

TABLE OF CONTENTS

TABLE OF CONTENTS	i
DISTINGUISHED BUDGET AWARD.....	iii
PREFACE	iv
NORTH KINGSTOWN GOVERNMENTAL ORGANIZATION	v
TOWN OF NORTH KINGSTOWN OFFICIALS	vi
TOWN OF NORTH KINGSTOWN GOALS.....	vii
TOWN MANAGER'S BUDGET MESSAGE.....	1
INTRODUCTION	1
THIS YEAR IN REVIEW	2
VISION.....	3
QUALITY OF LIFE.....	3
ENVIRONMENT.....	3
ECONOMIC DEVELOPMENT	4
FINANCIAL.....	4
INFRASTRUCTURE.....	4
THE PROPOSED BUDGET BY GOALS	5
VISION.....	5
QUALITY OF LIFE.....	5
ENVIRONMENT.....	5
ECONOMIC DEVELOPMENT	5
FINANCIAL.....	6
INFRASTRUCTURE.....	6
EXPENDITURE SUMMARY	7
BY DEPARTMENT	7
BONDING VS. PAY AS YOU GO	8
GENERAL FUND.....	9
WATER FUND.....	9
QUONSET DAVISVILLE RECREATION FUND	10
LIBRARY FUND.....	10
DEBT SERVICE FUND.....	10
SCHOOL FUND.....	11
SCHOOL CAPITAL RESERVE FUND.....	11
BY CATEGORY.....	12
PERSONNEL.....	12
REVENUE SUMMARY	14
GENERAL FUND.....	16
WATER FUND.....	17
QUONSET DAVISVILLE RECREATION FUND	18
LIBRARY FUND.....	18
DEBT SERVICE FUND.....	18
SCHOOL FUND.....	19
SCHOOL CAPITAL RESERVE FUND.....	19
PROPERTY TAXES	20
TAX ROLL CLASSIFICATION.....	20
PROPERTY TAX RATES	22
PROPERTY TAX DOLLAR HISTORY.....	22
MOTOR VEHICLE EXCISE TAX.....	23
PROPERTY TAX CAP	24

<i>EFFECT ON AVERAGE TAX PAYER</i>	24
<i>TAXES ON AN AVERAGE SINGLE FAMILY HOME</i>	24
FINANCIAL SUMMARY	24
BUDGET IN CONTEXT	25
<i>CONSUMER PRICE INDEX</i>	25
<i>UNEMPLOYMENT RATE</i>	26
<i>JOBS</i>	26
<i>POPULATION</i>	26
<i>HOUSING VALUES</i>	26
<i>MOODY'S INVESTOR SERVICES</i>	26
<i>RHODE ISLAND PUBLIC EXPENDITURE COUNCIL (RIPEC)</i>	27
SUMMARY.....	27
DEPARTMENT SUMMARIES	28
TOWN COUNCIL.....	29
TOWN MANAGER.....	30
TOWN CLERK.....	31
TOWN SOLICITOR	34
FINANCE.....	35
ASSESSOR	39
GENERAL OPERATING	42
FIRE DEPARTMENT.....	44
POLICE DEPARTMENT	47
PLANNING AND DEVELOPMENT.....	56
PUBLIC WORKS.....	59
HUMAN SERVICES	63
CONTRIBUTIONS	63
WELFARE	64
SENIOR SERVICES	66
CODE ENFORCEMENT	70
RECREATION.....	73
LEISURE ACTIVITIES.....	76
NORTH KINGSTOWN FREE LIBRARY	81
DEPARTMENT OF WATER SUPPLY	85
SCHOOL DEPARTMENT.....	88
CAPITAL, DEBT SERVICE AND MAJOR PROJECTS	90
APPENDICES	98
APPENDIX A - ALL FUNDS SUMMARY	99
APPENDIX B - TOWN COUNCIL POLICY FOR ACCUMULATION AND UTILIZATION OF FUND BALANCE.....	100
APPENDIX C - FUND BALANCE UTILIZATION AND ACCUMULATION.....	101
APPENDIX D – ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY	102
APPENDIX E - BUDGETING PRACTICES	103
APPENDIX F – BUDGETED FUND DESCRIPTIONS	104
APPENDIX G – TOWN COUNCIL BUDGET RESOLUTION	105
APPENDIX H - BUDGET PROCESS	107
APPENDIX I - TOWN CHARTER, ARTICLE IX AND X. FINANCIAL PROVISIONS	108
APPENDIX J - STATISTICAL SUMMARY	110
APPENDIX K - GLOSSARY	112

DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of North Kingstown, Rhode Island for its annual budget for the fiscal year beginning July 1, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our proposed budget continues to conform to program requirements, and we will submit it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of North Kingstown
Rhode Island**

For the Fiscal Year Beginning

July 1, 2003

President

Executive Director

PREFACE

The proposed Fiscal Year 2005 Operating Budget for the Town of North Kingstown follows the same format as previous Town Operating Budgets. The Town Manager's Budget Message summarizes the Budget and reviews the current Fiscal Year activities. Similar to last year the Budget Message also includes some comparative data, which relates North Kingstown fiscal information to State, and national trends. The individual department sections include mission statements, objectives, work plan, performance measures, personnel details, and a financial summary for each department. The Capital section is a summary of all capital proposals relating to this coming fiscal year. There is detail included on all capital projects that are included in the Town's Capital Improvement Plan, which will be forwarded to the Town Council separately. The Capital Improvement Program is based upon the recommendations made by the Asset management Commission.

The following funds are part of this budget:

General Fund – is used to account for resources devoted to financing the general services that the Town performs for its citizens.

Debt Service Fund – is used to accumulate resources for general long-term debt principal and interest (other than those that are payable from Enterprise Funds).

Library Fund – is used to account for the operational activities of the North Kingstown Free Library.

School Fund – is used to account for both the operational activities and federal and state grant monies used for the benefit of the North Kingstown School Department.

Water Fund – an enterprise (self-supporting) fund used to account for the operations that are needed for the operations of the Town's Water System and Wastewater Management activities.

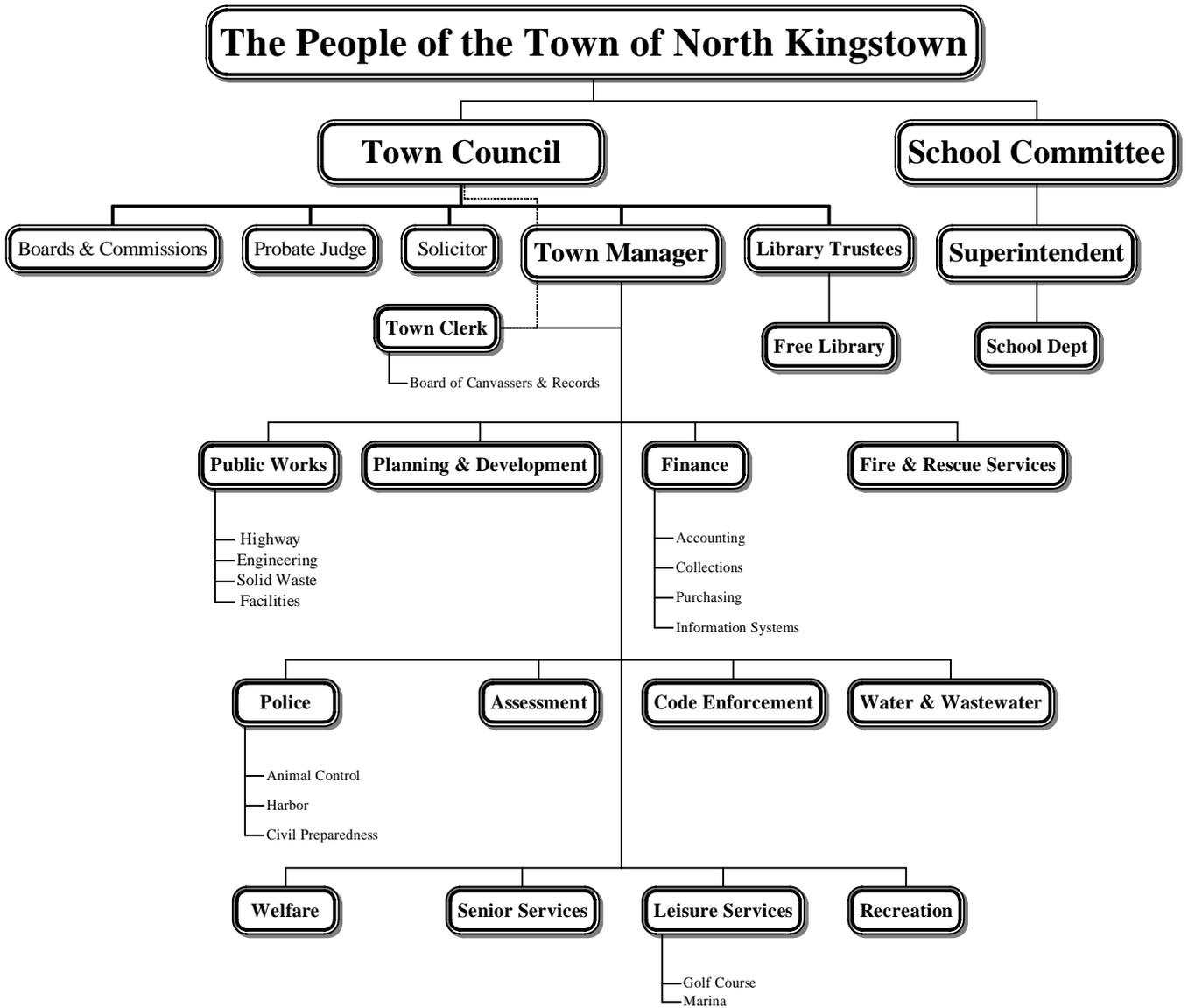
Quonset Davisville Recreation Fund – an enterprise (self-supporting) fund used to account for the operations of the North Kingstown Municipal Golf Course and the Allen Harbor Marina.

School Capital Reserve – is used to account for financial resources used for the renovation, acquisition or construction of major capital facilities and/or equipment for the School Department.

For the sixth year in a row North Kingstown received a Distinguish Budget Presentation Award from the Government Finance Officers Association. This budget will also be submitted for an award. Every year I thank Cynthia J. Olobri, Finance Director for the work she has done in making this budget a reality, this year more than any other Cindy deserves exceptional praise. Due to the loss of some computer files, Cindy had to recreate files and templates that had been evolving over the past 10 years. Almost at the end of developing the budget, the arbitrator's award for the fire union contract was delivered which required totally redoing the numbers in the fire budget the largest budget in terms of personnel costs in the municipal budget. In addition the additional data analysis required during a revaluation put additional demands on Cindy's time. Despite all of these stresses Cindy managed to produce a budget that is easy to read, explains the Town's financial and programmatic needs and serves as a basis for the policy decisions that the Town council must make in the adoption process.

Richard I. Kerbel
Town Manager
March 15, 2004

North Kingstown Governmental Organization



TOWN OF NORTH KINGSTOWN OFFICIALS

TOWN COUNCIL

Elizabeth S. Dolan – President
Dale M. Grogan
Anthony F. Miccolis, Jr.
John A. Patterson
Robin Porter

TOWN MANAGER.....	Richard I. Kerbel
TOWN SOLICITOR.....	A. Lauriston Parks
DIRECTOR OF FINANCE.....	Cynthia J. Olobri
DIRECTOR OF PLANNING.....	Marilyn F. Cohen
DIRECTOR OF PUBLIC WORKS	Phil Bergeron
POLICE CHIEF	Steven B. Fage
FIRE CHIEF	David Murray
DIRECTOR OF WATER SUPPLY	Susan Licardi
TOWN CLERK.....	James D. Marques (Active Duty Military)
ACTING TOWN CLERK.....	Jeannette Holloway
TAX ASSESSOR.....	Linda Cwiek
BUILDING OFFICIAL.....	John H. Lees
DIRECTOR OF RECREATION.....	Allen R. Southwick
DIRECTOR OF SENIOR SERVICES.....	Kathleen Carland
DIRECTOR OF LEISURE SERVICES.....	Daniel O'Connor
DIRECTOR OF WELFARE	Mary Elizabeth Winsor
CONTROLLER.....	Barbara L. Strate
DIRECTOR OF INFORMATION SYSTEMS	Lori-Ann Fox
TOWN ENGINEER	Dennis Browchuk
HIGHWAY SUPERINTENDENT.....	Forrest Spears
LIBRARY DIRECTOR.....	Susan Aylward
SCHOOL SUPERINTENDENT	Dr. James Halley

TOWN OF NORTH KINGSTOWN GOALS

Adopted by the Town Council on February 24, 2003

As a basis for the budget process for the fiscal year 2004 the Town Council sets the following Goals for the Town of North Kingstown:

It is the **Vision** of the Town Council that future development in North Kingstown must be consistent with the goals and objectives of our Comprehensive Plan, updated on July 9, 2001, the capacity to sustain additional development of our land, groundwater and other natural resources, and of Town services. This vision of the Town's identity and future should be regularly communicated to the community and visitors through the media and all relevant public documents, including the town web site.

The Council will strive to improve the **Quality of Life** of all residents, businesspersons and visitors to the Town. The Council will continue to support equitably dispersed affordable housing opportunities. We will ensure security and excellence in public safety throughout the town. We will continue superior Senior Programs and support recreational activities for all segments of the population. We support a school budget that is fiscally responsible and fulfills our goal of excellence and continued improvement in all of the schools. We will ensure that Town policies and practices respect the residents of North Kingstown and protect the peace, health, safety and welfare of the community.

The Council will protect and preserve our **Environment** by continuing to implement new growth management tools, including, but not limited to the purchase of development rights. The Council will continue to preserve open space and farmland for groundwater protection and community character.

The Council will encourage and assist in the **Economic Development** of the town's industrial and commercial tax base. In cooperation with the state, Council members and the Town staff will advocate an open process that will deliver, environmentally sound and financially prudent development of Quonset Point/Davisville Industrial Park. The Council will support educational and tourism opportunities at Quonset Point/Davisville, such as the USS Saratoga Museum, the Seabee Memorial Park, the rehabilitation of the historic Allen-Madison House, and the Quonset Air Museum. Throughout the Town, the Council will continue to support the local economy by encouraging commercial and industrial activity in areas designated by the Comprehensive Plan, including the existing retail center in Wickford and the Post Road corridor, promote the Town's historic resources and regional tourism attractions, and participate in the Washington County Regional Planning Council and the Central Rhode Island Development Council. Finally, the Council will ensure that local business owners are invited to become stakeholders in any redevelopment or redesign plans for the future.

The Town Council will maintain **Fiscal** responsibility and integrity in the budget process. The process will be open and will involve community input and discussion at every step. The Council will seek to provide the best services at the least cost will make every effort to limit any increase in the tax burden and will analyze the budget at various levels of funding. The Council will reduce long-term debt by retaining our most favorable bond rating. The Council will continue to seek opportunities to expand the elderly tax exemption program.

The Town Council will invest in and maintain the Town's **Infrastructure** based on a carefully developed asset management plan. The Town Council will ensure that Town employees are treated fairly and that Town offices operate in an effective, efficient and courteous manner. The Town Council will continue to encourage citizen participation in Town government through service on Boards and Commissions and other volunteer opportunities.

TOWN MANAGER'S BUDGET MESSAGE

(Note: The information contained in this document has been updated to include the changes made by the Town Council at final budget adoption. Information, charts and tables have been modified with final adopted figures throughout the document. Changes in text are in shown in **bold print**. For a complete listing of the changes from the proposed budget to the final adopted budget, please see Appendix G.)

INTRODUCTION

The Fiscal Year 2005 Operating Budget for both the Town and School calls for a **.35% tax rate increase (a 2.95% increase had been proposed)**. The total expenditures of the municipal portion of the budget, including General Fund, Library, Municipal Debt Service, Quonset Davisville Recreation and Water, will increase by **6.99% (9.13% had been proposed)**. As with last year the Town is allocating additional prior years revenues from fund balance to reduce the tax impact of these additional expenditures. While the School Committee adopted operating budget calls for a 5.90% increase in expenditures when combined with the reduced School Capital Reserve Fund and reduced school debt service, it becomes an aggregate school related increase in expenditures of 4.23%. **The actual final approved increase for School, School Capital Reserve and School Debt is 3.29%**. The final tax rate for the budget will be changed if the Town Council decides to classify the tax roll

between residential and non-residential properties. This could be done by setting a different tax rate for commercial-industrial properties than for residential properties. If an unclassified tax rate is established, it is estimated that the tax rate will be \$14.52 per thousand. If the tax rate is classified, the estimated maximum difference between the residential and non-residential rate is \$13.55 and \$20.32 per thousand. It is recommended that the Council enact an ordinance to classify the tax roll. If the proposed budget is approved, the estimated rates would be \$14.03 per thousand, residential and \$17.41, commercial. **Please note that the Town Council voted not to classify the tax roll. The approved tax rate was \$14.38 (a 0.35% increase) for both residential and commercial.**

Quick Fact: The estimated proposed property tax rate is \$14.03/M for residential and \$17.41/M for commercial. **Actual adopted is \$14.38/M for both.**

For the past three years, this budget message has talked about the budget being driven by outside influences. Similar to last year, the major increases in this year's municipal budget are factors the Town has little control over. Employee pension contributions increased by \$587,775 primarily due to the poor stock market performance in the State's Municipal Employee's Pension Plan for the year ending June 30, 2002. The municipal health insurance costs will increase by \$427,203 despite the fact that all union

contracts call for some form of co-payments on health insurance premiums. The continual shirking by the State government of their responsibility to fund local education, while reducing the ability of local governments to make local revenue enhancement decisions, has led to a continued over-reliance on the property tax. In an effort to keep the property tax levels from reaching ever further astronomical levels, we have avoided making essential infrastructure repairs. While much of this message will focus on what is included in the budget, unfortunately we must also discuss what is not included. Whether it is road building or recreational field maintenance or equipment replacement such as the Senior Center bus, rescue vehicles and sanders and plows in the Public Works Department, all Town Departments have deferred either maintenance or equipment replacement to avoid further property tax increases. Services will suffer. At the same time that citizens grow frustrated with the level of property taxes, they will also grow frustrated with the level of services provided by the Town. A recent study completed by the Public Works Department demonstrated that a total of 25.5 miles of roads are in failed, very poor and poor condition. Yet, included in this year's budget are only enough funds to repair 5.6 miles of road. The outdoor recreation program grew with the addition of lacrosse at the same time as concerns are being raised about the ability to maintain our athletic fields that have had a Statewide reputation for quality.

This year's budget is also influenced by some significant policy decisions that the Town Council must make relative to revenue sources. Foremost among these decisions is too whether or not to classify the tax roll. Also decisions must be made on a new water rate structure to replace the five year old water rate study. New fees are proposed for Fire Department inspections to pay for the increased inspections required by the new fire codes. A new program of speed enforcement is proposed in the Police Department with a corresponding increase in ticket revenues.

As with last year, there have been discussions about using some external indicator to place a cap on the budget impact. Again, the Town Council has chosen not to officially adopt a cap but has asked the staff to consider the cap when developing the budget. For the year ending January 2004, the Consumer Price Index increased by 1.9%. The most recent population estimates for North Kingstown developed by the Office of Statewide Planning has population growth in North Kingstown increasing at a rate of 1.3%. If a target is to be no greater tax impact than a combination of the CPI change and growth then the tax impact of this budget should be less than 3.2%. The following table summarizes the increased property tax impact of the budgeted funds supported by tax dollars compared to this indicator:

<i>Tax Impact Compared to CPI Plus Population Growth</i>	<i>Tax Dollars Fiscal Year 2004</i>	<i>Tax Dollars Adopted Fiscal Year 2005</i>	<i>Tax Dollar Increase</i>	<i>Percent Increase</i>	<i>Tax Rate Increase (3)</i>	<i>Percent Increase</i>
Municipal (1)	11,879,983	11,809,353	-70,630	-.59%	-0.08	-2.30%
School (2)	37,111,412	38,173,285	1,061,873	2.86%	0.13	1.20%
Combined Municipal & School	48,991,395	49,982,638	991,243	2.02%	0.05	0.35%
CPI + Est. Population Growth						3.2%

- (1) General, Library and Municipal Debt Service Funds
- (2) School, School Capital Reserve and School Debt Service Funds
- (3) Tax Rate increases are calculated ignoring the effects of revaluation and assuming normal increases in the Town's assessed valuation

THIS YEAR IN REVIEW

This current fiscal year, despite the pessimism expressed earlier in this message, has witnessed some significant positive events for the Town. Fiscally, the Town remains in excellent condition. As

Quick Fact: The average single-family house sale was \$367,338 in 2003.

one-time revenue sources to balance the budget. While one's home should not be viewed as an investment, the 70% increase in residential property values over the past three years is testimony to the fact that North Kingstown remains a desirable place to live. The continued private sector investment in the Quonset Davisville industrial park and in commercial business throughout the Town is indicative that North Kingstown is a great place to work and invest your money.

The following is a review of the major accomplishments of this past year shown within the framework of the Town Council goals.

VISION

This fiscal year the Town has worked with the Washington County Regional Planning Council to develop a Town and regional affordable housing plan. While North Kingstown has 846 affordable housing units, at 7.87% it is still below the State goal of 10%. This plan is necessary to address the Town needs for affordable housing. In addition during this fiscal year, the Town has completed the purchase of the development rights of both the Fontaine and McGuire properties on Shermantown Road. These purchases combined with other negotiations currently underway will continue the Town's desire to preserve open space, to protect the community character, our scenic vistas and our sole source aquifers in Town. This year, the Economic Development Corporation has adopted a revision to the Quonset Davisville Master Plan, which formally drops the development of a container port as an option. The Town Planning Commission is currently considering the plan for adoption as an amendment to the Town's Comprehensive Plan. The Town staff has just begun producing maps based upon the Town's geographic information system (GIS). This will improve our ability to communicate, between the Town Council, the Boards and Commissions and the general public, the Town's vision for the future.

QUALITY OF LIFE

During the current fiscal year, the accomplishments relating to quality of life primarily deal with the public safety issues. When a heightened terrorist threat level was in effect during the holiday season, the Police Department conducted 536 hours of additional patrol and was reimbursed \$19,883 by the State for those patrols. The Planning Department in conjunction with the Police and Fire Departments prepared a new Emergency Operations Plan for the Town. In addition, the Planning Department surveyed the citizens of the Town relative to recreational needs to better determine future recreational efforts of the Town. The Town survey results demonstrated a dichotomy in thinking by the Town residents. While the recreational professional expressed the need for additional fields to support structured recreational activities, the survey indicated a preference by the residents for open space trail development and other unstructured activities. Also during the year, the Town established a Juvenile Hearing Board to better serve the youth in our Town who have minor brushes with the law enforcement system. This year has also seen the death in North Kingstown of another High School student in an alcohol related traffic accident. The Town Police Department and the School Department are working to reverse this trend, which has occurred all too frequently.

ENVIRONMENT

The long awaited return of well #10 to the Town's water system was accomplished in February. This well, which was the source of contamination during the 1992

Quick Fact: Thirty-four Individual Septic Disposal Systems have been improved with the Town Loan Program.

boil water advisory, is now being treated with ultra-violet radiation to disinfect the water. Unfortunately again this year in the fall, the Town had to issued boil water advisory for the low-service (northern end) area. This was the third year in a row that the Town has had to issue such an advisory. The Town is currently awaiting the Department of Health's response to our consultant's report prior to developing a plan to combat this problem. In all likelihood, the plan will include adding disinfectant to the Town's water supply. The Planning Department has prepared regulations for conservation subdivisions, which will

encourage more preservation of open space in Town. So far this year, \$150,957 in loans have been issued for septic system repairs.

ECONOMIC DEVELOPMENT

With the elimination of the development of a container port as a proposal for the Quonset Davisville Industrial Park, Town and Economic Development Corporation staff has concentrated their efforts on preparing a process for a more developer-friendly attitude of project review at the industrial park. This process is being used in the construction of the new 1.2 million square foot Ocean State Job Lot headquarters, the proposed expansion of the Emissive Energy building and the proposed new National headquarters for Brown and Sharpe. In addition Senesco Marine has signed contracts for three new barges worth \$32.1 million dollars. The Town Council has created the Economic Development Advisory Board to advise the Council on economic development matters. The Council has asked the Board to investigate the impact of classification of the tax role on the business community and to make a recommendation on implementation to the Town Council. Also this year, construction began on both the Centerville Bank and Bank RI buildings. Unfortunately this year, the Town Council has had to suspend or revoke some liquor and other licenses for establishments that have not lived up to the fire or other codes. While most food service establishments in Town have complied with the codes, some have not, and the Town has had to temporarily or permanently close these establishments.

FINANCIAL

As with previous years, the Town will end this year in excellent financial condition. That does not imply the staff is satisfied with the level of property taxes or the maintenance of the Town's infrastructure but instead that the Town has lived within the budget established by the Town Council. This year saw the first GASB 34 compliant Town Certified Annual Financial Report. Of course, one of the most significant financial activities of this year is the State mandated assessed value revaluation. With an increase of over 65%, the Town's total assessed valuation has increased to over \$3.5 billion dollars. In the four weeks since the impact notices have been sent out, over 99,715 properties have been viewed on the web, 1,800 calls have been made to the revaluation contractor and 1,571 informal valuation review hearings have been scheduled. Also, this year the Town is close to closing out the High School construction project; negotiations are underway with the bonding company to end the contract with them. The Town's tenant at the Golf Course clubhouse sold his interest to another concessionaire, and to date that transfer has not negatively affected the public. Finally, the most significant financial activity of this past year was the successful conclusion of the interest arbitration process for the Firefighters. In the award, the Town accomplished its goal of receiving a co-payment towards health insurance premiums. Unfortunately, this was accomplished at a great expense and a significant time commitment of Town staff. Yet to be resolved is a contract for future years with the fir fighters and the Local 1033 or non-public safety employees of the Town.

INFRASTRUCTURE

Some long awaited infrastructure improvements in Town have begun this year. The Brown Street Sidewalk Program is the first phase of the three projects to improve the sidewalks and roads in Wickford. The end of the fiscal year should complete the Brown Street phase of the project.

Quick Fact: The Brown Street improvements, the first phase of the Wickford sidewalk and road projects, will be completed by July 1.

The State Department of Transportation is currently out to bid on the construction of two additional ramps at the intersection of Routes 1 and 138. The construction of these ramps will allow for the closure of at least 10 crossovers on route 1 by the end of the calendar year. The new financing method established by the State for the Route 403 projects will accelerate completion of the project, which will be a factor in Town for the next five years. With the demolition of the former Max Kiel gym, C-115 and the Seabee Theater the uncertainty of Town recreational building activities at the industrial park have been resolved. This year's record snowstorm in December was a dramatic way to start the winter snow season. The Public Works Department put in 775 man-hours fighting the storm and distributed 350 tons of

sand/salt mixture. By the end of the year, the Town should move into the new Transfer Station constructed by the State for the Town as part of the Route 403 projects.

THE PROPOSED BUDGET BY GOALS

Despite the fact that there are not many new funds available with this budget, several projects will be continued or started that will enhance the services the Town provides to its citizens. The following section describes those projects in accordance with the goals established by the Town Council.

VISION

During the coming year, the Town anticipates revisions to its web page to allow it to become more user friendly. The web page has become a source of information for Town programs and activities, but it is time to reinvigorate the page to better serve the public. Incorporated into the web as well as on its will be continued enhancement of the Town's GIS activities. Also to be available on the web will be the supporting materials for the Town Council and other agendas as the Town's imaging system matures. The Planning Department will be working with the State Department of Transportation in implementing recommendations from the bikeway-planning studies. While specific properties cannot be mentioned, land preservation efforts should continue in both the southern and northern parts of Town. The Planning Department's work plan includes an update to the Town's Harbor Management Plan. As the Town moves into the next fiscal year, the Affordable Housing Plan and the Post Road Corridor Plan will be completed and serve to further the implementation of the North Kingstown Comprehensive Plan

QUALITY OF LIFE

Efforts to enhance the quality of life of Town residents this coming year will again focus on public safety activities. The Fire Department retirements that were anticipated early in this fiscal year did not occur. However, as a result of the recent fire interest arbitration award as many as 20 firefighters could retire by the end of this fiscal year. During the coming year, newly trained firefighters must be incorporated into the Department. The Fire Department, while implementing the new State fire code, will also be implementing new inspection fees. This will test the customer service efforts of the Department. The Police Department, in an effort to improve traffic safety and the livability of Town residents on collector streets, will be implementing an enhanced speed enforcement program. By the end of the fiscal year, citizens of the Town should be able to enjoy the beginnings of a new trail system at Calf Pasture Point, and some construction is expected to renovate Yorktown Park. The design of the new Golf Course irrigation system will be underway.

ENVIRONMENT

Whatever the decision of the State Department of Health, the Town will be implementing measures to protect our water supply from further boil water advisories. This may involve introducing a disinfectant to the water supply. It definitely will involve implementation of an unidirectional flushing program (optimization of flushing sequences to improve water quality.). In addition the Town should complete the permitting requirements for both the installation of a new well in the vicinity of Donald Downs Field and a replacement well for well #5. These wells will be paid for with current operating revenues from the water fund. The Town will continue to focus on the preservation of farmland, open space and watershed areas.

ECONOMIC DEVELOPMENT

This coming year will be one of the most significant tourist seasons in North Kingstown. Sail Rhode Island, the first visit of the Tall Ships to the United States since 9/11 will take place at the Quonset Davisville Industrial Park from July 15 to 20. This will follow the annual Wickford Art Festival. Both events have the potential for bringing hundreds of thousand of new visitors to Town. More traditional economic development activities will be the continued construction and possibly the opening of phase one of the Job Lot headquarters, ground breakings for the new Brown and Sharpe building and Emissive Energy and the opening of the new Centerville Bank and Bank RI. The Post Road

Quick Fact: The Tall Ships will visit North Kingstown in July.

Corridor study should be complete, and the new Economic Development Advisory Board could lead the implementation of recommendations. It is also anticipated that the State will move further to implement the Wickford Junction Rail Station recommendation with the possible construction of a new parking garage and train station beginning next year.

FINANCIAL

This coming year, the Town must complete (if they have not been completed by the end of this year) contract negotiations with Local 1033 and the firefighters union. The town will continue the implementation of GASB 34 by developing a net worth of the Town's fixed assets including buildings, roads, water pipes and other infrastructure. Finally, the Town will be going live with an upgrade to our financial software which will implement a new tax billing and water billing program and allow for more financial information to be accessed over the web.

INFRASTRUCTURE

Several State sponsored activities will take the lead in infrastructure activities during the coming year. The demolition of the old Jamestown Bridge should begin either this coming fall or in the spring of 2005. The phase two of Route 4 and Route 1 activity should begin, which will include closing more turn-arounds and the construction of one new turnaround south of Shermantown Road. We expect to extend Stony Lane to Post Road, and the intersection of Route 1 and Route 102 will be reconstructed to include a better alignment. Post Road north of School Street should begin construction during the next fiscal year as well. Finally, the accelerated Route 403 construction should involve the letting of additional contracts in North Kingstown for the construction of Phase II of the project.

Town sponsored road related activities will include additional components of the Wickford projects. Funding will determine if this involves both West Main Street and Main Street or just one of the projects.

The first phase of the Annaquatucket sidewalks will be constructed from Fairway to Amy (approximately 1,500 feet). 5.6 miles of streets rated very poor or

Quick Fact: 25.5 miles of roads are in poor, very poor or failed condition.

failed are scheduled for resurfacing. Town facility projects will include the design and construction of phase 1 of the public safety building project, construction of a new salt storage facility, and the selling of the former Fire Station on Main Street. In addition, improvements are forecasted for Town owned dams and continued efforts on the closure of the former Hamilton Allentown Road landfill. Town staff will also take a role in whatever School construction projects are approved as part of the budget process. Finally, in conjunction with the Economic Development Corporation, the design and perhaps the construction of the new Quonset Fire Station will begin. The future cost to man this new station is estimated to be \$1,000,000 per year based upon the Fire Chief's recommendation to hire twelve additional firefighters. When this \$1.0 million dollar increase for manning is presented as part of a future annual operating budget line item of the General Fund, it will have a very significant impact on the tax rate. This may not be possible to accomplish without community support.

EXPENDITURE SUMMARY

This coming year, the total General, School, School Capital Reserve, Municipal, Library, Quonset Davisville Recreation, Water and Debt Service Funds budget is **\$82,010,742**. This represents a net increase of **\$3,584,579** or **4.57%**. The primary reasons for this increase are a school fund increase of **\$1,794,366**, retirement contribution increases of \$540,000, health insurance increases of \$390,000, municipal wage increases estimated at \$610,000 and utility increases of \$100,000. A more detailed description of the changes follows in the individual fund discussions.

DEPARTMENT	Expenditures Last Yr 02-03	Projected Expenditures Through 6/30/04	Adopted Budget Curr Yr 03-04	Adopted Budget Next Yr 04-05	Budget Increase Decrease	Percent Changed Curr/Next
Town Council	\$42,964	\$184,639	\$305,041	\$145,041	-\$160,000	-52.45%
Town Manager	\$177,581	\$189,359	\$187,264	\$205,525	\$18,261	9.75%
Town Clerk	\$439,324	\$419,784	\$470,331	\$515,311	\$44,980	9.56%
Town Solicitor	\$214,003	\$368,600	\$248,000	\$201,000	-\$47,000	-18.95%
Finance	\$593,449	\$632,919	\$633,049	\$655,016	\$21,967	3.47%
Assessor	\$189,699	\$200,124	\$202,791	\$224,022	\$21,231	10.47%
General Operating	\$1,984,605	\$2,091,426	\$2,096,301	\$2,335,197	\$238,896	11.40%
Fire	\$5,998,195	\$6,066,023	\$5,793,446	\$6,267,185	\$473,739	8.18%
Police	\$4,311,993	\$4,709,743	\$4,956,430	\$5,207,141	\$250,711	5.06%
Planning	\$352,790	\$366,412	\$367,421	\$386,691	\$19,270	5.24%
Public Works	\$4,024,201	\$4,132,003	\$4,133,412	\$4,657,714	\$524,302	12.68%
Short-term Debt	\$56,202	\$1,700	\$1,700	\$1,700	\$0	0.00%
Welfare	\$181,246	\$186,304	\$186,085	\$175,752	-\$10,333	-5.55%
Senior Citizens	\$273,856	\$282,161	\$290,598	\$291,816	\$1,218	0.42%
Code Enforcement	\$237,613	\$256,390	\$249,884	\$270,994	\$21,110	8.45%
Recreation	<u>\$398,393</u>	<u>\$417,097</u>	<u>\$393,384</u>	<u>\$394,787</u>	<u>\$1,403</u>	<u>0.36%</u>
General Fund	\$19,476,114	\$20,504,684	\$20,515,137	\$21,934,892	\$1,419,755	6.92%
Debt Service Fund	\$6,044,921	\$5,873,477	\$5,873,477	\$5,718,453	-\$155,024	-2.64%
Library	\$1,108,159	\$1,135,002	\$1,140,629	\$1,160,328	\$19,699	1.73%
Quonset Davisville	\$1,212,914	\$1,315,580	\$1,316,539	\$1,338,399	\$21,860	1.66%
Water	\$2,131,455	\$2,464,009	\$2,543,105	\$3,027,028	\$483,923	19.03%
School Fund	\$44,789,905	\$47,350,185	\$46,537,276	\$48,331,642	\$1,794,366	3.86%
School Capital Res.	\$0	\$0	\$500,000	\$500,000	\$0	0.00%
GRAND TOTAL	\$74,763,469	\$78,642,937	\$78,426,163	\$82,010,742	\$3,584,579	4.57%

BY DEPARTMENT

The largest percentage increases by Department are proposed for Water, Quonset Davisville, Public Works, General Operating and the Assessor's Office. In terms of dollar increase the largest increases are recommended in the Water, Fire, Public Works and Police Department.

Quick Fact: The Town's health insurance premiums will increase by \$390,000.

