

**Town of North Kingstown
Rhode Island
2007 – 2008
Budget**



INCORPORATED 1674

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DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of North Kingstown, Rhode Island for its annual budget for the fiscal year beginning July 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



PREFACE

This budget has a slightly revised format from previous years budgets. At the direction of the Town Council included in this year's budget is a zero based budget. According to the **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..." Other than that, the proposed Fiscal Year 2008 Operating Budget for the Town of North Kingstown follows the same format as previous Town Operating Budgets. The Town Manager's Budget Message summarizes the Budget and reviews the current Fiscal Year activities. The Budget Message also includes some comparative data, which relates North Kingstown fiscal and demographic information to State, and national trends. 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. There is detail included 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 the Town Council's newly adopted budget policy, capital projects for the enterprise funds are funded from a non-budget 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 – is used to account for resources devoted to financing the general services that the Town performs for its citizens.

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

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

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

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

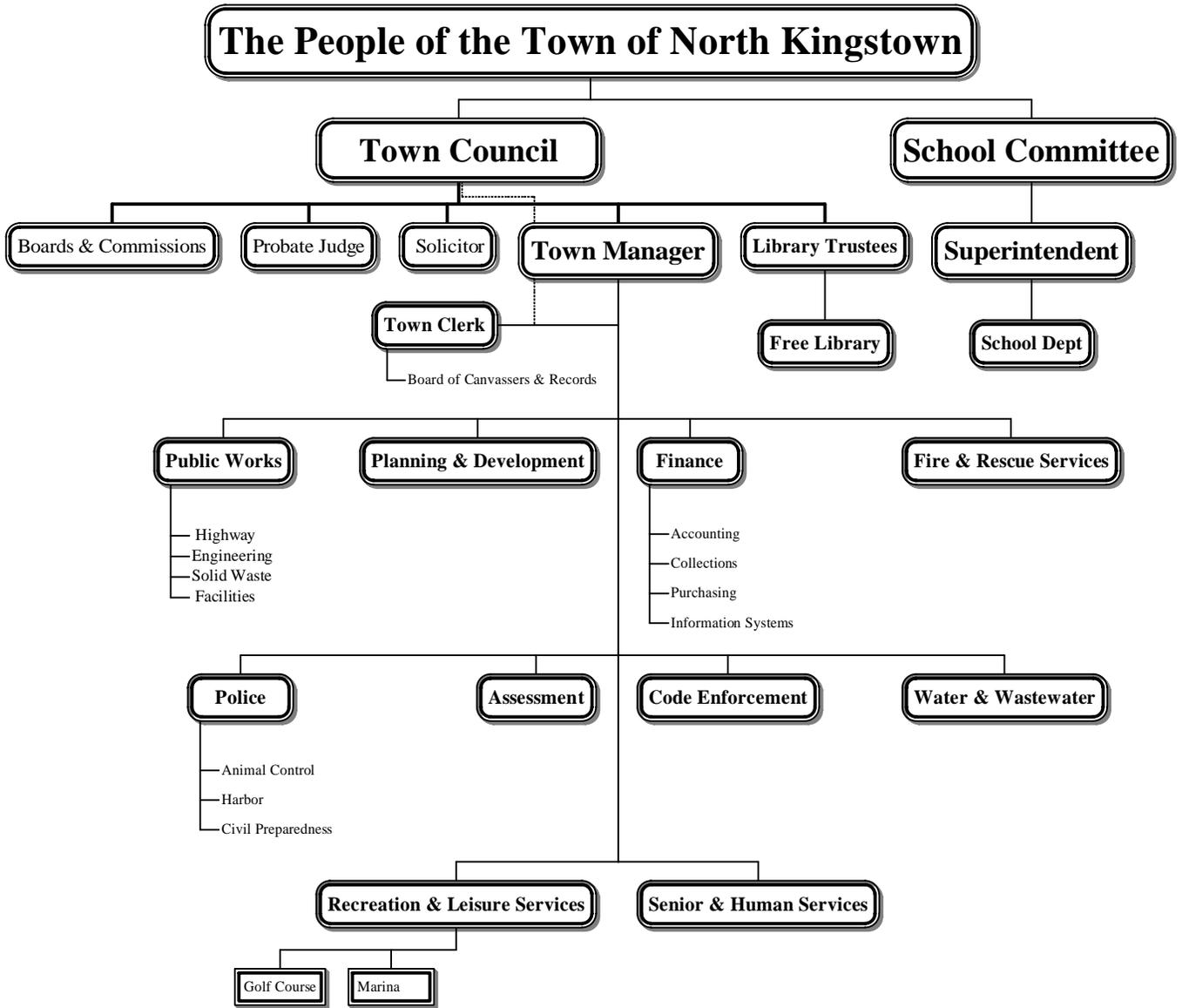
Quonset Davisville Recreation Fund – an enterprise (self-supporting) fund used to account for the operations of the North Kingstown Municipal Golf Course and the Allen Harbor Marina.

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

For the ninth year in a row North Kingstown received a Distinguish Budget Presentation Award from the Government Finance Officers Association. This budget will also be submitted for an award. As always the Town Department Heads did the legwork that serves as the basis for this budget. I thank them for their efforts.

Michael Embury
Town Manager

North Kingstown Governmental Organization



TOWN OF NORTH KINGSTOWN OFFICIALS

TOWN COUNCIL

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

TOWN MANAGER.....	Michael Embury
TOWN SOLICITOR	James Reilly
DIRECTOR OF FINANCE.....	Patricia A. Sunderland
DIRECTOR OF PLANNING.....	Jonathan Reiner
DIRECTOR OF PUBLIC WORKS	Phil Bergeron
POLICE CHIEF	Edward Charboneau
FIRE CHIEF	David Murray
DIRECTOR OF WATER SUPPLY	Susan Licardi
TOWN CLERK.....	James D. Marques
.....	(Active Duty Military)
TOWN CLERK (Acting)	Jeannette Holloway
TAX ASSESSOR	Linda Cwiek
BUILDING OFFICIAL.....	Gary T. Tedeschi
DIRECTOR OF RECREATION & LEISURE ACTIVITIES.....	Allen R. Southwick
DIRECTOR OF SENIOR/HUMAN SERVICES.....	Kathleen Carland
CONTROLLER.....	Barbara L. Strate
DIRECTOR OF INFORMATION SYSTEMS (Acting).....	Jason Albuquerque
TOWN ENGINEER	Dennis Browchuk
HIGHWAY SUPERINTENDENT.....	Forrest Spears
LIBRARY DIRECTOR.....	Susan Aylward
SCHOOL SUPERINTENDENT	Dr. James Halley

TOWN OF NORTH KINGSTOWN GOALS

As a basis for the budget process for Fiscal Years 2007 and 2008 the Town Council set the following Goals for the Town of North Kingstown on February 5, 2007:

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

The Council will strive to improve the **Quality of Life** of all residents, businesspersons and visitors to the Town. The Council will continue to support equitably dispersed affordable housing opportunities consistent with the Town's approved Affordable Housing Plan. We will ensure security and excellence in public safety throughout the Town. We will continue superior senior programs and support recreational activities for all segments of the population. We believe that it is vital to provide a first class public education with goals of excellence, equity, and continued improvement in all our schools with a budget that is fiscally responsible. We will ensure that Town policies and practices respect the residents of North Kingstown and protect the peace, health, safety and welfare of the community.

The Town Council will maintain **Fiscal** responsibility and integrity in the budget process. The process will be open and will involve community input and discussion at every step. The Council will seek to provide cost effective government services and will make every effort to limit any increase in the tax burden. The Town Council will control long-term debt by retaining our favorable bond rating. The Town Council will also lead efforts to advocate for change in the current property tax system while at the same time continue to seek opportunities to assist our elderly residents with tax exemption programs. The fiscal environment in which the Town's budget is formulated presents both a significant increase in non-discretionary costs and reduced commercial property tax revenue due to re-evaluation. The Town Council remains committed to creating a balanced and fair budget for the community. The Town Council will direct that all activities and spending be examined to identify waste and non-value added activities; identify redundant functions between the town and school and identify areas wherever functions/services can be consolidated. The Town Council will also consider all incremental opportunities of revenue to fund the budget other than the residential property tax. If these measures are not successful in producing a budget with acceptable residential tax levies, it would be necessary to assess possible service and staff adjustments.

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

The Council will encourage and assist in the **Economic Development** of the Town's industrial and commercial tax base. In cooperation with the state, Council members and the Town staff will advocate an open process that will deliver, environmentally sound and financially prudent development of Quonset Business Park. The Council also supports educational and tourism opportunities at the Quonset Business Park, to ensure the vision of a world class, mixed-used facility. Throughout the Town, the Council will continue to support the local economy by encouraging commercial and industrial activity in areas designated by the Comprehensive Plan, including the existing retail center in Wickford and the Post Road corridor, and promote the Town's historic resources and regional tourism attractions. Finally, the Council will ensure that local business owners are invited to become stakeholders in any redevelopment or redesign plans for the future.

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

TOWN OF NORTH KINGSTOWN BUDGET POLICY

On December 11, 2006 the Town Council VOTED: that the Town Council hereby adopts the following budget polices and procedures regarding the preparation of the Town Budget:

- The Town Council will require all budgets submitted for consideration to be prepared incorporating a zero-based budgeting approach.
- The Town Council will direct that all activities and spending be examined to identify waste and non-value added activities, identify redundant functions between the Town and school, and identify areas wherever functions/services can be consolidated. Recommendations presented in the Klick Fiscal Fitness Report will be reviewed and considered for implementation.
- In order to allow adequate time to prepare a budget that meets the Town Council's spending increase limitations, a budget increase cap will be established and will be based upon the following factors:
 - ❑ the percentage increase in the quarterly CPI of July, August and September of 2006 over the previous comparable period
 - ❑ the percentage increase in North Kingstown population as reported by the State of Rhode Island Office of Statewide Planning
 - ❑ however in no case shall this spending cap exceed the tax 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. For example, if a new Municipal Court for North Kingstown were to be implemented, fees collected by the Court could offset those expenses thereby having little or no impact on the tax rate. In applying the budget cap, departments will not be penalized when adopting practices, which reflect all revenue and expenditures broadly in the budget.
- 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.
- For the Budget Year 2007/2008, the Town Council desires that there be a continuation of the efforts by our legislative delegation to make Property Tax Reform a reality for North Kingstown by promoting property tax legislation.

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TOWN MANAGER'S BUDGET MESSAGE

(The following is the Town Manager's budget message, modified by the Town Council's Preliminary

Budget Adoption on March 26, 2007 and Final Budget Adoption on April 23, 2007).

INTRODUCTION

On December 11, 2006 the Town Council adopted its Budget Policy calling for expenditures to increase in an amount no greater than the change in the total of the Consumer Price Index (CPI), plus an estimate of population growth, multiplied by the prior year's budget except for any exemptions specifically noted in the policy. The budget contained in the following document complies with the Town Council policy at 3.51% vs. the policy limit of 3.68%. The table below summarizes the expenditure increases in the budget.

<i>Expenditures Compared to CPI Plus Population Growth</i>	<i>Expenditures Budgeted Fiscal Year 2007</i>	<i>Expenditures Proposed Fiscal Year 2008</i>	<i>Expenditure Increase</i>	<i>Percent Increase</i>
Municipal (1)	24,985,392	25,977,531	992,139	3.97%
School (2)	53,319,413	55,312,528	1,993,115	3.74%
Debt (3)	5,255,673	5,202,124	-53,549	-1.02%
Total Combined	83,560,478	86,492,183	2,931,705	3.51%
CPI + Est. Population Growth				3.68%

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

In addition to the Town Council's expenditure limitations, state law prohibits

Quick Fact: The new tax rate is \$13.30.

the Town from approving a budget, which increases the tax levy by more than 5.25%. The table below summarizes the property tax impact of the proposed budget.

<i>Tax Rate Per Thousand Change</i>	<i>FY 2007 Tax Rate</i>	<i>FY 2008 Tax Rate</i>	<i>Difference</i>	<i>Percent Change</i>
Municipal	3.53	3.02	(0.51)	-14.52%
School	10.93	9.35	(1.58)	-14.46%
Debt Service	1.09	0.93	(0.16)	-14.51%
Total	15.55	13.30	(2.25)	-14.47%

***PLEASE NOTE:** The current statistical revaluation has increased the property tax base. In order to demonstrate an accurate tax rate increase, the FY 2007 tax rate is recalculated to account for the increased property base. The rate of \$15.55 translates to a rate of \$12.71.

The FY 2006-2007 budget adopted by the Town Council implemented the following actions:

- Eliminated Welfare Director's position and function as of October 2006 - \$28,462 in FY07 savings (\$41,567 for following full year)
- Public Works road overlay reduction \$125,000 in FY07 savings (Reduced to \$190,000 – Capital Improvement Program recommends \$470,000 annually. Town Council has authorized use of bond funds for road improvements in FY06 and FY07.)
- Recreation – reduce funding for part time staff for summer playground and fall, winter and spring programs (part time wages would be paid from fees charged for program participation) \$96,662 in FY07 savings
- Police cars (two) \$42,000 in FY07 savings - Replacement plan recommends the purchase of five vehicles in 2007
- Combine Police IT with IT in Finance Department - \$74,509 in FY07 savings
- Eliminate health insurance reserve contribution - \$100,000 in FY07 savings
- Combine Leisure Activities Director and Recreation Director to save \$42,238 in the General Fund and \$41,295 in savings in the Q/D Recreation Fund.

When assembling this year's budget, the following values were used when assessing expenditures and services for FY 2008:

- Maintaining core governmental functions
- Reduce personnel costs while avoiding layoffs
- Continuing to invest in the Town's infrastructure
- Reducing certain annual expenditures with a policy of not having them creep back into the budget in future years.
- Evaluate and recommend appropriate one-time, non-recurring expenditures

The Capital Improvement Plan recognizes the need for investment in the Town's infrastructure in a well-planned, fiscally prudent manner. Capital expenditures must be closely monitored to insure that there is not a deterioration of the Town's infrastructure including such items as Public Works infrastructure, vehicle replacement and building upgrades.

The revenue portion of the budget is primarily funded through the property tax as the funding source of last resort. This year's budget does not propose any new revenue enhancements due to administrative changes within the organization and the accompanying time constraints. We will be evaluating departmental revenue enhancement proposals throughout the year, which may be included when developing next year's budget recommendations.

A new proposal recommends that the Town establish a Vehicle/Equipment Replacement priority fund utilizing \$200,000 from the Undesignated Fund Balance. This fund will receive a yearly-designated contribution from each department owning vehicles and equipment meeting the conditions of the proposed fund description. This budget also proposes appropriated \$671,000 of the Undesignated Fund Balance for use in funding the General Operating Budget for FY 2008.

FISCAL FITNESS IMPLEMENTATION

The Fiscal Fitness Review made 24 recommendations for reducing the cost of Town and School operations. Of those 24 recommendations, ten (10) have been implemented, six were deemed not practical at this time and others continue to be analyzed for implementation. Those recommendations already implemented are:

- Change Library hours
- Establish a fee for Recreation Department summer programs
- Increase green fees at Golf Course
- Increase marina fees
- Closing Wickford Elementary School

- Consider health care insurance savings
- Combining Leisure Activities and Recreation Departments
- Job share or combine Welfare Department using Senior Center staff
- Use existing Information Technology staff to support Police Department utilizing non-uniformed personnel
- Charge administrative fee to North Kingstown waste haulers

In the FY 2007 Budget Message, it was anticipated that the Library would implement the Fiscal Fitness recommendation of moving to a primarily part-time workforce. This recommendation has not been implemented "... in order to meet a number of long-term goals..." at the Library. In discussions with the Library Director, the following were put forth as practical reasons for not implementing the recommendations:

- "Recruitment and retention of professional MLS degreed librarians. Libraries cannot recruit and retain master's degree professional librarians offering part-time positions."
- "Effecting a smooth leadership transition over the next five to ten years when one-half of the library's professional librarians, three of whom are in senior administrative positions, will be eligible to retire."
- "Library has a complicated, rotating bi-weekly schedule to cover three busy public service desks on two floors of the 26,000 square foot facility for 62 hours per week including four evenings and Saturdays plus Sunday afternoons during the winter months."
- "Library staff below the administrative level belongs to Union Local 1033. We are constrained by contractual obligations..." and any changes to a part-time work force would require impact bargaining with the employees.
- "Part-time employees working over 20 hours per week receive on a pro-rated basis the same benefits as full-time employees, except for health insurance which they can purchase at the Town's group rate."

The Library has been able to upgrade two part-time MLS degreed librarians to full-time and have reduced the overall part-time staff. The FY 2008 budget shows a significant increase in full-time salaries but a corresponding decrease in part-time salaries. Actually, it is costing nearly \$12,000 less with the new configuration than if these changes had not occurred.

The recommendations, which are not to be implemented at this time and an explanation as to why not, are:

- Create one dispatch unit for Fire and Police using non-officer personnel – This may be accomplished when the Public Safety Complex central dispatch facility is complete and will require coordination with the unions.
- Provide food services from same provider – Food services at the Senior Center are governed by a state contract and cannot be combined with the school cafeteria program.
- Consolidate Fire Stations – The operational review of the Fire Department recommended either a four, five or six fire station alignment. The Town Council is still considering all options for a new station alignment.
- Consider a fee for the use of Town property by the YMCA. The Town Council has rejected this recommendation.

Quick Fact: Progress has been made towards implementation of the Fiscal Fitness recommendations.

- Move to the Westerly model for Transfer Station (orange bags) – Until sufficient space is developed to store the needed bag inventory, this recommendation is not practical.
- Add administrative fee for outside schools for leveraging North Kingstown purchasing and food services – The School Department believes that they already recoup a fee for these functions.

The recommendations which still need to be studied and a brief status summary are:

- Consolidate all administrative functions across the Town of North Kingstown – The Town and School currently share many functions including: financial information systems, banking relationships, many purchasing functions, information technology, health insurance, workers compensation insurance, liability insurance and capital project management. Areas, which should be studied in the future, are payroll processing, personnel, information technology and building and grounds maintenance. The Town Manager and School Superintendent are in the process of analyzing any additional areas where consolidation is cost effective to implement.
- Outsource building maintenance – This will require union concurrence.
- Outsource certain leisure services activities – The Leisure Services Advisory Committee will be studying and recommending options during the coming fiscal year.
- Eliminate Town sponsored Golf Pro – This will be studied as part of the outsourcing of leisure services activities.
- Establish a base line water usage fee for normal usage – A rate analysis will be undertaken during the current fiscal year.
- Review relationships with surrounding Towns – This will be undertaken as part of the implementation of the Fire Operations Review for fire operations. The Town administration is always looking at the manner in which our municipal functions may work in conjunction with other communities.

THIS YEAR IN REVIEW

This current year the Town’s implementation of the budget adopted by the Town Council has proceeded as expected. As occurred last year, staff undertook a significant time intensive activity involving data gathering and bidding of the health insurance. The bidding process resulted in awarding of the health insurance contract to Blue Cross/Blue Shield. Land preservation activities continue to be a high priority and it is envisioned that this year 340 acres will be preserved through a combination of purchase of development rights and fee simple purchase of property.

Quick Fact: The Town will have preserved 340 acres of land by the end of fiscal year 2008.

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

VISION

Our vision for FY 2008 is for the Town of North Kingstown to continue to be a leader in innovative quality municipal operations through the implementation of policies and plans which protect our environment and natural resources, protect and advance our history and culture as well as respecting the diversity of our community. Town staff is committed to ensuring the health, safety and welfare of the public we serve as well as preserving the Town’s quality of life and resources for the present and future generations. A future is envisioned in which we continue to develop collaborative relationships with other communities in an effort to meet the challenges of the future.

QUALITY OF LIFE

Land preservation activities that are anticipated to close by the end of Fiscal Year 2008 are the Dry Bridge Property (Dry Bridge Road), DelVecchio Property (Spring and Potter Roads) and Miller Property. The Police Department continues to address the number one police related citizen complaint – speeding through the enhanced traffic enforcement or TEAR program. The Department has also implemented a program to enforce intersection violations. This fiscal year it is estimated that over 6,000 tickets will be issued. The Town continues to take a leadership role in protecting our neighborhoods by intervening in the proposal to upgrade the National Grid transmission lines. Also, our Police and Public Works Department have worked jointly with the surrounding communities and the State Emergency Management Agency to redefine emergency evacuation routes in North Kingstown.

Wilson Park Boat Launch: The deteriorated boat launch at Wilson Park was reconstructed in December 2006 with Public Works personnel. The new ramp allows for larger boats to be launched.

Fire Station 2: A new emergency generator was installed at Fire Station 2 in Saunderstown. The project was funded through a Homeland Security Grant.

Allen's Harbor Electrical: A new electrical feed line is to be installed and provide electrification to newly installed docks at Allen's Harbor.

Town Evacuation Plan: Working with RIEMA, the Town completed its emergency evacuation plan.

Senior Center Project: With the passing of the bond question in November 2006, it is hoped that design can begin on this project later this year.

Schools: The Town has awarded a contract for the replacement of windows at Davisville Elementary, Forest Park Elementary and Fishing Cove Elementary and scheduled for installation this summer.

Schools: Fire and life safety improvements are scheduled for many of the schools this summer.

ENVIRONMENT

The Town Council continues in its commitment to advancing and improving its

Quick Fact: North Kingstown's 32% recycling (diversion) rate is the highest in the State of Rhode Island.

recycling efforts. A fully automated program will be proposed this year. If successfully implemented, all residents will be issued larger wheeled recycling containers with a modified pickup program designed to save the Town substantial contract costs for this service.

Belleville Pond Dam: Dam reconstruction was completed in the fall of 2006. Improvements replaced the top 1/3 of the impoundment structure, reconstructed the dam spillway and added a new pedestrian walkway over the stream. The Town continues to look to purchase properties that offer open space and environmental protection opportunities.

Storm Water Phase II: The Town continues to implement its Storm Water Management Plan and this year successfully adopted a required Illicit Discharge Ordinance.

Landfills: The Town received approval from RIDEM for its Site Investigation Work Plan for the Hamilton Allenton Road and Oak Hill Road Landfills. Results from this investigation will provide information for the final closure of these landfills later this year.

Transfer Station: The Town added a book collection container this year. Books are collected and sent overseas to needy countries.

ECONOMIC DEVELOPMENT

The activities at the Quonset Business Park provide the main focus when considering economic development in the Town. This year the Quonset Development Corporation moved forward with their master plan for the Gateway complex at the Park. While this proposal generated a great deal of discussion and public comment and was turned down by the State Planning Council, the Town has expressed a strong desire to work with the QDC and assist them in bringing their vision for the Park to fruition.

FISCAL

As was mentioned earlier, the Town Council continued their budget policy, which was established last year and is a major centerpiece of the Town's fiscal policy. The previously mentioned competitive bidding process for health insurance coverage will save the municipal portion of the budget \$114,125 and school side \$258,236. This year as in the past, the Town again has received a certificate for financial reporting for its Certified Annual Financial Report. Finally, it is estimated that despite the fact that the FY 2007 budget had projected to use \$870,000 of the undesignated fund balance it is anticipated that the impact of the undesignated fund balance will increase slightly by approximately \$200,000 to approximately \$8.6 million.

INFRASTRUCTURE

The Town's investments in infrastructure continued in fiscal year 2007. A bid has been awarded for the construction of the pumping facilities for a new municipal well on Indian Corner Road. Federal funds secured through Senator Chafee have allowed us to complete design plans for the replacement of the Juniper Hill tank and improvements to the Town's other standpipes. Unfortunately this process has identified lead contamination in the soils surrounding the tanks, which have significantly increased the costs and time line of the projects. The Town and School staffs continue to work together to jointly implement the \$9,000,000 school repair bond ordinance with \$5.2 million in improvements planned for the summer of 2007.

School Septic System Replacement: New ISDS systems were installed at Wickford Middle School and Davisville Elementary School during the summer of 2006.

Boiler and Mechanical Improvements: Heating and ventilation improvements at several Town facilities, including the replacement of several boilers, are currently under contract and scheduled for completion in the Spring of 2007.

Main Street: Town has completed the archeological investigation and pending final reviews by RIDOT, CRMC and local HDC should be ready to advertise late summer of 2007.

Town Hall and Town Hall Annex: Rehabilitation on these two historic buildings is scheduled to begin early summer of 2007. Improvements include rehabilitation of Town hall windows, repairs to the Annex's steps, columns and roof replacements to the flat roofs of each building.

Public Safety Building: A new addition and improvements to the Police Station and Fire Station 1 are scheduled to begin late this summer. This project will also construct a new Emergency Operations Center.

Allen's Harbor Bulkhead: Design for the replacement of a significant portion of the Allen's Harbor bulkhead will start this year.

State funded and implemented projects continue to have a major impact on our Town. The new Route 403 Quonset Access Road continues under construction.

Quick Fact: Town paved over 30 roads totaling 7 miles were overlaid this year and funded from authorized bonding and general fund operating.

This fiscal year has also seen a change in Town Department Heads with Patricia Sunderland the new Finance Director coming on board in May of 2006, Jason Albuquerque as the new IT Director was hired in June 2006 and Gary Tedeschi, Code Enforcement Officer came to the Town in December 2006. It should also be noted that Barbara Strate, Controller, is scheduled to retire this coming fiscal year.

THE PROPOSED BUDGET BY GOALS

The primary new emphasis of this coming year's budget is to keep the core functions of the government operating at an acceptable level, implementing key recommendations of the Fire Department Operations Assessment and transferring to a pay as you go basis non essential services. The purpose of this section of the budget is to summarize the activities that are proposed.

VISION

During the coming fiscal year the Town will complete the Five Year Comprehensive Plan Update that began last year. The upcoming budget year will wrap up wastewater study, phase I, for Post Road and begin phase II, design. In addition, the Town Council has given direction for the Town staff to pursue the preservation of open space at numerous properties in North Kingstown with the passage of the \$4,000,000 bond in November, 2006. It is expected that those negotiations will reach closure during the year.

Quick Fact: Eight additional firefighters were hired in an effort to reduce overtime costs based upon the recommendations of the recent Fire Department Review.

QUALITY OF LIFE

In fiscal year 2007, the Town will continue to seek private funds for recreational activities. We will continue to charge for beach stickers and increase fees for all recreation programs. Of concern is that this continued increase in fees will decrease participation in the recreation programs. This year it is recommended to continue level funding outside agencies. This allows the Town to continue funding agencies that have articulated the need for continued Town support in order to match other funding sources.

Several recommendations of the Comprehensive Fire Department Review have been implemented this year. The most expensive of these was the hiring of 8 additional fire fighters, which is hoped to reduce the use of overtime in the department beginning in FY2008.

ENVIRONMENT

Town staff is pursuing with the Resource Recovery Corporation a grant to enhance the Town's recycling efforts. A fully automated program will be proposed this year. If successfully implemented, all residents will be issued larger wheeled recycling containers with a modified pickup program that will save the Town contract costs for this service. Another initiative of the coming year will be the improvements to Saw Mill Pond that will be funded through the monies the Department of Environmental Management secured from the Navy. It is anticipated that upland storm water management improvements will be accomplished this year for the purpose of improving surface and groundwater quality flowing into the pond. Also, the Town continues to move forward on utilizing the \$2,000,000 which was approved in November through a bond to allow approximately 240 homeowners to participate in the Clean Water Finance Septic System Repair Program.

ECONOMIC DEVELOPMENT

The Quonset Development Corporation and Town Staff continue to work at increasing the occupancy of the Park. The Hexagon North American headquarters opened during this year in the Kiefer Park portion of the Commerce Park. Another significant expansion of Toray Plastics of America was completed during the year. The State Department of Transportation is working on plans for the commuter rail station at the Wickford Junction. In addition, the new Stop and Shop located at the intersection of Route 102 and Route 4 that opened in March 2007.

Quick Fact: Hexagon (Brown and Sharpe) North American Headquarters opened this year.

FISCAL

The Town conducted a statistical revaluation this year. The new property values have been mailed to the property owners and will impact the tax bills sent out in June 2007. As mentioned earlier, the Town implemented a new administrative fee for outside haulers who use the Town's reduced municipal rate at the Central Landfill. This year the Town will be negotiating collective bargaining agreements with both the

Police and Fire unions. The current agreements expire at the end of fiscal year 2007. It is also anticipated that fiscal year 2007 will see significant employee retirements with the current forecast being that eighteen employees will retire by the end of the year. It should be noted that twenty-two Firefighters, eight Police Officers and twenty-one non-public safety Town employees would be eligible for retirement during the fiscal year.

INFRASTRUCTURE

Most significant during the coming year for investment in the Town’s infrastructure will be success of bond ordinances scheduled for the a special election in April 2007. Land preservation and improvements to Davisville Elementary and Wickford Middle School will be on this ballot. During the coming year, the Town will continue to make repairs and improvements to the schools identified in the bond issue passed in 2004. The budget also calls for the repaving of four miles of streets and the reconstruction of Main Street, which should begin in the fall.

State investment in North Kingstown will continue during the coming fiscal year. Besides the design and perhaps the beginning of construction of the Wickford Junction Train Station, the Route 403 Quonset Access Road construction will continue. It is anticipated that the new exit and entrance ramps at the Route 1 and Route 138 intersection should be completed in this coming fiscal year.

EXPENDITURE SUMMARY

A legitimate question asked by every citizen, taxpayer, or user of Town services is where does my money go? The graphic below demonstrates that for every dollar spent by the Town, \$.61 is spent on education, \$.15 is spent on public safety services (Police and Fire), \$.085 is spent on public works (including water), \$.06 is spent on General Government (Administration, Finance, Assessor, Planning, Senior Services, welfare, code enforcement and general operating), \$.06 is spent on debt, \$.02 is spent on parks and recreation (recreation, Golf Course and Allen Harbor) and \$.015 is spent on the Library.

WHERE DOES YOUR MONEY GO?



This coming year, the total General, School, School Capital Reserve, Library, Quonset Davisville Recreation, Water and Debt Service Funds budget is \$90,351,755. This represents a net increase of \$3,058,908 or 3.50%. The School fund proposes an increase of \$1,933,369, municipal retirement contribution increases of \$257,971. A more detailed description of the changes follows in the individual fund discussions.

Quick Fact: The municipal retirement increase will be \$257,971 next year.

DEPARTMENT	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next
Town Council	\$97,432	\$41,827	\$118,840	\$118,885	\$45	0.04%
Town Manager	\$208,970	\$219,856	\$219,856	\$197,518	-\$22,338	-10.16%
Town Clerk	\$420,076	\$516,302	\$555,989	\$563,268	\$7,279	1.31%
Town Solicitor	\$201,557	\$297,526	\$269,500	\$250,200	-\$19,300	-7.16%
Finance	\$643,124	\$670,147	\$682,600	\$728,992	\$46,392	6.80%
Assessor	\$213,877	\$224,026	\$225,445	\$233,772	\$8,327	3.69%
General Operating	\$2,219,138	\$2,284,924	\$2,240,955	\$2,643,602	\$402,647	17.97%
Fire	\$6,909,892	\$7,596,784	\$7,596,784	\$7,750,820	\$154,036	2.03%
Police	\$5,204,001	\$5,604,369	\$5,690,469	\$5,812,958	\$122,489	2.15%
Planning	\$370,065	\$364,042	\$364,376	\$372,847	\$8,471	2.32%
Public Works	\$4,619,218	\$4,791,681	\$4,802,776	\$4,979,518	\$176,742	3.68%
Contributions	\$119,238	\$90,254	\$90,254	\$89,254	-\$1,000	-1.11%
Senior Citizens	\$301,606	\$344,417	\$344,417	\$355,079	\$10,662	3.10%
Code Enforcement	\$255,602	\$271,880	\$283,653	\$300,079	\$16,426	5.79%
Recreation	<u>\$382,437</u>	<u>\$243,275</u>	<u>\$243,275</u>	<u>\$278,686</u>	<u>\$35,411</u>	<u>14.56%</u>
General Fund	\$22,166,232	\$23,561,311	\$23,729,189	\$24,675,478	\$946,289	3.99%
Debt Service Fund	\$5,426,170	\$5,255,673	\$5,255,673	\$5,202,124	-\$53,549	-1.02%
Library	\$1,195,197	\$1,253,575	\$1,256,203	\$1,302,053	\$45,850	3.65%
Quonset Davisville	\$1,255,217	\$1,325,791	\$1,333,307	\$1,376,325	\$43,018	3.23%
Water	\$3,037,136	\$2,211,808	\$2,399,062	\$2,483,247	\$84,185	3.51%
School Fund	\$49,229,678	\$53,081,700	\$53,081,700	\$55,015,069	\$1,933,369	3.64%
School Capital Res.	n/a	n/a	<u>\$237,713</u>	<u>\$297,459</u>	<u>\$59,746</u>	<u>25.13%</u>
GRAND TOTAL	\$82,309,631	\$86,689,858	\$87,292,847	\$90,351,755	\$3,058,908	3.50%

BY DEPARTMENT

The municipal departments with the largest dollar increases are the Fire, Police, and Public Works Departments. In terms of percentage, the largest increases are in General Operating (constitutes a contribution to the health insurance reserve and includes worker's compensation expenditure), Recreation (includes funding for July, 2007 fireworks) and Senior Citizens (directly related to the consolidation of the Welfare Dept) budgets. Decreases are proposed in Town Manager, Town Solicitor and Contributions.

A major issue for the budget is the increases in retirement contributions. Town employees are members of three different retirement systems depending upon their job classification. The following table summarizes the contribution rate changes and the associated dollar amount for active employees in the three-retirement systems:

<i>Active Employees</i>	<i>FY06 Contribution Rate</i>	<i>FY07 Contribution Rate</i>	<i>FY08 Contribution Rate</i>	<i>Dollar Increase FY07 to FY08</i>
Police	17.61%	21.78%	24.60%,	\$61,212
Fire	19.92%	21.22%	24.27%	\$159,495
Non-Public Safety	9.12%	10.34%	11.74%	\$37,264

Besides the municipal employees, the School Department estimates a 2.82% or \$437,427 increase in the retirement contributions for their employees.

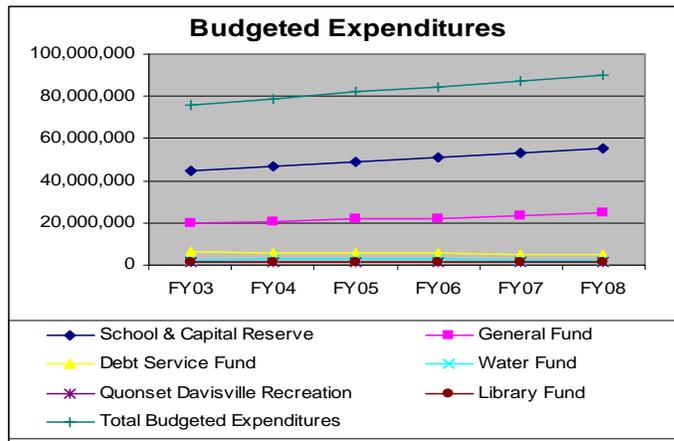
The Town bid its health insurance this year and received submissions from United Health (incumbent) and Blue Cross and the award went to Blue Cross. (United Health: \$9,905,258.04 vs. Blue Cross: \$9,532,897.68)

The dollar increases in Fire are due to an increase retirement contributions and the addition of the new hires. The Police dollar increase is due primarily to vehicle replacement and retirement contributions. The Public Works increase is due to similar issues of retirement contributions and the size and breadth of the operation.

Quick Fact: The Police and Fire Union collective bargaining unit contracts expire June 30, 2007.

BUDGET TRENDS

The graph and table below illustrates the growth in budgeted expenditures by fund for all funds since 2003.



Budgeted Expenditures	FY03	FY04	FY05	FY06	FY07	FY08
School & Capital Reserve	44,751,043	47,037,276	49,186,852	50,908,392	53,319,413	55,312,528
General Fund	19,530,214	20,515,137	21,934,892	22,298,264	23,729,189	24,675,478
Debt Service Fund	6,543,980	5,873,477	5,718,453	5,529,068	5,255,673	5,202,124
Water Fund	2,440,188	2,543,105	3,027,028	3,132,803	2,399,062	2,483,247
Quonset Davisville Recreation	1,425,165	1,316,539	1,338,399	1,325,930	1,333,307	1,376,325
Library Fund	1,111,496	1,140,629	1,160,328	1,200,939	1,256,203	1,302,053
Total Budgeted Expenditures	75,802,086	78,426,163	82,365,952	84,395,396	87,292,847	90,351,755

Expenditures have grown 19.20% over the six-year period. This year, total expenditures will grow only 3.50%.

GENERAL FUND

General Fund expenditures will increase by \$946,289 or 3.99%. As the table below demonstrates, \$654,286 of this increase is attributed to personnel and benefit cost increases previously explained. The health insurance premium increase for the General Fund is estimated at \$157,811 for both active and retired employees. The General Fund's cost for employer retirement contributions will increase by \$382,325. The collective bargaining agreements call for 3.25% raise for non-public safety employees. The Fire Department budget reflects the cost of eight additional employees effective for the entire fiscal year. Proposed major capital spending includes replacement of four (4) Police vehicles and (3) three vehicles for the Public Works Department. The road overlay, drainage and sidewalk program funding has been requested at a total of \$402,000 in operating funds.

<i>GENERAL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE/
ORDINARY RECURRING EXPENSES	2005/06	2006/07	2007/08	(DECREASE)
PERSONNEL SERVICES	\$17,213,213	\$18,404,357	\$19,058,643	\$654,286
NON-PERSONNEL SERVICES	<u>\$4,614,439</u>	<u>\$4,967,275</u>	<u>\$5,050,573</u>	<u>\$83,298</u>
TOTAL RECURRING EXPENSES	\$21,827,652	\$23,371,632	\$24,109,216	\$737,584
MAJOR CAPITAL OUTLAY	\$403,000	\$296,000	\$477,008	\$181,008
CONTRIBUTIONS	<u>\$67,612</u>	<u>\$61,557</u>	<u>\$89,254</u>	<u>\$27,697</u>
TOTAL ESTIMATED REQUIREMENTS	\$22,298,264	\$23,729,189	\$24,675,478	\$946,289

WATER FUND

Water Fund expenditures are proposed to increase by \$84,185 or 3.51%. The proposed expenses reflect increases in personnel costs associated with the hiring of an additional Distribution Serviceman in additions to union contract commitments and retirement contributions. Continued investment in the water system infrastructure is proposed with the funding through the Water Capital Reserve Fund for the engineering and reconstruction of the Juniper Hill and Forge Road tanks. Debt service for the Water Fund was paid off in FY 2007.

Quick Fact: A Water Capital Reserve Fund has been established to fund major capital projects.

<i>WATER FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE/
ORDINARY RECURRING EXPENSES	2005/06	2006/07	2007/08	(DECREASE)
PERSONNEL SERVICES	\$979,514	\$1,055,912	\$1,179,233	\$123,321
NON-PERSONNEL SERVICES	<u>\$985,035</u>	<u>\$1,147,401</u>	<u>\$1,235,714</u>	<u>\$88,313</u>
TOTAL RECURRING EXPENSES	\$1,964,549	\$2,203,313	\$2,414,947	\$211,634
MAJOR CAPITAL OUTLAY	\$1,047,400	\$74,895	\$68,300	(\$6,595)
DEBT SERVICE	<u>\$120,854</u>	<u>\$120,854</u>	<u>\$0</u>	<u>(\$120,854)</u>
TOTAL ESTIMATED REQUIREMENTS	\$3,132,803	\$2,399,062	\$2,483,247	\$84,185

QUONSET DAVISVILLE RECREATION FUND

The Quonset Davisville Recreation Fund is proposed to increase by 3.23% or \$43,018. Increase is primarily due to personnel/staffing increases associated with seasonal programs.

Quick Fact: The positions of Recreation Director and Leisure Services Director have been combined into one position per the Fiscal Fitness recommendation.

<i>Q/D RECREATION FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2005/06	2006/07	2007/08	(DECREASE)
PERSONNEL SERVICES	\$705,850	\$711,279	\$753,925	\$42,646
NON-PERSONNEL SERVICES	462,221	494,741	<u>505,526</u>	<u>\$10,785</u>
TOTAL RECURRING EXPENSES	\$1,168,071	\$1,206,020	\$1,259,451	\$53,431
MAJOR CAPITAL OUTLAY	109,072	78,500	70,500	(8,000)
DEBT SERVICE	48,787	48,787	<u>46,374</u>	<u>(2,413)</u>
TOTAL EST. REQUIREMENTS	\$1,325,930	\$1,333,307	\$1,376,325	\$43,018

LIBRARY FUND

The Library Board of Trustees proposed a 3.65% increase or \$45,850 for the Library budget. This conforms to the Town Council's budget expenditure cap. Increases are in personnel services due to pension contributions and non-personnel services due to energy cost increases.

<i>LIBRARY FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2005/06	2006/07	2007/08	(DECREASE)
PERSONNEL SERVICES	\$961,859	\$961,859	\$1,003,396	\$41,537
NON-PERSONNEL SERVICES	<u>\$294,344</u>	<u>\$294,344</u>	<u>\$298,657</u>	<u>\$4,313</u>
TOTAL RECURRING EXPENSES	\$1,256,203	\$1,256,203	\$1,302,053	\$45,850
MAJOR CAPITAL OUTLAY	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL ESTIMATED REQUIREMENTS	\$1,256,203	\$1,256,203	\$1,302,053	\$45,850

DEBT SERVICE FUND

The Debt Service Fund is proposed to decrease by \$53,549 or 1.02%. Due to anticipated debt being projected we have budgeted to save up for future years to maintain the increase in the debt service at a reasonable percentage to stay consistent with the Capital Improvement Plan. It is anticipated that there will be a borrowing before the end of fiscal year 2007 for the \$9 million authorized bond for School improvements and possible open space preservation that will result in an increase in the Municipal Debt Service in the following year, FY 2009. The practice of making equal payments of principal each results in reduced debt service for all debt projects.

<i>DEBT SERVICE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
	2005/06	2006/07	2007/08	(DECREASE)
DEBT RESERVE	\$0	\$0	\$174,708	\$174,708
MUNICIPAL DEBT SERVICE	\$1,477,603	\$1,562,368	\$1,438,427	(\$123,941)
SCHOOL DEBT SERVICE	<u>\$4,051,465</u>	<u>\$3,693,305</u>	<u>\$3,588,989</u>	<u>(\$104,316)</u>
TOTAL ESTIMATED REQUIREMENTS	\$5,529,068	\$5,255,673	\$5,202,124	(\$53,549)

SCHOOL FUND

The School Committee's adopted budget was a \$55,035,107 or a 3.68% increase. This conforms to the Town Council's budget expenditure cap. A bottom line reduction of \$208,000 has been proposed from the School

Quick Fact: The School Committee has adopted a budget meeting the Town Council's expenditure cap.

Committee's adopted budget. The proposed reduction was considered due to the significant fund balance amount that the School Department has at this time. This reduction is offset by the inclusion of worker's compensation being reflected in the School Committee's 2008 budget of \$187,962. Therefore, the net decrease in the proposed School Fund Budget being proposed \$20,038. The bottom line budget for the

School Department is \$55,015,069 or a 3.64% increase. The reduction in the School Department's budget will be determined by the School Committee since state law prohibits the Town from quantifying where the cuts will come from.

<i>SCHOOL FUND</i>	<i>ADOPTED</i>	<i>AMENDED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
ORDINARY RECURRING EXPENSES	2005/06	2006/07	2007/08	(DECREASE)
PERSONNEL SERVICES	\$42,618,427	\$44,703,305	\$45,842,479	\$1,139,174
NON-PERSONNEL SERVICES	<u>\$7,453,389</u>	<u>\$7,583,934</u>	<u>\$8,620,909</u>	<u>\$1,036,975</u>
TOTAL ORDINARY RECURRING EXP	\$50,071,816	\$52,287,239	\$54,463,388	\$2,176,149
CAPITAL OUTLAY	\$641,576	\$794,461	\$759,681	(\$34,780)
BOTTOM LINE ADJUSTMENT	<u>\$0</u>	<u>\$0</u>	<u>(\$208,000)</u>	<u>(\$208,000)</u>
TOTAL ESTIMATED REQUIREMENTS	\$50,713,392	\$53,081,700	\$55,015,069	\$1,933,369

SCHOOL CAPITAL RESERVE FUND

The budget proposes an appropriation of \$297,459 for the School Capital Reserve. This is a \$59,746 increase from the current year's budget. Expenditures from this fund are eligible for a 30% reimbursement of State Housing Aid.

Quick Fact: In fiscal 2008, the School plans to spend \$959,627 on improvements to five facilities with appropriations from the School Capital Reserve Fund.

<i>SCHOOL CAPITAL RESERVE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
ESTIMATED REQUIREMENTS	BUDGET	BUDGET	BUDGET	INCREASE
TO RESERVE FOR CAPITAL OUTLAY	2005/06	2006/07	2007/08	(DECREASE)
	<u>\$195,000</u>	<u>\$237,713</u>	<u>\$297,459</u>	<u>\$59,746</u>
TOTAL ESTIMATED REQUIREMENTS	\$195,000	\$237,713	\$297,459	\$59,746

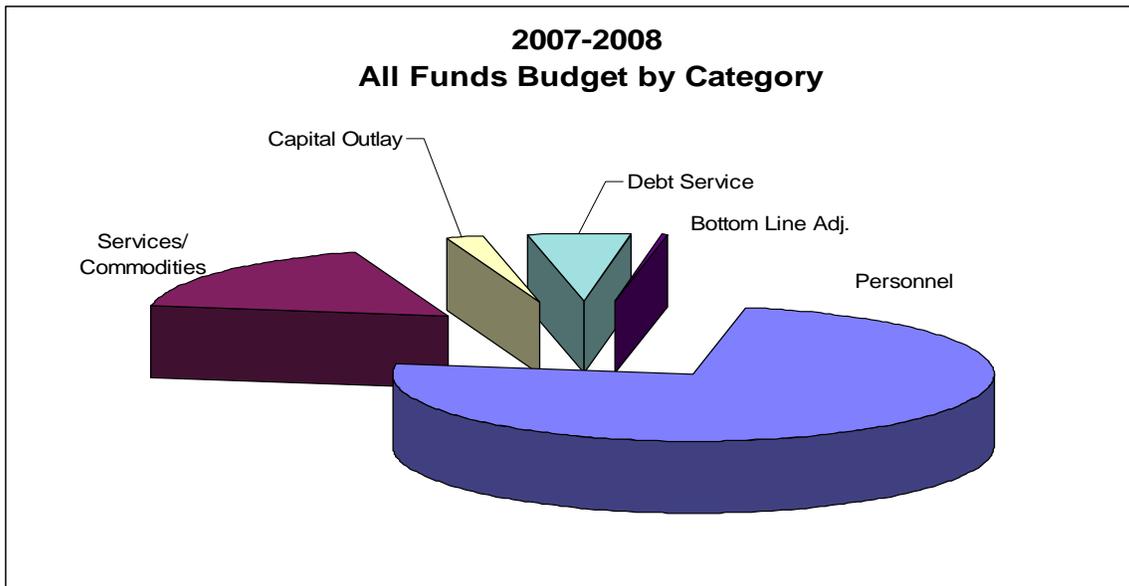
* The School Capital Reserve Fund will expend the \$959,627 on the following facilities:

- Davisville Middle School \$317,500
- Fishing Cove Elementary \$ 21,875
- Hamilton Elementary \$212,063
- CD/Admin/Maintenance Bldgs. \$408,189

BY CATEGORY

The following pie chart summarizes the proposed expenditure of all budgeted funds by category. The largest component remains personnel. The percentage of the budget devoted to personnel has virtually remained constant at 75% of the total budget from the current year compared to next year's budget. This is despite the increase in pension costs. In terms of dollars, the personnel proposed total increases by \$2,005,411. The decrease proposed in the Long Term Debt is attributable to some of the outstanding debt falling off in the previous year offset by anticipated budgeted reserves to save up for debt service coming on the books which help offset the increase in the amount required from tax dollars. The total amount of the decrease is \$181,883.

Quick Fact: The continued efforts of bidding health insurance has saved the total Municipal, School and employee's approximately \$372,360 for FY 2008.



<i>Expense Category</i>	<i>FY 2007/08 Next Year</i>	<i>% of Total FY 2008</i>	<i>2006/07 Current Year</i>	<i>% of Total FY 2007</i>	<i>Increase</i>	<i>% Increase</i>
Personnel	67,837,676	75%	65,836,712	75%	2,005,411	3.05%
Services & Commodities	15,711,379	17%	14,534,286	17%	1,201,343	8.28%
Sub Total	83,549,055		80,370,998		3,206,754	
Capital	1,847,656	2%	1,604,619	2%	243,037	15.15%
Long Term Debt	5,073,790	6%	5,255,673	6%	(181,883)	-3.46%
Contributions	89,254	0%	61,557	0%	(1,000)	-1.11%
Bottom line Reduction	(208,000)	0%	-		(208,000)	
Total Budget	90,351,755	100%	87,292,847	100%	3,058,908	3.50%

PERSONNEL

The following table summarizes the changes in personnel from the current fiscal year to next fiscal year. \$50,000 in funding for salary increases has been proposed to comply with Local 1033, RI Laborer's International Union of North America bargaining agreement. The agreement with the Police Union Local 473, International Brotherhood of Police Officers, N.A.G.E. will be expiring on June 30, 2007 and, therefore, no increases have been reflected in their salaries for FY 2008. The current collective bargaining

agreement between the Town and the municipal workers' agreement with Local 1033, Laborers' International Union of North America, AFL-CIO calls for a 3.25% wage increase. The budget has an allowance of a 3.25% raise effective July 1, 2007 for nonunion employees, including department and division heads and some part-time personnel, which is included in this estimate of \$50,000.

Combined Personnel List Full Time Employees

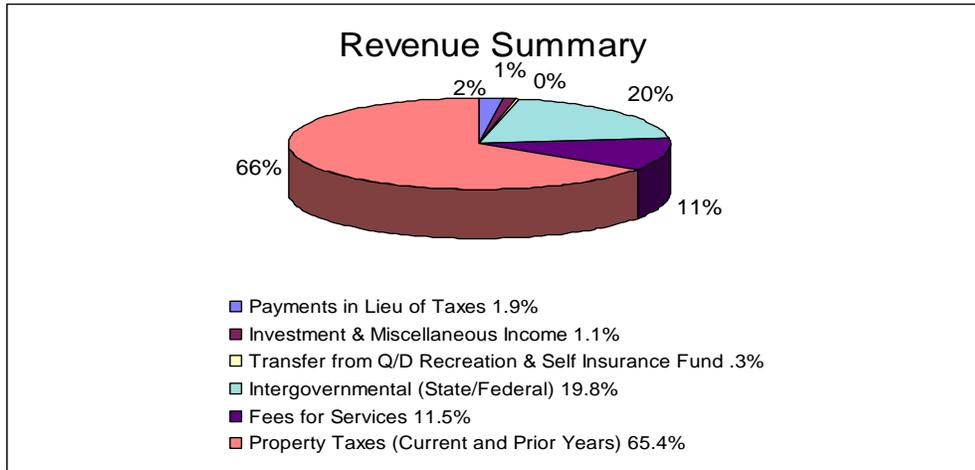
DEPARTMENT TOTAL	ACTUAL 05/06	BUDGET 06/07	PROJECTED 07/08
Town Manager	1.9	1.9	1.9
Town Clerk	6	6	6
Finance	9.3	8.8	9.3
Tax Assessment	3.6	3.6	3.6
Fire	73	81	81
Police	63	62	62
Planning	4.87	4.87	4.20
Public Works	32.65	32.65	32.65
Senior Services	3	3	3
Code Enforcement	3	3	3
Recreation	1.5	1	1
Q/D Recreation Leisure Services	7.5	7	7
Library	12	14	14
Water	14.18	14.18	15.85
TOTAL	235	243	244.5

Combined Personnel List Part Time Employees

DEPARTMENT TOTAL	ACTUAL 05/06	BUDGET 06/07	PROJECTED 07/08
Town Council	5	5	5
Town Clerk	3	3	3
Finance	3	3	3
Tax Assessment	1	1	1
Police	6	6	6
Public Works	12	12	11
Welfare	1	1	0
Senior Services	8	8	7
Code Enforcement	6	5	6
Recreation	94	94	94
Q/D Recreation Leisure Services	35	35	35
Library	14	9	8
Water	2	2	1
TOTAL	190	184	180

REVENUE SUMMARY

The pie chart and table below summarize the major sources of revenue for the proposed budget. The property tax continues to be the overwhelming source of revenue for the budget. Next year, it will be 65.4% of the total revenue or slightly less than last year. The total revenue to be raised by property taxes will be \$58,153,560, an increase of \$2,580,294, a 4.64% increase over last year.



