

**Town of North Kingstown  
Rhode Island  
2011 – 2012  
Budget**



## Table of Contents

<b>PREFACE</b> .....	ii
<b>NORTH KINGSTOWN GOVERNMENTAL ORGANIZATION</b> .....	iii
<b>TOWN OF NORTH KINGSTOWN OFFICIALS</b> .....	iv
<b>TOWN OF NORTH KINGSTOWN GOALS</b> .....	v
<b>TOWN OF NORTH KINGSTOWN BUDGET POLICY</b> .....	vi
<b>TOWN OF NORTH KINGSTOWN DEBT POLICY &amp; MANAGEMENT/FISCAL POLICY</b> .....	vii
<b>TOWN OF NORTH KINGSTOWN BUDGET MESSAGE</b> .....	1-7
<b>FINANCIAL SUMMARY</b> .....	8-38
<b>DEPARTMENTAL SUMMARIES</b> .....	
<i>TOWN COUNCIL</i> .....	40-41
<i>TOWN MANAGER</i> .....	42-44
<i>TOWN CLERK</i> .....	45-49
<i>TOWN SOLICITOR</i> .....	50
<i>FINANCE</i> .....	51-54
<i>INFORMATION TECHNOLOGY</i> .....	55-57
<i>ASSESSOR</i> .....	58-61
<i>GENERAL OPERATING</i> .....	62-64
<i>FIRE DEPARTMENT</i> .....	65-71
<i>POLICE DEPARTMENT</i> .....	72-83
<i>PLANNING AND DEVELOPMENT</i> .....	84-89
<i>PUBLIC WORKS</i> .....	90-103
<i>DEPARTMENT OF SENIOR AND HUMAN SERVICES</i> .....	104-111
<i>CODE ENFORCEMENT</i> .....	112-116
<i>NORTH KINGSTOWN FREE LIBRARY</i> .....	117-123
<i>MUNICIPAL COURT</i> .....	124-126
<i>QUONSET DAVISVILLE RECREATION FUND</i> .....	127-141
<i>DEPARTMENT OF WATER SUPPLY</i> .....	142-149
<i>SCHOOL DEPARTMENT</i> .....	150-151
<i>CAPITAL, DEBT SERVICE AND MAJOR PROJECTS</i> .....	forthcoming - 152
<b>APPENDICES</b> .....	
<i>APPENDIX A – ALL FUNDS SUMMARY</i> .....	154
<i>APPENDIX B – ZERO BASED BUDGET PERSONNEL EXPENSES</i> .....	155-160
<i>APPENDIX C &amp; D – FUND BALANCE POLICY/UTILIZATION &amp; ACCUMULATION</i> .....	161-163
<i>APPENDIX E – ASSESSED &amp; ESTIMATED TAXABLE PROPERTY VALUES</i> .....	164
<i>APPENDIX F &amp; G – BUDGETING PRACTICES/FUND DESCRIPTIONS</i> .....	165-166
<i>APPENDIX H – TOWN COUNCIL BUDGET RESOLUTION</i> .....	167
<i>APPENDIX I &amp; J – BUDGET PROCESS/CHARTER/FINANCIAL PROVISIONS</i> .....	168-170
<i>APPENDIX K &amp; L – STATISTICAL SUMMARY/GLOSSARY</i> .....	171-177

## PREFACE

The Fiscal Year 2012 budget reflects a zero based budgeting process as required by the Town Council. According to “**Zero Base '80: The Status of Zero-base budgeting in the States**” zero based budgeting is “the review of all budget requests from point zero...”. The proposed Fiscal Year 2012 Operating Budget follows the same format as previous budget submissions, other than some minor format changes. The Town Manager’s Budget Message summarizes the Budget and reviews the current Fiscal Year activities. The **Individual Department Sections** include mission statements, objectives, work plan, performance measures, personnel details, a financial summary and the zero based budget for each department. The **Capital Section** is a summary of all capital proposals relating to this coming fiscal year. Detail is provided on all capital projects that are included in the Town’s Capital Improvement Plan, which has been forwarded to the Town Council separately. The Capital Improvement Program is based upon the recommendations made by the Asset Management Commission. In accordance with adopted budget policy, capital projects for the enterprise funds are funded from a separate fund. The actual planned projects, however, are listed and the funding for them explained in the capital section of the budget.

The following funds are part of this budget:

**General Fund** – accounts for resources devoted to financing the general services that the Town performs for its citizens.

**Debt Service Fund** – accumulates resources for the repayment of general long-term debt principal and interest (other than those that are payable from Enterprise Funds).

**Library Fund** – provides for the operational activities of the North Kingstown Free Library.

**Municipal Court Fund** – provides for the operation of the court for the adjudication of civil violations.

**School Fund** – accounts 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 of the Town’s Water System and Wastewater Management activities.

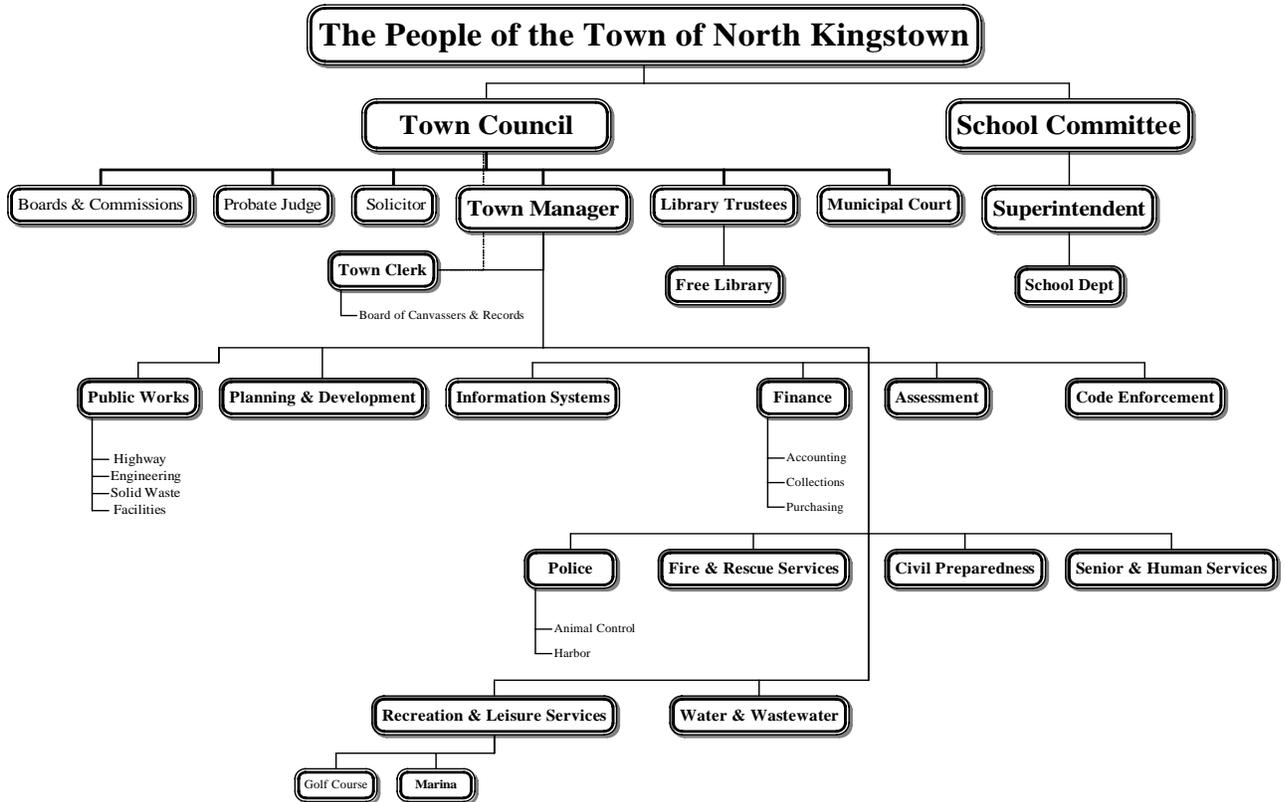
**Quonset Davisville Recreation Fund** – an enterprise (self-supporting) fund used to account for the operations of the Town’s Recreation Department, North Kingstown Municipal Golf Course and the Allen Harbor Marina.

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

Town Department Heads provided the analysis and expenditure data that serve as the basis for this budget and requests. Their efforts are to be commended.

Michael Embury  
Town Manager

# NORTH KINGSTOWN GOVERNMENTAL ORGANIZATIONS



# TOWN OF NORTH KINGSTOWN OFFICIALS

## TOWN COUNCIL

**Elizabeth S. Dolan – President**  
**Michael S. Bestwick**  
**Charles E. Brennan**  
**Carol H. Hueston**  
**Charles H. Stamm**

TOWN MANAGER.....	Michael Embury
TOWN SOLICITOR .....	James Reilly
DIRECTOR OF FINANCE.....	Patricia Sunderland
DIRECTOR OF PLANNING.....	Jonathan Reiner
DIRECTOR OF PUBLIC WORK.....	Phil Bergeron
ACTING POLICE CHIEF.....	Thomas Mulligan
ACTING FIRE CHIEF .....	Fenwick Gardiner
DIRECTOR OF WATER SUPPLY .....	Susan Licardi
TOWN CLERK .....	James Marques
TAX ASSESSOR .....	Linda Cwiek
BUILDING OFFICIAL.....	Gary Tedeschi
DIRECTOR OF RECREATION & LEISURE ACTIVITIES.....	Allen Southwick
DIRECTOR OF SENIOR & HUMAN SERVICES .....	Marie Marcotte
DIRECTOR OF INFORMATION SYSTEMS .....	Jason Albuquerque
CONTROLLER.....	Jeanna Krukowski
TOWN ENGINEER .....	Kim Wiegand
LIBRARY DIRECTOR.....	Susan Aylward
SCHOOL SUPERINTENDENT .....	Dr. Philip Thornton

## TOWN OF NORTH KINGSTOWN FISCAL 2012 GOALS

The Town Council established the following goals for the **Fiscal Year 2012** Budget:

It is the **Vision** of the Town Council that future development in North Kingstown should be consistent with the goals and objectives of our Comprehensive Plan and have the capacity to sustain groundwater, other natural resources and Town services. This vision of the Town's identity and future should be communicated periodically to the community and visitors through the media and all relevant public communications including the comprehensive, interactive Town web site.

The Council will strive to improve the **Quality of Life** of all residents, business persons and visitors. We will continue to support equitably dispersed affordable housing consistent with the Town's approved Affordable Housing Plan. (NB: Redundant) The Council will continue to support senior programs and recreational activities for all segments of our population. We believe that it is vital to provide high quality public education with goals of excellence, equity, and continuous improvement in all our schools and to do so within a fiscally responsible and prudent budget. To the best of our ability, we will ensure that Town policies and practices respect the residents of North Kingstown and protect the peace, health, safety and welfare of the community.

The Council will continue to maintain **Fiscal** responsibility and integrity in the budget process which will be open and involve community input and discussion. The Council will seek to provide cost effective government services and make every effort to limit any tax increase given anticipated declining revenues. The Council will manage long-term debt, maintain a healthy undesignated fund balance and take prudent measures to retain our favorable bond rating. We will lead efforts to advocate for change in the current state property tax system and continue to seek ways to assist our needy elderly residents with tax exemption programs. The fiscal environment in which the Town's budget will be determined presents a significant increase in non-discretionary costs, continued dependency on residential property tax revenues and declining non-property tax revenue sources. The Council directs that all activities and spending be examined to identify areas for reductions; to identify redundant functions between the Town and School Department; and to identify functions/services which can be shared within and between the Town government and School Department and with neighboring communities. The Council will also consider all opportunities to fund the budget by means other than the residential property tax. If these measures are not successful in producing a budget with acceptable residential tax levies, it will be necessary to implement service and staff adjustments. The Town Council will invest in and maintain the Town's infrastructure based on a carefully developed asset management plan.

The Council will protect and preserve our **Environment** by continuing to implement appropriate tools to manage growth. The Council will attempt to continue open space preservation efforts and farmland preservation for groundwater protection and to maintain 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, Town staff, the Economic Development Advisory Board and the Chamber of Commerce, the Town will engage in an open process that results in environmentally sound and financially prudent development. The Council will 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 will promote the Town's historic resources and regional tourism attractions. Finally, the Council will ensure that local business owners are invited to participate in any redevelopment or redesign plans for the future together with the Economic Development Advisory Board and the Chamber of Commerce.

The Council will continue to promote an open, honest and ethical **Government**, ensure that Town employees are treated fairly and that Town offices operate in an effective, efficient and courteous manner. The Council will continue to encourage citizen participation through service on Boards and Commissions and other volunteer opportunities.

Amended and adopted January 10, 2011.

On November 17, 2009, the Town Council adopted the following Budget Policy and Procedures:

## **FISCAL YEAR 2011 – 2012 BUDGET POLICY**

The Town Council hereby adopts the following budget policies and procedures regarding the preparation of the Town Budget:

- The Town Council requires all budgets submitted for consideration to be prepared incorporating a zero-based budgeting approach.
- The Town Council continues to direct that all activities and spending be examined to identify non-value added activities, identify redundant functions between the Town and School and identify areas for shared and consolidated functions/services. The Town Council will consider the recommendations of the Town/School Consolidation Committee, the North Kingstown/East Greenwich Town Council Consolidation Committee and other opportunities as they present themselves.
- In order to allow adequate time to prepare a budget which meets the Town Council's spending increase limitations, the following factors are considered:
  - ❑ the Town Manager and School Department shall be directed to present alternative budget scenarios which reflect a 0% increase over FY2011; and
  - ❑ an amount not to exceed a 2% increase in spending over FY2011; and
  - ❑ an amount not to exceed the 4.25% Levy Cap as stipulated by Rhode Island General Laws 44-5-2.
- When budgeting for expenses related to new services and/or functions that are revenue producing, the Town Manager may recommend the exemption of those expenses from the calculation of the spending cap. In applying the budget cap, departments will not be penalized when adopting practices which reflect all revenue and expenditures broadly in the budget but do not add a net increase in expenditures.
- Requests for funding beyond the Town Council's established cap may receive consideration but only to the extent that there is a documented critical need that cannot be met within the established spending cap.



# Debt Policy & Management/Fiscal Policy

---

## A. Purpose

1. To ensure the quality of decision-making while considering the debt affordability to the taxpayer;
2. To provide justification for the structure of debt issuance so as to not exceed acceptable levels of indebtedness;
3. To demonstrate a commitment to long-term financial planning to meet infrastructure needs through a planned program of future financing, which is evident through the Town's Capital Improvement Program; and
4. To illustrate to rating agencies and capital markets that the Town is well managed and attentive to maintaining a favorable debt position.

## B. General Principles

1. Under the governance and guidance of Rhode Island State Law, (R.I.G.L. 45-12) – “Indebtedness of Towns and Cities”, the Town may issue debt as it pertains to the requirements of charter and under the state mandated debt limitations.
2. In order to maintain and enhance its existing credit ratings the Town will monitor its debt management process. Prudent debt management can have a positive impact on these ratings if the Town demonstrates adherence to the policy over time.
3. The Town may periodically enter into debt obligations to finance the costs of construction or to improve and expand infrastructure and other assets to maintain and improve its quality of life. In order to meet its obligation of due diligence and prudent financial management to its residents, the Town shall strive that debt obligations are issued in such a fashion so as to obtain the best long-term financial advantage and investment terms. The Town may also refinance existing debt in order to reduce future debt service. (The Town shall determine the costs of incurring a sufficient amount of debt funding to complete the proposed project(s) when determining the amount of debt to issue. Debt is a mechanism to equalize the costs of improvement to present and future residents.) The decision to issue debt should fall within the following criteria:
  - (a) The asset's life cycle shall exceed the term of the debt issue.
  - (b) Life expectancy shall be considered when determining the issuance of debt to finance capital projects. The current operating budgets shall serve as the financing source for capital requirements that are recurring, relatively low-cost or are short-lived improvements.
  - (c) The Town will not issue debt long term obligations or utilize debt proceeds to finance the current operations of the government.
  - (d) The Town will seek to minimize the burden on its residents and businesses to repay debt, which thereby enhance its ability to attract and retain those same residents and businesses.

## **C. Capital Improvement Program**

1. Town Staff, in cooperation with the Asset Management Commission (AMC) will prepare a yearly Capital Improvement Program (CIP). The AMC is a nine-member committee.
2. The AMC is to review all capital improvement and asset protection requests for both town and school facilities, assign priorities to the projects, recommend funding levels and assemble a comprehensive capital improvement program to be submitted to the Town Council for their review and consideration. The Plan is a multi-year, prioritized listing of long-term capital projects.
3. The Capital Improvement Plan shall be submitted by the AMC to the Town Council and approved yearly as part of the budget process.

## **D. Capital Reserve Funds**

1. A Capital Reserve Fund provides a leveling effect in departmental budgets. The annual appropriation for future purchases, repairs and improvements on a timely basis eliminates the need for peaks and valleys in the budget and offers a more stabilized method of budgeting, which helps in maintaining infrastructure improvements. Eliminating the opportunity to set money aside for the future will expedite deterioration of the Town's assets and infrastructure.
2. The Capital Reserve Fund considers the following when determining the criteria for qualification of the fund:
  - (a) An asset shall have a minimum dollar value of \$20,000 for any single bid item, construction project or vehicle.
  - (b) The Town Council shall make funding for Capital Reserve items by separate resolution if required.

## **E. Debt Issuance Ratios/Limits**

1. The Town shall establish the following limits while considering the issuance of debt:
  - (a) The Town shall not exceed its statutory debt limits except as set forth below in 2(c)
  - (b) The Town's legal debt limit as set forth by RIGL 45-12-2 is limited to three (3%) percent of total assessed value.
  - (c) Nevertheless the Town direct debt burden should be maintained at less than two (2%) percent of full assessed valuation.
2. The useful life of the asset or infrastructure improvement shall be considered when determining the repayment schedules:
  - (a) Twenty (20) years for most public improvement debt issued through a general obligation bond.
  - (b) Twenty (20) to Twenty-Five (25) years for the issuance of debt for the large construction of a new school which is supported by State Housing Aid.
  - (c) The Town may from time to time seek permission from the state legislature, by special legislation, to incur indebtedness outside the statutory limitation established by RIGL 45-12-2. Any such special legislation adopted by the legislature is subject to a referendum by the voters of the town.

- (d) Overall, all general obligation debt shall be structured to retire at least fifty (50%) percent of the Town's indebtedness over the first half of the term of the debt.

## **F. Reserves**

1. Operating reserves are significant factors being considered by the bond rating agencies when assigning credit ratings. Therefore, proper maintenance and significant control over operating reserves is important to the financial strength and flexibility of the Town. Healthy reserves make it possible for the Town to issue debt at favorable rates and help maintain the character of the infrastructure.
2. The following guidelines shall help the Town to maintain reserves:
  - (a) The Unreserved/Undesignated General Fund reserve shall be maintained at 10% of the current period's total budgeted expenditures for all Town Funds.
  - (b) The enterprise funds should maintain an unrestricted net asset balance adequate to meet unanticipated expenditures to remain self supported.
  - (c) The Town Council shall have as a goal to appropriate a \$100,000 contingency each year in the General Fund Operating Budget.

## **G. Recommended Alternative Plan**

The Town Manager reserves the right to recommend to the Town Council an alternative plan for financing of proposed capital projects if the alternative plan is in the best interest for the Town of North Kingstown. (This allows Tax Incentive Financing (TIF) or revenue pledges.)

## **H. Temporary Suspension of Policy**

The Town Council, at its discretion, acting in the best interest for the financial health of the Town may temporarily suspend any portion of said policy not otherwise restricted by state law or charter by vote of the Town Council.

## **I. Policy Supersedes Previous Policies**

This policy shall take effect upon passage and all policies or parts of policies inconsistent herewith are hereby repealed.

Amended and adopted April 7, 2008.



## Town of North Kingstown, Rhode Island

80 Boston Neck Road  
North Kingstown, RI 02852-5762  
Phone: (401) 294-3331  
Fax: (401) 885-7373  
Web: [www.northkingstown.org](http://www.northkingstown.org)

### **TOWN MANAGER'S BUDGET MESSAGE**

The FY 2012 budget finds the State of Rhode Island still in its most difficult financial time ever. The State's problems have a direct effect on the municipal and school department budgets.

"...But systemic fixes will never solve the core issue before us: that improving our economic competitiveness and achieving sustainable fiscal responsibility will require some sacrifice."

**Jon Meacham: "We Are All Co-Conspirators Now."  
Newsweek Magazine –March 8, 2010.**

I used this quote in my FY 2011 budget message and it still holds true for Fiscal 2012 – this proposed spending plan requires the sacrifice of certain programs in order to work within the fiscal constraints of the day. As this document is reviewed, you will see that there are no easy answers, no shortcuts to implementing the difficult changes that are necessary to maintain basic community services in a cost effective manner. The days of doing more with less are over.

The decisions the Town Council needs to make cannot be reduced to black and white; yes or no decisions. They will have an effect on all segments of the community and will continue to change the way we conduct business, as well as recreate the structure for the type and level of services we can afford to provide now and in the future.

Department heads used the zero based budgeting method to assemble their requests. Their submissions are not wish lists but honest appraisals of the resources needed to provide services that taxpayers expect and demand. While it is never a good time or year to raise taxes, it is also never a good time to reduce the level of services and programs to our residents.

As Town Manager, it is my responsibility to propose a budget reflecting cost reductions in order to address the realities inside and outside the community. The elimination of \$2 million in revenue from the former motor vehicle reimbursement program mandates these reductions. The Federal government's debt position, national economic picture, State of Rhode Island's economic and financial picture have all joined forces to create a situation that calls for fiscally conservative budgeting. In addition, the tax levy cap mandated by what is commonly known as "3050", strictly limits the amount of tax dollars that can be raised by local government. As part of this year's budgetary process, it is important for the taxpaying public to understand the limitations imposed by this legislation and its ramifications for the future.

RIGL 44-5-2 or "3050" establishes gradually reduced limits on the local tax levy as well as limiting the amount of new tax dollars that can be requested by certain municipal operations:

- Establishes a declining scale of tax levy limits beginning at 5.25% and continuing on a yearly basis to a level of 4%. For FY 2012, the law mandates a levy limit of 4.25%.
- Limitation is on the tax levy and **not** the tax rate of the community.
- School Department's request for new tax dollars is limited to 4.25% increase over the previous year's appropriation.

**TABLE 1: Levy/Tax Dollar/Tax Rate Estimate**

<b>Tax Levy Estimates</b>	<b>4.75%</b>	<b>4.50%</b>	<b>4.25%</b>
	<b>FY 2010 Levy</b>	<b>FY 2011 Levy</b>	<b>FY 2012 Levy</b>
<b>Levy</b>	<b>63,293,576</b>	<b>66,141,788</b>	<b>68,952,814</b>
<b>Actual Levy</b>		<b>65,767,196</b>	<b>68,411,037</b>
<b>Tax Rate</b>	<b>13.83</b>	<b>3.91%</b> <b>16.85*</b>	<b>4.02%</b> <b>17.53</b>

\*Adjusted for the results of the required statistical valuation update.

**TABLE 2: Assessment Values**

	<b>FY 2010 Values</b>	<b>FY 2011 Values</b>	<b>FY 2012 Values</b>
Real Estate	\$ 4,229,952,205	\$ 3,537,673,000	\$ 3,542,000,000
Motor Vehicles	\$ 115,528,812	\$ 188,656,289	\$ 193,100,000
Tangible Personal Property	\$ 118,534,430	\$ 118,659,950	\$ 117,548,760
<b>Grand Total Estimated Assessed Value</b>	<b>\$ 4,464,015,447</b>	<b>\$ 3,844,989,239</b>	<b>\$ 3,852,648,760</b>
<b><u>TAX RATE CALCULATION</u></b>			
	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>	<b>2012 ESTIMATED</b>
Tax Dollars			
General Fund	\$ 13,147,909	\$ 14,532,158	\$ 16,576,202
Library Fund	\$ 1,124,589	\$ 1,124,589	\$ 1,193,814
School & Cap Res Fund	\$ 42,680,515	\$ 43,420,838	\$ 44,134,255
Debt Service Fund	\$ 4,467,764	\$ 4,467,763	\$ 4,467,763
Total Tax Dollars	\$ 61,420,777	\$ 63,545,348	\$ 66,372,034
Collection Factor 97.0%	\$ 1,03092784	\$ 1,03092784	\$ 1,026694
	\$ 63,320,388	\$ 65,510,667	\$ 68,143,772
Spread (Abatements)	\$ (90,000)	\$ 250,000	\$ 250,000
Levy	\$ 63,293,576	\$ 65,760,667	\$ 68,393,772
Minus Motor Vehicle Revenue	\$ 2,546,420	\$ 4,158,220	\$ 4,255,924
Levy from Tangible and Real Estate	\$ 60,683,968	\$ 61,602,447	\$ 64,137,848
DIVIDED BY ASSESSED VALUE	\$ 4,348,487,345	\$ 3,656,332,950	\$ 3,659,548,760
<b>EQUALS TAX RATE/M</b>	<b>13.97</b>	<b>16.85</b>	<b>17.53</b>

**TABLE #3: PROPERTY TAXES BY FUND**

Revenue Description	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Proposed
Levy Limit	5.25%	5.00%	4.75%	3.91%	4.02%
<b>Current Year Taxes</b>					
General Fund	12,008,025	12,567,960	13,147,909	14,532,158	16,576,202
Debt Service	4,062,065	4,265,198	4,467,795	4,467,762	4,467,763
Library	1,050,036	1,102,538	1,124,589	1,124,589	1,193,814
Schools	40,820,215	42,827,726	42,680,515	43,420,838	44,134,255
<b>Total</b>	<b>57,940,341</b>	<b>60,763,422</b>	<b>61,420,808</b>	<b>63,545,348</b>	<b>66,372,034</b>
Increase in Tax Dollars	2,224,596	2,823,081	657,386	2,124,540	2,826,687
	3.99%	4.87%	1.08%	3.46%	4.45%



**Table 3** depicts a history of property tax revenues distributed between the four major tax affected funds, levy limits, new tax dollars and the percentage increase as of FY 2008 at a 5.25% level. **Table 1** shows the 2010 and 2011 actual levies and the proposed levy for FY 2012. **Table 2** shows the division of funding as recommended by the Town Manager.

**TABLE #4**

Tax Rate Change	FY 2009 Tax Rate	FY 2010 Tax Rate	FY 2011 Tax Rate	FY 2012 Est. Levy 4.02 %
Municipal	3.14	3.25	4.15	4.68
School	9.72	9.70	11.51	11.66
Debt Service	0.97	1.02	1.18	1.18
<b>Total</b>	<b>13.83</b>	<b>13.97</b>	<b>16.85*</b>	<b>17.53</b>

The table below demonstrates the School Department Fund from FY 2004 through FY 2010 – Expenditures, Revenues and enrollment figures. (Enrollments as depicted on Page 7 of the FY 2011 Budget document submitted by the School Department to the Town Manager.)

Fiscal Year	Revenues	Expenditures
2004	\$ 47,895,836	\$ 47,588,837
2005	\$ 49,296,631	\$ 49,229,674
2006	\$ 51,087,288	\$ 50,295,331
2007	\$ 53,779,848	\$ 53,670,925
2008	\$ 56,238,874	\$ 55,749,789
2009	\$ 55,665,146	\$ 54,621,402
2010	\$ 55,773,505	\$ 55,337,790

\*Note: Certain funds were removed from School General Fund to Restricted Funds per instructions from the Rhode Island Department of Education – thus the budgetary reduction in the School General Fund. (\$1,248,000)

Fiscal Year	Revenues	Expenditures
2004	\$ 22,206,397	\$ 20,433,629
2005	\$ 22,611,729	\$ 21,817,084
2006	\$ 24,043,333	\$ 22,166,232
2007	\$ 24,876,642	\$ 23,158,579
2008	\$ 24,809,773	\$ 24,301,711
2009	\$ 23,938,953	\$ 24,254,111
2010	\$ 23,764,219	\$ 23,640,939

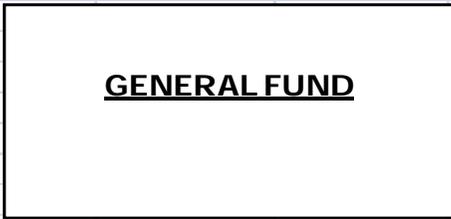
The Town Council again finds itself in a position of needing to make a number of decisions that are very difficult. This budget and its recommendations are not made lightly. The objective is to provide enough funding to keep basic services on-going but also implementing some significant changes to programs and operations.

I have attached an addendum to this message which contains statistical information for the public. This data is contained in the statistical section of the recently completed audit for FY 2010 and serves as a demonstration of where the Town was and where it is today.

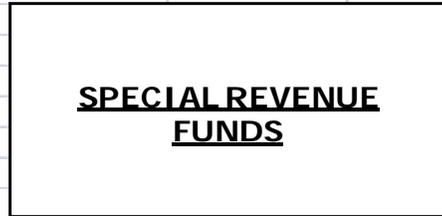
## FLOW OF FUNDS STRUCTURE

### Funding Sources:

- ..... Property Tax
- ..... Licenses & Permits
- ..... Interest on Investment
- ..... State & Federal Funds
- ..... Fees
- ..... Other Revenues



- ..... Property Tax
- ..... User Fees
- ..... Interest on Investment
- ..... State Grants
- ..... Donations
- ..... Payments from Other Funds



### Users:

- General Government
- General Services
- Fire Department
- Police Department
- Public Works
- Planning & Development
- Dept of Senior/Human Svc
- Code Enforcement
- Recreation
- Benefits
- General Operating
- Capital/Debt Service

### Users:

- Debt Fund
- Library Fund
- School Department
- Quonset/Davisville Recreation
- Water Department
- Municipal Court

ACCOUNT	REVENUE DESCRIPTION	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 REQUEST	2012 MANAGER	INCREASE/ DECREASE
<b>GENERAL PROPERTY TAXES</b>								
141005	410000	1,731,508	1,832,908	2,027,720	2,566,148	2,547,402	2,547,402	(18,746)
141005	411010	12,008,025	12,564,100	12,516,309	14,532,159	16,399,773	16,576,202	2,044,043
141005	411200	1,123,856	1,288,947	1,546,831	1,250,000	1,275,000	1,275,000	25,000
142005	420000	289,909	316,715	415,379	250,000	300,000	300,000	50,000
<b>TOTAL GENERAL PROPERTY TAXES</b>		<b>15,153,298</b>	<b>16,002,669</b>	<b>16,506,239</b>	<b>18,598,307</b>	<b>20,522,175</b>	<b>20,698,604</b>	<b>2,100,297</b>
<b>TOWN CLERK</b>								
143003	431001	51,420	53,845	53,550	51,100	51,500	51,500	400
143003	431002	5,685	8,000	7,575	7,700	10,500	10,500	2,800
143003	431003	800	800	700	700	700	700	-
143003	431004	5,010	6,550	6,105	5,100	5,500	5,500	400
143003	431005	4,000	4,000	4,000	4,000	4,000	4,000	-
143003	431006	175	350	350	350	350	350	-
143003	431007	10	10	10	10	10	10	-
143003	431008	-	110	220	110	110	110	-
143003	431011	735	1,300	1,350	1,300	1,300	1,300	-
143003	431012	1,970	1,925	1,785	1,900	1,800	1,800	(100)
143003	431013	4,740	5,730	5,595	5,000	5,000	5,000	-
143003	431014	355	315	115	300	50	50	(250)
143003	431015	400	250	450	400	400	400	-
143003	431016	300	300	300	300	300	300	-
143003	431018	2,160	2,750	2,850	2,800	2,650	2,650	(150)
143003	431019	100	200	200	200	150	150	(50)
143003	431020	415	2,466	2,525	2,110	2,300	2,300	190
143003	431021	319	850	200	300	300	300	-
143003	432001	12	45	66	40	40	40	-
143003	432003	1,136	1,160	928	1,100	1,100	1,100	-
143003	432004	13,319	13,544	13,813	13,500	13,500	13,500	-
143003	432005	15	9	9	10	10	10	-
143003	432007	1,100	1,045	1,045	1,100	1,100	1,100	-
143003	432008	10	5	5	10	10	10	-
144003	441011	307,094	287,116	273,991	350,000	300,000	300,000	(50,000)
144003	441012	50,266	23,471	35,774	50,000	50,000	50,000	-
144003	441013	2,226	3,066	2,499	3,000	3,000	3,000	-
144003	441014	22,272	20,353	20,014	20,000	20,000	20,000	-
144003	441015	4,985	6,899	2,565	4,000	2,400	2,400	(1,600)
144003	441016	750	2,000	6,000	4,000	2,200	2,200	(1,800)
<b>TOTAL TOWN CLERK</b>		<b>481,780</b>	<b>448,463</b>	<b>444,588</b>	<b>530,440</b>	<b>480,280</b>	<b>480,280</b>	<b>(50,160)</b>
<b>POLICE</b>								
143008	431009	5	5	-	-	-	-	-
143008	431010	2,250	2,550	2,250	2,250	2,250	2,250	-
143008	432002	80	40	25	40	40	40	-
144008	441006	110	100	90	25	25	25	-
144008	441030	-	-	-	1,000	1,500	1,500	500
144008	441031	2,906	3,335	200	1,000	-	-	(1,000)
144008	441032	50	39	-	3,500	-	-	(3,500)
144008	441033	1,212	1,180	966	1,000	-	-	(1,000)
144008	441034	172,350	115,611	-	-	-	-	-
144008	441035	259,493	231,317	172,786	75,000	195,000	195,000	120,000
144008	441036	775	750	625	250	-	-	(250)
144008	441037	1,155	1,106	989	1,200	1,200	1,200	-
144008	441038	8,290	9,060	8,620	8,000	10,000	10,000	2,000
144008	441039	-	-	-	-	50	50	50
144008	441040	2,770	5,900	-	2,000	-	-	(2,000)
144008	441061	-	-	-	500	300	300	(200)
144008	441063	1,143	286	420	500	500	500	-
144008	443000	2,479	3,534	6,440	50	50	50	-
<b>TOTAL POLICE</b>		<b>455,067</b>	<b>374,812</b>	<b>193,410</b>	<b>96,315</b>	<b>210,915</b>	<b>210,915</b>	<b>114,600</b>
<b>PLANNING</b>								
144009	441078	483	640	23,502	5,000	1,000	1,000	(4,000)
144009	441091	10,615	12,136	11,570	10,000	40,000	40,000	30,000
144009	441092	4,434	6,024	1,720	30,000	15,000	15,000	(15,000)
144009	441093	12,472	33,003	32,269	30,000	50,000	50,000	20,000
<b>TOTAL PLANNING</b>		<b>28,004</b>	<b>51,803</b>	<b>69,061</b>	<b>75,000</b>	<b>106,000</b>	<b>106,000</b>	<b>31,000</b>
<b>PUBLIC WORKS</b>								
144010	441079	1,773	1,535	1,105	1,500	1,200	1,200	(300)
144010	441080	22,459	5,943	7,617	7,000	5,000	5,000	(2,000)
144010	441081	27,506	101,194	-	-	30,000	30,000	30,000
144010	441083	46,039	33,000	37,309	32,000	37,000	37,000	5,000
144010	441084	165,163	147,608	151,968	140,000	145,000	145,000	5,000
144010	441085	668	327	272	300	300	300	-
144010	441087	-	-	30	-	-	-	-
144010	441089	165,919	186,100	154,865	157,000	150,000	150,000	(7,000)
144010	441090	(397)	(441)	(165)	-	-	-	-
144010	441095	4,688	3,800	4,663	4,000	4,500	4,500	500

ACCOUNT	REVENUE DESCRIPTION	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 REQUEST	2012 MANAGER	INCREASE/ DECREASE
144010 441096	TRANSFER STATION - TIRES	876	752	850	750	800	800	50
144010 441097	COMMERCIAL YARD WASTE STICK	6,558	6,384	2,982	7,000	5,000	5,000	(2,000)
144010 441098	TRANSFER STATION BAG TAGS	163,032	162,992	147,266	170,000	185,000	185,000	15,000
144010 441099	TRANS STATION MATTRESS BOX SF	9,020	8,151	8,060	8,000	9,000	9,000	1,000
<b>TOTAL PUBLIC WORKS</b>		<b>613,305</b>	<b>657,346</b>	<b>516,822</b>	<b>527,550</b>	<b>572,800</b>	<b>572,800</b>	<b>45,250</b>
<b>BUILDING OFFICIAL</b>								
144015 441040	LATE PERMIT FILING FEE	8,437	7,761	6,451	6,000	2,500	2,500	(3,500)
144015 441041	BUILDING PERMITS	252,591	196,911	176,094	190,300	145,624	145,624	(44,676)
144015 441042	ELECTRICAL PERMITS	45,726	41,124	41,568	36,000	40,647	40,647	4,647
144015 441043	PLUMBING PERMITS	17,222	15,662	14,362	13,000	15,344	15,344	2,344
144015 441044	MECHANICAL PERMITS	43,157	43,670	40,488	45,000	37,368	37,368	(7,632)
144015 441045	BUILDING PERMIT - REINSPECTION	5,300	3,200	1,500	1,750	1,500	1,500	(250)
144015 441049	CERTIFICATE OF USE AND OCCUP	13,375	11,625	9,500	8,000	8,200	8,200	200
<b>TOTAL BUILDING OFFICIAL</b>		<b>385,808</b>	<b>319,953</b>	<b>289,963</b>	<b>300,050</b>	<b>251,183</b>	<b>251,183</b>	<b>(48,867)</b>
<b>INTERGOVERNMENTAL</b>								
146005 461002	GENERAL PURPOSE STATE AID	754,148	342,099	-	-	-	-	-
146005 461003	CONNECTICUT PLAN (IN LIEU-NON)	6,836	6,591	6,507	-	5,500	5,500	5,500
146005 461007	REALTY TAXES	280,449	183,330	228,065	240,000	235,000	235,000	(5,000)
146005 461009	EXCISE TAX PHASE-OUT	2,891,033	2,813,829	2,824,194	2,423,460	223,404	223,404	(2,200,056)
146005 461012	TELEPHONE TAX	256,272	231,151	256,008	231,151	255,000	285,000	53,849
146005 461014	HOTEL TAX AND MEAL & BEVERA	436,399	443,209	432,080	400,000	425,000	435,000	35,000
146008 461008	WITNESS FEE	133	134	144	134	134	134	-
<b>TOTAL INTERGOVERNMENTAL</b>		<b>4,625,271</b>	<b>4,020,343</b>	<b>3,746,999</b>	<b>3,294,745</b>	<b>1,144,038</b>	<b>1,184,038</b>	<b>(2,110,707)</b>
<b>MISCELLANEOUS</b>								
143003 432010	MUNICIPAL COURT FEE	-	-	-	-	-	-	-
144005 441020	TAX COLLECTOR (CERT.)	25,050	31,526	28,116	25,000	26,500	26,500	1,500
144005 441021	GIS FEES	253	247	217	300	250	250	(50)
144006 441026	TAX ASSESSORS	815	837	350	750	750	750	-
144008 441110	FIRE DEPARTMENTAL REVENUES	558,147	492,101	627,225	500,000	525,000	525,000	25,000
147005 471006	MOORINGS	88,100	119,905	131,288	91,100	100,000	110,000	18,900
147005 471007	COMMUNICATION TOWER RENT	382,512	454,494	404,428	400,000	375,000	395,000	(5,000)
147005 471011	LITTLE RED SCHOOL HOUSE RENT	3,500	4,400	4,600	4,600	4,600	4,600	-
147005 471014	STREET LIGHTING POLES RENTAL	2,973	4,428	6,062	4,000	6,000	6,000	2,000
147008 471001	DOCK	16,670	19,925	16,149	51,350	18,150	18,150	(33,200)
147016 471008	RECREATION BEACH & FIELD USE	10,899	9,875	-	-	-	-	-
148005 481000	INTEREST ON INVESTMENTS	923,544	429,061	128,296	300,000	200,000	210,000	(90,000)
148005 483000	MISC. REVENUE	81,761	50,165	92,783	40,000	75,000	93,112	53,112
148005 484000	TRANSFER FROM Q/D RECREATIO	250,000	331,520	-	-	-	-	-
148005 485000	APPROPRIATION FROM SELF INSU	52,015	101,871	97,500	97,500	100,000	100,000	2,500
148005 490000	APPRO. PRIOR YEAR SURPLUS	671,000	-	-	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>		<b>3,067,240</b>	<b>2,050,354</b>	<b>1,537,014</b>	<b>1,514,600</b>	<b>1,431,250</b>	<b>1,489,362</b>	<b>(25,238)</b>
<b>Total For Fund 001 GENERAL FUND</b>		<b>24,809,773</b>	<b>23,925,743</b>	<b>23,304,096</b>	<b>24,937,007</b>	<b>24,718,641</b>	<b>24,993,182</b>	<b>56,175</b>
<b>DEBT SERVICE FUND</b>								
10000000 411001	CURRENT YEARS' TAXES	4,062,065	4,265,198	4,467,763	4,467,762	4,467,762	4,467,763	1
10000000 439002	LIBRARY CONSTRUCTION REIMBUF	41,301	40,219	39,125	38,003	36,861	36,861	(1,142)
10000000 439003	CHAPTER 26, HOUSING	1,048,819	1,253,532	1,182,497	1,204,873	1,082,445	1,082,445	(122,428)
10000000 483000	IMPACT FEES/PMTS IN LIEU	49,014	51,386	84,529	44,000	30,000	30,000	(14,000)
10048000 481000	INTEREST ON INVESTMENTS	161,504	1,354	2,140	6,000	2,000	2,000	(4,000)
10049000 490000	APPRO. PRIOR YEAR SURPLUS	-	83,763	-	185,645	(125,982)	(125,981)	(311,626)
<b>Total for Fund 100 DEBT SERVICE FUND</b>		<b>5,362,703</b>	<b>5,695,452</b>	<b>5,776,053</b>	<b>5,946,283</b>	<b>5,493,086</b>	<b>5,493,088</b>	<b>(453,195)</b>
<b>LIBRARY FUND</b>								
11241000 411000	CURRENT YEAR TAXES	1,050,036	1,102,538	1,124,589	1,124,589	1,193,814	1,193,814	69,225
11242000 422000	STATE GRANTS-IN-AID	199,517	199,862	201,362	211,534	212,143	212,143	609
11243000 430000	DEPARTMENTAL REVENUE	42,701	41,762	41,512	42,000	60,000	60,000	18,000
11246000 460000	APPRO. PRIOR YEAR SURPLUS	12,000	19,953	10,000	10,000	10,000	10,000	-
11248000 483000	MISCELLANEOUS REVENUE	12	-	-	5,671	6,000	6,000	329
<b>Total for Fund 112 LIBRARY FUND</b>		<b>1,304,266</b>	<b>1,364,115</b>	<b>1,377,463</b>	<b>1,393,794</b>	<b>1,481,957</b>	<b>1,481,957</b>	<b>88,163</b>
<b>MUNICIPAL COURT</b>								
13044003 441023	TRAFFIC COURT	-	1,529	34,171	30,000	30,000	30,000	-
13044003 441024	MUNI COURT	-	70	617	1,000	500	500	(500)
13044003 441025	RITT ASSESSMENT	-	299	43,475	70,000	70,000	70,000	-
13044003 441026	TRAFFIC FINES	-	6,590	96,189	96,000	96,000	96,000	-
13044003 441027	FINES MUNI	-	160	5,630	6,000	5,000	5,000	(1,000)
13044003 441028	TRAFFIC MISC.	-	300	41	100	100	100	-
13044003 441029	MUNICIPAL MISC1	-	-	2,116	1,000	1,000	1,000	-
13044003 441034	STATE FINES	-	-	33,461	50,000	50,000	50,000	-
13044003 483000	MISC REVENUTE	-	-	24	-	-	-	-
13044003 490000	APPRO. PRIOR YEAR SURPLUS	-	-	-	-	-	(16,027)	(16,027)
<b>Total for Fund 130 MUNICIPAL COURT</b>		<b>-</b>	<b>8,948</b>	<b>215,722</b>	<b>254,100</b>	<b>252,600</b>	<b>236,573</b>	<b>(17,527)</b>
<b>SCHOOL FUND</b>								
50000001 40002	STUDENT EQUITY NEW FUND	629,309	629,309	-	-	-	-	-
50000001 40003	LANGUAGE INVESTMENT	42,611	42,611	-	-	-	-	-
50000001 40004	PROFESSIONAL DEVELOPMENT	169,550	-	-	-	-	-	-
50000001 40005	TECHNOLOGY FUND	98,889	98,889	-	-	-	-	-
50000001 40006	EARLY CHILDHOOD	188,546	188,546	-	-	-	-	-
50000001 41101	CURRENT YEARS' TAXES	40,820,215	42,827,726	42,680,515	43,420,838	44,289,255	44,134,255	713,417
50000001 41250	RE-APPROPRIATION OF FUND BAL	-	-	107,907	-	1,154,791	1,154,791	1,154,791
50000001 41310	TUITION FROM INDIVIDUALS	-	11,642	22,821	20,000	20,000	20,000	-
50000001 41321	TUITIONS FROM OTHER LEAS	2,081,963	2,369,109	2,365,489	2,317,485	2,375,400	2,440,400	122,915
50000001 41510	INVESTMENT EARNINGS - SCHOOL	11,010	753	1,309	6,000	6,000	1,000	(5,000)
50000001 41701	ATHLETIC GATE RECEIPTS	7,380	11,854	-	9,000	-	-	(9,000)

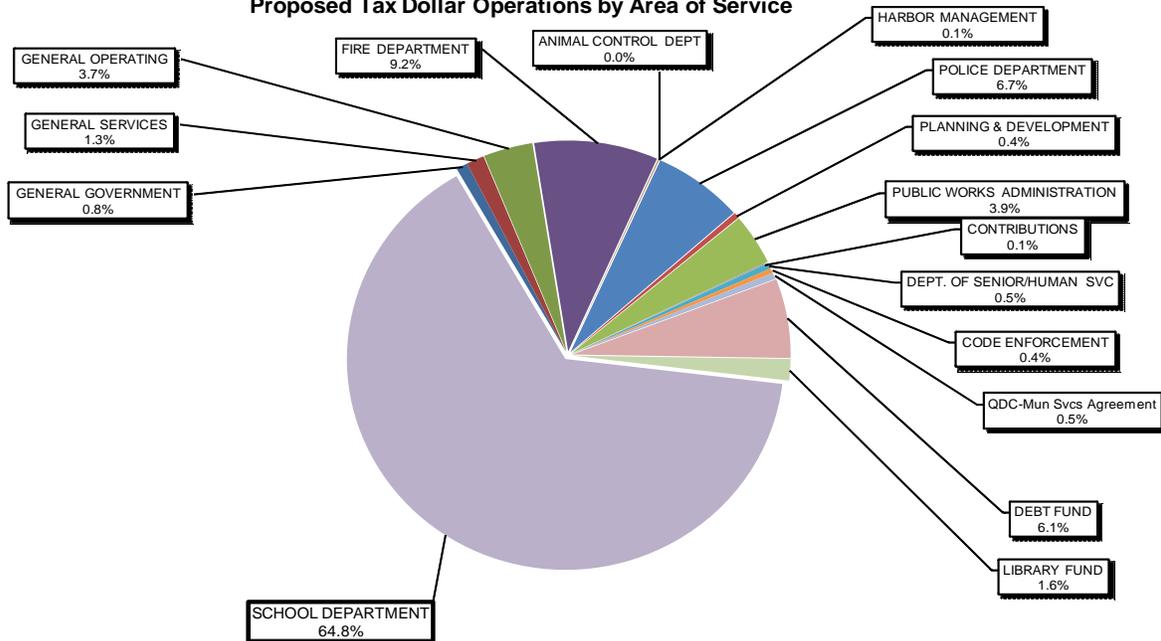
ACCOUNT	REVENUE DESCRIPTION	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2012 REQUEST	2012 MANAGER	INCREASE/ DECREASE
50000001	41901 RENTALS	85,841	68,546	-	67,500	-	-	(67,500)
50000001	41920 GIFTS	74	45	1,538	500	500	500	-
50000001	41940 SALE/RENTAL OF TEXTBOOKS	923	-	713	1,000	1,000	1,000	-
50000001	41980 REFUNDS OF PRIOR YEAR EXPEN	47,073	58,414	37,038	1,000	41,000	41,000	40,000
50000001	41990 MISCELLANEOUS REIMBURSEMEN	753	808	5,137	500	500	500	-
50000001	43101 STATE AID UNRESTRICTED	10,567,977	9,138,224	8,674,021	9,007,428	10,685,066	10,364,514	1,357,086
50000001	44202 MEDICAID REVENUE	-	-	561,630	600,000	600,000	600,000	-
50000001	45202 PRIOR YEARS' REVENUE	412,000	134,637	75,000	75,000	-	-	(75,000)
50000001	45203 APPROPRIATION OF CAPITAL RES	686,521	-	1,191,654	-	-	-	-
50000001	45208 FUND TRANSFER IN-INDIRECT COS	34,915	49,173	47,747	45,000	45,000	45,000	-
50000001	45301 SALE OF SCHOOL PROPERTY	621	963	985	100	2,500	2,500	2,400
24140001	44501 ARRA SFSF - Federal AID offset to S	-	-	-	-	-	-	-
<b>Total for Fund</b>	<b>5000 SCHOOL FUND</b>	<b>55,886,170</b>	<b>55,631,250</b>	<b>55,773,505</b>	<b>55,571,351</b>	<b>59,221,012</b>	<b>58,805,460</b>	<b>3,234,109</b>
<b>SCHOOL CAPITAL RESERVE FUND</b>								
	CURRENT YEAR TAXES	102,252	107,365	-	-	-	-	-
	INVESTMENT EARN/STATE SCHOC	202,258	159,127	90,965	63,914	117,300	117,300	53,386
<b>Total for Fund</b>	<b>SCHOOL CAPITAL RESERVE FUN</b>	<b>304,510</b>	<b>266,492</b>	<b>90,965</b>	<b>63,914</b>	<b>117,300</b>	<b>117,300</b>	<b>53,386</b>
<b>QUONSET/DAVISVILLE RECREATION FUND</b>								
43041000	411000 DAILY GREENS FEE	1,010,721	927,101	959,002	960,000	980,000	980,000	20,000
43041000	412000 ANNUAL GREENS FEE	141,744	133,975	101,213	163,100	125,000	125,000	(38,100)
43042000	420000 CLOTHING SALES	15,342	13,316	12,259	14,000	14,000	14,000	-
43042000	420100 MERCHANDISE SALES	39,600	29,092	30,908	30,000	32,000	32,000	2,000
43043000	430000 CONCESSION RENT	60,896	54,501	34,247	58,000	51,079	51,079	(6,921)
43043000	431000 GAS CARTS	265,598	245,729	252,986	255,000	255,000	255,000	-
43043000	431100 HAND CARTS	2,267	2,277	2,745	2,500	2,300	2,300	(200)
43043000	431300 CLUB STORAGE	690	350	500	400	450	450	50
43043000	431400 CLUB RENTALS	672	489	520	600	500	500	(100)
43043000	432000 DRIVING RANGE	22,888	19,865	21,482	18,000	20,000	20,000	2,000
43043000	433000 HANDICAPS	4,925	4,607	5,620	4,100	5,000	5,000	900
43044000	440000 ALLEN HARBOR ANNUAL FEES	269,614	262,652	278,438	255,000	255,000	255,000	-
43044000	441000 ALLEN HARBOR RAMP FEES	5,885	4,359	4,870	5,500	4,800	4,800	(700)
43044000	441100 ALLEN HARBOR BOAT LAUNCHING	7,571	6,150	6,630	11,250	6,500	6,500	(4,750)
43044000	442000 ALLEN HARBOR MERCHANDISE	3,192	2,764	2,802	3,100	2,800	2,800	(300)
43044000	442100 ALLEN HARBOR MISC	28,469	17,854	14,927	18,000	14,000	14,000	(4,000)
43044000	443000 QDNYC RENT	77,544	85,472	32,874	-	-	-	-
43044000	483000 MISC REVENUE	-	-	33,567	-	-	-	-
43044000	499001 TRANSFER TO CAPITAL RESERVE	(96,640)	(90,000)	-	-	-	-	-
43046000	471008 RECREATION BEACH & FIELD USE	-	-	7,944	6,500	6,500	6,500	-
43048000	481000 INVESTMENT EARNINGS	36,960	15,580	4,949	15,000	2,500	2,500	(12,500)
43048000	483000 MISC INCOME	173	60	110	120	120	15,120	15,000
43049000	490000 APPROP PRIOR YEAR SURP - GOLI	-	-	146,299	-	-	-	-
43049000	499000 TRANSFER TO GENERAL FUND	(250,000)	(331,520)	-	-	-	-	-
43049000	499001 TRANSFER TO CAPITAL RESERVE	(135,714)	(53,889)	-	-	-	-	-
<b>Total for Fund</b>	<b>430 Q/D RECREATION FUND</b>	<b>1,512,396</b>	<b>1,350,783</b>	<b>1,954,892</b>	<b>1,820,170</b>	<b>1,777,549</b>	<b>1,792,549</b>	<b>(27,621)</b>
<b>WATER FUND</b>								
44041000	411000 METERED SALES	2,304,457	2,441,862	2,400,378	2,802,816	2,590,324	2,590,324	(212,492)
44041000	414000 MINIMUM CHARGE	499,268	551,031	564,316	549,296	555,843	555,843	6,547
44041000	415000 UNMETERED SALES TO GENERAL	8,622	9,184	8,939	5,240	5,320	5,320	80
44041000	419000 SURCHARGES	15,360	14,644	49,938	16,343	13,700	13,700	(2,643)
44042000	420000 INTEREST & PENALTIES	16,520	29,064	24,142	17,000	15,000	15,000	(2,000)
44042000	421000 PRIVATE FIRE PROTECTION SERVI	63,417	68,914	70,343	55,986	56,163	56,163	177
44043000	431000 METER SALES	7,574	6,284	5,671	5,325	3,550	3,550	(1,775)
44043000	432000 METER RENTALS	9,478	9,816	9,709	9,637	9,635	9,635	(2)
44043000	433000 SPECIAL SERVICES (TURN OFF/TU	32,246	33,419	33,931	24,000	25,250	25,250	1,250
44043000	434000 SERVICE INSTALLATIONS (NON PL	31,444	22,392	22,304	21,735	19,235	19,235	(2,500)
44043000	435000 HYDRAULIC MODELING FEES	-	6,014	(3,142)	-	-	-	-
44044000	440000 APPROP PRIOR YEAR SUPRLUS	-	-	1,100,613	-	-	-	-
44044000	442000 APPROP INFRASTRUCTURE REPL	216,900	226,634	196,737	188,058	192,880	192,880	4,822
44044000	499001 TRANSFER TO CAPITAL RESERVE	(823,549)	(840,217)	-	(871,740)	(498,015)	(456,578)	415,162
44045000	450000 INVESTMENT EARNINGS	160,199	76,376	20,867	10,000	7,000	7,000	(3,000)
44046000	410000 SEWER FLAT FEE	61,605	39,216	43,882	65,016	52,000	52,000	(13,016)
44046000	411000 SEWER FEES	5,177	5,037	4,363	-	-	-	-
44046000	412000 ADMINISTRATIVE & MAINT FEES	11,497	11,348	11,710	10,732	10,844	10,844	112
44046000	413000 CAPITAL REPLACEMENT FEE	-	-	-	1,760	2,013	2,013	253
44048000	483000 MISC INCOME	16,680	72,677	5,831	2,000	2,000	2,000	-
<b>Total for Fund</b>	<b>440 WATER FUND</b>	<b>2,636,896</b>	<b>2,783,695</b>	<b>4,570,531</b>	<b>2,913,204</b>	<b>3,062,742</b>	<b>3,104,179</b>	<b>190,975</b>

**Town of North Kingstown  
TAX DOLLAR OPERATIONS**

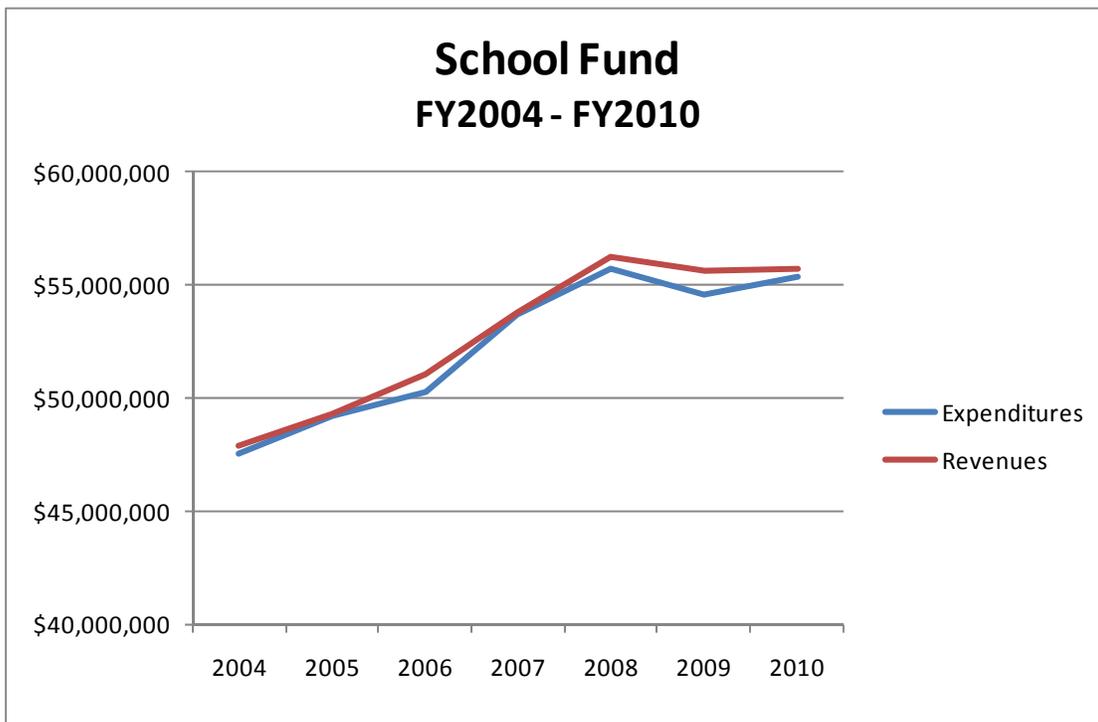
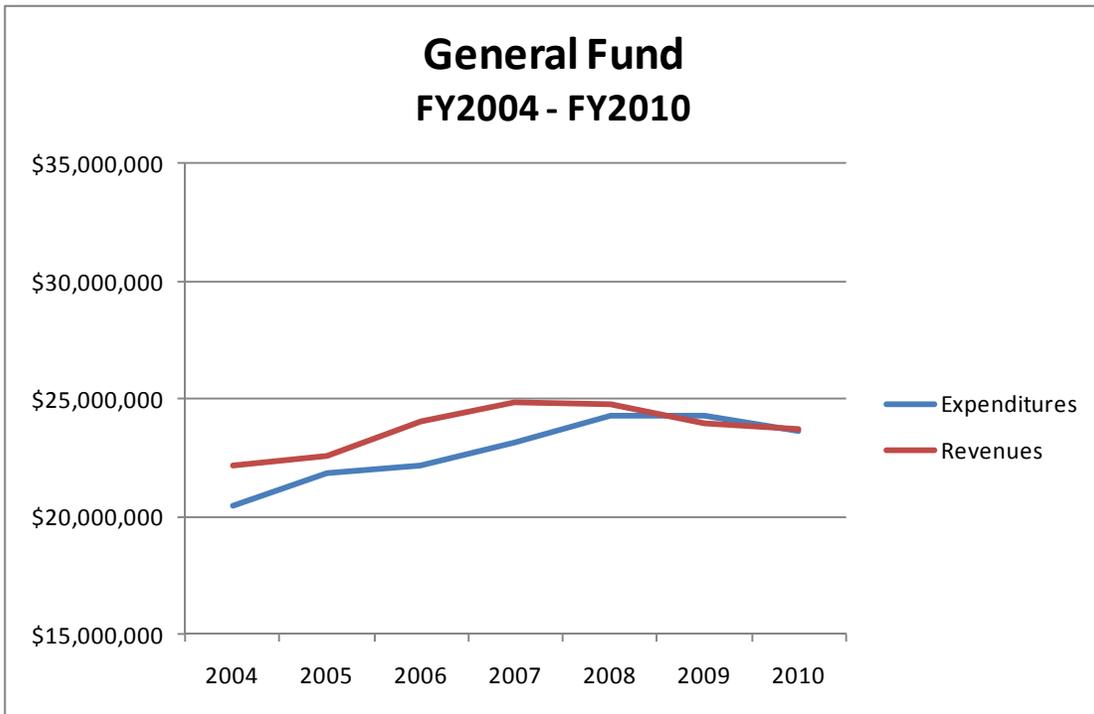
FYE 2012 Proposed Budget  
Program Summary Fund

