



Municipal Budget Program

Town Manager Proposed
Fiscal Year 2023-2024



Town of South Kingstown

www.southkingstownri.com

FISCAL YEAR 2023-2024

PROPOSED MUNICIPAL BUDGET PROGRAM

PRESENTED MARCH 1, 2023



TOWN COUNCIL

Rory H. McEntee, President
Michael K. Marran, Vice President
Patricia A. Alley
Deborah D. Bergner
Jessica L. Rose

TOWN MANAGER

James Manni

DEPUTY TOWN MANAGER/DOAS

Luke Murray

FINANCE DIRECTOR

Brian Silvia

DEPUTY FINANCE DIRECTOR

Rosalie Bouchard

www.southkingstownri.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of South Kingstown
Rhode Island**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

The Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Award Program in 1984 to encourage and assist state and local governments in preparing budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting, and then to recognize individual governments that succeed in achieving that goal.

GFOA presented a Distinguished Budget Presentation Award to the Town of South Kingstown for its fiscal year 2016-2017 municipal budget, the first year in which the Town's budget was submitted for consideration. Receiving the award, especially in the initial year of submission, is a notable achievement. The Town was also recognized by GFOA with the Budget Award in each fiscal year since and is currently pending consideration for the 2022-2023 fiscal year. The Town has prepared the FY 2023-2024 municipal budget in conformance with GFOA's Distinguished Budget Award program requirements and intends to submit for award consideration once again.

Table of Contents



1. Introduction	Tab 1
Town Council Members & Department Directors	1 - 1
Municipal Organizational Chart	1 - 2
How to Use this Budget Document	1 - 3
South Kingstown at a Glance	1 - 5
Statistical Profile	1 - 9
Town Council Goals & Objectives	1 - 21
2. Budget Message	Tab 2
Town Manager's Budget Message	2 - 1
3. Financial & Management Policies	Tab 3
Governmental Structure	3 - 1
Budgetary Process	3 - 2
Town Charter: Article IV, Section 4220 Budget Procedures	3 - 11
4. Fund Structure, Descriptions, and Summaries	Tab 4
Fund Structure & Descriptions	4 - 1
Flow of Funds Structure	4 - 3
General Fund Revenue Summary	4 - 4
Combined Revenues – All Budgeted Funds	4 - 5
Budgeted Funds Revenue Descriptions	4 - 11
General Fund Expenditures	4 - 21
All Budgeted Funds Expenditures	4 - 24
All Budgeted Funds Summaries	4 - 28
Sources & Use Summaries	4 - 29
Capital Improvement Program & Related Debt Service	4 - 31
Position Allocation to Pay Schedules & Pay Plans	4 - 34
5. General Government	Tab 5
Town Council, Boards & Commissions	5 - 1
Legal Services	5 - 8
Town Manager	5 - 11
Personnel Administration	5 - 16
Town Clerk	5 - 23
6. General Services	Tab 6
Finance	6 - 1
Information Technology	6 - 9
Town Assessor	6 - 13
Planning	6 - 18
Building & Zoning	6 - 27
Facilities	6 - 32
7. Public Safety	Tab 7

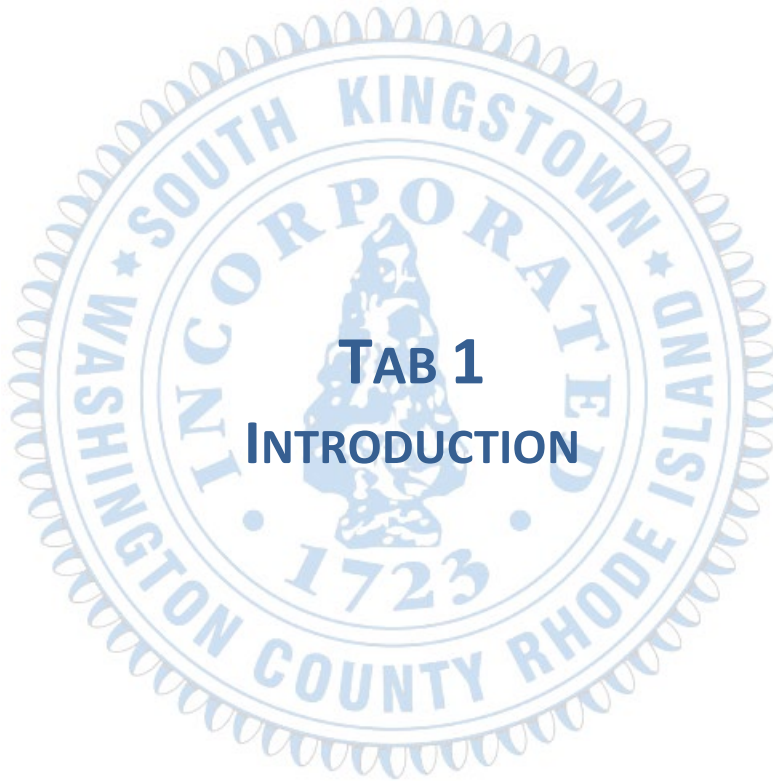
Table of Contents, *continued*



Police.....	7 - 1
Animal Welfare	7 - 11
Fire Alarm & Communications.....	7 - 18
Emergency Medical Services	7 - 23
 8. Public Works	 Tab 8
Public Services	8 - 1
Highway Division.....	8 - 7
 9. Parks & Recreation	 Tab 9
Parks & Recreation	9 - 1
Harbor Patrol	9 - 12
 10. Public Libraries	 Tab 10
Public Libraries	10 - 1
 11. Non-Departmentals	 Tab 11
Insurance & Claims	11 - 1
Human Service & Outside Agencies.....	11 - 4
Capital Outlay.....	11 - 13
 12. Peace Dale Office Building Fund	 Tab 12
Peace Dale Office Building	12 - 1
 13. Senior Services Program Fund	 Tab 13
Senior Services Program	13 - 1
 14. Neighborhood Guild Fund	 Tab 14
Neighborhood Guild	14 - 1
 15. Community Recreation Center Fund	 Tab 15
Community Recreation Center	15 - 1
 16. Debt Service Fund	 Tab 16
Debt Service	16 - 1
 17. Water Enterprise Fund	 Tab 17
Water	17 - 1
 18. Wastewater Enterprise Fund	 Tab 18
Wastewater.....	18 - 1
 19. Solid Waste Enterprise Fund	 Tab 19
Solid Waste	19 - 1
 20. School Fund	 Tab 20



South Kingstown School Department.....	20 - 1
21. Capital Improvement Program	Tab 21
Capital Improvement Program Summary	21 - 1
Pay-As-You-Go Project Summaries – Parks & Recreation	21 - 5
Pay-As-You-Go Project Summaries – Public Services	21 - 17
Pay-As-You-Go Project Summaries – Public Safety	21 - 23
Pay-As-You-Go Project Summaries – Library	21 - 31
Pay-As-You-Go Project Summaries – General Government	21 - 33
Pay-As-You-Go Project Summaries – Senior Program	21 - 39
Pay-As-You-Go Project Summaries – Neighborhood Guild	21 - 42
Pay-As-You-Go Project Summaries – Water Fund	21 - 46
Pay-As-You-Go Project Summaries – Wastewater	21 - 48
Pay-As-You-Go Project Summaries – School Fund	21 - 51
CIP Summary - Six Year Capital Improvement Program	21 – 56
22. Appendix	Tab 22
Glossary	22 - 1



TAB 1 INTRODUCTION

Town Council Members & Department Directors	1 - 1
Municipal Organizational Chart	1 - 2
How to Use this Budget Document.....	1 - 3
South Kingstown at a Glance	1 - 5
Statistical Profile	1 - 9
Town Council Goals & Objectives	1 - 21

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Town Council Members & Department Directors



Provided below is a list of the Town Council members, and the Town's department directors and division heads, current through March 2023.

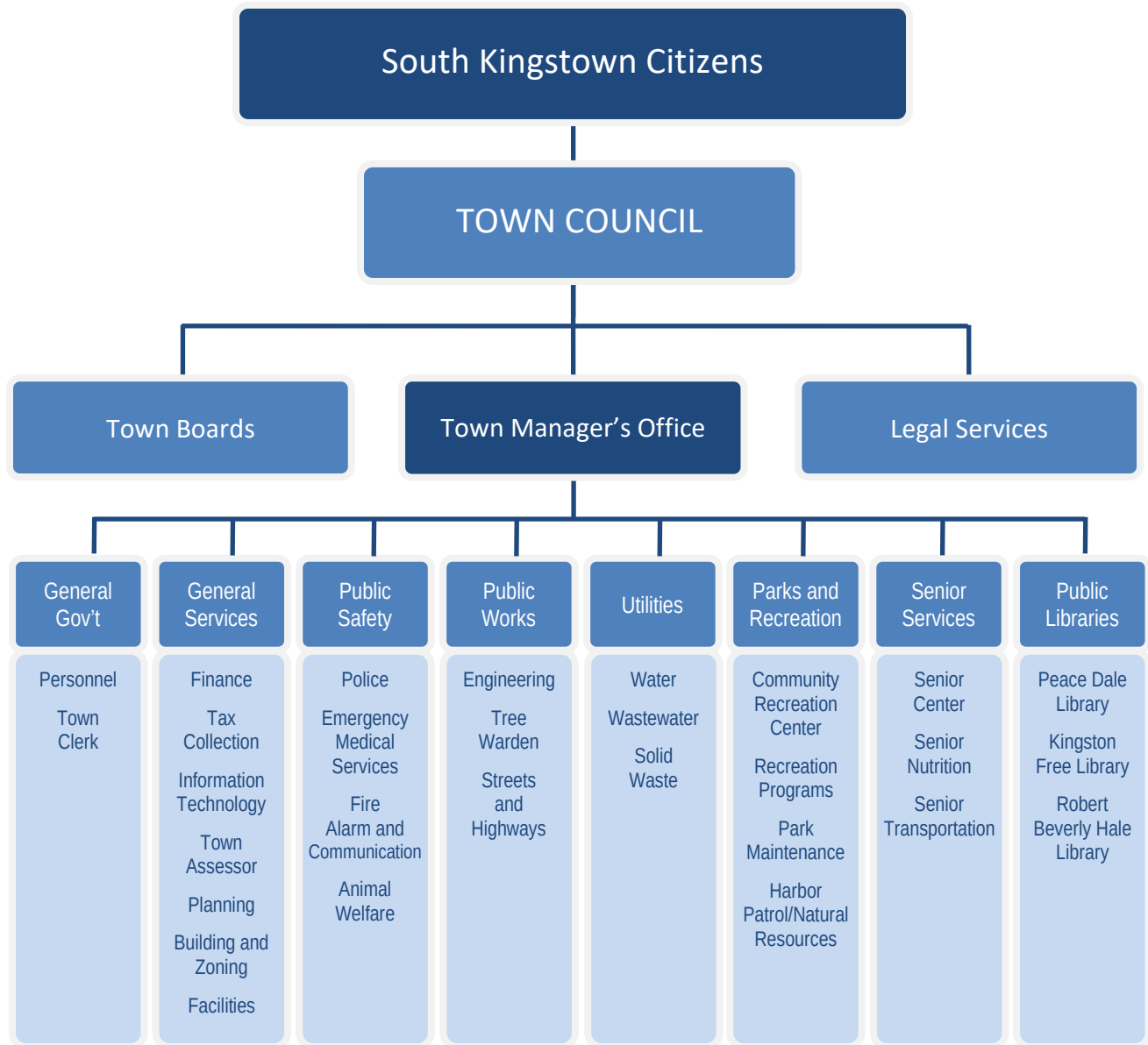
South Kingstown Town Council

Town Council President	Rory H. McEntee
Town Council Vice President	Michael K. Marran
Council Member	Patricia A. Alley
Council Member	Deborah D. Bergner
Council Member	Jessica L. Rose

Municipal Department Directors and Division Heads

Town Manager	James Manni*
Deputy Town Manager/ DOAS	Luke Murray
Personnel Administrator	Aimee Campbell
Town Clerk	Susan M. Flynn
Finance Director	Brian Silvia*
Tax Collector	Christina Oliva
Information Technology Director	Lori Ann Fox
Town Assessor	Mark Capuano*
Director of Planning	James Rabbitt
Building Official	James Gorman
Facilities Superintendent	Mark Russo
Chief of Police	Matthew Moynihan*
Animal Control Officer	Tara Sekator
Harbormaster/Natural Resource Officer	Michael Stach
Fire Alarm Superintendent	Lance Whaley
Chief of Emergency Medical Services	Craig Stanley
Director of Public Services	Richard Bourbonnais*
Town Engineer	Mark Conboy*
Highway Superintendent	Scott Brown
Director of Leisure Services	Theresa L. Murphy
Recreation Superintendent	Lenka Capek
Parks Superintendent	Rex Eberly
Library Director	Laurel Clark
Senior Services Director	Susan DiMasi
Water Superintendent	Brett Whaley
Wastewater Superintendent	Kathy Perez
Town Solicitor	Michael A. Ursillo

* New staff or existing staff new to this position since March 2022.



How to Use this Budget Document



The FY 2023-2024 Proposed Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two tabs. Each tab may contain multiple related or similar topics.

The first tab, titled *Introduction*, recognizes the Town Council members and the Town's Department and Division heads, as well as provides the Town's municipal organizational chart. Note that more detailed department and/or division organization charts are also included within the respective sections of the budget document. The *Introduction* provides the reader with this guide, which is followed by detailed information about the Town within the *South Kingstown at a Glance* and *Statistical Profile* sections. In addition, this tab identifies the Town Council's Goals and Objectives, which are referenced and incorporated in department and division FY 2022-2023 (current year) priorities and FY 2023-2024 (proposed) priorities outlined within tabs five through nineteen.

The second tab outlines the Town Manager's FY 2023-2024 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained in the FY 2023-2024 Proposed Budget.

The third tab, *Financial & Management Policies*, provides the reader with information relative to the Town's governmental structure, budgetary process, policies, and practices, and includes reference to the Town Charter.

The fourth tab, *Fund Structure, Descriptions & Summaries*, contains financial information by fund and provides an overview of the budget for Fiscal Year 2023-2024, including summaries of revenues and expenditures for all budgeted funds.

The next several tabs, beginning with the fifth tab, *General Government*, and continuing through the tenth tab, *Public Libraries*, reflect various areas of service within the General Fund. For each area, the reader will find an organization chart, mission statement, a list of functions performed by the department and/or division, specific performance measurements, as well as priorities for the current fiscal year and proposed priorities for the 2023-2024 fiscal year using the funding requested. In addition, funding comparison summaries and detailed expenditure statements are provided.

The next tab, titled *Non-Departmentals*, provides information regarding funds specific to insurance and claims, contributions the Town makes to Human Service and Outside Agencies within the community, and Capital Budget funding, which are all funded through the General Fund. It is noted that the Capital Budget is the first year in the 6 year Capital Improvement Program. For further detail on the CIP, please refer to tab twenty-one of this document. Please note that the community's entire 6 year Capital Improvement Program is detailed in a separate budget document.

The next four tabs, numbered twelve through fifteen, reflect special revenue funds related to the *Peace Dale Office Building*, *Senior Services Program*, *Neighborhood Guild*, and the *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for the current fiscal year and proposed priorities for the 2023-2024 fiscal year using the funding requested. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.



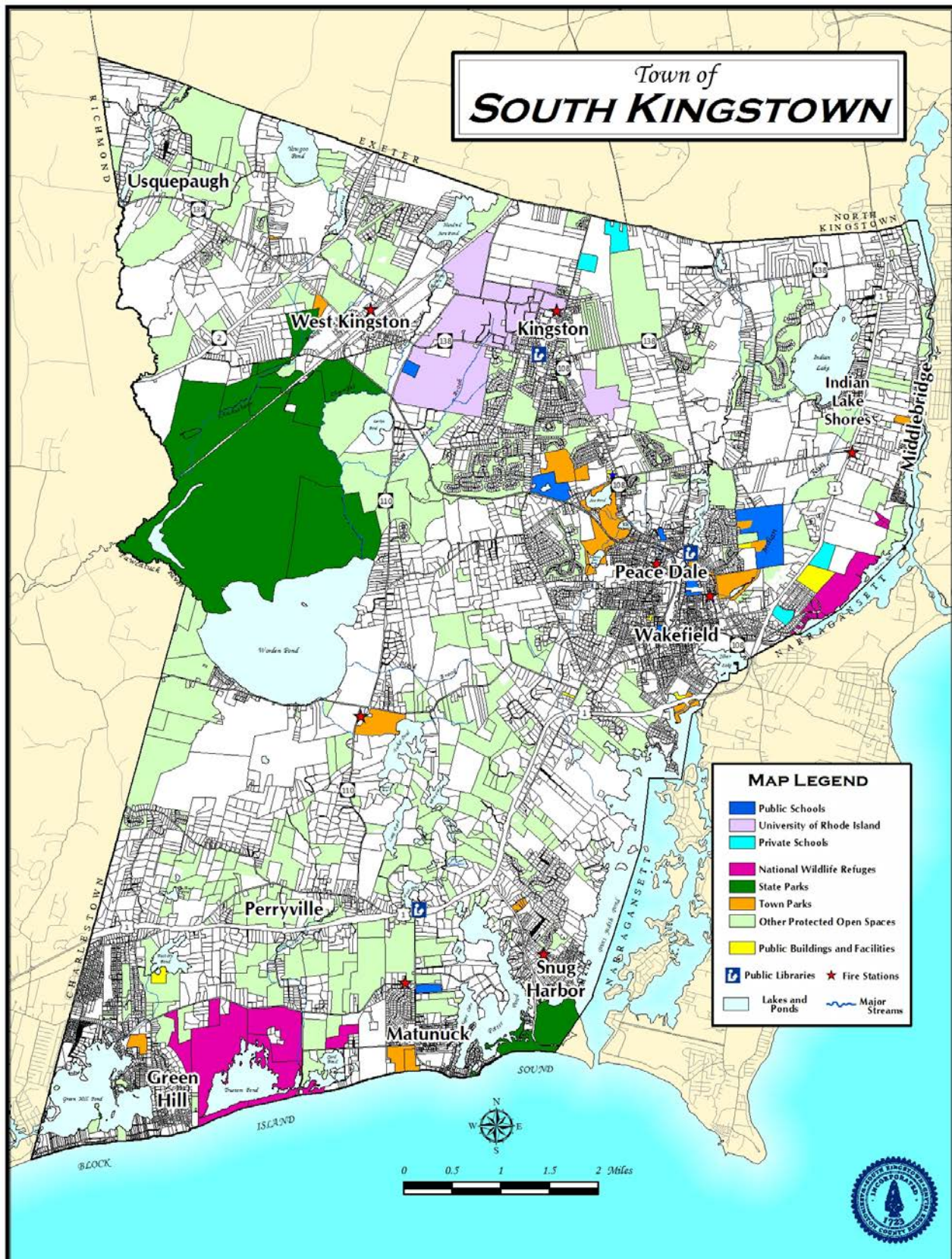
Tab sixteen provides information related to the *Debt Service Fund*, which is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town, inclusive of both municipal and education related debt service.

The tabs numbered seventeen through nineteen, including *Water Enterprise Fund*, *Wastewater Enterprise Fund*, and *Solid Waste Enterprise Fund*, reflect the Town's three enterprise funds. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for the current fiscal year and proposed priorities for the 2023-2024 fiscal year using the funding requested. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.

Tab twenty, *School Fund*, provides a summary of the South Kingstown School Department, where the reader will find an organization chart, mission statement, and a funding comparison summary, as well as summary expenditure and revenue statements for the 2023-2024 fiscal year, based on the funding requested through the Property Tax Transfer.

The *Capital Improvement Program*, found within tab twenty-one, provides an overview of the Town's Capital Improvement Program (CIP) for Fiscal Period 2023-2024 through 2028-2029, published in December 2022 and adopted by the Town Council in January 2023. The six year CIP is designed to strategically invest in and develop capital projects. It is noted that the Capital Budget, also called the Pay-As-You-Go portion of the CIP, is the first year of the six year plan, and is funded within the FY 2023-2024 budget. For further detail on the Capital Budget, please refer to tab eleven of this document. It is noted the community's entire 6 year Capital Improvement Program is detailed in a separate budget document.

The final tab, numbered twenty-two, is the *Appendix*, and provides additional information in the form of a glossary of terms and acronyms used within the budget document, to more clearly define terminology used and help the reader to better understand the information presented within the budget document.





Nestled along the Southern Rhode Island coastline one can find the Town of South Kingstown, Rhode Island. Established in 1658 and incorporated as a Town in 1723, this suburban community is located about 30 miles south of Providence, the State's capital city. Throughout the Town's total area of 62.3 square miles, a bounty of natural resources can be found in farms and woodlands, freshwater wetlands and ponds, salt ponds and marshes, ocean beaches, and other waterfront areas. These abundant natural resources are further augmented by rivers connecting upland resource areas with the tidal estuaries, freshwater marshes and open water in a series of ponds, including Worden's Pond - the largest natural freshwater pond in the State. In addition to benefiting residents and attracting tourists, the varied landscape provides critical habitat to more threatened and endangered species than any other Rhode Island community. The Chipuxet River Aquifer, a sole source aquifer, provides high quality groundwater to the four public water suppliers in Town and provides the source for many of the private residential, agricultural, commercial, and industrial wells in Town.

Residents and visitors have been coming to South Kingstown for generations to enjoy the unspoiled beauty of the shoreline, the quiet tranquility of rural farmlands, and the quaint charm of the historic villages. Tourism continues to be an important staple of the local and regional economy in Washington County, known affectionately as South County. All are welcome to take advantage of the Town's many natural and cultural attractions: salt water beaches on Block Island Sound, salt ponds, seasonal rental communities, abundant Town and State parks and open space areas, historic resources, as well as varied shopping and dining opportunities. It is no surprise that South Kingstown has grown at a faster pace than all other Rhode Island communities over the last twenty years - a fact that underscores the desirability of the community as a vibrant place to live and work.

South Kingstown contains a number of distinct historic villages and places, including the villages of Wakefield and Peace Dale in the central portion of the community. Mills and other prominent buildings constructed of granite, historic homes, stone walls, and Native American place names help to define the heritage and cultural context of the Town. In addition, agricultural and aquacultural activities also define an important component of South Kingstown's cultural landscape. South Kingstown's natural and cultural resources provide the framework for the high quality of life today in the community. Scenic forests, rural farmlands, historic villages, and unique summer communities complete a picture, weaving upland and wetland resources together. The protection of the Town's critical natural resources has been a long-term, continuing priority in the community, resulting in the preservation of 11,950 acres (32.86%) of the land area in the community as of July 2022.

	July 2015	July 2016	July 2017	July 2018	July 2019	July 2020	July 2021	July 2022
Agricultural Land Preservation Comm.	956.40	956.40	956.40	956.40	956.40	956.40	956.90	956.90
Audubon Society of Rhode Island	659.10	659.10	659.10	659.10	659.10	730.67	730.67	730.67
Cluster / Private	1,201.84	1,183.30	1,202.40	1,183.76	1,183.76	1,202.40	1,202.40	1,188.10
US Fish and Wildlife Service	799.20	799.20	799.20	799.20	799.20	799.20	799.20	799.20
Girl Scouts of Rhode Island	186.40	186.40	186.40	186.40	186.40	186.40	186.40	186.40
Narrow River Land Trust	107.94	107.94	107.90	107.94	107.94	107.94	107.90	107.90
South Kingstown Land Trust	2,327.30	2,396.90	2,453.30	2,493.80	2,572.00	2,572.00	2,562.00	2,699.53
State of Rhode Island	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,683.67
The Nature Conservancy	587.00	593.10	593.10	593.10	593.10	593.10	593.10	593.10
Town of South Kingstown	992.90	992.90	999.20	1,004.98	1,004.98	1,004.98	1,005.00	1,005.00
Total Acres	11,473.28	11,530.44	11,612.20	11,639.88	11,718.08	11,808.29	11,798.77	11,950.47
% Land Area of the Town	31.50%	31.70%	31.90%	32.00%	32.20%	32.47%	32.61%	32.86%



Cultural legacies in South Kingstown include the long heritage of the Narragansett Indian Tribe and other local Native American tribes in the larger region, the historic settlement patterns of the early colonists, and later those of industrialization. The area was home to early peoples as long as 5,000 years ago when the glaciers first receded, and generations lived vibrantly and fished, farmed, and hunted, in the fertile local fields, forests, wetlands, and fresh and salt water ponds. The settlement patterns of the colonists significantly changed the landscape of the region, in both cultural and economic development throughout New England. Like many New England communities, South Kingstown's early economic heritage is rooted in agriculture. Initially the dominant economic activity, farmsteads are still visible across the landscape of Town. Reliance on labor provided by enslaved Africans and indigenous people was common among both larger and smaller farmsteads prior to the 1800's, known then as plantations. Farming gave way to industrialization and manufacturing during the nineteenth century. Grist mills and saw mills transformed villages such as Wakefield, Peace Dale, and Rocky Brook into thriving communities. Later in the 1800's, textile mills and fulling mills were also established. Following this, while the ocean was always a valuable resource by those who lived in the region, the role of the shore gained prominence for recreation purposes in the late 19th and early 20th centuries as it developed to serve a growing influx of summer visitors and residents. The Town became the home of a new railroad station at West Kingston in 1875 and a new State college in 1888, now the University of Rhode Island, two economic components still of notable impact to the community and region.

The area was settled by early colonists around the time of the Pettaquamscutt Purchase (1658), and was first incorporated as part of the Town of Kings Towne in 1674 along with what is current day North Kingstown, South Kingstown, Exeter, and Narragansett. The Town of South Kingstown was established in 1723 when the Town of Kings Towne was divided into two parts, North and South. At the time, South Kingstown included area that later became the Town of Narragansett. Narragansett was founded in 1882 when it separated from South Kingstown. The village of Kingston served as one of the original five Rhode Island state capitols, sharing a rotation with Newport, Providence, East Greenwich, and Bristol. Constructed in 1776 with lumber from local trees, the present day Kingston Free Library was originally built as a county court house, Court House Little Rest. The RI General Assembly met in this court from 1776 through 1791. The Kingston Free Library and Reading Room was established in 1824. Town business was also conducted there through 1877, when the Town moved municipal operations to the current Town Hall at 180 High Street in Wakefield.

The area has a strong history of entrepreneurs, and the Town is home to a host of small businesses, which further help to strengthen the local community identity, vibrancy, and economy. The community is fortunate to also have two strong larger local employers, the University of Rhode Island and South County Hospital. The University of Rhode Island is located in the historic village of Kingston. Originally chartered as the State's agricultural school in 1888, it became Rhode Island College of Agriculture and Mechanical Arts in 1892, Rhode Island State College in 1909, and then a university in 1951. URI enrollment for the 2022-2023 academic year stands at 17,511 students, (comprised of 14,744 degree-seeking undergraduates and 2,767 graduate students). URI is one of the largest employers in the State of Rhode Island, with a combined faculty and staff of 2,633. South County Hospital, an independent, non-profit hospital located in the village of Wakefield, currently has 1,542 employees. First established in 1919 as a cottage hospital in the Watson House on Kenyon Avenue in the village of Wakefield, it was not long before the need for services increased and the cottage hospital was replaced in 1925 with a new facility on six acres of land donated by the Town of South Kingstown. In the years since, the hospital has seen many expansions, including the State's first hospital helipad in 1973.



South Kingstown is a community where residents take great pride in preserving and enhancing the quality of life residents enjoy. As can be readily imagined, this effort requires enthusiastic and active participation by members of the community, elected and appointed officials, and our dedicated municipal staff in order to address the issues of the day and plan for the future. The Town strives to provide exemplary services and facilities to its residents, businesses, and visitors, while maintaining prudent and efficient fiscal practices. South Kingstown is fortunate to have a strong volunteer spirit among our community members, whose creativity, talents, and energy contribute immensely to a vital, active, and healthy community. The vibrant quality of life in South Kingstown is rooted firmly in its natural and cultural heritage, and carried forth by the residents, elected officials, staff and administration in a manner that is respectful of the past, cognizant of the present, and anticipatory of the community's needs in the future.

Additional resources on local history are available on the Library's website www.skpl.org/751/Local-History and the Southern Rhode Island Chamber of Commerce website www.srichamber.com/history.html.



A statistical profile of the Town is provided within the Budget Document to show local population, housing, and economic trends and conditions that influence the demand for public services and facilities and the ability of the Town to support needed services.

Geography

Description	Square Miles	Acres
Land & Water	62.3	39,872
Land Only	56.8	36,352

The Town of South Kingstown owns 124 parcels of land (not including tax sale properties), consisting of properties that host town facilities, rights of way, schools, pump stations, easements, parks, fields, and designated open space. These properties total 1,347.3 acres, approximately 3.9% of the total acreage in town (exclusive of town roads). Approximately one-third of town owned property is comprised of outdoor parkland and playfields. Additionally, the Town owns approximately 150 miles of roads for which it is responsible to provide capital improvements, storm water management, and routine maintenance including snow plowing.

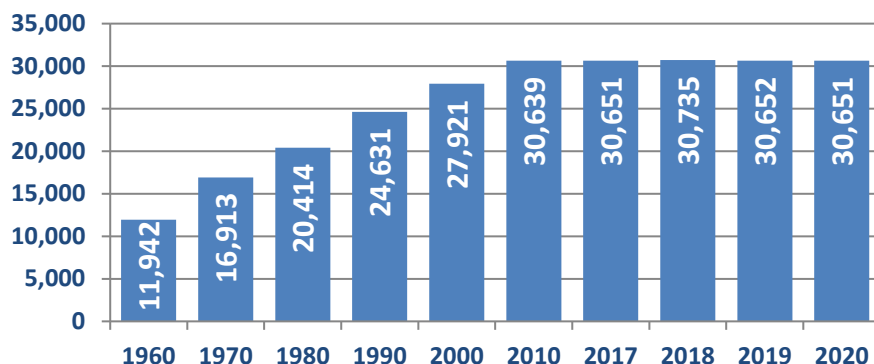
Population

The US Census Bureau's American Community Survey data indicate the 2020 population of South Kingstown was 30,651, as compared to the Town's population of 30,226 in 2010. This ACS's forecasted 1.4% increase in population (equivalent to 426 people) over a nine-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14 and a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years.

U.S. Census 2020 American Community Survey								
Population	2000	Percent	2010	Percent	2020	Percent	9 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	953	3.1%	(248)	-20.6
Age 5-14	3,714	13.3%	3,479	11.5%	2,791	9.1%	(688)	-19.8
Age 15-19	4,117	14.7%	4,597	15.2%	5,517	18.0%	920	20.0
Age 20-34	5,112	18.3%	5,023	16.6%	5,112	16.7%	89	1.8
Age 35-44	4,203	15.1%	3,453	11.4%	2,668	8.7%	(785)	-22.7
Age 45-59	5,167	18.5%	6,696	22.2%	5,183	16.9%	(1,513)	-22.6
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,427	27.5%	2,650	45.9
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%



Population Growth



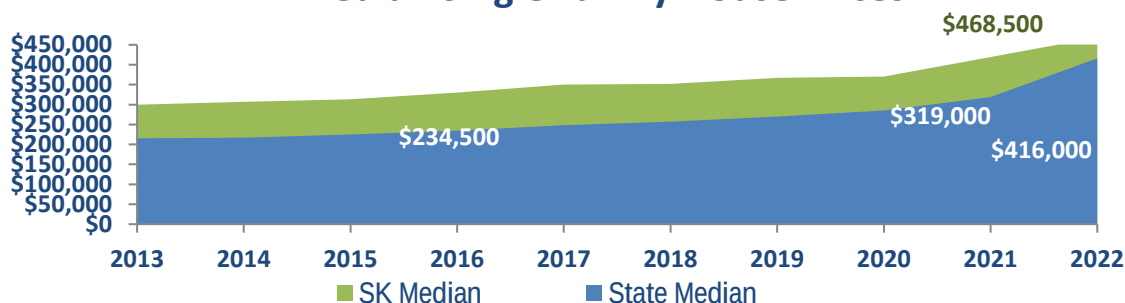
HOUSING

For 2020, the US Census Bureau 2015-2020 American Community Survey (ACS) 5-Year Estimates reported a total of 13,231 housing units in the Town of South Kingstown, of which 80.3% (10,627) were occupied year round, and the remaining 19.7% (2,604) were seasonal, recreational, occasional use, or vacant. Of the 10,627 occupied housing units, 73.7% were owner occupied and 26.3% were renter occupied. The average household size of an owner-occupied unit was 2.47 persons, while the average household size of a rented unit was 2.20 persons.¹

MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2016-2020 American Community Survey (ACS) 5-Year Estimates reported that in 2020, the median value of owner occupied homes in South Kingstown was \$419,900 as compared to \$371,400 in 2019, \$353,800 in 2018, \$344,000 in 2017, and \$329,822 in 2015. The [2022 Housing Fact Book](#) published by HousingWorks RI at Roger William University indicates the median sale price of a single-family home in South Kingstown as of December 31, 2021 was \$487,950. The median sale price of a single family home state-wide during the same period was \$365,000. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten-year term.

Median Single Family House Prices



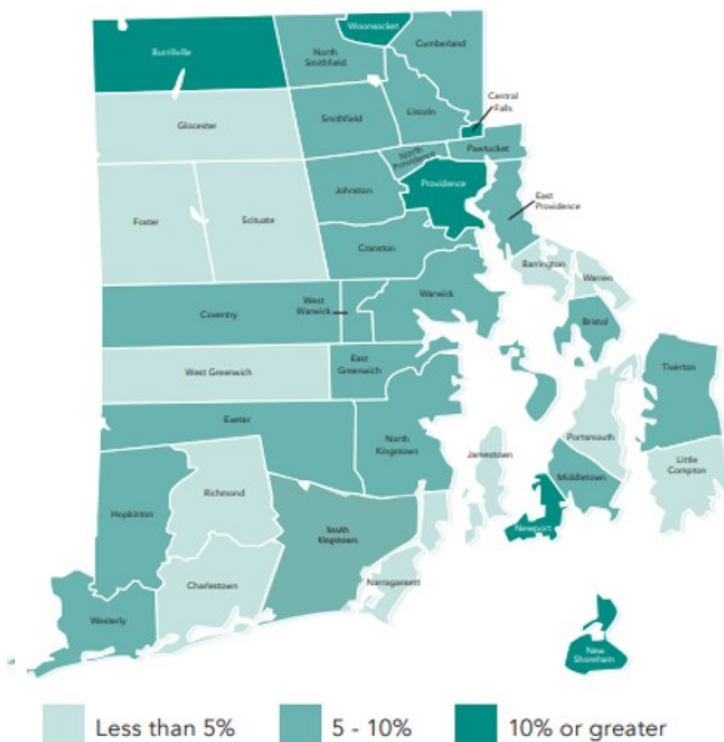
¹ <https://www.census.gov/quickfacts/fact/table/southkingstowntownwashingtoncountyrhodeisland#>



PROGRESS TOWARD LONG-TERM AFFORDABLE HOMES⁶⁷

Rhode Island State Law 45-53 was designed to address housing unaffordability and establishes a goal that **10 percent** of every city or town's housing stock qualify as Low and Moderate Income Housing (LMIH). The 10 percent is defined within the statute as **"consistent with local needs"**⁶⁸ yet in actuality local housing needs are far higher: statewide, a median of 25 percent and 46 percent of owner and renter households, respectively, are cost burdened.⁶⁹ At the same time, the calculation used in the legislation skews results such that the state's larger cities are not required to pursue the state's goal.

How does each municipality measure up?



Six of Rhode Island's 39 communities meet this goal:
**Burrillville, Central Falls, Newport, New Shoreham,
Providence, and Woonsocket.**

Municipality	Overall LMIH as % of Year- round Housing	Needed To Hit 10%
Barrington	3.38%	415
Bristol	5.80%	379
Burrillville	10.29%	Achieved
Central Falls	10.96%	Achieved
Charlestown	3.92%	212
Coventry	5.21%	675
Cranston	5.50%	1,481
Cumberland	6.00%	550
East Greenwich	5.67%	231
East Providence	9.83%	36
Exeter	5.99%	98
Foster	2.05%	140
Glocester	2.44%	291
Hopkinton	7.09%	98
Jamestown	4.59%	137
Johnston	8.00%	247
Lincoln	6.81%	288
Little Compton	0.56%	153
Middletown	5.16%	332
Narragansett	3.86%	440
Newport	15.90%	Achieved
New Shoreham	10.45%	Achieved
North Kingstown	9.09%	99
North Providence	6.57%	526
North Smithfield	8.20%	91
Pawtucket	8.67%	427
Portsmouth	2.75%	537
Providence	14.90%	Achieved
Richmond	3.71%	183
Scituate	0.80%	377
Smithfield	5.54%	350
South Kingstown	5.57%	483
Tiverton	5.17%	345
Warren	4.23%	290
Warwick	5.47%	1,686
Westerly	5.10%	511
West Greenwich	1.84%	190
West Warwick	7.99%	277
Woonsocket	15.90%	Achieved

Source: [Housing Works RI at Roger Williams University – 2022 Housing Fact Book](#)



WHERE IS IT AFFORDABLE TO OWN?

Based on 2021 median single family home prices, a household earning the state's median household income of \$70,305 would not be able to buy a home affordably in any of Rhode Island's cities and towns. What income might you need to afford to purchase a median priced single family home in your community? How do your neighboring communities compare?

HOUSEHOLDS EARNING: ≤ \$30,000

HOUSEHOLDS EARNING: ≤ \$50,000

HOUSEHOLDS EARNING: ≤ \$70,000

HOUSEHOLDS EARNING: ≤ \$100,000

HOUSEHOLDS EARNING: > \$100,000

Median household income¹⁷ **\$70,305**

Median owner household income¹⁸ **\$94,183**

City/Town	Annual income needed to affordably purchase a median priced home in this community	≤ \$30,000	≤ \$50,000	≤ \$70,000	≤ \$100,000	> \$100,000
PAWTUCKET	\$77,004					
CENTRAL FALLS	\$77,968					
WOONSOCKET	\$84,089					
WARWICK	\$85,271					
WEST WARWICK	\$87,263					
PROVIDENCE	\$87,996					
CRANSTON	\$88,452					
COVENTRY	\$89,411					
EAST PROVIDENCE	\$89,422					
NORTH PROVIDENCE	\$92,077					
JOHNSTON	\$95,405					
GLOCESTER	\$96,680					
TIVERTON	\$97,193					
BURRILLVILLE	\$98,627					
CUMBERLAND	\$101,461					
HOPKINTON	\$101,573					
SCITUATE	\$102,599					
SMITHFIELD	\$104,931					
FOSTER	\$107,608					
RICHMOND	\$107,905					
WARREN	\$108,510					
NORTH SMITHFIELD	\$109,744					
WESTERLY	\$112,073					
CHARLESTOWN	\$116,038					
LINCOLN	\$116,974					
BRISTOL	\$121,223					
EXETER	\$122,772					
SOUTH KINGSTOWN	\$122,772					
PORTSMOUTH	\$132,367					
MIDDLETOWN	\$136,967					
NORTH KINGSTOWN	\$138,526					
WEST GREENWICH	\$139,116					
BARRINGTON	\$154,577					
NARRAGANSETT	\$157,762					
NEWPORT	\$172,399					
LITTLE COMPTON	\$174,010					
EAST GREENWICH	\$181,740					
JAMESTOWN	\$216,791					
NEW SHOREHAM	\$324,309					

Source: [Housing Works RI at Roger Williams University – 2022 Housing Fact Book](#)



WHERE IS IT AFFORDABLE TO RENT?

Based on 2021 average 2-bedroom apartment rents, a household earning the state's median renter income of \$38,339 could affordably rent in only one Rhode Island city or town. What income might you need to affordably rent an average priced 2-bedroom apartment in your community? How do your neighboring communities compare?

HOUSEHOLDS EARNING: ≤ \$30,000

HOUSEHOLDS EARNING: ≤ \$50,000

HOUSEHOLDS EARNING: ≤ \$70,000

HOUSEHOLDS EARNING: ≤ \$100,000

HOUSEHOLDS EARNING: > \$100,000

Median household income **\$70,305**

Median renter household income¹⁰ **\$38,339**

City/Town	Annual income needed to affordably rent a 2-bedroom apartment in this community	≤ \$30,000	≤ \$50,000	≤ \$70,000	≤ \$100,000	> \$100,000
BURRILLVILLE	\$37,160					
BRISTOL	\$44,360					
WOONSOCKET	\$48,160					
WESTERLY	\$50,880					
CENTRAL FALLS	\$57,720					
PAWTUCKET	\$59,240					
LINCOLN	\$62,160					
NEWPORT	\$62,280					
NORTH SMITHFIELD	\$65,880					
WEST WARWICK	\$66,320					
NARRAGANSETT	\$68,040					
TIVERTON	\$68,320					
EAST GREENWICH	\$68,400					
COVENTRY	\$68,520					
NORTH KINGSTOWN	\$68,720					
MIDDLETOWN	\$68,960					
WARWICK	\$69,480					
CRANSTON	\$70,480					
NORTH PROVIDENCE	\$70,520					
PORTSMOUTH	\$71,600					
SMITHFIELD	\$73,320					
PROVIDENCE	\$73,840					
JOHNSTON	\$76,040					
EAST PROVIDENCE	\$77,320					
WARREN	\$79,080					
CUMBERLAND	\$84,520					
BARRINGTON	N/A					
CHARLESTOWN	N/A					
EXETER	N/A					
FOSTER	N/A					
GLOCESTER	N/A					
HOPKINTON	N/A					
JAMESTOWN	N/A					
LITTLE COMPTON	N/A					
NEW SHOREHAM	N/A					
RICHMOND	N/A					
SCITUATE	N/A					
SOUTH KINGSTOWN	N/A					
WEST GREENWICH	N/A					

N/A: Insufficient data

Source: [Housing Works RI at Roger Williams University](#) – 2022 Housing Fact Book



SOUTH KINGSTOWN

POPULATION 30,651	HOUSEHOLDS 10,627	MEDIAN HOUSEHOLD INCOME \$96,526	74% OWN	26% RENT

HOUSING COSTS

▶ MEDIAN SINGLE FAMILY

Home price	\$487,950
Monthly housing payment	\$3,069

5 YEAR COMPARISON

2016	↑	2021
\$344,162		42% INCREASE

▶ AVERAGE 2-BEDROOM RENT

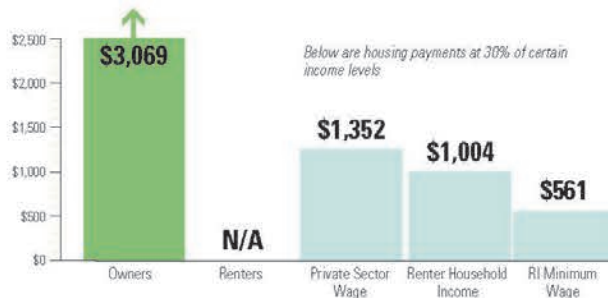
Rental payment	N/A	5 YEAR COMPARISON
		2016 2021
		N/A N/A

\$122,772 Income needed to afford this

N/A Income needed to afford this

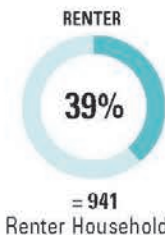
AFFORDABILITY GAP

▶ MONTHLY COSTS: OWNERS & RENTERS



▶ COST BURDENED HOUSEHOLDS

2,803 HOUSEHOLDS ARE COST BURDENED



A household is considered burdened if it spends 30% or more of its income on housing costs.

CURRENT HOUSING & DEVELOPMENT

▶ HOUSING STOCK

Total	Single family	Two or more
13,223	83%	17%

▶ INFRASTRUCTURE

REGION: South	
Public Water	☐ Nearly Full ☐ Partial ☐ None
Public Sewer	☐ Nearly Full ☐ < Partial ☐ None

▶ MULTIFAMILY BY RIGHT IN RESIDENTIAL ZONES

☒ Yes ☐ No
15,000 sq. ft. lot for 1 st 2 units; 5,000 add'l sq. ft. per add'l unit

▶ RESIDENTIAL DEVELOPMENT ORDINANCES

ADU	AHTF	AR	CP	FZ
G/VC	ID	IZ	MU	TOD

▶ 2021 BUILDING PERMITS: Total **104** Single family **80** Two or more **17** ADU **7**
Municipally reported

▶ LONG-TERM AFFORDABLE HOMES RI General Law: 45-53-3(9) Low or Moderate Income Housing

Number of households below HUD 80% area median income: **3,245**



CURRENT

5.57% % of year-round housing stock

607 # of long-term affordable homes



Elderly
57%



Family
29%



Special Needs
15%

ADDED UNITS

Ownership **1** Rental **6**

PRESERVED RENTALS

0

State-Funded Homes

BUILDING HOMES RHODE ISLAND (I - IV):

15

Source: [Housing Works RI at Roger Williams University – 2022 Housing Fact Book](#)



TOWN'S TOP 10 TAXPAYERS

The majority of the Town's tax base consists of residential property taxpayers. The following chart identifies the Town's top ten taxpayers, with a combined total of 3.24% of the total assessed valuation.

Taxpayer	Taxable Assessed Valuation	% of Total Assessed Valuation
Harbor Village Apartments	\$45,260,100	0.65%
Narragansett Electric	\$32,750,653	0.47%
SCC Investments	\$31,147,400	0.45%
Brightview Commons	\$26,893,862	0.39%
BKD South Bay LLC (SB Manor)	\$17,084,500	0.25%
Schneider Electric	\$16,356,287	0.24%
Tower Hill Landings	\$15,330,443	0.22%
Jerry Brown Farm Association	\$14,638,200	0.21%
Wakefield Mall	\$13,224,700	0.19%
Belmont Shoppers Park	\$11,488,951	0.17%
Combined	\$224,175,096	3.24%

AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	Percent Increase
2012-2013	8,825	287,000	348,115	5,048	12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
2017-2018	8,996	350,000	351,549	5,382	97	1.84%
2018-2019	9,042	351,500	352,944	5,534	152	2.82%
2019-2020	9,072	367,500	399,110	5,767	233	4.21%
2020-2021	9,071	370,000	399,154	5,768	1	0.01%
2021-2022	9,142	468,500	401,370	5,800	32	0.55%
10 Year Increase¹	317	181,500²	53,255	752	\$76	1.43%

1. 10 year average.

2. Median Sales Price taken from the [2022 Housing Fact Book - HousingWorksRI at RWU](#).

5 Year Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
2018-2019	18,232,765	55,256,815	73,489,580	2,160,599	3.03%
2019-2020	19,640,330	56,484,979	76,125,309	2,635,729	3.59%
2020-2021	19,319,591	57,102,843	76,422,435	297,126	0.39%
2021-2022	19,195,441	57,433,065	76,628,505	206,071	0.27%
2022-2023	20,374,495	57,868,573	78,243,068	1,614,563	2.11%
5 Year Increase¹	\$2,141,730	\$2,611,758	\$4,753,488	\$6,914,087	1.88%

1. 5 year average

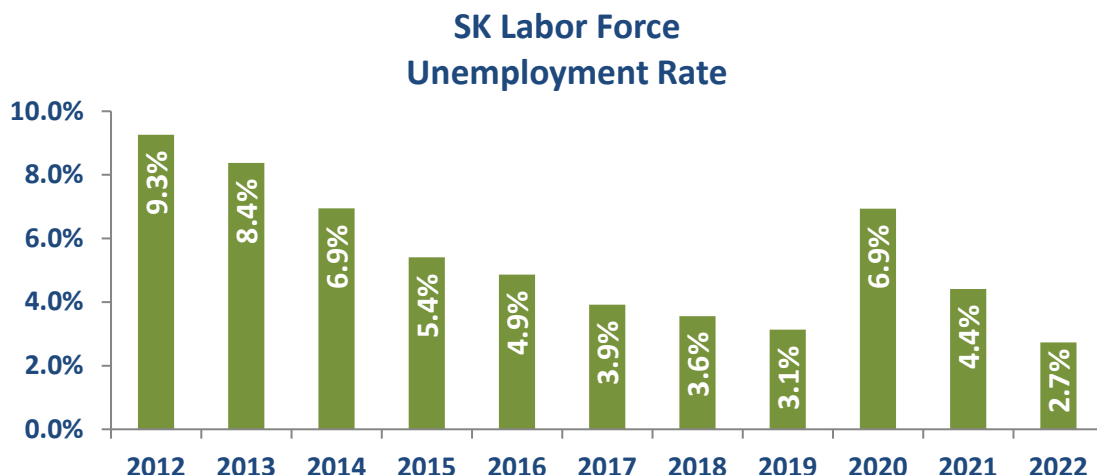


Tax Roll Comparison	FY2021-2022			FY2022-2023			
	December 2020 Taxable Value	Tax Rate Levied \$14.45	% of Tax Roll	December 2021 Taxable Value	Tax Rate Levied \$10.95	% of Tax Roll	% of Tax Levy
Residential	4,527,996,100	65,429,544	85%	6,206,073,900	67,956,509	87%	87%
Commercial/Industrial	554,941,400	8,018,903	10%	619,234,300	6,780,616	9%	9%
Tangible	107,007,815	1,546,263	2%	108,814,811	1,191,522	2%	2%
Total value	5,189,945,315	74,994,710	98%	6,934,123,011	75,928,647	97%	97%
Less Exemptions	(64,135,163)	(926,753)	-1%	(90,753,521)	(993,751)	-1%	-1%
Flexible Base	5,125,810,152	74,067,957	97%	6,843,369,490	74,934,896	96%	96%
Motor Vehicles	229,007,988	4,284,739	6%	297,179,962	5,560,237	7%	7%
Less Exemptions	(92,107,099)	(1,723,324)	-2%	(120,322,671)	(2,251,237)	-3%	-3%
Net Motor vehicles	136,900,889	2,561,416	3%	176,857,291	3,309,000	4%	4%
Total Tax Roll / Levy	5,262,711,041	76,629,372	100%	7,020,226,781	78,243,896	100%	100%

Tax Roll comparison data obtained from the Assessor's Statement of Assessed Values and Levy Certification submitted to RI Division of Municipal Finance.

EMPLOYMENT

During calendar 2022, the average labor force in the Town of South Kingstown was 16,837 with employment at 16,377 yielding an average unemployment rate of 2.73%². Statewide, the seasonally adjusted unemployment rate as of December 2022 was 3.5%³. It should be noted that the rates shown for 2021 reflect the local consequences of the COVID-19 pandemic. While the unemployment rate is significantly lower in 2021 than it was 2020, it is also substantially lower than the statewide 2021 unemployment rate. South Kingstown's relatively low pandemic-induced unemployment can be attributed to the characteristics of the local job market (the University of Rhode Island is one of our largest employer) and the workforce participation profile of the Town's residents (a large number of professionals whose work was not suspended during the pandemic).

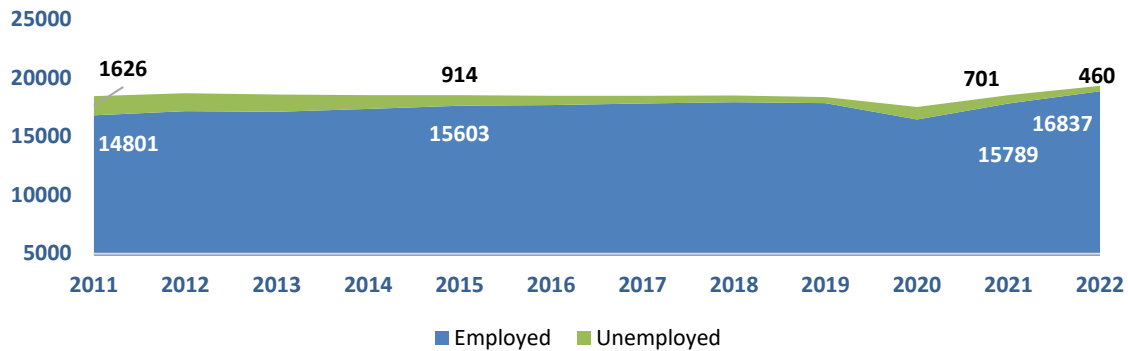


² Rhode Island Department of Labor and Training Local Area Unemployment Statistics – December 2021 – December 2022.

³ Rhode Island Department of Labor and Training Historic Local Area Unemployment Statistics Report 2022.



SK Labor Force Annual Average Unemployment Rate



Source: [Rhode Island Department of Labor and Training: South Kingstown Labor Force Statistics \(not seasonally adjusted\)](#).



STATE OF RHODE ISLAND

Population	1990	2000	2019
Total Population	1,003,464	1,048,319	1,057,231
Male	481,496	503,635	513,792
Female	521,968	544,684	543,439
16 years +	801,625	827,797	876,019
21 years +	722,844	748,445	796,578
65 years +	150,547	152,402	177,889
White	917,375	891,191	850,597
Black/African American	38,861	46,908	71,561
American Indian & Alaskan Native	4,071	5,121	5,277
Asian & Pacific Islander	18,325	24,232	36,768
Some other race	24,832	52,616	57,807
Two or more races	-	28,251	35,221
Hispanic or Latino (of any race)	45,752	90,820	163,226
Educational Attainment	1990	2000	2019
Population (Age 25+)	658,956	694,573	737,200
Less than 9th grade	11.1%	8.1%	5.1%
9th-12th, no diploma	16.9%	13.9%	6.1%
High School Graduate / GED	29.5%	27.8%	28.3%
Some College, no degree	15.0%	17.6%	18.0%
Associate Degree	6.3%	7.0%	8.4%
Bachelor Degree	13.5%	15.9%	20.4%
Graduate/Professional Degree	7.8%	9.7%	13.8%
Median Household Income	1990	2000	2019
	\$32,181	\$42,090	\$67,167
Annual Average Labor Force Estimates	2006	2009	2019
Labor Force	572,601	567,280	555,554
Employment	544,357	504,951	535,768
Unemployment	28,244	62,329	19,786
Unemployment Rate	4.9%	11.0%	3.6%

Rhode Island (3.6%) was tied for the 28th highest annual average unemployment rate in the country in 2019. Alaska (6.1%), had the highest rate in the country. The annual average unemployment rate for the United States as a whole in 2019 was 3.7 percent.

Rhode Island's total population increased by 4.5 percent during the 1990's, with the gain of 44,855 people, while between 2000 and 2019, Rhode Island gained 8,912 (+0.9%) residents.

Over forty-two percent (42.6%) of Rhode Island residents 25 years and older had a college degree (Associate or higher) in 2019. The share of state residents without a high school diploma or GED decreased between 2000 and 2019, falling from 22.0 percent to 11.2 percent.

Between 2019 and 2021, employment in Rhode Island decreased by 21,693 (-4.5%) jobs. Private sector employers reported a loss of 19,984 (-4.7%) jobs, while public sector employment declined by 1,709 (-2.8%) jobs.

Establishment Employment	2019	2020	2021
Total Private & Government	485,504	444,633	463,811
Total Private Only	424,358	385,120	404,374
Health Care & Social Assistance	81,431	75,452	76,861
Government	61,146	59,514	59,437
Retail Trade	48,014	44,167	46,549
Accommodation & Food Services	52,093	38,939	44,859
Manufacturing	39,740	37,414	39,059
Administrative Support & Waste Mngmnt.	29,325	26,988	28,251
Finance & Insurance	25,796	25,629	25,442
Professional & Technical Services	25,687	25,606	27,946
Educational Services	20,986	19,629	19,555
Construction	19,981	18,928	20,074
Other services	18,146	15,205	16,213
Wholesale Trade	16,590	14,918	15,516
Management of Companies & Enterprises	13,223	12,620	12,304
Transportation & Warehousing	10,876	10,693	11,425
Arts, Entertainment, & Recreation	7,882	5,720	6,629
Real Estate & Rental & Leasing	6,422	5,675	5,897
Information	5,877	5,241	5,445
Utilities	1,115	1,101	1,105
Agriculture, Forestry, Fishing & Hunting	933	945	1,044
Mining	188	183	176

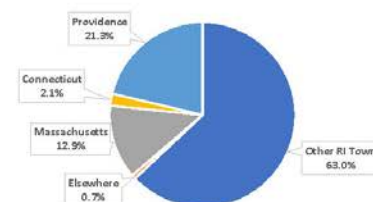
Language Population Age 18-64

Percent of population that speak only English or another language & English either 'well' or 'very well' - 95.7%

Percent of population that speak English 'not well' or 'not at all' - 4.3%

Language Spoken	
Spanish	3.3%
Other Indo-European	0.5%
Asian/Pacific Islander	0.4%
Other Languages	0.1%

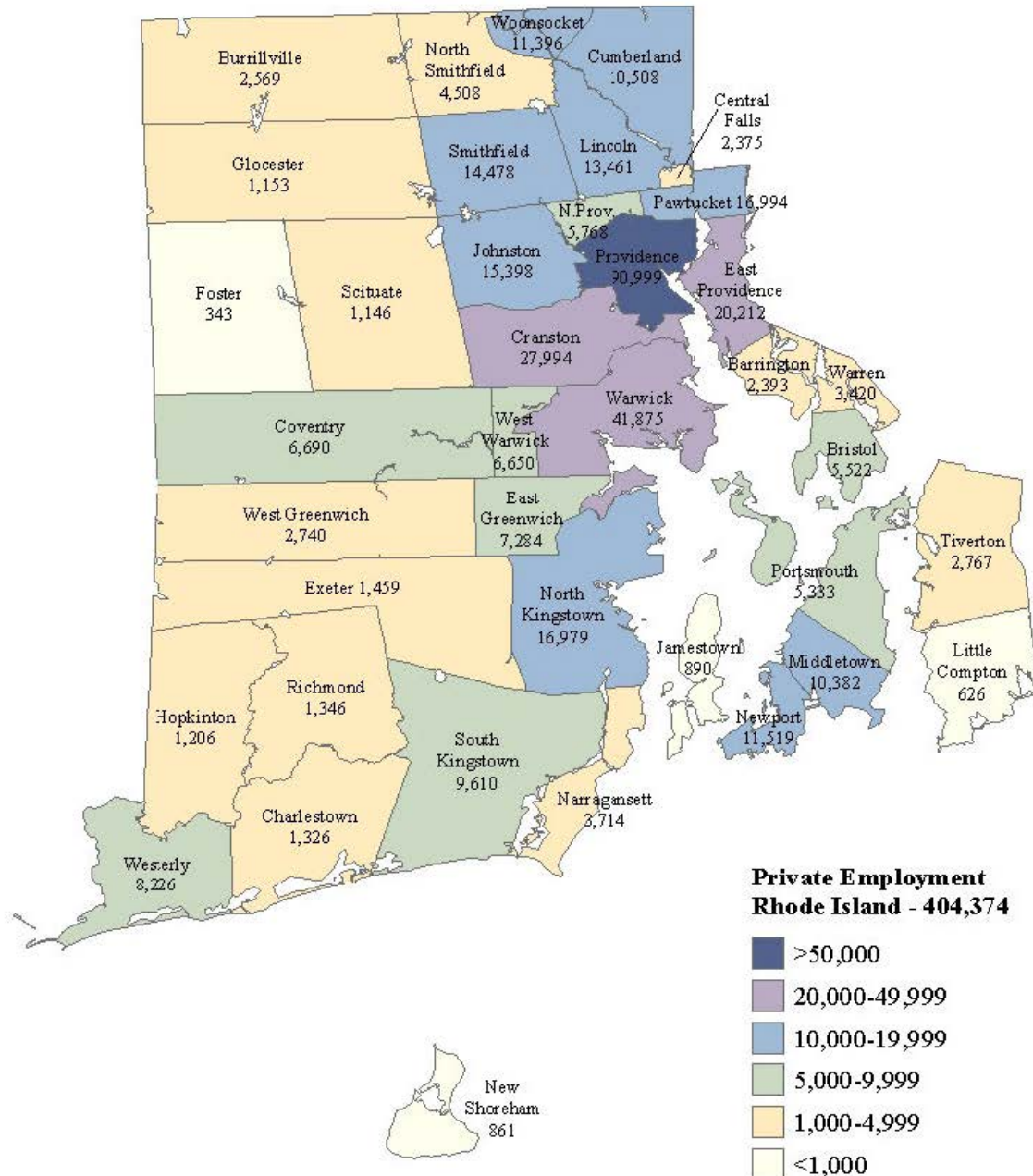
Where Rhode Island Residents Work, 2015



Source: [Rhode Island Department of Labor and Training – State of the State: Profiles of RI Cities and Towns](#)



Rhode Island Private Covered Employment by City & Town 2021



Source: [Rhode Island Department of Labor and Training – State of the State: Profiles of RI Cities and Towns](#)



SOUTH KINGSTOWN

Population	1990	2000	2019
Total Population	24,631	27,921	30,652
Male	11,790	13,268	14,654
Female	12,841	14,653	15,998
16 years +	20,383	22,335	26,667
21 years +	15,019	17,528	20,236
65 years +	2,800	3,248	5,824
White	23,000	25,440	27,551
Black/African American	362	437	820
American Indian & Alaskan Native	451	449	527
Asian & Pacific Islander	735	874	736
Some other race	83	203	328
Two or more races	-	518	690
Hispanic or Latino (of any race)	306	493	1,485
Educational Attainment	1990	2000	2019
Population (Age 25+)	13,110	16,149	18,169
Less than 9th grade	4.6%	2.3%	0.5%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	18.1%
Some College, no degree	16.5%	17.6%	15.2%
Associate Degree	6.2%	6.0%	6.6%
Bachelor Degree	19.6%	26.9%	29.1%
Graduate/Professional Degree	19.4%	19.9%	26.6%
Median Household Income	1990	2000	2019
	\$36,481	\$56,325	\$89,917
Annual Average Labor Force Estimates	2006	2009	2019
Labor Force	16,041	15,750	16,432
Employment	15,372	14,314	15,917
Unemployment	669	1,436	515
Unemployment Rate	4.2%	9.1%	3.1%

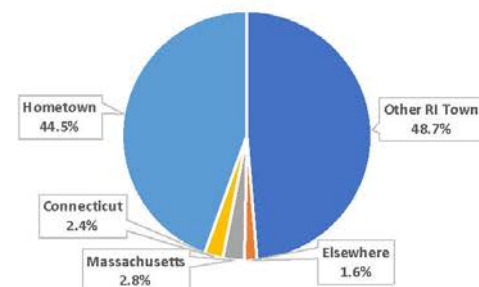
- South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2019, South Kingstown added another 2,731 (+9.8%) residents.
- Over 62 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2019. The share of local residents without a high school diploma or GED decreased between 2000 and 2019, falling from 8.7 percent to 4.5 percent.
- Between 2020 and 2021, employment in South Kingstown increased by 343 (+2.7%) jobs. Private sector employers reported a gain of 370 (+4.0%) jobs, while public sector employment fell by 28 (-0.8%) jobs. In comparison, statewide total employment grew by 19,254 (+5.0%) jobs.
- South Kingstown's unemployment rate averaged 3.1 percent in 2019, tied for the 13th lowest in the state and below the state average of 3.6 percent.

Establishment Employment	2019	2020	2021
Total Private & Government	14,012	12,817	13,160
Total Private Only	10,395	9,240	9,610
Government	3,617	3,578	3,550
Health Care & Social Assistance	3,072	2,840	2,888
Accommodation & Food Services	1,600	1,292	1,484
Retail Trade	1,244	1,145	1,220
Construction	459	495	548
Other Services	610	484	508
Manufacturing	567	526	426
Wholesale Trade	509	460	419
Professional & Technical Services	374	370	398
Educational Services	379	356	362
Administrative Support & Waste Mngmnt.	343	318	334
Finance & Insurance	342	321	270
Arts, Entertainment, & Recreation	231	159	210
Real Estate & Rental & Leasing	239	138	181
Information	125	109	109
Transportation & Warehousing	141	83	105
Agriculture, Forestry, Fishing & Hunting	110	94	94
Management of Companies & Enterprises	21	21	28
Mining	*	*	*
Utilities	*	*	*

Language Population Age 18-64, 2019

Percent of population that speak only English or another language & English either 'well' or 'very well'	99.5%
Percent of Population that Speak English 'not well' or 'not at all'	0.5%
Language Spoken:	
Speak Spanish	0.3%
Speak Other Indo-European	0.1%
Speak Asian/Pacific Islander	0.1%
Speak Other Languages	0.0%

Where South Kingstown Residents Work, 2015



Source: [Rhode Island Department of Labor and Training – State of the State: Profiles of RI Cities and Towns](#)



Town Council Goals & Objectives

Town Council Mission Statement

The purpose of local government is to help create and maintain the conditions that make it possible for people to pursue their own interests and happiness while respecting the rights of others to do the same. Accordingly, the programs and operations of the government of the Town of South Kingstown are designed to promote equal justice, security, and the wellbeing of all town residents. The Town Council's mission is to monitor the needs of the community and adjust local policies and practices when necessary to preserve peace and prosperity. The Town Council strives to provide high-quality municipal services while maintaining affordable fees and taxes.

Town Council Goals & Objectives

The Town Council's Goals and Objectives, were most recently adopted March 22, 2021. An election was held in November 2022 and two new members were elected to the Town Council. The Council has yet to adopt new goals for the current year and beyond so the goals in this document are consistent with those previously adopted. It is noted that many of the objectives listed have dates that have already passed. Many of the specific objectives were hampered by the onset of the global COVID-19 pandemic and remain incomplete. However, departments have continued to utilize these goals and objectives as a guide when developing their annual list of current and future priorities.

The Town Council's Goals and Objectives are organized and detailed within fourteen priority areas as identified in the table below. These fourteen priority areas are referenced within this budget using the following acronyms:

Town Council Goals & Objectives Main Topics	Acronym
Taxes, Budget, and Fiscal Management	TBF
Education and Training	ET
Facilities and Infrastructure	FI
Land Use	LU
Housing	H
Sustainability and Natural Resources	SNR
Cultural Priorities	CP
Economic Structure	ES
Transportation and Traffic Safety	TTS
Supporting Vulnerable and Underserved Residents	VUR
University of Rhode Island	URI
South County Hospital	SCH
Policing and Public Safety	PPS
Civic Engagement and Public Participation	CEPP

I. Taxes, Budget, and Fiscal Management

GOALS

- Town fees and taxes should be affordable for all residents. The Town's fee and tax structures should consider each resident's ability to pay and should be designed to ensure equitable access to all town services and resources; no resident should be denied access to town services or public resources.



- In order to maintain the quality of public services, property tax increases should reflect inflationary influences and should address needs as identified by the Town Council.
- Public participation and the assessment of the public needs and interest should inform the Town's budget at every phase of the process, from development to execution.

OBJECTIVES

- Public participation and the assessment of the public needs and interests will inform the Town's budget at every phase of the process, from development to execution.
- The Recreation Department will develop updated registration fee structure for all youth programs based on household income to better serve all families in our community.

II. Education and Training

GOALS

- All SK Schools should be rated as 5-Star Schools.
- Zero Gap: there should be no statistical distinction subgroup members and the general student population. Those with special needs should get the services they require.
- The District should exceed state and federal special education mandates.
- SK School should be truly equitable: So, for example, suspension practices should be nondiscriminatory and school officials should pay attention to high-risk students.
- Bottom-up, student-centered, programming: Every student is different and the district's approach to teaching must start from a recognition of individual needs.
- Faculty- and staff-to-student ratios should be appropriate to ensure high-quality education services at a sustainable cost. While every community is different, decisions about South Kingstown's ratios should be informed by comparisons to other similar communities.
- School District and other municipal programs (the Guild, the Senior Center, and the Recreation Department) should provide residents with relevant and engaging opportunities for learning appropriate for residents of all ages.
- To ensure competent and innovative municipal services, town employees should be provided with routine and meaningful opportunities for job-related training and professional development.

OBJECTIVES

- By January 1, 2022, the Town will institute an Individual Development Plan for every full-time municipal employee.
- By August 1, 2022, the Town Manager will publish a town wide policy on conference participation that encourages employee to attend conferences only when they are presenting or when specific training that meets their IDP will be provided.
- In its collective bargaining agreements, the Town will establish the procedures for temporary job swaps or rotations to promote cross-training of employees, which will increase the acquisition of skills and increase job mobility.
- By January 2022, Parks and Recreation Department employees will participate in a minimum of two professional or safety related courses or trainings to expand professional skillset for ensuring and/or improving job performance.
- The library will conduct a minimum 12 informational, cultural or educational programs per year.
- The library will offer at least 5 yearly education opportunities to library staff related to library services.



III. Facilities and Infrastructure

GOALS

- The Town government will provide uninterrupted essential municipal services, including:
 - elementary and secondary public education,
 - police, fire and emergency medical services,
 - road, bridge, harbor and waterway safety enforcement,
 - water, refuse, recycling and wastewater management,
- The Town government will provide uninterrupted beneficial public access to municipal facilities, including:
 - school buildings,
 - libraries,
 - public parks, beaches, walking trails and playing fields,
 - indoor recreational facilities (Neighborhood Guild and Recreation Center) and
 - civic spaces (Senior Center, Public Safety Complex, Town Hall).
- The Town government will ensure the serviceable condition of critical infrastructure, including:
 - public roads, bridges, piers, docks and boat launches,
 - water, wastewater and solid waste/recycling facilities,
 - police, fire, emergency medical and public works buildings,
 - public communication towers and equipment.

OBJECTIVES

- Complete construction of the Phase 2 Matunuck Beach Road sheet pile wall protection system from its current terminus, westerly toward the Matunuck Trailer Park property in order to further protect infrastructure from ongoing coastal erosion.
- Determine the future need and feasibility of extending this protective system easterly along Matunuck Beach Road toward Matunuck Point.
- Continue working with all stakeholders including local businesses regarding the Mary Carpenter 'relic wall' construction efforts.
- Planned infrastructure improvements to the Neighborhood Guild will begin by March 2022.
- Marina Park Ramp reconstruction will be completed by December 31, 2021.
- By June 2022 Recycling receptacles will be expanded to all 17 municipal parks.
- In 2022 a comprehensive master plan for Old Mountain Field will be completed; it will include a tree management and replacement plan.
- Development of a new trail network at the Noyes Farm property will begin in Spring 2022.
- The Town Beach pavilion and gate entrance will be equipped with internet access for scanning of parking passes and credit card payment capability in 2022; for customer convenience and overall efficiency in revenue management.
- Saugatucket Park Improvements including replacement of walking path, sport court and fencing, will be completed by August 2022.
- Complete implementation of the Fire Alarm Radio Box conversion project, and coordinate with local business owners regarding the transition to the new platform; decommission old copper wire system. Full conversion to be completed over the next five years.
- On or before January 1, 2022, the Town Facilities Division will prepare a Town-wide facilities condition report documenting the current deficiencies in Town-owned buildings.
- On or before September 1, 2021, the Town Engineer will present a preliminary town-wide report



on the condition and performance of Town roads, including an assessment of bicycle and pedestrian safety concerns.

- By May 2021 the library will provide socially distance outdoor programming.
- By July 2021 the library will resume normal hours of operation at all three locations.

IV. Land Use

GOALS

- The people of South Kingstown recognize that the Town is one of the few places along the New England shoreline that has been able to maintain a rural, small-town, character; the Town's abundant open spaces, uncluttered beachfront, and well-preserved villages are valued resources, not only for local residents, but for all Rhode Islanders and visitors from through the Northeastern United States. The Town is committed to a pattern of careful, measured and purposeful land-use development that preserves the cherished qualities of the community, acknowledges the Town's historic villages, promotes environmental stewardship, preserves open space and agricultural land, sustains a vibrant tourism sector and enhances the wellbeing of our residents and visitors.
- The Town will continue to be home to working farms and appropriately scaled aquaculture facilities.
- Each village will have plentiful public open spaces available to all town residents.
- Public points of access to the coast and recreational waterways for a wide variety of activities will be abundant.

OBJECTIVES

- The Comprehensive Community Plan will be presented to the Town Council for its review on or before March 1, 2021.
- The Route 1 Scenic Roadway Committee will develop and recommend to the Town Council a Stewardship Plan for the Route 1 corridor in South Kingstown.
- The Planning Board will make recommendations to the Town Council relative to reevaluating the zoning in the Route 108 Special Management District and along Old Tower Hill Road to include a mixed use model at village scale supported by green infrastructure.
- In 2021 the municipal inventory of Public shoreline Access points will be inspected, assessed, and recommendations for improvements issued; and to be incorporated as reference appendix in the updated Harbor Management Plan.
- By March 2023, a community-wide survey will be undertaken, seeking input for future development/redevelopment of park and recreation programs and facilities to meet the current and future recreational needs of the community.
- Revise the subdivision and land use regulations concerning landscaping requirements to utilize native plants and species to provide shade and tree canopy, avian and pollinator habitats.

V. Housing

GOALS

- The Town Council believes that clean, safe and affordable housing is a human right. Responsibility for protection of this right is shared by individuals, the community and municipal, state and federal government agencies. Consistent with its purposeful-growth land use model, South Kingstown will maintain an adequate inventory of low- and moderate-income housing.
- The Town will meet the state statutory requirement for year-round housing stock that will be deed



restricted as low- or moderate-income housing. This effort will be made in the context of appropriately scaled density that will be supported by environmentally controlled standards.

- Housing types should be varied, aesthetically pleasing and suitable to the villages and neighborhoods where they are located.

OBJECTIVES

- The Planning Department will present a draft “Cottage Zoning” regulation to the Town Council for its review on or before March 8, 2021.
- The Town will update its affordable housing plan.
- The Town Council will meet at least annually with the South Kingstown Public Housing Authority.
- The Town Manager will present a draft tax abatement ordinance to support the development of Accessory Dwelling Units on or before March 22, 2021.
- A comprehensive draft proposal for amendments and changes to the Zoning Ordinance to support the development of affordable and mixed-use housing types at appropriate scale will be presented to the Town on or about August 23, 2021. The proposal will be developed by the Planning Department in collaboration with a consultant, Horsley Witten Group.
- On or before February 1, 2022, the Finance Director will publish a request for qualifications (RFQ) to identify nonprofit organizations capable of developing or rehabbing housing for low- moderate-income households.
- On or before April 15, 2022, an ordinance establishing a “fee in lieu of construction” regulation will be presented to the Town Council to support the recapitalization of the Town Affordable Housing Trust Fund. The Planning Department and the Finance Director will develop the proposal.
- On or before November 15, 2021, the Finance Director and Town Manager will meet with at least two local banks to discuss the possibility of developing a “shared-appreciation” loan program.

VI. Sustainability and Natural Resources

GOALS

- The Town of South Kingstown will maintain the density of tree canopy throughout town; when trees must be removed in one place, they will be replaced in another.
- All fresh water bodies in South Kingstown will be clean and safe for swimming.
- All saltwater bodies will be clean and safe for the production of shellfish suitable for human consumption.
- All ground water sources will be clean and free from anthropomorphic contaminants.
- All of the Town’s municipal building and transportation energy will come from renewable sources.
- The Town’s carbon footprint will be “net zero.”

OBJECTIVES

- By March 2022 – assess and identify all compromised trees in municipal park settings and develop a prioritized plan for selective pruning, removal and replacement within a two year period.
- By December 2021, 25% of all gas-powered park maintenance handheld equipment will be replaced with rechargeable battery-operated equipment.



VII. Cultural Priorities

GOALS

- South Kingstown will continue to be home to thriving communities of performing, visual and musical artists.
- South Kingstown will embrace and celebrate its indigenous people and Native American history and traditions.
- South Kingstown will preserve and celebrate its New England farming, fishing and maritime customs.
- The current inventory of historic structures will be preserved for future generations.
- South Kingstown will embrace and celebrate its diversity and with feel inviting and inclusive to everyone.
- South Kingstown will embrace its “whole history,” recognizing all who have lived here, acknowledging the errors of the past.
- The Town will be guided by the principle that we will always honor our past but govern for the living.
- Racism will not be tolerated in South Kingstown.

OBJECTIVES

- Each year, on or before May 1, the Town, through the Town Manager, shall invite the Narraganset Tribal Council to attend a joint meeting at a time and place convenient to the Tribal Council.
- In 2022 the Recreation Department will develop a program series focused on South Kingstown’s unique history, tapping community members with knowledge and generational connection in South Kingstown, to present and facilitate various sessions.
- The library will support Equity, diversity and inclusion by having at least 1 staff member participate in any EDI opportunities provided by Ocean State Libraries and the Office of Library and Information Services.
- The library will continue to add content to its local history page that represents a true reflection of our past.
- The library will conduct a minimum 12 informational, cultural or educational programs per year.

VIII. Economic Structure

GOALS

- South Kingstown’s economy will continue to be broad and diversified.
- Our economy will support the development of research-oriented firms associated with the University of Rhode Island.
- South Kingstown will be regarded as a desirable “college community” and will be a place where URI students want to stay after earning their degrees.
- Our economy will support tourism and hospitality.
- Our economy will support a vibrant arts and crafts sector.
- Our economy will support skilled tradespeople and knowledge workers.
- The Town’s proximity to Providence will ensure that a significant number of our residents will continue to commute to offices and operations in the Providence area.
- The Town will support working farms and aquaculture.



OBJECTIVES

- Child daycare
- Agricultural supply
- Food cooperatives
- Strengthen small-scale retail
- A comprehensive draft proposal for amendments and changes to the Zoning Ordinance to support the development of mixed-use housing and retail at village scale will be presented to the Town on or about August 23, 2021. The proposal will be developed by the Planning Department and the Planning Board in collaboration with a consultant, Horsley Witten Group.
- On or before December 1, 2022 a long term master plan for Saugatucket Park will be established to support Main Street economy by linking attractive green space along the Saugatucket River and outdoor recreational and cultural opportunities, with downtown Wakefield.

IX. Transportation and Traffic Safety

GOALS

- Public transit services should be frequent enough and conveniently located so residents and visitors can access essential services, such as grocery stores, pharmacies, medical offices and central business districts.
- All roads in South Kingstown should be free from unsafe conditions, including poor pavement qualities, road design and geometry deficiencies, speeding and travel-mode conflicts to the greatest extent possible and as funding permits.
- All roads should be safe, inviting, and attractive for users of all modes of transportation to the greatest extent possible and as funding permits.
- The URI campus will be the southern hub of the Rhode Island Public Transit Authority network and intraregional bus service will be abundant.

OBJECTIVES

- By January 2022 Senior Services will resume Transportation services to residents 60 years or older, to the Senior Center and to local stores, Monday through Friday, throughout the year. A fee of \$1 per trip will be charged for locations other than the Center. Inability to pay will not keep anyone from using the transportation program

X. Supporting Vulnerable and Underserved Residents Special Needs Populations

GOALS

- To ensure the effective provision of needed services, the South Kingstown Town government will know the names and address of the Town vulnerable residents and will know what type of assistance each resident needs.
- The Town government will foster familiarity and a sense of belonging by regularly and consistently engaging our most vulnerable residents
- The Town will provide relevant services tailored to the specific needs of our veterans, seniors, children in poverty, and historically-underserved residents.



OBJECTIVES

- In March 2020, the Town Council will adjust the elderly tax abatement program by increasing the income eligibility brackets by five percent to begin accounting for inflationary impacts since 2007.
- In March 2021, the Town Council will again adjust the elderly tax abatement program by increasing the income eligibility brackets by another five percent to further account for inflationary impacts since 2007.
- Prior to the tax roll being certified in June of each year, the Tax Assessor will conduct a state-wide survey to determine if South Kingstown's Veterans tax credits meet the State-wide average.
- In FY 2021-2022 Senior Services will identify and assist Veterans in accessing services and benefits through monthly appointments.
- In FY 2021-2022 Senior Services will expand outreach to senior housing, church groups, civic organizations and other groups to help identify residents whose basic needs are unmet.
- By December 2021, the Town will partner with a licensed third party care provider to re-open the Adult Day Services Center in Wakefield and resume this community-based care program for frail elders in the community
- In FY 2021-2022, the Senior Center will provide a minimum of one remote/virtual program offering a month, for homebound seniors or those unable to attend the senior center in person.
- Each month the Police Department Traffic Division will convene and chair a meeting with the Bicycle Pedestrian Advisory Committee to address public safety concerns and discuss ideas to improve road infrastructure.
- The police department will partner with the RI Department of Transportation Highway Safety Office to establish grant funding opportunities that will promote safe roadways through DUI/Impaired Driving Enforcement, Speed Enforcement, Bicycle and Pedestrian Safety Programs, Seat Belt Safety, Distracted Driving and Child Car Seat Safety.
- The library will conduct a minimum of 12 pop-up libraries at locations specific to vulnerable residents.

XI. University of Rhode Island

GOALS

- The Town and the University will enjoy strong institutional relationships at every level of operations, including public safety, public works, policy-making and strategic planning
- There Town and University will maintain seamless linkages between on-campus and off-campus transportation, traffic, and public safety systems.
- The housing and business development policies and programs of the Town and University will be well integrated and complementary.
- Maintain a strong working relationship between the University and the South Kingstown School District.

OBJECTIVES

- On or before April 15 of each year, the Town Council and town department heads will meet with the University of Rhode Island President and administrative leadership.
- On or before July 2021, Senior Services will coordinate with URI Departments of Pharmacy, Nursing, Gerontology and Nutrition to provide experiential opportunities for students and intergenerational programs to benefit older adults.
- On or before August 15th of each year, the South Kingstown Police and EMS will meet with



representatives from the University of Rhode Island Public Safety Administration to discuss any public safety concerns prior to the upcoming calendar school year.

- Develop a mentorship between URI and the School District.
- The library will continue to develop a community partnership with URI Graduate Library program by offering 1 Professional Field Experience opportunity for library students per year.

XII. Healthcare

GOALS

- A wide range of high-quality healthcare services will continue to be readily available in town through a network of hospital-affiliated medical professionals.
- The local hospital (South County Hospital) will continue as the center of our community healthcare delivery model.
- Mental health services will be available in town and will be accessible to all residents.

OBJECTIVES

- To support the South County Hospital's continued viability, the Town will complete its application for a land swap with the hospital.

XIII. Policing and Public Safety

GOALS

- The Town's police and public safety personnel will maintain the highest levels of professionalism, integrity and service-commitment.
- The Town's police and public safety personnel will be approachable and trusted.
- Mental Health will be a core element of all the town's public safety programs and initiatives.
- The Town will maintain a robust volunteer fire service.

OBJECTIVES

- The Town will work with Narragansett and the Union Fire District to address the inequity associated with tax-free provision of fire services to the Jerusalem section of Narragansett.
- In an online public survey of South Kingstown residents, at least 95% of respondents will agree or strongly agree with the statement "I feel safe and comfortable when being approached by South Kingstown police officers."
- In a drop box survey of South Kingstown Public Housing residents, at least 95% of respondents will agree or strongly agree with the statement "I feel safe and comfortable when being approached by South Kingstown police officers."
- On a weekly basis the police department will work directly with a certified police mental health clinician and offer assistance to residents that have been experiencing a mental health crisis.
- On an annual basis all police officers will receive and participate in Implicit Bias Training and Mental Health/Crisis Intervention Training.
- The Police Department will maintain its accreditation.
- Before December 31, 2021, the Police Department will develop and initiate no fewer than three community-based programs that offer community members the opportunity to regularly engage police officers and departmental leaders.



- The Town and Union Fire District will work cooperatively to incorporate a section about the UFD /recruitment on the Town's smart phone application.
- Maintain South Kingstown Firefighter Scholarship program as a joint effort between the Town and the fire districts to improve retention of members.
- On or before May 1, 2021, The Recreation Department in cooperation with the Finance Department will develop a proposal to a limited number of free beach passes to be available to firefighters as an incentive to retain volunteers. The Proposal will be reviewed by the Recreation Commission and potentially adopted by the Town Council.
- Implement town-wide radio system to ensure seamless communication between all departments, including police, fire, ems, highway, schools.

XIV. Civic Engagement and Public Participation

GOALS

- The Town's municipal leaders and employees set the tone for civic engagement. Municipal officials and employees will be honest, helpful and courteous.
- All voices should be heard and respected.
- South Kingstown will appreciate and celebrate its volunteers.
- The Town will be a model of modern E-government principles, practices and tools.
- South Kingstown will be regarded as a community with a strong volunteer spirit.
- Maintain extraordinary community participation through the Town's network of boards and committees.

OBJECTIVES

- Recognize and celebrate the 300th anniversary of the incorporation of the town.
- Promote increased registration by residents and businesses in the Town's Emergency Notification System CodeRED as a communication tool for sending emergency notifications (storms, etc.).
- At least one public service announcement will be published by each department each week.
- On or before January 1, 2022, the Town smart phone app will have been installed on at least 2,500 (approximately 10% of the adult population) phones.
- For every meeting of the Town Council or any Town board or commission, the Town Clerk's office will provide paper copies of meeting agendas and notices to the public at points outside of Town buildings where public access is restricted
- On or before December 31, 2021, the Town Clerk, Information Technology Department and Town Manager will implement an online Boards and Commissions volunteers recruitment program to make information and applications more readily available to the public.
- On or before January 1, 2022, the library smart phone app will have been installed on at least 2,500 (approximately 10% of the adult population) phones.
- The library will create and post new digital content on a bi-weekly basis.



TAB 2 BUDGET MESSAGE

Town Manager's Budget Message..... 2 - 1

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Town Manager's Budget Message

To: The Honorable Town Council
From: James M. Manni, Town Manager
Re: FY 2023-2024 Budget Message
Date: March 1, 2023

As required under the Town Charter, Article IV, Section 4220, Budget Procedures, we have prepared the Town Manager's Proposed Municipal Budget Program for the 2023-2024 fiscal year. A detailed summary of the entire proposed budget program has been prepared by the Director of Finance, Brian Silvia, and is presented under Tab 4 (**Fund Structure, Descriptions and Summaries**). As specified in Article IV, Section 4221, Subsection (C)(ii) of the Charter, this message is intended to explain the proposed budget both in fiscal terms and in terms of the town's various work programs. It outlines the proposed financial objectives of the town, describes the important features of the budget, and indicates any major changes from the current year.

Town Manager's Message:

Since May 2, 2022, I have served in my capacity as South Kingstown's town manager. Following what I consider to be a very smooth transition, and thanks to the professionalism of my staff and the support of the Town Council, I was able to hit the ground running. One of my first duties was to fill three vacant high level department head positions: finance director, tax assessor, and police chief. I am pleased to report that these important posts were filled by seasoned professionals within their respective fields. In my opinion, the Town is in a strong position from a workforce perspective, benefitting from a dedicated group of employees, including directors and all of the employees falling within their departments. I continue to be impressed by the commitment and the pride South Kingstown town employees demonstrate in their roles, and the resulting positive interactions with the public.

Fortunately, the Town is also in a strong position with its budget. One of the biggest responsibilities a town manager has is that of managing a large and complex budget on behalf of the Town's taxpayers. I want to assure South Kingstown taxpayers that their hard-earned tax dollars are spent in a fiscally responsible manner which ensures that they get the highest level of service at the most cost-effective price. The attached proposed budget is being put forth after much consideration and examination, to meet the municipal needs of the Town and to position this administration to move forward with the necessary resources to achieve our many goals and objectives in FY 2023-2024.

Budgeting to Achieve the Community's Objectives and Long-term Goals

BUDGETING PRINCIPLES

The Town of South Kingstown uses a Program-planning budget system that ties budget line items to identified performance outcomes. In recent years, the Town's budgeted line items have been described in terms of how they will achieve the goals and objectives of the Town. A core concept in this budgeting strategy is that budgets should be used as planning tools to accomplish the immediate objectives and strategic goals set by elected officials on behalf of the taxpayers and voters.



The budgeting system recognizes that the annual budget is an integral part of the overall municipal plan for achieving the community's vision for the future. The budget drives activities and activities produce measurable results. The budget process allows the Town Council, Town Manager and departmental leaders to evaluate the results achieved in prior program years and to modify activities when doing so is likely to improve our ability to achieve the community's objectives.

OVERVIEW OF THE FY 2023-2024 PROPOSED OPERATING BUDGET

The proposed FY 2023-2024 budget is balanced and fiscally responsible. It fully funds all of the Town's legal obligations, contractual commitments and mandates. It supports the current level of services provided by the various municipal departments, including the school department, with proposed expansion of the Town's Emergency Medical Services.

