career Pathways. Last year, the school received a \$25,000 Planning Grant for the Advanced Manufacturing (Engineering) and Information (Computer Science & Digital Media) pathways, and in September of 2023 was awarded a \$75,000 Implementation Grant for the same pathways. Earlier this year, RMHS was awarded another \$25,000 Planning Grant to support work on two new pathways in Clean Energy and Healthcare and Social Assistance. RMHS continues to apply for grant funding to continue and expand upon Innovation Career Pathways. Grant funding can help us increase skills and offerings, as well as pay student intern salaries. Ten grants have been applied for to date, and if successful, RMHS has the potential to secure upwards of \$800,000 in grant funding.

Reading Memorial High School has offered Dual Enrollment (DE) courses for students in the past through various higher education institutions. RMHS is currently working with UMass Lowell to offer dual-enrollment courses that are part of the existing ICP offerings in the areas of Computer Science, Arts and Business. Dual-enrollment provides students with the opportunity to earn college credits while at RMHS.



Funding Considerations for the Future

The FY25 recommended budget makes great strides toward moving our district forward and we are grateful for the community's ongoing support. As demonstrated above by the approach and process we took to develop the FY25 recommended budget, certain items were prioritized to achieve the greatest and most immediate impact on student outcomes. In addition to what's funded in the FY25 recommended budget, our team continues to explore many other priorities that have emerged throughout the budget process. Those items are outlined below (not in order of importance/priority):

Preschool and Elementary Level Priorities:

Social Emotional Learning (SEL) Curriculum: The elementary SEL Curriculum, Open Circle, has been in place for many years, but in recent years, teachers have reported the content of the program does not provide adequate instruction in social-emotional competencies. A curriculum review in the area of SEL is underway to examine district-wide SEL practices and supports. Several elementary schools are piloting a new SEL curriculum with the goal of identifying a curriculum to utilize for SEL instruction. A new SEL curriculum would improve student access to developmentally appropriate, explicit instruction in SEL and allows schools to build consistent vocabulary and expectations that support positive school environments.

Additional Tier II Interventionists (math and literacy): Tier II Interventionists play an important role in ensuring students receive required academic interventions. In addition to the core, grade-level classroom instruction, some students benefit from additional instruction, often in small groups to reinforce, practice and reteach material. We are continuously looking for ways to improve and expand our Tier II model.

Secondary Level Priorities:

Health Teacher (Middle Level): Currently at Coolidge Middle School, the health curriculum is delivered as part of students' physical education classes by the two PE teachers. While not required, it is recommended that health classes be taught by a licensed health teacher, and only one of the Coolidge PE teachers holds that educator license. Adding a health teacher would improve the quality of instruction in health-related skills, which are essential to the development of middle school students. This additional teacher would also allow alignment in the model for health instruction between the two middle schools.

High School Administrative Assistant (1.0 FTE): Increasing staffing in the high school main office would provide more support to students, staff, and families and create more equity in office staffing ratios with other schools in the district.

High School Assistant Athletic Director (1.0 FTE): The Athletic Director is also an acting Assistant Principal. The addition of an Assistant Athletic Director would alleviate some of the workload put onto the Athletic Director while also helping to ensure the efficient operation of the department.

SEL Programming: It is important to foster a robust SEL curriculum and programming in order to meet the social, emotional needs of our current study population. Partnering with outside organizations builds the capacity of our



students, teachers, and families and caregivers to see outside of themselves. Programming such as Challenge Day or Urban Improv Rehearsal for Life are great partners who can help build this aspect for students.

District Level Priorities:

Additional METCO Coordinator/School Adjustment Counselor (SAC): The middle school METCO Coordinator/SAC is split between two buildings. Moving to a model where each of our middle schools had a full-time METCO Coordinator/SAC would provide each of our middle school students with more access to social-emotional and academic support.

Additional Special Education Staff: Updating our special education staffing models is critical as we respond to growing caseloads and meet student needs in both sub separate and learning centers.

Additional District Nurse: This additional staffing would support the growing health and medical needs of our students. This role would include assessment and management of acute and chronic illness, injury assessment, development of individualized health care plans and participation in 504 and IEP meetings, communication with staff and families around health issues.

Building Substitute: Providing schools with access to a full-time building substitute would be helpful in effectively covering staff absences, meetings, and peer observations.



The Superintendent’s FY25 Recommended Budget Priorities

The Superintendent’s FY25 Recommended Budget Priorities include the settlement negotiations with all five Bargaining Units. As of this writing, this is incomplete, but remains the number one priority for the district. The totals summarized in the sections below represent an investment of \$780,457. Of this total, \$91,786 is supported through the deployment of existing funds, \$485,000 is funded through the Revolving Account, and \$203,671 consists of new funding. The FY25 priorities reflect an increase of 4.1. FTEs over FY24.

Each priority and their relative relationship to the 2023-2026 District **Strategic Plan Objective** is described below by level. Preschool and Elementary have been grouped together, as have Secondary and District priorities.

1. *Supportive, Equitable and Safe Learning Environments*
2. *Coherent instructional Systems*
3. *School Operations*
4. *Family and Community Engagement*

Preschool and Elementary Level Priorities:

Preschool and Elementary Priorities	Strategic Objective	Description	\$ Supported by Existing Operating Funds	\$ Supported by New Operating Funds	\$ Supported by Grant/Revolving Funds	Total \$ Investment	Total FTE Investment
Speech & Language Pathologist: RISE PreK	2	With the rising needs of our students and the addition of the post secondary program, an increase in services from 0.4 to a 1.0 will support evaluation and direct service needs.	\$48,000	\$0	\$0	\$48,000	0.6
LEAD Teacher: Joshua Eaton	1	To provide intensive, direct, specialized instruction for students with dyslexia or language-based disabilities.	\$43,786	\$0	\$0	\$43,786	0.5
Full Day Kindergarten (FDK) Tuition Fee Reduction	2	Reduce FDK Tuition by 40% from \$2650 to \$1450 this action increases access for students and moves us closer to free FDK	\$0	\$0	\$485,000	\$485,000	0.00
Subtotal Preschool+Elementary			\$91,786	\$0	\$485,000	\$576,786	1.1

As noted in the table above, the FY25 Elementary (Preschool to Grade 5) Budget Priorities are supported through a total investment of \$576,786 and 1.1FTEs. This investment will be supported through \$91,786 of existing operating funds and \$485,000 of revolving funds that will be redeployed to support these priorities.

- Speech and Language Pathologist (SLP): In response to increased caseloads, the need for program expansion and to both meet the demands and ensure compliance with the delivery of services outlined in students’ Individualized Education Plans (IEPs).
- LEAD Teacher: To meet the needs of students in the LEAD program at Joshua Eaton Elementary School, we are continuing the investment of 0.5 FTE which was originally a 1-year position funded in FY24. This continuation aims to ensure consistency in providing effective instruction



aligned with the goals and objectives outlined in student IEPs.

- Continuing the pathway toward Universal Full-Day Kindergarten, the FY25 Recommended Budget reflects the incorporation of teachers’ salaries within the operating budget, and a decrease of FDK tuition fees from \$2650 to \$1450.

The Town’s contribution toward increasing access to all students through Community Priority funding and the district’s reallocation of existing funds from across several accounts will bring our community one step closer to providing free FDK for all students. Some ways in which personnel and non-personnel resources were maximized to support new investments, including operationalizing the FDK program to reduce tuition fees.

Secondary and District Level Priorities:

Secondary Level and District Priorities	Strategic Objective	Description	\$ Supported by Existing Operating Funds	\$ Supported by New Operating Funds	\$ Supported by Grant/Revolving Funds	Total \$ Investment	Total FTE Investment
ESSER Funded Positions: Coolidge	1	1.0 Special Education Teacher funded with ESSER grant will be incorporated into the FY25 operating budget	\$0	\$65,267	\$0	\$65,267	1.0
ESSER Funded Positions: High School	1	2.0 Guidance Counselors previously funded with ESSER grant will be incorporated into the FY25 operating budget	\$0	\$138,404	\$0	\$138,404	2.0
Subtotal Secondary + District			\$0	\$203,671	\$0	\$203,671	3.0
Combined Elementary, Secondary, District Total			\$91,786	\$203,671	\$485,000	\$780,457	4.1

At the Secondary Level (grades 6 to 12), the total investment amount is \$203,671, all of which will be supported through the use of new funds. A total investment of 3.0 FTEs is associated with these priorities, all funded through the operating budget.

ESSER II and III grant funds (now expiring), were previously utilized to allocate resources for Special Education teaching and Team Chair positions, and secondary counseling support through FY24, to guarantee students receive the necessary specially designed instruction and comprehensive social emotional support. The remaining positions that were supported through this grant were to be incorporated into the operating budget in FY25 to ensure compliance with IEPs and support the behavioral health of our students. These personnel expenses are recommended to be adopted by the district in the FY25 Recommended Budget.



FINANCIAL SECTION

FINANCE COMMITTEE GUIDELINES	FY24			FY25			\$ CHANGE FY25 vs FY24		% CHANGE FY25 vs. FY24	
	Initial Allocation	FDK Community Priority	Total Appropriated Budget	Initial Allocation	FDK Community Priority	Total Recommended Budget	w/out FY25 FDK Community Priority	Total	w/out FY25 FDK Community Priority	Total
Operating Funds	\$ 48,051,498	\$ 151,925	\$ 48,203,423	\$ 50,125,483	\$ 150,000	\$ 50,275,483	\$ 1,922,060	\$ 2,072,060	3.99%	4.30%
Special Education Accommodated Costs	\$ 5,803,200		\$ 5,803,200	\$ 6,035,328		\$ 6,035,328		\$ 232,128		4.00%
Total			\$ 54,006,623			\$ 56,310,811		\$ 2,304,188		4.27%

In summary, the FY25 Budget is defined into the following sections:

- **Operating Funds (\$50,125,483):**
 - An increase of \$2,072,060 over FY24 has been allocated to meet the increased costs of all contractual obligations, mandated services, and investments aligned to the district’s strategic plan.
 - The district priority is to settle increases in personnel costs and comply with employment contracts and bargaining unit agreements. All five bargaining units (cafeteria staff, custodians, paraprofessionals, secretaries and teachers) have contracts expiring in 2024, which need to be renewed.
- **Special Education Accommodated Costs (\$6,035,328):**
 - An increase of \$232,128 over FY24 is allocated to Accommodated Costs, which includes out-of-district special education placement tuition and transportation costs.
- **Town of Reading’s Community Priorities (\$150,000):**
 - Monies have been allocated for use toward reducing the FDK tuition fee.

The leadership team used financial, staffing and student outcome data to identify trends, analyze resource allocations, and make strategic decisions. In addition to contractual obligations and mandated services, spending trends and projected student needs were factored into the allocation of funds when developing the FY25 Recommended Budget. In the section to follow, the district’s finances are summarized and detailed by the Cost Center. The following information can be found within each subsection:

1. Summary of FY24 Appropriated Budget, FY25 Recommended Budget, and the dollar/percentage change between the two.
2. Primary Function Description summarizing core services.
3. A table summarizing the Cost Center compared with prior fiscal years
4. A chart summarizing the Cost Center expenses by category, expressed as a percentage.
5. Description of Personnel and Non-personnel Budget Drivers that have impacted and shaped the FY25 Recommended Budget

Detailed information for the FY24 Appropriated and FY25 Recommended Budgets by org and object codes, in comparison with actual expenditures (excluding end of year encumbrances) for FY21, FY22 and FY23, for each Cost Center can be found in the Appendices.



Superintendent’s FY25 Recommended Budget by Cost Center

The Cost Centers named below were established by a vote of the School Committee. During the current fiscal year, the administration is authorized to transfer funds within any Cost Center. The transfer of funds between Cost Centers occurs when a recommendation is made and substantiated by the District Finance Director at the time of the quarterly financial report presentations. The School Committee must approve the transfer through a majority vote.

The table below provides a comparison of the dollar amounts of the recommended budget as compared with prior fiscal years. The actual expended amounts for FY21, FY22, FY23, the Appropriated FY24 Budget and the Superintendent’s FY25 Recommended Budget are noted. The totals are separated by five Cost Centers: Administration, Regular Day, Special Education, School Facilities and District Wide (including: Athletics, Extracurricular Activities, Health Services and Technology) Programs. The table below also provides the percentage change between the FY25 Recommended Budget and the FY24 Appropriated Budget by Cost Center:

Summary of FY25 Recommended Budget by Cost Center Compared with Prior Fiscal Years:

	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Administration	\$ 1,229,548	\$ 1,268,745	\$ 1,317,769	\$ 1,311,157	\$ 1,374,689	4.85%
Regular Day	\$ 28,965,873	\$ 29,351,284	\$ 30,127,326	\$ 31,954,246	\$ 33,077,097	3.51%
Special Education	\$ 13,895,188	\$ 14,963,132	\$ 16,337,251	\$ 16,716,166	\$ 17,635,574	5.50%
School Facilities	\$ 1,693,091	\$ 1,601,689	\$ 1,642,793	\$ 1,644,782	\$ 1,696,953	3.17%
District Wide	\$ 1,827,722	\$ 2,308,084	\$ 2,256,223	\$ 2,380,272	\$ 2,526,498	6.14%
Total	\$ 47,611,422	\$ 49,492,935	\$ 51,681,361	\$ 54,006,623	\$ 56,310,811	4.27%

In the ensuing sections, some summary detail on each of the five Cost Centers will be provided, with an explanation on the most significant changes (increases or decreases) within the Cost Center. Budget detail and further relevant information on each Cost Center is offered in Appendix A.

The table below (Proportion of Spending) reflects the percentage of each Cost Center’s actual expenditures at the end of each fiscal year from FY21 to FY23, the FY24 Appropriated and FY25 Recommended budgets.

The inclusion of this data is meant to convey the proportion of spending in each Cost Center year-over-year. As can be seen, Administration expenditures have remained relatively constant, with slight decreases in both Regular Day and Facilities, while Special Education and District Wide expenditures have grown slightly.

There has been overall budget growth of \$8.7M FY21 to FY25. The percentage decrease as a proportion of the budget does not reflect the change in dollars spent by the Cost Center, as seen in the table above. An example would be the Regular Day Cost Center. This Cost Center has grown in terms of actual and



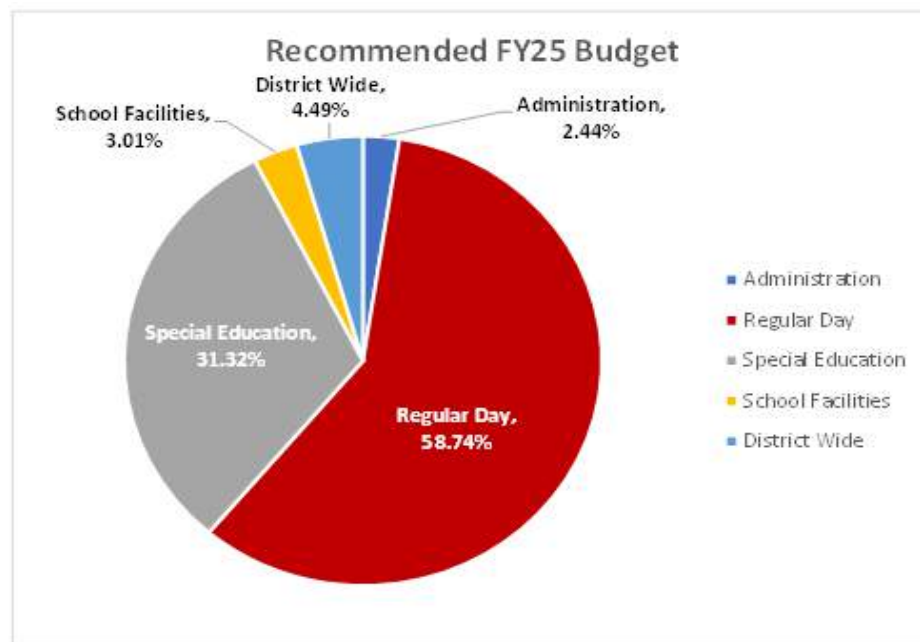
projected expenditures by \$4.11M, but represents a smaller percentage of the budget spend in FY24. Further detail is offered in the examination of each Cost Center and Appendix A.

Proportion of Spending, FY25 Recommended Budget by Cost Center Compared with Prior Fiscal Years:

	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25
Administration	2.58%	2.56%	2.55%	2.43%	2.44%
Regular Day	60.84%	59.30%	58.29%	59.17%	58.74%
Special Education	29.18%	30.23%	31.61%	30.95%	31.32%
School Facilities	3.56%	3.24%	3.18%	3.05%	3.01%
District Wide	3.84%	4.66%	4.37%	4.41%	4.49%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%

The pie chart below provides a visual representation of expenditures attributed to each Cost Center in the Superintendent’s FY25 Recommended Budget. For example, 58.74% of the FY25 Recommended Budget is allocated to Regular Day expenditures. The Regular Day expenditures include professional, clerical and other salaries, contract services, supplies and materials and other expenses.

Cost Center Percentage to Total Budgets and Expenditures:



In the table below, personnel and non-personnel actual expenditures are reflected for FY21 through FY23, the FY24 Appropriated Budget and the FY25 Recommended Budget. Budgets have the following makeup:

- Personnel: professional salaries, clerical salaries, and other salaries (i.e. paraprofessionals and substitutes)
- Non-personnel: contracted services, supplies and materials and other expenses categories (i.e. dues, memberships, professional development, technology and equipment)



FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Professional Salaries	\$ 32,748,702	\$ 34,671,832	\$ 37,434,908	\$ 39,902,187	\$ 41,469,068	3.93%
Clerical Salaries	\$ 960,784	\$ 978,417	\$ 1,071,898	\$ 1,050,750	\$ 1,176,476	11.97%
Other Salaries	\$ 4,264,215	\$ 4,572,511	\$ 4,015,878	\$ 4,561,327	\$ 5,340,724	17.09%
Contract Services	\$ 2,184,659	\$ 2,831,163	\$ 3,051,091	\$ 2,794,720	\$ 2,859,715	2.33%
Supplies & Materials	\$ 1,953,048	\$ 1,574,822	\$ 1,016,543	\$ 989,361	\$ 981,794	-0.76%
Other Expenses	\$ 5,500,015	\$ 4,864,189	\$ 4,916,044	\$ 4,708,278	\$ 4,483,034	-4.78%
Transfer to SPED Stabilization	\$ -	\$ -	\$ 175,000	\$ -	\$ -	
	\$ 47,611,422	\$ 49,492,935	\$ 51,681,361	\$ 54,006,623	\$ 56,310,811	4.27%

Categories of spending are defined by DESE with their chart of accounts, which are requirements for reporting expenditure data from school committee appropriations. More about DESE’s chart of accounts and criteria for financial reporting can be found here: [DESE End of Year Financial Report](#).

Financial and narrative overviews for each Cost Center are found in the section to follow including a description of changes within each Cost Center’s recommended personnel and non-personnel funding to meet all contractual and mandated obligations and to address investment priorities in the daily delivery of academic, social, emotional, health and extracurricular services to our students.



Administration Cost Center Summary

FY24 Appropriated Budget: \$1,311,157

FY25 Superintendent's Recommended Budget: \$1,374,689

\$ Change over FY24: \$63,532

% Change over FY24: 4.85%

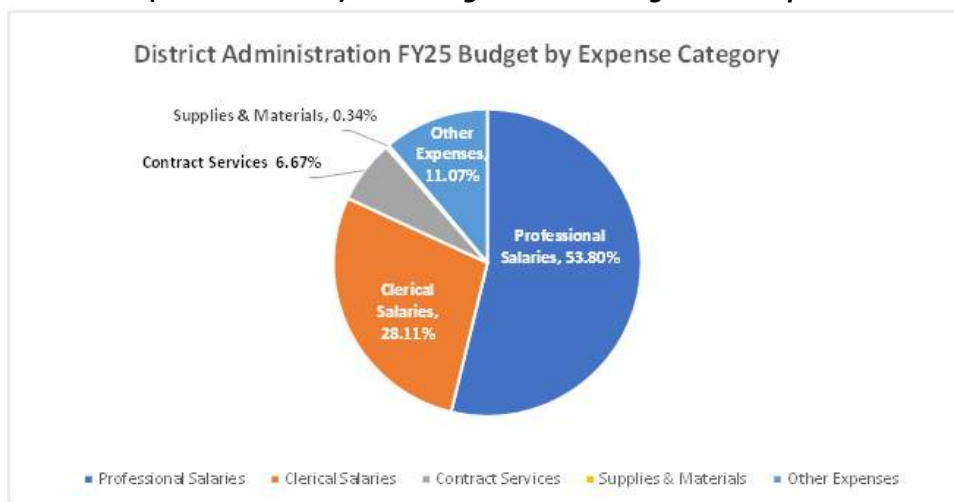
Primary Function: The Administration Cost Center includes the salaries and expenses for Central Office and some District-wide administration which includes the following primary functions: School Committee, Superintendent, Assistant Superintendent, Business and Finance, Human Resources, and District-wide Data and Information Management. The Administration Cost Center currently accounts for 2.44% of the total district budget. The FY25 Recommended Budget for the Administration Cost Center summary follows, with a comparison provided for previous years. A 0% change indicates the budget for that line was "level funded" providing the same funding as in the previous year.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Administration						
Professional Salaries	\$ 675,526	\$ 684,427	\$ 695,209	\$ 707,915	\$ 739,591	4.47%
Clerical Salaries	\$ 333,726	\$ 330,145	\$ 370,128	\$ 357,167	\$ 386,473	8.21%
Contract Services	\$ 97,244	\$ 96,827	\$ 114,791	\$ 91,715	\$ 91,715	0.00%
Supplies & Materials	\$ 3,178	\$ 2,922	\$ 4,507	\$ 4,700	\$ 4,700	0.00%
Other Expenses	\$ 119,874	\$ 154,425	\$ 133,134	\$ 149,660	\$ 152,210	1.70%
Total	\$ 1,229,548	\$ 1,268,745	\$ 1,317,769	\$ 1,311,157	\$ 1,374,689	4.85%

The pie chart below shows the components of the Administration budget by percentage.

Cost Center (Administration) Percentage to Total Budgets and Expenditures:



Administration Budget Drivers:

The most significant changes between the FY25 Recommended and FY24 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel: The most significant driver in the Administration Cost Center budget is salary. The year-over-year salary differences in the Superintendent's FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: In this case, assumptions have been made about potential settlement with unrepresented personnel - any settlement agreements will need to be approved by the School Committee

The **professional salaries** line is anticipated to increase by 4.47% or \$31,676 from \$707,915 (FY24) to \$739,591 (FY25). It includes salaries of the following non-represented administrators: the Superintendent, Assistant Superintendent, Director of Finance & Operations, Human Resources Director and a portion of the Network Administrator salary.

The **clerical salaries** line is anticipated to increase by 8.21% or \$29,306 from \$357,167 (FY24) to \$386,473 (FY25). It includes the salaries of the following non-represented personnel: the assistants to the Superintendent, Assistant Superintendent, Finance Director and a central office Administrative Assistant. Aside from these anticipated salary increases, there has been a reallocation of the Offset for School Choice funding. The Offset has been reallocated from the Administration Cost Center to support the Regular Day Cost Center. The \$25,000 noted in this Cost Center is the Offset for Extended Day. The change amounted to 44.08% or \$19,706 from \$44,706 (FY24) to \$25,000 (FY25).

Further information for this Cost Center is furnished in the Administration Cost Center detail in Appendix A.



Regular Day Cost Center Summary

FY24 Appropriated Budget: \$31,954,246

FY25 Superintendent's Recommended Budget: \$33,077,097

\$ Change: \$1,122,851

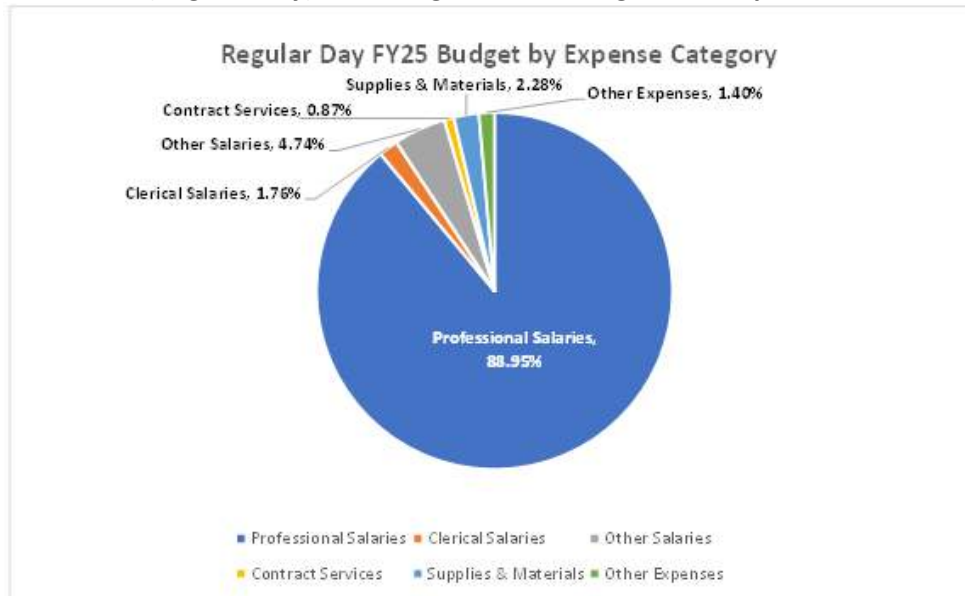
% Change: 3.51%

Primary Function: The Regular Day Cost Center encompasses all personnel and non-personnel expenses related to delivering core, general education instructional programs to our students. Personnel costs for school principals, instructional and support staff, as well as non-personnel costs related to curriculum materials; professional development; instructional materials, supplies, and equipment; instructional technology; library materials and technology; and other instructional services are captured in this Cost Center budget. The Regular Day Cost Center budget accounts for 58.74% of the total Superintendent's FY25 Recommended Budget. The FY25 Recommended Budget for the Regular Day Cost Center summary is as follows, with a comparison provided for previous years.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Regular Day						
Professional Salaries	\$ 24,034,487	\$ 25,095,447	\$ 26,790,538	\$28,517,342	\$ 29,422,459	3.17%
Clerical Salaries	\$ 456,161	\$ 480,959	\$ 517,553	\$ 504,652	\$ 580,974	15.12%
Other Salaries	\$ 816,652	\$ 1,022,116	\$ 1,097,343	\$ 1,285,665	\$ 1,569,277	22.06%
Contract Services	\$ 138,979	\$ 328,287	\$ 273,178	\$ 268,000	\$ 288,800	7.76%
Supplies & Materials	\$ 1,476,285	\$ 1,257,953	\$ 633,746	\$ 761,721	\$ 752,921	-1.16%
Other Expenses	\$ 2,043,310	\$ 1,166,522	\$ 814,969	\$ 616,866	\$ 462,666	-25.00%
Total	\$ 28,965,873	\$ 29,351,284	\$ 30,127,326	\$ 31,954,246	\$ 33,077,097	3.51%

Cost Center (Regular Day) Percentage to Total Budgets and Expenditures:



Regular Day Budget Drivers:

The most significant changes between the FY25 Recommended and FY24 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel:

The most significant driver in the Regular Day Cost Center budget is salary. The year-over-year salary differences in the Superintendent's FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: in compliance with employment contracts and bargaining unit agreements approved by the School Committee

The **clerical salaries** line has been budgeted for an increase of 15.12% or \$76,321 from \$504,652 (FY24) to \$580,974 (FY25). As a result of successful negotiations, the salaries of school secretaries and a guidance secretary have been adjusted upwards, comprising the majority of the change.

The **other salaries** line is anticipated to increase by 22.06% or \$283,612 from \$1,285,665 (FY24) to \$1,569,277 (FY25). This includes potential salary adjustments. As of this writing, negotiations are incomplete, and the contract has not been settled.

Other noteworthy items in the Regular Day Cost Center include addressing priorities in the district strategic plan and noted by our stakeholders :

- Increases in longevity as negotiated in the new Reading Teachers Association contract
- The incorporation of two RMHS guidance counselors that were previously paid for from the ESSER III grant
- A reduction in the FDK tuition from \$2,650 to \$1,450 utilizing Revolving Fund Support
- The centralization of curriculum budgets for Elementary, Middle and High School

Non-personnel:

The **other expenses** line reflects a 25% decrease or \$154,200 from \$616,866 (FY24) to \$462,666 (FY25). This includes a reallocation of the School Choice revolving fund support in order to offset regular day instruction.

Contract services. The cost of providing transportation services for local students is increasing based on the responses that were received in our advertised request for services.

Further information for this Cost Center is furnished in the Regular Day Cost Center detail in Appendix A.