AREA OF SERVICE	ACTUAL FYE 2010	ADOPTED FYE 2011	ESTIMATED FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	Difference in \$'s Adopted to Manager	Difference in % Adopted to Manager
GENERAL GOVERNMENT	\$ 777,282	\$ 752,826	\$ 722,565	\$ 820,458	\$ 761,076	\$ 8,250	1.10%
GENERAL SERVICES	\$ 1,265,176	\$ 1,154,811	\$ 1,309,945	\$ 1,203,879	\$ 1,203,009	\$ 48,198	4.17%
GENERAL OPERATING	\$ 2,360,295	\$ 2,937,989	\$ 3,018,064	\$ 3,358,795	\$ 3,323,795	\$ 385,806	13.13%
FIRE DEPARTMENT	\$ 7,996,481	\$ 8,197,766	\$ 8,532,009	\$ 8,526,412	\$ 8,340,084	\$ 142,318	1.74%
ANIMAL CONTROL DEPARTMENT	\$ 119,904	\$ 140,910	\$ 124,927	\$ 144,668	\$ 21,029	\$ (119,881)	-85.08%
HARBOR MANAGEMENT	\$ 76,779	\$ 85,349	\$ 84,275	\$ 89,809	\$ 57,708	\$ (27,641)	-32.39%
POLICE DEPARTMENT	\$ 5,731,785	\$ 6,055,000	\$ 5,868,461	\$ 6,115,235	\$ 6,099,069	\$ 44,069	0.73%
PLANNING & DEVELOPMENT	\$ 323,105	\$ 341,316	\$ 355,268	\$ 444,163	\$ 400,389	\$ 59,073	17.31%
PUBLIC WORKS ADMINISTRATION	\$ 4,209,466	\$ 4,422,581	\$ 4,171,236	\$ 4,422,680	\$ 3,546,147	\$ (876,434)	-19.82%
CONTRIBUTIONS	\$ 136,147	\$ 115,752	\$ 115,752	\$ 103,006	\$ 56,439	\$ (59,313)	-51.24%
DEPT. OF SENIOR/HUMAN SERVICES	\$ 368,658	\$ 422,420	\$ 469,466	\$ 433,070	\$ 416,142	\$ (6,278)	-1.49%
CODE ENFORCEMENT	\$ 275,861	\$ 310,287	\$ 309,139	\$ 328,287	\$ 327,335	\$ 17,048	5.49%
QDC - Mun Svcs Agreement	\$ -	\$ -	\$ 258,231	\$ 440,960	\$ 440,960	\$ 440,960	n/a
<b>SUBTOTAL TOWN DEPARTMENTS</b>	<b>\$ 23,640,939</b>	<b>\$ 24,937,007</b>	<b>\$ 25,339,339</b>	<b>\$ 26,431,422</b>	<b>\$ 24,993,182</b>	<b>\$ 56,175</b>	<b>0.23%</b>
<b>TOWN OPERATIONS</b>	<b>\$ 23,640,939</b>	<b>\$ 24,937,007</b>	<b>\$ 25,339,339</b>	<b>\$ 26,431,422</b>	<b>\$ 24,993,182</b>	<b>\$ 56,175</b>	<b>0.23%</b>
DEBT SERVICE FUND	\$ 5,738,387	\$ 5,946,283	\$ 5,746,283	\$ 5,493,086	\$ 5,493,088	\$ (453,195)	-7.62%
LIBRARY FUND	\$ 1,375,414	\$ 1,393,794	\$ 1,393,794	\$ 1,481,957	\$ 1,481,957	\$ 88,163	6.33%
SCHOOL DEPARTMENT	\$ 55,337,790	\$ 55,571,351	\$ 56,066,849	\$ 58,805,460	\$ 58,805,460	\$ 3,234,109	5.82%
<b>TOTAL TAX DOLLAR SUPPORTED FUNDS</b>	<b>\$ 86,092,529</b>	<b>\$ 87,848,435</b>	<b>\$ 88,546,265</b>	<b>\$ 92,211,925</b>	<b>\$ 90,773,687</b>	<b>\$ 2,925,252</b>	<b>3.33%</b>

**Proposed Tax Dollar Operations by Area of Service**



## General Fund and School Fund Historical Revenues/Expenditures



Projected Changes in Undesignated Fund Balance					
Three-Year Comparison General Fund					
	2010	2011	2011	2012	Percent
	Actual	Adopted	Estimated	Proposed	Change
<b>Revenues</b>					
Payments in Lieu of Tax	2,027,720	2,566,148	2,538,148	2,547,402	-1%
Tax	60,789,176	63,545,349	63,306,520	66,372,034	4%
Prior Years' Tax (plus 60 days)	2,006,959	1,250,000	2,191,760	1,275,000	2%
Penalties and Interest	415,379	250,000	557,373	300,000	20%
Licenses	106,021	101,730	105,355	104,970	3%
Departmental Revenue	2,063,732	1,953,675	1,956,486	2,068,708	6%
State and Federal	3,746,999	3,294,745	3,374,435	1,184,038	-64%
Rental Fees	562,527	551,050	494,750	533,750	-3%
Investment Earnings	128,296	300,000	190,000	210,000	-30%
Miscellaneous	92,783	40,000	75,000	93,112	133%
Transfer from Q/D & Self Insurance	97,500	97,500	97,500	100,000	3%
<b>Total Revenues</b>	<b>72,037,091</b>	<b>73,950,197</b>	<b>74,887,327</b>	<b>74,789,014</b>	<b>1%</b>
<b>Expenditures</b>					
Town Council	89,767	91,035	73,866	96,635	6%
Town Manager	202,185	208,067	209,178	218,701	5%
Town Clerk	485,330	453,724	439,521	445,740	-2%
Town Solicitor	291,124	251,400	408,233	253,800	1%
Finance	424,791	408,346	415,646	450,029	10%
Information Technology	270,424	233,257	236,666	251,387	8%
Assessor	279,768	261,808	249,400	247,793	-5%
General Operating	2,360,295	2,937,989	3,018,064	3,333,795	13%
Fire	7,996,481	8,197,766	8,532,009	8,340,084	2%
Police	5,928,468	6,281,259	6,077,663	6,177,806	-2%
Planning	323,106	341,316	355,268	400,389	17%
Public Works	4,209,466	4,422,581	4,171,236	3,572,586	-19%
Contributions to Outside Agencies	136,147	115,752	115,752	20,000	-83%
Senior Citizens	368,658	422,420	469,466	416,142	-1%
Code Enforcement	275,860	310,287	309,139	327,335	5%
QDC-MSA	0	0	258,231	440,960	0%
Cancelled PYEs/Changes to FB	(18,641)				
<b>Total Expenditures</b>	<b>23,623,228</b>	<b>24,937,007</b>	<b>25,339,338</b>	<b>24,993,182</b>	<b>0%</b>
Transfers to Other Funds	-48,272,867	-49,013,190	-49,013,190	-49,795,832	2%
Excess of revenue over (under) expenditure	140,997	0	534,799	0	
Appropriation of Prior Year Surplus	0	0	0	0	
<b>Fund Balance at beginning of year</b>	<b>8,357,022</b>	<b>8,498,068</b>	<b>8,498,068</b>	<b>9,032,867</b>	
<b>Fund Balance at end of year</b>	<b>8,498,068</b>	<b>8,498,068</b>	<b>9,032,867</b>	<b>9,032,867</b>	

Projected Changes in Undesignated Fund Balance					
<b>Three-Year Comparison General Fund</b>					
	2010	2011	2011	2012	Percent
	Actual	Adopted	Estimated	Proposed	Change
<b>Three-Year Comparison School Fund</b>					
<b>Revenues</b>					
Tax Dollars Transferred In	42,680,515	43,420,838	43,420,838	44,134,255	2%
State Aid	8,674,021	9,007,428	9,007,428	10,364,514	15%
Tuitions	2,388,310	2,337,485	2,337,485	2,460,400	5%
Federal	609,378	645,000	1,136,880	645,000	0%
Miscellaneous	46,721	85,600	85,600	46,500	-46%
Transfer from Self Insurance Fund	0	0	0	0	0%
Cancelled PYEs	178,553	-	-	-	
	54,577,497	55,496,351	55,988,231	57,650,669	4%
<b>Expenditures</b>					
Transfers from Other Funds	0		0		
Excess of revenue over (under) expenditure	-800,610	-75,000	-78,618	-1,154,791	
Transfer from Fund Bal	1,374,561	75,000	75,000	1,154,791	
<b>Fund Balance at beginning of year</b>	<b>1,598,695</b>	<b>798,085</b>	<b>798,085</b>	<b>794,467</b>	
<b>Fund Balance at end of year</b>	<b>798,085</b>	<b>798,085</b>	<b>794,467</b>	<b>794,467</b>	
<b>Three-Year Comparison School Capital Reserve Fund</b>					
Tax Dollars Transferred In	0	0	0	0	n/a
Appropriation Prior Year Surplus (School)	0	0	0	0	n/a
Investment Earnings/State Aid	156,189	63,914	63,914	117,300	
<b>Revenues</b>	156,189	63,914	63,914	117,300	84%
<b>Expenditures</b>					
Transfer to School fund	1,191,654	1,468,563	133,400	263,000	
Excess of revenue over (under) expenditure	-1,035,465	-1,404,649	-69,486	-145,700	
<b>Fund Balance at beginning of year</b>	<b>1,245,847</b>	<b>210,382</b>	<b>210,382</b>	<b>140,896</b>	
<b>Fund Balance at end of year</b>	<b>210,382</b>	<b>-1,194,267</b>	<b>140,896</b>	<b>-4,804</b>	
<b>Three-Year Comparison Library Fund</b>					
Tax Dollars Transferred In	1,124,589	1,124,589	1,124,589	1,193,814	6%
Other Revenue&PYE canc	45,081	47,671	47,671	66,000	38%
<b>Revenues</b>	1,371,032	1,383,794	1,383,794	1,471,957	6%
<b>Expenditures</b>	1,375,414	1,393,794	1,393,794	1,481,957	6%
Excess of revenue over (under) expenditure	-4,382	-10,000	-10,000	-10,000	
Appropriation Prior Year Surplus	10,000	10,000	10,000	10,000	
<b>Fund Balance at beginning of year</b>	<b>63,977</b>	<b>69,595</b>	<b>69,595</b>	<b>69,595</b>	
<b>Fund Balance at end of year</b>	<b>69,595</b>	<b>69,595</b>	<b>69,595</b>	<b>69,595</b>	
<b>Three-Year Comparison Debt Service Fund</b>					
Tax Dollars Transferred In	4,467,763	4,467,762	4,467,762	4,467,763	0%
Other Revenues	86,669	50,000	41,762	32,000	-36%
<b>Revenues</b>	5,776,053	5,760,638	5,592,209	5,619,069	-2%
<b>Expenditures</b>	5,738,387	5,946,283	5,746,283	5,493,088	-8%
Appro. Prior Year Surplus/Trans out	0	185,645	156,074	-125,981	
Excess of revenue over (under) expenditure	37,666	0	2,000	0	
<b>Fund Balance at beginning of year</b>	<b>595,062</b>	<b>632,729</b>	<b>632,729</b>	<b>634,729</b>	
<b>Fund Balance at end of year</b>	<b>632,729</b>	<b>632,729</b>	<b>634,729</b>	<b>634,729</b>	

TOWN OF NORTH KINGSTOWN						
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS						
2011-2012 North Kingstown Budget						
	2010 ACTUAL	2011 ORIG BUD	2011 REVISED BUD	2011 PROJECTION	2012 DEPT REQUEST	2012 MNGR'S RECOMMEND
00101010 TOWN COUNCIL						
-----						
UNCLASS PT	10,800	13,200	13,200	10,800	13,200	13,200
SPECIAL EM	-	250	250	-	250	250
FICA	826	1,010	1,010	826	1,030	1,030
DUES & MEM	10,480	10,480	10,480	10,480	10,480	10,480
AUDITING	21,580	21,095	21,095	20,260	21,675	21,675
CONTINGENCY	46,081	45,000	45,000	31,500	100,000	50,000
<b>TOTAL TOWN COUNCIL</b>	<b>89,767</b>	<b>91,035</b>	<b>91,035</b>	<b>73,866</b>	<b>146,635</b>	<b>96,635</b>
00102010 TOWN MANAGER						
-----						
CLASS FT	-	-	-	-	-	-
CLASS PT	28	-	-	95	-	-
UNCLASSFT	149,220	152,879	152,879	153,862	157,709	157,709
UNCLASS PT	-	-	-	-	-	-
OVERTIME	-	-	-	18	-	-
FICA	10,814	11,695	11,695	11,386	12,065	12,065
RETIREMENT	18,000	17,505	17,505	17,628	21,196	21,196
HEALTH INS	15,715	15,809	15,809	15,809	18,129	17,404
DENTAL INS	1,211	1,236	1,236	1,194	1,310	1,310
LIFE INSUR	299	305	305	312	317	317
MILEAGE AL	5,958	5,958	5,958	6,188	6,000	6,000
ASSOCIATIO	940	2,000	2,000	1,977	2,000	2,000
POSTAGE	-	180	180	180	200	200
CONTRACTUA	-	-	-	-	-	-
OFFICE SUP	-	500	500	493	500	500
BOOKS & PU	-	-	-	36	-	-
<b>TOTAL TOWN MANAGER</b>	<b>202,185</b>	<b>208,067</b>	<b>208,067</b>	<b>209,178</b>	<b>219,426</b>	<b>218,701</b>
00103010 TOWN CLERK						
-----						
CLASS FT	142,027	150,785	150,785	117,034	130,146	130,146
CLASS PT	1,090	-	-	-	-	-
UNCLASS FT	138,191	62,943	62,943	61,199	69,707	69,707
UNCLASS PT	3,655	6,000	6,000	13,861	6,000	6,000
OVERTIME	2,607	2,000	2,000	7,761	2,000	2,000
SPECIAL EM	1,850	3,000	3,000	1,370	3,000	3,000
TERMINATION PAY	-	-	-	19,216	-	-
FICA	22,925	17,192	17,192	16,896	16,130	16,130
RETIREMENT	33,937	24,472	24,472	20,408	26,860	26,860
UNEMPLOYMENT	5,654	-	-	-	-	-
HEALTH INS	44,577	36,719	36,719	36,868	49,939	48,282
DENTAL	3,472	2,651	2,651	3,698	4,138	4,138

LIFE INSUR	943	802	802	671	752	752
MILEAGE AL	-	25	25	-	25	25
TUITION &	445	400	400	355	400	400
ASSOCIATIO	380	360	360	424	390	390
TRAVEL & E	2,399	3,000	3,000	2,951	3,000	3,000
POSTAGE	11	2,000	2,000	2,000	2,000	2,000
LEGAL SERV	3,000	3,000	3,000	3,000	3,000	3,000
RECORD MAI	37,033	42,000	42,000	41,577	42,000	42,000
RECORD MAI	3,318	6,000	6,000	6,244	16,000	16,000
OTHER RENT	2,832	2,800	2,800	2,775	2,800	2,800
LEGAL ADS	2,000	4,000	4,000	4,000	4,000	4,000
COMMUNICAT	3,046	500	500	500	500	500
OFFICE EQU	1,530	2,000	2,000	1,953	2,000	2,000
CONTRACTUA	5,435	2,500	2,500	2,485	3,900	3,900
OFFICE SUP	2,324	2,500	2,500	2,488	2,500	2,500
BOOKS & PU	395	1,000	1,000	2,000	1,000	1,000
OFFICE EQU	2,060	-	-	-	-	-
OTHER CAPIT	-	-	-	-	-	-
<b>TOTAL TOWN CLERK</b>	<b>467,136</b>	<b>378,649</b>	<b>378,649</b>	<b>371,734</b>	<b>392,187</b>	<b>390,530</b>
00103050 BOARD OF CANVASSERS						
-----						
UNCLASS PT	-	-	-	-	-	-
OVERTIME	1,534	10,000	10,000	7,445	8,000	6,500
SPECIAL EM	12,185	40,000	40,000	40,000	30,000	25,000
FICA	757	3,825	3,825	3,630	2,910	2,410
POSTAGE	-	1,800	1,800	1,800	1,800	1,800
LAND AND B	-	1,000	1,000	500	500	500
OTHER RENT	244	2,300	2,300	1,456	1,000	1,000
LEGAL ADS	1,703	3,000	3,000	2,300	5,000	5,000
REPORTS	-	1,500	1,500	1,000	1,500	1,500
OFFICE SUP	421	2,000	2,000	775	2,000	2,000
PRINTED FO	849	6,500	6,500	6,385	6,500	6,500
FOOD	501	3,150	3,150	2,496	3,000	3,000
OFFICE EQU	-	-	-	-	-	-
<b>TOTAL BOARD OF CANVASSERS</b>	<b>18,194</b>	<b>75,075</b>	<b>75,075</b>	<b>67,787</b>	<b>62,210</b>	<b>55,210</b>
00104010 TOWN SOLICITOR						
-----						
LEGAL SERVICES	-	-	-	-	-	-
CONTRACTUAL	1,750	5,200	5,200	4,075	5,200	5,200
<b>TOTAL TOWN SOLICITOR</b>	<b>1,750</b>	<b>5,200</b>	<b>5,200</b>	<b>4,075</b>	<b>5,200</b>	<b>5,200</b>
00104011 TOWN SOLICITOR LABOR						
-----						
LEGAL SERVICES	122,735	50,000	50,000	242,623	50,000	50,000
<b>TOTAL TOWN SOLICITOR LABOR</b>	<b>122,735</b>	<b>50,000</b>	<b>50,000</b>	<b>242,623</b>	<b>50,000</b>	<b>50,000</b>

00104012 TOWN SOLICITOR POLICE PROSECUT							
-----							
LEGAL SERVICES	43,400	43,400	43,400	43,400	43,400	43,400	43,400
<b>TOTAL TOWN SOLICITOR POLICE</b>	<b>43,400</b>						
00104013 TOWN SOLICITOR LAND USE MATTER							
-----							
LEGAL SERVICES	42,600	42,600	42,600	42,600	42,600	42,600	45,000
<b>TOTAL TOWN SOLICITOR LAND U</b>	<b>42,600</b>	<b>42,600</b>	<b>42,600</b>	<b>42,600</b>	<b>42,600</b>	<b>42,600</b>	<b>45,000</b>
00104014 TOWN SOLICITOR TAX ASSESS/COLL							
-----							
LEGAL SERVICES	5,900	5,900	5,900	5,900	5,900	5,900	5,900
<b>TOTAL TOWN SOLICITOR TAX AS</b>	<b>5,900</b>						
00104015 TOWN SOLICITOR TOWN COUNCIL MATTERS							
-----							
LEGAL SERVICES	35,926	50,000	50,000	36,510	50,000	50,000	50,000
<b>TOTAL TOWN SOLICITOR TOWN</b>	<b>35,926</b>	<b>50,000</b>	<b>50,000</b>	<b>36,510</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
00104016 TOWN SOLICITOR PENDING LITIGAT							
-----							
LEGAL SERVICES	34,320	45,000	45,000	28,250	45,000	45,000	45,000
<b>TOTAL TOWN SOLICITOR PENDING</b>	<b>34,320</b>	<b>45,000</b>	<b>45,000</b>	<b>28,250</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>
00104017 TOWN SOLICITOR PUBLIC WORKS							
-----							
PUBLIC WKS	4,418	7,300	7,300	4,300	7,300	7,300	7,300
<b>TOTAL TOWN SOLICITOR PUBLIC</b>	<b>4,418</b>	<b>7,300</b>	<b>7,300</b>	<b>4,300</b>	<b>7,300</b>	<b>7,300</b>	<b>7,300</b>
00104018 TOWN SOLICITOR BOND COUNSEL							
-----							
LEGAL SERVICES	75	2,000	2,000	575	2,000	2,000	2,000
<b>TOTAL TOWN SOLICITOR BOND C</b>	<b>75</b>	<b>2,000</b>	<b>2,000</b>	<b>575</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
00105010 FINANCE							
-----							
CLASS FT	143,995	129,965	129,965	132,259	144,167	144,167	144,167
UNCLASS FT	137,234	141,329	141,329	145,001	148,622	148,622	148,622
UNCLASS PT	1,600	1,000	1,000	2,515	1,500	1,500	1,500
OVERTIME	2,606	3,000	3,000	1,157	3,000	3,000	3,000
FICA	21,353	21,060	21,060	21,017	22,745	22,745	22,745
RETIREMENT	35,185	31,063	31,063	31,740	39,351	39,351	39,351
UNEMPLOYMENT	8,157	-	-	-	-	-	-

00105010 FINANCE						
HEALTH INS	53,492	46,296	46,296	47,719	56,956	55,225
DENTAL INS	4,072	3,400	3,400	3,476	4,028	4,028
LIFE INSUR	959	978	978	932	1,086	1,086
ASSOCIATIO	460	355	355	405	405	405
POSTAGE	-	10,000	2,500	2,223	10,000	10,000
FISCAL AGENT	1,250	1,250	1,250	1,250	1,250	1,250
OTHER ADS	3,157	5,000	5,000	5,000	5,000	5,000
OFFICE EQU	1,379	150	150	150	150	150
CONTRACTUA	3,902	7,500	7,500	7,500	7,500	7,500
OFFICE SUP	5,915	6,000	6,000	10,402	6,000	6,000
BOOKS & PU	74	-	-	-	-	-
OFFICE EQUIPMENT	-	-	-	2,900	-	-
<b>TOTAL FINANCE</b>	<b>424,791</b>	<b>408,346</b>	<b>400,846</b>	<b>415,646</b>	<b>451,760</b>	<b>450,029</b>
00105050 DATA PROCESSING						
-----						
UNCLASS FT	136,263	141,881	141,881	146,276	150,155	150,155
FICA	9,909	10,854	10,854	10,841	11,487	11,487
RETIREMENT	21,479	16,245	16,245	16,749	20,181	20,181
HEALTH INS	25,634	25,600	25,600	25,363	29,356	28,183
DENTAL INS	2,029	2,038	2,038	1,788	2,160	2,160
LIFE INSUR	445	449	449	459	468	468
DATA PROC	(109,056)	(109,056)	(109,056)	(110,056)	(110,056)	(110,056)
OTHER EXPE	782	1,585	1,585	1,585	1,585	1,585
OFFICE EQU	125,139	125,661	125,661	125,661	132,224	132,224
OFFICE EQU	18,000	18,000	18,000	18,000	15,000	15,000
OPERATIONAL EXPENSES	39,800	-	-	-	-	-
<b>TOTAL DATA PROCESSING</b>	<b>270,424</b>	<b>233,257</b>	<b>233,257</b>	<b>236,666</b>	<b>252,560</b>	<b>251,387</b>
00106010 TAX ASSESSMENT						
-----	-----					
CLASS FT	72,257	75,672	75,672	56,226	65,416	65,416
UNCLASS FT	69,749	71,090	71,090	72,871	74,690	74,690
UNCLASS PT	11,876	13,000	12,790	13,000	13,000	13,000
OVERTIME	490	1,000	1,000	1,000	1,000	1,000
TERMINATION	-	-	-	14,264	-	-
FICA	11,661	12,300	12,300	12,038	11,790	11,790
RETIREMENT	17,126	16,804	16,804	14,785	18,830	18,830
UNEMPLOYMENT	448	-	-	-	-	-
HEALTH INS	21,161	23,415	23,415	16,977	14,839	14,473
DENTAL INS	1,847	1,871	1,871	1,922	1,335	1,335
LIFE INSUR	472	481	481	439	434	434
ASSOCIATIO	255	300	300	300	300	300
POSTAGE	-	2,000	2,000	1,500	2,000	2,000
RECORD MAI	3,779	3,900	3,900	3,900	3,900	3,900

00106010 TAX ASSESSMENT						
-----	-----					
LEGAL ADS	48	100	100	100	100	100
REPORTS	618	800	800	750	800	800
OFFICE EQU	220	450	794	800	800	800
SUBSCRIPTI	682	700	700	750	700	700
CONTRACTUA	5,506	7,000	7,000	7,000	7,000	7,000
OFFICE SUP	477	600	392	379	800	800
PRINTED FO	290	325	398	399	425	425
OFFICE EQUIP	4,198	-	-	-	-	-
REVALUATIO	55,680	30,000	30,000	30,000	30,000	30,000
<b>TOTAL TAX ASSESSMENT</b>	<b>278,838</b>	<b>261,808</b>	<b>261,808</b>	<b>249,400</b>	<b>248,159</b>	<b>247,793</b>
00107010 GENERAL OPERATING TERMINATION						
-----						
TERMINATIO	-	50,000	50,000	50,000	50,000	50,000
INSRESERVE	-	358,005	358,005	358,005	350,000	350,000
FICA	10,113	-	-	-	-	-
HEALTH INS	932,438	1,150,080	1,150,080	1,110,100	1,430,000	1,430,000
<b>TOTAL GENERAL OPERATING TEI</b>	<b>942,551</b>	<b>1,558,085</b>	<b>1,558,085</b>	<b>1,518,105</b>	<b>1,830,000</b>	<b>1,830,000</b>
00107020 GENERAL OPERATING INSURANCE						
-----						
UNEMPLOYME	4,214	10,000	10,000	-	10,000	10,000
GENERAL IN	388,631	430,944	430,944	433,965	454,500	454,500
<b>TOTAL GENERAL OPERATING INS</b>	<b>392,845</b>	<b>440,944</b>	<b>440,944</b>	<b>433,965</b>	<b>464,500</b>	<b>464,500</b>
00107030 GENERAL OPERATING UTILITIES						
-----						
TELEPHONE	154,554	190,000	190,000	156,037	162,750	162,750
ELECTRICIT	188,989	141,975	141,975	205,069	195,000	185,000
GAS	69,162	42,500	42,500	58,732	72,620	72,620
FUEL OIL	86,624	96,500	96,500	92,033	96,500	96,500
SEWAGE	1,026	700	700	1,380	1,390	1,390
WATER	11,374	12,800	12,800	34,033	19,600	19,600
HYDRANTS	80,270	80,235	80,235	81,491	83,935	83,935
STREET LIG	342,790	310,000	300,000	358,981	351,000	326,000
<b>TOTAL GENERAL OPERATING UT</b>	<b>934,788</b>	<b>874,710</b>	<b>864,710</b>	<b>987,756</b>	<b>982,795</b>	<b>947,795</b>
00107040 GENERAL OPERATING OTHER						
-----						
CONFERENCE	7,827	6,000	6,000	3,780	6,000	6,000
POSTAGE	47,556	25,000	32,500	31,735	30,500	30,500
OFFICE EQU	1,189	7,500	7,500	7,342	7,500	7,500
EMPLOY ADS	1,593	3,000	3,000	2,614	3,000	3,000
DAVISVILLE	9,000	4,000	9,000	9,000	9,000	9,000
WILLETT LI	3,000	4,000	9,000	9,000	9,000	9,000
MOTOR VEHI	686	750	750	750	1,000	1,000
CONTRACTUA	8,757	5,000	5,000	4,780	5,000	5,000
OFFICE SUP	9,142	9,000	9,000	8,785	10,000	10,000
BOOKS & PU	1,360	-	-	452	500	500
CAPITAL OF	-	-	-	-	-	-
<b>TOTAL GENERAL OPERATING OT</b>	<b>90,111</b>	<b>64,250</b>	<b>81,750</b>	<b>78,238</b>	<b>81,500</b>	<b>81,500</b>

00108030 FIRE						
-----						
CLASS FT	4,123,737	4,267,112	4,267,112	3,861,056	4,219,950	4,219,950
UNCLASS FT	87,134	76,934	76,934	95,966	93,306	93,306
UNCLASS PT	20,160	-	-	29,110	-	-
OUT OF RAN	7,394	24,975	24,975	1,650	24,975	24,975
OVERTIME	1,017,284	875,000	875,000	1,757,140	988,860	988,860
PAID TRAIN	9,302	20,000	20,000	10,350	40,000	30,000
COLLATERAL	16,427	25,000	25,000	9,800	30,000	25,000
HOLIDAY PA	342,502	346,468	346,468	313,920	353,000	353,000
TERMINATION	-	-	-	54,961	-	-
FICA	416,152	431,618	431,618	458,895	440,880	438,734
RETIREMENT	653,228	654,428	654,428	561,480	661,379	661,379
HEALTH INS	921,907	1,042,469	1,042,469	956,952	1,222,847	1,056,615
DENTAL INS	66,980	66,718	66,718	64,480	70,672	70,672
LIFE INSUR	14,195	14,399	14,399	13,280	15,348	15,348
UNIFORM AL	85,963	85,100	85,100	76,763	86,250	86,250
TUITION &	7,850	10,000	10,000	10,000	10,000	8,000
ASSOCIATIO	300	1,185	1,185	1,183	1,185	1,185
TRAINING E	1,063	3,500	3,500	3,359	4,000	4,000
TRAINING	6,115	4,000	4,000	4,000	4,500	4,500
TELEPHONE	2,249	9,380	9,380	9,000	9,380	9,380
POSTAGE	-	1,500	1,500	1,500	1,500	1,500
RADIO SYST	3,643	10,000	10,000	9,815	10,000	10,000
ALARM SYST	-	500	500	500	500	500
SOLID WAST	5,445	7,960	7,960	7,960	7,960	7,960
PERSONNEL	1,722	2,610	2,610	2,600	2,610	2,610
MEDICAL SE	5	1,000	1,000	955	2,800	1,850
MOTOR VEHI	41,015	40,000	40,000	39,972	45,000	45,000
CONSTRUCTI	-	500	500	500	500	500
COMMUNICAT	16,699	11,660	13,660	13,650	11,660	11,660
MAINTENANC	17,600	15,000	13,000	12,980	15,000	15,000
CONTRACTUA	(27,667)	-	-	-	-	-
OFFICE SUP	3,137	2,500	2,800	3,383	2,500	2,500
PRINTED FO	1,393	1,500	1,400	1,400	1,500	1,500
MINOR OFFI	382	500	300	107	500	500
BOOKS & PU	4,828	4,500	5,500	6,200	4,750	4,750
SAFETY EQU	5,293	4,600	4,600	3,275	4,600	4,600
BADGES & E	1,646	1,000	1,000	989	1,000	1,000
PERSONAL E	14,333	15,000	15,000	14,928	15,000	15,000
FIRE SUPPR	393	2,000	1,000	1,000	2,000	2,000
RESCUE SUP	23,172	28,000	28,000	27,962	29,000	29,000
GASOLINE &	65,574	66,650	66,650	66,620	68,700	68,700
LUBRICANTS	2,367	2,500	2,500	2,485	2,500	2,500
TIRES	-	6,000	6,000	6,500	6,300	6,300
BATTERIES	2,247	2,500	2,500	2,500	2,500	2,500
REPAIR PAR	-	500	500	466	500	500
BUILDING R	4,141	4,000	4,000	3,757	4,000	4,000
JANITORIAL	6,956	5,000	5,000	4,865	5,000	5,000
HAND TOOLS	800	2,000	2,000	1,795	2,000	2,000
BUILDING A	1,418	-	-	-	-	-
<b>TOTAL FIRE</b>	<b>7,996,481</b>	<b>8,197,766</b>	<b>8,197,766</b>	<b>8,532,009</b>	<b>8,526,412</b>	<b>8,340,084</b>

00108040 ANIMAL CONTROL						
-----						
CLASS FT	73,092	82,541	82,541	70,688	84,900	-
OVERTIME	6,437	5,500	5,500	6,410	5,500	12,000
FICA	5,841	6,735	6,735	5,755	6,916	918
RETIREMENT	8,815	9,451	9,451	8,085	11,411	-
HEALTH INS	15,412	16,253	16,253	14,720	18,542	-
DENTAL INS	1,336	2,387	2,387	1,690	1,343	-
LIFE INSUR	341	321	321	275	334	-
UNIFORM AL	700	700	700	700	700	-
POSTAGE	200	100	100	100	100	-
VEHICLE RE	-	11	11	11	11	11
SOLID WAST	1,881	1,911	1,911	1,911	1,911	-
MEDICAL SE	-	300	300	150	300	300
MOTOR VEHI	1,001	1,200	1,200	1,200	1,200	1,200
CONTRACTUA	146	4,800	4,800	4,675	4,000	-
OFFICE SUP	93	100	100	100	100	-
UNIFORM RE	-	100	100	100	100	-
ANIMAL FOO	1,109	3,500	3,500	3,500	3,000	3,000
GASOLINE &	1,980	3,000	3,000	2,880	2,500	2,000
TIRES	578	600	600	600	600	600
JANITORIAL	166	1,000	1,000	900	1,000	1,000
COMMODITIE	778	400	400	477	200	-
<b>TOTAL ANIMAL CONTROL</b>	<b>119,904</b>	<b>140,910</b>	<b>140,910</b>	<b>124,927</b>	<b>144,668</b>	<b>21,029</b>
00108060 HARBOR MANAGEMENT						
-----						
UNCLASS FT	48,254	49,182	49,182	50,411	52,082	22,460
UNCLASS PT	7,141	8,773	8,773	7,852	10,040	10,040
FICA	4,145	4,435	4,435	4,395	4,755	2,487
RETIREMENT	5,819	5,631	5,631	5,772	7,000	7,000
HEALTH INS	4,572	4,606	4,606	4,595	5,284	5,073
DENTAL INS	296	302	302	322	321	321
LIFE INSUR	157	160	160	164	167	167
POSTAGE	560	800	800	700	700	700
COMMUNICAT	315	810	465	450	810	810
BOATS & EQ	1,469	2,300	2,300	1,725	2,000	2,000
CONTRACTUA	322	2,950	2,788	2,506	2,400	2,400
PRINTED FO	410	450	450	450	450	450
UNIFORM RE	370	300	300	200	300	300
GASOLINE &	2,549	4,000	4,000	3,968	3,000	3,000
REPAIR PAR	238	300	300	357	300	300
PAINT & EM	109	200	200	108	200	200
COMMODITIE	53	150	312	300	-	-
<b>TOTAL HARBOR MANAGEMENT</b>	<b>76,779</b>	<b>85,349</b>	<b>85,004</b>	<b>84,275</b>	<b>89,809</b>	<b>57,708</b>
00108120 POLICE						
-----						
CLASS FT	3,093,562	3,233,958	3,233,958	3,078,470	3,213,176	3,213,176
CLASS PT	41,431	50,904	50,904	29,950	49,920	49,920
UNCLASS FT	85,794	80,267	80,267	46,030	93,306	93,306

00108120 POLICE						
-----						
UNCLASS PT	623	1,500	1,500	2,522	1,500	1,500
OVERTIME	372,428	308,805	308,805	364,491	305,252	305,252
COURT FEES	17,433	21,000	21,000	119,795	21,000	21,000
HOLIDAY PA	162,748	176,688	176,688	197,260	239,056	239,056
TERMINATION PAY	-	-	-	79,170	-	-
FICA	282,762	296,293	296,293	286,575	300,125	300,125
RETIREMENT	604,256	607,405	607,405	564,844	703,753	703,753
UNEMPLOYMENT	8,488	-	-	-	-	-
HEALTH INS	600,626	754,846	754,846	577,871	656,230	640,064
DENTAL INS	47,143	47,411	47,411	51,218	40,645	40,645
LIFE INSUR	10,485	10,903	10,903	10,167	10,447	10,447
UNIFORM AL	72,700	75,700	75,700	71,200	68,200	68,200
TUITION &	13,429	35,000	35,000	34,853	35,000	35,000
ASSOCIATIO	615	850	850	850	850	850
TRAVEL AND	785	1,000	1,000	1,000	1,000	1,000
TRAINING	4,843	9,500	9,500	9,500	9,500	9,500
POSTAGE	2,708	2,750	2,750	2,750	2,750	2,750
VEHICLE RE	15	25	25	25	25	25
SOLID WAST	4,488	6,000	6,000	6,000	6,000	6,000
MEDICAL SE	1,427	2,000	2,000	2,000	2,000	2,000
RECORD MAI	30,335	31,000	13,230	13,140	31,000	31,000
OTHER RENT	793	3,000	3,000	3,000	3,000	3,000
CONSTRUCTI	-	100	100	100	100	100
COMMUNICAT	24,999	23,000	41,115	40,830	23,000	23,000
OFFICE EQU	620	750	750	750	750	750
CONTRACTUA	7,577	7,000	7,000	7,000	9,000	9,000
OFFICE SUP	3,263	4,000	4,000	4,000	4,000	4,000
PRINTED FO	1,265	1,500	1,500	1,500	1,500	1,500
PRINTING &	952	1,000	1,000	1,000	1,000	1,000
BOOKS & PU	2,534	2,750	2,750	2,375	2,750	2,750
PERSONAL E	12,883	10,000	10,000	10,000	10,000	10,000
PRISONER F	887	1,000	1,000	830	1,000	1,000
AMMUNITION	7,683	8,500	8,500	8,500	8,500	8,500
MEDICINES	-	200	200	200	200	200
MEDICAL SU	-	500	500	300	500	500
GASOLINE &	96,482	102,000	102,000	102,000	115,000	115,000
LUBRICANTS	830	1,200	1,200	1,200	1,200	1,200
TIRES	8,047	9,000	9,000	9,000	9,000	9,000
REPAIR PAR	33,092	34,000	34,000	34,000	34,000	34,000
SIGNS & MA	1,650	1,650	1,650	1,150	1,650	1,650
JANITORIAL	3,212	3,700	3,700	3,700	3,000	3,000
FIREARMS	313	2,000	2,000	2,000	2,000	2,000
COMMODITIE	3,467	1,350	1,350	1,350	1,350	1,350
OFFICE EQU	-	7,995	7,995	7,995	2,000	2,000
VEHICULAR	62,113	75,000	75,000	75,000	75,000	75,000
OTHER CAPITAL	-	-	-	1,000	15,000	15,000
UNALLOCATE	-	-	-	-	-	-
<b>TOTAL POLICE</b>	<b>5,731,785</b>	<b>6,055,000</b>	<b>6,055,345</b>	<b>5,868,461</b>	<b>6,115,235</b>	<b>6,099,069</b>

00109010 PLANNING & DEVELOPMENT						
-----						
CLASS FT	38,761	42,954	42,954	31,140	37,448	37,448
UNCLASS FT	173,974	181,717	181,717	167,549	189,703	189,703
UNCLASS PT	-	-	-	2,328	-	-
OVERTIME	152	-	-	-	-	-
FICA	16,224	17,187	17,187	15,377	17,531	17,531
RETIREMENT	25,652	25,725	25,725	22,686	30,529	30,529
HEALTH INS	33,812	34,166	34,166	34,875	48,350	46,514
DENTAL INS	2,683	2,804	2,804	2,975	3,430	3,430
LIFE INSUR	574	673	673	550	618	618
ASSOCIATIO	1,105	1,636	1,636	1,620	1,650	1,650
CONFERENCE	2,155	2,000	2,450	2,450	1,450	1,450
TRAVEL & E	1,751	2,667	2,217	21,120	2,693	2,693
POSTAGE	-	2,100	2,100	2,100	2,100	2,100
CONSULTING	-	-	-	-	80,000	40,000
LEGAL ADS	42	618	618	584	618	618
OTHER ADS	190	297	297	270	297	297
REPORTS	69	1,200	1,200	1,200	950	950
OFFICE EQU	6,540	4,900	5,500	5,500	5,188	5,188
SUBSCRIPTI	713	400	400	400	384	384
OFFICE SUP	2,126	3,440	2,840	2,815	3,440	3,440
BOOKS & PU	616	150	150	150	150	150
FOOD	-	-	-	-	250	250
SPECIAL PR	6,975	7,500	7,500	32,500	7,500	7,500
<b>TOTAL PLANNING &amp; DEVELOPM</b>	<b>314,113</b>	<b>332,134</b>	<b>332,134</b>	<b>348,189</b>	<b>434,279</b>	<b>392,443</b>
00109020 PLANNING COMMISSION						
-----						
OVERTIME	3,727	3,450	3,450	2,735	3,450	3,450
FICA	285	264	264	205	264	264
LEGAL ADS	-	50	50	50	200	200
OFFICE SUP	-	100	100	100	97	97
<b>TOTAL PLANNING COMMISSION</b>	<b>4,013</b>	<b>3,864</b>	<b>3,864</b>	<b>3,090</b>	<b>4,011</b>	<b>4,011</b>
00109030 ZONING BOARD OF REVIEW						
-----						
OVERTIME	2,085	2,500	2,500	2,450	3,024	3,024
FICA	147	200	200	185	231	231
CONTRACTUA	998	600	600	600	600	600
OFFICE SUP	-	80	80	50	80	80
<b>TOTAL ZONING BOARD OF REVIE</b>	<b>3,231</b>	<b>3,380</b>	<b>3,380</b>	<b>3,285</b>	<b>3,935</b>	<b>3,935</b>
00109040 HISTORIC ZONING COMMISSION						
-----						
OVERTIME	1,625	1,800	1,800	654	1,800	-
FICA	124	138	138	50	138	-
<b>TOTAL HISTORIC ZONING COMM</b>	<b>1,749</b>	<b>1,938</b>	<b>1,938</b>	<b>704</b>	<b>1,938</b>	<b>-</b>
00110010 PUBLIC WORKS ADMINISTRATION						
-----						
CLASS FT	-	-	-	-	-	-
UNCLASS FT	140,509	144,603	144,603	148,089	151,951	151,951
OVERTIME	-	1,800	1,800	1,715	1,600	1,600

00110010 PUBLIC WORKS ADMINISTRATION						
-----						
FICA	10,451	11,200	11,200	11,249	11,750	11,750
RETIREMENT	16,946	16,557	16,557	16,956	22,642	22,642
HEALTH INS	16,148	16,269	16,269	16,224	18,658	17,912
DENTAL INS	1,477	1,507	1,507	1,875	2,620	2,620
LIFE INSUR	314	321	321	330	334	334
ASSOCIATIO	80	25	25	25	100	100
CONFERENCE	5	150	150	75	100	100
TRAVEL & E	32	100	100	7	100	100
POSTAGE	-	-	-	250	500	500
LICENSE FE	-	250	250	250	200	200
MEDICAL SE	-	400	400	360	400	400
LEGAL ADS	185	450	1,650	950	1,000	1,000
CONTRACTUA	19	125	125	70	125	125
OFFICE SUP	196	200	200	200	200	200
PRINTING &	190	150	150	150	150	150
BOOKS & PU	-	125	125	126	100	100
OFFICE EQU	-	-	-	-	-	-
<b>TOTAL PUBLIC WORKS ADMINIS</b>	<b>186,552</b>	<b>194,232</b>	<b>195,432</b>	<b>198,901</b>	<b>212,530</b>	<b>211,784</b>
00110020 HIGHWAY						
-----						
CLASS FT	616,452	701,773	701,773	567,275	658,790	658,790
CLASS PT	-	-	-	11,310	16,518	16,518
UNCLASS FT	69,394	64,964	64,964	81,270	73,196	73,196
UNCLASS PT	-	-	-	115	-	-
OVERTIME	58,438	45,000	45,000	102,440	60,000	60,000
FICA	56,018	62,098	62,098	57,645	61,855	61,855
RETIREMENT	82,388	87,791	87,791	74,125	92,421	92,421
HEALTH INS	156,211	179,145	179,145	154,235	173,560	134,161
DENTAL INS	14,873	15,619	15,619	15,242	13,751	13,751
LIFE INSUR	2,476	2,566	2,566	2,390	2,339	2,339
UNIFORM AL	4,900	5,600	4,970	4,200	4,550	4,550
ASSOCIATIO	-	50	50	-	50	50
VEHICLE RE	226	250	250	250	250	250
LICENSE FE	748	575	575	570	664	664
OTHER RENT	111	3,000	3,000	3,000	5,000	5,000
MOTOR VEHI	9,729	7,500	7,500	7,500	7,500	7,500
CONSTRUCTI	2,659	3,000	3,000	3,000	3,000	3,000
COMMUNICAT	-	3,000	3,000	3,000	3,000	3,000
HIGHWAYS &	25,491	25,000	24,000	14,000	25,000	25,000
OVERLAY	100,000	100,000	100,000	100,000	175,000	-
SNOW PLOWI	19,988	25,000	25,000	35,500	25,000	25,000
CONTRACTUA	28,506	50,000	50,000	50,000	50,000	35,000
LINE PAINT	23,987	24,000	24,000	24,000	25,000	25,000
FLOOD	(35,433)	-	-	(3,901)	-	-
OFFICE SUP	246	350	350	350	325	325
SAFETY EQU	1,040	1,000	2,295	2,295	1,000	1,000
FOOD	61	100	100	100	100	100
ROAD SALT	126,341	95,000	95,000	171,000	100,000	95,000
GASOLINE &	57,084	44,000	44,000	52,550	50,000	50,000
LUBRICANTS	11,735	10,000	10,000	11,000	11,000	11,000

00110020 HIGHWAY						
-----						
LUBRICANTS	11,735	10,000	10,000	11,000	11,000	11,000
TIRES	5,021	7,000	7,000	6,575	6,000	6,000
BATTERIES	-	400	400	400	400	400
REPAIR PAR	96,898	75,000	75,000	80,650	90,000	88,000
PAINT & EM	120	150	150	100	150	150
SOIL SAND	62,228	37,000	37,000	57,000	45,000	45,000
ASPHALT PR	23,454	22,000	22,000	24,000	19,000	19,000
SIGNS & MA	4,452	7,000	7,000	7,000	7,000	7,000
SEEDS & PL	312	400	400	360	400	400
CONSTRUCTI	1,549	1,500	1,500	1,500	1,500	1,500
HAND TOOLS	1,692	2,000	2,000	2,000	2,000	2,000
POWER TOOL	44	700	700	700	700	700
COMMODITIE	1,575	2,000	1,705	2,000	2,000	2,000
CAPITAL OU	6,301	90,000	78,400	40,375	90,000	90,000
<b>TOTAL HIGHWAY</b>	<b>1,637,316</b>	<b>1,801,531</b>	<b>1,789,301</b>	<b>1,767,121</b>	<b>1,903,019</b>	<b>1,666,620</b>
00110030 TREES						
-----						
SPECIAL EM	2,355	5,000	5,000	5,000	5,000	5,000
FICA	180	383	383	383	383	383
CONT SERVC	3,092	10,000	10,000	10,475	10,000	10,000
<b>TOTAL TREES</b>	<b>5,627</b>	<b>15,383</b>	<b>15,383</b>	<b>15,858</b>	<b>15,383</b>	<b>15,383</b>
00110040 SOLID WASTE LANDFILL						
-----						
LAB & TEST	7,000	7,000	7,000	8,520	7,000	7,000
CONTRACTUA	15,000	15,000	15,000	13,480	15,000	15,000
<b>TOTAL SOLID WASTE LANDFILL</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>
00110050 ENGINEERING						
-----						
CLASS FT	39,516	40,092	40,092	42,045	43,127	43,127
UNCLASS FT	130,433	144,354	144,354	156,042	151,033	151,033
UNCLASS PT	8,817	-	-	151	-	-
OVERTIME	363	-	-	51	-	-
FICA	13,920	14,110	14,110	14,986	14,855	14,855
RETIREMENT	20,124	21,119	21,119	22,300	25,919	25,919
HEALTH INS	23,204	26,199	26,199	26,075	29,087	28,195
DENTAL INS	1,873	2,100	2,100	1,930	1,980	1,980
LIFE INSUR	493	545	545	566	568	568
UNIFORM AL	700	700	700	700	700	700
TUITION &	-	450	450	450	450	450
LICENSE FE	235	100	295	350	250	250
CONSULTING	72,389	75,000	74,405	74,325	75,000	63,561
LAB & TEST	1,180	1,500	1,500	1,500	1,500	1,500
OFFICE EQU	3,183	2,000	2,000	1,850	2,300	2,300
CONTRACTUA	34	200	200	150	150	150
OFFICE SUP	164	250	250	200	200	200
PRINTING &	1,667	1,600	1,600	1,600	1,600	1,600
ENGINEERIN	1,973	1,000	12,600	11,442	1,000	1,000
OFFICE EQU	-	-	-	-	-	-
<b>TOTAL ENGINEERING</b>	<b>320,267</b>	<b>331,319</b>	<b>342,519</b>	<b>356,713</b>	<b>349,719</b>	<b>337,388</b>

00110060 SOLID WASTE						
-----						
CLASS FT	67,138	69,051	69,051	69,645	71,594	71,594
CLASS PT	5,560	21,195	21,195	16,160	17,405	17,405
UNCLASS PT	-	-	-	111	-	-
OVERTIME	27,889	20,000	20,000	19,810	25,000	25,000
FICA	7,684	8,434	8,434	8,080	8,725	8,725
RETIREMENT	8,706	10,333	10,333	9,855	11,961	11,961
UNEMPLOYMENT	836	-	-	-	-	-
HEALTH INS	17,139	29,837	29,837	16,870	17,939	17,343
DENTAL INS	1,673	2,685	2,685	1,215	1,597	1,597
LIFE INSUR	249	361	361	205	376	376
UNIFORM AL	350	350	350	350	350	350
VEHICLE RE	22	40	40	40	25	25
SOLID WAST	214,549	255,000	255,000	255,000	250,000	250,000
LICENSE FE	3,000	1,500	800	800	1,500	1,500
LAB & TEST	-	300	1,000	1,000	1,000	1,000
RECYCLING	663,104	665,000	665,000	450,000	450,000	-
OTHER RENT	(5)	-	-	-	-	-
LEGAL ADS	460	500	500	470	550	550
CONSTRUCTI	3,800	8,000	8,000	8,000	8,000	8,000
CONTRACTUA	154,531	149,000	148,850	148,900	150,000	150,000
OFFICE SUP	237	200	350	225	250	250
SAFETY EQU	-	100	100	100	50	50
GASOLINE &	3,943	4,500	4,500	4,500	4,500	4,500
LUBRICANTS	475	350	350	350	350	350
TIRES	-	2,000	2,000	2,000	2,000	2,000
BATTERIES	-	150	150	150	150	150
REPAIR PAR	4,204	4,000	4,000	4,000	4,000	4,000
JANITORIAL	-	50	50	50	50	50
COMMODITIE	347	275	275	250	250	250
COLL BAGS	3,580	4,000	4,000	4,000	3,800	3,800
<b>TOTAL SOLID WASTE</b>	<b>1,189,471</b>	<b>1,257,211</b>	<b>1,257,211</b>	<b>1,022,136</b>	<b>1,031,422</b>	<b>580,826</b>
00110070 PUBLIC FACILITIES						
-----						
CLASS FT	246,211	268,019	268,019	262,595	278,067	278,067
CLASS PT	9,041	-	-	681	-	-
UNCLASS PT	46,422	35,000	35,000	40,452	35,000	35,000
OVERTIME	37,148	27,000	27,000	23,272	27,000	27,000
FICA	25,958	25,246	25,246	24,955	26,020	26,020
RETIREMENT	30,362	30,688	30,688	30,045	37,084	37,084
HEALTH INS	41,832	44,228	44,228	37,635	49,153	47,692
DENTAL INS	3,866	3,360	3,360	3,336	3,597	3,597
LIFE INSUR	943	994	994	992	1,036	1,036
UNIFORM AL	2,100	2,170	2,800	2,800	2,450	2,450
SOLID WAST	13,312	15,000	10,000	10,000	8,000	8,000
LICENSE FE	120	300	300	300	250	250
OUTSIDE CL	36,025	30,000	30,000	30,000	35,000	35,000
OTHER RENT	2,559	1,200	1,200	1,000	2,000	2,000
CONSTRUCTI	447	1,000	1,000	1,000	1,000	1,000
CAP RES	175,000	140,000	140,000	140,000	175,000	-
ELECTRICAL	11,001	6,000	6,000	5,290	6,000	6,000
PLUMBING S	975	5,000	5,000	5,000	5,000	5,000
HVAC SYSTE	27,824	15,000	31,000	30,895	25,000	25,000
STRUCTURAL	12,840	25,000	31,000	30,985	40,000	40,000
LANDSCAPIN	400	700	700	500	600	600
SEWAGE DIS	935	2,000	2,000	2,000	2,500	2,500
CONTRACTUA	20,571	15,000	15,000	14,875	22,500	22,500
OFFICE SUP	-	50	50	50	50	50
SAFETY EQU	466	700	700	675	500	500
FERTILIZER	3,912	4,000	4,000	3,927	4,000	4,000
PEST CONTR	-	100	100	100	100	100
GASOLINE &	11,477	14,000	14,000	14,000	14,000	14,000
LUBRICANTS	-	300	300	275	200	200
TIRES	357	1,000	1,000	1,000	1,000	1,000
BATTERIES	31	50	223	218	50	50
REPAIR PAR	10,371	9,000	8,827	8,800	9,000	9,000
BUILDING R	9,413	13,000	13,000	13,000	13,000	13,000
SOIL SAND	-	2,500	2,500	2,500	2,000	2,000
SEEDS & PL	-	3,000	3,000	2,958	2,500	2,500
PLUMBING S	1,502	1,500	1,500	1,500	1,250	1,250
ELECTRICAL	4,820	4,000	4,000	3,975	4,000	4,000
JANITORIAL	15,535	13,000	13,000	13,000	13,000	13,000
HVAC SUPPL	-	300	300	291	200	200
HAND TOOLS	977	500	500	430	500	500
POWER TOOL	1,150	1,000	1,000	1,000	1,000	1,000
COMMODITIE	5,018	5,000	5,000	5,000	5,000	5,000
CAPITAL OU	37,312	35,000	17,200	17,200	35,000	35,000
<b>TOTAL PUBLIC FACILITIES</b>	<b>848,233</b>	<b>800,905</b>	<b>800,735</b>	<b>788,507</b>	<b>888,607</b>	<b>712,146</b>

00113010 CONTRIBUTIONS						
-----	-----					
SOUTH COUN	7,628	-	-	-	15,255	-
PHOENIX HS	-	-	-	-	1,430	-
SO. SHORE	9,556	9,556	9,556	9,556	9,556	-
BAYSIDE FA	19,668	20,000	20,000	20,000	20,000	-
WOMEN'S RE	-	-	-	-	4,000	-
VNS	17,500	17,500	17,500	17,500	17,500	-
VETERANS &	-	-	-	-	-	-
USSSARATOG	1,250	-	-	-	-	-
SAMARITANS	-	-	-	-	500	-
SENIORS HE	-	-	-	-	1,500	-
HTH CNT SC	2,500	-	-	-	2,500	-
SOUTH KINGSTOWN ADULT DAY	55,598	42,696	42,696	42,696	-	36,439
WASHCTYADL	-	-	-	-	-	-
WCREGPLAN	3,000	6,000	6,000	6,000	6,000	-
ART FESTIV	-	-	-	-	-	-
ARTSCOUNCL	19,447	20,000	20,000	20,000	20,000	20,000
REDUCTION	-	-	-	-	-	-
NEW AGENCI	-	-	-	-	4,765	-
<b>TOTAL CONTRIBUTIONS</b>	<b>136,147</b>	<b>115,752</b>	<b>115,752</b>	<b>115,752</b>	<b>103,006</b>	<b>56,439</b>
00113050 SENIOR AND HUMAN SERVICES						
-----						
CLASS FT	35,320	75,080	75,080	71,848	74,172	74,172
CLASS PT	69,849	80,976	80,976	66,857	80,976	80,976
UNCLASS FT	112,018	95,086	95,086	123,042	107,473	107,473
UNCLASS PT	33,295	28,592	26,864	20,211	-	-
OVERTIME	1,055	-	-	153	-	-
TERMINATION	-	-	-	42,052	-	-
FICA	18,617	21,401	21,401	24,269	20,095	20,095
RETIREMENT	21,146	22,116	22,116	22,258	29,841	29,841
UNEMPLOYMENT	1,458	-	-	2,754	-	-
HEALTH INS	34,922	47,195	47,195	42,588	52,579	50,651
DENTAL INS	4,215	4,558	4,558	4,203	4,854	4,854
LIFE INSUR	472	609	609	593	635	635
UNIFORM AL	-	-	-	-	280	280
ASSOCIATIO	210	310	310	300	300	300
POSTAGE	-	2,600	2,600	2,500	-	-
VEHICLE RE	-	10	10	17	17	17
TRAVEL & E	1,987	2,700	2,700	2,662	2,700	2,700
LICENSE FE	80	147	147	100	147	147
MEDICAL SE	2,179	75	75	50	75	75
MOTOR VEHI	3,405	3,800	3,800	4,389	3,800	3,800
SUBSCRIPTI	195	230	230	206	312	312
CONTRACTUA	5,301	11,255	12,983	12,269	12,652	12,652
PUBLIC ASS	9,937	10,000	10,000	10,000	10,000	10,000
OFFICE SUP	3,564	3,500	3,500	4,835	4,152	4,152
MEDICINES	16	110	110	110	110	110
GASOLINE &	5,688	6,270	6,270	6,200	7,500	7,500
TIRES	-	1,500	1,500	1,000	1,500	1,500
COMMODITIE	3,731	4,300	4,300	4,000	3,900	3,900
OTHER CAPI	-	-	-	-	15,000	-
<b>TOTAL SENIOR AND HUMAN SEF</b>	<b>368,658</b>	<b>422,420</b>	<b>422,420</b>	<b>469,466</b>	<b>433,070</b>	<b>416,142</b>

00115010 CODE ENFORCEMENT						
-----						
CLASS FT	84,392	88,380	88,380	88,388	90,810	90,810
CLASS PT	22,302	25,753	25,753	25,214	25,690	25,690
UNCLASS FT	62,553	67,384	67,384	68,032	70,796	70,796
OVERTIME	1,720	800	800	1,091	800	800
SPECIAL EM	31,433	42,700	40,200	31,981	39,500	39,500
FICA	15,910	17,566	17,566	16,326	17,415	17,415
RETIREMENT	20,411	20,784	20,784	19,774	25,173	25,173
HEALTH INS	19,713	21,445	21,445	28,330	30,390	29,913
DENTAL INS	1,258	1,193	1,193	3,991	3,577	3,577
LIFE INSUR	472	481	481	491	501	501
MILEAGE AL	-	900	2,400	1,900	2,040	2,040
ASSOCIATIO	170	175	175	175	175	175
CONFERENCE	-	3,000	3,000	2,965	3,000	3,000
TRAVEL & E	-	500	1,500	1,456	1,000	1,000
POSTAGE	-	1,095	1,095	1,000	1,095	1,095
MOTOR VEHI	458	600	600	591	400	400
CONTRACTUA	5,165	8,500	8,500	8,380	9,000	9,000
OFFICE SUP	1,684	1,800	1,800	1,793	2,000	2,000
PRINTED FO	575	400	400	375	300	300
BOOKS & PU	309	1,650	1,650	1,830	800	800
GASOLINE &	991	600	600	575	1,000	1,000
OFFICE EQU	6,170	4,000	4,000	4,000	2,350	2,350
<b>TOTAL CODE ENFORCEMENT</b>	<b>275,683</b>	<b>309,706</b>	<b>309,706</b>	<b>308,658</b>	<b>327,812</b>	<b>327,335</b>
00115020 BLDG CODE BD OF REV/MIN HOUSIN						
-----						
OVERTIME	164	400	400	350	350	-
FICA	13	31	31	31	25	-
CONTRACTUA	-	150	150	100	100	-
<b>TOTAL BLDG CODE BD OF REVIEW</b>	<b>177</b>	<b>581</b>	<b>581</b>	<b>481</b>	<b>475</b>	<b>-</b>
00118010 MSA-COMMON AREAS						
-----						
QDC MAINTENANCE	-	-	-	79,465	219,400	219,400
<b>TOTAL MSA - COMMON AREAS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>79,465</b>	<b>219,400</b>	<b>219,400</b>
00118010 MSA-INFRASTRUCTURE						
-----						
QDC MAINTENANCE	-	-	-	52,500	70,000	70,000
<b>TOTAL MSA - INFRASTRUCTURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>52,500</b>	<b>70,000</b>	<b>70,000</b>
00118010 MSA-ROADWAY						
-----						
QDC MAINTENANCE	-	-	-	126,266	151,560	151,560
<b>TOTAL MSA - ROADWAYS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>126,266</b>	<b>151,560</b>	<b>151,560</b>
<b>TOTAL MSA</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>258,231</b>	<b>440,960</b>	<b>440,960</b>
<b>TOTAL GENERAL FUND</b>	<b>23,640,939</b>	<b>24,937,007</b>	<b>24,937,007</b>	<b>25,339,339</b>	<b>26,431,422</b>	<b>24,993,182</b>

<b>DEBT SERVICE FUND</b>						
10012010 GENERAL FUND DEBT						
-----	-----					
LEGAL ADS	6,272	-	-	-	-	-
DEBT PRINC	1,064,090	1,179,434	1,179,434	1,179,434	1,180,350	1,180,350
DEBT INTER	852,735	750,607	750,607	750,607	704,585	704,586
<b>TOTAL GENERAL FUND DEBT</b>	<b>1,923,097</b>	<b>1,930,041</b>	<b>1,930,041</b>	<b>1,930,041</b>	<b>1,884,935</b>	<b>1,884,936</b>
10092000 SCHOOL DEPARTMENT EXPENSES						
-----	-----					
DEBT PRINC	2,410,100	2,707,260	2,707,260	2,507,260	2,386,500	2,386,500
DEBT INTER	1,405,190	1,308,982	1,308,982	1,308,982	1,221,651	1,221,652
<b>TOTAL SCHOOL DEPARTMENT EXPENSES</b>	<b>3,815,290</b>	<b>4,016,242</b>	<b>4,016,242</b>	<b>3,816,242</b>	<b>3,608,151</b>	<b>3,608,152</b>
10099000 DEBT SERVICE RESERVE						
-----						
RESERVE	-	-	-	-	-	-
<b>TOTAL DEB SERVICE RESERVE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL DEBT SERVICE FUND</b>	<b>5,738,387</b>	<b>5,946,283</b>	<b>5,946,283</b>	<b>5,746,283</b>	<b>5,493,086</b>	<b>5,493,088</b>