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

Quick Fact: Payments in Lieu of Taxes from the Quonset Business Park will decrease by (\$10,946).

Comparison of Funding Sources

	<i>Actual</i>	<i>Estimated</i>	<i>Budget</i>	<i>Proposed</i>	<i>Increase</i>	<i>%</i>
Funding Sources	FY05-06	FY06-07	FY06-07	FY07-08	Incr/Decr	Incr/Decr
Payments in Lieu of Taxes	1,932,964	1,718,473	1,768,473	1,757,527	(10,946)	-0.62%
Property Taxes	52,958,693	55,578,636	55,572,636	58,181,135	2,608,499	4.69%
Prior Years' Tax	1,000,299	1,022,000	950,000	1,000,000	50,000	5.26%
Penalties and Interest	250,474	240,000	225,000	240,000	15,000	6.67%
Licenses	98,501	98,650	98,695	98,650	(45)	-0.05%
Departmental Revenue	3,030,822	2,522,223	2,642,325	2,647,222	4,897	0.19%
State and Federal	17,136,140	17,557,324	17,540,446	17,846,135	305,689	1.74%
Rental Fees	519,691	484,200	472,340	465,440	(6,900)	-1.46%
Miscellaneous	57,378	238,596	20,500	20,500	-	0.00%
Investment Earnings	816,059	1,112,794	663,063	870,000	206,937	31.21%
School Tuition Fees	2,277,844	2,078,929	2,200,000	2,117,597	(82,403)	-3.75%
Transfer from Q/D Recreation	<u>576,252</u>	<u>292,431</u>	<u>250,000</u>	<u>489,977</u>	<u>239,977</u>	<u>95.99%</u>
Total Revenue	80,655,117	82,944,256	82,403,478	85,734,183	3,330,705	4.04%
Appropriation Fund Balance	<u>1,363,733</u>	<u>1,363,733</u>	<u>1,157,000</u>	<u>758,000</u>	<u>(399,000)</u>	<u>-34.49%</u>
Sub Total	82,018,850	84,307,989	83,560,478	86,492,183	2,931,705	3.51%
Enterprise Fund Revenue	<u>5,066,145</u>	<u>5,115,618</u>	<u>3,732,369</u>	<u>3,859,572</u>	<u>127,203</u>	<u>3.41%</u>
Total Budgeted Funds	87,084,995	89,423,607	87,292,847	90,351,755	3,058,908	3.50%

The decrease in School Tuition Fees relates to a decrease in enrollment from out of Town. Additionally, management is recommending less funding from Fund Balance in order to establish a Vehicle Replacement Program. A significant increase (31.21%) of the Town's investment earnings that directly relates to a larger investment pool with stabilized interest rates.

As the table below shows, estimates of Payment In Lieu of Taxes by project. The line labeled QDC Pilots represents buildings or properties leased by the Quonset Development Corporation. The decrease in this area is related to the end of a three-year phase in agreement (FY 2007) with the Town and is now reflective of the statistical revaluation increasing the base thus decreasing the tax rate. It is anticipated that we will be receiving new PILOT revenue from the proposed 10-year phase in agreement for Ocean State Job Lot.

<i>Payments in Lieu of Taxes</i>	<i>FY06</i>	<i>FY07</i>	<i>FY07</i>	<i>FY08</i>	<i>Increase</i>
	Actual	Projected	Budget	Proposed	Decrease
Toray	565,766	592,435	590,530	576,267	(14,263)
Toray Cogen	16,950	22,600	22,600	22,600	-
QUONPRO Properties LLC	47,921	26,972	42,368	67,650	25,282
Hexagon	-	24,314	-	9,200	9,200
Ocean State Job Lot	-	-	-	68,522	68,522
Water PILOT	20,000	20,000	20,000	20,000	-
Electric Boat	289,516	303,163	302,188	263,782	(38,406)
QDC Pilots	992,811	728,989	790,787	729,506	(61,281)
Total	1,932,964	1,718,473	1,768,473	1,757,527	(10,946)

Slightly over nineteen percent of the total revenue is received from the State. The estimates for state aid are based upon the Governor's proposed state budget. The Governor's budget recommends state aid to education for North Kingstown to be level funded in FY 2008, which is \$20,641 less than the adopted FY 2007 amount. It is too early to estimate how the state budget process will end. Due to an increase in the motor vehicle exemption (\$6,000) we saw our State Motor Vehicle Excise Tax Phase Out appropriation increase by \$322,191. The appropriation in the prior year is used as a revenue line item for the next year to help offset the amount anticipated to be raised in motor vehicle taxes. The State Housing Aid has been decreased slightly by \$9,112 based upon a 30% reimbursement for fiscal year 2008 School Department related declining debt principal and interest payments and prior school capital reserve projects.

<i>Analysis of Projected State Funds</i>	<i>Actual 2006</i>	<i>Projected 2007</i>	<i>Budget 2007</i>	<i>Proposed Budget 2008</i>	<i>Increase/ (Decrease)</i>
<u>State Aid:</u>					
General Purpose State Aid	1,014,310	891,999	891,999	891,999	0
Connecticut Plan (Non-Profit)	6,631	6,836	6,848	6,826	-22
Excise Tax Phase-out	2,179,062	2,478,693	2,478,693	2,800,884	322,191
Witness Fee	292	250	250	250	-
Library Grant-in aid	196,767	199,517	199,517	199,517	0
State Aid to Schools	11,145,340	11,696,882	11,717,523	11,696,882	-20,641
School Construction	1,398,210	1,157,220	1,182,010	1,172,898	-9,112
Library Construction	<u>43,416</u>	<u>43,416</u>	<u>42,368</u>	<u>42,368</u>	<u>0</u>
Total State Aid	15,984,028	16,474,813	16,519,208	16,811,624	292,416
<u>State Pass Through Funding:</u>					
Telephone Tax	306,537	259,511	306,238	259,511	-46,727
Hotel & Dining Taxes	389,885	425,000	380,000	400,000	20,000
Realty Conveyance Taxes	<u>380,181</u>	<u>308,000</u>	<u>290,000</u>	<u>290,000</u>	<u>0</u>
Total Pass Through	1,076,603	992,511	976,238	949,511	-26,727
Grand Total State Funds	17,060,631	17,467,324	17,495,446	17,761,135	265,689

Fees for service represent 11.5% of the budget and will total \$10,383,851 for fiscal year 2008 as shown in the following table. There is no new revenue enhancements proposed in this budget but will be reviewed throughout the year in anticipation of the FY 2009 budget. Fee increases have already been approved for the Golf Course and Allen Harbor. We are reporting fees for the upcoming year to be slightly lower than the prior year in the departmental areas of Police Fines and Impact Fees.

<i>Type of Fee/Service</i>	<i>2006 Actual</i>	<i>2007 Projected Budget</i>	<i>2007 Budget</i>	<i>2008 Proposed</i>	<i>Increase/ Decrease</i>
Penalties and Interest on delinquent taxes	250,474	240,000	225,000	240,000	15,000
Licenses	98,501	98,650	98,695	98,650	-45
Recording and Probate	473,244	420,200	425,650	420,200	-5,450
Tax & GIS Information	30,703	26,350	36,350	31,350	-5,000
Police Fines	429,184	406,000	404,325	346,575	-57,750
Fire Inspection & Emergency Medical	546,074	530,000	500,000	530,000	30,000
Zoning & Subdivision Fees	30,322	35,100	32,250	31,100	-1,150
Transfer Station Fees	710,404	621,825	616,900	644,902	28,002
Permit Fees	441,311	528,323	447,850	470,682	22,832
Impact Fees	238,654	56,221	80,000	70,000	-10,000
Library Fines and Fees	46,137	40,000	40,000	40,000	0
School Rental of Property	76,918	50,000	50,000	50,000	0
School Athletic Receipts	9,344	9,000	9,000	9,000	0
Subtotal Departmental	3,032,293	2,723,019	2,642,325	2,643,809	1,484
Wickford Mooring & Dock	111,170	111,700	114,300	111,700	-2,600
Tower Rentals	350,910	354,000	340,740	340,740	0
Other Rentals	6,344	7,000	5,800	7,000	1,200
Recreation Fees	51,267	11,500	11,500	6,000	-5,500
Subtotal Rental	519,691	484,200	472,340	465,440	-6,900
School Tuitions	2,277,844	2,078,929	2,200,000	2,117,597	-82,403
Golf Course Greens Fees	1,014,149	1,069,000	1,099,000	1,110,350	11,350
Less Transfer for Recreation Programs	-375,000	-250,000	-250,000	-250,000	0
Golf Clothing and Merchandise	48,036	51,000	51,000	51,000	0
Golf Rental	372,945	400,427	403,808	406,475	2,667
Allen Harbor fees	224,122	355,850	265,734	265,734	0
Sale of Water	2,669,739	2,527,185	2,768,658	2,779,963	11,305
Water Interest and Penalties	17,941	19,568	8,000	6,000	-2,000
Water Private Fire Protection fees	53,590	54,600	50,000	47,995	-2,005
Water Sales, Rentals and Special Services	79,337	84,965	73,000	102,736	29,736
Water Infrastructure Replacement Fee	204,935	225,910	225,910	216,900	-9,010
Sewer Fees	79,942	80,686	78,664	81,202	2,538
Subtotal Enterprise Fees	4,389,737	4,619,191	4,773,774	4,818,355	44,581
Total Fees for Services	10,568,540	10,243,989	10,412,134	10,383,851	-28,283

GENERAL FUND

The largest increase in funding for the General Fund is from property taxes with an increase of \$539,239. Also increasing significantly is investment earnings, which were previously mentioned due to the increased availability of funds to invest. Again, the increase in the State Aid Revenues is directly related to the Motor Vehicle Phase Out revenue offset. The largest decrease is in the Prior Year Revenues appropriation because management is anticipating the creation of a Vehicle Replacement Fund and using the difference between last year's contribution and this year's need to get the fund established.

Quick Fact: \$407,980 equals a \$.10 increase of the tax rate.

<i>GENERAL FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$10,744,456	\$11,607,328	\$12,146,567	\$539,239
PRIOR YEARS TAXES	\$1,000,000	\$950,000	\$1,000,000	\$50,000
INTEREST AND PENALTIES	\$290,000	\$225,000	\$240,000	\$15,000
STATE AID REVENUES	\$4,034,583	\$4,354,028	\$4,649,470	\$295,442
LICENSES & PERMITS	\$91,605	\$98,695	\$98,650	(\$45)
DEPARTMENTAL REVENUE	\$2,366,640	\$2,463,325	\$2,474,809	\$11,484
PROPERTY RENTAL	\$524,605	\$472,340	\$465,440	(\$6,900)
INVESTMENT EARNINGS	\$325,000	\$650,000	\$850,000	\$200,000
MISCELLANEOUS	\$20,000	\$20,000	\$20,000	\$0
PAYMENT IN LIEU OF TAXES	\$1,656,375	\$1,768,473	\$1,757,527	(\$10,946)
Q/D RECREATION TRANSFER	\$375,000	\$250,000	\$250,000	\$0
TRANS FROM SELF-INSUR. FUND	\$0	\$0	\$52,015	\$52,015
TOTAL CURRENT REVENUE	\$21,428,264	\$22,859,189	\$24,004,478	\$1,145,289
PRIOR YEAR REVENUES	<u>\$870,000</u>	<u>\$870,000</u>	<u>\$671,000</u>	<u>(\$199,000)</u>
TOTAL AVAILABLE APPROPRIATION	\$22,298,264	\$23,729,189	\$24,675,478	\$946,289

WATER FUND

The Water Fund revenue continues to be totally dependent on fees for services. This coming year will be the fourth year of a five-year water rate plan adopted by the Town Council in May 2004. The Water Capital Reserve Fund was required to be established in FY 2007 to comply with the Town Council's budget policy and continue with the infrastructure in the Water System throughout town.

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

<i>WATER FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
CURRENT REVENUE				
SALE OF WATER	\$2,339,455	\$2,768,658	\$2,779,963	\$11,305
FIRE PROTECTION AND PENALTIES	\$17,810	\$58,000	\$53,995	(\$4,005)
CUSTOMER SERVICES	\$141,926	\$73,000	\$102,736	\$29,736
INFRASTRUCTURE	\$204,935	\$225,910	\$216,900	(\$9,010)
SEWER FEES	\$72,416	\$78,664	\$81,202	\$2,538
INVESTMENT & MISC EARNINGS	\$58,000	\$63,000	\$72,000	\$9,000
TRANSFER TO CAPITAL RESERVE	\$0	<u>(\$868,170)</u>	<u>(\$823,549)</u>	<u>\$44,621</u>
TOTAL CURRENT YEAR REVENUES	\$2,834,542	\$2,399,062	\$2,483,247	\$84,185
PRIOR YEAR REVENUES	<u>\$298,261</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$3,132,803	\$2,399,062	\$2,483,247	\$84,185

QUONSET DAVISVILLE RECREATION FUND

The Town Council has already adopted the new rates for the 2007 golfing season. In addition to an increase in the rates for golf the anticipated rounds of golf were expected to increase by 2.5%. The fees associated with Allen Harbor are anticipated to remain the same for the boating season. Statistics from the national sources indicate that golf rounds nationally increased by 0.04% in calendar year 2005. New England golf courses on average saw a decrease of -3.62%.

<i>Q/D RECREATION FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	<i>INCREASE</i>
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
CURRENT REVENUE				
DAILY GREENS FEES	\$950,000	\$960,000	\$960,000	\$0
ANNUAL GREENS FEES	\$122,511	\$139,000	\$150,350	\$11,350
CARTS & CLUB STORAGE & DRIVING RANGE & HANDICAPS	\$248,580	\$266,760	\$271,360	\$4,600
SALE OF MERCHANDISE	\$49,000	\$51,000	\$51,000	\$0
RESTAURANT RENTAL	\$55,068	\$57,956	\$57,956	\$0
INVESTMENT & MISC EARNINGS	\$11,799	\$13,120	\$25,120	\$12,000
ALLEN HARBOR REVENUES	\$254,350	\$344,826	\$342,893	(\$1,933)
TRANSFER TO CAPITAL RESERVE	\$0	(\$249,355)	(\$232,354)	
TRANSFER TO GENERAL FUND	<u>(\$375,000)</u>	<u>(\$250,000)</u>	<u>(\$250,000)</u>	<u>\$0</u>
TOTAL CURRENT YEAR REVENUES	\$1,316,308	\$1,333,307	\$1,376,325	\$43,018
PRIOR YEARS REVENUE GOLF	\$9,622	\$0	\$0	\$0
PRIOR YEARS REVENUE HARBOR	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$1,325,930	\$1,333,307	\$1,376,325	\$43,018

LIBRARY FUND

The Library Fund proposes a General Property Tax increase of \$45,850. The amount of property tax devoted to the budget cannot decrease according to state law. State Reimbursement is a function of the legislative budget. The Governor's budget has proposed level funding of library aid.

Quick Fact: The Library's State aid is estimated to remain level funded from FY 2007.

<i>LIBRARY FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	<i>INCREASE</i>
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$951,971	\$1,004,186	\$1,050,036	\$45,850
DEPARTMENTAL REVENUE	\$40,000	\$40,000	\$40,000	\$0
STATE REIMBURSEMENT	\$196,468	\$199,517	\$199,517	\$0
MISC. REVENUE	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>	<u>\$0</u>
TOTAL CURRENT REVENUE	\$1,188,939	\$1,244,203	\$1,290,053	\$45,850
PRIOR YEAR REVENUE	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$1,200,939	\$1,256,203	\$1,302,053	\$45,850

DEBT SERVICE FUND

The Debt Service Fund Revenue is a combination of State Housing Aid (based upon 30% of construction debt service), impact fees (based upon last year's actual revenue) and property tax dollars. The State Housing Aid will decrease by \$29,319 because of the dedication of the School Capital Reserve related projects to the School Capital Reserve Fund and a decrease in debt reimbursements due to declining school and library debt principal and interest. Impact fee revenues will decrease by \$10,000 due to a lower

number of building permits issued and a decrease in the impact fees as the payments for the school related projects. No appropriation is proposed from the Debt Service Fund Balance.

<i>DEBT SERVICE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
GENERAL PROPERTY TAX	\$3,761,420	\$3,881,732	\$4,062,065	\$180,333
IMPACT FEES	\$190,000	\$80,000	\$70,000	(\$10,000)
INTERESTS ON INVESTMENTS	\$2,500	\$9,563	\$15,000	\$5,437
STATE HOUSING AID	<u>\$1,273,415</u>	<u>\$1,084,378</u>	<u>\$1,055,059</u>	<u>(\$29,319)</u>
TOTAL CURRENT REVENUE	\$5,227,335	\$5,055,673	\$5,202,124	\$146,451
PRIOR YEAR REVENUE	<u>\$301,733</u>	<u>\$200,000</u>	<u>\$0</u>	<u>(\$200,000)</u>
TOTAL AVAILABLE APPROPRIATION	\$5,529,068	\$5,255,673	\$5,202,124	(\$53,549)

SCHOOL FUND

The School Fund revenue is dependent upon state aid, tuitions and property taxes. Tuitions are forecasted by the Superintendent to decrease by

Quick Fact: The Governor's Proposed Budget for this coming year \$20,641 decrease in State Aid over what is budgeted this fiscal year.

\$82,403 for Jamestown students attending the High School. The School Department has contractual obligation with the Jamestown School Department for the High School education of Jamestown students. It is estimated that student enrollment is on the decline. The prior year revenue from the School Fund proposed for appropriation to the School Fund is \$75,000 which is level funded from last year.

<i>SCHOOL FUND</i>	<i>ADOPTED</i>	<i>AMENDED</i>	<i>PROPOSED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$37,064,314	\$38,981,677	\$40,820,215	\$1,838,538
STATE AID	\$11,268,578	\$11,717,523	\$11,696,882	(\$20,641)
FEDERAL AID	\$10,000	\$45,000	\$50,000	\$5,000
TUITION	\$2,090,000	\$2,200,000	\$2,117,597	(\$82,403)
MISCELLANEOUS	\$100,500	\$62,500	\$67,413	\$4,913
APPROP. FROM SELF-INSURANCE	<u>\$0</u>	<u>\$0</u>	<u>\$187,962</u>	<u>\$187,962</u>
TOTAL CURRENT REVENUE	\$50,533,392	\$53,006,700	\$54,940,069	\$1,933,369
PRIOR YEAR REVENUE	<u>\$180,000</u>	<u>\$75,000</u>	<u>\$75,000</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$50,713,392	\$53,081,700	\$55,015,069	\$1,933,369

SCHOOL CAPITAL RESERVE FUND

The School Capital Reserve Fund is proposed for funding with revenue State Housing Aid related to capital improvements funded from the School Capital Reserve and property tax dollars. According to information received from the State Department of Education, that amount is estimated to be \$195,207. Property tax revenue will be \$102,252.

<i>SCHOOL CAPITAL RESERVE FUND</i>	<i>ADOPTED</i>	<i>ADOPTED</i>	<i>PROPOSED</i>	
AMOUNT AVAILABLE FOR APPROPRIATION	BUDGET 2005/06	BUDGET 2006/07	BUDGET 2007/08	INCREASE/ (DECREASE)
CURRENT REVENUE				
GENERAL PROPERTY TAX	\$0	\$97,713	\$102,252	\$4,539
STATE HOUSING AID	<u>\$195,000</u>	<u>\$140,000</u>	<u>\$195,207</u>	<u>\$55,207</u>
TOTAL CURRENT REVENUE	\$195,000	\$237,713	\$297,459	\$59,746
PRIOR YEAR REVENUE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL AVAILABLE APPROPRIATION	\$195,000	\$237,713	\$297,459	\$59,746

PROPERTY TAXES

The Town’s real estate taxable assessed valuation is estimated to increase by \$759,741,490. This is a 22.08% increase over last year’s value. Obviously, this is a reflection of the statistical revaluation the Town had currently undergone.

Quick Fact: The average increase following a revaluation is approximately 28%, therefore, this year’s statistical falls slightly less than average.

<i>Growth in Assessed Value - Real Estate</i>					
	1996	1997	1,401,248,700	1,401,248,700	
	1997	1998	1,433,174,000	31,925,300	2.28%
	1998	1999	1,470,037,800	36,863,800	2.57%
	1999	2000	1,500,902,170	30,864,370	2.10%
	2000	2001	1,536,301,370	35,399,200	2.36%
	2001	2002	1,954,112,590	417,811,220	21%
	2002	2003	1,986,996,310	32,883,720	1.68%
	2003	2004	2,011,507,975	24,511,665	1.23%
	2004	2005	3,373,797,470	1,362,289,495	40%
	2005	2006	3,401,172,700	27,375,230	0.81%
Act.	2006	2007	3,440,758,510	39,585,810	1.16%
Act.	2007	2008	4,238,884,090	798,125,580	19%
	4 year average (pre revaluation)				2.33%
	2 year average (after revaluations)				1.22%

PROPERTY TAX RATES

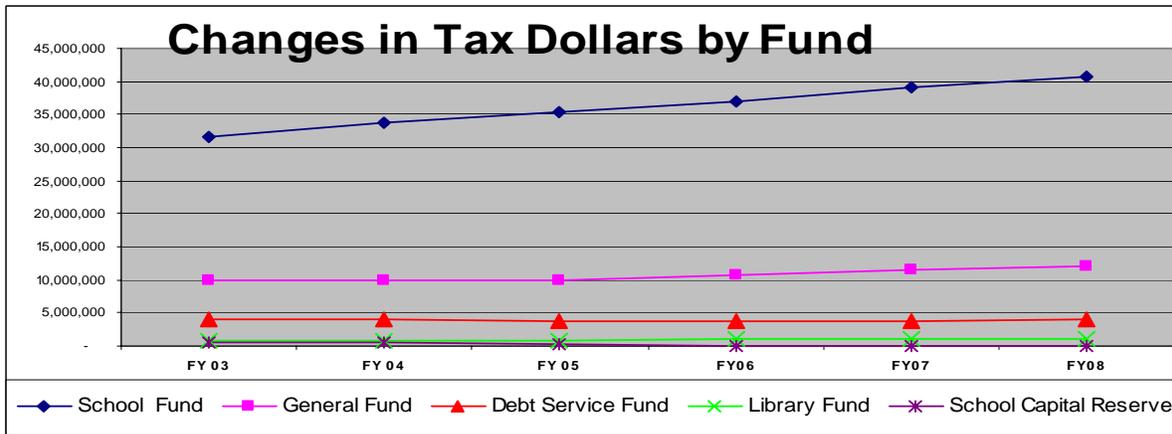
The chart below summarizes the estimated tax rates for this coming year compared with the current tax rates. The decrease to \$13.30 is a 13% decrease. It should be noted that this decrease is an estimated decrease based upon projected assessed valuations; the Assessor will complete the tax roll in June.

<i>Tax Rate Per Thousand Change</i>	<i>FY 2007 Tax Rate</i>	<i>FY 2008 Tax Rate</i>	<i>Difference</i>	<i>Percent Change</i>
Municipal	3.53	3.02	-14.52%	(0.51)
School	10.93	9.35	-14.46%	(1.58)
Debt Service	1.09	0.93	-14.51%	(0.16)
Total	15.55	13.30	-14.47%	(2.25)

PROPERTY TAX DOLLAR HISTORY

Shown below are a table and two graphs that provide a historical comparison of the levels of tax dollar support broken down by fund and year and a comparison of the proposed fiscal year 2008 tax dollar support by fund.

<i>Tax Dollars Over Last Five Years</i>	<i>FY03</i>	<i>FY 04</i>	<i>FY 05</i>	<i>FY 06</i>	<i>FY07</i>	<i>FY08</i>
School Fund	31,501,161	33,721,234	35,252,772	37,064,314	38,981,677	40,820,215
General Fund	9,783,219	9,868,801	9,870,689	10,744,456	11,607,328	12,146,567
Debt Service Fund	4,006,790	4,047,472	3,761,420	3,761,420	3,881,732	4,062,065
Library Fund	892,155	908,888	917,757	951,971	1,004,186	1,050,036
School Capital Reserve Fund	500,000	445,000	180,000	0	97,713	102,252
Total Budgeted Tax Dollars	46,683,325	48,991,395	49,982,638	52,522,161	55,572,636	58,181,135
Overall Dollar Increase		2,308,070	991,243	2,539,523	3,050,475	2,608,499
Overall Percentage Increase		4.94%	2.02%	5.08%	5.81%	4.69%
Assessed Value Increase	2.36%	1.68%	1.23%	*	0.72%	23.32%

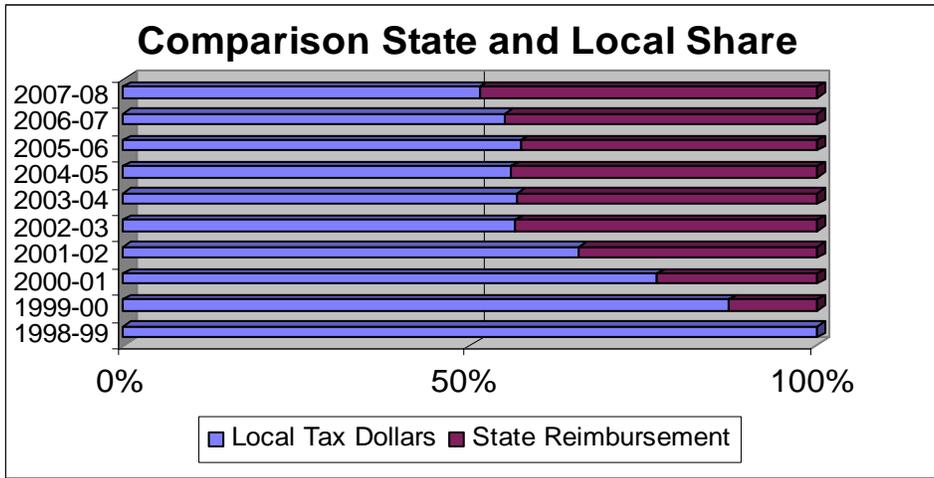


MOTOR VEHICLE EXCISE TAX

Motor vehicle owners also pay a motor vehicle excise tax. The exact amount of the phase out for this year has yet to be determined by the Governor and the Legislature, but there is hope that this year a decision will be reached before the overall state budget is decided. For this coming fiscal year, the tax rate for motor vehicles remains frozen at \$22.04, and for budgeting purposes it is estimated that each motor vehicle will receive a \$6,000 reduction from the NADA Blue Book value. This represents no increase in the reduction per vehicle this year. Therefore, property owners will have no change in their motor vehicles excise tax per vehicle. Below is a recap of the impact of the Motor Vehicle Excise Tax Phase-out Program.

Quick Fact: The proposed budget estimates that the motor vehicle exemption will remain at \$6,000.

	<i>Fiscal Yr</i>	<i>Assessed Value</i>	<i>Tax Rate</i>	<i>Local Tax Dollars</i>	<i>State Reimbursement</i>	<i>Total</i>	<i>% Change</i>
	1998-99	146,321,148	22.79	3,334,659		3,334,659	
	1999-00	141,214,176	22.04	3,112,360	454,683	3,567,043	6.97%
	2000-01	135,551,013	22.04	2,987,544	894,099	3,881,643	8.82%
	2001-02	135,288,218	22.04	2,981,752	1,560,009	4,541,761	17.01%
	2002-03	128,663,265	22.04	2,833,830	2,180,209	5,014,039	10.40%
	2003-04	130,132,660	22.04	2,868,124	2,180,209	5,048,332	0.68%
	2004-05	125,373,005	22.04	2,760,868	2,179,062	4,939,930	-2.15%
	2005-06	142,607,967	22.04	3,141,087	2,341,148	5,482,235	10.98%
	2006-07	138,294,666	22.04	3,046,480	2,478,693	5,525,173	0.78%
Act.	2007-08	132,469,353	22.04	2,919,625	2,800,884	5,720,509	4.35%



NEW PROPERTY TAX CAP

Effective in fiscal year 2008, the State law stipulates a city or town may levy a tax in an amount not more than 5.25% in excess of the total amount levied and certified by that city or town for its fiscal year 2007. An exemption from the tax cap can be requested to be certified by the State Department of Administration or the Auditor General depending on the provision the town is facing.

Quick Fact: The proposed budget is at the state mandate of 5.25% increase on the levy.

EFFECT ON AVERAGE TAX PAYER

This year, average taxpayers will not see a reduction in their auto excise taxes. Next year, it is assumed that the average single-family house is assessed at \$408,000. The tax bill of this average taxpayer is projected to increase by \$288.63 to \$5,435.68

	<i>Fiscal year 2007</i>	<i>Fiscal year 2008</i>	<i>Amount Change</i>	<i>Percent Change</i>
Municipal	1,274.69	1,341.50	\$66.81	5.24%
School	3,872.36	4,094.18	\$221.82	5.73%
Total	5,147.05	5,435.68	\$288.63	5.61%

FINANCIAL SUMMARY

The proposed budget is in conformance with the Town Council adopted Fund Balance Policy (see Appendix A). However, the projected year-end fund balance for the combined General,

Quick Fact: The average home in North Kingstown is assessed at \$408,000.

Library, School, Debt Service and School Capital Reserve funds will decrease to \$10,745,374. This current year, if revenues and expenditures are as anticipated there will be a decrease to the fund balance of \$260,840. In the General Fund, \$671,000 of the fund balance that will result from fiscal year 2006's excess revenue is budgeted. For other funds recommended appropriation from their respective fund balance are \$315,488 from the School Fund to the School Fund and \$12,000 from the Library or a total planned reduction in fund balance for fiscal year 2006 of \$988,488.

THREE YEAR COMBINED BUDGET COMPARISON

	<i>Actual FY 05-06</i>	<i>Estimated FY 06-07</i>	<i>Budgeted FY 07-08</i>
Funding Sources			
Payments in Lieu of Taxes	\$1,932,964	\$1,718,473	\$1,757,527
Property Taxes	\$52,958,693	\$55,578,636	\$58,181,135
Prior Years' Tax (plus 60 days)	\$1,000,299	\$1,022,000	\$1,000,000
Penalties and Interest	\$250,474	\$240,000	\$240,000
Licenses	\$98,501	\$98,650	\$98,650
Departmental Revenue	\$3,054,731	\$2,760,463	\$2,667,722
State and Federal	\$17,136,140	\$17,557,324	\$17,846,135
Rental Fees	\$519,691	\$484,200	\$465,440
Investment Earnings	\$801,327	\$1,077,000	\$850,000
Miscellaneous	\$48,201	\$34,000	\$20,000
School Tuition Fees	\$2,277,844	\$2,078,929	\$2,117,597
Transfer from Q/D Recreation Fund	\$576,027	\$292,431	\$489,977
Total Revenue and Other Funding Sources	\$80,654,892	\$82,942,106	\$85,734,183
Beginning Fund Balances	\$10,880,778	\$12,534,281	\$12,138,279
Total Available Resources	\$91,535,670	\$95,476,387	\$97,872,462
Expenditures			
Town Council	\$97,432	\$41,827	\$118,885
Town Manager	\$208,970	\$219,856	\$197,518
Town Clerk	\$420,076	\$516,302	\$563,268
Town Solicitor	\$201,557	\$297,526	\$250,200
Finance	\$643,124	\$670,147	\$728,992
Assessor	\$213,877	\$224,026	\$233,772
General Operating	\$2,219,138	\$2,286,174	\$2,592,837
Fire	\$6,909,892	\$7,596,784	\$7,750,820

	<i>Actual FY 05-06</i>	<i>Estimated FY 06-07</i>	<i>Budgeted FY 07-08</i>
Police	\$5,204,001	\$5,604,369	\$5,812,958
Planning	\$370,065	\$371,042	\$378,847
Public Works	\$4,619,218	\$4,791,681	\$4,979,518
Welfare & Contributions	\$119,238	\$82,195	\$61,557
Senior Citizens	\$301,606	\$323,779	\$355,079
Code Enforcement	\$255,602	\$271,880	\$300,079
Recreation	\$382,437	\$263,722	\$299,133
Education & School Capital Reserve	\$50,295,331	\$53,165,837	\$55,994,734
Library	\$1,195,197	\$1,253,575	\$1,302,053
Cancelled Prior Year Encumbrances	-\$81,316		
Debt Principal and interest	<u>\$5,426,170</u>	<u>\$5,255,673</u>	<u>\$5,027,416</u>
Total Expenditures	\$79,001,614	\$83,236,396	\$86,947,666
Fund Balance at End of Year	\$12,492,162	\$12,231,322	\$10,745,374
Total Fund Commitments and Fund Balances	\$91,493,776	\$95,467,718	\$97,693,040

Note: The above resources and expenditures are presented for governmental funds only. Although part of the budget being presented, the two enterprise funds are not included above.

The table above summarizes the combined budgets and expenditures for all tax supported funds. (Enterprise funds are not included.) The General Fund's portion of unreserved, undesignated fund balance is estimated to end the fiscal year 2008 at \$8.5 million.

SUMMARY

There were many difficult decisions made in recommending this budget to the Town Council. Services that the Town citizens have come to expect will not change if the budget is adopted as proposed. Staff is ready to work with the Town Council during the adoption process.

Respectfully submitted,

Michael Embury
Town Manager

DEPARTMENT SUMMARIES

TOWN COUNCIL

Edward J. Cooney, Town Council President
 Steven Campo, Town Council Member
 Anthony F. Miccolis, Jr., Town Council Member
 John A. Patterson, Town Council Member
 Edward J. Whitaker, Town Council Member

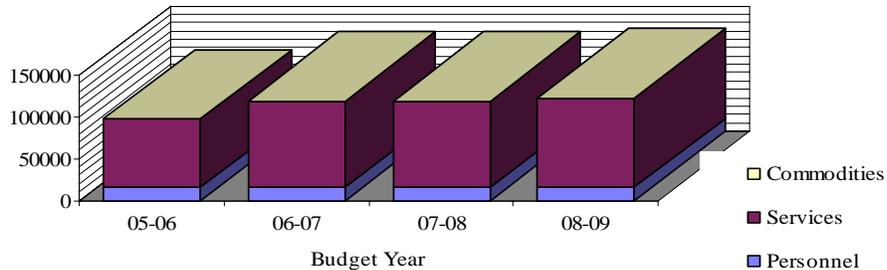
The Town Council consists of five (5) members, elected from the Town at large to serve for a term of two (2) years. The Town Council holds regular, special and work session meetings on a regular basis. All meetings are open to the public, except as provided in the State Open Meetings law. Citizens are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

PERSONNEL LIST

<i>POSITION TITLE</i>	<i>BUDGET 05/06</i>	<i>BUDGET 06/07</i>	<i>BUDGET 07/08</i>
Town Council President	1	1	1
Town Council Member	4	4	4
TOTAL	5	5	5

Town Council	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Adopted Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$14,927	\$13,047	\$15,060	\$15,095	\$35	0.23%	\$15,548
Services	\$82,505	\$28,780	\$103,780	\$103,790	\$10	0.01%	\$106,904
Commodities	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$97,432	\$41,827	\$118,840	\$118,885	\$45	0.04%	\$122,452

TOWN COUNCIL
Budget Trends



**ZERO BASED BUDGET
TOWN COUNCIL**

Account Number	Description	Recommended
00101010 510104 -	UNCLASSIFIED PART TIME	13,200.00
00101010 510109 -	SPECIAL EMPLOYEE	790.00
00101010 524001 -	FICA	1,105.00
00101010 530501 -	DUES & MEMBERSHIPS Rhode Island League of Cities and Towns	10,480.00
00101010 530607 -	AUDITING Includes \$16,810 for Audit Includes \$500 for Financial Accounting Board Assessment Includes \$500 for GFOA award assessment Includes \$500 for GFOA budget award assessment	18,310.00
00101010 531206 -	CONTINGENCY	75,000.00
	TOTAL TOWN COUNCIL	118,885.00

TOWN MANAGER

Michael Embury, Town Manager

Mission Statement - The mission of the Town Manager is to 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. The Town Manager’s Office is dedicated to ensuring that the Town Government operates in an effective, efficient and business like manner, serves the community with a customer service orientation and that all personnel decisions are made in impartial, qualifications based manner.

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. The Town Manager is the chief executive and administrative officer of the Town and is responsible to the Town Council for proper administration of all Town affairs. The Town Manager is required to see that laws and ordinances are enforced, and is responsible for the conduct and performance of all administrative functions and services, which are not imposed by Charter upon another officer. He appoints and removes officers and employees of the Town, submits to the Town Council a complete report on the finances and administrative activities of the Town for the preceding year and keeps the Town Council advised of the financial condition and future needs of the Town. The Town Manager is the lead public spokesperson for the Town and also serves as the Town’s Personnel Officer, Director of Public Safety and Director of Emergency Management

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Prepare Budget (Goal 1)	Fiscal	December 07 – May 08
Keep the Town Council Informed on Town Operations (Goal 2)	Vision	July-June
Train New Town Staff (Goal 3)	Infrastructure	June - July
Implement November Bond Ordinances (Goal 4)	Infrastructure	July 07 - June 08
Negotiate Union Contracts (Goal 5)	Fiscal	January – June 08
Farmland and Open Space Preservation (Goal 6)	Environment	July-June
Capital Improvement Program (Goal 7)	Fiscal	August 07-March 08
Represent the Town at National and Statewide Activities (Goal 8)	Vision	July – June

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Send Capital Improvement Directions to Department Heads, Implement Organizational Changes as determined in Budget Adoption, Begin Preparation of Health Insurance Bid
SECOND QUARTER (10/1/07 to 12/31/07)	Send Budget Instructions to Department Heads, Complete Capital Improvement Program with Asset Management Commission, Health Insurance Bid, Town Council Elections, Bond Referendum
THIRD QUARTER (1/1/08 to 3/31/08)	Budget Preparation, Budget Public Hearings, Community Development Block Grant, Begin Union Negotiations,
FOURTH QUARTER (4/1/08 to 6/30/08)	Budget Adoption, Fiscal Year close out, Union Negotiations

PERFORMANCE MEASURES

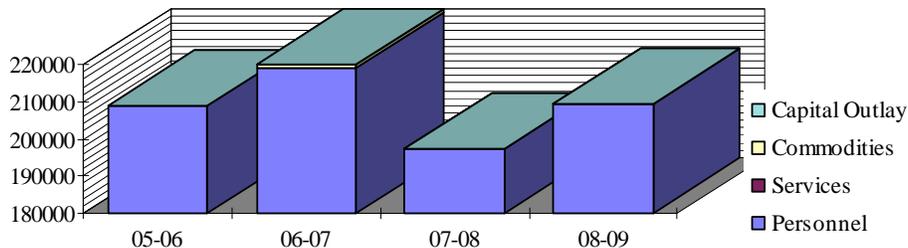
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Council Meetings	2	41	37	14	37	40
Council Packets	2	46	50	25	50	50
Union Negotiations	5	0	2	0	2	1
Positions Filled	3, 5	14	16	6	16	3
Bond Sales	4	1	2	0	2	3
Land Preservation Closings	6	0	3	4	3	1
League of Cities and Towns Board Meetings	8	8	6	1	6	8

PERSONNEL LIST

<i>POSITION TITLE</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Town Manager	1	1	1
Executive Secretary	.9	.9	.9
TOTAL	1.9	1.9	1.9

Town Manager	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$208,962	\$187,574	\$219,056	\$197,518	(\$21,538)	-9.83%	\$209,369
Services	\$0	\$30,784	\$0	\$0	\$0		\$0
Commodities	\$8	\$1,498	\$800	\$0	(\$800)	-100.00%	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0		\$0
Total	\$208,970	\$219,856	\$219,856	\$197,518	(\$22,338)	-10.16%	\$209,369

TOWN MANAGER
Budget Trends



**ZERO BASED BUDGET
TOWN MANAGER**

Account Number	Description	Requested
00102010 510103 -	UNCLASSIFIED FULL TIME	145,469.00
00102010 524001 -	FICA	11,128.00
00102010 524302 -	RETIREMENT	17,078.00
00102010 524304 -	HEALTH INSURANCE	13,830.00
00102010 524305 -	DENTAL INSURANCE	1,159.00
00102010 524306 -	LIFE INSURANCE	314.00
00102010 524308 -	MILEAGE ALLOWANCE	7,290.00
00102010 524403 -	ASSOCIATION DUES ICMA & RICTMA	1,250.00
TOTAL TOWN MANAGER		197,518.00

TOWN CLERK

Jeannette Holloway, Acting Town Clerk

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

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

Board of Canvassers

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

2007/2008 DEPARTMENT GOALS

Goal		Timeframe
Continue the Recorded Plats Restoration and preservation program	Fiscal	2007/2008
Continue re-indexing of land records prior to 1900	Fiscal	2007/2008
Continue digitalizing land evidence records	Fiscal	2007/2008
Deputy Town Clerk work towards obtaining CMC designation	Vision	2007/2008
Reorganize vault in basement	Vision	2007/2008
Cross training of personnel in all areas within the Clerk’s Office	Vision	2007/2008

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Business License Renewals; Maintain Vital Records; Continue Phase II of Re-indexing Program prior to 1900; Continue digitization of land evidence records; Prepare Semi-annual Ordinance Supplement; advertise and docket Committee Appointments
SECOND QUARTER (10/1/07 to 12/31/07)	License Renewals; Maintain Vital Records; Prepare Semi-annual Ordinance Supplement; Business and docket Committee Appointments; Dog License Renewals
THIRD QUARTER (1/1/08 to 3/31/08)	Business License Renewals; Maintain Vital Records; Prepare Budget Submission; Advertise and Docket committee Appointments; prepare for Presidential Preference Election
FOURTH QUARTER (4/1/08 to 6/30/08)	Business License Renewals; Maintain Vital Records; Advertise and Docket Committee Appointments; Dog License Renewals; Budget Hearings; prepare for Budget Referenda; Conduct Budget Referenda if necessary.

PERFORMANCE MEASURES

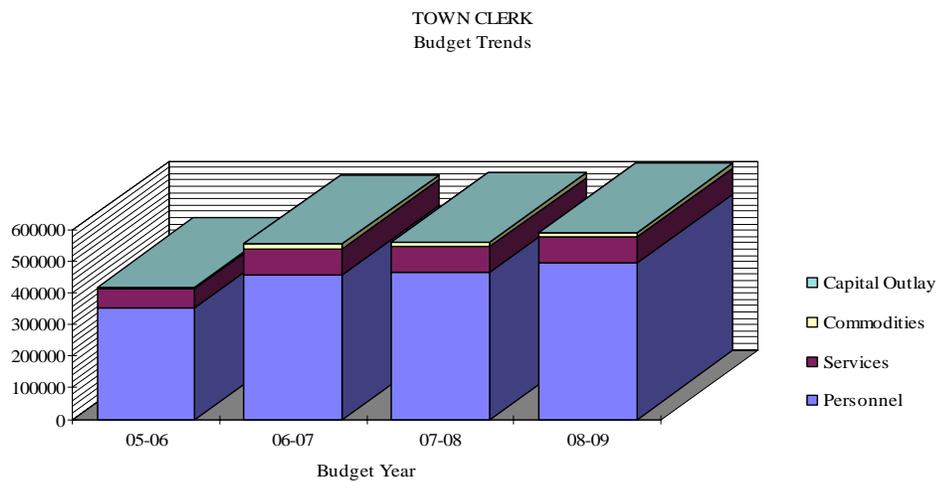
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Town Council Meetings	5	53	40	15	40	40
Recordings	1,2	8,712	9,500	3,500	8,000	8,500
Licenses	5	2,740	2,700	1,600	2,700	2,700
Record Certify Vital Records	5	2,186	2,800	1,475	2,500	2,500
Yard Sales	5	405	300	176	300	300
Probate Cases	5	130	120	60	130	120
Probate Sessions	5	16	20	11	18	20
Maps Recorded	1,2	36	50	20	40	40
Discharges Recorded	1,2	52	100	35	70	70
Ordinances Changes	1,2	17	20	14	25	20
Committee Appointments	1,2	77	70	40	80	80
License Transfers	5	15	25	4	20	25
Elections	3	0	2	2	3	1
Budget Referenda	3	0	1	0	1	1
Voter Registration	3	1,220	1,000	996	1,500	2,000
Zone Changes	5	1	2	1	2	1

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Town Clerk	1	1	1
Deputy Town Clerk	1	1	1
Clerk II	2	2	2
Clerk I	2	2	2
Total	6	6	6

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Clerical assistant	2	2	2
Town Sergeant	1	1	1
Total	3	3	3

Town Clerk	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$353,430	\$422,402	\$457,189	\$467,568	\$10,379	2.27%	\$495,622
Services	\$61,061	\$80,000	\$84,900	\$79,900	(\$5,000)	-5.89%	\$82,297
Commodities	\$3,609	\$13,900	\$13,900	\$15,800	\$1,900	13.67%	\$16,274
Capital Outlay	\$1,976	\$0	\$0	\$0	<u>\$0</u>		<u>\$0</u>
Total	\$420,076	\$516,302	\$555,989	\$563,268	\$7,279	1.31%	\$594,193



**ZERO BASED BUDGET
TOWN CLERK**

Account Number	Description	Requested
00103010 510101 -	CLASSIFIED FULL TIME	140,642.00
00103010 510102 -	CLASSIFIED PART TIME	40,536.00
00103010 510103 -	UNCLASSIFIED FULL TIME	122,358.00
00103010 510104 -	UNCLASSIFIED PART TIME	6,200.00
	Town Sergeant pay 12 - 14 meetings @ \$50 Hourly rate of \$12.21 to deliver packets to Town Council, misc. duties for the Board of Canvassers and Trips to the State.	
00103010 510107 -	OVERTIME	4,000.00
00103010 510109 -	SPECIAL EMPLOYEE	5,950.00
	Salary for Sound Technician – 34 meetings @ \$125.00 and Video Technician – 34 meetings @ \$50.00	
00103010 524001 -	FICA	24,456.00
00103010 524302 -	RETIREMENT	35,635.00
00103010 524304 -	HEALTH INSURANCE	48,834.00
00103010 524305 -	DENTAL INSURANCE	6,486.00
00103010 524306 -	LIFE INSURANCE	990.00
00103010 524308 -	MILEAGE ALLOWANCE	25.00
	Mileage reimbursement for court etc.	
00103010 524401 -	TUITION & FEES	400.00

**ZERO BASED BUDGET
TOWN CLERK**

Account Number	Description	Requested
00103010 524403 -	Courses to maintain Certified Municipal Clerk Certification ASSOCIATION DUES	360.00
	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 IIMAC - Town Clerk \$125/Deputy \$91.	
00103010 524405 -	TRAVEL & EXPENSES	1,200.00
	Mileage for Town Sergeant to deliver packets to the Council, pick up 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	
00103010 530603 -	LEGAL SERVICES	3,000.00
	Salary for Probate Judge \$250.00/mo	
00103010 530605 -	RECORD MAINT RECORDING	48,000.00
	Recording and filming of land records, committee minutes, Council Minutes, Honorable Discharges, Business Names, Recorded plats, etc. 12 months @ \$3,081 and fees for micro-Film jackets and aperture cards.	
00103010 530609 -	RECORD MAINTENANCE-CODIFICATION	5,000.00
	Supplements to Town Ordinances usually printed twice a year	
00103010 530704 -	OTHER RENTALS	2,400.00
	Rental fee for storage of microfilm at Iron Mountain NY	
00103010 530801 -	LEGAL ADS	4,000.00
	Legal Ads in Standard Times and Providence Journal and	
00103010 530805 -	REPORTS	900.00
	Reprinting of Zoning, Subdivision and Charter Pamphlets, Binding of state law books and continuation of book Binding replacement program	
00103010 531003 -	COMMUNICATIONS MAINTENANCE	500.00
	Maintenance for sound and recording equipment	
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	3,600.00
	Physicals for employees, stenography service for Town Council Meetings @ \$250.00 - \$300.00 per meeting	
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	
00103050 510107 -	OVERTIME	5,000.00
	Presidential Preference: Attendance at approx 12-18 Board Meetings Saturday Voter Registration (2) Poll Worker Classes Election day (10 hours) Mail Ballot Certifications Budget Referendum Attendance at approximately 5 Board Meetings (3) Poll Worker Classes Election Day (10 hours)	
00103050 510109 -	SPECIAL EMPLOYEE	22,400.00
	Workers and BOC meetings Presidential Preference: 10 Polls Moderators & Clerks 20 @ 185.00 Supervisors 40 @ 170.00 Attendance at approx 12 - 18 board meetings Budget Referendum (including mail ballots) 6 polls Moderators & Clerks 12 @ 185.00 Supervisors 24 @ 170.00 Attendance at approx. 5 - 8 board meetings	
00103050 524001 -	FICA	2,096.00
00103050 530701	LAND AND BUILDING	100.00
	Rental of school buildings for classes conducted by Board of Elections	

**ZERO BASED BUDGET
TOWN CLERK**

Account Number	Description	Requested
00103050 530704 -	OTHER RENTALS Rental of voting machines for budget referenda Rental of tables for Presidential Preference – 10 polls	3,400.00
00103050 530801 -	Rental of tables for Budget Referendum – 6 polls, opti-scan, memory packs, movers, LEGAL ADS Legal ads for voter registration hours, Presidential Preference and Budget Referendum to be published in the Standard Times, North-East Independent and Providence Journal.	6,500.00
00103050 530805 -	REPORTS Notification mailing for local referenda questions	500.00
00103050 540101 -	OFFICE SUPPLIES Paper for voter lists, poll books, envelopes, printer toner, misc. supplies for the Presidential Preference and Budget Referendum	2,500.00
00103050 540102 -	PRINTED FORMS Opti-scan ballots and coding for Budget Referendum	7,600.00
00103050 540311 -	FOOD Food for Poll Workers and BOC Presidential Preference and Budget Referendum	2,200.00
TOTAL TOWN CLERK		563,268.00

TOWN SOLICITOR

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

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

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

Town Solicitor	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Services	\$201,557	\$297,526	\$269,500	\$250,200	(\$19,300)	-7.16%	\$210,000
Commodities	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$201,557	\$297,526	\$269,500	\$250,200	(\$19,300)	-7.16%	\$210,000