Special Education Cost Center Summary

FY24 Appropriated Budget: \$16,716,166

FY25 Superintendent's Recommended Budget: \$17,635,574

\$ Change: \$919,408

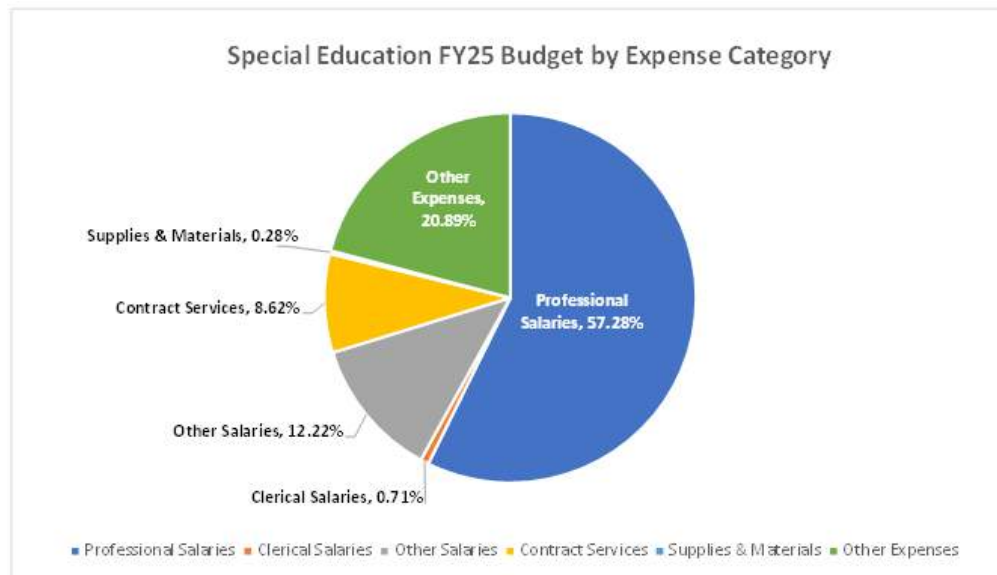
% Change: 5.50%

Primary Function: The Special Education Cost Center encompasses all personnel and non-personnel expenses necessary to deliver special education and related services to students in our school community. As mandated by the Individuals with Disabilities Education Act (IDEA) and Section 504 of the Americans with Disabilities Act, we strive to provide programs and services to allow our students with disabilities to be educated in the least restrictive environment that enables them to make effective progress. In FY25, the Special Education Cost Center makes up 31.32% of the Superintendent's FY25 Recommended Budget.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Special Education						
Professional Salaries	\$ 7,189,533	\$ 7,827,486	\$ 8,907,773	\$ 9,517,998	\$10,102,027	6.14%
Clerical Salaries	\$ 102,856	\$ 96,626	\$ 111,868	\$ 113,936	\$ 125,666	10.30%
Other Salaries	\$ 2,056,991	\$ 2,201,996	\$ 1,568,442	\$ 1,783,996	\$ 2,154,634	20.78%
Contract Services	\$ 1,384,094	\$ 1,473,081	\$ 1,704,831	\$ 1,491,825	\$ 1,520,532	1.92%
Supplies & Materials	\$ 141,305	\$ 83,023	\$ 157,196	\$ 50,859	\$ 48,809	-4.03%
Other Expenses	\$ 3,020,409	\$ 3,280,921	\$ 3,712,140	\$ 3,757,552	\$ 3,683,906	-1.96%
Transfer to SPED Stabilization			\$ 175,000			
Total	\$ 13,895,188	\$ 14,963,132	\$ 16,337,251	\$ 16,716,166	\$ 17,635,574	5.50%

Cost Center (Special Education) Percentage to Total Budget and Expenditures



Special Education Budget Drivers: The changes between the FY25 Recommended and FY24 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel: The most significant driver in the Special Education Cost Center budget is salary. The year-over-year salary differences in the Superintendent's FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: In this case, assumptions have been made about potential settlement with unrepresented personnel - any settlement agreements will need to be approved by the School Committee

The **professional salaries** line has been budgeted for an increase of 6.14% or \$584,029 from \$9,517,998 (FY24) to \$10,102,027 (FY25).

- As a result of successful negotiations, longevity was also added through the new RTA contract.

The **clerical salaries** line is anticipated to increase by 10.30% or \$11,730 from \$113,996 (FY24) to \$125,666 (FY25). This includes salary adjustments as a result of successful negotiations and a new secretarial contract.

The **other salaries** line is anticipated to increase by 20.78% or \$370,638 from \$1,783,996 (FY24) to \$2,154,634 (FY25). This includes potential salary adjustments. As of this writing, negotiations are incomplete, and the contract has not been settled.

Non-personnel: The Special Education Non-personnel budget reflects some shifting of funds to align funding with anticipated spending, such as the increase to support out-of-district transportation costs which are expected to increase by \$29,207 or 2.75%.

The district's leadership team carefully examined the past practices for budgeting for Special Education placements. The practice has been to ensure that within each fiscal year's appropriation funding for tuition is sufficient to cover all current and anticipated costs and be responsive to address the unpredictable nature of this need for service. The district has prudently and thoughtfully budgeted for each student enrolled in out of district placements at the tuition rate expected.

In the FY25 Recommended Budget, the tuition rates were budgeted at a 5% increase for all Out of District (OOD) placements (Collaborative, IN/Out of state Private Day and Residential). A total of \$890,456 has been budgeted. Tuition for out of district private day tuition fees are set by the Commonwealth's Operational Services Division, formerly the Rate Setting Commission. Funds are also earmarked for students who are being considered for or who may need an out of district placement, which totals \$327,711 in FY25. It is important to know that the budget for tuition placements is dependent on individual IEP team decisions and therefore is variable.

Conservative budgeting and thoughtful spending has allowed the district to meet the current and unanticipated needs for students. However, the change in placements, some of which are unanticipated,



are due to several reasons including graduating from/aging out of placements, changing placements, terminated contracted placements, students returning to the district, or moving out of the Reading community.

Lastly, a prepayment of tuition totaling \$982,000 (FY23) and \$923,000 (FY24) were factored into previous budgets. With these careful budgeting practices for tuition, the district is reasonably protected from unanticipated out of district expenditures. At the end of each year, the unspent tuition funds are reallocated for a one-time support of other needs with the district, such as the purchase of classroom computers, added to the Special Education Tuition prepayment, and turned back to Free Cash.

Further information for this Cost Center is furnished in the Special Education Cost Center detail in Appendix A.



School Facilities Cost Center Summary

FY24 Appropriated Budget: \$1,644,782

FY25 Superintendent's Recommended Budget: \$1,696,953

\$ Change: \$52,171

% Change: 3.17%

Primary Function: The Town of Reading's Facilities Department supports the Reading Public Schools. The School Building Facilities budget funds the salaries and expenses necessary to clean and maintain our eight school buildings, preschool program, and central office spaces, which makes up 85% of the square feet of all municipal buildings, or a total of 935,000 square feet. The work orders created and filled for all services, including but not limited to preventative maintenance and building repairs, for our school buildings totaled more than 2,357 in FY23. The Facilities Department also provides the necessary services to facilitate building use for internal and external users. The School Building Facilities budget accounts for 3.01% of the Superintendent's FY25 Recommended Budget.

The Facilities Department Mission Statement is:

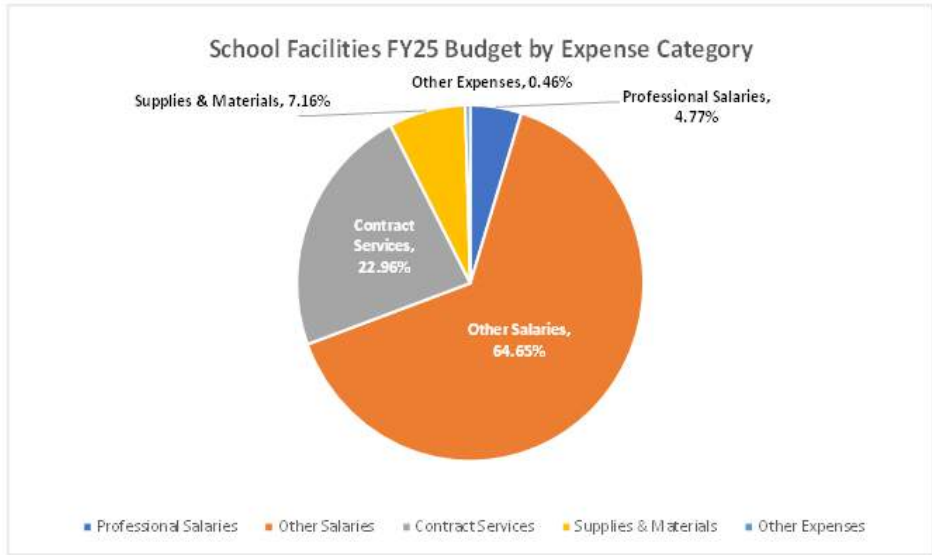
The Facilities Department supports the Town's Educational and Municipal Government functions through the quality driven delivery of Facilities Services in a timely and cost- effective manner along with exceptional customer service. Facilities staff members strive to maintain an efficient, safe, clean, attractive, and inviting environment for all public buildings associated with the Town of Reading.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
School Facilities						
Professional Salaries	\$ 91,274	\$ 95,812	\$ 96,369	\$ 98,400	\$ 80,885	-17.80%
Other Salaries	\$ 969,502	\$ 907,232	\$ 913,788	\$ 1,030,501	\$ 1,097,052	6.46%
Contract Services	\$ 287,915	\$ 378,958	\$ 452,950	\$ 389,200	\$ 389,700	0.13%
Supplies & Materials	\$ 176,665	\$ 158,145	\$ 164,862	\$ 119,181	\$ 121,564	2.00%
Other Expenses	\$ 167,735	\$ 61,543	\$ 14,823	\$ 7,500	\$ 7,752	3.36%
Total	\$ 1,693,091	\$ 1,601,689	\$ 1,642,793	\$ 1,644,782	\$ 1,696,953	3.17%



Cost Center (School Facilities) Percentage to Total Budget and Expenditures



Facilities Budget Drivers: The most significant changes between the FY25 Recommended and FY24 Appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel:

The most significant driver in the Facilities Cost Center budget is salary. The year-over-year salary differences in the Superintendent’s FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: in compliance with employment contracts and bargaining unit agreements approved by the School Committee

The **professional salaries** line has been budgeted for a decrease of 17.80% or \$17,515 from \$98,400 (FY24) to \$80,885 (FY25). Salary has been reallocated to a revolving account for facilities rental and the budget adjusted accordingly.

The **other salaries** line is anticipated to increase by 6.46% or \$66,551 from \$1,030,501 (FY24) to \$1,097,052 (FY25) This includes anticipated salary adjustments. This includes salary adjustments as a result of successful negotiations and a new custodial contract.

Non-personnel: Increases in Supplies & Materials and equipment to include (but are not limited to): cleaning supplies, paper products, floor cleaning solutions, hand soap, and plastic liners are reflected in the FY25 budget.

Further information for this Cost Center is furnished in the Facilities Cost Center detail in Appendix A.



District Wide Programs Summaries:

Total FY24 Appropriated Budget: \$2,380,272

Total FY25 Superintendent's Recommended Budget: \$2,526,498

Total \$ Change: \$146,226

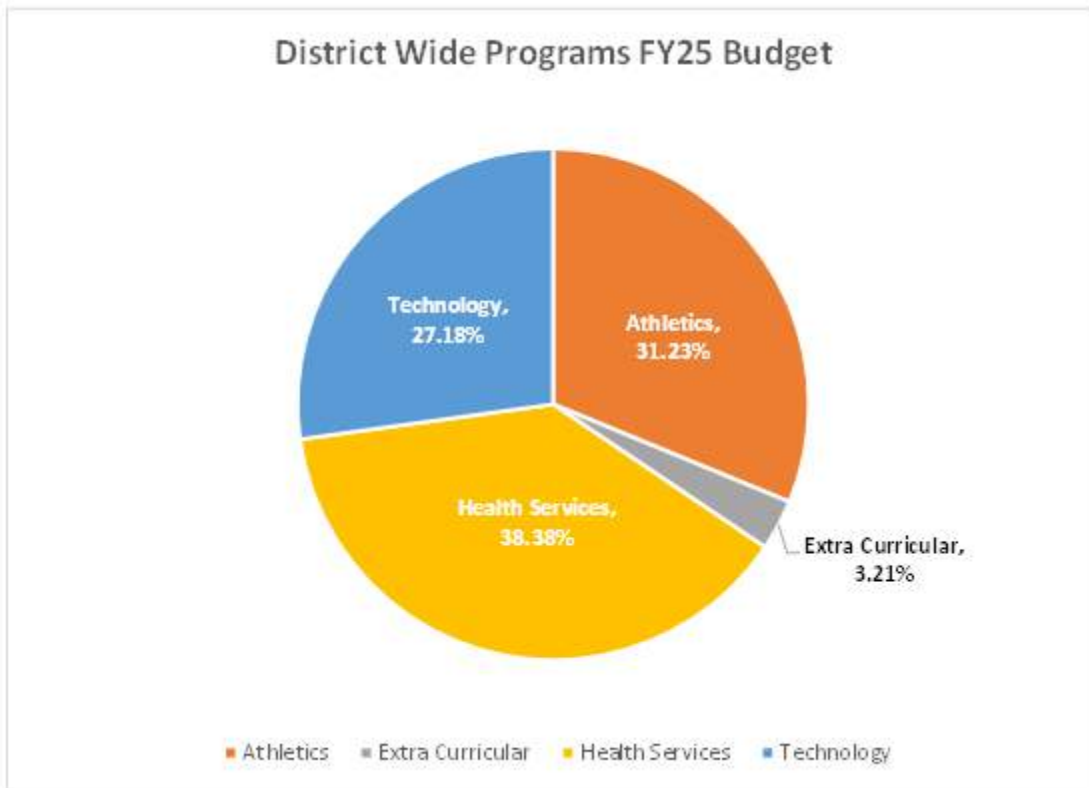
Total % Change: 6.14%

Primary Function: The District Wide Cost Center consists of the budgets for four functional areas that serve the district: Athletics, Extra-Curricular Activities, Health Services, and Technology. An overview of each District Wide Cost Center budget follows in the sections post the summary below. The District Wide Programs make up 4.49% of the Superintendent's FY25 Recommended Budget.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Athletics	\$ 518,856	\$ 702,808	\$ 694,114	\$ 720,528	\$ 789,018	9.51%
Extra Curricular	\$ 97,145	\$ 121,935	\$ 38,049	\$ 78,087	\$ 81,186	3.97%
Health Services	\$ 615,734	\$ 787,064	\$ 836,507	\$ 913,224	\$ 969,558	6.17%
Technology	\$ 595,987	\$ 696,277	\$ 687,553	\$ 668,433	\$ 686,736	2.74%
Total	\$ 1,827,722	\$ 2,308,084	\$ 2,256,223	\$ 2,380,272	\$ 2,526,498	6.14%

Cost Center (District Wide) Percentage to Total Budget and Expenditures



Athletics

FY24 Appropriated Budget: \$720,528

FY25 Superintendent’s Recommended Budget: \$789,018

\$ Change: \$68,490

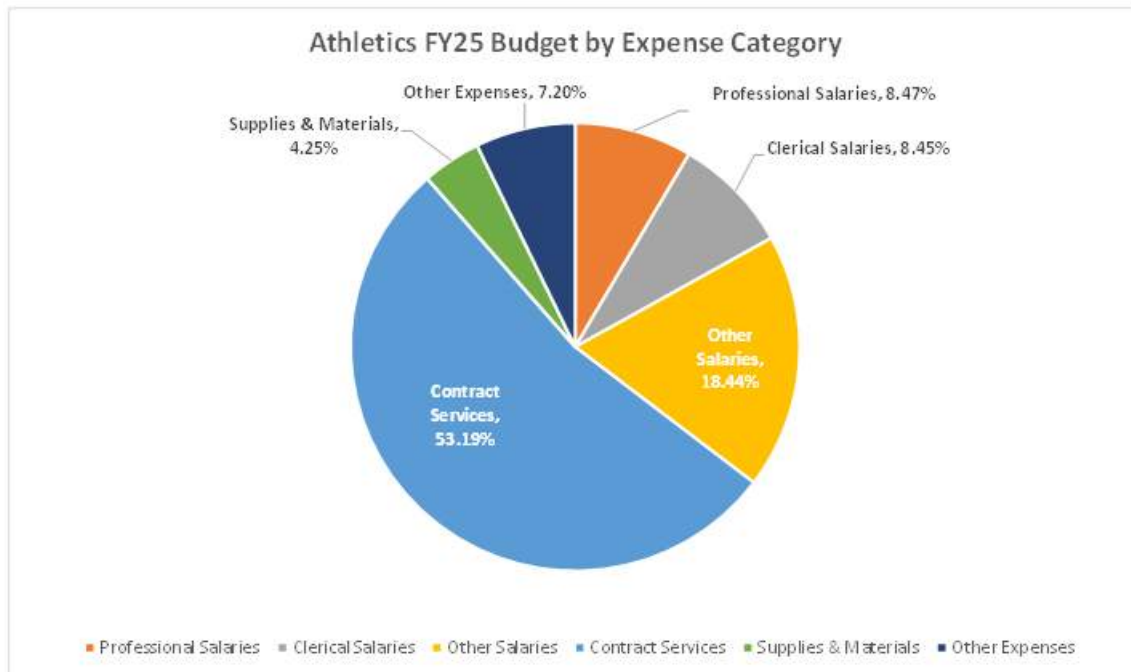
% Change: 9.51%

Primary Function: The Athletics program budget funds the salaries and expenses necessary to operate the High School athletics program.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Athletics						
Professional Salaries	\$ 60,644	\$ 63,301	\$ 63,670	\$ 65,018	\$ 66,806	2.75%
Clerical Salaries	\$ 54,186	\$ 54,702	\$ 55,862	\$ 57,936	\$ 66,666	15.07%
Other Salaries	\$ 96,988	\$ 109,956	\$ 96,524	\$ 97,544	\$ 145,528	49.19%
Contract Services	\$ 166,618	\$ 377,034	\$ 372,891	\$ 409,730	\$ 419,718	2.44%
Supplies & Materials	\$ 74,093	\$ 33,344	\$ 37,960	\$ 33,500	\$ 33,500	0.00%
Other Expenses	\$ 66,328	\$ 64,471	\$ 67,207	\$ 56,800	\$ 56,800	0.00%
Total	\$ 518,856	\$ 702,808	\$ 694,114	\$ 720,528	\$ 789,018	9.51%

Cost Center (District Wide - Athletics) Percentage to Total Budget and Expenditures



Athletics Budget Drivers: The most significant changes between the FY25 Recommended and FY24 Appropriated budgets for the Athletics Cost Center are summarized below by personnel and non-personnel categories:

Personnel: The most significant driver in the Athletics Cost Center budget is salary. The year-over-year salary differences in the Superintendent's FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: in compliance with employment contracts and bargaining unit agreements approved by the School Committee

The **clerical salaries** line has been budgeted for an increase of 15.07% or \$8,730 from \$57,936 (FY24) to \$66,666 (FY25). This includes salary adjustments as a result of successful negotiations and a new secretarial contract.

The **other salaries** line is anticipated to increase by 49.19% or \$47,984 from \$97,544 (FY24) to \$145,528 (FY25). This includes an accurate budgeting for coaches and related open positions that are paid out of the operating account, and accounts for the entire increase in this line. The Athletics revolving fund support that is used to offset these expenses will remain at the same level as FY23 and FY24.

Non-Personnel - The Athletics program offers 30 different sports for students enrolled at RMHS. More than 780 student athletes have participated on teams so far this year. On average, in recent years, total participation was steady at about 1,200 students, excluding the Covid-19 pandemic impact on participation in FY20.

Further information for this Cost Center is furnished in the Athletics Cost Center detail in Appendix A.

Extra-Curricular Activities

FY24 Appropriated Budget: \$78,087

FY25 Superintendent's Recommended Budget: \$81,186

\$ Change: \$3,099

% Change: 3.97%

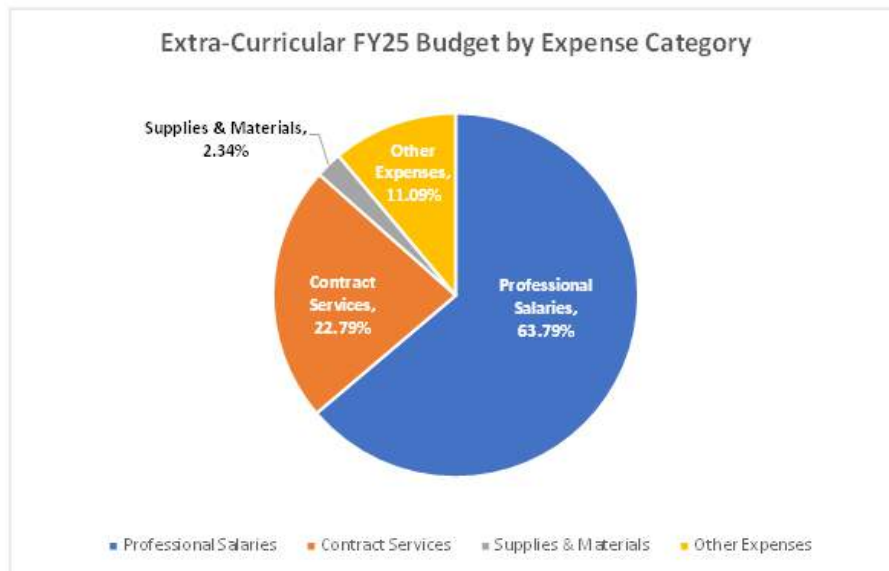
Primary Function: The Extra-Curricular Activities Program budget funds the salaries, stipends, and a small portion of the expenses necessary to offer extra-curricular activities at the high school.



FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Extra Curricular						
Professional Salaries	\$ 45,969	\$ 93,318	\$ 10,457	\$ 48,687	\$ 51,786	6.37%
Contract Services	\$ 1,815	\$ 16,251	\$ 13,129	\$ 18,500	\$ 18,500	0.00%
Supplies & Materials	\$ 1,665	\$ 1,477	\$ 1,500	\$ 1,900	\$ 1,900	0.00%
Other Expenses	\$ 47,695	\$ 10,889	\$ 12,963	\$ 9,000	\$ 9,000	0.00%
Total	\$ 97,145	\$ 121,935	\$ 38,049	\$ 78,087	\$ 81,186	3.97%

Cost Center (District Wide - Extra Curricular) Percentage to Total Budget and Expenditures



Extra-Curricular Budget Drivers: The changes between the FY25 recommend and FY24 appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel: The most significant driver in the Facilities Cost Center budget is salary. The year-over-year salary differences in the Superintendent’s FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: in compliance with employment contracts and bargaining unit agreements approved by the School Committee



The **professional salaries** line has been budgeted for an increase of 6.37% or \$3,099 from \$48,687 (FY24) to \$51,786 (FY25). This includes salary adjustments as a result of successful negotiations and COLA adjustments for both the coordinator salary and stipends.

Non-Personnel: The Contract Services for Other Student Activities, which is the account used for transportation expenses, has remained level as it was increased substantially for FY24, and looks to be appropriate for FY25.

Further information for this Cost Center is furnished in the Athletics Cost Center detail in Appendix A.

Health Services

FY24 Appropriated Budget: \$913,224

FY25 Superintendent’s Recommended Budget: \$969,558

\$ Change: \$56,334

% Change: 6.17%

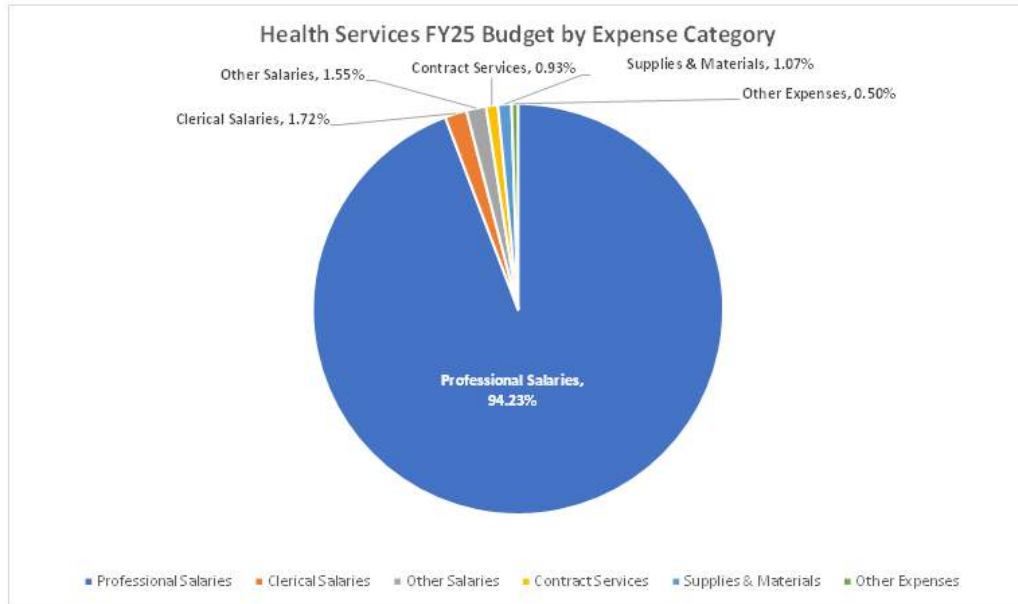
Primary Function: The Health Services program budget pays for the salaries and expenses for servicing the daily medical needs of the district’s student population of approximately 3,800 students, preschool through grade 12. School nurses provide mandated health screenings, illness assessments, first aid, daily medication and treatments, and support of students with chronic health issues including allergies, asthma, diabetes, and gastrointestinal, autoimmune, and neurological disorders. We communicate with families and providers to develop and maintain accommodation plans and individualized student health care plans to support medical needs at school. School nurses are also part of the District Support team, which also includes school counselors, social workers, and school psychologists. The team meets monthly to discuss best practices and receive training and updates to support student mental health.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Health Services						
Professional Salaries	\$ 567,411	\$ 726,239	\$ 782,936	\$ 857,865	\$ 913,661	6.50%
Clerical Salaries	\$ 13,855	\$ 15,986	\$ 16,486	\$ 17,059	\$ 16,697	-2.12%
Other Salaries	\$ 2,492	\$ 3,103	\$ 90	\$ 15,000	\$ 15,000	0.00%
Contract Services	\$ 8,000	\$ 8,720	\$ 25,600	\$ 9,000	\$ 9,000	0.00%
Supplies & Materials	\$ 20,150	\$ 13,056	\$ 8,396	\$ 9,500	\$ 10,400	9.47%
Other Expenses	\$ 3,826	\$ 19,960	\$ 2,999	\$ 4,800	\$ 4,800	0.00%
Total	\$ 615,734	\$ 787,064	\$ 836,507	\$ 913,224	\$ 969,558	6.17%



Cost Center (District Wide - Health Services) Percentage to Total Budget and Expenditures



Health Services Budget Drivers: The changes between the FY25 recommend and FY24 appropriated budgets are summarized below by personnel and non-personnel categories:

Personnel: The most significant driver in the Health Services Cost Center budget is salary. The year-over-year salary differences in the Superintendent’s FY25 Recommended Budget reflect:

- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: in compliance with employment contracts and bargaining unit agreements approved by the School Committee

The **professional salaries** line has been budgeted for an increase of 6.50% or \$55,796 from \$857,865 (FY24) to \$913,661 (FY25). This includes salary adjustments for nurses as a result of a new teachers contract of 6.84% and an increase of \$52,359 from \$765,011 (FY24) to \$817,370 (FY25). This represents the largest adjustment. Smaller adjustments are for COLA and longevity.

Non-Personnel: Increases in medical supplies and materials have been planned for.

Further information for this Cost Center is furnished in the Health Services Cost Center detail in Appendix A.



Technology

FY24 Appropriated Budget: \$668,433

FY25 Superintendent’s Recommended Budget: \$686,736

\$ Change: \$18,303

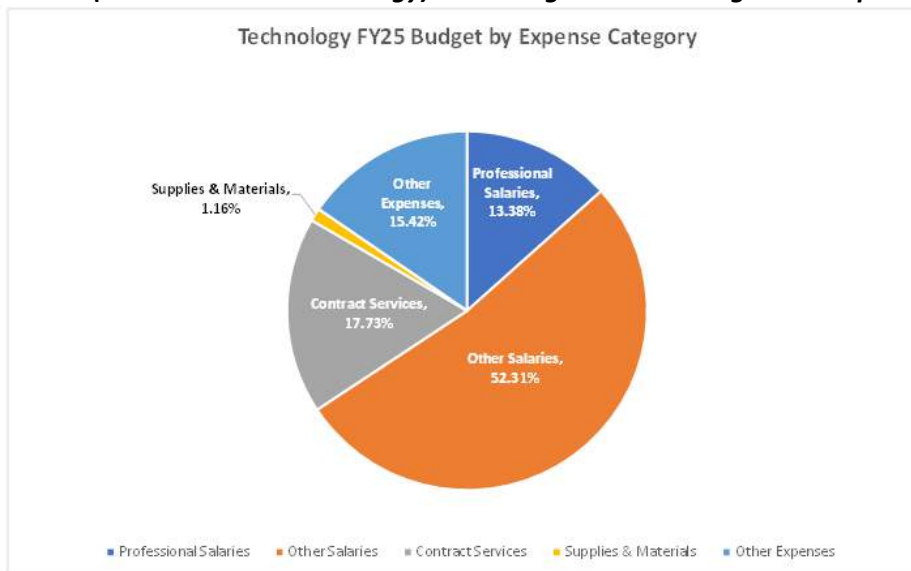
% Change: 2.74%

Primary Function: The Districtwide Networking and Technology Maintenance budget funds the salaries and expenses required to operate and maintain our technology infrastructure including our wide area network, wireless networks, servers, computer hardware and peripheral devices, clocks and bells systems and telecommunications equipment.