<b>LIBRARY FUND</b>						
11219010 LIBRARY						
-----						
CLASS FT	465,926	508,691	508,691	508,691	528,602	528,602
CLASS PT	70,789	72,700	72,700	72,628	94,561	94,561
UNCLASS FT	135,084	141,468	141,468	141,218	145,005	145,005
UNCLASS PT	29,293	33,959	33,959	35,432	35,950	35,950
TERMINATIO	15,000	3,477	477	-	3,477	3,477
FICA	53,617	57,868	57,868	58,210	61,515	61,515
RETIREMENT	80,293	82,430	82,430	81,538	103,009	103,009
HEALTH INS	96,481	114,409	114,409	113,070	127,376	127,376
DENTAL INS	11,117	12,567	12,567	12,567	13,596	13,596
LIFE INSUR	2,227	2,245	2,245	2,294	2,362	2,362
RETIREE HEALTH	48,685	50,709	50,709	48,506	48,823	48,823
<b>TOTAL LIBRARY</b>	<b>1,008,512</b>	<b>1,080,523</b>	<b>1,077,523</b>	<b>1,074,154</b>	<b>1,164,276</b>	<b>1,164,276</b>
11219020 LIBRARY STAFF DEVELOPMENT						
-----						
TUITION &	258	250	250	250	250	250
TRAVEL & E	1,197	945	945	945	945	945
DUES & MEM	300	300	300	300	300	300
CONSULTING	-	-	-	-	-	-
<b>TOTAL LIBRARY STAFF DEVELOPI</b>	<b>1,755</b>	<b>1,495</b>	<b>1,495</b>	<b>1,495</b>	<b>1,495</b>	<b>1,495</b>
11219030 LIBRARY OFFICE/OPERATIONAL						
-----						
TELEPHONE	3,657	4,500	4,500	4,068	4,200	4,200
POSTAGE	1,340	1,200	1,200	1,200	1,200	1,200
DATA PROCE	500	1,500	1,500	1,500	1,500	1,500
AUDITING	2,500	2,695	2,695	2,695	2,830	2,830
OFFICE EQU	785	836	836	796	836	836
STATIONERY	-	150	150	150	150	150
OFFICE EQU	8,884	5,000	5,000	5,000	5,000	5,000
OPER SUPPL	9,684	7,964	7,964	7,964	7,964	7,964
<b>TOTAL LIBRARY OFFICE/OPERAT</b>	<b>27,350</b>	<b>23,845</b>	<b>23,845</b>	<b>23,373</b>	<b>23,680</b>	<b>23,680</b>
11219040 LIBRARY CLAN COSTS						
-----						
CONTRACTUA	49,451	49,967	49,967	49,967	49,547	49,547
<b>TOTAL LIBRARY CLAN COSTS</b>	<b>49,451</b>	<b>49,967</b>	<b>49,967</b>	<b>49,967</b>	<b>49,547</b>	<b>49,547</b>
11219050 LIBRARY COLLECTION/INFORMATION						
-----						
BOOKBINDIN	-	-	-	-	-	-
OFFICE EQU	-	-	-	-	-	-
BOOKS & PU	126,247	119,000	119,000	114,767	119,000	119,000
<b>TOTAL LIBRARY COLLECTION/INI</b>	<b>126,247</b>	<b>119,000</b>	<b>119,000</b>	<b>114,767</b>	<b>119,000</b>	<b>119,000</b>
11219060 LIBRARY PHYSICAL PLANT						
-----						
ELECTRICIT	67,159	57,000	57,000	67,000	65,000	65,000
FUEL OIL	14,972	21,000	21,000	17,000	17,000	17,000
SOLID WAST	1,980	2,179	2,179	2,179	2,288	2,288
WATER	1,018	1,025	1,025	1,250	1,500	1,500
GENERAL IN	11,023	13,710	13,710	12,559	14,121	14,121
STRUCTURAL	4,771	1,000	-	1,000	1,000	1,000

<b>11219060 LIBRARY PHYSICAL PLANT</b>						
-----						
INTERIORS	19,469	11,000	15,000	17,000	11,000	11,000
CONTRACTUA	23,851	6,500	6,500	6,500	6,500	6,500
ELECTRICAL	1,514	1,550	1,550	1,550	1,550	1,550
JANITORIAL	5,383	4,000	4,000	4,000	4,000	4,000
<b>TOTAL LIBRARY PHYSICAL PLANT</b>	<b>151,140</b>	<b>118,964</b>	<b>121,964</b>	<b>130,038</b>	<b>123,959</b>	<b>123,959</b>
<b>11219070 SUNDAY HOURS</b>						
-----						
CLASS FT	5,571	-	-	-	-	-
CLASS PT	1,935	-	-	-	-	-
UNCLASS PT	2,691	-	-	-	-	-
FICA	764	-	-	-	-	-
<b>TOTAL SUNDAY HOURS</b>	<b>10,960</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIBRARY FUND</b>	<b>1,375,414</b>	<b>1,393,794</b>	<b>1,393,794</b>	<b>1,393,794</b>	<b>1,481,957</b>	<b>1,481,957</b>

<b>MUNICIPAL COURT</b>						
13003020 MUNICIPAL COURT						
-----						
CLASS FT	250	25,780	25,780	250	14,554	14,554
UNCLASS FT	-	68,635	66,560	57,777	66,309	66,309
UNCLASS PT	9,750	10,000	10,000	10,000	10,000	10,000
OVERTIME	15,292	16,000	16,000	16,153	16,000	16,000
FICA	1,556	9,212	9,212	6,338	8,175	8,175
RETIREMENT	-	10,811	10,811	6,615	10,868	10,868
HEALTH INS	16	15,161	15,161	7,182	14,640	14,104
DENTAL INS	-	1,741	1,741	495	1,262	1,262
LIFE INSUR	-	321	321	150	251	251
CONFERENCE	674	200	675	675	1,000	1,000
TRAVEL AND	-	200	1,800	1,501	1,800	1,800
POSTAGE	-	500	500	500	500	500
RITT FINES	45,921	70,000	70,000	48,865	70,000	70,000
RITT VIOLA	6,952	12,000	12,000	14,305	12,000	12,000
LEGAL ADS	-	200	200	200	200	200
PRINTING	1,128	2,000	2,000	2,000	1,500	1,500
OFFICE EQUI	4,455	10,589	10,589	10,455	6,500	6,500
OFFICE SUP	521	250	250	200	250	250
BOOKS & PU	56	500	500	256	500	500
OFFICE EQUI	716	-	-	-	800	800
<b>TOTAL MUNICIPAL COURT</b>	<b>87,287</b>	<b>254,100</b>	<b>254,100</b>	<b>183,917</b>	<b>237,109</b>	<b>236,573</b>

43021010 GOLF COURSE OPERATIONS						
-----						
CLASS FT	110,368	116,087	116,087	111,537	112,181	112,181
UNCLASS FT	73,055	74,460	74,460	76,330	78,229	78,229
UNCLASS PT	54,616	55,100	55,100	58,066	63,100	60,400
OVERTIME	5,477	7,000	7,000	9,146	7,000	7,000
TERMINATION	28,632	-	-	-	-	-
FICA	18,395	19,940	19,940	19,356	19,928	19,928
FICA RETIREMENT	2,190	-	-	-	-	-
RETIREMENT	21,980	21,818	21,818	21,405	25,591	25,591
UNEMPLOYME	4,475	5,000	5,000	4,055	5,000	5,000
HEALTH INS	38,856	42,157	42,157	42,200	46,116	44,497
DENTAL INS	3,935	3,985	3,985	3,908	4,254	4,254
LIFE INSUR	524	535	535	548	556	556
UNIFORM AL	1,050	1,200	1,200	1,050	1,200	1,200
MILEAGE AL	-	234	234	50	234	234
ASSOCIATIO	540	550	550	550	550	550
CONFERENCE	160	500	500	260	500	500
TELEPHONE	2,724	2,600	2,600	2,600	2,820	2,820
DATA PROCE	12,951	12,951	12,951	12,951	12,951	12,951
VEHICLE RE	17	12	12	12	12	12
ELECTRICIT	9,740	5,500	5,500	18,220	17,000	17,000
GAS (LP)	11,148	15,000	15,000	13,020	15,000	15,000
SEWERAGE	690	800	800	700	750	750
SOLID WAST	3,828	4,000	4,000	4,000	5,900	5,900
WATER	38,928	26,000	18,800	40,365	20,000	10,000
FISCAL AGE	40	65	65	65	65	65
OTHER RENT	1,649	2,300	2,300	1,350	2,300	2,300
ADVERTISIN	696	1,200	1,200	1,125	1,200	1,200
MOTOR VEHI	18,249	17,000	17,000	16,920	20,000	20,000
ALARMS SYS	-	225	225	225	225	225
OFFICE EQU	195	500	500	150	500	500
PLUMBING S	1,597	1,000	1,700	1,620	5,000	4,000
LANDSCAPIN	4,830	5,000	5,000	2,500	5,000	5,000
REIMB G/F FOR IRRIGATION	150,000	150,000	150,000	150,000	150,000	150,000
CONT SVCS	12,475	10,500	17,400	23,856	15,500	15,500
BOOKS & PU	-	150	150	-	200	200
PERSONAL E	-	400	400	200	500	500
FERTILIZER	15,885	18,000	18,000	17,000	22,000	13,814
PEST CONTR	40,043	35,000	35,000	39,725	47,000	32,000
GASOLINE O	21,085	20,000	20,000	36,000	22,000	22,000
BUILDING &	1,285	2,000	2,000	2,025	2,000	2,000
SAND SOIL	7,171	5,500	5,500	5,500	9,500	8,500
SEEDS & PL	7,990	7,250	7,250	7,250	9,250	9,250
HAND TOOLS	-	900	500	500	900	900
COMMO NOT	5,435	6,000	6,000	6,000	7,000	6,000
VEHICULAR	29,453	30,000	30,000	30,000	30,000	-
<b>TOTAL GOLF COURSE OPERATIO</b>	<b>762,360</b>	<b>728,419</b>	<b>728,419</b>	<b>782,340</b>	<b>789,012</b>	<b>718,507</b>

43021020 CLUB HOURS OPERATIONS						
-----						
CLASS FT	41,470	39,026	39,026	40,857	39,491	39,491
UNCLASS FT	111,901	122,962	122,962	120,790	126,058	126,058
UNCLASS PT	60,685	63,000	63,000	60,500	66,300	66,300
OVERTIME	38	200	200	200	200	200
FICA	16,000	17,227	17,227	16,705	17,755	17,755
RETIREMENT	22,327	18,550	18,550	17,035	21,935	21,935
HEALTH INS	28,173	29,658	29,658	29,630	32,713	31,499
DENTAL INS	2,471	2,535	2,535	2,010	2,698	2,698
LIFE INSUR	513	525	525	535	546	546
MILEAGE AL	465	500	500	100	500	500
ASSOCIATIO	1,667	1,800	1,800	1,610	1,800	1,800
CONFERENCE	1,120	1,600	1,600	1,200	1,200	1,200
TRAVEL & E	43	275	275	60	275	275
TELEPHONE	10,821	10,750	10,750	10,750	10,750	10,750
POSTAGE	47	200	200	122	200	200
ALARM SYST	316	725	725	500	725	725
ELECTRICIT	14,798	14,500	14,500	15,166	14,500	14,500
GAS	7,224	8,500	8,500	8,730	8,500	8,500
SEWAGE	356	600	600	477	600	600
WATER	1,289	1,200	1,200	1,200	1,200	1,200
INSURANCE	39,667	47,000	47,000	46,695	47,000	47,000
AUDITING	4,000	4,116	4,116	4,090	4,116	4,116
OTHER ADS	1,959	5,000	5,000	4,785	5,000	5,000
OFFICE EQU	95	450	450	317	450	450
ELECTRICAL	583	2,500	2,500	2,351	2,500	2,500
DEBT PRINC	30,810	33,306	33,306	33,306	33,150	33,150
DEBT INTER	11,099	7,369	7,369	7,369	6,372	6,372
CONT SVCS	8,914	13,000	13,000	12,089	13,000	13,000
OFFICE SUP	568	1,000	1,000	803	1,000	1,000
PRINTED FO	1,288	2,500	2,500	2,287	2,500	2,500
OPER SUPPL	-	100	100	-	100	100
BADGES AND	75	150	150	90	150	150
PERSONAL E	404	500	500	-	500	500
MEDICINES	20	100	100	-	100	100
BUILDING R	524	2,000	2,000	1,825	2,000	2,000
JANITORIAL	1,206	2,000	2,000	1,500	2,000	2,000
PAPER PROD	-	800	800	600	800	800
EQUIPMENT	-	300	300	285	300	300
COMMO NOT	16,152	17,000	17,000	16,100	17,000	17,000
MERCHANDIS	21,035	18,500	18,500	17,600	27,500	27,500
CLOTHING	5,707	4,100	4,100	3,900	10,000	10,000
CAPITAL OU	49,040	-	-	-	46,500	-
<b>TOTAL CLUB HOUSE OPERATION</b>	<b>514,871</b>	<b>496,124</b>	<b>496,124</b>	<b>484,169</b>	<b>569,984</b>	<b>522,270</b>

43021040 ALLEN HARBOR OPERATIONS						
-----						
CLASS FT	7,643	7,291	7,291	7,591	7,601	7,601
UNCLASS FT	14,611	14,892	14,892	15,514	15,646	15,646
UNCLASS PT	141,059	172,409	172,409	156,140	172,409	172,409
OVERTIME	409	500	500	250	2,000	500
FICA	12,507	15,040	15,040	13,700	15,125	15,125
RETIREMENT	2,679	2,540	2,540	2,676	3,101	3,101
HEALTH INS	3,268	3,574	3,574	3,575	3,927	3,790
DENTAL INS	296	314	314	350	336	336
LIFE INSUR	63	64	64	66	67	67
TELEPHONE	712	1,500	1,500	910	1,500	1,500
POSTAGE	-	300	300	150	300	300
VEHICLE RE	-	12	12	12	12	12
ELECTRICIT	3,004	4,000	4,000	4,000	4,000	4,000
FUEL OIL	528	1,500	1,500	815	1,500	1,500
SOLID WAST	3,863	3,800	3,800	3,735	4,300	4,300
WATER	2,268	2,000	2,000	2,188	2,000	2,000
INSURANCE	10,664	13,230	13,230	11,942	13,230	13,230
LEGAL SERV	-	100	100	-	200	200
MEDICAL SE	-	200	200	50	200	200
OTHER ADS	-	500	500	100	1,000	333
MOTOR VEHI	1,196	3,750	3,750	3,140	3,750	2,250
ELECTICSYS	-	1,500	1,500	500	2,000	1,000
BOAT PUMP	-	2,000	2,000	850	2,000	1,000
ENGINEERING	-	-	-	21,293	-	-
LANDSCAPIN	-	500	500	250	500	250
CONT SVCS	6,583	12,250	12,250	7,611	13,000	9,500
OFFICE SUP	-	700	700	350	1,200	700
PRINTED FO	188	700	700	350	700	450
PERSONAL E	-	-	-	-	500	-
GASOLINE &	-	500	500	500	560	300
SOIL SAND	-	250	250	100	1,000	500
SEEDS & PL	489	750	750	450	1,000	500
JANITORIAL	117	1,000	1,000	300	1,000	500
PAINT & PR	-	550	550	250	550	-
CONSTRUCTI	14,961	15,750	15,750	15,750	25,000	11,000
COMMO NOT	8,361	8,884	8,884	8,450	11,000	9,000
BULKHEAD	25,636	-	-	-	-	-
OTHERCAPIT	-	-	-	-	-	-
<b>TOTAL ALLEN HARBOR OPERATIONS</b>	<b>261,105</b>	<b>292,850</b>	<b>292,850</b>	<b>283,908</b>	<b>312,214</b>	<b>283,100</b>
<b>43021060 RECREATION</b>						
-----						
CLASS FT	19,107	18,228	18,228	21,031	19,003	19,003
UNCLASS FT	36,528	37,230	37,230	38,795	39,115	39,115
UNCLASS PT	53,208	42,700	42,700	54,288	48,700	48,700
OVERTIME	344	1,450	1,450	650	1,450	1,450
FICA	8,309	7,620	7,620	8,803	8,285	8,285
RETIREMENT	6,698	6,350	6,350	6,769	7,752	7,752
UNEMPLOYMN	-	200	200	-	200	200

<b>43021060 RECREATION</b>						
-----						
HEALTH INS	8,171	8,934	8,934	8,937	9,818	9,474
DENTAL INS	739	786	786	889	839	839
LIFE INSUR	157	160	160	177	167	167
MILEAGE AL	355	200	600	587	600	600
CONFERENCE	50	100	100	50	100	100
TRAVEL & E	978	2,050	2,050	1,000	2,050	2,050
VEHICLE RE	6	20	20	22	20	20
ELECTRICIT	12,583	12,000	12,000	16,382	12,500	12,500
GAS	958	1,100	1,100	1,100	1,100	1,100
WATER - BA	22,513	33,828	31,328	44,055	34,000	34,000
GENERAL INS.	5,206	-	-	10,696	11,000	11,000
DUES & MEM	390	358	390	390	390	390
MEDICAL SE	275	350	350	200	350	350
OUTSIDE CL	1,232	1,700	1,700	1,500	1,700	1,700
LAND AND B	17,925	18,000	18,000	17,245	18,000	18,000
OTHER RENT	3,481	4,460	4,460	2,100	4,460	4,460
OTHER ADS	267	294	262	200	294	294
LAFAYETTE	1,000	1,500	1,500	1,500	1,500	1,500
MOTOR VEHI	4,430	4,000	6,500	8,090	5,000	5,000
CONTRACTUA	80,956	79,760	79,760	78,626	83,500	20,500
OFFICE SUP	811	750	750	715	750	750
MEDICINES	968	670	670	250	1,000	1,000
GASOLINE &	2,978	3,675	3,675	3,620	4,700	4,700
EQUIPMENT	329	500	500	565	500	500
COMMODITIE	8,472	13,804	13,404	8,095	17,500	13,173
<b>TOTAL RECREATION</b>	<b>299,425</b>	<b>302,777</b>	<b>302,777</b>	<b>337,327</b>	<b>336,343</b>	<b>268,672</b>
						-
<b>TOTAL QUONSET/DAVISVILLE RE</b>	<b>1,837,760</b>	<b>1,820,170</b>	<b>1,820,170</b>	<b>1,887,744</b>	<b>2,007,553</b>	<b>1,792,549</b>

<b>WATER FUND</b>						
44040000 WATER SUPPLY FACILITIES						
-----						
LP GAS	25,168	26,000	26,000	15,550	26,000	26,000
<b>TOTAL WATER SUPPLY FACILITIE</b>	<b>25,168</b>	<b>26,000</b>	<b>26,000</b>	<b>15,550</b>	<b>26,000</b>	<b>26,000</b>
44040010 PUMPING						
-----						
CLASS FT	138,673	146,107	146,107	136,669	146,169	146,169
OVERTIME	20,566	34,000	34,000	34,000	34,000	34,000
FICA	12,180	13,778	13,778	12,968	13,783	13,783
RETIREMENT	16,643	16,729	16,729	15,542	19,645	19,645
HEALTH INS	35,308	39,782	39,782	34,752	40,944	39,597
DENTAL INS	3,337	3,580	3,580	2,515	3,577	3,577
LIFE INSUR	472	481	481	455	501	501
UNIFORM AL	1,050	1,050	1,050	700	1,050	1,050
ELECTRICIT	217,208	200,000	200,000	249,322	200,000	200,000
OPERATING	39,916	40,000	40,000	55,850	45,000	45,000
LANDSCAPIN	-	300	300	300	400	400
CONTRACTUA	5,266	26,000	26,000	26,000	30,000	30,000
FLOOD	68,400	-	-	-	-	-
CONSTRUCTI	322	3,000	3,000	3,000	3,000	3,000
<b>TOTAL PUMPING</b>	<b>559,341</b>	<b>524,807</b>	<b>524,807</b>	<b>572,073</b>	<b>538,069</b>	<b>536,722</b>
44040020 WATER TREATMENT						
-----						
LAB TESTIN	40,484	85,000	85,000	75,000	80,000	80,000
WATER SUPP	115,266	220,400	220,400	150,000	160,000	160,000
<b>TOTAL WATER TREATMENT</b>	<b>155,750</b>	<b>305,400</b>	<b>305,400</b>	<b>225,000</b>	<b>240,000</b>	<b>240,000</b>
44040030 WATER TRANS & DISTRIBUTION						
-----						
CLASS FT	260,640	337,710	337,710	312,362	335,209	335,209
UNCLASS PT	-	-	-	745	-	-
OVERTIME	18,163	24,000	24,000	35,175	25,000	25,000
TERMINATION	29,469	-	-	8,150	-	-
FICA	21,294	27,670	27,670	27,214	27,560	27,560
FICA RETIREMENT	2,254	-	-	-	-	-
RETIREMENT	31,431	38,668	38,668	35,739	39,205	39,205
HEALTH INS	60,690	79,636	79,636	66,136	75,431	73,212
DENTAL INS	5,021	6,028	6,028	5,462	4,473	4,473
LIFE INSUR	969	1,122	1,122	1,103	1,002	1,002
UNIFORM AL	2,450	2,450	2,450	2,450	2,450	2,450
TELEPHONE/	39,303	36,000	36,000	36,000	38,000	38,000
ALARM SYST	-	3,600	3,600	3,600	3,800	3,800
LICENSE FE	14,290	14,200	14,200	14,170	14,200	14,200
MOTOR VEHI	6,442	20,000	20,000	20,000	22,000	22,000
CONSTRUCTI	7,185	11,000	11,000	11,000	11,000	11,000
WATER SYST	-	300	300	300	300	300
SAFETY EQU	1,033	1,000	3,500	3,000	2,500	2,500
TIRES	1,978	2,500	2,500	2,500	2,500	2,500
CEMENT PRO	-	2,000	2,000	2,000	2,000	2,000
WATER MAIN	54,901	60,000	57,500	57,500	60,000	60,000

44040030 WATER TRANS & DISTRIBUTION						
-----						
WATER REPA	22,636	24,000	24,000	24,000	25,000	25,000
HAND TOOLS	636	1,000	1,000	1,000	1,200	1,200
POWER TOOL	1,482	2,000	2,000	2,000	2,300	2,300
<b>TOTAL WATER TRANS &amp; DISTRIB</b>	<b>582,268</b>	<b>694,884</b>	<b>694,884</b>	<b>671,606</b>	<b>695,130</b>	<b>692,911</b>
44040040 ACCOUNTING & COLLECTIONS						
-----						
CLASS FT	23,399	24,505	24,505	24,415	25,179	25,179
FICA	1,790	1,875	1,875	1,868	1,926	1,926
RETIREMENT	2,822	2,806	2,806	2,796	3,384	3,384
HEALTH INS	2,893	3,257	3,257	3,235	3,544	3,451
DENTAL INS	185	187	187	159	200	200
LIFE	79	80	80	81	84	84
FISCAL AGENT	-	-	-	250	-	-
AUDITING	6,000	6,174	6,174	6,160	6,174	6,174
<b>TOTAL ACCOUNTING &amp; COLLECT</b>	<b>37,168</b>	<b>38,884</b>	<b>38,884</b>	<b>38,964</b>	<b>40,491</b>	<b>40,398</b>
40040050 ADMINISTRATION & GENERAL EXPEN						
-----						
CLASS FT	46,799	49,010	49,010	49,277	50,358	50,358
CLASS PT	22,880	22,993	22,993	25,366	23,626	23,626
UNCLASS FT	189,641	201,494	201,494	200,221	210,119	210,119
UNCLASS PT	17	-	-	-	-	-
OVERTIME	5,655	6,000	6,000	5,000	6,000	6,000
FICA	19,705	20,925	20,925	21,035	22,195	22,195
RETIREMENT	31,208	31,315	31,315	30,384	38,395	38,395
HEALTH INS	50,634	30,327	30,327	63,012	38,635	37,231
RETIREE HEALTHCARE	-	-	-	40,000	45,000	45,000
DENTAL INS	2,647	2,687	2,687	4,210	2,605	2,605
LIFE INSUR	596	697	697	630	727	727
TUITION &	1,965	3,500	3,500	3,500	3,500	3,500
ASSOCIATIO	2,035	2,300	2,300	2,300	2,500	2,500
CONFERENCE	90	1,200	1,200	1,200	1,200	1,200
TRAVEL & E	265	500	500	47	500	500
POSTAGE	12,933	16,500	16,500	23,015	17,000	17,000
DATA PROCE	95,921	95,605	95,605	95,605	95,000	95,000
VEHICLE RE	44	175	175	175	180	180
TRANSFER S	585	350	350	350	400	400
INSURANCE	69,605	80,000	80,000	84,000	82,000	82,000
REAL ESTAT	25,373	27,000	27,000	27,000	27,500	27,500
A & E SERV	15,560	25,000	25,000	25,000	25,000	25,000
CONSULTANT	-	50,000	50,000	50,000	50,000	50,000
MEDICAL SE	-	300	300	300	300	300
ADVERTISEM	683	2,800	2,800	2,800	2,800	2,800
COMMUNICAT	5,246	6,700	6,700	6,500	7,000	7,000
OFFICE EQUIPMENT	-	-	-	167	-	-
LEAD REMEDIATION	145,497	-	-	-	-	-
CONT SVCS	13,110	16,000	16,000	16,000	16,000	16,000

40040050 ADMINISTRATION & GENERAL EXPEN						
-----						
OFFICE SUP	462	1,000	1,000	1,000	1,000	1,000
PRINTED FO	1,072	2,000	2,000	2,000	2,000	2,000
OPERATING	1,380	2,000	2,000	2,000	2,000	2,000
BOOKS & PU	45	300	300	300	300	300
GASOLINE &	25,403	32,240	32,240	32,240	31,000	31,000
OFFICE EQU	-	1,000	1,000	1,277	1,000	1,000
OTHER CAPI	14,998	15,000	15,000	15,000	20,000	20,000
<b>TOTAL ADMINISTRATION &amp; GEN</b>	<b>802,054</b>	<b>746,918</b>	<b>746,918</b>	<b>830,911</b>	<b>825,840</b>	<b>824,436</b>
44040060 CUSTOMER SERVICES						
-----						
CLASS FT	22,519	38,024	38,024	20,033	37,592	37,592
OVERTIME	1,368	1,200	1,200	1,236	1,200	1,200
FICA	1,821	2,909	2,909	1,627	2,970	2,970
RETIREMENT	2,716	4,354	4,354	2,295	4,932	4,932
HEALTH INS	4,418	10,705	10,705	1,842	3,924	5,424
DENTAL INS	272	955	955	71	1,022	1,022
LIFE INSUR	144	160	160	82	167	167
UNIFORM AL	350	350	350	-	350	350
CONTRACTUR	49,935	50,000	50,000	50,000	52,000	52,000
ASPHALT PR	34,999	35,000	35,000	35,000	35,000	35,000
<b>TOTAL CUSTOMER SERVICES</b>	<b>118,542</b>	<b>143,657</b>	<b>143,657</b>	<b>112,186</b>	<b>139,157</b>	<b>140,657</b>
44040070 GROUND WATER PROTECTION						
-----						
CONSULTANT	-	10,000	10,000	10,000	10,000	10,000
LEGAL SERV	1,100	8,000	8,000	8,000	8,000	8,000
SO R.I.CON	1,350	1,350	1,350	1,350	1,350	1,350
NARROWRIVE	2,700	2,700	2,700	2,700	2,700	2,700
WOODPAWCAT	-	250	250	250	250	250
CONT SVCS	4,454	8,000	8,000	9,000	9,000	9,000
ENGINEERIN	-	1,800	1,800	1,000	1,800	1,800
<b>TOTAL GROUND WATER PROTEC</b>	<b>9,604</b>	<b>32,100</b>	<b>32,100</b>	<b>32,300</b>	<b>33,100</b>	<b>33,100</b>
44040080 WATER FUND DEBT						
-----						
DEBT PRINC	-	770	770	1,000	136,712	136,712
DEBT INTER	9,680	105,984	105,984	105,984	128,455	128,455
<b>TOTAL WATER FUND DEBT</b>	<b>9,680</b>	<b>106,754</b>	<b>106,754</b>	<b>106,984</b>	<b>265,167</b>	<b>265,167</b>
44040090 CAPITAL OUTLAY						
-----						
VEHICULAR	50,000	35,000	35,000	35,000	30,000	30,000
A R B SYST	-	2,000	2,000	2,000	2,500	2,500
LEAD SOIL	944,226	-	-	-	-	-
CAPITAL	-	30,000	30,000	30,000	35,000	35,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>994,226</b>	<b>67,000</b>	<b>67,000</b>	<b>67,000</b>	<b>67,500</b>	<b>67,500</b>
44040091 INFRASTRUCTURE REPLACEMENT						
-----						
BUILDINGMA	23,000	25,000	25,000	25,000	25,000	25,000
HYDRANTS	3,715	2,500	2,500	2,500	3,500	3,500
PUMPINGEQU	22,616	20,000	20,000	20,000	25,000	25,000
CONST. MET	50,568	70,000	70,000	70,000	70,000	70,000
ELECTRICMT	-	2,000	2,000	2,000	2,000	2,000
WELL REHAB	45,732	40,000	40,000	40,000	40,000	40,000
TANK REHAB	-	3,500	3,500	3,500	3,500	3,500
<b>TOTAL INFRASTRUCTURE REPLA</b>	<b>145,631</b>	<b>163,000</b>	<b>163,000</b>	<b>163,000</b>	<b>169,000</b>	<b>169,000</b>
44040100 WASTEWATER						
-----						
ELECTRICIT	1,547	1,800	1,800	1,500	1,600	1,600
FLAT FEE	55,301	47,000	47,000	47,000	52,000	52,000
EQ REPAIR	5,253	8,000	8,000	8,000	6,000	6,000
CONT SERVC	5,547	6,000	6,000	6,000	6,000	6,000
WASTEWATER	507	1,000	1,000	385	2,688	2,688
<b>TOTAL WASTEWATER</b>	<b>68,155</b>	<b>63,800</b>	<b>63,800</b>	<b>62,885</b>	<b>68,288</b>	<b>68,288</b>
<b>TOTAL WATER FUND</b>	<b>3,507,586</b>	<b>2,913,204</b>	<b>2,913,204</b>	<b>2,898,459</b>	<b>3,107,742</b>	<b>3,104,179</b>

TOWN OF NORTH KINGSTOWN						
FULL-TIME EMPLOYEES						
FYE 2011 ACTUAL AS COMPARED TO FYE 2012 MANAGER						
FUNCTION NUMBER & DESCRIPTION	LAST YEAR	THIS YEAR	THIS YEAR	THIS YEAR	NEXT YEAR	THIS   NEXT YEAR   YEAR
	FYE 2009 ACTUAL	FYE 2010 ADOPTED	FYE 2010 REVISED	FYE 2011 ADOPTED	FYE 2012 MANAGER	FYE 2011   FYE 2012 REV VS. MGR # DIFFERENCE
0010201-TOWN MANAGER	1.90	1.90	1.90	1.90	1.90	0.00
001030-TOWN CLERK	7.00	6.00	6.00	5.00	4.50	4.50
<b>SUBTOTAL: GENERAL GOVERNMENT</b>	<b>8.90</b>	<b>7.90</b>	<b>7.90</b>	<b>6.90</b>	<b>6.40</b>	<b>-0.50</b>
0010501-FINANCE	8.00	5.60	5.60	5.60	6.00	0.40
00105050-INFORMATION TECHNOLOGY	1.80	2.80	2.80	2.80	2.80	0.00
0010601-TAX ASSESSMENT	3.60	2.00	3.00	3.00	2.60	-0.40
<b>SUBTOTAL: GENERAL SERVICES</b>	<b>13.40</b>	<b>10.40</b>	<b>11.40</b>	<b>11.40</b>	<b>11.40</b>	<b>0.00</b>
00108030-FIRE DEPARTMENT	81.00	77.00	77.00	76.00	76.00	0.00
00108040-00108120-POLICE DEPARTMENT	63.00	60.00	61.00	61.00	54.00	-7.00
<b>SUBTOTAL: PUBLIC SAFETY</b>	<b>144.00</b>	<b>137.00</b>	<b>138.00</b>	<b>137.00</b>	<b>130.00</b>	<b>-7.00</b>
001101-001107-PUBLIC WORKS	31.65	28.65	29.65	27.85	27.85	0.00
<b>SUBTOTAL: PUBLIC WORKS</b>	<b>31.65</b>	<b>28.65</b>	<b>29.65</b>	<b>27.85</b>	<b>27.85</b>	<b>0.00</b>
001090-PLANNING & DEVELOPMENT SVCS	3.20	3.70	3.70	3.70	3.70	0.00
001150-CODE ENFORCEMENT	3.00	3.00	3.00	3.00	3.00	0.00
<b>SUBTOTAL: PLANNING &amp; CODE ENFORCEMENT</b>	<b>6.20</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>0.00</b>
001130-SENIOR SERVICES	3.00	3.00	3.00	3.80	3.80	0.00
<b>SUBTOTAL: SENIOR SERVICES</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.80</b>	<b>3.80</b>	<b>0.00</b>
<b>GENERAL FUND: SUB-TOTAL</b>	<b>208.15</b>	<b>193.65</b>	<b>196.65</b>	<b>193.65</b>	<b>186.15</b>	<b>-7.50</b>
112-LIBRARY	14.00	14.00	14.00	14.00	14.00	0.00
130-MUNICIPAL	0.00	0.00	0.00	1.00	1.50	0.50
430-QUONSET/DAVISVILLE FUND	7.00	8.00	8.00	8.00	8.00	0.00
440-WATER DEPT	15.85	15.35	15.35	15.35	15.35	0.00
<b>OTHER FUNDS: SUB-TOTAL</b>	<b>36.85</b>	<b>37.35</b>	<b>37.35</b>	<b>38.35</b>	<b>38.85</b>	<b>0.50</b>
<b>T O T A L S - ALL FUNDS</b>	<b>245.00</b>	<b>231.00</b>	<b>234.00</b>	<b>232.00</b>	<b>225.00</b>	<b>-7.00</b>

**DEPARTMENT SUMMARIES**

## TOWN COUNCIL

Elizabeth S. Dolan, Town Council President  
 Michael S. Bestwick, Town Council Member  
 Charles E. Brennan, Town Council Member  
 Carol H. Hueston, Town Council Member  
 Charles H. Stamm, Town Council Member

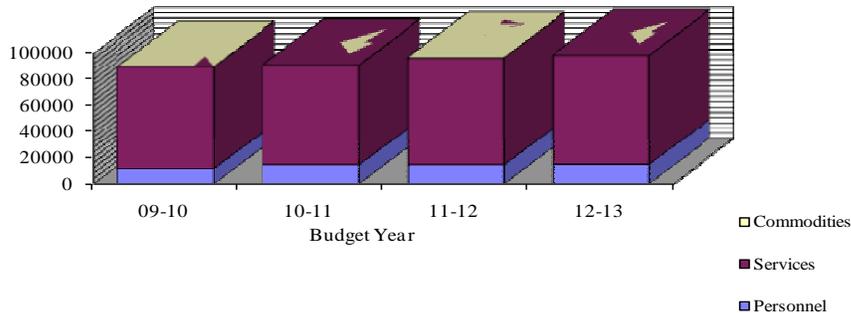
The Town Council consists of five (5) members elected at large to serve for a term of two (2) years. The Town Council holds regular, special and work session meetings on a regular basis. All meetings are open to the public, except as provided in the State Open Meetings law. Citizens are encouraged to attend Council meetings and are given an opportunity to be heard unless otherwise noted. (Citizens also have the option of viewing the meeting live on the Town's web site utilizing the Granicus streaming system.) 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 09/10</i>	<i>BUDGET 10/11</i>	<i>BUDGET 11/12</i>
Town Council President	1	1	1
Town Council Member	4	4	4
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>

<b>Town Council</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$11,626	\$11,626	\$14,460	\$14,480	\$20	0.14%	\$14,770
<b>Services</b>	\$78,141	\$62,240	\$76,575	\$82,155	\$5,580	7.29%	\$83,798
<b>Commodities</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>n/a</u>	<u>\$0</u>
<b>Total</b>	<b>\$89,767</b>	<b>\$73,866</b>	<b>\$91,035</b>	<b>\$96,635</b>	<b>\$5,600</b>	<b>6.15%</b>	<b>\$98,568</b>

TOWN COUNCIL  
Budget Trends



**ZERO BASED BUDGET  
TOWN COUNCIL**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00101010 510104 -	UNCLASSIFIED PART TIME	13,200.00
00101010 510109 -	SPECIAL EMPLOYEE	250.00
00101010 524001 -	FICA	1,0310.00
00101010 530501 -	DUES & MEMBERSHIPS	10,480.00
	Rhode Island League of Cities and Towns	
00101010 530607 -	AUDITING	21,675.00
	Includes \$19,955 for Audit; Includes \$500 for Financial Accounting Board Assessment; Includes \$500 for GFOA award assessment; Includes \$500 for GFOA budget award assessment	
00101010 531206 -	CONTINGENCY	100,000.00
	<b>TOTAL TOWN COUNCIL</b>	<b>146,635.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(50,000)</b>
	<b>FINAL BUDGET</b>	<b>96,635.00</b>

**TOWN MANAGER**

Michael Embury, Town Manager

**Mission Statement** - The Office of the Town Manager provides general administrative management and oversight of municipal operations and is dedicated to ensuring that town government operates in an effective, efficient and businesslike manner relating to the community with a customer service orientation. The Town Manager is appointed by the Town Council for an indefinite term and is chosen by the Council based solely on his/her executive and administrative qualifications and experience. To fulfill this primary function, the Town Manager provides the following functions:

- implement the policy direction of the Town Council and to ensure the Town is in compliance with the laws of the State of Rhode Island and the Town Charter
- insure that all personnel decisions are made in impartial, qualifications based manner
- direct and coordinate the activities and work programs of Town Departments
- advise the Town Council on municipal policy and programs affecting the community
- interact with federal and state agencies and other local governments and agencies
- conduct short and long-range financial planning including preparation of the annual operating budget and six-year capital improvement program
- perform special studies and issue analyses and evaluations as needed to promote informed decision making
- review and oversee the submission and administration of federal, state and municipal grants
- monitor proposed state legislation and represent local government interests
- is the lead public spokesperson for the Town and also serves as the Town’s Personnel Officer, Director of Public Safety and Director of Emergency Management.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Prepare and Finalize Budget	Fiscal	December 2010 - June 30 2011
Regular Operations Reports to Town Council	Vision	July – June
Implement Budget	Fiscal	July – June
Negotiate Union Contracts	Fiscal	July - June
Represent Town at State and National Activities	Vision	July - June
Implement and oversee program changes related to budget decisions	Fiscal	July - June

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Send Capital Improvement Program instructions to dept. heads; implement organizational changes resulting from budget adoption; determine additional program changes.
SECOND QUARTER (10/1/11 to 12/31/11)	Forward FY 2012 budget instructions to dept. heads; complete capital improvement program with Asset Management Commission, Finance Director and Director of Public Works; review and report on proposed legislation.
THIRD QUARTER (1/1/12 to 3/31/12)	Budget preparation; budget hearings; Community Development Block Grant application; Union Negotiations.
FOURTH QUARTER (4/1/12 to 6/30/12)	Budget adoption; Fiscal Year close-out; Union negotiations; FY 2012 budget implementation; consider FY 2013 budget scenarios.

**PERFORMANCE MEASURES**

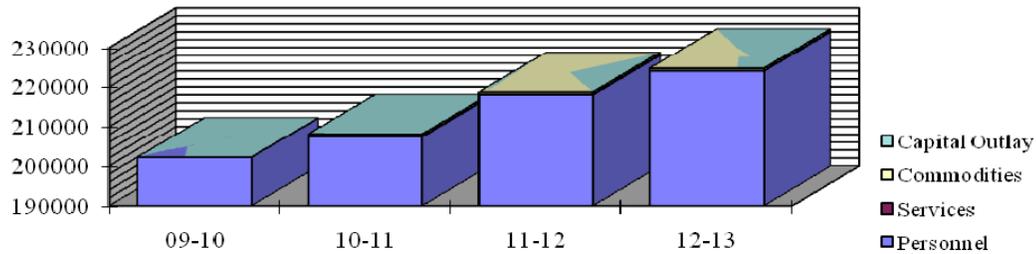
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2011/12</i>
Council Meetings	2	30	30	30
Council Packets	2	48	50	50
Union Negotiations	5	2	2	2
Positions Filled	3, 5	2	0	0
Bond Sales	4	0	0	2
Land Preservation Closings	6	2	2	1
League of Cities and Towns Board Meetings	8	14	14	14

**PERSONNEL LIST**

<i>POSITION TITLE</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Town Manager	1	1	1
Executive Secretary	.9	.9	.9
<b>TOTAL</b>	1.9	1.9	1.9

<b>Town Manager</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel Services</b>	\$202,185	\$208,469	\$207,387	\$218,001	\$10,614	5.12%	\$223,996
<b>Commodities</b>	\$0	\$180	\$180	\$200	\$20	n/a	\$204
<b>Capital Outlay</b>	\$0	\$529	\$500	\$500	\$0	n/a	\$510
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	<u>\$0</u>		<u>\$0</u>
<b>Total</b>	<b>\$202,185</b>	<b>\$209,178</b>	<b>\$208,067</b>	<b>\$218,701</b>	<b>\$10,634</b>	<b>5.11%</b>	<b>\$224,710</b>

TOWN MANAGER  
Budget Trends



**ZERO BASED BUDGET  
TOWN MANAGER**

<b>Account Number</b>	<b>Description</b>	<b>Proposed</b>
00102010 510103 -	UNCLASSIFIED FULL TIME	157,709.00
00102010 524001 -	FICA	12,065.00
00102010 524302 -	RETIREMENT	21,196.00
00102010 524304 -	HEALTH INSURANCE	17,404.00
00102010 524305 -	DENTAL INSURANCE	1,310.00
00102010 524306 -	LIFE INSURANCE	317.00
00102010 524308 -	MILEAGE ALLOWANCE	6,000.00
00102010 524403 -	ASSOCIATION DUES ICMA & RITMA	2,000.00
00102010 530103	POSTAGE	200.00
00102010 540101	OFFICE SUPPLIES	500.00
<b>TOTAL TOWN MANAGER</b>		<b>218,701.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(0.00)</b>
	<b>FINAL BUDGET</b>	<b>218,701.00</b>

**TOWN CLERK**

Jeannette Alyward, 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.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision Reference</b>	<b>Timeframe</b>
Digitalize land evidence maps	Fiscal	2011/2012
Build an offsite Vault for Records Storage	Fiscal	2011/2012
Complete mandatory codification of Town Ordinances	Calendar	2011/2012

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Business License Renewals; Maintain Vital Records; Prepare for digitization of land evidence recorded maps and surveys; Prepare Semi-annual Ordinance Supplement; advertise and docket Committee Appointment, conduct Probate Court sessions, conduct Special Election.
SECOND QUARTER (10/1/11 to 12/31/11)	Business License Renewals; Maintain Vital Records; Prepare Semi-annual Ordinance Supplement; advertise and docket Committee Appointments;, conduct Probate Court sessions, Prepare Budget Submission;
THIRD QUARTER (1/1/12 to 3/31/12)	Business License Renewals; Maintain Vital Records; Continue to work on Budget; Advertise and Docket committee Appointments, conduct Probate Court sessions; Conduct Presidential Preference
FOURTH QUARTER (4/1/12 to 6/30/12)	Business License Renewals; Maintain Vital Records; Advertise and Docket Committee Appointments; Dog License Renewals, conduct Probate Court sessions; Budget Hearings; prepare for Budget Referenda; Conduct Budget Referenda if necessary

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2011/12</i>	<i>PROJECTED 2011/12</i>
Town Council Meetings		40	26	26	26
Recordings		6395	7200	7200	7200
Licenses		2605	2700	2700	2700
Record Certify Vital Records		2125	2200	2200	2200
Yard Sales		250	250	250	250
Probate Cases		127	120	120	120
Probate Sessions		16	16	16	16
Municipal Court Session		37	38	37	38
Municipal Court Cases		3092	3600	3200	3200
Maps Recorded		25	35	35	35
Discharges Recorded		41	70	70	70
Ordinances Changes		14	20	20	20
Committee Appointments		80	100	100	100
License Transfers		4	20	20	20
Elections		1	2	2	2
Budget Referenda		0	1	1	1
Voter Registration		414	850	850	500
Zone Changes		4	4	6	4

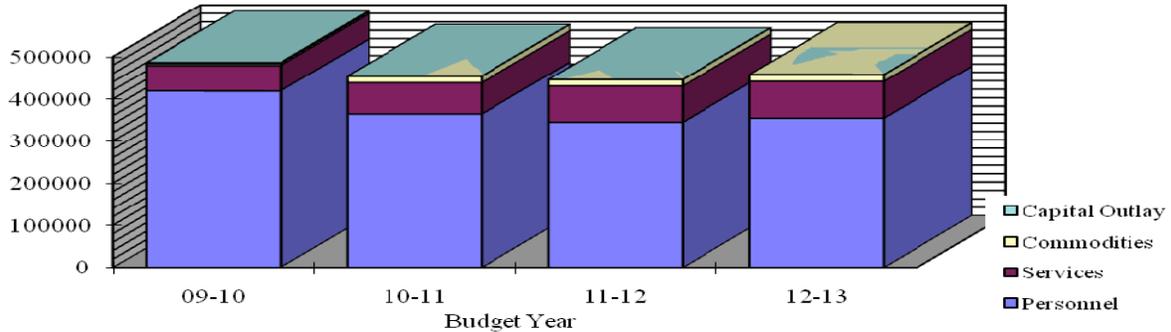
**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Town Clerk	1	1	1
Deputy Town Clerk	1	1	1
Clerk II	2	2	2
Clerk I	<u>2</u>	<u>2</u>	<u>2</u>
Total	6	6	6

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Clerical assistant	0	0	0
Town Sergeant	1	1	1
Total	1	1	1

<b>Town Clerk</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$418,629	\$353,787	\$364,174	\$344,740	(\$19,434)	-5.34%	\$354,220
<b>Services</b>	\$60,151	\$71,590	\$74,400	\$86,000	\$11,600	15.59%	\$87,720
<b>Commodities</b>	\$4,489	\$14,144	\$15,150	\$15,000	(\$150)	-0.99%	\$15,300
<b>Capital Outlay</b>	\$2,060	\$0	\$0	\$0	\$0		<u>\$0</u>
<b>Total</b>	<b>\$485,330</b>	<b>\$439,521</b>	<b>\$453,724</b>	<b>\$445,740</b>	<b>(\$7,984)</b>	<b>-1.76%</b>	<b>\$457,240</b>

TOWN CLERK  
Budget Trends



TOWN CLERK

Account Number	Description	Requested
00103010 510101 -	CLASSIFIED FULL TIME Clerk II – Recorder of Deeds Clerk II – Board of Canvassers Clerk I – Town Council Clerk Clerk I – Licensing Clerk	130,146.00
00103010 510102 -	CLASSIFIED PART TIME	-0-
00103010 510103 -	UNCLASSIFIED FULL TIME 60 % of Town Clerk salary 40% of Deputy Town Clerk	69,707.00
00103010 510104	UNCLASSIFIED PART TIME Town Sergeant attendance at 14 meetings @ \$50/mtg. Deliver various materials to\ Town Council and various State Agencies @ \$12.21 per hour. Election support duties for the Board of Canvassers for Special Election, Presidential Preference and Budget Referendum. \$300 each	6,000.00
00103010 510107 -	OVERTIME	2,000.00
00103010 510109 -	SPECIAL EMPLOYEE Salary for Video Technician - \$50 per meeting	3,000.00
00103010 524001 -	FICA	16,130.00
00103010 524302 -	RETIREMENT	26,860.00
00103010 524304 -	HEALTH INSURANCE	48,282.00
00103010 524305 -	DENTAL INSURANCE	4,138.00
00103010 524306 -	LIFE INSURANCE	752.00
00103010 524308 -	MILEAGE ALLOWANCE Mileage reimbursement for court etc.	25.00
00103010 524401 -	TUITION & FEES Courses to maintain Certified Municipal Clerk Certification	400.00
00103010 524403 -	ASSOCIATION DUES Dues for Town Clerk and Deputy Town Clerk RI Town Clerk's Association - \$50 each New England Association of City & Town Clerks - Clerk \$25. Deputy \$15, IIMC - Town Clerk \$125/Deputy \$91	390.00
00103010 524405 -	TRAVEL & EXPENSES Mileage for Town Sergeant to deliver various materials to the Council, pick up	3,000.00

**TOWN CLERK**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	supplies from vital records, various deliveries and pick ups from the Secretary of State's office, Elections and Board of Canvassers, posting of signs and voter lists at various locations. Mileage for Town Clerk/Deputy to attend various meeting	
00103010 530103	POSTAGE	2,000.00
00103010 530603 -	LEGAL SERVICES	3,000.00
	Salary for Probate Judge \$250.00/mo	
00103010 530605 -	RECORD MAINTENANCE RECORDING	42,000.00
	Recording and filming of land records, committee minutes, Council minutes, Honorable Discharges, Business Names, Recorded plats, etc. 12 months @ \$3,100 and fees for micro-film jackets and aperture cards.	
00103010 530609 -	RECORD MAINTENANCE-CODIFICATION	16,000.00
	Supplements to Town Ordinances printed twice a year and purchase of reprinted Zoning, Subdivision and Charter pamphlets and codification of Ordinances as required by Charter.	
00103010 530704 -	OTHER RENTALS	
	Rental fee for storage of microfilm at Iron Mountain NY	2,800.00
00103010 530801 -	LEGAL ADS	4,000.00
	Legal Ads in Standard Times and Providence Journal	
00103010 531003 -	COMMUNICATIONS MAINTENANCE	500.00
	Maintenance for sound and recording equipment at Town Hall and Senior Center	
00103010 531004 -	OFFICE EQUIPMENT MAINTENANCE	2,000.00
	Maintenance contracts for printer/reader and typewriters. Also repairs to existing equipment not under contracts.	
00103010 531206 -	CONTRACTUAL SERVICES NOT OTHER	3,900.00
	Stenography service for Town Council Meetings 10 @ \$300.00 per meeting and yearly maintenance fees for the Probate, Dog License and Committee Software of \$295.00	
00103010 540101 -	OFFICE SUPPLIES	2,500.00
	Office Supplies include; toner for 5 printers, paper and toner for microfilm machine, paper, ink for time/date and book and page stamps, misc. envelopes, folders, labels, etc	
00103010 540108 -	BOOKS & PUBLICATIONS	1,000.00
	RI General Law supplements, and RI Reporter	
00103010 550301	OFFICE EQUIPMENT AND FURNITURE	-0-
<b>TOTAL TOWN CLERK</b>		<b>390,530.00</b>
<b>TOWN MANAGER'S REDUCTIONS</b>		<b>(0.00)</b>
<b>TOTAL TOWN CLERK PROPOSED</b>		<b>390,530.00</b>

**BOARD OF CANVASSERS**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00103050 510107 -	OVERTIME	8,000.00
	Special Election:	
	Attendance at 5-8 Board Meetings	
	Attendance at 2 poll worker training	
	Saturday Voter registration (7 hours)	
	Mail Ballot Certification	
	Election day (10 hours)	
	Presidential Preference:	
	Attendance at 12-18 Board Meetings, Attendance at 2 poll working training	
	Saturday Voter registration (7 hours)	

**TOWN CLERK**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	Mail Ballot Certification	
	Election day (10 hours)	
	Budget Referendum	
	Attendance at 5 - Board Meetings, Attendance at 3 poll worker training	
	Referendum day (10 hours)	
00103050 510109 -	SPECIAL EMPLOYEE	30,000.00
	Special Election – 4 Polls	
	3-5 Board Members – attendance at 5-8 meetings @ \$25 each	
	3-5 Board Members – Election Day @ \$300 each	
	4 Moderators, 4 Clerks @ \$180 each	
	16 Supervisors @ \$170 each	
	Presidential Preference – 10 Polls	
	3-5 Board Members – Attendance at 12-18 meetings @ \$25 ea	
	3-5 Board Members – Election Day @ \$300 each	
	10 Moderators, 10 Clerks @ \$185 each	
	40 Supervisors @ \$170 each	
	Budget Referendum 4 polls	
	3-5 Board Members – attendance at 5-8 meetings @ \$25 each	
	3-5 Board Memebers – Referendum Day @ \$300 each	
	8 Moderators, 8 Clerks @ \$185 each	
	16 Supervisors @ \$170 each	
00103050 524001 -	FICA	2,410.00
00103050 530103	Postage	1,800.00
00103050 530701	Land and Buildings	500.00
	Rental of school buildings for classes conducted by Board of Elections	
00103050 530704 -	OTHER RENTALS	1,000.00
	Rental of voting machines for budget referenda	
	4 opti-scan \$400, delivery of machines @ 80.00 each	
00103050 530801 -	LEGAL ADS	5,000.00
	Legal ads to be published in the Standard Times, North-East Independent and Providence Journal.	
	Special Election - \$3,000 (includes insert into Villager)	
	Presidential Preference - \$1,000	
	Budget Referendum - \$1,000	
00103050 530805 -	REPORTS	1,500.00
	Notification/ mailing of WES Bond question and potential redistricting as a result of census	
00103050 540101 -	OFFICE SUPPLIES	2,000.00
	Paper for voter lists, poll books, envelopes, printer toner, misc. supplies for the 2 Elections and Budget Referendum	
00103050 540102 -	PRINTED FORMS	6,500.00
	Budget Referendum Opti-scan ballots and coding for 10,000 @ \$ .25	
	Ballot Applications 10,000 @ .07	
	Poll Book Labels for 3 elections @ \$1,100/election	
00103050 540311 -	FOOD	3,000.00
	Food for Poll Workers and BOC	
	Budget Referendum, General and Primary Election	
	210 workers @ \$15 each	
00103050 55301	OFFICE EQUIPMENT MAINTENANCE	
	<b>TOTAL BOARD OF CANVASSERS</b>	<b>62,210.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(7,000.00)</b>
	<b>FINAL BOARD OF CANVASSERS</b>	<b>55,210.00</b>

**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, Town Manager and all other officers, departments and agencies of the Town.

Currently the Council has appointed James Reilly as Town Solicitor (and his law firm Kelly, Kelleher, Reilly & Simpson) to represent the Town in all matters other than for labor relations and bond matters. 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 Town has appointed David Ferrara, Taft & McSally, as Bond Counsel to represent the Town for bond related matters. First Southwest has been appointed as the Town’s financial advisors.

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

<b>Town Solicitor</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Services</b>	\$291,124	\$408,233	\$251,400	\$253,800	\$2,400	0.95%	\$258,876
<b>Commodities</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>n/a</u>	<u>\$0</u>
<b>Total</b>	<b>\$291,124</b>	<b>\$408,233</b>	<b>\$251,400</b>	<b>\$253,800</b>	<b>\$2,400</b>	<b>0.95%</b>	<b>\$258,876</b>

**ZERO BASED BUDGET  
TOWN SOLICITOR**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00104010 531206	CONTRACTUAL SERVICES NOT OTHER Court reporter, appraisals, assessments	5,200.00
00104011 530603	LEGAL SERVICES – LABOR Local 1033 Contracts expire 2012 Grievances Arbitration, Employee issues	50,000.00
00104012 530603	LEGAL SERVICES - POLICE PROSECUTIONS	43,400.00
00104013 530603	LEGAL SERVICES - LAND USE MATT	45,000.00
00104014 530603	LEGAL SERVICES - TAX ASSESSMENT	5,900.00
00104015 530603	LEGAL SERVICES - TOWN COUNCIL	50,000.00
00104016 530603	LEGAL SERVICES - PENDING LITIGATION	45,000.00
00104017 530603	MISCELLANEOUS	7,300.00
00104018 530603	LEGAL SERVICES - BOND COUNSEL	2,000.00
<b>TOWN SOLICITOR</b>		<b>253,800.00</b>

## ***FINANCE***

Patricia A. Sunderland, Finance Director

**Mission Statement-** Provide clear, accurate, and timely financial information services and reporting within the organization and to the public. The timely delivery of this service is essential for proper and effective financial management of the Town. 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, 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 Finance Department continues to oversee the Purchasing function and provide assistance to other departments when required. However, the outlying departments have taken on some of their own purchasing responsibilities. The finance staff has cross-trained to learn the duties of the Purchasing Agent with respect to the procurement of materials, supplies and services required by the Town, and to 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.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Inform the public and provide the information requested in a timely, professional, and ethical manner to encourage involvement from the public to ensure confidence in the Town’s decision-making (Goal 1)	Government	Fiscal 2012
Maintaining compliance with RIGL 44-35-10, the law requires the Finance Director to monitor continuously the financial operations of the Town by tracking actual versus budgeted revenues and expenditures. All reports have been submitted on time (Goal 1)	Government	Quarterly
Continue to cross-train and restructure the workflow within the department due to the staff reductions which has substantiated the critical need for the development of an accounting manual (Goal 2)	Government/Vision	Fiscal 2012
Implement technological advancements to continue to provide our customers with efficiencies in services (Goal 3)	Government	Fiscal 2012
Improve collections of delinquent taxes on motor vehicles by utilizing our collection agency and will continue to hold any motor vehicle bills less than two years old in hopes of collecting the overdue taxes by holding an individual’s registration renewal until all delinquent taxes are paid (Goal 5)	Government	Quarterly
Continue to send our quarterly delinquency notices to tax payers (Goal 5)	Government	Quarterly
Investigate other options with our financial institution for our customers to pay their taxes electronically, avoiding unnecessary charges for fees such as automatic quarterly payments by ACH transfers from their bank (Goal 6)	Vision/Fiscal/ Government	Fiscal 2012
Continue digital video of Audit Committee meetings to the web for public access and publish other financial information to the web (Goal 7)	Vision/Government	Fiscal 2012
Preserve our recognition in achieving the Certificate of Achievement Award for our Comprehensive Annual Financial Report(CAFR) from the Government Finance Officers Association (Goal 8)	Vision/Fiscal/ Government	Fiscal/Qtr 4
Proactively issue bids for services to provide taxpayers with an honest process and ensure they are getting a high level of trustworthy/dependable services (Goal 9)	Fiscal	Fiscal 2012

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Encourage and foster trust among Town employees and the public (Goal 1); Development/creation of written financial procedure manuals and continue cross training staff (Goal 2); Quarterly Delinquent notices (Goal 5)
SECOND QUARTER (10/1/11 to 12/31/11)	CAFR recognition from GFOA (Goal 8); Implement technological advancements to continue to provide our customers with efficiencies (Goal 3 & 6); Quarterly Delinquent notices (Goal 5)
THIRD QUARTER (1/1/12 to 3/31/12)	Production of FY 2013 annual budget and capital improvements program with imaged documents published on the town’s web and continue to Assist the Audit Committee with their financial policy charge (Goal 7)
FOURTH QUARTER (4/1/11 to 6/30/11)	Collection of delinquent real estate taxes via tax sale (Goal 5); Prepare for tax 2012 billing (Goals 1, 4, 5)

**PERFORMANCE MEASURES**

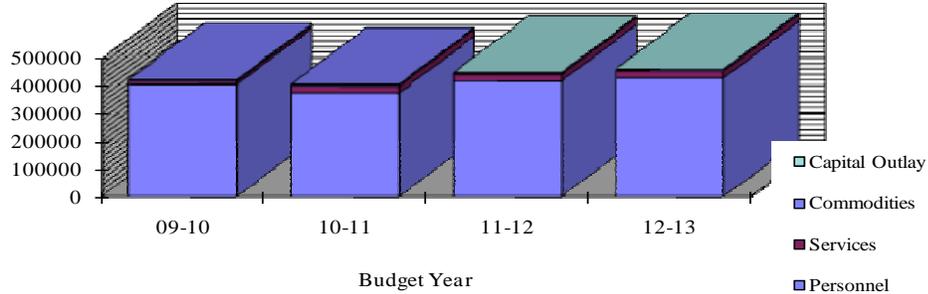
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Number of Bids	Goal 1,7, 9	20	15	15	17
State/Cooperative Bid Utilization	Goal 1,7, 9	15	30	27	30
Checks Processed	Goal 1,2	41,427	39,000	40,620	40,700
Bank Lock-box Transactions	Goal 1,2,5, 6	7,785	50,000	65,386	70,000
Credit Card Transaction	Goal 1,2,5, 6	1,072	0	1,300	1,150
Lien Certificates	Goal 5	1,124	1,500	13,770	14,000
Capital Assets Maint.	Goal 9	635	645	651	660
Funds Maintained	Goal 1, 2	162	170	163	165
Vehicle Renewals	Goal 4,5,6	17,015	17,500	17,000	17,500
Counter Transactions	Goal 1, 3	25,000	7,500	25,000	25,000
Tax Sale Parcels	Goal 4,5,6	186	200	170	200
Tangible Legal Collection Process	Goal 4,5	93	50	117	125

**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 10/11</i>
Finance Director	1	1	1
Controller	1	1	1
Accounts Receivable Manager 50% funded by Water Fund	.5	.5	.5
Clerk II – Payroll	1	1	1
Clerk I – Collections, Accounts Pay	2	2	2.4
Executive Secretary	.1	.1	.1
Total	5.6	5.6	6

<b>Finance Department</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$409,113	\$386,221	\$378,446	\$420,129	\$41,683	11.01%	\$431,683
<b>Services</b>	\$9,688	\$16,123	\$23,900	\$23,900	\$0	0.00%	\$24,378
<b>Commodities</b>	\$5,989	\$10,402	\$6,000	\$6,000	\$0	0.00%	\$6,120
<b>Capital Outlay</b>	<u>\$0</u>	<u>\$2,900</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a	
<b>Total</b>	<b>\$424,791</b>	<b>\$415,646</b>	<b>\$408,346</b>	<b>\$450,029</b>	<b>\$41,683</b>	<b>10.21%</b>	<b>\$462,181</b>

**FINANCE DEPARTMENT  
Budget Trends**



**ZERO BASED BUDGETING  
FINANCE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00105010 510101 -	CLASSIFIED FULL TIME	144,167.00
	2-Clerk I, 1-Clerk II and .5 A/R Manager	
00105010 510103 -	UNCLASSIFIED FULL TIME	148,622.00
	Finance Director, Controller, 10% of Exec. Sec	
00105010 510104	UNCLASSIFIED PART TIME	1,500.00
	Filing/Misc catch up work (New Year, End of Year)	
00105010 510107 -	OVERTIME- No overtime except for emergency situations	3,000.00
00105010 524001 -	FICA	22,745.00
00105010 524302 -	RETIREMENT	39,351.00
00105010 524304 -	HEALTH INSURANCE	55,225.00
00105010 524305 -	DENTAL INSURANCE	4,028.00
00105010 524306 -	LIFE INSURANCE	1,086.00
00105010 524403 -	ASSOCIATION DUES	405.00
	RIGFOA –Director & Controller \$100, National GFOA – Director \$255, GFOA workshops	
00105010 530103	POSTAGE	10,000.00
00105010 530606	FISCAL AGENT – Disclosure for bond issues – First SW	1,250.00
00105010 530804	OTHER ADS	5,000.00
	Advertising in Pro Jo for public bids, RFP's & RFQ's all advertising for bids on Town web site and direct mailings with specifications.	
00105010 531004 -	OFFICE EQUIPMENT MAINTENANCE	150.00
	Repairs to Typewriters, locksmith, validators	
00105010 531206	CONTRACTUAL SERVICES	7,500.00
	InSource Services for Tax Billings – Annual Billings + Supplies	
00105010 540101 -	OFFICE SUPPLIES	6,000.00
	Multi part forms \$1,325 Cash Receipts, Receiving Reports, Minor Office Equip \$150 - Calculators, chair mats etc, Envelopes \$400, Printer Toner \$1,000, Cash Register Supplies \$425, Central Supply \$900, Check stock, direct dep. forms, payroll checks & toner \$1,800	
00105010 540108 -	BOOKS & PUBLICATIONS	
	<b>TOTAL FINANCE</b>	<b>450,029.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	
	<b>FINAL PROPOSED BUDGET</b>	<b>450,029.00</b>