A common thread among the increases in all Town Departments is the increase in retirement contributions and health insurance. Town employees are members of three different retirement systems depending upon their job classification. The following table summarizes the contribution rate changes and the associated dollar amount for all three retirement systems:

	<i>FY 04 Contribution Rate</i>	<i>FY05 Contribution Rate</i>	<i>Dollar Increase</i>
Police	8.27%	15.90%	\$210,239
Fire	9.93%	14.46%	\$178,039
Non-Public Safety	2.39%	5.99%	\$199,497

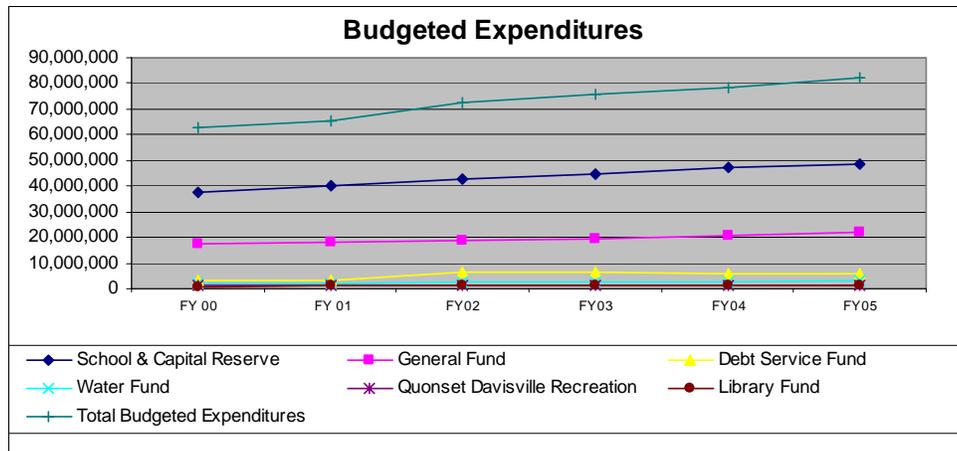
All Town Departments with personnel will see an increase in health insurance rates as well. While the plans differ depending upon which of the three union contracts govern someone's employment or if they are non-union, the average increase in health insurance costs was 12%. The increase in the water and Quonset Davisville budget besides being affected by retirement contributions and health insurance is also affected by the increase in capital expenditures. For the Water Department, this increase is \$446,754. The Quonset Davisville Recreation capital project increase relates to the Golf Course irrigation system and major course improvements. General operating is increasing because of retirees' health insurance coverage and an increase in utility bills due to the ending of the first Rhode Island Energy Aggregation Program contract. This contract which saved North Kingstown \$222,335 through December 2003 will expire in May. While a contract is going to be negotiated with either the same or a new supplier, the Town has planned on an increase of \$100,000 in utility bills. This will cover the cost if the Town is forced to pay for electricity at a rate equivalent to other commercial users.

The Public Works Department increase is attributed to an increase in capital expenditures, which are focused on road and sidewalk projects. This past year, the Department completed a condition inventory of all Town streets and found that 25.5 miles of roads were in poor, very poor or failed condition. In order to repair these streets the Town would need to allocate \$700,000 per year over the next three years. Due to fiscal constraints, it is only recommended to allocate \$425,000 in fiscal year 2005.

BONDING VS. PAY AS YOU GO

An alternative to the budget as proposed would be to bond for some of the capital projects proposed in the budget. A possibility would be to seek voter approval of two bonds: one for \$2,500,000 to fund road and sidewalk projects; and the other for \$1,000,000 to fund the irrigation system at the Golf Course. The net impact of this bonding would be to decrease the general fund budget by \$588,000. However, voter approval would be needed to fund the projects, and this would increase the Town's debt per capita which is currently the third highest in the State. **Bond Issues questions for funding of the irrigation system and school improvements are being presented to the voters for consideration in November 2004.**

Shown below is a graph that illustrates the growth in budgeted expenditures by fund for all funds since 2000.



The following table shows the levels of adopted budgeted expenditures by fund from FY 2000 through FY 2004 and the amount proposed for FY 2005.

<u>Budgeted Expenditures</u>	FY 00	FY 01	FY02	FY03	FY04	FY05
School & Capital Reserve	37,592,381	40,164,756	42,961,631	44,751,043	47,037,276	48,831,642
General Fund	17,746,734	17,987,414	18,616,973	19,530,214	20,515,137	21,934,892
Debt Service Fund	2,922,286	3,013,724	6,226,678	6,543,980	5,873,477	5,718,453
Water Fund	2,111,640	2,223,247	2,435,221	2,440,188	2,543,105	3,027,028
Quonset Davisville Recreation	1,160,341	1,147,103	1,231,487	1,425,165	1,316,539	1,338,399
Library Fund	955,482	1,060,035	1,078,059	1,111,496	1,140,629	1,160,328
Total Budgeted Expenditures	62,488,864	65,596,279	72,550,049	75,802,086	78,426,163	82,010,742

GENERAL FUND

General Fund expenditures will increase by **\$1,419,755** or **6.92%**. As the table below demonstrates, over **\$1,350,000** of this increase is attributed to personnel and benefit cost increases previously explained. The health insurance premium increase for the General Fund will

Quick Fact: The General Fund's increased costs for salary and benefits equal **\$1,351,764**

increase by \$381,163 for both active and retired employees. The General Fund's cost for Employer retirement contributions will increase by \$523,858. \$605,000 has been proposed for projected increases in salaries based upon current collective bargaining agreements and potential agreements that may impact the fiscal year 2004 budget. The \$605,000 increase includes two years of Fire Department personnel increases. The fiscal year 2004 Fire salary accounts did not include any increase in pay, but a 5% increase was awarded by an arbitration panel that will be funded from the Contingency Account in fiscal year 2004. In addition, \$41,000 in funding has been proposed for an additional employee in the facility division of the Public Works Department. **This additional position along with two for fire and one for police were not approved in the final budget.** Proposed major capital spending includes replacement of the five police vehicles, a rescue vehicle, public safety portable radios and a large dump truck for the Public Works Department. The road, drainage and sidewalk program funding has been requested at a total of \$772,000.

<i>GENERAL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE/
ORDINARY RECURRING EXPENSES	2002/03	2003/04	2004/05	(DECREASE)
PERSONNEL SERVICES	\$13,996,819	\$15,210,019	\$16,561,783	\$1,351,764
NON-PERSONNEL SERVICES	<u>\$4,763,017</u>	<u>\$4,667,575</u>	<u>\$4,853,960</u>	<u>\$186,385</u>
TOTAL RECURRING EXPENSES	\$18,759,836	\$19,877,594	\$21,415,743	\$1,538,149
MAJOR CAPITAL OUTLAY	\$459,322	\$500,622	\$395,750	(\$104,872)
DEBT SERVICE	\$175,835	\$1,700	\$1,700	\$0
CONTRIBUTIONS TO AGENCIES	<u>\$135,221</u>	<u>\$135,221</u>	<u>\$121,699</u>	<u>(\$13,522)</u>
TOTAL ESTIMATED REQUIREMENTS	\$19,530,214	\$20,515,137	\$21,934,892	\$1,419,755

WATER FUND

Water Fund expenditures are proposed to increase by **\$483,923** or **19.03%**. As stated earlier, the bulk of this increase can be

Quick Fact: Reactivated Well #10, out of service since 1992, can now supply 1,800 gallons per minute.

attributed to spending on capital projects, which will increase, by almost \$450,000. **The proposed funding of an additional person for the unidirectional flushing program was not approved in the final adopted budget.** The capital projects will be **\$1,098,984**. Funds for many of these projects have been accumulating over the years. That is why a portion of fund balance is being used this year.

<i>WATER FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE/
ORDINARY RECURRING EXPENSES	2002/03	2003/04	2004/05	(DECREASE)
PERSONNEL SERVICES	\$828,236	\$878,009	\$931,928	\$53,919
NON-PERSONNEL SERVICES	<u>\$939,195</u>	<u>\$841,630</u>	<u>\$875,262</u>	<u>\$33,632</u>
TOTAL RECURRING EXPENSES	\$1,767,431	\$1,719,639	\$1,807,190	\$87,551
MAJOR CAPITAL OUTLAY	\$551,913	\$702,622	\$1,098,984	\$396,362
DEBT SERVICE	<u>\$120,844</u>	<u>\$120,844</u>	<u>\$120,854</u>	<u>\$10</u>
TOTAL ESTIMATED REQUIREMENTS	\$2,440,188	\$2,543,105	\$3,027,028	\$483,923

QUONSET DAVISVILLE RECREATION FUND

The Quonset Davisville Recreation Fund is proposed to increase by **1.66% or \$21,860**. This increase is due to the capital outlay associated

with the dock expansion at Allen Harbor. Other capital and equipment projects include the purchase of a replacement apron

Quick Fact: New restroom facilities at Allen Harbor are expected to be ready this summer.

mower, replacement of twenty-five golf carts, tree removal and trimming, expansion of practice green and relocation of cart staging area. **Funds originally proposed phasing in of the irrigation project were not approved and instead will be presented to the voters for approval for bonding so that the entire project can be undertaken without phasing.**

<i>Q/D RECREATION FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2002/03	2003/04	2004/05	(DECREASE)
PERSONNEL SERVICES	\$603,193	\$623,521	\$675,514	\$51,993
NON-PERSONNEL SERVICES	<u>335,457</u>	<u>412,897</u>	<u>460,220</u>	<u>47,323</u>
TOTAL RECURRING EXPENSES	\$938,650	\$1,036,418	\$1,135,734	\$99,316
MAJOR CAPITAL OUTLAY	299,000	229,000	152,700	(76,300)
DEBT SERVICE	<u>187,515</u>	<u>51,121</u>	<u>49,965</u>	<u>(1,156)</u>
TOTAL EST.REQUIREMENTS	\$1,425,165	\$1,316,539	\$1,338,399	\$21,860

LIBRARY FUND

The Library Board of Trustees proposed a 4.46% increase or \$50,869 in the Library Budget. **The Final Adopted Budget includes a reduction to a 1.73% increase or \$19,699 for fiscal year 2005.**

<i>LIBRARY FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2002/03	2003/04	2004/05	(DECREASE)
PERSONNEL SERVICES	\$831,121	\$841,988	\$887,580	\$45,592
NON-PERSONNEL SERVICES	<u>\$277,375</u>	<u>\$295,041</u>	<u>\$272,748</u>	<u>(\$22,293)</u>
TOTAL RECURRING EXPENSES	\$1,108,496	\$1,137,029	\$1,160,328	\$23,299
MAJOR CAPITAL OUTLAY	<u>\$3,000</u>	<u>\$3,600</u>	<u>\$0</u>	<u>(\$3,600)</u>
TOTAL ESTIMATED REQUIREMENTS	\$1,111,496	\$1,140,629	\$1,160,328	\$19,699

DEBT SERVICE FUND

The Debt Service Fund is proposed to decrease by \$155,024 or 2.64%. Reductions in debt principal and interest payments for both School and Municipal debt are projected due to the Town's level principal and declining interest payment schedule for its various debt issues as well as no proposed amount is required to

be budgeted to Debt reserve in FY 2005.

<i>DEBT SERVICE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
	BUDGET	BUDGET	BUDGET	INCREASE
	2002/03	2003/04	2004/05	(DECREASE)
ESTIMATED REQUIREMENTS				
DEBT RESERVE	\$499,057	\$0	\$0	\$0
MUNICIPAL DEBT SERVICE	\$1,660,482	\$1,599,591	\$1,669,656	\$70,065
SCHOOL DEBT SERVICE	<u>\$4,384,441</u>	<u>\$4,273,886</u>	<u>\$4,048,797</u>	<u>(\$225,089)</u>
TOTAL ESTIMATED REQUIREMENTS	\$6,543,980	\$5,873,477	\$5,718,453	(\$155,024)

SCHOOL FUND

The School Committee's adopted budget was a \$49,281,641 or a 5.9% increase. This would have resulted in tax dollar increase of \$2,200,000 in excess of 5.5%. **The Town Manager** recommended that the budget be reduced by \$350,000. Of the \$350,000, \$100,000 will be funded out of the Workers Compensation Self Insurance Fund on premiums and the other \$250,000 will need to be made up in expenditure decreases. The proposed School Fund budget was \$48,931,642 or a 5.15% increase. **The Town Council adopted their final budget at \$48,331,642 or a 3.86% increase. This necessitated an additional \$600,000 reduction to expenditures as shown below.**

Quick Fact: The School Committee's budget includes a 3.5% salary increase for teachers along with significant increases in retirement contribution costs and health insurance premiums.

<i>SCHOOL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
	BUDGET	BUDGET	BUDGET	INCREASE
	2002/03	2003/04	2004/05	(DECREASE)
ESTIMATED REQUIREMENTS				
ORDINARY RECURRING EXPENSES				
PERSONNEL SERVICES	\$36,206,451	\$38,744,947	\$40,840,550	\$2,095,603
NON-PERSONNEL SERVICES	<u>\$7,005,077</u>	<u>\$7,577,329</u>	<u>\$6,750,633</u>	<u>(\$826,696)</u>
TOTAL RECURRING EXPENSES	\$43,211,528	\$46,322,276	\$47,591,183	\$1,268,907
CAPITAL OUTLAY	<u>\$919,515</u>	<u>\$215,000</u>	<u>\$740,459</u>	<u>\$525,459</u>
TOTAL ESTIMATED REQUIREMENTS	\$44,131,043	\$46,537,276	\$48,331,642	\$1,794,366

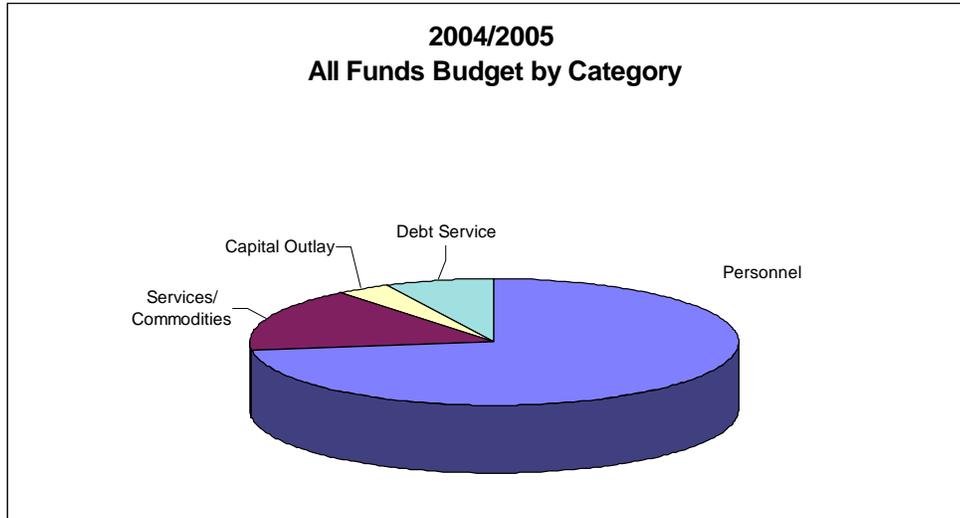
SCHOOL CAPITAL RESERVE FUND

The Budget proposes an appropriation of \$500,000 for the School Capital Reserve. This is the same amount that was appropriated last year. The School Committee sets expenditure priorities. Expenditures from this fund are eligible for a 30% reimbursement of State Housing Aid.

<i>SCHOOL CAPITAL RESERVE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
	BUDGET	BUDGET	BUDGET	INCREASE
	2002/03	2003/04	2004/05	(DECREASE)
ESTIMATED REQUIREMENTS				
TO RESERVE FOR CAPITAL OUTLAY	<u>\$620,000</u>	<u>\$500,000</u>	<u>\$500,000</u>	<u>\$0</u>
TOTAL ESTIMATED REQUIREMENTS	\$620,000	\$500,000	\$500,000	\$0

BY CATEGORY

The following pie chart summarizes the proposed expenditure of all budgeted funds by category. The largest component remains personnel. The percentage of the budget devoted to personnel has increased from 72% in the current year to 73% for next year. This increase is directly related to the increase in the salary and fringe benefit expenses for employees as mentioned earlier.



In terms of dollars, the personnel proposed total increases by **\$3,598,871**. This is due to negotiated wage increases, health insurance premium increases and retirement system contribution increases as previously discussed. There is a **\$737,049** increase in proposed capital spending, a proposed **decrease** in purchased services and commodities of **\$581,649**, a decrease of \$156,170 in debt service **and a ten percent reduction in contributions**.

<i>Expense Category</i>	<i>FY 2004/2005 Next Year</i>	<i>% of Total FY 2005</i>	<i>FY2003/2004 Current Year</i>	<i>% of Total FY 2004</i>	<i>Increase</i>	<i>% Increase</i>
Personnel	\$59,897,355	73%	\$56,298,484	72%	\$3,598,871	6.39%
Services & Commodities	13,212,823	16%	13,794,472	18%	(581,649)	-4.22%
Sub Total	\$73,110,178		\$70,092,956		\$3,017,222	
Capital	2,887,893	4%	2,150,844	3%	737,049	34.27%
Long Term Debt	5,890,972	7%	6,047,142	8%	(156,170)	-2.58%
Contributions	121,699	0%	135,221	0%	(13,522)	-10.00%
Total Budget	\$82,010,742	100%	\$78,426,163	100%	\$3,584,579	4.57%

PERSONNEL

The following table summarizes the changes in personnel from the current fiscal year to next fiscal year.

Funding for salary increases has been proposed to comply with collective bargaining agreements with the Town's three unions. The

Quick Fact: The Total Property Taxes to be levied to support this budget are \$51,656,183 or a \$794,473 (1.56%) increase.

The agreement with the Police Union Local 473, International Brotherhood of Police Officers, N.A.G.E., calls for a 2% raise on July 1, 2004 and a 2% raise on January 1, 2005. The current collective bargaining agreement between the Town and Union Local 1651, IAFF, will expire June 30, 2004 and the Town anticipates negotiations will begin shortly now that we have received the arbitrator's award covering this

year. The municipal workers' agreement with Local 1033, Laborers' International Union of North America, AFL-CIO will also expire on June 30, 2004. Negotiations should begin shortly. The budget has an allowance of a 2% raise effective July 1, 2004 for nonunion employees, including department and division heads and some part-time personnel. Three new positions **had** been proposed including one in Public Works, Facilities; one Assistant Fire Marshal; one Water Serviceman. **Those three positions were not funded in the Final Adopted Budget. The Library Board of Trustees has funded a reduction of two part time positions for the restoration of an additional Library position.**

Combined Personnel List Full Time Employees

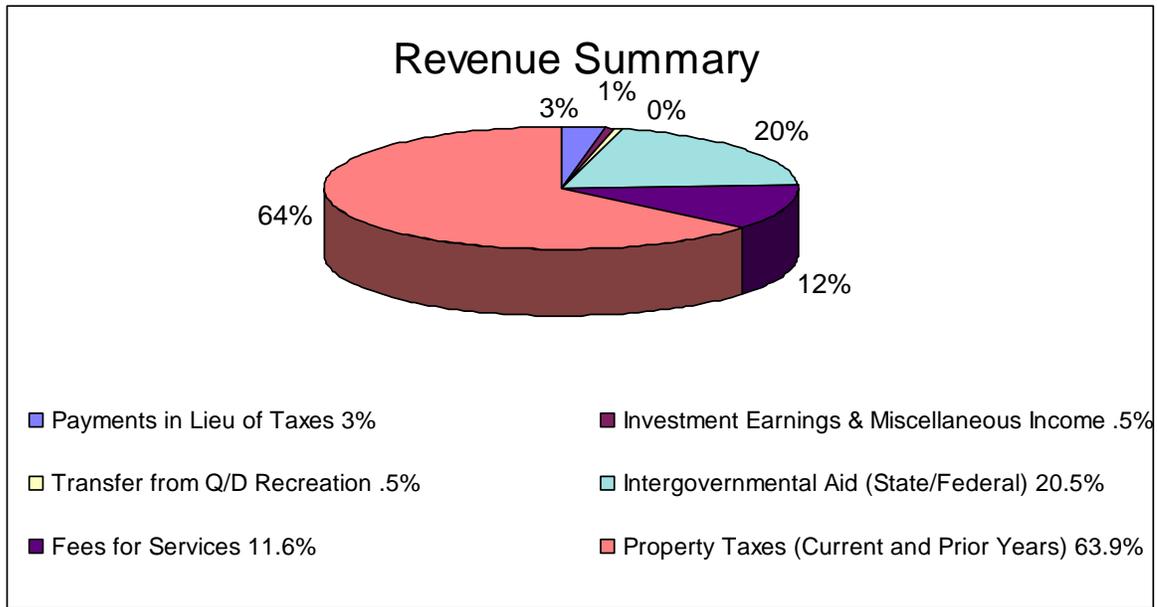
DEPARTMENT TOTAL	ACTUAL 02/03	BUDGET 03/04	PROJECTED 04/05
Town Manager	2	2	2
Town Clerk	6	6	6
Finance	10.5	9.3	9.3
Tax Assessment	4	4	4
Fire	75	76	75
Police	67	67	66
Planning	4.67	4.87	4.87
Public Works	33.65	33.65	33.65
Senior Services	3	3	3
Code Enforcement	3	3	3
Recreation	1.5	1.5	1.5
Q/D Recreation Leisure Services	7.5	7.5	7.5
Library	12	11	12
Water	14.18	14.18	15.18
TOTAL	244	243	244

Combined Personnel List Part Time Employees

DEPARTMENT TOTAL	ACTUAL 02/03	BUDGET 03/04	PROJECTED 04/05
Town Council	5	5	5
Town Clerk	4	3	3
Finance	0	2	3
Tax Assessment	1	1	1
Fire	4	4	3
Police	2	6	6
Public Works	14	12	12
Welfare	1	1	1
Senior Services	8	8	8
Code Enforcement	6	6	6
Recreation	94	94	94
Q/D Recreation Leisure Services	30	33	35
Library	17	18	16
Water	2	2	2
TOTAL	188	195	195

REVENUE SUMMARY

The pie chart and table below summarize the major sources of revenue for the proposed budget. The property tax continues to be the overwhelming source of revenue for the budget. Next year, it will be **63.9%** of the total revenue or 0.6% less than last year. The total revenue to be raised by property taxes will be **\$49,982,638**, an increase of **\$991,243** over last year.



Shown below is a table that compares categories of funding sources combined for all budgeted funds and illustrates the amount of increase or decrease by funding source.

Comparison of Funding Sources						
	<i>Actual</i>	<i>Estimated</i>	<i>Budget</i>	<i>Adopted</i>	<i>Increase</i>	<i>%</i>
Funding Sources	FY02-03	FY 03-04	FY 03-04	FY 04-05	Incr/Decr	Incr/Decr
Payments in Lieu of Tax	\$2,097,705	\$2,306,050	\$2,345,510	\$2,434,120	\$88,610	3.78%
Property Taxes	\$47,677,559	\$49,529,589	\$48,991,395	\$49,982,638	\$991,243	2.02%
Prior Years' Tax (plus 60 days)	\$1,194,573	\$1,242,357	\$1,135,000	\$1,235,000	\$100,000	8.81%
Penalties and Interest	\$302,386	\$330,000	\$280,000	\$330,000	\$50,000	17.86%
Licenses	\$73,085	\$98,865	\$74,915	\$98,615	\$23,700	31.64%
Departmental Revenue	\$2,383,591	\$2,408,567	\$2,149,695	\$2,575,445	\$425,750	19.81%
State and Federal	\$16,887,588	\$16,575,905	\$15,995,805	\$16,434,997	\$439,192	2.75%
Rental Fees	\$429,100	\$457,500	\$419,300	\$477,500	\$58,200	13.88%
Miscellaneous	\$31,870	\$30,000	\$12,000	\$20,000	\$8,000	66.67%
Investment Earnings	\$280,399	\$286,000	\$300,000	\$300,000	\$0	0.00%
School Tuition Fees	\$1,840,612	\$2,032,821	\$1,857,515	\$2,050,000	\$192,485	10.36%
Transfer from Q/D Recreation Fund	<u>\$405,241</u>	<u>\$293,383</u>	<u>\$393,384</u>	<u>\$375,000</u>	<u>-\$18,384</u>	<u>-4.67%</u>
Total Revenue	\$73,603,710	\$75,591,037	\$73,954,519	\$76,313,315	\$2,358,796	3.19%
Appropriation Fund Balance	<u>\$282,000</u>	<u>\$612,000</u>	<u>\$612,000</u>	<u>\$1,332,000</u>	<u>\$720,000</u>	<u>117.65%</u>
Sub Total	\$73,885,710	\$76,203,037	\$74,566,519	\$77,645,315	\$3,078,796	4.13%
Enterprise Fund Revenue	<u>\$3,739,564</u>	<u>\$3,617,136</u>	<u>\$3,859,644</u>	<u>\$4,365,427</u>	<u>\$505,783</u>	<u>13.10%</u>
Total Budgeted Funds	\$77,625,273	\$79,820,173	\$78,426,163	\$82,010,742	\$3,584,579	4.57%

Almost four percent of the total revenue **was anticipated** as payments in lieu of taxes for properties that are exempt from taxes but are subject to a payment in lieu of tax under the R.I. General Laws. **An** estimate for the increase of \$88,610 for fiscal year 2005 was made based upon the assumption that the tax rate **would**

be classified and that the non- residential tax rate **would be** \$17.41. **Since** the tax rate **was** not classified, and the tax rate is \$14.38, **this revenue source will decrease to \$1,801,005 or a \$544,505 revenue shortfall.**

<i>Payments in Lieu of Taxes</i>	<i>Actual FY03</i>	<i>FY04 Budget</i>	<i>FY04 Actual</i>	<i>FY 05 Est PILOT</i>	<i>Increase Decrease</i>	<i>FY 05 Est PILOT</i>	<i>Increase Decrease</i>
				<i>with Classification As budgeted</i>		<i>without Classification</i>	
Toray	\$837,059	\$840,000	\$863,356	\$1,126,055	\$286,055	\$544,635	(\$295,365)
Toray Cogen		\$22,600	\$22,600	\$22,600	\$0	\$22,600	\$0
QUONPRO	\$2,323	\$2,300	\$15,112	\$41,895	\$39,595	\$29,334	\$27,034
Water PILOT	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$20,000	\$0
EB (EDC)	\$314,075	\$320,000	\$279,942	\$150,880	(\$169,120)	\$276,897	(\$43,103)
EB (direct)	\$0	\$440,610	\$454,452	\$409,309	(\$31,301)	\$280,353	(\$160,257)
EDC PILOTS	\$924,248	\$700,000	\$728,309	\$663,381	(\$36,619)	\$627,186	(\$72,814)
Total	\$2,097,706	\$2,345,510	\$2,383,771	\$2,434,120	\$88,610	\$1,801,005	(\$544,505)

Twenty percent of the total revenue is received from the State. The estimates for State aid had been based upon the actual receipts for the current year. The Governor's proposed State budget recommended a reduction of 1% in State education aid (-\$110,000). This decrease is mitigated by the additional \$180,002 over estimate that will be received in fiscal year 2004 and is therefore estimated at a \$70,343 increase for fiscal year 2005. However, **that was** early in the State budget process and what the Legislature **had** yet to be determined. In most years, the Legislature has increased what the Governor has recommended. No change is anticipated in the State Motor Vehicle Excise Tax Phase out. In the Debt Service Fund, the State Housing Aid has been increased by \$228,269 based upon a 30% reimbursement for fiscal year 2004 School Department related debt principal and interest payments and school capital reserve projects. The total dollar increase in budgeted State aid from this year to next **was** estimated at \$439,192 or a 2.71% increase. Beside the School Housing or Construction Aid the next largest increase is in the Hotel and Dining Taxes. While this is categorized as State aid, it is really a pass through of a 1% tax on local meals and beverage sales revenues in North Kingstown to the Town. Last year was the first year of the program. The Governor has proposed eliminating the program in Fiscal Year 2006.

<i>Analysis of Projected State Aid</i>	<i>Actual 2003</i>	<i>Projected 2004</i>	<i>Budget 2004</i>	<i>Adopted Budget 2005</i>	<i>Increase/ (Decrease)</i>
General Purpose State Aid	784,034	821,477	783,115	821,477	38,362
Connecticut Plan (NonProfit)	5,908	8,265	5,908	8,265	2,357
Realty Conveyance Taxes	102,144	117,000	85,000	90,000	5,000
Excise Tax Phase-out	2,180,209	2,180,209	2,180,209	2,179,062	-1,147
Telephone Tax	452,550	409,969	452,550	409,969	-42,581
Hotel Tax and Meal & Beverage Tax	8,581	150,000	18,000	150,000	132,000
Witness Fee	124	250	250	250	0
Library Grant-in Aid	180,149	182,241	182,241	191,071	8,830
State Aid to Schools	10,817,295	11,028,029	10,848,027	10,918,370	70,343
School Construction	2,270,636	1,623,002	1,383,815	1,612,084	228,269
Library Construction	46,689	45,463	46,690	44,449	-2,241
Total	16,848,318	16,565,905	15,985,805	16,424,997	439,192

Fees for services represent **11.7%** of the budget and will total **\$9,324,787** for 2005 as shown in the following table.

<i>Type of Fee/Service</i>	<i>2003 Actual</i>	<i>2004 Budget</i>	<i>2004 Projected</i>	<i>2005 Adopted</i>	<i>Increase/ Decrease</i>	
		Budget				
Penalties and Interest on Delinquent Taxes	302,386	280,000	330,000	330,000	50,000	
Licenses	73,085	74,915	98,865	98,615	23,700	
Recording and Probate	355,608	278,820	388,820	373,820	95,000	
Tax Documents	40,806	26,000	33,000	31,000	5,000	
Police Fines	259,536	237,725	279,510	464,275	226,550	
Fire Inspection Fees and Emergency Medical Services	269,254	255,000	320,000	400,000	145,000	
Zoning & Subdivision Fees	26,975	18,000	17,000	16,000	-2,000	
Transfer Station Fees	561,544	528,550	533,455	532,850	4,300	
Permit Fees	282,073	317,100	317,100	317,000	-100	
Wickford Mooring & Dock	105,275	114,000	114,000	114,000	0	
Tower Rentals	318,536	300,000	338,000	338,000	38,000	
Other Rentals	5,289	5,300	5,500	25,500	20,200	
Impact Fees	345,908	350,000	378,682	300,000	-50,000	
Library Fines and Fees	45,204	37,000	37,000	39,000	2,000	
School Tuitions	1,840,612	1,857,515	2,032,821	2,050,000	192,485	
School Athletic Receipts	12,205	9,000	9,000	9,000	0	
School Rental of Property	113,831	50,000	50,000	50,000	0	
Golf Course Greens Fees	968,238	1,073,365	982,000	1,072,175	-1,190	
Less Transfer for Recreation Programs	-405,241	-393,383	-293,383	-375,000	18,383	
Golf Clothing and Merchandise	47,289	49,000	45,000	49,000	0	
Golf Rental	272,182	295,752	294,792	323,629	27,877	
Allen Harbor Fees	182,846	214,690	218,690	243,895	29,205	
Sale of Water	2,251,737	2,318,661	2,075,372	2,124,854	-193,807	
Water Interest and Penalties	7,140	7,000	4,282	7,000	0	
Water Private Fire Protection Fees	47,719	50,000	50,000	39,717	-10,283	
Water Sales, Rentals and Special Services	77,921	66,464	66,839	64,448	-2,016	
Water Infrastructure Replacement Fee	0	0	0	240,138	240,138	
Sewer Fees	49,236	45,980	43,929	45,871	-109	
Total Fees for Services	8,457,197	8,466,454	8,770,274	9,324,787	858,333	

GENERAL FUND

The largest increase in funding for the general fund is from prior years revenues or fund balance of \$500,000. This increase is proposed because the Town has been successful in realizing revenue in excess of what was budgeted last year. Instead of increasing the fund balance, it is recommended that money be reinvested in the Town. The second largest increase is in the departmental revenue category of \$473,750. Two components of departmental income are significant policy decisions that the Town Council must make during the budget adoption process. The first is the creation of a new fee for fire inspections. This fee, which is similar to ones charged in Warwick, Coventry, West Warwick, Cranston, Providence, and by the State Fire Marshal, will raise \$100,000. It is warranted, as there is increased demand on the Fire Marshal's office due to the new State fire code. The second policy decision is the implementation of an enhanced traffic safety program. This program, modeled after a similar program in South Kingstown, will increase speed enforcement in North Kingstown neighborhoods. Speeding has been a consistent complaint from

Town residents. The Town should realize \$200,000 from traffic fines. These new fees were implemented by the Town Council. A third significant change is a reduction of \$193,384 transfer from the Quonset Davisville Recreation Fund. These moneys are allocated for capital improvements in the Golf Course. This is the first year of a multi-year plan for phasing in irrigation and other course improvements at the Golf Course. **The Town Council's Adopted Budget does not reduce the transfer as proposed but instead calls for a bond issue to fund the irrigation system at once rather than phasing-in.**

<i>GENERAL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET	BUDGET	BUDGET	INCREASE/ (DECREASE)
CURRENT REVENUE	2002/03	2003/04	2004/05	
GENERAL PROPERTY TAX	\$9,783,219	\$9,868,801	\$9,870,689	\$1,888
PRIOR YEARS TAXES	\$1,225,000	\$1,135,000	\$1,235,000	\$100,000
INTEREST AND PENALTIES	\$300,000	\$280,000	\$330,000	\$50,000
STATE AID REVENUES	\$3,274,316	\$3,525,032	\$3,659,023	\$133,991
LICENSES & PERMITS	\$76,045	\$74,915	\$98,615	\$23,700
DEPARTMENTAL REVENUE	\$1,637,971	\$1,661,195	\$2,134,945	\$473,750
PROPERTY RENTAL	\$372,950	\$419,300	\$477,500	\$58,200
INVESTMENT EARNINGS	\$530,000	\$300,000	\$300,000	\$0
MISCELLANEOUS	\$12,000	\$12,000	\$20,000	\$8,000
PAYMENT IN LIEU OF TAX	\$1,763,472	\$2,345,510	\$2,434,120	\$88,610
Q/D RECREATION TRANSFER	<u>\$405,241</u>	<u>\$393,384</u>	<u>\$375,000</u>	<u>(\$18,384)</u>
TOTAL CURRENT REVENUE	\$19,380,214	\$20,015,137	\$20,934,892	\$919,755
PRIOR YEAR REVENUES	<u>\$150,000</u>	<u>\$500,000</u>	<u>\$1,000,000</u>	<u>\$500,000</u>
TOTAL AVAILABLE APPROPRIATION	\$19,530,214	\$20,515,137	\$21,934,892	\$1,419,755

WATER FUND

The Water Fund revenue continues to be totally dependent on fees for services. A new water rate study was forwarded to the Town Council under a separate cover. **The adopted fees are as follows.**

Quick Fact: The Water Fund will be funding its new well construction next year with accumulated funds from fund reserves.

<i>Five Year Water Rates</i>	<i>Current Rate</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Quarterly Service Charge	\$12.41	\$13.03	\$13.26	\$13.49	\$13.72	\$13.96
Water Use Rate per 1000 gallons	\$1.94	\$2.05	\$2.20	\$2.40	\$2.50	\$2.60
Infrastructure Fee per 1000 gallons	\$0.01	\$0.24	\$0.24	\$0.24	\$0.24	\$0.24

The allocation of \$450,000 from prior year revenues is to continue the pay as you go concept for capital expenditures in the water system.

<i>WATER FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET	BUDGET	BUDGET	INCREASE/ (DECREASE)
CURRENT REVENUE	2002/03	2003/04	2004/05	
SALE OF WATER	\$2,209,045	\$2,318,661	\$2,124,854	(\$193,807)
FIRE PROTECTION AND PENALTIES	\$30,497	\$57,000	\$46,717	(\$10,283)
CUSTOMER SERVICES	\$50,234	\$66,464	\$64,448	(\$2,016)
INFRASTRUCTURE	\$0	\$0	\$240,138	\$240,138
SEWER FEES	\$95,412	\$45,980	\$45,871	(\$109)
INVESTMENT & MISC EARNINGS	<u>\$55,000</u>	<u>\$55,000</u>	<u>\$55,000</u>	<u>\$0</u>
TOTAL CURRENT YEAR REVENUES	\$2,440,188	\$2,543,105	\$2,577,028	\$33,923
PRIOR YEAR REVENUES	<u>\$0</u>	<u>\$0</u>	<u>\$450,000</u>	<u>\$450,000</u>
TOTAL AVAILABLE APPROPRIATION	\$2,440,188	\$2,543,105	\$3,027,028	\$483,923

QUONSET DAVISVILLE RECREATION FUND

The Town Council has already adopted the new rates for the 2005 golfing and boating season. The rates increased the fee per round of golf for carts from \$24 to \$26. This past year was the second year in a row of poor golfing weather. While statistics for New England indicate a 6.8% decrease in rounds played, the North Kingstown Municipal Golf Course only saw a 4.4% decrease. The revenue estimates for next year are based on this year's rounds being played at next year's rates. Therefore, even though rates are increasing or remaining the same, revenue is projected to decrease since the number of rounds forecasted is lower.