FY25 Recommended Budget by Categories of Spending Compared with Prior Fiscal Years:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Technology						
Professional Salaries	\$ 83,857	\$ 85,802	\$ 87,956	\$ 88,962	\$ 91,853	3.25%
Other Salaries	\$ 321,590	\$ 328,109	\$ 339,691	\$ 348,621	\$ 359,233	3.04%
Contract Services	\$ 99,994	\$ 152,005	\$ 93,721	\$ 116,750	\$ 121,750	4.28%
Supplies & Materials	\$ 59,706	\$ 24,901	\$ 8,376	\$ 8,000	\$ 8,000	0.00%
Other Expenses	\$ 30,839	\$ 105,460	\$ 157,810	\$ 106,100	\$ 105,900	-0.19%
Total	\$ 595,987	\$ 696,277	\$ 687,553	\$ 668,433	\$ 686,736	2.74%

Cost Center (District Wide - Technology) Percentage to Total Budget and Expenditures



Technology Budget Drivers: The changes between the FY25 Recommend and FY24 Appropriated budgets are summarized below by personnel and non-personnel budget categories:

Personnel: The most significant driver in the Technology Cost Center budget is salary. The year-over-year salary differences in the Superintendent’s FY25 Recommended Budget reflect:



- staffing exchange: outgoing staff salaries are higher than incoming staff, resulting in budget savings
- step increases: ascension of staff members in their respective column of the salary matrix
- degree changes: movement across rows of the salary matrix with increased education credit/degree attainment
- cost-of-living salary increase: in compliance with employment contracts and bargaining unit agreements approved by the School Committee

The **professional salaries** line has been budgeted for an increase of 3.25% or \$2,891 from \$88,962 (FY24) to \$91,853 (FY25). The **other salaries line** has also been budgeted for an increase of 3.04% or \$10,612 from \$348,621 (FY24) to \$359,233 (FY25) This includes anticipated cost-of-living salary increases for non-bargaining unit personnel - the manager and technicians.

Non-Personnel: In FY25, work will continue on evaluating the district’s operational and educational technology needs, to include an assessment of all technology related services and equipment including a device renewal plan. The work on an Educational and Operational Technology Plan was commenced in FY24, and will need to be completed this year. The plan will provide recommendations for a sustainable computer renewal plan and staffing structure to best support the district’s growth in and reliance on technology to deliver instruction to students and operate an efficient and effective school district.

The Technology Team has built a robust network infrastructure and the services provided to the district have expanded to include telephony/phone services, clock and bell systems, intercom and paging systems, management of the copier fleet and contracts, iPad devices, security system hardware, over 4,500 computers (one to one for students and staff), cloud-based services, single sign-on services, data replication services, hybrid school, public/town meetings, new website, electronic payment options, and employee onboarding systems, and many others. The Technology team has leveraged automation, districtwide standards and practices, and developed a highly unified and functional team committed to hard work with no changes to staffing level or function since 2015.

The ongoing proliferation of innovative digital learning technologies and the need to connect students, teachers and consumers to jobs, life-long learning, and information have led to a steady rise in demand for bandwidth in schools. The district has begun the application process to participate in the Federal Communications Commission’s E-Rate program, which is designed to make telecom and information services more affordable. Our aim is to receive discounts on telecommunications and telecom services, internet access, as well as internal connections, managed internal broadband services and basic maintenance of internal connections.

Further information for this Cost Center is furnished in the Athletics Cost Center detail in Appendix A.



OTHER FUNDING SOURCES



"Broccoli" by Liv Lam, RMHS Student enrolled in Ms. Kathleen M. Dailey's AP Photography Class



Offset Summary

Several fee-based Special Revenue Funds and Grants have been allocated to offset direct and indirect costs of the operating budget. In the charts below, the reader will find a summary of current year and FY25 Recommended Budget Offsets by Special Revenue Fund compared with FY24's Appropriated Budget and the allocation of FY25 Recommended Offsets by Cost Center:

Special Revenue Account Offset	FY24 Appropriated Offset	FY25 Appropriated Offset	\$ Change FY25 v. FY24	% Change FY25 v. FY24
Athletics	\$ 392,000	\$ 404,720	\$ 12,720	3.24%
Drama Activities RMHS	\$ 34,000	\$ 34,000	\$ -	0.00%
Drama Activities Coolidge	\$ 15,000	\$ 15,000	\$ -	0.00%
Drama Activities Parker	\$ 15,000	\$ 15,000	\$ -	0.00%
Extended Day Program	\$ 50,000	\$ 50,000	\$ -	0.00%
Full Day Kindergarten Tuition	\$ 600,000	\$ 485,000	\$ (115,000)	-19.17%
R.I.S.E. Preschool Program	\$ 350,000	\$ 350,000	\$ -	0.00%
Use of School Property	\$ 105,000	\$ 105,000	\$ -	0.00%
Special Education Tuition	\$ 50,000	\$ 50,000	\$ -	0.00%
School Choice	\$ 45,000	\$ 125,000	\$ 80,000	177.78%
Total	\$ 1,656,000	\$ 1,633,720	\$ (22,280)	-1.35%

FY25 Recommended Offsets by Cost Center						
Special Revenue Account Offset	Administration	Regular Day	Special Education	District Wide Programs	School Facilities	Town
Athletics				\$ 404,720		
Drama Activities RMHS				\$ 34,000		
Drama Activities Coolidge				\$ 15,000		
Drama Activities Parker				\$ 15,000		
Extended Day Program	\$ 25,000					\$ 25,000
Full Day Kindergarten Tuition		\$ 485,000				
R.I.S.E. Preschool Program			\$ 350,000			
Use of School Property					\$ 80,000	\$ 25,000
Special Education Tuition			\$ 50,000			
School Choice		\$ 125,000				
Total	\$ 25,000	\$ 610,000	\$ 400,000	\$ 468,720	\$ 80,000	\$ 50,000

Apart from Full-Day Kindergarten and School Choice tuition, all other offsets will remain at the same level in FY25 as budgeted in FY24. Through the support of the Town's Community Priority allocation and the redeployment of funding from several existing operating fund accounts, the reliance on the FDK tuition fees has been reduced in FY25. We will continue to work toward providing free, universal FDK by reducing the tuition in stages through FY26.



In FY23, the district opened to School Choice students to allow students who live in other school districts to enter a lottery to attend Reading Public Schools. In FY24, twenty-five students participated in the program generating \$125,000 of state tuition funding, which is currently budgeted to Regular Day to be used for instructional services.

Special Revenue Funds

The district maintains thirty-three separate special revenue funds that were created and are required to be maintained in accordance with Massachusetts General Laws and Department of Revenue Division of Local Service’s guidance for Costing Municipal Services. Special Revenue Funds are established to dedicate a specific source of revenue from fees or charges to pay expenses associated with providing the services for which the payment was made. Special Revenue Funds also consist of donation accounts. The sources of revenue for these funds vary by the nature of the fund and includes sales of meals, participation fees, user fees, ticket sales, donations, and tuition. The type of expenditure for the funds also varies by the nature of the fund and include salaries, supplies and materials, technology, contracted services, software licenses and other expenses. The FY23 and FY24 beginning year balances are provided in the table below with the calculated FY23 Gain/Loss:

Special Revenue Funds

Special Revenue Funds			
Fee-Based Programs	FY23 Beginning Year Balance	FY24 Beginning Year Balance	FY23 Gain/(Loss)
Athletics	\$ 171,525	\$ 117,775	\$ (53,750)
Community Education -Drivers Education and Adult Education	\$ 94,027	\$ 125,025	\$ 30,998
Community Education - Summer Programs	\$ 39,974	\$ 51,027	\$ 11,053
Drama Activities Coolidge	\$ 38,355	\$ 30,294	\$ (8,061)
Drama Activities Parker	\$ 51,229	\$ 50,654	\$ (575)
Drama Activities RMHS	\$ 74,113	\$ 74,320	\$ 207
Extended Day Program	\$ 541,177	\$ 499,365	\$ (41,812)
After School Activities Parker	\$ 68,329	\$ 72,170	\$ 3,841
Extracurricular Parker	\$ 3,860	\$ 640	\$ (3,220)
Extracurricular Coolidge	\$ 4,738	\$ 2,698	\$ (2,040)
Extracurricular Band Activities	\$ 30,704	\$ 11,570	\$ (19,134)
Guidance Testing	\$ 10,397	\$ 11,480	\$ 1,083
Full Day Kindergarten Tuition	\$ 621,319	\$ 621,319	\$ -
RISE Preschool Program	\$ 235,065	\$ 214,735	\$ (20,330)
Special Education Tuition	\$ 66,899	\$ 95,136	\$ 28,237
School Choice	\$ -	\$ 40,831	\$ 40,831
School Lunch Program	\$ 1,427,218	\$ 771,637	\$ (655,581)
School Transportation	\$ -	\$ -	\$ -
Use of School Property	\$ 92,247	\$ 81,469	\$ (10,778)
Lost Books	\$ 27,902	\$ 31,595	\$ 3,693
TOTAL Fee-based Revolving Funds	\$ 3,599,078	\$ 2,903,740	\$ (695,338)



Special Revenue Funds			
Gifts/Donations	FY23 Beginning Year Balance	FY24 Beginning Year Balance	FY23 Gain/(Loss)
District Donation Fund	\$ 14,031	\$ 14,355	\$ 324
Barrows Donations Fund	\$ 8,621	\$ 4,842	\$ (3,779)
Birch Meadow Donation Fund	\$ 6,836	\$ 7,579	\$ 743
Joshua Eaton Donation Fund	\$ 2,506	\$ 2,730	\$ 224
Joshua Eaton Donation Fund	\$ 9,630	\$ 9,630	\$ -
JW Killam Donation Fund	\$ 20,206	\$ 20,804	\$ 598
Wood End Donation Fund	\$ 5,336	\$ 5,590	\$ 254
Coolidge Donation Fund	\$ 11,107	\$ 9,444	\$ (1,663)
Parker Donation Fund	\$ 9,092	\$ 11,522	\$ 2,430
High School Donation Fund	\$ 13,754	\$ 19,725	\$ 5,971
SEPAC Donation Fund	\$ 300	\$ 300	\$ -
Special Education Donation Fund	\$ 319	\$ 319	\$ -
Libby Scholarship Donation Fund	\$ 2,752	\$ 1,222,829	\$1,220,077
TOTAL Gift/Donation Revolving Funds	\$ 104,490	\$ 1,329,670	\$1,225,180

A description of each category of the district's special revenue funds is outlined below:

- **Athletics:** Fees are paid by families for students' participation in athletics.
- **Community Education, Drivers Education, Summer Programs:** Fees are paid by families for students to participate in drivers' education and summer programs. Fees paid by individuals for participation in Community Education events and courses.
- **Drama and Band:** Fees are paid by families for students' participation in after school drama and bands programs.
- **Extended Day:** Fees are paid by families for students to participate in extended day programs before and after-school.
- **Extracurricular Activities:** Fees are paid by families for students to participate in afterschool band and fine and performing arts activities.
- **Full-Day Kindergarten:** Fees are paid by families for enrollment in the Full-Day Kindergarten program.
- **Guidance:** Fees are paid by families for students to take PSAT, SAT and AP tests.
- **R.I.S.E. Preschool:** Fees are paid by families for enrollment in the R.I.S.E. preschool program.
- **Special Education Tuition:** Fees paid by another public school district for students to attend special education programs in Reading.
- **School Choice:** Allows families to enroll their children in schools in communities other than the city or town in which they reside. Tuition is paid by the sending district to the receiving district.
- **School Lunch:** Revenues are generated through state and federal reimbursements and lunch-time a la carte sales.
- **Transportation:** Fees are paid by families for students to ride existing bus routes, based on seats available.
- **Use of School Property:** Some community organizations which use school facilities pay a fee for space and/or custodial coverage.



- **Lost Books:** Fees are collected and used to replace lost or damaged books.
- **Gifts/Donations:** Restricted donations for specific purposes and unrestricted donations for general use are made to the School Committee for approval and acceptance in accordance with School Committee Policy

Federal and State Grants

In addition to the Operating and Special Revenue Funds, our district is supported in FY24 by state, federal, and private grants. Grant expenditures are tracked monthly and reviewed periodically with grant coordinators. A list of the grants, descriptions, and award amounts are provided below compared with prior year awards. Grants are approved by the School Committee as funding is awarded. The FY24 Quarter 1 balances for each grant awarded between FY22 and FY24 are provided in the table below:

FY 24 Quarter 1 Grant Balance												
Grant	FY22				FY23				FY24			
	Beginning FY24 Year Balance	Q1 Expended & Encumb.	Remaining Requirement	Projected End Year Balance	Beginning FY24 Year Balance	Q1 Expended & Encumb.	Remaining Requirement	Projected End Year Balance	Beginning FY24 Year Balance	Q1 Expended & Encumb.	Remaining Requirement	Projected End Year Balance
STATE												
METCO					\$ 131,570	\$ 10,765	\$ 120,805	\$ -	\$ 815,699	\$ 53,110	\$ 762,589	\$ -
Dept. of Public Health					\$ -	\$ -	\$ -	\$ -	\$ 111,733	\$ -	\$ 111,733	\$ -
New England Dairy					\$ 7,500	\$ 7,500	\$ -	\$ -				
EARMARK- RMHS Keyboard									\$ 25,000	\$ -	\$ 25,000	\$ -
Investigating History									\$ 29,525	\$ 1,898	\$ 27,627	\$ -
Northeast Food									\$ 18,096	\$ -	\$ 18,096	\$ -
Innovation Career Pathways Planning									\$ 25,000	\$ -	\$ 25,000	\$ -
Innovation Career Pathways Support									\$ 75,000	\$ -	\$ 75,000	\$ -
TOTAL STATE	\$ -			\$ -	\$ 139,070			\$ -	\$ 1,100,053			\$ -
FEDERAL												
					Parker and Eaton				Parker, Killam and Eaton			
Title I	\$ 38,471	\$ 38,471	\$ -	\$ -	\$ 81,714	\$ 76,180	\$ 5,534	\$ -	\$ 86,870	\$ 476	\$ 86,394	\$ -
Title II	\$ -	\$ -	\$ -	\$ -	\$ 19,635	\$ 9,542	\$ 10,093	\$ -	\$ 44,205	\$ -	\$ 44,205	\$ -
Title IV	\$ -	\$ -	\$ -	\$ -	\$ 6,436	\$ -	\$ 6,436	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -
IDEA 240	\$ 21,691	\$ 21,691	\$ -	\$ -	\$ 313,235	\$ 109,466	\$ 203,769	\$ -	\$ 1,188,131	\$ 27,136	\$ 1,160,995	\$ -
IDEA 262	\$ -	\$ -	\$ -	\$ -	\$ 4,079	\$ -	\$ 4,079	\$ -	\$ 21,465	\$ 1,122	\$ 20,343	\$ -
ARP 252	\$ 24,450	\$ 24,450	\$ -	\$ -								
ESSER II	\$ 8,432	\$ 8,432	\$ -	\$ -								
ESSER III	\$ 310,549	\$ 52,541	\$ 258,008	\$ -								
TOTAL FEDERAL	\$ 403,593			\$ -	\$ 425,099			\$ -	\$ 1,350,671			\$ -

Descriptions and acceptable uses of each State and Federal grant follows below:

State Grants:

- **METCO:** The Metropolitan Council for Educational Opportunity is a state funded, voluntary educational desegregation program designed to eliminate racial imbalance through the busing of children from Boston, MA and Springfield, MA to suburban public schools in thirty-eight communities. These funds pay for program coordination, transportation, instructional services, and community engagement related to Boston resident students attending Reading Public Schools through participation in the METCO program.
- **Department of Public Health:** Provides for mandated screenings, professional development, and substitute coverage for nurses.
- **New England Dairy:** Funds can be used to support equipment and marketing needs related to expanding school meal programs including breakfast, summer meals, and serving new dairy menu items like smoothies and hot chocolate milk.
- **Earmark RMHS Keyboard:** Not less than \$25,000 shall be expended for a classroom set of Nord stage 3 88 stage keyboards for the Reading Memorial high school performing arts program.



- **Investigating History:** This competitive grant is designed to fund the costs associated with professional development, as well as cover additional costs of implementation such as teacher planning time outside of contract hours or the purchase of printed copies of the Investigating History materials, to facilitate a successful adoption of the Investigating History materials across a school or district.
- **Northeast Food for Schools:** This opportunity has been proposed to increase the capacity to procure local unprocessed/minimally processed foods, and foods from local producers (including farmers, food hubs, and fishermen).
- **Innovation Career Pathways Planning & Support:** Designed to give students coursework and experience in a specific high-demand industry, such as information technology, engineering, healthcare, life sciences and advanced manufacturing. Also, to create strong partnerships with employers in order to expose students to career options and help them develop knowledge and skills related to their chosen field of study before they graduate high school.
- **Note** – *although not a grant, DESE reimburses school districts for a portion of out of district tuition placement and transportation costs. In FY 25, DESE will defray \$1,930,874 tuition and transportation costs, charging those expenses directly to the Circuit Breaker reimbursement fund.*

Federal Grants:

- **Title I:** Assists schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. These funds are allocated to paraprofessional and extended school year instructional services.
- **Title II A:** Provides supplemental resources to school districts to support systems of support for excellent teaching and learning. The priorities of Title IIA are to: increase student achievement consistent with the challenging State academic standards; improve the quality and effectiveness of teachers, principals, and other school leaders; Increase the number of teachers, principals, and other school leaders who are effective in improving student academic achievement in schools; and provide low-income and minority students greater access to effective teachers, principals, and other school leaders. These funds are allocated to provide professional development for teachers.
- **Title IV:** Ensures that all students have access to a high-quality educational experience. The priorities of Title IV are to: support well-rounded educational opportunities; support safe and healthy students; and support effective use of technology. These funds pay for technology integration activities and materials for teachers and classrooms.
- **IDEA 240:** Provides appropriate special education services for eligible students and to maintain state/local effort in special education. These funds pay for special education paras, BCBA, and professional development.
- **IDEA 262:** Ensures that eligible 3, 4, and 5-year-old children with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs in the least restrictive environment. These funds pay for early childhood instruction and professional development.
- **ARP (American Rescue Plan) 252:** Addresses challenges related to the pandemic, including school re-entry, disruption in the education of children with disabilities, mental health services; sustainability; focuses on issues of equity in special education and early intervention services. Funds are allocated to provide professional development, instructional materials, and testing/assessment materials.



- **ESSER II, III** (Elementary and Secondary School Emergency Relief Funds): Provided in response to Coronavirus

Five-Year Capital Plan

A Capital Project is a project that helps maintain or improve a Town asset. It is a new construction, expansion, renovation, or replacement project for an existing facility or facilities. Typically, the project will have a total cost of at least \$10,000 and a life span of five or more years. Provided below is a five-year capital project plan for the school district:

Five Year Capital Plan - Schools

Schools - Buildings	FY25	FY26	FY27	FY28	FY29
Arc Flash Hazard Study		\$105,000			
Carpet/Flooring			\$66,000	\$60,000	
Doors & Windows		\$33,000	\$40,000	\$40,000	
Total - Buildings	\$0	\$138,000	\$106,000	\$100,000	\$0
Schools - General					
Food Service Van E-250 (2014)			\$52,000		
Driver's Education Vehicle (2022)					\$45,000
District-wide Telephone systems	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Design for Technology wiring projects					
District-wide Technology Wiring projects					
District-wide Technology projects	\$125,000	\$125,000	\$135,000	\$150,000	\$150,000
Total - General	\$135,000	\$135,000	\$197,000	\$160,000	\$205,000
Grand Total	\$135,000	\$273,000	\$303,000	\$260,000	\$205,000

**Based on Town Report - January 2024*



APPENDICES



Joshua Eaton students photographed by community member Alicia Williams



APPENDIX A: Cost Center Budget Detail and Information

Administration Cost Center

FY25 Recommended Budget detail for Administration Cost Center follows.

Budget Detail, Administration Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Administration	\$ 1,229,548	\$ 1,268,745	\$ 1,317,769	\$ 1,311,157	\$ 1,374,689	4.85%
Professional Salaries	\$ 675,526	\$ 684,427	\$ 695,209	\$ 707,915	\$ 739,591	4.47%
Administrator	\$ 518,082	\$ 521,702	\$ 516,206	\$ 526,748	\$ 549,472	4.31%
Director	\$ 68,077	\$ 116,769	\$ 134,515	\$ 137,350	\$ 144,878	5.48%
Employee Benefits	\$ 48,027	\$ 2,462	\$ 2,405			-
Manager	\$ 41,340	\$ 43,494	\$ 42,082	\$ 43,817	\$ 45,241	3.25%
Clerical Salaries	\$ 333,726	\$ 330,145	\$ 370,128	\$ 357,167	\$ 386,473	8.21%
Administrative Assistant	\$ 330,471	\$ 352,390	\$ 393,520	\$ 401,873	\$ 411,473	2.39%
Employee Benefits	\$ 3,255	\$ 2,755	\$ 1,608			-
Revolving Fund Support		\$ (25,000)	\$ (25,000)	\$ (44,706)	\$ (25,000)	-44.08%
Contract Services	\$ 97,244	\$ 96,827	\$ 114,791	\$ 91,715	\$ 91,715	0.00%
Consulting Services	\$ 20,500	\$ 28,000	\$ 52,260	\$ 8,000	\$ 8,000	0.00%
Labor Counsel	\$ 32,264	\$ 18,594	\$ 20,656	\$ 36,515	\$ 36,515	0.00%
Telecommunications	\$ 44,480	\$ 50,233	\$ 41,875	\$ 47,200	\$ 47,200	0.00%
Supplies & Materials	\$ 3,178	\$ 2,922	\$ 4,507	\$ 4,700	\$ 4,700	0.00%
Office	\$ 3,156	\$ 2,678	\$ 3,486	\$ 4,700	\$ 4,700	0.00%
Professional Development	\$ 22	\$ 244	\$ 1,022			-
Other Expenses	\$ 119,874	\$ 154,425	\$ 133,134	\$ 149,660	\$ 152,210	1.70%
Advertising	\$ 1,465	\$ 3,617	\$ 747	\$ 4,550	\$ 3,250	-28.57%
Awards		\$ 3,973	\$ 4,187	\$ 600	\$ 600	0.00%
Dues & Memberships	\$ 15,056	\$ 16,293	\$ 23,049	\$ 20,500	\$ 20,500	0.00%
Employee Benefits	\$ 27,125	\$ 28,175	\$ 32,725	\$ 35,000	\$ 35,000	0.00%
Equipment	\$ 5,891	\$ 21,184	\$ 6,649	\$ 9,450	\$ 9,450	0.00%
Furnishings		\$ 12,716	\$ 4,258			-
Hiring and Recruiting	\$ 36,755	\$ 30,024	\$ 13,919	\$ 17,000	\$ 17,000	0.00%
Postage	\$ 2,927	\$ 2,765	\$ 7,843	\$ 3,560	\$ 7,410	108.15%
Professional Development	\$ 8,842	\$ 13,614	\$ 2,765	\$ 25,800	\$ 25,800	0.00%
Publications			\$ 10,667	\$ 8,000	\$ 8,000	0.00%
Software Licensing & Support	\$ 21,812	\$ 21,636	\$ 23,006	\$ 23,500	\$ 23,500	0.00%
Travel		\$ 427	\$ 3,320	\$ 1,700	\$ 1,700	0.00%
Total	\$ 1,229,548	\$ 1,268,745	\$ 1,317,769	\$ 1,311,157	\$ 1,374,689	4.85%



Regular Day Cost Center

FY25 Recommended Budget detail of Regular Education follows below:

Budget Detail, Regular Day Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Regular Day	\$ 28,965,873	\$ 29,351,284	\$ 30,127,326	\$ 31,954,246	\$ 33,077,097	3.51%
Professional Salaries	\$ 24,034,487	\$ 25,095,447	\$ 26,790,538	\$ 28,517,342	\$ 29,422,459	3.17%
Assistant Principal	\$ 477,476	\$ 499,142	\$ 634,182	\$ 1,151,978	\$ 1,196,383	3.85%
Department Head Stipend	\$ 335,857	\$ 397,158	\$ 430,701	\$ 442,178	\$ 455,564	3.03%
Employee Benefits	\$ 56,933	\$ 29,583	\$ 36,021	\$ 39,850	\$ 72,500	81.93%
Guidance	\$ 403,727	\$ 430,408	\$ 548,672	\$ 556,736	\$ 635,798	14.20%
Instructional Specialist	\$ 240,344	\$ 172,882	\$ 274,371	\$ 471,778	\$ 474,191	0.51%
Library	\$ 628,255	\$ 654,748	\$ 673,150	\$ 706,776	\$ 740,705	4.80%
Principal	\$ 1,028,927	\$ 1,042,233	\$ 1,044,126	\$ 1,076,259	\$ 1,104,315	2.61%
Psychologist	\$ 974,404	\$ 900,044	\$ 1,257,064	\$ 1,486,448	\$ 1,462,386	-1.62%
Reading	\$ 626,099	\$ 650,615	\$ 673,567	\$ 675,878	\$ 721,866	6.80%
Revolving Fund Support	\$ (1,050,000)	\$ (893,956)	\$ (734,655)	\$ (600,000)	\$ (485,000)	-19.17%
State Grant Support	\$ (70,000)					-
Stipends	\$ 203,187	\$ 208,095	\$ 311,620	\$ 278,400	\$ 292,971	5.23%
Substitutes	\$ 110,953	\$ 83,730	\$ 249,221			-
Teacher	\$ 19,753,323	\$ 20,592,159	\$ 21,049,168	\$ 21,873,850	\$ 22,379,159	2.31%
Technology Integration	\$ 315,002	\$ 328,605	\$ 343,330	\$ 357,211	\$ 371,621	4.03%
Clerical Salaries	\$ 456,161	\$ 480,959	\$ 517,553	\$ 504,652	\$ 580,974	15.12%
Employee Benefits			\$ 2,479	\$ 4,500		-100.00%
Other			\$ 3,758			-
Secretary	\$ 456,161	\$ 480,959	\$ 511,316	\$ 500,152	\$ 580,974	16.16%
Other Salaries	\$ 816,652	\$1,022,116	\$1,097,343	\$1,285,665	\$1,569,277	22.06%
Employee Benefits	\$ 35					-
Paraprofessional	\$ 768,312	\$ 768,282	\$ 778,530	\$ 888,465	\$ 1,172,077	31.92%
Substitutes	\$ 48,304	\$ 253,835	\$ 318,813	\$ 397,200	\$ 397,200	0.00%
Contract Services	\$ 138,979	\$ 328,287	\$ 273,178	\$ 268,000	\$ 288,800	7.76%
Instructional Services	\$ 3,200	\$ 147,908	\$ 53,520	\$ 60,000	\$ 60,000	0.00%
Transportation	\$ 135,779	\$ 174,542	\$ 211,039	\$ 208,000	\$ 228,800	10.00%
Tutoring Services		\$ 5,837	\$ 8,618			-
Supplies & Materials	\$ 1,476,285	\$ 1,257,953	\$ 633,746	\$ 761,721	\$ 752,921	-1.16%
Art	\$ 22,132	\$ 30,597	\$ 21,819	\$ 24,724	\$ 26,724	8.09%
Business		\$ 75	\$ 521	\$ 1,500	\$ 1,500	0.00%
Curriculum, Elementary	\$ 620,156	\$ 638,193	\$ 117,464	\$ 63,000	\$ 153,899	144.28%
Curriculum, High School	\$ 168,483	\$ 66	\$ 14,988	\$ 77,100	\$ 88,598	14.91%
Curriculum, Middle School	\$ 8,254	\$ 8,629	\$ 3,384	\$ 45,400	\$ 58,000	27.75%
Drama		\$ 291				-
English Language Arts	\$ 63,218	\$ 26,458	\$ 16,773	\$ 28,500	\$ 3,250	-88.60%
Equipment	\$ 1,476					-
Foreign Language	\$ 12,172	\$ 10,753	\$ 8,651	\$ 12,953	\$ 12,953	0.00%
Furnishings	\$ 77,268	\$ 123,423	\$ 66,828	\$ 8,750	\$ 8,750	0.00%
Guidance	\$ 327	\$ 421	\$ 996	\$ 15,000	\$ 15,000	0.00%
Kindergarten	\$ 696	\$ 956	\$ 4,564	\$ 300	\$ 500	66.67%
Library	\$ 15,369	\$ 11,651	\$ 15,785	\$ 13,150	\$ 13,150	0.00%
Library Technology	\$ 298			\$ 1,000	\$ 1,000	0.00%
Math	\$ 16,636	\$ 16,396	\$ 8,459	\$ 18,350	\$ 4,500	-75.48%
Office	\$ 11,361	\$ 16,167	\$ 15,642	\$ 14,245	\$ 13,445	-5.62%
Other	\$ 95,248	\$ 41,144	\$ 45,810	\$ 38,337	\$ 37,837	-1.30%
Paper	\$ 20,032	\$ 33,344	\$ 33,427	\$ 35,500	\$ 35,500	0.00%
Performing Arts	\$ 31,677	\$ 11,463	\$ 14,588	\$ 12,250	\$ 12,250	0.00%
Peripherals	\$ 898					-



Budget Detail, Regular Day Cost Center (continued):

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Physical Education	\$ 60,337	\$ 21,608	\$ 17,818	\$ 9,050	\$ 9,050	0.00%
Printer	\$ 9,664	\$ 14,071	\$ 15,558	\$ 19,850	\$ 19,850	0.00%
Professional Development	\$ 60	\$ 744	\$ 504	\$ 5,350	\$ 3,350	-37.38%
Psychology			\$ 89	\$ 460	\$ 460	0.00%
Reading	\$ 39,286	\$ 16,316	\$ 8,684	\$ 16,100	\$ 400	-97.52%
Science	\$ 34,010	\$ 21,501	\$ 22,458	\$ 68,397	\$ 10,300	-84.94%
Social Studies	\$ 3,554	\$ 9,549	\$ 5,284	\$ 8,900	\$ 8,900	0.00%
Software	\$ 67,133	\$ 154,478	\$ 110,660	\$ 159,050	\$ 159,050	0.00%
Teacher Resources	\$ 9,000	\$ 2,508	\$ 6,717	\$ 7,700	\$ 7,700	0.00%
Teacher Supplies	\$ 37,674	\$ 40,373	\$ 51,758	\$ 17,375	\$ 17,375	0.00%
Technology	\$ 48,241	\$ 4,211	\$ 3,365	\$ 27,780	\$ 27,780	0.00%
Testing	\$ 360	\$ 388	\$ 1,136	\$ 1,850	\$ 1,850	0.00%
Workbooks & Consumables	\$ 1,261	\$ 2,231	\$ 16	\$ 9,800		-100.00%
Other Expenses	\$ 2,043,310	\$ 1,166,522	\$ 814,969	\$ 616,866	\$ 462,666	-25.00%
COVID19 Expenses	\$ 275					-
Dues & Memberships	\$ 17,414	\$ 20,141	\$ 13,018	\$ 12,450	\$ 12,150	-2.41%
Equipment	\$ 61,791	\$ 72,117	\$ 72,130	\$ 91,520	\$ 91,520	0.00%
Field Trip Travel		\$ 76	\$ 517	\$ 500	\$ 500	0.00%
Graduation	\$ 17,717	\$ 8,522	\$ 19,858	\$ 10,000	\$ 10,000	0.00%
Instructional Services	\$ 21,221	\$ 3,898	\$ 6,245	\$ 9,500	\$ 9,500	0.00%
Other	\$ 422	\$ 711	\$ 1,548	\$ 1,000	\$ 600	-40.00%
Professional Development	\$ 145,541	\$ 159,091	\$ 175,632	\$ 234,713	\$ 206,713	-11.93%
Revolving Fund Support					\$ (125,000)	-
Software Licensing & Support	\$ 110,572	\$ 117,907	\$ 142,807	\$ 90,000	\$ 90,000	0.00%
Technology	\$ 1,668,357	\$ 734,050	\$ 363,639	\$ 136,183	\$ 136,183	0.00%
Travel				\$ 1,000	\$ 500	-50.00%
Tuition - Out of District		\$ 40,460	\$ 8,700	\$ 30,000	\$ 30,000	0.00%
Virtual School Tuition		\$ 9,550	\$ 10,875			-
Total	\$ 28,965,873	\$ 29,351,284	\$ 30,127,326	\$ 31,954,246	\$ 33,077,097	3.51%



Special Education Cost Center

FY25 Recommended Budget detail for the Special Education Cost Center follows.

