

***TOWN OF  
SOUTH  
KINGSTOWN  
RHODE ISLAND***

***FY 2014-2015***

***TOWN MANAGER  
PROPOSED  
BUDGET***

***ALL FUNDS***

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# **TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

**TOWN MANAGER**

**PROPOSED**

**2014- 2015 FISCAL YEAR**

**MUNICIPAL BUDGET PROGRAM**



**MARCH 2014**

**STEPHEN A. ALFRED  
TOWN MANAGER**

[www.southkingstownri.com](http://www.southkingstownri.com)

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**TOWN OF SOUTH KINGSTOWN  
ADMINISTRATIVE BUDGET HEARINGS SCHEDULE  
2014-2015 FISCAL YEAR**

<i>March 1, 2014</i>	<i>Town Manager's Budget Submission</i>
<b>March 3, 2014</b>	<b>Budget Session #1 (6:30pm – Council Chambers)</b>
<b>March 4, 2014</b>	<b>Budget Session #2 (6:30pm – Council Chambers)</b>
<b>March 5, 2014</b>	<b>Budget Session #3 (6:30pm – Council Chambers)</b>
March 10, 2014	Regular Town Council Meeting
<b>March 12, 2014</b>	<b>Budget Session #4 with School Committee (7:00pm – Council Chambers)</b>
<b>March 17, 2014</b>	<b>Town Council Adoption of Preliminary Budget (5:00pm - Council Chambers)</b>
March 24, 2014	Regular Town Council Meeting
<i>April 8, 2014</i> <b>April 9, 2014*</b>	<b>1<sup>st</sup> Public Hearing (of 2) on Preliminary Budget w/ School Committee (between 3/22-4/18)</b>
<i>April 9, 2014</i> <b>April 10, 2014*</b>	<b>2<sup>nd</sup> Public Hearing (of 2) on Preliminary Budget w/ School Committee (between 3/22-4/18)</b>
April 14, 2014	Regular Town Council Meeting
April 21, 2014	<i>Deadline for Petitions for revisions to Preliminary Budget (4:00pm deadline)</i>
<b>April 28, 2014</b>	Regular Town Council Meeting <b>Includes Consideration of Petitions and Adoption of Final Budget</b>
May 12, 2014	Regular Town Council Meeting <i>[Deadline for Referendum Petitions (4:00pm deadline)]</i>
May 27, 2014	Regular Town Council Meeting
<b>June 10, 2014</b>	<b>Potential Budget Referendum (8:00am to 8:00pm)</b>

**Session #1** FY 2014-2015 Budget Message; General Fund Accounts Town Council to Zoning Board of Review; Town Hall; Public Library Services.

**Session #2** Recreation Accounts; Peace Dale Office Building; Neighborhood Guild; and Senior Services Funds; Public Services Accounts; and Water, Wastewater and Solid Waste Funds.

**Session #3** Human Services to Town Debt Service; Police to Emergency Medical Services.

**Session #4** School Fund Transfer.

**TOWN OF SOUTH KINGSTOWN  
TOWN MANAGER**

**BUDGET MESSAGE  
FY 2014-2015  
ALL MUNICIPAL FUNDS**

**TO: THE HONORABLE TOWN COUNCIL**

**FROM: STEPHEN A. ALFRED, TOWN MANAGER**

**DATE: MARCH 2014**



In accordance with the Town Charter, we have prepared the Town Manager's Proposed Municipal Budget Program for the 2014-2015 fiscal year. The budget program is of a zero-base nature with cost presentation by readily identifiable service functions.

The 2014-2015 fiscal year program presents detailed accounts of eight independent funds. A listing of the funds presented in this document is as follows:

<b>FY 2014-2015 Budget Program All Funds</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Over (Under) Adopted Budget</b>	<b>Increase Percent</b>
General Fund	\$73,100,528	\$74,195,340	\$73,607,094	\$74,858,524	\$663,184	0.89%
School Fund	57,516,484	58,625,500	57,951,145	58,602,473	(23,027)	-0.04%
Water Fund	875,280	978,693	1,047,167	1,057,706	79,013	8.07%
Wastewater Fund	3,013,213	3,231,946	3,739,187	3,443,857	211,911	6.56%
Solid Waste Fund	645,996	692,371	692,338	682,543	(9,828)	-1.42%
Peace Dale Office Building	72,873	91,777	90,509	92,119	342	0.37%
Neighborhood Guild	776,077	800,290	801,612	816,504	16,214	2.03%
Senior Services Program	763,754	782,625	786,028	805,079	22,454	2.87%
<b>Total Program</b>	<b>\$136,764,204</b>	<b>\$139,398,542</b>	<b>\$138,715,081</b>	<b>\$140,358,806</b>	<b>\$960,264</b>	<b>0.69%</b>
Less Inter-Fund Transfers	(48,724,857)	(49,497,774)	(49,497,774)	(49,996,541)	(498,767)	1.59%
<b>Net Municipal Program</b>	<b>\$88,039,347</b>	<b>\$89,900,768</b>	<b>\$89,217,307</b>	<b>\$90,362,264</b>	<b>\$461,496</b>	<b>0.51%</b>

**GENERAL FUND OVERVIEW**

For the 2014-2015 fiscal year, a total General Fund Program in the amount of \$74,858,524 is proposed. This funding proposal represents a \$663,184 increase over the current year appropriation of \$74,195,340. A functional breakdown of the Proposed Fiscal Year 2014-2015 budget is shown on the next page.

General Fund Expenditure Statement	2012-2013 Actual	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Dollars	Increase Percent
<b>Town</b>						
Operating Program	\$13,882,020	\$18,871,488	\$18,562,832	\$19,466,535	\$595,046	3.15%
Miscellaneous & Transfers	6,058,680	1,740,137	1,461,047	1,669,355	(70,782)	-4.07%
Municipal Debt Service	1,219,571	1,104,694	1,104,694	1,085,519	(19,175)	-1.74%
<b>Capital Program</b>						
Annual Element	\$1,209,790	\$1,232,000	\$1,232,000	\$1,286,000	\$54,000	4.38%
<b>Transfer to Schools</b>						
Operations	\$48,364,159	\$49,131,442	\$49,131,442	\$49,614,070	\$482,628	0.98%
School Related Debt Service	2,366,308	2,115,579	2,115,079	1,737,045	(378,534)	-17.89%
<b>Total General Fund</b>	<b>\$73,100,528</b>	<b>\$74,195,340</b>	<b>\$73,607,094</b>	<b>\$74,858,524</b>	<b>\$663,184</b>	<b>0.89%</b>
Total Municipal Program	\$22,370,061	\$22,948,319	\$22,360,573	\$23,507,409	\$559,090	2.44%
Total School Program	50,730,467	51,247,021	51,246,521	51,351,115	104,094	0.20%
<b>Total General Fund</b>	<b>\$73,100,528</b>	<b>\$74,195,340</b>	<b>\$73,607,094</b>	<b>\$74,858,524</b>	<b>\$663,184</b>	<b>0.89%</b>

General Fund Revenue Statement	2012-2013 Actual	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Dollars	Increase Percent
Current Year Tax Levy	\$65,487,485	\$65,785,386	\$66,110,386	\$66,592,248	\$806,862	1.2%
Prior Year Taxes and Penalty	900,061	890,000	965,000	913,500	23,500	2.6%
Payment in lieu of Taxes	239,078	248,000	252,167	251,269	3,269	1.3%
Other Fund Transfers	86,550	89,075	71,975	14,325	(74,750)	-83.9%
State Revenue Sources	2,530,257	2,376,063	2,544,935	2,513,928	137,865	5.8%
Local Revenues	4,258,804	3,646,938	3,595,676	3,569,723	(77,215)	-2.1%
School Fund Transfers	154,150	159,878	159,878	178,532	18,654	11.7%
Undesignated Fund Balance	1,000,000	1,000,000	1,000,000	825,000	(175,000)	-17.5%
<b>Total Revenues</b>	<b>\$74,656,384</b>	<b>\$74,195,340</b>	<b>\$74,700,017</b>	<b>\$74,858,524</b>	<b>\$663,184</b>	<b>0.89%</b>
Non-Property Tax Revenue	\$9,168,900	\$8,409,954	\$8,589,631	\$8,266,277	(\$143,677)	-1.71%

**I. GENERAL FUND REVENUE STATEMENT**

**A. PROPERTY TAX PROGRAM**

To support the 2014-2015 fiscal year appropriations, a property tax rate of \$15.51 per thousand dollars of assessed valuation will be necessary. This is a tax rate increase of \$0.04 or 0.23% more than the current year rate of \$15.47. The estimated school-related tax rate is \$11.78, a \$0.08 decrease from the current year rate of \$11.86. The town-related tax rate is projected at \$3.73, an increase of \$0.12 per thousand over the current year rate of \$3.61.

It is anticipated that the value of the taxable property roll will increase system wide by approximately \$40,035,066 upon certification of the taxable property tax roll. The projected impact on the owner of the average assessed residential parcel is forecast as presented on the following page.

<b>Avg. Residential Property Tax</b>	<b>Actual FY 2013-2014</b>	<b>Projected FY 2014-2015</b>	<b>Change in Property Tax Levy Per Avg. Residential Unit</b>
Average Residential Assessment	\$328,887.06	\$328,887.06	\$0.00
Tax Levy Per Average Residential	\$5,087.88	5,100.69	12.81
Projected Tax Rate Increase	\$15.47	15.51	\$0.04

A full documentation of the methodology used to calculate the projected Property Tax Rate for the 2014-2015 fiscal year (using current year taxable value plus \$4,151,500,000 in new taxable property) is as follows:

<b>Fiscal Year 2014-2015</b>			
<b>Proposed Budget Program</b>	<b>Town</b>	<b>School</b>	<b>Total</b>
Appropriation	\$23,507,409	\$51,351,115	\$74,858,524
Less Non-Property Tax Revenue	(7,507,955)	(758,322)	(8,266,277)
<b>Property Tax Need</b>	<b>\$15,999,455</b>	<b>\$50,592,793</b>	<b>\$66,592,248</b>
Percent of Overlay	24.03%	75.97%	100.00%
Overlay & Elderly Abatements	\$334,512	\$1,057,779	1,392,291
Proration and Roll Additions	(24,026)	(75,974)	(100,000)
<b>Gross Tax Levy</b>	<b>\$16,309,941</b>	<b>\$51,574,598</b>	<b>\$67,884,539</b>
Motor Vehicle Excise Tax	(840,697)	(2,658,417)	(3,499,114)
<b>Net Property Tax Levy</b>	<b>\$15,469,243</b>	<b>\$48,916,181</b>	<b>\$64,385,425</b>
<b>Dec. 2013 Tax Roll</b>			<b>\$4,152,485,159</b>
<b>Tax Distribution - FY 2015</b>	<b>\$3.73</b>	<b>\$11.78</b>	<b>\$15.51</b>
<b>Tax Distribution - FY 2014</b>	<b>\$3.61</b>	<b>\$11.86</b>	<b>\$15.47</b>
<b>Increase (Decrease)</b>	<b>\$0.12</b>	<b>(\$0.08)</b>	<b>\$0.04</b>
<b>Property Tax Levy Increase - \$</b>			<b>\$802,421</b>
<b>Property Tax Levy Increase - %</b>			<b>1.20%</b>
<i>Rounding may distort addition totals</i>			

The value of the motor vehicle roll is projected to increase by approximately \$1.15 million or 0.61% over the current year roll value of \$185,876,659 and assumes utilizing an exemption value of \$3,000 per vehicle. It is noted that several legislative amendments are expected to be introduced in the 2014 Session of the General Assembly that could substantially revise the current methodology employed to establish the taxable value of motor vehicles. Implementation of legislative action that would reduce motor vehicle assessment values from "average retail" to "trade-in" price could reduce the value of the motor vehicle taxable property roll by as much as 20%. It is also assumed that any legislative revision would be prospective in nature and not be implemented until a future tax year and would include a phase in period.

A more detailed identification of specific areas requiring direct property tax rate increases is presented below. It is noted that all property tax needs are identified net of specific revenues generated by each of the categorical areas. Tax rates are stated inclusive of each budget element's share of tax overlay requirements and net of projected motor vehicle excise taxes.

<b>Tax Distribution</b>	<b>2013-2014</b>		<b>2014-2015</b>		<b>Levy and Rate Increase</b>	
<b>Budget Element</b>	<b>Net Property Tax</b>	<b>Property Tax Rate</b>	<b>Net Property Tax</b>	<b>Property Tax Rate</b>	<b>Increase Over FY 2013-2014</b>	
School Fund Tax Transfer	\$47,502,559	\$11.55	\$47,969,893	\$11.55	\$467,334	\$0.00
School Debt Service	1,280,316	0.31	946,289	0.23	(334,028)	(0.08)
Municipal Debt Service	727,802	0.18	721,258	0.18	(6,545)	(0.00)
Capital Budget	707,732	0.17	832,467	0.20	124,735	0.03
Municipal Operating Program	13,385,956	3.26	13,915,519	3.35	529,563	0.10
<b>Total Program</b>	<b>\$63,604,365</b>	<b>\$15.47</b>	<b>\$64,385,425</b>	<b>\$15.51</b>	<b>\$781,060</b>	<b>\$0.04</b>

*Rounding may distort addition totals*

A review of the growth of the tax levy (inclusive of motor vehicle taxes) over the past five (5) years and the levy as proposed for the 2014-2015 fiscal year is as follows:

<b>Property Tax Levy - History</b>	<b>Town</b>	<b>School</b>	<b>Total</b>	<b>\$ Increase</b>	<b>% Increase</b>
2009-2010	\$13,419,804	\$51,084,371	\$64,504,174		
2010-2011	14,567,945	50,931,488	65,499,433	\$995,258	1.54%
2011-2012	15,078,042	51,042,790	66,120,832	621,399	0.95%
2012-2013	15,685,666	50,714,116	66,399,782	278,950	0.42%
2013-2014	15,631,897	51,450,220	67,082,117	682,335	1.03%
2014-2015 - Etimated	16,309,941	51,574,598	67,884,539	802,422	1.20%
<b>Increase</b>	<b>\$2,890,137</b>	<b>\$490,228</b>	<b>\$3,380,365</b>	<b>\$3,380,365</b>	<b>5.14%</b>
<b>Five Year Average</b>					<b>1.03%</b>

**Maximum Property Tax Levy**

Prior to the adoption of Senate Bill - 3050 Sub A at the close of the 2006 legislative session, Rhode Island had a 5.5% cap on property tax growth in all cities and towns. Communities that experienced rapid growth in their property tax base were able to live under the existing cap by applying the cap growth restriction to its prior year's tax rate, rather than its tax levy. The State's enactment of the 2006 amendments to the local property tax cap provisions revised the tax cap to apply only to the prior year levy beginning in FY 2007-2008 and reduced the cap to a maximum 4% annual levy increase in FY 2012-1013 in 0.25% increments.

It is proposed to limit Property Tax Levy growth generated in FY 2014-2015 to 1.20% or \$802,421 more than the current year property tax levy. A summary is presented below:

<b>Compliance with State Property Tax Cap</b>	<b>Adopted FY 2013-2014 Tax Levy</b>	<b>Maximum FY 2014-2015 Tax Levy</b>	<b>Proposed FY 2014-2015 Tax Levy</b>	<b>Amount Below Statutory Tax Cap</b>
Property Tax Levy	\$67,082,117	\$69,765,402	\$67,884,539	(\$1,880,863)
Increase in Levy	682,335	2,683,285	802,422	
Percent Increase	1.03%	4.00%	1.20%	
<b>Property Tax Rate</b>	<b>\$15.47</b>	<b>\$15.96</b>	<b>\$15.51</b>	<b>(\$0.45)</b>

A breakdown of property tax needs for Fiscal Year 2014-2015 by municipal program inclusive of municipal debt service and School Program inclusive of the property tax transfer to the School Fund and school related debt service is presented as follows:

<b>Property Tax Levy Growth</b>	<b>Municipal Program</b>	<b>School Program</b>	<b>Total</b>
FY 2013-2014 Property Tax Levy	\$15,329,725	\$50,455,661	\$65,785,386
Overlay Distribution	302,173	994,559	1,296,731
<b>Total Tax Levy</b>	<b>\$15,631,897</b>	<b>\$51,450,220</b>	<b>\$67,082,117</b>
FY 2013-2014 Tax Distribution %	23.30%	76.70%	100.00%
<b> </b>			
FY 2014-2015 Property Tax Levy	\$15,999,455	\$50,592,793	\$66,592,248
Overlay Distribution	310,486	981,805	1,292,291
<b>Total Tax Levy</b>	<b>\$16,309,941</b>	<b>\$51,574,598</b>	<b>\$67,884,539</b>
<b>Increase in Property Tax Levy</b>	<b>\$678,043</b>	<b>\$124,379</b>	<b>\$802,422</b>
FY 2014-2015 Tax Distribution %	24.03%	75.97%	100.00%

***Taxable Property Roll***

The estimated value of the FY 2014-2015 Property Tax Roll related to real estate and personal property is \$4,151,500,000 representing an increase of \$40,035,066 over the current year certified tax roll. As previously noted, for budgetary purposes the value of the motor vehicle tax exemption is calculated at \$3,000 per vehicle, the same as FY 2013-2014. The estimated value of the Motor Vehicle Excise Tax Roll is projected at \$187,018,404 or \$1,141,745 over the current year assessment value.

It is noted that the motor vehicle tax roll is prepared subsequent to the release of the motor vehicle registration database by the State Department of Transportation. The actual value of the Motor Vehicle Excise Tax Roll cannot be established until this information is provided to the Town. A detailed review of this database will occur over the next six weeks. Subsequent to this review, an updated projection of the taxable value of the Motor Vehicle Roll will be provided to the Town Council.

A summary of the projected Taxable Property Roll is presented below:

<b><i>Taxable Property List</i></b>	<b>2012-2013 Taxable Property</b>	<b>2013-2014 Taxable Property</b>	<b>2014-2015 Taxable Property</b>	<b>Increase (Decrease) From Prior Year</b>
Taxable Land /Buildings	\$4,150,727,192	\$3,946,264,414	\$3,990,000,000	\$43,735,586
Tangible Property	202,728,309	174,040,007	170,000,000	(4,040,007)
<b>Total Taxable Property</b>	<b>\$4,353,455,501</b>	<b>\$4,120,304,421</b>	<b>\$4,160,000,000</b>	<b>\$39,695,579</b>
Less Exemptions	(9,627,415)	(8,839,487)	(8,500,000)	\$339,487
<b>Net Taxable Property</b>	<b>\$4,343,828,086</b>	<b>\$4,111,464,934</b>	<b>\$4,151,500,000</b>	<b>\$40,035,066</b>
<b>Taxable Property Growth - %</b>	<b>0.15%</b>	<b>-5.35%</b>	<b>0.97%</b>	<b>0.97%</b>
<b>Taxable Property Growth - \$</b>	<b>\$6,572,341</b>	<b>(\$232,363,152)</b>	<b>\$40,035,066</b>	
<b> </b>				
Net Motor Vehicles -Roll	\$182,251,511	\$185,876,659	\$187,018,404	\$1,141,745
<b>Total Taxable Property</b>	<b>\$4,526,079,597</b>	<b>\$4,297,341,593</b>	<b>\$4,338,518,404</b>	<b>\$41,176,811</b>

***Motor Vehicle Excise Inventory Tax Roll***

Motor vehicle values are assessed at a rate of \$18.71 per thousand dollars of assessed value. This rate has been frozen by the State since FY1998. In addition to freezing the tax rate, the State instituted a program to phase-out the taxation of motor vehicles over a ten year period, by replacing the loss of motor vehicle tax income with State revenue. This program was restructured in FY 2010-2011 whereby State reimbursement was limited to a maximum of \$500 per vehicle. As a result of this action, State reimbursement under this program was reduced from \$1.87 million in FY 2009-2010 to a projected \$146,786 in FY 2014-2015.

In FY 2010-2011 the Town used the \$500 per vehicle value in determining the Motor Vehicle Tax Levy. Since FY 2011-2012, a \$3,000 per vehicle exemption has been used each year to calculate motor vehicle tax liability. This budget document for FY 2014-2015 has been prepared maintaining the \$3,000 per vehicle exemption value.

The chart below documents changes to the exemption values since the phase-out program began:

<b>Motor Vehicle Value Exemption</b>			
FY 1999	\$1,500	FY 2008	\$6,000
FY 2000	\$2,500	FY 2009	\$6,000
FY 2001	\$3,500	FY 2010	\$6,000
FY 2002	\$4,500	FY 2011	\$500
FY 2003	\$4,500	FY 2012	\$3,000
FY 2004	\$4,500	FY 2013	\$3,000
FY 2005	\$4,500	FY 2014	\$3,000
FY 2006	\$5,000	FY 2015	\$3,000
FY 2007	\$6,000		

***Property Tax Levy Adjustments***

In calculating the Fiscal Year 2014-2015 property tax program, a reserve must be established to account for four factors that impact property tax collection. The first is the need to establish a \$932,291 or 1.40% tax overlay (down from 1.42% in the current year). A tax overlay is an accounting method that is employed to recognize that all property taxes that are levied (billed) are not collected in the year in which they are due. In spite of the poor economic condition of the State, current year property tax collections remain strong.

Second, a tax reserve of \$120,000 (same as current year) will be set aside to account for erroneous assessments that must be removed from the certified Tax Roll. This increase is necessary to account for anticipated increases in value appeals resulting from the scheduled property revaluation program.

Third, a \$340,000 reserve is needed to account for the planned abatement of taxes associated with the Elderly Property Tax Abatement Program; this proposed reserve remains level for FY 2014-2015.

Fourth, a positive value reserve is also proposed to account for property taxes levied after the certification of the official tax roll. The Town levies additional taxes for properties under construction as of December 31<sup>st</sup> that obtain a Certificate of Occupancy within the next calendar year. The estimated value of these “prorated” taxes is \$100,000, the same amount used in development of the current year tax levy.

A summary of the Property Tax Adjustments Reserve is presented below:

Property Tax Collection	FY 2012-2013 - Adopted		FY 2013-2014 - Adopted		FY 2014-2015 - Proposed	
Budgeted Property Tax Need	\$65,148,020		\$65,785,386		\$66,592,248	1.23%
Overlay Requirement	879,498	1.35%	936,731	1.42%	932,291	1.40%
Erroneous Assessments	122,264	0.19%	120,000	0.18%	120,000	0.18%
Elderly Program	340,000	0.52%	340,000	0.52%	340,000	0.51%
Proration Value	(90,000)	-0.14%	(100,000)	-0.15%	(100,000)	-0.15%
<b>Total Property Tax Need</b>	<b>\$66,399,782</b>		<b>\$67,082,117</b>	<b>1.03%</b>	<b>\$67,884,539</b>	<b>1.20%</b>
<b>Projected Collection</b>	<b>\$65,148,020</b>	<b>98.11%</b>	<b>\$65,785,386</b>	<b>98.07%</b>	<b>\$66,592,248</b>	<b>98.10%</b>
<b>Actual/Estimated Collection</b>	<b>\$65,487,485</b>	<b>98.53%</b>	<b>\$66,110,386</b>	<b>98.55%</b>	<b>\$66,592,248</b>	<b>98.10%</b>

***Prior Year Tax and Interest Penalty Collection***

Property taxes collected in a later fiscal period than the year in which they are levied are recorded as a "prior year tax." It is projected that prior year taxes will generate \$575,000 in the 2014-2015 fiscal year, up \$30,000 over the amount budgeted to be collected in the current year. It is anticipated that the value of interest penalties made on delinquent property tax payments will be \$340,000 for FY 2014-2015, which is \$5,000 less than the \$345,000 budgeted in the current year. It is noted that the Town provides taxpayers with a ten (10) *business* day "interest-free period" after a tax collection due date before an interest penalty is assessed.

***Payment in Lieu of Tax (PILOT) Income***

The Town collects payments annually from organizations that own tax-exempt or tax-modified properties in South Kingstown. A summary of the projected income anticipated to be received by these organizations is shown below:

PILOT Payment Schedule	2013-2014	2013-2014	2014-2015	Increase
	Restated	Projected	Proposed	Over (Under) Restated Budget
South County Hospital	\$162,723	\$160,654	\$162,000	(\$723)
South Kingstown Housing Auth.	10,178	12,500	10,000	(178)
Camp Jori	8,146	8,428	8,500	354
SK Land Trust	3,202	3,304	3,400	198
Welcome House	4,975	4,812	4,900	(75)
Lacasa Apartments	35,698	47,049	47,049	11,351
Bayberry Courts	8,078	7,920	7,920	(158)
PILOT - Federal Aid	15,000	7,500	7,500	(7,500)
<b>Total PILOT Payments</b>	<b>\$248,000</b>	<b>\$252,167</b>	<b>\$251,269</b>	<b>\$3,269</b>

**B. OTHER FUND TRANSFERS**

Transfers from the Town's Enterprise Funds have in prior budgets been budgeted as revenue accounts in the General Fund. This practice is being discontinued in FY 2014-2015 in order to provide greater cost identification of administrative services required for the proper operation of these Public Service Programs. In the development of the FY 2014-2015 Budget Program, all personnel and employment benefit costs associated with the operation of the three utility funds (Water, Wastewater and Solid Waste) have been directly allocated to each enterprise fund. Therefore, no service reimbursement costs are required. Purchased services for the three Special Revenue Funds (PDOB, Neighborhood Guild, and Senior Services) will continue to reimburse the General Fund in FY 2014-2015.

It is noted that Fund transfers from the Education and Recreation Fair Share Fees Reserve Funds and the Open Space and South Road School Reserve Funds are used to pay a portion of the costs associated with municipal debt service.

A summary of these "Other Fund" Transfers planned for the 2014-2015 fiscal year is presented below:

<b>Other Fund Transfers</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Projected</b>	<b>2014-2015 Proposed</b>	<b>Increase Over (Under) Adopted Budget</b>
PDOB	\$3,000	\$3,000	\$3,000	\$0
Senior Services Fund	5,875	5,875	5,875	0
Neighborhood Guild Fund	5,450	5,450	5,450	0
Water Fund	21,000	21,000	0	(21,000)
Wastewater Fund	38,100	21,000	0	(38,100)
Solid Waste Fund	15,650	15,650	0	(15,650)
Fair Share Dev Fund - Ed	70,000	70,000	70,000	0
South Rd Reserve Fund	10,468	10,468	10,161	(307)
Open Space Reserve Fund	225,000	225,000	225,000	0
Fair Share Dev Fund - Rec	118,124	118,124	114,540	(3,584)
<b>Total Other Fund Transfers</b>	<b>\$512,667</b>	<b>\$495,567</b>	<b>\$434,026</b>	<b>(\$78,641)</b>

Payments from the School Fund to the General Fund during the 2014-2015 fiscal year are anticipated to offset costs incurred in the General Fund for School-related purposes, as shown below:

<b>School Department Transfers</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Projected</b>	<b>2014-2015 Proposed</b>	<b>Increase Over (Under) Restated Budget</b>
School Field Maintenance	\$64,678	\$64,678	\$67,237	\$2,559
Heat Detector	3,800	3,800	3,800	0
School Crossing Guards	84,000	84,000	81,780	(2,220)
Financial Services - IT	116,810	116,810	25,715	(91,095)
<b>Total Other Fund Transfers</b>	<b>\$269,288</b>	<b>\$269,288</b>	<b>\$178,532</b>	<b>(\$90,756)</b>

**C. STATE REVENUE PROGRAM**

A summary of the General State Aid Programs is presented below:

	2012-2013 Actual	2013-2014 Budgeted	2013-2014 Estimated	2014-2015 Budgeted	Difference to FY 2014 Budgeted
<b>Rhode Island General Aid Program</b>					
<b>General Aid Programs</b>					
Gen. Revenue Sharing & PILOT	\$151,238	\$145,900	\$163,865	\$154,000	\$8,100
State Incentive Aid	0	0	144,389	144,389	144,389
Library and Endowment Aid	196,593	203,945	203,945	199,345	(4,600)
<b>General Aid Subtotal</b>	<b>\$347,831</b>	<b>\$349,845</b>	<b>\$512,199</b>	<b>\$497,734</b>	<b>\$147,889</b>
<b>Pass-Through Programs</b>					
Public Services Corp. Tax	\$368,741	\$368,741	\$381,247	\$381,247	\$12,506
Motor Vehicle Tax Phase Out	165,446	167,774	125,000	146,786	(20,988)
Meal Tax	656,770	650,000	660,000	675,000	25,000
Hotel Tax	126,890	120,000	144,389	135,000	15,000
<b>Pass-Through Programs Subtotal</b>	<b>\$1,317,847</b>	<b>\$1,306,515</b>	<b>\$1,310,636</b>	<b>\$1,338,033</b>	<b>\$31,518</b>
<b>State Aid Reimbursement Programs</b>					
School Housing Aid	\$855,370	\$710,892	\$710,892	\$678,161	(\$32,731)
Library Construction Aid	9,208	8,811	0	0	(8,811)
<b>State Aid Reimburse. Subtotal</b>	<b>\$864,578</b>	<b>\$719,703</b>	<b>\$710,892</b>	<b>\$678,161</b>	<b>(\$41,542)</b>
<b>Total General Fund State Aid</b>	<b>\$2,530,256</b>	<b>\$2,376,063</b>	<b>\$2,533,727</b>	<b>\$2,513,928</b>	<b>\$137,865</b>

***General Aid Program Descriptions***

General Revenue Sharing. The General Revenue sharing Program was discontinued in FY 2009-2010. Prior to that time, income from this program exceeded \$1 million per year. Payments in Lieu of Taxes (PILOT) Revenue continue to be provided on a declining basis. PILOT funding reimburses the Town at a rate of approximately 22% (down from 27% in FY 2008) of the non-taxable assessment value of South County Hospital. Estimated income from this program is projected at \$154,000 in the 2014-2015 fiscal year.

Library Aid. It is also anticipated that the State will provide \$199,345 in General Library Aid in the 2014-2015 fiscal year.

Municipal Incentive Aid Program. Beginning in FY 2013-2014 and continuing through FY 2015-2016, the Governor proposed a new category of State assistance entitled “Municipal Incentive Aid” to be funded annually from a \$10 million State appropriation. The General Assembly subsequently reduced the size of the program down to \$5 million. The purpose of the program is to encourage municipalities to improve sustainability of their retirement plans and to reduce the unfunded liabilities within their respective plans. Funds are distributed based on each community’s population as a percentage of the State’s 2010 US Census population. South Kingstown’s projected income from this funding source is \$144,389 in FY 2014-2015. It is noted that the General Assembly’s continued support of this program will be required. Should this State funding not be approved, then adjustments to the General Fund’s Revenue Statement will be necessary.

***Pass-Through Aid Programs***

Public Service Corporation Tax. The tangible personal property of telegraph, cable, and telecommunications corporations are exempted from local taxation but not from taxation by the State. Funds collected by the State from this tax are distributed to cities and towns on the basis of the ratio of the city or town population to the population of the State as a whole. For the 2014-2015 fiscal year, the Town is projecting funding of \$381,247, reflecting an increase of \$12,506 over the budgeted estimate for the current year. The increase is due to increased population documented in the US 2010 Census.

Meal Tax. The State meal tax was increased in 2003 when the General Assembly authorized an additional 1% tax on the sale of all prepared foods and meals served by any food service provider. Receipts from this additional 1% tax program are collected by the State and transferred to the municipality where the sale occurred. For FY 2014-2015, an estimated \$675,000 in income is projected, up \$25,000 over the budgeted amount in the current year.

Hotel Tax. The State levies a 6% surcharge upon the consideration charged for occupancy of any space furnished by any hotel in the State, in addition to normal State sales taxes. Of the total surcharge, the State returns to the host community 33.3% of total revenues collected, 39.2% of the total surcharge goes to the Regional Tourism Council, 5% to the Roger Williams Reserve Fund, and the remaining 22.5% is forwarded to the RI Economic Development Corporation to be used for tourism promotion. For the 2014-2015 fiscal year, the Town is estimating \$135,000 in program revenue, up \$15,000 from the adopted FY 2013-2014 funding level.

***State Aid Reimbursement Programs***

School Housing Aid. The State provides local school districts with partial reimbursement for approved school construction projects. The reimbursement rate for the South Kingstown School District is 30% of the debt service cost of an approved project. For the 2014-2015 fiscal year, \$678,161 in state school construction reimbursement is anticipated.

Motor Vehicle Excise Tax Phase-Out. As previously noted, the General Assembly Adopted FY 2013-2014 Budget included a \$500 per vehicle value credit; the Governor's 2014-2015 Proposed Budget includes a similar funding limitation. Funding of \$146,786 is anticipated in FY 2014-2015, a decrease of \$20,988 from the current year budgeted income. The projected funding reduction is due to a \$10 million state-wide cap on program aid to be distributed.

Library Construction Aid. This program provides financial support for the construction and capital improvements of any free public library. Annual funding in the past had been based on a 25% reimbursement of the amount locally appropriated and expended for library related debt service in the prior fiscal year. FY 2013-2014 was the final year for Library facility related debt service, therefore no State funding is anticipated in FY 2014-2015.

**D. LOCAL PROGRAM-GENERATED REVENUES**

The restructuring of the General Fund Revenue Statement allows for line item documentation of all locally generated revenues. Locally generated revenues are projected to generate \$3,390,499 in non-property tax related income in FY 2014-2015. A summary of the projected revenue statement is presented below. For a detailed review of departmental revenues funding sources see pages GF-23 through GF-25.

<b>General Fund</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase (Decrease)</b>
Rental of Town Property	\$430,785	\$405,000	\$402,616	\$407,000	\$2,000
Investment Income	91,429	80,000	80,000	80,000	0
Miscellaneous Copies	32,193	28,000	28,000	28,000	0
Town Clerk Revenues	569,961	558,000	556,009	579,021	21,021
Finance Department Revenues	120,090	160,210	124,210	69,515	(90,695)
Planning Department Revenues	121	200	125	150	(50)
Geographic Information Revenues	438	500	500	450	(50)
Zoning/Building Revenues	462,683	400,000	411,320	387,705	(12,295)
Police Revenues	268,500	283,700	282,525	277,930	(5,770)
Animal Control Revenues	74,961	77,000	76,500	76,700	(300)
Harbor Patrol	28,952	30,000	28,500	30,000	0
Communications Dept Revenues	7,582	5,800	6,500	6,800	1,000
Emergency Medical Svs. Revenues	500,000	550,000	550,000	575,000	25,000
Public Services Revenues	0	31,000	11,400	17,600	(13,400)
Recreation Department Revenues	655,004	665,814	658,250	678,783	12,969
Library Revenues	283,681	284,945	289,052	283,845	(1,100)
<b>TOTAL</b>	<b>\$3,526,381</b>	<b>\$3,560,169</b>	<b>\$3,505,507</b>	<b>\$3,498,499</b>	<b>(\$61,670)</b>

**E. UNASSIGNED FUNDS FORWARDED TO FISCAL YEAR 2014-2015 GENERAL FUND**

Unassigned funds forwarded to the General Fund are targeted either to meet “one time” capital costs or to minimize the need for property tax support of the general operating program. Funding to meet operating program expenses is considered a base revenue since it must be provided on an annual basis or the property tax need in the following year will have to increase in direct proportion to the reduction in unassigned funding support. Funding for “one time” capital projects does not have the same effect since there are no recurring program expenses.

For the 2014-2015 fiscal year, it is proposed to use \$825,000 from the General Fund’s Unassigned Fund Balance which is \$175,000 less than the amount provided in the current year.

The value of the Town's Unassigned Fund Balance (UFB) as of June 30, 2013 was \$10,163,758 or 13.7% of the adopted FY 2013-2014 General Fund. The planned use of \$825,000 in funding support for the 2014-2015 fiscal year will provide a projected Unassigned Fund Balance of \$9,938,758 or 13.28% of the FY 2014-2015 Proposed General Fund at the close of FY 2013-2014.

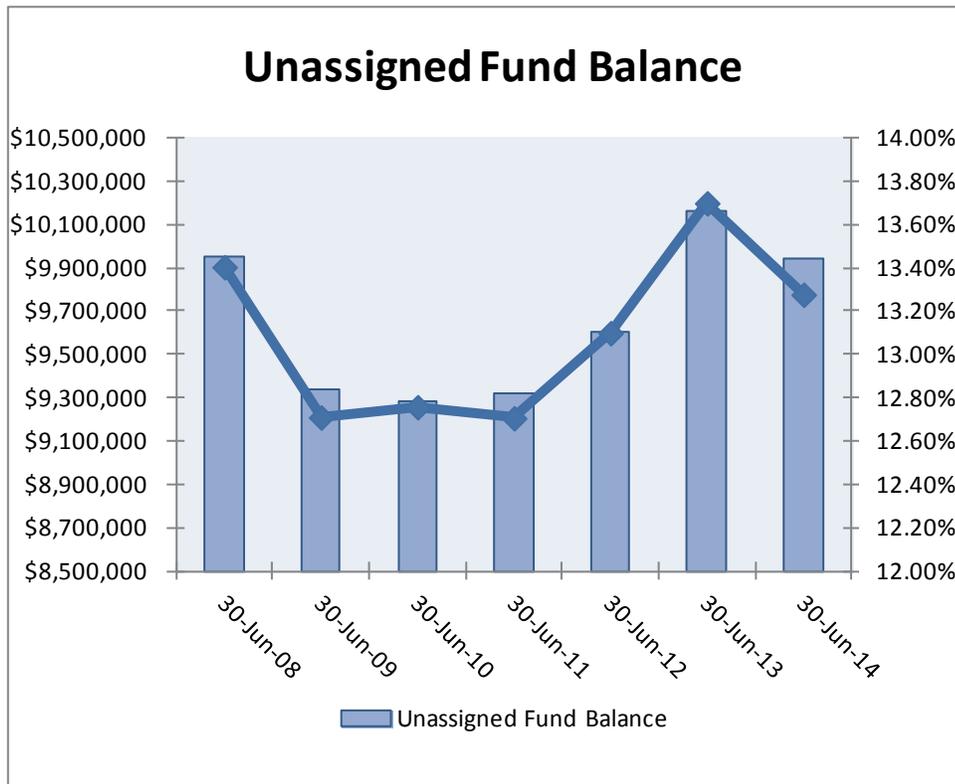
<b>Unassigned Fund Balance June 30, 2012</b>	<b>\$9,606,650</b>
<b>Fund Balance as a % of 2012-2013 General Fund</b>	<b>13.10%</b>
2012-2013 Operating Surplus	\$1,555,855
Change in Prepaid Expenses	1,253
Funds Forwarded to Finance 2013-2014 Program	(1,000,000)
<b>Unassigned Fund Balance June 30, 2013</b>	<b>\$10,163,758</b>
<b>Fund Balance as a % of 2013-2014 General Fund</b>	<b>13.70%</b>
2013-2014 Operating Surplus -Projected	\$600,000
Funds Forwarded to Finance 2014-2015 Program	(825,000)
<b>Unassigned Fund Balance June 30, 2014</b>	<b>\$9,938,758</b>
<b>Fund Balance as a % of 2014-2015 General Fund</b>	<b>13.28%</b>

The Governmental Finance Officers Association (GFOA) in October 2009 issued a “Best Practices” memorandum entitled “Appropriate Level of Unrestricted Fund Balance in the General Fund.” The memorandum states in part “GFOA recommends, at minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures (16.67%).” To meet this best management guideline, an unrestricted fund balance of \$12,366,137 would be necessary.

In June 2011, the Town Council adopted a formal Fund Balance Policy that states in part, “the Town will maintain an unassigned fund balance in the range of 10% to 16.67% of the general fund.”

An unassigned fund balance is necessary to provide for proper cash flow, address unforeseen conditions not included in the budget, provide reserves for future programs, indicates financial strength to bond rating agencies, and to help offset future property tax increases. Maintaining a proper UFB during difficult economic times is important to the long term financial stability of the Town’s financial operations.

The chart on the following page documents the value of the General Fund’s Unassigned Fund Balance and the value that these funds represented as a percentage of the General Fund’s Adopted Budget over the past seven (7) years.



**II. GENERAL FUND EXPENDITURE STATEMENT**

The development of the FY 2014-2015 General Fund Budget Program employs the use of a new “Chart of Accounts” in an effort to provide more detailed information that more effectively documents the full cost of providing key municipal services. With use of the new account structure there was also the need to restate the current year budget using the new format. Therefore in addition to displaying the current year adopted budget an additional column has been added to present the current year’s program using the new chart of accounts.

The primary revision to the General Fund Expenditure Statement is related to the movement of all personnel and employment benefit costs from stand alone accounts to the functional area associated with the actual delivery of services. As an example, all employment benefit cost associated with employees assigned to the Police Department are now included in the Police Department Budget.

The new chart of accounts identifies five functional areas of municipal services within the General Fund’s Operating Program. In addition to the operating program, the General Fund also presents costs associated with miscellaneous services, debt payments, capital improvements and property tax transfers to the School Fund. A summary of these cost centers is as follows:

General Fund Functional Distribution	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over (Under) Restated Budget
General Administration	\$2,537,856	\$2,636,642	\$3,496,899	\$3,499,923	\$3,539,709	\$42,810
Public Safety	6,883,435	7,111,077	9,749,743	9,473,266	10,103,560	353,817
Public Services	2,217,703	2,267,890	2,847,149	2,832,825	2,899,241	52,092
Parks & Recreation	1,328,330	1,390,043	1,626,973	1,614,781	1,752,909	125,936
Library	914,696	948,897	1,150,724	1,142,037	1,171,116	20,392
<b>Operating Program Total</b>	<b>\$13,882,020</b>	<b>\$14,354,549</b>	<b>\$18,871,488</b>	<b>\$18,562,832</b>	<b>\$19,466,535</b>	<b>\$595,046</b>
Miscellaneous Services	\$6,058,680	\$6,257,076	\$1,740,137	\$1,461,047	\$1,669,355	(\$70,782)
Debt Service Program	3,585,879	3,220,273	3,220,273	3,219,773	2,822,564	(397,709)
Capital Improvements	1,209,790	1,232,000	1,232,000	1,232,000	1,286,000	54,000
School Fund Tax Transfer	48,364,159	49,131,442	49,131,442	49,131,442	49,614,070	482,628
<b>Functional Distribution Total</b>	<b>\$73,100,528</b>	<b>\$74,195,340</b>	<b>\$74,195,340</b>	<b>\$73,607,094</b>	<b>\$74,858,524</b>	<b>\$663,184</b>

**A. GENERAL FUND OPERATING PROGRAM**

A General Fund Operating Program in the amount of \$19,466,535 is proposed for Fiscal Year 2014-2015, which is \$595,046 or 3.15% more than the Restated Fiscal Year 2013-2014 program. It is noted that \$315,641 of this increase is directly related to cost escalation associated with Employer Costs required for municipal retirement.

The General Fund narrative presented in this budget document provides specific information relative to individual municipal department funding requirements and funding recommendations related to general operational support needs.

A detailed summary of the five segments of the General Fund's Operating Program is presented as follows:

1. **General Administration.** This cost center identifies all program elements that involve policy development, elections, planning, accounting and tax collection services and general management of the overall municipal program. Program elements associated with the General Administration Functional area are as follows:

	2013-2014 Restated	2014-2015 Proposed	Increase (Decrease)
<b>General Administration</b>			
Town Council	\$15,083	\$15,083	\$0
Budget Referendum	10,467	10,072	(395)
Legal Staff	171,200	174,460	3,260
Probate Judge	4,306	4,306	0
Town Manager	471,506	449,175	(22,331)
Personnel Administration	101,867	111,441	9,574
Town Clerk	396,106	406,306	10,200
Town Public Information	14,180	14,180	0
Canvassing Authority	64,338	116,531	52,193
Finance Department	690,662	655,282	(35,380)
Information Technology	317,132	321,100	3,968
Post Audit	24,250	24,483	233
Tax Assessor	350,536	377,302	26,766
Assesment Bd of Review	2,038	600	(1,438)
Planning Department	386,753	375,192	(11,561)
Planning Board	5,038	4,680	(358)
Geographic Information	119,619	119,704	85
Conservation Commission	850	850	0
Zoning & Building Inspection	338,823	346,761	7,938
Zoning Board of Review	12,145	12,200	55
<b>Total General Administration</b>	<b>\$3,496,899</b>	<b>\$3,539,709</b>	<b>\$42,810</b>

2. **Public Safety Program.** The Public Safety Program includes all direct life safety municipal programs. All programs are managed under the direction of the Police Chief. The Public Safety Program consists of the following departments:

	2013-2014 Restated	2014-2015 Proposed	Increase (Decrease)
<b>Public Safety Program</b>			
Police Department	\$7,626,942	\$7,925,624	\$298,682
Animal Control-Road	92,921	94,434	1,513
Animal Control-Shelter	213,095	217,020	3,925
Radio Services	6,710	0	(6,710)
Harbor Patrol	31,475	34,390	2,915
Communications Department	236,434	249,569	13,135
Emergency Medical Service	1,542,166	1,582,523	40,357
<b>Total Public Safety Function</b>	<b>\$9,749,743</b>	<b>\$10,103,560</b>	<b>\$353,817</b>

3. **Public Services Program.** The Public Services Program includes all costs associated with the maintenance and operation of all public right of way infrastructures including roads, bridges dams, drainage systems and street lighting (exclusive of all municipal utilities) in addition to providing general engineering services. The Public Services Program consists of the following departments:

	2013-2014 Restated	2014-2015 Proposed	Increase (Decrease)
<b>Public Works Program</b>			
Public Services Administration	\$363,455	\$371,355	\$7,900
Streets And Highway Division	2,268,049	2,303,706	35,657
Tree Management Program	56,645	54,180	(2,465)
Street Lighting	159,000	170,000	11,000
<b>Total Public Works Function</b>	<b>\$2,847,149</b>	<b>\$2,899,241</b>	<b>\$52,092</b>

4. **Recreation Program.** The Recreation Program includes all defined recreation programs exclusive of recreational programming managed through the Neighborhood Guild and PDOB Programs, which operates independently of property tax support. Identified recreational programs are presented below:

	2013-2014 Restated	2014-2015 Proposed	Increase (Decrease)
<b>Recreation Program</b>			
Recreation Administration	\$241,094	\$249,147	\$8,053
Park Maintenance	762,338	858,983	96,645
Athletics Program	277,455	275,501	(1,954)
Aquatics Program	116,449	125,908	9,459
Leisure Services Program	132,012	141,772	9,760
Creative Activites Program	97,625	101,598	3,973
<b>Total Recreation Function</b>	<b>\$1,626,973</b>	<b>\$1,752,909</b>	<b>\$125,936</b>

5. **Library Program.** The Town operates a unified library system operating consisting of three library facilities. The Peace Dale Library operates as the administrative hub of the system and provides general management and support services to the two neighborhood libraries, located in Kingston and Matunuck.

	2013-2014 Restated	2014-2015 Proposed	Increase (Decrease)
<b>Library Program</b>			
Library Services Program	\$1,150,724	\$1,171,116	\$20,392
<b>Total Library Function</b>	<b>\$1,150,724</b>	<b>\$1,142,037</b>	<b>\$1,171,116</b>

***Personnel Program Staffing***

It is proposed to increase the full time General Fund staff level from the current year level of 166.95 to 167.95 FTE's in FY 2014-2015 by increasing the number of Park Maintenance Technicians from five (5) full time positions to six (6) FTE's. The cost of this new position, inclusive of benefits is estimated at \$56,155.

***General Personnel Program***

The Town's Personnel System recognizes four independent labor groups and one non-organized employee group of managerial/supervisory personnel. All municipal labor groups have active collective bargaining agreements with the Town. Three of the contracts (NEA, EMS and Public Services) are scheduled to expire June 30, 2015, while the fourth contract (Police - IBPO) shall expire on June 30, 2016. A listing of the five employee groups is as follows:

- ❖ Police (International Brotherhood of Police Officers – IBPO) Unit comprised of 52 sworn officers.
- ❖ Emergency Medical Services (International Association of Firefighters – IAFF) Unit comprised of 14 paramedic grade Emergency Medical Technicians and 2 EMC-Cardiac certified technicians.
- ❖ Public Works, Public Safety Dispatchers, and Animal Control Officers (Council 94 of the American Federation of State County and Municipal Employees – AFSCME.) Unit comprised of 34 (proposed) Public Works/Utility employees, 3 Animal Control Officers and 8 Public Safety Dispatchers.
- ❖ General Municipal Professional, Clerical, and Maintenance Employees (SK Municipal Employees Association/National Education Association Rhode Island – SKMEA/NEARI). Unit consists of 49 Support Staff employees.
- ❖ Managerial/Supervisory Personnel. The municipal personnel program also consists of 43 non-organized employees. This labor group consists of all managerial/supervisory personnel, library and senior services program staff.

***General Municipal Personnel Program***

The General Fund's Personnel Program for the 2014-2015 fiscal year is proposed at \$16,601,563 or 2.6% more than the current year program of \$16,186,301.

A detailed summary of the projected cost of salary and employment benefits for the FY 2014-2015 municipal program is presented on the next page.

<b>Department</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Longevity</b>	<b>Overtime</b>	<b>Other Comp.</b>	<b>Seasonal Sal.</b>	<b>Grand Total</b>
Town Council	\$0	\$13,500	\$0	\$0	\$0	\$0	\$13,500
Budget Referendum	0	0	0	633	0	2,900	3,533
Probate Judge	0	4,000	0	0	0	0	4,000
Town Manager	287,448	8,018	7,807	2,200	10,000	0	315,473
Personnel Adm.	65,725	8,018	1,814	0	0	0	75,557
Town Clerk	255,384	0	12,168	500	0	0	268,052
Canvassing Authority	39,596	2,665	644	3,314	0	38,750	84,969
Finance Department	405,292	41,527	10,912	500	0	0	458,231
Information Technology	155,080	0	468	0	0	0	155,548
Tax Assessor	255,331	0	10,179	0	0	0	265,510
Planning Department	279,473	0	4,797	0	0	0	284,270
Geographic Information	74,752	0	1,931	0	0	0	76,683
Zoning/Bldg. Inspect.	210,181	22,623	7,730	300	0	0	240,834
Zoning Board	0	0	0	1,200	0	0	1,200
Police Department	3,891,835	98,497	177,791	510,000	100,000	0	4,778,123
Animal Control - Road	41,242	14,900	3,604	350	0	0	60,096
Animal Control - Shelter	93,099	34,541	3,390	2,250	0	0	133,280
Harbor Master	0	20,000	0	0	0	0	20,000
Communications Dept.	122,159	19,855	3,335	23,000	0	0	168,349
EMS Services	827,264	115,000	21,562	165,000	0	0	1,128,826
Public Services Adm.	231,289	0	9,777	300	0	0	241,366
Streets & Highways	769,219	5,700	25,563	65,200	0	0	865,682
Tree Warden	0	7,599	0	0	0	0	7,599
Recreation Department	576,553	64,464	13,168	13,597	0	285,619	953,401
Library Department	481,529	222,880	16,725	1,000	0	0	722,134
Town Hall	42,989	6,257	2,516	600	0	0	52,362
<b>FY 2014-2015 Total</b>	<b>\$9,105,440</b>	<b>\$710,044</b>	<b>\$335,881</b>	<b>\$789,944</b>	<b>\$110,000</b>	<b>\$327,269</b>	<b>\$11,378,578</b>
<b>FY 2013-2014 Total</b>	<b>\$8,896,986</b>	<b>\$654,284</b>	<b>\$340,682</b>	<b>\$699,839</b>	<b>\$120,000</b>	<b>\$381,428</b>	<b>\$11,093,219</b>
<b>Increase (Decrease)</b>	<b>\$208,454</b>	<b>\$55,760</b>	<b>(\$4,801)</b>	<b>\$90,105</b>	<b>(\$10,000)</b>	<b>(\$54,159)</b>	<b>\$285,359</b>
<b>Percent Change</b>	<b>2.34%</b>	<b>8.52%</b>	<b>-1.41%</b>	<b>12.88%</b>	<b>-8.33%</b>	<b>-14.20%</b>	<b>2.57%</b>

<b>Employment Benefit</b>	<b>FY 2013-2014 Adopted</b>	<b>FY 2013-2014 Restated</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Proposed</b>	<b>Increase/ (Decrease)</b>
FICA	\$842,500	\$842,500	\$809,399	\$843,811	\$1,311
Municipal Employees Retirement	672,904	672,904	635,723	716,791	43,887
Police Retirement	479,515	479,515	468,200	735,950	256,435
EMS Retirement	35,138	35,138	33,998	50,457	15,319
Direct Pension	7,480	7,480	7,480	7,480	0
Medical Insur-Active Employees	2,349,580	1,999,580	1,688,101	1,773,686	(225,894)
Medical Insur-Retirees	552,000	552,000	510,116	471,628	(80,372)
Dental Insur-Active Employees	138,703	138,703	127,207	123,335	(15,368)
Dental Insur-Retirees	4,262	4,262	5,269	5,118	856
Insurance Buyback	0	0	14,104	34,500	34,500
Life Insurance	11,000	11,000	9,745	10,229	(771)
Health Care Contingency	0	0	0	100,000	100,000
OPEB	0	350,000	350,000	350,000	0
<b>Grand Total</b>	<b>\$5,093,082</b>	<b>\$5,093,082</b>	<b>\$4,659,342</b>	<b>\$5,222,985</b>	<b>\$129,903</b>
<b>Personnel Program</b>	<b>FY 2013-2014 Adopted</b>	<b>FY 2013-2014 Restated</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Proposed</b>	<b>Increase/ (Decrease)</b>
Salaries and Other Compensation	\$11,093,219	\$11,093,219	\$11,040,388	\$11,378,578	\$285,359
Employment Benefits	5,093,082	5,093,082	4,659,342	5,222,985	129,903
<b>Total</b>	<b>\$16,186,301</b>	<b>\$16,186,301</b>	<b>\$15,699,730</b>	<b>\$16,601,563</b>	<b>\$415,262</b>

**General Municipal Employees Longevity Program**

Existing labor contracts with general government employees of the Town provide for longevity payments to all full and part time (on a prorated scale) employees, having more than four (4) years of service with the Town, based on the following schedule:

Longevity Schedule	Budgeted FY 2014-2015
DPW, Recreation, Animal Control and Police Dispatchers - Council 94	\$117.00 Per Year of Service
General Municipal Employees – NEA	\$117.00 Per Year of Service
Non-Organized Municipal Employees	\$117.00 Per Year of Service
EMS Employees – IAFF	3.75% of Salary – between 5 and 10 years of service
	4.25% of Salary - between 10 and 15 years of service
	4.75% of Salary – between 15 and 20 years of service
	5.25% of Salary – over 20 years of service
Sworn Police Officers - IBPO	4% of Salary – between 5 and 10 years of service
	6% of Salary - between 10 and 15 years of service
	8% of Salary – between 15 and 20 years of service
	10% of Salary – over 20 years of service

The cost of the Town’s Longevity program for the 2014-2015 Fiscal Year is projected at \$335,881. Police officer longevity amounts to \$142,681, while all other municipal employees’ longevity is estimated at \$193,200.

**Employee Retirement Severance Cost**

The FY 2014-2015 General Fund includes a total of \$100,000 in transfers from the Police Department budget account to the “Compensated Absences Reserve Fund.” All costs associated with retiring employee severance costs shall be paid through the departing employee’s department appropriation (if funds are available) or through the Compensated Absences Reserve Fund. The status of the Compensated Absences Reserve Fund is presented below:

Compensated Absences Reserve Fund	June 30, 2012	June 30, 2013
Compensated Absences Liability	\$1,944,447	\$2,004,636
Compensated Absences Assets	\$1,238,440	\$1,568,440
Unfunded Liability	(\$706,007)	(\$436,196)
<b>Funded Ratio</b>	<b>63.7%</b>	<b>78.2%</b>

***Employee Health Insurance Costs***

Since July 1, 2014 all employees are contributing a minimum of 17.5% of their employee health care costs.

Employee Cost Share Requirements for FY 2014-2015 are established within municipal labor contracts. The display below provides a summary of employee cost share rates for FY 2014-2015:

<b>Municipal Program</b>					
<b>Health Care Co-Share Summary</b>	<b>EMS</b>	<b>Police</b>	<b>Council 94</b>	<b>NEA</b>	<b>Non Organized</b>
<b>Hired Prior to August 1, 2002</b>					
<b>After July 1, 2014</b>	20%	19%	17.5%	17.5%	17.5%
<b>Hired After August 1, 2002</b>					
<b>After July 1, 2014</b>	20%	20%	17.5%	17.5%	17.5%

The Town and School Department in July 2008 contracted with the West Bay Health Care Collaborative for health and dental services on a “cost plus” policy basis. West Bay purchases Health Care services through Blue Cross and Blue Shield of RI and Delta Dental of Rhode Island. This contract will continue through June 30, 2015.

It is noted that effective with the start of the 2008-2009 fiscal year, the Town began to account for and reserve funds to meet anticipated costs associated with “Other Post-Employment Benefits” (OPEB). OPEB costs associated with post employment health care benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid health care benefits in retirement and the current year cost associated with OPEB benefits that current employees will earn in FY 2014-2015. The projected General Fund OPEB related costs for FY 2014-2015 include an annual required contribution (ARC) of \$826,000, less expected retiree benefits payout of \$476,000, leaving a net budget expense of \$325,000. It is also proposed to maintain a \$100,000 contingency within the Town’s Health Care Program to address unanticipated costs related to the administration of this major program.

