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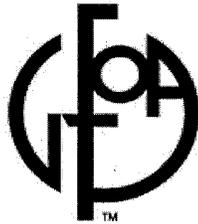
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DISTINGUISHED BUDGET AWARD

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, 2004. 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, 2004

Handwritten signature of Nancy L. Ziehl in cursive.

President

Handwritten signature of Jeffrey R. Emery in cursive.

Executive Director

PREFACE

The proposed Fiscal Year 2006 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. In addition we have added some information relative to other agencies with similar missions. 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.

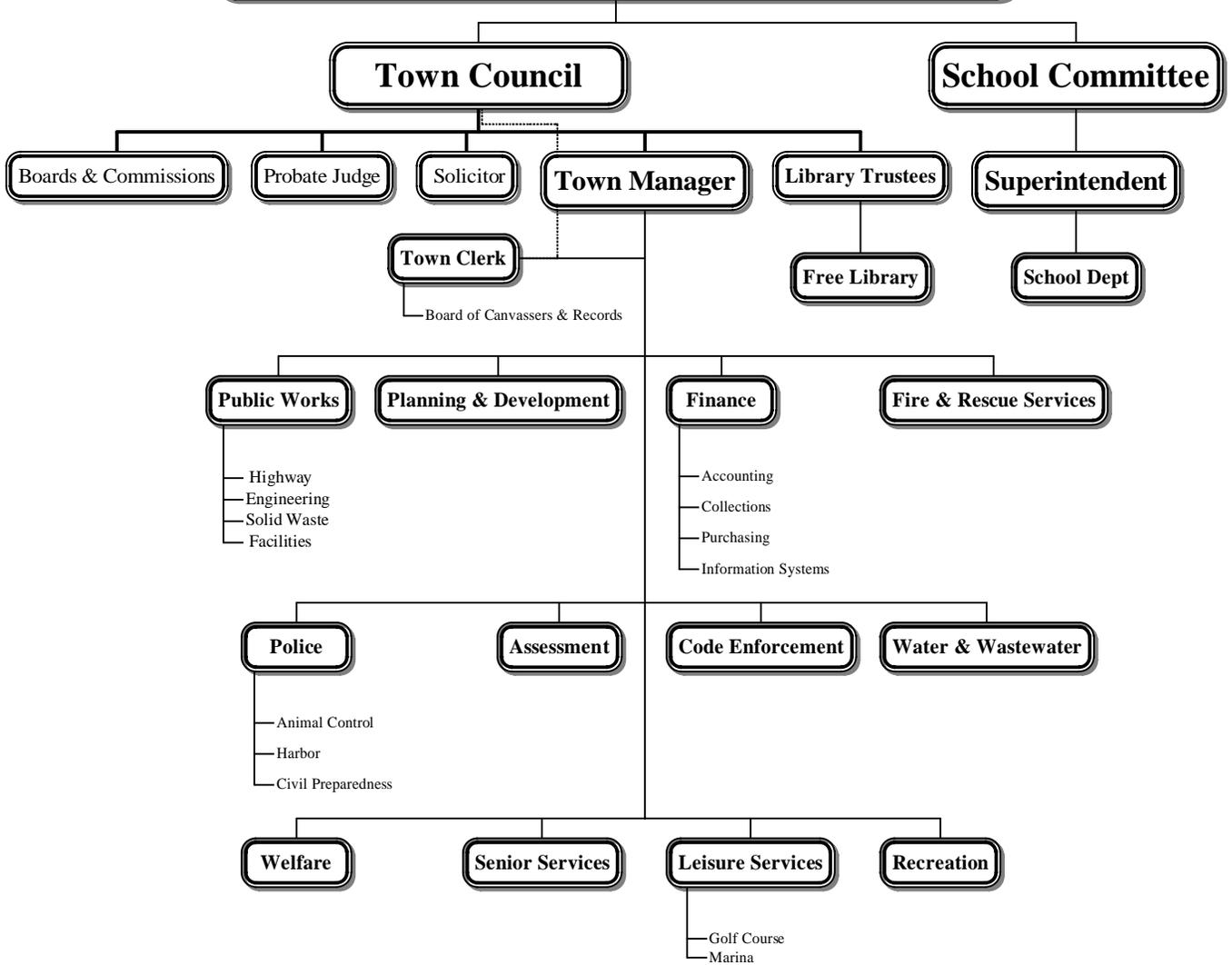
School Capital Reserve – is used to account for financial resources used for the renovation, acquisition or construction of major capital facilities and/or equipment for the School Department.

For the seventh 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. This years difficult financial times combined with increased information requested by the Town Council placed significant demands on the Town Department Heads for producing and revising information submitted during the budget process. I want to thank the Department Heads for their cooperation during the development of this budget. In addition I also want to thank Cynthia J. Olobri, Finance Director who does the bulk of the work during the budget development. Creative financial solutions and the flexibility to adapt to different policy directions are the hallmark of Cindy's effort during the budget season. Finally, I want to recognize the efforts of Marilyn F. Cohen, Director of Planning and Development, who is retiring this year. Marilyn besides all she has done for North Kingstown in the planning arena, Marilyn is regularly is called on to contribute at the last minute to the budget document. She has always made valuable suggestions.

Richard I. Kerbel
Town Manager
March 14, 2005

North Kingstown Governmental Organization

The People of the Town of North Kingstown



TOWN OF NORTH KINGSTOWN OFFICIALS

TOWN COUNCIL

Anthony F. Miccolis, Jr. – President
Edward J. Cooney
Suzanne M. Henseler
John A. Patterson
Mark S. Zaccaria

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	Edward Charboneau
FIRE CHIEF	David Murray
DIRECTOR OF WATER SUPPLY	Susan Licardi
TOWN CLERK.....	James D. Marques
TAX ASSESSOR	Linda Cwiek
BUILDING OFFICIAL.....	Jack Leyden
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

As a basis for the budget process for fiscal years 2006 and 2007 the Town Council sets the following Goals for the Town of North Kingstown on February 14, 2005:

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 through an improved, interactive 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 consistent with the Town's approved Affordable Housing Plan. 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 believe that it is vital to provide a first class public education with goals of excellence, equity, and continued improvement in all our schools with a budget that is fiscally responsible. 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 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 cost effective government services and will make every effort to limit any increase in the tax burden. The Town Council will reduce long-term debt by retaining our favorable bond rating. The Town Council will also lead efforts to advocate for change in the current property tax system while at the same time continue to seek opportunities to assist our elderly residents with tax exemption programs. The fiscal environment in which the Town's budget is formulated presents both a significant increase in non-discretionary costs and reduced commercial property tax revenue due to re-evaluation. The Town Council remains committed to creating a balanced and fair budget for the community. The Town Council will direct that all activities and spending be examined to identify waste and non-value added activities; identify redundant functions between the town and school and identify areas wherever functions/services can be consolidated. The Town Council will also consider all incremental opportunities of revenue to fund the budget other than the residential property tax. If these measures are not successful in producing a budget with acceptable residential tax levies, it would be necessary to assess possible service and staff adjustments.

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 to preserve the character of our community.

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 Business Park. The Council will also support educational and tourism opportunities at the Quonset Business Park, to ensure the vision of a world class, mixed-used facility. 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, and promote the Town's historic resources and regional tourism attractions. 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 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 and explore new approaches for citizen participation in Town government through service on Boards and Commissions and other volunteer opportunities.



INCORPORATED 1674

TOWN COUNCIL'S FINAL ADOPTED BUDGET

The following is the Town Manager's budget message, modified (**changes shown in bold typeface**) to reflect the changes the Town Council made in adopting the Final Budget on May 4, 2005. A voter budget referendum was held on June 7, 2005. The Town Council's budget was upheld and the final vote of appropriation was made on June 13, 2005.

TOWN MANAGER'S BUDGET MESSAGE

INTRODUCTION

On February 14, 2005, the Town Council adopted a resolution stating: "That the Town Council hereby adopts a cap in expenditures in the Town of North Kingstown's Fiscal Year 2006 budget, which is equivalent to the January percentage increase in the Consumer Price Index (CPI) over the January 2004 figure plus an estimate for population growth . . . The municipal portion of this budget is in compliance with that cap. In order for the School and Library portions of the budget to be in compliance with the expenditure cap bottom line, reductions have been made in the budgets submitted by both the Library Board of Trustees \$8,602 and the School Committee \$583,879. For the year ending January 2005, the Consumer Price Index increased by 3.0%. The most recent population estimates for North Kingstown developed by the Office of Statewide Planning has population growth in North Kingstown increasing at an annual rate of 0.5%. The table below summarizes the expenditure increases in the budget.

<i>Expenditures Compared to CPI Plus Population Growth</i>	<i>Expenditures Amended Fiscal Year 2005</i>	<i>Expenditures Proposed Fiscal Year 2006</i>	<i>Expenditure Increase</i>	<i>Percent Increase</i>
Municipal (1)	23,095,220	23,499,203	403,983	1.75%
School (2)	49,186,852	50,908,392	1,721,540	3.50%
Debt (3)	5,718,453	5,529,068	-189,385	-3.31%
Total Combined	78,000,525	79,936,663	1,936,138	2.48%
CPI + Est. Population Growth				3.50%

- (1) General and Library Funds
- (2) School and School Capital Reserve Funds
- (3) Debt Service Fund

Equally limiting for this year's budget is the State property tax increase cap of 5.5%. **This budget is in compliance with the 5.5% cap.** The table below summarizes the property tax impact of the proposed budget.

Quick Fact:	The new tax rate is \$14.85.
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<i>Tax Rate Per Thousand Change</i>	<i>FY 2005 Tax Rate</i>	<i>FY 2006 Tax Rate</i>	<i>Difference</i>	<i>Percent Change</i>
Municipal	3.10	3.31	.20	6.55%
School	10.19	10.48	.29	2.80%
Debt Service	1.08	1.06	-.02	-1.72%
Total	14.38	14.85	.47	3.27%

In order to comply with these limitations, significant reductions are proposed on the Municipal side of the budget. This is not to imply that there have not been significant reductions on either the School or Library side, but since the Town Council only has bottom line authority over those budgets, no individual service reductions are proposed in this document. In order to make the reductions in the Town budget, the Town Council goals included on page vii of this document have been used as a guide. Town Council discussions of the budget during the various Council meetings from December through March were also used as guidance when determining where to reduce expenditures.

In summary, the reductions proposed represent the following values:

- Maintaining core governmental functions
- Reducing personnel costs but avoiding layoffs
- Continuing to invest in the Town's infrastructure
- Reductions of annual and **non-recurring** expenses so that the expenses will not creep back into the budget in future years.

In addition, the revenue portion of the budget has been based upon the premise of using the property tax as the funding source of last resort. This means that fee increases are proposed where North Kingstown's fees are currently lower than surrounding communities.

Quick Fact: Seven full time positions are proposed for elimination by attrition in this budget.

Despite the bleak financial picture all is not lost in North Kingstown, the readers need to remember that North Kingstown is a wonderful place to live and work and that North Kingstown's municipal government is a leader in many statewide issues. There are fair union contracts in place. All employee groups have some form of health insurance co-payment of premiums in place. There are environmental and land preservation efforts that are recognized statewide. The Town's financial practices continue to receive national recognition

In summary the changes to a status quo budget are as follows;

- Elimination of seven budgeted full time positions. This reduction is accomplished through attrition by not filling vacancies that currently exist.
- Increased private fund raising to support non-core services. Last year, the Town made 10% reductions to funding for outside agencies. It is proposed that the Town take the next step in eliminating the funding for outside agencies this year by further reducing the funding an additional 40%. It is also recommended that the agencies be told that in Fiscal Year 2007 the Town will not be funding any outside agencies. Combined with this is a recommendation that the Town Council charge one of the existing citizen committees with developing private sector funds to replace some of the tax dollars that are being cut. Last year, many businesses expressed a willingness to fund some Town functions with some of the tax dollars savings they realized from the Town not classifying the tax role. It would not be ethically sound for Town employees to be doing the fund raising, but a citizens committee should be charged with developing those fund raising opportunities.
- Following the recommendations of some of the Town's Fiscal Fitness campaign. Though it is too early in the process to identify specific cuts, Town staff is ready to implement changes that are recommended through the program.
- An unfortunate reduction in the commitment to some capital expenditures particularly the School capital reserve decrease from \$500,000 to \$195,000 and road overlayment and road crack sealing efforts from \$470,000 to **\$330,000** and a concern about lack of adequate investment in the golf course.

Quick Fact: The Transfer Station price per bag is proposed to increase to \$1.30.

- Increasing building permit, planning related and Transfer Station fees. All of the changes proposed will increase the fees to those of surrounding municipalities. It is anticipated that the additional revenues from these fees will be \$120,000.
- Transferring a portion of the realty transfer fees that were previously exclusively dedicated to land Preservation efforts.
- **Creating recreation use fees related to field usage by private organizations and by adult leagues. These fees will generate \$50,000.**
- **Reducing the Town Council Contingency by \$25,000.**

THIS YEAR IN REVIEW

This current fiscal year was another successful year for the Town. Most importantly, there is a new Town Council with three members who were not on the Town Council that adopted the budget last May. The Town continued to improve the infrastructure of the Town with the completion of the locally recognized Brown Street reconstruction. There is a chance for substantial savings from a bond refinancing that is underway.

Quick Fact: The Town will have preserved 102 acres of land by the end of Fiscal Year 2005.

There has been a continued effort at land preservation with an additional 102 acres of land preserved or scheduled for preservation since July 1, 2004. The following is a review of the major accomplishments of this past year shown within the framework of the Town Council goals.

VISION

The Town Council adopted two major amendments to the Town’s Comprehensive Plan during this fiscal year: the adoption of a Town Affordable Housing Plan and the adoption of the Quonset Master Plan as a component of the Town’s Comprehensive Plan. State Law required the former and spells out how the Town will reach the State mandated goal of 10% permanently affordable housing units in North Kingstown. The Quonset Master Plan represents a new relationship with the State in the development of the Quonset Business Park. In addition, the Town Council has communicated with the Department of Transportation the policy direction of the Council for the development of both the Quonset to Wickford and Wickford to Wickford Junction Bike Paths. The Council also adopted an amendment to the Town’s zoning ordinance adopting regulations for a planned village district, which will be used to develop property adjacent to Post Road. Finally, it is anticipated that the Planning Department will complete the Post Road corridor study, which will articulate a vision of the development of the corridor from Wickford to the northern Town border.

QUALITY OF LIFE

As mentioned earlier, FY 2005 is a significant year for land preservation in the Town. With a generous donation from the heirs of Elizabeth Viall and a State grant the Town obtained the development rights and preserved 70 acres along Gilbert Stuart Road. Another 21 acres is hoped to be preserved by the acquisition of development rights for the Stephen Pierce property also adjacent to Gilbert Stuart Road. This will continue the land preservation efforts for an east to west section of land near in the southern part of Town. Further north, the Town has completed the outright purchase of the Dworman Nature Preserve, which is five acres plus the Annaquatucket Mill pond. The Town has just announced that with the use of voter approved bond funds it will purchase the development rights of approximately 11 acres on Harrison Street, which will prevent the development of nine lots on the already busy Harrison Street. The Police Department has undertaken a major program to reduce speeding in North Kingstown. Speeding is the number one public safety related complaint in North Kingstown, and the new TEAR program has already issued 3,200 tickets. The Town’s Leisure Services Committee has coordinated more cultural programs than ever in North Kingstown. New this past year was the Colonial Theater’s Shakespeare on the Beach production of “Much Ado About Nothing”, which combined with the Trinity Repertory Company

production of “Two Gentleman of Verona” and Ricardo Pitts Wiley’s production of “Othello” formed an August North Kingstown Shakespeare festival. Unfortunately, this past year the Town was found to have violated the State’s Open Records Act and forced to pay the Providence Journal’s legal fees of \$15,000 in pursuing the claim. This decision was particularly difficult to take since the Town prides itself on being an open and honest government.

ENVIRONMENT

This past year, there were no boil water advisories in North Kingstown. The Water Department has contracted for the installation of disinfection system for the Town’s water supply in the northern end of North Kingstown. It is anticipated that the disinfection will be added to the water by end of the Fiscal Year. The Water Department has continued the Healthy Landscapes project with the University of Rhode Island Cooperative Extension Service. Low water demand demonstration gardens were planted in four locations in North Kingstown. The Town continued its efforts to clean up Wickford Cove: eleven new ISDS systems were funded with grants awarded to the Town, the Town supported Save the Bay’s efforts to plant eel grass in Wickford Harbor and to mitigate the storm water drainage to Wickford Harbor.

Quick Fact: North Kingstown’s 32% Recycling Rate is the highest in the State of Rhode Island.

ECONOMIC DEVELOPMENT

As mentioned earlier, the Town adopted the Quonset Master Plan as a part of its Comprehensive Plan. This shared State /Town vision for the Industrial Park was just one of many changes witnessed in the Industrial Park this fiscal year. There is a new organization charged with developing the Industrial Park. It is the Quonset Development Corporation, a new name replacing the old more cumbersome and somewhat negative connotation of the Quonset Davisville Industrial Park, and the issue of the first request for proposals for the development of a portion of the industrial park by a private developer. It is anticipated that the Quonset Board will select the preferred developer at their April Board meeting. In addition, the Town entered into a new Payment in Lieu of Taxes agreement with the Quonset Development Corporation for the Quonset Business Park. Within the Park, SENESCO Marine has entered into a contract to build three barges. This could result in a doubling of their work force. Ocean State Jobbers magnificent new headquarters and distribution center (40,000 square feet office and 472,947 square feet warehouse) has now opened. The Town has entered into a purchase and sales agreement with the a private developer to convert the historic Wickford Fire Station, which has been under utilized for years, into a retail and office location in Wickford.

FISCAL

This year, the Town Council formally adopted the budget expenditure cap. In addition, the Town Council will adopt by the end of the year new fees for the golf course, Allen Harbor, planning review, code enforcement and impact fees. All of these activities will reduce the dependence on the property tax. For the July 2004 tax bills, 1,673 taxpayers received an increase in their veteran’s exemption that resulted in savings to the taxpayers of over \$34,000. The Town continues to participate in the statewide energy aggregation program. Through January, the Town has realized \$35,445 of savings due to the program. The Town’s fiscal advisors are working to refinance up to \$42 million of Town debt, estimates of savings from this refinancing are \$1.5 million over the life of the bonds. This year, the voters approved a \$9.0 million school repairs bond and defeated a \$1.1 million golf course irrigation bond. The revaluation numbers that were the basis of the July 2004 tax bills have resulted in 250 assessment appeals. This substantially less than the 348 assessment appeals that were filed after the previous revaluation in 2001.

Quick Fact: In May 2004, Standard and Poors raised the Town’s bond rating to AA-.

INFRASTRUCTURE

The Town's investments in infrastructure continued in Fiscal Year 2005. The Brown Street project was completed. The Public Works Department contracted for the overlayment of 5.5 miles of roads. A new sidewalk was constructed connecting the new High School to Amy Street, allowing safe pedestrian access between adjacent residential neighborhoods and the High School. The Water Department continues the approval process for a new water supply well at Lischio Field and has completed the installation of the SCADA system. The Town has also invested in its equipment by purchasing 50 golf carts and a utility vehicle with aeration core harvester for the golf course, new dispatch radio equipment for Police and Fire, a sand and salt spreader and mowing equipment for Public Works. By the end of the fiscal year, it is anticipated that we will replace two trucks for the highway department, five new police cars and will contract for replacement of the cab and chassis for two rescue vehicles. The continued State construction of the new Route 403 Quonset Access Road has resulted in the State constructing a new Transfer Station for the Town, which will open shortly. The State is also beginning the safety improvements to Routes 4 and US 1.

Quick Fact: The Town paved 5.5 miles of Road in Fiscal Year 2005.

For the Town organization, it is anticipated that a new Business Code of Conduct will be adopted at the recommendations of the Town auditor. In addition in compliance with Federal regulations, a new equal employment opportunity program was adopted. During fiscal year 2005, three Town Department Heads, Marilyn Cohen, Director of Planning and Development, Steve Fage, Police Chief, and Jack Lees, Code Enforcement Officer, retired. Edward Charboneau, Police Chief and Jack Leyden, Code Enforcement Officer, have already been appointed to fill the vacancies created. Recruitment is underway for a new Director of Planning and Development. The Town Council also initiated a program recognizing the retirement of Town employees at Town Council meetings.

THE PROPOSED BUDGET BY GOALS

The primary new emphasis of this coming year's budget will be the restructuring of Town operations in response to the reductions in personnel and services as a result of compliance with the expenditure cap. Even though there are personnel reductions and reduced capital spending, there still will be progress in North Kingstown. The purpose of this section of the budget is to summarize the activities that are proposed.

VISION

During fiscal year 2006, the Town will begin the second five-year update of the Town's Comprehensive Plan. The new Director of Planning and Development will be charged with making sure the citizens are engaged in the process despite the fact that the most recent update was just accepted by the State in 2002. Also this year, the Town will be working with developers to produce some affordable housing projects. The Town is seeking outside funds to study the expansion of the Senior Center but in the budget, funds are set aside to begin saving the replacement of the 1995 senior bus. Unfortunately, one of the reductions in the budget will be funding for the South Kingstown adult day care center. This is a regional day care program serving the communities of Narragansett, North Kingstown and South Kingstown. However, the State of Rhode Island RIDE transportation system contracts with the Department of Elderly Affairs to transport elders to the closest day program. For North Kingstown residents, they are South Kingstown Adult Day Care and Cornerstone Adult Day Care and Alzheimer's Center in Warwick. Staff will also be working with the Town Council and consultants at RI.gov, which is a State sponsored group, to update the Town's web page to provide additional information to the users. One enhancement will be the placing of imaged documents on the web page that will allow access to additional information.

Quick Fact: Marilyn F. Cohen, Director of Planning and Development, is retiring after 18 years of service to the Town, the longest for any North Kingstown Town Planner.

QUALITY OF LIFE

In Fiscal Year 2006, the Town should complete the purchase of development rights of approximately 11 acres on Harrison Street as part of the Fletcher Meadows development. In addition, the State anticipates having a grant round for recreation system improvements. The Town will apply for that round of funding to continue making improvements to Town recreation facilities. A major initiative proposed in this year's budget is identifying a Town committee to pursue private sector funding of previous Town funded items such as the Fourth of July fireworks and the donations that the Town has made to human service organizations.

ENVIRONMENT

Foremost in protecting the Town's environment will be the renovation of the Belleville Pond dam and the closure of Hamilton Allenton landfill. In addition, this budget proposes continued funding for the curbside recycling program. North Kingstown has the highest recycling rate (32%) of any community in the State. This recycling program comes at a cost to taxpayers of \$390,000 per year. This high rate of recycling in North Kingstown can be attributed to the Town's method of charging per bag for waste disposal while collecting recyclables at no charge. The Water Department should complete the development of the new water supply well at Lischio Field and the connection of the alternate well #5.

ECONOMIC DEVELOPMENT

The Quonset Development Corporation will be issuing request for proposals for the development of additional properties at the Quonset Business Park during the coming Fiscal Year. In addition, the Town of North Kingstown's Economic Development Advisory Board should be pursuing the development of materials on how to start a business in North Kingstown. Plans for the commuter rail station at the Wickford Junction should be available during the coming year.

Quick Fact: The development of the Gateway parcel at the Quonset Business Park is scheduled to begin in Fiscal Year 2006.

FISCAL

The Town Council has proposed taking a lead role in the development of property tax reform in Rhode Island. Pursuing this initiative through the State Legislature will require a major effort. The Town is in the midst of Fiscal Fitness similar to the State government initiative. The implementation of recommendations is proposed for next year. In addition, there are fee adjustments proposed for the Transfer Station (from \$1.20 to \$1.30 per bag), Building Official and Planning. The Finance Department and Assessors Office will, restructure internal and customer services by reducing employees by one and sharing the employee. Also the Public Works and Finance Department will be taking the lead in implementing GASB 34 by accounting for the value of the Town's infrastructure assets such as roads, sidewalks, drainage and capital improvements other than buildings, which is required to be implemented by the end of fiscal year 2007.

INFRASTRUCTURE

All the capital improvements in proposed in the Budget are detailed in the Capital Chapter of the Budget. Town funded projects include the continuation of the Wickford sidewalk project to Main Street. An additional **\$315,000** of road overlayment is proposed. This should accommodate the paving of 3.3 miles of roads. The Public Safety Building expansion design should be completed during the year. In addition the Town must actively pursue the funding, location and construction of the Quonset Fire Station and the Fire Station #2 relocation. While there is a reduction in capital spending proposed in this budget funds \$300,000 are proposed for the Town capital reserve and \$195,000 is proposed for the School Capital reserve. Caution should be noted that this reduced investment in the Town's infrastructure could cause faster deterioration of the infrastructure and the requirement of additional expenditures in the future.

State investment in North Kingstown will remain ambitious. The \$48,000,000 bond approved for development of the Quonset Business Park will begin with the demolition of additional buildings and the construction

Quick Fact: This winter's snow plowing efforts were bolstered by the Town's newly completed salt storage facility.

of Cross Park Boulevard. The Department of Environmental Management should construct the parking lot for the Chafee Nature Preserve. The Department of Transportation will continue the Route 403 project and the Route 1 and 4 safety improvements. The new exit and entrance ramps at the Route 1 and Route 138 intersection should be completed. The demolition of the old Jamestown Bridge should begin during the year.

Quick Fact: The Town Health Insurance premium increase will be \$104,000 next year.

EXPENDITURE SUMMARY

A legitimate question asked by every citizen, taxpayer, or user to Town services is where does my money go? The graphic below demonstrates that for every dollar spent by the Town, \$.60 is spent on Education, \$.14 is spent on Public Safety services (Police and Fire), \$.09 is spent on Public Works (including Water), \$.06 is spent on General Government (Administration, Finance, Assessor, Planning, Senior Services, Welfare, Code Enforcement and General Operating), \$.07 is spent on Debt, \$.02 is spent on Recreation (Recreation, Golf Course and Allen Harbor) and \$.01 is spent on the Library.

WHERE DOES YOUR MONEY GO?



This coming year, the total General, School, School Capital Reserve, Municipal, Library, Quonset Davisville Recreation, Water and Debt Service Funds budget is **\$84,395,396**. This represents a net increase of **\$2,029,444** or **2.46%**. The primary reasons for this increase are a school fund increase of \$2,026,540, municipal retirement contribution increases of \$447,000, municipal health insurance increases of \$104,000, and municipal compensation increases of \$267,000. A more detailed description of the changes follows in the individual fund discussions.

Quick Fact: The municipal retirement increase will be \$447,000 next year.

	Expenditures Last Year 03-04	Projected Expenditures through 6/30/05	Adopted Budget Current Year 04-05	Adopted Budget Next Year 05-06	Budget Increase Decrease	Percent Changed Current/ Next
DEPARTMENT						
Town Council	\$45,259	\$44,894	\$145,041	\$119,987	-\$25,054	-17.27%
Town Manager	\$189,281	\$203,211	\$205,525	\$208,311	\$2,786	1.36%
Town Clerk	\$399,943	\$486,767	\$515,311	\$476,450	-\$38,861	-7.54%
Town Solicitor	\$392,200	\$204,000	\$201,000	\$201,000	\$0	0.00%
Finance	\$632,810	\$654,394	\$655,016	\$651,781	-\$3,235	-0.49%
Assessor	\$200,736	\$221,384	\$224,022	\$217,044	-\$6,978	-3.11%
General Operating	\$2,053,577	\$2,324,291	\$2,335,197	\$2,270,424	-\$64,773	-2.77%
Fire	\$5,938,228	\$6,358,688	\$6,267,185	\$6,640,108	\$372,923	5.95%
Police	\$4,834,215	\$5,037,488	\$5,207,141	\$5,391,222	\$184,081	3.54%
Planning	\$359,435	\$376,452	\$386,691	\$371,260	-\$15,431	-3.99%
Public Works	\$4,262,780	\$4,760,010	\$4,657,714	\$4,672,067	\$14,353	0.31%
Short-term Debt	\$1,898	\$1,900	\$1,700	\$0	-\$1,700	-100.00%
Welfare	\$186,085	\$175,497	\$175,752	\$120,943	-\$54,809	-31.19%
Senior Citizens	\$288,860	\$288,232	\$291,816	\$302,500	\$10,684	3.66%
Code Enforcement	\$255,420	\$266,626	\$270,994	\$264,952	-\$6,042	-2.23%
Recreation	<u>\$392,901</u>	<u>\$408,797</u>	<u>\$394,787</u>	<u>\$390,215</u>	<u>-\$4,572</u>	<u>-1.16%</u>
General Fund	\$20,433,629	\$21,812,631	\$21,934,892	\$22,298,264	\$363,372	1.66%
Debt Service Fund	\$5,873,276	\$5,718,453	\$5,718,453	\$5,529,068	-\$189,385	-3.31%
Library	\$1,133,352	\$1,152,980	\$1,160,328	\$1,200,939	\$40,611	3.50%
Quonset Davisville	\$1,350,401	\$1,217,153	\$1,338,399	\$1,325,930	-\$12,469	-0.93%
Water	\$2,325,148	\$3,015,322	\$3,027,028	\$3,132,803	\$105,775	3.49%
School Fund	\$47,588,841	\$48,686,852	\$48,686,852	\$50,713,392	\$2,026,540	4.16%
School Capital Res.	n/a	n/a	\$500,000	\$195,000	-\$305,000	-61.00%
GRAND TOTAL	\$78,704,647	\$81,603,390	\$82,365,952	\$84,395,396	\$2,029,444	2.46%

BY DEPARTMENT

The only Municipal Departments with significant proposed increases are the Fire, Police, Senior Citizens, and Water Departments. The largest percentage decreases are proposed in Welfare/Contribution's and the Town Clerk's budgets.