**ZERO BASED BUDGET
TOWN SOLICITOR**

Account Number	Description	Requested
00104010 531206	CONTRACTUAL SERVICES NOT OTHER	5,200.00
00104011 530603	LEGAL SERVICES - LABOR	75,000.00
00104012 530603	LEGAL SERVICES - POLICE PROSECUTIONS	43,400.00
00104013 530603	LEGAL SERVICES - LAND USE MATT	42,600.00
00104014 530603	LEGAL SERVICES - TAX ASSESSMENT	5,900.00
00104015 530603	LEGAL SERVICES - TOWN COUNCIL	32,600.00
00104016 530603	LEGAL SERVICES - PENDING LITIGATION	33,200.00
00104017 530603	MISCELLANEOUS	7,300.00
00104018 530603	LEGAL SERVICES - BOND COUNSEL	5,000.00
TOTAL TOWN SOLICITOR		250,200.00

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

Administration

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

Controller

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

Collections/Accounts Receivable

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

Accounts Payable/Payroll & Employee Benefits

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

Purchasing

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

Information Systems

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

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Assist in the implementation of digital video recording of town meetings (Goal 1)	Vision	Quarter 1
Formalize up-to-date manual of accounting policies and procedures to include the current purchasing ordinance revision (Goal 2)	Infrastructure	Fiscal 2008
Continual updates to the Geographic Information System to assist with town-wide objectives (GIS) (Goal 3)	Infrastructure	Fiscal 2008
General improvements to records and data storage (Goal 4)	Vision	Fiscal 2008
Bring digital video of town meetings to the web for public access and publish other financial information to the web (Goal 5)	Vision	Quarter 2
Provide Departments' access and training to financial systems to provide additional capabilities including payroll, time & attendance and fixed asset maintenance and process Year End Information (Goal 6).	Fiscal	Quarter 1
Implement email archiving system to achieve Town Council retention policy and meet new Federal Rules of Civil Procedure (Goal 7)	Vision	Quarter 4
Assist with the School Department regarding the purchasing ordinance revisions (Goal 8)	Vision	Fiscal 2008
Implement GASB 45 – OPEB Actuarial Results (Goal 9)	Infrastructure	Quarter 4
Improve collections of delinquent taxes on motor vehicles and personal property (Goal 10)	Fiscal	Fiscal 2008

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Implementation of digital video recording of town meetings (Goal 1); Improve and update records and data storage(Goal 4); Balance FY2007 to begin the audit (Goal 2); Assist with town-wide objectives through staying current with the Need for GIS usage (Goal 3) Provide Departments access to financial systems for time and attendance reporting and fixed assets updates (Goal 2)
SECOND QUARTER (10/1/07 to 12/31/07)	Complete close out of previous fiscal year and produce Comprehensive Annual Financial Report with web access to information (Goal 1); Replace antiquated email server (Goal 7); Conduct cross training analysis and updated policy training (Goal 2 and 6); Mail delinquent tax notices to improve collection rate (Goal 10)
THIRD QUARTER (1/1/08 to 3/31/08)	Production of FY 2008 annual budget and capital improvement program with imaged documents published on the web (Goal 5); Inform the public by digital video recordings of town meetings on the web (Goal 1 and 5);
FOURTH QUARTER (4/1/08 to 6/30/08)	Collection of delinquent real estate taxes via tax sale (Goal 7); finalize year end budget accounting and preparation (Goal 6); and prepare for tax 2007 tax billing (Goal 2); Integrate Imaging software with Town's web site and make security allowances for such. (Goals 4, 5, 7); Finalize posting of Town Infrastructure to the General Ledger per GASB 34 (Goal 9)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Number of Bids	Goal 2, 8	34	38	17	42	36
State/Cooperative Bid Utilization	Goal 2, 8		18	18	19	19
Checks Processed	Goal 8	42397	45,000	18,603	43,000	43,000
Bank Lock-box Transactions Tax	Goal 10	65,688	48,000	52,166	65,000	65,000
Lien Certificates	Goal 10	1,219	1,500	477	1,000	1,500
Fixed Assets Tagged.	Goal 6	2,198	2,500	2,198	2,250	2,300
Funds Maintained	Goal 4	235	235	235	235	235
Vehicle Renewals	Goal 10	17,671	15,000	5,987	11,770	17,500
Tax Sale Parcels	Goal 10	132	175	0	175	175
Tangible Legal Collection Process	Goal 10	66	100	24	70	100
Insurance Claims	Goal 8	20	20	20	20	20

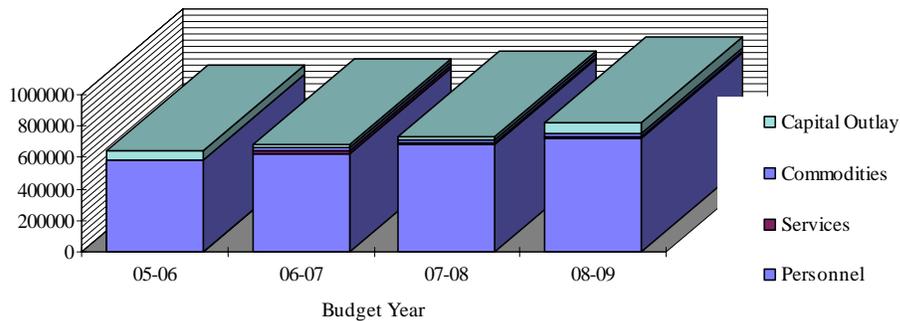
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 05/06</i>	<i>PROJECTED 07/08</i>
Finance Director	1	1	1
Controller	1	1	1.5
Accounts Receivable Manager 50% funded by Water Fund	.5	.5	.5
Clerk II Specialist – Accounting	1	1	1
Clerk II Specialist – Purchasing	1	1	1
Executive Secretary	0	.1	.1
Secretary	1	1	1
Clerk I -Collections, Accounts Payable	2	1.4	1.4
MIS Director	1	1	1
GIS Manager 20% funded by Planning	.8	.8	.8
Total	9.3	8.8	9.3

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 05/06</i>	<i>PROJECTED 07/08</i>
Clerical Assistant - Collections	2	2	2
IS Intern	1	1	1
Total	3	3	3

Finance Department	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$569,479	\$592,650	\$624,753	\$679,233	\$54,480	8.72%	\$719,987
Services	(\$4,392)	\$21,447	\$21,447	\$15,109	(\$6,338)	-29.55%	\$15,562
Commodities	\$11,945	\$18,050	\$18,400	\$16,650	(\$1,750)	-9.51%	\$17,150
Capital Outlay	<u>\$66,092</u>	<u>\$38,000</u>	<u>\$18,000</u>	<u>\$18,000</u>	<u>\$0</u>	<u>0.0%</u>	<u>\$71,500</u>
Total	\$643,124	\$670,147	\$682,600	\$728,992	\$46,392	6.80%	\$824,199

FINANCE DEPARTMENT
Budget Trends



**ZERO BASED BUDGETING
FINANCE DEPARTMENT**

Account Number	Description	Requested
00105010 510101 -	CLASSIFIED FULL TIME	135,729.00
00105010 510102 -	CLASSIFIED PART TIME	36,849.00
00105010 510103 -	UNCLASSIFIED FULL TIME	166,302.00
00105010 510104 -	UNCLASSIFIED PART TIME	2,000.00
00105010 510107 -	OVERTIME	5,000.00
00105010 524001 -	FICA	26,460.00
00105010 524302 -	RETIREMENT	39,785.00
00105010 524304 -	HEALTH INSURANCE	54,698.00
00105010 524305 -	DENTAL INSURANCE	5,820.00
00105010 524306 -	LIFE INSURANCE	1,100.00
00105010 524403 -	ASSOCIATION DUES	345.00
	RIGFOA–Controller \$100, National GFOA – Finance Director \$245	
00105010 531004 -	OFFICE EQUIPMENT MAINTENANCE	175.00
	Repairs to Typewriters, locksmith, validators	

**ZERO BASED BUDGETING
FINANCE DEPARTMENT**

Account Number	Description	Requested
00105010 540101 -	OFFICE SUPPLIES Multi part forms \$1155 Cash Receipts, Receiving Reports Minor Office Equip \$250 - Calculators, chair mats etc Window Envelopes \$400, Printer Toner \$1,000 Cash Register Supplies \$525, File Storage \$400 Document preparation \$370, Central Supply \$1,000	5,100.00
00105010 540108 -	BOOKS & PUBLICATIONS	50.00
00105040 510101 -	CLASSIFIED FULL TIME	38,823.00
00105040 510107 -	OVERTIME	300.00
00105040 524001 -	FICA	2,993.00
00105040 524302 -	RETIREMENT	4,558.00
00105040 524304 -	HEALTH INSURANCE	10,502.00
00105040 524305 -	DENTAL INSURANCE	1,130.00
00105040 524306 -	LIFE INSURANCE	165.00
00105040 530804 -	OTHER ADS Advertising in Providence Journal for major projects - all advertising for bids on web and direct mail and Standard Times	6,000.00
00105050 510103 -	UNCLASSIFIED FULL TIME 80% of MIS Director (School pays 20%) 80% of GIS Manager (Planning pays 20%)	107,839.00
00105050 510104 -	UNCLASSIFIED PART TIME Intern	10,000.00
00105050 524001 -	FICA	9,015.00
00105050 524302 -	RETIREMENT	12,660.00
00105050 524304 -	HEALTH INSURANCE	6,442.00
00105050 524305 -	DENTAL INSURANCE	454.00
00105050 524306 -	LIFE INSURANCE	264.00
00105050 530105 -	DATA PROC - WATER, LIBRARY, Q/ Contribution from Enterprise Funds & Library for IS services an increase of 3.7% based on direction from Council re: cap	-116,400.00
00105050 530704 -	OTHER EXPENSES Power Term \$160 and ADT Alarm Maint \$650	810.00
00105050 531004 -	OFFICE EQUIPMENT MAINTENANCE Hardware Maintenance: IBM \$1300, Dell \$7060, Printer \$3000, CISCO Router \$9320, CISCO PIX Firewall \$690, Imaging 4476, Formax sealer \$300 Software Lic & Maint: RINET ISP & Monitoring \$6100, MUNIS \$24,891, WAN/LAN/GIS support \$18,000, IBM OS Support \$1250, GIS Software \$6000, VISION CAMA/GIS link \$4300, Imaging \$11,499, IronMail maint. (Spam software) \$4,579 MUNIS OSDBA Support \$5,758	108,524.00
00105050 531206 -	CONTRACTUAL SERVICES NOT OTHER Tax and Water billing services	16,000.00
00105050 540101 -	OFFICE SUPPLIES Printer cartridges, backup tapes, office supplies, check stock, direct deposit forms and other misc special forms.	11,500.00
00105050 550301 -	OFFICE EQUIPMENT AND FURNITURE Replace PCs that fail - out of warranty (network wide)	18,000.00
TOTAL FINANCE		728,992.00

ASSESSOR

Linda L. Cwiek, Assessor

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

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

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Process tax roll (Goal 1)	Fiscal	Continuing
Explain assessments (Goal 2)	Fiscal	Continuing
Update field cards on the web (Goal 3)	Fiscal	Continuing
Encourage combination of sub-standard lots (Goal 4)	Environment	Continuing
Finalize Revaluation (Goal 5)	Fiscal	Continuing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Prepare and distribute reports pertaining to the 2007 tax roll (Goal 1). Respond to taxpayer questions and appeals of the 2007 tax roll (Goal 2 and 5). Update field cards on web (Goal 3).
SECOND QUARTER (10/1/07 to 12/31/07)	Prepare and mail all forms for the 2008 tax roll (Goal 1 and 2). Review sub-division and survey information for end of the year (Goal 1 and 4). Board of Review applications (Goal 2). Start Board of Review meetings (Goal 1, 2, and 5).
THIRD QUARTER (1/1/08 to 3/31/08)	Enter all permit data in the CAMA system for the 2008 tax roll (Goal 1). Process motor vehicle data for the 2008 tax roll (Goal 1). Update field cards on web (Goal 3). Continue with the Assessment Board of Review hearings (Goal 2 and 5).
FOURTH QUARTER (4/1/08 to 6/30/08)	Process tangible information for the 2008 tax roll (Goal 1). Finalize all real estate data, motor vehicle data, personal property data, exemption applications, and ownership information for the 2008 tax roll (Goal 1). Update field cards on the web (Goal 3).

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Parcels	1	11,349	11,400	11,320	11,400	11,500
Lots eliminated	4	54	100	20	70	100
Permits	1	1,400	1,500	700	1,500	1,500
Realty Documents	1	1,500	1,600	595	1,400	1,500
Assessor Hearings	2	100	300	50	300	100
Board of Appeals	2	8	250	0	5	200
Motor Vehicle	1	36,000	39,000	0	39,000	40,000
Records processed						
Tangible Accounts	1	1,283	1,400	1,247	1,350	1,400
Exemption Processed	1	3,350	3,600	400	3,500	3,600
Death & Probate	1	244	250	200	250	250
Supplemental Bills	1	53	50	24	35	50

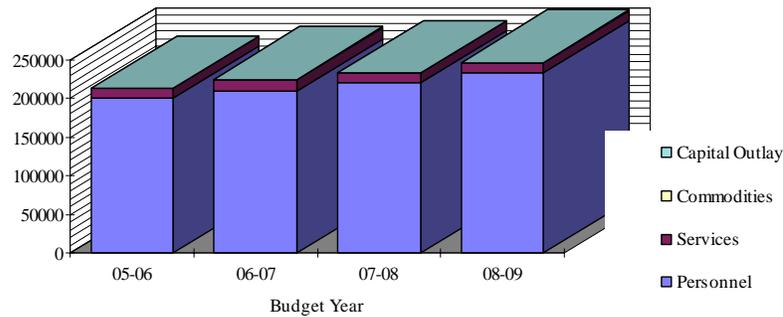
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Tax Assessor	1	1	1
Clerk II	1	1	1
Clerk I	1.6	1.6	1.6
Total	3.6	3.6	3.6

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Field Lister/Appraiser	1	1	1
Total	1	1	1

Tax Assessment	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$201,546	\$209,281	\$210,595	\$220,372	\$9,777	4.64%	\$233,594.32
Services	\$11,288	\$13,695	\$13,800	\$12,550	(\$1,250)	-9.06%	\$12,926.50
Commodities	\$1,042	\$1,050	\$1,050	\$850	(\$200)	-19.05%	\$875.50
Capital Outlay	\$0	\$0	\$0	\$0	\$0		\$0.00
Total	\$213,877	\$224,026	\$225,445	\$233,772	\$8,327	3.69%	\$247,396

TOWN ASSESSOR
Budget Trends



**ZERO BASED BUDGET
ASSESSOR**

Account Number	Description	Requested
00106010 510101	CLASSIFIED FULL TIME	85,421.00
00106010 510103	UNCLASSIFIED FULL TIME	66,206.00
00106010 510104	UNCLASSIFIED PART TIME	12,500.00
	Field work for prorated tax bills and permits Pricing of unpriced motor vehicles - large trucks & campers	
00106010 510107	OVERTIME	1,000.00
	Secretary to tax board of review Cover office at lunch time (due to reduced clerical staff)	
00106010 524001	FICA	12,632.00
00106010 524302	RETIREMENT	17,801.00
00106010 524304	HEALTH INSURANCE	21,980.00
00106010 524305	DENTAL INSURANCE	1,938.00
00106010 524306	LIFE INSURANCE	594.00
00106010 524403	ASSOCIATION DUES	300.00
	One membership NRAAO \$35 One membership RIAAO \$35 One membership IAAO \$200 One membership MAIAAO \$30	
00106010 530605	RECORD MAINT	3,800.00
	Town's share of motor vehicle value commission budget Web site hosting of field cards on vision site	
00106010 530801	LEGAL ADS	100.00
	Elderly and disability exemption ads required by the Town's Ordinance	
00106010 530805	REPORTS	750.00
	Tax roll binding Motor vehicle work lists printed	
00106010 531004	OFFICE EQUIPMENT MAINTENANCE	200.00
	Fix printer & typewriter	
00106010 531203	SUBSCRIPTIONS	700.00
	Marshall Swift Commercial Manual - \$400.00 NADA Motor Vehicle Pricing Guides - \$250.00 Newspapers-Update business lists & real estate transactions, RI Gen Laws Section 7 Supplement, Dealers cost price guide – American & Foreign cars	
00106010 531206	CONTRACTUAL SERVICES NOT OTHER	7,000.00
	Have the businesses inspected by an independent company and create pricing tables - new businesses and those that do not report annually. If this is done on an annual basis, would require a larger budget item every 3 years to cover revaluation of business accounts	

**ZERO BASED BUDGET
ASSESSOR**

Account Number	Description	Requested
00106010 540101	OFFICE SUPPLIES Toner Cartridges = 3 @ 169.99 EACH = 509.97 Fax Cartridge -= 10 @ 19.59 EACH = \$195.90 Typewriter Ribbons, Correction Ribbons, Discs, Envelopes, Scotch Tape, Pens, Pencils, Labels = \$94.13	600.00
00106010 540102	PRINTED FORMS Print tangible forms - required to send forms to all businesses each December	250.00
TOTAL TAX ASSESSOR		233,772.00

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 and to pay health insurance for retirees.

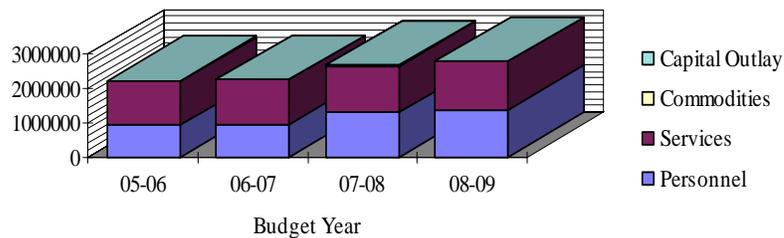
General Operating - Insurance The unemployment reimbursement and insurance costs of the Town are paid from this account. The unemployment reimbursement is paid for those employees who are laid off or terminated by the Town. The Town is required to reimburse the State of Rhode Island for those expenses. The general insurance account includes payment for insurance coverage from the R.I. Interlocal Risk Management Trust. Funding for coverage for workers' compensation insurance from Beacon Insurance has been included this year rather than the funding coming from the Workers Compensation Reserve Fund which has been the process for the past three 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.

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.

General Operating	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$928,234	\$961,000	\$946,481	\$1,295,113	\$348,632	36.83%	\$1,372,820
Services	1,274,548	\$1,313,174	\$1,282,474	\$1,336,489	\$54,015	4.21%	\$1,376,584
Commodities	\$10,143	\$12,000	\$12,000	\$12,000	\$0	0.00%	\$12,360
Capital Outlay	\$6,212	\$0	\$0	\$0	\$0	0.00%	\$0
Total	\$2,219,138	\$2,286,174	\$2,240,955	\$2,643,602	\$402,647	17.97%	\$2,761,763

GENERAL OPERATING
Budget Trends



The increase in the General Operating cost center includes funding for the Health Insurance Reserve Fund as well as an increase in the funding estimated FY2008 costs for health care costs for retirees due anticipated retirements in FY2008.

Continued funding for the Retirement Allowance Reserve Fund has been proposed. A survey of retirement-eligible employees indicates that six Police Officers and five Municipal employees are expected to retire in fiscal year 2008. Twenty-three Firefighters are eligible to retire and twelve firefighters indicated that would retire in fiscal year 2008. The estimated balance available in the Retirement Allowance Reserve Fund as of June 30, 2007 is \$1,220,000 and \$150,000 has been budgeted for addition in fiscal year 2008. For fiscal year 2008, the employees who have indicated that they will retire are estimated to cost to approximately \$960,000.

**ZERO BASED BUDGET
GENERAL OPERATING**

Account Number	Description	Recommended
00107010 510206	TERMINATION PAY - UPON RETIREMENT	150,000.00
00107010 510207	INSURANCE RESERVE	225,305.00
00107010 524304	HEALTH INSURANCE	895,808.00
	Includes 75K for new potential retirees	
00107020 524303	UNEMPLOYMENT	10,000.00
00107020 530406	GENERAL INSURANCE	469,515.00
	Workers Comp Reserve Fund Includes Liability and Property \$215,000 (approx 10% incr) Includes Excess Liability \$65,000 (approx 10% incr) Includes Additional Excess \$130,000 (approx. 30% incr) Pollution, Bond, Community Police Coverage \$7,500 (app 10%)	
00107030 530101	TELEPHONE	155,000.00
00107030 530301	ELECTRICITY	135,000.00
	<i>Project rate increase approx 10%</i>	
00107030 530302	GAS	45,000.00
00107030 530303	FUEL OIL	85,000.00
	Approximate 6.5% increase based on average usage	
00107030 530306	WATER AND ISDS EXPENSES	9,000.00
00107030 530307	HYDRANTS	46,174.00
00107030 531201	STREET LIGHTING	290,000.00
00107040 524404	CONFERENCES/MEETINGS & TRAVEL	14,000.00
	Conferences and Training Seminars Town Manager, Town Clerk, Finance, Assessor, Planning, and Senior Services. @\$2,000 ea Group Training, Meetings & Seminars \$2,000	
00107040 530103	POSTAGE	56,700.00
00107040 530703	OFFICE EQUIPMENT	6,600.00
	Copier Town Wide Service And Overage \$5000 Reimburse Substance Abuse Grant \$800 Printer Maintenance Manager \$800	
00107040 530801	EMPLOYMENT ADS	8,000.00
	Advertising For Employment Account Moved From Town Manager	
00107040 530924	DAVISVILLE LIBRARY	9,000.00
00107040 530925	WILLETT LIBRARY	9,000.00
00107040 531001	MOTOR VEHICLE MAINTENANCE & EX	500.00
	Repairs to Town vehicles assigned to Town Hall and Annex	
00107040 531206	CONTRACTUAL SERVICES NOT OTHER	12,000.00

**ZERO BASED BUDGET
GENERAL OPERATING**

Account Number	Description	Recommended
	Fiscal Agent Fees Est. \$3,750 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 Copy Paper and Supplies Town Stationery (letterhead/envelopes) Employment forms Central Supply Items for Manager's Office	12,000.00
TOTAL GENERAL OPERATING		2,643,602.00

FIRE DEPARTMENT

David Murray, Fire Chief

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

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

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

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Respond to all calls for service effectively and efficiently. (Goal 1)	Quality of Life Infrastructure	FY 08
Development of the Division of Training and continuation of the in service training programs. (Goal 2)	Quality of Life Infrastructure	FY 08
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 08
Correct deficiencies identified in the Insurance Services Office (ISO) report. (Goal 4)	Quality of Life Fiscal / Infrastructure	FY 08
Continue with the development of the Special Hazards Response Team that has the ability to identify and locate the proper resources to mitigate an incident quickly and safely. (Goal 5)	Quality of Life Environment Infrastructure	FY 08
Continuation of the Apparatus Replacement Program. (Goal 6)	Infrastructure	FY 08-12
Maintain and improve department programs, systems and equipment. (Goal 7)	Infrastructure	FY 08
Plan for a new Fire Station in the Quonset Point/Davisville Industrial Park. (Goal 8)	Infrastructure Economic Development	FY 08
Identify a location and plan for a new Fire Station to better serve the residents in the Slocum area of Town. (Goal 9)	Infrastructure Vision	FY 08
Identify and implement recommendations in the Matrix report (Goal 10)	Quality of Life Fiscal/Infrastructure	FY 08

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Planning (Goal 1,4,8,9,10), Training (Haz-Mat, WMD, confined space, rope rescue, rapid intervention) (Goal 1,2,5,10), EMS continuing education program (Goal 1,2), CAD data entry (Goal 1,3,7,10), School facilities inspections (Goal 3), Juvenile Fire Setter Intervention Program (Goal 7), Senior Citizen Fire Safety Program (Goal 7), Quarterly fire alarm system testing (Goal 1,3,7), Continuation of the Radio Box replacement program (Goal 1,3,7), Radio system maintenance (Goal 1,7), Update Department Rules and Regulations (Goal 1,2,7,10), Quarterly hose change (Goal 1,7), Equipment preventative maintenance (Goal 1,7,10), IFSTA fire training (Goal 1,2,4,10), apparatus preventive maintenance and testing program (Goal 1,7,10)
SECOND QUARTER (10/1/07 to 12/31/07)	Planning (Goal 1,4,8,9,10), Training (Haz-Mat, WMD, confined space, rope rescue, heavy rescue) (Goal 1,2,5,10), IFSTA fire training (Goal 1,2,4,10), Annual hose testing (Goal 1,7), SCBA training and annual fit test (Goal 1,2,7), CAD data entry (Goal 1,3,7,10), Inspection of target hazards (Goal 1,3,10), Fire prevention in the schools (Goal 3,7,10), Baby sitter education program (Goal 7), Quarterly fire alarm system testing (Goal 1,3,7), Fire Alarm systems maintenance (Goal 7), Radio box replacement program (Goal 1,3,7), Winterization of Marine 1 (Goal 7), apparatus preventive maintenance program (Goal 1,4,7,10), EMS continuing education program (Goal 1,2)
THIRD QUARTER (1/1/08 to 3/31/08)	Planning (Goal 1,4,8,9,10), Implementation (Goal 4), Training (rope rescue, confined space, WMD, rapid intervention) (Goal 1,2,5), EMS continuing education program (Goal 1,2), IFSTA fire training (Goal 1,2,10), Quarterly hose change (Goal 1,7), CAD data entry (Goal 1,3,7,10), Inspection of Town Facilities (Goal 3), Juvenile fire setter intervention program (Goal 7), Quarterly fire alarm systems testing (Goal 1,3,7), Radio system maintenance (Goal 7), Radio Box replacement program (Goal 1,3,7), apparatus preventive maintenance program (Goal 1,4,7,10), Seasonal operation Marine 1 (Goal 1,2,7)
FOURTH QUARTER (4/1/08 to 6/30/08)	Planning (Goal 1,4,8,9,10), Implementation (Goal 4), Bid preparation (Goal 6), Haz-Mat training (Goal 1,2,5), EMS continuing education program (Goal 1,2), IFSTA fire training (Goal 1,2,10), Fire hydrant inspection program (Goal 7,10), Quarterly hose change (Goal 1,7), SCBA annual bench testing (Goal 1,7), CAD data entry (Goal 1,3,7,10), Inspection of places of assembly and Town License holders (Goal 3), Annual ladder testing (Goal 7), Quarterly fire alarm system testing (Goal 1,3,7), Fire alarm system maintenance (Goal 7), Radio system maintenance (Goal 1,7), Radio Box replacement program (Goal 1,3,7), seasonal operation Marine 1 (Goal 1,2,7), Apparatus preventive maintenance program (Goal 1,4,7,10)

PERFORMANCE MEASURES

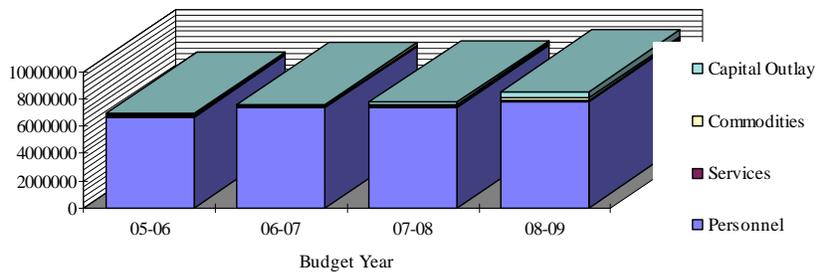
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Structure Fires	1,2	43	60	15	50	60
Brush Fires	1,2	39	40	5	40	40
Vehicle Fires	1,2,	15	30	10	25	30
Other Fires	1,2	32	40	10	30	40
System Malfunctions	1,3	245	350	120	260	300
Malicious/Accidental	1,3	270	350	165	250	300
Hazardous Condition	1,2,5	154	180	90	195	200
Service/Good Intent	1,2,5	1555	1,500	775	1600	1750
Other	1,2,5	324	400	100	250	300
Mutual Aid Given	1,2	60	90	30	70	80
Mutual Aid Received	1	180	275	75	180	200
Medical Calls	1,2	2191	2,400	1000	2200	2400
MVA	1,2,5	307	400	175	375	400
Total Incidents	1,2,5	5175	6,115	2570	5525	6100
Residential Inspections	3	447	660	180	400	450
Commercial Inspections	3,10	443	495	275	575	600
Plans Review	3	340	330	150	325	350
Total Inspections	3,10	1230	1,485	505	1300	1400

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Fire Chief	1	1	1
Deputy Fire Chief	4	4	4
Fire Captain	4	4	4
Rescue Captain	4	4	4
Fire Lieutenant	12	12	12
Rescue Lieutenant	4	4	4
Private/EMTC	40	48	48
Fire Inspector	1	1	1
Training Officer	0	0	0
Fire Mechanic	1	1	1
Assistant Mechanic	1	1	1
Secretary	1	1	1
Assistant fire inspector	1	0	0
Total	73	81	81

Fire Department	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$6,647,723	\$7,323,284	\$7,324,284	\$7,358,610	\$34,326	0.47%	\$7,800,127
Services	\$131,406	\$91,200	\$91,200	\$103,710	\$12,510	13.72%	\$106,821
Commodities	\$106,607	\$157,300	\$156,300	\$153,500	(\$2,800)	-1.79%	\$158,105
Capital Outlay	\$24,156	\$25,000	\$25,000	\$135,000	\$110,000	440.00%	\$435,000
Total	\$6,909,892	\$7,596,784	\$7,596,784	\$7,750,820	\$154,036	2.03%	\$8,500,053

FIRE DEPARTMENT
Budget Trends



**ZERO BASED BUDGET
FIRE DEPARTMENT**

Account Number	Description	Recommended
00108030 510101	CLASSIFIED FULL TIME	3,991,742.00
00108030 510103	UNCLASSIFIED FULL TIME	84,744.00
00108030 510106	OUT OF RANK	20,000.00
	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 sum however the addition of new floaters will increase the use of this account	
00108030 510107	OVERTIME AND CALLBACK	375,000.00
	Combined Callback and Overtime wages per the Union Contract	
00108030 510108	OVERTIME HOLIDAY	55,000.00
	This account will pay for overtime on Holidays at the rate of double time and one half as per union Contract	
	History accounts for the increase @ 4,200 for 13 Holidays	
00108030 510110	PAID TRAINING TIME	85,000.00

**ZERO BASED BUDGET
FIRE DEPARTMENT**

Account Number	Description	Recommended
	This account pays the wages for part time training personnel which will be needed for new recruit training classes 55,000 In addition, this account pays for the required EMS training officer for EMTC recertification as required by the State Department of Health. 15,000 Also this account pays for needed instructors for required training. 15,000	
00108030 510202	HOLIDAY PAY	343,628.00
	This account budget request is based on the contract with local 1651 section 3.14. Any increase in salary or additional holidays will require an increase in our proposed amount.	
00108030 524001	FICA	407,754.00
00108030 524302	RETIREMENT	985,561.00
00108030 524304	HEALTH INSURANCE	812,002.00
00108030 524305	DENTAL INSURANCE	66,274.00
00108030 524306	LIFE INSURANCE	13,370.00
00108030 524307	UNIFORM ALLOWANCE	93,150.00
	Section 3.9 of the Union Contract 81 members at \$1,150 each	
00108030 524401	TUITION & FEES	15,000.00
	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 10,000	
00108030 524403	ASSOCIATION DUES	1,185.00
	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 x2 (Fire Marshall, Deputy Chief) RIAFM 20.00 X 6 (Marshall, Chief, Assistants)	
00108030 524406	TRAINING EQUIPMENT	4,000.00
	Segmented lung w/ CD 1,250 2 Rescue Dummy's 500 each 2 climbing harnesses 550 each NFPA training CD's 650	
00108030 524408	TRAINING	5,200.00
	replacement of outdated computers 3,600 internet access 600 wiring of dispatch training center 1,000	
00108030 530101	TELEPHONE	5,900.00
	Cellular phone service for the department's cell phones 5400.00 monthly charges, 500.00 repair/replacement costs	
00108030 530104	RADIO SYSTEMS	10,000.00
	Physio Control service contract for life packs 4500.00 radio repair technician expenses 2500.00 purchases of replacement radios. 3000.00	
00108030 530106	ALARM SYSTEMS	2,000.00
	Material and equipment to maintain and repair the municipal fire alarm system as needed.	
00108030 530305	SOLID WASTE	8,200.00
	Rubbish removal for Stations 1, 2, 3 Maint. And Training contract with DPW 5,200.00 medical waste and oil disposal 3000.00	
00108030 530602	PERSONNEL	2,610.00
	Employee Assistance Program 1800.00 Annual TB Testing. 810.00	
00108030 530604	MEDICAL SERVICES	4,500.00
	This account will cover the costs of physical exams for new employees 10 @ 350.00 3,500.00 Hepatitis B shots and boosters. 1,000.00	
00108030 531001	MOTOR VEHICLES MAINTENANCE & E	47,500.00

**ZERO BASED BUDGET
FIRE DEPARTMENT**

Account Number	Description	Recommended
	Maintenance and repair expenses associated with Fire Department vehicles. Service 7,500 commodities 40,000	
00108030 531002	CONSTRUCTION & OPERATING EQUIP	500.00
	Costs for repairs to department appliances as needed	
00108030 531003	COMMUNICATIONS MAINTENANCE	7,500.00
	All communications systems including intercoms, inter station telephones, alerting devices, sirens, etc. 1500.00 sub-contracting of repairs 3000.00 Purvis maintenance contract 3000.00	
00108030 531006	MAINTENANCE SAFETY EQUIPMENT	15,000.00
	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 800.00	
00108030 540101	OFFICE SUPPLIES	3,500.00
	Supplies for computers, server, printers, general office supplies	
00108030 540102	PRINTED FORMS	2,000.00
	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	
00108030 540105	MINOR OFFICE EQUIPMENT	1,000.00
	Small office equipment for administrative offices	
00108030 540108	BOOKS & PUBLICATIONS	5,000.00
	Study materials for promotional examinations and books related to the fire and ems service. 3000.00 Books and materials for the Fire Marshals programs 1000.00 Books and guides for new recruits 1000.00	
00108030 540202	SAFETY EQUIPMENT	5,000.00
	Repair to firefighting protective equipment (coats, pants, helmets etc). 1500.00 repairs to SCBA equipment 2500.00 replacement of minor safety equipment 1000.00	
00108030 540203	BADGES & EMBLEMS	1,000.00
	Badges, collar pins and all insignias of rank.	
00108030 540205	PERSONAL EQUIPMENT - TOWN ISSUE	21,000.00
	Replacement of firefighting gear as per Union Contract 15,000.00 purchase of dress blue uniforms as per union contract 12 sets @ 500 each 6,000	
00108030 540309	FIRE SUPPRESSION CHEMICALS	4,000.00
	Firefighting foams, wetting agents 3000.00 extinguishing agents 1000.00	
00108030 540312	RESCUE SUPPLIES	28,000.00
	Medicines 4,500.00 Supplies 18,000.00 Oxygen 3,000.00 Misc expenses 2,500.00	
00108030 540401	GASOLINE & DIESEL FUEL	57,500.00
	19,000 Gallons diesel at 2.50 per gallon 4,000 Gallons gas at 2.50 per gallon	
00108030 540402	LUBRICANTS	2,000.00
	Oil, grease and fluids for department vehicles	
00108030 540403	TIRES	6,000.00
	Replacement tires for department vehicles 12 tires for fire engines 3,600.00 8 tires for Rescues 1,200.00 tires for cars and repairs 1,200.00	
00108030 540404	BATTERIES	2,500.00
	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 msc batteries 300.00	
00108030 540406	REPAIR PARTS	1,000.00
	Parts to repair department tools, and minor equipment.	

**ZERO BASED BUDGET
FIRE DEPARTMENT**

Account Number	Description	Recommended
00108030 540501	BUILDING REPAIR MATERIALS Minor costs for building maintenance for all Fire Department buildings.	4,000.00
00108030 540509	JANITORIAL SUPPLIES Janitorial supplies for all stations and maintenance	5,000.00
00108030 540701	HAND TOOLS Purchases of tools and equipment for department apparatus fire nozzles 2,000.00 fittings 2,000.00 hand lights 500.00 other fire or rescue tools 500.00 replace out dated laptops and upgrade PC	5,000.00
00108030 550101	BUILDING AND FIXED EQUIPMENT replace out dated PC' sand laptops	10,000.00
00108030 550401	VEHICULAR EQUIPMENT Re-cab and chassis rescue 100,000	100,000.00
00108030 550701	OTHER CAPITAL OUTLAY Continuation of the hose replacement program 10,000 Lifepack 12 15,000	25,000.00
TOTAL FIRE		7,750,820.00

POLICE DEPARTMENT

Edward A. Charboneau, Chief of Police

Mission Statement

The mission of the North Kingstown Police Department is to ensure that police services are delivered in an effective and efficient manner - providing a quality of life for all residents and visitors that is free from the threat or fear of crime impacting their lives. Our goal is to accomplish this mission by employing contemporary methods and techniques, while remaining ever vigilant of the need to operate with the utmost regard for customer service.

Department Description

Forty-nine sworn personnel currently staff the North Kingstown Police Department: the Chief of Police and forty-eight officers of various ranks. Three of these officers are School Resource Officer's. Their positions were previously grant funded but now they are permanent positions funded by the Town and the School Department. Support staff includes three full-time dispatchers, three part-time dispatchers, three secretaries, two clerks, one clerical assistant (part-time staff), one custodian and one mechanic. Animal Control and Harbormaster staffs include: one animal warden, one animal warden assistant, a full-time Harbormaster and two part-time Assistant Harbormasters. The Police Department operates from its headquarters building located at 8166 Post Road; the Animal Control Division from the Pound located at 395 Hamilton Allenton Road, and the Harbormaster from the patrol boat berth at the Town Dock located at the end of Main Street. The Department uses and maintains a fleet of twenty-four vehicles, which log approximately 500,000 patrol miles each year. Vehicle configuration consists of marked vehicles equipped with moving radar units, as well as unmarked vehicles. There are two vans for use by the Animal Wardens, and a patrol boat for use by the Harbormaster.

2007-2008 Department Goals

Goal	Vision reference	Timeframe
G1. Respond effectively and efficiently to all calls for service	Quality Of Life Financial	Evaluate Quarterly
G2. Respond proactively to identified community public safety needs	Quality Of Life (Org. Development)	Evaluate Quarterly
G3. Effectively and efficiently investigate and prosecute all reported or known criminal offenses	Quality Of Life (Org. Development)	Evaluate Quarterly
G4. Respond proactively to traffic enforcement needs and traffic management issues in the community	Quality Of Life (Org. Development)	Evaluate Semi- Annually
G5. Maintain and improve customer service initiatives	Quality Of Life (Org. Development)	Evaluate Quarterly
G6. Emphasize employee development through critical evaluation, education, training and discipline	(Org. Development)	Evaluate Semi- Annually
G7. Effectively and efficiently plan and organize to meet the public safety needs of seasonal community events and do so in a manner which preserves the quality of life of the residents of affected areas	Quality Of Life (Org. Development)	Evaluate Quarterly
G8. Maintain and improve upon contemporary programs and services including DARE, K9, Bicycle Patrol, Senior Citizen Advocate, School Resource Officer Program	Quality Of Life (Org. Development)	Evaluate Semi- Annually
G9. Continue to offer educational programs to citizens that foster crime prevention awareness	(Org. Development)	Evaluate Semi- Annually
G10. Improve department equipment, systems and facilities	(Org. Development)	Evaluate Semi- Annually

WORK PROGRAM

QUARTER	ACTIVITY
<p>FIRST QUARTER (7/1/2007 to 9/30/2007)</p>	<p>G1: Response to calls for service, Assignment of directed patrols to identified areas, Administrative review of shift staffing / scheduling, Administrative review of leave usage, Roll call training G2: Check any questionable bus stops in preparation for new school year: Roll call training, Continue to implement the harbor management plan, Patrol area coastlines, harbors, mooring fields, marinas, and inspect, moorings, Alcohol/tobacco compliance enforcement, Senior Citizen Safety Program, G3: Investigation and prosecution of crimes, Administrative review of pending open investigations, Administer adult and juvenile court calendars and Juvenile Hearing Board, G4: Assignment of Target Traffic Areas to patrols on a weekly basis:, Directed traffic enforcement commercial and recreation areas, Deployment of officers in T.E.A.R program. G5: Maintenance of customer service initiatives, Roll call training, G6: Employee development, Mandatory training videos for police officers, G7: Planning and organizing of community events, Final preparations for 4th July fireworks and Art Festival, G8: Maintenance of contemporary programs & services: Final organization and implementation of SRO and DARE programs, for new school year, Directed patrol by bicycle officers, Attendance at senior citizen events by department advocate, G9: Citizen education programs:, Seatbelt awareness program and crime prevention group meetings, G10: Department equipment, systems and facilities:, Prepare bid specifications for any items requiring bid process.</p>
<p>SECOND QUARTER (10/1/2007 to 12/31/2007)</p>	<p>G1: Response to calls for service: Assignment of directed patrols to identified areas Prepare to close down and haul harbor division equipment and boat G2: Proactive response to public safety needs: Preparation of Capital and Operating Budget - All Divisions Advertisement of crime tips voice-mail line G3: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit Administer adult and juvenile court calendars and Juvenile Hearing Board. G4: Assignment of Target Traffic Areas to patrols on a weekly basis: Directed traffic patrols of schools and neighborhoods, Deployment of officers in T.E.A.R program G5: Maintenance of customer service initiatives: Customer satisfaction survey (available on website) G6: Employee development: Firearms Training, Mandatory training videos for police officers G7: Planning and organizing of community events: Preparation for Winter operations and holiday activities Begin planning for Spirit Day G8: : Maintenance of contemporary programs & services: DARE graduations Assign K9 demonstrations at elementary schools School Resource Officer continues to meet with High School Police Cadet Program. G9: Citizen education programs: Continue to work with established neighborhood crime watch groups G10: Department equipment, systems and facilities: Preparation of specifications for replacement vehicles, Inspect Moorings</p>
<p>THIRD QUARTER (1/1/2008 to 3/31/2008)</p>	<p>G1: Response to calls for service: Assignment of directed patrols to identified areas, Applicable policy review G2: Proactive response to public safety needs: Alcohol / tobacco compliance enforcement, Final preparation of Operating Budget - All Divisions G3: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit, Administer adult and juvenile court calendars and Juvenile Hearing Board. G4: Employee development: G4: Assignment of Target Traffic Areas to</p>

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/2008 to 6/30/2008)	<p>patrols on a weekly basis: Analysis of enforcement actions correlated to accident locations, Directed traffic patrols neighborhoods, Deployment of officers in T.E.A.R program G5: Maintenance of customer service initiatives: Customer satisfaction survey (available on website) G6: Employee development: Completion of employee evaluations, Breathalyzer re-certification, Training update and review - RI Harbormaster Assoc., in areas of medical emergencies, boarding procedures, seamanship, law enforcement, harbor management and other related topics. G7: Planning and organizing of community events: Preparation for summer events including Art Festival, Spirit Day and Air Show. G8: Planning and organizing of community events: Preparation for summer events including Art Festival, Spirit Day and Air Show. G9: Citizen education programs: Child fingerprint program, Crime prevention training for retail business owners, Continue to meet with established crime prevention groups. G10: Department equipment, systems and facilities: New vehicles received and outfitted, Mooring permits and renewals</p> <p>G1: Response to calls for service: Assignment of directed patrols to identified areas, Prepare and launch boat G2: Proactive response to public safety needs: Roll call training, Review of department responses to public requests for information G3: Investigation and prosecution of crimes: Arrest Warrant & Capias (court issued warrants) audit, Administer adult and juvenile court calendars and Juvenile Hearing Board. G4: Assignment of Target Traffic Areas to patrols on a weekly basis: Directed patrols based on in depth analysis conducted previous quarter, Deployment of officers in T.E.A.R program, G5: Maintenance of customer service initiatives: Customer satisfaction survey G6: Employee development: Firearms Training, Roll call training, Mandatory training videos. G7: Planning and organizing of community events: Preparation for summer community events G8: Maintenance of contemporary programs & services: DARE graduations, Assign K9 demonstrations at elementary schools, School Resource Officer continues to meet with High School Police Cadet Program. Make final preparations for Town Spirit Day and hold the event. End of school year evaluation of School Resource Officer Program G9: Citizen education programs: Child safety training, Continue to meet with established crime prevention groups. G10: Department Equipment, systems and facilities: Mooring maintenance.</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
POLICE						
Calls for Service	G1,7	31,971	33,000	14,100	28,200	30,000
Incident Reports	G1,2,	2,916	3,000	1,277	2,700	2,700
Arrests	G1,2,7,8	1,093	1,200	372	900	900
Prosecutions	G1,2,7,8	7,493	9,000	2,906	6,500	6,500
Traffic Accidents	G1,7	1,220	1,300	521	1,200	1,200
Citations	G1,2,7	6,185	6,500	3,606	6,500	6,500
Miles Patrolled	G1,2,7	495,000	510,000	192,456	450,000	450,000
Education	G4	2250	2100	1400	2600	2600

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
ANIMAL CONTROL						
Impounded	G1,2	294	275	113	226	230
PTS –Inj./Sick	G1,2	6	12	3	6	5
PTS-Euthanized	G1,2	2	4	6	12	10
DOA	G1	26	200	17	35	30
Complaints	G1,2	1019	2200	440	1000	1000
HARBOR						
Moorings Billed	G10	700	717	0	717	717
Com. Dock Billed	G10	35	32	0	35	35
Boat Patrol Hours	G1,2,7	825	800	628	825	825

PERSONNEL LIST

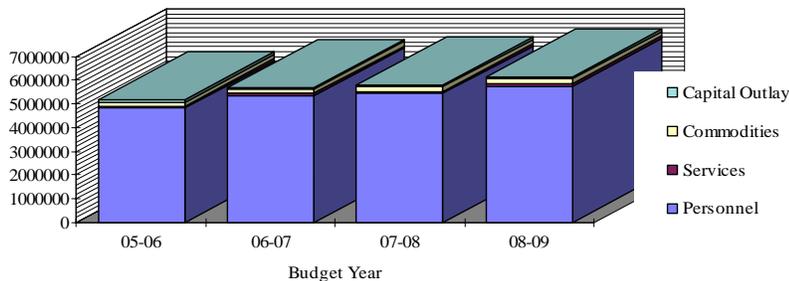
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Chief of Police	1	1	1
Secretary	3	3	3
Clerks-Record .Div @PG-14	2	2	2
Mechanic	1	1	1
Custodians	1	1	1
Training Officer-Sergeant	1	0	0
Training Officer-Patrol Officer	1	1	1
DARE Program Officer	1	1	1
Captain – Administrative Div.	1	1	1
Captain – Operations Div	1	1	1
Captain – Prosecutions Bureau	1	1	1
Computer Services Sergeant	1	0	0
Detective Lieutenant	1	1	1
Detective - Juvenile Officer	1	1	1
Detective – Investigations	4	4	4
Lieutenants – Operations Div	3	3	3
Sergeants – Operations Div.	3	4	4
Patrol Officers	27	27	27
School Resource Officers	3	3	3
Dispatchers (Police)	1	1	1
Dispatchers (Municipal)	2	2	2
Animal Warden	1	1	1
Assistant Animal Warden	1	1	1
Harbormaster	1	1	1
Total	63	62	62

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Clerical Assistant/Part-time	1	1	1
Dispatchers (Municipal) part-time	3	3	3
Assistant Harbormaster	2	2	2

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Total	6	6	6

Police	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$4,826,687	\$5,261,207	\$5,350,507	\$5,440,237	\$89,730	1.68%	\$5,766,651
Services	\$90,187	\$97,221	\$97,705	\$96,621	(\$1,084)	-1.11%	\$99,520
Commodities	\$177,303	\$182,941	\$179,257	\$183,600	\$4,343	2.42%	\$189,108
Capital Outlay	<u>\$109,824</u>	<u>\$63,000</u>	<u>\$63,000</u>	<u>\$92,500</u>	<u>\$29,500</u>	<u>46.83%</u>	<u>\$95,275</u>
Total	\$5,204,001	\$5,604,369	\$5,690,469	\$5,812,958	\$122,489	2.15%	\$6,150,554