As of June 30, 2012, the Health Care Reserve Fund had an unrestricted fund balance of \$6,591,937. The Unrestricted Fund Balance of the Health Care Reserve Fund includes \$2,335,307 in Town Funds and \$4,256,630 in School Funds.

***Retirement System Contribution***

All municipal employees are required to join the State administered Municipal Employee Retirement System (MERS) as a condition of employment. Municipal employees are placed in one of three South Kingstown owned retirement plans. The State Retirement Board uses an annual actuarial study to determine the "Employer's Contribution Rate" for each of the Town’s retirement plans.

In November 2011, the General Assembly enacted legislation that will significantly revise standards participation requirements and scope of benefit associated with all retirement plans managed by the State Retirement System. Early in 2012 affected employee groups (both active and retired) that were adversely affected by these revisions brought legal action against the State and the State Retirement System in an effort to rescind the enacted retirement benefit reductions. Upon receipt of this constitutional challenge the Superior Court directed that all parties named in the suit enter into a formal mediation process in an effort to resolve the matter.

In February 2014, all parties involved in the dispute announced that a settlement agreement had been reached. This settlement agreement was also predicated on the approval of multiple parties including active and retired members of all affected employee groups and the State General Assembly. Approval of the proposed settlement agreement would add \$232 million in additional Unfunded Actuarial Liability (UAL) to the State Retirement System. South Kingstown's share of this additional UAL is projected at \$2.2 million. In addition, employer contribution rates would increase in FY 2015-2016 approximately 6 to 8% unless a re-amortization of the pension systems UAL was instituted.

Employer required rates established by the State Retirement Board for the 2014-2015 Fiscal Year that are unaffected by the proposed settlement agreement are presented as follows:

<b>Retirement Contributions</b>				
<b>Employee Group</b>	<b>FY 13 Rate</b>	<b>FY 14 Rate</b>	<b>FY 15 Rate</b>	<b>Change</b>
Police	14.79%	15.02%	22.79%	7.77%
EMS	2.74%	4.16%	5.96%	1.80%
Municipal	11.41%	11.75%	12.57%	0.82%

The Unfunded Actuarial Accrued Liability of the combined South Kingstown Retirement Plans, as of June 30, 2013 is recorded at \$12,107,735. Plan assets as of June 30, 2013 are \$70,131,503 or 85.3% of estimated liabilities, down from 86.3% as of June 30, 2012.

<b>Retirement Liability</b>				<b>30-Jun-13</b>
<b>Employee Group</b>	<b>Assets</b>	<b>Liability</b>	<b>Net Value</b>	<b>Funding Ratio</b>
Police	\$20,416,885	(\$26,901,814)	(\$6,484,929)	75.9%
EMS	2,957,953	(2,507,988)	449,965	117.9%
Municipal	46,756,665	(52,829,436)	(6,072,771)	88.5%
<b>Total</b>	<b>\$70,131,503</b>	<b>(\$82,239,238)</b>	<b>(\$12,107,735)</b>	<b>85.3%</b>

**B. MISCELLANEOUS SUPPORT SERVICES**

The new "Chart of Accounts" presents costs associated with a number of services that are ancillary to the General Fund's operating program, yet are costs incurred in support of the municipal program. As previously noted, with the reallocation of employment benefits to the various operating budget accounts no employment benefit related appropriations are proposed in FY 2014-2015, other than to meet "Other Post Employment Benefits" (OPEB) requirements and establishing a contingency for potential unanticipated health care costs. A summary of Miscellaneous Support Services is presented on the following page.

	2013-2014 Restated	2014-2015 Proposed
<b>Miscellaneous Support Services</b>		
Town Hall Operation	\$182,358	\$182,269
Municipal Insurance	231,000	254,000
Unemployment Insurance	25,000	20,000
Workers' Compensation	127,334	125,000
Fund Contingency	65,000	65,000
Town Health Care - OPEB	552,498	450,000
<b>Total Misc. Support Services</b>	<b>\$1,183,190</b>	<b>\$1,096,269</b>

**C. TRANSFER TO SENIOR SERVICES FUND**

Senior Services Program revenues to be contributed by the Town of South Kingstown General Fund are documented below. A full explanation of the Senior Services Program is presented in a later section of this budget document (*Pages S-1 through S-15*).

Summary of South Kingstown Transfers						
Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over PY
Transportation Program	\$62,628	\$64,366	\$64,366	\$64,366	\$64,663	\$297
Day Services Program	33,994	36,809	36,809	36,809	39,647	2,838
Nutrition Program	69,324	72,835	72,835	72,835	78,194	5,359
Senior Center Program	185,552	189,321	189,321	189,321	195,667	6,346
<b>Total General Fund Transfer</b>	<b>\$351,498</b>	<b>\$363,331</b>	<b>\$363,331</b>	<b>\$363,331</b>	<b>\$378,171</b>	<b>\$14,840</b>

**D. TRANSFER TO SCHOOL FUND**

The School Committee proposed a School Fund for FY 2014-2015 in the amount of \$58,937,473. After review of this recommended budget program, the Town Manager proposed two amendments to the program. The first amendment proposed to increase the amount of revenue forwarded to the FY 2014-2015 School Program from the School Fund's net assets (Fund Balance) from \$235,000 to \$400,000, an increase of \$165,000. The second proposed revision recommended the reduction of the School Committee's Health Care appropriation from \$5,645,257 to \$5,310,257, a \$335,000 reduction.

The recommendation to increase use of funds held in the School Fund's Unassigned Fund Balance is based on the size of the fund balance as of June 30, 2013 and after consideration of anticipated draw downs of assets during the current fiscal year. A summary of the School Fund's Unassigned Fund Balance activity during the current year and the anticipated value as of June 30 2014 and June 30, 2015 is shown on the following page.

<b>School Fund - Unassigned Fund Balance</b>	
School Fund Unassigned Fund Balance 6/30/2013	<b>\$3,176,682</b>
GFMS Cost Share	(350,000)
Encumbrances	(195,892)
School Fund UFB forwarded to FY 2013-2014 Operations	(535,000)
School Fund UFB forwarded to School Construction Fund - FY 2015 CIP Projects	(903,000)
<b>Projected Fund Balance - 6/30/2014 - (Assumes no FY 2013-2014 Surplus)</b>	<b>\$1,192,790</b>
School Committee Estimated FY 2013-2014 Surplus	\$631,355
<b>Projected Fund Balance - 6/30/2014 - (With Projected FY 2013-2014 Surplus)</b>	<b>\$1,824,145</b>
School Fund UFB forwarded to FY 2014-2015 Operations	(400,000)
<b>Projected Fund Balance - 6/30/2015 - (Assumes no FY 2014-2015 Surplus)</b>	<b>\$1,424,145</b>

The \$400,000 proposed transfer is equal to one third of the projected asset value as of June 30, 2014 without any FY 2013-2014 surplus ( $\$1,192,790/3=\$397,597$ ).

The second proposed amendment to reduce the School Fund Health Care appropriation by \$335,000 is based on the spending history for health care costs over the past two years. For the current year, incurred costs for health care are tracking well below budgeted estimates and with the reduction of 20 FTE's in the FY 2014-2015 year, the proposed reduction in funding is warranted.

Adoption of these two amendments allows for a \$500,000 reduction in the amount of property tax support required to balance the amended School Fund. The Town Manager's Proposed School Fund Property Tax appropriation of \$49,614,070 is a \$482,628 (0.98%) increase over the current year appropriation of \$49,131,442.

Revenue Statement	Actual FY 2012-2013 School Department	Adopted FY 2013-2014 School Committee	Estimated FY 2013-2014 School Committee	Recommended FY 2014-2015 School Committee	Proposed FY 2014-2015 Town Manager	Increase (Decrease)
State Aid	\$7,677,921	\$7,816,786	\$7,816,786	7,510,096	\$7,510,097	(\$306,689)
Group Home Aid	375,000	315,000	315,000	308,034	308,034	(6,966)
Federal Jobs Fund	427,070	0	0	0	0	0
<b>Total State/Federal Aid</b>	<b>\$8,479,991</b>	<b>\$8,131,786</b>	<b>\$8,131,786</b>	<b>\$7,818,130</b>	<b>\$7,818,131</b>	<b>(\$313,655)</b>
Tuition Income	\$219,108	\$210,272	\$192,272	\$210,272	\$210,272	\$0
School Trust Funds	20,303	20,000	20,000	20,000	20,000	0
Net Assets from Fund Balance	535,030	535,000	535,000	235,000	400,000	(135,000)
Medicaid	538,871	550,000	525,000	500,000	500,000	(50,000)
Miscellaneous	27,346	47,000	47,000	40,000	40,000	(7,000)
<b>Total Local Revenue</b>	<b>\$1,340,659</b>	<b>\$1,362,272</b>	<b>\$1,319,272</b>	<b>\$1,005,272</b>	<b>\$1,170,272</b>	<b>(\$192,000)</b>
<b>Property Tax Appropriation</b>	<b>\$48,364,159</b>	<b>\$49,131,442</b>	<b>\$49,131,442</b>	<b>\$50,114,071</b>	<b>\$49,614,070</b>	<b>\$482,628</b>
<b>Gross Revenue</b>	<b>\$58,184,809</b>	<b>\$58,625,500</b>	<b>\$58,582,500</b>	<b>\$58,937,473</b>	<b>\$58,602,473</b>	<b>(\$23,027)</b>

Expense Statement	Actual FY 2012-2013 School Committee	Adopted FY 2013-2014 School Committee	Estimated FY 2013-2014 School Committee	Recommended FY 2014-2015 School Committee	Proposed FY 2014-2015 Town Manager	Increase (Decrease)
Salaries	\$33,806,292	\$34,221,480	\$33,523,040	\$33,432,548	\$33,432,548	(\$788,932)
Benefits	13,341,378	13,631,041	13,483,395	13,703,135	13,368,135	(262,906)
Professional Services	929,319	1,121,847	1,185,137	1,311,387	1,311,387	189,540
Property Services	671,636	644,658	735,414	669,472	669,472	24,814
Other Services	6,581,652	6,868,162	6,887,628	7,038,879	7,038,879	170,717
Supplies	1,544,703	1,621,436	1,601,587	1,577,144	1,577,144	(44,292)
Equipment	641,504	516,876	534,944	1,204,908	1,204,908	688,032
<b>Total Expense</b>	<b>\$57,516,484</b>	<b>\$58,625,500</b>	<b>\$57,951,145</b>	<b>\$58,937,473</b>	<b>\$58,602,473</b>	<b>(\$23,027)</b>
<b>Surplus Position</b>	<b>\$668,325</b>	<b>\$0</b>	<b>\$631,355</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**E. CONTRIBUTIONS TO OUTSIDE AGENCIES**

The Town provides twelve Human Service and ten civic organizations with funding support on an annual basis. Level funding of all agencies is proposed in the total amount of \$190,615 for the 2014-2015 fiscal year.

**F. CAPITAL BUDGET PROGRAM**

A capital budget element of \$1,286,000 is proposed for Fiscal Year 2014-2015, which is an increase of \$54,000 over the current year appropriation of \$1,232,000. During the current year, \$500,000 in revenue from the General Fund's Unassigned Fund Balance was used to offset an equal amount of property tax support associated with the Capital Budget. For the 2014-2015 fiscal year, it is proposed to use \$425,000 in funding from the General Fund Unassigned Fund Balance.

A summary of the FY 2014-2015 Capital Budget as adopted by the Town Council in January 2014 is presented as follows:

Capital Budget Program	2012-2013 Actual	2013-2014 Adopted	2014-2015 Proposed	Increase (Decrease)
Recreational	\$169,000	\$167,000	\$212,000	\$45,000
Public Services	839,790	853,000	851,000	(2,000)
Public Safety	142,000	169,000	188,000	19,000
General Municipal	59,000	43,000	35,000	(8,000)
<b>Total Capital Budget Program</b>	<b>\$1,209,790</b>	<b>\$1,232,000</b>	<b>\$1,286,000</b>	<b>\$54,000</b>

**G. DEBT SERVICE PAYMENTS**

For the 2014-2015 fiscal year, total debt service payments shall require a property tax rate of \$0.41 per thousand dollars of assessed value, which is approximately five cents less than the current year rate. School-related debt service, net of non-property tax revenues, will cost \$0.23 per thousand, a nine cent decrease from the current year rate of \$0.32 per thousand. Municipal debt service requirements will require a tax rate of \$0.18 per thousand, which is the same as in the current year.

A summary of the General Fund's Debt Service Program for FY 2014-2015 is presented as follows:

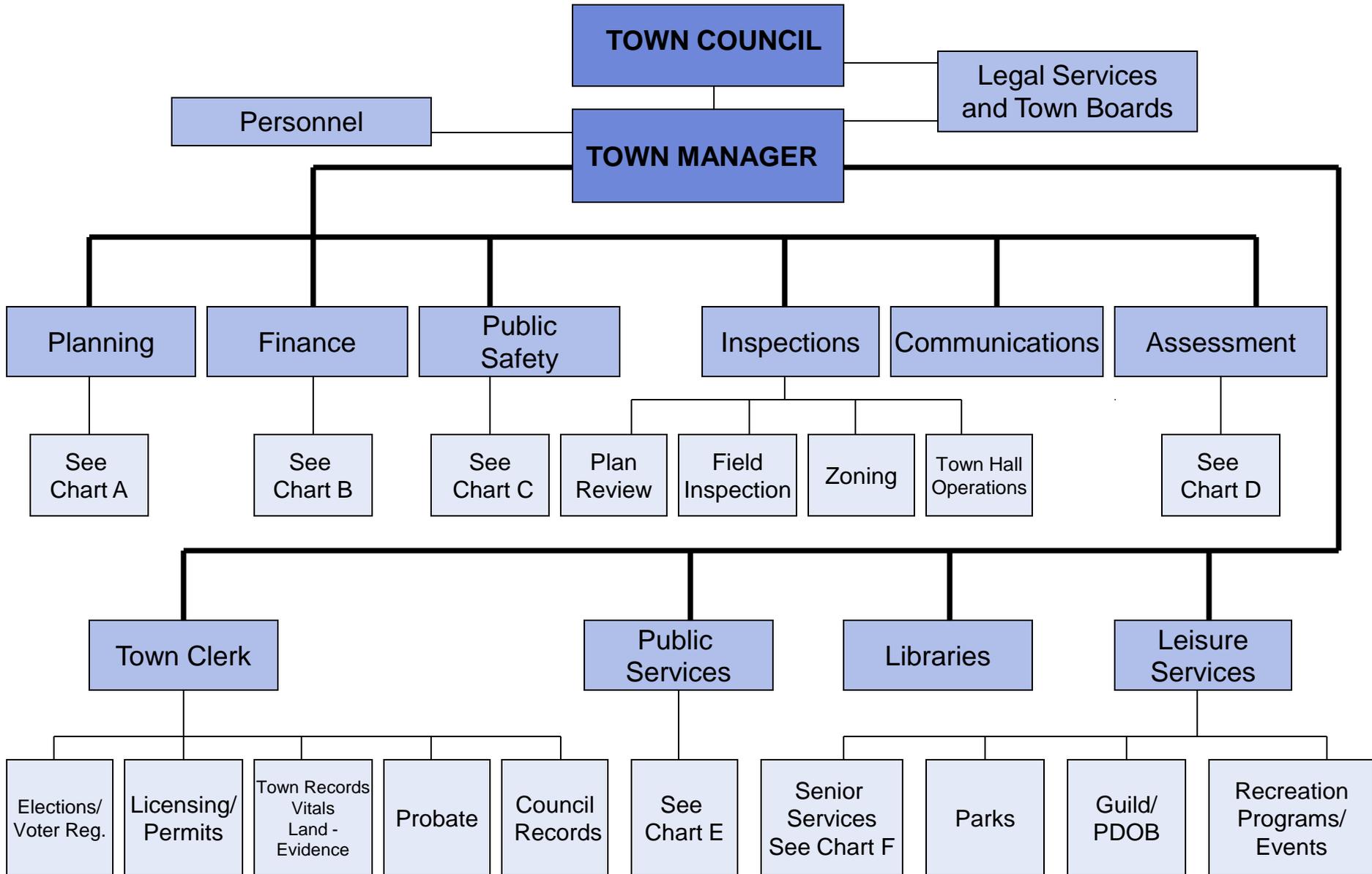
<b>Debt Service Program</b>	<b>Actual 2012-2013</b>	<b>Restated 2013-2014</b>	<b>Proposed 2014-2015</b>	<b>Increase (Decrease)</b>
School Debt Service	\$2,366,308	\$2,115,579	\$1,737,045	(\$378,534)
Municipal Debt Service	1,219,571	1,104,694	1,085,519	(19,175)
<b>Gross Debt Service</b>	<b>\$3,585,879</b>	<b>\$3,220,273</b>	<b>\$2,822,564</b>	<b>(\$397,709)</b>
<i>Less 3rd Party Revenues</i>				
Library Aid	\$9,209	\$8,811	\$0	(\$8,811)
Recreation Impact Fees	121,654	118,124	114,540	(3,584)
Transfer From O. S. Reserve	225,000	225,000	225,000	0
Overlay Share	(43,330)	(40,940)	(33,470)	7,471
M. V. & Inventory Taxes	118,035	109,800	96,669	(13,131)
State Construction Aid	855,370	710,892	678,161	(32,731)
School Fund Energy Savings	48,165	0	0	0
South Road School Fund Transfer	10,667	10,468	10,161	(307)
School Impact Fees	70,000	70,000	70,000	0
<b>Other Revenues - Total</b>	<b>\$1,414,769</b>	<b>\$1,212,154</b>	<b>\$1,161,061</b>	<b>(\$51,093)</b>
<b>Net Property Tax Required</b>	<b>\$2,171,110</b>	<b>\$2,008,119</b>	<b>\$1,661,503</b>	<b>(\$346,616)</b>
<b>Tax Rate Per Thousand</b>	<b>\$0.48</b>	<b>\$0.46</b>	<b>\$0.41</b>	<b>(\$0.05)</b>

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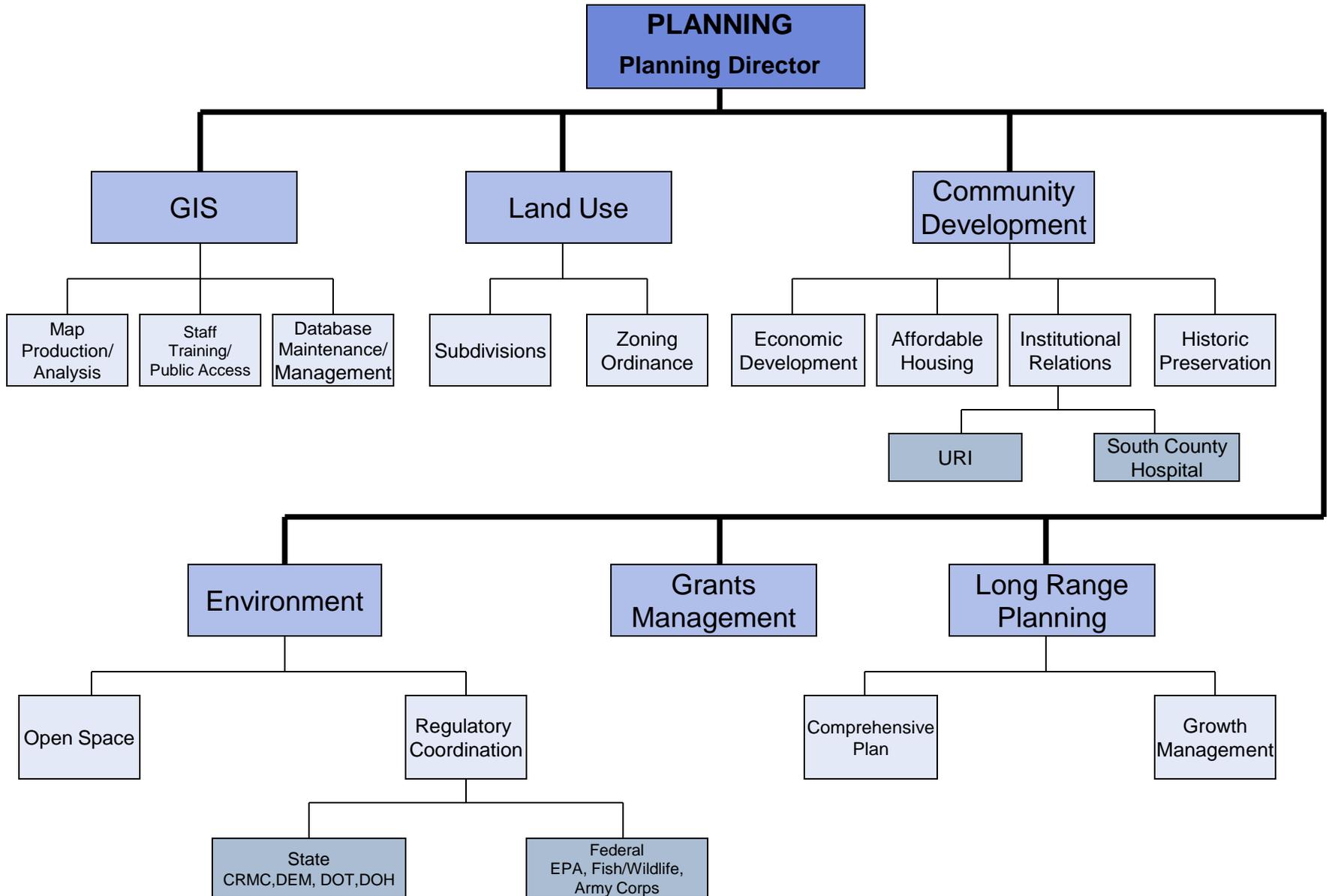
I would like to personally acknowledge the outstanding talents and services provided by Trish Sunderland, Finance Director in the conversion of our existing accounting system into a new and comprehensive governmental financial management system. This ongoing and monumental task has required extra effort and long hours by our entire staff. Trish's management of this process deserves special recognition. Without her assistance and direction, the posting of the FY 2014-2015 Municipal Budget Program using the new Chart of Accounts would have been a much more difficult undertaking. I also need to recognize the capable assistance of Colleen Camp, Executive Assistant to the Town Manager. Ms. Camp's assistance in the preparation of the Budget Narratives for all seven municipal programs presented in this document and her tireless proofing and editing of the entire budget document provided me with the opportunity to spend more time analyzing budgetary requests and looking for additional economies. Without the professional assistance and personal dedication of these individuals, I could not have prepared this budget document.

**STEPHEN A. ALFRED**  
**TOWN MANAGER**

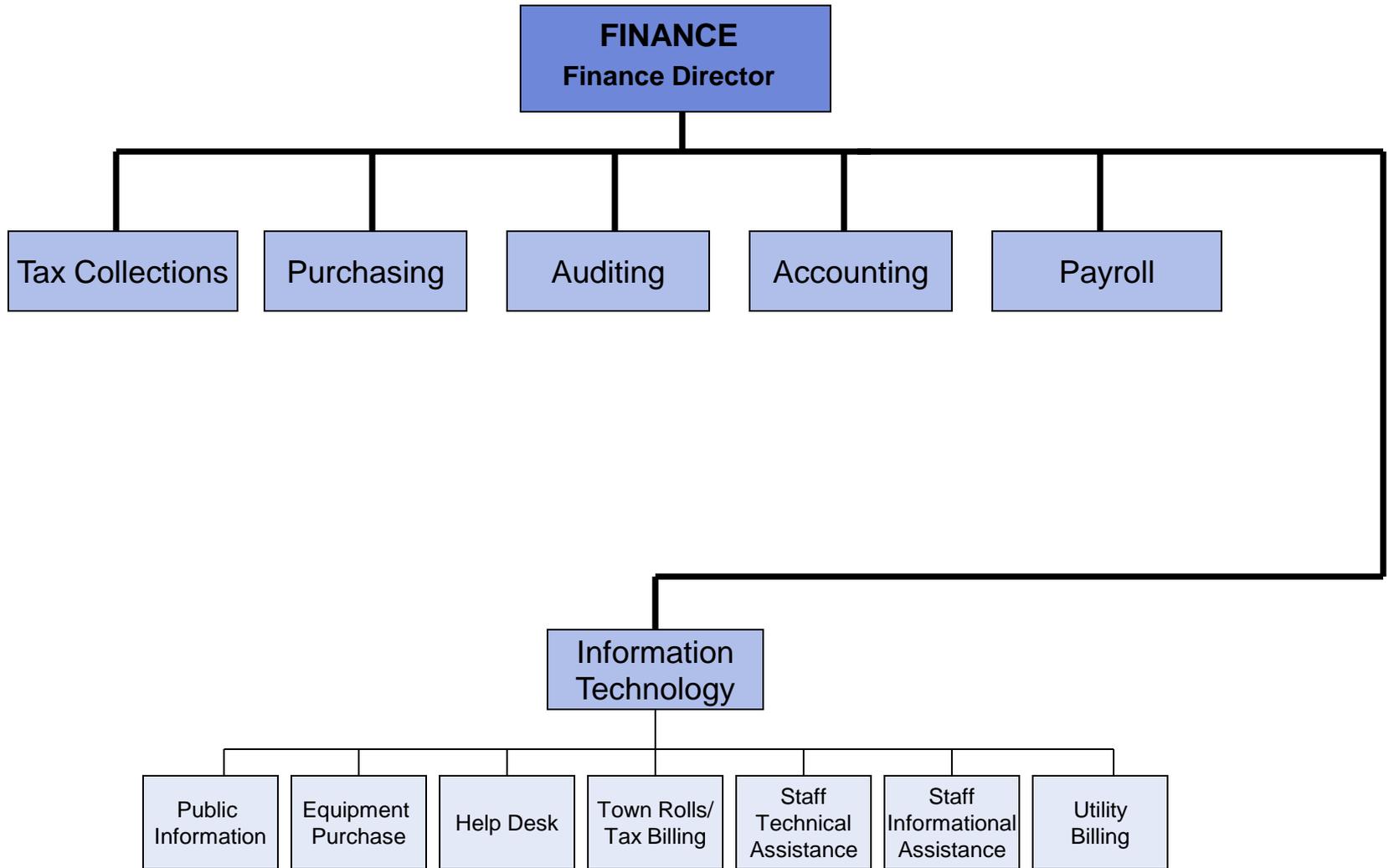
# Town of South Kingstown –Organizational Chart



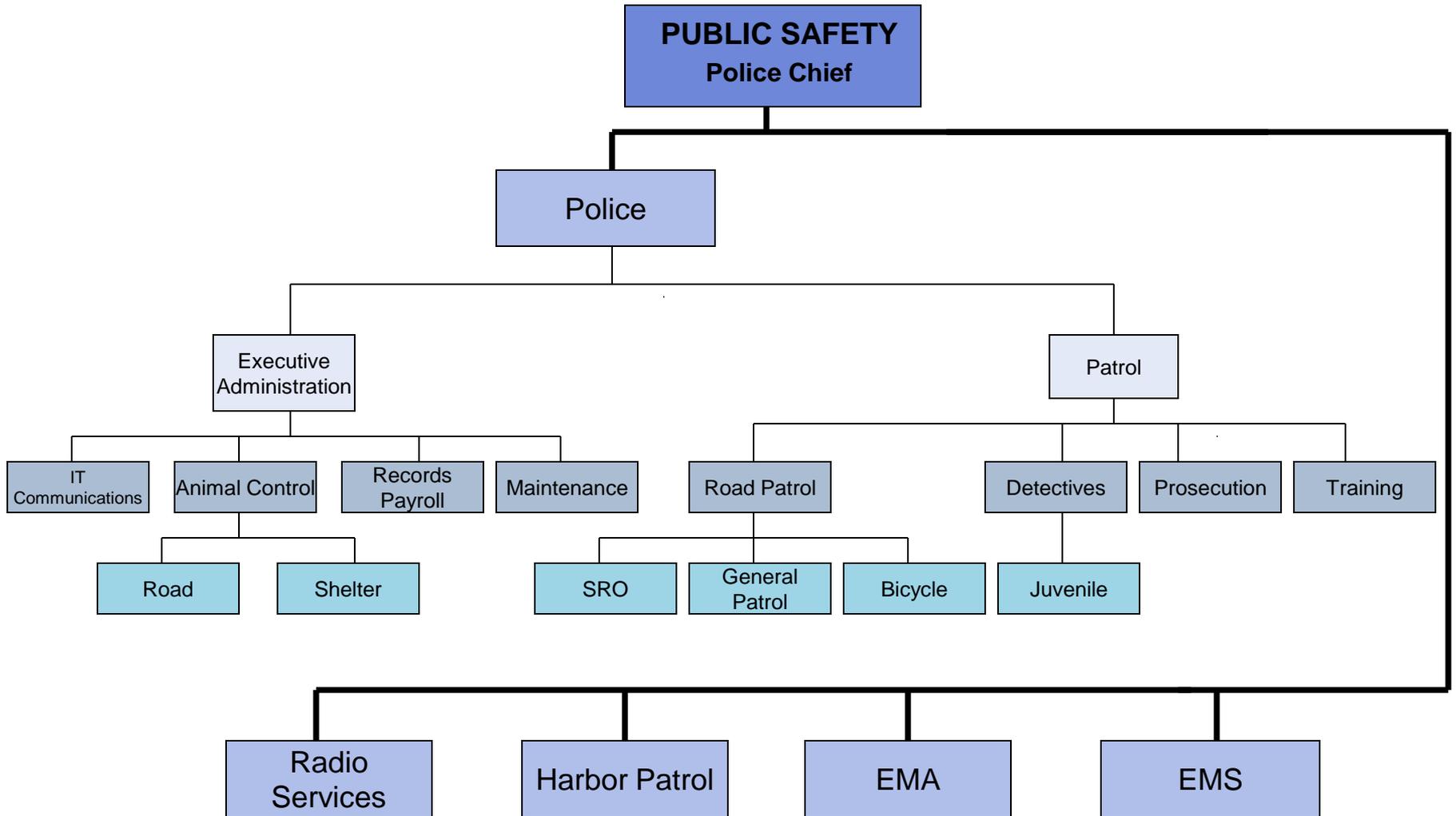
# Town of South Kingstown –Organizational Chart A



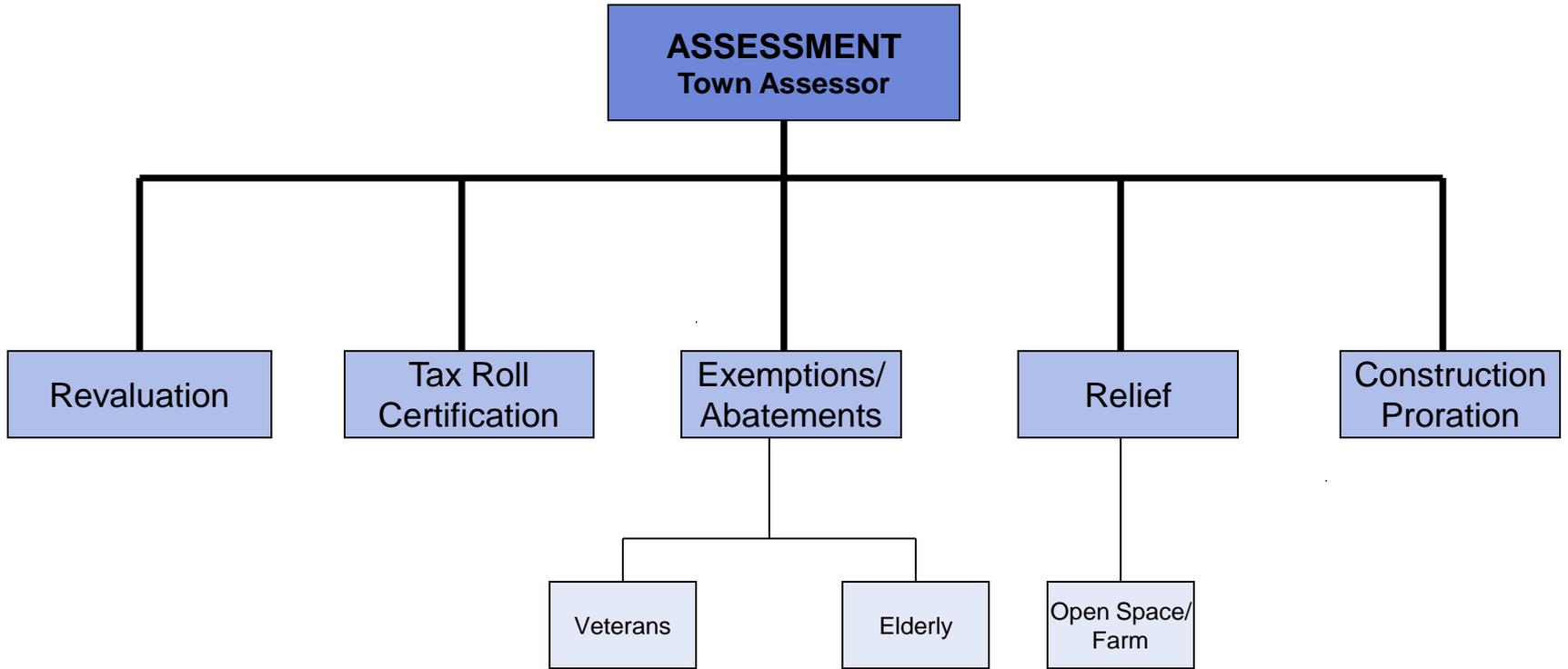
# Town of South Kingstown –Organizational Chart B



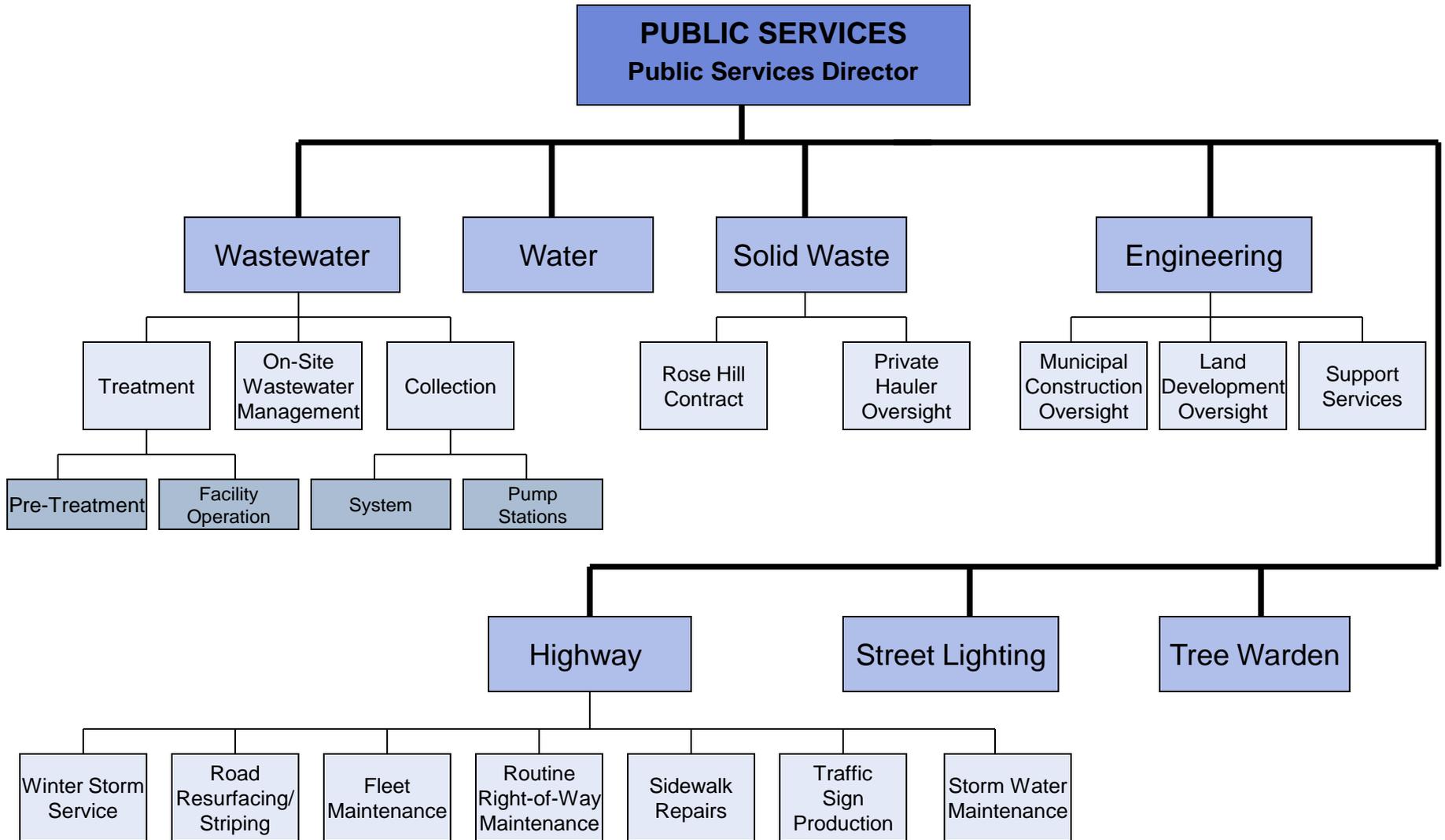
# Town of South Kingstown –Organizational Chart C



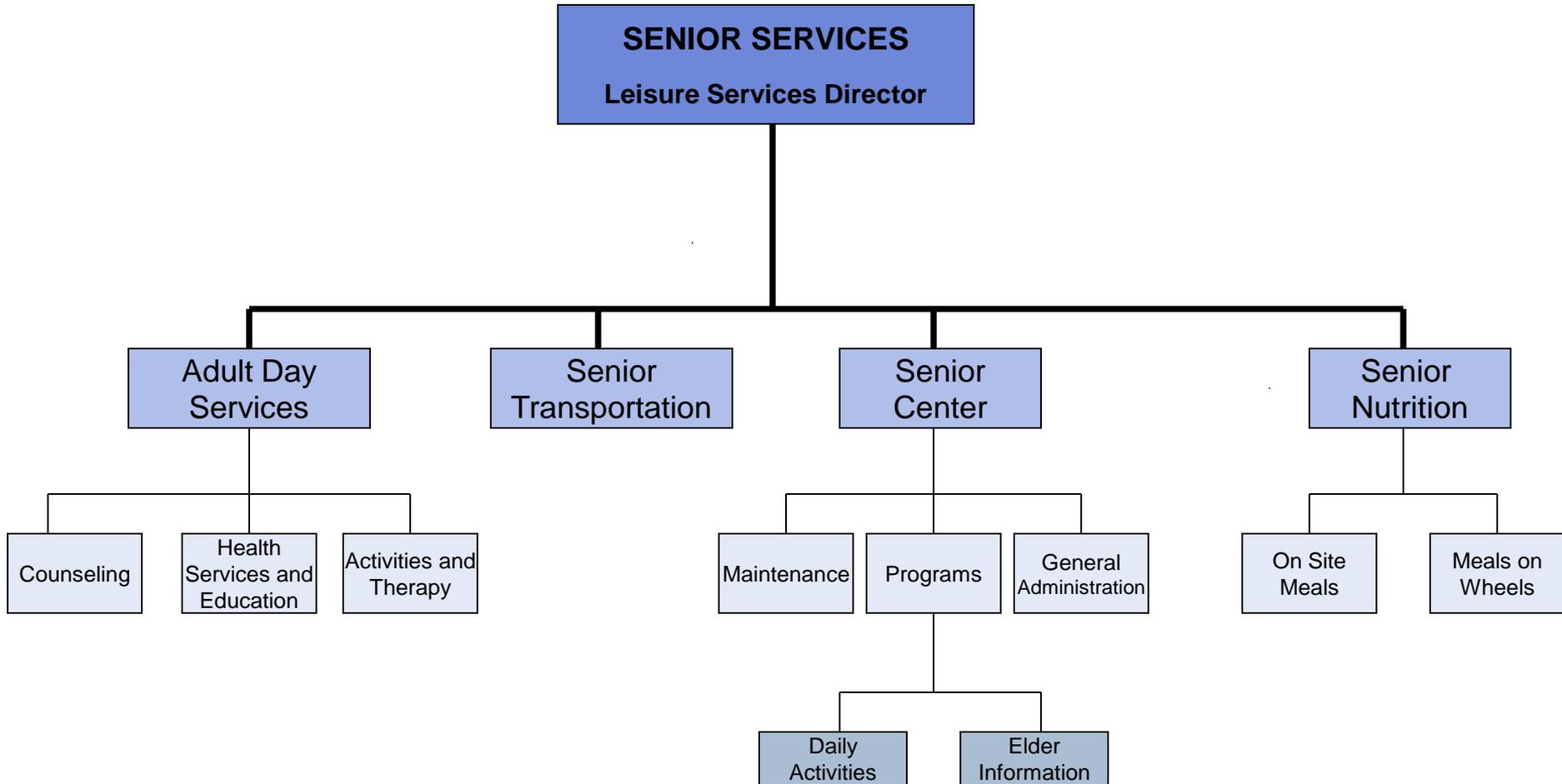
# Town of South Kingstown –Organizational Chart D



# Town of South Kingstown –Organizational Chart E



# Town of South Kingstown –Organizational Chart F



**FISCAL YEAR 2014-2015**  
**POSITION ALLOCATION TO PAY SCHEDULE**

**GRADE 1 (\$31,601 - \$34,987)**

Driver/Dispatcher  
Community Elder Information Specialist

**GRADE 2 (\$32,808 - \$36,202)**

*(no position at this time)*

**GRADE 3 (\$33,940 - \$37,335)**

Senior Services Program Assistant  
Activities Facilitator

**GRADE 4 (\$36,203 - \$39,597)**

*(no position at this time)*

**GRADE 5 (\$37,335 - \$40,729)**

Senior Center Program Coordinator  
Library Circulation Supervisor - Branch

**GRADE 6 (\$39,597 - \$42,990)**

Library Associate  
Library Circulation Supervisor

**GRADE 7 (\$41,858 - \$45,252)**

Librarian I

**GRADE 8 (\$44,121 - \$47,515)**

*(no position at this time)*

**GRADE 9 (\$46,332 - \$49,777)**

Librarian II

**GRADE 10 (\$50,584 - \$57,155)**

Assistant Highway Superintendent  
Librarian III  
Executive Assistant  
Deputy Town Clerk  
Police Administrative Assistant

**GRADE 11 (\$56,027 - \$60,337)**

Nursing Director  
Tax Collector  
Senior Center Director

**GRADE 12 (\$59,259 - \$65,725)**

Personnel Administrator  
Water Superintendent

**GRADE 13 (\$67,759 - \$74,752)**

Town Assessor  
Highway Superintendent  
Building Official  
Library Director  
EMS Director  
Communications Superintendent  
Financial Controller  
Parks Superintendent  
Recreation Superintendent  
Information Systems Administrator  
Finance and Accounting Administrator

**GRADE 14 (\$73,630 - \$79,441)**

Town Clerk \*  
Wastewater Superintendent

**GRADE 15 (\$79,351 - \$88,865)**

Director of Leisure Services  
Town Engineer

**GRADE 16 (\$87,484 - \$95,278)**

Director of Planning  
Director of Administrative Services  
Information Technology Director

**GRADE 17 (\$91,972 - \$98,541)**

Police Chief

**GRADE 18 (\$98,610 - \$107,752)**

Director of Public Services  
Finance Director

\*Add'l \$515 Stipend Canvassing Authority

**FY 2014-2015 Municipal Pay Plan**

Grade	Step 0	Step 1	Step 2	Step 3
1	31,601	32,731	33,857	34,987
2	32,808	33,940	35,071	36,202
3	33,940	35,071	36,202	37,335
4	36,203	37,335	38,465	39,597
5	37,335	38,465	39,597	40,729
6	39,597	40,729	41,858	42,990
7	41,858	42,990	44,122	45,252
8	44,121	45,252	46,384	47,515
9	46,332	47,408	48,485	49,777
10	50,584	52,774	54,966	57,155
11	56,027	57,148	58,583	60,337
12	59,259	61,413	62,923	65,725
13	67,759	70,461	72,575	74,752
14	73,630	75,569	77,505	79,441
15	79,351	81,177	83,432	88,865
16	87,484	89,518	91,552	95,278
17	91,972	94,600	96,570	98,541
18	98,610	101,568	104,614	107,752

Town Manager Propsoed Budget Program  
 2014-2015 Fiscal Year  
 March 2014

Department	Full Time	Part Time	Longevity	Overtime	Other Comp.	Seasonal Sal.	Grand Total
Town Council	\$0	\$13,500	\$0	\$0	\$0	\$0	\$13,500
Budget Referendum	0	0	0	633	0	2,900	3,533
Probate Judge	0	4,000	0	0	0	0	4,000
Town Manager	287,448	8,018	7,807	2,200	10,000	0	315,473
Personnel Adm.	65,725	8,018	1,814		0	0	75,557
Town Clerk	255,384	0	12,168	500	0	0	268,052
Canvassing Authority	39,596	2,665	644	3,314	0	38,750	84,969
Finance Department	405,292	41,527	10,912	500	0	0	458,231
Information Technology	155,080	0	468	0	0	0	155,548
Tax Assessor	255,331	0	10,179	0	0	0	265,510
Planning Department	279,473	0	4,797	0	0	0	284,270
Geographic Information	74,752	0	1,931	0	0	0	76,683
Zoning/Bldg. Inspect.	210,181	22,623	7,730	300	0	0	240,834
Zoning Board	0	0	0	1,200	0	0	1,200
Police Department	3,891,835	98,497	177,791	510,000	100,000	0	4,778,123
Animal Control - Road	41,242	8,115	3,604	350	0	0	53,311
Animal Control - Shelter	93,099	34,541	3,390	2,250	0	0	133,280
Harbor Master	0	20,000	0	0	0	0	20,000
Communications Dept.	122,159	19,855	3,335	23,000	0	0	168,349
EMS Services	827,264	115,000	21,562	165,000	0	0	1,128,826
Public Services Adm.	231,289	0	9,777	300	0	0	241,366
Streets & Highways	769,219	5,700	25,563	65,200	0	0	865,682
Tree Warden	0	7,599	0	0	0	0	7,599
Recreation Department	576,553	65,464	13,168	13,597	0	285,619	954,401
Library Department	481,529	222,880	16,725	1,000	0	0	722,134
Town Hall	42,989	6,257	2,516	600	0	0	52,362
<b>FY 2014-2015 Total</b>	<b>\$9,105,440</b>	<b>\$704,259</b>	<b>\$335,881</b>	<b>\$789,944</b>	<b>\$110,000</b>	<b>\$327,269</b>	<b>\$11,372,793</b>
<b>FY 2013-2014 Total</b>	<b>\$8,896,986</b>	<b>\$654,284</b>	<b>\$340,682</b>	<b>\$699,839</b>	<b>\$120,000</b>	<b>\$381,428</b>	<b>\$11,093,219</b>
<b>Increase (Decrease)</b>	<b>208,454</b>	<b>135,660</b>	<b>(4,801)</b>	<b>90,105</b>	<b>(10,000)</b>	<b>(54,160)</b>	<b>279,574</b>
<b>Percent Change</b>	<b>2.34%</b>	<b>20.73%</b>	<b>-1.41%</b>	<b>12.88%</b>	<b>-8.33%</b>	<b>-14.20%</b>	<b>2.52%</b>

**GENERAL FUND (101)**

*General Explanations and Work Programs*

**TOWN COUNCIL (11001)**

This account provides funding for the payment of the Town Council members' stipends, as well as expenses associated with the operation of Town Council meetings, including the camera operators' salaries. The members of the Town Council receive a \$2,000 stipend per year, with the Council President receiving \$3,000.

Level funding in the amount of \$15,083 is proposed for the 2014-2015 fiscal year.

**BUDGET ADOPTION PROCESS (11003)**

The Town Council reviews and adopts a Preliminary Budget each year, on or before March 22. Subsequently, the Council annually holds two public hearings, prior to April 18. Additionally, any qualified elector of the Town may circulate a petition requesting increases or decreases in line items or the addition of new line items. On or before May 1 annually, the Town Council reviews and considers any petitions, makes any final changes, and gives final approval to the budget by a vote of the majority with potential referendum to be considered by voters in June. This budget process has been in effect since Charter Amendments were adopted in the November 2006 General Election, where previously the budget process had culminated with the Financial Town Meeting.

Associated costs include personnel, overtime, advertising, machine programming, and printing of the ballot and poll books, should a referendum be required. For the 2014-2015 fiscal year, funding in the amount of \$10,072 is proposed, a \$395 decrease from the current year appropriation.

**MUNICIPAL LEGAL SERVICES (11005)**

This account provides funding on a retainer basis for the Town Solicitor, Special Legal Counsel, and Criminal Prosecutor who are appointed by, and serve concurrently with, the Town Council. The Town's attorneys attend all meetings of the Town Council, Zoning Board of Review, and Planning Board and provide legal assistance and advice to these bodies.

Retainers for the Town Solicitor and Special Legal Counsel provide for payment of legal services rendered (including overhead for secretarial and telephone services, research data, and copying equipment), with the exception of preparation and appearances for matters before the Federal Court, RI Supreme Court, and Federal Regulatory Commissions. Court preparation and appearance time within these excluded areas are compensated outside of the retainer.

The appropriations outlined on the following page are based on contracted retainers for the 2014-2015 fiscal year for the Town Solicitor, Special Legal Counsel for planning and zoning, and Criminal Prosecutor. Included is an appropriation of \$4,000 to provide funding for outside legal counsel for the Zoning Board of Review when it acts as a Board of Appeals in cases involving Planning Board actions, since the Town Solicitor and Special Legal Counsel cannot represent both boards.

A \$2,000 appropriation has been budgeted to compensate for case preparation and actual court time incurred relative to litigation in the State Supreme and Superior Courts or the Federal Courts, including appellate representation. The proposed budget also includes \$2,200 to reimburse the Town's attorneys for out-of-pocket expenses, such as court filing fees.

<b>Legal Services Retainer</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>
Town Solicitor - Municipal Only	\$57,593	\$71,658	\$78,000	\$79,560
Special Legal Counsel - Planning	\$71,341	\$57,276	\$53,000	\$54,060
Criminal Prosecution	\$27,066	\$30,000	\$32,000	\$32,640
Other Legal Services	\$4,000	\$4,000	\$4,000	\$4,000
<b>Subtotal</b>	<b>\$160,000</b>	<b>\$162,934</b>	<b>\$167,000</b>	<b>\$170,260</b>
Expenses and Court Fees	3,000	3,000	2,200	2,200
Litigation outside of Retainers	2,000	2,000	2,000	2,000
<b>Total</b>	<b>\$165,000</b>	<b>\$167,934</b>	<b>\$171,200</b>	<b>\$174,460</b>

The proposed budget provides for an estimated 1,099 hours of legal services, including review and research of municipal legal issues, prosecutions, and attendance at night meetings for both regular and special sessions of the Town Council, Planning Board, and Zoning Board of Review. The distribution of hours between general municipal, planning/zoning, and prosecution is shown below:

<b>FY 2014-2015 Estimated Legal Hours Need</b>	<b>General</b>	<b>Planning</b>	<b>Prosecution</b>	<b>Total</b>
Projected Hours - 5 Yr Avg.	446.3	302.9	350.0	1,099
Annual Retainer	\$79,560	\$54,060	\$32,640	\$166,260
<b>Hourly Rate</b>	<b>\$178.29</b>	<b>\$178.49</b>	<b>\$93.26</b>	<b>\$151.27</b>
<b>Average Cost of General/Planning Hours</b>	<b>\$178.37</b>			

Based on the number of hours of legal assistance projected for the 2014-2015 fiscal year, the retainer proposed to be provided to the Town Solicitor and Special Counsel is equivalent to \$178.37 per hour. The hourly rate for Criminal Prosecution is equivalent to \$93.26. Total funding in the amount of \$174,460 is proposed for Municipal Legal Services for the 2014-2015 fiscal year, reflecting an overall increase of \$3,260 (1.90%) over the current year appropriation.

**PROBATE COURT (11007)**

This account provides funding for a part-time Probate Judge who is appointed by the Town Council. Probate Court is held in the Town Hall on the third Thursday of every month. In the 2012-2013 fiscal year, 12 regular sessions, and 1 special session of the Probate Court, were held and petitions were filed for 153 estates that were opened, of which 18 were wills filed for record only and 10 were guardianships.

Level funding of \$4,306 is proposed for the 2014-2015 fiscal year.

**TOWN MANAGER’S OFFICE (12001)**

This account provides funding for all costs associated with the administrative management of municipal operations. Principal functions of the Town Manager's office include policy and program development; preparation and administration of the capital improvement program and annual operating budgets; staff assistance, direction and coordination of departmental activities; central personnel management and labor relations, as well as intergovernmental relations. The Office also provides direct staff support to the Town Council and various municipal Boards and Commissions and management of the Town’s Website and Emergency Notification System.

***Trends, Impacts, Issues***

The Town Manager’s office continues to work on fiscal oversight, constituent relations, human resource matters, and general oversight of all municipal functions. Funding for municipal operations and capital projects will continue with stable funding and limited growth anticipated in most service areas. To support various large-scale town initiatives and local emergency events, a greater emphasis will be placed on the research process and application submittals for private, state and federal grant opportunities. The Town Manager’s office will continue to make a necessary investment of time in budget preparation functions, the reevaluation of financial and service priorities, the development of improved efficiencies in service delivery methods, assessment and recruitment of personnel, resource allocation, and further research on new opportunities for shared service programs. The Department is also preparing to enter contract negotiations with SKMEA-NEARI, IAFF-SKEMS, and AFSCME-Council 94 as all three Collective Bargaining Agreements are scheduled to expire on June 30, 2015.

In conjunction with the Finance Department and Information Technology Division, staff training and implementation of the new financial management system will continue.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Projected</b>
Budget/Financials	45%	42%
Town Council (Meetings, Preparation, etc.)	15%	15%
Constituent Issues	8%	8%
Personnel/grievances, etc.	11%	10%
Labor Contracts	10%	14%
Capital project oversight, Lease Agreements, etc.	4%	3%
Staff policies and procedures	4%	5%
Work with Boards and Commissions	3%	3%

***Budget Comparison***

The proposed budget for the 2014-2015 fiscal year is \$449,175 – a \$22,331 decrease from the current year appropriation. The FY 2013-2014 budget previously reflected a total appropriation of \$345,337, although due to the structural repositioning of several personnel-based line items, including FICA, Retirement, Medical Insurance and Life Insurance, these line item costs are now included within each department’s budget. In addition, a slight reduction in full-time employee salaries and benefit costs is reflected based on a percentage reallocation of the Town Manager's position into various other Town Funds.

**PERSONNEL ADMINISTRATION (12003)**

The Personnel Division assists the Town Manager's office and other Town departments in the proper administration of all Human Resource functions. The core areas of support include the development and implementation of personnel policies, adherence to local and federal employment laws and mandates, identifying potential on the job injury/worker's compensation risks to the Town, reporting of accidents, employee performance evaluations, employee recruitment and selection, management of the employee accrual system and benefits program, and employee training and development. The Department facilitates employee communication by distributing information on matters of local and statewide interest, formulates and interprets consistent personnel policies and procedures for employees and the employer, and provides technical assistance and coordination of all grievance and disciplinary matters.

Support to the Town Manager's Office also includes preparation for the negotiation process for the Town's four collective bargaining units; and coordinates the promotion of Town-wide employee relation activities including, blood drives, charitable donations, employee events, training and education, and responding to general staffing needs.

***Trends, Impacts, Issues***

Federal and state employment laws pertaining to eligibility requirements, COBRA, FMLA, hiring, terminations, record retention as well as various personnel related subjects change rapidly and the Personnel Department must respond accordingly:

- ❖ Monitor changes/updates in local and federal employment law and mandates
- ❖ Ensure departmental compliance with all laws and Town personnel policies and procedures

***Specific Performance Measurements***

During the current fiscal year, the Personnel Division has concentrated on the coordination, and implementation of the human resources module for the Town's new financial management system. The integration of payroll and human resources within this system provides a more organized, efficient and cost-effective process for the management of employee data. This automated system offers up-to-date benefit and leave history, budget forecasting of personnel costs, and provides the Town administration the ability to access and manage information electronically, thus facilitating the start of a transition to a more paperless-based format.