This budget reflects a proposed property tax rate increase from \$10.95 to \$11.07, an increase of \$0.12 or 1.10%. This also reflects an overall Tax Levy increase of 1.63% from fiscal year 2022-2023.

Summary of the Town Manager's Proposed Budget For FY 2023-2024

FY 2023-2024 Total Proposed Expenditures	Increase over FY 2022-2023	% change from Prior Year
School Fund		
\$62,635,680	\$660,341	1.07%
General Fund		
\$29,253,229	\$1,555,104	5.32%
Total General Fund Revenues (non-property tax)	Increase over FY 2022-2023	% Change from Prior Year
\$13,890,709	\$605,747	4.56%
Proposed Property Tax Levy	Increase over FY 2022-2023	% Change from Prior Year
\$77,164,044	\$1,235,397	1.63%
Proposed Property Tax Transfer to Schools	FY 2022-2023 PTT to Schools	% Change from Prior Year
\$55,994,773	\$55,994,773	0.00%
Proposed Tax Rate	FY 2022-2023 Tax Rate	% Change from Prior Year
\$11.07	\$10.95	1.10%



The following recommended adjustments in program funding are proposed:

- (1) Increase in personnel salaries of (2.25%) related to contractual obligations for Municipal Employees Association and non-union employees, a (3.00%) increase in personnel salaries related to contractual obligations for International Brotherhood of Police Officer employees and a (2.00%) increase in personnel salaries related to contractual obligations for the International Association of Fire Fighters employees and R.I. Council 94 employees.
- (2) 2.5 new positions:
 - a. (1) Municipal Court Clerk
 - b. (1) Zoning and Code Enforcement Officer
 - c. (1) Municipal Court Judge, P/T & (1) backup Judge, P/T
 - d. (1) Increased hours of P/T Assistant Personnel Administrator from 20-hours per week to 25-hours per week
- (3) Creation of the Municipal Court cost center, which will be a subdivision of the Town Clerk

It is also proposed to authorize \$55,994,773 in property tax transfers to support the School Department's programs; this represents level funding of local support provided to the Schools last year.

The FY 2023-2024 Manager's Proposed Budget is designed to maintain the high quality of services provided by the Town's various municipal departments. The budget is built on the premise that the activities supported by this spending plan contribute to the wellbeing of the Town's residents. The funding levels for all programs are provided in Tab 5 through Tab 10 of this proposed budget.

PRIORITIES AND ISSUES FOR FY 2023-2024

AMERICAN RESCUE PLAN (ARPA) FUNDS

The Town will receive a total of \$9,071,224 million dollars in American Rescue Plan Act (ARPA) funds to address the impacts of Covid-19 in the community. In 2021, the Town Council authorized a spending framework for distribution of the funds to address economic recovery, social service needs, and municipal services. Some of this funding is intended to be utilized to introduce a Community Resource Officer program, and second year funding for a full time Natural Resource Officer/Harbor Patrol position. ARPA funds have already been used to upgraded the Town's existing software (Microsoft 365), year one of the Natural Resource Officer/Harbor Patrol position and Village improvement plans for Matunuck, West Kingston, Peace Dale, Wake Field and Route 108 area in West Kingston (Draft Plans/Weston and Sampson). Direct allocation from the ARPA grant for these programs is reflected in the FY 2022-2023 budget. It is expected that the remaining bulk of ARPA funds will be committed to identified projects and initiatives by June 30, 2023.

EMERGENCY MEDICAL SERVICES

Since 2016, the demand (based on actual call volume data) for emergency medical services by South Kingstown EMS has increased by 25%. In 2020, to address the increased demand, and decrease reliance on mutual aid from neighboring communities, the Town expanded the second paramedic unit's operational hours from a 12-hour-a-day operation to a 24-hour-a-day operation. In addition to requiring additional service hours, the EMS Department continues to experience increasing call volume and inadequate



resources to respond within the industry standard call time of 9 minutes, particularly in the southern region of town. The Town does not anticipate obtaining a new third ambulance in fiscal year 2023-2024 and as such funding for increased staffing to accommodate this vehicle has been removed from the budget. Also associated with the addition of a third paramedic team is the anticipated construction of a new EMS facility in the southern region of town to specifically address the current challenges associated with increased demand and lengthy response times in that area. The Town Council has approved an allocation of \$1.1 million of the American Rescue Plan Act funds to fund this capital improvement. It is not anticipated to have this facility completed in fiscal year 2023-2024.

POLICE DEPARTMENT – COMMUNITY SERVICE OFFICERS

Implement Community Service Officer (CSO) Program, which will consist of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs will be unarmed and will provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. They will assist with enforcing parking violations and act as a force multiplier for the police department. CSOs will conduct foot and bicycle patrols and will add additional resources to the department. This program will provide training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.

PERSONNEL AND BENEFITS CONTRACTUAL OBLIGATIONS

The Town's Personnel system includes four independent labor groups and one non-organized employee group of managerial/supervisory personnel. All of the labor groups have active collective bargaining agreements with the Town. Three of the contracts (SKMEA/NEARI, IAFF/EMS and Council 94) are set to expire June 30, 2024 while the fourth contract (IBPO/Police) expires on June 30, 2025. It is projected that Health Care program costs will increase by 9.4% during the 2023-2024 fiscal year. All of the contracts in place for FY 2023-2024 provide for cost-of-living wage increases of as follows:

Bargaining Unit	Contractual Increase
IBPO	3.00%
IAFF	2.00%
Council 94	2.00%
SKMEA/ NEA	2.25%
Non-Union	2.25%

SCHOOL DEPARTMENT

Heading into FY 2023-2024, the School Building Committee has considered and reviewed many potential capital projects, based on the needs of the district. It is anticipated that within FY 2023-2024 there will be a ballot referendum question on a new school bond question to fund the capital needs of the district. At present time, the Town Council is considering projects and the funding necessary for each option. In addition to this, the School Administration and School Committee have established sub-committees to address strategic planning, redistricting, school buildings, and budget. To date, the School Committee has approved a plan for redistricting that includes closure of two schools within the next two to three years. Additionally, an educational facilities planner has been hired to work directly with the school building committee to establish a Necessity of Construction (Stage I & II) Master Plan required by RIDE.

This progress represents significant strides made by the School Committee and School Department leadership to move forward with substantive change to effectively meet the educational needs of the community. However, there are undefined variables such as the fiscal impact of redistricting, that prevent me from recommending any more than level funding of the School Department at the current year's



maintenance of effort. This recommendation recognizes that the School Committee and administration are still in the process of finalizing a strategic plan inclusive of the fiscal impact of that plan.

FUTURE CHALLENGES

The Town of South Kingstown maintains healthy financial reserves, has well-established strong fiscal policies and controls, and has a long history of careful and successful program implementation. The Town is well prepared to manage its fiscal responsibilities. However, like all municipalities, there is more work, more potential projects and more citizen requests than we can completely address. Highlighted on the following page are some of the areas that will require strategic planning to address.

STATE AID

It is anticipated that the State will hold Local Education Authorities harmless for any enrollment reductions in the current year. With that in mind and as part of the Governor's proposed FY2023-2024 budget, the South Kingstown School Department is anticipating an increase in state aid to education in the amount of \$593,711. With this in mind, it is proposed to hold the FY 2023-2024 property tax transfer (PTT) to the Schools to level funding with FY 2022-2023.

The decline in student population, the poor condition of school buildings, the competing demands for local tax dollars, and housing market conditions that prevent young families from moving to South Kingstown, are problems that continue to require attention. It is important to acknowledge that recent developments related to the School Department's strategic plan, redistricting and future development of a Necessity of Construction Master Plan, have been made a priority, and represent progress towards addressing these challenges.

CHANGING DEMOGRAPHICS

The Table on the following page shows that the fastest growing age demographic in South Kingstown is seniors over 60. The only other age groups that have grown at all over the last 9 years are the groups that include college-aged young adults. The growth in the college-aged groups is likely due to increased enrollment at the University of Rhode Island. The growth in our senior population likely reflects retirement choices – both retire in place and retirement immigration. The 2019 US Census American Community Survey (ACS) data indicates that the age 60-plus population in South Kingstown accounts for over 26.2% of our overall population.

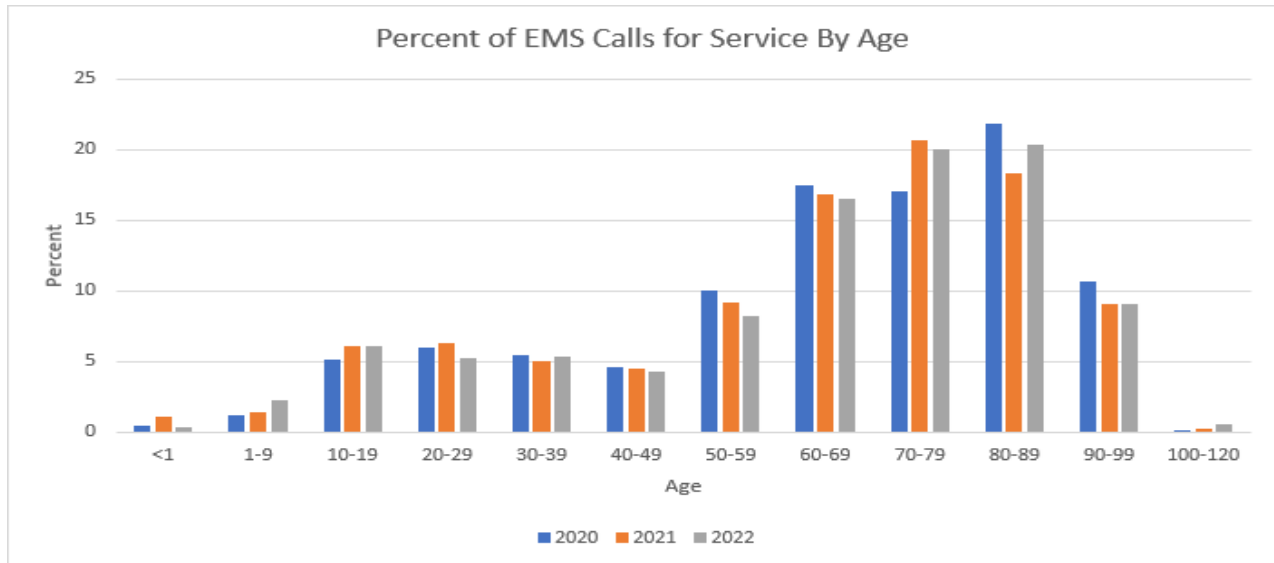
U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2020	Percent	10 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	953	3.1%	(248)	-58.4
Age 5-14	3,714	13.3%	3,479	11.5%	2,791	9.1%	(688)	-161.9
Age 15-19	4,117	14.7%	4,597	15.2%	5,517	18.0%	920	216.5
Age 20-34	5,112	18.3%	5,023	16.6%	5,112	16.7%	89	20.9
Age 35-44	4,203	15.1%	3,453	11.4%	2,668	8.7%	(785)	-184.7
Age 45-59	5,167	18.5%	6,696	22.2%	5,183	16.9%	(1,513)	-356.0
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,427	27.5%	2,650	623.5
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%

As the population of the Town changes, the services required and requested by residents change too. This proposed budget accommodates the growing demand for services that address the needs of our senior



population. As the population of the Town changes, the services required by residents change too. This proposed budget accommodates the growing demand for services that address the needs of our senior population. Since 2020, there has been a 25% increase in the number of South Kingstown residents who have become members of the Town Senior Center.

The Town's Emergency Medical Services program continues to experience substantial increases in calls for services. The chart below summarizes the percentage breakout of calls for EMS services, by age demographic, over the last three years.



FLOOD HAZARD

There are approximately 284 rivers and streams (or sections thereof) totaling approximately 108 miles within the Town of South Kingstown. Associated with these rivers and streams are 24 dams within the Town, 4 of which have been classified as high hazard dams and 3 are identified as significant hazard dams. The Town contains more than ten (10) miles of coastline that is considerably susceptible to erosion, coastal storm surge, and inundation with approximately 6,775 acres (18% of the total land area in South Kingstown) of land that is located within FEMA's regulatory flood plain. These areas are primarily located along the shorelines and within the Great Swamp area, however, riverine flood zones are also associated with areas surrounding smaller streams and rivers.

There are approximately 1,442 non-accessory structures located in FEMA regulated flood zones within the Town of South Kingstown. Of these structures which are predominantly residential (1,385), only 34% (484) carry flood insurance. There are, however, an additional 352 flood insurance policies for structures located outside of FEMA regulated flood zones.

IMPROVING PUBLIC BUILDINGS

The Town must maintain its many public buildings including schools, public offices, and community centers. However, many facilities such as Town Hall, Animal Shelter, Senior Center, and Libraries require more than what is currently allotted within the long-term Capital Improvement Program. In the coming year, the Neighborhood Guild is scheduled for long-needed major infrastructure improvements and will be funded

Town Manager's Budget Message, *continued*



through a \$1,000,000 bond authorization. Other Town buildings have a multitude of improvements needed including:

- Weatherization for improved energy efficiency
- Interior rehabilitation for improved operational efficiency and maximum use of limited office and meeting space
- General facility improvements at the Public Safety Building & North Station of EMS
- Flooring replacement at the recreation center
- Balcony renovation, roof replacements & parking lot improvements at libraries
- HVAC upgrades to improve air quality, as well as repair and replacement of aged systems
- Building infrastructure upgrades at enterprise fund locations

Summary of Sources and Uses

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste- water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$17,439,623	\$55,994,773		\$518,182		\$387,000	\$1,315,752		\$4,000		\$75,659,330
User Fees				104,506				941,427	4,556,494		5,602,427
State Aid	6,321,572	5,595,507					219,459	2,096			12,138,634
Federal Aid	8,000	475,000									483,000
Licenses/Fees/Rents	918,466		95,225			32,178		228,199		173,969	1,448,037
Revenues from Investments	400,000		900		561,600	200		25,750	45,000	5,150	1,038,600
Departmental Revenue/Fines/Charges	3,754,362		10,508	1,800	296,217	274,835		5,000	378,000	678,781	5,399,503
Transfers In				10,000			380,174				390,174
Grants				89,553							89,553
Miscellaneous	922,701	300,000		800	1,200			2,200	17,500	21,400	1,265,801
Fund Balance Applied	1,043,608	270,400		5,000	14,143	15,000		58,979	67,237	7,962	1,482,329
Total Revenues	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,385	\$1,263,651	\$5,068,231	\$887,262	\$104,997,389
Expenditures & Other Financing Sources:											
General government	\$1,721,587										\$1,721,587
General services	4,318,661										4,318,661
Public safety	14,836,833										14,836,833
Public works	3,439,746										3,439,746
Parks & Recreation	2,346,797										2,346,797
Public libraries	1,404,269										1,404,269
Non-departmental	842,314										842,314
Education		62,635,680									62,635,680
Debt Service					76,423		1,915,386		30,315	56,797	2,078,920
Leisure Services			87,878	729,841	796,737	709,213					2,323,669
Utility Services								866,989	3,925,695	787,491	5,580,174
Capital Expenditures	1,898,125	0	18,755	0	0	0		396,662	1,112,221	42,975	3,468,738
Total Expenditures	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,386	\$1,263,651	\$5,068,231	\$887,262	\$104,997,389
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Summary of Revenues

Fiscal Year 2023-2024 General Fund revenues are projected at \$30,808,333 which is an increase of \$1,555,104 or 5.32%, compared to the FY 2022-2023 Adopted Budget of \$29,253,229. The Proposed Budget for FY 2023-2024 includes the use of \$1,043,608 of the Town's Unassigned Fund balance, a 17.4% decrease from the prior year. The tax rate for FY 2023-2024 is proposed to increase from \$10.95 to \$11.07, which is \$0.12 greater than the FY 2022-2023 Adopted Budget.

The FY 2023-2024 combined revenues for all budgeted funds are \$104,997,389 representing an increase of \$2,333,992, or 2.27% over the current fiscal year. A breakdown of revenues by fund is shown below.

Revenue By Fund	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
General Fund (0101)	\$26,837,067	\$29,253,229	\$29,690,086	\$30,808,333
School Fund (0110)	61,968,758	61,975,340	61,975,340	62,635,680
Peace Dale Office Building Fund (0302)	99,069	103,322	118,436	106,633

Town Manager's Budget Message, *continued*



Senior Services Fund (0304)	674,858	701,685	706,516	729,841
Neighborhood Guild Fund (0306)	725,118	714,583	754,673	873,160
Community Recreation Center (0308)	614,307	613,447	650,535	709,213
Debt Service Fund (0400)	2,814,717	2,031,152	2,031,152	1,915,386
Water Fund (0702)	1,218,213	1,359,033	1,359,033	1,263,651
Wastewater Fund (0704)	5,686,396	4,797,388	4,804,488	5,068,231
Solid Waste Fund (0706)	891,208	1,002,971	1,024,784	887,262
Total Revenue By Fund	\$101,338,018	\$102,552,150	\$103,115,043	\$104,997,389

Most of the tax revenue consists of general property taxes, including real estate and personal property (tangible). Property taxes account for about 71.56% of all budgeted revenues, which is down from prior years due to the motor vehicle phase-out. A small portion (0.38%) of tax revenue comes in the form of payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date.

Historically, the bulk of the Town's non-tax revenue comes in the form of state aid. There are five primary forms of state aid as shown below, three of which are considered taxes for state budget purposes but considered non-taxes for municipal purposes:

- Motor Vehicle Excise Tax Phase-Out
- Direct state aid in support of education
- Public Service Corporation Tax (a state tax on utility equipment)
- Local-portion Hotel Tax
- Local-portion Meals & Beverage Tax

All State-Aid amounts presented within this budget document for Fiscal year 2023-2024 are based on the amounts proposed by the Governor McKee for the period beginning July 1, 2023.

Summary of Expenditures

GENERAL FUND

The proposed **General Fund Expenditure Statement** for FY 2023-2024 is presented in the amount of \$30,808,333 reflecting an increase of \$1,555,104 or 5.32% more than the current year appropriation of \$29,253,229. The increase is driven largely by salary and benefit increases required under Collective Bargaining Agreements, and the creation of several new department cost centers. The non-personnel component of the municipal operations program is proposed at \$7,017,634. A breakdown of expenses by fund is shown below.

Expenditures By Fund	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
General Fund (0101)	\$25,743,086	\$29,253,229	\$28,940,445	\$30,808,333
School Fund (0110)	61,961,983	61,975,340	61,975,340	62,635,680
Peace Dale Office Building Fund (0302)*	71,790	90,867	158,180	106,633
Senior Services Fund (0304)	600,203	701,685	686,904	729,841
Neighborhood Guild Fund (0306)	595,607	714,583	728,252	873,160
Community Recreation Center Fund (0308)	538,489	613,447	593,729	709,213
Debt Service Fund (0400)	1,699,395	2,031,152	2,031,152	1,915,386
Water Fund (0702)	934,888	1,359,033	1,648,833	1,263,651
Wastewater Fund (0704)	3,502,471	4,797,388	5,208,664	5,068,231

Town Manager's Budget Message, *continued*



Solid Waste Fund (0706)	774,191	1,002,971	1,024,784	887,262
Total Expenditures By Fund	\$96,422,102	\$102,539,695	\$102,996,283	\$104,997,389

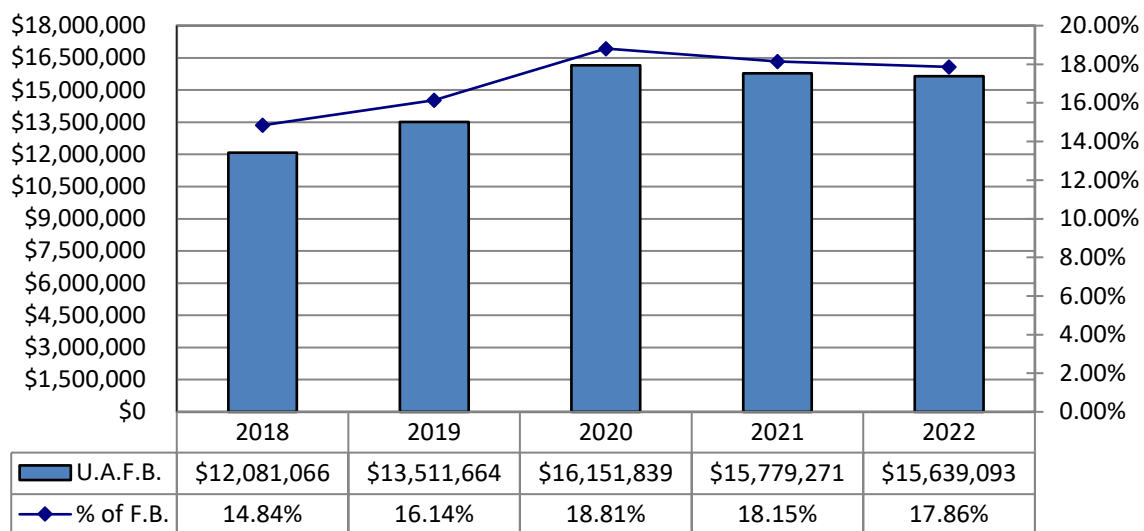
SCHOOL FUND

To support the FY 2023-2024 School Department's program we propose authorization of property tax transfers in the amount of \$55,994,773, reflecting level funding with the amount authorized last year. The anticipated FY 2023-2024 unrestricted state-aid revenue for the South Kingstown School District is \$5,595,507, a proposed increase of \$821,449 from FY 2022-2023.

USE OF UNASSIGNED FUND BALANCE

In May 2016, the Town Council amended the Fund Balance Policy originally adopted in June 2011, which now states in part, "the Town will maintain an unassigned fund balance in the range of 10% to 17% of the General Fund." For this purpose, the general fund budget shall include the municipal and school budgets. The Proposed Budget for FY 2023-2024 includes the use of \$1,043,608 of the Town's Unassigned Fund balance, which is a decrease from the prior year of \$220,000.

History of the Unassigned Fund Balance 2018-2022



Projected FY 2022-2023 Tax Rate

We estimate that when the tax roll is certified on June 15, 2023, the Total Adjusted Value (adjusted to exclude tax-exempt and rebated properties) of all real and personal property in South Kingstown will be \$6,970,555,050. This represents about a \$36,432,039 increase (0.5%) over the previous year certified net assessed value.

Assuming the new values under this proposed budget, the tax rate for FY 2023-2024 will increase from \$10.95 to \$11.07, an increase of \$0.12 from the FY 2022-2023 Adopted Budget. The table on the following page details the FY 2023-2024 tax roll as compared to FY 2022-2023.



	2021-2022 Taxable Property	2022-2023 Taxable Property	2023-2024 Projected Tax Roll
Taxable Property List			
Taxable Land /Buildings	\$5,082,937,500	\$6,825,308,200	\$6,868,555,050
Tangible Property	107,007,815	108,814,811	102,000,000
Total Taxable Property	\$5,189,945,315	\$6,934,123,011	\$6,970,555,050
Less Exemptions	(\$64,135,165)	(\$90,753,521)	(\$90,900,500)
Net Taxable Property	\$5,125,810,150	\$6,843,369,490	\$6,879,654,550
Taxable Property Growth -%	0.50%	33.51%	0.50%
Taxable Property Growth - \$	\$25,470,386	\$	\$
Motor Vehicles -Roll	\$229,007,988	Phase-out	Phase-out
Less Exemptions	(92,107,099)		
Fixed Portion of Tax Roll	\$136,900,889		
Total Taxable Property	\$5,262,711,039	\$6,843,369,490	\$6,879,654,550

It is important to note that the final 2023 tax roll is not certified until June 2023 and is subject to change based on variations related to appeals and associated value adjustments, currently in process.

Fiscal Implications of the Proposed Budget

GENERAL FISCAL POLICY REMAINS UNCHANGED

The **Proposed Budget Program** for FY 2023-2024 recommends no significant changes in how we account for or allocate revenues in support of municipal programs. No new funds are recommended.

As of February 2023, South Kingstown was listed by Moody's as one of Rhode Island's most credit-worthy municipalities. With a Moody's bond rating of Aa1, South Kingstown is in a strong position to begin planning for the financing of school improvements. While it is considered a best practice to maintain debt levels equal to no more than 2 or 3% of the total assessed value, South Kingstown currently has outstanding debt of less than 0.23%.



Next Steps in the Budget Process

Article IV, Section 4222 of the Town Charter provides that the Town Council shall review the budget submitted with this memorandum in public work sessions and shall adopt a preliminary budget on or before March 22nd. The Council may revise the Manager's Proposed Budget; provided, however, that if an increase is approved in the total of expenditures, the Town Council shall provide for increasing the total anticipated revenues to ensure a balanced budget.

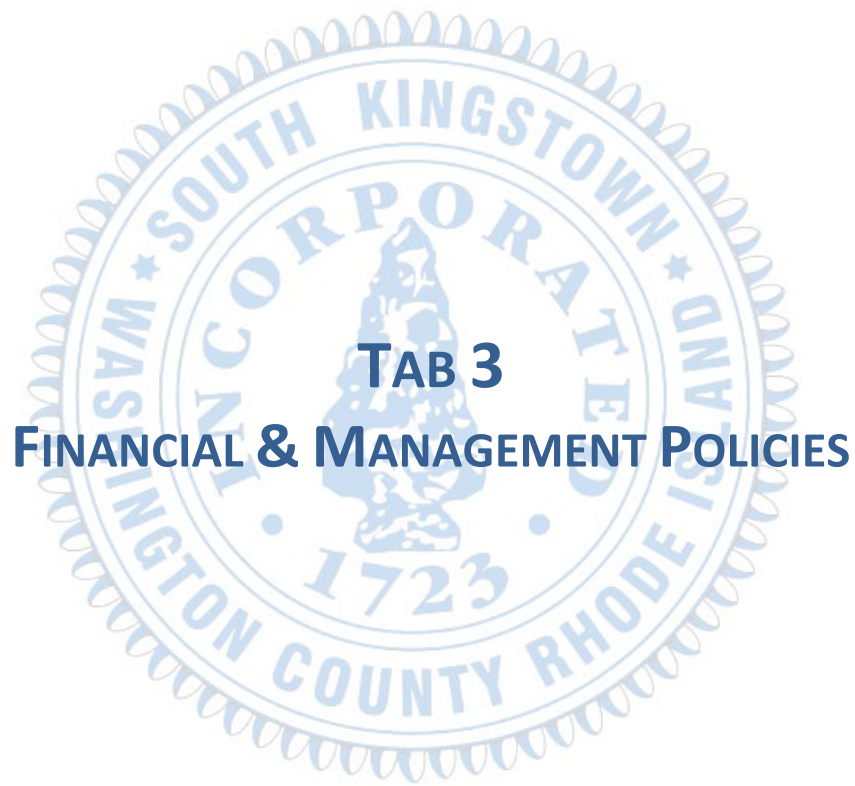
Acknowledgements

I want to thank all of the Town's Department Heads who participated in developing this proposed budget by providing detailed analysis and recommendations for their respective Departments. Special thanks to Brian Silvia, the Town's Finance Director, for his careful fiscal analysis and thoughtful recommendations for presenting a responsible financial plan in the best interest of the Town. I'd like to recognize Lucas Murray, Deputy Town Manager/ DOAS, and Rosemarie Bouchard, Deputy Finance Director, for their efforts in constructing a high-quality budget document that provides a clear guide for readers to understand.

I would also like to thank School Superintendent Mark Prince, and Finance Director, Raquel Pellerin, for their thoughtful dialogue and contributions to the budget development process.

James M. Manni

James M. Manni
Town Manager



TAB 3

FINANCIAL & MANAGEMENT POLICIES

Governmental Structure	3 - 1
Budgetary Process	3 - 2
Town Charter: Article IV, Section 4220 Budget Procedures	3 - 11

FISCAL YEAR 2023-2024 PROPOSED

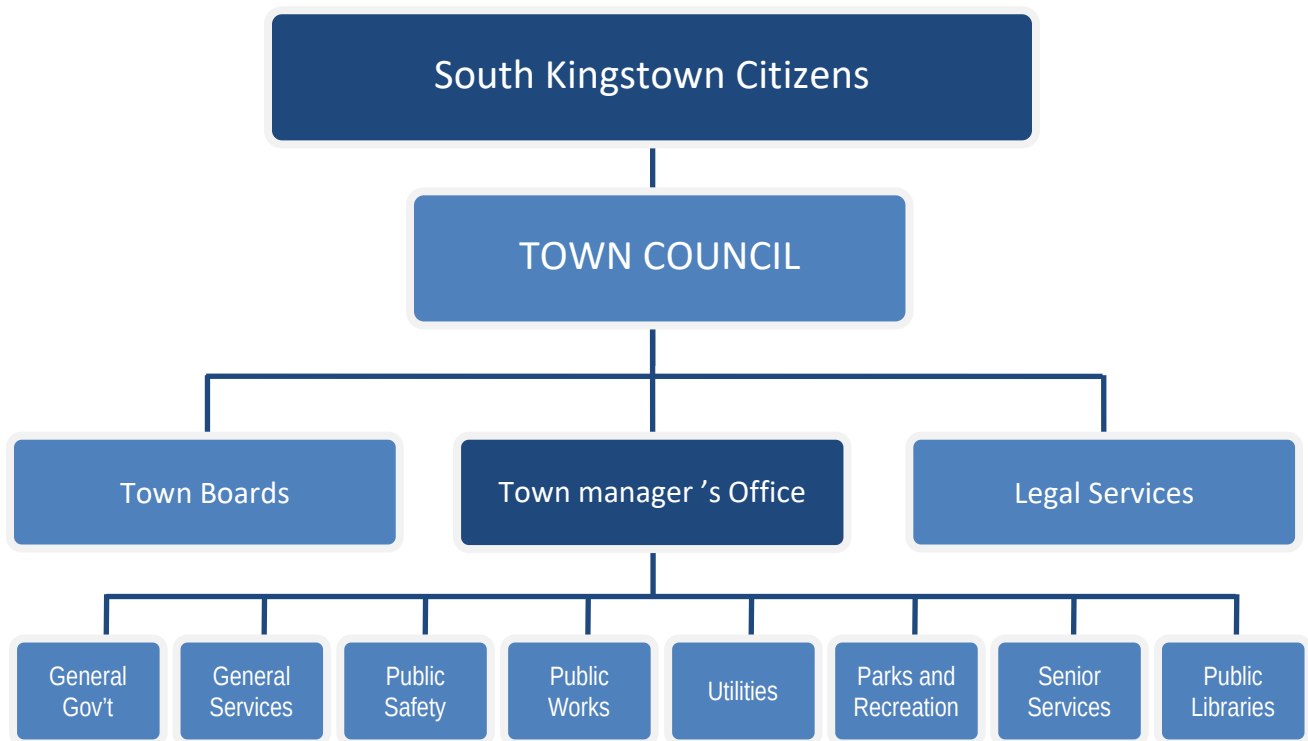
MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Town Council/Town Manager Form of Government

The Town of South Kingstown operates under a Home Rule Charter adopted in 1968 providing for a Council/manager form of government, with a five-member Town Council headed by a Council President. All legislative powers of the Town are vested in the Town Council by the Town Charter. Members of the Town Council are elected at large for a term of two years. The Charter grants to the Town Council all powers to enact, amend, or repeal ordinances relating to the Town's property, affairs, and government including the power to create offices, departments, or agencies of the Town, preserving the public peace, health, and safety, establishing personnel policies, authorizing the issuance of bonds, and providing for an annual audit of the Town's accounts. The Town manager is appointed by a majority vote of the Town Council for an indefinite term solely on the basis of executive and administrative qualifications. The Town manager is the chief administrative officer as well as the chief executive officer of the Town. The Charter grants to the Town manager the authority to appoint or remove all employees of the Town, to prepare and submit to the Town Council the annual budget and annual report of the Town, to recommend to the Town Council pay schedules for Town employees, and to recommend to the Town Council the adoption of such measures as the Town manager may deem necessary for the health, safety, and/or welfare of the Town.





Budgetary Process Overview

The budget process for the Town of South Kingstown begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town manager and Department Directors set the tone for implementation. During development of the FY 2023-2024 budget, the Department Directors were asked to submit a budget request that will maintain necessary and/or current programming and attempt to level fund where appropriate the operating portion of their current year's operating budget. Any requests for new staffing or any major expenditures were required to be submitted in advance to the Town manager for review and approval before incorporation into the budget document.

The policies that govern the Town's budget process are derived from [Article IV, Chapter 4220 Budget Procedures](#) of the Town Charter, as amended through November 2006. The following provides an overview of the Town's budget process and oversight.

Budget Formulation

The annual budget and capital improvement plan development process begins in the fall when each department, including the School Department, is required to evaluate their six-year capital needs and submit a request to the Town manager. The budget calendar is the first step in the development process. The calendar establishes the timelines for the budget formulation process, including dates for submission of focus area initiatives, departmental expenditure requests and revenue estimate submissions, budget work sessions, and public hearings that will lead to final adoption of the budget.

The Town manager completes an in-depth review of all requests, and a six-year Capital Improvement Program (CIP) is prepared and presented to the Town Council by the Town manager no later than December 1st each year. The Town Council holds a public hearing on the CIP, and after which will adopt the plan with or without amendment, on or before the first day in February. The first year of the CIP, referred to as the Pay-As-You-Go element, is the Capital Budget and is incorporated into the operating budget.

In accordance with [RIGL §16-2-21](#), the Town Council and School Committee are required to hold a joint, pre-budget public hearing for the purpose of discussing and soliciting comments from residents relating to the general goals and objectives of the budget for the ensuing fiscal year, to be scheduled between December 1st and January 15th each year. In accordance with the Town Charter, the School Committee is required to submit their budget on or before February 14th, and the Town manager must then present to the Town Council a proposed annual budget and budget message on or before March 1st of each year, to include the operations of all municipal departments and the school department.

On or before March 22nd of each year, the Town Council reviews the Town manager's proposed budget in public work sessions, and then shall adopt a preliminary budget, with or without revisions. The Town Council can either increase or decrease the total amount of the School Committee's Recommended Budget, but at no time has line-item authority over specific items within the School Committee's Budget. Two public hearings are required to be conducted on the preliminary budget prior to April 18th. Final action on the budget by the Town Council shall occur on or before May 1st of each year, upon which time the Town Council considers any petitions received and gives final approval to the final budget by a majority vote of all



members of the Council. Amendments after budget adoption may only be done in accordance with [Article IV, Section 4223](#).

Every general fund appropriation, except an appropriation for capital project expenditure, lapses at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for capital project expenditure continues in force until expended, revised, or repealed. The purpose of any such appropriation is reviewed if three years pass without any disbursement from or encumbrance of the appropriation.

Balanced Budget Requirement

For any fund, the total of proposed expenditures shall not exceed the total of estimated revenue plus carried forward fund balance. The same requirement applies to the budget adopted by the Town Council.

Budget Calendar

Town of South Kingstown 2023-2024 Budget Calendar		
December 2022		
Thursday, 1	Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline 12/1/22</i>)	
Friday, 2	Advertise for Initial Budget Public Hearing and tentative budget schedule	
Monday, 19	Initial Budget Hearing with School Committee to discuss FY 2022-2023 Budget goals & objectives (RIGL § 16-2-21)	
January 2023		
Wednesday, 4	Work session #1 with Town manager and department heads to review CIP	
Thursday, 5	Work session #2 with Town manager and School Department to review CIP	
Monday, 23	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2023-2024 through 2028-2029). Includes Adoption of CIP (<i>deadline is February 1</i>)	
February 2023		
Tuesday, 14	School Department submits budget to Town manager (<i>deadline 2/14 each year, Sec. 4820E</i>)	
March 2023		
Wednesday, 1	Town manager submits proposed FY 2023-2024 operating budget to Town Council	
Monday, 6	Budget Work Session #1 with Town manager and department heads	
Tuesday, 7	Budget Work Session #2 with Town manager and department heads. HSOA/ Housing grant review	
Wednesday, 15	Budget Work Session #3 with School Department	
Monday, 20	Town Council Adoption of Preliminary Budget (during Regular Session) (<i>deadline 3/22/22</i>)	
April 2023		
Thursday, 13	Public Hearings #1 on FY 2022-2023 Municipal and School Budgets	
Monday, 17	Public Hearings #2 on FY 2022-2023 Municipal and School Budgets	
Friday, 21	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)	
Monday, 24	Consideration of petitions and Adoption of Final Budget (during Regular Session)	
May 2023		
Friday, 12	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)	
Tuesday, 16	Deadline for petition signatures to be verified by the Board of Canvassers (Sec. 4222E)	
June 2023		
Tuesday, 6	Possible Budget Referendum on Tuesday following the first Saturday in June (Sec. 4222F)	
Thursday, 15	Town Assessor sets tax rate to finance the FY 2023-2024 operating budget	



Basis of Budgeting and Accounting

A budget is a formal document that enables the Town to plan for the future, measure the performance of Town services, and help the public to understand where revenues come from and how they are spent on Town services. The budget is an invaluable tool that helps prioritize spending and manage money as well as helping to identify wasteful spending through planning and monitoring. The budget serves many purposes and addresses different needs depending on recipient, including Town residents, federal and state regulatory authorities, elected officials, other local governments, outside reviewers, taxpayers, and Town staff.

BASIS OF BUDGETING

Annual operating budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) and in accordance with legal mandates. Adopted budgets for governmental funds, the General Fund, and School Unrestricted Fund, are adopted on the modified accrual basis. Revenues are recognized as soon as they are both measurable (dollar value is known) and available; when they are collectible within the current period to finance operations during the year. Proprietary funds use the full accrual basis of accounting which recognizes revenue when earned and expenses when incurred.

Appropriations for the General and School Fund, Special Revenue Funds and Enterprise Funds lapse at fiscal year-end, except appropriations that have been encumbered in order to account for certain expenditure commitments. An appropriation for capital project expenditure shall continue in force until expended, revised or repealed; the purpose of any such appropriation shall be reviewed if three years pass without any disbursement from or encumbrance of the appropriation.

BASIS OF ACCOUNTING

The basis of accounting indicates the timing of transactions or events for recognition in the financial statements. The Town of South Kingstown uses either the full accrual or the modified accrual basis of accounting, as appropriate for each fund type or activity, in accordance with GAAP.

The governmental funds are reported using the modified accrual basis of accounting. In general, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service and other long-term obligations such as compensated absences and claims and judgments, are recorded only when payment is due.

Enterprise funds use the full accrual basis of accounting which recognizes revenue when earned and expenses are recorded when liabilities are incurred, without regard to receipts or disbursements of cash.

The Town prepares its budget, in most cases on the basis of accounting with the following exceptions:

- Compensated absences are recorded as earned by employees on a GAAP basis, as opposed to being expended when paid (budgetary);
- Principal payments on long-term debt within the enterprise funds reduce the amount of debt remaining on a GAAP basis, as opposed to being expended on a budgetary basis; and
- Capital outlay within the enterprise funds is recorded as assets on a GAAP basis and expended on a budgetary basis



Budgetary Control

The Town maintains extensive budgetary controls. Costs of operations for all departments, offices, and agencies established under the Town Charter are appropriated through the annual Budget Procedures Ordinance, which is legally enforced at the departmental level. Continuously throughout the year, revenues and expenditures are monitored to enable the Town to measure actual income and expenses against those projected in the budget. The appropriated budget is prepared by fund, function, and department. The Town's department heads have authority to make transfer of appropriations within their specified department. However, based on [Section 6-1 Financial Management and Procedures](#) of the Town Code, the Town Council may transfer part or all of any unencumbered balances from one major program function to other major program functions. The Town manager may transfer part or all of any unencumbered balances among departments within a major program function and shall report such transfer to the Town Council in writing in a timely manner. Major program functions include: Town general administration, public safety program, public works program, human services programs, recreation department, library services, insurances/fund contingency/employment benefit programs, capital improvement program, debt service programs, and the School Unrestricted Fund (formerly the transfer to school).

The Town maintains an encumbrance accounting system as another method of maintaining budgetary control. All purchases, except certain services as outlined in the Town's Purchasing Manual, require a purchase requisition and a purchase order wherever possible. Whenever any contemplated purchase or contract for goods or services is for the sum of less than \$2,500, the department head may order the item as needed in accordance with the approved accounting system. Purchases or contract for goods and services costing greater than \$2,500 up to \$10,000 (inclusive) for construction projects and up to \$5,000 (inclusive) for all other purchases, require the department head to solicit at least three written quotes for the item(s) to be purchased. The Town manager shall publish a notice inviting formal competitive bids for expenditures over \$10,000 for construction projects and over \$5,000 for all other purchases. The legal level of budgetary control (i.e. the level at which expenditures may not legally exceed appropriations) is the fund level and therefore, the Town Council is the governing body through which these transfers can be approved.

Per [RIGL § 45-12-22.1 – § 45-12-22.7](#), the Finance Director submits monthly reports to the Town manager on the status of the governmental funds, including the School Department and debt service funds. Quarterly reports are submitted to the State Office of Municipal Affairs certifying the status of the municipal budget. The Chief Financial Officer at the School Department also certifies the status of the school district's budget and assists in the preparation of the monthly and quarterly reports. A corrective action plan is required within 30 days after completion of the quarterly status reports if a year-end deficit is being reported.

Financial Policies and Practices

Financial policies and practices help to ensure that the fiscal integrity of the Town of South Kingstown are protected and to ensure that the Town is positioned for future growth. Continued development of new policies and improvement of current financial policies and practices continues to be a key initiative of management.



The Town's overall fiscal planning and management focus on the following objectives:

- Maintain sufficient financial resources to meet the present and future needs of the citizens as well as the physical conditions of the Town;
- Adjust to local and regional economic downturns without negatively impacting the community;
- Continue to maintain current bond rating with the intent of upgrading to achieve savings in future debt financing and to assure the taxpayers of the Town that government is well managed and in sound financial condition.

The following financial policies, practices, and guidelines are the beginning of the Town's initiative to establish a framework for the Town's overall fiscal planning and management. The Town intends to develop additional policies to align with the Town Council's Goals and Objectives and the procedures supporting the policies shall be clear and concise, factual, and simple to understand.

Operating Budget Policy

The Town Council Goals and Objectives are designed to maximize available resources and provide the appropriate level of services for the costs incurred. The Town's budgetary policies are based upon guidelines and restrictions established by State Law, Town Charter and Code of Ordinances, and in compliance with generally accepted accounting principles for governmental agencies. The requirement that the Town maintain a balanced budget is set forth in these guidelines. A budget is considered balanced if estimated revenues and resources meet planned expenditures.

The Town prepares and approves an annual budget and budget goals as set forth by the Town Council as follows:

- South Kingstown will compose annual municipal budgets that are efficient, transparent, and engage the general public;
- Provide adequate resources for essential public services and programs;
- Identify and implement efficiency and effectiveness improvements;
- Consider, as a funding principle, the 'ability to pay' of local residents and business during budget development;
- Utilize the budget process to advance/implement the overall policy environment and administrative work program for the community;
- Promote public involvement and participation.

The Finance Department exercises budgetary control over each office, department, and agency within the financial management system. A thorough review of revenues and expenditures is done on a monthly basis and financial statements are submitted to the Town manager for review and discussion of the Town's financial position. Should a deficit be anticipated, an acceptable plan of action to remedy the deficit is required and expected. All required incremental and annual State reporting is completed on time each fiscal year.

Revenue and Expenditure Projections – In accordance with [RIGL § 44-35-10 \(c\)](#), and in response to the Governor's and Legislature's initiative to promote government transparency, the Town prepares a five-year forecast annually in order to improve financial planning and decisions, and to assist in the preparation of the annual budget.



Budgetary Surplus – The Town policy is to adopt a budget in which ongoing operating costs are supported by ongoing, stable revenue. The revenue and expenditures projections utilized in adopting the annual budget are estimates that will be strictly monitored. It is management’s policy to set the benchmark goal of projected budget variance at two to three percent of the adopted budget.

Revenue Practices

The Town will strive to maintain as diversified and stable a revenue system, as permitted, to sustain it from short-run fluctuations in the economy. To minimize the effect of an economic downturn, the Town Council shall consider revenue changes in the context of a review of the annual budget. Some of the revenue considerations are as follows:

- Revenue estimates are budgeted conservatively since most are sensitive to local and regional activities especially those within the General Fund (i.e. State Aid to Education);
- Fees and Charges are established by the Town for local licenses, permits, fines, services, applications, and other miscellaneous charges, and shall be set out to recover all or a portion of the Town’s expenses in providing the specific service;
- Tax Collections are to maintain an overall collection rate greater than 99%; Alternate means of collecting delinquent tangible property and other related taxes are to be pursued;
- Revenue or Bond Anticipation Notes – the Town does not intend to issue revenue or bond anticipation notes to fund normal government or enterprise operations; with a healthy unassigned fund balance, the Town does not see a need to incur additional interest expense when funds can be advanced from the unassigned fund balance and reimbursed when General Obligation or Revenue Bonds are issued;
- All revenues received by the Town shall be deposited within 48 hours of receipt.

Investment Policy

The Town adopted an Investment Policy Statement in May 2016 as a best practice as recommended by the Government Finance Officers Association. This Policy covers all funds of the Town’s portfolio except those funds covered by any separate Council approved agreements, any trust indenture or bond covenants, or pension or retirement funds.

The primary objectives of the Town’s investment activities shall be:

- Legality – investment made in accordance with applicable laws and this Investment Policy;
- Safety – preservation of principal is the foremost objective in the investment program;
- Liquidity – sufficiently liquid to enable the Town to meet its cash flow requirements;
- Return on Investment – the objective is to attain a market rate of return on its investments consistent with the constraints imposed by its safety objective and liquidity considerations.

The full policy can be found within the Finance Department’s page of the Town of South Kingstown website at: www.southkingstownri.com/DocumentCenter/View/585



Debt Management Practices

Debt management policies help guide the debt issuance practices of the Town from the issuance to the management of the debt portfolio to adhering to various laws and regulations. The structuring of debt to ensure affordability and sustainability for the Town is a crucial component when issuing debt which is a key indicator with the rating agencies that the government is well managed and is likely to meet their debt obligations in a timely manner. The Town's guidelines when considering debt issuance are outlined as follows:

- The Town prefers to fund capital improvements, equipment purchases, and other major capital projects with current resources or in a “pay-as-you-go” manner; Debt should be limited to projects with significant costs;
- The term of any bond issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended; Every effort shall be made to keep the amortization of debt as short as possible;
- The Town maintains an aggressive retirement of existing debt (greater than 80% within Ten Years);
- Bond proceeds shall be invested in government guaranteed funds that provide immediate liquidity and bond proceeds shall only be used for the purpose for which the monies were borrowed;
- The Town shall manage its cash in a manner designed to prevent the necessity of utilizing short-term borrowing to meet working capital needs; The Town will not use long-term debt for current operations;
- Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is greater than 3%;
- Debt shall be issued using equal principal;
- Maintain debt ratios within formally established parameters:
 - Net Debt as a % of Operating Revenues – maintain at less than 3%;
 - Debt Service as a % of Expenditures – 10% or less;
 - Net Debt Per Capita – no more than \$1,000 per capita;
 - Overall Debt as a % of Taxable Property – 1% or less.
- Debt shall be limited by the following State Statute:
 - [RIGL § 45-12-2](#) – Indebtedness of Towns and Cities – no city or town shall, without special statutory authority, incur any debt for money hired which would increase its aggregate indebtedness not excepted by law from the provisions of this section to an amount greater than three percent (3%) of the taxable property of the city or town.
- Debt as percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community's ability to incur additional debt. Moody's Investors Service documents the fiscal 2018 median range for municipalities in the under 50,000-population group for Net Direct Debt as a percentage of a community's taxable full value at 0.8% for Aaa rated communities, and 1.0% for Aa rated municipalities. Standard & Poor's (S&P's) 2016 Public Finance Benchmark for General Obligation Ratios for Tax Supported Debt as a Percentage of Property Valuation established the benchmark at a range of 3% (low) to 10% (high).
 - South Kingstown's FY 2022-2023 projected gross debt level as a percentage of the Town's Assessed Valuation, based upon the December 31, 2021 Assessment, is 0.23% and is predicted to increase to 1.72% in FY 2028-2029;
 - The Town's projected Net Direct Debt is 0.21%, and is expected to increase to 1.67% in the 2028-2029 fiscal year, as a result of issuing, if approved, \$150M in School Bonds.



Reserve Fund Policy

The Town adopted a Fund Balance Policy on June 30, 2011 and as amended on May 9, 2016, in accordance with Governmental Accounting and Financial Standards Board Statement ([GASB No. 54](#)). Compliance with the provisions of this policy shall be reviewed as part of the annual audit process and consideration of the minimum and maximum amount of unassigned fund balance shall be reviewed.

A fund balance policy is adopted in order to secure and maintain investment grade ratings, meet cash flow need, and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls. GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. Using the [GFOA guidelines](#) as a target, the Town will maintain an unassigned fund balance in the range of 10% - 17% of the general fund budget. For purposes of benchmarking, the general fund budget shall include the total appropriations of the General Fund and Debt Service Fund, and Property Tax transfers to the School Unrestricted Fund, Senior Services Fund, Wastewater Fund, and Community Recreation Fund.

If, after the annual audit the unassigned fund balance is greater than 17% of the general fund budget benchmark, the excess may be used in one or a combination of the following ways:

- Invested in the pooled funds to earn interest and roll forward into the subsequent year's unassigned fund balance;
- Appropriated by resolution of the Town Council for a one-time expenditure opportunity that does not increase recurring operating costs;
- Committed to establish or increase a reserve or a transfer to a reserve fund as authorized by the Town Council upon management's recommendation.

If, after the annual audit the unassigned fund balance falls below 10% of the general fund budget benchmark, the Town manager will so advise the Town Council that there is a priority to restore the unassigned fund balance to an amount equal to or greater than 10% of the general fund budget benchmark. The Town shall take action as necessary to restore the unassigned fund balance to acceptable levels within three years based on a plan prepared and submitted by the Town manager to the Town Council.

Accounting, Auditing, and Financial Reporting Policies

The Town will establish and maintain a high standard of internal controls and accounting practices. The Town budget and accounts for revenue and expenditures shall be managed on a modified accrual basis in its day to day operations.

The Town and School shall prepare a combined five-year forecast in the form and format required by the RI Office of Municipal Affairs (Division of Municipal Finance) for major funds as defined by generally accepted accounting principles within thirty days of final budget adoption. The forecast shall be distributed to the Town Council and School Committee for consideration in their long-range planning. The five-year forecast shall incorporate the five-year capital improvement plan, and any known changes that are expected to impact the financial condition of the Town. All assumptions should be specifically identified.



A fiscal impact statement shall be prepared for all proposed bargaining contract settlements. The immediate and long-term impacts of negotiated changes shall be disclosed, and the Town will hire actuarial and other experts as needed to evaluate the long-term impacts of the proposed agreements. Any fiscal impact statement that includes changes to pension, other post-employment benefits or healthcare benefits shall be provided, along with any underlying actuarial assumptions and support for the actuarial assumptions to the RI Office of Municipal Affairs in accordance with state law.

The annual financial report shall conform to Generally Accepted Accounting Principles and be in the form of an Annual Comprehensive Financial Report (ACFR) as described by the GFOA. A fixed asset system will be maintained to identify all Town assets, their location, condition and disposition. Fixed assets are defined as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. The Town will ensure that Town records are audited annually and which will result in the issuance of a financial opinion. The results of such audit are to be available to the public via the Town's website.



The following is an excerpt from the town Charter that describes the process for preparing, reviewing, adopting, and amending the budget, and includes language as found within [Article IV. Administrative Departments and Procedures, Section 4220](#), titled *Budget Procedures*.

Section 4220 – BUDGET PROCEDURES

Section 4221 – Proposed budget

A. BUDGET SCHEDULE

The schedule for the preparation, consideration, adoption and conduct of requested referenda on the annual town budget shall be followed each year as set forth in the various sections of this article, based upon the requirement that final action by the council thereon shall take place on or before May 1st. Prior to December 31st of each year, a summary of the budget process, together with a tentative schedule of dates of the various hearings shall be prepared for public distribution by the town clerk and the town clerk shall arrange for the publication of a notice thereof in at least one newspaper of general circulation in the town as directed by the town council and post copies in the town hall and on the town web site and as otherwise directed by the town council.

B. INITIAL BUDGET HEARING TO DISCUSS GOALS AND OBJECTIVES

The town council shall schedule between December 1 and January 15 of the ensuing year a public hearing for the purpose of discussing and soliciting comments from the electors relating to the general goals and objectives of the budget for the ensuing year. It is recognized that a proposed budget will not be completed at this time. The purpose of the hearing is to receive public input regarding the budget prior to the presentation of a proposed budget by the town manager. Without limiting the discussion, such matters as any increase in taxes, proposed new projects, contractual obligations and other items affecting the budget should be discussed. The school committee shall attend this meeting and participate in the hearing.

C. TOWN MANAGER 'S PROPOSED BUDGET

I. SUBMISSION OF BUDGET AND BUDGET MESSAGE

On or before March first of each year, the town manager shall submit to the town council the town manager 's proposed budget for the ensuing fiscal year and an accompanying message.

II. BUDGET MESSAGE

The town manager 's message shall explain the budget both in fiscal terms and in terms of the work programs. It shall outline the proposed financial objectives of the town for the ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current year in financial objectives, expenditures, and revenues together with the reasons for such changes, and include such other material as the town manager deems desirable.

III. BUDGET FORMAT

The budget shall provide a complete financial plan of the general fund and utility funds, for the ensuing fiscal year and, except as required by law or this charter, shall be in such form as the town manager deems desirable or the town council may require. Other town funds shall be included as directed by the town council. The budget shall begin with a clear general summary of its contents;



shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged as to show comparative figures for budgeted and estimated income and expenditures of the current fiscal year and actual income and expenditures of the preceding fiscal year. It shall indicate in separate sections:

- (a) The proposed goals and objectives and expenditures for current operations during the ensuing fiscal year, detailed for each fund by major program function as defined by the town council and the method of financing such expenditures;
- (b) Proposed capital expenditures for the ensuing fiscal year consistent with the requirements of [Section 4226](#); and
- (c) The anticipated income and expense for the ensuing year for each utility or other enterprise fund operated by the town.

The total of proposed general fund expenditures shall not exceed the total of estimated income and designated fund balance.

For each utility fund, budget administration shall be consistent with [Section 4225](#), Administration of budget.

To inform the public, the town clerk shall cause sufficient copies of the town manager's proposed budget to be prepared for public distribution and shall arrange for the publication of an announcement thereof in at least one newspaper of general circulation in the town and post copies in the Town Hall, on the town's web site, and as otherwise directed by the town council.

Section 4222 – Budget

A. TOWN COUNCIL'S PRELIMINARY BUDGET

The council shall review the budget submitted by the manager in public workshops, and on or before March 22nd of each year adopt a preliminary budget. The council may revise the town manager's proposed budget; provided, however, that if an increase is approved in the total of expenditures as proposed by the manager, the council also shall provide for increasing the total anticipated revenues and shall indicate the revenues necessary to maintain a balance between revenues and expenditures. No revenue from any source other than the tax levy shall be included in the budget as adopted by the council unless the facts clearly warrant the expectation that such amount actually will be realized in cash during the budget year.

B. PUBLIC HEARINGS

Following approval of the preliminary budget, the town council shall schedule and hold two (2) public hearings, on separate days on both the municipal and school budgets, at which the School Committee shall be represented. These hearings shall be scheduled and be completed on or before April 18th of each year. To inform the public prior to said hearings, the town clerk shall cause sufficient copies of the preliminary budget to be prepared for public distribution, and shall arrange for notice of the public hearings and a summary of the preliminary municipal and school budgets in at least one newspaper of general circulation in the town as directed by the town council and post copies in the town hall and on the town web site and as otherwise directed by the town council. At the hearings, all those desirous of being heard shall be heard.



C. PETITIONS TO THE COUNCIL

Following adoption of the preliminary budget by the council, any qualified elector of the town may circulate a petition requesting the council to increase or decrease by any amount any item of expenditure in the said budget or to insert a new item of expenditure. Such petition shall specify the budget item or insertion and amount thereof and must be approved by the town clerk as to form prior to circulation, and must be returned to the town clerk on or before April 21st of each year. Upon receipt of such petition, the town clerk shall cause the signatures thereon to be verified by the board of canvassers forthwith, and if it contains no less than twenty-five (25) valid signatures of qualified electors of the town, shall transmit the same to the council. The council, before final adoption of the budget, shall consider and vote upon each such petition(s) proposal; provided, however, that the council may change the appropriation for the School Committee in total only.

D. FINAL TOWN COUNCIL APPROVAL OF BUDGET

The council shall, on or before May 1st of each year, complete its consideration of any petitions it shall have received pursuant to subsection [4222\(C\)](#), make any final changes in the preliminary budget it may deem advisable, and give final approval to the budget by a vote of a majority of all the members of the council. Following such approval, the town clerk shall cause sufficient copies of the budget to be prepared for public distribution, and shall arrange for publication of an announcement thereof in at least one newspaper of general circulation in the town as directed by the town council and post copies in the town Hall and on the town web site. The budget so adopted shall be the budget for the town for the ensuing fiscal year subject only to change pursuant to subsections E and F of section [4222](#) hereof.

E. REFERENDUM PETITIONS

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

The town clerk shall cause petition forms to be printed with standard language and spaces for the insertion of dollar amounts, budget fund designations, whether an increase or decrease of expenditure is called for, and other necessary information. All petition forms shall be approved by the town clerk before circulation, and must be returned to the town clerk on or before May 12th of each year. Any language added to a petition, or any alteration of the language thereof, subsequent to its approval by the town clerk, shall be of no force or effect. The town clerk, upon the return of petitions to his or her office, shall cause the signatures thereon to be verified by the board of canvassers, such verification to be completed on or before May 16th of each year. There shall be no limit to the number of separate petitions which an elector may sign.

F. BUDGET REFERENDUM



The town clerk shall cause a referendum by ballot to be held on the Tuesday following the first Saturday in June on all budget changes requested on petitions submitted pursuant to subsection E hereof, provided that each such petition shall contain signatures of no less than two hundred of the qualified electors of the town and shall request an increase or decrease of a sum of at least \$250,000. The ballot used at such referendum shall be prepared by the town clerk in such manner as to include each of the separate petition(s) for increases and/or decreases in the appropriations for a particular fund together with the original approved fund total. The qualified electors shall be instructed to vote either for the original total or for one (1) of the proposed increases or reductions thereof. The appropriation receiving the most votes shall be declared to have been adopted. In the event that certified petitions are received by the clerk's office that include changes to both the municipal and the school committee budgets, there shall be two (2) separate ballot questions, one for the municipal budget and one for the school committee budget, each of which shall follow the ballot format set forth herein. The polls at such referendum shall be open at 8:00 a.m. and shall remain open until 8:00 p.m.

G. EMERGENCY BALLOTS

Emergency ballots will be available by application only to the board of canvassers according to regulations that may be imposed by the board of canvassers necessary to implement the use of such ballots at such referendum.

H. PUBLICATION OF BUDGET

A copy of the budget as finally adopted by the town council with or without amendment(s) as directed by any required referendum shall be certified by the town clerk and filed in the office of the Director of Finance. Sufficient copies thereof shall be made available by the town clerk for the use of all offices, departments and agencies and for the use of interested persons.

I. MINOR ADJUSTMENTS IN DATES

If a date is on a Saturday, Sunday or a legal holiday, the time period shall run until the end of the next day which is neither a Saturday, Sunday, nor a legal holiday.

Section 4223 – Amendments after adoption

(a) EMERGENCY APPROPRIATIONS

To meet a public emergency affecting life, health, property or the public peace, the town council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with the provisions of [Section 3214](#). To the extent that there are no available unappropriated revenues or a sufficient fund balance to meet such appropriations, the council may by such emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.

(b) REDUCTION OF APPROPRIATIONS

If at any time during the fiscal year it appears probable to the town manager that the revenues or designated fund balances available will be insufficient to finance the expenditures for which appropriations have been authorized, the manager shall report to the town council without delay, indicating the estimated amount of the deficit, any remedial action taken by the manager and recommendations as to any other steps to be



taken. The council shall then take such further action as it deems necessary to prevent or reduce any deficit and for that purpose it may by ordinance reduce one or more appropriations.

(c) TRANSFER OF APPROPRIATIONS

At any time during the fiscal year the town council may by resolution transfer part or all of the unencumbered appropriation balance from one major program function to the appropriation for other major program functions. The manager may transfer part or all of any unencumbered appropriation balances among departments within a major program function and shall report such transfers to the council in writing in a timely manner.

(d) LIMITATION; EFFECTIVE DATE

No appropriation for debt service may be reduced or transferred except as permitted by law and in accordance with certified debt repayment schedules. Further, no appropriation for debt service or for other municipal activities may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The emergency appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

Section 4224 – Lapse of appropriations

Every general fund appropriation, except an appropriation for a capital project expenditure, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital project expenditure shall continue in force until expended, revised or repealed; the purpose of any such appropriation shall be reviewed if three years pass without any disbursement from or encumbrance of the appropriation.

Section 4225 – Administration of the budget

The town council shall provide by ordinance the procedures for administering the budget.

Section 4226 – Capital program

(a) SUBMISSION TO TOWN COUNCIL

The town manager shall prepare and submit to the town council a six-year capital program no later than the final date for submission of the budget.

CONTENTS

The capital program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the six fiscal years next ensuing, with appropriate supporting information as to the necessity for each;
- (3) Cost estimates and recommended time schedules for each improvement or other capital expenditure;



- (4) Method of financing, upon which each capital expenditure is to be reliant;
- (5) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Section 4227 – Town council action on capital program

(a) NOTICE AND HEARING

The town council shall publish in one or more newspapers of general circulation in the town the general summary of the capital program and a notice stating:

- (1) The times and places where copies of the capital program are available for inspection by the public, and
- (2) The time and place, not less than two weeks after such publication, for a public hearing on the capital program.

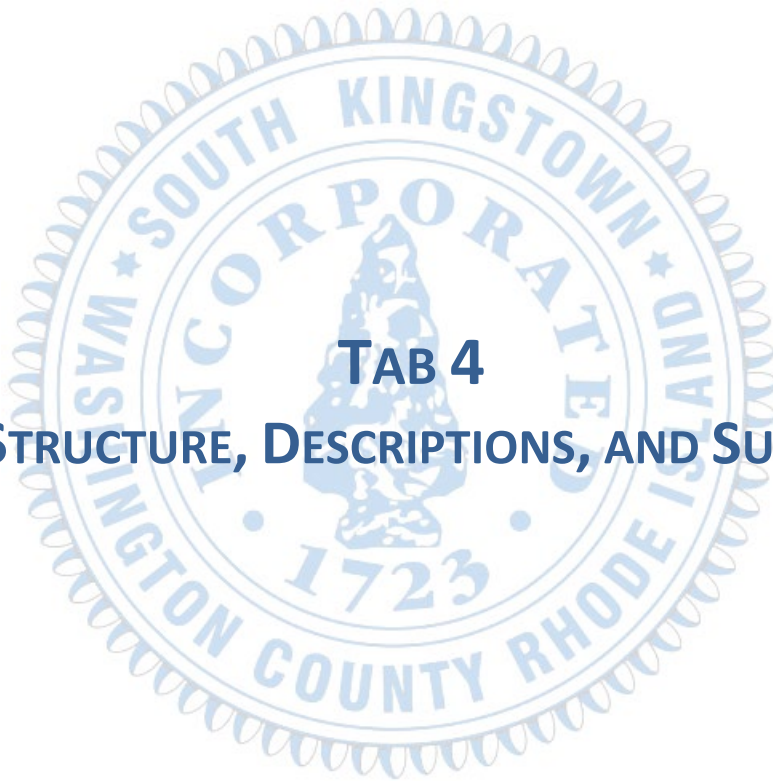
(b) ADOPTION

The town council by resolution shall adopt the capital program with or without amendment after the public hearing and on or before the first day of February of the current fiscal year.

Section 4228 – Delay in approving budget

If for any reason the operating budget of the town has not been approved by the beginning of the fiscal year for which it was submitted, the council may authorize all town departments and agencies to make expenditures necessary to continue operation for one month, provided that such expenditures total no more than the expenditures of the same department or agency in the corresponding month of the previous fiscal year, together with the amount of any increase in debt obligations or contractual obligations. The council may renew such authorization on a monthly basis until the budget has been approved. The council may negotiate loans in anticipation of tax revenues repayable in no more than twelve months time in order to provide funds to cover such expenditures.

The town Charter provisions relating to budget procedures can be found in [Article IV, Section 4220](#).



TAB 4

FUND STRUCTURE, DESCRIPTIONS, AND SUMMARIES

Fund Structure & Descriptions.....	4 - 1
Flow of Funds Structure.....	4 - 3
General Fund Revenue Summary	4 - 4
Combined Revenues – All Budgeted Funds	4 - 5
Budgeted Funds Revenue Descriptions	4 - 11
General Fund Expenditures	4 - 21
All Budgeted Funds Expenditures.....	4 - 24
All Budgeted Funds Summaries	4 - 28
Sources & Use Summaries	4 - 29
Capital Improvement Program & Related Debt Service	4 - 31
Position Allocation to Pay Schedules & Pay Plans	4 - 34

FISCAL YEAR 2023-2024 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Fund Structure & Descriptions

Fund Structure

The Town's governmental functions and accounting system are organized, controlled, and operated on a fund basis. A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objects. Each fund is considered a separate accounting entity, with operations accounted for in a separate set of self-balancing accounts that are comprised of assets, liabilities, fund equity, revenue, expenditures, or expenses, as appropriate. The Town's budgeted funds can be divided into two categories: governmental and proprietary.

Fund Description

GOVERNMENTAL FUNDS

Governmental Funds consist of three major funds, the General Fund, School Trust Fund, and Debt Service Fund as well as thirty other non-major Special Revenue Funds and fifteen Capital Projects Funds. Most governmental functions of the Town are financed through these funds. The modified accrual basis of budgeting is used for all governmental funds.

GENERAL FUND

The General Fund is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenues are derived primarily from real estate, personal property, and motor vehicle taxes, as well as other local taxes, federal and state aid, licenses, permits and fees, fines and forfeitures, and charges for goods and services. General government, public safety, public works, human service and outside agency contributions, recreation, public libraries, education, and capital functions are financed through these revenues. Under GASB 54, the School Unrestricted Fund is reported as a function within the General Fund since its main financing source is derived from tax support.

SCHOOL TRUST FUND

The School Trust Fund accounts for the activity of various trust funds established for recreational and educational purposes. The fund's major source of revenue comes from donations and investment income.

DEBT SERVICE FUND

The Debt Service fund accounts for the accumulation of financial resources for the payment of interest and principal on all governmental fund long-term debt, costs related to debt issuance, and other related costs on outstanding bonds and notes.

SPECIAL REVENUE FUNDS

These funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds include, but are not limited to, Peace Dale Office Building, Senior Services Program, Neighborhood Guild, and Community Recreation Center, as well as federal funds such as Community Development Block Grant, and grants and donations designated for a specific purpose.



CAPITAL PROJECTS FUND

The Capital Projects Fund accounts for financial resources to be used for the acquisition, construction or renovation of capital facilities, or other equipment, that ultimately becomes Town fixed assets.

PROPRIETARY FUNDS

Proprietary Funds consist of enterprise funds and internal service funds. These funds account for Town activities that operate similarly to private sector business where the intent of the governing body is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered through user charges or, periodically, through unrestricted net assets. Consequently, these funds measure net income, financial position, and changes in financial position. All assets, liabilities, equities, revenue, expenditures, and transfers related to the Town's business are accounted for through proprietary funds. The proprietary funds are reported on a full accrual basis of accounting. The internal service funds are used to account for payment of accrued compensated absences that arise, however, are not included in the annual budget.

WATER ENTERPRISE FUND

This enterprise fund is used to account for the supply of public water to the South Shore and Middlebridge areas of Town. The fund is primarily supported through user charges.

WASTEWATER ENTERPRISE FUND

This enterprise fund is used to account for the operation and maintenance of the Regional Wastewater Treatment Facility owned by the Town and is primarily supported through user charges. This facility is located in the Town of Narragansett and services portions of South Kingstown and its regional partners; the Town of Narragansett and the University of Rhode Island.

SOLID WASTE ENTERPRISE FUND

This enterprise fund is used to account for solid waste disposal operations for the Town. This fund is primarily supported through user charges. The Town operates the Rose Hill Regional Transfer Station and Recycling Center.

COMPENSATED ABSENCE FUND

This fund is used to account for employees' earned, but unused, vacation and sick benefits, for which employees may be compensated upon retirement, termination of employment, or death, based on the Town's permitted policy.

PERMANENT FUNDS

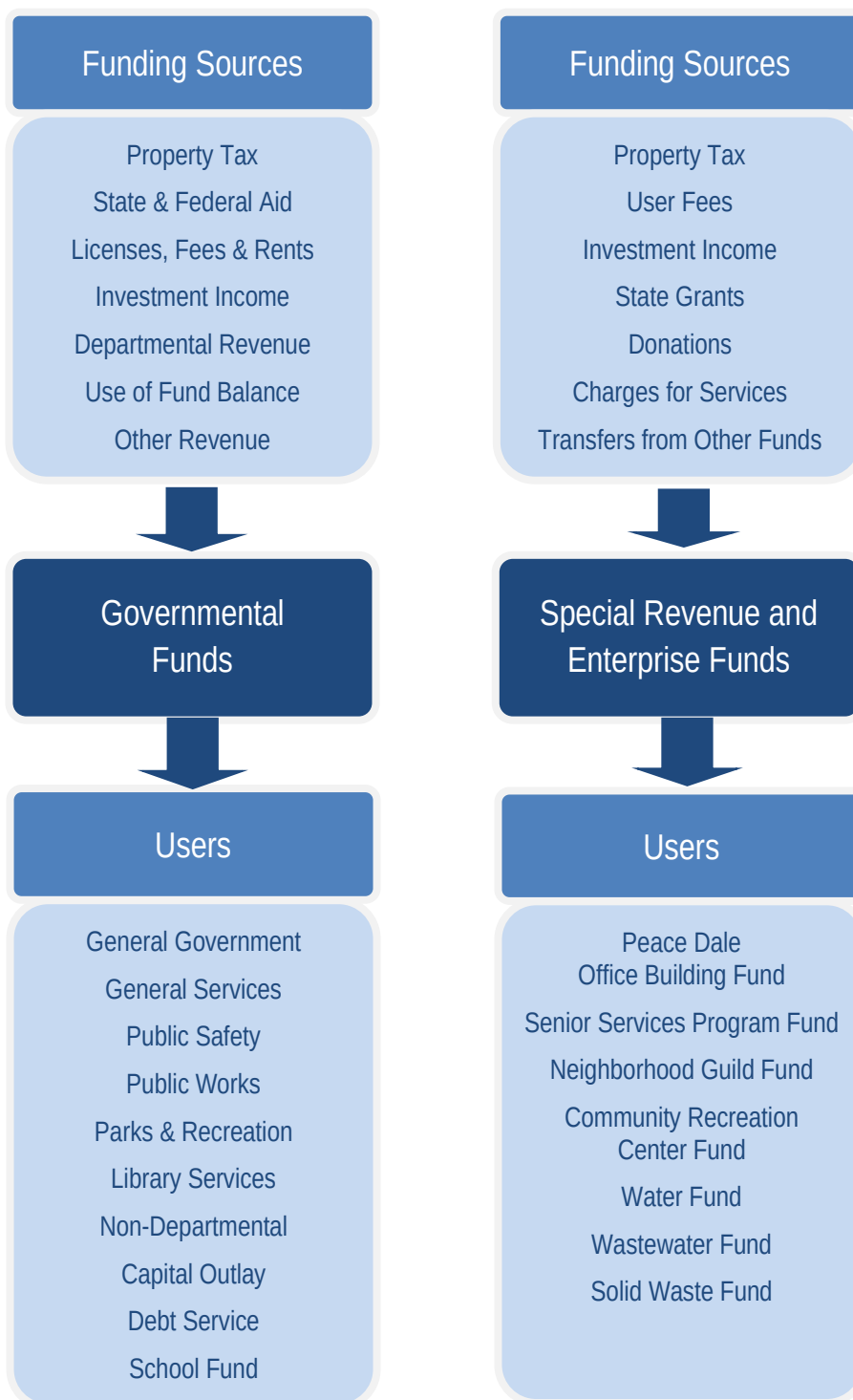
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs. The Town's permanent funds include the Hazard Memorial Trust, Irving Knowles Trust, Oliver Watson Home Fund, Walter W. Watson Trust, and the Kingston Free Library Trust Fund.



Flow of Funds Structure

FUND STRUCTURE/SERVICE FUNCTION RELATIONSHIP

The chart below reflects the interaction of the service functions of the Town and the Town's operating budget fund structure, showing the funds which provide resources to each function.



**Note: The Town's Annual Comprehensive Financial Report contains additional non-major funds than those included in the annual budget document.*

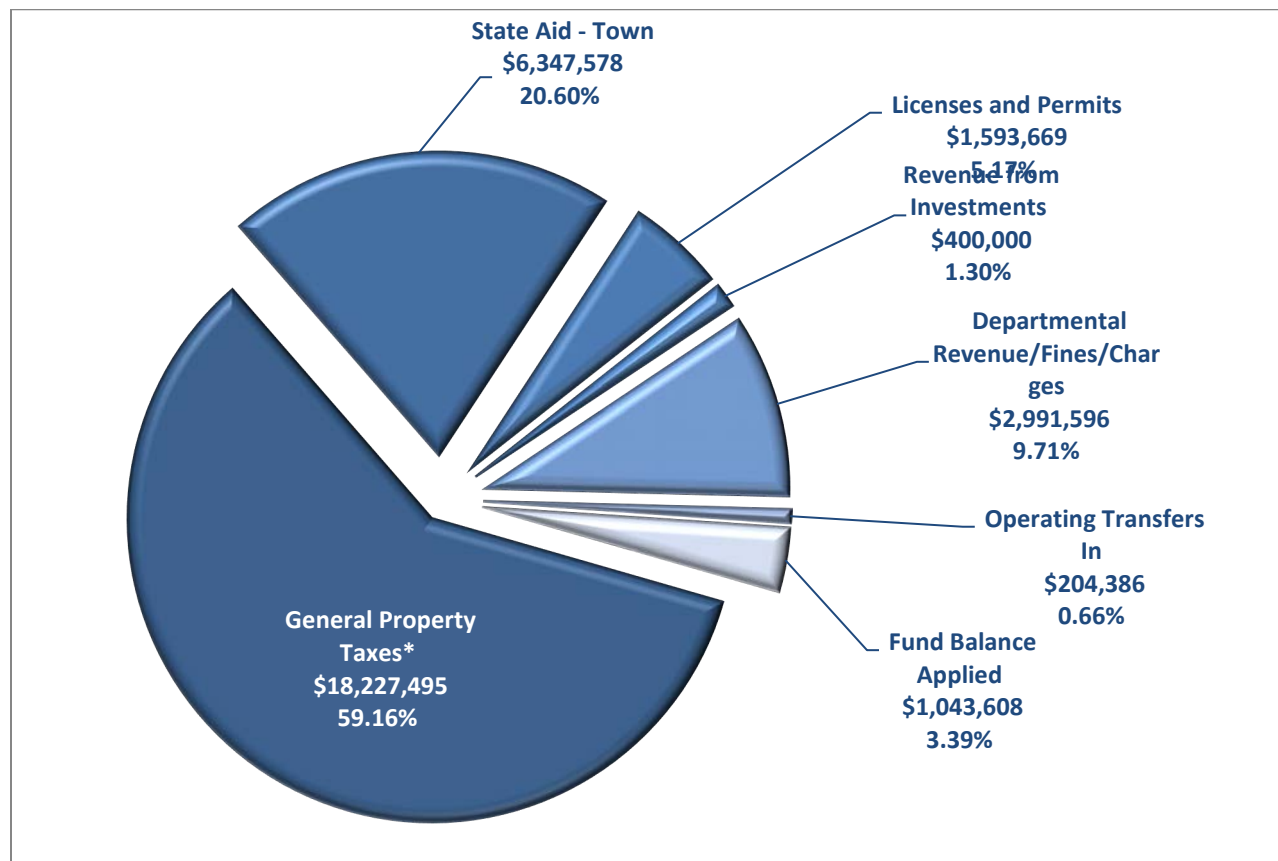
General Fund Revenue Summary



General Fund Revenue

Fiscal year 2023-2024 General Fund revenues are projected to be \$30,808,333. The Proposed Budget for FY 2023-2024 includes the use of \$1,043,608 of the Town's Unassigned Fund balance, which is a decrease of \$220,000 from the FY 2022-2023 adopted budget. The use of the unassigned fund balance to stabilize the tax need has been gradually increased over the past few fiscal years. The use of fund balance was also a means to assist taxpayers by being able to hold the tax rate constant and, in the majority of cases, avoid a tax increase. It is being recommended to not increase the use of fund balance from the FY 2022-2023 adopted budget, as the overall fund balance of the Town has decreased in each of the last two fiscal years. Use of fund balance is reviewed on annual basis as part of the budget development and formulation process. FY 2023-2024 General Fund revenues are projected to increase by \$1,555,103 or 5.32%, compared to the FY 2022-2023 Adopted Budget of \$29,253,229. The proposed tax rate for FY 2023-2024 is increasing from \$10.95 to \$11.07, an increase of \$0.12, or 1.10% from the FY 2022-2023 Adopted Budget.

General Fund Revenue FY 2023-2024 \$30,808,333



*The General Property Taxes figure shown above (\$19,803,869) is reflective of the total amount of General Property Taxes (\$78,100,561) less the Operating Transfers Out (\$58,296,692). Further detail on the General Fund Revenue, including the total General Property Taxes and Operating Transfers Out, can be found on the following pages within the Summary by Category & Source chart.

Combined Revenues - All Budgeted Funds



Summary by Category & Source

Description	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
General Property Taxes				
411010 Current Taxes	\$76,260,389	\$76,326,311	\$74,114,959	\$75,137,330
411020 Prior Year Taxes	451,288	530,000	530,000	530,000
412010 Interest on Taxes	316,494	350,000	350,000	350,000
412020 Collection Fee	(2,914)	(1,750)	(1,750)	(1,750)
413010 Payment in Lieu of taxes	448,210	423,622	423,622	423,622
414010 PILOT - Federal Aid	7,658	8,000	8,000	8,000
414020 FEMA Covid Revenue	0			
Subtotal General Property Taxes	\$77,481,125	\$77,636,183	\$75,424,831	\$76,447,202
State Aid - Town				
420010 General State Aid	\$209,069	\$210,000	\$210,000	\$210,000
420011 Public Service Corp Tax	365,054	365,054	365,054	379,714
420012 Meals/Beverage Tax	976,305	940,000	940,000	1,228,189
420017 MV Excise Tax phase-out	1,369,885	1,719,103	3,930,455	3,930,455
420018 Hotel Tax	289,067	202,000	202,000	314,814
420019 State Incentive	0	0	0	0
420015 State Library Aid - General	226,088	217,433	242,861	258,400
420016 State Library Endowment Aid	16,662	17,155	19,161	20,006
450200 Emergency Management	0	0	0	6,000
Subtotal State Aid - Town	\$3,452,130	\$3,670,745	\$5,909,531	\$6,347,578
Licenses & Permits				
430170 Rental of Town Properties	\$455,092	\$466,214	\$466,214	\$466,214
430130 Business licenses and fees-TC	79,934	75,870	75,630	75,630
430140 Business licenses and fees-B/Z	606,387	447,695	507,150	464,625
430150 Nonbusiness licenses and fees	429,402	424,000	398,500	421,200
430160 Real Estate conveyance fees	169,189	166,000	166,000	166,000
Subtotal Licenses & Permits	\$1,740,004	\$1,579,779	\$1,613,494	\$1,593,669
Revenue from Investments				
460010 Interest on Investments	-\$731,679	\$330,000	\$330,000	\$400,000
Subtotal Revenue from Investments	(\$731,679)	\$330,000	\$330,000	\$400,000
Departmental Revenues/Fines/Charges				
430180 Municipal Court Fees	0	0	0	184,000
440005 Planning/GIS department	\$8,226	\$5,200	\$5,200	\$5,200
440010 Town Miscellaneous	52,122	3,130	3,130	3,130
440030 Finance department - MLC's/Copies	76,829	594,951	594,451	594,951
440030 Finance department-ST Beach Fees	49,226	44,500	44,500	44,500
440030 Police department - Narr. Patrol	8,000	8,000	8,000	8,000
440030 Public Works department	14,130	17,200	17,200	17,200
440100 Police department - fees/fines	242,519	268,300	258,020	258,020
440105 Emergency Medical Services	900,000	925,000	925,000	925,000
440115 Communications department	2,958	1,500	1,500	1,500
440130 Animal control fees	75,662	75,900	75,900	75,900
440145 Mooring fees - harbor	42,933	38,000	38,000	38,000
440200 Recreation department	617,510	667,090	732,874	753,825
440350 Library department	87,479	78,600	79,304	82,370
Subtotal Dept. Revenues/Fines/Charges	\$2,177,593	\$2,727,371	\$2,783,079	\$2,991,596

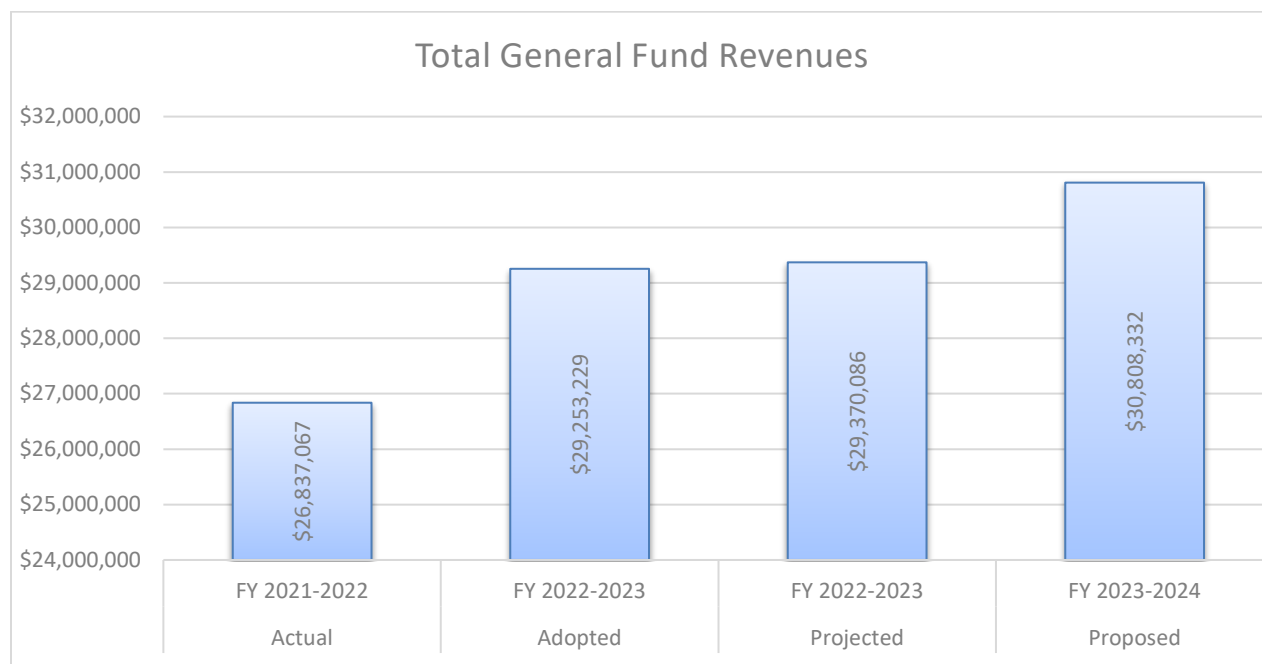
*Please note this chart is continued on the next page



Budgeted Funds Revenue Descriptions

**Please note this chart is continued from the previous page*

Description	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
Operating Transfers In				
440025 Interfund Computer Services	\$31,966	\$32,966	\$32,966	\$32,966
491003 Field Maintenance	87,000	88,740	88,740	93,190
491007 Payroll & Accounting	8,000	9,000	9,000	9,000
491011 School Resource Officer	59,428	61,529	61,529	69,230
Subtotal Operating Transfers In	\$186,394	\$192,235	\$192,235	\$204,386
Operating Transfers Out				
498110 Transfer to School Department	(\$55,994,773)	(\$55,994,773)	(\$55,994,773)	(\$55,994,773)
498304 Transfer to Senior Services	(483,703)	(526,965)	(526,965)	(518,182)
498308 Transfer to Recreation Comm Center	(361,000)	(379,235)	(379,235)	(387,000)
498400 Transfer To Debt Service Fund	(1,945,232)	(1,241,719)	(1,241,719)	(1,315,752)
498704 Transfer to Wastewater Fund	(4,000)	(4,000)	(4,000)	(4,000)
498999 Misc Tax Transfer	-	-	-	-
Subtotal Operating Transfers Out	(\$58,788,708)	(\$58,146,692)	(\$58,146,692)	(\$58,219,707)
Fund Balance Applied				
499000 Fund Balance Applied	\$1,320,208	\$1,263,608	\$1,263,608	\$1,043,608
Subtotal Fund Balance Applied	\$1,320,208	\$1,263,608	\$1,263,608	\$1,043,608
Total General Fund Revenue	\$26,837,067	\$29,253,229	\$29,370,086	\$30,808,332





Budgeted Funds Revenue Descriptions

General Fund Revenues

The General Fund revenues for FY 2023-2024 are reported to be \$1,555,104 greater than the current fiscal year, major factors contributing are:

- Increase in Tax Revenue, resulting from a proposed 1.63% Tax Levy increase.
- Increases in State-Aid programs ranging from Public Service Corp Tax, Meals & Beverage, Hotel tax, Library Aid and EMA Reimbursements
- Increase in interest income
- Increased revenue associated with the Town's new Municipal Court

It is important to note that the Unassigned Fund Balance forward to the General Fund is proposed to be decreased by \$220,000 from the prior year. It is management's decision to gradually reduce the level of unassigned fund balance, based upon a preference for conservative budgeting practices and closer review of anticipated other revenues being generated which minimize the tax rate impact. The Town has increased the use of fund balance in recent years and as such, the overall balance has been reduced in consecutive years. This prompted the Town to be more prudent and moderately reduce the use of fund balance as compared to the prior year. Use of fund balance is reviewed on annual basis as part of the budget development and formulation process.

These factors are further described below:

MOTOR VEHICLE EXCISE TAX

The 2017 General Assembly enacted legislation to phase-out the motor vehicle excise tax. Cities and Towns are being reimbursed for lost revenue until the tax is fully repealed in FY 2023-2024. Under the current law, once the motor vehicle tax is fully phased-out, the state will pay each municipality the amount of their FY 2017-2018 Baseline Levy (\$3,788,010 for South Kingstown), adjusted roughly by the growth in sales and use tax realized every year.

The annual reimbursement is calculated as the difference between a municipality's FY 2017-2018 Baseline Levy and its annual motor vehicle certified levy (once reviewed and confirmed by the Department of Revenue). The base reimbursement is its share of the original \$10 million aggregate reimbursement aid appropriated in FY 2016-2017 (\$142,445 for South Kingstown).

As stated in [RIGL § 44-34-1-1\(c\)1](#): The Phase Out, beyond fiscal year 2003, shall be subject to annual review and appropriation by the general assembly. The Phase Out schedule was accelerated with the passage of the Governor's FY2023 Budget. As a result, the Town of South Kingstown did not issue any Motor Vehicle Tax Bills for the 2022 Tax Year. For FY2023-2024, the Town of South Kingstown will receive revenue reimbursement in the form of State Aid based on the methodology described in [RIGL § 44-34.1-2](#).