Budget Detail, Special Education Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Special Education	\$ 13,895,188	\$ 14,963,132	\$ 16,337,251	\$ 16,716,166	\$ 17,635,574	5.50%
Professional Salaries	\$ 7,189,533	\$ 7,827,486	\$ 8,907,773	\$ 9,517,998	\$ 10,102,027	6.14%
Administrator	\$ 77,849	\$ 111,251	\$ 119,439	\$ 121,850	\$ 130,355	6.98%
Director	\$ 269,181	\$ 258,545	\$ 286,873	\$ 280,948	\$ 302,726	7.75%
Employee Benefits	\$ 1,950	\$ 16,558	\$ 16,343	\$ 1,100	\$ 14,250	1195.45%
Extended Year Services	\$ 126,403	\$ 140,294	\$ 134,534	\$ 140,896	\$ 140,896	0.00%
Manager	\$ 34,269	\$ 36,284	\$ 37,341	\$ 37,858	\$ 39,174	3.48%
Nurse		\$ 203	\$ 4,230	\$ 4,000	\$ 4,000	0.00%
Occupational Therapist	\$ 315,833	\$ 326,100	\$ 336,004	\$ 343,626	\$ 361,334	5.15%
Physical Therapist	\$ 150,357	\$ 154,450	\$ 158,274	\$ 162,222	\$ 166,566	2.68%
Psychologist	\$ 489,893	\$ 524,501	\$ 636,659	\$ 620,532	\$ 864,270	39.28%
Revolving Fund Support	\$ (370,000)	\$ (376,985)	\$ (360,000)	\$ (400,000)	\$ (400,000)	0.00%
Special Education Teacher	\$ 4,599,141	\$ 4,828,588	\$ 5,896,402	\$ 6,148,301	\$ 6,501,642	5.75%
Speech Therapist	\$ 811,309	\$ 876,353	\$ 875,928	\$ 886,798	\$ 949,731	7.10%
Substitutes	\$ 23,812	\$ 92,955	\$ 11,000			-
Team Chair	\$ 659,536	\$ 838,389	\$ 754,747	\$ 1,169,867	\$ 1,027,083	-12.21%
Clerical Salaries	\$ 102,856	\$ 96,626	\$ 111,868	\$ 113,936	\$ 125,666	10.30%
Employee Benefits	\$ 3,415					-
Secretary	\$ 99,441	\$ 96,626	\$ 111,868	\$ 113,936	\$ 125,666	10.30%
Other Salaries	\$ 2,056,991	\$ 2,201,996	\$ 1,568,442	\$ 1,783,996	\$ 2,154,634	20.78%
Employee Benefits	\$ 987	\$ 1,267	\$ 839			-
Extended Year Services	\$ 18,884	\$ 43,096	\$ 37,197	\$ 43,822	\$ 43,822	0.00%
Paraprofessional	\$ 2,033,760	\$ 2,152,504	\$ 1,519,817	\$ 1,740,174	\$ 2,110,812	21.30%
Substitutes	\$ 3,361	\$ 5,128	\$ 10,589			-
Contract Services	\$ 1,384,094	\$ 1,473,081	\$ 1,704,831	\$ 1,491,825	\$ 1,520,532	1.92%
Districtwide Leadership	\$ 61,863	\$ 85,581	\$ 55,647	\$ 68,250	\$ 68,250	0.00%
Field Trip Travel	\$ 1,777		\$ 336	\$ 1,500	\$ 500	-66.67%
Instructional Services	\$ 29,440					-
Legal Services	\$ 110,479	\$ 54,431	\$ 78,040	\$ 115,000	\$ 115,000	0.00%
Other Instructional Services	\$ 8,622	\$ 16,305	\$ 30,186	\$ 10,000	\$ 10,500	5.00%
Psychological Services		\$ 3,691	\$ 19,500	\$ 8,500	\$ 8,500	0.00%
Pupil Transportation	\$ 941,304	\$ 1,057,417	\$ 1,194,513	\$ 1,062,075	\$ 1,091,282	2.75%
Testing & Assessment		\$ 5,192	\$ 13,236	\$ 6,500	\$ 6,500	0.00%
Therapeutic Services	\$ 230,609	\$ 250,465	\$ 313,375	\$ 220,000	\$ 220,000	0.00%
Supplies & Materials	\$ 141,305	\$ 83,023	\$ 157,196	\$ 50,859	\$ 48,809	-4.03%
Furnishings			\$ 234			-
General Supplies	\$ 1,270	\$ 429	\$ 1,317	\$ 1,000	\$ 1,000	0.00%
Instructional Equipment		\$ 229		\$ 550		-100.00%
Office				\$ 1,000	\$ 1,000	0.00%
Other	\$ 187	\$ 1,060	\$ 844	\$ 1,500		-100.00%
Software	\$ 2,043	\$ 348				-
Special Education	\$ 51,307	\$ 57,456	\$ 125,929	\$ 18,245	\$ 18,245	0.00%
Testing	\$ 86,499	\$ 23,501	\$ 28,872	\$ 28,564	\$ 28,564	0.00%
Other Expenses	\$ 3,020,409	\$ 3,280,921	\$ 3,712,140	\$ 3,757,552	\$ 3,683,906	-1.96%
COVID19 Expenses	\$ 270					-
Dues & Memberships	\$ 845	\$ 3,630	\$ 559	\$ 2,500	\$ 2,500	0.00%
Equipment	\$ 1,163	\$ 50,951	\$ 9,330	\$ 4,410	\$ 4,410	0.00%
Instructional Equipment	\$ 3,339	\$ 3,569	\$ 22,489		\$ 550	-
Instructional Technology	\$ 120,239	\$ 2,531	\$ 1,579	\$ 5,000	\$ 5,000	0.00%
Other			\$ 51,709		\$ 1,500	-



Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Other Fixed Charges	\$ 21,000	\$ 29,970	\$ 23,276	\$ 23,000	\$ 23,000	0.00%
Postage	\$ 780	\$ 234	\$ 63	\$ 2,850		-100.00%
Professional Development	\$ 17,346	\$ 12,312	\$ 19,857	\$ 11,000	\$ 11,000	0.00%
Pupil Transportation	\$ 1,793	\$ 11,680	\$ 30,839	\$ 16,630	\$ 16,630	0.00%
Software Licensing & Support Technology	\$ 31,498	\$ 36,349	\$ 54,696	\$ 39,000	\$ 39,000	0.00%
			\$ 256,261			-
Therapeutic & Adaptive Equipment	\$ 3,567	\$ 1,151	\$ 933	\$ 12,000	\$ 12,000	0.00%
Travel		\$ 709	\$ 299	\$ 2,500	\$ 2,500	0.00%
Tuition - Out of District	\$ 2,818,568	\$ 3,127,835	\$ 3,240,252	\$ 3,638,662	\$ 3,565,816	-2.00%
Transfer to SPED Stabilization			\$ 175,000			-
Transfer to SPED Stabilization			\$ 175,000			-
Total	\$ 13,895,188	\$ 14,963,132	\$ 16,337,251	\$ 16,716,166	\$ 17,635,574	5.50%

Special Education Program and Learning Center Descriptions

Much of the special education in-district budget funds the salaries of the special education teaching and support staff, as well as related services, which includes our in-district special education programs and learning centers as determined by Individual Education Plans (IEPs). Each school offers a variety of special education and related services to meet the individual needs of students. Additionally, to provide a continuum of special education and related services, Reading Public Schools offers several specialized programs which are described below:

EMBARC: Education Meaningful Inclusion, Becoming Independent, Advocacy, Relaxation, and Leisure Activities Community Integration: The EMBARC program is the middle and high school continuum of the SAIL and SOAR programs which serve students primarily within substantially separate settings in the areas of functional academic, life, social, job and communication skill development. The students in the EMBARC program requires highly individualized, consistent, and intensive special education and related service with strong focus on transitional skills, activities of daily living, safety skills, and community access to generalize skills taught in the classroom. EMBARC is located at **Coolidge** and **RMHS**.

LEAD: Language, Executive Functioning, Academics, Determination: LEAD is a comprehensive educational program for students with dyslexia and/or significant language-based learning disabilities. The students require a multi-sensory approach to support their reading, writing, listening, speaking and organizational skills. Students require intensive, direct, specialized instruction throughout the school day grounded in language-based methodologies. The students are provided varied opportunities to demonstrate their talents and background knowledge to build upon strengths and foster a sense of competence while developing their understanding of the general education curriculum concepts and enhancing their reading, writing and executive functioning skills. LEAD is located at Joshua Eaton, Parker, and RMHS.

Learning Center: The support provided within the learning center directly addresses the goals and objectives outlined in the student’s IEP to acquire skills to access the general education curriculum. The students are taught direct skills to ensure that they can participate in daily school life and activities while



having access to general education given special education support. The Learning Center is available at all schools.

LIFT: Living, Independence, Functional, Transition: The LIFT 18=22 year old program is a full day transition program within the Reading Public Schools that assists students with disabilities in preparing for the transition from the school to post-school life. The programming focuses on a wide variety of transition skills including functional reading and math, independent living skills, activities of daily living and vocation skills.

REACH: Resiliency, Executive Functioning, Academics, Coping Strategies, Habits of Mind. The REACH program is a comprehensive educational program for students with significant emotional, behavioral challenges and for some students, co-existing learning disabilities. There is a focus of building relationships based on empathy, trust, and mutual respect. REACH is designed to meet both the shared and unique needs of the students targeting age-appropriate academic, behavioral, and social development through a foundational approach grounded in a positive behavioral support philosophy. Students require intensive, direct, specialized instruction throughout the school day. The students are provided varied opportunities to demonstrate their talents to build upon strengths and foster a sense of competence, and embedded robust clinical, behavioral, and therapeutic supports. For the 24-25 school year, the program will be located at **Barrows, Parker, and RMHS.**

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

SAIL: Strategies to Support Academics, Independence, and Life Skills: The SAIL program provides identified students with specialized and skills-based instruction through a modified curriculum primarily in English Language Arts and math, as identified by individual student IEPs. Students are provided with inclusive opportunities as indicated in their IEP. Students in the SAIL program benefit from direct and repeated instruction with academic, life, social, and communication skill development. SAIL is located at **Wood End, Coolidge, and RMHS.**

SOAR: Social Skills Organizational Skills Academics in Real World Situations: The SOAR program supports identified students with needs relative to social skill acquisition and application, as well as the use of social language. Students in the SOAR program benefit from support to independently engage in group work/play and reciprocal conversations, convey thoughts and opinions, and understand nonverbal communication. The program provides a continuum of support to develop students' language needs which could include the use of alternative and augmentative communication. Academically and behaviorally students may present with grade-level skills or may require modifications of the academic curriculum and or setting. SOAR is located at **Birch Meadow, Coolidge, and RMHS.**



School Facilities

FY25 Recommended Budget detail for the Facilities Cost Center follows.

Budget Detail, Facilities Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
School Facilities	\$ 1,693,091	\$ 1,601,689	\$ 1,642,793	\$ 1,644,782	\$ 1,696,953	3.17%
Professional Salaries	\$ 91,274	\$ 95,812	\$ 96,369	\$ 98,400	\$ 80,885	-17.80%
Manager	\$ 91,274	\$ 95,812	\$ 96,369	\$ 98,400	\$ 80,885	-17.80%
Other Salaries	\$ 969,502	\$ 907,232	\$ 913,788	\$ 1,030,501	\$ 1,097,052	6.46%
Custodian	\$ 857,459	\$ 836,683	\$ 869,407	\$ 942,374	\$ 1,012,525	7.44%
Employee Benefits	\$ 521	\$ 2,298	\$ 23,506	\$ 3,600		-100.00%
Overtime	\$ 55,343	\$ 75,258	\$ 54,256	\$ 72,994	\$ 72,994	0.00%
Revolving Fund Support		\$ (80,000)	\$ (80,000)	\$ (80,000)	\$ (80,000)	0.00%
Substitutes	\$ 56,179	\$ 72,992	\$ 46,619	\$ 91,533	\$ 91,533	0.00%
Contract Services	\$ 287,915	\$ 378,958	\$ 452,950	\$ 389,200	\$ 389,700	0.13%
Cleaning Services	\$ 287,915	\$ 378,958	\$ 452,950	\$ 389,200	\$ 389,700	0.13%
Supplies & Materials	\$ 176,665	\$ 158,145	\$ 164,862	\$ 119,181	\$ 121,564	2.00%
COVID19 Expenses	\$ 15,232					-
Equipment	\$ 17,888	\$ 17,575	\$ 4,970	\$ 5,000	\$ 5,000	0.00%
Supplies	\$ 143,545	\$ 140,569	\$ 159,892	\$ 114,181	\$ 116,564	2.09%
Other Expenses	\$ 167,735	\$ 61,543	\$ 14,823	\$ 7,500	\$ 7,752	3.36%
Equipment	\$ 164,780	\$ 60,672	\$ 13,823	\$ 6,300	\$ 6,552	4.00%
Professional Development	\$ 1,955					-
Uniforms	\$ 1,000	\$ 871	\$ 1,000	\$ 1,200	\$ 1,200	0.00%
Total	\$ 1,693,091	\$ 1,601,689	\$ 1,642,793	\$ 1,644,782	\$ 1,696,953	3.17%



District Wide Program

FY25 Recommended Budget detail for the District Wide Cost Center follows. The District Wide Cost Center includes: Athletics, Extra Curricular, Health Services and Technology.

Athletics

Budget Detail of Athletics Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Athletics	\$ 518,856	\$ 702,808	\$ 694,114	\$ 720,528	\$ 789,018	9.51%
Professional Salaries	\$ 60,644	\$ 63,301	\$ 63,670	\$ 65,018	\$ 66,806	2.75%
Director	\$ 60,644	\$ 63,301	\$ 63,670	\$ 65,018	\$ 66,806	2.75%
Clerical Salaries	\$ 54,186	\$ 54,702	\$ 55,862	\$ 57,936	\$ 66,666	15.07%
Secretary	\$ 54,186	\$ 54,702	\$ 55,862	\$ 57,936	\$ 66,666	15.07%
Other Salaries	\$ 96,988	\$ 109,956	\$ 96,524	\$ 97,544	\$ 145,528	49.19%
Coach	\$ 348,079	\$ 466,850	\$ 480,807	\$ 483,544	\$ 544,248	12.55%
Event Detail	\$ 909	\$ 3,458	\$ 7,717	\$ 6,000	\$ 6,000	0.00%
Revolving Fund Support	\$ (252,000)	\$ (360,353)	\$ (392,000)	\$ (392,000)	\$ (404,720)	3.24%
Contract Services	\$ 166,618	\$ 377,034	\$ 372,891	\$ 409,730	\$ 419,718	2.44%
Athletic Services	\$ 166,618	\$ 377,034	\$ 372,891	\$ 409,730	\$ 419,718	2.44%
Supplies & Materials	\$ 74,093	\$ 33,344	\$ 37,960	\$ 33,500	\$ 33,500	0.00%
Athletic Services	\$ 7,307	\$ 10,924	\$ 11,312	\$ 9,000	\$ 9,000	0.00%
Office	\$ 982	\$ 672	\$ 1,323	\$ 1,500	\$ 1,500	0.00%
Team	\$ 8,234	\$ 7,756	\$ 24,258	\$ 15,000	\$ 15,000	0.00%
Uniforms	\$ 57,569	\$ 13,991	\$ 1,066	\$ 8,000	\$ 8,000	0.00%
Other Expenses	\$ 66,328	\$ 64,471	\$ 67,207	\$ 56,800	\$ 56,800	0.00%
Athletic Services	\$ 515	\$ 5,465	\$ 6,490	\$ 7,300	\$ 7,300	0.00%
Awards	\$ 1,279	\$ 2,627	\$ 4,546	\$ 2,500	\$ 2,500	0.00%
Dues & Memberships	\$ 6,135	\$ 14,870	\$ 17,535	\$ 14,500	\$ 14,500	0.00%
Equipment	\$ 40,279	\$ 23,942	\$ 16,986	\$ 16,000	\$ 16,000	0.00%
Software Licensing & Support	\$ 18,120	\$ 16,671	\$ 20,092	\$ 16,500	\$ 16,500	0.00%
Travel		\$ 896	\$ 1,558			-
Total	\$ 518,856	\$ 702,808	\$ 694,114	\$ 720,528	\$ 789,018	9.51%



Student Participation in Athletics:

SCHOOL YEAR	2019-20	2020-21	2021-22	2022-23	2023-24
BASEBALL	*	51	51	44	*
BASKETBALL (B)	45	45	42	40	39
BASKETBALL (G)	30	29	31	30	22
CHEERLEADING	30	29	26	30	24
CROSS COUNTRY	71	58	55	49	51
DANCE TEAM	N/A	N/A	N/A	N/A	10
FIELD HOCKEY	54	53	64	45	46
FOOTBALL	84	74	79	99	100
GOLF	11	15	12	16	13
GYMNASTICS	25	19	17	16	15
ICE HOCKEY (B)	52	49	63	53	57
ICE HOCKEY (G)	17	14	21	18	21
INDOOR TRACK (B)	94	66	68	89	86
INDOOR TRACK (G)	73	53	69	52	45
LACROSSE (B)	*	63	67	64	*
LACROSSE (G)	*	53	45	48	*
OUTDOOR TRACK (B)	*	97	118	122	*
OUTDOOR TRACK (G)	*	64	62	67	*
SOCCER (B)	64	72	69	63	68
SOCCER (G)	55	53	64	53	57
SOFTBALL	*	35	30	36	*
SWIMMING (B)	17	17	18	21	19
SWIMMING (G)	22	17	14	17	18
TENNIS (B)	*	9	14	18	*
TENNIS (G)	*	18	30	23	*
UNIFIED BASKETBALL (SPRING)	N/A	N/A	N/A	12	*
UNIFIED BASKETBALL (FALL)	N/A	N/A	N/A	N/A	21
VOLLEYBALL	40	49	43	45	40
WRESTLING	23	14	21	31	34
SPRING CHEER	N/A	19	N/A	N/A	N/A
TOTAL	807	1135	1193	1201	786

Note: "" depicts sports that have not had their season yet.*



Extra-Curricular

Budget Detail of Extra-Curricular Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Extra Curricular	\$ 97,145	\$ 121,935	\$ 38,049	\$ 78,087	\$ 81,186	3.97%
Professional Salaries	\$ 45,969	\$ 93,318	\$ 10,457	\$ 48,687	\$ 51,786	6.37%
Coordinator	\$ 30,322	\$ 31,651	\$ 31,835	\$ 32,509	\$ 33,403	2.75%
Revolving Fund Support	\$ (30,000)		\$ (80,410)	\$ (64,000)	\$ (64,000)	0.00%
Stipends	\$ 45,647	\$ 61,667	\$ 59,032	\$ 80,178	\$ 82,383	2.75%
Contract Services	\$ 1,815	\$ 16,251	\$ 13,129	\$ 18,500	\$ 18,500	0.00%
Other Student Activities	\$ 1,815	\$ 16,251	\$ 13,129	\$ 18,500	\$ 18,500	0.00%
Supplies & Materials	\$ 1,665	\$ 1,477	\$ 1,500	\$ 1,900	\$ 1,900	0.00%
Other Student Activities				\$ 400	\$ 400	0.00%
Performing Arts	\$ 1,665	\$ 1,477	\$ 1,500	\$ 1,500	\$ 1,500	0.00%
Other Expenses	\$ 47,695	\$ 10,889	\$ 12,963	\$ 9,000	\$ 9,000	0.00%
Dues & Memberships	\$ 675	\$ 830	\$ 740	\$ 1,000	\$ 1,000	0.00%
Equipment	\$ 36,467	\$ 397	\$ 3,713	\$ 3,000	\$ 3,000	0.00%
Other Student Activities		\$ 3,125	\$ 1,795	\$ 2,000	\$ 2,000	0.00%
Royalties	\$ 10,553	\$ 6,536	\$ 6,715	\$ 3,000	\$ 3,000	0.00%
Total	\$ 97,145	\$ 121,935	\$ 38,049	\$ 78,087	\$ 81,186	3.97%

Student Participation in Extracurriculars:

SCHOOL YEAR	2019-20	2020-21	2021-22	2022-23	2023-24
**FALL DRAMA CAST/HEAD TECH	60	38	36	37	35
FALL DRAMA CREW	32	20	16	24	27
WINTER DRAMA CAST/HEAD TECH	29	23	22	29	*
WINTER DRAMA CREW	34	8	26	19	*
SPRING DRAMA CAST/HEAD TECH	N/A	24	36	29	*
SPRING DRAMA CREW	N/A	9	24	23	*
MARCHING BAND	53	56	40	31	36
JAZZ BAND	19	19	21	17	*
STAGE BAND	21	21	13	14	*
FALL GUARD	13	10	10	7	2
WINTER GUARD	14	N/A	11	12	*
TOTAL	275	228	255	242	100

Note: "*" depicts activities that have not started yet



Health Services

Budget Detail of Health Services Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Health Services	\$ 615,734	\$ 787,064	\$ 836,507	\$ 913,224	\$ 969,558	6.17%
Professional Salaries	\$ 567,411	\$ 726,239	\$ 782,936	\$ 857,865	\$ 913,661	6.50%
Director	\$ 86,327	\$ 86,433	\$ 87,782	\$ 92,854	\$ 95,791	3.16%
Employee Benefits					\$ 500	-
Nurse	\$ 481,083	\$ 639,806	\$ 695,154	\$ 765,011	\$ 817,370	6.84%
Clerical Salaries	\$ 13,855	\$ 15,986	\$ 16,486	\$ 17,059	\$ 16,697	-2.12%
Secretary	\$ 13,855	\$ 15,986	\$ 16,486	\$ 17,059	\$ 16,697	-2.12%
Other Salaries	\$ 2,492	\$ 3,103	\$ 90	\$ 15,000	\$ 15,000	0.00%
Substitutes	\$ 2,492	\$ 3,103	\$ 90	\$ 15,000	\$ 15,000	0.00%
Contract Services	\$ 8,000	\$ 8,720	\$ 25,600	\$ 9,000	\$ 9,000	0.00%
Consulting Services			\$ 17,600			-
Professional Development		\$ 720		\$ 1,000	\$ 1,000	0.00%
School Physician	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	0.00%
Supplies & Materials	\$ 20,150	\$ 13,056	\$ 8,396	\$ 9,500	\$ 10,400	9.47%
COVID19 Expenses	\$ 4,777	\$ 280				-
Medical	\$ 14,315	\$ 12,232	\$ 7,862	\$ 9,000	\$ 9,900	10.00%
Office	\$ 1,058	\$ 544	\$ 534	\$ 500	\$ 500	0.00%
Other Expenses	\$ 3,826	\$ 19,960	\$ 2,999	\$ 4,800	\$ 4,800	0.00%
Equipment	\$ 598					-
Medical	\$ 3,228	\$ 19,960	\$ 2,999	\$ 4,800	\$ 4,800	0.00%
Total	\$ 615,734	\$ 787,064	\$ 836,507	\$ 913,224	\$ 969,558	6.17%



Technology

Budget Detail of Technology Cost Center:

Budget Category	Actual Expended FY21	Actual Expended FY22	Actual Expended FY23	Final Budget FY24	Recommended Budget FY25	% Change FY25 v. FY24
Technology	\$ 595,987	\$ 696,277	\$ 687,553	\$ 668,433	\$ 686,736	2.74%
Professional Salaries	\$ 83,857	\$ 85,802	\$ 87,956	\$ 88,962	\$ 91,853	3.25%
Manager	\$ 83,857	\$ 85,802	\$ 87,956	\$ 88,962	\$ 91,853	3.25%
Other Salaries	\$ 321,590	\$ 328,109	\$ 339,691	\$ 348,621	\$ 359,233	3.04%
Employee Benefits	\$ 1,626	\$ 1,726				-
Technician	\$ 319,965	\$ 326,383	\$ 339,691	\$ 348,621	\$ 359,233	3.04%
Contract Services	\$ 99,994	\$ 152,005	\$ 93,721	\$ 116,750	\$ 121,750	4.28%
Consulting Services	\$ 27,084	\$ 62,349	\$ 27,070	\$ 25,000	\$ 30,000	20.00%
Networking & Telecomm	\$ 6,936	\$ 6,936	\$ 7,013	\$ 15,000	\$ 15,000	0.00%
Software Licensing & Support	\$ 65,975	\$ 82,720	\$ 59,638	\$ 76,750	\$ 76,750	0.00%
Supplies & Materials	\$ 59,706	\$ 24,901	\$ 8,376	\$ 8,000	\$ 8,000	0.00%
Information Management	\$ 59,706	\$ 24,901	\$ 8,376	\$ 8,000	\$ 8,000	0.00%
Other Expenses	\$ 30,839	\$ 105,460	\$ 157,810	\$ 106,100	\$ 105,900	-0.19%
Information Management		\$ 23,592	\$ 18,200			-
Networking & Telecomm	\$ 12,198	\$ 22,088	\$ 22,852	\$ 12,400	\$ 12,400	0.00%
Other		\$ 2,074				-
Postage				\$ 200		-100.00%
Software	\$ 18,463	\$ 28,246	\$ 115,252	\$ 92,000	\$ 92,000	0.00%
Software Licensing & Support	\$ 177	\$ 29,461	\$ 1,505	\$ 1,500	\$ 1,500	0.00%
Total	\$ 595,987	\$ 696,277	\$ 687,553	\$ 668,433	\$ 686,736	2.74%



APPENDIX B: Student Enrollment

Student Enrollment

On October 1 of each year, Reading Public Schools are required to record, verify, and report the total number of students enrolled by grade to DESE. DESE and the Commonwealth of Massachusetts use October 1 enrollment to calculate Foundation Enrollment and Chapter 70 Funding. October 1 enrollment is also used by the district’s administration to project class sizes and to identify trends in enrollment for subsequent years, which forms the baseline upon which the district’s personnel and non-personnel operating budget is developed. The historical enrollment by school follows below with next year’s projected enrollment:

Historical and FY25 Projected Enrollment by School:

School	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025 Projected
Alice Barrows Elementary	385	354	351	356	356	358
Birch Meadow Elementary	384	345	337	358	371	357
Joshua Eaton Elementary	404	395	375	389	393	389
J.Warren Killam Elementary	415	395	407	406	424	407
Wood End Elementary	304	249	248	246	249	239
A.W. Coolidge Middle School	424	399	406	429	403	399
Walter S. Parker Middle School	500	495	485	464	453	468
Reading Memorial High School	1230	1222	1135	1096	1098	1106
R.I.S.E. Preschool	105	97	102	103	117	104
Total	4046	3854	3744	3744	3747	3723
% Change	-1.21%	-4.98%	-2.94%	0.08%	0%	-0.64%

Total enrollment in the Reading Public Schools on October 1, 2023, was 3,747 students, which exceeded the projection by +43 students. Using a Cohort Survival Ratio (CSR) methodology and based on elementary neighborhood school assignments, projected enrollment for FY25 is 3,723 students, which represents a projected decrease of 24 students or (0.64%) districtwide.

CSR methodology is used to develop enrollment projections and is based on progression rates from grade to grade, and considers housing growth, migration, retention, withdrawals, transfers and births over the previous three school years. It produces reliable next year projections for enrollments in Grades 1-12. However, the CSR is less reliable in predicting out-year enrollment as well as Kindergarten enrollment.