<b>Personnel Activities</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Projected</b>
Employee Training includes mandatory and voluntary safety and/or health/wellness/educational related	35	110	150 <sup>1</sup>
New Hires- Full Time, Part Time and Seasonal	94	85	80
Terminations/Retirements-Full Time and Part Time	10	10	10 <sup>2</sup>
Attendance at Wellness Committee events/activities (Health & Safety Fair, Hearing Evaluations, Blood Pressure Checks, access to discounted workout classes)	124	112	150

<sup>1</sup> Additional trainings and workshops planned

<sup>2</sup> Anticipate stability in the number of retirements

***Goals FY 2014-2015***

- ❖ Manage implementation of the human resources module of the Munis Financial Management System. Provide oversight and recommendations, troubleshoot and problem solve any issues that arise, and continue to find ways to streamline the information processes.
- ❖ Conduct needs assessment to provide for continued development of training classes, workshops and programs for management, supervisory and staff personnel.
- ❖ Coordinate with Town departments and manage the employee performance appraisal system.
- ❖ Through the Safety Committee, continue a general awareness of safety-related issues through training, programs, and workshops; provide instruction on the proper use of equipment and conduct inspection of workspaces to aid in the prevention of job-related injuries; coordinate self-inspections of all buildings for safety hazards.
- ❖ Work with the Town's insurance carrier, the RI Interlocal Risk Management Trust to develop a "New Employee" orientation workshop that includes safety, wellness, harassment and other training.
- ❖ Manage the activities of the Health and Wellness Committee, which include the Health and Safety Fair and wellness-related "Brown Bag Lunches." Promote participation in the Shape Up RI program.
- ❖ Provide proactive employee relations oversight to encourage harmony amongst Town employees via training, community wide blood drives, United Way/Fund for Community Progress campaign, local holiday gift program, and dress down days for charity.
- ❖ Work collaboratively with Town departments in the recruitment, selection, and retention of employees. Analyze current recruiting procedures and assess changes needed to attract qualified candidates.

***Budget Comparison***

Funding in the amount of \$111,441 is proposed for the 2014-2015 fiscal year, which reflects a \$9,574 increase over the current fiscal year appropriation.

**TOWN CLERK (13001)**

The Town Clerk's Office is responsible for providing a number of services to the public. The Office consists of six major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, and Business Licenses. In addition to receiving, recording, and issuing these documents, the Office is responsible for maintaining, indexing, and storing these records for easy access by the public and Town staff; and for the safe, permanent storage of Town records, both in the record vault and at a secure site off premises. Assistance is also provided to the Town Manager and other departments for special research projects as they arise.

The Town Clerk also serves as the Clerk to both the Town Council and Probate Court, and as the Filing Coordinator for the Town, acting as the liaison between the Town and the Secretary of State to ensure that each Town board and commission complies with the Open Meetings Law requiring the posting of agendas to the Secretary of State's website.

***Trends, Impacts, Issues***

Day-to-day activities in the office of the Town Clerk are driven by both Town Council activities and public need. As meeting schedules and budget preparation are outlined in the Town Charter, it is relatively simple to predict upcoming requirements related to Council business. To the contrary, licensing and recording are driven directly by local trends. As such, predicting with accuracy the number of Land Evidence recordings, particularly, is difficult at best, but should be done based on market trend.

Other tasks within the Department are cyclical. For example, voter registration, while ongoing, may demand more time during years with a general election and even more so in years requiring primaries. Because much of what the Department does occurs with the resident/taxpayer at the counter, the Clerk's office makes every effort to streamline documentation and make information easily accessible to members of the public who might prefer to research material on their own.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Anticipated</b>
Legal Notification requirements for Town Council	32	40	45
Council related documents maintained and/or distributed	1,110	1,150	1,200
Recording, indexing and maintenance requirements for Land Records	16,719	15,000	16,000
Issuance of certified vital records	3,393	3,600	3,625
Recording, indexing and maintenance requirements for Probate Records	153	158	160
Business Licenses Filed and Processed	509	500	525
Liquor Licenses	38	40	42

***Goals FY 2014-2015***

**TOWN COUNCIL**

- ❖ Investigate use of laptop computers by Town Council to eliminate paper packet.

**LAND EVIDENCE**

- ❖ Enter indexes into Browntech database from 1980 and prior, and scan associated land evidence books to expand the database of records available electronically and on the internet.
- ❖ Maintain customer accounts for internet access.
- ❖ Scan recorded Land Plans for internet access.

PROBATE

- ❖ Continue the automation of probate records for easier public access and security microfilming.
- ❖ Continue to investigate scan and indexing system for probate records and eventually publishing to internet.

VITAL STATISTICS

- ❖ Continue electronic indexing of vital records.

OTHER

- ❖ Continue to improve office organization through records management best practices and retention guidelines.
- ❖ Continue to work with staff to ensure efficient and knowledgeable customer service to members of the community.

***Budget Comparison***

Funding in the amount of \$406,306 is proposed for FY 2014-2015, an increase of \$10,200 or 2.58% over the current year appropriation, primarily due to budgeted salary increases.

**TOWN PUBLIC INFORMATION (13003)**

The Town's Public Information account provides funding to operate and maintain the Town website, the Everbridge Community Notification System, as well as the proposed live television broadcast of Town Council meetings via the RI Public Education Government (RIPEG) access channel.

*Town Website*

The Town's website, [www.southkingstownri.com](http://www.southkingstownri.com), allows for the use of the Internet as a primary source of information on municipal government offering visitors access to a wide array of data including profiles of the Town and departmental programs, municipal charter and code of ordinances, as well as agendas and minutes for Town Council, Zoning Board of Review, Planning Board, and ancillary boards and commissions. Additionally, email addresses are posted on the site enabling residents to send comments or questions directly to the Council or specific departments.

Funding for department updates and postings to the website is budgeted as detailed below:

<b>Department</b>	<b>Funding</b>	<b>Department</b>	<b>Funding</b>
Town Manager	\$500	Public Services Department	\$300
Town Clerk	400	Recreation Department	300
Town Assessor	150	Subtotal	\$2,809
Finance Department	284	<b>Website Administration</b>	<b>\$4,280</b>
Planning Department	125	Total Website Program	\$7,089
Police Department	750		

*Community Notification System (CNS)*

In 2012, the Town implemented a town-wide communication system designed to send information to both smaller targeted areas as well as large broad-based segments of the community in an expedited timeframe. The Everbridge Aware Emergency Notification System and SmartGIS systems are designed to notify residents of disasters, potential hazards, and provide public safety information, as well as increase public awareness through non-emergency notification such as notices on road closures, construction delays and detours, community news, outdoor water bans, election information or other activities affecting the community. Usage of this system also allows for internal department notifications and coordination of Town personnel during either routine or major community events and the ability to target impacted areas of Town with GIS-based tools that are designed to isolate those vulnerable sections of the coastline or at-risk populations that may need assistance. The system's reporting features provide for various reporting mechanisms that can track call system efficiency by generating real-time results confirming who has received/confirmed messages and who has not.

The system provides a user based opt-in portal where residents can create their own profile and enter the forms of communication they wish to be used to contact them, such as work and cell phone numbers, text messaging, faxing and emailing. Residents are able to customize the information they wish to receive by notification types, special needs, language preference, and order preferences for both emergency and non-emergency communications.

The cost for the Everbridge SmartGIS Unlimited Program consists of a \$9,750 Annual Subscription fee and \$150 associated with advertising costs notifying residents to register with the system.

Level funding in the amount of \$14,180 for Town Public Information is proposed for the 2014-2015 fiscal year, of which \$4,280 is for website administration, including continued enhancement of the municipal website, web hosting services and internet access; and \$9,900 for the Community Notification System.

**CANVASSING AUTHORITY (13005)**

This account provides funding for the preparation and maintenance of all Town voting records within the Town Clerk's office. It also provides funding for the administration of all mandated national, state, and local elections, including primaries, as well as the stipend for the three-member Canvassing Authority and the Clerk of the Authority.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Total Eligible Voter Records Maintained	21,419	21,600	21,650
New Voters Registered	1,569	1,700	1,000
Processed Changes	4,346	4,500	4,200

***Goals FY 2014-2015***

- ❖ Prepare for 2014 Budget Referendum if needed
- ❖ Continue with CVRS training and staff cross-training

***Budget Comparison***

The total projected cost to conduct the Canvassing Program for FY 2014-2015 is \$116,531 representing an increase of \$52,193 over the current year's appropriation of \$64,338. This increase is associated with the cost of staffing the 10 poll locations for the two elections that will be held in the 2014-2015 fiscal year; a Primary Election in September 2014 and a General Election in November 2014. There were no elections budgeted for in the current fiscal year.

**FINANCE DEPARTMENT (14001)**

The Finance Department serves all departments of the Town as an information gathering and control center, providing both internal and external reports pertaining to Town-related financial information. The timely delivery of these services is essential for proper and effective financial management.

***Trends, Impacts, Issues***

The Department is responsible for all financial matters for the following funds, with each fund treated as a separate entity:

<b>Fund Type</b>	<b>FY2011-2012</b>	<b>FY2012-2013</b>	<b>FY2013-2014</b>
General	1	1	1
Utilities	3	3	3
Special Revenue	26	28	23
Capital Projects	17	17	14
Internal Service	2	2	2
Permanent Trusts	12	12	12
Agency, Fiduciary & OPEB	3	3	3
<b>Total Funds</b>	<b>64</b>	<b>66</b>	<b>58</b>

The Department plans long-term financing for all Town and School capital projects. As of June 30, 2013, the Town had \$19,735,013 in bonds outstanding. The Town will not be issuing any new bonds during the 2014-2015 fiscal year but is planning for a 2015-2016 issue. The Town of South Kingstown is one of only four Rhode Island communities with a bond rating of Aa1, the highest rating for a municipality in the State.

A four year summary of the investment earnings that are handled through the Finance Department is detailed below:

<b>Fund Type</b>	<b>6/30/2010</b>	<b>6/30/2011</b>	<b>6/30/2012</b>	<b>6/30/2013</b>
General	\$355,139	\$225,771	\$91,004	\$91,429
Proprietary	45,386	42,184	16,940	20,351
Special Revenue	13,366	9,614	2,435	11,942
Capital Projects	39,471	45,446	15,246	18,044
Trust, Agency & Fiduciary	13,865	5,137	1,772	1,597
Internal Service	13,203	16,610	17,952	75,623
<b>Total Investment Earnings</b>	<b>\$480,430</b>	<b>\$344,762</b>	<b>\$145,349</b>	<b>\$218,986</b>

It is noted that the School Trust Fund, Kingston Free Library Trust, Hazard Memorial Trust Fund, Irving Knowles Fund (a component of the Narragansett Library Association Special Revenue Fund), and the Other Post Employment Benefits (OPEB) Trust Fund (equities and bonds) are not included, as they are managed by an outside trustee.

An Other Post-Employment Benefits (OPEB) Trust Fund was established by the Town Council in June 2009 to manage OPEB in compliance with all Federal, State, and Governmental Accounting Standards Board (GASB) rules and regulations. Contributions to the irrevocable trust have been made since the 2008-2009 fiscal year. The Town will complete its fifth biannual actuarial valuation of its OPEB requirements for the fiscal year ended June 30, 2014. The Town continues to be one of only a few municipalities in the State that has fully funded its annual required contribution (ARC). The Town is in its seventh year of fully funding its ARC for OPEB.

The Town is in the final year of a three-year contract with our independent auditors, BlumShapiro, and will be preparing to issue another Request for Proposal or may (subject to the annual review and recommendation of the Finance Director with the concurrence of the Town Council and School Department) exercise the option to extend the contract for an additional three years. As part of the annual financial audit process the Finance Department was successful in closing the prior fiscal year trial balances and completing the necessary work papers for the Town's outside independent auditors to review. All deadlines mandated by the RI Auditor General were met. The Town received an unqualified opinion on its financial statements, which indicates that the Town's financial report is in full compliance with generally accepted accounting principles.

With continued, ongoing efforts of all departments within the Town and School, the Department has had great success with the implementation of the new integrated financial management systems. This implementation has allowed the Town and School to be more transparent and work collaboratively towards efficiency and effectively communicate with the public to ensure confidence in the Town's decision-making.

The Town and School staff worked aggressively and successfully in bringing payroll in-house as of January 1, 2014. Payroll and personnel benefits for all Town employees are processed through the Finance Department. The payroll, which is processed on a bi-weekly basis, averages approximately 335 Town employees.

The Finance Department also oversees the purchasing function for all Town departments, and is involved in the Town's insurance matters by representation on various committees of the West Bay Community Health Collaborative (WBCH).

The Department completed a comprehensive review of the projected FY 2013-2014 estimated expenditures and revenues for the School Department budget and the School Committee Proposed FY 2014-2015 budget. As part of the Town Manager's FY 2014-2015 Proposed Budget, expenditure reductions of \$335,000 were recommended and approved.

#### **TAX COLLECTION EFFORTS**

The Tax Collector's Division is responsible for the collection of property taxes and water and wastewater user fees. During FY 2012-2013, \$65,487,485 was collected in current year property taxes, with the collection rate of 99.02% of the net levy being one of the highest statewide.

Taxpayers have the ability to pay their quarterly taxes by a preauthorized, automatic charge to their bank account via Automated Clearing House (ACH). Since inception of this program in 2009, the Town has processed 14,360 ACH payments accounting for \$14,237,208 in tax revenues. As of February 2014, there are 928 participants in the FY 2013-2014 program with annual tax payments of approximately \$3,407,017.

The Tax Collector also accepts credit or debit card payments for tax bills through a Credit Card Service Provider, either via the internet or by phone. As of February 2014, a total of 552 residents had utilized this payment method accounting for \$291,235 in property tax payments for the current fiscal year.

The Finance Department continues to take an aggressive approach to collecting delinquent taxes. Through the use of tax sales, distress sales, collection agencies and direct legal action, the Town has historically maintained a collection rate of 99.9% over a 30 month period for each year of taxes.

### ***Goals FY 2014-2015***

- ❖ Continue to troubleshoot the new financial management systems to provide uniformity and benchmarking with neighboring communities.
- ❖ Evaluate potential alternative revenue sources or expenditure reductions that could be utilized to reduce reliance on the property tax to finance Town services, with the focus on reviewing the current fee schedule to ensure that the fees are adequate for the services provided.
- ❖ Maintain or improve the Town's Aa1 bond rating from Moody's Investors Service.
- ❖ Complete revision of the Finance Department Accounting Manual as required with the implementation of the new financial information systems.
- ❖ Update the Town's Purchasing Rules and Regulations to allow for new purchasing system procedures as well as change to requirements for competitive quotations and adopting a threshold for capital asset reporting as a best practice in financial management.
- ❖ Identify and monitor opportunities for refinancing outstanding debt during favorable market conditions.
- ❖ Continue to pursue alternate means of collecting delinquent motor vehicle and tangible property taxes. While South Kingstown has one of the best tax collection rates in the State, the Town must continue to look for new alternatives in collecting overdue taxes.

### ***Budget Comparison***

The proposed budget for the 2014-2015 fiscal year is \$655,282 – a \$35,380 (5.12%) decrease from the current year budget of \$690,662. The FY 2013-14 adopted budget has been restated due to the reallocation of several personnel-associated line items, including FICA, retirement, medical, dental and life insurance, which are now included within each department's budget to provide a true cost of operating each department. Additionally, a slight reduction in full-time equivalents has been reflected in the 2014-2015 budget development. After a review of the Department staffs' daily responsibilities, it has been determined that based on workload, a percentage of the salaries and benefits associated with the Finance Director, Town Controller, Payroll Administrator and Senior Account Clerk should be allocated to various other Town Funds. These reallocations are reflected in the restated FY 2013-2014 and proposed FY 2014-2015 budgets.

**INFORMATION TECHNOLOGY DIVISION (14003)**

The Information Technology (IT) Division of the Finance Department consists of two full time staff members, an IT Director and an Information Systems Administrator, who provide management and technical support for most hardware and software needs of the Town's municipal offices. IT also works with all Town departments in the automation of business rules workflow and provides project management oversight for all technology-related projects.

***Trends, Impacts, Issues***

- ❖ Adopt new and emerging technologies
- ❖ Empower staff members to embrace and utilize technology
- ❖ Provide guidelines for application and process interfaces
- ❖ Minimize the effect of replacing or expanding hardware and software
- ❖ Establish traditional audit trails and controls
- ❖ Assist in the training and orientation of technology users
- ❖ Adapt to changing technologies

The IT Division oversees the operation and maintenance for 10 physical servers, 12 virtual servers, 1 storage area network device (SAN), 120 personal computers, 20 printers and 12 routers and switches, and is responsible for maintaining the hardware and software needs for the following locations:

- ❖ Town Hall
- ❖ Public Services
- ❖ Neighborhood Guild
- ❖ Highway Garage
- ❖ Adult Day Services Center
- ❖ Wastewater Treatment Facility
- ❖ Senior Center

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Projected</b>
Informational requests from public	10	10	10
Computers purchased / setup	17	16	20
Help desk calls from Town staff	780	975	1,200

The following are processed on a yearly basis:

- ❖ Town rolls and tax bills for all accounts
- ❖ Fire District rolls and tax bills: UFD and KFD accounts
- ❖ Miscellaneous / Alcohol licenses with mailing labels
- ❖ Dog license renewals
- ❖ Utility Billing: Water and Sewer accounts plus addendum billings
- ❖ Quarterly tax delinquent notices
- ❖ Water/Sewer delinquent notices
- ❖ Mailing labels for Tax Collector's monthly delinquent motor vehicle registration

***Accomplishments***

*Projects Completed*

- ❖ Project management and implementation of Financial system for both the Town and School Department to include
  - General Ledger and Budgeting modules
  - Electronic Procurement system
  - Integrated Payroll and Human Resource system
  - Emailing of direct deposit forms to staff
- ❖ Installation of the new Tax system for the Assessment and Collection offices
- ❖ Voice mail server upgrade
- ❖ Creation of new virtualized servers

*Projects Underway*

- ❖ A new Utility Billing system for the Water and Collection offices
- ❖ A Permit and Licensing system for Building, Zoning, Planning and Town Clerk offices

***Goals FY 2014-2015***

- ❖ Implementation of an in-house email solution with shared calendaring, spam filtering and archiving functionality
- ❖ Continued implementation of the town wide Government Financial Management Software transition
- ❖ Continued implementation of Permit and Business License System
- ❖ Installation of Fiber Optic connectivity
- ❖ Continue virtualization of remote servers
- ❖ Replacement of aging computers
- ❖ Cost effective printer plan
- ❖ Deployment of in-house help desk ticketing system
- ❖ User training in the areas of basic computer utilization and MS-Office

***Budget Comparison***

The proposed budget for FY 2014-2015 fiscal year is \$321,100, reflecting an increase of \$3,968 or 1.25% over the current year appropriation.

**POST YEAR AUDIT (14005)**

This account provides funding for the completion of an annual post year audit of all Town funds, which is required by State Statute and Town Charter. Each fund contributes a proportionate share toward the total cost, projected at \$31,500 for FY 2014-2015. An appropriation from the General Fund in the amount of \$24,483 is proposed for the 2014-2015 fiscal year, a \$233 increase over the current year appropriation.

**TAX ASSESSOR (15001)**

The Department of Assessment provides for the orderly valuation of all real estate, motor vehicles, and tangible personal property located in the Town of South Kingstown. The primary objective of the Town Assessor is to collect, list, and value all taxable and exempt property, to ensure that assessments are made properly and uniformly, and that the tax roll when completed is a true and accurate account of all ratable property in the jurisdiction.

***Trends, Impacts, Issues***

**REAL PROPERTY REVALUATION CYCLE**

A major component of the Town Assessor's Office focus is the revaluation cycle, which occurs every three years. Revaluations are dictated by RIGL §44-5-11.6 which require full revaluations every nine years, with two statistical revaluations in the third and sixth years. The 2012 revaluation required every building in the Town to be re-inspected, re-measured and re-listed reflecting the current dimensions, condition and amenities of the structure. As a result, it was a more labor intensive project on the part of the revaluation company. It is noted that full revaluations do not receive any State reimbursement and are part of the Capital Budget. The next revaluation will be a statistical revaluation in 2015.

**INTERNET ACCESS OF ASSESSMENT INFORMATION**

Assessment information for all property types is available on the Town's website ([www.southkingstownri.com](http://www.southkingstownri.com)) via Vision Government Solutions. This allows property owners to review assessments to ensure property records are accurate. Reviewing property values on the Internet continues to be very popular with property owners accessing the site to review a wide range of assessment data. The availability of this data through the Internet is of great service to both the community and the Assessor's Office.

In addition, the Town's Geographic Information System (GIS) is an important tool utilized in both statistical and full revaluations, making the overall assessment review process much more efficient. The system provides the Assessment staff the ability to review assessments, by area, in the entire Town on one map. Public access to the Town's tax maps via the internet has been available since the 2007-2008 fiscal year.

**PRORATION OF NEW CONSTRUCTION**

The Tax Assessor's Department is in the 22<sup>nd</sup> year of its proration program, which requires the assessment of new structures constructed after December 31 date of assessment. For the 2013-2014 fiscal year, the Assessor's Office has billed \$158,445 in proration tax bills as of January 2014. Since the program's inception in 1991, the Assessor's Office has added approximately \$3,047,073 in additional tax dollars as a result of this program.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Anticipated</b>
	Tax Roll Year 2012	Tax Roll Year 2013	Tax Roll Year 2014
➤ Inspecting Residential/Commercial Permits & Data Entry	20%	10%	20%
➤ Processing New Surveys/Lot Splits and Property Transfers	35%	35%	35%
➤ Revaluation Preparation/ Reviews/ Hearings	10%	20%	10%
➤ Annual Tax Roll Preparation Motor Vehicle Tax Roll Prep; Elderly Abatement Program Applications & Review; Business Filings/Inspections & Data Entry; Bank Coding	15%	15%	15%
➤ Daily Clerical Tasks	20%	20%	20%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

***Goals FY 2014-2015***

**ELDERLY ABATEMENT PROGRAM**

This program is designed to provide tax relief for the Town's elderly citizens in financial need and is reviewed in January each year. In the 2013-2014 fiscal year, the maximum allowable household income was \$37,000 for the 2013 tax roll, with a total program cost of \$302,333 (211 participants). The projected value of abated taxes for FY 2014-2015 is \$340,000.

**VETERAN'S EXEMPTION PROGRAM**

Shown below is a summary of the Town's Veterans Exemption Program for the current fiscal year. It is projected that the program will remain unchanged in FY 2014-2015.

<b>Exemption</b>	<b>Tax Credit</b>	<b>FY 2013-2014 Participants</b>
Veteran	\$126.00	842
Widow of a Veteran	\$126.00	295
Total service disability	\$252.00	31
Gold Star Parent	\$378.00	0
Ex-POW	\$409.65	2
Total Participants		1,170
Total Program Cost		\$145,300

**FARM FOREST & OPEN SPACE PROGRAM**

As part of the Town Council's biannual action agenda for growth management, the Assessor's Office has taken an active role in the process of expanding public participation in the State Farm/Forest and Open Space Land Act (FF/OS). In Rhode Island, the FF/OS tax relief program has several purposes – to encourage the preservation of farm, forest, and open space land in order to maintain a readily available source of food and farm products; to conserve the state's natural resources; to prevent the forced conversion of farm, forest, and open space land to more intensive uses; and to provide for the welfare and happiness of the State's residents.

***Budget Comparison***

Funding in the amount of \$377,302 is proposed for FY 2014-2015, a \$26,766 (7.64%) increase over the 2013-2014 fiscal year.

**ASSESSMENT BOARD OF REVIEW (15003)**

This account provides funding for the Assessment Board of Review, consisting of three regular members and one alternate member, each appointed by the Town Council for three-year terms. The Board is charged under Town Charter and by Town Ordinance to hear grievances related to tax appeals filed. Board members are compensated at a rate of \$20 each per meeting.

The total proposed budget for the 2014-2015 fiscal year is \$600, reflecting a \$1,438 decrease from the current year appropriation, due to an anticipated decline in the number of appeals.

**PLANNING DEPARTMENT (16001)**

The Planning Department is engaged in all phases of growth management and land use regulation within the community. This encompasses a wide range of activities concerning land use, market rate and affordable housing, open space preservation, development review and administration of the regulations that govern the process. These activities involve the administration and application of the zoning ordinance, subdivision regulations and coordination and review of development and redevelopment proposals by various Town boards and commissions. The Planning Department is also responsible for drafting and updating of long-range plans for the overall physical development of the Town. The Department also provides resources and assistance to the general public and development community with regard to pending development applications, general informational inquiries and interpretation of land use regulations. In addition, the Department provides support services to the Town Manager's office relative to issue review and analysis and assistance in the development and evaluation of municipal policies, programs, regulations and ordinances.

The Planning Department provides direct administrative support to eight Town boards - Planning Board, Technical Review Committee [TRC], Conservation Commission [Tree Board and OWTS Commission], Historic District Commission, Affordable Housing Collaborative, Economic Development Committee, Route 138 Project Area Committee, and the Traffic and Transportation Review Committee [T<sup>2</sup>RC] in cooperation with the Police Department and the Department of Public Services.

***Trends, Impacts, Issues***

With a slowly improving economy, Calendar 2013 witnessed a continuation of a modest rebound of the local housing and commercial development sectors, with some 67 new residential permits having been issued by the Building Department. In addition to residential development, increased activity in the commercial and institutional sectors is also noted.

Active residential and commercial developments include the following:

- ❖ “Wakefield Meadows” - age-restricted condominium development; 142 units being built-out by developer, Pulte Homes. Some 120 of the approved units have been completed and sold (85% of the development).
- ❖ “Brandywyne” - 40 unit age-restricted development condominium style development with ten (10) of the units required to be affordable. The project is located off Route 138 westerly of Rose Hill Road; all units have been completed and sold.
- ❖ The “Glen at Saugatucket” - located off North Road in Peace Dale, 13 total single family units, 2 affordable units. Construction is nearly complete, 11 of the 13 units have been sold and are occupied.
- ❖ “Stone Soup Farm” - Phases 1 and 2 (18 units, 3 affordable), located off South Road construction underway of infrastructure and new homes within the development.
- ❖ “East Matunuck Farms” – this major subdivision (40 units, 33 market rate, 7 affordable), situated off Gooseberry Road in Snug Harbor, was recorded in late 2013 and five building permits for new homes have been issued and are under construction.
- ❖ Construction of a new 7,500 square foot medical (optometry/ophthalmology) building at Hampton Place (Route 1 Special Management District) is underway. Completion is expected in the late Winter 2014.
- ❖ A new bank facility on Main Street in “old” Wakefield is under construction for Bank RI. The 4,600 square foot two-story facility will be completed in the late Spring 2014.
- ❖ Thundermist Health Center on River Street has begun construction of a new 20,000 square foot facility to replace their existing health services clinic. Ground was broken in early December 2013; the new building is being assisted by a 5-million dollar federal grant.
- ❖ Construction of the long-planned South Kingstown Intermodal Comfort Facility is underway, beginning with site preparation in January 2014 at the Town parking lot adjacent to the William C. O’Neill Bicycle Path at Main Street. Completion of the project, which will provide restrooms, community meeting space and storage of equipment, is targeted for October 2014.

It is also noted that a minor trend is continuing in the production of affordable housing in the community. For Calendar 2012, the Town’s official inventory of affordable housing stands at 588 units (5.39%) out of a total year-round housing count of 10,900 (as calculated by RI Housing and Mortgage Finance Corporation, RIHMFC). This represents an increase of 26 units over the figures for Calendar 2011. Twenty (20) new units were added at the LaCasa elderly complex in Peace Dale (addition to existing 50 unit facility), two (2) new units were completed and occupied at the Brandywyne adult community off of Mooresfield Road and group home beds increased by four (4). Eight (8) additional units at Brandywyne will be added to the inventory by RI Housing when the calculation of affordable units for 2013 is undertaken.

Outside of efforts regarding the review and administration of development applications in the residential and commercial sectors, the Department has continued with its work effort in other allied planning areas in the community, including institutional planning and project response concerning the University of Rhode Island and liaison work with the Town’s Fire Districts and South County Hospital.

Transportation planning and liaison work with RIDOT on various transportation projects in the Town has also remained a focus of the Department’s work program. Specifically, this has entailed ongoing work on the Route 138 Reconstruction Project via the Route 138 Project Area Committee (PAC), the Matunuck Beach Road sheet pile right of way protection project (reimbursement from RIDOT for land acquisition costs), the planned and long-overdue rehabilitation of High Street and representing the Town in the crafting of the State’s Transportation Improvement Program (TIP).

The Department has also continued a significant work effort with a number of grant initiatives, (i.e. RI Statewide Planning Program's "Planning Challenge Grants" and the Community Development Block Grant program), grant administration relating to potential Federal resources under for energy projects ARRA (the American Recovery and Reinvestment Act) and USEPA Climate Communities Demonstration Program.

Lastly, a principal ongoing focus of the Department's current work effort relates to the completion of the update to the South Kingstown Comprehensive Community Plan. The Town Council provided its approval of the plan in March 2013 and the Department is working on minor edits and modifications to address State review comments necessary for formal State approval of the plan, which is expected to conclude in the late Winter or early Spring 2014. Major tasks facing the office include conclusion of the Challenge Grant funded Village Studies for Matunuck and West Kingston; ongoing work relating to erosion control at Matunuck Beach; and implementation issues relating to the Comprehensive Community Plan Update.

***Department Objectives - Major focus areas for FY 2014-2015***

- ❖ Continue to provide general administrative support Town Boards and Commissions.
- ❖ Review of applications for land development projects and subdivisions.
- ❖ Long range planning function (Comprehensive Community Plan maintenance and implementation of Plan Update adopted in 2013).
- ❖ Policy analysis, ordinance development and special projects per the direction of the Town Manager; including:
  - ♦ Development of the Noyes Farm Passive Recreation Management Plan.
  - ♦ Resubmittal of the Route 1 Scenic Roadway Application to State.
  - ♦ General Review/Update of Sign Ordinance (Zoning Ordinance Article 8).
  - ♦ Lighting Ordinance Revision and Update.
  - ♦ Leased seasonal shore community overlay regulation development.
  - ♦ WECS (wind energy conversion system) ordinance development.
- ❖ Coordination and liaison work with various State and Federal Agencies, as required.
- ❖ Lead role in coordination of Town/Institutional relations (URI/South County Hospital/Union and Kingston Fire Districts).
- ❖ Lead role in transportation planning and liaison work with RIDOT.
- ❖ Assist in Matunuck Beach Road erosion mitigation planning.
- ❖ Public information provision, inquiry and complaint response.
- ❖ Grant administration.
- ❖ Coordinating role in development and implementation of project components of the Town's energy management program.
- ❖ Oversight, coordination and ongoing integration of Geographic Information System (GIS) Division data and products with Town Departments and the general public.

***Budget Comparison***

The proposed budget for the 2014-2015 fiscal year \$375,192, a decrease of 2.99% (\$11,561) from the 2013-2014 fiscal year appropriation.

### **PLANNING BOARD (16003)**

The seven-member Planning Board is appointed by the Town Council and serves in a review and regulatory capacity regarding community land use planning. The Board acts on subdivision proposals, provides advisory opinions on zone change requests, conducts site plan reviews on recommended development, and conducts policy reviews and provides recommendations to the Town Council on recommended land use, environmental protection, and community development ordinances and regulations.

This account provides funding to compensate each member \$20 per meeting attended. It is projected that 24 meetings (including work sessions and joint meetings with the Town Council) will be held in the 2014-2015 fiscal year. The proposed budget also includes funding to support Technical Review Committee attendance by one member of the Planning Board on a monthly rotating basis and attendance by a Board member as an ex-officio member of the Affordable Housing Collaborative.

Funding in the amount of \$4,680 is proposed for the 2014-2015 fiscal year, reflecting a \$358 decrease from the current fiscal year.

### **GEOGRAPHIC INFORMATION SYSTEM (16005)**

The Geographic Information System (GIS) Division of the Planning Department provides access to accurate geographic information about the Town as a tool in decision-making for Town government and its citizens. This is accomplished through the development and maintenance of a functioning computer database and graphic interface that excels in providing geographic information, which, whether on the computer screen or on a printed map, facilitates the work of Town departments, and provides citizens with direct access to relevant Town information.

#### ***Trends, Impacts, Issues***

The Town's GIS continues to be a valuable tool in assisting Town staff with their daily tasks as evidenced by the following:

- ❖ Town staff from seven departments use the WebGIS interface on daily basis
- ❖ Increase in usage of WebGIS interface by individual staff members
- ❖ Over 85 custom map products produced by the GIS department for numerous Town departments, Town Boards and Town Council in the first half of the current fiscal year
- ❖ Increased complexity of GIS analyses and presentations requested by Town departments
- ❖ Migration of Town staff website from Adobe Flex API (application program interface) to HTML5 for greater flexibility.
- ❖ Successful implementation of new mobile iPad stormwater infrastructure inspection program.

The Town's public WebGIS site, which allows for 24/7 access to the public, continues to get wide usage from the public. This is a scaled down version of the WebGIS site used by Town staff, with certain utility data layers and tabular information removed due to privacy and security concerns. This site is hosted off-site, allowing for quarterly updates and minimizes maintenance and security concerns. Additionally, the staff WebGIS, currently hosted by the Town will be migrated to hosting by CDM Smith for seamless integration with the Public site.

The GIS Division maintains numerous GIS data layers such as parcels, tax maps, roads, protected open space, zoning, water, stormwater, snow plow routes and wastewater data layers. These data layers are continually updated on both the Town staff and Public WebGIS site. As the GIS technology evolves, so does the Town's GIS, with continued upgrade and maintenance of GIS hardware, software and GIS applications. In this vein, in conjunction with the Public Services Department and CDM Smith Inc, the Town's mobile GIS field collection system was successfully updated to an iPad application and implemented this summer. Over 2,600 catchbasins and 300 outfalls were successfully inspected using this new mobile application.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Tax Cuts for Assessor Maps	40	45	50
Map Sales to the Public	\$390	\$350	\$350
GIS Users by department:			
• Planning	5	5	5
• Town Manager	2	2	3
• Tax Assessor	2	2	3
• Public Services	2	3	4
• Parks and Recreation	2	2	2
• Town Clerk	1	2	3
• Police	1	2	4
• Communications	2	2	2
Recorded maps scanned for Town Clerk	275	300	300
New Maps produced for Departments:			
• Planning	85	90	100
• Town Manager	8	10	12
• Tax Assessor	10	20	20
• Public Services	30	40	40
• Parks and Recreation	8	15	15
• Town Clerk	6	15	20
• Police / Fire	8	10	12
Copies of existing maps produced for following departments:			
• Planning Board Packets	400	400	400
• Town Council Packets	400	400	400
• Planning	300	300	350
• Town Manager	50	55	60
• Public Services (Road and Plow)	1,000	1,000	1,000
• Parks and Recreation	75	100	125
• Town Clerk (Voting Districts)	25	25	25
• Police (Road Map booklets)	900	900	900

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Copies of large scanned maps and plans for following departments:			
♦ Planning	100	200	100
♦ Public Services	150	100	100
♦ Parks and Recreation	75	100	100
♦ Other	30	30	30
Copies of recorded plans for public	114	250	300

***Goals FY 2014-2015***

The main goals for the 2014-2015 fiscal year are to continue to integrate GIS and spatial technology into the many levels and functions of Town departments as follows:

- ❖ Facilitate linkage of ViewPoint ViewPermit software with Town’s GIS database through hosting of ArcGIS Server licenses by CDM Smith, Inc.
- ❖ Fine tune transition of hosting of Town staff WebGIS internet site to CDM Smith servers.
- ❖ Increase public awareness and use of public WebGIS Internet site.
- ❖ Continue to train and provide technical support to Town staff in use of WebGIS server interface to GIS. Continue to update interface based on specific Town staff comments.
- ❖ Continue implementation and fine-tuning of mobile iPad stormwater infrastructure inspection application for Public Services department. Develop similar interfaces for other departments.
- ❖ Further integrate access to, and use of, SKGIS in every day activities of Town departments.
- ❖ Continue to provide GIS analytical capabilities to Town departments.
- ❖ Continue migration of Towns GIS database and map production capabilities to new version of GIS software, ArcGIS 10.2.

***Budget Comparison***

Funding in the amount of \$119,704 is proposed for the 2014-2015 fiscal year, representing an \$85 increase over the current year appropriation.

**CONSERVATION COMMISSION (16009)**

The Conservation Commission, consisting of seven members each appointed by the Town Council for a three year term, serves in an advisory capacity in the promotion and enhancement of conservation of the community's natural resources. The Commission also serves as the Town Tree Board and the Onsite Wastewater Treatment System (OWTS) Commission.

The Commission has proposed the redistribution of funding for the 2014-2015 fiscal year to provide resources for Commission member training, conference attendance and potential conservation based events in lieu of small stipends to local conservation organizations. Level funding in the amount of \$850 is proposed for the 2014-2015 fiscal year.

**ZONING/ BUILDING INSPECTION (17001)**

The Zoning/Building Inspection Department is charged with the responsibility to enforce the Zoning Ordinance of the Town of South Kingstown, the Rhode Island State Building Code, and the Rhode Island Housing and Occupancy Code (Minimum Housing). The primary objective of the Department is to ensure all work involved in the placement and construction of any structure meets the minimum standards set by the code and after the structures are completed that they are maintained.

***Trends, Impacts, Issues***

In FY 2012-2013, the Department issued 84 commercial/industrial permits and 898 residential building permits, for a total of 982 building permits. An additional 773 electrical, 657 mechanical and 381 plumbing permits were issued, for a grand total of 3,747 permits issued in the 2012-2013 fiscal year.

The Department generated \$462,683 in revenue in FY 2012-2013. Revenue estimates for the 2013-2014 fiscal year have been increased from \$400,000 in the adopted budget to a projected \$411,320 as the result of subdivision buildouts driven by accelerated real estate sales.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Field Inspections	53%	53%	53%
Reviewing Plans/Issuing Permits	39%	39%	39%
Answering Telephone	1%	1%	1%
Assisting Customers/Answering Questions	2%	2%	2%
Violations – Building and Zoning	2%	2%	2%
Research Old Permits/Septic Systems	1%	1%	1%
Committee Meetings	1%	1%	1%
Conference-Architect/Engineer	1%	1%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

***Goals FY 2014-2015***

- ❖ To ensure that all construction meets the Zoning Ordinance and Building Codes. Continue to cull the files of older permits, conduct the final inspection on them and issue a certificate of occupancy.
- ❖ Develop response procedure for severe weather events.

***Budget Comparison***

For the 2014-2015 fiscal year, a total budget of \$346,761 is proposed. This represents an increase of \$7,938 (2.34%) over the current year budget appropriation.

### **ZONING BOARD OF REVIEW (17003)**

The Zoning Board of Review consists of five regular members and two alternates. Appointments are made by the Town Council for three-year overlapping terms to this quasi-judicial board that holds public hearings on all petitions requesting special use permits, variance, and appeals of decisions made by the Building Official under the Zoning Ordinance.

The Zoning Board also serves as the Planning Board of Appeals and is empowered to hear exceptions, variances, and appeals of Planning Board decisions concerning the Subdivision and Land Development Regulations. During FY 2012-2013, the Zoning Board held 12 meetings and considered 82 petitions, compared to 12 meetings and 65 petitions in FY 2011-2012. Income from the filing of petitions in the 2014-2015 fiscal year is projected at \$11,000.

It is projected that 15 meetings of the Zoning Board will be held in FY 2014-2015. Compensation to each Board member in the amount of \$20 per meeting is appropriated from this account. Total funding in the amount of \$12,200 is proposed for the 2014-2015 fiscal year, a \$55 increase over FY 2013-2014.

### **POLICE DEPARTMENT (20001)**

The primary responsibility and mission of the South Kingstown Police Department is to provide a comprehensive public safety program. Although preservation of peace and protection of lives and property are the principle duties of a police officer, South Kingstown Public Safety Personnel, both sworn and civilian, also function as public service officers responsible for identifying and responding to service needs of all our citizens. South Kingstown Police Officers recognize their roles in this multi-service organization by providing assistance and counseling for a wide range of services, from simple street directions to referrals of other agencies for services not provided by police.

The spirit of South Kingstown Police Officers is to identify, report, and remove a variety of public safety hazards and to provide assistance to ensure citizen safety at every opportunity. In addition, South Kingstown Officers are also public safety officers responsible for ensuring safe, orderly, and lawful conduct in the community through various crime fighting activities designed to discourage illegal behavior and to elicit community cooperation.

It is the mission of the South Kingstown Police Department to deliver the highest level of police professionalism to the citizens of South Kingstown in a sensitive and efficient manner within the rule of law, which guarantees individual rights to all our citizens. Officers of the Police Department will conduct their professional responsibilities in a disciplined manner pledging to uphold the laws of the Nation, State, Town Code, and Rules and Regulations of the South Kingstown Police Department.

#### ***Trends, Impacts, Issues***

Historically, labor costs are the driving factor behind the operational funding requirements for the Department. The proposed budget provides for the salaries of seventy full-time department members - 52 sworn officers, includes the Chief of Police; 8 dispatchers; and 10 civilians. In the next fiscal year, there are 15 officers who will receive step and/or longevity increases. Of those, thirteen entry-level officers are moving through the pay plan, and two veteran officers are scheduled to receive longevity increases. Prior to 2009, the Department had a complement of fifty-five sworn officers. Through attrition, two sworn officers were eliminated from the program budget in FY 2009-2010, and one officer position was left vacant after the resignation of an officer in June 2009. The proposed budget maintains the staffing level at

fifty-two sworn officers, with the Department continuing to monitor the effects of these staffing reductions, with recommendations and adjustments to be made as necessary.

Since May 2007, an officer from the Patrol Division has served as the School Resource Officer at the High School. The school administration, students, and citizens of the community have warmly embraced this program, which fosters a safe and secure learning environment.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Projected</b>
Total Number of Full-time Personnel	70	70	70
<input type="checkbox"/> Sworn Officers			
<input type="radio"/> Assigned to Patrol Division	39	39	39
<input type="radio"/> Assigned to Detectives	6	6	6
<input type="radio"/> Administrative	7	7	7
<input type="checkbox"/> Dispatchers	8	8	8
<input type="checkbox"/> Civilians – Administrative Support Staff	10	10	10
Number of Calls for Service <sup>1</sup>	42,753	43,000	43,000
Number of Calls Dispatched by Public Safety Division:			
<input type="checkbox"/> Police	37,542	38,000	38,000
<input type="checkbox"/> Emergency Medical Services	3,136	3,150	3,150
<input type="checkbox"/> Fire	1,588	1,600	1,600
Number of Auto Accidents	1,125	1,100	1,100
<input type="checkbox"/> Accidents Resulting in Injury	247	225	225
Uniform Crime Report Statistics (UCR)			
<input type="checkbox"/> Number of Offenses Reported Within the Major Crime Classifications	444	450	450
Number of Arrests			
<input type="checkbox"/> Adults (All UCR Offenses)	546	550	550
<input type="checkbox"/> Driving Under the Influence	111	110	110
<input type="checkbox"/> Juveniles	80	80	80
Hours Dedicated by SRO Officer <sup>2</sup>	1,440	1,440	1,440
<input type="checkbox"/> Number of Calls at SKHS	251	260	260

***Goals FY 2014-2015***

The Police Department will continue to strive toward the advancement of professional police services to promote enhanced administrative, technical, and operational police practices. In furtherance of this goal, the Department is currently working toward achieving accreditation status through a new in-state accreditation process developed by the Rhode Island Police Chiefs’ Association. The fundamentals of this program involve the examination and adoption of professional policing standards by which all law enforcement agencies are to be measured.

<sup>1</sup>A call for service may generate a response by multiple public safety divisions depending on nature of service request

<sup>2</sup> SRO Program instituted at SKHS on May 5, 2007

***Budget Comparison***

The proposed budget reflects a net increase of \$63,179 in the personnel program, and continues to maintain the current staffing level of fifty-two sworn officers. The cost of full time salaries is increased by \$56,173, which is directly attributed to contractual salary increases. The overtime budget is increased by \$10,000 due in part to anticipated overtime expenses for Department-wide training associated with the accreditation process and the implementation of the new TASER program in FY 2014-2015. Also included in the proposed budget is an allocation of \$100,000 to be transferred to the Municipal Employee's Compensated Absences Reserve Fund to plan for potential severance payouts for future retirees.

Some of the other notable adjustments proposed for FY 2014-2015 include the following:

- ❖ Aggregate cost for utilities is projected at a net reduction of \$2,550; anticipated increase in cost for natural gas and water is offset by a decrease in cost for electric due to energy conservation lighting improvements installed in 2013.
- ❖ Increase of \$4,700 in the cost for education to fund the projected level of participation in Mandated Educational Reimbursements (RIGL §42-28.1); and Department-wide training to support the accreditation process.
- ❖ Increase of \$1,700 in the cost of fire and safety materials and supplies, which is necessary to recognize expenses for portable radio batteries that had previously been budgeted in the Radio Services Program and TASER supplies (new program being implemented in FY 2014-2015).
- ❖ Increase of \$12,000 for proposed replacement of six vehicles in FY 2014-2015.

The total FY 2014-2015 proposed budget for the Police Department is \$7,925,624 – an overall increase of \$298,682 or 3.9% over the current year appropriation of \$7,626,942.

**ANIMAL CONTROL ROAD (20071) AND SHELTER (20073)**

**ROAD** – To enforce all animal-related Town Ordinances and State laws, provide humane education to the general public and to ensure that all animals within the Town's jurisdiction are treated humanely.

**SHELTER** – Founded in 1980, the South Kingstown Animal Shelter accepts neglected, abandoned, and/or stray dogs and cats. The Shelter continues to maintain a policy of euthanizing animals only for extreme behavioral problems or incurable medical conditions. The Shelter is committed to improving the quality of life of all strays in its care. To this end, adoption applicants are carefully screened. All possible medical care, including preventative attention, is given to the animals.

***Trends, Impacts, Issues***

**ROAD** – The Animal Control Officers are responsible for the investigation of all animal-related complaints, issuance of citations, and transportation to the Shelter of all animals found roaming at large, as well as the disposal of animals that are destroyed or injured on the Town's roadways. Activity within this Division has remained stable over the past several years, with the program handling between 1,260 - 1,457 complaints per year. As a component of the daily contact with the public, Animal Control Officers provide education on dealing with bite prevention, rabies, benefits of spaying/neutering and dog fighting/animal cruelty.

SHELTER – The Shelter houses the stray animal population of the towns of South Kingstown and Narragansett. Since July 2004, the Animal Shelter accepts impoundments of stray animals from Narragansett, based on a shared services agreement, as they do not operate a shelter facility and had previously contracted with private kennels to fill this need. The Town of Narragansett pays a percentage of the Shelter facility’s annual operating expenses, reflecting a proportionate number of impoundments made by each Town. The cost share received from Narragansett for this service was \$70,000 in FY 2013-2014 and is projected at \$70,500 for FY 2014-2015.

A major effort is directed toward returning strays to their owners. In FY 2012-2013 the statistics show 46% of the animals impounded were claimed by their owners. The Shelter was also successful in facilitating the adoption of 233 impounded animals to new homes. In addition to caring for the basic needs of impounded animals, the Shelter staff provides a vast amount of medical care to ensure the utmost well-being of the animals in their care. Euthanasia occurs only in the extreme cases when the animals are deemed un-adoptable due to behavioral problems, injuries, illness, or if they display unpredictable behavior traits, as evidenced by the annual statistics, which show a 5% euthanasia rate.

Shelter operations were moved into the newly constructed animal shelter in January 2012, with renovations to the old section of the building completed in the Spring 2012. This state of the art facility supports the shelter’s philosophy to provide the animals with the best quality care possible utilizing all available resources. To reduce utility costs for the operation of this expanded facility, energy savings measures are in the process of being implemented, including reconfiguration of ductwork, integration of an economizer control package into the HVAC system, and installation of an induct air purification system.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Projected</b>
Number of Animal Complaints – Road Division	1,260	1,300	1,300
Number of Summons Issued	2	5	5
Number of Impoundments			
<input type="checkbox"/> Canine / Feline	298 / 243	240 / 290	240 / 290
<input type="checkbox"/> Other Species (rabbits, birds, etc.)	22	20	20
<input type="checkbox"/> D.O.A.	32	30	30
<b>Total</b>	<b>595</b>	<b>580</b>	<b>580</b>
South Kingstown/Narragansett	404 / 191	400 / 180	400 / 180
Number of Animals Quarantined at Shelter	27	25	25
Number of Impoundments Returned to Owner	274 (46%)	290 (50%)	290 (50%)
<b>ADOPTIONS</b>			
Impoundments Adopted by New Owners	233 (41%)	225 (41%)	225 (41%)
Number of Placements from Off-Site Adoptions	80 (34%)	80 (36%)	80 (36%)
Impoundments Euthanized or Died	27 (5%)	25 (5%)	25 (4%)
Shelter Donations and Fund Raising	\$40,725	\$30,000	\$30,000

***Budget Comparison***

ROAD - The proposed Animal Control Road budget for FY 2014-2015 in the amount of \$94,434 represents an increase of \$1,513 over the current fiscal year primarily due to an increase in contractual salary obligations (\$981) and vehicle fuel (\$350).

SHELTER - The proposed Animal Control Shelter budget for the 2014-2015 fiscal year is \$217,020 and represents an increase of \$3,925 over the current year funding. Contractual salary obligations account for \$2,400 of the increase. Refinements continue to be made to the projected operational costs to run the new facility. Energy savings measures being implemented in the current fiscal year are projected to reduce the budgetary requirements for heating fuel and electricity and modifications will continue to be made in future budget cycles as a history is developed on the change in energy consumption levels resulting from these improvements.

Expenses to run the Shelter will be offset by the projected cost share from the Town of Narragansett for impoundment services, estimated at \$70,500 for the 2014-2015 fiscal year.

### **RADIO SERVICES (20080)**

The Radio Services Program was initially developed to provide a centralized account for the purchase, installation, maintenance, and repair of radio equipment used by several Town departments, including Police, Communications, Public Services, Recreation, and Emergency Medical Services (EMS). Beginning in the 2014-2015 fiscal year, this account will be eliminated from the budget program and each Town department will be responsible for incorporating their radio needs within their respective budgets.

### **HARBOR PATROL (20090)**

The Harbormaster Division of the Police Department provides for the safety of the boating public on waters located in the Town of South Kingstown, through education and enforcement of State and local boating safety laws, while assisting Federal, State, and local governmental agencies in their efforts by providing local knowledge relative to their specific water related issues.

#### ***Trends, Impacts, Issues***

The emphasis of the Harbor Patrol program is to educate recreational boaters about the rules and regulations governing the use of Town waters in order to promote public safety and enjoyment. In addition to educating the public on boating safety, the Harbormaster also provides training to enforcement personnel. The RI Island Harbormasters Association adopted the Town's Marine Patrol Training Program as the model for basic training requirements for Harbormasters in RI. The Harbormaster has administered this 20-hour classroom training to personnel from over a dozen municipalities, including members of the RI State Police. A partnership was formed with the RI Municipal Police Academy (RIMPA), which awarded the program the distinction of being POST (Police Officers Standards and Training) certified. The Harbormaster, in conjunction with the RIMPA, taught the first POST certified Marine Patrol Class in 2008 at the Warwick Police Department, and is called upon as needed to teach additional classes.

The Harbormaster utilizes seasonal assistants and interns from URI to staff the program. These efforts, combined with coordinating coverage with the Narragansett Harbormaster, makes it possible to cover the Town's waterways (weather permitting) seven days a week for the entire 15-week summer season. The presence of the Harbor Patrol on the Town's waterways has a calming effect on the general boating population and promotes a safe boating environment for all to enjoy. During the 2013 boating season, the crew conducted 43 safety checks and issued 4 warnings for various boating violations.

***Goals FY 2014-2015***

The Harbormaster Division will continue its efforts in educating the public on boating safety, as well as enforcing state and local boating safety laws.

***Budget Comparison***

Funding in the amount of \$34,390 is proposed for FY 2014-2015, an increase of \$2,915 over the current fiscal year. Service levels are proposed to remain the same, which will be achieved through continued coordination of patrol coverage with the Town of Narragansett. While the operating expenses to run the program remain at a comparable level, the proposed budget increase is to address an identified need to purchase a trailer at a cost of \$2,950 for Patrol Boat 3 (PB3). Since PB 1 and 3 currently utilize the same trailer, purchasing a trailer for PB3 will allow for the immediate response and use of both patrol boats in case of emergency or disaster.

**COMMUNICATIONS DEPARTMENT (21001)**

This account provides funding for the maintenance and operation of the Town's communications system. The Department has two principal areas of responsibility: maintenance of the cable plant consisting of over 100 miles of aerial and underground cables, and enforcement of the RI Fire Safety Code pertaining to the installation and maintenance of fire alarm systems in all commercial buildings, apartment buildings with four or more units, as well as single family homes having a combination fire and security system.

The cable plant services municipally connected fire alarm systems, fire station horns, remote radios, off-premise telephone extensions, burglar alarms, panic alarms, high speed internet, and wastewater system plant telemetry. The municipal fire alarm system consists of ten box circuits and nine alarm circuits connecting over 200 call boxes throughout the Town. The Department is on-call 24/7 to respond to commercial fire alarms, as well as for system maintenance needs.

Additional duties of the Department staff include maintenance of fire alarm and security systems and installation of interior communications systems, installing new telephone, data, security, and fire alarm wiring in all Town buildings. Fire Code enforcement requires the review of all industrial, commercial, governmental/institutional and multifamily residential building plans submitted to the Town, for compliance with State codes, as well as a "rough-wire" inspection and then a final acceptance test once the project is completed.

***Trends, Impacts, Issues***

During FY 2012-2013, the Department was dispatched to 262 commercial fire alarm activations to assist fire districts in locating the origin of the alarm and to reset the system, representing an increase of 40 runs over FY 2011-2012. Additionally, during the 2012-2013 fiscal year the following occurred:

- ❖ 4 municipally connected fire alarm systems were approved and connected to the cable plant.
- ❖ 9 local commercial and 5 residential fire alarm systems were approved.
- ❖ 31 projects were submitted for plan review.
- ❖ Received \$3,882 in Municipal Fire Alarm connection and plan review fees.

*Specific Performance Measurements*

Performance Measure	FY 2012-2013 Actual	FY 2013-2014 Predicted	FY 2014-2015 Goal
Field Inspections/Code Enforcement	10%	10%	10%
Reviewing Plans	5%	5%	5%
New installations data, telephone, security	5%	5%	5%
Outside Cable Plant Work	55%	60%	60%
Maintenance on school security systems	3%	3%	3%
Maintenance on Municipal Fire Alarm	20%	15%	15%
Data entry of test reports	2%	2%	2%
<i>Total</i>	100%	100%	100%

*Goals FY 2014-2015*

- ❖ Complete installation of replacing communications cable on Main Street
- ❖ Continue GIS mapping of the existing cable plant
- ❖ Continue to modify existing cable plant to create test points throughout the system to minimize time spent when troubleshooting any of the 50-plus circuits that are supported by the cable plant
- ❖ Continue to work on the five, ten, and fifteen-year master plan for cable plant usage and expansion, to include the use of fiber optic cable

*Budget Comparison*

Funding in the amount of \$249,569 is proposed for FY 2014-2015, which is \$13,135 more than the current year appropriation of \$236,434. It is noted that a School Department transfer of \$3,800 will offset services provided to the School District by the Communications Department. Plan review and municipal connection fees are projected to generate revenue of \$3,000 during FY 2014-2015.

**EMERGENCY MEDICAL SERVICES (22001)**

The purpose of the Emergency Medical Services (EMS) Department is to provide pre-hospital emergency medical treatment and transportation to the sick or injured; injury prevention; and public education.

*Trends, Impacts, Issues*

The EMS Department operates 24 hours per day, seven days a week. EMS operates Paramedic units 1 & 2 out of the Public Safety Complex on a 24 hour basis, and Paramedic 3 from a satellite station at the Public Services building on a 12 hour basis daily (7am-7pm). The staff operates under the direction of the EMS Director with 12 full-time staff Paramedic positions and 4 Paramedic shift supervisors. Supplementing the EMS work schedule are 15 per-diem employees. Two transporting ambulances and a non-transport vehicle licensed as an ambulance provide response, care, and transport primarily to South County Hospital. Patients requiring specialized care, such as heart attacks, critical trauma, and pediatrics will be transported to appropriate hospitals as needed in accordance with Rhode Island Department of Health EMS protocols.

Requests for EMS services have grown appreciably over the years and are anticipated to continually increase as population demographics change. Incident time of day analysis shows the most requests for EMS services are received between 9am and 9pm, though the majority of mutual aid required from outside Towns occurs during the hours between 7pm and 7am when the second transporting ambulance is not in service. Changes to the healthcare environment will require EMS to respond in non-traditional ways that will not always require patient transport to a hospital facility.

While the increased call volume creates an increased expense, EMS has seen a significant increase in revenue as a result of the Town's user fee system, established in FY 1999-2000, to obtain insurance reimbursements for eligible EMS services in order to offset property tax support for the EMS program. To ensure that Town residents are not responsible for making direct out-of-pocket payments, the Town has created a self-insurance fund to credit billings to uninsured or underinsured system users. EMS reimbursements principally are derived from Medicare, Medicaid, and healthcare provider contract payments for ambulance transports provided to covered patients.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Estimated</b>	<b>FY 2014-2015 Projected</b>
Total EMS requests	2,807	2,900	3,100
<input type="checkbox"/> Mutual aid delivered to other agencies	120	125	130
<input type="checkbox"/> Total Mutual Aid required	174	160	190
<input type="checkbox"/> Total Transports (Calendar Year)	1,926	2,116	2,210
EMS Income Transfer to General Fund	\$500,000	\$550,000	\$575,000

***Budget Comparison***

The proposed budget for FY 2014-2015 is \$1,582,523, an increase of \$40,357 over the 2013-2014 fiscal year, primarily due to the reallocation of fringe benefits.