**INFORMATION TECHNOLOGY**

Jason Albuquerque, Director of Information Technology

**Mission Statement-** The Department Information Services (IS) consists of three (3) full time employees (Director of Information Technology, Network Administrator, and Technology Support Technician). This department provides technology and telecommunications services to all municipal departments at twenty (20) facilities including Assessors, Code Enforcement, Finance, Fire, North Kingstown Free Library, North Kingstown Golf Course, Police, Planning, Public Works, Recreation Town Clerk, Senior Center, Town Manager, and Water Departments as well as the School Administration Offices. These services include but are not limited to PC and peripheral installation, repair, maintenance, network infrastructure administration/development, database administration/development, administration and maintenance of Internet Protocol (IP) Telephony systems, and technical support/upgrades of all software applications. The IS Department is responsible for maintaining the Town’s network infrastructure which consists of twenty one (21) servers, thirty one (31) networking devices, two hundred and seventy five (275) workstations, five (5) fiber optic connected sites (Annex Building, Police, Fire, North Kingstown Free Library, and the North Kingstown School Administration offices), nine (9) Virtual Area Network (VAN) connections (North Kingstown Municipal Golf Course, two (2) remote Fire stations, Fire Department of Training, Wilson Park Facility, Water Pump Station, North Kingstown Transfer Station, DPW facility, and the North Kingstown Senior Center. This department is also responsible for maintaining and developing the Town’s web site, video archive (Town and School) and Geographic Information System (GIS). The Department Information Services has also become the Information Technology support entity for the neighboring town of Exeter as well, creating Rhode Island’s first inter-municipal regional technology support agreement. The Department Information Services supports Exeter’s nine (9) departments in three (3) facilities including Town Clerk, Finance, Tax Assessor, Tax Collector, Public Works, Animal Control, Town Sheriff, Planning and Building. Exeter’s Technology infrastructure consists of two (2) servers, fourteen (14) workstations, three (3) networking devices, ten (10) printers and three (3) CBI internet connections.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Continue to build and support a self service eTown portal to promote open government and online services	Vision, Government, Quality of Life	Continuing
Continual updates to the Geographic Information System to assist with town-wide objectives (GIS)	Economic Development	Continuing
Improvements and consolidation of services, records, hardware, software systems and data storage	Fiscal	Continuing
Support Police and Fire locations in delivering 24x7 365 Public Safety services	Fiscal	continuing
Continue to pioneer, promote and implement “Green” Data center technologies. Deploy technologies that decrease energy consumption and reduce the town’s carbon footprint.	Vision	Continuing
Support Tax Assessor with Tax Roll and Motor Vehicle bills	Fiscal	Continuing
Support Water Department with Water billings	Fiscal	Continuing
Support Town Finance and NKSD Business Office MUNIS applications	Fiscal	Continuing
Support Town and NKSD Whistle blower systems	Vision, Government, Quality of Life	Continuing
Continue to promote the Managed Service Provider (MSP) initiative for the Municipal Data Center to broaden the shared services model across Washington County and the State of RI	Vision, Government, Quality of Life	Continuing

**WORK PROGRAM**

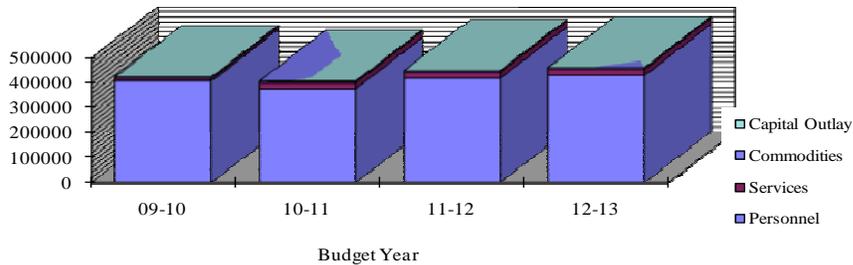
QUARTER	ACTIVITY
FIRST QUARTER (7/1/11 to 9/30/11)	Continue to build and support a self service eTown portal to promote open government and online services. Provide Technical Services to municipal, public safety and school district administration offices. Continue to promote the Managed Service Provider (MSP) initiative for the Municipal Data Center to broaden the shared services model across Washington County and the State of RI Continue to deploy technologies that decrease energy consumption and reduce the town's carbon footprint. Provide Technical Services to municipal, public safety and school district administration offices. Updates to the Geographic Information System to assist with town-wide objectives (GIS). Provide Technical Services to municipal, public safety and school district administration offices. Improvements and consolidation of services, records, hardware, software systems and data storage. Provide Technical Services to municipal, public safety and school district administration offices.
SECOND QUARTER (10/1/11 to 12/31/11)	
THIRD QUARTER (1/1/12 to 3/31/12)	
FOURTH QUARTER (4/1/12 to 6/30/12)	

**PERSONNEL LIST**

POSITION TITLE (Full Time)	ACTUAL 09/10	BUDGET 10/11	PROJECTED 11/12
MIS Director	1	1	1
Network Admin 20% funded by Planning	.8	.8	.8
Technology Support Technician	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>

Information Technology	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
<b>Personnel Services</b>	\$195,759	\$201,476	\$197,067	\$212,634	\$15,567	7.90%	\$218,481
<b>Commodities</b>	\$16,864	\$17,190	\$18,190	\$23,753	\$5,563	30.58%	\$24,228
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>	<u>\$57,800</u>	<u>\$18,000</u>	<u>\$18,000</u>	<u>\$15,000</u>	<u>(\$3,000)</u>	<u>-16.67%</u>	<u>\$18,000</u>
<b>Total</b>	<b>\$270,424</b>	<b>\$236,666</b>	<b>\$233,257</b>	<b>\$251,387</b>	<b>\$18,130</b>	<b>7.77%</b>	<b>\$260,709</b>

INFORMATION TECHNOLOGY  
Budget Trends



**ZERO BASED BUDGET  
INFORMATION TECHNOLOGY**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00105050 510103 -	UNCLASSIFIED FULL TIME 80% of MIS Director (Planning pays 20%) 80% of Network Administrator 100% Technology Support Technician	150,155.00
00105050 524001 -	FICA	11,487.00
00105050 524302 -	RETIREMENT	20,181.00
00105050 524304 -	HEALTH INSURANCE	28,183.00
00105050 524305 -	DENTAL INSURANCE	2,160.00
00105050 524306 -	LIFE INSURANCE	468.00
00105050 530105 -	DATA PROC - WATER, LIBRARY, Q/ Contribution from Enterprise Funds & Library for IS services	<110,056.00>
00105050 530704 -	OTHER EXPENSES 750 CELL, 675 ADT ALARM, 160 POWERTERM LIC	1,585.00
00105050 531004 -	OFFICE EQUIPMENT MAINTENANCE 1300 IBM SVR MAINT, 7060 SERVER MAINT, 3000 PRINTER MAINT 9320 ROUTER MAINT, 690 FIREWALL MAINT, 348 FORMAX SEALER FOR 3960 RINET INTERNET ACCESS, 3240 INTERENT CONTENT FILTERING, 29860 MUNIS SOFTWARE MAINT, 1860 MUNIS GUI MAINT, 6665 MUNIS 18000 WAN/LAN/GIS, 6000 GIS SOFTWARE MAINT, 1250 IBM OS SUPP 4900 VISION CAMA/GIS MAINT, 4579 SPAM FILTER MAINT, 3000 DATA/EMAIL ARCHIVING MAINT, 13800 GRANICUS VIDEO STREAM 5000 EGOV CRM SYSTEM, 5166 ONLINE PERMITTING SYSTEM 1400 WHISTEBLOWER SYSTEM	132,224.00
00105050 550301 -	OFFICE EQUIPMENT AND FURNITURE Replace PCs that fail - out of warranty (network wide)	15,000.00
	<b>INFORMATION TECHNOLOGY</b>	<b>251,387.00</b>
	<b>FINAL BUDGET</b>	<b>251,387.00</b>

**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 revaluations are completed per state laws and follow assessment practices and that all property is being assessed in a uniform manner. To continue to encourage owners of 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 for ownership and exemption changes, maintenance of tangible personal property returns, processing of applications for exemptions, processing of farm, forest, and open space applications, processing applications for the Assessment Board of Review, and handling telephone and in-person inquiries for tax information.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Process tax roll (Goal 1)	Fiscal	Continuing
Explain assessments and appeal process (Goal 2)	Fiscal	Continuing
Update field cards on the web (Goal 3)	Fiscal	Continuing
Encourage combination of sub-standard lots (Goal 4)	Environment	Continuing

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Prepare and distribute reports pertaining to the 2011 tax roll (Goal 1) Respond to taxpayer questions and appeals of the 2011 tax roll (Goal 2) Update field cards on web (Goal 3)
SECOND QUARTER (10/1/11 to 12/31/11)	Prepare and mail all forms for the 2012 tax roll (Goal 1 and 2) Review subdivision and survey information for end of year (Goal 1 and 4) Board of Review applications reviewed (Goal 2) Start Assessment Board of Review Meetings (Goal 1 and 2)
THIRD QUARTER (1/1/12 to 3/31/12)	Enter all permit data in the CAMA system for the 2012 tax roll (Goal 1) Process motor vehicle data for the 2012 tax roll (Goal 1) Update field cards on web (Goal 3) Continue with the Assessment Board of Review meetings (Goal 2)
FOURTH QUARTER (4/1/12 to 6/30/12)	Process tangible information for the 2012 tax roll (Goal 1) Finalize all real estate data, motor vehicle data, personal property data, exemption applications, and ownership information for the 2012 tax roll (Goal 1) Update field cards on the web (Goal 3)

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Parcels	1	11,403	11,600	11,600	11,700
Lots eliminated	4	26	100	25	50
Field Review Real Estate	1	1,450	1,500	1,500	1,500
Land Evidence Records	1	1,300	1,400	1,200	1,200
Assessor Hearings	2	200	200	100	100
Board of Appeals	2	15	300	29	50
Motor Vehicles Processed	1	33,991	38,000	34,500	35,500
Tangible Accounts	1	1,264	1,500	1,300	1,350
Exemptions	1	3,258	3,700	3,500	3,700
Death & Probate	1	270	300	250	300
Supplemental Bills	1	42	50	24	50

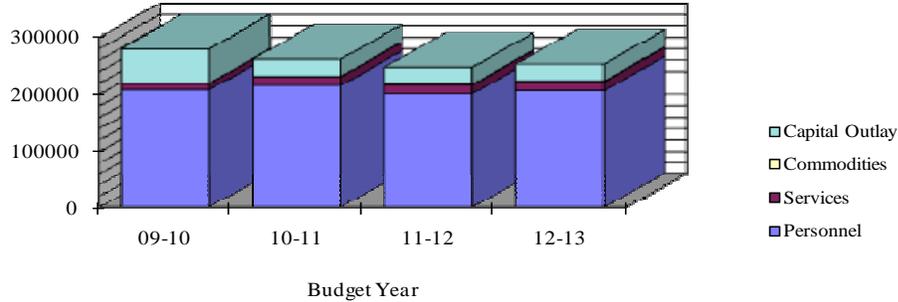
**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Tax Assessor	1	1	1
Clerk II	0	1	1
Clerk I	<u>1</u>	<u>1</u>	<u>3/5</u>
Total	2	3	2 3/5

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Field Lister/Appraiser	<u>1</u>	<u>1</u>	<u>1</u>
Total	1	1	1

<b>Tax Assessment</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel Services</b>	\$208,272	\$203,822	\$215,933	\$201,268	(\$14,665)	-6.79%	\$206,802.87
<b>Commodities</b>	\$10,852	\$14,800	\$14,950	\$15,300	\$350	2.34%	\$15,606.00
<b>Capital Outlay</b>	\$767	\$778	\$925	\$1,225	\$300	32.43%	\$1,249.50
<b>Capital</b>	<u>\$59,878</u>	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$0</u>		<u>\$30,000.00</u>
<b>Total</b>	<b>\$279,768</b>	<b>\$249,400</b>	<b>\$261,808</b>	<b>\$247,793</b>	<b>(\$14,015)</b>	<b>-5.35%</b>	<b>\$253,658</b>

TAX ASSESSOR  
Budget Trends



**ZERO BASED BUDGET  
ASSESSOR**

Account Number	Description	Requested
00106010 510101	CLASSIFIED FULL TIME	65,416
00106010 510103	UNCLASSIFIED FULL TIME	74,690
00106010 510104	UNCLASSIFIED PART TIME	13,000
	Field work for building permits and under construction parcels. Pricing of unpriced motor vehicles - large trucks & campers	
00106010 510107	OVERTIME	1,000
	Cover office at lunch & vacation (due to reduced clerical staff) & processing of motor vehicles and Tax Board of Review documentation	
00106010 524001	FICA	11,790
00106010 524302	RETIREMENT	18,830
00106010 524304	HEALTH INSURANCE	14,473
00106010 524305	DENTAL INSURANCE	1,335
00106010 524306	LIFE INSURANCE	434
00106010 524403	ASSOCIATION DUES	300
	One membership NRAAO \$35 One membership RIAAO \$35 One membership IA AO \$200 One membership MAIAAO \$30	
00106010 530103	POSTAGE	2,000
00106010 530605	RECORD MAINT	3,900
	Town's share of motor vehicle value commission budget. Web site hosting of field cards on Vision site	
00106010 530801	LEGAL ADS	100
	Elderly & disability exemption ads required by ordinance	
00106010 530805	REPORTS	800
	Tax roll binding. Motor vehicle work lists printed	
00106010 531004	OFFICE EQUIPMENT MAINTENANCE	800
	Fix printer & typewriter and copier maintenance	
00106010 531203	SUBSCRIPTIONS	700
	Marshall Swift Commercial Manual, NADA Motor Vehicle Pricing Guides, National Market Reports - Large Trucks, RI General Laws Section 7 Supplement, Dealers Cost Price Guide - American & Foreign Cars, Newspapers- Independent, Standard Used To Update Business Lists, Deaths, Real Estate Transactions	

**ZERO BASED BUDGET**

**ASSESSOR**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00106010 531206	CONTRACTUAL SERVICES NOT OTHER Have the businesses inspected by an independent company and create pricing tables - new businesses and those that do not report annually. If this is not done on an annual basis, would require a larger budget item every 3 years to cover revaluation of business accounts	7,000
00106010 540101	OFFICE SUPPLIES Toner Cartridges, Typewriter Ribbons, Correction Ribbons, Envelopes, Scotch Tape, Pens, Pencils, Labels	800
00106010 540102	PRINTED FORMS Print tangible forms - required to send forms to all businesses each December	425
00106010 550701	REVALUATION Prepare for 2012 revaluation which must be paid 100% by Town	30,000
	<b>TOTAL ASSESSOR</b>	<b>247,793.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	
	<b>FINAL PROPOSED BUDGET</b>	<b>247,793.00</b>

## 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 - Retirement 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 up to a maximum amount as designated in their contracts as well as to pay health insurance for retirees.

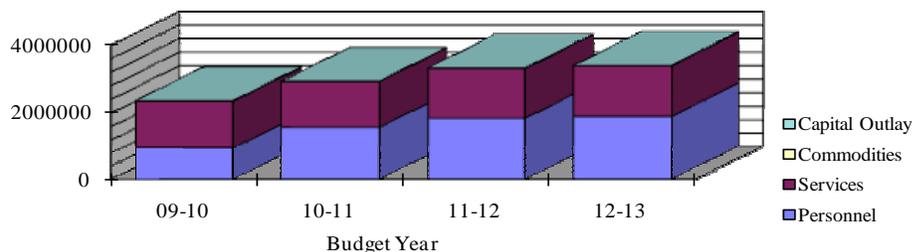
**General Operating - Insurance** The unemployment reimbursement and insurance costs of the Town are paid from this account. The unemployment reimbursement is paid for those employees who are laid off or terminated by the Town. The Town is required to reimburse the State of Rhode Island for those expenses. 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 R.I. Interlocal Risk Management Trust has been included as well with a partial offset coming from the Workers Compensation Reserve Fund which has been the process for the past few years.

**General Operating - Utilities** All costs for telephone, electricity, natural gas, heating fuel, water and street lighting for Town operations are allocated within this account. The maintenance for 154 hydrants at QDC is also incurred 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, however, this account has decreased due to budget constraints.

General Operating	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
Personnel	\$954,592	\$1,521,885	\$1,574,085	\$1,846,000	\$271,915	17.27%	\$1,896,765
Services	1,395,200	1,486,942	1,354,904	1,467,295	\$112,391	8.30%	\$1,496,641
Commodities	\$10,502	\$9,237	\$9,000	\$10,500	\$1,500	16.67%	\$10,710
Capital Outlay	\$0	\$0	\$0	\$0	\$0	0.00%	\$0
<b>Total</b>	<b>\$2,360,295</b>	<b>\$3,018,064</b>	<b>\$2,937,989</b>	<b>\$3,323,795</b>	<b>\$385,806</b>	<b>13.13%</b>	<b>\$3,404,116</b>

GENERAL OPERATING  
Budget Trends



The increase in the General Operating cost center reflects the funding for the Termination Reserve Fund to make payments to employees for their accumulated vacation and sick leave upon retirement and the contribution to the Health Insurance Reserve Fund to cover post employment benefits for retirees. The Town will be issuing an RFP for TRUST Services to comply with GASB 43 requirements and, as such, it is important to continue to fund the accrued liability as calculated by our actuarial study. The funding as proposed does not reflect the recommendations of the study, however, it attempts to continue to fund the obligations of the Town.

A review of our employees indicates that Twelve Police Officers, Twenty-five Firefighters, and Seventeen Municipal worker are eligible to retire during fiscal year 2012. The Retirement Allowance Reserve Fund has been exhausted due to the significant number of retirees in fiscal year 2010 and 2011. Therefore, additional retirements will be expensed by the appropriated General Fund's Operating Budget until the Special Revenue Fund can be built up for future payouts. In 2011, the Town Council authorized a \$50,000 appropriation to the Fund and the 2012 Budget Request is an additional \$50,000. At this time, we do not have a current cost estimate on those eligible for retirement, however, it can be estimated at \$30,000 per employee.

**ZERO BASED BUDGET  
GENERAL OPERATING**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00107010 510206	TERMINATION PAY - UPON RETIREMENT	50,000.00
00107010 510207	INSURANCE RESERVE	350,000.00
00107010 524304	HEALTH INSURANCE Includes 30K for new potential retirees	1,430,000.00
00107020 524303	UNEMPLOYMENT	10,000.00
00107020 530406	GENERAL INSURANCE Worker's Comp Premium Prop & Liabi Exces Liab Additional Exc Pollution, Bond, Comm Police Flood Insurance	454,500.00
00107030 530101	TELEPHONE 3 yr avg \$151,300 + 5%	162,750.00
00107030 530301	ELECTRICITY 3 yr avg \$155,000 + 5% inc + Sr Ctr increase (doubled)	195,000.00
00107030 530302	GAS	72,620.00
00107030 530303	FUEL OIL – 3 yr avg \$92,000 + 5% inc	96,500.00
00107030 530304	SEWAGE - \$115.16/mo - QDC	1,390.00
00107030 530306	WATER AND ISDS EXPENSES	19,600.00
00107030 530307	HYDRANTS Town's agreement w/QDC to keep the hydrants maintained. This cost is based on 154 of hydrants - \$6,790/mo	83,935.00
00107030 531201	STREET LIGHTING 2009 avg monthly - \$26,035, 2010 avg monthly - \$28,565, avg \$27,300 X 5% = \$28,665/mo	351,000.00
00107040 524404	CONFERENCES/MEETINGS & TRAVEL Conferences and Training Seminars Town Manager, Town Clerk, Finance, Assessor, Planning, and Senior Services. @\$2,000 ea Group Training, Meetings & Seminars \$2,000	6,000.00
00107040 530103	POSTAGE 3 yr. avg	30,500.00
00107040 530703	OFFICE EQUIPMENT Copier Town Wide Service And Overage \$8400 Printer Maintenance Manager \$800	7,500.00
00107040 530801	EMPLOYMENT ADS Advertising For Employment Account	3,000.00
00107040 530924	DAVISVILLE LIBRARY	9,000.00
00107040 530925	WILLETT LIBRARY	9,000.00
00107040 531001	MOTOR VEHICLE MAINTENANCE & EX	1,000.00

**ZERO BASED BUDGET  
GENERAL OPERATING**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00107040 531206	Repairs to Town vehicles assigned to Town Hall and Annex CONTRACTUAL SERVICES NOT OTHER	5,000.00
	Paying Agent Fees Est. \$3,000 Other misc services Town wide (i.e. Personnel research, flu shots, surveillance for work related, background IACP) misc contract services (Town wide) Chamber of Commerce funding of Tourist Center \$1750	
00107040 540101	OFFICE SUPPLIES	10,000.00
	Copy Paper and Supplies Town Stationery (letterhead/envelopes) Employment forms Central Supply Items for Manager's Office	
00107040 540108		
	<b>TOTAL GENERAL OPERATING</b>	<b>3,358,795.00</b>
	<b>TOTAL MANAGER'S REDUCTIONS</b>	<b>(35,000.00)</b>
	<b>TOTAL GENERAL OPERATING BUDGET</b>	<b>3,323,795.00</b>

**FIRE DEPARTMENT**

Fenwick G. Gardiner Jr., 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 approximately 27,000 residents of the Town. The Fire Department is comprised of four staffed fire stations. The Department staffs five Fire Engines, two Advanced Life Support(Transport Rescues), one Command Vehicle(Deputy Chief) and one Fire Alarm Operator. Seventy-two 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 27 motor vehicles, staffed by a Fire Mechanic and an Assistant Mechanic.

**2011/2012 DEPARTMENT GOALS**

Goal	Vision reference	Timeframe
Respond to all calls for service effectively and efficiently. (Goal 1)	Quality of Life Infrastructure	FY12
Continuation of the in service/on shift, training programs in Haz-Mat, Decon, Confined Space, Rope Rescue, RIT training, Marine Ops., IFSTA, EMS delivery and updates. (Goal 2)	Quality of Life Infrastructure	FY 12
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 12
Correct deficiencies identified in the Insurance Services Office (ISO) report. (Goal 4)	Quality of Life Fiscal / Infrastructure	FY 12
Continue with the State Wide Haz-Mat/Decon Team, training and response program. (Goal 5)	Quality of Life Environment Infrastructure	FY 12
Continuation of the Apparatus and Equipment Replacement Program. (Goal 6)	Infrastructure	FY 12-16
Maintain and improve Department programs, systems and equipment. (Goal 7)	Infrastructure	FY 12
Plan for a new Fire Station /Maintenance facility in the Quonset Point/Davisville Industrial Park. (Goal 8)	Infrastructure Economic Development	FY 12
Identify and implement many of the recommendations in the Matrix report (Goal 9)	Quality of Life Fiscal/Infrastructure	FY 12
Make improvements in programs of Public Education in North Kingstown school. ( Goal 10)	Quality of Life	FY 12
Continue ICS and NIMS Training (Goal 11)	Quality of Life	FY 12

**WORK PROGRAM**

QUARTER	ACTIVITY
FIRST QUARTER (7/1/11 to 9/30/11)	Planning (Goal 1,2,3,4,6,7,8,9,10,11), Implementation (Goal 1,2,4,5,7,9,10,11), Training (ICS, NIMS, IFSTA, Haz-Mat, Decon, Confined Space, Rope Rescue, RIT, Marine Ops. ) (Goal 1,2,4,5,9), EMS continuing education program (Goal 1,2,7), CAD data entry (Goal 1,2,7,9), School facilities inspections (Goal 1,2,4,9), 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 1,2,7,9), Quarterly hose change (Goal 1,7), District Inspections (Goal 1,2,4,9), Apparatus Preventive Maintenance and Testing program (Goal 2)
SECOND QUARTER (10/1/11 to 12/31/11)	Planning (Goal 1,2,3,4,6,7,8,9,10), Implementation (Goal 1,2,4,5,7,9,10), Training (IFSTA, Haz-Mat, Decon, Confined Space, Rope Rescue, Drafting Cisterns) (Goal 1,2,4,5,7,9), Annual hose testing (Goal 1,2,4,7), CAD data entry (Goal 1,3,7,9), Inspections and Pre Planning (Goal 1,3,4,9), Fire Prevention Education in the Schools (Goal 3,7,10), 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 & 3 (Goal 7), Apparatus Preventive Maintenance program (Goal 1,4,7,9), EMS continuing education program (Goal 1,2).
THIRD QUARTER (1/1/12 to 3/31/12)	Planning (Goal 1,2,3,4,6,7,8,9,10,11), Implementation (Goal 1,2,4,5,7,9,10,11), Training (ICS, NIMS, IFSTA, Haz-Mat, Decon, Confined Space, Rope Rescue, Ice Rescue Training, SCBA Testing) (Goal 1,2,4,5,7,9), EMS continuing education program (Goal 1,2), Quarterly hose change (Goal 1,4,7), CAD data entry (Goal 1,3,7,9), Inspection of Commercial Facilities (Goal 1,4,7), 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 1,4,7,10), Seasonal operation Marine 1 & 3 (Goal 1,2,7)
FOURTH QUARTER (4/1/12 to 6/30/12)	Planning (Goal 1,2,3,4,6,7,8,9,10), Implementation (Goal 1,2,4,5,7,9,10), Training (IFSTA, Haz-Mat, Decon, Confined Space, Rope Rescue, Marine Ops. (Goal 1,2,4,5,7,9), EMS continuing education program (Goal 1,2), District Inspections (Goal 1,2), Quarterly hose change (Goal 1,4,7), SCBA Bench Testing (Goal 1,4,7), CAD data entry (Goal 1,3,7,9), Inspection of places of assembly and Town License holders (Goal 3), Annual Ladder Testing (Goal 4,7), Quarterly fire alarm system testing (Goal 1,3,7), Fire Alarm System Maintenance (Goal 4,7), Radio System Maintenance (Goal 1,7), Radio Box Replacement program (Goal 1,3,7), Seasonal Operation Marine 1 & 3 (Goal 1,2,7), Apparatus Preventive Maintenance program (Goal 1,4,7,9), Fire Prevention Public Education in the Schools (Goal 3,7,10)

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Structure Fires	1,2	52	60	60	65
Brush Fires	1,2	36	40	40	44
Vehicle Fires	1,2,	11	30	30	35
Other Fires	1,2	29	40	40	45
System Malfunction	1,2,3	240	330	330	350
Malicious/Accidental	1,2,3	329	380	380	385
Hazardous Condition	1,2	161	200	200	210
Service/Good Intent	1,2	1198	1490	1490	1520

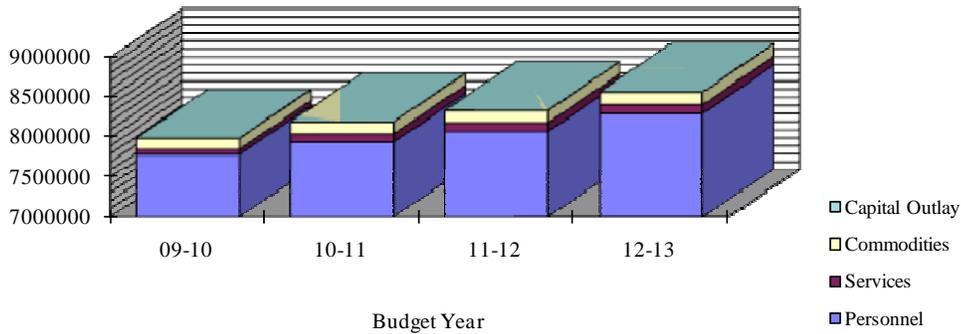
Other	1,2	303	370	370	375
Mutual Aid Given	1,2	71	100	100	105
Mutual Aid Received	1	210	75	75	72
Medical Calls	1,2	2474	2525	2525	2620
MVA	1,2	346	365	365	370
<b>Total Incidents</b>	<b>1,2</b>	<b>5179</b>	<b>6005</b>	<b>6005</b>	<b>6196</b>
Residential Inspections	3	404	415	415	420
Commercial Inspections	3,9	415	425	425	425
Plans Review	3	386	390	390	400
<b>Total Inspections</b>	<b>3,9</b>	<b>1205</b>	<b>1230</b>	<b>1230</b>	<b>1245</b>

**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Fire Chief	1	1	1
Deputy Fire Chief	4	4	4
Fire Captain	5	5	5
Rescue Captain	4	4	4
Fire Lieutenant	15	15	15
Rescue Lieutenant	4	4	4
Private/EMTC	40	39	39
Fire Inspector	1	1	1
Training Officer	0	0	0
Fire Mechanic	1	1	1
Assistant Mechanic	1	1	1
Secretary	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>77</b>	<b>76</b>	<b>76</b>

<b>Fire Department</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$7,797,692	\$8,284,345	\$7,948,906	\$8,081,774	\$132,868	1.67%	\$8,304,023
<b>Services</b>	\$60,710	\$99,432	\$100,110	\$105,960	\$5,850	5.84%	\$108,079
<b>Commodities</b>	\$136,662	\$148,232	\$148,750	\$152,350	\$3,600	2.42%	\$155,397
<b>Capital Outlay</b>	<u>\$1,418</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>n/a</u>	<u>\$0</u>
<b>Total</b>	<b>\$7,996,481</b>	<b>\$8,532,009</b>	<b>\$8,197,766</b>	<b>\$8,340,084</b>	<b>\$142,318</b>	<b>1.74%</b>	<b>\$8,567,499</b>

**FIRE DEPARTMENT  
Budget Trends**



**FIRE DEPARTMENT  
ZERO BASED BUDGET**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00108030 510101	CLASSIFIED FULL TIME	4,219,950.00
00108030 510103	UNCLASSIFIED FULL TIME	93,306.00
00108030 510106	This account pays out of rank pay per section 3.25(d) of the Union Contract. This account works in direct proportion with the overtime and callback accounts. History accounts for the amount.	24,975.00
00108030 510107	OVERTIME AND CALLBACK Combined Callback and Overtime wages per the Union Contract	988,860.00
00108030 510110	PAID TRAINING TIME This account pays the wages for part time training personnel for a new recruit class, IFSTA, Rope Rescue, Confined Space, Haz-Mat/Decon, 7,500 and EMTC recertification training, 7,500.	40,000.00
00108030 510111	COLLATERAL PAY This account pays for part time personnel who work in Fire Prevention, Line Work, Radio Repair, Radio Box disconnects and other part time employment who use to receive time and one half and now receive straight pay as per section 4.1 of the Union Contract.	30,000.00
00108030 510202	HOLIDAY PAY This account budget request is based on the contract with Local 1651 section 3.14	353,000.00
00108030 524001	FICA	440,880.00
00108030 524302	RETIREMENT	661,379.00
00108030 524304	HEALTH INSURANCE	1,222,847.00,
00108030 524305	DENTAL INSURANCE	70,672.00
00108030 524306	LIFE INSURANCE	15,352.00
00108030 524307	UNIFORM ALLOWANCE Section 3.9 of the Union Contract 76 members at \$1,150 each	86,250.00
00108030 524401	TUITION & FEES Section 3.23 of the Union Contract requires for Union members to be reimbursed for College Credits \$5,000 Continuation of project management training and Fire Apparatus Maintenance Certification Training as recommended by Matrix 5,000	10,000.00

00108030 524403	ASSOCIATION DUES Membership and association dues to: NFPA 150.00 X 3 (chief, fire Marshall, training) IAFC 200.00 (chief) Secretary of State (Notary) 80.00 IAAI 20.00 X 2 (Fire Marshall) FCOA 25.00 X 2 (D.C. Marshall) RIAFC 30.00 X 4 (Deputies) 75.00 (Chief) FCORI 25.00 x 2 (Fire Marshall, Deputy Chief) RIAFM 20.00 X 6 (Marshall, Chief, Assistants)	1,185.00
00108030 524406	TRAINING EQUIPMENT Instructional media-books-manuals 1,800, Study Materials Promotional Tests 1,700. EMT recert	4000.00
00108030 524408	TRAINING Updated Training for new dispatch center and other outside Training and associated equipment 4,500.00	4500.00
00108030 530101	TELEPHONE Cellular phone service for the department's cell phones 8,880.00 monthly charges, 500.00 repair/replacement costs	9380.00
00108030 530103	POSTAGE	1,500.00
00108030 530104	RADIO SYSTEM Physio Control service contract for life packs 6,500.00 radio repair technician expenses 2,500.00 purchases of replacement radios. 1,000.00	10,000.00
00108030 530106	ALARM SYSTEMS Material and equipment to maintain and repair the municipal fire alarm system as needed 500.	500.00
00108030 530305	SOLID WASTE Rubbish removal for Stations 1, 2, 3, 5, Repair Shop.and Training contract with DPW 5,460.00 medical waste and oil disposal 2,500.00	7960.00
00108030 530602	PERSONNEL Employee Assistance Program 1800.00 Annual TB Testing. 810.00	2610.00
00108030 530604	MEDICAL SERVICES This account will cover the costs of physical exams for new employees 8 @ 350.00	2800.00
00108030 531001	MOTOR VEHICLES MAINTENANCE & EQUIPMENT Maintenance and repair expenses associated with Fire Department vehicles. Service 7,500 commodities 30,000	45,000.00
00108030 531002	CONSTRUCTION & OPERATING EQUIP Costs for repairs to department appliances as needed 500.00	500.00
00108030 531003	COMMUNICATIONS MAINTENANCE All communications systems including intercoms, inter station telephones, alerting devices, sirens, etc. 1,000.00 sub-contracting of repairs 3,000.00 Purvis maintenance contract 3,500.00 wireless air cards 2,160, Electronic Permitting Service 2,000	11,660.00
00108030 531006	MAINTENANCE SAFETY EQUIPMENT Mandatory bench testing of all breathing apparatus. 5000.00 Annual testing of ground ladders, aerial. 1500.00 Annual testing of the bucket truck. 300.00 Test the air and air compressor for the SCBAs. 2000.00 Testing of CO2 air monitors 2000.00 Testing of Oxygen Bottles 1000.00 Testing of Fire Extinguishers 1000.00 Testing of Hurst Jaws 1500.00 Inspection of technical rescue gear 700.00	15,000.00
00108030 540101	OFFICE SUPPLIES Supplies for computers, server, printers, general office supplies 3,500	2500.00
00108030 540102	PRINTED FORMS Department record keeping requirements mandated by RI Dept. of Labor, RI Dept of Health, Fire Marshall's Office 800.00 Department forms and stationary 1200.00	1500.00
00108030 540105	MINOR OFFICE EQUIPMENT Small office equipment for administrative offices 1,000.	500.00

00108030 540108	BOOKS & PUBLICATION The Contract calls for outside promotional testing this will require the purchasing of new books and study materials for promotional examinations as well as the tests 4,500 Books and materials for the Fire Marshals programs 500.00	4750.00
00108030 540202	SAFETY EQUIPMENT Repair to firefighting protective equipment (coats, pants, helmets etc). 1100.00 repairs to SCBA equipment 2500.00 replacement of minor safety equipment 1000.00	4600.00
00108030 540203	BADGES & EMBLEMS Badges, collar pins and all insignias of rank 1,000.	1000.00
00108030 540205	PERSONAL EQUIPMENT - TOWN ISSUE Replacement of firefighting gear as per Union Contract 15,000.00	15,000.00
00108030 540309	FIRE SUPPRESSION CHEMICALS Firefighting foams, wetting agents and other extinguishing agents 2,000.00	2000.00
00108030 540312	RESCUE SUPPLIES Medicines 4,500.00 Supplies 18,000.00 Oxygen 3,000.00 Miscellaneous Expenses 2,500.00	29,000.00
00108030 540401	GASOLINE & DIESEL FUEL 20,000 Gallons diesel at 2.85 per gallon 4,500 Gallons gas at 2.60 per gallon	68,700.00
00108030 540402	LUBRICANTS Oil, grease and fluids for department vehicles 2,500.00.	2500.00
00108030 540403	TIRES Replacement tires for department vehicles 12 tires for Fire Engines 3,600.00, 8 tires for Rescues 1,200.00, Tires for cars and other tire repairs 1,200.00.	6300.00
00108030 540404	BATTERIES All batteries including. Vehicle, portable radios, lifepacks SCBA, confined space equipment and thermal imaging camera 6 batteries for Engines 900.00 8 batteries for Rescues 800.00 portable radio batteries 500.00 miscellaneous batteries 300.00	2500.00
00108030 540406	REPAIR PARTS Parts to repair department tools, and minor equipment 500.00	500.00
00108030 540501	BUILDING REPAIR MATERIALS Minor costs for building maintenance for all Fire Department buildings 4,000.00	4000.00
00108030 540509	JANITORIAL SUPPLIES Janitorial supplies for all stations and maintenance 5,000.00	5000.00
00108030 540701	HAND TOOLS Purchases of tools and equipment for department apparatus, fire nozzles, fittings, hand lights, other fire or rescue tools 2,000.00	2000.00
	<b>TOTAL FIRE</b>	<b>8,526,412.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(186,328.00)</b>
	<b>FINAL PROPOSED BUDGET</b>	<b>8,340,084.00</b>

**POLICE DEPARTMENT**

Thomas J. Mulligan, Acting 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 are free from the threat or fear of crime impacting their lives. Our goal is to accomplish this mission by employing contemporary methods and techniques, while remaining ever vigilant of the need to operate with the utmost regard for customer service.

**Department Description**

Forty-five sworn personnel currently staff the North Kingstown Police Department: the Chief of Police and forty-four officers of various ranks. The patrol ranks are divided into four squads of six patrol officers and two supervisors, consisting of a Sergeant and Lieutenant. The patrol officers work one of two 12-hour shifts, which start at 7AM to 7PM or 7PM to 7AM. Two squads are assigned to each shift, providing 24 hour 7 days a week of coverage to the Town of North Kingstown. One patrol officer is assigned as a School Resource Officer to the North Kingstown High School; another is assigned as a DARE Officer to the Town’s elementary school. Remaining police personnel are assigned to administrative positions or the Detective Division, consisting of 5 detectives including the Detective Lt. Commander. The prosecution office is staffed by a Detective Sergeant and a civilian secretary. Civilian support staff includes three full-time dispatchers, three part-time dispatchers (16 hrs wk), three secretaries, one clerk, one custodian and one mechanic. Animal Control and Harbormaster staff include: one Animal Warden, one assistant Animal Warden, a full-time Harbormaster and two part-time Assistant Harbormasters.

The Police Department operates from the police and fire headquarters building located at 8166 Post Road; the Animal Control Division operates from the Animal Shelter building located at 395 Hamilton Allenton Road. The Harbormaster maintains a patrol boat berthed at the Town Dock located at the end of Main Street with an office located at police headquarters. The Police Department maintains a fleet of twenty-four vehicles. Vehicle configuration consists of twelve marked patrol vehicles equipped with moving radar units, and mobile data terminals, as well as nine unmarked vehicles. Included in the vehicle assignments are two vans for use by Animal Control and a utility pick-up for Harbormaster, in addition to one patrol boat.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
G1. Respond effective and efficiently to calls for service.	Quality of Life Financial	Evaluate Quarterly
G2. Respond proactively to identify community public safety needs.	Quality of Life Org. Development	Evaluate Quarterly
G3. Maintain programs and services, including DARE, Bike Patrol, and Senior Citizen Advocate.	Quality of Life Org. Development	Evaluate Semi-Annually
G4. Emphasize employee development through critical evaluation, education, training and discipline.	Organizational Development	Evaluate Semi-Annually
G5. Maintain department equipment, systems and facilities.	Organizational Development	Continuous Evaluation
G6. Maintain and improve customer service initiatives.	Quality of Life Org. Development	Evaluate Quarterly
G7. Respond proactively to traffic enforcement needs and traffic management issues in the community.	Quality of Life Org. Development	Evaluate Semi-Annually
G8. Effective and efficiently investigate and prosecute all reported or known criminal offenses.	Organizational Development	Annually
G9. Offer Education programs to citizens that foster crime prevention awareness.	Org. Development	Evaluate Semi-Annually
G10. Effectively and efficiently plan and organize to meet the public needs of the various community events and do so in a manner which preserves the quality of life for the residents.	Quality of Life	Evaluate Quarterly

**WORK PROGRAM**

QUARTER	ACTIVITY
FIRST QUARTER (7/1/11 to 9/30/11)	<p>G1: Respond to calls for service. Assign directed patrols to identified areas of concern. Animal control service to community.</p> <p>G2: Proactive response to public safety needs. Review of bus stops in preparation for new school year. Patrol coastlines, harbor, mooring fields, and marinas, inspect mooring fields.</p> <p>G3: Preparation and organization of DARE and School Resource Officer for upcoming school year. Bike Patrol to identified and designated areas – generally densely populated housing developments or apartment complexes.</p> <p>G4: Employee development to include in-service training, RIMPA, Roger Williams University, Roll-call Training.</p> <p>G5: Preparation and review of bid specifications for any purchases – continuous review.</p> <p>G6: Review of customer services practices.</p> <p>G7: Assignment of traffic posts to designated areas of concern. Commercial Enforcement Unit deployment – Quonset / Davisville area (Route 403). Juvenile Hearing Board – review and maintain contacts for summer months, prepare for the new school year.</p> <p>G8: Investigation and prosecution of crimes. Review of open and or pending investigations. Municipal Court as directed and assigned.</p> <p>G9: Traffic Enforcement Programs – reviewed for deployment / GRANT – Funding status vs. TEAR. Review status of Citizens Police Academy.</p> <p>G10: Finalization of 4th of July, Wickford Art Festival – planning continued, Quonset Air Shoe – RI Air National Guard – planning and review finalized., Richard Smith’s Castle – review events, Road Races in community – 5k’s, Triathlons, bicycling events.</p>
SECOND QUARTER (10/1/11 to 12/31/11)	<p>G1: Response to calls for service. Assignment of directed patrols to identified areas of concern. Animal Control services to community. Prepare for the conclusion of Harbor Division season, winterization and storage of patrol boat and equipment.</p> <p>G2: Capital improvement plans and operating budget work and preparations for Police / Harbor / Animal. Business and Commercial districts: review patrol assignments for extra patrols – holiday season.</p> <p>G4: Personnel training ongoing – Police Department handgun recertification.</p> <p>G5: Department equipment, systems and facility, prepare specifications for the replacement of department vehicles. Mooring inspections – document and replace as needed.</p> <p>G6: Maintain customer service.</p> <p>G7: Traffic enforcement continues – special attention due to holiday season.</p> <p>G8: Investigation / Prosecution crime and criminal offenses continue.</p> <p>G10: Planning and Organizing community events – Festival of Lights, Tree lighting, Smith’s Castle – holiday patrols, pedestrian traffic (village).</p>
THIRD QUARTER (1/1/2012 to 3/31/2012)	<p>G1: Respond to calls for service. Animal control services to community.</p> <p>G2: Alcohol / Tobacco Compliance checks. Directed Patrols – weather dependent. Budget preparations continue – Police / Harbor / Animal Control.</p> <p>G3: DARE graduation, preparations for spring semester programs.</p> <p>G4: Breathalyzer certifications, in-service training continuous. RI Harbor Master certification course – HM and AHS.</p> <p>G5: Police vehicle specifications finalized. Maintenance and inspection of mooring equipment. Mooring permits issued, accounts reviewed, lists updated and rotated as necessary.</p> <p>G6: Maintain customer service. Annual review of civilian complaints, Internal Affairs, annual reports.</p>

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/12 to 6/30/12)	<p>G7: Traffic Enforcement – review of upcoming programs, Click-it or Ticket, TEAR (frequency of deployment).</p> <p>G8: Investigate and prosecute criminal activity as necessary. Municipal Court – calendar received for upcoming season.</p> <p>G10: Planning and organizing of community events – Wickford Art Festival (permitting begins), Wickford Regatta permitting (Town Beach), Air Show.</p> <p>G1: Response to calls for service. Assignment of directed patrols. Patrol Boat – cleaning, painting and launching of new season, billing of moorings continues.</p> <p>G2: IMC review of reports (continuous) Budget review continues in preparation of final budget.</p> <p>G3: Bike Patrol / Commercial Enforcement / Traffic Enforcement – Click-it or Ticket, TEAR – reviewed for deployment. DARE and SRO assist in closing out school year, review of potential summer programs vs. return to patrol ranks.</p> <p>G4: Employee Development and training – Employee evaluations, Firearms qualifications. Continuous review of available training provided through RIMPA / Roger Williams University.</p> <p>G5: Equipment and facility review for end of fiscal year. Budget review of account activity RADAR units receiving annual recalibration.</p> <p>G6: Review of customer service practices.</p> <p>G7: Traffic Enforcement – Click-it or Ticket, Seatbelt Safety, Blue Rip-Tide, TEAR, Bike Patrol, Commercial Enforcement – reviewed and deployed as much as possible.</p> <p>G8: Prosecution / Traffic Court / Municipal Court – enforcement continues, assigned as necessary.</p> <p>G9: Community watch programs – contacts re-established. Citizen Police Academy – reviewed for potential session.</p> <p>G10: Planning and organizing community events continue to be reviewed. Planning for late fall winter events begin to be received – reviewed as received.</p>

**PERFORMANCE MEASURES**

PRODUCTIVITY MEASURE	Goal	ACTUAL 2009/10	BUDGET 2010/11	PROJECTED 2010/11	PROJECTED 2011/12
<b>POLICE</b>					
Calls for Service	G1,2,8	29,791	32,000	30,884	31,000
Incident Reports	G1,2,8	2,897	3,000	2,950	3,100
Arrests	G1,2,7,8	849	875	900	925
Prosecutions	G1,2,7,8	4,554	5,230	5,230	5,230
Traffic Accidents	G1	1,091	1100	980	980
Citations	G1,2,7	4,554	5000	5,000	5,000
Miles Patrolled	G1,2,3,7	410,000	430,000	430,000	430,000
Education	G4	720	1,000	1,000	1,500
<b>ANIMAL CONTROL</b>					
Impounded	G1,2	109	200	150	150
PTS –Inj./Sick	G1,2	9	10	15	15
PTS-Euthanized	G1,2	4	5	5	5
DOA (Domestic)	G1	25	15	25	25
DOA (Wildlife)	G1	27	25	30	30
Calls for Service	G1,2	727	820	846	846

PRODUCTIVITY MEASURE	Goal	ACTUAL 2009/10	BUDGET 2010/11	PROJECTED 2010/11	PROJECTED 2011/12
<b>HARBOR</b>					
Moorings Billed	G10	761	761	761	761
Com. Dock Billed	G10	35	3510	35	35
Boat Patrol Hours	G1,2	720	800	800	800

PTS= Put to sleep

Info. Source = Animal Control (Police Department IMC / Animal Control record books).  
Harbormaster database and miscellaneous records.

Police Department – Information Management Corporation (IMC).

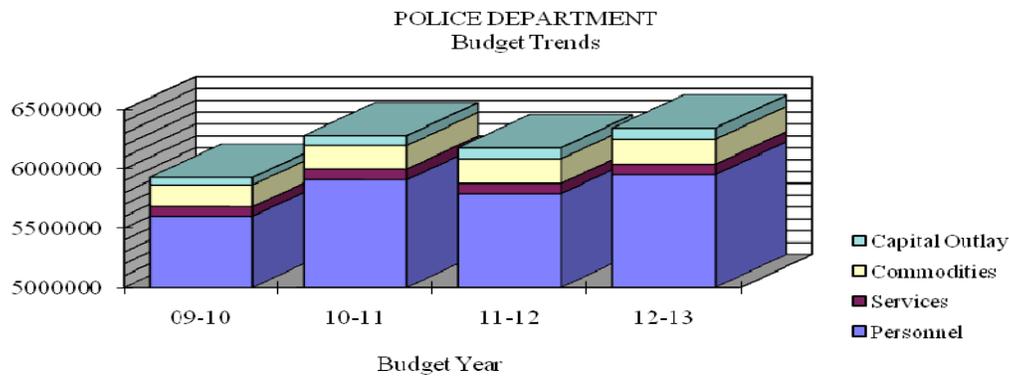
Prosecution – includes docket numbers (Court issued), citation numbers, (not included are Juvenile FC petitions, outstanding warrants).

### PERSONNEL LIST

POSITION TITLE (Full Time)	ACTUAL 09/10	BUDGET 10/11	BUDGET 11/12
Chief of Police	1	1	1
Secretary	2	3	3
Clerks-Record .Div @PG-14	2	1	1
Mechanic	1	1	1
Custodians	1	1	1
Training Officer-Sergeant	1	0	0
Training Officer-Patrol Officer	0	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	0
Detective Sergeant – Prosecutions	0	0	1
Computer Services / Comm. Sergeant	1	1	0
Computer Services / Comm. Officer	0	0	1
Detective Lieutenant	1	1	1
Detective - Juvenile Officer	1	1	1
Detective – Investigations	4	4	3
Lieutenants – Operations Div	3	3	4
Sergeants – Operations Div.	4	4	4
Patrol Officers	28	28	24
School Resource Officers	2	1	1
Dispatchers (Police)	1	1	0
Dispatchers (Municipal)	2	2	3
Animal Warden	1	1	1
Assistant Animal Warden	1	1	1
Harbormaster	1	1	1
Total	61	61	57

POSITION TITLE (Part Time)	ACTUAL 09/10	BUDGET 10/11	ADOPTED 11/12
Clerical Assistant/Part-time	0	0	0
Dispatchers (Municipal) part-time	3	3	3
Assistant Harbormaster	2	2	2
Total	5	5	5

Police	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10- 11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 12-13
<b>Personnel</b>	\$5,602,508	\$5,707,600	\$5,909,007	\$5,793,260	(\$115,747)	-1.96%	\$5,952,575
<b>Services</b>	\$78,856	\$89,023	\$90,807	\$85,046	(\$5,761)	-6.34%	\$86,747
<b>Commodities</b>	\$184,990	\$197,045	\$198,450	\$207,500	\$9,050	4.56%	\$211,650
<b>Capital Outlay</b>	<u>\$62,113</u>	<u>\$83,995</u>	<u>\$82,995</u>	<u>\$92,000</u>	<u>\$9,005</u>	<u>10.85%</u>	<u>\$93,840</u>
<b>Total</b>	<b>\$5,928,468</b>	<b>\$6,077,663</b>	<b>\$6,281,259</b>	<b>\$6,177,806</b>	<b>(\$103,453)</b>	<b>-1.65%</b>	<b>\$6,344,812</b>



**ZERO BASED BUDGET  
POLICE DEPARTMENT**

Account Number	Description	Requested
00108040 510101	CLASSIFIED FULL TIME Salary for two (2) department employees Animal Warden (1), Assistant Animal Warden (1)	84,900.
00108040 510107	OVERTIME Overtime wages for emergencies, callback for cleaning the building and feeding animals on holidays and while staff is on vacation, days off or sick leave. The department runs with two employees. The feeding and cleaning of the animals and building are a daily requirement resulting in the need for overtime.	5,500.
00108040 524001	FICA	6,916.
00108040 524302	RETIREMENT	11,411.
00108040 524304	HEALTH INSURANCE	18,542.
00108040 524305	DENTAL INSURANCE	1,343.
00108040 524306	LIFE INSURANCE	334.
00108040 524307	UNIFORM ALLOWANCE Uniform allowance for the Animal Warden and one Assistant Animal Wardens. Each employee receives \$350 per the CBA for a total of \$700.	700.
00108040 530103	POSTAGE	100.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	Postage for animal control correspondence. Animal control personnel have to send letters out periodically to people who have animals locked up or who may be involved in hearings for things such as a vicious dog.	
00108040 530203	VEHICLE REGISTRATION Registration of Animal Control vehicles.	11.
00108040 530305	SOLID WASTE Trash pickup at pound - bid contract negotiated within the Department of Public Works. The amount is determined by terms of the contract.	1,911.
00108040 530604	MEDICAL SERVICES Medical coverage for employee pre-exposure vaccinations not covered by Medical insurances. These vaccinations are primarily for rabies. The cost to have the series of shots for rabies for one employee is \$175 and a booster is approximately \$50.00	300.
00108040 531001	MOTOR VEHICLES MAINTENANCE & E Maintenance and repair for two (2) division vehicles. Both animal control vans are in excess of 90,000 miles. Account provides for the police department mechanic to have sufficient funds to keep the vehicles in good working condition and to pay for any necessary repairs during the year. This account would pay for any parts that need to be replaced such as batteries, generators, alternators, transmissions.	1,200.
00108040 531206	CONTRACTUAL SERVICES NOT OTHER Veterinary services for impounded animals. This account pays for veterinary care at the North Kingstown Animal Hospital. Amount decreased – due to continued support form Friends of the Pound. Due to some payments to NKAH provided by Friends of the Pound account expenditures may vary.	4,000.
00108040 540101	OFFICE SUPPLIES Office and computer supplies for the pound. These supplies are purchased at the beginning of the fiscal year from central supply. Additional supplies have been supplemented from Police Department.	100.
00108040 540204	UNIFORM REPLACEMENT Replacement of uniform items damaged on duty. Animal Control employees are handling animals on a daily basis, including clean-ups. Funds required for the replacement of uniforms damaged during course of duty, (CBA).	100.
00108040 540302	ANIMAL FOOD Funding for this account is utilized for cat litter, dog and cat food for impounded animals. Decreased by 500. – Food supply supplemented by donations.	3,000.
00108040 540401	GASOLINE & DIESEL FUEL Fuel for two (2) division vehicles, which in total travel approximately 25,000 miles per year. FY11 approximately 885 gallons. (Fuel 3.00)	2,500.
00108040 540403	TIRES Tires for two (2) division vehicles. Amount budgeted is based upon 100. cost for each tire. Tires are replaced as needed, to include snow tires.	600.
00108040 540509	JANITORIAL SUPPLIES Pound cleaning supplies and toilet paper and paper towel supplies. Cleaning supplies necessary for sanitary purposes with having to maintain a clean building and animal cages. (Central Supply)	1,000.
00108040 540801	COMMODITIES NOT OTHERWISE CLASS Rabies clinic expenses, specialized equipment, water bowls, miscellaneous items. Account may be used for unexpected costs related to shelter.	200.
	<b>TOTAL ANIMAL CONTROL DIVISION</b>	<b>144,668.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(123,639.00)</b>
	<b>FINAL PROPOSED ANIMAL CONTROL DIVISION</b>	<b>21,029.00</b>
00108060 510103	UNCLASSIFIED FULL TIME	52,082.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

Account Number	Description	Requested
00108060 510104	UNCLASSIFIED PART TIME	10,040.
00108060 510107	OVERTIME No funding requested.	0.
00108060 524001	FICA	3,926.
00108060 524302	RETIREMENT	7,000.
00108060 524304	HEALTH INSURANCE	5,284.
00108060 524305	DENTAL INSURANCE	321.
00108060 524306	LIFE INSURANCE	167.
00108060 530103	POSTAGE Harbor Division correspondence and billing. Harbor Division is expected to send out the following correspondence during FY12; Moring bills 800; Stickers 800; Commercial fishing notifications 100; monthly Harbor Management packages (7-10) at 20. per month; follow-up letter 200; Waiting list 200 pieces (some certified mail); various pieces mail, notices and correspondence 200 pieces.	700.
00108060 531003	COMMUNICATIONS MAINTENANCE Radio equipment maintenance and repair, cellular telephones. Cellular phone 60. x 12 months (720), balance for radio repair (as necessary).	810.
00108060 531005	BOATS & EQUIPMENT MAINTENANCE Maintenance and repair of division boat & equipment. Costs associated with maintenance schedule to insure longevity of equipment. For FY 12: Oil changes \$900, Motor Service \$800, Replacement costs \$600.	2,000.
00108060 531206	CONTRACTUAL SERVICES NOT OTHER Miscellaneous services from local boat yards including removal of abandoned boats, maintenance of five (5) transient moorings and seven (7) speed buoys. Annual training for Division staff including part-time employees. FY 12: Mooring / Speed buoy services 1,500. Fee includes annual removal, replacement and inspection of equipment related to each mooring and speed buoy by dive services – a two (2) person crew. Cover potential replacement of parts used to secure items to bay floor, in addition to resetting equipment / tackle that may have moved or shifted as a result of storms.	2,400.
00108060 540102	PRINTED FORMS Printing of mooring stickers, boarding forms, mooring inspection forms, violation notices and informational brochures. For FY 12: Printing Mooring stickers \$350 Other printing \$100.	450.
00108060 540204	UNIFORM REPLACEMENT Replacement and issue of uniforms for personnel (3) may include rain gear and related equipment. Uniform consists of “polo” type shirt.	300.
00108060 540401	GASOLINE & DIESEL FUEL Fuel and oil injection additive for patrol boat. Based upon history of account, patrol hours and anticipated fuel costs, (four months).	3,000.
00108060 540406	REPAIR PARTS This account pays for tools, dock repairs and life rings for a total for FY12 of \$300. No increase sought for this account.	300.
00108060 540407	PAINT & EMBLEMS This account is used to power wash and paint the patrol boat and replace markings prior to putting the boat back in the water. Lettering and numbering of speed buoys (as needed).	200.
00108060 540505	SIGNS & MARKERS To be reviewed at the end of FY 12 for replacement. No funding requested this fiscal year.	0.
00108060 540801	COMMODITIES NOT OTHERWISE CLASSIFIED Batteries, flashlight, hand tools and miscellaneous supplies needed such as rope. No funding FY12.	0.
00108060 550701	OTHER CAPITAL OUTLAY	0.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	No funding requested in this account. Replacement plan will include potential replacement of boat and boat motor (five year plan) in FY2013.	
	<b>TOTAL HARBORMASTER DIVISION</b>	<b>89,809.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(32,101.00)</b>
	<b>FINAL PROPOSED HARBORMASTER BUDGET</b>	<b>57,708.00</b>
00108120 510101	CLASSIFIED FULL TIME Salaries for all police department employees, excluding Chief of Police and part-time personnel.	3,213,176.
00108120 510102	CLASSIFIED PART TIME Wages for (3) part-time dispatcher positions, which were previously categorized as non-classified. Part-time dispatchers work (16) hours per week.	49,920.
00108120 510103	UNCLASSIFIED FULL TIME Salary for the Chief of Police	93,306.
00108120 510104	UNCLASSIFIED PART TIME Wages for part-time Community Service Officers. CSO's are civilian traffic officers who are normally paid by the companies who hire them for traffic safety. This account is used when a CSO is paid for a civic (Town) detail, such as fireworks.	1,500.
00108120 510107	OVERTIME This account pays overtime wages for all employees. The patrol division of the police department operates on 12 hour shifts, while detectives and administrative staff operator on 8 hours work days. The patrol division of the police department has a minimum manning requirement for each shift. The day shift (7AM to 7PM) is required to maintain a minimum of four patrol officers and one supervisor at all times. The night shift (7PM to 7AM) is required to have a minimum of five patrol officers until midnight, at which time manning may go to four patrol officers; at all times retaining a minimum of one supervisor. Anytime a vacancy is created (manning below the indicated level) an overtime position is created. This account is also used to cover overtime associated with training, back fill for training and schools, Bike Patrol, Truck Squad, Honor Guard (parades), traffic detail, security, election polls, TEAR. Deployment of police programs and or assignments will be dependent on the available OT funds.	305,252.
00108120 510201	COURT FEES When police officers are required to be present as witnesses in any of the following courts- Federal, Superior, District, Family or R.I. Traffic Tribunal they are paid overtime (Contractual 4 hour minimum) for their appearance unless they are already scheduled to work.	21,000.
00108120 510202	HOLIDAY PAY Holiday wages for police personnel per collective bargaining agreement.	239,056.
00108120 524001	FICA FICA Base: Holiday OT (FICA): Overtime (FICA)	300,125.
00108120 524302	RETIREMENT	703,753.
00108120 524304	HEALTH INSURANCE	656,230.
00108120 524305	DENTAL INSURANCE	40,645.
00108120 524306	LIFE INSURANCE	10,447.
00108120 524307	UNIFORM ALLOWANCE Contract required Uniform Allowance for 45 current police officers, Chief of Police, and 2 support staff (mechanic and custodian). Police \$1500. Other \$350.	68,200.
00108120 524401	TUITION & FEES Payment for tuition, books, supplies and fees for police officers enrolled in college law enforcement degree programs as provided for in RIGL 42-28.1 State mandate and collective bargaining agreement. Amount requested is based on estimates submitted by 8 officers indicating their intentions to continue their education, Undergraduate or Graduate studies. The total number of potential classes (Undergraduate / Graduate) is 32 at an estimated 1500. per class. The potential cost is 48,000; however only \$35,000 is budgeted based on historical date.	35,000.
00108120 524403	ASSOCIATION DUES	850.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00108120 524404	Professional association dues for Chief of Police, Training Officer, Firearms Instructors, Detectives (Fraud Investigator Assoc.), FBI National Academy. Historically this account has been in excess of 1000. – department has reduced fees to the following (continually being reviewed) – Police Chief (IACP-State) 200; Chief Assoc RI 100, Chief Assoc (Sec) 25; RAD (2) 100; RI Crime Lab (1) 15; Bike Patrol Instructor 50; NESPIN 100; IACP Net 200; FBINA 100. CONFERENCES/MEETINGS	0.
	Attendance at professional meetings and conferences by Chief of Police and other administrative staff. (Chief of Police Conference)	
00108120 524405	FY12 Expenses eliminated for this year. TRAVEL AND EXPENSES	1,000.
	Mileage reimbursement for court appearances, training and other necessary use of personal vehicles – EZ Pass, and parking fees. Mileage rate .485, Wakefield (Court) \$9., Providence (Court) \$12. – computed as a set rate for round trip.	
00108120 524408	TRAINING	9,500.
	Funding for in-service training for all department employees. The funding in this account pays for those administrative fees directly related to the various training institutions. May include boarding and meals, if required. Officers are trained as trainers and return to department to instruct fellow officers in a particular subject, such as handcuffing, weapons qualifications, EVOC – emergency vehicle operation course, tactical training. Costs in this account also reflect re-certification and maintenance in the specific areas of training – maintaining proficiency level.	
00108120 530103	POSTAGE	2,750.
	Postage fees for department correspondence, to include postage machine and maintenance. Includes all certified mailings related to criminal case, in addition to bad check complaints, alarm ordinance violation notices, attorney correspondence, Sex Offender community notifications. Account may also include items for Animal Control and Harbor Division.	
00108120 530203	VEHICLE REGISTRATION	25.
	The department pays \$5 to the registry for transfers and registration of department vehicles (trailers).	
00108120 530305	SOLID WASTE	6,000.
	Trash pickup at headquarters. The trash pickup is awarded via a bid contract handled by Public Works.	
00108120 530604	MEDICAL SERVICES	2,000.
	Annual physicals for dept employees, physical exams for department applicants and new hires. This account is also used to pay for any job related counseling or fitness for duty evaluations that may be necessary during the course of the year. This account also pays a yearly recurring fee of approximately \$100 for an officer who retired with a job related eye injury.	
00108120 530605	RECORD MAINT DATA PROCESSING	31,000.
	Repair and replacement of computer equipment, non-staff technical and or diagnostic support as needed. Computer supplies such as paper, printer cartridges, ribbons, service fees, licensing fees, and maintenance costs for Records Management System (IMC), mobile data message switch software. FY12 anticipated WB Mason – toner cartridges, repair kits 2,500; battery, Xerox maintenance contract 1,650, battery back-ups 1,500; IMC Maintenance contract 13,645, security cameras and computer replacement 3,500, hardware support (MDT's 13 and Laptops 4, to include printers, cables and connections) 7,500; RMS systems (retired) and licensing agreements 1,200.	
00108120 530704	OTHER RENTALS	3,000.
	This account is used to pay for a promotion exam for Sergeant, Lieutenant and Caption. Additional fees include stenographers, transcripts for Internal Affairs investigations. FY12 will include Sergeant and Lieutenant examination (McCann Associates). Test booklets 50 per candidates, fees associated with local question development, customized service fee 1,050.	
00108120 531002	CONSTRUCTION & OPERATING EQUIP	100.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00108120 531003	Maintenance and repairs for department equipment. COMMUNICATIONS MAINTENANCE	23,000.
	Maintenance and repair of radio system, to include two dispatch consoles, two (2) off-site receivers, approximately 65 police radios (portables and mobile units) to be maintained – to include battery, antenna, parts replacement and technical support 4,000 Account includes 11 cell phones – Detective / Command staff 7,200. CODE RED – 2500 – Emergency Notification System. ACCURINT, IKON Office Service contract 300; Verizon mobile air cards 750(12) – 9000,	
00108120 531004	OFFICE EQUIPMENT MAINTENANCE	750.
	Maintain Pitney Bowes automatic postage machine repair and upgrade \$300. Typewriter replacement (parts / maintenance) \$250, Detective Division equipment maintenance (breathalyzer, Livescan – fingerprints) 200.	
00108120 531206	CONTRACTUAL SERVICES NOT OTHER	9,000.
	Arbitration expenses, notary public renewals (80 per), Department of Health evidence processing fees, fingerprint processing fees (State Mandate). It is anticipated, based upon previous history that the Police Department will incur fees for fingerprints related to: childcare, nursery school employment, DCYF adoption and foster care, group home and residential care (Prospective Corp), home day-care agencies, RI Training School. This procedure, mandated by law, is at a cost of \$30 per fingerprint card (person) at no cost to the individual applicant. Approximately 300 persons will be processed at a cost of \$9,000.	
00108120 540101	OFFICE SUPPLIES	4,000.
	General office supplies and materials. WB Mason office supplies – file folders, CD discs, batteries, labels, hand sanitizers, manila envelopes, cassette tapes, evidence bags, binders, DYMO labels. Detective Division photograph supplies, batteries, CD, memory cards.	
00108120 540102	PRINTED FORMS	1,500.
	Printing of department envelopes, stationary, manuals, forms. Purchases include police department stationary, accident reports, walk in lobby complaints, no parking signs, and other forms. Printed forms also include training manuals for all personnel – as needed. Account is also used to fund ads for Level III Sex Offenders.	
00108120 540106	PRINTING & DUPLICATING SUPPLIES	1,000.
	Police Department photography supplies, video supplies and processing related to Prosecutions/ Detectives. Payment for transcribed video tape, recorded interviews of defendants, victims, witnesses involved in major cases. Account also utilized to duplicate above materials or like materials for legal defense council as part of criminal discovery process.	
00108120 540108	BOOKS & PUBLICATIONS	2,750.
	Annual Rhode Island General Law supplements, recent court decision, bulletins, physician's desk reference, and professional publications. Lexis Nexis \$1,700.; Providence Journal \$125.; SRT News / Independent \$60.; MYRON / Misc. \$400.; NKHS \$60.; New England Blue Book / LE Directory \$55.; Physicians Desk Ref / Drug manuals \$225.; Detective references and publications \$300. Some above materials replaced as need, not annually.	
00108120 540205	PERSONAL EQUIPMENT-TOWN ISSUE	10,000.
	This account is used for police academy uniforms, initial issue uniform and associated equipment for new hires, uniforms for community service officers, honor guard, bike patrol. Initial gear include uniforms (two summer / two winter) gear include: uniforms, jackets (winter and summer), ties, rain jacket, gun belts, shoes and hats, bullet proof vest, badges and name tag, handcuffs. It is anticipated that one new hire will be needed in FY 12 to cover potential retirements. Additional replacements to be held to minimum. Account also covers replacement of uniforms damaged in line of duty.	
00108120 540301	PRISONER FOOD	1,000.
	Food for prisoners being held at headquarters.	
00108120 540307	AMMUNITION	8,500.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	Ammunition and supplies for firearms training and qualifications as required by RIGL 11-47-17.1. This account is used to purchase all of the departments' ammunition for handguns, shotguns, patrol rifles and TASER. Each police officer is issued approximately 50 rounds of duty ammo, in addition to duty ammo being supplied within each police vehicle. Each police department is required to supply a new Police Academy Recruit with 2000 rounds. Police Department qualifications occur twice a year – 45 personnel, approximately 100 rounds each time. Costs: 40 cal Win Ammo (500 per case) \$132; 223 (Ball Ammo / 1000case) \$399; 40 cal Win Duty Ammo \$169; targets \$40 per case; shot gun slugs (50 per case) \$137.95; 223 (Duty Ammo) \$179.95; TASER cartridges 60 ct @ 18.97 for total \$1138.	
00108120 540310	MEDICINES & DRUGS	200.
	Emergency medical equipment, Gunshot wound kits (2), HIV protective equipment biohazard protection and cleanup – maintained within police vehicles. Equipment evaluated and checked for expiration, replaced as needed. (12 police vehicles at cost of \$20)	
00108120 540312	MEDICAL SUPPLIES	500.
	Biohazard materials and equipment from North Kingstown Central Supply – first aid kits for patrol vehicles (12), rubber gloves for prisoner handling and processing of crime scenes.	
00108120 540401	GASOLINE & DIESEL FUEL	115,000.
	Gasoline for departments' fleet of vehicles. Review of expenditures, cost of gallon estimated at 3.19 per gallon x 35, 900. FY08 gasoline usage of 40,763.93. FY09 gallon usage 38,480.03. FY10 YTD 35, 899.48, FY11 20, 163.92	
00108120 540402	LUBRICANTS	1,200.
	We purchase motor oil for our fleet of 23 vehicles. We order approximately 240 gallons of oil at \$5 per gallon, and other lubricants such as grease, anti-freeze and windshield washer fluid.	
00108120 540403	TIRES	9,000.
	Regular tires and snow tires for department fleet, disposal fees. Annual replacement of approximately 94 tires. The price is approximately \$100 per tire (pursuit rated tires).	
00108120 540406	REPAIR PARTS	34,000.
	Repair and replacement parts and glass for 23 police department vehicles. The marked fleet of police vehicles operate 24 hours a day and driven under emergency conditions in emergency response situations. Repairs include wiper blades, brake pads, rotors, starters, alternators, batteries, tie rod ends, steering shafts, rear axles, front cross frames, transmissions, engines, wheels (rims). Yearly vehicle replacement has been reduced to 3 vehicles, mileage at time of replacement approximately 120K. Account also covers repairs to other support equipment – two speed trailers, Harbor Master pickup, Detective UC vehicles (2).	
00108120 540505	SIGNS & MARKERS	1,650.
	Reflective marking tape and lettering for department vehicles. This will be a cost of \$550 for each vehicle. It is anticipated that three marked police vehicles will need such service.	
00108120 540508	ELECTRICAL SUPPLIES	0.
00108120 540509	JANITORIAL SUPPLIES	3,000.
	Cleaning supplies for headquarters and vehicles, paper towels and toilet tissue, cleaning of cell blankets, small maintenance repairs. The custodian is responsible for the cleanliness of the police station and police vehicles. This account is used to purchase the tools necessary for him/her to complete those tasks. Initial purchases made via Central Supply. Replacement / cleaning prisoner blankets – 600.	
00108120 540703	FIREARMS	2,000.
	Repairs and replacement as needed for department firearms and equipment. Account will also reflect repair and maintenance of department TASERS. TASER: \$814. per unit; duty cartridges \$998.50 case of 50.	
00108120 540801	COMMODITIES NOT OTHERWISE CLASS	1,350.