A major issue for the budget is the increases 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>FY06 Contribution Rate</i>	<i>Dollar Increase FY05 to FY06</i>
Police	8.27%	15.90%	17.61%,	\$74,509
Fire	9.93%	14.46%	19.92%	\$216,432
Non-Public Safety	2.39%	5.99%	9.12%	\$156,553

Besides the Municipal employees the School Department estimates a \$1,200,000 increase in the retirement contributions for their employees. **The final approved State Budget provided for pension reform that resulted in savings of \$530,000 for the School Department.**

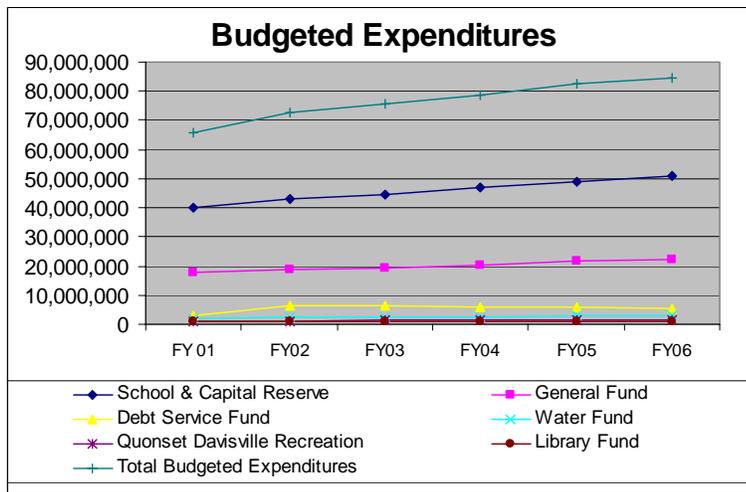
In addition, all Town Departments with personnel will see an increase in health insurance rates as well. While the plans differ depending upon which of the three union contracts govern someone's employment or if they are non-union, the average increase in health insurance costs for Municipal groups was 12.73%.

The increase in both the Police and Fire Departments are due primarily to contract settlements and either contracted minimum manning requirements or desired minimum staffing levels. The increase in the Water Fund is due to contractual raises and continued investment in the infrastructure. The decrease in the Town Clerks' Office is due to the lack of a presidential or Statewide primary in the coming year. These expenses will return the following year. The decrease in the Welfare/Contributions is due to the proposed reduction in funding for agencies.

Quick Fact: All three Town bargaining units contracts continue through the next two fiscal years.

BUDGET TRENDS

The graph and table below that illustrates the growth in budgeted expenditures by fund for all funds since 2001.



<u>Budgeted Expenditures</u>	FY 01	FY02	FY03	FY04	FY05	FY06
School & Capital Reserve	40,164,756	42,961,631	44,751,043	47,037,276	49,186,852	50,908,392
General Fund	17,987,414	18,616,973	19,530,214	20,515,137	21,934,892	22,298,264
Debt Service Fund	3,013,724	6,226,678	6,543,980	5,873,477	5,718,453	5,529,068
Water Fund	2,223,247	2,435,221	2,440,188	2,543,105	3,027,028	3,132,803
Quonset Davisville Recreation	1,147,103	1,231,487	1,425,165	1,316,539	1,338,399	1,325,930
Library Fund	1,060,035	1,078,059	1,111,496	1,140,629	1,160,328	1,200,939
Total Budgeted Expenditures	65,596,279	72,550,049	75,802,086	78,426,163	82,365,952	84,395,396

Expenditures have grown 28.7% over the six-year period. This year, total expenditures will grow only **2.46%**. The fund with the largest percentage increase over the six-year period is the Debt Service Fund.

GENERAL FUND

General Fund expenditures will increase by **\$363,372** or **1.66%**. As the table below demonstrates, over \$650,000 of this increase is attributed to personnel and benefit cost increases previously explained. This is despite the fact that seven currently vacant positions in various general fund supported departments will not be filled. The health insurance premium increase for the General Fund will increase by \$90,000 for both active and retired employees. The General Fund's cost for employer retirement contributions will increase by \$392,000. Currently, all union contracts are in the middle years of contract settlement. The Fire Department budget increase includes a \$200,000 increase in the overtime lines, which is in recognition of the actual expenditures that have occurred over the past few years. Proposed major capital spending includes replacement of six Police vehicles, two large dump trucks, a turf tractor and a pickup truck for the Public Works Department. The road, drainage and sidewalk program funding has been requested at a total of **\$572,000** in operating funds.

<i>GENERAL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE/
ORDINARY RECURRING EXPENSES	2003/04	2004/05	2005/06	(DECREASE)
PERSONNEL SERVICES	\$15,210,019	\$16,561,783	\$17,213,213	\$651,430
NON-PERSONNEL SERVICES	<u>\$4,667,575</u>	<u>\$4,853,960</u>	<u>\$4,614,439</u>	(\$239,521)
TOTAL RECURRING EXPENSES	\$19,877,594	\$21,415,743	\$21,827,652	\$411,909
MAJOR CAPITAL OUTLAY	\$500,622	\$395,750	\$403,000	\$7,250
SHORT TERM FINANCING	\$1,700	\$1,700	\$0	(\$1,700)
CONTRIBUTIONS	<u>\$135,221</u>	<u>\$121,699</u>	<u>\$67,612</u>	<u>(\$54,087)</u>
TOTAL ESTIMATED REQUIREMENTS	\$20,515,137	\$21,934,892	\$22,298,264	\$363,372

WATER FUND

Water Fund expenditures are proposed to increase by \$105,775 or 3.49%. The proposed expenses reflect increases in personnel costs associated with union contracts and health insurance premiums and retirement contributions. No personnel changes are proposed in the Water Department except for the elimination of the vacant water quality intern position. Continued investment in the water system infrastructure is proposed with initial funding for Well #11 treatment works of \$375,000, emergency generator pump station design of \$183,000, and engineering for Juniper Hill and Forge Road tanks for \$100,000.

Quick Fact: The Town will begin disinfecting its water this coming summer.

<i>WATER FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE/
ORDINARY RECURRING EXPENSES	2003/04	2004/05	2005/06	(DECREASE)
PERSONNEL SERVICES	\$878,009	\$931,928	\$979,514	\$47,586
NON-PERSONNEL SERVICES	<u>\$841,630</u>	<u>\$875,262</u>	<u>\$985,035</u>	<u>\$109,773</u>
TOTAL RECURRING EXPENSES	\$1,719,639	\$1,807,190	\$1,964,549	\$157,359
MAJOR CAPITAL OUTLAY	\$702,622	\$1,098,984	\$1,047,400	(\$51,584)
DEBT SERVICE	<u>\$120,844</u>	<u>\$120,854</u>	<u>\$120,854</u>	<u>\$0</u>
TOTAL ESTIMATED REQUIREMENTS	\$2,543,105	\$3,027,028	\$3,132,803	\$105,775

QUONSET DAVISVILLE RECREATION FUND

The Quonset Davisville Recreation Fund is proposed to decrease by 0.93% or \$12,469. This decrease is due to a \$40,000 reduction in investments in capital projects. While the following capital projects are proposed for next year, \$20,000

Quick Fact: The Allen Harbor Marina will have new restrooms for the new boating season.

for tee upgrades, \$20,000 for Allen Harbor bulkhead design and \$20,000 for South Dock expansion, there is concern that not enough funds are being invested in the golf course. Last year's defeat of the bond referendum for the golf course irrigation calls into question how the Town is going to maintain the infrastructure at the golf course. Unfortunately this issue is systemic of the golf course industry in Rhode Island, which may be over built at this time.

<i>Q/D RECREATION FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2003/04	2004/05	2005/06	(DECREASE)
PERSONNEL SERVICES	\$623,521	\$675,514	\$705,850	\$30,336
NON-PERSONNEL SERVICES	<u>412,897</u>	<u>460,220</u>	<u>462,221</u>	<u>\$2,001</u>
TOTAL RECURRING EXPENSES	\$1,036,418	\$1,135,734	\$1,168,071	\$32,337
MAJOR CAPITAL OUTLAY	229,000	152,700	109,072	(43,628)
DEBT SERVICE	<u>51,121</u>	<u>49,965</u>	<u>48,787</u>	<u>(1,178)</u>
TOTAL EST.REQUIREMENTS	\$1,316,539	\$1,338,399	\$1,325,930	(\$12,469)

LIBRARY FUND

The Library Board of Trustees proposed a 4.2% increase or \$49,213 for the Library Budget. In order to comply with the Town Council's 3.5% expenditure cap, a bottom line reduction of \$8,602 is proposed. While the Board of Trustees has not yet met to consider the reduction to the budget based upon information submitted during the budget process, it can be expected that the funding reduction will be accommodated by reducing Sunday hours, hours for a part-time position and book purchases.

<i>LIBRARY FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2003/04	2004/05	2005/06	(DECREASE)
PERSONNEL SERVICES	\$841,988	\$887,580	\$930,770	\$43,190
NON-PERSONNEL SERVICES	<u>\$295,041</u>	<u>\$272,748</u>	<u>\$278,771</u>	<u>\$6,023</u>
TOTAL RECURRING EXPENSES	\$1,137,029	\$1,160,328	\$1,209,541	\$49,213
MAJOR CAPITAL OUTLAY	\$3,600	\$0	\$0	\$0
BOTTOM LINE REDUCTION	<u>0</u>	<u>0</u>	<u>(\$8,602)</u>	<u>(\$8,602)</u>
TOTAL ESTIMATED REQUIREMENTS	\$1,140,629	\$1,160,328	\$1,200,939	\$40,611

DEBT SERVICE FUND

The Debt Service Fund is proposed to decrease by \$189,385 or 3.31%. There are no projects that will result in new debt service payments for next year. As debt matures, both debt principal and interest payments for both School and Municipal are reduced due to the Town's practice of level principal and declining interest payment for all debt projects. However, the Town anticipates borrowing in fiscal year 2006 for roads, school improvements and land preservation for a total of \$12.3 million that will increase the principal and interest payments for the following fiscal year, 2007.

Quick Fact: New debt is anticipated next year for road projects, school improvements and land preservation.

<i>DEBT SERVICE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
MUNICIPAL DEBT SERVICE	2003/04	2004/05	2005/06	(DECREASE)
SCHOOL DEBT SERVICE	\$1,599,591	\$1,552,076	\$1,477,603	(\$74,473)
TOTAL ESTIMATED REQUIREMENTS	<u>\$4,273,886</u>	<u>\$4,166,377</u>	<u>\$4,051,465</u>	<u>(\$114,912)</u>
	\$5,873,477	\$5,718,453	\$5,529,068	(\$189,385)

SCHOOL FUND

The School Committee’s adopted budget was a \$51,297,271 or a 5.36% increase. In order to develop the most favorable impact for the School Department in calculating the 3.5% expenditure cap the School Fund has been combined with the School Capital Reserve Fund since both are School related funds. As discussed below, the School Capital Reserve Fund is proposed for \$195,000 next year. Therefore, a \$583,879 bottom line reduction is proposed from the School Committee adopted budget. The proposed School Fund budget is \$50,713,392 or a 4.16% increase. The School Department retirement contributions will increase by \$1,200,000 this year. The School Committee will need to determine what line item reductions are made in the School budget to accommodate this reduction.

Quick Fact: A \$583,879 bottom line reduction to the School Fund budget is proposed.

<i>SCHOOL FUND</i>	<i>ADOPTED</i>	<i>AMENDED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2003/04	2004/05	2005/06	(DECREASE)
PERSONNEL SERVICES	\$38,744,947	\$40,823,068	\$43,222,378	\$2,399,310
NON-PERSONNEL SERVICES	<u>\$7,577,329</u>	<u>\$7,286,698</u>	<u>\$7,457,125</u>	<u>\$170,427</u>
TOTAL RECURRING EXPENSES	\$46,322,276	\$48,109,766	\$50,679,503	\$2,569,737
CAPITAL OUTLAY	\$215,000	\$577,086	\$617,768	\$40,682
BOTTOM LINE ADJUSTMENT	<u>\$0</u>	<u>\$0</u>	<u>(\$583,879)</u>	<u>(\$583,879)</u>
TOTAL ESTIMATED REQUIREMENTS	\$46,537,276	\$48,686,852	\$50,713,392	\$2,026,540

SCHOOL CAPITAL RESERVE FUND

The budget proposes an appropriation of \$195,000 for the School Capital Reserve. This is the lowest amount that has been appropriated to this fund since Fiscal Year 1993. Unfortunately, this portends a serious question of funding School maintenance projects. However, choices have to be made, and it is felt that the cuts in the School operating budget were too severe to accommodate any additional reductions beyond those proposed. There are unexpended funds in the School Capital Reserve from prior years that can continue programs this coming year. Expenditures from this fund are eligible for a 30% reimbursement of State Housing Aid.

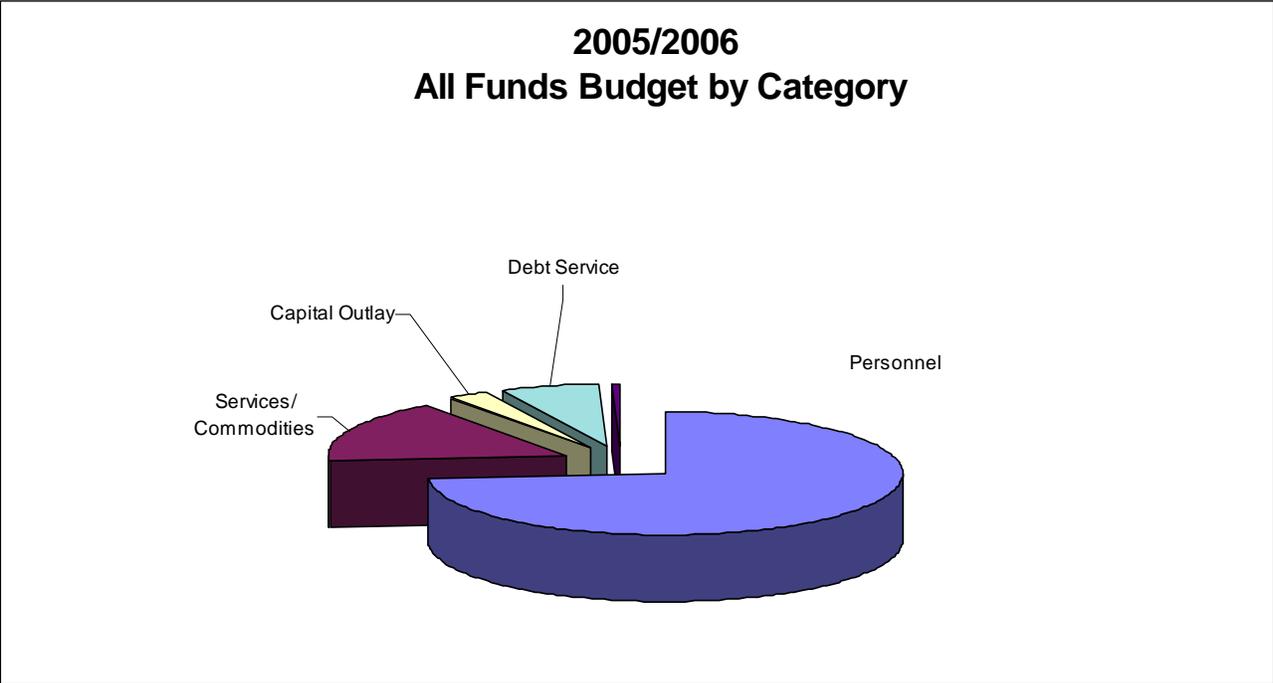
Quick Fact: The School Department's retirement contribution was to increase by \$1,200,000. **However, the final approved State Budget provided for pension reform that resulted in savings of \$530,000 for the School Department**

<i>SCHOOL CAPITAL RESERVE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
TO RESERVE FOR CAPITAL OUTLAY	2003/04	2004/05	2005/06	(DECREASE)
TOTAL ESTIMATED REQUIREMENTS	<u>\$500,000</u>	<u>\$500,000</u>	<u>\$195,000</u>	<u>(\$305,000)</u>

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 73% in the current year to 75% for next year. This is despite the fact that there is a reduction in municipal personnel proposed in the budget. This increase is pension and health insurance costs. In terms of dollars, the personnel proposed total increases by **\$3,171,852**. As previously mentioned, there is a concern that the proposed \$352,280 decrease in capital outlay will result in a deterioration of the Town's infrastructure. The bottom line reduction to the School and Library budget is not quantified since by law the School Committee and Library Board of Trustees will make the determinations of where the cuts should be made.

Quick Fact: All Town bargaining units have a form of health insurance co-payment of premiums in their contracts.



<i>Expense Category</i>	<i>FY 2005/2006 This Year</i>	<i>% of Total FY 2006</i>	<i>FY 2004/2005 Last Year</i>	<i>% of Total FY 2005</i>	<i>Increase</i>	<i>% Increase</i>
Personnel	63,051,725	75%	59,879,873	73%	3,171,852	5.30%
Services & Commodities	13,797,591	16%	13,748,888	17%	48,703	0.35%
Sub Total	76,849,316		73,628,761		3,220,555	
Capital	2,372,240	3%	2,724,520	3%	(352,280)	-12.93%
Long Term Debt	5,698,709	7%	5,890,972	7%	(192,263)	-3.26%
Contributions	67,612	0%	121,699	0%	(54,087)	-44.44%
Bottom line Reduction	(592,481)	-1%			(592,481)	
Total Budget	84,395,396	100%	82,365,952	100%	2,029,444	2.46%

PERSONNEL

The following table summarizes the changes in personnel from the current fiscal year to next fiscal year. Despite the fact that full time personnel for the municipal portion of the budget will decrease by 7

employees, personnel expenses continue to rise. Funding for salary increases has been proposed to comply with collective bargaining agreements with the Town's three unions. 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, 2005 and a 2% raise on January 1, 2006. The current collective bargaining agreement between the Town and Union Local 1651, IAFF calls for 2.5% in Fire and an additional 4% step. The municipal workers' agreement with Local 1033, Laborers' International Union of North America, AFL-CIO calls for a 2.5% wage increase. The budget has an allowance of a 2.5% raise effective July 1, 2005 for nonunion employees, including department and division heads and some part-time personnel. The reductions in positions are in the Fire Department (two unfilled Firefighter positions) Police Department (one unfilled Police Officer, one unfilled Assistant Animal Control Officer and one unfilled Custodian) Finance and Assessor's Office combined (one unfilled clerk's position) and Public Works (one unfilled clerk's position). Part time employee levels are proposed to remain the same.

Quick Fact: Negotiated wage increases for Town employees will be \$267,000.

Combined Personnel List Full Time Employees

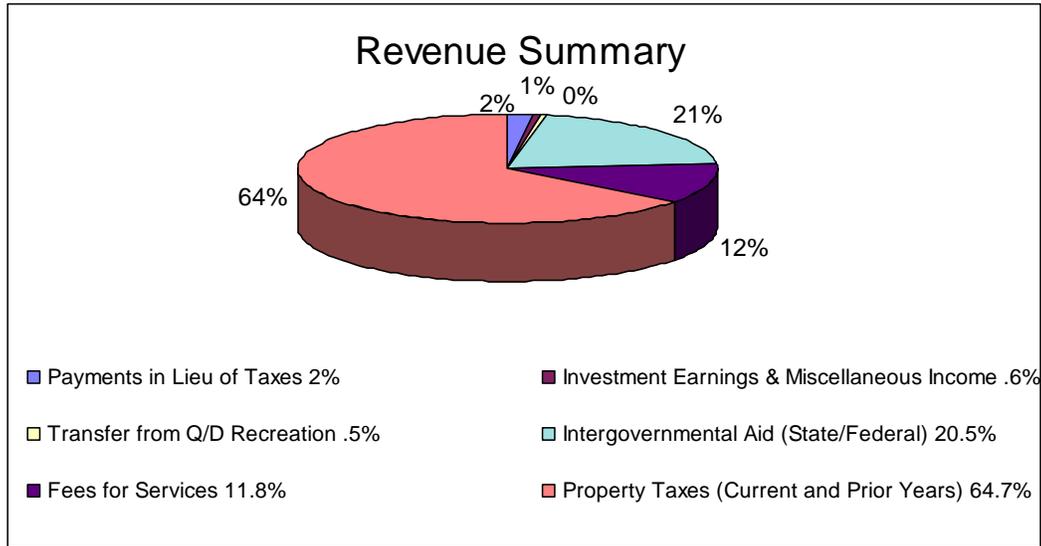
DEPARTMENT TOTAL	ACTUAL 03/04	BUDGET 04/05	PROJECTED 05/06
Town Manager	2	2	1.9
Town Clerk	6	6	6
Finance	9.3	9.3	8.8
Tax Assessment	4	4	3.6
Fire	76	75	73
Police	67	66	63
Planning	4.87	4.87	4.87
Public Works	33.65	33.65	32.65
Senior Services	3	3	3
Code Enforcement	3	3	3
Recreation	1.5	1.5	1.5
Q/D Recreation Leisure Services	7.5	7.5	7.5
Library	12	12	12
Water	14.18	14.18	14.18
TOTAL	244	242	235

Combined Personnel List Part Time Employees

DEPARTMENT TOTAL	ACTUAL 03/04	BUDGET 04/05	PROJECTED 05/06
Town Council	5	5	5
Town Clerk	3	3	3
Finance	2	3	3
Tax Assessment	1	1	1
Fire	4	3	3
Police	6	6	6
Public Works	12	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	33	35	35
Library	18	14	14
Water	2	2	2
TOTAL	195	193	193

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 **64.7%** of the total revenue or slightly **more** than last year. The total revenue to be raised by property taxes will be **\$52,522,161**, an increase of **\$2,539,523** 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.

Quick Fact: Payments in Lieu of Taxes from the Quonset Business Park will decrease by \$777,745.

Comparison of Funding Sources

	<i>Actual</i>	<i>Estimated</i>	<i>Budget</i>	<i>Adopted</i>	<i>Increase</i>	<i>%</i>
Funding Sources	FY 03-04	FY 04-05	FY 04-05	FY 05-06	Incr/Decr	Incr/Decr
Payments in Lieu of Taxes	2,389,421	1,746,854	2,434,120	1,656,375	(777,745)	-31.95%
Property Taxes	49,906,474	50,358,256	49,982,638	52,522,161	2,539,523	5.08%
Prior Years' Tax	1,204,048	1,005,000	1,235,000	1,000,000	(235,000)	-19.03%
Penalties and Interest	305,457	280,000	330,000	290,000	(40,000)	-12.12%
Licenses	96,148	92,317	98,615	91,605	(7,010)	-7.11%
Departmental Revenue	2,632,691	2,685,179	2,575,445	2,895,140	319,695	12.41%
State and Federal	16,666,455	16,865,253	16,610,205	16,783,044	172,839	1.04%
Rental & Recreation Fees	456,034	482,402	477,500	524,605	47,105	9.86%
Miscellaneous	27,156	335,000	20,000	20,000	-	0.00%
Investment Earnings	311,965	345,000	300,000	325,000	25,000	8.33%
School Tuition Fees	2,019,880	2,050,000	2,050,000	2,090,000	40,000	1.95%
Transfer from Q/D Rec Fund	<u>278,383</u>	<u>375,000</u>	<u>375,000</u>	<u>375,000</u>	-	<u>0.00%</u>
Total Revenue	76,294,113	76,620,261	76,488,523	78,572,930	2,084,407	2.73%
Appropriation Fund Balance	<u>612,000</u>	<u>1,512,002</u>	<u>1,512,002</u>	<u>1,363,733</u>	<u>(148,269)</u>	<u>-9.81%</u>
Sub Total	76,906,113	78,132,263	78,000,525	79,936,663	1,936,138	2.48%
Enterprise Fund Revenue	<u>3,687,302</u>	<u>4,465,411</u>	<u>4,365,427</u>	<u>4,458,733</u>	<u>93,306</u>	<u>2.14%</u>
Total Budgeted Funds	\$80,593,415	\$82,597,674	\$82,365,952	84,395,396	2,029,444	2.46%

The decrease in the Payment in Lieu of Taxes is due to the decision not to classify the tax role and an increase in the Electric Boat payment. As the table below shows, the decrease was already realized in the Fiscal Year 2005, but the budget estimates for this year were not adjusted to reflect the Town Council's decision.

<i>Payments in Lieu of Taxes</i>	<i>FY04</i>	<i>FY05</i>	<i>FY05</i>	<i>FY06</i>	<i>Increase</i>
	Actual	Projected	Budget	Estimated	Decrease
Toray	863,354	472,859	1,126,055	500,000	(626,055)
Toray Cogen	28,250	22,600	22,600	22,600	0
QUONPRO Properties LLC	15,112	29,334	41,895	30,947	(10,948)
Water PILOT	20,000	20,000	20,000	20,000	0
Electric Boat (through QDC)	279,942	263,548	150,880	225,046	74,166
Electric Boat	454,452	280,353	409,309	295,772	(113,537)
QDC Pilots	728,311	658,160	663,381	562,010	(101,371)
Total	2,389,421	1,746,854	2,434,120	1,656,375	(777,745)

Slightly over twenty percent of the total revenue is received from the State. The Governor's budget recommends a slight increase (.04%) in State aid to education for North Kingstown. However, last year's final budget did not include \$175,208 that the State eventually appropriated to North Kingstown. Therefore, the chart below includes a **\$350,208** increase where the actual increase for fiscal year 2006 is estimated to be only **\$175,000**. It is difficult to estimate how the State budget process will end, but in most years the eventual local aid amounts are greater than the Governor proposes **so an estimated \$125,000 has been estimated over the Governor's proposed amount**. No change is anticipated in the State Motor Vehicle Excise Tax Phase out. The State Housing Aid has been decreased by \$187,084 based upon a 30% reimbursement for Fiscal Year 2006 School Department related declining debt principal and interest payments and Fiscal Year 2005 and prior school capital reserve projects. The \$200,000 increase in the Realty Conveyance Tax would be generated by the Town retaining a greater portion of the funds that were previously reserved for farmland and open space purchases. It is proposed to have 67% of those previously reserved transfer fees realized as income in the General Fund. This will be a significant reduction in the funds available for land preservation efforts. The total dollar increase in budgeted State aid and State pass through funding from this year to next be estimated at **\$543,047** or a **3.3%** increase. However, without counting the pass-through funds, there is an increase in what is estimated for fiscal year 2006 over what is projected for fiscal year 2005 of **\$176,077**.

<i>Analysis of Projected State Funds</i>	<i>Actual 2004</i>	<i>Projected 2005</i>	<i>Budget 2005</i>	<i>Estimated Budget 2006</i>	<i>Increase/ (Decrease)</i>
<u>State Aid:</u>					
General Purpose State Aid	821,676	806,624	821,477	832,748	11,271
Connecticut Plan (Non-Profit)	8,265	8,301	8,265	5,584	-2,681
Excise Tax Phase-out	2,180,209	2,179,062	2,179,062	2,179,062	0
Witness Fee	228.50	250.00	250.00	250.00	0
Library Grant-in aid	182,241	191,071	191,071	196,468	5,397
State Aid to Schools	11,028,029	11,093,578	10,918,370	11,268,578	350,208
School Construction	1,623,002	1,660,383	1,612,084	1,425,000	-187,084
Library Construction	<u>45,463</u>	<u>44,449</u>	<u>44,449</u>	<u>43,415</u>	<u>-1,034</u>
Total State Aid	15,889,113	15,983,718	15,775,028	15,951,105	176,077
<u>State Pass Through Funding:</u>					
Telephone Tax	409,969	361,535	409,969	366,939	-43,030
Hotel & Dining Taxes	215,041	385,000	150,000	360,000	210,000
Realty Conveyance Taxes	<u>117,075</u>	<u>125,000</u>	<u>90,000</u>	<u>290,000</u>	<u>200,000</u>
Total Pass Through	<u>742,085</u>	<u>871,535</u>	<u>649,969</u>	<u>1,016,939</u>	<u>366,970</u>
Grand Total State Funds	16,631,199	16,855,253	16,424,997	16,968,044	543,047

Note: The State's final adopted budget included increases over estimate of \$183,602 General Purpose State Aid, \$162,086 Excise Tax Phase-out, and a decrease under estimate of (\$123,238) in State Aid to Schools.

Fees for service represent 11.7% of the budget and will total \$9,715,091 for Fiscal Year 2006 as shown in the following table. Fee revisions are proposed for the Code Enforcement, Recreation and Planning Departments and for the Transfer Station. Fee increases have already been approved for the golf course, Allen Harbor and rescue billing.