<i>Q/D RECREATION FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>INCREASE</i>
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2002/03	BUDGET 2003/04	BUDGET 2004/05	(DECREASE)
CURRENT REVENUE				
DAILY GREENS FEES	\$991,290	\$975,000	\$950,000	(\$25,000)
ANNUAL GREENS FEES	\$108,750	\$98,365	\$122,175	\$23,810
CARTS & CLUB STORAGE & DRIVING RANGE & HANDICAPS	\$258,795	\$245,840	\$272,200	\$26,360
SALE OF MERCHANDISE	\$55,000	\$49,000	\$49,000	\$0
RESTAURANT RENTAL	\$43,805	\$49,912	\$51,429	\$1,517
INVESTMENT & MISC EARNINGS	\$13,700	\$10,700	\$10,700	\$0
ALLEN HARBOR REVENUES	\$216,640	\$214,690	\$243,895	\$29,205
APPROPRIATION CAPITAL RESERVE	\$14,000	\$0	\$0	
TRANSFER TO GENERAL FUND	<u>(\$405,241)</u>	<u>(\$393,383)</u>	<u>(\$375,000)</u>	<u>\$18,383</u>
TOTAL CURRENT YEAR REVENUES	\$1,296,739	\$1,250,124	\$1,324,399	\$74,275
PRIOR YEARS REVENUE GOLF	\$37,222	\$56,206	\$10,000	(\$46,206)
PRIOR YEARS REVENUE HARBOR	<u>\$91,204</u>	<u>\$10,209</u>	<u>\$4,000</u>	<u>(\$6,209)</u>
TOTAL AVAILABLE APPROPRIATION	\$1,425,165	\$1,316,539	\$1,338,399	\$21,860

LIBRARY FUND

The Library Fund is proposed with no major changes in revenue needs. The State aid is determined by an annual appropriation of the Legislature. The Governor's budget has proposed changes in the library aid categories **and an increase of \$8,830 over FY04 Adopted Budget.** The amount of property taxes devoted toward the budget cannot decrease according to State law. The increase projected in this coming year is needed to make revenues meet proposed expenditures.

<i>LIBRARY FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>INCREASE</i>
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2002/03	BUDGET 2003/04	BUDGET 2004/05	(DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$892,155	\$908,888	\$917,757	\$8,869
DEPARTMENTAL REVENUE	\$37,000	\$37,000	\$39,000	\$2,000
STATE REIMBURSEMENT	\$168,341	\$182,241	\$191,071	\$8,830
MISC. REVENUE	<u>\$2,000</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>
TOTAL CURRENT REVENUE	\$1,099,496	\$1,128,629	\$1,148,328	\$19,699
PRIOR YEAR REVENUE	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$1,111,496	\$1,140,629	\$1,160,328	\$19,699

DEBT SERVICE FUND

The Debt Service Fund Revenue is a combination of State housing aid (based upon 30% of construction debt service and capital expenses), impact fees (based upon last year's actual revenue) and property tax

dollars. The State housing aid will increase by \$226,082 because of the increased expenditures in the last year school capital projects. Impact fee revenues will decrease by \$50,000 due to a lower number of building permits issued last year. No appropriation is proposed from the Debt Service Fund Balance.

<i>DEBT SERVICE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2002/03	BUDGET 2003/04	BUDGET 2004/05	INCREASE (DECREASE)
GENERAL PROPERTY TAX	\$4,006,790	\$4,047,472	\$3,761,420	(\$286,052)
IMPACT FEES	\$300,000	\$350,000	\$300,000	(\$50,000)
INTERESTS ON INVESTMENTS	\$500	\$500	\$500	\$0
STATE HOUSING AID	<u>\$2,236,690</u>	<u>\$1,430,505</u>	<u>\$1,656,533</u>	<u>\$226,028</u>
TOTAL CURRENT REVENUE	\$6,543,980	\$5,828,477	\$5,718,453	(\$110,024)
PRIOR YEAR REVENUE	<u>\$0</u>	<u>\$45,000</u>	<u>\$0</u>	<u>(\$45,000)</u>
TOTAL AVAILABLE APPROPRIATION	\$6,543,980	\$5,873,477	\$5,718,453	(\$155,024)

SCHOOL FUND

The School Fund revenue is dependent upon State aid, tuitions and property taxes. Tuitions are forecasted by the Superintendent to increase by \$192,485 for Jamestown students attending the High School. The School Department has entered into a contract with the Jamestown School Department for the High School education of Jamestown students. Based upon the contract, the School Department estimates that the rate per student will increase to \$8,818.52 and the number of students will be 233. The budget projects State school aid to increase by \$70,343, which is actual State aid, received this year less the Governor's recommended 1% reduction.

<i>SCHOOL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2002/03	BUDGET 2003/04	BUDGET 2004/05	INCREASE (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$31,501,161	\$33,721,234	\$35,252,772	\$1,531,538
STATE AID	\$10,767,382	\$10,848,027	\$10,918,370	\$70,343
FEDERAL AID	\$10,000	\$10,000	\$10,000	\$0
TUITION	\$1,765,000	\$1,857,515	\$2,050,000	\$192,485
MISCELLANEOUS	<u>\$87,500</u>	<u>\$100,500</u>	<u>\$100,500</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$44,131,043	\$46,537,276	\$48,331,642	\$1,794,366

SCHOOL CAPITAL RESERVE FUND

The School Capital Reserve Fund has two sources of funds, prior year's revenues and property taxes. In fiscal year 2003, the School Department ended the year with an undesignated fund balance slightly over \$320,000. The \$180,000 of proposed tax dollars is \$265,000 less than the current year's tax dollars appropriated.

<i>SCHOOL CAPITAL RESERVE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2002/03	BUDGET 2003/04	BUDGET 2004/05	INCREASE (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	<u>\$500,000</u>	<u>\$445,000</u>	<u>\$180,000</u>	<u>(\$265,000)</u>
TOTAL CURRENT REVENUE	\$500,000	\$445,000	\$180,000	(\$265,000)
PRIOR YEAR REVENUE	<u>\$120,000</u>	<u>\$55,000</u>	<u>\$320,000</u>	<u>\$265,000</u>
TOTAL AVAILABLE APPROPRIATION	\$620,000	\$500,000	\$500,000	\$0

PROPERTY TAXES

As a result of the recently completed property tax revaluation, the Town's assessed valuation is now **\$3.37** billion dollars. This is a **68.7%** increase over last year's total. Obviously, a majority of the increase is due to the revaluation, but consistent with prior years approximately 1.2% can be attributed to growth or new construction.

Quick Fact: The property tax rate is estimated at **\$14.38** per thousand for residential and Commercial.

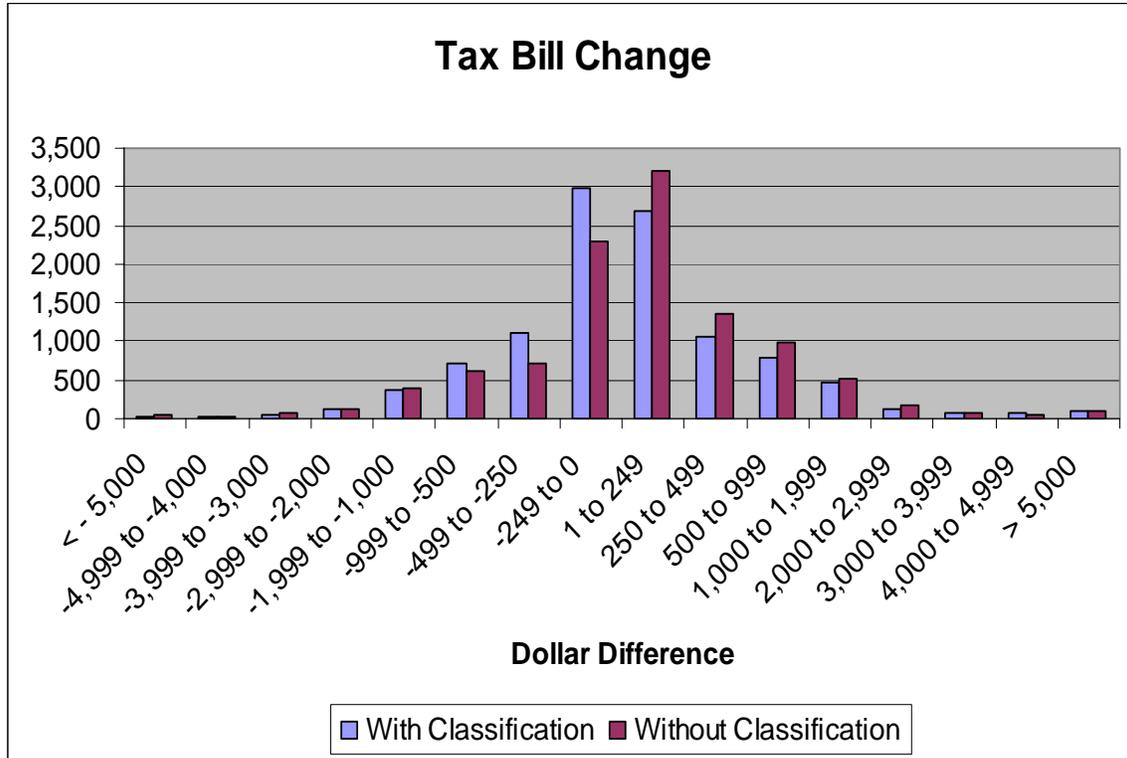
<i>Growth in Assessed Value - Real Estate</i>					
TAX Yr	FY	Assessed Value	\$ Increase	% Increase	
1994	1995	1,348,154,900		Revaluation Year	
1995	1996	1,378,485,000	30,330,100	2.25%	
1996	1997	1,401,248,700	22,763,700	1.65%	
1997	1998	1,433,174,000	31,925,300	2.28%	
1998	1999	1,470,037,800	36,863,800	2.57%	
1999	2000	1,500,902,170	30,864,370	2.10%	
2000	2001	1,536,301,370	35,399,200	2.36%	
2001	2002	1,954,112,590	417,811,220	Revaluation Year	
2002	2003	1,986,996,310	32,883,720	1.68%	
2003	2004	2,011,507,975	24,511,665	1.23%	
2004	2005	3,373,797,470	1,362,289,495	Revaluation Year	
6 year average (pre revaluation)				2.20%	
2 year average (after revaluation)				1.46%	

TAX ROLL CLASSIFICATION

(Note: Classification of the tax roll was proposed but not implemented by the Town Council for Fiscal Year 2005 Final Budget. The following had been presented to assist the Town Council in making its determination over whether to classify or not.)

According to State law, the Town Council has the option of setting a different tax rate for residential properties with five or less units and a separate tax rate for all non-residential properties. The tax rate for non-residential property cannot exceed the residential rate by 50%. The Fiscal 2004 tax roll value was 15% non-residential. The estimated Fiscal 2005 tax roll value is 12% non-residential. This means there has been a shift of the tax burden from the commercial/industrial sector to the residential sector. While this is attributed to the increased value of residential property, the policy question is: Since State law allows the Town to maintain the current differential between the sectors, should the Council adopt laws to maintain this split?

It should be clear to the Council that staff is recommending that the roll be classified. The table and chart below summarize the tax impact between a classified and unclassified roll prior to the new budget. For the purposes of developing the table, the residential tax with a classified roll is assumed to be \$13.70 and the non-residential or commercial/industrial tax rate will be \$17.00. The tax rate to support the prior years budget without classifying the roll would be \$14.10. As the table demonstrates, fewer property owners will see an increase of over \$250 in their tax bills, and those properties that are seeing a reduction are predominately residential properties with the roll classified. Without classification, the primary beneficiaries of the revaluation would be the commercial industrial sector; 88 percent of the commercial industrial properties would see a reduction in their tax bill. The Economic Development Advisory Board is conducting further analysis of this situation.



<i>Dollar Difference</i>	<i>Classified</i>			<i>Non-Classified</i>		
	Residential	Non-Residential	Total	Residential	Non-Residential	Total
< - 5,000	12	12	24	11	47	58
-4,999 to -4,000	14	10	24	7	24	31
-3,999 to -3,000	29	9	38	31	31	62
-2,999 to -2,000	115	18	133	73	55	128
-1,999 to -1,000	306	58	364	244	142	386
-999 to -500	625	101	726	461	158	619
-499 to -250	982	127	1,109	629	91	720
-249 to 0	2,803	185	2,988	2177	103	2,280
1 to 249	2,615	66	2,681	3178	31	3,209
250 to 499	1,025	40	1,065	1350	12	1,362
500 to 999	742	36	778	979	17	996
1,000 to 1,999	438	32	470	510	5	515
2,000 to 2,999	125	10	135	156	9	165
3,000 to 3,999	55	8	63	73	4	77
4,000 to 4,999	57	10	67	44	0	44
> 5,000	81	15	96	101	8	109

Currently in Rhode, Island fifteen R.I. municipalities have some form of property tax classification. Much of this classification has occurred since the State has adopted three-year revaluation program.

PROPERTY TAX RATES

Shown below are two charts explaining the breakout of the estimated tax rate by category with a comparison to the prior year's actual tax rate, the first with classification of the roll (**Note: the final decision of the Town Council was not to classify**). **The second chart is the actual adopted tax rates shown without classification.**

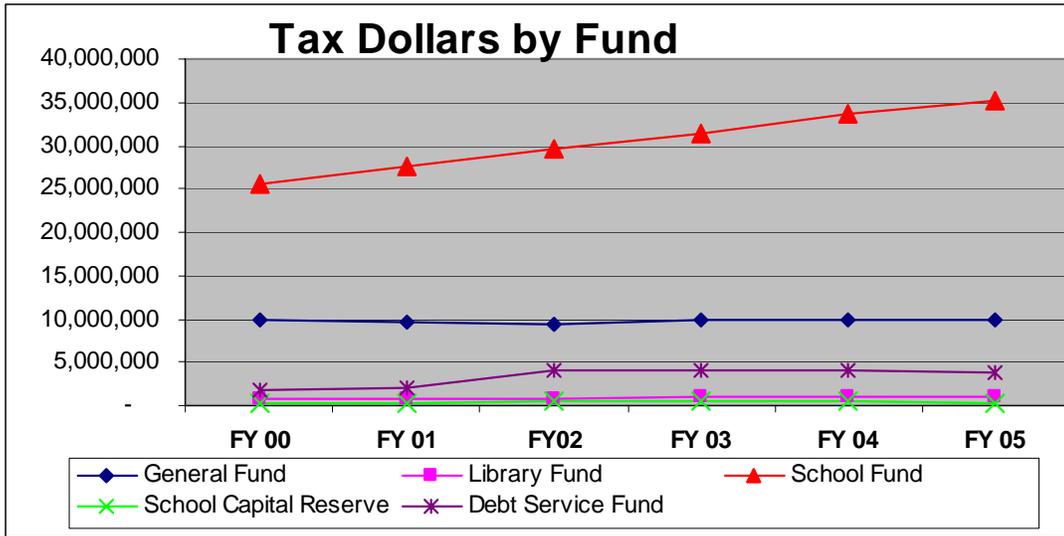
For information Purposes Only:	ALL		RESIDENTIAL		COMMERCIAL		
	FY 2004 Tax Rate	FY 2005 Tax Rate Estimated	Difference	Percent Change	FY 2005 Tax Rate Estimated	Difference	Percent Change
<u>Residential Tax Rate Per Thousand Change WITH Classification of Tax Roll</u>							
Municipal	5.13	3.09	-2.04	-39.8%	3.83	-1.29	-25.2%
School	16.26	9.91	-6.35	-39.0%	12.30	-3.96	-24.4%
Debt Service	1.93	1.03	-0.89	-46.3%	1.28	-0.64	-33.3%
Total	23.31	14.03	-9.28	-39.8%	17.41	-5.90	-25.3%

	ALL	RESIDENTIAL & COMMERCIAL			
<u>Residential Tax Rate Per Thousand Change WITHOUT Classification of Tax Roll</u>	FY 2004 Tax Rate	FY 2005 Tax Rate Actual	Difference	Percent Change	
Municipal	5.13	3.10	-2.02	-39.47%	
School	16.26	10.19	-6.06	-37.29%	
Debt Service	1.93	1.08	-0.84	-43.81%	
Total	23.31	14.38	-8.93	-38.31%	

PROPERTY TAX DOLLAR HISTORY

Below are a table and a graph that provides a historical comparison of the levels of tax dollar support broken down by fund and year.

<u>Tax Dollars Over Last Five Years</u>	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05
General Fund (Municipal)	9,981,237	9,724,445	9,281,919	9,783,219	9,868,801	9,870,689
Library Fund (Municipal)	819,282	847,256	861,718	892,155	908,888	917,757
School Fund	25,675,732	27,662,158	29,744,759	31,501,161	33,721,234	35,252,772
School Capital Reserve	250,000	300,000	500,000	500,000	445,000	180,000
Debt Service Fund	1,728,000	1,987,581	4,006,790	4,006,790	4,047,472	3,761,420
Total Budgeted Tax Dollars	38,454,251	40,521,440	44,395,186	46,683,325	48,991,395	49,982,638
Overall Dollar Increase		2,067,189	3,873,746	2,288,139	2,308,070	991,243
Overall Percentage Increase		5.38%	9.56%	5.15%	4.94%	2.02%
Percentage Increase Real Estate Assessed Value		2.36%	*	1.68%	1.23%	*
*Revaluation year – n/a						

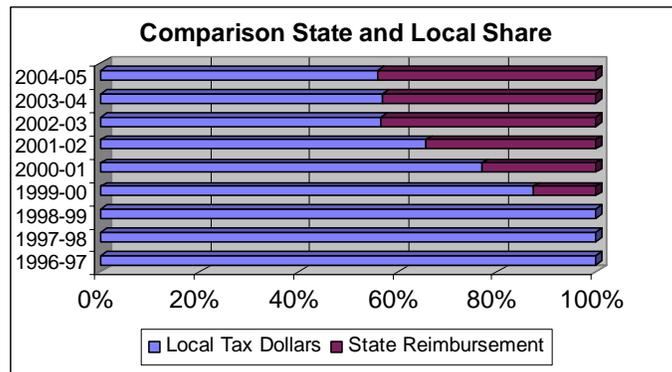


MOTOR VEHICLE EXCISE TAX

Motor vehicle owners also pay a motor vehicle excise tax. The Governor has again proposed delaying the phase out of the program. For this coming fiscal year, the tax rate for motor vehicles remains frozen at \$22.04, and it is anticipated that each motor vehicle will receive a \$4,500 reduction from the NADA blue book value. This represents no increase in the reduction per vehicle this year. Therefore, property owners will have no change in their motor vehicles excise tax per vehicle. Below is a recap of the impact of the Motor Vehicle Excise Tax Phase-out Program. As shown below, because law under the phase-out program freezes the tax rate and because the Governor has proposed freezing the State reimbursement, it is estimated that the Town will see a significant decline in the increase it had been generating from the motor vehicle tax.

Quick Fact: The proposed budget estimates that the motor vehicle exemption will remain at \$4,500.

Fiscal Yr	Assessed Value	Tax Rate	Local Tax Dollars	State Reimbursement	Total	% Change
1996-97	125,596,212	20.76	2,607,377		2,607,377	
1997-98	133,674,670	22.04	2,946,190		2,946,190	12.99%
1998-99	146,321,148	22.79	3,334,659		3,334,659	13.19%
1999-00	141,214,176	22.04	3,112,360	454,683	3,567,043	6.97%
2000-01	135,551,013	22.04	2,987,544	894,099	3,881,643	8.82%
2001-02	135,288,218	22.04	2,981,752	1,560,009	4,541,761	17.01%
2002-03	128,663,265	22.04	2,833,830	2,180,209	5,014,039	10.40%
2003-04	130,132,660	22.04	2,868,124	2,180,209	5,048,332	0.68%
2004-05	125,373,005	22.04	2,760,868	2,179,062	4,939,930	-2.15%



PROPERTY TAX CAP

According to State law, Towns may not increase taxes by greater than 5.5% without permission from the State Department of Administration. The budget is under the property tax rate cap by **74** cents per thousand (based on current year’s values plus estimated growth).

EFFECT ON AVERAGE TAX PAYER

This year, average taxpayers will not see a reduction in their auto excise taxes. Next year it is assumed that the average single-family house is assessed at \$331,000 compared to the current year of \$192,000. The tax bill of this mythical average taxpayer is projected to increase by **\$284.69 to \$4,759.78**.

TAXES ON AN AVERAGE SINGLE FAMILY HOME

	Fiscal Year 2004	Fiscal Year 2005	Amount Change
Municipal	1,086.26	1,124.59	38.33
School	<u>3,389.26</u>	<u>3,635.19</u>	<u>245.93</u>
Total	4,475.52	4,759.78	284.26

FINANCIAL SUMMARY

The Town is in excellent financial condition. The fund balance is high, tax collections remain strong and the assessed valuation continues to grow. Since the Town Council adopted the Fund Balance Policy (see Appendix A), the Town’s fund balance has increased. This current year, if revenues and expenditures are as anticipated there will be an increase to \$10,022,991. In the General Fund, \$1,000,000 of the fund balance that will result from this year’s excess revenue is budgeted. For other funds, recommended appropriations from their fund balances, are \$320,000 from the School Fund to School Capital Reserve and \$12,000 from the Library or a total planned reduction in fund balance for Fiscal year 2005 of \$1,332,000 to an estimated \$8.7 million.

Quick Fact: A expenditure reduction of \$328,000 will reduce the tax rate \$.10.

THREE YEAR COMBINED BUDGET COMPARISON

	<i>Actual</i> FY 02-03	<i>Estimated</i> FY 03-04	<i>Budgeted</i> FY 04-05
Funding Sources			
Payments in Lieu of Tax	\$2,097,705	\$2,306,050	\$2,434,120
Property Taxes	\$47,677,559	\$49,529,589	\$49,982,638
Prior Years' Tax (plus 60 days)	\$1,194,573	\$1,242,357	\$1,235,000
Penalties and Interest	\$302,386	\$330,000	\$330,000
Licenses	\$73,085	\$98,865	\$98,615
Departmental Revenue	\$2,383,591	\$2,408,567	\$2,575,445
State and Federal	\$16,887,588	\$16,575,905	\$16,434,997
Rental Fees	\$429,100	\$457,500	\$477,500
Investment Earnings	\$280,399	\$286,000	\$300,000
Miscellaneous	\$31,870	\$30,000	\$20,000
School Tuition Fees	\$1,840,612	\$2,032,821	\$2,050,000
Transfer from Q/D Recreation Fund	<u>\$405,241</u>	<u>\$293,383</u>	<u>\$375,000</u>
Total Revenue and Other Funding Sources	\$73,603,710	\$75,591,037	\$76,313,315
Beginning Fund Balances	\$7,560,825	\$9,863,507	\$10,022,991
Total Available Resources	\$81,164,535	\$85,454,543	\$86,336,306
Expenditures			
Town Council	\$42,964	\$184,639	\$145,041

	<i>Actual</i>	<i>Estimated</i>	<i>Budgeted</i>
	FY 02-03	FY 03-04	FY 04-05
Funding Sources			
Town Manager	\$177,581	\$189,359	\$205,525
Town Clerk	\$439,324	\$419,784	\$515,311
Town Solicitor	\$214,003	\$368,600	\$201,000
Finance	\$593,449	\$632,919	\$655,016
Assessor	\$189,699	\$200,124	\$224,022
General Operating	\$1,984,605	\$2,091,426	\$2,335,197
Fire	\$5,998,195	\$6,066,023	\$6,267,185
Police	\$4,311,993	\$4,709,743	\$5,207,141
Planning	\$352,790	\$366,412	\$386,691
Public Works	\$4,024,201	\$4,132,003	\$4,657,714
Short-term Debt (Lease Financing)	\$56,202	\$1,700	\$1,700
Welfare & Contributions	\$181,246	\$186,304	\$175,752
Senior Citizens	\$273,856	\$282,161	\$291,816
Code Enforcement	\$237,613	\$256,390	\$270,994
Recreation	\$398,393	\$417,097	\$394,787
Education & School Capital Reserve	\$44,789,905	\$47,963,389	\$48,831,642
Library	\$1,107,252	\$1,135,002	\$1,160,328
Cancelled PYEs	-\$117,164		
Debt Principal and interest	<u>\$6,044,921</u>	<u>\$5,828,477</u>	<u>\$5,718,453</u>
Total Expenditures	\$71,301,028	\$75,431,552	\$77,645,315
Fund Balance at end of year	\$9,863,507	\$10,022,991	\$8,690,991
Total Fund Commitments and Fund Balances	\$81,164,535	\$85,454,543	\$86,336,306

Note: The above resources and expenditures are presented for Governmental Funds only.

Although part of the budget being presented, the two enterprise funds are not included above.

The table above summarizes the combined budgets and expenditures for all tax supported funds. (Enterprise funds are not included.) The Total Fund Balance including all reserves is estimated to end the fiscal year 2005 at **\$8.1** million or approximately **13.4%** of total revenues.

BUDGET IN CONTEXT

This next section of the budget message is an attempt to place North Kingstown, its financial and demographics in a National and Statewide context. The overall hierarchy is to compare North Kingstown first to National and

Quick Fact: There are 14,427 members of the labor force in North Kingstown.

then to Statewide and other Rhode Island Municipal indicators. Unfortunately, all data is not available for the same evaluation period. The most recent reporting period for each indicator is used.

CONSUMER PRICE INDEX

According to the Bureau of Labor Statistics, the Consumer Price Index measures inflation as experienced by consumers in their day-to-day living expenses. Nationally, the Consumer Price Index rose by 1.9 percent from January 2003 until January 2004. This is the most current data that is available. The Joint Revenue Estimating Committee composed of representatives from the State budget office, and the House and Senate Fiscal Offices have estimated that for Fiscal Year 2005 the CPI will be 1.5 %. More regional information relating to the CPI is available for the New England area, which shows a 4.3% increase from January 2003 through January 2004, but this information is viewed as being skewed by the Boston real estate market and not generally reflective of Rhode Island.

UNEMPLOYMENT RATE

North Kingstown continues to compare favorably with State and National unemployment rates. In January 2004, the Rhode Island unemployment rate is below the National rate by 0.4%. The seasonal adjusted unemployment rate in Rhode Island decreased from 5.4% in January 2003 to 5.2% in January 2004. For North Kingstown, the unemployment rate has remained the same during the same time period at 4.8%. North Kingstown's unemployment rate is 1.3% below the non-seasonal adjusted State unemployment rate. Interestingly during the past 12 months, the North Kingstown unemployment rate moved from the 9th lowest unemployment rate to the 4th lowest unemployment rate in the State. This is an even more dramatic change when compared to January 2002 when North Kingstown had the 12th lowest unemployment rate in the State. The current estimate is that North Kingstown has 14,916 members of the labor force: 14,196 are employed, and 720 are unemployed.

JOBS

Almost the opposite of measuring unemployment is the measurement of jobs. According to the Rhode Island Department of Labor and Training, at the end of the 2nd quarter of 2003, 13,178 people work in North Kingstown. This ranks the town eighth in the state in terms of number of jobs. This is up from ninth in 2002. Interestingly, North Kingstown is the fourth highest supplier of manufacturing jobs in the State. Total wages in North Kingstown are estimated to be \$117,304,136.

Quick Fact: In January North Kingstown had the 4th lowest unemployment rate in the State.

POPULATION

The North Kingstown population grew at a rate of 10.7% during the period of 1990 to 2000. North Kingstown ranked ninth in terms of growth during this period. Rhode Island grew at a rate of 4.5% from 1990 to 2000. The United States Census Bureau's most recent population estimate for North Kingstown is 26,985 for July 1, 2002. This is a 1.32% increase over the July 1, 2001 estimate.

HOUSING VALUES

Another measurement of the economy of a community is the price of single-family homes. The estimated increase in average value of a single-family house has increased by slightly more than 70%. According to the Board of Realtors, the median selling price for a single-family home in North Kingstown is \$329,000. This ranks North Kingstown the seventh highest average sale price in the state. The Statewide average selling price for a single family home this past year was \$230,000. These figures should not be mistaken with the average value of a single-family home used earlier in the budget. That figure reflects all single family homes in the Town, not just those that have sold through a realtor.

MOODY'S INVESTOR SERVICES

In a report released last year by Moody's Investor Services data from the 32 (out of 39) Municipalities was compared and the Municipalities were ranked. That data shows some significant information for North Kingstown.

<i>Factor</i>	<i>North Kingstown Absolute Value</i>	<i>North Kingstown Rank</i>
Rating	Aa3	Top 8 (3 Aa2, 5 Aa3, 11 A1,5 A2, 4 Baa1, 3 Baa3, 1 Ba1)
Population	26,476	13th
Full Value	\$2,248,374	8th
Full Value Per Capita	\$85,405	11th
Fund Balance FY02	\$6,636,000	11th
Fund Balance % of Revenues	10.0%	19th
Property Tax % of Revenues	74.2%	12th
State Aid % of Revenues	22.6%	16th
Debt Burden	2.8%	6 th
Fund Balance FY97	\$807,000	29 th
Fund Balance % of Revenues FY97	2.2%	27 th

North Kingstown along with 5 other municipalities has the 2nd highest bond rating in the State. This can be attributed to the Town's favorable financial trends, the diversity of the Town's tax base and the other intangible factors measured by the rating agencies.

RHODE ISLAND PUBLIC EXPENDITURE COUNCIL (RIPEC)

In March of last year, RIPEC issued a special report on the property tax burdens in Rhode Island. The report compares data from all Municipalities across the State based upon the FY 2002 municipal budgets. Therefore, the data is somewhat out of date from an absolute point of view, but the relative information contained is of value. The RIPEC report also included some comparative data between Rhode Island and other States.

In FY 2002, North Kingstown had the 16th highest effective tax rate (\$20.85), which is determined by dividing the estimated full value and the tax levy. The State median was \$20.08. Since that time the North Kingstown actual tax rate has increased by 3.01%, 3.14% and is proposed to increase by 2.90 % for this budget.

Another factor RIPEC measured was the "Equity Index" for each Municipality in the State. This measure developed by the State Office of Municipal Affairs attempts to rank communities by the ability of the taxpayers to pay versus the actual tax burden. It accounts for median family income on the ability to pay. All communities are based upon the Rhode Island average. North Kingstown is ranked 28th in the State with an equity index of 1.87 in this comparison. In FY 2003, North Kingstown ranked 27th in the State with an equity index of 2.18. The results from both years imply in a theoretical sense that North Kingstown could support higher property taxes to be at the statewide average.

RIPEC also measured the FY 2002 estimated levy as a percentage of the estimated full value. North Kingstown's levy was 2.1% of the estimated full value or 18th in the State. Finally, RIPEC calculated the property tax burden on a \$150,000 home. In FY 2002, a taxpayer in North Kingstown would have paid \$3,291 in taxes on a \$150,000 home or the 15th highest in the State. If the proposed FY 2005 budget is adopted and the tax roll is classified, the tax on a \$150,000 home in North Kingstown will be \$2,104.

SUMMARY

While the review of the budget involves numerous decisions, there are five major policy decisions that the Council will be asked to focus on during the review of this Budget.

- Classification of the Tax Roll
 - Pay as You Go vs. Bonding for Road and other Projects
- Three new revenue programs proposed:
- New Water Rate Structure
 - Enhanced Traffic Enforcement Program
 - New Fire Inspection Fees

Staff is recommending: classifying the tax roll; pay as you go for capital projects; and implementing the three new revenue programs. The new water rate structure will enable us to continue to pay as you go for water capital improvements and encourage conservation. The enhanced traffic enforcement program will address one of the major quality of life issues facing our residents – speeding in our neighborhoods.

Finally, the new fire inspection fees will result in compensation for the increased services that will be required due to new codes. As always, staff is anxious to provide support to the Town Council during the budget adoption process.

Respectfully submitted,

Richard I. Kerbel, Town Manager

DEPARTMENT SUMMARIES

TOWN COUNCIL

Elizabeth S. Dolan, Town Council President
 Dale M. Grogan, Town Council Member
 Anthony F. Miccolis, Jr., Town Council Member
 John A. Patterson, Town Council Member
 Robin Porter, Town Council Member

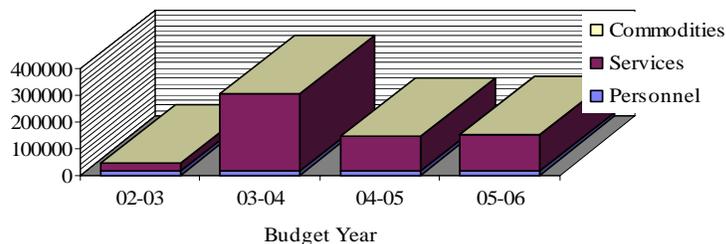
The Town Council consists of five (5) members, elected from the Town at large to serve for a term of two (2) years. The Town Council holds regular, special and work session meetings on a regular basis. All meetings are open to the public, except as provided in the State Open Meetings law. Citizens are encouraged to attend Council meetings and are given an opportunity to be heard. Meetings are posted and advertised, and a written agenda is available in advance of each meeting. The Town Council has the authority to enact ordinances and resolutions for the preservation of the public peace, health, safety, comfort and welfare of the inhabitants of the Town and for the protection of persons and property.

PERSONNEL LIST

<i>POSITION TITLE</i>	<i>BUDGET 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Town Council President	1	1	1
Town Council Member	4	4	4
TOTAL	5	5	5

<i>Town Council</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$15,042	\$14,707	\$15,061	\$15,061	\$0	0.00%	\$15,513
Services	\$27,362	\$169,432	\$289,480	\$129,480	(\$160,000)	-55.27%	\$133,364
Commodities	\$560	\$500	\$500	\$500	\$0	0.00%	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0		\$0
Total	\$42,964	\$184,639	\$305,041	\$145,041	(\$160,000)	-52.45%	\$148,877

TOWN COUNCIL
Budget Trends



The Town Council's budget includes a contingency account of \$100,000 that is reduced from FY2004 by \$160,000 and is proposed at this recommended level to cover expenses related to unbudgeted emergencies and potential emergencies that exceed budget.

TOWN MANAGER

Richard Kerbel, Town Manager

The Town Manager is appointed by the Town Council for an indefinite term and is chosen by the Council based solely on his executive and administrative qualifications and experience. The Town Manager is the chief executive and administrative officer of the Town. He is responsible to the Town Council for proper administration of all affairs of the Town. The Town Manager is required to see that laws and ordinances are enforced, and is responsible for the conduct and performance of all administrative functions and services, which are not imposed by Charter upon some other officer. He appoints and removes officers and employees of the Town, submits to the Town Council a complete report on the finances and administrative activities of the Town for the preceding year, and keeps the Town Council advised of the financial condition and future needs of the Town.

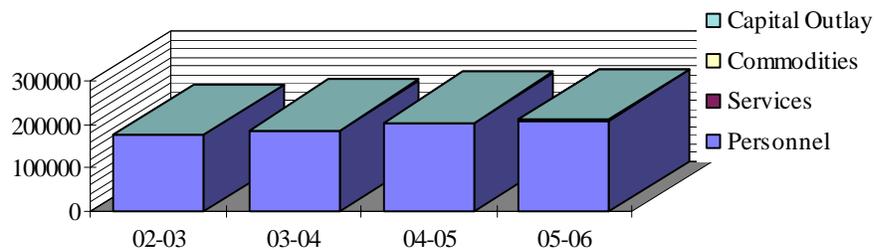
PERSONNEL LIST

<i>POSITION TITLE</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Town Manager	1	1	1
Executive Secretary	1	1	1
TOTAL	2	2	2

<i>Town Manager</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$175,314	\$187,259	\$185,164	\$203,425	\$18,261	9.86%	\$209,528
Commodities	\$2,267	\$2,100	\$2,100	\$2,100	\$0	0.00%	\$2,163
Total	\$177,581	\$189,359	\$187,264	\$205,525	\$18,261	9.75%	\$211,691

TOWN MANAGER

Budget Trends



No increases have been proposed other than for pay and benefits for Department employees.

TOWN CLERK

James D. Marques, CMC, Town Clerk

Mission Statement- To keep official Town records, issue licenses and administer the electoral process consistent with the Town charter and State and Federal Law and to provide public information in an efficient and courteous manner. To meet our customers' expectations and provide effective communication/information services.

The Office of the Town Clerk consists of seven (7) divisions: Town Council, Board of Canvassers, Vital Records, Land Records, Licenses, Probate Court and Communication/Information Services. Responsibilities include the recording of a variety of official records and permanent documents, issuance of business and non-business licenses; issuance of birth, death, and marriage certificates; and the recording of all transactions of the Town Council. The office is also responsible for the administration of the Board of Canvassers, Probate Court and Communication/Information Services.

Board of Canvassers

The Board of Canvassers is comprised of three bi-partisan members. This office is responsible for voter registration and maintaining and updating voting lists, card files and permanent registration binders. In addition, this office is responsible for the conduct and supervision of all elections and referenda and the implementation of all election laws.