Students enrolled in Barrows and Joshua Eaton are assigned to Parker Middle School and students enrolled in Birch and Wood End are assigned to Coolidge Middle School. Students enrolled in Killam Elementary are typically allocated to both middle schools at a ratio of 66% to Parker and 33% to Coolidge for projection purposes. Ratios are adjusted for sibling groups and the neighborhoods in which they reside.



FY25 Enrollment Projections:

Reflected in the table below are FY24 actual enrollment and FY25 projected, or forecasted, enrollment by grade. The change in the number of students by cohort and grade-level is illustrated. Cohorts have been color-coded for easier reference:

FY24 Actual and FY25 Projected Enrollment by Grade:

Grade	FY24 Actual	FY25 Forecast	FY25 v. FY24
RISE	104	104	
K	300	268	-32
1	280	300	20
2	301	280	-21
3	256	301	45
4	345	256	-89
5	311	345	34
Total	1793	1750	-43
		-0.32%	
6	285	310	25
7	272	285	13
8	299	272	-27
Total	856	867	11
		0.00%	
9	290	299	9
10	261	290	29
11	256	261	5
12	291	256	-35
Total	1098	1106	8
	-44	8	
Total	3747	3723	-24
	1	-24	

Elementary Enrollment Projections:

Kindergarten enrollment forecasts are less reliable and are affected by several factors including postponed kindergarten enrollment, attendance at private full-day kindergarten programs, adoption, and housing turnover. There are several sources of data used as the basis for predicting kindergarten enrollment including census data from the Town Clerk, birth data from five years before kindergarten enrollment, and self-reported data from parents and local preschools. The FY25 kindergarten projections have been identified through the Town’s census data. The Town’s census data identified 268 students who fall within the age requirements for entry into kindergarten compared to the kindergarten projection* of 303 students. Not all students who reside in Reading and who are of age will be enrolled in Reading Public Schools. Some families may choose private or parochial programs, homeschool, or postpone entry. Other families with kindergarten age children may move to Reading. We saw an increase



of 16 students from the FY24 projected number to the FY24 actual number. We will continue to monitor the kindergarten enrollment as registration kicks off at the end of January.

Enrollment projections have been used to develop the next year’s budgets for staffing, learning spaces and non-personnel supplies and services. Staffing levels at all grade levels are predicated upon the number and demographics of students expected to be enrolled at the start of the school year. Using the progression rates calculated above and making anticipated changes, elementary school class sizes have been projected for FY25 and are outlined below in comparison with FY24 actual enrollment and class sizes. Currently, we are projecting 89 sections at the elementary level with four sections at Killam and the ability to shift if needed based on an increase or decrease in enrollment. It is important to note that three Teaching Fellows remain in the budget to support elementary school class sizes:

Actual Class Size, 2023-24								Projected Class Size, 2024-2025							
Barrows	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Barrows	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	19	17	20	19	22	21		FDK	21	19	17	20	19	22	
FDK	19	18	20	20	22	21		FDK	22	19	18	20	20	22	
FDK	18	19	20	18	22	21		FDK	22	18	19	20	18	22	
# Sections	3	3	3	3	3	3	18	# Sections	3	3	3	3	3	3	18
Total	56	54	60	57	66	63	356	Total	65	56	54	60	57	66	358

Arch Meads	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Arch Meads	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	21	21	17	17	19	19		FDK	15	21	21	17	17	19	
FDK	22	21	18	17	20	20		FDK	15	22	21	18	17	20	
FDK	22	21	18	18	20	20		FDK	15	22	21	18	18	20	
					20									20	
# Sections	3	3	3	3	4	3	19	# Sections	3	3	3	3	3	4	19
Total	65	63	53	52	79	59	371	Total	45	65	63	53	52	79	357

Joshua Eatc	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Joshua Eatc	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
HDK								HDK							
FDK	19	22	22	21	23	23		FDK	21	19	22	22	21	23	
FDK	19	22	22	19	24	23		FDK	22	19	22	22	19	24	
FDK	21	21	22	22	25	23		FDK	22	21	21	22	22	25	
# Sections	3	3	3	3	3	3	18	# Sections	3	3	3	3	3	3	18
Total	59	65	66	62	72	69	393	Total	65	59	65	66	62	72	389

Killam	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Killam	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	20	20	20	18	21	25		FDK	14	20	20	20	18	21	
FDK	19	21	20	18	18	24		FDK	14	19	21	20	18	18	
FDK	19	22	19	18	20	24		FDK	14	19	22	19	18	20	
FDK	19		19		20			FDK	14	19		19		20	
# Sections	4	3	4	3	4	3	21	# Sections	4	4	3	4	3	4	22
Total	77	63	78	54	79	73	424	Total	56	77	63	78	54	79	407

Wood End	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	Wood End	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
FDK	21	18	22	16	24	24		FDK	18	21	18	22	16	24	
FDK	22	17	22	15	25	23		FDK	19	22	17	22	15	25	
FDK								FDK							
# Sections	2	2	2	2	2	2	12	# Sections	2	2	2	2	2	2	12
Total	43	35	44	31	49	47	249	Total	37	43	35	44	31	49	239

TOTAL	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total	TOTAL	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Total Sec	15	14	15	14	16	14	88	Total Sec	15	15	14	15	14	16	89
Total Stud	300	280	301	256	345	311	1793	Total Stud	268	300	280	301	256	345	1750



The Reading Public Schools provides special education services to eligible students aged three to twenty-two years deemed eligible through the special education team evaluation process. Eligibility is based on a determination that the student has a qualified disability that will limit the student’s ability to achieve effective progress in the general education program without specialized instruction. Instructional or other accommodations are outlined in the student’s Individual Education Program (IEP). The table below shows historical data regarding the number of students with IEPs based on October 1 enrollment data:

Student Enrollment – Students with Individual Education Plans:

School Year	Total Enrollment	# of Students on IEP	% of Students on IEPs	# of Students Out of District
2019 - 2020	4202	727	17.30%	51
2020 - 2021	4000	711	17.80%	49
2021 - 2022	3908	744	19.03%	52
2022 - 2023	3911	722	18.50%	52
2023 - 2024	3915	771	19.70%	58

* Based on October 1st SIMS report

The Commonwealth mandates that special services required for students are defined on individual education plans. Eligibility for special education services is based on a determination that the student has a qualified disability that requires specialized instruction to achieve effective progress in the general education programs. Instructional or other accommodations are defined in the students’ Individual Education Plan. The number of students on IEPs can vary significantly from year to year. The table above illustrates the ebb and flow of the number of students who received special education service in and out of the district, from preschool to 22 years of age during the last ten years.

From the academic year 2019-20 to 2023-24, total enrollment declined by (6.8%), from 4202 to 3915 students, the number of students on IEPs increased by (6.1%) from 727 to 771 and the number of out of district placements increased by (13.7%), from 51 to 58. The number of students on IEPs in the current academic year increased by (49) students, or (3%) year-over-year, and the number of students receiving services in out of district placements increased by (6) students over the same time period.

Illustrated in the table above, the reader will note an increase in Out of District placements between FY23 and FY24, which was driven by a significant increase in social emotional and behavioral needs. Decreases in placements occur for several reasons which include: leaving the Reading Public School district, graduating from and aging out of placements, changing placements, or returning to the district. The district has budgeted for additional Out of District placements of students pending evaluation of progress and student needs.

The following tables provide information on some of our other significant student populations:MLL and Boston Resident students.



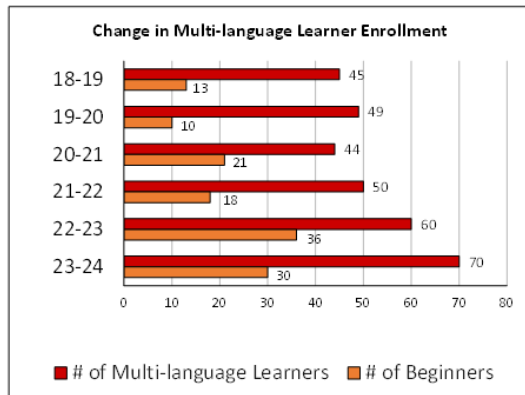
Our MLL students are students eligible to receive support with their English Language development. The first table shows the enrollment of the students across the district, and the graph that follows illustrates a growth trend in enrollment and infers an intensified need for service delivery as a result.

Boston Resident students come to us by way of our participation in the METCO Program, as detailed in the State Grant section.

Student Enrollment – Multilingual Learners:

Grade	RISE	Barrows	Birch Meadow	Joshua Eaton	Killam	Wood End	Coolidge	Parker	RMHS	Total
Preschool	5									5
K		2	2	2	3	0				9
1		1	2	2	5	1				11
2		2	1	3	3	0				9
3		0	1	1	1	0				3
4		3	1	3	7	0				14
5		1	0	0	3	0				4
6							0	3		3
7							0	3		3
8							2	1		3
9									2	2
10									6	6
11									1	1
12									1	1
Total	5	9	7	11	22	1	2	7	10	74

Year-over-Year Change in Multilingual Learners



Beginner refers to language level. Students are scored on a standardized test for English proficiency in listening, speaking, reading, and writing. Beginners are expected to receive double the amount of ESL instruction (10 hours per week) as intermediates (5 hours per week). Beginners need more support in the general education classroom, so their teachers need more coaching and support.



Student Enrollment – Boston Resident Students

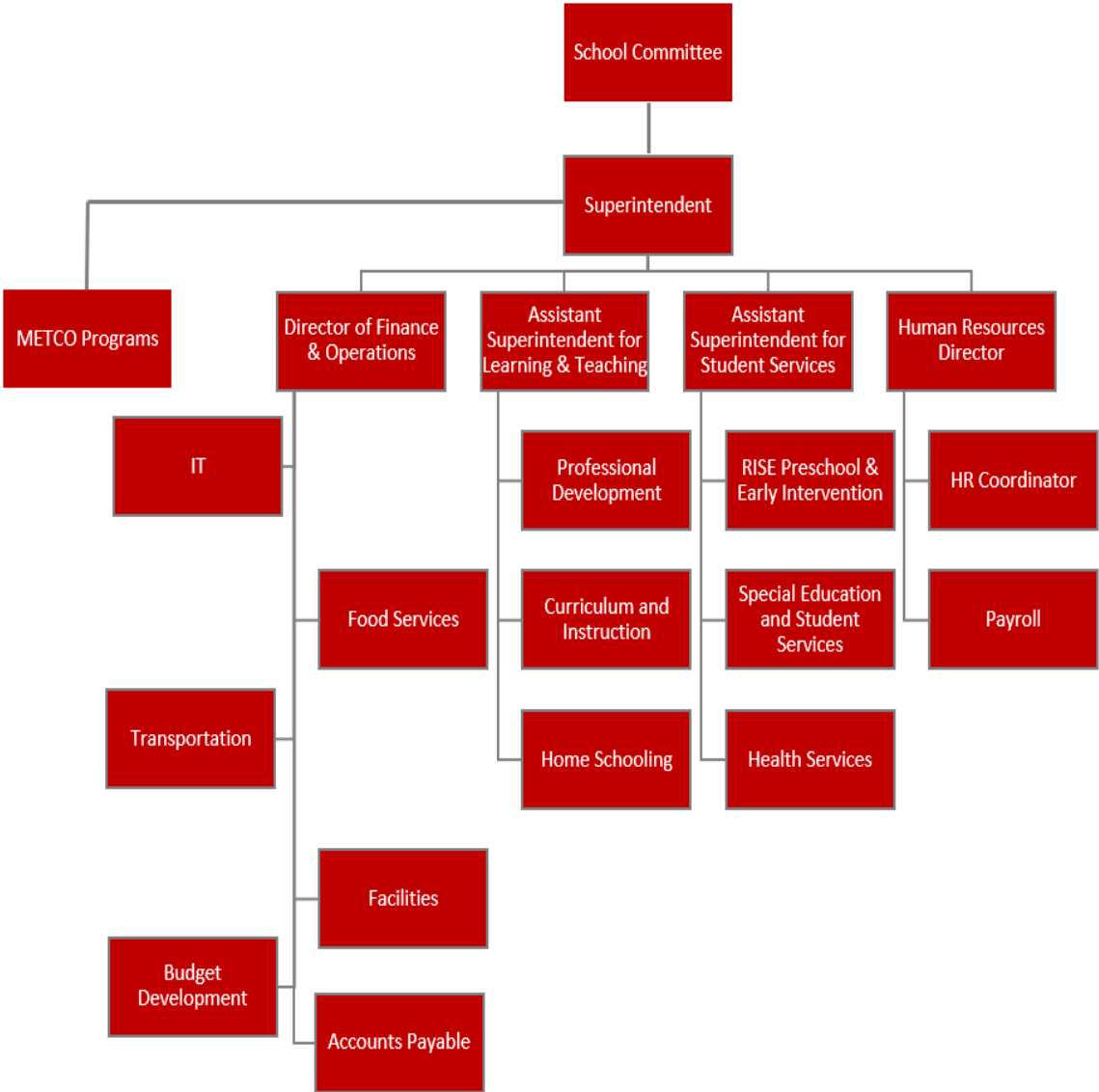
Grade	RISE	Barrows	Birch Meadow	Joshua Eaton	Killam	Wood End	Coolidge	Parker	RMHS	Total
Preschool	0									0
K		0	1	0	0	0				1
1		1	1	0	2	0				4
2		1	0	0	0	1				2
3		2	2	1	1	1				7
4		0	3	1	2	3				9
5		1	2	6	1	1				11
6							6	1		7
7							2	7		9
8							4	4		8
9									14	14
10									12	12
11									7	7
12									8	8
Total	0	5	9	8	6	6	12	12	41	99



APPENDIX C: District Organizational Structure

Organizational Chart for Reading Public Schools

An organizational chart of the Reading Public Schools is provided below:



District Leadership

School Committee

The role of the School Committee is to recruit, hire, evaluate, and make employment decisions on the Superintendent; review and approve budgets for public education in the district; and establish educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Massachusetts Board of Education.

The Reading School Committee consists of six members elected by the voters of Reading for three-year terms. Each year, two members' terms of office expire and become open for re-election. The current membership and terms of the Reading School Committee are as follows:

Thomas Wise, Chairperson, Term Expires 2025

Erin Gaffen, Vice Chairperson, Term Expires 2026

Shawn Brandt, School Committee Member, Term Expires 2024

Sarah McLaughlin, School Committee Member, Term Expires 2024

Carla Nazzaro, School Committee Member, Term Expires 2026

Charles Robinson, School Committee Member, Term Expires 2025

Under Massachusetts General Laws, Chapter 70, the School Committee has the power to select and to terminate the Superintendent, review and approve the budget, and establish the educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Board of Education.

District Administration

The district is led by the Superintendent of Schools, the Central Office Leadership Team, District Leadership Team, and Administrative Council. The Central Office Leadership Team includes the Superintendent of Schools, Assistant Superintendent for Learning and Teaching, Assistant Superintendent for Special Education and Student Services, and Directors of Human Resources Director and Finance and Operations. The District Leadership Team includes the Central Office Leadership Team, the eight building principals, the R.I.S.E. Preschool Director, and the Assistant Director for Special Education and Department Directors (Facilities, Food Services, Network Administrator, METCO, and Health Services). The Administrative Council includes the District Leadership Team as well as all Assistant Principals, Special Education Team Chairs and Program Directors.

Primary Function roles of the Administration Cost Center are described below:

Superintendent

The Superintendent of Schools serves as the chief educational leader for the school district. This position works with the School Committee as well as with building administrators and Central Office administrators to develop the district's improvement plan, strategic goals, and objectives, to recommend a budget necessary to fund the districts and schools' strategic initiatives, and to ensure that funding is used to ensure the success of all students. The Superintendent supervises and evaluates all Central Office Administrators and Building Principals. In addition, the Superintendent co-supervises the Director of Facilities with the Town Manager.



Assistant Superintendents

The role of the Assistant Superintendent for Learning and Teaching and Assistant Superintendent of Student Services is to provide leadership to district administrators, teacher leaders, teachers, and support staff in curriculum, instruction, and assessment. The Assistant Superintendent for Learning and Teaching also supervises the Director of Adult and Community Education, the Director of METCO, K-8 Curriculum Coordinators, and the Elementary Technology Integration Specialist. The position is also responsible for coordinating the district's professional development and curriculum planning activities. The Assistant Superintendent of Student Services supervises the Directors of Special Education, RISE Preschool program, Health Services, the lead social worker and the district's Team Chairs. This position is also responsible for coordinating the safety protocols within the district. The Assistant Superintendents work closely to ensure a cohesive and comprehensive system of support, fostering an integrated approach to enhance academic and student well-being.

Human Resources Director

The Human Resources Director for a school district is responsible for comprehensive oversight of human resource management. This encompasses recruitment, hiring, and onboarding processes, as well as the development, implementation, and/or application of policies and procedures related to collective bargain terms, employee relations, and compliance. Additionally, the Director manages leaves of absences, addresses personnel issues, and collaborates with school administrators to ensure the district attracts, retains, and supports a diverse and qualified professional staff, fostering a positive work environment and promoting a culture of excellence and inclusivity.

Director Finance and Operations

The Director of Finance and Operations leads the school finance and operations, including budget, financial reporting, payroll, accounts payable, accounts receivable, transportation, grants management, Medicaid reimbursement, and purchasing/procurement, collaborates closely with school facilities and oversees network technology, school nutrition, and use of school property. The Director of Finance and Operations supervises and evaluates the School Nutrition Director and Network Manager.

District Partnerships

There are eight schools in the Reading Public Schools: Reading Memorial High School (grades 9-12), A.W. Coolidge Middle School (grades 6-8), W.S. Parker Middle School (grades 6-8), and five elementary schools (grades K-5): Alice Barrows, Birch Meadow, Joshua Eaton, J.W. Killam, and Wood End. Reading also has the R.I.S.E. Preschool program, an integrated preschool, with classrooms located at Reading Memorial High School as well as in two elementary schools, which typically changes from year to year depending upon availability of space.

Reading Public Schools are part of a larger community that believes in collaboration for the purpose of benefiting the children of Reading Public Schools. We are fortunate to have many important partners who enrich the lives of our students through their contributions of resources – both financial and volunteer time.



Town of Reading

The Town of Reading is in Middlesex County, Massachusetts, United States, some 10 miles (16 km) north of central Boston. Reading was incorporated on June 10, 1644, taking its name from the town of Reading in England. Reading encompasses 9.9 square miles and is located North of Boston with easy access to major routes including 125/I-95, I93 and routes 28 and 129. In addition, commuter rail and bus service are available in Reading. The Town of Reading has a Representative Town Meeting form of government. Town Meeting is composed of 24 members from each of Reading's eight precincts for a total of 192 members. Reading also has a five member Select Board and a Town Manager.

The municipal government of the Town of Reading is the district's most important partner. We share in the tax revenues that represent the voters' commitment to a quality of life that values education, public service, and community engagement. We also share many resources and collaborate to efficiently manage the operations of the community.

Community Connections Group/ Children's Cabinet

The members of the Community Resource Group are members of the newly formed Reading Children's Cabinet and are actively working to improve access for all students. Therefore, the Community Resource Group is being phased out but the work is continuing. Because of the foundation created by this group the individual members often reach out to each other for support and resources regarding individual activities and challenges.

Reading Education Foundation

The Reading Education Foundation is a volunteer organization of Reading residents working in partnership with the Superintendent of Schools and Reading Public Schools. Its mission is to support innovation and excellence within the Reading Public Schools by raising and providing private money to fund initiatives that are beyond the reach of public funds.

Parent-Teacher Organizations

Each of our schools is fortunate to have a PTO composed of parent volunteers who support teachers in each building. This support includes parent education, teacher appreciation events, mobilization of classroom and school level volunteers, and funding for technology, enrichment, and other special programs.

Parent Booster Organizations

Reading Public Schools are supported by a sizable number of parent booster organizations of parent volunteers who raise, contribute, and dispense funds for the benefit of specific extra-curricular activities including athletic teams, academic teams, and fine and performing arts.

Understanding Disabilities, Inc.

Understanding Disabilities, Inc. (UD) partners with Reading Public Schools to increase positive attitudes toward people with disabilities. Thirty years of success teaching disability awareness in the Reading Public Schools has supported the development of an innovative curriculum that supports inclusion and promotes respectful interactions, which helps children process and understand the communities in which they live and develop healthy relationships.



APPENDIX D: 2023-2024 School Improvement Plans

Setting the stage for the FY25 budget development process was the work conducted by the School Principals and their school communities to develop the 2023-2024 School Improvement Plans. Overarching themes of providing equitable and rigorous learning environments are summarized in each School improvement Plan (SIP). Links for each school's SIP follows below:

Elementary Schools

[Alice M. Barrows Elementary School](#)

[Birch Meadow Elementary School](#)

[Joshua Eaton Elementary School](#)

[J.W. Killam Elementary School](#)

[Wood End Elementary School](#)

Middle Schools

[Coolidge Middle School](#)

[Walter S. Parker Middle School](#)

High School

[Reading Memorial High School](#)



APPENDIX E: Acronyms

This section contains some of the acronyms in the Budget Book

- ARP: American Rescue Plan
- DESE: Department of Elementary and Secondary Education (MA)
- EMBARC: Education Meaningful Inclusion, Becoming Independent, Advocacy, Relaxation, and Leisure Activities Community Integration
- ESL: English As a Second Language
- ESSER: Elementary and Secondary School Emergency Relief Fund
- FDK: Full Day Kindergarten
- FTE: Full Time Equivalent
- IDEA: Individuals with Disabilities Education Act
- IEP: Individualized Education Plan
- LEAD: Language, Executive Functioning, Academics, Determination
- LIFT: Living, Independence, Functional, Transition
- METCO: **Met**ropolitan **C**ouncil for Educational Opportunity
- MLL: Multilingual Learners
- OOD: Out Of District - refers to students being placed outside of RPS
- REACH: Resiliency, Executive Functioning, Academics, Coping Strategies, Habits of Mind
- RISE: Reading, Integrated School Experience (Preschool Program)
- RPS: Reading Public Schools
- RMHS: Reading Memorial High School
- SAIL: Strategies to Support Academics, Independence, and Life Skills
- SEL: Social Emotional Learning
- SOAR: Social Skills Organizational Skills Academics in Real World Situations





Birch Meadow students photographed by community member Alicia Williams



Enterprise Funds

Water Enterprise Fund

FY25 Budget

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

In FY25, local costs are projected to go down by 7.0%. The FY25 MWRA assessment is estimated to increase by 3.0%.

WATER ENTERPRISE FUND			FY24 BUDGET	FY25 BUDGET	FY24-25
	FY22 actual	FY23 actual	Town Meeting	Town Manager	Change
Wages	\$ 817,269	\$ 811,447	\$ 878,900	\$ 913,000	3.9%
Overhead Expenses	\$ 513,333	\$ 483,711	\$ 601,000	\$ 641,500	6.7%
Operational Expenses	\$ 323,069	\$ 441,638	\$ 649,500	\$ 525,500	-19.1%
General Fund Support	\$ 630,630	\$ 654,910	\$ 681,107	\$ 708,370	4.0%
Water Operational Costs	\$ 2,284,301	\$ 2,391,706	\$ 2,810,507	\$ 2,788,370	-0.8%
Capital	\$ 303,399	\$ 439,035	\$ 145,000	\$ 75,000	-48.3%
Debt	\$ 2,834,489	\$ 2,730,790	\$ 2,955,700	\$ 2,635,500	-10.8%
Water Local Costs	\$ 5,422,190	\$ 5,561,531	\$ 5,911,207	\$ 5,498,870	-7.0%
MWRA Assessment	\$ 2,831,288	\$ 2,833,828	\$ 2,894,300	\$ 2,981,129	3.0%
Water Gross Costs	\$ 8,253,478	\$ 8,395,359	\$ 8,805,507	\$ 8,479,999	-3.7%
ARPA Grant Support			(145,000)	-	-100.0%
Use of Financial Reserves (FY25 pending Select Board vote)			\$ (1,000,000)	\$ (600,000)	-40.0%
Water Net Costs			\$ 7,660,507	\$ 7,879,999	2.9%
<i>Town Meeting votes:</i>	<i>\$ 8,479,999</i>	<i>\$ (708,370)</i>		<i>\$ 7,771,629</i>	



Salaries

There is no change in staffing levels or significant changes in related costs.

	FY22 actual	FY23 actual	FY24 BUDGET		FY25 BUDGET	FY24-25
			Town Meeting	Town Manager	Change	
Water/Sewer Supervisor	\$ 50,033	\$ 51,207	\$ 53,300	\$ 55,400		3.9%
Water Quality & Safety Admin	\$ 85,072	\$ 88,176	\$ 91,850	\$ 95,200		3.6%
Managing/Working Forepersons	\$ 206,695	\$ 221,327	\$ 226,300	\$ 240,700		6.4%
Senior/Junior Operators	\$ 188,562	\$ 192,565	\$ 351,500	\$ 363,600		3.4%
Laborers	\$ 105,215	\$ 94,324	\$ -	\$ -		0.0%
W/S Assistant Collector	\$ 29,290	\$ 32,711	\$ 34,100	\$ 35,400		3.8%
Support Staff	\$ 26,808	\$ 29,250	\$ 30,850	\$ 31,700		2.8%
Seasonal Staff	\$ 10,792	\$ 8,692	\$ 7,500	\$ 7,500		0.0%
On Call/Out of Grade	\$ 13,326	\$ 14,212	\$ 16,000	\$ 16,000		0.0%
Overtime	\$ 101,338	\$ 78,541	\$ 75,000	\$ 75,000		0.0%
Buyback	\$ 138	\$ 442	\$ -	\$ -		0.0%
Snow Removal	\$ -	\$ -	\$ (7,500)	\$ (7,500)		0.0%
Water EF Wages	\$ 817,269	\$ 811,447	\$ 878,900	\$ 913,000		3.9%

Expenses

Local overhead expenses are up by 6.7%. General Fund support costs increased by about 4.0% according to a methodology developed by the Town Accountant.



Expenses (Continued)

	FY22 actual	FY23 actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Retirement Assessment	\$ 216,244	\$ 180,817	\$ 195,000	\$ 224,000	14.9%
OPEB Contributions	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	0.0%
Health Insurance	\$ 138,690	\$ 153,983	\$ 246,500	\$ 255,000	3.4%
Medicare Payments	\$ 12,621	\$ 13,029	\$ 13,500	\$ 14,000	3.7%
Legal Expenses	\$ 3,626	\$ -	\$ -	\$ -	0.0%
P/C Insurance Premiums	\$ 42,422	\$ 38,091	\$ 45,000	\$ 47,500	5.6%
Worker Comp. Ins. Premiums	\$ 14,730	\$ 12,790	\$ 16,000	\$ 16,000	0.0%
Water EF Overhead Expenses	\$ 513,333	\$ 483,711	\$ 601,000	\$ 641,500	6.7%
Water Parts & Maintenance	\$ 137,381	\$ 193,764	\$ 183,000	\$ 183,000	0.0%
Water Supplies & Equipment	\$ 33,395	\$ 88,206	\$ 195,000	\$ 55,000	-71.8%
Water Quality & Safety	\$ 20,235	\$ 31,808	\$ 38,000	\$ 41,000	7.9%
Water Conservation Promotion	\$ 11,010	\$ 10,902	\$ 20,000	\$ 20,000	0.0%
Outsourced Prof Services	\$ 13,093	\$ 41,856	\$ 100,000	\$ 100,000	0.0%
Gas & Utilities	\$ 39,634	\$ 40,645	\$ 55,500	\$ 60,500	9.0%
Office Supplies & Equipment	\$ 6,924	\$ 5,935	\$ 15,000	\$ 23,000	53.3%
Professional Development	\$ 4,682	\$ 4,446	\$ 13,000	\$ 13,000	0.0%
Police Details	\$ 56,715	\$ 24,076	\$ 30,000	\$ 30,000	0.0%
Water EF Operating Exp.	\$ 323,069	\$ 441,638	\$ 649,500	\$ 525,500	-19.1%
Wage Support - Adm Services	\$ 32,585	\$ 33,840	\$ 35,194	\$ 20,940	-40.5%
Wage Support - Technology	\$ -	\$ -	\$ -	\$ 15,700	
Wage Support - Finance	\$ 27,995	\$ 29,075	\$ 30,238	\$ 31,450	4.0%
Wage Support - DPW	\$ 417,110	\$ 433,170	\$ 450,497	\$ 468,500	4.0%
Expense Support - Adm Services	\$ 21,130	\$ 21,945	\$ 22,823	\$ 1,670	-92.7%
Expense Support - Technology	\$ -	\$ -	\$ -	\$ 22,050	
Expense Support - Finance	\$ 5,750	\$ 5,970	\$ 6,209	\$ 6,460	4.0%
Expense Support - DPW	\$ 126,060	\$ 130,910	\$ 136,146	\$ 141,600	4.0%
Water EF Genl Fund Support	\$ 630,630	\$ 654,910	\$ 681,107	\$ 708,370	4.0%

Capital & Debt

All planned spending except for a \$75,000 for water main lining is either existing debt service or annual maintenance. Please refer to the capital plan and debt schedule for more details.



Sewer Enterprise Fund

FY25 Budget

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

Local costs are projected to be up 40.4% in FY25 due to a \$565,000 increase in capital spending from the prior year. Included in capital in FY25 is \$350,000 for a vacuum truck which is Sewer’s share of the 50/50 split with Stormwater, \$250,000 for design work for two sewer stations and \$75,000 for sewer main projects. When combined with +3.0% MWRA charges, the gross budget is up 14%.