<i>Type of Fee/Service</i>	<i>2004 Actual</i>	<i>2005 Projected Budget</i>	<i>2005 Budget</i>	<i>2006 Estimated</i>	<i>Increase/ Decrease</i>
Penalties and Interest on delinquent taxes	305,457	280,000	330,000	290,000	-40,000
Licenses	96,148	92,317	98,615	91,605	-7,010
Recording and Probate	471,440	551,220	373,820	425,220	51,400
Tax Documents	25,423	26,000	31,000	26,000	-5,000
Police Fines	300,615	320,570	464,275	419,875	-44,400
Fire Inspection Fees and Emergency Medical Services	274,601	300,000	400,000	480,000	80,000
Zoning & Subdivision Fees	19,260	21,000	16,000	23,000	7,000
Transfer Station Fees	581,255	579,333	532,850	568,805	35,955
Permit Fees	428,847	437,000	317,000	423,740	106,740
Wickford Mooring & Dock	104,050	108,860	114,000	108,365	-5,635
Tower Rentals	346,830	348,042	338,000	340,740	2,740
Other Rentals	5,154	5,500	5,500	5,500	0
Recreation Fees	0	20,000	20,000	70,000	50,000
Impact Fees	378,682	302,856	300,000	190,000	-110,000
Library Fines and Fees	45,745	42,000	39,000	40,000	1,000
School Tuitions	2,019,880	2,063,477	2,050,000	2,090,000	40,000
School Athletic Receipts	10,090	9,000	9,000	9,000	0
School Rental of Property	83,035	50,000	50,000	50,000	0
Golf Course Greens Fees	1,013,516	1,043,526	1,072,175	1,072,511	336
Less Transfer for Recreation Programs	-278,383	-375,000	-375,000	-375,000	0
Golf Clothing and Merchandise	51,881	49,000	49,000	49,000	0
Golf Rental	327,748	363,829	389,629	375,648	-13,981
Allen Harbor Fees	160,220	157,550	177,895	182,350	4,455
Sale of Water	2,079,609	2,110,116	2,110,116	2,339,455	229,339
Water Interest and Penalties	5,468	7,000	7,000	5,700	-1,300
Water Private Fire Protection Fees	51,382	39,717	39,717	42,032	2,315
Water Sales, Rentals and Special Services	63,914	68,448	64,448	94,194	29,746
Water Infrastructure Replacement Fee	0	240,138	240,138	204,935	-35,203
Sewer Fees	50,263	45,871	45,871	72,416	26,545
Total Fees for Services	9,022,132	9,307,370	9,310,049	9,715,091	405,042

GENERAL FUND

The largest increase in funding for the General Fund is from property taxes with an increase of **\$873,767**. Also increasing significantly is departmental revenue, which is composed of the previously mentioned increases in Planning, **Recreation**, Transfer Station and Code Enforcement revenues. Reductions in revenues will be primarily from the Payments In Lieu of Taxes relating to the Quonset Business Park. Additional decreases are projected in the prior year revenues of \$130,000. This decrease is due to the amount of fund balance created in Fiscal Year 2004. Another decrease is projected in the prior year taxes of \$235,000. This decrease is due to the accelerated, in-year payments of current year taxes by a greater portion of the taxpayers.

Quick Fact: **\$332,532** equals a \$.10 increase of the tax rate.

<i>GENERAL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2003/04	BUDGET 2004/05	BUDGET 2005/06	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$9,868,801	\$9,870,689	\$10,744,456	\$873,767
PRIOR YEARS TAXES	\$1,135,000	\$1,235,000	\$1,000,000	(\$235,000)
INTEREST AND PENALTIES	\$280,000	\$330,000	\$290,000	(\$40,000)
STATE AID REVENUES	\$3,525,032	\$3,659,023	\$4,034,583	\$375,560
LICENSES & PERMITS	\$74,915	\$98,615	\$91,605	(\$7,010)
DEPARTMENTAL REVENUE	\$1,661,195	\$2,134,945	\$2,366,640	\$231,695
PROPERTY RENTAL & REC. FEES	\$419,300	\$477,500	\$524,605	\$47,105
INVESTMENT EARNINGS	\$300,000	\$300,000	\$325,000	\$25,000
MISCELLANEOUS	\$12,000	\$20,000	\$20,000	\$0
PAYMENT IN LIEU OF TAXES	\$2,345,510	\$2,434,120	\$1,656,375	(\$777,745)
Q/D RECREATION TRANSFER	<u>\$393,384</u>	<u>\$375,000</u>	<u>\$375,000</u>	<u>\$0</u>
TOTAL CURRENT REVENUE	\$20,015,137	\$20,934,892	\$21,428,264	\$493,372
PRIOR YEAR REVENUES	<u>\$500,000</u>	<u>\$1,000,000</u>	<u>\$870,000</u>	<u>(\$130,000)</u>
TOTAL AVAILABLE APPROPRIATION	\$20,515,137	\$21,934,892	\$22,298,264	\$363,372

WATER FUND

The Water Fund revenue continues to be totally dependent on fees for services. This coming year will be the second year of a five-year water rate plan adopted by the Town Council last May 2004. The decreased allocation from prior year revenues relates to the amount needed for capital improvements proposed in the coming year's budget and the need to stay within the 3.5% spending limit.

Quick Fact: The Water Department is self-sufficient. No property tax dollars are used in the Water Fund.

<i>WATER FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2003/04	BUDGET 2004/05	BUDGET 2005/06	INCREASE/ (DECREASE)
CURRENT REVENUE				
SALE OF WATER	\$2,318,661	\$2,124,854	\$2,339,455	\$214,601
FIRE PROTECTION AND PENALTIES	\$57,000	\$46,717	\$17,810	(\$28,907)
CUSTOMER SERVICES	\$66,464	\$64,448	\$141,926	\$77,478
INFRASTRUCTURE	\$0	\$240,138	\$204,935	(\$35,203)
SEWER FEES	\$45,980	\$45,871	\$72,416	\$26,545
INVESTMENT & MISC EARNINGS	\$55,000	\$55,000	\$58,000	\$3,000
TOTAL CURRENT YEAR REVENUES	\$2,543,105	\$2,577,028	\$2,834,542	\$257,514
PRIOR YEAR REVENUES	<u>\$0</u>	<u>\$450,000</u>	<u>\$298,261</u>	<u>(\$151,739)</u>
TOTAL AVAILABLE APPROPRIATION	\$2,543,105	\$3,027,028	\$3,132,803	\$105,775

QUONSET DAVISVILLE RECREATION FUND

The Town Council has already adopted the new rates for the 2006 golfing and boating season. The rates for golf were modified slightly while the Allen Harbor fees were increased by an average of 15%. Statistics from the National sources indicate that golf rounds nationally decreased by 0.1% in calendar year 2004. New England golf courses on average saw an increase of 3.2%. The North Kingstown Municipal golf course saw an increase of 3.5%. There is concern that if there is not improvement in golf related income, there will need to be a reduction in the amount transferred to the General Fund and a subsequent increase in taxes.

<i>Q/D RECREATION FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>INCREASE</i>
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2003/04	BUDGET 2004/05	BUDGET 2005/06	INCREASE/ (DECREASE)
CURRENT REVENUE				
DAILY GREENS FEES	\$975,000	\$950,000	\$950,000	\$0
ANNUAL GREENS FEES	\$98,365	\$122,175	\$122,511	\$336
CARTS & CLUB STORAGE & DRIVING RANGE & HANDICAPS	\$245,840	\$272,200	\$248,580	(\$23,620)
SALE OF MERCHANDISE	\$49,000	\$49,000	\$49,000	\$0
RESTAURANT RENTAL	\$49,912	\$51,429	\$55,068	\$3,639
INVESTMENT & MISC EARNINGS	\$10,700	\$10,700	\$11,799	\$1,099
ALLEN HARBOR REVENUES	\$214,690	\$243,895	\$254,350	\$10,455
TRANSFER TO GENERAL FUND	<u>(\$393,383)</u>	<u>(\$375,000)</u>	<u>(\$375,000)</u>	<u>\$0</u>
TOTAL CURRENT YEAR REVENUES	\$1,250,124	\$1,324,399	\$1,316,308	(\$8,091)
PRIOR YEARS REVENUE GOLF	\$56,206	\$10,000	\$9,622	(\$378)
PRIOR YEARS REVENUE HARBOR	<u>\$10,209</u>	<u>\$4,000</u>	<u>\$0</u>	<u>(\$4,000)</u>
TOTAL AVAILABLE APPROPRIATION	\$1,316,539	\$1,338,399	\$1,325,930	(\$12,469)

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 a \$5,397 increase in library aid. 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.

Quick Fact: The Library Fund proposed budget contains a bottom line reduction of \$8,602.

<i>LIBRARY FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>INCREASE</i>
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2003/04	BUDGET 2004/05	BUDGET 2005/06	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$908,888	\$917,757	\$951,971	\$34,214
DEPARTMENTAL REVENUE	\$37,000	\$39,000	\$40,000	\$1,000
STATE REIMBURSEMENT	\$182,241	\$191,071	\$196,468	\$5,397
MISC. REVENUE	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>
TOTAL CURRENT REVENUE	\$1,128,629	\$1,148,328	\$1,188,939	\$40,611
PRIOR YEAR REVENUE	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$1,140,629	\$1,160,328	\$1,200,939	\$40,611

DEBT SERVICE FUND

The Debt Service Fund Revenue is a combination of State housing aid (based upon 30% of construction debt service), impact fees (based upon last year's actual revenue) and property tax dollars. The State housing aid will decrease by \$301,733 because of the dedication of the School capital reserve related projects to the School Capital Reserve Fund and a decrease in debt reimbursements due to declining school and library debt principal and interest. Impact fee revenues will decrease by \$110,000 due to a lower number of building permits issued and a decrease in the impact fees as the payments for the School related projects were eliminated in February 2005. An appropriation of \$301,733 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 2003/04	BUDGET 2004/05	BUDGET 2005/06	INCREASE/ (DECREASE)
GENERAL PROPERTY TAX	\$4,047,472	\$3,761,420	\$3,761,420	\$0
IMPACT FEES	\$350,000	\$300,000	\$190,000	(\$110,000)
INTERESTS ON INVESTMENTS	\$500	\$500	\$2,500	\$2,000
STATE HOUSING AID	<u>\$1,430,505</u>	<u>\$1,656,533</u>	<u>\$1,273,415</u>	<u>(\$383,118)</u>
TOTAL CURRENT REVENUE	\$5,828,477	\$5,718,453	\$5,227,335	(\$491,118)
PRIOR YEAR REVENUE	<u>\$45,000</u>	<u>\$0</u>	<u>\$301,733</u>	<u>\$301,733</u>
TOTAL AVAILABLE APPROPRIATION	\$5,873,477	\$5,718,453	\$5,529,068	(\$189,385)

SCHOOL FUND

The School Fund revenue is dependent upon State aid, tuitions and property taxes. Tuitions are forecasted by the Superintendent to increase by \$50,000 for Jamestown students attending the High School.

Quick Fact: The Governor's Proposed Budget for this coming year proposes only a \$50,000 increase for North Kingstown, the lowest percentage increase for any community in the state.

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 \$9,035.72 and the estimated number of students will be 232. The budget projects State School aid to increase by **\$175,000**. This year, the prior year revenue from the School Fund is proposed for appropriation to the School Fund. **The State's final adopted budget included a decrease under estimate of (\$123,238) in State Aid to Schools.**

<i>SCHOOL FUND</i>	<i>ADOPTED</i>	<i>AMENDED</i>	<i>PROPOSED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2003/04	BUDGET 2004/05	BUDGET 2005/06	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$33,721,234	\$35,252,772	\$37,064,314	\$1,811,542
STATE AID	\$10,848,027	\$11,093,578	\$11,268,578	\$175,000
FEDERAL AID	\$10,000	\$10,000	\$10,000	\$0
TUITION	\$1,857,515	\$2,050,000	\$2,090,000	\$40,000
MISCELLANEOUS	<u>\$100,500</u>	<u>\$100,500</u>	<u>\$100,500</u>	<u>\$0</u>
TOTAL CURRENT REVENUE	\$46,537,276	\$48,506,850	\$50,533,392	\$2,026,542
PRIOR YEAR REVENUE	<u>\$0</u>	<u>\$180,002</u>	<u>\$180,000</u>	<u>(\$2)</u>
TOTAL AVAILABLE APPROPRIATION	\$46,537,276	\$48,686,852	\$50,713,392	\$2,026,540

SCHOOL CAPITAL RESERVE FUND

The School Capital Reserve Fund is proposed for funding with revenue from only State Housing Aid related to capital improvements funded from the School Capital Reserve. According to information received from the State Department of Education that amount is estimated to be \$195,000.

SCHOOL CAPITAL RESERVE FUND	ADOPTED	ADOPTED	PROPOSED	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET	BUDGET	BUDGET	INCREASE/ (DECREASE)
	2003/04	2004/05	2005/06	
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$445,000	\$180,000	\$0	(\$180,000)
STATE HOUSING AID	\$0	\$0	\$195,000	\$195,000
TOTAL CURRENT REVENUE	\$445,000	\$180,000	\$195,000	\$15,000
PRIOR YEAR REVENUE	<u>\$55,000</u>	<u>\$320,000</u>	<u>\$0</u>	<u>(\$320,000)</u>
TOTAL AVAILABLE APPROPRIATION	\$500,000	\$500,000	\$195,000	(\$305,000)

PROPERTY TAXES

The Town's real estate taxable assessed valuation is estimated to reach just under \$3.4 billion for this year's budget. This is only a .81% increase over last year's value. This is a lower percentage increase for growth than in prior years, which is due to a lower number of new single-family homes being constructed and a higher base value.

Quick Fact: The increase in the assessed value of the Town (.81%) is the lowest percentage increase in the last 10 years.

<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	
2005	2006	3,401,172,700	27,375,230	0.81%	
6 year average (pre revaluation)				2.20%	
2 year average (after revaluation)				1.24%	

PROPERTY TAX RATES

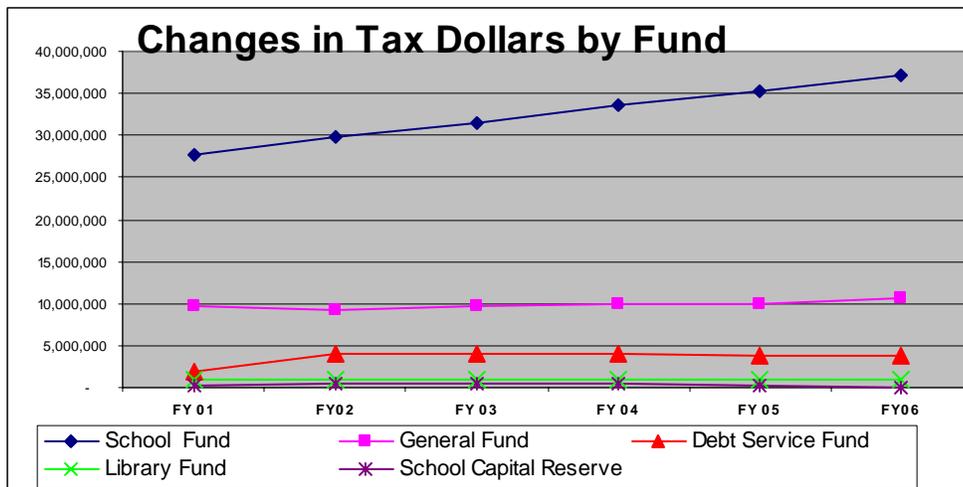
The chart below summarizes the tax rates for this coming year compared with the current tax rates. The increase to **\$14.85** is a **3.27%** increase.

<i>Tax Rate Per Thousand Change</i>	<i>FY 2005 Tax Rate</i>	<i>FY 2006 Tax Rate</i>	<i>Difference</i>	<i>Percent Change</i>
Municipal	3.11	3.31	.20	6.55%
School	10.19	10.48	.29	2.80%
Debt Service	1.08	1.06	-.02	-1.72%
Total	14.38	14.85	.47	3.27%

PROPERTY TAX DOLLAR HISTORY

Shown below are a table and two graphs that provide a historical comparison of the levels of tax dollar support broken down by fund and year and a comparison of the proposed fiscal year 2006 tax dollar support by fund.

<i>Tax Dollars Over Last Five Years</i>	<i>FY 01</i>	<i>FY02</i>	<i>FY 03</i>	<i>FY 04</i>	<i>FY 05</i>	<i>FY06</i>
School Fund	27,662,158	29,744,759	31,501,161	33,721,234	35,252,772	37,064,314
General Fund	9,724,445	9,281,919	9,783,219	9,868,801	9,870,689	10,744,456
Debt Service Fund	1,987,581	4,006,790	4,006,790	4,047,472	3,761,420	3,761,420
Library Fund	847,256	861,718	892,155	908,888	917,757	951,971
School Capital Reserve Fund	300,000	500,000	500,000	445,000	180,000	0
Total Budgeted Tax Dollars	40,521,440	44,395,186	46,683,325	48,991,395	49,982,638	52,522,161
Overall Dollar Increase		3,873,746	2,288,139	2,308,070	991,243	2,539,523
Overall Percentage Increase		9.56%	5.15%	4.94%	2.02%	5.08%



PROPERTY TAXES BY FUND



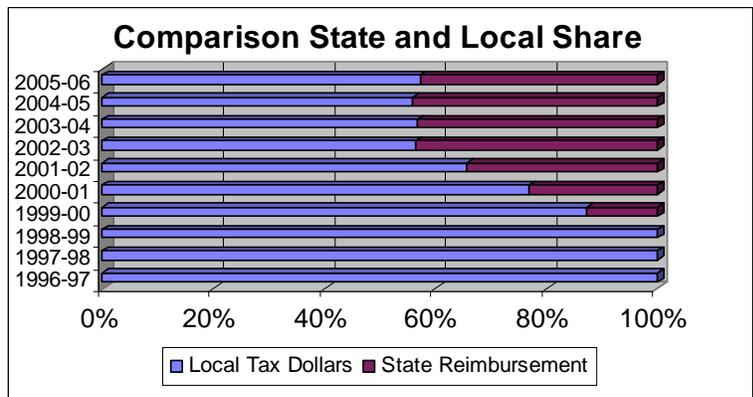
MOTOR VEHICLE EXCISE TAX

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

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

reduction from the NADA Blue Book value. **The Final State Budget included an increase in the reduction to \$5,000.** This represents a \$500 increase in the reduction per vehicle this year. Therefore, property owners will have a 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 slight increase in revenue because of the increased number of cars in North Kingstown.

<i>Fiscal Yr</i>	<i>Assessed Value</i>	<i>Tax Rate</i>	<i>Local Tax Dollars</i>	<i>State Reimbursement</i>	<i>Total</i>	<i>% Change</i>
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%
2005-06	142,607,967	22.04	3,141,087	2,341,148	5,482,235	10.98%



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 .32 cents per thousand (based on current year's values plus growth).

Quick Fact: The final budget is **\$1,075,000** under the state property tax cap.

EFFECT ON AVERAGE TAX PAYER

This year, average taxpayers **will** see a reduction in their auto excise taxes **due to the State’s funding of a \$500 increase in auto exemption**. It is assumed that the average single-family house with two cars is assessed at **\$330,000**. The tax bill of this mythical average taxpayer is projected to increase by **\$140.73** to **\$4,900.50**.

	<i>Fiscal Year 2005</i>	<i>Fiscal Year 2006</i>	<i>Amount Change</i>	<i>Percent Change</i>
Municipal	1,125.87	1,185.11	59.24	5.26%
School	<u>3,633.91</u>	<u>3,715.40</u>	<u>81.49</u>	<u>2.24%</u>
Total	4,759.78	4,900.50	140.73	2.96%

FINANCIAL SUMMARY

The Proposed budget is in conformance with the Town Council adopted Fund Balance Policy (see Appendix A). However, the projected year-end fund balance for the combined General, Library, School, Debt Service and School Capital Reserve funds will decrease to less than \$9,000,000. This is a source of concern. It should be understood that unless the Town has an anticipated revenue increase in the next year, the Fiscal Year 2007 budget could not anticipate continuing to use the fund balance to balance the budget. This current year, if revenues and expenditures are as anticipated there will be a decrease to the fund balance of \$800,000. In the General Fund, \$870,000 of the fund balance that will result from fiscal year 2004’s excess revenue is budgeted. For other funds, recommended appropriation from their respective fund balance, is \$180,000 from the School Fund to the School Fund, \$12,000 from the Library, \$301,733 from the Debt Service Fund or a total planned reduction in fund balance for Fiscal year 2005 of \$1,363,733 to an estimated \$8.8 million.

Quick Fact: The average home in North Kingstown is assessed at \$331,000.

THREE YEAR COMBINED BUDGET COMPARISON

	<i>Actual FY03-04</i>	<i>Estimated FY04-05</i>	<i>Budgeted FY05-06</i>
Funding Sources			
Payments in Lieu of Taxes	\$2,389,421	\$1,746,854	\$1,656,375
Property Taxes	\$49,906,474	\$50,358,256	\$52,522,161
Prior Years' Tax (plus 60 days)	\$1,204,048	\$1,005,000	\$1,000,000
Penalties and Interest	\$305,457	\$280,000	\$290,000
Licenses	\$96,148	\$92,317	\$91,605
Departmental Revenue	\$2,632,691	\$2,685,179	\$2,895,140
State and Federal	\$16,666,455	\$16,865,253	\$16,783,044
Rental & Recreation Fees	\$456,034	\$482,402	\$524,605
Investment Earnings	\$311,965	\$345,000	\$325,000
Miscellaneous	\$27,156	\$335,000	\$20,000
School Tuition Fees	\$2,019,880	\$2,050,000	\$2,090,000
Transfer from Q/D Recreation Fund	<u>\$278,383</u>	<u>\$375,000</u>	<u>\$375,000</u>
Total Revenue and Other Funding Sources	\$76,294,113	\$76,620,261	\$78,572,930
Beginning Fund Balances	\$9,863,507	\$11,278,416	\$10,475,061
Total Available Resources	\$86,157,620	\$87,898,677	\$89,047,991
Expenditures			
Town Council	\$45,259	\$44,894	\$119,987
Town Manager	\$189,281	\$203,211	\$208,311
Town Clerk	\$399,943	\$486,767	\$476,450

	<i>Actual FY03-04</i>	<i>Estimated FY04-05</i>	<i>Budgeted FY05-06</i>
Town Solicitor	\$392,200	\$204,000	\$201,000
Finance	\$632,810	\$654,394	\$651,781
Assessor	\$200,736	\$221,384	\$217,044
General Operating	\$2,053,577	\$2,324,291	\$2,270,424
Fire	\$5,938,228	\$6,358,688	\$6,640,108
Police	\$4,834,215	\$5,037,488	\$5,391,222
Planning	\$359,435	\$376,452	\$371,260
Public Works	\$4,262,780	\$4,760,010	\$4,672,067
Short-term Debt (Lease Financing)	\$1,898	\$1,900	\$0
Welfare & Contributions	\$186,085	\$175,497	\$120,943
Senior Citizens	\$288,860	\$288,232	\$302,500
Code Enforcement	\$255,420	\$266,626	\$264,952
Recreation	\$392,901	\$408,797	\$390,215
Education & School Capital Reserve	\$47,588,841	\$48,739,552	\$51,213,392
Library	\$1,133,352	\$1,152,980	\$1,200,939
Cancelled Prior Year Encumbrances	-\$149,893		
Debt Principal and interest	<u>\$5,873,276</u>	<u>\$5,718,453</u>	<u>\$5,529,068</u>
Total Expenditures	\$74,879,205	\$77,423,616	\$80,241,663
Fund Balance at End of Year	\$11,278,416	\$10,475,061	\$8,806,328
Total Fund Commitments and Fund Balances	\$86,157,620	\$87,898,677	\$89,047,991

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 General Fund's portion of unreserved, undesignated fund balance is estimated to end the Fiscal Year 2006 at \$6.8 million.

BUDGET IN CONTEXT

Quick Fact: The Consumer Price Index increased by 3.0% from last January.

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 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 3.0 percent from January 2004 until January 2005. 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 Calendar year 2005 the CPI will increase by 1.9 %. More regional information relating to the CPI is available for the New England area, which shows a 1.4% increase from January 2004 through January 2005. In general, this information is viewed as being skewed by the Boston real estate market and not generally reflective of Rhode Island. However, the Rhode Island real estate market has seen dramatic growth this past year.

UNEMPLOYMENT RATE

North Kingstown continues to compare favorably with State and National unemployment rates. In December 2004, the Rhode Island unemployment rate is below the National rate by 0.8%, lower than it was in January 2004. The seasonal adjusted unemployment rate in Rhode Island decreased from 4.9% in

December 2003 to 4.4% in December 2004. For North Kingstown, the unemployment rate decreased from 3.8% in December 2003 to 3.6% in December 2004. North Kingstown remains settled between the 8th (last year) and 9th (this year and two years ago) lowest unemployment in the State. The current estimate is that North Kingstown has 14,982 members of the labor force: 14,444 are employed, and 538 are unemployed. Twenty seven percent of the workers from North Kingstown work in North Kingstown. The next highest job locations are Providence (13.6%) and Warwick (13.3%).

JOBS

According to the Rhode Island Department of Labor and Training, at the end of the 2nd quarter of 2004, 13,778 people worked in North Kingstown. This ranks the Town ninth in the State in terms of number of jobs. North Kingstown is the fifth highest supplier of manufacturing jobs in the State. Total wages in North Kingstown are estimated to be \$127,307,786. This is an 8.5% increase over the same period last year. 31.4% of the workers in North Kingstown live in North Kingstown. Warwick (10.7%) and Coventry (6.8%) are the next largest communities where North Kingstown workers live.

POPULATION

The North Kingstown population grew at a rate of 10.7% during the period of 1990 to 2000. North Kingstown ranked ninth in the State in terms of growth during this period. Rhode Island grew at a rate of 4.5% from 1990 to 2000. The Office of Statewide Planning's most recent population estimate for North Kingstown is 26,939 for July 1, 2005. North Kingstown is estimated to have a slower growth rate than other Towns in Washington County because the formula used to project population is adjusted for prior year's growth. North Kingstown is "penalized" by this formula due to the departure of Navy personnel from 1970 to 1990.

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 14%. According to the Board of Realtors, the median selling price for a single-family home in North Kingstown is \$375,000. This ranks North Kingstown at the eighth highest average sale price in the State. The Statewide average selling price for a single family home this past year was \$264,700. 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. For example, the Assessors office calculated the median price of all residential sales in 2004 in North Kingstown at \$360,000. This reflects all sales in the North Kingstown land evidence records.

BOND RATING AGENCIES

At the end of last fiscal year soon after the budget was adopted, Standard and Poors upgraded the Town's rating from "A+" to a rating of "AA-." The Town continues to carry a Moody's rating of "Aa3." As stated in last year's budget, a report released in February 2003, 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	13 th
Full Value	\$2,248,374	8 th
Full Value Per Capita	\$85,405	11 th
Fund Balance FY02	\$6,636,000	11 th
Fund Balance % of Revenues	10.0%	19 th
Property Tax % of Revenues	74.2%	12 th
State Aid % of Revenues	22.6%	16 th
Debt Burden	2.8%	6 th
Fund Balance FY97	\$807,000	29 th

Fund Balance % of Revenues FY97	2.2%	27 th
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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 February 2005, the Rhode Island Public Expenditure Council released a report entitled **2005 Property Tax Report**. This report is a companion piece to a 2002 report issued by RIPEC. These reports compare data from all Municipalities across the State based upon the municipal budgets for the respective years. The reports also comment on the relative property tax burden in Rhode Island versus other States. Rhode Island remains over dependent on the property tax. The property tax burden in the State is the 6th highest in the country as a percentage of personal income. This is the same level as in FY 2002 but slightly down from 5th highest in FY 1995.

In FY 2005, North Kingstown had the 17th highest residential effective tax rate (\$13.79) and 25th highest commercial tax rate (\$13.79) in the State. In FY 2002, North Kingstown had the 16th highest effective tax rate (\$20.85). In FY 2005 the State median is \$14.65 while in FY 2002 it was \$20.08. This means that North Kingstown has gone from above the statewide median tax rate to below the statewide median.

RIPEC also measured the tax levy as a percentage of the estimated full value for each community in the State. In FY 2002, North Kingstown's levy was 2.1% of the estimated full value or 18th in the State. In FY 2005, North Kingstown's levy was 1.4% of the estimated full value or 21st in the State. This is another example of how North Kingstown's tax burden, relative to other communities in the State, is decreasing.

Quick Fact: 13,778 people work in North Kingstown.

SUMMARY

Staff believes the proposed budget is consistent with the Policy directions given by the Town Council during the development process. There are many unpopular and some might say shortsighted (reductions in capital expenditures) decisions that have been made relative to the budget process. However, the budget should be viewed as a fiscal reality. The prospects for the following Fiscal Year, 2007, are not bright. No more should be drained from the fund balance. The State is not expected to change its commitment to local education. Either another revenue source must be identified or even more drastic reductions will be proposed.

Respectfully submitted,

Richard I. Kerbel
Town Manager

DEPARTMENT SUMMARIES

TOWN COUNCIL

Anthony F. Miccolis, Jr., Town Council President
 Edward J. Cooney, Town Council Member
 Suzanne M. Henseler, Town Council Member
 John A. Patterson, Town Council Member
 Mark S. Zaccaria, Town Council Member

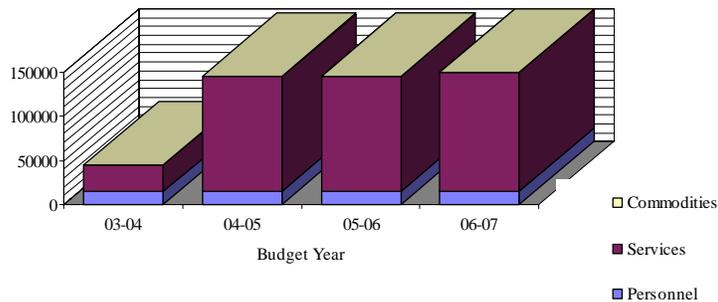
The Town Council consists of five (5) members, elected from the Town at large to serve for a term of two (2) years. The Town Council holds regular, special and work session meetings on a regular basis. All meetings are open to the public, except as provided in the State Open Meetings law. Citizens are 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 03/04</i>	<i>BUDGET 04/05</i>	<i>BUDGET 05/06</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 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$14,787	\$15,000	\$15,061	\$15,060	(\$1)	-0.01%	\$15,512
Services	\$29,872	\$29,894	\$129,480	\$104,927	(\$24,553)	-18.96%	\$108,075
Commodities	\$600	\$0	\$500	\$0	(\$500)	100.00%	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0		\$0
Total	\$45,259	\$44,894	\$145,041	\$119,987	(\$25,054)	-17.27%	\$123,587

TOWN COUNCIL
Budget Trends



The Town Council's budget includes a contingency account of **\$75,000** 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

Mission Statement- The mission of the Town Manager is to carry out the Policy direction of the Town Council and to ensure that the Town complies with the laws of the State of Rhode Island and the Town Charter. The Town Manager’s Office is dedicated to ensuring that the Town Government operates in an effective and efficient manner, serves the community with a customer service orientation and that all personnel decisions are made in impartial manner.