2004/2005 DEPARTMENT GOALS

Goal		Timeframe
Continue the Recorded Plats Restoration and preservation program (Goal 1)	Fiscal	2004/2005
Continue re-indexing of land records from 1929-1935 (Goal 2)	Fiscal	2004/2005
Conduct the Election Process beyond reproach (Goal 3)	Vision	2004/2005
Deputy Town Clerk work towards obtaining CMC designation (Goal 4)	Vision	2004/2005
Cross training of personnel in all areas within the Clerk's Office (Goal 5)	Fiscal	2004/2005

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Business License Renewals; Maintain Vital Records; Continue Phase II of Re-indexing Program 1940 back to 1900; Prepare Semi-annual Ordinance Supplement; advertise and docket Committee Appointments; Conduct Primary
SECOND QUARTER (10/1/04 to 12/31/04)	License Renewals; Maintain Vital Records; Prepare Semi-annual Ordinance Supplement; Business and docket Committee Appointments; Dog License Renewals Conduct General Election
THIRD QUARTER (1/1/05 to 3/31/05)	Business License Renewals; Maintain Vital Records; Prepare Budget Submission; Advertise and Docket committee Appointments,
FOURTH QUARTER (4/1/05 to 6/30/05)	Business License Renewals; Maintain Vital Records; Advertise and Docket Committee Appointments; Dog License Renewals; Budget Hearings; prepare for Budget Referenda; Conduct Budget Referenda if necessary.

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/2003</i>	<i>BUDGET 2003/2004</i>	<i>ACTUAL 2003/2004</i>	<i>PROJECTED 2003/2004</i>	<i>PROJECTED 2004/2005</i>
Town Council Meetings	5	38	36	16	38	38
Recordings	1,2	14,682	12,000	7,908	1,200	1,200
Licenses	5	2614	2,700	1705	2600	2700
Record Certify Vital Records	5	2,721	2,700	1,705	2,600	2,700
Yard Sales	5	352	300	156	300	300
Probate Cases	5	122	130	63	67	130
Probate Sessions	5	24	20	10	20	20
Maps Recorded	1,2	27	50	20	50	50
Discharges Recorded	1,2	48	60	23	60	60
Ordinances Changes	1,2	22	20	13	20	20
Committee Appointments	1,2	67	50	25	65	70
License Transfers	5	26	25	14	25	25
Elections	3	2	1	0	1	2
Budget Referenda	3	0	1	0	1	1
Voter Registration	3	1,588	300	822	1200	600
Zone Changes	5	7	2	1	2	2

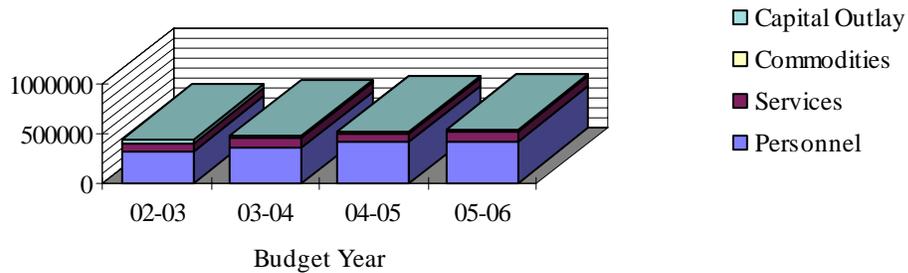
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Town Clerk	1	1	1
Deputy Town Clerk	1	1	1
Clerk II	2	2	2
Clerk I	2	2	2
Total	6	6	6

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Clerical assistant	3	2	2
Town Sergeant	1	1	1
Total	4	3	3

<i>Town Clerk</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$310,225	\$321,884	\$361,931	\$412,111	\$50,180	13.86%	\$424,474
Services	\$80,132	\$84,700	\$95,200	\$91,700	(\$3,500)	-3.68%	\$94,451
Commodities	\$9,340	\$9,800	\$9,800	\$11,500	\$1,700	17.35%	\$11,845
Capital Outlay	<u>\$39,627</u>	<u>\$3,400</u>	<u>\$3,400</u>	<u>\$0</u>	<u>(\$3,400)</u>		<u>\$0</u>
Total	\$439,324	\$419,784	\$470,331	\$515,311	\$44,980	9.56%	\$530,770

TOWN CLERK
Budget Trends



An increase of \$19,830 has been proposed for funding of a primary and general election as well as a budget referendum.

TOWN SOLICITOR

The Council appoints the Town Solicitor for a term of office concurrent with that of the Council. The Charter requires that the Solicitor be an attorney at law in good standing that is admitted to practice law in Rhode Island. The Solicitor is the attorney for the Town and legal advisor to the Council, Manager, and all other officers, departments and agencies of the Town.

Currently the Council has appointed A. Lauriston Parks as Town Solicitor to represent the Town in all matters other than for labor relations and police prosecutions. The law firm of Little Medeiros Kinder Bulman & Whitney PC. has been appointed to represent the Town for labor relations and Attorney Daniel Kinder has been appointed Town Solicitor for labor relations. The law firm of Marinosci & Zangari has been appointed to represent the Town for police prosecutions and Christopher Zangari has been appointed Assistant Town Solicitor.

Legal services falling under the general categories of police prosecutions, land use matters, tax assessment and collection, general pending litigation and Town Council matters are billed at on a yearly retainer rate on a monthly basis. Legal services for labor relations are billed on an hourly rate on a monthly basis.

<i>Town Solicitor</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Services	\$214,003	\$368,600	\$248,000	\$201,000	(\$47,000)	-18.95%	\$210,000
Commodities	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>#DIV/0!</u>	<u>\$0</u>
Total	\$214,003	\$368,600	\$248,000	\$201,000	(\$47,000)	-18.95%	\$210,000

A decrease of \$50,000 has been proposed to cover reduced labor attorney services due to there being no scheduled negotiations for next fiscal year. An increase of \$3,000 is proposed for the attorney covering Police Prosecutions.

FINANCE

Cynthia Olobri, Finance Director

Mission Statement- Provide clear, accurate and timely financial information services and reporting within the organization and to the public. Introduce, implement and assist in the maintenance of information technology for all departments to enhance the flow of information within the organization and to the public. Be responsible for the cost effective purchasing of and accounting for all materials and equipment utilized by the Town government. Provide for the safekeeping and the prudent investment of all Town funds as well as strict financial budgetary control over all departments. Collect all revenues of the Town in a courteous and equitable manner.

Administration

All phases of financial activities of Town government, coordination of all divisional activities and planning, and implementation of new financial and information technology procedures fall within the area of responsibility of the Office of Finance Director. The Finance Director works directly with the Town Manager, assisting in financial research, statistical analysis, budgeting, personnel management, and fiscal policy making, as well as providing general supervision over all divisions of the Finance Department. The Finance Director administers the general government insurance programs and assures that proper compliance, reporting and accounting requirements are met.

Controller

Directly responsible to the Finance Director is the Controller or Chief Accounting Officer of the Town. The Controller maintains all books and performs a "continuing" internal audit of various governmental activities. The Controller provides accounting supervision over all departmental activities as well as the day-to-day cash flow analysis, investment scheduling and maintenance of Town's fixed asset system.

Collections/Accounts Receivable

This Division receives and is responsible for all revenues of the Town. Division personnel provide detailed analysis of the various revenues received by category as well as the maintenance of individual accounts payments and receivables records for property taxes, water user fees and many varied miscellaneous fees charged by the Town. Division personnel provide tax and water information.

Accounts Payable/Payroll & Employee Benefits

This Division maintains appropriate ledger control for all funds and disburses all monies from these accounts as well. The pre-audit of vendor invoices is an important function, as are payroll processing and benefits management for general Town employees.

Purchasing

The Purchasing Agent carries out the purchasing activities of all Town Departments. The Purchasing Agent is responsible for the procurement of materials, supplies and services required by the Town, and must ensure that the Town receives the desired quantity, quality, and reliability of goods and services and that such goods and services are obtained at the lowest possible cost to the Town.

Information Systems

This division is responsible for the maintenance of software systems and hardware for all Town and some school applications. Such applications include Financial General Ledger, Purchasing, Accounts Payable, Fixed Assets, Payroll, Personnel, Voter, Tax Assessment, Collections, Utility Billing, Budget, and the Town networks software. In addition the Network Administration for the Town Wide Area Network is the responsibility of the employees in this Division. Recently, this division has taken on the responsibility for the Town's new Internet Protocol (IP) Telephone system and the Town-wide Geographic Information System (GIS).

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Add web documents such as bids and selected Imaging Records to Finance Web Page (Goal 1)	Vision	Quarter 2
Convert and Upgrade Tax and Water systems to MUNIS 4gl system (Goal 2)	Infrastructure	Quarter 1
Geographic Information System Implementation of town-wide objectives (GIS) (Goal 3)	Infrastructure	Fiscal 2005
Imaging System Upgrade (Goal 4)	Vision	Quarter 1 & 2
Imaged documents on the Web (Goal 5)	Vision	Quarter 3 & 4
Provide Departments' access to financial systems to provide additional capabilities (Goal 6).	Fiscal	Quarter 2
Improve collection of taxes including delinquent taxes for motor vehicles and tangibles. (Goal 7)	Fiscal	Quarter 2
Improve records storage and retrieval conditions (Goal 8)	Vision	Fiscal 2005

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Purging and storage of records (Goal 8 and 2); Complete conversion to new tax and utility billing and collection system. (Goal 2); Implement GIS software and various objectives based on Needs Analysis performed during FY03 (Goal 3) Implement and convert Imaging software and database to latest version (Goal 4).
SECOND QUARTER (10/1/04 to 12/31/04)	Complete close out of previous fiscal year and produce Comprehensive Annual Financial Report with web access to information (Goal 1); Provide Department's access to financial systems for time and attendance reporting (Goal 6); Improve collection of delinquent taxes for motor vehicles and tangibles through accelerated timing for turnover to collection agency. (Goal 7).
THIRD QUARTER (1/1/05 to 3/31/05)	Production of FY 2005 annual budget and capital improvement program with imaged documents published on the web (Goal 5).
FOURTH QUARTER (4/1/05 to 6/30/05)	Collection of delinquent real estate taxes via tax sale (Goal 7); finalize year end budget accounting and preparation (Goal 5); and prepare for tax 2005 tax billing (Goal 2); post bid specifications on web (Goal 5, 8). Integrate Imaging software with Town's web site and make security allowances for such. (Goals 5, 8)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Number of Bids	Goal 1, 5	39	40	28	40	40
State/Cooperative Bid Utilization	Goal 1, 5	13	12	13	13	14
Checks Processed	Goal 8	65,822	41,000	47,146	75,000	75,000
Direct Deposit	Goal 8	3,295	3,300	2,257	3,667	3,900
Employees	Goal 6	350	425	361	361	370
Bank Lock-box Transactions Tax	Goal 2	17,956	20,000	11,821	22,000	22,000
Lien Certificates	Goal 2	3,258	2,000	1,239	2,000	2,000
Fixed Assets Tagged.	Goal 6	1,222	1,300	1,222	1,300	1,300
Funds Maintained	Goal 2, 8	220	150	226	230	230
Vehicle Renewals	Goal 7	12,299	15,000	7,667	6,900	15,000
Tax Sale Parcels	Goal 7	150	200	109	109	200
Tangible Legal Collection Process	Goal 7	50	400	0	300	100
Insurance Claims	Goal 8	11	40	9	12	11

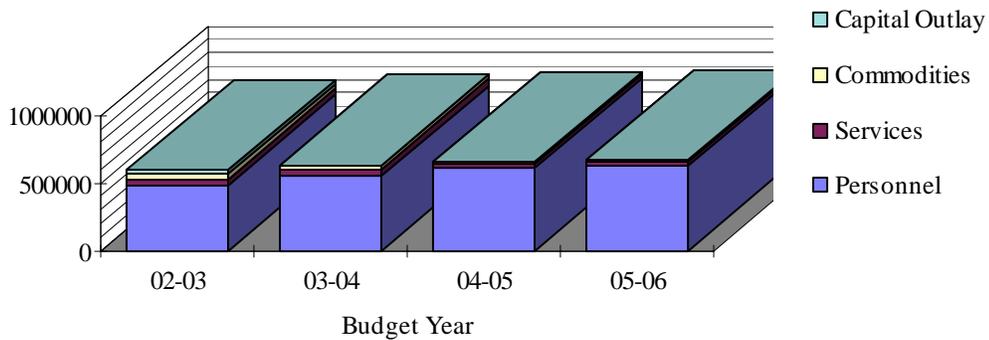
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Finance Director	1	1	1
Controller	1	1	1
Accounts Receivable Manager 50% funded by Water Fund	.5	.5	.5
Clerk II Specialist – Accounting	1	1	1
Clerk II Specialist – Purchasing	1	1	1
Secretary	1	1	1
Clerk I -Collections, Accounts Payable	3	2	2
MIS Director	1	1	1
GIS Manager 20% funded by Planning	0	.8	.8
Technology Support Technician	1	0	0
Total	10.5	9.3	9.3

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Clerical Assistant - Collections	0	2	2
IS Intern	0	0	1
Total	0	2	3

<i>Finance Department</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$485,443	\$548,487	\$556,267	\$606,324	\$50,057	9.00%	\$624,514
Services	\$44,473	\$22,632	\$48,832	\$30,292	(\$18,540)	-37.97%	\$31,201
Commodities	\$35,289	\$26,800	\$27,950	\$18,400	(\$9,550)	-34.17%	\$18,952
Capital Outlay	<u>\$28,244</u>	<u>\$35,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>N/A</u>	<u>\$0</u>
Total	\$593,449	\$632,919	\$633,049	\$655,016	\$21,967	3.47%	\$674,666

FINANCE DEPARTMENT
Budget Trends



Other than for salary and fringe benefits for Finance employees, there are no proposed increases in spending for FY 2005. A reduction in spending for overtime and equipment from previous years has been recommended. Enterprise Fund contributions towards Town-wide Information System costs are proposed to increase by 10%.

ASSESSOR

Linda L. Cwiek, Assessor

Mission Statement- The mission of the Tax Assessor's Office is to respond to all taxpayers in a courteous and timely manner and to make the information on real and tangible property easy to understand and readily available. To insure that the revaluation is completed and that all property is being assessed in a uniform manner. To continue to encourage owners of several substandard lots of record to combine their lots which could have an impact on future development and reduces cost of revaluation and billing.

The Tax Assessor's office is responsible for generating a tax roll each year, which consists of all taxable real estate, motor vehicles, and business personal property. It is the responsibility of the Tax Assessor's Office to list all real property and value the property consistently with existing real property and to locate and value all business personal property. It is the responsibility of the Tax Assessor's Office to keep accurate records of market and cost trends to prepare for triennial property valuation updates and revaluations. The positions within the Department are responsible for all the clerical functions necessary to prepare the tax roll. Examples of the clerical tasks performed are reading of property transfers and maintaining ownership information, updating mailing addresses, processing of death and probate records, maintenance of tangible personal property returns, processing of applications for exemptions, processing applications for the Assessment Board of Review, and handling telephone and in-person inquiries for tax information.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Process tax roll (Goal 1)	Fiscal	Continuing
Explain Revaluation Process and Assessments (Goal 2)	Fiscal	Continuing
Update Field Cards on the Web (Goal 3)	Fiscal	Continuing
Encourage Combination of Substandard Lots (Goal 4)	Fiscal	Continuing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Prepare and distribute reports pertaining to the 2004 tax roll (Goal 1). Respond to taxpayer questions & appeals of the 2004 revaluation assessments (Goal 2). Update web site (Goal 3)
SECOND QUARTER (10/1/04 to 12/31/04)	Prepare and mail all necessary forms for the 2005 tax roll (Goal 1 & 2) Review sub-division and survey information for end of the year (Goal 1 & 4). Process applications to the Assessment Board of Review (Goal 2)
THIRD QUARTER (1/1/05 to 3/31/05)	Enter all permit data in the CAMA system for the 2005 tax roll (Goal 1). Process motor vehicle data for the 2005 tax roll (Goal 1). Update web site (Goal 3). Continue with Assessment Board of Review (Goal 2).
FOURTH QUARTER (4/1/05 to 6/30/05)	Finalize all real estate data, motor vehicle data, personal property data, exemption applications, and ownership information for the 2005 tax roll (Goal 1). Update web site (Goal 3)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Parcels	Goal 1	11,367	11,500	11,438	11,400	11,500
Lots eliminated	Goal 4	51	100	30	100	100
Permits	Goal 1	1,200	1,200	1,300	1,500	1,500
Realty Documents	Goal 1	1,700	2,000	850	1700	2,000
Assessor Hearings	Goal 2	100	100	100	300	400
Board of Appeals	Goal 2	14	50	8	8	350
Motor Vehicle Records processed	Goal 1	35,733	37,000	0	37,000	37,000
Tangible Accounts	Goal 1	1,371	1,500	1,262	1,500	1,500
Exemption Processed	Goal 1	3,550	3,800	578	3,800	3,800
Death & Probate	Goal 1	254	350	228	250	250
Supplemental Bills	Goal 1	112	120	152	172	120

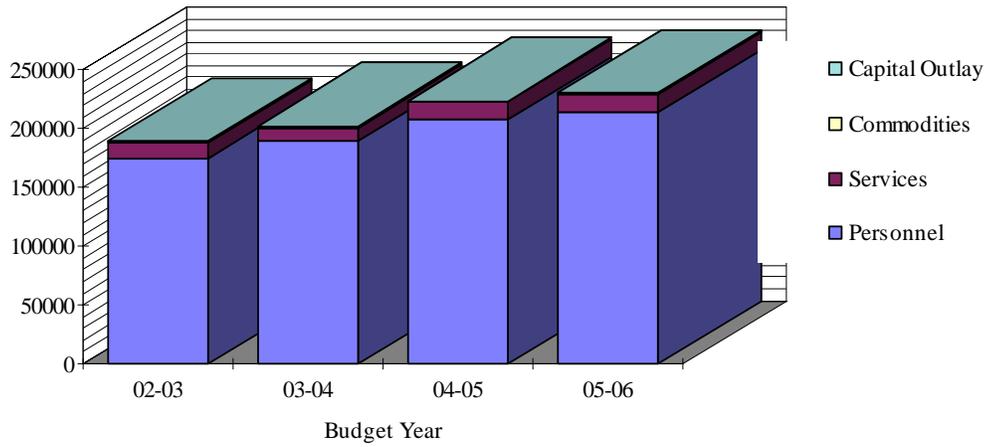
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Tax Assessor	1	1	1
Clerk II	1	1	1
Clerk I	2	2	2
Total	4	4	4

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Field Lister/Appraiser	1	1	1
Total	1	1	1

<i>Tax Assessment</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$175,347	\$188,594	\$189,761	\$207,592	\$17,831	9.40%	\$213,819.76
Services	\$13,018	\$10,300	\$11,200	\$15,200	\$4,000	35.71%	\$15,656.00
Commodities	\$829	\$1,230	\$1,830	\$1,230	(\$600)	-32.79%	\$1,266.90
Capital Outlay	\$505	\$0	\$0	\$0	\$0		\$0.00
Total	\$189,699	\$200,124	\$202,791	\$224,022	\$21,231	10.47%	\$230,743

TOWN ASSESSOR
Budget Trends



Other than for anticipated salaries and fringe benefit increases for Department employees, the increase in the Tax Assessor's budget relates to an estimate for the cost of web site hosting of property valuation and geographic information of \$5,000.

GENERAL OPERATING

The General Operating group of accounts contains the budget line items used to conduct operations for the whole Town government, which are not broken down to specific departments.

General Operating - Termination Allowance Within this category is the account used for funding the payment of termination pay to retiring employees. Under collective bargaining agreements and the personnel rules and regulations, the Town is required to pay those employees who retire from service with the Town their accumulated vacation and sick leave and to pay health insurance for retirees.

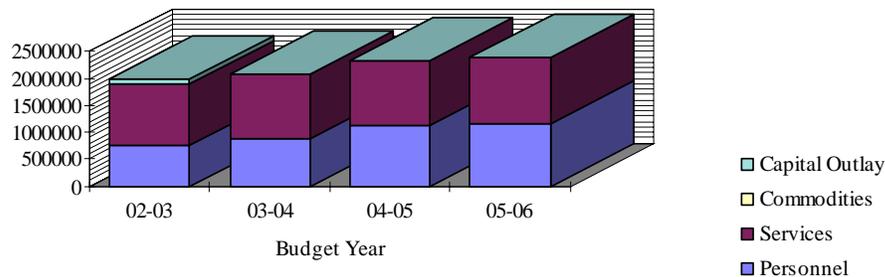
General Operating - Insurance The unemployment reimbursement and insurance costs of the Town are paid from this account. The unemployment reimbursement is paid for those employees who are laid off or terminated by the Town. The Town is required to reimburse the State of Rhode Island for those expenses. The general insurance account includes payment for insurance coverage from the R.I. Interlocal Risk Management Trust. Funding for coverage for workers' compensation insurance from Beacon Insurance has not been included and is recommended funded from the Workers Compensation Reserve Fund.

General Operating - Utilities All costs for telephone, electricity, natural gas, heating fuel, water and street lighting for Town operations are allocated within this account. 20% increases in electricity costs have been proposed due to the expectation that the R.I. League of Cities and Towns current competitive bid pricing under the REAP program that has been in effect for several years will end and new competitive bids are expected to require significant pricing increases.

General Operating - Other The accounts funded within this category are postage, town-wide copy machines lease payments, and service contracts and supplies. The general Town stationery is purchased from this account. A conference and meetings account is used to fund Town personnel attendance at conferences and seminars relating to the function of their respective departments.

<i>General Operating</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$755,594	\$903,888	\$883,871	\$1,117,125	\$233,254	26.39%	\$1,150,639
Services	\$1,145,542	\$1,178,038	\$1,202,930	\$1,208,572	\$5,642	0.47%	\$1,244,829
Commodities	\$7,051	\$9,500	\$9,500	\$9,500	\$0	0.00%	\$9,785
Capital Outlay	<u>\$76,418</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>
Total	\$1,984,605	\$2,091,426	\$2,096,301	\$2,335,197	\$238,896	11.40%	\$2,405,253

GENERAL OPERATING
Budget Trends



The increase in the General Operating cost center includes a continuation of the funding for the Health Insurance Reserve Fund as well as an allowance for increased health care costs for retirees of approximately 13%. \$150,000 has been added for potential new retirees' health care expenses. The Town's General Insurance program has been reduced with funding for Worker's Compensation Insurance recommended funded by the Worker's Compensation Self Insurance Fund.

Continued funding for the Retirement Allowance Reserve Fund has been proposed. A survey of retirement-eligible employees indicates that one Police Officer and four Municipal employees are expected to retire in fiscal year 2005. Twenty Firefighters are eligible to retire and fourteen firefighters indicated that would retire in fiscal year 2005. However, that was prior to the recent Arbitration award that will require a co-payment for health insurance for firefighters retiring on or after June 30, 2004. It is now expected that some or all of the twenty may retire prior to June 30, 2004 for a total cost of up to \$925,000 to avoid the health insurance co-payment on their health insurance retirement benefit. The current balance available in the Retirement Allowance Reserve Fund is \$940,000 and \$150,000 has been budgeted for addition in fiscal year 2004. For fiscal year 2005, three municipal and one police officer have indicated that they will retire for a total cost to General Fund of approximately \$66,000.

General Debt and Interest (Short-Term Financing) the accounts funded within this category are for the payment of principal and interest relating to the repayment of short-term financing of equipment.

<i>Short Term Financing</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Purchased Services	<u>\$56,202</u>	<u>\$1,700</u>	<u>\$1,700</u>	<u>\$1,700</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$2,000</u>
Total	\$56,202	\$1,700	\$1,700	\$1,700	\$0	0.00%	\$2,000

All short-term borrowing related expense paid through this cost center were paid in full by June 30, 2003. The purchase of equipment previously financed over multiple years was used to pay cash from the amount adopted for FY 2003. There is a requirement to fund fiscal agent fees related to prior bond issues in the amount of \$1,700 reflected in the FY04 and FY05 budget.

FIRE DEPARTMENT

David Murray, Fire Chief

Mission Statement- The mission of the North Kingstown Fire Department is to provide for the protection of life and property, through the efficient and effective delivery of emergency and non-emergency services.

The North Kingstown Fire Department provides fire protection and emergency medical care for the approximately 27,000 residents of the Town. The Fire Department is comprised of three manned fire stations. The department staffs two Advanced Life Support rescue vehicles and four fire engines. Sixty-five line personnel are assigned to four platoons to cover this mission.

The Fire Department administrative staff is comprised of the Chief, Fire Inspector and the Department Secretary. In addition, the Department operates an emergency-vehicle maintenance facility that services and repairs 25 motor vehicles, staffed by a Fire Mechanic and an Assistant Mechanic.

2004/2005 DEPARTMENT GOALS

	Vision reference	Timeframe
Respond to all calls for service effectively and efficiently. (Goal 1)	Quality of Life Org/Development	FY 05
Identify a location and plan for a new manned Fire Station in the Quonset Point/Davisville Industrial Park. (Goal 2)	Infrastructure Org/Development	FY 05
Identify a location and plan for a new manned Fire Station to better serve the residents in the Slocum area of Town. (Goal 3)	Infrastructure Org/Development	FY05
Plan and implement phase 1 of the CIP Public Safety Building Improvement. (Goal 4)	Infrastructure Org/Development	FY 05
Plan for the future relocation of the Headquarters Fire Station phase 2 of the CIP Public Safety Building Improvement. (Goal 5)	Infrastructure Org/Development	FY 05
Continuation of the Apparatus Replacement Program. (Goal 6)	Infrastructure	FY 05-09
Continue with the development of the Special Hazards response Team that has the ability to identify and locate the proper resources to mitigate an incident quickly and safely. (Goal 7)	Org/Development Environment Quality of Life	FY 05
Continue with the implementation of structural modernization that assures that all facilities are code compliant, energy efficient, safe and accessible to the public. (Goal 8)	Infrastructure Financial	FY 05
Development of the Division of Training and continuation of the in service training programs. (Goal 9)	Infrastructure Financial	FY 05
Information updating to the CAD Program. (Goal 10)	Org/Development	FY 05
Maintain and improve department programs, systems, equipment and facilities. (Goal 11)	Org/Development Infrastructure	FY 05

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Planning (Goal 2,3,4,5), Training (Haz-Mat, WMD, confined space, rope rescue, rapid intervention) (Goal 1 &7), EMS continuing education program (Goal 9), CAD data entry (Goal 10), School facilities inspections (Goal 8), Juvenile Fire Setter Intervention Program (Goal 11), Senior Citizen Fire Safety Program (Goal 11), Quarterly fire alarm system testing (Goal 8), Continuation of the Radio Box replacement program (Goal 8), Radio system maintenance (Goal 1), Update Department Rules and Regulations (Goal 1), Quarterly hose change (Goal 11), Equipment preventative maintenance (Goal 11), IFSTA fire training (Goal 9), apparatus preventive maintenance program (Goal 1 & 9)
SECOND QUARTER (10/1/04 to 12/31/04)	Planning (Goal 2,3,4,5), Training (Haz-Mat, WMD, confined space, rope rescue, heavy rescue)(Goal 1 &7), IFSTA fire training (Goal 9), Annual hose testing (Goal 11), SCBA training and annual fit test (Goal 1 & 11), CAD data entry (Goal 10), Inspection of target hazards (Goal 9 & 11), Fire prevention in the schools (Goal 11), Baby sitter education program (Goal 11), Quarterly fire alarm system testing (Goal 11), Fire Alarm systems maintenance (Goal 8), Radio box replacement program (Goal 11), Winterization of Marine 1 (Goal 11), apparatus preventive maintenance program (Goal 1& 9)
THIRD QUARTER (1/1/05 to 3/31/05)	Planning (Goal 2,3,5), Implementation (Goal 4), Placing in service of new Rescue (Goal 6), Training (rope rescue, confined space, WMD, rapid intervention) (Goal 1 & 7), EMS continuing education program (Goal 9), IFSTA fire training (Goal 9), Quarterly hose change (Goal 11), CAD data entry (Goal 10), Inspection of Town Facilities (Goal 8), Juvenile fire setter intervention program (Goal 11), Quarterly fire alarm systems testing (Goal 8 & 11), Radio system maintenance (Goal 11), Radio Box replacement program (Goal 11), apparatus preventive maintenance program (Goal 1 & 9), Seasonal operation Marine 1 (Goal 1 & 9), New employee testing (Goal 9)
FOURTH QUARTER (4/1/05 to 6/30/05)	Planning (Goal 2,3,5), Implementation (Goal 4), Bid preparation (Goal 6), Haz-Mat training (Goal 1 & 7), EMS continuing education program (Goal 9), IFSTA fire training (Goal 9), Fire hydrant inspection program (Goal 11), Quarterly hose change (Goal 11), SCBA annual bench testing (Goal 11), CAD data entry (Goal 10), Inspection of places of assembly and Town License holders (Goal 8), Annual ladder testing (Goal 11), Quarterly fire alarm system testing (Goal 8), Fire alarm system maintenance (Goal 8), Radio system maintenance (Goal 11), Radio Box replacement program (Goal 11), seasonal operation Marine 1 (Goal 1 & 9), Apparatus preventive maintenance program (Goal 1& 9)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Rescue Runs	1	2,358	2,700	1,246	2,650	2,800
Transportation	1	2,149	2,400	1,115	2,350	2,575
Fires	1	1,265	1,400	781	1,500	1,500
Total Alarms	1	3,623	4,100	1,827	4,150	4,300
Residential Inspections	8	722	800	355	700	800
Commercial Inspections	8	180	190	101	225	300
Plans Review	2,3,4,5,8	195	200	86	180	250
Appeal Hearings	8	0	5	0	5	5
Outreach Sessions	11	55	60	22	50	60
Alarm System hrs	11	375	400	185	390	400
Alarm line work (hours)	11	425	400	220	400	400
Radio Box system (hours)	1,10,11	320	350	150	300	350
Radio maint. Hrs	11	120	250	80	200	250
Fire Alarm plans review (hours)	8	160	300	95	250	300

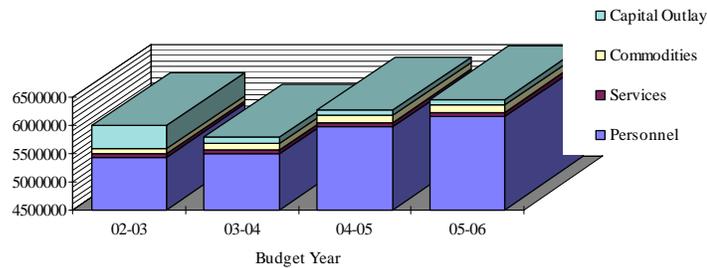
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Fire Chief	1	1	1
Deputy Fire Chief	4	5	4
Fire Captain	4	4	4
Rescue Captain	4	4	4
Fire Lieutenant	12	12	12
Rescue Lieutenant	4	4	4
Private/EMTC	38	38	42
Fire Alarm Operator	4	4	0
Fire Inspector	1	1	1
Fire Mechanic	1	1	1
Assistant Mechanic	1	1	1
Secretary	1	1	1
Training/Safety Officer	0	0	0
Assistant Fire Marshal	0	0	0
Total	75	76	75

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Communications Officer 175 Days	1	1	1
Assistant Superintendent 175 days	1	1	1
Assistant Fire Inspector 175 days	1	1	1
Total	3	3	3

<i>Fire Department</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$5,433,918	\$5,860,857	\$5,483,696	\$5,967,585	\$483,889	8.82%	\$6,146,613
Services	\$59,723	\$76,450	\$72,450	\$77,700	\$5,250	7.25%	\$80,031
Commodities	\$84,254	\$128,716	\$118,800	\$126,900	\$8,100	6.82%	\$130,707
Capital Outlay	<u>\$420,299</u>	<u>\$0</u>	<u>\$118,500</u>	<u>\$95,000</u>	<u>(\$23,500)</u>	<u>-19.83%</u>	<u>\$97,850</u>
Total	\$5,998,195	\$6,066,023	\$5,793,446	\$6,267,185	\$473,739	8.18%	\$6,455,201

FIRE DEPARTMENT
Budget Trends



The FY 2004 budget for Fire Personnel was budgeted with no increase for salaries. There was no collective bargaining agreement between the Firefighter's Union and the Town until March 1, 2004 when an Arbitration Panel awarded a 5% increase in salary along with some increases in Longevity pay and a 15% health insurance co-pay, all retroactive to July 1, 2004. The amount required to cover this increase was not included in the Fire Department Budget so the costs of salary and benefits have been increased for fiscal year 2005 to cover two year's projected salary increases based upon the recent arbitration award and an estimate of a 2% cost of living raise for fiscal year 2005. The Town and the Union will be conducting collective bargaining for the period July 1, 2004 through June 30, 2005 over the next several months. The salary and benefit amounts that have been proposed were calculated with the assumption that fifteen of the twenty Firefighters who are eligible to retire will do so. The addition of an Assistant Fire Marshal position has been recommended along with the reduction of a Deputy Chief position and the addition of a Training/Safety Officer. **These positions were not approved with the Final Budget Adoption.** Also, in the Fire budget proposal for fiscal year 2005 is a replacement cab and chassis in the amount of \$90,000 for one of the three rescue vehicles.

POLICE DEPARTMENT

Steven B. Fage, Chief Of Police

Mission Statement

The mission of the North Kingstown Police Department is to ensure that police services are delivered in an effective and efficient manner - providing a quality of life for all residents and visitors that is free from the threat or fear of crime impacting their lives. Our goal is to accomplish this mission by employing

contemporary methods and techniques, while remaining ever vigilant of the need to operate with the utmost regard for customer service.

Department Description

The North Kingstown Police Department is currently staffed by fifty-two sworn personnel; the Chief of Police and fifty-one officers of various ranks. Three of these officers are a part of a U.S. Justice Department COPS In School Grant. This grant funds these three positions for three years, with the Town having a one-year retention requirement (year four). The COPS in Schools program years run from FY 2002 to FY 2006. Support staff includes three full-time dispatchers, three part-time dispatchers, three secretaries, two clerks, one clerical assistant (part-time staff), two custodians and one mechanic. Animal Control and Harbormaster staffs include: one animal warden, two animal warden assistants, a full-time Harbormaster and two part-time Assistant Harbormasters. The Police Department operates from its headquarters building located at 8166 Post Road; the Animal Control Division from the Pound located at 395 Hamilton Allenton Road, and the Harbormaster from the patrol boat berth at the Town Dock located at the end of Main Street. The Department uses and maintains a fleet of twenty-three vehicles, which log approximately 500,000 patrol miles each year. Vehicle configuration consists of marked vehicles equipped with moving radar units, as well as unmarked vehicles. There are two vans for use by the Animal Wardens, and a patrol boat for use by the Harbormaster.