POLICE DEPARTMENT
Budget Trends



**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
00108040 510101	CLASSIFIED FULL TIME	72,552.00
00108040 510107	OVERTIME	6,000.00
	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 down from three. The feeding and clearing of the animals and building are a daily requirement resulting in the need for overtime.	
00108040 524001	FICA	6,009.00
00108040 524302	RETIREMENT	8,518.00
00108040 524304	HEALTH INSURANCE	11,927.00
00108040 524305	DENTAL INSURANCE	1,187.00
00108040 524306	LIFE INSURANCE	330.00
00108040 524307	UNIFORM ALLOWANCE	600.00
	Uniform allowance for the Animal Warden and one Assistant Animal Wardens. Each employee receives \$300 per the CBA for a total of \$600.	
00108040 530103	POSTAGE	100.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
	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 like a vicious dog.	
00108040 530203	VEHICLE REGISTRATION	8.00
	No funding requested this year.	
00108040 530305	SOLID WASTE	1,837.00
	Trash pickup at pound - bid contract.	
00108040 530604	MEDICAL SERVICES	300.00
	Medical coverage for employees -pre exposure vaccinations not covered by Medical insurances. These vaccinations are primarily for rabies. The amount in this account has been lowered due to having one less employee. The cost to have the series of shots for rabies for one employee is \$175 and a booster is approximately \$50.00	
00108040 531001	MOTOR VEHICLES MAINTENANCE & E	1,200.00
	Routine maintenance and repair for two (2) division vehicles. Both animal control vans have approximately 70,000 miles on them and this account allows 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 etc. The account is being increased by \$200.00 due to increase costs associated with parts, increased mileage and age of vehicles.	
00108040 531206	CONTRACTUAL SERVICES NOT OTHER	5,516.00
	Veterinary services for impounded animals. This account pays for veterinary care at the North Kingstown Animal Hospital. Increased veterinary costs and a historical review of actual expenditures were used to come up with the requested amount.	
00108040 540101	OFFICE SUPPLIES	150.00
	Office and computer supplies for the pound. These supplies are purchased at the beginning of the fiscal year from central supply. The budgeted amount for this account is reflected below by category. Non paper and library \$7.06, Paper \$30.77 Clinic \$21.22, Administrative supplies \$41.97 Total \$101.02	
00108040 540204	UNIFORM REPLACEMENT	100.00
	Replacement of uniform items damaged on duty. The animal control employees are dealing with animals every day including cleanup etc. This money needs to be on hand in case they damage any of their issued equipment such as jackets, shirts, pants or boots.	
00108040 540302	ANIMAL FOOD	4,000.00
	Based upon account history, no increase being sought for this account. Cat litter and food for impounded animals.	
00108040 540401	GASOLINE & DIESEL FUEL	3,000.00
	Fuel for two (2) division vehicles, which in total travel approximately 25,000 miles per year. Increase being budgeted due to increase in cost of gasoline.	
00108040 540403	TIRES	600.00
	Tires for two (2) division vehicles. Amount budgeted is the past cost of approximately \$67 per tire for 8 tires for \$600	
00108040 540509	JANITORIAL SUPPLIES	850.00
	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. These supplies are purchased from central supply at the beginning of the fiscal year. Custodian General \$511.53 Custodian Chemical \$129.30 Custodial Paper \$170.62 Total \$811.45	
00108040 540801	COMMODITIES NOT OTHERWISE CLASS	500.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
	Rabies clinic expenses, specialized equipment, food and water bowls and other unexpected or anticipated expenses.	
00108060 510103	UNCLASSIFIED FULL TIME	46,169.00
00108060 510104	UNCLASSIFIED PART TIME	8,708.00
00108060 510107	OVERTIME	1,200.00
	Funding for the staff position to the Harbor Management Commission	
00108060 524001	FICA	4,290.00
00108060 524302	RETIREMENT	5,420.00
00108060 524304	HEALTH INSURANCE	4,026.00
00108060 524305	DENTAL INSURANCE	284.00
00108060 524306	LIFE INSURANCE	165.00
00108060 530103	POSTAGE	850.00
	Harbor Division correspondence and billing. The Harbor Division is expected to send out the following correspondence during FY 08: Mooring bills 800, Stickers 800, Commercial Fisherman notices 100, Harbor Management Packaged (7-10) per month at cost of \$15 each, Wait List 200 – some of which require certified mail, Follow up letters 200, Various mailings, notices and correspondence 200.	
00108060 531003	COMMUNICATIONS MAINTENANCE	1,060.00
	Radio equipment maintenance and repair, cellular telephones. For FY 08 the following is expected for the Harbor division. Cell phone technology (3 employees)-\$810 Radio maintenance \$250	
00108060 531005	BOATS & EQUIPMENT MAINTENANCE	2,300.00
	Maintenance and repair of division boat & equipment. Based upon the maintenance schedule to insure longevity of equipment, the following is expected for FY 08: Oil changes\$900, Motor Service\$800, Replacement costs \$600. The total reflects an increase of \$200., but history shows this account to have been under-funded. In addition the current boat motor has exceeded the recommended hours of operation and a replacement motor was denied.	
00108060 531206	CONTRACTUAL SERVICES NOT OTHER	2,950.00
	Miscellaneous services from local boat yards including removal of abandoned boats, maintenance of four transient moorings and seven speed buoys. Training for Division staff including part-time employees. Reimbursement need for HM for use of private vehicle @ Town mileage rate. For FY 08: Mooring service \$1,350 Speed buoys \$1,200 Mileage reimbursement \$400 – Total \$2,950.	
00108060 540102	PRINTED FORMS	450.00
	Printing of mooring stickers, boarding forms, mooring inspection forms, violation notices and informational brochures. For FY 08: Printing Mooring stickers \$300 Other printing \$150	
00108060 540204	UNIFORM REPLACEMENT	300.00
	Replacement and issue of uniforms for personnel (3) may include rain gear and related equipment.	
00108060 540401	GASOLINE & DIESEL FUEL	3,600.00
	Fuel and oil injection additive for patrol boat. In FY 05 account budget was \$2750, FY 06 account budget was \$2813.07, FY 07 account budget was \$3400. with 76% usage as of 12/06. Based upon history of account, patrol hours and anticipated increase of fuel costs, the following is submitted: \$900. Fuel / oil per month for four (4) months. Total of \$3,600. An increase of \$200.	
00108060 540406	REPAIR PARTS	300.00
	This account pays for tools, dock repairs and life rings for a total for FY 08 of \$300. No increase sought for this account.	
00108060 540407	PAINT & EMBLEMS	200.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
	This account is used to power wash and paint the patrol boat and replace markings prior to putting the boat back in the water. This is performed every two years at an estimated cost of \$200, last year was an off year (not funded).	
00108060 540505	SIGNS & MARKERS	300.00
	Replacement and purchase of new signs and markers on docks, buoys, welcome signs and brochures.	
00108060 540801	COMMODITIES NOT OTHERWISE CLASSIFIED	150.00
	Batteries, flashlight, hand tools and miscellaneous supplies needed such as rope.	
00108060 550701	OTHER CAPITAL OUTLAY	8,500.00
	Funding for a new boat motor for the Harbor Division based on the 5 year replacement plan located within the budget. The cost is estimated at \$8,500 minus the value of the current motor. The cost also reflects replacement with a like motor, thus avoiding any retrofits to the existing mechanisms and boat.	
00108120 510101	CLASSIFIED FULL TIME	2,894,431.00
00108120 510102	CLASSIFIED PART TIME	62,652.00
	Wages for part-time clerical position (+21 hrs a week). Wages for (3) part-time dispatcher positions, which were previously categorized as non-classified. Part-time dispatchers work (16) hours per week.	
00108120 510103	UNCLASSIFIED FULL TIME	81,723.00
00108120 510104	UNCLASSIFIED PART TIME	4,000.00
	Wages for part-time Community Service Officers (CSO) and police matrons. Police matrons are unclassified on call females who are trained to search and observe female prisoners. They are paid an hourly rate, no benefits. 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 detail, such as fireworks.	
00108120 510107	OVERTIME	334,800.00
	This account pays overtime wages for all employees. The patrol division of the police department has a minimum manning requirement for each shift. 1 st and 3 rd shifts are required to maintain a minimum of four patrol officers and one supervisor at all times. 2 nd shift is required to have a minimum of five patrol officers and one supervisor at all times. Anytime a vacancy is created due to any type of leave or training, this position is filled at an over-time rate for that vacancy. This account is also used to cover the over-time associated with training and back fill of vacancies (OT) created from training or schools. Other over-time use may include deployment of Bike Patrol or use of Honor Guard, covering of vents such as election polls, security details related to a dignitary. The operation of the TEAR program is also funded from this account.	
00108120 510201	COURT FEES	30,000.00
	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 for their appearance unless they are already scheduled to work.	
00108120 510202	HOLIDAY PAY	161,695.00
00108120 524001	FICA	273,051.00
00108120 524302	RETIREMENT	692,904.00
00108120 524304	HEALTH INSURANCE	563,252.00
00108120 524305	DENTAL INSURANCE	48,345.00
00108120 524306	LIFE INSURANCE	9,574.00
00108120 524307	UNIFORM ALLOWANCE	63,075.00
	Contract required Uniform Allowance for 49 current police officers and 2 current support staff (mechanic and custodians), and the Chief of Police.	
00108120 524401	TUITION & FEES	25,000.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
	Payment for tuition, books, supplies and fees for officers enrolled in college law enforcement degree programs RIGL 42-28.1 State mandate. Potential amount is based on estimates submitted by 10 officers indicating their intentions to continue their education. The total number of classes (Undergraduate and Graduate) is approximately 40 at an average cost of \$900, plus the costs of text books and fees, for a potential cost of \$40,000. Historical review shows this to be higher than actual use; therefore no increase from FY07 budgeted amount in order to meet budget restriction.	
00108120 524403	ASSOCIATION DUES	850.00
	Professional association dues for Chief of Police, Training Officer, Firearms Instructors, Detectives (Fraud Investigator Assn.), and National Academy Graduates.	
00108120 524404	CONFERENCES/MEETINGS	1,000.00
	Attendance at professional meetings and conferences by Chief of Police and other administrative staff.	
00108120 524405	TRAVEL AND EXPENSES	1,500.00
	Mileage reimbursement for court appearances, training and other necessary use of personal vehicles – bridge tokens, tolls and parking fees.	
00108120 524408	TRAINING	15,000.00
	Funding for in-service training for all department employees - a significant liability issue. The funding in this account pays for the fees that are charged by various training institutions. 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. The department is also in the process of hiring five officers who will need basic training in various subjects upon completion of police academy. Account is seeking increase of \$2000.	
00108120 530103	POSTAGE	2,750.00
	Postage fees for department correspondence.	
00108120 530203	VEHICLE REGISTRATION	25.00
	The department pays \$5 to the registry for transfers but there is no charge for new cars and they have lifetime registrations.	
00108120 530305	SOLID WASTE	5,775.00
	Trash pickup at headquarters. The trash pickup is awarded via a bid contract handled by Public Works.	
00108120 530604	MEDICAL SERVICES	3,000.00
	Annual physicals for dept employees - physical exams for dept 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	31,000.00
	Repair and replacement of computer equipment, non-staff technical and/or diagnostic support as needed. Computer supplies i.e. paper, printer cartridges, and ribbons. Service fees IACP NET, maintenance costs for RMS / CAD Software as well as mobile data and message switch software. \$2300-Central Supply order for computer related products such as printer cartridges, discs etc. \$18,500 Software support/maintenance \$4000 Printer supplies and maintenance \$4000 Hardware support maintenance \$4000 miscellaneous computer supplies including central supply order.	
00108120 530704	OTHER RENTALS	1,500.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
	This account is used to pay for a consultant from Law Enforcement Consultants in Newport to author, proctor and correct promotional tests for officers testing for the ranks of Sergeant, Lieutenant and Captain. During FY 08 the promotional list for Lieutenant will expire. We will have to purchase one test at a cost of \$1500.	
00108120 531002	CONSTRUCTION & OPERATING EQUIP Maintenance and repairs for dept equipment, vacuum cleaners and vehicle video equipment, forensic camera equipment and other miscellaneous equipment.	450.00
00108120 531003	COMMUNICATIONS MAINTENANCE This account pays for maintenance and repair for our radio system. We have two dispatch consoles at HQ where all emergency police dispatch is handled. We also have Approximately 65 police radios, which we pay to maintain including battery and part replacement. We have 12 Nextel phones for detectives and supervisory staff, which carry monthly bills. We pay \$2500 a year for our share of the town's Code Red Emergency notification system. We also pay a user fee for a program called Accurint, which our detective division uses for investigations.	23,500.00
00108120 531004	OFFICE EQUIPMENT MAINTENANCE For FY 08 we have a \$500 yearly maintenance contract for our 2 FAX machines from Ikon Office Solutions. We pay approximately \$125 yearly to Pitney Bowes to maintain our automatic postage machine.	1,500.00
00108120 531206	CONTRACTUAL SERVICES NOT OTHER Arbitration expenses, notary public renewals, 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 \$24 per fingerprint card (person) at no cost to the individual applicant. Approximately 300 persons will be processed in FY08 at a cost of \$7,200 alone.	11,000.00
00108120 540101	OFFICE SUPPLIES General office supplies and materials. In FY 07 the following purchases were made: \$188. – Non paper and library, \$318. – Paper, \$10 – Clinic, \$3773. – Administrative supplies – for a total of \$4289. Additional office supplies purchased as needed during the year from WB Mason, Staples, Office Max, (completive pricing). No increase being sought in this account.	5,200.00
00108120 540102	PRINTED FORMS Printing of department envelopes, stationary, manuals, forms and community notification(s). During FY 08 we will purchase police department stationary, letterhead, accident reports, walk in lobby complaints, no parking signs, and other forms used during the year. Printed forms also include training manuals for all personnel – as needed. The account is also utilized to fund State mandated ads in our local papers for Level III Sex Offenders.	2,500.00
00108120 540106	PRINTING & DUPLICATING SUPPLIES Police Department photography supplies, video supplies and processing. 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.	1,500.00
00108120 540108	BOOKS & PUBLICATIONS Annual Rhode Island General Law supplements, recent court decision bulletins, physician's desk reference, and professional publications.	4,000.00
00108120 540205	PERSONAL EQUIPMENT-TOWN ISSUE	10,000.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
	This account is used for police academy uniforms, initial issue uniforms and associated equipment for newly hired police officers, uniforms for community service officers, honor guard and bike patrol. Initial issue gear include: uniforms, jackets (winter and summer), ties, rain jacket, gun belts, shoes and hats, bullet proof vest, badges and name tags. It is anticipated that at least one new hire would be needed for FY08 to cover potential retirements. This account is also used to pay for equipment damaged in the line of duty.	
00108120 540301	PRISONER FOOD Food for prisoners being held at headquarters, advance for meals for employees traveling on duty assignments and training assignments.	600.00
00108120 540307	AMMUNITION Ammunition and supplies for firearms training and qualifications as required by RIGL 11-47-17.1 (State Mandate). This account is used to purchase all of the department's ammunition including the handguns, shotguns and patrol rifles. We are required to issue ammunition to each officer and stock each police car with ammunition. This account is also used to purchase ammunition for police academy recruits to train at police academy (2000 rounds per recruit). Police Department personnel train twice yearly.	8,500.00
00108120 540310	MEDICINES & DRUGS 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.	200.00
00108120 540312	MEDICAL SUPPLIES Biohazard materials and equipment from North Kingstown Central Supply and first aid kits for patrol vehicles (12), rubber gloves for prisoner handling and processing of crime scenes.	500.00
00108120 540401	GASOLINE & DIESEL FUEL Gasoline for department's fleet of vehicles. Proposed increase due to a historical review of actual expenditures and an actual increase in the price of fuel. In addition there are more hours of operation logged due to addition of the TEAR and Blue Riptide programs. For FY08 we are planning on using approximately 32,500 gallons of gasoline. For the last six months we have paid an average of \$2.40 per gallon.	78,000.00
00108120 540402	LUBRICANTS We purchase motor oil for our fleet of 23 vehicles. We order approximately 240 gallons of oil at \$5 per gallon for a budget of \$1200	1,200.00
00108120 540403	TIRES Regular and snow tires for department fleet, disposal fees. For FY 08 we will replace approximately 94 tires. The price is approximately \$90 per tire – pursuit rated tires.	8,500.00
00108120 540406	REPAIR PARTS Repair and replacement parts and glass for dept vehicles. This money is spent on replacement of many items including but not limited to: wiper blades, brake pads and rotors, starters, alternators, batteries, tie rod ends, steering shafts, rear axles, front cross frames, transmissions, engines and rear ends. FY07 five cars were requested based on replacement plan – only three cars were approved and will be replaced. This will mean higher mileage on patrol vehicles and an anticipated increase in costs associated with repair. Account reflects a \$1000. increase.	36,000.00
00108120 540505	SIGNS & MARKERS Reflective marking tape and lettering for department vehicles. This will be a cost of \$450 for each vehicle.	1,000.00
00108120 540508	ELECTRICAL SUPPLIES Electrical supplies for headquarters and some lighting equipment for police vehicles.	100.00

**ZERO BASED BUDGET
POLICE DEPARTMENT**

Account Number	Description	Requested
00108120 540509	JANITORIAL SUPPLIES Cleaning supplies, paper towels, toilet tissue for headquarters and vehicles, and also cleaning of prisoner cell blankets. Initial purchase of supplies is through Central Supply, example for FY 07: Custodial electrical - \$105. Custodial general - \$1315., Custodial paper - \$931, Clinic – 435., for a Total \$2786. This account is also used to pay for bringing prisoner blankets to the Laundromat each week. We also purchase items from Wickford Lumber as needed for the police dept.	5,200.00
00108120 540703	FIREARMS Repairs, as needed, for dept firearms and equipment purchase of replacement weapons. Purchase two duty weapons at \$500 each and \$500 for repairs. Account also will reflect repair and maintenance of department Tasers. An increase of \$100. is made to reflect rise in costs.	1,600.00
00108120 540801	COMMODITIES NOT OTHERWISE CLASS Flares, evidence tags, evidence bags and containers and envelopes, fire extinguishers and recharges (facility and vehicles), and radar units recalibrated \$750. each year. This account is used for other accounts that have run over and or become under funded due to unanticipated changes in costs.	4,500.00
00108120 550401	VEHICULAR EQUIPMENT 4 patrol vehicles @ \$21,000 each	84,000.00
TOTAL POLICE		5,812,958.00

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 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 and other Town regulations, flood hazard areas, demographics, and open space.

The Planning Department is responsible for reviewing land development plans. During the past fiscal year the Planning Commission and Planning Department granted approvals for nearly 115,100 square feet of commercial space, final approval for 63 cluster subdivision lots, 29 conventional lots, and 16 Administrative Subdivisions. In addition, approximately 202,000 square feet of industrial space received approval, 90% of which were located in the Quonset Business Park. This does not include parcels that are leased by the State in the Quonset Business Park.

The Department of Planning and Development prepares the Town's application for the Community Development Block Grant Program and Certified Local Government (CLG) funds. The Department prepares all applications for open space preservation, many recreation improvement projects, as well as other environmental preservation measures for the Town. This year the Department's work on grant applications has awarded the Town with grant funding for the following projects: \$300,000 from the Rhode Island Department of Environmental Management (DEM) for land acquisition for recreational playing fields, \$123,814 from DEM for recreational field improvements at Yorktown Park, \$35,000 from the Rhode Island Historic Preservation and Heritage Commission for window repairs at the North Kingstown Town Hall, \$59,000 from a Statewide Planning Challenge Grant to revise the zoning and develop design guidelines for the Post Road corridor, \$158,000 from Rhode Island Housing as well as other affordable housing advocates to implement the new regulations for affordable housing development, \$9,250 from the Department of Homeland Security Commercial Equipment Direct Assistance Program Phase II for GIS software, \$750,000 from the Coastal and Estuarine Land Conservation Plan for land acquisition, and \$68,200 targeted for the Community Development Block Grant.

During FY07, the Department has been working towards the completion of the 5-year update to the Comprehensive Plan, as well as, moving towards implementing the necessary zoning ordinance changes recommended in both the Post Road Corridor Plan and the Town's Affordable Housing Plan. 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 preliminary report on improving water quality in Saw Mill Pond and additional improvements to Yorktown Park. The Department also assisted with several special projects such as the development and implementation of plans for Wickford sidewalks and the reconstruction of Main Street, as well as the review of several development plans within the Quonset Business Park and the Quonset Gateway project. The Department is also responsible for monitoring the number of affordable housing units in the Town. As of December 31, 2006, there were 843 low and moderate-income housing units in North Kingstown, constituting 8.05 percent of the total housing units.

The Department of Planning and Development, working in collaboration with the Town Manager’s office assisted in purchasing the development rights on the Miller property, protecting over 30 acres of land in the Quidnessett area. The Planning Department is also actively working with the Town Manager’s office, the Water Department and the Land Conservancy of North Kingstown on open space protection for over 700 acres of land throughout the Town through the purchase of development rights and outright acquisition.

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.

2007/2008 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Goal 1. Finalize Comprehensive Plan 5-year Update	Vision	July 07-Dec 07
Goal 2. Administer and Update Town Regulations	Vision	July-June
Goal 3. Comprehensive Plan implementation including Affordable Housing, Wickford, Harbor Management Plan and Davisville Plans	Vision, Quality of Life, Environment, Eco Dev	July-June
Goal 4. Farmland and Open Space Preservation	Vision, Economic Development	July-June
Goal 5. Growth Center Designation and Implementation	Vision, Environment, Economic Development	July-June
Goal 6. Post Road Corridor Plan Implementation	Vision, Economic Development	July-June

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Goal 1 – Complete public hearings and make final changes to Comprehensive Plan 5-year update; Goal 2 – Develop and adopt land development project process; Goal 3 – Complete workshops for developing zoning to implement affordable housing strategies; develop Hazard Mitigation brochure; Calf Pasture Point trail/parking lot construction; Main Street sidewalk and roadway implementation beginning; Implement Saw Mill Pond preliminary study; Begin process with QDC regarding updating Master Plan; Goal 4 – Finalize priority listing for open space preservation; Goal 5 – Submit Growth Center designation to State; Wickford to Quonset bikeway design review with RIDOT; Quonset Gateway to Calf Pasture Point bikeway design begins; Goal 6 – Continue public outreach and workshops for developing zoning for Post Road corridor.
SECOND QUARTER (10/1/07 to 12/31/07)	Goal 1 – Submit Comprehensive Plan 5-year update to Statewide Planning for adoption; Goal 2 – Review and implement Hazard Mitigation Plan; Goal 3 – Begin public hearing process for affordable housing zoning adoption; Initiate CDBG process; Main Street improvements ongoing; Quonset Master Plan updates ongoing; Harbor Management Plan update adoption by Town Council; Implement Saw Mill Pond preliminary study; Goal 4 – Farmland and open space development rights acquisition ongoing; Goal 5 – Apply for Growth Center designation for Post Road Growth Centers; Goal 6 – Finish workshops and public hearings for developing zoning for Post Road corridor.
THIRD QUARTER (1/1/08 to 3/31/08)	Goal 1 – Print and Distribute 5-Year update to the Comprehensive Plan; Goal 2 – Implement Hazard Mitigation Plan; Goal 3 – Submit Harbor Management Plan update to CRMC; Adopt storm water management regulations; Complete CDBG and Revitalization Plan application; Prepare

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/08 to 6/30/08)	inventory of affordable housing, subsidized and non-subsidized; Complete public hearing process for adoption of affordable housing zoning and adopt; Main Street improvements ongoing; Goal 4 – Farmland and Open Space Preservation ongoing; Goal 5 – Receive Growth Center designation and review next steps for Post Road Corridor Plan implementation; Goal 6 – Hold public hearings and adopt zoning for Post Road corridor. Goal 1 – Review Comprehensive Plan 5-year update and begin implementation strategies for the Plan; Goal 2 – Continue implementation of Hazard Mitigation Plan; Goal 3 – Main Street improvements ongoing; Design improvements for water quality restoration for Saw Mill Pond; Goal 4 – Farmland and Open Space Preservation ongoing; Goal 5 – Begin next phase of Post Road Corridor implementation; Goal 6 – Wickford to Quonset bikeway design begins.

PERFORMANCE MEASURES

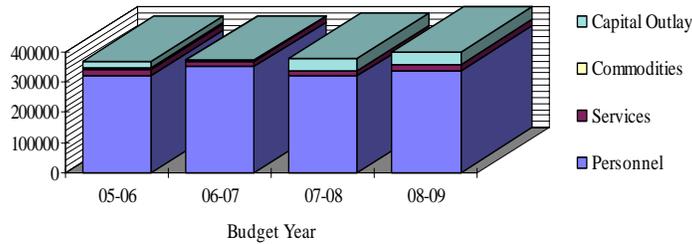
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Admin Subdivisions	2	18	14	16	20	19
Pre-applicant	2,4	3	5	7	10	7
Master plans	2	3	5	5	7	5
Preliminary	2	4	5	7	15	9
Final	2	7	6	5	12	8
Comprehensive Permits	1,2,3,5,6	3	6	4	6	4
Zone amendments	1,2,3,5,6	3	8	2	5	4
Land dev plans	2	17	25	7	20	18
ZBR variances	2	33	45	14	34	33
ZBR special use	2	23	30	5	20	21
ZBR appeals	2	4	6	1	4	2
Zoning Modification	2	3	3	0	3	2
Historic District Comm	2	53	40	24	47	45

PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Director of Planning & Development	1	1	1
Principal Planner	2	2	2
GIS Manager	.20	.20	.20
Principal Planner (100% water)	.67	.67	0
Clerk II	1	1	1
TOTAL PLANNING	4.87	4.87	4.20

Planning & Economic Development	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$322,025	\$341,693	\$350,657	\$319,222	(\$31,435)	-8.96%	\$338,375
Services	\$22,395	\$12,084	\$11,084	\$12,814	\$1,730	15.61%	\$13,198
Commodities	\$2,224	\$2,765	\$2,635	\$811	(\$1,824)	-69.22%	\$835
Capital Outlay	\$23,421	\$7,500	\$0	\$40,000	\$40,000		\$41,200
Total	\$370,065	\$364,042	\$364,376	\$372,847	\$8,471	2.32%	\$393,609

PLANNING AND DEVELOPMENT
Budget Trends



**ZERO BASED BUDGET
PLANNING DEPARTMENT**

Account Number	Description	Recommended
00109010 510101 -	CLASSIFIED FULL TIME Secretarial Staff for the Planning Department and Boards and Commissions	\$38,823.00
00109010 510103 -	UNCLASSIFIED FULL TIME Salary for 2 principal planner and 1 planning director	\$189,786.00
00109010 524001 -	FICA	\$17,489.00
00109010 524302 -	RETIREMENT	\$26,839.00
00109010 524304 -	HEALTH INSURANCE	\$31,682.00
00109010 524305 -	DENTAL INSURANCE	\$3,051.00
00109010 524306 -	LIFE INSURANCE	\$693.00
00109010 524403 -	ASSOCIATION DUES Membership in NIDA at \$100 per Membership in the American Planning Association for three members of the staff. Dues are \$290 for one Principal Planner, \$255 for another Principal Planner and \$355 for the Planning Director. Membership for rails to trails \$15. Membership for Congress for New Urbanism for one planner \$215.	\$1,230.00
00109010 524404 -	CONFERENCES/MEETINGS	\$960.00

**ZERO BASED BUDGET
PLANNING DEPARTMENT**

Account Number	Description	Recommended
	To pay for the cost of professional development conferences approx. 4 conferences at \$40 per one day conferences equals \$160 total \$800 for four planners attending APA regional conference at \$200 per person fir the two-day conference.	
00109010 524405 -	TRAVEL & EXPENSES	\$1,521.00
	The amount requested is based upon a roundtrip to Providence at 44 miles per trip, estimating 1.5 trips per month per employee, 4, multiplied by the mileage rate, \$.48, for the Town multiplied by twelve months equals \$1521.	
00109010 530801 -	LEGAL ADS	\$618.00
	Funds required for Comprehensive Plan public hearing process 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 will be required in FY 08 for Post Road Corridor zoning changes.	
00109010 530804 -	OTHER ADS	\$296.00
	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 \$131.25 and \$14.25	
00109010 530805 -	REPORTS	\$570.00
	19 copies of Comprehensive Plan @\$30 per copy.	
00109010 531004	OFFICE EQUIPMENT	\$4,000.00
	Software maintenance agreement for ESRI - \$799 and GEOTMS maint @ \$3200	
00109010 531203 -	SUBSCRIPTIONS	\$1,130.00
	Subscriptions including: North East Independent at \$25 per year Providence Business News at \$89 New Urban News at \$79 per year Providence Journal at \$125 per year Zoning Practice Reports \$65, APA Planning Advisory Service \$745 per year.	
00109010 540101 -	OFFICE SUPPLIES	\$715.00
	Office supplies such as: Business Cards at \$35 per order x 2 equals \$70; Tape, scotch 36 rolls at \$1.46 per roll equals \$52.56; Laser Printer cartridge at \$74 each for 8 equals \$592.	
00109010 550801	SPECIAL PROJECTS	\$40,000.00
	\$40,000 is being requested for continuation of the study for sewers in the Post Road Corridor.	
00109020 510107 -	OVERTIME	\$2,940.00
	Overtime for secretarial staff for Planning Commission based upon an overtime hourly rate of \$30 multiplied by an estimated number of meetings, times 3.5 hours per meeting.	
00109020 524001 -	FICA for Planning Commission secretary	\$225.00
00109020 530801 -	LEGAL ADS	\$200.00
	Legal ads for Planning Commission public hearings Expected 8 legal ads at approximately \$25 each.	
00109020 540101 -	OFFICE SUPPLIES	\$96.00
	Tapes for meetings \$80. Blank CD's for reports, 2 packages @ \$7.96 per package equals \$15.92.	
00109030 510107 -	OVERTIME	\$1,950.00
	Overtime for Zoning Board secretary at approximately \$30 per overtime hour for 2.5 hours per meeting for approx 26 meetings.	
00109030 524001 -	FICA for Zoning Board secretary	\$149.00
00109030 531206 -	CONTRACTUAL SERVICES NOT OTHER	\$6,000.00
	Stenographer for zoning board meetings at \$250 per meeting for	

**ZERO BASED BUDGET
PLANNING DEPARTMENT**

Account Number	Description	Recommended
00109040 510107 -	24 meetings per year equals \$6,000 OVERTIME	\$1,750.00
00109040 524001 -	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 FICA for Historic District Commission secretary	\$134.00
TOTAL PLANNING		\$372,847.00

PUBLIC WORKS

Phil Bergeron, Director

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

ADMINISTRATION

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

HIGHWAY

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

ENGINEERING

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

SOLID WASTE/RECYCLING/TRANSFER STATION

The Transfer Station operates with a staff of two full-time employees, a Transfer Station Foreman and one clerical employee. Clerical staff employees from other DPW Divisions are also used during working hours and on Saturdays. The Public Works Department is in its eighth 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 has achieved the highest landfill diversion rate in the state, currently at 32%. (32% of the Town's overall solid waste is not placed in the Central Landfill). Transfer Station operation at the new facility is now in its second year. The Town continues to look into new recycling options. This past year, the Town added a book recycling container. This program collects and sends textbooks over seas. The Town is also investigating programs to collect electronic waste (E-Waste) as well as fluorescent lights. The facility continues to accept household waste, leaves, brush, demolition material, white metals, used oil, cardboard, newspaper, magazines, tires, batteries, refrigeration units, propane tanks, mattresses and Christmas trees. The Transfer Station operates under a "Pay-As-You-Throw" program. Commodities delivered to the Transfer Station are charged a unit-based disposal fee. Residents are required to place Town tags on each bag of household garbage disposed of at the Transfer Station. The price of the tags covers 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 produce back to the public as compost. The curbside collection program is a weekly pickup. The Town is currently exploring a curbside collection program (recycling) that would be fully automated. If successful in obtaining RIRRC grants for the purchase of special collection containers, a major capital expense associated with this program, the Town would negotiate a new contract with Waste Management and expect a reduction in contract costs.

FACILITIES AND GROUNDS

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

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Wickford Projects (Main Street) (goal 1)	Infrastructure	2007-2008
Landfill Closure (goal 2)	Environment	2007-2009
Town Buildings Code Upgrade and Maintenance. (goal 3)	Infrastructure	On-Going
Storm Water Management (Plan and Ordinances) (goal 4)	Environment	On-Going
Sidewalk Maintenance (goal 5)	Infrastructure	On-Going
Roads/Infrastructure upgrade and maintenance (goal 6)	Infrastructure	On-Going
Solid Waste and Recycling Improvements (goal 7)	Environment	2007-2008
Tree Protection and Maintenance (goal 8)	Environment	On-Going
Town Mapping and GIS (goal 9)	Vision	2007-2008
School Facilities Code Upgrade and Maintenance (goal 10)	Infrastructure	2007-2009
Allen Harbor / Calf Pasture Improvements (goal 11)	Quality of Life	2007-2009
Yorktown and Parks Improvements (goal 12)	Quality of Life	2007-2009
Public Safety Building Addition and Renovations (goal 13)	Infrastructure	2007-2008
Senior Center Project (goal 14)	Quality of Life	2007-2009

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Road Paving in accordance with Pavement Management Program (goal 6); Maintenance and upgrades to Town Parks and Facilities (goals 3 & 12); Roadside brush cutting, catch basin cleaning, drainage repairs (goals 4 & 6); Tree Maintenance (goal 8); Main Street Construction (goal 1); Continue with Landfill Site Investigation for Final Closure (goal 2); Subdivision Inspections (goal 6); Town Hall & Annex improvements (goal 3); Public Safety Building bid (goal 13); Complete Yorktown Park Phase II Improvements (goal 12); Complete Town boiler and mechanical improvements (goal 3); Implement Fully-Automated Recycling curbside collection (goal 7); School Projects (windows, doors, fire protection, life safety, ADA) (goal 10); Senior Center Design (goal 14)
SECOND QUARTER (10/1/07 to 12/31/07)	Asset Management CIP; Assessor Map Updates (goal 9); Leaf and Yard waste collection and processing (goal 7); Main Street Construction continues (goal 1); Complete in-house drainage and road maintenance projects (goal 6); Continue Landfill monitoring and begin landfill closure design (goal 2); Snow Removal and brush cutting (goal 3); School Projects (goal 10); Subdivision Inspections (goal 6); Begin construction of Public Safety Building Improvements (goal 13); Allen’s Harbor bulkhead design (goal 11); Tree planting program (goal 8)
THIRD QUARTER (1/1/08)	In-house Town Building maintenance (goal 3); Snow Removal and brush cutting (goal 6); Engineering design for in-house construction projects

QUARTER	ACTIVITY
to 3/31/08)	cutting (goal 6); Engineering design for in-house construction projects (goal 6); Submit annual Storm Water Permit Plan to State DEM (goal 4); Begin final landfill closure design (goal 2); Begin park and field preparation (goal 12); Begin road infrastructure construction projects in late March (goal 6)
FOURTH QUARTER (4/1/08 to 6/30/08)	Continue with Main Street Construction (goal 1); Road striping and painting (goal 6); Street and school parking lot sweeping and winter sand removal, catch basin cleaning (goal 4 & 6); Road sign replacement and inspection (goal 6); Begin School construction projects (goal 10); Brush cutting (goal 6); Contract paving (goal 6); Senior Center Construction (goal 14); Calf Pasture trail improvements (goal 11)

		PERFORMANCE MEASURES				
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Town road miles	6, 9	156.24	160.16	157.18	160.39	161.5
Plowed miles	6	158.44	162.36	159.18	162.39	163.5
Paved miles	6	154.24	158.16	155.18	158.39	159.5
Miles resurfaced	6	2.4	4	4	4	4
Multi use parks	12	4	4	4	4	4
Playgrounds	12	6	6	6	6	6
Baseball/softball	12	16	16	16	16	16
Soccer	12	9	9	9	9	9
Facilities	12	35	35	35	35	37
Acres	12	479	479	479	479	480
Maintained						
Football	12	1	1	1	1	1
Basketball	12	9	9	9	9	9
Tennis	12	5	5	5	5	5
Roller Hockey	12	1	1	1	1	1

PERSONNEL LIST

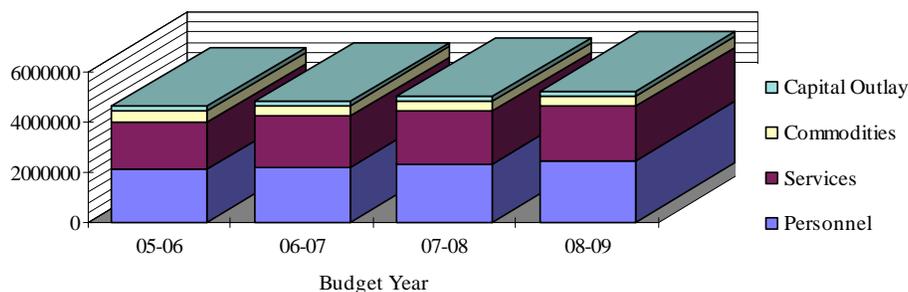
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Director of Public Works	1	1	1
DPW office secretary	1	1	1
Facilities project manager	1	1	1
Highway superintendent	1	1	1
Highway secretary	1	1	1
Streets foreman	1	1	1
Labor foreman	2	2	2
Equipment maintenance foreman	1	1	1
Mechanic	2	2	2
Equipment Operator II A	3	3	3
Equipment Operator / Mason	1	1	1

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Equipment Operator II B (High)	7	7	7
Heavy equipment operator	0	0	0
Equipment Operator I (High)	0	0	0
Town Engineer (35% Water)	.65	.65	.65
Engineer secretary	1	1	0
DPW Program Coordinator	0	0	1
Engineering inspector	2	2	2
Clerk I (Transfer Station)	1	1	1
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	3
Equipment Operator I (Fac)	0	0	0
Building custodian	1	1	1
Total	32.65	32.65	32.65

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/05</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Building custodian (25 & 30 hrs per wk)	2	2	2
Summer seasonal (40 hrs per wk)	10	10	9
Total	12	12	11

Public Works	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06- 07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$2,099,851	\$2,075,835	\$2,185,406	\$2,310,346	\$124,940	5.72%	\$2,448,967
Services	\$1,872,657	\$2,136,896	\$2,035,920	\$2,092,222	\$56,302	2.77%	\$2,154,989
Commodities	\$437,337	\$403,950	\$406,450	\$401,950	(\$4,500)	-1.11%	\$414,009
Capital Outlay	<u>\$209,372</u>	<u>\$175,000</u>	<u>\$175,000</u>	<u>\$175,000</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$180,250</u>
Total	\$4,619,218	\$4,791,681	\$4,802,776	\$4,979,518	\$176,742	3.68%	\$5,198,214

PUBLIC WORKS DEPARTMENT
Budget Trends



**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
00110010 510101	CLASSIFIED FULL TIME	33,609.00
00110010 510103	UNCLASSIFIED FULL TIME	134,582.00
00110010 510107	OVERTIME	100.00
	Overtime for office secretary, including recycling, solid waste and earth day events	
00110010 524001	FICA	12,883.00
00110010 524302	RETIREMENT	19,759.00
00110010 524304	HEALTH INSURANCE	27,286.00
00110010 524305	DENTAL INSURANCE	2,543.00
00110010 524306	LIFE INSURANCE	495.00
00110010 524403	ASSOCIATION DUES	25.00
	Civil Engineering, Public Works Association dues	
00110010 524404	CONFERENCES/MEETINGS	200.00
	Public Works conferences and training, for all divisions. Funding will provide one seminar for the year for two employees. (Lorman Education Services)	
00110010 524405	TRAVEL & EXPENSES	100.00
	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.	
00110010 530501	LICENSE FEE	250.00
	Professional Engineering licensing fees for two engineers. \$250 licensing fee is good for two-year period.	
00110010 530604	MEDICAL SERVICES	800.00
	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.	
00110010 530801	LEGAL ADS	1,000.00
	Legal Ads for all divisions. Includes legal and public information ads for road construction, solid waste programs, recycling collections, snow plowing, Storm water Phase 2 notice requirements and public education. Covers 4-6 ads per year.	
00110010 531206	CONTRACTUAL SERVICES NOT OTHER	225.00
	Equipment service contracts, software service and upgrade, contracts, One Mobile phone for inspectors used in field. Yearly cost is \$132 per year. Printer and plotter service est. at \$90.	
00110010 540101	OFFICE SUPPLIES	250.00
	Office supplies for administration: DPW, office sec, Facilities Project Manager. \$110/yr. for faxes cartridges; \$140/yr for office pens, file folders, data discs, pads, calculators.	
00110010 540106	PRINTING & DUPLICATING SUPPLIES	200.00
	All related office printing, including the use of outside print shops. Order from School Central Supply generally exceeds \$225.00	
00110010 540108	BOOKS & PUBLICATIONS	300.00
	Publications, code revisions, subscriptions, for all divisions. Construction publications from McGraw Hill and Reed Construction Data. Construction Cost Data for Facilities Engineer is over \$200 annually; Other publications estimate at \$100 annually.	
00110020 510101	CLASSIFIED FULL TIME	721,610.00
00110020 510103	UNCLASSIFIED FULL TIME	71,050.00
00110020 510107	OVERTIME	44,300.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	Highway Division overtime as required for snow plowing, festivals, emergency callouts, and construction projects. Average for previous three years is \$83,000. Average Weekend storm with Saturday callout costs approx. \$11,000. Average weekday storm with early 2AM callout costs approx. \$3,500.	
00110020 524001	FICA	64,027.00
00110020 524302	RETIREMENT	93,058.00
00110020 524304	HEALTH INSURANCE	162,171.00
00110020 524305	DENTAL INSURANCE	16,639.00
00110020 524306	LIFE INSURANCE	2,971.00
00110020 524307	UNIFORM ALLOWANCE	5,400.00
	Uniform allowance, 16 at \$300 each	
00110020 524403	ASSOCIATION DUES	50.00
	Rhode Island Public Works Association dues	
00110020 530203	VEHICLE REGISTRATION	225.00
	Vehicle registration for all vehicles in Public Works, except Transfer Station. Annual cost for vehicle Registration renewal is \$140. New vehicle registration is approximately \$95 per year.	
00110020 530504	LICENSE FEES	620.00
	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.	
00110020 530704	OTHER RENTALS	1,500.00
	Construction equipment rental as needed, including large chipper, screener, welding tanks, cylinders and milling machine. \$700-\$1200 annually for milling machine; \$900 annually for welding cylinders. \$500-\$800 for excavator rental. Summer 2006 rental of brush cutter following mechanical failure of our brush cutter during the summer forced us to rent equipment at a cost of \$9,000.	
00110020 531001	MOTOR VEHICLES MAINTENANCE & E	4,200.00
	Outside repair or maintenance of town vehicles, equip; body work, fire extinguishers, glass, inspection stickers, and seating and other specialty vehicle repairs. \$8,400 is avg. spent over last four years. Other recent repairs include \$ 4,500 for brush cutter repairs. Approx. \$1,200 per year on welding supplies.	
00110020 531002	CONSTRUCTION & OPERATING EQUIP	3,500.00
	Specialized construction equipment; Pole pruners, chainsaws, roller, infrared heater, rakes, shovels, tools. Replacement for broken equipment. Annual replacement of concrete & asphalt cutting blades is over \$2,300. Chain saws, rakes and yard blowers over \$1,700.	
00110020 531003	COMMUNICATIONS MAINTENANCE	3,000.00
	Radio maintenance for all Divisions; mobile truck unit replacement and portable unit replacement needed for snow operations. Annual service contract is \$2,400. Pager rental and servicing program is \$850 / yr. Two replacement radios are \$600.	
00110020 531107	HIGHWAYS & DRAINS MAINTENANCE	32,000.00
	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. Money has been transferred out of this line item for the previous 8 years for this purpose.	
00110020 531110	CHIPSEALING/CRACKSEALING SVCS	

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
00110020 531111	<p>This item includes crack sealing and chip sealing, both are part of the Town's pavement management program and are used in conjunction with road paving contracts. This program is being eliminated this year and money moved to Road Overlay (20-531111) to cover funding shortfall in this line item. Crack seal program is on hold until road-paving line item is brought back to proper funding level.</p> <p>OVERLAYING SERVICES</p> <p>Collector road program completed in 2001; Paving of secondary and subdivision roads began in 2002. Pavement management survey contract 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, including a crack-sealing program. Crack Seal program has been combined with this paving item (\$15,000) until this item is brought back up to proper funding level. Funding from 1992 bond authority, approx. another two years of paving required to complete all roads rated "Poor".</p>	215,763.00
00110020 531202	<p>SNOW PLOWING</p> <p>Funds for contract snow removal and sanding services, contractors hired to supplement Town forces. Average cost for FY 2004/2005/2006 is \$37,000. 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 \$4,000. The 10" storm of February 12, 2006, required 16 hours of contractor time at a cost of \$10,928.</p>	35,000.00
00110020 531206	<p>CONTRACTUAL SERVICES NOT OTHER</p> <p>Outside construction related contract services, for maintenance of Town infrastructure. To be used for sidewalks, dams, drainage and other misc. repairs. Over next few years, this fund will be used for construction contracts to upgrade sidewalks. Future sidewalk maintenance program will require additional funds. FY 07 and FY 08 funds (\$130,000 per year) are to be used to fund the Main Street Reconstruction Project.</p>	130,000.00
00110020 531208	<p>LINE PAINTING</p> <p>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. Annual cost of this regional contract is \$25,000 and establishes a 7-year striping life cycle.</p>	25,000.00
00110020 540101	<p>OFFICE SUPPLIES</p> <p>Office supplies highway division, and includes support and upgrades to fleet maintenance program. Time clock ribbons are \$45. Printer supplies are \$220, office forms and supplies estimated at \$150.</p>	400.00
00110020 540202	<p>SAFETY EQUIPMENT</p> <p>Safety equipment; cones, traffic control devices, hard hats, safety vests, eyeglasses. Average cost for various field safety equipment is \$1,900 for FY 04/05/06.</p>	1,000.00
00110020 540301	<p>FOOD</p> <p>Food purchased for storm events</p>	200.00
00110020 540306	<p>ROAD SALT</p> <p>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 FY 04/05/06 is \$100,400. The price of salt increased from \$34/ton in FY 06 to \$49.82/ton in FY 07.</p>	95,000.00
00110020 540401	<p>GASOLINE & DIESEL FUEL</p> <p>Fuel for Highway, Administration and Engineering. Also includes fuel for winter storm operations. Avg. Diesel prices from July 2006 to October 2006 were \$2.50 per gallon. The most significant affect on this item is winter storm operations. This number does not include fuel used in Facilities vehicles during winter storm operations.</p>	44,000.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
00110020 540402	LUBRICANTS Oil, grease, hydraulic fluid, anti freeze, etc. Average annual cost for FY 04/05/06 is \$10,700.	10,000.00
00110020 540403	TIRES 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 FY 04/05/06 is \$9,700.	6,500.00
00110020 540404	BATTERIES Replacement batteries for all public works vehicles, except Transfer Station and Facilities light equipment, 60-540404 and 70-540404	500.00
00110020 540406	REPAIR PARTS Repair parts for all DPW vehicles and equipment, except Facilities light equipment (70-540406) and Transfer Station vehicles and equipment (60-540406), cost of repairs have been increasing due to age of fleet. Average annual repair cost for FY 04/05/06 is \$82,000.	75,000.00
00110020 540407	PAINT & EMBLEMS Paint for plows and equipment and new vehicle emblems.	200.00
00110020 540502	SOIL SAND & GRAVEL This line item is for winter sand, process gravel, stone, topsoil for road and drainage projects, and riprap. Average cost for FY 04/05/06 was \$44,600. The majority of this line item is spent on winter sand; the remainder was spent on process gravel, crushed stone and riprap.	34,000.00
00110020 540504	ASPHALT PRODUCTS Bituminous concrete asphalt, winter cold patch, tack coat, and misc. asphalt products. Use of cold patch has decreased with more average condition of roads improving through overlay program.	30,000.00
00110020 540505	SIGNS & MARKERS Street and traffic sign material for all divisions. Includes replacement signs and special sign requests.	8,000.00
00110020 540506	SEEDS & PLANTS Seed and plantings for Town right-of-way maintenance; road overlay projects, snow plow damage, drainage erosion	400.00
00110020 540601	CONSTRUCTION MATR & SUP. Construction material for misc. Highway projects; lumber, forms, hardware, retaining walls	2,000.00
00110020 540701	HAND TOOLS New and replacement hand tools; drills, ratchets, mechanic shop tools	2,000.00
00110020 540702	POWER TOOLS New and replacement power tools for highway and mech.shop	800.00
00110020 540801	COMMODITIES NOT OTHERWISE CLAS Misc. division items; degreasers, film, first aid, keys mailboxes, posts and hardware, misc. supplies, bottled water.	2,000.00
00110020 550501	CAPITAL OUTLAY Continue to replace aging snowplow fleet, including large dumps with sanders, medium dumps and pickups. There are 12 gravel roads that require quarterly maintenance and, therefore, the replacement of the Town' 1964 Road Grader in the near future. Proposed vehicle replacement in FY 08 includes a large dump truck to replace a 1990 Ford dump truck and a full size pickup to replace a 1989 Chevy pickup, both with plow packages.	140,000.00
00110030 510109	SPECIAL EMPLOYEE Tree warden at \$30/hr - 4 hours per week. More services are	7,000.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	required to keep up with demand of this position.	
00110030 524001	SOCIAL SECURITY	553.00
00110030 531206	CONTRACT SERVICES N/OTH CLASS	10,000.00
	Office supply materials for Tree Warden and misc. field equipment to perform inspection and testing; \$250.00 Contract service for roadside tree cutting and Town tree maintenance. DPW administers a Tree Permit, to track and prioritize tree removals and resident requests to trim. New Town Ordinance and recommendations from surveys and Conservation Comm. for tree servicing will require funding well beyond this maintenance item, for pruning and Town-wide maintenance program. Best estimates at this time indicates that \$25,000 per year will be required to provide the recommended maintenance program. This item previously in Highway.	
00110040 530608	LAB & TESTING	7,500.00
	DEM monitoring and testing at the Hamilton-Allenton and Oak Hill (Ryan Park) Landfill sites. SIWP (site investigation work plans) have been approved by DEM and corresponding investigations have begun that will define the scope of both landfill closures. Ongoing SIWP investigations will most likely define additional testing locations and frequencies of testing. This line item covers ground water, soil gas and landfill cover testing and analysis for both landfills.	
00110040 531206	CONTRACTUAL SERVICES NOT OTHER	15,000.00
	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. The final "DEM Approved" closure plan 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.	
00110050 510101	CLASSIFIED FULL TIME	10,067.00
00110050 510103	UNCLASSIFIED FULL TIME	146,860.00
00110050 524001	FICA	12,005.00
00110050 524302	RETIREMENT	18,423.00
00110050 524304	HEALTH INSURANCE	35,307.00
00110050 524305	DENTAL INSURANCE	3,276.00
00110050 524306	LIFE INSURANCE	500.00
00110050 524307	UNIFORM ALLOWANCE	600.00
	Uniform allowance, 2 at \$300 each	
00110050 524401	TUITION & FEES	1,000.00
	Classes for AutoCAD, Arcview, misc. computer classes run \$375 / person, engineering seminars, and 2 required classes for ISDS Repair License at \$350.	
00110050 530501	LICENSE FEES	200.00
	ISDS repair license; Town Engineer PE under Admin.	
00110050 530602	CONSULTING SERVICES	136,825.00
	Consultant fees for road, drainage and facility projects. Upcoming and ongoing projects include Main St, Landfill closure projects (Oak Hill & Hamilton-Allenton), Misc. Dam projects, Facilities mechanical, fire code, roofs, ADA. Public Safety Building project, Town Hall (windows) and Annex (stairs and columns) projects. Project fees expected to exceed \$135,000; balance to be funded by Capital Reserve.	
00110050 530608	LAB & TESTING	1,500.00
	Material testing as required for various construction projects. Testing for asbestos, lead, soil contamination and others at relates	