TAX TRANSFERS TO ALL FUNDS



Budgeted Funds Revenue Descriptions

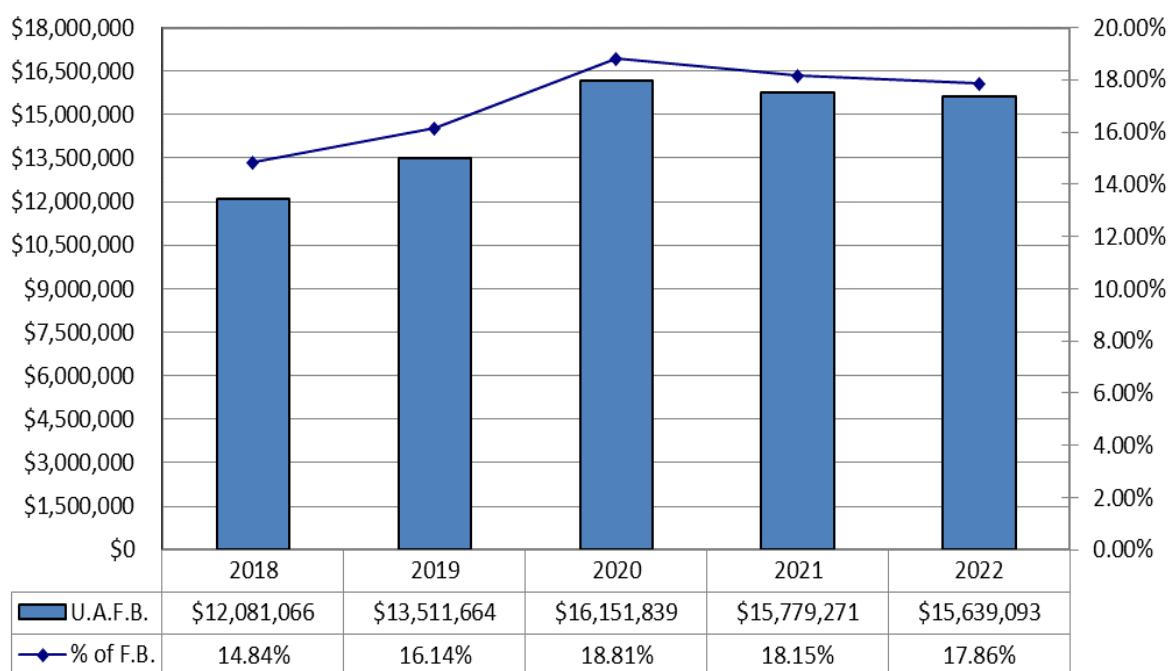
To support the FY 2023-2024 School Department's budget, the Town Manager is proposing to level fund the Property Tax Transfer, from what is being provided in the current Fiscal Year.

Increases in the tax need over the current fiscal year to support operations associated with the Debt Service Transfer in the amount of \$74,033 and the Community Recreation Center in the amount of \$7,765. The Senior Services Fund is being reduced from what was adopted in the FY 2022-2023 budget by \$8,783.

UNASSIGNED FUND BALANCE

In May 2016, the Town Council amended the Fund Balance Policy which was adopted in June, 2011 and now currently states in part, "the Town will maintain an unassigned fund balance in the range of 10% to 17% of the General Fund". For this purpose, the general fund budget shall include the municipal and school budgets. A history of the Unassigned Fund Balance over the last five-year period is provided below.

Unassigned Fund Balance as a % of General Fund



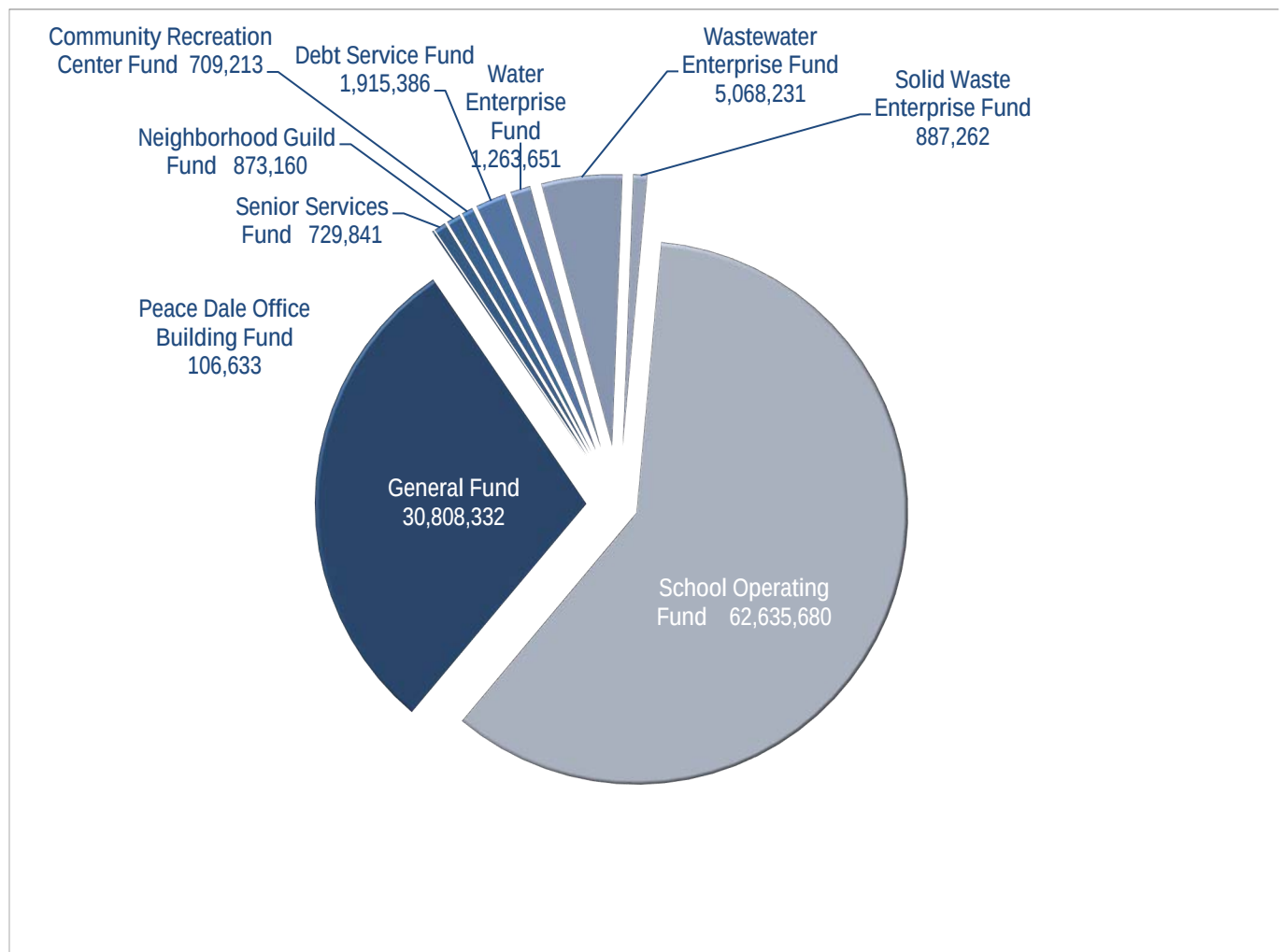
Budgeted Funds Revenue Descriptions



Combined Revenues

The FY 2023-2024 combined revenues for all budgeted funds are \$104,997,389. This is an increase of \$2,333,992, or 2.27%, over the current fiscal year. A breakdown of revenues by fund is shown below.

Combined Revenues – All Budgeted Funds FY 2023-2024 \$104,997,389



Budgeted Funds Revenue Descriptions



Combined Statement of Sources & Uses

The FY 2023-2024 Combined Statement of Sources and Uses for all budgeted funds projects income of \$104,997,389. This is an increase of \$2,333,992 from the FY 2022-2023 adopted revenue statement. A breakdown by fund is shown below.

Combined Statement of Sources & Uses All Budgeted Funds Fiscal Year 2023-2024

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste- water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	✓ \$17,439,623	\$55,994,773		\$518,182		\$387,000	✓ \$1,315,752		\$4,000		\$75,659,330
User Fees			✓	104,506				941,427	4,556,494		5,602,427
State Aid	6,321,572	5,595,507					219,459	2,096			12,138,634
Federal Aid	8,000	475,000									483,000
Licenses/Fees/Rents	918,466		95,225			32,178	✓	228,199		173,969	1,448,037
Revenues from Investments	400,000		900	✓	561,600	200		25,750	45,000	5,150	1,038,600
Departmental Revenue/Fines/Charges	✓ 3,754,362		10,508	1,800	✓ 296,217	274,835		5,000	378,000	✓ 678,781	5,399,503
Transfers In				10,000		✓	380,174				390,174
Grants			✓	89,553							89,553
Miscellaneous	✓ 922,701	300,000		800	1,200			2,200	17,500	21,400	1,265,801
Fund Balance Applied	✓ 1,043,608	270,400		5,000	14,143	15,000		58,979	67,237	7,962	1,482,329
Total Revenues	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,385	\$1,263,651	\$5,068,231	\$887,262	\$104,997,388
Expenditures & Other Financing Sources:											
General government	\$1,721,587										\$1,721,587
General services	4,318,661										4,318,661
Public safety	14,836,833										14,836,833
Public works	✓ 3,439,746										3,439,746
Parks & Recreation	2,346,797										2,346,797
Public libraries	1,404,269										1,404,269
Non-departmental	842,314										842,314
Education		62,635,680									62,635,680
Debt Service				✓	76,423		1,915,386	✓	30,315	✓ 56,797	2,078,920
Leisure Services		✓	87,878	✓ 729,841	✓ 796,737	709,213					2,323,669
Utility Services							✓	866,989	✓ 3,925,695	✓ 787,491	5,580,174
Capital Expenditures	1,898,125	0	18,755	0	0	0		396,662	1,112,221	42,975	3,468,738
Total Expenditures	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,386	\$1,263,651	\$5,068,231	\$887,262	\$104,997,389
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Budgeted Funds Revenue Descriptions



Revenue Summary

Tax proceeds are the primary source of revenue for both the Town's General Fund and the School's Operating Funds. The bulk of tax revenue consists of general property taxes, which include real and personal property (tangible). The Town's total tax revenue accounts for 72.8% of all budgeted funds revenues; a decrease in tax support from the prior year of 75.6%, this is primarily attributable to the motor vehicle phase-out. Tax proceeds are divided into two categories: current and prior taxes and other. Other taxes include payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date, which make up approximately 1.7% of total budgeted general property taxes for all funds.

REAL ESTATE TAX

Real property taxes are levied on the assessed value of real property. Included in this category are taxes on residential and commercial property. Real property taxes are valued in a full reassessment every nine years, with a statistical update performed every third year. The process of reassessment and statistical updates do not increase total tax revenue to the Town, yet serves to equalize the assessed value of property. The Town Manager's FY 2023-2024 Proposed Budget includes values based on the December 31, 2021 full revaluation (with adjusted values through December 31, 2022). It is anticipated that the value of the taxable property roll will increase approximately \$36,432,039 upon certification of the taxable property tax roll in June 2023.

It is noted that in FY 2006-2007, the State legislature amended the general law changing the tax cap levy amount and valuation for municipalities in the State of Rhode Island. Previously, Rhode Island had a 5.5% cap on property tax growth for all cities and towns. The current legal threshold remains at 4.0% (RIGL § 44-5-2). The tax cap applies to the total levy of real and personal property taxes (not including motor vehicle). There are several implications for the municipality, including that any growth to the tax base does not mean additional tax revenue will be realized. It also means that the municipality will no longer be able to set a tax rate, but instead must first determine the increase in the levy and then calculate the tax rate. Municipalities must stay within the tax cap, unless they receive permission to exceed the cap from the State Office of Municipal Affairs or the State Auditor General, and then only certain exceptions are granted under limited circumstances. Therefore, anticipated revenues from real and personal property taxes cannot exceed 4.0%, or \$2,997,396 in South Kingstown, for FY 2023-2024. There are six budgeted funds supported by property taxes: General Fund, School Unrestricted Fund, Senior Services Program Fund, Community Recreation Center Fund, Debt Service Fund, and Wastewater Fund. For FY 2023-2024 the increase in the total tax levy, is 1.63%. Calculation of the State mandated tax cap is shown below.

Compliance with State Property Tax Cap	Actual FY 2022-2023 Tax Levy	Maximum FY 2023-2024 Tax Levy	Proposed FY 2023-2024 Tax Levy	Amount (Below) Statutory Tax Cap
Property Tax Levy	\$74,934,896	\$77,877,690	\$76,157,776	(\$1,719,914)
Net Levy	\$74,934,896	\$77,877,690	\$76,157,776	(\$1,719,914)
Increase in Net Levy	\$866,765	\$2,942,794	\$1,222,880	(\$1,719,914)
Percent Increase, Net Levy	1.17%	3.93%	1.63%	(2.30%)
Property Tax Rate	\$10.95	\$11.32	\$11.07	\$0.25

Budgeted Funds Revenue Descriptions, *continued*



MOTOR VEHICLE TAX

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 FY 1997-1998. Beginning in FY 1998-1999, motor vehicle property owners were given an annual exemption on the first \$6,000 of value of their vehicle and the State reimbursed the Town for the difference. However, during FY 2010-2011, the State law was amended so that only the first \$500 of a motor vehicle's assessed value is reimbursed by the State.

Since FY 2011-2012, the Town has chosen to provide a \$3,000 per vehicle exemption to residents when calculating motor vehicle tax liability. In addition, the Town has followed Rhode Island General Law and increased the vehicle exemption when mandated. As noted above, the motor vehicle levy must be included with the real property levy when determining the tax cap.

The 2017 General Assembly again enacted legislation to phase-out the motor vehicle excise tax. The tax will be fully repealed in FY 2023-2024. Cities and towns will be reimbursed for lost revenues. State reimbursement is calculated as the difference between the FY2018 base line (determined as the FY 2017-2018 motor vehicle excise tax levy as calculated using the motor vehicle excise tax calculation methodology that existed in FY 2016-2017) and the motor vehicle excise tax levy calculated as the difference between the FY 2017-2018 baseline levy and the tax levy generated in any given year, with the appropriate phase-out parameters applied. ([RIGL § 44-34-11](#))

As stated in RIGL [§ 44-34-1-1\(c\)1](#): The Phase Out, beyond fiscal year 2003, shall be subject to annual review and appropriation by the general assembly. The Phase Out schedule was accelerated with the passage of the Governor's FY2023 Budget. As a result, the Town of South Kingstown did not issue any Motor Vehicle Tax Bills for the 2022 Tax Year. For FY2023-2024, the Town of South Kingstown will receive revenue reimbursement in the form of State Aid based on the methodology described in RIGL § 44-34.1-2.

PRIOR YEAR TAX AND INTEREST ON TAXES

The Town provides taxpayers the opportunity until the last day of the month for which a tax payment is due before any interest penalty is assessed. Once the interest-free period has lapsed, the Town collects an interest rate of 12% per annum on all delinquent taxes. Prior year taxes are the anticipated collections of delinquent taxes from an earlier fiscal year in which they were levied.

PAYMENT IN LIEU OF TAX (PILOT)

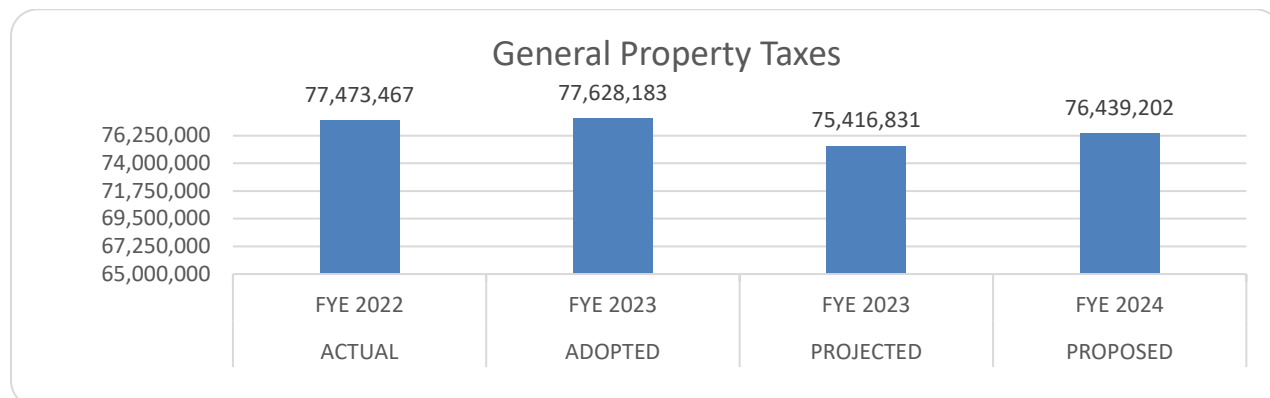
The Town collects payments in lieu of taxes (PILOT) annually from organizations that own tax-exempt or tax-modified properties in South Kingstown. In addition to these organizations, the State pays the Town for State tax-exempt properties located in the Town, such as South County Hospital. The State pays a maximum of 27% of what the tax would be, if the property were on the Town's tax roll. The General Assembly, through the State's annual budget process, determines the percentage which they will reimburse the Town.

	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Property Taxes				
411010 Current Taxes	\$76,260,389	\$76,326,311	\$74,114,959	\$75,137,330
411020 Prior Year Taxes	451,288	530,000	530,000	530,000
412010 Interest on Taxes	316,494	350,000	350,000	350,000
412020 Collection Fee	(2,914)	(1,750)	(1,750)	(1,750)

Budgeted Funds Revenue Descriptions, *continued*



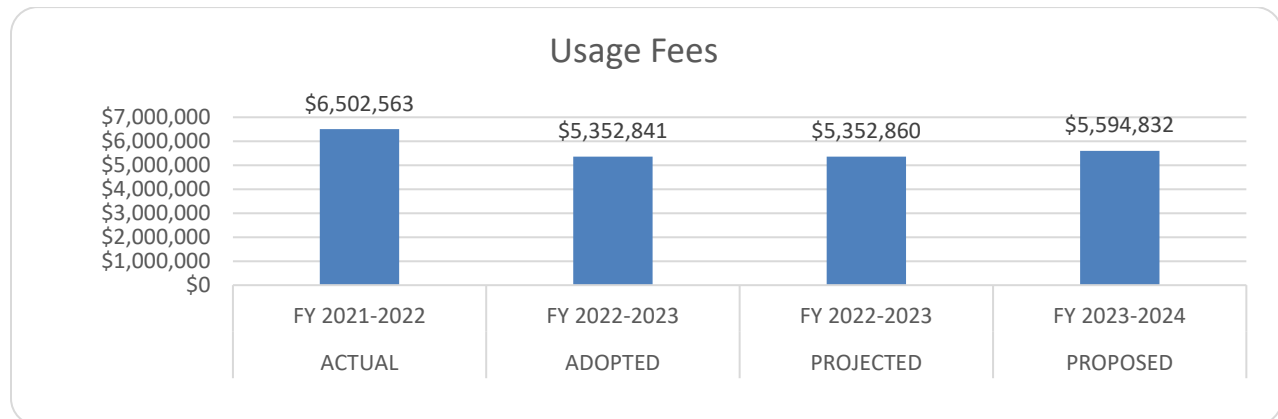
413010	Payment in Lieu of Taxes	448,210	423,622	423,622	423,622
	Total	\$77,473,467	\$77,628,183	\$75,416,831	\$76,439,202



USER FEES

- User fees for the Water Enterprise Fund are adopted by the Town Council based on RIGL § 45-39.1-5 and § 46-15.8-4. The Town's rate structure incorporates an inclining block rate structure for excess water consumption that is intended to promote water conservation.
- User fees for the Wastewater Enterprise Fund are also adopted by the Town Council. Users of the Regional Wastewater Treatment Facility are assessed a sewer use charge. For FY 2023-2024, the residential rate is proposed to remain unchanged from FY 2022-2023 at \$350 for a single family dwelling, with an allocation of 10,000 cubic feet (ft³). Consumption in excess of 10,000 ft³ will be assessed at \$4.40 per 100 ft³, which is unchanged from FY 2022-2023. The septage disposal charge will also remain unchanged at \$90.00 per 1,000 gallons discharged.
- User fees for residential users directly accessing the Rose Hill Regional Transfer Station (RHRTS) are set by the Town Council in accordance with the Link Environmental (RHRTS privatization contractor) fee schedule. Residents electing to contract for private, curbside refuse and recycling collection pay collection fees directly to third party, free-enterprise private haulers for this service. Non-residential (commercial) tipping fees at the RHRTS are established by Link Environmental based upon commercial tip fee markets and in accordance with Link's privatized facility operations.

	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Usage Fees				
417450 Meter Sales - Domestic	\$858,443	\$893,619	\$893,619	\$936,227
417550 Forfeited Disc & Penalties	6,076	5,200	5,200	5,200
418010 Domestic & Commercial Users	2,089,046	2,375,800	2,375,800	2,381,050
418011 University of RI Cost Share	1,083,218	700,786	700,786	837,155
418012 Industrial & Special Users	82,249	86,100	86,100	66,300
418013 Narragansett Cost Share	2,332,533	1,247,886	1,247,886	1,324,585
418110 Diane Dr. Customer Debt Principal	28,000	29,000	29,000	30,000
418130 Interest On Delinquent Pay	22,712	14,000	14,019	14,000
418140 Interest On MB Assessment	0	0	0	0
418170 Interest On Diane Dr. Assessment	286	450	450	315
440610 North Kingstown Cost Share	0	0	0	0
Total	\$6,502,563	\$5,352,841	\$5,352,860	\$5,594,832



PUBLIC SERVICE CORPORATION TAX

This tax is for tangible personal property of telegraph, cable, and telecommunications corporations that is exempt from local taxation, and instead is subject to taxation by the State. The revenue from this tax flows through the State, though it is not appropriated by the State. The revenues, apart from some administrative expenses, are apportioned to the State's cities and towns based on the ratio of each municipality's population, relative to the total population of the State. Each year, the budgeted amount is estimated based on the prior year, combined with information from the Governor's Budget Message.

HOTEL OCCUPANCY TAX AND MEALS & BEVERAGE TAX

The 1986 General Assembly enacted the Hotel Local Tax, a 5% hotel tax upon the total consideration charged for occupancy of any space furnished by any hotel in the State. Twenty-five percent of the revenues generated from the 5% state hotel tax are distributed to the municipalities where the individual hotels are located. Furthermore, the 2004 General Assembly enacted a 1% gross receipts tax on the total consideration charged for occupancy of any space furnished by a hotel in the State. The taxes are collected by the Rhode Island Division of Taxation and distributed at least quarterly to the city or town where the hotel was located. In 2003, the General Assembly enacted the Local Meals and Beverage Tax, a 1% additional tax on gross receipts from the sale of food and beverages sold in or on eating and drinking establishments. The tax is also collected by the RI Division of Taxation, and then distributed back to the city or town in which the meals and beverages were delivered.

SCHOOL HOUSING AID & STATE AID – LIBRARY AID

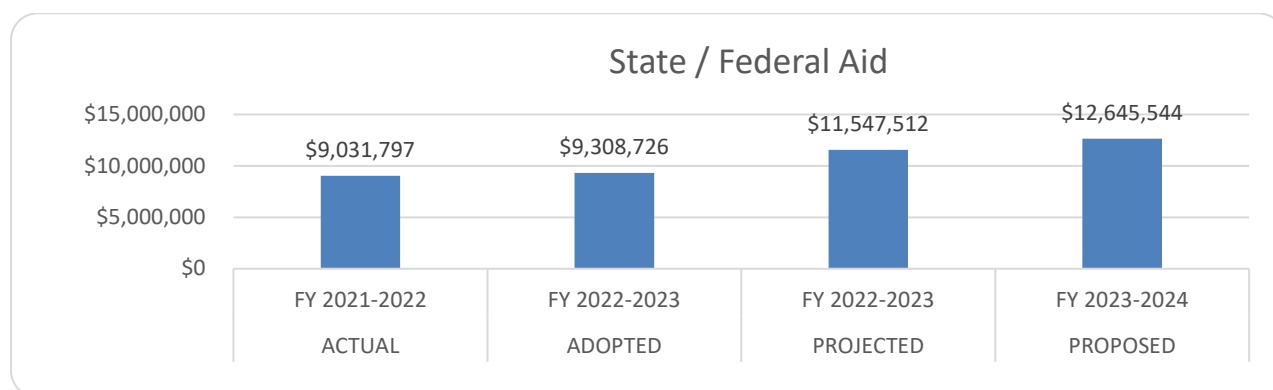
The State provides local school districts with partial reimbursement for approved school construction projects. The current reimbursement rate for South Kingstown is 35%. In the past, the Library Aid reimbursement rate for South Kingstown was 25%. This State Aid provides financial support to assist with debt service related to school capital improvements and library constructions and capital improvements to any free public library.

		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
State / Federal Aid					
420010	State PILOT Program	\$209,069	\$210,000	\$210,000	\$210,000
420011	Public Services Corp Tax	365,054	365,054	365,054	379,714



Budgeted Funds Revenue Descriptions, *continued*

420012	Meals & Beverage Tax	976,305	940,000	940,000	1,228,189
420017	MV Excise Tax Phase-Out	1,369,885	1,719,103	3,930,455	3,930,455
420018	Hotel Tax	289,067	202,000	202,000	314,814
420015	State Library General Aid	226,088	217,433	242,861	258,400
420016	State Library Endowment Aid	16,662	17,155	19,161	20,006
450200	Emergency Management	0	0	0	6,000
43101	State Aid	4,774,058	5,001,796	5,001,796	5,595,507
420013	Chapter 26	241,547	219,459	219,459	219,459
414010	PILOT - Federal Aid	7,658	8,000	8,000	8,000
414020	FEMA COVID Revenue	0	0	0	0
44202	Medicaid	556,404	408,726	408,726	475,000
Total		\$9,031,797	\$9,308,726	\$11,547,512	\$12,639,544



RENTAL OF TOWN PROPERTY

Revenues are derived from the rental of town-owned property, and from the rental of tower space for telecommunications. Revenues are estimated based on contractual agreements for a variety of uses, such as the operations at Marina Park including a marina and boat yard, a yacht club, and a restaurant, as well as operations at the Peace Dale Office Building including passive arts and crafts, and other office space.

LICENSES & PERMITS

The Town charges for business and non-business licenses and fees. This category includes many of the business revenues that are received in the Town Clerk's Office related to alcohol, victualling, peddlers, yard sales, and other miscellaneous business licenses. Non-business type revenues include recording fees, probate fees, marriage license, and dog license revenues. The Building and Zoning Official's Office also collects revenues associated with building, electrical, plumbing, and mechanical activity.

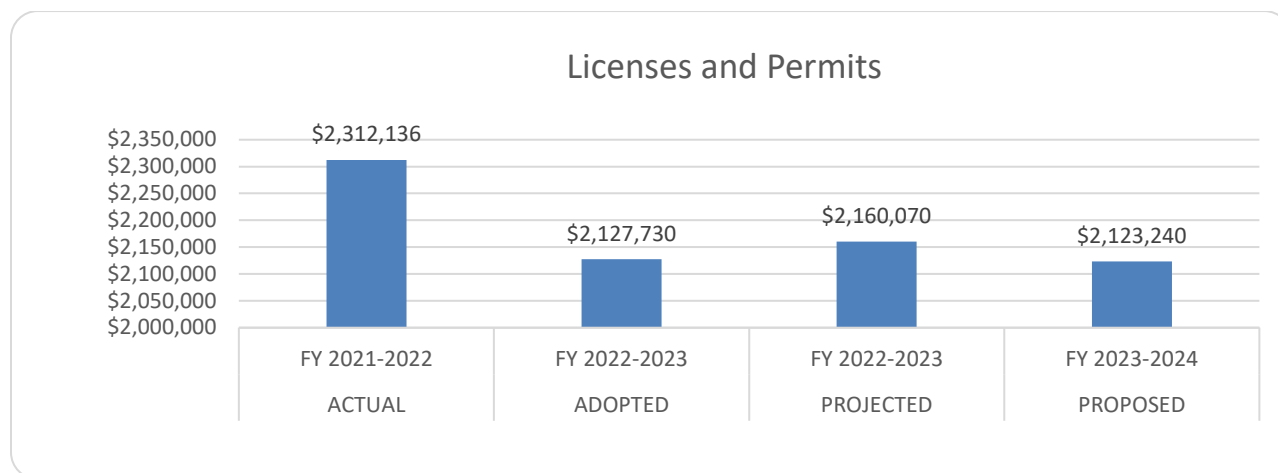
REAL ESTATE CONVEYANCE TAX

Real Estate Conveyance Tax collections are shared between the State and the municipality within which the property is located. The State imposes a tax on each deed, instrument, or writing by which interests in real estate are conveyed to a purchaser, when the value of the transfer is greater than \$100. The tax rate is \$2.00 per \$500, or fractional part, of the purchase price, equating to a 0.4% tax rate.

Budgeted Funds Revenue Descriptions, *continued*



		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Licenses/Fees/Rents					
430170	Rental of Town Properties	\$1,027,224	\$1,014,165	\$1,012,790	\$995,785
430130	Business licenses and fees-TC	79,934	75,870	75,630	75,630
430140	Business licenses and fees-B/Z	606,387	447,695	507,150	464,625
430150	Non-business licenses and fees	429,402	424,000	398,500	421,200
430160	Real Estate conveyance fees	169,189	166,000	166,000	166,000
	Total	\$2,312,136	\$2,127,730	\$2,160,070	\$2,123,240



INTEREST ON INVESTMENTS

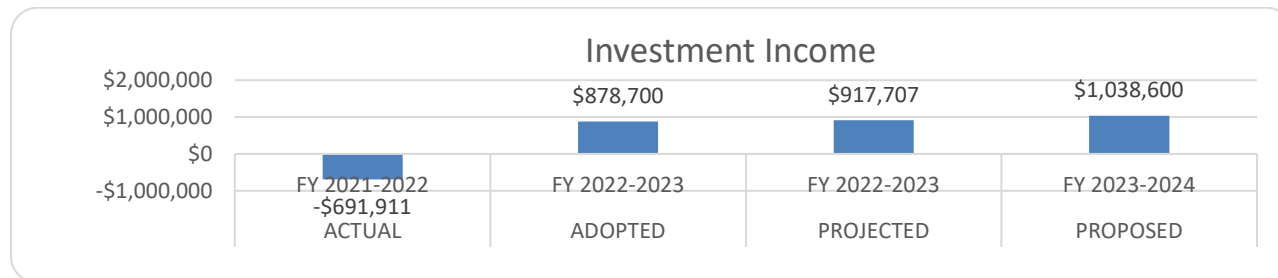
This includes amounts earned on cash deposits and from temporary investments made when Town funds, in a given period, exceed the Town's immediate disbursement needs. The revenue budgeted is considered after reviewing financial management, investment, and historical performance data to determine a conservative increase. In May 2016, the Town Council adopted an Investment Policy Statement that conforms to applicable State of Rhode Island investment statutes and Government Finance Officers Association's best practices. In doing so, the Town has established a comprehensive framework for the investment of all of the Town's funds (other than those funds covered under separate investment agreements) and has provided guidelines and objectives for these funds. With the assistance of the Town's Investment Advisor, the Town seeks to maximize its return on investments while remaining in compliance with federal and state laws concerning investment of municipal funds. Through the advisor the Town is able access investments in high quality securities such as U.S. Treasury and Federal Agency securities. The Investment Advisor also assists the Town with management of credit risk and investment performance evaluation and reporting.

		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Investment Income					
460010	Investment Income	-\$1,140,540	\$407,300	\$413,240	\$477,500
460020	Trust Income	427,750	450,500	450,500	460,000
460140	Reinvested Income - Debt	0	0	31,800	80,200
460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180	Hazard Trust Fund	14,879	14,900	16,167	14,900

Budgeted Funds Revenue Descriptions, *continued*



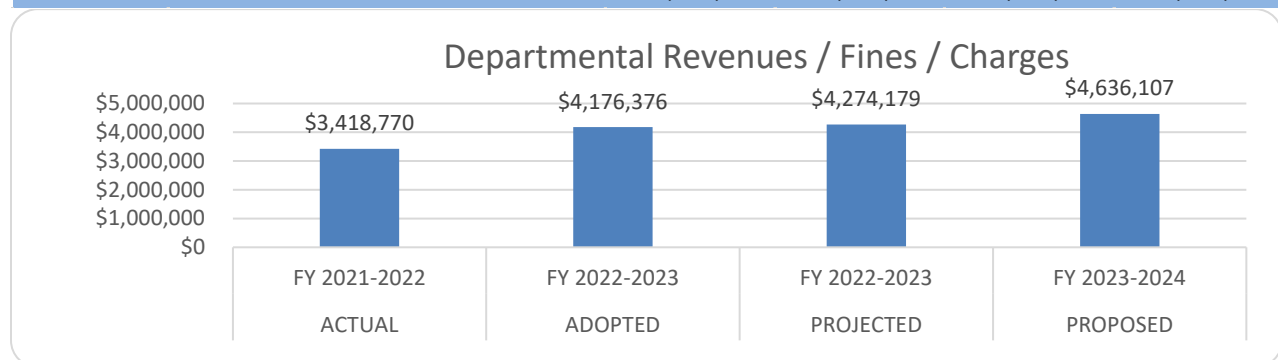
Investment Income	-\$691,911	\$878,700	\$917,707	\$1,038,600



DEPARTMENTAL REVENUE/FINES/CHARGES

These include a variety of revenues that the general fund, special revenue funds, and enterprise funds receive for services that it provides to the public and other organizations. The types of revenues collected by the Town include copy charges, municipal lien certificates, police fees and fines attributable to parking tickets, VIN checks, court fines, Town detail administration fees, animal control fines, public works inspection fees, beach and recreation programs, and library fines generated from overdue materials.

	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Departmental Revenues/Fines/Charges				
430180 Municipal Court Fees	\$0	\$0	\$0	\$184,000
440005 Planning/GIS department	10,802	8,200	7,700	8,200
440010 Town Miscellaneous	3,194	2,500	2,500	2,500
440025 Finance department - IT/MLC's/Copies	74,253	591,951	591,951	591,951
440030 Finance department-ST Beach Fees	49,226	44,500	44,500	44,500
440030 Police department - Narr. Patrol	8,000	8,000	8,000	8,000
440030 Public Works department	14,130	17,200	17,200	17,200
440100 Police department - fees/fines	242,519	268,300	258,020	258,020
440105 Emergency Medical Services	900,000	925,000	925,000	925,000
440115 Communications department	2,958	1,500	1,500	1,500
440130 Animal control fees	75,662	75,900	75,900	75,900
440145 Mooring fees - harbor	42,933	38,000	38,000	38,000
440200 Recreation/Senior Services/Guild/Comm	1,074,582	1,091,445	1,199,324	1,337,185
440350 Library department	87,479	78,600	79,304	82,370
440460 Special Serv -Turn Off-On	4,862	5,000	5,000	5,000
440520 Septic Haulers	278,873	378,000	378,000	378,000
440550 Hauling Licenses	8,000	11,000	11,000	11,000
440555 Metered Tonnage	471,297	558,780	558,780	595,281
440560 Residential Stickers/Tag Sales	70,000	72,500	72,500	72,500
Total	\$3,418,770	\$4,176,376	\$4,274,179	\$4,636,107



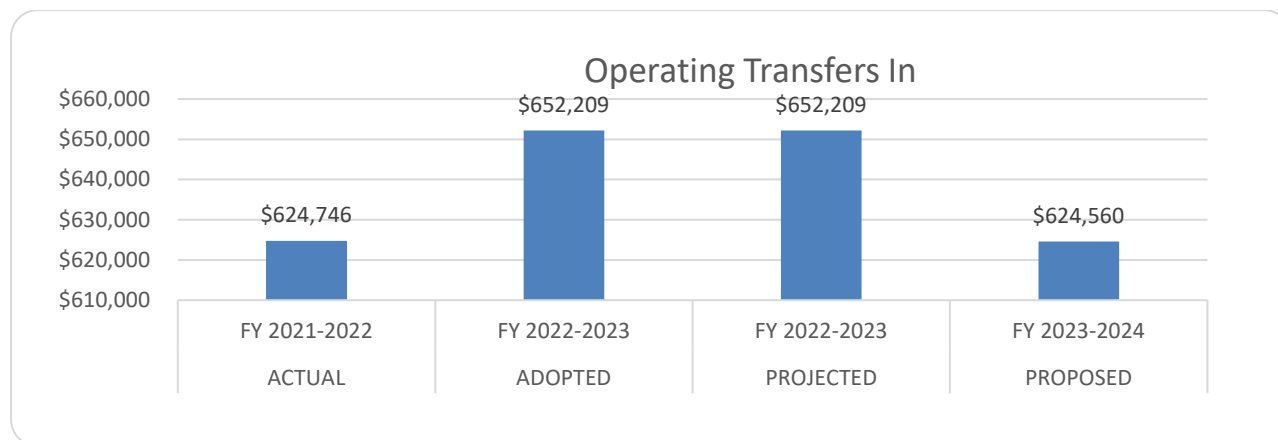


Budgeted Funds Revenue Descriptions, *continued*

OPERATING TRANSFERS

Support services provided to special revenue funds, enterprise funds, and the School Operating Fund are reimbursed and recognized in the Town's operating fund, the General Fund. These transfers support services provided for payroll and accounting oversight, recreation field maintenance, and partially support the School Resource Officers (SROs). The cost allocation is reviewed annually to ensure adequate funding for the services provided. Operating transfers are also revenues received from other sources to support debt service, open space acquisitions, and capital improvements. The most commonly used reserve funds are Fair Share Development Fees from new construction, open space reserve funds generated through the real estate conveyance tax received, and South Road Reserve Funds.

	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Operating Transfers In				
440025 Computer Services	\$31,966	\$32,966	\$32,966	\$32,966
491007 Payroll & Accounting	8,000	9,000	9,000	9,000
491011 School Resource Officer	59,428	61,529	61,529	69,230
491003 School Field Maintenance	87,000	88,740	88,740	93,190
490306 Neighborhood Guild Fund	0	84,022	84,022	77,423
490330 South Rd Reserve Fund	8,903	0	0	0
490404 Open Space Reserve Fund	250,000	266,146	266,146	236,704
490499 Fair Share Dev Fund - Rec	142,694	69,806	69,806	66,047
498999 Miscellaneous Tax Transfer	0	0	0	0
490510 Oliver Watson	5,000	10,000	10,000	10,000
41520 Trust Fund	31,755	30,000	30,000	30,000
Total	\$624,746	\$652,209	\$652,209	\$624,560



MISCELLANEOUS REVENUE

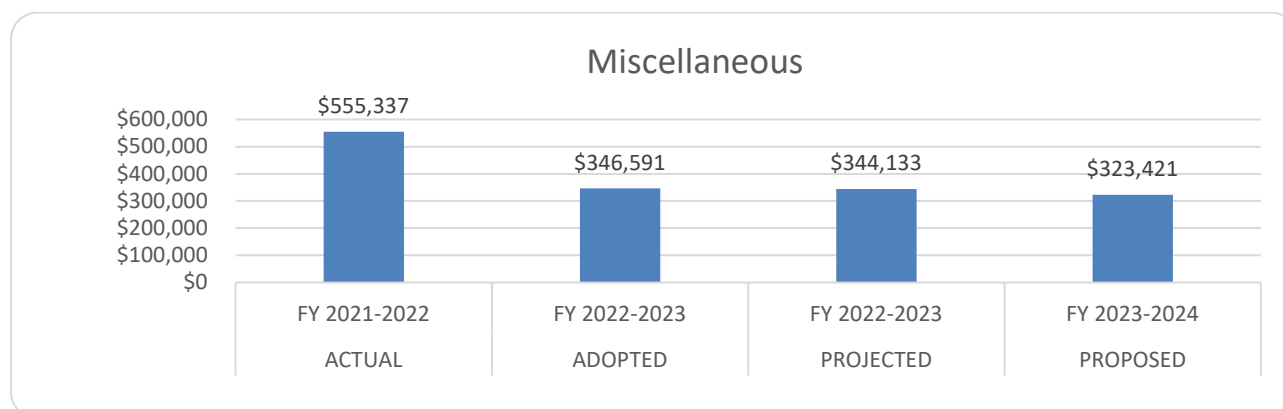
This revenue category encompasses small, one-time fees for services offered to the general public, such as transportation for senior programs, animal shelter donations, tuition payments for students living outside the district who attend South Kingstown High School, prorated new water accounts and/or addendum billings for call outs, water treatment facility inspections, pretreatment and drain layer fees, and Rhode Island Resource Recycling reimbursement in the Solid Waste Enterprise Fund. In addition, the Town will apply for grant funding as a means to offset the costs associated with a particular project/program or procurement of qualified supplies.

FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024

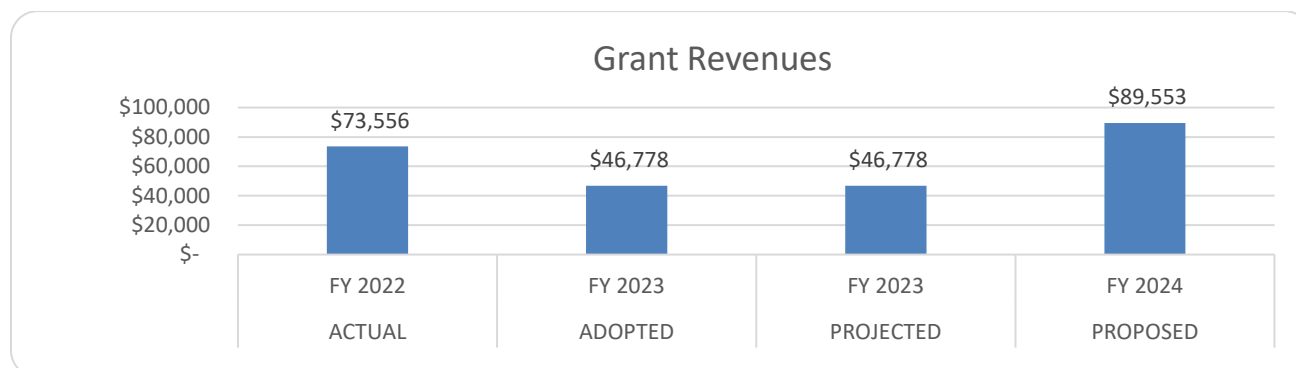


Budgeted Funds Revenue Descriptions, *continued*

	Actual	Adopted	Projected	Proposed
Miscellaneous Revenue				
470010 Miscellaneous Revenue	\$188,127	\$52,178	\$49,720	\$51,325
470070 RIRRC Recycling Revenue Reimb.	0	0	0	0
470080 State Of R.I. Water Protect	0	2,295	2,295	2,096
41707 Other Fees – District Activities	125,710	70,000	70,000	70,000
41901 Rental Income	0	0	0	0
41310 Tuition - Individual	241,500	222,118	222,118	200,000
Total Miscellaneous Revenue	\$555,337	\$346,591	\$344,133	\$323,421



	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Miscellaneous Grants				
451110 Miscellaneous Grants	\$73,556	\$46,778	\$46,778	\$89,553
Miscellaneous Grants	\$73,556	\$46,778	\$46,778	\$89,553



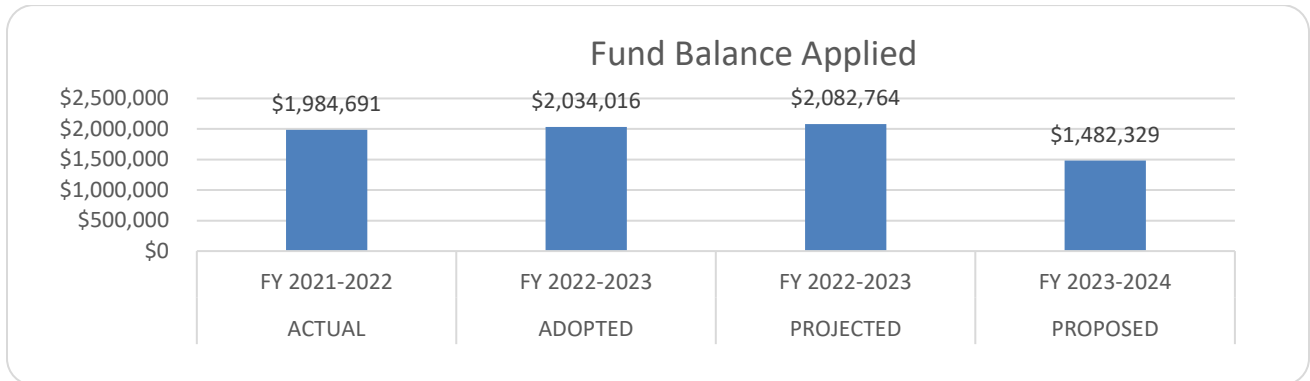
FUND BALANCE

This represents the amount of unassigned fund balance and/or unrestricted net assets in the General and School Operating Funds, and in the Special Revenues and Enterprise Funds to be used to fund the operating budget for the fiscal year.

Budgeted Funds Revenue Descriptions, *continued*



	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Fund Balance Applied				
499040 Designated F/B - CIP	\$440,000	\$275,000	\$275,000	\$275,000
499060 Designated F/B - General	1,142,049	1,177,608	1,177,608	952,751
499050 Net Assets Forwarded to Ops	402,642	333,481	382,229	144,178
490101 Use of Fund Balance	0	0	0	(160,000)
41250 Re-Appropriate Fund Balance	0	247,927	247,927	270,400
Total	\$1,984,691	\$2,034,016	\$2,082,764	\$1,482,329



All Budgeted Funds Expenditures



Expenditures by Area of Service - Detail

The following table provides program summary details for the General Fund expenditures, identifying each area of service.

FY 2023-2024 General Fund Expenditures Program Summary Detail by Area of Service

Function	Function Description Area of Service	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Dept. Request FY 2023-2024	Proposed FY 2023-2024
11001	Town Council	\$25,857	\$27,379	\$27,379	\$27,559	\$27,559
11003	Budget Referendum	0	9,228	9,841	9,841	9,841
11005	Legal Services	208,453	219,891	219,891	242,223	242,223
11007	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	418,356	457,522	461,522	504,492	504,492
12003	Personnel Admin	128,137	188,665	188,593	189,979	189,979
13001	Town Clerk	447,491	491,213	490,183	500,338	500,338
13005	Canvassing Authority	85,803	141,171	136,299	89,640	89,640
13006	Municipal Court	0	0	0	118,010	118,010
15003	Assessment Board of Review	120	700	1,000	1,000	1,000
16003	Planning Board	6,880	10,660	10,660	15,160	15,160
16009	Conservation Commission	0	650	650	850	850
17003	Zoning Board of Review	5,792	17,000	17,000	14,960	14,960
Subtotal	GENERAL GOVERNMENT	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588	\$1,721,588
14001	Finance Department	\$737,494	\$894,484	\$879,465	\$944,723	\$944,723
14003	Information Technology	525,373	590,121	603,224	605,394	\$605,394
15001	Tax Assessor	313,632	375,572	374,422	411,250	\$411,250
16001	Planning/GIS	581,280	656,020	656,533	752,729	752,729
17001	Building/Zoning Inspection	430,376	461,528	460,728	568,258	568,258
18001	Facilities	553,842	964,388	960,488	1,036,307	1,036,307
Subtotal	GENERAL SERVICES	\$3,141,997	\$3,942,112	\$3,934,860	\$4,318,661	\$4,318,661
20001	Police Department	\$8,824,753	\$9,745,762	\$10,078,109	\$10,784,379	\$10,784,379
20004	Emergency Management	0	0	0	12,918	\$12,918
20050	Police Dispatchers	851,812	869,489	868,869	849,710	849,710
20071-3	Animal Control Department	317,368	377,347	375,395	383,445	383,445
20090	Harbor Patrol	0	0	0	36,318	36,318
21001	Communications	283,287	316,195	316,195	321,866	321,866
22001	Emergency Medical Svc	2,259,187	2,652,847	2,727,111	2,448,198	2,448,198
Subtotal	PUBLIC SAFETY	\$12,536,408	\$13,961,639	\$14,365,678	\$14,836,833	\$14,836,833
30001	Public Works	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
Subtotal	PUBLIC WORKS	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
40001	Parks & Recreation	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
Subtotal	PARKS & RECREATION	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
50001	Library Services	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
Subtotal	LIBRARY SERVICES	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
70100	Insurance & Claims	\$955,118	\$809,394	\$809,394	\$835,314	\$835,314
800-810	Human Service Agency Cont	164,442	196,517	196,517	7,000	7,000
Subtotal	NON-DEPARTMENTALS	\$1,119,560	\$1,005,911	\$1,005,911	\$842,314	\$842,314
85000	Capital Outlay	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Subtotal	CAPITAL OUTLAY	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Total	GENERAL FUND OPERATIONS	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333	\$30,808,333

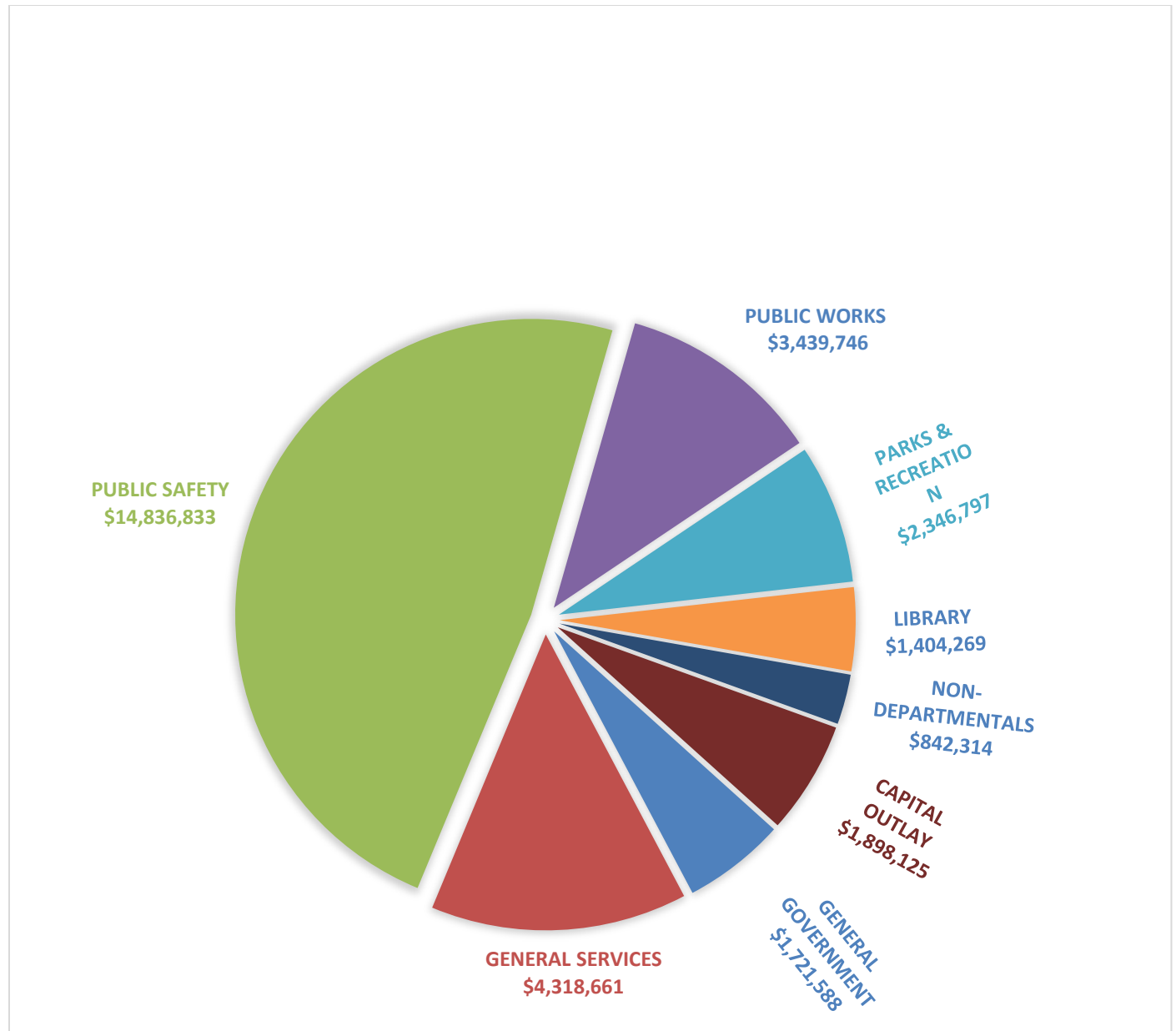
All Budgeted Funds Expenditures



Expenditure Summary

The following chart provides a summary of the General Fund expenditures by area of service.

FY 2023-2024 General Fund Expenditures Area of Service Program Summary \$30,808,333





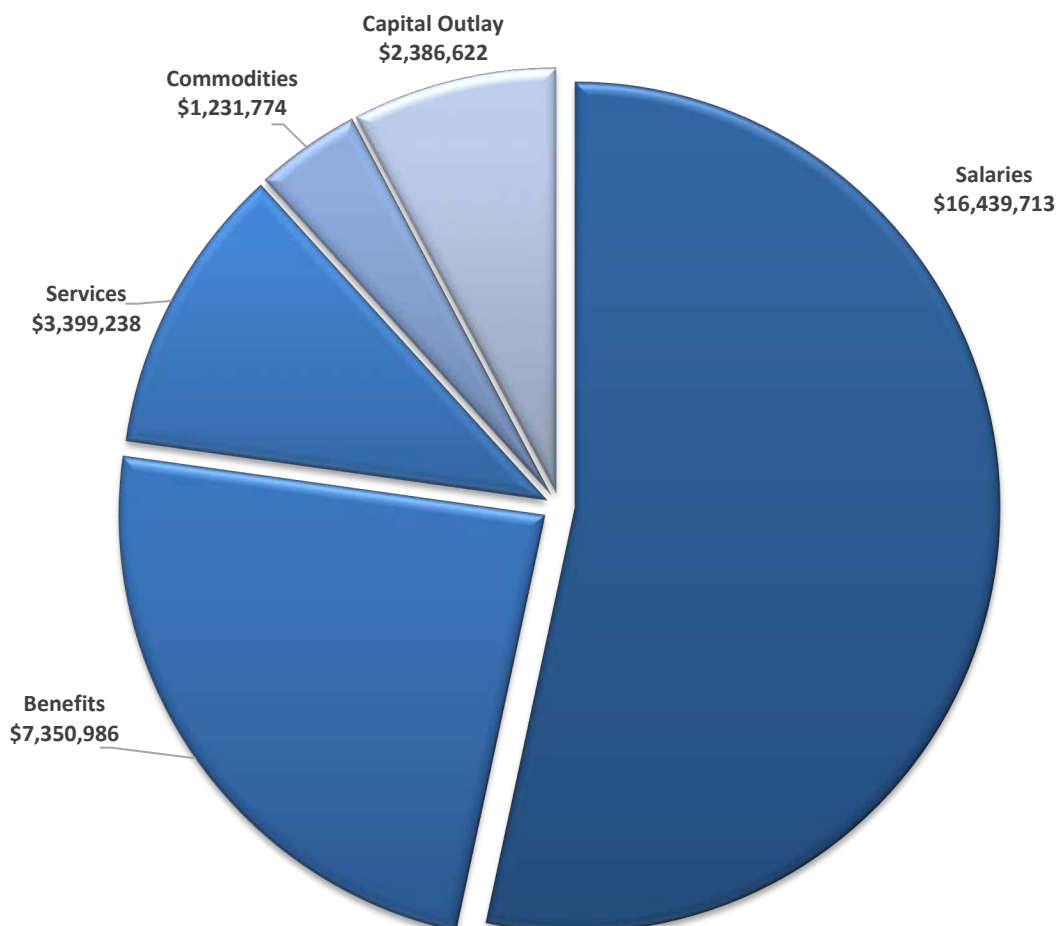
All Budgeted Funds Expenditures

Expenditures by Use Type

The following table and chart provide details for the General Fund expenditures, identifying each expenditure use type.

FY 2023-2024 General Fund Expenditures by Use Type \$30,808,333

Expenditure by Use Type	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
Salaries	\$13,738,573	\$15,537,827	\$15,923,361	\$16,439,713
Benefits	6,206,912	7,097,510	6,992,428	7,350,986
Services	2,842,733	3,286,554	3,294,588	3,399,238
Commodities	952,507	1,161,342	1,159,917	1,231,774
Capital Outlay	2,002,360	2,169,995	2,170,448	2,386,622
Total General Fund Expenditures	\$25,743,086	\$29,253,229	\$29,540,742	30,808,333



All Budgeted Funds Expenditures



Expenditure Details by Fund Type

The following table provides details for All Budgeted Fund expenditures, identifying each expenditure's fund type.

FY 2023-2024 All Budgeted Fund Expenditures

Fund Type	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed	% of Total Budget
General Fund					
General Government	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588	5.59%
General Services	3,141,997	3,942,112	3,934,860	4,318,661	14.02%
Public Safety	12,536,408	13,961,639	14,365,678	14,836,833	48.16%
Public Works	2,642,432	3,423,799	3,396,802	3,439,746	11.16%
Parks & Recreation	1,892,619	2,160,472	2,134,341	2,346,797	7.62%
Library	1,265,946	1,381,181	1,326,095	1,404,269	4.56%
Non-Departmentals	1,119,560	1,005,911	1,005,911	842,314	2.73%
Capital Outlay	1,809,700	1,806,500	1,806,500	1,898,125	6.16%
Subtotal General Fund	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333	100.00%
School Department					
School Operating Budget	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	100.00%
Subtotal School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	100.00%
Special Revenue Funds					
Peace Dale Office Building Fund	\$71,790	\$90,867	\$158,180	\$106,633	4.41%
Senior Services Fund	600,203	701,685	686,904	729,841	30.17%
Neighborhood Guild Fund	595,607	714,583	728,252	873,160	36.10%
Community Recreation Center Fund	538,489	613,447	593,729	709,213	29.32%
Subtotal Special Revenue Funds	\$1,806,089	\$2,120,582	\$2,167,065	\$2,418,847	100.00%
Debt Service					
Debt Service Fund	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	100.00%
Subtotal Debt Service Fund	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	100.00%
Enterprise Funds					
Water Fund	\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	17.50%
Wastewater Fund	3,502,471	4,797,388	5,208,664	5,068,231	70.21%
Solid Waste Fund	774,191	1,002,971	1,024,784	887,262	12.29%
Subtotal Enterprise Funds	\$5,211,550	\$7,159,392	\$7,882,281	\$7,219,144	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389	

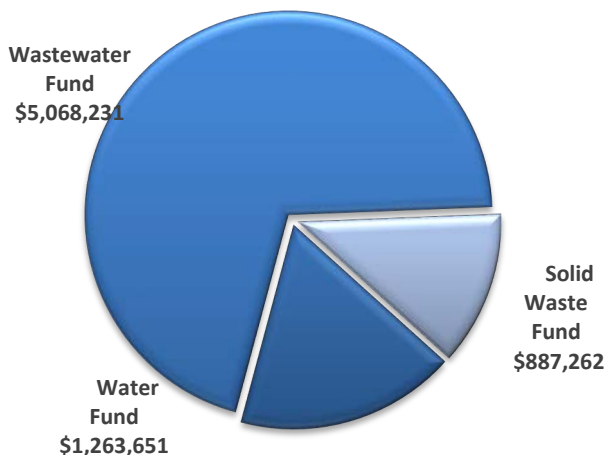


All Budgeted Funds Expenditures, *continued*

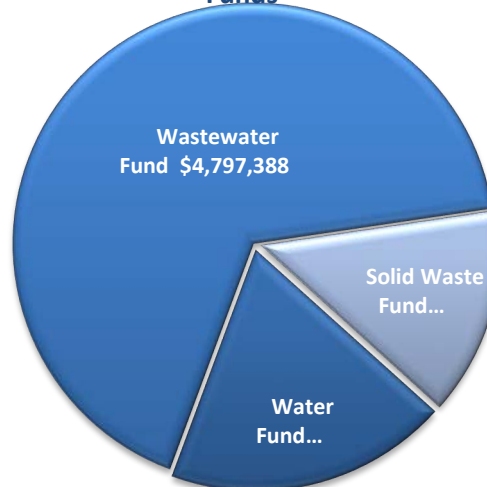
Expenditure Summary by Fund Type

The following charts provide a program summary of All Budgeted Funds expenditures, as well as a breakout for the General Fund, Enterprise Funds, and Special Revenue Funds.

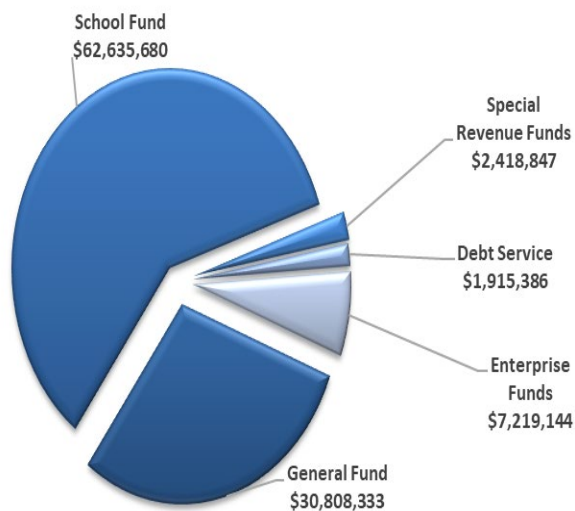
FY2023-2024 Enterprise Funds



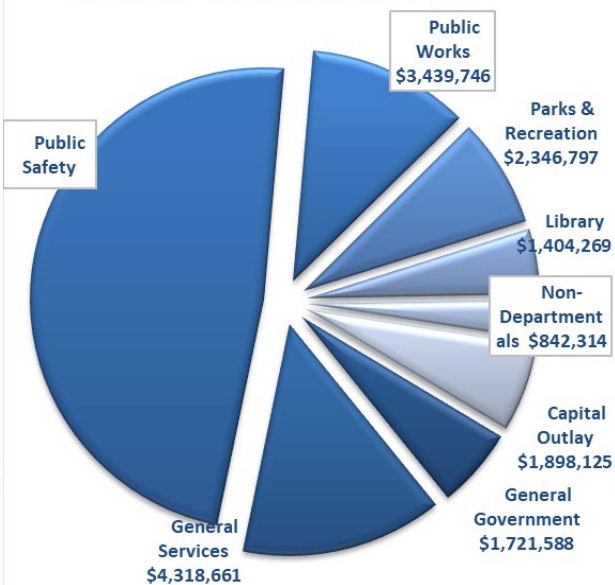
FY2022-2023 Enterprise Funds



FY2023-2024 All Budgeted Funds



FY2023-2024 General Fund Breakout



FY2023-2024 Enterprise Funds



All Budgeted Funds Expenditures, *continued*

Expenditure Detail Comparison by Fund Type

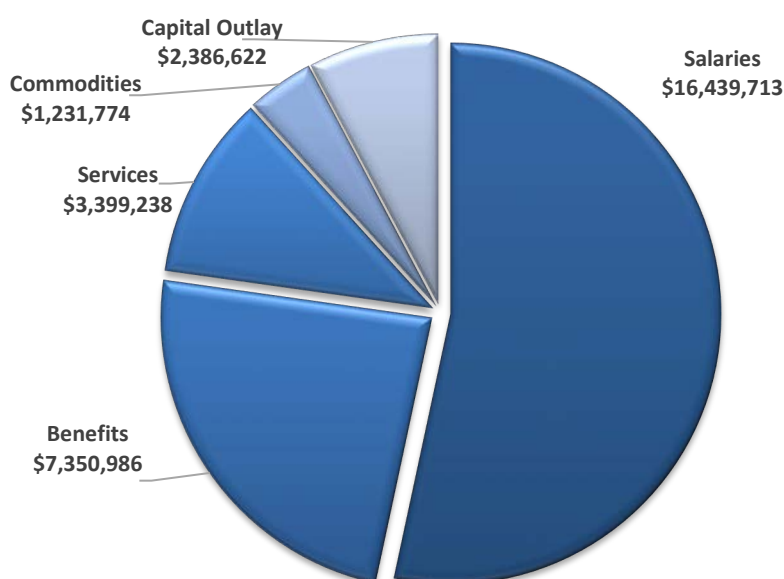
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
General Fund	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333
School Operating Fund	61,961,983	61,975,339	61,975,339	62,635,680
Special Revenue Funds	1,806,089	2,120,582	2,167,065	2,418,847
Debt Service Fund	1,699,395	2,031,152	2,031,152	1,915,386
Enterprise Funds	5,211,550	7,159,392	7,882,281	7,219,144
Total All Budgeted Fund Expenditures	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389

Expenditure Detail Comparison by Use Type

The following table and chart present expenditures by use type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Use Type	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
Salaries	\$13,738,573	\$15,537,827	\$15,923,361	\$16,439,713
Benefits	6,206,912	7,097,510	6,992,428	7,350,986
Services	2,842,733	3,286,554	3,294,588	3,399,238
Commodities	952,507	1,161,342	1,159,917	1,231,774
Capital Outlay	2,002,360	2,169,995	2,170,448	2,386,622
Total General Fund Expenditures	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333



All Budgeted Funds Expenditures, *continued*



Expenditures by Area of Service - Detail

The following table provides program summary details for All Budgeted Fund expenditures, identifying each area of service.

FY 2023-2024 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Function Description Area of Service	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Dept. Request FY 2023-2024	Proposed FY 2023-2024
11001	Town Council	\$25,857	\$27,379	\$27,379	\$27,559	\$27,559
11003	Budget Referendum	0	9,228	9,841	9,841	9,841
11005	Legal Services	208,453	219,891	219,891	242,223	242,223
11007	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	418,356	457,522	461,522	504,492	504,492
12003	Personnel Admin	128,137	188,665	188,593	189,979	189,979
13001	Town Clerk	447,491	491,213	490,183	500,338	500,338
13005	Canvassing Authority	85,803	141,171	136,299	89,640	89,640
13006	Municipal Court	0	0	0	118,010	118,010
15003	Assessment Board of Review	120	700	1,000	1,000	1,000
16003	Planning Board	6,880	10,660	10,660	15,160	15,160
16009	Conservation Commission	0	650	650	850	850
17003	Zoning Board of Review	5,792	17,000	17,000	14,960	14,960
Subtotal	GENERAL GOVERNMENT	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588	\$1,721,588
14001	Finance Department	\$737,494	\$894,484	\$879,465	\$944,723	\$944,723
14003	Information Technology	525,373	590,121	603,224	605,394	\$605,394
15001	Tax Assessor	313,632	375,572	374,422	411,250	\$411,250
16001	Planning/GIS	581,280	656,020	656,533	752,729	752,729
17001	Building/Zoning Inspection	430,376	461,528	460,728	568,258	568,258
18001	Facilities	553,842	964,388	960,488	1,036,307	1,036,307
Subtotal	GENERAL SERVICES	\$3,141,997	\$3,942,112	\$3,934,860	\$4,318,661	\$4,318,661
20001	Police Department	\$8,824,753	\$9,745,762	\$10,078,109	\$10,784,379	\$10,784,379
20004	Emergency Management	0	0	0	12,918	\$12,918
20050	Police Dispatchers	851,812	869,489	868,869	849,710	849,710
20071-3	Animal Control Department	317,368	377,347	375,395	383,445	383,445
20090	Harbor Patrol	0	0	0	36,318	36,318
21001	Communications	283,287	316,195	316,195	321,866	321,866
22001	Emergency Medical Svc	2,259,187	2,652,847	2,727,111	2,448,198	2,448,198
Subtotal	PUBLIC SAFETY	\$12,536,408	\$13,961,639	\$14,365,678	\$14,836,833	\$14,836,833
30001	Public Works	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
Subtotal	PUBLIC WORKS	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
40001	Parks & Recreation	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
Subtotal	PARKS & RECREATION	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
50001	Library Services	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
Subtotal	LIBRARY SERVICES	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
70100	Insurance & Claims	\$955,118	\$809,394	\$809,394	\$835,314	\$835,314
800-810	Human Service Agency Cont	164,442	196,517	196,517	7,000	7,000
Subtotal	NON-DEPARTMENTALS	\$1,119,560	\$1,005,911	\$1,005,911	\$842,314	\$842,314
85000	Capital Outlay	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Subtotal	CAPITAL OUTLAY	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Total	GENERAL FUND OPERATIONS	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333	\$30,808,333
	OTHER FUNDS					
0110	School Department	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	\$62,635,680
0302	Peace Dale Office Building	71,790	90,867	158,180	106,633	106,633
0304	Senior Services	600,203	701,685	686,904	729,841	729,841
0306	Neighborhood Guild	595,607	714,583	728,252	873,160	873,160
0308	Community Recreation Center	538,489	613,447	593,729	709,213	709,213
0400	Debt Service Fund	1,699,395	2,031,152	2,031,152	1,915,386	1,915,386
0702	Water Fund	934,888	1,359,033	1,648,833	1,263,651	1,263,651
0704	Wastewater Fund	3,502,471	4,797,388	5,208,664	5,068,231	5,068,231
0706	Solid Waste Fund	774,191	1,002,971	1,024,784	887,262	887,262
Total	OTHER FUNDS	\$70,679,017	\$73,286,465	\$74,055,837	\$74,189,057	\$74,189,057
GRAND TOTAL	ALL BUDGETED FUNDS	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389	\$104,997,389



All Budgeted Funds Summaries

Budget in Brief

The following tables summarize revenues and expenditures by fund for the previous fiscal year actual budget, the current fiscal year adopted and projected budgets, and the next fiscal year proposed budget.

Revenue By Fund	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
General Fund (0101)	\$26,837,067	\$29,253,229	\$29,370,086	\$30,808,333
School Fund (0110)	61,724,200	61,975,339	61,975,339	62,635,680
Peace Dale Office Building Fund (0302)	99,069	103,322	118,436	106,633
Senior Services Fund (0304)	674,858	701,685	706,516	729,841
Neighborhood Guild Fund (0306)	725,118	714,583	754,673	873,160
Community Recreation Center (0308)	614,307	613,447	650,535	709,213
Debt Service Fund (0400)	2,814,717	2,031,152	2,031,152	1,915,386
Water Fund (0702)	1,218,213	1,359,033	1,359,033	1,263,651
Wastewater Fund (0704)	5,686,396	4,797,388	4,804,488	5,068,231
Solid Waste Fund (0706)	891,208	1,002,971	1,024,784	887,262
Total Revenue By Fund	\$101,285,152	\$102,552,149	\$102,795,042	\$104,997,389

Expenditures By Fund	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Proposed FY 2022-2023
General Fund (0101)	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333
School Fund (0110)	61,961,983	61,975,339	61,975,339	62,635,680
Peace Dale Office Building Fund (0302)	71,790	90,867	158,180	106,633
Senior Services Fund (0304)	600,203	701,685	686,904	729,841
Neighborhood Guild Fund (0306)	595,607	714,583	728,252	873,160
Community Recreation Center (0308)	538,489	613,447	593,729	709,213
Debt Service Fund (0400)	1,699,395	2,031,152	2,031,152	1,915,386
Water Fund (0702)	934,888	1,359,033	1,648,833	1,263,651
Wastewater Fund (0704)	3,502,471	4,797,388	5,208,664	5,068,231
Solid Waste Fund (0706)	774,191	1,002,971	1,024,784	887,262
Total Expenditures By Fund	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389



Combined Statement of Revenue & Expenditure

The following table provides a combined statement of revenues, expenditures, and financing uses for All Budgeted Funds for the previous fiscal year's actual budget, the current fiscal year's adopted and projected budgets, and the next fiscal year's proposed budget.

	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
Revenues & Other Financing Sources:				
General Property Taxes	\$77,473,467	\$77,628,183	\$75,416,831	\$76,439,202
User Fees	6,502,563	5,352,841	5,352,860	5,594,832
State Aid	9,031,797	9,308,726	11,547,512	12,645,544
Miscellaneous	555,337	346,591	344,133	323,421
Licenses/Fees/Rents	2,312,136	2,127,730	2,160,070	2,123,240
Revenues from Investments	-\$691,911	878,700	917,707	1,038,600
Departmental Revenue/Fines/Charges	3,418,770	4,176,376	4,274,179	4,636,107
Transfers In	624,746	652,209	652,209	624,560
Grants	73,556	46,778	46,778	89,553
Fund Balance Applied	1,984,691	2,034,016	2,082,764	1,482,329
Total Revenues	\$101,285,152	\$102,552,150	\$102,795,042	\$104,997,389
Expenditures & Other Financing Sources:				
General Government	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588
General Services	3,141,997	3,942,112	3,934,860	4,318,661
Public Safety	12,536,408	12,961,639	14,365,678	14,836,833
Public Works	2,642,432	3,423,799	3,396,802	3,439,746
Parks & Recreation	1,892,619	2,160,472	2,134,341	2,346,797
Public Libraries	1,265,946	1,381,181	1,326,095	1,404,269
Non-Departmental	1,119,560	1,005,911	1,005,911	842,314
Education	61,961,983	61,975,339	61,975,339	62,635,680
Debt Service	1,699,395	2,031,152	2,031,152	1,915,386
Leisure Services	1,806,089	2,120,582	2,167,065	2,418,847
Utility Services	5,211,550	7,159,392	7,882,281	7,219,144
Capital Expenditures	1,809,700	1,806,500	1,806,500	1,898,125
Total Expenditures	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389
Excess (Deficiency) of Revenues Over Expenditures	\$4,863,050	\$12,456	-\$801,537	\$0

Capital Improvement Program & Related Debt Service



Estimated Changes in Fund Balance

The following table provides detail to document changes in fund balance for each budgeted fund. The presentation identifies the impact of budgeted decisions and assumptions upon the financial position of each fund.

Fund Description & Number	Audited Fund Balance FY 2021-2022	Estimated Fund Balance FY 2022-2023	Proposed Revenues FY 2023-2024	Proposed Expenditures FY 2023-2024	Estimated Fund Balance FY 2023-2024
General Fund (0101)	\$15,639,093	\$14,795,485	30,808,333	\$30,808,333	14,795,485
School Fund (0110)	2,408,066	2,137,666	62,635,680	62,635,680	2,137,666
Peace Dale Office Bldg. Fund (0302)	228,015	228,015	106,633	106,633	228,015
Senior Services Fund (0304)	333,719	328,719	729,841	729,841	328,719
Neighborhood Guild Fund (0306)	219,000	204,857	873,160	873,160	204,857
Community Rec. Center Fund (0308)	170,805	120,805	709,213	709,213	120,805
Debt Service Fund (0400)	2,658,395	2,658,395	915,386	1,915,386	2,658,395
Water Fund (0702)	4,189,156	4,130,177	1,263,651	1,263,651	4,130,177
Wastewater Fund (0704)	8,752,440	8,685,203	5,068,231	5,068,231	8,685,203
Solid Waste Fund (0706)	246,642	238,680	887,262	887,262	238,680
Total All Funds	\$34,845,331	\$33,528,002	\$103,997,390	\$104,997,390	\$33,528,002

Capital Improvement Program & Related Debt Service



CIP (Pay-As-You-Go) Impact on Operating Budgets

A key factor in considering the inclusion of a project in the six-year plan is the extent of the impact of the project on the operating budget. The operating costs of a project, and any savings resulting from the project, are captured in the Operating Budget. The Town carefully considers all potential operating impacts before including a project in the six-year plan. Once a project is complete, there may be on-going operating budget expenditures which will not be paid from the capital budget and, therefore, careful consideration is given to avoid stress on the annual budget

Capital Improvement Program: Summary by Program (General Fund Only)		FY 2022-2023 Adopted	FY 2023-2024 Proposed
Recreation	Park Rehabilitation/Improvements	\$100,000	\$220,000
	Equipment Acquisition/Replacement	178,000	33,000
	Harbor Patrol - Equipment Replacement		25,000
Public Services	Road Improvement Program	\$700,000	\$748,125
	Equipment Acquisition/Replacement	345,000	200,000
Public Safety	Facility Improvements	\$15,000	\$15,000
	Equipment Acquisition/Replacement	65,000	95,000
	Accident/Crime Scene Reconstruct Equip.		35,000
Emergency Medical Services	Equipment Acquisition/Replacement	\$103,000	\$50,000
Fire Alarm	Equipment Acquisition/Replacement	\$16,000	\$45,000
General Government	Facilities Improvements – Town Hall	\$69,500	\$60,000
	Facilities Improvements – Library	45,000	105,000
	Admin Services	0	40,000
	Information Technology Program	50,000	70,000
	Planning Program	30,000	37,000
	Property Appraisal Program	30,000	75,000
	South Road School Building	10,000	0
	Facilities Equipment & Vehicles	50,000	45,000
Total General Fund CIP		\$1,806,500	\$1,898,125

Capital Improvement Program & Related Debt Service



Consolidated Debt Service Requirements – All Funds

The following table provides detail on consolidated debt service requirements specific to General Obligation Bonds that pertain to the Town and School, and bonds related to the Wastewater and Solid Waste funds.

FYE	General Obligation Bonds			Wastewater Bonds			Solid Waste Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2024	1,418,000	494,886	1,912,886	30,000	315	30,315	54,000	2,797	56,797
2025	1,270,000	447,069	1,717,069				55,000	1,722	56,722
2026	1,235,000	402,069	1,637,069				59,000	589	59,589
2027	990,000	363,991	1,353,991						
2028	890,000	331,006	1,221,006						
2029	855,000	300,488	1,155,488						
2030	855,000	270,050	1,125,050						
2031	795,000	242,288	1,037,288						
2032	795,000	217,775	1,012,775						
2033	795,000	192,950	987,950						
2034	795,000	168,125	963,125						
2035	795,000	143,300	938,300						
2036	795,000	119,938	914,938						
2037	790,000	96,575	886,575						
2038	790,000	73,350	863,350						
2039	540,000	53,400	593,400						
2040	540,000	34,350	574,350						
2041	350,000	21,000	371,000						
2042	350,000	10,500	360,500						
Total	\$15,643,000	\$3,983,108	\$19,626,108	\$30,000	\$315	\$30,315	\$168,000	\$5,108	\$173,108

GENERAL OBLIGATION BONDS

The Town's outstanding General Obligation Bonds as of June 30, 2022 is \$17,534,321 for existing debt.

WASTEWATER BONDS

These bonds are issued through Rhode Island Clean Water Finance Agency for the purpose of septic system failure on Diane Drive. The Town constructed a municipal sewer collection and pumping station upon which the Town received subsidized interest rates on behalf of the Diane Drive residents. The interest rate for these bonds is 1.38%.

SOLID WASTE BONDS

These bonds are issued through Rhode Island Clean Water Finance Agency to comply with a federal remediation closeout requirement through RIDEM and the federal government. Interest rates range from 1.14% to 1.34%.

Capital Improvement Program & Related Debt Service



Debt Ratios & Debt Per Capita

Following table provides detail on debt ratios and debt per capita over the last ten-year period. The Town will issue \$6,500,000 of general obligation bonds in FY 2021-2022 for municipal infrastructure projects. This estimated amount is included in the below calculation.

Fiscal Year Ended June 30	Population ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2023 ⁽⁴⁾	30,651	\$7,020,226,779	100%	\$7,020,226,779	\$17,534,321	\$572	0.21%
2022	31,931	5,262,711,039	100%	5,262,711,039	16,594,321	520	0.32%
2021	31,931	5,245,913,828	100%	5,245,913,828	12,077,152	378	0.23%
2020 ⁽⁵⁾	30,639	5,218,486,497	100%	5,218,486,497	13,647,587	445	0.26%
2019	30,639	4,653,040,282	100%	4,653,040,282	11,661,719	381	0.25%
2018	30,639	4,618,115,189	100%	4,618,115,189	13,694,638	447	0.30%
2017 ⁽⁵⁾	30,639	4,617,592,707	100%	4,617,592,707	10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 ⁽⁵⁾	30,639	4,297,341,593	100%	4,297,341,593	16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597	19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945	22,788,613	744	0.51%

(1) U.S. Census Figures; updated 2022

(2) The Town of South Kingstown's Tax Assessor has determined the Rate of Assessment

(3) Includes Enterprise Fund debt

(4) Full Revaluation

(5) Statistical Revaluation



Position Allocation to Pay Schedules & Pay Plans

The Town of South Kingstown's municipal employees hold positions that are non-union as well as those that are bargaining unit positions. The four municipal unions include Council 94, Local 1612; the International Association of Fire Fighters (IAFF), Local 3365; the International Brotherhood of Police Officers (IBPO), Local 489; and the South Kingstown Municipal Employees Association (SKMEA), a local chapter of NEARI. The charts provided below and on the following pages detail the Position Allocation to Pay Schedules and Pay Plans for each employee group.

NON UNION EMPLOYEES POSITION ALLOCATION TO PAY SCHEDULE FY 2023-2024

Grade 1	Salary Range	Grade 12	Salary Range
(no positions at this time)	\$38,794 - \$42,952	Personnel Administrator	
Grade 2		Procurement Administrator	\$72,748 - \$80,687
(no positions at this time)	\$40,277 - \$44,444	Senior Services Director	
Grade 3		Water Superintendent	
(no positions at this time)	\$41,667 - \$45,834	Grade 13	
Grade 4		Facilities Superintendent	
(no positions at this time)	\$44,445 - \$48,610	Highway Superintendent	
Grade 5		Library Director	\$83,185 - \$91,768
Community Elder Information	\$45,834 - \$50,000	Parks Superintendent	
Senior Center Program		Recreation Superintendent	
Grade 6		Natural Resource Officer &	
Digital Services Librarian		Grade 14	
Library Circulation Supervisor	\$48,610 - \$52,776	Building Official	
Public Services Librarian ¹		Communications Superintendent	\$90,392 - \$97,525
Grade 7		Town Clerk	
Librarian I	\$51,388 - \$55,553	Wastewater Superintendent	
Grade 8		Town Assessor ²	
(no positions at this time)	\$54,165 - \$58,332	Grade 15	
Grade 9		Finance Manager	
Librarian II	\$56,879 - \$61,108	Information Systems Manager	\$97,415 - \$109,093
Grade 10		EMS Director	
Assistant Facilities Superintendent		Grade 16	
Assistant Highway Superintendent		Deputy Finance Director	
Assistant Parks Superintendent		Deputy Town Manager/ DOAS ³	
Deputy Town Clerk	\$62,100 - \$70,167	Director of Planning	\$108,570 - \$121,394
Deputy Town Assessor		Information Technology Director	
Librarian III		Town Engineer ⁴	
Assistant Personnel Administrator		Grade 17	
Grade 11		Police Chief	\$120,575 - \$133,399
Executive Assistant	-	Director of Leisure Services	
Recreation Center Manager	\$68,782 - \$74,072	Grade 18	
Tax Collector		Finance Director ⁵	\$132,281 - \$144,547
		Director of Public Services ⁵	
		Grade 19	
		(no positions at this time)	\$142,923 - \$154,934



Position Allocation to Pay Schedules & Pay Plans, *continued*

1. The Public Services Librarian is a new position that was created by eliminating 3 part time positions and reducing existing expenditures in the Library Department. This position is budget neutral and was posted in February 2023.
2. A new Town Assessor was hired in 2022 and was moved from a grade 13 to a grade 14 after an analysis of the statewide salary survey revealed that this position was undercompensated.
3. The Director of Administrative Services Position has been retitled to Deputy Town Manager/ DOAS per the direction of the Town Manager. No grade increase is included in this adjustment.
4. A new Town Engineer was hired in 2022 and was moved from a grade 15 to a grade 16 after an analysis of the statewide salary survey and private industry comparisons for registered engineers revealed that this position was undercompensated.
5. The FY 2023-2024 budget reflects a downgrade of the Director of Public Services and Finance Director positions from a grade 19 to a grade 18 with the retirement of the Town's former DPS director, and departure of the Town's former Finance Director, in 2022. The decision to reduce the grade for these positions was based on an extensive review of salaries throughout the State of Rhode Island.

NON UNION EMPLOYEES PAY PLAN FY 2023-2024¹

GRADE	STEP 0	STEP 1	STEP 2	STEP 3
1	\$38,794	\$40,182	\$41,564	\$42,952
2	\$40,277	\$41,667	\$43,054	\$44,444
3	\$41,667	\$43,054	\$44,444	\$45,834
4	\$44,445	\$45,834	\$47,222	\$48,610
5	\$45,834	\$47,222	\$48,610	\$50,000
6	\$48,610	\$50,000	\$51,388	\$52,776
7	\$51,388	\$52,776	\$54,166	\$55,553
8	\$54,165	\$55,553	\$56,943	\$58,332
9	\$56,879	\$58,201	\$59,523	\$61,108
10	\$62,100	\$64,787	\$67,480	\$70,167
11	\$68,782	\$70,157	\$71,919	\$74,072
12	\$72,748	\$75,394	\$77,247	\$80,687
13	\$83,185	\$86,501	\$89,097	\$91,768
14	\$90,392	\$92,772	\$95,148	\$97,525
15	\$97,415	\$99,657	\$102,424	\$109,093
16	\$108,570	\$112,844	\$117,119	\$121,394
17	\$120,575	\$124,849	\$129,124	\$133,399
18	\$132,281	\$136,250	\$140,337	\$144,547
19	\$142,923	\$146,927	\$150,930	\$154,934

1. Reflects a 2.25% increase over FY 2023. Salaries shown above are annualized based upon 260 workdays; it is noted there are 260 workdays in FY 2023-2024.

IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2023-2024¹

Title	Step 0	Step 1	Step 2	Step 3
Captain	-	-	-	\$63,465.00
Lieutenant	-	-	-	\$61,409.00
Paramedic	\$54,631.00	\$56,749.00	\$57,976.00	\$60,205.00

1. Salaries taken from the Collective Bargaining Agreement between the Town and the IAFF, Local 3365 effective July 1, 2021 through June 30, 2024. Salaries reflect a 2% increase over FY 2022-2023 pay rates.

IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2023-2024¹

Title	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Major	\$108,915	-	-	-	-	-
Captain	\$100,226	-	-	-	-	-
Det Lt & Pros Lt	\$96,892	-	-	-	-	-



Position Allocation to Pay Schedules & Pay Plans, *continued*

Lieutenant	\$93,165	-	-	-	-	-
Det Sergeant	\$89,953	-	-	-	-	-
Sergeant	\$86,493	-	-	-	-	-
Detective	\$82,688	-	-	-	-	-
Patrol Officer	\$56,825	\$61,361	\$65,898	\$70,435	\$74,971	\$79,508

1. A new Collective Bargaining Agreement between the Town and the IBPO, Local 489 was approved by the Town Council that began July 1, 2022 and expires June 30, 2025. The above salaries reflect a 3% increase over FY 2022-2023 salaries for budgeting purposes.

NEARI, LOCAL SKMEA POSITION ALLOCATION TO PAY SCHEDULE FY 2023-2024¹

Grade 1		Salary Range	
Building Maintenance Assistant		\$29,730	- \$31,055
Grade 2		Salary Range	
(no positions at this time)		\$40,277	- \$44,444
Grade 3		Salary Range	
Building Maintenance Technician		\$41,666	- \$45,834
Grade 4		Salary Range	
Account Clerk I			
Office Clerk II		\$44,445	- \$48,611
Secretary			
Grade 5		Salary Range	
Financial Assistant I		\$45,834	- \$50,000
Town Clerk's Office Clerk			
Grade 6		Salary Range	
Account Clerk II			
Administrative Support Associate			
Data Assessment Clerk		\$48,611	- \$52,776
Facilities Manager			
Recreation Supervisor			
Recreation Coordinator:			
Grade 7		Salary Range	
Facilities Manager II			
Fire Inspector			
Planning Associate			
Police Administrative Clerk		\$51,387	- \$55,553
Police Prosecution Clerk			
Senior Account Clerk			
Water Operator I			
Grade 8		Salary Range	
Assistant Building Inspector			
Engineering Assistant			
GIS Technician		\$54,165	- \$58,332
Police Records Clerk			
Public Services Associate			
Real Estate Appraiser			
Grade 9		Salary Range	
Assistant Communications		\$56,879	- \$61,108
Grade 10		Salary Range	
Administrative Assistant			
Administrative Assistant			
Building Inspector			
GIS Analyst		\$62,099	- \$70,167
Payroll Administrator			
Purchasing Agent			
Wastewater Electrician			
Grade 11		Salary Range	
Pretreatment Coordinator		\$68,782	- \$74,072
Grade 12		Salary Range	
Assistant Wastewater			
Network Administrator			
Senior Planner		\$72,748	- \$80,687
Accountant			
Staff Engineer			
Grade 13		Salary Range	
GIS Administrator		\$83,185	- \$91,769
Principal Planner			

1. Salaries shown above are annualized based upon 260 workdays; it is noted there are 260 workdays in FY 2023-2024. Salary schedule taken from the Collective Bargaining Agreement between the Town and the NEARI, LOCAL SKMEA effective July 1, 2021 through June 30, 2024. Salaries reflect a 2.25% increase over FY 2022-2023 pay rates.
2. The Recreation Coordinator: Marketing & Community Events position was posted in February 2023. This is a new position that is being funded within the existing budget by funds reallocated from a vacated Recreation Supervisor position.