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 another 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. The Town Manager is the lead public spokesperson for the Town. The Town Manager also serves as the Town’s Personnel Officer, Director of Public Safety and Director of Emergency Management

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Prepare Budget (Goal 1)	Fiscal	December 05- May 06
Keep the Town Council Informed on Town Operations (Goal 2)	Vision	July-June
Update Personnel Rules and Regulations (Goal 3)		July-December
Farmland and Open Space Preservation (Goal 4)		July-June
Capital Improvement Program (Goal 5)	Fiscal	August 05- March 06
Represent the Town at National and Statewide Activities (Goal 6)	Vision	July - June

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Send Capital Improvement Directions to Department Heads, Input Existing Personnel Rules and Regulations, Identify Conflicting Requirements with Departmental Rules and Regulations and Collective Bargaining Agreements, Employee Newsletter, Implement Fiscal Fitness Recommendations
SECOND QUARTER (10/1/05 to 12/31/05)	Send Budget Instructions to Department Heads, Complete Capital Improvement Program with Asset Management Commission, Employee Newsletter, Implement Fiscal Fitness Recommendations
THIRD QUARTER (1/1/06 to 3/31/06)	Budget Preparation, Budget Public Hearings, Community Development Block Grant, Employee Newsletter, Implement Fiscal Fitness Recommendations
FOURTH QUARTER (4/1/06 to 6/30/06)	Budget Adoption, Fiscal Year close out, Employee Newsletter, Implement Fiscal Fitness Recommendations

PERFORMANCE MEASURES

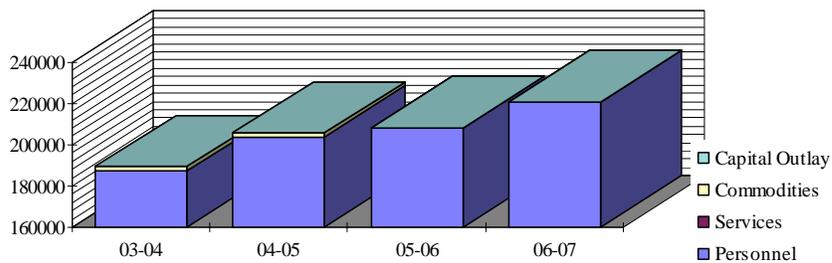
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Council Meetings	2	37	37	14	38	37
Council Packets	2	47	47	24	24	48
Union Negotiations	3	3	0	0	0	0
Positions Filled	3	7	10	15	17	10
Bond Sales	5	0	1	0	1	3
Land Preservation Closings	4	3	4	1	3	4
League of Cities and Towns Board Meetings	6	8	8	4	4	8

PERSONNEL LIST

<i>POSITION TITLE</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Town Manager	1	1	1
Executive Secretary	1	1	.9
TOTAL	2	2	1.9

<i>Town Manager</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase/Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$187,031	\$201,111	\$203,425	\$208,311	\$4,886	2.40%	\$220,810
Commodities	<u>\$2,250</u>	<u>\$2,100</u>	<u>\$2,100</u>	<u>\$0</u>	<u>(\$2,100)</u>	<u>-100.00%</u>	<u>\$0</u>
Total	\$189,281	\$203,211	\$205,525	\$208,311	\$2,786	1.36%	\$220,810

TOWN MANAGER
Budget Trends



No increases have been proposed other than for pay and benefits for Department employees. A portion of the Town Manager's Secretary will be funded by the Finance Department for work involving employee record keeping, benefit management and employee training.

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, Filing Coordinator for Secretary of State Open Meetings Website 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.

2005/2006 DEPARTMENT GOALS

Goal		Timeframe
Continue the Recorded Plats Restoration and preservation program	Fiscal	2005/2006
Continue re-indexing of land records from 1900-1918	Fiscal	2005/2006
Deputy Town Clerk work towards obtaining CMC designation	Vision	2005/2006
Reorganize vault in basement	Vision	2005/2006
Cross training of personnel in all areas within the Clerk’s Office	Vision	2005/2006

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Business License Renewals; Maintain Vital Records; Continue Phase II of Re-indexing Program 1918 back to 1900; Prepare Semi-annual Ordinance Supplement; advertise and docket Committee Appointments.
SECOND QUARTER (10/1/05 to 12/31/05)	License Renewals; Maintain Vital Records; Prepare Semi-annual Ordinance Supplement; Business and docket Committee Appointments; Dog License Renewals.
THIRD QUARTER (1/1/06 to 3/31/06)	Business License Renewals; Maintain Vital Records; Prepare Budget Submission; Advertise and Docket committee Appointments
FOURTH QUARTER (4/1/06 to 6/30/06)	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 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Town Council Meetings	5	16	38	15	40	40
Recordings	1,2	13,230	12,000	7,908	16,000	16,000
Licenses	5	1,705	2,700	1,300	2,700	2700
Record Certify Vital Records	5	1,705	2,700	1,400	2,800	2,800
Yard Sales	5	156	300	282	300	300
Probate Cases	5	63	130	54	120	120
Probate Sessions	5	10	20	11	20	20
Maps Recorded	1,2	20	50	20	50	50
Discharges Recorded	1,2	23	60	25	60	60
Ordinances Changes	1,2	13	20	13	20	20
Committee Appointments	1,2	25	70	25	70	70
License Transfers	5	14	25	10	25	25
Elections	3	0	2	2	0	0
Budget Referenda	3	0	1	0	1	1
Voter Registration	3	822	600	1,813	2,000	800
Zone Changes	5	1	2	5	6	2

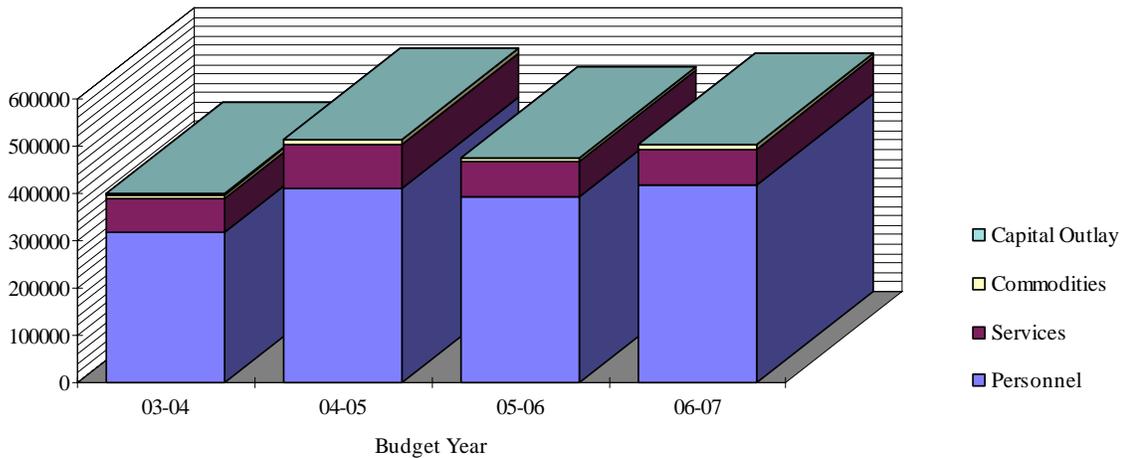
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Clerical assistant	2	2	2
Town Sergeant	1	1	1
Total	3	3	3

<i>Town Clerk</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$319,098	\$397,352	\$412,111	\$394,450	(\$17,661)	-4.29%	\$418,117
Services	\$71,430	\$77,400	\$91,700	\$74,400	(\$17,300)	-18.87%	\$76,632
Commodities	\$7,720	\$11,100	\$11,500	\$7,600	(\$3,900)	-33.91%	\$7,828
Capital Outlay	\$1,695	\$915	\$0	\$0	<u>\$0</u>		<u>\$0</u>
Total	\$399,943	\$486,767	\$515,311	\$476,450	(\$38,861)	-7.54%	\$502,577

TOWN CLERK
Budget Trends



Included in the Town Clerk's budget is Board of Canvassers expenses that were reduced by \$47,000 because FY2005 includes funding for a primary and general election that will not be required in FY2006.

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 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Services	<u>\$392,200</u>	<u>\$204,000</u>	<u>\$201,000</u>	<u>\$201,000</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$210,000</u>
Total	\$392,200	\$204,000	\$201,000	\$201,000	\$0	0.00%	\$210,000

There is no change from the current year in the total proposed for legal services.
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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).

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Update main web pages town wide through RI.gov. Add web documents such tax roll, line item budgets (Goal 1)	Vision	Fiscal 2006
Finish Beta testing MV and Tax Collection System and establish revised written procedure manuals and cross training(Goal 2)	Infrastructure	Quarter 1
Geographic Information System Implementation of town-wide objectives (GIS) (Goal 3)	Infrastructure	Fiscal 2006
Imaging System Implementation and general improvements to records and data storage (Goal 4)	Vision	Quarter 1 & 2
Imaged documents on the Web (Goal 5)	Vision	Fiscal 2006
Provide Departments' access and training to financial systems to provide additional capabilities including payroll, time & attendance and fixed asset maintenance and update (Goal 6).	Fiscal	Quarter 1 and 2
Work with State to improve collection of taxes including delinquent taxes for motor vehicles. Research possibility of sharing tax and water information on-line Improve tax collection process. (Goal 7)	Fiscal	Quarter 2
Cooperate with State and School to improve purchasing process (Goal 8)	Vision	Fiscal 2006
Update Employment Policies and Procedures and conduct training (Goal 9)	Infrastructure	Fiscal 2006

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Work with RI.gov for update of Town web pages and add new documents (Goal 1); Purging and storage of records (Goal 4); 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 Departmental Imaging and records storage project (Goal 4); Update Personnel Rules and Regulations (Goal 9)
SECOND QUARTER (10/1/05 to 12/31/05)	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 and fixed assets (Goal 6); Work with State to improve process for collection of delinquent taxes for motor vehicles. (Goal 7); Employee cross training and updated policy training (Goal 2 and 9).
THIRD QUARTER (1/1/06 to 3/31/06)	Production of FY 2007 annual budget and capital improvement program with imaged documents published on the web (Goal 5).
FOURTH QUARTER (4/1/06 to 6/30/06)	Collection of delinquent real estate taxes via tax sale (Goal 7); finalize year end budget accounting and preparation (Goal 5); and prepare for tax 2006 tax billing (Goal 2); Integrate Imaging software with Town's web site and make security allowances for such. (Goals 5)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Number of Bids	Goal 8	33	40	14	32	30
State/Cooperative Bid Utilization	Goal 8	16	14	16	17	17
Checks Processed	Goal 8	49,500	75,000	24,674	50,000	50,000
Bank Lock-box Transactions Tax	Goal 7	18,574	22,000	12,405	20,000	20,000
Lien Certificates	Goal 7	2,007	2,000	694	1,400	1,500
Fixed Assets Tagged.	Goal 6	2,062	1,300	2,062	2,200	2,500
Funds Maintained	Goal 4	229	230	229	230	230
Vehicle Renewals	Goal 7	14,305	15,000	4,950	15,000	15,000
Tax Sale Parcels	Goal 7	109	200	112	112	175
Tangible Legal Collection Process	Goal 7	42	100	36	70	100
Insurance Claims	Goal 8	27	11	9	18	20

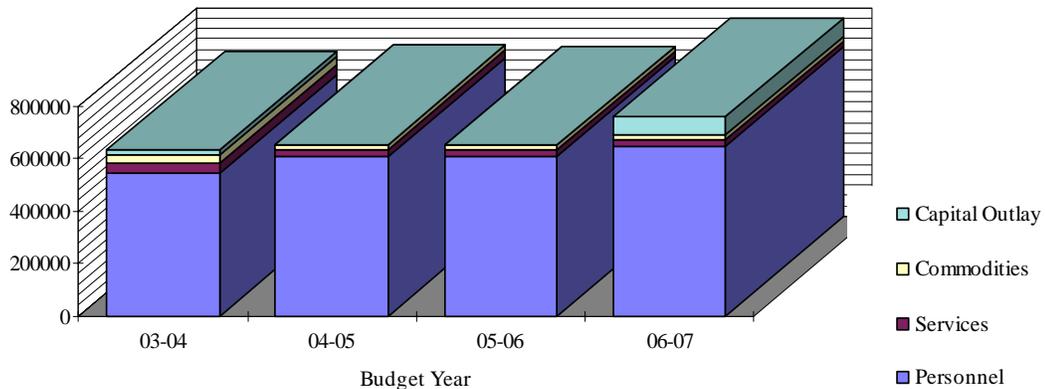
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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
Executive Secretary	0	0	.1
Secretary	1	1	1
Clerk I -Collections, Accounts Payable	2	2	1.4
MIS Director	1	1	1
GIS Manager 20% funded by Planning	.8	.8	.8
Total	9.3	9.3	8.8

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Clerical Assistant - Collections	2	2	2
IS Intern	0	1	0
Total	2	3	2

<i>Finance Department</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$542,268	\$590,989	\$606,324	\$610,418	\$4,094	0.68%	\$647,043
Services	\$38,110	\$45,005	\$30,292	\$22,963	(\$7,329)	-24.19%	\$23,652
Commodities	\$33,646	\$18,400	\$18,400	\$18,400	\$0	0.00%	\$18,952
Capital Outlay	\$18,786	\$0	\$0	\$0	\$0	N/A	\$71,500
Total	\$632,810	\$654,394	\$655,016	\$651,781	(\$3,235)	-0.49%	\$761,147

FINANCE DEPARTMENT
Budget Trends



Changes to personnel for FY2005 include the reduction one Clerk I position to the sharing of an employee with the Tax Assessor's Office (40% Finance/60% Assessor). Also includes the addition of 10% sharing of the Town Manager's Executive Secretary for employee regulations, training and benefit management assistance. The intern position for the IS Division has not been proposed to be funded. IS equipment replacement funding has been postponed for one year.

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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Process tax roll (Goal 1)	Fiscal	Continuing
Explain Field Cards and Assessments (Goal 2)	Fiscal	Continuing
Update Field Cards on the web (Goal 3)	Fiscal	Continuing
Encourage Combination of substandard lots (Goal 4)	Environment	Continuing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Prepare and distribute reports pertaining to the 2005 tax roll (Goal 1). Respond to taxpayer questions & appeals of the 2005 tax roll (Goal 2). Update web site (Goal 3).
SECOND QUARTER (10/1/05 to 12/31/05)	Prepare and mail all necessary forms for the 2006 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 (1/1/06 to 3/31/06)	Enter all permit data in the CAMA system for the 2006 tax roll (Goal 1). Process motor vehicle data for the 2006 tax roll (Goal 1). Update web site (Goal 3). Continue with and Assessment Board of Review Hearings (Goal 2).
FOURTH QUARTER (4/1/06 to 6/30/06)	Process tangible information for the 2006 tax roll (Goal 1). Finalize all real estate data, motor vehicle data, personal property data, exemption applications and ownership information for the 2006 tax roll (Goal 1). Update the web site (Goal 3).

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Parcels	Goal 1	11,326	11,500	11,321	11,321	11,350
Lots eliminated	Goal 4	130	100	40	50	50
Permits	Goal 1	1,500	1,500	1,000	1,500	1,500
Realty Documents	Goal 1	1,563	2,000	728	1,500	1,500
Assessor Hearings	Goal 2	300	400	287	400	300
Board of Appeals	Goal 2	8	350	44	103	100
Motor Vehicle Records processed	Goal 1	35,875	37,000	0	37,000	37,000
Tangible Accounts	Goal 1	1,285	1,500	1,243	1,350	1,400
Exemption Processed	Goal 1	3,409	3,800	637	3,500	3,500
Death & Probate	Goal 1	228	250	159	250	250
Supplemental Bills	Goal 1	172	120	49	66	100

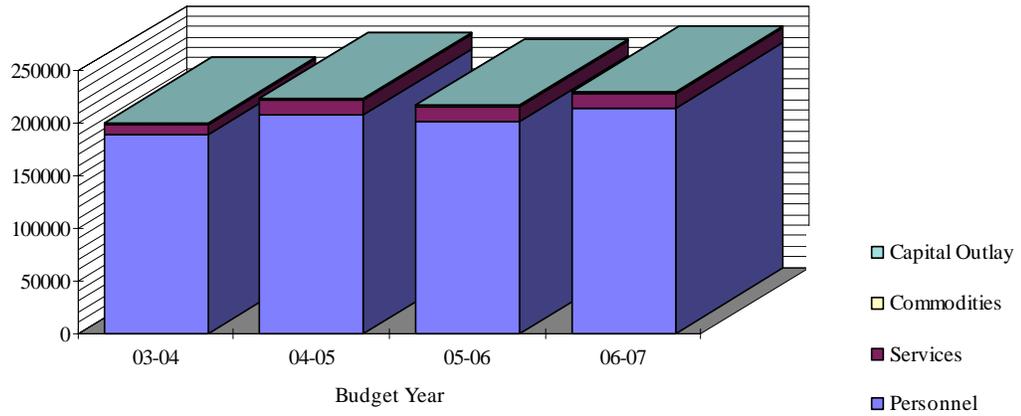
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Tax Assessor	1	1	1
Clerk II	1	1	1
Clerk I	2	2	1.6
Total	4	4	3.6

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Field Lister/Appraiser	1	1	1
Total	1	1	1

<i>Tax Assessment</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$189,659	\$204,954	\$207,592	\$202,194	(\$5,398)	-2.60%	\$214,325
Services	\$9,204	\$15,200	\$15,200	\$13,800	(\$1,400)	-9.21%	\$14,214
Commodities	<u>\$1,873</u>	<u>\$1,230</u>	<u>\$1,230</u>	<u>\$1,050</u>	<u>(\$180)</u>	<u>-14.63%</u>	<u>\$1,081</u>
Total	\$200,736	\$221,384	\$224,022	\$217,044	(\$6,978)	-3.11%	\$229,621

TOWN ASSESSOR
Budget Trends



The reduction in the Tax Assessor budget relates to a sharing of a Clerk I position with the Finance Department (60% Assessment/40% Finance).

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.

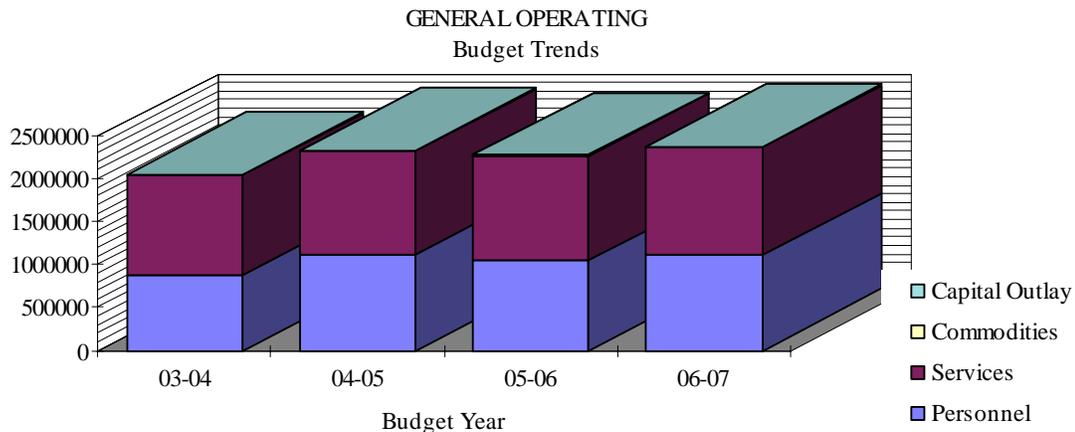
General Operating - Termination Allowance Within this category is the account used for funding the payment of termination pay to retiring employees. Under collective bargaining agreements and the personnel rules and regulations, the Town is required to pay those employees who retire from service with 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 for the second year in a row.

General Operating - Utilities All costs for telephone, electricity, natural gas, heating fuel, water and street lighting for Town operations are allocated within this account.

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. **This account was reduced by \$6,000 from previous year.**

<i>General Operating</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel Services	\$882,959	\$1,061,333	\$1,117,125	\$1,042,000	(\$75,125)	-6.72%	\$1,104,520
Commodities	\$1,162,100	\$1,253,458	\$1,208,572	\$1,214,424	\$5,852	0.48%	\$1,250,857
Capital Outlay	\$8,519	\$9,160	\$9,500	\$14,000	\$4,500	47.37%	\$14,420
	\$0	\$340	\$0	\$0	\$0	0.00%	\$0
Total	\$2,053,577	\$2,324,291	\$2,335,197	\$2,270,424	(\$64,773)	-2.77%	\$2,369,797



The decrease in the General Operating cost center includes a continuation of the funding for the Health Insurance Reserve Fund as well as a reduction in the funding estimated FY2006 costs for health care costs for retirees due to less than anticipated retirements in FY2005. The Town's General Insurance program has been recommended with funding for Worker's Compensation Insurance continuation from 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 one Municipal employee are expected to retire in fiscal year 2006. Eighteen Firefighters are eligible to retire and four firefighters indicated that would retire in fiscal year 2006. The estimated balance available in the Retirement Allowance Reserve Fund as of June 30, 2005 is \$1,050,000 and \$150,000 has been budgeted for addition in fiscal year 2006. For fiscal year 2006, the employees who have indicated that they will retire are estimated to cost to approximately \$225,000.

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. Currently there is no short-term financing debt outstanding. Beginning in FY 2006, the payments for fiscal agent fees shown below have been moved to the General Operating Other account.

<i>Short Term Financing</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Purchased Services	<u>1,898</u>	<u>1,900</u>	<u>1,700</u>		<u>(\$1,700)</u>	<u>100.00%</u>	<u>\$2,000</u>
Total	\$1,898	\$1,900	\$1,700	\$0	(\$1,700)	100.00%	\$2,000

All short-term borrowing related expense paid through this cost center were paid in full by June 30, 2003. There is a requirement to fund fiscal agent fees related to prior bond issues that is proposed funded from the General Operating, Other account beginning in FY2006.

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-eight 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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Respond to all calls for service effectively and efficiently. (Goal 1)	Quality of Life Infrastructure	FY 06
Development of the Division of Training and continuation of the in service training programs. (Goal 2)	Quality of Life Infrastructure	FY 06
Continue with the implementation of structural modernization that assures that all facilities are code compliant, energy efficient, safe and accessible to the public. (Goal 3)	Infrastructure Quality of Life	FY 06
Correct deficiencies identified in the Insurance Services Office (ISO) report. (Goal 4)	Quality of Life Fiscal / Infrastructure	FY 06
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 5)	Quality of Life Environment Infrastructure	FY 06
Continuation of the Apparatus Replacement Program. (Goal 6)	Infrastructure	FY 06-10
Maintain and improve department programs, systems and equipment. (Goal 7)	Infrastructure	FY 06
Plan for a new Fire Station in the Quonset Point/Davisville Industrial Park. (Goal 8)	Infrastructure Economic Development	FY 06
Identify a location and plan for a new Fire Station to better serve the residents in the Slocum area of Town. (Goal 9)	Infrastructure Vision	FY 06
Plan and implement phase 1 of the CIP Public Safety Building Improvement. (Goal 10)	Infrastructure Vision	FY 06
Plan for the future relocation of the Headquarters Fire Station phase 2 of the CIP Public Safety Building Improvement. (11)	Infrastructure Vision	FY 06

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Planning (Goal 1,4,8,9,10,11), Training (Haz-Mat, WMD, confined space, rope rescue, rapid intervention) (Goal 1,2,5), EMS continuing education program (Goal 1,2), CAD data entry (Goal 1,3,7), School facilities inspections (Goal 3), Juvenile Fire Setter Intervention Program (Goal 7), Senior Citizen Fire Safety Program (Goal 7), Quarterly fire alarm system testing (Goal 1,3,7), Continuation of the Radio Box replacement program (Goal 1,3,7), Radio system maintenance (Goal 1,7), Update Department Rules and Regulations (Goal 1,2,7), Quarterly hose change (Goal 1,7), Equipment preventative maintenance (Goal 1,7), IFSTA fire training (Goal 1,2), apparatus preventive maintenance and testing program (Goal 1,7)
SECOND QUARTER (10/1/05 to 12/31/05)	Planning (Goal 1,4,8,9,10,11), Training (Haz-Mat, WMD, confined space, rope rescue, heavy rescue) (Goal 1,2,5), IFSTA fire training (Goal 1,2), Annual hose testing (Goal 1,7), SCBA training and annual fit test (Goal 1,2,7), CAD data entry (Goal 1,3,7), Inspection of target hazards (Goal 1,3), Fire prevention in the schools (Goal 3,7), Baby sitter education program (Goal 7), Quarterly fire alarm system testing (Goal 1,3,7), Fire Alarm systems maintenance (Goal 7), Radio box replacement program (Goal 1,3,7), Winterization of Marine 1 (Goal 7), apparatus preventive maintenance program (Goal 1,4,7), EMS continuing education program (Goal 1,2)
THIRD QUARTER (1/1/06 to 3/31/06)	Planning (Goal 1,4,8,9,10,11), Implementation (Goal 4), Placing in service of new Rescue (Goal 6), Training (rope rescue, confined space, WMD, rapid intervention) (Goal 1,2,5), EMS continuing education program (Goal 1,2), IFSTA fire training (Goal 1,2), Quarterly hose change (Goal 1,7), CAD data entry (Goal 1,3,7), Inspection of Town Facilities (Goal 3), Juvenile fire setter intervention program (Goal 7), Quarterly fire alarm systems testing (Goal 1,3,7), Radio system maintenance (Goal 7), Radio Box replacement program (Goal 1,3,7), apparatus preventive maintenance program (Goal 1,4,7), Seasonal operation Marine 1 (Goal 1,2,7)
FOURTH QUARTER (4/1/06 to 6/30/06)	Planning (Goal 1,4,8,9,10,11), Implementation (Goal 4), Bid preparation (Goal 6), Haz-Mat training (Goal 1,2,5), EMS continuing education program (Goal 1,2), IFSTA fire training (Goal 1,2), Fire hydrant inspection program (Goal 7), Quarterly hose change (Goal 1,7), SCBA annual bench testing (Goal 1,7), CAD data entry (Goal 1,3,7), Inspection of places of assembly and Town License holders (Goal 3), Annual ladder testing (Goal 7), Quarterly fire alarm system testing (Goal 1,3,7), Fire alarm system maintenance (Goal 7), Radio system maintenance (Goal 1,7), Radio Box replacement program (Goal 1,3,7), seasonal operation Marine 1 (Goal 1,2,7), Apparatus preventive maintenance program (Goal 1,4,7)

PERFORMANCE MEASURES

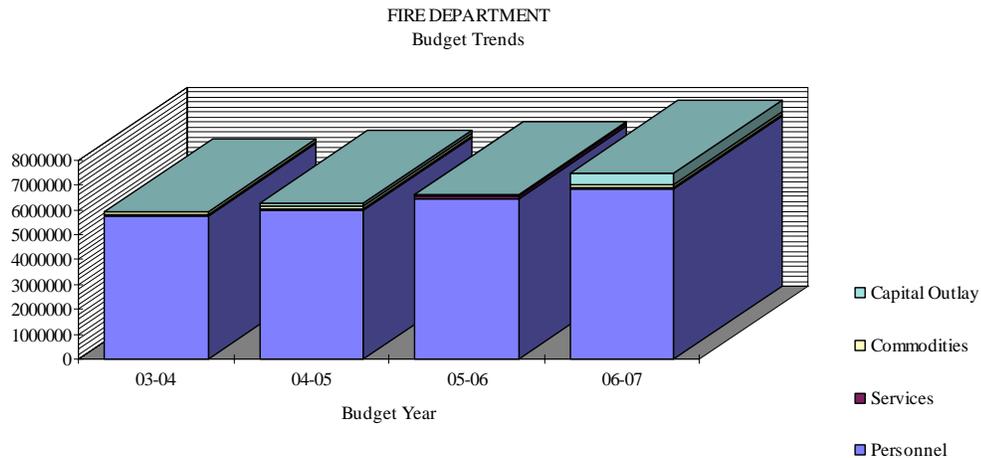
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Structure Fires	1,2	64	60	24	55	60
Brush Fires	1,2	26	30	5	25	30
Vehicle Fires	1,2,	25	25	15	30	30
Other Fires	1,2	31	30	10	25	30
System Malfunctions	1,3	160	175	158	320	350
Malicious/Accidental	1,3	268	275	186	370	375
Hazardous Condition	1,2,5	141	145	66	135	150
Service/Good Intent	1,2,5	258	500	576	1,150	1,200
Other	1,2,5	175	200	151	300	325
Mutual Aid Given	1,2	74	75	33	65	75
Mutual Aid Received	1	104	110	75	150	175
Medical Calls	1,2	2,014	2,100	1,101	2,200	2,250
MVA	1,2,5	340	350	180	360	375
Total Incidents	1,2,5	3,680	4,075	2,581	5,185	5,425
Residential Inspections	3	445	500	235	470	500
Commercial Inspections	3	345	350	181	360	375
Plans Review	3	262	320	121	250	300
Total Inspections	3	1,052	1,170	537	1,180	1,175

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Fire Chief	1	1	1
Deputy Fire Chief	5	4	4
Fire Captain	4	4	4
Rescue Captain	4	4	4
Fire Lieutenant	12	12	12
Rescue Lieutenant	4	4	4
Private/EMTC	38	42	40
Fire Alarm Operator	4	0	0
Fire Inspector	1	1	1
Fire Mechanic	1	1	1
Assistant Mechanic	1	1	1
Secretary	1	1	1
Total	76	75	73

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$5,754,485	\$6,147,088	\$5,967,585	\$6,454,008	\$486,423	8.15%	\$6,841,248
Services	\$71,746	\$79,700	\$77,700	\$79,200	\$1,500	1.93%	\$81,576
Commodities	\$107,231	\$126,900	\$126,900	\$106,900	(\$20,000)	-15.76%	\$110,107
Capital Outlay	\$4,767	\$5,000	\$95,000	\$0	(\$95,000)	-100.00%	\$435,000
Total	\$5,938,228	\$6,358,688	\$6,267,185	\$6,640,108	\$372,923	5.95%	\$7,467,931



The increase in the Fire Department personnel expense relates to a contractual increase in pay of 2.5% for FY 2006 along with the addition of a 4% new step for most of the pay grades. The Town's contribution to retirement will increase by over \$200,000 in FY 2006. Also included is a proposal for a \$200,000 increase in overtime to better reflect historical usage of that account. There is a recommendation to reduce staffing by two fire fighters. Those positions are currently vacant and would not be filled under this proposed budget. No capital equipment has been proposed for FY2006 but there is a plan to meet the needs of the Department by replacing two rescues in FY2005 if funds are available.