**PUBLIC SERVICES DEPARTMENT – ADMINISTRATION (30001)**

The Engineering Division serves as the Town’s technical branch that oversees design and construction of public works infrastructure. Duties include drainage complaint resolution, stormwater compliance, street and highway road resurfacing, street lighting, tree programs, and capital improvement projects. The Division assists other municipal departments in matters pertaining to engineering, drafting, and surveying. Services are provided on a regular basis to the Office of the Town Manager, Planning, Finance and Recreation Departments, and the Planning Board. The Planning Department requires the most extensive service, including detailed engineering reviews, subdivision design review and inspections, construction and zone change proposals, and drafting. Other departments receiving services include Senior Services, Police, and Schools.

***Trends, Impacts, Issues***

Much of the Division's efforts continue to be directed to large capital improvement program (CIP) project oversight. These projects require engineering, drafting, and review of plans and drawings, as well as the administration of architectural and construction contracts for facility design and development. On-going public infrastructure improvements include road pavement management/ resurfacing, drainage improvements, bridge rehabilitation, and large culvert replacements. Recent pavement overlay

construction in FY 2013-2014 proved very successful and embraced by the community. Engineering staff and inspectors also oversee the construction of new land development projects, replacement sidewalks, utility infrastructure, and stormwater drains.

Compliance with State unfunded Phase 2 stormwater regulations and total maximum daily loads (TMDL) limits for surface water pollutants continues to be a primary focus for Highway Division, Engineering Division staff and the Public Services Director. After lengthy discussions with USEPA and RIDEM officials, the Town has agreed to implement structural TMDL best management practices (BMPs) for the Narrow River, which are currently under design. Stormwater treatment improvements for Narrow River, will be the first of seven- (7) TMDLs that the Town will have to address over the next 20-30 years. This program will be a significant expense to the community and the Town will need to work with State and Federal regulatory agencies to determine what, if any, quantifiable benefit the stormwater treatment improvements will have.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Miles of Road Crack Sealed	7	7	7
Miles of Roads Stone-Sealed	8	7	7
Miles of Roads Re-Striped	22	20	20
Physical Alteration Permits Issued	73	60	60
Utility Permits Issued	70	100	100
Private Road House # Assigned	86	55	20
# of Licensed ROW Contractors	60	59	60
Soil Erosion Permits	82	100	100
Contracts Bid	6	10	8
Land Development Projects Inspected	12	12	12

***Goals FY 2014-2015***

- ❖ On-going implementation of Town pavement overlay program in lieu of recent full depth reclamation (FDR) road reconstruction.
- ❖ Provide continued technical oversight of the Town’s Phase 2 stormwater management program, including Narrow River drainage catchment study and structural BMPs.
- ❖ Provide continued technical support to other Departments on an as needed basis for various construction oversight and design services.

***Budget Comparison***

The proposed budget for the 2014-2015 fiscal year is \$371,355, representing a \$7,900 increase over the current year appropriation, primarily due to contractual increases in full-time salaries.

**PUBLIC SERVICES DEPARTMENT - STREETS AND HIGHWAYS DIVISION (30003)**

The Streets and Highway Division provides labor services, materials, and equipment for year-round maintenance of the Town’s highway and drainage infrastructure. The Division is also responsible for minor municipal tree, municipally owned dam and Superfund landfill cap maintenance.

***Trends, Impacts, Issues***

The Highway Division is responsible for on-going maintenance of municipally owned streets, bridges, drainage infrastructure, and seven- (7) municipally owned dams. Highway Division responsibilities include, but are not limited to, snowplowing, gravel road grading, street sweeping, and road shoulder vegetation management. In addition, the Highway Division’s in-house staff performs smaller stormwater drainage projects, sidewalk replacement projects, dam maintenance and miscellaneous infrastructure projects. Since 2010, the Highway Division has been responsible for landfill cap mowing and miscellaneous maintenance duties for the Rose Hill and West Kingston Superfund landfill sites.

Similar to the Engineering Division, the Highway Division continues to direct a significant amount of effort to Phase 2 stormwater program compliance. Beginning in the current fiscal year, the Highway Division implemented catch basin cleaning services through third party contract services, thereby eliminating the expense associated with procuring a new, highly specialized and expensive vac-truck. A predictive cleaning program expects to clean approximately 250 catch basin structures each year.

Highway Division annual inspections of all stormwater structures will continue for the upcoming fiscal year to determine if there are any illicit discharges and establish a priority list via a predictive stormwater infrastructure cleaning schedule.

The Highway Division reduced its roadside mowing tractor fleet to two tractors in 2008. Although road shoulders will continue to be mowed for reasons of public safety, the extent of maintenance (i.e. mowing frequency) will continue to be less than was performed in prior years.

The Division uses two street sweepers for street sweeping duties. Although the second sweeper is beneficial to capture stormwater pollutants on Town roadways in a timelier manner, the ability to keep a second sweeper may be problematic in upcoming years due to cost and will be reviewed yearly, subject to funding availability.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Catch basins cleaned	25	225	250
Catch basins inspected	2,655	2,655	2,660
Number of drainage outfalls cleaned	17	20	20
Number of drainage outfalls marked *	2	2	2
Road miles swept	143	143	143
Tons of sweeping spoils disposed of	987	1175	800
Town road miles graded	7.68	7.68	7.68
Private road miles graded **	10.44	10.44	10.44
* New outfalls anticipated each year for new land development projects that are completed			
** Of the 71 miles of private roads in Town, a limited number receive seasonal grading “by tradition”			

***Goals FY 2014-2015***

Compliance with unfunded Phase 2 stormwater mandates will require a continued elevated level of effort from the Highway Division, including system wide catch basin and outfall inspections and sampling. Third party contract services used for catch basin cleaning activities will continue for FY 2014-2015, with Highway Division staff documenting cleaning spoils quantities removed and condition of drainage infrastructure utilizing a hand-held iPad device.

Highway staff continues to survey and document all street and traffic signs to determine regulatory compliance with recently promulgated Federal Highway Administration “retro-reflectivity” signage requirements. Where appropriate, Highway staff can retrofit existing signs with high prismatic overlay film, thereby reducing overall sign replacement expense. Thereafter, the Division continues working toward a goal of replacing regulatory and street name signs with retro-reflectivity compliant signs by 2020.

A new pothole repair program will be developed in conjunction with the newly acquired “hot asphalt” patch machine, thereby reducing or eliminating performance issues associated with “cold patch” asphalt.

The Highway Division will continue to perform limited tree maintenance in-house, and utilize the Tree Warden for public safety related emergency work. Third-party arborists will be utilized for non emergency work beyond in-house capabilities.

***Budget Comparison***

The proposed budget for FY 2014-2015 amounts to \$2,303,706, which reflects an increase of \$35,657 (1.6%) over the current fiscal year, primarily due to an increase in full-time (\$14,721) and seasonal (\$5,000) salaries; professional services (\$7,899); motor vehicle materials and supplies (\$5,000); and fuels and lubricants (\$6,000).

**TREE MANAGEMENT PROGRAM (30005)**

The Town’s Tree Management Program encompasses both routine and emergency municipal tree management. The Tree Warden oversees municipal trees located within Town highway rights-of-way and on municipal properties (i.e. parks and municipal building grounds), and reviews applications for tree maintenance, removal, and planting for any tree located on Town property or along Town roads, and also works closely with overhead utility companies and their contract arborists to ensure that overhead line tree trimming activities are in accordance with generally accepted tree maintenance standards. In addition, the Tree Warden also provides labor and equipment for emergency tree maintenance and/ or removals, whenever a municipal tree, or portion thereof, is determined to be a threat to public safety and requires immediate action.

***Trends, Impacts, Issues***

Removal of dead or diseased Town trees continues to be an important program due to the liability and adverse aesthetics associated with trees in poor condition. Third party arborist services are utilized for non-emergency tree removals.

Working in conjunction with the Highway Division, the Tree Warden will continue to evaluate various tree maintenance options and oversee Highway Division staff to ensure that generally accepted arborist standards are being followed during in-house tree maintenance work. Greater emphasis continues with

regard to trimming and removal of diseased and/or dead trees within Town right-of-ways. Annual expenditures for professional services is predicated on Town tree damage associated with severe weather events and Town trees found to be in poor condition that must be removed for public safety reasons.

The Town's Tree Ordinance requires individuals to perform equivalent plantings for municipal trees that are removed illegally without a Tree Permit. Enforcement of equivalent tree plantings can be problematic since there is little or no leverage to force the offender to complete the necessary work.

***Goals FY 2014-2015***

- ❖ Continue to work with overhead utilities and their arborist sub-contractors to ensure utility line clearing is being performed in accordance with generally accepted arborist standards.
- ❖ Finalize proposed amendments to the Town Tree Ordinance and implement same if adopted.
- ❖ Provide guidance and oversight to Highway Division crews to ensure that Highway Division tree maintenance work is in accordance with generally accepted arborist standards.
- ❖ Tree Warden to attend Town Tree Board (Conservation Commission) meetings as required.

***Budget Comparison***

The total proposed budget for FY 2014-2015 is \$54,180, which is a \$2,465 decrease from the current year budget appropriation of \$56,645.

**STREET LIGHTING (30007)**

The street lighting account covers expenditures associated with streetlights along all State and local roads in South Kingstown, as well as other infrastructure special lighting requirements, which include:

- ❖ Peace Dale/Wakefield parking lots
- ❖ Peace Dale rotary (seasonal)
- ❖ Saugatucket River Boardwalk

The Town's Transportation and Traffic Review Committee (T2RC) reviews requests for new streetlights based upon need. If a new streetlight is warranted, the Police Department works closely with National Grid and tries to reposition existing streetlights to achieve the desired lighting without adding new streetlights. As such, no new streetlights have been added in recent years.

***Trends, Impacts, Issues***

A Town-wide review of all street light lamp wattages was performed in FY 2009-2010, with National Grid streetlight lamp wattage change-outs completed as of July 2012. Street light wattage reductions subsequently reduce street light rental and energy consumption costs to the Town. This work has helped to partially offset increasing street lighting costs associated with National Grid rate increases.

***Goals FY 2014-2015***

- ❖ Continue working with National Grid to maximize energy efficient lighting technology, including LED street lamps.

- ❖ Continue to investigate street light energy consortium (subject to PUC approval of a new National Grid tariff to permit same).
- ❖ Continue Transportation and Traffic Review Committee (T2RC) oversight to provide a fair and impartial review of new street light requests to determine need.

### ***Budget Comparison***

The FY 2014-2015 proposed budget is \$170,000 – an \$11,000 increase over the current fiscal year budget.

### **PARKS AND RECREATION DEPARTMENT (40001-40013)**

The Parks and Recreation Department serves the community by providing enriching recreational experiences and quality facilities. The objective of the Recreation Commission and the Department is to provide a well-rounded and balanced leisure services programs for all segments of the community.

### ***Trends, Impacts, Issues***

The Town budget provides funding for the operation of the Town's leisure services program outside of the Neighborhood Guild and Peace Dale Office Building, and includes the maintenance of the Town's park system and recreational facilities. Recreational programs supported with Town funds include Beach/Aquatics, Stepping Stone Pre-School, Self-Support Programs, Athletics/Leisure Services, and special events. Town funds also support Park and Building Maintenance operations involving the management and upkeep of all developed and undeveloped public recreational facilities, as well as all park land owned and operated by the Town.

A total of 17 parks and recreation properties are maintained by the Parks Division crew (currently 6 full time and 3 seasonal employees). With daily use by local leagues, interscholastic sports, and private rentals, Town athletic fields require regular and frequent maintenance eight months of the year. In the last three years, with the expansion of youth leagues, as well as the establishment of competitive club programs in various sports, the demand and use of athletic fields has steadily increased. The close monitoring and regular maintenance of fields by the Parks Division ensures that facilities are safe and in good playing condition. This has required an increase in both labor and resources. In addition to expanding athletic field maintenance, the scope of services provided by the Parks Division also includes landscape and bed maintenance of areas outside of park facilities such as the Peace Dale Parking Lot, Dale Carlia Corner, Wakefield Parking lot, Main Street sidewalks and tree planters, and the Wakefield School Outdoor Classroom, "Saris Sanctuary."

Within the next two years, the Department anticipates additional maintenance responsibilities of the Parks Division that will include the Main Street Comfort Station, future development of the South County Commons bike path connector, introduction of a trail network on the Noyes Farm property, and continued development of the 2 acre Dominic Savio athletic practice field. With this in mind, the addition of one Full Time Park Maintenance Technician and the expansion of the current 24 week, seasonal bike path attendant/park laborer position to a 38 week Seasonal Park Laborer is proposed for FY 2014-2015.

In Fiscal Year 2014-2015, the Department expects to continue its array of program offerings relying on existing and new partnerships with independent contractors. With the recent implementation of new data management software, and on-line registration capability by the end of the current fiscal year, it is anticipated that accessibility to program information and overall customer service will improve.

Indoor athletic programming demands continue to exceed the Town's available gymnasium space. A total of 741 children, ages 5 through 18, participated in the recreational youth basketball program during the current fiscal year. This program requires gymnasium time to accommodate one practice and one game per week for every team. Other popular indoor athletic programs like volleyball, tennis and adult basketball will remain limited as a result of space restrictions despite the community demand which spans every age and ability level.

Some challenges and major changes that will affect the Town operation in FY 2014-2015 include:

- ❖ \$125,936 increase in total expenditures (7.74%); it is noted that 45% of this increase reflects the proposed addition of one Full Time Park Maintenance Technician position in place of a vacant Foreman position.
- ❖ Additional facility and grounds maintenance responsibilities related to the new Main Street Comfort Station.
- ❖ 11.8% increase in overall property tax support over FY 2013-2014.
- ❖ Continued reliance on outside sponsors and alternate funding to maintain free community programs such as summer concerts, 4<sup>th</sup> of July, and Children's events.
- ❖ \$12,969 (1.95%) increase in projected revenue – attributed to increases in aquatics, school field maintenance fees, and self support program revenue.
- ❖ Increase of \$9,760 in Leisure Services Expenditures due to personnel costs.
- ❖ Field constraints prohibit growth of adult softball league; and limit the Department's ability to increase revenue through rental program.
- ❖ Limited gymnasium space will continue to prohibit expansion of youth and adult recreational indoor athletic offerings.
- ❖ Changing age demographics will influence focus of future program development.

### ***Program Performance Trends***

The Recreation Division offers a broad range of programs and events that serve every age segment of the population. Programs funded through the Town budget represent approximately 25% of the Department's total recreational program offerings.

In FY 2013-2014, a projected total of 30 Youth and Teen classes and the annual Discovery Camp summer programs will be offered to an estimated 775 participants. The programs are designed to offer various outlets for this age group's abundant creative and physical energy. The Department's goal in the 2014-2015 fiscal year is to maintain the current offerings and participation rate. Teen and young adult programming will be of particular focus in the next few years as the 15-24 year old age demographic represents almost 28% of the Town's total population.

The Stepping Stone Preschool program is projected to offer 20 programs in the current year with a 75% success rate and a total of 200 registered participants. The Department's goal for FY 2014-2015 is to maintain the number of participants and increase program completion rate to 80%.

Sports and Fitness programs consisting of classes, drop-in sports programs, and sports leagues for all ability levels continue to thrive. In the current fiscal year, it is estimated that a total of 375 programs will be offered with 5,600 registered participants and an 80% success rate. While acknowledging the potential for expansion in this program area, the Department will maintain the current level of offerings in FY 2014-2015 as a result of space limitations.

A total of 57 programs with 359 participants were offered in FY 2012-2013 through the Environmental Education program run primarily at the Tri Pond Nature Center for preschool, youth, and teens. In the current fiscal year, a total of 70 programs and 350 participants are estimated. With the continuation of strong community partnerships in this category, the Department expects to maintain current offerings and participation levels in FY 2014-2015.

Community and Special events such as the 4<sup>th</sup> of July Celebration, Fishing Derby, Easter Egg Hunt, Children's Festival, and Earth Day, are mainstays of the Recreation Department. As the cost of offering these free programs increases, the Department seeks to sustain them through revenue in the form of sponsorship donations from local organizations, businesses, and community members. The Department plans to offer these traditional and popular programs again in FY 2014-2015, with an approximate projected total attendance of 8,000 to 10,000 participants.

In FY 2013-2014 new community-wide programs that were offered included Pumpkin Races, the Janet Gould Memorial StoryWalk, and a 5k Trail Run.

***Specific Performance Measurements***

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
<b>Recreation Division*</b>			
Total Classes/Programs offered	520	523	528
Total Program Participants	16,079	14,950	15,000
New Classes Offered	52	50	50
Percentage of New Classes Completed	62%	50%	80%
<b>Beach/Aquatic</b>			
Total # Cottage Passes Sold	45	55	55
Total # Resident Seasonal Passes Sold	669	661	650
Total # Non-Resident Seasonal Passes Sold	81	79	80
Total Pass Revenue	\$85,694	\$85,800	\$90,150
Total Program Revenue	\$26,885	\$34,140	\$29,325
Total Revenue	\$112,579	\$119,940	\$119,475
<b>Park Division</b>			
Total Park Acreage	422.5	422.5	422.5
Full Time Park Maintenance Staff	6	6	7
Park Acreage/Full-time Park Staff	60.4	60.4	60.4
Total Acres of Turf Maintained	99	99	99
Weekly Man Hours for Mowing /Landscaping	196	196	196
Average Maintenance Cost Per Acre**	\$1,438	\$1,790	\$2,039
Park Restrooms Maintained	7	7	8
Avg. Weekly Man Hours for Litter Removal/Recycling, Dog Waste Bags	36	36	36
Miles of Bike Path Maintained	8.25	8.25	9
Total Organized Park Facility Participation	315,000	315,000	317,000
Total Park Rental Income	\$24,424	\$21,525	\$22,525

\* Data in this section reflects only those recreation classes and programs supported in the Town Budget

\*\* Increase in FY 2014-2015 represents the addition of one full time park maintenance technician

***Goals FY 2014-2015***

The Department's future goals focus on sustaining current program levels, seeking revenue opportunities, and collaboration with other organizations:

- ❖ Review and revision of Departmental policies and procedures to ensure best practices.
- ❖ Collaborate with interested organizations and volunteers to enhance select parks and facilities.
- ❖ Expand indoor athletic programming.
- ❖ Initiate community discussion regarding the Community Recreation Center.
- ❖ Develop programs around new disc golf course at Curtis Corner Play Fields.
- ❖ Increase use of alternate revenues generated through program and team sponsorships.
- ❖ Continue to provide opportunities for staff professional development.
- ❖ Seek opportunities for regionalization of services and shared services.
- ❖ Coordinate with the Senior Services program for broader range of age-specific, self sufficient activities at The Senior Center.
- ❖ Develop long term strategy for teen/young adult programming.
- ❖ Evaluate current facility resources and adjust programming to maximize use of space and facility rental income.
- ❖ Complete planned work on major CIP and Park Rehabilitation projects.
- ❖ Implement marketing strategies including direct mail and social media outreach.

***Budget Comparison***

The Recreation Department's total proposed budget for the 2014-2015 fiscal year is \$1,752,909 with an overall increase of \$125,936 over the current year's appropriation of \$1,626,973. Increases are primarily reflected in Parks Division payroll and benefits with the proposed addition of one full time Park Maintenance Technician and expansion of a short term seasonal laborer position to a long term seasonal position. Revenues are projected to increase by \$12,969 (1.95%).

**SOUTH KINGSTOWN PUBLIC LIBRARIES (50001)**

The South Kingstown Public Library provides free, convenient and equal access to print and non-print materials, services and technologies that support our community's informational, educational, cultural and recreational needs.

***Trends, Impacts, Issues***

Public libraries continue to respond to changes driven by demographics, advances in technology, rapid growth in lifelong learning activities, and the renewed importance of library as a place helping to build community while serving the community. South Kingstown Public Library offers a lifetime of learning for Town residents and visitors, enriching the quality of life in the community:

- ❖ Collections that reflect user demands and needs.
- ❖ Programs, both original and in collaboration with other program providers, that reflect the needs and interests of learners of all ages with an emphasis on early literacy/childhood, teens and senior citizens.
- ❖ Technology that expands library services and information access through the library's website and electronic databases. E books are currently much in demand.

- ❖ Facilities that provide space for quiet study and group sharing and the infrastructure to meet 21<sup>st</sup> century technology needs.

Decreases in Library state aid, endowment income and petty cash are projected for the 2014-2015 fiscal year as shown below:

	2012-2013 Actual	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over/(Under) Restated Budget
<b>Local Library Aid</b>					
<b>General Library Endowment</b>	\$87,088	\$0	\$0	\$0	\$0
Kingston Endowment	\$0	\$20,000	\$20,600	\$21,000	\$1,000
Peace Dale Endowment	0	36,000	38,650	38,500	2,500
Petty Cash	0	22,500	22,500	22,500	0
Mabel Smith Trust	0	2,500	2,537	2,500	0
<b>Total Library Revenues</b>	<b>\$87,088</b>	<b>\$81,000</b>	<b>\$84,287</b>	<b>\$84,500</b>	<b>\$3,500</b>
State Grant	\$196,593	\$203,945	\$203,945	\$199,345	(\$4,600)
Library Program Cost	914,696	1,150,724	1,142,037	1,171,116	20,392
<b>Property Tax Need</b>	<b>\$631,015</b>	<b>\$865,779</b>	<b>\$853,805</b>	<b>\$887,271</b>	<b>\$21,492</b>

***Specific Performance Measurements***

Performance Measure	FY 2012–2013 Actual	FY 2013-2014 Predicted	FY 2014-2015 Goal
Circulation of library materials	262,456	263,000	263,000
Circulation per Capita	8.75	8.75	8.75
Number of items in collection	78,244	78,500	78,500
Number of registered borrowers	14,634	14,700	14,700
Information requests received	28,490	28,500	28,500
Number of times public computer work stations utilized	27,459	28,000	28,000
Number of programs provided	560	570	570
Total program attendance	12,416	12,500	12,500

***Goals FY 2014-2015***

- ❖ Treat all library users fairly and equally and serve as a forum for all points of view.
- ❖ Provide high demand/high interest materials in a variety of formats for persons of all ages.
- ❖ Serve as a center for free, timely and accurate information for residents in their pursuit of job-related, educational and personal interests.
- ❖ Assist residents of all ages in the pursuit of life-long learning by offering a variety of programs and other enrichment opportunities.
- ❖ Strive to provide a welcoming library environment and maintain buildings that are clean, comfortable, safe, and accessible to the community.

***Budget Comparison***

For the 2014–2015 fiscal year, the proposed budget (\$1,171,116) reflects a 1.77% (\$20,392) increase over the current year appropriation. Projected library revenues will amount to \$283,845, a decrease of \$1,100 from the current fiscal year appropriation. It is noted that State aid for library services (\$199,345) accounts for 70.23% of non-property tax revenues. The net FY 2014-2015 property tax need is \$887,271, a \$21,492 increase over the current fiscal year restated property tax support of \$865,779.

**TOWN HALL OPERATION (70101)**

This account provides funding for the general operation and physical maintenance of the Town Hall complex, which is the headquarters for the following:

<b>First Floor</b>	<b>Second Floor</b>
Town Clerk	Council Chambers
Tax Collector	Town Manager
Town Assessor	Personnel Administration
Building Official	
Finance Department	
Planning Department	

The Town Hall supports regular workday activities from 8:30a.m. to 4:30p.m., Monday through Friday. During the evening, various Town Boards and Commissions hold meetings in the Council Chambers and other municipal offices.

***Goals FY 2014-2015***

- ❖ Continue to maintain the grounds and buildings in a safe and clean condition so that the Town Hall offices, Town Council, and Board and Commissions can conduct their business.

***Budget Comparison***

FY 2014–2015 funding of \$182,269 is proposed, an \$89 decrease from the current year appropriation.

**MUNICIPAL INSURANCE (70103)**

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, fire and building insurance, for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs.

The Town has been a member of the Rhode Island Inter-local Risk Management Trust since 1988. This cooperative pool, with other Rhode Island cities and towns, allows the Town to take advantage of volume premium discounts. Insurance premiums for each municipality are based on actual claims experience. The Town maintains excess insurance coverage for general liability claims in the amount of \$5 million per occurrence. The higher insurance limit is necessary to protect adequately the Town against claims for potential catastrophic losses.

A General Fund appropriation in the amount of \$254,000 is proposed for FY 2014-2015, an increase of \$23,000 (10%) over the current year appropriation, as again no dividend credit will be provided in the 2014-2015 fiscal year.

#### **UNEMPLOYMENT INSURANCE (70105)**

State law requires that state and local governments provide unemployment insurance for their employees; therefore the Town must appropriate a sum of money to fund any unemployment claims filed. Funding in the amount of \$20,000 is proposed for the 2014-2015 fiscal year, which represents a \$5,000 reduction from the 2013-2014 fiscal year.

#### **WORKERS' COMPENSATION (70107)**

This account provides funding for Workers' Compensation Insurance for Town personnel budgeted in the General Fund, with the exception of Public Safety and EMS employees who are covered under separate State statutes for on-the-job injuries. Based on favorable claims experience, this account is projected to decrease slightly by \$2,334 to \$125,000 for the 2014-2015 fiscal year.

#### **FUND CONTINGENCY (70109)**

This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there is not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal would be charged to this account.

Level funding in the amount of \$65,000 is proposed for the 2014-2015 fiscal year. Prudent financial management standards suggest that a fund contingency of no less than one-half percent, and no more than one percent, of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate between \$97,333 and \$194,665 for contingency expenditures. Based on the present economic climate, the Town has opted to maintain the contingency account at the same level as the current year appropriation.

#### **TOWN HEALTH CARE (73011)**

This account provides municipal funding for the annual required contribution (ARC) for "Other Post-Employment Benefits" (OPEB), as well as for contingency funding in case of adverse development within incurred costs. OPEB costs associated with post employment health care benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid health care benefits in retirement and the current year cost associated with OPEB benefits that current employees will earn in FY 2014-2015. All other health care and dental insurance costs for current employees are allocated within the individual department's operating budgets effective with the FY 2013-2014 Restated Budget Program.

Total funding in the amount of \$450,000 is proposed for FY 2014-2015 - \$350,000 for OPEB-related costs and a contingency appropriation of \$100,000 in case of adverse development within incurred costs.

**WASTEWATER FUND TRANSFER (75001)**

The Town's On-Site Wastewater Management Program oversees and manages approximately 6,300 properties in Town that utilize on-site wastewater disposal systems (OWTS) as a means of wastewater disposal. Under this program, all property owners are required to have a baseline inspection performed for their disposal system. Baseline inspection findings are used to determine, what, if any repairs are necessary, in addition to future septic system inspections and pumping.

All properties in Town utilizing an OWTS were sent mandatory first inspection notices as of October 2011 and NOV's were issued as appropriate. Continued follow-up by the On-site Wastewater Specialist (OSWS) is necessary to ensure a baseline inspection has been completed for all properties, in addition to NOV compliance follow-up. The Public Services Department will be evaluating program success and determining possible amendments to the OSWM program, including an on-line OWTS inspection entry program for licensed inspectors.

A transfer from the General Fund in the amount of \$4,300 is proposed for FY 2014-2015, reflecting an increase of \$1,300 over the current year appropriation in order to provide funding for an annual service fee associated with an on-line inspection system to be implemented in the 2014-2015 fiscal year.

**TRANSFER TO SENIOR SERVICES FUND (75003)**

The total proposed operating budget for the Senior Services Program for the 2014-2015 fiscal year is \$805,079 representing an increase of \$22,453 (2.9%) over the 2013-2014 fiscal year. A general fund transfer of \$378,171 is proposed for FY 2014-2015, an increase of \$14,840 or 4.08% over the Fiscal Year 2013-2014 general fund transfer of \$363,331.

<b>Summary of South Kingstown Transfers</b>						
<b>Description</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Over PY</b>
Transportation Program	\$62,628	\$64,366	\$64,366	\$64,366	\$64,663	\$297
Day Services Program	33,994	36,809	36,809	36,809	39,647	2,838
Nutrition Program	69,324	72,835	72,835	72,835	78,194	5,359
Senior Center Program	185,552	189,321	189,321	189,321	195,667	6,346
<b>Total General Fund Transfer</b>	<b>351,498</b>	<b>363,331</b>	<b>363,331</b>	<b>363,331</b>	<b>378,171</b>	<b>\$14,840</b>

For a full explanation of the Senior Services Program, please refer to pages S-1 through S-15.

**TRANSFER TO SCHOOL FUND (75005)**

For FY 2014-2015, the Town Administration, after consultation with the School Administration, is proposing a School Fund in the amount of \$58,602,473, which is \$335,000 less than that recommended by the School Committee. This reduction is the result of two proposed amendments. First is increasing the amount of revenue forwarded to the FY 2014-2015 School Program from the School Fund's net assets (Fund Balance) from \$235,000 to \$400,000, an increase of \$165,000. The second is the reduction of the School Committee's Health Care appropriation from \$5,645,257 to \$5,310,257, a \$335,000 decrease.

Adoption of these two amendments allows for a \$500,000 reduction in the amount of property tax support required to balance the amended School Fund at \$49,614,070, an increase of \$482,628 (0.98%) over the current year appropriation of \$49,131,442. For a full explanation of the budgetary issues associated with proposed revisions to the School Committee's Recommended Budget, please refer to the Town Manager's Budget Message (*pages M-22 through M-24*).

Revenue Statement	Actual FY 2012-2013 School Department	Adopted FY 2013-2014 School Committee	Estimated FY 2013-2014 School Committee	Recommended FY 2014-2015 School Committee	Proposed FY 2014-2015 Town Manager	Increase (Decrease)
State Aid	\$7,677,921	\$7,816,786	\$7,816,786	7,510,096	\$7,510,097	(\$306,689)
Group Home Aid	375,000	315,000	315,000	308,034	308,034	(6,966)
Federal Jobs Fund	427,070	0		0	0	0
<b>Total State/Federal Aid</b>	<b>\$8,479,991</b>	<b>\$8,131,786</b>	<b>\$8,131,786</b>	<b>\$7,818,130</b>	<b>\$7,818,131</b>	<b>(\$313,655)</b>
Tuition Income	\$219,108	\$210,272	\$192,272	\$210,272	\$210,272	\$0
School Trust Funds	20,303	20,000	20,000	20,000	20,000	\$0
Designated Funds	535,030	535,000	535,000	235,000	400,000	(\$135,000)
Medicaid	538,871	550,000	525,000	500,000	500,000	(\$50,000)
Miscellaneous	27,346	47,000	47,000	40,000	40,000	(\$7,000)
<b>Total Local Revenue</b>	<b>\$1,340,659</b>	<b>\$1,362,272</b>	<b>\$1,319,272</b>	<b>\$1,005,272</b>	<b>\$1,170,272</b>	<b>(\$192,000)</b>
<b>Property Tax Appropriation</b>	<b>\$48,364,159</b>	<b>\$49,131,442</b>	<b>\$49,131,442</b>	<b>\$50,114,071</b>	<b>\$49,614,070</b>	<b>\$482,628</b>
<b>Gross Revenue</b>	<b>\$58,184,809</b>	<b>\$58,625,500</b>	<b>\$58,582,500</b>	<b>\$58,937,473</b>	<b>\$58,602,473</b>	<b>(\$23,027)</b>

Expense Statement	Actual FY 2012-2013 School Committee	Adopted FY 2013-2014 School Committee	Estimated FY 2013-2014 School Committee	Recommended FY 2014-2015 School Committee	Proposed FY 2014-2015 Town Manager	Increase (Decrease)
Salaries	\$33,806,292	\$34,221,480	\$33,523,040	33,432,548	33,432,548	(\$788,932)
Benefits	13,341,378	13,631,041	13,483,395	13,703,135	13,368,135	(\$262,906)
Professional Services	929,319	1,121,847	1,185,137	1,311,387	1,311,387	\$189,540
Property Services	671,636	644,658	735,414	669,472	669,472	\$24,814
Other Services	6,581,652	6,868,162	6,887,628	7,038,879	7,038,879	\$170,717
Supplies	1,544,703	1,621,436	1,601,587	1,577,144	1,577,144	(\$44,292)
Equipment	641,504	516,876	534,944	1,204,908	1,204,908	\$688,032
<b>Total Expense</b>	<b>\$57,516,484</b>	<b>\$58,625,500</b>	<b>\$57,951,145</b>	<b>\$58,937,473</b>	<b>\$58,602,473</b>	<b>(\$23,027)</b>
<b>Surplus Position</b>	<b>\$668,325</b>	<b>\$0</b>	<b>\$631,355</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**HUMAN SERVICES AGENCIES (80000)**

For the 2014-2015 fiscal year, it is proposed the Town appropriate \$147,400 for the support of human services programming provided by 12 community-based agencies that address important and diverse human service needs.

***Trends, Impacts, Issues***

The Town is dedicated to the well-being of its residents and makes every effort to ensure that basic needs are being met – particularly for those who are low income, elderly, and/or handicapped. The proposed contributions to human services agencies represent the Town’s efforts to support organizations that provide a wide range of services to these local residents.

Important to note is that for FY 2014-2015 the Town will provide (exclusive of CDBG and property tax exemptions) 52.6% of the total municipal cash contributions to these organizations, down slightly as compared to the current year (57.5%), while 23.5% of the organizations’ clientele are Town residents, down from 30.2% in FY 2013-2014. Although the differential has reflected a declining trend, there continues to remain a significant range when determining the percent of each organization’s total clientele, as compared to the percent of Town residents served.

***Specific Performance Measurements***

The following chart details the percentage of municipal funding and clients served from South Kingstown for each organization requesting funding in FY 2014-2015:

	<b>SK Share of</b>	<b>SK Clients</b>
<b>Contribution to Private Agencies</b>	<b>Total</b>	<b>% of Total</b>
Gateway Health Care (f/k/a So. Shore Center)	34.1%	22.1%
Home and Hospice Care of RI	100.0%	44.4%
VNS Home Health Services	38.4%	21.0%
Thundermist Health Center of South County	87.3%	n/a *
Phoenix Houses of New England	100.0%	38.1%
Jonnycake Center of Peace Dale	78.6%	74.7%
Cane Child Development Center	100.0%	62.3%
So. County Community Action	53.3%	19.7%
Welcome House of South County	80.0%	18.9%
Domestic Violence Resource Center	28.6%	18.2%
Wash. County Coalition for Children	4.4%	21.2%
Education Exchange	17.4%	21.4%
<b>Total</b>	<b>52.6%</b>	<b>23.5%</b>

\* Thundermist Health Center did not report Town client figures for FY 2013-2014.

***Goals FY 2014-2015***

The Town strives to continue its support of outside agencies and annually reviews the level of support to best reflect the needs of the community.

**Budget Comparison**

	FY 2013-2014	FY 2014-2015	FY 2014-2015	Inc. over
Organization	Budgeted	Requested	Proposed	Prior Year
Gateway Health Care	\$15,000	\$15,000	\$15,000	\$0
Home and Hospice Care of RI	1,500	1,500	1,500	0
VNS Home Health Services	24,000	24,000	24,000	0
Thundermist Health Ctr of SC	24,000	24,000	24,000	0
Phoenix Houses of NE	12,000	12,000	12,000	0
Jonnycake Center of Peace Dale	22,000	22,000	22,000	0
Cane Child Development Center	9,000	9,000	9,000	0
So. County Community Action	24,000	25,000	24,000	1,000
Welcome House of South County	8,000	8,000	8,000	0
Domestic Violence Resource Center	5,000	5,000	5,000	0
Wash. County Coalition for Children	400	1,000	400	600
Education Exchange	2,500	3,500	2,500	1,000
<b>Total</b>	<b>\$147,400</b>	<b>\$150,000</b>	<b>\$147,400</b>	<b>\$2,600</b>

The total proposed budget for contributions to human services agencies for the 2014-2015 fiscal year is \$147,400 representing level funding from the current year budget. It is noted that the Town also makes contributions to several of these agencies through CDBG funding and/or property tax exemptions.

**CONTRIBUTIONS TO OUTSIDE AGENCIES (\$1000)**

The Town of South Kingstown strives to support local outside agencies that work toward the betterment of the community, often with limited funding support.

***Trends, Impacts, Issues***

Outside agencies are comprised of a number of types of organizations including Town Council appointed boards and commissions, neighborhood/village groups, environmental groups, and local commerce/economic development/community organizations. A Town appropriation is proposed in FY 2014-2015 to the following agencies:

RI League Of Cities And Towns – funding is provided to pay the Town's membership dues to the Rhode Island League of Cities and Towns. The League provides a number of services for all Rhode Island cities and towns to represent municipal interests on both state and federal levels. This organization also sponsors professional conferences and seminars for the benefit of municipal employees and elected officials, in addition to providing research and information gathering and dissemination. The League has also played a direct role in shaping State policy and legislation in the areas of collective bargaining; unfunded mandates; municipal and school aid programs; and affordable housing mandates.

During the current fiscal year, the League continues to promote municipal interests before the General Assembly and with the Governor’s Office to define positions on programs affecting municipal government operations and local taxpayers. Lobbying efforts have recently concentrated on the equitable distribution of general State aid to cities and towns and adequate support for local schools, as well as providing vigorous opposition to organized labor's continued efforts to provide for binding arbitration and never-ending contracts for public employee bargaining units. Level funding of \$11,115 is proposed for FY 2014-2015.

Celebrations – funding is provided each year for the conduct of three parades. Level funding in the amount of \$7,000 is proposed for the 2014-2015 fiscal year.

	<b>2013-2014</b>	<b>2014-2015</b>
	<b>Restated</b>	<b>Proposed</b>
Veterans Day Parade	\$2,333	\$2,333
Memorial Day Parade	2,333	2,333
Fireman's Parade	2,333	2,333
Total	\$7,000	\$7,000

Fire Company Donation - the nine fire companies within the Town of South Kingstown each receive an annual funding contribution. Level funding in the amount of \$400 each for a total appropriation of \$3,600 is proposed for FY 2014-2015.

Narrow River Preservation Association (NRPA) – environmental citizen action organization – dedicated to protecting the environment of the Narrow River. Town funding supports the citizens' water quality monitoring program along the river. Level funding in the amount of \$500 is proposed for FY 2014-2015.

Southern Rhode Island Chamber of Commerce – commerce/economic development organization - a 501(c)(6) non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial and civic interests of the community. As noted in its mission, the Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. Level funding in the amount of \$8,000 is proposed for FY 2014-2015; it is noted that \$12,000 was requested.

Peace Dale Neighborhood Revitalization, Inc. (PDNRI) - neighborhood/village organization - a 501(c)(3) non-profit organization – proposed work efforts include promotion of local businesses, coordination of local arts-based initiatives, commercial/residential redevelopment, community streetscape beautification, special events to showcase the village and the continued production and maintenance of a village newsletter and website. Level funding in the amount of \$2,000 is proposed for the 2014-2015 fiscal year.

Wakefield Village Association – business community organization – a self managed organization consisting of volunteers from the Wakefield business community - funding will assist the continuation of outdoor seasonal street festivals and community initiatives that encourage pedestrian activities, streetscape beautification and the continued economic vibrancy of the commercial downtown area. Level funding in the amount of \$2,000 is proposed for FY 2014-2015; it is noted that \$6,000 was requested.

South Kingstown Partnership for Prevention – Town Council appointed - oversees the implementation of grant funding from the State and Federal government – charged with leading the Town in substance abuse prevention initiatives by using a variety of strategies and resources to build sustainability in partnership with various community sectors to design, implement and manage a variety of prevention programs. The Town provides matching funds and in-kind services. Level funding in the amount of \$4,000 is proposed for FY 2014-2015.

The Washington County Regional Planning Council (WCRPC) – commerce/community cooperation organization - dedicated to promoting regional cooperation and joint planning for the nine South County communities. Focus is on five issues: economic development, water resources, land use, affordable housing and transportation. Funding sources are both public and private. Level funding in the amount of \$4,000 is proposed for FY 2014-2015; it is noted that \$6,000 was requested.

Washington County Community Development Corporation – community organization – assists member communities in providing affordable housing for Washington County residents by working jointly with private developers and/or non-profit organizations and municipalities within Washington County to encourage and promote the creation of affordable housing units. Funding sources include the Rhode Island Foundation, the Housing Network, private philanthropic support, as well as municipal funding. Level funding in the amount of \$1,000 is proposed for FY 2014-2015.

***Budget Comparison***

Level funding for Outside Agencies in the amount of \$43,215 is proposed for the 2014-2015 fiscal year. It is noted that requests for funding were also received from two agencies – Easter Seals of RI (\$5,000) and Wildlife Rehabilitators Association of Rhode Island (\$7,661), but are not included in the Town Manager's Proposed Budget for FY 2014-2015 as these agencies do not currently receive Town funding.

**CAPITAL IMPROVEMENT PROGRAM (85000)**

The Town Council’s adopted Capital Improvement Program (CIP) for FY 2014-2015 through FY 2019-2020 includes major replacements, purchases, construction, and annual contractual programs that require expenditures in excess of \$10,000. The purpose of this program is to develop an orderly schedule of improvements that are needed by the Town. The CIP seeks to determine needs, establish priorities, and analyze the Town's ability to pay for these new improvements.

A capital budget element of \$1,286,000 is proposed for FY 2014-2015, reflecting an increase of \$54,000 over the current fiscal year budget of \$1,232,000. During the current fiscal year, \$500,000 in revenue from the General Fund's Unassigned Fund Balance was used to offset an equal amount of property tax support associated with the Capital Budget. For the 2014-2015 fiscal year, it is proposed to use \$425,000 from the Unassigned Fund Balance. The net general fund need for capital projects funding is \$861,000.

A summary of the FY 2014-2015 Capital Budget is presented as follows:

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>Increase</b>
<b>Capital Budget Program</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>(Decrease)</b>
Recreational	\$169,000	\$167,000	\$212,000	\$45,000
Public Services	839,790	853,000	851,000	(2,000)
Public Safety	142,000	169,000	188,000	19,000
General Municipal	59,000	43,000	35,000	(8,000)
<b>Total Capital Budget Program</b>	<b>\$1,209,790</b>	<b>\$1,232,000</b>	<b>\$1,286,000</b>	<b>\$54,000</b>

**EDUCATION DEBT SERVICE (90001)**

This account provides funding to meet debt retirement costs associated with school-related capital facilities. Educational debt service costs are maintained separately from general municipal debt since school-related debt receives a thirty percent (30%) reimbursement from the State of Rhode Island. For the 2014-2015 fiscal year, the projected school debt service cost is \$1,737,045 (\$378,534 less than the current year budget of \$2,115,579). Available non-property tax revenues amounting to \$790,583 will offset school debt service requirements resulting in a net property tax need of \$946,462 (a decrease of \$333,854 from the budgeted current year property tax need). The decreased property tax need is a result of a decline in principal and interest payment requirements on existing debt, which are offset somewhat by a slight decline in third party revenue sources.

<b>EDUCATION DEBT SERVICE PROGRAM</b>		
<b>Permanent Debt (Bonds)</b>	<b>Estimated 2013-2014</b>	<b>Proposed 2014-2015</b>
High School Addition #2 (A & B)	\$340,704	\$0
Junior High Addition /Athletic Fields/Hazard Renovations	321,673	303,314
Junior High Fields	60,981	59,055
School Site/Maintenance / Matunuck/W. Kingston Playgrounds	96,737	90,777
Jr. High Fields Property Purchase./Roof Repairs	48,929	47,894
New Middle School	701,587	671,988
Middle School fields/ South Rd Roof Replace(6/02) Refi.11/12	72,336	90,354
General Building Reno. \$1 Million-(6/15/03) Refinanced 11/12	66,873	66,502
Middle Sch. fields \$325K/Gen. Bldg. \$1.05M (6/02) Refi.11/12	91,324	100,501
General Building Renovations \$1 Million-6/15/05	73,875	72,125
General Building Renovations \$800 Thousand-6/15/06	61,580	59,980
General Building Renovations \$1 Million-6/15/07	80,125	78,000
General Building Renovations \$1.2 Million-11/12/09	96,855	95,055
Bond Registration Fees	1,500	1,500
<b>Total</b>	<b>\$2,115,079</b>	<b>\$1,737,045</b>
<b>Net Education Debt Service</b>	<b>Budgeted 2013-2014</b>	<b>Proposed 2014-2015</b>
Total Debt Service	\$2,115,079	\$1,737,045
Less State School Construction Aid	(710,726)	(678,161)
Less School Impact Fees	(70,000)	(70,000)
Less Overlay Share	26,102	18,973
Less Motor Vehicle Excise Taxes	(70,005)	(51,234)
South Road School Reserve Fund	(10,468)	(10,161)
<b>Property Tax Need</b>	<b>\$1,279,982</b>	<b>\$946,462</b>

**TOWN DEBT SERVICE (90003)**

This account provides funding for the debt retirement of all permanent municipal bond programs and short-term bond anticipation note costs. For the 2014-2015 fiscal year, the total proposed appropriation is \$1,085,519, which is \$19,175 less than the current year adopted budget. Based on anticipated third party revenues of \$367,533 net debt service will amount to \$717,986, which is \$9,816 less than the budgeted FY 2013-2014 fiscal year requirement. The decreased property tax need is a result of a decline in principal and interest payment requirements on existing debt.

Bond repayments are scheduled for the following projects:

<b>TOWN DEBT SERVICE PROGRAM</b>		
<b>Existing Debt Service</b>	<b>Estimated 2013-2014</b>	<b>Proposed 2014-2015</b>
Recreation/Library (5/93) Refinanced 10/02	\$0	\$0
Kingston Library, Public Safety Land (3/94) Refinanced 10/02	38,896	0
Public Safety Building/Marina Park (2/95) Refinanced 6/05	260,369	252,144
Marina Park/Open Space (1/96) Refinanced 6/03	16,503	15,561
Land Acquisition/Brousseau Pk/Storage (6/98) Refinanced 11/09	28,413	26,623
Open Space/Senior Center/Greenway (6/99) Refinanced 11/09	80,008	78,294
Middle Sch. fields/Green Hill Park/Op. Sp.(6/02) Refi.11/2012	135,117	168,774
Open Space/Public Works (6/03) Refinanced 11/2012	26,749	26,601
Open Space/Middle Sch.fields/Public Works (6/04) Refi.11/2012	98,394	108,227
Open Space/Public Works (6/06)	323,295	314,895
Open Space/Public Works (6/07)	96,150	93,600
Bond Registration Fees	800	800
<b>Direct Municipal Debt</b>	<b>\$1,104,694</b>	<b>\$1,085,519</b>
<b>Net Municipal Debt Service</b>	<b>Budgeted 2013-2014</b>	<b>Proposed 2014-2015</b>
Total Town Debt Service	\$1,104,694	\$1,085,519
Less State Library Aid	(8,811)	0
Less Recreation Impact Fees	(118,124)	(114,540)
Less Overlay Share	14,838	14,461
Less Transfer from Open Space Reserve	(225,000)	(225,000)
Less Motor Vehicle Excise Taxes	(39,795)	(42,454)
<b>Property Tax Need</b>	<b>\$727,802</b>	<b>\$717,986</b>

General Fund			2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase Over
			Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
<b>10111001 Town Council</b>								
10111001	511002	Part-Time Salaries	\$11,000	\$11,000	\$13,500	\$13,500	\$13,500	\$0
10111001	511004	Overtime	2,256	2,500	0	0	0	0
10111001	522250	FICA	0	0	1,033	1,033	1,033	0
10111001	540012	Office Materials & Supplies	0	50	50	50	50	0
10111001	580100	Miscellaneous Expenses	0	500	500	600	500	0
<b>TOTAL</b>	<b>Town Council</b>		<b>\$13,256</b>	<b>\$14,050</b>	<b>\$15,083</b>	<b>\$15,183</b>	<b>\$15,083</b>	<b>\$0</b>
<b>10111003 Budget Referendum</b>								
10111003	511003	Seasonal Salaries	\$0	\$3,000	\$3,000	\$2,900	\$2,900	(\$100)
10111003	511004	Overtime	0	900	900	700	633	(267)
10111003	522250	FICA	0	0	298	45	270	(28)
10111003	530111	Professional Services	0	350	350	350	350	0
10111003	538012	Advertising	7	400	400	400	400	0
10111003	538022	Printing Expenses	0	5,144	5,144	5,144	5,144	0
10111003	540012	Office Materials & Supplies	0	100	100	100	100	0
10111003	580100	Miscellaneous Expenses	0	275	275	275	275	0
10111003	590999	Transfer To Other Funds	10,000	0	0	0	0	0
<b>TOTAL</b>	<b>Budget Referendum</b>		<b>\$10,007</b>	<b>\$10,169</b>	<b>\$10,467</b>	<b>\$9,914</b>	<b>\$10,072</b>	<b>(\$395)</b>
<b>10111005 Legal Staff</b>								
10111005	530111	Professional Services	\$158,934	\$167,000	\$167,000	\$167,000	\$170,260	\$3,260
10111005	580100	Miscellaneous Expenses	2,400	4,200	4,200	3,000	4,200	0
<b>TOTAL</b>	<b>Legal Staff</b>		<b>\$161,334</b>	<b>\$171,200</b>	<b>\$171,200</b>	<b>\$170,000</b>	<b>\$174,460</b>	<b>\$3,260</b>
<b>10111007 Probate Judge</b>								
10111007	511002	Part-Time Salaries	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$0
10111007	522250	FICA	0	0	306	306	306	0
<b>TOTAL</b>	<b>Probate Judge</b>		<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,306</b>	<b>\$4,306</b>	<b>\$4,306</b>	<b>\$0</b>
<b>10112001 Town Manager</b>								
10112001	511001	Full-Time Employees	\$294,976	\$303,025	\$303,025	\$299,598	\$287,448	(\$15,577)
10112001	511002	Part-Time Salaries	7,967	7,540	7,540	7,500	8,018	478
10112001	511004	Overtime	4,449	2,300	2,300	2,300	2,200	(100)
10112001	511005	Retirement/Vacation Reimb.	9,982	10,000	10,000	10,000	10,000	0
10112001	511006	Longevity	8,028	8,372	8,372	8,581	7,807	(565)
10112001	522250	FICA	0	0	21,619	21,619	21,609	(10)
10112001	522300	Municipal Employees Retirement	0	0	61,540	61,540	57,116	(4,424)
10112001	522818	Medical Insur-Active Employees	0	0	39,906	39,906	38,176	(1,730)
10112001	522822	Dental Insur-Active Employees	0	0	2,982	2,982	2,595	(387)
10112001	522850	Life Insurance	0	0	122	122	106	(16)
10112001	530016	Web Site Services	350	500	500	500	500	0
10112001	534010	Maintenance Of Motor Vehicles	39	300	300	300	400	100
10112001	534014	Maintenance Of Office Equip	0	100	100	100	100	0
10112001	538012	Advertising	35	0	0	0	0	0
10112001	538014	Travel Expenses	0	2,000	2,000	500	2,000	0
10112001	538022	Printing Expenses	1,637	2,300	2,300	2,300	2,300	0
10112001	538030	Licenses And Dues	1,400	2,500	2,500	2,100	2,500	0
10112001	540012	Office Materials & Supplies	519	900	900	900	1,000	100
10112001	540020	Books And Publications	164	300	300	200	200	(100)
10112001	540028	Motor Vehicle Materials & Supp	69	700	700	500	700	0
10112001	540040	Fuels And Lubricants	2,113	3,000	3,000	2,500	3,000	0
10112001	550002	Computer Equipment	974	1,200	1,200	1,000	1,000	(200)
10112001	550004	Office Equipment	0	100	100	200	200	100
10112001	550026	Furniture And Furnishings	0	200	200	0	200	0
<b>TOTAL</b>	<b>Town Manager</b>		<b>\$332,703</b>	<b>\$345,337</b>	<b>\$471,506</b>	<b>\$465,248</b>	<b>\$449,175</b>	<b>(\$22,331)</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10112003 Personnel Administration</b>						
10112003 511001 Full-Time Employees	\$63,173	\$64,436	\$64,436	\$64,436	\$65,725	\$1,289
10112003 511002 Part-Time Salaries	7,964	7,540	7,540	7,540	8,018	478
10112003 511006 Longevity	1,937	2,080	2,080	1,870	1,814	(266)
10112003 522250 FICA	0	0	5,665	5,650	5,563	(102)
10112003 522300 Municipal Employees Retirement	0	0	7,766	7,790	8,489	723
10112003 522818 Medical Insur-Active Employees	0	0	5,619	5,619	13,301	7,682
10112003 522822 Dental Insur-Active Employees	0	0	330	300	904	574
10112003 522850 Life Insurance	0	0	41	37	37	(4)
10112003 530111 Professional Services	300	2,700	2,700	2,000	2,700	0
10112003 538012 Advertising	0	200	200	200	200	0
10112003 538014 Travel Expenses	0	100	100	75	100	0
10112003 538016 Educational Expenses	0	2,500	2,500	2,000	2,000	(500)
10112003 538022 Printing Expenses	140	200	200	400	300	100
10112003 538030 Licenses And Dues	733	915	915	900	915	0
10112003 540012 Office Materials & Supplies	65	200	200	200	200	0
10112003 540020 Books And Publications	0	175	175	150	175	0
10112003 580100 Miscellaneous Expenses	10	1,400	1,400	1,200	1,000	(400)
<b>TOTAL Personnel Administration</b>	<b>\$74,322</b>	<b>\$82,446</b>	<b>\$101,867</b>	<b>\$100,367</b>	<b>\$111,441</b>	<b>\$9,574</b>
<b>10113001 Town Clerk</b>						
10113001 511001 Full-Time Employees	\$241,258	\$248,232	\$248,232	\$248,232	\$255,384	\$7,152
10113001 511004 Overtime	868	500	500	500	500	0
10113001 511006 Longevity	10,696	11,268	11,268	11,268	12,168	900
10113001 522250 FICA	0	0	19,890	19,890	19,428	(462)
10113001 522300 Municipal Employees Retirement	0	0	30,491	30,491	33,630	3,139
10113001 522818 Medical Insur-Active Employees	0	0	66,708	66,708	66,706	(2)
10113001 522822 Dental Insur-Active Employees	0	0	4,970	4,970	4,519	(451)
10113001 522850 Life Insurance	0	0	204	204	185	(19)
10113001 530016 Web Site Services	225	400	400	400	400	0
10113001 530111 Professional Services	4,123	4,330	4,330	4,330	3,280	(1,050)
10113001 538012 Advertising	1,533	1,700	1,700	1,700	1,700	0
10113001 538014 Travel Expenses	265	2,000	2,000	2,000	2,000	0
10113001 538016 Educational Expenses	0	500	500	250	500	0
10113001 538022 Printing Expenses	1,884	2,108	2,108	2,108	1,961	(147)
10113001 538030 Licenses And Dues	570	605	605	605	445	(160)
10113001 540012 Office Materials & Supplies	1,269	2,000	2,000	2,000	2,000	0
10113001 540038 Uniforms And Other Clothing	0	0	0	450	300	300
10113001 550004 Office Equipment	0	200	200	200	1,200	1,000
<b>TOTAL Town Clerk</b>	<b>\$262,691</b>	<b>\$273,843</b>	<b>\$396,106</b>	<b>\$396,306</b>	<b>\$406,306</b>	<b>\$10,200</b>
<b>10113003 Town Public Information</b>						
10113003 530018 Outside Data Processing	\$11,668	\$14,180	\$14,180	\$3,368	\$3,368	(\$10,812)
10113003 530066 Internet Access	912	0	0	912	912	912
10113003 538012 Advertising	0	0	0	150	150	150
10113003 530111 Professional Services	0	0	0	9,750	9,750	9,750
<b>TOTAL Town Public Information</b>	<b>\$12,580</b>	<b>\$14,180</b>	<b>\$14,180</b>	<b>\$14,180</b>	<b>\$14,180</b>	<b>\$0</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10113005 Canvassing Authority</b>						
10113005 511001 Full-Time Employees	\$38,884	\$38,820	\$38,820	\$38,820	\$39,596	\$776
10113005 511002 Part-Time Salaries	2,691	2,665	2,665	2,665	2,665	0
10113005 511003 Seasonal Salaries	23,100	0	0	0	38,750	38,750
10113005 511004 Overtime	2,020	0	0	0	3,314	3,314
10113005 511006 Longevity	229	515	515	515	644	129
10113005 522250 FICA	0	0	3,213	3,213	6,281	3,068
10113005 522300 Municipal Employees Retirement	0	0	4,622	4,622	5,058	436
10113005 522818 Medical Insur-Active Employees	0	0	13,368	13,368	13,450	82
10113005 522822 Dental Insur-Active Employees	0	0	994	904	904	(90)
10113005 522850 Life Insurance	0	0	41	41	37	(4)
10113005 538012 Advertising	653	0	0	0	500	500
10113005 538022 Printing Expenses	538	0	0	0	1,646	1,646
10113005 540012 Office Materials & Supplies	386	100	100	100	300	200
10113005 540038 Uniforms And Other Clothing	150	0	0	0	150	150
10113005 580100 Miscellaneous Expenses	1,862	0	0	0	3,236	3,236
<b>TOTAL Canvassing Authority</b>	<b>\$70,514</b>	<b>\$42,100</b>	<b>\$64,338</b>	<b>\$64,248</b>	<b>\$116,531</b>	<b>\$52,193</b>
<b>10114001 Finance Department</b>						
10114001 511001 Full-Time Employees	\$393,508	\$398,910	\$398,910	\$386,636	\$405,292	\$6,382
10114001 511002 Part-Time Salaries	43,895	53,066	53,066	43,401	41,527	(11,539)
10114001 511004 Overtime	679	250	250	1,750	500	250
10114001 511005 Retirement/Vacation Reimb.	20,191	10,000	10,000	106,364	0	(10,000)
10114001 511006 Longevity	14,490	15,042	15,042	12,983	10,912	(4,130)
10114001 522250 FICA	0	0	34,836	42,143	33,977	(859)
10114001 522300 Municipal Employees Retirement	0	0	66,517	37,605	55,162	(11,355)
10114001 522818 Medical Insur-Active Employees	0	0	83,402	75,375	75,584	(7,818)
10114001 522820 Medical Insur-Retirees	0	0	5,513	5,513	5,513	0
10114001 522822 Dental Insur-Active Employees	0	0	6,212	5,280	5,651	(561)
10114001 522840 Insurance Buyback	0	0	0	1,200	1,200	1,200
10114001 522850 Life Insurance	0	0	254	254	284	30
10114001 530016 Web Site Services	0	650	650	50	0	(650)
10114001 530111 Professional Services	(894)	4,000	3,970	2,500	2,500	(1,470)
10114001 534014 Maintenance Of Office Equip	429	560	560	250	500	(60)
10114001 538012 Advertising	2,448	100	100	300	500	400
10114001 538014 Travel Expenses	170	2,900	2,900	500	2,000	(900)
10114001 538016 Educational Expenses	29	1,100	1,100	0	750	(350)
10114001 538022 Printing Expenses	3,107	2,700	2,700	2,000	7,500	4,800
10114001 538030 Licenses And Dues	250	600	630	600	580	(50)
10114001 540012 Office Materials & Supplies	973	2,700	2,700	2,000	3,000	300
10114001 540020 Books And Publications	240	450	450	250	400	(50)
10114001 540038 Uniforms And Other Clothing	599	0	0	150	450	450
10114001 550002 Computer Equipment	0	900	900	900	1,500	600
<b>TOTAL Finance Department</b>	<b>\$480,115</b>	<b>\$493,928</b>	<b>\$690,662</b>	<b>\$728,004</b>	<b>\$655,282</b>	<b>(\$35,380)</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10114003 Information Technology Division</b>						
10114003 511001 Full-Time Employees	\$73,575	\$132,440	\$132,440	\$157,010	\$155,080	\$22,640
10114003 511006 Longevity	0	0	0	0	468	468
10114003 522250 FICA	0	0	10,132	12,012	11,476	1,344
10114003 522300 Municipal Employees Retirement	0	0	15,562	17,866	19,496	3,934
10114003 522818 Medical Insur-Active Employees	0	0	26,604	23,945	23,942	(2,662)
10114003 522822 Dental Insur-Active Employees	0	0	1,988	1,808	1,627	(361)
10114003 522850 Life Insurance	0	0	81	74	66	(15)
10114003 530018 Outside Data Processing	0	0	0	4,533	0	0
10114003 530066 Internet Access	0	0	0	0	2,000	2,000
10114003 530111 Professional Services	28,037	32,000	32,000	29,167	25,000	(7,000)
10114003 534014 Maintenance Of Office Equip	8,860	15,600	15,600	13,716	16,050	450
10114003 534016 Maintenance Of Software	29,776	51,500	51,500	51,479	36,385	(15,115)
10114003 538012 Advertising	603	0	0	0	0	0
10114003 538014 Travel Expenses	0	1,000	1,000	1,554	1,500	500
10114003 538016 Educational Expenses	7,295	2,000	2,000	2,000	2,000	0
10114003 538022 Printing Expenses	10,433	11,900	11,900	994	1,500	(10,400)
10114003 538030 Licenses And Dues	75	75	75	75	75	0
10114003 540012 Office Materials & Supplies	12,843	15,900	15,900	14,534	9,085	(6,815)
10114003 540020 Books And Publications	0	350	350	350	350	0
10114003 550002 Computer Equipment	8,281	0	0	384	15,000	15,000
10114003 590999 Transfer To Other Funds	72,000	0	0	0	0	0
<b>TOTAL Information Technology Division</b>	<b>\$251,779</b>	<b>\$262,765</b>	<b>\$317,132</b>	<b>\$331,501</b>	<b>\$321,100</b>	<b>\$3,968</b>
<b>10114005 Post Year Audit</b>						
10114005 530111 Professional Services	\$6,830	\$22,325	\$22,325	\$24,480	\$24,483	\$2,158
10114005 580100 Miscellaneous Expenses	0	1,925	1,925	0	0	(1,925)
<b>TOTAL Post Year Audit</b>	<b>\$6,830</b>	<b>\$24,250</b>	<b>\$24,250</b>	<b>\$24,480</b>	<b>\$24,483</b>	<b>\$233</b>
<b>10115001 Tax Assessor</b>						
10115001 511001 Full-Time Employees	\$241,663	\$246,311	\$246,311	\$248,222	\$255,331	\$9,020
10115001 511006 Longevity	8,809	9,382	9,382	9,381	10,179	797
10115001 522250 FICA	0	0	19,561	19,561	19,720	159
10115001 522300 Municipal Employees Retirement	0	0	30,043	30,268	33,374	3,331
10115001 522818 Medical Insur-Active Employees	0	0	36,317	31,075	45,751	9,434
10115001 522822 Dental Insur-Active Employees	0	0	2,318	3,012	3,012	694
10115001 522840 Insurance Buyback	0	0	0	2,000	2,000	2,000
10115001 522850 Life Insurance	0	0	204	204	185	(19)
10115001 530016 Web Site Services	0	100	100	150	150	50
10115001 530018 Outside Data Processing	430	450	450	450	450	0
10115001 534010 Maintenance Of Motor Vehicles	0	200	200	200	200	0
10115001 534014 Maintenance Of Office Equip	0	300	300	300	500	200
10115001 538012 Advertising	0	200	200	200	200	0
10115001 538014 Travel Expenses	30	100	100	100	100	0
10115001 538016 Educational Expenses	250	500	500	500	500	0
10115001 538022 Printing Expenses	432	450	450	450	450	0
10115001 538030 Licenses And Dues	760	300	300	300	800	500
10115001 540012 Office Materials & Supplies	1,259	2,000	2,000	2,000	2,000	0
10115001 540020 Books And Publications	925	1,000	1,000	1,000	1,000	0
10115001 540028 Motor Vehicle Materials & Supp	237	300	300	300	300	0
10115001 540038 Uniforms And Other Clothing	150	0	0	600	600	600
10115001 540040 Fuels And Lubricants	358	500	500	500	500	0
10115001 550026 Furniture And Furnishings	1,362	0	0	0	0	0
<b>TOTAL Tax Assessor</b>	<b>\$256,664</b>	<b>\$262,093</b>	<b>\$350,536</b>	<b>\$350,773</b>	<b>\$377,302</b>	<b>\$26,766</b>
<b>10115003 Assessment Board of Review</b>						
10115003 511002 Part-Time Salaries	\$160	\$1,800	\$1,800	\$0	\$0	(\$1,800)
10115003 522250 FICA	0	0	138	0	0	(138)
10115003 530002 Stipends Boards/Commissions	0	0	0	120	500	500
10115003 538014 Travel Expenses	0	100	100	100	100	0
<b>TOTAL Assessment Board of Review</b>	<b>\$160</b>	<b>\$1,900</b>	<b>\$2,038</b>	<b>\$220</b>	<b>\$600</b>	<b>(\$1,438)</b>