SEWER ENTERPRISE FUND			FY24 BUDGET	FY25 BUDGET	FY24-25
	FY22 actual	FY23 actual	Town Meeting	Town Manager	Change
Wages	\$ 398,431	\$ 449,624	\$ 483,150	\$ 496,800	2.8%
Overhead Expenses	\$ 145,034	\$ 183,208	\$ 203,600	\$ 243,500	19.6%
Operational Expenses	\$ 144,472	\$ 179,844	\$ 383,000	\$ 250,000	-34.7%
General Fund Support	\$ 262,550	\$ 272,660	\$ 283,567	\$ 294,885	4.0%
Sewer Operational Costs	\$ 950,487	\$ 1,085,336	\$ 1,353,317	\$ 1,285,185	-5.0%
Capital	\$ -	\$ -	\$ 110,000	\$ 675,000	513.6%
Debt	\$ 983,375	\$ 918,800	\$ 880,625	\$ 1,331,075	51.2%
Sewer Local Costs	\$ 1,933,862	\$ 2,004,136	\$ 2,343,942	\$ 3,291,260	40.4%
MWRA Assessments	\$ 5,376,119	\$ 5,378,343	\$ 5,598,050	\$ 5,765,991	3.0%
Sewer Gross Costs	\$ 7,309,981	\$ 7,382,479	\$ 7,941,992	\$ 9,057,251	14.0%
Use of Financial Reserves (FY25 pending Select Board vote)			\$ (650,000)	\$ (1,300,000)	100.0%
Sewer Net Costs			\$ 7,291,992	\$ 7,757,251	6.4%
<i>Town Meeting votes:</i>	\$ 9,057,251	\$ (294,885)		\$ 8,762,366	



Salaries

There is no change in staffing levels or significant changes in related costs.

	FY22 actual	FY23 actual	FY24 BUDGET		FY25 BUDGET	FY24-25
			Town Meeting	Town Manager	Change	
Water/Sewer Supervisor	\$ 49,795	\$ 51,266	\$ 53,300	\$ 55,400	3.9%	
Managing/Working Foreperson	\$ 74,474	\$ 75,085	\$ 76,250	\$ 80,800	6.0%	
Senior/Junior Operators	\$ 84,289	\$ 106,367	\$ 225,150	\$ 230,000	2.2%	
Laborers	\$ 58,600	\$ 82,421	\$ -	\$ -	0.0%	
W/S Assistant Collector	\$ 29,290	\$ 32,711	\$ 34,100	\$ 35,400	3.8%	
Support Staff	\$ 26,808	\$ 29,250	\$ 30,850	\$ 31,700	2.8%	
On Call/Out of Grade	\$ 2,418	\$ 1,800	\$ 6,000	\$ 6,000	0.0%	
Overtime	\$ 71,655	\$ 69,534	\$ 60,000	\$ 60,000	0.0%	
Buyback	\$ 1,102	\$ 1,189	\$ -	\$ -	0.0%	
Snow Removal	\$ -	\$ -	\$ (2,500)	\$ (2,500)	0.0%	
Sewer EF Wages	\$ 398,431	\$ 449,624	\$ 483,150	\$ 496,800	2.8%	

Expenses

Local overhead expenses increased by 19.6%. Local operational expenses decreased by 34.7%; most line items are level funded with a slight increase in professional services and software expenses. General Fund support costs increased by about 4.0% according to a methodology developed by the Town Accountant.



Expenses (Continued)

	FY22 actual	FY23 actual	FY24 BUDGET Town Meeting	FY25 BUDGET Town Manager	FY24-25 Change
Retirement Assessment	\$ 54,917	\$ 74,744	\$ 80,100	\$ 111,000	38.6%
OPEB Contributions	\$ 23,000	\$ 25,000	\$ 25,000	\$ 25,000	0.0%
Health Insurance	\$ 41,720	\$ 55,501	\$ 68,000	\$ 70,000	2.9%
Medicare Payments	\$ 4,845	\$ 11,959	\$ 5,500	\$ 12,500	127.3%
P/C Insurance Premiums	\$ 4,495	\$ 2,231	\$ 6,000	\$ 6,000	0.0%
Worker Comp. Ins. Premiums	\$ 16,056	\$ 13,773	\$ 19,000	\$ 19,000	0.0%
Sewer EF Overhead Expenses	\$ 145,034	\$ 183,208	\$ 203,600	\$ 243,500	19.6%
Sewer Parts & Maintenance	\$ 20,394	\$ 49,858	\$ 103,000	\$ 103,000	0.0%
Sewer Supplies & Equipment	\$ 39,773	\$ 32,389	\$ 184,000	\$ 39,000	-78.8%
Sewer Quality & Safety	\$ 35,468	\$ 43,227	\$ 37,000	\$ 41,000	10.8%
Gas & Utilities	\$ 39,445	\$ 38,818	\$ 39,500	\$ 42,500	7.6%
Office Supplies & Equipment	\$ -	\$ -	\$ -	\$ -	0.0%
Professional Development	\$ 9,391	\$ 2,553	\$ 11,500	\$ 16,500	43.5%
Police Details	\$ -	\$ 13,000	\$ 8,000	\$ 8,000	0.0%
Sewer EF Operating Exp.	\$ 144,472	\$ 179,844	\$ 383,000	\$ 250,000	-34.7%
Wage Support - Adm Services	\$ 13,575	\$ 14,100	\$ 14,664	\$ 8,280	-43.5%
Wage Support - Technology	\$ -	\$ -	\$ -	\$ 6,950	
Wage Support - Finance	\$ 11,665	\$ 12,115	\$ 12,600	\$ 13,100	4.0%
Wage Support - DPW	\$ 173,530	\$ 180,210	\$ 187,418	\$ 194,915	4.0%
Expense Support - Adm Services	\$ 8,850	\$ 9,190	\$ 9,558	\$ 700	-92.7%
Expense Support - Technology	\$ -	\$ -	\$ -	\$ 9,240	
Expense Support - Finance	\$ 2,400	\$ 2,490	\$ 2,590	\$ 2,700	4.2%
Expense Support - DPW	\$ 52,530	\$ 54,555	\$ 56,737	\$ 59,000	4.0%
Sewer EF Genl Fund Support	\$ 262,550	\$ 272,660	\$ 283,567	\$ 294,885	4.0%

Capital & Debt

Spending consists of paying existing debt and capital items such as \$350,000 for a vacuum truck which is Sewer’s share of the 50/50 split with Stormwater, \$250,000 for design work for two sewer stations and \$75,000 for sewer main projects. The next significant capital expense (financed by debt) is a change to smart-meter technology. This cost will be split by both Water and Sewer Enterprise Funds, but due to the recent water capital needed for the water main replacement and the water tank, the meter work is delayed until FY26.

Please refer to the capital plan and debt schedule for more details.

Storm Water Enterprise Fund

FY25 Budget

The Storm Water Division consists of some activities conducted under the General Fund budget and some under the Enterprise Fund budget. The Division is responsible for constructing, maintaining, and repairing all catch basins and storm drainage systems.

STORM WATER ENTERPRISE FUND			FY24 BUDGET		FY25 BUDGET		FY24-25 Change
	FY22 actual	FY23 actual	Town Meeting	Town Manager	Town Meeting	Town Manager	
Wages	\$ 109,251	\$ 97,556	\$ 120,750	\$ 125,300	\$ 120,750	\$ 125,300	3.8%
Overhead Expenses	\$ 18,100	\$ 19,577	\$ 31,750	\$ 31,750	\$ 31,750	\$ 31,750	0.0%
Operational Expenses	\$ 23,455	\$ 83,331	\$ 102,000	\$ 106,000	\$ 102,000	\$ 106,000	3.9%
General Fund Support	\$ 104,970	\$ 109,015	\$ 113,375	\$ 117,920	\$ 113,375	\$ 117,920	4.0%
Storm Water Operational Costs	\$ 255,777	\$ 309,479	\$ 367,875	\$ 380,970	\$ 367,875	\$ 380,970	3.6%
Capital	\$ 35,303	\$ 220,000	\$ 100,000	\$ 650,000	\$ 100,000	\$ 650,000	550.0%
Debt	\$ 126,628	\$ 120,075	\$ 115,825	\$ 111,575	\$ 115,825	\$ 111,575	-3.7%
Storm Water Local Costs	\$ 417,708	\$ 649,554	\$ 583,700	\$ 1,142,545	\$ 583,700	\$ 1,142,545	95.7%
MWRA Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Storm Water Gross Costs	\$ 417,708	\$ 649,554	\$ 583,700	\$ 1,142,545	\$ 583,700	\$ 1,142,545	95.7%
*Use of Financial Reserves (FY25 pending Select Board vote)			\$ -	\$ (475,000)	\$ -	\$ (475,000)	0.0%
Storm Water Net Costs			\$ 583,700	\$ 667,545	\$ 583,700	\$ 667,545	14.4%
Town Meeting votes:		\$ 1,142,545	\$ (117,920)		\$ 1,024,625		

**suggested use of \$475,000 of \$1.0 million of reserves to keep rates unchanged*

Salaries

There is no change in staffing levels for FY25.

			FY24 BUDGET		FY25 BUDGET		FY24-25 Change
	FY22 actual	FY23 actual	Town Meeting	Town Manager	Town Meeting	Town Manager	
Senior/Junior Operators	\$ 91,794	\$ 59,165	\$ 63,000	\$ 66,900	\$ 63,000	\$ 66,900	6.2%
Laborers	\$ 10,668	\$ 33,179	\$ 51,750	\$ 52,400	\$ 51,750	\$ 52,400	1.3%
On Call/Out of Grade	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Overtime	\$ 6,789	\$ 5,213	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Storm Water EF Wages	\$ 109,251	\$ 97,556	\$ 120,750	\$ 125,300	\$ 120,750	\$ 125,300	3.8%

Expenses

Local overhead expenses are unchanged, as shown in the table below:

	FY22 actual	FY23 actual	FY24 BUDGET		FY25 BUDGET	FY24-25
			Town Meeting	Town Manager	Change	
Retirement Assessment	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	0.0%
OPEB Contributions	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	0.0%
Legal Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Health Insurance	\$ 6,505	\$ 7,569	\$ 17,000	\$ 17,000	\$ 17,000	0.0%
Medicare Payments	\$ 1,096	\$ 1,508	\$ 2,250	\$ 2,250	\$ 2,250	0.0%
Storm Water Overhead Expenses	\$ 18,100	\$ 19,577	\$ 31,750	\$ 31,750	\$ 31,750	0.0%

Operating expenses have increased 3.9%. General Fund support costs increased by about 4.0% according to a methodology developed by the Town Accountant.

	FY22 actual	FY23 actual	FY24 BUDGET		FY25 BUDGET	FY24-25
			Town Meeting	Town Manager	Change	
Drainage Maintenance	\$ -	\$ 16,887	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
St. Water Supplies & Equip.	\$ 8,067	\$ 59,832	\$ 67,000	\$ 67,000	\$ 67,000	0.0%
St. Water Quality & Safety	\$ 2,013	\$ 1,157	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Gas & Utilities	\$ 9,557	\$ 5,434	\$ 6,000	\$ 10,000	\$ 10,000	66.7%
Professional Development	\$ 3,818	\$ 20	\$ 4,000	\$ 4,000	\$ 4,000	0.0%
Storm Water EF Operating Exp.	\$ 23,455	\$ 83,331	\$ 102,000	\$ 106,000	\$ 106,000	3.9%
Wage Support - Adm Services	\$ 5,445	\$ 5,655	\$ 5,881	\$ 6,120	\$ 6,120	4.1%
Wage Support - Technology	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Wage Support - Finance	\$ 4,675	\$ 4,855	\$ 5,049	\$ 5,250	\$ 5,250	4.0%
Wage Support - DPW	\$ 90,380	\$ 93,860	\$ 97,614	\$ 101,530	\$ 101,530	4.0%
Expense Support - Adm Services	\$ 3,510	\$ 3,645	\$ 3,791	\$ 3,940	\$ 3,940	3.9%
Expense Support - Technology	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expense Support - Finance	\$ 960	\$ 1,000	\$ 1,040	\$ 1,080	\$ 1,080	3.8%
Expense Support - DPW	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Storm Water EF Genl Fund Support	\$ 104,970	\$ 109,015	\$ 113,375	\$ 117,920	\$ 117,920	4.0%

Capital & Debt

In FY25, funding is requested to conduct a drainage master plan for the community. The general annual drainage project funding is increased to \$200,000 to carry out the prioritized findings of that study. In addition, the replacement of the vacuum truck is scheduled for FY25 at a total cost of \$700,000. This vehicle will be split between the Stormwater and the Sewer Enterprise Funds.

Please refer to the capital plan and debt schedule for more details.



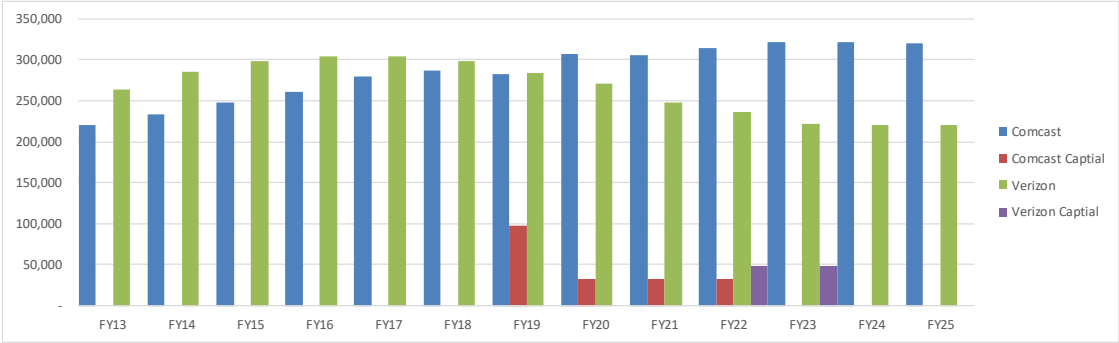
PEG Cable Access Enterprise Fund

FY25 Budget

The Public, Educational, and Governmental (PEG) Cable Access enterprise fund receives revenue from Reading’s cable providers (Comcast and Verizon) quarterly. These funds are earmarked for PEG cable access. The Town does not have an established department to provide PEG services. Over the last 20+ years the Town has outsourced PEG services to RCTV. The appropriation of this fund will allow the Town to use the PEG access fees collected from its cable providers to provide the necessary PEG services.

PEG ACCESS REVENUES RECEIVED

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	5 yr Ave	10 Yr Ave
Comcast	220,564	233,001	248,340	261,345	279,553	286,324	282,892	306,204	305,728	314,101	321,890	321,750	320,000	306,163	283,938
Comcast Captial	-	-	-	-	-	-	97,500	32,500	32,500	32,500	-	-	-	39,000	19,500
Verizon	262,959	284,657	298,382	303,624	303,583	297,655	284,055	270,740	248,253	236,753	222,021	220,000	220,000	252,364	274,972
Verizon Captial	-	-	-	-	-	-	-	-	-	48,750	48,750	-	-	19,500	9,750
Total	483,523	517,658	546,722	564,969	583,136	583,979	664,447	609,443	586,481	632,104	592,661	541,750	540,000	617,027	588,160



In prior years, the PEG Access fees were collected by the Town and paid to RCTV through an Agency fund. Massachusetts Department of Revenue now requires these funds to be appropriated by Town Meeting.



	FY21 Actual	FY22 Actual	FY23 Actual	Projected FY24	FY25 BUDGET Town Manager	FY24-25 Change
GENERAL FUND SUPPORT	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
PROFESSIONAL SERVICES	\$ 585,481	\$ 631,104	\$ 592,662	\$ 622,000	\$ 539,000	-13.3%
PEG EXPENSES	\$ 586,481	\$ 632,104	\$ 593,662	\$ 623,000	\$ 540,000	-13.3%

Reading Community Television Inc. (RCTV) was incorporated in 1998 as a non-profit organization in Massachusetts pursuant to cable television renewal license agreements for the Town of Reading. RCTV's purpose is to operate Public, Educational, and Governmental (PEG) access channels, manage the annual funding thereof, conduct training programs in the skills necessary to produce quality PEG access programming, establish rules procedures and guidelines for the use of PEG access channels, provide publicity, fund raising, outreach, and other support services to PEG access users, and produce or assist PEG users in the production of original, noncommercial use video programming of interest to subscribers focusing on town issues, events and activities.



Landfill Enterprise Fund

FY25 Budget

Town Meeting created the Landfill enterprise fund on December 9, 2002, to establish a financial assurance mechanism per the Department of Environmental Protection requirements relative to the closure of the Landfill and the post-closure maintenance and monitoring costs.

During the Post-Closure period, which is 30 years, the Developer contributes the annual estimated post-closure monitoring funds to complete Post-Closure Monitoring for the year, in an annual amount not to exceed \$37,000. Any surplus remains in the Enterprise Account until the end of the post-closure period. This practice ensures compliance with the post-closure requirements of 310CMR 19.00 relative to the Landfill.

The Developer must provide monitoring of the Landfill up to and including the limit of \$40,000 per year, with a 3% cost of living factor applied each year. The Town's obligation is escalated for amounts above \$40,000 per year appropriately escalated. The Landfill Post Closure table below shows the Town and Developer's share of the expense. The Town hasn't had an obligation relative to Landfill monitoring since December 2011.

In prior years, the contributions to the Landfill Enterprise fund were collected by the Town and treated like a performance deposit within the enterprise fund. Reimbursements were made to the Developer when proof of monitoring was provided to the Town. The Department of Revenue requires these funds to be appropriated by Town Meeting because an Enterprise Fund was established. Thus, the Town will appropriate the performance deposit paid by the Developer annually.

	FY21 Actual	FY22 Actual	FY23 Actual	Projected FY24	FY25 BUDGET Town Manager	FY24-25 Change
LANDFILL MONITORING REIMB	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	0.0%
LANDFILL EXPENSES	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	0.0%

Landfill Post Closure Financial Assurance Mechanism
 MONTH 6/30/2023

OBLIGATION CALCULATION								CASH BALANCE ANALYSIS		
A	B	C	D	E	F	G	H	I	J	K
Monitoring Year	Date	Accrued Savings E-G from previous year	Property Owner Obligation Current Year	Maximum Obligation C+D	Total costs Calendar Year Invoices Paid	Property Owner Share Paid from cash balance Lesser of E or F	Town share F-E (not <0)	Funds Received	Interest Calendar Year	Available cash K (From previous year) plus I plus J minus G
	January-03							74,000	4,063	78,063
1	January-05		40,000	40,000	47,407	40,000	7,407	40,000 *	1,221	79,285
2	January-06	0	41,200	41,200	58,824	41,200	17,624	37,000	3,159	78,244
3	January-07	0	42,436	42,436	56,681	42,436	14,245	37,000	4,838	77,646
4	January-08	0	43,709	43,709	62,097	43,709	18,388	37,000	3,067	74,003
5	January-09	0	45,020	45,020	46,899	45,020	1,878	37,000	770	66,753
6	January-10	0	46,371	46,371	48,434	46,371	2,063	37,000	269	57,650
7	January-11	0	47,762	47,762	55,695	47,762	7,933	37,000	172	47,061
8	January-12	0	49,195	49,195	46,052	46,052	0	37,000	183	38,191
9	January-13	3,143	50,671	53,814	36,670	36,670	0	37,000	104	38,626
10	January-14	17,143	52,191	69,334	45,246	45,246	0	37,000	87	30,467
11	January-15	24,088	53,757	77,845	52,958	52,958	0	37,000	103	14,611
12	January-16	24,887	55,369	80,256	40,435	40,435	0	37,000	195	11,372
13	January-17	39,821	57,030	96,852	49,546	49,546	0	37,000	100	-1,074
14	January-18	47,306	58,741	106,047	37,533	37,533	0	37,000	176	-1,431
15	January-19	68,514	60,504	129,018	36,970	36,970	0	37,000	440	-960
16	January-20	92,048	62,319	154,366	29,097	29,097	0	37,000	193	7,135
17	January-21	125,269	64,188	189,457	44,140	44,140	0	37,000	8	4
18	January-22	105,316	66,114	171,430	37,012	37,012	0	37,000	662	654
19	January-23	134,418	68,097	202,516	0	0	0	37,000	1,352	39,006
20	January-24	202,516	70,140	272,656	0	0	0	0	0	39,006
21	January-25	272,656	72,244	344,900	0	0	0	0	0	39,006
22	January-26	344,900	74,412	419,312	0	0	0	0	0	39,006
23	January-27	419,312	76,644	495,956	0	0	0	0	0	39,006
24	January-28	495,956	78,943	574,900	0	0	0	0	0	39,006
25	January-29	574,900	81,312	656,211	0	0	0	0	0	39,006
26	January-30	656,211	83,751	739,963	0	0	0	0	0	39,006
27	January-31	739,963	86,264	826,226	0	0	0	0	0	39,006
28	January-32	826,226	88,852	915,078	0	0	0	0	0	39,006
29	January-33	915,078	91,517	1,006,595	0	0	0	0	0	39,006
30	January-34	1,006,595	94,263	1,100,858	0	0	0	0	0	39,006

* Bills paid directly by developer so funds were only "effectively" received



Capital & Debt Service

Capital Overview

Our capital budget for FY25 is being significantly impacted by increased equipment costs. Our departments are seeing unprecedented increases in purchase prices, along with excessive lead times for both construction and equipment. For instance, Public Works has several sander trucks in the FY25 budget that increased from \$200,000 to \$240,000. Unfortunately, we are not able to defer these purchases since the equipment has exceeded its useful life and we run the risk of failure during critical tasks, such as snow plowing.

Last year, the Town modified how capital projects are presented. Each project/purchase has an individual sheet with specific details and itemized funding sources for the project. We will continue expanding this practice to give more detailed descriptions to the readers of our annual budget.

The Capital budget for FY25 is \$3,035,000. This represents a 3.3% increase from FY24 funding. This increase reflects the additional \$700,000 in funds provided by the Finance Committee (FinCom) to mitigate the effects of the global pandemic on our capital plan.

In this budget we have annual funding for Fields, Playgrounds, and Court Improvements of \$100,000. This budget also includes \$215,000 for parking lots, sidewalks and walkways at Birch Meadow.

We have made several adjustments to the debt and capital plan in FY25 which were presented in the November 2023 Town Meeting. These changes were made to balance the capital and debt budget. We know that in the later years, more changes might be likely as we evaluate community priorities.

FY25 Capital (3,035,000); +3.3%

\$135,000 for Core Facilities: \$50,000 for use by the Permanent Building Committee and \$85,000 for a Bobcat Utility.

\$180,000 for Schools: \$10,000 for ongoing phone system work, \$125,000 for large-scale technology projects, and \$45,000 for a Driver's Education vehicle.

\$555,000 \$100,000 for Technology for large-scale technology projects; and \$455,000 for a Computer Aided Dispatch system for Public Safety.

\$50,000 for Police; \$50,000 for an unmarked vehicle

\$2,115,000 for Public Works: \$425,000 for road repairs note an additional ~ \$600,000 of Chapter 90 grant funds will supplement the road repair budget); Another \$600,000 to pave Lowell Street; \$100,000 for skim coating & seal crack road repairs; \$100,000 in general curb and sidewalk repairs for pedestrian safety; \$50,000 for general parking lot improvements; \$50,000 for general fence improvements; \$100,000 for rock wall repairs at Memorial Park; \$100,000 for field, playground and court improvements; \$215,000 parking lot, sidewalks and walkways at Birch Meadow; \$45,000 for Cemetery sedan # 4 (2006) \$80,000 for Highway pickup truck # 4 (2006); \$250,000 for Blower Unit for Loader.



Debt Overview

Our debt budget for FY25 is \$4,818,738 which represents a 20.6% reduction from FY24 spending. This large reduction is the result of a 52.4% reduction in excluded debt. In FY24 excluded debt for the RMHS, Barrows and Wood End projects was paid off leaving one excluded debt payment left in FY25 for the Library Renovations. Paying off all the excluded debt will create much-needed savings for Reading residents as we continue to move forward with the replacement of the Killam School.

Debt within the levy continues to be balanced with capital expenditures to maintain our FinCom policy of 5% for Capital and Debt. Our Town leadership has asked FinCom to continue the temporary increase of 5.5% in FY25 to mitigate the impact of inflation.

November 2023 Town Meeting approved the issuance of debt related to one project:

- \$2.14 Million Dollars to fund Birch Meadow Phase II

In April 2024 Town Meeting, will be asked to authorize the issuance of debt for \$4 million for local match required for a grant for the Haven Street Roadway Improvement Project listed on the Debt plan as Economic Development Downtown II. The Town was able to obtain a \$2.6 Million MassWorks grant from the State for the Haven Street Roadway Improvement Project.

Due to safety concerns the RMHS fieldhouse bleachers and floors project was moved up on the capital plan for design in FY24 and FY25 for debt funding.


Finally, the Town continues to have conversations regarding a possible Senior Center/Community Center to replace or augment the Pleasant Street Center. While these conversations are fluid, it is our recommendation to follow FinCom guidance of issuing excluded debt for any project over \$5 Million Dollars. This will ensure that our robust capital investment in Town assets continues.

Blower Unit for Snow Removal

PROJECT DETAIL SHEET									
Project Title: Purchase of a blower unit for snow removal		Category: Equipment Replacement							
Department: Public Works		<p>Description and Justification:</p> <p>This blower unit replaces the old Sicard that we used to clear the overflow of snow in the center of town. The Sicard isn't repairable anymore due to the lack of available parts. This new blower unit will be attached to the new loader we have on order.</p>							
Description and Justification:									
RECOMMENDED FINANCING									
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Year						FY 2028
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
A. Feasibility Study									
B. Design									
C. Land Acquisition									
D. Construction									
E. Furnishings/Equipment									
F. Departmental Equipment	1	\$250,000			\$250,000				
G. Contingency									
H. Other									
TOTAL		\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Source of Funds Legend									
(1) Operating Revenues	(3) State Aid		(5) EMS Revolving Fund Fees				(7) Sewer Enterprise Fund Fees		
(2) Municipal GO Bonds	(4) Trust Funds		(6) Free Cash/Other				(8) Water Enterprise Fund Fees		




Replacement Car 4: Vehicle for Cemetery

PROJECT DETAIL SHEET									
Project Title: Replacement Car 4		Category: Equipment Replacement							
Department: Public Works		Description and Justification:							
Car 4 is a Ford Taurus. The car has extensive frame rot that will start to become dangerous to operate. This vehicle is involved in all town funeral processions and is starting to become unreliable.									
RECOMMENDED FINANCING									
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Year						FY 2028
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
A. Feasibility Study									
B. Design									
C. Land Acquisition									
D. Construction									
E. Furnishings/Equipment									
F. Departmental Equipment	1	\$ 40,000			\$40,000				
G. Contingency									
H. Other									
TOTAL		\$40,000	\$ -	\$ -	\$40,000	\$ -	\$ -	\$ -	\$ -
Source of Funds Legend									
(1) Operating Revenues	(3) State Aid		(5) EMS Revolving Fund Fees			(7) Sewer Enterprise Fund Fees			
(2) Municipal GO Bonds	(4) Trust Funds		(6) Free Cash/Other			(8) Water Enterprise Fund Fees			



Replacement of H-2/Pickup Truck 18

PROJECT DETAIL SHEET									
Project Title: Replacement of H-2/ Pickup Truck 18		Category: Equipment Replacement							
Department: Public Works									
Description and Justification:		<p>Pickup H-2 is a work truck that is 17 years old. This truck has significant frame rot as well as a fiberglass toolbox bed that is cracking in the corners. The vehicle has exhausted its useful life, and will begin costing significant funds to maintain.</p>							
									
RECOMMENDED FINANCING									
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Year				FY 2028		
			FY 2023	FY 2024	FY 2025	FY 2026		FY 2027	
A. Feasibility Study									
B. Design									
C. Land Acquisition									
D. Construction									
E. Furnishings/Equipment									
F. Departmental Equipment	1	\$ 80,000			\$80,000				
G. Contingency									
H. Other									
TOTAL		\$80,000	\$ -	\$ -	\$80,000	\$ -	\$ -	\$ -	\$ -
Source of Funds Legend									
(1) Operating Revenues	(3) State Aid								
(2) Municipal GO Bonds	(4) Trust Funds	(5) EMS Revolving Fund Fees							
	(6) Free Cash/Other	(7) Sewer Enterprise Fund Fees							
		(8) Water Enterprise Fund Fees							




Replacement of H-18: Sanding Dump Truck with Plow

PROJECT DETAIL SHEET									
Project Title: Replacement of H-18 Sanding Dump Truck with Plow		Category: Equipment Replacement							
Department: Public Works									
Description and Justification:		<p>Our existing H-18 truck is a sander and has exceeded its useful life. The body of the existing truck has significant corrosion and is becoming undriveable, making it nearly impossible to pass State Inspection. This truck is used for construction during the summer, but most importantly, it is critical to our snow operations. If our existing truck fails, it will significantly impact our ability to keep up with snow events.</p>							
RECOMMENDED FINANCING									
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Year						FY 2028
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
A. Feasibility Study									
B. Design									
C. Land Acquisition									
D. Construction									
E. Furnishings/Equipment									
F. Departmental Equipment	1	\$ 240,000			\$240,000				
G. Contingency									
H. Other									
TOTAL		\$240,000	\$ -	\$ -	\$240,000	\$ -	\$ -	\$ -	\$ -
Source of Funds Legend									
(1) Operating Revenues	(3) State Aid		(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees				
(2) Municipal GO Bonds	(4) Trust Funds		(6) Free Cash/Other		(8) Water Enterprise Fund Fees				