Position Allocation to Pay Schedules & Pay Plans, *continued*

NEARI, LOCAL SKMEA PAY PLAN FY 2023-2024¹

Grade	Step 0	Step 1	Step 2	Step 3
1	\$29,730	\$30,178	\$30,606	\$31,055
2	\$40,277	\$41,666	\$43,055	\$44,444
3	\$41,666	\$43,055	\$44,444	\$45,834
4	\$44,445	\$45,834	\$47,221	\$48,611
5	\$45,834	\$47,221	\$48,611	\$50,000
6	\$48,611	\$50,000	\$51,387	\$52,776
7	\$51,387	\$52,776	\$54,166	\$55,553
8	\$54,165	\$55,553	\$56,943	\$58,332
9	\$56,879	\$58,201	\$59,522	\$61,108
10	\$62,099	\$64,787	\$67,480	\$70,167
11	\$68,782	\$70,158	\$71,919	\$74,072
12	\$72,748	\$75,394	\$77,248	\$80,687
13	\$83,185	\$86,501	\$89,096	\$91,769

1. Salaries shown above are annualized based upon 260 workdays; it is noted there are 260 workdays in FY 2023-2024. Salary schedule taken from the Collective Bargaining Agreement between the Town and the NEARI, LOCAL SKMEA effective July 1, 2021 through June 30, 2024. Salaries reflect a 2.25% increase over FY 2022-2023 pay rates.

COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2023-2024¹

Grade	Step 0	Step 1	Step 2	Step 3
Assistant Animal Shelter Manager	\$43,527	\$44,616	\$46,305	\$47,231
Animal Control Officer	\$46,438	\$47,599	\$49,404	\$50,392
Animal Shelter Manager	\$51,538	\$52,827	\$54,827	\$55,925
Auto Mechanic I	\$43,685	\$44,776	\$46,475	\$47,405
Auto Mechanic II	\$50,351	\$51,610	\$53,566	\$54,637
Crew Foreman	\$50,606	\$51,871	\$53,756	\$54,832
Equipment Operator I	\$44,137	\$45,240	\$46,915	\$47,853
Equipment Operator II	\$48,148	\$49,352	\$51,222	\$52,246
Equipment Operator III	\$48,995	\$50,221	\$52,126	\$53,168
Lab Tech Operator	\$49,991	\$51,239	\$53,181	\$54,244
Office Clerk	\$48,363	\$49,573	\$51,478	\$52,508
Parks Foreman	\$55,421	\$56,806	\$58,595	\$59,768
Parks Maintenance Technician	\$48,148	\$49,352	\$51,222	\$52,246
Police Dispatcher	\$50,188	\$51,443	\$53,391	\$54,458
Senior Transportation Driver	\$39,059	\$40,034	\$41,751	\$42,585
Wastewater Mechanic I	\$47,533	\$48,723	\$50,567	\$51,578
Wastewater Mechanic II	\$52,449	\$53,759	\$55,795	\$56,911
Wastewater Operator I	\$47,533	\$48,723	\$50,567	\$51,578
Wastewater Operator II	\$52,449	\$53,759	\$55,795	\$56,911
Wastewater Worker	\$43,845	\$44,942	\$46,644	\$47,576

1. Salaries shown above reflect 260 workdays; it is noted there are 260 work days in FY 2023-2024. Salary schedule taken from the Collective Bargaining Agreement between the Town and Council 94, Local 1612 effective July 1, 2021 through June 30, 2024. Salaries reflect a 2% increase over FY 2023-2024 pay rates

Full Time Employee Summary, *continued*



Full Time Employee Comparison¹

Department or Division	FY 2020-2021 Adopted	FY 2021-2022 Adopted	FY 2022-2023 Adopted	FY 2023-2024 Projected	FY 2023 vs. FY 2024
Town Manager's Office ²	3.25	3.25	3.25	3.50	0.25
Personnel	1.85	1.25	1.85	1.72	-0.13
Town Clerk's Office	6.00	6.00	6.00	7.00	1.00
Finance	8.60	8.60	8.60	8.60	0.00
Information Technology	3.00	3.00	3.00	3.00	0.00
Town Assessor	4.00	4.00	4.00	4.00	0.00
Planning	5.00	5.00	5.00	5.00	0.00
Building & Zoning	4.75	4.75	4.50	5.50	1.00
Facilities	10.70	10.70	11.70	12.23	0.53 ³
Subtotal General Gov Services FTE	47.15	46.55	47.90	50.55	2.65
Police Department - Officers	55.00	56.00	58.00	58.00	0.00
Police Department - Civilian	7.00	7.00	7.00	7.00	0.00
Police Dispatchers	8.40	8.40	8.40	8.40	0.00
Animal Welfare	4.40	4.40	4.40	3.43	-0.98
Fire Alarm	2.45	2.45	2.45	2.45	0.00
Emergency Medical Services	21.00	21.00	25.50	21.50	-4.00
Subtotal Public Safety FTE	98.25	99.25	105.75	100.78	-4.98
Public Services	6.60	6.60	6.60	6.60	0.00
Highway	19.00	19.00	19.00	19.00	0.00
Water	2.00	2.00	2.00	2.00	0.00
Wastewater	16.00	16.00	16.40	16.40	0.00
Subtotal Public Works & Utilities FTE	43.60	43.60	44.00	44.00	0.00
Recreation	10.63	10.63	8.94	8.94	0.00
Parks	9.00	9.00	9.00	9.00	0.00
Harbor Patrol/ Natural Resources ⁴	0.50	1.00	1.00	1.00	0.00
Senior Services	7.85	4.00	4.00	4.00	0.00
Subtotal Leisure Services FTE	27.98	24.63	22.94	22.94	0.00
Library	10.00	10.00	10.00	12.20 ⁵	2.20 ⁴
Subtotal Library FTE	10.00	10.00	10.00	12.20	2.20
Total FTE All Funds	226.98	224.03	230.59⁵	230.46	-0.13

1. Does not include seasonal, per diem, or non-benefit eligible part time employees. FTE count is based on those employees that are benefit eligible and pay into the ESRI retirement system.
2. A portion of an existing part time employee salary was previously split between the Town Manager's Officer and the Personnel Department. This position was fully moved to the Town Manager's budget line this year which accounts for the .25 increase in the Town Manager's FTE Count.
3. Two members of the facilities staff retired in FY 2023. To properly staff the Facilities Department one existing employee was elevated to full time status and two new Building Maintenance Technicians will be hired in March of 2023. Compensation for the new BMT's, and compensation related to the elevation of an existing part time employee to full time status, is offset by the higher pay scale and longevity of the retired employees. The increase of .53 FTE is therefore budget neutral.
4. American Rescue Plan Act (ARPA) funding was used to fund this position in FY 22 and FY 23. This position is now reflected in the FY 24 budget.
5. The FY 23 FTE count was recently adjusted after an audit of the FTE count identified some discrepancies. The FY 24 count was vetted against the budget documents for actual benefit eligible full time and part time employees working for the Town. Although the Library reflects an addition of 2.20 employees, only one new FTE is being added for FY 24. The remaining 1.20 is the result of an adjustment after a recent audit of current benefit eligible part time staff that were not previously included in the Town's FTE count. Refer to the narrative provided below for a description of the new FTE for the library.

Full Time Employee Summary, *continued*



FTE Change Description

There is total increase of 3 full time employee equivalents (FTEs) proposed for FY 2023-2024. This is offset by a proposed decrease of 4 FTE's in the EMS Department.

Department/ Division	Position	FTE	Union Status
Town Clerk's Office	Municipal Court Clerk/ APRA Coordinator ¹	1.00	NEARI/ SKMEA
Building and Zoning	Zoning and Code Enforcement Officer	1.00	NEARI/ SKMEA
Library	Public Services Librarian	1.00	Non-Union
EMS	Paramedics	-4.00	IAFF
TOTAL		-1.00	

1. This position has been posted as a Town Clerk Office Clerk with a specialty in managing the municipal/ housing court and Access to Public Record Act (APRA) requests.

MUNICIPAL COURT/ HOUSING COURT CLERK AND APRA COORDINATOR (+1 FTE)

A current priority of the Town Council is the establishment of a municipal court where traffic violations, parking tickets, and violations of town ordinances can be heard and disposed at a local level. To properly staff the court in early FY 24 the Town has started the process of recruiting for this new position. The FY 24 budget includes a new budget organization (13006) for the municipal court which will be managed as part of the Town Clerks office. The FY 24 budget includes funding for a new Town Clerk Office Clerk which will compensated at an SKMEA Grade 5. The clerk will manage day to day operations of the court, prepare dockets, manage disposals, and other related tasks. In addition, this new position will be responsible for overseeing the Access to Public Records process utilizing the newly implemented OpenGov APRA portal.

ZONING AND CODE ENFORCEMENT OFFICER (+1 FTE)

A Zoning and Code Enforcement Officer (ZCEO) is proposed for the Building and Zoning Department to increase the ability of the Town to address both current and anticipated priorities. The ZCEO will be a vital part of increasing enforcement related to zoning and housing maintenance violations and issuing related notice of violations that will soon be handled by the Town's municipal court. In addition, this position will assist in managing a short term rental registry which is expected to be implemented in early FY 24. This position is a key component of the Town's enforcement strategy and will enhance the ability for the Town's Building Official to respond to constituent concerns in a timely manner. The ZCEO will be compensated at an SKMEA Grade 7.

PUBLIC SERVICES LIBRARIAN (+1 FTE)

In FY 23 the Library Director identified the need for a new Public Services Librarian to better serve the needs of patrons. This position is budget neutral and is being funded through a reduction in 3 part time library employees and additional reductions in the part time salary line items. This position was posted in February 2023 and is expected to be filled moving forward into FY 24. It is anticipated that this new position will create more predictability and stability to staffing levels and improve the Town's public service delivery as it relates to library services. This is a non-union position that will be compensated at Grade 6.

EMS PARAMEDIC STAFF REDUCTION (-4 FTE's)

In FY 23 the Town Council approved four (4) of the eight (8) paramedic FTE's needed to ramp up EMS service delivery in anticipation of a new EMS station and ambulance service. The reduction in EMS staff is now recommended due to the time expected to construct the new station in Perryville, obtain a new ambulance, and properly equip personnel for deployment. The Town Manager is recommending these reductions be



enacted to reduce the current budget to offset proposed FTE additions. It is anticipated that new paramedic positions will be proposed over the next three years to ramp up EMS staff and expand future services.

Part Time, Seasonal and Per Diem Changes

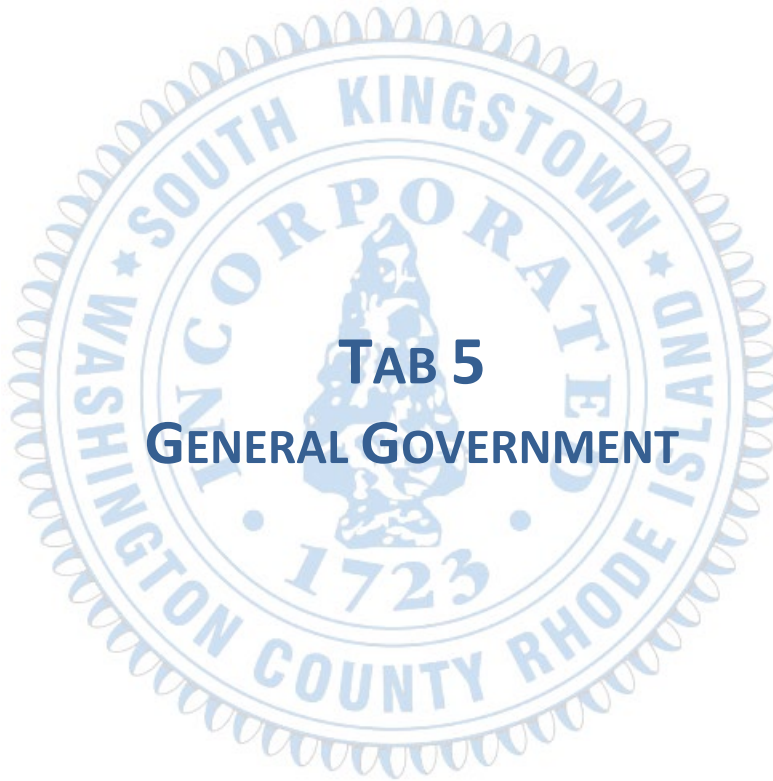
The Town frequently hires part time, seasonal, and per diem staff to address workload requirements. These positions do not contribute to the ESRI retirement program. Some part time positions qualify for accrual benefits (i.e. vacation, sick, personal time) depending on the number of hours worked. Many seasonal, per diem and limited hour part time positions are included in departmental budgets as pooled employees due to the need to be dynamic in staffing throughout the year. This includes staff such as per diem paramedics, lifeguards, beach staff, and limited hour library staff. It's important to note that many of these employees are paid the state minimum wage rate, which increased to \$13.00 per hour in January 2023. Minimum wage will increase again to \$14.00 starting January 1, 2024 and \$15.00 per hour starting January 1, 2025. The following are major changes identified in part time, seasonal, and per diem staffing for FY 24.

COMMUNITY SERVICE OFFICERS

In FY 24 the Police Department anticipates adding part time Community Service Officers. The Community Service Officer (CSO) Program will consist of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs will be unarmed and will provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. They will assist with enforcing parking violations and act as a force multiplier for the police department. CSOs will conduct foot and bicycle patrols and will add additional resources to the department. This program will provide training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.

EMS PER DIEM PARAMEDICS

Staffing rates in the EMS Department have been difficult to consistently maintain in FY 23 due to ongoing On the Job Injuries (OJI), attrition and recruitment difficulties. In order to ensure seamless service delivery the Town has had to rely more heavily on per diem paramedic staff. We expect this trend to continue in FY 24 as we continue to work through new recruitment and retention strategies to help the department stabilize EMS staffing in the long term.



TAB 5 GENERAL GOVERNMENT

Town Council, Boards & Commissions.....	5 - 1
Legal Services	5 - 8
Town Manager	5 - 11
Personnel Administration	5 - 16
Town Clerk	5 - 23

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

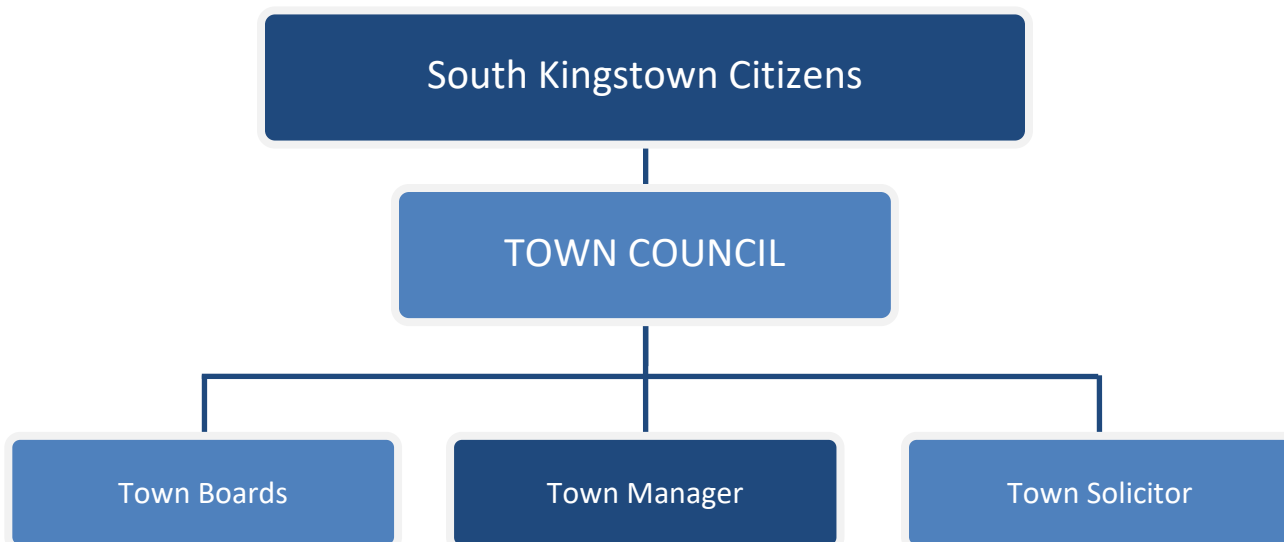
General Fund (101) Town Council, Boards & Commissions



Please note, this section incorporates multiple accounts, each of which fall under the purview of the Town Council, and other Town Boards and Commissions which receive funding as part of the budget process, and include the following:

Acct Number	Acct Description
11001	Town Council
11003	Budget Referendum
11007	Probate Court
15003	Assessment Board of Review
16003	Planning Board
16009	Conservation Commission
17003	Zoning Board of Review

Organizational Chart



Mission Statement

TOWN COUNCIL

The Town Council is the Charter designated legislative body of the Town. The five members of the Council are elected for two year terms by elections held in November of even numbered years. It is the mission of the Town Council of South Kingstown to set policy in order to provide all of its citizens with the highest quality basic services, directed toward community need, in a fiscally prudent manner. This includes providing responsive constituent services, keeping advised of issues important to constituents, maintenance of our small town character and environment, support of a vibrant local economy, providing well-maintained facilities and programs for our citizens, and working as a team focused on the long-term interests of the community.

PROBATE COURT

Each city and town has its own probate court, established by [RIGL § 8-9](#); the operating statute for Probate is [RIGL Title 33](#). A part time Probate Judge is appointed by and serves at the pleasure of the Town Council. Probate Court is held in the Town Hall on the third Thursday of every month.



ASSESSMENT BOARD OF REVIEW

The Assessment Board of Review was established by Town Charter, Sections [4242 through 4246](#). Its procedures were established by Town Ordinance, Section 8-9 through 8-12, effective July 1, 1971. The Assessment Board of Review is charged with hearing and considering the appeal of any property owner concerning the amount of his/her assessed valuation and holds the authority to order a correction. This has been an especially critical task in 2023 with appeals regarding the most recent revaluation of property. The Board is managed by the Tax Assessor and appeals are heard as requested during the specific appeal period. Procedures for filing with the Assessment Board of review are outlined in Article II, [Sections 17-21 through 17-24](#) of the Town Ordinances.

PLANNING BOARD

The Planning Board was established by Town Charter, [Section 4910](#). The Board serves as the primary advisory body for the Town on matters related to land use development and growth management. The Board is engaged in a broad spectrum of activities concerning land use and development, including development plan review and approval and oversight of the regulations which govern the process, drafting and/or review of proposed amendments to the Town zoning ordinance, and maintenance of the Comprehensive Community Plan.

CONSERVATION COMMISSION

The Conservation Commission is an advisory group that seeks to promote and develop natural resources to protect watersheds and preserve natural aesthetic areas. The Conservation Commission also serves as the Town's On-Site Wastewater Treatment System (OWTS) Commission, as well as the Tree Board.

ZONING BOARD

The Zoning Board of Review was established by Town Charter, [Section 4920](#). The Board is charged with hearing and considering the appeal of decisions made by the Planning Board, the Historic District Commission, and the Zoning Enforcement Officer; holds the authority to grant variances from the Zoning Ordinance and special use permits; and is committed to providing a fair and impartial hearing on all applications, in a timely manner.

Functions

TOWN COUNCIL

The principal functions of the Town Council as outlined in Town Charter, [Section 3130](#), and other relevant ordinance provisions, include:

- Appointing the Town Manager to act as the chief administrative and executive officer of the Town;
- Adopting annual Operating and Capital Budgets
- Establishing policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizens
- Enacting ordinances and resolutions necessary for the proper governing of the Town's affairs
- Appointing citizens to various local and regional boards, commissions, and agencies
- Appointing a part-time Probate Judge to oversee the Town's Probate Court
- Appointing a part time Municipal and Housing Court Judge to oversee the Municipal Court and Housing Court
- Serving as the Town's Licensing Board
- Serving at the Town's Personnel Board



BUDGET REFERENDUM

The Town Council reviews and adopts a preliminary budget each year. Subsequently, the Council annually holds two public hearings. Any qualified elector of the Town may circulate a petition requesting increases or decreases in line items or the addition of new line items. 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 on the first Tuesday following the first Saturday 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.

PROBATE COURT

Probate court has jurisdiction over the following types of cases:

- Decedent's estates; this includes persons who have died with a Will (testate) or those without one (intestate)
- Adult Limited Guardianships, either of the person, estate, or both
- Minor guardianships, either of the person, estate, or both
- Adult Adoptions
- Name Changes

ASSESSMENT BOARD OF REVIEW

The duties performed by the Assessment Board of Review include, but are not limited to:

- Hear and consider the appeal of any property owner concerning the amount of his/her assessed property valuation
- Have authority to order a correction of any valuation which has been erroneously or incorrectly assessed

PLANNING BOARD

The duties performed by the Planning Board include, but are not limited to:

- Review of all subdivision and land development proposals
- Exercise the authority to approve or decline subdivision and land development proposals
- Undertake special projects at the behest of the Town Council
- Review applications for amendments to the Town's Zoning Ordinance and recommend such to the Town Council
- Develop amendments to the Town's Zoning Ordinance to address priority issues as directed by the Town Council
- Review and adopt updates of the Town's Subdivision and Land Development Regulations
- Oversee development of updates of the Comprehensive Community Plan and recommend such to the Town Council

CONSERVATION COMMISSION

The duties performed by the Conservation Commission include, but are not limited to:

- Review and provide advisory recommendations on applications before the Planning and Zoning Boards, as required
- Undertake special projects as directed by the Town Council
- Coordinate with local and state conservation organizations



- Prepare educational materials aimed at improving understanding of conservation issues in the community
- Plan and conduct special events, grant related programs and public educational efforts to promote conservation issues in the community
- Recommend programs to the Town Council and other municipal boards for better promotion, development, utilization, and preservation of open areas, water resources, wetlands, and natural aesthetic areas
- Work with allied governmental and non-profit organizations concerning natural resource protection and the designation of open space
- Serve as the On-Site Wastewater Treatment System (OWTS) Commission and the Tree Board

ZONING BOARD OF REVIEW

The duties performed by the Zoning Board of Review include, but are not limited to:

- Serve as the Planning Board of Appeals
- Hear and consider the appeal of decisions made by the Planning Board, the Historic District Commission, and the Zoning Enforcement Officer
- Have authority to grant variances from the Zoning Ordinance
- Have authority to grant special use permits

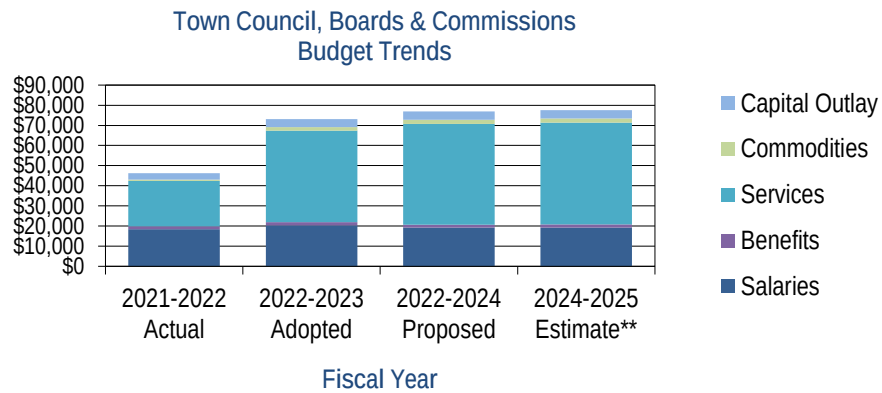
Town Council Goals & Objectives

The Town Council's goals and objectives are organized within twelve main topics, the specific details of which can be found within the *Tab 1 Introduction* portion of this document.

FY 2023-2024 Funding Comparison

Town Council, Boards & Commissions	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Total Personnel	0.00	0.00	0.00	0.00	0.00
Salaries	\$18,413	\$20,400	\$20,400	\$19,200	(\$1,200)
Benefits	1,409	1,478	1,478	1,477	(0)
Subtotal Personnel Expenditures*	\$19,821	\$21,878	\$21,878	\$20,677	(\$1,200)
Services	\$22,645	\$45,577	\$46,410	\$50,070	\$4,493
Commodities	538	1,711	1,791	1,991	280
Capital Outlay	3,180	3,987	3,987	4,167	180
Subtotal Operating Expenditures	\$26,363	\$51,275	\$52,188	\$56,228	\$4,953
Total Expenditures	\$46,184	\$73,153	\$74,066	\$76,905	\$3,752

* Personnel expenditure figures shown above represent Town Council, Probate Judge, and other board and commission member stipends, as well as Town personnel expenditures allocated to this account. Some Town personnel are allocated across additional accounts.



***FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 6% increase in Benefits, and 2.5% increase in Salaries (exclusive of fixed stipend amounts for Town Council, Probate Judge, and Boards and Commissions).*

General Fund (101) Town Council, Boards & Commissions, *continued*



FY 2023-2024 Expenditure Statements

10111001	Town Council	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10111001	511002	Part-Time Salaries	\$11,000	\$11,000	\$11,000	0.00%
10111001	511004	Overtime	412	0	0	0.00%
10111001		Subtotal Wages	\$11,413	\$11,000	\$11,000	0.00%
10111001	522250	FICA	873	842	842	-0.05%
10111001		Subtotal Benefits	\$873	\$842	\$842	-0.05%
10111001	530111	Professional Services	10,200	11,050	11,050	0.00%
10111001		Subtotal Services	\$10,200	\$11,050	\$11,050	0.00%
10111001	580100	Miscellaneous Expenses	191	500	500	0.00%
10111001		Subtotal Commodities	\$191	\$500	\$500	0.00%
10111001	530044	Non-Major Technology Reserve	3,180	3,987	3,987	4.51%
10111001		Subtotal Capital Outlay	\$3,180	\$3,987	\$4,167	4.51%
10111001		Total Town Council	\$25,857	\$27,379	\$27,559	0.66%

10111003	Budget Referendum	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10111003	511004	Overtime	\$0	\$1,200	\$1,200	0.00%
10111003		Subtotal Wages	\$0	\$1,200	\$1,200	0.00%
10111003	530002	Stipends	0	2,500	3,150	26.00%
10111003	538012	Boards/Commissions	0	400	400	0.00%
10111003	538022	Advertising	0	4,617	4,500	-2.53%
10111003		Subtotal Services	\$0	7,517	8,050	7.09%
10111003	540012	Printing Expenses	0	261	261	0.00%
10111003	580100	Office Materials & Supplies	0	250	330	32.00%
10111003		Subtotal Commodities	\$0	511	591	15.66%
10111003		Total Budget Referendum	\$0	\$9,228	\$9,841	6.64%

10111007	Probate Court	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10111007	511002	Part-Time Salaries	\$7,000	\$7,000	\$7,000	0.00%
10111007		Subtotal Wages	\$7,000	\$7,000	\$7,000	0.00%
10111007	522250	FICA	536	536	536	-0.08%
10111007		Subtotal Benefits	\$536	\$536	\$536	-0.08%
10111007		Total Probate Court	\$7,536	\$7,536	\$7,536	-0.01%

10115003	Assessment Board of Review	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10115003	538014	Travel Expenses	\$0	\$100	\$100	0.00%
10115003		Subtotal Benefits	\$0	\$100	\$100	0.00%
10115003	530002	Stipends	120	600	900	50.00%
10115003		Boards/Commissions	\$120	\$600	\$900	50.00%
10115003		Subtotal Services	\$120	\$600	\$900	50.00%
10115003		Total Assessment Board	\$120	\$700	\$1,000	42.86%

General Fund (101) Town Council, Boards & Commissions, *continued*



10116003		Planning Board	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10116003	530002	Stipends Boards/Commissions	\$6,880	\$9,360	\$9,360	\$9,360	0.00%
10116003	538016	Educational Expenses	\$0	\$0	\$0	\$4,200	0.00%
10116003	538030	Licenses and Dues	0	1,300	1,300	1,600	0.00%
10116003		Subtotal Services	\$6,880	\$10,660	\$10,660	\$15,160	42.21%
10116003		Total Planning Board	\$6,880	\$10,660	\$10,660	\$15,160	42.21%

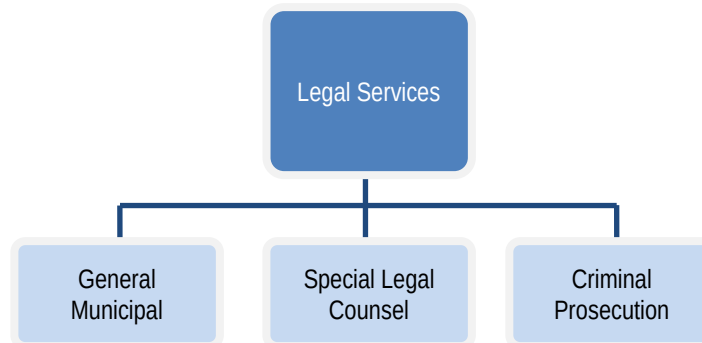
10116009		Conservation Commission	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10116009	580100	Miscellaneous Expenses	\$0	\$650	\$650	\$850	30.77%
10116009		Subtotal Commodities	\$0	\$650	\$650	\$850	30.77%
10116009		Total Conservation Commission	\$0	\$650	\$650	\$850	30.77%

10117003		Zoning Board of Review	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10117003	511004	Overtime	\$0	\$1,200	\$1,200	\$0	-100.00%
10117003		Subtotal Wages	\$0	\$1,200	\$1,200	\$0	-100.00%
10117003	530002	Stipends Boards/Commissions	2,080	5,040	5,040	4,200	-16.67%
10117003	530111	Professional Services	2,310	9,310	9,310	9,310	0.00%
10117003	538012	Advertising	1,055	1,200	1,200	1,200	0.00%
10117003	538022	Printing Expenses	0	200	200	200	0.00%
10117003		Subtotal Services	\$5,445	\$15,750	\$15,750	\$14,910	-5.33%
10117003	540012	Office Materials & Supplies	0	50	50	50	0.00%
10117003	540020	Books and Publications	347	0	0	0	0.00%
10117003		Subtotal Commodities	\$347	\$50	\$50	\$50	0.00%
10117003		Zoning Board Of Review	\$5,792	\$17,000	\$17,000	\$14,960	-12.00%

	Total Town Council and Boards & Commissions Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10111001	Subtotal Town Council	\$25,857	\$27,379	\$27,379	\$27,559	1%
10111003	Subtotal Budget Referendum	0	9,228	9,841	9,841	7%
10111007	Subtotal Probate Court	7,536	7,536	7,536	7,536	0%
10115003	Subtotal Assessment Board	120	700	1,000	1,000	42.86%
10116003	Subtotal Planning Board	6,880	10,660	10,660	15,160	42.21%
10116009	Subtotal Con Commission	0	650	650	850	30.77%
10117003	Subtotal Zoning Board	5,792	17,000	17,000	14,960	-12.00%
	Total Town Council Program	\$46,184	\$73,153	\$74,066	\$76,905	5.13%



Organizational Chart



Mission Statement

The Municipal Legal Services account provides funding for the Town Solicitor, Labor Counsel, 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. The Town's attorney's also assist the Town Manager and Town staff (exclusive of the School Department) on a variety of matters to include labor relation issues, title reviews, and general litigation matters. They also provide advocacy on behalf of the Town, track State policy affecting the municipality, and assist with the drafting of additions and amendments to the Town Code as required.

The following law firms provide the Town with legal services

- Ursillo, Teitz & Ritch, Ltd provides general municipal and special legal counsel representation
- Whelan Corrente & Flanders LLP provides support with labor and employment law related matters
- The Law Office of Vincent Ragosta, Jr. provides support with labor and employment law related matters
- Kelly, Kelleher, Reilly & Simpson provides criminal prosecution representation
- Locke Lorde LLP provides representation for bond related matters

Each of the Town's legal services partners strive to be proactive, meeting with Town Officials to anticipate and avoid potential problems before they arise.

Functions

The principle functions of Legal Services include, but are not limited to:

- Provide quality general municipal legal services, assistance, and advice to the Town Council, Town Manager's Office, Town staff, and Town boards and commissions in a timely fashion
- Provide quality labor and employment law related legal services, assistance, and advice to the Town Manager's Office and Town Council
- Attend all meetings of the Town Council, Planning Board, and Zoning Board of Review, as well as other Town board meetings on an as needed basis
- Provide proactive representation through the review of various ordinances, municipal contracts (collective bargaining agreements, contracts with supply vendors, professional services, etc.), public records request responses, memoranda, and policies prior to implementation or publication



- Assist with the drafting of additions and amendments to the Town Code
- Assist with the drafting of proposed legislation, as requested by the Town Council
- Represent and defend the Town in all civil or criminal cases not handled by the Town's insurance carrier
- File actions on behalf of the Town where necessary for civil remedies, including enforcement actions against public nuisances and violations of all Town Ordinances
- Prosecute all legal proceedings deemed necessary or proper to protect the rights and interests of the Town
- Address liability claims with the Town's insurer
- Represent the Town at sessions of the General Assembly regarding various municipal bills which are being supported or opposed by the Town
- Provide proactive representation through keeping abreast of continued state and federal law and regulatory changes
- Assist with the preparation of long range planning documents, including the Comprehensive Community Plan, the Multi-Hazard Mitigation Plan, and other policy based guidance documents;
- Assist the Town Manager and all municipal Departments with legal interpretation of Town Ordinances and State Law
- Attend office hours at the Town Hall, interacting with Town officials and staff on a regular basis

Specific Performance Measurements

Description ¹	FY 2020-2021 Adopted	FY 2021-2022 Adopted	FY 2022-2023 Projected	FY 2023-2024 Anticipated
Legal Fees – General Solicitor	\$90,037	\$102,037	\$104,078	\$112,148
Legal Fees – Planning and Special	\$61,106	\$61,107	\$62,329	\$67,075
Legal Fees - Prosecution	\$36,938	\$37,381	\$38,129	\$40,000
Subtotal Solicitor Annual Retainer²	\$188,081	\$200,525	\$204,536	\$219,000
Legal fees – Labor ³	\$7,500	\$7,590	\$7,742	\$20,000
Legal Fees – Labor Relations ⁴	3,500	3,543	3,613	\$3000
Expenses and Court Fees	2,000	2,000	2,000	0
Litigation outside of Retainers	2,000	2,000	2,000	0
Subtotal Other Expenses	\$15,000	\$15,000	\$15,355	\$23,000
Total Legal Services	\$203,081	\$203,081	\$219,891	\$242,223

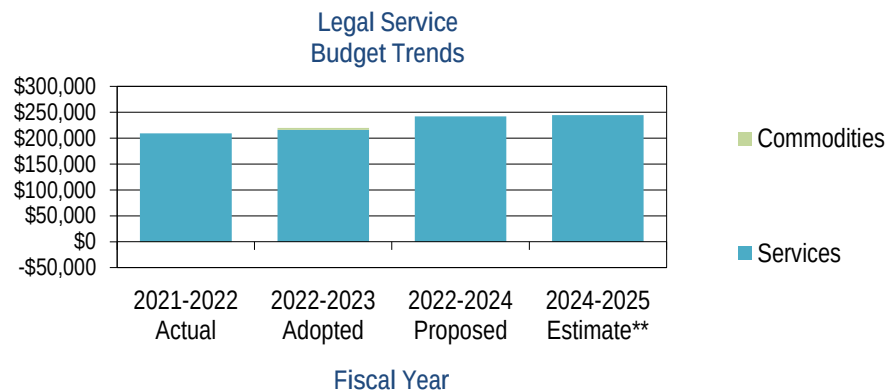
1. Descriptions have been modified in FY 2024 to better reflect individual legal services associated with each budget object code.
2. The Town Solicitors legal services have increased based on their request to increase rates to remain competitive with current market rates in other communities they represent.
3. Legal fees related to labor issues have increased due to ongoing On Job Injury cases and more aggressive strategies aimed at loss prevention and defending the Town against claims.
4. This object code was added in FY24 to better describe services which relate to payment for court fees, arbitration services, and other labor case defense costs that arise.

General Fund (101) Legal Services (11005), continued



FY 2023-2024 Funding Comparison

Legal Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Services	\$209,505	\$215,891	\$215,891	\$242,223	\$26,332
Commodities	(1,053)	4,000	4,000	0	(4,000)
Subtotal Operating Expenditures	\$208,453	\$219,891	\$219,891	\$242,223	\$22,332
Total Expenditures	\$208,453	\$219,891	\$219,891	\$242,223	\$22,332



**FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities.

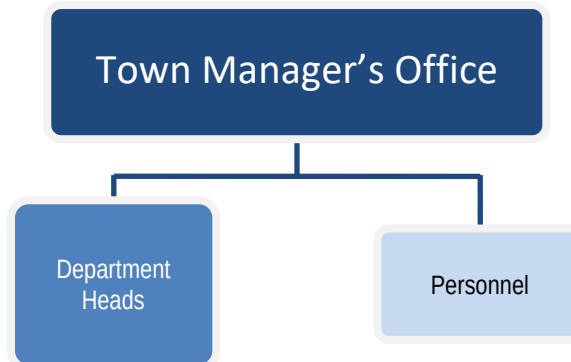
FY 2023-2024 Expenditure Statement

10111005	Legal Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10111005 530111	Professional Services ¹	\$209,505	\$215,891	\$215,891	\$0	-100.00%
10111005 530112	Legal Fees - General Solicitor	\$0	\$0	\$0	\$112,148	0.00%
10111005 530113	Legal Fees - Labor	\$0	\$0	\$0	\$20,000	0.00%
10111005 530114	Legal Fees - Prosecution	\$0	\$0	\$0	\$40,000	0.00%
10111005 530115	Legal Fees - Planning and Spec	\$0	\$0	\$0	\$67,075	0.00%
10111005 530116	Legal Fees - Labor Relations	\$0	\$0	\$0	\$3,000	0.00%
10111005	Subtotal Services	\$209,505	\$215,891	\$215,891	\$242,223	12.20%
10111005 580100	Miscellaneous Expenses	(1,053)	4,000	4,000	-	-100.00%
10111005	Subtotal Commodities	\$(1,053)	\$4,000	\$4,000	\$0	-100.00%
10111005	Total Legal Services	\$208,453	\$219,891	\$219,891	\$242,223	10.16%

1. In FY 24 the Professional Services line was split into multiple object codes in order to better track legal services in different categories.



Organizational Chart



Mission Statement

The mission of the Town Manager's Office is to provide for general administrative management, policy direction, and oversight of municipal operations. The Office is committed to being responsive, ethical, and transparent while providing quality, innovative, and effective service to the Town Council, all Town departments, federal and state agencies, the business community, and Town residents. The Office fosters and promotes effective working relationships with members of the public, all Town employees, boards, committees, and commissions, and is committed to annually presenting a fiscally responsible comprehensive budget program and six-year capital improvement plan.

Functions

The Town Manager's Office includes the Town Manager, the Deputy Town Manager/ DOAS, the Executive Assistant, and a part time Office Assistant.

The principle functions of the Town Manager's Office include, but are not limited to:

- Supporting the Town Manager as the Chief Executive Officer of the Town
- Advising the Town Council on municipal policy and programs affecting the community
- Providing direct staff support to the Town Council and various municipal Boards and Commissions
- Preparing and posting weekly reports to the Town Council
- Preparing and posting Town Council agendas, and related backup material for all meetings and work sessions
- Administration and management of all municipal government operations, including directing and coordinating policy implementation, activities, and work programs for all Town Departments
- Overseeing the personnel program for all municipal departments and divisions
- Managing employee and labor relations including contract negotiation, implementation, and grievance processing
- Interacting with federal and state agencies and other local governments and agencies
- Conducting short and long-range financial planning
- Developing policies and programs to include preparation, administration, and fiscal management of the annual operating budget and the six-year capital improvement program
- Performing special studies and issue analyses and evaluations as needed to promote informed decision making



- Reviewing and overseeing the submission and administration of federal, state, and foundation grants
- Monitoring proposed state legislation and represent the local government interests
- Providing general management oversight of major Town construction projects
- Communication with residents and the general public
- Receiving and responding to APRA (public records) requests
- Overseeing the facilities and maintenance needs for all municipal buildings
- Overseeing town hall operations, to include the maintenance needs of Town Hall's building and grounds

FY 2022-2023 Priorities

Proposed Priorities	Town Council Goals & Objs
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2023-2024 through FY 2028-2029 to the Town Council.	TBF
In collaboration with the Finance Director, prepare and submit the FY 2023-2024 proposed budget	TBF
Prepare and submit the FY 2021-2022 Annual Report of Municipal Services	FI / CEPP
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments.	TBF / FI
Provide management and oversight of American Rescue Plan Funds and associated projects and initiatives.	FI
Continue to make the necessary investment of time in budget preparation functions, reevaluation of financial and service priorities, 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.	TBF
Promote positive communication with all stakeholders to foster citizen awareness and involvement in Town government, to maintain a high level of engagement and transparency to maintain credibility with local media and the public.	CEPP
Provide timely and accurate responses to inquiries and service requests from the public and promote a culture of respect for the public within the organization.	CEPP
Encourage economic development to achieve suitable commercial, industrial, and retail growth through integrating development policies with a long-term vision and supports and improves the character of the Town and its villages, that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, and attracting investment which will increase the tax base, and generate public revenues.	ES / TBF
Conduct labor related contract management, and grievance resolution in a fair and appropriate manner.	FI / TBF
Increase the Town's resiliency and ability to respond to and rapidly recover from emergencies through preparedness efforts, including hazard mitigation, and creating plans designed to enhance the capabilities for the Town to prevent, prepare for, respond to, and recover from natural or man-made emergencies.	LU / SNR / ES / TBF



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2024-2025 through FY 2029-2030 to the Town Council	TBF
In collaboration with the Finance Director, prepare and submit the FY 2024-2025 proposed budget.	TBF
Prepare and submit the FY 2022-2023 Annual Report of Municipal Services.	FI / CEPP
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments.	TBF / FI
Provide management and oversight of American Rescue Plan Funds and associated projects and initiatives.	TBF / FI
Continue to make the necessary investment of time in budget preparation functions, reevaluation of financial and service priorities, 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.	TBF
Promote positive communication with all stakeholders to foster citizen awareness and involvement in Town government, to maintain a high level of engagement and transparency to maintain credibility with local media and the public	CEPP
Provide timely and accurate responses to inquiries and service requests from the public and promote a culture of respect for the public within the organization.	CEPP
Encourage economic development to achieve suitable commercial, industrial, and retail growth through integrating development policies with a long-term vision and supports and improves the character of the Town and its villages, that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, and attracting investment which will increase the tax base, and generate public revenues.	ES / TBF
Conduct labor related contract management, and grievance resolution in a fair and appropriate manner.	FI / TBF
Increase the Town's resiliency and ability to respond to and rapidly recover from emergencies through preparedness efforts, including hazard mitigation, and creating plans designed to enhance the capabilities for the Town to prevent, prepare for, respond to, and recover from natural or man-made emergencies.	LU / SNR / ES / TBF
Establish a working Municipal Court to support code enforcement and dispose of notices of violation at the local level with a goal generating enough revenue to be self-supporting by FY26.	TBF/H/PPS
Work with the Town Council to establish a short-term rental registry to ensure we are properly managing properties that are residential in nature but operated as a business.	LU / H / PPS / TBF
Continue to work with the School Department to develop and implement options for school facility repair and/or replacement that maximize reimbursement bonuses from the state and reduce the impact of facility costs to taxpayers.	TBF / FI
Refine the new OpenGov APRA portal to provide more efficient and effective delivery of publicly accessible documents to the public.	CEPP
Continue to work with departments, elected officials, and state/federal agencies to identify grant funding opportunities and obtain funds to advance projects while offsetting or eliminating costs to tax payers.	TBF / FI

General Fund (101) Town Manager (12001), continued



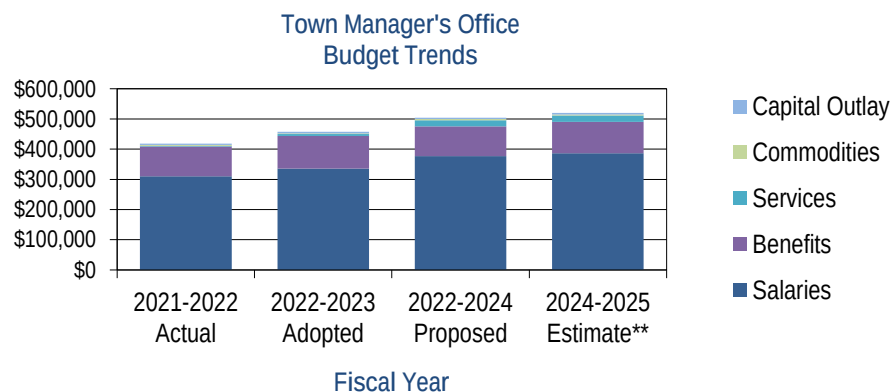
Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2022-2023 Anticipated	FY2023-2024 Anticipated	Town Council Goals & Objs
Total Time allocation					
Budget/Financials	10%	9%	15%	15%	TBF
Town Council	10%	9%	25%	25%	FI / TBF
School Building Committee	15%	14%	20%	20%	FI / TBF
Constituent Issues	10%	9%	15%	15%	CEPP
Personnel/Grievances	20%	14%	10%	10%	FI / ET
Labor Contracts	5%	13%	5%	5%	TBF
Departmental Projects & Initiatives	10%	4%	5%	5%	FI / TBF
Staff Policies and Procedures	5%	4%	5%	5%	FI
COVID-19 initiatives	15%	24%	-	-	PPS / VUR
APRAS: received and responded	51	70	30	30	CEPP
Labor Contracts to Negotiate	3	1	0	0	TBF

FY 2023-2024 Funding Comparison

Town Manager's Office	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	3.25	3.25	3.25	3.5	0.25
Salaries	\$309,897	\$336,090	\$336,090	\$377,048	\$40,958
Benefits	98,634	107,259	107,259	98,229	(9,030)
Subtotal Personnel Expenditures ¹	\$408,531	\$443,349	\$443,349	\$475,278	\$31,929
Services	\$2,656	\$7,000	\$6,500	\$20,405	\$13,405
Commodities	3,057	2,050	6,550	3,650	1,600
Capital Outlay	4,112	5,123	5,123	5,159	36
Subtotal Operating Expenditures	\$9,825	\$14,173	\$18,173	\$29,214	\$15,041
Total Expenditures	\$418,356	\$457,522	\$461,522	\$504,492	\$46,970

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

General Fund (101) Town Manager (12001), continued

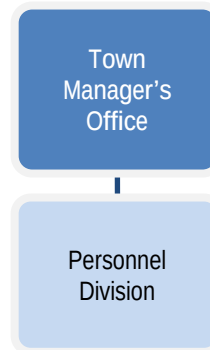


FY 2023-2024 Expenditure Statement

10112001	Town Manager	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10112001 511001	Full-Time Employees	\$294,789	\$321,224	\$321,224	\$350,524	9.12%
10112001 511002	Part-Time Salaries	9,131	9,776	9,776	20,492	109.61%
10112001 511006	Longevity	5,976	5,090	5,090	6,033	18.52%
10112001	Subtotal Wages	\$309,897	\$336,090	\$336,090	\$377,048	12.19%
10112001 522250	FICA	23,060	24,953	24,953	26,942	7.97%
10112001 522300	Municipal Employees Retirement	37,162	41,603	41,603	44,349	6.60%
10112001 522301	State Retirement Defined Contribution	2,801	2,485	2,485	2,728	9.80%
10112001 522818	Medical Insur-Active Employees	30,030	31,933	31,933	18,846	-40.98%
10112001 522822	Dental Insur-Active Employees	1,539	1,710	1,710	824	-51.83%
10112001 522840	Insurance Buyback	3,761	4,250	4,250	4,250	0.00%
10112001 522850	Life Insurance	281	325	325	291	-10.55%
10112001	Subtotal Benefits	98,634	107,259	107,259	98,229	-8.42%
10112001 532000	Telephone	370	1,000	1,000	500	0.00%
10112001 534010	Motor Vehicles Maintenance	100	300	300	300	0.00%
10112001 534016	Computer/Software Maintenance	2,106	1,850	1,850	1,850	0.00%
10112001 538012	Advertising	0	50	50	50	0.00%
10112001 538014	Travel Expenses	0	1,500	1,500	0	-100.00%
10112001 538022	Printing Expenses	0	500	500	250	-50.00%
10112001 538030	Licenses And Dues	80	1,800	1,300	1,500	-16.67%
10112001 580104	League of Cities & Towns	0	0	0	15,955	0.00%
10112001	Subtotal Services	\$2,656	\$7,000	\$6,500	\$20,405	191.50%
10112001 540012	Office Materials & Supplies	388	650	650	650	0.00%
10112001 540020	Books and Publications	0	0	500	500	0.00%
10112001 540028	Motor Vehicle Materials & Supp	2,063	500	500	500	0.00%
10112001 540040	Fuels And Lubricants	605	900	900	2,000	122.22%
10112001 580100	Miscellaneous Expenses	0	0	4,000	0	0.00%
10112001	Subtotal Commodities	\$3,057	\$2,050	\$6,550	\$3,650	78.05%
10112001 530044	Non-Major Technology Reserve	4,112	4,723	4,723	4,759	0.76%
10112001 550004	Office Equipment	0	400	400	400	0.00%
10112001	Subtotal Capital Outlay	\$4,112	\$5,123	\$5,123	\$5,159	0.70%
10112001	Total Town Manager	\$418,356	\$457,522	\$461,522	\$504,492	10.27%



Organizational Chart



Mission Statement

The Personnel Division supports the Town's overarching goal of superior service delivery to the community by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We understand that our employees are our most valuable resource and should be treated as such.

The Personnel Division provides effective human resource management by developing and implementing policies, programs and services that contribute to the attainment of Town and employee goals. The core tenets of our mission are to:

- **Recruit** candidates that recognize the value of service to the public and the Town's overall mission and goals by increasing the Town's visibility in the employment marketplace, identifying the best and most cost-effective recruitment sources, explaining the value proposition, and creating a positive work culture
- **Hire** the most-qualified employees by preplanning staffing needs, ensuring an effective internal interview process, conducting thorough reference and background checks, and communicating with senior leadership throughout the hiring process
- **Maintain** a diverse workforce in a safe, discrimination and harassment-free environment, by complying with employment laws and government regulations, providing management and employee training, and developing clear policies and procedures
- **Empower** our employees by providing training, financial support, and career advancement opportunities
- **Retain** employees by supporting effective management; providing competitive wages and benefits; furnishing technical, interpersonal and career development training and coaching; and enhancing two-way communication between employees and management.
- **Engage** our workforce and create a culture of "we" by supporting employee planned social events, wellness activities, and similar pursuits
- **Improve** our services on a consistent basis by using feedback obtained through surveys, engagement events, polls, and exit interviews to supply relevant feedback to management and drive our decision-making process

The Division's reach extends from the first inquiry about a position vacancy through retirement, with the goal being to provide quality service to all prospective, current, and previous employees, and to treat such individuals with respect and good care.



Functions

The Personnel Division, reporting to the Deputy Town Manager/Director of Administrative Services (DOAS), includes the Personnel Administrator and a part time Assistant Personnel Administrator. The Personnel Division administers all of the human resources related services and programs for the Town of South Kingstown's full time, part time, seasonal, and per diem employees. Principal functions of the Personnel Division include, but are not limited to:

- Recruiting qualified applicants into a diverse workforce
- Employment and orientation services
- Promoting a safe and discrimination free environment
- Updating and administering employee benefits programs
- Conducting pre-payroll administration and processes
- Development and administering personnel policies
- Conducting job classification, compensation, and labor market research
- Employee/labor relations and contract administration
- Maintenance of personnel records
- Management of the Town's human resource database
- Management of performance evaluation programs
- Management of Worker's Comp and OJI processes for work related injuries
- Providing appropriate programs for training and development of employees
- Ensuring adherence to local and federal employment laws and mandates
- Managing the enrollment process for employee fringe benefits
- Administering COBRA continuation coverage
- Administering post-employment benefit programs

FY 2022-2023 Priorities

Proposed Priorities	Town Council Goals & Objs
Recruit, hire, and train new part-time Assistant Personnel Administrator to support the operations of the Personnel Division.	ET / FI
Work collaboratively with the Town Manager's Office and Department Heads to address personnel matters and issues in a professional manner, to promote a positive culture and environment while ensuring employee accountability.	ET / FI
Assist the Town Manager's Office with grievances and arbitration cases submitted against the Town by any of the Town's four municipal labor unions.	FI / TBF
Assist hiring managers with the recruitment process and hiring of appropriately qualified employees; reviewing application materials, communicating with applicants, and scheduling, and participating in all interviews.	FI / TBF
Manage the Town's Workers Compensation and Public Safety's On the Job Injury (OJI) claims process for employees who have been injured while at work.	FI / TBF
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program.	ET
Continue to update, establish, and maintain the Town's personnel related policies and procedures, and process documentation.	ET
Continue to leverage the Town's shared drive to develop an electronic knowledge base for dissemination and sharing of current personnel policies, forms, and related information for Town-wide employee access of up to date information and resources.	ET



General Fund (101) Personnel Administration (12003), *continued*

In collaboration with IT and Finance, explore implementing the MUNIS Employee Self Service module which would provide employees the ability to update and/or view their own personnel, benefits, payroll information.	ET / TBF
Administer the US Dept of Transportation's Federal Motor Carrier Safety Administration's (FMCSA) random drug and alcohol testing program; the Town continues to be 100% compliant.	FI
Lead the Town's Safety Committee and continue to promote awareness of safety-related issues through training, programs, and workshops.	ET / FI
Lead the Town's employee Wellness Committee and continue to promote awareness of wellness related topics through training, programs, and workshops.	ET / FI
In collaboration with the Trust, implement a successful Employee Assistance Program (EAP) for all full time and benefit eligible part time employees.	ET / FI
Explore opportunities to leverage wellness programs offered through SWELL and integrate into the Town's employee wellness program.	ET / FI
Continue to expand information capture of employee information within the MUNIS database for it to be the main system of personnel records and allow for improved tracking and reporting of employee data.	FI/TBF
Assemble the new SPARK committee to develop inspiring events and activities that improve the overall work culture and drive employee retention.	ET/FI
Continue to develop new processes to harness departmental efficiency and enhance service delivery.	TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue to train the new part-time Assistant Personnel Administrator to support the operations of the Personnel Division and expand and enhance the delivery of services to Town employees.	ET / CP
Work collaboratively with the Town Manager's Office and Department Heads to address personnel matters and issues in a professional manner, to promote a positive culture and environment while ensuring employee accountability.	ET / FI
Assist the Town Manager's Office with grievances and arbitration cases submitted against the Town by any of the Town's four municipal labor unions.	FI / TBF
Assist hiring managers with the recruitment process and hiring of appropriately qualified employees; reviewing application materials, communicating with applicants, and scheduling, and participating in all interviews.	FI / TBF
Manage the Town's Workers Compensation and Public Safety's On the Job Injury (OJI) claims process for employees who have been injured while at work.	FI / TBF
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program.	ET
Overhaul the Town's personnel related policies to include assemblage of a new employee hand book, proposed ordinance revisions, and implementation of an online policy management platform.	ET
Work with the Town's IT Department to develop a Town intranet site as an electronic knowledge base for dissemination and sharing of personnel policies, forms, and related information for Town-wide employee access of up-to-date information and resources.	ET
In collaboration with IT implement MUNIS Employee Self Service module which would provide employees the ability to update and/or view their own personnel, benefits, payroll information.	ET / TBF

General Fund (101) Personnel Administration (12003), *continued*



Administer the US Dept of Transportation's Federal Motor Carrier Safety Administration's (FMCSA) random drug and alcohol testing program; the Town continues to be 100% compliant.	FI
Work closely with the RI Interlocal Trust to re-establish the Town's Safety Committee, and continue to promote awareness of safety-related issues through training, programs, and workshops.	ET / FI
Invest more time and support of the Town's employee Wellness Committee and continue to promote awareness of wellness related topics through training, programs, and workshops.	ET / FI
Continue to promote the Town's Employee Assistance Program (EAP) implemented in 2022 for all full time and benefit eligible part time employees.	ET / FI
Explore the utilization of Munis or other software to manage employee relations to allow the department to migrate to a paperless environment.	ET/ FI / TBF
Support and expand the scope of the SPARK(LE) committee to create activities and events that improve the overall work culture and drive employee retention.	ET /FI
Explore technology options that will improve efficiency and workflow related to applicant management, selection, and onboarding processes.	ET / FI
Continue to develop new processes to harness departmental efficiency and enhance service delivery.	TBF
Establish a townwide training fund that can be utilized to support larger training opportunities and educational events.	ET
Create additional training and education opportunities for our senior leadership team to develop their leadership skills and deepen their understanding of employee mentorship.	ET
Establish quarterly meetings with all department heads and senior staff to review personnel related topics, procedures, and opportunities.	ET



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Actual	FY 2023-2024 Projected	Town Council Goals & Objs
Full Time Employee Equivalent (FTE) ¹	226.98	224.03	230.59	230.46	TBF
Total Employees ²	442	450	507	500	TBF
Positions Advertised	46	40	48	38	TBF
Applications Accepted	348	400	382	400	TBF
New Hires: Full Time & Part Time ¹	15	20	29	30	TBF
New Hires: Seasonal and Per Diem ³	18	25	35	28	TBF
Promotions	6	8	5	7	TBF
Separations & Retirements	30	28	25	20	TBF
Pre-E Background Checks	42	45	51	40	TBF
Pre-E Physicals	9	12	34	30	TBF
Controlled Substance testing	23	34	28	25	TBF
Employee Wellness Events	36	40	38	40	ET
Employee Engagement Events ⁴	0	0	0	5	ET/ CEPP/
Unique attendees at Wellness Committee events/activities	(virtual) ⁵	(virtual) ⁵	145	300	ET
Workers Compensation Claims	11	8	4	7	TBF
Injured On Duty (IOD) Claims (Police & EMS)	10	8	13	17	TBF
Total WC & IOD Claims	21	16	17	24	TBF
Claims: Lost Work Time	15	10	12	12	TBF
Claims: Report Only	6	6	5	12	TBF

1. FTE includes full time and part time benefit eligible employees that contribute to ESRI. Does not include Casual, Seasonal, and Per Diem employees.
2. Approximate number as of February of each year listed. Seasonal and per diem employee numbers often vary throughout the year.
3. This does not include Seasonal and/or Per Diem rehires which are counted separately. These are unique, first-time applications.
4. This is a new performance measurement started in 2023 to measure the progress of the Town's SPARK(LE) Committee as they continue to coordinate events and activities aimed at employee engagement and job satisfaction.
5. Due to COVID-19, the Employee Wellness Fair was not held in September 2020 & 2021 and all programming was held virtually.

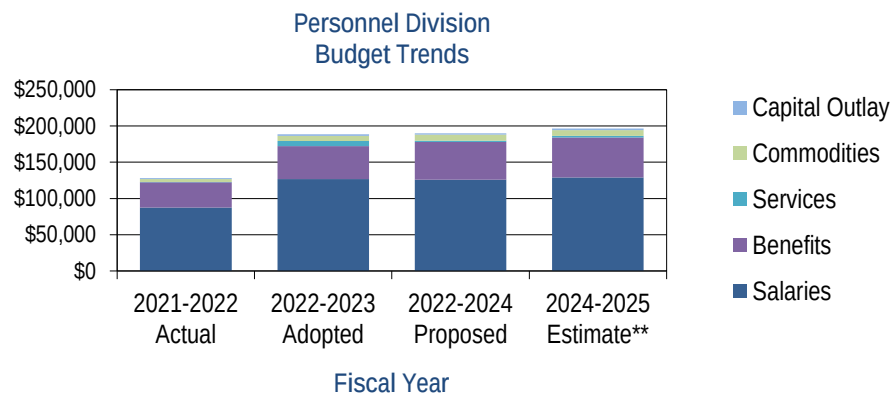
General Fund (101) Personnel Administration (12003), *continued*



FY 2023-2024 Funding Comparison

Personnel Division	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	1.25	1.85	1.85	1.72	(0.13)
Salaries	\$87,386	\$126,948	\$126,948	\$125,707	(\$1,241)
Benefits	34,971	45,175	45,175	52,331	7,156
Subtotal Personnel Expenditures ¹	\$122,358	\$172,123	\$172,123	\$178,037	\$5,915
Services	\$240	\$7,000	\$6,929	\$1,900	(\$5,100)
Commodities	4,170	7,200	7,200	8,200	1,000
Capital Outlay	1,369	2,342	2,342	1,842	(500)
Subtotal Operating Expenditures	\$5,779	\$16,542	\$16,471	\$11,942	(\$4,600)
Total Expenditures	\$128,137	\$188,665	\$188,593	\$189,979	\$1,315

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 1.25% increase in Salaries

General Fund (101) Personnel Administration (12003), *continued*



FY 2023-2024 Expenditure Statement

10112003	Personnel Administration	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10112003 511001	Full-Time Employees	\$77,282	\$115,795	\$115,795	\$80,687	-30.32%
10112003 511002	Part-Time Salaries	9,131	9,776	9,776	44,357	353.73%
10112003 511006	Longevity	973	1,377	1,377	663	-51.85%
10112003	Subtotal Wages	\$87,386	\$126,948	\$126,948	\$125,707	-0.98%
10112003 522250	FICA	6,356	9,024	9,024	9,104	0.89%
10112003 522300	Municipal Employees Retirement	9,602	14,875	14,875	15,814	6.31%
10112003 522301	State Retirement Defined Contribution	775	1,164	1,164	1,257	8.00%
10112003 522818	Medical Insur-Active Employees	17,231	16,574	16,574	22,826	37.72%
10112003 522822	Dental Insur-Active Employees	899	924	924	1,126	21.83%
10112003 522850	Life Insurance	108	114	114	204	78.95%
10112003 538016	Educational Expenses	0	2,500	2,500	2,000	-20.00%
10112003	Subtotal Benefits	\$34,971	\$45,175	\$45,175	\$52,331	15.84%
10112003 534016	Computer/Software Maintenance	0	4,600	4,600	300	-93.48%
10112003 538012	Advertising	0	500	500	200	-60.00%
10112003 538030	Licenses And Dues	240	1,400	1,329	1,400	0.00%
10112003 538038	Loss Prevention Services	0	500	500	0	-100.00%
10112003	Subtotal Services	\$240	\$7,000	\$6,929	\$1,900	-72.86%
10112003 540012	Office Materials & Supplies	169	200	200	200	0.00%
10112003 540062	Employee Wellness & Support	0	3,500	3,500	3,500	0.00%
10112003 540064	Employee Retention Initiatives	0	3,500	3,500	4,500	28.57%
10112003 580100	Miscellaneous Expenses	4,001	0	0	0	0.00%
10112003	Subtotal Commodities	\$4,170	\$7,200	\$7,200	\$8,200	13.89%
10112003 530044	Non-Major Technology Reserve	1,369	1,642	1,642	1,642	0.00%
10112003 550002	Computer Equipment	0	200	200	0	-100.00%
10112003 550004	Office Equipment	0	500	500	200	-60.00%
10112003	Subtotal Capital Outlay	\$1,369	\$2,342	\$2,342	\$1,842	-21.35%
10112003	Total Personnel Administration	\$128,136	\$188,665	\$188,593	\$189,979	0.70%

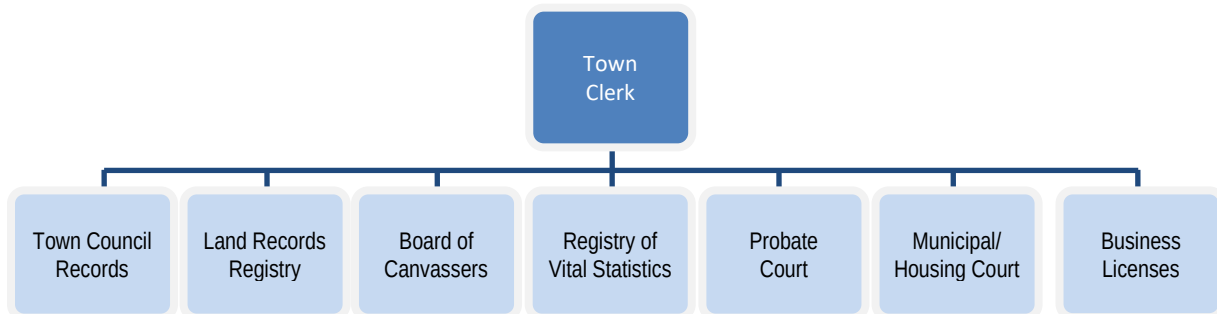
General Fund (101) Town Clerk



Multiple accounts are overseen by the Office of the Town Clerk including the following:

Acct Number	Acct Description
13001	Town Clerk
13005	Canvassing Authority
13006	Municipal/Housing Court

Organizational Chart



Department Mission Statement

The mission of the Town Clerk's Office is the timely, efficient, and accurate processing, according to applicable state and local laws, of documents preserving past and present vital information required to ensure a sound-functioning government while being ever mindful of neutrality, confidentiality, and impartiality, rendering equal, courteous service to all.

Functions

The Office of the Town Clerk 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, as well as providing general services to the public.

Duties include, but are not limited to:

TOWN COUNCIL RECORDS

- Prepare Advertising and Notices for Public Hearings
- Prepare Agendas and Minutes for Town Council meetings
- Document all transactions of the Town Council
- Manage Town Board and Commission Appointments

LAND RECORDS REGISTRY

- Record and index all land records, maps, and transactions
- Provide certified copies of land records



BOARD OF CANVASSERS

- Prepare Agendas and Minutes for Canvassing Authority meetings
- Prepare for and administer all national, state, and local elections, including budget referendums and bond referendums, in accordance with Federal Law, State Law, and the Town Charter
- Process all new voter applications
- Prepare and maintain all Town voting records, including additions, address/name/party changes, and removals
- Manage the application process for mail ballot voting
- Administer emergency “early” in-person voting
- Review and reconcile election returns after election
- Respond to requests from Candidates and political parties for up to date voter information
- Recruit, assign, and train poll workers

REGISTRY OF VITAL STATISTICS

- Issue and record marriage licenses
- Register and issue certified records associated with births, deaths, and marriages

PROBATE COURT

- Accept, review, advertise and schedule for hearing, all petitions filed in association with name changes, the administration of an estate, or appointment of a guardian of residents of the Town
- Prepare docket, and document all orders of the Court

MUNICIPAL COURT

- Hear and determine cases of violations of town ordinances, zoning, and minimum housing
- Review traffic violations parking tickets brought by the South Kingstown Police Department
- Prepare docket, and document all orders of the court

BUSINESS LICENSES

- Accept, review, and schedule for Town Council approval applications for new and renewal of various business licenses in accordance with State Law and Town Ordinances
- Oversee departmental and state agency approvals required for local business licenses

GENERAL

- Receive, record, and issue documents related to the above functions
- Maintain, index, and store records related to the above functions
 - Offer easy access by the public and Town staff
 - Provide safe, permanent storage of Town records, both in the record vault and at a secure site off premises
- Receive and respond to all Town Council related public records requests
- Town Clerk serves as Clerk to the Town Council, the Probate Court, and the Canvassing Authority
- Town Clerk serves as the filing coordinator, acting as liaison between the Town and Secretary of State to ensure that each Board, Committee, and Commission complies with Open Meetings Law
- Act as staff liaison to the Saugatucket Veterans’ Memorial Commission
- Issue Transfer Station Tags, and Dog and Kennel Licenses
- License Boat Moorings, and assist the Harbormaster with administration of the Mooring Program



- Provide notary services
- Prepare records for microfilming
- Prepare and arrange publication of public notices
- Prepare requests for department purchase order requisitions and checks
- Provide assistance to other departments for special research projects as needed

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Administration of electronic application process for all business licenses through the Viewpoint Cloud business license system	FI / ES
Prepare departmental Operating and Capital budgets	TBF
Implement Redistricting of all Town Voting Districts and Polling Places, including notifications sent to all voters, and securing additional polling places as needed	FI / CEPP
Statewide Primary Election September 2022, including in-person emergency "early" voting	FI / CEPP
Statewide General Election November 2022, including in-person emergency "early" voting	FI / CEPP
Town Budget Referendum Election, June 2024 (as needed)	FI / CEPP
Recruit, assign, and train poll workers	ET
Train staff in use of state central voter registration system	ET
Train staff in use of new state electronic death record registration system	ET
Train staff in use of new state electronic marriage license issuance and registration system	ET
Complete the Supplement to Town Code of Ordinances including Zoning Ordinance	FI
Manage online payment access to the Land Evidence Records Management System	FI / ES
Work with the Harbormaster to convert existing records and implement Lynxlog, a web based mooring licensing program allowing for electronic filing of mooring applications	FI / ES
Prepare and manage new dog licenses and renewals	FI / TBF
Prepare and manage new mooring licenses and renewals	FI / TBF
Prepare and manage new business licenses and renewals	FI / TBF / ES
Administer Probate estates and monthly Probate Court hearings	FI

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Prepare and manage electronic Business License application filings, both new and renewals	FI / TBF / ES
Prepare Departmental Budgets for effective and efficient service to public	TBF
Prepare for and keep record of all Town Council meetings and budget sessions	FI / CEPP
Complete Supplement to Town Code of Ordinances and Zoning Ordinance	FI / CEPP
Prepare and manage dog licenses and renewals	FI / TBF
Administer Probate estates and monthly Probate Court hearings	FI
Manage candidate declaration and nomination filings in June 2024	FI / CEPP
Prepare for and administer School Bond Referendum Election, including in-person emergency "early" voting	FI/CEPP
Town Budget Referendum Election, June 2024 (as needed)	FI / CEPP
Prepare and manage Mooring Licenses and renewals	FI / TBF
Continue to improve office organization through retention and records management best practices	FI
Implement an electronic database program for Boards and Commissions	FI
Implement the electronic recording of land evidence documents	FI / ES
Continue to upload recorded maps to the land evidence online records	FI / ES

General Fund (101) Town Clerk, *continued*



Investigate the ability to implement the acceptance of over the counter debit and/or credit card payments	TBF
Continue to transfer election statistics to electronic record	FI
Continue to collaborate with the Secretary of State to update voter rolls, specific to voters no longer living in the State, using the Electronic Registration Information Center (ERIC) and the National Change of Address (NCOA)	FI
Implement a Municipal Court to hear and determine cases of Town Ordinance violations, including Minimum Housing and Zoning, and the adjudication of traffic violations brought by the South Kingstown Police Department, as well as parking tickets	FI / TBF
In collaboration with the Saugatucket Veterans Memorial Park Commission, arrange for and oversee maintenance of the War Monument located at Saugatucket Veterans Memorial Park	VUR / CEPP



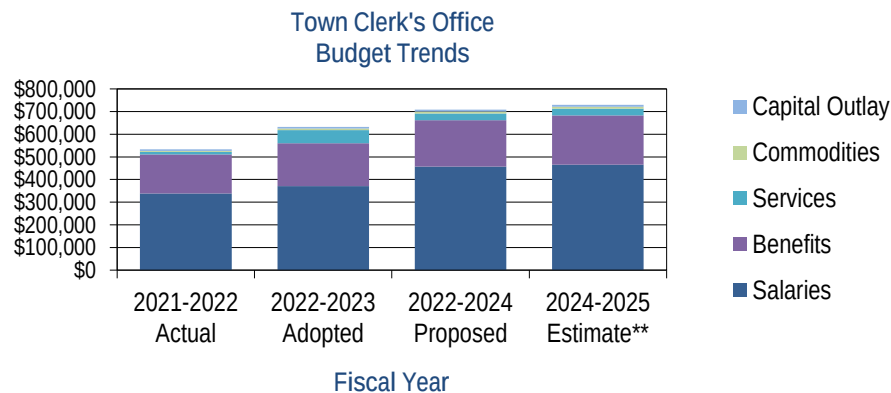
Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Land Records Logged	9,202	7,373	6,500	7,500	FI
Town Council Transactions	1,217	1,454	1,500	1,500	FI
Vital Records Issued	3,768	3,221	3,300	3,400	FI
Marriage Licenses Issued	102	144	200	175	FI
Probate Estates Opened	183	165	185	195	FI
Business Licenses Issued	472	552	560	560	FI / ES
Eligible Voter Records Maintained	23,345	23,450	23,500	23,500	FI
Voter Affiliation Changes	2,095	600	1602	1,000	FI
New Voters Registered	1,054	537	780	1,000	FI / CEPP

FY 2023-2024 Funding Comparison

Town Clerk's Office	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	6.00	6.00	6.00	7.00	1.00
Salaries	\$338,150	\$370,849	\$412,105	\$457,082	\$86,233
Benefits	172,735	188,941	187,841	204,191	15,250
Subtotal Personnel Expenditures ¹	\$510,885	\$559,790	\$599,947	\$661,273	\$101,482
Services	\$11,755	\$58,986	\$13,793	\$29,847	(\$29,139)
Commodities	3,803	6,137	5,272	8,250	2,113
Capital Outlay	6,852	7,470	7,470	8,619	1,149
Subtotal Operating Expenditures	\$22,409	\$72,593	\$26,535	\$46,716	(\$25,877)
Total Expenditures	\$533,294	\$632,383	\$626,482	\$707,989	\$75,605

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

General Fund (101) Town Clerk, *continued*



FY 2023-2024 Expenditure Statements

10113001		Town Clerk	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10113001	511001	Full-Time Employees	\$275,245	\$301,643	\$301,643	\$311,934	3.41%
10113001	511004	Overtime	956	500	660	600	20.00%
10113001	511005	Retirement/Vacation Reimbursement	1,146	0	0	0	0.00%
10113001	511006	Longevity	10,325	10,874	10,874	11,138	2.43%
10113001		Subtotal Wages	\$287,671	\$313,017	\$313,177	\$323,672	3.40%
10113001	522250	FICA	20,466	22,231	22,231	23,123	4.01%
10113001	522300	Municipal Employees Retirement	35,367	39,939	39,939	40,846	2.27%
10113001	522301	State Retirement Defined Contribution	2,283	2,546	2,546	2,616	2.75%
10113001	522818	Medical Insur-Active Employees	80,557	86,409	86,409	83,438	-3.44%
10113001	522822	Dental Insur-Active Employees	4,595	5,076	5,076	3,885	-23.47%
10113001	522850	Life Insurance	504	570	570	510	-10.53%
10113001	538014	Travel Expenses	173	1,500	1,000	1,000	-33.33%
10113001	538016	Educational Expenses	235	250	250	750	200.00%
10113001	540038	Uniforms And Other Clothing	0	1,200	600	600	-50.00%
10113001		Subtotal Benefits	\$144,181	\$159,721	\$158,621	\$156,768	-1.85%
10113001	530111	Professional Services	3,105	4,442	4,442	4,542	2.25%
10113001	534014	Office Equipment Maintenance	279	289	289	305	5.54%
10113001	534016	Computer/Software Maintenance	-	200	200	200	0.00%
10113001	538012	Advertising	3,050	4,000	4,000	5,000	25.00%
10113001	538022	Printing Expenses	493	470	470	470	0.00%
10113001	538030	Licenses And Dues	720	685	595	600	-12.41%
10113001		Subtotal Services	\$7,646	\$10,086	\$9,996	\$11,117	10.22%
10113001	540012	Office Materials & Supplies	1,943	1,857	1,857	2,000	7.70%
10113001		Subtotal Commodities	\$1,943	\$1,857	\$1,857	\$2,000	7.70%
10113001	530044	Non-Major Technology Reserve	6,050	6,532	6,532	6,781	3.81%
10113001		Subtotal Capital Outlay	\$6,050	\$6,532	\$6,532	\$6,781	3.81%
10113001		Total Town Clerk	\$447,491	\$491,213	\$490,183	\$500,338	1.86%

10113005		Canvassing Authority	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10113005	511001	Full-Time Employees	\$47,895	\$49,088	\$49,088	\$50,000	1.86%
10113005	511002	Part-Time Salaries	2,492	4,065	3,850	3,850	-5.29%
10113005	511002	Seasonal Salaries	-	-	39,975	10,230	0.00%
10113005	511004	Overtime	92	4,149	5,485	3,445	0.00%
10113005	511006	Longevity	0	530	530	663	0.00%
10113005		Subtotal Wages	\$50,478	\$57,832	\$98,928	\$68,188	17.91%
10113005	522250	FICA	3,532	3,898	3,898	4,473	14.75%
10113005	522300	Municipal Employees Retirement	5,931	6,341	6,341	6,373	0.51%
10113005	522301	State Retirement Defined Contribution	479	496	496	507	2.17%
10113005	522818	Medical Insur-Active Employees	17,272	17,296	17,296	-	-100.00%
10113005	522822	Dental Insur-Active Employees	1,032	1,076	1,076	959	-10.88%
10113005	522840	Insurance Buyback	-	-	-	4,000	0.00%

General Fund (101) Town Clerk, *continued*



10113005	522850	Life Insurance	108	114	114	102	-10.53%
10113005	540038	Uniforms And Other Clothing	200	0	0	200	0.00%
10113005		Subtotal Benefits	\$28,554	\$29,221	\$29,221	\$16,614	-43.14%
10113005	530002	Stipends Boards/Commissions	-	46,150	-	-	-100.00%
10113005	538012	Advertising	48	500	1,547	500	0.00%
10113005	538020	Postage	3,831	2,000	2,000	2,000	0.00%
10113005	538022	Printing Expenses	230	250	250	250	0.00%
10113005		Subtotal Services	\$4,108	\$48,900	\$3,797	\$2,750	-94.38%
10113005	540012	Office Materials & Supplies	-	200	200	200	0.00%
10113005	580100	Miscellaneous Expenses	1,860	4,080	3,215	950	-76.72%
10113005		Subtotal Commodities	\$1,860	\$4,280	\$3,415	\$1,150	-73.13%
10113005	530044	Non-Major Technology Reserve	802	938	938	938	0.00%
10113005		Subtotal Capital Outlay	\$802	\$938	\$938	\$938	0.00%
10113005		Total Canvassing Authority	\$85,803	\$141,171	\$136,299	\$89,640	-36.50%

10113006		Municipal Court	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10113006	511001	Full-Time Employees	\$0	\$0	\$0	\$47,221	0.00%
10113006	511002	Part-Time Salaries	\$0	\$0	\$0	\$18,000	0.00%
10113006		Subtotal Wages	\$0	\$0	\$0	\$65,221	0.00%
10113006	522250	FICA	-	-	-	3,251	0.00%
10113006	522300	Municipal Employees Retirement	-	-	-	5,940	0.00%
10113006	522301	State Retirement Defined Contribution	-	-	-	472	0.00%
10113006	522818	Medical Insur-Active Employees	-	-	-	18,884	0.00%
10113006	522822	Dental Insur-Active Employees	-	-	-	959	0.00%
10113006	522850	Life Insurance	-	-	-	102	0.00%
10113006	538016	Educational Expenses	-	-	-	1,000	0.00%
10113006	540038	Uniforms And Other Clothing	0	0	0	200	0.00%
10113006		Subtotal Benefits	\$0	\$0	\$0	\$30,809	0.00%
10113006	530015	Police Detail	-	-	-	5,280	0.00%
10113006	534016	Computer/Software Maintenance	-	-	-	10,000	0.00%
10113006	538012	Advertising	-	-	-	500	0.00%
10113006	538020	Postage	0	0	0	200	0.00%
10113006		Subtotal Services	-	-	-	15,980	0.00%
10113006	540012	Office Materials & Supplies	-	-	-	100	0.00%
10113006	580100	Miscellaneous Expenses	-	-	-	5,000	0.00%
10113006		Subtotal Commodities	\$0	\$0	\$0	\$5,100	0.00%
10113006	530044	Non-Major Technology Reserve	-	-	-	900	0.00%
10113006		Subtotal Capital Outlay	\$0	\$0	\$0	\$900	0.00%
10113006		Total Municipal Court	\$0	\$0	\$0	\$118,010	0.00%

	Total Town Clerk Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10113001	Subtotal Town Clerk	\$447,491	\$491,213	\$490,183	\$500,338	1.86%
10113005	Subtotal Canvassing Authority	85,803	141,171	136,299	89,640	-36.50%
10113006	Subtotal Municipal Court	0	0	0	118,010	0.00%
	Total Town Clerk Program	\$533,294	\$632,383	\$626,482	\$707,989	11.96%



TAB 6

GENERAL SERVICES

Finance	6 - 1
Information Technology.....	6 - 9
Town Assessor	6 - 13
Planning	6 - 18
Building & Zoning.....	6 - 27
Facilities	6 - 32

FISCAL YEAR 2023-2024 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

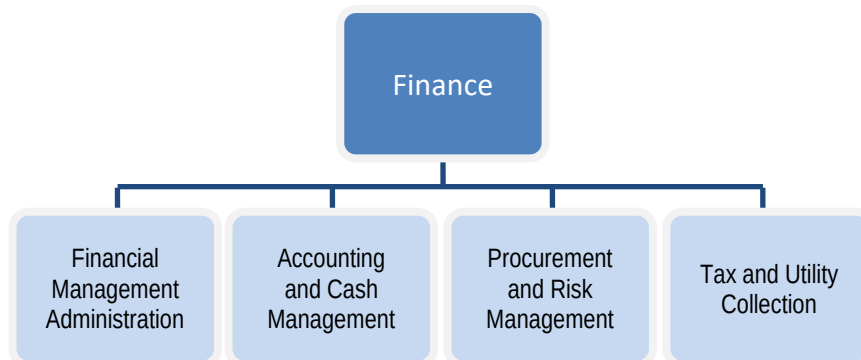
General Fund (101) Finance



Please note, this section incorporates multiple accounts, each of which fall under the purview of Finance, and include the following:

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

Organizational Chart



Mission Statement

The mission of the Finance Department is to lead the Town's financial management efforts and to serve the public, and all officials and departments of the Town as an information gathering and control center, providing both internal and external reports relative to any financial information involving the Town business in a timely, efficient, and effective manner. The key financial objectives include maintaining strong bond ratings and implementing a Best Practices Financial Reporting and Accounting control system. The Finance Department ensures the integrity and accuracy of the Town's financial transactions in accordance with applicable accounting standards, Town ordinances, state statutes, and federal laws.

Functions

The Finance Department is responsible for the Town's financial, procurement, and risk management, tax and utility collections, accounting control and cash management, financial reporting, and debt management policies and practices. The principal programs, services, and activities offered by the Finance Department include, but are not limited to the following.

FINANCIAL MANAGEMENT

- Prepare the Annual Comprehensive Financial Report that provides detailed information on the transactions and events affecting the Town's funds and account groups
- Provide guidance, research, and financial analysis to the organization
- Manage the Town's cash and debt and prepare a financing plan to the Town Manager for review and consideration within the Capital Improvement Program (CIP)
- Schedule bond issues consistent with the CIP financing plan, prepare official statements for bond issuance, and meet with rating agencies to attain rating for bond sales
- Guide the overall financial affairs of the Town and adhere to all laws and regulations
- Assist the Town Manager in the coordination and development of the Town's budget



- Provide timely and accurate monthly, quarterly, and annual financial reporting to the Town Manager, as well as on an as needed basis
- Maintain and update appropriate internal controls, financial policies, and procedures
- Ensure that Town funds are used for appropriate purposes and are recorded within approved budgetary functions/objects

ACCOUNTING AND CASH MANAGEMENT

- Administer cash management accounts receivable and accounts payable responsibilities
- Reconcile cash and invest funds in a financially prudent manner to maximize interest income; ensure that funds designated for the Town are received and properly recorded
- Pay bills within payment terms of invoice or request for payment, or take advantage of offered discounts; process payments to employees, vendors, and citizens ensuring all Town obligations are paid accurately and timely
- Complete financial statements and assist in the preparation of the comprehensive annual report
- Process and administers the payroll responsibilities of the Town, including the completion of state and federal reports, submission of pension obligations and deductions, and the issuance of W-2s, 1099s, and 1095s
- Administer grants to ensure funds are expended for the intended purpose and reimbursement requests are submitted in a timely manner in accordance with generally accepted accounting principles (GAAP)

PROCUREMENT AND RISK MANAGEMENT

- Provide procurement support to departments in acquiring goods, services, commodities, and outside resources
- Compile and administer Requests for Quotations, Bids, and Proposals so that goods and services can be obtained in a cost efficient and timely manner
- Maintain and control a capital asset system in conformity with generally accepted accounting principles (GAAP)
- Investigate and identify new products and sources of supply in order to provide greater value to the Town
- Administer contracts and monitor lease agreements for various leased property and buildings; alert department heads of upcoming contract expiration dates
- Maintain and recommend updates to the Town's Purchasing Policy & Procedures
- Administer the safety and loss prevention and the worker's compensation insurance programs
- Manage all property and liability claims filed against the Town
- Process certificates of insurances to include the receipt and issuance, to and from vendors

TAX AND UTILITY COLLECTION

- Act as the central processing office for revenue from all Town departments
- Collect and record the receipt of all local taxes: real estate, motor vehicle, and tangible
- Collect and record receipt of revenues from the Town's Water and Wastewater user fees and Solid Waste charges
- Enforce delinquent collections of taxes through various collection methods
- Submit delinquent motor vehicle and tangible personal property accounts to the Town's collection agency and the State of RI Division of Motor Vehicles annually
- Maintain and coordinate annual Tax Sale for delinquent real estate accounts



FY 2023-2024 Priorities

Priorities	Town Council Goals & Objs
Preserve the Town's recognition in achieving the Certificate of Achievement Award for Comprehensive Annual Financial report from the Government Finance Officers Association (GFOA)	TBF
Preserve Town's recognition in achieving the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA)	TBF
Enhance FY 2023-2024 budget document in accordance with GFOA Distinguished Budget Presentation Award requirements	TBF
Prepare personnel and benefit budgets for all Town departments related to the FY 2023-2024 budget development	TBF
Maintain the Town's Aa1 bond rating with Moody's	TBF
Provide information to Town officials and the public in a timely, professional, and ethical manner to ensure confidence and encourage involvement	FI / CEPP
Maintain compliance with RIGL §44-35-10, which requires the Finance Director to continuously monitor the financial operations of the Town by tracking actual versus budgeted revenues and expenditures; all reports have been submitted within the prescribed deadlines	TBF
Update the Town's Purchasing Rules and Regulations to allow for new procedures	TBF
Invest in longer-term certificates of deposit, within FDIC limits, and US Government securities to improve investment earnings	TBF
Continue to achieve a collection rate over 99%	TBF
Continue to pursue alternate means of collecting delinquent tangible and property taxes	TBF
Continue to develop a centralized purchasing division to administer the procurement process and proactively issue bids for goods and services, promoting a transparent process	FI / TBF
Continue to monitor department staff responsibilities and work product to achieve more productivity through enhancements of oversight and training	FI / ET
Enhance leadership capabilities and improve the knowledge and skills of departmental personnel by encouraging employees to participate in GFOA, RIMPA, and/or other Finance/Budget related trainings/courses	ET



FY 2024-2025 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period of FY 2024-2025 through FY 2029-2030 to the Town Council	TBF
Maintain or improve Aa1 rating with Moody's; plan for a potential school bond referendum	TBF
Continue to enhance and provide the FY 2024-2025 Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration and look to implement a new budget software for the Town	TBF
Complete FY 2022-2023 Comprehensive Annual Financial Report with an unqualified opinion and submit to GFOA for certification of achievement consideration	TBF
Continue to invest in longer-term vehicles to achieve optimal rates of return	TBF
Enhance finance system module and upgrades to improve functionality, accountability, and reporting for the benefit of system end users and the reporting audience	TBF / ET
Encourage and foster trust among Town officials, employees, and the public	TBF / ET
Continue to achieve a collection rate over 99%	TBF
Continue to improve collections of delinquent taxes on motor vehicles via the Town's collection agency	TBF
Promote and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently	TBF
In collaboration with IT, continue training with Munis to allow for greater utilization of the software by the Town and potentially additional modules	TBF / ET
Enhance budget accountability with analysis focused on budget variances; Continue to review and integrate best practices relative to municipal budgeting	TBF
Consider enhancements of preparing and reporting the Town's budget document via budget preparation and reporting software tools	TBF

General Fund (101) Finance, *continued*



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Unassigned Fund Balance as a % of Budgeted Revenues	18.10%	17.90%	16.30%	15.90%	TBF
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
GFOA Comprehensive Annual Financial Report Award	Yes	Yes	Yes	Yes	TBF
Years Received	32	33	34	35	
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	TBF
Years Received	5	6	7	8	
Year End Expenditures < or = to 100% of the General Fund Budget	94.40%	101.00%	<or= 100%	<or= 100%	TBF
% of General Fund year end revenues within budget	100%	100%	100%	100%	TBF
Audit Findings of Material Weakness	None	None	None	None	TBF
Unqualified Opinion from Independent Auditors	Yes	Yes	Yes	Yes	TBF
% of Payroll Remitted by Direct Deposit	94%	94%	94%	95%	TBF
% of Direct Deposits were Electronic Advices	80%	76%	72%	83%	TBF
Vendor payments issued	4,484	4,571	4,814	5,114	TBF
1099-misc prepared	121	136	142	149	TBF
Purchase Orders processed	1,595	2,587	2,816	2,957	TBF
Requisitions over \$5,000 converted to PO in less than 10 days	100%	100%	100%	100%	TBF
General Fund/Pooled Cash Investment Rates (avg.)	0.96%	0.85%	0.98%	95.00%	TBF
Avg. # of days to complete bank reconciliation after month end	59.8*	36.2	31.8	25	TBF
Collection Rate	99.90%	99.59%	= or > prior year	= or > prior year	TBF
# of delinquent notices	9,866	9,047	7,000	6,000	TBF
Municipal Lien Certificates	1,601	1,028	850	850	TBF

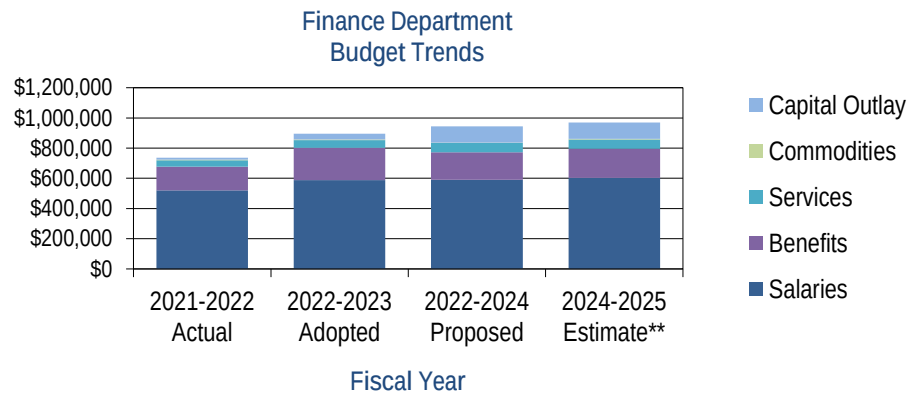
*The extended period to perform this function was due to COVID-19 impacts in FY 2019-2020 and FY 2020-2021. Historically, this function was performed within 10 days.