General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10117001 Zoning/Building Inspection</b>						
10117001 511001 Full-Time Employees	\$164,549	\$202,501	\$202,501	\$202,501	\$210,181	\$7,680
10117001 511002 Part-Time Salaries	29,246	16,961	16,961	15,500	22,623	5,662
10117001 511004 Overtime	517	300	300	150	300	0
10117001 511006 Longevity	7,172	7,675	7,675	8,820	7,730	55
10117001 522250 FICA	0	0	17,399	17,399	17,659	260
10117001 522300 Municipal Employees Retirement	0	0	24,587	24,587	27,332	2,745
10117001 522818 Medical Insur-Active Employees	0	0	53,406	45,685	45,684	(7,722)
10117001 522822 Dental Insur-Active Employees	0	0	3,976	3,012	3,012	(964)
10117001 522850 Life Insurance	0	0	163	163	185	22
10117001 534010 Maintenance Of Motor Vehicles	39	200	200	200	200	0
10117001 534016 Maintenance Of Software	0	1,500	1,500	1,500	1,500	0
10117001 538012 Advertising	17	50	50	50	100	50
10117001 538014 Travel Expenses	580	2,000	2,000	1,592	2,000	0
10117001 538022 Printing Expenses	2,068	1,000	1,000	995	1,880	880
10117001 538030 Licenses And Dues	140	105	105	105	135	30
10117001 540012 Office Materials & Supplies	280	400	400	400	400	0
10117001 540020 Books And Publications	0	500	500	450	200	(300)
10117001 540028 Motor Vehicle Materials & Supp	1,024	600	600	924	600	0
10117001 540038 Uniforms And Other Clothing	912	500	500	535	540	40
10117001 540040 Fuels And Lubricants	3,644	4,500	4,500	3,600	4,200	(300)
10117001 550004 Office Equipment	370	500	500	250	300	(200)
10117001 590999 Transfer To Other Funds	26,000	0	0	0	0	0
<b>TOTAL Zoning/Building Inspection</b>	<b>\$236,558</b>	<b>\$239,292</b>	<b>\$338,823</b>	<b>\$328,418</b>	<b>\$346,761</b>	<b>\$7,938</b>
<b>10117003 Zoning Board Of Review</b>						
10117003 511002 Part-Time Salaries	\$1,360	\$2,000	\$2,000	\$0	\$0	(\$2,000)
10117003 511004 Overtime	688	1,200	1,200	900	1,200	0
10117003 522250 FICA	0	0	245	245	250	5
10117003 530002 Stipends Boards/Commissions	0	0	0	1,860	2,000	2,000
10117003 530111 Professional Services	5,153	8,000	8,000	6,000	8,000	0
10117003 538012 Advertising	370	400	400	400	450	50
10117003 538022 Printing Expenses	0	250	250	250	250	0
10117003 540012 Office Materials & Supplies	0	50	50	50	50	0
<b>TOTAL Zoning Board Of Review</b>	<b>\$7,571</b>	<b>\$11,900</b>	<b>\$12,145</b>	<b>\$9,705</b>	<b>\$12,200</b>	<b>\$55</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10120001 Police Department</b>						
10120001 511001 Full-Time Employees	\$3,604,514	\$3,835,662	\$3,835,662	\$3,784,066	\$3,891,835	\$56,173
10120001 511002 Part-Time Salaries	37,966	26,531	26,531	105,627	98,497	71,966
10120001 511003 Seasonal Salaries	67,149	70,000	70,000	26,427	0	(70,000)
10120001 511004 Overtime	578,580	500,000	500,000	490,000	510,000	10,000
10120001 511005 Retirement/Vacation Reimb.	240,613	100,000	100,000	100,000	100,000	0
10120001 511006 Longevity	31,062	182,751	182,751	169,820	177,791	(4,960)
10120001 522250 FICA	0	0	360,693	323,670	353,772	(6,921)
10120001 522300 Municipal Employees Retirement	0	0	96,378	94,640	106,753	10,375
10120001 522302 Police Retirement	0	0	480,570	468,200	735,950	255,380
10120001 522306 Direct Pension	0	0	7,480	7,480	7,480	0
10120001 522818 Medical Insur-Active Employees	0	0	785,259	728,000	779,441	(5,818)
10120001 522820 Medical Insur-Retirees	0	0	387,210	360,000	344,115	(43,095)
10120001 522822 Dental Insur-Active Employees	0	0	58,459	54,000	51,246	(7,213)
10120001 522824 Dental Insur-Retirees	0	0	4,262	5,269	5,118	856
10120001 522840 Insurance Buyback	0	0	0	1,981	16,500	16,500
10120001 522850 Life Insurance	0	0	6,062	4,800	5,521	(541)
10120001 530012 Cleaning Services	16,351	18,250	18,250	18,500	19,200	950
10120001 530024 Medical Services	150	1,000	1,000	1,000	1,000	0
10120001 530064 Copy Machine Services	2,738	3,000	3,000	3,000	3,300	300
10120001 530111 Professional Services	5,855	8,000	8,000	8,000	8,000	0
10120001 532000 Telephone	18,804	21,500	21,500	19,900	21,500	0
10120001 532004 Electricity	60,443	0	70,000	61,600	66,000	(4,000)
10120001 532008 Natural Gas	17,860	0	22,400	20,400	23,500	1,100
10120001 532010 Wastewater Fees	374	0	375	357	375	0
10120001 532012 Water Fees	1,452	0	1,500	1,500	1,850	350
10120001 532018 Utilities	0	94,275	0	0	0	0
10120001 534010 Maintenance Of Motor Vehicles	7,817	25,000	25,000	25,000	25,000	0
10120001 534012 Maintenance Of Comm Equip.	6,484	7,500	7,500	7,500	7,500	0
10120001 534014 Maintenance Of Office Equip	6,570	9,000	9,000	9,000	9,000	0
10120001 534016 Maintenance Of Software	20,433	21,375	21,375	21,375	23,180	1,805
10120001 534020 Maintenance Of Buildings	15,217	18,500	18,500	18,500	18,500	0
10120001 538012 Advertising	1,370	1,700	1,700	1,700	1,700	0
10120001 538014 Travel Expenses	2,385	3,200	3,200	3,200	3,200	0
10120001 538016 Educational Expenses	31,168	49,000	49,000	33,000	53,700	4,700
10120001 538020 Postage	1,844	2,150	2,150	1,850	1,850	(300)
10120001 538022 Printing Expenses	1,354	2,600	2,600	2,300	2,300	(300)
10120001 538028 Rents	299	300	300	300	300	0
10120001 538030 Licenses And Dues	1,016	1,200	1,200	1,200	1,100	(100)
10120001 540012 Office Materials & Supplies	2,364	2,300	2,300	2,300	2,300	0
10120001 540014 Janitorial Materials & Supp	4,689	5,000	5,000	5,000	5,000	0
10120001 540018 Elect Materials & Supplies	1,736	1,650	1,650	1,500	1,500	(150)
10120001 540020 Books And Publications	3,790	3,600	3,600	3,600	3,800	200
10120001 540024 Chemicals And Gases	1,403	1,400	1,400	1,400	3,400	2,000
10120001 540026 Bldg & Const Materials & Supp	1,279	1,700	1,700	1,700	1,700	0
10120001 540028 Motor Vehicle Materials & Supp	24,444	32,000	32,000	32,000	32,000	0
10120001 540030 Medical & Lab Materials & Supp	630	1,800	1,800	1,800	1,800	0
10120001 540032 General Hardware & Tools	319	500	500	500	500	0
10120001 540038 Uniforms And Other Clothing	40,010	38,000	38,000	38,000	38,500	500
10120001 540040 Fuels And Lubricants	137,399	164,800	164,800	146,500	164,800	0
10120001 540052 Photographic Materials & Supp	275	500	500	500	500	0
10120001 540058 Safety Related Mat & Supp	14,736	12,650	12,650	12,650	14,350	1,700
10120001 550012 Motor Vehicles	110,654	148,500	148,500	148,500	160,500	12,000
10120001 550014 Medical And Laboratory Equip	0	1,500	1,500	1,500	1,500	0
10120001 550016 Janitorial Equipment	2,877	0	0	0	400	400
10120001 550024 Safety Related Equipment	8,790	11,175	11,175	11,175	3,500	(7,675)
10120001 550026 Furniture And Furnishings	1,218	1,500	1,500	1,500	4,000	2,500
10120001 580100 Miscellaneous Expenses	5,891	9,500	9,500	9,500	9,500	0
10120001 590999 Transfer To Other Funds	150,000	0	0	0	0	0
<b>TOTAL Police Department</b>	<b>\$5,292,370</b>	<b>\$5,440,569</b>	<b>\$7,626,942</b>	<b>\$7,402,787</b>	<b>\$7,925,624</b>	<b>\$298,682</b>

General Fund			2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase Over
			Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
<b>10120071 Animal Control-Road</b>								
10120071	511001	Full-Time Employees	\$39,640	\$40,433	\$40,433	\$40,433	\$41,242	\$809
10120071	511002	Part-Time Salaries	12,458	15,028	15,028	12,200	14,900	(128)
10120071	511004	Overtime	50	350	350	350	350	0
10120071	511006	Longevity	3,318	3,432	3,432	3,432	3,604	172
10120071	522250	FICA	0	0	4,532	4,316	4,355	(177)
10120071	522300	Municipal Employees Retirement	0	0	5,154	5,154	5,636	482
10120071	522818	Medical Insur-Active Employees	0	0	13,302	13,302	13,301	(1)
10120071	522822	Dental Insur-Active Employees	0	0	994	904	904	(90)
10120071	522850	Life Insurance	0	0	41	37	37	(4)
10120071	530111	Professional Services	0	75	75	75	75	0
10120071	532000	Telephone	264	260	260	252	260	0
10120071	534010	Maintenance Of Motor Vehicles	190	500	500	500	500	0
10120071	538022	Printing Expenses	483	450	450	450	485	35
10120071	538030	Licenses And Dues	6	70	70	70	70	0
10120071	540024	Chemicals And Gases	29	25	25	25	40	15
10120071	540028	Motor Vehicle Materials & Supp	1,876	800	800	800	800	0
10120071	540032	General Hardware & Tools	56	100	100	100	100	0
10120071	540038	Uniforms And Other Clothing	405	575	575	575	575	0
10120071	540040	Fuels And Lubricants	6,584	6,650	6,650	6,700	7,000	350
10120071	540058	Safety Related Mat & Supp	133	150	150	150	200	50
<b>TOTAL</b>	<b>Animal Control-Road</b>		<b>\$65,491</b>	<b>\$68,898</b>	<b>\$92,921</b>	<b>\$89,825</b>	<b>\$94,434</b>	<b>\$1,513</b>
<b>10120073 Animal Control-Shelter</b>								
10120073	511001	Full-Time Employees	\$73,829	\$90,828	\$90,828	\$86,892	\$93,099	\$2,271
10120073	511002	Part-Time Salaries	41,606	34,937	34,937	34,937	34,541	(396)
10120073	511004	Overtime	1,973	2,250	2,250	4,500	2,250	0
10120073	511005	Retirement/Vacation Reimb.	420	0	0	1,185	0	0
10120073	511006	Longevity	3,135	3,261	3,261	3,261	3,390	129
10120073	522250	FICA	0	0	10,043	10,004	9,696	(347)
10120073	522300	Municipal Employees Retirement	0	0	11,056	11,056	12,129	1,073
10120073	522818	Medical Insur-Active Employees	0	0	20,457	20,457	20,256	(201)
10120073	522822	Dental Insur-Active Employees	0	0	1,423	1,423	1,377	(46)
10120073	522850	Life Insurance	0	0	90	90	82	(8)
10120073	530111	Professional Services	4,988	5,000	4,800	4,800	5,600	800
10120073	532000	Telephone	1,178	1,300	1,300	1,300	1,300	0
10120073	532002	Fuel - Oil	14,272	12,400	12,400	12,000	11,000	(1,400)
10120073	532004	Electricity	8,379	0	7,800	8,500	7,500	(300)
10120073	532012	Water Fees	856	0	1,000	920	950	(50)
10120073	532018	Utilities	0	8,800	0	0	0	0
10120073	534016	Maintenance Of Software	0	0	588	588	0	(588)
10120073	534020	Maintenance Of Buildings	2,411	1,350	1,350	1,350	2,800	1,450
10120073	538012	Advertising	7	25	25	25	25	0
10120073	538014	Travel Expenses	750	1,250	1,250	1,100	1,100	(150)
10120073	538020	Postage	282	225	225	225	225	0
10120073	538022	Printing Expenses	133	200	200	200	200	0
10120073	540012	Office Materials & Supplies	139	200	400	400	400	0
10120073	540014	Janitorial Materials & Supp	1,707	3,000	2,412	2,412	3,400	988
10120073	540018	Elect Materials & Supplies	0	50	50	50	50	0
10120073	540020	Books And Publications	0	0	0	0	0	0
10120073	540022	Agri Materials & Supplies	862	1,500	1,500	1,500	1,500	0
10120073	540026	Bldg & Const Materials & Supp	36	100	100	100	250	150
10120073	540032	General Hardware & Tools	30	100	100	100	200	100
10120073	540038	Uniforms And Other Clothing	736	1,500	1,500	1,500	1,500	0
10120073	540048	Pet Food	1,159	1,000	1,000	1,300	1,500	500
10120073	540050	HVAC Materials & Supplies	118	500	500	500	500	0
10120073	540058	Safety Related Mat & Supp	127	250	250	200	200	(50)
<b>TOTAL</b>	<b>Animal Control-Shelter</b>		<b>\$159,135</b>	<b>\$170,026</b>	<b>\$213,095</b>	<b>\$212,875</b>	<b>\$217,020</b>	<b>\$3,925</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10120080 Radio Services</b>						
10120080 530111 Professional Services	\$1,580	\$2,000	\$2,000	\$1,600	\$0	(\$2,000)
10120080 550008 Communication Equipment	2,123	4,710	4,710	5,127	0	(4,710)
<b>TOTAL Radio Services</b>	<b>\$3,703</b>	<b>\$6,710</b>	<b>\$6,710</b>	<b>\$6,727</b>	<b>\$0</b>	<b>(\$6,710)</b>
<b>10120090 Harbor Patrol</b>						
10120090 511002 Part-Time Salaries	\$19,551	\$20,000	\$20,000	\$21,000	\$20,000	\$0
10120090 522250 FICA	0	0	1,530	1,610	1,530	0
10120090 530111 Professional Services	0	500	500	500	500	0
10120090 532000 Telephone	440	420	420	385	385	(35)
10120090 534010 Maintenance Of Motor Vehicles	523	500	500	400	500	0
10120090 534012 Maintenance Of Comm Equip.	0	175	175	125	175	0
10120090 534018 Maintenance Of General Equip	3,300	3,000	3,000	2,800	3,000	0
10120090 538022 Printing Expenses	0	200	200	100	200	0
10120090 540028 Motor Vehicle Materials & Supp	108	200	200	150	200	0
10120090 540038 Uniforms And Other Clothing	458	600	600	475	600	0
10120090 540040 Fuels And Lubricants	3,260	4,000	4,000	3,750	4,000	0
10120090 540058 Safety Related Mat & Supp	0	100	100	50	100	0
10120090 580100 Miscellaneous Expenses	8	250	250	175	3,200	2,950
<b>TOTAL Harbor Patrol</b>	<b>\$27,648</b>	<b>\$29,945</b>	<b>\$31,475</b>	<b>\$31,520</b>	<b>\$34,390</b>	<b>\$2,915</b>
<b>10121001 Communications Department</b>						
10121001 511001 Full-Time Employees	\$115,344	\$117,651	\$117,651	\$117,651	\$122,159	\$4,508
10121001 511002 Part-Time Salaries	20,179	19,220	19,220	19,220	19,855	635
10121001 511004 Overtime	18,454	17,000	17,000	22,500	23,000	6,000
10121001 511006 Longevity	2,803	3,031	3,031	3,031	3,335	304
10121001 522250 FICA	0	0	12,003	12,425	12,447	444
10121001 522300 Municipal Employees Retirement	0	0	14,180	14,180	15,775	1,595
10121001 522818 Medical Insur-Active Employees	0	0	26,670	26,670	26,669	(1)
10121001 522822 Dental Insur-Active Employees	0	0	1,988	1,988	1,808	(180)
10121001 522850 Life Insurance	0	0	81	81	111	30
10121001 532000 Telephone	1,899	2,000	2,000	2,000	1,800	(200)
10121001 534010 Maintenance Of Motor Vehicles	2,324	1,500	1,500	1,500	1,500	0
10121001 534016 Maintenance Of Software	300	300	300	300	300	0
10121001 534020 Maintenance Of Buildings	787	1,000	1,000	1,000	1,000	0
10121001 538016 Educational Expenses	946	1,000	1,000	500	1,000	0
10121001 538030 Licenses And Dues	215	360	360	360	360	0
10121001 540012 Office Materials & Supplies	265	250	250	250	250	0
10121001 540018 Elect Materials & Supplies	5,198	8,000	8,000	8,000	8,000	0
10121001 540028 Motor Vehicle Materials & Supp	618	1,500	1,500	1,850	1,500	0
10121001 540038 Uniforms And Other Clothing	1,059	1,500	1,500	1,500	1,500	0
10121001 540040 Fuels And Lubricants	7,163	7,200	7,200	7,200	7,200	0
<b>TOTAL Communications Department</b>	<b>\$177,554</b>	<b>\$181,512</b>	<b>\$236,434</b>	<b>\$242,206</b>	<b>\$249,569</b>	<b>\$13,135</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10122001 Emergency Medical Services</b>						
10122001 511001 Full-Time Employees	\$758,821	\$819,965	\$819,965	\$735,000	\$827,264	\$7,299
10122001 511002 Part-Time Salaries	111,517	115,000	115,000	139,675	115,000	0
10122001 511004 Overtime	176,691	150,000	150,000	178,000	165,000	15,000
10122001 511005 Retirement/Vacation Reimb.	3,182	0	0	3,823	0	0
10122001 511006 Longevity	22,827	24,702	24,702	19,779	21,562	(3,140)
10122001 522250 FICA	0	0	84,890	82,500	83,664	(1,226)
10122001 522304 EMS Retirement	0	0	35,137	33,998	50,457	15,320
10122001 522818 Medical Insur-Active Employees	0	0	192,744	178,468	194,051	1,307
10122001 522822 Dental Insur-Active Employees	0	0	14,242	12,000	11,744	(2,498)
10122001 522850 Life Insurance	0	0	1,736	1,690	1,581	(155)
10122001 530012 Cleaning Services	1,467	2,000	2,000	1,600	1,900	(100)
10122001 530024 Medical Services	60	500	500	450	1,000	500
10122001 530111 Professional Services	9,691	11,100	1,100	1,100	1,100	0
10122001 532000 Telephone	3,948	3,800	4,960	4,800	4,800	(160)
10122001 534010 Maintenance Of Motor Vehicles	5,709	6,000	6,000	6,000	6,000	0
10122001 534012 Maintenance Of Comm Equip.	521	1,000	1,000	990	1,600	600
10122001 534016 Maintenance Of Software	1,280	6,000	6,000	5,900	6,000	0
10122001 534018 Maintenance Of General Equip	717	6,000	6,000	6,000	6,000	0
10122001 534020 Maintenance Of Buildings	148	1,000	1,000	900	1,000	0
10122001 538012 Advertising	336	800	800	700	800	0
10122001 538014 Travel Expenses	0	200	200	75	200	0
10122001 538016 Educational Expenses	0	0	10,000	9,900	10,000	0
10122001 538020 Postage	50	100	100	65	100	0
10122001 538022 Printing Expenses	285	500	500	450	500	0
10122001 538030 Licenses And Dues	282	600	600	600	800	200
10122001 540012 Office Materials & Supplies	878	600	600	600	600	0
10122001 540014 Janitorial Materials & Supp	369	300	300	300	300	0
10122001 540018 Elect Materials & Supplies	167	50	50	50	100	50
10122001 540020 Books And Publications	389	650	650	600	650	0
10122001 540024 Chemicals And Gases	1,761	2,200	2,200	2,136	2,200	0
10122001 540028 Motor Vehicle Materials & Supp	5,487	6,000	6,000	6,000	6,000	0
10122001 540030 Medical & Lab Materials & Supp	14,102	14,000	14,000	14,000	15,000	1,000
10122001 540032 General Hardware & Tools	84	200	200	187	200	0
10122001 540036 Equipment & Machine Parts	0	0	0	0	50	50
10122001 540038 Uniforms And Other Clothing	5,134	6,500	6,500	6,500	6,500	0
10122001 540040 Fuels And Lubricants	27,669	27,000	27,000	27,000	28,000	1,000
10122001 540058 Safety Related Mat & Supp	19	100	100	100	100	0
10122001 550002 Computer Equipment	1,485	1,500	1,500	1,500	3,000	1,500
10122001 550008 Communication Equipment	0	0	0	0	4,000	4,000
10122001 550014 Medical And Laboratory Equip	2,372	3,000	3,000	3,000	3,000	0
10122001 550026 Furniture And Furnishings	0	1,350	190	190	0	(190)
10122001 580100 Miscellaneous Expenses	87	700	700	700	700	0
<b>TOTAL Emergency Medical Services</b>	<b>\$1,157,534</b>	<b>\$1,213,417</b>	<b>\$1,542,166</b>	<b>\$1,487,326</b>	<b>\$1,582,523</b>	<b>\$40,357</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10130001 Public Services Administration</b>						
10130001 511001 Full-Time Employees	\$219,580	\$225,952	\$225,952	\$225,952	\$231,289	\$5,337
10130001 511004 Overtime	29	400	400	200	300	(100)
10130001 511006 Longevity	8,757	9,158	9,158	9,158	9,775	617
10130001 522250 FICA	0	0	18,017	18,017	17,696	(321)
10130001 522300 Municipal Employees Retirement	0	0	27,625	27,625	30,304	2,679
10130001 522818 Medical Insur-Active Employees	0	0	46,715	46,715	46,717	2
10130001 522822 Dental Insur-Active Employees	0	0	3,479	3,479	3,163	(316)
10130001 522850 Life Insurance	0	0	143	143	131	(12)
10130001 530016 Web Site Services	0	300	300	0	300	0
10130001 530064 Copy Machine Services	0	1,926	1,926	1,840	904	(1,022)
10130001 530066 Internet Access	2,106	0	0	1,404	2,106	2,106
10130001 530111 Professional Services	0	2,000	2,000	1,000	2,500	500
10130001 532000 Telephone	568	659	659	700	600	(59)
10130001 532004 Electricity	8,410	0	5,149	8,300	5,112	(37)
10130001 532008 Natural Gas	8,553	0	2,580	2,500	2,580	0
10130001 532010 Wastewater Fees	229	0	137	137	137	0
10130001 532012 Water Fees	445	0	258	340	359	101
10130001 532018 Utilities	(4,713)	11,125	3,001	0	0	(3,001)
10130001 534010 Maintenance Of Motor Vehicles	2,733	597	597	300	600	3
10130001 534014 Maintenance Of Office Equip	559	625	625	650	650	25
10130001 534016 Maintenance Of Software	255	200	200	180	700	500
10130001 534020 Maintenance Of Buildings	(397)	4,800	4,800	4,500	4,800	0
10130001 538012 Advertising	359	360	360	400	342	(18)
10130001 538014 Travel Expenses	0	1,700	1,700	1,600	1,700	0
10130001 538016 Educational Expenses	0	150	150	130	150	0
10130001 538022 Printing Expenses	315	200	200	180	275	75
10130001 538030 Licenses And Dues	877	820	820	913	1,223	403
10130001 540012 Office Materials & Supplies	921	1,250	1,250	1,400	1,300	50
10130001 540020 Books And Publications	129	150	150	100	150	0
10130001 540026 Bldg & Const Materials & Supp	195	250	250	200	250	0
10130001 540028 Motor Vehicle Materials & Supp	749	475	475	800	500	25
10130001 540030 Medical & Lab Materials & Supp	0	100	100	80	100	0
10130001 540032 General Hardware & Tools	231	150	150	130	175	25
10130001 540038 Uniforms And Other Clothing	150	457	457	400	457	0
10130001 540040 Fuels And Lubricants	1,433	1,572	1,572	1,500	1,700	128
10130001 540052 Photographic Materials & Supp	0	200	200	150	200	0
10130001 550002 Computer Equipment	0	1,200	1,200	900	1,200	0
10130001 550004 Office Equipment	60	500	500	400	500	0
10130001 550014 Medical And Laboratory Equip	23	100	100	80	100	0
10130001 550024 Safety Related Equipment	80	100	100	80	110	10
10130001 580100 Miscellaneous Expenses	0	0	0	0	200	200
<b>TOTAL Public Services Administration</b>	<b>\$252,711</b>	<b>\$267,476</b>	<b>\$363,455</b>	<b>\$362,583</b>	<b>\$371,355</b>	<b>\$7,900</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10130003 Streets And Highway Division</b>						
10130003 511001	\$719,893	\$754,498	\$754,498	\$725,780	\$769,219	\$14,721
10130003 511002	1,155	5,000	5,000	5,000	5,700	700
10130003 511003	59,526	50,000	0	0	0	0
10130003 511004	21,225	9,500	59,500	50,000	65,200	5,700
10130003 511005	21,275	0	0	0	0	0
10130003 511006	23,795	22,765	22,765	21,279	25,563	2,798
10130003 522250	0	0	64,395	63,270	64,254	(141)
10130003 522300	0	0	91,328	88,000	99,906	8,578
10130003 522818	0	0	167,179	169,400	163,165	(4,014)
10130003 522820	0	0	144,603	144,603	122,000	(22,603)
10130003 522822	0	0	14,576	14,576	13,256	(1,320)
10130003 522840	0	0	0	923	6,000	6,000
10130003 522850	0	0	629	632	629	0
10130003 530012	3,121	3,753	3,753	3,200	3,866	113
10130003 530111	300,225	385,000	362,375	360,000	370,274	7,899
10130003 532000	3,756	2,957	2,957	3,000	3,034	77
10130003 532002	15,268	30,640	20,640	16,700	17,680	(2,960)
10130003 532004	12,413	0	12,027	11,860	11,928	(99)
10130003 532012	876	0	719	762	991	272
10130003 532014	7,898	0	10,000	9,685	10,880	880
10130003 532018	(900)	12,746	0	0	0	0
10130003 534010	20,955	15,000	15,000	22,000	20,000	5,000
10130003 534018	16,282	12,000	12,000	12,000	12,000	0
10130003 534020	9,001	8,000	8,000	7,500	8,000	0
10130003 538012	44	290	290	290	290	0
10130003 538014	1,988	1,860	500	300	1,860	1,360
10130003 538016	0	250	250	200	250	0
10130003 538022	312	200	200	150	250	50
10130003 538028	1,535	2,000	2,000	1,000	2,000	0
10130003 538030	1,986	1,650	1,650	1,500	1,995	345
10130003 540012	1,622	1,500	1,500	1,500	1,600	100
10130003 540014	1,445	1,850	1,850	1,700	1,850	0
10130003 540018	743	700	700	600	700	0
10130003 540020	0	175	175	125	175	0
10130003 540022	379	1,800	1,800	1,300	2,202	402
10130003 540024	135,400	165,000	165,000	195,000	170,000	5,000
10130003 540026	40,440	79,000	79,000	58,000	80,000	1,000
10130003 540028	72,006	50,000	50,000	60,000	55,000	5,000
10130003 540030	146	200	200	200	200	0
10130003 540032	8,582	8,750	8,750	8,750	8,750	0
10130003 540034	8,807	19,000	19,000	17,000	19,315	315
10130003 540036	53,752	36,800	36,800	40,000	36,800	0
10130003 540038	3,797	4,800	4,800	4,000	4,993	193
10130003 540040	98,761	99,000	99,000	102,000	105,000	6,000
10130003 540050	0	200	200	180	200	0
10130003 540052	206	185	185	150	200	15
10130003 540058	2,809	3,000	3,000	2,500	3,069	69
10130003 550002	4,066	5,000	5,000	4,000	5,092	92
10130003 550004	611	5,095	6,455	6,400	270	(6,185)
10130003 550006	5,712	4,000	3,950	3,800	4,000	50
10130003 550010	0	3,300	3,350	3,400	3,600	250
10130003 550026	0	500	500	400	500	0
10130003 590999	40,000	0	0	0	0	0
<b>TOTAL Streets And Highway Division</b>	<b>\$1,720,912</b>	<b>\$1,807,964</b>	<b>\$2,268,049</b>	<b>\$2,244,615</b>	<b>\$2,303,706</b>	<b>\$35,657</b>
<b>10130005 Tree Management Program</b>						
10130005 511002	\$7,302	\$7,450	\$7,450	\$7,450	\$7,599	\$149
10130005 522250	0	0	570	570	581	11
10130005 530076	0	0	22,625	29,000	20,000	(2,625)
10130005 530111	80,203	25,000	25,000	22,000	25,000	0
10130005 540022	0	1,000	1,000	1,000	1,000	0
<b>TOTAL Tree Management Program</b>	<b>\$87,505</b>	<b>\$33,450</b>	<b>\$56,645</b>	<b>\$60,020</b>	<b>\$54,180</b>	<b>(\$2,465)</b>

General Fund			2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase Over
			Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
<b>10130007 Street Lighting</b>								
10130007	532006	Street Lighting	\$156,576	\$0	\$158,000	\$164,607	\$169,000	\$11,000
10130007	532018	Utilities	0	159,000	0	0	0	0
10130007	534000	Street Light Maintenance	0	0	1,000	1,000	1,000	0
<b>TOTAL</b>	<b>Street Lighting</b>		<b>\$156,576</b>	<b>\$159,000</b>	<b>\$159,000</b>	<b>\$165,607</b>	<b>\$170,000</b>	<b>\$11,000</b>
<b>10140001 Recreation Department Administration</b>								
10140001	511001	Full-Time Employees	\$149,288	\$151,991	\$151,991	\$154,000	\$156,938	\$4,947
10140001	511004	Overtime	226	800	800	400	500	(300)
10140001	511006	Longevity	2,946	3,352	3,352	3,947	3,715	363
10140001	522250	FICA	0	0	11,945	12,114	11,931	(14)
10140001	522300	Municipal Employees Retirement	0	0	18,252	17,500	20,194	1,942
10140001	522818	Medical Insur-Active Employees	0	0	25,302	24,550	24,303	(999)
10140001	522822	Dental Insur-Active Employees	0	0	2,054	1,884	1,866	(188)
10140001	522850	Life Insurance	0	0	469	469	106	(363)
10140001	530016	Web Site Services	0	300	300	0	0	(300)
10140001	530018	Outside Data Processing	0	0	0	875	0	0
10140001	530066	Internet Access	3,510	0	0	3,510	3,510	3,510
10140001	530111	Professional Services	5,593	5,800	5,800	5,000	1,800	(4,000)
10140001	532000	Telephone	83	2,547	2,547	900	792	(1,755)
10140001	538012	Advertising	718	250	250	350	500	250
10140001	538014	Travel Expenses	1,149	900	735	700	1,200	465
10140001	538016	Educational Expenses	0	0	165	165	0	(165)
10140001	538020	Postage	3,026	2,940	2,940	2,940	3,605	665
10140001	538022	Printing Expenses	4,026	5,000	5,000	4,500	5,000	0
10140001	538030	Licenses And Dues	2,084	1,787	1,787	1,787	2,012	225
10140001	540012	Office Materials & Supplies	1,516	2,000	2,000	1,800	2,400	400
10140001	540016	Rec Materials & Supplies	0	0	0	0	200	200
10140001	540038	Uniforms And Other Clothing	75	0	0	0	300	300
10140001	550004	Office Equipment	613	1,400	1,400	750	4,000	2,600
10140001	580100	Miscellaneous Expenses	4,239	4,005	4,005	4,000	4,275	270
<b>TOTAL</b>	<b>Recreation Department Administration</b>		<b>\$179,090</b>	<b>\$183,072</b>	<b>\$241,094</b>	<b>\$242,141</b>	<b>\$249,147</b>	<b>\$8,053</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10140003 Park Maintenance</b>						
10140003 511001 Full-Time Employees	\$316,044	\$329,357	\$329,357	\$320,000	\$378,157	\$48,800
10140003 511002 Part-Time Salaries	0	0	0	2,211	0	0
10140003 511003 Seasonal Salaries	84,753	80,000	80,000	80,000	98,118	18,118
10140003 511004 Overtime	10,267	9,839	9,839	8,500	9,147	(692)
10140003 511005 Retirement/Vacation Reimb.	0	0	0	188	0	0
10140003 511006 Longevity	8,872	9,477	9,477	9,307	8,798	(679)
10140003 522250 FICA	0	0	32,793	32,146	37,105	4,312
10140003 522300 Municipal Employees Retirement	0	0	39,572	39,572	48,640	9,068
10140003 522818 Medical Insur-Active Employees	0	0	62,368	58,000	64,071	1,703
10140003 522822 Dental Insur-Active Employees	0	0	5,597	4,100	5,087	(510)
10140003 522840 Insurance Buyback	0	0	0	2,000	2,000	2,000
10140003 522850 Life Insurance	0	0	0	80	307	307
10140003 530012 Cleaning Services	1,349	946	946	946	1,119	173
10140003 530014 Refuse Disposal	5,243	6,120	6,120	6,120	5,940	(180)
10140003 530078 Agricultural Services	0	0	0	0	4,200	4,200
10140003 530111 Professional Services	3,536	4,200	1,522	4,000	0	(1,522)
10140003 532000 Telephone	2,770	2,584	2,584	2,584	2,827	243
10140003 532002 Fuel - Oil	5,600	5,600	0	0	0	0
10140003 532004 Electricity	25,379	0	18,381	25,000	22,113	3,732
10140003 532008 Natural Gas	0	0	5,600	5,600	5,600	0
10140003 532010 Wastewater Fees	687	0	675	687	1,487	812
10140003 532012 Water Fees	11,075	0	10,952	11,486	11,646	694
10140003 532018 Utilities	0	30,008	0	0	0	0
10140003 534010 Maintenance Of Motor Vehicles	2,776	3,000	3,000	3,000	3,100	100
10140003 534018 Maintenance Of General Equip	5,267	3,500	6,178	6,178	5,200	(978)
10140003 534020 Maintenance Of Buildings	11,390	20,800	20,800	20,800	20,200	(600)
10140003 538028 Rents	1,663	2,215	2,215	2,215	3,223	1,008
10140003 540014 Janitorial Materials & Supp	4,367	5,900	5,900	5,900	6,717	817
10140003 540016 Rec Materials & Supplies	4,978	4,395	4,395	4,395	4,395	0
10140003 540018 Elect Materials & Supplies	3,671	2,200	2,200	2,000	2,500	300
10140003 540022 Agri Materials & Supplies	23,201	32,724	32,724	28,000	33,000	276
10140003 540024 Chemicals And Gases	942	2,252	2,252	1,900	2,260	8
10140003 540026 Bldg & Const Materials & Supp	2,584	6,200	6,200	6,200	6,200	0
10140003 540028 Motor Vehicle Materials & Supp	6,541	4,500	4,500	8,175	5,000	500
10140003 540030 Medical & Lab Materials & Supp	23	200	200	200	200	0
10140003 540032 General Hardware & Tools	1,496	1,300	1,300	1,335	1,350	50
10140003 540034 Signage Materials & Supplies	6,369	6,119	6,119	6,119	6,224	105
10140003 540036 Equipment & Machine Parts	4,117	3,200	3,200	3,200	3,400	200
10140003 540038 Uniforms And Other Clothing	3,561	3,472	3,472	3,472	3,472	0
10140003 540040 Fuels And Lubricants	41,898	33,900	33,900	33,900	38,080	4,180
10140003 540050 HVAC Materials & Supplies	3,422	4,000	4,000	4,000	4,100	100
10140003 550006 General Equipment & Machinery	4,531	4,000	4,000	4,000	4,000	0
10140003 580100 Miscellaneous Expenses	856	0	0	66	0	0
<b>TOTAL Park Maintenance</b>	<b>\$609,228</b>	<b>\$622,008</b>	<b>\$762,338</b>	<b>\$757,582</b>	<b>\$858,983</b>	<b>\$96,645</b>
<b>10140005 Athletics Program</b>						
10140005 511001 Full-Time Employees	\$33,056	\$33,717	\$33,717	\$33,717	\$34,391	\$674
10140005 511003 Seasonal Salaries	34,734	43,321	43,321	36,193	41,858	(1,463)
10140005 511004 Overtime	454	750	750	500	750	0
10140005 511006 Longevity	458	550	550	550	655	105
10140005 522250 FICA	0	0	5,993	5,428	5,867	(126)
10140005 522300 Municipal Employees Retirement	0	0	4,026	4,026	4,405	379
10140005 522818 Medical Insur-Active Employees	0	0	4,518	4,524	4,518	0
10140005 522822 Dental Insur-Active Employees	0	0	264	264	241	(23)
10140005 522850 Life Insurance	0	0	0	30	30	30
10140005 530080 Recreational Services	0	147,995	147,995	142,942	146,368	(1,627)
10140005 530111 Professional Services	127,776	0	0	0	0	0
10140005 538028 Rents	16,008	19,241	19,241	16,365	18,488	(753)
10140005 540016 Rec Materials & Supplies	14,646	17,080	17,080	17,000	17,930	850
<b>TOTAL Athletics Program</b>	<b>\$227,133</b>	<b>\$262,654</b>	<b>\$277,455</b>	<b>\$261,539</b>	<b>\$275,501</b>	<b>(\$1,954)</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10140007 Aquatics Program</b>						
10140007 511003 Seasonal Salaries	\$81,293	\$75,874	\$75,874	\$75,874	\$81,703	\$5,829
10140007 511004 Overtime	2,045	1,900	1,900	4,000	3,000	1,100
10140007 522250 FICA	0	0	5,950	6,110	6,480	530
10140007 530014 Refuse Disposal	756	725	725	725	725	0
10140007 530111 Professional Services	23,159	20,600	20,600	26,960	23,700	3,100
10140007 532000 Telephone	589	600	600	575	600	0
10140007 532004 Electricity	705	0	700	650	900	200
10140007 532012 Water Fees	912	0	900	891	1,000	100
10140007 532018 Utilities	0	3,400	1,800	0	0	(1,800)
10140007 534020 Maintenance Of Buildings	2,534	2,000	2,000	2,000	2,000	0
10140007 538022 Printing Expenses	630	800	800	800	800	0
10140007 540014 Janitorial Materials & Supp	1,457	1,400	1,400	1,200	1,400	0
10140007 540016 Rec Materials & Supplies	347	600	600	600	600	0
10140007 540026 Bldg & Const Materials & Supp	2,627	1,500	1,500	1,200	1,900	400
10140007 540038 Uniforms And Other Clothing	482	500	500	500	500	0
10140007 550018 Recreational Equipment	158	500	500	500	500	0
10140007 550024 Safety Related Equipment	100	100	100	100	100	0
<b>TOTAL Aquatics Program</b>	<b>\$117,792</b>	<b>\$110,499</b>	<b>\$116,449</b>	<b>\$122,685</b>	<b>\$125,908</b>	<b>\$9,459</b>
<b>10140009 Leisure Services Program</b>						
10140009 511003 Seasonal Salaries	\$47,000	\$59,233	\$59,233	\$51,980	\$63,941	\$4,708
10140009 511004 Overtime	0	100	100	346	200	100
10140009 522250 FICA	0	0	4,539	4,010	4,891	352
10140009 530014 Refuse Disposal	0	75	75	75	75	0
10140009 530080 Recreational Services	0	0	37,775	2,944	37,425	(350)
10140009 530111 Professional Services	37,087	37,775	0	41,981	0	0
10140009 532000 Telephone	219	240	240	240	240	0
10140009 532002 Fuel - Oil	(177)	0	0	0	0	0
10140009 532004 Electricity	954	900	1,000	1,000	1,000	0
10140009 532012 Water Fees	101	0	100	100	100	0
10140009 532014 Propane	1,028	1,100	900	1,000	1,050	150
10140009 534018 Maintenance Of General Equip	175	400	0	0	0	0
10140009 534020 Maintenance Of Buildings	0	0	400	400	400	0
10140009 538028 Rents	11,482	13,600	13,600	12,000	14,350	750
10140009 540014 Janitorial Materials & Supp	193	200	200	200	200	0
10140009 540016 Rec Materials & Supplies	15,319	13,050	13,050	15,894	16,900	3,850
10140009 540038 Uniforms And Other Clothing	798	800	800	671	1,000	200
<b>TOTAL Leisure Services Program</b>	<b>\$114,178</b>	<b>\$127,473</b>	<b>\$132,012</b>	<b>\$132,841</b>	<b>\$141,772</b>	<b>\$9,760</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10140013 Creative Activites Program</b>						
10140013 511001 Full-Time Employees	\$6,705	\$7,321	\$7,321	\$7,321	\$7,067	(\$254)
10140013 511002 Part-Time Salaries	62,580	64,294	64,294	62,930	65,464	1,170
10140013 511006 Longevity	194	217	217	103	0	(217)
10140013 522250 FICA	0	0	5,495	5,495	5,531	36
10140013 522300 Municipal Employees Retirement	0	0	4,920	4,920	8,019	3,099
10140013 522818 Medical Insur-Active Employees	0	0	2,674	2,674	1,129	(1,545)
10140013 522822 Dental Insur-Active Employees	0	0	199	199	60	(139)
10140013 522850 Life Insurance	0	0	0	7	7	7
10140013 530014 Refuse Disposal	270	275	275	275	275	0
10140013 530111 Professional Services	1,978	1,750	1,750	1,925	1,890	140
10140013 532000 Telephone	228	300	300	300	300	0
10140013 532002 Fuel - Oil	4,538	3,800	3,800	4,000	4,300	500
10140013 532004 Electricity	867	0	631	875	900	269
10140013 532010 Wastewater Fees	229	0	229	229	229	0
10140013 532012 Water Fees	259	0	140	260	275	135
10140013 532018 Utilities	0	1,000	0	0	0	0
10140013 534020 Maintenance Of Buildings	0	0	800	700	800	0
10140013 538028 Rents	257	280	280	280	232	(48)
10140013 540014 Janitorial Materials & Supp	888	300	300	1,000	1,000	700
10140013 540016 Rec Materials & Supplies	861	1,200	1,200	1,200	1,320	120
10140013 550018 Recreational Equipment	251	300	300	300	300	0
10140013 570004 Building Improvements	803	3,300	2,500	3,000	2,500	0
<b>TOTAL Creative Activites Program</b>	<b>\$80,909</b>	<b>\$84,337</b>	<b>\$97,625</b>	<b>\$97,993</b>	<b>\$101,598</b>	<b>\$3,973</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10150001 Library Administration</b>						
10150001 511001 Full-Time Employees	\$458,116	\$469,797	\$469,797	\$469,797	\$481,529	\$11,732
10150001 511002 Part-Time Salaries	207,021	219,233	219,233	214,000	222,880	3,647
10150001 511004 Overtime	412	1,000	1,000	1,000	1,000	0
10150001 511005 Retirement/Vacation Reimb.	1,844	0	0	0	5,456	5,456
10150001 511006 Longevity	14,224	15,243	15,243	14,781	16,725	1,482
10150001 522250 FICA	0	0	53,216	53,520	54,812	1,596
10150001 522300 Municipal Employees Retirement	0	0	71,989	68,038	74,213	2,224
10150001 522818 Medical Insur-Active Employees	0	0	70,530	67,424	67,722	(2,808)
10150001 522822 Dental Insur-Active Employees	0	0	5,694	5,212	5,538	(156)
10150001 522840 Insurance Buyback	0	0	0	2,000	2,800	2,800
10150001 522850 Life Insurance	0	0	398	365	380	(18)
10150001 530018 Outside Data Processing	53,464	53,265	54,158	53,800	51,285	(2,873)
10150001 530064 Copy Machine Services	561	561	561	462	462	(99)
10150001 530111 Professional Services	10	0	0	820	0	0
10150001 532000 Telephone	1,383	2,190	2,190	1,500	2,232	42
10150001 532002 Fuel - Oil	0	24,000	8,840	0	0	(8,840)
10150001 532004 Electricity	20,553	0	18,000	20,400	20,252	2,252
10150001 532008 Natural Gas	11,208	0	12,000	13,800	14,051	2,051
10150001 532010 Wastewater Fees	700	0	600	700	812	212
10150001 532012 Water Fees	2,520	0	2,100	2,500	3,055	955
10150001 532014 Propane	1,672	0	2,000	1,800	1,920	(80)
10150001 532018 Utilities	0	22,000	1,177	927	0	(1,177)
10150001 534010 Maintenance Of Motor Vehicles	222	0	700	432	0	(700)
10150001 534012 Maintenance Of Comm Equip.	1,395	1,400	1,209	1,400	1,400	191
10150001 534014 Maintenance Of Office Equip	895	925	925	958	1,025	100
10150001 534016 Maintenance Of Software	1,306	750	557	557	840	283
10150001 534020 Maintenance Of Buildings	23,696	18,000	18,750	22,000	18,000	(750)
10150001 538012 Advertising	154	100	100	125	100	0
10150001 538014 Travel Expenses	239	250	250	250	250	0
10150001 538020 Postage	738	750	750	100	350	(400)
10150001 538022 Printing Expenses	0	400	400	400	400	0
10150001 538028 Rents	122	0	122	123	123	1
10150001 538030 Licenses And Dues	6	0	0	0	0	0
10150001 540012 Office Materials & Supplies	5,595	5,000	5,000	5,000	5,000	0
10150001 540014 Janitorial Materials & Supp	2,339	3,000	2,500	2,500	2,500	0
10150001 540016 Rec Materials & Supplies	8,344	8,000	8,000	11,546	8,000	0
10150001 540018 Elect Materials & Supplies	1,436	1,000	750	750	1,000	250
10150001 540020 Books And Publications	88,733	94,000	94,000	94,000	94,000	0
10150001 540026 Bldg & Const Materials & Supp	490	200	200	200	200	0
10150001 540028 Motor Vehicle Materials & Supp	587	200	0	750	850	850
10150001 540038 Uniforms And Other Clothing	85	235	385	500	1,000	615
10150001 540040 Fuels And Lubricants	2,883	2,398	2,398	2,600	2,954	556
10150001 550002 Computer Equipment	1,742	5,000	5,000	5,000	6,000	1,000
<b>TOTAL Library Administration</b>	<b>\$914,696</b>	<b>\$948,897</b>	<b>\$1,150,724</b>	<b>\$1,142,037</b>	<b>\$1,171,116</b>	<b>\$20,392</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10170101 Town Hall Operation</b>						
10170101 511001 Full-Time Employees	\$41,320	\$42,146	\$42,146	\$42,146	\$42,989	\$843
10170101 511002 Part-Time Salaries	5,073	7,629	7,629	6,000	6,257	(1,372)
10170101 511004 Overtime	443	500	500	500	600	100
10170101 511006 Longevity	2,174	2,288	2,288	2,288	2,516	228
10170101 522250 FICA	0	0	4,021	3,896	4,235	214
10170101 522300 Municipal Employees Retirement	0	0	5,221	5,221	5,728	507
10170101 522818 Medical Insur-Active Employees	0	0	13,368	13,368	13,368	0
10170101 522822 Dental Insur-Active Employees	0	0	994	994	904	(90)
10170101 522850 Life Insurance	0	0	41	37	37	(4)
10170101 530012 Cleaning Services	78	100	100	100	100	0
10170101 530064 Copy Machine Services	18,361	13,500	13,500	13,500	14,000	500
10170101 532000 Telephone	2,255	5,000	5,000	3,500	5,000	0
10170101 532002 Fuel - Oil	3,035	22,000	3,000	3,000	2,500	(500)
10170101 532004 Electricity	18,844	0	18,000	19,500	21,500	3,500
10170101 532008 Natural Gas	8,278	0	24,100	10,500	15,000	(9,100)
10170101 532010 Wastewater Fees	448	0	400	435	450	50
10170101 532012 Water Fees	560	0	500	580	750	250
10170101 532018 Utilities	0	24,000	0	0	0	0
10170101 534014 Maintenance Of Office Equip	0	200	200	50	200	0
10170101 534020 Maintenance Of Buildings	14,098	18,000	18,000	15,000	20,000	2,000
10170101 538012 Advertising	86	100	100	100	100	0
10170101 538014 Travel Expenses	212	0	0	0	0	0
10170101 538020 Postage	19,201	20,000	20,000	20,000	20,000	0
10170101 540012 Office Materials & Supplies	43	100	100	100	100	0
10170101 540014 Janitorial Materials & Supp	1,266	2,100	2,100	2,100	2,100	0
10170101 540022 Agri Materials & Supplies	156	150	150	150	150	0
10170101 540032 General Hardware & Tools	4	100	100	100	250	150
10170101 540038 Uniforms And Other Clothing	0	0	0	135	135	135
10170101 550002 Computer Equipment	1,752	0	0	0	0	0
10170101 550004 Office Equipment	110	500	500	500	500	0
10170101 550016 Janitorial Equipment	0	300	300	300	300	0
10170101 580100 Miscellaneous Expenses	0	0	0	0	2,500	2,500
10170101 590999 Transfer To Other Funds	7,000	0	0	0	0	0
<b>TOTAL Town Hall Operation</b>	<b>\$144,798</b>	<b>\$158,713</b>	<b>\$182,358</b>	<b>\$164,100</b>	<b>\$182,269</b>	<b>(\$89)</b>
<b>10170103 Municipal Insurance</b>						
10170103 560010 Insurance	\$210,566	\$231,000	\$231,000	\$235,000	\$254,000	\$23,000
<b>TOTAL Municipal Insurance</b>	<b>\$210,566</b>	<b>\$231,000</b>	<b>\$231,000</b>	<b>\$235,000</b>	<b>\$254,000</b>	<b>\$23,000</b>
<b>10170105 Unemployment Insurance</b>						
10170105 560015 Unemployment Insurance	\$7,822	\$25,000	\$25,000	\$20,000	\$20,000	(\$5,000)
10170105 590999 Transfer To Other Funds	24,000	0	0	0	0	0
<b>TOTAL Unemployment Insurance</b>	<b>\$31,822</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>(\$5,000)</b>
<b>10170107 Workers' Compensation</b>						
10170107 560020 Worker's Compensation Ins	\$108,033	\$127,334	\$127,334	\$125,000	\$125,000	(\$2,334)
10170107 590999 Transfer To Other Funds	10,000	0	0	0	0	0
<b>TOTAL Workers' Compensation</b>	<b>\$118,033</b>	<b>\$127,334</b>	<b>\$127,334</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>(\$2,334)</b>
<b>10170109 Fund Contingency</b>						
10170109 580100 Miscellaneous Expenses	\$5,854	\$65,000	\$65,000	\$10,000	\$65,000	\$0
10170109 590999 Transfer To Other Funds	58,000	0	0	0	0	0
<b>TOTAL Fund Contingency</b>	<b>\$63,854</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$10,000</b>	<b>\$65,000</b>	<b>\$0</b>