POLICE DEPARTMENT

Edward A. Charboneau
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.

The North Kingstown Police Department is staffed by fifty sworn personnel; the Chief of Police and forty nine 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.

2005-2006 DEPARTMENT GOALS

Goal	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
Effectively and efficiently investigate and prosecute all reported or known criminal offenses (goal 3)	Quality Of Life (Org. Development)	Evaluate Quarterly
Respond proactively to traffic enforcement needs and traffic management issues in the community (goal 4)	Quality Of Life (Org. Development)	Evaluate Semi- Annually
Maintain and improve customer service initiatives (goal 5)	Quality Of Life (Org. Development)	Evaluate Quarterly
Emphasize employee development through critical evaluation, education, training and discipline (goal 6)	(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 7)	Quality Of Life (Org. Development)	Evaluate Quarterly
Maintain and improve upon contemporary programs and services including DARE, K9, Bicycle Patrol (special events only), Senior Citizen Advocate, School Resource Officer Program (goal 8)	Quality Of Life (Org. Development)	Evaluate Semi- Annually
Continue to offer educational programs to citizens that foster crime prevention awareness (goal 9)	(Org. Development)	Evaluate Semi- Annually
Improve department equipment, systems and facilities (goal 10)	(Org. Development)	Evaluate Semi- Annually

WORK PROGRAM

QUARTER	ACTIVITY
<p>FIRST QUARTER (7/1/2005 to 9/30/2005)</p>	<p>G1: Response to calls for service: Assignment of directed patrols to identified areas Administrative review of shift staffing / scheduling Administrative review of leave usage 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: 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>G4: Response to traffic enforcement and traffic management: Directed traffic enforcement commercial and recreation areas Deployment of officers in T.E.A.R program</p> <p>G5: Maintenance of customer service initiatives: Roll call training Seminar training (civilian employees)</p> <p>G6: Employee development: Personnel evaluations Mandatory training videos for all employees</p> <p>G7: Planning and organizing of community events: Final preparations for 4th July fireworks and Art Festival.</p> <p>G8: Maintenance of contemporary programs & services: Final organization and implementation of SRO and DARE programs for new school year School Resource Officer continues to meet with High School Police Cadet Program. Attendance at senior citizen events by department advocate</p> <p>G9: Citizen education programs: Seatbelt awareness program and crime prevention group meetings.</p> <p>G10: Department equipment, systems and facilities: Prepare bid specifications for new computer server.</p>
<p>SECOND QUARTER (10/1/2005 to 12/31/2005)</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: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit Administer adult and juvenile court calendars and Juvenile Hearing Board.</p> <p>G4: Response to traffic enforcement and traffic management: Town wide review of traffic control devices Directed traffic patrols of schools and neighborhoods Deployment of officers in T.E.A.R program</p>

QUARTER	ACTIVITY
<p>THIRD QUARTER (1/1/2006 to 3/31/2006)</p>	<p>G5: Maintenance of customer service initiatives: Customer satisfaction survey</p> <p>G6: Employee development: Firearms Training Rapid deployment training Mandatory training videos</p> <p>G7: : Planning and organizing of community events: Preparation for Winter operations and holiday activities Begin planning for Spirit Day</p> <p>G8: : 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>G9: Citizen education programs: Continue to work with established neighborhood crime watch groups</p> <p>G10: : Department equipment, systems and facilities: Preparation of specifications for replacement vehicles Inspect Moorings</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: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit Administer adult and juvenile court calendars and Juvenile Hearing Board.</p> <p>G4: Employee development: G4: Response to traffic enforcement and traffic management: Analysis of enforcement actions correlated to accident locations Directed traffic patrols neighborhoods Deployment of officers in T.E.A.R program</p> <p>G5: Maintenance of customer service initiatives: Customer satisfaction survey.</p> <p>G6: 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>G7: Planning and organizing of community events: Preparation for summer events including Art Festival, Spirit Day and Air Show.</p> <p>G8: Planning and organizing of community events: Preparation for summer events including Art Festival, Spirit Day and Air Show.</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: Department equipment, systems and facilities: New vehicles received and outfitted</p>

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/2006 to 6/30/2006)	<p>Mooring permits and renewals</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: Roll call training Review of department responses to public requests for information</p> <p>G3: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit Administer adult and juvenile court calendars and Juvenile Hearing Board.</p> <p>G4: Response to traffic enforcement and traffic management: Directed patrols based on in depth analysis conducted previous quarter Deployment of officers in T.E.A.R program</p> <p>G5: Maintenance of customer service initiatives: Customer satisfaction survey</p> <p>G6: Employee development: Firearms Training Roll call training Mandatory training videos.</p> <p>G7: Planning and organizing of community events: Preparation for summer community events</p> <p>G8: 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. Make final preparations for Town Spirit Day and hold the event. End of school year evaluation of School Resource Officer Program</p> <p>G9: Citizen education programs: Child safety training Continue to meet with established crime prevention groups.</p> <p>G10: Department Equipment, systems and facilities: Mooring maintenance.</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal or Work Program Reference</i>	<i>ACTUAL 2003 to 2004</i>	<i>BUDGET 2004 to 2005</i>	<i>ACTUAL 2004 to 2005 YTD*</i>	<i>PROJECTED 2004 to 2005</i>	<i>PROJECTED 2005 to 2006</i>
Calls for Service	G1,7	30,867	29,500	16,489	30,000	30,000
Incident Reports	G1,2,8	3,213	5,500	1,547	3,000	3,000
Arrests	G1,2,7,8	1,229	1,325	623	1,300	1,325
Prosecutions****	G1,2,7,8	4,597	1,800	4,875	9,000	9,000
Traffic Accidents	G1,7	1,223	1,300	782	1,400	1,300
Citations	G1,2,7	4,923	5,000	4,252	8,000	8,000
Miles Patrolled	G1,2,7	499,055	510,000	195,348	450,000	510,000
Education **	G4	9707	10,000	4075	8,500	7,500
<u>Animals</u>						
Impounded	G1,2	293	310	137	205	275

<i>PRODUCTIVITY MEASURE</i>	<i>Goal or Work Program Reference</i>	<i>ACTUAL 2003 to 2004</i>	<i>BUDGET 2004 to 2005</i>	<i>ACTUAL 2004 to 2005 YTD*</i>	<i>PROJECTED 2004 to 2005</i>	<i>PROJECTED 2005 to 2006</i>
PTS ***-Inj./Sick	G1,2	21	100	4	15	50
PTS- Euthanized	G1,2	4	2	0	4	4
DOA	G1	221	250	85	150	200
Complaints	G1,2,	3400	3300	1694	2541	2200
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, 2004 through December 31, 2004
 ** 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.
 **** Numbers significantly higher because IMC tracks everything that goes to R.I Traffic Tribunal which is handled by prosecutions. Additionally the traffic citation actual And predicted numbers are hire because of T.E.A.R program.
 Data Source = North Kingstown Police Department Records Management System
 Animal Control database and log books
 Harbormaster database and other miscellaneous records
 Notation: Education Training hours reflect less man hours in YTD and FY 05-06 categories due to not having any new officers in the R.I Municipal Training Academy. We also do not anticipate any officers attending the RIMPTA which would also lower Field Training hours.

<i>POLICE PRODUCTIVITY MEASURES</i>	<i>Goal Or Work Program Reference</i>	<i>Actual 2003 to 2004</i>	<i>Budget 2004 to 2005</i>	<i>Actual 2004 to 2005 YTD</i>	<i>Projecte d 2004 to 2005</i>	<i>Projected 2005 to 2006</i>	
Efficiency Measures	1. Number of calls serviced per officer	G1,6,7,8	605	575	323	605	600
	2. Customers served and satisfied	G1,2,3,4, 5,6,7,8,9, 10	84%	88%	66%	88%	92%
	3. Criminal investigation cases cleared	G1,2,4,5, 6,7,8	67%	64%	69%	64%	67%
	4. Expenditures per capita	G1,2,3,4, 5,6,7,8,9, 10	\$188	\$194.	\$95	\$189	\$202
Effectivene ss Measures	5. ncrease/decrease of value lost or stolen property	G1,3,4,5, 6,7,8,9	42%	0%	N/A	0%	0%
	6.Increase/decrease of Part I offenses	G1,2,3,4, 5,6,7,8,9	6%	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 available on the police department website These numbers reflect those survey results although the number of surveys is lower than preferred. 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.

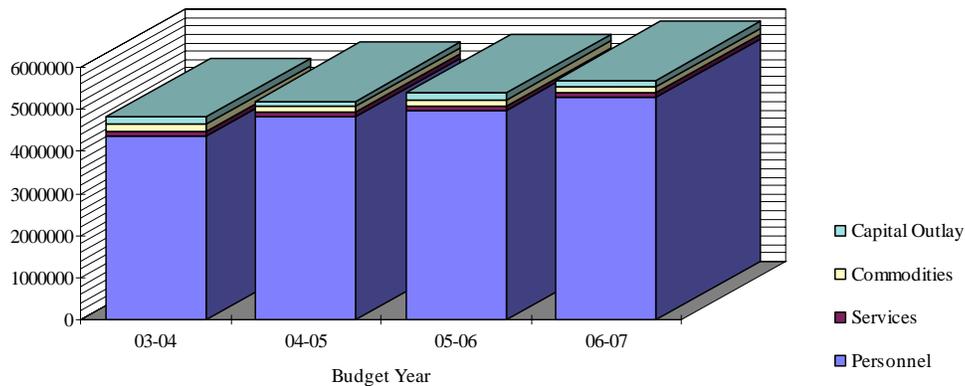
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 2003/2004</i>	<i>BUDGET 2004/2005</i>	<i>PROJECTED 2005/2006</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	1
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.	3	3	3
Patrol Officers	29	28	27
Officers (School Resource Grant Funded through 2/28/06)	3	3	3
Dispatchers (Police)	1	1	1
Dispatchers (Municipal)	2	2	2
Animal Warden	1	1	1
Assistant Animal Warden	2	2	1
Harbormaster	1	1	1
Total	67	66	63

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Clerical Assistant/Part-time	0	1	1
Dispatchers (Municipal)part-time	0	3	3
Assistant Harbormaster 16 wks. /320 total hrs (each)	2	2	2
Total	2	6	6

<i>Police</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel Services	\$4,380,952	\$4,646,493	\$4,828,574	\$4,987,431	\$158,857	3.29%	\$5,286,677
Commodities	\$104,751	\$106,623	\$102,623	\$100,393	(\$2,230)	-2.17%	\$103,405
Capital Outlay	\$167,692	\$158,872	\$150,444	\$150,398	(\$46)	-0.03%	\$154,910
Total	\$4,834,215	\$5,037,488	\$5,207,141	\$5,391,222	\$184,081	3.54%	\$5,702,582

POLICE DEPARTMENT
Budget Trends



Three positions have not been proposed funded for FY 2006 including one of the two Custodian positions, one of the two Assistant Animal Wardens and a patrol position. All three of these positions are currently vacant. A reduction in overtime for the Bike Patrol will reduce the deployments by approximately one-third. There is a 2% July 1 and a 2% January 1 contractual increase in pay for the Police Union employees. \$137,000 has been proposed to replace six vehicles and \$15,000 for the purchase of a replacement computer server for the Department.

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; during the fiscal year a final approval was given to 15 cluster subdivision lots and 9 conventional lots. The Planning Department also conducts the review of land development plans; during the past fiscal year the Planning Commission or Planning Department granted approvals for nearly 50,000 square feet of commercial space. Approximately 715,000 square feet of industrial space also received approval; 99.5% of that activity was located in the Quonset Business Park. 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 day-to-day 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 and FY05, the Department assisted the Fire and Police Departments in updating the Town's Emergency Operations Plan. The Department has been involved with the Davisville neighborhood in 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 and implementation of plans for Wickford sidewalks and the review of plans for the Quonset Davisville Industrial Park. The Department is also responsible for monitoring the number of affordable housing units in the Town; as of December 31, 2004, there were 851 low and moderate-income housing units, which constituted 8.12 per cent of the total housing units.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Comprehensive Plan 5-year Update (goal 1)	Vision	Sept05-Apr07
Administer and Update Town Regulations (goal 2)	Vision	July-June
Comprehensive Plan implementation including Affordable Housing, Wickford, and Davisville Plans (goal 3)	Vision, Quality of Life, Environment, Eco Dev	July-June
Farmland and Open Space Preservation (goal 4)	Vision, Economic Development	July-June
Growth Center Designation and Implementation (goal 5)	Vision, Environment, Economic Development	July-June
Post Road Corridor Plan Implementation (goal 6)	Vision, Economic Development	July-June

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Goal 2/Develop and adopt land development project process; Goal 3/Develop zoning to implement affordable housing strategies; develop Hazard Mitigation brochure; Calf Pasture Point trail construction; Main Street sidewalk implementation; Complete Saw Mill Pond preliminary study; Work with QDC regarding zoning; Goal 4/Application to RIDEM

QUARTER	ACTIVITY
SECOND QUARTER (10/1/05 to 12/31/05)	for recreation acquisition and development funds; Goal 5/Submit Growth Center designation to State; Goal 6/Develop zoning for Post Road corridor Goal 1/Review Comprehensive Plan with Planning Commission and Town Council and develop RFP for consultant services; Goal 2/Develop stormwater management regulations; Goal 3/Affordable housing zoning adoption; Initiate CDBG process; Main Street improvements ongoing;; Quonset zoning ongoing; Goal 4/Farmland and open space development rights acquisition ongoing; Goal 6/
THIRD QUARTER (1/1/06 to 3/31/06)	Goal 1/Select consultant for 5-year Comprehensive Plan update; Goal 3/Update Harbor Management Plan; Adopt stormwater management regulations; Complete CDBG and Revitalization Plan application; Prepare inventory of affordable housing, subsidized and non-subsidized.
FOURTH QUARTER (4/1/06 to 6/30/06)	Goal 1/Begin public visioning process for Comprehensive Plan update; Goal 3/Main Street improvements completed; Harbor Management Plan update ongoing; Goal 4/Farmland and Open Space Preservation ongoing; Goal 6/Wickford to Quonset bikeway design begins

PERFORMANCE MEASURES

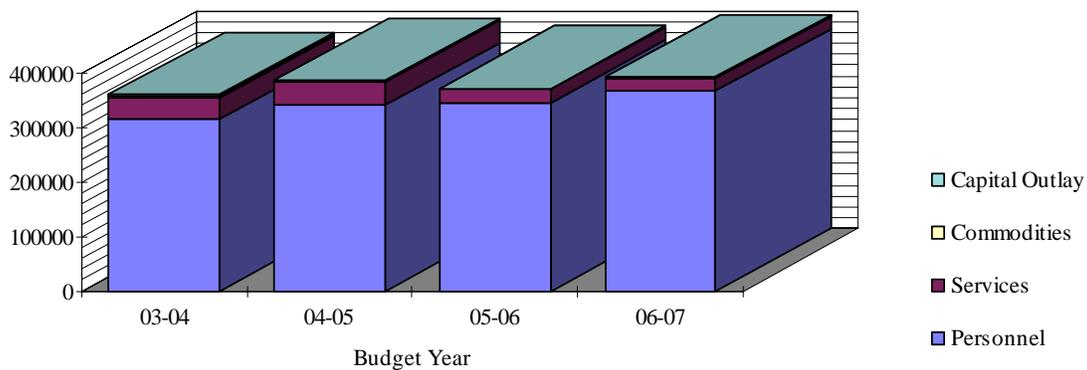
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Admin Subdivisions	2	19	20	8	16	18
Pre-applicant	2	4	5	2	5	5
Master plans	2	4	4	1	3	4
Preliminary	2	6	4	7	11	4
Final	2	7	5	6	12	5
Comprehensive Permits	3	4	2	2	1	1
Zone amendments	2	7	5	3	5	5
Land dev plans	2	21	21	16	21	21
ZBR variances	2	31	30	29	35	30
ZBR special use	2	24	30	9	20	25
ZBR appeals	2	6	6	2	6	6
Zoning Modification	2	--	--	3	3	3

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Director of Planning & Development	1	1	1
Principal Planner	2	2	2
GIS Manager	.20	.20	.20
Senior Planner (33% water)	0.67	.67	.67
Clerk II	1	1	1
TOTAL PLANNING	4.87	4.87	4.87

<i>Planning & Economic Development</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$313,731	\$330,577	\$339,766	\$345,223	\$5,457	1.61%	\$365,936
Services	\$40,081	\$42,225	\$42,925	\$23,175	(\$19,750)	-46.01%	\$23,870
Commodities	\$1,926	\$3,150	\$3,500	\$2,862	(\$638)	-18.23%	\$2,948
Capital Outlay	<u>\$3,698</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>	<u>(\$500)</u>		\$0
Total	\$359,435	\$376,452	\$386,691	\$371,260	(\$15,431)	-3.99%	\$392,754

PLANNING AND DEVELOPMENT
Budget Trends



Due to budget constraints, no funding is proposed for consulting services in FY 2006. There is a plan to fund \$50,000 for the 5-year Comprehensive Plan update process from the current year, FY2005 budget if funds are available. Increases in personnel costs are mitigated by allocating less for a new director who would be paid at a beginning pay step rather than the top step pay of his/her predecessor who will retire in FY2005.

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. Continue to support 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 on all Town and School capital improvement 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, 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 two full-time employees, a Transfer Station Foreman and one clerical employee. Clerical staff employees from other DPW Divisions are also used during working hours. This is a reduction of one employee over last year and needed to reduce operating costs. Additional changes needed to offset increased facility costs include a reduction in operation hours and an increase in the tipping fee. Hours of operation now coincide with a standard clerical workweek of 35 hours, thus eliminating overtime, and the tipping/tag fee increase will offset increased transportation and operation costs. The Public Works Department is in its sixth 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 over a 30% increase in the Town's recycling tonnage and a significant 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 substantially complete, with an anticipated occupancy of February 2005. The new Transfer Station site is located approximately ½ mile west of Route 1. The relocation was 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, mattresses and Christmas trees. The curbside collection program is a weekly pickup. The Transfer Station operates under a "Pay-As-You-

Throw” program. Commodities delivered to the Transfer Station are charged a unit-based disposal fee. 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 depositing other household items such as wood waste, scrap metal and bulky items is covered by a per pound scale charge. 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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Bellville Pond Dam (goal 1)	Infrastructure	2006-2008
Wickford Projects (Main and West Main) (goal 2)	Infrastructure	2006-2008
Facility/Infrastructure (Safety, PM, Code, ADA) (goal 3)	Infrastructure	On-Going
Road Overlay Program (goal 4)	Infrastructure	On-Going
Landfill Closure Certificates (goal 5)	Environment	2006-2008
Implement Storm Water Management Plan (goal 6)	Environment	2006-2009
Complete Sidewalk Inventory and PM Program (goal 7)	Infrastructure	2006
Solid Waste Program (Transfer Station & Recycling) (8)	Environment	On-Going
Town Mapping and GIS (goal 9)	Vision	On-Going
Improve Permit Tracking (Roads, Buildings, Trees) (10)	Infrastructure	2006

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Continue secondary road paving program, in accordance with Pavement Management Program prioritization (goal 4); Maintenance and upgrades to Town parks and athletic fields (goal 3); Road brush cutting, catch basin cleaning and misc. Drainage repair and projects (goals 3 & 6); Tree Maintenance (goals 3 & 10); Design/ Construction of Main Street (goal 2); Complete sidewalk inventory (goal 7)
SECOND QUARTER (10/1/05 to 12/31/05)	Implement Landfill Site Investigation Work Plan (goal 5); Leaf and yard waste processing (goal 8); Complete in-house road projects (goal 3); Town Building Maintenance projects (goal 3); Award new Solid Waste Contract (goal 8); Bellville Dam Repair Project (goal 1)
THIRD QUARTER (1/1/06 to 3/31/06)	Update Assessor Maps (goal 9); Road paving and drainage project design (goal 3); Ongoing snow removal and brush cutting (goal 3); Continue Wickford Infrastructure Improvement Projects (goal 2); Town Facility maintenance work (goal 3)
FOURTH QUARTER (4/1/06 to 6/30/06)	Road striping and painting (goal 3); Street sweeping, catch basin cleaning and winter sand removal (goals 3 & 6); Replacement and upkeep of Town road signs (goal 3); In-house drainage projects (goal 3); Continue with Landfill and Dam remediation work (Goals 1,3 & 5)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Town road miles	4 & 9	155.7	155.7	156.0	156.9	159.0

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Plowed miles	3	157.9	157.9	158.2	159.1	161.2
Paved miles	3 & 10	153.7	153.7	154.0	154.9	157.0
Miles resurfaced	3 & 10	2.8	2.8	2.5	2.5	4
Multi use parks	3	4	4	4	4	4
Playgrounds	3	6	6	6	6	6
Baseball/softball	3	16	16	16	16	16
Soccer	3	9	9	9	9	9
Facilities	3	36	36	36	35	35
Acres maintained	3	479	479	479	479	479
Football	3	1	1	1	1	1
Basketball	3	9	9	9	9	9
Tennis	3	5	5	5	5	5
Roller Hockey	3	1	1	1	1	1

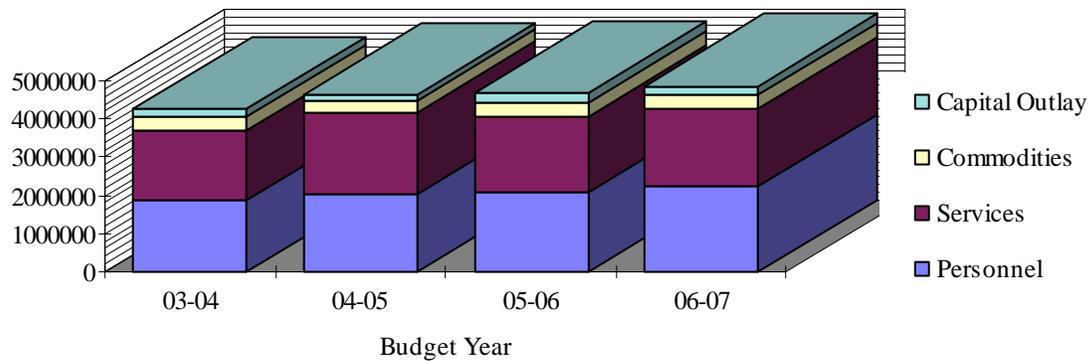
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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)	6	7	7
Heavy equipment operator	0	0	0
Equipment Operator I (High)	1	0	0
Town Engineer (35% Water)	.65	.65	.65
Engineer secretary	1	1	1
Engineering inspector	2	2	2
Clerk I (Transfer Station)	2	2	1
Facilities ground foreman	1	1	1
Equipment Operator / Carpenter	1	1	1
Facilities maintenance person	0	0	0
Equipment Operator II B (Fac)	2	2	3
Equipment Operator I (Fac)	1	1	0
Building custodian	1	1	1
Total	33.65	33.65	32.65

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$1,883,708	\$2,014,262	\$2,025,489	\$2,095,695	\$70,206	3.47%	\$2,221,437
Services	\$1,801,931	\$2,127,508	\$2,127,503	\$1,984,322	(\$143,181)	-6.73%	\$2,043,852
Commodities	\$384,196	\$443,240	\$329,972	\$357,050	\$27,078	8.21%	\$367,762
Capital Outlay	<u>\$192,945</u>	<u>\$175,000</u>	<u>\$174,750</u>	<u>\$235,000</u>	<u>\$60,250</u>	<u>34.48%</u>	<u>\$242,050</u>
Total	\$4,262,780	\$4,760,010	\$4,657,714	\$4,672,067	\$14,353	0.31%	\$4,875,100

PUBLIC WORKS DEPARTMENT
Budget Trends



Reduction of one full time clerk in the Transfer Station has been proposed for FY2006. The capital projects proposed for FY2006 are **\$362,000 (as amended by Town Council)** for contract road improvements, \$210,000 for the Main Street project, \$235,000 for equipment replacement, \$70,000 for consulting for the landfill closure and Belleville Dam, and \$300,000 for appropriation to the Town Capital Reserve Fund.

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. A phase-out of this funding is being proposed that will lead to zero funding in FY2007.

Contributions to Agencies	FY 2005 Adopted	FY 2006 Adopted	\$ Decrease	% Decrease
South County Community Action	13,730.00	7,628.00	-6,102	-44.44%
Phoenix House (Sympatico)	2,574.00	1,430.00	-1,144	-44.44%
South Shore Mental Health Ctr.	17,200.00	9,556.00	-7,644	-44.44%
Bayside Family Healthcare	35,402.00	19,668.00	-15,734	-44.44%
The ARC	10,898.00	6,055.00	-4,843	-44.44%
Women's Resource Center	3,600.00	2,000.00	-1,600	-44.44%
VNS Homecare	31,500.00	17,500.00	-14,000	-44.44%
Samaritans	450.00	250.00	-200	-44.44%
Seniors Helping Others	495.00	275.00	-220	-44.44%
Thundermist Health Center of South County	4,500.00	2,500.00	-2,000	-44.44%
Washington County Adult Learning	<u>1,350.00</u>	<u>750.00</u>	<u>-600</u>	<u>-44.44%</u>
Totals	121,699.00	67,612.00	-54,087	-44.44%

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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue program to aid those in crises situations professionally (Goal 1)	Quality of Life	Ongoing through FY 2006
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 2006
Continue program to determine all possible financial resources available to needy (Goal 3)	Quality of Life	Ongoing through FY 2006

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Monthly Meetings (Directors and Dept. of Human Services (Goal 3)
SECOND QUARTER (10/1/05 to 12/31/05)	Collect names of people in need of Thanksgiving and Christmas holiday baskets and gifts (Goal 3); Monthly Meetings (Directors and Dept. of Human Services (Goal 3); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goal 3)
THIRD QUARTER (1/1/06 to 3/31/06)	Monthly meetings (Directors and Dept. of Human Services) (Goal 3); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goal 3)
FOURTH QUARTER (4/1/06 to 6/30/06)	Budget Preparation (Goal 1); Community Development Review Board Meetings (Goal 3); Monthly Meetings (Directors and Dept. of Human Services) (Goal 3)

PERFORMANCE MEASURES

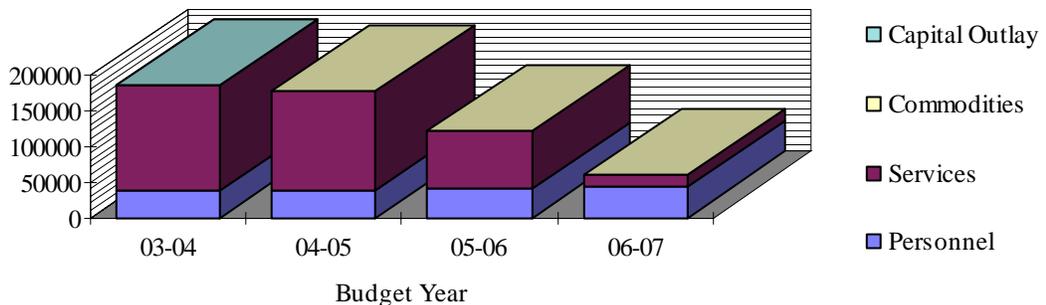
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Electric Shutoff	Goal 1	20	56	8	48	56
Electric – Amount	Goal 1	\$4,243	\$10,000	\$1,709	\$8,291	\$10,000
Heat Cases	Goal 1	28	20	14	6	20
Heat – Amount	Goal 1	\$5,919	\$2,200	\$2,975	\$2,525	\$5,500
Rent Cases	Goal 1	9	9	6	3	9
Rent – Amount	Goal 1	\$2,320	\$1,900	\$1,300	\$600	\$1,900
Medical Cases	Goal 1	5	14	3	11	14
Medical– Amount	Goal 1	\$697	\$900	\$450	\$450	\$900

PERSONNEL LIST

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Director of Public Welfare	1	1	1
Total	1	1	1

<i>Welfare & Contributions</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$36,492	\$38,548	\$38,803	\$41,081	\$2,278	5.87%	\$43,546
Services	149,510	136,699	136,699	79,612	(\$57,087)	-41.76%	\$15,000
Commodities	\$83	\$250	\$250	\$250	\$0	0.00%	\$258
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>
Total	\$186,085	\$175,497	\$175,752	\$120,943	(\$54,809)	-31.19%	\$58,803

PUBLIC WELFARE and CONTRIBUTIONS
Budget Trends



A reduction in the amount of funding for public assistance from \$15,000 to 12,000 has been proposed.