FY 2023-2024 Funding Comparison

Finance Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	8.60	8.60	8.60	8.60	0.00
Salaries	\$520,341	\$589,062	\$608,777	\$590,855	\$1,793
Benefits	156,002	212,804	168,458	182,550	(30,254)
Subtotal Personnel Expenditures*	\$676,344	\$801,866	\$777,235	\$773,405	(\$28,460)
Services	\$42,641	\$52,174	\$72,479	\$59,889	\$7,715
Commodities	5,497	3,750	3,750	3,750	0
Capital Outlay	13,012	36,694	26,000	107,679	70,985
Subtotal Operating Expenditures	\$61,151	\$92,618	\$102,229	\$171,318	\$78,700
Total Expenditures	\$737,494	\$894,484	\$879,464	\$944,723	\$50,240

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

General Fund (101) Finance, *continued*



FY 2023-2024 Expenditure Statements

10114001	Finance Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10114001 511001	Full-Time Employees	\$466,270	\$540,878	\$562,086	\$554,030	2.43%
10114001 511002	Part-Time Salaries	46,850	41,494	41,001	30,912	-25.50%
10114001 511004	Overtime	0	1,000	0	0	-100.00%
10114001 511006	Longevity	7,222	5,690	5,690	5,914	3.94%
10114001	Subtotal Wages	\$520,341	\$589,062	\$608,777	\$590,855	0.30%
10114001 522250	FICA	39,874	44,165	44,165	44,704	1.22%
10114001 522300	Municipal Employees Retirement	62,993	73,619	73,619	74,306	0.93%
10114001 522301	State Retirement Defined Contribution	5,199	6,027	6,027	6,178	2.50%
10114001 522818	Medical Insur-Active Employees	27,224	69,531	31,835	40,015	-42.45%
10114001 522820	Medical Insur-Retirees	3,250	3,000	3,000	250	-91.67%
10114001 522822	Dental Insur-Active Employees	2,406	4,452	4,452	2,185	-50.92%
10114001 522840	Insurance Buyback	13,163	6,650	-	9,642	44.99%
10114001 522850	Life Insurance	670	860	860	770	-10.48%
10114001 538014	Travel Expenses	0	1,100	1,100	1,100	0.00%
10114001 538016	Educational Expenses	28	2,400	2,400	2,400	0.00%
10114001 540038	Uniforms And Other Clothing	1,195	1,000	1,000	1,000	0.00%
10114001	Subtotal Benefits	\$156,002	212,804	\$168,458	\$182,550	-14.22%
10114001 530111	Professional Services	1,575	1,550	21,855	6,500	319.35%
10114001 532000	Telephone	989	1,080	1,080	1,080	0.00%
10114001 534014	Office Equipment Maintenance	832	0	-	0	0.00%
10114001 534016	Computer/Software Maintenance	365	400	400	400	0.00%
10114001 538012	Advertising	31	300	300	300	0.00%
10114001 538022	Printing Expenses	9,828	18,000	18,000	18,000	0.00%
10114001 538030	Licenses And Dues	800	835	835	835	0.00%
10114001	Subtotal Services	\$14,419	22,165	\$42,470	\$27,115	22.33%
10114001 540012	Office Materials & Supplies	2,548	3,500	3,500	3,500	0.00%
10114001 540020	Books And Publications	0	250	250	250	0.00%
10114001 580100	Miscellaneous Expenses	2,949	0	0	0	0.00%
10114001	Subtotal Commodities	\$5,497	\$3,750	\$3,750	\$3,750	0.00%
10114001 530044	Non-Major Technology Reserve	7,580	10,694	-	11,679	9.21%
10114001 550002	Computer Equipment	3,564	25,000	25,000	95,000	280.00%
10114001 550026	Furniture And Furnishings	1,869	1,000	1,000	1,000	0.00%
10114001	Subtotal Capital Outlay	\$13,012	\$36,694	\$26,000	\$107,679	193.45%
10114001	Total Finance Department	\$709,272	\$864,475	\$849,455	\$911,949	5.49%

10114005	Post Year Audit	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10114005 530111	Professional Services	\$28,222	\$30,009	\$30,009	\$32,774	9.21%
10114005	Subtotal Services	\$28,222	\$30,009	\$30,009	\$32,774	9.21%
10114005	Total Post Year Audit	\$28,222	\$30,009	\$30,009	\$32,774	9.21%

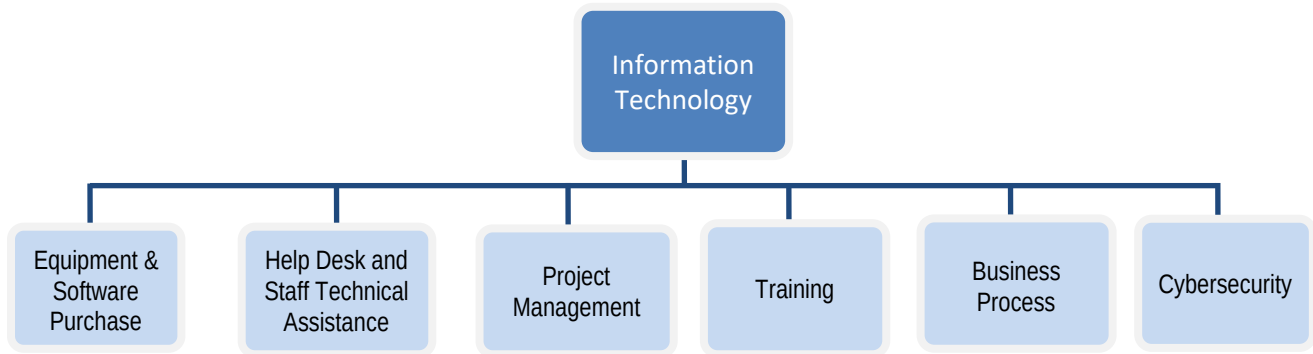
General Fund (101) Finance, *continued*



	Total Finance Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10114001	Subtotal Finance Department	\$709,272	\$864,475	\$849,455	\$911,949	5.49%
10114005	Subtotal Post Audit Year	28,222	30,009	30,009	32,774	9.21%
	Total Finance Program	\$737,494	\$894,484	\$879,464	\$944,723	5.62%



Organizational Chart



Mission Statement

The Information Technology (IT) Department delivers assistance and guidance in technology related services, and projects to all Town Departments. The IT Department provides leadership in implementing, supporting, and delivering technology solutions that align with South Kingstown's goals and objectives. In collaboration with all Town Departments, IT strives to use technology to enhance services provided to our residents, business owners, and visitors.

Functions

The IT Department has duties which include, but are not limited to the following:

- Provide oversight and project management for any Town project involving technology
- Maintain the hardware and software needs for all Town locations
- Create a standards based database environment, while increasing productivity and functionality for Town and School staff to serve the public
- Assist all Town departments with streamlining their business processes to gain efficiencies and better serve our constituents
- Adhere to cybersecurity best practices and create awareness among staff
- Establish traditional audit trails and controls
- Assist in the training and orientation of technology users
- Adopt new and emerging technologies
- Empower Town staff to embrace and utilize technology

General Fund (101) Information Technology (14003), *continued*



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Windows server operating system upgrade; initiation of a multi-year project	FI
Police department server replacement	FI / PPS
Munis migration to cloud, the existing financial, budget, payroll, and human resources system for the town and school	FI / TBF
Implement multifactor authentication	FI
begin office 365 migration	FI
Library server and pc deployment	FI
Bid, procure & install fiber ring equipment and firewalls	FI
Bid & procure new audio-visual equipment/technology for town council chambers	CEPP
In conjunction with planning department, develop online application process	FI
Police mobile internet	FI/PPS

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Windows server operating system upgrade, multi-year project	FI
Town server replacement	FI
Testing & begin deployment of windows 11	FI
Munis upgrade	FI / TBF
Refresh and redesign of the town's website	CEPP
Continue office 365 migration	FI
Install new audio-visual equipment in council chambers	CEPP
Police body worn cameras	FI / PPS

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
IT Help Desk Tickets Resolved	1,577	1,582	1,590	1,600	FI
Average # of Tickets per month	131	132	132	133	FI
Projects Completed	10	13	16	10	FI / TBF / CEPP
Applications Supported	66	66	66	66	FI / TBF / CEPP
Physical servers and appliances	15	11	11	11	FI
Virtual servers	25	24	24	19	FI
Firewalls	4	3	5	5	FI
Personal Computers/Devices	316	319	321	321	FI
Printers	53	53	60	60	FI
Switches	24	24	24	24	FI
Wireless access points	13	13	13	13	FI

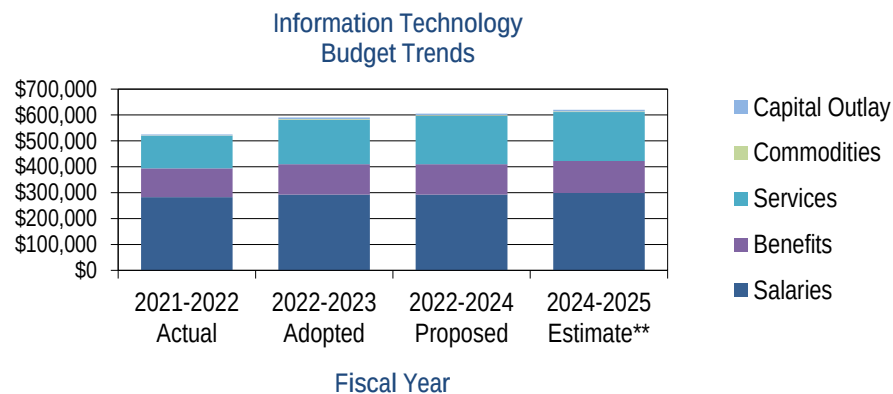
General Fund (101) Information Technology (14003), continued



FY 2023-2024 Funding Comparison

Information Technology	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	3.00	3.00	3.00	3.00	0.00
Salaries	\$282,145	\$293,179	\$293,179	\$292,368	(\$811)
Benefits	112,113	117,098	117,098	117,449	351
Subtotal Personnel Expenditures*	\$394,258	\$410,277	\$410,277	\$409,817	(\$460)
Services	\$125,980	\$171,560	\$179,693	\$186,577	\$15,017
Commodities	1,275	2,320	3,117	3,000	680
Capital Outlay	3,860	5,964	10,138	6,000	36
Subtotal Operating Expenditures	\$131,115	\$179,844	\$192,947	\$195,577	\$15,733
Total Expenditures	\$525,373	\$590,121	\$603,224	\$605,394	\$15,273

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated to this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

General Fund (101) Information Technology (14003), continued

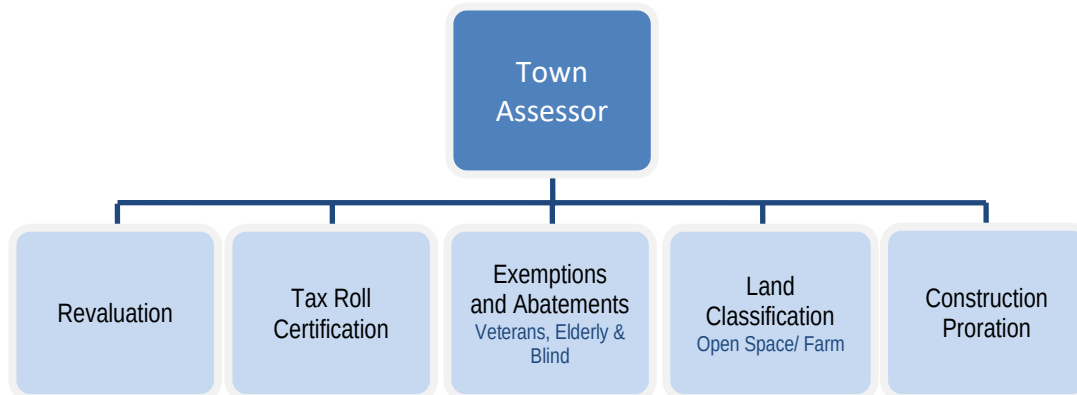


FY 2023-2024 Expenditure Statement

10114003	Information Technology	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10114003	511001 Full-Time Employees	\$277,154	\$284,076	\$284,076	\$284,063	0.00%
10114003	511002 Part-Time Salaries	0	3,600	3,600	3,600	0.00%
10114003	511004 Overtime	0	0	0	2,000	0.00%
10114003	511005 Retirement/Vacation Reimb.	0	0	0	0	0.00%
10114003	511006 Longevity	4,991	5,503	5,503	2,705	-50.84%
10114003	Subtotal Wages	\$282,145	\$293,179	\$293,179	\$292,368	-0.28%
10114003	522250 FICA	20,661	21,468	21,468	21,136	-1.55%
10114003	522300 Municipal Employees Retirement	34,941	37,009	37,009	36,075	-2.52%
10114003	522301 State Retirement Defined Contribution	3,608	3,704	3,704	3,481	-6.01%
10114003	522818 Medical Insur-Active Employees	48,287	48,365	48,365	41,922	-13.32%
10114003	522820 Medical Insur-Retirees	0	0	0	1,250	0.00%
10114003	522822 Dental Insur-Active Employees	2,081	2,153	2,153	1,920	-10.83%
10114003	522850 Life Insurance	302	319	319	286	-10.47%
10114003	538014 Travel Expenses	782	1,980	1,980	1,980	0.00%
10114003	538016 Educational Expenses	1,451	1,900	1,900	9,200	384.21%
10114003	540038 Uniforms And Other Clothing	0	200	200	200	0.00%
10114003	Subtotal Benefits	\$112,113	\$117,098	\$117,098	\$117,449	0.30%
10114003	530066 Internet Access	2,786	9,180	9,180	8,580	-6.54%
10114003	530111 Professional Services	13,782	18,000	18,000	18,100	0.56%
10114003	532000 Telephone	10,512	12,564	12,564	12,492	-0.57%
10114003	534014 Office Equipment Maintenance	38,054	44,836	47,669	45,525	1.54%
10114003	534016 Computer/Software Maintenance	60,672	86,780	92,080	101,680	17.17%
10114003	538012 Advertising	75	100	100	100	0.00%
10114003	538030 Licenses And Dues	100	100	100	100	0.00%
10114003	Subtotal Services	\$125,980	\$171,560	\$179,693	\$186,577	8.75%
10114003	540012 Office Materials & Supplies	1,275	2,320	3,117	3,000	29.31%
10114003	Subtotal Commodities	\$1,275	\$2,320	\$3,117	\$3,000	29.31%
10114003	530044 Non-Major Technology Reserve	2,566	2,964	2,964	3,000	1.21%
10114003	550002 Computer Equipment	1,294	3,000	7,174	3,000	0.00%
10114003	Subtotal Capital Outlay	\$3,860	\$5,964	\$10,138	\$6,000	0.60%
10114003	Total Information Technology	\$525,373	\$590,121	\$603,224	\$605,394	2.59%



Organizational Chart



Mission Statement

The mission of the Town Assessor's Office is to provide for the orderly valuation of all real estate and tangible personal property located in the Town of South Kingstown. The primary objective of the Department is to discover, 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.

Functions

TOWN ASSESSOR'S OFFICE

The duties performed by the Town Assessor's Office include, but are not limited to:

- Discover, list, and value all taxable and exempt real estate and tangible property
- Prepare an annual tax roll detailing a true and accurate account of all ratable property
- Coordinate all activities related to the 3-year property revaluation cycles, with full revaluations every nine years and two statistical revaluations in the third and sixth years
- Administer state and local exemption and abatement programs
- Maintain records of property ownership for real estate and personal property
- Prepare appeal hearings and serve as a liaison for the Assessment Board of Review
- Process new surveys for parcels and determining assessment values
- Inspection of all building permits
- Coordinate with the Town's GIS Division to maintain and update the Town Assessor's plat maps in hard copy and digital format (available online)
- Provide information and reports to the State of Rhode Island Department of Revenue for certification, new legislation fiscal impact inquiries as well as general inquiries
- Disseminate information to the general public concerning public records maintained in the Town Assessor's Office



FY 2022-2023 Priorities

Priorities	Town Council Goals & Obj's
Certify the Tax Roll on June 15, 2023 to include real estate and tangibles	TBF
Discover, list, and provide for the orderly valuation of all taxable and exempt property, including real estate and tangible personal property located in the town, 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	TBF
Keep accurate records of property ownership, and market and cost trends; Coordinate all activities to prepare for triennial property valuation updates and revaluations	TBF
Ensure that evaluations and revaluations, and the abatement and exemption programs are completed per state laws, local ordinances, and follow assessment standards prescribed by both Rhode Island and National Association of Assessing Officers to ensure that all property is being assessed in a uniform and equitable manner	TBF
Serve as a liaison to the Assessment Board of Review, preparing all materials as needed	TBF
Provide accurate information to the public in a courteous, efficient, and professional manner	FI / CEPP
Provide information and reports accurately and in a timely fashion to the state as required	TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Review assessment appeals resulting from the December 31, 2021 Full Revaluation and coordinate Assessment Board of Review hearings	TBF
Inspect and process new Building Permits, and re-inspect those not completed	TBF
Receive, process, and maintain Tax Exemption Records for the Elderly, Veteran's and Blind exemptions	VUR / TBF
Maintain Tax Records for the Farm Forest Open Space (FFOS) Program	TBF
Provide Certification Reports to the State of Rhode Island	TBF
Provide information to the general public concerning public records, such as revaluations, assessments, property ownership, exemptions, and assessment appeal policy	FI / CEPP
Review deeds received from the Town Clerk's Office and maintain records related to New Property Ownership for Real Estate, Personal Property, Probate, approximately 1,200 annually; Review and process approximately 1,000 Tangible Business Annual Returns	TBF
Prepare Appeal Hearings and serve as Liaison for Assessment Board of Review	TBF
Process New Construction Proration Tax Bills for properties where a Certificate of Occupancy (CO) is granted, to reflect assessment based on the remaining days in the calendar year	TBF
Process Addendum Tax Bills for real estate tangible accounts not on the original tax roll	TBF
Process Tax Abatements to adjust assessments as needed	TBF
Process new surveys and subdivisions, adjust Assessor Maps and recalculate assessments as needed	TBF



Specific Performance Measurements

Description	Tax Yr 2020 Actual	Tax Yr 2021 Actual	Tax Yr 2022 Actual	Tax Yr 2023 Proposed	Town Council Goals & Objs
Real Estate & Tangible Property Tax Rate ¹	\$14.45	\$14.45	\$10.95	TBD	TBF
Motor Vehicles Tax Rate	\$18.71	\$18.71	Phase Out	Phased Out	TBF
Property Tax Roll	\$5.383B	\$5.419B	\$6.934B	\$6.970B	TBF
Motor Vehicle Tax Roll	\$145.6M	\$129.1M	Phase Out	Phased Out	TBF
Property Tax Generated	\$73.7M	\$74.1M	\$74.934M	TBD	TBF
Motor Vehicle Tax Generated	\$2.7M	\$2.6M	State Aid	State Aid	TBF
Building Permits	1,070	1,100	1,100	1,100	TBF
Property Assessments (Net)	\$5.246B	\$5.263B	\$6.843B	\$6.880B	TBF
Motor Vehicles	32,689	32,900	Phase Out	Phased Out	TBF
FFOS properties	149	150	150	150	TBF / LU
Elderly Tax Credit - # of participants	134	140	172	190	TBF / VUR
Elderly Tax Credit - value	\$206,235	\$210,000	\$319,000	\$355,000	TBF / VUR
Veterans Exemption - # of Veterans	896	900	900	900	TBF / VUR
Veterans Exemption - value	\$147,010	\$148,000	\$167,212	\$169,254	TBF / VUR
Veterans Exemption	\$185	\$185	\$215	\$215	TBF / VUR
100% Disabled Veteran	\$305	\$305	\$340	\$340	TBF / VUR
Ex-POW	\$550	\$550	\$565	\$565	TBF / VUR
Unmarried Widow(er) of Veteran	\$185	\$185	\$215	\$215	TBF / VUR
Gold Star Parent	\$378	\$378	\$378	\$378	TBF / VUR
Blind	\$426	\$426	\$426	\$426	TBF / VUR

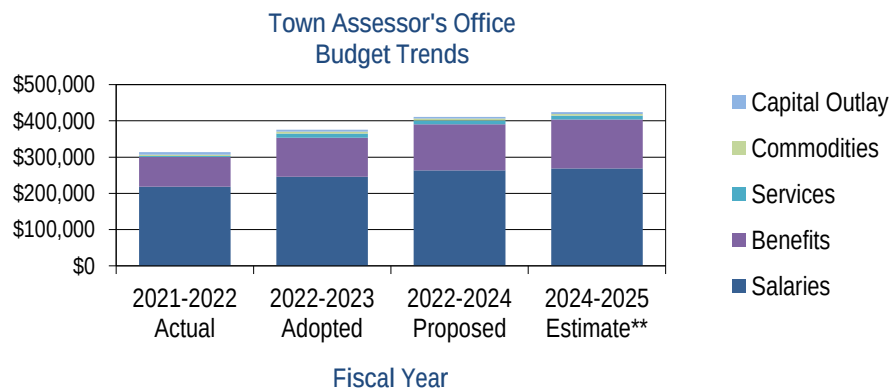
1. Per thousand dollars.



FY 2023-2024 Funding Comparison

Town Assessor's Office	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	4.00	4.00	4.00	4.00	0.00
Salaries	\$218,375	\$245,869	\$245,869	\$263,480	\$17,611
Benefits	82,301	107,868	107,868	127,085	19,217
Subtotal Personnel Expenditures ¹	\$300,676	\$353,737	\$353,737	\$390,565	\$36,828
Services	\$2,203	\$11,600	\$10,950	\$10,950	(\$650)
Commodities	3,893	5,300	4,600	4,600	(700)
Capital Outlay	6,860	4,935	5,135	5,135	200
Subtotal Operating Expenditures	\$12,956	\$21,835	\$20,685	\$20,685	(\$1,150)
Total Expenditures	\$313,632	\$375,572	\$374,422	\$411,250	\$35,678

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Town Assessor, *continued*



FY 2023-2024 Expenditure Statements

10115001	Town Assessor	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10115001	511001 Full-Time Employees	\$183,432	\$245,869	\$245,869	\$263,480	7.16%
10115001	511002 Part-Time Employees	\$24,713	\$0	\$0	\$0	0.00%
10115001	511004 Overtime	4,028	0	0	0	0.00%
10115001	511005 Retirement/Vacation Reimb.	1,481	0	0	0	0.00%
10115001	511006 Longevity	4,722	0	0	0	0.00%
10115001	Subtotal Wages	\$218,375	\$245,869	\$245,869	\$263,480	7.16%
10115001	522250 FICA	15,992	17,832	17,832	18,921	6.11%
10115001	522300 Municipal Employees Retirement	23,287	31,421	31,421	33,146	5.49%
10115001	522301 State Retirement Defined Contribution	2,156	2,459	2,459	2,635	7.15%
10115001	522818 Medical Insur-Active Employees	37,318	49,167	49,167	64,575	31.34%
10115001	522822 Dental Insur-Active Employees	1,986	2,698	2,698	3,565	32.14%
10115001	522850 Life Insurance	351	456	456	408	-10.53%
10115001	538014 Travel Expenses	0	100	100	100	0.00%
10115001	538016 Educational Expenses	599	3,000	3,000	3,000	0.00%
10115001	540038 Uniforms And Other Clothing	612	735	735	735	0.00%
10115001	Subtotal Benefits	\$82,301	\$107,868	\$107,868	\$127,085	17.82%
10115001	530018 Outside Data Processing	0	900	900	900	0.00%
10115001	530111 Professional Services	725	7,500	6,050	6,050	-19.33%
10115001	532000 Telephone	577	600	1,100	1,100	0.00%
10115001	534010 Motor Vehicles Maintenance	0	200	200	200	0.00%
10115001	534014 Office Equipment Maintenance	357	1,000	1,000	1,000	0.00%
10115001	538012 Advertising	24	200	500	500	150.00%
10115001	538030 Licenses And Dues	520	1,200	1,200	1,200	0.00%
10115001	Subtotal Services	\$2,203	\$11,600	\$10,950	\$10,950	-5.60%
10115001	540012 Office Materials & Supplies	2,027	2,200	3,200	3,200	45.45%
10115001	540020 Books And Publications	1,566	2,300	600	600	-73.91%
10115001	540028 Motor Vehicle Materials & Supplies	27	300	300	300	0.00%
10115001	540040 Fuels And Lubricants	272	500	500	500	0.00%
10115001	Subtotal Commodities	\$3,893	\$5,300	\$4,600	\$4,600	-13.21%
10115001	530044 Non-Major Technology Reserve	4,029	4,635	4,635	4,635	0.00%
10115001	550002 Computer Equipment	2,319	0	0	0	0.00%
10115001	550004 Office Equipment	512	300	500	500	66.67%
10115001	Subtotal Capital Outlay	\$6,860	\$4,935	\$5,135	\$5,135	4.05%
10115001	Total Town Assessor	\$313,632	\$375,572	\$374,422	\$411,250	9.50%

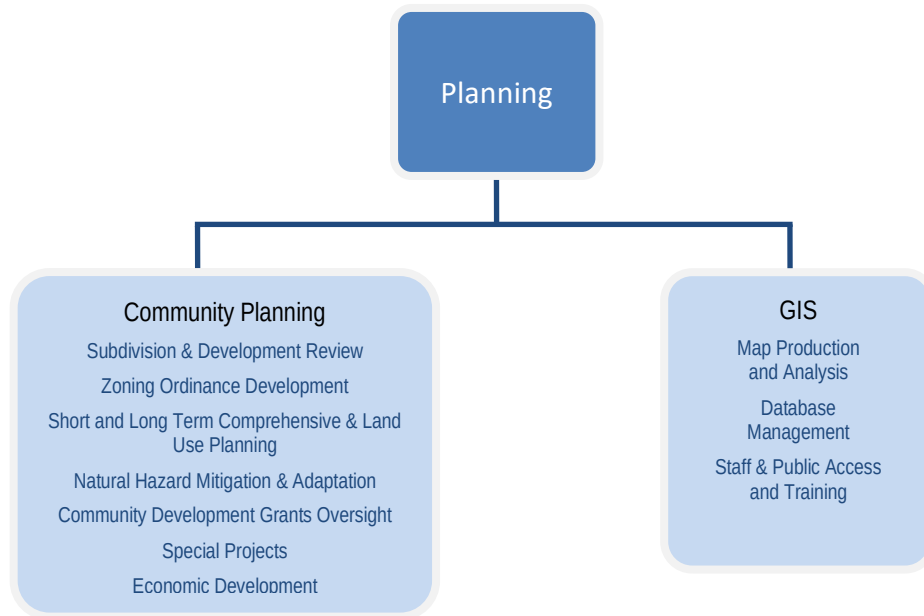
General Fund (101) Planning



Please note, this section incorporates multiple accounts, each of which fall under the purview of Planning, and include the following:

Acct Number	Acct Description
16001	Planning Department
16005	Geographical Information Systems

Organizational Chart



Mission Statement

The Planning Department mission is to understand the values and goals of the community and facilitate progress toward a shared long-term vision of a responsible, balanced and welcoming South Kingstown. The Planning Department works collaboratively with the public, key stakeholders, boards and commissions, municipal departments, and state agencies to promote holistic and inclusive decision making that reflects the community's aspirations. The primary objectives of the Planning Department are to: engage the public and provide professional guidance and coordination regarding long term community planning; ensure land use regulations reflect the community's shared vision of a highly desirable and livable community; review development for consistency with land use regulations; and assist boards and commissions with projects that make progress toward identified goals while allocating resources thereby ensuring a high quality of life for generations. The core values of public participation, equity, fairness, professionalism, consistency, and innovation guide the Planning Department's work program.

In support of achieving this mission, the Department is broken in two divisions (Community Planning and Geographic Information Systems), which function under eight unified core service areas:

- Current Planning/Land Use Administration (including review of development plans, subdivisions, rezonings, and other land use permits under Rhode Island General Laws;
- Environmental Planning (Wetlands and flood plain management);



- Transportation Planning and Implementation (vehicle, pedestrian, bike and public transit);
- Historic Preservation
- Community Planning and Development/Special Projects
- Economic Development
- Long Range, Comprehensive Planning & Implementation (Open Space, Comprehensive Community Plan)
- Geographic data base management, analysis and presentation (long and short term)

The Department also provides staff support to several the Town's elected and appointed boards and commissions including the Affordable Housing Collaborative, Conservation Commission, Economic Development Commission, Historic District Commission, Planning Board, and Technical Review Commission. Staff also provides support to the other Boards and Commissions on a needs basis. Further, the department represents the Town at various regional and state levels on issues such as regional planning, transportation and economic development. In addition, the department provide support to the Town Manager's Office, Town Council, Engineering Department, Parks and Recreation and the Public Service Department on various land use and development matters.

The mission of the Geographic Information System (GIS) Division, under the Planning Department, is to provide members of the public, elected officials and town staff access to accurate up to date 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 and through linkage of this geographic data to other Town databases. This information, whether on the computer screen or on a printed map, enables the work of Town departments and provides citizens with direct access to information which affects their lives.

Functions

PLANNING DEPARTMENT

The Planning Department's duties include, but are not limited to the following functions:

- Administer and implement the Town's long-range land use planning and growth management efforts
- Provide coordination and staff support for the maintenance and update to South Kingstown's Comprehensive Community Plan (adopted May 24, 2021);
- Maintain, update, and enhance the Town's Zoning Ordinance and review applications for Zoning Ordinance amendments
- Draft amendments to update and modernize the Town's Subdivision and Land Development Regulations and coordinate Planning Board review of such, as necessary
- Administer the review process and perform technical review of applications for land development and subdivision projects under the Town's Subdivision and Land Development Regulations and Zoning Ordinance
- Provide administration, coordination, development, and support functions regarding affordable housing production (missing middle), planning for natural hazards and climate change, environmental and natural resource protection, economic development, historic preservation, and long-term community sustainability
- Provide oversight and administration of the Town's Historic Preservation District Regulations



- Provide administrative support to the Town's Community Development Grant program(s), perform grant writing and grant administration
- Coordinate with major community institutions (South County Hospital and University of Rhode Island)
- Provide management oversight of Geographic Information System (GIS) Division
- Provide direct staff support to various Town Boards & Commissions
- Provide support to the Town Manager's Office, Town Council, Engineering Department, Parks and Recreation and the Public Service Department on various land use and development matters

GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

The GIS Division's duties include, but are not limited to:

- Development and maintenance of Town GIS data layers
- Provide geospatial analysis and decision making support services to Town departments
- Link GIS data layers with Town databases and software
- Update and maintain Town Assessor's Office plat maps
- Provide access to GIS data and map production capability for Town staff
- Oversee hosting of public and staff WebGIS site for access to GIS data
- GIS data distribution and map sales to the public
- Provide custom map production services for Town departments
- Incorporate evolving GIS and spatial technological changes into the Town's GIS



FY 2022-2023 Priorities

Planning Priorities	Town Council Goals & Objectives
Work with the Planning Board and Town Council on recommendations contained in the Town's Comprehensive Community Plan	LU / H / SNR/ ET
Provide ongoing administrative and technical support to several Town Boards and Commissions	LU / H / SNR / CP / ET / CEPP
Process and provide technical review of applications for subdivisions, land development projects, and development plan review	LU / H / ET
Continue development of the Route 1 Scenic Roadway Stewardship Plan	LU / SNR / CEPP / CP
Undertake a comprehensive evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing, with consultant	LU / H / SNR
Review zoning ordinance amendments relative to solar energy systems adopted in 2016, and draft amendments to increase effectiveness and clarity	LU / SNR
Continue to work on the revisions to the Town's Subdivision and Land Development Regulations to increase ease of use, provide clarity, and update physical improvement standards to current best practices	LU / CE / SNR / CP
Continue to evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity, modernize, and bring standards in line with current best practices	LU / CE / SNR
Draft revisions to the zoning ordinance relative to the re-use and redevelopment of parcels currently zoned Government and Institutional	LU / H / SNR / ET
Assist the Planning Board in development of zoning ordinance amendments to address 'mobile food establishments' as required by the RI General Assembly	LU / ET
Begin discussion of potential zoning ordinance amendments to support increased intensity and mixed-use development within the Old Tower Hill Road corridor	LU / ET
Perform administrative coordination and oversight of the Town's Community Development Grant program	H/ VUR
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI/ LU
Continue to assess Department procedures, communications, and policies to increase efficiency, transparency, inter-Departmental coordination, and effectiveness, and clarity of information for public consumption	CEPP
Maintain the Planning Department section of the Town website to provide updated content and effective communication	CEPP/ ET
Monitor legislative developments and track issues of interest to the Town during the General Assembly's 2023 legislative session	CEPP
Assist the Historic District Commission in expanding and updating the Wakefield National Register Historic District	CEPP/ CP
Continue enforcement of restrictions to permanently protected open space created through residential subdivisions and improve homeowner and resident stewardship of open space parcels	LU / SNR/ FI
Assist the Recreation Department and the Waterfront Advisory Commission in completing the update to the Harbor Management Plan	LU / SNR



GIS Priorities	Town Council Goals & Objectives
Maintain public and Town staff WebGIS interface	CEPP
Maintain GIS data layers for the departments of Planning, Town Assessor, and Public Services including parcels, utility infrastructure, and zoning layers	CEPP
Provide GIS technical support services and map production to all Town departments	CEPP
Continue development and support of GIS mobile technologies, including incorporating new web mapping technologies through the use of iPad inspection applications, used by the Department of Public Services for state mandated stormwater infrastructure inspections	SNR
Continue development of the Town's ArcGIS Online website to provide targeted maps and web applications for user-friendly access to the Town's GIS database	CEPP
Continue GIS integration into VISION and ViewPermit Town databases	CEPP
Scan plans recorded in the Town's Land Evidence Records and print same upon request	CEPP

FY 2023-2024 Proposed Priorities

Planning Proposed Priorities	Town Council Goals & Objectives
Undertake activities to implement the Comprehensive Community Plan, including zoning ordinance amendments to bring the zoning ordinance into conformance with the Future Land Use Map	LU
Continue to review, modernize, and make more effective the Town's zoning ordinance, including assessment of review procedure thresholds, and standards for farm and bed and breakfast events, landscaping, design standards, parking requirements, and lighting	LU / CEPP / ES
Provide ongoing administrative and technical support to several Town Boards and Commissions, including Town Council	LU / H / SNR / CP / ES/ TTS
Process and provide technical review of applications for subdivisions, land development projects, and development plan review	LU / H / ES
Finalize development of the Route 1 Scenic Roadway Stewardship Plan utilizing a consultant	LU / SNR/ CP/ TTS
Provide timely, accurate information to the public regarding Town planning programs, data sources, regulations, and land development applications and explore expanding digital/virtual platform	FI/ CEPP
Complete an evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing (Missing Middle) and provide proposed amendments to the Town Council for review and potential adoption	LU / H / VUR
Undertake activities to implement the Town's Multi-Hazard Mitigation Plan	LU / H / SNR / ED / TTS
Undertake activities to implement the Town's village plan studies, including those for Peace Dale, Wakefield, West Kingston, and Matunuck utilizing American Rescue Plan Act funds	LU / H / ES/ TTS
Continue to evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity, modernize, and bring standards in line with current best practices	LU / SNR
Finalize revisions to the zoning ordinance relative to the re-use and redevelopment of parcels currently zoned Government and Institutional, including school facilities	LU / H / SNR
Undertake an evaluation of possible zoning ordinance amendments to support increased intensity and mixed-use development within the Old Tower Hill Road corridor (i.e., overlay district(s), form based code and architectural/design standards)	LU / ES
Support and participate in the Coastal Resources Management Council's development of the Beach Special Area Management Plan	SNR / LU
Perform administrative coordination and oversight of the Town's Community Development Block Grant (CDBG) program	H/ VUR
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI

General Fund (101) Planning, *continued*



Planning Proposed Priorities, <i>continued</i>	Town Council Goals & Objectives
Continue to assess Department procedures, communications, and policies to increase efficiency, transparency, inter-Departmental coordination, and effectiveness, and clarity of information for public consumption	FI/ CEPP
Maintain the Planning Department section of the Town website to provide updated content and effective communication	CEPP
Monitor legislative developments and track planning related issues of interest to the Town during the General Assembly's 2023 legislative session	CEPP

GIS Proposed Priorities	Town Council Goals & Objectives
Increase public awareness and use of web mapping technologies and WebGIS interface through public outreach, and further integrate use of GIS into everyday activities of Town Departments by engaging with and familiarizing individual departments with GIS functionality and emerging spatial technologies	FI/ CEPP
Continue the development and functionality of the Town's ArcGIS Online website to increase the functionality and mapping services to Town staff and the public	FI/ CEPP
Continue to train and provide technical support to Town Staff in use of WebGIS interface and new web mapping services	FI/ ET
Continue to provide support for new GIS mobile technologies used by the Public Services Department	FI
Maintain GIS data layers for Planning, Town Assessor, and Public Services departments	FI

Specific Performance Measurements

Planning Department: Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objectives
Planning Board meetings	35	27	32	30	LU / H / SNR / ES
Technical Review Committee (TRC) meetings	13	12	12	12	LU / ES / H
Affordable Housing Collaborative meetings	9	8	10	12	H / VUR
Bicycle Pedestrian Advisory Committee (BPAC) meetings ¹	-	-	-	-	TTS
Conservation Commission meetings	10	9	11	12	SNR
Economic Development Committee meetings	12	11	12	12	ES
Historic District Commission meetings	10	9	5	12	CP
Route 1 Stewardship Plan Development Committee	2	2	6	12	TTS
Sustainability Committee Meetings ²	-	-	-	-	SNR
Subdivision & Development Applications Review (all stages of review)	55	55	57	74	FI/ LU
Zoning Ordinance and Map Amendments reviewed and/or proposed	11	9	6	6	FI / LU
Town Council meetings	20	24	24	24	FI / LU

1. Board support shared with Town Manager's Office since July 2019.

2. Board support shared with the Facilities Division since July 2019.

General Fund (101) Planning, *continued*

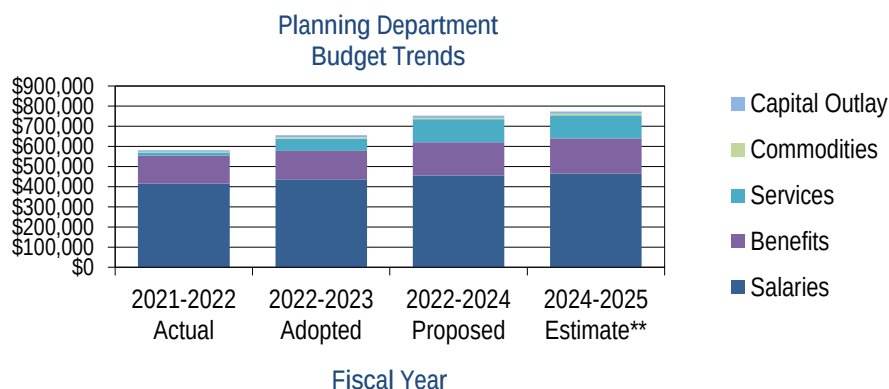


GIS Division: Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	Town Council Goals & Objectives
Tax Cut Revisions to Tax Assessor Maps	40	40	40	FI
Map Sales to Public	\$300	\$300	\$300	FI/ CEPP
Maps produced for Town Departments	200	200	200	FI
Scanned Land Evidence Recorded Plans	100	100	100	FI
Copies of recorded plans for public	200	200	200	FI/ CEPP

FY 2023-2024 Funding Comparison

Planning Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	5.00	5.00	5.00	5.00	0.00
Salaries	\$416,411	\$436,353	\$436,353	\$456,186	\$19,833
Benefits	136,918	141,075	141,075	164,133	23,059
Subtotal Personnel Expenditures ¹	\$553,329	\$577,428	\$577,428	\$620,319	\$42,892
Services	\$16,378	\$61,282	\$61,796	\$114,700	\$53,418
Commodities	3,759	6,173	6,173	6,573	400
Capital Outlay	7,815	11,137	11,137	11,137	0
Subtotal Operating Expenditures	\$27,951	\$78,592	\$79,106	\$132,410	\$53,818
Total Expenditures	\$581,280	\$656,020	\$656,533	\$752,729	\$96,710

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated to this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Planning, *continued*



FY 2023-2024 Expenditure Statements

10116001	Planning Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10116001 511001	Full-Time Employees	\$322,619	\$340,026	\$340,026	\$357,787	5.22%
10116001 511004	Overtime	251	0	0	0	0.00%
10116001 511006	Longevity	2,519	2,983	2,983	3,315	11.13%
10116001	Subtotal Wages	\$325,390	\$343,009	\$343,009	\$361,102	5.27%
10116001 522250	FICA	25,226	26,834	26,834	27,497	2.47%
10116001 522300	Municipal Employees Retirement	40,266	43,836	43,836	45,427	3.63%
10116001 522301	State Retirement Defined Contribution	3,390	3,574	3,574	3,757	5.12%
10116001 522818	Medical Insur-Active Employees	25,070	17,296	17,296	39,615	129.05%
10116001 522822	Dental Insur-Active Employees	2,963	3,076	3,076	2,824	-8.20%
10116001 522840	Insurance Buyback	10,623	12,250	12,250	8,250	-32.65%
10116001 522850	Life Insurance	432	456	456	418	-8.29%
10116001 538014	Travel Expenses	0	750	750	1,450	93.33%
10116001 538016	Educational Expenses	1,430	2,825	2,825	3,825	35.40%
10116001 540038	Uniforms And Other Clothing	0	800	800	800	0.00%
10116001	Subtotal Benefits	\$109,400	\$111,697	\$111,697	133,863	19.85%
10116001 530016	Web Site Services	630	0	0	0	0.00%
10116001 530111	Professional Services	2,310	30,000	30,000	80,000	166.67%
10116001 532000	Telephone	0	1,800	1,800	1,800	0.00%
10116001 534016	Computer/Software Maintenance	1,221	7,500	8,014	9,500	26.67%
10116001 538012	Advertising	126	1,250	1,250	1,250	0.00%
10116001 538022	Printing Expenses	48	1,100	1,100	1,100	0.00%
10116001 538030	Licenses And Dues	2,064	2,000	2,000	2,600	30.00%
10116001	Subtotal Services	\$6,399	\$43,650	\$44,164	\$96,250	120.50%
10116001 540012	Office Materials & Supplies	735	2,200	2,200	2,400	9.09%
10116001 540020	Books And Publications	0	800	800	1,000	25.00%
10116001	Subtotal Commodities	735	\$3,000	\$3,000	3,400	13.33%
10116001 530044	Non-Major Technology Reserve	4,608	5,314	5,314	5,314	0.00%
10116001 550002	Computer Equipment	0	2,500	2,500	2,500	0.00%
10116001	Subtotal Capital Outlay	4,608	7,814	7,814	7,814	0.00%
10116001	Total Planning Department	\$446,531	\$509,170	\$509,683	\$602,429	18.32%

10116005	Geographical Information Systems (GIS)	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10116005 511001	Full-Time Employees	\$87,905	\$90,095	\$90,095	\$91,769	1.86%
10116005 511006	Longevity	3,116	3,249	3,249	3,315	2.03%
10116005	Subtotal Wages	\$91,021	\$93,344	\$93,344	\$95,084	1.86%
10116005 522250	FICA	6,824	6,996	6,996	7,121	1.79%
10116005 522300	Municipal Employees Retirement	11,272	11,929	11,929	11,962	0.27%
10116005 522301	State Retirement Defined Contribution	1,138	1,167	1,167	1,188	1.84%
10116005 522818	Medical Insur-Active Employees	7,296	7,313	7,313	7,977	9.09%
10116005 522822	Dental Insur-Active Employees	347	359	359	320	-10.99%
10116005 522850	Life Insurance	108	114	114	102	-10.53%
10116005 538014	Travel Expenses	534	200	200	200	0.00%
10116005 538016	Educational Expenses	0	1,100	1,100	1,200	0.00%
10116005 540038	Uniforms And Other Clothing	0	200	200	200	0.00%

General Fund (101) Planning, *continued*

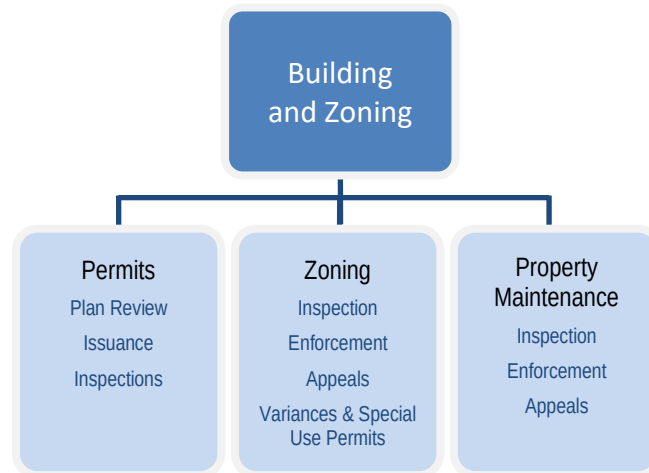


10116005		Subtotal Benefits	\$27,518	\$29,378	\$29,378	\$30,270	3.04%
10116005	530018	Outside Data Processing	0	5,500	5,500	5,650	2.73%
10116005	530111	Professional Services	3,650	5,600	5,600	5,600	0.00%
10116005	534014	Office Equipment Maintenance	1,554	1,632	1,632	1,800	10.29%
10116005	534016	Computer/Software Maintenance	4,675	4,700	4,700	5,200	10.64%
10116005	538022	Printing Expenses	100	200	200	200	0.00%
10116005		Subtotal Services	\$9,979	\$17,632	\$17,632	\$18,450	4.64%
10116005	540012	Office Materials & Supplies	3,024	3,173	3,173	3,173	0.00%
10116005		Subtotal Commodities	\$3,024	\$3,173	\$3,173	\$3,173	0.00%
10116005	530044	Non-Major Technology Reserve	3,207	3,323	3,323	3,323	0.00%
10116005		Subtotal Capital Outlay	3,207	3,323	3,323	3,323	0.00%
10116005		Total Geographic Information Systems	\$134,749	\$146,850	\$146,850	\$150,300	2.35%

	Total Planning Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10113001	Subtotal Planning Department	\$446,531	\$509,170	\$509,683	\$602,429	18.32%
10116005	Subtotal GIS	134,749	146,850	146,850	150,300	2.35%
	Total Planning Program	\$581,280	\$656,020	\$656,533	\$752,729	14.74%



Organizational Chart



Mission Statement

The mission of the Building Inspection & Zoning Department is to provide information and guidance to residents, realtors, contractors, developers, and attorneys to assist in the navigation of the Town's Building Codes and Zoning Ordinance.

Functions

BUILDING & ZONING

The duties performed by the Building Inspection & Zoning Department include, but are not limited to:

- Interpretation and enforcement of the State Building Codes and Town Zoning Ordinance
- Enforce the Town's ordinances and State law affecting health, safety, and welfare
- Review, approve, and issue permits for construction
- Provide necessary inspections for code compliance, and issue certificates of use and occupancy
- Review all applications to CRMC for compliance with the State Building Code and the Town Zoning Ordinance
- Consult and advise property owners on the Federal Emergency Management Agency (FEMA) floodplain regulations, including the National Flood Insurance Program (NFIP)
- Serve as Clerk of the Building Code Board of Appeals for variances from Building Codes
- Serve as Zoning Enforcement Officer and Clerk of the Zoning Board of Review
 - Process variances, special use permits, and Planning Board decision appeal applications
 - Formulate legal advertisements and schedule hearings
 - Process and record minutes and decisions in the land evidence records
 - Investigate complaints, issue violation notices of noncompliance of regulations, and coordinate with the Town Solicitor to prosecute if necessary
 - Research and issue zoning certificates when requested
- Assist other municipal departments with construction projects, research, and investigations
- Coordinate enforcement efforts with State agencies such as RIDOH, RIDEM, RIDBR, CRMC in the investigation of health and safety violations within the community

General Fund (101) Building & Zoning (17001), continued



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Proactively assist the general public to ensure that all construction is in conformance with the Town's Building Codes, Zoning Regulations, and State Laws and Standards	FI
Continue with the implementation of the State Electronic Permitting Software to provide the public additional options for transparency and access to historical records	FI / CEPP
Coordinate with State agencies such as Office of Healthy Aging and Department of Health to provide assistance with responding to property maintenance matters involving vulnerable residents	VUR
Manage plan review turnaround time for one and two family dwelling Building Permits, with the goal of not to exceed 10 business days from the date of application	FI / ES
Manage plan review turnaround time for multi-family, mixed-use, and commercial Building Permits, with the goal of not to exceed 15 business days from the date of application	LU / ES
Work with Town Departments relative to the implementation of capital improvements through assistance with plan and specifications review to ensure a safe, efficient, and healthy built environment	FI / TBF / CP
Continue to coordinate with U.S Army Corps of Engineers and CRMC with the elevating and flood proofing of existing structures located in the coastal floodplain, as part of the Pawcatuck River Coastal Storm Risk Management Project	SNR
Work with the Planning Department and other Town Departments to review, improve, and develop the standards related to the Town Zoning and Planning regulations to encourage development and the ability to navigate the Town regulations in user friendly manner	FI / TBF / CP
Finalize application submittal with FEMA to be accepted into the Community Rating System (CRS), foster comprehensive floodplain management, and reduce flood insurance rates	SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Establish a database of all non-owner-occupied multi-family dwellings in South Kingstown built prior to 1978 for the purpose of verifying lead safety compliance for the protection of individuals, specifically infants and children	VUR
Continue refining use of OpenGov Electronic permitting software to provide the public additional options for transparency and access to historical records without the need for submitting physical documents.	FI / CEPP
Develop and implement a Rental Registration database for all dwelling units utilized for purpose of short or long-term rental. Work to develop a rental registration program operated within the Department.	H/PPS
Manage plan review turnaround time for one- and two-family dwelling Building Permits, with the goal of not to exceed 7 business days from the date of application deemed complete	FI
Manage plan review turnaround time for multi-family, mixed-use, and commercial Building Permits, with the goal of not to exceed 12 business days from the date of application deemed complete	CEPP / FI / H
Work with Town Departments relative to the implementation of capital improvements through assistance with plan and specifications review to ensure a safe, efficient, and healthy built environment	FI / TBF / CP
Continue to coordinate with U.S Army Corps of Engineers and CRMC with the elevating and flood proofing of existing structures located in the coastal floodplain, as part of the Pawcatuck River Coastal Storm Risk Management Project	SNR

General Fund (101) Building & Zoning (17001), continued



Work with the Planning Department and other Town Departments to review, improve, and develop the standards related to the Town Zoning and Planning regulations to encourage development and the ability to navigate the Town regulations in user friendly manner

FI / TBF / CP / CEPP

Meet with ISO and FEMA to obtain reclassification for Building Code Effectiveness Grading Schedule and to further develop department outreach through public education and awareness.

SNR / CEPP

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY2023-2024 Anticipated	Town Council Goals & Objs
Employee Time Allocation					
Field Inspections	55%	53%	53%	50%	FI
Review Plans & Issuing Permits	32%	30%	30%	30%	FI
Research and Advise Residents, Contractors & Design Professionals	6%	6%	6%	8%	FI
Building & Zoning Violations	4%	8%	8%	9%	FI
Committee Meetings	3%	3%	3%	3%	FI
Zoning Board Meetings	18	14	14	15	FI / LU
Zoning Petitions Received	78	53	56	65	FI / LU
Complaints Received and Investigated	85	81	85	90	FI / CEPP
Notice of Violations Issued	50	61	60	65	FI
Plumbing Permits Issued	298	342	308	300	FI
Solar Permits Issued	102	108	128	140	FI / SNR
Electrical Permits Issued	904	861	932	900	FI
Mechanical Permits Issued	924	933	970	930	FI
Residential Building Permits Issued	1,300	1,144	1,100	1,200	FI
Commercial Building Permits Issued	75	51	58	60	FI / ES
Zoning Certificates Issued	72	66	45	45	FI / LU
Building Inspections Performed	2,988	2,990	3,038	3,010	FI
Electrical Inspections Performed	1,550	1,368	1,800	1,800	FI
Mechanical Inspections Performed	888	946	998	950	FI
Plumbing Inspections Performed	550	596	570	570	FI
Certificates of Occupancy Issued	120	88	114	112	FI

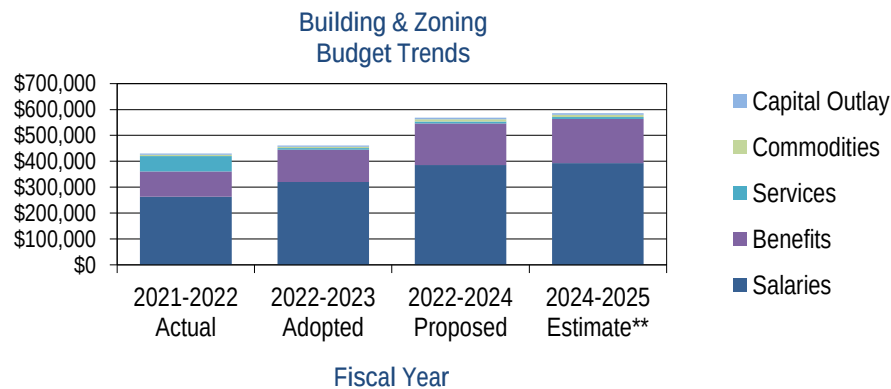
General Fund (101) Building & Zoning (17001), continued



FY 2023-2024 Funding Comparison

Building & Zoning	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	4.50	4.50	4.50	5.50	1.00 ²
Salaries	\$262,936	\$320,580	\$320,580	\$385,509	\$64,929
Benefits	97,600	123,978	123,978	161,035	37,057
Subtotal Personnel Expenditures ¹	\$360,536	\$444,558	\$444,558	\$546,544	\$101,986
Services	\$60,046	\$6,860	\$6,060	\$6,663	(\$197)
Commodities	4,175	4,381	4,381	9,250	4,869
Capital Outlay	5,619	5,729	5,729	5,801	72
Subtotal Operating Expenditures	\$69,840	\$16,970	\$16,170	\$21,714	\$4,744
Total Expenditures	\$430,376	\$461,528	\$460,728	\$568,258	\$106,730

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.
2. Reflects increase for the addition of a proposed Zoning and Code Enforcement Officer.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Building & Zoning (17001), continued

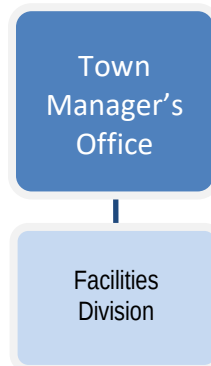


FY 2023-2024 Expenditure Statements

10117001	Building & Zoning		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10117001	511001	Full-Time Employees	\$224,610	\$268,137	\$268,137	\$331,469	23.62%
10117001	511002	Part-Time Salaries	35,862	50,064	50,064	51,033	1.94%
10117001	511004	Overtime	1,124	300	300	300	0.00%
10117001	511006	Longevity	1,340	2,079	2,079	2,706	30.17%
10117001		Subtotal Wages	\$262,936	\$320,580	\$320,580	\$385,509	20.25%
10117001	522250	FICA	19,703	23,800	23,800	28,330	19.03%
10117001	522300	Municipal Employees Retirement	27,934	34,471	34,471	41,966	21.74%
10117001	522301	State Retirement Defined Contribution	2,256	2,697	2,697	3,336	23.69%
10117001	522818	Medical Insur-Active Employees	37,803	51,852	51,852	75,499	45.60%
10117001	522822	Dental Insur-Active Employees	3,470	4,152	4,152	4,659	12.22%
10117001	522840	Insurance Buyback	4,077	4,000	4,000	4,000	0.00%
10117001	522850	Life Insurance	369	456	456	510	11.84%
10117001	538014	Travel Expenses	495	1,850	1,850	1,850	0.00%
10117001	540038	Uniforms And Other Clothing	1,492	700	700	885	26.43%
10117001		Subtotal Benefits	\$97,600	\$123,978	\$123,978	\$161,035	29.89%
10117001	530066	Internet Access	1,642	2,520	2,520	2,018	-19.92%
10117001	530111	Professional Services	54,070	2,740	2,740	2,740	0.00%
10117001	532000	Telephone	1,895	0	0	0	0.00%
10117001	534010	Motor Vehicles Maintenance	0	0	0	0	0.00%
10117001	534014	Office Equipment Maintenance	289	550	550	550	0.00%
10117001	534020	Maintenance of Buildings	293	0	0	0	0.00%
10117001	538012	Advertising	0	100	100	100	0.00%
10117001	538020	Miscellaneous Services	763	0	0	0	0.00%
10117001	538022	Printing Expenses	113	150	150	150	0.00%
10117001	538030	Licenses And Dues	983	800	0	1,105	38.13%
10117001		Subtotal Services	\$60,046	\$6,860	\$6,060	\$6,663	-2.87%
10117001	540012	Office Materials & Supplies	397	381	381	3,500	818.64%
10117001	540020	Books And Publications	737	400	400	400	0.00%
10117001	540028	Motor Vehicle Materials & Supp	945	1,600	1,600	2,600	62.50%
10117001	540040	Fuels And Lubricants	2,096	2,000	2,000	2,750	37.50%
10117001		Subtotal Commodities	\$4,175	\$4,381	\$4,381	\$9,250	111.14%
10117001	530044	Non-Major Technology Reserve	4,260	5,529	5,529	5,601	1.30%
10117001	550004	Office Equipment	3	200	200	200	0.00%
10117001	550026	Furniture And Furnishings	1,356	0	0	0	0.00%
10117001		Subtotal Capital Outlay	\$5,619	\$5,729	\$5,729	\$5,801	1.26%
10117001		Total Building & Zoning	\$430,376	\$461,528	\$460,728	\$568,258	23.13%



Organizational Chart



It is noted that the Town has completed the move from having municipal facilities and custodial staff being managed by individual departments, to a centralized facility maintenance service system supported by the Facilities Department. This migration to a formal Facilities Department had been occurring for the last several years and is an ongoing process regarding the supplies, materials and services.

Beginning in FY 2020-2021, this account included the salaries and personnel costs for Facility Department employees that had previously been budgeted elsewhere within General Fund. Facility maintenance costs, other than for Town Hall, remained allocated to other departments. In 2022-2023, those Facility Department employees whose salary and personnel costs are budgeted within Special Revenue Funds including Peace Dale Office Building, Senior Services, Neighborhood Guild, and the Community Recreation Center, as well as Enterprise Funds including Water, Wastewater, and Solid Waste were included in the facilities budget. An account in each of the Special Revenue Funds has been created to chargeback the facility department salaries to the Special Revenue and Enterprise Funds.

Mission Statement

The Facilities Department maintains a diverse portfolio of municipal facilities, and in addition to providing custodial services, the Department is responsible for routine, preventative, and emergency maintenance, overseeing building construction and renovation projects, assisting with building security, as well as planning for the future integrity and sustainability of all municipal buildings. The Department also works to ensure compliance with laws and regulations set forth pertaining to safety, environment, health, fire, and energy efficiency, while providing a comfortable environment for all who use the buildings.



Functions

CUSTODIAL SERVICES

The Department works hard to provide clean and sanitary buildings for all who enter each of the 18 municipal buildings. The Department is responsible for providing routine and as needed custodial services to all municipal buildings.

ROUTINE & PREVENTATIVE MAINTENANCE

The Department is responsible for providing routine and preventative maintenance for over 190,000 square feet of space in each of the 18 municipal buildings. The routine and preventative maintenance program supports, but is not limited to the following:

- In conjunction with the Fire Alarm & Communications Department, inspect and test the municipally connected Fire Alarm systems
- Quarterly inspection of the fire sprinkler suppression systems
- Bi-annual preventive maintenance of the emergency backup generators
- Monthly egress inspections
- Exterior landscape, lighting, and sidewalk inspections
- Municipal building access control and surveillance systems
- HVAC cleanings and filters
- Maintain contracts with vendors for building systems services
- Maintain electric vehicle (EV) charging stations
- Respond to natural disasters and electrical outages
- Snow and ice removal from municipal sidewalks and parking areas

LONG TERM PROACTIVE MAINTENANCE

The Department is responsible for planning for the future integrity of the municipal buildings

- Maintain a long-term maintenance strategy and capital improvement plan
- Maintain a priority list for maintenance and repair
- Develop a master plan for energy efficiency and use reduction

SAFETY & CODE COMPLIANCE

The Departments responsible for ensuring safety and code compliance for all municipal buildings through:

- Coordination with other code enforcement agencies, including state, local, and other municipal departments
- Enforcement of the RI Fire Safety Code pertaining to fire doors, proper placement of fire extinguishers, monitor fire sprinkler, test emergency lighting systems and update evacuation maps
- Respond to municipal building alarm activations, and assist the Communications Department ensuring all security and fire alarm systems are in normal operating condition
- Maintain updated contact information with all building key holders



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue to provide for the routine maintenance and repair needs of all municipal buildings, both interior and exterior	FI / CP
Continue to provide for the daily cleaning needs of all municipal buildings	FI
Oversee the maintenance and care of grounds around municipal buildings, coordinating with Parks Division as needed, while working to provide for aesthetically pleasing gardens and grounds	FI
Continue compiling a priority list for maintenance and repair of all municipal buildings using the Beehive Asset Management Software	FI / SNR/ CP
Develop long term maintenance strategy and capital improvement plan for municipal buildings	FI
Develop a priority list for maintenance and repair of the aging roof conditions on all municipal buildings	FI
Continue to maintain and update a master plan for energy efficiency and use reduction throughout municipal buildings	SNR
Continue to coordinate with Department and Division heads to identify unique facility needs based upon department specific uses	FI
Continue to manage the Town's surplus disposal needs, utilizing the Town's online auction site to sell obsolete and surplus items, creating a revenue source from disposal of items	TBF
Manage the electronic key fob access system for municipal buildings, and continue effort to convert the remaining buildings to this system	FI / PPS
Coordinate with the Fire Alarm & Communications Division to update and expand security panels within municipal buildings	FI / PPS
Provide critical cleaning to municipal buildings and vehicles following necessary protocols, disinfection, and sanitization to guard against infectious disease	FI / PPS
Research and procure necessary tools, equipment, and PPE related to infectious disease control	FI / PPS
Coordinate purchasing of related equipment, materials, and supplies, creating consistency in product and resulting in cost savings through bulk purchases	FI / TBF
Improved safety, security, winter storm operations response, as well as quality, timeliness, and effectiveness of services provided to municipal departments through centralized Facilities Division	FI / PPS
Develop and input data into the Asset Management system for use in logging work orders and recording all Town building assets	FI
Continue to research cost savings and incentives related to increasing energy efficiency and reducing future labor and equipment maintenance costs; Work with the School Department to help realize savings in the school buildings	FI / SNR
Manage the electric vehicle (EV) charging stations at Town Hall (municipal use only) and at the Main Street Comfort Station public parking lot (for public use); converted to point of sale purchase to cover provision of electricity and cost of administration and maintenance	FI / SNR / TBF
Lead South Road School facility and maintenance needs, and coordinate town departments on bulk storage of assets.	FI / PPS
Continue to provide staff support to the Sustainability Committee on related initiatives	SNR
Coordinate with the Highway Division and the Parks Division to provide Winter Storm Operations support for municipal buildings, parking lots, and sidewalks	FI / PPS



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Complete the implementation of Town-wide Facility Department, overseeing for the care and maintenance of all municipal buildings, working in collaboration with Division Heads and Department Heads to identify unique facility needs based upon department specific uses	FI
Continue to provide for the daily cleaning, routine maintenance, and repair needs of all municipal buildings, both interior and exterior	FI
Oversee the maintenance and care of grounds around municipal buildings, coordinating with Parks Division on landscape and garden bed beautification efforts at municipal buildings; work to identify and expand the number of garden beds maintained	FI
Investigate a municipal building audit to develop a Facility Condition Index (FCI), compile a priority list for maintenance and repair of all municipal buildings; and develop long term maintenance strategy and capital improvement plan for municipal buildings	FI / TBF
Continue to develop a master plan for energy efficiency and use reduction throughout municipal buildings	FI / SNR
Manage the electronic key fob access system for municipal buildings, continuing to convert remaining buildings	FI / PPS
Manage the electric vehicle (EV) charging stations at Town Hall (municipal use only) and at the Main Street Comfort Station public parking lot (for public use)	FI / SNR / TBF
Continue to monitor and secure the South Road School building	FI
Continue to provide staff support to the Sustainability Committee on related initiatives; coordinate with other municipal departments as appropriate, to assist the Sustainability Committee in their effort proposing initiatives to the Town Council	SNR
Coordinate with the Highway Division and the Parks Division to provide Winter Storm Operations support for municipal buildings, parking lots, and sidewalks	FI / PPS
Expand training program for Facilities Division employees	ET
Continue to work with the Town's Safety Committee and municipal departments to update the emergency egress and safety plans	FI / ET
Continue to manage the Town's surplus disposal needs, utilizing the Town's online auction site to sell obsolete and surplus items, creating a revenue source from disposal of items	TBF

Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Number of buildings maintained	16	18	18	FI
Avg # of service requests per month	100	120	140	FI
State required safety inspections	57	57	57	FI
COVID-19 related Building Ionize Disinfections sprays per week	31	5	5	FI
Parking lots: crack filled and sealed	3	3	3	FI
Surplus/Obsolete items auctioned	79	87	50	TBF
Total FOB access points	38	38	50	FI
Sustainability Committee meetings	12	12	12	SNR / CEPP

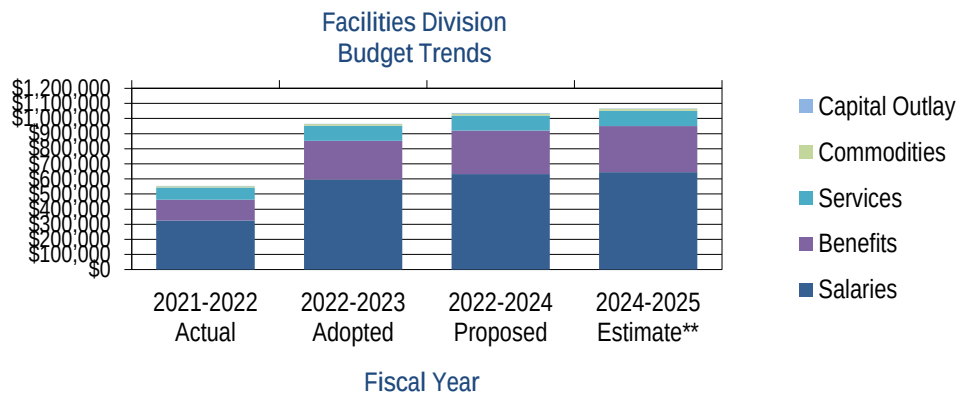
General Fund (101) Facilities (18001), *continued*



FY 2023-2024 Funding Comparison

Facilities	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	10.70	10.70	11.70	12.23	0.53
Salaries	\$325,511	\$595,311	\$595,311	\$632,514	\$37,203
Benefits	137,724	257,660	257,660	287,403	29,743
Subtotal Personnel Expenditures ¹	\$463,235	\$852,971	\$852,971	\$919,917	\$66,946
Services	\$79,004	\$98,575	\$96,575	\$100,520	\$1,945
Commodities	10,234	11,150	9,250	12,500	1,350
Capital Outlay	1,369	1,692	1,692	3,370	1,678
Subtotal Operating Expenditures	\$90,608	\$111,417	\$107,517	\$116,390	\$4,973
Total Expenditures	\$553,842	\$964,388	\$960,488	\$1,036,307	\$71,919

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Facilities (18001), continued



FY 2023-2024 Expenditure Statement

10118001	Facilities		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10118001	511001	Full-Time Employees	\$292,593	\$513,419	\$513,419	\$551,717	7.46%
10118001	511002	Part-Time Salaries	17,462	58,272	58,272	61,073	4.81%
10118001	511004	Overtime	4,997	3,000	3,000	3,000	0.00%
10118001	511005		612	0	0	0	0.00%
10118001	511006	Longevity	9,847	20,620	20,620	16,724	-18.89%
10118001		Subtotal Wages	\$325,511	\$595,311	\$595,311	\$632,514	6.25%
10118001	522250	FICA	24,210	44,130	44,130	46,760	5.96%
10118001	522300	Municipal Employees Retirement	39,621	75,696	75,696	79,265	4.71%
10118001	522301	State Retirement Defined Contribution	3,685	6,219	6,219	6,390	2.75%
10118001	522818	Medical Insur-Active Employees	57,677	109,751	109,751	129,905	18.36%
10118001	522822	Dental Insur-Active Employees	3,418	7,560	7,560	6,257	-17.23%
10118001	522840	Insurance	5,202	8,250	8,250	12,500	51.52%
10118001	522850	Life Insurance	561	1,254	1,254	1,326	5.74%
10118001	538014	Travel Expenses	927	1,300	1,300	1,300	0.00%
10118001	538016	Educational Expenses	0	500	500	500	0.00%
10118001	540038	Uniforms And Other Clothing	2,422	3,000	3,000	3,200	6.67%
10118001		Subtotal Benefits	\$137,724	\$257,660	\$257,660	\$287,403	11.54%
10118001	530014	Refuse Disposal	1,237	1,300	1,300	1,495	15.00%
10118001	530064	Copy Machine Services	8,193	9,500	9,500	9,500	0.00%
10118001	530111	Professional Services	0	500	500	500	0.00%
10118001	532000	Telephone	1,964	5,550	5,550	5,550	0.00%
10118001	532002	Fuel - Oil	2,037	1,500	0	2,000	33.33%
10118001	532004	Electricity	23,941	21,500	21,500	21,500	0.00%
10118001	532008	Natural Gas	5,634	11,000	11,000	11,000	0.00%
10118001	532010	Wastewater Fees	312	500	500	800	60.00%
10118001	532012	Water Fees	1,003	1,000	1,000	1,000	0.00%
10118001	534014	Office Equipment Maintenance	0	0	0	1,500	0.00%
10118001	534016	Computer/Software Maintenance	61	4,500	4,500	0	-100.00%
10118001	534017		366	0	0	4,500	0.00%
10118001	534020	Maintenance Of Buildings	13,565	14,625	14,125	14,325	-2.05%
10118001	538012	Advertising	91	100	100	150	50.00%
10118001	538020	Postage	20,600	27,000	27,000	26,700	-1.11%
10118001		Subtotal Services	\$79,004	\$98,575	\$96,575	\$100,520	1.97%
10118001	540012	Office Materials & Supplies	1,718	1,700	1,700	2,000	17.65%
10118001	540014	Janitorial Materials & Supp	2,231	2,200	2,200	2,200	0.00%
10118001	540018	Elect Materials & Supplies	426	250	250	250	0.00%
10118001	540022	Agri Materials & Supplies	0	300	300	300	0.00%
10118001	540024	Chemicals And Gases	0	100	100	300	0.00%
10118001	540026	Bldg & Const Materials & Supp	443	500	1,000	750	50.00%
10118001	540028	Motor Vehicle Materials & Supp	650	1,600	1,600	1,600	0.00%
10118001	540032	General Hardware & Tools	338	600	600	600	0.00%
10118001	540040	Fuels And Lubricants	3,809	2,400	0	3,000	25.00%
10118001	540050	HVAC Materials & Supplies	574	500	500	500	0.00%

General Fund (101) Facilities (18001), *continued*



10118001	580100	Miscellaneous Expenses	45	1,000	1,000	1,000	0.00%
10118001		Subtotal Commodities	\$10,234	\$11,150	\$9,250	\$12,500	12.11%
10118001	530044	Non-Major Technology Reserve	924	1,342	1,342	2,920	117.59%
10118001	550016	Janitorial Equipment	445	350	350	450	28.57%
10118001		Subtotal Capital Outlay	\$1,369	\$1,692	\$1,692	\$3,370	99.17%
10118001		Total Facilities Division	\$553,842	\$964,388	\$960,488	\$1,036,307	7.46%



TAB 7 PUBLIC SAFETY

Police.....	7 - 1
Animal Welfare	7 - 11
Fire Alarm & Communications.....	7 - 18
Emergency Medical Services.....	7 - 23

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

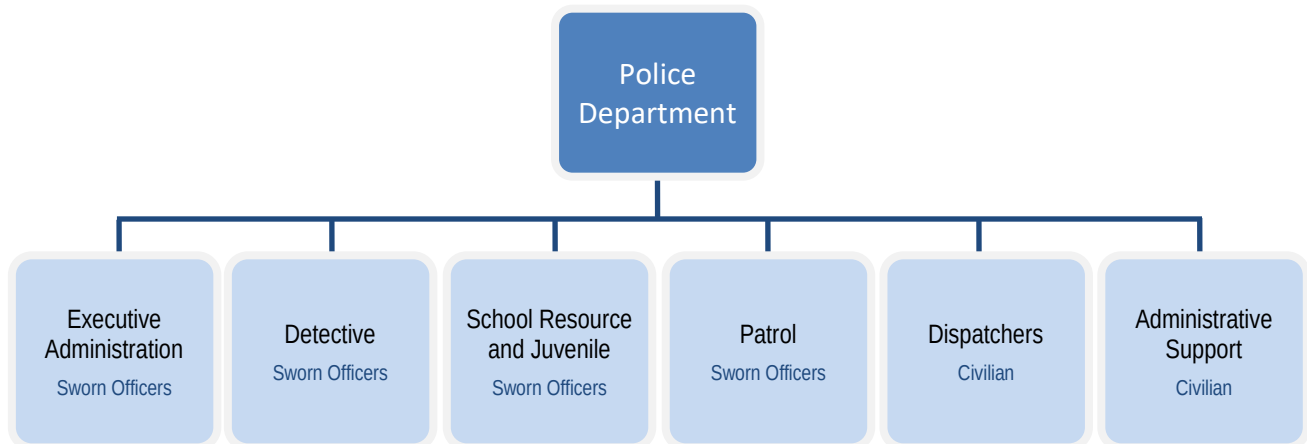
General Fund (101) Police



Please note, this section incorporates multiple accounts, each of which fall under the purview of the Police Department, and include the following:

Acct Number	Acct Description
20001	Police Department
20002	Police Civilian Personnel
20050	Police Dispatchers

Organizational Chart



Mission Statement

The Mission Philosophy of the South Kingstown Police Department is a component of the Department Rules and Regulations, which in accordance with the Town Charter were adopted and approved by the Town Council in August 1987. The mission statement is unique in that in addition to defining the well-accepted principal duties of law enforcement, it also advocates that the Town's public safety personnel recognize the need to function as community service providers.

Officers of the South Kingstown Police Department 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. The Department is committed to delivering 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.

Functions

The primary responsibility 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.

The Police Department also oversees the Animal Welfare Division, which is detailed separately.



Principal functions of the Police Department include, but are not limited to:

- Identifying, reporting, and removing a variety of public safety hazards and to provide assistance to ensure citizen safety at every opportunity;
- Investigating and prosecuting all known criminal offenses;
- Providing assistance and counseling for a wide range of services from simple street directions to referrals of services of other agencies not provided by police;
- Addressing traffic safety issues in the community by:
 - Promoting traffic safety initiatives through education and enforcement
 - Administering traffic detail program for road projects, etc.
- Providing public safety dispatch for Police, EMS, and Fire;
- Interacting cooperatively with the South Kingstown School Department, local institutional groups (URI, South County Hospital, and Fire Districts), neighboring police departments, the RI State Police, multiple State and Federal agencies, and advocacy groups to form partnerships to keep South Kingstown a safe community;
- Working in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; assist in coordinating with other Town Departments in the implementation of emergency evacuation shelters as needed;
- Recruiting and training police officers;
- Providing training and professional development to all department personnel;
- Reviewing and analyzing the needs for police service and the efficiency of departmental operations; promoting enhanced administrative, technical and operational police practices;
- Developing and submitting recommended annual operating budget and six-year capital improvement plan to the Town Manager;
- Preparing the Police Department Annual Report by calendar year to provide transparent reporting of departmental statistics to the public.

General Fund (101) Police, *continued*



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Maintain departmental accreditation through the RI Police Accreditation Commission (RIPAC); review existing policies and/or create new policies as directed by RIPAC standards; review reports, training and other activities to ensure compliance set forth in RIPAC standards	PPS
Maintain active list for the rank of Sergeant and promptly fill vacancies as they occur by updating the Promotional Policy / Standing Order	PPS / TBF
Conduct police recruitment drive, supplemented by lateral transfer hiring program, to recruit certified police officers; hire and train replacement officers to promptly fill vacancies in the Patrol Division as they occur	PPS
Streamline the police employment application process to create efficiencies during the recruitment and hiring process for both applicants and the training officer, and allow for ease in tracking and communication during the various recruitment stages	PPS
Maintain School Resource Officer (SRO) program; supported through partnership with School Department	PPS / ET / TBF
Train and certify the police compassion canine assigned to the Community Resource Officer (CRO); develop and initiate community-based outreach programs that offer community members the opportunity to regularly engage police officers and departmental leaders	PPS / VUR
Work collaboratively with Washington County Crisis Intervention Team (CIT) to support the joint relationship established between police and mental health clinicians to provide services to individuals experiencing a mental health crisis; continue fostering the CIT program by leveraging the use of crisis intervention teams consisting of specially trained police officers working alongside mental health professionals to assist those in need of mental health services	PPS / VUR
Activate Bicycle Patrol Unit for the summer and fall months	PPS
Participate in RIDOT's Operation Blue Riptide grant program to reinforce traffic safety efforts; including Impaired/Drunk Driving Enforcement, Speed Management, Distracted Driving, Child Safety Seat, and Seatbelt Safety Efforts	PPS / TBF
Continue assignment of officer in DEA Multi-jurisdictional Task Force	PPS
Detective Division will continue efforts to identify/manage sexual offenders in the community	PPS / VUR
Continue to participate in Department of Justice Bulletproof Vest Grant Program to obtain 50% cost share toward the purchase of body armor for the safety of the Town's officers	PPS / TBF
Work collaboratively with the Town's IT Department to improve network security and operational efficiency; leverage the use of new police scheduling software to improve the processes of routine scheduling, time-off requests, and filling overtime and traffic details and implementation of the Panama 12-hour shift schedule	FI / PPS
Continue working cooperatively with URI Police on public safety matters and strategic planning	PPS / URI
Participate in meetings with South County Hospital on mutual security concerns	PPS / SCH
Work with Town Departments, UFD, KFD, and RIEMA to maintain state of readiness for emergency preparedness response; provide staffing and resources relating to the COVID-19 pandemic, including serving as a host community for the testing and vaccination site for Washington County	PPS / VUR
Work collaboratively with SK Communications Consortium (SKCC) to review and resolve interoperability issues by implementing a 400 MHz town-wide radio communications system that will meet the needs of each Town agency individually and all agencies collectively while maintaining state-wide interoperability through the 800 MHz system	PPS / TBF
Continue with Body Worn Camera pilot program and outfit all uniformed officers with Body Worn Cameras through available Federal/ State Grant funding	TBF



General Fund (101) Police, *continued*

Utilize grant funding to support operational costs for the K-9 program, continue with specialty training for the K-9 Team (handler and dog)	PPS / TBF
Work collaboratively with Finance Department to prepare bid specifications and complete acquisitions for police equipment budgeted for replacement in FY 2022-2023	TBF
Complete facilities improvements planned in FY 2022-2023; projects include replacement of the boiler and radio room A/C unit	FI / SNR
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	PPS / CEPP
Prepare and submit FY 2023-2024 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	TBF
Increase the active sworn compliment of officers from 56 to 58 officers (including the Police Chief) through the FY 2022-2023 budget process; this will allow expansion of the CRO Program in FY 23 by assigning a 2 nd veteran officer to the position of CRO; funding for the two new recruits will be derived from the American Rescue Plan Act (ARPA)	PPS / TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Maintain departmental accreditation through the RI Police Accreditation Commission (RIPAC); review existing policies and/or create new policies as directed by RIPAC standards; review reports, training and other activities to ensure compliance set forth in RIPAC standards	PPS
Maintain existing programs and services for the delivery of the highest level of police professionalism to the community	PPS
Maintain department equipment and facilities at contemporary standards to provide officers with the state of the art tools to perform their duties effectively and efficiently	PPS
Continue emphasis on employee training and professional development for sworn and civilian personnel	PPS
Continue to analyze the future needs of the department, taking into consideration best utilization of police resources	PPS / TBF
Recruit and train new police recruits to promptly fill vacancies; analyze utilizing lateral transfer hiring program as an additional resource to attract qualified candidates; strive to attain diversified applicant pool	PPS
Utilize grant funding to support operational costs for the K-9 program, continue with specialty training for the K-9 Team (handler and dog)	PPS / TBF
Foster the multiple partnerships formed with community/institutional groups and State and Federal law enforcement agencies to insure quality of life for all citizens - Continue emphasis on mental health as a core element of public safety programs and initiatives; to include support for the CIT program - Complete an anonymous survey of Town residents to gauge their satisfaction with the Police Department - Promote civic engagement and public participation; conduct at least five (5) community engagement activities coordinated by the CRO Division	PPS / URI / SCH / VUR / CEPP
Continue to improve upon the timely release of information; leverage the use of social media outlets to keep the public informed about department news and activities	CEPP / VUR
Participate in new statewide body worn camera program funded by a federal grant for a period of five (5) years	PPS / VUR / TBF
Implement Community Service Officer (CSO) Program, which will consist of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs will be unarmed and will provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. They will assist with enforcing parking violations and act as a	PPS / TTS / TBF / CEPP



General Fund (101) Police, *continued*

force multiplier for the police department. CSOs will conduct foot and bicycle patrols and will add additional resources to the department. This program will provide training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.

The Police Department and Emergency Management will seek a vendor to assist with grant writing for available state and federal funding opportunities for the police as well as emergency management.	PPS / TBF / CEPP
Continue to participate in multi-jurisdictional task force operations	PPS
Promote traffic safety initiatives; participate in Operation Blue Riptide grant program	PPS / TBF / TTS
Take advantage of available State and Federal grant opportunities to reduce operational costs	TBF
Transition to clothing allowance system	TBF
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CEPP
Prepare and submit FY 2024-2025 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	TBF

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Obs
Total Number of Sworn Officers	55	56	58	58	PPS
Sworn Officers – Patrol / School Resource Officer (SRO)	2	2	2	2	PPS / ET
Sworn Officers – Patrol / Community Resource Officer (CRO)	0	1	1	2	PPS / VUR
Sworn Officers – Detective	7	7	7	7	PPS
Sworn Officers – Administrative	8	8	8	8	PPS
Dispatchers	8.4	8.4	8.4	8.4	PPS
Civilian Admin Support Staff	7	7	7	7	PPS
Calls for Service	48,853	48,025	50,000	50,000	PPS
Calls Handled by SRO	62	88	85	85	PPS / ET
SRO Dedicated Hours	2,880	2,880	2,880	2,880	PPS / ET
Total Number of Auto Accidents	786	928	925	925	PPS
Auto Accidents with Injury	131	173	175	175	PPS
UCR* offenses – all offenses within Major Crime Classifications	266	220	225	225	PPS
UCR ¹ offenses – DUI Arrest	62	98	95	95	PPS
UCR ¹ offenses – Adult Arrest	385	355	375	375	PPS
UCR ¹ offenses – Juvenile Arrest	25	20	25	25	PPS

1. UCR = Uniform Crime Report Statistics.

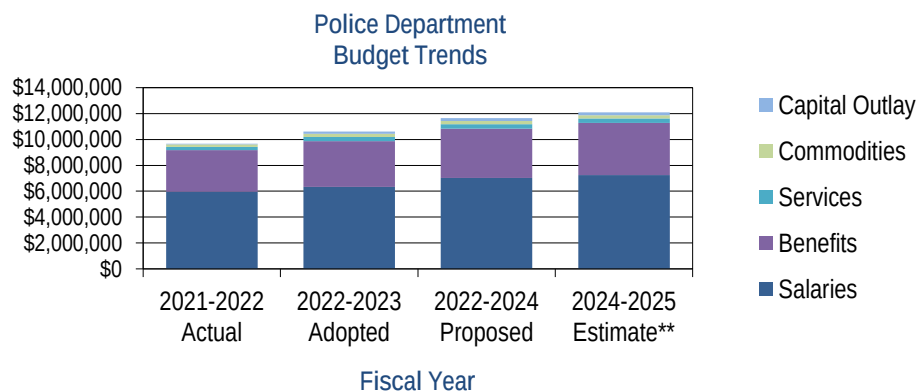
General Fund (101) Police, *continued*



FY 2023-2024 Funding Comparison

Police Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Sworn Officers	55.00	56.00	58.00	58.00	0.00
Civilian Staff	7.00	7.00	7.00	7.00	0.00
Dispatchers	8.40	8.40	8.40	8.40	0.00
Personnel FTE*	70.40	71.40	73.40	73.40	0.00
Salaries	\$5,951,294	\$6,335,545	\$6,700,505	\$7,027,910	\$692,365
Benefits	3,219,411	3,523,179	3,495,729	3,806,716	283,537
Subtotal Personnel Expenditures*	\$9,170,704	\$9,858,724	\$10,196,234	\$10,834,627	\$975,903
Services	\$262,171	\$328,541	\$322,358	\$340,092	\$11,551
Commodities	186,479	243,880	244,280	253,680	9,800
Capital Outlay	57,212	184,106	184,106	218,608	34,502
Subtotal Operating Expenditures	\$505,861	\$756,527	\$750,744	\$812,380	\$55,853
Total Expenditures	\$9,676,565	\$10,615,251	\$10,946,978	\$11,647,007	\$1,031,756

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 3% increase in Salaries.