General Fund		2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10173005 Life Insurance</b>							
10173005	522850	Life Insurance	\$9,766	\$11,000	\$0	\$0	\$0
<b>TOTAL</b>	<b>Life Insurance</b>		<b>\$9,766</b>	<b>\$11,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10173007 Town FICA</b>							
10173007	522250	FICA	\$784,957	\$842,500	\$0	\$0	\$0
<b>TOTAL</b>	<b>Town FICA</b>		<b>\$784,957</b>	<b>\$842,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10173009 Town Retirement</b>							
10173009	522300	Municipal Employees Retirement	\$626,376	\$672,904	\$1,054	\$0	(\$1,054)
10173009	522302	Police Retirement	430,576	479,515	(1,055)	0	1,055
10173009	522304	EMS Retirement	21,210	35,138	1	0	(1)
10173009	522306	Direct Pension	7,480	7,480	0	0	0
10173009	590999	Transfer To Other Funds	20,000	0	0	0	0
<b>TOTAL</b>	<b>Town Retirement</b>		<b>\$1,105,641</b>	<b>\$1,195,037</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10173011 Town Health Care</b>							
10173011	522818	Medical Insur-Active Employees	\$2,304,442	\$2,349,580	\$0	\$0	\$0
10173011	522820	Medical Insur-Retirees - OPEB	592,536	552,000	552,498	350,000	(202,498)
10173011	522822	Dental Insur-Active Employees	140,260	138,703	0	0	0
10173011	522824	Dental Insur-Retirees	6,691	4,262	0	0	0
10173011	522900	Contingency	0	0	0	100,000	100,000
<b>TOTAL</b>	<b>Town Health Care</b>		<b>\$3,043,929</b>	<b>\$3,044,545</b>	<b>\$552,498</b>	<b>\$350,000</b>	<b>(\$102,498)</b>
<b>10175001 Transfer To Wastewater Fund</b>							
10175001	590704	Wastewater Operations	\$9,200	\$3,000	\$3,000	\$3,000	\$4,300
<b>TOTAL</b>	<b>Transfer To Wastewater Fund</b>		<b>\$9,200</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$1,300</b>
<b>10175003 Transfer To Senior Services Fund</b>							
10175003	590304	Senior Services Fund	\$351,498	\$363,332	\$363,332	\$363,332	\$378,171
<b>TOTAL</b>	<b>Transfer To Senior Services Fund</b>		<b>\$351,498</b>	<b>\$363,332</b>	<b>\$363,332</b>	<b>\$363,332</b>	<b>\$14,839</b>
<b>10175005 Transfer To School Fund</b>							
10175005	590110	School Fund	\$48,364,159	\$49,131,442	\$49,131,442	\$49,131,442	\$49,614,070
<b>TOTAL</b>	<b>Transfer To School Fund</b>		<b>\$48,364,159</b>	<b>\$49,131,442</b>	<b>\$49,131,442</b>	<b>\$49,131,442</b>	<b>\$482,628</b>
<b>10180000 Contributions To Human Service Agencies</b>							
10180000	589601	Gateway Health Care	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
10180000	589602	Home & Hospice Care of RI	1,500	1,500	1,500	1,500	1,500
10180000	589603	VNS Home Health Services	24,000	24,000	24,000	24,000	24,000
10180000	589604	Thundermist Health Center of So. Co.	24,000	24,000	24,000	24,000	24,000
10180000	589605	Phoenix House New England	12,000	12,000	12,000	12,000	12,000
10180000	589606	Jonnycake Center of Peace Dale	22,000	22,000	22,000	22,000	22,000
10180000	589607	Cane Child Development Center	9,000	9,000	9,000	9,000	9,000
10180000	589608	So. County Community Action	24,000	24,000	24,000	24,000	24,000
10180000	589609	Welcome House of South County	6,000	8,000	8,000	8,000	8,000
10180000	589610	Domestic Violence Resource Center	5,000	5,000	5,000	5,000	5,000
10180000	589611	Wash. County Coalition for Children	400	400	400	400	400
10180000	589612	Education Exchange	2,500	2,500	2,500	2,500	2,500
<b>TOTAL</b>	<b>Contributions To Human Service Agencies</b>		<b>\$145,400</b>	<b>\$147,400</b>	<b>\$147,400</b>	<b>\$147,400</b>	<b>\$0</b>

General Fund			2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase Over
			Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
<b>10181000 Contributions To Outside Agencies</b>								
10181000	580104	RI League of Cities & Towns	\$11,115	\$11,115	\$11,115	\$11,115	\$11,115	\$0
10181000	580106	Celebration (Parades)	7,000	7,000	7,000	7,000	7,000	0
10181000	580108	Fire Company	3,600	3,600	3,600	3,600	3,600	0
10181000	589701	Narrow River Preservation Assoc	500	500	500	500	500	0
10181000	589702	Southern RI Chamber of Comm	7,000	8,000	8,000	8,000	8,000	0
10181000	589703	Peace Dale Neighborhood Revitaliza.	1,000	2,000	2,000	2,000	2,000	0
10181000	589704	Wash. Co. Regional Planning Council	3,000	4,000	4,000	4,000	4,000	0
10181000	589705	SK Partnership For Prevention	4,000	4,000	4,000	4,000	4,000	0
10181000	589706	Wakefield Village Association	1,000	2,000	2,000	2,000	2,000	0
10181000	589707	Wash. Co. Community Develop Corp	1,000	1,000	1,000	1,000	1,000	0
<b>TOTAL</b>	<b>Contributions To Outside Agencies</b>		<b>\$39,215</b>	<b>\$43,215</b>	<b>\$43,215</b>	<b>\$43,215</b>	<b>\$43,215</b>	<b>\$0</b>
<b>10185000 Capital Outlay</b>								
10185000	550012	Motor Vehicles	\$18,790	\$18,000	\$18,000	\$18,000	\$0	(\$18,000)
10185000	590408	Capital Equip. & Replace. Fund	287,000	312,000	312,000	312,000	326,000	14,000
10185000	590410	Technology Reserve Fund	10,000	10,000	10,000	10,000	0	(10,000)
10185000	590412	Library Improvement Fund	25,000	0	0	0	0	0
10185000	590414	Public Safety Reserve Fund	70,000	70,000	70,000	70,000	73,000	3,000
10185000	590418	Public Works Improvement Fund	625,000	640,000	640,000	640,000	640,000	0
10185000	590420	Rec Development & Restore Fund	169,000	167,000	167,000	167,000	212,000	45,000
10185000	590424	Senior Services Improv. Fund	0	10,000	10,000	10,000	30,000	20,000
10185000	590426	Town Hall Improvement Fund	5,000	5,000	5,000	5,000	5,000	0
<b>TOTAL</b>	<b>Capital Outlay</b>		<b>\$1,209,790</b>	<b>\$1,232,000</b>	<b>\$1,232,000</b>	<b>\$1,232,000</b>	<b>\$1,286,000</b>	<b>\$54,000</b>
<b>10190001 Education Debt Service</b>								
10190001	589000	Bank Fees	\$1,123	\$2,000	\$2,000	\$1,500	\$1,500	(\$500)
10190001	589010	Debt - Principal	1,963,132	1,762,270	1,762,270	1,762,270	1,443,242	(319,028)
10190001	589012	Debt - Interest	402,053	351,309	351,309	351,309	292,303	(59,006)
<b>TOTAL</b>	<b>Education Debt Service</b>		<b>\$2,366,308</b>	<b>\$2,115,579</b>	<b>\$2,115,579</b>	<b>\$2,115,079</b>	<b>\$1,737,045</b>	<b>(\$378,534)</b>
<b>10190003 Town Debt Service</b>								
10190003	589000	Bank Fees	\$1,077	\$800	\$800	\$800	\$800	\$0
10190003	589010	Debt - Principal	967,868	867,731	867,731	867,731	877,758	10,027
10190003	589012	Debt - Interest	250,626	236,163	236,163	236,163	206,961	(29,202)
<b>TOTAL</b>	<b>Town Debt Service</b>		<b>\$1,219,571</b>	<b>\$1,104,694</b>	<b>\$1,104,694</b>	<b>\$1,104,694</b>	<b>\$1,085,519</b>	<b>(\$19,175)</b>
<b>TOTAL</b>	<b>General Fund</b>		<b>\$73,100,528</b>	<b>\$74,195,340</b>	<b>\$74,195,340</b>	<b>\$73,607,094</b>	<b>\$74,858,524</b>	<b>\$663,184</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>General Administration</b>						
10111001	\$13,256	\$14,050	\$15,083	\$15,183	\$15,083	\$0
10111003	10,007	10,169	10,467	9,914	10,072	(395)
10111005	161,334	171,200	171,200	170,000	174,460	3,260
10111007	4,000	4,000	4,306	4,306	4,306	0
10112001	332,703	345,337	471,506	465,248	449,175	(22,331)
10112003	74,322	82,446	101,867	100,367	111,441	9,574
10113001	262,691	273,843	396,106	396,306	406,306	10,200
10113003	12,580	14,180	14,180	14,180	14,180	0
10113005	70,514	42,100	64,338	64,248	116,531	52,193
10114001	480,115	493,928	690,662	728,004	655,282	(35,380)
10114003	251,779	262,765	317,132	331,501	321,100	3,968
10114005	6,830	24,250	24,250	24,480	24,483	233
10115001	256,664	262,093	350,536	350,773	377,302	26,766
10115003	160	1,900	2,038	220	600	(1,438)
10116001	265,663	287,000	386,753	363,790	375,192	(11,561)
10116003	2,880	4,680	5,038	3,700	4,680	(358)
10116005	87,380	90,659	119,619	118,730	119,704	85
10116009	850	850	850	850	850	0
10117001	236,558	239,292	338,823	328,418	346,761	7,938
10117003	7,571	11,900	12,145	9,705	12,200	55
<b>Total</b>	<b>\$2,537,856</b>	<b>\$2,636,642</b>	<b>\$3,496,899</b>	<b>\$3,499,923</b>	<b>\$3,539,709</b>	<b>\$42,810</b>
<b>Public Safety</b>						
10120001	\$5,292,370	\$5,440,569	\$7,626,942	\$7,402,787	\$7,925,624	\$298,682
10120071	65,491	68,898	92,921	89,825	94,434	1,513
10120073	159,135	170,026	213,095	212,875	217,020	3,925
10120080	3,703	6,710	6,710	6,727	0	(6,710)
10120090	27,648	29,945	31,475	31,520	34,390	2,915
10121001	177,554	181,512	236,434	242,206	249,569	13,135
10122001	1,157,534	1,213,417	1,542,166	1,487,326	1,582,523	40,357
<b>Total</b>	<b>\$6,883,435</b>	<b>\$7,111,077</b>	<b>\$9,749,743</b>	<b>\$9,473,266</b>	<b>\$10,103,560</b>	<b>\$353,817</b>
<b>Public Services</b>						
10130001	\$252,711	\$267,476	\$363,455	\$362,583	\$371,355	\$7,900
10130003	1,720,912	1,807,964	2,268,049	2,244,615	2,303,706	35,657
10130005	87,505	33,450	56,645	60,020	54,180	(2,465)
10130007	156,576	159,000	159,000	165,607	170,000	11,000
<b>Total</b>	<b>\$2,217,703</b>	<b>\$2,267,890</b>	<b>\$2,847,149</b>	<b>\$2,832,825</b>	<b>\$2,899,241</b>	<b>\$52,092</b>
<b>Recreation Services</b>						
10140001	\$179,090	\$183,072	\$241,094	\$242,141	\$249,147	\$8,053
10140003	609,228	622,008	762,338	757,582	858,983	96,645
10140005	227,133	262,654	277,455	261,539	275,501	(1,954)
10140007	117,792	110,499	116,449	122,685	125,908	9,459
10140009	114,178	127,473	132,012	132,841	141,772	9,760
10140013	80,909	84,337	97,625	97,993	101,598	3,973
<b>Total</b>	<b>\$1,328,330</b>	<b>\$1,390,043</b>	<b>\$1,626,973</b>	<b>\$1,614,781</b>	<b>\$1,752,909</b>	<b>\$125,936</b>
<b>Library Services</b>						
10150001	\$914,696	\$948,897	\$1,150,724	\$1,142,037	\$1,171,116	\$20,392
<b>Total</b>	<b>\$914,696</b>	<b>\$948,897</b>	<b>\$1,150,724</b>	<b>\$1,142,037</b>	<b>\$1,171,116</b>	<b>\$20,392</b>
<b>Miscellaneous Support Services</b>						
10170101	\$144,798	\$158,713	\$182,358	\$164,100	\$182,269	(\$89)
10170103	210,566	231,000	231,000	235,000	254,000	23,000
10170105	31,822	25,000	25,000	20,000	20,000	(5,000)
10170107	118,033	127,334	127,334	125,000	125,000	(2,334)
10170109	63,854	65,000	65,000	10,000	65,000	0
10173005	9,766	11,000	0	0	0	0
10173007	784,957	842,500	0	0	0	0
10173009	1,105,641	1,195,037	0	0	0	0
10173011	3,043,929	3,044,545	552,498	350,000	450,000	(102,498)
<b>Total</b>	<b>\$5,513,367</b>	<b>\$5,700,129</b>	<b>\$1,183,190</b>	<b>\$904,100</b>	<b>\$1,096,269</b>	<b>\$86,921</b>

General Fund		2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>Tax Transfers to Other Funds</b>							
10175001	Transfer To Wastewater	\$9,200	\$3,000	\$3,000	\$3,000	\$4,300	\$1,300
10175003	Transfer To Senior Service	351,498	363,332	363,332	363,332	378,171	14,839
10175005	Transfer To School Fund	48,364,159	49,131,442	49,131,442	49,131,442	49,614,070	482,628
	<b>Total</b>	<b>\$48,724,857</b>	<b>\$49,497,774</b>	<b>\$49,497,774</b>	<b>\$49,497,774</b>	<b>\$49,996,541</b>	<b>\$498,767</b>
<b>Contributions to Non Municipal Agencies</b>							
10180000	Contr To Human Svc Agencies	\$145,400	\$147,400	\$147,400	\$147,400	\$147,400	\$0
10181000	Contr To Outside Agencies	39,215	43,215	43,215	43,215	43,215	\$0
	<b>Total</b>	<b>\$184,615</b>	<b>\$190,615</b>	<b>\$190,615</b>	<b>\$190,615</b>	<b>\$190,615</b>	<b>\$0</b>
<b>Capital Budget</b>							
10185000	Capital Outlay	\$1,209,790	\$1,232,000	\$1,232,000	\$1,232,000	\$1,286,000	\$54,000
	<b>Total</b>	<b>\$1,209,790</b>	<b>\$1,232,000</b>	<b>\$1,232,000</b>	<b>\$1,232,000</b>	<b>\$1,286,000</b>	<b>\$54,000</b>
<b>Municipal Debt Program</b>							
10190001	Education Debt Service	\$2,366,308	\$2,115,579	\$2,115,579	\$2,115,079	\$1,737,045	(\$378,534)
10190003	Town Debt Service	1,219,571	1,104,694	1,104,694	1,104,694	1,085,519	(19,175)
	<b>Total</b>	<b>\$3,585,879</b>	<b>\$3,220,273</b>	<b>\$3,220,273</b>	<b>\$3,219,773</b>	<b>\$2,822,564</b>	<b>\$397,709</b>
<b>GRAND TOTAL</b>		<b>\$73,100,528</b>	<b>\$74,195,340</b>	<b>\$74,195,340</b>	<b>\$73,607,094</b>	<b>\$74,858,524</b>	<b>\$663,184</b>

General Fund	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>1010000 General Revenues</b>						
10100000 411010 Current Taxes	\$65,487,485	\$65,785,386	\$65,785,386	\$66,110,386	\$66,592,248	\$806,862
10100000 411020 Prior Year Taxes	558,301	545,000	545,000	625,000	575,000	30,000
10100000 412010 Interest On Taxes	343,115	345,000	345,000	340,000	340,000	(5,000)
10100000 412020 Collection Fees	(1,356)	0	0	0	(1,500)	(1,500)
10100000 413010 Payment In Lieu Of Taxes	231,537	233,000	0	0	0	0
10100000 413010 South County Hospital	0	0	162,723	160,654	162,000	(723)
10100000 413010 South Kingstown Housing Auth.	0	0	10,178	12,500	10,000	(178)
10100000 413010 Camp Jori	0	0	8,146	8,428	8,500	354
10100000 413010 SK Land Trust	0	0	3,202	3,304	3,400	198
10100000 413010 Welcome House	0	0	4,975	4,812	4,900	(75)
10100000 413010 Lacasa Apartments	0	0	35,698	47,049	47,049	11,351
10100000 413010 Bayberry Courts	0	0	8,078	7,920	7,920	(158)
10100000 414010 PILOT - Federal Aid	7,541	15,000	15,000	7,500	7,500	(7,500)
10100000 420010 State PILOT Program	151,238	145,900	145,900	163,865	154,000	8,100
10100000 420011 Public Services Corp Tax	368,741	368,741	368,741	381,247	381,247	12,506
10100000 420012 Meals & Beverage Tax	656,770	650,000	650,000	660,000	675,000	25,000
10100000 420013 School Housing Aid - Chapter 26	855,370	710,892	710,892	710,892	678,161	(32,731)
10100000 420017 MV Excise Tax Phase-Out	165,446	167,774	167,774	146,786	146,786	(20,988)
10100000 420018 Hotel Tax	126,890	120,000	120,000	125,000	135,000	15,000
10100000 420019 State Incentive Aid	0	0	0	144,389	144,389	144,389
10100000 430170 Rental Of Town Properties	430,785	405,000	0	0	0	0
10100000 430170 Cingular (Was AT&T)	0	0	31,283	31,234	32,171	888
10100000 430170 Nextel (Was AT&T)	0	0	13,101	13,101	13,494	393
10100000 430170 PCS Metro Mautucket Rd	0	0	33,274	32,948	33,936	662
10100000 430170 PCS Metro Victoria Lane	0	0	34,272	32,948	33,936	(336)
10100000 430170 PCS Metro Public Svc Bldg	0	0	13,310	12,890	13,277	(33)
10100000 430170 Town Beach Farming Rental	0	0	1,584	1,584	1,600	16
10100000 430170 SC Hospital - Parking	0	0	6,165	6,165	6,350	185
10100000 430170 Marina Park Assoc	0	0	25,441	25,440	20,527	(4,914)
10100000 430170 Stone Cove Marina	0	0	62,779	62,779	64,611	1,832
10100000 430170 Ram Point Marina	0	0	61,318	61,318	62,075	757
10100000 430170 Pt Judith Yacht Club	0	0	41,093	41,093	41,858	765
10100000 430170 URI Sailing Club	0	0	12,801	12,801	12,800	(1)
10100000 430170 Hansons Pub	0	0	68,579	68,315	70,364	1,785
10100000 440010 Copy Charge	32,193	28,000	28,000	28,000	28,000	0
10100000 440030 Miscellaneous - Town	607,680	140,000	0	0	0	0
10100000 440030 Tax Collector Lien Cert	0	0	27,000	30,000	29,000	2,000
10100000 440030 Tax Collector Misc	0	0	0	400	400	400
10100000 460010 Investment Income	91,429	80,000	80,000	80,000	80,000	0
10100000 490302 PDOB	2,900	3,000	3,000	3,000	3,000	0
10100000 490304 Senior Services Fund	5,700	5,875	5,875	5,875	5,875	0
10100000 490306 Neighborhood Guild Fund	5,350	5,450	5,450	5,450	5,450	0
10100000 490702 Water Fund	20,400	21,000	21,000	21,000	0	(21,000)
10100000 490704 Wastewater Fund	37,000	38,100	38,100	21,000	0	(38,100)
10100000 490706 Solid Waste Fund	15,200	15,650	15,650	15,650	0	(15,650)
10100000 499040 Assigned F/B - CIP	500,000	500,000	500,000	500,000	425,000	(75,000)
10100000 499060 Assigned F/B - General	500,000	500,000	500,000	500,000	400,000	(100,000)
<b>TOTAL General Revenues</b>	<b>\$71,199,715</b>	<b>\$70,828,768</b>	<b>\$70,715,768</b>	<b>\$71,272,723</b>	<b>\$71,455,324</b>	<b>\$739,556</b>
<b>10113000 Town Clerk Revenues</b>						
10113000 430130 Town Clerk Bus License & Fees	\$73,203	\$71,000	\$1,400	\$1,850	\$1,850	\$450
10113000 430130 Alcohol	0	0	47,360	49,488	48,000	640
10113000 430130 Victualler	0	0	6,300	6,500	6,500	200
10113000 430130 Bingo	0	0	740	1,100	1,100	360
10113000 430130 Sunday	0	0	5,850	6,000	6,050	200
10113000 430130 Tourist	0	0	2,800	2,880	2,880	80
10113000 430130 Pool	0	0	250	100	100	(150)
10113000 430130 Junk	0	0	200	200	200	0
10113000 430130 Parks	0	0	3,540	3,870	3,870	330
10113000 430130 Peddler	0	0	330	480	480	150
10113000 430130 Dance	0	0	1,100	1,100	1,100	0
10113000 430130 Firearms	0	0	25	25	25	0
10113000 430130 Kennel	0	0	25	25	25	0
10113000 430130 Detective	0	0	600	450	450	(150)

General Fund		2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase Over
		Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
10113000	430130 Bowling Alley	\$0	\$0	\$480	\$480	\$480	\$0
10113000	430150 Non-Business License & Fees	411,424	380,000	0	0	0	0
10113000	430150 Vitals Copies	0	0	38,000	38,000	38,000	0
10113000	430150 Recording/Filing	0	0	337,500	325,000	335,000	(2,500)
10113000	430150 Probate Fees & Notices	0	0	30,870	40,000	40,000	9,130
10113000	430150 Dog Licenses	0	0	10,500	10,500	10,500	0
10113000	430150 Marriage Licenses	0	0	1,100	950	950	(150)
10113000	430150 Other Misc (Hunting & Fishing)	0	0	30	11	11	(19)
10113000	430160 Real Estate Conveyance Fees	85,334	67,000	67,000	67,000	79,450	12,450
10113000	440030 Misc Town Clerk Copies (maps)	0	0	2,000	0	2,000	0
<b>TOTAL</b>	<b>Town Clerk Revenues</b>	<b>\$569,961</b>	<b>\$518,000</b>	<b>\$558,000</b>	<b>\$556,009</b>	<b>\$579,021</b>	<b>\$21,021</b>
<b>10114000 Finance Department Revenues</b>							
10114000	440025 Interfund Computer Services	\$111,910	\$116,810	\$116,810	\$116,810	\$25,715	(\$91,095)
10114000	440030 State Of RI Beach Receipts	0	0	36,000	0	36,000	0
10114000	491007 Payroll & Accounting	8,180	7,400	7,400	7,400	7,800	400
<b>TOTAL</b>	<b>Finance Department Revenues</b>	<b>\$120,090</b>	<b>\$124,210</b>	<b>\$160,210</b>	<b>\$124,210</b>	<b>\$69,515</b>	<b>(\$90,695)</b>
<b>10116000 Planning Department Revenues</b>							
10116000	440005 Planning Department	\$121	\$200	\$200	\$125	\$150	(\$50)
<b>TOTAL</b>	<b>Planning Department Revenues</b>	<b>\$121</b>	<b>\$200</b>	<b>\$200</b>	<b>\$125</b>	<b>\$150</b>	<b>(\$50)</b>
<b>10116005 Geographic Information Systems Revenues</b>							
10116005	440020 GIS Program Revenue	\$438	\$500	\$500	\$500	\$450	(\$50)
<b>TOTAL</b>	<b>GIS Revenues</b>	<b>\$438</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$450</b>	<b>(\$50)</b>
<b>10117000 Zoning/Building Revenues</b>							
10117000	430140 Bldg Inspector License & Fees	\$462,683	\$400,000	\$0	\$0	\$0	\$0
10117000	430140 Building Permits	0	0	277,000	260,000	250,000	(27,000)
10117000	430140 Electrical Permits	0	0	50,000	62,210	55,000	5,000
10117000	430140 Plumbing Permits	0	0	20,000	19,600	16,000	(4,000)
10117000	430140 Mechanical Permits	0	0	50,000	58,230	55,000	5,000
10117000	430140 Sign Permits	0	0	200	150	150	(50)
10117000	430140 Zoning Filing Fee	0	0	2,000	10,375	11,000	9,000
10117000	430140 Building Code Filing	0	0	500	500	300	(200)
10117000	430140 Zoning Certificate	0	0	300	255	255	(45)
<b>TOTAL</b>	<b>Zoning/Building Revenues</b>	<b>\$462,683</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$411,320</b>	<b>\$387,705</b>	<b>(\$12,295)</b>
<b>10120000 Police Revenues</b>							
10120000	440030 Narragansett Police Patrols	\$0	\$0	\$6,000	\$6,000	\$6,000	\$0
10120000	440100 Police Department Revenue	190,500	193,700	0	0	0	0
10120000	440100 District Court Fines	0	0	850	850	800	(50)
10120000	440100 Fingerprint Fees	0	0	800	800	900	100
10120000	440100 VIN Fees	0	0	7,200	7,900	7,500	300
10120000	440100 Parking Tickets	0	0	16,000	19,225	17,000	1,000
10120000	440100 State Fines	0	0	92,500	87,000	87,500	(5,000)
10120000	440100 Misc Police	0	0	500	900	600	100
10120000	440100 Vehicle Use	0	0	75,000	75,000	75,000	0
10120000	440100 Copies	0	0	850	850	850	0
10120000	491001 School Crossing Guards	78,000	84,000	84,000	84,000	81,780	(2,220)
<b>TOTAL</b>	<b>Police Revenues</b>	<b>\$268,500</b>	<b>\$277,700</b>	<b>\$283,700</b>	<b>\$282,525</b>	<b>\$277,930</b>	<b>(\$5,770)</b>
<b>10120071 Animal Control-Road Revenues</b>							
10120071	440135 Animal Control Fees	\$2,230	\$3,000	\$3,000	\$2,500	\$2,200	(\$800)
10120071	440140 Dog/Cats Licenses And Fines	6,125	4,000	4,000	4,000	4,000	0
<b>TOTAL</b>	<b>Animal Control-Road Revenues</b>	<b>\$8,355</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$6,500</b>	<b>\$6,200</b>	<b>(\$800)</b>
<b>10120073 Animal Control-Shelter Revenues</b>							
10120073	440130 Narragansett - Dog Pound	\$66,606	\$70,000	\$70,000	\$70,000	\$70,500	\$500
<b>TOTAL</b>	<b>Animal Control-Shelter Revenues</b>	<b>\$66,606</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,500</b>	<b>\$500</b>

General Fund		2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Increase Over Restated Yr
<b>10120090 Harbor Patrol Revenues</b>							
10120090	440145 Boat Mooring Fees	\$28,952	\$30,000	\$30,000	\$28,500	\$30,000	\$0
<b>TOTAL</b>	<b>Harbor Patrol Revenues</b>	<b>\$28,952</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$28,500</b>	<b>\$30,000</b>	<b>\$0</b>
<b>10121000 Communications Dept Revenues</b>							
10121000	440115 Communications Dept Revenue	\$3,882	\$2,000	\$2,000	\$2,700	\$3,000	\$1,000
10121000	491009 Heat Detector	3,700	3,800	3,800	3,800	3,800	0
<b>TOTAL</b>	<b>Communications Dept Revenues</b>	<b>\$7,582</b>	<b>\$5,800</b>	<b>\$5,800</b>	<b>\$6,500</b>	<b>\$6,800</b>	<b>\$1,000</b>
<b>10122001 Emergency Medical Services Revenues</b>							
10122001	440105 EMS Billing Services	\$500,000	\$550,000	\$550,000	\$550,000	\$575,000	\$25,000
<b>TOTAL</b>	<b>Emergency Medical Services Revenues</b>	<b>\$500,000</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$575,000</b>	<b>\$25,000</b>
<b>10130000 Public Services Revenues</b>							
10130000	440030 Pub Works ROW Permits	\$0	\$0	\$1,000	\$1,000	\$1,400	\$400
10130000	440030 Pub Works Licenses	0	0	500	400	1,200	700
10130000	440030 Pub Works Inspection Fees	0	0	20,000	0	0	(20,000)
10130000	440030 Pub Wrk Soil Erosion	0	0	9,500	10,000	15,000	5,500
<b>TOTAL</b>	<b>Public Services Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,000</b>	<b>\$11,400</b>	<b>\$17,600</b>	<b>(\$13,400)</b>
<b>10140000 Recreation Department Revenues</b>							
10140000	440200 Park Rental Revenue	\$24,424	\$21,525	\$21,525	\$21,525	\$22,525	\$1,000
10140000	440205 Town Beach Parking	112,579	110,350	110,350	119,940	119,475	9,125
10140000	440210 Misc Beach Receipts	6,334	7,300	7,300	5,500	4,920	(2,380)
10140000	440215 Recreation Department Revenue	223,688	220,511	220,511	213,410	222,461	1,950
10140000	440220 Recreation Self-Supp Programs	116,330	136,800	136,800	134,943	139,600	2,800
10140000	440230 Rec Dept - Outside Sponsors	19,129	17,575	17,575	13,190	15,500	(2,075)
10140000	440235 Stepping Stone Hazard Trust	17,288	18,000	18,000	16,000	18,000	0
10140000	440240 Stepping Stone Creative Act.	68,487	66,575	66,575	66,144	66,365	(210)
10140000	440245 Stepping Stone Self-Support	2,475	2,500	2,500	2,920	2,700	200
10140000	491003 School Field Maintenance	64,270	64,678	64,678	64,678	67,237	2,559
<b>TOTAL</b>	<b>Recreation Department Revenues</b>	<b>\$655,004</b>	<b>\$665,814</b>	<b>\$665,814</b>	<b>\$658,250</b>	<b>\$678,783</b>	<b>\$12,969</b>
<b>10150000 Library Revenues</b>							
10150000	420015 State Library General Aid	\$184,004	\$190,519	\$190,519	\$190,519	\$185,419	(\$5,100)
10150000	420016 State Library Endowment Aid	12,589	13,426	13,426	13,426	13,926	500
10150000	440350 Libraries	87,088	81,000	0	0	0	0
10150000	440350 Narragansett Library Assoc	0	0	33,000	38,650	38,500	5,500
10150000	440350 Kingston Free Library	0	0	21,000	20,600	21,000	0
10150000	440350 Nathaniel/Mabel Smith Fund	0	0	2,200	2,537	2,500	300
10150000	440350 Miscellaneous	0	0	0	820	0	0
10150000	440360 Library Misc. - R.B. Hale	0	0	1,800	1,500	1,500	(300)
10150000	440360 Library Misc. - Kingston	0	0	3,000	3,000	3,000	0
10150000	440360 Library Misc. - Peace Dale	0	0	20,000	18,000	18,000	(2,000)
<b>TOTAL</b>	<b>Library Revenues</b>	<b>\$283,681</b>	<b>\$284,945</b>	<b>\$284,945</b>	<b>\$289,052</b>	<b>\$283,845</b>	<b>(\$1,100)</b>
<b>10190001 Education Debt Service Revenues</b>							
10190001	490330 South Rd Reserve Fund	\$10,667	\$10,468	\$10,468	\$10,468	\$10,161	(\$307)
10190001	490402 Fair Share Dev Fund - Ed	70,000	70,000	70,000	70,000	70,000	0
10190001	491005 Energy Savings T/F To Debt Service	48,165	0	0	0	0	0
<b>TOTAL</b>	<b>Education Debt Service Revenues</b>	<b>\$128,832</b>	<b>\$80,468</b>	<b>\$80,468</b>	<b>\$80,468</b>	<b>\$80,161</b>	<b>(\$307)</b>
<b>10190003 Town Debt Service Revenues</b>							
10190003	420014 State Library Construction Aid	\$9,209	\$8,811	\$8,811	\$8,811	\$0	(\$8,811)
10190003	490404 Open Space Reserve Fund	225,000	225,000	225,000	225,000	225,000	0
10190003	490499 Fair Share Dev Fund - Rec	121,654	118,124	118,124	118,124	114,540	(3,584)
<b>TOTAL</b>	<b>Town Debt Service Revenues</b>	<b>\$355,863</b>	<b>\$351,935</b>	<b>\$351,935</b>	<b>\$351,935</b>	<b>\$339,540</b>	<b>(\$12,395)</b>
<b>TOTAL</b>	<b>General Fund Revenues</b>	<b>\$74,656,384</b>	<b>\$74,195,340</b>	<b>\$74,195,340</b>	<b>\$74,700,017</b>	<b>\$74,858,524</b>	<b>\$663,184</b>

## **PEACE DALE OFFICE BUILDING (0302)**

### **MISSION STATEMENT**

The Parks and Recreation Department serves the community by providing enriching recreation experiences and quality facilities.

### **TRENDS, IMPACTS, ISSUES**

The Peace Dale Office Building (PDOB) was constructed in 1856 by the Peace Dale Mill Company and purchased by the Town in 1983 with the intent to accommodate expanded recreational programming. Since purchase of the PDOB, the Department's focus has been directed on maximizing rental income through commercial space on the first and second levels of the building. Operating the facility in this manner, has allowed for income to be generated from commercial operations and held in a capital reserve fund to be used exclusively for facility improvements and upgrades to this historic building. Limitations on accessibility to the second and third levels of the building prevent the Department from scheduling additional programs at PDOB.

Occupancy of the commercial units is at 100% with a total of nine tenants. The remainder of the facility is utilized on a year-round basis for public programming and is also used for maintenance and event storage. Various active and passive forms of programming are offered in this building, including yoga and cardio-fitness classes, and select youth programs during the summer months.

Some of the major issues and recent changes to this operation are provided below:

- ❑ Self-support program revenues have dropped as a result of relocation of select programs from PDOB to the Neighborhood Guild.
- ❑ Facility improvements completed in the current year include seal coating and striping of parking lot; and repainting of third floor ceilings and walls. The exterior door on the ground floor will also be replaced in FY 2013-2014.
- ❑ Use of facility for programming continues to be limited due to lack of handicapped accessibility to upper levels.
- ❑ Commercial units are at 100% capacity with nine tenants. The average annual escalator is 3.75%. Two leases are due for renewal in FY 2014-2015.

**SPECIFIC PERFORMANCE MEASUREMENTS**

PERFORMANCE MEASURE	FY 2012-2013 ACTUAL	FY 2013-2014 PREDICTED	FY 2014-2015 GOAL
Total Number of Commercial Tenants	9	9	9
Commercial Rental Income Percentage Increase	5.1%	6.79%	3.76%
Self Support Program Revenues	\$15,818	\$14,135	\$13,500
Rental Income as Percentage of Total Revenue	82.3%	84.8%	84.5%
Program Revenue as Percentage of Total Income	16.8%	14.5%	13.5%
<b>Self Support Classes</b>			
New Classes Offered	1	2	4
Percentage of New Classes Successfully Offered	100%	50%	50%
<b>Youth and Teen Class Enrollment</b>	22	30	40
Total # of Youth/Teen Classes	2	4	5
Percentage of Programs Completed	100%	80%	80%
<b>Sports and Fitness Class Enrollment *</b>	156	175	180
Total # of Sports/Fitness Classes **	20	25	30
Percentage of Programs Completed	60%	75%	75%
<b>PDOB Facility Usage ***</b>			
Total Hours Reserved /Hours Available	13%	13%	25%
Total Hours Reserved	1978	1980	2000
Total Program Attendance	6064	6100	6500

\* This includes class participation numbers and yoga pass card participants. It is anticipated that PDOB classroom space will be used for additional rentals and overflow from room demands at the Guild when possible.

\*\* Total # of Sports/Fitness classes does not include yoga classes. Due to yoga participants purchasing punch cards, it is not possible to determine which specific classes actually run.

\*\*\* Facility usage is based on 3 rooms being used.

**GOALS FY 2014-2015**

Facility improvements and preventive maintenance projects planned for the 2014-2015 fiscal year include:

- Painting of exterior trim of facility
- Stripping and painting of all fire escapes
- Power washing of building
- Use of the ground floor Yoga School space to be evaluated at the close of FY 2013-2014 to determine availability for additional programming when not being utilized for yoga classes.

The Department will continue to monitor the present space allocation within the PDOB and determine if sufficient area is allotted to fulfill the public need. Should public programming space requirements exceed current area allocation, the Town will analyze the space distribution and propose a new usage formula for the building. The Town will continue to retain its commercial tenants in order to maintain a stable flow of commercial rental income. Rental rates will be analyzed prior to all lease renewals to ensure market position is competitive and fair.

PEACE DALE OFFICE BUILDING EXPENDITURE STATEMENT							
Account	Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr
511001	Full Time Salaries	\$0	\$0	\$19,787	\$19,787	\$18,653	(\$1,134)
511002	Part Time Salaries	17,929	19,787	0	0	0	0
511006	Longevity	1,488	1,556	1,556	1,556	1,661	105
522250	FICA	0	0	1,470	1,633	1,506	36
522300	Municipal Employees Retirement	0	0	2,332	2,332	2,554	222
522818	Medical Insurance	0	0	5,357	5,357	5,357	0
522822	Dental Insurance	0	0	301	301	301	0
522850	Life Insurance	0	0	22	22	20	(2)
529900	Workers Comp ( <i>prev all Fringe Benefits</i> )	9,566	10,139	657	657	670	13
530014	Refuse Disposal	546	545	545	545	416	(129)
530022	Course Instructors	9,892	9,975	9,975	9,940	10,575	600
532000	Telephone	0	360	360	0	0	(360)
532002	Fuel Oil	6,195	7,600	0	0	0	0
532004	Electricity	7,839	7,083	7,083	7,400	7,964	881
532008	Natural Gas	0	0	7,600	7,534	7,125	(475)
532010	Wastewater Fees	1,356	1,209	998	1,300	916	(82)
532012	Water Fees	0	0	211	200	459	248
534020	Maintenance of Buildings	6,898	13,150	13,150	12,000	13,500	350
540014	Janitorial Supplies	3,155	2,939	2,939	3,000	3,170	231
540018	Electrical/Comm Supplies	283	1,275	1,275	1,000	1,105	(170)
540024	Chemicals/Gases	139	316	316	300	316	0
560010	Insurance	4,584	5,045	5,045	5,045	5,045	0
570002	Capital Improvements	0	7,000	7,000	7,000	7,000	0
580100	Miscellaneous Expenses	3,002	3,798	3,798	3,600	3,806	8
<b>Total Expenses</b>		<b>\$72,873</b>	<b>\$91,777</b>	<b>\$91,777</b>	<b>\$90,509</b>	<b>\$92,119</b>	<b>\$342</b>
PEACE DALE OFFICE BUILDING REVENUE STATEMENT							
Account	Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr
<i>Income Accounts</i>							
431115	Rental Income	\$77,594	\$82,710	\$82,710	\$82,862	\$85,823	\$3,113
440220	Income - Self Support	15,818	13,300	13,300	14,135	13,500	200
460010	Investment Income	844	1,000	1,000	1,000	1,000	0
<b>Total Revenue</b>		<b>\$94,256</b>	<b>\$97,010</b>	<b>\$97,010</b>	<b>\$97,997</b>	<b>\$100,323</b>	<b>\$3,313</b>
<b>Income Over (Under) Expenses</b>		<b>\$21,383</b>	<b>\$5,233</b>	<b>\$5,233</b>	<b>\$7,488</b>	<b>\$8,204</b>	
<b>Fund Balance</b>		<b>\$275,000</b>	<b>\$280,233</b>	<b>\$280,233</b>	<b>\$282,488</b>	<b>\$290,692</b>	

## **NEIGHBORHOOD GUILD (0306)**

### **MISSION STATEMENT**

The Parks and Recreation Department serves the community by providing enriching recreation experiences and quality facilities.

### **TRENDS, IMPACTS, ISSUES**

The Neighborhood Guild was constructed in 1908 as an activity center for employees of the Peace Dale Mill Company and was deeded to the Town of South Kingstown in 1940 to serve as a community center for residents. The operation today remains financially self-supporting with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals and various other sources.

The Guild is a 25,000 square-foot facility housing a variety of classrooms, music rooms, small gymnasium/performance area, woodworking room, pottery studio, kitchen, fitness center, locker rooms, and administrative offices. The facility supports over 400 classes annually, including the arts, community education, sports, fitness, and special events for all segments of the local population. In addition, the Guild is utilized by a variety of community-based non-profit groups for meetings and programs and by residents who rent rooms for gatherings such as birthday parties and other special occasions.

The Guild relies on two main sources of revenue - the Guild Trust Fund and program related fees. In the 2014-2015 fiscal year, Neighborhood Guild recreational programs are expected to generate approximately 42% of the total revenue needed to support operations. The Guild Trust Fund contribution is proposed to increase from \$368,000 to \$373,263 in FY 2014-2015, which reflects 45.71% of the total Neighborhood Guild operating program. Public participation in Guild recreational programs is projected to show moderate growth as the overall economic outlook slowly improves. Programming fees will see little change in the 2014-2015 fiscal year, as the Recreation Department attempts to maintain a balance between offering affordable leisure activities and meeting operational costs.

In FY 2014-2015 the Department plans to evaluate use of the Guild's programming space and re-assign rooms as necessary in order to accommodate growing programs such as pottery. Employment of strategies to maintain operational costs will continue. Space limitations will continue to restrict any major program expansion. Some of the issues and recent changes are listed below:

- ❖ FY 2014-2015 budget proposes an overall operating program increase of 2.03% (\$16,214) as compared with FY 2013-2014.
- ❖ FY 2014-2015 budget proposes an overall revenue increase of 1.95% (\$15,632); reflects anticipated moderate increase in program participation based on projections for FY 2013-2014.
- ❖ Recent Guild interior improvement projects include refurbishment of 2<sup>nd</sup> floor classroom; complete updating of facility security system.
- ❖ Implementation of Recreation Data Management software; on line registration scheduled to begin in the 2013-2014 fiscal year.
- ❖ Adjustment of Guild operating hours on weekends in response to decreased Sunday activities.
- ❖ Operational transition to Town-wide financial management software system.
- ❖ Expanded use of electronic media to promote programs.
- ❖ Program fees remain unchanged to ensure affordable recreational opportunities to community.
- ❖ Implementation of in-house, family-centered programming facilitated by Department staff.
- ❖ Diminishing use of fitness room due to competing local fitness clubs.
- ❖ Continued expansion of the Access to Art Program.
- ❖ Senior Trips Programming showing moderate growth after two year downturn.

**SPECIFIC PERFORMANCE MEASUREMENTS**

<b>Performance Measure</b>	<b>FY 2011-2012 Actual</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Number of Independent Program Contractors	111	113	100	110
Number of Internet Transactions	0	0	500	1,500
Percentage of Trust Income/Total Revenue	45%	47%	48%	47%
Percentage of Program Revenue/Total Revenue	44%	42%	42%	42%
<b>Classes</b>				
New Classes Offered	86	281*	80	70
Percentage of New Classes Completed	42%	55%	50%	80%
<b>Youth and Teen Class Enrollment</b>	567	618	600	625
Total # of Youth/Teen Classes	70	61	75	75
Percentage of Programs Completed	59%	49%	80%	80%
Total Program Revenue	\$39,670	\$49,279	\$40,350	\$47,090
<b>Adult Class Enrollment</b>	4,494	4,481	4,500	4500
Total # of Adult Classes	372	455	350	375
Percentage of Programs Completed	85%	78%	75%	80%
Total Program Revenue	\$59,097	\$61,469	\$62,000	\$60,650
<b>Preschool Class Enrollment</b>	453	490	500	500
Total # Preschool Classes	97	61	60	65
Percentage of Programs Completed	67%	92%	80%	80%
<b>Sports and Fitness Class Enrollment</b>	5,239	3,727	3,500	3,600
Total # Sports/Fitness Classes	59	38	40	40
Percentage of Programs Completed**	83%	87%	80%	80%
<b>Senior/Special Event Enrollment</b>	822	590	600	600
Total # Trips/Programs Offered	19	21	20	25
Percentage of Programs Completed	95%	76%	80%	80%
Total Program Revenue	\$69,627	\$36,321	\$45,000	\$46,000
<b>Knapp School of Music Enrollment</b>	1,370	1,577	1575	1600
Total # of Music Registrations	170	185	175	190
Total # of Group Programs	18	8	8	12
Total Program Revenue	\$95,762	\$108,531	\$93,000	\$96,590
<b>Art Program Enrollment</b>	756	488	500	500
Total # of Art Programs	134	101	100	125
Percentage of Programs Completed	81%	72%	80%	80%
Total Program Revenue	\$61,492	\$62,054	\$68,095	\$69,025
<b>Special Events/Concerts Program Enrollment</b>	2485	976	1,200	1500
Total # of Programs	16	11	15	20
Percentage of Programs Completed	81%	82%	90%	80%
<b>Guild Facility Usage ***</b>				
Total Hours Reserved /Hours Available	21%	24%	25%	25%
Total Hours Reserved	11,135	12,727	12,700	12,800
Total Attendance - Estimated	64,549	68,963	69,000	69,500

\* S.K.I.L.L.S program resulted in a significant number of new one day classes.

\*\* Sports and Fitness, percentage of classes completed includes yoga classes.

\*\*\* Facility usage figures are based on program space including a total of 12 rooms located among the four building levels. Room availability is based on a standard schedule of 7 a.m. to 9 p.m. and varies by season (52,584 hours)

### **GOALS FY 2014-2015**

The capacity of the Neighborhood Guild facility to house recreational programming, at a level which meets the leisure services needs of the community, is currently insufficient. Until additional interior recreational space is made available, program expansion and diversification are significantly restricted. In the event that the proposed Community Recreation Center capital project is approved for construction within the next two years, it would allow for the relocation of athletic programs and create the capacity to expand existing, passive recreation programs within the Guild.

The goals for the 2014-2015 fiscal year are focused on maximizing use of existing space; and increasing service levels, participation rates and revenue through marketing and outreach. The Department has set the following goals for FY 2014-2015:

- ❖ Develop additional brochure for Spring programming
- ❖ Utilize in house staff to implement low cost program offerings
- ❖ Continue marketing efforts through use of social media, additional brochure
- ❖ Update and standardize program survey; use as measurement and feedback tool
- ❖ Recruit instructors/independent contractors for new program offerings
- ❖ Collaborate with Senior Center staff to offer enrichment programs for older adults at The Center
- ❖ Establish WiFi connectivity in activity rooms to offer broader programming capability
- ❖ Provide staff with training and development opportunities to increase professional skills
- ❖ Seek alternative revenue sources such as grants and sponsorships
- ❖ Maintain present yield on trust fund and investment income sources
- ❖ Implement direct mail post card marketing strategy for specific programs
- ❖ Seek community input through surveys, advisory committees
- ❖ Continue improvements and maintenance to interior of the Guild facility – refurbishment of remaining second floor activity room.

NEIGHBORHOOD GUILD EXPENDITURE STATEMENT							
Account	Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr
<b>Administration</b>							
511001	Full Time Employees	\$214,291	\$220,656	\$220,656	\$220,656	\$224,924	\$4,268
511002	Part Time Employees	5,273	7,077	7,077	6,000	7,615	538
511003	Seasonal	0	0	0	225	0	0
511004	Overtime	5,039	5,000	5,000	5,000	4,000	(1,000)
511005	Retirement/Vacation	1,333	0	0	0	0	0
511006	Longevity	6,511	7,028	7,028	6,996	7,172	144
522250	FICA	0	0	16,852	18,275	18,182	1,330
522300	Municipal Emp Retirement System	0	0	26,928	26,928	29,177	2,249
522818	Medical Insurance	0	0	45,505	45,505	45,505	0
522822	Dental Insurance	0	0	4,005	4,005	3,191	(814)
522840	Insurance Buyback	0	0	1,000	1,000	1,000	0
522850	Life Insurance	0	0	182	182	185	3
529900	Workers Comp ( <i>prev all Fringe Benefits</i> )	94,414	101,168	3,020	4,269	5,070	2,050
530012	Cleaning Services	770	1,122	202	281	0	(202)
530014	Refuse Disposal	601	600	600	600	832	232
530064	Copy Machine Services	1,277	2,600	2,600	2,600	1,800	(800)
530111	Professional Services	12,824	10,280	10,280	10,280	10,659	379
532000	Telephone	3,064	3,684	3,684	3,684	3,387	(297)
532002	Fuel - Oil	0	16,150	0	0	0	0
532004	Electricity	17,638	0	17,805	17,806	16,243	(1,562)
532008	Natural Gas	12,428	0	16,150	16,150	15,960	(190)
532010	Wastewater Fees	562	0	620	620	619	(1)
532012	Water Fees	749	0	760	760	1,085	325
532018	Utilities	0	19,185	0	0	0	0
534016	Computer/Software Maintenance	0	2,795	2,795	2,795	2,935	140
534020	Maintenance of Building	6,583	10,300	10,300	10,300	9,300	(1,000)
538012	Advertising	0	0	0	0	100	100
538014	Travel Expenses	1,089	2,500	500	500	200	(300)
538018	Conference Expenses	0	0	1,850	1,200	2,000	150
538020	Postage	3,185	2,992	2,992	2,992	3,605	613
538022	Printing Expenses	3,657	5,400	5,400	5,400	5,000	(400)
538028	Rents	0	200	200	200	200	0
538030	License and Dues	1,201	1,200	1,200	1,200	1,200	0
540012	Office Materials & Supplies	1,729	2,400	2,400	2,400	2,530	130
540014	Janitorial Materials & Supplies	2,658	3,000	3,000	3,000	3,000	0
540016	Recreation Materials & Supplies	870	600	600	600	600	0
540018	Electrical Materials & Supplies	39	500	500	500	500	0
540020	Books/Publications	108	180	180	150	150	(30)
540024	Chemicals/Gases	92	162	162	162	162	0
540026	Bldg & Const. Materials	177	800	800	800	800	0
540032	General Hardware	0	700	700	700	700	0
540034	Signage Materials & Supplies	1,280	1,000	1,000	1,000	800	(200)
540036	Equipment & Machine Parts	400	250	250	250	400	150
540038	Uniforms	118	0	1,070	1,122	1,167	97
540050	HVAC Materials & Supplies	164	1,000	1,000	1,000	1,000	0
540058	Safety Related Mat. & Supplies	0	50	50	50	50	0
550004	Office Equipment	768	1,500	1,200	1,500	4,000	2,800
550016	Janitorial Equipment	148	600	600	600	500	(100)
550018	Recreation Equipment	3,179	2,300	2,600	2,300	2,000	(600)
550026	Furniture & Furnishings	304	1,460	1,460	1,460	1,400	(60)
560010	Insurance	10,337	11,375	11,375	11,375	12,517	1,142
580100	Miscellaneous Expenses	3,726	3,150	3,150	3,150	3,038	(113)
<b>Total Administration</b>		<b>\$418,587</b>	<b>\$450,964</b>	<b>\$447,288</b>	<b>\$448,528</b>	<b>\$456,459</b>	<b>\$9,171</b>
Debt Service Expense		57,188	55,438	55,438	55,438	53,687	(1,751)
<b>Total Adm/Debt Service</b>		<b>\$475,775</b>	<b>\$506,402</b>	<b>\$502,726</b>	<b>\$503,966</b>	<b>\$510,147</b>	<b>\$7,420</b>

Account	Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr
<b>Front Desk</b>							
511002	Part-Time Salaries	\$27,248	\$28,263	\$28,263	\$28,475	\$28,138	(\$125)
522250	FICA	0	0	2,162	2,178	2,153	(9)
522850	Life Insurance	0	0	0	0	37	37
540016	Recreation Supplies	188	200	200	200	200	0
540038	Clothing	1,252	1,200	1,200	1,200	1,000	(200)
540054	Vending Materials and Supplies	4,399	4,000	4,000	4,000	4,400	400
<b>Total - Front Desk</b>		<b>\$33,087</b>	<b>\$33,663</b>	<b>\$35,825</b>	<b>\$36,053</b>	<b>\$35,928</b>	<b>\$103</b>
<b>Seniors</b>							
511002	Part-Time Salaries	\$97	\$1,300	\$1,300	\$750	\$1,300	\$0
522250	FICA	0	0	100	58	99	(1)
530111	Professional Services	37,060	44,550	44,550	40,500	40,500	(4,050)
540016	Rec Materials & Supplies	257	200	200	200	200	0
<b>Total - Seniors</b>		<b>\$37,414</b>	<b>\$46,050</b>	<b>\$46,150</b>	<b>\$41,508</b>	<b>\$42,099</b>	<b>(\$4,051)</b>
<b>Youth</b>							
511003	Seasonal Salaries	\$4,750	\$3,335	\$3,335	\$3,325	\$4,923	\$1,588
522250	FICA	0	0	255	255	377	122
530111	Professional Services	27,085	20,450	20,450	21,450	23,758	3,308
538020	Postage	27	50	50	50	40	(10)
538028	Rents	3,246	4,500	4,500	3,300	4,350	(150)
540016	Rec Materials & Supplies	6,095	5,500	5,500	5,800	6,200	700
<b>Total - Youth</b>		<b>\$41,203</b>	<b>\$33,835</b>	<b>\$34,090</b>	<b>\$34,180</b>	<b>\$39,648</b>	<b>\$5,558</b>
<b>Music</b>							
511002	Part-Time Salaries	\$4,360	\$4,200	\$4,200	\$4,200	\$6,240	\$2,040
522250	FICA	0	0	321	321	477	156
530111	Professional Services	89,157	79,580	79,580	82,500	79,680	100
540016	Rec Materials & Supplies	565	400	400	400	300	(100)
550018	Recreation Equipment	0	0	0	0	1,500	1,500
<b>Total - Music</b>		<b>\$94,082</b>	<b>\$84,180</b>	<b>\$84,501</b>	<b>\$87,421</b>	<b>\$88,197</b>	<b>\$3,696</b>
<b>Adults</b>							
511002	Part-Time Salaries	\$4,507	\$4,500	\$4,500	\$4,500	\$4,500	\$0
522250	FICA	0	0	345	344	344	(1)
530111	Professional Services	37,413	36,850	36,850	37,000	39,600	2,750
540016	Rec Materials & Supplies	229	0	0	0	0	0
<b>Total - Adults</b>		<b>\$42,148</b>	<b>\$41,350</b>	<b>\$41,695</b>	<b>\$41,844</b>	<b>\$44,444</b>	<b>\$2,749</b>
<b>Arts</b>							
511003	Seasonal Salaries	\$5,420	\$6,445	\$6,445	\$6,788	\$7,973	\$1,528
522250	FICA	0	0	493	520	611	118
530111	Professional Services	44,334	45,580	45,580	46,312	44,198	(1,383)
538028	Rentals	1,611	1,960	1,960	1,668	1,960	0
540016	Rec Materials & Supplies	1,002	825	825	1,352	1,300	475
<b>Total - Arts</b>		<b>\$52,368</b>	<b>\$54,810</b>	<b>\$55,303</b>	<b>\$56,640</b>	<b>\$56,041</b>	<b>\$738</b>
<b>Total Expenditures</b>		<b>\$776,077</b>	<b>\$800,290</b>	<b>\$800,290</b>	<b>\$801,612</b>	<b>\$816,504</b>	<b>\$16,214</b>

NEIGHBORHOOD GUILD REVENUE STATEMENT							
Account	Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr
499060	Guild Fund Balance	\$25,100	\$25,000	\$25,000	\$25,000	\$25,000	\$0
460020	Guild Trust Fund	362,625	368,000	368,000	368,000	373,263	5,263
460180	Hazard Trust	12,143	13,000	13,000	13,000	13,000	0
460010	Investment Income	102	200	200	200	200	0
460140	Reinvested Income - Debt	57,188	55,438	55,438	55,438	53,687	(1,751)
460150	Reinvested Income - Capital	6,500	6,500	6,500	6,500	6,500	0
440250	Front Desk	26,552	27,000	27,000	25,100	25,500	(1,500)
440255	Senior Programs	573	0	0	0	0	0
440260	Senior Trips	35,748	50,800	50,800	45,000	46,000	(4,800)
440265	Youth	49,279	39,010	39,010	40,350	47,090	8,080
440270	Music	108,531	95,700	95,700	93,000	96,590	890
440275	Adults	61,469	57,550	57,550	62,000	60,650	3,100
440280	Arts	62,054	62,675	62,675	68,095	69,025	6,350
470010	Miscellaneous Revenue	3	0	0	6	0	0
<b>Total Revenues</b>		<b>\$807,866</b>	<b>\$800,873</b>	<b>\$800,873</b>	<b>\$801,689</b>	<b>\$816,505</b>	<b>\$15,632</b>
		<b>\$31,789</b>	<b>\$583</b>	<b>\$583</b>	<b>\$77</b>	<b>\$1</b>	
<b>Surplus/(Loss)</b>		<b>\$31,789</b>	<b>\$583</b>	<b>\$583</b>	<b>\$77</b>	<b>\$1</b>	

**SENIOR SERVICES DEPARTMENT (0304)**

*General Explanation and Work Program*

The total proposed operating budget for the Senior Services Department for the 2014-2015 fiscal year is \$805,079 representing an increase of \$22,453 (2.9%) over the 2013-2014 fiscal year. A general fund transfer of \$378,171 is proposed for FY 2014-2015, an increase of \$14,840 or 4.08% over the FY 2013-2014 general fund transfer of \$363,331. It is estimated that \$524,642 or 65.17% of the Department's budget will be funded from local revenue sources.