SENIOR SERVICES

Kathleen M. Carland, Director

Mission Statement- To promote well-being, enjoyment, 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. Internet access and computer education were 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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue to provide adequate space for center programs and services (goal 1)	Infrastructure	2005-2006 Ongoing
Promote the well-being and independence of North Kingstown's adult community (over 55 years) (goal 2)	Quality of Life	2005-2006
Provide programs and services to meet present and future needs (goal 3)	Vision	2005-2006
Provide for the changing needs of the Older Adult Community (goal 4)	Quality of Life	2005-2006
Goal 5: Promote the senior center as a community asset (goal 5)	Quality of Life	2005-2006
Goal 6: Maintain Health and Wellness Programming to improve Quality of life, overall health and well being of older adults in No. Kingstown (goal 6)	Quality of Life	2005-2006
Goal 7: Provide opportunities for older adults and youth to interact in meaningful activities (goal 7)	Quality of Life	2005-2006

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Evaluate current programs and Services/Outcome Measurements (Goals 1,2,7) 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) Schedule Community Presentations (4 x a year) (Goals 1-7) Dinner/Dance – 30 th Anniversary Fundraiser (Goals 1,2,5) Quarterly Statistics (Goals 2,4,5) Initiate Feasibility Study (Goals 1,2,3,4)
SECOND QUARTER (10/1/05 to 12/31/05)	Holiday Programs (Goals 1, 2, 3, 5) Planning for Budget Process (Goals 1-7) Intergenerational Programs Begin (Goal 5, 7) Review Space Needs (Goal 3) Quarterly Statistics (Goals 2,4,5)
THIRD QUARTER (1/1/06 to 3/31/06)	Apply for CDBG Funding (Goal 6) Start Tax Aide Program at center (Goals 1,2,5) Plan/Organize Senior Prom with NHS (Goals 1,4,7) Quarterly Statistics (Goals 2,4,5) March Fundraiser (Goal 2)
FOURTH QUARTER (4/1/06 to 6/30/06)	Submit Annual Grant to DEA (Goals 1,4,5) Senior Center Week Activities (Goals 1,4,5) Quarterly Statistics (Goals 2,4,5) Volunteer Recognition Activities (Goals 1, 2)

PERFORMANCE MEASURES

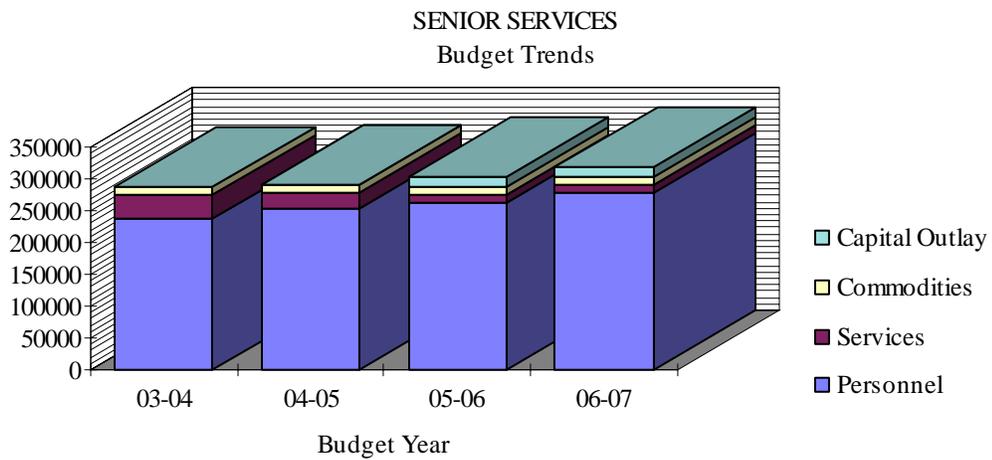
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Total # of Calls	2,3,4	9,178	9,500	4,000	9,200	9,200
Bank, Library, Post Office	2,3,4	212	250	125	225	225
Doctors/ Medications	2,3,4	325	350	165	330	330
Shopping	2,3,4	1,177	1,400	625	1,200	1,200
To Center	2,3,4	3,438	3,250	1,650	3,250	3,500
Unduplicated Riders	2,3,4	133	125	115	130	140
Social Services:						
Individuals	2,3,4,5,6	504	500	250	500	520
Service Units*	2,3,4,5,6	2,882	3,750	1,400	2,900	2,900
Nutritional Programs:						
Meals on Wheels # meals delivered	2,3,4,5,6	11,596	10,750	6,100	11,600	11,650
Meals on Wheels by individual	2,3,4,5,6	126	105	90	125	128
Meal Site # Meals Served	2,3,4,5,6	11,567	12,500	5,800	11,600	11,650
Meal Site by Individuals	2,3,4,5,6	325	320	200	325	325
Programming & Activities:						
By Individual	1-7	1,562	1,725	1,575	1,700	1,700
Service Units	1-7	15,864	15,250	7,700	16,000	16,000
Individual						
Unduplicated	1-7	1,907	2,000	1,300	2,000	2,000

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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
Kitchen Supervisor 19.5	1	1	1
Total	8	8	8

<i>Senior Citizens</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$236,330	\$250,331	\$252,907	\$263,451	\$10,544	4.17%	\$279,258
Services	\$39,144	\$24,251	\$25,259	\$10,199	(\$15,060)	-59.62%	\$10,505
Commodities	\$12,204	\$13,650	\$13,650	\$13,850	\$200	1.47%	\$14,266
Capital Outlay	<u>\$1,181</u>	<u>\$0</u>	<u>\$0</u>	<u>\$15,000</u>	<u>\$15,000</u>		<u>\$15,000</u>
Total	\$288,860	\$288,232	\$291,816	\$302,500	\$10,684	3.66%	\$319,029



A reduction in the proposed spending for Adult Day Care to South Kingstown Adult Day Care in the amount of \$14,517 is reflected in the spending plan shown above. A \$15,000 contribution to a reserve fund for a future replacement of the 1995 Senior Bus that is estimated to cost \$65,000 has been proposed.

CODE ENFORCEMENT

John Leyden, 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, non-intimidating 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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue to effectively enforce the State Building Code and the State Housing Maintenance and Occupancy Code to insure the Health, Safety and Welfare to the public in North Kingstown. (Goal 1)	Organizational Development	FY2005-06
Continue to build public confidence and trust in our staff and local government; (Goal 2)	Organizational Development	Daily
Provide public access and a more effective means for the distribution of information regarding permit records and building code through the expansion of our electronic library and data base; (Goal 3)	Organizational Development	Daily
Continue to promote open communication between staff, department heads and the administration regarding condition of employment, working condition and resolution of problems. (Goal 4)	Organizational Development	Daily
Continue to improve electronic, telephonic, written and verbal communication with co-workers, other departments and the general public; (Goal 5)	Organizational Development	FY2005-06
Develop an interdepartmental electronic permit review process in order to expedite the permitting process; (Goal 6)	Organizational Development	FY2005-06
Expand upon ability to electronically track scheduled inspections, completed inspections and violation; (Goal 7)	Organizational Development	FY2005-06

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	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 6)
SECOND QUARTER (10/1/05 to 12/31/05)	Provide the best service possible to the public. Expand upon our ability to electronically track scheduled inspections and violations. (Goal 7)
THIRD QUARTER (1/1/06 to 3/31/06)	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 3)
FOURTH QUARTER (4/1/06 to 6/30/06)	Provide the best service possible to the public. (Goal 1)

PERFORMANCE MEASURES

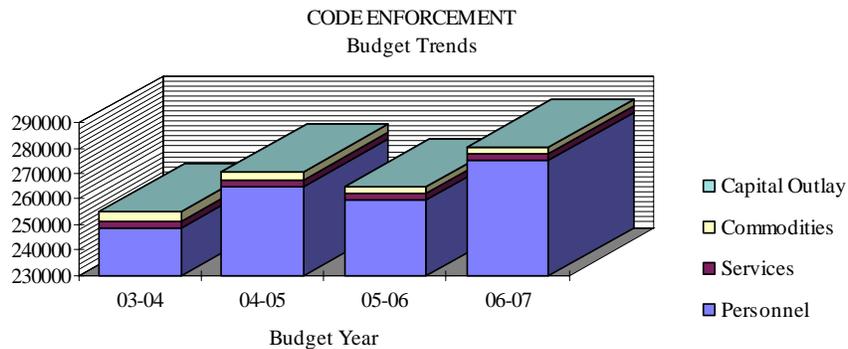
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Const.Value: New Residential	1	9,100,125	12,383,690	5,659,916	12,579,314	11,859,427
Additions/alterations, Residential	1	11,812,814	10,661,884	5,962,594	11,950,632	12,282,944
Const. Value All Residential:	1	20,912,939	23,045,578	11,622,261	24,529,946	24,142,371
Const. Value: New Non-Residential	1	18,514,551	2,113,560	156,700	1,105,000	2,494,128
Additions/alterations, Non-Residential	1	6,498,276	8,838,959	2,604,916	5,654,880	7,366,172
Const. Value All Non-Residential	1	25,012,827	10,952,519	2,761,616	6,759,880	9,860,300
Total Const. Value, Residential & Non-Residential	1	45,925,766	33,998,097	14,383,877	31,289,826	34,002,671
Permits Issued: Building	1	1,02	1,059	579	1,089	1,090
Electrical	1	736	764	366	810	764
Plumbing	1	243	258	153	280	266
Mechanical	1	430	459	270	498	473
Demolition	1	19	12	11	20	14
Total # Permits Issued	1	2,430	2,552	1,379	2,697	2,607

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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 04/05</i>	<i>PROJECTED 05/06</i>
Clerical Assistant (Pt+21Hrs 52 Weeks)	2	2	2
Contracted Inspectors	4	4	4
Total	6	6	6

<i>Code Enforcement</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$248,910	\$260,176	\$265,144	\$259,952	(\$5,192)	-1.96%	\$275,549
Services	\$2,493	\$3,550	\$2,550	\$2,350	(\$200)	-7.84%	\$2,421
Commodities	\$4,017	\$2,900	\$3,300	\$2,650	(\$650)	-19.70%	\$2,730
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$255,420	\$266,626	\$270,994	\$264,952	(\$6,042)	-2.23%	\$280,699



Personnel cost reductions for this Department are as a result of the hiring of a new director who is paid at a beginning pay step rather than the top step pay of his predecessor who retired in FY2005.

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.

2005/2006 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Maintain quality of life for all North Kingstown residents through seasonal Recreation Activities (Goal 1)	Vision	7/01-6/30
Encourage low income children to participate in program through transportation access and affordability (Goal 2)	Vision	2005
Implement Recreation Improvement Grants (Goal 3)	Vision	2006
Coordinate with Public Works and the various youth and adult organizations to schedule use of fields and, at the same time, insure that the playing surfaces remain safe for the participants (Goal 4)	Infrastructure	2006
Identification of need and benefit to <u>all</u> of our residents for an Indoor Recreation Facility to include athletic, social and meeting/conference space (Goal 5)	Infrastructure	2006

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Goals 1, 2 and 3...Summer Camp Administration, Beachfront Programming, Theatre and Arts for children, outdoor sporting events, planning for fall and winter.
SECOND QUARTER (10/1/05 to 12/31/05)	Goals 1, 2 and 3...Begin Indoor Recreation Activities, continue fall activities, coordinate special events and trips with schools and vendors, begin budget process.
THIRD QUARTER (1/1/06 to 3/31/06)	Goals 1, 2, and 3...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 (4/1/06 to 6/30/06)	Goals 1, 2 and 3...Begin spring activities including the Easter Egg Hunt, track and girl’s softball. Rehire and train beach and summer camp staff in program safety and skills.

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Basketball	1,5	1,300	1,300	1,300	1,300	1,300
Gymnastics/Dance	1,5	500	550	400	550	550
Softball	1,4,5	500	500	500	580	580
Special Events	1,2	5,000	5,000	3,500	5,000	5,000
Art	1,5	400	400	300	400	400
Cross Country/track	1,5	90	90	90	90	90
Girls Field Hockey	1,5	90	90	90	90	90
Wrestling	1,5	70	70	70	70	70
Adult Volleyball	1,5	30	30	30	30	30
Alton Jones	1,2	45	45	0	45	45
Hershey Track & Field Meet	1,2	160	180	0	180	180
Jr. Olympics track	1,5	130	130	130	130	130
Playgrounds	1,2,3,5	900	900	900	900	900
Swimming Lessons	1	200	200	200	200	200
Summer Sports	1,5	500	500	500	500	500
Youth tennis	1	220	175	220	200	200
Creative Drama	1,3	140	140	75	140	140
Arts & Crafts (6-9)	1	300	300	300	300	300
Theater by the Sea	1,3	65	65	65	65	65
Bussing ages 6-13	1,2	9,500	9,750	9,500	9,500	9,500
In-Line Hockey	1,5	200	200	100	200	200

PERSONNEL LIST

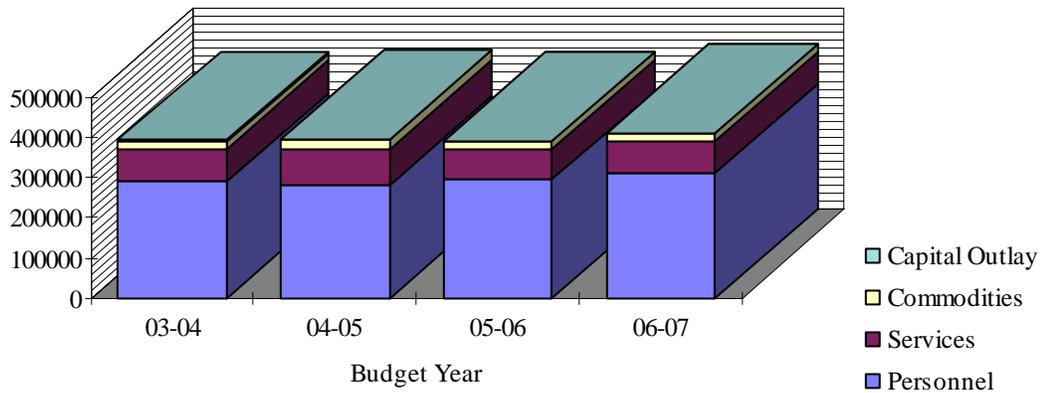
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Recreation Director	1	1	1
Secretary	.50	.50	.50
50% General/50% QD Fund			
Total	1.5	1.5	1.5

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Track Part Time	3	3	3
Total	94	94	94

<i>Recreation Department</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$290,054	\$295,887	\$281,877	\$293,939	\$12,062	4.28%	\$311,575
Services	\$80,265	\$89,690	\$89,690	\$77,056	(\$12,634)	-14.09%	\$79,368
Commodities	\$18,724	\$23,220	\$23,220	\$19,220	(\$4,000)	-17.23%	\$19,797
Capital Outlay	<u>\$3,859</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$392,901	\$408,797	\$394,787	\$390,215	(\$4,572)	-1.16%	\$410,740

RECREATION DEPARTMENT
Budget Trends



An increase in part time personnel line for summer programs has been proposed. Also included is an increase for lighting at Wilson Park. Funding for the Fourth of July fireworks in the amount of \$14,000 is not being proposed due to budget constraints

LEISURE ACTIVITIES

Daniel O'Connor, Director

Mission Statement- Maintain and improve 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 whose revenues are derived from the operation of the Golf Course and the Allen Harbor Marina, supports the Town's recreational programs as well as 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 of equipment. 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, outings and tee times. The Operations Manager 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 access to 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 daily operation and maintenance of the marina facilities including capital improvements and supervision of a busy boat ramp. The Marina is open from April to December. Their goal 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 Series headline an impressive list of programs that provides entertainment and artistic opportunities for all ages.

2005/2006 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Maintain quality of life by providing excellent recreational opportunities for the North Kingstown residents (Goal 1)	Vision	Jul 05-Jun 06
Arts Council continue to provide quality Arts Programming (Goal 2)	Quality of Life	Ongoing
Operate and Maintain Allen Harbor Marina facilities (Goal 3)	Infrastructure	Jul 05-Jun 06
Expand Marina by adding additional Docks (Goal 4)	Infrastructure	Jul 05-May 06
Complete phase I improvements to Calf Pasture Point (Goal 5)	Infrastructure	Summer 05
Insure that the golf course is in excellent playing condition and	Infrastructure/	Ongoing

Goals	Vision reference	Timeframe
provide a pleasant atmosphere (Goal 6)	Quality of Life	
Continue Golf Course improvements program per USGA Report (upgrade two tees) (Goal 7)	Infrastructure	Oct 05 Apr 06
Upgrade golf course fleet including golf carts and apron mower for the golf course (Goal 8)	Infrastructure	Spring 06
Use Preventive Maintenance System for GC Operations (Goal 9)	Infrastructure	Ongoing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Goals 1,3,4,5...Allen Harbor... construction of the South-dock; continue to implement Allen Harbor Master Plan. Complete construction of Calf Pasture Point Improvements. Review rates for 2006 season. Update Wait Lists. Recommend changes to Allen Harbor Ordinance
SECOND QUARTER (10/1/05 to 12/31/05)	Goals 5,6,7,8,9...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. Aerate fairways and greens. Seed fairways and tees. Review rates for 2006 season. Finalize Plans and advertise bids upgrading 2 Tees Goal 1,2... Arts Council Tuesday Night Concerts, Thursday Family Entertainment series, Shakespeare at the Beach Goal 3,4...Allen Harbor... Winterize equipment. Inspect 1/3 of moorings and install winter mooring markers. Town Council approval of rates for 2006 season. Send Winter contracts to tenants. Prepare and mail 2006 Tenant Contracts Goal 6,7,8,9...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 2006 season. End of season sale in Pro Shop. Begin construction of Tee Upgrades Goal 1,2... Arts Council TBA Christmas, Fall arts program
THIRD QUARTER (1/1/06 to 3/31/06)	Goal 3...Allen Harbor...Fill vacancies from wait lists for summer season, supervise winter Tenants, continue with Master Plan implementation. Advertise for seasonal positions and fill Goal 6,7,8,9...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 and other rolling stock. Continue upgrading Tees. 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. Open golf Course for the season Goal 1,2... Arts Council TUBA Christmas, Fall arts program
FOURTH QUARTER (4/1/06 to 6/30/06)	Goal 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 Goal 5,6,7,8,9...Golf course... Activate irrigation system, apply spring chemicals and fertilizers, aerate and top dress greens, aerate tees, and fairways, begin play, begin outing and league schedule. Continue to book outings. Complete construction of 2 Tees. Continue tree removal Goal 1,2... Arts Council Sunday Musicales and RI Voices at Library, TUBAphonia, Strawberry Festival at Smith's Castle

PERFORMANCE MEASURES

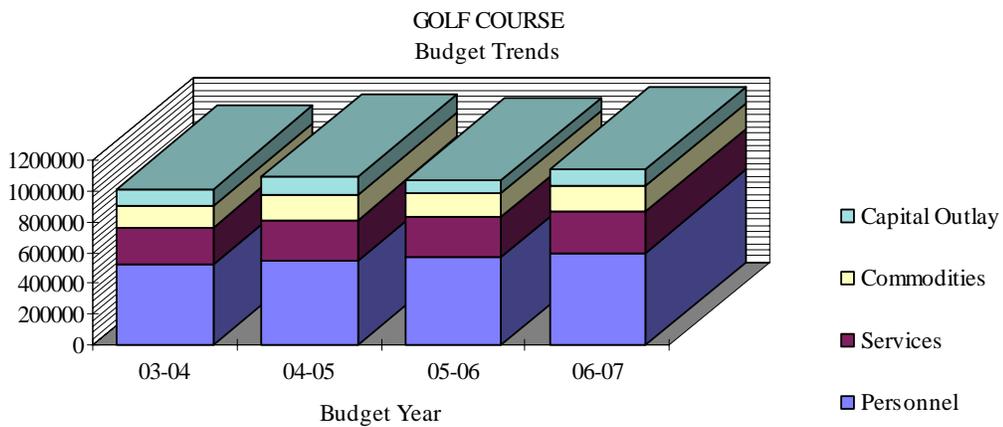
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Moorings	3	83	79	83	83	83
Slips	3	66	102	66	86	102
Ramp – Daily	3	872	125	912	900	900
Ramp - Annual	3	29	110	140	150	150
Gals. Sewage	3	500	500	500	1000	1000
Season pass	6	27	100	65	85	90
Pass holder rounds	6	5,000	6,800	3106	4500	5000
Outings	6	95	170	80	95	100
Leagues	6	30	30	30	31	31
Pro shop sales	6	\$29,500	\$50,000	\$49000	\$49000	\$49000
Golf carts replaced	8	0	25	50	50	25

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</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

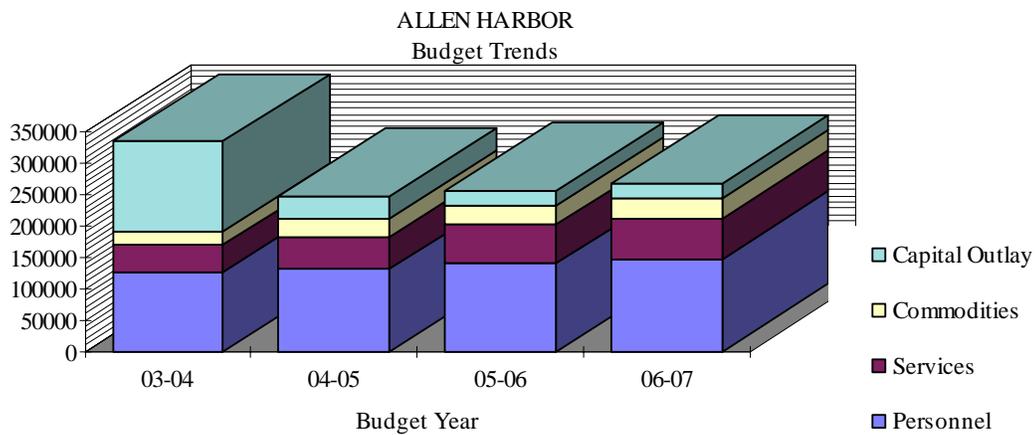
<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Seasonal Golf Course Workers	7	7	7
Seasonal Cart Staff	8	8	8
Seasonal Starter/Ranger/Cashier	9	9	9
Operations Manager Allen Harbor	1	1	1
Assistant Operations Manager Allen Harbor	2	2	2
Temporary Semi-Skilled Laborer Allen Harbor	6	8	8
Total	33	35	35

<i>Golf Course</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$520,287	\$538,847	\$545,156	\$566,727	\$21,571	3.96%	\$600,731
Services	\$246,490	\$247,191	\$269,173	\$262,390	(\$6,783)	-2.52%	\$270,262
Commodities	\$138,275	\$151,306	\$159,175	\$155,075	(\$4,100)	-2.58%	\$159,727
Capital Outlay	<u>\$111,386</u>	<u>\$52,000</u>	<u>\$117,000</u>	<u>\$86,000</u>	<u>(\$31,000)</u>	<u>-26.50%</u>	<u>\$106,000</u>
Total	\$1,016,437	\$989,344	\$1,090,504	\$1,070,192	(\$20,312)	-1.86%	\$1,136,720



The Golf Course budget has been reduced to allow for a continuation in the transfer to the General Fund of \$375,000 to cover the cost of the Town's recreation programs. Although there is an increase in salaries and expenses for employees, that has been offset by reductions to capital outlay. The capital projects planned are an apron mower for \$24,000, tee upgrades and tree removal \$20,000 and golf cart replacement of \$42,000.

Allen Harbor	Expenditures Last Year 03-04	Projected Expenditures through 6/30/05	Adopted Budget Current Year 04-05	Adopted Budget Next Year 05-06	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 06-07
Personnel	\$125,665	\$134,052	\$130,358	\$139,123	\$8,765	6.72%	\$147,470
Services	\$43,040	\$47,031	\$51,612	\$63,112	\$11,500	22.28%	\$65,005
Commodities	\$22,100	\$29,725	\$30,225	\$30,431	\$206	0.68%	\$31,344
Capital Outlay	<u>\$143,160</u>	<u>\$17,000</u>	<u>\$35,700</u>	<u>\$23,072</u>	<u>(\$12,628)</u>	<u>-35.37%</u>	<u>\$23,764</u>
Total	\$333,964	\$227,808	\$247,895	\$255,738	\$7,843	3.16%	\$267,584



The Allen Harbor major capital projects being proposed are for Bulkhead assessment and design \$20,000 and South Dock Expansion \$20,572.

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. We work to fulfill our mission every day during each of the sixty-two hours a week that we are open to the public. We do this by providing collections and services, by recruiting and retaining capable staff members, by maintaining a web site that gives our users access to many of our services “after hours,” and by taking care of the physical facility and grounds that house our public library.

The library has a collection of over 121,000 items for every age group including the following resources: books, magazines, newspapers, online informational databases, videos, DVDs, books on tape, books on compact disc, recorded music on compact disc, CD ROM software, and microfilm of newspapers and periodicals, notably the *Standard-Times* from its first issue in 1888 and the *Providence Journal* since 1985. 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 andhardtack biscuit carried by a local soldier in the Civil War; a uniform worn by a member of the Lafayette Band in the early years of the 20th century; 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, two important collections of notes and papers relating to the genealogy of local South County families, and a voting machine used in the 1901 election are all part of the library’s South County Collection which documents fully the local experience.

The North Kingstown Free Library serves a primary population of the more than 26,000 North Kingstown residents who live within the geographic boundaries of North Kingstown. As members of the Library of Rhode Island (LORI) network and the Cooperating Libraries Automated Network (CLAN), we also extend our services to every Rhode Island resident. We honor the CLAN cards of every public library patron in Rhode Island and also share collections and expertise with all CLAN libraries. Through LORI, we can obtain library materials for our patrons from academic and special libraries in Rhode Island and from locations nationwide and ultimately across the world.

The NKFL subscribes to seventeen online informational databases, most of which are available not only at the library but also to North Kingstown CLAN card holders 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 can be found directly at <http://www.nklibrary.org> and can also be found as a link on the Town of North Kingstown web page. At the library, we have 34 computer workstations for the public which access a variety of computer resources and services. Ten of these workstations have full access to Internet searching, which makes it possible for the many town residents who are not fortunate enough to have computers at home, to have equal access to the information and the tools that they need to live their lives in the twenty-first century.

The library director, aided by three assistant directors, carries out the policies established by the Board of Trustees and is responsible for planning, developing, and executing the entire program of library service to the community. The three assistant directors maintain regular scheduled time at the three public service desks and are responsible for a staff of two full-time librarians, six full-time paraprofessionals, five part-time paraprofessionals, one part-time clerical employee, two part-time custodians, and up to six high school student pages who all work together to provide the high quality public service for which our library has a

statewide reputation. Until Fiscal Year 04-05, the library’s twenty permanent full-time and part-time staff positions (excluding custodians and pages) had been unchanged in number or classification for more than six years. In Fiscal Year 04-05, to meet budget cuts mandated by the Town Council, we did not fill two vacant part-time positions and we cut two library page positions. The library workforce currently numbers eighteen permanent full-time and part-time staff positions, two custodians, and six high school student pages. We are projecting the same number of staff for Fiscal Year 05-06. In the six years since the 1.75 million dollar building renovation project was completed, while the measurable demands for service have increased by roughly 17% and the square footage of the facility has increased from 20,000 to 30,000 (a gain of 50%), the number of permanent staff members who are available to provide service, safety, and security to our patrons has now decreased.

The combination of an excellent collection, an outstanding facility, and high quality patron service are what has always made the NKFL so successful. We are 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 third highest in the state behind Barrington and New Shoreham. Borrowing statistics are the traditional way that public libraries measure patron usage and are also a means of illustrating how we compare with other libraries serving similar communities. However, these statistics can never present a complete and accurate picture of the breadth of our service or of our value to the community.