2004-2005 Department Goals

Goals	Vision reference	Timeframe
Respond effectively and efficiently to all calls for service (Goal 1)	Quality Of Life Financial	Evaluate Quarterly
Respond proactively to identified community public safety needs (Goal 2)	Quality Of Life (Org. Development)	Evaluate Quarterly
Maintain and improve upon contemporary programs and services including DARE, K9, Bicycle Patrol, Senior Citizen Advocate, School Resource Officer Program (Goal 3)	Quality Of Life (Org. Development)	Evaluate Semi- Annually
Emphasize employee development through critical evaluation, education, training and discipline (Goal 4)	(Org. Development)	Evaluate Semi- Annually
Improve department equipment, systems and facilities (Goal 5)	(Org. Development)	Evaluate Semi- Annually
Maintain and improve customer service initiatives (Goal 6)	Quality Of Life (Org. Development)	Evaluate Quarterly
Respond proactively to traffic enforcement needs and traffic management issues in the community (Goal 7)	Quality Of Life (Org. Development)	Evaluate Semi- Annually
Effectively and efficiently investigate and prosecute all reported or known criminal offenses (Goal 8)	Quality Of Life (Org. Development)	Evaluate Quarterly
Continue to offer educational programs to citizens that foster crime prevention awareness (Goal 9)	(Org. Development)	Evaluate Semi- Annually
Effectively and efficiently plan and organize to meet the public safety needs of seasonal community events and do so in a manner which preserves the quality of life of the residents of affected areas (Goal 10)	Quality Of Life (Org. Development)	Evaluate Quarterly

Work Program

QUARTER	ACTIVITY
FIRST QUARTER (7/1/2004 to 9/30/2004)	G1: Response to calls for service: Assignment of directed patrols to identified areas Administrative review of shift staffing / scheduling Administrative review of leave usage

QUARTER	ACTIVITY
<p>SECOND QUARTER (10/1/2004 to 12/31/2004)</p>	<p>Roll call training</p> <p>G2: Proactive response to public safety needs: Roll call training Continue to implement the harbor management plan Patrol area coastlines, harbors, mooring fields, marinas, and inspect moorings Alcohol / tobacco compliance enforcement Senior Citizen Safety Program</p> <p>G3: Maintenance of contemporary programs & services: Final organization and implementation of SRO and DARE programs for new school year Directed patrol by bicycle officers School Resource Officer continues to meet with High School Police Cadet Program. Attendance at senior citizen events by department advocate</p> <p>G4: Employee development: Training of police officers in handcuffing techniques.</p> <p>G5: Department equipment, systems and facilities: Preparation of bid specifications for new portable radios.</p> <p>G6: Maintenance of customer service initiatives: Roll call training Seminar training (civilian employees)</p> <p>G7: Response to traffic enforcement and traffic management: Directed traffic enforcement commercial and recreation areas</p> <p>G8: Investigation and prosecution of crimes: Administrative review of pending open investigations Evaluation of investigative assignments Administer adult and juvenile court calendars and Juvenile Hearing Board.</p> <p>G9: Citizen education programs: Seatbelt awareness program and crime prevention group meetings.</p> <p>G10: Planning and organizing of community events: Final preparations for 4th July fireworks, Art Festival, Quahog Festival and the Tall Ships.</p> <p>G1: Response to calls for service: Assignment of directed patrols to identified areas Prepare to close down and haul harbor division equipment and boat</p> <p>G2: Proactive response to public safety needs: Preparation of Capital and Operating Budget - All Divisions Advertisement of crime tips voice-mail line</p> <p>G3: Maintenance of contemporary programs & services: DARE graduations Assign K9 demonstrations at elementary schools School Resource Officer continues to meet with High School Police Cadet Program.</p> <p>G4: Employee development: Firearms Training Retraining of employees in CPR Retraining of employees in EVOC (Emergency Vehicle Operations Course). Computer training of all employees</p> <p>G5: Department equipment, systems and facilities: Preparation of specifications for replacement vehicles</p>

QUARTER	ACTIVITY
<p>THIRD QUARTER (1/1/2005 to 3/31/2005)</p>	<p>Inspect Moorings</p> <p>G6: Maintenance of customer service initiatives: Customer satisfaction survey</p> <p>G7: Response to traffic enforcement and traffic management: Town wide review of traffic control devices Directed traffic patrols of schools and neighborhoods</p> <p>G8: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit Administer adult and juvenile court calendars and Juvenile Hearing Board.</p> <p>G9: Citizen education programs: Continue to work with established neighborhood crime watch groups</p> <p>G10: Planning and organizing of community events: Preparation for Winter operations and holiday activities</p> <p>G1: Response to calls for service: Assignment of directed patrols to identified areas Applicable policy review</p> <p>G2: Proactive response to public safety needs: Alcohol / tobacco compliance enforcement Final preparation of Operating Budget - All Divisions</p> <p>G3: Maintenance of contemporary programs & services: Prepare bicycle officers and program for Spring deployment Assignment of department advocate to audit department's response to senior needs and issues School Resource Officer continues to meet with High School Police Cadet Program. Make preparations for Town Spirit Day.</p> <p>G4: Employee development: Completion of employee evaluations Increased emphasis on in-service training programs Breathalyzer re-certification Training update and review - RI Harbormaster Assoc., in areas of medical emergencies, boarding procedures, seamanship, law enforcement, harbor management and other related topics.</p> <p>G5: Department equipment, systems and facilities: New vehicles received and outfitted Mooring permits and renewals</p> <p>G7: Response to traffic enforcement and traffic management: Analysis of enforcement actions correlated to accident locations Directed traffic patrols neighborhoods</p> <p>G8: Investigation and prosecution of crimes: Administer adult and juvenile court calendars and Juvenile Hearing Cadet Program.</p> <p>G9: Citizen education programs: Child fingerprint program Crime prevention training for retail business owners Continue to meet with established crime prevention groups.</p> <p>G10: Planning and organizing of community events: Preparation for summer events including Art Festival, and Air Show.</p>
<p>FOURTH QUARTER (4/1/2005 to 6/30/2005)</p>	<p>G1: Response to calls for service: Assignment of directed patrols to identified areas Prepare and launch boat</p> <p>G2: Proactive response to public safety needs:</p>

QUARTER	ACTIVITY
	<p>Roll call training</p> <p>Review of department responses to public requests for information</p> <p>G3: Maintenance of contemporary programs & services:</p> <p>DARE graduations</p> <p>Assign K9 demonstrations at elementary schools</p> <p>School Resource Officer continues to meet with High School Police Cadet Program.</p> <p>Make final preparations for Town Spirit Day and hold the event.</p> <p>End of school year evaluation of School Resource Officer Program</p> <p>G4: Employee development:</p> <p>Firearms Training, Handgun Retention Training, Handcuffing Techniques Training</p> <p>Roll call training</p> <p>EVOG (emergency vehicle operation course) Training</p> <p>G5: Department equipment, systems and facilities:</p> <p>Mooring maintenance</p> <p>G6: Maintenance of customer service initiatives:</p> <p>Customer satisfaction survey</p> <p>G7: Response to traffic enforcement and traffic management:</p> <p>Directed patrols based on in depth analysis conducted previous quarter</p> <p>G8: Investigation and prosecution of crimes:</p> <p>Surveillance activities</p> <p>Administer adult and juvenile court calendars and Juvenile Hearing Board.</p> <p>G9: Citizen education programs:</p> <p>Child safety training</p> <p>Continue to meet with established crime prevention groups.</p> <p>G10: Planning and organizing of community events:</p> <p>Preparation for summer community events</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
POLICE						
Calls for Service	G1,7	28,783	30,000	13,904	28,500	29,500
Offense Reports	G1,2,8	8,456	6,900	2,369	6,500	5,500
Arrests	G1,2,7,8	1,306	1,300	670	1,300	1,325
Prosecutions	G1,2,7,8	1,905	1,750	916	1,800	1,800
Traffic Accidents	G1,7	1,272	1,300	731	1,400	1,300
Citations	G1,2,7	4,584	4,000	2,173	4,500	5,000
Miles Patrolled	G1,2,7	499,055	510,000	195,348	450,000	510,000
Education **	G4	9,048	10,000	3,843	9,000	10,000
<i>ANIMAL CONTROL</i>						
<u>Animals</u>						
Impounded	G1,2	265	320	157	300	310
PTS ***-Inj./Sick	G1,2	37	45	15	100	100
PTS-Euthanized	G1,2	1	0	2	4	2
DOA	G1	228	240	125	250	250
Complaints	G1,2,	2,656	3,350	1,674	3,200	3,300
HARBOR						
Moorings Billed	G10	776	642	0	800	800
Com. Dock Billed	G10	32	35	0	32	32
Boat Patrol Hours	G1,2,7	750	800	525	800	800

* YTD = July 1, 2003 through December 31, 2003

** Education = In-service training man hours for department personnel

*** PTS = Put To Sleep-Numbers are hire because of new documentation system all done in police system.

Data Source = North Kingstown Police Department Records Management System
 Animal Control database and log books
 Harbormaster database and other miscellaneous records

Notation: In July of 2003 the Police Department, Animal Control and Harbor Division converted their systems to a new vendor. This new system (IMC) tracks data and documents service calls very differently than the former (CARS) system. This will be evident when analyzing data and comparing totals from previous periods.

<i>PRODUCTIVITY MEASURES</i>		<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECT ED 2003/04</i>	<i>PROJECTE D 2004/05</i>
Efficiency Measures	1. Number of calls serviced per officer	G1,6,7,8	553	588	267	568	575
	2. Customers served and satisfied	G1,2,3,4,5,6,7,8,9,10	89%	90.0%	92%	88%	92%
	3. Criminal investigation cases cleared	G1,2,4,5,6,7,8	66%	60%	64%	64%	67%
	4. Expenditures per capita	G1,2,3,4,5,6,7,8,9,10	\$153.	\$194.	\$96.	\$189.	\$194.
Effectiveness Measures	5. Increase/decrease of value lost or stolen property	G1,3,4,5,6,7,8,9	-4%	0%	N/A	0%	0%
	6. Increase/decrease of Part I offenses	G1,2,3,4,5,6,7,8,9	-7.9%	0%	N/A	0%	0%

Methodology of calculations:

1. Average actual # of calls serviced determined using cad incident records – divided by total number of sworn officers - goal is to increase number of calls per officer.
2. A customer service satisfaction survey is currently being done. Numbers in actual FY 02-03 reflect previous citizen survey with combination of “excellent” and “good” responses. Numbers in YTD column reflect current survey results with combination of “excellent” and “good” responses to question concerning how well the Police Department provides services. The goal is to increase the number of satisfied customers.
3. Detective division criminal investigations determined from police records management offense file, ratio of cleared cases to cases investigated – note that cases are assigned based upon classification of offense not solvability factors - goal is to increase clearance ratio.
4. Total police annual budget divided by the population (26,236 - 2000 census), – goal is to maintain or control growth ratio.
5. Total value of lost or stolen property from FBI Uniform Crime Report (UCR) compared to value for same period previous (calendar) year – goal is to show decrease (trend analysis to be tracked for future year budget submissions). *
6. Total number of FBI UCR Part I crimes (Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft) – compared to number from previous (calendar) year – goal is to maintain level or decrease. *

* Notation: Based on a calendar year.

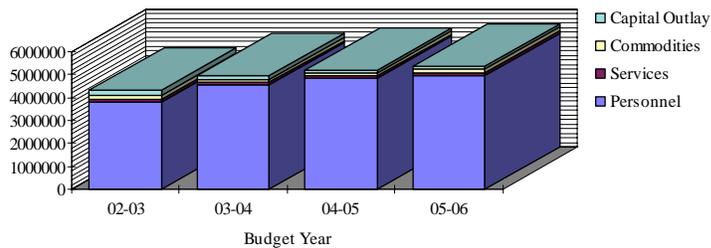
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 2002/2003</i>	<i>BUDGET 2003/2004</i>	<i>PROJECTED 2004/2005</i>
Chief of Police	1	1	1
Secretary	3	3	3
Clerks-Record .Div @PG-14	2	2	2
Mechanic	1	1	1
Custodians	2	2	2
Training Officer-Sergeant	1	1	1
Training Officer-Patrol Officer	1	1	1
DARE Program Officer	1	1	1
Captain – Administrative Div.	1	1	1
Captain – Operations Div.	1	1	1
Captain – Prosecutions Bureau	1	1	1
Computer Services Sergeant	1	1	1
Detective Lieutenant	1	1	1
Detective - Juvenile Officer	1	1	1
Detective – Investigations	4	4	4
Lieutenants – Operations Div.	3	3	3
Sergeants – Operations Div.	4	3	3
Patrol Officers	28	29	28
Officers (School Resource Grant Funded)	3	3	3
Dispatchers (Police)	1	1	1
Dispatchers (Municipal)	2	2	2
Animal Warden	1	1	1
Assistant Animal Warden	2	2	2
Harbormaster	1	1	1
TOTAL EMPLOYEES	67	67	66

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Clerical Assistant/Part-time	0	1	1
Dispatchers (Municipal)part-time	0	3	3
Assistant Harbormaster	2	2	2
16 wks. /320 total hrs (each)			
Total	2	6	6

<i>Police</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$3,815,108	\$4,295,819	\$4,540,540	\$4,828,574	\$288,034	6.34%	\$4,973,431
Services	\$95,005	\$95,109	\$98,890	\$102,623	\$3,733	3.77%	\$105,702
Commodities	\$163,948	\$149,315	\$145,500	\$150,444	\$4,944	3.40%	\$154,957
Capital Outlay	<u>\$237,932</u>	<u>\$169,500</u>	<u>\$171,500</u>	<u>\$125,500</u>	<u>(\$46,000)</u>	<u>-26.82%</u>	<u>\$129,265</u>
Total	\$4,311,993	\$4,709,743	\$4,956,430	\$5,207,141	\$250,711	5.06%	\$5,363,355

POLICE DEPARTMENT
Budget Trends



Police expenditures for fiscal year 2005 have been proposed to cover anticipated increases for salary and benefits in accordance with the current collective bargaining agreement with the police officers that requires a 2% increase in pay effective July 1, 2004 and a 2% increase effective January 1, 2005. The civilian employees of the Department are covered by a different collective bargaining agreement with different union representation. The amount required to fund the salary and benefits for those civilian employees has not been negotiated at this time but an estimate of 2% cost of living adjustment has been included. The cost of retirement contributions for the Police Department personnel is expected to increase by \$210,000 in fiscal year 2005 and the Town's contribution to health care is expected to increase by approximately \$28,000. Also proposed is capital spending for office equipment of \$3,500, replacement of five marked patrol vehicles for a total of \$111,000, and Portable Radios for \$10,000. **The Final Adopted Budget decreased the number of Patrol Officers by one position.**

PLANNING AND DEVELOPMENT

Marilyn F. Cohen, Director

Mission Statement- The overall mission of the Department of Planning and Development is to facilitate change within the vision of the community; to assist the community in developing its vision; and to insure the protection and balance of personal rights and quality of life.

The Department of Planning and Development is the Town's primary center for long and short range planning. The Department provides staff support to the Planning Commission, Zoning Board of Review, Historic District Commission, Community Development Program Advisory Committee, and Conservation Commission in the form of agendas, staff reports, advice on and processing of applications, record keeping and minutes. In addition, the Department provides planning and technical assistance to other Town boards such as the Harbor Management Commission and the Wickford Plan Committee. The Planning Department assists the Planning Commission and Town Council with the maintenance of the North Kingstown Comprehensive Plan. The Town Council and Town Manager are also provided with direct staff assistance on selected matters. The Planning and Development Department has an important role in providing information to the public about land use, zoning and other Town regulations, flood hazard areas, demographics, and open space. The Department of Planning and Development prepares the Town's application for Community Development Block Grant Program and Certified Local Government (CLG) funds. During FY04, the Department assisted the Fire and Police Departments in updating the Town's Emergency Operations Plan and the implementation of the Davisville Neighborhood Revitalization Plan. The Department also assisted with several special projects such as the Wickford Harbor Watershed Restoration and the development of plans for Wickford sidewalks and the review of plans for the Quonset Davisville Industrial Park.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Comprehensive Plan Implementation (Goal 1)	Vision	July-June
Farmland and Open Space Preservation (Goal 2)	Environment	July-June
Administer and Update Town Regulations (Goal 3)	Vision	July-June
Bikeway Planning and Development (Goal 4)	Quality of Life	July-June
Wickford Harbor, Wickford and Davisville Plan Implementation (Goal 5)	Vision, Environment, Quality of Life	July-June
Growth Center Designation and Implementation (Goal 6)	Vision, Economic Development	July-June

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Goal 1/Comprehensive Plan implementation including growth management and Post Road Corridor Plan completion; complete Growth Center study for Post Road; construction of Calf Pasture Point trails; finalize Hazard Mitigation Plan; complete Transit Oriented Development study; Goal 2/Preparation of Open Space application; Complete Greenways Plan; Goal 3/ Implement Affordable Housing Plan; Goal 4/Complete Wickford to Quonset bike study; Goal 5/ Implement enhancement grant for stormwater improvements; West Main/Wickford project design; Construct Yorktown Park improvements; Goal 6/ Ongoing economic development effort through technical review with Economic Development Corporation; amend zoning ordinance for Quonset.
SECOND QUARTER (10/1/04 to 12/31/04)	Goal 1/Use GIS to update conservation priority areas; Implement Post Road corridor Plan; Goal 3/Adopt revised stormwater regulations; Goal 4/ Nominate bike projects to Transportation Improvement Program; Goal 5/Begin Saw Mill Pond study; Prepare CLG grant; Initiate CDBG and

QUARTER	ACTIVITY
THIRD QUARTER (1/1/05 to 3/31/05)	Revitalization Plan application; Goal 6/Growth Center and Post Road study implementation Goal 1/ Harbor Management Plan update initiated; Goal 2/ Farmland and open space preservation ongoing; Goal 4/ Prepare hazard mitigation brochure; Goal 5/ Complete CDBG application process
FOURTH QUARTER (4/1/05 to 6/30/05)	Goal 1/ Prepare Comprehensive Plan amendments; prepare strategy for 5-year update; Goal 3/ Update impact fees; Goal 5/ Shoreline restoration education; Complete Saw Mill Pond study

PERFORMANCE MEASURES

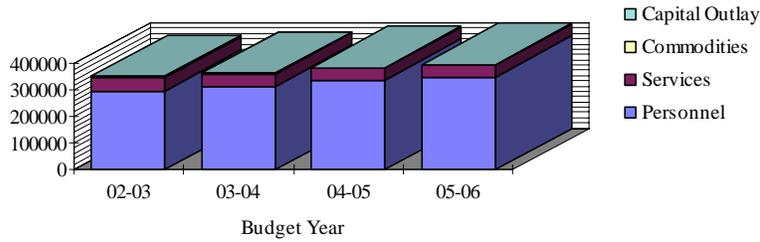
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Admin Subdivisions	3	16	12	14	24	20
Pre-applicant	3	1	2	1	4	5
Master plans	3	2	2	2	4	4
Preliminary	3	4	3	7	9	4
Final	3	5	5	2	6	5
Comprehensive Permits	3	0	0	4	4	2
Zone amendments	3	6	5	6	11	5
Land dev plans	3	19	17	14	21	21
ZBR variances	3	37	27	17	30	30
ZBR special use	3	27	20	17	30	30
ZBR appeals	3	5	4	3	6	6

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Director of Planning & Development	1	1	1
Principal Planner	2	2	2
GIS Manager	0	.20	.20
Senior Planner (33% water)	0.67	0.67	.67
Clerk II	1	1	1
TOTAL PLANNING	4.67	4.87	4.87

<i>Planning & Economic Development</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current / Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$297,397	\$319,820	\$316,396	\$339,766	\$23,370	7.39%	\$349,959
Services	\$51,573	\$42,025	\$47,025	\$42,925	(\$4,100)	-8.72%	\$44,213
Commodities	\$3,400	\$3,567	\$3,500	\$3,500	\$0	0.00%	\$3,605
Capital Outlay	<u>\$420</u>	<u>\$1,000</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>		\$515
Total	\$352,790	\$366,412	\$367,421	\$386,691	\$19,270	5.24%	\$398,292

PLANNING AND DEVELOPMENT
Budget Trends



Included in this proposed budget are funding for an Affordable Housing Plan Study; Davisville Plan; Hazard Mitigation Plan; and a GIS layer for Comprehensive Plan and Zoning for a total of \$15,000.

PUBLIC WORKS

Phil Bergeron, Director

Mission Statement- Maintain and improve roadway infrastructure, Town buildings and facilities and other public assets through responsible fiscal measures, efficient asset management and priority based programming. Provide responsive public service through improved inter-department communication and cooperation. Provide an affordable and reliable solid waste disposal option, and a curbside recycling collection program that promotes recycling, reduces household waste and diverts solid waste from the State Central Landfill. Provide necessary engineering support toward the development of a town-wide geographic information system. Improve and promote job safety and job ethics with all Department employees.

ADMINISTRATION

This Division is made up of the Department Director, Facilities Project Manager and Secretary. The Division is responsible for the overall operation of the Public Works Department including policy and personnel decisions, purchasing, budgeting, research, supervision, record keeping, resident inquiries, and public notifications. In addition, the Facilities Project Manager is responsible for the design, bidding and project oversight of smaller facilities projects and project administration of major School and town capital projects.

HIGHWAY

This Division is responsible for maintaining and improving the Town's infrastructure (roads, dams, drainage, bridges), responding to resident's inquiries, street sweeping, snow plowing, bulky pick-up, tree trimming and brush cutting, catch basin cleaning, sign making, vector control and other responsibilities which involve heavy and light equipment operations. This division is comprised of 17 employees.

ENGINEERING

This Division is headed by the Town Engineer and staffed by two engineering assistants, and a secretary. Responsibilities of this division include subdivision review, highway and drainage improvement design, responding to resident inquiries, plat map updates, ACAD computer mapping, preparation of bid specification, project supervision and management, deed and title research, road excavation permit tracking, and staff support to the Department Director. Other Division responsibilities include construction inspection of new subdivisions and related public improvements, bridge inspections, overseeing contract work of professional consulting engineers and surveyors, updating and prioritizing road projects through a pavement management program, and tree tracking for removal or trimming.

SOLID WASTE/RECYCLING/TRANSFER STATION

The Transfer Station operates with a staff of three full-time employees, a Transfer Station Foreman and two clerical personnel. The Public Works Department is in its fifth year of a "pay-as-you-throw" solid waste collection and disposal program. The Town continues to provide a maximum recycling curbside program, recycling containers and a composting operation at the Transfer Station. The pay-as-you-throw effort has resulted in a 30% increase in the Town's recycling tonnage and a 20% decrease in household tonnage sent to the State Central Landfill since the beginning of the program. As a result of this program, the Town of North Kingstown has achieved one of the highest landfill diversion rates in the state, currently at 32%. (32% of the Town's overall solid waste is not placed in the Central Landfill) Construction of the new Transfer Station is expected to be complete by April 2004. The new Transfer Station site will be located approximately ½ mile north of the existing site, and its relocation is necessary for the construction of the new Quonset Access Road. The new facility will continue to offer the same disposal options, including household waste, leaves, brush, demolition material, white metals, used oil, cardboard, newspaper, magazines, tires, batteries, refrigeration units, propane tanks and Christmas trees. The curbside collection program is a weekly pickup. Revenue required to support the Transfer Station Program household waste program is generated from a "Pay-As-You-Throw" program. Residents are required to place Town tags on each bag of household garbage disposed of at the Transfer Station. The price of the tags covers the cost of collection, transportation and disposal. The cost of disposing other household items such as wood waste, scrap metal and bulky items is covered by a per pound scale charge. Services not covered by these unit-

based costs include collection and disposal of material generated from our annual bulky collection and amnesty program, as well as the Town's recycling and compost programs. As expected, those families actively participating in the Maximum Recycling Program have seen a decrease in their solid waste disposal cost. The Transfer Station continues to operate a successful compost facility, while returning 100% of the compost product back to residents and landscapers as usable compost.

FACILITIES AND GROUNDS

This Division is responsible for the maintenance and improvements to all Town buildings, grounds, athletic facilities and parks. Six full-time and two part-time employees staff this Division. The employees are utilized in snow plowing operations during the winter. This Division is also involved with Town festivals and tournaments. One full-time and two part-time employees provide custodial coverage for the Town Hall, Town Hall Annex, Senior Center and the Community Center.

A new position is proposed for the Facilities and Grounds Division for fiscal year 2005. Maintenance responsibilities for Town buildings, parks and grounds have been steadily increasing over the years, resulting in substantially increased overtime and many building repairs not addressed. Intensified use of the fields, increased building maintenance needs, as well as additional facilities over the past few years are some of the reasons for this need. This position will also help with snowstorm coverage that has suffered as a result of the many miles of roads accepted by the Town over the past few years.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Road Overlay Program (goal 1)	Infrastructure	On-Going
Town Buildings (Code upgrades, PM, Improvements) (2)	Infrastructure	On-Going
Salt Storage Facilities (goal 3)	Environment	05 and 07
Solid Waste Program and Transfer Station Relocation (4)	Infrastructure	05
Wickford Projects Implementation (goal 5)	Infrastructure	05 to 07
Improved Permit Process (Road, Trees) & Work Requests(6)	Infrastructure	05
Town Mapping and GIS (goal 7)	Vision	05 to 07
Bellville Pond Dam and other Dam Improvements (goal 9)	Infrastructure	05 to 08
Pavement Management Program Updates (goal 10)	Infrastructure	05
Landfill Closure Certificates (goal 11)	Infrastructure	05 to 08

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Continue secondary road paving program with new Pavement Management information (goal 1); Maintenance and upgrades to Town parks and athletic fields (goal 2); Road brush cutting, catch basin cleaning and misc. drainage repair and projects (goal 2), Tree Maintenance and request program (goal 6); Design of Main and West Main Projects (goal 5); Complete sidewalk installation along Annaquatucket (goal 8)
SECOND QUARTER (10/1/04 to 12/31/04)	Complete DPW salt storage facility at Highway Garage (goal 3); Solid Waste Bulky Pickup and Amnesty Day (goal 4); leaf and yard waste processing (goal 4); Town Building Maintenance projects (goal 2); Continue with Landfill Closure Certificates (goal 11); Bid Bellville Dam Repair Project (goal 9)
THIRD QUARTER (1/1/05 to 3/31/05)	Update Assessor Maps (goal 7); Road paving and drainage project design efforts (goal 8); Ongoing snow removal and brush cutting (goal 8); Continue Wickford Infrastructure Improvement Projects (goal 5); Town Facility maintenance work (goal 2)
FOURTH QUARTER (4/1/05 to 6/30/05)	Road Striping and painting (goal 8); Street Sweeping and winter sand removal (goal 8); Replacement and upkeep of Town road signs (goal 8); In-house drainage projects (goal 8); Landfill and Dam remediation work (goal 9 and 11)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Town road miles		153.4	158	156.5	157.9	159.5
Plowed miles		155.6	160	158.7	160.1	161.7
Paved miles		151.4	156	154.5	155.9	157.5
Miles resurfaced		3.4	4	3.4	3.4	4
Multi use parks		4	4	4	4	4
Playgrounds		6	6	6	6	6
Baseball/softball		16	16	16	16	16
Soccer		9	9	9	9	9
Facilities		36	36	36	36	36
Acres maintained		479	479	479	479	479
Football		1	1	1	1	1
Basketball		9	9	9	9	9
Tennis		5	5	5	5	5
Roller Hockey		1	1	1	1	1

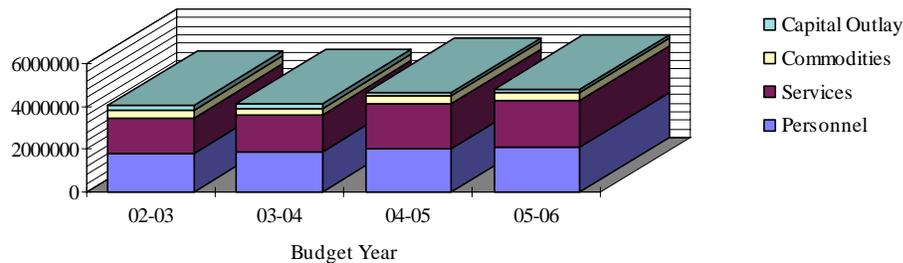
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Director of Public Works	1	1	1
DPW office secretary	1	1	1
Facilities project manager	1	1	1
Highway superintendent	1	1	1
Highway secretary	1	1	1
Streets foreman	1	1	1
Labor foreman	2	2	2
Equipment maintenance foreman	1	1	1
Mechanic	2	2	2
Equipment Operator II A	3	3	3
Equipment Operator / Mason	1	1	1
Equipment Operator II B (High)	8	6	6
Heavy equipment operator	0	1	0
Equipment Operator I (High)	0	0	1
Town Engineer (35% Water)	.65	.65	.65
Engineer secretary	1	1	1
Engineering inspector	2	2	2
Clerk I (Transfer Station)	2	2	2
Facilities ground foreman	1	1	1
Equipment Operator / Carpenter	1	1	1
Facilities maintenance person	0	0	0
Equipment Operator II B (Fac)	1	2	2
Equipment Operator I (Fac)	1	1	1
Building custodian	1	1	1
Total	33.65	33.65	33.65

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Building custodian (25 & 30 hrs per wk)	2	2	2
Summer seasonal (40 hrs per wk)	10	10	10
Total	12	12	12

<i>Public Works</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$1,793,647	\$1,933,992	\$1,877,720	\$2,025,489	\$147,769	7.87%	\$2,086,254
Services	\$1,634,781	\$1,599,404	\$1,727,970	\$2,127,503	\$399,533	23.12%	\$2,191,328
Commodities	\$424,213	\$396,035	\$324,900	\$329,972	\$5,072	1.56%	\$339,871
Capital Outlay	\$171,560	\$202,572	\$202,822	\$174,750	(\$28,072)	-13.84%	\$179,993
Total	\$4,024,201	\$4,132,003	\$4,133,412	\$4,657,714	\$524,302	12.68%	\$4,797,445

PUBLIC WORKS DEPARTMENT
Budget Trends



Contract negotiations have not been completed with the members of Local 1033 Municipal Workers for the period effective FY2005. A 2% cost of living raise has been included in the proposed expenditures for Public Works employees along with increases the Town's share of health insurance and retirement contributions. An additional employee has been proposed in the Facilities Division to assist in higher demand for service and upkeep of the Town's indoor and outdoor facilities including recreational parks and athletic fields. **This position was not approved in the Final Budget.** Capital spending is proposed to include replacement of office equipment for \$2,750; a dump truck and pickup truck replacement for Highway in the amount of \$135,000; two mowers with wing decks and a front end mower for \$35,000 for Facilities; drainage improvement projects for \$32,000; a new crack seal project for \$45,000; road overlay projects for \$425,000; sidewalk improvements for Annaquatucket Road and Main Street for \$190,000; design, survey and architectural services (includes \$80,000 for Wickford Projects) for \$155,000; and \$320,000 for the Town Capital Reserve Fund appropriation.

HUMAN SERVICES

Departments under the category of human services are welfare, senior citizens and contributions to other agencies. The Town's Welfare Office provides services to citizens requiring relief and support in times of need, either directly or through referrals to other agencies. The needs of the Town's senior citizens are served by the operation at the Senior Center through its outreach/social services, meals programs and transportation program. The Town makes contributions to many agencies that present application for funds on an annual basis.

CONTRIBUTIONS

All agencies making requests for funding are required to file an application with information as to the numbers of North Kingstown residents served and the total numbers of clients, and provide an explanation on how the funds are to be utilized. The application also provides a comparison of the level of support requested and received from other communities. Allocations of funds are made from the limited dollars available within the general fund for contributions and are divided among agencies whose services most meet our citizens' needs.

Contributions to Agencies	FY 2004 Adopted	FY 2005 Adopted	\$ Increase	% Increase
South County Community Action	15,255.00	13,730.00	-1,525	-10.00%
Phoenix House (Sympatico)	2,860.00	2,574.00	-286	-10.00%
South Shore Mental Health Ctr.	19,111.00	17,200.00	-1,911	-10.00%
Bayside Family Healthcare	39,336.00	35,402.00	-3,934	-10.00%
The ARC	12,109.00	10,898.00	-1,211	-10.00%
Women's Resource Center	4,000.00	3,600.00	-400	-10.00%
VNS Homecare	35,000.00	31,500.00	-3,500	-10.00%
Samaritans	500.00	450.00	-50	-10.00%
Seniors Helping Others	550.00	495.00	-55	-10.00%
Thundermist Health Center of South County	5,000.00	4,500.00	-500	-10.00%
Washington County Adult Learning	1,500.00	1,350.00	-150	-10.00%
Volunteer Center of R.I.	0.00	0.00	0	new funding
Home & Hospice Care RI	0.00	0.00	0	new funding
Jonnycake Center Inc.	0.00	0.00	0	new funding
Bottom Line Reduction	0.00	0.00	0	
Totals	135,221.00	121,699.00	-13,522	-10.00%

WELFARE

Mary-Elizabeth Winsor, Director

Mission Statement- To supply professional, efficient and confidential support and relief to North Kingstown residents who are in an emergency situation.

The Director of Public Welfare assumes by law the obligation of supplying relief and support to all persons lawfully residing in the Town of North Kingstown who are in an emergency situation. This means acting as a liaison between the Town and State administrations in matters relating to food stamps, social services, assistance payments, medical assistance and community support systems. The Director provides an essential link between this community and the multitude of Federal/State social service programs with a strict degree of confidentiality. The Director administers the Public Assistance Account and the Indigent Aid Escrow Account that are Town Funds used to assist the clients who come in seeking emergency assistance who do not qualify for any State programs, or who are pending eligibility for a State program.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue program to aid those in crises situations professionally (Goal 1)	Quality of Life	Ongoing through FY 2005
Continue to look for larger quarters so food, furniture and clothes can be distributed to those in need (Goal 2)	Quality of Life	Ongoing through FY 2005
Continue program to determine all possible financial resources available to needy (Goal 3)	Quality of Life	Ongoing through FY 2005

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Monthly Meetings (Directors and Dept. of Human Services (Goal 3)
SECOND QUARTER (10/1/04 to 12/31/04)	Collect names of people in need of Thanksgiving and Christmas holiday baskets and gifts (Goal 3); Monthly receipt and storage of Federal Food (Goal 2); Monthly Meetings (Directors and Dept. of Human Services (Goal 3); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goal 3)
THIRD QUARTER (1/1/05 to 3/31/05)	Monthly meetings (Directors and Dept. of Human Services) (Goal 3); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goal 3)
FOURTH QUARTER (4/1/05 to 6/30/05)	Budget Preparation (Goal 1); Community Development Review Board Meetings (Goal 3); Monthly Meetings (Directors and Dept. of Human Services) (Goal 3)

PERFORMANCE MEASURES

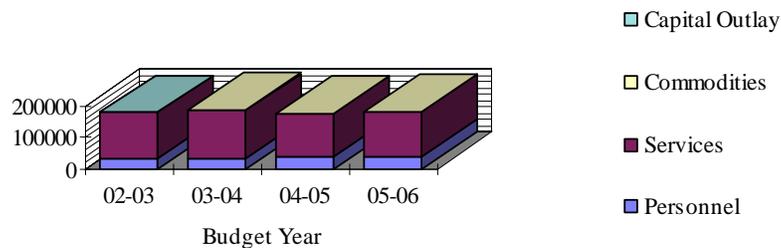
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Electric Shutoff	Goal 1	24	56	8	48	56
Electric – Amount	Goal 1	\$4,974	\$10,000	\$1,700	\$10,000	\$10,000
Heat Cases	Goal 1	26	20	15	5	20
Heat – Amount	Goal 1	\$5,583	\$2,200	\$3,137	\$5,500	\$5,500
Rent Cases	Goal 1	5	9	4	5	9
Rent – Amount	Goal 1	\$1,230	\$1,900	\$1,030	\$1,900	\$1,900
Medical Cases	Goal 1	5	14	4	10	14
Medical– Amount	Goal 1	\$1,168	\$900	\$632	\$900	\$900

PERSONNEL LIST

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Director of Public Welfare	1	1	1
Total	1	1	1

<i>Welfare & Contributions</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$33,716	\$35,833	\$35,614	\$38,803	\$3,189	8.95%	\$39,967
Services	145,976	150,221	150,221	136,699	(\$13,522)	-9.00%	\$140,800
Commodities	\$32	\$250	\$250	\$250	\$0	0.00%	\$258
Capital Outlay	<u>\$1,522</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>
Total	\$181,246	\$186,304	\$186,085	\$175,752	(\$10,333)	-5.55%	\$181,025

PUBLIC WELFARE and CONTRIBUTIONS
Budget Trends



There are three new Agencies making requests for contributions for FY 2005. **No new agencies were funded for FY2005 and current agencies' funding was reduced by 10% from FY 2004 level.**

SENIOR SERVICES

Kathleen M. Carland, Director

Mission Statement- To promote and maintain the enjoyment, well-being, dignity and independence of senior citizens age 55 and older by providing programs and services to meet their present and future needs.

Belief Statement – We Believe That:

- Older adults are valuable assets to the community.
- Older adults have unique needs, “characteristics”, talents and interests.
- The increasing number of older adults will require more and varied services.
- Enjoyment is a vital part of the aging process.
- Older adults should have opportunities for enrichment.
- Social interactions and opportunities to develop friendships are important components of successful aging.

The Department of Senior Services is based at Beechwood House, located right on the town beach. A nationally accredited senior center (2002-2006, the North Kingstown Senior Center offers a variety of services and programs for residents age 55 and over (U.S. Census 2000 5,631), provided on site, in homes or at cooperating agency locations. The Department of Senior Services serves as a “community focal point” for senior programs and services and provides senior nutrition and transportation programs, social and recreational activities, health promotion and screenings, case management, senior associations, volunteers services, educational programming and information and referral services.

Our transportation program provides rides to and from the senior center, to in-town medical appointments, shopping, lab visits, errands, hairdressing/barber appointments, banking, pharmacies, and library visits. Senior center staff can assist elders in accessing state and volunteer transportation services for out of town appointments. Transportation is provided in a 20-passenger, wheelchair lift equipped vehicle and a 14-passenger van.

The Outreach/ Social Services component of the Center helps individuals in such areas as financial, health insurance, housing, legal, Social Security, prescription drugs, etc. In addition, they operate a loan program of walkers, canes and other needed items. Other programs include the Alzheimer Alert Project, in cooperation with the North Kingstown Police Department, which provides for registration of persons so that they can be located if lost. The Senior Companion component serves clients with in-home assistance and the Friendly Visitors visit homebound clients in homes and nursing centers. As the Center is part of the Department of Elderly Affairs Elderly Abuse Monitoring System, cases from North Kingstown are tracked. Case management is becoming an increasingly necessary component of our Senior Services delivery. Senior Services offers monthly support groups and educational programs for family caregivers.