General Fund (101) Police, *continued*



FY 2023-2024 Expenditure Statement

10120001	Police Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120001	511001 Full-Time Employees	\$4,092,029	\$4,411,899	\$4,761,899	\$4,734,515	7.31%
10120001	511004 Overtime	671,764	640,000	640,000	510,000	-20.31%
10120001	511005 Retirement/Vacation Reimb.	6,785	50,000	50,000	50,000	0.00%
10120001	511006 Longevity	197,007	233,891	233,891	275,806	17.92%
10120001	511009 Vacation & Sick	0	0	0	130,000	0.00%
10120001	511010 Holiday	0	0	0	263,535	0.00%
10120001	Subtotal Wages	\$4,967,584	\$5,335,790	\$5,685,790	\$5,963,856	11.77%
10120001	522250 FICA	356,255	390,762	390,762	421,186	7.79%
10120001	522302 Police Retirement	1,115,687	1,278,522	1,278,522	1,364,703	6.74%
10120001	522818 Medical Insur-Active Employees	768,914	803,787	798,987	947,804	17.92%
10120001	522820 Medical Insur-Retirees	360,259	374,519	374,519	394,856	5.43%
10120001	522822 Dental Insur-Active Employees	43,686	46,011	46,011	41,619	-9.55%
10120001	522824 Dental Insur-Retirees	4,874	5,094	5,094	4,629	-9.13%
10120001	522840 Insurance Buyback	15,560	18,500	18,500	28,750	55.41%
10120001	522850 Life Insurance	6,009	6,612	6,612	5,916	-10.53%
10120001	538014 Travel Expenses	126	175	125	175	0.00%
10120001	538016 Educational Expenses	67,302	102,600	80,000	107,700	4.97%
10120001	540038 Uniforms And Other Clothing	53,052	62,300	62,300	65,000	4.33%
10120001	Subtotal Benefits	\$2,791,724	\$3,088,882	\$3,061,432	\$3,382,337	9.50%
10120001	530012 Cleaning Services	6,417	10,000	9,500	10,000	0.00%
10120001	530014 Refuse Disposal	2,896	2,975	2,975	3,423	15.06%
10120001	530024 Medical Services	591	750	600	600	-20.00%
10120001	530064 Copy Machine Services	2,886	3,344	3,872	4,048	21.05%
10120001	530066 Internet Access	1,014	4,636	4,636	5,850	26.19%
10120001	530111 Professional Services	23,791	35,500	33,400	24,325	-31.48%
10120001	532000 Telephone	22,292	25,345	25,345	28,345	11.84%
10120001	532004 Electricity	61,060	62,480	60,060	62,480	0.00%
10120001	532008 Natural Gas	15,366	14,784	14,784	14,784	0.00%
10120001	532010 Wastewater Fees	785	792	951	1,056	33.33%
10120001	532012 Water Fees	2,498	2,816	2,860	2,992	6.25%
10120001	534010 Motor Vehicles Maintenance	8,483	25,000	25,000	25,000	0.00%
10120001	534012 Commun Equip. Maintenance	954	5,160	4,300	4,730	-8.33%
10120001	534014 Office Equipment Maintenance	4,133	10,041	10,041	7,688	-23.43%
10120001	534016 Computer/Software Maintenance	60,719	71,301	71,237	86,052	20.69%
10120001	534017 Asset Management Software	366	-	-	-	0.00%
10120001	534020 Maintenance Of Buildings	19,327	18,040	18,040	20,680	14.63%
10120001	538012 Advertising	260	125	125	260	108.00%
10120001	538020 Postage	1,551	1,800	1,300	1,300	-27.78%
10120001	538022 Printing Expenses	1,635	1,848	1,848	1,848	0.00%
10120001	538028 Rents	156	156	156	156	0.00%
10120001	538030 Licenses And Dues	2,063	2,000	2,300	2,300	15.00%
10120001	Subtotal Services	\$239,242	\$298,893	\$293,330	\$307,917	3.02%
10120001	540012 Office Materials & Supplies	2,884	2,552	2,552	2,552	0.00%
10120001	540014 Janitorial Materials & Supp	5,226	5,808	5,808	5,808	0.00%
10120001	540018 Elect Materials & Supplies	217	1,320	1,320	1,320	0.00%

General Fund (101) Police, *continued*



10120001	540020	Books And Publications	3,104	3,200	3,200	3,200	0.00%
10120001	540024	Chemicals And Gases	2,927	4,500	4,500	4,500	0.00%
10120001	540026	Bldg & Const Materials & Supp	1,260	1,478	1,478	1,478	0.00%
10120001	540028	Motor Vehicle Materials & Supp	25,325	34,750	34,750	34,750	0.00%
10120001	540030	Medical & Lab Materials & Supp	1,285	1,800	1,600	1,600	-11.11%
10120001	540032	General Hardware & Tools	393	440	440	440	0.00%
10120001	540040	Fuels And Lubricants	110,248	135,200	135,800	136,000	0.59%
10120001	540052	Photographic Materials & Supp	81	575	575	575	0.00%
10120001	540058	Safety Related Mat & Supp	24,937	31,475	31,475	34,500	9.61%
10120001	540064	Employee Retention Initiatives	-	-	-	2,000	0.00%
10120001	580100	Miscellaneous Expenses	7,233	19,200	19,200	23,375	21.74%
10120001		Subtotal Commodities	\$185,119	\$242,298	\$242,698	\$252,098	4.04%
10120001	530044	Non-Major Technology Reserve	46,125	57,671	57,671	58,510	1.45%
10120001	550002	Computer Equipment	0	0	0	18,900	0.00%
10120001	550012	Motor Vehicles	0	115,000	115,000	115,000	0.00%
10120001	550014	Medical And Laboratory Equip	2,700	0	0	0	0.00%
10120001	550016	Janitorial Equipment	352	400	400	400	0.00%
10120001	550024	Safety Related Equipment	5,535	5,750	5,750	19,450	238.26%
10120001	550026	Furniture And Furnishings	0	1,000	1,000	1,000	0.00%
10120001	550028	Photographic Equipment	0	0	0	1,200	0.00%
10120001		Subtotal Capital Outlay	\$54,712	\$179,821	\$179,821	\$214,460	19.26%
10120001		Total Police Department	\$8,238,381	\$9,145,684	\$9,463,071	\$10,120,668	10.66%

10120002		Police	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Civilian Personnel	Actual	Adopted	Projected	Proposed	Change
10120002	511001	Full-Time Employees	\$372,941	\$382,238	\$382,238	\$389,341	1.86%
10120002	511003		\$0	\$0	\$14,960	\$38,620	0.00%
10120002	511004	Overtime	2,452	2,000	2,000	5,264	163.20%
10120002	511006	Longevity	22,914	24,001	24,001	25,611	6.71%
10120002		Subtotal Wages	\$398,307	\$408,239	\$423,199	\$458,836	12.39%
10120002	522250	FICA	28,540	29,223	29,223	32,991	12.89%
10120002	522300	Municipal Employees Retirement	49,020	51,916	51,916	52,485	1.10%
10120002	522301	State Retirement Defined Contribution	3,511	3,604	3,604	3,687	2.31%
10120002	522818	Medical Insur-Active Employees	100,912	101,069	101,069	110,338	9.17%
10120002	522822	Dental Insur-Active Employees	5,325	5,229	5,229	4,659	-10.90%
10120002	522850	Life Insurance	756	798	798	714	-10.53%
10120002		Subtotal Benefits	\$188,065	\$191,839	\$191,839	\$204,875	6.79%
10120002		Total Police Civilian Personnel	\$586,372	\$600,078	\$615,038	\$663,711	10.60%

10120004		Emergency Management	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120004	511001	Full-Time Employees	\$0	\$0	\$0	\$12,000	0.00%
10120004		Subtotal Wages	\$0	\$0	\$0	\$12,000	0.00%
10120004	522250	FICA	-	-	-	918	0.00%
10120004		Subtotal Benefits	\$0	\$0	\$0	\$918	0.00%
10120004		Total Police Civilian Personnel	\$0	\$0	\$0	\$12,918	0.00%

Note: The Emergency Management account is new for FY 24 and will be used to track expenses related to EMA functions.

General Fund (101) Police, *continued*



10120050	Police Dispatchers	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120050	511001 Full-Time Employees	\$418,635	\$431,600	\$431,600	\$435,884	0.99%
10120050	511002 Part-Time Salaries	13,843	21,550	21,550	21,065	-2.25%
10120050	511004 Overtime	139,770	125,000	125,000	125,000	0.00%
10120050	511005 Retirement/Vacation Reimb.	969	0	0	0	0.00%
10120050	511006 Longevity	12,187	13,366	13,366	11,269	-15.69%
10120050	Subtotal Wages	\$585,403	\$591,516	\$591,516	\$593,218	0.29%
10120050	522250 FICA	43,175	43,805	43,805	44,328	1.19%
10120050	522300 Municipal Employees Retirement	53,351	56,653	56,653	58,190	2.71%
10120050	522301 State Retirement Defined Contribution	4,880	5,006	5,006	5,205	3.98%
10120050	522818 Medical Insur-Active Employees	85,069	92,118	92,118	71,104	-22.81%
10120050	522820 Medical Insur-Retirees	43,340	32,340	32,340	24,927	-22.92%
10120050	522822 Dental Insur-Active Employees	4,189	4,467	4,467	3,357	-24.85%
10120050	522840 Insurance Buyback	236	-	-	4,000	0.00%
10120050	522850 Life Insurance	512	544	544	551	1.25%
10120050	538014 Travel Expenses	0	25	25	25	0.00%
10120050	538016 Educational Expenses	1,878	3,500	3,500	2,900	-17.14%
10120050	540038 Uniforms And Other Clothing	2,991	4,000	4,000	4,000	0.00%
10120050	Subtotal Benefits	\$239,621	\$242,458	\$242,458	\$218,587	-9.85%
10120050	530012 Cleaning Services	-	500	250	250	-50.00%
10120050	530014 Refuse Disposal	395	406	406	467	15.02%
10120050	530064 Copy Machine Services	394	456	528	552	21.05%
10120050	530066 Internet Access	138	633	633	798	26.07%
10120050	530111 Professional Services	-	-	-	-	0.00%
10120050	532000 Telephone	1,772	1,880	1,880	2,355	25.27%
10120050	532004 Electricity	8,326	8,520	8,190	8,520	0.00%
10120050	532008 Natural Gas	867	2,016	2,016	2,016	0.00%
10120050	532010 Wastewater Fees	107	108	130	144	33.33%
10120050	532012 Water Fees	341	384	390	408	6.25%
10120050	534012 Commun Equip. Maintenance	155	840	700	770	-8.33%
10120050	534014 Office Equipment Maintenance	612	1,634	1,634	1,252	-23.38%
10120050	534016 Computer/Software Maintenance	6,963	9,559	9,559	11,571	21.05%
10120050	534020 Maintenance Of Buildings	2,635	2,460	2,460	2,820	14.63%
10120050	538022 Printing Expenses	223	252	252	252	0.00%
10120050	Subtotal Services	\$22,929	\$29,648	\$29,028	\$32,175	8.52%
10120050	540012 Office Materials & Supplies	392	348	348	348	0.00%
10120050	540014 Janitorial Materials & Supp	713	792	792	792	0.00%
10120050	540018 Elect Materials & Supplies	30	180	180	180	0.00%
10120050	540026 Bldg & Const Materials & Supp	172	202	202	202	0.00%
10120050	540032 General Hardware & Tools	54	60	60	60	0.00%
10120050	Subtotal Commodities	\$1,360	\$1,582	\$1,582	\$1,582	0.00%
10120050	530044 Non-Major Technology Reserve	2,500	4,285	4,285	4,148	-3.20%
10120050	Subtotal Capital Outlay	\$2,500	\$4,285	\$4,285	\$4,148	-3.20%
10120050	Total Police Dispatchers	\$851,812	\$869,489	\$868,869	\$849,710	-2.27%

General Fund (101) Police, *continued*



	Total Police Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120001	Subtotal Police Department	\$8,238,381	\$9,145,684	\$9,463,071	\$10,120,668	10.66%
10120002	Subtotal Police Civilian Personnel	586,372	600,078	615,038	663,711	10.60%
10120004	Subtotal Emergency Management	0	0	0	12,918	0.00%
10120050	Subtotal Police Dispatchers	851,812	869,489	868,869	849,710	-2.27%
	Total Police Program	\$9,676,565	\$10,615,251	\$10,946,978	\$11,647,007	9.72%

1012009	Natural Resources Officer (Police Dept Share of Cost) ¹	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
1012009	511001 Full-Time Employees	\$0	\$0	\$0	\$25,154	0.00%
1012009	Subtotal Wages	\$0	\$0	\$0	\$25,154	0.00%
1012009	522250 FICA	0	0	0	1,816	0.00%
1012009	522300 State Retirement Defined Bene	0	0	0	3,164	0.00%
1012009	522301 State Retirement Defined Cont.	0	0	0	252	0.00%
1012009	522818 Medical Insur-Active Employees	0	0	0	5,654	0.00%
1012009	522822 Dental Insur-Active Employees	0	0	0	247	0.00%
1012009	522850 Life Insurance	0	0	0	31	0.00%
1012009	Subtotal Benefits	\$0	\$0	\$0	\$11,164	0.00%
1012009	Total Natural Resources Officer	\$0	\$0	\$0	\$36,318	0.00%

1. The NRO/ Harbormaster salary and benefits are funded through multiple departments including Police, Parks and Recreation, and the Planning Department. The table above represents only the allocation of funding contributed by the Police Department. Refer to Tab 9-12 for additional information regarding the NRO and related funding.

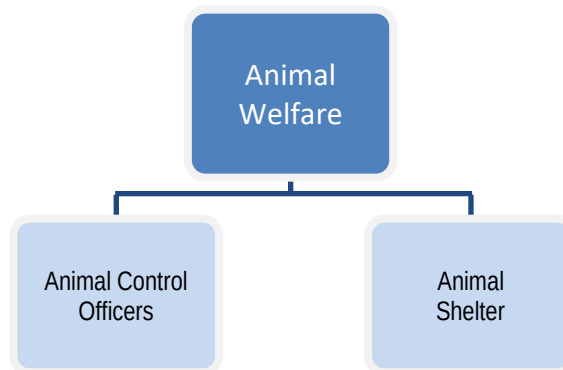
General Fund (101) Animal Welfare



This section incorporates multiple accounts that fall under the purview of the Animal Welfare including the following:

Acct Number	Acct Description
20071	Animal Control Road Program
20073	Animal Shelter Program

Organizational Chart



Mission Statement

The mission of the Animal Welfare Division, under the direction of the Police Department, is to enforce all animal related Town Ordinances and State laws, investigate animal-related concerns and complaints, accept neglected, abandoned, or stray animals from the Towns of South Kingstown and Narragansett, provide for the care of animals housed at the Shelter, create awareness with the public regarding animals at the Shelter, find forever homes for animals, return lost animals to their owners, and provide education and awareness to the general public in regard to responsible ownership, and the proper treatment and care of animals. The Animal Welfare Division consists of the Animal Shelter and the Animal Control programs.

Functions

Principal functions of the Animal Welfare Division, include, but are not limited to the following.

ANIMAL CONTROL

- Enforce animal related Town Ordinances and State Laws;
- Investigate all animal-related complaints within the Town;
- Issuance of citations for violations of Town Ordinances;
- Transport all animals to the Shelter who are found roaming at large within the Town;
- Disposal of animals that are destroyed or injured on the Town's roadways;
- Educate the public on dog bite prevention, rabies, spaying/neutering, dog fighting/animal cruelty, and responsible ownership.

ANIMAL SHELTER

- Accept neglected, abandoned, and/or stray dogs, cats, and other domestic animals from South Kingstown and Narragansett, as the Shelter is regional shelter serving both communities;



- Promote the return of animals brought to the Shelter to their owners;
- Promote the adoption of animals under the Town's care, and conduct adoption applicant screening;
- Provide humane education to the public in regard to the proper treatment and care of animals in coordination with veterinarians, provide for basic needs and required, as well as preventative, medical care with a commitment to improve the quality of life for all animals in the Shelter's care;
- Maintain a policy of euthanizing animals only for extreme behavioral problems or incurable medical conditions;
- Serve as Regional Emergency Animal Shelter for sheltering pets in the event of a declared State of Emergency.

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue to serve the stray animal population, for the Town of South Kingstown and the Town of Narragansett, through a shared services agreement with Narragansett	FI / TBF
Continue to create and update facility procedures to ensure the Animal Shelter meets necessary standards, state law, and local ordinances, and to improve operational efficiency, effectiveness, and safety	FI
Find forever homes for animals surrendered to the Town and stray animals, and return lost animals surrendered to the Town to their owners	FI / CEPP
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	FI / CEPP
As the Shelter is unable to accept animals from outside South Kingstown and Narragansett, assist residents of other communities identify local shelters and/or resources available to them	FI / CEPP
Maintain operational readiness as a Regional Emergency Animal Shelter in the event of a declared State of Emergency	FI / PPS
Complete implementation and training for new software program for use by the Division to track information relative to animal intake, animals housed at the Shelter, including but not limited to type of animal, intake date, medical and other care needs, and date of adoption	FI / TBF

General Fund (101) Animal Welfare, *continued*



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue to create and update procedures to ensure the Animal Welfare programs meet necessary standards, state law, and local ordinances, and to improve operational efficiency, effectiveness, and safety	FI
Maximize the use of a new software program to track information relative to animal intake, and animals housed at the Shelter	FI / TBF
Provide for the care of animals housed at the facility, and coordinate with local veterinary providers for necessary treatment	FI
Create awareness with the public regarding animals at the facility available for adoption; find forever homes for animals surrendered to the Town and stray animals, and return lost animals surrendered to the Town to their owners	FI / CEPP
Continue educating the public regarding the humane treatment of animals, the importance of proactive care, the benefits of spaying/neutering, and rabies awareness	FI / CEPP
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	FI / CEPP
Continue the shared services agreement with the Town of Narragansett	TBF
Continue serving and maintaining readiness as Regional Emergency Animal Shelter in the event of a declared State of Emergency	FI / PPS
Provide employee training and professional development regarding animal care and safety	ET
Pro-actively maintain facility infrastructure and equipment to ensure maximum useful life	FI / TBF

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Animal Complaints Received	905	801	825	825	FI / PPS
Summons Issued	7	8	8	8	FI
Shelter Impoundments - Canine	121	109	115	115	FI
Shelter Impoundments - Feline	106	103	110	110	FI
Shelter Impoundments - Other	26	49	30	30	FI
Shelter Impoundments - DOA	11	11	15	15	FI
Total Impoundments	264	268	270	270	FI
South Kingstown Impoundments	210	221	215	215	FI
Narragansett Impoundments	54	47	55	55	FI
Animals Returned to Owner	142	108	130	130	FI / CEPP
Animals Euthanized or Died	14	4	5	5	FI
Animals Adopted to New Homes	86	138	110	110	FI / CEPP
Animals Quarantined at Shelter	22	17	20	20	FI / PPS

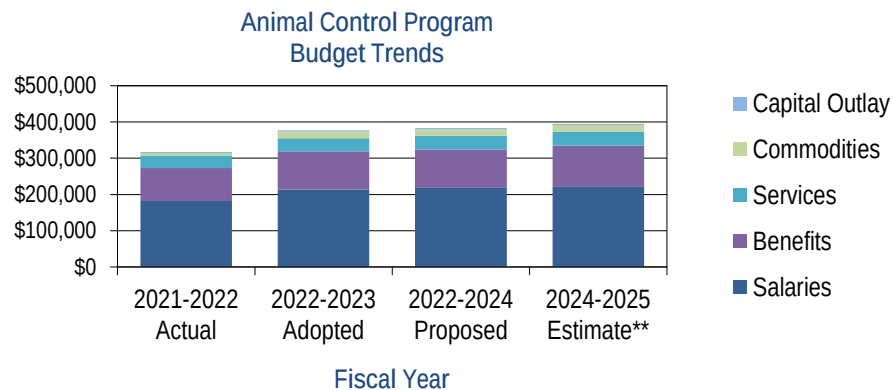
General Fund (101) Animal Welfare, *continued*



FY 2023-2024 Funding Comparison

Animal Control Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	4.40	4.40	4.40	3.43	(0.98)
Salaries	\$181,566	\$213,891	\$213,891	\$218,004	\$4,113
Benefits	91,488	104,807	104,757	106,011	1,204
Subtotal Personnel Expenditures ¹	\$273,054	\$318,698	\$318,648	\$324,015	\$5,317
Services	\$34,095	\$36,787	\$36,990	\$38,435	\$1,648
Commodities	7,500	18,145	16,040	17,595	(550)
Capital Outlay	2,720	3,717	3,717	3,400	(317)
Subtotal Operating Expenditures	\$44,314	\$58,649	\$56,747	\$59,430	\$781
Total Expenditures	\$317,368	\$377,347	\$375,395	\$383,445	\$6,098

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Animal Welfare, *continued*



FY 2023-2024 Expenditure Statements

10120071	Animal Control Road	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120071	511001 Full-Time Employees	\$42,772	\$47,900	\$47,900	\$49,887	4.15%
10120071	511002 Part-Time Salaries	4,607	19,025	19,025	19,075	0.26%
10120071	511004 Overtime	960	850	850	1,000	17.65%
10120071	511005 Retirement/Vacation Reimbursement	2,744	0	0	0	0.00%
10120071	511006 Longevity	4,980	0	0	0	0.00%
10120071	Subtotal Wages	\$56,062	\$67,775	\$67,775	\$69,962	3.23%
10120071	522250 FICA	4,029	4,881	4,881	4,992	2.28%
10120071	522300 Municipal Employees Retirement	5,955	6,185	6,185	6,276	1.47%
10120071	522301 State Retirement Defined Cont.	340	484	484	499	0.00%
10120071	522818 Medical Insur-Active Employees	13,656	17,742	17,742	18,846	6.22%
10120071	522820 Medical Insur-Retirees	5,437	7,684	7,684	7,137	-7.12%
10120071	522822 Dental Insur-Active Employees	715	924	924	852	-7.75%
10120071	522850 Life Insurance	59	68	68	61	-10.00%
10120071	538016 Educational Expenses	100	1,000	1,000	1,000	0.00%
10120071	540038 Uniforms And Other Clothing	286	650	650	600	-7.69%
10120071	Subtotal Benefits	\$30,578	\$39,618	\$39,618	\$40,264	1.63%
10120071	530012 Cleaning Services	170	500	250	250	-50.00%
10120071	532000 Telephone	786	810	775	810	0.00%
10120071	534010 Motor Vehicles Maintenance	15	500	1,210	1,000	100.00%
10120071	538022 Printing Expenses	263	450	275	450	0.00%
10120071	538030 Licenses And Dues	-	50	50	50	0.00%
10120071	Subtotal Services	\$1,234	\$2,310	\$2,560	\$2,560	10.82%
10120071	540028 Motor Vehicle Materials & Supp	455	1,180	470	1,180	0.00%
10120071	540032 General Hardware & Tools	24	55	55	55	0.00%
10120071	540040 Fuels And Lubricants	3,153	4,785	4,000	4,785	0.00%
10120071	540058 Safety Related Mat & Supp	350	350	350	350	0.00%
10120071	580100 Miscellaneous Expenses	59	1,000	1,000	1,000	0.00%
10120071	Subtotal Commodities	\$4,040	\$7,370	\$5,875	\$7,370	0.00%
10120071	530044 Non-Major Technology Reserve	1,638	1,885	1,885	1,683	-10.72%
10120071	Subtotal Capital Outlay	\$1,638	\$1,885	\$1,885	\$1,683	-10.72%
10120071	Total Animal Control Road	\$93,553	\$118,958	\$117,713	\$121,839	2.42%

General Fund (101) Animal Welfare, *continued*



FY 2023-2024 Expenditure Statements

10120073	Animal Shelter	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120073	511001 Full-Time Employees	\$100,280	\$101,522	\$101,522	\$103,155	1.61%
10120073	511002 Part-Time Salaries	16,352	36,460	36,460	36,490	0.08%
10120073	511004 Overtime	3,499	2,500	2,500	2,500	0.00%
10120073	511006 Longevity	5,373	5,634	5,634	5,897	4.66%
10120073	Subtotal Wages	\$125,503	\$146,116	\$146,116	\$148,042	1.32%
10120073	522250 FICA	8,942	10,569	10,569	10,605	0.34%
10120073	522300 Municipal Employees Retirement	13,083	13,823	13,823	13,840	0.13%
10120073	522301 State Retirement Defined Contribution	461	479	479	483	0.80%
10120073	522818 Medical Insur-Active Employees	34,461	35,484	35,484	37,692	6.22%
10120073	522822 Dental Insur-Active Employees	1,798	1,848	1,848	1,705	-7.75%
10120073	522850 Life Insurance	130	136	136	122	-10.00%
10120073	538014 Travel Expenses	0	50	-	-	-100.00%
10120073	538016 Educational Expenses	1,363	1,500	1,500	-	-100.00%
10120073	540038 Uniforms And Other Clothing	671	1,300	1,300	1,300	0.00%
10120073	Subtotal Benefits	\$60,909	\$65,189	\$65,139	\$65,747	0.86%
10120073	530014 Refuse Disposal	682	702	880	900	28.21%
10120073	530111 Professional Services	2,865	6,500	6,000	6,000	-7.69%
10120073	532000 Telephone	46	-	-	-	0.00%
10120073	532002 Fuel - Oil	8,129	9,000	9,000	10,000	11.11%
10120073	532004 Electricity	9,679	9,600	10,300	10,500	9.38%
10120073	532012 Water Fees	1,459	1,700	1,500	1,700	0.00%
10120073	534016 Computer/Software Maintenance	357	500	375	400	-20.00%
10120073	534020 Maintenance Of Buildings	9,444	6,000	6,000	6,000	0.00%
10120073	538012 Advertising	-	25	25	25	0.00%
10120073	538020 Postage	200	200	200	200	0.00%
10120073	538022 Printing Expenses	-	250	150	150	-40.00%
10120073	Subtotal Services	\$32,861	\$34,477	\$34,430	\$35,875	4.05%
10120073	540012 Office Materials & Supplies	277	425	425	425	0.00%
10120073	540014 Janitorial Materials & Supp	1,018	2,300	2,300	2,300	0.00%
10120073	540018 Elect Materials & Supplies	49	50	50	50	0.00%
10120073	540020 Books & Publications	0	100	50	50	-50.00%
10120073	540022 Agri Materials & Supplies	849	2,100	2,000	2,000	-4.76%
10120073	540026 Bldg & Const Materials & Supp	622	2,600	2,540	2,600	0.00%
10120073	540032 General Hardware & Tools	138	200	200	200	0.00%
10120073	540048 Pet Food	442	2,400	2,000	2,000	-16.67%
10120073	540050 HVAC Materials & Supplies	25	400	400	400	0.00%
10120073	540058 Safety Related Mat & Supp	40	200	200	200	0.00%
10120073	Subtotal Commodities	\$3,459	\$10,775	\$10,165	\$10,225	-5.10%
10120073	530044 Non-Major Technology Reserve	1,082	1,832	1,832	1,717	-6.28%
10120073	Subtotal Capital Outlay	\$1,082	\$1,832	\$1,832	\$1,717	-6.28%
10120073	Total Animal Shelter	\$223,815	\$258,389	\$257,682	\$261,606	1.25%

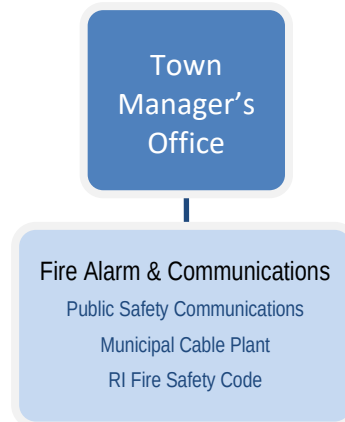
General Fund (101) Animal Welfare, *continued*



	Total Animal Control Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120071	Subtotal Animal Control Road	\$93,553	\$118,958	\$117,713	\$121,839	2.42%
10120073	Subtotal Animal Shelter	223,815	258,389	257,682	261,606	1.25%
	Total Animal Control Program	\$317,368	\$377,347	\$375,395	\$383,445	1.62%



Organizational Chart



Mission Statement

The mission of the Fire Alarm & Communications Department is enforcement of the Rhode Island Fire Safety Code, as it pertains to the installation and maintenance of commercial fire alarm systems for all new and existing buildings in South Kingstown; responding to commercial fire alarm activations to locate the alarm origin, reset the system, and ensure all fire alarm systems are in normal operating condition; and promoting interoperability and efficient communication and response as it relates to Public Safety.

Functions

COMMUNICATIONS

The Department works in collaboration with the Police Department, SKEMS, the School Department, and many other municipal departments, as well as the Union Fire District and the Kingston Fire District on public safety projects and initiatives such as:

- Radio communications to promote interoperability and efficient communication
- Provide training on alarm investigations and fire alarm system resets
- Public Safety Dispatch run cards to ensure efficient response routes

MUNICIPAL CABLE PLANT

The Department is responsible for the engineering, installation, and maintenance, consisting of over 100 miles of aerial and underground cables, which supports the following:

- Municipally connected Fire Alarm systems consisting of 10 box circuits and 9 alarm circuits connecting over 200 call boxes; Over 3 miles of old cable have been removed in the south end.
- Conversion of existing master boxes to radio box system; As of now 130 Master boxes have been converted to radio boxes, including 27 new installations
- Implementing a Town wide radio system
- Municipal Wastewater Treatment Facility monitoring
- Municipal Burglar Alarm monitoring

General Fund (101) Fire Alarm & Communications (21001), continued



The Department is currently leading a town wide project to migrate from the current hard wire system to a wireless radio box system. The Covid-19 pandemic is still having an impact on the local businesses finding companies to install radio boxes. Most installers either don't have the help or are backlogged.

RI FIRE SAFETY CODE

The Department is responsible for the following:

- Enforcement of the RI Fire Safety Code pertaining to the installation and maintenance of fire alarm systems in all new and existing: Commercial buildings; Apartment buildings with four or more units; and Single family homes with a combination fire and security system
- Respond 24/7 to commercial fire alarm activations, to assist the Union and Kingston Fire Districts in locating the origin of the alarm, resetting the system, and ensuring all fire alarm systems are in normal operating condition
- Maintain updated contact information for commercial building call out or key holders
- Maintain a professional and collaborative relationship with local businesses, and assist business owners with internal fire alarm system support and testing

FY 2022-2023 Priorities

Proposed Priorities	Town Council Goals & Objs
Continue the Radio Box Migration Project; work with local businesses on converting to radio boxes	FI / PPS
Continue the removal of on-street master boxes	FI / PPS
Continue the removal of old cable off poles	FI / PPS
Begin audit for the purpose of updating municipal buildings security alarm and fire alarm panels	FI / PPS
Continue to develop a decommissioning plan for the cable plant	FI / PPS
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
Continue the enhanced inspection program to limit nuisance fire alarm activations for businesses	FI / PPS / ES
Continue to scan department historical documents and plans into digital files for paperless recordkeeping purposes	FI / PPS
Update fire pre-plan documentation to ensure current lock box and building information	FI / PPS
Update business building documentation to ensure current contact information on file for call out purposes	FI / PPS / ES
In collaboration with SKEMS, sub master lock boxes for EMS key entry in residential apartment buildings	FI / PPS
Relocate cable plant circuits to reduce storm damage and replacement cable cost	FI / PPS
Train UFD Battalion Chiefs on fire alarm reset procedures	FI / PPS / ET
Begin decommissioning of the municipal cable plant, due to the Radio Box migration program	FI / PPS
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
In collaboration with Public Safety, the Building Official's Office, and UFD, add solar arrays to IMC Run Cards	FI / PPS / SNR
Update digitize and IMC information for Dispatchers	FI / PPS
Coordinate with the Safety Committee to hold fire drills within municipal buildings	FI / PPS / ET

General Fund (101) Fire Alarm & Communications (21001), continued



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Continue the Radio Box Migration Project; work with local businesses on converting to radio boxes	FI / PPS
Continue the removal of on-street master boxes	FI / PPS
Continue the removal of old cable off poles	FI / PPS
Begin audit for the purpose of updating municipal buildings security alarm and fire alarm panels	FI / PPS
Continue to develop a decommissioning plan for the cable plant	FI / PPS
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
Continue the enhanced inspection program to limit nuisance fire alarm activations for businesses	FI / PPS / ES
Continue to scan department historical documents and plans into digital files for paperless recordkeeping purposes	FI / PPS
Update fire pre-plan documentation to ensure current lock box and building information	FI / PPS
Update business building documentation to ensure current contact information on file for call out purposes	FI / PPS / ES
In collaboration with SKEMS, sub master lock boxes for EMS key entry in residential apartment buildings	FI / PPS
Relocate cable plant circuits to reduce storm damage and replacement cable cost	FI / PPS
Train UFD Battalion Chiefs on fire alarm reset procedures	FI / PPS / ET
Continue decommissioning of the municipal cable plant, due to the Radio Box migration program	FI / PPS
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
In collaboration with Public Safety, the Building Official's Office, and UFD, add solar arrays to IMC Run Cards	FI / PPS / SNR
Update digitize and IMC information for Dispatchers	FI / PPS
Coordinate with the Safety Committee to hold fire drills within municipal buildings	FI / PPS / ET
Start build out of the new 400 MHz Town wide radio system	FI / PPS

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Obj's
Fire Alarm Radio Box installations	30	32	50	50	FI / PPS
Radio Box conversions	20	24	50	50	FI / PPS
Projects submitted for plan review	41	25	40	40	FI / PPS
Residential Fire Alarm Systems		59	10	10	FI / PPS
Commercial Fire Alarm Systems	36	16	20	20	FI / PPS
Alarm Response/Reset by	76	148	100	100	FI / PPS
Alarm Response/Reset by	41	48	30	30	FI / PPS
Town Buildings	11	23	20	20	FI / PPS
In Union Fire District	3	6	0	0	FI / PPS
In Kingston Fire District	18	29	20	20	FI / PPS
Alarm Response/Reset by UFD	74	122	100	100	FI / PPS / TBF
Total after hours Alarm	136	44	150	150	FI / PPS
% Reset by UFD personnel	70%	49%	60%	65%	FI / PPS / TBF

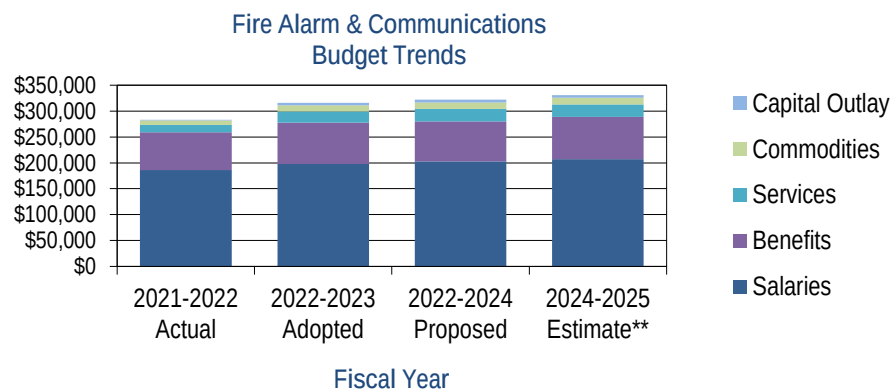
General Fund (101) Fire Alarm & Communications (21001), continued



FY 2023-2024 Funding Comparison

Fire Alarm & Communications	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	2.45	2.45	2.45	2.45	0.00
Salaries	\$186,042	\$197,906	\$197,906	\$203,060	\$5,154
Benefits	72,803	79,859	79,859	76,896	(2,963)
Subtotal Personnel Expenditures ¹	\$258,845	\$277,765	\$277,765	\$279,956	\$2,191
Services	\$14,445	\$21,795	\$21,795	\$24,195	\$2,400
Commodities	8,374	11,550	11,550	12,550	1,000
Capital Outlay	1,624	5,085	5,085	5,165	80
Subtotal Operating Expenditures	\$24,443	\$38,430	\$38,430	\$41,910	\$3,480
Total Expenditures	\$283,287	\$316,195	\$316,195	\$321,866	\$5,671

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Fire Alarm & Communications (21001), continued

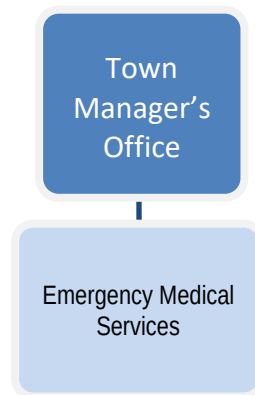


FY 2023-2024 Expenditure Statement

10121001		Communications Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10121001	511001	Full-Time Employees	\$146,624	\$150,285	\$150,285	\$153,078	1.86%
10121001	511002	Part-Time Salaries	20,335	25,124	25,124	27,153	8.08%
10121001	511004	Overtime	12,976	16,000	16,000	16,000	0.00%
10121001	511006	Longevity	6,107	6,497	6,497	6,829	5.11%
10121001		Subtotal Wages	\$186,042	\$197,906	\$197,906	\$203,060	2.60%
10121001	522250	FICA	13,572	14,453	14,453	11,511	-20.35%
10121001	522300	Municipal Employees Retirement	18,914	23,248	23,248	20,116	-13.47%
10121001	522301	State Retirement Defined Contribution	2,150	2,459	2,459	2,251	-8.44%
10121001	522818	Medical Insur-Active Employees	34,503	34,557	34,557	37,730	9.18%
10121001	522822	Dental Insur-Active Employees	1,931	2,000	2,000	1,783	-10.87%
10121001	522850	Life Insurance	216	342	342	204	-40.35%
10121001	538014	Travel Expenses	0	100	100	100	0.00%
10121001	538016	Educational Expenses	0	700	700	700	0.00%
10121001	540038	Uniforms And Other Clothing	1,517	2,000	2,000	2,500	25.00%
10121001		Subtotal Benefits	\$72,803	\$79,859	\$79,859	\$76,896	-3.71%
10121001	530066	Internet Access	459	500	500	500	0.00%
10121001	530111	Professional Services	9,372	12,000	12,000	12,000	0.00%
10121001	532000	Telephone	2,138	2,300	2,300	2,300	0.00%
10121001	532004	Electricity	40	-	-	2,400	0.00%
10121001	534010	Motor Vehicles Maintenance	2,266	2,000	2,000	2,000	0.00%
10121001	534016	Computer/Software Maintenance	0	3,500	3,500	3,500	0.00%
10121001	534020	Maintenance Of Buildings	0	500	500	500	0.00%
10121001	538012	Advertising	0	25	25	25	0.00%
10121001	538022	Printing Expenses	34	500	500	500	0.00%
10121001	538030	Licenses And Dues	136	470	470	470	0.00%
10121001		Subtotal Services	\$14,445	\$21,795	\$21,795	\$24,195	11.01%
10121001	540012	Office Materials & Supplies	24	300	300	300	0.00%
10121001	540018	Elect Materials & Supplies	2,830	4,000	4,000	4,000	0.00%
10121001	540020	Books and Publications	100	120	120	120	0.00%
10121001	540028	Motor Vehicle Materials & Supp	1,000	1,750	1,750	1,750	0.00%
10121001	540032	General Hardware & Tools	0	250	250	250	0.00%
10121001	540040	Fuels And Lubricants	4,395	4,500	4,500	5,500	22.22%
10121001	540058	Safety Related Mat & Supp	0	250	250	250	0.00%
10121001	580100	Miscellaneous Expenses	25	380	380	380	0.00%
10121001		Subtotal Commodities	\$8,374	\$11,550	\$11,550	\$12,550	8.66%
10121001	530044	Non-Major Technology Reserve	1,424	2,085	2,085	2,165	3.84%
10121001	550008	Communication Equipment	200	3,000	3,000	3,000	0.00%
10121001		Subtotal Capital Outlay	\$1,624	\$5,085	\$5,085	\$5,165	1.57%
10121001		Fire Alarm Department	\$283,287	\$316,195	\$316,195	\$321,866	1.79%



Organizational Chart



Mission Statement

The South Kingstown Emergency Medical Services (SKEMS) Department's mission is to provide pre-hospital emergency medical treatment and transportation of the sick and/or injured, and to promote a Town-wide community-based emergency medical services system that reduces premature death and disability from acute illness and injury through prevention, education, and response efforts.

Functions

The SKEMS Department is charged with maintaining a state of readiness for emergency response, providing emergency and non-emergency response, providing aid to the public, and providing specific community services as outlined below.

The EMS Department, through the Chief of Emergency Medical Services, will coordinate with the Town's Police Department, Union Fire District (UFD), Kingston Fire District (KFD), South County Hospital, neighboring communities, Rhode Island Department of Health (RIDOH), Rhode Island Emergency Management Agency (RIEMA), and any other appropriate local, state, or federal entity as appropriate. The principal functions include, but are not limited to the following.

MAINTAIN STATE OF READINESS FOR EMERGENCY RESPONSE

- Develop plans, and practice, with appropriate entities to ensure coordinated response efforts
- Ensure staff maintain current and required licensure and certifications
- Ensure staff are familiar with equipment and medicine
- Ensure staff are familiar with appropriate policies and procedures
- Ensure that vehicles are operational and consistently outfitted or resupplied
- Ensure contingency plans, including making reserve vehicle preparations
- Ensure that equipment is functional, properly maintained, and meets/exceeds required standards
- Ensure adequate supplies, and reserve supplies, are available

PROVIDE EMERGENCY AND NON-EMERGENCY MEDICAL RESPONSE

- Respond to calls for medical assistance, and calls where the possibility exists but not currently known, such as motor vehicle crashes

General Fund (101) Emergency Medical Services (22001)



- Respond to structure fires and other emergencies to provide medical assistance to victims, as well as to provide medical care and rehabilitation to first responding personnel
- Respond to calls for public assistance such as lift assists, well-being checks, and non-urgent transport to a hospital
- Provide mutual aid to neighboring communities as requested
- Provide presence at major events, such as through the Town's Recreation Department or other local community groups, where large crowds are expected
- Collect and submit billing information for transports

PROVIDE COMMUNITY SERVICES

- Coordinate with UFD, KFD, URI Ambulance, neighboring municipalities, and South County Hospital to provide operational support, training, cooperative purchasing, and other mutually beneficial services to each entity and the patients requiring EMS services
- Provide tours and demonstrations, both on and off site, of vehicles and equipment as requested
- Provide education and training for Town Departments, residents, and local organizations in medical care, CPR, first aid, citizen safety, and emergency preparedness, as requested
- Work in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; assist in coordinating with other Town Departments in the implementation of emergency evacuation shelters as needed
- Community Paramedicine Program working to help patients in the community with chronic disease management/education, post-hospital discharge follow-up, prevent hospital admissions or readmissions, and/or support recovery.
- Provide public health clinics, administering vaccines such as COVID-19 to local residents and COVID-19 testing.
- Provide support to the Citizen Emergency Response Team (CERT) of volunteers
- In cooperation with the American Red Cross and CERT team, open and manage emergency shelter facilities

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Provide critical public health need during COVID-19 pandemic	FI / PPS / VUR
Stay current on RIDOH and CDC COVID-19 evolving guidance	FI / PPS / VUR
Provide essential COVID-19 related information to members of the public, related to testing and vaccines. Provide COVID-19 testing kits to Public Safety, Town staff, schools and the public	FI / PPS / CEPP
Continue Community Risk Reduction program increasing the number of citizens and the business community trained in CPR/AED and Stop the Bleed.	CEPP/ PPS
Provide CPR/AED/Stop Bleed training to School Department Staff	CEPP/ PPS
Provide CPR/AED/Stop the Bleed training to Town staff	ET/PPS
Continue developing the Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) and South County Health to implement integrated behavioral and primary health care to the citizens of South Kingstown	PPS/ ET / CEPP/VUR /SCH

General Fund (101) Emergency Medical Services (22001), *continued*



Continue cyclic competency training for department personnel	FI / PPS/VUR
Continue to provide EMS Captains and Lieutenants leadership training with focus on conflict resolution skills	ET
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	ET/PPS/
Expand EMS operations with third transport ambulance.	PPS/FI/TBF
Coordinate with the Planning Department and Public Service for the construction of a new EMS station.	PPS/VUR/FI/CEPP
Seek and secure grant funding for new EMS station and third ambulance for service expansion.	PPS/VUR/CEPP
Conduct recruitment drive to fill current and future paramedic vacancies.	PPS/TBF
Enhance community awareness through sharing PSAs and Department related information on the department social media.	PPS/CEPP
Continue pediatric EMS medical training	PPS/ET
Collaborate with the Washington County Behavioral Health on crisis response initiatives	SCH/VUR/PPS
Continue to conduct ongoing operational training programs with UFD, SKPD, KFD, NFD, URI and CARS	PPS / FT/CEPP
Continue pre-plan response readiness for educational facilities	PPS /FI / ET/ VUR
Continue medical data process improvement program and training/case review with department medical director	PPS / ET

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue CPR/AED/Stop the Bleed training with members of the public and business community	PPS / ET / CEPP
Begin Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) and South County Health to provide integrated behavioral and primary health care to the citizens of South Kingstown	PPS / VUR / SCH
Establish a fee and reimbursement structure for the Community Paramedic Program in collaboration with the department EMS billing vendor and South County Health.	PPS / VUR /SCH / TBF
Develop publication -advertising for fall prevention with South County Mobile Health partners for South Kingstown residents	PPS/VUR/SCH
Develop a seasonal flu-clinic for vulnerable populations through the Community Paramedic Program in collaboration with the RIDOH-State-Supplied Vaccine (SSV)program.	PPS/YUR/SCH
Explore EMS response modes based on State 911 EMD protocols to determine appropriate emergent or non-emergent response based on EMD information.	PPS / TBF
Conduct recruitment drive to fill current and future paramedic vacancies.	PPS/TBF
Explore employment of cardiac level positions for paramedic bridge program to fill future staffing challenges.	PPS/TBF
Explore an internship program with EMT students at South Kingstown High School.	PPS/ET/CEPP
Continue to conduct operational training with UFD, KFD, NFD, SKPD, URI and CARS	PPS / ET / CEPP
Continue training with mutual aid partners, including neighboring communities and URI	PPS / ET / CEPP / URI
Continue medical data process improvement program and training/case review with department medical director	FI / PPS
Develop airway management training with South County Health Anesthesia department	ET/SCH
Develop regional pediatric EMS training with RIDOH	PPS / ET
Restructure new-hire orientation and on-boarding program.	PPS/ET/TBF
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	PPS/ET

General Fund (101) Emergency Medical Services (22001), *continued*



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Paramedic Personnel (FTE) ¹	21	21	25.5	21.5	FI/PPS
Administrative Staff Personnel (FPE)	1	1	1.5	1.5	FI/PPS
Public CPR/AED/Stop the Bleed training	124	197	250	350	PPS/CEPP/ET
Transport Vehicles in service 24 hours**	2	2	2	2	PPS/TBF
EMS calls for service	3364	3,908	4,300	4,500	FI / PPS
EMS transports	2,427	2,759	3,200	3,500	FI / PPS
Mutual aid - provided	141	222	340	500	FI / PPS / TBF
Mutual aid - received	125	198	320	450	FI / PPS / TBF

1. Four (4) new positions were added into the FY 23 budget in anticipation of expanding to eight (8) additional paramedics to staff the new EMS station in Perryville. However, the decision has been made to eliminate the 4 positions added in FY 23 to reduce impact on the budget while the station is being constructed and the new ambulance is on order. It is anticipated that funding for the new paramedic staffing will ramp up in FY 25 and FY 26.
2. A third transport is expected to be added in late FY 24 or early FY 25.

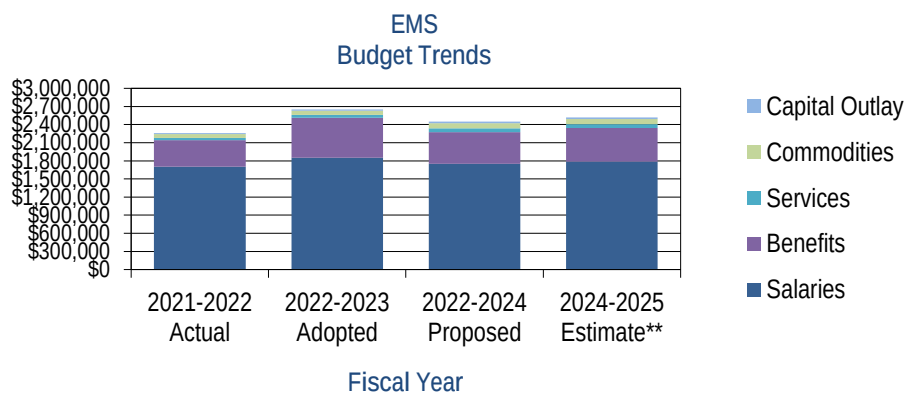
General Fund (101) Emergency Medical Services (22001), continued



FY 2023-2024 Funding Comparison

Emergency Medical Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	21.00	21.00	25.50	21.50	(4.00)
Salaries	\$1,702,737	\$1,852,815	\$1,944,852	\$1,750,369	(\$102,446)
Benefits	438,979	659,954	642,454	525,633	(134,321)
Subtotal Personnel Expenditures ¹	\$2,141,716	\$2,512,769	\$2,587,306	\$2,276,002	(\$236,767)
Services	\$36,826	\$46,355	\$46,960	\$61,855	\$15,500
Commodities	61,836	73,050	71,550	86,850	13,800
Capital Outlay	18,809	20,673	21,294	23,491	2,818
Subtotal Operating Expenditures	\$117,471	\$140,078	\$139,805	\$172,196	\$32,118
Total Expenditures	\$2,259,187	\$2,652,847	\$2,727,111	\$2,448,198	(\$204,649)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Emergency Medical Services (22001), continued



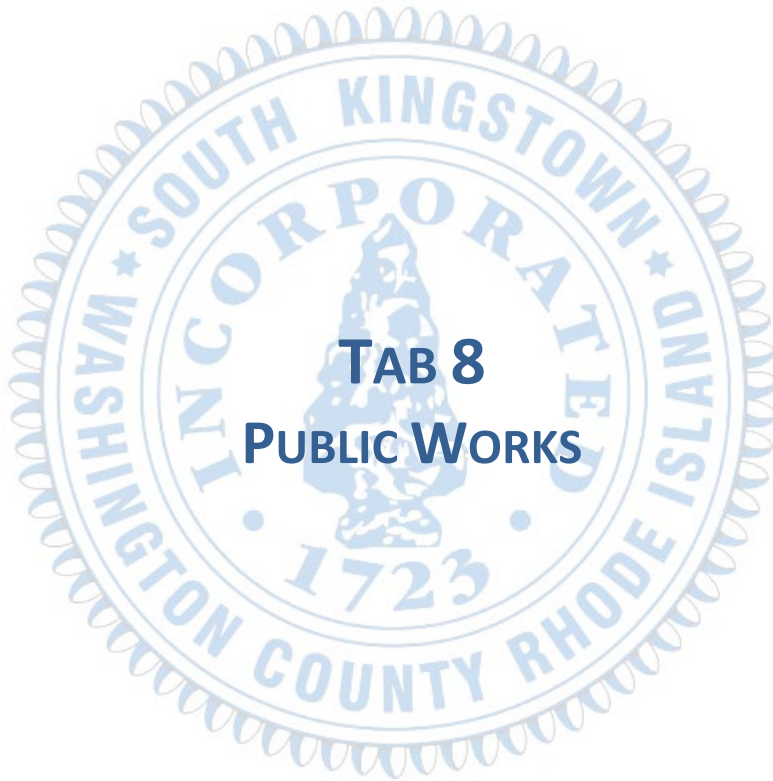
FY 2023-2024 Expenditure Statement

10122001	Emergency Medical Services Department		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10122001	511001	Full-Time Employees	\$1,024,800	\$1,526,310	\$1,216,658	\$1,316,786	-13.73%
10122001	511002	Part-Time Salaries	94,759	90,000	90,000	90,000	0.00%
10122001	511004	Overtime	544,156	200,000	598,747	300,000	50.00%
10122001	511005	Retirement/Vacation Reimb.	12,721	0	2,942	0	0.00%
10122001	511006	Longevity	26,302	36,505	36,505	43,583	19.39%
10122001		Subtotal Wages	\$1,702,737	\$1,852,815	\$1,944,852	\$1,750,369	-5.53%
10122001	522250	FICA	122,607	138,733	138,733	105,072	-24.26%
10122001	522300	Municipal Employees Retirement	0	3,973	3,973	3,973	0.00%
10122001	522301	State Retirement Defined Cont.	0	311	311	311	0.00%
10122001	522304	EMS Retirement	42,813	75,821	75,821	54,349	-28.32%
10122001	522818	Medical Insur-Active Employees	230,205	371,063	371,063	298,995	-19.42%
10122001	522822	Dental Insur-Active Employees	10,166	17,603	17,603	11,191	-36.43%
10122001	522840	Insurance Buyback	3,239	4,000	4,000	2,000	-50.00%
10122001	522850	Life Insurance	1,895	2,850	2,850	2,142	-24.84%
10122001	538014	Travel Expenses	100	100	100	100	0.00%
10122001	538016	Educational Expenses	18,500	23,500	20,000	25,500	8.51%
10122001	540038	Uniforms And Other Clothing	9,454	22,000	8,000	22,000	0.00%
10122001		Subtotal Benefits	\$438,979	\$659,954	\$642,454	\$525,633	-20.35%
10122001	530012	Cleaning Services	2,294	2,400	2,400	2,400	0.00%
10122001	530024	Medical Services	493	1,500	1,500	1,500	0.00%
10122001	530111	Professional Services	3,165	5,000	5,000	5,000	0.00%
10122001	532000	Telephone	7,856	8,300	9,000	9,800	18.07%
10122001	532002	Fuel - Oil	500	200	200	200	0.00%
10122001	532012	Water Fees	1,049	1,080	1,080	1,080	0.00%
10122001	534010	Motor Vehicles Maintenance	4,330	6,000	8,500	10,000	66.67%
10122001	534012	Commun Equip. Maintenance	(571)	1,800	1,500	1,800	0.00%
10122001	534016	Computer/Software Maintenance	9,945	10,000	10,000	12,000	20.00%
10122001	534018	Maintenance Of General Equip	5,084	6,000	2,900	14,000	133.33%
10122001	534020	Maintenance Of Buildings	1,888	2,500	3,800	2,500	0.00%
10122001	538012	Advertising	61	250	100	250	0.00%
10122001	538020	Postage	208	200	200	200	0.00%
10122001	538022	Printing Expenses	-	600	170	600	0.00%
10122001	538030	Licenses And Dues	525	525	610	525	0.00%
10122001		Subtotal Services	\$36,826	\$46,355	\$46,960	\$61,855	33.44%
10122001	540012	Office Materials & Supplies	472	400	-	400	0.00%
10122001	540014	Janitorial Materials & Supp	270	400	400	400	0.00%
10122001	540018	Elect Materials & Supplies	70	100	100	100	0.00%
10122001	540020	Books And Publications	415	250	250	250	0.00%
10122001	540024	Chemicals And Gases	781	2,200	2,000	2,200	0.00%
10122001	540028	Motor Vehicle Materials & Supp	8,120	7,500	9,500	10,000	33.33%
10122001	540030	Medical & Lab Materials & Supp	16,450	24,000	24,000	27,000	12.50%
10122001	540032	General Hardware & Tools	71	200	200	200	0.00%
10122001	540040	Fuels And Lubricants	35,039	37,900	35,000	46,000	21.37%
10122001	540058	Safety Related Mat & Supp	0	100	100	100	0.00%
10122001	580100	Miscellaneous Expenses	149	0	0	200	0.00%



General Fund (101) Emergency Medical Services (22001), *continued*

10122001		Subtotal Commodities	\$61,836	\$73,050	\$71,550	\$86,850	18.89%
10122001	530044	Non-Major Technology Reserve	7,421	10,173	10,173	11,991	17.87%
10122001	550006	Computer Equipment	0	0	1,191	0	0.00%
10122001	550008	Communication Equipment	1,913	4,000	3,500	4,000	0.00%
10122001	550014	Medical And Laboratory Equip	4,850	5,000	5,000	5,000	0.00%
10122001	550024	Safety Related Equipment	2,629	1,500	1,000	1,500	0.00%
10122001	550026	Furniture And Furnishings	1,996	-	430	1,000	0.00%
10122001		Subtotal Capital Outlay	\$18,809	\$20,673	\$21,294	\$23,491	13.63%
10122001		Total Emergency Medical Services	\$2,259,187	\$2,652,847	\$2,727,111	\$2,448,198	-7.71%



TAB 8
PUBLIC WORKS

Public Services.....	8 - 1
Highway Division.....	8 - 7

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

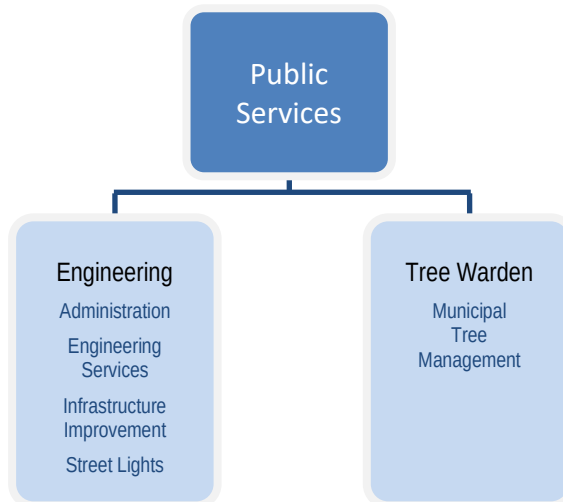
General Fund (101) Public Services



Please note, this section incorporates multiple accounts, each of which fall under the purview of Public Services, and include the following:

Acct Number	Acct Description
30001	Public Services - Administration
30005	Tree Management Program
30007	Street Lighting

Organizational Chart



Mission Statement

The mission of the Department of Public Services is to provide for the administration, planning, and design of all public works and utility enterprise fund programs and projects. Operations include engineering services; streets and highways; storm water management; street lighting; tree programs; bridges and dams; Onsite Wastewater Management Program; water, wastewater, and solid waste enterprise funds; and all associated capital improvement projects.

Functions

The Department of Public Services is separated into several divisions. The Engineering Division, inclusive of Street Lighting, and the Tree Warden are detailed below. Other divisions, such as the Highway, Water, Wastewater, and Solid Waste Divisions, as well as the Onsite Wastewater Management Program are detailed separately.

ENGINEERING DIVISION

The Engineering Division develops and manages the Town's infrastructure improvement program and assists other municipal Departments with engineering services on an as-needed basis. Duties include, but are not limited to:

- Engineering services, drafting, and surveying
- Roadway infrastructure pavement management program



- Municipal stormwater management program & MS4 reporting
- Municipal bridge management program
- Municipal dam management program
- Municipal building support services
- Town right-of-way (ROW) permitting and enforcement
- Preparation of Departmental bid specifications and procurement services
- Private land development engineering design review and construction oversight services
- Coordination with State of RI DOT projects within the Town
- Technical and construction support services for other Town departments

TREE WARDEN

The Town Tree Warden is responsible for the oversight and overall care of trees located within municipal right-of-ways and on Town property. Duties include, but are not limited to:

- Perform emergency tree removal/pruning on an as needed basis
- Perform inspections in response to complaints to determine if tree removal/pruning is warranted
- Review Tree Permit applications for removals and/or pruning of Town trees by third parties
- Coordinate and oversee overhead utility pruning program
- Oversee Town tree planting activities
- Oversee tree pruning activities by Highway Division staff
- Attend Tree Board meetings on an as needed basis

STREET LIGHTS

The Engineering Division is also responsible for overseeing the Town's street lighting program, which includes street lights on State roads (except interstate 'cobra' lighting), Town roads, municipal parking lots, and warning lights such as flashing lights in school zones.

The Town took ownership of all streetlights in Town as of September 25, 2020, whereby the Town's LED street lighting contractor (SIEMENS) completed all utility pole streetlight conversions to LED as of January 2022. All converted streetlights on State roads are anticipated to be conveyed to the RI Department of Transportation (RIDOT) in the late winter of 2023 for ownership and maintenance. State road streetlights comprise approximately 30% of the total Town street lighting inventory.

Duties include, but are not limited to:

- Responsible for maintenance of streetlights on Town owned roads
- Coordinate the repair of ornamental lighting in Downtown Wakefield and municipal parking lot lighting by the Highway Division on an as needed basis



FY 2022-2023 Priorities

Priorities – Engineering Division	Town Council Goals & Objs
Coordinate pavement overlay bidding for FY 2022-2023	FI/ TTS
Worden's Pond Road (Phase 2 of 2 – East End) – pavement overlay	FI / TTS
Green Hill Beach Road - (Mat. Schoolhouse to Post Rd) – pavement overlay	FI / TTS
Complete Matunuck Beach Road Phase 2 seawall construction	FI / SNR
Complete Green Hill Pond stormwater BMP design, secure permits & bid work	FI / SNR
Evaluate and review trees scheduled for non-emergency removal	FI/ SNR
Complete the construction of the Matunuck Beach Road Protection Project – Phase 2	FI / SNR

Priorities – Tree Warden	Town Council Goals & Objs
Perform emergency tree removals & pruning on an as needed basis	FI / SNR
Review Tree Permit applications	FI / SNR
Oversee Highway Division tree pruning activities	FI / SNR
Oversee National Grid third party arborist overhead utility line trimming activities	FI / SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Old North Road – drainage improvement and pavement overlay	FI / TTS
Columbia Street (with sidewalks) - pavement overlay	FI / TTS
Liberty Lane (East – Rt 138 to AMTRAK) - pavement overlay	FI / TTS
Coordinate pavement overlay bidding for FY 2023-2024	FI / TTS

Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Physical alteration permits issued	87	90	90	90	FI
Utility permits issued	45	70	70	70	FI
Private road house #s assigned	0	20	20	25	FI
# of licensed ROW contractors	60	65	65	60	FI
Soil erosion permits	92	100	100	90	FI / SNR
Contracts bid	3	10	10	15	FI
Land development Inspections	250	240	240	250	FI / LU
Tree permit applications	6	7	7	10	FI / SNR
Emergency tree removal/pruning	86	60	60	70	FI / SNR
Non-emergency tree/stump/limb removal/pruning	163	80	80	100	FI / SNR
# of 50W HPS (28W LED)	1,210	932	932	932	FI
# of 100W HPS (51W LED)	131	45	45	45	FI
# of 250W (190 W LED)	39	3	3	3	FI
# of Other Street Lights	33	33	33	33	FI
Total Street Lights	1,414	1,013	1,013	1,013	FI

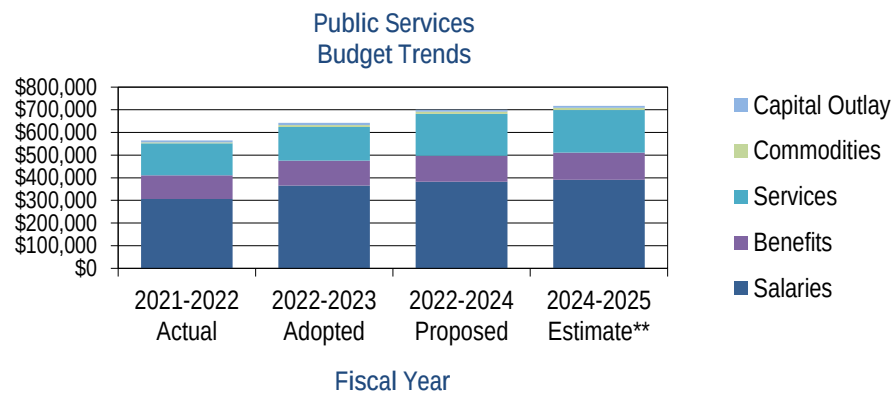
General Fund (101) Public Services, *continued*



FY 2023-2024 Funding Comparison

Public Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	6.60	6.60	6.60	6.60	0.00
Salaries	\$305,519	\$365,418	\$365,418	\$382,559	\$17,141
Benefits	105,235	110,694	110,694	114,543	3,849
Subtotal Personnel Expenditures*	\$410,754	\$476,112	\$476,112	\$497,102	\$20,990
Services	\$141,558	\$147,756	\$156,188	\$184,929	\$37,173
Commodities	3,779	9,050	9,050	9,612	562
Capital Outlay	8,403	8,935	8,935	8,951	16
Subtotal Operating Expenditures	\$153,740	\$165,741	\$174,173	\$203,492	\$37,751
Total Expenditures	\$564,494	\$641,853	\$650,285	\$700,593	\$58,741

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated to this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Public Services, *continued*



FY 2023-2024 Expenditure Statements

10130001		Public Services Administration	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10130001	511001	Full-Time Employees	\$288,221	\$295,445	\$295,445	\$314,436	6.43%
10130001	511002	Part-Time Salaries	\$0	\$0	\$0	\$0	0.00%
10130001	511004	Overtime	934	1,100	1,100	1,100	0.00%
10130001	511005	Retirement/Vacation Reimb.	0	51,500	51,500	51,500	0.00%
10130001	511006	Longevity	7,701	8,493	8,493	6,643	-21.79%
10130001		Subtotal Wages	\$296,856	\$356,538	\$356,538	\$373,679	4.81%
10130001	522250	FICA	22,524	22,994	22,994	24,370	5.99%
10130001	522300	Municipal Employees Retirement	36,630	38,844	38,844	40,454	4.14%
10130001	522301	State Retirement Defined Contribution	2,182	2,243	2,243	3,196	42.48%
10130001	522818	Medical Insur-Active Employees	32,796	32,846	32,846	34,041	3.64%
10130001	522820	Medical Insur-Retirees	-	-	-	-	0.00%
10130001	522822	Dental Insur-Active Employees	2,926	3,047	3,047	2,606	-14.47%
10130001	522824	Dental Insur-Retirees	-	-	-	-	0.00%
10130001	522840	Insurance Buyback	6,486	6,550	6,550	6,125	-6.49%
10130001	522850	Life Insurance	378	400	400	372	-6.94%
10130001	538014	Travel Expenses	0	2,000	2,000	1,800	-10.00%
10130001	538016	Educational Expenses	0	300	300	300	0.00%
10130001	540038	Uniforms And Other Clothing	650	790	790	599	-24.18%
10130001		Subtotal Benefits	\$104,572	\$110,014	\$110,014	\$113,864	3.50%
10130001	530014	Refuse Disposal	1,006	1,846	1,846	1,846	0.00%
10130001	530064	Copy Machine Services	1,697	1,420	1,420	3,900	174.62%
10130001	530111	Professional Services	629	4,275	4,204	4,275	0.00%
10130001	532000	Telephone	678	1,157	1,157	1,000	-13.57%
10130001	532004	Electricity	9,375	9,452	9,452	10,260	8.55%
10130001	532008	Natural Gas	3,724	3,660	3,660	3,800	3.83%
10130001	532010	Wastewater Fees	180	210	210	210	0.00%
10130001	532012	Water Fees	454	431	431	467	8.35%
10130001	534010	Motor Vehicles Maintenance	57	355	355	1,000	181.69%
10130001	534014	Office Equipment Maintenance	-	2,750	10,961	2,800	1.82%
10130001	534016	Computer/Software Maintenance	6,606	800	1,093	1,150	43.75%
10130001	534020	Maintenance Of Buildings	947	3,300	3,300	3,300	0.00%
10130001	538012	Advertising	149	300	300	510	70.00%
10130001	538022	Printing Expenses	0	300	300	300	0.00%
10130001	538030	Licenses And Dues	972	1,500	1,500	1,500	0.00%
10130001		Subtotal Services	\$26,473	\$31,756	\$40,188	\$36,318	14.37%
10130001	540012	Office Materials & Supplies	742	2,000	2,000	1,800	-10.00%
10130001	540020	Books And Publications	-	300	300	300	0.00%
10130001	540026	Bldg & Const Materials & Supp	-	200	200	200	0.00%
10130001	540028	Motor Vehicle Materials & Supp	1,202	900	900	1,000	11.11%
10130001	540030	Medical & Lab Materials & Supp	0	300	300	300	0.00%
10130001	540032	General Hardware & Tools	176	500	500	500	0.00%
10130001	540040	Fuels And Lubricants	1,659	1,400	1,400	1,812	29.41%
10130001	580100	Miscellaneous Expenses	0	200	200	200	0.00%
10130001		Subtotal Commodities	\$3,779	\$5,800	\$5,800	\$6,112	5.37%

General Fund (101) Public Services, *continued*



10130001	530044	Non-Major Technology Reserve	7,792	8,751	8,751	8,751	0.00%
10130001	550004	Office Equipment	611	184	184	200	8.70%
10130001		Subtotal Capital Outlay	\$8,403	\$8,935	\$8,935	\$8,951	0.18%
10130001		Total Public Services - Admin	\$440,082	\$513,043	\$521,475	\$538,923	5.04%

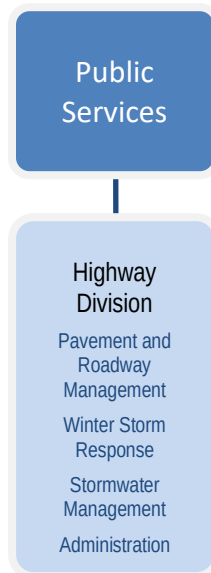
10130005		Tree Warden	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10130005	511002	Part-Time Salaries	\$8,663	\$8,880	\$8,880	\$8,880	0.00%
10130005		Subtotal Wages	\$8,663	\$8,880	\$8,880	\$8,880	0.00%
10130005	522250	FICA	663	680	680	679	-0.10%
10130005		Subtotal Benefits	\$663	\$680	\$680	\$679	-0.10%
10130005	530076	Arborist Services	43,280	20,000	20,000	40,000	100.00%
10130005	530111	Professional Services	48,127	25,000	25,000	30,000	20.00%
10130005		Subtotal Services	\$91,407	\$45,000	\$45,000	\$70,000	55.56%
10130005	540022	Agri Materials & Supplies	-	3,250	3,250	3,500	7.69%
10130005		Subtotal Commodities	\$0	\$3,250	\$3,250	\$3,500	7.69%
10130005		Total Tree Management	\$100,733	\$57,810	\$57,810	\$83,059	43.68%

10130007		Street Lighting	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10130007	532006	Street Lighting	\$22,398	\$56,000	\$56,000	\$56,000	0.00%
10130007	534000	Street Light Maintenance	1,280	15,000	15,000	22,611	50.74%
10130007		Subtotal Services	\$23,678	\$71,000	\$71,000	\$78,611	10.72%
10130007		Total Street Lighting	\$23,678	\$71,000	\$71,000	\$78,611	10.72%

	Total Public Services Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10130001	Subtotal Public Services Administration	\$440,082	\$513,043	\$521,475	\$538,923	5.04%
10130005	Subtotal Tree Management	100,733	57,810	57,810	83,059	43.68%
10130007	Subtotal Street Lighting	23,678	71,000	71,000	78,611	10.72%
	Total Public Services Program	\$564,494	\$641,853	\$650,285	\$700,593	9.15%



Organizational Chart



Mission Statement

The mission of the Department of Public Services' Highway Division is to provide labor services, materials, and equipment for highway and drainage infrastructure maintenance and improvements to the Town's municipally owned streets, bridges, drainage infrastructure, and seven (7) municipally owned dams.

Functions

The Highway Division's duties include, but are not limited to:

- Municipal pavement management
- Municipal stormwater management
- Municipal winter storm response, including the sanding/salting and plowing of Town streets and municipal parking lots, and clearing of designated municipal sidewalks
- Municipal roadway pothole repair and maintenance
- Municipal street sweeping
- Municipal gravel road grading
- Municipal right-of-way (ROW) tree and vegetation maintenance
- Minor striping of municipal roads and municipal parking lots
- Municipal traffic control and street identifier signs
- Municipal dam vegetation management and minor maintenance
- Municipal bridge and landfill inspections and maintenance
- Town vehicle fleet maintenance
- Town vehicle fuel supply operations
- Assist other Town departments on an as-needed basis with support services for small projects and/or where third party subcontractor work is not warranted

General Fund (101) Highway Division (30003), *continued*



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue re-skinning of municipal regulatory street signs with high prismatic material, which meets Federal retro-reflectivity standards	FI / TTS
Perform winter storm management responsibilities, including sanding, salting, brining and plowing of Town roads, municipal parking lots, and clearing snow from sidewalks adjacent to municipal properties	FI / PPS / TTS
Perform all expected department functions as outlined in annual goals and objectives	FI
Prepare roads in advance of pavement management (ex: stone sealing & microsurfacing)	FI / TTS
Mow and maintain Rose Hill landfill perimeter, bulky waste area, and West Kingstown Town dump perimeter	FI / SNR
Mow all Town earthen dam impoundments	FI / SNR
Continue GPS inventory of all regulatory street signs	FI / TTS
Provide employee training on stormwater management, construction methods, safety, and materials	FI / SNR
Construction of miscellaneous municipal stormwater drainage projects, with emphasis on eliminating closed piping systems and constructing infiltration systems to minimize or eliminate point stormwater discharges	FI / SNR
Perform stormwater outfall inspections and sampling	FI / SNR
Continue the municipal arborist program, and continue to provide bucket truck safety training for all division employees	FI / SNR
Maintain Town vehicle and rolling stock fleet	FI / SNR
Perform annual Matunuck Beach Road seawall sand replenishment	FI / TTS

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Perform winter storm management responsibilities, including sanding, salting, brining, and plowing of Town Roads, municipal parking lots, and sidewalks adjacent to municipal properties	FI / PPS / TTS
Construct and maintain new and existing stormwater improvements on an as-needed basis	FI / SNR
Repair potholes and other roadway deficiencies on municipal roads on an as-needed basis	FI / TTS
Repair sidewalk deficiencies on municipal and state roads on an as-needed basis	FI / TTS
Sweep all Town streets at least once per year to comply with DEM requirements	FI / SNR / TTS
Perform grading to municipal gravel roads scheduled for maintenance	FI / TTS
Perform repairs to municipal paved roads scheduled for pavement preservation (ex: stone sealing)	FI / TTS
Perform roadside shoulder mowing on Town roads during growing season	FI / TTS
Perform road striping and pavement parking on municipal roads and municipal parking lots scheduled for maintenance on an as-needed basis	FI / TTS
Replace or repair damaged street and traffic control signs on Town roads	FI / TTS
Mow all earthen Town dams at least once per year	FI / SNR
Mow Rose Hill landfill & West Kingstown Town dump perimeters and drainage swales in the fall of each year	FI / SNR
Perform routine maintenance and repairs to all Town vehicles and equipment to ensure safe and operable vehicles and equipment in support of Town operations	FI / TBF
Assist other Town Departments on an as needed basis with projects that require light and/or heavy equipment operations	FI / TBF

General Fund (101) Highway Division (30003), *continued*



Provide and coordinate safety training to Highway Division staff on an as needed basis. This will be additionally enhanced by in house training provided by the TRUST training library.

ET

Once procured, establish salt brine operation for municipal paved roadways and parking lots during winter storm operations

TBF

Proposed Priorities, <i>continued</i>	Town Council Goals & Objs
Perform annual Matunuck Beach Road seawall sand replenishment	FI / TTS
Establish a stand alone salt brine making operation with equipment for pretreatment of municipal paved roads and to prewet salt for deicing post storm	TBF
Continue the in-house tree trimming program, to leverage newly acquired arborist truck and new arborist personnel	FI / SNR
Begin to decrease winter sand usage as we migrate to salt brine and prewet systems on dump trucks to alleviate amount of sweepings generated from sanding/salt operations and catch basin cleanings	FI / TTS / SNR

Specific Performance Measurements

Description	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Projected	FY 23-24 Anticipated	Town Council Goals & Objs
Catch basins cleaned	321	327	330	330	FI / SNR
Catch basins inspected	2,712	2731	2730	2,730	FI / SNR
Number of drainage outfalls cleaned	32	27	35	40	FI / SNR
Number of drainage outfalls marked	3	5	4	4	FI / SNR
Municipal Road Miles	149	149	149	149	FI / TTS
Private Road Miles	75	75	75	75	FI / TTS
Road miles swept	145	145	145	145	FI / TTS
School Dept properties (parking lots and driveways) swept	8	8	8	8	FI / TTS / ET
Tons of sweeping spoils disposed	753	378	1200	1,200	FI / TTS
Town road miles graded	4.4	4.4	4.4	4.4	FI / TTS
Private road miles graded*	9.8	19	9.8	9.8	FI / TTS
Road miles crack sealed	8	9.5	10	9	FI / TTS
Road miles stone sealed and micro-surfaced	9	11.95	9	12	FI / TTS
Road miles restriped	33	33	33	33	FI / TTS
Callback Events - General	43	46	35	35	FI / TTS / PPS
Callback Events - Winter Storm Operations	19	11	10	15	FI / TTS / PPS
Road miles salted/sanded	149	149	149	149	FI / TTS / PPS
Road miles plowed ¹	163	163	164	164	FI / TTS / PPS
Dedicated Sand/Salt Routes	11	11	11	11	FI / TTS / PPS
Dedicated Plow Routes	22	22	22	22	FI / TTS / PPS
Winter Storm Operation Overtime Hrs	1478	1670	1400	1500	FI / TTS / PPS
Tons of Deicing Sand	441	791	800	750	FI / TTS / PPS
Tons of Road Salt	831	1383	1400	1,900	FI / TTS / PPS
Gallons of Salt Brine		1500	1800	3000	FI / TTS / PPS
Resident Concerns – general	252	355	300	295	FI / TTS / CEPP
Resident Concerns – tree	193	240	200	125	FI / TTS / CEPP

1. Of the 75 miles of private roads in Town, a limited number receive plowing and seasonal grading by tradition. The Town Council recently voted to abandon the maintenance of any private roads. DPS is currently working with residents who live on these roads to transition them to private maintenance contracts.

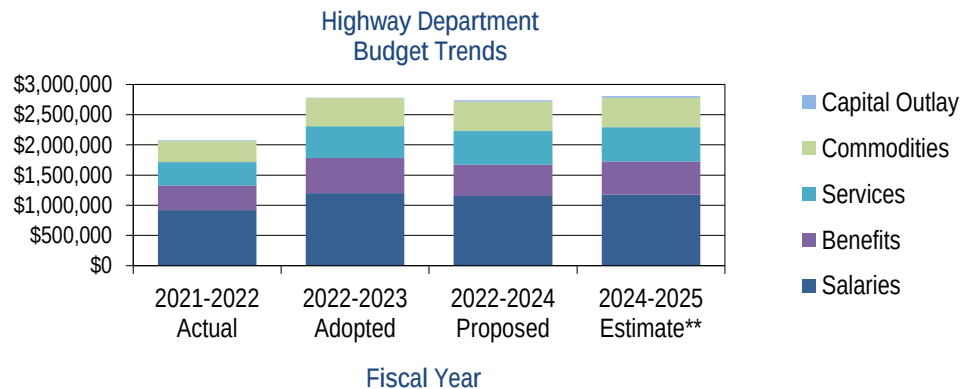
General Fund (101) Highway Division (30003), *continued*



FY 2023-2024 Funding Comparison

Highway Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	18.00	19.00	19.00	19.00	0.00
Salaries	\$918,039	\$1,202,482	\$1,174,482	\$1,152,793	(\$49,689)
Benefits	410,408	579,376	578,976	518,427	(60,950)
Subtotal Personnel Expenditures ¹	\$1,328,447	\$1,781,858	\$1,753,458	\$1,671,219	(\$110,639)
Services	\$385,604	\$524,796	\$510,395	\$559,885	\$35,089
Commodities	352,499	466,050	467,270	485,706	19,656
Capital Outlay	11,388	9,242	15,394	22,342	13,100
Subtotal Operating Expenditures	\$749,491	\$1,000,088	\$993,059	\$1,067,933	\$67,845
Total Expenditures	\$2,077,938	\$2,781,946	\$2,746,518	\$2,739,152	(\$42,794)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated to this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Highway Division (30003), continued



FY 2023-2024 Expenditure Statement

10130003	Highway Division	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10130003	511001 Full-Time Employees	\$835,622	\$1,052,077	\$1,052,077	\$1,026,895	-2.39%
10130003	511002 Part-Time Salaries	0	6,200	6,200	6,200	0.00%
10130003	511004 Overtime	50,815	75,000	75,000	75,000	0.00%
10130003	511005 Retirement/Vacation Reimb.	889	48,000	20,000	25,000	0.00%
10130003	511006 Longevity	30,713	21,205	21,205	19,698	-7.11%
10130003	Subtotal Wages	\$918,039	\$1,202,482	\$1,174,482	\$1,152,793	-4.13%
10130003	522250 FICA	67,955	91,042	91,042	76,386	-16.10%
10130003	522300 Municipal Employees Retirement	107,291	138,315	138,315	131,662	-4.81%
10130003	522301 State Retirement Defined Contribution	9,564	11,968	11,968	11,639	-2.75%
10130003	522818 Medical Insur-Active Employees	149,527	249,609	249,609	225,336	-9.72%
10130003	522820 Medical Insur-Retirees	54,505	59,305	59,305	42,671	-28.05%
10130003	522822 Dental Insur-Active Employees	9,058	14,385	14,385	11,462	-20.32%
10130003	522840 Insurance Buyback	6,587	4,000	4,000	8,250	106.25%
10130003	522850 Life Insurance	1,110	1,452	1,452	1,122	-22.73%
10130003	538014 Travel Expenses	0	2,100	2,100	2,100	0.00%
10130003	538016 Educational Expenses	189	800	800	800	0.00%
10130003	540038 Uniforms And Other Clothing	4,622	6,400	6,000	7,000	9.38%
10130003	Subtotal Benefits	\$410,408	\$579,376	\$578,976	\$518,427	-10.52%
10130003	530012 Cleaning Services	5,096	7,565	4,000	6,966	-7.92%
10130003	530014 Refuse Disposal	2,858	5,408	3,167	3,524	-34.84%
10130003	530066 Internet Access	1,394	1,500	1,476	1,500	0.00%
10130003	530111 Professional Services	279,546	404,071	400,000	431,791	6.86%
10130003	532000 Telephone	2,264	3,372	3,372	3,312	-1.78%
10130003	532002 Fuel - Oil	23,018	19,200	19,200	25,200	31.25%
10130003	532004 Electricity	18,244	14,776	14,776	16,713	13.11%
10130003	532012 Water Fees	1,074	1,435	1,435	1,435	0.00%
10130003	532014 Propane	8,823	9,270	9,270	6,975	-24.76%
10130003	534010 Motor Vehicles Maintenance	19,287	20,000	20,000	22,000	10.00%
10130003	534016 Computer/Software Maintenance	6,270	3,200	3,200	4,500	40.63%
10130003	534017 Asset Management Software	2,196	9,000	9,000	9,000	0.00%
10130003	534018 Maintenance Of General Equip	8,133	15,000	12,000	15,000	0.00%
10130003	534020 Maintenance Of Buildings	5,140	7,500	5,000	7,500	0.00%
10130003	538012 Advertising	122	200	200	200	0.00%
10130003	538022 Printing Expenses	0	200	200	200	0.00%
10130003	538028 Rents	0	1,000	2,000	2,000	100.00%
10130003	538030 Licenses And Dues	2,138	2,099	2,099	2,069	-1.43%
10130003	Subtotal Services	\$385,604	\$524,796	\$510,395	\$559,885	6.69%
10130003	540012 Office Materials & Supplies	1,024	1,400	1,200	1,400	0.00%
10130003	540014 Janitorial Materials & Supp	505	1,200	1,000	1,200	0.00%
10130003	540018 Elect Materials & Supplies	400	850	850	850	0.00%
10130003	540020 Books And Publications	0	150	150	150	0.00%
10130003	540022 Agri Materials & Supplies	1,868	2,000	2,000	2,000	0.00%
10130003	540023 Road Salt	107,234	145,350	145,350	145,000	-0.24%

General Fund (101) Highway Division (30003), continued



10130003	540024	Chemicals And Gases	2,848	3,500	3,000	3,500	0.00%
10130003	540025	Road Sand	9,277	30,000	30,000	30,000	0.00%
10130003	540026	Bldg & Const Materials & Supp	48,699	81,000	83,270	81,000	0.00%
10130003	540028	Motor Vehicle Materials & Supp	46,800	60,000	60,351	65,000	8.33%
10130003	540030	Medical & Lab Materials & Supp	0	200	200	200	0.00%
10130003	540032	General Hardware & Tools	6,441	8,500	8,500	8,500	0.00%
10130003	540034	Signage Materials & Supplies	14,666	19,000	19,000	19,000	0.00%
10130003	540036	Equipment & Machine Parts	30,248	39,500	34,000	39,500	0.00%
10130003	540040	Fuels And Lubricants	80,217	70,000	75,000	85,006	21.44%
10130003	540050	HVAC Materials & Supplies	0	200	200	200	0.00%
10130003	540052	Photographic Materials & Supp	0	200	200	200	0.00%
10130003	540058	Safety Related Mat & Supp	2,273	3,000	3,000	3,000	0.00%
10130003		Subtotal Commodities	\$352,499	\$466,050	\$467,270	\$485,706	4.22%
10130003	530044	Non-Major Technology Reserve	3,620	4,372	4,372	5,972	36.60%
10130003	550002	Computer Equipment	-	-	-	6,500	0.00%
10130003	550004	Office Equipment	350	370	6,522	370	0.00%
10130003	550006	General Equipment & Machinery	2,800	2,000	2,000	2,500	25.00%
10130003	550010	Construction Equipment	630	2,500	2,500	6,500	160.00%
10130003	550024	Safety Related Equipment	3,988	0	0	0	0.00%
10130003	550026	Furniture And Furnishings	0	-	-	500	0.00%
10130003		Subtotal Capital Outlay	11,388	9,242	15,394	22,342	141.74%
10130003		Total Streets & Highway	\$2,077,938	\$2,781,946	\$2,746,518	\$2,739,152	-1.54%



TAB 9 PARKS & RECREATION

Parks & Recreation.....	9 – 1
Harbor Patrol/ Natural Resources	9 – 12

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Parks & Recreation



Please note, this section incorporates multiple accounts, each of which fall under the purview of Parks & Recreation, and include the following:

Acct Number	Acct Description
40001	Recreation Department - Admin
40003	Park Maintenance
40005	Athletics
40007	Aquatics
40009	Leisure Services
40013	Creative Activities
40090	Harbor Patrol/ Natural Resources

Organizational Chart



The Parks & Recreation Department is funded through revenues from the General Fund, as well as the Peace Dale Office Building (PDOB), the Neighborhood Guild, and the Recreation Center. This section details General Fund, the latter three funds are each detailed separately within the budget document.

The Recreation Department employs an administrative staff of 18 full-time equivalent employees and over 200 part-time and seasonal employees and independent contractors who work out of the Neighborhood Guild, the Recreation Center, PDOB, or in one of our many parks.