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	to projects.	
00110050 531004	OFFICE EQUIPMENT MAINTENANCE Service contracts for plotter & blueprint copier are \$1,000. Support for ACAD is \$540 annually, CAD2006Lt support is \$520, Micro Paver support is \$550.	
00110050 531206	CONTRACTUAL SERVICES NOT OTHER Printing and reproduction for projects, title search fees. Varies with type of projects	500.00
00110050 540101	OFFICE SUPPLIES General office supplies	250.00
00110050 540106	PRINTING & DUPLICATING SUPPLIES Supplies for copier, digitizer, plotter and printer. Toner cartridges and print heads are \$600/year, paper for blueprint copier is \$1,100/year, discs and other misc. items are approx. \$100/year	1,750.00
00110050 540704	ENGINEERING & TEST EQUIPMENT AutoCAD upgrades, GIS software, survey levels, COGO software, additional software licenses, field survey equipment, pavement management software, soil and material testing equipment. This year's purchases to include a metal detector for \$400, an infrared paving thermometer for \$200 and a survey program for ACAD to be used to more accurately incorporate subdivisions and other land cuts. Approximate cost is over \$5,000 to be purchased over two fiscal years.	2,000.00
00110060 510101	CLASSIFIED FULL TIME	107,560.00
00110060 510107	OVERTIME Overtime for weekend coverage and to supplement contractor hauling services during busy times or when contractual operational problems exists. Average for past three years is \$19,500. Additional OT needed following the opening of the new Transfer Station and the elimination of one TS clerical position.	16,500.00
00110060 524001	FICA	9,491.00
00110060 524302	RETIREMENT	12,628.00
00110060 524304	HEALTH INSURANCE	23,630.00
00110060 524305	DENTAL INSURANCE	2,542.00
00110060 524306	LIFE INSURANCE	351.00
00110060 524307	UNIFORM ALLOWANCE Uniform allowance 1 @ 300 each	300.00
00110060 530203	VEHICLE REGISTRATION Vehicle registration for Transfer Station Equipment	50.00
00110060 530305	SOLID WASTE Amount reflects approx. 7815 tons of municipal solid waste transported to the Central Landfill at an estimated \$32/ton tipping fee for FY06. Approximately 2844 tons collected at the Transfer Station to be paid for by tag and scale charge. Approximately 4971 tons of MSW to be collected by private haulers participating in the Town's municipal cap program, and reimbursing the Town for tonnage assigned to their resident customers. Other tonnage costs include \$25/ton for tires, \$32/ton for construction demo, \$25/ton recyclable wood, \$300/ton for mattresses and box springs.	265,000.00
00110060 530501	LICENSE FEES License fees for operators and facility operation; CDL, hoisters, UIC, DEM Transfer Station, composting facility.	3,000.00
00110060 530608	LAB & TESTING Composting testing and environmental testing associated with Transfer Station.	1,000.00
00110060 530610	RECYCLING PICKUP SERVICES	624,800.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	Contract services for curbside recycling collection. A new contract was awarded to Waste Management in Dec 05. Contract year 1 runs from 12/05 to 12/06 for \$578,000. Contract year 2 runs from 1/07 to 12/07 for \$601,000 The Town is currently requesting grant funds from RIRRC to pay for "automated recycling collection" containers. It is anticipated that a change to this system will save the Town money on this program, the exact amount is not known at this time, and contingent upon RIRRC grants and competitive pricing from our contractor.	
00110060 530801	LEGAL ADS	1,000.00
	Annual ad describing program changes to fee schedule and holiday schedule.	
00110060 531002	CONSTRUCTION & OPERATING EQUIP	8,000.00
	Building repair; overhead doors, fire code and elec., equipment repair and maintenance (roll-offs) construction site maintenance (paving, gravel, fencing), rental of yard waste tub grinder expected to cost approx. \$7,000 this year.	
00110060 531206	CONTRACTUAL SERVICES NOT OTHER	135,000.00
	Scale maintenance and calibration estimated at \$1,400 per year, this item also covers refrigerant recovery program recently started at the Transfer Station and estimated at \$4,200 next year, also approximately \$132,000 for roll-off and tractor trailer hauls to the Central Landfill.	
00110060 540101	OFFICE SUPPLIES	250.00
	General office supplies. Printing and receipt paper approx. \$200. Other misc. office supplies over \$100.	
00110060 540202	SAFETY EQUIPMENT	200.00
	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) for commodities associated with all programs and emergencies. See highway for fuel cost breakdown.	
00110060 540402	LUBRICANTS	350.00
	Oil, grease, anti freeze. Loader maintenance costs are increasing with age of loader (approx. 9 years old)	
00110060 540403	TIRES	2,100.00
	Replacement tires for transfer station vehicles	
00110060 540404	BATTERIES	150.00
	Replacement batteries for all equipment	
00110060 540406	REPAIR PARTS	4,400.00
	Repair parts for transfer station equipment	
00110060 540509	JANITORIAL SUPPLIES	50.00
	Office and restroom cleaning supplies	
00110060 540801	COMMODITIES NOT OTHERWISE CLAS	300.00
	Radio maintenance, first aid supplies, signs, striping	
00110060 540802	CURB SIDE COLLECTION BAGS	4,200.00
	Special North Kingstown tags for pay-as-you-throw solid waste program at the Transfer Station. Price proposals are still just under \$4,000 with an anticipated price increase this year and supply tags for one year of program.	
00110070 510101	CLASSIFIED FULL TIME	247,067.00
00110070 510102	CLASSIFIED PART TIME	48,498.00
00110070 510104	UNCLASSIFIED PART TIME	45,000.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	11 summer part time employees at \$8.50/hr and 40 hours per week for 12 weeks. Summer help intended for North Kingstown residents 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 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	27,000.00
00110070 524001	FICA	28,119.00
00110070 524302	RETIREMENT	34,700.00
00110070 524304	HEALTH INSURANCE	49,905.00
00110070 524305	DENTAL INSURANCE	5,706.00
00110070 524306	LIFE INSURANCE	960.00
00110070 524307	UNIFORM ALLOWANCE Uniform allowance, 6 @ \$300 each	1,800.00
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 \$13,200.	13,200.00
00110070 530504	LICENSE FEES Licensing for CDL, hoisting, insect and rodent control anticipated to be approximately \$275 for FY 07	300.00
00110070 530610	OUTSIDE CLEANING SERVICES Outside contract cleaning of public restrooms; Wilson Park, McGinn Park, Sig Rock, Ryan Park, Oakhill, Transfer Station, new public works garage. Additional services for AM opening of public restroom from spring to fall. Contract was re-bid in the fall of 2005 and renewed in Dec 2006 .	28,000.00
00110070 530704	OTHER RENTALS Misc equipment rental for facility maintenance division include portable restrooms for Town Wharf, McGinn, Wilson. Line item also includes \$3,500 lease agreement to Ryan's Market for parking lot. Annual rental of portable toilets is \$1,400. Rental of sod cutter approx. \$150 per year.	5,100.00
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: Annex- Columns, window wall, oil fill pipe, flat roof; Police- Phase I and 1A project; Town Hall-landscape, windows; Fire Sta.3-Gas Boiler; Wickford Projects- Main St.; Little Red Schoolhouse-boiler; Senior Center-boiler; Landfills-Construction activities required for final closure; Misc. Dam Repairs – Improvements to dams and spillways; Landfills-Construction activities req. for final closure.	315,750.00
00110070 531102	ELECTRICAL SYSTEMS MAINTENANCE Routine electrical maintenance and emergency repairs to Town buildings and facilities by private contractors.	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 back flow preventors per Water Dept. requirements, ongoing to include all town buildings.	5,000.00
00110070 531104	HVAC SYSTEMS MAINTENANCE	18,000.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	Routine HVAC maintenance and emergency repairs to Town buildings and facilities by private contractors. A majority of this item is spent on the Police Station. HVAC (heating and air conditioning), as well as maintenance to Town boilers. \$4,000 for annual cleaning of Town boilers, \$7,500 estimate for annual repairs to Town boilers; \$5,000 estimated for annual repairs to building mechanical heating and cooling systems. \$2,000 for seasonal conversions of HVAC systems. Anticipated savings upon completion HVAC repairs in spring and summer of 2007.	
00110070 531105	STRUCTURAL SYSTEMS MAINTENANCE	20,000.00
	This item covers small building and structural projects. Many projects are unforeseen maintenance or code upgrades. A few programmed projects include Lead and asbestos abatement at Annex (approx. \$5,000), Fire Marshall compliance with code and radio boxes (over \$10,000), overhead door repairs are approx. \$3,000 annually. Building security (\$2,000), roofs (\$2000). Electrical upgrades to various facilities (\$11,000), Radio system improvements (\$1,500), and Backup generator improvements (\$2,000).	
00110070 531106	LANDSCAPING MAINTENANCE	700.00
	Landscaping materials and supplies; mulch, wood chips. Average cost for last three years is \$1,500. Part of this cost has been the upkeep to McGinn Park football field.	
00110070 531108	SEWAGE DISPOSAL MAINTENANCE	1,000.00
	Pumping septic systems at Town buildings and facilities. Average cost for last three years has been over \$1,400. ISDS improvements with upcoming capital projects should help reduce this cost.	
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. NOTE: \$5000 required for annual fire alarm testing and code compliance issues. This item remains insufficient to fund all the fire code requirements. (Fire Alarm Boxes expected to cost approx. \$7,000 per facility.	
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 \$5,900. 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	10,000.00
	For Facilities operations, mowers, tractors and light all light equipment. This line item also accounts for fuel costs associated with Facilities vehicles used during winter storm operations.	
00110070 540402	LUBRICANTS	500.00
	For Facilities light equipment, tractors and mowers	
00110070 540403	TIRES	1,000.00
	For Facilities light equipment, tractors and mowers	
00110070 540404	BATTERIES	100.00
	For Facilities light equipment, tractors and mowers	
00110070 540406	REPAIR PARTS	9,000.00

**ZERO BASED BUDGET
PUBLIC WORKS DEPARTMENT**

Account Number	Description	Recommended
	Repair parts and maintenance for Facilities light equipment, tractors and mowers; All fleet vehicle repairs covered under Highway repair parts.	
00110070 540501	BUILDING REPAIR MATERIALS	13,000.00
	Materials used in the routine maintenance and emergency repairs of Town buildings and facilities; lumber, doors, windows, concrete, paints, preservatives, roofing, sheathing, and tiling. Average costs for last three years were \$17,600. 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	1,750.00
	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	12,000.00
	Janitorial supplies for all divisions. Average custodial expenses for FY 04/05/06 was \$13,000.	
00110070 540511	HVAC SUPPLIES	500.00
	Supplies for in-house HVAC maintenance and repairs	
00110070 540701	HAND TOOLS	500.00
	New and replacement hand tools for carpenter and field maintenance	
00110070 540702	POWER TOOLS	1,000.00
	New and replacement power tools for carpenter and facilities maintenance	
00110070 540801	COMMODITIES NOT OTHERWISE CLAS	5,000.00
	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 (\$1,600).	
00110070 550501	CAPITAL OUTLAY	35,000.00
	New and replacement equipment: see 5-Year Equipment Replacement List. Proposed equipment purchases in FY 08 include a Front-End Mower (replacing a 1985 John Deere mover), a Field Aerator and a vacuum system for our field tractor, both new pieces of equipment and needed for proper field maintenance.	
TOTAL PUBLIC WORKS		4,953,016.00

DEPARTMENT OF SENIOR AND HUMAN SERVICES

CONTRIBUTIONS COMPONENT

Kathy Carland, 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.

Contributions to Agencies	FY 2007 Adopted	FY 2008 Proposed	\$ Increase	% Increase
USS Saratoga Museum Foundation	1,250.00	1,250.00	0	0.00%
Washington County Regional Planning Council	7,000.00	6,000.00	-1,000	-14.29%
South County Community Action	7,628.00	7,628.00	0	0.00%
Phoenix House (Sympatico)	1,430.00	1,430.00	0	0.00%
South Shore Mental Health Ctr.	9,556.00	9,556.00	0	0.00%
Bayside Family Healthcare	19,668.00	19,668.00	0	0.00%
Women's Resource Center	2,000.00	2,000.00	0	0.00%
VNS Homecare	17,500.00	17,500.00	0	0.00%
Samaritans	250.00	250.00	0	0.00%
Seniors Helping Others	275.00	275.00	0	0.00%
Thundermist Health Center of South County	2,500.00	2,500.00	0	0.00%
Washington County Adult Learning	750.00	750.00	0	0.00%
Art Festival	4,447.00	4,447.00	0	0.00%
Arts Council	15,000.00	15,000.00	0	0.00%
Veterans & Memorial Parade	1,000.00	1,000.00	0	0.00%
Totals	90,254.00	89,254.00	-1,000	-1.11%

DEPARTMENT OF SENIOR AND HUMAN SERVICES

HUMAN SERVICES COMPONENT

Kathy Carland, Director

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

The responsibilities of the Director of Public Welfare were transferred to the Director of Senior Services in October 2006 when the Director of Public Welfare retired. The new title of the position is now 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.

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue to provide emergency assistance to North Kingstown residents in crisis situations	Quality of Life	Ongoing through FY2008
Educate community on resources/programs provided by local social service agencies to those in need	Quality of Life	Ongoing through FY 2008
Determine all possible financial resources available	Quality of Life	Ongoing through FY 2008
Continue staff development, training and collaboration with other human service providers	Quality of Life	Ongoing through FY 2008

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Monthly Meetings (Directors and Dept. of Human Services and Salvation Army Bi-Annual Meeting (Goal 4) Develop information sheets with eligibility guidelines for various social services available to those in need (Goal 2)
SECOND QUARTER (10/1/07 to 12/31/07)	Collect names of people in need of Thanksgiving and Christmas holiday baskets and gifts (Goal 3); Monthly Meetings (Directors and Dept. of Human Services) (Goal 4); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goal 1)
THIRD QUARTER (1/1/08 to 3/31/08)	Monthly Meetings (Directors and Dept. of Human Services (Goal 4); Administer Good Neighbor Fund for Salvation Army (Heating Season) (Goal 1); Community Development Review Board (Goal 3)
FOURTH QUARTER (4/1/08 to 6/30/08)	Budget Preparation (Goal 1); Monthly Meetings (Directors and Dept. of Human Services (Goal 4)

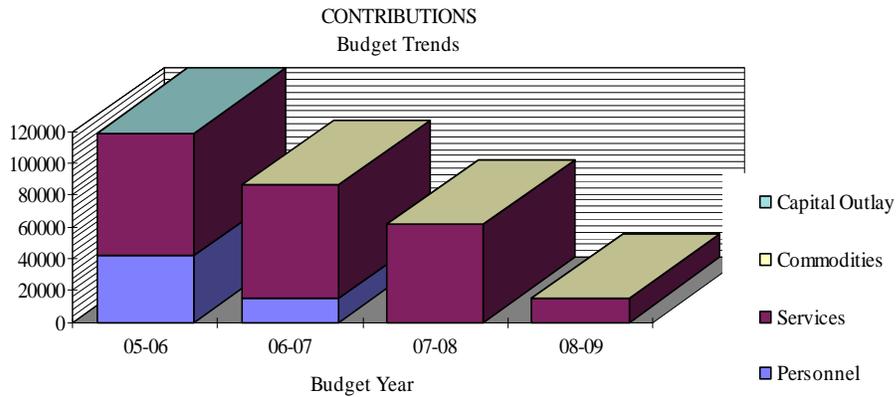
PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Electric Shutoff	Goal 1	23	22	8	24	25
Electric – Amount	Goal 1	\$6,929	\$4,500	\$1,570	\$5,000	\$5,000
Heat Cases	Goal 1	13	20	5	13	14
Heat – Amount	Goal 1	\$3,087	\$5,000	\$1,440	\$3,000	\$3,000
Rent Cases	Goal 1	5	9	4	4	5
Rent – Amount	Goal 1	\$1,024	\$1,500	\$972	\$1,500	\$1,500
Medical Cases	Goal 1	2	5	3	3	3
Medical– Amount	Goal 1	\$333	\$1,000	\$439	\$500	\$500

PERSONNEL LIST

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Director of Public Welfare	1	1	0
Total	1	1	0

Contributions	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$41,730	\$0	\$0	\$0	\$0	0.00%	\$0
Services	77,411	90,254	90,254	89,254	(\$1,000)	-1.11%	\$15,000
Commodities	\$97	\$0	\$0	\$0	\$0	0.00%	\$0
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>
Total	\$119,238	\$90,254	\$90,254	\$89,254	(\$1,000)	-1.11%	\$15,000



**ZERO BASED BUDGET
WELFARE AND CONTRIBUTIONS**

Account Number	Description	Recommended
00113010 530901 -	SOUTH COUNTY COMM. ACTION	7,628.00
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	19,668.00
00113010 530907 -	DOMESTIC VIOLENCE RESOURCE CEN	2,000.00
00113010 530908 -	VNS HOME HEATH SERVICES	17,500.00
00113010 530921 -	VETERANS & MEMORIAL DAY	1,000.00
00113010 530926 -	USS SARATOGA MUSEUM FOUNDATION	1,250.00
00113010 530932 -	SAMARITANS	250.00
00113010 530935 -	SENIORS HELPING OTHERS	275.00
00113010 530939 -	THUNDERMIST HEALTH CENTER	2,500.00
00113010 530942 -	WASHINGTON COUNTY ADULT LEARN	750.00
00113010 530943 -	WASHINGTON COUNTY REG PLANNIN	6,000.00
00113010 530944 -	ART FESTIVAL	4,447.00
00113010 530945 -	ARTS COUNCIL	15,000.00
00113010 539999 -	REQUESTS FROM NEW AGENCIES	
	Wash Cty Coalition Children \$1000 Wildlife Rehabilitators Assoc \$4700 Literacy	
	Volunteers Of So Cty \$1000	
TOTAL CONTRIBUTIONS		89,254.00

SENIOR SERVICES

Kathleen M. Carland, Director

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

Belief Statement – We Believe That:

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

As of October 2006, the Department of Senior Services expanded its responsibilities and is now the Department of Senior and Human Services. All services are based at Beechwood House, located right on the town beach.

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.

A nationally accredited senior center, the North Kingstown Senior Services Department offers a variety of services and programs for residents age 55 and over (U.S. Census 2000 5,631), provided on site, in homes or at cooperating agency locations. In 2005-2006 2,463 unduplicated older adults received services through this department.

Because of space limitations at the senior center, programming is conducted both at Beechwood House, with six programs held off site at the Community Center and senior housing. The space constraints make it increasingly difficult to add programs and services. More space is needed both now and when the Baby Boomers begin to turn 65 in 2011. In order to provide programs and services to a growing population of older adults, the North Kingstown voters approved a four million dollar Bond Referendum for a senior center and beach enhancements at the town beach. In addition, a Capital Campaign, under the auspices of the North Kingstown Senior Association, intends to raise an additional one million dollars for the project.

Programming at the Senior Center is divided into Recreational/Educational and Health Wellness Programs. General programming includes over twenty 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 Kent Memorial Hospital, South County Hospital, University of Rhode Island Pharmacy Outreach and Visiting Nurses Services.

Our transportation program provides rides to and from the senior center, to in-town medical appointments, shopping, lab visits, errands, hairdressing/barber appointments, banking, pharmacies, and library visits etc. Senior center staff can assist elders in accessing state and volunteer transportation services for out of town appointments. Senior center fundraising efforts in 2005-2006, in combination with town funds and legislative grants, made it possible in for the town to purchase a 16 passenger bus that will accommodate two wheelchairs, to replace the 1995 van. Transportation is an essential service to elders who do not driver so that they can remain in the community.

The Social and Human Services component of the department assists older adults in areas of financial, health insurance, housing, legal, Social Security, and prescription drugs, etc. During 2006-2007 Social Service staff spent a considerable amount of time counseling elders with Medicare D issues and enrollment in the RIPAE (Rhode Island Prescription Assistance for the Elderly) program. In addition, since October 2006, the Social and Human Service department operates the day to day functions of the emergency human services program to needy persons of all ages, and their families, as well as the Holiday Giving Program.

The senior center operates a loan program of walkers, canes and other needed items. Other programs include the Alzheimer Alert Project, in cooperation with the North Kingstown Police Department, which provides for registration of persons so that they can be located if lost. The Senior Companion component serves clients with in-home assistance and the Friendly Visitors visit homebound clients in homes and nursing centers. As the Center is part of the Department of Elderly Affairs Elderly Abuse Monitoring System, cases from North Kingstown are tracked. 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.

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.

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue to provide adequate space for center programs and services (Goal 1)	Infrastructure	2007-2008
Promote the well-being and independence of North Kingstown’s adult community (over 55 years) (Goal 2)	Quality of Life	2007-2008
Provide programs and services to meet present and future needs (Goal 3)	Vision	2007-2008
Provide for the changing needs of the Older Adult Community (Goal 4)	Quality of Life	2007-2008
Promote the senior center as a community asset (Goal 5)	Quality of Life	2007-2008
Maintain Health and Wellness Programming to improve Quality of Life, overall health and well-being of older adults in North Kingstown (Goal 6)	Quality of Life	2007-2008
Provide opportunities for older adults and youth to interact in meaningful activities (Goal 7)	Quality of Life	2007-2008

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Work with Town officials on issues related to the new senior center and beach enhancements (Goal 1); Finalize Application for renewal of Senior Center Accreditation (Goals 1-7); Evaluate current programs/conduct Outcome Measurements (Goals 1,2,7); Prepare Annual Calendar ((Goals 1-7); Evaluate Marketing Plan (Goal 1,5); Annual Picnic (Goal 1,2,5); Prepare Annual Report and Statistics (Goals 1-6); Schedule Community Presentations 4 times/year (Goals 1-7); Quarterly Statistics DEA/Town (Goals 2,4,5); Provide staff support to NKSA on Capital Campaign (Goal 1)

QUARTER	ACTIVITY
SECOND QUARTER (10/1/07 to 12/31/07)	Work with Town officials on issues related to the new senior center and beach enhancements (Goal 1); Holiday Programs (Goals 1,2,3,5); Provide staff support to NKSA on Capital Campaign (Goal 1); Preparation of budget (Goals 1-7); Intergenerational Programs begin (Goal 5.7); Quarterly Statistics DEA/Town (Goal 2,4,5)
THIRD QUARTER (1/1/08 to 3/31/08)	Work with Town officials on issues related to the new senior center and beach enhancements (Goal 1); Provide staff support to NKSA on Capital Campaign (Goal 1); Apply for CDBG Funding (Goal 6); Plan/Organize Senior Prom with NHS (Goals 1,4,7); Quarterly Statistics (Goals 2,4, 5); Plan and complete mailings for Health Fair in during Older Americans month in May (Goal 2,3,6)
FOURTH QUARTER (4/1/08 to 6/30/08)	Work with Town officials on issues related to the new senior center and beach enhancements (Goal 1); Provide staff support to NKSA on Capital Campaign (Goal 1); Health Fair (Goal 2,3,6)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Total # of Calls	2,3,4	7,064	7,400	3,200	7,400	7,450
Bank, Library, Post Office	2,3,4	305	200	140	325	330
Doctors/ Medications	2,3,4	207	340	60	120	140
Shopping	2,3,4	880	800	450	890	900
To Center	2,3,4	2,538	2,750	1,225	2,550	2,570
Unduplicated Riders	2,3,4	153	140	120	155	157
Social Services: Individuals	2,3,4,5,6	632	525	360	650	670
Service Units*	2,3,4,5,6	5,710	3,500	1,250	4,500	4,575
Meals on Wheels # meals delivered	2,3,4,5,6	10,619	11,000	5,000	10,700	10,800
Meals on Wheels by individual	2,3,4,5,6	79	100	50	85	90
Meal Site # Meals Served	2,3,4,5,6	10,579	11,100	5,000	10,600	10,700
Meal Site by Individuals	2,3,4,5,6	352	340	250	360	365
By Individual	1,7	1,989	2,200	1,600	2,100	2,200
Service Units Individual	1.7	17,394	19,000	8,000	18,000	19,000
Unduplicated	21-7	2,463	2,600	1,800	2,500	2,600

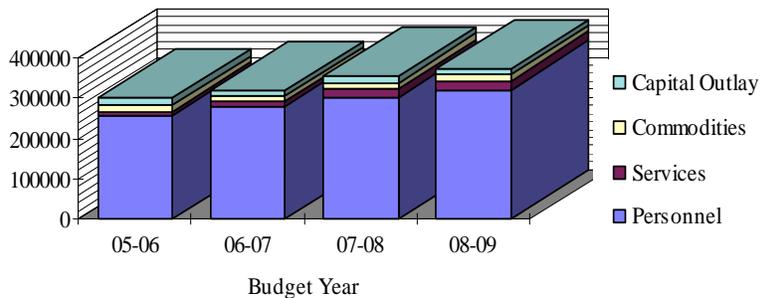
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Director of Senior & Human Services	1	1	1
Secretary	1	1	1
Assistant Director	1	1	1
Total	3	3	3

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Coordinator Social Services 25 hrs	1	1	1
Meal Site Manager 19.5 hrs	1	1	1
Social Services Worker 25 hrs	2	2	1
Bus Driver (2) 17.5 hrs (1) 19.5	3	3	3
Kitchen Supervisor 19.5	1	1	1
Total	8	8	7

Senior & Human Services	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$259,237	\$294,333	\$295,412	\$303,945	\$8,533	2.89%	\$322,182
Services	\$8,758	\$20,377	\$20,405	\$20,984	\$579	2.84%	\$21,614
Commodities	\$15,391	\$14,707	\$13,600	\$15,150	\$1,550	11.40%	\$15,605
Capital Outlay	<u>\$18,221</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$0</u>	0.00%	<u>\$15,000</u>
Total	\$301,606	\$344,417	\$344,417	\$355,079	\$10,662	3.10%	\$374,400

SENIOR SERVICES
Budget Trends



**ZERO BASED BUDGET
SENIOR SERVICES DEPARTMENT**

Account Number	Description	Requested
00113050 510101	CLASSIFIED FULL TIME	33,428.00
00113050 510102	CLASSIFIED PART TIME - Six Part-Time Personnel	73,482.00
00113050 510103	UNCLASSIFIED FULL TIME	103,037.00
00113050 510104	UNCLASSIFIED PART TIME	14,807.00
	This line item covers 11 hours per week (of 25 hour position) for Social Service Coordinator Town total expense: \$10,538.22. The balance for this position is paid from DEA grant (14 hrs); Sub Bus Drivers -80 hours/year= \$896.00; \$1,257 represents costs associated with trip chaperones @ \$7.40/hr.; Additional cost for extra hours of social service staff associated with Human Services Holiday Giving Program -\$2,039	
00113050 510107	OVERTIME	500.00
00113050 524001	FICA	17,232.00
00113050 524302	RETIREMENT	19,477.00
00113050 524304	HEALTH INSURANCE	36,019.00
00113050 524305	DENTAL INSURANCE	4,518.00
00113050 524306	LIFE INSURANCE	495.00
00113050 524403	ASSOCIATION DUES	350.00
	RI Directors Association \$ 25.00 NCOA Membership at \$ 145.00 Chamber of Commerce membership \$ 140.00 Red Hat Society Membership - \$40.00	
00113050 524404	CONFERENCES/MEETINGS	600.00
	Senior Center due for reaccreditation in 2007 - Cost \$600.00 for Peer Reviewer Visit	
00113050 530203	VEHICLE REGISTRATION	0.00
	This account is used for registration fee for buses.	
00113050 530405	TRAVEL & EXPENSES	2,240.00
	Covers staff mileage for the following: Home Visits for Social Services - 1,200 miles annually; Out of Town Meetings, Trainings - 1,147 miles annually; Picking up Supplies, Off-Site Programs, Post Office. -2,346 miles.	
00113050 530604	MEDICAL SERVICES	
	Replacement personnel physicals	75.00
00113050 531001	MOTOR VEHICLES MAINTENANCE & E	3,900.00
	Based on estimates received from maintenance dept. public works for routine maintenance -\$800 (oil change/lube/filters) Balance is for non-routine repairs/parts. 1999 bus out of warranty - \$2,600. New bus in warranty period. Wheelchair lift maintenance for 1999 bus \$500	
00113050 531203	SUBSCRIPTIONS	186.00
	This amount reflects the amount spent each year on subscription to Standard Times \$36.00, Providence Journal. \$124.44, NE Independent \$25. Total \$186.00	
00113050 531206	CONTRACTUAL SERVICES NOT OTHER	4,583.00
	To help with costs associated with: special events (annual picnic, holidays, Older American Month activities) - 7 holidays x \$75.00 = \$525.00 Volunteer & Senior Center Week Activities = \$345.00 Cox Internet for Seniors \$69 x 12 months= \$828 Caregiver Support Group Facilitator 11 months x \$90=\$990. Verizon cell phones for bus drivers 100 x 12= \$1,200. Piano Tuning = \$115 Carpet Cleaning = \$490. Seniors Computer Maintenance Annual - \$90.	
00113050 531211	PUBLIC ASSISTANCE	10,000.00
	Emergency assistance for those who do not qualify for state programs.	
00113050 540101	OFFICE SUPPLIES	3,000.00
	Supplies needed for the office from central supply: \$750.00 WB Mason: Printer and Fax Ink, Paper \$1,450 Pocket Portfolios 300.00 Accreditation Expenses/Binders etc. \$500	

**ZERO BASED BUDGET
SENIOR SERVICES DEPARTMENT**

Account Number	Description	Requested
00113050 540310	MEDICINES & DRUGS	150.00
00113050 540401	GASOLINE & DIESEL FUEL	7,000.00
	First three months of FY 2006-2007 average was \$588 month	
00113050 540403	TIRES	1,500.00
00113050 540801	COMMODITIES NOT OTHERWISE CLAS	3,790.00
	Total is based on the following projected expenses: Annual Food/Supply acct.- holidays \$500.00 Wickford Lumber \$ 100.00 Volunteer Calendars/Sympathy Cards \$300.00. El Gee \$ 1,500.00 purchase picnic supplies and meal site supplies Program Supplies & Special Events \$700.00 Atrion IT Annual Firewall Expense \$500.00 Alzheimer's Alert Film \$100.00 Maintenance on Computers (Seniors) \$90.00	
00113050 550701	OTHER CAPITAL OUTLAY	15,000.00
	This line item sets aside \$15,000 annually for purchase of replacement vehicle .	
TOTAL SENIOR CITIZENS		355,079.00

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 eliminate the uncaring, adversarial stereotype image that plagues so many regulatory agencies. To create a friendly, non-intimidating atmosphere, and to provide customers with guidance for the resolution of problems and assistance through a process that at times may appear complicated and confusing.

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

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

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Continue to effectively enforce the State Building Code and the State Housing Maintenance and Occupancy Code to insure the Health, Safety and Welfare to the public in North Kingstown. (Goal 1)	Organizational Development	FY 2007-08
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 2007-08
Develop an interdepartmental electronic permit review process in order to expedite the permitting process; (Goal 5)	Organizational Development	FY 2007-08
Expand upon ability to electronically track scheduled inspections, completed inspections and violation; (Goal 6)	Organizational Development	FY 2007-08

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	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 and continue to scan all files. (Goals 3/7)
SECOND QUARTER (10/1/07 to 12/31/07)	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/ 8)
THIRD QUARTER (1/1/08 to 3/31/08)	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 and continue to scan all files. (Goal 3)
FOURTH QUARTER (4/1/08 to 6/30/08)	Provide the best service possible to the public. Continuing to consolidate and organize the filing system and continue to scan all files. (Goals 1/3)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Const.Value: New Residential	1	\$5,240,292	\$11,859,427	\$3,437,307	\$7,210,344	\$7,290,000
Additions/alterations, Residential	1	\$8,469,604	\$12,282,944	\$4,923,924	\$10,340,240	\$9,823,228
Const. Value All Residential:	1	\$13,709,896	\$24,142,371	\$8,232,708	\$17,550,584	\$17,113,228
Const. Value: New Non-Residential	1	\$1,475,000	\$2,494,128	\$4,795,633	\$10,070,829	\$11,581,453
Additions/alterations, Non-Residential	1	\$1,603,584	\$7,366,172	\$4,248,524	\$8,921,900	\$13,382,850
Const. Value All Non-Residential	1	\$3,078,584	\$9,860,300	\$9,044,157	\$18,992,729	\$24,964,303
Total Const. Value, Residential & Non-Residential	1	\$16,788,480	\$34,002,671	\$17,879,865	\$36,543,313	\$42,077,531
Permits Issued: Building	1	656	1,090	533	1,19	1,78
Electrical	1	353	764	326	684	718
Plumbing	1	120	266	104	218	228
Mechanical	1	207	473	236	495	520
Demolition	1	11	14	7	15	14
Total # Permits Issued	1	1,348	2,607	1,06	2,532	3,58

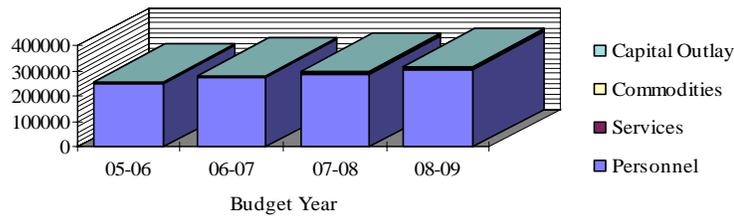
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Building Official	1	1	1
Assistant Building Official	1	1	1
Office Supervisor	1	1	1
Total	3	3	3

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Clerical Assistant (Pt+21Hrs)	2	2	2
Contracted Inspectors	4	3	4
Total	6	5	6

Code Enforcement	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$250,823	\$262,699	\$275,553	\$287,542	\$11,989	4.35%	\$304,795
Services	\$1,484	\$4,293	\$4,100	\$5,154	\$1,054	25.71%	\$5,309
Commodities	\$3,295	\$4,388	\$4,000	\$5,875	\$1,875	46.88%	\$6,051
Capital Outlay	\$0	\$500	\$0	\$1,508	\$1,508		\$0
Total	\$255,602	\$271,880	\$283,653	\$300,079	\$16,426	5.79%	\$316,154

CODE ENFORCEMENT
Budget Trends



**ZERO BASED BUDGET
CODE ENFORCEMENT DEPARTMENT**

Account Number	Description	Requested
00115010 510101 -	CLASSIFIED FULL TIME	77,92.00
00115010 510102 -	CLASSIFIED PART TIME	33,524.00
00115010 510103 -	UNCLASSIFIED FULL TIME	60,473.00
00115010 510107 -	OVERTIME	777.00
	For the Building Code Board of Review meetings.1 clerk @ \$14.00 per hour for 2 X 12 hours, and 3 emergency call backs for the inspector @ \$441.00	
00115010 510109 -	SPECIAL EMPLOYEE	48,450.00
	This account is necessary for the three contracted, licensed inspectors that provide mechanical, plumbing and electrical inspection services. This figure accounts for an increase in the cost per inspection from \$14/hr to \$17/hr. the increase reflects a substantial rise in gasoline prices that are paid out of pocket by each inspector. The town does not pay mileage. The increase also reflects the costs incurred by each inspector for the mandatory education credits that must be maintained	
00115010 524001 -	FICA	16,923.00
00115010 524302 -	RETIREMENT	20,192.00
00115010 524304 -	HEALTH INSURANCE	21,613.00
00115010 524305 -	DENTAL INSURANCE	2,430.00
00115010 524306 -	LIFE INSURANCE	495.00
00115010 524403-	ASSOCIATION DUES	150.00
	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 has reduced rates for code books and other documentation, plus on line support for code officials.	
00115010 524404-	CONFERENCES / MEETINGS	3,500.00
	ICC Code Hearings & Annual Conference \$1500.00,New England Building Officials Seminar \$1000.00 each.	
00115010 524405 -	TRAVEL & EXPENSES	700.00
	Funds necessary to cover the cost of the mandatory education requirements for code officials.	
00115010 531001 -	MOTOR VEHICLES MAINTENANCE	700.00
	This department has two vehicles; this account is to reflect the maintenance of the two vehicles.	
00115010 531206 -	CONTRACTUAL SERVICES NOT OTHER	4,454.00
	This line is necessary to cover the annual charges for 2 cellular phones @\$960.00 and \$3493.00 for the new GEOTMS software support.	
00115010 540101 -	OFFICE SUPPLIES	1,300.00
	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	600.00
	This account is necessary to cover all printed forms, building permit application, C/O & Building permit cards and business cards.	
00115010540108-	BOOKS & PUBLICATIONS	1,235.00
	This account covers the cost of RI State codes, NFPA 13 \$150.00, NFPA 101 \$228.00, NFPA 72 \$70.00, IBC codes and commentaries \$787.00	
00115010 540401 -	GASOLINE & DIESEL FUEL	2,500.00

**ZERO BASED BUDGET
CODE ENFORCEMENT DEPARTMENT**

Account Number	Description	Requested
	Funds are necessary to cover the cost of gas for two vehicles for inspections. 1000 gal @2.50 = \$2500.00	
00115010 540403 -	TIRES	240.00
	Two tires for the Dodge pku.	
00115010550301-	OFFICE EQUIPMENT & FURNITURE	1,508.00
	Two 17" monitors \$358.00. One laser printer \$500.00, one desk with locking file drawer \$400.00. One label printer \$250.00	
00115020 510107 -	OVERTIME	300.00
00115020 524001 -	FICA	23.00
TOTAL CODE ENFORCEMENT		\$ 300,079.00

RECREATION

Al Southwick, Director

Mission Statement- To offer quality recreational programs and services to children, adults and families during their leisure time in a safe, rewarding 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.

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

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

2007/2008 DEPARTMENT GOALS

Goals	Vision reference	Timeframe
Maintain quality of life for all North Kingstown Residents through Seasonal Recreation Activities (Goal 1)	Vision	7/1-6/30/08
Encourage low income children to participate in our programs through transportation access and affordability (Goal 2)	Vision	2007-8
Implement Recreation Improvement Grants (Goal 3)	Vision	2007-8
Coordinate with Public Works and the various youth and adult organizations to schedule use of fields and, at the same time, insure that the playing surfaces remain safe for the participants that may require areas to be taken off line at times (Goal 4)	Infrastructure	2007-8
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 5)	Infrastructure	2007-8

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Goals 1, 2, 3, and 4...Summer Camp Administration, Beachfront Programming, Theatre and Arts for children, outdoor sporting events, Planning for fall and winter, evaluation field conditions.
SECOND QUARTER (10/1/07 to 12/31/07)	Goals 1, 2, 3, 4 and 5...Continue fall activities 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, including a Recreation Center and Sports Turf.
THIRD QUARTER (1/1/08 to 3/31/08)	Goals 1, 2, 3 and 4...Apply for CDBD Funding for summer camp Programming. Plan for spring and summer activities including the Easter Egg Hunt, special events, trips and athletic and cultural activities.

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/08 to 6/30/08)	Maintain and evaluate field conditions. Goals 1, 2, 3 and 4...Begin spring activities including the Easter Egg Hunt, Track and Girl's Softball. Hire and train beach and summer camp staff in program safety and skills. Maintain and evaluate field conditions.

PERFORMANCE MEASURES

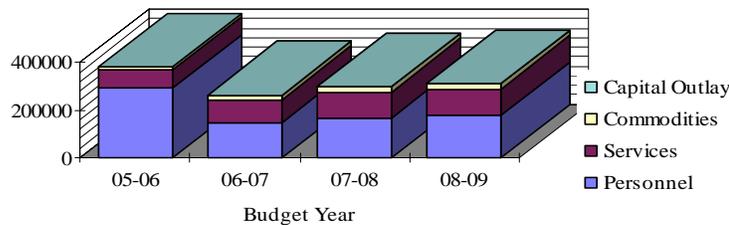
<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Basketball	1,2,5	1,200	1,200	1,000	1,000	1,000
Gymnastics/Dance	1,2,5	400	400	200	400	400
Softball	1,2,4,5	500	580	500	500	500
Special Events	1,2	1,000	1,000	5,000	1,000	1,000
Art	1,2,5	400	400	100	300	400
Cross Country	1,2,5	90	90	90	90	90
Girls Field Hockey	1,2,4,5	85	90	80	80	90
Wrestling	1,2,5	70	70	70	70	70
Adult Volleyball	1,2,5	30	30	30	30	30
Alton Jones	1,2	45	50	0	45	45
Hershey Track & Field Meet	1,2,5	120	120	0	120	120
Jr. Olympics track	1,2,5	100	100	100	120	120
Playgrounds	1,2,3,5	450	450	222	450	200
Swimming Lessons	1,2	80	100	0	0	0
Summer Sports	1,2,5	500	500	500	500	500
Youth tennis	1,2	200	200	200	200	200
Creative Drama	1,2,3,5	140	75	0	140	140
Arts & Crafts (6-9)	1,2,5	300	300	140	300	120
Missoula Theatre	1,2	65	65	65	65	65
Bussing ages 6-13	1,2	4,900	7,000	3,500	7,000	3,000
In-Line Hockey	1,2,5	0	100	0	0	0

PERSONNEL LIST

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Beach Staff Part Time	16	16	16
Gymnastics Part Time	8	8	8
Art Part Time	3	3	3
Field Hockey Part Time	3	3	3
Summer Program Part Time	25	25	25
Special Education Part Time	2	2	2
Softball Part Time	4	4	4
Volleyball Part Time	2	2	2
Basketball Part Time	18	18	18
Other Indoor Activities	10	10	10
Track Part Time	3	3	3
Total	94	94	94

Recreation Department	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$291,493	\$150,889	\$144,957	\$163,842	\$18,885	13.03%	\$173,673
Services	\$78,703	\$72,586	\$78,448	\$93,249	\$14,801	18.87%	\$96,046
Commodities	\$11,840	\$19,800	\$19,870	\$21,595	\$1,725	8.68%	\$22,243
Capital Outlay	<u>\$401</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		<u>\$0</u>
Total	\$382,437	\$243,275	\$243,275	\$278,686	\$35,411	14.56%	\$291,962

RECREATION DEPARTMENT
Budget Trends



**ZERO BASED BUDGET
RECREATION DEPARTMENT**

Account Number	Description	Recommended
00116010 510101	- CLASSIFIED FULL TIME	16,325.00
00116010 510103	- UNCLASSIFIED FULL TIME	35,525.00
00116010 510104	- UNCLASSIFIED PART TIME	85,680.00
	Part time for town beach staff (\$55,680) and a portion of summer staff (\$30,000)	
00116010 524001	- FICA	10,521.00
00116010 524302	- RETIREMENT	6,087.00
00116010 524303	- UNEMPLOYMENT	200.00
00116010 524304	- HEALTH INSURANCE	7,767.00
00116010 524305	- DENTAL INSURANCE	742.00
00116010 524306	- LIFE INSURANCE	165.00
	Classes & seminars	
00116010 524404	- CONFERENCES/MEETINGS	100.00
	Amount for RI and NE conferences.	
00116010 524405	- TRAVEL & EXPENSES	730.00
	Mileage for private autos used for recreation purposes. 1800 miles at .405/mile = \$729	
00116010 530203	- VEHICLE REGISTRATION	20.00
	Four buses and one truck @ \$4 each	
00116010 530301	- ELECTRICITY - BALL FIELDS	12,000.00

**ZERO BASED BUDGET
RECREATION DEPARTMENT**

Account Number	Description	Recommended
	Lights And Other Electric Requirements At Ball fields Wilson Park = \$1,835 McGinn Park = \$5,100 Wilson Park = \$5,065	
00116010 530302 -	GAS For heating the former fire station at Lischio Field.	1,100.00
00116010 530306 -	WATER - BALL FIELDS 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 = 28,991	30,862.00
00116010 530501 -	DUES & MEMBERSHIPS 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	380.00
00116010 530604 -	MEDICAL SERVICES Bus Driver Physicals And Red Cross CPR/First Aid Classes For Playground Leaders And Lifeguards Physical = \$150.00 First Aid/CPR Materials = \$200	350.00
00116010 530610 -	OUTSIDE CLEANING SERVICES Cleaning Of Town Beach Restrooms Increase Reflects Anticipated Bid Amount And Fireworks 100 Days At \$15/Day = \$1,500	1,800.00
00116010 530701 -	LAND AND BUILDINGS Rental Of School Buildings For Recreation Programming. 1416 Hours At \$12/Hr = \$17,000	17,000.00
00116010 530704 -	OTHER RENTALS 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 (\$1,000). Monthly Charge Per Unit Is Anticipated To Be \$60.80 McGinn Park For 12 Months = \$729.60 Yorktown Park For 2 Months = \$121.60 Wickford Middle For 8 Months = \$486.40 Fuerer Park For 5 Months = \$304.00 Ryan Park For 1.5 Months = \$91.20 Intrepid Drive For 6 Months = \$364.80 Town Beach For 12 Months = \$729.60	3,827.00
00116010 530804 -	OTHER ADS Ads For Part Time Help And Programs 26 Ads At \$11.25/Ad = \$292.50	294.00
00116010 530922 -	LAFAYETTE BAND	1,000.00
00116010 531001 -	MOTOR VEHICLES MAINTENANCE & E Bus And Truck Repairs.	6,000.00
00116010 531206 -	CONTRACTUAL SERVICES NOT OTHER Bus Rentals, Cellular Phones For Buses & Program Leaders 15 Phones: Summer Months \$2070.00 Rest Of Year \$2100.00 Bus Rental Depends On Need. 4 th of July Fireworks budgeted for \$13,500	18,616.00
00116010 540101 -	OFFICE SUPPLIES Office Supplies, Labels, Ink For Printers, Copy Paper Color Printer Cartridges & Imaging Drum = \$575 3 Laser Printer Cartridges At \$55 Each = \$165 4 Cases Copy Paper At \$25 Each = \$100 Misc Supplies = \$410	1,250.00
00116010 540310 -	MEDICINES & DRUGS Ice Packs, Special Sun Screen For Life Guards And Other Medical Supplies. Special Lifeguard Sunscreen 36 X \$4.75 = \$171.00 Beach First Aid Supplies = \$200.00 Playground First Aid Supplies = \$150.00 Ice Packs For All Activities = \$150.00	670.00
00116010 540401 -	GASOLINE & DIESEL FUEL Bus And Truck Fuel. Diesel- 1400 Gallons X \$2.75/Gal = \$3,850 Gas - 300 Gals X \$2.75/Gal= \$825	4,675.00
00116010 540513 -	EQUIPMENT REPAIRS	1,000.00

**ZERO BASED BUDGET
RECREATION DEPARTMENT**

Account Number	Description	Recommended
	Repair Scoreboards And Other Equipment At Ball fields And Portable Equipment; I.E. Generators	
00116010 540801 -	COMMODITIES NOT OTHERWISE CLAS	14,000
	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. Any Director Purchases.	
00116020 510107	ART FESTIVAL OVERTIME	0.00
00116030 530901 -	ARTS COUNCIL	0.00
	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 = \$600 7 performances @ \$400/performance = \$2,800.00 Advertising \$300.00 7 Police Details @ \$160 each = \$1,100.00 Shakespeare at the Beach 2/3 cost for performers from General Fund 1/3 cost from Grants and Donation Mixed Magic - 1 Weekend = \$1,500.00 Trinity Rep Summer Prog = \$600.00 Other performances \$1,800.00 Advertising \$350.00 Master Classes (in conjunction with the Library) – Profession teaching apprentice performers Artist/performer \$1,350.00 Advertising \$150.00 Amateur Classes - Classes for enrichment in subjects such as painting, calligraphy, etc Artists/performers \$1,700.00 Advertising \$150.00 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) \$2,430.00 Entertainment provided for the Senior Center \$500.00 ASCAP License Fee \$270.00 Total \$15,000.00 Other Programs funded by Grants and Donations Family Concerts - Thursday Nights, Bill Harley, Smith's Castle - Strawberry Festival, Market Fair, Model of Wickford Light at Gay Rock Light House, Rhode Island Voices, Sunday Musicals, Walking Lafayette, Tuba Christmas	
00116040 530921 -	VETERANS & MEMORIAL DAY	0.00
	TOTAL RECREATION	278,686.00

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, supports the Town's recreational programs as well as the operation of the Municipal Golf Course and the Allen Harbor Marina. The Leisure Activities Director is responsible for supervising personnel administration, budgeting, and policy implementation and work activities supported by the Enterprise fund. The goal of the Leisure Activities Department is to provide a pleasant atmosphere for everyone who wishes to take advantage of the recreational opportunities the Town has to offer.

Municipal Golf Course

The Municipal Golf Course is the premier Public Golf Course in the State and hosts over 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 Course Operations Manager supervises the pro shop services and oversees the seasonal golf staff responsible for providing customer services for golfers. Additionally, he schedules league play, tournaments, outings and tee times. The Operations Manager is responsible for purchasing consumable items for resale, collection of revenues and record keeping. Golf lessons for the recreational public are also provided. The Superintendent and the Operations Manager along with their staffs work as a team to provide a well-groomed golf course with pleasant conditions in which to play golf.

Allen Harbor Marina

In the northeast corner of the former Quonset-Davisville Naval Base is the Allen Harbor Marina, located in a natural sheltered harbor with excellent access to Narragansett Bay. Acquired from the Navy, the Town owns and operates the Marina that includes 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.

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.