Programming at the Senior Center is divided into Recreational/Educational and Health Wellness Programs. A comprehensive Health Wellness Program offers health education and exercise programs for varied fitness levels and interests in order to maximize the well being and independence of older adults in the community. General programming includes over twenty ongoing activities including day trips to points of interest. A Wellness Center offers health services on site and computer classes. Internet access and computer education was established at the Center in the fall 2001.

The Senior Nutrition Program provides nutritionally balanced hot meals both through Seabreeze Dining, on site at Beechwood House, and in the community through Meals on Wheels. Meals on Wheels provides meals to homebound, frail elders and handicapped individuals. Such assistance helps to maintain the health status of the participants, allowing individuals to remain living in the community for as long as possible and prevents premature institutionalization. These programs operate five days per week and are supported with funds from the Older Americans Act, Title III, the State of Rhode Island and local communities.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Goal 1: Promote the well being and independence of No. Kingstown's adult community (over 55 years)	Quality of Life	2004-2005 Ongoing
Goal 2: Provide programs and services to meet present and future needs.	Vision	2004-2005 Ongoing
Goal 3: Continue to provide staffing and space for senior citizens Services.	Infrastructure	2004-2005 Ongoing
Goal 4: Provide for the changing needs of the Older Adult Community	Quality of Life	2004-2005 Ongoing
Goal 5: Promote the senior center as a community asset	Quality of Life	2004-2005 Ongoing
Goal 6: Expand Health and Wellness Programming to improve quality of life, overall health and well being of older adults in No. Kingstown	Quality of Life	2004-2005 Ongoing
Goal 7: Provide opportunities for older adults and youth to interact in meaningful activities	Quality of Life	2004-2005 Ongoing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Implement summer program schedule (Goal 2,4,5) Evaluate current programs/Outcome Measurements (Goal 1,2) Prepare Annual Calendar (Goals 1-7) Evaluate Marketing Plan (Goal 1,5) Annual Picnic (Goals 1, 2,5) Prepare Annual Report and Statistics (Goals 1-6)
SECOND QUARTER (10/1/04 to 12/31/04)	Holiday Programs (Goals 1, 2, 3, 5) Planning for Budget Process (Goals 1-7) Intergenerational Programs Begin (Goal 5, 7) Quarterly Statistics (Goals 2,4,5) Review Space Needs (Goal 3)
THIRD QUARTER (1/1/05 to 3/31/05)	Apply for CDBG Funding (Goal 6) Start Tax Aide Program at center (Goals 1,2,5) Volunteer Recognition Activities (Goals 1, 2) Quarterly Statistics (Goals 2,4,5)
FOURTH QUARTER (4/1/05 to 6/30/05)	Submit Annual Grant to DEA (Goals 1,4,5) Senior Center Week Activities (Goals 1,4,5) Quarterly Statistics (Goals 2,4,5)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Total # of Calls	Goals 1,2	8,587	11,000	4,718	9,000	9,500
Bank, Library, Post Office	Goals 1,2	236	300	100	250	250
Doctors/ Medications	Goals 1,2	354	310	144	325	350
Shopping To Center	Goals 1,2	1,298	1,260	724	1,350	1,400
Unduplicated Riders	Goals 1,2	3,103	3,610	1,708	3,250	3,250
Social Services Outreach	Goals 1,2	114	170	113	120	125
Individuals	Goals 1,2,4,6	479	510	250	485	500
Service Units*	Goals 1,2,4,6	3,611	4,250	1,968	3,700	3,750
Nutritional Programs						
Meals on Wheels # meals delivered	Goals 1,2,4,6	10,644	10,550	6,250	10,700	10,750
Meals on Wheels by individual	Goals 1,2,4,6	100	100	75	102	105
Meal Site # Meals Served	Goals 1,2,4,6	12,323	14,250	5,968	12,500	12,500
Meal Site by Individuals	Goals 1,2,4,6	299	275	200	310	320
Programming & Activities						
By Individual	Goals 1-7	1,604	1,820	1,400	1,650	1,725
Service Units	Goals 1-7	14,406	16,175	7,000	15,000	15,250
Individual	Goals 1-7	1,941	2,100	1,200	1,975	2,000
Unduplicated						

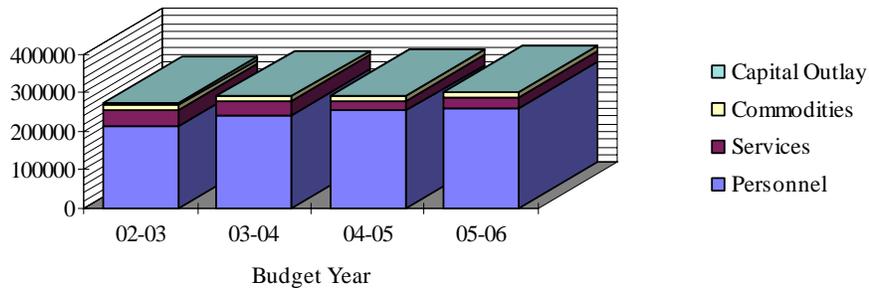
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Director of Senior Services	1	1	1
Secretary	1	1	1
Assistant Director	1	1	1
Total	3	3	3

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Coordinator Social Services 25 hrs	1	1	1
Meal Site Manager 19.5 hrs	1	1	1
Social Services Worker 17.5 hrs	2	2	2
Bus Driver (2) 17.5 hrs (1) 19.5	3	3	3
Meal Site Worker 19.5	1	1	1
Total	8	8	8

<i>Senior Services</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$215,071	\$234,391	\$240,800	\$252,907	\$12,107	5.03%	\$260,494
Services	\$40,190	\$36,320	\$36,348	\$25,259	(\$11,089)	-30.51%	\$26,017
Commodities	\$12,041	\$11,450	\$13,450	\$13,650	\$200	1.49%	\$14,060
Capital Outlay	<u>\$6,554</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$273,856	\$282,161	\$290,598	\$291,816	\$1,218	0.42%	\$300,570

SENIOR SERVICES
Budget Trends



No new programs or capital projects have been requested. A reduction in the Town's contribution to the South Kingstown Adult Day Care program from \$25,540 to \$14,517 has been proposed.

CODE ENFORCEMENT

John Lees, Building Official

Mission Statement- To safeguard the health, welfare and quality of life within our community through the administration and enforcement of codes and regulations. To eliminate the uncaring, adversarial stereotype image that plagues so many regulatory agencies. To create a friendly, nonintimidating atmosphere, and to provide customers with guidance for the resolution of problems and assistance through a process that at times may appear complicated and confusing.

The Code Enforcement Department's clerical staff is comprised of one full time and two part time employees. The enforcement and plan review staff consists of a Building Official and an Assistant Building Official. Four contracted, licensed inspectors provide mechanical, plumbing and electrical inspection services.

Services provided by the Department include: Processing and issuance of building permits, inspection of permitted projects; enforcement of the State Building Code, the Minimum Housing Code and various local ordinances; inspections with regard to compliance for licensing of mobile home parks, public and private schools, day care facilities, laundries, purveyors of alcoholic beverages, bed & breakfasts, hotels, motels, rooming houses and second hand furniture dealers. The staff also provides assistance and information to the public concerning permit applications, inspection requirements, appeals, and the interpretation of flood maps, codes, regulations and ordinances.

2003/2004 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue to improve electronic, telephonic, written and verbal communication with co-workers, other departments and the general public (Goal 1)	Organizational Development	FY 2004-05
Continue to build public confidence and trust in our staff and local government (Goal 2)	Organizational Development	DAILY
Continue to promote open communication between staff, department heads and the administration regarding conditions of employment, working conditions and resolution of problems (Goal 3)	Organizational Development	DAILY
Provide public access and a more effective means for the distribution of information regarding permit records and building codes through the expansion of our electronic library and data base (Goal 4)	Organizational Development	DAILY
Develop an interdepartmental electronic permit review process in order to expedite the permitting process (Goal 5)	Organizational Development	FY 2004-05
Expand upon our ability to electronically track scheduled inspections, completed inspections and violations (Goal 6)	Organizational Development	FY 2004-05
Continue to effectively enforce the State Building Code and the State Housing Maintenance and Occupancy Code (Goal 7)	Organizational Development	FY 2004-05

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/03)	Provide the best service possible to the public. Complete the development of an interdepartmental electronic permit review process in order to expedite the permitting process. (Goal 5)
SECOND QUARTER (10/1/04 to 12/31/04)	Provide the best service possible to the public. Expand upon our ability to electronically track scheduled inspections and violations. (Goal 6)
THIRD QUARTER (1/1/05 to 3/31/05)	Provide the best service possible to the public. Provide public access and a more effective means for the distribution of information regarding permit records and building codes through the expansion of our electronic library and database. (Goal 4)
FOURTH QUARTER (4/1/05 to 6/30/05)	Provide the best service possible to the public. (Goal 7)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Const. Value: New Residential	7	\$9,263,669	\$11,414,705	\$5,487,839	\$12,023,000	\$12,383,690
Additions/alterations, Residential	7	\$10,443,644	\$11,662,395	\$4,165,141	\$10,351,348	\$10,661,884
Const. Value All Residential:	7	\$19,707,243	\$20,078,198	\$9,652,980	\$22,374,348	\$23,045,578
Const. Value: New Non-Residential	7	\$1,494,128	\$2,733,386	\$1,314,128	\$2,052,000	\$2,113,560
Additions/alterations, Non-Residential	7	\$1,697,542	\$2,928,860	\$1,408,106	\$8,581,514	\$883,898.62
Const. Value All Non-Residential	7	\$3,191,670	\$5,662,247	\$2,722,234	\$10,633,514	\$10,952,519
Total Const. Value, Residential & Non-Residential	7	\$22,899,013	\$25,740,445	12,375,214	\$33,007,862	\$33,998,097
Permits Issued: Building	7	1,069	1,107	532	1,028	1,059
Electrical	7	771	740	356	742	764
Plumbing	7	284	268	129	250	258
Mechanical	7	449	483	232	446	459
Demolition	7	7	8	4	12	12
Total # Permits Issued	7	2,580	2,606	1,253	2,478	2,552

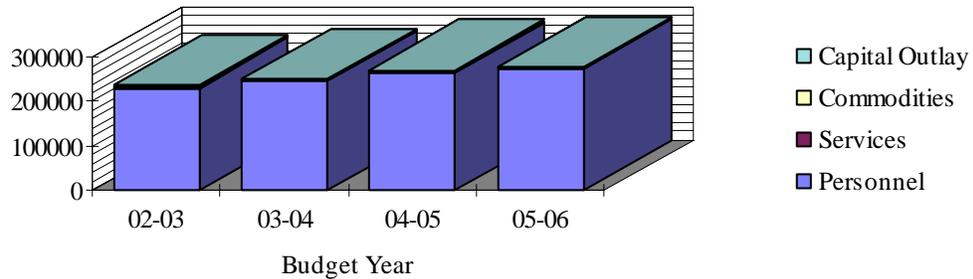
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 2004/05</i>
Building Official	1	1	1
Assistant Building Official	1	1	1
Office Supervisor	1	1	1
Total	3	3	3

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 2004/05</i>
Clerical Assistant (Pt+18Hrs 52 Weeks)	2	2	2
Contracted Inspectors	4	4	4
Total	6	6	6

<i>Code Enforcement</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$230,655	\$251,006	\$245,884	\$265,144	\$19,260	7.83%	\$273,098
Services	\$3,378	\$2,188	\$700	\$2,550	\$1,850	264.29%	\$2,627
Commodities	\$3,580	\$3,196	\$3,300	\$3,300	\$0	0.00%	\$3,399
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$237,613	\$256,390	\$249,884	\$270,994	\$21,110	8.45%	\$279,124

CODE ENFORCEMENT
Budget Trends



A \$3,200 increase has been proposed to cover an increase for specialized contracted Inspector's compensation per inspection from \$13.00 to \$14.00.

RECREATION

Al Southwick, Director

Mission Statement- To offer quality recreational programs and services to children, adults and families during their leisure time in a safe, rewarding manner. To provide youth sports activities, summer camp, and art and drama programs. To maintain and provide services at our extensive parks and playground network.

The Recreation Director works with the Leisure Services Advisory Committee and the Town Manager to provide a wide range of recreation activities in the community. The Director handles personnel administration, budgeting, policy implementation, and supervision. The Director works with all other departments to provide coordination for recreational services, including special events. The Director provides grants work, facility development and relationships with the various youth sports groups. The Recreation Department Secretary position provides for the clerical needs of the Department with activities including permit issuing, scheduling of the Cold Spring Community Center, and general office duties. The Director also supervises the part-time recreation employees for activities such as basketball, softball, and field trips. The Director obtains necessary equipment to provide for the children’s activities and sets up tournaments and inter-community activities in various locations.

The Recreation Department also oversees providing recreation services to thousands of North Kingstown residents. The activities range from summer camp, basketball, soccer, in-line hockey and volleyball leagues to special arts and theater activities for children as well as field trips, a teen extreme program, interstate tournaments and musical presentations.

2004/2005 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Maintain quality of life for all North Kingstown residents by providing seasonal recreation activities (Goal 1)	Vision	7/01-6/30
Encourage more low income children to participate in program (Goal 2)	Vision	2004
Implement Recreation Improvement grants (Goal 3)	Vision	2005
Coordinate with Public Works to schedule use of fields (Goal 4)	Infrastructure	2005
Identification of need for indoor Recreation Facility (Goal 5)	Infrastructure	2005

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Goal 1 and 2...Summer Camp administration, Beachfront programming, theater and arts for children, outdoor sporting events, planning for fall and winter.
SECOND QUARTER (10/1/04 to 12/31/04)	Goal 1 and 2...Begin indoor Recreation Activities, continue fall activities, coordinate special events and trips with school and vendors, begin budget process.
THIRD QUARTER (1/1/05 to 3/31/05)	Goal 1 and 2...Apply for CDBG funding for summer camp programming at Yorktown Playground. Plan for spring and summer programs including special events, trips, athletic and cultural activities.
FOURTH QUARTER (4/1/05 to 6/30/05)	Goal 1 and 2...Begin spring activities including the Easter Egg Hunt, track, and girl’s softball. Rehire and retrain beach and summer camp staff in program and safety skills.

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Basketball		1,300	1,300	1,300	1,300	1,300
Gymnastics/Dance		500	500	400	500	550
Softball		500	500	440	500	500
Special Events		5,000	5,000	3,500	5,000	5,000
Art			400			
Cross Country/track		90	90	90	90	90
Girls Field Hockey		90	80	75	90	90
Wrestling		50	70	70	70	70
Adult Volleyball		30	30	30	30	30
Alton Jones		30	45	0	45	45
Hershey Track & Field Meet		180	170	0	180	180
Jr. Olympics track		130	130	130	130	130
Playgrounds		900	900	900	900	900
Swimming Lessons		200	200	200	200	200
Summer Sports		500	500	500	500	500
Youth tennis		175	175	175	175	175
Creative Drama		100	50	110	140	140
Arts & Crafts (6-9)		300	350	300	300	300
Theater by the Sea		65	65	65	65	65
Bussing ages 6-13		8250	9,500	9,750	9,500	9,750
In-Line Hockey		200	200	200	200	200

PERSONNEL LIST

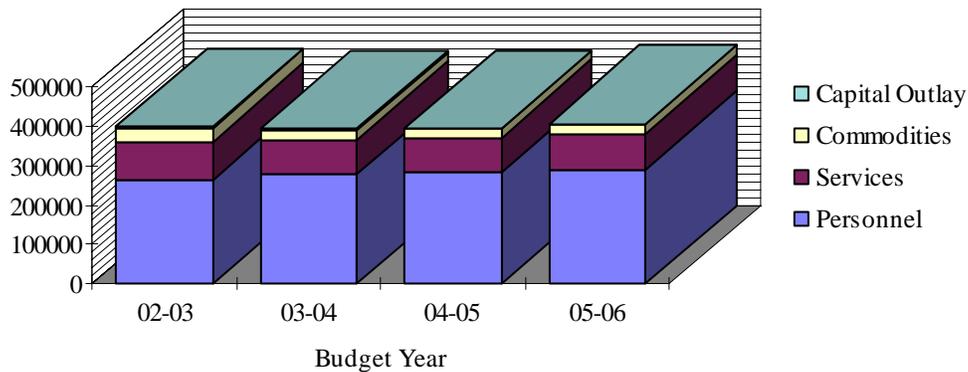
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Recreation Director	1	1	1
Secretary	.50	.50	.50
50% General/50% QD Fund			
Total	1.5	1.5	1.5

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Beach Staff Part Time	16	16	16
Gymnastics Part Time	8	8	8
Art Part Time	3	3	3
Field Hockey Part Time	3	3	3
Summer Program Part Time	25	25	25
Special Education Part Time	2	2	2
Softball Part Time	4	4	4
Volleyball Part Time	2	2	2
Basketball Part Time	18	18	18
Other Indoor Activities	10	10	10

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Track Part Time	3	3	3
Total	94	94	94

<i>Recreation Department</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$264,107	\$301,027	\$277,314	\$281,877	\$4,563	1.65%	\$290,333
Services	\$97,319	\$88,950	\$88,950	\$89,690	\$740	0.83%	\$92,381
Commodities	\$36,597	\$23,220	\$23,220	\$23,220	\$0	0.00%	\$23,917
Capital Outlay	<u>\$370</u>	<u>\$3,900</u>	<u>\$3,900</u>	<u>\$0</u>	<u>(\$3,900)</u>	<u>-100.0%</u>	<u>\$0</u>
Total	\$398,393	\$417,097	\$393,384	\$394,787	\$1,403	0.36%	\$406,631

RECREATION DEPARTMENT
Budget Trends



No new programs or capital spending have been proposed. A \$2,000 increase has been proposed for use of school facilities and a \$1,000 increase in spending for fireworks due to new fire safety requirements.

LEISURE ACTIVITIES

Daniel O'Connor, Director

Mission Statement- Maintain and provide quality leisure activities and services at the municipal golf course and Allen Harbor Marina. Continue to assist the Arts Council in their goal to provide diverse and quality programs for the residents of North Kingstown

The Leisure Activities Department, under the supervision of the Town Manager, works with the Arts Council and the Leisure Services Advisory Committee to maximize the Recreational opportunities for the community. The Municipal Golf Course and the Allen Harbor Marina form the Quonset/Davisville Enterprise Fund. The Enterprise Fund supports the Town's recreational programs including the operation of the Municipal Golf Course and the Allen Harbor Marina. The Leisure Activities Director is responsible for supervising personnel administration, budgeting, and policy implementation and work activities supported by the Enterprise fund. The goal of the Leisure Activities Department is to provide a pleasant atmosphere for everyone who wishes to take advantage of the recreational opportunities the Town has to offer.

Municipal Golf Course

The Municipal Golf Course is the premier Public Golf Course in the State and hosts over 42,000 rounds of golf a year. The upkeep and maintenance of the golf course is the top priority. The Superintendent manages the staff responsible for care of the turf grass, applications of pesticides and fertilizers, irrigation systems, equipment purchases and maintenance. In addition he formulates and implements grounds maintenance plans for construction needs related to drainage, bunker and tee rehabilitation, tree programs and cart path enhancement. The Course Operations Manager supervises the pro shop services and oversees the seasonal golf staff responsible for providing customer services for golfers. Additionally, he schedules league play, tournaments and tee times and is responsible for purchasing consumable items for resale, collection of revenues and record keeping. Golf lessons for the recreational public are also provided. The Superintendent and the Operations Manager along with their staffs work as a team to provide a well-groomed golf course with pleasant conditions in which to play golf.

Allen Harbor Marina

In the northeast corner of the former Quonset-Davisville Naval Base is the Allen Harbor Marina, located in a natural sheltered harbor with excellent views of Narragansett Bay. Acquired from the Navy, the Town owns and operates the Marina that includes 80 moorings and over 66 slips. In addition a boat ramp is available for public use. The seasonal staff is responsible for the operations and maintenance of the busy boat ramp and the Marina that is open from April to December. Their chief task is to provide well-maintained facilities for the community to enjoy the recreational opportunities of the area.

North Kingstown Arts Council

The North Kingstown Arts Council continues to provide quality Arts programming for the community. The Tuesday Evening Adult Summer Concerts, the Thursday Evening Children Entertainment Series and The annual Shakespeare at the Beach headline an impressive list of programs that provides entertainment for all ages.

2003/2004 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Maintain quality of life for all North Kingstown residents (Goal 1)	Vision	Jul 04-Jun 05
Improve infrastructure of Marina in accordance Allen Harbor/ Calf Pasture Point Master Plan (Goal 2)	Infrastructure	Jul 04-Jun 05
Expand Marina by adding additional Docks (Goal 3)	Infrastructure	Jul 04–May 05
Complete improvements to Calf Pasture Point (Goal 4)	Infrastructure	Fall 04
Irrigation System Phase I. (Goal 5)	Infrastructure	Oct 04-May 05
Implement Golf Course improvements program per USGA Report (equipment, tees, greens, roughs, fairways, etc.) (Goal 6)	Infrastructure	Ongoing
Upgrade golf coursed fleet including carts and maintenance tractors and vehicles (Goal 7)	Infrastructure	Spring 05
Use Preventive Maintenance System for GC Operations (Goal 8)	Infrastructure	Ongoing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Goals 2,3,4...Allen Harbor... Begin construction of the South-dock; continue to implement Allen Harbor Master Plan. Complete construction of Calf Pasture Point Improvements. Review rates for 2005 season. Update Wait Lists. Recommend changes to Allen Harbor Ordinance
SECOND QUARTER (10/1/04 to 12/31/04)	Goals 5,6,7,8...Golf Course...Continue maintaining the golf course in good condition, schedule tournaments, leagues, jr. golf school and new women’s golf program. Fertilize and spray greens, tees and fairways. Aerify fairways and greens. Seed fairways and tees. Review rates for 2005 season. Finalize Plans and advertise bids for Phase I of the irrigation system. Finalize plans, prepare and advertise bids for the expansion of the practice Green and new golf cart staging area
THIRD QUARTER (1/1/05 to 3/31/05)	Goal 2,3,4...Allen Harbor... Winterize equipment. Inspect 1/3 of moorings and install winter mooring markers. Town Council approval of rates for 2005 season. Send Winter contracts to tenants. Prepare and mail 2005 Tenant Contracts
	Goal 5,6,7,8...Golf Course... Schedule season-end tournaments and special events programming. Clean course, winter fertilization, drain irrigation system for the season, and prepare equipment for winter overhaul in accordance with PM System. Town Council approval of rates for 2005 season. End of season sale in Pro Shop. Begin construction of Phase I of irrigation system. Begin practice green expansion and relocation of golf cart staging area.
	Goal 2,3,4...Allen Harbor...Fill vacancies from wait lists for summer season, supervise winter Tenants, continue with Master Plan implementation. Advertise for seasonal positions and fill, as needed complete construction of South Dock.
	Goal 5,6,7,8...Golf Course...Repair and service all golf course equipment; Prepare and mail league and outing contracts. Advertise for seasonal positions and fill as needed, complete overhaul golf carts. Continue construction of irrigation system, expansion of practice green and relocation of golf cart staging area. Begin pruning and removal of trees. Conduct lottery for new 7-day passholders. Prepare specifications and bid for 25 golf carts and apron mower, update policy manual.

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/05 to 6/30/05)	<p>Goal 2,3,4...Allen Harbor...Open May 1, order construction materials, open bathrooms and pump out, open concession. Install mooring balls, initiate engineering assessment of bulkhead</p> <p>Goal 5,6,7,8...Golf course... Activate irrigation system, apply spring chemicals and fertilizers, aerify and top dress greens, aerify tees, and fairways, begin, play, begin outing and league schedule. Continue to book outings. Complete construction of Phase I of irrigation system. Complete construction of practice green expansion and new staging area for the golf carts. Continue tree removal</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Moorings	3	83	81	83	81	79
Slips	3	66	98	66	86	102
Ramp – Daily	3	887	925	872	1,00	1,25
Ramp - Annual	3	93	100	29	100	110
Gals. Sewage	1	500	1,000	500	500	500
Season pass	8	102	100	27	100	100
Pass holder rounds	8	6,100	6,000	5,000	6,200	6,800
Outings	8	160	150	95	160	170
Leagues	8	30	30	30	30	30
Pro shop sales	8	\$47,200	\$50,000	\$29,500	\$50,000	\$50,000
Golf carts replaced	7	0	50	0	50	25

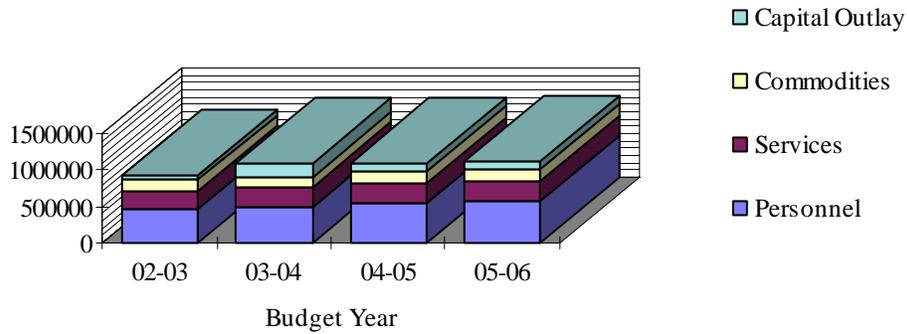
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Leisure Activities Director	1	1	1
Custodian	1	1	1
Secretary	.50	.50	.50
Superintendent golf course	1	1	1
Mechanic golf course	1	1	1
Asst. Superintendent golf course	1	1	1
Operations Manager golf course	1	1	1
Assistant Op. Mgr. Golf course	1	1	1
Total	7.5	7.5	7.5

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/054</i>
Seasonal Golf Course Workers	7	7	7
Seasonal Cart Staff	8	8	8
Seasonal Starter/Ranger/Cashier	7	9	9
Operations Manager Allen Harbor	2	1	1
Assistant Operations Manager Allen Harbor	2	2	2
Temporary Semi-Skilled Laborer Allen Harbor	4	6	8
Total	30	33	35

<i>Golf Course</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$466,450	\$530,611	\$501,109	\$545,156	\$44,047	8.79%	\$561,511
Services	\$248,223	\$242,456	\$256,956	\$269,173	\$12,217	4.75%	\$277,248
Commodities	\$143,916	\$140,675	\$140,075	\$159,175	\$19,100	13.64%	\$163,950
Capital Outlay	<u>\$78,963</u>	<u>\$193,500</u>	<u>\$193,500</u>	<u>\$117,000</u>	<u>(\$76,500)</u>	<u>-39.53%</u>	<u>\$120,510</u>
Total	\$937,552	\$1,107,242	\$1,091,640	\$1,090,504	(\$1,136)	-0.10%	\$1,123,219

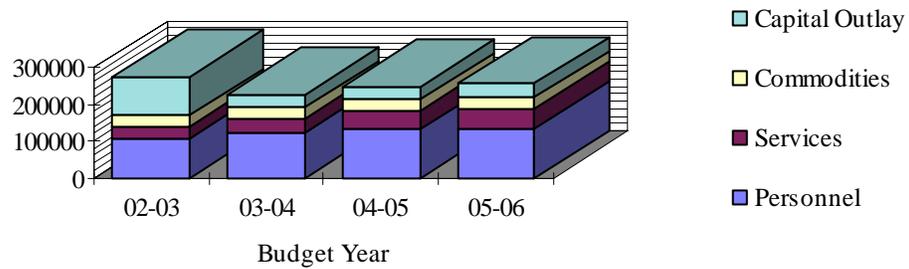
GOLF COURSE
Budget Trends



Included in the Golf Course proposed expenditures is funding for tree removal & maintenance, expansion of practice green, relocation of golf cart staging area, all in the amount of \$50,000; office equipment for \$500; restaurant carpet replacement and door hardware for \$5,000; and the annual replacement of twenty-five golf carts for \$41,000.

<i>Allen Harbor</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$105,990	\$120,151	\$122,412	\$130,358	\$7,946	6.49%	\$134,269
Services	\$33,561	\$34,962	\$38,262	\$51,612	\$13,350	34.89%	\$53,160
Commodities	\$29,902	\$28,225	\$28,725	\$30,225	\$1,500	5.22%	\$31,132
Capital Outlay	<u>\$105,909</u>	<u>\$25,000</u>	<u>\$35,500</u>	<u>\$35,700</u>	<u>\$200</u>	<u>0.56%</u>	<u>\$36,771</u>
Total	\$275,362	\$208,338	\$224,899	\$247,895	\$22,996	10.23%	\$255,332

ALLEN HARBOR
Budget Trends



Proposed for Allen Harbor is equipment for \$2,000; South Dock Expansion \$25,500; and Harbor Engineering Services for \$8,000.

NORTH KINGSTOWN FREE LIBRARY

Susan L. Aylward, Director

Mission Statement- The North Kingstown Free Library exists to meet the changing and enduring cultural, educational, informational, recreational and research needs of its users.

The library is sustained in its mission by the universal human needs “to know; to understand; to hope; to be gratified, cautioned, and inspired.” The seven library trustees, appointed by the Town Council to staggered three-year terms, govern the library and guide the staff in developing policies and procedures that articulate how we can meet the universal human need for knowledge.

The library has a collection of almost 120,000 items for every age group including the following resources: books, magazines, online informational databases, videos, DVDs, books on tape, books on compact disc, recorded music, microfilm, and CD ROM software. The NKFL is a partial state documents depository and a full municipal documents depository. The collection also includes an extensive selection of materials on local history and culture. Books, photographs, manuscripts, genealogical notes, records, publications of agencies and organizations as well as artifacts such as the cutlery and hardtack biscuit carried by a local soldier in the Civil War; a uniform worn by a member of the Lafayette Band over 100 years ago; samples of the woolen cloth manufactured at the Davisville Mill; a silk embroidery picture sewn by Maria Hammond more than two hundred years ago; a representative selection of original artwork and prints by local artist, Paule Loring; a collection of miniature books collected by a local woman over a lifetime, and a voting machine ca. 1900 are all part of the library’s South County Collection which documents fully the local experience.

The library is a member of the Cooperating Libraries Automated Network (CLAN) that gives patrons on-line access to over 6.5 million items in a statewide database of all public libraries in Rhode Island. The library offers Internet access to its users and many of the online informational databases in the collection are available not only at the library but also to patrons from their own computers at home or work. These databases, as well as many other resources, are accessible through the library’s web page which is hosted at the CLAN central site, along with the web pages of many other public libraries in Rhode Island. Our web page can be found directly at <http://www.clan.lib.ri.us/nki/index.htm> and can also be found as a link on the Town of North Kingstown web page.

The library’s twenty permanent employees (both full-time and part-time) plus eight student pages are noted for their capable, efficient, and friendly service. On a daily basis, these dedicated staff members assist patrons in the use of the collection; check books and other materials in and out; answer reference questions in person, by phone and by email; teach patrons how to use computer resources; order, catalog, and prepare library materials for use by patrons; and plan and conduct programs for adults, teenagers and children. The combination of an excellent collection and high quality patron service are what makes the NKFL Rhode Island’s sixth busiest public library in terms of borrowing statistics. Our per capita borrowing figure, 14.15 items borrowed by each resident of North Kingstown, is the second highest in the state behind Barrington.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
To maintain the high quality of daily library service (Goal 1)	Quality of Life	Ongoing
To renew our commitment to the library collections (Goal 2)	Quality of Life	Ongoing
To offer public programs for all age groups (Goal 3)	Quality of Life	Ongoing
To solidify the library's role as a community gateway to technology resources (Goal 4)	Quality of Life Infrastructure	Ongoing
To staff the library with well-trained, capable employees who are committed to public service (Goal 5)	Quality of Life Infrastructure	Ongoing
To provide a safe, accessible, functional, and aesthetically pleasing environment for library service (Goal 6)	Quality of Life Infrastructure	Ongoing
To ensure the continued fiscal health of the library (Goal 7)	Fiscal Infrastructure	Ongoing
To uphold the democratic principles that guide public library service (Goal 8)	Quality of Life	Ongoing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Provide daily library service to our patrons (All goals) Complete the project of cross-training all library staff to improve our coverage of public service desks (Goals 1 and 5) Revise the three-year Technology Plan (Goal 4) Complete the revision of the Disaster Plan (Goals 2 and 6)
SECOND QUARTER (10/1/04 to 12/31/04)	Provide daily library service to our patrons (All goals) Establish budget initiatives for FY 05/06 (All goals) Write the annual Champlin Foundation grant request (Goals 4 and 7) Revise the Preservation Plan (Goal 2) Develop strategies for adding professional staff members to help maintain technology resources and to assist with service to young adults (Goals 1, 4, and 5) Mount an exhibit of the ca. 1900 voting machine which was given to the library by the town (Goal 2)
THIRD QUARTER (1/1/05 to 3/31/05)	Provide daily library service to our patrons (All goals) Set service priorities for FY 05/06 (Goals 1, 2, 3, 4) Establish a timeframe and a logistical strategy for making safety improvements in the parking lot (Goal 6) Finalize the budget for FY 05/06 (Goal 7) Conduct a public survey of the use of the magazine collection (Goal 2) Establish a programming schedule for FY 05/06 and apply for Friends of the Library funding to pay for those programs (Goal 3)
FOURTH QUARTER (4/1/05 to 6/30/05)	Provide daily library service to our patrons (All goals) Finalize the annual revision of the three-year service plan (All goals) Improve accessibility to library special collections by investigating the possibility of digitizing some of these resources (Goal 2) Set asset protection priorities to be accomplished in FY 05/06 (Goals 6 and 7) Conduct annual evaluations of library staff (Goal 5)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Items checked out	1	372,632	378,000	183,242	373,000	374,000
Items checked in	1	360,950	370,000	182,598	368,169	372,000
New CLAN card registrations	1	1,786	1,925	793	1,600	1,600
Programs sponsored	6	454	530	315	458	450
Program attendance	6	11,158	11,110	5,321	11,000	11,000
Person visits	1	186,090	193,900	94,309	189,812	189,812
Public Service transactions	1	40,941	33,500	31,675	60,000	60,600
Items loaned to other libraries	1, 3	17,440	17,675	9,541	18,000	18,180
Items borrowed from other libraries	1, 3	32,730	33,500	17,803	35,000	35,000
Non library uses of meeting rooms	1	345	325	120	325	325
NKFL Web Page Connections	1	31,718	32,980	16,490	32,980	33,640
Online Service Searches	4	64,985	65,000	22,454	65,000	65,000
Number of Users at Internet Workstations	4	17,817	18,000	9,245	18,000	18,200
Items purchased and processed	1	7,025	9,675	3,616	8,000	8,000

PERSONNEL LIST

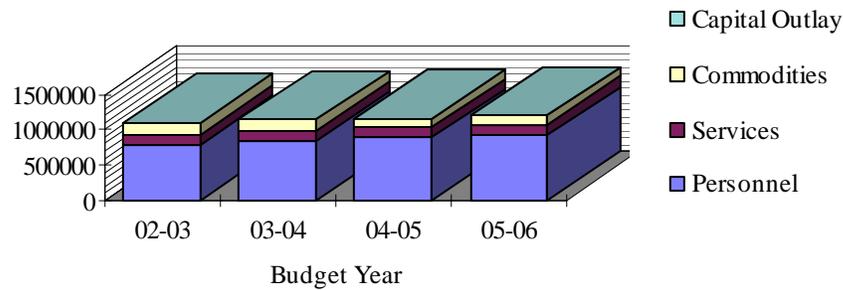
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Library Director	1	1	1
Deputy Director	1	0	0
Asst. Library Director	2	3	3
Librarian	1	1	1
Assistant Librarian	1	1	1
Library Associate	2	2	2
Library Technician	3	3	3
Senior Library Clerk	1	0	1
Total	12	11	12

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Assistant Librarian	0	0	0
Library Associate	1	1	1
Senior Library Clerk	1	1	1
Library Clerk	3	3	3
Library Aide	2	3	1

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Library Custodian	2	2	2
Library Pages	8	8	8
Total	17	18	16

<i>Library</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$786,947	\$853,926	\$841,988	\$887,580	\$45,592	5.41%	\$914,207
Services	\$146,067	\$141,519	\$145,641	\$146,830	\$1,189	0.82%	\$151,235
Commodities	\$162,628	\$139,557	\$149,400	\$125,918	(\$23,482)	-15.72%	\$129,696
Capital Outlay	<u>\$12,517</u>	<u>\$0</u>	<u>\$3,600</u>	<u>\$0</u>	<u>(\$3,600)</u>		<u>\$0</u>
Total	\$1,108,159	\$1,135,002	\$1,140,629	\$1,160,328	\$19,699	1.73%	\$1,195,138

TOWN LIBRARY
Budget Trends



Library spending is as proposed by the Library Board of Trustees. **A reduction of \$31,170 was made by the Town Council at budget adoption and is reflected in the totals above.**

DEPARTMENT OF WATER SUPPLY

Susan Licardi, Director of Water Supply

Mission Statement- It is the duty of the Department of Water Supply to ensure the Town water supply meets water quality standards as defined by the Safe Drinking Water Act.