**ZERO BASED BUDGET  
POLICE DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	Evidence tags, evidence bags and containers and envelopes, fire extinguisher and recharges (facility and vehicles), and radar units recalibrated \$900. each year. Detective supply from SIRCHIE. Other expenses have included video equipment repairs, patrol cameras, facility needs and repairs.	
00108120 550301	OFFICE EQUIPMENT AND FURNITURE Replacement and repair of typewriters, shredders and misc office supplies.	2,000.
00108120 550401	VEHICULAR EQUIPMENT Three (3 ) patrol vehicles @ \$25,000 each	75,000.
00108120 550701	OTHER CAPITAL OUTLAY Replacement of 5 RADAR Units. Currently operating MPH Python Single Antenna RADAR units, purchased 1998.	15,000.
	<b>TOTAL POLICE</b>	<b>6,115,235.</b>
	<b>TOWN MANAGER'S ADJUSTMENTS</b>	<b>(16,166.00)</b>
	<b>FINAL PROPOSED BUDGET</b>	<b>6,099,069.00</b>

## ***PLANNING AND DEVELOPMENT***

Jonathan J. Reiner, 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 land use regulations and quality of life.

The Department of Planning and Development is the Town's primary center for short and long range planning. The Department's staff provides planning, administrative and technical support to the Town Council, Planning Commission, Zoning Board of Review, Historic District Commission, Community Development Program Advisory Committee, and Conservation Commission. In addition, the Department provides assistance to other Town boards such as the Harbor Management Commission, the Affordable Housing Task Force, and the Wickford Plan Committee. Staff support to these various boards and commissions typically includes providing staff reports, project summary's, project recommendations, drafting meeting agendas, meeting minutes, decisions, scheduling, and record keeping. The Department of Planning and Development has an important day-to-day role in providing information to the public concerning land use, zoning, flood hazard areas, demographics, open space and other Town regulations.

The Planning Department is responsible for reviewing land development plans and new commercial and residential subdivisions. During the past fiscal year the Planning Commission and Planning Department granted approvals for 172,750 square feet of commercial and industrial space, granted final approval for 16 market rate residential units and 146 affordable residential units. Seven administrative subdivisions have been approved. The master plan review of the state's first transfer of development rights project is underway, which will create 76 new residential apartments and 8,000 square feet of office space as well as having the potential to protect approximately 10 acres of land as permanently protected farmland. The first project utilizing both Post Road zoning and TDRs in a receiving area is also underway for a mixed use development proposed to contain 8,000 square feet of office/commercial space and 104 housing units. A 104-room Marriot Extend Stay is currently under construction at the Quonset Gateway with an opening set for April of 2011.

The Town and the QDC recently entered into a number of groundbreaking agreements this year. A Memorandum of Agreement was adopted to create a unified development process for all future development at the Business Park. This will allow for a more concise review process that will be completely together by the Town and QDC, greatly reducing the time for new development projects within the business park. A Municipal Services Agreement and a Sewer Services Agreement were also adopted. This unified development process was begun in September of 2010 and was completed in February of 2011. The State has also begun construction of the Wickford Junction commuter rail station. Wickford Junction is a commercial development of nearly 300,000 square feet and the commuter rail station is expected to be completed in March of 2012.

The Department of Planning and Development prepares the Town's application for the Community Development Block Grant Program and Certified Local Government (CLG) funds. North Kingstown received \$298,250 in Community Development Block Grant funds for use in FY 2010-2011. This funding is \$255,200 more than last year's award of \$43,050. The town recently received a \$5,085 CLG grant from Rhode Island Historic Preservation and Heritage Commission to engage Grow Smart Rhode Island to hold a training session for Historic District Commissioners from North Kingstown and surrounding communities. The Department prepares all applications for open space preservation, many recreation improvement projects, as well as other environmental preservation measures for the Town. During the past year, the town received a \$70,000 planning challenge grant from the Rhode Island Statewide Planning Program to further expand the Transfer of Development Rights program to redirect growth not only to the Post Road corridor, but towards the historic and emerging village centers in North Kingstown that are capable of future growth opportunities.

The Department is also serving as the fiscal agent for Grow Smart Rhode Island for an \$85,415 State Planning Challenge Grant, as well as a Planning Challenge Grant for the Washington County Regional Planning Council in the amount of \$51,000 to work on a county wide transfer of development rights assessment. The Planning Department has also completed an analysis of our current fee structure, and adopted a new fee schedule which reflects more of the cost of the Planning Department. The Planning Department is in the initial phases of updating the town's Hazard Mitigation Plan. The Planning Department has successfully secured a pre-disaster planning grant

of \$8,829 from the Rhode Island Emergency Management Agency (RIEMA) to update the Hazard Mitigation Plan, as required by RIEMA. The Department was also involved in serving on the steering committee for the agricultural partnership to develop a 5-year strategic plan for agriculture for the state. The Department is also involved in the development of wind energy siting guidelines for the state by serving on the wind energy siting advisory committee.

During FY10, FY 11, and continuing through FY 12, the Department is working with our consultants to complete a wastewater facility plan for the established sewer district for the Post Road Corridor. This plan is currently pending approval from the Rhode Island Department of Environmental Management. In November of 2009, the Town approved a \$10,000,000 bond for the first phase of the Post Road sewer project and in November of 2011 a \$9.2 million dollar bond referendum for the second phase of the Post Road south sewer project. These bonds will allow the Town to install sewers for the first two phases of the southern portion of Post Road. The Department has also been involved with improvements to Davisville neighborhood and is working to implement the Davisville Neighborhood Revitalization Plan. As part of the Davisville Revitalization the Department completed a watershed plan for improving groundwater and surface water quality in the Saw Mill Pond watershed. The Town was recently awarded a grant from the RIDEM and the US Environmental Protection Agency under their 319 nonpoint source pollution grant program for over \$200,000 to implement this watershed plan.

The Department is also responsible for monitoring the number of affordable housing units in the Town. As of March 12, 2010, there were 908 low and moderate-income housing units in North Kingstown, constituting 8.67 percent of the total housing units. There are 46 additional affordable housing units under construction as part of the Crossroads Rhode Island's Kingstown Crossing project. Also Belleville House, the site of the former St. Bernard's Church has just received final approval for 40 units of affordable senior housing. North Cove, a 38-unit affordable housing development is currently at the final approval stage.

The Department of Planning and Development, working in collaboration with the Town Manager's office, the Water Department and the Land Conservancy of North Kingstown are currently in negotiations to protect over 150 acres of land, including some key working farms and critical habitat throughout the Town through the purchase of development rights.

The Planning Department assists the Planning Commission and Town Council with the implementation of the North Kingstown Comprehensive Plan. The Town Council and Town Manager are also provided with direct staff assistance on selected matters related to land use. Over the past year, the Department has assisted the Planning Commission and Town Council to revise, update and create new regulations on a number of topics including wind energy systems, improved landscaping and buffering practices, agriculture, floodplains and transfer of development rights. The Department working with the Planning Commission updated the zoning, subdivision, historic district, and land development applications and provided better public access by adding those applications for electronic use through the North Kingstown website.

The Department has spent a considerable amount of time working with the Water Department on polices to decrease summer water use and to educate the public about the importance of water conservation. The Planning Department along with the Town Manager and Water Department are currently working with the State Department of Environmental Management and the State Water Resources Board to effectively plan for future development and growth that sustains our water resources into the future. The Department working with the Public Works Department, the Town Mangers office, and the Town Council were successful in passing stormwater regulations.

### **2011/2012 DEPARTMENT GOALS**

<b>Goals</b>	<b>Vision reference</b>	<b>Timeframe</b>
Goal 1. Administer and Update Town Regulations	Vision	July-June
Goal 2. Comprehensive Plan implementation including Affordable Housing, Wickford, Harbor Management Plan, Hazard Mitigation Plan, and Davisville Plans	Vision, Quality of Life, Environment, Economic Development	July-June
Goal 3. Farmland and Open Space Preservation	Vision, Economic Development	July-June
Goal 4. Post Road Corridor Plan Implementation	Vision, Environment,	July-June

Goal 5. Implement Sewer Plan	Economic Development Vision, Economic Development	July-June
Goal 6. Develop and Implement TDR/Village Plan	Vision, Quality of Life, Economic Development	July-June
Goal 7. Implement Saw Mill Pond Watershed Plan	Vision, Quality of Life, Environment	July-June

**WORK PROGRAM**

QUARTER	ACTIVITY
FIRST QUARTER (7/1/11 to 9/30/11)	Goal 1 –Review current regulations for updates; Goal 2 –Analyze and identify implementation goals for Comprehensive Plan 5-year update; Goal 2 – Continue to implement affordable housing strategies; develop Hazard Mitigation brochure; Calf Pasture Point trail improvements; Implement Saw Mill Pond preliminary study; Goal 3 – Finalize priority listing for open space preservation; Goal 4 – Continue public outreach and workshops for implementing Post Road Corridor Plan; Goal 5 - continue with facilities planning efforts for Post Road sewer infrastructure; Phase I sewers RFQ for construction services; Goal 6 – Continue public outreach and facilitate public workshops; Goal 7 – Design of infrastructure improvements; Rain garden training and implementation.
SECOND QUARTER (10/1/11 to 12/31/11)	Goal 1 - Ordinance review and redrafting; Goal 2 – Review and implement Hazard Mitigation Plan; Initiate CDBG process; Goal 3 – Farmland and open space development rights acquisition ongoing; Goal 4 – Prepare a business marketing brochure for the Town and target Post Road Corridor redevelopment; Goal 5 – Begin construction of Post Road south sewers, phase 1; design and permitting phase II sewers; Goal 6 – Continue public outreach and facilitate public workshops; Develop zoning and design standards for village areas; Goal 7 – Design and permitting of infrastructure improvements.
THIRD QUARTER (1/1/12 to 3/31/12)	Goal 1 - Consider the adoption of environmental and energy efficiency standards, such as the LEED program; Amend the Zoning Map so that it is consistent with all recommendations of the Land Use Element; Goal 2 – Implement Hazard Mitigation Plan; Complete CDBG and Revitalization Plan application; Prepare inventory of affordable housing, subsidized and non-subsidized; Goal 3 – Farmland and Open Space Preservation ongoing; Goal 4 – Identify target sites for redevelopment along Post Road; Produce planning and site design recommendations for the identified sites; Goal 5 - design and permitting phase II sewers; Goal 6 – Continue public outreach and facilitate public workshops; Public hearings for zoning and design standards for village areas; Goal 7 – RFQ for construction services.
FOURTH QUARTER (4/1/12 to 6/30/12)	Goal 1 – Hold public hearings on ordinance and regulation changes; Goal 2 – Continue implementation of Hazard Mitigation Plan; Review goals and implementation schedule of Comprehensive Plan with Planning Commission, select priority projects; Goal 3 – Farmland and Open Space Preservation ongoing; Goal 4 – RFQ for construction services for phase II sewers; Goal 5 – RFQ for phase II sewers; Goal 6 – Adoption of ordinance and regulations to implement recommendations of plans and public visions; Goal 7 – Begin construction of infrastructure to implement plan.

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Admin Subdivisions		5	4	7	7
<b>Minor Subdivisions/Land Development Projects</b>					
Pre-application		3	4	2	2
Preliminary		2	0	1	2
Final		2	2	2	2
<b>Major Subdivisions/Land Development Projects</b>					
Pre-application		3	3	1	2
Master Plan		1	1	2	2
Preliminary		0	3	2	2
Final		1	1	2	2
<b>Comprehensive Permits</b>					
Pre-application		2	1	0	1
Master Plan		1	1	1	1
Preliminary		2	1	1	1
Final Plan		0	1	3	1
<b>Transfer of Development Rights</b>					
Pre-application		0	1	0	1
Master Plan		0	1	1	2
Comprehensive Plan Amend		2	1	4	2
Zone amendments		16	3	12	10
<b>Development Plan Review</b>		8	10	10	10
Wind Energy Systems		2	0	3	0
ZBR variances		15	12	14	12
ZBR special use		11	10	14	12
ZBR appeals		1	3	4	2
Zoning Modification		1	0	0	1
Zoning certificate		24	10	12	12
Historic District Commission		33	30	18	20
<b>Meetings</b>					
Planning Commission		29	0	30	30
Zoning Board of Review		20	0	20	22
Historic District Commission		9	0	9	11
Conservation Commission		0	0	3	8

**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Director of Planning & Development	1	1	1
Principal Planner (Funded 50% by water)	1.5	1.5	1.5
Principal Planner (100% grant funded)	0	0	1
IT Director	.20	.20	.20
Clerk II	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL PLANNING</b>	<b>3.7</b>	<b>3.7</b>	<b>4.7</b>

**ZERO BASED BUDGET  
PLANNING DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00109010 510101 -	CLASSIFIED FULL TIME Secretarial Staff for the Planning Department and Boards and Commissions; Salary for Office Manager to process ass checks, bookkeeping assistance; consiituent services; prepares packets for mailing to various boards and commissions	\$37,448
00109010 510103 -	UNCLASSIFIED FULL TIME Salary for 1.5 principal planners and 1 planning director. Principal planners support the operations of the Planning Commission, the Zoning board of Review, the Historic District Commission, the Economic Development Advisory Board when needed, as well as applying for planning, recreation and open space grants as they become available.	\$189,703
00109010 524001 -	FICA	\$17,531
00109010 524302 -	RETIREMENT	\$30,529
00109010 524304 -	HEALTH INSURANCE	\$46,514
00109010 524305 -	DENTAL INSURANCE	\$3,430
00109010 524306 -	LIFE INSURANCE	\$618
00109010 524403 -	ASSOCIATION DUES Membership in NIDA at \$100 per Membership. Membership and professional certification in the American Planning Association for three professional members of the Planning Department staff. Dues are \$325 for two Principal Planners, \$425 for the Planning Director. Membership for Congress for New Urbanism for one planner \$225. Membership for ICMA for one planner at \$250.	\$1650
00109010 524404 -	CONFERENCES/MEETINGS To pay for the cost of professional development conferences. Approx. 10 conferences at \$40 per one day conferences equals \$400 total. \$1050 for three planners attending APA regional conference in Providence @\$350 per person for the multi-day conference	\$1,450
00109010 524405 -	TRAVEL & EXPENSES Mileage is estimate on 2.5 trips to Providence per employee per month at mileage rate of \$.51 per mile. 2.5*4*12*\$.51*44 (miles) = \$2692.80	\$2,693
00109010 530103 -	POSTAGE Postage for the Planning Commission, Zoning Board of Review, Conservation Commission, Historic District Commission and various other mailings.	\$2,100
00109010 530602	CONSULTING SERVICES The Town needs to update the survey for the Historic District in order to maintain our certified local government status for the historic district. This needs to occur every 10 years or else we lose our status. Estimates to	\$80,000

**ZERO BASED BUDGET  
PLANNING DEPARTMENT**

Account Number	Description	Requested
	complete this work have come in at \$20,000. Grant applications to fund a portion of this survey have been unsuccessful. The Town needs to rewrite the Comprehensive Community Plan. Estimates to complete this task between \$100,000-120,000. Statewide Planning now has a 50% matching grant for these plan rewrites.	
00109010 530801	LEGAL ADS	\$618
	Funds required for Comprehensive Plan public hearing updates as well as changes to the Subdivision Regulations and the Zoning Ordinance based upon an average publication rate. Ads for two months totaled \$102.96 multiplied by 6 months equals \$618. Additional advertising may be required for Transfer of Development Rights zoning and village study changes.	
00109010 530804 -	OTHER ADS	\$297
	Ads for items such as: other non-legal ads based last year's rates of the CDBG yearly ads at \$150 yearly flood insurance ads at \$132 and \$15	
00109010 530805 -	REPORTS	\$950
	20 copies of Comprehensive Plan @\$50 per copy. 10 copies of subdivision regulations at \$25 each. 10 copies of Zoning Ordinance @45 each.	
00109010 531004	OFFICE EQUIPMENT MAINTENANCE	\$5,188
	Building and permit tracking software, at \$3,488. Maintenance agreement for two ArcView software licenses at \$1000 and \$700 each.	
00109010 531203 -	SUBSCRIPTIONS	\$384
	Subscriptions including: North East Independent at \$25 per year, Providence Business News at \$89, New Urban News at \$85 per year, Providence Journal at \$126 per year, and Zoning Practice Reports \$75.	
00109010 540101 -	OFFICE SUPPLIES	\$3,440
	Additional memory for printer at \$700 and printer imagining unit for \$740. New computer and an oversized monitor for viewing digital maps.	
00109010 540108	BOOKS & PUBLICATIONS	\$150
	Purchase of new APA publications	
00109010 540311	FOOD	\$250
	To be used at public meetings for comprehensive plan rewrite	
00109010 550801	SPECIAL PROJECTS	\$7,500
	To be utilized for matching funds for a Planning Challenge grant.	
00109020 510107	OVERTIME	\$3,450
	Overtime for secretarial staff for Planning Commission based upon an overtime hourly rate of \$31 multiplied by an estimated 28 meetings, times 4 hours per meeting.	
00109020 524001 -	FICA for Planning Commission secretary	\$264
00109020 530801 -	LEGAL ADS	\$200
	Legal ads for Planning Commission public hearings Expected 2 legal ads at approximately \$25 each.	
00109020 540101 -	OFFICE SUPPLIES	\$97
	Paper and envelopes - \$65. Blank CD's for reports, 4 packages @ \$7.96 per package equals \$31.84.	
00109030 510107 -	OVERTIME	\$3,024
	Overtime for Zoning Board secretary at approximately \$32 per overtime hour for 3.5 hours per meeting for approx 27 meetings.	
00109030 524001 -	FICA for Zoning Board secretary	\$231

**ZERO BASED BUDGET  
PLANNING DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
00109030 531206 -	<b>CONTRACTUAL SERVICES NOT OTHER</b> Town will now begin requiring applicants to pay fees for Stenographer for zoning board meetings at \$300 per meeting Town will keep a reserve for 2 meetings in case of special meetings for the Town requirements.	\$600
00109030 540101 -	<b>OFFICE SUPPLIES</b> Office supplies including paper and envelopes.	\$80
00109040 510107 -	<b>OVERTIME</b> Secretary for Historic District commission at approximately \$30 per hour for 12 meetings per year, with approximately 5 hours needed for meeting attendance and preparation of meeting minutes	\$1,800
00109040 524001 -	FICA for Historic District Commission secretary	\$138
	<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>\$444,163.00</b>
	<b>TOWN MANAGER'S ADJUSTMENTS</b>	<b>(43,774.00)</b>
	<b>FINAL PROPOSED BUDGET</b>	<b>400,389.00</b>

## **PUBLIC WORKS**

Phil Bergeron, Director

**Mission Statement-** Maintain and improve town infrastructure, including Town roads, buildings, recreational 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 public services consolidation with schools and other communities. Improve and promote job safety and job ethics with all Department employees.

### **ADMINISTRATION**

This Division is made up of the Department Director, Facilities Project Engineer and a Public Works Program Coordinator. 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 and bridges), responding to resident's inquiries, street sweeping, snow plowing, tree trimming and brush cutting, catch basin cleaning, sign making, vector control, equipment and vehicle maintenance and other responsibilities which involve heavy and light equipment operations. This division is comprised of 15 employees. Highway mechanics also provide vehicle preventive maintenance for Water, Recreation, Senior Services and School Departments.

### **ENGINEERING**

This Division is headed by the Town Engineer and staffed by two engineering assistants. Responsibilities of this division include subdivision review, highway and drainage improvement design, flood zone determination, 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 Planning Department, Water Department and the DPW 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 managing the Town's Tree Ordinance by coordination with the Town's Tree Warden as well as tracking all removal and trimming of Town trees.

### **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. Staff employees from other DPW Divisions are also used during working hours and on Saturdays. The Public Works Department is in its twelfth 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 program resulted in a significant increase in the Town's recycling tonnage and a significant decrease in household tonnage sent to the State Central Landfill. As a result of this program, the Town of North Kingstown still maintains one of the highest landfill diversion rate (overall solid waste not placed in the Central Landfill) and recycling rates in the state (currently at 31%). The Town's Transfer Station is used by approximately 50% of Town residents. The Town continues to look into new recycling options and began an e-waste disposal program last year. The facility continues to accept household waste, leaves, brush, demolition material, white metals, used oil, cardboard, newspaper, magazines, books, tires, batteries, refrigeration units, propane tanks, mattresses and Christmas trees. With its "pay-as-you-throw" program, commodities are delivered to the Transfer Station and 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 tag covers operational costs associated with the collection, transportation and disposal of all material collected at this facility. The cost of disposing other household items such as wood waste, brush, scrap metal and bulky items is covered by a per pound scale charge. The Transfer Station continues to operate a compost facility that returns a considerable percentage of the final product back to the public. The curbside recycling collection program is a weekly pickup. Transfer Station operations successfully reduced its hours last year to three days, resulting in reduced staff and operational costs.

The Town continues to explore other curbside collection options such as bi-monthly pickup and fully automated pickup.

**FACILITIES AND GROUNDS**

This Division is responsible for the maintenance and improvements to all Town buildings, grounds, athletic facilities and parks. Seven full-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. Two of these employees provide custodial coverage for the Town Hall, Town Hall Annex, Senior Center and Community Center. This Division also employs college students during the summer that help with seasonal maintenance needs.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Solid Waste Operations and Landfill Closure (goal 1)	Infrastructure	2012-2015
Storm Water Program Implementation (goal 2)	Environment	On-Going
Road / Infrastructure Maintenance (LEAP-Fed. Program) (goal 3)	Infrastructure	2012
Dam Repairs and Emergency Action Plans (goal 4)	Infrastructure/Quality of Life	2012-2014
Sewer Construction Projects and Operations (goal 5)	Infrastructure/Environment	2012-2015
School Facilities Projects (goal 6)	Infrastructure/Quality of Life	2012-2015
Facilities, Grounds & Playfield Improvements (goal 7)	Infrastructure	2012-2014
Beach Campus Improvements (bandstand) (goal 8)	Quality of Life	2012
Town Mapping (FEMA, GIS, RIGIS) (goal 9)	Infrastructure/Quality of Life	2012
Land Development & Asset review and development (goal 10)	Infrastructure	On-Going

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Road paving with Federal Grant (RI LEAP) (goal 3); Upgrades to Town parks and facilities (goal 7); Road/Drainage maintenance (brush, trees, drainage) (goal 3); Landfill gas testing program (closure) (goal 1); Subdivision inspections and land development reviews (goal 10); School summer construction projects (goal 6); Asset Management & CIP development (goal 10); Sewer construction Phase I (goal 5); Calf Pasture improvements (goal 7); Beach campus projects (goal 8); Dam repair projects (goal 4)
SECOND QUARTER (10/1/11 to 12/31/11)	Continue with infrastructure projects (goal 1,4,5,6); Snow removal and winter operations (goal 3); School facilities improvement design (goal 6); Stormwater outfall inspections (goal 2); Begin design on school projects (goal 6); In-house drainage designs (goal 3 & 7); Town Engineering mapping updates (goal 9)
THIRD QUARTER (1/1/12 to 3/31/12)	Stormwater Permit Plan annual report (goal 2); On-going winter operations (goal 3); Begin park and ball field preparation (goal 7); Begin winter operations cleanup (goal 3); Continue with sewer projects (goal 5); Begin road and infrastructure construction projects (goal 3)
FOURTH QUARTER (4/1/12 to 6/30/12)	Road striping and pavement markings (goal 3); Continue winter operations cleanup (goal 3); Catch basin cleaning and repair (goal 2 & 3); Road sign replacement (goal 3); Roadside brush cutting (goal 3); School construction projects (goal 6); Road paving and surface treatment program (goal 3); Continue with landfill closure testing (goal 1);

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Town road miles	3, 9	159.6	159.6	154	154
Plowed miles	3	161.6	161.6	156	156
Paved miles	3	157.6	157.6	152	152
Miles resurfaced	3	0	2	0	3
Multi use parks	7	4	4	4	4
Playgrounds	7	6	6	6	6
Baseball/softball	7	16	16	16	16
Soccer	7	9	9	9	9
Facilities	7	40	40	40	40
Acres	7	492	492	492	492
Maintained					
Football	7	1	1	1	1
Basketball	7	9	9	9	9
Tennis	7	6	6	6	6
Roller Hockey	7	0	0	0	0

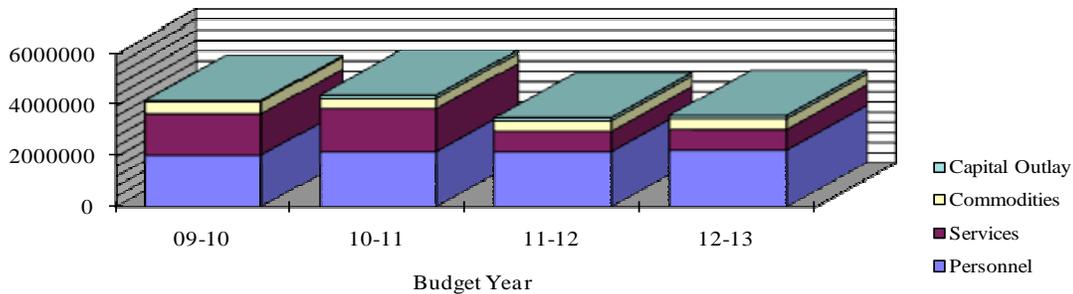
**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>BUDGET 11/12</i>
Director of Public Works	1	1	1
DPW office secretary	0	0	0
DPW Programs Coordinator	1	1	1
Facilities project manager	1	1	1
Highway superintendent	1	1	1
Highway secretary	1	0	0
Streets foreman	1	1	1
Labor foreman	1	1	1
Equipment maintenance foreman	1	1	1
Mechanic	2	1	1
Equipment Operator II A (Trailer)	3	3	2
Equipment Operator / Mason	1	1	1
Equipment Operator II B (High)	6	6	5
Heavy equipment operator	0	0	0
Equipment Operator I (High)	0	0	2
Town Engineer (35% Water)	.65	.65	.65
Engineer secretary	0	0	0
Engineering inspector	2	2	2
Clerk I (Transfer Station)	0	0	0
Facilities ground foreman	1	1	1
Equipment Operator / Carpenter	1	1	1
Facilities maintenance person	0	0	0
Equipment Operator II B (Fac)	3	3	2
Equipment Operator I (Fac)	0	0	1
Building custodian	<u>0</u>	<u>2</u>	<u>2</u>
<b>Total</b>	<b>27.65</b>	<b>27.65</b>	<b>27.65</b>

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>BUDGET 11/12</i>
Clerical (21 hrs/wk – High. & TS)	3	2	2
Building custodian (30 hours/wk)	0	0	0
Summer seasonal (40 hrs per wk)	<u>8</u>	<u>8</u>	<u>8</u>
<b>Total</b>	<b>11</b>	<b>11</b>	<b>10</b>

<b>Public Works</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$2,070,200	\$2,106,535	\$2,211,141	\$2,211,247	\$106	0.00%	\$2,272,056
<b>Services</b>	\$1,619,797	\$1,485,504	\$1,688,890	\$790,325	(\$898,565)	-53.20%	\$806,132
<b>Commodities</b>	\$475,857	\$521,622	\$397,550	\$419,575	\$22,025	5.54%	\$427,967
<b>Capital Outlay</b>	<u>\$43,613</u>	<u>\$57,575</u>	<u>\$125,000</u>	<u>\$125,000</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$127,500</u>
<b>Total</b>	<b>\$4,209,466</b>	<b>\$4,171,236</b>	<b>\$4,422,581</b>	<b>\$3,546,147</b>	<b>(\$876,434)</b>	<b>-19.82%</b>	<b>\$3,633,654</b>

PUBLIC WORKS DEPARTMENT  
Budget Trends



**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00110010 510103	UNCLASSIFIED FULL TIME	144,603.00
00110010 510107	OVERTIME	1,800.00
	Overtime for office secretary, including recycling, solid waste and earth day events. Additional OT funds needed to compensate for the loss of one and a half positions last year.	
00110010 524001	FICA	11,200.00
00110010 524302	RETIREMENT	16,557.00
00110010 524304	HEALTH INSURANCE	16,269.00
00110010 524305	DENTAL INSURANCE	1,507.00
00110010 524306	LIFE INSURANCE	321.00
00110010 524403	ASSOCIATION DUES	25.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00110010 524404	Civil Engineering, Public Works Association dues CONFERENCES/MEETINGS Public Works conferences and training, for all divisions. Funding will provide one seminar for the year for two employees. (Lorman Education Services)	150.00
00110010 524405	TRAVEL & EXPENSES Travel expenses for all Divisions, including AutoCAD, Arcview, Engineering and Public Works related programs and seminars. Parking and mileage reimbursement. Estimated for 5-6 events.	100.00
00110010 530501	LICENSE FEE Professional Engineering licensing fees for two engineers. \$250 licensing fee is good for two-year period. (Kim Wiegnd and Phil Bergeron)	250.00
00110010 530604	MEDICAL SERVICES Random CDL testing, inoculations for hepatitis and others, pre-employment physicals, misc. medical expenses. Account covers return-to-duty, pre-employment and other misc. drug & alcohol testing required for CDL.	400.00
00110010 530801	LEGAL ADS Legal Ads for all divisions, except Transfer Station. Includes legal and public information ads for road construction, recycling collections, snow plowing, Storm water Phase 2 notice requirements and public education. Covers 4-6 ads per year.	450.00
00110010 531206	CONTRACTUAL SERVICES NOT OTHER (Equipment service contracts, software service and upgrades. Printer and plotter service is approx. \$125 per year.	125.00
00110010 540101	OFFICE SUPPLIES (Office supplies for administration: DPW, office sec, Annual cost for fax cartridges, misc. office supplies is approximately \$200 per year.)	200.00
00110010 540106	PRINTING & DUPLICATING SUPPLIES Office printing and graphics from outside. Annual cost approximately \$150 per year.	150.00
00110010 540108	BOOKS & PUBLICATIONS Publications, code revisions, subscriptions, for all divisions. Construction publications from McGraw Hill and Reed Construction Data. Annual costs for publications for both engineering offices are approximately \$125 per year.)	125.00
<b>TOTAL PUBLIC WORKS ADMIN</b>		<b>194,232.00</b>
<b>00110020</b>	<b>HIGHWAY &amp; EQUIPMENT</b>	
00110020 510101	CLASSIFIED FULL TIME	701,773.00
00110020 510103	UNCLASSIFIED FULL TIME	64,964.00
00110020 510107	OVERTIME Highway Division overtime as required for snow plowing, festivals, emergency callouts, and construction projects. Average for previous three years is \$68,000. Average Weekend storm with Saturday callout costs approx. \$12,000. Average weekday storm with early 2AM callout costs approx. \$4,000. The majority of this line item is used for winter storms and is therefore dependent upon severity of the winter.)	45,000.00
00110020 524001	FICA	62,098.00
00110020 524302	RETIREMENT	87,791.00
00110020 524304	HEALTH INSURANCE	179,145.00
00110020 524305	DENTAL INSURANCE	15,619.00
00110020 524306	LIFE INSURANCE	2,566.00
00110020 524307	UNIFORM ALLOWANCE Uniform allowance, 15 at \$350 each	5,600.00
00110020 524403	ASSOCIATION DUES Rhode Island Public Works Association dues. Two members at \$25.	50.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00110020 530203	VEHICLE REGISTRATION Vehicle registration for all vehicles in Public Works, except Transfer Station. Annual cost for vehicle Registration renewal is \$250 per year.	250.00
00110020 530504	LICENSE FEES Operating license renewals, CDL, Hoisting Engineer, tractor-trailer. \$30 annual renewal fee for Highway Hoisting Engineers totaling \$540. \$200 annually for CDL renewals; \$125 for both licenses with new employees.	575.00
00110020 530704	OTHER RENTALS Construction equipment rental as needed, including large chipper, screener, welding tanks, cylinders and milling machine, brush cutter and road excavator. Large equipment such as excavators are needed on Town projects to supplement project efforts and Town equipment. Budget provides for 2 or 3 one week rentals.	3,000.00
00110020 531001	MOTOR VEHICLES MAINTENANCE & E Outside repair or maintenance of town vehicles, equip; body work, fire extinguishers, glass, inspection stickers, and seating and other specialty vehicle repairs. \$14,000 is avg. spent over last three fiscal years. The cost for specialty repairs is increasing as an average age of most of our equipment increases.)	7,500.00
00110020 531002	CONSTRUCTION & OPERATING EQUIP Specialized construction equipment; Pole pruners, chainsaws, roller, infrared heater, rakes, shovels, tools. Replacement for broken equipment. Anticipate replacement of concrete & asphalt cutting blades is \$1,500 chain saws, rakes and hand equipment is \$1500.)	3,000.00
00110020 531003	COMMUNICATIONS MAINTENANCE Radio maintenance for all Divisions; mobile truck unit replacement and portable unit replacement needed for snow operations. Annual servicing cost of radios has averaged about \$3,000 per year. New wide band regulation changes will require adjustments to all radios. One replacement radio is approximately \$350.)	3,000.00
00110020 531107	HIGHWAYS & DRAINS MAINTENANCE Repair and maintenance of drainage systems, materials for highway projects; precast, frames and blocks for catch basins and manholes; bagged cement and concrete delivered; Contract work for misc. road and drainage projects. This is also the item first used to help fund winter snow removal budget deficit when necessary.	25,000.00
00110020 531111	OVERLAYING SERVICES Collector road program completed in 2001; Paving of secondary and subdivision roads began in 2002. An independent pavement management survey, completed in 2003, has established a road priority list. \$500,000 annual road paving budget needed to maintain a (15/20)-year life cycle maintenance program. This line item was over \$350,000 several years ago. There are still many roads rated as "poor". \$100,000 will complete approximately 2 miles of secondary road paving.	100,000.00
00110020 531202	SNOW PLOWING Funds for contract snow removal and sanding services, contractors hired to supplement Town forces. Six-inch storm requires an average of 12 hours of contractor support at a cost of \$7,000. Average overnight support for sanding and plowing costs \$2,000. The 10" storm of February 2006 required 16 hours of contractor time at a cost of over \$12,000.	25,000.00
00110020 531206	CONTRACTUAL SERVICES NOT OTHER Contracted construction services for maintenance of Town infrastructure, including sidewalks, dams, drainage and other misc. repairs. This fund has been primarily used for sidewalk improvements. \$50,000 from this fund was moved to DPW Road Overlay to more appropriately fund that program. Repairs to town sidewalks are a priority based on recent insurance requirements.	50,000.00
00110020 531208	LINE PAINTING	24,000.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
	Contract services for line painting. This item covers our annual striping of Town roads with waterborne and epoxy paints. This is done thru a regional contract with five other Towns in the South County area. This contract also covers the painting of crosswalks and stop bars. Town's use of epoxy line striping material has provided safer roads with longer lasting striping material. Anticipated cost for upcoming road striping program is \$24,000. Original epoxy roads have reached the end of a 7-year striping life cycle.	
00110020 540101	OFFICE SUPPLIES	350.00
	Office supplies highway division, and includes support and upgrades to fleet maintenance program. Printer ribbons, printer supplies, office supplies are estimated to cost \$350.	
00110020 540202	SAFETY EQUIPMENT	1,000.00
	Safety equipment; cones, traffic control devices, hard hats, safety vests, eyeglasses. Average cost for various field safety equipment exceeds \$1,000 annually. Purchase is often on an as-needed basis.	
00110020 540301	FOOD	100.00
	Food purchased for storm events	
00110020 540306	ROAD SALT	95,000.00
	Road salt and other deicing materials for winter storms. This funding represents salt needed for an average winter. Average cost for salt and deicing material for previous three years is \$116,000. The price of salt increased this year from \$49 two years ago to \$75 per ton today..	
00110020 540401	GASOLINE & DIESEL FUEL	44,000.00
	Fuel for Highway, Administration and Engineering. Also includes fuel for winter storm operations. Diesel prices were \$2.25 per gallon in July 2009 and \$2.53 per gallon in November. Gasoline prices ranged from a low of \$2.20 per gallon in July 2009 to a high of \$2.40 in November. The severity of the winter has the most significant affect on this line item.)	
00110020 540402	LUBRICANTS	10,000.00
	Oil, grease, hydraulic fluid, anti freeze, etc. Average annual cost for the past three years is \$13,000.	
00110020 540403	TIRES	7,000.00
	Replacement tires for all Public Works vehicles, except Transfer Station and Facilities light equipment. 60-540403, 70-540403. Average annual cost for replacement tires for the previous three years was \$7,600.)	
00110020 540404	BATTERIES	400.00
	Replacement batteries for all public works vehicles, except Transfer Station and Facilities light equipment, 60-540404 and 70-540404	
00110020 540406	REPAIR PARTS	75,000.00
	Repair parts for all DPW vehicles and equipment, except Facilities light equipment (70-540406) and Transfer Station vehicles and equipment (60-540406). Average annual repair cost for previous three years is \$93,000.	
00110020 540407	PAINT & EMBLEMS	150.00
	Paint for plows and equipment and new vehicle emblems. Anticipated cost for next fiscal year, based on new vehicle deliveries is \$150.	
00110020 540502	SOIL SAND & GRAVEL	37,000.00
	The majority of this line item is spent on winter sand. The remainder is spent on process gravel, stone, topsoil and riprap. Average annual cost for previous three years is \$52,000.)	
00110020 540504	ASPHALT PRODUCTS	22,000.00
	Bituminous concrete asphalt, winter cold patch, tack coat, and misc. asphalt products. Average cost for these projects over previous three years is \$21,000.	
00110020 540505	SIGNS & MARKERS	7,000.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
	Street and traffic sign material for all divisions. Includes regulatory, warning and street signs. Average budget for previous three years was \$8,700.00. New Federal guidelines for sign reflectivity will require the replacement of all town signs over the next 4 to 5 years, at a significant cost.	
00110020 540506	SEEDS & PLANTS	400.00
	Seed and plantings for Town right-of-way maintenance; road overlay projects, snowplow damage, drainage erosion. Average annual cost for previous three years was \$500.	
00110020 540601	CONSTRUCTION MATR & SUP.	1,500.00
	Construction material for misc. Highway projects; lumber, forms, hardware, and retaining walls. Average annual cost for previous three years was \$1,800.	
00110020 540701	HAND TOOLS	2,000.00
	New and replacement hand tools; drills, ratchets, mechanic shop tools. Average annual cost for previous three years is \$2,8001.	
00110020 540702	POWER TOOLS	700.00
	New and replacement power tools for highway and mechanic shop.	
00110020 540801	COMMODITIES NOT OTHERWISE CLAS	2,000.00
	Misc. division items; degreasers, film, first aid, keys mailboxes, posts and hardware, graffiti remover, misc. supplies.	
00110020 550501	CAPITAL OUTLAY	90,000.00
	Continue to replace aging snowplow fleet, including large dumps with sanders, medium dumps and pickups. There are 12 gravel roads that require quarterly maintenance which will require the replacement of the Town' 1964 Road Grader in the near future. Proposed vehicle purchase in FY 11 is a large dump to replace a 1992 Ford dump truck (#83) with snowplow package. The average cost for a new dump truck is approximately \$90,000.	
<b>TOTAL HIGHWAY &amp; EQUIPMENT</b>		<b>1,801,531.00</b>
<b>00110030</b>	<b>TREE WARDEN</b>	
00110030 510109	SPECIAL EMPLOYEE	5,000.00
	Tree warden at \$30/hr – 3.5 hours per week. More services are required to keep up with demand of this position.	
00110030 524001	FICA	383.00
00110030 531206	CONTRACT SERVICES N/OTH CLASS	10,000.00
	Contract service for roadside tree cutting and Town tree maintenance. DPW administers a Tree Permit, to track and prioritize tree removals and resident requests for tree maintenance. Town Ordinance and recommendations in order to meet the requirements of the Town's Tree Ordinance and the recommendations from the Conservation Commission and previously completed tree surveys, additional funds will be required for proper pruning and tree maintenance. It is estimated that an annual tree maintenance program will cost in excess of \$25,000. Our current program does not prune or remove stumps, but only removes damaged or diseased trees or tree limbs.	
<b>TOTAL TREES</b>		<b>15,383.00</b>
<b>00110040</b>	<b>SOLID WASTE LANDFILL</b>	
00110040 530608	LAB & TESTING	7,000.00
	DEM monitoring and testing at the Hamilton-Allenton and Oak Hill (Ryan Park) Landfill sites. SIWP (site investigation work plans) were previously approved by DEM and defined additional site testing. That testing is on going and will be used to define required landfill closure measures. Anticipated closure requirements will include methane extraction, wetland and stream diversion, selective cover replacement, and long-term water quality assurances. This line item covers ground water, soil gas and landfill cover testing and analysis for both landfills. An average annual cost for previous three years is \$7,200. This will increase with the new closure testing requirements.	
00110040 531206	CONTRACTUAL SERVICES NOT OTHER	15,000.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
	Contractual services needed to obtain Landfill Closure Certificates for Hamilton-Allenton and Oak Hill Landfills. Contracts to include both professional design and construction related services. A SIWP (site investigation work plan) for each landfill has been approved by DEM. The SIWP defines the additional testing and monitoring requirements needed to prepare a final closure plan. Anticipated closure requirements include methane gas extraction, wetland and stream relocation, and cover replacement. Construction of final closure will be bid for construction, and will close out both landfills. Funding from Engineering Consulting and Capital Reserve will supplement design and construction costs. This item will fund the installation of the additional wells and test pits. This fund will be moved to Capital Reserve, if needed, to save for final closure project. Estimated closure is expected to exceed \$1 million.).	
	<b>TOTAL SOLID WASTE LANDFILL</b>	<b>22,000.00</b>
<b>0110050</b>	<b>ENGINEERING</b>	
00110050 510101	CLASSIFIED FULL TIME	40,092.00
00110050 510103	UNCLASSIFIED FULL TIME	144,354.00
00110050 524001	FICA	14,110.00
00110050 524302	RETIREMENT	21,119.00
00110050 524304	HEALTH INSURANCE	26,199.00
00110050 524305	DENTAL INSURANCE	2,100.00
00110050 524306	LIFE INSURANCE	545.00
00110050 524307	UNIFORM ALLOWANCE	700.00
	Uniform allowance, 2 at \$350 each	
00110050 524401	TUITION & FEES	450.00
	Classes for AutoCAD, Arcview, misc. computer classes. Classes average \$150 each)	
00110050 530501	LICENSE FEES	100.00
	ISDS repair license; (Town Engineer PE under Admin.)	
00110050 530602	CONSULTING SERVICES	75,000.00
	Consultant fees for road, drainage and facility projects. Upcoming and ongoing projects include Allen Harbor Bulkhead, Landfill closure projects, Wickford Elementary, Misc. Dam projects, Facilities mechanical, fire code, roofs and ADA.	
00110050 530608	LAB & TESTING	1,500.00
	Material testing as required for various construction projects. Testing for asbestos, lead, soil contamination and others as relates to Town projects.	
00110050 531004	OFFICE EQUIPMENT MAINTENANCE	2,000.00
	Service contracts for plotter & blueprint copier are approximately \$900. Support for ACAD is \$550 annually, CAD2007Lt support is \$520, Micro Paver support is \$520.	
00110050 531206	CONTRACTUAL SERVICES NOT OTHER	200.00
	Printing and reproduction for projects, title search fees. Varies with type of projects	
00110050 540101	OFFICE SUPPLIES	250.00
	General office supplies	
00110050 540106	PRINTING & DUPLICATING SUPPLIES	1,600.00
	Supplies for copier, digitizer, plotter and printer. Toner cartridges and print heads are \$800/year, paper for blueprint copier is \$1,100/year, discs and other misc. items are approx. \$100/year	
00110050 540704	ENGINEERING & TEST EQUIPMENT	1,000.00
	AutoCAD upgrades, GIS software, survey levels, COGO software, additional software licenses, field survey equipment, pavement management software, soil and material testing equipment.	
00110050 550301	Office Equipment	
	<b>TOTAL ENGINEERING</b>	<b>331,319.00</b>

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
<b>00110060</b>	<b>SOLID WASTE</b>	
00110060 510101	CLASSIFIED FULL TIME Funding represents 2 full-time positions at the Transfer Station, 1 Transfer Station Foreman and one clerical position.	69,051.00
00106060 510102	CLASSIFIED PART TIME	21,195.00
00110060 510107	OVERTIME Overtime for weekend coverage at Transfer Station and to supplement in-house hauling to Central Landfill. Average cost for previous three years is \$27,600. Additional OT needed in summer to assist with volume and to spot-check for compliance. This line item increased following the elimination of one TS clerical position three years ago.	20,000.00
00110060 524001	FICA	8,434.00
00110060 524302	RETIREMENT	10,333.00
00110060 524304	HEALTH INSURANCE	29,837.00
00110060 524305	DENTAL INSURANCE	2,685.00
00110060 524306	LIFE INSURANCE	361.00
00110060 524307	UNIFORM ALLOWANCE Uniform allowance 1 @ 350 each	350.00
00110060 530203	VEHICLE REGISTRATION Vehicle registration for Transfer Station Equipment	40.00
00110060 530305	SOLID WASTE Budget projects over 7970 tons of municipal solid waste transported to the Central Landfill at an estimated \$32 per ton tipping fee for FY11. Transportation and disposal costs for materials collected at the Town's Transfer Station are covered by tag and scale charges. Costs for solid waste collected curbside by private haulers are covered by annual charges to those companies. Other tonnage costs include \$25/ton for tires, \$42/ton for construction demo. \$300/ton for mattresses and box springs.	255,000.00
00110060 530501	LICENSE FEES License fees for operators and facility operation; CDL, hoisters, UIC, DEM Transfer Station, composting facility.	1,500.00
00110060 530608	LAB & TESTING Composting testing and environmental testing associated with Transfer Station.	300.00
00110060 530610	RECYCLING PICKUP SERVICES Contract services for curbside recycling collection. A contract was awarded to Waste Management in Dec 05. In Oct. 07 the TC awarded optional years 3 and 4 to the original Waste Management original contract. Contract year 4 runs from 12/08 to 12/09 for \$663,104. Waste Management's contract has been extended to the end of FY 2010, without a price increase, in order to provide the Town Council with time to make more serious budget and program decisions. Elimination of curbside recycling program is one option. Continuation of this program will require a bid this spring. Going to a twice a month pickup option may reduce this line item by 20%.	665,000.00
00110060 530801	LEGAL ADS Annual ad describing program changes to fee schedule and holiday schedule. Anticipated cost for FY 11 is \$500.	500.00
00110060 531002	CONSTRUCTION & OPERATING EQUIP Building repair; overhead doors, fire code and elec., equipment repair and maintenance (roll-offs) construction site maintenance (paving, gravel, fencing), the majority of this line item is used to cover the cost of tub grinding the leaves, several times per year. This cost is expected to exceed \$7,500 next year. The tub grinding operation is critical to the compost process and our ability to move the product back to the consumer.	8,000.00
00110060 531206	CONTRACTUAL SERVICES NOT OTHER	149,000.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
	Cost for trash/recycling trailer and roll-off hauls to Central Landfill, Freon removal, purchasing of recycling containers, scale repair, servicing and calibration. Average for previous three years is \$149,000	
00110060 540101	OFFICE SUPPLIES	200.00
	General office supplies. Printing and receipt paper approx. \$200. Other misc. office supplies over \$50.	
00110060 540202	SAFETY EQUIPMENT	100.00
	Gloves, respirator, safety glasses, vests.	
00110060 540401	GASOLINE & DIESEL FUEL	4,500.00
	Fuel for Transfer Station equipment and trucks. Covers transportation to Central Landfill (trailer and roll offs) when necessary. Anticipated reduction in fuel expense with reduction in Transfer Station hours.	
00110060 540402	LUBRICANTS	350.00
	Oil, grease, anti freeze for loader and TS Equip.	
00110060 540403	TIRES	2,000.00
	Replacement tires for transfer station vehicles	
00110060 540404	BATTERIES	150.00
	Replacement batteries for all equipment	
00110060 540406	REPAIR PARTS	4,000.00
	Repair parts for transfer station equipment. Majority of repairs required for facility loader. This heavy piece of equipment is approximately 11 years old and maintenance costs are increasing each year. Average cost for past three years is \$3,700.	
00110060 540509	JANITORIAL SUPPLIES	50.00
	Office and restroom cleaning supplies	
00110060 540801	COMMODITIES NOT OTHERWISE CLAS	275.00
	Radio maintenance, first aid supplies, signs, striping	
00110060 540802	CURB SIDE COLLECTION BAGS	4,000.00
	Special North Kingstown tags for pay-as-you-throw solid waste program at the Transfer Station. Price proposals are anticipated at \$4,000.	
<b>TOTAL</b>	<b>SOLID WASTE</b>	<b>1,257,211.00</b>
<b>00110070 PUBLIC FACILITIES</b>		
00110070 510101	CLASSIFIED FULL TIME	268,019.00
00110070 510102	CLASSIFIED PART TIME	
00110070 510104	UNCLASSIFIED PART TIME	35,000.00
	8 summer part time employees at \$10.00/hr and 40 hours per week for 10 to 12 weeks. Summer help intended for North Kingstown residents enrolled in post high school programs and are over the age of 18. Program supplements Facilities Personnel during peak growing season and peak use of fields. Program also helps Highway Division with the summer roadside brush-cutting program. College students usually start mid May.	
00110070 510107	OVERTIME	27,000.00
	Overtime to cover custodial vacancies, special town events, festivals, weekend emergencies, tournaments, and special maintenance activities. DPW Facilities now covers all carpet cleaning on OT. Custodial coverage when contracted services are not available due to contract issues. Average overtime cost for previous three years is approximately \$37,000.	
00110070 524001	FICA	25,246.00
00110070 524302	RETIREMENT	30,688.00
00110070 524304	HEALTH INSURANCE	44,228.00
00110070 524305	DENTAL INSURANCE	3,360.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
00110070 524306	LIFE INSURANCE	994.00
00110070 524307	UNIFORM ALLOWANCE Uniform allowance, 6 @ \$350 each	2,170.00
00110070 530305	SOLID WASTE Town Facility collection of trash and recycling (dumpsters). Contract with Waste Management awarded in Dec. 2005. Contract shared with other Town departments. DPW share for next fiscal year is estimated at \$15,000.	15,000.00
00110070 530504	LICENSE FEES Licensing for CDL, hoisting, insect and rodent control anticipated to be approximately \$300 for FY 11	300.00
00110070 530610	OUTSIDE CLEANING SERVICES Outside contract cleaning of public restrooms; Wilson Park, McGinn Park, Sig Rock, Ryan Park, Oak hill, Transfer Station, new public works garage, community Center.. Contract was re-bid in the summer of 2009. Contract costs will decrease this year with the return of a part time custodian that will take on both Town Hall and the Annex.	30,000.00
00110070 530704	OTHER RENTALS Misc equipment rental for facility maintenance division include portable restrooms for Town Wharf, McGinn, Wilson. Annual rental of portable toilets is approximately \$1,200.	1,200.00
00110070 531002	CONSTRUCTION & OPERATING EQUIP Misc. construction equipment rental for projects requiring specialty equipment.	1,000.00
00110070 531101	TOWN CAPITAL RESERVE APPROPRIA Town Facilities Improvement/Maintenance Projects: Public Safety Building Project, Wickford Elementary School (Town Maintained) which must be stabilized and brought up to code. Mechanical improvements and fire code on various town facilities. Landfills-Construction activities required for final closure Misc. Dam Repairs-Improvements to dams and spillways. Road and sidewalk projects must now be covered under this line item, with the reduction of road and sidewalk maintenance line items.	140,000.00
00110070 531102	ELECTRICAL SYSTEMS MAINTENANCE Routine electrical maintenance and emergency repairs to Town buildings and facilities by private contractors. Average for past for years is \$7,300. Required conversion to radio alarm boxes will increase this line \$5,000 per year (over next few years) to implement.	6,000.00
00110070 531103	PLUMBING SYSTEMS MAINTENANCE Routine plumbing maintenance and emergency repairs to Town facilities and buildings by private contractors. Also includes installation of backflow devices per Water Dept. requirements, ongoing to include all town buildings. Installation of backflows will be phased, as there is insufficient funding to cover all buildings.	5,000.00
00110070 531104	HVAC SYSTEMS MAINTENANCE Routine HVAC maintenance and emergency repairs to Town buildings and facilities by private contractors. The average annual cost for these repairs over the past three years was \$21,700. With the improvements to the Police station and upgrades to the Town's boilers, are annual maintenance cost are expected to decrease.	15,000.00
00110070 531105	STRUCTURAL SYSTEMS MAINTENANCE This item covers small building and structural projects. Many projects are unforeseen maintenance or code upgrades. Projects include Fire Marshall code compliance and radio boxes, overhead door repairs, roofs, radio systems upgrades, septic system repairs, electrical/mechanical upgrades, dock repairs, chimney repairs and other unanticipated facility needs. An average annual cost for these projects over the past three years is \$25,000.)	25,000.00
00110070 531106	LANDSCAPING MAINTENANCE Landscaping materials and supplies; mulch, wood chips.	700.00
00110070 531108	SEWAGE DISPOSAL MAINTENANCE	2,000.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
	Pumping septic systems at Town buildings and facilities. Average cost for last three years is \$4,000. `	
00110070 531206	CONTRACTUAL SERVICES NOT OTHER	15,000.00
	Funding for misc. and unanticipated outside services, including servicing of fire extinguisher, moving and storage, pest control, gas pump servicing, generator servicing, lettering, overhead doors, fire alarm testing and maintenance, and special facilities service calls. Annual fire alarm contract is \$10,100. This item remains insufficient to fund all the fire code requirements. Annual cost to maintain new septic systems at the Town Beach is \$5,000	
00110070 540101	OFFICE SUPPLIES	50.00
	Office supplies for Facilities Personnel.	
00110070 540202	SAFETY EQUIPMENT	700.00
	Gloves, safety belts, respirators, vests, safety glasses, goggles, hard hats	
00110070 540304	FERTILIZERS	4,000.00
	Fertilizers for landscaping at Town facilities, parks and athletic fields. Average cost for last three years has been \$4,100. Costs continue to increase as Town assumes responsibility for more parks and fields.	
00110070 540305	PEST CONTROL CHEMICALS	100.00
	Pest control chemicals for in-house insect and rodent control. This item includes rat baiting along sea walls and mosquito abatement.	
00110070 540401	GASOLINE & DIESEL FUEL	14,000.00
	For Facilities operations, mowers, tractors and all light equipment. This line item also accounts for fuel costs associated with Facilities vehicles used during winter storm operations. Average cost for past three years is \$14,700.	
00110070 540402	LUBRICANTS	300.00
	For Facilities light equipment, tractors and mowers	
00110070 540403	TIRES	1,000.00
	For Facilities light equipment, tractors and mowers	
00110070 540404	BATTERIES	50.00
	For Facilities light equipment, tractors and mowers	
00110070 540406	REPAIR PARTS	9,000.00
	Repair parts and maintenance for Facilities light equipment, tractors and mowers; All fleet vehicle repairs covered under Highway repair parts. Average cost for past three years is \$10,300.	
00110070 540501	BUILDING REPAIR MATERIALS	13,000.00
	Materials used in the routine in-house maintenance and emergency repairs to Town facilities Materials cost only for lumber door, windows, concrete, paint, roofing, preservatives, sheathing, tiling. An average cost for the last three years is \$17,000. This should decrease with completion of upcoming capital improvement projects.	
00110070 540502	SOIL SAND & GRAVEL	2,500.00
	Materials used in playgrounds, parks and athletic fields; sand, gravel, stone, loam, special field mixes.	
00110070 540506	SEEDS & PLANTS	3,000.00
	Plantings and other materials for landscaping facilities, buildings, playgrounds, parks and ball fields	
00110070 540507	PLUMBING SUPPLIES	1,500.00
	Supplies for in-house plumbing maintenance and repairs	
00110070 540508	ELECTRICAL SUPPLIES	4,000.00
	Supplies for in-house electrical maintenance and repairs	
00110070 540509	JANITORIAL SUPPLIES	13,000.00

**ZERO BASED BUDGET  
PUBLIC WORKS DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Adopted</b>
	Janitorial supplies for all divisions. An average custodial expense for previous three years is \$13,000.	
00110070 540511	HVAC SUPPLIES Supplies for in-house HVAC maintenance and repairs	300.00
00110070 540701	HAND TOOLS New and replacement hand tools for carpenter and field maintenance	500.00
00110070 540702	POWER TOOLS New and replacement power tools for carpenter and facilities maintenance	1,000.00
00110070 540801	COMMODITIES NOT OTHERWISE CLAS Misc. and unexpected Facilities items; flags, holiday wreaths and decorations, fencing, turf and maintenance classes, athletic field items, ladders, staging, generator, misc. construction and operating equipment, office equipment and furniture. Also includes maintenance of field irrigation systems. Average cost for previous three years was \$5,500.	5,000.00
00110070 550501	CAPITAL OUTLAY New and replacement equipment: see 5-Year Equipment Replacement List. Proposed equipment purchase in FY 11 to replace a 1971 turf tractor with bucket.	35,000.00
	<b>TOTAL PUBLIC WORKS</b>	<b>4,422,581.00</b>
	<b>TOWN MANAGER'S RECOMMENDED REDUCTIONS</b>	<b>(876,434.00)</b>
	<b>FINAL PUBLIC WORKS BUDGET</b>	<b>3,546,147.00</b>

**DEPARTMENT OF SENIOR AND HUMAN SERVICES**

**CONTRIBUTIONS COMPONENT**

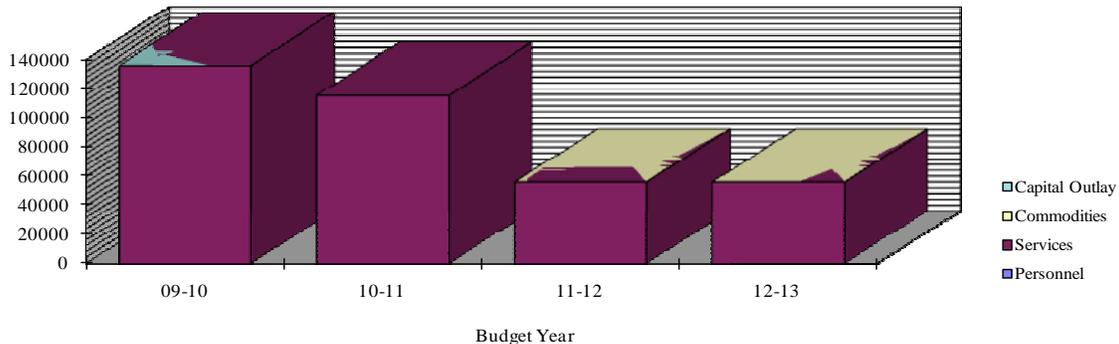
Marie Marcotte, Director

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.