2007/2008 DEPARTMENT GOALS

Goals		Vision reference	Timeframe
Maintain quality of life by providing excellent recreational Opportunities for our North Kingstown Residents	Goal 1	Vision	Jul 07-Jun 08
Arts Council continue to provide quality Arts Programming	Goal 2	Quality of Life	Ongoing
Operate and Maintain Allen Harbor Marina Facilities	Goal 3	Infrastructure	Jul 07-Jun 08
Expand Marina by adding additional docks	Goal 4	Infrastructure	Jul 07-Jun 08

Complete Phase I improvements to Calf Pasture Point	Goal 5	Infrastructure	Jul 07-Jun 08
Insure that the Golf Course is in excellent playing condition and provide a pleasant atmosphere	Goal 6	Infrastructure/ Quality of Life	Ongoing
Continue Golf Course Improvements Program per USGA (Upgrade two tees)	Goal 7	Infrastructure	Oct 06-Apr 07
Upgrade Golf Course fleet including Golf Carts and Rough Mower for the Golf Course	Goal 8	Infrastructure	Spring 07
Use Preventative Maintenance System for GC Operation	Goal 9	Infrastructure	Ongoing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	<p>Goals 1,3,4,5...Allen Harbor...Install newly finished G-docks; continue to implement Allen Harbor Master Plan. Complete construction of Calf Pasture Point Improvements. Review rates for 2008 season. Update wait lists.</p> <p>Goals 5,6,7,9...Golf Course...Continue maintaining the Golf Course in good condition, schedule tournaments, leagues, Jr. Gold School and the Women's Golf Program. Fertilize and spray greens, tees and fairways. Aerate fairways and greens. Seed fairways and tees. Review rates for 2008 season.</p> <p>Goals 1,2...Arts Council...Tuesday Night Concerts, Thursday Family Entertainment Series, Shakespeare at the Beach. Art Festival-Coordinate with Art Association, Police, Fire and Public Works. Send a bill to Art Association.</p>
SECOND QUARTER (10/1/07 to 12/31/07)	<p>Goals 3, 4...Allen Harbor...Winterize Equipment. Inspect 1/3 moorings and install winter mooring markets. Town Council approval of rates for 2008 season. Send Winter contracts to tenants. Prepare and mail 2008 Tenant Contracts.</p> <p>Goals 6, 7, 8, 9...Golf Course...Schedule season-end Tournaments and Special Events Programming. Clean course, winter fertilization, drain irrigation system for the season and prepare equipment for winter overhaul in accordance with PM System. Town Council approval of rates for the 2008 season. End of season sale in Pro Shop.</p> <p>Goals 1, 2...Arts Council TUBA Christmas, Fall Arts Program, Market Fair.</p>
THIRD QUARTER (1/1/08 to 3/31/08)	<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 with Master Plan implementation. Advertise for seasonal positions.</p> <p>Goals 6, 7, 8, 9...Golf Course...Repair and service all Golf Course Equipment; prepare and mail league and outing contracts. Advertise for seasonal positions and fill as needed, complete overhaul of golf carts and other rolling stock. Begin pruning and removal of trees. Manage 7 day pass holder turnover. Prepare specifications and bid for 25 golf carts and update policy manual. Open Golf Course for the season.</p> <p>Goals 1, 2...Arts Council Master Classes</p>

QUARTER	ACTIVITY
FOURTH QUARTER (4/1/08 to 6/30/08)	<p>Goals 3, 4...Allen Harbor...Open May 1, order construction materials, open bathrooms and pump out, open concession. Install mooring balls, initiate engineering design of bulkhead.</p> <p>Goals 5, 6, 7, 8, 9...Golf Course...Activate irrigation system, apply spring chemicals and fertilizers, aerate and top dress greens, aerate tees and fairways, begin outing and league schedule. Continue to book outings. Complete construction of two tees. Continue tree removal.</p> <p>Goals 1, 2...Arts Council...Sunday Musicales and RI Voices at Library, TUBAphonia, Strawberry Festival at Smith's Castle. Kick off Tuesday and Thursday Concert Season. Prepare for Art Festival.</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Moorings	3	84	85	84	86	84
Slips	3	88	102	106	120	120
Ramp – Daily	3	738	860	600	800	800
Ramp - Annual	3	115	150	32	120	120
Gals. Sewage	3	2,500	1,500	4,500	4,500	4,500
Season pass	6	101	127	0	108	112
Pass holder rounds	6	5,426	5,600	3,209	5,600	5,750
Outings	6	90	100	61	95	100
Leagues	6	30	31	30	31	32
Pro shop sales	6	\$47,340	\$51,000	\$27,000	\$50,500	\$51,000
Golf carts replaced	8	50	25	0	25	25

PERSONNEL LIST

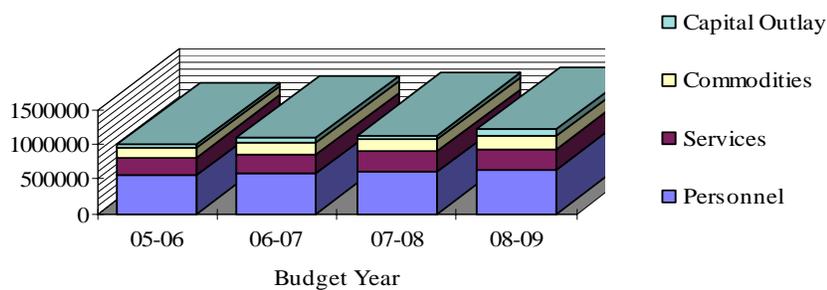
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Leisure Activities Director	1	0	0
Recreation Director	0	.50	.50
Custodian	1	1	1
Secretary	.50	.50	.50
Superintendent golf course	1	1	1
Mechanic golf course	1	1	1
Asst. Superintendent golf course	1	1	1
Operations Manager golf course	1	1	1
Assistant Op. Mgr. Golf course	1	1	1
Total	7.5	7	7

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Seasonal Semi-skilled Laborer	7	7	7
Seasonal Cart Staff	8	8	8
Seasonal Starter/Ranger/Cashier	9	9	9
Operations Manager Allen Harbor	1	1	1
Assistant Operations Manager Allen Harbor	2	2	2
Temporary Semi-Skilled Laborer Allen Harbor	8	8	8
Total	35	35	35

**Quonset / Davisville
Recreation Fund
Golf Course**

	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$560,641	\$567,728	\$577,845	\$604,234	\$26,389	4.57%	\$640,488
Services	\$247,803	\$284,651	\$277,716	\$288,438	\$10,722	3.86%	\$297,091
Commodities	\$140,303	\$167,800	\$172,200	\$175,700	\$3,500	2.03%	\$180,971
Capital Outlay	<u>\$54,991</u>	<u>\$69,500</u>	<u>\$69,500</u>	<u>\$62,000</u>	<u>(\$7,500)</u>	<u>-10.79%</u>	<u>\$106,000</u>
Total	\$1,003,738	\$1,089,679	\$1,097,261	\$1,130,372	\$33,111	3.02%	\$1,224,550

GOLF COURSE
Budget Trends



**ZERO BASED BUDGET
GOLF COURSE**

Account Number	Description	Requested
43021010 510101	CLASSIFIED FULL TIME	105,040.00
43021010 510103	UNCLASSIFIED FULL TIME	71,050.00
43021010 510104	UNCLASSIFIED PART TIME	55,000.00
	Seasonal laborers for maintaining golf course do not expect high turn-over 3 @ \$10/hr - \$350/wk x 30 wk x 2 emp = \$21000 \$250/wk x 30 wk x 1 emp = \$7500 1 @ \$9.50/hr - \$250/wk x 30 wk x 1 emp = \$9975 2 @ \$9/hr - \$270/wk x 20 wk x 2 emp = \$10800 1 @ \$8.50/hr - \$255/wk x 20 wk x 2 emp = \$5100	
43021010 510107	OVERTIME	7,000.00
43021010 524001	FICA	18,214.00
43021010 524302	RETIREMENT	20,673.00
43021010 524303	UNEMPLOYMENT	15,000.00
43021010 524304	HEALTH INSURANCE	40,095.00
43021010 524305	DENTAL INSURANCE	3,765.00
43021010 524306	LIFE INSURANCE	550.00
43021010 524307	UNIFORM ALLOWANCE	1,200.00
	Uniform allowance for 4 employees per union contract \$300 x 4 = \$1200	
43021010 524308	MILEAGE ALLOWANCE	450.00
	Staff use of personal vehicles 1050 Mi @ \$0.445 = \$450	
43021010 524403	ASSOCIATION DUES	530.00
	Association dues for GCSAA \$300 RIGCSA \$150 Pesticide License \$45 USGA\$35	
43021010 524404	CONFERENCES/MEETINGS	2,050.00
	Regional Conference in March 2 Attendees @ \$200ea \$400 Local Seminars (education Credits) 2 @ \$50=\$100, RIGCSA Meetings 3 @ \$50=\$150, Golf Course Superintendent to attend National Conf \$1400	
43021010 530101	TELEPHONE	2,580.00
	56k line plus 2 existing phone lines Avg Monthly Bill for FY 2006 = \$75 X 12 = \$900 Internet Service @ \$140/Month= \$1,680	
43021010 530105	ACCOUNTING AND IS SERVICES	12,442.00
	GC Operations Portion of Town Wide Accounting Services	
43021010 530203	VEHICLE REGISTRATION	8.00
	Registration for pick-up, dump truck @ \$4 + \$8	
43021010 530301	ELECTRICITY	5,500.00
	Electricity for maintenance buildings 2005 and 2006, Avg monthly bills = \$400 x 12 = 4800, Projected rate increase 14% = \$700 Total = \$5500	
43021010 530302	GAS (LP)	8,500.00
	GC OpsHeat for maintenance building FY 2005 and FY 2006, Avg 4300 gal/yr jan 2006 price/gal \$1.72 = \$7353, Project 15 % increase = \$8455.95	
43021010 530304	SEWERAGE	600.00
	QDC Sewer use charge FY 2006 Avg bill \$46.33 X 12 = \$55.96	
43021010 530305	SOLID WASTE	5,900.00
	Waste Management contract -\$5125, Additional TRANSFER STATION FEES estimated \$775	
43021010 530306	WATER	37,850.00
	EDC imposed user fees. Golf course irrigation FY 2003 thru FY 2006* Avg usage/year \$32910 Safety Factor - 15% above avg 1.15 Total \$37847	
43021010 530606	FISCAL AGENT	24.00
43021010 530704	OTHER RENTALS	2,300.00

**ZERO BASED BUDGET
GOLF COURSE**

Account Number	Description	Requested
	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	
43021010 530804	ADVERTISING	1,200.00
	Advertisements for bids In Prov Journal and SRI Newspapers, Pesticides, fertilizers, Top Dressing \$350, Annual advertising for season positions \$75, Triplex Rough Mower \$350, Tree Removal \$125, Seeds \$125 lime \$125	
43021010 531001	MOTOR VEHICLES MAINTENANCE	20,000.00
	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	
43021010 531003	ALARMS SYSTEMS MAINT	225.00
	American alarm system monitoring - 2008	
43021010 531004	OFFICE EQUIPMENT MAINT.	500.00
	Service contract copier Maintenance for fax machine and computer equipment 2008	
43021010 531103	PLUMBING SYSTEMS MAINTENANCE	5,000.00
	Aging irrigation system requires more frequent repairs. Larchmont - Parts and supplies for repair and upgrades of irrigation system infrastructure Estimate - \$4000 Bisco Sole Source supplier of Rain Bird sprinkler heads Estimate \$1000	
43021010 531106	LANDSCAPING MAINTENANCE	2,500.00
	Removal and pruning of trees \$2500	
43021010 531206	CONT SVCS NOT OTHERWISE CLASSI	15,500.00
	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	
43021010 540108	BOOKS & PUBLICATIONS	150.00
	Purchase of New Publications "Tree Care for Golf Courses" and Superintendent's Guide for Green Speed" Estimate \$150	
43021010 540205	PERSONAL EQUIPMENT - TOWN ISSUE	400.00
	Work shirts for Seasonal employees 25 shirts @ \$15.95 = \$398.75	
43021010 540304	FERTILIZERS	19,000.00
	Lime for greens and tees \$2,000 Fairway fertilizer \$4,500 Merit Plus 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	
43021010 540305	PEST CONTROL CHEMICALS	47,000.00
	Daconil \$5,000 Subdue \$7,000 Chipco GT \$8,500 Bayleton \$8,000 Aliette \$2,000 Emerald \$6,000 Lescoflow \$3,000 Bubigan \$3,000 Fertilizer plus Iron \$2,500 Snow Mold \$2,000	
43021010 540401	GASOLINE OIL & ANTIFREEZE	18,000.00
	Gasoline 8823 gal x \$1.70/gal = \$15,000 Diesel 1765 gal x \$1.70/gal = \$3,000	
43021010 540501	BUILDING & GROUNDS MAINT.	2,000.00
	Misc tools, lumber and materials needed for repairs Wickford Lumber \$2000 Blanket	
43021010 540502	SAND SOIL AND GRAVEL	9,500.00

**ZERO BASED BUDGET
GOLF COURSE**

Account Number	Description	Requested
	Top Dressing \$6,000 Sand for traps \$1,500 Loam, Stonedust & Pea stone \$2,000	
43021010 540506	SEEDS & PLANTS	9,250.00
	Perennial Ryegrass \$6,000 Seed Mix for Rough \$1,500 Bent grass \$1,000 Flowers & Misc Plants \$750	
43021010 540701	HAND TOOLS	900.00
	Replace Trimmer \$300 Replace Rotary hand mower \$600	
43021010 540801	COMMO NOT OTHERWISE CLASSIFIED	6,000.00
	Flags, poles, towels, marking paint, additional trap rakes, benches, ball washers, cups, rope, etc, replacement signs Addtnl flags to designate the position of pin on the green	
43021010 550401	VEHICULAR EQUIPMENT	20,000.00
	Sprayer \$20,000	
TOTAL GOLF	COURSE OPERATIONS	593,446.00
43021020 510101	CLASSIFIED FULL TIME	34,487.00
43021020 510103	UNCLASSIFIED FULL TIME	113,955.00
43021020 510104	UNCLASSIFIED PART TIME	55,000.00
	Temporary positions for cashier, starters, rangers and carts Avg Hourly Wage	
	Cart/Range 1,472 hrs x \$7.80/hr= \$11,481 Starter/Ranger 4,515 x \$7.80 = \$35,217	
	Clerk 992hrs x /\$7.80hr = \$7,737	
43021020 510107	OVERTIME	200.00
43021020 524001	FICA	15,579.00
43021020 524302	RETIREMENT	15,666.00
43021020 524304	HEALTH INSURANCE	22,055.00
43021020 524305	DENTAL INSURANCE	2,386.00
43021020 524306	LIFE INSURANCE	539.00
43021020 524308	MILEAGE ALLOWANCE	500.00
	Reimburse for staff use of personal vehicle for Town use. 1125 mi @0.445 = \$500	
43021020 524403	ASSOCIATION DUES	1,600.00
	Staff memberships in Professional organizations: PGA \$1,200 RIGA \$200 NGF \$100 USGA \$100	
43021020 524404	CONFERENCES/MEETINGS	1,400.00
	Attendance at yearly PGA Vendor Show in Florida To stock Pro Shop. Professional education Program PGA Merchandise Show \$800.00 PGA LEVEL 2 CERT \$600.00	
43021020 524405	TRAVEL & EXPENSES	250.00
	Travel and expenses for national, regional and local meetings include and meals 225 Miles @ \$0.445 = \$100 5 meals @ \$20/meal = \$100 Misc expenses (parking) \$50	
43021020 530101	TELEPHONE	15,000.00
	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 Equip Lease/Lines \$3,500.00/Yr Cox Internet \$1,530.00 /Yr Verizon \$7,500.00 /Yr Qwest Long Dist \$250.00 /Yr	
43021020 530103	POSTAGE	200.00
	Mail yearly contracts to Passholders \$50mail contracts for Outings \$150	
43021020 530106	ALARM SYSTEMS	725.00
	Monitoring services for clubhouse alarm systems \$222 maintenance contract fire alarm and sprinkler system \$500	
43021020 530301	ELECTRICITY	16,000.00
	Town share 1/3 clubhouse electricity FY 2006 Avg \$1208/mon x 12 mon = \$14,500 Project 10 % Increase = \$1,450 Total \$16,000	
43021020 530302	GAS	8,500.00
	Town share 1/3 clubhouse gas FY 2006 Avg \$708/mon x 12 mon = \$8500	

**ZERO BASED BUDGET
GOLF COURSE**

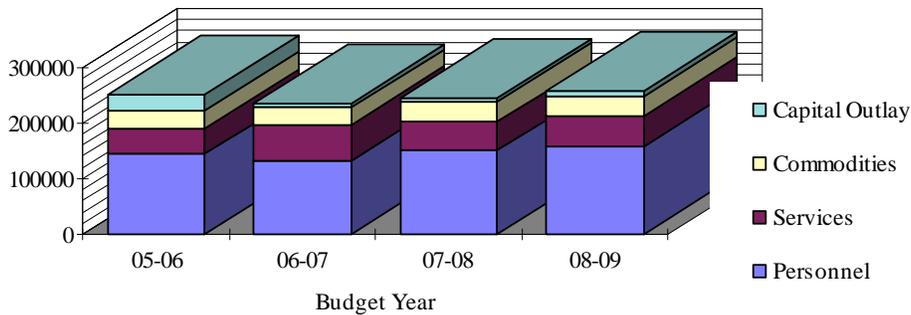
Account Number	Description	Requested
43021020 530304	SEWAGE 1/3 Town share Clubhouse Sewer use Avg 2006\$50/month x 12 mon = \$600.00	600.00
43021020 530306	WATER Town 1/3 share of water use at the clubhouse Avg 2006 \$55/month x 12 mon=660.00	660.00
43021020 530406	INSURANCE	56,500.00
43021020 530602	CONSULTING SERVICES	
43021020 530607	AUDITING	3,300.00
43021020 530804	OTHER ADS Newspaper Ads \$1,650.00 Brochure Production \$1,000.00 Bid Notification \$200.00 NK Chamber \$400.00 Promotional items \$250.00 Tourism Mag Ads \$500.00	4,000.00
43021020 531004	OFFICE EQUIPMENT MAINTENANCE IKON Maintenance Contract for Copier \$250/year Network Maint \$200/yr	450.00
43021020 531102	ELECTRICAL SYSTEMS MAINTENANCE Maintenance of Town Share for lights in CLB Restaurant and parking lot	2,500.00
43021020 531204	DEBT PRINCIPAL	30,809.00
43021020 531205	DEBT INTEREST Estimated Interest Payment \$15,565	15,565.00
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	13,000.00
43021020 540101	OFFICE SUPPLIES Golf Pencils \$450.00 Printer Cartridges \$200.00 Misc Paper Supplies \$350.00	1,000.00
43021020 540102	PRINTED FORMS Scorecards \$1,100.00 Gift Certificates \$150.00 Business Cards \$250.00 Long Drive Markers \$400.00 Letterhead/Envelopes \$200.00	2,100.00
43021020 540104	OPER SUPPLIES FOR OFFICE EQUIP Tape for cash register, calculator \$100	100.00
43021020 540203	BADGES AND EMBLEMS Trophies for tournaments \$250	250.00
43021020 540205	PERSONAL EQUIPMENT - TOWN ISSUE Shirts for Seasonal employees 36 shirts @ \$13.75 = \$500	500.00
43021020 540310	MEDICINES & DRUGS First aid kit supplies \$100	100.00
43021020 540501	BUILDING REPAIR MATERIALS Small building repair problems \$500 Replace Worn HVAC Equipment such as compressors \$2000 Repair floor in Restaurant Kitchen \$1500	4,000.00
43021020 540509	JANITORIAL SUPPLIES Town Share of Paper Goods, cleaners, floor detergents, cleaning supplies, etc \$1200 Town share replacement lights in Clubhouse \$350	1,550.00
43021020 540512	PAPER PRODUCTS Various supplies including drinking cups for the Golf Course from Central Supply at School Dept \$600	600.00
43021020 540513	EQUIPMENT REPAIRS Office equipment repairs not covered under contract \$300	300.00
43021020 540801	COMMO NOT OTHERWISE CLASSIFIED Range Balls \$2,000.00 Netting For Driving Range \$2,500.00 Credit Card Fees \$9,500.00 Range Tokens \$500.00 Medicine For Mulligan \$500.00 Misc Course Supplies \$500.00	15,500.00

**ZERO BASED BUDGET
GOLF COURSE**

Account Number	Description	Requested
43021020 540803	COMMODITIES - MERCHANDISE Accessories \$4,000.00 Bags \$1,200.00 Irons \$2,000.00 Junior Clubs \$600.00 Putters \$600.00 Woods \$3,000.00 Gloves \$3,700.00 Balls \$8,500.00 Shoes \$3,500.00 Hand Carts \$400.00	27,500.00
43021020 540804	COMMODITIES - CLOTHING Men's Hats \$2,000.00, Outerwear \$1,600.00, Shirts \$2,700.00, Socks \$300.00 Sweatshirts \$1,200.00, Women Outerwear \$500.00, Shirts \$600.00, Socks \$100.00, Sweatshirts \$1,000.00	10,000.00
43021020 550401	CAPITAL OUTLAY VEHICULAR EQUIP Continue 3 year cart replacement program (25 carts/yr) Estimate includes trade-in of 25 carts x \$1,680 each	42,000.00
TOTAL GOLF COURSE		536,926.00

Allen Harbor	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$143,538	\$135,600	\$133,434	\$149,691	\$16,257	12.18%	\$158,672
Services	\$46,886	\$64,262	\$64,262	\$51,862	(\$12,400)	-19.30%	\$53,418
Commodities	\$30,867	\$29,350	\$29,350	\$35,900	\$6,550	22.32%	\$36,977
Capital Outlay	<u>\$30,189</u>	<u>\$6,900</u>	<u>\$9,000</u>	<u>\$8,500</u>	(\$500)	-5.56%	<u>\$8,755</u>
Total	\$251,480	\$236,112	\$236,046	\$245,953	\$9,907	4.20%	\$257,822

ALLEN HARBOR
Budget Trends



**ZERO BASED BUDGET
ALLEN HARBOR**

Account Number	Description	Requested
43021040 510101 -	CLASSIFIED FULL TIME	8,836.00
43021040 510103 -	UNCLASSIFIED FULL TIME	14,210.00
43021040 510104 -	UNCLASSIFIED PART TIME	108,390.00
	2007 Rate Avg Hr/wk # Weeks / Salary	
	Ops Mang \$17.08x 35 x35=\$20,923	
	A Ops Mang/\$11.91x35x35= \$14,589	
	Maint/ A Ops Man \$11.91x 20x30= \$8,337	
	Dock Ops/7 Semi-Skilled Laborers \$10.43x26x34= \$64,540	
43021040 510107 -	OVERTIME	1,881.00
	Overtime for unclassified Seasonal Employees \$1,881.00	
43021040 524001 -	FICA	10,199.00
43021040 524302 -	RETIREMENT	2,705.00
43021040 524304 -	HEALTH INSURANCE	3,107.00
43021040 524305 -	DENTAL INSURANCE	297.00
43021040 524306 -	LIFE INSURANCE	66.00
43021040 530101 -	TELEPHONE	850.00
43021040 530103 -	POSTAGE	300.00
	Postage for mailing contracts, invoices and special meeting notices to 200 Tenants	
43021040 530203 -	VEHICLE REGISTRATION	12.00
	Registration for 2 trucks and crane @ \$4 ea = \$12	
43021040 530301 -	ELECTRICITY	4,000.00
43021040 530303 -	FUEL OIL	500.00
	1 delivery of 250 gal/yr	
43021040 530305 -	SOLID WASTE	4,300.00
	Trash Removal \$3,600	
	Transfer Station Fees \$700	
43021040 530306 -	WATER	1,800.00
43021040 530406 -	INSURANCE	17,300.00
	Insure two boats work barge and fleet. Marina insurance coverage	
43021040 530603 -	LEGAL SERVICES	100.00
	Legal services for Marina \$100	
43021040 530604 -	MEDICAL SERVICES	200.00
	Re-fill first aid kit \$200	
43021040 530804 -	OTHER ADS	1,000.00
	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	2,500.00
	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 \$1,250	
	Don's Mower \$ 200	
	Johnson's Boat Yard \$400	
	Miscellaneous suppliers \$650	
43021040 531102 -	ELECTRICAL SYSTEMS MAINTENANCE	4,500.00
	Miscellaneous electrical system Maintenance \$4,500	

**ZERO BASED BUDGET
ALLEN HARBOR**

Account Number	Description	Requested
43021040 531103 -	BOAT PUMP OUT STATION 4 Pump-outs (1000 gal) x \$500 = \$2,000	2,000.00
43021040 531106 -	LANDSCAPING MAINTENANCE Plantings around facility	500.00
43021040 531206 -	CONT SVCS NOT OTHERWISE CLASS Miscellaneous small contracts for Marina \$1,050 Mooring permit fee per ordinance 83 @ \$50 = \$4150 Port-a-john rental H-dock 2@ \$225ea x 8 Mon = \$1,800 IKON \$200 Contingency for rental of pile-driver should piles be damage or pulled by Ice in winter \$4,500 Furnace Maintenance \$300	12,000.00
43021040 540101 -	OFFICE SUPPLIES Miscellaneous paper supplies \$300 Toner for copier \$100 Cartridges for color laser printer \$400 Decals for Season Passes \$200	1,000.00
43021040 540102 -	PRINTED FORMS Forms for Pavilion Permits, Wait List Applications Tenant Contracts etc.	700.00
43021040 540205 -	PERSONAL EQUIPMENT - TOWN ISSUE Work shirts for seasonal employees 25 shirts @ \$15.95	400.00
43021040 540401 -	GASOLINE & DIESEL FUEL Fuel for boats, trucks, outboard motors 400 gal x \$2.00/gal= \$800 Diesel fuel for crane 100 gal x \$2.00/gal= \$200	1,000.00
43021040 540502 -	SOIL SAND AND GRAVEL Sand and Gravel for general maintenance of dirt roads and fill washed-out material behind bulkhead \$1000	1,000.00
43021040 540506 -	SEEDS & PLANTS Over seeding of grass areas \$100 Replace dead perennials and shrubs \$350 New flower boxes \$200 Annual plants \$350	1,000.00
43021040 540509 -	JANITORIAL SUPPLIES Paper and cleaning supplies for new Bathroom Increase due increased use due to improved facilities	1,000.00
43021040 540510 -	PAINT & PRESERVATIVES Anti-fouling bottom paint for boats and lower mooring balls \$250 Paint for upper mooring balls, office, Maintenance building \$150 Wood Preservatives for pavilion and picnic tables \$100	500.00
43021040 540601 -	CONSTRUCTION MATR & SUP. Pressure Treated Lumber (State Bid List) \$3,500.00 Other lumber (State Bid List) \$3,000.00 Floatation \$7,000.00 Miscellaneous Dock Hardware \$1,500.00 Other miscellaneous supplies \$500.00 Replacement Mushroom mooring \$1,000.00 Replacement mooring chain \$2,000.00	18,500.00
43021040 540801 -	COMMO NOT OTHERWISE CLASSIFIED	10,800.00

**ZERO BASED BUDGET
ALLEN HARBOR**

Account Number	Description	Requested
	Lubricants \$500.00	
	Indust work gear (gloves, coveralls, work boots) \$1,500	
	Non-dock const Materials for repairs \$1,500.00	
	Mechanical Parts & Supplies \$1,600.00	
	Electrical Parts & Supplies \$600.00	
	Miscellaneous Parts & supplies \$2,000.00	
	Snacks for resale in Marina store \$1,000.00	
	Bags and Cubes of ice for resale \$1,200.00	
	Drinks for resale \$100.00	
	Marine Parts & Supplies for repairs \$800.00	
43021040 550301 -	OFFICE EQUIPMENT	500.00
	Replacement Computer	
43021040 550401 -	CAPITAL OUTLAY VEHICULAR EQUIP	3,000.00
	Construction of new barge	
43021040 550501 -	OPERATION & CONSTRUCTION EQUIP	5,000.00
	Equipment Replacement-Power Washers, Lawn Mowers, etc	
TOTAL ALLEN HARBOR OPERATIONS		245,953.00

DEPARTMENT OF WATER SUPPLY

Susan Licardi, Director of Water Supply

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

The Water Department supplies domestic water and fire protection to North Kingstown. Currently there are 9216 active accounts. North Kingstown has an average demand of 3.1 MGD (million gallons/day) with a summer peak demand of 8 MGD. The system has ten wells, five storage tanks, two booster stations, 1024 hydrants, and 175 miles of distribution piping. North Kingstown also augments the water supply for Narragansett. North Kingstown Water has emergency connections to Warwick Water, Jamestown Water and the Quonset Development Corporation Water system and is in the process of re-establishing an emergency connection to Kent County Water Authority.

Protection of the Town’s groundwater quality as well as preventing the risk of contamination in the distribution system is of paramount concern. While our source water continues to be of high quality, a pilot study to evaluate the use of sodium hypochlorite in the low service area was initiated in 2005. The Water Department will be evaluating the continued use of sodium hypochlorite as well as exploring other options to ensure the safety of distribution system water quality. A new production well has been constructed and construction of the associated pump station and treatment works will begin in early Spring 2007. Design and engineering for major storage tank improvements is also currently underway.

Annual distribution system maintenance including hydrant flushing, well inspections and 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.

The Water Department also 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.

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
Maintain Water Quality Standards and provide information to customers in an efficient manner (Goal 1)	Environment	Ongoing
Maintain and improve water system infrastructure (Goal 2)	Infrastructure	Ongoing
Well redevelopment (Goal 3)	Infrastructure	Annual
Identification and protection of future well sites (Goal 4)	Environment Infrastructure Economic Development	2006-2010
Development of a proactive leak detection program (Goal 5)	Infrastructure	2006 ongoing
Improve meter reading capability and accuracy (Goal 6)	Financial	2007-2009
Development of a water rate structure that promotes reduction in peak water usage (Goal 7)	Financial	2007
Wastewater Management/Groundwater Education (Goal 8)	Environmental	Ongoing
Improve system mapping (Goal 9)	Infrastructure	2003 ongoing

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Maintain Water Quality Standards and provide information to customers in an efficient manner (Goal 1); Improve system mapping (Goal 9); Wastewater Management/Groundwater Education (Goal 8); Maintain and improve water system infrastructure (Goal 2)
SECOND QUARTER (10/1/07 to 12/31/07)	Maintain and improve water system infrastructure (Goal 2); Maintain Water Quality Standards and provide information to customers in an efficient manner (Goal 1) Well redevelopment (Goal 3);
THIRD QUARTER (1/1/08 to 3/31/08)	Maintain Water Quality Standards and provide information to customers in an efficient manner (Goal 1); Development of a water rate structure that promotes reduction in peak water usage (Goal 7); Identification and protection of future well sites (Goal 4)
FOURTH QUARTER (4/1/08 to 6/30/08)	Maintain Water Quality Standards and provide information to customers in an efficient manner (Goal 1); Development of a proactive leak detection program (Goal 5); Improve meter reading capability and accuracy (Goal 6)

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Annual Well Production In Million Gallons	Goal 1		1,323		3,323	1,262
Well #1 MG	Goal 1	237	164	67	164	180
Well #2 MG	Goal 1	38	63	27	63	67
Well #3 MG	Goal 1	39	36	17	36	37
Well #4 MG	Goal 1	161	107	78	107	139
Well #5 MG	Goal 1	163	108	81	108	110
Well #6 MG	Goal 1	217	193	71	193	178
Well #7 MG	Goal 1	63	47	30	47	50
Well #8 MG	Goal 1	47	36	23	36	38
Well #9 MG	Goal 1	270	182	117	182	240
Well #10 MG	Goal 1	259	309	127	309	223
Water towers	Goal 2	5	5	5	5	5
Hydrants	Goal 2	995	1,000	1,024	1,000	1,029
Metered services	Goal 6	9,197	9,237	9,216	9,237	9,277

PERSONNEL LIST

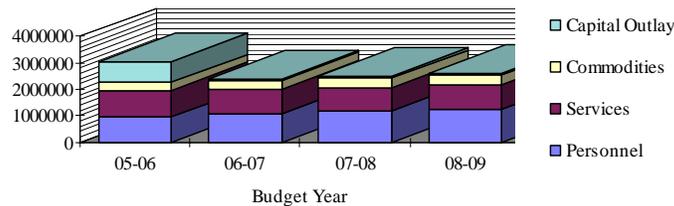
<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Director Water Supply	1	1	1
Water Quality Specialist	1	1	1
Water General Foreman	1	1	1
Distribution Lead man	1	1	1
Distribution Serviceman	3	3	4
Pump Station Lead man	1	1	1
Pump Station Operator	2	2	2
Meter Reader	1	1	1

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Light Equipment Operator	1	1	1
Administrative Assistant	1	1	1
Receivable Mgr. (50% Finance)	.5	.5	.5
Senior Planner (100% Planning)	.33	.33	1.00
Town Engineer (65% Pub Works)	.35	.35	.35
Total	14.18	14.18	15.85

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Clerk	2	1	.5
Part Time Meter Reader	0	1	.5
Total	2	2	1

Water	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$940,515	\$983,948	\$1,055,912	\$1,179,233	\$123,321	11.68%	\$1,249,987
Services	\$1,021,700	\$817,465	\$937,755	\$884,774	(\$52,981)	-5.65%	\$911,317
Commodities	\$282,732	\$335,500	\$330,500	\$350,940	\$20,440	6.18%	\$361,468
Capital Outlay	<u>\$792,189</u>	<u>\$74,895</u>	<u>\$74,895</u>	<u>\$68,300</u>	<u>(\$6,595)</u>	<u>-8.81%</u>	<u>\$70,349</u>
Total	\$3,037,136	\$2,211,808	\$2,399,062	\$2,483,247	\$84,185	3.51%	\$2,593,121

WATER DEPARTMENT
Budget Trends



**ZERO BASED BUDGET
WATER DEPARTMENT**

Account Number	Description	Recommended
44040000 530302 -	LP GAS Gas Heat Ps1 Lp Gas For Emrg Power Gas Heat For Ps 10 Account For Cost Overage 2006 And Increases In Energy Cost Increase For Potential Generators	20,400.00
44040010 510101 -	CLASSIFIED FULL TIME	129,596.00
44040010 510107 -	OVERTIME 3 Pso @ 15 Vac + 12 Holiday + 3 Pdays 750 Hrs X 40/Hr = 30,000.00 Anticipated Additional Overtime For Summer Demand 50 HRS X 40/HRS = \$2,000	32,960.00
44040010 524001 -	FICA	12,436.00
44040010 524302 -	RETIREMENT	15,215.00
44040010 524304 -	HEALTH INSURANCE	31,505.00
44040010 524305 -	DENTAL INSURANCE	2,259.00
44040010 524306 -	LIFE INSURANCE	495.00
44040010 524307 -	UNIFORM ALLOWANCE 3 Pump Operators @ 300 Ea = 900	900.00
44040010 530301 -	ELECTRICITY Well Pump & Bldg Power	197,600.00
44040010 530702 -	OPERATING EQUIPMENT Telemetry & Instrument Maintenance Instrument Calibration Unanticipated Instrumentation	27,500.00
44040010 531106 -	LANDSCAPING Mower Repairs As Needed Landscape Equipment & Supplies	350.00
44040010 531206 -	CONTRACTUAL SERVICES NOT OTHER Port A John Services 1 At \$700 WELL ANNUAL PM @ 350.00 Per Well = \$3,850 Unanticipated Pump/Motor And Electrical Work Minor Contract Work I.e.: Fire Ext Inspections, Etc	18,500.00
44040010 540501 -	CONSTRUCTION MATERIALS & SUPPL Maintenance Supplies Usa Blue Book Materials	3,000.00
44040020 530608 -	LAB TESTING Weekly Coliform And Check Samples - \$57,000 Annual Voc Testing Wells 3, 8, 9 And 10 - \$1,000 Well And Tower Qrtly Test \$6,000 Lead And Copper Testing \$2,500 New Well 11 Compliance Testing (4 Consecutive Quarters) \$1,500 Per Quarter = \$6,000 Other Ridoh Mandatory Testing (Nitrate, Sodium, Bac T) Quarterly Voc Well 6 - \$1,000 Disinfection By Products And Chlorine Residuals	70,000.00
44040020 540308 -	WATER SUPPLY CHEMICALS Water Treatment Chemicals Assume About 4% Increase. Increased For Well #10, New Well 11 And Disinfection Caustic - 72000 Gallons/Yr @ \$1.55 = \$111,600 Chlorine - 7000 Gallons/Yr @ 1.55/Gal - \$11,000 Seaquest - 16,000 Lbs/Yr @ 2.00/Lb = \$32,000	162,740.00
44040030 510101 -	CLASSIFIED FULL TIME	298,312.00
44040030 510107 -	OVERTIME Overtime For Street Crew Anticipate Additional Overtime For Summer Usage, Leak Repair	22,000.00
44040030 524001 -	FICA	24,504.00
44040030 524302 -	RETIREMENT	35,022.00
44040030 524304 -	HEALTH INSURANCE	59,316.00
44040030 524305 -	DENTAL INSURANCE	7,229.00

**ZERO BASED BUDGET
WATER DEPARTMENT**

Account Number	Description	Recommended
44040030 524306 -	LIFE INSURANCE	1,155.00
44040030 524307 -	UNIFORM ALLOWANCE Street Crew 7 @ 300 Ea	2,100.00
44040030 530101 -	TELEPHONE/LEASED LINES Phone Service, Equip & Telemetry New Lines For Well 10 And Scada Voice Line For Scada Laptop Lines For Computer Connections Will Require New Line For Well 11	37,000.00
44040030 530504 -	LICENSE FEES 9206 Services @ \$1.10 Each Payable To Ridoh Backhoe License Renewal - 2 @ \$30.00	11,000.00
44040030 531001 -	MOTOR VEHICLES MAINTENANCE Vehicle Maintenance	20,000.00
44040030 531002 -	CONSTRUCTION & OPERATING EQUIP General Maintenance Supplies Wickford Lumber, Etc.	8,000.00
44040030 531109 -	WATER SYSTEM REPAIR - EXCAVATI Excavator Rental As Needed	500.00
44040030 540202 -	SAFETY EQUIPMENT Replacement Signs & Cones Hard Hats And Other Safety Equipment	600.00
44040030 540403 -	TIRES Tires For Vehicles & Backhoe	2,000.00
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	25,000.00
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	1,000.00
44040030 540702 -	POWER TOOLS Small Pumps, Generator, Jackhammer Etc Saw Blades Compressor Repair/Replacement	2,500.00
44040040 510101 -	CLASSIFIED FULL TIME	22,148.00
44040040 524001 -	FICA	1,694.00
44040040 524302 -	RETIREMENT	2,600.00
44040040 524304 -	HEALTH INSURANCE	2,510.00
44040040 524305 -	DENTAL INSURANCE	177.00
44040040 524306 -	GROUP LIFE	83.00
44040040 530607 -	AUDITING	4,920.00
44040050 510101 -	CLASSIFIED FULL TIME	42,783.00
44040050 510102 -	CLASSIFIED PART TIME	39,703.00
44040050 510103 -	UNCLASSIFIED FULL TIME	213,948.00
44040050 510107 -	OVERTIME	2,500.00
44040050 524001 -	FICA	22,868.00
44040050 524302 -	RETIREMENT	34,801.00
44040050 524304 -	HEALTH INSURANCE	58,399.00
44040050 524305 -	DENTAL INSURANCE	4,817.00
44040050 524306 -	LIFE INSURANCE	718.00

**ZERO BASED BUDGET
WATER DEPARTMENT**

Account Number	Description	Recommended
44040050 524401 -	TUITION & FEES Employee Training Certification, GIS Training Training For Implementation Of New Utility Billing System	3,000.00
44040050 524403 -	ASSOCIATION DUES AWWA, RIWWA, NEWWA, Backflow Association Annual Dues Groundwater Foundation	1,300.00
44040050 524404 -	CONFERENCES/MEETINGS Conferences And Employee Training	1,500.00
44040050 524405 -	TRAVEL & EXPENSES Travel And Mileage Exp	500.00
44040050 530103 -	POSTAGE 4 Billings Plus 1 Notice @ 1st Class Increase For Wastewater Mgt Mailing Other Educational Mailing	16,000.00
44040050 530105 -	IS, GIS, BILLING & ACCTING SVC Payable To Gen Fund Is Dept. - Gis Work Payment For 4 Quarterly Water Billings	100,000.00
44040050 530203 -	VEHICLE REGISTRATION Service Vehicle Registration	100.00
44040050 530305 -	TRANSFER STATION (SOLID WASTE) Solid Waste Disposal	250.00
44040050 530406 -	INSURANCE	65,000.00
44040050 530407 -	REAL ESTATE TAX PAYABLE TO OTH Re Taxes Wells 9 & 10 \$20,000 Payable To Gen Fund	25,000.00
44040050 530601 -	A & E SERVICES Water Availability Models Price Increased To \$2992.50 Per Model	20,000.00
44040050 530602 -	CONSULTANTS Water System Gis Mapping Unanticipated Projects Rate Study	50,000.00
44040050 530604 -	MEDICAL SERVICES Physicals For New Employees	150.00
44040050 530804 -	ADVERTISEMENTS Advertisements & Public Notices Other Regulatory Notices	2,800.00
44040050 531003 -	COMMUNICATIONS MAINTENANCE Radio Repair Cell Phone Bills Code Red System - \$2,500	5,000.00
44040050 531206 -	CONT SVCS NOT OTHERWISE CLASS Fire Hydrant Rental Kent Co Fernco Service	5,000.00
44040050 540101 -	OFFICE SUPPLIES Gen Ofc Consumables	1,000.00
44040050 540102 -	PRINTED FORMS Printed Forms & Charts	1,800.00
44040050 540104 -	OPERATING SUPPLIES - OFFICE EQ Computer Consumables & Software Anticipate Replacing 2 Computers	2,000.00
44040050 540108 -	BOOKS & PUBLICATIONS Conservation Literature Awwa Publications	300.00
44040050 540401 -	GASOLINE & DIESEL FUEL Vehicle Fuel Anticipate Increased Fuel Cost	18,000.00
44040050 550301 -	OFFICE EQUIPMENT & FURNITURE New & Replacement Fixed Assets Other Office Equipment	2,000.00
44040050 550701 -	OTHER CAPITAL OUTLAY	15,000.00

**ZERO BASED BUDGET
WATER DEPARTMENT**

Account Number	Description	Recommended
	Office Capital Contingency	
44040060 510101 -	CLASSIFIED FULL TIME	35,271.00
44040060 510107 -	OVERTIME	1,200.00
44040060 524001 -	FICA	2,790.00
44040060 524302 -	RETIREMENT	4,141.00
44040060 524304 -	HEALTH INSURANCE	4,029.00
44040060 524305 -	DENTAL INSURANCE	284.00
44040060 524306 -	LIFE INSURANCE	165.00
44040060 524307 -	UNIFORM ALLOWANCE	300.00
	Light Equipment Oper Allowance	
44040060 530702 -	RENTALS OPERATING EQUIPMENT	100.00
	Taylor Rental As Needed	
44040060 531206 -	CONTRACTUAL SERVICES	50,000.00
	Unanticipated Engineering Groundwater Protection Nitrate Loading	Review As
	Needed Hardware And Software Support For Meter Reading Equipment	
44040060 540504 -	ASPHALT PRODUCTS	35,000.00
	Trench Repairs Anticipate Bidding Out Permanent Trench Repair	
44040070 530602 -	CONSULTANTS	4,000.00
	Digitizing And Mapping Needs Misc Consulting Needs	
44040070 530603 -	LEGAL SERVICES	10,000.00
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	7,000.00
	Consumer Confidence Report Printing Contribution To Uri Watershed Watch	
	Professional Services As Needed Or Educational Material Support Of Groundwater	
	Protection Software Support For Tokay, Septrak, Itron, Versaprobe Approx 3700/Yr	
44040070 531207 -	DRY BRIDGE ROAD OFFSITE TESTING	
	Landfill Monitoring Tests	
44040070 540704 -	ENGINEERING & TEST EQUIPMENT	2,000.00
	Wtr Quality Specialist Ph Meters, Temp Probes Etc. Replacement Reagents,	
	Spectrophotometer Calibration Chlorine Test Kits Other In House Testing Equipment	
44040080 531204 -	DEBT PRINCIPAL	
44040080 531205 -	DEBT INTEREST	
44040090 550703 -	A R B SYSTEM	1,800.00
	Additional Meter Reading Equipment Radio Read Work Meter Reading Equipment	
	Maintenance, Repair, Replacement	
44040090 551006 -	OTHER CAPITAL	10,000.00
	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	2,000.00
	Hydrant Replacement & Repair Parts	
44040091 540601 -	PUMPING EQUIPMENT	25,000.00
	Misc Well Maintenance And Repair	
44040091 540604 -	CONST. METER & VALVES	40,000.00

**ZERO BASED BUDGET
WATER DEPARTMENT**

Account Number	Description	Recommended
	Water Meters	
44040091 550702 -	ELECTRIC MOTORS REPLACEMENTS Replacement Motors For Well And Chem Pumps	2,000.00
44040091 551001 -	WELL REHABILITATION Funding For Well Redevelopment	30,000.00
44040091 551002 -	TANK REHAB General Tank Maintenance (Cleaning, Disinfecting)	5,000.00
44040100 530301 -	ELECTRICITY Electricity For Sewage Pump Stations Wickford Pt And Mark Drive	2,500.00
44040100 530303 -	SEWAGE TREATMENT FLAT FEE 94 UNITS At 163.95 Per Quarter For 2 Quarters 94 Units At 178.70 Per Quarter For 2 Quarters Includes 15,000 Gallons Usage Per Quarter Usage Over 15,000 Gallons 94 Accounts @ 3,000 Gal For One Quarter @3.47 Per 1,000 Gal Payable To QDC	67,804.00
44040100 531108 -	EQUIPMENT REPAIR & MAINTENANCE Minor Maint 2 Swr Ps Contract Service @ \$70/Hr	3,000.00
44040100 531206 -	CONTRACTUAL SERVICES NOT CLASS Contract Service 2 Swr Ps 2 Maint Checks/Mo/Ps \$250 PER MONTH = \$3000/YR Carmody wastewater tracking program	6,000.00
44040100 550101 -	WASTEWATER MANAGEMENT ADMINIST ISDS Wastewater Mgmt Admin Services Participation As Partner In Statewide Web- Based Information System For Community Wastewater Management	2,500.00
TOTAL WATER	FUND	2,483,247.00

NORTH KINGSTOWN FREE LIBRARY

Susan L. Aylward, Director

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

SERVICE—The North Kingstown Free Library has been a continuous municipal service for 109 years since being chartered by the Town Council in 1897. From that time forward, the townspeople have supported their public library in every way possible. North Kingstown residents have always understood the benefits of a municipal service that has the capacity to enrich the life of every citizen and to provide lifelong educational opportunities to every segment of the population.

For a small fraction of every tax dollar, less than 2 cents, the North Kingstown Free Library significantly improves the quality of life in our town. Open 62 hours a week, including four evenings and every Saturday, the library is the community’s “living room,”—a shared space—with a stunning waterfront view of downtown Wickford, where everyone comes together as equal citizens, regardless of age, educational background, or economic level. The benefit of having a public library like this one in our town is intangible—the sense of sharing a community resource that belongs to all of us and that exists to improve the common good—and at the same time, very tangible, because the library’s resources and services are real things that are very cost-effective when shared by the community rather than borne as individual expenses by each of us as town residents.

Twenty-two staff members—librarians and support staff—answer reference and informational questions; teach adults and children to use library resources; recommend books, music, and movies to readers, listeners, and viewers; check out books and other materials to borrowers; select and add new items to the collection; and make materials available for patrons to borrow and use in the library. Membership in CLAN, Rhode Island’s public library network, gives every North Kingstown library card holder access to the more than 4.4 million items in the collections of the 49 public libraries in the state. The library also belongs to the Library of Rhode Island (LORI) network, which connects the NKFL to academic and special libraries in Rhode Island and to all libraries across the nation, for the purpose of obtaining materials through inter-library loan and sharing expertise to improve service.

COLLECTION—The library houses a collection of over 125,000 books, videos, talking books, language tapes, music compact discs, magazines, and newspapers for a diverse community of readers, listeners, viewers, and writers with a variety of backgrounds and interests. In addition, the library, with its important collection of books, manuscripts, photographs, and artifacts pertaining to local history, is a repository of the town’s rich culture and history.

TECHNOLOGY—With 33 computers for the public to use, the library fulfills the vital function of providing equitable and free access to computers for all the town’s citizens. With two high-speed Internet connections and wireless technology scheduled to be installed in the Spring of 2007, North Kingstown residents can look to the library to meet their needs for the information, resources, and tools they need in the twenty-first century. Through its website, found at www.nklibrary.org, the library makes many of its services and online resources available 24 hours a day to residents who have access to computers at home. This means, even when the library is closed, patrons can use the online catalog to reserve books and other materials; they can send e-mail to the reference desk and ask a question; they can use the library’s databases to answer questions and do research; or they can see the calendar of programs and activities at the library.

PROGRAMS AND ACTIVITIES—The library plans and produces over 400 programs and activities annually for every age group and interest level. Attended by more than 12,000 adults, children, and teens, these programs and activities are planned and produced by library staff and many of them involve guest lecturers and performers. The library’s programs and activities, like all of its services, are designed to foster a sense of community among its users and to promote lifelong learning, which is an important part of the mission of every public library in America.