Vac Truck #S-8

PROJECT DETAIL SHEET

Project Title:	Vac Truck #S-8	Category:	Equipment Replacement
Department:	Public Works		
Description and Justification:	<p>S-8(Aquetech Jet/Vac truck) is in need of replacement. This unit is a critical piece of equipment in our inventory. It has a very expensive blower system as well as a high pressure jet pump. These items have been showing signs of wear and loss of power, and other mechanical issues have begun to arise. We would need to rebuild these systems if the truck is kept. With the down time of sending the truck out to get refurbished and the cost of all the repairs, it is more economical to replace.</p>		
			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Year						
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
A. Feasibility Study									
B. Design									
C. Land Acquisition									
D. Construction									
E. Furnishings/Equipment									
F. Departmental Equipment	7	\$700,000			\$700,000				
G. Contingency									
H. Other	SW Ent								
TOTAL		\$700,000	\$ -	\$ -	\$700,000	\$ -	\$ -	\$ -	\$ -
Source of Funds Legend									
(1) Operating Revenues	(3) State Aid		(5) EMS Revolving Fund Fees			(7) Sewer Enterprise Fund Fees			
(2) Municipal GO Bonds	(4) Trust Funds		(6) Free Cash/Other			(8) Water Enterprise Fund Fees			



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Appendix A

Capital Plan



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Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Facilities - General/CORE	545,000	135,000	105,000	105,000	690,000	1,019,500	50,000	95,000	130,000	50,000	50,000	2,429,500
Facilities - School Buildings	163,000	-	145,000	110,000	100,000	-	80,000	875,000	1,100,000	-	-	2,410,000
Facilities - Town Buildings	-	-	-	144,000	30,000	-	-	-	-	-	-	174,000
Public Schools - General	175,000	180,000	135,000	197,000	160,000	635,000	160,000	160,000	200,000	210,000	160,000	2,197,000
Administrative Services	100,000	555,000	100,000	130,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	2,135,000
Finance	-	-	-	-	-	-	-	-	-	600,000	-	600,000
Public Library	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Public Services	-	-	-	-	-	670,000	-	600,000	800,000	210,000	-	2,280,000
Public Safety - Fire/EMS	276,000	-	1,200,000	560,000	580,000	71,000	2,005,000	350,000	-	695,000	-	5,461,000
Public Safety - Police/Dispatch	-	50,000	-	275,000	-	-	30,000	-	210,000	500,000	-	1,065,000
Public Works - Equipment	1,935,000	375,000	305,000	654,500	833,000	444,500	130,000	1,155,000	745,000	-	-	4,642,000
Public Works - Parks & Cemetery	575,000	515,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-	2,915,000
Public Works - Roads	985,000	1,225,000	625,000	783,000	895,000	910,000	910,000	981,000	975,000	950,000	950,000	9,204,000
TOTAL CAPITAL REQUESTS	4,764,000	3,035,000	2,925,000	3,268,500	3,748,000	4,210,000	3,825,000	4,676,000	4,620,000	3,675,000	1,320,000	35,602,500
Net Revenues (000s)	115,126	119,809	122,854	127,304	131,890	135,847	139,922	144,120	148,443	152,897	157,484	
less excluded debt	(2,686)	(1,280)	-	-	-	-	-	-	-	-	-	
Baseline for FINCOM Policy	112,440	118,529	122,854	127,304	131,890	135,847	139,922	144,120	148,443	152,897	157,484	
FINCOM policy: 5% debt + capital	5,622,000	5,926,450	6,142,700	6,365,200	6,594,500	6,792,335	6,996,105	7,205,988	7,422,168	7,644,833	7,874,178	68,964,457
- Net Included Debt	3,358,044	3,539,038	3,213,775	3,096,600	2,844,725	2,587,150	3,175,850	2,569,350	2,482,200	1,813,150	1,671,200	26,993,038
FINCOM Target Capital Funding	2,263,956	2,387,412	2,928,925	3,268,600	3,749,775	4,205,185	3,820,255	4,636,638	4,939,968	5,831,683	6,202,978	41,971,419
Original Funding Voted or Proposed	2,246,306	2,387,412	2,925,000	3,268,500	3,748,000	4,210,000	3,825,000	4,636,638	4,939,968	5,831,683	6,202,978	41,975,179
Additional temp funding	691,694	647,588										647,588
Emergency cuts												-
Additional Funding Sept TM												-
Additional Funding Nov TM	1,531,000											-
Additional Funding April TM	295,000											-
TOTAL CAPITAL REQUESTS	4,764,000	3,035,000	2,925,000	3,268,500	3,748,000	4,210,000	3,825,000	4,676,000	4,620,000	3,675,000	1,320,000	41,632,500
Capital & Debt Policy	6.96%	5.55%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
Annual Surplus (Deficit)	-	-	-	-	-	-	-	(39,362)	319,968	2,156,683	4,882,978	
Cumulative Surplus (Deficit)	-	-	-	-	-	-	-	(39,362)	280,606	2,437,289	7,320,267	
Capital Projects Identified but there is no proposed funding yet in the Capital Plan (shading/boldcrossout indicates a change from last Town Meeting)												
1. RMHS Ropes course												
2. RMHS Fldhouse floor/bleachers												
3. Wood End field repairs												
4. Artificial Turf@Parker MS												
5. BM Master Plan up to \$10mil. in total												
-A. Support & General Circulation \$750k-\$1.2mil												
-A. Imagination Station Parking \$450-550k												
-A. Lacrosse Wall \$100-150k												
- \$1.5 mil ARPA funding awarded in FY23 for Phase I												
- \$2.4 mil now proposed as debt funding in FY25 for Phase II												

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
6. Killam Building project TBD Excluded Debt												
- Killam Field improvements, drainage, repaving (\$350k HOLD for Killam project)												
7. Senior/Community Center TBA Excluded Debt if >\$5mil (Options are being explored)												
8. DPW Bldg improvements (scope changed)												
9. Community projects (no formal capital requests yet)												
Legend: xDebt has been approved by the voters as excluded from the Prop 2-1/2 levy; debtni has been authorized by Town Meeting but not yet issued; debtna has not yet been authorized by Town Meeting												

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Facilities - CORE	545,000	135,000	105,000	105,000	690,000	1,019,500	50,000	95,000	130,000	50,000	50,000	2,986,500
Energy (Performance Contract) \$4.95mil debt	Debt	Debt										-
Energy Improvements II OPM/Design												-
Energy Improvements II \$5.0mil/15yr	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		-
Energy (Green Repairs) \$1.05mil debt												-
Bldg Security - \$4.0mil debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					-
Bldg Sec. - window film (schools)												-
Permanent Bld Committee	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
RMHS Building project ~\$55mil debt	xDebt											-
RMHS Bldg proj - \$6 mil Litig. some debt	Debt	Debt	Debt	Debt								-
RMHS Retaining Wall - \$0.5mil debt												-
RMHS Turf 2 - \$2.225 mil debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					-
RMHS Stadium OPM/Design												-
RMHS Glycol Reclamation & Installation	200,000											-
RMHS Stadium Turf/Track \$3 mil/10yr	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt			-
RMHS Ropes Course						97,500						97,500
RMHS/RISE playground design												-
RMHS/RISE playground improvements												-
RMHS Fldhouse floor/bleachers \$1.9 mil TBD debt (\$200K design; \$1.7mil project)	200,000		Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	-
Parker MS roof project OPM/design												-
Parker MS Roofing project \$2.7mil/10yr	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		-
Coolidge Alarm Panel	95,000											-
Coolidge MS roof project design					450,000							450,000
Coolidge MS Roofing project \$3.7mil/10yr						Debtna	Debtna	Debtna	Debtna	Debtna		-
Modular Classrooms \$1.2m debt	Debt											-
Killam Building project TBD xDebt			xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt		-
Barrows/Wd End Bldg projects \$0.8mil debt	xDebt											-
Barrows/Wd End Bldg projects debt	Debt											-
Birch Meadow ES roof project design						230,000						230,000
Birch Meadow Roofing project \$1.9 mil/10yr							Debtna	Debtna	Debtna	Debtna		-
Library Building project \$18.4 mil debt	xDebt	xDebt										-
Police Sta. project \$1.5mil/10yr	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt		-
Town Hall Roofing project \$520k						520,000						520,000
Police Sta. Antena System	Grant											-
Main St. Fire Sta Roofing project \$225k												-
Community Center TBA xDebt if >\$5mil												-
DPW Bldg project TBD												-

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Electrician Van Ford E350 Econoline (2014)				55,000								55,000
Carpenter's Pickup Ford F-350 (2013)			55,000									55,000
Carpenter's Cut-away Van (2017)					60,000							60,000
Plumber's Cut-away Van (2017)						57,000						57,000
Pickup Truck Chevy 2500HD (2016)					65,000							65,000
Pickup Truck Chevy 2500HD (2017)					65,000							65,000
2019 Fore Tranist Van								45,000				45,000
2021 Bobcat L28 Mini Loader (10 years)									80,000			80,000
Bobcat Skid S130 (2008)						65,000						65,000
Bobcat Utility 3650 - snowplow (2013)		85,000										85,000
Buildings - Schools (Total)	163,000	-	145,000	110,000	100,000	-	80,000	875,000	1,100,000	-	-	2,588,000
Arc Flash Hazard Study	163,000		105,000									268,000
HVAC - Elementary schools						Barrows ->	80,000	775,000				855,000
design(yr1)/project(yr2)							Wood End ->	100,000	1,100,000			
Carpet/Flooring				70,000	60,000							130,000
Doors & Windows			40,000	40,000	40,000							120,000
Wood End Water Heater												-
Coolidge Water Heater												-
Parker Water Heater												-
Parker Carpet/Flooring												15,000
Buildings - Town (Total)	-	-	-	144,000	30,000	-	-	-	-	-	-	189,000
Arc Flash Hazard Study				144,000								144,000
Carpet/Flooring					30,000							30,000
Doors & Windows												15,000
Police Station Water Heater												-

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Schools - General	175,000	180,000	135,000	197,000	160,000	635,000	160,000	160,000	200,000	210,000	160,000	2,322,000
Food Service Van E-250 (2014)				52,000								52,000
Driver's Education Vehicle (2014)		45,000										45,000
Card readers for all the schools	65,000											
Vehicle Barriers for all schools						475,000						
Bob Utility UV34 (2021)										50,000		
Courier Vehicle (2019)									40,000			40,000
District-wide Telephone systems	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Design for Technology wiring projects												-
District-wide Technology Wiring projects												-
District-wide Technology projects	100,000	125,000	125,000	135,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,485,000
Technology	100,000	555,000	100,000	130,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,885,000
Water Tank Town telco equip replace/relocate												-
Remote access multi factor authentication												-
Internal segmentation firewall												-
CAD System (Computer Aided Dispatch)		455,000										455,000
GIS flyover - planimetrics												-
Technology projects	100,000	100,000	100,000	130,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,430,000
Finance	-	-	-	-	-	-	-	-	-	-	600,000	600,000
Financial System										600,000		600,000
Library	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Equipment	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Public Services	-	-	-	-	-	670,000	-	600,000	800,000	210,000	-	2,365,000
Maillett Sommes Morgan \$1.0mil/10yrs	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	-
Downtown Improvements II \$4.0mil/ 20yrs	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	<i>Debtna</i>	-
Downtown Improvements II \$3.75 mil Bond Bill												-
Downtown Energy Efficient projects												-
PARC: Kiosks(4) handheld devices(2)												-
Land Use planning (CC & Symonds)												-
Sr/Community Center planning												-
Parks & Fields space study												-
Rehab Playgrounds Program												25,000
	B Mdw	Killam	Sturges									-

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Birch Meadow Master Plan												-
Birch Meadow Master Plan Design												-
Phase 1 \$2.3 mill (\$1.5mil ARPA grant & \$800k debt)												
Support & general Circulation \$750k-\$1.2mil												
Imagination Station Parking \$450-550k												
Phase 2 \$2.14mil/10yr debt		Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	Debtna	-
Lacrosse Wall \$100-150k												-
Tennis Courts, Playground, Parking \$800k-\$1.0mil												-
Basketball Courts \$500-650k												-
Phase 3 \$1.6mil/10yr debt												
Morton Field improvements \$600-950k												-
Castine Field \$75-100k												-
Higgins Farm Conserv Area \$100-150k												-
Birch Meadow Drive Improvements \$250-400k												-
Phase 4 \$6.0mil/10yr debt												
Softball/Multi purpose new turf field \$3.2-3.6mil												-
Coolidge Field turf \$2.2-2.4 mil.												-
Artificial Turf@Parker MS (replace) moved \$800k to 2032									800,000			800,000
Barrows Tennis court repairs						125,000						125,000
Barrows Basketball court repairs						100,000						100,000
Barrows Replace backstop & repair infield						125,000						125,000
Killam Field improve, drainage, repaving (\$350k) held for Killam project decision												-
Wood End Field Repairs								325,000				325,000
(*) below indicates \$950k in state bond bill details TBA (\$805k identified below)												-
*Wash Pk:Replace backstop & shift field						150,000						150,000
*Wash Pk:Walking Paths						100,000						100,000
*Mem Pk: Replace Band Stand						50,000						50,000
*Mem Pk:Court resurface						20,000						20,000
*Symonds:Replace backstop								150,000				150,000
*Hunt Pk:Replace backstop								125,000				125,000
Sturges Pk:Tennis court repairs										75,000		105,000
Sturges Pk:Basketball court repairs										85,000		115,000
Sturges Pk:Backstop repairs										50,000		50,000
Public Safety - Fire/EMS	276,000	-	1,200,000	560,000	580,000	71,000	2,005,000	350,000	-	695,000		6,237,000
Ladder Trk #1 (2008: \$800k, next FY22) (15 years)	126,000											126,000
Ladder Truck & Equipment												-
Pumper Eng #1 (2010-\$525k; next FY30)							1,400,000					1,400,000
Pumper Eng #2 (2007-\$410k; next FY25)			1,150,000									1,150,000

Capital Improvement Plan (CIP)

2/27/2024 9:51		FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Pumper Eng #3 (2016 \$630k; next FY36)													-
Pumper Eng #4 (2020 \$800k; next FY40)													-
Ambulance #1 (2017- 10 yrs)						500,000							500,000
Ambulance #2 (2010 - 10yrs) & equip											575,000		975,000
Ambulance equipment					45,000						45,000		90,000
Passenger Car#1 (2022 - 10yrs)											75,000		140,000
Passenger Car#2 (2024 - 10yrs)		65,000										75,000	65,000
Passenger Car#3 (2019 - 10yrs)							71,000						71,000
Passenger Car#4 (2024 - 10yrs)		85,000											85,000
Pickup Truck #1 (2019 - 12yrs)								85,000					85,000
Pickup Truck #2 (2012 - 12yrs)					80,000								80,000
Alarm Truck (1994 - 20yrs)													-
ALS Defibrillator (2019 - 7yrs)				50,000				50,000					100,000
BLS AEDs (2020-8yrs)					25,000			30,000					55,000
Rescue Tool					60,000								60,000
Breathing Apparatus (2017-12yrs)								400,000					400,000
Breathing Air Compressor													-
Breathing Air Bottles					30,000								30,000
CPR Compression Device						20,000							20,000
Thermal Imaging (2018 - 10yrs)						60,000							60,000
Fire Hose								40,000					75,000
Multigas meters					20,000								20,000
Turnout Gear (2022 - 5yrs)					300,000				350,000				650,000
Public Safety - Police/Dispatch		-	50,000	-	275,000	-	-	30,000	-	210,000	500,000		1,145,000
Police Unmarked Vehicle			50,000		50,000					50,000			150,000
Police equipment (tasers) (7 years)									160,000				160,000
Firearms Replacement (12 years)												120,000	80,000
Video Integration					200,000								200,000
Radios (Police & Fire 2022 - 12yrs)											500,000		500,000
AEDs					25,000			30,000					55,000
Public Works - Equipment		1,935,000	375,000	305,000	654,500	833,000	444,500	130,000	1,155,000	745,000	-		7,161,000
Large Trucks	Life	480,000	-	305,000	310,000	200,000	340,000	-	1,010,000	495,000	-		3,140,000
C-03 Dump Truck C3 (2016)	10								75,000				75,000
C-04 Dump Truck C2 (2012)	10				70,000								70,000
H-05 Small Dump Truck #7 (2012)	10			65,000									65,000
H-06 Aerial Pickup Truck #14 (2017)													-
H-07 Truck #10 (2018)	15								240,000				240,000
H-08 Truck #9 - Sander (2017)	15									250,000			250,000
H-09 Truck #8 - 10 wheeler (2016)	15									245,000			245,000
H-10 Truck #22 -Sander (2015)									240,000				240,000

Capital Improvement Plan (CIP)

2/27/2024 9:51		FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
H-11 Truck #4 - Sander (2014)	15								235,000				235,000
H-12 Truck #16 - Sander (2011)	15								220,000				220,000
H-14 Truck #3 - Sander (2010)	15						215,000						215,000
H-15 Truck #5 (2008)	15					200,000							200,000
H-16 Truck # 7 (2008)		240,000											240,000
H-17 Truck # 11 (2008)	15	240,000											240,000
H-18 Truck #19 - Sander (2007)	15				240,000								240,000
H-19 Truck #18 - Sander (2006)	15			240,000									240,000
P-03 Dump truck #24 Parks (2017)	15						65,000		-				65,000
P-04 Dump truck #12 Parks (2015)	15						60,000						60,000
Pick-ups/Cars/Vans		235,000	125,000	-	54,000	176,000	62,000	130,000	-	-	-		782,000
C-02 Pickup Ford Utility #C1 (2014)	10							60,000					60,000
C-06 Cem. #4 Ford Sedan (2006)	10		45,000										45,000
CAR 1 Ford Escape (2016)					54,000								54,000
CAR 2 Car #3 Ford Escape HYBRID (2008)	10	55,000											55,000
E-01 Chevy Traverse (2019)													-
F-02 Pickup Chevy #9 Parks (2011)	10	100,000											100,000
H-01 Pickup #16 (2015)							62,000						62,000
H-02 Pickup #18 (2006)			80,000										80,000
H-03 Pickup #4 (2020)								70,000					70,000
H-04 Pickup Ford Utility #11 (2014)						67,000							67,000
M-02 Pickup #1 (2020)													-
PFC-01 Ford Escape (2017)						59,000							59,000
P-02 Pickup Ford #2 Parks (2015)	10					50,000							50,000
Pickup for P/F/C Supervisor		80,000											80,000
Backhoes/Loaders/Heavy Equipment		280,000	-	-	-	80,000	-	-	-	-	-		360,000
C-07 Backhoe Loader (2020)	10												-
H-20 Loader JD 624 (2020)	10												-
H-21 Loader JD 624 (2017)	10												-
Loader to replace Sicard		280,000											280,000
H-22 Backhoe JD 710L HWY (2020)	10												-
H-23 Bobcat Loader (2015)	10												-
P-05 Ventrac tractor (2020)	10												-
P-06 Tractor JD4520 (Parks) (2012)	15					80,000							80,000
Specialty Equipment - Heavy Duty		-	250,000	-	-	343,000	-	-	-	-	-		988,000
F-04 Bucket Truck #21 Forestry (2009)	15												-
F-05 Chipper/LoaderTruck #23 (2008)	15												210,000
H-24 Forklift (2016)													-

Capital Improvement Plan (CIP)

2/27/2024 9:51		FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
H-25	Crawler Dozer (2003)												-
H-26	Snow Primoth SW4S (2016)	15				113,000							113,000
H-27	Snow Trackless (2015)	15				180,000							180,000
H-28	Snow Holder #1 c992 (2015)	15											185,000
H-29	Snow Holder #2 c480 (2013)	15											-
H-31	Leeboy Pavement Sprd (2014)	10											-
H-32	Hamm Roller, Large (2014)												-
H-33	Hamm Roller, Small (2016)					50,000							50,000
H-34	Leeboy Roller, Small (1998)												-
H-41	Screener (2018)	15											-
	Blower unit for Loader		250,000										250,000
W-23	Sicard HD Snowblower (1999)												-
	Specialty Equipment - Light Duty		916,000	-	-	80,000	10,000	-	-	145,000	250,000	-	1,440,000
C-14	SmithCo 48" Sweeper (2012)	10			30,000								30,000
C-15	SKAG Leaf Vac (Cem) (2015)	10							25,000				25,000
C-16	Carmate Trailer (2019)								20,000				20,000
C-17	Big Tex Trailer (2013)				10,000								10,000
F-06	Vemeer Chipper (2018)									225,000			225,000
F-08	Stump Grinder new (2021) (replace 20 yrs)	20											-
F-09	Trailer Dump Trailer (2015)								50,000				50,000
F-10	Truck Mount Sprayer 500gal (2015)								20,000				20,000
H-35	Tack Machine for Paving (2004)												-
H-36	Curb-builder for Paving (2010)												-
H-37	HotBox for Paving (2020)												-
H-38	Cement Mixer Tow Behind (2005)												-
H-39	Mobile Compressor (1) (2019)	10											-
H-40	Mobile Compressor (2) (2020)												-
H-42	Trailer (2012)												-
H-43	Trailer, Roller (1998)												-
H-44	Eager beaver Trailer #2 (1996)												-
P-11	Smithco SuperStar (2016)								30,000				30,000
P-12	Smithco 60 Turf Sweeper (2016)				40,000								40,000
	P-13 Sweeper/Blower/Mower (1985)												15,000
P-14	Leaf Vac SKAG (2016)									25,000			25,000
P-15	Trailer (2016)					10,000							10,000

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
P-16 Trailer (2013)	16,000											16,000
P-17 Trailer (stump grinder)												24,000
P-18 Trailer Enclosed (2007)												-
R-01 Rubbish Barrells for automated pickup	900,000											900,000
Lawnmowers	24,000	-	-	210,500	24,000	42,500	-	-	-	-		451,000
C-08 Mwr SKAG TT #2 (2017)				24,000								24,000
C-09 Mwr (Cem.) SKAG 48" (2016)				12,500								12,500
C-10 Mower SKAG 61" (2008)	24,000											24,000
C-11 Mwr (Cem.) Scag 52" Stander (2021)						10,000						10,000
C-12 Mwr SKAG 36" (2012)						12,500						12,500
C-13 Mwr SKAG TT 61" #3 (2011)				24,000								24,000
P-07 Mwr SKAG TT #5 (2017)					24,000							24,000
P-08 Mwr SKAG						20,000						20,000
P-09 Mwr (Pks) TORO 5910N (2014)				150,000								150,000
P-10 Mower - TORO Gang (2007)												150,000
DPW: Parks & Cemetery	575,000	515,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		3,690,000
Gen'l Fence Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		550,000
DPW Yard Improvements												-
Strout Avenue Improvements												-
School Site Improvements												-
<i>Birch Meadow (parking lots, sidewalks, walkways)</i>		215,000										215,000
<i>Field, Playground and Court Improvements</i>	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		1,100,000
Rock Wall repairs - Memorial Park												100,000
Rock Wall Repair Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		1,000,000
Rock Wall repairs - Laurel Hill												-
Rock Wall repairs - Joshua Eaton												-
Grove Street Parking Lot Improvements	200,000											
Gen'l Parking Lot Improvements	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		525,000
DPW: Roads												-
Track Road Bridge #1												-
Track Road Bridge #2	<i>grant funded TBD</i>											-
Salem Street Crosswalk Improvements	40,000											40,000
Salem and Main Traffic Signal Improvements	20,000											20,000
Sidewalk/Curb/Ped. Safety	100,000	100,000	100,000	125,000	150,000	175,000	175,000	200,000	200,000	200,000	200,000	1,625,000
Skim Coating & Crack Seal Patch	100,000	100,000	100,000	125,000	150,000	175,000	175,000	200,000	200,000	200,000	200,000	1,625,000
West Street - Local shr (\$1.3mil)	<i>Debt</i>	<i>Debt</i>										-
Lowell Street \$500k + \$600k		600,000										1,100,000
General Fund - various roads	725,000	425,000	425,000	533,000	595,000	560,000	560,000	581,000	575,000	550,000	550,000	5,954,000
TOTAL GENL FUND VOTED - ROADS	985,000	1,225,000	625,000	783,000	895,000	910,000	910,000	981,000	975,000	950,000	950,000	10,364,000
Grants - various roads	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,600,000
TOTAL ROAD CAPITAL	1,585,000	1,825,000	1,225,000	1,383,000	1,495,000	1,510,000	1,510,000	1,581,000	1,575,000	1,550,000	1,550,000	16,964,000

Capital Improvement Plan (CIP)

2/27/2024 9:51	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY25-34
Biggest Changes in Capital since November 2023 Town Meeting				Concerns								
				Killam ES - any costs not Excluded debt should be identified very soon								

Water Enterprise Fund

Capital Debt
February 2024

Water Ent. Fund Capital & Debt		Projected ==>		Legend: DEBT (Issued); debtni (Approved, Not Issued) and debtna (not yet approved)							FY-2033	FY-2034	FY-2035	FY-2036	FY-2037	FY-2038	FY-2039	FY-2040	FY-2041	FY-2042	FY-2043	FY-2044	FY23-44 TOTAL
		FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032													
Water Capital		295,000	75,000	125,000	340,000	300,000	270,000	335,000	300,000	306,000	318,000	222,000	150,000	290,000	490,000	150,000	175,000	175,000	175,000	295,000	-	-	5,336,000
Water Debt		2,955,700	2,635,500	2,362,325	2,529,000	2,599,217	2,182,633	2,121,300	2,062,617	1,689,109	1,349,151	1,155,818	866,885	840,452	814,019	787,586	761,153	734,720	703,337	479,004	110,000	-	35,419,576
Total Capital & Debt		3,250,700	2,710,500	2,487,325	2,869,000	2,899,217	2,452,633	2,456,300	2,362,617	1,995,109	1,667,151	1,377,818	1,016,885	1,130,452	1,304,019	937,586	936,153	909,720	878,337	774,004	110,000	-	44,768,306
Water CAPITAL		295,000	75,000	125,000	340,000	300,000	270,000	335,000	300,000	306,000	318,000	222,000	150,000	290,000	490,000	150,000	175,000	175,000	175,000	295,000	-	-	5,336,000
MWRA (\$3.18mil partial join)	1	Debt	Debt	Debt	Debt																		-
MWRA (\$7.8mil full join)	2	Debt	Debt	Debt	Debt	Debt																	-
Well Abandonment								225,000															225,000
Auburn Tank \$4.5 mil/20yr	3	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Auburn Tank \$2.0 mil/20yr	3a		Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt							-
Aub Tank used \$0.5 mil EF rsrvs	3b																						500,000
WM:Hvrhl&Howard (\$2.05m)	4																						-
WM(M):loan to be used	5																						-
WM(M) Ph 1 R#1 \$4.012mil/10yr	6	Debt																					-
WM Ph 1 R#2 \$1.165mil/10yr	7a	Debt	Debt	Debt																			-
WM Ph 1 R#2 \$3.106 mil/10yr	7b	Debt	Debt	Debt	Debt																		-
WM Grove St \$1.0mil/5yrs	8	Debt	Debt																				-
WM Gazebo \$1.1mil/10yr	9	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt														-
Water Main Repairs (WBrk #1)																							-
Water Main Repairs			-	-																			-
Emerson Ave WM																							400,000
WM Downtown I \$2.8 mil/10yr	10a	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt													-
WM(M) Downtown I \$1.5mil	10b	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt												-
WM(M) Downtown I \$1.544mil	10c.	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt											-
Lead Removal (M) \$1.5mil	11	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt												-
Replace Meters \$2.0mil/8yr	12				debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	-
WM Downtown II \$5.2 mil/15yr	13					debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	-
Water Distribution																							
Unidirectional Flushing Program		35,000								40,000	40,000	40,000									45,000		235,000
WM Lining Program		75,000	75,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	175,000	175,000	175,000	175,000			2,500,000
SCADA Upgrade (every 5 yrs)		150,000		50,000						75,000					75,000						75,000		425,000
Water Vehicles																							
WS-01 Replace Pickup Truck #12 (2021)											67,000												67,000
W-02 Replace Pickup #15 (2020)										66,000													66,000
W-03 Replace Pickup Truck #3 (2021)											67,000												67,000
W-05 Replace Utility Truck #5 (2016)						200,000																	200,000
W-06 Replace Truck #6 (2020)															265,000								265,000
W-07 Replace Truck #14 (2015)					240,000																		240,000
W-10 Replace Cat 440 Backhoe (2019)									175,000														175,000
W-11 Replace CAT 430 Backhoe (2017)						170,000																	170,000
W-12 Bobcat Skidsteer													100,000										100,000
W-14 Trailer signboard (2018)												19,000											19,000
W-15 Trailer signboard (2018)												19,000											19,000
W-16 Trailer signboard (2018)												19,000											19,000
W-17 Trailer signboard (2017)											19,000												19,000
W-18 Trailer light tower (2014)								10,000															10,000
W-20 Trailer (1999)																							40,000
W-22 Generator Tow Behind (1994)																							-
W-26 Trailer signboard (2020)													20,000										20,000
W-27 Trailer signboard (2020)													20,000										20,000
Engineering Vehicle (split w/ Swr)		35,000																					35,000