<b>Contributions to Agencies</b>	<b>FY 2011 Adopted</b>	<b>FY 2012 Proposed</b>	<b>\$ Increase</b>	<b>% Increase</b>
Washington County Regional Planning Council	6,000.00	0.00	-6,000	-100.00%
South Shore Mental Health Ctr.	9,556.00	0.00	-9,556	-100.00%
Bayside Family Healthcare	20,000.00	0.00	-20,000	-100.00%
VNS Homecare	17,500.00	0.00	-17,500	-100.00%
Arts Council	20,000.00	20,000.00	0	0.00%
South Kingstown Senior Center	<u>42,696.00</u>	<u>36,439.00</u>	<u>-6,257</u>	<u>-14.65%</u>
<b>Totals</b>	<b>115,752.00</b>	<b>56,439.00</b>	<b>-59,313</b>	<b>-51.24%</b>

<b>Contributions</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$0	\$0	\$0	\$0	\$0	0.00%	\$0
<b>Services</b>	\$136,147	\$115,752	\$115,752	\$56,439	(\$59,313)	-51.24%	\$56,439
<b>Commodities</b>	\$0	\$0	\$0	\$0	\$0	0.00%	\$0
<b>Capital Outlay</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>
<b>Total</b>	<b>\$136,147</b>	<b>\$115,752</b>	<b>\$115,752</b>	<b>\$56,439</b>	<b>(\$59,313)</b>	<b>-51.24%</b>	<b>\$56,439</b>

CONTRIBUTIONS  
Budget Trends



**HUMAN SERVICES COMPONENT**

Marie Marcotte, Director

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

The Welfare Director for the Town of North Kingstown is the Director of Senior and Human Services and 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 department 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.

**Potential Impacts to services resulting from an economic downturn and reduced staffing:**

- **Delays in assistance from reduced staffing can result in :**
  - **Increased #persons/families with homeless status as a result of evictions**
  - **Increased # persons/families without utilities such as heat and electricity**
  - **Create more strain on other resources: Food Pantry, Police**
- **Reduction in crisis intervention can create more crisis for individuals and families**

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Continue to provide emergency assistance to North Kingstown Residents in crisis situations (Goals 1, 2, 3,5)	Vision, Quality of Life, Fiscal, Government	FY2011-2012
Educate community on resources/programs provided by local social service agencies to those in need (Goals 1,2,3,5)	Vision, Quality of Life, Fiscal, Government	FY2011-2012
Determine all possible financial resources available (Goals 1,2,3,5)	Vision, Quality of Life, Fiscal, Government	FY 2011-2012
Continue staff development, training and collaboration with other human service providers (Goals 1,2,3,5)	Vision, Quality of Life, Fiscal, Government	FY2011-2012

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Monthly Meetings (Directors and Dept. of Human Services and Salvation Army Bi –Annual Meeting (Goals 1,2,3,5); Plan for holiday giving and Press Releases (Goals 1,2,3,5); Prepare statistics for Annual Report.
SECOND QUARTER (10/1/11 to 12/31/11)	Collect names of people in need of Thanksgiving and Christmas holiday baskets and gifts (Goals 1,2,3,5); Planning meetings with community partners (Goals 1,2,3, 5); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goals 1,2,3,5)
THIRD QUARTER (1/1/12 to 3/30/12)	Monthly Meetings (Directors and Dept. of Human Services and Salvation Army (Goals 1,2,3,5); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goals 1,2,3,5)
FOURTH QUARTER (4/1/12 to 6/30/12)	Monthly Meetings (Directors and Dept. of Human Services and Salvation Army (Goals 1,2,3,5); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goals 1,2,3,5)

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE*</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Electric Shutoff	Goals 1,2,3,5	23	10	24	25
Electric – Amount		\$2,000	\$3,500	\$2,200	\$2,300
Heat Cases	Goals 1,2,3,5	32	35	36	38
Heat – Amount		\$5,250	\$3,500	\$5,600	\$5,750
Rent Cases	Goals 1,2,3,5	15	20	17	20
Rent – Amount		\$2,500	\$2,900	\$2,600	\$2,750
Medical Cases	Goals 1,2,3,5	4	2	5	6
Medical– Amount		250	\$100	\$275	\$300

**ZERO BASED BUDGET CONTRIBUTIONS**

<b>Account Number</b>	<b>Description</b>	<b>Proposed</b>
00113010 530901 -	SOUTH COUNTY COMM. ACTION	15,255.00
00113010 530902 -	PHOENIX HOUSE (SYMPATICO)	1,430.00
00113010 530903 -	SOUTH SHORE MENTAL HEALTH CTR.	9,556.00
00113010 530904 -	BAYSIDE FAMILY HEALTHCARE (NK R	20,000.00
00113010 530907 -	DOMESTIC VIOLENCE RESOURCE CEN	4,000.00
00113010 530908 -	VNS HOME HEATH SERVICES	17,500.00
00113010 530935 -	SENIORS HELPING OTHERS	1,500.00
00113010 530939 -	THUNDERMIST HEALTH CENTER	2,500.00
00113010 530940-	SOUTH KINGSTOWN ADULT DAYCARE	36,439.00
00113010 530943 -	WASHINGTON COUNTY REG PLANNIN	6,000.00
00113010 530945 -	ARTS COUNCIL	20,000.00
	Arts Council Program for 2008 Tuesday Night Concerts 2/3 cost for performers from General Fund shown 1/3 cost from Grants and Donation Avg Cost/band = 8 performances @ \$400/performance = \$3,200.00 Advertising \$300.00 8 Police Details @ \$160 each = \$1,280.00 Thursday Night Concerts 2/3 cost for performers from General Fund 1/3 cost from Grants and Donation Avg Cost/band = 8 performances = \$2,664.00, Advertising \$300.00, Tuba Christmas/Military Salute = \$2,000.00, Amateur Take an Arts Break Classes - Classes for enrichment in subjects such as painting, calligraphy, etc Artists/performers \$1,964.00, Creative Dramatics - Children learn acting skills and finish with play at the high school 2/3 cost for performers from General Fund shown 1/3 cost from Grants and Donation Production Costs (general fund only) \$2,340.00 Entertainment provided for the Senior Center \$667.00 ASCAP License Fee \$285.00 Total \$15,000.00 Other Programs funded by Grants and Donations Family Concerts - Smith's Castle - Strawberry Festival, Market Fair, Model of Wickford Light at Gay Rock Light House, Rhode Island Voices, Sunday Musicales, Walking Lafayette	
00113010 539999 -	REQUESTS FROM NEW AGENCIES	4,765.00
	Wash Cty Coalition Children \$1000 Wildlife Rehabilitators Assoc \$3765	
	<b>TOTAL CONTRIBUTIONS</b>	<b>103,006.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(46,567.00)</b>
	<b>FINAL PROPOSED CONTRIBUTIONS BUDGET</b>	<b>56,439.00</b>

## SENIOR SERVICES

Marie Marcotte, Director

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

Belief Statement – We Believe That:

- Older adults have unique needs, characteristics, talents and interests.
- Older adults are valuable assets to the community.
- 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 ongoing opportunities for active participation that includes civic engagement and lifelong learning.
- Social interactions and opportunities to develop friendships are important components of successful aging.

This December 2010 marks the one year anniversary in the new Beechwood, A Center for Life Enrichment. All services are based at in this location right on the town beach. Total unduplicated number of individuals served in all categories in 2009-2010 is 2,359..

### Senior Services

The senior center 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, volunteer services, educational programming and information and referral services.

Programming at the Senior Center is divided into Recreational/Educational and Health Wellness Programs. General programming includes over ongoing activities including day trips to points of interest. Internet access and computer education is available and taught by volunteer instructors. 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. A Wellness Center offers a variety of health services on site including Podiatry services and health testing/screenings provided by South County Hospital, University of Rhode Island Pharmacy Outreach and Visiting Nurses Services and Rhode Island College School of Nursing. Community partnerships with the North Kingstown Arts Council, Westbay, YMCA, URI Master Gardener/Wild Plant Society create program opportunities for all adults in North Kingstown and are offered at Beechwood. A total of 1,607 participated in programs. **Key Indicator: Service units for programs increased 27% between FY2008 and FY2010.**

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 etc. Senior center staff can assist elders in accessing state and volunteer transportation services for out of town appointments. Transportation is an essential service to elders who do not drive so that they can remain in the community. A total of 128 unduplicated riders used transportation services during this period. . **Key Indicator: Service units for all transportation increased 52%; utilization of shopping services increased 50% between FY2008 and FY2010.**

The Social Services assisted 538 older adults in areas of financial, health insurance, housing, legal, Social Security, and prescription drugs, etc. There were 404 individuals and families (under age 55) in crisis assisted with payments of utilities, housing, homeless status, clothing and medication. Food and/or gifts were provided to 579 families through the Holiday Giving Program. The Food Pantry provided food to 1,836, an increase of 15% from the prior year. **Key Indicator: Social Services service units increased 51% between FY2008 and FY2010.**

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. Social service staff assists elders and their families with eligibility guidelines and referrals and access to home and community care programs. Case management and advocacy are primary components of our Social Services Department. Monthly support groups and educational programs assist families with the challenges of care giving. Trained staff is available to obtain current information on all health care plans, including Medicare D counseling. **Key Indicator: 151 older adults received Senior Health Insurance Program (SHIP) counseling in FY2010.**

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. In addition to the hot meal at noon, a flexible dining program, Beechwood Café, with a ‘Grab and Go’ menu, operates between 11:00 am -1:30 pm offered in collaboration with North Kingstown High School Dining Services.

**Potential impacts to services resulting from an economic downturn and reduced staffing:**

- Less comprehensive individual services in all departments
- Reduction in time spent on one on one interactions with frail elders can result in more crisis intervention, less prevention
- Fewer home visits to homebound elders
- Longer wait times to for social service assessments and services
- Reduction of transportation services: local medical, shopping and quality of life
- Delay in ability to respond to requests for information
- Reduction in number and scope of programs offered
- Reduced support for caregivers
- Limited programming with community groups: schools, etc.
- Less advocacy and resolution of problems involving outside agencies.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Provide for changing needs of older adult community	Vision, Quality of Life, Government	2011-2012
Promote well-being of older adults	Vision, Quality of Life	2011-2012
Maintain community partnerships	Vision, Quality of Life	2011-2012
Provide best practices in Health Wellness Programming	Vision, Quality of Life	2011-2012

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Complete last phase of capital campaign (Goals 1,2,3,5); Evaluate current programs/conduct Outcome Measurements (Goals 2,5); Plan new Health Wellness initiatives (Goals 1,2,6); Prepare Annual Report (Goal 1,5,6); Plan and Implement marketing objectives for year Goals 1,2,6); Plan programs for September, Senior Center Month (Goals 1,2,5,6); DEA Quarterly Statistics (Goals 1-6); Emergency plan review for frail elders (Goals 1, 2)
SECOND QUARTER (10/1/11 to 12/31/11)	Holiday Programs (Goals 1,2); Implement Brick Campaign (Goals 1,-); Preparation of annual budget (Goals 1-6); DEA Quarterly Statistics (Goals 1-6); Anniversary/Open House (Goals 1-6); Plan for annual fundraisers in spring (Goals 1-6); Emergency plan review for frail elders (Goals 1, 2)

QUARTER	ACTIVITY
THIRD QUARTER (1/1/12 to 3/31/12)	Plan Volunteer Recognition event in April (Goals 1,2,6); DEA Quarterly Statistics (Goals 1-6); Implement fundraiser (Goals 1,2,6); Collaborate with community partners on summer and fall program (Goals 1,2);
FOURTH QUARTER (4/1/12 to 6/30/12)	Plan summer programs (Goals 1,2); Health Fairs (Goals 1,2); Special event planning and implementation – May Older American’s Month (Goals 1, 2);

**PERFORMANCE MEASURES**

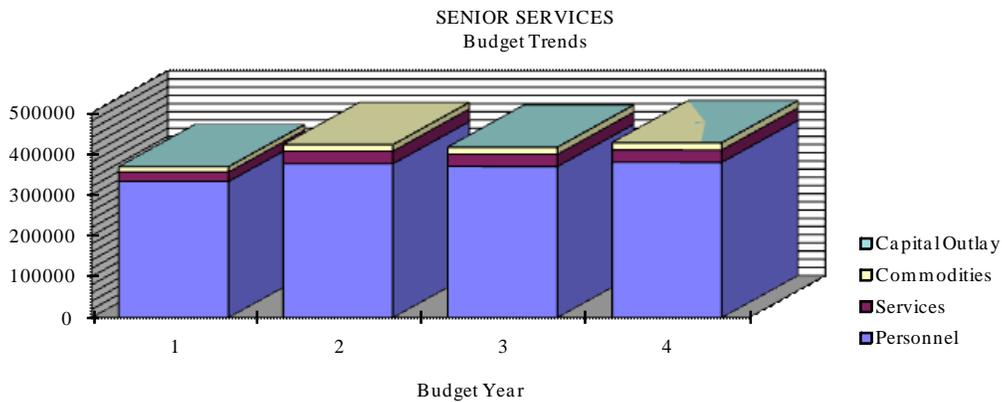
<i>PRODUCTIVITY MEASURE</i>	<i>Goals 1-6</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Total # of Calls	1,2,3,6	15,090	12,600	16,000	16,068
Bank, Library, Post Office	1,2,3,6	669	1,300	700	710
Doctors/ Medications	1,2,3,6	311	385	330	340
Shopping	1,2,3,6	2,048	1,985	2,100	2,150
To Center	1,2,3,6	5,466	3,640	5,500	5,600
Unduplicated Riders	1,2,3,6	128	145	130	135
Social Services:					
Individuals-Seniors	1,2,3,6	538	585	540	550
Individuals-Human Svc	1,2,3,6	404	480	410	415
Service Units*	1,2,3,6	3,369	1,985	3,400	3,500
Holiday Giving Individ.	1,2,3,6	951	1,720	1,000	1,100
Meals on Wheels # meals delivered	1,2,3,6	5,183	6,025	5,200	5,300
Meals on Wheels by individual	1,2,3,6	49	65	45	48
Meal Site # Meals Served	1,2,3,6	9,376	9,050	9,400	9,450
Meal Site by Individuals	1,2,3,6	473	425	480	490
By Individual-Programming	1,2,3,6	1,653	1,750	1,680	1,725
Service Units	1,2,3,6	28,631	27,000	29,000	30,000
Individuals –Undup./ Individual					
Unduplicated - All	1,2,3,6	2,359	2,200	2,400	2,500

**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Director of Senior & Human Services	1	1	1
Secretary	1	1	1
Assistant Director	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Coordinator Social Services 25 hrs	1	1	1
Meal Site Manager 19.5 hrs	1	1	1
Social Services Specialist 25 hrs	1	1	1
Bus Driver (2) 17.5 hrs (1) 19.5	3	3	3
Kitchen Supervisor 19.5	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>

Senior & Human Services	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
<b>Personnel Services</b>	\$332,577	\$421,128	\$375,923	\$369,277	(\$6,646)	-1.77%	\$379,432
<b>Commodities</b>	\$23,083	\$32,193	\$30,817	\$29,703	(\$1,114)	-3.61%	\$30,297
<b>Capital Outlay</b>	\$12,998	\$16,145	\$15,680	\$17,162	\$1,482	9.45%	\$17,505
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	#DIV/0!	<u>\$0</u>
<b>Total</b>	<b>\$368,658</b>	<b>\$469,466</b>	<b>\$422,420</b>	<b>\$416,142</b>	<b>(\$6,278)</b>	<b>-1.49%</b>	<b>\$427,234</b>



**ZERO BASED BUDGET  
SENIOR SERVICES DEPARTMENT**

Account Number	Description	Proposed
00113050 510101	CLASSIFIED FULL TIME	74,172.00
00113050 510102	CLASSIFIED PART TIME - Six Part-Time Personnel	80,976.00
00113050 510103	UNCLASSIFIED FULL TIME	107,473.00
00113050 510104	UNCLASSIFIED PART TIME	0.00
00113050 510107	OVERTIME	
00113050 524001	FICA	20,095.00
00113050 524302	RETIREMENT	29,841.00
00113050 524304	HEALTH INSURANCE	52,579.00
00113050 524305	DENTAL INSURANCE	4,854.00
00113050 524306	LIFE INSURANCE	635.00
00113050 524307	UNIFORM ALLOWANCE	280.00
00113050 524403	ASSOCIATION DUES	300.00
	RI Directors Association \$ 30.00 NCOA Membership at \$ 145.00 Chamber of Commerce membership \$ 125.00 Total: \$300	
00113050 530103	POSTAGE	
00113050 530203	VEHICLE REGISTRATION	17.00
	This account is used for registration fee for buses \$16.50	

**ZERO BASED BUDGET  
SENIOR SERVICES DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Proposed</b>
00113050 530405	TRAVEL & EXPENSES Covers staff mileage for the following: Home Visits for Social Services - 1,650 miles annually; Out of Town Meetings, Trainings -1,100 miles annually; Support Staff, Volunteers (occasionally), Off-Site Programs, Post Office: 2,195 miles Total \$2,700	2,700.00
00113050 530	LICENSE FEE	147.00
00113050 530604	MEDICAL SERVICES Replacement personnel physicals	75.00
00113050 531001	MOTOR VEHICLES MAINTENANCE & E Routine maintenance -\$1,200 (oil change/lube/filters) Balance is for non-routine repairs/parts \$2,600. Vehicles out of warranty, higher mileage. 1999 bus -170,000 miles; 2006 bus 65,000 miles; 1995 van off the road.	3,800.00
00113050 531203	SUBSCRIPTIONS This amount reflects the amount spent each year on subscription to NE Independent \$25.00, Providence Journal. \$312.00. Total \$337.00. Increase of \$117 for Prov. Journal this past year.	312.00
00113050 531206	CONTRACTUAL SERVICES NOT OTHER To help with costs associated with: special events (annual picnic, holidays, Older American Month activities) - 10 holidays x \$100.00 = \$1,000 + 6 Nite Owls= \$600.00 Volunteer & Senior Center Week Activities = \$1,000.00 ;Sprint cell phones for bus drivers 100 x 12= \$1,200. Piano Tuning = \$165; Xavus annual upgrade \$990; Perspectives Dishwashing Services \$7.40/hr x 7.5 hrs/wk=\$2,897; Supplies for special events and dining program \$1,800; Holiday Giving Program \$2,500 for seasonal coordination; ATRION \$500. Total \$12,152	12,652.00
00113050 531211	PUBLIC ASSISTANCE Emergency assistance for those who do not qualify for state programs. \$10,000	10,000.00
00113050 540101	OFFICE SUPPLIES Supplies- paper, bus cards, envelopes, notecards, letterhead - \$2,000 Printer and Fax Ink, Paper, calendars, swipe tags: \$1,222 ;Welcome Packets \$930 Total \$4,152	4,152.00
00113050 540310	MEDICINES & DRUGS refills for 2 First Aid Kits \$110	110.00
00113050 540401	GASOLINE & DIESEL FUEL First four months of FY 2008-2009 average was \$598/month	7,500.00
00113050 540403	TIRES \$1,500 annually	1,500.00
00113050 540801	COMMODITIES NOT OTHERWISE CLAS Total is based on the following projected expenses: Annual Food/Supply acct.-holidays/Events \$800.00 Wickford Lumber \$ 100.00 Volunteer Calendars/Sympathy Cards \$300.00. Perkins \$2,000 Kitchen /Dining Supplies \$2,000; Program Supplies \$700 Total \$3,900	3,900.00
00113050 550701	OTHER CAPITAL OUTLAY This line item usually sets aside \$10,000-\$15,000 annually for purchase of replacement vehicle.	15,000.00
	<b>TOTAL SENIOR SERVICES</b>	<b>433,070.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(16,928.00)</b>
	<b>FINAL PROPOSED BUDGET</b>	<b>416,142.00</b>

**CODE ENFORCEMENT**

Gary T Tedeschi, 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 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 one part time employees. Until recently the department had two part time positions created to allow for the complete electronic recording of all office documents however as the office became increasingly busier the clerks were necessary to maintain a balance of data entry and permit transactions. The loss of one part time position has left us no choice but to try and maintain the day to day activity of enforcement of the building code. We are no longer able to expand the capabilities of the department. Any future reduction of staff may result in the original lawsuit regarding permit fees to be revisited. The enforcement and plan review staff consists of a Building Official and an Assistant Building Official. Three contracted, licensed inspectors provide mechanical, plumbing and electrical inspection services.

The Department reviews plans and specifications for all construction relative to new and existing structures in town. In addition, we issue building permits, conduct inspections of permitted projects, and respond to complaints. This department is responsible for compliance and enforcement of the State Building Code, the State Housing Maintenance and Occupancy Code and various local ordinances. We conduct 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. This department is "self funded" thru the permit fee process.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
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	FY 2011-12
Continue to build public confidence and trust in our staff and local government;(Goal 2)	Organizational Development	Daily
Provide 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 improve electronic, telephonic, written and verbal communication with co-worker, other departments and the general public; (Goal 4)	Organizational Development	FY 2011-12
Develop an interdepartmental electronic permit review process in order to expedite the permitting process; (Goal 5)	Organizational Development	FY 2011-12
Expand upon ability to electronically track scheduled inspections, completed inspections and violation; (Goal 6)	Organizational Development	FY 2011-12

**WORK PROGRAM**

QUARTER	ACTIVITY
FIRST QUARTER (7/1/10 to 9/30/10)	Provide the best service possible to the public. Review the development of an interdepartmental electronic permit review process in order to expedite the permitting process. Continuing to consolidate and organize the filing system. (Goals 3)
SECOND QUARTER (10/1/10 to 12/31/10)	Provide the best service possible to the public. Expand upon our ability to electronically track scheduled inspections and violations. Continuing to consolidate and organize the filing system and continue to scan all files. (Goals 3)
THIRD QUARTER (1/1/11 to 3/31/11)	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. Continuing to consolidate and organize the filing system .
FOURTH QUARTER (4/1/11 to 6/30/11)	Provide the best service possible to the public. Continuing to consolidate and organize the filing system. (Goals 1/3)

**PERFORMANCE MEASURES**

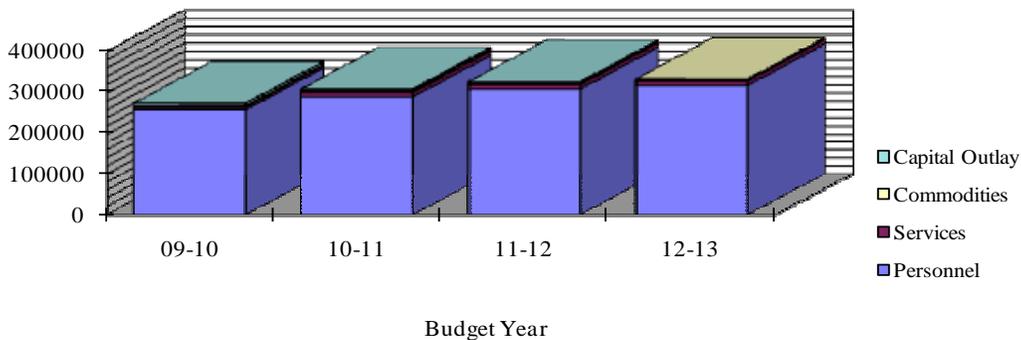
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL FY 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Total Const. Value, Residential & Non-Residential		\$23,950,609	\$47,497,288	\$23,042,839	\$24,579,028
Permits Issued: Building		824	729	753	803
Electrical		595	486	590	628
Plumbing		209	314	171	182
Mechanical		478	263	422	449
Demolition			14		
Total # Permits Issued		2106	1806	1935	2064

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Building Official	1	1	1
Assistant Building Official	1	1	1
Office Supervisor	1	1	1
Clerical Assistant	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Clerical Assistant (Pt+28Hrs 52 Weeks)	2	2	1
Contracted Inspectors	<u>3</u>	<u>3</u>	<u>3</u>
<b>Total</b>	<b>5</b>	<b>5</b>	<b>4</b>

Code Enforcement	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
Personnel	\$260,510	\$290,495	\$291,492	\$310,390	\$18,898	6.48%	\$318,926
Services	\$5,622	\$10,071	\$10,345	\$10,495	\$150	1.45%	\$10,705
Commodities	\$3,558	\$4,573	\$4,450	\$4,100	(\$350)	-7.87%	\$4,182
Capital Outlay	\$6,170	\$4,000	\$4,000	\$2,350	(\$1,650)	-41.25%	\$0
<b>Total</b>	<b>\$275,860</b>	<b>\$309,139</b>	<b>\$310,287</b>	<b>\$327,335</b>	<b>\$17,048</b>	<b>5.49%</b>	<b>\$333,813</b>

CODE ENFORCEMENT  
Budget Trends



**ZERO BASED BUDGET  
CODE ENFORCEMENT DEPARTMENT**

Account Number	Description	Requested
00115010 510101 -	CLASSIFIED FULL TIME	90,810
00115010 510102 -	CLASSIFIED PART TIME	25,690
00115010 510103 -	UNCLASSIFIED FULL TIME	70,796
00115010 510107 -	OVERTIME	800
	Funds to cover the cost of emergency call backs and board meetings for the Building Inspector	
00115010 510109 -	SPECIAL EMPLOYEE	39,500
	This account is necessary for the three contracted, licensed inspectors that provide mechanical, plumbing and electrical inspection services in accordance with state building code The amount also reflects the costs incurred by each inspector for the mandatory education credits that must be maintained. Inspectors have been paid \$17.00 per inspection. Due to increases in fuel costs I have budgeted 18.50 per inspection.	
00115010 524001 -	FICA	17,415
00115010 524302 -	RETIREMENT	25,173
00115010 524304 -	HEALTH INSURANCE	29,913
00115010 524305 -	DENTAL INSURANCE	3,577
00115010 524306 -	LIFE INSURANCE	501
00115010 524308 -	MILEAGE ALLOWANCE	2,040

**ZERO BASED BUDGET  
CODE ENFORCEMENT DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
	This would be a new line item that is just an offset of the line item for fuel. There is no additional impact to the budget when you take into account the reduction in fuel costs. The vehicle is over 11 years old and may still have a resale value. I would recommend the sale of the vehicle and eliminate the costs associated with an older vehicle.	
00115010 524403 -	ASSOCIATION DUES	175
	This account covers Rhode Island Building Official Association dues for Gary Tedeschi & Rhett Bishop @ \$25 each. Also includes membership in the International Code Council @ \$100.00. Membership of the New England Building Officials Asso @ \$50.00. Membership has reduced rates for code books and other documentation, plus on line support for code officials.	
00115010 524404-	CONFERENCES / MEETINGS	3,000
	ICC Code Hearings & Annual Conference \$1500.00, New England Building Officials Seminar \$1000.00 each.	
00115010 524405 -	TRAVEL & EXPENSES	1,000
	Funds necessary to cover the cost of the mandatory education requirements for code officials.	
00115010 531001 -	MOTOR VEHICLES MAINTENANCE	400
	This department has two vehicles; this account is to reflect the maintenance of one of the two vehicles. See the description of the line item for mileage allowance vehicles.	
00115010 531206 -	CONTRACTUAL SERVICES NOT OTHER	9,000
	This line is necessary to cover the annual charges for 2 cellular phones @\$1000.00, 2 air cards for the laptops that are used for the permitting system, and \$4000.00 for the BFG software support.	
00115010 540101 -	OFFICE SUPPLIES	2,000
	Funds are necessary to cover the costs of supplies to the office. Supplies included but not limited to: labels for files, markers, highlighters, push pins, adding machine tape, envelopes three sizes, index tabs, binders, storage boxes, vertical organize typewriter correction tape, laser printer cartridge photo developing, fax cartridge, calendar book, wall files, providence journal, standard times, inspections stickers, labels for files, markers, printer cartridges, pens, pencils, etc.	
00115010 540102 -	PRINTED FORMS	300
	This account is necessary to cover all printed forms, building permit application, C/O & Building permit cards and business cards.	
00115010540108-	BOOKS & PUBLICATIONS	800
	This account covers the cost of RI State codes, NFPA 53 new electrical code \$250.00, Arch Graphics Standards \$250.00, ICC 2006 codes CD \$250.00, periodicals/journals \$150.00. This is a code change year.	
00115010 540401 -	GASOLINE & DIESEL FUEL	1,000
	Funds are necessary to cover the cost of gas for one vehicle for inspections. The balance of this line item was moved to mileage reimbursement.	
00115010 540403 -	TIRES	
00115010 550301-	OFFICE EQUIPMENT & FURNITURE	2,350
	Funds necessary to cover the cost of portable laptops to utilize the internet based software that is being used.	
	<b>TOTAL CODE ENFORCEMENT BUDGET</b>	<b>327,335.00</b>
	<b>TOWN MANAGER'S RECOMMENDED REDUCTIONS</b>	
	<b>FINAL CODE ENFORCEMENT BUDGET</b>	<b>327,335.00</b>

**ZERO BASED BUDGET  
CODE ENFORCEMENT DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
<b>BUILDING CODE of</b>	<b>APPEALS</b>	
00115020 510107 -	OVERTIME	350
00115020 524001 -	FICA	25
00115020 531206	CONTRACTUAL	100
	<b>TOTAL BUILDING CODE BOARD OF APPEALS</b>	<b>475.00</b>
	<b>TOWN MANAGER'S RECOMMENDED REDUCTIONS</b>	<b>(475.00)</b>
	<b>FINAL BUILDING CODE BOARD OF APPEALS</b>	<b>0.00</b>
	<b>BUDGET</b>	

**THE NORTH KINGSTOWN FREE LIBRARY**

*Susan Alyward, Library Director*

The North Kingstown Free Library is a fundamental thread in the fabric of the community because it gives everyone free and equal access to information, education, culture and entertainment. Governed by a seven-member Board of Trustees, appointed by the Town Council, the library serves every age group; every neighborhood; every income level; and every educational level. The highly-trained and dedicated staff is committed to making sure that everyone gets exactly what they need, whatever that need might be. This commitment has made the library a major contributing factor to the Town’s high quality of life. And it has placed our library at the forefront of public library service in Rhode Island, with a statewide reputation for high quality library service, and the record of having been the sixth busiest public library in the state for two decades.

**HOW THE COMMUNITY USES THE LIBRARY**

- **They visit the library at their convenience**—62 hours a week including four evenings and every Saturday.
- **They borrow books, movies, audio books, magazines, and recorded music.**
- **They download books, audio books, music, and movies for free on their home computers and portable electronic devices.**
- **They request materials from the more than 5 million titles available in the OSL database.**
- **They use the library’s research and learning databases,** both in the library and from home.
- **They use the library’s 30 public computers** to conduct the business of their daily lives.
- **They use many of our services from home 24/7, via the library web page.**
- **They bring their very young children to our 6 weekly storytime sessions.**
- **They come to the library after school to do their homework.**
- **They come to Monday Night at the Movies**—once a month, to view new and popular films.
- **They get answers to questions**—any question—from the very simple: what is the population of North Kingstown to the more complex: what Latin American countries have extradition treaties with the U.S.
- **They learn basic computer skills**—how to set up an e-mail account; how to use Facebook and Skype; how to create a document in MS Word; how to search the library databases; how to search the Internet.
- **They research their family history.**
- **They learn about the history and culture of our town.**
- **They use the library meeting rooms**—one of very few free meeting spaces available in town.
- **They exhibit arts and crafts and other personal collections in the library’s foyer gallery and display cases.**
- **They bring in their laptops to connect to the library’s Wi-Fi high-speed internet connection.**
- **They get suggestions for good books to read or good movies to watch.**
- **They come to programs to learn, to grow, and to be entertained**—to hear authors read from their work; to listen to lectures on history, literature, science, and music; to discuss books they have read; to see dramatic presentations; to hear concerts; to meet reptiles, baby chicks, birds of prey; to learn about other lands and other cultures; to see magicians, and puppeteers, and storytellers; to learn new skills; to learn about health and fitness; and to interact with other members of the community.

	Actual FY 08-09	Actual FY 09-10	% Change FY 09 to 10	Projected FY 10-11	Projected FY 11-12
Number of Users Visiting the Library	183,803	193,897	+5.5%	201,379	205,406
Number of Service Hours	3,018	3,068		3,088	3,085
Number of Materials Loaned	342,834	363,609	+6%	368,916	374,302
Number of Computers for the Public	30	30		37	37
Number of Materials Sent to Other Libraries	46,135	51,986	+11%	52,000	52,520
Number of Materials Borrowed from Other Libs	38,020	42,056	+10.6%	42,838	43,695
Number of Internet Users	25,207	32,669	+30%	35,176	36,935
Number of Connections to Library Web Page	64,236	72,671	+13%	72,824	73,000

Number of Database Information Retrievals	51,153	58,311	+14%	47,000	47,000
Number of Requests for Assistance	29,681	28,326	-4.5%	27,080	26,200
Number of Programs	469	580	+24%	580	580
Number of People Attending the Programs	11,561	12,251	+6%	12,275	12,275

### THE LIBRARY BUDGET FOR FY 2012

The library budget supports the five elements that are needed to provide library service to the community: a convenient business schedule; a staff of professional librarians and paraprofessionals trained to help the public; a collection of resources in all formats in demand by the community; advanced proven technologies both for the public to use and as the infrastructure for our services; and a facility that serves as a gathering place, a welcoming place, and a place of refuge for people from all walks of life.

**Expenditures.** The budget request for FY 2012 for the North Kingstown Free Library is \$1,481,957 with a spending increase of \$88,163 (6.33%) over the current fiscal year.

- \$63,300 of the \$88,163 represents contractual personnel obligations over which the library has no control, including union COLAs; merit raises; five additional days of payroll at the end of the fiscal year; the increase in employer contributions for retirement benefits; and expected increased costs for health and dental benefits.
- \$5,000 represents an increase in electricity costs, offset by estimated lower heating oil costs (based on a three-year cost analysis of this spending).
- \$20,000 is the cost of salary and benefits for an additional 20-hr. a week part-time library clerk in order to cope with the rise in our business volume.

### Revenues.

- **Municipal Tax Appropriation:** \$1,193,814. Since the North Kingstown Free Library is a town service, the largest source of revenue for the budget (81%) comes from town tax support. This budget would require \$1,193,814 from municipal tax support, an increase of \$69,225 (6.16%) over the current fiscal year.
- **State Grant-in-Aid to Public Libraries:** Tax-based: \$210,200. Endowment-based: \$1,943. Total: \$212,143. 14% of the budget revenue, state grant-in-aid to public libraries is expected to be level-funded for the fourth straight year. We qualify for grant-in-aid only if the town appropriates the same amount for library service that it appropriated in the preceding fiscal year (this number is derived from the total of the tax appropriation for the NKFL plus the annual contributions given to the Davisville and Willett libraries).
- **Departmental Revenue:** \$60,000. In order to help support this budget request, the Trustees have voted to double the rates of overdue fines in order to generate an additional \$18,000 in departmental revenue.
- **Miscellaneous Revenue:** \$6,000. The Trustees have voted to increase the contribution from the endowment fund administered by the North Kingstown Free Library Corporation from \$5,671 to \$6,000.
- **Prior Year Revenue:** \$10,000. The library's fund balance is very small and cannot support a larger annual contribution.

### JUSTIFICATION FOR THE FY 2012 BUDGET

**The library is the great equalizer that levels the playing field for everyone.** In tough economic times, people need libraries more than ever—to apply for jobs; to file tax returns; to apply for public assistance. Some folks cannot afford computers and internet access; they do not have money to buy books, to go to the movies, or to attend a concert. Not everyone can afford to take a continuing education course. The library offers all of these things—to everyone, regardless of whether they can afford them or not.

**The library treats all of the townspeople with respect, serving each library user individually.** We are not just a warehouse of books; we are engaged in a community-building effort every day when we open our doors. The reason we improve the quality of life in town is because of our very ability to serve each library user as an individual. The response to a request for help can take 30 seconds; it can take 20 minutes; or it can take an hour. Every request for assistance gets the same level of effort.

**The library gives the taxpayers good value for their investment.** Though the cost to the taxpayer for library service represents only about 2 cents on the tax dollar, the value of that investment is far greater than 2 cents. For

instance, if North Kingstown residents had to buy each of the 363,609 items they borrowed from the library last year, at an average price of \$15; it would have cost \$5,454,135. Last year, the entire library budget for all of our services, not just borrowing materials, cost only \$1,376,000.

### **INFORMATION ABOUT BUDGET CHANGES**

**The library has been able to absorb increased costs without comparable increases in tax support in the past three years because of the following:**

- The fortuitous retirements of two long-serving administrative librarians, whose positions were not replaced.
- The timing of a reorganization of other librarians on the staff to account for the retirements. Though there were funds earmarked in both the FY 09 and FY 10 budgets for the reorganization, it took two years to implement it, thus leaving available funds in the budget in both of those years to fund higher than budgeted electricity costs and HVAC maintenance, as well as additional hours for our part-time clerk and graduate school interns to help cope with the rise in our business volume.
- We have employed a number of strategies to maximize our staffing: we have cross-trained all of our staff; we have eliminated most back-office operations, expecting the staff to perform these tasks while serving on the public desks; and we allow only two staff members to be granted leave at any one time. The library does not employ secretarial staff, bookkeeping staff, or a facilities maintenance supervisor as is the case with most libraries our size; these functions are handled by the Director and Deputy Director.

**The library needs an increase in funding this year because we can no longer do more, or even as much, with less and expect to fulfill the expectations and needs of the North Kingstown community for library service.**

- Costs over which we have no control are increasing in FY 2012 and we have no tools left in the toolkit that will allow us to minimize the impact of those increases on how we provide library service. We have no fortuitous retirements on next year's horizon; no projects that have not yet been implemented for which we have a budget cushion that can be diverted to pay for other things; we have already re-organized the staff and our protocols for getting work done.
- 193,897 individuals visited the library last year—more than 7 times the population of North Kingstown; the highest number of users in the library's history; and the highest operating indicator among town services.
- Our staff is the smallest it has been in a decade; yet our business volume is on the rise; and the number of hours we are open weekly (62) remains the same as it has for a decade.
- We staff three service desks on two floors and in order to maintain public safety and security, these desks cannot be left unstaffed.
- We have significantly fewer full-time equivalent staff than any library our size or with our volume of business.
- The circulation staff, which handles the commerce of the library (check outs, check ins, interlibrary loan lending and borrowing), processed over 782,000 items last year. With slightly fewer than 4 FTE staff assigned to the circulation desk, each of these staff members handled over 200,000 books, movies, and audio books while also helping the public use the library. This is not an adequate number of staff to conduct this level of business.

### **FUNDING PARTNERS THAT SAVE THE TAXPAYERS MONEY**

The library maintains a number of funding partnerships that help pay for key elements of our services at no cost to the taxpayers of North Kingstown.

**Volunteers.** The library has a loyal and dedicated corps of volunteers—notably seniors and teens—who help with projects that do not require specialized training, professional library degrees, or involve access to the borrowing records of our patrons, which are protected by state and federal laws.

- In FY 09-10 they re-shelved 70% of the books, movies, and audio books that had been returned by our borrowers.

**The State of Rhode Island.** In addition to state grant-in-aid to public libraries, which is a direct revenue source in the library budget in excess of \$200,000 annually, the State Office of Library and Information Services (OLIS) supports a number of other projects and programs using state and federal funds:

- The daily inter-library delivery service that allowed us to send and receive almost 95,000 items from other RI libraries in FY 10.

- Grants for special projects. In the current fiscal year, we received a grant to purchase 5 laptops for a mobile computing lab to teach technology courses to the public
- Paid subscriptions to 29 informational and research databases.
- 

**Federal Stimulus Grant Funds through the Broadband Technology Opportunities Program (BTOP).**

Administered by Ocean State Libraries (OSL), partnering with OSHEAN, federal grant funds in this program will provide the following in the current fiscal year:

- All new telecommunications equipment; 17 new computers.

**The Friends of the Library organization pays for 90% of the library’s programs and activities.**

- Last year, the Friends’ organization funded \$11,000 of library programs, making it possible for us to offer these opportunities to the public free-of-charge, at no cost to the taxpayers.

**The NK Arts Council** and the library have a long history of collaboration.

- Last year they funded R.I. Voices; Sunday Musicales; and the library’s series on lighthouses

**The Champlin Foundations** has granted our library over a million dollars in the past 25 years for technology hardware, software, and infrastructure and for many of our capital projects.

- Last year, they provided matching funds for the BTOP grant for computer equipment.
- They gave us \$67,500 toward a new chiller for the air conditioning system.

**The North Kingstown Free Library Corporation,** administered by the library Board of Trustees, has provided the lion’s share of funding for capital improvements at the library in the past 15 years, allowing for the responsible care and maintenance of the building and grounds with little or no cost to the taxpayers.

- Last year, they provided over \$11,000 for furniture, notary service, staff development, and archival supplies for the South County Room collection.

**THE EFFECT OF BUDGET CUTS ON LIBRARY SERVICE**

Since the library has only two areas of spending within its control—personnel and the library collection—cuts to the library budget request would have to come from these two areas. A cut in either or both of these areas would affect our ability to provide service to the public—which is our very reason for being. The severity of the cut will determine the level of service reduction.

**Cuts to the collection budget.** If we cannot buy new materials for the library collection, if we buy fewer new materials for the collection, if we cannot buy the formats in demand by our users, we cannot serve the taxpayers of North Kingstown. The collection forms the basis for all of our services and reductions in the number of items we can buy is always a reduction in service.

- The collection budget has not seen an increase in the past four years, in spite of the rising cost of materials and the number of formats in which we now have to collect (13 and rising) to meet the needs of our community. We are not asking for an increase in this budget. However, every year without an increase is essentially a year in which the collection budget is cut.
- If we seek to rely on other OSL libraries to meet the demands of NK library users, we will shift the cost-savings from the collection to an increased cost for staffing in order to keep up with the higher volume of interlibrary loans, which is the most labor intensive and costly service that we offer.

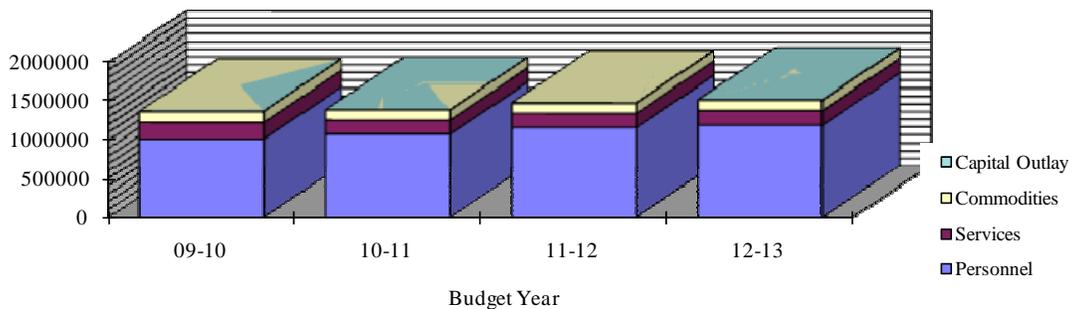
**Cuts to the library staff.** Any cut that we make in personnel hours, including the additional 20-hr a week part-time clerk that is part of this budget request, will require cuts in library service hours.

- We are prevented by state mandate from cutting our service hours to below 60 hours a week. State Public Library Standards require us to be open 60 hours a week to serve a population our size. We can only reduce our hours by 2 a week before we risk losing our \$200,000+ in state grant-in-aid to public libraries.

As outlined in this document, the library has already made every possible adjustment in staffing and taken advantage of all possible sources of income in order to continue providing the library service that the residents of North Kingstown expect. In short, we cannot continue to provide this service without the proposed increase in the budget.

Library	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 12-13
<b>Personnel</b>	\$1,020,927	\$1,075,349	\$1,081,718	\$1,165,471	\$83,753	7.74%	\$1,197,521
<b>Services</b>	\$211,660	\$190,164	\$179,562	\$183,972	\$4,410	2.46%	\$187,651
<b>Commodities</b>	\$142,827	\$128,281	\$132,514	\$132,514	\$0	0.00%	\$135,164
<b>Capital Outlay</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
<b>Total</b>	<b>\$1,375,414</b>	<b>\$1,393,794</b>	<b>\$1,393,794</b>	<b>\$1,481,957</b>	<b>\$88,163</b>	<b>6.33%</b>	<b>\$1,520,337</b>

TOWN LIBRARY  
Budget Trends



**LIBRARY DEPARTMENT  
ZERO BASED BUDGETED TABLE**

ACCOUNT DESCRIPTION	DESCRIPTION	Adopted
Classified Full-Time	7 librarians and 5 paraprofessionals. All staff in this budget line provide direct public service at our three services desks in addition to carrying various responsibilities for departmental functions, managing areas of service within departments, or for specific ongoing jobs and tasks. There are no changes proposed to the number of staff positions or classifications. Increase due to union contract COLAs; merit raises for positions upgraded in 2010; and 5 additional payroll days at year-end.	528,602.00
Classified Part-Time	2 library clerks (one @ 30 hrs per week; one @ 20 hrs/week); one substitute library aide for up to 3 hrs/week as needed; and 2 custodians who share responsibility for janitorial services, one working mornings (28 hrs/week), one working evenings and weekends (21 hrs/week). Because we cannot manage our current volume of business (which is continuing to increase) with the existing number of staff hours in the schedule (the lowest of all libraries with our business volume), we have added the 20 hr/week library clerk position. Increase due to the addition of the clerk position; union contract COLAs; merit raises for the two clerical positions; longevity increase for one custodian; and	94,561.00

	5 additional payroll days at year-end.	
Unclassified Full-Time	1 director and 1 deputy director. Increase due to COLAs to mirror those of union employees; and 5 additional payroll days at year-end.	145,005.00
Unclassified Part-Time	4 GSLIS (URI library school) temporary student interns for a total of 50 hrs/week; 1 contract librarian to assist with programming (\$1,500). No salary increases are included for these employees. Increase due to budgeting for actual number of hours worked by the interns which is 2 more a week than we budgeted in FY 10-11.	35,950.00
Termination Pay	Planned contribution to library termination reserve. Decrease due to lack of available funding.	\$3,477
FICA	.0765% of payroll.	61,515.00
Retirement	13.44% of selected payroll accounts. Employees in unclassified part-time category do not receive retirement benefits. Increase due to higher rate of employer contribution.	103,009.00
Health Benefits for Active Employees	15% rate increase estimated. Benefit for 14 full-time employees. The two administrative librarians contribute 20% toward their health-care premiums; 5 union staff members contribute 20%; 4 union staff members are scheduled to contribute 12% in FY 12; 3 staff members exercise the alternative health option at a total cost of \$9,000.	127,376.00
Health Benefits for Retired Employees	15% rate increase estimated. Benefit for 6 retired employees, three of whom have coverage for their spouses as well. Employees are enrolled in various plans depending on their age and date of retirement. None of these employees co-pay for these benefits. Decrease due to one of our beneficiaries turning 65.	48,823.00
Dental Benefits	5% rate increase estimated. Benefit for 18 employees—all full-time and classified part-time. Three employees have coverage through their spouses.	13,596.00
Life Insurance	5% rate increase estimated. Benefit for 14 full-time employees.	2,362.00
Tuition & Fees	Occasional fees for conferences, workshops, and continuing education opportunities for staff. No increase.	250.00
Travel & Expenses	Librarians participate on a number of statewide committees which meet on varying schedules at libraries across the state. No increase.	945.00
Dues & Memberships	Memberships in the R.I. Library Association, the New England Library Association, the Public Library Association, and the American Library Association. No increase	300.00
Telephone	The library share of the town's VoIP phone system for two incoming lines plus one fax line and long distance charges. Budget amount is based on monthly charges in FY 10-11 with an estimated 3% increase in rates. Decrease due to over-budgeting in FY 10-11 since we were unsure of the full year of costs on the town VoIP system.	4,200.00
Postage	First-class postage for overdue and other notices to patrons. Postage for general correspondence. Out-of-state ILL returns. No increase.	1,200.00
Data Processing	The library's share of town data processing costs. Increase due to anticipated fee to be charged by IT department for maintaining the library's LAN servers.	1,500.00
Auditing	The library's share of the town's auditing contract. Rate determined by Finance Dept. Estimated 5% increase.	2,830.00
Office Equipment Rental	Lease of the postage meter. No increase.	836.00
Stationery	Funds to have letterhead, envelopes, note cards, or signs printed	150.00

Office Equipment Maintenance	by a local professional printer. No increase. Maintenance on the library's share of the town telephone system (\$1,317), office copier (town-wide contract-estimated library share \$688), software license renewals for administrative functions, including e-mail scanning for spam (\$2,322). Plus an estimated \$673 for service on microfilm machines. No increase.	5,000.00
Supplies	Office supplies such as paper, toner, pencils, pens, etc. and library supplies such as book jackets, labels, circulation cases for videos and talking books, etc. We take advantage of state contracts on office supplies and receive OSL discounts on library supplies. No increase.	7,964.00
OSL Membership Fees	Slight decrease in membership fees, which are re-calculated annually and based on the OSL budget approved by the members each November. Membership fees provide: three T-1 telecommunication lines that connect us to the Internet and OSL central equipment; a fully integrated library automation system for lending and cataloging our library materials; an online catalog shared by the 49 public libraries in RI; direct inter-library loan access for our patrons to all of those collections—5 million items; subscriptions to 18 informational databases; annual licenses for anti-virus software and MS-Office upgrades; Overdrive downloadable audiobooks annual contract; training, cataloging, technology planning & development consultants at no additional cost to the library budget.	49,547.00
Books & Other Publications for the Library Collection	2,500 books (\$45,714) including: adult & children's titles, large print, adult new reader materials, local history titles, downloadable e-books, and inter-library loan fees for out-of-state requests; 1,250 DVDs (\$18,500) for adults and children; 210 magazine and newspaper subscriptions (\$14,338) including print and microfilm; 346 audio books (\$16,150) for adults and children including compact discs, playaways, and downloadable audio titles; 175 music compact discs (\$2,500) for adults and children; 7 electronic databases (\$21,798) in addition to those we receive through our OSL membership	119,000.00
Electricity	Based on average monthly costs over the previous two fiscal years. Significantly under-budgeted in the current and previous fiscal years.	65,000.00
Fuel Oil	Based on a two-year average—actual spending in FY 09-10 and projected spending in FY 10-11.	17,000.00
Solid waste	The library's share of the town-wide contract. 5% increase estimated.	2,288.00
Water	Based on average water usage and new rates.	1,500.00
General Insurance	Based on average monthly costs over the previous two fiscal years. Significantly under-budgeted in the current and previous fiscal years.	14,121.00
Exteriors	Based on a two-year average—actual spending in FY 09-10 and projected spending in FY 10-11.	1,000.00
Interiors	The library's share of the town-wide contract. 5% increase estimated.	\$11,000.00
Contractual Services	Contracts for elevator maintenance, fire alarm system maintenance, chemicals for the water treatment in the cooling tower and closed loop HVAC system, security alarm monitoring contract. No increase.	6,500.00
Electrical Supplies	Light bulbs and ballasts for the sixteen different light fixtures inside and outside the building. No increase.	1,550.00
Janitorial Supplies	Supplies for regular maintenance of the facility—toilet tissue,	4,000.00

facial tissue, hand soap, cleaners for floors, windows, and fixtures, trash bags, ice melt for walkways, and occasional janitorial equipment. Purchasing some custodial supplies through the School Dept. central supply; utilizing state bid prices for most other purchases. No increase.

**REVENUES**

Account Description	Justification	Amount
Current Year Taxes	6.16% increase.	\$1,193,814
State Grant-In-Aid	The state grant-in-aid amount for FY 11-12 will not be appropriated by the RI General Assembly until the state budget is approved. We are estimating that GIA will remain level-funded. Because the grants are re-calculated each year based on municipal support, we expect a small increase in endowment-based aid because of the contribution to the budget from the NKFL Corporation endowment income. For the North Kingstown Free Library, the scheduled amounts of state grant-in-aid to public libraries will be: tax-based grant-in-aid \$210,200; endowment-based grant-in-aid @\$1,943 for a total to the North Kingstown Free Library of \$212,143. The total amount of tax-based grant-in-aid for public libraries coming to the Town of NK will be \$247,233. If the Willett and Davisville libraries receive tax-based appropriations from the Town, they are entitled to receive a portion of the state grant-in-aid coming to the Town. For FY 11-12 the Willett and Davisville libraries are scheduled to receive \$17,545 each for a total of \$35,090 of the town's state grant-in-aid to public libraries.	\$212,143
Departmental Revenue	This includes money received from overdue fines and from printing on the public printers (10 cents a page for b&w; 50 cents a page for color). Increase of \$18,000 due to the doubling of overdue fine rates, which have remain unchanged for two decades.	\$60,000
Prior Year Surplus	No change.	\$10,000
Miscellaneous Revenue	The North Kingstown Free Library Corporation will contribute \$6,000 from endowment income, to be used for the library collection.	\$6,000

**MUNICIPAL COURT**

Jeannette Alyward

**Mission Statement:** to provide for the just determination of every civil violation proceeding. They shall be construed to secure simplicity in procedure, fairness in administration and the elimination of unjustifiable expense and delay.

The Municipal Court is the judicial branch of the Town of North Kingstown government and is also a part of the State of Rhode Island court system. The types of offenses that are heard in the Municipal Court courtrooms include civil traffic, parking, zoning and ordinance charges.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision Reference</b>	<b>Timeframe</b>
Add a Municipal Court Office Clerk	Fiscal	2012

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Docket Municipal Court Cases conduct Municipal Court weekly sessions
SECOND QUARTER (10/1/11 to 12/31/11)	Docket Municipal Court Cases conduct Municipal Court weekly sessions
THIRD QUARTER (1/1/12 to 3/31/12)	Docket Municipal Court Cases conduct Municipal Court weekly sessions
FOURTH QUARTER (4/1/12 to 6/30/12)	Docket Municipal Court Cases conduct Municipal Court weekly sessions

**PERFORMANCE MEASURES**

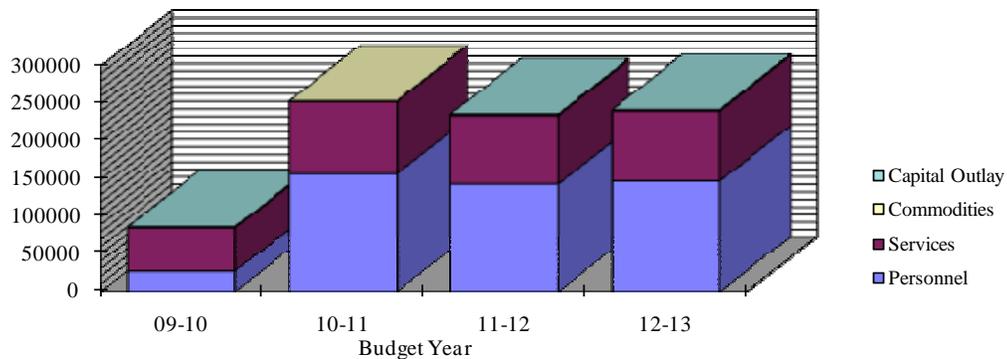
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Municipal Court Session		37	38	37	38
Municipal Court Cases		3092	3600	3200	3200

**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Clerk I	0	1	1
<b>TOTAL MUNICIPAL</b>	0	1	1

Municipal Court	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
Personnel	\$27,538	\$107,136	\$158,061	\$144,323	(\$13,738)	n/a	\$148,292
Services	\$58,456	\$76,325	\$95,289	\$90,700	(\$4,589)	n/a	\$92,514
Commodities	\$577	\$456	\$750	\$750	\$0	n/a	\$765
Capital Outlay	\$716	\$0	\$0	\$800	\$800	n/a	\$816
<b>Total</b>	<b>\$87,287</b>	<b>\$183,917</b>	<b>\$254,100</b>	<b>\$236,573</b>	<b>(\$17,527)</b>	n/a	<b>\$242,387</b>

MUNICIPAL COURT  
Budget Trends



**ZERO BASED BUDGET  
MUNICIPAL COURT**

Account Number	Description	Proposed
13003020 51010	CLASSIFIED FULL TIME Clerk 1	14,554.00
13003020 510103	UNCLASSIFIED FULL 40% Town Clerk Salary 60% Deputy Town Clerk Salary	66,309.00
13003020 510104	UNCLASSIFIED PART TIME Municipal Court Judge payment \$250/session, Town Sergeant deliver and pick up at RITT/Operator Control	10,000.00
13003020 510107	OVERTIME Police Detail for Court Sessions and Appearances for Trials	16,000.00
13003020 524001	SOCIAL SECURITY	8,175.00
13003020 524302	RETIREMENT	10,868.00
13003020 524304	HEALTH INSURANCE	14,104.00
13003020 524305	DELTA DENTAL	1,262.00

**ZERO BASED BUDGET  
MUNICIPAL COURT**

<b>Account Number</b>	<b>Description</b>	<b>Proposed</b>
13003020 524306	LIFE INSURANCE	251.00
13003020 524404	CONFERENCES & MEETINGS – Municipal Court Judge Association Meetings	1,000.00
13003020 524405	TRAVEL & EXPENSES Mileage for Town Sergeant to deliver and pick up materials at RITT/Operator Control	1,800.00
13003020 530103	POSTAGE	500.00
13003020 530525	RITT FINES portions of fines (pass through money from penalties collected)	70,000.00
13003020 530526	RITT VIOLATIONS portion of each violation (pass through money from penalties collected)	12,000.00
13003020 530801	LEGAL ADS	200.00
13003020 530807	PRINTING - Printing of Court Forms and Tickets	1,500.00
13003020 531004	OFFICE EQUIP/MAINT Maintenance fee for Municipal Court Software	6,500.00
13003020 540101	OFFICE SUPPLIES	250.00
13003020 540108	BOOKS & PUBLICATIONS Annual Subscription of Municipal Court Law Books	500.00
13003020 550301	OFFICE EQUIP & FURNITURE Filing Cabinet, computer upgrades.	800.00
	<b>TOTAL MUNICIPAL COURT</b>	<b>236,573.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	
	<b>FINAL PROPOSED BUDGET</b>	

## ***LEISURE ACTIVITIES***

Al Southwick, Recreation 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, is the sole source of funding for 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 43,000 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 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 84 moorings and over 100 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.