2007/2008 DEPARTMENT GOALS

Goal	Vision reference	Timeframe
To provide a comprehensive collection of resources in a variety of formats to meet the changing and enduring needs of our users. (Goal 1)	Quality of Life	July-June
To offer a full spectrum of professional library and information services to our users. (Goal 2)	Quality of Life	July-June
To promote lifelong learning and foster a sense of community among our users. (Goal 3)	Quality of Life	July-June
To provide state-of-the-art public access to technology. (Goal 4)	Quality of Life	July-June
To serve as a repository of the town's rich culture and history. (Goal 5)	Quality of Life	July-June
To ensure that the library staff has the necessary credentials, experience, and training to provide professional library service to our patrons. (Goal 6)	Infrastructure	July-June
To be governed effectively, well-managed, and fiscally responsible. (Goal 7)	Fiscal	July-June
To ensure that all users are welcomed into a facility whose interiors, systems, and grounds are well-appointed, well-maintained, and safe. (Goal 8)	Infrastructure	July-June

WORK PROGRAM

QUARTER	ACTIVITY
FIRST QUARTER (7/1/07 to 9/30/07)	Goal 1: Review collection resources in the areas of medicine, juvenile fiction, and romance fiction. Goal 2: Revise the automated message on the telephone system to make it more user-friendly; Implement strategies of a staff/volunteer partnership to get materials returned to the shelves in a timely fashion. Goal 3: Carry out the annual Summer Reading Programs for young readers and teens; Plan the lineup of fall and winter programs and activities. Goal 4: Implement a downloadable audiobooks service; Plan a public technology education program for calendar year 2008. Goal 5: Add Past Perfect software to help catalog and make accessible digitized images in the local history collection; Continue to work with local historian Tim Cranston on a local history publication project. Goal 6: Work with Local 1033 union officials to adopt revisions of the library job descriptions. Goal 7: Meet with Willett and Davisville librarians to discuss the OLIS annual report submission; Coordinate the state grant-in-aid application; Revise service plan for FY 09. Goal 8: Complete the elevator upgrade and boiler replacement projects begun in the fourth quarter of FY 07; Submit the revised disaster plan to OLIS; Revise the library's custodial maintenance schedules
SECOND QUARTER (10/1/07 to 12/31/07)	Goal 1: Review collection resources in the areas of young adult fiction and non fiction, the 900s in adult non fiction. Goal 2: Review the functionality of the library website and revise where necessary; Evaluate readers' advisory services. Goal 3: Create a Teen Advisory Board to give young adults a voice in helping develop programs and services for their age group; Host the Friends of the Library annual fall book sale, one of the library's most important community-building programs; Strengthen cooperation between public and school librarians; Plan the lineup of spring programs and activities. Goal 4: Implement interactive online Reference service using Instant Messaging technology; Revise the library's technology plan for submission to OLIS. Goal 5: Create a tutorial for patrons using the local history collections; Mount the digitized images from the Lawrence Collection on the website and make them searchable. Goal 6: Create a checklist for staff for each of the library's online databases to determine staff proficiency in searching for training purposes. Goal 7: Prepare preliminary draft of the FY 2007-08 budget for review by the Board of Trustees; Prepare revisions to the library's three-year service plan. Goal 8: Conduct an energy audit of the

QUARTER	ACTIVITY
THIRD QUARTER (1/1/08 to 3/31/08)	<p>library's electrical systems; Develop landscaping plans for a Storytime garden outside the children's wing of the library</p> <p>Goal 1: Review collection resources in the areas of preschool books, science fiction, and the 200s in adult non fiction; Goal 2: Implement Dreamweaver software to maintain the library website; Appoint a staff committee to develop strategies for providing a more formal program of readers' advisory services based upon the evaluation done in the second quarter. Goal 3: Strengthen the teen volunteer program; Present funding requests to the Friends of the Library for public programs and activities in FY 09. Goal 4: Review hardware replacement schedule; Prepare the annual Champlin grant request for hardware and software for Board of Trustees approval. Goal 5: Complete the mill sample book, which documents the samples of narrow fabric that were made at the Hamilton Web mill. Goal 6: Conduct a review of the staff schedule to find creative ways to expand public service coverage within the framework of the existing staff configuration. Goal 7: Submit the Trustees FY09 budget to the Town Manager; Submit three-year plan to OLIS. Goal 8: Review the signage throughout the library and revise where necessary; Prepare Champlin grant request for capital improvement projects scheduled for FY 09</p>
FOURTH QUARTER (4/1/08 to 6/30/08)	<p>Goal 1: Review collection resources in the areas of children's science fair project books, the adult oversize collection, and the paperback fiction collection. Goal 2: Review the library website; Begin implementation of a readers' advisory services program. Goal 3: Coordinate the annual visits of elementary school students to the library and expand the program to target fifth graders at Hamilton and Quidnessett schools; Host R.I. Voices and Sunday Musicales; Plan the lineup of summer programs and activities. Goal 4: Evaluate the possibility of offering self-checkout; Make the website more interactive. Goal 5: Expand staff assistance for local history research and offer a more formal program of reference service for patrons using special collections. Goal 6: Conduct performance reviews of library staff; Complete the revision of the staff manual. Goal 7: Appoint a staff committee in May to assist in setting funding policy and priority levels for collection spending in FY 09; Close out the FY 08 budget. Goal 8: Revise the disaster plan to submit to OLIS in the first quarter of FY 09; Replace worn carpeting in computer area of Reference department and at the Circulation desk.</p>

PERFORMANCE MEASURES

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Items checked out	1	357,438	328,000	168,294	359,000	359,000
Items checked in	1	291,300	312,760	132,163	290,000	290,000
New CLAN registrations	1	N/A	1,340	420	900	900
Programs sponsored	3	421	425	208	425	430
Program attendance	3	12,178	11,500	5,571	12,200	12,500
Person visits	2	178,984	185,000	85,564	178,439	179,000
Public Service transactions	2	41,864	50,000	15,683	42,000	42,000
Items loaned to other libraries	1	44,761	49,000	17,661	30,000	30,000

<i>PRODUCTIVITY MEASURE</i>	<i>Goal</i>	<i>ACTUAL 2005/06</i>	<i>BUDGET 2006/07</i>	<i>ACTUAL 2006/07</i>	<i>PROJECTED 2006/07</i>	<i>PROJECTED 2007/08</i>
Items borrowed from other libraries	2	28,814	31,000	17,219	34,000	34,000
NKFL Web Page Connections	2	56,533	55,000	22,186	55,000	55,000
Online Service Searches	4	68,065	64,640	21,405	64,640	65,000
Number of Users at Internet Workstations	4	21,500	22,000	10,239	22,000	22,000
Items added collection	1	5,515	6,000	2,776	6,000	6,000

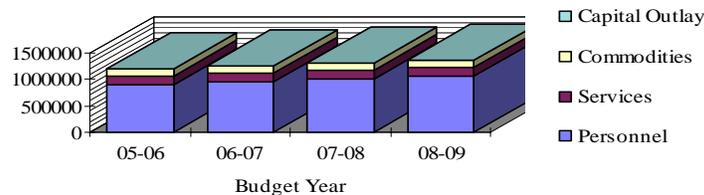
PERSONNEL LIST

<i>POSITION TITLE (Full Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Library Director	1	1	1
Asst. Library Director	3	3	3
Librarian	1	1	1
Assistant Librarian	1	3	3
*YA Librarian and Children's Librarian upgraded to FT as part of a staff reconfiguration to account for a retirement in Dec 2006.			
Library Associate	2	3	3
*Long-serving library technician upgraded to this class. as part of a staff reconfiguration to account for a retirement in Dec 2006.			
Library Technician	3	2	2
Senior Library Clerk	1	1	1
Total	12	14	14

<i>POSITION TITLE (Part Time)</i>	<i>ACTUAL 05/06</i>	<i>BUDGET 06/07</i>	<i>PROJECTED 07/08</i>
Assistant Librarian	3	1	1
*See Full-Time Chart above for explanations.			
Senior Library Clerk	1	1	0
Library Clerk	1	1	1
Library Aide	1	1	1
Library Custodian	2	2	2
Library Pages	6	3	3
Total	14	9	8

Library	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/ Next	Projected Budget Following Year 08-09
Personnel	\$900,359	\$961,395	\$961,859	\$1,003,396	\$41,537	4.32%	\$1,063,600
Services	\$167,025	\$163,303	\$165,467	\$167,557	\$2,090	1.26%	\$172,584
Commodities	\$127,813	\$128,877	\$128,877	\$131,100	\$2,223	1.72%	\$135,033
Capital Outlay	\$0	\$0	\$0	\$0	\$0		\$0
Total	\$1,195,197	\$1,253,575	\$1,256,203	\$1,302,053	\$45,850	3.65%	\$1,371,216

TOWN LIBRARY
Budget Trends



ZERO BASED BUDGET LIBRARY

Account Number	Description	Requested
11219010 510101	- CLASSIFIED FULL TIME	361,718.00
11219010 510102	- CLASSIFIED PART TIME	99,257.00
11219010 510103	- UNCLASSIFIED FULL TIME	237,841.00
11219010 510104	- UNCLASSIFIED PART TIME	3,477.00
	3 high school students covering 9 hours a week @ \$7.40 per hour to put books and other materials back on the library shelves.	
11219010 510206	- TERMINATION PAY	9,000.00
	Programmed contribution to a library termination pay reserve account. There are two staff members eligible to retire in FY 2007, which would cost roughly \$55,165 in termination pay if they should opt to retire. We currently have \$68,393 in the library's termination pay reserve. Over a 5-year period, two other staff members will be eligible to retire, at a cost of an additional \$55,000 in termination benefits. With the amount currently in the account and the additional funds needed, the annual contribution can now be reduced to the range of \$9,000 to \$10,000 per year.	
11219010 524001	- FICA	53,725.00
11219010 524302	- RETIREMENT	81,125.00
11219010 524304	- HEALTH INSURANCE	129,979.00
11219010 524305	- DENTAL INSURANCE	13,762.00
11219010 524306	- LIFE INSURANCE	2,245.00
11219020 524401	- TUITION & FEES	250.00

ZERO BASED BUDGET

LIBRARY

Account Number	Description	Requested
	Fees for workshops and other continuing education opportunities for staff. Zero increase budgeted for this account. The library's administrative and professional librarians all participate actively on professional committees, which are always opportunities for continuing education and librarians, also take advantage of workshops offered by OLIS (the state library agency), which are usually free-of charge. The amount proposed for this account would fund attendance at either the RI Library Association Conference or some other professional continuing ed opportunity for up to four professional staff members at an estimated \$60 per employee.	
11219020 524405 -	TRAVEL & EXPENSES	1,040.00
	Mileage reimbursement for staff to attend committee meetings workshops and other continuing education opportunities. NKFL librarians participate on 10 statewide committees, which meet on a variety of schedules at libraries across the state. These committees include: CLAN Steering Committee (10 times per year) CLAN Membership (quarterly) CLAN Database Management (6 times per year) CLAN Technology (6 times per year) CLAN Circulation Heads (quarterly) CLAN Reference Librarians (10 times per year) Statewide Children's Advisory Council (6 times per year) State Documents Clearinghouse Committee (4 times per year) Young Adult Roundtable Meetings (11 times per year) R.I. Council for the Humanities (monthly) Additional meetings or workshops (4 additional) Total estimated reimbursements include 73 trips on an average of 30 miles round trip @45 cents per mile=\$1,040	
11219020 530501 -	DUES & MEMBERSHIPS	300.00
	Memberships in local, state and national library organizations. Dues and Memberships paid from this account include: American Library Association, which includes Public Library Association membership and Young Adult Services division membership--\$190 New England Library Association--\$70 Rhode Island Library Association--\$60.	
11219030 530101 -	TELEPHONE	5,200.00
	Telephone costs include the following: Regular phone service (Verizon) including four incoming phone lines and a dedicated fax line at an average cost of \$410 per month=\$4,920. Long distance service (Qwest) for occasional calls to out- of-state libraries or vendors as well as faxes, at an avg cost of \$15 per month=\$180. Additional white pages and yellow pages phone directories for nearby major metropolitan areas for the library's reference collection=\$100. Decrease due to dropping cell phone service for emergency calls.	
11219030 530103 -	POSTAGE	1,400.00
	We spend an average of \$119 per month to send overdue notices, notices of items being held for patrons, and other correspondence.	
11219030 530105 -	DATA PROCESSING	500.00
	The library's share of the costs of software maintenance on the MUNIS finance system for payroll and budgeting. The library's share has not increased in a number of years. The Finance Director has recommended a significant increase in this account.	
11219030 530607 -	AUDITING	2,205.00
	The library's share of the costs of the town's annual financial audit.	
11219030 530703 -	OFFICE EQUIPMENT RENTAL	836.00
	This account reflects the cost to rent our postage meter from Pitney Bowes. Rental fees are estimated to be \$194 per quarter with annual fees including property tax on rented equipment and postage-by-phone access fees of \$60 for a total of \$836.	
11219030 530802 -	STATIONERY	150.00
	We use funds in this account to print letterhead stationery, envelopes, and library note cards for correspondence. We have these three items printed on a three-year rotating schedule. In FY 08, we are due to have letterhead envelopes printed.	
11219030 531004 -	OFFICE EQUIPMENT MAINTENANCE	9,645.00

ZERO BASED BUDGET

LIBRARY

Account Number	Description	Requested
	The proposed amount in this account reflects the following expenses: Maintenance on local area network server (\$4,900); our vendor is NetCenergy, which is on the state MPA. E-mail scanning service to eliminate spam, purchased through NetCenergy (\$819). License renewal for Norton anti-virus software for Exchange server (\$595), licenses for anti-virus software on individual workstations are now part of a network CLAN contract, which is a new benefit of CLAN membership (this represents a savings of roughly \$1,000). License renewals for Eventkeeper software (\$290) and PubWeb browser software (\$100). Maintenance on Merlin Legend Telephone system @ a cost of \$154.70 per month for a total of \$1,857. Maintenance on Canon office copier, which is part of the town wide contract (\$795). Annual preventive maintenance on three microfilm reader/ printer/scanners (\$289).	
11219030 540104 -	OPER SUPPLIES FOR OFFICE EQUIP	7,450.00
	Our estimated supply needs for FY 08-09 include the following: Bar code labels—3,000@.02 each=\$60; Book jackets in assorted sizes--\$256; Book order slips—90 pads @2.29 ea.=\$206.10; Desk and appointment calendars—18 assorted=\$62; Paper and other craft supplies for storytime and children’s programs—assorted colors, sizes, and types=\$110; Circulation cases for DVDs—500 @.72 ea.=\$360; Cleaning compound and scrubbing pads for CD and DVD cleaning machine=\$217; Window envelopes—14 boxes @15.49 ea.=\$216.86; Floppy disks—6 boxes @10.99 ea.=\$65.94; Spine labels and labels for ILL delivery system—5 boxes @25.99 ea.=\$129.95; Classification labels for fiction and children’s collections—assorted types and prices=\$74.83; Library cards—2,500 @.53 ea.=\$1,325; Magazine storage boxes—2 packages @42.69 eac.=\$85.38; Markers for ILL delivery notation—8 doz. @6.99=\$55.92; Spiral notebooks—2 pkg. @8.99=\$17.98; Paper clips—assorted sizes=\$10.37; White paper for copier and printers—24 cartons white paper for copier and printers—24 cartons @44.90 per carton=\$1,077.60; Color paper for copier—26 reams @6.86 per ream=\$178.36; Toner for printers—assorted sizes and types—24 cartridges=\$1,744.76; Pens—6 doz. @1.59 per doz.=\$9.54; Tape—48 rolls in assorted types and sizes=\$123.78; Date stamps and stamp pads--\$25.29; Typewriter ribbons—2 boxes @10.49 ea.=\$20.98; Post-it notes—assorted sizes=\$29.94; Manila envelopes—1 box=\$8.49; Name badges—3 ea. @7.48=\$22.44; Mending glue—1 gal.=\$46.05; Spine label clear protectors—2 rolls @26.40 per roll=\$52.80; Binders for talking books—30 in two sizes=\$169.50; Boxes for VHS videocassettes—100 @.57 ea.=\$57.00; Staples—5 boxes @.89=4.45; Postage meter ink cartridges and tape sheets--\$196; Miscellaneous supplies and factor for shipping=\$400.	
11219040 531206 -	CONTRACTUAL SERVICES NOT O/W C	47,377.00
	CLAN membership fees. Membership fees are calculated on a formula based on usage of the entire CLAN system. The formula includes a percentage for the number of items loaned to patrons; the number of Internet connections per library; the number of branches per library; and the size of the library collection. The NKFL share of the total CLAN fees for FY 07/08, based upon these percentages is about 3% of the total. CLAN membership fees now include the Providence Journal archives database, a menu of informational databases and Norton anti-virus licenses for all library work stations as core services for all CLAN members and.	
11219050 530806 -	BOOKBINDING	500.00
	Rebinding worn library books that cannot be replaced or mended remains a vital service in order to maintain the library collection. Since this account has been zero funded for three fiscal years, there is a significant backlog of books that need rebinding, which is why funds are being restored here.	
11219050 540108 -	BOOKS & PUBLICATIONS	119,000.00

ZERO BASED BUDGET

LIBRARY

Account Number	Description	Requested
	This budget proposal provides funding for the following: Fiction titles--1,500@15.00 ea.= \$22,500. Adult & Children's Reference books—60 titles @50,00 ea.= \$3,000. Children's Fiction and Non Fiction books—1,000 books @ 18.00 eac.= \$18,000; Young Adult books—350 books @ 14.00 ea. = \$4,900. Large Print books—200 books @27.00 ea.= \$5,400. Online databases—7-8 databases= \$22,000. Talking books—250 books on compact disc @48.00 ea.= \$12,000. Language tapes –25 tapes @18.00 ea.= \$450. Videos—500 DVDs @22.00= \$11,000. Music—100 music CDs @12.00 ea.= \$1,200. Magazines and Newspapers--\$11,000. Emerging formats such as Mp3 and other downloadable audio--\$2,550. Microfilm--three microfilm subscriptions (Providence Journal, Newsweek, and Standard-Times)--\$5,000.	
11219060 530301 -	ELECTRICITY	52,500.00
	Monthly rates, based on historical usage, factoring in the addition of Sunday service hours and estimated rate increases.	
11219060 530303 -	FUEL OIL	14,000.00
	Estimated needs based on historical use of heating oil during the past two seasons.	
11219060 530305 -	SOLID WASTE	1,870.00
	This represents the library share of the town wide contract for garbage removal and recycling.	
11219060 530306 -	WATER	905.00
	Water usage based on the historical record over the past three fiscal years of 280,000 gallons per year @2.50 per thousand= \$700. Flat charge of \$13.72 per quarter= \$54.88 Other charges based on annual usage= \$67.51 for infrastructure (.2411/thousand) and surcharge (.292/ thousand)= \$81.76.	
11219060 530406 -	GENERAL INSURANCE	12,074.00
11219060 531101 -	STRUCTURAL SYSTEMS MAINTENANCE	1,000.00
	Twice annual pumping of the septic system= \$640. Emergency repair to automatic front doors or an emergency repair of a broken window--\$360.	
11219060 531105 -	INTERIORS MAINTENANCE	10,850.00
	Annual boiler cleaning in Fall 2007--\$800. Changeover from air conditioning to heat in Fall 2007--\$1,000. Changeover from heat to air-conditioning in Spring 2008--\$1,500. Estimated repairs to HVAC system: fans, motors, flow valves, drain repairs on blower units--\$3,000. Replacement of carpeting under computer workstations in reference department and inside circulation desk--shared cost of \$2,650 (total project cost estimated at \$6,500). Replacement of fire alarm batteries--\$775. Routine replacement of faulty smoke detectors--\$375. Modest maintenance projects scheduled according to the greatest need: painting, electrical, plumbing, or tree work--\$750.	
11219060 531206 -	CONTRACTUAL SERVICES NOT O/W C	6,745.00
	Elevator--for monthly check and preventive maintenance \$265/month= \$3,180. Water treatment chemicals and monitoring of gauges for the water in the cooling tower during air conditioning season--\$1,196. Fire alarm contract to test the alarms quarterly and to clean the smoke detectors per the new fire code--\$1,544. Security alarm contract to monitor the security system with an estimated 5% increase--\$825.	
11219060 540508 -	ELECTRICAL SUPPLIES	1,350.00
	The library has more than sixteen different types of light fixtures inside and outside the building, most of which require different models of light bulbs and ballasts. Some of these bulbs and ballasts have significantly long lives and some need to be replaced more than once a year. Since we cannot reasonably predict which bulbs and ballasts will need to be replaced in a given year, we have used historical spending in this account as a means to predict our needs for FY 08.	
11219060 540509 -	JANITORIAL SUPPLIES	3,300.00

ZERO BASED BUDGET

LIBRARY

Account Number	Description	Requested
	Supplies needed for the cleaning of the building and its furnishings. The budgeted amount includes the following: Facial tissue—2 cases@40.41=\$80.82. Prestige hand soap—5 cases@49.88=\$249.40. Trash bags—4 cartons@47.94=\$191.76. Toilet bowl cleaner-- 40 quarts@3.05=\$122. Glass cleaner—6 quarts@3.35 per qt. = \$20.10. Vacuum Bags—3 pkg. of varying types=\$48.85. Bleach—10 gals@1.98=\$19.80. Ice melt—2 containers @29.87=\$59.74. Speedball disinfectant cleaner—6 cans@5.29=\$31.74. Urinal screens--1 doz.@12.55=\$12.55 Sundance floor cleaner—6 gals@10.38=\$62.28 Toilet tissue—16 cases@66.78=\$1,068.48. Paper towel rolls for public bathrooms—9 rolls@65.84= \$592.56. C-Fold Paper towels—15 cartons@28.29=\$424.35. Latex gloves—5 boxes @5.87/box=\$35.22. Rest Stop bathroom cleaner—5 qts. @2.96/qt.=\$14.80. Carpet Cleaner—3 gals. @18.97=\$56.91. Miscellaneous supplies--\$209.	
11219070 510101 -	CLASSIFIED FULL TIME Funding for 12 Sundays Jan-March 2008	2,046.00
11219070 510102 -	CLASSIFIED PART TIME Funding for 12 Sundays Jan-March 2008.	2,316.00
11219070 510103 -	UNCLASSIFIED FULL TIME Funding for 12 Sundays Jan-March 2008.	2,344.00
11219070 510104 -	UNCLASSIFIED PART TIME Funding for 12 Sundays Jan-March 2008.	2,562.00
11219070 524001 -	SOCIAL SECURITY	709.00
TOTAL LIBRARY FUND		1,302,053

SCHOOL DEPARTMENT

School Committee:

Douglas Roth, Chairperson
Dr. Janice E. DeFrances, Vice Chairperson
Melvoid J. Benson
April Brunelle
Larry Ceresi
F. Renee Cockerill
Kimberly Page

Dr. James Halley, Superintendent of Schools

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

We believe that all students:

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

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

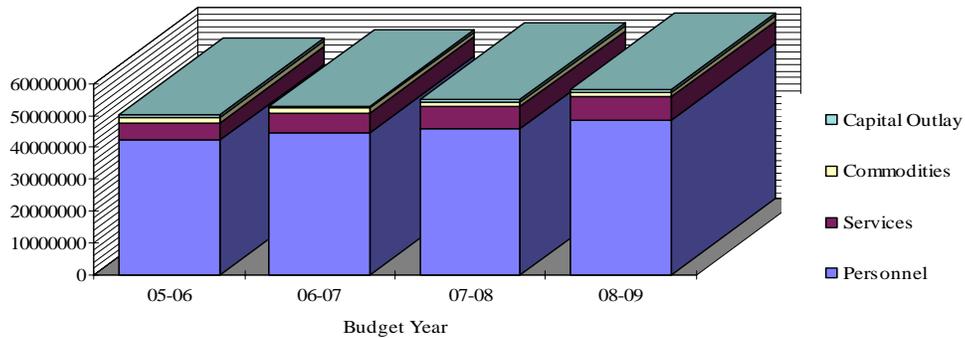
- parents are active participants in their child's learning and equal partners with the school in making educational decisions.
- there is a safe and orderly learning environment.
- there is equality of educational opportunity.
- there is a climate of high expectations.
- there is a respect for the uniqueness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

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

- function as self-sufficient and productive members of society.
- function individually and collaboratively as informed decision makers and life-long learners.
- actively participate in and contribute to the well-being of the family, community and society.
- appreciate and respect the interdependence and diversity of people, ideas and the environment.
- lead a balanced, healthy life by participating in diverse intellectual, physical and aesthetic activities.
- act with the self-confidence which reflects a positive self-image.
- pursue individual intellectual development passionately.

School Department	Expenditures Last Year 05-06	Projected Expenditures through 6/30/07	Adopted Budget Current Year 06-07	Proposed Budget Next Year 07-08	Budget Increase Decrease	Percent Changed Current/Next	Projected Budget Following Year 08-09
Personnel	\$42,194,295	\$44,839,867	\$44,703,305	\$45,842,479	\$1,139,174	2.55%	\$48,593,028
Services	\$5,485,303	\$6,320,371	\$5,998,882	\$7,047,732	\$1,048,850	17.48%	\$7,400,119
Commodities	\$1,652,701	\$1,330,751	\$1,585,052	\$1,573,177	(\$11,875)	-0.75%	\$1,651,836
Capital Outlay	\$962,667	\$590,711	\$794,461	\$759,681	(\$34,780)	-4.38%	\$782,471
Bottom Line Reduction				(\$208,000)	(\$208,000)	0.00%	(\$214,240)
Total	50,294,966	53,081,700	53,081,700	55,015,069	1,933,369	3.64%	\$58,213,214

SCHOOL DEPARTMENT
Budget Trends



CAPITAL, DEBT SERVICE and MAJOR PROJECTS

This section of the budget summarizes all major and minor capital improvements and equipment proposed for funding and/or implementation as part of the proposed budget. All major capital improvement projects (non recurring projects with a total cost of over \$100,000) are included in the Town’s six-year capital improvement program recommended to the Town Council by the Asset Management Commission which will be amended and adopted by the Council as part of the budget adoption. Equipment and minor capital improvements (recurring projects over \$100,000 and capital projects with a total cost of less than \$100,000) are proposed during the operating budget process. A total of \$2.6 million is proposed in the operating budget for funding of capital projects and for funding to various capital reserve accounts. The following tables detail the capital expenditures and their source of funding and impact on the operating costs of the Town. Projects recommended by the Asset Management Commission in the Capital Improvement Program for Fiscal Year 2008 have been included in Chart A or Chart C.

Capital Projects funded in Operating Budget

Chart A below and continued on the next page summarizes all projects and equipment funded in the operating budget. They are listed by department and categorized by funding source (general, water i.e.) and type (equipment, facility or capital improvement). There is a total of \$1.294 million for projects in the General Fund budget, an increase of \$196,000 over the current year. The Police and Fire Departments will see a increase of \$129,500 over the current year’s budget and the Public Works Department is proposed to increase by \$26,802. The increase is a direct impact of the state mandated 5.25% cap on expenditures. The Quonset Davisville enterprise fund (Leisure Services) increases by \$45,000 due to funding being available for transfer to capital reserves from both the Golf Course and Allen Harbor. The Golf Course is anticipating transferring approximately \$135,714 to the Capital Reserve in addition, Allen Harbor is expected to transfer approximately \$96,640 for future capital improvements at the Golf Course and at Allen Harbor. The Water Fund is proposing to increase slightly and includes funding for many ongoing projects that will be funded from the capital reserve account. It is anticipated that the Water Fund will contribute approximately \$823,549 to their Capital Reserve for ongoing capital improvements and replacement. The grand total proposed increase in capital spending and transfers to capital reserves from the operating budgets for Fiscal Year 2008 is \$61,161.

Chart A

<u>Fund/Dept.</u>	<u>Project Description</u>	<u>Account</u>	<u>Funding Type</u>	<u>Amount</u>
General Fund	To Town Capital Reserve for Pay-as-we-go capital improvements		G TCR	315,750
Information Systems	PC Replacements - Entire Network	00105050 550301	G EQR	18,000
Fire	Re-cab and Chassis Rescue	00108030 550401	G EQR	100,000
Fire	Fire Hose	00108030 550701	G EQR	10,000
Fire	Emergency Medical Services Software, Licenses, Hardware	00108030 550701	G CI	15,000
Harbor Mgmt	Boat Motor	00108060 550701	G EQR	8,500
Police	4 Patrol Vehicle Replacements	00108120 550401	G EQR	84,000
Planning	Post Road Corridor Sewer Study	00109010 550801	G CI	40,000
Highway	Road Overlay, Drainage	00110020 531107, 531111	G F	246,227
Highway	Snow Removal Fleet Replacements	00110020 550501	G EQR	140,000
Highway	Main Street Sidewalks	00110020 531206	G F	130,000
Engineering	Main Street, Landfill Closure, Dam Projects Engineering	00110050 530602	G F	136,825
Facilities	Front-end mower, aerator & vacuum system for field tractor	00110070 550501	G EQR/EQN	35,000
Senior Services	Funding towards Transportation Van Replacement	00113050 550701	G EQR	15,000
Total General Fund				1,294,302

<u>Fund/Dept.</u>	<u>Project Description</u>	<u>Account</u>	<u>Funding Type</u>	<u>Amount</u>
Q/D Recreation Fund				
Golf Course	To Golf Course Capital Reserve for Pay-as-we-go capital improvements		EQ QCR	135,714
Golf Course	Sprayer	43021010 550401	EQ EQR	20,000
Golf Course	Golf Cart Replacements (25 Carts)	43021020 550401	EQ EQR	42,000
Allen Harbor	To Allen Harbor Capital Reserve for Pay-as-we-go capital improvements		EQ QCR	96,640
Allen Harbor	Computer Replacement	43021040 550301	EQ EQR	500
Allen Harbor	New Barge construction	43021040 550401	EQ EQR	3,000
Allen Harbor	Equipment Replacements	43021040 550501	EQ EQR	5,000
Total Q/D Recreation Fund				302,854
Water Fund				
	To Water Capital Reserve for Pay-as-we-go capital improvements		EW WCR	823,549
Water	Computer Equipment	44040050 550301	EW EQR	2,000
Water	Office Capital	44040050 550701	EW EQR	15,000
Water	Meter Reading Equipment	44040090 550703	EW EQR	1,800
Water	Engineering for Capital Projects	44040090 551006	EW F	10,000
Water	Replacement Motors for Well and Chemical Pumps	44040091 550702	EW EQR	2,000
Water	Well Redevelopment	44040091 551001	EW F	30,000
Water	Tank Cleaning & Disinfection	44040091 551002	EW F	5,000
Water	Information System for Wastewater Management	44040100 550101	EW CI	2,500
Total Water Fund				891,849
School Fund				
	To School Capital Reserve for Pay-as-we-go capital improvements		SCR SCR	102,252
Total School Fund				102,252
Total All Budgeted Funds				2,591,257

FUNDING: (Source of Funds): G=General Fund Operating Budget
EQ= Quonset Davisville Recreation Enterprise Fund EW= Water Enterprise Fund
TCR= Town Capital Reserve SCR= School Capital Reserve
QCR= Quonset/Davisville Capital Reserve WCR= Water Capital Reserve

TYPE CODE:

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

Future Capital Equipment

Included in Chart B, below, are FY 2008 requested equipment replacements for various Departments for a total of \$644,500 which has been recommended for funding in Chart A, above, for FY2008. Also included below are planned equipment requirements over the next four years. Without annual funding for replacement equipment in a particular year, the next year's needs are increased possibly causing a funding problem in the subsequent fiscal year's budget.

**Chart B
Next Five Years' Equipment Replacement Program**

Department	FY to Purchase	Description	Estimated Cost
Facilities	2008	Front End Mower (Replaces 1985 John Deere)	17,000
Facilities	2008	Field Aerator	12,000
Facilities	2008	Vacuum system for field tractor	4,000
Fire	2008	Rescue re-cab and chassis-Repl 2001 Ford F350	100,000
Golf Course	2008	Sprayer	20,000
Golf Course	2008	25 golf Carts	42,000
Harbor Mgmt	2008	Motor	8,500
Highway	2008	Large dump w/ snow equipment (Repl '90 F dump w/125K mls)	95,000
Highway	2008	Full size pickup w/ snow equipment (Repl '89 Chevy w/237K mls)	45,000
Police	2008	Replace 4 Vehicles	84,000
Water	2008	Service Vehicle (Utility body)	29,000
Water	2008	Meter Reader Vehicle	20,000
Water	2008	Leak Detection Equipment (Loggers)	5,000
Water	2008	Generators	160,000
Water	2008	Trailer	3,000
Total Fiscal Year 2008			644,500
Facilities	2009	Van ½ ton (Replace 1985 Dodge van - # 43)	35,000
Fire	2009	Brush Truck-Repl '69 Dodge Wagon	75,000
Fire	2009	Rescue-Repl '06 Ford F350 w/rescue box	170,000
Golf Course	2009	Utility Vehicle	20,000
Golf Course	2009	Outfront Rotary Mower	20,000
Golf Course	2009	25 golf Carts	42,000
Highway	2009	Large dump w/ snow plow (Repl '92 F Dump truck w/ Stetco CB cleaner - # 83)	97,000
Highway	2009	Full size pickup w/ snow equipment (Replaces '92 Ford P/U)	45,000
Police	2009	Replace 4 Vehicles	84,000
Police	2009	Computer Server (Police 3)	15,000
Water	2009	Compressor	15,000
Water	2009	Hoist for hydrant repair/replacement	6,000
Total Fiscal Year 2009			624,000
Animal	2010	Animal Warden Van	25,000
Facilities	2010	Turf Tractor w/ bucket (Replaces 1971 International)	35,000
Fire	2010	Fire Engine-Repl '86 Hahn Fire Engine	450,000
Fire	2010	Rescue-Repl. '06 Ford F350 w/2000 Rescue Box	180,000
Fire	2010	Chief's vehicle-Repl '03 Ford Expl	40,000
Golf Course	2010	Trap Rake	15,000
Golf Course	2010	Tee Mower	20,000
Golf Course	2010	25 golf Carts	42,000
Highway	2010	Large dump w/ snow equipment (Replaces 1994 Ford Dump)	100,000
Highway	2010	Pickup truck with snow equipment (Repl 1995 Ford pickup - # 3)	40,000
Police	2010	Replace 4 Vehicles	89,600
Police	2010	Bullet resistance vests per CBA *-50% grant match	16,000
Water	2010	Leak Detection Equipment (Correlator)	15,000

Department	FY to Purchase	Description	Estimated Cost
Water	2010	Service Vehicle (pick up)	25,000
Water	2010	Generators	108,000
Water	2010	Pump & Motor for Well #6	20,000
Total Fiscal Year 2010			1,220,600
Facilities	2011	Bobcat Skid Steer Loader (Replace 1992 Bobcat)	40,000
Fire	2011	Brush Truck-Repl '79 Chevy C20	75,000
Fire	2011	Rescue-Repl '07 Rescue w/2001 Rescue Box	180,000
Golf Course	2011	Pick Up Truck	15,000
Golf Course	2011	Aerifier	15,000
Golf Course	2011	25 golf Carts	42,000
Harbor	2011	Replace skiff	30,000
Highway	2011	Road Grader (Replace 1964 CAT Grader)	120,000
Police	2011	Replace 4 Vehicles	91,200
Police	2011	Police radar units	19,000
Police	2011	Desktop Computers	20,000
Recreation	2011	Pickup Truck	15,000
Total Fiscal Year 2011			662,200
Animal	2012	Animal Warden Van	26,000
Facilities	2012	Full size pickup w/ snow equipment (Repl 1992 3/4 ton Chevy)	40,000
Fire	2012	Fire Engine-Repl '96 KME Fire Engine	500,000
Golf Course	2012	Tractor	25,000
Golf Course	2012	Greens Mower	25,000
Golf Course	2012	25 golf Carts	42,000
Highway	2012	Loader (Replace 1989 JD loader)	140,000
Police	2012	Replace 4 Vehicles	91,200
Senior	2012	16-20 passenger handicapped bus for seniors	79,000
Total Fiscal Year 2012			968,200

Capital Projects with Other Funding Sources

Chart C below summarizes those projects that will be funded by capital reserves, bond financing or grants. The impact on the FY08 operating budget for these projects, other than the debt service cost, if applicable, has been show below. Debt service for the voter-approved Bond funded projects (Funding Source BA) is estimated to be \$538,000 for the first year of the debt. Projects with a funding source of BU would only go forward if approved by the voters. Because the Town implements a conservative 20 year level principal payment schedule for most debt, this amount will decrease over the life of the projects. The actual debt service for each project currently bonded is shown in Chart D.

Chart C

Lead Dept	Project Description	Funding	Type	Amount FY08	Impact Operating Budget 08
Leisure	Allen Harbor Master Plan Improvements	QCR	F	340,000	
	Golf Course Improvements	QCR	F	51,350	
	Golf Course Irrigation System	QCR	F	40,200	
Planning	Development Rights Acquisitions	BA/BU/OT3	CI	1,700,000	20,000
	Land/Development Rights Acquisitions	BU/OT3	CI	6,505,000	
	McGinn Skating Park	OT2	CI	110,000	

Lead Dept	Project Description	Funding	Type	Amount FY08	Impact Operating Budget 08
Public Safety	North End Recreational Fields	OT3	CI	400,000	
	Fire Department Maintenance Facility	OT3	CI	100,000	
	Public Safety Building Improv. Ph I & II	BA/TCR/OT2	F,CI	1,670,000	
Public Works	Relocation of Fire Station #2	BA	CI	2,350,000	
	Quonset/Davisville Fire Station Station 5	OT2	CI	2,741,000	
	Misc Dam Repair	BA	CI	763,000	
	Landfill Closure - Hamilton Allenton	TCR	F	75,000	15,000
	Roofing Projects	TCR	F	340,000	
	Main Street Project	TCR	F	25,000	
	55 Oak Hill Storage Facility	BA/OT2/OT3	F	1,574,000	265,000
Recreation	Calf Pasture Point Master Plan	TCR	F	25,000	
	McGinn Park	OT3	CI	110,000	
	Signal Park	BU	CI	775,000	
	Townwide Playing Fields	TCR	F	110,000	
School	Various projects for repairs to Forest Park, Fishing Cove and Davisville Elementary and Wickford Middle School Improvements	OT2/OT3	CI	40,000	
	Davisville Middle School Roof and HVAC	BA	F	5,921,801	
	Davisville Middle Fire Alarm	SCR	F	35,000	
	Fishing Cove partial HVAC	SCR	F	282,500	
	Davisville Elementary School Renovations & Addit.	SCR	F	21,875	
	Hamilton Elementary Fire Alarm/Sprinkler	BU	F	3,955,000	
	School Admin/CD Building Fire Alarm/Sprinkler	SCR	F	212,063	
	CD/Admin/Maintenance Parking Lot	SCR	F	81,563	
	CD Building Improvements	SCR	F	206,626	
	Senior Service	Senior Center Design	SCR	F	120,000
Water	Emergency Generators	BA	CI	175,000	
	Land Acquisition for New Supply Source Develop	WCR	CI	429,000	161,000
	Main Street Water Main Replacement	WCR	CI	1,000,000	
	New Juniper Hill Tank	WCR	CI	142,000	142,000
	Standpipe Maintenance and Painting	WCR	CI	2,266,100	1,600,000
	Grand Total Ongoing & Proposed Projects	WCR	F	1,703,075	287,075
				33,665,053	2,490,075

FUNDING (Source of Funds): BA=Bond Authorized BU=Bond Unauthorized SCR=School Capital Reserve TCR=Town Capital Reserve WCR=Water Capital Reserve QCR= Quonset/Davisville Recreation Fund Capital Reserve OT2=State Grant OT3=Other Contributions

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

Capital Reserves (Pay-as-we-go Projects)

Included above are \$597,856 in projects that are to be funded from the Town Capital Reserve, \$959,627 from the School Capital Reserve, \$431,550 from the Quonset/Davisville Recreation Reserve for both the Golf Course and Allen Harbor and \$2,190,075 from the Water Capital Reserve in FY2008. Below in Charts D, E, F and G are funding and spending projections and updates of the anticipated balance available from these four capital reserve funds after completion of the FY 2008 projects.

Chart D

Town Capital Reserve (TCR)		07/08
Estimated Balance 6/30/07		1,377,278
Proposed Funding FY 2008		315,750
Less CIP Projects Funded by Capital Reserve		
Misc. Dam Projects		(75,000)
Landfill Closure		(340,000)
Roofing Projects		(25,000)
55 Oak Hill Road		(25,000)
Public Safety Phase I & IA		(22,856)
Signal Rock		(110,000)
	CIP Projects Totals	<u>(597,856)</u>
Estimated Year End Balance in Fund		1,095,172

Chart E

School Capital Reserve (SCR)		07/08
Estimated Balance 6/30/07		1,372,144
Proposed Funding FY 2008		297,459
Less CIP Projects Funded by Capital Reserve		
CD Building Improvements		(120,000)
CD Admin Maintenance Parking Lot		(206,626)
Davisville Middle Fire Alarm		(282,500)
Davisville Middle School Roof and HVAC		(35,000)
Fishing Cove Elementary partial HVAC		(21,875)
Hamilton Elementary Fire Alarm/Sprinkler		(212,063)
School Admin/CD Bldg Fire Alarm/Sprinkler		(81,563)
	CIP Projects Totals	<u>(959,627)</u>
Estimated Year End Balance in Fund		709,976

Chart F

Water Capital Reserve (WCR)		07/08
Estimated Balance 6/30/07		868,170
Proposed Funding from FY07 Fund Balance		500,000
Proposed Funding FY08 Revenues		823,549
Less CIP Projects Funded by Capital Reserve		
New Juniper Hill Tank		(1,600,000)
Standpipe Maintenance and Painting		(287,075)
Emergency Generators		(161,000)
Main Street Water Main		(142,000)
	CIP Projects Totals	<u>(2,190,075)</u>
Estimated Year End Balance in Fund		1,644

Chart G

Quonset/Davisville Recreation Capital Reserve (OCR)		07/08
Estimated Balance 6/30/07		195,355
Proposed Funding From Fund Balance FY08		100,000
Proposed Funding FY08 Golf Course Revenues		135,714
Proposed Funding FY08 Allen Harbor Revenues		96,640
Less CIP Projects Funded by Capital Reserve		
Allen Harbor Master Plan Improvements		-340,000
Golf Course Improvements		-51,350
Golf Course Irrigation System		-40,200
	CIP Projects Totals	<u>(431,550)</u>
Estimated Year End Balance in Fund		96,159

Outstanding Debt

The following table, Chart H, shows the status of all outstanding debt for the Town. The FY2008 budget does not anticipate incurring any new debt thus it is estimated that the grand total net debt will decrease by approximately \$3.4 million from FY 2007.

Chart H (Amounts in millions)

Statement of Municipal Debt for Fiscal Year Ending June 30, 2008						
Interest Rate	Maturity Date	Issue Date and Purpose of Issue	Total Principal Payment	Total Interest Payment	Total Payment	Net Debt 6/30/08
Municipal Debt						
3-3.5%	6/30/2012	\$.328M Refunding of \$0.79 Open Space	55,000	7,975	62,975	212,000
3-3.5%	6/30/2012	\$.232M Refunding of \$0.56 Public Fac	40,000	5,588	45,588	148,000
3.91%	7/15/2007	\$ 1.9 (1990) and \$ 1.25 (1992) Dec-98 Refunding Open Space (Recreation)	42,425	848	43,273	-
4.42%	12/31/2019	\$1.025 Dec-98 Farmland & \$2.250 Roads	164,061	82,885	246,946	1,798,451
4.42%	12/31/2019	\$ 1.0 Dec-98 Library	50,095	25,309	75,404	549,143
5.08%	9/15/2020	\$3.6 Farmland & \$.235 Open Space	195,000	129,176	324,176	2,470,000
4.32%	6/15/2016	Jun-01 \$1.56 Farmland, \$1.9 Public Facilities, \$.385 Asset Protection	250,000	96,515	346,515	1,995,000
6.00%	5/1/2021	\$2.84 M Issue Open Space Dev Rights	185,000	108,550	293,550	2,470,000
		Total Municipal Debt	981,581	456,846	1,438,427	9,642,594
School Debt						
3-3.5%	6/30/2012	\$1.915M Refunding \$4.6M Elem Additions	320,000	46,463	366,463	1,235,000
3.91%	7/15/2007	\$ 3.1 (1990) School Dec-98 Refunding	37,575	752	38,327	-
4.42%	12/31/2019	\$ 0.795 Dec-98 Athletics & \$2.2 Tech	150,035	75,799	225,834	1,644,685
5.06%	6/15/2019	\$1.505 June-99 School Athletics	65,000	53,903	118,903	1,005,000
3-5%	6/30/2026	\$27.885M Refunding \$33M High School	1,540,000	1,066,313	2,606,313	24,475,000
3.5-4.35%	12/15/2011	Dec-01 \$1.9 School Additions	200,000	33,150	233,150	700,000
		Total School Debt	2,715,110	1,719,129	4,434,239	36,707,185
Total Debt Combined School & Municipal			3,294,191	1,733,224	5,027,415	38,702,279
Enterprise Funds Debt						
4.42%	12/31/2019	\$ 0.615 Dec-98 Golf Course Club House	30,809	15,565	46,374	337,722
		Total Enterprise Debt	30,809	15,565	46,374	337,722
Combined Grand Total Debt			3,325,000	1,748,789	5,073,789	39,040,001

Town Debt Limit

Except as provided below, under Rhode Island law, the Town may not, without special statutory authorization, incur any debt which would increase its aggregate indebtedness, not otherwise excepted by law, to an amount greater than 3% of the taxable property of the Town. Deducted from the computation of aggregate indebtedness is the amount of any borrowing in anticipation of taxes authorized by law and the amount of any sinking funds maintained by the Town. As of June 30, 2006 the Town had \$114,198

outstanding subject to the 3% debt limit. The current 3% debt limit of the Town is \$107,054,510 on the net assessed valuation as of December 31, 2004 of \$3,568,483,661.

The State Legislature may by special legislation permit the Town to incur indebtedness outside the limitations imposed by the 3% debt limit. Special legislation adopted by the legislature authorizing the Town to incur debt is subject to referendum by the electors of the Town. On June 30, 2006, the total outstanding debt of the Town issued pursuant to special legislation outside the 3% debt limit was \$45,914,198.

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

Outstanding Bonding Authority

The following table summarizes the debt authorizations that are either to be used for projects this next year or that will have an outstanding authorization at the end of this coming fiscal year. Both the voters of North Kingstown and the State Legislature have approved all of these debt authorizations. It is important that the Town keep track of this outstanding bonding authority since unused authority can be viewed unfavorably by the rating agency. This would be an indication that there is an unmet capital need. At the end of the year the Town will have \$13,395,000 of unused authority.

Chart I – Bonding Authority

Bonding Authority Description	Date Authorized	Amount Authorized	Balance Remaining	Proposed Projects	Year End Balance
School Improvements	Nov-04	\$9,000,000	\$9,000,000	\$6,700,000	\$2,300,000
Public Facilities	Nov-92	\$6,000,000	\$1,290,000	\$645,000	\$645,000
Library	Jun-97	\$1,350,000	\$350,000	\$0	\$350,000
Senior Center Expansion	Nov-06	\$4,000,000	\$4,000,000	\$0	\$4,000,000
Open Space/Farmland Preservation	Nov-06	\$4,000,000	\$4,000,000	\$1,000,000	\$3,000,000
Public Safety Improvements	Nov-06	\$4,500,000	\$4,500,000	\$1,400,000	\$3,100,000
Community Septic Loan Program	Nov-06	\$2,000,000	\$2,000,000	\$0	\$2,000,000
Total		30,850,000	23,140,000	9,745,000	13,395,000

Effect of Current and Future Debt on Tax Rate

In 1997 the Town established the debt service fund to combine all school and municipal tax-supported debt. Besides tax dollars, revenues to this fund include State Housing Aid for School and Library related debt and impact fees for certain projects. In Chart J, below, the impact of the existing debt from the Capital Improvement Program on the Fund Balance and tax rate needs for the Debt Service fund is shown. Prior to the financing of the High School Project, the tax rate had been increased or ramped up by \$.15 per year over three years to lessen the one time impact of the High School and other new long- term debt that began in Fiscal Year 2002. For estimating purposes it is assumed that any new debt will have an interest rate of 5.5% and a bond life of 20 years.

Chart J - Analysis of Existing and Authorized Debt ONLY with Tax Rate Projections

Tax Rate Impact (without proposed new debt)	FY07 Projected	FY08	FY09	FY10	FY11	FY12
<u>Existing Long Term Debt Prin & Int.</u>	5,255,771	5,027,417	4,807,302	4,667,127	4,529,698	4,280,849
Deduct for Housing & Library Aid	-1,084,378	-	-	-	-1,209,362	1,147,875
		1,107,567	1,076,571	1,240,743		
Deduct for (Impact Fees)/Misc.	<u>-89,563</u>	<u>-70,000</u>	<u>-70,000</u>	<u>-68,824</u>	<u>-70,000</u>	<u>-70,000</u>
Total Net Existing Long Term Debt	4,081,830	3,849,850	3,660,731	3,357,561	3,250,336	3,062,974
<u>Authorized New Long Term Debt</u>						
\$2,200,000 Headquarters Improv IA			175,000	176,750	178,250	174,500
\$2,300,000 New Sta 5 or Sta 2 Rel			185,000	186,500	182,750	184,000
\$8,050,000 School Improvements				647,500	645,250	647,500
\$4,000,000 Development Rights				320,000	319,000	322,750
\$4,000,000 Senior Center					320,000	319,000
Total New Debt	<u>0</u>	<u>0</u>	<u>360,000</u>	<u>1,330,750</u>	<u>1,645,250</u>	<u>1,647,750</u>
Net Total Existing & New Debt	4,081,830	3,849,850	4,020,731	4,688,311	4,895,586	4,710,724
<u>Calculation of Tax rate Increase Available for Existing and New Debt</u>						
Deduct drawn from/add to reserve *	<u>200,000</u>	<u>(212,215)</u>	<u>(139,937)</u>	<u>323,047</u>	<u>332,273</u>	<u>166,068</u>
Net amount required from tax dollars	3,881,830	4,062,065	4,160,668	4,365,264	4,563,313	4,544,656
Would generate an estimated tax rate as follows:	\$ 1.09	\$ 1.13	\$ 1.17	\$ 1.21	\$ 1.26	\$ 1.24
Estimated Tax rate increase/decrease for existing and new authorized debt		\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ (0.02)

In Chart K, below, the impact of the existing debt combined with unauthorized debt from the Capital Improvement Program on the tax rate for support of the Debt Service fund is shown. This new proposed debt is for land/development rights, Davisville Elementary and Wickford Middle School Renovations, McGinn Park improvements and Road Maintenance Projects. Bond authority for these projects will be put before the voters in April of 2007 and November 2008. If approved, the estimated tax rate increase will be \$0.13 in FY 09, and \$0.21 per thousand in FY 10.

Chart K - Analysis of ALL Existing and Authorized and Unauthorized Debt with Tax Rate Projections

Tax Rate Impact (without proposed new debt)	FY07 Projected	FY08	FY09	FY10	FY11	FY12
<u>Existing Long Term Debt Prin & Int.</u>	5,255,771	5,027,417	4,807,302	4,667,127	4,529,698	4,280,849
Deduct for Housing & Library Aid	-1,084,378	-1,107,567	-1,076,571	-1,327,034	-1,472,574	-1,586,753
Deduct for (Impact Fees)/Misc.	<u>-89,563</u>	<u>-70,000</u>	<u>-70,000</u>	<u>-70,000</u>	<u>-70,000</u>	<u>-70,000</u>
Total Net Existing Long Term Debt	4,081,830	3,849,850	3,660,731	3,270,093	2,987,124	2,624,096
<u>Authorized New Long Term Debt</u>						
\$2,200,000 Headquarters Impr - IA			175,000	176,750	178,250	174,500
\$2,300,000 New Sta 5 or Station 2 Rel			185,000	186,500	182,750	184,000
\$8,050,000 School Improvements				647,500	645,250	647,500
\$4,000,000 Development Rights				320,000	319,000	322,750
\$4,000,000 Senior Center					320,000	319,000
Total New Debt	<u>0</u>	<u>0</u>	<u>360,000</u>	<u>1,330,750</u>	<u>1,645,250</u>	<u>1,647,750</u>
Net Total Existing & New Debt	4,081,830	3,849,850	4,020,731	4,600,843	4,632,374	4,271,846

Tax Rate Impact (without proposed new debt)	FY07 Projected	FY08	FY09	FY10	FY11	FY12
Unauthorized New Long Term Debt						
\$5.5 M Land/Development Rights			440,000	441,750	443,000	438,750
\$3.955 M Davisville Elem Renov.				287,638	288,438	288,975
\$0.775 M McGinn Park					63,750	62,500
\$1.14 M Road Maintenance Projects					92,000	90,250
\$8.075 M Wickford Middle Renov.					588,938	585,275
\$8.070 M Wickford Middle Renov.						588,675
Total Unauthorized Long Term Debt	<u>0</u>	<u>0</u>	<u>440,000</u>	<u>729,388</u>	<u>1,476,125</u>	<u>2,054,425</u>
Net Total All Existing and New Debt	4,081,830	3,849,850	4,460,731	5,330,231	6,108,499	6,326,271
Calculation of Tax rate Increase Available for Existing and New Debt						
Deduct drawn from/add to reserve *	<u>200,000</u>	<u>(212,215)</u>	<u>63</u>	<u>65,717</u>	<u>105,469</u>	<u>261,379</u>
Net amount required from tax dollars	3,881,830	4,062,065	4,460,668	5,264,514	6,003,030	6,064,892
Would generate an estimated tax rate as follows:	\$ 1.09	\$ 1.13	\$ 1.25	\$ 1.46	\$ 1.64	\$ 1.64
Estimated Tax rate increase/decrease for existing and new authorized debt		\$ 0.04	\$ 0.13	\$ 0.21	\$ 0.19	(\$ 0.00)

Comparison of Total Debt Service to Future Budgets

As shown in Chart L, below, Debt Service as a portion of General, School, Debt and Library Fund expenditures is 5.81%. This is below the accepted standard of 10% from the debt rating agencies. This favorable comparison would increase to 8.20% in fiscal year 2012.

CHART L	FY08	FY09	FY10	FY11	FY12
<u>Existing Debt Principal and Interest</u>					
\$1,749,000 Refunding Bond 1998 (Rec/Open Space 1990 \$1.9 and 1992 \$1.25)	\$ 81,600				
\$1M Dec 1998 Library Renovations	75,404	73,400	71,371	69,292	67,175
\$3.275M Dec 1998 Roads & Open Space (Farmland)	246,947	240,384	233,740	226,931	220,000
\$232,000 Refunding Bond 2005 (\$ 560,000 May 1996 Public Facilities)	45,588	44,338	40,086	38,838	34,595
\$328,000 Refunding Bond 2005 (\$ 790,000 May 1996 Recreation/Open Space)	62,975	61,256	57,501	55,713	51,893
\$3.835M Sept. 2000 Open space & farmland	324,176	310,033	301,008	291,983	282,910
\$3.845M June 2001 Farmland, Facilities Asset Protection	346,515	336,765	326,786	316,615	305,015
\$2.84M May 2006 Development Rights	293,550	290,225	282,388	274,788	267,188
\$2.995M Dec 1998 School Athl & Techn	225,834	219,832	213,756	207,530	201,191
\$1.505M June 1999 School Athletics	118,903	120,783	122,423	123,823	119,983
\$1.915M Refunding Bond 2005 (\$4,600,000 May 1996 Elementary Additions)	366,463	356,463	331,306	321,013	310,338
\$1.9M December 2001 School Addition	233,150	225,150	217,000	208,600	102,175
\$27.885M Refunding Bond 2005 (\$33,000,000 December 1999 High School)	2,606,313	2,528,675	2,469,763	2,394,575	2,318,388
TOTAL EXISTING DEBT SERVICE	<u>\$5,027,417</u>	<u>4,807,302</u>	<u>4,667,127</u>	<u>4,529,698</u>	<u>4,280,849</u>
<u>Authorized and Unauthorized New Debt Principal and Interest</u>					
\$2.2M Headquarters Improvement IA		\$ 175,000	\$ 176,750	\$ 178,250	\$ 174,500
\$2.3M New Station 5 or Station 2 Rel		185,000	186,500	182,750	184,000
\$8.05M School Improvements			647,500	645,250	647,500
\$4.0M Development Rights			320,000	319,000	322,750
\$4.0M 000,000 Senior Center				320,000	319,000
\$5.5 M Land/Development Rights		440,000	441,750	443,000	438,750
\$3.955 M Davisville Elem Renovations			287,638	288,438	288,975
\$0.775 M McGinn Park				63,750	62,500
\$1.14 M Road Maintenance Projects				92,000	90,250
\$8.075 M Wickford Middle Renovations				588,938	585,275
\$8.070 M Wickford Middle Renovations					588,675
TOTAL NEW DEBT	<u>0</u>	<u>800,000</u>	<u>2,060,138</u>	<u>3,121,375</u>	<u>3,702,175</u>
GRAND TOTAL DEBT SERVICE - EXISTING AND NEW	<u>\$5,027,417</u>	<u>\$5,607,302</u>	<u>\$6,727,265</u>	<u>\$7,651,073</u>	<u>\$7,983,024</u>
TOTAL BUDGET (Est. 3% increase each year)	<u>\$86,460,206</u>	<u>\$89,054,012</u>	<u>\$91,725,633</u>	<u>\$94,477,402</u>	<u>\$97,311,724</u>
% OF DEBT PRINC & INT TO TOTAL BUDGET	<u>5.81%</u>	<u>6.30%</u>	<u>7.33%</u>	<u>8.10%</u>	<u>8.20%</u>

Net Debt Per Capita

A calculation of the impact of the current and proposed future borrowing on the Town's net bonded debt per capita has been done in Chart M. In fiscal year 2000, when the permanent financing was incurred for the High School, the ratio was 2.93%. Rating agencies focus on this measure when evaluating the Town's financial strength. Since the net taxable assessed value of the Town is increased in FY 2005 due to the revaluation, the percentage of Net Bonded Debt to Assessed Value dropped to 1.31% and is expected to increase to 1.41% should all of the proposed bond issues be approved in November 2006.