Water Enterprise Fund

Capital Debt
February 2024

Water Ent. Fund Capital & Debt		Projected ==>		Legend: DEBT (Issued); debtni (Approved, Not Issued) and debtna (not yet approved)																				FY23-44
		FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY-2035	FY-2036	FY-2037	FY-2038	FY-2039	FY-2040	FY-2041	FY-2042	FY-2043	FY-2044	TOTAL	
Water DEBT		2,955,700	2,635,500	2,362,325	2,529,000	2,599,217	2,182,633	2,121,300	2,062,617	1,689,109	1,349,151	1,155,818	866,885	840,452	814,019	787,586	761,153	734,720	703,337	479,004	110,000		35,419,576	
Join MWRA(partial \$3.18m)	1	176,100	169,900	153,700	149,350																		830,830	
Join MWRA(full \$7.8m) ®	2	417,150	402,750	388,350	370,825	355,250																	2,365,875	
Auburn Tank \$4.5 mil/20yr	3	322,775	312,525	302,275	292,025	281,775	271,525	261,275	252,050	244,875	239,750	235,650	231,550	205,000	205,000	205,000	205,000	205,000	200,000	-			4,806,075	
Auburn Tank \$2.0 mil/20yr	3a	47,000	200,000	195,000	190,000	185,000	180,000	175,000	170,000	165,000	160,000	155,000	150,000	145,000	140,000	135,000	130,000	125,000	120,000	115,000	110,000	105,000	3,126,917	
WM:Hvrhll&Howard (\$2.05m)	4																						-	
WM(M):loan to be used	5																						-	
WM(M) Ph 1 R#1 \$4.012mil/10yr	6	401,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	802,400	
WM Ph 1 R#2 \$1.165mil/10yr	7a	126,500	121,900	117,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	496,800	
WM Ph 1 R#2 \$3.106 mil/10yr	7b	359,600	347,200	334,800	322,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,736,000	
WM Grove St \$1.0mil/5yrs	8	196,100	188,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	588,300	
WM Gazebo \$1.1mil/10yr	9	128,725	123,975	119,225	114,475	104,850	100,350	95,850	91,800	-	-	-	-	-	-	-	-	-	-	-	-	-	1,012,725	
WM Downtown I \$2.8 mil/10yr	10a	326,150	314,150	297,275	285,525	273,775	262,025	250,275	239,700	-	-	-	-	-	-	-	-	-	-	-	-	-	2,587,025	
WM(M) Downtown I \$1.5mil	10b	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	1,500,000	
WM(M) Downtown II \$1.5mil	10b	154,400	154,400	154,400	154,400	154,400	154,400	154,400	154,400	154,400	154,400	-	-	-	-	-	-	-	-	-	-	-	1,544,000	
Lead Removal (M) \$1.5mil	11	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	1,500,000	
Replace Meters \$2.0mil/8yr	12				350,000	337,500	325,000	312,500	300,000	287,500	275,000	262,500											2,450,000	
WM Downtown II \$5.2 mil/15yr	13					606,667	589,333	572,000	554,667	537,334	520,001	502,668	485,335	468,002	450,669	433,336	416,003	398,670	381,337	364,004			7,280,030	
Repayment of Principal:		2,520,600	2,219,400	2,019,400	2,149,400	2,031,067	1,681,067	1,681,067	1,681,067	1,356,067	1,056,067	901,667	651,667	651,667	651,667	651,667	651,667	651,667	651,667	646,667	446,667	100,000	100,000	26,867,400
Join MWRA(partial \$3.18m)	1	155,000	155,000	145,000	145,000																		756,000	
Join MWRA(full \$7.8m) ®	2	360,000	360,000	360,000	355,000	350,000																	2,145,000	
Auburn Tank \$4.5 mil/20yr	3	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	200,000				3,890,000	
Auburn Tank \$2.0 mil/20yr	3a		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	2,000,000	
WM:Hvrhll&Howard (\$2.05m)	4																						-	
WM(M):loan to be used	5																						-	
WM(M) Ph 1 R#1 \$4.012mil/10yr	6	401,200																					802,400	
WM Ph 1 R#2 \$1.165mil/10yr	7a	115,000	115,000	115,000																			460,000	
WM Ph 1 R#2 \$3.106 mil/10yr	7b	310,000	310,000	310,000	310,000																		1,550,000	
WM Grove St \$1.0mil/5yrs	8	185,000	185,000																				555,000	
WM Gazebo \$1.1mil/10yr	9	95,000	95,000	95,000	95,000	90,000	90,000	90,000	90,000	90,000													835,000	
WM Downtown I \$2.8 mil/10yr	10a	240,000	240,000	235,000	235,000	235,000	235,000	235,000	235,000														2,130,000	
WM(M) Downtown I \$1.5mil	10b	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000													1,500,000	
WM(M) Downtown II \$1.544mil	11	154,400	154,400	154,400	154,400	154,400	154,400	154,400	154,400	154,400	154,400												1,544,000	
Lead Removal (M) \$1.5mil	11	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000													1,500,000	
Replace Meters \$2.0mil/8yr	12				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000											2,000,000	
WM Downtown II \$5.2 mil/15yr	13					346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	346,667	5,200,000	
Interest on Long Term Debt:		435,100	416,100	342,925	379,600	568,150	501,567	440,234	381,551	333,043	293,085	254,152	215,219	188,786	162,353	135,920	109,487	83,054	56,671	32,338	10,000	5,000	5,832,827	
Join MWRA(partial \$3.18m)	1	21,100	14,900	8,700	4,350																		74,830	
Join MWRA(full \$7.8m) ®	2	57,150	42,750	28,350	15,825	5,250																	220,875	
Auburn Tank \$4.5 mil/20yr	3	117,775	107,525	97,275	87,025	76,775	66,525	56,275	47,050	39,875	34,750	30,650	26,550	22,450	18,350	14,250	10,150	6,050	2,000				989,325	
Auburn Tank \$2.0 mil/20yr	3a	47,000	100,000	95,000	90,000	85,000	80,000	75,000	70,000	65,000	60,000	55,000	50,000	45,000	40,000	35,000	30,000	25,000	20,000	15,000	10,000	5,000	1,126,917	
WM(M) Ph 1 R#1 \$4.012mil/10yr	6	-																					-	
WM Ph 1 R#2 \$1.165mil/10yr	7a	11,500	6,900	2,300																			36,800	
WM Ph 1 R#2 \$3.106 mil/10yr	7b	49,600	37,200	24,800	12,400																		186,000	
WM Grove St \$1.0mil/5yrs	8	11,100	3,700																				33,300	
WM Gazebo \$1.1mil/10yr	9	33,725	28,975	24,225	19,475	14,850	10,350	5,850	1,800														177,725	
WM Downtown I \$2.8 mil/10yr	10a	86,150	74,150	62,275	50,525	38,775	27,025	15,275	4,700														457,025	
WM(M) Downtown I \$1.5mil	10b																						-	
WM(M) Downtown II \$1.544mil	10c																						-	
Lead Removal (M) \$1.5mil	11																						-	
Replace Meters \$2.0mil/8yr	12				100,000	87,500	75,000	62,500	50,000	37,500	25,000	12,500											450,000	
WM Downtown II \$5.2 mil/15yr	13					260,000	242,667	225,334	208,001	190,668	173,335	156,002	138,669	121,336	104,003	86,670	69,337	52,004	34,671	17,338			2,080,030	

Sewer Enterprise Fund

Capital + Debt
February 2024

2/27/2024 15:48		Projected ==>		Legend: DEBT (Issued); debtani (Approved, Not Issued) and debtna (not yet approved)									FY23-35	
Sewer Ent. Fund Capital & Debt		FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY-2035	TOTAL
Sewer Capital		460,000	675,000	135,000	251,000	255,000	100,000	280,000	1,972,000	1,200,000	125,000	275,000	1,800,000	7,603,000
Sewer Debt		906,625	1,331,075	1,009,725	968,175	890,925	1,262,125	818,825	781,350	645,000	616,250	262,500	-	10,437,375
Total Capital & Debt		1,366,625	2,006,075	1,144,725	1,219,175	1,145,925	1,362,125	1,098,825	2,753,350	1,845,000	741,250	537,500	1,800,000	18,040,375
Sewer CAPITAL		460,000	675,000	135,000	251,000	255,000	100,000	280,000	1,972,000	1,200,000	125,000	275,000	1,800,000	7,603,000
Sewer Main projects		75,000	75,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	150,000	1,350,000
Station: Chas St. \$2.4mil/8yrs		2	debt	debt										-
Station: Sturges \$2 mil/5yrs		4	debt	debt	debt									-
Station: Sturges additional funding														-
Station: Joseph's Way \$1.03mil (\$915k debt 5 yrs)		6	design	125,000	debt	debt	debt	debt	debt					125,000
Station: Brewer Lane \$1.03mil (915k debt 5yrs)		7	design	125,000	debt	debt	debt	debt	debt					125,000
Station: Collins Ave. \$1.75m (\$1.625 mill. debt over 5 yrs)							125,000	debt	debt	debt	debt			125,000
Portable Generator - Collins \$30k							30,000							30,000
Station: Small Lane \$475k								50,000	425,000					475,000
Station: Grove St. \$1.05mil								100,000	950,000					1,050,000
SCADA Upgrade			150,000											
Portable Generator - Grove \$30k								30,000						30,000
Station: Strout Ave. \$1.175mil									100,000	1,075,000				1,175,000
Station: Longwood Rd. \$200k			200,000											200,000
Station: Pitman Drive \$1.8mil												150,000	1,650,000	1,800,000
MWRA Inflow & Infiltration			debt	debt	debt	debt	debt	debt						-
Downtown Improve II design														-
Downtown Improve II \$1.0mil/10yrs		3	debt	debt	debt	debt	debt	debt	debt					-
Downtown Improve II add'l funding														-
Meter Replacements \$2.0mil/8yrs		5				debtna	debtna	debtna	debtna	debtna	debtna	debtna	debtna	-
S-02 Pickup #8 (2016)						61,000								61,000
S-03 Pickup #6 (2020)									66,000					66,000
S-04 Pickup #10 (2020)									66,000					66,000
S-05 Pickup #17 (2015)					60,000									60,000
S-06 Truck #17 (2015)									240,000					240,000
S-07 Vacuum Truck #1 (split w/StWtr 2018)												300,000		300,000
S-08 Vacuum Truck (split w/StWtr)				350,000										350,000
S-10 Portable Pump - trailer (2020)														-
S- Generator Tow behind (1994)					90,000									90,000
Engineering Vehicle (split w/Wtr)			35,000											35,000
Sewer DEBT			906,625	1,331,075	1,009,725	968,175	890,925	1,262,125	818,825	781,350	645,000	616,250	262,500	-
MWRA Inflow & Infiltration		1	68,200	68,200	68,200	68,200	26,000	26,000						393,000
Station: Charles St. \$2.4mil/8yrs		2	291,600	280,800										874,800
Downtown Improve II \$1.0mil/10yrs		3	115,825	111,575	107,325									454,800
Station: Sturges \$2 mil/5yrs		4	405,000	387,000	369,000									1,589,125
Meter Replacements \$2.0mil/8yrs		5				350,000	337,500	325,000	312,500	300,000	287,500	275,000	262,500	2,450,000

Sewer Enterprise Fund

Capital + Debt
February 2024

Station: Joseph's Way \$1.03mil (\$915k debt 5 yrs)	6		228,750	219,600	210,450	201,300	192,150							1,052,250	
Station: Brewer Lane \$1.03mil (915k debt 5yrs)	7		228,750	219,600	210,450	201,300	192,150							1,052,250	
Station: Collins Ave. \$1.75m (\$1.625 million debt over 5 yrs)							406,250	390,000	373,750	357,500	341,250			1,868,750	
Repayment of Principal:			809,200	1,175,200	905,200	795,200	753,000	1,078,000	686,000	681,000	575,000	575,000	250,000	-	9,097,000
MWRA Inflow & Infiltration P7	1a													-	
MWRA Inflow & Infiltration P9	1c		42,200	42,200	42,200	42,200								211,000	
MWRA Inflow & Infiltration P11	1d		26,000	26,000	26,000	26,000	26,000							182,000	
MWRA Inflow & Infiltration P12	1d		26,000	26,000	26,000	26,000	26,000	26,000	26,000					234,000	
Station: Chas St. \$2.4mil/8yrs	2		270,000	270,000										810,000	
Downtown Improve II \$1.0mil/10yrs	3		85,000	85,000	85,000	85,000	85,000	85,000	80,000					760,000	
Station: Sturges \$2 mil/5yrs	4		360,000	360,000	360,000									1,445,000	
<i>Meter Replacements \$2.0mil/8yrs</i>	5					250,000	250,000	250,000	250,000	250,000	250,000	250,000		2,000,000	
Station: Joseph's Way \$1.03mil (\$915k debt 5 yrs)	6			183,000	183,000	183,000	183,000	183,000						915,000	
Station: Brewer Lane \$1.03mil (915k debt 5yrs)	7			183,000	183,000	183,000	183,000	183,000						915,000	
Station: Collins Ave. \$1.75m (\$1.625 million debt over 5 yrs)								325,000	325,000	325,000	325,000	325,000			
Interest on Long Term Debt:			97,425	155,875	104,525	172,975	137,925	184,125	132,825	100,350	70,000	41,250	12,500	-	1,340,375
MWRA Inflow & Infiltration	1													-	
Station: Chas St. \$2.4mil/8yrs	2		21,600	10,800										64,800	
Downtown Improve II \$1.0mil/10yrs	3		30,825	26,575	22,325	18,075	13,825	9,575	5,325	1,600				163,200	
Station: Sturges \$2 mil/5yrs	4		45,000	27,000	9,000									144,125	
<i>Meter Replacements \$2.0mil/8yrs</i>	5					100,000	87,500	75,000	62,500	50,000	37,500	25,000	12,500	450,000	
Station: Joseph's Way \$1.03mil (\$915k debt 5 yrs)	6			45,750	36,600	27,450	18,300	9,150						137,250	
Station: Brewer Lane \$1.03mil (915k debt 5yrs)	7			45,750	36,600	27,450	18,300	9,150						137,250	
Station: Collins Ave. \$1.75m (\$1.625 million debt over 5 yrs)								81,250	65,000	48,750	32,500	16,250		243,750	

Storm Water Enterprise Fund

Capital + Debt
February 2024

Storm Water Ent. Fund Capital & Debt	Projected ==>		Legend: DEBT (Issued); debtani (Approved, Not Issued) and debtna (not yet approved)							FY23-35	FY33-35 not shown
	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	TOTAL	
Storm Water Capital	500,000	650,000	200,000	200,000	200,000	200,000	200,000	200,000	300,000	3,950,000	
Storm Water Debt	115,825	111,575	107,325	103,075	98,825	94,575	90,325	81,600	-	923,200	
Total Capital & Debt	615,825	761,575	307,325	303,075	298,825	294,575	290,325	281,600	300,000	4,873,200	
Storm Water CAPITAL	500,000	650,000	200,000	200,000	200,000	200,000	200,000	200,000	300,000	3,950,000	
Drainage Improvm. (projects)	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	100,000	2,400,000	
Downtown Improve II \$1.0mil/10yrs	1	debt	debt	debt	debt	debt	debt	debt	debt	-	
Memorial Park project (lining)										300,000	
Drainage Master Plan		100,000								100,000	
Maillet Sommes Project		400,000									
Saugus River Design/Permit									200,000	200,000	
Saugus Rvr Improvements TBD	3									-	
Aberjona River Design/Permit										200,000	
Aberjona Rvr Improvements TBD	4									-	
S-07 Vacuum Truck #1 (split with Sewer)										-	
S-08 Vacuum Truck #2 (split with Sewer)		350,000								350,000	
SW-02 Catch Basin truck (2020)										-	
SW-03 Sweeper (2020)										-	
SW-04 Mini Excavator (2012)										-	
SW-05 Trailer for mini ex. (2012)										-	
Storm Water DEBT	115,825	111,575	107,325	103,075	98,825	94,575	90,325	81,600	-	923,200	
Downtown Improve II \$1.0mil/10yrs	1	115,825	111,575	107,325	103,075	98,825	94,575	90,325	81,600	-	923,200
DPW Bldg Project/25 yrs TBA	2										
Saugus Rvr Improvements TBD	3										
Aberjona Rvr Improvements TBD	4										
Repayment of Principal:		85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000	-	760,000
Downtown Improve II \$1.0mil/10yrs	1	85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000	-	760,000
Saugus Rvr Improvements TBD	3										
Aberjona Rvr Improvements TBD	4										
Interest on Long Term Debt:		30,825	26,575	22,325	18,075	13,825	9,575	5,325	1,600	-	163,200
Downtown Improve II \$1.0mil/10yrs	1	30,825	26,575	22,325	18,075	13,825	9,575	5,325	1,600	-	163,200
Saugus Rvr Improvements TBD	3										
Aberjona Rvr Improvements TBD	4										

Appendix B

Debt Schedule



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Town of Reading Debt Service Schedule	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
2/27/24 9:50																
General Fund:	6,044,156	4,818,738	3,213,775	3,096,600	2,844,725	2,587,150	3,175,850	2,569,350	2,482,200	1,813,150	1,671,200	1,409,000	1,201,500	1,172,500	856,400	833,200
Principal	5,215,000	3,904,000	2,374,000	2,369,000	2,229,000	2,074,000	2,629,000	2,124,000	2,124,000	1,524,000	1,434,000	1,220,000	1,050,000	1,050,000	760,000	760,000
Within Levy Limit	2,687,200	2,669,000	2,374,000	2,369,000	2,229,000	2,074,000	2,629,000	2,124,000	2,124,000	1,524,000	1,434,000	1,220,000	1,050,000	1,050,000	760,000	760,000
Excluded Debt	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest	829,156	914,738	839,775	727,600	615,725	513,150	546,850	445,350	358,200	289,150	237,200	189,000	151,500	122,500	96,400	73,200
Within Levy Limit	670,844	870,038	839,775	727,600	615,725	513,150	546,850	445,350	358,200	289,150	237,200	189,000	151,500	122,500	96,400	73,200
Excluded Debt	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Within Levy Limit	3,358,044	3,539,038	3,213,775	3,096,600	2,844,725	2,587,150	3,175,850	2,569,350	2,482,200	1,813,150	1,671,200	1,409,000	1,201,500	1,172,500	856,400	833,200
Issued	3,358,044	2,818,038	2,513,475	2,162,000	1,939,325	1,710,950	1,636,850	1,072,750	1,028,000	401,350	301,800	296,000	120,200	292,900	0	0
Approved not issued (ANI)	0	321,000	310,300	299,600	288,900	278,200	267,500	256,800	246,100	235,400	224,700	0	0	0	0	0
Not yet approved (NYA)	0	400,000	1,026,500	1,253,000	1,216,000	1,179,000	1,834,000	1,783,800	1,733,600	1,683,400	1,633,200	#REF!	1,371,300	1,159,600	1,126,400	833,200
Excluded Debt	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)																
Not yet approved (NYA)																

Debt Summary

Inside Tax Levy	3,358,044	3,534,238	3,209,075	3,091,900	2,840,025	2,582,850	3,171,350	2,564,650	2,477,700	1,810,850	1,671,200	1,409,000	1,201,500	1,172,500	856,400	833,200
Energy/Safety Improvements	1,242,831	1,196,813	831,875	803,125	774,375	740,750	712,250	340,750	327,700	317,550	310,300	304,500	298,700	292,900	0	0
School Buildings	1,477,713	1,005,575	1,224,525	1,175,100	990,925	952,275	1,600,725	1,397,175	1,354,100	847,900	826,200	804,500	612,800	599,600	586,400	573,200
Town Buildings	182,250	175,750	164,375	158,125	151,875	145,625	139,375	133,125	127,500	0	0	0	0	0	0	0
Community Improvements	455,250	1,156,100	988,300	955,550	922,850	744,200	719,000	693,600	668,400	645,400	534,700	300,000	290,000	280,000	270,000	260,000
Excluded From Tax Levy	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Energy/Safety Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School Buildings	1,357,012	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Buildings	1,329,100	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Town of Reading Debt Service Schedule	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039	
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Principal + Interest																	
Within Levy Limit	3,358,044	3,539,038	3,213,775	3,096,600	2,844,725	2,587,150	3,175,850	2,569,350	2,482,200	1,813,150	1,671,200	1,409,000	1,201,500	1,172,500	856,400	833,200	
Issued	3,358,044	2,818,038	2,513,475	2,162,000	1,939,325	1,710,950	1,636,850	1,072,750	1,028,000	401,350	301,800	296,000	120,200	292,900	0	0	
Approved not issued (ANI)	0	321,000	310,300	299,600	288,900	278,200	267,500	256,800	246,100	235,400	224,700	0	0	0	0	0	
Not yet approved (NYA)	0	400,000	390,000	635,000	616,500	598,000	1,271,500	1,239,800	1,208,100	1,176,400	1,144,700	1,113,000	1,081,300	879,600	856,400	833,200	
Bldg Security \$4mil/10yr	446,100	427,000	413,000	399,000	385,000	371,000	357,000										
Bldg Energy Improv I \$5m/15yr	348,356	336,188															
Bldg Energy Improv II \$5m/15yr	448,375	433,625	418,875	404,125	389,375	369,750	355,250	340,750	327,700	317,550	310,300	304,500	298,700	292,900			
Killam Green Repair																	
Birch Mdw Green Repair																	
RMHS Turf II \$2.225mil/10yr	201,400	195,000	188,600	182,200	175,800	169,400	158,100										
RMHS Turf I \$3.0mil/10yr	359,625	346,875	334,125	321,375	303,750	291,250	278,750	266,250	255,000								
RMHS Fieldhouse \$1.7mil/10yrs			255,000	246,500	238,000	229,500	221,000	212,500	204,000	195,500	187,000	178,500				Moved up 2 yrs	
RMHS/TLT \$1.5mil/10yr	156,600	151,200	145,800	140,400													
RMHS Ret. Wall \$500k/5yr																	
Parker MS Roof \$2.7mil/10yr	324,000	312,500	301,000	284,625	273,375	262,125	250,875	239,625	229,500								
Coolidge MS Roof \$2.9mil/10yr							457,000	448,300	439,600	430,900	422,200	413,500	404,800	396,100	387,400	378,700	move out 5yrs
Birch Mdw ES roof \$1.5mil/10yr							235,000	230,500	226,000	221,500	217,000	212,500	208,000	203,500	199,000	194,500	move out 5yrs
ES Mod. class \$1.2 mil/8yr	153,000																
Barrows/Wd End@	29,942																
Wood End@	135,938																
Barrows@	117,208																
Police Sta Improve \$1.5mil/10yr	182,250	175,750	164,375	158,125	151,875	145,625	139,375	133,125	127,500								
West St. \$1.3 mil	140,400	135,200															
Comm. Sustainability \$1.0mil/10yr	135,100	129,400	124,700	120,000	115,300	106,000	101,500	96,800	92,300	90,000	0						
Ec Dev Dwnn II \$4.0mil/20yr	0	400,000	390,000	380,000	370,000	360,000	350,000	340,000	330,000	320,000	310,000	300,000	290,000	280,000	270,000	260,000	\$5m bond bill
Haven St. Streetscape \$750k/5yr	179,750	170,500	163,300	155,950	148,650	0	0	0	0	0	0	0	0	0	0	0	
Bch Mdw Phase II \$2.14mil/10yr		321,000	310,300	299,600	288,900	278,200	267,500	256,800	246,100	235,400	224,700						
Excluded Debt	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Issued	2,686,112	1,279,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Approved not issued (ANI)																	
Not yet approved (NYA)																	
RMHS@	1,312,500																
Barrows/Wd End@	40,560																
Wood End@	3,952																
Library Project \$10+mil	1,080,000	1,040,000															
Library Project \$2.115mil	249,100	239,700															

Town of Reading Debt Service Schedule	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
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Principal																
Within Levy Limit	2,687,200	2,669,000	2,374,000	2,369,000	2,229,000	2,074,000	2,629,000	2,124,000	2,124,000	1,524,000	1,434,000	1,220,000	1,050,000	1,050,000	760,000	760,000
Issued	2,687,200	2,255,000	1,960,000	1,785,000	1,645,000	1,490,000	1,485,000	980,000	980,000	380,000	290,000	290,000	120,000	290,000	0	0
Approved not issued (ANI)	0	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	0	0	0	0	0
Not yet approved (NYA)	0	200,000	200,000	370,000	370,000	370,000	930,000	930,000	930,000	930,000	930,000	930,000	930,000	760,000	760,000	760,000
Bldg Security \$4mil/10yr	355,000	350,000	350,000	350,000	350,000	350,000	350,000									
Bldg Energy Improv I \$5m/15yr	330,000	330,000														
Bldg Energy Improv II \$5m/15yr	295,000	295,000	295,000	295,000	295,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000		
Killam Green Repair																
Birch Mdw Green Repair																
RMHS Turf II \$2.225mil/10yr	160,000	160,000	160,000	160,000	160,000	160,000	155,000									
RMHS Turf I \$3.0mil/10yr	255,000	255,000	255,000	255,000	250,000	250,000	250,000	250,000	250,000							
RMHS Fieldhouse \$1.7mil/10yrs			170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000				
RMHS/TLT \$1.5mil/10yr	135,000	135,000	135,000	135,000												
RMHS Ret. Wall \$500k/5yr																
Parker MS Roof \$2.7mil/10yr	230,000	230,000	230,000	225,000	225,000	225,000	225,000	225,000	225,000							
Coolidge MS Roof \$3.7mil/10yr							370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000
Birch Mdw ES roof \$1.9mil/10yr							190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
ES Mod. class \$1.2 mil/8yr	150,000															
Barrows/Wd End@	28,790															
Wood End@	130,710															
Barrows@	112,700															
Police Sta Improve \$1.5mil/10yr	130,000	130,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000							
West St. \$1.3 mil	130,000	130,000														
Comm. Sustainability \$925k/10yr	95,000	95,000	95,000	95,000	95,000	90,000	90,000	90,000	90,000	90,000						
Ec Dev Dwntr II \$4.0mil/20yr		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Haven St. Streetscape \$730k/5yr	150,000	145,000	145,000	145,000	145,000											
Bch Mdw Phase II \$2.14mil/10yr		214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000					
Excluded Debt	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)																
Not yet approved (NYA)																
RMHS@	1,250,000															
Barrows/Wd End@	39,000															
Wood End@	3,800															
Library Project \$10+mil	1,000,000	1,000,000														
Library Project \$2.115mil	235,000	235,000														

4,377,300

2,521,300
Move up 1 yr

2,270,000

1,261,400

4,000,000
730,000

Town of Reading Debt Service Schedule	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038	Projected FY - 2039
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Interest																
Within Levy Limit	670,844	870,038	839,775	727,600	615,725	513,150	546,850	445,350	358,200	289,150	237,200	189,000	151,500	122,500	96,400	73,200
Issued	670,844	563,038	553,475	377,000	294,325	220,950	151,850	92,750	48,000	21,350	11,800	6,000	200	2,900	0	0
Approved not issued (ANI)	0	107,000	96,300	85,600	74,900	64,200	53,500	42,800	32,100	21,400	10,700					
Not yet approved (NYA)	0	200,000	190,000	265,000	246,500	228,000	341,500	309,800	278,100	246,400	214,700	183,000	151,300	119,600	96,400	73,200
Bldg Security \$4mil/10yr	91,100	77,000	63,000	49,000	35,000	21,000	7,000									
Bldg Energy Improv I \$5m/15yr	18,356	6,188														
Bldg Energy Improv II \$5m/15yr	153,375	138,625	123,875	109,125	94,375	79,750	65,250	50,750	37,700	27,550	20,300	14,500	8,700	2,900		1,131,367
Killam Green Repair																
Birch Mdw Green Repair																
RMHS Turf II \$2.225mil/10yr	41,400	35,000	28,600	22,200	15,800	9,400	3,100									
RMHS Turf I \$3.0mil/10yr	104,625	91,875	79,125	66,375	53,750	41,250	28,750	16,250	5,000							630,025
RMHS Fieldhouse \$1.7mil/10yrs			85,000	76,500	68,000	59,500	51,000	42,500	34,000	25,500	17,000	8,500				Move up 2 yea
RMHS/TLT \$1.5mil/10yr	21,600	16,200	10,800	5,400												
RMHS Ret. Wall \$500k/5yr																
Parker MS Roof \$2.7mil/10yr	94,000	82,500	71,000	59,625	48,375	37,125	25,875	14,625	4,500							566,302
Coolidge MS Roof \$2.9mil/10yr							87,000	78,300	69,600	60,900	52,200	43,500	34,800	26,100	17,400	8,700
Birch Mdw ES roof \$1.5mil/10yr							45,000	40,500	36,000	31,500	27,000	22,500	18,000	13,500	9,000	4,500
ES Mod. class \$1.2 mil/8yr	3,000															
Barrows/Wd End@	1,152															
Wood End@	5,228															
Barrows@	4,508															
Police Sta Improve \$1.5mil/10yr	52,250	45,750	39,375	33,125	26,875	20,625	14,375	8,125	2,500							314,539
West St. \$1.3 mil	10,400	5,200														
Comm. Sustainability \$925k/10yr	40,100	39,200	34,400	29,700	25,000	20,300	16,000	11,500	6,800	2,300						assume 5%
Haven St. Streetscape \$730k/5yr	29,750	25,500	18,300	10,950	3,650											88,150
Ec Dev Dwntn II \$4.0mil/20yr		200,000	190,000	180,000	170,000	160,000	150,000	140,000	130,000	120,000	110,000	100,000	90,000	80,000	70,000	60,000
Bch Mdw Phase II \$2.14mil/10yr		107,000	96,300	85,600	74,900	64,200	53,500	42,800	32,100	21,400	10,700					assume 5%
Excluded Debt	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issued	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved not issued (ANI)																
Not yet approved (NYA)																
RMHS@	62,500															
Barrows/Wd End@	1,560															
Wood End@	152															
Library Project \$10+mil	80,000	40,000														
Library Project \$2.115mil	14,100	4,700														