The South Kingstown Recreation Commission, a five-member policy board appointed by the Town Council, is responsible for overseeing policy adherence and development for the Parks and Recreation Department. The Leisure Services Director is responsible for daily administration of all Department operations.



Mission Statement

The Parks and Recreation Department serves the community by providing enriching recreation experiences and quality facilities. The objective of the Department is to provide a well-rounded and balanced leisure services program for all segments of the community by striving to attain the following objectives:

- Promote health and wellness through programs that encourage active lifestyles
- Connect all citizens to the community through increased cultural unity by offering programs and facilities that encourage inclusion and participation
- Promote life-long learning through recreational and cultural programs
- Protect and maintain environmental resources
- Develop facilities that will improve the livability of the community, including recreation facilities, parks, open space, greenways, multi-use paths, and diverse play spaces
- Facilitate community problem solving
- Strengthen community image and sense of place
- Maintain a high level of customer service to all patrons
- Ensure the Department is both citizen and professionally driven by the consistent use of program and facility evaluations, and community-wide surveys

Functions

The Parks & Recreation Department is responsible for the organization and administration of all Town-sponsored recreation activities and facilities. The Department is broken into several divisions which serve a variety of functions, including, but not limited to, the following.

ADMINISTRATION

- Oversee administration and management of the Parks and Recreation Department for year-round public recreation and enrichment programs and facilities for all ages
- Oversee and manage long and short-term fiscal operations of the department including annual operating budget, day to day accounts receivable/payable, deposits, and accounts reconciliation
- Recruit and hire part time and seasonal employees for athletics, aquatics, day camp, and community wide programs
- Utilize recreation management software for program and facility tracking, registration, and rentals
- Develop annual Capital Improvement Program in conjunction with the Town Manager's Office
- Manage a staff of 19 full time employees and approximately 200 part time and seasonal employees

PARK MAINTENANCE

The Parks division is responsible for the care and maintenance of all Town parks, municipal grounds, athletic fields, school athletic fields, and various public green spaces.

- Maintain 13 baseball/softball fields and 8 rectangular fields (football, soccer, lacrosse, and field hockey) for use by youth and adult leagues and the high school interscholastic sports program
- Operate and maintain 18 public parks and the William C. O'Neill, and South County Commons Bike Paths
- Inspect and maintain 13 children's playgrounds
- Mow over 250 acres of lawn area each week mid-April to late October



- In coordination with the Facilities Division, operate and maintain approximately 80,000 square feet of indoor facility space including the Neighborhood Guild, Stepping Stone School, Tri Pond Nature Center, Parks maintenance garage, the Main Street comfort station, and the community recreation center
- Operate and maintain 7 public restroom facilities throughout the park system
- Operate and maintain an 18 hole disc golf course at Curtis Corner Playfields;
- Maintain over 30 pet waste bag dispensers and disposal barrels throughout the park system
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program
- Maintain and develop the network of municipal nature trails

ATHLETICS

- Plan and coordinate the department's Youth Basketball Program comprised of approximately 450 youth ages 5 through 18; and involves instructional and recreational components
- Plan and coordinate Adult Recreational Softball League comprised of approximately 700 participants; and involves establishment of men's, women's, and co-ed leagues for spring/summer and fall seasons
- Plan and coordinate youth and adult tennis lessons, and adult tennis leagues and drop-in programs;
- Plan approximately 30 different youth school vacation and summer camp programs, utilizing independent contractors for sports such as soccer, basketball, lacrosse, field hockey, baseball flag football, and tennis
- Assign and manage part time staff to assist with officiating, scorekeeping, and general oversight of seasonal programs
- Develop new programming to meet the needs of the community
- Perform ongoing assessment of programming

AQUATICS

- Manage day-to-day seasonal operation of the South Kingstown Town Beach
- Recruit, hire, and train seasonal life guards, gate attendants, facility maintenance, and security staff
- Manage sales and collection of daily gate fees, season stickers, and cottage passes; daily reconciliation, and deposit of gate receipts
- Manage pavilion and restroom facilities
- Monitor beach patron activity

LEISURE SERVICES

- Plan and implement large scale community wide programs such as the annual 4th of July Independence Day celebration, Community Job Fair, Community Yard Sale, Fishing Derby, and Easter Egg Hunt
- Seek financial support of programs through sponsorship opportunities
- Plan and implement Discovery Camp, a summer day camp program for children ages 6-12
- Promote and market programs through various forms of traditional and social media, including Facebook and Twitter

General Fund (101) Parks & Recreation, *continued*



CREATIVE ACTIVITIES

- Manage Stepping Stone Preschool, licensed by the RI Department of Children Youth and Families
- Offer daily instruction and activity for children ages 3 to 5 year-olds
- Plan and administer programs for pre-school aged children including Safety First

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Develop Master Plan for Old Mountain Field with a focus on restroom/concession building replacement, parking and traffic flow, and ADA pathways	VUR
Complete planned CIP work on Marina Park Boat Ramp project	FI / TBF / SNR
Develop new fee structure for youth recreation programs to meet the needs of all residents	TBF
Create a sponsorship policy with the goal of securing a minimum of \$3000 in sponsorships and 3 rd party funding for ongoing programs and facility enhancements	TBF
Provide care and maintenance of all athletic fields and outdoor recreational facilities consistent with or exceeding previous year's performance	FI
Continue to improve visitor experience at the Town Beach through daily grooming of shoreline and exceptional customer service	FI / SNR
Coordinate with local youth leagues and athletic organizations to ensure equity in facility usage	FI / CEPP
Increase outdoor facility rental fees to align with industry standards, and leverage revenue to offset increased operational costs	TBF
Continue to administer Adult Recreational Softball, Pickle Ball, and Tennis Leagues with a goal of increased participation where maximum capacity is not met	FI / CEPP
Provide position-specific training and development opportunities to department staff	ET
Maximize participation in Discovery Camp Program	FI / CEPP / TBF
Maintain maximum student enrollment at Stepping Stone Preschool	FI / CEPP / TBF
Increase productivity and efficiency of the Parks Division operations utilizing new equipment and adding work order management technology	FI / TBF
Complete planned CIP work on Saugatucket Park pathway, fencing, and hardcourt replacement	FI / TBF
Expand park wide recycling program with the addition of 24 new recycling barrels.	FI / TBF
Continue to document and catalog park assets into the new asset management software program.	FI / TBF
Work with local volunteer groups to help maintain and improve trail network throughout the park system.	FI

General Fund (101) Parks & Recreation, *continued*



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Restructure Parks Division staffing to address long-term succession planning for continuation of park management and care. This includes re-establishing a Foreman position within the parks division.	TBF/FI
Restructure Parks Division staffing to address long-term succession planning for continuation of park management and care. This includes re-establishing a Foreman position within the parks division.	TBF/FI
Complete master plan for Old Mountain Field and begin Construction of Park Improvements including restroom and concession buildings.	FI
Explore sponsorship opportunities for covering costs of dog waste bags and dispensers, due to increased demand and associated expenses.	TBF
Seek and secure grant funding to expedite Noyes Farm trail development.	FI/SNR
Work with stakeholders to establish equitable use of high demand tennis and pickleball courts.	CEPP/FI
Develop long-term plan for construction of dedicated pickleball facility	FI
Establish a long-term facility plan for Town Beach amenities to respond to coastal erosion and receding shoreline – specifically, relocating playground, shade structures, and scenic pier overlook.	FI
Begin Neighborhood Guild Major Rehabilitation Project	F/I
Explore sponsorship opportunities for youth basketball program to offset materials and equipment costs.	TBF
Increase girls' 7 th -10 th grade participation numbers in the youth basketball program by 10%.	CEPP/TBF
Increase boys' 9 th -12 th grade participation numbers in the youth basketball program by 10%.	CEPP/TBF
Explore sponsorship opportunities for outdoor tennis leagues to cover costs for court upkeep and net replacement.	TBF/FI
Restructure programs that have declined in attendance numbers focusing on the Nerf program and the drop-in toddler time.	CEPP/TBF
Seek out 3 to 5 new camps to add to our wide variety of current summer camps.	CEPP/TBF
Seek out 3 to 5 new independent contractors for youth programming.	CEPP/TBF
Increase Gaming Program attendance by 10% or add a secondary gaming program option in addition to the current afterschool program.	CEPP/FI
Continue to grow the Counselor-in-training program to maximum attendance.	CEPP/ET

Specific Performance Measurements

Recreation Division: Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY2023-2024 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	168	341	290	300	FI / CEPP
Total Program Participants	2,543	11998	13225	14000	FI / CEPP
New Classes Offered	32	18	20	25	FI / CEPP
% of Classes Completed	85%	91%	85%	85%	FI / CEPP
Beach Cottage Passes Sold	101	123	128	135	FI / TBF
Beach Resident Seasonal Passes Sold	1,174	1188	1275	1300	FI / TBF
Beach non-Resident Season Passes sold	135	153	153	155	FI / TBF

General Fund (101) Parks & Recreation, *continued*

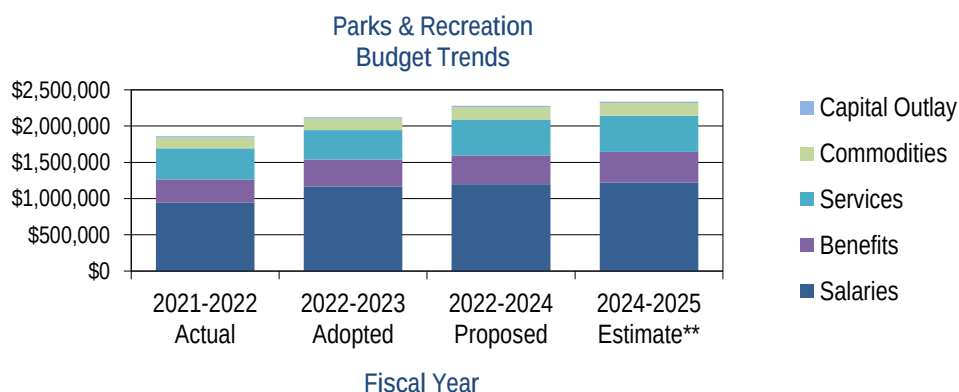


Parks Division: Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2022-2023 Anticipated	FY2023-2024 Anticipated	Town Council Goals & Objs
Total Park Acreage	675	675	675	675	FI
Park Acreage/Full Time Park Staff	84.4	84.4	71	64.3	FI
Acreage of Turf Maintained	103	103	103	103	FI / SNR
Weekly Staff Hours for Mowing/Landscaping	225	235	245	245	FI
Parks Division: Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2022-2023 Anticipated	FY23-24 Anticipated	Town Council Goals & Objs
Litter Removal- avg wkly staff hrs	42	45	48	48	FI / SNR
Park Facility Reservations	7177	7300	7300	7350	FI / CEPP
Park Usage Head Count	542,656	550,000	550,000	560,000	FI / CEPP
Total Hours Reserved or Rented	11,116	18,077	21,000	22,000	FI / CEPP
Mutt Mitt Dispensers Maintained	45	50	50	50	FI / SNR
Park Rental Income	\$28,749	\$32,000	\$35,000	\$35,000	FI/TBF/CEPP

FY 2023-2024 Funding Comparison

Parks & Recreation	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	19.63	19.63	17.94	17.94	0.00
Salaries	\$940,449	\$1,166,143	\$1,121,460	\$1,197,873	\$31,730
Benefits	323,094	370,259	356,122	398,270	28,011
Subtotal Personnel Expenditures*	\$1,263,543	\$1,536,402	\$1,477,582	\$1,596,143	\$59,741
Services	\$428,458	\$410,348	\$442,290	\$494,147	\$83,799
Commodities	151,115	157,404	157,157	174,259	16,855
Capital Outlay	15,542	17,505	17,505	17,529	24
Subtotal Operating Expenditures	\$595,114	\$585,257	\$616,952	\$685,935	\$100,678
Total Expenditures	\$1,858,658	\$2,121,659	\$2,094,534	\$2,282,078	\$160,419

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Parks & Recreation, *continued*



FY 2023-2024 Expenditure Statements

10140001	Recreation Department Administration	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140001	511001 Full-Time Employees	\$136,030	\$199,327	\$180,000	\$204,248	2.47%
10140001	511004 Overtime	1,053	300	966	500	66.67%
10140001	511006 Longevity	829	1,955	1,558	1,950	-0.26%
10140001	Subtotal Wages	\$137,912	\$201,582	\$182,524	\$206,698	2.54%
10140001	522250 FICA	10,499	15,251	13,909	15,459	1.36%
10140001	522300 Municipal Employees Retirement	16,913	25,722	23,090	25,940	0.85%
10140001	522301 State Retirement Defined Contribution	1,407	2,280	1,900	2,333	2.32%
10140001	522818 Medical Insur-Active Employees	14,811	22,849	22,848	34,381	50.47%
10140001	522820 Medical Insur-Retirees	2,083	-	-	0	0.00%
10140001	522822 Dental Insur-Active Employees	1,341	1,908	1,500	2,020	5.87%
10140001	522840 Insurance Buyback	3,038	4,000	2,000	2,000	-50.00%
10140001	522850 Life Insurance	246	331	250	296	-10.57%
10140001	538014 Travel Expenses	636	600	600	600	0.00%
10140001	538016 Educational Expenses	810	700	700	900	28.57%
10140001	540038 Uniforms And Other Clothing	-	200	200	200	0.00%
10140001	Subtotal Benefits	\$51,784	\$73,841	\$66,997	\$84,129	13.93%
10140001	530064 Copy Machine Services	576	1,500	1,100	1,250	-16.67%
10140001	530111 Professional Services	370	3,529	1,800	1,775	-49.70%
10140001	532000 Telephone	128	162	162	252	55.56%
10140001	534016 Computer/Software Maintenance	1,775	2,863	2,500	2,883	0.70%
10140001	534017 Asset Management Software	1,098	0	4,392	4,392	0.00%
10140001	538012 Advertising	261	400	400	400	0.00%
10140001	538020 Postage	0	1,250	1,000	1,000	-20.00%
10140001	538022 Printing Expenses	3,560	4,800	3,900	4,050	-15.63%
10140001	538030 Licenses And Dues	2,740	2,905	2,870	2,885	-0.69%
10140001	Subtotal Services	\$10,508	\$17,409	\$18,124	\$18,887	8.49%
10140001	540012 Office Materials & Supplies	56	1,700	1,000	1,400	-17.65%
10140001	540016 Rec Materials & Supplies	100	100	100	100	0.00%
10140001	580100 Miscellaneous Expenses	500	500	500	600	20.00%
10140001	Subtotal Commodities	\$656	\$2,300	\$1,600	\$2,100	-8.70%
10140001	530044 Non-Major Technology Reserve	7,142	8,555	8,555	8,879	3.79%
10140001	Subtotal Capital Outlay	\$7,142	\$8,555	\$8,555	\$8,879	3.79%
10140001	Total Recreation Dept Administration	\$208,003	\$303,687	\$277,800	\$320,693	5.60%

General Fund (101) Parks & Recreation, *continued*



10140003	Park Maintenance	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140003	511001 Full-Time Employees	\$493,662	\$508,344	\$508,344	\$520,101	2.31%
10140003	511003 Seasonal Salaries	62,498	95,694	88,744	115,200	20.38%
10140003	511004 Overtime	10,624	7,761	11,800	10,860	39.93%
10140003	511005 Retirement/Vacation Reimb.	1,464	0	828	0	0.00%
10140003	511006 Longevity	13,343	14,129	14,129	14,978	6.01%
10140003	Subtotal Wages	\$581,592	\$625,928	\$623,845	\$661,139	5.63%
10140003	522250 FICA	42,653	46,095	46,095	48,192	4.55%
10140003	522300 Municipal Employees Retirement	62,762	67,220	67,220	67,314	0.14%
10140003	522301 State Retirement Defined Contribution	5,812	5,983	5,983	6,086	1.72%
10140003	522818 Medical Insur-Active Employees	116,482	121,527	121,527	139,883	15.10%
10140003	522822 Dental Insur-Active Employees	6,619	7,099	7,099	7,023	-1.07%
10140003	522840 Insurance Buyback	3,815	3,800	3,800	3,800	0.00%
10140003	522850 Life Insurance	657	699	699	628	-10.16%
10140003	540038 Uniforms And Other Clothing	3,041	4,365	4,365	4,405	0.92%
10140003	Subtotal Benefits	\$241,841	\$256,788	\$256,788	\$277,331	8.00%
10140003	530012 Cleaning Services	2,140	2,527	2,300	2,766	9.46%
10140003	530014 Refuse Disposal	3,889	4,376	4,376	4,850	10.83%
10140003	530078 Agricultural Services	2,535	2,500	2,500	2,900	16.00%
10140003	530111 Professional Services	705	1,775	1,500	1,775	0.00%
10140003	532000 Telephone	1,407	1,620	1,620	1,920	18.52%
10140003	532004 Electricity	38,393	47,575	49,000	50,005	5.11%
10140003	532010 Wastewater Fees	900	2,100	2,100	2,250	7.14%
10140003	532012 Water Fees	9,482	17,714	13,000	16,883	-4.69%
10140003	534010 Motor Vehicles Maintenance	4,778	5,500	7,300	7,200	30.91%
10140003	534018 Maintenance Of General Equip	5,610	6,100	9,050	7,500	22.95%
10140003	534020 Maintenance Of Buildings	22,574	31,100	28,000	31,100	0.00%
10140003	538028 Rents	7,045	7,000	7,000	7,080	1.14%
10140003	Subtotal Services	\$99,458	\$129,887	\$127,746	\$136,229	4.88%
10140003	540014 Janitorial Materials & Supp	9,161	7,723	10,000	12,618	63.38%
10140003	540016 Rec Materials & Supplies	7,751	6,937	6,937	8,667	24.94%
10140003	540018 Elect Materials & Supplies	2,444	3,500	3,500	3,500	0.00%
10140003	540022 Agri Materials & Supplies	41,765	47,620	47,620	50,100	5.21%
10140003	540024 Chemicals And Gases	-	490	490	490	0.00%
10140003	540026 Bldg & Const Materials & Supp	5,196	5,200	5,200	5,200	0.00%
10140003	540028 Motor Vehicle Materials & Supp	6,679	5,300	5,743	5,900	11.32%
10140003	540030 Medical & Lab Materials & Supp	-	300	250	200	-33.33%
10140003	540032 General Hardware & Tools	470	1,400	1,400	1,400	0.00%
10140003	540034 Signage Materials & Supplies	7,603	5,479	7,000	7,574	38.24%
10140003	540036 Equipment & Machine Parts	2,475	3,500	3,500	3,500	0.00%
10140003	540040 Fuels And Lubricants	38,415	35,692	33,842	41,355	15.87%
10140003	540050 HVAC Materials & Supplies	2,829	4,140	3,500	3,990	-3.62%
10140003	Subtotal Commodities	\$124,788	\$127,281	\$128,982	\$144,494	13.52%
10140003	550006 General Equipment & Machinery	5,177	5,350	5,350	5,350	0.00%
10140003	Subtotal Capital Outlay	\$5,177	\$5,350	\$5,350	\$5,350	0.00%
10140003	Total Park Maintenance	\$1,052,856	\$1,145,234	\$1,142,711	\$1,224,543	6.93%



General Fund (101) Parks & Recreation, *continued*

10140005	Athletics Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140005	511001 Full-Time Employees	\$2,130	\$24,544	\$24,544	\$25,310	3.12%
10140005	511003 Seasonal Salaries	6,155	6,510	6,200	6,975	7.14%
10140005	511004 Overtime	0	700	700	700	0.00%
10140005	511006 Longevity	166	0	0	0	0.00%
10140005	Subtotal Wages	\$8,451	\$31,754	\$31,444	\$32,985	3.88%
10140005	522250 FICA	635	2,259	2,259	2,448	8.37%
10140005	522300 Municipal Employees Retirement	284	3,137	3,137	3,184	1.50%
10140005	522301 State Retirement Defined Contribution	23	246	246	254	3.25%
10140005	522818 Medical Insur-Active Employees	597	8,648	3,800	3,989	-53.87%
10140005	522822 Dental Insur-Active Employees	34	538	538	160	-70.26%
10140005	522850 Life Insurance	3	57	57	51	-10.53%
10140005	Subtotal Benefits	\$1,576	\$14,885	\$10,037	\$10,086	-32.24%
10140005	530111 Professional Services	151,779	104,055	129,652	142,380	36.83%
10140005	538022 Printing Expenses	0	200	200	200	0.00%
10140005	Subtotal Services	\$151,779	\$104,255	\$129,852	\$142,580	36.76%
10140005	540016 Rec Materials & Supplies	14,899	14,970	15,300	15,470	3.34%
10140005	Subtotal Commodities	\$14,899	\$14,970	\$15,300	\$15,470	3.34%
10140005	Total Athletics Program	\$176,706	\$165,864	\$186,633	\$201,121	21.26%

10140007	Aquatics Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140007	511003 Seasonal Salaries	\$117,519	\$188,701	\$172,274	\$179,398	-4.93%
10140007	511004 Overtime	13,806	16,161	14,765	14,019	-13.25%
10140007	Subtotal Wages	\$131,325	\$204,862	\$187,039	\$193,417	-5.59%
10140007	522250 FICA	10,046	15,672	12,000	14,796	-5.59%
10140007	540038 Uniforms And Other Clothing	492	500	500	800	60.00%
10140007	Subtotal Benefits	\$10,539	\$16,172	\$12,500	\$15,596	-3.56%
10140007	530014 Refuse Disposal	1,979	1,890	1,500	1,890	0.00%
10140007	530111 Professional Services	62,174	68,080	68,080	87,120	27.97%
10140007	532000 Telephone	685	500	500	500	0.00%
10140007	532004 Electricity	708	900	900	950	5.56%
10140007	532012 Water Fees	627	1,000	800	1,000	0.00%
10140007	534020 Maintenance Of Buildings	1,407	1,800	1,500	1,700	-5.56%
10140007	538022 Printing Expenses	2,275	1,700	1,700	1,700	0.00%
10140007	538028 Rents	1,110	1,212	750	1,240	2.31%
10140007	Subtotal Services	\$70,966	\$77,082	\$75,730	\$96,100	24.67%
10140007	540014 Janitorial Materials & Supp	3,004	3,175	3,175	3,175	0.00%
10140007	540016 Rec Materials & Supplies	311	700	700	700	0.00%
10140007	540026 Bldg & Const Materials & Supp	2,264	2,294	2,100	2,140	-6.71%
10140007	540032 General Hardware & Tools	200	200	200	200	0.00%
10140007	540034 Signage Materials & Supplies	750	1,020	500	580	-43.14%
10140007	Subtotal Commodities	\$6,529	\$7,389	\$6,675	\$6,795	-8.04%
10140007	550018 Recreational Equipment	492	-	-	-	0.00%
10140007	550024 Safety Related Equipment	2,085	2,300	2,300	2,000	0.00%
10140007	Subtotal Capital Outlay	\$2,577	\$2,300	\$2,300	\$2,000	-13.04%
10140007	Total Aquatics Program	\$221,936	\$307,805	\$284,244	\$313,908	1.98%

General Fund (101) Parks & Recreation, *continued*



10140009		Leisure Services Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140009	511003	Seasonal Salaries	\$30,752	\$45,972	\$43,000	\$47,112	2.48%
10140009	511004	Overtime	428	0	608	1,089	0.00%
10140009		Subtotal Wages	\$31,179	\$45,972	\$43,608	\$48,201	4.85%
10140009	522250	FICA	2,385	3,486	3,200	3,687	5.77%
10140009	540038	Uniforms And Other Clothing	800	800	700	1,000	25.00%
10140009		Subtotal Benefits	\$3,185	\$4,286	\$3,900	\$4,687	9.36%
10140009	530111	Professional Services	81,964	64,350	72,312	81,550	26.73%
10140009	532004	Electricity	742	1,250	750	900	-28.00%
10140009	532012	Water Fees	171	270	200	225	-16.67%
10140009	532014	Propane	1,016	1,000	1,000	1,000	0.00%
10140009	534020	Maintenance Of Buildings	-	550	400	450	-18.18%
10140009	538028	Rents	2,402	6,376	5,200	5,040	-20.95%
10140009		Subtotal Services	\$86,294	\$73,796	\$79,862	\$89,165	20.83%
10140009	540014	Janitorial Materials & Supp	295	300	300	300	0.00%
10140009	540016	Rec Materials & Supplies	3,483	4,050	3,500	4,000	-1.23%
10140009		Subtotal Commodities	\$3,778	\$4,350	\$3,800	\$4,300	-1.15%
10140009	550018	Recreational Equipment	0	200	200	200	0.00%
10140009		Subtotal Capital Outlay	\$0	\$200	\$200	\$200	0.00%
10140009		Total Leisure Services Program	\$124,437	\$128,604	\$131,370	\$146,553	13.96%

10140013		Creative Activities Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140013	511002	Part-Time Salaries	\$49,989	\$56,045	\$53,000	\$55,433	-1.09%
10140013		Subtotal Wages	\$49,989	\$56,045	\$53,000	\$55,433	-1.09%
10140013	522250	FICA	3,492	4,287	3,900	4,241	-1.07%
10140013	522300	Municipal Employees Retirement	5,675	-	2,000	2,200	0.00%
10140013	522301	State Retirement Defined Contribution	459	-	-	0	0.00%
10140013	522818	Medical Insur-Active Employees	4,382	-	-	0	0.00%
10140013	522822	Dental Insur-Active Employees	159	-	-	0	0.00%
10140013	522840	Insurance Buyback	3	-	-	0	0.00%
10140013		Subtotal Benefits	\$14,169	\$4,287	\$5,900	\$6,441	50.24%
10140013	530014	Refuse Disposal	341	325	325	350	0.00%
10140013	530066	Internet Access	803	840	840	840	0.00%
10140013	530111	Professional Services	240	500	500	500	0.00%
10140013	532000	Telephone	471	576	400	540	-6.25%
10140013	532002	Fuel - Oil	4,098	3,132	4,800	4,860	55.17%
10140013	532004	Electricity	2,613	1,000	2,000	2,200	120.00%
10140013	532010	Wastewater Fees	300	300	350	350	16.67%
10140013	532012	Water Fees	185	246	246	246	0.00%
10140013	534020	Maintenance Of Buildings	270	800	1,000	800	0.00%
10140013	538028	Rents	132	200	515	500	150.00%
10140013		Subtotal Services	\$9,452	\$7,919	\$10,976	\$11,186	41.26%
10140013	540014	Janitorial Materials & Supp	-	500	500	500	0.00%
10140013	540016	Rec Materials & Supplies	464	614	300	600	-2.28%
10140013		Subtotal Commodities	\$464	\$1,114	\$800	\$1,100	-1.26%
10140013	550018	Recreational Equipment	0	200	200	200	0.00%

General Fund (101) Parks & Recreation, *continued*

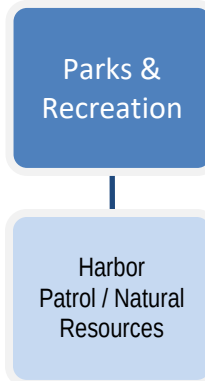


10140013	570004	Building Improvements	646	900	900	900	0.00%
10140013		Subtotal Capital Outlay	\$646	\$1,100	\$1,100	\$1,100	0.00%
10140013		Total Creative Activities Program	\$74,720	\$70,465	\$71,776	\$75,260	6.80%

	Total Parks & Recreation Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140001	Subtotal Recreation Dept Administration	\$208,003	\$303,687	\$277,800	\$320,693	5.60%
10140003	Subtotal Park Maintenance	1,052,856	1,145,234	1,142,711	1,224,543	6.93%
10140005	Subtotal Athletics	176,706	165,864	186,633	201,121	21.26%
10140007	Subtotal Aquatics	221,936	307,805	284,244	313,908	1.98%
10140009	Subtotal Leisure Services	124,437	128,604	131,370	146,553	13.96%
10140013	Subtotal Creative Activities	74,720	70,465	71,776	75,260	6.80%
	Total Parks & Recreation Program	\$1,858,658	\$2,121,659	\$2,094,534	\$2,282,078	7.56%



Organizational Chart



Mission Statement

The mission of the Harbor Patrol/Natural Resources Department, under the direction of the Director of Leisure Services in coordination with the Chief of Police and Director of Public Services, is to provide for the safety, security and well-being of citizens utilizing the Town's natural resources and waterways; always working to enhance the user experience of these areas. The division provides enforcement of State and/or Local Ordinances pertaining to natural resources, rights of way and the operation of boats in South Kingstown waters. The division protects, preserves, promotes, and manages the natural resources, waters and wildlife resources within the Town and ensures public safety for residents and visitors.

Functions

Principal functions of the Harbor Patrol / Natural Resource Department include, but are not limited to:

- Provide for the safety of the boating public on South Kingstown waterways, through education and enforcement of State and local boating safety laws
- Assist Federal, State, and local government agencies on matters pertaining to the Town's waterways
- Manage the Town's mooring fields and waterways
- Responsible for oversight and management of the mooring program for the Town
- Perform boating safety checks, issue warnings and citations for boating violations
- Respond to mariners and others in distress on waterways
- Develop, revise and implement the Town's Harbor Management Plan
- Establish and administer contracts and leases for Marina Park waterfront property
- Monitor and inspect municipal public access inventory; develop plan for implementing recommendations as established in Public Access Inventory
- Promote public access to waterways and encourage responsible use of all waterways, marinas, mooring fields and boat ramps
- Respond to public inquires related to waterfront issues and public access
- Serve as the Town staff liaison to the Waterfront Advisory Commission
- Master planning for future recreation use and development of Town parklands
- Prepare and administer state and federal grant applications and programs to support development and improvements to municipal natural resources, public access points, open space, and park properties

General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



- Enforce Soil Erosion, Run Off and Sediment Control (SERSC) Ordinance and Rights of Way Ordinance
- Develop and facilitate environmental, outdoor recreation and boating education programs

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue educational efforts with the boating public to promote safe boating practices. Conduct vessel and equipment safety checks.	PPS / FI
Provide full time patrol of the town waterways during peak boating periods.	PPS / FI
Continue to work collaboratively with the Town Clerk's Office to efficiently manage the Town's mooring fields	TBF / PPS
Continue efforts to fill all the Town's mooring spaces, to realize all available revenue potential	TBF / PPS
In conjunction with the Planning Department, complete work on update to Harbor Management Plan to send to CRMC for approval.	LU / SNR
Complete planned CIP work on Marina Park Boat Ramp.	FI / TBF / SNR
Administer lease contracts and leases for Marina Park waterfront property	
Collaborate with other departments on master planning for future recreation use, expansion, and development of Town parks.	LU / FI
Provide additional waterway access and dedicated paddle sports water access at Marina Park	LU / FI
Update signage at Marina Park to provide accurate, clear and concise information clearly to users	FI / CEPP
Work with Department of Public Services on enforcement of Soil Erosion, Run Off and Sediment Control (SERSC) ordinance and Rights-of-Way Ordinance	FI / SNR
Collaborate with other departments on master planning for future recreation use, expansion, and development of Town parks.	LU / FI
Work to obtain Clean Vessel Act grant funding to replace the aging town owned marine pump out facility at Marina Park located at Ram Point Marina.	FI / SNR
Assist with management and oversight of park capital improvement projects.	FI / TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue educational efforts with the boating public to promote safe boating practices. Conduct vessel and equipment safety checks.	PPS / FI
Provide full time patrol of the town waterways during peak boating periods.	PPS / FI
Continue to work collaboratively with the Town Clerk's Office to efficiently manage the Town's mooring fields	TBF / PPS
Continue efforts to fill all the Town's mooring spaces, to realize all available revenue potential	TBF / PPS
In conjunction with the Planning Department, complete work on update to Harbor Management Plan to send to CRMC for approval.	LU / SNR
Complete active CIP work on Marina Park Boat Ramp.	FI / TBF / SNR
Administer lease contracts and leases for Marina Park waterfront property	
Conduct complete audit of all municipal public access. Provide recommendations to respective departments to ensure public access to the shore is clearly identified, well maintained and information on locations are easily obtainable to the public.	LU / SNR
Collaborate with other departments on master planning for future recreation use, expansion, and development of Town parks.	LU / FI
Provide additional waterway access	LU / FI
Update signage at Marina Park to provide accurate, clear, and concise information clearly to users	FI / CEPP



General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*

Work with Department of Public Services on enforcement of Soil Erosion, Run Off and Sediment Control (SERSC) ordinance and Rights-of-Way Ordinance	FI / SNR
Work to update department webpage to provide more information that is easily obtainable to the public such as the mooring application process and public access information.	CEPP
Work to obtain grant funding to support development and improvement to municipal natural resources, public access points, open space, and park properties.	FI / TBF
Assist with management and oversight of park capital improvement projects.	FI / TBF
Work to obtain grant funding to support development and improvement to municipal natural resources, public access points, open space, and park properties.	FI / TBF

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY23-24 Anticipated	Town Council Goals & Objs
Boating Safety Checks	27 ¹	52	80	80	PPS / CEPP
Warnings issued	0	34	25	25	PPS
Citations	0	1	2	2	PPS
Moorings	227	227	227	227	FI / TBF
Mooring Revenue Generated	\$40,877	\$42,933	\$38,000	\$38,000	TBF
Environmental Programs	-	2	6	6	CEPP
Grant Applications	-	1	1	1	TBF / FI / LU
Coastal Access Points Survey/Monument ²	-	*	*	No funding	LU / SNR / CP
Enhancement/Improvements to Designated Town Owned Coastal Access Points	-	1	2	1	LU / SNR / CP

1. COVID-19 pandemic limited the amount of boating safety checks in FY 2019-2020 due to requirement to follow social distancing guidelines. Staffing was significantly limited for the majority of FY 2020-2021 due to seasonal hiring difficulties similar to issues observed across industries during the COVID-19 pandemic.
2. This is expected to begin in 2023-2024 to coincide with CIP funding.

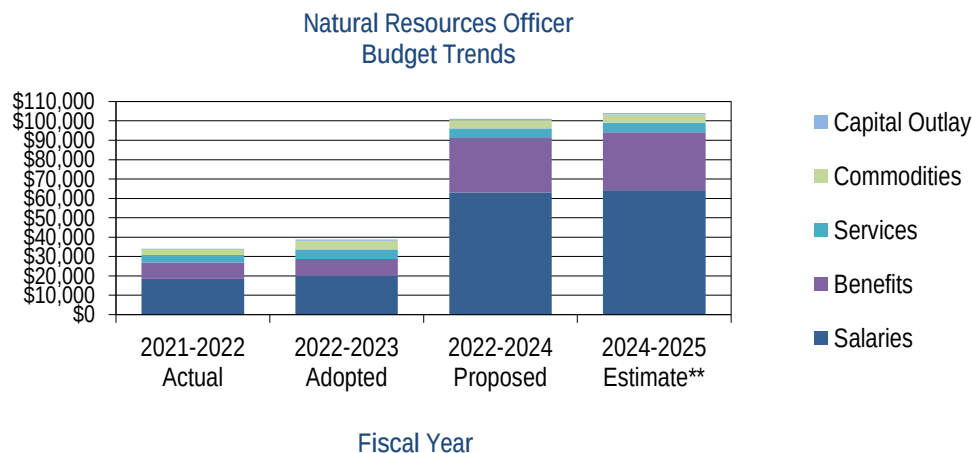
General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



FY 2023-2024 Funding Comparison

Natural Resources Officer (Recreation Share)	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	1.00	1.00	1.00	1.00	0.00
Salaries	\$18,545	\$20,018	\$20,018	\$63,026	\$43,008
Benefits	8,435	8,698	8,698	28,112	19,414
Subtotal Personnel Expenditures ¹	\$26,980	\$28,716	\$28,716	\$91,138	\$62,422
Services	\$3,944	\$4,915	\$7,014	\$4,915	\$0
Commodities	2,576	4,500	3,395	4,302	(198)
Capital Outlay	462	682	682	682	0
Subtotal Operating Expenditures	\$6,982	\$10,097	\$11,091	\$9,899	(\$198)
Total Expenditures	\$33,962	\$38,813	\$39,807	\$101,037	\$62,224

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.
2. The NRO/ Harbormaster salary and benefits are funded through multiple departments including Police, Parks and Recreation, and Planning. The table above represents only the allocation of funding contributed by the police department. Refer to Tab 7-10 for additional budget information regarding the NRO/ Harbormaster.



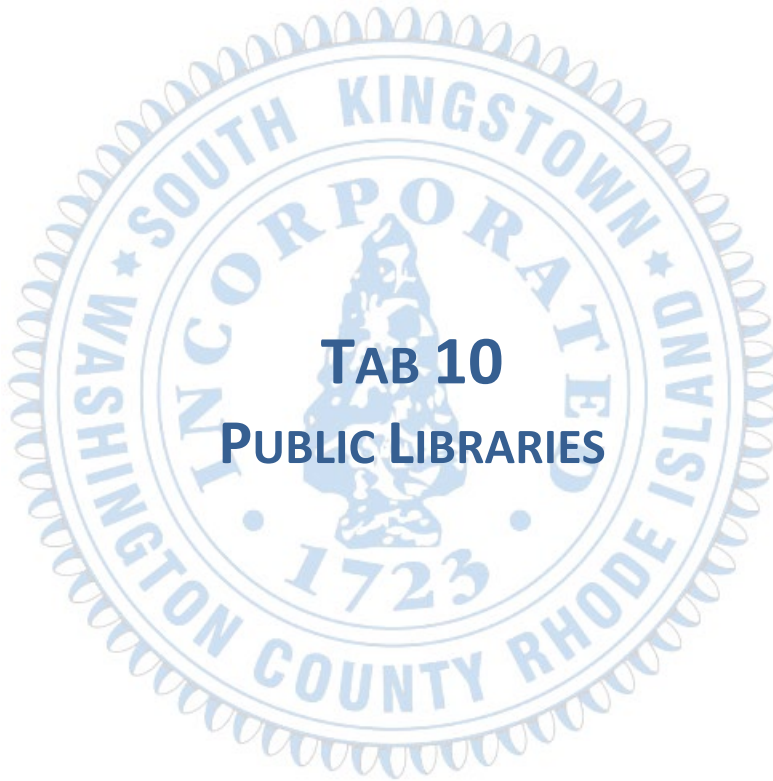
****FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.**

General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



FY 2023-2024 Expenditure Statement

10140090	Natural Resources Officer (Recreation Share of Cost)	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140090 511001	Full-Time Employees	\$18,545	\$19,896	\$19,896	\$37,732	0.00%
10140090 511006	Longevity	0	122	122	140	0.00%
10140090	Subtotal Wages	\$18,545	\$20,018	\$20,018	\$37,872	89.19%
10140090 522250	FICA	1,347	1,531	1,531	2,725	0.00%
10140090 522300	State Retirement Defined Bene	2,297	2,558	2,558	4,747	0.00%
10140090 522301	State Retirement Defined Cont.	185	200	200	378	0.00%
10140090 522818	Medical Insur-Active Employees	3,766	3,970	3,970	8,481	0.00%
10140090 522822	Dental Insur-Active Employees	203	213	213	371	0.00%
10140090 522850	Life Insurance	23	26	26	46	0.00%
10140090 540038	Uniforms And Other Clothing	614	200	200	200	0.00%
10140090	Subtotal Benefits	\$8,435	\$8,698	\$8,698	\$16,948	94.85%
10140090 530111	Professional Services	0	500	0	500	0.00%
10140090 532000	Telephone	497	540	500	540	0.00%
10140090 534010	Motor Vehicles Maintenance	118	500	300	500	0.00%
10140090 534012	Commun Equip. Maintenance	0	175	75	175	0.00%
10140090 534018	Maintenance Of General Equip	3,329	3,000	6,000	3,000	0.00%
10140090 538022	Printing Expenses	0	200	139	200	0.00%
10140090	Subtotal Services	\$3,944	\$4,915	\$7,014	\$4,915	0.00%
10140090 540028	Motor Vehicle Materials & Supp	324	400	320	400	0.00%
10140090 540040	Fuels And Lubricants	2,143	3,500	3,000	3,502	0.06%
10140090 540058	Safety Related Mat & Supp	78	100	75	100	0.00%
10140090 580100	Miscellaneous Expenses	31	500	0	300	-40.00%
10140090	Subtotal Commodities	\$2,576	\$4,500	\$3,395	\$4,302	-4.40%
10140090 530044	Non-Major Technology Reserve	462	682	682	682	0.00%
10140090	Subtotal Capital Outlay	\$462	\$682	\$682	\$682	0.00%
10140090	Total Natural Resources Officer	\$33,962	\$38,813	\$39,807	\$64,719	66.75%



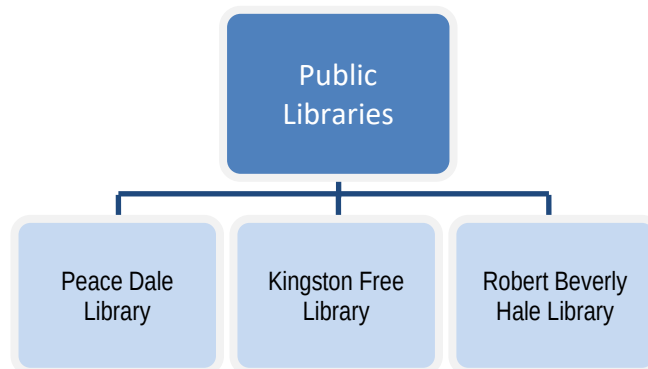
TAB 10
PUBLIC LIBRARIES

Public Libraries 10 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

An ordinance enacted June 9, 1975 by the Town Council established a free public library for the Town of South Kingstown. The South Kingstown Library Board of Trustees, a seven-member board appointed by the Town Council, governs the library system. The trustees are the legal guardians of the South Kingstown Public Library.

The mission of the South Kingstown Public Library is to provide 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.

Functions

Core library services include, but are not limited to:

- Provide access to a varied collection of print, non-print, and electronic resources including digital media for school, work, or personal enrichment purposes
- Provide access to seventy-two library collections in the State of Rhode Island, as member of the Ocean State Libraries consortium
- Provide educational, recreational, and cultural programs for all age groups
- Provide on-site access to computers, offering access to the library system's online reference resources, Microsoft Office software, and the internet
- Provide remote access to the library system's online reference resources via the internet
- Provide indoor and outdoor WiFi access at all library locations for those who bring a personal digital device
- Provide meeting rooms and study space



General Fund (101) South Kingstown Public Libraries (50001), *continued*

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
The Ocean State Library Network will be migrating to a new Integrated Library System (ILS) • Training for all staff will be a top priority (April-May) • Public education on the new Online Catalog interface and features (ongoing after launch in May)	FI / PPS
Raise community awareness and usage of library materials, programs, and services through outreach and community partnerships	TBF / CP
Submit a RI Foundation grant request that best supports the immediate needs of the Library	TBF / CP
Complete the water service line replacement at Robert Beverly Hale Library	TBF / CP
Prepare and submit Annual Public Library Survey FY2023 (State Aid Application)	CEPP
Prepare and submit Library of Rhode Island certification FY2023	FI

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Increase technology instruction to the public – consisting of 1-on-1 technology help by appointment, drop-in technology help days (6 per year), technology classes, workshops, and/or webinars (12 per year)	FI / CEPP
Launch ability for public to reserve Peace Dale and Kingston Free meeting rooms online	FI / CEPP
Review Library Action Plan and update accordingly	FI / CEPP
Develop a Technology Plan that addresses current and future technology needs for staff and patrons	FI / CEPP
Develop a Community Survey about library services with the assistance of the Library Trustees	FI / CEPP
Provide diverse materials in a variety of formats both physical and virtual for persons of all ages that are relevant to our user's evolving needs and interests	FI / VUR
Be the 'go to' center for all members of the community for free, timely and accurate information in their pursuit of job-related, educational, and personal enrichment opportunities	FI / VUR
Assist residents inclusively in the pursuit of life-long learning by adapting and providing relevant equitable programs, services, and technologies	FI / VUR / ET
Provide a welcoming, safe, library environment that creates positive experiences and instills positive memories for children and young adults	FI / VUR / ET
Maintain buildings which are clean, comfortable, safe, and accessible to all visitors	FI / CP
Determine and seek supplemental funding sources for Peace Dale balcony renovation project	TBF / FI

General Fund (101) South Kingstown Public Libraries (50001), *continued*



Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Print materials	78,670	79,170	80,000	FI
Print materials per capita	2.46	2.48	2.51	FI
E-books	176,880	178,500	180,120	FI
E-books per capita	5.54	5.59	5.64	FI
Total Items in Collection	265,594	267,715	268,000	FI
Total Items in Collection per Capita	8.32	8.38	8.39	FI
Library Card Holders	7,949	8,100	8,200	FI / CEPP
Library Card Holders per Capita	.25	.25	.26	FI / CEPP
New Library Cards	898	1090	1,150	FI / CEPP
Circulation	242,472	257,470	259,175	FI
Circulation per Capita	7.59	8.06	8.12	FI
E-book circulation	59,523	61,937	64,350	FI
E-book circulation per capita	1.86	1.94	2.02	FI
Library visits	71,753	80,225	88,695	FI / CEPP
Library visits per capita	2.25	2.51	2.78	FI / CEPP
Programs offered	227	500	800	ET
Program attendance	2,761	6,000	9,600	ET / CEPP
Program attendance per capita	.09	.19	0.3	ET / CEPP
Reference Transactions	20,471	23,340	26,210	FI / CEPP
Reference transactions per capita	.641	.73	.82	FI / CEPP
Public Internet Desktop	5,781	6,500	7,000	FI / CEPP
Public Internet Wireless	11,037	12,500	14,000	FI / CEPP
Total public Internet sessions	16,818	19,000	21,000	FI / CEPP
Public Internet session per capita	.53	.60	.66	FI / CEPP
Public Meeting Rooms	3	3	3	FI
Public Meeting Room Reservations	0	109	350	FI / CEPP

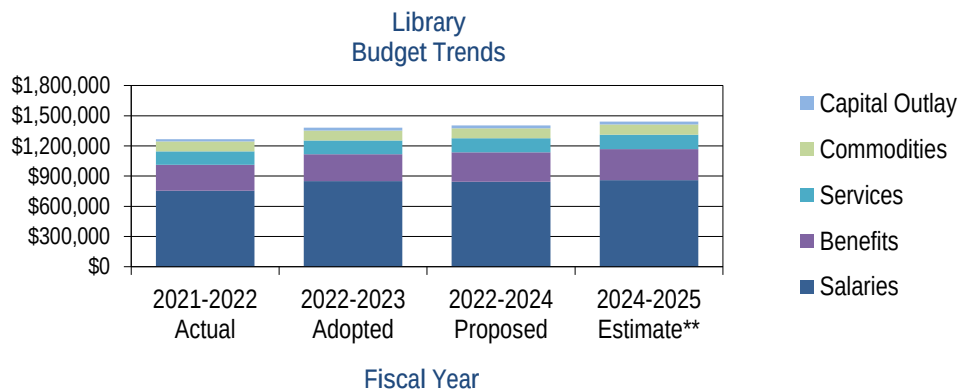
General Fund (101) South Kingstown Public Libraries (50001), continued



FY 2023-2024 Funding Comparison

Library	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	10.00	10.00	10.00	12.20	2.20 ²
Salaries	\$754,819	\$848,968	\$789,216	\$844,172	(\$4,796)
Benefits	256,653	267,350	267,250	290,494	23,144
Subtotal Personnel Expenditures¹	\$1,011,471	\$1,116,318	\$1,056,466	\$1,134,666	\$18,347
Services	\$133,959	\$138,845	\$143,611	\$140,727	\$1,882
Commodities	98,064	97,541	97,541	99,456	1,915
Capital Outlay	22,452	28,477	28,477	29,420	943
Subtotal Operating Expenditures	\$254,475	\$264,863	\$269,629	\$269,603	\$4,740
Total Expenditures	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$23,088

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.
2. Reflects an adjustment of 1.20 FTE's due part time benefit eligible positions that were previously not counted and the addition of one (1) full time Public Services Librarian in FY 23 which was budget neutral.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) South Kingstown Public Libraries (50001), continued



FY 2023-2024 Expenditure Statement

10150001	Library Administration	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10150001 511001	Full-Time Employees	\$574,754	\$595,297	\$595,297	\$652,866	9.67%
10150001 511002	Part-Time Salaries	162,738	233,752	174,000	171,734	-26.53%
10150001 511006	Longevity	17,326	19,919	19,919	19,572	-1.74%
10150001	Subtotal Wages	\$754,819	\$848,968	\$789,216	\$844,172	-0.56%
10150001 522250	FICA	56,653	63,789	63,789	62,891	-1.41%
10150001 522300	Municipal Employees Retirement	78,927	80,978	80,978	87,380	7.91%
10150001 522301	State Retirement Defined Contribution	6,102	6,043	6,043	6,639	9.86%
10150001 522818	Medical Insur-Active Employees	97,540	98,234	98,234	118,111	20.23%
10150001 522820	Medical Insur-Retirees	3,000	3,000	3,000	750	-75.00%
10150001 522822	Dental Insur-Active Employees	4,895	5,052	5,052	4,805	-4.89%
10150001 522840	Insurance Buyback	8,309	8,500	8,500	8,500	0.00%
10150001 522850	Life Insurance	951	1,254	1,254	918	-26.79%
10150001 538014	Travel Expenses	275	500	400	500	0.00%
10150001	Subtotal Benefits	\$256,653	\$267,350	\$267,250	\$290,494	8.66%
10150001 530014	Refuse Disposal	2,789	3,000	2,970	3,450	15.00%
10150001 530018	Outside Data Processing	60,367	60,378	60,378	61,114	1.22%
10150001 530064	Copy Machine Services	882	700	700	900	28.57%
10150001 532000	Telephone	486	504	487	490	-2.78%
10150001 532004	Electricity	25,122	21,000	26,000	22,500	7.14%
10150001 532008	Natural Gas	14,505	15,000	14,000	15,000	0.00%
10150001 532010	Wastewater Fees	600	630	1,219	700	11.11%
10150001 532012	Water Fees	3,390	3,300	4,000	3,480	5.45%
10150001 532014	Propane	2,392	2,680	2,000	2,020	-24.63%
10150001 534012	Commun Equip. Maintenance	1,148	1,200	1,200	1,200	0.00%
10150001 534016	Computer/Software Maintenance	9,017	10,000	9,857	10,000	0.00%
10150001 534017	Asset Management Software	366				0.00%
10150001 534020	Maintenance Of Buildings	12,603	20,000	20,500	19,543	-2.29%
10150001 538012	Advertising	14	30	-	30	0.00%
10150001 538020	Postage	147	300	300	300	0.00%
10150001 538028	Rents	131	123	-	-	-100.00%
10150001	Subtotal Services	\$133,959	\$138,845	\$143,611	\$140,727	1.36%
10150001 540012	Office Materials & Supplies	5,069	4,650	4,650	4,650	0.00%
10150001 540014	Janitorial Materials & Supp	2,558	2,100	2,100	2,100	0.00%
10150001 540018	Elect Materials & Supplies	610	500	500	361	-27.80%
10150001 540020	Books And Publications	72,106	67,946	67,946	70,000	3.02%
10150001 540021	Audio/Visual Materials	17,636	22,000	22,000	22,000	0.00%
10150001 540026	Bldg & Const Materials & Supp	85	345	345	345	0.00%
10150001	Subtotal Commodities	\$98,064	\$97,541	\$97,541	\$99,456	1.96%
10150001 530044	Non-Major Technology Reserve	22,452	28,477	28,477	29,420	3.31%
10150001	Subtotal Capital Outlay	22,452	28,477	28,477	29,420	3.31%
10150001	Total Library Administration	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	1.67%



TAB 11

NON-DEPARTMENTALS

Insurance & Claims	11 - 1
Human Service & Outside Agencies.....	11 - 4
Capital Outlay.....	11 - 13

FISCAL YEAR 2023-2024 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



General Fund (101) Insurance and Claims

This section includes multiple accounts to include the following:

Acct Number	Acct Description
70103	Municipal Insurance
70105	Unemployment Insurance
70107	Workers' Compensation
70109	Fund Contingency
73011	Town Health Care

Functions

MUNICIPAL INSURANCE

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, and 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 for over thirty five years, 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, necessary to adequately protect the Town against claims for potential catastrophic losses. A General Fund appropriation in the amount of \$495,941, reflecting a 3.12% increase is proposed for the 2023-2024 fiscal year, due to claims experience.

UNEMPLOYMENT INSURANCE

Rhode Island state law requires that State and local governments provide unemployment insurance for their employees; therefore, the Town must appropriate money to fund unemployment claims filed. Funding of \$15,000 is proposed for FY 2023-2024. This represents a nominal increase of \$1,000 over the FY 2022-2023 amount of \$14,000. The Town experienced an increase in actual expenses during FY 2021-2022 related to COVID-19 including but not limited to employee layoffs that occurred as a result of the Adult Day Services program closure and School Crossing Guards as a result of school building closures, however the Town typically does not experience large employee turnover, and therefore does not pay excessive unemployment benefit costs.

WORKERS' COMPENSATION

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. For FY 2023-2024, an increase from the current fiscal year appropriation of \$198,453 is proposed, to \$208,373. Although workers' compensation costs continue to fluctuate at significant rates due to heightened risk factors, higher cost of medical care, and increases in reinsurance premiums, the Town works closely with The Trust, Blue Cross, and employees for claims management.

FUND CONTINGENCY

This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there are not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal costs such as those due to severe winter storms would be



General Fund (101) Insurance and Claims, *continued*

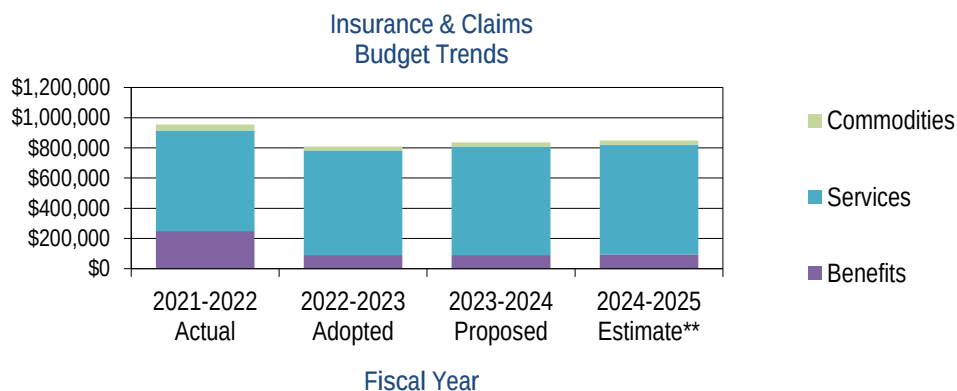
charged to this account. Funding in the amount of \$65,000 is proposed for FY 2023-2024, which represents level funding from the current fiscal year. Prudent financial management standards suggest that a fund contingency of no less than one-half percent, and no more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between approximately \$154,042 (for about one-half percent), and \$308,083 (for about one percent) for contingency expenditures. Based on the present economic climate, the Town has opted to maintain the contingency amount from the current fiscal year and believes it can address any uncertainties that may arise on a case by case basis.

OPEB & TOWN HEALTH CARE

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 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 medical, dental, and/or life insurance benefits in retirement, and the current year cost associated with OPEB benefits current employees will earn in the 2022-2023 fiscal year. For FY 2023-2024, level funding of \$175,000 is proposed, which equates to \$100,000 for OPEB-related costs and a contingency appropriation of \$75,000 in case of adverse development with incurred costs. The level funding is a result of the OPEB Plan obtaining a well-funded status at June 30, 2022. Due to the change in the status of the Plan, the Town is going to work with its actuaries, investment advisors, and the Trust to develop a funding strategy for the long-term.

FY 2023-2024 Funding Comparison

Insurance & Claims	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Benefits	\$250,000	\$90,000	\$90,000	\$90,000	\$0
Subtotal Personnel Expenditures	\$250,000	\$90,000	\$90,000	\$90,000	\$0
Services	\$664,180	\$693,394	\$693,394	\$719,314	\$25,920
Commodities	40,939	26,000	26,000	26,000	0
Subtotal Operating Expenditures	\$705,118	\$719,394	\$719,394	\$745,314	\$25,920
Total Expenditures	\$955,118	\$809,394	\$809,394	\$835,314	\$25,920



***FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, and 6% increase in Benefits.*

General Fund (101) Insurance and Claims, *continued*



FY 2023-2024 Expenditure Statements

10170103	Municipal Insurance	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10170103 560010	Insurance	\$477,834	\$480,941	\$480,941	\$495,941	3.12%
10170103	Subtotal Services	\$477,834	\$480,941	\$480,941	\$495,941	3.12%
10170103	Total Municipal Insurance	\$477,834	\$480,941	\$480,941	\$495,941	3.12%
10170105	Unemployment Insurance	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10170105 560015	Unemployment Insurance	\$20,634	\$14,000	\$14,000	\$15,000	7.14%
10170105	Subtotal Services	\$20,634	\$14,000	\$14,000	\$15,000	7.14%
10170105	Total Unemployment Insurance	\$20,634	\$14,000	\$14,000	\$15,000	7.14%
10170107	Worker's Compensation Insurance	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10170107 560020	Worker's Compensation Ins	\$165,711	\$198,453	\$198,453	\$208,373	5.00%
10170107	Subtotal Services	\$165,711	\$198,453	\$198,453	\$208,373	5.00%
10170107	Total Workers' Compensation Ins	\$165,711	\$198,453	\$198,453	\$208,373	5.00%
10170109	Fund Contingency	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10170109 580100	Miscellaneous Expenses	\$40,939	\$26,000	\$26,000	\$26,000	0.00%
10170109	Subtotal Commodities	\$40,939	\$26,000	\$26,000	\$26,000	0.00%
10170109	Total Fund Contingency	\$40,939	\$26,000	\$26,000	\$26,000	0.00%
10173011	Town Health Care	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10173011 522900	Contingency	\$75,000	\$75,000	\$75,000	\$75,000	0.00%
10173011 523110	OPEB	175,000	15,000	15,000	15,000	0.00%
10173011	Subtotal Benefits	\$250,000	\$90,000	\$90,000	\$90,000	0.00%
10173011	Total Town Health Care	\$250,000	\$90,000	\$90,000	\$90,000	0.00%
	Total Insurance & Claims Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10170103	Subtotal Municipal Insurance	\$477,834	\$480,941	\$480,941	\$495,941	3.12%
10170105	Subtotal Unemployment Insurance	20,634	14,000	14,000	15,000	7.14%
10170107	Subtotal Worker's Compensation Insurance	165,711	198,453	198,453	208,373	5.00%
10170109	Subtotal Fund Contingency	40,939	26,000	26,000	26,000	0.00%
10173011	Subtotal Town Health Care	250,000	90,000	90,000	90,000	0.00%
	Total Insurance & Claims Program	\$955,118	\$809,394	\$809,394	\$835,314	3.20%



General Fund (101) Human Service & Outside Agencies

This section includes multiple accounts to include the following:

Acct Number	Acct Description
80000	Human Service Agencies
81000	Outside Agencies

Functions

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 living with disabilities. The contributions provided to human service agencies represent the Town’s efforts to support organizations that provide a wide range of services to local residents. In addition to the funding detailed below, it is noted that the Town also makes additional contributions to several of these agencies through Community Development Block Grant (CDBG) funding and/or property tax exemptions.

The Town also strives to support local outside agencies that work toward the betterment of the community, often with limited funding support. Outside agencies are comprised of a number of types of organizations including neighborhood and/or village groups, as well as local commerce, economic development, community organizations, and/or environmental groups. The contributions provided to outside agencies represent the Town’s efforts to support organizations that provide a wide range of support to the community and local residents.

All organizations applying for municipal grant funding are required to follow the defined application process, and submit a completed Human Service & Outside Agency Municipal Grant Funding Request Application, a their most recent annual report (Form 631) from the Rhode Island Secretary of State, a Certificate of Good Standing from the Rhode Island Secretary of State, a Letter of Good Standing from the Rhode Island Division of Taxation and supplemental documentation that explains or supports the proposed program or initiative and how funds will be utilized (if needed). The Town strongly encourages organizations to leverage grant funding for innovation initiatives, rather than sustaining, as municipal grant funding is not guaranteed year over year.

The availability of municipal grant funds is limited. Each year, the number of local organizations making requests to the Town increases, and the availability of funding is further stretched. The Town makes organizations aware that funding in prior years does not guarantee funding in the future. Each year the Town Manager includes a proposed total amount of grant funding available for Human Service & Outside Agencies. The Town Council reviews applications provided by the requesting organizations, and during budget deliberations the Council determines the amount (if any) each organization will receive as part of the budget process.

Funding from the General Fund for the HSOA program has been eliminated for the 2023-2024 fiscal year in consideration that the Town Council decided to allocate \$425,000 from American Rescue Plan Act (ARPA) funds to HSOA grants. This amount is over double the amount typically funded through the annual budget. This one time savings in the FY 24 budget was used to offset current expenses and reduce the impact of any increase to rate payers. The Town Manager anticipates restoring funds to this program in the 2024-2025 operating budget.

Supported Agencies



The following quasi-governmental organizations/activities receive funding through the HSOA grant program. While these organizations are typically funded on an annual basis each organization (with exception of the RI League of Cities and Towns) is required to complete an application and appear before the Town Council to confirm their intent to continue activities and explain the planned use of funds received.

RI LEAGUE OF CITIES AND TOWNS

Funding to pay the Town's membership with the RI League of Cities and Town's has typically been funded from HSOA grant account. Starting in FY 24 dues will be paid from the Town Manager's budget line (10112001) as the services provided by RILCT benefit the town administration and elected officials, not an agency that provides supplies or services directly to benefit residents. The League provides several services for Rhode Island cities and towns to represent municipal interests on both state and federal levels. The League plays 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 issues. During the current fiscal year, the RI League of Cities and Towns continues to promote municipal interests before the Rhode Island General Assembly and with the Governor's Office to define positions on programs affecting municipal government operations and local taxpayers. Lobbying efforts concentrate 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. Funding of \$15,955 is proposed in the Town Manager's budget for the 2023-2024 fiscal year. Moving forward this item will no longer appear in the HSOA account.

CELEBRATIONS

Funding is typically provided each year in the amount of \$7,000 for three local parades in town with each parade receiving \$2,333. Funding in the amount of \$27,000 was approved for the 2022-2023 fiscal year. Additional funds are being used for programming and development related to the Town's year-long 300th anniversary celebration throughout 2023. Events that are funded typically include The South Kingstown Veterans Day Parade and the South Kingstown Memorial Day Parade are each coordinated by the South Kingstown VFW - Washington County Post 916, with additional support from the Town's Parks & Recreation Department staff. Immediately following the two parades, memorial ceremonies are held at Saugatucket Park. In addition the Fireman's Parade is funded which is sponsored by the Union Fire District (UFD) and the Kingston Fire District (KFD) to honor the memory of the fallen firefighters of South Kingstown and to honor the active, fully volunteer fire departments in Town.

UFD & KFD FIRE STATIONS

In FY 2022-2023, the Town provided funding to Union Fire and Kingston Fire Districts in the amount \$10,000. The appropriation provides the two Fire Districts the ability to fund a college scholarship program for volunteer firefighters and their immediate families. This initiative is being coordinated to support ongoing UFD and KFD recruitment and retention efforts. Level funding in the amount of \$10,000 is proposed for the 2023-2024 fiscal year to continue the scholarship initiative. In FY 24 it is anticipated that this request will be funded utilizing available ARPA allocations.

In addition to the \$17,000 proposed above for reoccurring funding requests, the Town Manager is coordinating a process for the distribution of remaining ARPA funds earmarked by the Town Council for



HSOA grants. During budget deliberations, the Town Council will consider HSOA grant funding requests received from submitting organizations and designate funding allocations. There is \$408,000 of uncommitted ARPA funding available which has been earmarked for the HSOA grant program.

Funding requests were received for the 2023-2024 fiscal year from the following eligible Human Service and Outside Agencies:

JONNYCAKE CENTER OF PEACE DALE

The Jonnycake Center of Peace Dale is a non-profit local organization, whose mission is to improve the quality of life for individuals and families by providing comprehensive assistance to those in need of food, clothing, and household items, and through individual and systemic advocacy for our clients. A funding request in the amount of \$100,000 was received for the 2023-2024 fiscal year which is \$70,000 more than was granted in FY 2022-2023.

BOYS & GIRLS CLUB OF NEWPORT COUNTY

The Boys & Girls Club of Newport County was founded in 1956 to provide a safe place for youth where they could find help with challenges and encouragement toward bright futures. For more than sixty (60) years the agency has continued to grow and evolve while staying true to its mission of inspiring and enabling all young people, especially those who need help most, to realize their full potential as productive, responsible and caring citizens. A funding request in the amount of \$30,000 was received for the 2023-2024 fiscal year which is \$10,000 more than was granted in FY 2022-2023.

EDUCATION EXCHANGE

The Education Exchange is a non-profit organization whose mission is to provide educational tools and opportunities that are informative, relevant, and responsive to the needs of individuals and businesses in Southern Rhode Island and beyond, and offers a wide range of programs at sites in South County. Programs include GED, adult literacy and math, English as a Second Language, Civics and Citizenship, as well as computer courses and other work-readiness initiatives. A funding request in the amount of \$15,000 was received for the 2023-2024 fiscal year; equivalent to what was provided in FY 2022-2023.

SOUTHERN RHODE ISLAND CHAMBER OF COMMERCE

The Chamber is a commerce/economic development organization and is a non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial, and civic interests of the community. The Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. A funding request in the amount of \$15,000 was received for the 2023-2024 fiscal year which is \$6,000 more than was granted in FY 2022-2023.

VFW, POST 916

The VFW, Post 916 is a service organization consisting of former combat and conflict-era deployed veterans in South County. The VFW's mission is to foster camaraderie among United States veterans of overseas conflicts; to serve our veterans, the military, and our communities; and to advocate on behalf of all veterans. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year which is \$5,000 more than was granted in FY 2022-2023.



DOMESTIC VIOLENCE RESOURCE CENTER OF SOUTH COUNTY

The DVRCSC is a non-profit agency that works toward a future free of violence, and to build a community in which each individual shares the responsibility to create a culture of safety and personal dignity. The DVRCSC provides a comprehensive range of services for victims of domestic violence and their children, working collaboratively to offer safety, support, advocacy, education, and a network of services for the residents of Washington County. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year which is \$5,000 more than was granted in FY 2022-2023.

WAKEFIELD VILLAGE ASSOCIATION

The WVA is a non-profit business and community organization made up of local merchants located primarily on or surrounding Main Street, as well as residents. The WVA focuses on outdoor seasonal street festivals and community initiatives that encourage pedestrian activities, streetscape beautification, and the continued economic vibrancy of the commercial downtown area. A funding request in the amount of \$5,000 was received for the 2023-2024 fiscal year; equivalent to what was provided in FY 2022-2023.

NEIGHBORS HELPING NEIGHBORS

Neighbors Helping Neighbors is a non-profit organization. Neighbors Helping Neighbors is a non-profit organization offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. The organization is dedicated to helping families stay in their homes through a variety of ways, primarily by providing necessary home repairs and modifications. A funding request in the amount of \$15,000 was received for the 2023-2024 fiscal year which is \$11,000 more than was granted in FY 2022-2023.

SOUTHERN RHODE ISLAND VOLUNTEERS

SRIV's mission is to enhance lives by inspiring, creating, and supporting a lifelong culture of service throughout volunteer members and affiliates across Southern Rhode Island. SRIV, formerly known as Seniors Helping Others, is a non-profit offering the opportunity for residents to volunteer using their skills and talents to benefit neighbors and their community. A funding request in the amount of \$5,000 was received for the 2023-2024 fiscal year which is \$3,000 more than was granted in FY 2022-2023.

SOUTH COUNTY HISTORY CENTER

The South County History Center was originally founded as the Pettaquamscutt Historical Society in 1958 by a group of local residents interested in history and historic preservation. Their goal is to become a leading research and archival center dedicated to the preservation and promotion of South County's rich and diverse history. A funding request in the amount of \$35,500 was received for the 2023-2024 fiscal year which is \$20,500 more than was granted in FY 2022-2023.

CHRIS COLLIN'S FOUNDATION

The Chris Collin's Foundation was created in memory of South Kingstown resident and student Chris Collins who died by suicide March 29, 2018 after a 3-year battle with anxiety and depression. The goal of the organization is to heighten awareness and education about anxiety and depression, especially in schools, by encouraging openness and communication, and developing peer-to-peer



support. The program is a student-led initiative where peer-leaders serve as positive role models that help shape social norms and attitudes regarding mental illness. A funding request in the amount of \$25,000 was received for the 2023-2024 fiscal year which is \$20,000 more than was granted in FY 2022-2023.

SOUTH KINGSTOWN HOUSING AUTHORITY

WARM's mission is to "provide a continuum of care and service to people who are homeless or in need by providing affordable housing; assuring supportive services and helping the homeless and needy build self-esteem and move toward independent and responsible living". WARM Center acquired Welcome House's 17-bed Emergency Shelter located in Peace Dale in July 2022. The programs and services WARM provides deliver essential resources that support people in achieving housing security and/or economic stability. A funding request in the amount of \$20,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

PEACE DALE NEIGHBORHOOD REVITALIZATION

Peace Dale Neighborhood Revitalization's mission is to "to revitalize, protect and improve the quality of life in Peace Dale by expanding economic opportunity and housing availability for local residents, advocating for alternative transportation, preserving Peace Dale's historic, cultural and natural resources and promoting smart growth and sustainable living practices." PDNRI is dedicated to supporting the economy and quality of life in Peace Dale. They believe that the unique sense-of-place in Peace Dale can be enhanced by inclusive community events, healthy and beautiful public spaces, and the promotion of Peace Dale 's often overlooked business district. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

FRIENDS OF KINGSTON STATION

The Friends of Kingston Station has as its mission to protect, preserve, and improve the historic Kingston Train Station. Its present goal is to restore the 1930s signal tower and to create a facility which provides information on the signal tower's historic use along with general information about the station's history as well as information on the Town and region. The Kingston Station serves as an important transportation hub for residents as well as visitors to the Town. Many residents and visitors are also exposed to this historic landmark by traveling along the bike path which terminates at the train station. A funding request in the amount of \$13,500 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

FRIENDS OF KINNEY FAELLA GARDENS

The Kinney Azalea Garden has been termed one of the "jewels of South County" for many years. The Friends of the Kinney Faella Gardens were created to help grow and improve the gardens but stay true to the garden's tenants. Their mission is to help educate the public to value their environment, honor nature, and appreciate beauty through a garden setting. The group hopes to preserve Lorenzo Kinney's horticultural collection while conserving the local native ecosystem. A funding request in the amount of \$24,200 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.



FRIENDS OF THE SAUGATUCKET

The mission of Friends of the Saugatucket is to promote and enhance the natural and cultural features of the Saugatucket River and its watershed for the benefit of the river and its surrounding lands and community. Their goals include monitoring, and where possible, improving water quality in the Saugatucket River and its tributaries; increasing public awareness and engagement with the river; working with partners in the public and private sector on projects that advance common goals; and advocating for the river and watershed at the state and local level. The population served is the community surrounding the Saugatucket River, both in downtown Wakefield and Peace Dale, and in all of South Kingstown. A funding request in the amount of \$2,785 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

SOUTH COUNTY ART ASSOCIATION

The mission of the South County Art Association is to promote greater public participation in the arts in our Rhode Island community. They do this by encouraging the creation, visibility, and appreciation of artwork through membership, quality education, juried and organized exhibitions and shared artistic experiences. SCAA is a 501(c)(3) nonprofit arts organization whose goals are oriented towards activities that have a positive impact the community through access to the arts. A funding request in the amount of \$25,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

SOUTH COUNTY MUSEUM

The South County Museum operates a history museum, with interactive exhibits across seven buildings, showcasing over 35,000 artifacts from Rhode Island's agricultural, marine and textile past. The mission is to preserve South County's rich history, educate the public on the heritage of rural life and continue to enhance and promote the historical, eight acre site for our community's engagement and use. The museum serves all of Rhode Island, however the majority of visitors are from South County. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

PEACE DALE UNITED HOUSING, INC.

Peace Dale United Housing, Inc. is a not-for-profit organization founded in 1983 under the name Peace Dale United Church Housing. It has continuously operated a 32-unit housing complex, Peace Dale Estates, during the last 40 years to provide affordable housing to South Kingstown seniors at risk of homelessness. Peace Dale Estates is regulated by the U.S. Department of Agriculture (USDA) Farmers Home Administration. A board of volunteers oversees the organization. A funding request in the amount of \$49,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

WAKEFIELD CONCERT BAND

The WCB is the only community band representing the Town of South Kingstown. The band gives opportunities for the SK residents to hear live music performed multiple times throughout the year. The band performs a free summer concert series, a spring concert, a holiday concert. The WCB performs at the SK Memorial Day celebration and the Christmas tree lighting ceremony and other performances as requested including small ensembles performing at community convalescent homes. The band is open to musicians within the community who wish to perform. There is no

General Fund (101) Human Service & Outside Agencies, *continued*



charge for membership in the band. A funding request in the amount of \$13,500 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

Specific Performance Measurements

For the 2023-2024 fiscal year, The Town Council has earmarked \$425,000 of American Rescue Plan Act funds for the HSOA grant program. This is an increase of \$228,483 over the \$196,517 allocated in FY 23 to support programming provided by community-based agencies that address important and diverse human service needs in our community. As discussed above, \$17,000 is proposed in committed funds for 2 organizations, and another \$408,000 is proposed as available in uncommitted funds for the Council to allocate to any of the organizations who submitted grant funding requests.

Contributions to Human Service and Outside Agencies 10180000 & 10181000		2022-2023 Adopted	Total 5 Year Funding	2023-2024 ARPA Requests	Increase/ Decrease over Previous Year
Obj Code	Human Service Agency Requests				
589606	Jonnycake Center of Peace Dale	\$30,000	\$150,000	\$100,000	\$70,000
589614	Boys & Girls Club of Newport	\$20,000	\$75,000	\$30,000	\$10,000
589612	Education Exchange	\$15,000	\$59,500	\$15,000	\$0
589610	Domestic Violence Resource Center of SC	\$5,000	\$30,000	\$10,000	\$5,000
589609	Welcome House of South County (WARM Welcome House)	\$0	\$52,500	\$20,000	\$20,000
589705	Chris Collins Foundation ³	\$5,000	\$29,000	\$25,000	\$20,000
Subtotal Human Service Agencies		\$84,000	\$592,500	\$200,000	\$116,000
Outside Agency Requests					
580104	RI League of Cities & Towns ¹	\$15,567	\$66,316	\$0	(\$15,567)
580106	Celebration (3 Parades) ²	\$27,000	\$35,000	\$7,000	(\$20,000)
580108	Union Fire District & Kingston Fire District ¹	\$10,000	\$36,200	\$10,000	\$0
589708	Neighbors Helping Neighbors, RI	\$4,000	\$7,000	\$15,000	\$11,000
589709	Southern RI Volunteers	\$2,000	\$10,000	\$5,000	\$3,000
589706	Wakefield Village Association	\$5,000	\$28,000	\$5,000	\$0
589702	Southern RI Chamber of Commerce	\$9,000	\$45,000	\$15,000	\$6,000
589710	VFW Post #916	\$5,000	\$17,000	\$10,000	\$5,000
589711	South County History Center	\$15,000	\$6,500	\$35,500	\$20,500
589703	Peace Dale Neighborhood Revitalization	\$0	\$12,000	\$10,000	\$10,000
N/A	Friends of Kingston Station	\$0	\$0	\$13,500	\$13,500
N/A	Friends of Kinney Faella Gardens	\$0	\$0	\$24,200	\$24,200
N/A	Friends of the Saugatucket	\$0	\$0	\$2,785	\$2,785
N/A	South County Art Association	\$0	\$0	\$25,000	\$25,000
N/A	South County Museum	\$0	\$0	\$10,000	\$10,000
N/A	Pece Dale United Housing, Inc.	\$0	\$0	\$49,000	\$49,000
N/A	Wakefield Concert Band	\$0	\$0	\$13,500	\$13,500
Subtotal Human Service Agencies		\$112,517	\$289,316	\$250,485	\$137,968
Total Human Service & Outside Agencies		\$196,517	\$ 881,816	\$ 450,485 ³	\$ 253,968

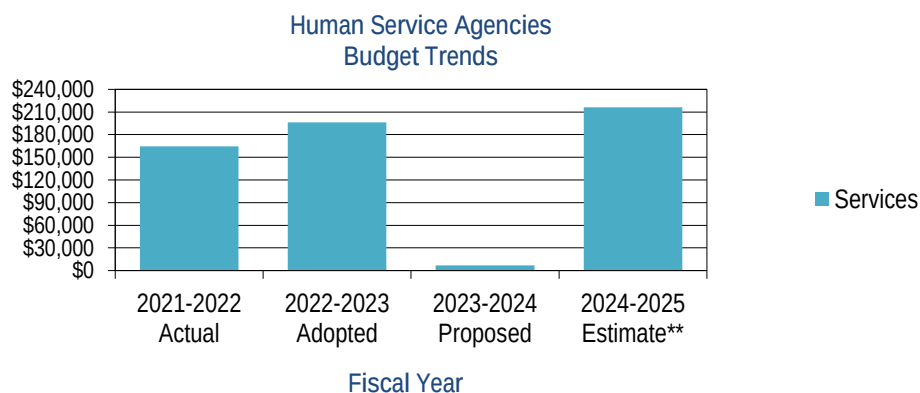
1. The League of Cities and Towns membership dues are now reflected in the Town Manager's budget (10112001).
2. In FY 23 an additional \$20,000 was granted by the Town Council to the 300th Celebration Committee. This has been eliminated for the current fiscal year.
3. Requests currently exceed the available funding of \$425,000 earmarked by the Town Council. The Town Council can either reduce individual funding of specific requests or increase use of ARPA funds to cover the shortfall.



General Fund (101) Human Service & Outside Agencies, *continued*

FY 2023-2024 Funding Comparison

Human Service & Outside Agencies	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed ¹	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Services	\$164,442	\$196,517	\$196,517	\$7,000	(\$189,517)
Subtotal Operating Expenditures	\$164,442	\$196,517	\$196,517	\$7,000	(\$189,517)
Total Expenditures	\$164,442	\$196,517	\$196,517	\$7,000	(\$189,517)



1. The HSOA program is being funded through American Rescue Plan Act (ARPA) funds in 2023-2024. It is anticipated that funds will be restored into the budget in FY 2024-2025 at levels that match those allocated in 2022-2023 budget.

General Fund (101) Human Service & Outside Agencies, *continued*



FY 2023-2024 Expenditure Statement

10180000	Contributions to	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10181000	Human Service & Outside Agencies	Actual	Adopted	Projected	Proposed	Change
10180000	589606 Jonnycake Center Of Peace Dale	\$30,000	\$0	\$30,000	\$0	0.00%
10180000	589607 Cane Child Development Center	9,000	0	9,000	0	0.00%
10180000	589609 Welcome House Of South County	0	0	0	0	0.00%
10180000	589610 Domestic Violence Resource Center	5,000	0	5,000	0	0.00%
10180000	589612 Education Exchange	15,000	0	15,000	0	0.00%
10180000	589614 Boys and Girls Club	20,000	0	20,000	0	0.00%
10181000	580104 League of Cities & Towns	14,826	15,567	15,567	0	-100.00%
10181000	580106 Celebrations (Parades)	4,666	27,000	27,000	7,000	-74.07%
10181000	580108 Fire Stations	10,000	10,000	10,000	0	-100.00%
10181000	589701 Narrow River Preservation Assoc.	1,950	0	1,950	0	0.00%
10181000	589702 Southern RI Chamber Of Comm.	9,000	0	9,000	0	0.00%
10181000	589705 SK Partnership For Prevention	0	0	0	0	0.00%
10181000	589706 Wakefield Village Association	5,000	0	5,000	0	0.00%
10181000	589708 Neighbors Helping Neighbors	4,000	0	4,000	0	0.00%
10181000	589709 Southern Rhode Island Volunteers	2,000	0	2,000	0	0.00%
10181000	589710 VFW Auxiliary Post #916	6,000	0	5,000	0	0.00%
10181000	589711 South County History Center	0	0	15,000	0	0.00%
10181000	589712 South Kingstown Housing Authority	18,000	0	18,000	0	0.00%
10181000	589713 Chris Collins Foundation	10,000	0	5,000	0	0.00%
	Proposed for Disbursement	0	143,950	0	0	-100.00%
10181000	Subtotal Services	\$164,442	\$196,517	\$196,517	\$7,000	-96.44%
10181000	Total Outside Agencies	\$164,442	\$196,517	\$196,517	\$7,000	-96.44%



Capital Budget

This account provides for funding from the General Fund for FY 2023-2024 Capital Budget projects, and incorporated into the fiscal period 2023-2024 through 2028-2029 Capital Improvement Program. Additional funding for FY 2023-2024 Capital Budget projects may be provided through Special Revenue and/or Enterprise Funds. The Capital Budget is the first year spending program of the six year (CIP), also referred to as the 'Pay-As-You-Go' element of the CIP.

Capital Improvement Program

The full budget document for the fiscal period 2023-2024 through 2028-2029 Capital Improvement Program can be found on the Town of South Kingstown's website:

<https://www.southkingstownri.com/283/Budget-Information-and-Related-Documents>

The full six year Capital Improvement Program is summarized in tab twenty-one of this document, with details provided for Capital Budget, or Pay-As-You-Go projects as proposed within the FY 2023-2024 budget.

Capital Improvement Program Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in accordance with the Town Code, [*Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*](#), with the following schedule:

- The Town Manager shall prepare and submit to the Town Council a six-year capital program no later than December 1st each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1st each year

The Capital Improvement Program for Fiscal Period 2023-2024 through 2028-2029 was presented to the Town Council on December 1, 2022. The Town Council held work sessions to review the proposed CIP on January 4, 2023 with the school committee and on January 5, 2023 with municipal department directors. A public hearing was held during the Town Council's January 23, 2023 regular session to hear from the public, and the Capital Improvement Program for Fiscal Period 2023-2024 through 2028-2029 was adopted that evening.

Functions

Consistent with [*Town Code Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*](#), the Town uses a long range planning process to develop a six-year Capital Improvement Program (CIP). In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability.



The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

The Town uses the Capital Improvement Program (CIP) to strategically invest in and develop capital projects. A project that is included in the Town's capital budget is defined as requiring the expenditure of public funds, for the purchase, construction, enhancement, or replacement of physical infrastructure and/or assets. Capital facilities and infrastructure refer to all public (both municipal and school) facilities such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities. A capital project or improvement is a major, non-recurring, tangible fixed asset. The term includes property acquisition, major improvements to an existing facility, and new building construction. Other costs associated with the capital budget include architectural and engineering fees, bond issuance costs, and site work, if needed. To be included in the CIP, the estimated project cost is over \$10,000 and the project must have an expected useful life greater than that of the life-span of any debt used to fund the project.

Planning Process

For a project to be included in the CIP, the following is required:

- Annually, each department updates prior year capital project requests and identifies new projects or funding needs and submits their requests to the Town Manager for consideration and incorporation into the CIP
- The Town Manager recommends a CIP which represents the best effort to define the necessary community needs over the next six years and one in which completes existing capital projects and adequately funds new projects or increased costs of existing projects
- The Town Manager's considerations for project inclusion are based on the following:
 - Projects address health and safety concerns
 - Meet any federal or state mandates and/or legal obligations
 - Secure any outside funding such as federal, state or private to reduce tax burden
 - Pay-As-You-Go revenues are budgeted to a level of affordability
 - Preserve the existing tax base while assuring infrastructure/assets
 - Outline a realistic CIP plan within financial resources available
 - Determine outcome should a project be deferred

General Fund (101) Capital Outlay (85000), *continued*



FY 2023-2024 Expenditure Statement

10185000	Capital Budget	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10185000	590326 Property Appraisal Reserve Fund	\$30,000	\$30,000	\$30,000	\$75,000	150.00%
10185000	590408 Capital Equip. & Replace. Fund	581,500	514,000	514,000	458,000	-10.89%
10185000	590410 Technology Reserve Fund	83,200	50,000	50,000	70,000	40.00%
10185000	590412 Library Improvement Fund	35,000	45,000	45,000	105,000	133.33%
10185000	590414 Public Safety Reserve Fund	65,000	80,000	80,000	110,000	37.50%
10185000	590418 Public Works Improvement Fund	690,000	700,000	700,000	748,125	6.88%
10185000	590420 Rec Development & Restore Fund	278,000	278,000	278,000	220,000	-20.86%
10185000	590426 Town Hall Improvement Fund	47,000	69,500	69,500	75,000	7.91%
	590999 Transfer to Other Funds	0	40,000	40,000	37,000	0.00%
10185000	Subtotal Capital Outlay	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	5.07%
10185000	Total Capital Improvement	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	5.07%



TAB 12
PEACE DALE OFFICE BUILDING FUND

Peace Dale Office Building 12 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



The Parks & Recreation Department is funded through revenues from the General Fund, as well as the Peace Dale Office Building (PDOB), the Neighborhood Guild, and the Recreation Center. This section details the operational budget for the Peace Dale Office Building.

Mission Statement

The Parks and Recreation Department's mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Peace Dale Office Building (PDOB) serves as an extension of the Neighborhood Guild facility, housing recreational programming offered through the Parks and Recreation Department. In addition, the Department focuses on maximizing rental income through offering commercial rental space within PDOB to various service-oriented businesses and organizations.

General Explanation and Work Program

The Peace Dale Office Building (PDOB) was constructed in 1865 by the Peace Dale Mill Company, and was purchased by the Town in 1983. Since that time, leveraging the building's location next to the Neighborhood Guild and Village Green, the Parks and Recreation Department has managed the facility expanding recreational programming into the building. In addition, the Parks and Recreation Department manages the offering of commercial space within the building, with the rental income generated being held in a capital reserve fund. These funds are used exclusively for improvements and upgrades to the building, to both maintain PDOB's historical feel while addressing operational efficiencies.

The ground floor of the PDOB facility is utilized on a year-round basis for public programming through the Parks and Recreation Department. The space serves as an extension of the Neighborhood Guild facility, and allows the Department to offer select leisure programs including art and pottery classes. The ground floor is fully accessible; however, limited access to the second and third floor levels prevents the Department from expanding into that space for additional programs.

Occupancy of the available 6,123 square feet available for commercial lease within the PDOB is currently at 96% with one office vacancy. Fiscal year 2023-2024 projected rental revenue reflects a 3.1% increase as compared with the current fiscal year budget. The increase reflects renegotiated lease agreements. The ground floor level will continue to be at risk for flooding during extreme weather events, given the building's location in a low-lying area and close proximity to Indian Run Brook and the Saugatucket River. Short term



safeguards are in place and have protected the ground floor during severe rain events. These safeguards will remain in place as a component of facility maintenance and hazard mitigation.

Functions

The primary functions include, but are not limited to:

- The PDOB location serves as an extension of the Neighborhood Guild facility, with some recreational programs offered there year round
- The Parks & Recreation Department manages the rentals and occupancy of commercial units within the PDOB
- Both day to day and long term maintenance of the PDOB are managed by the Town's Facilities Division, leveraging rental income for operational costs and long term maintenance and preservation of the building

FY 2022-2023 Priorities

	Town Council Goals & Objs
Establish new lease agreements for one vacant office unit	TBF / ES
Grow the Access to Art Pottery Program based on public demand	FI / CEPP
Fill vacant office space(s) with long term lease commitments	TBF / ES
Continue exterior and interior facility improvements in collaboration with Facilities Division	TBF / CR
Initiate research into options for infrastructure improvements to mitigate water intrusion due to river flooding	TBF / SNR
Establish new lease agreements for one vacant office unit	TBF / ES
Grow the Access to Art Pottery Program based on public demand	FI / CEPP

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Assess hourly rental activity of third floor exercise studio and determine highest, best use for long-term.	FI
Establish a standardized communication process for tenants to report	FI / CEPP
Fill vacant office space(s) with long term lease commitments	TBF / ES
Continue exterior and interior facility improvements in collaboration with Facilities Division	TBF / CR
Determine cost impact of installing elevator/lift for full accessibility to all levels of building.	FI

Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Commercial Tenants	7	8	8	TBF / ES
Recreational Programs Offered	13	15	12	ET / CEPP
Self-Support Program Revenue	\$8,160	\$10,300	\$10,508	TBF
Rental Income	\$89,512	\$92,322	\$95,225	TBF / ES
Facility Usage: Participation Number ¹	2,755	3,500	3,500	TBF / CEPP
Facility Programming Hours	626	850	850	TBF / CEPP

1. Participation numbers include Pottery Studio classes; expenses and revenue for Pottery are allocated in the Neighborhood Guild budget under the Arts cost center.