**Program Summary**

	2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase
Senior Services Program	Actual	Adopted	Restated	Estimated	Proposed	Over PY
Senior Transportation Program	\$60,678	\$68,755	\$68,755	\$65,496	\$68,121	(\$634)
Senior Nutrition Program	109,970	106,539	106,539	109,903	111,780	5,241
Adult Day Services Program	314,750	328,085	328,085	318,087	335,277	7,192
Senior Center Program	278,356	279,246	279,246	292,542	289,901	10,655
<b>Senior Services Program Cost</b>	<b>\$763,754</b>	<b>\$782,625</b>	<b>\$782,625</b>	<b>\$786,028</b>	<b>\$805,079</b>	<b>\$22,454</b>
So. Kingstown General Fund Transfer	\$351,498	\$363,331	\$363,331	\$363,331	\$378,171	\$14,840
Narragansett Contribution	104,433	110,594	110,594	110,594	114,856	4,262
North Kingstown Contribution	35,445	37,291	37,291	37,291	31,614	(5,677)
<b>Total Municipal Support</b>	<b>\$491,376</b>	<b>\$511,216</b>	<b>\$511,216</b>	<b>\$511,216</b>	<b>\$524,642</b>	<b>\$13,426</b>

**Program Revenues**

Senior Services Program revenues to be contributed by the Town of South Kingstown General Fund are documented below:

Summary of South Kingstown Transfers						
Description	2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Increase
	Actual	Adopted	Restated	Estimated	Proposed	Over PY
Transportation Program	\$62,628	\$64,366	\$64,366	\$64,366	\$64,663	\$297
Day Services Program	33,994	36,809	36,809	36,809	39,647	2,838
Nutrition Program	69,324	72,835	72,835	72,835	78,194	5,359
Senior Center Program	185,552	189,321	189,321	189,321	195,667	6,346
<b>Total General Fund Transfer</b>	<b>\$351,498</b>	<b>\$363,331</b>	<b>\$363,331</b>	<b>\$363,331</b>	<b>\$378,171</b>	<b>\$14,840</b>

Other major revenue sources for the Senior Services Program are as follows:

<b>Narragansett Contributions Senior Services Program</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Over PY</b>
Senior Nutrition Program	\$30,395	\$29,701	\$29,701	\$29,701	\$29,372	(\$329)
Adult Day Services	36,038	42,893	42,893	42,893	46,484	3,591
Senior Center Program	38,000	38,000	38,000	38,000	39,000	1,000
<b>Total Appropriations</b>	<b>\$104,433</b>	<b>\$110,594</b>	<b>\$110,594</b>	<b>\$110,594</b>	<b>\$114,856</b>	<b>\$4,262</b>
<b>North Kingstown Contribution</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Over PY</b>
Adult Day Services	\$35,445	\$37,291	\$37,291	\$37,291	\$31,614	(\$5,677)
<b>Total Appropriation</b>	<b>\$35,445</b>	<b>\$37,291</b>	<b>\$37,291</b>	<b>\$37,291</b>	<b>\$31,614</b>	<b>(\$5,677)</b>
<b>State Grant Program Assistance</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Over PY</b>
Title IIIB - Transportation	\$3,130	\$2,348	\$2,348	\$2,173	\$2,348	\$0
Senior Nutrition Grant	4,214	4,003	4,003	4,214	4,214	0
Title IIIB - ADS	12,566	9,422	9,422	8,650	9,422	0
Senior Center Grants	40,921	0	0	0	0	0
State Legislative Grant	0	4,935	4,935	4,935	4,935	0
Title IIIB - Sr Center	0	18,228	18,228	16,717	18,228	0
CIS	0	11,000	11,000	9,682	22,666	11,666
<b>Total State Grants</b>	<b>\$60,831</b>	<b>\$49,936</b>	<b>\$49,936</b>	<b>\$46,371</b>	<b>\$61,813</b>	<b>\$11,877</b>
Adult Day Services Reimbursements	108,951	107,127	107,127	107,127	112,641	5,514
<b>Total State Program Support</b>	<b>\$169,782</b>	<b>\$157,063</b>	<b>\$157,063</b>	<b>\$153,498</b>	<b>\$174,454</b>	<b>\$17,391</b>

**MISSION STATEMENT**

To ensure excellence in service delivery, advocacy and public policy dedicated to the needs of older residents of South Kingstown, their families and caregivers through a single, visible and responsive department.

The Department seeks to accomplish this mission by ensuring that programs and services are user-friendly, consumer-directed and delivered in the least restrictive environment and subscribes to the following Guiding Principles:

- ❖ Listen, respond and react to the needs of older residents of South Kingstown, their families, and caregivers with respect, courtesy, patience and dignity. Target services to elders in greatest need, and those who are frail and at-risk.
- ❖ Protect the rights and confidentiality of our consumers through adherence to laws, polices, and procedures. Ensure integrity of information and equitable access in a manner that is culturally sensitive and equitable.
- ❖ Provide a system of services and opportunities to help older people serve, and be served, where they live.

- ❖ Familiarize older people, their families and friends, and the community at large with the local senior service system.
- ❖ Maintain a dedicated effort to coordinate the many essential elements of an effective and comprehensive community system for older persons by collaborating with existing senior service programs provided by other public and private agencies and promoting accessibility of services.
- ❖ Operate four direct service programs: Senior Transportation, Senior Nutrition, Adult Day Services, and the nationally accredited Senior Services Center. Advocacy and technical assistance are also major functional areas within the Department.

### **TRENDS, IMPACTS, ISSUES**

Among the vital services that assist families to keep their elders living at home are transportation, senior centers, respite care, adult day services, congregate meals, caregiver education, and caregiver support groups. The Senior Services Department provides all of these services and links community members with other local providers for additional supportive services.

The 2010 census reports that the 60 plus population in South Kingstown accounts for nearly 20% of the overall population and will continue to grow over the next decade. With this in mind, senior services represent a critical resource in the community. Future challenges lie in the development and implementation of services and programs for a broad senior demographic ranging from new retirees to the frail elderly.

The Town of South Kingstown contributes 47.0% of the necessary revenue to operate the Senior Services Program. Support from contributing communities of Narragansett and North Kingstown make up 18.2% the overall revenue. The program also receives State and federal grants as well as Medicaid reimbursement, accounting for 21.7% of all revenue projected in FY 2014-2015. State funding for the Nutrition (meal site) and Senior Center programs is projected to remain level for the coming year, whereas the amount of funding provided from the South County Community Action program to support the Community Information Specialist position will see a one-time increase in the amount of \$11,666. Although federal funding through the Title IIIB Supportive Services grant for Transportation, Senior Center activities, and Adult Day Services program was cut in FY 2013-2014 as a result of federal sequestration in 2013, funding is expected to be restored to its previous level as is reflected in the FY 2014-2015 proposed budget.

Adult Day Services remains a valuable resource for caregivers aiming to keep loved ones at home and in the community as long as possible. Of note is the profile of the average client which has shifted within the last decade – they are older, require more assistance with activities of daily living, and have a briefer stay in the Adult Day setting. The actual daily cost, per client, to operate the Day Services facility in FY 2014-2015 will be \$96.81. Currently, over 60% of the Adult Day Services clientele is eligible for aid through state assistance and Medicaid dollars. The Medicaid reimbursement rate from the State of RI has remained unchanged since 2008 and is capped at \$52.98 per day. In FY 2013-2014, a fee increase of \$3 per day was implemented for private pay clients who are not eligible for state assistance. The Day Service program has experienced a decrease in the average number of clients per day within the most recent twelve month time frame. It is not unusual for the daily census to experience fluctuations due to the frailty of the client population; however, the long term impact of this trend could require evaluation and possible adjustment of staffing levels and other operational costs.

The Senior Center programs continue to thrive, particularly the wellness-related activities. The needs and interests of the Town's senior population require a multi-leveled approach to service and program development. As such, the Center will continue to offer a wide range of choices for social, physical and educational enrichment.

**GOALS FY 2014-2015**

- ❖ Provide programs and services that support healthy aging and meet the needs of older South Kingstown residents and their families, enabling elders to remain in their own homes with a high quality of life for as long as possible.
- ❖ Provide enhanced technology learning opportunities through offering assistance to senior center participants with the latest technological advances; i.e. personal digital accessories.
- ❖ Complete expansion of activities by re-allocation of under-utilized office space.
- ❖ Continued expansion of fitness/wellness programs to meet the needs of the growing older adult population.
- ❖ Work closely with State's initiatives to re-design and re-commit to the Nutrition Program.
- ❖ Seek input from participants to ensure relevancy of program content.
- ❖ Expand staff's professional skills through development and training opportunities.
- ❖ Market activities and services to eligible community members new to the Senior Center.
- ❖ Seek alternative or supplemental funding sources in order to expand and enhance current services provided to the community.

**SENIOR TRANSPORTATION PROGRAM (42010)**

*General Explanation and Work Program*

The South Kingstown Senior Transportation service is available to any senior resident of the Town. The goal of the program is to assist seniors with the instrumental activities of daily living by providing transportation to and from the Senior Center meal site, grocery stores, pharmacies, hair salons, banks, and retail shops. The program was expanded in October 2008 when the state RIDE program implemented a fee for service. Seniors who previously used the RIDE bus to get to the senior meal site are now riding the Town van, at no charge. The Senior Services Department will continue to promote this valuable service as a way for seniors to maintain their independence and stay active in the community.

With the acquisition of a new van in 2012, the Senior Services Department retained the older van for use as a back-up when the new vehicle requires maintenance, which allows for no interruption of service. The older vehicle is also utilized in programming for short day trips from the Senior Center.

*Specific Performance Measurements*

<b>Performance Measure</b>	<b>FY 2012-2013 Actual</b>	<b>FY 2013-2014 Predicted</b>	<b>FY 2014-2015 Goal</b>
Total Unduplicated Individual Residents, 60 years of age or older, Provided "Door-to-Door" Non-Medical Transportation Services	156	165	168
Average Number of Riders Transported Per Month	227	238	240
Total Number of Trips Provided Per Year	6,638	6,652	6,670
Total Number of miles logged	17,941	18,091	18,166
Average # miles logged per day	72	84	87

*Budget Comparison*

The Senior Transportation Program proposed budget for FY 2014-2015 is \$68,121 representing a decrease of \$634 from the 2013-2014 fiscal year funding level.

**SENIOR NUTRITION PROGRAM (42020)**

*General Explanation and Work Program*

The Senior Nutrition Program provides meals daily at The Senior Center's congregate meal site and for home delivery through the federally-funded Meals on Wheels Program. The goal of this program is to provide the Town's older persons with low cost nutritious meals and appropriate nutrition education. In addition to the primary health benefits of a balanced daily meal, seniors also receive the additional benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at The Senior Center.

***Specific Performance Measurements***

Performance Measure	Calendar 2011 Actual	Calendar 2012 Actual	Calendar 2013 Actual	Calendar 2014
Total Number of Meals for Residents age 60 or older, or Disabled, provided through the Congregate Meal Site by Community				
South Kingstown	7,359	7,410	6,877	6,895
Narragansett	2,645	2,607	2,843	2,860
Other	1,368	1,508	1,645	1,675
<b>Total</b>	<b>11,372</b>	<b>11,525</b>	<b>11,365</b>	<b>11,430</b>
Average Number of Unduplicated Individuals Served Per Week	178	180	112	122
Total Number of Volunteer Hours Per Year	3,716	3,800	3,938	3,970

***Work Load Data***

Participating Community cost share figures are calculated based on the percentage of actual meals served over a four year time frame from 2010 through 2013. Applying a long term use percentage rate reflects a more consistent, historical average and stabilizes any unanticipated fluctuations that may occur on a short term or annual basis.

<b>Nutrition Program Cost - 2014-2015 Fiscal Year</b>		<b>\$111,780</b>
State - Nutrition Program Grant Reimbursement		\$4,214
<b>Net Direct Cost of Nutrition Program</b>	<b>4 Yr Avg.</b>	<b>\$107,566</b>
	<b>Congregate Meals</b>	<b>% of Total Cost Sharing</b>
South Kingstown	28,901	72.69% \$78,194
Narragansett	10,856	27.31% 29,372
<b>Participating Community Meals</b>	<b>39,757</b>	<b>100.00% \$107,566</b>
Non Participating Community Meals	5,822	0.00% 0
<b>Total Meals Program</b>	<b>45,579</b>	<b>100.00% \$107,566</b>

**Budget Comparison**

The proposed budget for the Senior Nutrition Program for FY 2014-2015 is \$111,780 representing an increase of \$5,241 or (4.9%) over FY 2013-2014.

A cost accounting method is used to identify operational and personnel costs solely associated with the Nutrition Program. Personnel costs directly related to the Nutrition Program include 30% of the Senior Center Director, Program Aide and the Senior Center Building Maintenance Supervisor salaries, as well as the salaries of all part-time employees working directly in The Senior Center’s Meals Program. All employment benefit costs related to the personnel associated with the Nutrition Program are also budgeted as a program expense.

A summary of these shared costs is as follows:

<b>Indirect Cost for Facility Operation</b>		
	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>
Postage	\$370	\$370
Telephone	2,640	3,120
Electricity	0	19,782
Natural Gas	0	7,690
Waste Water	0	1,285
Water	0	2,059
Utilities	32,000	0
Printing	475	300
Building Maintenance	4,000	3,800
Refuse Disposal	700	832
Insurance	3,076	4,231
Web Site Services	250	250
Professional Services	9,488	12,382
Office Equipment	750	400
<b>Total Indirect Costs</b>	<b>\$53,749</b>	<b>\$56,501</b>
30% of Costs	16,125	16,950
<b>Total Nutrition Program Share</b>	<b>\$16,125</b>	<b>\$16,950</b>

It should be noted that the raw food costs and labor associated with the Westbay Community Action Program’s preparation of the meals represent significant contributions to the program, totaling approximately \$81,260 (\$7.15/meal). This expense is not reflected in the budget as it is Federal funding provided directly to Westbay CAP in support of Title IIIC programming.

**ADULT DAY SERVICES PROGRAM (42030)**

*General Explanation and Work Program*

Licensed by the State of Rhode Island, South Kingstown Adult Day Services is a comprehensive program designed to meet the medical, social, and psychological needs of the frail and/or disabled senior. A professional staff including a registered nurse, certified nurse aides, and activity professionals provide quality care and supervision. Activities are carefully planned to enrich the lives of the participants, improve self-esteem, and promote feelings of self worth. Day services are provided Monday through Friday to aid family members in their efforts to care for a loved one at home. As the aging population continues to grow, with a rising percentage requiring some level of care, the value of Adult Day Service programs in the community is increasing.

*Specific Performance Measurements*

Performance Measure	2012-2013 Actual*	2013-2014 Predicted	2014-2015 Goal
Total Number of Client Days, by Community			
South Kingstown	1,312	680	1,312
Narragansett	997	994	997
North Kingstown	564	824	564
Other	567	866	567
<b>Total</b>	<b>3,440</b>	<b>3,364</b>	<b>3,440</b>
Average Number of Clients Per Program Day	14	15	14
Total Number of Unduplicated Clients Served	45	43	45
Total Unduplicated Individual Residents Provided Adult Day Services, by Community			
South Kingstown	21	15	21
Narragansett	14	14	14
North Kingstown	5	9	5
Other	5	5	5
<b>Total</b>	<b>176</b>	<b>172</b>	<b>175</b>
Total number of staff			
<input type="checkbox"/> Full Time	2	2	2
<input type="checkbox"/> Part Time	4	5	5
Ratio of Staff to Participants	1:4	1:4	1:4
Conduct Quarterly In-Service Staff Training Sessions per State Regulations			
	4	4	4
Percent of Building Capacity Used Daily	100%	100%	100%
Total State Client Payment Subsidies Received	\$112,641	\$107,127	\$112,641
Total Client Payments Received	\$85,069	\$83,794	\$85,069
Average Client Payment Per Client Day	\$24.72	\$24.90	\$24.90

\*Actual Period: 11/1/12-10/31/13

**Work Load Data**

The proposed Community Cost Share percentages shown below are based on the participating communities' actual number of client days provided over a four year time period. Applying a long term use percentage rate reflects a more consistent, historical average and stabilizes any sharp increases or decreases that may occur from year to year due to the unpredictability of client demographics.

			Adopted FY 2013-2014	Proposed FY 2014-2015	Change in Funding
<b>Adult Day Services Program Cost</b>			<b>\$328,085</b>	<b>\$335,277</b>	<b>\$7,192</b>
<i>Less</i>					
Investment Income			\$500	\$250	(250)
Fund Balance Forward			10,000	10,000	0
Title IIIB Grant			9,422	9,422	0
State Client Payment			107,127	112,641	5,514
Client Payments			83,794	85,069	1,275
Miscellaneous Revenues			250	150	(100)
<b>Net Direct Cost of Service</b>			<b>\$116,992</b>	<b>\$117,745</b>	<b>753</b>
Adult Day Services Program -4 yr Client Use	Client Days	Percent of Total	Adopted FY 2013-2014	Proposed FY 2014-2015	Funding Level
South Kingstown	3,786	33.67%	\$36,809	\$39,647	2,838
Narragansett	4,439	39.48%	42,893	46,484	3,591
North Kingstown	3,019	26.85%	37,291	31,614	(5,677)
<b>Community Client Days</b>	<b>11,244</b>	<b>100.00%</b>	<b>\$116,993</b>	<b>\$117,746</b>	<b>753</b>
Non-Participating Com. Client Days	3,114				
<b>Total Client Days</b>	<b>14,358</b>				

**Budget Comparison**

The proposed FY 2014-2015 budget for Adult Day Services is \$335,277 representing an increase of \$7,192 or 2.19% above the FY 2013-2014 budget of \$328,085.

**SENIOR CENTER PROGRAM (42040)**

*General Explanation and Work Program*

The Senior Center serves as the community's single point of entry for access to and information about the various available services and activities for older adults as well as a link to other local provider agencies. In addition to housing the Senior Nutrition and Transportation programs, The Senior Center offers social and recreational activities, health promotion and screenings, volunteer opportunities, case management, educational programming, and information and referral services.

The Senior Center's mission is to provide a focal point where older adults can access services designed to support their independence, enhance their quality of life, and promote optimal aging.

*Specific Performance Measurements*

<i>Performance Measure</i>	<i>FY 2012-2013 Actual*</i>	<i>FY 2013-2014 Predicted</i>	<i>FY 2014-2015 Goal</i>
Number of members	2,994	3,024	3,057
Total number of residents using facility			
<input type="checkbox"/> South Kingstown	1,713	1,732	1,740
<input type="checkbox"/> Narragansett	835	841	850
<input type="checkbox"/> Other	446	451	453
Number of programs	212	215	217
Number of new programs	14	17	19
Percent of building capacity used on a daily basis	100%	100%	100%
Total number of staff			
<input type="checkbox"/> Full Time	4	4	4
<input type="checkbox"/> Part Time	3	3	3
Total Information & Referral Contacts	2,301	2,425	2,450
Average Number of Participants Per Week	1,077	1,097	1,100
Number of Special Events	74	76	78

\*Actual Period: 11/1/12 – 10/31/13

*Work Load Data*

<b>Senior Center Program Cost</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Over PY</b>
<b>Total Program</b>	<b>\$278,356</b>	<b>\$279,246</b>	<b>\$292,542</b>	<b>\$289,901</b>	<b>\$10,655</b>
Less					
Grants	\$40,921	\$32,845	\$37,103	\$45,829	\$12,984
Senior Classes	8,000	10,000	10,000	5,000	(5,000)
Fund Balance Forwarded	5,352	4,080	4,500	4,405	325
Oliver Watson Fund Transfer	0	5,000	5,000	0	(5,000)
Miscellaneous Revenues	0	0	0	0	0
<b>Net Direct Cost of Service</b>	<b>\$224,083</b>	<b>\$227,321</b>	<b>\$235,939</b>	<b>\$234,667</b>	<b>\$7,346</b>
<b>Senior Center Program Cost</b>	<b>Active Members</b>	<b>Cost Per Client</b>	<b>Proportional Cost Share</b>	<b>Proposed 2014-2015</b>	
South Kingstown	1,713	\$92.10	\$157,765	\$195,667	
Narragansett	835	92.10	76,902	39,000	
<b>Participating Community Clients</b>	<b>2,548</b>	<b>\$92.10</b>	<b>\$234,667</b>	<b>\$234,667</b>	
Non-Participating Community Clients	446				
<b>Total Clients Served</b>	<b>2,994</b>	<b>\$78.38</b>	<b>\$234,667</b>	<b>\$234,667</b>	

*Budget Comparison*

The Senior Center proposed budget for FY 2014-2015 is \$289,901 representing an increase of \$10,655 or 3.82% above the 2013-2014 fiscal year budget of \$279,246.

**SENIOR SERVICES PROGRAM  
 EXPENDITURE STATEMENT**

<b>Senior Transportation Program (30442010)</b>		<b>2012-2013</b>	<b>2013-2014</b>	<b>2013-2014</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>Inc. Over</b>
<b>Account #</b>	<b>Description</b>	<b>Actual</b>	<b>Adopted</b>	<b>Restated</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Restated Yr</b>
30442010	511001 Full-Time Employees	\$29,958	\$34,301	\$34,301	\$34,301	\$34,987	\$686
30442010	511002 Part-Time Salaries	7,783	3,389	2,240	3,389	3,951	1,711
30442010	511003 Seasonal Salaries	0	0	1,149	195	0	(1,149)
30442010	511004 Overtime	0	0	0	95	0	0
30442010	511006 Municipal Longevity	1,945	2,060	2,060	2,060	2,223	163
30442010	522250 FICA	0	0	2,782	3,048	3,319	537
30442010	522300 Municipal Employees Retirement System	0	0	4,272	4,272	4,677	405
30442010	522822 Dental Insurance	0	0	904	904	904	0
30442010	522840 Insurance Buyback	0	0	2,000	2,000	2,000	0
30442010	522850 Life Insurance	0	0	37	37	37	0
30442010	529900 Workers Compensation	13,332	14,567	4,572	1,945	1,983	(2,589)
30442010	534010 Maintenance Of Motor Vehicles	15	3,500	3,500	3,500	4,500	1,000
30442010	540028 Motor Vehicle Parts	1,036	2,300	2,300	2,000	2,300	0
30442010	540040 Fuels & Lubricants	5,726	7,688	7,688	6,800	6,205	(1,483)
30442010	560010 Insurance	723	800	800	800	885	85
30442010	580100 Miscellaneous Expenses	160	150	150	150	150	0
<b>Departmental Total</b>		<b>\$60,678</b>	<b>\$68,755</b>	<b>\$68,755</b>	<b>\$65,496</b>	<b>\$68,121</b>	<b>(\$634)</b>

<b>Senior Nutrition Program (30442020)</b>		<b>2012-2013</b>	<b>2013-2014</b>	<b>2013-2014</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>Inc. Over</b>
<b>Account #</b>	<b>Description</b>	<b>Actual</b>	<b>Adopted</b>	<b>Restated</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Restated Yr</b>
30442020	511001 Full-Time Employees	\$41,539	\$42,369	\$42,369	\$42,195	\$43,217	\$848
30442020	511002 Part-Time Salaries	25,996	24,430	24,430	26,887	24,505	75
30442020	511003 Seasonal Salaries	0	0	0	0	845	845
30442020	511006 Municipal Longevity	1,805	1,082	1,082	1,749	1,990	908
30442020	522250 FICA	0	0	3,136	5,420	5,212	2,076
30442020	522300 Municipal Employees Retirement	0	0	5,116	5,116	5,591	475
30442020	522818 Medical Insurance	0	0	11,991	11,991	11,990	(1)
30442020	522822 Dental Insurance	0	0	542	542	813	271
30442020	522850 Life Insurance	0	0	33	33	32	(1)
30442020	529900 Workers Compensation	24,126	23,311	2,493	623	635	(1,858)
30442020	538032 Indirect Cost of Facility Operation	16,504	15,347	15,347	15,347	16,950	1,603
<b>Departmental Total</b>		<b>\$109,970</b>	<b>\$106,539</b>	<b>\$106,539</b>	<b>\$109,903</b>	<b>\$111,780</b>	<b>\$5,241</b>

Adult Day Services Program (30442030)		2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Inc. Over
Account #	Description	Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
30442030	511001 Full-Time Employees	\$91,639	\$108,668	\$108,668	\$108,668	\$113,380	\$4,712
30442030	511002 Part-Time Salaries	118,372	101,435	96,656	99,000	99,433	2,777
30442030	511003 Seasonal Salaries	0	0	4,779	280	1,523	(3,256)
30442030	511004 Overtime	0	250	250	250	200	(50)
30442030	511006 Municipal Longevity	1,430	1,361	1,361	2,148	3,021	1,660
30442030	522250 FICA	0	0	10,067	16,092	16,643	6,576
30442030	522300 Municipal Employees Retirement	0	0	16,003	16,003	17,556	1,553
30442030	522818 Medical Insurance	0	0	24,985	24,985	24,985	0
30442030	522822 Dental Insurance	0	0	1,234	1,234	2,138	904
30442030	522850 Life Insurance	0	0	119	119	81	(38)
30442030	529900 Workers Compensation	53,692	66,533	14,125	387	406	(13,719)
30442030	530012 Cleaning Services	0	950	950	950	950	0
30442030	530014 Refuse Disposal	270	270	270	270	312	42
30442030	530020 Miscellaneous Services	5,700	5,400	5,400	5,400	6,238	838
30442030	530064 Copy Machine Services	287	240	409	240	300	(109)
30442030	530111 Professional Services	1,981	3,500	3,330	3,500	3,856	526
30442030	532000 Telephone	1,755	1,700	1,700	1,700	1,800	100
30442030	532002 Oil	6,023	5,421	5,421	5,421	7,188	1,767
30442030	532004 Electricity	3,480	0	2,747	2,050	3,419	672
30442030	532012 Water Fees	278	0	290	70	289	(1)
30442030	532018 Utilities	0	3,037	0	0	0	0
30442030	534014 Maintenance of Office Equipment	0	75	75	75	75	0
30442030	534016 Software Maintenance	0	50	50	50	50	0
30442030	534020 Maint Of Bldg & Improvements	842	700	700	700	700	0
30442030	538012 Advertising	15	25	25	25	25	0
30442030	538014 Travel	367	300	300	300	300	0
30442030	538020 Postage	350	350	350	350	350	0
30442030	538022 Printing/Binding	0	250	250	250	250	0
30442030	538030 Licenses And Dues	2,433	1,945	1,945	1,945	2,100	155
30442030	540010 General Materials & Supplies	86	100	100	100	100	0
30442030	540012 Office Supplies	323	275	275	275	300	25
30442030	540014 Janitorial Material & Supplies	2,049	1,900	1,900	1,900	1,900	0
30442030	540016 Recreation Supplies	444	400	400	400	400	0
30442030	540020 Books & Other Publications	421	400	400	400	350	(50)
30442030	540030 Medical & Lab Material & Supp	703	350	350	350	400	50
30442030	540046 Food	17,023	16,880	16,880	16,880	18,428	1,548
30442030	560010 Insurance	4,786	5,270	5,270	5,270	5,781	511
30442030	580100 Other Expenses	0	50	50	50	50	0
<b>Departmental Total</b>		<b>\$314,750</b>	<b>\$328,085</b>	<b>\$328,085</b>	<b>\$318,087</b>	<b>\$335,277</b>	<b>\$7,192</b>

Senior Center Program (30442040)		2012-2013	2013-2014	2013-2014	2013-2014	2014-2015	Inc. Over
Account #	Description	Actual	Adopted	Restated	Estimated	Proposed	Restated Yr
30442040	511001 Full-Time Employees	\$139,093	\$141,875	\$141,875	\$141,875	\$144,712	\$2,837
30442040	511002 Part-Time Salaries	2,766	0	0	8,190	750	750
30442040	511005 Retirement/Vacation Reimbursement	0	0	0	342	0	0
30442040	511006 Municipal Longevity	3,518	3,976	3,976	4,245	4,582	606
30442040	522250 FICA	0	0	10,508	11,831	10,783	275
30442040	522300 Municipal Employees Retirement System	0	0	17,201	17,201	18,768	1,567
30442040	522818 Medical Insurance	0	0	42,611	42,611	42,610	(1)
30442040	522822 Dental Insurance	0	0	2,259	2,259	2,893	634
30442040	522850 Life Insurance	0	0	119	119	120	1
30442040	529900 Workers Compensation	68,654	73,896	1,198	1,578	1,610	412
30442040	530014 Refuse Disposal	601	700	700	700	832	132
30442040	530016 Town Web Site Services	0	250	100	250	250	150
30442040	530022 Course Instructors	3,960	4,080	4,080	4,600	4,105	25
30442040	530064 Copy Machine Services	396	400	400	400	400	0
30442040	530111 Professional Services	17,708	11,114	10,964	11,114	12,382	1,418
30442040	532000 Telephone	2,807	2,664	2,664	2,664	3,120	456
30442040	532002 Fuel Oil	9,599	9,609	9,609	9,609	9,167	(442)
30442040	532004 Electricity	20,508	0	18,900	18,900	19,782	882
30442040	532008 Natural Gas	7,418	0	5,684	7,419	7,690	2,006
30442040	532010 Wastewater Fees	611	0	1,225	1,223	1,285	60
30442040	532012 Water Fees	1,961	0	1,900	1,889	2,059	159
30442040	532018 Utilities	0	27,709	0	0	0	0
30442040	534014 Maintenance of Office Equipment	0	200	200	200	200	0
30442040	534016 Maintenance of Software	0	750	750	750	750	0
30442040	534020 Maint Of Bldg & Improvements	3,726	3,800	3,800	4,200	3,800	0
30442040	538014 Travel	0	1,000	1,000	1,000	1,000	0
30442040	538020 Postage	368	370	370	370	370	0
30442040	538022 Printing	183	300	300	300	300	0
30442040	538032 Indirect Cost of Facility Operation	(16,504)	(15,347)	(15,347)	(15,347)	(16,950)	(1,603)
30442040	540010 General Materials & Supplies	345	250	250	250	250	0
30442040	540012 Office Supplies	834	900	900	900	900	0
30442040	540014 Janitorial Material & Supp	5,570	5,600	5,600	5,600	5,700	100
30442040	540016 Recreation Supplies	288	400	400	400	400	0
30442040	540038 Uniforms and Other Clothing	0	0	300	150	150	(150)
30442040	540046 Food	443	500	500	500	500	0
30442040	550004 Office Equipment	0	400	400	400	400	0
30442040	560010 Insurance	3,503	3,850	3,850	3,850	4,231	381
<b>Departmental Total</b>		<b>\$278,356</b>	<b>\$279,246</b>	<b>\$279,246</b>	<b>\$292,542</b>	<b>\$289,901</b>	<b>\$10,655</b>
<b>Total Program</b>		<b>\$763,754</b>	<b>\$782,625</b>	<b>\$782,625</b>	<b>\$786,028</b>	<b>\$805,079</b>	<b>\$22,454</b>

SENIOR SERVICES PROGRAM  
 REVENUE STATEMENT

Account #	Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr
<b>Senior Transportation Program - 30442010</b>							
451110	State Grant	\$3,130	\$2,348	\$2,348	\$2,173	\$2,348	(\$0)
470010	Miscellaneous Revenues	216	2,040	2,040	1,000	1,110	(930)
490101	South Kingstown -Transfer fr. Gen. Fund	62,628	64,366	64,366	64,366	64,663	297
	<b>Total - Transportation Program</b>	<b>\$65,974</b>	<b>\$68,754</b>	<b>\$68,754</b>	<b>\$67,539</b>	<b>\$68,121</b>	<b>(\$633)</b>
<b>Senior Nutrition Program - 30442020</b>							
418013	Narragansett - Nutrition	30,395	29,701	29,701	29,701	29,372	(329)
451110	State Grant - Nutrition Program	\$4,214	\$4,003	\$4,003	\$4,214	\$4,214	\$211
490101	South Kingstown -Transfer fr. Gen. Fund	69,324	72,835	72,835	72,835	78,194	5,359
	<b>Total - Nutrition Program</b>	<b>\$103,933</b>	<b>\$106,539</b>	<b>\$106,539</b>	<b>\$106,750</b>	<b>\$111,780</b>	<b>\$5,241</b>
<b>Adult Day Services Program - 30442030</b>							
451110	State Grant - Title IIIB	\$12,566	\$9,422	\$9,422	\$8,650	\$9,422	\$0
440310	State Subsidy - Client Payment	108,951	107,127	107,127	107,127	112,641	5,514
440305	Client Payments	86,211	83,794	83,794	83,794	85,069	1,275
460010	Investment Income	613	500	500	200	250	(250)
470010	Miscellaneous Revenues	200	250	250	250	150	(100)
418013	Town of Narragansett	36,038	42,893	42,893	42,893	46,484	3,591
430170	Designated Fund Balance	0	10,000	10,000	10,000	10,000	0
490101	South Kingstown -Transfer fr. Gen. Fund	33,994	36,809	36,809	36,809	39,647	2,838
440610	Town of North Kingstown	35,445	37,291	37,291	37,291	31,614	(5,677)
	<b>Total - Adult Day Services Program</b>	<b>\$314,018</b>	<b>\$328,086</b>	<b>\$328,086</b>	<b>\$327,014</b>	<b>\$335,277</b>	<b>\$7,191</b>
<b>Senior Center Program - 30442040</b>							
418013	Town of Narragansett	38,000	38,000	38,000	38,000	39,000	1,000
440295	Senior Classes	5,352	4,080	4,080	4,500	4,405	325
451110	Senior Center Operations Grant	40,921	32,845	32,845	37,103	45,829	12,984
490101	South Kingstown -Transfer fr. Gen. Fund	\$185,552	\$189,321	\$189,321	\$189,321	\$195,667	\$6,346
499060	Designated Fund Balance	8,000	10,000	10,000	10,000	5,000	(5,000)
490510	Oliver Watson Fund Transfer	0	5,000	5,000	5,000	0	(5,000)
	<b>Total - Senior Center Program</b>	<b>\$277,825</b>	<b>\$279,246</b>	<b>\$279,246</b>	<b>\$283,924</b>	<b>\$289,901</b>	<b>\$10,655</b>
<b>Total Program</b>		<b>\$761,750</b>	<b>\$782,626</b>	<b>\$782,626</b>	<b>\$785,227</b>	<b>\$805,079</b>	<b>\$22,453</b>
<b>Revenue Over (Under) Expenses</b>		<b>(\$2,004)</b>	<b>\$1</b>	<b>\$1</b>	<b>(\$801)</b>	<b>\$0</b>	

**WATER ENTERPRISE FUND (0702)**

*General Explanation and Work Program*

The Water Enterprise Fund was established in 1975. The chart of accounts used in this presentation has been restructured for more accurate documentation of cost factors. Employment benefit cost reporting has been expanded to identify costs by benefit type rather than in aggregate as has been past practice.

A Water Division Program in the amount of \$1,057,706 is proposed for the 2014-2015 fiscal year, which is \$79,013 more than the current year program appropriation of \$978,693. A comparison of program elements is as follows:

<b>Water Enterprise Fund</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Increase Dollars</b>
Operating Expense	\$680,089	\$676,743	\$650,002	\$692,706	\$15,963
Materials & Supplies	7,630	16,950	14,000	0	(16,950)
Debt Service	1,281	0	0	0	0
Capital Improvements	770	102,000	200,165	180,000	78,000
System Wide Depreciation	185,189	183,000	183,000	185,000	2,000
<b>Total Program</b>	<b>\$874,959</b>	<b>\$978,693</b>	<b>\$1,047,167</b>	<b>\$1,057,706</b>	<b>\$79,013</b>

Two major cost elements are projected to increase in FY 2014-2015. The first is a projected 30% increase in the cost of purchased water from United Water of Rhode Island (\$50,298) and the second is a need to conduct a Water Supply Disinfection Study and potential installation of new equipment, thereby increasing the cost of Capital Improvements in FY 2014-2015 by \$78,000 over current year level.

***United Water Rhode Island – Wholesale Water Purchase***

The Water Division currently purchases wholesale water from United Water Rhode Island (UWRI) for the South Shore and Middlebridge water systems. The purchase agreement for the South Shore system, which began in 2002, is more economical than constructing a water filtration plant at the Factory Pond well field. A permanent interconnection between the South Shore system and UWRI was completed and fully operational in August 2005. The Water Division continues to maintain the South Shore well field in active status until such time that a water filtration plant can be funded and constructed.

UWRI filed a rate increase in 2011 with the RI Public Utilities Commission (PUC), which was subsequently approved by the PUC with an effective date of January 12, 2012. The rate increase resulted in a wholesale rate of \$1,124 per million gallons, or an 18.31% increase over the prior rate of \$950 per million gallons.

UWRI filed for an additional rate increase of 42.59% with the PUC on August 12, 2013, to recover recent capital improvements made by the company, including replacement of their “Prout School” water tank. In response to this rate filing, the Town hired a consultant with expertise in PUC regulated water rate cases to review and provide expert testimony on the UWRI rate case.

For purposes of FY 2014-2015 budget preparation, a 30% rate increase with an effective date of July 1, 2014 is assumed for the upcoming fiscal year wholesale water related expenditures.

### ***Electronic Meter Reading Program***

All existing “walk-by” water meters were replaced by radio read “drive-by” meters in the Spring 2008, whereby all meters are now read within a five- (5) hour period. As such, the Water Division reads all meters each month. The monthly meter reading capability gives Water Division staff the ability to detect leaks for water users and perform a monthly analysis of “unaccounted for” water in the distribution systems. An initial "unaccounted for" water report analysis indicates that a stepped up leak detection program will be necessary in the future. The monthly meter readings also provide the platform to begin quarterly water users billing as of July 1, 2014.

### ***Water Distribution System***

The water pumping and distribution system remains in good operating condition due to continued pro-active maintenance by Water Division personnel. Part of that maintenance includes annual distribution system flushing, a process that cleanses water mains of naturally occurring mineral sediments and bio-growth. The annual flushing program also ensures proper operation of all fire hydrants.

During the October 2012 “Superstorm Sandy,” the South Shore’s East Matunuck Barrier Beach 12” $\phi$  water main was exposed and compromised. Given the vulnerability of this main, the Town Council authorized an award of contract on December 10, 2012 to PARE Corporation in the amount of \$119,945 to design a water interconnect water main to the north of Potters Pond. Funding to construct the water main, subject to regulatory agency approvals and permits, will need to be determined prior to a construction implementation schedule being developed.

### ***Water Quality***

The Town purchases water wholesale from United Water RI for both the South Shore and Middlebridge Water Systems. The Water Division will continue to test and exercise the South Shore well field in the event it needs to be reactivated at sometime in the future. Otherwise, the well field will remain on standby.

Because UWRI provides pH and corrosion control adjusted water, the South Shore and Middlebridge water systems now comply with the US Environmental Protection Agency (USEPA) Safe Drinking Water Act (SDWA) lead and copper rule. As such, reduced lead and copper sampling protocol is now in effect for both water systems on a three- (3) year cycle, with South Shore water system lead and copper testing required for the Summer 2014 and Middlebridge water system lead and copper testing required for the Summer 2015. The Water Division continues to meet compliance schedules for all other testing and treatment as mandated by the RI Department of Health (RIDOH) and the USEPA.

Since October 2012, the South Shore water system has had three- (3) “non-acute” violations for total coli form, which is commonly found in the environment. In response to these occurrences, the Town hired a consulting engineer with expertise in potable water quality to evaluate the water system and determine the cause of the non-acute violations. Possible solutions to the problem include water tank mixing equipment, SCADA modifications, and/ or disinfection via a chemical injection system.

*New Service Customers*

It is projected that approximately four new water services will be installed by the Water Division during FY 2014-2015. As in previous years, cost increases for water service installations have no effect on existing customers of the water system as the new users pay for all materials and supplies used for new water service installations. In addition to four new services installed by the Water Division, 11 additional South Shore water customers are expected as a result of water services installed by the developer of the new “High Tides Landings” subdivision.

*Middlebridge and South Shore Systems*

A summary of the South Shore Water and Middlebridge Water Systems customer base and volume sales is as follows:

<b>System Statistics</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>
<b>Purchased Water (cu.ft.)</b>			
South Shore	18,155,458	16,819,079	17,525,212
Middlebridge	1,976,468	2,006,550	2,085,605
<b>Total</b>	<b>20,131,926</b>	<b>18,825,629</b>	<b>19,610,817</b>
<b>Water Sales (cu.ft.)</b>			
South Shore	13,632,415	13,772,911	13,800,000
Middlebridge	1,677,878	1,621,661	1,650,000
<b>Total</b>	<b>15,310,293</b>	<b>15,394,572</b>	<b>15,450,000</b>
<b>Water Accounts</b>			
South Shore	2,474	2,479	2,494
Middlebridge	283	283	283
<b>Total Accounts</b>	<b>2,757</b>	<b>2,762</b>	<b>2,777</b>
Additional Units	581	580	580
<b>Total Units</b>	<b>3,338</b>	<b>3,342</b>	<b>3,357</b>
<b>Water User Fees</b>			
Min in Advance (w/ 5,000 cu. ft. allow.)	\$178	\$178	\$192
Additional Unit charge	\$77	\$77	\$88
Excess Revenue - 1st Step (in Cubic Feet)	5,596,129	1,404,600	1,425,000
Excess Revenue - 2nd Step (in Cubic Feet)		5,194,600	5,250,000

*Proposed FY 2014-2015 User Rates*

In accordance with amendments to RIGL §45-39.1-5 and §46-15.8-4, the Water Division is required to implement a quarterly water user billing format. The Town hired a consultant in water rate structures to formulate a new water rate structure in the current year. The existing user rate structure has been in effect since July 2012.

A new user rate structure was prepared by the Town’s water rate study consultant and provides an “inclining block” rate structure for excess water consumption, which is intended to promote water conservation.

The current minimum base unit of \$178 per year (for a 5/8" meter) is proposed to increase to a quarterly base minimum charge of \$48/ quarter (\$192/ year) with a minimum allowance of 1,250 cu. ft./ quarter (5,000 cu. ft./ year). The current "additional unit charge" of \$77 per year will increase by \$11 per year to a rate of \$22 per quarter (\$88 per year). The current excess consumption charge of \$2.97 per 100 cu. ft. will be replaced with a two tier increasing block structure. The first excess tier would be assessed at \$3.25 per 100 cu. ft. for consumption between 1,250 – 2,500 cubic feet per quarter. Any consumption in excess of 2,500 cu. ft. per quarter would be assessed at \$3.75 per 100 cu. ft.

A summary of metered sales is follows:

<b>FY 2014-2015 Metered Sales Estimated</b>					
<b>Base User Fees</b>	<b>Number of Units</b>	<b>Assessment Rate (Annualized)</b>	<b>Minimum Allowance (cu.ft.)</b>	<b>Proposed Rates Total</b>	<b>Existing Rates Total</b>
Total Minimum Sales	2,711	\$192.00	5,000	\$520,512	\$482,558
Over Sized Meters	52			\$24,640	\$20,000
Additional Units	580	\$88.00		\$51,040	\$44,660
Hydrants and New Accounts				\$4,532	\$4,200
<b>Excess Water User Fees</b>	<b>Excess Consumption</b>	<b>Assessment Rate</b>	<b>Excess Allowance (cu.ft.)</b>	<b>Total</b>	<b>Total</b>
1st Step Excess Sales	1,404,600	\$3.25	100	\$45,650	\$166,320
2nd Step Excess Sales	5,194,600	\$3.75	100	\$194,798	\$0
<b>Total Metered Sales Income</b>				<b>\$841,171</b>	<b>\$717,738</b>

The consultant's proposed rate structure will provide a \$121,307 (16.9%) increase in user fees over the current year rate structure. The Town plans to evaluate further the need for this level of fee increase subsequent to the PUC deliberations concerning United Water Company's request for a 43 percent rate increase and after completion of the water quality study being conducted to evaluate the need to expend capital funds for the installation of water mixing and disinfection systems in the South Shore Water System. After defining the cost associated with the impact of the United Water rate increase and the Town's capital cost needs, a final staff recommendation as to proposed water rates will be provided. The final recommendation will employ the rate structure proposed by the Town's water rate consultant with the potentially lower unit cost factors.

***Prior Year Excess Water Billing Cycle***

The existing water rate billing procedure provides for "post year" invoicing for costs incurred for excess water use. The proposed new rate structure shall bill for excess use on a "prior quarter" billing bases. This change in billing practice will mean that in FY 2014-2015 all excess water consumption billing for the prior fiscal year (Consumption Period July 1, 2013 through June 30, 2014) will be invoiced on July 15, 2014, with a due date of August 15, 2014. The value of this one time billing is projected at \$160,000. Under the existing billing practice this receivable would be invoiced in the annual September billing. (All income generated from this prior year excess consumption billing will be held in reserve for meeting costs associated with capital facilities

improvements.) The first quarterly billing to be issued in September 2014 will include a \$48 base fee, plus any excess water consumption for the period July 1, 2014 through September 30, 2014.

***Outside Revenues***

It is projected that the Water Enterprise Fund will receive estimated income of \$245,677 during FY 2014-2015 from cellular antenna leases associated with antenna arrays constructed on each of the two South Shore water tanks. There are currently five cellular carriers on the Victoria Lane water tank, whereby the Water Fund retains the revenue from four carriers. The Mautucket Road water tank has four cellular carriers, with the Water Fund retaining all of that revenue. Other non-Water Fund revenue is retained by the Town's General Fund.

**TRENDS, IMPACTS, ISSUES**

Since the water services population does not increase significantly in a given year, variations in annual water demand are primarily attributed to seasonal weather conditions and associated outside water use demand. Seasonal water user demands can vary by a factor of four when comparing summer versus winter daily demand. This substantial change in consumption is due to the seasonal influx of summer residents, combined with high outside use. Annual water demands continue to vary from year to year, primarily as a result of climatic conditions and associated summer water usage.

**GOALS FY 2014-2015**

- ❖ The General Assembly in 2010 amended the State cross-control connection law, whereby only non-residential and new residential construction will require a cross control protection device. As such, the Water Division will continue implementing its cross-control program in accordance with State law.
- ❖ Continued effort will be directed to resolving "non-acute" bacteriological contaminant violations and securing regulatory permits for the East Matunuck interconnection north of Potters Pond.

<b>WATER ENTERPRISE FUND EXPENDITURE STATEMENT</b>						
<b>Description</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Inc. Over Restated Yr.</b>
Analysis of Wells	\$5,420	\$9,920	\$9,920	\$6,000	\$13,324	\$3,404
Purchased Water- Middlebridge	17,358	18,913	18,913	17,611	23,758	4,845
Purchased Water- South Shore	152,642	146,094	146,094	141,407	191,547	45,453
Maintenance of Wells	0	100	100	80	100	0
<b>Total Source of Supply</b>	<b>\$175,420</b>	<b>\$175,027</b>	<b>\$175,027</b>	<b>\$165,098</b>	<b>\$228,729</b>	<b>\$53,702</b>
Telephone	\$0	\$0	\$240	\$240	\$239	(\$1)
Fuel Oil	0	0	950	900	\$950	0
Electricity	0	0	5,300	5,250	\$5,650	350
Telemetry	8,254	7,711	1,221	540	\$544	(677)
Maint. of Pump Stations	1,368	1,400	1,400	1,500	\$1,400	0
Pumping Materials & Supply	0	160	160	150	160	0
<b>Total Pumping Expenses</b>	<b>\$9,622</b>	<b>\$9,271</b>	<b>\$9,271</b>	<b>\$8,580</b>	<b>\$8,943</b>	<b>(\$328)</b>
Maintenance of Elevated Tanks	\$1,325	\$8,400	\$8,400	\$5,400	\$6,300	(\$2,100)
Maintenance of Mains & Access	23,278	6,000	6,000	6,500	6,000	0
Maintenance of Services	13,758	7,000	7,000	7,500	10,000	3,000
Maintenance of Meters	1,907	3,500	3,500	3,500	3,500	0
Maintenance of Hydrants	2,564	3,800	3,800	3,800	5,400	1,600
General Materials & Supplies	0	50	50	50	50	0
<b>Total Transmission &amp; Distribution</b>	<b>\$42,832</b>	<b>\$28,750</b>	<b>\$28,750</b>	<b>\$26,750</b>	<b>\$31,250</b>	<b>\$2,500</b>
Bill Accounting & Collection	\$34,300	\$35,600	\$35,600	35,600	\$5,600	(\$30,000)
<b>Total Bill Acct &amp; Coll</b>	<b>\$34,300</b>	<b>\$35,600</b>	<b>\$35,600</b>	<b>\$35,600</b>	<b>\$5,600</b>	<b>(\$30,000)</b>
Full Time Employees	\$205,572	\$210,073	\$210,073	\$210,073	\$221,934	\$11,861
Overtime	7,377	6,500	6,500	7,800	8,000	1,500
Longevity	0	0	0	4,308	8,418	8,418
FICA	0	0	16,243	16,243	17,293	1,050
Retirement Contribution	0	0	25,960	25,960	28,954	2,994
Medical Insurance	0	0	46,864	46,864	46,867	3
Delta Dental	0	0	3,162	3,162	3,298	136
Insurance Buyback	0	0	150	150	300	150
Life Insurance	0	0	140	140	143	3
Worker's Compensation	0	0	0	4,822	5,203	5,203
<b>Total Personnel Services</b>	<b>\$212,949</b>	<b>\$216,573</b>	<b>\$309,092</b>	<b>\$319,522</b>	<b>\$340,410</b>	<b>\$31,318</b>

Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr.
Vacation & Sick Pay Accrued Expense	\$7,099	\$0	\$0	\$0	\$0	\$0
Employee Benefits	101,531	107,781	15,262	0	0	(15,262)
Outside Services	18,900	19,450	19,450	12,494	1,044	(18,406)
Internet Access	351	0	0	351	351	351
Maintenance of Commun. / Radio	750	200	200	180	200	0
MUNIS Maintenance fees	0	0	0	0	5,586	5,586
Maint. of Buildings	438	650	650	550	650	0
General Administration	20,400	21,000	21,000	21,000	0	(21,000)
General Mater. & Supplies	626	650	650	600	650	0
Office Materials & Supplies	1,738	4,147	4,147	4,100	3,125	(1,022)
Vehicle Operation	10,416	11,921	11,921	10,200	13,606	1,685
Computer Equipment	0	0	0	0	4,000	4,000
Insurance Expense	29,499	32,500	32,500	32,500	35,806	3,306
Miscellaneous Expenses	13,218	13,223	13,223	12,477	12,756	(467)
<b>Total Admin &amp; General Expense</b>	<b>\$204,966</b>	<b>\$211,522</b>	<b>\$119,003</b>	<b>\$94,452</b>	<b>\$77,774</b>	<b>(\$41,229)</b>
General Materials & Supplies	\$7,630	\$16,950	\$16,950	\$14,000	\$0	(\$16,950)
Capital Improvements	770	102,000	102,000	200,165	180,000	78,000
Depreciation Expense	185,189	183,000	183,000	183,000	185,000	2,000
Amortization	317	0	0	0	0	0
Debt - Interest	1,281	0	0	0	0	0
<b>Total Other Expenses</b>	<b>\$195,187</b>	<b>\$301,950</b>	<b>\$301,950</b>	<b>\$397,165</b>	<b>\$365,000</b>	<b>\$63,050</b>
<b>Total Water Fund Expenditures</b>	<b>\$875,280</b>	<b>\$978,693</b>	<b>\$978,693</b>	<b>\$1,047,167</b>	<b>\$1,057,706</b>	<b>\$79,013</b>

WATER ENTERPRISE FUND REVENUE STATEMENT						
Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr.
Metered Sales - Domestic	\$720,229	\$719,863	\$719,864	\$717,738	\$841,171	\$121,307
Forfeited Disc. & Penalties	4,179	2,200	2,200	4,179	2,200	0
Rental of Town Properties	232,596	239,099	239,099	239,043	245,677	6,578
Special Services - Turn-Off/On	1,463	1,500	1,500	1,288	1,300	(200)
Serv-Tap Main & Lay Service	5,530	8,950	8,950	26,075	0	(8,950)
Service - Meter Installation	2,443	8,808	8,808	5,000	0	(8,808)
Investment Income	3,739	2,000	2,000	2,000	2,500	500
Miscellaneous Revenue	7,090	5,700	5,700	5,700	5,700	0
State of R.I. Water Protection	2,102	2,130	2,130	2,121	2,062	(68)
Net Assessts Forward to Ops	0	0	0	44,023	0	0
<b>Total Water Fund Revenues</b>	<b>\$979,371</b>	<b>\$990,250</b>	<b>\$990,251</b>	<b>\$1,047,167</b>	<b>\$1,100,610</b>	<b>\$110,359</b>
<b>Total Water Fund Expenditures</b>	<b>\$875,280</b>	<b>\$978,693</b>	<b>\$978,693</b>	<b>\$1,047,167</b>	<b>\$1,057,706</b>	<b>\$79,013</b>
<b>Revenues Over (Under) Expenditure</b>	<b>\$104,091</b>	<b>\$11,557</b>	<b>\$11,558</b>	<b>\$0</b>	<b>\$42,904</b>	<b>\$31,346</b>

**WASTEWATER ENTERPRISE FUND (0704)**

*General Explanation and Work Program*

The Wastewater Division operates and maintains a wastewater treatment facility (WWTF) located on Westmoreland Street in Narragansett that services portions of South Kingstown and its regional partners, the Town of Narragansett, and the University of Rhode Island (URI). The facility receives septage from outlying areas, and conventional wastewater via the Town's municipal gravity collection system and twelve pump stations. The Division strives to protect the environment by providing optimum treatment of influent into the plant, which results in an excellent quality of effluent.

The Wastewater Division provides sanitary wastewater treatment for approximately 3,793 service accounts (5,656 units) within the Town's sanitary sewer district. The number of service connections has increased significantly in recent years as a result of new residential and commercial land development projects (i.e. Wakefield Meadows and South County Commons) connecting to the Wastewater Division's collection system.

***Program Summary***

For the 2014-2015 fiscal year, it is anticipated that the Wastewater Program will treat approximately 921 million gallons of wastewater from South Kingstown, Narragansett and URI users and 4.2 million gallons of septage from South Kingstown and Narragansett property owners in non-sewered areas of each community.

A three-year summary comparison of the Wastewater Program is as follows:

<b>Expenditure Summary</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Inc. Over Prior Year</b>
<b>Operations Program</b>					
Operating Expenses	\$2,392,604	\$2,522,379	\$2,550,265	\$2,645,228	\$122,849
<b>Net Operating Program</b>	<b>\$2,392,604</b>	<b>\$2,522,379</b>	<b>\$2,550,265</b>	<b>\$2,645,228</b>	<b>\$122,849</b>
<b>Non-Operational Expenses</b>					
Debt Service	\$6,184	\$29,567	\$29,567	\$30,128	\$561
Depreciation Expenses	597,059	350,000	350,000	360,000	10,000
Capital Budget	14,462	325,000	804,354	403,500	78,500
Contingency	2,903	5,000	5,000	5,000	0
<b>Non-Operational Expenses</b>	<b>\$620,608</b>	<b>\$709,567</b>	<b>\$1,188,921</b>	<b>\$798,628</b>	<b>\$89,061</b>
<b>Total Program</b>	<b>\$3,013,212</b>	<b>\$3,231,946</b>	<b>\$3,739,186</b>	<b>\$3,443,856</b>	<b>\$211,910</b>
<b>Revenue Summary</b>					
South Kingstown (Rate Payers)	\$1,548,303	\$1,599,952	\$1,568,671	\$1,591,253	(\$8,699)
South Kingstown (Other Sources)	151,189	61,470	61,470	63,128	1,658
S.K Retained Earnings	0	0	103,659	0	0
S.K General Fund Transfer	9,200	3,000	3,000	4,300	1,300
Septage Income	244,988	270,000	244,652	281,400	11,400
Narragansett	702,609	722,551	900,798	839,357	116,806
University of RI	508,154	667,764	856,938	729,761	61,997
<b>Total Revenues</b>	<b>\$3,164,443</b>	<b>\$3,324,737</b>	<b>\$3,739,187</b>	<b>\$3,509,199</b>	<b>\$184,463</b>

The proposed 2014-2015 fiscal year operating program of \$2,645,228 is \$122,849 more than the current year program of \$2,522,379. The chart of accounts used in this presentation has been restructured for more accurate documentation of cost factors. Employment benefit cost reporting has been expanded to identify costs by benefit type rather than in aggregate as has been past practice. In addition, the cost of all employment costs (salary and benefits) have been assigned to identified operational areas to better define work effort costs by program element.