The best of what we do—enriching lives; building a sense of community; and providing equal access to culture, entertainment, and education for everyone, regardless of age, race, economic or educational level—is virtually unquantifiable. There is no statistic that will tell the taxpayers how we change the lives of their fellow citizens. Yet we know that we have changed people’s lives because we hear it all the time, from the person who told us that the library is his best friend to the note on a recent holiday card that said, “Thank you. You enrich my life.” The library’s first long-range plan, written in 1986, clearly articulated the intangible yet vitally important aspects of public library service in general and of our library in particular. It said “The North Kingstown Free Library is the symbolic center of our community. It is a permanent physical space that acts as a meeting place for the exchange of information and ideas, as a gateway to resources and services which are available to assist our citizens in living and enriching their daily lives, as a repository of our collective culture and history, and as an embodiment of the democratic ideals that have shaped our society: freedom, equality, and plurality.” Indeed, in this coming fiscal year, as in years past, we are guided by the strong vision embodied in this early long-range plan and by our enduring commitment to provide the highest quality service to our community, service that has always been marked by mutual support and respect—of the townspeople for the library and of the library for the townspeople.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
To maintain the high quality of daily library service that is responsive to the needs of our patrons. (Goal 1)	Quality of Life	Ongoing
To build a collection in all formats that will assist our patrons in living and enriching their daily lives. (Goal 2)	Quality of Life	Ongoing
To meet state minimum standards for public libraries so that we will continue to qualify to receive state grant-in-aid funding. (Goal 3)	Fiscal	Ongoing
To ensure that our patrons continue to perceive the library as the “symbolic center of the community.” (Goal 4)	Quality of Life	Ongoing
To provide a safe, accessible, functional, and aesthetically pleasing environment for library service. (Goal 5)	Quality of Life Infrastructure	Ongoing
To protect and make more widely accessible the special collections that act as a repository of our local culture and history. (Goal 6)	Quality of Life Infrastructure	Ongoing
To act as a meeting place for the exchange of information and ideas. (Goal 7)	Quality of Life	Ongoing
To recruit, maintain, and develop staff members who are capable of delivering professional library service to our patrons. (Goal 8)	Quality of Life	Ongoing
To maintain the fiscal health of the library. (Goal 9)	Fiscal	Ongoing

WORK PROGRAM

QUARTER	ACTIVITY
<p>ALL QUARTERS— ONGOING COMMITMENTS (7/1/05- 6/30/06)</p>	<ol style="list-style-type: none"> 1. Provide daily library service to our patrons 62 hours a week, which includes: making collections and resources available and accessible; checking materials in and out of the library; teaching patrons to use library resources; interacting with patrons at all three public service desks; ensuring the safety and security of everyone using the facility (Ongoing commitment, each quarter). (All goals) 2. Select, order, receive, and catalog for patron use new items for the collection (Ongoing commitment, each quarter). (Goals 1 and 2) 3. Keep technology services running smoothly for staff and patrons (Ongoing daily commitment, each quarter). (All goals) 4. Review the collections for use, timeliness, and appropriateness (Ongoing commitment, each quarter). (Goals 1, 2, and 9) 5. Maintain the library web page (Ongoing daily commitment, each quarter). (Goals 1, 4, and 7) 6. Revise the staff schedule weekly to accommodate staff vacations and other forms of leave and to provide adequate staffing to meet the varying demands for service on a seasonal basis (Ongoing commitment, each quarter). (Goals 1 and 8) 7. Clean the interior of the building and perform routine maintenance and repairs (Ongoing daily commitment, each quarter). (Goal 5) 8. Make weekly book selections for residents in local area nursing homes (Ongoing commitment, each quarter). (Goal 1) 9. Plan and carry-out the schedule of staff-produced library programs which include: Mother Goose Time (3 sessions weekly); Toddler Time (2 sessions weekly); Story-Time (3 sessions weekly); Poems for Lunch (monthly); Twist in the Tale Mystery book discussion group (monthly September through June); Teen Volunteer program (weekly); Listening to Jazz (monthly); Babysitters’s Workshop (twice annually); Afternoon Book Discussion Group (monthly); Poetry Writing Workshop (bi-monthly). (Goals 1, 4, and 7) 10. Plan and produce additional public programming and special events, coordinating our efforts with other agencies and organizations such as the NK Arts Council, Cocumscussoc, South County Museum, the NK Senior Center, and the RI Council for the Humanities, seeking funding from a variety of sources (Ongoing commitment, each quarter). (Goals 1, 4, and 7) 11. Participate on professional committees (Ongoing commitment, each quarter). (Goal 8) 12. Conduct monthly staff meetings, each of which will be a training session, an information exchange, and/or a discussion session for feedback on a particular issue or service (Ongoing commitment, each quarter). (Goals 1 and 8) 13. Coordinate projects done by teen and adult volunteers such as shelf maintenance, book mending, book processing, re-jacketing of books (Ongoing commitment, each quarter). (Goals 1, 4, 5, and 7) 14. Coordinate special collections indexing projects done by adult volunteers (Ongoing commitment, each quarter). (Goals 1, 4, 5, 6, and 7) 15. Produce the monthly library newsletter and design and print flyers advertising library programs (Ongoing commitment, each quarter). (Goals 1, 4, and 7) 16. Compile monthly statistics of patron use of the library (Ongoing commitment, each quarter). (Goals 1, 3, 4, and 7)

QUARTER	ACTIVITY
<p>FIRST QUARTER (7/1/05 to 9/30/05)</p>	<p>17. Administer the library budget (Ongoing daily commitment, each quarter). (Goal 9)</p> <p>18. Provide the information that NK Finance staff needs on a weekly basis to process invoice payments and payroll data for library accounts (Ongoing commitment, each quarter). (Goal 9)</p> <p>1. Establish the schedule of collection spending for the year, determining which collections will be targeted in each quarter (July). (Goals 2 and 9)</p> <p>2. Inventory wooden and upholstered furniture for necessary maintenance and prioritize cleaning, repairing, and replacement needs for the current fiscal year (July). (Goal 5)</p> <p>3. Establish a schedule for cleaning the carpet in specific areas of the library throughout the fiscal year (July). (Goal 5)</p> <p>4. Carry out the summer reading club program for young readers and teens (July and August). (Goals 1, 4, and 7)</p> <p>5. Compile annual statistics on all aspects of library service for the report that is submitted to the RI Office of Library and Information Services (OLIS) (July and August). (Goal 3)</p> <p>6. Write an annual report for the Trustees outlining statistics and accomplishments in the previous fiscal year (July and August). (All goals)</p> <p>7. Coordinate the state grant-in-aid application process for the NKFL, the Willett Free Library, and the Davisville Free Library (August). (Goals 3 and 9)</p> <p>8. Train additional reference staff members to conduct one-on-one tutorials with patrons on using the library's electronic resources (August). (Goals 1, 2, and 8)</p> <p>9. Establish a more formal public relations plan which outlines the use of press releases, flyers, and notices to publicize library programming events (August). (Goals 1, 4 and 7)</p> <p>10. Review the library three-year service plan and three-year technology plan to begin drafting budget goals and activities for the FY 2007 work program (September). (All goals)</p>
<p>SECOND QUARTER (10/1/05 to 12/31/05)</p>	<p>1. Plan and carry out activities, exhibits, and programs related to Teen Reading Week (October) and Children's Book Week (November). (Goals 1, 2, 4, and 7)</p> <p>2. Review our electronic resources subscriptions to determine if any changes will be made in those resources in the next fiscal year (October). (Goals 1, 2 and 9)</p> <p>3. Review the list of magazine and newspaper subscriptions to determine which titles will be renewed in calendar year 2006 (October). (Goals 1, 2, and 9)</p> <p>4. Conduct the annual changeover from air conditioning to heat, arranging for any necessary repairs to the boiler or other components of the system (October). (Goal 5)</p> <p>5. Review computer hardware and software resources to determine what needs to be upgraded or replaced in FY 2007 (October). (Goals 1, 3, 5, and 9)</p> <p>6. Review the long-range facility plan to determine which projects, if any, will be budget priorities for FY 2007 (October). (Goals 5 and 9)</p> <p>7. Review the long-range staffing plan to determine, what, if any, initiatives will be budget priorities for FY 2007 (October). (Goals 8 and 9)</p> <p>8. Prepare the preliminary draft of the FY 2007 budget for review by the Board of Trustees (October through December). (All goals)</p> <p>9. Prepare the annual Champlin grant request for approval by the Board of</p>

QUARTER	ACTIVITY
<p>THIRD QUARTER (1/1/06 to 3/31/06)</p>	<p>Trustees (November). (Goals 1, 5, 9)</p> <p>10. Produce the annual booklet of staff reading suggestions (November) (Goals 1, 2, 4, and 7)</p> <p>11. Revise the Disaster Plan for submission to OLIS to meet public library minimum standard requirements (November). (Goals 3, 5, and 9)</p> <p>12. Revise the library three-year service plan and three-year technology plan in accordance with budget initiatives drafted for FY 2007 and submit both revisions to OLIS to meet public library minimum standard requirements (December). (All goals)</p> <p>13. Revise the Preservation Plan for submission to OLIS to meet public library minimum standard requirements (December). (Goals 2, 3, 6, 9)</p> <p>1. Appoint a staff committee to review the library's personnel manual to see what revisions need to be made (January). (Goal 8)</p> <p>2. Add at least one year to the Standard Times name index that is searchable on the library Web page (January). (Goals 1, 2, and 6)</p> <p>3. Plan and carry out activities, exhibits, and programs for School Vacation Week (February). (Goals 1, 2, 4, and 7)</p> <p>4. Submit the Trustees FY 2007 budget to the Town Manager and Town Council (January through March). (All goals)</p> <p>5. Review the library home page for effectiveness and ease-of-use (February). (Goals 1, 2, 6, and 7)</p> <p>6. Conduct a thorough inventory of the discrete components of the South County Room collection as the preliminary step in revising the policy for developing, preserving, and making accessible this collection (March). (Goals 1, 2, and 6)</p> <p>7. Review the landscaping plan established in Spring 2005 to plan for additional landscaping initiatives in Spring 2006 (March). (Goal 5)</p> <p>8. Learn to use the scanning feature on the Canon microfilm reader/printer/scanner so that requests for Standard-Times obituaries can be sent via e-mail (March). (Goals 1, 2, and 6)</p>
<p>FOURTH QUARTER (4/1/06 to 6/30/06)</p>	<p>1. Plan and carry out activities, exhibits, and programs to commemorate National Library Week (April). (Goals 1, 2, 4, and 7)</p> <p>2. Host the annual NK schools art exhibit (April). (Goals 4 and 7)</p> <p>3. Plan the Summer Reading Club activities for children and teens (May and June). (Goals 1, 4, and 7)</p> <p>4. Use Adobe Acrobat to mount at least one library publication or finding aid to the library Web page (May). (Goals 1 and 2)</p> <p>5. Begin a preliminary assessment of the existing telephone and theft detection systems to determine if, when, and how these systems should be upgraded or replaced (May). (Goals 5, 7, and 9)</p> <p>6. Coordinate the annual visits of elementary school students to the library and work to get each student registered for a library card (May). (Goals 1, 4, and 7)</p> <p>7. Conduct a small pilot project to scan up to 10 items from the South County collection to the Web page (June). (Goals 2 and 6)</p> <p>8. Conduct staff performance reviews (June). (Goal 8)</p> <p>9. Conduct the annual changeover from heat to air conditioning, arranging for any necessary repairs to the boiler or other components of the system (June). (Goal 5)</p> <p>10. Prepare for a comprehensive self-assessment of library services to be conducted in FY 06-07 (June). (All goals)</p> <p>11. Close out the fiscal year (June). (Goal 9)</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Items checked out	1	370,692	374,000	161,261	375,000	378,000
Items checked in	1	347,295	372,000	136,707	351,540	355,000
New CLAN card registrations	1	1,723	1,600	623	1,500	1,515
Programs sponsored	4, 7	572	450	167	425	430
Program attendance	4, 7	10,798	11,000	4,248	10,195	10,300
Person visits	1, 4, 7	192,959	189,812	78,316	188,000	190,000
Public Service transactions	1, 4, 7	61,373	60,600	22,120	55,000	55,550
Items loaned to other libraries	1, 2	22,818	18,180	8,955	21,492	22,000
Items borrowed from other libraries	1, 2	34,353	35,000	12,523	31,000	31,310
Non library uses of meeting rooms	4, 7	303	325	140	336	339
NKFL Web Page Connections	1, 2, 4	31,384	33,640	10,253	28,000	29,000
Online Service Searches	1, 2, 4	65,571	65,000	21,922	55,000	55,560
Number of Users at Internet Workstations	1, 2, 4, 7	18,918	18,200	7,800	18,720	18,900
Items purchased and processed	1, 2	7,300	8,000	2,326	6,400	6,000

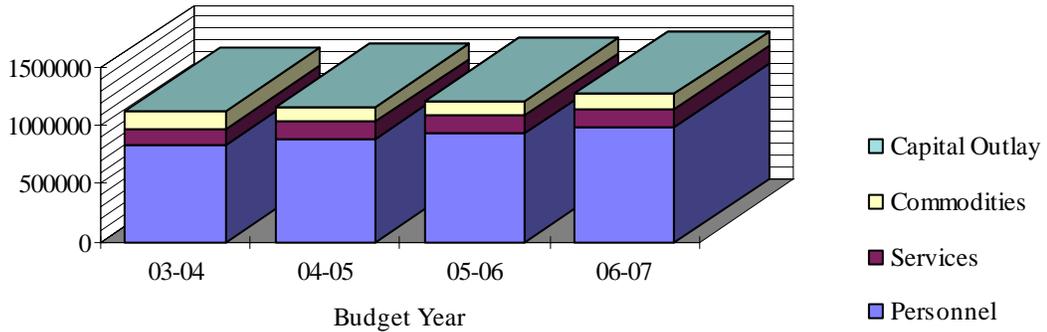
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Library Director	1	1	1
Asst. Library Director	3	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	1	1
Total	12	12	12

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Library Associate	1	1	1
Senior Library Clerk	1	1	1
Library Clerk	3	3	3
Library Aide	3	1	1
Library Custodian	2	2	2
Library Pages	8	6	6
Total	18	14	14

<i>Library</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$835,489	\$877,217	\$887,580	\$930,770	\$43,190	4.87%	\$986,616
Services	\$140,878	\$149,945	\$146,830	\$152,953	\$6,123	4.17%	\$157,542
Commodities	\$156,500	\$125,818	\$125,918	\$125,818	(\$100)	-0.08%	\$129,593
Capital Outlay	<u>\$485</u>	<u>\$0</u>	<u>\$0</u>	\$0	\$0		<u>\$0</u>
BOTTOM LINE ADJ				<u>(\$8,602)</u>	<u>(\$8,602)</u>		
Total	\$1,133,352	\$1,152,980	\$1,160,328	\$1,200,939	\$40,611	3.50%	\$1,273,750

TOWN LIBRARY
Budget Trends



The Library spending that has been submitted by the Library Board of Trustees is being proposed with a reduction of \$8,602 to meet the 3.5% spending increase cap.

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 9158 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, 994 hydrants, and 170 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, a pilot study to evaluate the use of sodium hypochlorite in the low service area is being initiated this year. A new production well has been constructed and pump-tested. This information is being forwarded to the regulatory agencies for approval of a new water source. A new control system has been installed with a goal of reducing overall energy costs.

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.

2005/2006 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Maintain Water Quality Standards and provide information to customers in an efficient manner (Goal 1)	Environment	2004 ongoing
New (replacement) Well #5 (Goal 2)	Infrastructure	2004-2005
Construction of new well pump house and associated treatment works (Goal 3)	Infrastructure	2006-2007
Standpipe Maintenance & Improvements (Goal 4)	Infrastructure	2003-2008
Well Redevelopment (Goal 5)	Infrastructure	2004 ongoing
Improve Meter Reading Capability and Accuracy (Goal 6)	Financial	2003-2008
Leak detection and repair (Goal 7)	Infrastructure	2004 ongoing
Development of unidirectional flushing program (Goal 8)		
Wastewater Management/Groundwater Education (Goal 9)	Environment	2004 ongoing
Review of Water Department Rates and Fees (Goal 10)	Financial	2005
Improve System Hydraulics (Goal 11)	Infrastructure	2004 ongoing
Improve System Mapping (Goal 12)	Infrastructure	2003-2008

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/05 to 9/30/05)	Permits for New Well and Well #5 replacement (Goal 2 & 3) Maintain water quality standards through initiation of disinfection pilot study (Goal 1) Improved Hydrant Flushing (Goal 7) Quarterly Well and semiannual Tower Water Quality Testing (Goal 1) Disinfection Pilot Study Public Forum (Goal 1) Meter replacement and radio retrofits (Goal 6)

QUARTER	ACTIVITY
SECOND QUARTER (10/1/05 to 12/31/05)	Standpipe Cleaning (Goal 4) Leak detection and repair (Goal 7) Quarterly Well Water Quality Testing (Goal 1) Well Redevelopment (Goal 4) Wastewater Management Program Improvements (Goal 7) Meter replacement and radio retrofits (Goal 6) Leak detection and repair (Goal 7)
THIRD QUARTER (1/1/06 to 3/31/06)	Quarterly Well and Tower Water Quality Testing (Goal 1) Review of rate schedule and fees (Goal 10) Design for Juniper Hill Tank and Forge Road Tank Improvements (Goal 4) Leak detection and repair (Goal 7)
FOURTH QUARTER (4/1/06 to 6/30/06)	Quarterly Well and semiannual Tower Water Quality Testing (Goal 1) Meter replacement and radio retrofits (Goal 6) Hydrant Flushing (Goal 5) Evaluation of Disinfection Pilot Study (Goal 1) Leak detection and repair (Goal 7)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2003/04</i>	<i>BUDGET 2004/05</i>	<i>ACTUAL 2004/05</i>	<i>PROJECTED 2004/05</i>	<i>PROJECTED 2005/06</i>
Annual Well Production In Million Gallons		1,272	1,238	659	1,238	1,241
Well #1 MG	Goal 1	200	201	83	170	171
Well #2 MG	Goal 1	199	93	27	58	59
Well #3 MG	Goal 1	34	42	19	38	38
Well #4 MG	Goal 1	108	125	75	128	82
Well #5 MG	Goal 1	118	131	52	93	131
Well #6 MG	Goal 1	225	260	97	208	213
Well #7 MG	Goal 1	45	41	27	46	46
Well #8 MG	Goal 1	37	41	19	37	37
Well #9 MG	Goal 1	397	152	102	150	153
Well #10 MG	Goal 1	28	152	158	306	311
Water towers	Goal 4	5	5	5	5	5
Hydrants	Goal 1	994	996	998	1,002	1,009
Metered services	Goal 1	9,068	9,206	9,157	9173	9,273

PERSONNEL LIST

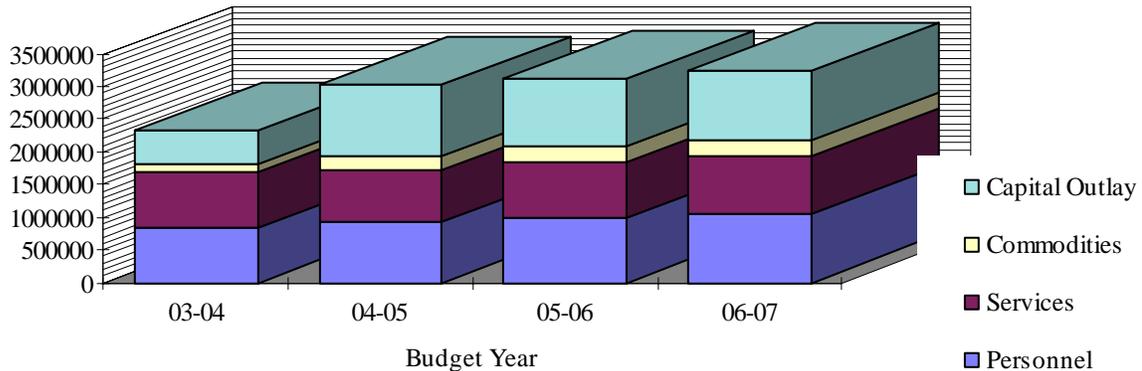
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Director Water Supply	1	1	1
Water Quality Specialist	1	1	1
Water General Foreman	1	1	1
Distribution Lead man	1	1	1
Distribution Serviceman	3	3	3
Pump Station Lead man	1	1	1
Pump Station Operator	2	2	2
Meter Reader	1	1	1
Light Equipment Operator	1	1	1
Administrative Assistant	1	1	1
Receivable Mgr.(50% Finance)	.5	.5	.5

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
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 03/04</i>	<i>BUDGET 04/05</i>	<i>PROJECTED 05/06</i>
Clerk	1	1	2
Water Quality Intern	1	1	1
Total	2	2	3

<i>Water</i>	<i>Expenditures Last Year 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Adopted Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/ Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$841,044	\$896,013	\$931,928	\$979,514	\$47,586	5.11%	\$1,038,285
Services	\$848,047	\$850,601	\$781,166	\$864,539	\$83,373	10.67%	\$890,475
Commodities	\$131,358	\$222,944	\$214,950	\$241,350	\$26,400	12.28%	\$248,591
Capital Outlay	<u>\$504,698</u>	<u>\$1,045,764</u>	<u>\$1,098,984</u>	<u>\$1,047,400</u>	<u>(\$51,584)</u>	<u>-4.69%</u>	<u>\$1,078,822</u>
Total	\$2,325,148	\$3,015,322	\$3,027,028	\$3,132,803	\$105,775	3.49%	\$3,256,173

**WATER DEPARTMENT
Budget Trends**



Water Department includes funding for major capital projects as follows: Water System GIS Mapping, \$30,000, Electrical Evaluation of Pump Stations, \$30,000, Consulting Digitizing and Mapping, \$4,000, Distribution Improvements, \$80,000, Backhoe Replacement, \$50,000, Meter Reading Equipment, \$40,000, Initial Funding Well #11 Treatment Works, \$375,000, Emergency Generators Pump Station Design, \$183,000, Well roof replacement, \$25,000, Pressure Reducing Valve Motor Slocum to Saunderstown, \$2,000, Redevelop Well#4 and Well Inspections, \$27,800, Engineering Juniper Hill and Forge Rd Tanks, \$100,000, Well #5 Replacement Contingency, \$30,000, Sewer Pumping Station Reserve, \$2,200 and Reserve for Well Construction & Tank Work, \$125,000.

SCHOOL DEPARTMENT

School Committee:

Donald DeFedele, Chairperson
Dr. Denise Coppa, Co-Chairperson
Melvoid J. Benson
Faith Renee Cockerill
Janice E. DeFrances
Barry M. Martasian
William C. Mudge

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:

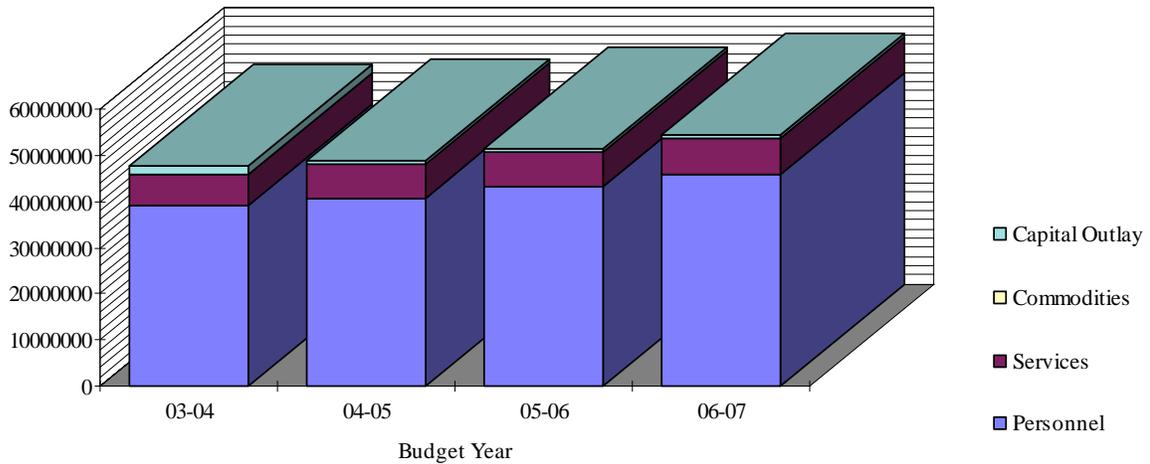
- parents are active participants in their child's learning and equal partners with the school in making educational decisions.
- there is a safe and orderly learning environment.
- there is equality of educational opportunity.
- there is a climate of high expectations.
- there is a respect for the uniqueness 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 03-04</i>	<i>Projected Expenditures through 6/30/05</i>	<i>Amended Budget Current Year 04-05</i>	<i>Adopted Budget Next Year 05-06</i>	<i>Budget Increase Decrease</i>	<i>Percent Changed Current/Next</i>	<i>Projected Budget Following Year 06-07</i>
Personnel	\$39,176,110	\$40,823,068	\$40,823,068	\$43,222,378	\$2,399,310	5.88%	\$45,815,721
Services	\$6,779,616	\$7,286,698	\$7,286,698	\$7,457,125	\$170,427	2.34%	\$7,829,981
Capital Outlay	\$1,633,115	\$577,086	\$577,086	\$617,768	\$40,682	7.05%	\$636,301
Bottom Line Reduction				(\$583,879)	(\$583,879)		
Total	47,588,841	48,686,852	48,686,852	50,713,392	2,026,540	4.16%	\$54,282,003

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 \$583,879 reduction from the School Committee's Proposed Budget to the Town Manager's Proposed Budget.

CAPITAL, DEBT SERVICE and MAJOR PROJECTS

This section of the budget summarizes all major and minor capital improvements and equipment proposed for funding and/or implementation as part of the proposed budget. All major capital improvement projects (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. Equipment and 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 \$3.1 million is proposed for funding in the operating budget. The following tables detail the capital expenditures and their source of funding and impact on the operating costs of the Town. Projects recommended by the Asset Management Commission in the Capital Improvement Program for Fiscal Year 2006 have been included in Chart A or Chart C. Some recommended projects could not be funded in Fiscal Year 2006 and can only be accomplished if funding is available from other sources.

Capital Projects funded in Operating Budget

Chart A below and continued on the next page summarizes all projects and equipment 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 \$1.385 million for projects in the General Fund budget, a decrease of \$190,750 over the current year. The Police and Fire Departments will see a decrease of \$66,600 over the current year’s budget and the Public Works Department is proposed to decrease by \$125,000. Of that amount, \$70,000 less is provided for road overlay and \$20,000 less for the Capital Reserve funding. The Quonset Davisville enterprise fund (Leisure Services) decreases by \$200,000 due to less funding being available for capital projects caused by increases in operating expenses. The Water Fund is proposed to increase slightly to include funding for many ongoing projects. The grand total proposed decrease in capital spending from the operating budgets for Fiscal Year 2006 is \$686,542.

Chart A

Operating Budget Proposed Projects for Fiscal Year 2006				
Dept	Project Description	Funding	Type	Amount
Police	Animal Cages for Pound	G	EQR	1,000
	5 Marked and 1 Unmarked Police Vehicles	G	EQR	137,000
	Police Computer Server Replacement	G	EQR	15,000
	Subtotal Police			\$ 153,000
Public Works	Contract Drainage Improvements	G	F	32,000
	Contract Road Crack Sealing and Chip Sealing	G	F	15,000
	Contract Road Overlay	G	F	315,000
	Main Street Project	G	F	130,000
	Highway Dump and Pickup Replacements (2 Dumps – snow package; 1 Pickup with plow)	G	EQR	200,000
	Consulting Main Street	G	F	80,000
	Consulting Landfill Closure	G	F	15,000
	Consulting Belleville Dam	G	F	55,000
	Capital Reserve Appropriation	G	F	300,000
	Facilities Maintenance Vehicle (Turf Tractor)	G	EQR	35,000
	Subtotal Public Works			\$ 1,177,000
Senior Services	Senior Bus Replacement Reserve	G	EQR	15,000
	Subtotal Senior Services			\$ 15,000
	Total General Fund			\$ 1,385,000

Operating Budget Proposed Projects for Fiscal Year 2006				
Dept	Project Description	Funding	Type	Amount
Leisure				
Services	Golf Course Apron Mower	EQ	EQR	24,000
	Golf Course Tee Upgrades & Tree removal	EQ	F	20,000
	Golf - Internet Marketing / Web Consultant	EQ	CI	2,500
	Golf Cart Replacements	EQ	EQR	42,000
	Allen Harbor Bulkhead Assessment & Design	EQ	F	20,000
	Allen Harbor Office Equipment Replacement	EQ	EQR	1,000
	Allen Harbor Tool Replacement	EQ	EQR	1,500
	Allen Harbor South Dock Expansion	EQ	CI	20,572
	Subtotal Quonset Davisville Fund			\$ 131,572
Water	Water System GIS Mapping	EW	CI	30,000
	Equipment Replacement	EW	EQR	2,400
	Electrical Evaluation of Pump Stations	EW	F	30,000
	Consulting Digitizing and Mapping	EW	F	4,000
	Distribution Improvements	EW	F	80,000
	Backhoe Replacement	EW	EQR	50,000
	Meter Reading Equipment	EW	EQR	40,000
	Initial Funding Well #11 Treatment Works	EW	CI	375,000
	Emergency Generators, Pump Station Design	EW	EQR	183,000
	Well roof replacement	EW	F	25,000
	Pressure Reducing Valve Motor Slocum to Saunderstown	EW	EQR	2,000
	Redevelop Well#4 and Well Inspections	EW	F	27,800
	Engineering Juniper Hill and Forge Rd Tanks	EW	F	100,000
	Well #5 Replacement Contingency	EW	F	30,000
	Sewer Pumping Station Reserve	EW	EQR	2,200
	Reserve for Well Construction & Tank Work	EW	F	125,000
	Subtotal Water Fund			\$ 1,106,400
School	Capital Reserve Appropriation	SCR	F	195,000
	Subtotal School Fund			\$ 195,000
	Grand Total Operating Budget Projects			\$ 2,777,972

FUNDING: (Source of Funds): G=General Fund Operating Budget

EQ=Quonset Davisville Recreation Enterprise Fund

EW=Water Enterprise Fund SCR=School Capital Reserve

TYPE CODE:

F=Facility Maintenance or Improvement CI=Capital Improvement

EQR=Equipment Replacement EQN=Equipment Addition

Future Capital Equipment

Included in Chart B, below, are FY 2006 requested equipment replacements for various Departments for a total of \$758,000 of which, only \$558,000 has been recommended for funding in Chart A, above, for FY2006. Due to budget problems in the Fire Department, there has been a diversion from capital spending for replacement rescues to personnel costs over the last two years. To alleviate this problem there is a plan to utilize supplemental funding for the rescues in FY2005 so that future funding for replacement rescue vehicles will not impact FY 2006 or FY2007 equipment spending levels. Also included below are planned equipment requirements over the next four years. Without annual funding for replacement equipment in a particular year, the next year's needs are increased possibly causing a funding problem in the subsequent fiscal year's budget.