Chart M - Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt Per Capita					
Fiscal year	Population	Assessed Value	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value	Net Bonded Debt per Capita
1988	21,938	\$768,358,104	\$2,290,346	0.30%	\$104
1989	21,938	\$817,863,020	\$1,765,000	0.22%	\$80
1990	23,786	\$858,520,823	\$1,252,233	0.15%	\$53
1991	23,786	\$906,251,900	\$6,004,151	0.66%	\$252
1992	23,786	\$930,126,467	\$7,197,862	0.77%	\$303
1993	23,786	\$915,628,830	\$6,811,730	0.74%	\$286
1994	23,786	\$936,642,267	\$6,178,805	0.66%	\$260
1995	23,786	\$1,512,225,068	\$5,543,302	0.37%	\$233
1996	23,786	\$1,542,372,324	\$10,925,000	0.71%	\$459
1997	23,786	\$1,578,054,704	\$10,465,000	0.66%	\$440
1998	23,786	\$1,622,101,177	\$9,600,000	0.59%	\$404
1999	23,786	\$1,678,779,770	\$18,360,000	1.09%	\$772
2000	23,786	\$1,709,592,473	\$50,010,000	2.93%	\$2,102
2001	26,326	\$1,759,230,918	\$55,761,616	3.17%	\$2,118
2002	26,326	\$2,173,955,239	\$54,532,424	2.51%	\$2,071
2003	26,326	\$2,199,172,497	\$51,213,233	2.33%	\$1,945
2004	26,326	\$2,189,162,245	\$47,904,043	2.19%	\$1,820
2005	26,326	\$3,525,604,088	\$46,837,263	1.31%	\$1,754
2006	26,326	\$3,568,483,661	\$45,914,198	1.29%	\$1,744
Future Estimated based on Capital Improvement Program (Authorized Projects only):					
2007	27,041	3,607,374,032	\$41,996,470	1.16%	\$1,553
2008	27,143	3,643,447,772	\$39,269,055	1.08%	\$1,447
2009	27,245	3,679,882,250	\$47,879,864	1.30%	\$1,757
2010	27,347	3,716,681,073	\$51,212,864	1.38%	\$1,873
2011	27,449	3,753,847,883	\$51,012,864	1.36%	\$1,858
Compared to:					
Future Estimated based on Capital Improvement Program (Authorized and Unauthorized Projects per CIP):					
2007	27,041	3,607,374,032	\$41,996,470	1.16%	\$1,553
2008	27,143	3,643,447,772	\$44,769,055	1.23%	\$1,649
2009	27,245	3,679,882,250	\$51,559,864	1.40%	\$1,892
2010	27,347	3,716,681,073	\$70,185,114	1.89%	\$2,566
2011	27,449	3,753,847,883	\$69,212,864	1.84%	\$2,522

APPENDICES

APPENDIX A - ALL FUNDS SUMMARY

	GRAND TOTAL	GENERAL FUND	LIBRARY FUND	Q/D REC FUND	WATER FUND	SCHOOL FUND	SCHOOL CAP.RES.	DEBT SERVICE FUND
ESTIMATED REVENUE								
PROPERTY TAX	58,181,135	12,146,567	1,050,036	-	-	40,820,215	102,252	4,062,065
STATE REVENUES	17,796,135	4,649,470	199,517	-	-	11,696,882	195,207	1,055,059
OTHER REVENUES	13,549,072	7,208,441	40,500	1,376,325	2,483,247	2,422,972	-	85,000
SUBTOTAL	89,526,342	24,004,478	1,290,053	1,376,325	2,483,247	54,940,069	297,459	5,202,124
PRIOR YEAR	758,000	671,000	12,000	-	-	75,000	-	-
TOTAL	90,351,755	24,675,478	1,302,053	1,376,325	2,483,247	55,015,069	297,459	5,202,124

ESTIMATED REQUIREMENTS

PERSONNEL	67,837,676	19,058,643	1,003,396	753,925	1,179,233	45,842,479	-	-
NON PERSONNEL	15,711,379	5,050,573	298,657	505,526	1,235,714	8,620,909	-	-
SUBTOTAL	83,549,055	24,109,216	1,302,053	1,259,451	2,414,947	54,463,388	-	-
CAPITAL	1,847,656	477,008	-	70,500	68,300	759,681	297,459	174,708
DEBT SERVICE	5,073,790	-	-	46,374	-	-	-	5,027,416
CONTRIBUTIONS	89,254	89,254	-	-	-	-	-	-
ADJUSTMENT	(208,000)	-	-	-	-	(208,000)	-	-
TOTAL	90,351,755	24,675,478	1,302,053	1,376,325	2,483,247	55,015,069	297,459	5,202,124

PROPOSED BUDGET CHANGES FY07 TO FY 08

FY07 BUDGET	87,292,847	23,729,189	1,256,203	1,333,307	2,399,062	53,081,700	237,713	5,255,673
INCREASE BUDGET	3,058,908	946,289	45,850	43,018	84,185	1,933,369	59,746	(53,549)
% INCREASE BUDGET	3.50%	3.99%	3.65%	3.23%	3.51%	3.64%	25.13%	-1.02%

PROPOSED TAX DOLLAR CHANGES FY07 COMPARED TO FY08

FY07 TOTAL TAX \$	55,572,636	11,607,328	1,004,186	-	-	38,981,677	97,713	3,881,732
INCREASE TAX \$	2,608,499	539,239	45,850	-	-	1,838,538	4,539	180,333
% INCREASE TAX \$	4.69%	4.65%	4.57%	0.00%	0.00%	4.72%	4.65%	4.65%

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, Holiday Pay (Police and Fire Only) 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.

Dept.	Object	Title	Job Cls	Grade	Step	Allocation & Notes	FY08	FICA/ Medicare	Retirement			Prescript	Dental	Life	Uniform
									0.1174	Health	524304				
							Annual Salary	524001	524302	524304	524304	524305	524306	524307	
0201	510103	Executive Secretary	TM10	52	5	0.9	36,639	2,803	4,301	3,623		255	149		
0201	510103	Town Manager	TM01		0		108,829	8,325	12,777	10,207		904	165		
							145,469	11,128	17,078	13,830	0	1,159	314	0	
0301	510101	Clerk II Specialist	CL40	18	5		37,940	2,902	4,454	3,507	1,513	355	165		
0301	510101	Clerk II Specialist	CL30	18	5		38,823	2,970	4,558	3,507	1,513	355	165		
0301	510101	Clerk I	CL60	14	5		31,924	2,442	3,748	8,989	1,513	1,130	165		
0301	510101	Clerk I	CL60	14	5		31,955	2,445	3,752	8,989	1,513	1,130	165		
							140,642								
0301	510102	Clerical Assistant	CL70	13	5	25	20,268	1,551	2,379			1,130			
0301	510102	Clerical Assistant	CL70	13	5	25	20,268	1,551	2,379			904			
							40,536								
0301	510103	Acting Town Clerk	CL01	56	5		51,308	3,925	6,024	12,758		1,130	165		
0301	510103	Town Clerk	CL01	56	5		71,050	5,435	8,341	5,033		355	165		
							122,358								
								23,220	35,635	42,783	6,051	6,486	990	0	
0501	510101	Accts/Rcvbl/ Mgr.	FI30	21	5	0.5	22,148	1,694	2,600	1,754	756	177	83		
0501	510101	Secretary	FI50	15	5		34,205	2,617	4,016	8,989	1,513	1,130	165		
0501	510101	Clerk II Specialist	FI40	18	5		37,058	2,835	4,351	4,494	1,513	565	165		
0501	510101	Clerk I	FI55	14	5		30,439	2,329	3,574	3,507	1,513	355	165		
0601	510101	Clerk I	AS40	14	5	0.4	11,879	909	1,395	1,006	605	113	66		
							135,729								
0501	510102	Clerical Assistant	FI65	13	2	28	18,858	1,443	2,214			0			
0501	510102	Clerical Assistant	FI65	13	1	28	17,991	1,376	2,112			904			
							36,849								
0201	510103	Executive Secretary	TM10	52	5	0.1	4,071	311	478	403		28	17		
0501	510103	Controller	FI02	55	5	8 Months	38,953	2,980	4,573	8,231		741	110		
0501	510103	Controller	FI02	55	1	39,264.000	49,341	3,775	5,793	10,207		904	165		
0501	510103	Director of finance	FI01	58	2		73,938	5,656	8,680	10,207		904	165		
							166,302								
								25,924	39,785	48,798	5,900	5,820	1,100	0	
0504	510101	Purchasing Agent	FI80	18	5		38,823	2,970	4,558	8,989	1,513	1,130	165		
0505	510103	MIS Director	FI90	58	2	0.8	59,461	4,549	6,981	3,221		227	132		
0505	510103	GIS Manager	FI92	56	1	0.8	48,379	3,701	5,680	3,221		227	132		
							107,839	8,250	12,660	6,442	0	454	264	0	
0601	510101	Clerk I	AS40	14	5		29,696	2,272	3,486	2,516	1,513	284	165		
0601	510101	Clerk II Specialist	AS02	18	5		37,907	2,900	4,450	8,989	1,513	1,130	165		
0601	510101	Clerk I	AS40	14	5	0.6	17,818	1,363	2,092	1,509	908	170	99		
							85,421								
0601	510103	Tax Assessor	AS01	56	5		66,206	5,065	7,773	5,033		355	165		
								11,599	17,801	18,047	3,933	1,938	594	0	
0804	510101	Asst AnimalWarden	AN03	18	2		33,923	2,595	3,983	6,385	1,513	904	165	300	
0804	510101	Animal Warden	AN02	63	5		38,629	2,955	4,535	2,516	1,513	284	165	300	
							72,552	5,550	8,518	8,901	3,026	1,187	330	600	
0806	510103	Harbormaster	HA01	53	5		46,169	3,532	5,420	4,026		284	165		
0901	510101	Clerk II Specialist	PL20	18	5		38,823	2,970	4,558	8,989	1,513	1,130	165		
0901	510103		PL10	55	1	0.0	0	0	0	0		0	0		
0901	510103	Principal Planner	PL11	55	3		50,056	3,829	5,877	4,026		284	165		
0901	510103	GIS Manager	FI92	56	1	0.2	11,683	894	1,372	805		57	33		
0901	510103	Principal Planner	PL11	55	5		52,559	4,021	6,170	12,758		1,130	165		
0901	510103	Dir of Planning	PL01	58	3		75,488	5,775	8,862	5,103		452	165		
							189,786								
								17,489	26,839	31,682	1,513	3,051	693	0	

Dept.	Object	Title	Job Cls	Grade	Step	Allocation									
						& Notes	FY08	FICA/	Retirement						
							Annual	Medicare	0.1174	Health	Prescript	Dental	Life	Uniform	
							Salary	524001	524302	524304	524304	524305	524306	524307	
1001	510101	PW Program Coord	PW20	15	5		33,609	2,571	3,946	8,989	1,513	1,130	165		
1001	510103	Dir of Public Works	PW01	58	5		78,965	6,041	9,271	12,758		1,130	165		
1001	510103	Facilities Proj Mgr	PW03	55	5		55,727	4,263	6,542	4,026		284	165		
							134,692	12,875	19,759	25,773	1,513	2,543	495	0	
1002	510101	Equip Operator IIB	PH50	20	4		40,393	3,090	4,742	8,989	1,513	1,130	165	300	
1002	510101	Equip Operator IIB	PH50	20	4		42,316	3,237	4,968	8,989	1,513	1,130	165	300	
1002	510101	Secretary	PH21	15	5		33,428	2,557	3,924	8,989	1,513	1,130	165	300	
1002	510101	Equip Operator IIB	PH50	20	3		38,469	2,943	4,516	2,516	1,513	284	165	300	
1002	510101	Equip Operator IIB	PH50	20	4		42,316	3,237	4,968	3,507	1,513	355	165	300	
1002	510101	Mechanic	PH80	22	4		42,666	3,264	5,009	2,516	1,513	284	165	300	
1002	510101	Equip Operator IIA	PH45	21	4		44,222	3,383	5,192	8,989	1,513	1,130	165	300	
1002	510101	Equip Operator IIB	PH50	20	4		42,316	3,237	4,968	3,507	1,513	355	165	300	
1002	510101	Equip Operator IIA	PH45	21	4		44,222	3,383	5,192	8,989	1,513	1,130	165	300	
1002	510101	Equip Operator IIB	PH50	20	3		38,469	2,943	4,516	6,385	1,513	904	165	300	
1002	510101	Equip Maint Foreman	PH40	24	4		50,331	3,850	5,909	8,989	1,513	1,130	165	300	
1002	510101	Mechanic	PH81	22	4		41,979	3,211	4,928	6,385	1,513	904	165	300	
1002	510101	Equip Operator IIA	PH45	21	4		41,326	3,161	4,852	8,989	1,513	1,130	165	300	
1002	510101	Equip Operr/Mason	PH46	21	4		43,217	3,306	5,074	8,989	1,513	1,130	165	300	
1002	510101	Streets Foreman	PH41	24	4		50,331	3,850	5,909	8,989	1,513	1,130	165	300	
1002	510101	Equip Operator IIB	PH50	20	4		39,431	3,016	4,629	8,989	1,513	1,130	165	300	
1002	510101	Labor Foreman	PH43	22	4		46,177	3,533	5,421	8,989	1,513	1,130	165	300	
							721,610								
1002	510103	Highway Superintt	PH02	56	5		71,050	5,435	8,341	12,758		1,130	165	300	
								60,639	93,058	136,453	25,718	16,639	2,971	5,400	
1005	510101	Program Coord		24	2	0.25	10,067	770	1,182	6,742	1,135	847	62		
1005	510103	Engineer	PE04	57	5	0.65	49,600	3,794	5,823	8,293		734	107		
1005	510103	Engineering Inspect	PE08	53	5		50,347	3,852	5,911	12,758		1,130	165		
1005	510103	Engineering Inspect	PE08	53	5		46,914	3,589	5,508	6,379		565	165		
							146,860								
								12,005	18,423	34,172	1,135	3,276	499	0	
1005	510101	Program Coord	PE22	24	2	0.75	30,202	2,310	3,546	2,247	378	282	21		
1006	510101	Clerk I	PT25	14	5		31,181	2,385	3,661	8,989	1,513	1,130	165	300	
1006	510101	Labor Foreman	PT42	22	4		46,177	3,533	5,421	8,989	1,513	1,130	165	300	
							107,560	8,228	12,628	20,225	3,404	2,542	351	600	
1007	510101	Equip Oper/Carpenter	PF32	21	4		41,207	3,152	4,838				165	300	
1007	510101	Fac. Const. Foreman	PF30	24	4		50,331	3,850	5,909	8,989	1,513	1,130	165	300	
1007	510101	Equip Operator IIB	PF65	20	4		40,393	3,090	4,742	8,989	1,513	1,130	165	300	
1007	510101	Equip Operator IIB	PF65	20	4		40,393	3,090	4,742	8,989	1,513	1,130	165	300	
1007	510101	Building Custodian	PF70	18	4		37,917	2,901	4,451	8,989	1,513	1,130	165	300	
1007	510101	Equip Operator I	PF65	20	2		36,827	2,817	4,323	6,385	1,513	904	165	300	
							247,067								
1007	510102	Building Custodian	PF70	18	4	25	22,045	1,686	2,588						
1007	510102	Building Custodian	PF70	18	4	30	26,454	2,024	3,106			284			
							48,498								
								22,611	34,699	42,341	7,564	5,706	990	1,800	
1305	510101	Secretary	EL60	15	5		33,428	2,557	3,924	8,989	1,513	1,130	165		
1305	510102	Social Serv Specialist	EL50	13	2	25	18,983	1,452	2,229						
1305	510103	Sr. & Human Services Director	EL01	56	1		61,334	4,692	7,201	12,758		1,130	165		
1305	510103	Asst. Dir. of Sr. & Human Services	EL85	52	5		41,703	3,190	4,896	12,758		1,130	165		
							103,037								
1305	510104	Coord of Social Services				11	10,458	800	1,228			1,130			
								12,692	19,477	34,506	1,513	4,518	495	0	
1501	510101	Asst Building Official	BO02	23	5		46,119	3,528	5,414	4,494	1,513	565	165		
1501	510101	Secretary	BO30	15	5		31,873	2,438	3,742	8,989	1,513	1,130	165		

Dept.	Object	Title	Job Cls	Grade	Step	Allocation								
						& Notes	FY08	FICA/	Retirement					
							Annual	Medicare	0.1174	Health	Prescript	Dental	Life	Uniform
							Salary	524001	524302	524304	524304	524305	524306	524307
1501	510102	Clerical Assistant	BO40	13	5	21	17,025	1,302	1,999					
1501	510102	Clerical Assistant	BO40	13	3	21	16,499	1,262	1,937			284		
							33,524							
1501	510103	Building Official	BO01	56	1		60,473	4,626	7,100	5,103		452	165	
								13,157	20,192	18,587	3,026	2,430	495	0
1601	510101	Secretary	RE30	15	5	0.500	16,325	1,249	1,917	4,494	756	565	83	
1601	510103	Dir of Recreation	RE01	56	5	0.500	35,525	2,718	4,171	2,516		177	83	
								3,967	6,087	7,011	756	742	165	0
2101	510101	Building Custodian	QD70	18	4	0.333	12,344	944	1,449	5,324	1,009	376	55	
2101	510101	GC Mech/Maint. Man	QD30	24	4		50,331	3,850	5,909	8,989	1,513	1,130	165	300
2101	510101	GC Asst Superint	QD03	63	5		42,366	3,241	4,974	8,989	1,513	1,130	165	300
							105,040							
2101	510103	GC Superintendent	QD02	56	5		71,050	5,435	8,341	12,758		1,130	165	300
								13,471	20,673	36,060	4,035	3,765	550	900
2102	510101	Secretary	RE30	15	5	0.300	9,795	749	1,150	2,697	454	339	50	
2102	510101	Building Custodian	QD70	18	4	0.667	24,692	1,889	2,899	2,658	504	753	110	
							34,487							
2102	510103	Asst. Operations Mgr	QC45	46	5		29,814	2,281	3,500	10,207		904	165	
2102	510103	Operations Manager	QC40	51	1 + contract		62,825	4,806	5,615	4,026		284	165	
2102	510103	Dir of Recreation	RE01	56	5	0.300	21,315	1,631	2,502	1,510		106	50	
							113,955							
								11,356	15,666	21,097	958	2,386	539	0
2104	510101	Secretary	RE30	15	5	0.200	8,835	676	1,037	1,007	303	226	33	
2104	510103	Dir of Recreation	RE01	56	5	0.200	14,210	1,087	1,668	1,798		71	33	
								1,763	2,705	2,804	303	297	66	0
4001	510101	Sr. Water System Op	WA35	22	4		46,177	3,533	5,421	8,989	1,513	1,130	165	300
4001	510101	Water Pump Oper	WA46	21	4		41,207	3,152	4,838	8,989	1,513		165	300
4001	510101	Water System Oper	WA45	21	4		42,212	3,229	4,956	8,989	1,513	1,130	165	300
							129,596	9,914	15,215	26,967	4,538	2,259	495	900
4003	510101	Water Serviceman	WA49	20	1		34,536	2,642	4,055	6,385	1,513	904	165	300
4003	510101	Water Serviceman	WA49	21	4		43,217	3,306	5,074	8,989	1,513	1,130	165	300
4003	510101	Water Serviceman	WA49	21	4		44,222	3,383	5,192	8,989	1,513	1,130	165	300
4003	510101	Water Svc/Meter Rdr	WA55	20	4		39,210	3,000	4,603		1,513	904	165	300
4003	510101	Water Serviceman	WA50	20	4		38,469	2,943	4,516	6,385	1,513	904	165	300
4003	510101	Leadman	WA39	22	4		46,177	3,533	5,421	8,989	1,513	1,130	165	300
4003	510101	Water Foreman	WA06	25	4		52,481	4,015	6,161	8,989	1,513	1,130	165	300
							298,312	22,821	35,022	48,726	10,590	7,229	1,155	2,100
4004	510101	Acct. Rec Mgr	FI30	21	5	0.500	22,148	1,694	2,600	1,754	756	177	83	
4005	510101	Admin Asst/Acct Mgr	WA02	21	3		42,783	3,273	5,023	6,385	1,513	1,130	165	
4005	510102	Clerical Assistant	WA20	13	5	25	20,268	1,551	2,379					
4005	510102		WA20	18	1	25	19,435	1,487	2,282			1,130		
							39,703							
4005	510103	Principal Planner	PL10	55	1	1.000	50,056	3,829	5,877	10,207		904	165	
4005	510103	Engineer	PE04	57	5	0.350	26,708	2,043	3,135	4,465		395	58	
4005	510103	Water Quality Special	WA05	55	5		54,367	4,159	6,383	10,207		904	165	
4005	510103	Director of Water	WA01	58	5		82,817	6,336	9,723	5,033		355	165	
							213,948							
								22,677	34,801	36,297	1,513	4,817	718	0
4006	510101	Equipment Oper I	WA56	18	3		35,271	2,698	4,141	2,516	1,513	284	165	300

Dept	Object	Title	Job Cls	Grade	Step	Allocat & Notes	Annual	FICA/ Medicare	Retirement							
							Salary		0.2460	Health	Prescript	Dental	Life	Holiday	Uniform	
0812	510101	Lieutenant	PP04	07	1		62,653	4,793	15,413	13,525		1,168	165	3,084	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	5,410		467	165	2,515	1,225	
0812	510101	Det Patrol Officer	PD06	04	1		53,827	4,118	13,242	5,053		302	165	2,650	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	10,820		934	165	2,515	1,225	
0812	510101	Captain	PP02	09	1		70,726	5,411	17,399	13,525		1,168	165	3,482	1,225	
0812	510101	Patrol Officer	PP07	03	5		54,642	4,180	13,442	13,525		1,168	165	2,690	1,225	
0812	510101	Det Patrol Officer	PD06	04	1		52,546	4,020	12,926	10,820		934	165	2,587	1,225	
0812	510101	Patrol Officer	PP07	03	5		49,848	3,813	12,263	4,663		302	165	2,454	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	5,410		467	165	2,515	1,225	
0812	510101	Patrol Officer	PP07	03	5		53,926	4,125	13,266	13,525		1,168	165	2,655	1,225	
0812	510101	Patrol Officer	PR07	03	5		53,587	4,099	13,182	13,525		1,168	165	2,638	1,225	
0812	510101	Patrol Officer	PP07	03	5		54,833	4,195	13,489	13,525		1,168	165	2,699	1,225	
0812	510101	Patrol Officer	PP07	03	1		43,519	3,329	10,706	5,053		302	165	2,142	1,225	
0812	510101	Det Lieutenant	PD03	08	1		67,287	5,147	16,553	13,525		1,168	165	3,313	1,225	
0812	510101	Sergeant	PP05	05	1		56,824	4,347	13,979	13,525		1,168	165	2,798	1,225	
0812	510101	Patrol Officer	PP07	03	5		50,951	3,898	12,534	5,053		302	165	2,508	1,225	
0812	510101	Sergeant	PP05	05	1		56,824	4,347	13,979	13,525		1,168	165	2,798	1,225	
0812	510101	Lieutenant	PP04	07	1		61,835	4,730	15,211	13,525		1,168	165	3,044	1,225	
0812	510101	Patrol Officer	PP07	03	5		52,102	3,986	12,817	10,820		934	165	2,565	1,225	
0812	510101	Patrol Officer	PP07	03	5		49,848	3,813	12,263	10,820		934	165	2,454	1,225	
0812	510101	Lieutenant	PP04	07	1		61,229	4,684	15,062	13,525		1,168	165	3,014	1,225	
0812	510101	Det Patrol Offi	PD06	04	1		55,109	4,216	13,557	13,525		1,168	165	2,713	1,225	
0812	510101	Patrol Officer	PP07	03	5		49,848	3,813	12,263	5,410		302	165	2,454	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	5,410		467	165	2,515	1,225	
0812	510101	Patrol Officer	PP07	03	4		49,848	3,813	12,263	10,820		934	165	2,454	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	5,053		302	165	2,515	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	10,820		934	165	2,515	1,225	
0812	510101	Patrol Officer	PP07	03	5		54,833	4,195	13,489	13,525		1,168	165	2,699	1,225	
0812	510101	Patrol Officer	PP07	03	5		50,951	3,898	12,534	4,663		302	165	2,508	1,225	
0812	510101	Patrol Officer	PP07	03	5		50,951	3,898	12,534	10,820		934	165	2,508	1,225	
0812	510101	Patrol Officer	PP07	03	1		42,675	3,265	10,498	10,820		934	165	2,101	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,863	3,968	12,758	10,820		934	165	2,553	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	5,053		302	165	2,515	1,225	
0812	510101	Captain	PO02	09	1		70,726	5,411	17,399	13,525		1,168	165	3,482	1,225	
0812	510101	Sergeant	PP05	05	1		56,824	4,347	13,979	13,525		377	165	2,798	1,225	
0812	510101	Sergeant	PP05	05	1		56,824	4,347	13,979	13,525		1,168	165	2,798	1,225	
0812	510101	Patrol Officer	PP07	03	5		50,951	3,898	12,534	10,820		934	165	2,508	1,225	
0812	510101	Det Patrol Offi	PD06	04	1		53,827	4,118	13,242	10,820		934	165	2,650	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	10,820		934	165	2,515	1,225	
0812	510101	Police Dispatch	PP08	01	2		43,662	3,340	10,741	13,525		1,168	165	2,150	1,225	
0812	510101	Patrol Officer	PP07	03	5		49,848	3,813	12,263	10,820		934	165	2,454	1,225	
0812	510101	Det Patrol Offi	PD06	04	1		53,827	4,118	13,242	13,525		1,168	165	2,650	1,225	
0812	510101	Sergeant	PP05	05	1		57,386	4,390	14,117	13,525		1,168	165	2,825	1,225	
0812	510101	Patrol Officer	PP07	03	5		50,951	3,898	12,534	5,053		302	165	2,508	1,225	
0812	510101	Captain	PD02	09	1		70,726	5,411	17,399	13,525		1,168	165	3,482	1,225	
0812	510101	Patrol Officer	PP07	03	1		42,675	3,265	10,498	5,053		302	165	2,101	1,225	
0812	510101	Patrol Officer	PP07	03	5		51,094	3,909	12,569	5,410		467	165	2,515	1,225	
0812	510101	Patrol Officer	PP07	03	1		14,225	1,088	3,499	1,684		101	55	700	1,225	
0812	510101	Patrol Officer	PP07	03	1		14,225	1,088	3,499	1,684		101	55	700	1,225	
0812	510101	Patrol Officer	PP07	03	1		14,225	1,088	3,499	1,684		101	55	700	1,225	
0812	510101	Secretary	PO21	15	5		31,096	2,379	3,651	3,193	1,513	452	165			
0812	510101	Clerk I	PO22	14	5		29,696	2,272	3,486		1,513	284	165			
0812	510101	Dispatcher	PO15	63	5		39,477	3,020	4,635	8,989	1,513	1,130	165			
0812	510101	Dispatcher	PO15	63	5		38,514	2,946	4,522		1,513	904	165			
0812	510101	Secretary	PO21	15	5		32,650	2,498	3,833	4,494	1,513	565	165			
0812	510101	Auto Mechanic	PM30	22	4		46,177	3,533	5,421	8,989	1,513	1,130	165			300
0812	510101	Custodian	PJ40	18	4		38,799	2,968	4,555	8,989	1,513	1,130	165			300
0812	510101	Clerk I	PO22	14	5		31,924	2,442	3,748	8,989	1,513	1,130	165			
0812	510101	Secretary	PO21	15	5		32,263	2,468	3,788	4,494	1,513	565	165			
							2,894,430	221,424	670,801	536,111	13,615	47,177	9,408	126,712	61,850	
0812	510103	Police Chief	PO01	58	3		81,722	6,252	20,104	13,525		1,168	165	4,023	1,225	
0812	510102	P/T Clerk	PO23	13	4	21	17,025	1,302	1,999							
0812	510102	P/TDispatcher	PO16	63	4	16	16,079	1,230	0							
0812	510102	P/TDispatcher	PO16	63	4	16	15,404	1,178	0							
0812	510102	P/TDispatcher	PO16	63	2	16	14,143	1,082	0							
						510102	62,652	4,793	1,999							
									692,904	563,251	in health	48,344	9,573	130,735	63,075	

Dept	Object	Title	Job Cls	Grade	Step	Allocation & Notes	FY08 Annual Salary	FICA/ Medicare 524001	Retirement 0.2427 524302	Health 524304	Prescript 524304	Dental 524305	Life 524306	Holiday	Uniform 524307
0803	510101	Fire Captain	FR04	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	5,636		317	165	4,269	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	11,686		1,009	165	4,371	1,050
0803	510101	Rescue Captain	FR03	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		41,074	3,142	9,969	5,636		317	165	3,667	1,050
0803	510101	Fire Lieutenant	FR06	22	2		54,239	4,149	13,164	11,686		1,009	165	4,843	1,050
0803	510101	Recue Lieutenant	FR05	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	11,686		1,009	165	4,371	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	5,636		317	165	4,371	1,050
0803	510101	Fire Captain	FR04	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Deputy Fire Chief	FR02	28	2		65,817	5,035	15,974	11,686		1,009	165	5,876	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	5,636		317	165	4,214	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	5,636		317	165	4,269	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		41,012	3,137	9,954	11,686		1,009	165	3,662	1,050
0803	510101	Fire Lieutenant	FR06	22	2		54,239	4,149	13,164	11,686		1,009	165	4,843	1,050
0803	510101	Fire Lieutenant	FR06	22	2		54,239	4,149	13,164	11,686		1,009	165	4,843	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,998	3,672	11,649	5,636		317	165	4,285	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	11,686		1,009	165	4,214	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	11,686		1,009	165	4,214	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	11,686		1,009	165	4,371	1,050
0803	510101	FF/Rescueman	FR09	19	6		45,015	3,444	10,925	11,686		1,009	165	4,019	1,050
0803	510101	Rescue Captain	FR03	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Rescue Lieutenant	FR05	22	1		51,773	3,961	12,565	11,686		1,009	165	4,623	1,050
0803	510101	Fire Lieutenant	FR06	22	2		54,239	4,149	13,164	11,686		1,009	165	4,843	1,050
0803	510101	Deputy Fire Chief	FR02	28	2		65,817	5,035	15,974	11,686		1,009	165	5,876	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	11,686		1,009	165	4,371	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	5,636		317	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	11,686		1,009	165	4,214	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	5,636		317	165	4,733	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Fire Lieutenant	FR06	22	2		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	5,636		317	165	4,733	1,050
0803	510101	Fire Lieutenant	FR06	22	2		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Fire Captain	FR04	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		41,074	3,142	9,969	5,636		317	165	3,667	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Fire Lieutenant	FR06	22	2		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Fire Lieutenant	FR06	22	2		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		53,006	4,055	12,865	11,686		1,009	165	4,733	1,050
0803	510101	Deputy Fire Chief	FR02	28	2		65,817	5,035	15,974	11,686		1,009	165	5,876	1,050
0803	510101	Fire Lieutenant	FR06	22	2		54,239	4,149	13,164	11,686		1,009	165	4,843	1,050
0803	510101	Fire Lieutenant	FR06	22	2		52,864	4,044	12,830	11,686		1,009	165	4,720	1,050
0803	510101	Rescue Captain	FR03	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	11,686		1,009	165	4,214	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	5,636		317	165	4,269	1,050
0803	510101	Fire Lieutenant	FR06	22	2		51,773	3,961	12,565	11,686		1,009	165	4,623	1,050
0803	510101	FF/Rescueman	FR09	19	6		48,035	3,675	11,658	11,686		1,009	165	4,289	1,050
0803	510101	Deputy Fire Chief	FR02	28	2		65,817	5,035	15,974	11,686		1,009	165	5,876	1,050
0803	510101	Rescue Captain	FR03	24	2		57,490	4,398	13,953	11,686		1,009	165	5,133	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		41,074	3,142	9,969	11,686		1,009	165	3,667	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		41,074	3,142	9,969	5,636		317	165	3,667	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	11,686		1,009	165	4,371	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		41,074	3,142	9,969	5,636		317	165	3,667	1,050
0803	510101	Fire Captain	FR04	24	2		58,827	4,500	14,277	11,686		1,009	165	5,252	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	5,636		317	165	4,214	1,050
0803	510101	Rescue Lieutenant	FR05	22	2		53,006	4,055	12,865	10,667		1,009	165	4,733	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,812	3,658	11,604	11,686		1,009	165	4,269	1,050
0803	510101	FF/Rescueman	FR09	19	6		48,035	3,675	11,658	11,686		1,009	165	4,289	1,050
0803	510101	Fire Mechanic	FR11	25	5		61,324	4,691	14,883	11,686		1,009	165	5,475	1,050
0803	510101	Fire Preventi Offi	FR07	26	2		63,937	4,891	15,518	11,686		1,009	165	4,795	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		48,950	3,745	11,880	11,686		1,009	165	4,371	1,050
0803	510101	Fire Lieutenant	FR06	22	2		54,239	4,149	13,164	11,686		1,009	165	4,843	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	11,686		1,009	165	4,214	1,050
0803	510101	Firefighter/EMTC	FR08	20	6		47,201	3,611	11,456	5,636		317	165	4,214	1,050

0803	510101	Firefighter/EMTC	FR08	20	6		49,914	3,818	12,114	11,686		1,009	165	4,457	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		38,972	2,981	9,458	5,636		317	165	3,480	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		38,972	2,981	9,458	11,686		1,009	165	3,480	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		38,972	2,981	9,458	5,636		317	165	3,480	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		38,972	2,981	9,458	5,636		317	165	3,480	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		38,972	2,981	9,458	11,686		1,009	165	3,480	1,050
0803	510101	Firefighter/EMTC	FR08	20	1		38,972	2,981	9,458	5,636		317	165	3,480	1,050
0803		Secretary	FR30	15	3		30,345	2,321	3,563	6,385	1,513	284	165		
						510101	3,991,742	305,368	964,993	796,931	1,513	65,144	13,205	352,783	82,950
0803		Fire Chief	FR01	58	5	510103	84,743	6,483	20,567	13,559		1,130	165	6,356	1,050
						Fringes	4,076,485	311,851	985,561	812,002	included	66,274	13,370	359,138	84,000

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

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

PRESENT WERE: David R. Burnham, President

Robert E. Craven

John V. Gibbons, Jr.

Betty D. Givan

George W. Graham

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

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

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

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

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

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

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

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

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

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

APPENDIX D - FUND BALANCE UTILIZATION AND ACCUMULATION

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

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	Projected <u>2007</u>	Budget <u>2008</u>
Revenues:							
Taxes	\$48,570,277	\$51,272,225	\$53,805,401	\$53,653,354	\$56,100,311	\$58,319,109	\$60,938,662
Intergovernmental & Dept. Revenues	\$4,231,343	\$5,220,050	\$5,620,071	\$6,007,777	\$6,331,522	\$6,938,087	\$7,124,279
Local Receipts	<u>\$782,902</u>	<u>\$667,427</u>	<u>\$864,115</u>	<u>\$1,215,046</u>	<u>\$1,389,412</u>	<u>\$1,933,850</u>	<u>\$1,674,090</u>
Total	\$53,584,522	\$57,159,702	\$60,289,587	\$60,876,177	\$63,821,245	\$67,191,046	\$69,737,031
Expenditure:							
General Government	\$3,991,423	\$3,999,356	\$4,040,582	\$4,089,378	\$4,610,761	\$4,890,530	\$5,409,163
Public Safety	\$10,037,113	\$10,108,995	\$11,290,558	\$11,537,311	\$12,532,831	\$13,201,153	\$13,563,778
Public Works	\$3,521,915	\$3,294,564	\$3,936,763	\$4,238,446	\$4,122,524	\$4,791,681	\$4,979,518
Human Services & Other	<u>\$788,645</u>	<u>\$647,972</u>	<u>\$880,069</u>	<u>\$883,173</u>	<u>\$785,156</u>	<u>\$677,946</u>	<u>\$723,019</u>
Total	\$18,339,096	\$18,050,887	\$20,147,972	\$20,748,308	\$22,051,272	\$23,561,311	\$24,675,478
Excess (deficiency) of revenues over expenditures	\$35,245,426	\$39,108,815	\$40,141,615	\$40,127,869	\$41,769,973	\$43,629,735	\$45,061,553
Other financing sources (uses)	(\$35,516,313)	(\$37,108,542)	(\$39,189,690)	(\$39,989,448)	(\$41,413,334)	(\$43,672,877)	(\$45,732,553)
Excess (deficiency) of revenues and other financing sources over expenditures and other uses	(\$270,887)	\$2,000,273	\$951,925	\$138,421	\$356,639	(\$43,142)	(\$671,000)
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Fund Balance July 1	\$6,906,965	\$6,636,078	\$8,636,351	\$9,588,276	\$9,726,697	\$10,083,336	\$10,040,194
Excess/(Deficiency) of Revenues over Expenditures	(\$270,887)	\$2,000,273	\$951,925	\$138,421	\$356,639	(\$43,142)	(\$671,000)
Fund Balance*	<u>\$6,636,078</u>	<u>\$8,636,351</u>	<u>\$9,588,276</u>	<u>\$9,726,697</u>	<u>\$10,083,336</u>	<u>\$10,040,194</u>	<u>\$9,369,194</u>
<i>Fund Balance as a percent of Total Revenues</i>	<i>12.38%</i>	<i>15.11%</i>	<i>15.90%</i>	<i>15.98%</i>	<i>15.80%</i>	<i>14.18%</i>	<i>13.44%</i>

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

APPENDIX E – ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Fiscal Year	REAL PROPERTY		PERSONAL PROPERTY		TOTAL		RATIO OF TOTAL Assessed To Total Estimated Actual Value
	Assessed Value (1)	Estimated Actual Value	Assessed Value (1)	Estimated Actual Value	Assessed Value (1)	Estimated Actual Value	
1988/89	698,316,814	1,366,836,590	123,470,578	123,470,578	821,787,392	1,490,307,168	0.551
1989/90	726,867,274	1,577,745,331	135,487,476	135,487,476	862,354,750	1,713,232,807	0.503
1990/91	762,871,874	1,613,860,533	152,702,101	152,702,101	915,572,975	1,766,561,654	0.518
1991/92	784,474,974	1,802,928,614	155,636,079	155,636,079	940,111,053	1,958,564,693	0.480
1992/93	777,344,534	1,860,325,883	148,915,952	148,915,952	926,260,486	2,009,241,835	0.461
1993/94	790,026,434	2,066,040,658	156,980,638	156,980,638	947,007,072	2,223,021,296	0.426
1994/95	1,348,154,900	1,348,154,900	187,454,955	187,454,955	1,535,609,855	1,535,609,855	1.000
1995/96	1,378,485,000	1,443,273,795	188,068,180	188,068,180	1,566,553,180	1,723,338,580	0.909
1996/97	1,401,248,700	1,499,336,100	200,492,952	200,492,952	1,601,741,652	1,699,829,052	0.942
1997/98	1,433,174,000	1,508,604,210	211,230,520	211,230,520	1,644,404,520	1,719,834,730	0.956
1998/99	1,470,037,800	1,594,401,085	230,918,953	230,918,953	1,700,956,753	1,825,320,038	0.922
1999/00	1,500,902,170	1,658,455,436	230,541,395	230,541,395	1,765,207,767	1,888,996,831	0.920
2000/01	1,536,301,370	1,745,797,011	222,929,548	222,929,548	1,759,230,918	1,938,726,559	0.880
2001/02	1,954,112,590	2,014,549,061	219,842,649	219,842,649	2,173,955,239	2,234,391,710	0.973
2002/03	1,986,996,310	2,393,971,457	212,176,187	212,176,187	2,199,172,497	2,606,147,644	0.830
2003/04	2,011,507,975	2,793,761,076	216,786,796	216,786,796	2,228,294,771	3,010,547,872	0.720
2004/05	3,373,797,470	3,373,797,470	210,848,833	210,848,833	3,584,646,303	3,584,646,303	1.000
2005/06	3,401,172,700	4,097,798,433	230,316,263	230,316,263	3,631,488,963	4,328,114,696	0.830
2006/07	3,440,758,510	4,221,789,582	228,290,723	228,290,723	3,669,049,233	4,450,080,305	0.815

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

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

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

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

APPENDIX 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**

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 26, 2007

ITEM: RESOLUTION FOR ADOPTION OF PRELIMINARY BUDGET FOR 2007-2008

MOTION: that the Town Council does hereby adopt the Preliminary Budget for FY 2007/08 as follows:

GENERAL FUND	\$ 24,675,478
SCHOOL FUND	\$ 55,015,069
LIBRARY FUND	\$ 1,302,053
DEBT SERVICE FUND	\$ 5,202,124
SCHOOL CAPITAL RESERVE FUND	\$ 297,459
WATER FUND	\$ 2,483,247
QUONSET/DAVISVILLE RECREATION FUND	\$ 1,376,325
TOTAL	\$ 90,351,755

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 26 2007. Appropriate sections of the Town Charter are copied on the next two pages.

STEP	DATE	CHARTER CONSTRAINTS
Goals	Monday, February 14, 2005	Town Council Adoption of (2 Year) Goals (not a Charter requirement)
School Proposed Budget	Monday, January 8, 2007	Joint Meeting between Town Council and School Committee to discuss the School Committee's Proposed Budget (not a Charter requirement)
Policy	Monday, January 29, 2007	Town Council Adoption of Budget Policies and Procedures (not a Charter requirement)
Capital Improvement Program	January 31, 2007	The Asset Management Commission submits the Capital Improvement Program
Proposed Budget	Monday, March 12, 2007	The Town Manager shall submit to the Council not later than the fiftieth day preceding the 1st Wednesday in May a proposed budget of anticipated revenues and proposed expenditures after a review of estimated requirements from department heads.
Proposed Budget	Monday, March 19, 2007 & March 26, 2007	Town Council conducts Public Work Session to discuss the Town Manager's Proposed Budget (not a Charter requirement).
Preliminary Approval of Budget and Capital Improvement Program	Monday, March 26, 2007	The Council has two weeks to give preliminary approval to the Town Manager's budget, which the Council may revise.
Public Hearings	Monday, April 16, Wednesday, April 18, 2007	Approximately three weeks after preliminary approval by the Council, two public hearings are held (one for school portion and one for all other budgets).
Petitions to Council	Monday, April 23, 2007	After preliminary approval of the budget, any qualified elector may circulate a petition requesting that the Council increase or decrease the budget. At least 50 signatures, validated by the Board of Canvassers, are required. The Council is required to consider and vote on each valid petition.
Final Approval of Budget	Wednesday, April 25, 2007	On or before the first Wednesday in May, the Council is required to make any final changes to the budget by a majority vote and consider any petitions. Following final approval, the budget is published and copies are available for the public.
Referendum Petitions	Tuesday, May 22, 2007	Following final approval by the Council, any qualified elector may circulate a petition requesting a referendum for either an increase or decrease to the total appropriation for a specific fund. Petition forms approved by the Town Clerk must be returned before the 20th day following the first Wednesday in May.
Budget Referendum	Tuesday, June 5, 2007	Each valid petition with no less than 300 signatures along with the Council's final adopted budget is presented to the voters for a referendum vote on the first Tuesday following the first Saturday in June. The polls are open from 8:00 a.m. to 8:00 p.m.

APPENDIX 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, RHODE ISLAND										
SCHEDULE 18										
FULL-TIME EQUIVALENT CITY GOVERNMENT EMPLOYEES BY FUNCTION										
LAST TEN FISCAL YEARS										
	Fiscal Year									
	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997
Town Council	5	5	5	5	5	5	5	5	5	5
Town Manager	2	2	2	2	2	2	3	3	2	2
Town Clerk/Bd. Of Canvassers	6	6	6	6	6	6	7	7	7	8
Finance/Data Processing	8	8	9	10	9	10	11	10	10	10
Assessor	4	4	4	4	4	4	3	4	4	3
Fire	71	71	74	72	78	80	69	72	75	73
Police/Animal Control	58	58	61	66	63	61	61	62	60	60
Planning	6	6	6	5	5	5	5	5	5	4
Public Works	34	34	34	33	34	31	34	32	32	33
Welfare	1	1	1	1	1	1	1	1	1	1
Senior Citizens	3	3	3	3	3	3	2	2	2	2
Code Enforcement	3	3	3	3	3	3	3	3	3	3
Recreation	2	2	2	2	2	2	1	2	3	3
Library	12	12	12	12	11	12	12			
Quonset/Davisville Recreation Fund/Golf Course/Allens Harbor	7	7	8	8	8	8	7	5	4	4
Water Fund	13	13	13	13	13	12	12	12	13	13
Total	235	235	243	245	247	245	236	225	226	224
Public Education:										
Teachers	370.80	380.30	383.60	370.70	367.00	362.65	350.80	340.30	352.00	
Pupil Support	236.25	245.75	254.50	227.50	223.50	221.00	214.00	211.00	214.00	
Executive and Administrative	33.50	33.50	36.50	33.50	34.00	31.00	30.00	31.00	30.00	
Source: Town of North Kingstown Municipal and School Personnel Departments										

TOWN OF NORTH KINGSTOWN, RHODE ISLAND							
SCHEDULE 19							
OPERATING INDICATORS BY FUNCTION/PROGRAM							
LAST TEN YEARS							
Function/Program	Fiscal Year						
	2006	2005	2004	2003	2002	2001	2000
Police							
Calls for Service	16,342	32,095	30,867	28,783	24,390	20,442	17,577
Arrests	579	1,182	1,229	1,306	1,177	1,055	1,145
Prosecutions	4,013	9,227	4,597	1,905	1,814	1,481	1,439
Fire							
Medical Calls/Rescue Runs	1,108	2,144	2,014	2,358	2,727	2,512	2,259
Residential Inspections	605	301	445	722	681	681	724
Public Works							
Miles Resurfaced	2.4	2.5	2.8	3.4	11	0	16
Plowed Miles	158.4	158.2	157.9	155.6	157	156	155
Refuse collection							
Refuse collected (tons/day, avg)	8,325.5	8,044.7	8,077.6	7,665.4	7,528.0	8,004.5	8,451.5
Recyclables collected (tons/day, avg)	3,651.5	3,670.6	3,594.2	3,475.1	3,353.7	3,344.1	3,285.1
Recreation							
Bussing ages 6-13	4,900	9,500	9,500	8,250	9,000	9,000	8,200
Summer Playground Part.	450	900	900	900	900	900	900
Human Services							
Meals on Wheels	5,206	10,927	11,596	8,587	10,408	11,269	10,433
# of Sr. Serv. Calls	3,404	7,314	9,178	10,644	9,735	11,568	12,508
# of Heat Cases	5	28	28	26	32	32	13
# of Electric Shutoffs	5	22	20	24	29	29	53
Library							
Person visits	88,002	180,481	192,959	186,090	190,729	175,600	183,694
# of users at IT workstations	10,363	19,283	18,918	17,817			
Public Service transactions	23,841	51,760	61,373	40,941	32,441	29,578	
Water Dept							
Metered services	9,197	9,157	9,068	9,047	9,014	8,860	8,843
Annual Production (million gallons)	1,224	1,287	1,272	1,266	1,328	1,018	1,092
Sources: various town departments							

TOWN OF NORTH KINGSTOWN, RHODE ISLAND							
SCHEDULE 20							
CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM							
LAST SEVEN FISCAL YEARS							
Function/Program	Fiscal Year						
	2006	2005	2004	2003	2002	2001	2000
Police							
Stations	1	1	1	1	1	1	1
Patrol Units	23	23	23	23	21	21	21
Fire Stations	3	3	3	3	3	3	3
Public Works							
Road Miles	156	156	155.7	153.4	155	154	153
Acres Maintained	479	479	479	479	469	469	469
Recreation							
Baseball/softball fields	16	16	16	16	16	16	16
Soccer fields	9	9	9	9	9	9	9
Multi use parks	4	4	4	4	4	4	4
Senior Center	1	1	1	1	1	1	1
Library	1	1	1	1	1	1	1
Water Dept							
Water mains (miles)	170	168	168	156	156	155	155
Water towers	5	5	5	5	5	5	5
Hydrants	995	994	994	980	980	980	950

Sources: various town departments

SCHEDULE 21						
SCHOOL BUILDING INFORMATION						
LAST TEN FISCAL YEARS						
	2001	2002	2003	2004	2005	2006
Davisville Elementary (1954)						
Square Feet	31,737	31,737	31,737	31,737	31,737	31,737
Capacity	284	284	284	284	284	284
Enrollment	267	268	211	179	143	164
Fishing Cove Elementary (1957)						
Square Feet	46,160	46,160	46,160	46,160	46,160	46,160
Capacity	335	335	335	335	335	335
Enrollment	184	166	15	280	264	307
Forest Park Elementary (1962)						
Square Feet	31,812	31,812	31,812	31,812	31,812	31,812
Capacity	275	275	275	275	275	275
Enrollment	235	241	260	266	224	217
Hamilton Elementary (1962)						
Square Feet	49,274	49,274	49,274	49,274	49,274	49,274
Capacity	450	450	450	450	450	450
Enrollment	402	372	426	433	414	410
Quidnessett Elementary (1971)						
Square Feet	34,000	43,544	43,544	43,544	43,544	43,544
Capacity	337	383	383	383	383	383
Enrollment	260	261	355	258	240	289
Stony Lane Elementary (1971)						
Square Feet	49,319	49,319	49,319	49,319	49,319	49,319
Capacity	450	450	450	450	450	450
Enrollment	378	412	448	423	386	419
Wickford Elementary (1907)*						
Square Feet	32,952	32,952	32,952	32,952	32,952	32,952
Capacity	252	252	252	252	252	252
Enrollment	237	241	282	235	208	0
Davisville Middle (1967)						
Square Feet	96,748	96,748	96,748	96,748	96,748	96,748
Capacity	680	680	680	680	680	680
Enrollment	615	614	629	630	627	644
Wickford Middle (1932)						
Square Feet	63,129	63,129	63,129	63,129	63,129	63,129
Capacity	465	465	465	465	465	465
Enrollment	418	445	452	446	490	472
North Kingstown High (2001)						
Square Feet	253,600	253,600	253,600	253,600	253,600	253,600
Capacity	1,600	1,600	1,600	1,600	1,600	1,600
Enrollment	1,327	1,320	1,398	1,475	1,519	1,532
Administration (1968)						
Square Feet	14,000	14,000	14,000	14,000	14,000	14,000
Data Center (1971)						
Square Feet	10,440	10,440	10,440	10,440	10,440	10,440
Maintenance (1978)						
Square Feet	5,390	5,390	5,390	5,390	5,390	5,390
Source: North Kingstown School Department Business Office						

TOWN OF NORTH KINGSTOWN, RHODE ISLAND							
SCHOOL DEPARTMENT							
SCHEDULE 22							
OPERATING STATISTICS							
LAST TEN YEARS							
			Cost			Pupil/	Student
Fiscal			Per	Percentage	Teaching	Teacher	Attendance
Year	Expenses	Enrollment	Pupil	Change	Staff	Ratio	Percentage
2006	54,648,440	4,607	11,862	8.27%	370.80	12.42	94.90%
2005	53,499,914	4,711	11,356	2.58%	380.30	12.39	93.98%
2004	53,785,834	4,729	11,374	3.19%	383.60	12.33	95.26%
2003	48,493,713	4,659	10,409	3.17%	370.70	12.57	95.21%
2002	45,743,829	4,599	9,946	10.15%	367.00	12.53	94.85%
2001	42,291,326	4,560	9,274	8.14%	362.65	12.57	94.64%
2000	38,377,459	4,560	8,416	2.67%	350.80	13.00	94.73%
1999	37,291,277	4,539	8,216	7.55%	340.30	13.34	94.69%
1998	35,950,826	4,533	7,931	1.91%	352.80	12.85	95.22%
1997	34,472,121	4,482	7,691	2.39%	336.50	13.32	94.45%
Source: North Kingstown School Department Business Office							

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</u>	The Small Cities Community Development Block Grant Program is a

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

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

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