### **Recreation**

To offer quality recreational programs and services to children, adults and families during their leisure time in a safe, rewarding and affordable manner that will allow all of our residents to participate. To provide youth sports activities, summer camps, 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, gymnastics, track and softball leagues to special arts, band and theater activities for children as well as field trips, a teen extreme program, interstate tournaments and musical presentations.

### 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.

### 2011/2012 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Maintain quality of life by providing excellent recreational opportunities for our North Kingstown Residents.	Vision Goal 1	7/1/11-6/30/12
Arts Council to provide quality Arts Programming.	Goal 2 Quality of Life	Ongoing
Operate and Maintain Allen Harbor Marina Facilities.	Goal 3 Infrastructure	7/1/11-6/30/12
Continue improvements to Calf Pasture Point.	Goal 4 Infrastructure	7/1/11-6/30/12
Insure that the Golf Course is in excellent playing condition and provide a pleasant atmosphere.	Goal 5 Infrastructure	7/1/11-6/30/12
Make use of the newly reopened well to reduce the Golf Course dependence from the Narrow River Aquifer.	Goal 6 Infrastructure	7/1/11-6/30/12
Upgrade fleet of golf carts.	Goal 7 Infrastructure	Ongoing
Use preventative Maintenance System for Golf Course Operation.	Goal 8 Infrastructure	Ongoing
Encourage Low Income Children to participate in our programs through transportation access and affordability.	Goal 9 Vision	Ongoing
Coordinate with Public Works and 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. This may require areas to be taken off line for a period of time.	Goal 10 Infrastructure	Ongoing
Identify the need and benefit to <u>all</u> of our residents for an Indoor Recreation Facility to include athletic, social and meeting space.	Goal 11 Vision	Ongoing
Show the more efficient and safe use of McGinn Park through the implementation of a synthetic turf surface.	Goal 12 Vision	Ongoing

### WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/11 to 9/30/11)	Goals 1, 3, 4...Allen Harbor...Continue to implement Allen Harbor Plan and continue Calf Pasture Point Improvements. Review rates for 2012 season. Update waiting lists.  Goals 1, 5, 6, 7, 8...Golf Course...Continue our high level of maintenance, schedule tournaments, leagues, Jr. Golf School and Women's Golf Program. Fertilize and spray greens, tees and fairways. Aerate and seed fairways and greens. Review rates for 2012 season.  Goals 1, 2...Arts Council...Tuesday Night Concerts, Thursday Family Entertainment Series, Children's Play. Coordinate Art Festival with the Art

QUARTER	ACTIVITY
<p>SECOND QUARTER (10/1/11 to 12/31/1)</p>	<p>Association, Police, Fire and Public Works. Send bill to Art Association.</p> <p>Goals 1, 9, 10, 11...Recreation...Summer Camp Administration, Theatre and Arts for Children, outdoor and indoor sporting events, planning for fall and winter, evaluate field conditions.</p> <p>Goals 3, 4...Allen Harbor...Winterize Equipment. Inspect 1/3 Moorings and install winter mooring markers. Obtain Town Council approval of rates for the 2013 season. Prepare and mail 2012 Winter Contracts to our Tenants.</p> <p>Goals 5, 7 8...Gold Course...Schedule season ending tournaments and special events programming. Clean course, winter fertilization, drain irrigation system for the winter and prepare equipment for the winter overhaul in accordance with the Preventative Maintenance System. Obtain Town Council approval for the 2013 rates. End of season sale in Pro Shop.</p> <p>Goals 1, 2...Arts Council...Tuba Christmas, Fall Arts Program.</p>
<p>THIRD QUARTER (1/1/12 to 3/31/12)</p>	<p>Goals 1, 9, 10, 11, 12...Recreation...Continue Fall Activities outside and begin Indoor Activities, Coordinate Special Events and trips with Schools and vendors. Begin the budget process. Meet with Asset Management to discuss current conditions and future needs to include a Recreation Center and Sports Turf.</p> <p>Goal 3...Allen Harbor...Fill vacancies from waiting lists for the Summer Season, post Tenant Payments for slips and moorings, supervise Winter Tenants, continue Master Plan Implementation. Advertise the seasonal positions.</p> <p>Goals 5, 8...Golf Course...Repair and service all Golf Course Equipment; prepare and mail league and outing contracts. Advertise for seasonal positions and fill as needed, complete overhaul of Golf Carts and other rolling stock. Begin pruning and removal of trees. Manage 7 day Pass Holder turnover. Prepare specifications for 25 Golf Carts and update manual policy. Open Golf Course for the season.</p> <p>Goals 1, 2...Arts Council...Master Classes.</p>
<p>FOURTH QUARTER (4/1/12 to 6/30/12)</p>	<p>Goals 1, 9, 10, 11...Recreation...Apply for CDBG Funding for Summer Camp Programming. Plan for spring and summer activities including the Easter Egg Hunt, special events, trips, athletic and cultural activities. Maintain and evaluate field conditions.</p> <p>Goals 3...Allen Harbor...Open May 1, order construction materials, open restrooms and boat pump out, install mooring balls.</p> <p>Goals 5, 8...Golf Course...Activate irrigation system, apply spring chemicals and fertilizers, aerate greens, tees and fairways, top dress greens, begin outing and league schedules. Continue to book outings. Continue tree pruning and removal.</p> <p>Goals 1, 2...Arts Council...Sunday Musicales and RI Voices at the Library, TUBAphonia, Strawberry Festival at Smith's Castle. Kick off Tuesday and Thursday Concert Season. Prepare for the Art Festival.</p> <p>Goals 1, 9, 10, 11, 12...Recreation...Begin spring activities including the Easter Egg Hunt, Track and Softball. Hire and train Summer Staff in program safety and skills. Maintain and evaluate field conditions and needs.</p>

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Moorings	3	82	82	82	82
Slips	3	116	116	116	116
Ramp Pass – Daily	3	850	900	850	850
Ramp Pass - Annual	3	120	120	110	110
Gals. Sewage	3	6,000	6,000	6,000	6,000
Season pass	5	100	100	100	100
Pass holder rounds	5	6,200	6,200	6,200	6,200
Outings	5	96	96	96	96
Leagues	5	32	32	32	32
Pro shop sales	5	40,000	40,000	40,000	40,000
Golf carts replaced	7	0	25	0	25
Basketball	1, 9	900	900	900	900
Gymnastics/Dance	1, 9	300	300	60	300
Softball	1,9,10,12	500	500	500	500
Special Events	1,2, 9	5,000	5,000	4,000	5,000
Art	1, 9, 11	200	200	100	100
Cross Country	1, 9, 10	30	30	35	35
Girls Field Hockey	1,9,10,12	80	80	80	80
Wrestling	1, 9, 11	70	70	70	70
Adult Volleyball	1, 9, 11	30	35	25	30
Alton Jones	1, 9	20	25	40	40
Hershey Track & Field Meet	1, 9	120	120	120	120
Jr. Olympics track	1, 9, 11	160	95	140	140
Playgrounds	1,9,10,11	280	300	310	320
Swimming Lessons					
Summer Sports	1,9,10,11	500	500	500	500
Youth tennis	1, 9	120	150	130	140
Creative Drama	1, 9, 11	110	130	120	130
Arts & Crafts (6-9)	1, 2, 9	140	140	140	140
Missoula Theatre	1, 9	65	65	65	65
Bussing ages 6-13	1, 9	7,500	6,500	13,000	13,000
Teen Extreme	1, 9	140	160	140	140

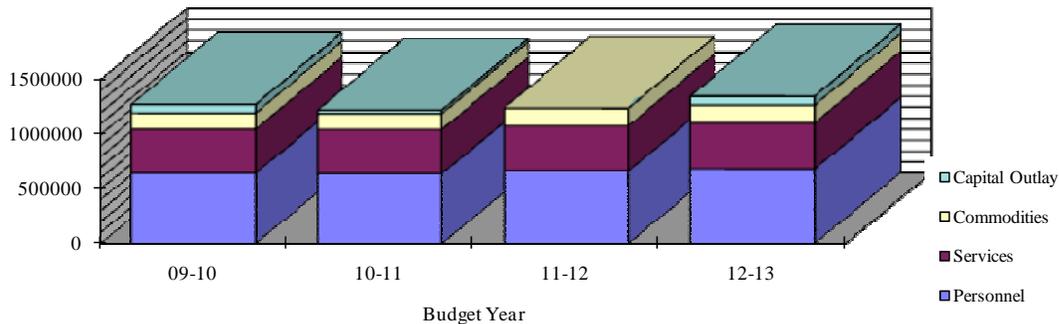
**PERSONNEL LIST**

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Leisure Activities Director	0	0	0
Recreation Director	1	1	1
Custodian	1	1	1
Secretary	1	1	1
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	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	8
Seasonal Semi-skilled Laborer	7	7	7

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Seasonal Cart Staff	8	8	8
Seasonal Starter/Ranger/Cashier	9	9	9
Operations Manager Allen Harbor	1	1	1
Assistant Operations Mger Allen Harbor	2	2	2
Temp Semi-Skilled Laborer Allen Harbor	7	7	7
Beach Staff Part Time	13	13	13
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	0	0	0
Softball Part Time	4	4	4
Volleyball Part Time	2	2	2
Basketball Part Time	18	18	18
Other Indoor Activities	10	10	10
Track Part Time	3	3	3
<b>Total</b>	<b>123</b>	<b>123</b>	<b>123</b>

<b>Golf Course</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 12-13</b>
<b>Personnel</b>	\$651,127	\$639,693	\$646,424	\$670,377	\$23,953	3.71%	\$688,812
<b>Services</b>	\$401,736	\$437,626	\$403,869	\$411,286	\$7,417	1.84%	\$419,512
<b>Commodities</b>	\$145,875	\$159,190	\$144,250	\$159,114	\$14,864	10.30%	\$162,296
<b>Capital Outlay</b>	<u>\$78,493</u>	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$0</u>	<u>(\$30,000)</u>	=	<u>\$80,000</u>
						<u>100.00%</u>	
<b>Total</b>	<b>\$1,277,231</b>	<b>\$1,266,509</b>	<b>\$1,224,543</b>	<b>\$1,240,777</b>	<b>\$16,234</b>	<b>1.33%</b>	<b>\$1,350,620</b>

GOLF COURSE  
Budget Trends



**ZERO BASED BUDGET  
GOLF COURSE**

Account Number	Description	Requested
43021010 510101	CLASSIFIED FULL TIME Mechanic, Assist. Super, 1/3 building & grounds custodian	112,181
43021010 510103	UNCLASSIFIED FULL TIME Golf Course Superintendent	78,229
43021010 510104	UNCLASSIFIED PART TIME Seasonal laborers for maintaining golf course do not expect high turn-over \$10.50/hr - \$358/wk x 30 wk x 2 emp = \$22,000, \$263/wk x 30 wk x 1 emp = \$7,900, 1@ \$10.00/hr - \$350/wk x 30 wk x 1 emp = \$11,000, 2@ \$9.50/hr - \$285/wk x 20 wk x 2 emp = \$11,400 2@ \$9.00/hr - \$270/wk x 20 wk x 2 emp = \$10,800	63,100
43021010 510107	OVERTIME Union employees - \$5400, PT - \$1500, Secretary - \$100	7,000
43021010 524001	FICA	19,928
43021010 524302	RETIREMENT	25,591
43021010 524303	UNEMPLOYMENT Season worker's project	5,000
43021010 524304	HEALTH INSURANCE	46,116
43021010 524305	DENTAL INSURANCE	4,254
43021010 524306	LIFE INSURANCE	556
43021010 524307	UNIFORM ALLOWANCE Uniform allowance for 4 employees per union contract \$300 x 4 = \$1200	1,200
43021010 524308	MILEAGE ALLOWANCE Staff use of personal vehicles 400 Mi @ \$0.585 = \$234	234
43021010 524403	ASSOCIATION DUES Association dues for GCSAA \$310, RIGCSA \$150, Pesticide License \$45, USGA \$45	550
43021010 524404	CONFERENCES/MEETINGS Regional Conference in March @\$300, Local Seminars (education Credits) @\$50, RIGCSA Meetings 3@\$50=\$150	500
43021010 530101	TELEPHONE 56k line plus 2 existing phone lines Avg Monthly Bill = \$95 X 12 = \$1,140, Internet Service @ \$140/Month= \$1,680	2,820
43021010 530105	DATA PROCESSING IT Support - \$12,951	12,951
43021010 530203	VEHICLE REGISTRATION Registration for pick-up, dump truck @ \$4 + \$8	12
43021010 530301	ELECTRICITY Electricity for maintenance buildings - Avg monthly bills = \$1,200 x 12 = \$14,400	17,000
43021010 530302	GAS (LP) GC OpsHeat for maintenance building - Avg 4300 gal/yr price/gal \$3.50 = \$15,050	15,000
43021010 530304	SEWERAGE QDC Sewer use charge FY 2009 Avg bill \$62.50 x 12 = \$750	750
43021010 530305	SOLID WASTE Waste Management contract -\$5125 Additional TRANSFER STATION FEES estimated \$775	5,900
43021010 530306	WATER EDC imposed user fees. Golf course irrigation, Price #1.87/1,000 Gals.	20,000
43021010 530606	PAYING AGENT	65
43021010 530704	OTHER RENTALS Rental of equipment as needed Taylor Rental - compressors, trenchers, slice seeder \$650 Other pieces of equipment as needed \$300 Advance Liquid Recycling -parts cleaner \$300 Port-a-john Contract \$1,050/y	2,300

**ZERO BASED BUDGET  
GOLF COURSE**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021010 530804	ADVERTISING Advertisements for bids In Prov Journal and SRI Newspapers: Pesticides, fertilizers, Top Dressing \$350 Annual advertising for season positions \$75 Out Front Rotary Mower \$350 Tree Removal \$125 Seeds \$125 Lime - \$125	1,200
43021010 531001	MOTOR VEHICLES MAINTENANCE Maintenance of aging vehicle fleet including tractors, mowers, utility vehicles, etc. winter maintenance of 75 golf carts Willand - sole source for parts and equipment for 20 vehicles including tractors, utility carts Mowers Estimate \$9500 RF Morse - sole source for parts and equipment for 8 vehicles including tractors, utility carts Mowers Estimate \$4000 Car Parts - Miscellaneous small parts and supplies including oil, antifreeze, grease, spark plugs filters Estimate \$2000, RI Tire - replacement tires for golf carts, Trucks, etc. Estimate \$500, Allen Seed Parts for trimmers, chain saws rotary hand mowers, New England Golf Cars - Parts and supplies for 80 carts and supplies Estimate \$2500, Turf Products Parts and supplies for 2 large Mowers Estimate \$1000	20,000
43021010 531003	ALARMS SYSTEMS MAINT American alarm system monitoring	225
43021010 531004	OFFICE EQUIPMENT MAINT. Service contract copier Maintenance for fax machine and computer equipment	500
43021010 531103	PLUMBING SYSTEMS MAINTENANCE Club House Area Sprinklers & Valves from old system Estimate: \$5000	5,000
43021010 531106	LANDSCAPING MAINTENANCE Removal and pruning of trees \$5,000	5,000
43021010 531200	REIMB G/F FOR IRRIGATION To reimburse General Fund for \$1.5M Reservation	150,000
43021010 531206	CONT SVCS NOT OTHERWISE CLASSI Deep tine aeration of fairways \$3500, liming of fairways \$2300, Meteor Logics Weather system \$1200, Backflow preventer Maintenance \$1000, Cisco equip service contract \$300, Fire protection system maintenance \$1000, Soil Testing \$1000, Overhead Door Maintenance \$200, Emergency Equipment Repair \$5,000	15,500
43021010 540108	BOOKS & PUBLICATIONS Purchase of New Publications "Tree Care for Golf Courses" and Superintendent's Guide for Green Speed" Estimate \$200	200
43021010 540205	PERSONAL EQUIPMENT - TOWN ISSUE Work shirts for Seasonal employees 25 shirts @ \$20 = \$500	500
43021010 540304	FERTILIZERS Lime for greens and tees \$2,000, Fairway fertilizer \$7,500, Merit Pluss fertilizer \$4,500, Greens Fertilizer 18-3-18 \$1,400, Greens Fertilizer 15-3-8 \$1,400, Greens Fertilizer 21-3-16 \$1,500, Dimension + Fertilizer \$1,200, Tee Fertilizer \$2,500.	22,000
43021010 540305	PEST CONTROL CHEMICALS Daconil \$5,000, Subdue \$7,000, Chipco GT \$8,500, Bayleton \$8,000, Aliette \$2,000, merald \$6,000, Lescoflow \$3,000, Bubigan \$3,000, Fertilizer plus Iron \$2,500, Snow Mold \$2,000	47,000
43021010 540401	GASOLINE OIL & ANTIFREEZE Gasoline 6000 gal x \$2.85/gal = \$17,100, Diesel 1800 gal x \$2.75/gal = \$4,950	22,000
43021010 540501	BUILDING & GROUNDS MAINT. Miscellaneous tools, lumber and materials needed for repairs Wickford Lumber	2,000
43021010 540502	SAND SOIL AND GRAVEL Top Dressing \$6,000, Sand for traps \$1,500 Loam, Stonedust & Pea stone \$2,000	9,500
43021010 540506	SEEDS & PLANTS Perennial Ryegrass \$6,000, Seed Mix for Rough \$1,500, Bent grass \$1,000 Flowers & Misc Plants \$750	9,250

**ZERO BASED BUDGET  
GOLF COURSE**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021010 540701	HAND TOOLS Replace Trimmer \$300, Replace Rotary hand mower \$600	900
43021010 540801	COMMO NOT OTHERWISE CLASSIFIED Flags, poles, towels, marking paint, additional trap rakes, benches, ball washers, cups, rope, etc, replacement signs Additional flags to designate the position of pin on the green	7,000
43021010 550401	VEHICULAR EQUIPMENT Out Front Rotary Mower - \$30,000	30,000
	<b>TOTAL GOLF COURSE OPERATIONS</b>	<b>789,012.00</b>
	<b>TOWN MANAGER'S REDUCTIONS</b>	<b>(70,505.00)</b>
	<b>FINAL GOLF COURSE OPERATIONS BUDGET</b>	<b>718,507.00</b>
43021020 510101	CLASSIFIED FULL TIME 2/3 salary – building & grounds custodian and 25% secretary	39,227
43021020 510103	UNCLASSIFIED FULL TIME Operations manager, Asst. Operations Mgr., Operation Mgr Incentive	126,058
43021020 510104	UNCLASSIFIED PART TIME Temporary positions for cashier, starters, rangers and carts Avg Hourly Wage = \$9.50/hr. Cart/Range 1,472 hrs x \$9.50/hr= \$13,984, Starter/Ranger 4,515 hrs x \$9.50 = \$42,892, Clerk 992 hrs x /\$9.50hr = \$9,424. Total = \$63,300	66,300
43021020 510107	OVERTIME	200
43021020 524001	FICA	17,755
43021020 524302	RETIREMENT	21,935
43021020 524304	HEALTH INSURANCE	32,713
43021020 524305	DENTAL INSURANCE	2,698
43021020 524306	LIFE INSURANCE	546
43021020 524308	MILEAGE ALLOWANCE Reimbursement for staff use of personal vehicle for Town use. 850 mi @0.585 = \$500	500
43021020 524403	ASSOCIATION DUES Staff memberships in Professional organizations: PGA \$1,400, RIGA \$200, NGF \$100, USGA \$100	1,800
43021020 524404	CONFERENCES/MEETINGS Attendance at yearly PGA Vendor Show in Florida To stock Pro Shop. PGA Merchandise Show \$600 x 2 = \$1200.00	1,200
43021020 524405	TRAVEL & EXPENSES Travel and expenses for national, regional and local meetings include and meals 215 Miles @ \$0.585 = \$125 5 meals @ \$20/meal = \$100 Misc expenses (parking) \$50	275
43021020 530101	TELEPHONE Cost Includes The Lease Payments For The Norstar Equipment Line Charges For Six Telephone Lines And Monthly Local And Long Distance Charges And Cox Cable Yellow Pages \$1,700.00 /Yr, Cox Internet \$1,550.00 /Yr, Verizon \$7,500.00	10,750
43021020 530103	POSTAGE Mail yearly contracts to Passholders \$100 mail contracts for Outings \$100	200
43021020 530106	ALARM SYSTEMS Monitoring services for clubhouse alarm systems \$225, maintenance contract fire alarm and sprinkler system \$500	725
43021020 530301	ELECTRICITY Town share 1/3 clubhouse electricity: Avg \$1208/mon x 12 mon = \$14,500	14,500
43021020 530302	GAS Town share 1/3 clubhouse gas \$8,500	8,500
43021020 530304	SEWAGE 1/3 Town share Clubhouse Sewer use: \$50/month x 12 mon = \$600.00	600

**ZERO BASED BUDGET  
GOLF COURSE**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021020 530306	WATER Town 1/3 share of water use at the clubhouse: \$100/month x 12 mon = \$1200.00	1,200
43021020 530406	INSURANCE Worker's Comp. 8,600 + 5%; General Ins. 33,637 + 5%; Additional Premium 2,500.	47,000
43021020 530607	AUDITING 8% of annual audit -\$4,000 + 5%	4,116
43021020 530804	OTHER ADS Newspaper Ads \$500, Television Ads \$2150, Brochures \$1,000, Bid Notification \$200, NK Chamber \$400, Promotional items \$250, Tourism Mag Ads \$500	5,000
43021020 531004	OFFICE EQUIPMENT MAINTENANCE IKON Maintenance Contract for Copier \$250/year, Network Maint \$200/yr	450
43021020 531102	ELECTRICAL SYSTEMS MAINTENANCE Maintenance of Town Share for lights in CLB Restaurant and parking lot	2,500
43021020 531204	DEBT PRINCIPAL	33,150
43021020 531205	DEBT INTEREST	6,372
43021020 531206	CONT SVCS NOT OTHERWISE CLASS Software licenses for POS Tee Time reservation System \$2000 miscellaneous maintenance contracts – HVAC - Regan \$2450, Internet Security System – INET \$1500, Atrion Networking \$300, Vet bills for Mulligan \$450, Miscellaneous repairs under Maintenance Contracts \$2,800 RIGA, Handicap \$3,500	13,000
43021020 540101	OFFICE SUPPLIES Golf Pencils \$450 , Printer Cartridges \$200, Misc Paper Supplies \$350	1,000
43021020 540102	PRINTED FORMS Scorecards \$1,500, Gift Certificates \$150, Business Cards \$250, Long Drive Markers \$400, Letterhead/Envelopes \$200	2,500
43021020 540104	OPER SUPPLIES FOR OFFICE EQUIP Tape for cash register, calculator \$100	100
43021020 540203	BADGES AND EMBLEMS Trophies for tournaments \$150	150
43021020 540205	PERSONAL EQUIPMENT - TOWN ISSUE Shirts for Seasonal employees 36 shirts @ \$13.75 = \$500	500
43021020 540310	MEDICINES & DRUGS First aid kit supplies \$100	100
43021020 540501	BUILDING REPAIR MATERIALS Small building repair problems \$500, HVAC equipment – parts & labor - \$1500	2,000
43021020 540509	JANITORIAL SUPPLIES Town Share of Paper Goods, cleaners, floor detergents, cleaning supplies, etc \$1650, Town share replacement lights in Clubhouse \$350	2,000
43021020 540512	PAPER PRODUCTS Various supplies including drinking cups for the Golf Course from Central Supply at School Dept \$800	800
43021020 540513	EQUIPMENT REPAIRS Office equipment repairs not covered under contract \$300	300
43021020 540801	COMMO NOT OTHERWISE CLASSIFIED Range Equipment \$7,000, Medicine For Callie \$500, Misc Course Supplies \$9,500	17,000
43021020 540803	COMMODITIES - MERCHANDISE Accessories \$4,000, Bags \$1,200, Irons \$2,000, Junior Clubs \$600, Putters \$600, Woods \$3,000, Gloves \$3,500, Balls \$8,500, Shoes \$3,500, Hand Carts \$600	27,500

**ZERO BASED BUDGET  
GOLF COURSE**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021020 540804	COMMODITIES - CLOTHING Men's Hats \$2,000, Outerwear \$1,600, Shirts \$2,700, Socks \$300, Sweatshirts \$1,200, Women Outerwear \$500, Shirts \$600, Socks \$100, Sweatshirts \$1,000	10,000
43021020 550401	CAPITAL OUTLAY VEHICULAR EQUIP Continue 3 year cart replacement program (25 carts/yr) Estimate includes trade-in of 25 carts x \$1,860 each	46,500
<b>TOTAL CLUB HOUSE OPERATIONS</b>		<b>569,984.00</b>
<b>TOWN MANAGER'S REDUCTIONS</b>		<b>(47,714.00)</b>
<b>FINAL CLUB HOUSE OPERATIONS BUDGET</b>		<b>522,270.00</b>

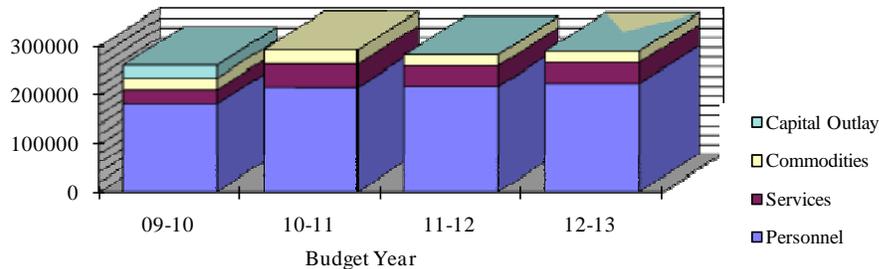
**ALLEN HARBOR DIVISION**

**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 84 moorings and over 100 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.

<b>Allen Harbor</b>	<b>Expenditures Last Year 09-10</b>	<b>Projected Expenditures through 6/30/11</b>	<b>Adopted Budget Current Year 10-11</b>	<b>Adopted Budget Next Year 11-12</b>	<b>Budget Increase Decrease</b>	<b>Percent Changed Current/ Next</b>	<b>Projected Budget Following Year 11-12</b>
<b>Personnel</b>	\$182,535	\$199,862	\$216,624	\$218,575	\$1,951	0.90%	\$224,586
<b>Services</b>	\$28,818	\$57,546	\$47,142	\$41,575	(\$5,567)	-11.81%	\$42,407
<b>Commodities</b>	\$24,116	\$26,500	\$29,084	\$22,950	(\$6,134)	-21.09%	\$23,409
<b>Capital Outlay</b>	<u>\$25,636</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>#DIV/0!</u>	<u>\$0</u>
<b>Total</b>	\$261,105	\$283,908	\$292,850	\$283,100	(\$9,750)	<b>-3.33%</b>	<b>\$290,401</b>

ALLEN HARBOR  
Budget Trends



**ZERO BASED BUDGET  
ALLEN HARBOR**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021040 510101 -	CLASSIFIED FULL TIME	7,601
43021040 510103 -	UNCLASSIFIED FULL TIME	15,646
43021040 510104 -	UNCLASSIFIED PART TIME	172,409
	2010 Rate Avg Hr/wk # Weeks / Salary: Ops Mang \$19.47x 35 x35=\$25,213, A Ops .00g/\$13.25x40x35= \$18,550, Maint/ A Ops Man \$13.25x 20x28= \$7,560, Dock Ops/6 Semi-Skilled Laborers \$11.50x40x35= \$96,600, 1 Semi-Skilled \$10.50x40x34=\$14,280, 1 Semi-Skilled \$10.50x8x34=\$2,856, 1 Semi-Skilled \$10.50x20x35=\$7,350	
43021040 510107 -	OVERTIME	2,000
	Overtime for unclassified Seasonal Employees Storm Repairs	
43021040 524001 -	FICA	15,125
43021040 524302 -	RETIREMENT	3,101
43021040 524304 -	HEALTH INSURANCE	3,927
43021040 524305 -	DENTAL INSURANCE	336
43021040 524306 -	LIFE INSURANCE	67
43021040 524404 -	CONFERENCES/MEETINGS	
	Staff use of personal Vehicle to attend Meetings	
43021040 530101 -	TELEPHONE	1,500
	Ave Monthly Bill \$63/month x 12 months = \$756, Anticipated Fees for Credit Cards \$65/month x 12 months = \$780	
43021040 530103 -	POSTAGE	300
	Postage for mailing contracts, invoices and special meeting notices to 200 Tenants.	
43021040 530203 -	VEHICLE REGISTRATION	12
	Registration for 2 trucks and crane @ \$4 ea = \$12	
43021040 530301 -	ELECTRICITY	4,000
	Average Bill for 2010 = \$333/month x 12 months = \$4,000	
43021040 530303 -	FUEL OIL	1,500
	500 gals @ \$3/gal = \$1,500	
43021040 530305 -	SOLID WASTE	4,300
	Trash Removal \$3,600 Transfer Station Fees \$700	
43021040 530306 -	WATER	2,000
43021040 530406 -	INSURANCE	13,230
	Insure two boats work barge and fleet. Marina insurance coverage - \$5,800, W/C - \$4,400 Flood Insurance-bathrooms \$2,400 Possible 5% increase = \$13,230	
43021040 530601 -	A & E STUDIES-MUNICIPAL FACILI	
	Bulkhead Design and Build	
43021040 530603 -	LEGAL SERVICES	200
	Legal services for Marina \$200	
43021040 530604 -	MEDICAL SERVICES	200
	Re-fill first aid kit \$200	
43021040 530804 -	OTHER ADS	1,000
	Advertising for bids for materials \$300, Advertising for bids for Construction/ design Projects \$500, Advertising for personnel \$50, Advertising for public Meetings \$ 150	
43021040 531001 -	MOTOR VEHICLES MAINTENANCE	3,750
	Parts and supplies for 2 trucks, 1 7-ton crane, 1 motorboat, 1 motorized barge 12 pieces of miscellaneous motorized equipment (Mowers, utility carts etc), Car Parts \$2,000, Don's Mower \$ 200, Johnson's Boat Yard \$800, Miscellaneous suppliers \$750	
43021040 531102 -	ELECTRICAL SYSTEMS MAINTENANCE	2,000
	Miscellaneous electrical system Maintenance \$2,000	
43021040 531103 -	BOAT PUMP OUT STATION	2,000

**ZERO BASED BUDGET**

**ALLEN HARBOR**

	4 Pump-outs (1000 gal) x \$500 = \$2,000	
43021040 531106 -	LANDSCAPING MAINTENANCE	500
	Plantings around facility	
43021040 531206 -	CONT SVCS NOT OTHERWISE CLASS	13,000
	Miscellaneous small contracts for Marina \$1,300, Mooring permit fee per ordinance 82 @ \$50 = \$4100, Port-a-john rental H-dock 2@ \$225ea x 8 Mon = \$1,800, Contingency for rental of pile-driver should piles be damage or pulled by Ice in winter \$5,300, Furnace Maintenance \$500	
43021040 540101 -	OFFICE SUPPLIES	1,200
	Miscellaneous paper supplies \$300, Toner for copier \$100, Cartridges for color laser printer \$400, Decals for Season Passes \$400	
43021040 540102 -	PRINTED FORMS	700
	Forms for Pavilion Permits, Wait List Applications Tenant Contracts etc.	
43021040 540205 -	PERSONAL EQUIPMENT - TOWN ISSUE	500
	Work shirts for seasonal employees 25 shirts @ \$20.00	
43021040 540401 -	GASOLINE & DIESEL FUEL	560
	Fuel for boats, trucks, outboard motors 100 gal x \$2.75/gal= \$250 Diesel fuel for crane 100 gal x \$2.85/gal= \$250	
43021040 540502 -	SOIL SAND AND GRAVEL	1,000
	Sand and Gravel for general maintenance of dirt roads and fill washed-out material \$1,000	
43021040 540506 -	SEEDS & PLANTS	1,000
	Over seeding of grass areas \$100, Replace dead perennials and shrubs \$350, New flower boxes \$200, Annual plants \$350	
43021040 540509 -	JANITORIAL SUPPLIES	1,000
	Paper and cleaning supplies for new Bathroom	
43021040 540510 -	PAINT & PRESERVATIVES	550
	Anti-fouling bottom paint for boats and lower mooring balls \$300, Paint for upper mooring balls, office, Maintenance building \$150, Wood Preservatives for pavilion and picnic tables \$100	
43021040 540601 -	CONSTRUCTION MATR & SUP.	25,000
	Pressure Treated Lumber (State Bid List) \$4,500, Other lumber (State Bid List) \$5,000, Floatation \$9,000, Miscellaneous Dock Hardware \$2,000, Other miscellaneous supplies \$1,500, Replacement Mushroom mooring \$1,500, Replacement mooring chain \$1,500	
43021040 540801 -	COMMO NOT OTHERWISE CLASSIFIED	11,000
	Lubricants \$500, Indust work gear (gloves, coveralls, work boots) \$1,500, Non-dock const Materials for repairs \$2,000, Mechanical Parts & Supplies \$1,100, Electrical Parts & Supplies \$600, Miscellaneous Parts & supplies \$2,000, Snacks for resale in Marina store \$1,000, Bags and Cubes of ice for resale \$1,200, Drinks for resale \$100, Marine Parts & Supplies for repairs \$1,000	
43021040 550201 -	CAPITAL – IMPROVEMENT OTHER THAN Bulkhead	
43021040 550401 -	CAPITAL OUTLAY VEHICULAR EQUIP	
	Purchase 4 x 4 diesel truck	
43021040 550601 -	CAPITAL OUTLAY – OTHER	
	Electrical Services to A Dock South \$40,000	
	<b>TOTAL ALLEN HARBOR OPERATIONS</b>	<b>312,214.00</b>
	<b>TOWN MANAGER’S REDUCTIONS</b>	<b>(29,114.00)</b>
	<b>FINAL ALLEN HARBOR BUDGET</b>	<b>283,100.00</b>

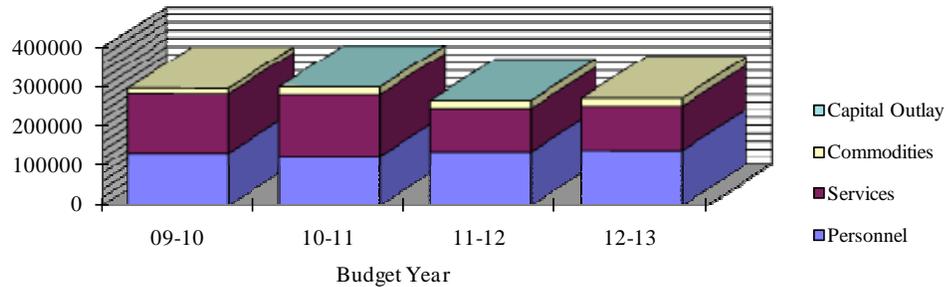
**RECREATION DIVISION**

**Recreation**

To offer quality recreational programs and services to children, adults and families during their leisure time in a safe, rewarding and affordable manner that will allow all of our residents to participate. To provide youth sports activities, summer camp, and art and drama programs. To maintain and provide services at our extensive parks and playground network.

Recreation	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
<b>Personnel</b>	134,644.23	141,976.00	126,008.00	137,735.00	\$11,727	n/a	\$141,523
<b>Services</b>	151,221.88	182,106.00	157,370.00	110,814.00	(\$46,556)	n/a	\$113,030
<b>Commodities</b>	13,558.43	13,245.00	19,399.00	20,123.00	\$724	n/a	\$20,525
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0	n/a	\$0
<b>Total</b>	\$299,425	\$337,327	\$302,777	\$268,672	(\$34,105)	n/a	\$275,078

RECREATION Budget Trends



**ZERO BASED BUDGET  
RECREATION DEPARTMENT**

Account Number	Description	Requested
43021060 510101 -	CLASSIFIED FULL TIME	19,003
43021060 510103 -	UNCLASSIFIED FULL TIME	39,115
43021060 510104 -	UNCLASSIFIED PART TIME	48,700
	Portion of summer and activities staff	
43021060 510107	OVERTIME	1,450
43021060 524001 -	FICA	8,285
43021060 524302 -	RETIREMENT	7,752
43021060 524303 -	UNEMPLOYMENT	200
43021060 524304 -	HEALTH INSURANCE	9,818
43021060 524305 -	DENTAL INSURANCE	839
43021060 524306 -	LIFE INSURANCE	167
	Classes & seminars	
43021060 524308	MILEAGE ALLOWANCE	300
43021060 524404 -	CONFERENCES/MEETINGS	100

**ZERO BASED BUDGET  
RECREATION DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021060 524405 -	Amount for RI and NE conferences. TRAVEL & EXPENSES	2,050
43021060 530203 -	Mileage of private autos used for recreation purposes.3500 miles @ .585/mile VEHICLE REGISTRATION	20
43021060 530301 -	Four buses and one truck @ \$4 each ELECTRICITY - BALL FIELDS	12,500
43021060 530302 -	Lights And Other Electric Requirements At Ball fields Ryan Park = \$2,500, McGinn Park = \$5,000 Wilson Park = \$5,000 GAS	1,100
43021060 530306 -	For heating the former fire station at Lischio Field. WATER - BALL FIELDS	34,000
43021060 530406	Reflects anticipated cost for the year. Flat meter charge \$53.96 x 18 meters = \$971.28 Turn on/off charge \$50.00 x 18 meters = \$900.00 Water usage \$2.40/1000 gallons = \$34,000 GENERAL INSURANCE	11,000.00
43021060 530501 -	DUES & MEMBERSHIPS	390
43021060 530604 -	RI and national recreation association dues. Various memberships and publications National Parks And Recreation Association = \$ 215.00 Rhode Island Parks & Recreation Assc = \$50.00 Scholastic Coach Publication = \$18.00 USA Track Membership = \$75 MEDICAL SERVICES	350
43021060 530610 -	Bus Driver Physicals And Red Cross CPR/First Aid Classes For Playground Leaders And Lifeguards Physical = \$150.00 First Aid/CPR Materials = \$200 OUTSIDE CLEANING SERVICES	1,700
43021060 530701 -	Cleaning Of Town Beach Restrooms Increase Reflects Anticipated Bid Amount 100 Days At \$17/Day = \$1,700 LAND AND BUILDINGS	18,000
43021060 530704 -	Rental Of School Buildings For Recreation Programming. 1500 Hours At \$12/Hr = \$18,000 OTHER RENTALS	4,460
43021060 530804 -	Portable Sanitary Facilities. Ryan Park, Yorktown Park, Fuerer Park, McGinn Park, Town Beach, Intrepid Drive And Wickford Middle School. Increase Due To budgeting for 4th Of July Fire Works Display (\$1,750). Monthly Charge Per Unit Is Anticipated To Be \$54.16 McGinn Park For 12 Months = \$650.00 Yorktown Park For 2 Months = \$111.90 Wickford Middle For 8 Months = \$436.92 Fuerer Park For 5 Months = \$250.50 Ryan Park For 1.5 Months = \$79.09 Intrepid Drive For 6 Months = \$286.87 Town Beach For 12 Months = \$650.00 OTHER ADS	293
43021060 530922 -	Ads For Part Time Help And Programs 26 Ads At \$11.25/Ad = \$292.50 LAFAYETTE BAND	1,500
43021060 531001 -	MOTOR VEHICLES MAINTENANCE & E	5,000
43021060 531206 -	Bus And Truck Repairs. CONTRACTUAL SERVICES NOT OTHER	83,500
43021060 540101 -	Bus Rentals \$1,600, Cellular Phones For Buses & Program Leaders 15 Phones: 4,200 ,Beach Water Testing 6 tests x \$120=\$720 4 <sup>th</sup> of July Fireworks budgeted for \$14,000, \$63,000 to the YMCA for Town Beach Staffing. OFFICE SUPPLIES	750
43021060 540310 -	Office Supplies, Labels, Ink For Printers, Copy Paper Color Printer Cartridges MEDICINES & DRUGS	1,000

**ZERO BASED BUDGET  
RECREATION DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
43021060 540401 -	Ice Packs, Special Sun Screen For Life Guards And Other Medical Supplies. GASOLINE & DIESEL FUEL	4,700
	Bus And Truck Fuel. Diesel- 1400 Gallons X \$2.75/Gal = \$3,850 Gas - 300 Gals X \$2.85/Gal= \$855	
43021060 540513 -	EQUIPMENT REPAIRS	500
	Repair Scoreboards And Other Equipment At Ball fields And Portable Equipment; I.E. Generators	
43021060 540801 -	COMMODITIES NOT OTHERWISE CLAS	17,500
	Beach And Playground Supplies = \$4,000 Fall And Winter Equipment Replacement = \$3,000, Easter Egg Hunt = \$2,000, Activity Equipment: Softballs, Basketballs, Art = \$5,000, Recreation Share Toward Purchase Of Office Equipment For Secretary and Director Purchases. \$1,000. Replace Women's Shed at Ryan Park = \$2,500	
<b>TOTAL RECREATION DIVISION</b>		<b>\$336,343</b>
<b>TOWN MANAGER'S REDUCTIONS</b>		<b>(67,671.00)</b>
<b>FINAL RECREATION BUDGET</b>		<b>268,672.00</b>

## ***DEPARTMENT OF WATER SUPPLY***

Susan Licardi, Director of Water Supply

**Mission Statement**- It is the duty of the Department of Water Supply to provide water of adequate quality and quantity to our customers and to ensure that 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 9,288 active accounts. North Kingstown has an average demand of 3.1 MGD (million gallons/day). Summer peak demand has been as high as 8 MGD.

All Water Department staff (with the exception of clerical staff) must maintain a Rhode Island Drinking Water Operators License in both Distribution and Treatment. License renewal requires that the operator be actively working in distribution and treatment and that the operator complete a number of training contact hours in order to renew the licenses.

The North Kingstown Department of Water Supply is an Enterprise Fund. All water department expenditures are from the Water Fund. Revenues are generated by water customers through water rates and fees.

### **Water Supply, Distribution and Storage**

North Kingstown's drinking water source is groundwater. Water is withdrawn from eleven supply wells located in the Hunt, Annaquatucket, and Pettaquamscutt (HAP) Sole Source Aquifer. The water distribution system includes five storage tanks, two booster stations, 1043 hydrants, and 177 miles of distribution piping. North Kingstown also augments the water supply for Narragansett and has emergency connections to Warwick Water, Jamestown Water, the Quonset Development Corporation Water system and the Kent County Water Authority.

### **Water Quality**

Protection of water quality, both at the source and in the distribution system is of paramount concern. The Town has for many years used groundwater overlay zoning as a means of protecting source water from potentially harmful development. In addition, the Town has prioritized the purchase of development rights in the watershed areas. Annual distribution system maintenance including hydrant flushing, well inspections, well redevelopment and routine storage 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.

### **Sustainability of the Water Supply**

Over the past 10 years North Kingstown has struggled with increasing seasonal water demand and state agencies and environmental organizations continue to point to the HAP river aquifer system as the most stressed basin in Rhode Island. The effect of water withdrawal for public supply on streamflow, and thus aquatic habitat, in particular, the Hunt River has become a primary focus of state regulatory agencies. In addition high demand jeopardizes public safety by reducing pressure and fire flow. Reduced pressure also creates the potential for distribution system contamination. The Town Council devoted considerable time to discuss programs to reduce seasonal peaks in water demand, while maintaining adequate revenue to operate, maintain and improve the water system. Their recent decisions to restrict lawn watering to twice per week and adopt a revised inclining block water rate structure should help in this effort. While it has become apparent that regulatory authorities are not looking favorably on the development of new sources of water supply the HAP, the Water Department believes that the acquisition and protection of potential future well sites is a high priority.

### **Infrastructure Replacement and Maintenance**

The importance of maintaining water system infrastructure cannot be over emphasized. The Water Department prepares a Clean Water Infrastructure Replacement Plan which is updated every five years. The plan provides an evaluation of the life expectancy of water system components and the estimated replacement costs. Construction of a new elevated storage tank to replace the Wickford (Juniper Hill) standpipe is almost complete and plans for improvements to the North End (Forge Road) and Saunterstown standpipe, including interior and exterior recoating, safety improvements and a mixing system for improved tank water quality are scheduled for this fiscal year. The

Department has made great strides in our effort to replace water meters. The newer radio read meters will improve the efficiency of meter reading and reduce the amount of water wasted through service leaks.

**Other Services**

The Water Department administers the Town’s Wastewater Management District Ordinance. The ordinance requires that property owners maintain their individual sewage disposal systems through routine inspection and pumping. Properly maintained onsite wastewater treatment systems help protect drinking water quality and the quality of other water resources in North Kingstown.

**2011/2012 DEPARTMENT GOALS**

<b>Goal</b>	<b>Vision reference</b>	<b>Timeframe</b>
Develop a more comprehensive education program	Environment	Ongoing
Incorporate technology improvements that will result in more efficient operations and better customer service	Fiscal	Ongoing
Develop a proactive leak detection program	Environment	2011/2012
Installation of radio read meters at all customer services	Environment	2011/2012
Enhanced well redevelopment program	Fiscal	2011-2013
Well motor control improvements for energy efficiency	Fiscal	Ongoing
Improved staff safety training	Fiscal	2011-2015
	Government	2011/2012

**WORK PROGRAM**

<b>QUARTER</b>	<b>ACTIVITY</b>
FIRST QUARTER (7/1/11 to 9/30/11)	Develop a more comprehensive education program Installation of radio read meters at all customer services
SECOND QUARTER (10/1/11 to 12/31/11)	Develop a proactive leak detection program Enhanced well redevelopment program Improved staff safety training Installation of radio read meters at all customer services
THIRD QUARTER (1/1/12 to 3/31/12)	Incorporate technology improvements that will result in more efficient operations and better customer service
FOURTH QUARTER (4/1/12 to 6/30/12)	Installation of radio read meters at all customer services Installation of radio read meters at all customer services Develop a proactive leak detection program Well motor control improvements for energy efficiency Improved staff safety training

**PERFORMANCE MEASURES**

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2009/10</i>	<i>BUDGET 2010/11</i>	<i>PROJECTED 2010/11</i>	<i>PROJECTED 2011/12</i>
Annual Well Production In Million Gallons	Well production should not exceed billed sales by more than 10%	926,265,500	1,049,236,633	926,622,170	
Billed Water Sales In Million Gallons	Within 10% of pumping	721,822,640	923,328,237	730,000,000	711,654,371
Compliance with Water Quality Standards	100% compliance	Lead and copper AL exceedance	Na	100%	100%
Compliance with Cross connection control ordinance	Backflows on all water services and high % functional when tested	99%	99% (testable devices)	99%	99%
Water Meter Replacement (upgrade to radio read meters)	# radio read meters	4,652	6,821	6,821	7,052
Compliance with wastewater management ordinance	% compliance		95%		
New Water Main (miles)		0	.32	.32	1
Well Pumping Stations		11	11	11	11
Water Towers		5	5	5	5
Hydrants		1,043	1,052	1,052	1,046
Metered Services		9,316	9,325	9,325	9,343

**PERSONNEL LIST**

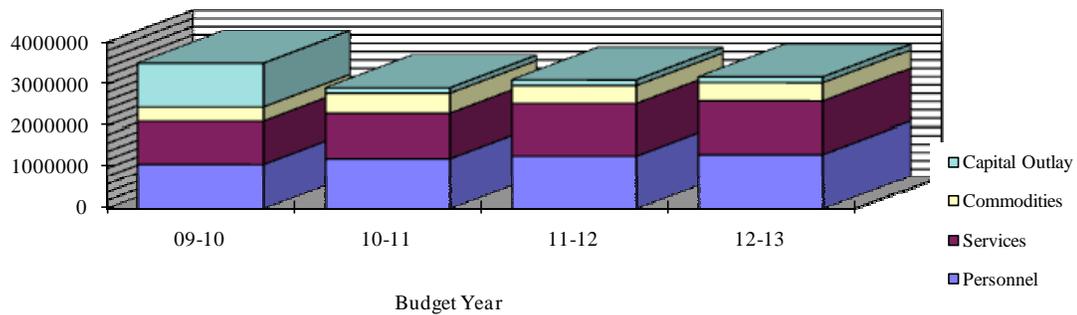
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 09/10</i>	<i>BUDGET 10/11</i>	<i>PROJECTED 11/12</i>
Director Water Supply	1	1	1
Water Quality Specialist	1	1	1
Water General Foreman	1	1	1
Distribution Lead man	1	1	1
Distribution Serviceman	4	4	4
Pump Station Lead man	1	1	1
Pump Station Operator	2	2	2
Meter Reader	1	1	1
Light Equipment Operator	1	1	1
Administrative Assistant	1	1	1
Receivable Mgr. (50% Finance)	.5	.5	.5
Senior Planner (50% Planning)	.5	.5	.5
Town Engineer (65% Pub Works)	.35	.35	.35
Total	15.35	15.35	15.35

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 08/09</i>	<i>BUDGET 09/10</i>	<i>PROJECTED 10/11</i>
Clerk	.5	.5	.5
Total	.5	.5	.5

Water	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 12- 13
Personnel	1,099,522	1,238,059	1,237,106	1,298,270	\$61,164	4.94%	1,333,972.42
Services	1,014,086	1,120,198	1,063,858	1,239,121	\$175,263	16.47%	1,263,903.42
Commodities	338,515	411,040	482,740	430,100	(\$52,640)	-10.90%	438,702.00
Capital Outlay	<u>\$1,055,463</u>	<u>\$129,162</u>	<u>\$129,500</u>	<u>\$136,688</u>	<u>\$7,188</u>	<u>5.55%</u>	<u>139,421.76</u>
<b>Total</b>	<b>\$3,507,586</b>	<b>\$2,898,459</b>	<b>\$2,913,204</b>	<b>\$3,104,179</b>	<b>\$190,975</b>	<b>6.56%</b>	<b>\$3,176,000</b>

WATER DEPARTMENT  
Budget Trends



**ZERO BASED BUDGET  
WATER DEPARTMENT**

Account Number	Description	Requested
44040000 530302 -	LP GAS	26,000.00
	Gas Heat Ps1 & Ps 10, Lp Gas For Emrg Power	
44040010 510101 -	CLASSIFIED FULL TIME	146,169.00
44040010 510107 -	OVERTIME	34,000.00
	3 Pso @ Vac + Holiday + 3 Pdays	
44040010 524001 -	FICA	13,783.00
44040010 524302 -	RETIREMENT	19,645.00
44040010 524304 -	HEALTH INSURANCE	40,944.00
44040010 524305 -	DENTAL INSURANCE	3,577.00
44040010 524306 -	LIFE INSURANCE	501.00
44040010 524307 -	UNIFORM ALLOWANCE	1,050.00
	3 Pump Operators @ 350 Ea = 1,050	
44040010 530301 -	ELECTRICITY	200,000.00
	Well Pump & Bldg Power	
44040010 530702 -	OPERATING EQUIPMENT	45,000.00
	Telemetry & Instrument Maintenance Instrument Calibration Unanticipated Instrumentation	

**ZERO BASED BUDGET  
WATER DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
44040010 531106 -	LANDSCAPING Mower Repairs As Needed Landscape Equipment & Supplies	400.00
44040010 531206 -	CONTRACTUAL SERVICES NOT OTHER Port A John Services 1 At \$750 WELL ANNUAL PM @ 550.00 Per Well \$Unanticipated Pump/Motor And Electrical Work Minor Contract Work I.e.: Fire Ext Inspections, Etc	30,000.00
44040010 540501 -	CONSTRUCTION MATERIALS & SUPPL Maintenance Supplies Usa Blue Book Materials	3,000.00
44040020 530608 -	LAB TESTING Weekly Coliform And Check Samples, Annual Voc Testing, Well And Tower Qrtly Test, Lead And Copper Testing, Other Ridoh Mandatory Testing (Nitrate, Sodium, Bac T) Quarterly Voc Well 6, Disinfection By Products And Chlorine Residuals	80,000.00
44040020 540308 -	WATER SUPPLY CHEMICALS Water Treatment Chemicals - Caustic - 72000 Gallons/Yr @ \$1.50= \$108,000 Chlorine - 7500 Gallons/Yr @ 1.50/Gal= \$11,250 Seaquest - 16,000 Lbs/Yr @ 2.00/Lb = \$32,000	160,000.00
44040030 510101 -	CLASSIFIED FULL TIME	335,209.00
44040030 510107 -	OVERTIME Overtime For Street Crew Anticipate Additional Overtime For Summer Usage, Leak Repair	25,000
44040030 524001 -	FICA	27,560.00
44040030 524302 -	RETIREMENT	39,205.00
44040030 524304 -	HEALTH INSURANCE	75,431.00
44040030 524305 -	DENTAL INSURANCE	4,473.00
44040030 524306 -	LIFE INSURANCE	1,002.00
44040030 524307 -	UNIFORM ALLOWANCE Street Crew 7 @ 350 Ea	2,450.00
44040030 530101 -	TELEPHONE/LEASED LINES Phone Service, Equip & Telemetry New Lines For PRV, Scada Voice Line For Scada Laptop Lines For Computer Connections	38,000.00
44040030530106 -	ALARM SYSTEMS Pump station intrusion alarms	3,800.00
44040030 530504 -	LICENSE FEES 9400 Services @ \$1.50 Each Payable To Ridoh Backhoe License Renewal – 2 @ \$30.00	14,200.00
44040030 531001 -	MOTOR VEHICLES MAINTENANCE Vehicle Maintenance	22,000.00
44040030 531002 -	CONSTRUCTION & OPERATING EQUIP General Maintenance Supplies Wickford Lumber, Etc.	11,000.00
44040030 531109 -	WATER SYSTEM REPAIR - EXCAVATI Excavator Rental As Needed	300.00
44040030 540202 -	SAFETY EQUIPMENT Replacement Signs & Cones Hard Hats And Other Safety Equipment	2,500.00
44040030 540403 -	TIRES Tires For Vehicles & Backhoe	2,500.00
44040030 540503 -	CEMENT PRODUCTS Stone & Gravel As Needed Pre-Cast Items	2,000.00
44040030 540507 -	WATER MAIN REPAIR Service Line Consumables Utility Trench Repair Work	60,000.00
44040030 540513 -	WATER REPAIR SUPPLIES Water Main Consumables Pipe, Valves, Boxes, Etc. Increased For Copper Pipe Leaks	25,000.00
44040030 540701 -	HAND TOOLS Consumable Hand Tools	1,200.00

**ZERO BASED BUDGET  
WATER DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
44040030 540702 -	POWER TOOLS Small Pumps, Generator, Jackhammer Etc Saw Blades Compressor Repair/Replacement	2,300.00
44040040 510101 -	CLASSIFIED FULL TIME	25,179.00
44040040 524001 -	FICA	1,926.00
44040040 524302 -	RETIREMENT	3,384.00
44040040 524304 -	HEALTH INSURANCE	3,544.00
44040040 524305 -	DENTAL INSURANCE	200.00
44040040 524306 -	GROUP LIFE	84.00
44040040 530607 -	AUDITING	6,174.00
44040050 510101 -	CLASSIFIED FULL TIME	50,358.00
44040050 510102 -	CLASSIFIED PART TIME	23,626.00
44040050 510103 -	UNCLASSIFIED FULL TIME	210,119.00
44040050 510104 -	UNCLASSIFIED PART TIME	
44040050 510107 -	OVERTIME Enforcement and Police details, Admin. overtime	6,000.00
44040050 524001 -	FICA	22,195.00
44040050 524302 -	RETIREMENT	38,395.00
44040050 524304 -	HEALTH INSURANCE + RETIREE HEALTHCARE	83,635.00
44040050 524305 -	DENTAL INSURANCE	2,605.00
44040050 524306 -	LIFE INSURANCE	727.00
44040050 524401 -	TUITION & FEES Employee Training Certification, GIS Training Training	3,500.00
44040050 524403 -	ASSOCIATION DUES AWWA, RIWWA, NEWWA, Backflow Association Annual Dues Groundwater Foundation	2,500.00
44040050 524404 -	CONFERENCES/MEETINGS Conferences And Employee Training	1,200.00
44040050 524405 -	TRAVEL & EXPENSES Travel And Mileage Exp	500.00
44040050 530103 -	POSTAGE 4 Billings Plus 1 Notice @ 1st Class, Wastewater Mgt Mailing Other Educational Mailing for revised lawn watering ordinance	17,000.00
44040050 530105 -	IS, GIS, BILLING & ACCTING SVC Payable To Gen Fund Is Dept. - Gis Work Payment For 4 Quarterly Water Billings	95,000.00
44040050 530203 -	VEHICLE REGISTRATION Service Vehicle Registration	180.00
44040050 530305 -	TRANSFER STATION (SOLID WASTE) Solid Waste Disposal	400.00
44040050 530406 -	INSURANCE	82,000.00
44040050 530407 -	REAL ESTATE TAX PAYABLE TO OTH Re Taxes Wells 9 & 10 \$20,000 Payable To Gen Fund	27,500.00
44040050 530601 -	A & E SERVICES Design & engineering	25,000.00
44040050 530602 -	CONSULTANTS Water System Gis Mapping Unanticipated Projects Rate Study	50,000.00
44040050 530604 -	MEDICAL SERVICES Physicals For New Employees	300.00
44040050 530804 -	ADVERTISEMENTS Advertisements & Public Notices Other Regulatory Notices	2,800.00

**ZERO BASED BUDGET  
WATER DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
44040050 531003 -	COMMUNICATIONS MAINTENANCE Radio Repair Cell Phone Bills Code Red System	7,000.00
44040050 531206 -	CONT SVCS NOT OTHERWISE CLASS Fire Hydrant Rental KCWA, Water Billing cost	16,000.00
44040050 540101 -	OFFICE SUPPLIES Gen Ofc Consumables	1,000.00
44040050 540102 -	PRINTED FORMS Printed Forms & Charts	2,000.00
44040050 540104 -	OPERATING SUPPLIES - OFFICE EQ Computer Consumables & Software	2,000.00
44040050 540108 -	BOOKS & PUBLICATIONS Conservation Literature Awwa Publications	300.00
44040050 540401 -	GASOLINE & DIESEL FUEL Vehicle Fuel Anticipate Increased Fuel Cost	31,000.00
44040050 550301 -	OFFICE EQUIPMENT & FURNITURE New & Replacement Fixed Assets Other Office Equipment	1,000.00
44040050 550701 -	OTHER CAPITAL OUTLAY Office Capital Contingency	20,000.00
44040060 510101 -	CLASSIFIED FULL TIME	37,592.00
44040060 510107 -	OVERTIME Overtime for laborer position	1,200.00
44040060 524001 -	FICA	2,970.00
44040060 524302 -	RETIREMENT	4,932.00
44040060 524304 -	HEALTH INSURANCE	5,424.00
44040060 524305 -	DENTAL INSURANCE	1,022.00
44040060 524306 -	LIFE INSURANCE	167.00
44040060 524307 -	UNIFORM ALLOWANCE Light Equipment Oper Allowance	350.00
44040060 530702 -	RENTALS OPERATING EQUIPMENT Taylor Rental As Needed	
44040060 531206 -	CONTRACTUAL SERVICES Unanticipated Engineering Groundwater Protection Nitrate Loading Review As Needed Hardware And Software Support For Meter Reading Equipment	52,000.00
44040060 540504 -	ASPHALT PRODUCTS Trench Repairs Anticipate Bidding Out Permanent Trench Repair	35,000.00
44040070 530602 -	CONSULTANTS Digitizing And Mapping Needs Misc Consulting Needs	10,000.00
44040070 530603 -	LEGAL SERVICES	8,000.00
44040070 530933 -	SO R.I.CONSERVATION DIST	1,350.00
44040070 530934 -	NARROW RIVER PRESERVATION	2,700.00
44040070 530936 -	WOOD PAWCATUCK WATERSHED ASSOC	250.00
44040070 531206 -	CONT SVCS NOT OTHERWISE CLASS Consumer Confidence Report Printing Contribution To Uri Watershed Watch Professional Services As Needed Or Educational Material Support Of Groundwater Protection Software Support For Tokay, Itron, Versaprobe	9,000.00
44040070 540704 -	ENGINEERING & TEST EQUIPMENT Wtr Quality Specialist Ph Meters, Temp Probes Etc. Replacement Reagents, Spectrophotometer Calibration Chlorine Test Kits Other In House Testing Equipment	1,800.00
44040080 531204 -	DEBT PRINCIPAL	136,712.00

**ZERO BASED BUDGET  
WATER DEPARTMENT**

<b>Account Number</b>	<b>Description</b>	<b>Requested</b>
44040080 531205 -	DEBT INTEREST	128,455.00
44040090 550404	VEHICULAR EQUIPMENT	30,000.00
44040090 550703 -	A R B SYSTEM	2,500.00
	Additional Meter Reading Equipment Radio Read Work Maintenance, Repair, Replacement and programming changes	
44040090 551006 -	OTHER CAPITAL	35,000.00
	Engineering Contingency Funds	
44040091 531101 -	BUILDING MAINTENANCE	25,000.00
	Bldg Repair Contingency Funds/Heater Replacements Safety Improvements Per Va Roof Replacement At Water Garage Road Repairs At Station 3	
44040091 540514 -	HYDRANTS	3,500.00
	Hydrant Replacement & Repair Parts	
44040091 540601 -	PUMPING EQUIPMENT	25,000.00
	Misc Well Maintenance And Repair	
44040091 540604 -	CONST. METER & VALVES	70,000.00
	Water Meters contribution to ARRA meter replacement project Parts for downsizing	
44040091 550702 -	ELECTRIC MOTORS REPLACEMENTS	2,000.00
	Replacement Motors For Well And Chem Pumps	
44040091 551001 -	WELL REHABILITATION	40,000.00
	Funding For Well Redevelopment	
44040091 551002 -	TANK REHAB	3,500.00
	General Tank Maintenance (Cleaning, Disinfecting)	
44040100 530301 -	ELECTRICITY	1,600.00
	Electricity For Sewage Pump Stations Wickford Pt And Mark Drive	
44040100 530303 -	SEWAGE TREATMENT FLAT FEE	52,000.00
	94 UNITS At 114.00 Per Quarter For 2 Quarters 94 Units At 123.36 Per Quarter For 2 Quarters Includes 12,000 Gallons Usage Per Quarter -Usage Over 12,000 Gallons @3.41 Per 1,000 Gal \$1,704 Payable To QDC	
44040100 531108 -	EQUIPMENT REPAIR & MAINTENANCE	6,000.00
	Minor Maint 2 Swr Ps Contract Service @ \$70/Hr	
44040100 531206 -	CONTRACTUAL SERVICES NOT CLASS	6,000.00
	Contract Service 2 Swr Ps 2 Maint Checks/Mo/Ps \$250 PER MONTH = \$3000/YR	
44040100 550101 -	WASTEWATER MANAGEMENT ADMINIST	2,688.00
	ISDS Wastewater Mgmt Admin Services Participation As Partner In Statewide Web-Based Information System For Community Wastewater Management	
	<b>TOTAL WATER FUND</b>	<b>3,104,179.00</b>

**SCHOOL DEPARTMENT**

**School Committee:**

Richard Welch, Chairperson  
 Kimberly Page, Vice Chairperson  
 Melvoid J. Benson  
 Joe Thompson  
 Larry Ceresi  
 Lynda Avanzato  
 Bill Mudge III  
 Julia Held – Jamestown Representative

Dr. Philip Thornton, Superintendent of Schools

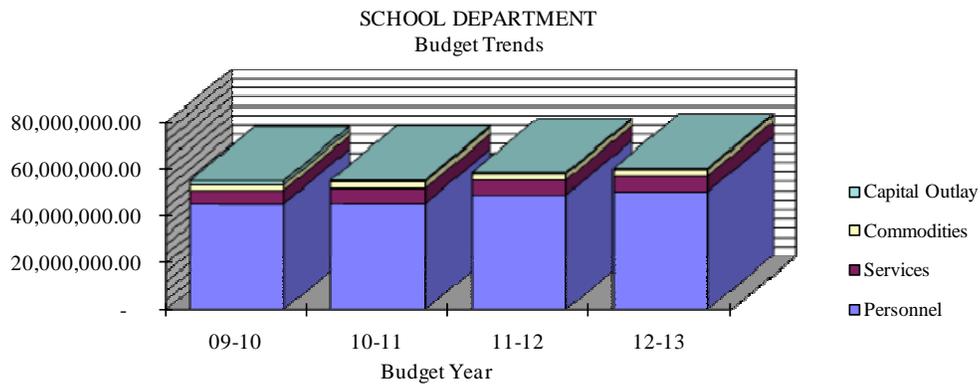
**Mission Statement:**

Our mission is to educate our students to become intellectually active adults, to inspire them to reach individual excellence, and to challenge them to become responsible members of society.