Chart B

Next Five Year Equipment Replacement Program			
Department	FY to Purchase	Description	Est. Cost
Leisure Svs.	2006	Apron Mower	24,000
Leisure Svs.	2006	Golf Cart Replacements	42,000
Police	2006	5 Marked and 1 Unmarked Police Vehicles	137,000
Police	2006	Police Computer Server Replacement	15,000
Public Works	2006	#70 (1988) Large Dump, #80 Large Dump (snow packages) and #1 (1992 Pickup with plow.	200,000
Public Works	2006	Maintenance Vehicle (Turf Tractor 1971) and mower with wing deck	35,000
Senior Svcs.	2006	Senior Bus Replacement Reserve	15,000
Water	2006	Backhoe Replacement	50,000
Water	2006	Meter Reading Equipment	40,000
Fire	2006*	Cab/Chassis	100,000
Fire	2006*	Cab/Chassis	100,000
Total Fiscal Year 2006			758,000
Finance	2007	PC replacement within the Town.	28,500
Finance	2007	Laptops for IT and Public Works.	7,000
Finance	2007	Server that provides email to entire Town and Fire	17,000
Finance	2007	Server provides intranet for Town web site.	7,000
Finance	2007	Laptops for Fire Chief and Town Manager.	5,000
Fire	2007	Engine	400,000
Fire	2007	Fire Prevention Vehicle	35,000
Leisure Svs.	2007	Sprayer and Triplex rough mower	46,000
Leisure Svs.	2007	Outboard motor	15,000
Leisure Svs.	2007	25 golf carts	45,000
Police	2007	4 replacement vehicles: 1 unmarked unit and 3 marked units	86,600
Police	2007	"Police3" computer server replacement. (Exchange Server)	15,000
Police	2007	10 desktop computer replacement systems.	15,000
Police	2007	3 Laptop computer replacements (2 detectives-1 comp.svcs)	10,000
Police	2007	2 (MDT's Mobile Data Terminals for supervisor cars)	12,000
Police	2007	Replacement boat motor	12,000
Public Works	2007	#82 (1990) Large Dump (snow package)	90,000
Public Works	2007	#56 (1989) Small Dump (plow and sander package)	45,000
Public Works	2007	Pickup with plow and tow package (1985)	35,000
Senior Svcs.	2007	Senior Bus Replacement Reserve	15,000
Water	2007	Pickup truck	35,000
Total Fiscal Year 2007			976,100

Next Five Year Equipment Replacement Program			
Department	FY to Purchase	Description	Est. Cost
Finance	2008	Server that houses departmental files and several databases such as Vision, SepTrak, RRC and various Access databases for all Town Hall offices	12,000
Finance	2008	Town web server.	7,000
Finance	2008	PC replacement within the Town.	28,500
Fire	2008	Rescue Vehicle	160,000
Fire	2008	Brush Truck	150,000
Fire	2008	Command Vehicle	50,000
Leisure Svs.	2008	Tee Mower	29,000
Leisure Svs.	2008	Out front rough mower	15,000
Leisure Svs.	2008	25 golf carts	45,000
Leisure Svs.	2008	4x4 Pick-up Truck	25,000
Police	2008	5 replacement vehicles all marked units, per vehicle replacement plan	111,000
Police	2008	1 replacement vehicle; utility van per vehicle replacement	28,000
Police	2008	10 Desktop computer replacement systems.	16,000
Public Works	2008	# 82 (1990) Large Dump (plow package)	90,000
Public Works	2008	#2 (1989) Small Dump (plow and sander package)	45,000
Public Works	2008	Bucket Truck (1985)	40,000
Senior Svcs.	2008	Senior Bus Replacement Reserve	15,000
Town Wide	2008	Copiers	40,000
Water	2008	Pickup truck	35,000
Total Fiscal Year 2008			941,500
Finance	2009	Department of Public Works server that houses files, printing services and databases	7,000
Finance	2009	Town-wide Imaging system.	7,000
Finance	2009	Town-wide Munis system that houses all Town and School financials, payroll, human resources and budget data. NOTE: The cost is split with the School department for a total cost of \$22,000.	11,000
Finance	2009	PC replacement of computers	30,000
Fire	2009	Engine	450,000
Leisure Svs.	2009	Tractor	20,000
Leisure Svs.	2009	Rough Mower	15,000
Leisure Svs.	2009	25 golf carts	45,000
Police	2009	6 replacement vehicles:2 unmarked units and 4 marked units, per vehicle replacement plan.	137,500
Police	2009	12 speed radar replacement units	18,000
Police	2009	1 replacement vehicle; utility van per vehicle replacement	29,000
Police	2009	1 Replacement skiff	30,000
Police	2009	52 replacement bullet proof vests per CBA.	55,000
Public Works	2009	#83 (1992) Large Dump (snow package)	95,000
Public Works	2009	#54 (1989) Pickup (plow and sander)	45,000

Next Five Year Equipment Replacement Program			
Department	FY to Purchase	Description	Est. Cost
Public Works	2009	Turf Equipment (Front end mower, deck)	40,000
Senior Svcs.	2009	Senior Bus Replacement Reserve	20,000
		Total Fiscal Year 2009	1,054,500
Code Enf.	2010	Replacement Vehicle	20,000
Finance	2010	Printer and scanner for Geographic Information System and Town-wide usage	25,000
Finance	2010	Town's Geographic Information Systems server that houses the geo-database and related software.	8,000
Finance	2010	Town printing server.	8,000
Finance	2010	PC replacement of computers	32,300
Fire	2010	Rescue Vehicle	175,000
Fire	2010	Rescue Vehicle	175,000
Fire	2009	Maintenance Vehicle	35,000
Leisure Svcs.	2010	Aerifier	13,000
Leisure Svcs.	2010	Walk-behind Greens mower	6,300
Leisure Svcs.	2010	Slice Seeder	6,800
Leisure Svcs.	2010	25 golf carts	45,000
Police	2010	6 replacement vehicles: 6 marked units, per vehicle replacement plan	142,000
Police	2010	1 replacement vehicle; per utility van	29,000
Police	2010	55 bullet proof vests for replacement	55,000
Police	2010	1 computer network server	14,000
Public Works	2010	# 73 (1994) Large Dump (snow package)	95,000
Public Works	2010	#3 (1995) Pickup with plow	40,000
Public Works	2010	Small Dump (1989)	40,000
		Total Fiscal Year 2010	974,400
* Not funded as part of the 2006 Operating Budget			

Capital Projects with Other Funding Sources

Chart C below summarizes those projects that will be funded by capital reserves, bond financing or grants. The impact on the FY06 operating budget for these projects, other than the debt service cost, if applicable, has been show below. All amounts shown in the Impact Operating Budget column have been included in the operating budget with the exception of the \$640,000 for the Quonset Davisville Fire Station. The \$640,000 represents six months of pay and benefits for new staff to man the Quonset Fire Station after it is built. During the budget process other options for staffing will be explored. Debt service for the voter-approved Bond funded projects (Funding Source BA) is estimated to be \$1,290,450 for the first year of the debt. Projects with a funding source of BU would only go forward if approved by the voters. Because the Town implements a conservative 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 D.

Chart C

Other Proposed and Ongoing Capital Projects for Fiscal Year 2006				
Lead Dept	Project Description	Funding Type	Amount FY06	Impact Operating Budget 06
Public Safety	Public Safety Building Improvements	TCR/OT2 F,CI	1,330,000	4,000

Other Proposed and Ongoing Capital Projects for Fiscal Year 2006

Lead Dept	Project Description	Funding	Type	Amount FY06	Impact Operating Budget 06
Public Works	Belleville Pond Dam Improvements	TCR	F	215,000	55,000
Public Works	Landfill Closure - Hamilton Allenton	TCR	F	65,000	15,000
Leisure Acts.	Calf Pasture Point Improvements	OT2	CI	52,750	5,000
Public Works	Main Street Project	BA/OT2	F	640,000	210,000
Planning	Development Rights Acquisitions	BA	CI	2,000,000	0
Senior Svcs.	Senior Center Expansion Consulting	TCR	CI	50,000	0
Recreation	Park Upgrades – Yorktown	OT2	CI	45,000	0
Recreation	Ball Fields Plan & Design- Quonset/Davisville	OT2	CI	40,000	0
Public Safety	Relocation of Fire Station #2	BU	CI	200,000	0
Public Works	Town Hall/Annex (Windows/Columns)	TCR	F	102,000	0
Public Safety	Quonset Fire Station	OT2	CI	2,380,000	640,000
Recreation	McGinn Park Inline Skating	OT2	CI	50,000	1,560
School	Davisville Middle School Septic System	SCR	F	500,000	0
School	Various projects for repairs to Wickford, Forrest Park, Fishing Cove and Davisville Elementary and Wickford Middle Schools	BA	F	9,000,000	0
Grand Total Ongoing & Proposed Projects				16,169,750	930,560

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 \$1,412,631 in projects that are to be funded from the Town Capital Reserve and \$500,000 from the School Capital Reserve in FY2006. Below are spending projections and updates of the anticipated balance available from these capital reserve funds after completion of the FY 2006 projects.

Town Capital Reserve - Fiscal Year 2006 Spending Projection	
Public Safety Building Improvements Project	1,082,631
Belleville Dam Construction Project	215,000
Landfill Closure	65,000
Senior Center Upgrade Study	50,000
Town Hall/Annex Window Replacements	<u>102,000</u>
Total Estimated Requirements FY05	1,412,631
Town Capital Reserve – Fiscal Year 2006 Revenue Projection	
Estimated Balance Available 6/30/05	1,740,000
Proposed Appropriation FY06 (from proposed budget)	300,000
Less FY 2005 Proposed Projects (shown above)	-1,412,631
Estimated Balance Available 6/30/06	627,369

School Capital Reserve - Fiscal Year 2006 Spending Projection	
ISDS Construction Davisville Middle School Estimate	500,000
School Capital Reserve – Fiscal Year 2006 Revenue Projection	
Estimated Balance Available 6/30/05	1,500,000
Proposed Appropriation FY06 (from proposed budget)	195,000
Less FY 2006 Proposed Project (shown above)	-500,000
Estimated Balance Available 6/30/06	1,195,000

Outstanding Debt

The following table, Chart D, 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 \$3.41 million from FY 2005.

Chart D (Amounts in millions)

Statement of Municipal Debt for Fiscal Year Ending June 30, 2006						
Interest Rate	Maturity Date	Issue Date and Purpose of Issue <i>(amounts in millions)</i>	Principal Payment 05-06	Interest Payment 05-06	Total Payment 05-06	Net Debt 6/30/06
Municipal Debt						
6.3 – 6.8%	12/15/2006	\$ 0.8 Dec-91 Open Space (Recreation)	75,000	7,953	82,953	80,000
5.0 – 5.4%	8/1/2011	\$ 0.79 May-96 Open Space (Recreation) and \$0.56 Public Facilities	89,622	30,651	120,273	537,731
3.91%	7/15/2007	\$ 1.9 (1990) and \$ 1.25 (1992) Dec-98 Refunding Open Space (Recreation)	219,950	7,660	227,610	84,800
4.42%	12/31/2019	\$ 1.025 Dec-98 Open Space (Farmland) and \$2.250 Roads	164,083	95,736	259,819	2,126,848
4.42%	12/31/2019	\$ 1.0 Dec-98 Library	50,086	29,223	79,309	649,216
5.078%	9/15/2020	\$3.6 Farmland Preservation and \$0.235 Open Space	195,000	147,750	342,750	2,860,000
4.32%	6/15/2016	Jun-01 \$1.56 Farmland, \$1.9 Public Facilities, \$0.385 Asset Protection	<u>250,000</u>	<u>114,890</u>	<u>364,890</u>	<u>2,495,000</u>
Total Municipal Debt			1,043,741	433,862	1,477,603	8,833,595
School Debt						
5.0 – 5.4%	8/1/2011	\$ 4.6 May-96 Elementary Additions	305,378	104,439	409,817	1,832,270
3.91%	7/15/2007	\$ 3.1 (1990) School Renovations Dec-98 Refunding	195,050	6,793	201,843	75,200
4.42%	12/31/2019	\$ 0.795 Dec-98 Athletics and \$ 2.2 Technology	150,021	87,531	237,552	1,944,576
5.06%	6/15/2019	\$1.505 June-99 School Athletics	60,000	59,903	119,903	1,135,000
5.65%	10/1/2025	\$33.0 Dec-99 High School	1,320,000	1,514,700	2,834,700	26,400,000
3.95%	12/15/2011	Dec-01 \$1.9 School Additions	<u>200,000</u>	<u>47,650</u>	<u>247,650</u>	<u>1,100,000</u>
Total School Debt			2,230,449	1,821,016	4,051,465	32,487,046
Total Debt Combined School & Municipal			3,274,190	2,254,877	5,529,067	41,320,641
Enterprise Funds Debt						
4.42%	12/31/2019	\$ 0.615 Dec-98 Golf Course Club House	30,810	17,976	48,786	399,360
5.70%	10/7/2006	\$ 0.9 Oct-96 Slocum Water Tank	<u>108,063</u>	<u>12,780</u>	<u>120,843</u>	<u>114,198</u>
Total Enterprise Debt			138,873	30,756	169,629	513,558
Combined Grand Total Debt			3,413,063	2,285,634	5,698,697	41,834,199

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, 2004 the Town had \$785,402 outstanding subject to the 3% debt limit. The current 3% debt limit of the Town is \$64,889,465 on the net assessed valuation as of December 31, 2002 of \$2,189,162,245.

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, 2004, the total outstanding debt of the Town issued pursuant to special legislation outside the 3% debt limit was \$47,904,043.

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 E – Bonding Authority

Bonding Authority Description	Date Authorized	Amount Authorized	Balance Remaining	Proposed Projects	Year End Balance
School Improvements	Nov-04	\$9,000,000	\$9,000,000	\$9,000,000	\$0
Public Facilities (Roads/Sidewalks/Public Works Facility)	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		20,350,000	13,480,000	12,290,000	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 F - Analysis of Existing and potential Debt with Tax Rate Projections

Existing Long Term Debt	FY05	FY06	FY07	FY08	FY09	FY10
	Projected					
Existing Long Term Debt Principal & Int.	5,718,453	5,529,068	5,059,622	4,840,440	4,624,222	4,493,726
Deduct for Housing Aid & Library Aid	-	-	-	-	-	-
	1,656,533	1,273,415	1,517,887	1,452,132	1,387,267	1,348,118
Deduct for (Impact Fees)/Misc.	<u>-300,500</u>	<u>-192,500</u>	<u>-100,000</u>	<u>-100,000</u>	<u>-100,000</u>	<u>-100,000</u>
Total Net Existing Long Term Debt	3,761,420	4,063,153	3,441,735	3,288,308	3,136,955	3,045,608
Authorized New Long Term Debt						
\$1,290,000 Road Improvements (including Wickford Projects)			135,450	131,903	128,355	124,808
\$2,000,000 Development Rights			210,000	204,500	199,000	193,500
\$9,000,000 School Improvements			<u>945,000</u>	<u>920,250</u>	<u>895,500</u>	<u>870,750</u>
Total New Debt	<u>0</u>	<u>0</u>	<u>1,290,450</u>	<u>1,256,653</u>	<u>1,222,855</u>	<u>1,189,058</u>
Net Total Existing & New Debt Payments	3,761,420	4,063,153	4,732,185	4,544,961	4,359,810	4,234,666
Calculation of Tax rate Increase Available for Existing and New Debt						
Deduct drawn from reserve *	<u>0</u>	<u>301,733</u>	<u>475,000</u>	<u>250,000</u>	<u>25,000</u>	<u>0</u>
Net amount required from tax dollars	3,761,420	3,761,420	4,257,185	4,294,961	4,334,810	4,234,666
Would generate an estimated tax rate as follows:	1.08	1.07	1.21	1.21	1.21	1.18
Estimated Tax rate increase/decrease for existing & new debt		-0.1	0.13	0.00	0.00	-0.04
Estimated Reserve Balance	1,102,286	800,553	325,553	75,553	50,553	50,553

Comparison of Total Debt Service to Future Budgets

As shown in Chart G, below, Debt Service as a portion of General, School, Debt and Library Fund expenditures is 6.91%. This is below the accepted standard of 10% from the debt rating agencies. This favorable comparison would decrease to 6.31% in fiscal year 2010.

CHART G	FY06	FY07	FY08	FY09	FY10
Existing Debt Principal and Interest					
\$1,749,000 Refunding Bond 1998 (Rec/Open Space 1990 \$1.9 and 1992 \$1.25)	227,610	44,933	43,248		
\$1,000,000 Dec 1998 Library Renovations	79,309	77,382	75,404	73,400	71,371
\$3,275,000 Dec 1998 Roads & Open Space	259,819	253,427	246,947	240,384	233,740
\$ 800,000 Dec 1991 Recreation/Open Space	82,953	82,720			
\$ 560,000 May 1996 Public Facilities	49,891	48,013	46,099	44,147	42,177
\$ 790,000 May 1996 Recreation/Open Space	70,382	67,733	65,032	62,279	59,499
\$3,835,000 Sept. 2000 Open space & farmland	342,750	333,439	324,176	310,033	301,008
\$3,845,000 June 2001 Farm, Facilities Asset Prot	364,890	355,890	346,515	336,765	326,786
\$2,995,000 Dec 1998 School Athletics & Tech	237,552	231,760	225,834	219,832	213,756
\$1,505,000 June 1999 School Athletics	119,903	122,023	118,903	120,783	122,423
\$1,551,000 Refunding Bond 1998 (School 1990 \$3.1 Renovations)	201,843	39,847	38,352		
\$4,600,000 May 1996 Elementary Additions	409,817	394,396	378,669	362,637	346,452
		2,765,400		2,626,800	2,557,500
\$33,000,000 December 1999 High School	2,834,700		2,696,100		
\$1,900,000 December 2001 School Addition	<u>247,650</u>	<u>240,650</u>	<u>233,150</u>	<u>225,150</u>	<u>217,000</u>
TOTAL EXISTING DEBT SERVICE	5,529,068	5,057,613	4,838,429	4,622,209	4,491,711
Proposed New Debt Principal and Interest					
\$1,290,000 Road Improvements (incl. Wickford)		135,450	131,903	128,355	124,808
\$2,000,000 Development Rights		210,000	204,500	199,000	193,500
\$9,000,000 School Improvements		<u>945,000</u>	<u>920,250</u>	<u>895,500</u>	<u>870,750</u>
TOTAL ANTICIPATED NEW LONG TERM DEBT SERVICE (Currently Authorized)		1,290,450	1,256,653	1,222,855	1,189,058
GRAND TOTAL DEBT SERVICE - EXISTING and AUTHORIZED	5,529,068	6,348,063	6,095,082	5,845,064	5,680,769
TOTAL BUDGET (Est. 3% increase each year)					90,049,330
	80,007,663	82,407,893	84,880,130	87,426,534	
% OF DEBT PRINCIPAL AND INTEREST TO TOTAL BUDGET	6.91%	7.70%	7.18%	6.69%	6.31%

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 H. 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 2.19% in fiscal year 2004 is 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 increased in FY 2005 due to the revaluation, the percentage of Net Bonded Debt to Assessed Value drops to 1.34% even though \$3,290,000 in proposed bonding would be added in that fiscal year.

Chart H - 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
2004	26,326	\$2,189,162,245	\$47,904,043	2.19%	\$1,820
Estimated based on Capital Improvement Program (Authorized Projects only):					
2005	26,939	\$3,525,604,088	\$44,594,831	1.26%	\$1,655
2006	27,067	\$3,554,707,236	\$53,610,639	1.51%	\$1,981
2007	27,169	\$3,580,301,128	\$50,046,947	1.40%	\$1,842
2008	27,271	\$3,606,079,296	\$46,563,255	1.29%	\$1,707
2009	27,373	\$3,632,043,067	\$43,159,563	1.19%	\$1,577

APPENDICES

APPENDIX A - ALL FUNDS SUMMARY

ALL FUNDS SUMMARY

SUMMARY OF THE FINAL ADOPTED BUDGET FOR FISCAL YEAR 2006

	GRAND TOTAL	GENERAL FUND	LIBRARY FUND	Q/D REC. FUND	WATER FUND	SCHOOL FUND	SCHOOL CAP. RES. FUND	DEBT SERVICE FUND
ESTIMATED REVENUE								
PROPERTY TAX	52,522,161	10,744,456	951,971	0	0	37,064,314	0	3,761,420
STATE	16,968,044	4,034,583	196,468	0	0	11,268,578	195,000	1,273,415
OTHER REVENUES	13,233,575	6,649,225	40,500	1,316,308	2,834,542	2,200,500	0	192,500
Subtotal	82,723,780	21,428,264	1,188,939	1,316,308	2,834,542	50,533,392	195,000	5,227,335
PRIOR YEAR	1,671,616	870,000	12,000	9,622	298,261	180,000	0	301,733
TOTAL	84,395,396	22,298,264	1,200,939	1,325,930	3,132,803	50,713,392	195,000	5,529,068

ESTIMATED REQUIREMENTS

PERSONNEL	63,051,725	17,213,213	930,770	705,850	979,514	43,222,378	0	0
NON PERSONNEL	13,797,591	4,614,439	278,771	462,221	985,035	7,457,125	0	0
Subtotal	76,849,316	21,827,652	1,209,541	1,168,071	1,964,549	50,679,503	0	0
CAPITAL	2,372,240	403,000	0	109,072	1,047,400	617,768	195,000	0
DEBT SERVICE	5,698,709	0	0	48,787	120,854	0	0	5,529,068
CONTRIBUTIONS	67,612	67,612	0	0	0	0	0	0
ADJUSTMENT	(592,481)	0	(8,602)	0	0	(583,879)	0	0
TOTAL	84,395,396	22,298,264	1,200,939	1,325,930	3,132,803	50,713,392	195,000	5,529,068

PROPOSED BUDGET CHANGES FY 05 TO FY 06

FY05 BUDGET	82,365,952	21,934,892	1,160,328	1,338,399	3,027,028	48,686,852	500,000	5,718,453
INCREASE BUDGET	2,029,444	363,372	40,611	(12,469)	105,775	2,026,540	(305,000)	(189,385)
% INCREASE BUDGET	2.5%	1.7%	3.5%	-0.9%	3.5%	4.2%	-61.0%	-3.3%

PROPOSED TAX DOLLAR CHANGES FY 05 COMPARED TO FY 06

FY05 TAX \$	49,982,638	9,870,689	917,757			35,252,772	180,000	3,761,420
INCREASE TAX \$	2,539,523	873,767	34,214			1,811,542	(180,000)	0
% INCREASE TAX \$	5.1%	8.9%	3.7%			5.1%	-100.0%	0.0%

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>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	Projected <u>2005</u>	Budget <u>2006</u>
Revenues:							
Taxes	\$42,758,479	\$44,883,156	\$48,570,277	\$51,272,225	\$53,805,401	\$53,390,110	\$55,714,536
Intergovernmental & Dept. Revenues	\$2,634,755	\$3,188,940	\$4,231,343	\$5,220,050	\$5,620,071	\$6,100,895	\$6,401,223
Local Receipts	<u>\$1,155,186</u>	<u>\$1,310,864</u>	<u>\$782,902</u>	<u>\$667,427</u>	<u>\$864,115</u>	<u>\$1,254,719</u>	<u>\$911,210</u>
Total	\$46,548,420	\$49,382,960	\$53,584,522	\$57,159,702	\$60,289,587	\$60,745,724	\$63,026,969
Expenditure:							
General Government	\$3,700,422	\$4,238,457	\$3,991,423	\$3,999,356	\$4,040,582	\$4,517,293	\$4,547,257
Public Safety	\$8,639,405	\$8,896,960	\$10,037,113	\$10,108,995	\$11,290,558	\$11,662,802	\$12,296,282
Public Works	\$3,413,799	\$2,977,767	\$3,521,915	\$3,294,564	\$3,936,763	\$4,760,010	\$4,712,067
Human Services & Other	<u>\$750,296</u>	<u>\$802,496</u>	<u>\$788,645</u>	<u>\$647,972</u>	<u>\$880,069</u>	<u>\$872,526</u>	<u>\$813,658</u>
Total	\$16,503,922	\$16,915,680	\$18,339,096	\$18,050,887	\$20,147,972	\$21,812,631	\$22,369,264
Excess (deficiency) of revenues over expenditures	\$30,044,498	\$32,467,280	\$35,245,426	\$39,108,815	\$40,141,615	\$38,933,093	\$40,657,705
Other financing sources (uses)	(\$28,636,188)	(\$30,503,130)	(\$35,516,313)	(\$37,108,542)	(\$39,189,690)	(\$39,736,949)	(\$41,527,705)
Excess (deficiency) of revenues and other financing sources over expenditures and other uses	\$1,408,310	\$1,964,150	(\$270,887)	\$2,000,273	\$951,925	(\$803,856)	(\$870,000)
						Projected	Budget
	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Fund Balance July 1	\$3,534,505	\$4,942,815	\$6,906,965	\$6,636,078	\$8,636,351	\$9,588,276	\$8,784,420
Excess/(Deficiency) of Revenues over Expenditures	\$1,408,310	\$1,964,150	(\$270,887)	\$2,000,273	\$951,925	(\$803,856)	(\$870,000)
Fund Balance*	<u>\$4,942,815</u>	<u>\$6,906,965</u>	<u>\$6,636,078</u>	<u>\$8,636,351</u>	<u>\$9,588,276</u>	<u>\$8,784,420</u>	<u>\$7,914,420</u>
<i>Fund Balance as a percent of Total Revenues</i>	<i>10.60%</i>	<i>13.99%</i>	<i>12.38%</i>	<i>15.11%</i>	<i>15.90%</i>	<i>14.46%</i>	<i>12.56%</i>

* Represents Total General Fund, Fund Balance, Reserved and Unreserved.

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
2004/05	3,373,797,470	3,373,797,470	210,848,833	210,848,833	3,584,646,303	3,584,646,303	1.000

(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 4, 2005

ITEM: RESOLUTION FOR ADOPTION OF BUDGET FOR 2005-2006

MOTION: that the Town Council does hereby adopt the Budget for FY 2005/06 as follows:

GENERAL FUND	\$22,298,264
SCHOOL FUND	\$50,713,392
LIBRARY FUND	\$ 1,200,939
DEBT SERVICE FUND	\$ 5,529,068
SCHOOL CAPITAL RESERVE FUND	\$ 195,000
WATER FUND	\$ 3,132,803
QUONSET/DAVISVILLE RECREATION FUND	\$ 1,325,930
TOTAL	\$84,395,396

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, 2005. The appropriate section of the Town Charter is copied on the next two pages.

STEP	DATE	CHARTER CONSTRAINTS
Goals	Monday, February 14, 2005	Town Council Adoption of Goals (not a Charter requirement)
School Proposed Budget	Monday, January 4, 2005	Joint Meeting between Town Council and School Committee to discuss the School Committee's Proposed Budget (not a Charter requirement)
Capital Improvement Program	January 31, 2005	The Asset Management Commission submits the Capital Improvement Program
Proposed Budget	Monday, March 14, 2005	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 28, 2005	Town Council conducts 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 28, 2005	The Council has two weeks to give preliminary approval to the Town Manager's budget, which the Council may revise.
Public Hearings	Monday, April 18, Wednesday, April 20, 2005	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 25, 2005	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 4, 2005	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 24, 2005	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	Tuesday, June 7, 2005	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 first Tuesday following the first 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 first Tuesday following the first 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	155.65
State Paved	42.65
Municipal Employees	
Exclusive Of Library, Police, Fire And Regular Education	93
Part-Time	146
Construction	
Permits Issued	1,001
Total Value	\$34,112,952
Fire Protection:	
Fire Stations-Town Owned	3
Employees: Uniformed	72
Civilian	1
Fire Alarm Boxes	319
Fire Hydrants	994
Police Protection:	
Police Buildings	1
Animal Control Buildings	1
Employees: Law Enforcement (includes Harbor)	51
Civilian	8
Animal Control	3
Harbor	3
Election (3/2/04)	
Registered Voters	19,405
Number Of Votes Cast	1,143
Percentage Voting	6%
Recreation:	
Parks And Public Squares	13
Acres For Recreation (Dev)	358.6
Tot Lots	4
Playfields And Major Recreation Facilities	4
Playgrounds	5

Bandstand	1
Undeveloped Sites	10
Municipal Tennis Courts	4
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	15
Education Personnel (as of June 2004 measured in FTE)	
Administrative and Certified	20
Non-Certified	16.5
Classroom Teachers	383.6
Aides	116
Lunch Workers, Bus Drivers	53
Clerical	38
Operation and Maintenance	47.5
Total Personnel	674.6
Students: Enrollment As of June 2004	
Kindergarten/Pre-One	293
Elementary (1-5)	1,746
Middle (6-9)	1,076
High (9-12)	1,425
Special Education Program	123
Sub Total In Our Schools	4,663
Resident Pupils Sent Out	66
Total Students	4,429
Education Facilities	
Central Administration Building	1
High School	1
Middle Schools	2
Elementary	7
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)
Beechwood 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

C.D.B.G Community
Development Block Grant
Program

particular department.

The Small Cities Community Development Block Grant Program is a 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.

C.L.A.N, Coordinating Libraries
Automated Network

A statewide consortium that allows North Kingstown residents to borrow books from all the public libraries in Rhode Island

Comprehensive Plan

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.

Contractual services

Those services that are provided to the Town by outside firms or companies.

Contractual Services not
Otherwise Classified

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.

Cooperative Libraries
Automated Network (CLAN)

A shared network of participating libraries within Rhode Island which offers users access to information and services throughout the State.

D.A.R.E

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.

Delta Dental

The dental care program which is provided to Town employees.

Department

Identifies the unit of local government in which a specific activity or function is carried out.

Directed Patrol

Assigned tasks or patrol locations as opposed to random patrol

EMS

Service provided by the Fire Department Rescue Division.

Emergency Medical Services

Enterprise Fund

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.

Farm, Forest and Open Space

Statewide program which encourages property owners to keep their land undeveloped through tax incentives.

Field Work

Inspection and measuring of any new houses, additions, or work done because of building permits issued.

Forensic Equipment

Equipment used to gather and test evidence such that it will be admissible in court

Fringe benefits

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.