Non-Operational Expenses include costs associated with planned capital improvements, depreciation on South Kingstown owned infrastructure, and Wastewater System related Debt Service. Capital costs are distributed among the regional partners based on projected operational use of the planned improvements. All other costs included in this program element are financed solely by the Town of South Kingstown. Narragansett and the University of Rhode Island are each responsible for accounting for the depreciated values of the regional facilities that are shared use components. Debt service required for payment through the Wastewater Enterprise Fund is directly related to the Diane Drive neighborhood wastewater system expansion project, which was completed in March 2005 and included a new sewer collection system and pump station. Repayment of the sewer infrastructure costs is paid by property owners by means of a lien that was levied against all properties receiving sewer service.

***Wastewater Flows***

Budgetary wastewater flow projections for the Regional Wastewater Treatment Facility (WWTF) are premised on an average daily design capacity of 5.0 Million Gallons Per Day (MGD). The Wastewater Division’s RIPDES permit that was issued in January 1996 resulted in a significant increase in available WWTF capacity for new users to the South Kingstown collection system and its regional partners.

Wastewater flow for FY 2013-2014 is estimated at 2.56 MGD, representing 50.5% of the WWTF design capacity of 5.0 MGD. FY 2013-2014 wastewater flow projections are utilized to estimate regional partner cost-sharing for FY 2014-2015. Annually, a “balancing adjustment” is made by the Finance Department once the fiscal year is complete and actual flows are quantified.

***Regional Partners Share Ratios***

Projected Regional Partner WWTF flow allocation is presented below:

<b>Wastewater Volume Processed ( Million Gallons per Year)</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>
Narragansett	405.29	441.91	410.81	408.31
% share of total volume	44.11%	44.84%	44.66%	44.32%
University of RI	175.95	190.44	174.84	175.41
% share of total volume	19.15%	19.32%	19.01%	19.04%
South Kingstown	337.49	353.21	334.31	337.57
% share of total volume	36.73%	35.84%	36.34%	36.64%
<b>Total Wastewater Processed</b>	<b>918.73</b>	<b>985.56</b>	<b>919.96</b>	<b>921.29</b>
<b>% of Total Volume</b>	<b>50.34%</b>	<b>54.00%</b>	<b>50.41%</b>	<b>50.48%</b>

A summary of total plant flows is as follows:

<b>Fiscal Year</b>	<b>Total Flow MG/ Year</b>	<b>Percent of WWTF Capacity</b>	<b>WWTF Design Capacity</b>
2009-2010	1,113.93	61.04%	5.00
2010-2011	918.73	50.34%	5.00
2011-2012	985.56	54.00%	5.00
2012-2013	919.96	50.41%	5.00
2013-2014 (est.)	921.29	50.48%	5.00

**Collection System Maintenance**

The Wastewater Division maintains an ongoing lateral collection system-cleaning program. Wastewater Division personnel continue to be successful in “jet-cleaning” the entire collection system within a two to three year period. This pro-active and aggressive collection system maintenance program ensures that collection system blockages and pump station equipment failures do not occur. No changes in this beneficial program are anticipated for the upcoming fiscal year.

**SPECIFIC PERFORMANCE MEASUREMENTS**

<b>Performance Measure</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Goal</b>
<b>Treated Wastewater &amp; Septage (gals.)</b>			
Wastewater	919,960,000	921,290,000	925,000,000
Septage	4,077,540	4,150,000	4,200,000
<b>Wastewater Treatment Efficiency (mg/l)*</b>			
Suspended Solids (SS)	96.4% (2012)	97.4% (2013)	97.0% (2014)
Biological Oxygen Demand (BOD)	93.5% (2012)	91.2% (2013)	93.5% (2014)
Wastewater Units	5,556	5,611	5,656

\*Note: Wastewater treatment efficiency is based upon calendar, not fiscal, year.

***Capital Improvement Program***

The Wastewater Fund's Capital Improvement Program includes two major projects that were initially approved two years ago. After approval of the projects, detailed engineering and planning was directed. The initial costs estimates for both projects envisioned basic repair rather than full reconstruction of the WWTF's roof and headworks. During the detailed engineering phase it was determined that both projects would require far more extensive work than originally planned. The cost of the roofing project increased from \$40,000 to an estimated \$200,000 and the need to reconstruct the facilities influent receiving structure (headworks) rather than to renovate the facility increased from \$30,000 to an estimated \$250,000. Both projects are essentially replacing WWTF elements that are now over 38 years old. All regional partners have been advised of the revised cost sharing estimates. Construction related to the two projects at the Wastewater Treatment Facility will commence during the current fiscal year.

A summary of all Capital Improvement Program projects and applicable cost shares is presented below:

<b>Capital Improvement Program FY 2013-2014</b>	<b>SK Share</b>	<b>Narra Share</b>	<b>URI Share</b>	<b>Projected Cost</b>	<b>Budgeted Cost</b>
WWTF Roof Repairs	35.84% \$71,680	44.84% \$89,680	19.32% \$38,640	100.00% \$200,000	\$40,000
WWTF Headworks Repairs	35.84% 89,600	44.84% 112,100	19.32% 48,300	100.00% 250,000	30,000
Local PS Improvements	100.00% 35,000	0.00% 0	0.00% 0	100.00% 35,000	35,000
Kingston PS Generator	10.24% 16,384	0.00% 0	89.76% 143,616	100.00% 160,000	160,000
Rolling Stock Replacement	64.97% 25,988	0.00% 0	35.03% 14,012	100.00% 40,000	40,000
GIS Upgrade	100.00% 20,000	0.00% 0	0.00% 0	100.00% 20,000	20,000
Silver Lake Pump Station 4th Pump	65.74% 190,646	0.00% 0	34.26% 99,354	100.00% 290,000	210,000
Less WW Const.Fund Transfer	(190,646)	0	0	(190,646)	(190,646)
<b>Partner Cost Share</b>	<b>\$258,652</b>	<b>\$201,780</b>	<b>\$343,922</b>	<b>\$804,354</b>	<b>\$344,354</b>
<b>Capital Improvement Program FY 2014-2015</b>	<b>SK Share</b>	<b>Narra Share</b>	<b>URI Share</b>	<b>Projected Cost</b>	<b>Budgeted Cost</b>
WWTF Generator Replacement	36.34% \$36,340	44.66% \$44,655	19.01% \$19,005	100.00% \$100,000	\$100,000
Kingston Pump Station Generator	9.13% 12,640	0.00% 0	90.87% 125,860	100.00% 138,500	138,500
WWTF Primary Treatment Upgrade	36.34% 36,340	44.66% 44,655	19.01% 19,005	100.00% 100,000	100,000
WWTF Aeration Treatment Upgrade	36.34% 19,987	44.66% 24,560	19.01% 10,453	100.00% 55,000	55,000
DPS Bldg Improvement Contribution	100.00% 10,000	0.00% 0	0.00% 0	100.00% 10,000	10,000
<b>Partner Cost Share</b>	<b>\$115,306</b>	<b>\$113,871</b>	<b>\$174,323</b>	<b>\$403,500</b>	<b>\$403,500</b>

***Revenue Projections***

The current minimum yearly user fee of \$229 for a single family dwelling with an allocation of 10,000 cu. ft. rate structure and excess rate of \$2.90 per 100 cu. ft. was established in July 2012. No increase in either the minimum user charge or excess rate is proposed for FY 2014-2015.

<b>South Kingstown Wastewater User Fee Summary</b>					
	<b>User Rate</b>	<b>Units</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>	<b>Proposed 2014-2015</b>
Residential Rate- FY 13	\$229	5,556	\$1,272,324		
Residential Rate- FY 14	\$229	5,611		\$1,284,919	
Residential Rate- FY 15	\$229	5,656			\$1,295,224
Excess Consumption (in Cubic feet)			7,589,117	8,000,000	8,000,000
Excess Billing Rate on Prior Year Volume			\$2.90	\$2.90	\$2.90
Excess Revenue - Billed at PY Rate (Consumption/100*Rate)			\$220,084	\$232,000	\$232,000
Special Users			63,668	63,668	64,029
	<b>Total</b>		<b>\$1,556,076</b>	<b>\$1,580,587</b>	<b>\$1,591,253</b>

***Septage Disposal Fees***

FY 2014-2015 represents the sixth year that the RI Resources Recovery Corporation (RIRRC) has not increased the sludge disposal “tipping” fee (\$65 per ton) for dewatered sludge disposal at the RI Central Landfill facility. Although the RIRRC sludge tipping fee will not increase for the 2014-2015 fiscal year, increases in Synagro incineration disposal and transportation costs will necessitate an increase in the existing septage fee of \$60 per 1,000 gallons to cover FY 2014-2015 septage program costs. As such, it is proposed to increase the Septage Tipping Fee to \$67 per 1,000 gallons during the 2014-2015 Fiscal Year.

***On-Site Wastewater Management (OSWM) Program***

The Wastewater Division’s Pretreatment coordinator also serves as the Town’s On-site Wastewater Management Specialist (OWMS) and oversees the OSWM program. An appropriation of \$4,300 is proposed for the program in FY 2014-2015, which includes an estimated annual service fee of \$1,300 for an on-line inspection system. Since this cost has no relationship to the regional wastewater system, the costs must be recovered from the General Fund. The FY 2014-2015 Wastewater Revenue Statement reflects full General Fund reimbursement of this cost.

**TRENDS, IMPACTS, ISSUES**

In January 2012, the RI Department of Environmental Management (RIDEM) issued a new RI Pollutant Discharge Elimination System (RIPDES) permit for the Regional WWTF, which establishes the quality of the treatment facility’s effluent discharge. The new RIPDES permit, which will be in effect for five- (5) years, requires new testing requirements (i.e. treated effluent enterococci sampling and analysis) and continuous chlorine residual monitoring.

### **GOALS FY 2014-2015**

- ❖ Consideration of a Wastewater Management Ordinance amendment, which requires licensure of private wastewater collection systems and pumping infrastructure.
- ❖ Continued compliance with new RIPDES permit requirements.
- ❖ Continue on-going wastewater collection system cleaning program to ensure uninterrupted service for South Kingstown wastewater users.

### **ON-SITE WASTEWATER MANAGEMENT PROGRAM**

The Town's on-site wastewater management (OSWM) program oversees approximately 6,300 private on-site wastewater treatment systems (OWTS- *f/k/a ISDS*). The goal of the program is to ensure that all OWTS in Town are inspected on a regular basis. Property owners must hire a licensed on-site wastewater inspector familiar with OWTS operation and maintenance.

Upon inspection, the inspector makes a determination with regard to the need and frequency of pumping based upon system condition and performance. The Town issues Notices of Violation (NOV) for cesspools and failed OWTS. Property owners with cesspools have up to five- (5) years to replace the cesspool with a new OWTS, or within one- (1) year if/when the property is sold. Property owners with failed OWTS have eighteen months from receipt of the NOV to complete the necessary repairs.

All properties in Town utilizing an on-site wastewater treatment system were issued a Notice to Inspect as of October 2011, whereby a Notice of Violation is recorded in the Town's land record evidence against any property that has not been inspected, has a cesspool or a failed OWTS.

The Public Services Department will be evaluating program success and determining possible amendments to the OSWM program, including an on-line OWTS inspection entry program for licensed inspectors. As such, an appropriation of \$4,300 total is proposed for the program in the 2014-2015 fiscal year, which includes an estimated annual service fee of \$1,300 for an on-line inspection system. Since this cost has no relationship to the regional wastewater system, the costs must be recovered from the General Fund. The FY 2014-2015 Wastewater Revenue Statement reflects full General Fund reimbursement of this cost.

### **TRENDS, IMPACTS, ISSUES**

Prior to the Town issuing and recording an NOV release, the property owner must have satisfied the NOV by correcting the NOV deficiency. A further review of the OSWM ordinance by the Public Services Department, in conjunction with the Planning Department, will need to be performed to determine what, if any, changes are recommended for on-going OSWM to better reflect program need.

There is currently no specific benefit revenue funding the On-Site Wastewater Management Program, which was previously funded by USEPA grant funds. A General Fund transfer to the Wastewater Enterprise Fund in the amount of \$4,300 is proposed for FY 2014-2015 to offset costs associated with the administration of the OSWM Program. Should this funding source be discontinued, consideration will be given to implementing an on-site wastewater inspector fee or a charge per inspection that would be paid to the Town at the time of inspection.

**GOALS FY 2014-2015**

- ❖ Ensure an initial baseline OWTS inspection report has been received for all OWTS in Town and continue enforcement action for property owners that have not complied with Notice of Violation compliance deadlines.
- ❖ Provide continued review and oversight of licensed inspectors and inspection reports to ensure that proper inspection accuracy and frequency is being achieved.
- ❖ Continue working with RIDEM officials with regard to OWTS regulations to ensure that proper repairs and replacement systems are being designed and constructed.
- ❖ Consider implementing an annual inspector's license fee or per inspection fee to recover OSWM program costs.
- ❖ Review on-site wastewater management ordinance for possible amendments, where appropriate.

<b>SOUTH KINGSTOWN</b>								
	<b>( Millions of Gallons Per Month)</b>							
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	
1-Jul	26.28	26.12	36.15	27.74	27.26	26.71	30.33	
1-Aug	24.61	25.22	30.70	26.24	27.18	26.66	25.50	
1-Sep	21.78	28.43	26.06	23.77	26.98	23.84	24.93	
1-Oct	22.03	26.28	27.07	25.57	29.36	23.63	22.17	
1-Nov	19.35	23.72	29.52	24.60	31.82	23.54	24.37	
1-Dec	23.54	34.22	37.81	25.48	34.36	23.56	28.96	
1-Jan	24.61	32.88	35.64	26.35	30.89	27.80	29.35	
1-Feb	26.66	28.46	30.37	27.95	29.63	29.84	29.74	
1-Mar	34.49	33.09	53.30	33.87	28.39	33.92	31.16	
1-Apr	32.82	35.78	49.11	35.11	27.22	30.97	29.10	
1-May	29.50	32.10	31.53	32.87	30.46	28.12	29.29	
1-Jun	25.48	29.08	27.99	27.94	29.66	35.72	32.69	
<b>M. G./Year</b>	<b>311.15</b>	<b>355.38</b>	<b>415.25</b>	<b>337.49</b>	<b>353.21</b>	<b>334.31</b>	<b>337.57</b>	
<b>M. G./Day</b>	<b>0.85</b>	<b>0.97</b>	<b>1.14</b>	<b>0.92</b>	<b>0.97</b>	<b>0.92</b>	<b>0.92</b>	
<b>NARRAGANSETT</b>								
1-Jul	30.23	30.63	49.96	30.81	32.76	31.98	34.98	
1-Aug	32.06	31.62	35.83	29.73	32.14	31.21	30.16	
1-Sep	22.52	31.72	28.40	25.46	32.22	25.19	27.53	
1-Oct	24.11	30.80	32.87	26.53	41.35	24.07	24.40	
1-Nov	26.59	31.14	33.79	28.87	43.19	23.87	23.87	
1-Dec	31.77	51.49	50.96	29.01	44.27	34.20	39.24	
1-Jan	36.06	41.78	40.77	32.97	38.53	34.56	36.55	
1-Feb	42.61	35.49	36.28	44.02	34.65	43.25	38.95	
1-Mar	54.04	41.58	69.80	44.24	32.76	47.42	40.09	
1-Apr	42.20	49.51	53.13	44.27	30.13	34.16	32.15	
1-May	38.45	39.83	32.56	36.11	42.15	30.27	36.21	
1-Jun	31.24	34.28	28.76	33.27	37.76	50.63	44.20	
<b>M. G./Year</b>	<b>411.88</b>	<b>449.87</b>	<b>493.11</b>	<b>405.29</b>	<b>441.91</b>	<b>410.81</b>	<b>408.31</b>	
<b>M. G./Day</b>	<b>1.13</b>	<b>1.23</b>	<b>1.35</b>	<b>1.11</b>	<b>1.21</b>	<b>1.13</b>	<b>1.12</b>	
<b>UNIVERSITY OF RHODE ISLAND</b>								
1-Jul	8.07	8.86	14.90	9.06	9.48	9.80	10.93	
1-Aug	7.53	9.35	10.54	7.94	9.77	9.65	8.19	
1-Sep	14.98	17.51	15.00	13.77	17.55	15.15	15.57	
1-Oct	16.98	17.03	18.15	15.69	20.78	15.67	16.58	
1-Nov	16.61	16.28	17.95	15.73	20.65	13.58	12.54	
1-Dec	15.58	20.17	19.48	14.94	19.15	14.20	16.68	
1-Jan	14.03	17.46	15.78	13.41	15.11	13.80	14.46	
1-Feb	20.35	19.52	18.75	19.91	19.44	18.99	19.22	
1-Mar	22.20	19.13	28.02	20.67	16.72	20.41	18.57	
1-Apr	20.28	21.92	24.35	19.33	18.06	18.93	18.50	
1-May	13.70	14.75	13.25	14.69	12.95	11.75	12.35	
1-Jun	9.34	10.26	9.40	10.81	10.78	12.91	11.85	
<b>M. G./Year</b>	<b>179.65</b>	<b>192.24</b>	<b>205.57</b>	<b>175.95</b>	<b>190.44</b>	<b>174.84</b>	<b>175.41</b>	
<b>M. G./Day</b>	<b>0.49</b>	<b>0.53</b>	<b>0.56</b>	<b>0.48</b>	<b>0.52</b>	<b>0.48</b>	<b>0.48</b>	

<b>TOTAL SYSTEM</b>		<b>( Millions of Gallons Per Month)</b>						
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	
1-Jul	64.58	65.61	101.01	67.61	69.50	68.49	76.24	
1-Aug	64.20	66.19	77.07	63.91	69.09	67.52	63.85	
1-Sep	59.28	77.66	69.46	63.00	76.75	64.18	68.03	
1-Oct	63.12	74.11	78.09	67.79	91.49	63.37	63.15	
1-Nov	62.55	71.14	81.26	69.20	95.66	60.99	60.78	
1-Dec	70.89	105.88	108.25	69.43	97.78	71.96	84.87	
1-Jan	74.70	92.12	92.19	72.73	84.53	76.16	80.35	
1-Feb	89.62	83.47	85.40	91.88	83.72	92.08	87.90	
1-Mar	110.73	93.80	151.12	98.78	77.87	101.75	89.81	
1-Apr	95.30	107.21	126.59	98.71	75.41	84.06	79.74	
1-May	81.65	86.68	77.34	83.67	85.56	70.14	77.85	
1-Jun	66.06	73.62	66.15	72.02	78.20	99.26	88.73	
<b>M. G./Year</b>	<b>902.68</b>	<b>997.49</b>	<b>1,113.93</b>	<b>918.73</b>	<b>985.56</b>	<b>919.96</b>	<b>921.29</b>	
<b>M. G./Day</b>	<b>2.51</b>	<b>2.77</b>	<b>3.09</b>	<b>2.55</b>	<b>2.74</b>	<b>2.56</b>	<b>2.56</b>	

	<b>SO. KINGS.</b>	<b>NARR.</b>	<b>U.R.I.</b>	<b>TOTAL</b>
2007-2008	311.15	411.88	179.65	902.68
	34.47%	45.63%	19.90%	
2008-2009	355.38	449.87	192.24	997.49
	35.63%	45.10%	19.27%	
2009-2010	415.25	493.11	205.57	1,113.93
	37.28%	44.27%	18.45%	
2010-2011	337.49	405.29	175.95	918.73
	36.73%	44.11%	19.15%	
2011-2012	353.21	441.91	190.44	985.56
	35.84%	44.84%	19.32%	
2012-2013	334.31	410.81	174.84	919.96
	36.34%	44.66%	19.01%	
2013-2014 estir	337.57	408.31	175.41	921.29
	36.64%	44.32%	19.04%	
<b>5.0 MGD</b>	776.83	445.19	602.98	1,825.00
<b>Purchased Spa</b>	42.57%	24.39%	33.04%	
<b>MGD</b>	2.1283	1.2197	1.6520	5.0000
<b>3 MONTH</b>				
<b>5.0 Capacity</b>	194.21	111.30	150.75	456.25
<b>Plant Capacity</b>	5.00	5.00	5.00	5.00
<b>Greatest 3 Month Volume</b>	<b>Actual 2010-2011</b>	<b>Actual 2011-2012</b>	<b>Actual 2012-2013</b>	<b>Estimated 2013-2014</b>
<b>Volume</b>	289.37	284.93	277.89	258.06
<b>Use/Cap</b>	63.42%	62.45%	60.91%	56.56%
<b>FY 2013-2014 SK/ URI Pump Station Flows Estimate (Based on 2012-2013 Actual Flows)</b>				
<b>S. Kingstown URI</b>	<b>Silver Lake</b>		<b>Kingston</b>	
	<b>Flow</b>	<b>Percent</b>	<b>Flow</b>	<b>Percent</b>
	334.31	65.66%	17.56	9.13%
174.85	34.34%	174.85	90.87%	
<b>509.16</b>	<b>100.00%</b>	<b>192.41</b>	<b>100.00%</b>	

<b>WASTEWATER ENTERPRISE FUND EXPENDITURE STATEMENT</b>						
<b>Description</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Inc. Over Restated Yr.</b>
Full Time Employees	\$309,816	\$311,538	\$311,538	\$311,538	\$292,678	(\$18,860)
Overtime	0	0	0	2,085	14,120	14,120
Sick & Vac Retire. Reimburse.	0	0	0	0	40,708	40,708
Longevity	0	0	0	9,583	9,138	9,138
FICA	0	0	36,194	24,464	27,864	(8,330)
Retirement Contribution	0	0	56,017	35,945	37,938	(18,079)
Medical Insurance	0	0	52,016	68,187	52,015	(1)
Delta Dental	0	0	3,938	4,660	3,938	0
Insurance Buyback	0	0	1,200	1,200	1,200	0
Life Insurance	0	0	202	214	210	8
Worker's Compensation	0	0	0	0	6,994	6,994
Laboratory	28,277	30,200	30,200	29,000	33,899	3,699
Telephone	10,315	7,230	0	1,666	1,749	1,749
Fuel - Standby Generator	34,010	30,128	1,700	2,000	1,999	299
Electricity	0	0	122,091	143,000	120,000	(2,091)
Natural Gas	0	0	28,428	28,260	28,681	253
Water Fees	0	0	7,230	8,145	7,423	193
Utilities	115,727	122,091	0	0	0	0
Software Maintenance	0	0	0	0	2,242	2,242
General Materials & Supplies	41,857	52,870	52,870	50,000	53,811	941
Chemicals & Gases	32,133	37,780	37,780	35,817	38,927	1,147
Vehicle Operation	0	3,254	3,254	3,100	3,771	517
Insurance	37,000	40,700	40,700	40,700	44,700	4,000
<b>Wastewater General Treatment</b>	<b>\$609,135</b>	<b>\$635,791</b>	<b>\$785,358</b>	<b>\$799,564</b>	<b>\$824,005</b>	<b>\$38,647</b>
Supervision & Engineering	\$251,459	\$250,747	\$250,747	\$250,747	\$237,027	(\$13,720)
Overtime	0	0	0	0	14,120	14,120
Longevity	0	0	0	972	8,329	8,329
FICA	0	0	31,787	20,950	19,136	(12,651)
Retirement Contribution	0	0	49,247	30,548	30,841	(18,406)
Medical Insurance	0	0	47,717	61,797	47,717	0
Delta Dental	0	0	3,339	4,018	3,339	0
Insurance Buyback	0	0	520	0	520	0
Life Insurance	0	0	178	190	172	(6)
Worker's Compensation	0	0	0	0	6,511	6,511
Sludge Disposal Fee	337,912	349,737	349,737	370,179	382,616	32,879
Fuel - Standby Generator	0	0	0	380	381	381
Electricity	0	0	23,255	18,354	19,569	(3,686)
Natural Gas	0	0	0	5,383	5,463	5,463
Water Fees	0	0	0	1,552	1,414	1,414
Utilities	18,662	23,255	0	0	0	0
General Materials & Supplies	10,482	10,468	10,468	10,000	11,500	1,032
Chemicals & Gases	29,687	44,206	44,206	41,874	43,068	(1,138)
Vehicle Operation	8,265	18,720	18,720	18,200	18,200	(520)
Insurance	16,033	17,639	17,639	17,639	19,406	1,767
<b>Sludge Disposal and Processing</b>	<b>\$672,500</b>	<b>\$714,772</b>	<b>\$847,560</b>	<b>\$852,782</b>	<b>\$869,329</b>	<b>\$21,769</b>

Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr.
Supervision & Engineering	\$56,560	\$56,669	\$56,669	\$56,669	\$53,692	(\$2,977)
Overtime	0	0	0	0	3,423	3,423
Sick & Vac Retire. Reimburse.	0	0	0	0	8,142	8,142
Longevity	0	0	0	1,858	1,961	1,961
FICA	0	0	7,407	4,812	4,977	(2,430)
Retirement Contribution	0	0	11,480	6,996	6,995	(4,485)
Medical Insurance	0	0	11,277	14,456	11,353	76
Delta Dental	0	0	769	923	769	0
Buyback	0	0	80	0	80	0
Life Insurance	0	0	41	44	40	(1)
Worker's Compensation	0	0	0	0	1,545	1,545
Telephone	0	0	0	222	222	222
Fuel - Standby Generator	0	0	1,020	1,825	2,008	988
Electricity	0	0	70,000	70,000	70,730	730
Natural Gas	0	0	1,908	1,506	1,506	(402)
Water Fees	0	0	2,633	2,072	4,179	1,546
Utilities	64,754	75,561	0	0	0	0
General Materials & Supplies	3,972	9,623	9,623	9,000	9,000	(623)
Chemicals & Gases	5,153	22,473	22,473	20,000	22,473	0
Vehicle Operation	3,490	3,400	3,400	3,200	3,332	(68)
Insurance	11,222	12,348	12,348	12,348	13,587	1,239
<b>Silver Lake Pumping Station</b>	<b>\$145,150</b>	<b>\$180,074</b>	<b>\$211,128</b>	<b>\$205,931</b>	<b>\$220,014</b>	<b>\$8,886</b>
Supervision & Engineering	\$56,561	\$56,669	\$56,669	\$56,669	\$53,692	(\$2,977)
Overtime	0	0	0	0	3,423	3,423
Sick & Vac Retire. Reimburse.	0	0	0	0	16,283	16,283
Longevity	0	0	0	233	1,961	1,961
FICA	0	0	7,407	4,812	5,600	(1,807)
Retirement Contribution	0	0	11,480	6,996	6,995	(4,485)
Medical Insurance	0	0	11,277	14,457	11,277	0
Delta Dental	0	0	769	923	769	0
Buyback	0	0	80	0	80	0
Life Insurance	0	0	41	44	40	(1)
Worker's Compensation	0	0	0	0	1,545	1,545
Telephone	0	0	0	222	222	222
Fuel - Standby Generator	0	0	1,200	2,040	4,000	2,800
Electricity	0	0	28,500	25,000	26,225	(2,275)
Natural Gas	0	0	1,807	1,105	1,200	(607)
Water Fees	0	0	810	984	1,014	204
Utilities	24,929	32,317	0	0	0	0
General Materials & Supplies	11,766	8,334	8,334	8,200	8,253	(81)
Vehicle Operation	3,490	3,400	3,400	3,300	3,332	(68)
Insurance	10,976	12,100	12,100	12,100	12,100	0
<b>Kingston Pumping Station</b>	<b>\$107,722</b>	<b>\$112,820</b>	<b>\$143,874</b>	<b>\$137,084</b>	<b>\$158,011</b>	<b>\$14,137</b>
Supervision & Engineering	\$58,856	\$59,283	\$59,283	\$59,283	\$56,309	(\$2,974)
Overtime	0	0	0	0	3,851	3,851
Sick & Vac Retire. Reimburse.	0	0	0	0	8,142	8,142
Longevity	0	0	0	1,984	2,143	2,143
FICA	0	0	8,009	5,155	5,207	(2,802)
Retirement Contribution	0	0	12,417	7,474	7,348	(5,069)
Medical Insurance	0	0	12,370	15,792	12,370	0
Delta Dental	0	0	821	991	821	0
Buyback	0	0	40	0	40	0
Life Insurance	0	0	45	48	40	(5)
Worker's Compensation	0	0	0	0	1,703	1,703
Telephone	0	0	2,600	3,100	3,143	543
Fuel - Standby Generator	0	0	2,000	2,000	2,040	40
Electricity	0	0	12,500	15,708	14,667	2,167
Natural Gas	0	0	3,600	3,500	4,700	1,100
Water Fees	0	0	1,319	1,293	1,387	68
Utilities	29,874	26,063	0	0	0	0
Middlebridge Conveyance Fee	0	0	4,044	3,842	3,963	(81)
Software Maintenance	0	0	0	0	1,675	1,675
General Materials & Supplies	9,582	11,846	11,846	11,000	11,500	(346)
Vehicle Operation	3,490	3,400	3,400	3,200	3,332	(68)
Insurance	5,425	5,425	5,425	5,425	5,425	0
<b>Local Pumping Stations</b>	<b>\$107,227</b>	<b>\$106,017</b>	<b>\$139,719</b>	<b>\$139,796</b>	<b>\$149,806</b>	<b>\$10,087</b>

Description	2012-2013 Actual	2013-2014 Adopted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr.
Supervision & Engineering	\$58,856	\$59,283	\$59,283	\$59,283	\$56,309	(\$2,974)
Overtime	0	0	0	0	3,851	3,851
Sick & Vac Retire. Reimburse.	0	0	0	0	8,142	8,142
Longevity	0	0	0	1,984	2,143	2,143
FICA	0	0	8,009	5,155	5,207	(2,802)
Retirement Contribution	0	0	12,417	7,474	7,348	(5,069)
Medical Insurance	0	0	12,370	15,793	12,370	0
Delta Dental	0	0	821	991	839	18
Buyback	0	0	40	0	40	0
Life Insurance	0	0	45	48	40	(5)
Worker's Compensation	0	0	0	0	1,728	1,728
General Materials & Supplies	1,017	7,472	7,472	6,700	7,000	(472)
<b>Local Collection System</b>	<b>\$59,873</b>	<b>\$66,755</b>	<b>\$100,457</b>	<b>\$97,428</b>	<b>\$105,016</b>	<b>\$4,559</b>
Supervision & Engineering	\$32,744	\$33,077	\$33,077	\$33,077	\$3,274	(\$29,803)
Longevity	0	0	0	2,517	50	50
FICA	0	0	259	3,546	250	(9)
Retirement Contribution	0	0	398	5,446	418	20
Medical Insurance	0	0	253	12,371	253	0
Delta Dental	0	0	35	972	34	(1)
Buyback	0	0	40	0	40	0
Life Insurance	0	0	2	36	1	(1)
Worker's Compensation	0	0	0	0	40	40
Billing, Accounting & Collection	28,708	30,000	30,000	30,000	0	(30,000)
Software Maintenance	0	0	0	0	7,671	7,671
General Materials & Supplies	6,200	6,200	6,200	6,200	8,000	1,800
<b>Billing, Accounting and Collection</b>	<b>\$67,652</b>	<b>\$69,277</b>	<b>\$70,264</b>	<b>\$94,165</b>	<b>\$20,031</b>	<b>(\$50,233)</b>
Supervision & Engineering	\$94,087	\$82,687	\$82,687	\$82,687	\$115,818	\$33,131
Longevity	0	0	0	\$0	3,929	3,929
FICA	0	0	8,350	0	8,477	127
Retirement Contribution	0	0	13,416	0	15,053	1,637
Medical Insurance - Active	0	0	22,109	0	22,109	0
Medical Insurance - Retirees	0	0	0	0	46,114	46,114
Delta Dental	0	0	1,476	0	1,702	226
Insurance Buyback	0	0	250	0	500	250
Life Insurance	0	0	76	0	73	(3)
Workers Comp Insur.	0	0	0	0	125	125
Legal & Accounting Services	25,725	26,150	26,150	25,500	3,448	(22,702)
Internet Access	1,053	0	0	0	1,055	1,055
Telephone	0	0	0	4,300	4,300	4,300
Travel Expenses	134	500	500	500	500	0
Onsite WW Management	0	3,000	3,000	3,000	4,300	1,300
Office Materials & Supplies	15,797	17,731	17,731	17,600	16,066	(1,665)
Books & Publications	2,137	2,470	2,470	2,200	3,805	1,335
Insurance	42,680	46,948	46,948	46,948	51,643	4,695
<b>Gen'l Administrative Expenses</b>	<b>\$181,613</b>	<b>\$179,486</b>	<b>\$225,163</b>	<b>\$182,735</b>	<b>\$299,017</b>	<b>\$73,854</b>
Employment Benefits	\$441,733	\$457,387	(\$1,144)	\$40,781	\$0	\$1,144
<b>Employment Benefits Total</b>	<b>\$441,733</b>	<b>\$457,387</b>	<b>(\$1,144)</b>	<b>\$40,781</b>	<b>\$0</b>	<b>\$1,144</b>
<b>Operational Program</b>	<b>\$2,392,604</b>	<b>\$2,522,379</b>	<b>\$2,522,379</b>	<b>\$2,550,265</b>	<b>\$2,645,228</b>	<b>\$122,849</b>
End of Year Comp Time Payout	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvements	14,462	325,000	325,000	804,354	403,500	78,500
Depreciation	597,059	350,000	350,000	350,000	360,000	10,000
Amortization Expense	2,903	0	0	0	0	0
Contingency	0	5,000	5,000	5,000	5,000	0
Debt Principal	0	24,000	24,000	24,000	25,000	1,000
Debt Interest	6,184	5,567	5,567	5,567	5,128	(439)
<b>Non-Operation Expenses</b>	<b>\$620,608</b>	<b>\$709,567</b>	<b>\$709,567</b>	<b>\$1,188,921</b>	<b>\$798,628</b>	<b>\$89,061</b>
<b>Total Wastewater Program</b>	<b>\$3,013,213</b>	<b>\$3,231,946</b>	<b>\$3,231,946</b>	<b>\$3,739,187</b>	<b>\$3,443,857</b>	<b>\$211,911</b>

<b>WASTEWATER ENTERPRISE FUND REVENUE STATEMENT</b>						
<b>Description</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Adopted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Inc. Over Restated Yr.</b>
Residential & Commercial Users	\$1,484,635	\$1,530,123	\$1,530,123	\$1,505,003	\$1,527,224	(\$2,899)
University of Rhode Island	508,154	667,764	667,764	856,938	729,761	61,997
Industrial Users	63,668	69,829	69,829	63,668	64,029	(5,800)
Town of Narragansett	702,609	722,551	722,551	900,798	839,357	116,806
Diane Drive Debt Service	24,000	24,000	24,000	24,000	25,000	1,000
Middlebridge User Debt Principal	32,672	0	0	0	0	0
Interest on Delinquent Payments	12,237	7,000	7,000	7,000	7,000	0
Middlebridge User Debt Interest	1,087	0	0	0	0	0
Middlebridge Delinquent Penalty	1,656	0	0	0	0	0
Diane Drive Delinquent Penalty	63,953	0	0	0	0	0
Interest on Diane Drive Assessment	(42,658)	5,470	5,470	5,470	5,128	(342)
Septage Revenue	244,988	270,000	270,000	244,652	281,400	11,400
Fund Investment Income	13,610	10,000	10,000	10,000	10,000	0
Miscellaneous Revenues	44,632	15,000	15,000	15,000	16,000	1,000
General Fund Transfer	9,200	3,000	3,000	3,000	4,300	1,300
Retained Earning to Operations	0	0	0	103,659	0	0
<b>Total Revenues</b>	<b>\$3,164,443</b>	<b>\$3,324,737</b>	<b>\$3,324,737</b>	<b>\$3,739,187</b>	<b>\$3,509,199</b>	<b>\$184,462</b>
<b>Total Program Need</b>	<b>\$3,013,213</b>	<b>\$3,231,946</b>	<b>\$3,231,946</b>	<b>\$3,739,187</b>	<b>\$3,443,857</b>	<b>\$211,911</b>
<b>Revenues over (under) Need</b>	<b>\$151,230</b>	<b>\$92,791</b>	<b>\$92,791</b>	<b>\$0</b>	<b>\$65,342</b>	<b>(\$27,449)</b>

CLASS SUMMARY for FY 2014-2015	Narragansett Share	Univ. of RI Share	South Kingstown Share	Proposed 2014-2015 Total	Restated 2013-2014 Total
<b>2010</b>	44.66%	19.01%	36.34%	100.00%	
<b>General Process and Treatment</b>	\$367,961	\$156,604	\$299,440	\$824,005	\$785,358
<b>2020</b>	44.66%	19.01%	36.34%	100.00%	
<b>Sludge Process and Disposal</b>	388,200	165,217	315,911	869,329	847,560
<b>2030</b>	0.00%	34.34%	65.66%	100.00%	
<b>Silver Lake Pump Station</b>	0	75,555	144,459	220,014	211,128
<b>2040</b>	0.00%	90.87%	9.13%	100.00%	
<b>Kingston Pump Station</b>	0	143,590	14,421	158,011	143,874
<b>2050</b>	0.00%	0.00%	100.00%	100.00%	
<b>Local Pumping Facilities</b>	0	0	149,806	149,806	139,719
<b>2060</b>	0.00%	0.00%	100.00%	100.00%	
<b>Local Collection System</b>	0	0	105,016	105,016	100,457
<b>2070</b>	0.00%	0.00%	100.00%	100.00%	
<b>User Accounting Services</b>	0	0	20,031	20,031	70,264
<b>2080</b>	32.23%	23.06%	44.71%	100.00%	
<b>General Administrative Expenses (SK Wastewater Management Program)</b>	94,985 0	67,953 0	131,780 4,300	294,717 4,300	221,019 3,000
<b>Total Wastewater Operations</b>	<b>\$851,146</b>	<b>\$608,919</b>	<b>\$1,185,164</b>	<b>\$2,645,228</b>	<b>\$2,522,379</b>
<b>2090</b>					
<b>Capital Improvements/ Contingency</b>					
Capital Improvements	\$113,871	\$174,323	\$115,306	\$403,500	\$325,000
Fund Contingency	0	0	5,000	5,000	5,000
<b>Total Wastewater Expenses</b>	<b>\$965,017</b>	<b>\$783,242</b>	<b>\$1,305,470</b>	<b>\$3,053,728</b>	<b>\$2,852,379</b>
<b>Debt Service Requirement</b>					
Interest	\$0	\$0	\$5,128	\$5,128	\$5,567
Principal	0	0	25,000	25,000	24,000
S.K Related System Related Depreciation	0	0	360,000	360,000	350,000
<b>Regional Partner Share</b>	<b>\$965,017</b>	<b>\$783,242</b>	<b>\$1,695,598</b>	<b>\$3,443,856</b>	<b>\$3,231,946</b>
<b>Septic Revenue Credit</b>	<b>(\$125,660)</b>	<b>(\$53,481)</b>	<b>(\$102,260)</b>	<b>(\$281,400)</b>	<b>(\$244,652)</b>
<b>Regional Partner Share with Debt Service Expense</b>	<b>\$839,357</b>	<b>\$729,761</b>	<b>\$1,593,338</b>	<b>\$3,162,456</b>	<b>\$2,987,294</b>
<b>Budgeted 2013-2014</b>	<b>\$722,591</b>	<b>\$667,769</b>	<b>\$1,530,106</b>	<b>\$2,920,466</b>	
<b>Increase (Decrease)</b>	<b>\$116,766</b> <b>16.2%</b>	<b>\$61,992</b> <b>9.3%</b>	<b>\$63,232</b> <b>4.1%</b>	<b>\$241,990</b> <b>8.1%</b>	

## **SOLID WASTE ENTERPRISE FUND (0706)**

### *General Explanation and Work Program*

The Solid Waste Division facilities currently consist of the Rose Hill Regional Transfer Station and Recycling Center (RHRTS) located on Rose Hill Road. The primary mission of the Solid Waste Enterprise Fund is to provide residents of South Kingstown a means of proper solid waste disposal at an affordable price, while ensuring that residential users are recycling materials to the greatest extent possible.

The RHRTS has served as a regional solid waste disposal and recycling processing facility for the communities of South Kingstown and Narragansett since December 1983. The RHRTS operates Monday through Saturday, from 7am until 3pm, exclusive of holidays. Operation of this facility and associated hauling of refuse to the RI Resource Recovery Corporation (RIRRC) Central Landfill has been performed on a contractual basis since 1984. The RHRTS is a self-supporting operation, with no municipal tax dollars utilized for this program.

Waste Haulers, LLC, of Johnston, RI provides RHRTS privatized operations, with a contract through June 30, 2015 (originally approved in November 2007 and extended in July 2010). In addition to processing municipal solid waste (MSW) and municipal recyclables collected by private refuse haulers and direct access residential users, the RHRTS serves as a regional disposal facility for non-municipal, commercial waste. The contract extension with Waste Haulers also included capital improvements to the residential and commercial areas. However, State regulatory approval of proposed improvements continues to be problematic, whereby improvements are anticipated to commence in the Spring 2014, subject to securing all required regulatory agency permits.

### **TRENDS, IMPACTS, ISSUES**

In an effort to preserve the finite capacity at the State's Central Landfill, the RI Resource Recovery Corporation (RIRRC) has taken a number of steps in recent years to preserve landfill capacity at an affordable cost to municipalities.

RIRRC began placing greater emphasis on reducing the amount of waste that is disposed at the landfill in order to create additional future capacity, whereby municipalities were required to increase minimum recycling rates to 35% by July 2012, up from 20% in FY 2006-2007. Those failing to meet the new rates will be forced to pay higher, non-municipal tipping fees to dispose of municipal refuse. The cost of higher tipping fees will ultimately be passed along to the residents of each community.

The Town's Solid Waste Management Ordinance was amended in May 2008 in order to ensure that all residents meet minimum recycling diversion levels; each and every curbside residential customer is required to recycle State mandated recyclable commodities. Additionally, private refuse haulers that collect curbside residential waste must secure a hauler's license issued by the Town, and as a condition of license approval, the hauler must provide the Public Services Department with a customer inventory, whereby municipal solid waste (MSW) tonnage is allocated to the hauler based upon the number of residential units that they service.

Since FY 2009-2010, the Public Services Department tracks recycling diversion rates for the private refuse collection firms providing curbside refuse and recycling service in Town. Private haulers that do not meet minimum diversion rates are issued a Notice of Violation (NOV). Private haulers failing to comply with NOVs are subsequently transferred to Town legal counsel for legal action through the Superior Court.

In June 2012, RIRRC implemented "single stream" in an effort to further increase Statewide recycling diversion. Under single stream recycling (a/k/a *Recycle Together Rhode Island*), the recycling commodities currently separated (i.e. paper products and containers) can now be combined into a "single stream" recycling container. Studies indicate that consumers find single stream recycling easier than source separation requirements thereby resulting in increased recycling tonnage.

FY 2014-2015 reflects the fifth year of the RIRRC "Recycling Profit Sharing" program, whereby RIRRC shares profits from residential recyclable commodity revenue with RI municipalities. The amount of annual recycling revenue to the Town is predicated on the number of tons of residential recyclables tipped in a given year and the recycling commodity market, which is highly volatile. As a condition of the Town's MSW contract with RIRRC, all recycling profit sharing revenue must be used to further enhance and expand the local municipal recycling and diversion program.

<b>Calendar Year</b>	<b>Residential Recycling Tons</b>	<b>RIRRC Profit Share</b>	<b>Recycling Revenue per Ton</b>
2013	3,120	\$24,241	\$ 7.77
2012	2,545	\$55,017	\$21.62
2011	2,925	\$60,128	\$20.56
2010	2,873	\$22,580	\$ 7.86

In an effort to further increase community recycling options, the Town implemented "rigid plastics" and food waste oil (in conjunction with Westerly Innovations Network - WIN) recycling at the Rose Hill Regional Transfer Station in 2012.

***Superfund Landfills Closeouts***

The expenses associated with the closeout of both the Rose Hill and Plains Road Superfund Sites are paid from the Solid Waste Enterprise Fund. These include ongoing operation and maintenance costs, including site testing; reimbursement to RIDEM for capital costs incurred related to the closeout of the Rose Hill site; as well as debt service costs for two bonds that were issued (\$2 million in 2002 for the Rose Hill site and \$950,000 in 2005 for the West Kingston site). The use of \$142,828 in funds held in the Solid Waste Enterprise Fund is proposed for FY 2014-2015 in order to meet a substantial portion of debt service costs related to landfill closeout bonds.

***Proposed FY 2014-2015 User Rates***

The extended contract with Waste Haulers provides residential user tip fee stabilization through June 30, 2015. As such, residential refuse tags are proposed to remain at the current rate of \$1.80 per tag for FY 2014-2015. The cost of Yard waste tags remains at the current rate of \$1.25 per tag for the 2014-2015 fiscal year.

**SPECIFIC PERFORMANCE MEASUREMENTS**

<b>Performance Measure</b>	<b>FY 2013-2014* Predicted</b>	<b>FY 2014-2015 Goal</b>
TSK Residential Recycling Diversion Rate	36.0%	36.0%
RIRRC Recycling Diversion Rate	35.0%	35.0%

*\*Note: South Kingstown recycling diversion rates were set by the Town Council on May 28, 2008.*

**GOALS FY 2014-2015**

- ❖ Work closely with RIRRC, residents and private haulers to maximize single stream recycling diversion rates.
- ❖ Secure regulatory agency approval and permits for RHRTS capital improvements and coordinate construction with RHRTS privatization contractor to further enhance single stream recycling.
- ❖ Continued oversight and tracking of rolling recycling totes for curbside residential users.
- ❖ Ensure local private haulers providing curbside subscription service to residential property owners are meeting minimum recycling diversion levels.
- ❖ Continue public outreach and education efforts to maximize recycling diversion rates.
- ❖ Secure long-term RHRTS operations contract.

SOLID WASTE ENTERPRISE FUND EXPENDITURE STATEMENT						
Description	2012-2013 Actual	2013-2014 Budgeted	2013-2014 Restated	2013-2014 Estimated	2014-2015 Proposed	Inc. Over Restated Yr.
<b>Transfer Station Operating Program</b>						
Equip Maint./ Recycling	\$0	\$400	\$400	\$300	\$400	\$0
<b>General Operations</b>	<b>\$0</b>	<b>\$400</b>	<b>\$400</b>	<b>\$300</b>	<b>\$400</b>	<b>\$0</b>
RIRRC Tip Fee	\$243,743	\$248,544	\$248,544	\$262,400	\$262,400	\$13,856
<b>Transportation &amp; Disposal</b>	<b>\$243,743</b>	<b>\$248,544</b>	<b>\$248,544</b>	<b>\$262,400</b>	<b>\$262,400</b>	<b>\$13,856</b>
Full-Time Salaries	\$0	\$0	\$0	\$31,439	\$32,081	\$32,081
Longevity	0	0	0	1,217	1,211	1,211
FICA	0	0	2,273	2,431	2,443	170
Retirement Contribution	0	0	3,724	3,734	4,186	462
Medical Insurance	0	0	6,677	6,374	6,677	0
Delta Dental	0	0	452	497	452	0
Life Insurance	0	0	19	19	19	0
Recycling- Fringe Benefits	16,644	14,830	1,685	0	0	(1,685)
Workers Comp	0	0	0	558	383	383
Software Maintenance	0	0	0	0	1,873	1,873
Advertising	475	120	120	100	120	0
General Administration	50,999	51,600	51,600	20,161	739	(50,861)
General Materials & Supplies	3,204	3,650	3,650	3,000	3,650	0
Insurance	7,373	8,115	8,115	8,115	8,932	817
Misc. Gen. Expense	0	0	0	40	0	0
<b>Administrative Expenses</b>	<b>\$78,695</b>	<b>\$78,315</b>	<b>\$78,315</b>	<b>\$77,685</b>	<b>\$62,766</b>	<b>(\$15,549)</b>
Depreciation	\$63,058	\$63,058	\$63,058	\$63,058	\$63,058	\$0
<b>Non-Classified Expenses</b>	<b>\$63,058</b>	<b>\$63,058</b>	<b>\$63,058</b>	<b>\$63,058</b>	<b>\$63,058</b>	<b>\$0</b>
Recycling-Part Time Salaries	\$22,386	\$22,626	\$22,626	\$22,626	\$23,083	\$457
FICA	0	0	0	1,731	1,766	1,766
Retirement Contribution	0	0	0	2,844	2,902	2,902
Workers Comp	1,816	0	0	0	250	250
Advertising	0	4,388	4,388	4,388	0	(4,388)
Miscellaneous Expenses	289	600	600	200	250	(350)
<b>Residential Recycling Expenses</b>	<b>\$24,491</b>	<b>\$27,614</b>	<b>\$27,614</b>	<b>\$31,789</b>	<b>\$28,251</b>	<b>\$637</b>
<b>Total Operations</b>	<b>\$409,987</b>	<b>\$417,931</b>	<b>\$417,931</b>	<b>\$435,232</b>	<b>\$416,875</b>	<b>(\$1,056)</b>
Legal Services - West Kingston	\$0	\$1,000	\$1,000	\$6,531	\$1,000	\$0
Consulting Services- WK	0	0	0	1,000	1,000	1,000
Legal Services - Rose Hill	0	1,000	1,000	0	1,000	0
Consulting Services - RH	1,572	1,000	1,000	1,000	4,000	3,000
Professional Services - RH & WK	0	8,000	8,000	1,000	1,000	(7,000)
Rose Hill Maintenance	59,870	67,576	67,576	64,211	70,500	2,924
West Kingston Maintenance	0	20,000	20,000	7,500	10,000	(10,000)
Amortization Expense	710	700	700	700	700	0
Principal Expense	141,395	145,118	145,118	145,118	148,917	3,799
Interest Expense	32,462	30,046	30,046	30,046	27,551	(2,495)
<b>Superfund Related Expenses</b>	<b>\$236,009</b>	<b>\$274,440</b>	<b>\$274,440</b>	<b>\$257,106</b>	<b>\$265,668</b>	<b>(\$8,772)</b>
<b>Total Solid Waste Program</b>	<b>\$645,996</b>	<b>\$692,371</b>	<b>\$692,371</b>	<b>\$692,338</b>	<b>\$682,543</b>	<b>(\$9,828)</b>

<b>SOLID WASTE ENTERPRISE FUND REVENUE STATEMENT</b>						
<b>Description</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Budgeted</b>	<b>2013-2014 Restated</b>	<b>2013-2014 Estimated</b>	<b>2014-2015 Proposed</b>	<b>Inc. Over Restated Yr.</b>
<b><u>Operating Program</u></b>						
Transfer Station Rental	\$149,304	\$162,500	\$162,500	\$149,750	\$150,000	(\$12,500)
Hauler Licenses	13,000	9,000	9,000	9,000	9,000	0
Metered Tonnage	259,277	248,544	248,544	262,400	262,400	13,856
Residential Tag Sales	64,456	66,250	66,250	66,250	66,250	0
Investment Income	3,002	1,800	1,800	1,800	2,000	200
Miscellaneous	3,712	3,900	3,900	27,511	24,065	20,165
RIRRC Recycling Rev. Reimburse.	55,017	58,000	58,000	24,241	26,000	(32,000)
Net Assets Forwarded to Operations	98,228	142,377	142,377	151,386	142,828	451
<b>Total Revenue Statement</b>	<b>\$645,996</b>	<b>\$692,371</b>	<b>\$692,371</b>	<b>\$692,338</b>	<b>\$682,543</b>	<b>(\$9,828)</b>
<b>Program Need</b>	<b>\$645,996</b>	<b>\$692,371</b>	<b>\$692,371</b>	<b>\$692,338</b>	<b>\$682,543</b>	<b>(\$9,828)</b>

<b>2013-2014 TONNAGE SUMMARY</b>				
	<b>Refuse Tonnage</b>	<b>Tire Tonnage</b>	<b>Recyclable Tonnage</b>	<b>Yard Waste Tonnage</b>
Municipal Cap Tonnage to RIRRC	8,400			
Total Tires to RIRRC		90		
Total Recyclables to RIRRC			4,200	
Total Yard Waste to RIRRC				1,500
<b>2013-2014 Contract Services and Disposal</b>				
<b>Waste Haulers Contracted Service Expenditure</b>				
<b>Item</b>	<b>Number of Tags</b>	<b>Waste Haulers Rate</b>		<b>Total Expenditure</b>
Tag Sales	125,000	\$1.27		\$158,750
<b>Total</b>	<b>125,000</b>			<b>\$158,750</b>
<b>Revenue</b>				
<b>Item</b>	<b>Number of Tags</b>	<b>Town Tag Share</b>		<b>Total Revenue</b>
Tag Sales	125,000	\$0.53		\$66,250
<b>Total</b>	<b>125,000</b>			<b>\$66,250</b>
<b>Total Revenue</b>				<b>\$66,250</b>

<b>2014-2015 TONNAGE SUMMARY</b>				
	<b>Refuse Tonnage</b>	<b>Tire Tonnage</b>	<b>Recyclable Tonnage</b>	<b>Yard Waste Tonnage</b>
Municipal Cap Tonnage to RIRRC	8,500			
Total Tires to RIRRC		100		
Total Recyclables to RIRRC			4,300	
Total Yard Waste to RIRRC				1,500
<b>2014-2015 Contract Services and Disposal</b>				
<b>Waste Haulers Contracted Service Expenditure</b>				
<b>Item</b>	<b>Number of Tags</b>	<b>Waste Haulers Rate</b>		<b>Total Expenditure</b>
Tag Sales	125,000	\$1.27		\$158,750
<b>Total</b>	<b>125,000</b>			<b>\$158,750</b>
<b>Revenue</b>				
<b>Item</b>	<b>Number of Tags</b>	<b>Town Tag Share</b>		<b>Total Revenue</b>
Tag Sales	125,000	\$0.53		\$66,250
<b>Total</b>	<b>125,000</b>			<b>\$66,250</b>
<b>Total Revenue</b>				<b>\$66,250</b>

<b>TSK Monthly Solid Waste Summary FY 2012-2013</b>													
	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Total
<b><u>OUTGOING WASTE TO RIRRC</u></b>													
MSW Solid Waste	523.81	661.40	657.61	635.39	637.58	644.05	640.38	644.51	643.29	684.72	619.87	662.89	7,655.50
Yard Waste	79.23	73.52	56.54	91.55	244.48	67.12	54.52	67.75	195.91	277.77	158.77	175.00	1,542.16
Residential Recyclables	452.95	452.72	375.90	411.79	393.99	203.54	361.67	316.69	293.05	319.14	354.65	335.97	4,272.06
Tires	13.98	23.76	13.61	18.36	18.19	0.00	0.00	0.00	3.70	0.00	0.00	0.00	91.60
Street Sweepings	0.00	0.00	0.00	0.00	0.00	116.84	725.76	144.41	0.00	0.00	58.62	0.00	1,045.63
Earth Day/Environmental Clean Up	0.00	0.00	0.18	0.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.36
Christmas Trees	0.00	0.00	0.00	0.00	0.00	0.00	8.68	0.16	0.00	0.00	0.00	0.00	8.84
Mixed Rigid Plastics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Construction & Demolition (C&D)	159.84	0.00	48.96	0.00	0.00	0.00	24.03	21.03	79.34	43.94	21.06	0.00	398.20
Mattress / Box Spring (By the Ton)	3.00	2.00	1.00	3.00	0.00	2.00	0.00	0.00	2.00	5.00	0.00	2.00	20.00
<b><u>INCOMING RESIDENTIAL</u></b>													
Tagged Residential Refuse	98.61	72.65	73.98	77.16	128.60	80.81	92.99	71.34	128.30	79.10	91.40	85.82	1,080.76
Bagged Yard Waste	5.35	0.00	0.00	0.00	0.00	2.89	0.00	0.00	0.00	20.82	15.62	13.40	58.08
<b><u>INCOMING RESIDENTIAL RECYCLABLES</u></b>													
Single Stream	143.90	120.55	119.60	111.14	115.40	133.41	135.25	91.61	128.30	113.27	127.31	121.94	1,461.68
<b><u>TAG/BAG/PERMIT SALES</u></b>													
# of Refuse Tags Sold	24,135	8,120	7,230	6,662	7,560	7,290	6,360	5,460	6,720	6,250	6,146	1,681	93,614
# of Yard Waste Bags/Tags Sold	1,107	580	645	1,170	1,675	335	85	35	520	170	1,125	3,843	11,290