**CORE VALUES**

1. Foster and strengthen an educational environment based on trust, decency, courtesy, and mutual respect through work with families, students, school personnel, and elected officials.
2. Support all employees in their efforts to improve teaching and learning.
3. Instill in students a strong work ethic so they learn the value of preparation, timeliness, and the importance of being involved in their community.
4. Adhere to sound fiscal management, responsible planning, and an equitable use of all resources.

School Department	Expenditures Last Year 09-10	Projected Expenditures through 6/30/11	Adopted Budget Current Year 10-11	Adopted Budget Next Year 11-12	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 12-13
Personnel	45,653,375	47,414,366	45,826,644	49,392,496	\$3,565,852	7.78%	50,750,790
Services	5,611,752	5,756,570	6,268,953	6,260,203	(\$8,750)	-0.14%	\$6,573,213
Commodities	2,328,582	2,385,628	2,866,412	2,645,820	(\$220,592)	-7.70%	\$2,778,111
Capital Outlay	1,744,080	510,285	609,342	506,941	(\$102,401)	-16.81%	517,079.82
<b>Total</b>	<b>55,337,790</b>	<b>56,066,849</b>	<b>55,571,351</b>	<b>58,805,460</b>	<b>3,234,109</b>	<b>5.82%</b>	<b>\$60,619,194</b>



**Page left blank intentionally  
Capital/Debt Section forthcoming**

## **APPENDICES**

## APPENDIX A - ALL FUNDS SUMMARY

	GRAND TOTAL	GENERAL FUND	LIBRARY FUND	QUON/DAVIS. RECREATION FUND	WATER FUND	MUNICIPAL COURT	SCHOOL FUND	SCHOOL CAPITAL RES. FUND	DEBT SERVICE FUND
<b>ESTIMATED CURRENT REVENUE</b>									
GENERAL PROPERTY TAX	66,372,034	16,576,202	1,193,814	-	-	-	44,134,255	-	4,467,763
STATE REVENUES	12,997,301	1,184,038	212,143	-	-	-	10,364,514	117,300	1,119,306
ALL OTHER REVENUES	15,379,570	7,232,942	66,000	1,792,549	3,104,179	236,573	3,151,900	-	32,000
<b>TOTAL CURRENT REVENUES</b>	<b>94,748,905</b>	<b>24,993,182</b>	<b>1,471,957</b>	<b>1,792,549</b>	<b>3,104,179</b>	<b>236,573</b>	<b>57,650,669</b>	<b>117,300</b>	<b>5,619,069</b>
PRIOR YEARS REVENUE	1,038,810	-	10,000	-	-	-	1,154,791	-	(125,981)
<b>TOTAL ESTIMATED CURRENT REVENUE</b>	<b>96,024,288</b>	<b>24,993,182</b>	<b>1,481,957</b>	<b>1,792,549</b>	<b>3,104,179</b>	<b>236,573</b>	<b>58,805,460</b>	<b>117,300</b>	<b>5,493,088</b>
<b>ESTIMATED REQUIREMENTS</b>									
PERSONNEL SERVICES	73,244,659	20,361,735	1,165,471	1,026,687	1,298,270	144,323	49,392,496	-	-
NON PERSONNEL SERVICES	16,058,713	4,339,597	316,486	765,862	1,669,221	92,250	8,967,547	-	-
<b>TOTAL RECURRING REQUIREMENTS</b>	<b>89,303,372</b>	<b>24,701,332</b>	<b>1,481,957</b>	<b>1,792,549</b>	<b>2,967,491</b>	<b>236,573</b>	<b>58,360,043</b>	<b>-</b>	<b>-</b>
MAJOR CAPITAL OUTLAY	971,255	271,850	-	-	136,688	-	445,417	117,300	-
DEBT SERVICE	5,493,088	-	-	-	-	-	-	-	5,493,088
CONTRIBUTIONS	20,000	20,000	-	-	-	-	-	-	-
BOTTOM LINE ADJUSTMENT	-	-	-	-	-	-	-	-	-
<b>FY 2011 ESTIMATED REQUIREMENTS</b>	<b>96,024,288</b>	<b>24,993,182</b>	<b>1,481,957</b>	<b>1,792,549</b>	<b>3,104,179</b>	<b>236,573</b>	<b>58,805,460</b>	<b>117,300</b>	<b>5,493,088</b>
<b>2010/11 TOTAL BUDGETS</b>	<b>92,899,823</b>	<b>24,937,007</b>	<b>1,393,794</b>	<b>1,820,170</b>	<b>2,913,204</b>	<b>254,100</b>	<b>55,571,351</b>	<b>63,914</b>	<b>5,946,283</b>
INCREASE BUDGET	3,124,465	56,175	88,163	(27,621)	190,975	(17,527)	3,234,109	53,386	(453,195)
<b>% INCREASE BUDGET</b>	<b>3.36%</b>	<b>0.23%</b>	<b>6.33%</b>	<b>-1.52%</b>	<b>6.56%</b>	<b>-6.90%</b>	<b>5.82%</b>	<b>83.53%</b>	<b>-7.62%</b>
<b>2010/11 TOTAL TAX DOLLARS</b>	<b>63,545,347</b>	<b>14,532,158</b>	<b>1,124,589</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>43,420,838</b>	<b>-</b>	<b>4,467,762</b>
INCREASE TAX DOLLAR	2,826,687	2,044,044	69,225	-	-	-	713,417	-	1
<b>% INCREASE TAX DOLLAR</b>	<b>4.45%</b>	<b>14.07%</b>	<b>6.16%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>1.64%</b>	<b>#DIV/0!</b>	<b>0.00%</b>

## ***APPENDIX B - ZERO BASED BUDGET PERSONNEL EXPENSES***

The tables on the following support the personnel lines in the zero based budgeting tables in the individual department budgets. They are organized by department and reflect the annual salary, FICA/Medicare, Retirement, Health Insurance, Prescription Coverage (Local 1033 only), Life Insurance, and Uniform Costs for each title within the budget. Not allocated to individual employees are Overtime, Out of Rank and Call Back pay since that can vary per individual from year to year.

FY 2012 NONUNION & MUNICIPAL SALARIES AND BENEFITS											
Dept	Object		FY11 Annual Salary	FICA Medicare 524001	Retirement 13.44% 524302	Health 524304	Prescript 524304	Dental 524305	Life 524306	Uniform 524307	TOTAL Employee FY2012
0201	510103	Town Manager	116,374	8,903	15,641	12,838		1,022	167		154,945
0201	510103	Executive Secretary	41,334	3,162	5,555	4,566		289	150		55,056
			157,709	12,065	21,196	17,404	-	1,310	317	-	210,001
0301	510101	Clerk II	44,136	3,376	5,932	4,478	2,424	401	167		60,914
0301	510101	Clerk II	34,320	2,625	4,613	9,425	2,424	1,022	167		54,596
0301	510101	Clerk I	14,554	1,113	1,956	4,713	1,212	511	84		24,143
0301	510101	Clerk I	37,136	2,841	4,991	11,450	2,424	1,277	167		60,287
			130,146								
0301	510103	Town Clerk	45,902	3,511	6,169	7,703		766	100		64,152
0301	510103	Deputy Town Clerk	23,805	1,821	3,199	2,029		160	67		31,082
			69,707	15,289	26,860	39,798	8,484	4,138	752	-	295,174
0501	510101	Accts Rec Mgr	25,179	1,926	3,384	2,239	1,212	200	167		34,308
0501	510101	Clerk II	43,137	3,300	5,798	3,000	2,424	-	167		57,826
0501	510101	Clerk I	29,562	2,261	3,973	9,425	2,424	1,022	167		48,834
0501	510101	ONEILL	11,673	893	1,569	1,200	970	-	67		16,371
0501	510101	Clerk I	34,616	2,648	4,652	3,722	2,424	321	167		48,550
			144,167								
0501	510103	Executive Secretary	4,593	351	617	507		32	17		6,117
0501	510103	Controller	59,590	4,559	8,009	12,839		1,022	167		86,185
0501	510103	Finance Director	84,440	6,460	11,349	12,839		1,022	167		116,276
			148,622	22,398	39,351	45,771	9,454	3,619	1,086	-	414,468
0505	510103	IT Director	69,578	5,323	9,351	10,271		818	134		95,475
0505	510103	Tech Support Tech	39,000	2,984	5,242	5,073		321	167		52,786
0505	510103	Network Admin	41,576	3,181	5,588	12,839		1,022	167		64,372
			150,155	11,487	20,181	28,183	-	2,160	468	-	212,633
0601	510101	Clerk I	36,247	2,773	4,872	3,722	2,424	321	167		50,525
0601	510101	Clerk II	29,169	2,231	3,920	1,800	1,454	-	100		38,676
			65,416								
0601	510103	Assessor	74,690	5,714	10,038	5,073		401	167		96,082
			74,690	10,718	18,830	10,595	3,878	721	434	-	185,283
0804	510101	Asst Animal Warden	39,917	3,054	5,365	9,425	2,424	1,022	167	350	61,723
0804	510101	Animal Warden	44,983	3,441	6,046	3,722	2,424	321	167	350	61,454
			84,900	6,495	11,411	13,147	4,848	1,343	334	700	123,177
0806	510103	Harbormaster	52,082	3,984	7,000	5,073		321	167		68,626
0901	510101	Clerk II	37,448	2,865	5,033	9,425	2,424	1,022	167		58,384
0901	510103	IT Director	17,395	1,331	2,338	2,568		204	33		23,869
0901	510103	Principal Planner	28,205	2,158	3,791	6,420		511	84		41,167
0901	510103	Principal Planner	59,560	4,556	8,005	12,839		1,022	167		86,149
0901	510103	Planning Director	84,543	6,468	11,363	12,839		1,022	167		116,401
			189,703	17,377	30,529	44,090	2,424	3,781	618	-	325,970
1001	510103	Public Works Dir	89,084	6,815	11,973	12,839		1,277	167		122,155
1001	510103	Facilities Project Mgr	62,867	4,809	8,449	5,073		321	167		81,687
			151,951	11,624	20,422	17,912	-	1,598	334	-	203,842
1001	510102	Clerical Assistant	16,518	1,264	2,220	-		1,022	-		21,024
				12,888	22,642	17,912	-	2,620	334	-	224,866

FY 2012 NONUNION & MUNICIPAL SALARIES AND BENEFITS												
			FY11	FICA	Retirement							TOTAL
			Annual	Medicare	13.44%	Health	Prescript	Dental	Life	Uniform		Employee
Dept	Object		Salary	524001	524302	524304	524304	524305	524306	524307		FY2012
1002	510101	Equip Oper - IIB	47,019	3,597	6,319	11,450	2,424	1,277	167	350		72,603
1002	510101	Equip Oper/Mason	46,862	3,585	6,298	3,000	2,424	-	167	350		62,686
1002	510101	Equip Oper - IIB	48,107	3,680	6,466	4,478	2,424	401	167	350		66,073
1002	510101	Mechanic	49,661	3,799	6,674	9,425	2,424	1,022	167	350		73,523
1002	510101	Equip Oper - IIA	50,274	3,846	6,757	11,450	2,424	1,277	167	350		76,545
1002	510101	Equip Oper - IIB	47,019	3,597	6,319	11,450	2,424	1,277	167	350		72,603
1002	510101	Equip Oper - IIB	47,019	3,597	6,319	11,450	2,424	1,277	167	350		72,603
1002	510101	Equip Oper - IIA	50,274	3,846	6,757	11,450	2,424	1,277	167	350		76,545
1002	510101	Equip Oper - IIB	43,642	3,339	5,865	9,425	2,424	1,022	167	350		66,234
1002	510101	Eq Maint Foreman	53,335	4,080	7,168	9,425	2,424	1,022	167	350		77,972
1002	510101	Eq Maint Foreman	37,082	2,837	4,984	3,722	2,424	321	167	350		51,886
1002	510101	Equip Oper - I	37,464	2,866	5,035	3,722	2,424	321	167	350		52,349
1002	510101	Street Foreman	55,034	4,210	7,397	11,450	2,424	1,277	167	350		82,309
1002	510101	Equip Oper - IIA	45,999	3,519	6,182	9,425	2,424	1,022	167	350		69,088
			658,790									
1002	510103	Highway Supt	73,196	5,599	9,837	12,839	-	1,277	167	350		103,266
				55,997	98,379	134,161	33,936	14,071	2,506	5,250		1,076,287
1005	510101	DPW Program Coor	43,127	3,299	5,796	8,588	1,818	958	125			63,711
1005	510103	Engineer	50,572	3,869	6,797	1,950		-	109			63,296
1005	510103	Engineering Insp	48,826	3,735	6,562	12,839		1,022	167	350		73,502
1005	510103	Engineering Insp	51,635	3,950	6,940	3,000		-	167	350		66,041
			151,033	14,853	26,095	26,377	1,818	1,980	568	700		266,550
1006	510101	DPW Program Coor	14,376	1,100	1,932	2,863	606	319	42			21,237
1006	510101	Transfer Station Foreman	57,219	4,377	7,690	11,450	2,424	1,277	167	350		84,955
			71,594	5,477	9,622	14,313	3,030	1,597	209	350		106,192
1006	510102	Clerk I	17,405	1,331	2,339	-	-	-	167			21,243
				6,808	11,961	14,313	3,030	1,597	376	350		127,434
1007	510101	Equip Opera/Carpenter	47,999	3,672	6,451	-	-	-	167	350		58,640
1007	510101	Equip Opera - IIB	43,425	3,322	5,836	3,722	2,424	321	167	350		59,567
1007	510101	Facilities Foreman	57,219	4,377	7,690	4,478	2,424	401	167	350		77,106
1007	510101	Equip Opera I	37,337	2,856	5,018	9,425	2,424	1,022	167	350		58,599
1007	510101	Equip Opera - IIB	47,019	3,597	6,319	11,450	2,424	1,277	167	350		72,603
1007	510101	Custodian	36,247	2,773	4,872	3,722	2,424	321	167	350		50,875
1007	510101	Custodian	8,822	675	1,186	2,290	485	255	33	70		13,816
			278,067	21,272	37,372	35,087	12,605	3,597	1,036	2,170		391,206
1305	510101	Custodian	35,286	2,699	4,742	9,160	1,939	1,022	134	280		55,263
1305	510101	Secretary	38,886	2,975	5,226	11,450	2,424	1,277	167			62,405
			74,172									
1305	510102	Social Svc Spec	25,472	1,949	3,424	-	-	-	-	-		30,845
1305	510103	Senior Service Dir	67,501	5,164	9,072	12,839		1,277	167			96,021
1305	510103	Asst Senior Service Dir	39,972	3,058	5,372	12,839		1,277	167			62,686
			107,473	15,845	27,837	46,288	4,363	4,854	635	280		307,220
1501	510101	Asst. Building Official	53,684	4,107	7,215	10,615	2,424	1,277	167			79,489
1501	510101	Secretary	37,126	2,840	4,990	11,450	2,424	1,277	167			60,275
			90,810									
1501	510102	Clerical Assist	25,690	1,965	3,453	-	-	1,022	-			32,130
			25,690									
1501	510103	Building Official	70,796	5,416	9,515	3,000		-	167			88,894
				14,328	25,173	25,065	4,848	3,577	501	-		260,788

FY 2012 NONUNION & MUNICIPAL SALARIES AND BENEFITS											
			FY11	FICA	Retirement						TOTAL
Dept	Object		Annual	Medicare	13.44%	Health	Prescript	Dental	Life	Uniform	Employee
			Salary	524001	524302	524304	524304	524305	524306	524307	FY2012
1300	510101	Clerk I	14,554	1,113	1,956	4,713	1,212	511	84		24,143
1300	510103	Town Clerk	30,601	2,341	4,113	5,136		511	67		42,768
1300	510103	Deputy Town Clerk	35,707	2,732	4,799	3,044		240	100		46,623
			66,309	6,186	10,868	12,892	1,212	1,262	251	-	113,534
2101	510101	Custodian	13,897	1,063	1,868	3,110	800	422	55	116	21,330
2101	510101	Golf Course Mech	50,120	3,834	6,736	11,450	2,424	1,277	167	350	76,359
2101	510101	Asst Super Golf Course	48,163	3,684	6,473	11,450	2,424	1,277	167	350	73,989
			112,181								
2101	510103	Golf Course Super	78,229	5,985	10,514	12,839		1,277	167	350	109,361
				14,566	25,591	38,849	5,648	4,254	556	1,166	281,040
2102	510101	Secretary	11,402	872	1,532	3,435	727	383	50		18,402
2102	510101	Custodian	28,089	2,149	3,775	6,286	1,617	852	111	233	43,113
			39,491								
2102	510103	Asst Golf Course Mgr	33,635	2,573	4,521	12,839		1,022	167		54,757
2102	510103	Golf Course Oper Mgr	68,954	5,275	9,267	5,073		321	167		89,057
2102	510103	Leisure Svc Director	23,469	1,795	3,154	1,522		120	50		30,111
			126,058	12,664	22,250	29,155	2,344	2,698	546	233	235,439
2104	510101	Secretary	7,601	581	1,022	2,290	485	255	33		12,268
2104	510103	Leisure Svc Director	15,646	1,197	2,103	1,015		80	33		20,074
				1,778	3,124	3,305	485	336	67	-	32,342
2106	510101	Secretary	19,003	1,454	2,554	5,725	1,212	639	84		30,670
2106	510103	Leisure Svc Director	39,115	2,992	5,257	2,537		200	84		50,184
				4,446	7,811	8,262	1,212	839	167	-	80,854
4001	510101	Water Pump Operator	47,999	3,672	6,451	11,450	2,424	1,277	167	350	73,791
4001	510101	Water Pump Operator	46,862	3,585	6,298	9,425	2,424	1,022	167	350	70,133
4001	510101	Water Systems Operator	51,308	3,925	6,896	11,450	2,424	1,277	167	350	77,798
			146,169	11,182	19,645	32,325	7,272	3,577	501	1,050	221,721
4003	510101	Water Serviceman	50,274	3,846	6,757	11,450	2,424	1,277	167	350	76,545
4003	510101	Water Serviceman	52,496	4,016	7,055	11,450	2,424	1,277	167	350	79,235
4003	510101	Water Serviceman	47,606	3,642	6,398	11,450	2,424	321	167	350	72,357
4003	510101	Water Serviceman	40,133	3,070	5,394	3,722	2,424	321	167	350	55,580
4003	510101	Water Serviceman	43,536	3,330	5,851	3,000	2,424	-	167	350	58,659
4003	510101	Water Serviceman	42,665	3,264	5,734	3,722	2,424	321	167	350	58,647
4003	510101	Foreman	58,500	4,475	7,862	11,450	2,424	1,277	167	350	86,506
			335,209	25,643	45,052	56,244	16,968	4,794	1,170	2,450	487,530
4004	510101	Accts Rec Mgr	25,179	1,926	3,384	2,239	1,212	200	84		34,224
4005	510101	Admin Assist/Acct Mr.	50,358	3,852	6,768	9,425	2,424	1,022	167		74,016
4005	510102	Clerical Assistant	23,626	1,807	3,175	-					28,608
4005	510103	Principal Planner	28,205	2,158	3,791	6,420		511	167		41,251
4005	510103	Engineer	27,231	2,083	3,660	1,050		-	58		34,082
4005	510103	Water Quality Speci	61,377	4,695	8,249	12,839		1,022	167		88,350
4005	510103	Water Director	93,306	7,138	12,540	5,073		401	167		118,625
			210,119	21,734	38,183	34,807	2,424	2,956	727	-	384,933
4006	510101	Equip Opera I	37,592	2,876	5,052	3,000	2,424	1,022	167	350	52,483
				2,876	5,052	3,000	2,424	1,022	167	350	1,180,891

FY 2012 FIRE DEPARTMENT SALARIES			FY11	FICA	Retirement						TOTAL
Dept	Object		Annual	Medicare	17.66%	Health	Buyback	Dental	Life	Uniform	Employee
			Salary	524001	524302	524304	524304	524305	524306	524307	FY2011
0803	510101	Deputy Fire Chief	74,682	5,713	13,189	17,443		1,104	202	1,150	113,483
0803	510101	Firefighter/EMTC	51,966	3,975	9,177	8,581		347	202	1,150	75,398
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	8,581		347	202	1,150	76,752
0803	510101	Firefighter/EMTC	55,572	4,251	9,814	17,443		1,104	202	1,150	89,537
0803	510101	Fire Lieutenant	57,988	4,436	10,241	17,443		1,104	202	1,150	92,565
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Firefighter/EMTC	52,998	4,054	9,360	8,581		347	202	1,150	76,692
0803	510101	Fire Captain	66,750	5,106	11,788	17,443		1,104	202	1,150	103,544
0803	510101	Firefighter/EMTC	55,572	4,251	9,814	17,443		1,104	202	1,150	89,537
0803	510101	Fire Lieutenant	60,176	4,603	10,627	17,443		1,104	202	1,150	95,307
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	1,878	3,000	-	202	1,150	72,703
0803	510101	Fire Lieutenant	57,988	4,436	10,241	17,443		1,104	202	1,150	92,565
0803	510101	Firefighter/EMTC	52,792	4,039	9,323	17,443		1,104	202	1,150	86,053
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Firefighter/EMTC	51,966	3,975	9,177	17,443		1,104	202	1,150	85,018
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Fire Lieutenant	59,592	4,559	10,524	17,443		1,104	202	1,150	94,574
0803	510101	Firefighter/Rescueman	50,871	3,892	8,984	17,443		1,104	202	1,150	83,646
0803	510101	Rescue Captain	62,893	4,811	11,107	17,443		1,104	202	1,150	98,711
0803	510101	Fire Lieutenant	61,544	4,708	10,869	17,443		1,104	202	1,150	97,021
0803	510101	Deputy Fire Chief	74,682	5,713	13,189	17,443		1,104	202	1,150	113,483
0803	510101	Fire Lieutenant	61,467	4,702	10,855	17,443		1,104	202	1,150	96,924
0803	510101	Fire Lieutenant	57,988	4,436	10,241	8,581		347	202	1,150	82,945
0803	510101	Deputy Fire Chief	74,477	5,698	13,153	17,443		1,104	202	1,150	113,227
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Fire Lieutenant	57,988	4,436	10,241	1,878	3,000	-	202	1,150	78,896
0803	510101	Fire Captain	66,722	5,104	11,783	17,443		1,104	202	1,150	103,509
0803	510101	Firefighter/EMTC	53,551	4,097	9,457	15,157		1,104	202	1,150	84,719
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Deputy Fire Chief	74,682	5,713	13,189	17,443		1,104	202	1,150	113,483
0803	510101	Fire Captain	66,297	5,072	11,708	17,443		1,104	202	1,150	102,977
0803	510101	Firefighter/EMTC	52,792	4,039	9,323	8,581		347	202	1,150	76,434
0803	510101	Fire Lieutenant	60,176	4,603	10,627	17,443		1,104	202	1,150	95,307
0803	510101	Rescue Lieutenant	57,988	4,436	10,241	17,443		1,104	202	1,150	92,565
0803	510101	Firefighter/EMTC	51,966	3,975	9,177	17,443		1,104	202	1,150	85,018
0803	510101	Fire Lieutenant	57,988	4,436	10,241	17,443		1,104	202	1,150	92,565
0803	510101	Asst Fire Mechanic	51,355	3,929	9,069	17,443		1,104	202	1,150	84,253
0803	510101	Fire Lieutenant	58,921	4,507	10,405	17,443		1,104	202	1,150	93,733
0803	510101	Firefighter/EMTC	53,551	4,097	9,457	1,878	-	-	202	1,150	70,335
0803	510101	Rescue Lieutenant	58,809	4,499	10,386	8,878		347	202	1,150	84,270
0803	510101	Fire Captain	63,783	4,879	11,264	17,443		1,104	202	1,150	99,826
0803	510101	Rescue Captain	66,750	5,106	11,788	17,443		1,104	202	1,150	103,544
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	8,581		347	202	1,150	76,752
0803	510101	Fire Captain	62,893	4,811	11,107	17,443		1,104	202	1,150	98,711
0803	510101	Fire Lieutenant	61,544	4,708	10,869	17,443		1,104	202	1,150	97,021
0803	510101	Rescue Captain	65,267	4,993	11,526	17,443		1,104	202	1,150	101,685
0803	510101	Firefighter/EMTC	52,792	4,039	9,323	17,443		1,104	202	1,150	86,053
0803	510101	Rescue Lieutenant	57,988	4,436	10,241	17,443		1,104	202	1,150	92,565
0803	510101	Firefighter/EMTC	52,792	4,039	9,323	8,581		347	202	1,150	76,434
0803	510101	Fire Lieutenant	60,039	4,593	10,603	17,443		1,104	202	1,150	95,134
0803	510101	Firefighter/EMTC	52,792	4,039	9,323	17,443		1,104	202	1,150	86,053
0803	510101	Firefighter/EMTC	51,966	3,975	9,177	17,443		1,104	202	1,150	85,018
0803	510101	Firefighter/EMTC	51,966	3,975	9,177	17,443		1,104	202	1,150	85,018
0803	510101	Rescue Lieutenant	57,441	4,394	10,144	8,581		347	202	1,150	82,260
0803	510101	Rescue Captain	65,267	4,993	11,526	15,970		1,104	202	1,150	100,212
0803	510101	Fire Lieutenant	57,441	4,394	10,144	17,443		1,104	202	1,150	91,879
0803	510101	Fire Lieutenant	61,544	4,708	10,869	17,443		1,104	202	1,150	97,021
0803	510101	Fire Mechanic	69,584	5,323	12,288	17,443		1,104	202	1,150	107,095
0803	510101	Fire Prevention Officer	72,549	5,550	12,812	17,443		1,104	202	1,150	110,811
0803	510101	Firefighter/EMTC	50,520	3,865	8,922	17,443		1,104	202	1,150	83,206
0803	510101	Firefighter/EMTC	55,572	4,251	9,814	17,443		1,104	202	1,150	89,537
0803	510101	Firefighter/EMTC	50,520	3,865	8,922	17,443		1,104	202	1,150	83,206
0803	510101	Firefighter/EMTC	53,046	4,058	9,368	17,443		1,104	202	1,150	86,372
0803	510101	Firefighter/EMTC	55,572	4,251	9,814	17,443		1,104	202	1,150	89,537
0803	510101	Secretary	36,247	2,773	4,872	9,425	2,424	1,022	167		56,929
			<b>3,881,085</b>								
0803	510103	Fire Chief	93,306	7,138	16,478	17,443		1,104	202	1,150	136,821
			<b>93,306</b>								
				<b>304,041</b>	<b>601,535</b>	<b>1,048,191</b>	<b>8,424</b>	<b>64,869</b>	<b>13,732</b>	<b>77,050</b>	<b>6,191,045</b>

FY 2012 POLICE DEPARTMENT SALARIES AND BENEFITS											
Dept	Object		FY11	FICA	Retirement						TOTAL
			Annual Salary	Medicare 524001	21.94% 524302	Health 524304	Buyback 524304	Dental 524305	Life 524306	Uniform 524307	Employee FY2011
0812	510101	Patrol Officer	63,456	4,854	13,922	7,495		330	202	1,500	91,761
0812	510101	Det. Patrol Officer	59,470	4,549	13,048	15,942		1,022	202	1,500	95,734
0812	510101	Police Lieutenant	76,845	5,879	16,860	7,495		330	202	1,500	109,111
0812	510101	Patrol Officer	57,117	4,369	12,531	7,495		330	202	1,500	83,545
0812	510101	Patrol Officer	64,125	4,906	14,069	15,942		1,022	202	1,500	101,766
0812	510101	Patrol Officer	62,561	4,786	13,726	7,495		330	202	1,500	90,601
0812	510101	Det. Sergeant	71,893	5,500	15,773	15,942		1,022	202	1,500	111,832
0812	510101	Patrol Officer	64,125	4,906	14,069	14,524		1,022	202	1,500	100,348
0812	510101	DARE Officer	57,827	4,424	12,687	1,151	7,971	-	202	1,500	85,763
0812	510101	SRO Officer	62,059	4,747	13,616	1,151	7,500	1,022	202	1,500	91,797
0812	510101	Patrol Officer	60,905	4,659	13,362	7,495		330	202	1,500	88,454
0812	510101	Patrol Officer	68,817	5,265	15,099	15,942		1,022	202	1,500	107,847
0812	510101	Det. Patrol Officer	59,362	4,541	13,024	7,495		330	202	1,500	86,455
0812	510101	Lieutenant	78,632	6,015	17,252	15,942		1,022	202	1,500	120,566
0812	510101	Sergeant	67,999	5,202	14,919	7,495		330	202	1,500	97,648
0812	510101	Captain	80,046	6,123	17,562	1,151	7,500	1,022	202	1,500	115,106
0812	510101	SRO Officer	60,333	4,615	13,237	15,942		1,022	202	1,500	96,852
0812	510101	Patrol Officer	63,456	4,854	13,922	7,495		330	202	1,500	91,761
0812	510101	Patrol Officer	64,125	4,906	14,069	15,942		1,022	202	1,500	101,766
0812	510101	Lieutenant	78,632	6,015	17,252	15,942		1,022	202	1,500	120,566
0812	510101	Det. Patrol Officer	63,320	4,844	13,892	15,942		1,022	202	1,500	100,723
0812	510101	Patrol Officer	64,125	4,906	14,069	15,942		1,022	202	1,500	101,766
0812	510101	Patrol Officer	65,689	5,025	14,412	1,151	7,971	-	202	1,500	95,951
0812	510101	Patrol Officer	64,125	4,906	14,069	7,495		330	202	1,500	92,628
0812	510101	Sergeant	67,999	5,202	14,919	15,942		1,022	202	1,500	106,787
0812	510101	Patrol Officer	64,125	4,906	14,069	6,930		330	202	1,500	92,063
0812	510101	Patrol Officer	64,125	4,906	14,069	15,942		1,022	202	1,500	101,766
0812	510101	Patrol Officer	63,456	4,854	13,922	7,495		330	202	1,500	91,761
0812	510101	Patrol Officer	58,168	4,450	12,762	7,495		330	202	1,500	84,907
0812	510101	Patrol Officer	63,456	4,854	13,922	15,942		1,022	202	1,500	100,900
0812	510101	Det. Patrol Officer	60,921	4,660	13,366	15,942		1,022	202	1,500	97,613
0812	510101	Sergeant	67,999	5,202	14,919	15,942		1,022	202	1,500	106,787
0812	510101	Captain	80,046	6,123	17,562	15,942		1,022	202	1,500	122,397
0812	510101	Patrol Officer	60,905	4,659	13,362	11,151	7,971	-	202	1,500	99,751
0812	510101	Lieutenant	76,845	5,879	16,860	15,942		1,022	202	1,500	118,249
0812	510101	Patrol Officer	65,689	5,025	14,412	15,942		1,022	202	1,500	103,793
0812	510101	Dispatcher	50,092	3,832	10,990	15,942		1,022	202	1,500	83,580
0812	510101	Patrol Officer	64,125	4,906	14,069	15,942		1,022	202	1,500	101,766
0812	510101	Det. Lieutenant	77,434	5,924	16,989	15,942		1,022	202	1,500	119,014
0812	510101	Det. Sergeant	66,376	5,078	14,563	15,942		1,022	202	1,500	104,682
0812	510101	Patrol Officer	64,125	4,906	14,069	7,495		330	202	1,500	92,628
0812	510101	Patrol Officer	63,456	4,854	13,922	7,495		330	202	1,500	91,761
0812	510101	Patrol Officer	64,125	4,906	14,069	7,495		1,022	202	1,500	93,319
0812	510101	Patrol Officer	57,117	4,369	12,531	1,151	2,592	-	202	1,500	79,463
			<b>2,879,632</b>	<b>220,292</b>	<b>631,791</b>						
0812	510101	Secretary	36,247	2,773	4,872	9,425		1,022	167		54,505
0812	510101	Clerk I	36,247	2,773	4,872	9,425	2,424	1,022	167		56,929
0812	510101	Dispatcher	44,894	3,434	6,034	11,450	2,424	1,277	167		69,681
0812	510101	Dispatcher	44,894	3,434	6,034	-	2,424	1,022	167		57,975
0812	510101	Auto Mechanic	52,496	4,016	7,055	11,450	2,424	1,277	167	350	79,235
0812	510101	Custodian	44,108	3,374	5,928	11,450	2,424	1,277	167	350	69,079
0812	510101	Clerk I	37,136	2,841	4,991	11,450	2,424	1,277	167		60,287
0812	510101	Secretary	37,522	2,870	5,043	3,000	2,424	-	167		51,027
			<b>3,213,176</b>	<b>245,808</b>	<b>676,620</b>	<b>561,664</b>	<b>58,473</b>	<b>39,368</b>	<b>10,245</b>	<b>66,700</b>	<b>4,872,052</b>
0812	510103	Police Chief	93,306	7,138	20,471	19,927		1,277	202	1,500	143,821
			93,306	7,138	20,471	19,927	-	1,277	202	1,500	143,821
0812	510102	P/T Dispatcher	17,435	1,334	2,343						21,112
0812	510102	P/T Dispatcher	14,700	1,125	1,976						17,800
0812	510102	P/T Dispatcher	17,435	1,334	2,343						21,112
			49,569	3,792	6,662	-	-	-	-	-	60,023
				<b>256,738</b>	<b>703,753</b>	<b>581,591</b>	<b>58,473</b>	<b>40,645</b>	<b>10,447</b>	<b>68,200</b>	<b>5,075,897</b>

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

At the Special 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 23rd day of July, 2007 at the Beechwood House Senior Center, 10 Beach Street, at 7:30 pm

PRESENT WERE: Edward J. Cooney, President  
Steven Campo  
Anthony F. Miccolis, Jr.  
John A. Patterson  
Edward J. Whitaker

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

Item No. 8. Undesignated Fund Balance Policy

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 establishing benchmarks for the level of undesignated fund balance and the establishment of mechanisms for the use of those reserves.

NOW, THEREFORE, BE IT RESOLVED: That:

- A) The unreserved undesignated fund balance for all funds shall be maintained at a level sufficient to provide for the required resources to:
  - 1) Plan for contingencies; and
  - 2) Maintain good standing with rating agencies; and
  - 3) Avoid interest expense for operating budget needs and capital projects; and
  - 4) Provide for investment income; and
  - 5) Ensure short-term cash availability when anticipated revenue is available.
- B) The unreserved undesignated fund balance does not include reservations of fund balance for the payment of encumbrances nor designations for purposes that are allowed under generally accepted accounting principles.
- C) The Town shall maintain a minimum unreserved undesignated fund balance of 10% of the current period's total budgeted expenditures for all Town funds. The unreserved undesignated fund balance does not include reservations of fund balance for the payment of encumbrances nor designations for purposes that are allowed under generally accepted accounting principles.
- D) Excess surpluses will be available for appropriation by the Town Council in a subsequent fiscal year to fund capital, non-recurring operating or debt service expenditures as determined by the Town Council during the budget for that subsequent fiscal year.
- E) An unreserved undesignated fund balance equal to the greater of 10% or the highest one year projected debt service level in one five year period may be utilized for the purposes listed below:
  - 1) Meeting future capital needs; or
  - 2) Offsetting operating deficits in difficult economic times; or
  - 3) Stabilizing fluctuations in cash flow requirements; or
  - 4) Provisions for emergency situations.

- F) If the unreserved undesignated fund balance falls below the above parameters, budgeted revenues will be greater than budgeted expenditures in subsequent years to bring the unreserved undesignated fund balance into compliance with this policy unless determined otherwise by the Town Council.

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.

## ***APPENDIX D - FUND BALANCE UTILIZATION AND ACCUMULATION***

As shown in Appendix C, in July 2007 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.

						Estimated	Proposed
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Revenues:</b>							
Taxes	\$56,100,311	\$58,892,935	\$60,897,957	\$63,993,612	\$65,239,235	\$68,036,428	\$70,194,436
Intergovernmental & Dept. Revenues	\$6,331,522	\$6,305,233	\$7,195,826	\$6,590,699	\$5,311,124	\$5,330,921	\$3,252,746
Local Receipts	<u>\$1,389,412</u>	<u>\$1,841,523</u>	<u>\$1,777,544</u>	<u>\$1,224,048</u>	<u>\$617,063</u>	<u>\$1,422,478</u>	<u>\$1,241,832</u>
<b>Total</b>	<b>\$63,821,245</b>	<b>\$67,039,691</b>	<b>\$69,871,327</b>	<b>\$71,808,359</b>	<b>\$71,167,422</b>	<b>\$74,789,827</b>	<b>\$74,689,014</b>
<b>Expenditure:</b>							
General Government	\$4,610,761	\$4,814,369	\$5,138,026	\$5,049,420	\$4,842,371	\$5,714,981	\$6,025,604
Public Safety	\$12,532,831	\$13,014,335	\$13,536,306	\$13,755,102	\$14,196,583	\$14,609,672	\$14,517,890
Public Works	\$4,122,524	\$3,825,235	\$4,862,515	\$4,684,071	\$3,798,636	\$4,171,236	\$3,572,586
Human Services & Other	\$785,156	\$588,529	\$737,438	\$766,828	\$373,991	\$843,449	\$877,102
<b>Total</b>	<b>\$22,051,272</b>	<b>\$22,242,468</b>	<b>\$24,274,285</b>	<b>\$24,255,421</b>	<b>\$23,211,581</b>	<b>\$25,339,338</b>	<b>\$24,993,182</b>
Excess (deficiency) of revenues over expenditures	\$41,769,973	\$44,797,223	\$45,597,041	\$47,552,938	\$47,955,841	\$49,450,489	\$49,695,832
Other financing sources (uses)	(\$41,413,334)	(\$44,447,569)	(\$45,212,052)	(\$48,217,804)	(\$47,793,204)	(\$48,915,690)	(\$49,695,832)
Excess (deficiency) of revenues and other financing sources over expenditures and other uses	\$356,639	\$349,654	\$384,990	(\$664,866)	\$162,637	\$534,799	\$0
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Fund Balance July 1	\$9,726,697	\$10,083,336	\$10,432,990	\$10,817,980	\$10,153,114	\$10,315,751	\$10,850,550
Excess/(Deficiency) of Revenues over Expenditures	\$356,639	\$349,654	\$384,990	(\$664,866)	\$162,637	\$534,799	\$0
Fund Balance*	<u>\$10,083,336</u>	<u>\$10,432,990</u>	<u>\$10,817,980</u>	<u>\$10,153,114</u>	<u>\$10,315,751</u>	<u>\$10,850,550</u>	<u>\$10,850,550</u>
<i>Fund Balance as a percent of Total Revenues</i>	<i>15.80%</i>	<i>15.56%</i>	<i>15.48%</i>	<i>14.14%</i>	<i>14.50%</i>	<i>14.51%</i>	<i>14.53%</i>

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

**APPENDIX E – ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY**

Growth in Assessed Value - Real Estate					
	TAX Yr	FY	Assessed Value	\$ Increase	% Increase
	2000	2001	1,536,301,370		
	2001	2002	1,954,112,590	417,811,220	<b>27.20%</b>
	2002	2003	1,986,996,310	32,883,720	1.65%
	2003	2004	2,011,507,975	24,511,665	1.23%
	2004	2005	3,373,797,470	1,362,289,495	<b>67.72%</b>
	2005	2006	3,401,172,700	27,375,230	0.80%
	2006	2007	3,440,758,510	39,585,810	1.16%
	2007	2008	4,238,884,090	798,125,580	<b>23.20%</b>
	2008	2009	4,269,958,905	31,074,815	0.73%
	2009	2010	4,298,501,545	28,542,640	0.66%
Act	2010	2011	3,606,985,583	(691,515,962)	-19.17%
<b>Est</b>	<b>2011</b>	<b>2012</b>	<b>3,612,500,000</b>	<b>5,514,417</b>	<b>0.15%</b>

## **APPENDIX F - 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, three 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 G – 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**
- **MUNICIPAL COURT**

*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 H – TOWN COUNCIL BUDGET RESOLUTION**

**AGENDA ITEM REPORT**

**MEETING DATE:**

**March 21, 2011**

---

**ITEM:** RESOLUTION FOR ADOPTION OF PRELIMINARY BUDGET FOR 2011-2012

**MOTION:** that the Town Council does hereby adopt the Preliminary Budget for FY 2011/12 as follows:

	<b><u>Preliminary</u></b>	<b><u>Final Adopted</u></b>
<b>GENERAL FUND</b>	\$ 24,993,182	\$
<b>SCHOOL FUND</b>	\$ 58,805,460	\$
<b>DEBT SERVICE FUND</b>	\$ 5,493,088	\$
<b>LIBRARY FUND</b>	\$ 1,481,957	\$
<b>MUNICIPAL COURT</b>	\$ 236,573	\$
<b>SCHOOL CAPITAL RESERVE FUND</b>	\$ 117,300	\$
<b>WATER FUND</b>	\$ 3,104,179	
<b>QUONSET/DAVISVILLE RECREATION FUND</b>	\$ 1,792,549	\$
<b>TOTAL</b>	<b>\$ 96,024,288</b>	<b>\$</b>

## APPENDIX I - 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, 2011. Appropriate sections of the Town Charter are copied on the next two pages.

<b>Town of North Kingstown 2011-2012 Budget Calendar</b>	
<b>Sept. to Dec.</b>	Proposed Capital Improvement Program to Asset Management Committee
<b>October 2010</b>	
Monday, 18 <sup>th</sup>	Town Council Meeting Adoption of Budget Policy
Friday, 29 <sup>th</sup>	Provide School Committee with a Three-Year Revenue Projection (RIGL 16-2-21.2)
<b>November 2010</b>	
Wednesday, 10 <sup>th</sup>	Distribution of Operating Budget Forms to Department/Agency Heads
Tuesday, 30 <sup>th</sup>	Joint Meeting with School Committee to discuss FY12 Budget (RIGL 16-2-21)
<b>December 2010</b>	
Monday, 13 <sup>th</sup>	Deadline for submission of Operating Budget Requests to Manager by Department Heads
<b>January 2011</b>	
Friday, 28 <sup>th</sup>	Deadline for Final Report of Capital Improvement Plan by Asset Management Committee
<b>February 2011</b>	
Monday, 28 <sup>th</sup>	Town Council Meeting with Asset Management Committee regarding Capital Improvement Program
Monday, 28 <sup>th</sup>	Deadline for submission of School Committee & Library Board of Trustees Budgets to Manager
<b>March 2011</b>	
Monday, 14 <sup>th</sup>	Submission of Town Manager's Proposed Budget to Town Council
Monday, 21 <sup>st</sup>	Town Council Meeting to discuss Town Manager's Budget and Joint meeting with School Committee to discuss FY12 Budget and Preliminary Budget approved by the Town Council.
Tuesday, 29 <sup>th</sup>	Submission to State Department of Municipal Affairs "Notice of Tax Rate"
Thursday, 31 <sup>st</sup>	Advertise "Notice of Tax Rate," "Budget Summary" & "Council Preliminary Budget Hearing"
<b>April 2011</b>	
Monday, 11 <sup>th</sup>	Town Council's Preliminary Budget Hearing (School only)
Monday, 18 <sup>st</sup>	Town Council's Preliminary Budget Hearing (all Budgets except School)
Monday, 25 <sup>th</sup>	Deadline for submission of Petitions to Town Council
<b>May 2011</b>	
Monday, 2 <sup>nd</sup>	Town Council Meeting to consider petitions and discussion of Preliminary Budget
Wednesday, 4 <sup>th</sup>	Deadline for Final Approval of Town Council's Adopted Budget by Town Council.
Thursday, 12 <sup>th</sup>	Advertise Town Council's Adopted Budget
Monday, 23 <sup>rd</sup>	Deadline for submission of Final Petitions to Town Clerk
<b>June 2011</b>	
Wednesday, 1 <sup>st</sup>	Deadline for verification of petition signatures by Board of Canvassers
Saturday, 4 <sup>th</sup>	School to balance appropriation (RIGL 16-2-21) (deadline, if no referendum is held) If Referendum is held - 7/4/11
Tuesday, 7 <sup>th</sup>	Budget Referendum, if requested by qualified elector petition.

## ***APPENDIX J - 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)

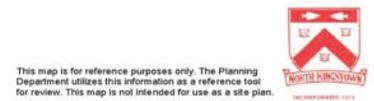
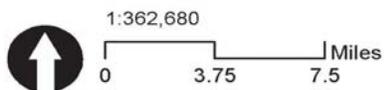
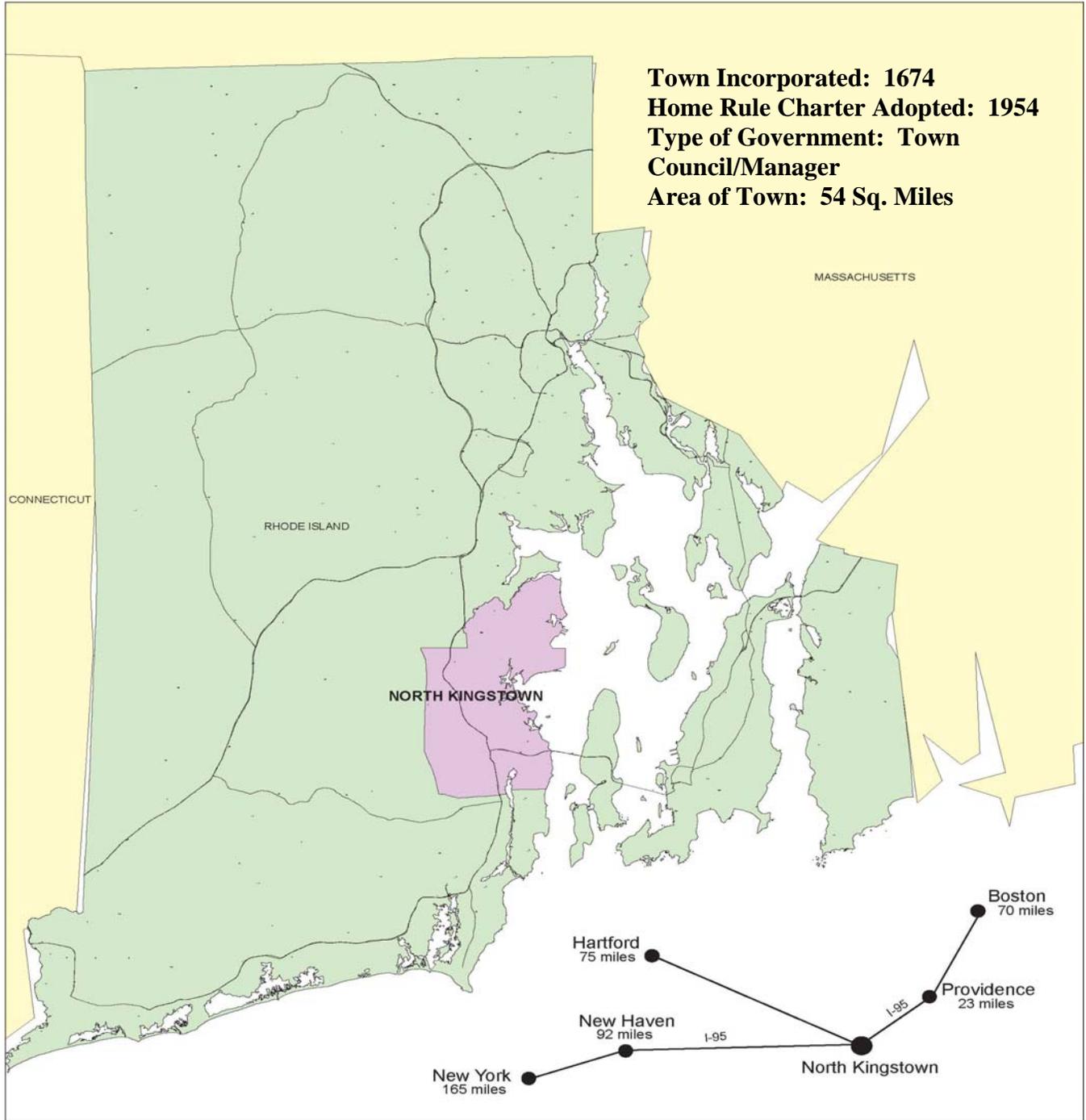
**Sec. 1010. Budget referendum.**

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 K - STATISTICAL SUMMARY**

**Town of North Kingstown**

**Regional Location**





# Town of North Kingstown

## Demographic Profile 2007

2000 Census, 2005—2007 American Community Survey 3-Year Estimates

<b>Population</b>	
2007 American Community Survey	28,786
2005 American Community Survey	27,005
2000 Census	26,326
1990 Census	23,786
Annual Growth 1990 - 2000	1.10%
Annual Growth 2000 - 2007	1.30%

<b>Age Distribution 2007</b>	
0 - 9 years	1.3%
10 - 19 years	14.4%
20 - 34 years	14.8%
35 - 54 years	34.0%
55 - 64 years	12.4%
65 - 84 years	9.3%
85 years and over	1.8%
Median Age	40.1

<b>Race &amp; Ethnicity</b>	
White	95.1%
Black or African American	2.2%
American Indian & Alaska Native	1.4%
Asian	4.1%
Hispanic or Latino (of any race)	2.4%

<b>Educational Attainment (age 25+)</b>	
Less than 9th grade	2.7%
9th to 12th grade, no diploma	5.2%
High school graduate	25.1%
Some college, no degree	16.6%
Associate's degree	7.2%
Bachelor's degree	24.9%
Graduate or professional degree	18.4%
High school graduate or higher	92.1%
Bachelor's degree or higher	43.3%

<b>Households</b>	
Total households	10,829
Family households (families)	70.3%
Married-couple family	54.6%
Male householder, no wife present, family	4.0%
Female householder, no husband present, family	11.7%
Nonfamily households	29.7%
Average household size	2.55
Average family size	3.06

Source: American Community Survey 3-Year Estimates: 2005 -2007, North Kingstown, Rhode Island



## Town of North Kingstown Demographic Profile 2007

<b>Income</b>	
Median household income	\$76,103
Per capita income	\$38,059

<b>Employment</b>	
Population 16 years & over	21,570
In labor force	69.9%
Civilian labor force	69.5%
Employed	65.9%
Unemployed	3.6%
Armed Forces	0.4%
Not in labor force	30.1%
Civilian employed population 16 years and over	14,216
Management, professional, and related occupations	45.7%
Service occupations	14.6%
Sales and office occupations	19.9%
Farming, fishing, and forestry occupations	0.7%
Construction, extraction, maintenance and repair occupations	9.4%
Production, transportation, and material moving occupations	9.7%

<b>Housing</b>	
Total Housing Units	11,418
1-unit, detached	67.3%
1-unit, attached	9.1%
2 units	4.8%
3 or 4 units	7.6%
5 to 9 units	2.2%
10 to 19 units	3.9%
20 or more units	1.9%
Mobile home	3.1%
Boat, RV, van, etc.	0.0%
Vacant housing units	589
Occupied housing units	10,829
Owner-occupied	73.3%
Renter-occupied	26.7%
Year of Housing Unit	
Built 2005 or later	1.0%
Built 2000 to 2004	4.6%
Built 1990 to 1999	13.7%
Built 1980 to 1989	9.6%
Built 1970 to 1979	19.2%
Built 1960 to 1969	18.2%
Built 1950 to 1959	10.8%
Built 1940 to 1949	7.1%
Built 1939 or earlier	15.7%

<b>Single Family Home Sales*</b>	
2008 sales	221
2007 sales	237
Percent change	-6.8%
2008 median sales price	\$344,000
2007 median sales price	\$376,000
Percent change	-8.5%

\* Source Rhode Island State-Wide Multiple Listing Services, Inc.

## ***APPENDIX L - GLOSSARY***

<u>Apparatus</u>	Fire vehicles with pumps, aerial ladder, or an ambulance
<u>Appropriation</u>	The process by which funds are allocated.
<u>Aerial Ortho-photo</u>	The digital computer photo that is produced from aerial photography and used to create accurate assessor and engineering maps.
<u>ACAD</u>	A computer software company that specializes in engineering mapping applications. The general term CAD refers to computer aided design and is used primarily in engineering maps, plans and detailing.
<u>ARCVIEW</u>	A computer software program used in geographic information systems applications by governments.
<u>Backflow Prevention Device</u>	A device used to prevent contamination of the public water supply
<u>Basis of Accounting</u>	All governmental funds are accounted for using the modified accrual basis of accounting.
<u>Blue Cross/Blue Shield</u>	The health care plan that is provided to the Town employees.
<u>Budget Referendum</u>	The opportunity for the citizens to vote on an alternative to the Town Council adopted budget, which is provided for in the Town Charter.
<u>Business Personal Property</u>	All equipment, furniture, fixtures, computers and supplies used in the operation of a business.
<u>Callback Pay</u>	The overtime pay paid to Fire Department personnel when they are called back to work after going off duty.
<u>CAD - Computer Aided Dispatch</u>	Computerized equipment and software utilized in dispatching to emergencies.
<u>C.A.M.A- Computerized Assisted Mass Appraisal</u>	The software package used by the Tax Assessor's office to value all the parcels of property for taxation purposes.
<u>CIP –Capital Improvement Program</u>	A Capital Improvement Program is the multiyear scheduling of physical improvement. The schedule is based on studies of fiscal resources available and the specific improvements to be constructed over a 5 or 6- year period.
<u>Chip Seal</u>	The process of protecting the Town roads, which is a part of the Town's road improvement program.
<u>Classified Part Time</u>	Refers to employees who are part of a bargaining unit who work thirty hours or less per week.
<u>Classified Full Time</u>	Refers to employees who are part of a bargaining unit who work thirty-five hours per week or more.
<u>Commodities not Otherwise Classified</u>	Goods or expendable items for which specific line item classifications do not exist and which are not purchased on a regular basis for a particular department.
<u>C.D.B.G Community Development Block Grant Program</u>	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.
<u>C.L.A.N, Coordinating Libraries Automated Network</u>	A statewide consortium the allows North Kingstown residents to borrow books from all the public libraries in Rhode Island
<u>Comprehensive Plan</u>	A comprehensive plan is a guide to the physical development of a community. It translates the community values that describes how, why, when, and where to build, rebuild or preserve the community. The North Kingstown Comprehensive Plan is a 20-year document that is required by the state law to be updated every five years.
<u>Contractual services</u>	Those services that are provided to the Town by outside firms or companies.
<u>Contractual Services not Otherwise Classified</u>	Those services that are provided to the Town by outside firms or companies and for which specific line item accounts would not be practical due to the infrequent nature of the expense.
<u>Cooperative Libraries Automated</u>	A shared network of participating libraries within Rhode Island which offers

<u>Network (CLAN)</u>	users access to information and services throughout the State.
<u>D.A.R.E</u>	Drug Abuse Resistance Education. A program taught to all fifth grade classes by a police officer with the goal of preventing drug involvement by children.
<u>Delta Dental Department</u>	The dental care program which is provided to Town employees. Identifies the unit of local government in which a specific activity or function is carried out.
<u>Directed Patrol</u>	Assigned tasks or patrol locations as opposed to random patrol
<u>EMS</u>	Service provided by the Fire Department Rescue Division.
<u>Emergency Medical Services</u>	
<u>Enterprise Fund</u>	An accounting fund in which services provided are financed and operated similarly to that of a private business. There are two enterprise funds: 1) Water fund and 2) Quonset/Davisville Recreation Fund. User fees support both.
<u>Farm, Forest and Open Space</u>	Statewide program which encourages property owners to keep their land undeveloped through tax incentives.
<u>Field Work</u>	Inspection and measuring of any new houses, additions, or work done because of building permits issued.
<u>Forensic Equipment</u>	Equipment used to gather and test evidence such that it will be admissible in court
<u>Fringe benefits</u>	The non-salary compensation paid by the Town for the benefit of the employee.
<u>Fund</u>	An accounting entity comprised of a group of self-balancing accounts.
<u>Fund Balance</u>	The difference between revenue and expenditures. A negative fund balance is sometimes called a deficit.
<u>GIS Geographic Information System</u>	Computer related term that describes both hardware and software for processing storage and integration of digital computer mapping and data. GIS for North Kingstown will bring information together for Water, Assessor and Building Departments as well as State level.
<u>Haz-Mat</u>	Hazardous materials
<u>Inter-Community Activities</u>	Towns' activities that afford the children the opportunity to view compete or enjoy at the same level.
<u>ISDS</u>	Individual Septic Disposal System
<u>Looping Project</u>	Water Department undertaking to eliminate dead-end water mains
<u>Moving Radar Units</u>	Car mounted radar units capable of determining the speed of approaching vehicles even though the police car is moving.
<u>Non-Personnel Services</u>	Category of expense, which include purchased services, commodities, and debt
<u>Payments in lieu of taxes</u>	Revenue received by the Town for municipal services from entities who are exempt from taxation by State law and who have entered into an agreement with the Town for services.
<u>Personnel Services</u>	Category of expense, which includes costs, associated with the employment of full and part time employees and their fringe benefits.
<u>Prior year surplus</u>	The funds created from revenue received over estimate or unexpended appropriations in the previous fiscal year.
<u>Project DARE Drug Abuse Resistance Education</u>	The Police Department conducts an educational program in the elementary school regarding drug abuse. An officer is assigned full time to this program.
<u>Quonset/Davisville Recreation Fund</u>	An enterprise fund established to account for the operations of the Municipal Golf Course and the Municipal Marina at Allen Harbor.
<u>Retirement</u>	The title of a line-item budget account found in most cost centers where there are full-time employees which is used for recording expenses for the employer share of the cost of retirement benefits for active employees.
<u>Revaluation</u>	Process of valuing all properties consistently. Currently state law requires a full revaluation (visiting of all properties every nine years) and statistical updates at (3) three and (6) six years. Statistical revaluation consists of analyzing sales and comparing existing values of properties with the sales.

<u>Roll Call Training</u>	Targeted brief training sessions at roll call meetings prior to each patrol shift of the Police Department.
<u>Solid waste tipping fees</u>	The fee per ton of trash charged by the Rhode Island Solid Waste Management Corporation for the trash generated by North Kingstown transported to the Johnston landfill by the Town.
<u>Special Collections</u>	Rare and valuable books, maps, photographs, art works, etc. Kept in secure climate controlled area. North Kingstown Library's are primarily local history, local writers and genealogy.
<u>Substandard Lots</u>	Parcels of land that are currently in existence but do not conform to existing zoning regulations.
<u>Tangible Personal Property</u>	Taxable property such as business inventory, trailers, appliances in rental property and certain business equipment.
<u>Taxable Value</u>	The value of real estate, tangible personal property and motor vehicles determined by the Tax Assessor after deducting exemptions.
<u>Technical Review Committee (TRC)</u>	A committee composed of Planning Staff, Building Official, Town Engineer, Public Works Director, Water Director, Fire Marshall and a representative of the Police Department. For projects at the Quonset Davisville Industrial Park the committee is expanded to include representatives of the Economic Development Corporation.
<u>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.