The Water Department supplies domestic water and fire protection to North Kingstown. Currently there are 8954 accounts. North Kingstown has an average demand of 3.1 MGD (million gallons/day) with a summer peak demand of 8 MGD. The system has ten wells, five storage tanks, two booster stations, 980 hydrants, and 156 miles of distribution piping. North Kingstown also augments the water supply for Narragansett and serves as an emergency source of supply to Jamestown. North Kingstown Water has established a new emergency connection to Warwick Water and will be re-establishing an emergency connection to Kent County Water Authority.

Protection of the Town's groundwater quality as well as preventing the risk of contamination in the distribution system is of paramount concern. While our source water continues to be of high quality and as such, does not require disinfection, consideration is currently being given to disinfection of the distribution system. A potential new well site has been identified and a pump-testing proposal has been forwarded to the regulatory agencies for approval. Annual distribution system maintenance including hydrant flushing, well inspections and redevelopment and tank cleaning is a necessary ingredient to meeting the ever-increasing requirements of the Safe Drinking Water Act. In addition, on-site inspections of commercial and industrial facilities, and the installation and testing of backflow prevention devices continues to be a department priority to reduce risks of accidental contamination to the water supply system.

2004/2005 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Maintain Water Quality Standards and provide to customers in an efficient manner (Goal 1)	Environment	2004 ongoing
New (replacement) Well #5 (Goal 2)	Infrastructure	2004-2005
Permits and installation of new well (Goal 3)	Environment	2004-2005
Well Redevelopment (Goal 4)	Infrastructure	2004 ongoing
Development of unidirectional flushing program (Goal 5)	Infrastructure	2004
Standpipe Maintenance & Improvements (Goal 6)	Infrastructure	2003-2008
Wastewater Management/Groundwater Education (Goal 7)	Environment	2004 ongoing
Improve Meter Reading Capability and Accuracy (Goal 8)	Financial	2003-2005
Improve System Hydraulics (Goal 9)	Infrastructure	2004 ongoing
Improve System Mapping (Goal 10)	Infrastructure	2003-2005
Continue with Fire Hydrant Replacement Project (Goal 11)	Infrastructure	2001-2005

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/04 to 9/30/04)	Permits and installation of New Well and Well #5 replacement (Goal 2 &3) Quarterly Well and Tower Water Quality Testing (Goal 1) Hydrant Flushing (Goal 5) Fire Hydrant Replacement (Goal 11)
SECOND QUARTER (10/1/04 to 12/31/04)	Standpipe Cleaning (Goal 5) Quarterly Well and Tower Water Quality Testing (Goal 1) Well Redevelopment (Goal 4) High Street Jacking Sleeve (Goal 9)
THIRD QUARTER (1/1/05 to 3/31/05)	Quarterly Well and Tower Water Quality Testing (Goal 1) Wastewater Management Public Forum (Goal 7) Quarterly Well and Tower Water Quality Testing (Goal 1)

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/05 to 6/30/05)	Tank painting and improvements (Goal 6) Quarterly Well and Tower Water Quality Testing (Goal 1) Hydrant Flushing (Goal 5) New Well #5 (Goal 2)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2002/03</i>	<i>BUDGET 2003/04</i>	<i>ACTUAL 2003/04</i>	<i>PROJECTED 2003/04</i>	<i>PROJECTED 2004/05</i>
Annual Well Production In Million Gallons	1	1,266	1,475	1,210	1,475	1,238
Well #1 MG	1	222	228	179	228	201
Well #2 MG	1	115	114	71	114	93
Well #3 MG	1	45	42	39	42	42
Well #4 MG	1	136	134	114	134	125
Well #5 MG	1	163	169	99	169	131
Well #6 MG	1	286	283	233	283	260
Well #7 MG	1	42	42	39	42	41
Well #8 MG	1	43	43	38	43	41
Well #9 MG	1	213	150	395	150	152
Well #10 MG	1	Off line	270	Off line	270	152
Water towers	1	5	5	5	5	5
Hydrants	11	980	990	985	990	990
Metered services	1	9,047	9,186	9,099	9,186	9,206

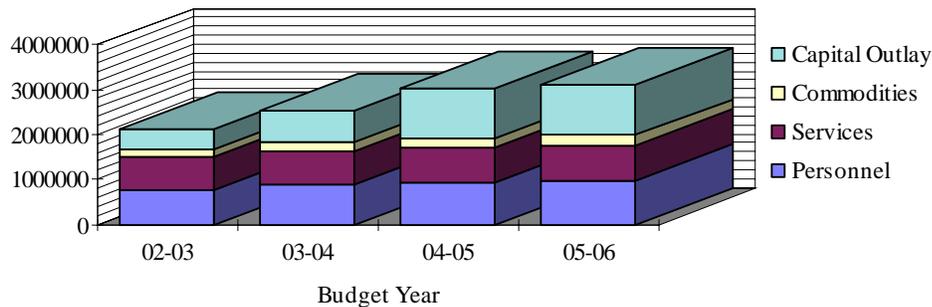
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Director Water Supply	1	1	1
Water Quality Specialist	1	1	1
Water General Foreman	1	1	1
Distribution Lead man	1	1	1
Distribution Serviceman	3	3	3
Pump Station Lead man	1	1	1
Pump Station Operator	2	2	2
Meter Reader	1	1	1
Light Equipment Operator	1	1	1
Administrative Assistant	1	1	1
Receivable Manager (50% Finance)	.5	.5	.5
Senior Planner (67% Planning)	.33	.33	.33
Town Engineer(65% PubWorks)	.35	.35	.35
Total	14.18	14.18	14.18

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 02/03</i>	<i>BUDGET 03/04</i>	<i>PROJECTED 04/05</i>
Clerk	1	1	1
Water Quality Intern	1	1	1
Total	2	2	2

<i>Water</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel	\$764,416	\$851,597	\$878,009	\$931,928	\$53,919	6.14%	\$959,886
Services	\$752,542	\$737,974	\$753,174	\$781,166	\$27,992	3.72%	\$804,601
Commodities	\$155,132	\$184,800	\$209,300	\$214,950	\$5,650	2.70%	\$221,399
Capital Outlay	<u>\$459,365</u>	<u>\$689,638</u>	<u>\$702,622</u>	<u>\$1,098,984</u>	<u>\$396,362</u>	<u>56.41%</u>	<u>\$1,131,954</u>
Total	\$2,131,455	\$2,464,009	\$2,543,105	\$3,027,028	\$483,923	19.03%	\$3,117,839

WATER DEPARTMENT
Budget Trends



Employees of this Department are covered under Local 1033 Municipal Employees contract that is currently being negotiated for FY 2005. An estimated 2% cost of living raise has been included in the proposed expenditures for Water Department employees along with increases the Town's share of health insurance and retirement contributions. An additional Water Serviceman has been proposed to meet increased workload required to meet new Department of Health requirements. **This position was not approved at Final Budget Adoption.** Water Fund capital projects spending plan includes requests for funding office equipment including a SCADA laptop and remote access for \$6,500; inspection main valves & unidirectional flushing for \$80,000; replacement of backhoe for \$50,000; water system consulting services for disinfection, GIS and vulnerability assessment for \$50,000; disinfection project for \$48,000; meter reading equipment for \$5,000; electric motor replacement for \$1,500; well rehabilitation for \$15,000; Forge Road Tank rehabilitation for \$465,000 and Well #5 construction \$375,000.

SCHOOL DEPARTMENT

School Committee:

Donald DeFedele, Chairperson
Dr. Denise Coppa, Co-Chairperson
Carol Hueston
Barry M. Martasian
William C. Mudge
Kevin Mulvey
Patricia E. Watkins

Dr. James Halley, Superintendent of Schools

Mission Statement: Since education plays a vital role in the present and future success of all students, every school must provide for the maximum intellectual, social, aesthetic, moral, vocational, and physical development of each student towards challenging the student to achieve excellence.

We believe that all students:

- are capable of learning and becoming self-directed learners.
- have a desire to learn.
- learn within a social context which includes the family, school and community.

We believe that student learning is enhanced when the following conditions exist in schools:

- parents are active participants in their child's learning and equal partners with the school in making educational decisions.
- there is a safe and orderly learning environment.
- there is equality of educational opportunity.
- there is a climate of high expectations.
- there is a respect for the uniqueness and diversity of the students.
- instruction includes multiple strategies to accommodate different learning styles.
- instruction includes opportunities for students to work independently and in groups.
- opportunities are provided for all students to reach their maximum potential.
- opportunities are provided to help students cope with emerging challenges in an increasingly changing technological world.
- interactions among all members of the school community are professional, cooperative and productive.

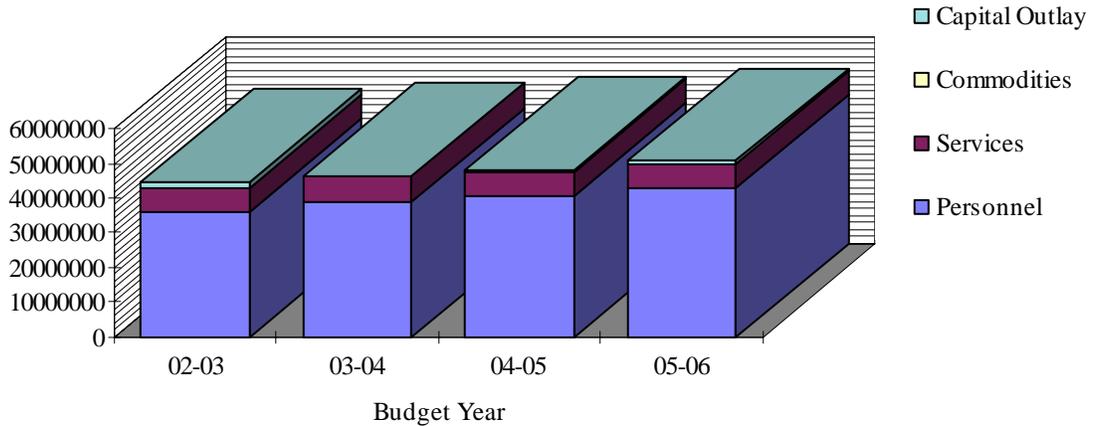
We believe that schools should ensure that all students will be able to demonstrate wide-ranging and fundamental knowledge, understanding, skills and attitudes to:

- function as self-sufficient and productive members of society.
- function individually and collaboratively as informed decision makers and life-long learners.
- **actively participate in and contribute to the well-being of the family, community and society.**
- appreciate and respect the interdependence and diversity of people, ideas and the environment.
- lead a balanced, healthy life by participating in diverse intellectual, physical and aesthetic

- activities.
- act with the self-confidence which reflects a positive self-image.
- pursue individual intellectual development passionately.

<i>School Department</i>	<i>Expenditures Last Year 02-03</i>	<i>Projected Expenditures through 6/30/04</i>	<i>Adopted Budget Current Year 03-04</i>	<i>Adopted Budget Next Year 04-05</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 05-06</i>
Personnel Services	\$36,164,500 \$6,991,514	\$38,753,319 \$6,988,504	\$38,744,947 \$7,577,329	\$40,840,550 \$6,750,633	\$2,095,603 (\$826,696)	5.41% -10.91%	\$42,882,578 \$7,088,165
Capital Outlay	\$1,633,891	\$1,608,362	\$215,000	\$740,459	\$525,459	244.40%	\$762,673
Total	44,789,905	47,350,185	46,537,276	48,331,642	1,794,366	3.86%	\$50,733,415

SCHOOL DEPARTMENT
Budget Trends



The School Superintendent submits the school budget initially to the School Committee. The School Committee then adopts a budget in accordance with the Town Charter that is submitted to the Town Manager for review and inclusion in the Town Manager's proposed budget to the Town Council. The Town Manager and the Town Council may make bottom line cuts or additions to the budget but may not alter individual lines. The final budget figures shown above reflect a total \$950,000 reduction from the School Committee's Proposed Budget to the Town Council's Final Adopted Budget.

CAPITAL, DEBT SERVICE and MAJOR PROJECTS

This section of the budget summarizes all major and minor capital improvements proposed for funding and/or implementation as part of the proposed budget. All major capital improvements (non recurring projects with a total cost of over \$100,000) are included in the Town's six-year capital improvement program recommended to the Town Council by the Asset Management Commission which will be amended and adopted by the Council as part of the budget adoption. Minor capital improvements (recurring projects over \$100,000 and capital projects with a total cost of less than \$100,000) are proposed during the operating budget process. A total of \$3,456,514 is proposed for funding in the operating budget. The following tables detail the capital expenditures. Projects recommended by the Asset Management Commission in the Capital Improvement Program for Fiscal Year 2005 are included in Chart A or Chart B.

Capital Projects funded in Operating Budget

Chart A below and continued on the next page summarizes all projects funded in the operating budget. They are listed by department and categorized by funding source (general, water i.e.) and type (equipment, facility or capital improvement). There is a total of \$1,575,750 for projects in the General Fund budget, an increase of \$267,350 over last year. The Police and Fire Departments will see a decrease of \$80,500 over the current year's budget while the Public Works Department is proposed to increase by \$267,350. This year's proposed capital improvements in the General Fund give priority to the road and sidewalk maintenance and improvements projects. The Town's two enterprise funds have been proposed with significant increases to cover planned major capital improvement projects. The Quonset Davisville Fund (Leisure Services) increases by \$102,000 that includes funding for Phase I of the Irrigation System and some major course improvements. **This project will go to the voters in November 2004 for approval of a bond issue.** The Water Fund is proposed to increase by \$446,754 to include funding for many ongoing projects including two major planned projects: Well #5 Construction and Forge Road Tank Rehabilitation. The grand total proposed increase in capital spending from the operating budgets for Fiscal Year 2005 is \$810,604.

Chart A

Operating Budget Proposed Projects for Fiscal Year 2005				
Dept	Project Description	Funding	Type	Amount
Town Clerk	Shelving for Vault records	G	EQN	1,000
	<i>Subtotal Town Clerk</i>			1,000
Fire	Upgrade 4 PCs	G	EQR	5,000
	Rescue Replacement (cab & chassis)	G	EQR	90,000
	<i>Subtotal Fire</i>			95,000
Police	Office Equipment Repairs and Replacement	G	EQR	3,500
	Patrol Vehicles – 5 marked	G	EQR	111,000
	Portable Radios	G	EQR	10,000
	<i>Subtotal Police</i>			124,500
Planning	Office Equipment	G	EQN	500
	Affordable Housing Plan; Davisville Plan; Hazard Mitigation Plan; GIS layer Comprehensive Plan and Zoning	G	CI	15,000
	<i>Subtotal Planning</i>			15,500
Public Works	Office Equipment	G	EQR	2,750
	Highway Dump and Pickup Replacements	G	EQR	135,000
	Drainage Projects	G	F	32,000
	Crackseal Projects	G	F	45,000
	Road Overlay Projects	G	F	425,000
	Sidewalk Improvements–Annaquatucket; Main St	G	F, CI	190,000

Operating Budget Proposed Projects for Fiscal Year 2005				
Dept	Project Description	Funding	Type	Amount
	Design, survey and architectural services (includes \$80,000 for Wickford Projects)	G	F	155,000
	Facilities Capital Reserve Appropriation	G	F	320,000
	Two mowers with wing decks and a front end mower	G	EQR	35,000
	<i>Subtotal Public Works</i>			1,339,750
Leisure Services	Golf Course - Apron Mower	EQ	EQR	24,000
	Design and Engineering Services for Irrigation Construction	EQ	BU	25,000
	Phase I Irrigation System	EQ	BU	150,000
	Tree removal & maintenance, expansion of practice green; relocation of golf cart staging area	EQ	CI	50,000
	Golf Course – Office Equipment	EQ	EQR	500
	Restaurant carpet replacement, door hardware	EQ	F	5,000
	Golf Cars Replacement (25)	EQ	EQR	41,000
	Allen Harbor equipment	EQ	EQR	2,000
	Allen Harbor South Dock Expansion	EQ	CI	25,500
	Allen Harbor Engineering Services	EQ	CI	8,000
	<i>Subtotal Leisure Services</i>			331,000
Water	Office Equipment	EW	EQR	6,500
	Inspection Main Valves & Unidirectional Flushing	EW	F	80,000
	Vehicle Replacements Backhoe	EW	EQR	50,000
	Water System Consulting Services for Disinfection, GIS and Vulnerability Assessment	EW	CI	50,000
	Disinfection Project	EW	F	48,000
	Meter Reading Equipment	EW	EQR	5,000
	Electric Motor Replacement	EW	EQR	1,500
	Well Rehabilitation	EW	F	15,000
	Forge Road Tank Rehabilitation	EW	F	465,000
	Well #5 Construction	EW	CI	375,000
	Wastewater Capital	EW	F	1,764
	<i>Subtotal Water</i>			1,097,764
School	School Capital Reserve Appropriation	SCR	F	500,000
	<i>Subtotal School</i>			500,000
	Grand Total Operating Budget Projects			3,504,514

FUNDING (Source of Funds): G=General Fund Operating Budget BA=Bond Authorized BU=Bond Unauthorized
EQ=Quonset Davisville Recreation Enterprise Fund EW=Water Enterprise Fund
OT-1=Fees in Lieu of Land Dedication LP=Lease Purchase
OFR=Open Space/Farmland Reserve SCR=School Capital Reserve
OT2=State Grant OT3=Other Contributions

TYPE CODE: F=Facility Maintenance or Improvement CI=Capital Improvement
EQR=Equipment Replacement EQN=Equipment Addition

Capital Projects with Other Funding Sources

Chart B below summarizes those projects that will be funded by capital reserves, lease or bond financing or grants. The cost of these projects, reflected below, will not be included in the operating budget. The impact on the future operating costs after these projects are completed, other than the debt service cost, is estimated in the Capital Improvement Program. Debt service for the Bond funded projects (Funding Source BA) is estimated to be \$383,833 for the first year of the debt. Because the Town implements a conservative 15 to 20 year level principal payment schedule for most debt, this amount will decrease over the life of the projects. The actual debt service for each project currently bonded is shown in Chart C.

Chart B

Other Proposed and Ongoing Capital Projects for Fiscal Year 2005				
Lead Dept	Project Description	Funding	Type	Amount
Public Safety	Public Safety Building Improvements	TCR/OT2	F,CI	1,289,500
	Fire Quonset Station	BA/OT2	CI	2,380,000
Planning	Development Rights Acquisitions	BA/OT3	CI	2,000,000
Public Works	Main Street Project	BA/OT2	F	600,000
	Belleville Pond Dam Improvements	TCR	F	500,000
	Featherbed Dam Improvements Design	TCR	F	50,000
	Town Hall/Annex Window Replacements	TCR	F	130,000
	Replace Boilers-Fire Station 3, Red School House	TCR	F	25,000
	Town Hall Renovations Planning & Design	TCR	F	15,000
	Landfill Closure - Hamilton Allenton Consulting & Preclosure Testing	TCR	F	20,000
	Recreation	Ball Fields Plan & Design-Quonset/Davisville	OT2	CI
	Calf Pasture Point Improvements	OT2	CI	40,000
	Park Upgrades – Yorktown	OT2/OT3	CI	100,000
	Grand Total Ongoing & Proposed Projects			\$7,189,500

FUNDING (Source of Funds): BA=Bond Authorized BU=Bond Unauthorized SCR=School Capital Reserve
TCR=Town Capital Reserve OT2=State Grant OT3=Other Contributions

TYPE CODE: F=Facility Maintenance or Improvement CI=Capital Improvement

Included above are \$1,775,000 in projects that are to be funded from the Town Capital Reserve Fund in Fiscal Year 2005. It is anticipated that \$750,000 will be needed in Fiscal Year 2006 to fund the closing of the Hamilton Allenton Landfill. The following projects are planned for FY05 and FY2006 and those projects will require \$700,000 in funding support in excess of the customary annual appropriation. No debt will be required to fund these projects.

<u>Town Capital Reserve - Fiscal Year 2005 Spending Projection</u>	
Public Safety Building Improvements Project	1,035,000
Belleville Dam Construction Project	500,000
Town Hall/Annex Window Replacements	130,000
Boiler Replacements	25,000
Town Hall Renovations Planning & Design	15,000
Landfill Closure Consult & Preclosure testing	20,000
Featherbed Dam Construction Project	50,000
Total Estimated Requirements FY05	1,775,000
<u>Town Capital Reserve – Fiscal Years 2005 Revenue Projection</u>	
Estimated Balance Available 6/30/04	1,505,000
Proposed Appropriation FY05 (from proposed budget)	320,000
Less FY 2005 Proposed Projects (shown in Chart B above)	-1,775,000
Less FY 2006 Landfill Closure - Hamilton Allenton Project Estimate.	-750,000
Additional Amount required as Supplemental Appropriation from Fund Balance	700,000

Outstanding Debt

The following table, Chart C, shows the status of all outstanding debt for the Town. With no new debt added since December 2001, grand total net debt will be reduced by \$3.44 million from FY 2004.

Chart C

Statement of Municipal Debt for Fiscal Year Ending June 30, 2005

Interest Rate	Maturity Date	Issue Date and Purpose of Issue (Amounts in millions)	Total Payment 04-05	Net Debt 6/30/05
Municipal Debt				
6.3 –6.8%	12/15/2006	\$ 0.8 Dec-91 Open Space (Recreation)	\$82,775	\$155,000
5.0 –5.4%	8/1/2011	\$ 0.79 May-96 Open Space (Recreation) and \$0.56 Public Facilities	\$124,754	\$627,353
3.91%	7/15/2007	\$ 1.9 (1990) and \$ 1.25 (1992) Dec-98 Refunding Open Space (Recreation)	\$244,179	\$304,750
4.42%	12/31/2019	\$ 1.025 Dec-98 Open Space (Farmland) and \$ 2.250 Roads	\$266,095	\$2,290,931
4.42%	12/31/2019	\$ 1.0 Dec-98 Library	\$81,225	\$699,302
5.078%	9/15/2020	\$3.6 Farmland Preservation and \$.235 Open Space	\$352,159	\$3,055,000
4.32%	6/15/2016	Jun-01 \$1.56 Farmland, \$1.9 Public Facilities, \$.385 Asset Protection	<u>\$400,890</u>	<u>\$2,745,000</u>
		Total Municipal Debt	\$1,552,077	\$9,877,336
School Debt				
5.0 –5.4%	8/1/2011	\$ 4.6 May-96 Elementary Additions	\$425,087	\$2,137,648
3.91%	7/15/2007	\$ 3.1 (1990) School Renovations Dec-98 Refunding	\$216,537	\$270,250
4.42%	12/31/2019	\$ 0.795 Dec-98 Athletics and \$ 2.2 Technology	\$243,291	\$2,094,597
5.06%	6/15/2019	\$1.505 June-99 School Athletics	\$122,813	\$1,195,000
5.65%	10/1/2025	\$33.0 Dec-99 High School	\$2,904,000	\$27,720,000
3.95%	12/15/2011	Dec-01 \$1.9 School Additions	<u>\$254,650</u>	<u>\$1,300,000</u>
		Total School Debt	<u>\$4,166,378</u>	<u>\$34,717,495</u>
		Total Debt Combined School & Municipal	\$5,718,455	\$44,594,831
Master Lease Purchase Debt				
5.60%	10/20/2003	\$122,545 Transfer Station Loader	\$0	\$0
		Total Master Lease Debt	\$0	\$0
Enterprise Funds Debt				
4.42%	12/31/2019	\$ 0.615 Dec-98 Golf Course Club House	\$49,965	\$430,170
5.70%	10/7/2006	\$ 0.9 Oct-96 Slocum Water Tank	<u>\$120,843</u>	<u>\$222,261</u>
		Total Enterprise Debt	<u>\$170,808</u>	<u>\$652,431</u>
		Combined Grand Total Debt	\$5,889,263	\$45,247,262

Town Debt Limit

Except as provided below, under Rhode Island law the Town may not, without special statutory authorization, incur any debt which would increase its aggregate indebtedness, not otherwise excepted by law, to an amount greater than 3% of the taxable property of the Town. Deducted from the computation of aggregate indebtedness is the amount of any borrowing in anticipation of taxes authorized by law and the amount of any sinking funds maintained by the Town. As of June 30, 2003 the Town had \$912,846 outstanding subject to the 3% debt limit. The current 3% debt limit of the Town is \$64,832,379 on the net assessed valuation as of December 31, 2001 of \$2,161,079,284.

The State Legislature may by special legislation permit the Town to incur indebtedness outside the limitations imposed by the 3% debt limit. Special legislation adopted by the legislature authorizing the Town to incur debt is subject to referendum by the electors of the Town. On June 30, 2003, the total outstanding debt of the Town issued pursuant to special legislation outside the 3% debt limit was \$51,213,233.

In addition to debt authorized within the 3% debt limit and debt authorized by special legislation of the legislature, Rhode Island General Laws 45-12-11 authorizes the Rhode Island State Director of Administration, upon petition by a municipality, to authorize such municipality to incur indebtedness in excess of the 3% debt limit whenever the Director shall determine that the sums appropriated by the municipality or its funds available are insufficient to pay the necessary expenses of the municipality. The Town has never petitioned the State Director of Administration to authorize indebtedness of the Town under Section 45-12-11.

Outstanding Bonding Authority

The following table summarizes the debt authorizations that are either to be used for projects this next year or that will have an outstanding authorization at the end of this coming fiscal year. Both the voters of North Kingstown and the State Legislature have approved all of these debt authorizations. It is important that the Town keep track of this outstanding bonding authority since unused authority can be viewed unfavorably by the rating agency. This would be an indication that there is an unmet capital need. At the end of the year the Town will have over \$1,000,000 of unused authority.

Chart D – Bonding Authority

Bonding Authority Description	Date Authorized	Amount Authorized	Balance Remaining	Proposed Projects	Year End Balance
Public Facilities (Roads/Sidewalks/Public Works Facility/Quonset Fire Station)	Nov-92	\$6,000,000	\$1,290,000	\$1,290,000	\$0
Open Space/Farmland Preservation	Nov-00	\$4,000,000	\$2,840,000	\$2,000,000	\$840,000
Library	Jun-97	\$1,350,000	\$350,000	\$0	\$350,000
Total		9,350,000	4,480,000	3,290,000	1,190,000

Effect of Current and Future Debt on Tax Rate

In 1997 the Town established the debt service fund to combine all school and municipal tax-supported debt. Besides tax dollars, revenues to this fund include State Housing Aid for School and Library related debt and impact fees for certain projects. The following table summarizes the impact of the existing and proposed debt from the Capital Improvement Program on the Fund Balance and tax rate needs for the Debt Service fund. Prior to the financing of the High School Project, the tax rate had been increased or ramped up by \$.15 per year over three years to lessen the one time impact of the High School and other new long-term debt that began in Fiscal Year 2002. For estimating purposes it is assumed that any new debt will have an interest rate of 6% and a bond life of 15 years.

Chart E - Analysis of Existing and potential Debt with Tax Rate Projections

	FY04	FY05	FY06	FY07	FY08	FY09
	Projected					
Existing Long Term Debt						
Existing Long Term Debt Principal & Int.	5,873,477	5,718,453	5,529,071	5,057,613	4,838,429	4,622,209
Deduct for Housing Aid & Library Aid	-1,668,465	-1,656,533	-1,571,000	-1,340,817	-1,347,331	-1,317,013
Deduct for (Impact Fees)/Misc.	<u>-379,182</u>	<u>-300,500</u>	<u>-100,000</u>	<u>-100,000</u>	<u>-100,000</u>	<u>-100,000</u>
Total Net Existing Long Term Debt	3,825,830	3,761,420	3,858,071	3,616,796	3,391,098	3,205,196
Authorized New Long Term Debt						
Development Rights Acquisitions			233,333	226,667	220,000	213,333
Quonset Fire Station and Wickford Project			<u>150,500</u>	<u>146,200</u>	<u>141,900</u>	<u>137,600</u>
Total New Debt			<u>383,833</u>	<u>372,867</u>	<u>361,900</u>	<u>350,933</u>
Net Total Existing and New Debt	3,825,830	3,761,420	4,241,904	3,989,663	3,752,998	3,556,129
Calculation of Tax rate Increase Available for Existing and New Debt						
Deduct drawn from reserve *	<u>45,000</u>	<u>0</u>	<u>550,000</u>	<u>375,000</u>	<u>200,000</u>	<u>75,000</u>
Net amount required from tax dollars	4,047,472	3,761,420	3,691,904	3,614,663	3,552,998	3,481,129
Would generate an estimated tax rate as follows (based upon FY04 values with est 2% growth):	1.93	1.70	1.70	1.70	1.70	1.70
Estimated Tax rate decrease for existing & new debt		0.23	0.00	0.00	0.00	0.00
Estimated Reserve Balance	1,667,565	1,667,565	1,117,565	742,565	542,565	467,565

Comparison of Total Debt Service to Future Budgets

As shown in Chart F, below, Debt Service as a portion of General, School, Debt and Library Fund expenditures is 7.28%. This is below the accepted standard of 10% from the debt rating agencies. This favorable comparison would decline to 5.63% in fiscal year 2009.

CHART F	FY05	FY06	FY07	FY08	FY09
Existing Debt Principal and Interest					
\$1,749,000 Ref 98 (Open Space 90 \$1.9 & 92 \$1.25)	244,179	227,610	44,934	43,248	
\$1,000,000 Dec 1998 Library Renovations	81,225	79,324	77,368	75,404	73,400
\$3,275,000 Dec 1998 Roads & Open Space	266,095	259,785	253,461	246,947	240,384
\$ 800,000 Dec 1991 Recreation/Open Space	82,775	82,953	82,720		
\$ 560,000 May 1996 Public Facilities	51,750	49,891	48,013	46,099	44,147
\$ 790,000 May 1996 Recreation/Open Space	73,004	70,382	67,733	65,032	62,279
\$2,995,000 Dec 1998 School Athletics & Technology	243,291	237,574	231,739	225,834	219,832
\$1,505,000 June 1999 School Athletics	122,813	119,903	122,023	118,903	120,783
\$1,551,000 Ref 98 (School 1990 \$3.1 Renovations)	216,536	201,843	39,847	38,352	
\$4,600,000 May 1996 Elementary Additions	425,086	409,817	394,396	378,669	362,637
\$33,000,000 December 1999 High School	2,904,000	2,834,700	2,765,400	2,696,100	2,626,800
\$3,835,000 Sept. 2000 Open space & farmland	352,159	342,750	333,438	324,176	310,033
\$3,845,000 June 01 Farm, Pub Fac & Asset Protection	400,890	364,890	355,890	346,515	336,765
\$1,900,000 December 2001 School Additions	<u>254,650</u>	<u>247,650</u>	<u>240,650</u>	<u>233,150</u>	<u>225,150</u>
TOTAL EXISTING DEBT SERVICE	5,718,453	5,529,072	5,057,612	4,838,429	4,622,210
Proposed New Debt Principal and Interest					
Open Space Farmland Preservation		233,333	226,667	220,000	213,333
Quonset Fire Station - Wickford Project \$1,290,000		<u>150,500</u>	<u>146,200</u>	<u>141,900</u>	<u>137,600</u>
TOTAL ANTICIPATED NEW LONG TERM DEBT SERVICE (Currently Authorized)		<u>383,833</u>	<u>372,867</u>	<u>361,900</u>	<u>350,933</u>
GRAND TOTAL DEBT SERVICE - EXISTING and AUTHORIZED	5,718,453	5,912,905	5,430,479	5,200,329	4,973,143
TOTAL BUDGET (Est. 3% increase each year)	78,500,000	80,855,000	83,280,650	85,779,070	88,352,442
% OF DEBT PRINCIPAL AND INTEREST TO TOTAL BUDGET	7.28%	7.31%	6.52%	6.06%	5.63%

Net Debt Per Capita

A calculation of the impact of the current and proposed future borrowing on the Town's net bonded debt per capita has been done in Chart G. In fiscal year 2000, when the permanent financing was incurred for the High School, the ratio was 2.93%. Rating agencies focus on this measure when evaluating the Town's financial strength. While the 2.33% in fiscal year 2003 are high for North Kingstown, if the Town manages any additional debt in a conservative manner this should not adversely affect the Town's bond rating. Since the net taxable assessed value of the Town is expected to increase in FY 2005 due to the recent revaluation, the percentage of Net Bonded Debt to Assessed Value will drop to 1.34% even though \$3,290,000 in proposed bonding would be added in that fiscal year.

Chart G - Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt Per Capita					
Fiscal year	Population	Assessed Value	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value	Net Bonded Debt per Capita
1988	21,938	\$768,358,104	\$2,290,346	0.30%	\$104
1989	21,938	\$817,863,020	\$1,765,000	0.22%	\$80
1990	23,786	\$858,520,823	\$1,252,233	0.15%	\$53
1991	23,786	\$906,251,900	\$6,004,151	0.66%	\$252
1992	23,786	\$930,126,467	\$7,197,862	0.77%	\$303
1993	23,786	\$915,628,830	\$6,811,730	0.74%	\$286
1994	23,786	\$936,642,267	\$6,178,805	0.66%	\$260
1995	23,786	\$1,512,225,068	\$5,543,302	0.37%	\$233
1996	23,786	\$1,542,372,324	\$10,925,000	0.71%	\$459
1997	23,786	\$1,578,054,704	\$10,465,000	0.66%	\$440
1998	23,786	\$1,622,101,177	\$9,600,000	0.59%	\$404
1999	23,786	\$1,678,779,770	\$18,360,000	1.09%	\$772
2000	23,786	\$1,709,592,473	\$50,010,000	2.93%	\$2,102
2001	26,326	\$1,759,230,918	\$55,761,616	3.17%	\$2,118
2002	26,326	\$2,173,955,239	\$54,532,424	2.51%	\$2,071
2003	26,326	\$2,199,172,497	\$51,213,233	2.33%	\$1,945
Estimated based on Capital Improvement Program (Authorized Projects only):					
2004	26,326	\$2,189,162,245	\$47,904,041	2.19%	\$1,820
2005	26,326	\$3,568,154,000	\$47,884,849	1.34%	\$1,819
2006	26,326	\$3,639,517,080	\$44,585,657	1.23%	\$1,694
2007	26,326	\$3,712,307,422	\$41,636,465	1.12%	\$1,582
2008	26,326	\$3,786,553,570	\$38,767,273	1.02%	\$1,473

APPENDICES

APPENDIX A - ALL FUNDS SUMMARY

SUMMARY OF THE TOWN COUNCIL'S ADOPTED BUDGET FOR FISCAL YEAR 2005

	GRAND	GENERAL	LIBRARY	QUONSET/ DAVISVIL. RECREA- TION FUND	WATER FUND	SCHOOL FUND	SCHOOL CAPITAL RES. FUND	DEBT SERVICE FUND
	TOTAL	FUND	FUND	FUND	FUND	FUND	FUND	FUND
ESTIMATED CURRENT REVENUE								
GENERAL PROPERTY TAX	49,982,638	9,870,689	917,757	0	0	35,252,772	180,000	3,761,420
STATE REVENUES	16,424,997	3,659,023	191,071	0	0	10,918,370	0	1,656,533
ALL OTHER REVENUES	13,807,107	7,405,180	39,500	1,324,399	2,577,028	2,160,500	0	300,500
TOTAL CURRENT REVENUES	80,214,742	20,934,892	1,148,328	1,324,399	2,577,028	48,331,642	180,000	5,718,453
PRIOR YEARS REVENUE	1,796,000	1,000,000	12,000	14,000	450,000	0	320,000	0
TOTAL	82,010,742	21,934,892	1,160,328	1,338,399	3,027,028	48,331,642	500,000	5,718,453
ESTIMATED REQUIREMENTS								
PERSONNEL SERVICES	59,897,355	16,561,783	887,580	675,514	931,928	40,840,550	0	0
NON PERSONNEL SERVICES	13,212,823	4,853,960	272,748	460,220	875,262	6,750,633	0	0
TOTAL RECURRING REQUIREMENTS	73,110,178	21,415,743	1,160,328	1,135,734	1,807,190	47,591,183	0	0
MAJOR CAPITAL OUTLAY	2,887,893	395,750	0	152,700	1,098,984	740,459	500,000	0
DEBT SERVICE CONTRIBUTIONS	5,890,972	1,700	0	49,965	120,854	0	0	5,718,453
	121,699	121,699	0	0	0	0	0	0
TOTAL	82,010,742	21,934,892	1,160,328	1,338,399	3,027,028	48,331,642	500,000	5,718,453
2003/04 TOTAL BUDGETS	78,426,163	20,515,137	1,140,629	1,316,539	2,543,105	46,537,276	500,000	5,873,477
INCREASE BUDGET	3,584,579	1,419,755	19,699	21,860	483,923	1,794,366	0	(155,024)
% INCREASE BUDGET	4.57%	6.92%	1.73%	1.66%	19.03%	3.86%	0.00%	-2.64%
2003/04 TOTAL TAX DOLLARS	48,991,395	9,868,801	908,888	0	0	33,721,234	445,000	4,047,472
INCREASE TAX DOLLAR	991,243	1,888	8,869	0	0	1,531,538	(265,000)	(286,052)
% INCREASE TAX DOLLAR	2.02%	0.02%	0.98%	0.00%	0.00%	4.54%	-59.55%	-7.07%

APPENDIX B - TOWN COUNCIL POLICY FOR ACCUMULATION and UTILIZATION OF FUND BALANCE

At the Regular Meeting of the Town Council of the Town of North Kingstown, County of Washington, and State of Rhode Island, held in and for said Town, County, and State on the 15th day of April, 1996 at the High School Cafeteria, 150 Fairway, at 7:30 p.m.

PRESENT WERE: David R. Burnham, President
Robert E. Craven
John V. Gibbons, Jr.
Betty D. Givan
George W. Graham

The following resolution was passed by unanimous voice vote of the members present.

Item No. 25. Policy for Accumulation and Utilization of Fund Balance

WHEREAS, the Town Council wishes to address the comments of the Town's auditors regarding use of undesignated fund balance; and

WHEREAS, the Town Council recognizes the appropriateness and prudence of setting benchmarks for the level of undesignated fund balance and the establishment of mechanisms for the use of those reserves.

NOW, THEREFORE, BE IT RESOLVED: to set as a goal that the Town maintain a minimum of a five percent General Fund undesignated fund balance, and be it

FURTHER RESOLVED: that in order to meet this goal, a policy not to use undesignated fund balance as a revenue source to support a budget until this goal has been met is hereby established, and be it

FURTHER RESOLVED: to allow for the use of undesignated reserves in ordinary circumstances after the goal of a five percent General Fund undesignated fund balance has been met; however, the Town Council may authorize use of these funds in case of emergency and at their own discretion, and be it

FURTHER RESOLVED: that a report be submitted annually by the Town Manager as to the state of the unreserved fund balance. The meeting to discuss the report will take place at the annual Town Council work session with the Town's auditors after the fiscal year end audit is complete, and be it

FURTHER RESOLVED: that the Town will set as a goal that the Town appropriate a minimum of \$100,000 as a contingency for future General Fund budgets, and be it

FURTHER RESOLVED: that the Town will incorporate information regarding funding sources for future Capital Planning documents. Also included will be information regarding the ratio of proposed and existing debt payments to total budgets.

APPENDIX C - FUND BALANCE UTILIZATION AND ACCUMULATION

As shown in Appendix B, in April 1996 the Town Council adopted a policy on the utilization and accumulation of Fund Balance. The table below summarizes the status of the General Fund, Fund Balance, in accordance with this policy. Since the adoption of the policy the Town has made significant progress in restoring the fund balance to healthy levels.

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	Projected <u>2004</u>	Budget <u>2005</u>
Revenues:							
Taxes	\$40,594,858	\$42,758,479	\$44,883,156	\$48,570,277	\$51,272,225	\$53,407,996	\$53,981,758
Intergovernmental & Dept. Revenues	\$2,230,441	\$2,634,755	\$3,188,940	\$4,231,343	\$5,220,050	\$5,576,055	\$5,793,968
Local Receipts	<u>\$834,207</u>	<u>\$1,155,186</u>	<u>\$1,310,864</u>	<u>\$782,902</u>	<u>\$667,427</u>	<u>\$872,365</u>	<u>\$896,115</u>
Total	\$43,659,506	\$46,548,420	\$49,382,960	\$53,584,522	\$57,159,702	\$59,856,416	\$60,671,841
Expenditure:							
General Government	\$3,414,175	\$3,700,422	\$4,238,457	\$3,991,423	\$3,999,356	\$4,454,963	\$4,669,503
Public Safety	\$8,391,170	\$8,639,405	\$8,896,960	\$10,037,113	\$10,108,995	\$11,032,156	\$11,745,320
Public Works	\$3,147,614	\$3,413,799	\$2,977,767	\$3,521,915	\$3,294,564	\$4,132,003	\$4,657,714
Human Services & Other	<u>\$763,554</u>	<u>\$750,296</u>	<u>\$802,496</u>	<u>\$788,645</u>	<u>\$647,972</u>	<u>\$885,562</u>	<u>\$862,355</u>
Total	\$15,716,513	\$16,503,922	\$16,915,680	\$18,339,096	\$18,050,887	\$20,504,684	\$21,934,892
Excess (deficiency) of revenues over expenditures	\$27,942,993	\$30,044,498	\$32,467,280	\$35,245,426	\$39,108,815	\$39,351,732	\$38,736,949
Other financing sources (uses)	(\$26,427,490)	(\$28,636,188)	(\$30,503,130)	(\$35,516,313)	(\$37,108,542)	(\$38,829,211)	(\$39,736,949)
Excess (deficiency) of revenues and other financing sources over expenditures and other uses	\$1,515,503	\$1,408,310	\$1,964,150	(\$270,887)	\$2,000,273	\$522,521	(\$1,000,000)
						Projected	Budget
	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Fund Balance July 1	\$2,019,002	\$3,534,505	\$4,942,815	\$6,906,965	\$6,636,078	\$8,636,351	\$9,158,872
Excess/(Deficiency) of Revenues over Expenditures	\$1,515,503	\$1,408,310	\$1,964,150	(\$270,887)	\$2,000,273	\$522,521	(\$1,000,000)
Fund Balance	<u>\$3,534,505</u>	<u>\$4,942,815</u>	<u>\$6,906,965</u>	<u>\$6,636,078</u>	<u>\$8,636,351</u>	<u>\$9,158,872</u>	<u>\$8,158,872</u>
<i>Fund Balance as a percent of Total Revenues</i>	8.10%	10.60%	13.99%	12.38%	15.11%	15.30%	13.45%

APPENDIX D – ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Fiscal Year	REAL PROPERTY		Last Ten Fiscal Years PERSONAL PROPERTY		TOTAL		RATIO OF TOTAL Assessed To Total Estimated Actual Value
	Assessed Value (1)	Estimated Actual Value	Assessed Value (1)	Estimated Actual Value	Assessed Value (1)	Estimated Actual Value	
1988/89	698,316,814	1,366,836,590	123,470,578	123,470,578	821,787,392	1,490,307,168	0.551
1989/90	726,867,274	1,577,745,331	135,487,476	135,487,476	862,354,750	1,713,232,807	0.503
1990/91	762,871,874	1,613,860,533	152,702,101	152,702,101	915,572,975	1,766,561,654	0.518
1991/92	784,474,974	1,802,928,614	155,636,079	155,636,079	940,111,053	1,958,564,693	0.480
1992/93	777,344,534	1,860,325,883	148,915,952	148,915,952	926,260,486	2,009,241,835	0.461
1993/94	790,026,434	2,066,040,658	156,980,638	156,980,638	947,007,072	2,223,021,296	0.426
1994/95	1,348,154,900	1,348,154,900	187,454,955	187,454,955	1,535,609,855	1,535,609,855	1.000
1995/96	1,378,485,000	1,443,273,795	188,068,180	188,068,180	1,566,553,180	1,723,338,580	0.909
1996/97	1,401,248,700	1,499,336,100	200,492,952	200,492,952	1,601,741,652	1,699,829,052	0.942
1997/98	1,433,174,000	1,508,604,210	211,230,520	211,230,520	1,644,404,520	1,719,834,730	0.956
1998/99	1,470,037,800	1,594,401,085	230,918,953	230,918,953	1,700,956,753	1,825,320,038	0.922
1999/00	1,500,902,170	1,658,455,436	230,541,395	230,541,395	1,765,207,767	1,888,996,831	0.920
2000/01	1,536,301,370	1,745,797,011	222,929,548	222,929,548	1,759,230,918	1,938,726,559	0.880
2001/02	1,954,112,590	2,014,549,061	219,842,649	219,842,649	2,173,955,239	2,234,391,710	0.973
2002/03	1,986,996,310	2,393,971,457	212,176,187	212,176,187	2,199,172,497	2,606,147,644	0.830
2003/04	2,011,507,975	2,793,761,076	216,786,796	216,786,796	2,228,294,771	3,010,547,872	0.720

(1) Gross amount is reflected without deduction for exemptions.

APPENDIX E - BUDGETING PRACTICES

BUDGET BASIS

The budgets of the general government type funds (for example, The General Fund, Library Fund, School Fund, and Debt Service Fund) are accounted for using the modified accrual basis of accounting. This means that obligations such as outstanding purchase orders at year-end are recognized when the purchase is made. Their revenues are recognized when they are received.

The enterprise funds, Water and Quonset/Davisville Recreation (golf course and marina operation) are budgeted on a full accrual basis. Expenditures are recorded when the commitment is made, such as when a purchase order is issued. Revenues are recognized when they are obligated to the Town, such as when a water bill is sent.

The Town's Comprehensive Annual Financial Report (CAFR) shows the status of the Town's finances on the basis of Generally Accepted Accounting Principles (GAAP). Revenues and expenditures are shown on both a GAAP basis and budget basis for comparison purposes.

BUDGETARY CONTROL and AMENDMENTS

In accordance with the North Kingstown Home Rule Charter, the Town has established budgetary control for its General Fund, Library Fund, two Enterprise Funds, School Unrestricted Fund which is a Special Revenue Fund, School Capital Reserve Fund and Debt Service Fund. The Town Council adopts an annual operating budget for the General Fund. The School Unrestricted Fund and the School Capital Reserve are subject to an annual budget approved by the School Committee and adopted by the Town Council. The Library Fund budget is submitted by the Library Board of Trustees and adopted by the Town Council. All annual operating budget's appropriation amounts are supported by revenue estimates and take into account the elimination of accumulated deficits and the re-appropriation of accumulated surpluses to the extent necessary. Appropriations which are not expended or encumbered lapse at year end.

The Town of North Kingstown makes use of an encumbrance system. Encumbrances are commitments related to unperformed contracts for goods or services. When a purchase order or commitment is placed, the Town reduces the amount of budgetary authority remaining in a budget category and records an encumbrance. When goods or services are received, the encumbrance balance is reduced and an expenditure and liability is recorded. The Town's outstanding encumbrances at year-end are carried forward as reservation of fund balance.

Under the Town Council's expenditure limitation, total expenditures cannot exceed the final appropriation within each budgeted fund, once the budget is adopted. Amendments to the operating budgets that do not result in additional appropriations may be made within departments by means of a transfer. The Town Manager has authority to make such transfers within departments. Any other transfers made outside the departmental level during the fiscal year require Town Council approval. The level at which all budgeted funds may not legally exceed appropriations is at the department level.

APPENDIX F – BUDGETED FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

These are the funds through which governmental functions for budgeted funds are financed.

- **GENERAL FUND**

GENERAL FUND - is used to account for resources devoted to financing the general services that the Town performs for its citizens. General tax revenues and other sources of revenues used to finance the fundamental operation of the Town are included in this fund. The fund is charged with all cost of operating the government for which a separate fund has not been established.

- **SCHOOL FUND**

- **LIBRARY FUND**

SPECIAL REVENUE FUNDS - are used to account for the proceeds of specific revenue sources (other than expendable trust, or major capital projects) that are legally restricted to expenditures for specified purposes.

- **DEBT SERVICE FUND**

DEBT SERVICE FUND – is used to account for the payment of interest and principal on all general long-term debt other than that payable from Enterprise Funds.

- **SCHOOL CAPITAL RESERVE**

CAPITAL PROJECT FUND- is used to account for all resources used for the upgrades and improvements to School facilities.

BUDGETED PROPRIETARY FUNDS

These funds account for operations that are organized to be self-supporting through user charges.

- **QUONSET DAVISVILLE RECREATION FUND**

- **WATER FUND**

ENTERPRISE FUNDS - are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

APPENDIX G – TOWN COUNCIL BUDGET RESOLUTION

AGENDA ITEM REPORT

MEETING DATE: May 5, 2004 **ITEM NUMBER** _____

ITEM: RESOLUTION FOR ADOPTION BUDGET FOR 2004-2005

VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **General Fund Final Budget for FY 2004/2005 in the amount of \$21,934,892** which includes the following reductions to the Preliminary Budget:

Reduction to the General Fund for the position of Assistant Fire Marshal in the amount of \$45,000

Reduction to the General Fund for the position of Facilities Equipment Operator in the amount of \$41,000

Reduction to the General Fund for the position of Fire Training Officer in the amount of \$55,000

Reduction to the General Fund for the position of Patrol Officer in the amount of \$40,000

Reductions to the General Fund for a 10% reduction from the current year's funding level to Agencies and no new funding for Agencies not funded in the current year as follows:

South County Community Action	\$1,525.00	
Phoenix House (Sympatico)	286.00	
South Shore Mental Health Center	1,911.00	
Bayside Family Healthcare	3,934.00	
The ARC	1,211.00	
Women's Resource Center	1,400.00	
VNS Homecare	3,500.00	
Samaritans	50.00	
Seniors Helping Others	1,005.00	
Thundermist Health Center of South County	2,500.00	
Washington County Adult Learning	6,128.00	
Volunteer Center of R.I.	500.00	(New – not funded)
Home & Hospice Care RI	2,000.00	(New – not funded)
Jonnycake Center	5,000.00	(New – not funded)
Preliminary Budget Bottom Line Reduction	-17,428.00	

Reduction to the General Fund of 10% of the Chamber of Commerce funding of Tourist Center in the amount of \$216

Reduction to the General Fund of 10% of the USS Saratoga funding in the amount of \$250

Reduction of the General Fund of 10% of the Davisville Library funding in the amount of \$1,000

Reduction of the General Fund of 10% of the Willet Library funding in the amount of \$1,000

Reduction to the General Fund of 10% of the RI Resource Conservation and Development Council for funding in the amount of \$100

Reduction to the General Fund of 10% of the Wickford Art Festival funding in the amount of \$889

Reduction to the General Fund of Transfer Station by eliminating Amnesty Day and Bulky Pickup Services funding in the amount of \$12,000

Reduction to the General Fund Estimated Tax Revenue with the implementation of Beach Sticker Fees, effective July 1, 2004, in the amount of \$20,000

Reduction to the Quonset/Davisville Recreation Fund for the Golf Course Irrigation Project in the amount of \$175,000 along with corresponding increase in the transfer of revenues to the General Fund from the Quonset/Davisville Recreation Fund in the amount of \$175,000

FURTHER VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **Quonset/Davisville Fund Final Budget for FY 2004/2005 in the amount of \$1,338,399**, which includes the reduction to the Quonset/Davisville Recreation Fund for the Golf Course Irrigation Project in the amount of \$175,000 along with corresponding increase in the transfer of revenues to the General Fund from the Quonset/Davisville Recreation Fund in the amount of \$175,000.

FURTHER VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **Debt Service Fund Final Budget for FY 2004/2005 in the amount of \$5,718,453**.

FURTHER VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **Water Fund Final Budget for FY 2004/2005 in the amount \$3,027,028**; which includes the following reductions:

Reduction to the Water Fund of 10% on the funding to Narrow River Preservation in the amount of \$300

Reduction to the Water Fund of 10% of the Southern Rhode Island Conservation funding in the amount of \$150

Reduction to the Water Fund for the position of Water Service Person in the amount of \$44,000

FURTHER VOTED: A reduction to the Library Fund bottom line budget in the amount of \$31,170 along with an increase in Library Fund State Revenues in the amount of \$8,830 for a total reduction of \$40,000 in Library Fund Tax Dollars; and it was

FURTHER VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **Library Fund Final Budget for FY 2004/2005 in the amount of \$1,160,328**.

FURTHER VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **School Capital Reserve Fund Final Budget for FY 2004/2005 in the amount of \$500,000**.

VOTED: Reduction to the School Fund bottom line budget in the amount \$600,000

FURTHER VOTED: In accordance with Section 1008 of the Town Charter, the Town Council does hereby adopt the **School Fund Final Budget for 2004/2005 in the amount of \$48,332,642**.

APPENDIX H - BUDGET PROCESS

The Town Charter requires the following process for adoption of the Town's annual budget. The preliminary preparation for the budget actually began in September when capital budgets were submitted to the Town Manager by the department heads. In December, the department heads began work on their proposed operating budgets, which were due to be submitted to the Town Manager in January. The Library Board of Trustees and the School Committee were required to submit their budget requests to the Manager no later than February 28, 2003. The appropriate section of the Town Charter is copied on the next two pages.

STEP	DATE	CHARTER CONSTRAINTS
Goals	Monday, February 24, 2003	Town Council Adoption of Goals (not a Charter requirement)
School Proposed Budget	Monday, January 5, 2004	Joint Meeting between Town Council and School Committee to discuss the School Committee's Proposed Budget (not a Charter requirement)
Capital Improvement Program	January 24, 2004	The Asset Management Commission submits the Capital Improvement Program
Proposed Budget	Monday, March 15, 2004	The Town Manager shall submit to the Council not later than the fiftieth day preceding the 1st Wednesday in May a proposed budget of anticipated revenues and proposed expenditures after a review of estimated requirements from department heads.
Proposed Budget	Monday, March 29, 2004	Town Council conducts all-day Public Work Session to discuss the Town Manager's Proposed Budget (not a Charter requirement).
Preliminary Approval of Budget and Capital Improvement Program	Monday, March 29, 2004	The Council has two weeks to give preliminary approval to the Town Manager's budget, which the Council may revise.
Public Hearings	Monday, April 19, Wednesday, April 21, 2004	Approximately three weeks after preliminary approval by the Council, two public hearings are held (one for school portion and one for all other budgets).
Petitions to Council	Monday, April 26, 2004	After preliminary approval of the budget, any qualified elector may circulate a petition requesting that the Council increase or decrease the budget. At least 50 signatures, validated by the Board of Canvassers, are required. The Council is required to consider and vote on each valid petition.
Final Approval of Budget	Wednesday, May 5, 2004	On or before the first Wednesday in May, the Council is required to make any final changes to the budget by a majority vote and consider any petitions. Following final approval, the budget is published and copies are available for the public.
Referendum Petitions	Tuesday, May 25, 2004	Following final approval by the Council, any qualified elector may circulate a petition requesting a referendum for either an increase or decrease to the total appropriation for a specific fund. Petition forms approved by the Town Clerk must be returned before the 20th day following the first Wednesday in May.
Budget Referendum	Saturday, June 12, 2004	Each valid petition with no less than 300 signatures along with the Council's final adopted budget is presented to the voters for a referendum vote on the second Saturday in June. The polls are open from 8:00 a.m. to 8:00 p.m.

APPENDIX I - TOWN CHARTER, ARTICLE IX and X. FINANCIAL PROVISIONS

Sec. 908. Budget.

Two weeks prior to the date on which the manager is required to submit the town budget to the council under the terms of section 1004 of article X, the school committee and the library board of trustees shall submit budget estimates to the manager in the same manner as other departments, for inclusion in that budget. The council shall consider appropriations for the school committee and for the library board in total only, and the allocation of moneys appropriated for the school and library purposes shall be determined by the school committee and the library board of trustees respectively.

(4-23-85; 11-8-88; 11-3-92)

Cross reference(s)--Budget schedule, Charter App. 1.

Sec. 1004. Proposed budget.

The schedule for the preparation, consideration, adoption and conduct of requested referenda on the annual town budget shall be followed each year as set forth in the various sections of this article, based upon the requirement that final action by the council thereon shall take place on or before the first Wednesday in May. Accordingly, the manager shall submit to the council on or before the fiftieth day preceding said first Wednesday in May, a proposed budget of receipts and expenditures and an explanatory budget message. For such purpose the manager shall obtain from the head of each department, board, commission and agency estimates of its revenues and expenditures and such supporting data as he or she may request. In preparing the proposed budget the manager shall review the estimates and may revise them as deemed advisable. The proposed budget as proposed by the manager shall show all anticipated revenue and all proposed expenditures, and the total of proposed expenditures shall not be greater than the total of anticipated revenues.

(4-23-85; 11-8-88; 11-3-92; reaffirmed 11-8-94)

Sec. 1005. Preliminary approval of budget.

The council shall have two (2) weeks to give preliminary approval to the budget submitted by the manager, and must do so on or before the thirty-sixth day prior to the first Wednesday in May. The council may revise said budget; provided, however, that if an increase is approved in the total of expenditures as proposed by the manager, the council also shall provide for increasing the total anticipated revenues and shall indicate the revenues necessary to maintain a balance between revenues and expenditures. No revenue from any source other than the tax levy shall be included in the budget as adopted by the council unless the facts clearly warrant the expectation that such amount actually will be realized in cash during the budget year.

(4-23-85; 11-8-88; 11-3-92)

Sec. 1006. Public hearings.

Following preliminary approval of the budget, the council shall schedule and hold two (2) public hearings, one (1) on the school portion of the budget at which the school committee shall be represented, and the other on the remainder of the budget. These hearings shall be scheduled to begin approximately three (3) weeks following preliminary approval of the budget and be completed on or before the thirteenth day preceding the first Wednesday in May. To inform the public prior to said hearings, the town clerk shall cause sufficient copies of the budget to be prepared for public distribution, and shall arrange for the publication thereof in a newspaper of general circulation in the town. At the hearings, all those desirous of being heard shall be heard.

(4-23-85; 11-3-92; reaffirmed 11-8-94)

Sec. 1007. Petitions to the council.

Following preliminary approval of the budget by the council, any qualified elector of the town may circulate a petition requesting the council to increase or decrease any item of expenditure in the said budget, or to insert a new item of expenditure. Such petition shall specify the budget item or insertion and

amount thereof; must be approved by the town clerk as to form prior to circulation, and must be returned to the town clerk on or before the ninth day preceding the first Wednesday in May. Upon receipt of such petition, the town clerk shall cause the signatures thereon to be verified by the board of canvassers forthwith, and if it contains no less than fifty (50) valid signatures of qualified electors of the town, shall transmit the same to the council. The council, before final adoption of the budget, shall consider and vote upon each such petition proposal; provided, however, that the council may change the appropriation for the school committee or the library board of trustees in total only.

(4-23-85; 11-3-92; reaffirmed 11-8-94)

Sec. 1008. Final approval of budget.

The council shall, on or before the first Wednesday in May, complete its consideration of any petitions it shall have received pursuant to section 1007, make any final changes in the budget it may deem advisable, and give final approval to said budget by a vote of a majority of all the members of the council. Following such approval, the town clerk shall cause sufficient copies of the budget to be prepared for public distribution, and shall arrange for publication thereof in a newspaper of general circulation in the town. The budget so adopted shall be the budget for the town for the ensuing fiscal year subject only to change pursuant to sections 1009, 1010 or 1011 hereof.

(4-23-85; 11-3-92)

Sec. 1009. Referendum petitions.

Following final approval of the budget by the town council, any qualified elector of the town may circulate a petition requesting that a referendum be held on the appropriation for a specific fund in the budget as approved. Such petition may propose a reduction or increase in the total appropriation for said fund. In the event that a reduction or an increase as proposed in any such petition is approved by the electors of the town voting thereon, the council shall cause the total appropriation for said fund to be adjusted upward or downward accordingly. The council, the school committee, or the board or library trustees, whichever has jurisdiction over the fund affected by such action, shall make reductions or may make increases within said fund to match the new appropriation total; however, if the council shall determine that expenditure of an added appropriation to the general fund for a suggested purpose would not be fiscally responsible, it shall adopt a resolution to that effect and shall not be required to expend the funds for said purpose, provided however, such funds shall not be spent for another purpose and shall revert to the general surplus.

The town clerk shall cause petition forms to be printed with standard language and spaces for the insertion of dollar amounts, budget fund designations, whether an increase or decrease of expenditure is called for, and other necessary information. All petition forms shall be approved by the town clerk before circulation, and must be returned to the town clerk on or before the twentieth day following the first Wednesday in May. Any language added to a petition, or any alteration of the language thereof, subsequent to its approval by the town clerk, shall be of no force or effect. The town clerk, upon the return of petitions to his or her office, shall cause the signatures thereon to be verified by the board of canvassers, such verification to be completed on or before the twenty-eighth day following the first Wednesday in May. There shall be no limit to the number of separate petitions which an elector may sign.

(4-23-85; 11-8-88; 11-3-92)

Sec. 1010. Budget referendum.

The town clerk shall cause a referendum by ballot to be held on the second Saturday in June, on all budget changes requested on petitions submitted pursuant to section 1009 hereof, provided that each such petition shall contain signatures of no less than three hundred (300) qualified electors of the town. The ballot used at such referendum shall be prepared by the town clerk in such manner as to allow the qualified electors to vote either to "approve" or "disapprove" on each separate petition proposal for an increase in appropriation, and shall also be so arranged that all proposed reductions in the appropriation for a particular fund shall be listed together with the original approved fund total, and the electors shall be instructed to vote either for the original total or for one (1) of the proposed reductions thereof. Each proposal for an increase in appropriation which is approved by a majority of electors voting thereon shall be declared to have been adopted; and whichever among the proposed reductions in appropriation for a particular fund receives the most votes shall be declared to have been adopted unless the original fund total approved by the council shall have received the most votes. The polls at such referendum shall be open at 8:00 a.m. and shall remain open until 8:00 p.m. (4-23-85; 11-8-88; 11-3-92)

APPENDIX J - STATISTICAL SUMMARY

Town Incorporated	1674
Home Rule Charter Adopted	1954
Type Of Government	Town Council/Manager
Fiscal Year Begins	July 1
Population: Official U.S. Census	
1910	4,084
1920	3,397
1930	4,279
1940	4,604
1950	14,810
1960	18,977
1970	29,793
1980	21,938
1990	23,786
2000	26,326
Area Of Town	44.2 Square Miles
Miles Of Roads:	
Local Paved	153.40
State Paved	42.65
Municipal Employees	
Exclusive Of Library, Police, Fire And Regular Education	89
Part-Time	187
Construction	
Permits Issued	1,641
Total Value	\$29,232,887
Fire Protection:	
Fire Stations-Town Owned	3
Employees: Uniformed	77
Civilian	1
Fire Alarm Boxes	319
Fire Hydrants	978
Police Protection:	
Police Buildings	1
Animal Control Buildings	1
Employees: Law Enforcement (includes Harbor)	52
Civilian	8
Animal Control	3
Election (11/05/2002)	
Registered Voters	19,476
Number Of Votes Cast	11,170
Percentage Voting	57%
Recreation:	
Parks And Public Squares	12
Acres For Recreation (Dev)	358.6
Tot Lots	4
Playfields And Major Recreation Facilities	4
Playgrounds	5
Bandstand	1
Undeveloped Sites	1
Municipal Tennis Courts	10

In Line Hockey Courts	1
Bathing Beaches	1
Golf Courses (3 buildings)	1
Marina (3 buildings)	1
Ball Diamonds (Inc Ripa):	
Youth Baseball	10
Softball	4
Basketball Courts:	
Outdoor	7
Football & Lacross Fields	1
Boat Landings	2
Soccer Fields	8
Library:	
Buildings	1
Employees:	
Regular	12
Part-Time	21
Education Personnel (as of June 2003 measured in FTE)	
Administrative and Certified	19
Non-Certified	14.5
Classroom Teachers	370.7
Aides	91
Lunch Workers, Bus Drivers	53
Clerical	37.5
Operation and Maintenance	48.5
Total Personnel	634.2
Students: Enrollment As of June 2003	
Kindergarten/Pre-One	310
Elementary (1-5)	1,779
Middle (6-9)	1,042
High (9-12)	1,355
Special Education Program	117
Sub Total In Our Schools	4,603
Resident Pupils Sent Out	56
Total Students	4,659
Education Facilities	
Central Administration Building	1
High School	1
Middle Schools	2
Elementary	6
Early Childhood Center	1
Other Municipal Facilities (excluding Recreation, Education, Fire, Police and Library)	
Town Hall	Water Towers (5), Booster Pumping Stations (5)
Town Hall Annex	Water Well Buildings (8)
IS Dept. Building	Highway and Water Garage (2)
Beachwood House Senior Center	Facilities Maintenance Building
Community Center	Wickford Public Restrooms
Public Works Facility	Little Red Schoolhouse
Solid Waste Transfer Station	35 West Main Street

APPENDIX K - GLOSSARY

<u>Apparatus</u>	Fire vehicles with pumps, aerial ladder, or an ambulance
<u>Appropriation</u>	The process by which funds are allocated.
<u>Aerial Ortho-photo</u>	The digital computer photo that is produced from aerial photography and used to create accurate assessor and engineering maps.
<u>ACAD</u>	A computer software company that specializes in engineering mapping applications. The general term CAD refers to computer aided design and is used primarily in engineering maps, plans and detailing.
<u>ARCVIEW</u>	A computer software program used in geographic information systems applications by governments.
<u>Backflow Prevention Device</u>	A device used to prevent contamination of the public water supply
<u>Basis of Accounting</u>	All governmental funds are accounted for using the modified accrual basis of accounting.
<u>Blue Cross/Blue Shield</u>	The health care plan that is provided to the Town employees.
<u>Budget Referendum</u>	The opportunity for the citizens to vote on an alternative to the Town Council adopted budget, which is provided for in the Town Charter.
<u>Business Personal Property</u>	All equipment, furniture, fixtures, computers and supplies used in the operation of a business.
<u>Callback Pay</u>	The overtime pay paid to Fire Department personnel when they are called back to work after going off duty.
<u>CAD - Computer Aided Dispatch</u>	Computerized equipment and software utilized in dispatching to emergencies.
<u>C.A.M.A- Computerized Assisted Mass Appraisal</u>	The software package used by the Tax Assessor's office to value all the parcels of property for taxation purposes.
<u>CIP –Capital Improvement Program</u>	A Capital Improvement Program is the multiyear scheduling of physical improvement. The schedule is based on studies of fiscal resources available and the specific improvements to be constructed over a 5 or 6- year period.
<u>Chip Seal</u>	The process of protecting the Town roads, which is a part of the Town's road improvement program.
<u>Classified Part Time</u>	Refers to employees who are part of a bargaining unit who work thirty hours or less per week.
<u>Classified Full Time</u>	Refers to employees who are part of a bargaining unit who work thirty-five hours per week or more.
<u>Commodities not Otherwise Classified</u>	Goods or expendable items for which specific line item classifications do not exist and which are not purchased on a regular basis for a particular department.
<u>C.D.B.G Community</u>	The Small Cities Community Development Block Grant Program is a

<u>Development Block Grant Program</u>	federally (HUD) funded program created in 1974 by the Housing and Community Development Act for the purpose of developing “viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunity; principally for persons of low to moderate income.” In Rhode Island, 33 Cities and Towns compete annually for funding granted to the State by HUD.
<u>C.L.A.N, Coordinating Libraries Automated Network</u>	A statewide consortium the allows North Kingstown residents to borrow books from all the public libraries in Rhode Island
<u>Comprehensive Plan</u>	A comprehensive plan is a guide to the physical development of a community. It translates the community values that describes how, why, when, and where to build, rebuild or preserve the community. The North Kingstown Comprehensive Plan is a 20-year document that is required by the state law to be updated every five years.
<u>Contractual services</u>	Those services that are provided to the Town by outside firms or companies.
<u>Contractual Services not Otherwise Classified</u>	Those services that are provided to the Town by outside firms or companies and for which specific line item accounts would not be practical due to the infrequent nature of the expense.
<u>Cooperative Libraries Automated Network (CLAN)</u>	A shared network of participating libraries within Rhode Island which offers users access to information and services throughout the State.
<u>D.A.R.E</u>	Drug Abuse Resistance Education. A program taught to all fifth grade classes by a police officer with the goal of preventing drug involvement by children.
<u>Delta Dental</u>	The dental care program which is provided to Town employees.
<u>Department</u>	Identifies the unit of local government in which a specific activity or function is carried out.
<u>Directed Patrol</u>	Assigned tasks or patrol locations as opposed to random patrol
<u>EMS</u>	Service provided by the Fire Department Rescue Division.
<u>Emergency Medical Services Enterprise Fund</u>	An accounting fund in which services provided are financed and operated similarly to that of a private business. There are two enterprise funds: 1) Water fund and 2) Quonset/Davisville Recreation Fund. User fees support both.
<u>Farm, Forest and Open Space</u>	Statewide program which encourages property owners to keep their land undeveloped through tax incentives.
<u>Field Work</u>	Inspection and measuring of any new houses, additions, or work done because of building permits issued.
<u>Forensic Equipment</u>	Equipment used to gather and test evidence such that it will be admissible in court
<u>Fringe benefits</u>	The non-salary compensation paid by the Town for the benefit of the employee.

<u>Fund</u>	An accounting entity comprised of a group of self-balancing accounts.
<u>Fund Balance</u>	The difference between revenue and expenditures. A negative fund balance is sometimes called a deficit.
<u>GIS Geographic Information System</u>	Computer related term that describes both hardware and software for processing storage and integration of digital computer mapping and data. GIS for North Kingstown will bring information together for Water, Assessor and Building Departments as well as State level.
<u>Haz-Mat</u>	Hazardous materials
<u>Inter-Community Activities</u>	Towns' activities that afford the children the opportunity to view compete or enjoy at the same level.
<u>ISDS</u>	Individual Septic Disposal System
<u>Looping Project</u>	Water Department undertaking to eliminate dead-end water mains
<u>Moving Radar Units</u>	Car mounted radar units capable of determining the speed of approaching vehicles even though the police car is moving.
<u>Non-Personnel Services</u>	Category of expense, which include purchased services, commodities, and debt
<u>Payments in lieu of taxes</u>	Revenue received by the Town for municipal services from entities who are exempt from taxation by State law and who have entered into an agreement with the Town for services.
<u>Personnel Services</u>	Category of expense, which includes costs, associated with the employment of full and part time employees and their fringe benefits.
<u>Prior year surplus</u>	The funds created from revenue received over estimate or unexpended appropriations in the previous fiscal year.
<u>Project DARE Drug Abuse Resistance Education</u>	The Police Department conducts an educational program in the elementary school regarding drug abuse. An officer is assigned full time to this program.
<u>Quonset/Davisville Recreation Fund</u>	An enterprise fund established to account for the operations of the Municipal Golf Course and the Municipal Marina at Allen Harbor.
<u>Retirement</u>	The title of a line-item budget account found in most cost centers where there are full-time employees which is used for recording expenses for the employer share of the cost of retirement benefits for active employees.
<u>Revaluation</u>	Process of valuing all properties consistently. Currently state law requires a full revaluation (visiting of all properties every nine years) and statistical updates at (3) three and (6) six years. Statistical revaluation consists of analyzing sales and comparing existing values of properties with the sales.

<u>Roll Call Training</u>	Targeted brief training sessions at roll call meetings prior to each patrol shift of the Police Department.
<u>Solid waste tipping fees</u>	The fee per ton of trash charged by the Rhode Island Solid Waste Management Corporation for the trash generated by North Kingstown transported to the Johnston landfill by the Town.
<u>Special Collections</u>	Rare and valuable books, maps, photographs, art works, etc. Kept in secure climate controlled area. North Kingstown Library's are primarily local history, local writers and genealogy.
<u>Substandard Lots</u>	Parcels of land that are currently in existence but do not conform to existing zoning regulations.
<u>Tangible Personal Property</u>	Taxable property such as business inventory, trailers, appliances in rental property and certain business equipment.
<u>Taxable Value</u>	The value of real estate, tangible personal property and motor vehicles determined by the Tax Assessor after deducting exemptions.
<u>Technical Review Committee (TRC)</u>	A committee composed of Planning Staff, Building Official, Town Engineer, Public Works Director, Water Director, Fire Marshall and a representative of the Police Department. For projects at the Quonset Davisville Industrial Park the committee is expanded to include representatives of the Economic Development Corporation.
<u>Teen Adventure</u>	A camp designed for early to mid-teens. The focus is on teamwork and participation along with following directions.
<u>Termination Allowance</u>	The amount due to an employee upon retirement as provided for by union contract and personnel rules and regulations for accumulated vacation and sick leave.
<u>U.S.G.S - United States Geographical Services</u>	Federal Government Agency performing a study of Hunt, Annaquatucket, and Pettaquamscutt aquifer.
<u>Unclassified Part Time</u>	Refers to employees who are not part of a bargaining unit who work less than thirty-five hours per week.
<u>Unclassified Full Time</u>	Refers to employees who are not part of a bargaining unit who work more than thirty-five hours per week.
<u>Unrestricted Fund Balance</u>	Funds remaining after all expenditures and revenues are recorded in a fiscal year that is not designated to a specific purpose.
<u>Wickford Village Plan</u>	A citizen's committee prepares the Wickford Village Plan for the Town. It articulates a vision for protecting, preserving, and enhancing the village of Wickford through design guidelines, infrastructure improvements, and management concepts.
<u>Windows NT LAN</u>	A Microsoft based operating system that creates a local area network so all the computers that are part of it can share information.