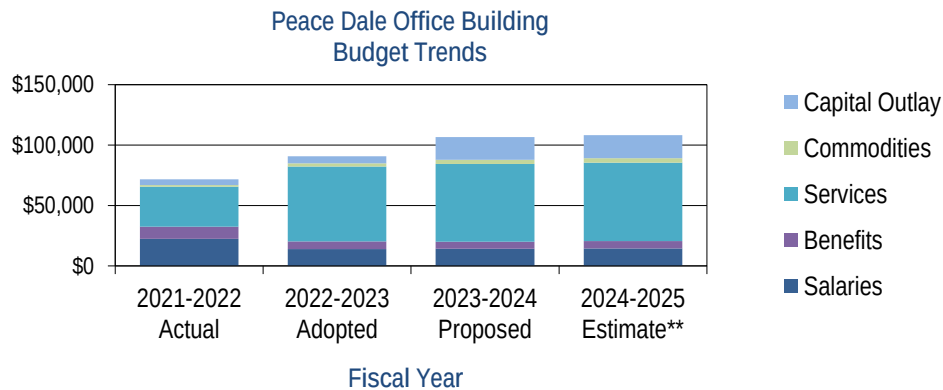
Peace Dale Office Building Fund (0302), *continued*



FY 2023-2024 Funding Comparison

Peace Dale Office Building	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0.00	0.00	0.00	0.00	0.00
Salaries	\$22,424	\$14,046	\$14,046	\$14,281	\$235
Benefits	10,105	6,357	5,954	5,616	(741)
Subtotal Personnel Expenditures ¹	\$32,529	\$20,403	\$20,000	\$19,897	(\$506)
Services	\$32,989	\$61,736	\$58,262	\$64,353	\$2,617
Commodities	1,367	2,728	3,666	3,628	900
Capital Outlay	4,905	6,000	76,252	18,755	12,755
Subtotal Operating Expenditures	\$39,262	\$70,464	\$138,180	\$86,736	\$16,272
Total Expenditures	\$71,790	\$90,867	\$158,180	\$106,633	\$15,766

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Peace Dale Office Building Fund (0302), continued



FY 2023-2024 Expenditure Statement

30243010		Peace Dale Office Building	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30243010	511001	Full-Time Employees	\$20,085	\$13,791	\$13,791	\$14,015	1.62%
30243010	511004	Overtime	270	0	0	0	0.00%
30243010	511006	Longevity	2,069	255	255	266	4.31%
30243010		Subtotal Wages	\$22,424	\$14,046	\$14,046	\$14,281	1.67%
30243010	522250	FICA	1,709	1,273	1,273	1,105	-13.20%
30243010	522300	Municipal Employees Retirement	2,743	1,796	1,796	1,796	0.00%
30243010	522301	Retirement - Defined Contribution	102	184	184	189	2.72%
30243010	522818	Medical Insur-Active Employees	3,620	1,220	1,220	943	-22.70%
30243010	522822	Dental Insur-Active Employees	203	111	111	83	-25.23%
30243010	522840	Insurance Buyback	253	200	200	272	36.00%
30243010	522850	Life Insurance	51	13	13	13	0.00%
30243010	529900	Workers Compensation	1,424	1,560	1,157	1,215	-22.12%
30243010		Subtotal Benefits	\$10,105	\$6,357	\$5,954	\$5,616	-11.66%
30243010	530013	Custodial Services	0	20,836	20,836	21,565	0.00%
30243010	530014	Refuse Disposal	689	680	680	783	15.15%
30243010	530022	Course Instructors	305	1,200	210	356	-70.33%
30243010	532004	Electricity	9,929	10,500	10,500	12,500	19.05%
30243010	532008	Natural Gas	7,752	7,135	7,135	7,500	5.12%
30243010	532010	Wastewater Fees	1,200	1,200	1,400	1,400	16.67%
30243010	532012	Water Fees	363	480	450	480	0.00%
30243010	534016	Computer Maintenance	1,173	1,295	1,295	1,200	-7.34%
30243010	534020	Maintenance Of Buildings	5,614	12,000	9,500	12,000	0.00%
30243010	560010	Insurance	5,963	6,410	6,256	6,569	2.48%
30243010		Subtotal Services	\$32,989	\$61,736	\$58,262	\$64,353	4.24%
30243010	540014	Janitorial Materials & Supp	1,278	2,017	1,900	2,178	7.98%
30243010	540018	Elect Materials & Supplies	0	250	250	250	0.00%
30243010	540024	Chemicals And Gases	-	200	200	200	0.00%
30243010	580100	Miscellaneous Expenses	89	261	1,316	1,000	283.14%
30243010		Subtotal Commodities	\$1,367	\$2,728	\$3,666	\$3,628	32.99%
30243010	570002	Capital Improvements	4,905	6,000	76,252	18,755	212.58%
30243010		Subtotal Capital Outlay	\$4,905	\$6,000	\$76,252	\$18,755	212.58%
30243010		Total Peace Dale Office Building	\$71,790	\$90,867	\$158,180	\$106,633	17.35%

Peace Dale Office Building Fund (0302), *continued*



FY 2023-2024 Revenue Statement

302		Peace Dale	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Office Building	Actual	Adopted	Projected	Proposed	Change
30243000	418130	Interest On Delinquent Payments	\$162	\$0	\$19	\$0	0.00%
30243000	431115	Rental Income	89,512	92,322	90,947	95,225	3.14%
30243000	440220	Recreation Self-Support Programs	8,160	10,300	10,300	10,508	2.02%
30243000	460010	Investment Income	571	700	1,335	900	28.57%
30243000	470020	National Grid Electricity Rebate/Solar	664	0	0	0	0.00%
30243000	499050	Net Assets Forward to Ops	0	0	15,835	0	0.00%
302		Total PDOB Revenues	\$99,069	\$103,322	\$118,436	\$106,633	3.20%
302		Total PDOB Expenditures	\$71,790	\$90,867	\$158,180	\$106,633	
302		Income Over (Under) Expenditures	\$27,279	\$12,455	(\$39,744)	\$0	



TAB 13

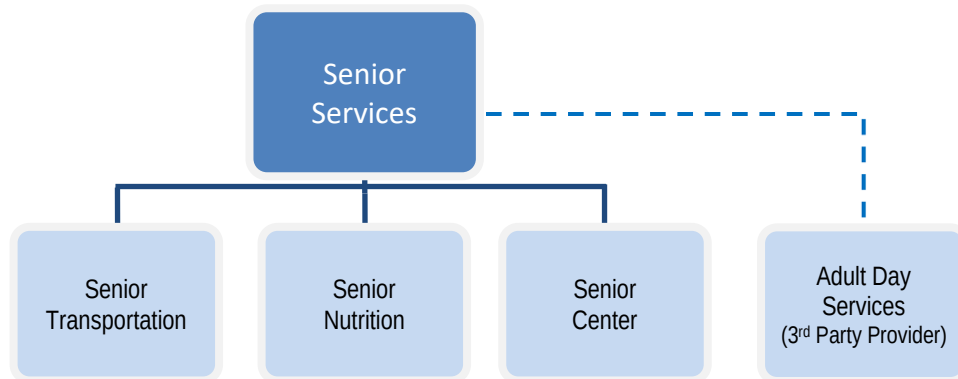
SENIOR SERVICES PROGRAM FUND

Senior Services Program 13 - 1

**FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Organizational Chart



This section incorporates multiple accounts, each of which fall under the purview of the Senior Services Program, and includes the following:

Acct Number	Acct Description
30442010	Senior Transportation Program
30442020	Senior Nutrition Program
30442030	Adult Day Services Program
30442040	Senior Center Program

Mission Statement

The mission of the Senior Services Department is to ensure excellence in service delivery, advocacy, and public policy dedicated to the needs of older residents of the Town of South Kingstown, their families, and caregivers through a single, visible, and responsive department. The Department strives to ensure 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
- 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 services 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
- Protect the rights and confidentiality of our patrons through adherence to laws, policies, and procedures. Ensure integrity of information and equitable access in a manner that is culturally sensitive

General Explanation and Work Program

Among the vital services that assist families to keep their elders living at home are transportation, congregate meals, senior centers, and caregiver education and support groups. The Senior Services



Department provides these services through the operation of three direct service programs: Transportation, Nutrition, and a Senior Services Center. In-kind support of Adult Day Services is provided by the Saint Elizabeth Community. Advocacy and technical assistance are also major functional areas within the Department.

The US Census Bureau's American Community Survey data indicates the 2020 population of South Kingstown as 30,651, as compared to the Town's population of 30,226 in 2010. This survey forecasted a 1.4% increase in population with a significant increase in the number of residents over age 60. Senior services clearly represent a critical resource in the community. Current and future challenges lie in the development and implementation of services and programs for a broad senior demographic ranging from the newly retired to the frail elderly.

In July 2021, The Town entered into a three-year lease agreement with Saint Elizabeth Community for a fee of \$1 per year, with an option to extend the agreement for five additional years; for the provision of a licensed Adult Day Services Program to be located at 283 Post Road, Wakefield, Rhode Island. In September 2021, the Adult Day facility opened to participants under the management of Saint Elizabeth Community. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained.

There has been an increased need for personal connection during the past few years for the aging population due to COVID -19 precautions. The return to in-person dining, recreation, bus transportation and participation at The Center has added greatly to senior socialization. The Center continues to monitor the health and wellbeing challenges of the pandemic and adjusts programming and operation of The Center as necessary.

For FY 2023-2024, the Town will contribute 69.9% of the revenue necessary to operate the Senior Services Program. Support from our municipal partner, the Town of Narragansett, is proposed to account for an additional 13.4% of the overall revenue. The program also receives State and Federal grants. State funding in the form of a Rhode Island designated Grant will continue in FY 2023-2024. Funding from the State of RI Office of Healthy Aging will support the Community Information Specialist position (previously funded through Tri-County Community Action).

SENIOR TRANSPORTATION PROGRAM

The South Kingstown Senior Transportation service, which helps seniors maintain their independence in the community and helps prevent social isolation, is available to any resident (60+ years) 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. This service is available Monday through Friday and since it is based at The Senior Center, has maximum access to the senior population. 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.

Seniors transported directly to The Center for activities or lunch at the meal site are not charged a fee. In FY 2021-2022, the trip fee for shopping trip was raised to \$1.00 per trip and this will continue FY2023-2024. The transportation program is no longer providing lunch deliveries to residents and has fully returned to providing transportation to The Center and to local shopping areas. Other non-municipal transportation options are available for seniors including the RIPTA Flex Service and Medical Transportation Management, Inc. (MTM), the state-contracted transportation provider.



SENIOR NUTRITION PROGRAM

The Senior Nutrition Program provides meals daily at the Senior Center's congregate meal site and Southern Rhode Island Volunteers, which has a satellite office at The Center, provides home delivered meals through the federally funded Meals on Wheels Program. The objective of the Senior Nutrition 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 benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at The Center.

The face of the nutrition program has been changing, at the national and local levels, over the last several years. Daily lunch programs continue to exist however attendance overall has been dropping nationwide as interests of seniors change. Dining programs have had the least influx of baby boomers and the average age of participants is slowly rising. As a result of these changes, The Center continues to provide nutrition and dining alternatives to our programming such as Singles 60+ Supper Club and monthly in-house dining incentives. During this time the Grab 'n Go lunch option was discontinued by the State Congregate Meal Program and all meals were served for in-house dining at The Center.

The overall lunch attendance is lower than pre-COVID standards however we have gradually gained a steady crowd of individuals who eat lunch regularly, three to five days a week. Residents from the local senior housing facilities have also gained an interest in frequenting the Center for meals.

In 2022 30% of the 6,903 meals served at the Center were served to Narragansett residents. Over the last four-year period, a total 33% of the meals were provided to Narragansett residents.

Nutrition Program - 2019-2023 – 4 year Average		
	Congregate Meals	% of Total
South Kingstown Residents	32,902	67.00%
Narragansett Residents	16,204	33.00%
Participating Community Meals	49,106	100%

Personnel and benefit costs directly related to the operation of the Nutrition Program are included in this budget. Facility operational costs associated with the Nutrition program are calculated based on 30% of the overall cost of the Senior Center operation.

ADULT DAY SERVICES PROGRAM

In July 2021, The Town entered into a three-year lease agreement with Saint Elizabeth Community for a fee of \$1 per year, with an option to extend the agreement for five additional years; for the provision of a licensed Adult Day Services Program to be located at 283 Post Road, Wakefield, Rhode Island. The Town, providing the facility for this service, represents an in-kind contribution and a commitment to continue the provision of community-based care in South Kingstown.

SENIOR CENTER PROGRAM

The Senior Center serves as the community's point of entry for access to information about the various available services and activities for older adults, as well as a link to other local provider agencies, designed to support their independence, enhance their quality of life, and promote optimal aging. In addition to

Senior Services Program (0304), continued



housing the Senior Nutrition and Transportation programs, the Senior Center offers social and recreational activities, health promotions and screenings, volunteer opportunities, educational programming, and information and referral services.

During 2022, individuals struggled to get back to their pre-pandemic routines. Gradually, individuals felt safe to return to eating at the Center, in-person classes, and gatherings. Virtual programs ended as the Center resumed its role as a source of recreation and exercise, following up-to-date COVID-19 protocols.

The needs and interests of the Town's senior population continue to require a multi-leveled approach to service and program development. The Senior Center will continue to offer a wide range of choices for social, physical, and educational enrichment. Continued focus on the needs of the soon-to-be or newly retired individual will be a priority as needed. Development of new opportunities geared towards a healthy and active baby-boomer segment is necessary.

In addition to health, wellness and enrichment programs, The Center offers social services assistance providing a full time Community Information Specialist (CIS). This position assists seniors by providing information, referrals, and education on a wide variety of topics such as Medicare, Senior Health Insurance, Heating Assistance, Medicare Part D, housing, and other similar programs.

An annual participant fee was implemented in July 2021. A fee of \$10 per person for South Kingstown and Narragansett residents, and a non-resident fee of \$15 per person. This revenue helps offset increasing operational expenses of the Senior Services Department. It is important to note that no senior will be denied participation or services of the Senior Center because of inability to pay.

A breakdown of the Senior Center Program cost, minus non-municipal revenues, is shown below. The Towns of South Kingstown and Narragansett share in the remaining expenses associated with the program. It is proposed that Narragansett contribute \$99,381, of the total municipal support. This represents fair share funding for Narragansett based on 31% of senior center participants from Narragansett.

Senior Center Program Cost	2021-2022 Actual	2022-2023 Budgeted	2023-2024 Proposed	Increase Over PY
Total Program	\$399,050	\$412,642	\$429,650	\$30,600
Less				
Grants	\$62,845	\$42,000	\$78,911	\$16,066
Senior Classes	741	1,300	1,800	1,059
Fund Balance Forwarded	6,000	6,000	5,000	(1,000)
Oliver Watson Fund Transfer	5,000	10,000	10,000	5,000
Participant Annual Fee	0	0	7,595	7,595
Net Direct Cost of Service	\$324,464	\$353,342	\$326,344	\$1,880

Senior Center Program Cost	Active Participants	Cost Per Client	Proportional Cost Share	Proposed 2022-2023
South Kingstown	3,329	\$64.83	\$226,963	\$226,963
Narragansett	1,497	64.83	99,381	99,381
Participating Community Clients	4,826		\$326,344	\$326,344
Non-Participating Community Clients	700			
Total Participants	5,526			



Functions

SENIOR TRANSPORTATION PROGRAM

- Transportation service is available to any senior (60+) resident of the Town, free of charge, to and from The Senior Center lunch and/or activities; there is a \$1 fee per trip for non-medical transportation such as hairdressers, pharmacies, grocery shopping, or banking

SENIOR NUTRITION PROGRAM

- Provides meals daily at The Center
- Southern Rhode Island Volunteers, through a satellite office at The Center, provides for home delivery of meals through the federally-funded Meals on Wheels Program
- Provides the Town's older persons with low cost, nutritious meals, and applicable nutrition education
- Provides the 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
- Operated in partnership with the RI Office of Healthy Aging and West Bay Community Action Program

SENIOR CENTER PROGRAM

- Offers information about available services and activities, as well as other local provider agencies, designed to support independence, enhance quality of life, and promote optimal aging
- Houses the Senior Nutrition and Transportation programs, offers social and recreational activities, health promotion and screenings, volunteer opportunities, educational programming, and information and referral services
- Partial funding provided by the Office of Healthy Aging Designated Grant Program, Title IIID Evidence-based Disease Prevention and Health Promotion Services Grant and a Rhode Island Legislative Grant.

Senior Services Program (0304), *continued*



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Participate in the Narragansett South Kingstown Regional Senior Advisory Council	FI / VUR
Advocate for continuation of shared services with the Town of Narragansett by offering the most cost-effective delivery of regional services, and allocating a "fair share" contribution for each community.	FI / TBF
Increase marketing and outreach to Narragansett residents in order to raise awareness of programming at The Center and available at Adult Day	VUR / CEPP
Expand outreach to senior housing, church groups, civic organizations, and other groups to help identify residents whose basic needs are unmet	VUR / CEPP
Continue to increase usage of social media including YouTube, Facebook, the Town's w mobile app, and the website, as well as monthly newsletter publication, and newspaper press releases to educate older adults about services, programs, benefit programs	VUR / CEPP
Continue to increase usage of social media including YouTube, Facebook, the Town's w mobile app, and the website, as well as monthly newsletter publication, and newspaper press releases to educate older adults about services, programs, benefit programs	VUR / CEPP
Identify and assist Veterans in accessing services and benefits through collaboration with Federal State and Local Veteran Assistance Programs	VUR / CEPP
Implement pilot program for supplemental meal options	VUR / TBF
Provide COVID-19 modifications, precautions and education as needed	ET / VUR / PPS
Continue ongoing relationship with Saint Elizabeth Community, Inc. to promote Adult Day Service Program	VUR / TBF
Introduce IPAD stations/Tech Training by URI students and Book Nook to the Senior Center	VUR / URI
Continue collaboration with the South Kingstown High School Transition Academy	
Adjust programming – halting, modifying, and creating new programs as needed in response to the COVID-19 pandemic	
Support continued collaboration with Town Recreation Department to promote wellness opportunities	CEPP

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Execute Title IIID evidence-based programs to include falls prevention, Diabetes Prevention Program and Tools for Healthy living	VUR/CEPP
Continue collaboration with the South Kingstown Transition Academy	CEPP
Participate in the South Kingstown Prevention Coalition	CEPP
Explore supplemental grab and go meal options	VUR/TBF
Expand wellness and fitness programs	VUR/CEPP
Introduce iPad stations and Tech training by URI students	VUR/URI
Modify program offerings as needed to include selections for all seniors spanning over 4 decades	VUR/CPP
Continue collaboration with South County Health to provide weekly wellness clinics, offering health maintenance screenings and educational programs	SCH/VUR
Increase use of mass emails to our members to inform members of Center programs	VUR/CEPP
Explore new and existing granting opportunities to benefit Center programming and operations	TBF
Promote Center use and increase active membership	TBF/CEPP

Senior Services Program (0304), continued



Specific Performance Measurements

Senior Transportation Program	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non-medical transport)	24	30	30	TTS / VUR
Trips per year	3,736	3,923	3,923	TTS / VUR
Miles logged	13,955	14,653	14,653	TTS / VUR
Average daily miles logged	64	70	70	TTS / VUR

Senior Nutrition Program	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	4,347	4,564	4,600	VUR
Meals Served – Narr Residents	2,319	2,435	2,551	VUR
Meals Served – other towns	237	249	255	VUR
Total Meals Served (all towns)	6,903	7,248	7,300	VUR
Avg # of participants served per wk	133	140	145	VUR
Annual volunteer hours	3,350	3,518	3,600	VUR / CEPP

Senior Center Program	FY 2021-2022 Actual	2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Number of Members – SK	3,501	3,676	3,400	VUR
Number of Members – Narr	1,553	1,631	1,709	VUR
Number of Members – other towns	741	778	815	VUR
Total # of Members (all towns)	5,775	6,064	6,353	VUR
Total Programs	163	171	180	VUR
New Programs	30	32	35	VUR
# of Information Requests and Referrals	1,611	1,700	1,750	VUR / CEPP
Avg # of Participants per week (unduplicated)	160	168	176	VUR / CEPP
Special Events	56	60	63	VUR

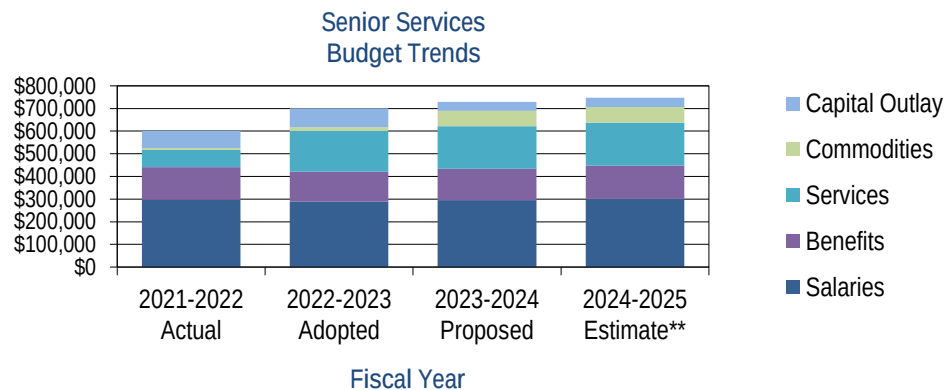
Senior Services Program (0304), continued



FY 2023-2024 Funding Comparison

Senior Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	7.85	4.00	4.00	4.00	0.00
Salaries	\$296,363	\$288,367	\$274,822	\$295,781	\$7,414
Benefits	144,900	133,162	131,455	138,418	5,256
Subtotal Personnel Expenditures ¹	\$441,263	\$421,529	\$406,277	\$434,199	\$12,670
Services	\$76,165	\$178,680	\$181,066	\$187,261	\$8,581
Commodities	9,093	17,615	15,800	68,312	50,697
Capital Outlay	73,682	83,861	83,761	40,069	(43,792)
Subtotal Operating Expenditures	\$158,939	\$280,156	\$280,627	\$295,642	\$15,486
Total Expenditures	\$600,203	\$701,685	\$686,904	\$729,841	\$28,156

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Senior Services Program (0304), continued



FY 2023-2024 Expenditure Statements

30442010	Senior Services - Senior Transportation		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30442010	511001	Full-Time Employees	\$55,800	\$57,196	\$57,196	\$58,155	1.68%
30442010	511002	Part-Time Salaries	0	1,100	600	1,106	0.55%
30442010	511003	Seasonal Salaries	155	1,502	500	1,400	-6.79%
30442010	511006	Longevity	532	577	846	994	72.27%
30442010		Subtotal Wages	\$56,487	\$60,375	\$59,142	\$61,655	2.12%
30442010	522250	FICA	4,384	4,832	4,832	4,942	2.28%
30442010	522300	Municipal Employees Retirement	6,962	7,448	7,448	7,441	-0.09%
30442010	522301	Retirement - Defined Contribution	562	584	584	592	1.37%
30442010	522818	Medical Insur-Active Employees	4,272	4,988	4,600	4,712	-5.53%
30442010	522822	Dental Insurance	1,120	1,153	1,000	1,059	-8.15%
30442010	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
30442010	522850	Life Insurance	92	95	95	87	-8.42%
30442010	529900	Worker's Compensation	5,537	6,068	6,140	6,447	6.25%
30442010	540038	Uniforms And Other Clothing	0	250	200	250	0.00%
30442010		Subtotal Benefits	\$24,938	\$27,418	\$26,899	\$27,530	0.41%
30442010	534010	Motor Vehicles Maintenance	680	6,000	5,000	7,000	16.67%
30442010	534016	Computer Software/Maint.	0	870	870	950	0.00%
30442010	560010	Insurance	2,103	2,261	2,157	2,373	4.95%
30442010		Subtotal Services	\$2,784	\$9,131	\$8,027	\$10,323	13.05%
30442010	540028	Motor Vehicle Materials & Supp	199	4,000	3,000	4,000	0.00%
30442010	540040	Fuels And Lubricants	4,450	4,785	4,500	5,082	6.21%
30442010	580100	Miscellaneous Expenses	-	150	150	350	133.33%
30442010	590999	Transfer to Other Funds	-	-	-	40,000	0.00%
30442010		Subtotal Commodities	4,649	8,935	7,650	49,432	453.24%
30442010		Total Senior Transportation	\$88,858	\$105,859	\$101,718	\$148,940	40.70%

Senior Services Program (0304), continued



30442020	Senior Services Nutrition	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30442020	511001 Full-Time Employees	\$50,149	\$44,225	\$44,225	\$45,047	1.86%
30442020	511002 Part-Time Salaries	11,773	20,119	12,000	22,938	14.01%
30442020	511004 Overtime	102	0	0	0	0.00%
30442020	511006 Longevity	1,343	634	633	670	5.68%
30442020	Subtotal Wages	\$63,367	\$64,978	\$56,858	\$68,655	5.66%
30442020	522250 FICA	4,579	4,781	4,000	5,161	7.95%
30442020	522300 Municipal Employees Retirement	6,385	5,733	5,648	5,752	0.33%
30442020	522301 Retirement - Defined Contribution	573	515	515	525	1.94%
30442020	522818 Medical Insur-Active Employees	14,116	9,871	9,871	10,366	5.01%
30442020	522822 Dental Insur-Active Employees	783	509	509	454	-10.81%
30442020	522850 Life Insurance	88	63	63	57	-9.52%
30442020	529900 Worker's Compensation	1,255	1,375	1,468	1,560	13.45%
30442020	Subtotal Benefits	\$27,778	\$22,847	\$22,074	\$23,875	4.50%
30442020	530013 Custodial Services	0	29,871	29,871	25,074	0.00%
30442020	530014 Refuse Disposal	371	384	384	420	9.38%
30442020	530111 Professional Services	1,016	2,815	2,815	3,437	22.10%
30442020	532000 Telephone	289	331	331	331	0.00%
30442020	532004 Electricity	6,876	7,180	7,180	8,903	24.00%
30442020	532008 Natural Gas	2,832	1,940	1,940	2,135	10.05%
30442020	532010 Wastewater Fees	90	255	255	268	5.10%
30442020	532012 Water Fees	336	824	600	800	-2.91%
30442020	534016 Computer/Software Maint.	1,173	870	870	950	9.20%
30442020	534020 Maintenance Of Buildings	847	1,200	1,200	2,000	66.67%
30442020	538022 Printing Expenses	0	60	40	60	0.00%
30442020	560010 Insurance	775	833	828	875	5.04%
30442020	Subtotal Services	\$ 14,605	\$ 46,563	\$ 46,314	\$ 45,253	-2.81%
30442020	540014 Janitorial Materials & Supp	1,071	1,980	1,800	1,980	0.00%
30442020	Subtotal Commodities	\$1,071	\$1,980	\$1,800	\$1,980	0.00%
30442020	550004 Office Equipment	83	120	120	120	0.00%
30442020	Subtotal Capital Outlay	\$83	\$120	\$120	\$120	0.00%
30442020	Total Nutrition Program	\$106,905	\$136,488	\$127,166	\$139,883	2.49%

Senior Services Program (0304), continued



30442030	Senior Services - Adult Day Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30442030	522250 FICA	4	0	0	0	0.00%
30442030	522300 Municipal Employees Retirement	7	0	0	0	0.00%
30442030	522301 Retirement - Defined Contribution	1	0	0	0	0.00%
30442030	522818 Medical Insur-Active Employees	14	0	0	0	0.00%
30442030	522822 Dental Insur-Active Employees	2	0	0	0	0.00%
30442030	529900 Worker's Compensation	64	0	0	0	0.00%
30442030	Subtotal Benefits	91	\$0	\$0	\$0	0.00%
30442030	534020 Maintenance Of Buildings	0	0	828	1,500	0.00%
30442030	538030 Licenses And Dues	-	2,000	6,000	2,000	0.00%
30442030	560010 Insurance	5,299	5,696	5,254	5,981	5.00%
30442030	Subtotal Services	\$5,299	\$7,696	\$12,082	\$9,481	23.19%
30442030	590999 Transfer to Other Funds	-	-	-	10,000	0.00%
30442030	Subtotal Capital Outlay	\$0	\$0	\$0	\$10,000	0.00%
30442030	Total Adult Day Services	5,390	7,696	12,082	19,481	153.13%

Senior Services Program (0304), continued



30442040		Senior Services - Senior Center	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30442040	511001	Full-Time Employees	\$163,814	\$150,624	\$150,624	\$153,423	1.86%
30442040	511002	Part-Time Salaries	6,758	7,692	3,500	7,188	-6.55%
30442040	511004	Overtime	189	0	0	0	0.00%
30442040	511006	Longevity	5,748	4,698	4,697	4,860	3.45%
30442040		Subtotal Wages	\$176,509	\$163,014	\$158,821	\$165,471	1.51%
30442040	522250	FICA	12,511	11,629	11,629	12,143	4.42%
30442040	522300	Municipal Employees Retirement	21,000	19,849	19,849	19,912	0.32%
30442040	522301	Retirement - Defined Contribution	1,925	1,782	1,782	1,817	1.96%
30442040	522818	Medical Insur-Active Employees	51,319	43,972	43,972	46,173	5.01%
30442040	522822	Dental Insur-Active Employees	2,535	2,265	2,000	1,497	-33.91%
30442040	522850	Life Insurance	321	280	280	250	-10.71%
30442040	529900	Worker's Compensation	2,482	2,720	2,720	2,701	-0.70%
30442040	538014	Travel Expenses	-	250	100	2,370	848.00%
30442040	540038	Uniforms And Other Clothing	-	150	150	150	0.00%
30442040		Subtotal Benefits	\$92,093	\$82,897	\$82,482	\$87,013	4.97%
30442040	530013	Custodial Services	0	55,474	55,474	47,868	0.00%
30442040	530014	Refuse Disposal	866	893	893	985	10.30%
30442040	530022	Course Instructors	450	1,560	1,560	1,800	15.38%
30442040	530064	Copy Machine Services	1,947	1,827	1,827	2,010	10.02%
30442040	530111	Professional Services	3,460	6,187	6,187	13,430	117.07%
30442040	532000	Telephone	673	1,212	1,212	1,212	0.00%
30442040	532002	Fuel - Oil	6,252	5,193	5,193	6,128	18.01%
30442040	532004	Electricity	16,082	19,799	19,799	20,774	4.92%
30442040	532008	Natural Gas	3,313	4,530	4,530	4,982	9.98%
30442040	532010	Wastewater Fees	329	596	596	625	4.87%
30442040	532012	Water Fees	1,539	1,850	1,600	1,966	6.27%
30442040	534014	Office Equipment Maintenance	0	200	200	200	0.00%
30442040	534016	Computer/Software Maintenance	2,714	2,670	2,670	3,520	31.84%
30442040	534020	Maintenance Of Buildings	6,431	3,000	3,000	3,000	0.00%
30442040	538012	Advertising	18	50	50	2,450	4800.00%
30442040	538022	Printing Expenses	0	140	140	640	357.14%
30442040	560010	Insurance	9,404	10,109	9,713	10,614	5.00%
30442040		Subtotal Services	\$53,477	\$115,290	\$114,644	\$122,204	6.00%
30442040	540010	General Materials & Supplies	73	250	250	1,750	600.00%
30442040	540012	Office Materials & Supplies	414	800	650	800	0.00%
30442040	540014	Janitorial Materials & Supp	1,925	4,550	4,550	4,600	1.10%
30442040	540016	Rec Materials & Supplies	581	600	600	8,250	1275.00%
30442040	540046	Food	130	500	300	500	0.00%
30442040	580100	Miscellaneous Expenses	250	0	-	1,000	0.00%
30442040		Subtotal Commodities	\$3,372	\$6,700	\$6,350	\$16,900	152.24%
30442040	530044	Non-Major Technology Reserve	4,496	4,341	4,341	4,449	2.49%
30442040	550004	Office Equipment	194	400	300	500	25.00%
30442040	570002	Capital Improvements	28,909	79,000	79,000	-	-100.00%
30442040	590999	Transfer To Other Funds	40,000	0	-	25,000	0.00%
30442040		Subtotal Capital Outlay	\$73,599	\$83,741	\$83,641	\$29,949	-64.24%
30442040		Total Senior Center	\$399,050	\$451,642	\$445,938	\$421,537	-6.67%

Senior Services Program (0304), continued



	Total Senior Services Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30442010	Subtotal Senior Transportation	\$88,858	\$105,859	\$101,718	\$148,940	40.70%
30442020	Subtotal Nutrition Program	106,905	136,488	127,166	139,883	2.49%
30442030	Subtotal Adult Day Services	5,390	7,696	12,082	19,481	153.13%
30442040	Subtotal Senior Center	399,050	451,642	445,938	421,537	-6.67%
	Total Senior Services Program	\$600,203	\$701,685	\$686,904	\$729,841	4.01%

FY 2023-2024 Revenue Statement

304		Senior Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30442010	470010	Miscellaneous Revenues	\$740	\$1,368	\$900	\$800	-41.52%
30442010	490101	General Fund Transfer	103,127	104,491	104,491	148,140	41.77%
30442010		Subtotal Senior Transportation Program	\$103,867	\$105,859	\$105,391	\$148,940	40.70%
30442020	418013	Town of Narragansett Cost Share	43,808	41,134	41,134	-	-100.00%
30442020	451110	Miscellaneous Grants	10,711	8,033	8,033	10,642	32.48%
30442020	490101	General Fund Transfer	91,299	87,321	87,321	129,241	48.01%
30442020		Subtotal Nutrition Program	\$145,818	\$136,488	\$136,488	\$139,883	2.49%
30442030	460010	Investment Income	1,012	0	3,549	0	0.00%
30442030	490101	General Fund Transfer	7,668	7,696	7,696	9,481	23.19%
30442030	499050	Net Asset Forward to Ops	-	-	4,000	10,000	0.00%
30442030		Subtotal Adult Day Services Program	8,680	7,696	15,245	19,481	153.13%
30442040	418013	Town of Narragansett Cost Share	57,000	60,000	60,000	96,911	61.52%
30442040	440295	Senior Classes	741	1,560	1,300	1,800	15.38%
30442040	440300	Membership Fee	4,298	5,880	5,880	7,595	29.17%
30442040	451110	Miscellaneous Grants	62,845	38,745	38,745	78,911	103.67%
30442040	470020	NationalGrid Electricity Rebate/Solar	-	2,000	-	-	-100.00%
30442040	490101	General Fund Transfer	281,609	327,457	327,457	221,320	-32.41%
30442040	490510	Oliver Watson Fund	5,000	10,000	10,000	10,000	0.00%
30442040	499060	Designated Fund Balance	5,000	6,000	6,000	5,000	-16.67%
30442040		Subtotal Senior Center Program	\$416,493	451,642	\$449,382	\$421,537	-6.67%
304		Total Senior Services Revenues	\$674,858	\$701,685	\$706,506	\$729,841	4.01%
304		Total Senior Services Expenditures	\$600,203	\$701,685	\$686,904	\$729,841	
304		Income Over (Under) Expenditures	\$74,655	\$0	\$19,601	\$0	



TAB 14
NEIGHBORHOOD GUILD FUND

Neighborhood Guild..... 14 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



The Recreation Department employs an administrative staff of 18 full-time employees and over 200 part-time and seasonal employees and independent contractors, who work out of the Neighborhood Guild, the Recreation Center, the PDOB, or at one of our many parks.

The South Kingstown Recreation Commission, a five-member policy board appointed by the Town Council, is responsible for overseeing policy adherence and development for the Parks and Recreation Department. The Leisure Services Director is responsible for daily administration of all Department operations.

Mission Statement

The Parks and Recreation Department's mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Neighborhood Guild is the home of the Parks and Recreation Department; where many of the Town's indoor recreation programs are offered, as well as where the Department's administrative offices are located.

General Explanation and Work Program

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 in 1940 to serve as a community center for residents. Today it remains true to its original purpose, serving as the home of the South Kingstown Parks and Recreation Department, offering a year-round array of recreational programming and opportunities for all ages. The Guild is a 25,000 square-foot facility housing a variety of classrooms, music rooms, small gymnasium/performance area, woodworking room, kitchen, fitness and locker rooms, and administrative offices for the Parks and Recreation Department. The building supports over 500 classes annually, including the arts, community education, fitness, and special events for all segments of the population. In addition, the Guild is utilized by members of the public and a variety of community based non-profit groups for meetings and programs.

The operation of the Guild and related recreational programming is financially self-supporting, with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals, and various other sources.



For the 2023-2024 fiscal year, Guild recreational programs are expected to generate approximately 37.3% of the total revenue needed to support the Guild's operating program, with proposed Trust Fund contributions supporting approximately 54.6%, and the remaining amount coming from the Guild fund balance, reinvested capital income, and investment income. Level fees in most program areas are proposed for FY 2023-2024, as the Recreation Department strives to maintain a balance between offering affordable leisure activities and meeting operational costs.

Planned capital improvements to the Guild scheduled for FY 2023-2024 through an approved \$1 million dollar bond, with future debt service paid out of the Trust income unassigned fund balance, could potentially limit future operational funding over the next ten-year period. Consideration should be given to funding a percentage of the capital improvement debt through tax support to avoid a negative impact on the operating program.

The Guild program focuses on adult education, cultural arts activities for all ages, and passive recreation for youth and families.

This fund incorporates multiple accounts, each of which fall under the purview of the Neighborhood Guild, and includes the following:

Acct Number	Acct Description
41010	Guild Admin and Maintenance
41020	Guild Front Desk
41040	Guild Senior Trips Program
41050	Guild Youth Programs
41060	Guild Music Programs
41070	Guild Adults Programs
41080	Guild Arts Program

Functions

The Neighborhood Guild houses many aspects of the Parks and Recreation Department, broken into several divisions which serve a variety of functions, including, but not limited to, the following:

ADMINISTRATION & MAINTENANCE

- Oversee operation and management of the Neighborhood Guild as a community center for year-round public recreation and enrichment programs for all ages
- Develop and program public leisure and recreation activities in the following areas: Music, Arts, Youth Leisure, Adult Leisure, Travel
- Serve the general public as patrons of the Parks and Recreation Department on a daily basis providing information, direction, program registration, activity facilitation, and general customer service
- Manage and schedule rental of activity/meeting rooms to community based non-profit groups for meetings and programs; and to residents and non-residents for a variety of special events
- Manage the operational budget of the Neighborhood Guild with a focus on maintaining it as a self-supporting entity utilizing a combination of trust fund revenue and program revenue
- In collaboration with the newly established Facilities Division, manage daily maintenance and upkeep of the facility including cleaning, maintenance, repairs, and care of the surrounding grounds



FRONT DESK

- Provide Parks & Recreation Department customer support over the phone and in person
- Process customer registrations, point of sale transactions, and refunds utilizing recreation data management software
- Reconcile all transactions on a daily basis
- Provide support to Parks and Recreation Department staff in the form of administrative duties including daily deposits, management of lobby area, and assistance with the development of the seasonal brochures
- Respond to customer inquiries regarding a variety of topics such as programs, directions, park amenities, schedules, and eligibility via phone and email

MUSIC

- Develop and coordinate music programs that offer individual and group instruction through the Knapp School of Music at the Neighborhood Guild
- Recruit independent contractors with teaching experience in piano, violin, guitar, mandolin, percussion, voice, and other instruments as demand warrants
- Coordinate weekly lessons with music instructors and students
- Organize semi-annual concerts to highlight music students and their achievements
- Oversee the care and maintenance of dedicated music rooms, a music library, and eight pianos within the Guild

ARTS

- Develop and coordinate arts programs for a variety of age levels from preschool to senior citizen.
- Recruit independent contractors with various specialties such as oil painting, watercolor, sculpture, and crafts
- Provide offerings for all ability levels
- Schedule arts camps for the summer season

YOUTH PROGRAMMING

- Develop and coordinate a variety of recreational and leisure programs geared towards preschool, youth, and teens
- Plan and implement school vacation camp programs for the local elementary and middle school student population
- Work with the South Kingstown School Department to promote programs and identify volunteer/leadership opportunities for young adults in High School
- Work in partnership with the Police Department, and the Union Fire District and Kingston Fire District to offer programs with a focus on safety and community involvement

ADULT LEISURE

- Develop and coordinate recreational and leisure programs for adult residents in the community
- Recruit independent contractors with a variety of backgrounds such as woodworking, boating, dog obedience, knitting, photography

TRAVEL (TRIPS)

- Develop and program a variety of day trip offerings for the general public.



- Accompany participants on trips as staff liaisons to ensure safety and satisfaction of all.
- Partner with other organizations in order to establish the most cost-efficient pricing for customers and to reach minimum goal for group discounts

GENERAL

- Establish fees that allow for programs to be self-sustaining
- Identify program scholarship opportunities for residents with financial limitations
- Schedule and manage part time instructors for select programs; coordinate room assignments within the Guild
- Administer customer satisfaction surveys in order to effectively plan future programs based on customer feedback
- Promote and market programs through a variety of methods including flyers, eNewsletters, Recreation Department seasonal brochure, and social media accounts
- Establish and maintain an operational budget based on pre-planning and projected participation

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue Rebuilding Knapp School of Music Program, post-COVID-19 with in-person instruction	FI / ET / CEPP
Continue development of youth, teen, and family programs through the recruitment of instructors and independent contractors – increase by 5%	FI / ET
Establish plan for resuming Travel (Trips) programming for FY 2023-2024	FI
Begin planned major infrastructure improvement project	FI / TBF
Continue to Offer yearly educational opportunities to front desk staff, related to providing exceptional customer service and/or relevant software applications	ET

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Begin Planned Major Infrastructure Improvement Project	FI
Develop program plan for repurposing of basement level of the Guild for maximizing program and rental opportunities	FI / ET
Grow Adult Program/Class Offerings by 5%	CEPP / CP
Implement improvements to Departmental Marketing, Registration Process and Access to Information	CEPP
Provide Staff Development/Training Opportunities to increase Capacity	ET

Neighborhood Guild Fund (0306), *continued*



Specific Performance Measurements

Description	FY 20210-20221 Actual	FY 2021-2022 Actual	FY 2022-2023 Anticipated	FY2023-2024 Projected	Town Council Goals & Objs
Trust Income % of Total Revenue	67.82%	63.58%	65.13%	54.6%	TBF
Program fees % of Total Revenue	30.8%	33.03%	31.33%	37.3%	TBF
Total Guild Facility Usage Attendance	25,500	29,500	30,000	31,000	CEPP
Room Reservations by Community members and organizations (non-program)	2,500	2,950	3,000	3,050	CEPP
Online Transactions (including registrations, payments, etc.)	2,825	2,875	3000	3,150	CEPP / TBF
Independent Contractors	80	90	90	90	FI
New Classes Offered	12	20	25	25	FI / ET
Preschool Enrollment	125	175	275	280	FI / ET
% of Classes Completed ¹	80%	80%	90%	90%	FI / ET
Youth/Teen Enrollment	500	550	800	80	FI / ET
% of Classes Completed ¹	80%	80%	80%	80%	FI / ET
Adult Enrollment	900	1,000	1700	1750	FI / ET
% of Classes Completed ¹	80%	80%	85%	80%	FI / ET
Art Enrollment	300	325	400	425	FI / ET
% of Classes Completed ¹	85%	80%	85%	80%	FI / ET
Sports and Fitness Enrollment	4,500	5,000	6000	6000	FI / ET
% of Classes Completed ¹	98%	95%	95%	90%	FI / ET
Music Lessons	1,100	1,200	1400	3000	FI / ET
Music Students Registered	100	125	100	125	FI / ET
Special Events	900	1,100	4000	4500	FI / CEPP
% of Events Completed ¹	95%	95%	95%	90%	FI / CEPP

1. Figures shown identify the % of classes/programs that ran successfully of those offered (national standard is 80%). Some figures have been reduced due to program being shifted from the Guild to the Recreation Center or General Fund.

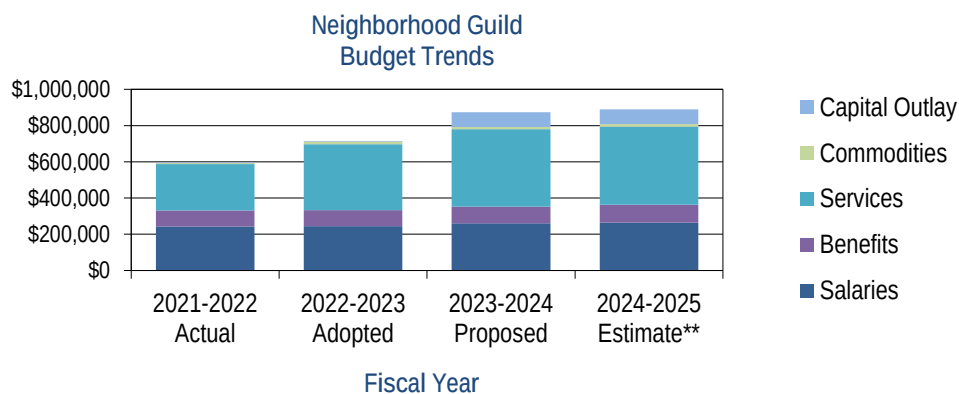
Neighborhood Guild Fund (0306), *continued*



FY 2023-2024 Funding Comparison

Neighborhood Guild	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0.00	0.00	0.00	0.00	0.00
Salaries	\$243,728	\$244,376	\$236,145	\$259,868	\$15,492
Benefits	86,848	88,220	81,325	93,165	4,945
Subtotal Personnel Expenditures ¹	\$330,576	\$332,596	\$317,470	\$353,033	\$20,437
Services	\$256,409	\$364,624	\$362,569	\$425,973	\$61,349
Commodities	6,149	13,013	12,263	13,231	218
Capital Outlay	2,474	4,350	35,950	80,923	76,573
Subtotal Operating Expenditures	\$265,031	\$381,987	\$410,782	\$520,127	\$138,140
Total Expenditures	\$595,607	\$714,583	\$728,252	\$873,160	\$158,577

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Neighborhood Guild Fund (0306), continued



FY 2023-2024 Expenditure Statements

30641010	Guild - Admin and Maintenance		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30641010	511001	Full-Time Employees	\$190,415	\$191,403	\$185,000	\$196,114	2.46%
30641010	511002	Part-Time Salaries	115	0	0	0	0.00%
30641010	511004	Overtime	2,246	500	1,244	1,000	100.00%
30641010	511006	Longevity	4,435	1,789	1,392	2,739	53.10%
30641010		Subtotal Wages	\$197,210	\$193,692	\$187,636	\$199,853	3.18%
30641010	522250	FICA	15,252	14,828	14,828	14,874	0.31%
30641010	522300	Municipal Employees Retirement	24,106	24,690	24,690	24,894	0.83%
30641010	522301	Retirement - Defined Contribution	1,771	2,130	2,130	2,182	2.44%
30641010	522818	Medical Insur-Active Employees	19,712	22,572	22,572	32,497	43.97%
30641010	522820	Medical Insur-Retirees	2,083	-	-	-	0.00%
30641010	522822	Dental Insur-Active Employees	2,379	1,846	1,846	1,938	4.98%
30641010	522840	Insurance Buyback	6,275	4,000	2,500	2,136	-46.60%
30641010	522850	Life Insurance	399	323	323	290	-10.22%
30641010	529900	Worker's Compensation	10,990	12,044	6,800	7,140	-40.72%
30641010	538014	Travel Expenses	0	200	200	200	0.00%
30641010	538018	Conference Expenses	0	700	700	1,000	42.86%
30641010	540038	Uniforms And Other Clothing	321	991	991	1,181	19.17%
30641010		Subtotal Benefits	\$83,289	\$84,324	\$77,580	\$88,332	4.75%
30641010	530012	Cleaning Services	504	600	600	600	0.00%
30641010	530013	Custodial Services	0	115,473	115,473	115,397	0.00%
30641010	530014	Refuse Disposal	1,972	1,867	2,000	2,142	14.73%
30641010	530064	Copy Machine Services	666	1,850	1,500	1,850	0.00%
30641010	530111	Professional Services	2,401	3,341	3,341	3,410	2.07%
30641010	532000	Telephone	540	2,064	1,900	2,040	-1.16%
30641010	532004	Electricity	19,130	19,700	19,700	20,450	3.81%
30641010	532008	Natural Gas	14,571	14,000	14,000	14,700	5.00%
30641010	532010	Wastewater Fees	300	940	700	740	-21.28%
30641010	532012	Water Fees	565	1,200	1,000	947	-21.08%
30641010	534016	Computer/Software Maintenance	4,033	4,570	4,570	5,675	24.18%
30641010	534020	Maintenance Of Buildings	4,101	10,000	10,000	14,000	40.00%
30641010	538012	Advertising	47	300	300	300	0.00%
30641010	538020	Postage	632	1,300	1,000	1,300	0.00%
30641010	538022	Printing Expenses	3,625	5,000	5,000	5,000	0.00%
30641010	538030	Licenses And Dues	1,062	1,630	1,630	1,630	0.00%
30641010	560010	Insurance	16,328	17,552	16,914	17,760	1.19%
30641010		Subtotal Services	\$70,477	\$201,387	\$199,628	\$207,941	3.25%
30641010	540012	Office Materials & Supplies	637	1,000	750	1,000	0.00%
30641010	540014	Janitorial Materials & Supp	2,695	2,858	2,858	2,949	3.18%
30641010	540016	Rec Materials & Supplies	263	500	500	500	0.00%
30641010	540018	Elect Materials & Supplies	125	470	470	470	0.00%
30641010	540024	Chemicals And Gases	163	185	185	250	35.14%
30641010	540026	Bldg & Const Materials & Supp	45	1,000	1,000	1,000	0.00%
30641010	540032	General Hardware & Tools	-	500	500	500	0.00%
30641010	540034	Signage Materials & Supplies	-	600	600	600	0.00%



Neighborhood Guild Fund (0306), continued

30641010	540050	HVAC Materials & Supplies	-	900	900	900	0.00%
30641010	580100	Miscellaneous Expenses	500	1,500	1,500	1,500	0.00%
30641010		Subtotal Commodities	\$4,428	\$9,513	\$9,263	\$9,669	1.64%
30641010	550004	Office Equipment	950	2,000	2,000	2,000	0.00%
30641010	550016	Janitorial Equipment	24	350	350	400	14.29%
30641010	550018	Recreational Equipment	140	1,000	800	1,000	0.00%
30641010	550026	Furniture And Furnishings	1,360	1,000	1,000	1,000	0.00%
30641010	589010	Debt Service - Principal	0	0	0	46,354	0.00%
30641010	589012	Debt Service - Interest	0	0	31,800	30,069	0.00%
30641010		Subtotal Capital Outlay	2,474	4,350	35,950	80,823	1758.00%
30641010		Total Guild Admin And Maintenance	\$357,878	\$493,266	\$510,057	\$586,618	18.93%

30641020		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Front Desk	Actual	Adopted	Projected	Proposed	Change
30641020	511002	Part-Time Salaries	\$29,601	\$31,654	\$31,455	\$37,303	17.85%
30641020	511006	Longevity	496	554	554	584	5.42%
30641020		Subtotal Wages	\$30,097	\$32,208	\$32,009	\$37,887	17.63%
30641020	522250	FICA	2,303	2,233	2,233	2,854	27.81%
30641020	522850	Life Insurance	0	-	0	35	0.00%
30641020	540038	Uniforms And Other Clothing	-	250	250	250	0.00%
30641020		Subtotal Benefits	\$2,303	\$2,483	\$2,483	\$3,139	26.42%
30641020		Total Front Desk	\$32,400	\$34,691	\$34,492	\$41,026	18.26%

30641050		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Youth Programs	Actual	Adopted	Projected	Proposed	Change
30641050	511003	Seasonal Salaries	1,549	3,049	1,073	5,984	96.26%
30641050	511004	Overtime	311	0	0	0	0.00%
30641050		Subtotal Wages	\$1,859	\$3,049	\$1,073	\$5,984	96.26%
30641050	522250	FICA	142	233	82	458	96.57%
30641050		Subtotal Benefits	\$142	\$233	\$82	\$458	96.57%
30641050	530111	Professional Services	29,957	33,800	33,800	52,650	55.77%
30641050	538028	Rents	0	592	296	324	-45.27%
30641050		Subtotal Services	\$29,957	\$34,392	\$34,096	\$52,974	54.03%
30641050	540016	Rec Materials & Supplies	1,542	3,000	2,500	2,962	-1.27%
30641050		Subtotal Commodities	\$1,542	\$3,000	\$2,500	\$2,962	-1.27%
30641050		Total Youth Programs	\$33,500	\$40,674	\$37,751	\$62,378	53.36%

30641060		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Music Programs	Actual	Adopted	Projected	Proposed	Change
30641060	511002	Part-Time Salaries	\$4,101	\$3,741	\$3,741	\$3,825	2.25%
30641060		Subtotal Wages	\$4,101	\$3,741	\$3,741	\$3,825	2.25%
30641060	522250	FICA	314	286	286	293	2.45%
30641060		Subtotal Benefits	\$314	\$286	\$286	\$293	2.45%
30641060	530111	Professional Services	71,837	49,200	49,200	76,800	56.10%
30641060		Subtotal Services	\$71,837	\$49,200	\$49,200	\$76,800	56.10%
30641060	540016	Rec Materials & Supplies	100	200	200	200	0.00%
30641060		Subtotal Commodities	\$100	\$200	\$200	\$200	0.00%
30641060	550018	Recreational Equipment	0	0	0	100	0.00%

Neighborhood Guild Fund (0306), *continued*



30641060		Subtotal Capital Outlay	\$0	\$0	\$0	\$100	0.00%
30641060		Total Music Programs	\$76,352	\$53,427	\$53,427	\$81,218	52.02%

30641070		Guild - Adults Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30641070	511002	Part-Time Salaries	\$1,505	\$2,383	\$2,383	\$2,484	4.24%
30641070		Subtotal Wages	\$1,505	\$2,383	\$2,383	\$2,484	4.24%
30641070	522250	FICA	115	183	183	190	3.83%
30641070		Subtotal Benefits	\$115	\$183	\$183	\$190	3.83%
30641070	530111	Professional Services	27,956	35,200	35,200	40,400	14.77%
30641070		Subtotal Services	\$27,956	\$35,200	\$35,200	\$40,400	14.77%
30641070	540016	Rec Materials & Supplies	79	0	0	100	0.00%
30641070		Subtotal Commodities	\$79	\$0	\$0	\$100	0.00%
30641070		Total Adults Program	\$29,655	\$37,766	\$37,766	\$43,174	14.32%

30641080		Guild - Arts Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30641080	511002	Part-Time Salaries	\$8,956	\$9,033	\$9,033	\$9,421	4.30%
30641080	511003	Seasonal Salaries	0	270	270	414	53.33%
30641080		Subtotal Wages	\$8,956	\$9,303	\$9,303	\$9,835	5.72%
30641080	522250	FICA	685	711	711	753	5.91%
30641080		Subtotal Benefits	\$685	\$711	\$711	\$753	5.91%
30641080	530111	Professional Services	56,181	43,605	43,605	47,018	7.83%
30641080	538028	Rents	0	840	840	840	0.00%
30641080		Subtotal Services	\$56,181	\$44,445	\$44,445	\$47,858	7.68%
30641080	540016	Rec Materials & Supplies	-	300	300	300	0.00%
30641080		Subtotal Commodities	\$0	\$300	\$300	\$300	0.00%
30641080		Total Arts Program	\$65,822	\$54,759	\$54,759	\$58,746	7.28%

	Total Guild Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30641010	Subtotal Guild Admin and Maintenance	\$357,878	\$493,266	\$510,057	\$586,618	18.93%
30641020	Subtotal Guild Front Desk	32,400	34,691	34,492	41,026	18.26%
30641040	Subtotal Guild Seniors Program	0	0	0	0	0.00%
30641050	Subtotal Guild Youth Programs	33,500	40,674	37,751	62,378	53.36%
30641060	Subtotal Guild Music Programs	76,352	53,427	53,427	81,218	52.02%
30641070	Subtotal Guild Adults Program	29,655	37,766	37,766	43,174	14.32%
30641080	Subtotal Guild Arts Program	65,822	54,759	54,759	58,746	7.28%
	Total Guild Program	\$595,607	\$714,583	\$728,252	\$873,160	22.19%

Neighborhood Guild Fund (0306), *continued*



FY 2023-2024 Revenue Statement

306	Guild	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30641000	460010 Investment Income	\$380	\$500	\$1,156	\$500	0.00%
30641000	460020 Trust Income	427,750	450,500	450,500	460,000	2.11%
30641000	460140 Reinvested Income - Debt	-	-	31,800	80,200	0.00%
30641000	460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180 Augusta Hazard Trust Fund	14,879	14,900	16,167	14,900	0.00%
30641000	470020 National Grid Electricity Rebate/Solar	3,336	1,200	1,200	1,200	0.00%
30641000	499060 Designated Fund Balance	15,500	18,000	18,000	14,143	-21.43%
30641020	440250 Front Desk	3,160	2,000	2,000	2,250	12.50%
30641050	440265 Youth	42,878	55,633	62,000	83,361	49.84%
30641060	440270 Music	83,872	57,200	57,200	89,375	56.25%
30641070	440275 Adults	54,646	49,500	49,500	56,500	14.14%
30641080	440280 Arts	72,717	59,150	59,150	64,731	9.44%
306	Total Guild Revenues	\$725,117	\$714,583	\$754,673	\$873,160	22.19%
306	Total Guild Expenditures	\$595,607	\$714,583	\$728,252	\$873,160	
306	Income Over (Under) Expenditures	\$129,510	\$0	\$26,421	\$0	



TAB 15
COMMUNITY RECREATION CENTER FUND

Community Recreation Center 15 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



The Recreation Department employs an administrative staff of 18 full-time employees and over 200 part-time and seasonal employees and independent contractors, who work out of the Neighborhood Guild, the Recreation Center, the PDOB, or at one of our many parks.

The South Kingstown Recreation Commission, a five-member policy board appointed by the Town Council, is responsible for overseeing policy adherence and development for the Parks and Recreation Department. The Director of Leisure Services is responsible for daily administration of all Department operations.

Mission Statement

The Parks and Recreation Department's mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Community Recreation Center provides indoor sports and fitness program space for public use by the citizens of South Kingstown and aligns with the mission and goals of the Parks and Recreation Department.

General Explanation & Work Program

The Community Recreation Center provides gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Ongoing recreation programs include youth basketball, which consists of over 300 participants, adult basketball, volleyball, pickle ball, tai chi, ballet, dance, and general fitness and wellness classes.

Since 2017, this facility has filled a need in meeting the demand for indoor athletic space, and serves all segments of the population interested in active recreation opportunities and maintaining lifelong wellness. Despite the recent addition of this new facility to provide indoor recreation/athletic space, the Parks and Recreation Department still faces the challenge of meeting the demands of a very active community.

Situated adjacent to the Town's Senior Center and Broad Rock Playfields, and abutting the Broad Rock Middle School (BRMS) property to the north, the Recreation Center has significantly enhanced the wide array of recreational amenities located in Town's village center of Wakefield and Peace Dale.

It is noted that as a result of the COVID-19 pandemic, the FY 2019-2020 and FY 2020-2021 operational budgets were significantly impacted. The facility was closed for a period of time and programs were



severely restricted, drop-in activity was cancelled, and rentals were suspended to adhere to regulations. These changes resulted in a significant reduction to revenue. FY21-22 and the current year have seen the Recreation Center rebound and exceed pre-Covid levels with heavy use of the entire facility. This has precipitated the need for additional, supervisory level staffing, particularly for the free, after-school drop-in program as well as structured, pre-teen programs.

The Recreation Center consists of the following elements:

- Double-court gymnasium for sports and athletic programming
- Two (2) smaller multi-use rooms for exercise classes and meeting spaces
- Fitness room with 6 pieces of equipment plus free weights
- Walking track around the perimeter of the court area
- Reception area and office space to house staff responsible for the oversight of the facility
- Locker rooms and lavatories to accommodate the public and school athletic teams.
- Storage space
- Parking lot (126 spaces)

Functions

Functions of the Community Recreation Center include but are not limited to:

- Administration of Recreation Department indoor camps, sports activities, and wellness programs
- Facility operations and building maintenance
- Provision of customer service including program registration, general information and direction, switchboard operation
- Processing and scheduling of facility use applications and rentals
- Planning and implementation of community events
- Oversight of senior specific wellness programs in collaboration with the Senior Center
- Expansion and development of new sports and wellness programs based on community demand

Community Recreation Center Fund (0308), *continued*



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Create 2 new fitness classes for early morning hours and 2 new fitness classes to be run in the evening hours	ET
Expand the afterschool Rec'ing Crew program to include grades 7 & 8; run 2 special event field trips as part of the program	CEPP
Create and implement an annual fitness room membership option to replace punch cards	TBF
Continue to research and evaluate facility membership fee structure options, for future implementation	TBF
Coordinate with the Senior Services Department to implement two senior specific programs	ET / SNR
Expand programming options for special needs populations by 10%	ET / SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Expand the afterschool programming targeting BRMS students by offering 5 programs a week in each of the fall, winter, and spring seasons.	
Continue to research and evaluate facility rental fee structure options, for future implementation	
Coordinate with the Senior Services Department to implement two senior specific programs	
Create a leadership council of BRMS students and SKPR staff to assist department in creating afterschool programming	
Expand the part time Rec Supervisor position to Full Time Rec Center Supervisor in order to better manage the high levels of activity, particularly drop-in and after school programs.	

Community Recreation Center Fund (0308), *continued*



Specific Performance Measurements

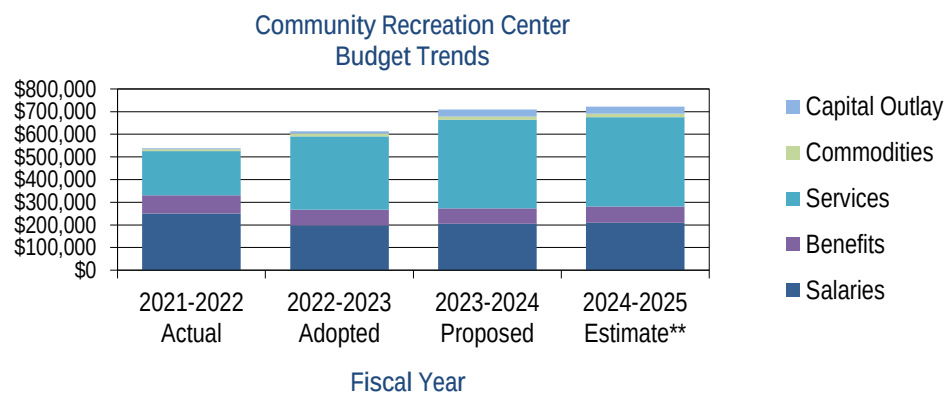
Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Projected	Town Council Goals & Objs
Programs to be Offered	167	170	165	FI
% of Programs Run	92%	93%	90%	FI
Facility Attendance ¹	76,595	80,000	85,000	FI / CEPP
Reservations	3,051	2,500	2,500	FI / CEPP

1. Reflects programs, special events, open gym, drop-in, fitness room, walking track

FY 2023-2024 Funding Comparison

Community Recreation Center	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0	0	0	0	0
Salaries	\$250,673	\$197,844	\$187,769	\$204,563	\$6,719
Benefits	80,153	69,592	60,358	68,475	(1,117)
Subtotal Personnel Expenditures ¹	\$330,826	\$267,436	\$248,127	\$273,038	\$5,602
Services	\$194,168	\$322,709	\$322,300	\$390,653	\$67,944
Commodities	9,580	13,475	13,475	14,310	835
Capital Outlay	3,916	9,827	9,827	31,212	21,385
Subtotal Operating Expenditures	\$207,664	\$346,011	\$345,602	\$436,175	\$90,164
Total Expenditures	\$538,489	\$613,447	\$593,729	\$709,213	\$95,766

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts. Refer to Tab 9 for more information on Parks and recreation FTE's.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Community Recreation Center Fund (0308), *continued*



FY 2023-2024 Expenditure Statement

30840001		Community Recreation Center	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30840001	511001	Full-Time Employees	\$107,023	\$95,276	\$95,276	\$99,200	4.12%
30840001	511002	Part-Time Salaries	137,014	92,935	88,000	98,955	6.48%
30840001	511003	Seasonal Salaries	3,144	7,640	2,500	5,000	-34.55%
30840001	511004	Overtime	508	468	468	479	2.35%
30840001	511005	Retirement/Vacation	865	0	0	0	0.00%
30840001	511006	Longevity	2,118	1,525	1,525	929	-39.08%
30840001		Subtotal Wages	\$250,673	\$197,844	\$187,769	\$204,563	3.40%
30840001	522250	FICA	18,712	14,609	12,500	14,470	-0.95%
30840001	522300	Municipal Employees Retirement	22,954	12,287	12,287	15,723	27.96%
30840001	522301	State Retirement Defined	1,854	961	961	1,250	30.07%
30840001	522818	Medical Insur-Active Employees	23,611	26,940	21,500	22,835	-15.24%
30840001	522822	Dental Insur-Active Employees	1,382	1,462	825	984	-32.69%
30840001	522850	Life Insurance	276	171	171	255	49.12%
30840001	529900	Worker's Compensation	10,550	11,562	10,514	11,040	-4.51%
30840001	538016	Educational Expenses	0	250	250	500	100.00%
30844001	540038	Uniforms And Other Clothing	814	1,350	1,350	1,418	5.04%
30840001		Subtotal Benefits	80,153	69,592	60,358	68,475	-1.61%
30840001	530013	Custodial Services	0	135,316	135,316	140,614	0.00%
30840001	530014	Refuse Disposal	1,972	2,000	2,000	2,064	3.20%
30840001	530064	Copy Machine Services	111	300	300	300	0.00%
30840001	530111	Professional Services	110,047	94,948	94,948	153,916	62.11%
30840001	532000	Telephone	1,058	1,459	1,250	1,626	11.45%
30840001	532004	Electricity	56,399	55,620	55,620	58,410	5.02%
30840001	532008	Natural Gas	12,860	15,800	15,800	15,958	1.00%
30840001	532010	Wastewater Fees	300	400	400	400	0.00%
30840001	532012	Water Fees	1,254	1,800	1,600	1,800	0.00%
30840001	534020	Maintenance Of Buildings	3,166	5,000	5,000	6,000	20.00%
30840001	538028	Rents	0	2,275	2,275	1,500	-34.07%
30840001	538030	Licenses And Dues	-	265	265	278	4.91%
30840001	560010	Insurance	7,001	7,526	7,526	7,787	3.47%
30844001		Subtotal Services	\$194,168	\$322,709	\$322,300	\$390,653	21.05%
30844001	540012	Office Materials & Supplies	578	700	700	750	7.14%
30844001	540014	Janitorial Materials & Supp	1,928	2,800	2,800	2,940	5.00%
30844001	540016	Rec Materials & Supplies	6,718	7,675	7,675	7,559	-1.51%
30844001	540018	Elect Materials & Supplies	68	150	150	158	5.33%
30844001	540026	Bldg & Const Materials & Supp	1	800	800	840	5.00%
30844001	540036	Equipment & Machine Parts	0	300	300	300	0.00%
30844001	540058	Safety Related Mat & Supp	37	250	250	263	5.20%
30844001	580100	Miscellaneous Expenses	250	800	800	1,500	87.50%

Community Recreation Center Fund (0308), *continued*



30844001		Subtotal Commodities	\$9,580	\$13,475	\$13,475	\$14,310	6.20%
30442040	530044	Non-Major Technology Reserve	2,868	4,477	4,477	5,762	28.70%
30840001	550004	Office Equipment	0	350	350	350	0.00%
30840001	550016	Janitorial Equipment	1,048	2,000	2,000	2,100	5.00%
30840001	550018	Recreational Equipment	0	3,000	3,000	3,000	0.00%
30840001	590999	Transfer to Other Funds	0	0	0	20,000	0.00%
30840001		Subtotal Capital Outlay	\$3,916	\$9,827	\$9,827	\$31,212	217.61%
30840001		Total Community Rec Center	\$538,489	\$613,447	\$593,729	\$709,213	15.61%

FY 2023-2024 Revenue Statement

308		Community Recreation Center	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30840001	431115	Rental Income	\$32,863	\$30,000	\$30,000	\$32,178	7.26%
30840001	440218	Athletic Program Revenues	190,898	189,012	225,000	274,835	45.41%
30840001	460010	Investment Income	362	200	1,300	200	0.00%
30840001	470020	Nat'l Grid Elec Rebate/Solar	14,183	-	-	-	0.00%
30840001	490101	General Fund Transfer	361,000	379,235	379,235	387,000	2.05%
30840001	499060	Designated Fund Balance	15,000	15,000	15,000	15,000	0.00%
308		Total Community Rec Center Revenues	\$614,307	\$613,447	\$650,535	\$709,213	15.61%
308		Total Community Rec Center Expenditures	\$538,489	\$613,447	\$593,729	\$709,213	
308		Income Over (Under) Expenditures	\$75,818	\$0	\$56,806	\$0	



TAB 16
DEBT SERVICE FUND

Debt Service 16 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Mission Statement

The Debt Service Fund is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town and in accordance with the Town's charter.

Functions

- Major capital projects for the Town and School are financed through the sale of bonds and initiated through the six-year Capital Improvement Program and administered through the Capital Projects Fund after a thorough review of the project(s)
- Used to manage the Town's long-term debt
- Bonds are typically structured using level principal methodology and a rapid payback period
- Ensure the maturity of issued bonds do not exceed the life expectancy of the asset
- On average, the Town maintains an 80% retirement rate on its outstanding debt over a ten year period, however, due to the most recent bond issuances and potential future issuances, that target could present a challenge
- Revenue to cover the Debt Service Fund's expenditures is primarily from General Fund transfers and School Housing Aid to the Debt Service Fund, as well as transfers from other special revenue funds earmarked specifically for debt service obligations such as open space reserve, fair share development fees, and real estate conveyance tax fund
- Prepare and conduct rating service presentations for the issuance of General Obligation Bonds.

FY 2022-2023 Priorities

Proposed Priorities	Town Council
Continue to seek refunding opportunities	TBF
Maintain or Improve Aa1 rating with Moody's;	TBF
Complete debt issuances and refundings in support of key Town projects at lowest possible cost	TBF
Develop six year financing plan for CIP to ensure affordability and level budgeting	TBF
Plan for potential school bond referendum; \$85,000,000 school facilities project bond	TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council
Continue to seek refunding opportunities	TBF
Maintain or Improve Aa1 rating with Moody's;	TBF
Complete debt issuances and refundings in support of key Town projects at lowest possible cost	TBF
Develop six year financing plan for CIP to ensure affordability and level budgeting	TBF
Plan for potential school bond referendum; up to \$150,000,000 school facilities project bond	TBF



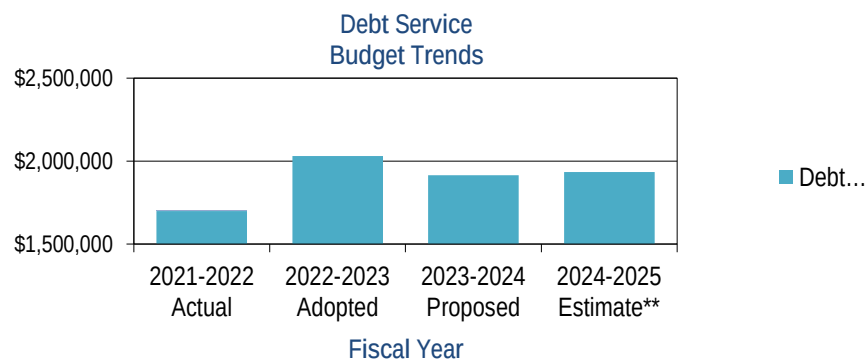
Specific Performance Measurements

Description	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	Town Council
	Actual	Actual	Projected	Anticipated	Goals & Objs
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
Legal Debt Margin**	0.24%	0.33%	0.32%	0.31%	TBF
Top 10 Tax Payers % of Tax Base	3.84%	3.84%	3.82%	3.82%	TBF
Net Debt as a % of operating revenues**	2.20%	2.26%	2.22%	2.20%	TBF
% of Debt Retired within Ten Years	59%	60%	62%	63%	TBF
Net Debt Per Capita	\$373	\$373	\$516	\$572	TBF
Outstanding Long-Term Debt (Town & School Only)	\$11,105,000	\$17,126,000	\$15,708,000	\$14,438,000	ET / TBF

1. The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base. At June 30, 2022, the most recent audited fiscal year, the assessed value of South Kingstown properties was \$7,020,226,779 at December 31, 2021. This limits the amount of outstanding non-excepted obligation bonds to \$210,606,803. Bonds of \$2,149,157 are general obligations and subject to statutory limitations. The Town of South Kingstown is well below the maximum allowed by state law.
2. Moody's Investors Service documents the 2018 median range for municipalities in the under 50,000 population group for Net Direct Debt as a percentage of the community's taxable full value at less than 0.8% for Aaa rated communities and less than 1.0% for Aa rated municipalities
3. Standard and Poor's (S&P's) 2016 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established in the benchmark at a range of 3% (Low) to 10% (High).

FY 2023-2024 Funding Comparison

Debt Service	2021-2022	2022-2023	2022-2023	2023-2024	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Municipal Debt Service	\$888,903	\$1,232,969	\$1,232,969	\$1,188,833	(\$44,136)
Education Debt Service	810,492	714,161	714,161	649,129	(65,032)
Guild Debt Service	0	84,022	84,022	77,423	(\$6,599)
Subtotal Operating Expenditures	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	(\$109,168)
Total Expenditures	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	(\$115,766)



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services. It is noted however, that the estimate does not take into account bonds currently being considered for the construction/ renovation of school facilities.

Debt Service Fund (0400), *continued*



FY 2023-2024 Expenditure Statements

40090001		Education Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090001	589000	Bank Fees	\$640	\$2,000	\$2,000	\$1,000	-50.00%
40090001	589010	Debt - Principal	614,529	533,964	533,964	486,393	-8.91%
40090001	589012	Debt - Interest	195,323	178,197	178,197	161,736	-9.24%
40090001		Subtotal Services	\$810,492	\$714,161	\$714,161	\$649,129	-9.11%
40090001		Total Education Debt Service	\$810,492	\$714,161	\$714,161	\$649,129	-9.11%

40090003		Town Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090003	589000	Bank Fees	\$360	\$600	\$600	\$500	-16.67%
40090003	589010	Debt - Principal	738,471	899,035	899,035	885,253	-1.53%
40090003	589012	Debt - Interest	150,072	333,334	333,334	303,080	-9.08%
40090003		Subtotal Services	\$888,903	\$1,232,969	\$1,232,969	\$1,188,833	-3.58%
40090003		Total Town Debt Service	\$888,903	\$1,232,969	\$1,232,969	\$1,188,833	-3.58%

40090007		Guild Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090007	589000	Bank Fees	\$0	\$2,000	\$2,000	\$1,000	0.00%
40090007	589010	Debt - Principal	\$0	\$50,000	\$50,000	\$46,354	0.00%
40090007	589012	Debt - Interest	\$0	\$32,022	\$32,022	\$30,069	0.00%
40090007		Subtotal Services	\$0	\$84,022	\$84,022	\$77,423	0.00%
40090007		Total Guild Debt Service	\$0	\$84,022	\$84,022	\$77,423	0.00%

	Total Debt Service Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090001	Subtotal Education Debt Service	\$810,492	\$714,161	\$714,161	\$649,129	-9.11%
40090003	Subtotal Town Debt Service	888,903	1,232,969	1,232,969	1,188,833	-3.58%
40090007	Subtotal Guild Debt Service	0	84,022	84,022	77,423	0.00%
	Total Debt Service Program	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	-5.70%

Debt Service Fund (0400), *continued*



FY 2023-2024 Revenue Statement

400	Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40000000	490101 General Fund Transfer	\$1,945,232	\$1,241,719	\$1,241,719	\$1,165,752	-6.12%
40000000	490306 Neighborhood Guild Fund	0	84,022	84,022	77,423	0.00%
40000000	499060 Designated Fund Balance	226,341	150,000	150,000	150,000	0.00%
40090001	420013 School Housing Aid	241,547	219,459	219,459	219,459	0.00%
40090001	490330 South Road Reserve	8,903	-	-	0	#DIV/0!
40090003	490404 Open Space Reserve	250,000	266,146	266,146	236,704	-11.06%
40090003	490499 Fair Share Development - Recreation	142,694	69,806	69,806	66,047	-5.38%
400	Total Debt Service Revenues	\$2,814,717	\$2,031,152	\$2,031,152	\$1,915,386	-5.70%
400	Total Debt Service Expenditures	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	
400	Income Over (Under) Expenditures	\$1,115,322	\$0	\$0	\$0	



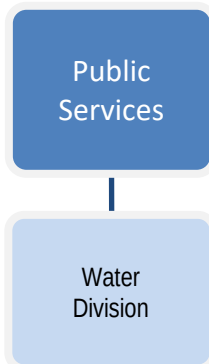
TAB 17
WATER ENTERPRISE FUND

Water..... 17 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Water Division, under the Department of Public Services, is to provide continuous municipal water which meets or exceeds requirements of the USEPA Safe Drinking Water Act for the South Shore and Middlebridge water systems, for both domestic use and fire protection.

General Explanation & Work Program

The Water Enterprise Fund was established in 1975. The Town's Water Division is comprised of the South Shore and Middlebridge water systems. The South Shore system services the southerly portion of Town from the Charlestown town line to East Matunuck, south of US Route 1, except for Perryville. The Middlebridge system services the Middlebridge Road area from the Middlebridge bridge at the southerly end to Radial Drive at the northerly end.

WHOLESALE WATER PURCHASE

The Water Division currently purchases wholesale water from Veolia Water RI (formerly known as Suez Water RI), for the Town's two water systems, South Shore and Middlebridge. The purchase agreement for the South Shore system began in 2002, when it was determined that the South Shore well field needed a water filtration plant and it was found that purchasing water would be a more economical means of providing water. A permanent interconnection between the South Shore system and Veolia Water RI 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. As Veolia Water RI provides pH and corrosion control adjusted water, the South Shore and Middlebridge water systems comply with the USEPA Safe Drinking Water Act lead and copper rule. As such, reduced lead and copper sampling protocols are in effect for both water systems on a three- (3) year cycle.

A summary of past rate increases granted by the Public Utilities Commission (PUC) to Veolia Water RI for wholesale customers are as follows:

Effective Date	Admin Fee (per month)	Consumption Fee (per 1.0 MG)	Wholesale Rate % Increase
January 12, 2014	\$64.25	\$1,124.00	18.31%
May 13, 2014	\$81.88	\$1,490.00	32.56%
October 4, 2018	\$375.88	\$1,630.00	9.39%



The October 2018 rate increase recovered capital costs associated with Veolia's replacement 'Sherman' elevated water tank located off South Road and various distribution system upgrades. The PUC also granted Veolia a Distribution System Infrastructure Charge (DSIC) mechanism in October 2018, whereby Veolia will have the ability to recover distribution system capital related expenses each year, with a not to exceed increase of 2.5% each year. Veolia received a 2.5% DSIC increase effective November 1, 2021. Once the sum of yearly DSIC increases equals 7.5%, Veolia would have to file for an overall rate increase with the PUC to be eligible for any additional rate payer funding. Given the recent significant rate increases by Veolia, the Water Division will need to evaluate the cost to construct and operate a water filtration plant for its South Shore water system in comparison to the cost of continued wholesale water purchase.

WATER DISTRIBUTION SYSTEM

The Town's water pumping and distribution system that is used to provide water purchased through Veolia to the South Shore and Middlebridge water systems remains in good operating condition due to continued proactive maintenance by Water Division personnel. As a result of higher than expected unaccounted for water readings, the Water Division contracted with Matchpoint, Inc. in the Spring of 2017 for comprehensive system-wide leak detection services. However, no leaks were found in either the South Shore or Middlebridge water systems. Further, Veolia Water RI calibrated all three of their wholesale water meters in January 2022. Given the fact that no leaks were found, leak detection and elimination continues to be a challenging and ongoing effort to ensure water is used efficiently and in compliance with State regulatory requirements. There is new leak detection technology, (i.e. helium injection) that will be considered during the next system wide leak detection survey, in lieu of traditional acoustic technology.

WATER DEMAND

Variation in water demand is 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 of water in the warmer months.

WATER RATES

The Town Council adopted a new user rate structure in May 2014 in accordance with amendments to [RIGL § 45-39.1-5](#) and [§ 46-15.8-4](#), which included a new quarterly water user billing format, replacing the rate structure that had previously been in effect since July 2012. The user rate structure incorporates an inclining block rate structure for excess water consumption, intended to promote water conservation.

An increase to user fees was approved for FY 2022-2023, which is due in part to Sprint decommissioning their cellular equipment at the Victoria Lane water tank and associated non-rate base revenue loss. In addition, increased expenditures associated with wholesale water purchase from Veolia is also contributory to the adjustment in user fees.

Proposed rates as denoted below in "User Rates" summary table.

Water Enterprise Fund (0702), *continued*



Functions

This section incorporates multiple accounts, each of which fall under the purview of the Water Enterprise Fund, and include the following:

Acct Number	Acct Description
70294100	Source of Supply
70294200	Pumping Expenses
70294400	Transmission & Distribution
70294600	Personnel Services
70294700	Admin & General Expense
70294800	Other Expenses

Duties of the Water Division include, but are not limited to:

- Ensure water quality meets or exceeds USEPA's Safe Drinking Water Act requirements
- Ongoing review of disinfection treatment performance and associated disinfection by-product levels
- Daily Water Meter Exception Reports with weekly checking for abnormal usage for leak detection purposes
- Biannual fire hydrant flushing and operations check
- Distribution system leak detection and elimination efforts
- Respond to water customer inquiries and complaints
- Oversee Cross Connection Control Plan (CCCP) compliance
- Perform water utility inspections for new customers
- Perform 'turn-on & turn-off' services on an as-need basis
- Assist other Town departments on an as need basis with support services

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue to sample additional coliform sampling stations for summer sampling sites	FI / SNR
Monitor daily user leak reports for leak detection purposes	FI / SNR
Continue ongoing distribution system leak detection and repair efforts	FI / SNR
Maintain an unaccounted for water percentage in both the Middlebridge and South Shore water systems below the 10% State goal	FI / SNR
Continue water quality testing to ensure potable water meets or exceeds water quality standards	FI / SNR
Work with Veolia Water RI to ensure adequate disinfection residuals for purchased water	FI / SNR
Review disinfection by-product levels and possible solutions, should exceedances continue	FI / SNR
Design and repair water tank anchor bolts	FI / SNR
Require cell carriers to repair and paint antenna pods affixed to water towers	FI / SNR
Replace 12" water main after Phase 2 completion of Matunuck Beach Rd. Seawall	FI / SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town
Interior water tank inspection and cleaning on an as needed basis	FI / SNR
Remain vigilant to identify and repair any distribution system leaks	FI / SNR
Remain vigilant to minimize 'unaccounted for' water to achieve State goal of 10%	FI / SNR

Water Enterprise Fund (0702), *continued*



Continue working with Veolia Water RI to ensure adequate disinfection residual levels are maintained for	FI / SNR
Ensure continued compliance with Cross Control Connection Plan (CCCP)	FI / SNR
Monitor daily user leak reports for leak detection purposes	FI / SNR

Specific Performance Measurements

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

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
South Shore purchased water	17,200,294	15,319,251	15,504,142	16,007,896	FI / SNR / TBF
Middlebridge purchased water	2,457,948	2,138,791	2,100,995	2,323,578	FI / SNR / TBF
Total Purchased Water ft³	19,658,242	17,458,042	17,605,137	18,331,474	FI / SNR / TBF
South Shore water sales	15,717,610	13,634,733	13,228,619	13,260,332	FI / SNR / TBF
Middlebridge water sales	1,703,969	1,475,382	1,669,111	1,669,111	FI / SNR / TBF
Total Water Sales ft³	17,421,579	15,110,115	14,897,730	14,929,443	FI / SNR / TBF
South Shore water accounts	2,568	2,572	2,574	2,579	FI / SNR / TBF
Middlebridge water accounts	289	289	290	290	FI / SNR / TBF
Combined Water Accounts	2,857	2,861	2,864	2,869	FI / SNR / TBF
Additional Units	601	601	601	605	FI / SNR / TBF
Total Water Units	3,458	3,462	3,465	3,474	FI / SNR / TBF

A summary of water user rates and income generated is as follows:

User Rates	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	Town Council
Min in Advance/Qtr (w/ 1,250 ft ³)	\$48	\$55	\$55	\$55	FI / SNR / TBF
Additional Unit charge per quarter	\$22	\$27.50	\$27.50	\$27.50	FI / SNR / TBF
Excess Charge 1 st Step per 100 ft ³	\$3.25	\$3.50	\$3.50	\$3.50	FI / SNR / TBF
Excess Charge 2 nd Step (over 2,501)	\$3.75	\$4.00	\$4.00	\$4.00	FI / SNR / TBF

Revenue Summary	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Excess Revenue 1 st Step	\$113,672	\$94,389	\$99,461	\$100,465	FI / SNR / TBF
Excess Revenue 2 nd Step	\$159,330	\$116,642	\$113,170	\$112,916	FI / SNR / TBF
Combined Excess Revenue	273,002	\$211,031	\$212,631	\$213,381	FI / SNR / TBF
Minimum Revenue	556,581	588,804	\$603,122	\$653,804	FI / SNR / TBF
Miscellaneous Revenue	\$106,721	\$106,563	\$117,114	\$117,114	FI / SNR / TBF
Total Revenue	\$946,304	\$906,698	\$933,329	\$984,328	FI / SNR / TBF

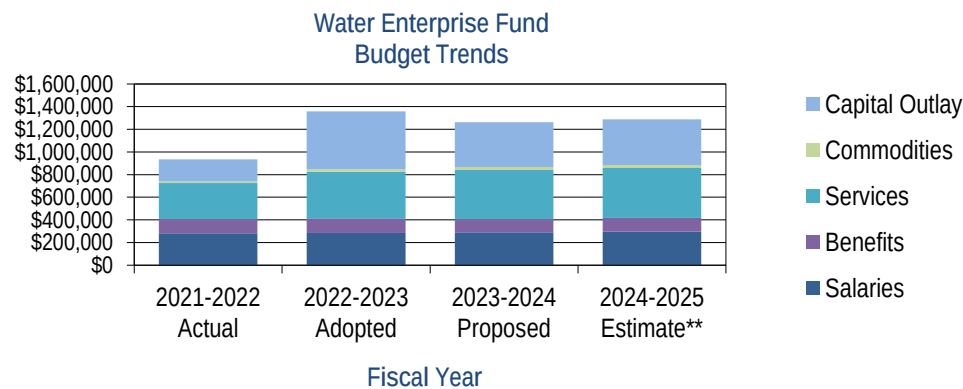
Water Enterprise Fund (0702), continued



FY 2023-2024 Funding Comparison

Water Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	2.00	2.00	2.00	2.00	0.00
Salaries	\$281,412	\$284,706	\$284,706	\$291,323	\$6,617
Benefits	123,917	124,150	124,150	114,264	(9,886)
Subtotal Personnel Expenditures ¹	\$405,329	\$408,856	\$408,856	\$405,587	(\$3,269)
Services	\$319,013	\$414,670	\$414,670	\$434,995	\$20,325
Commodities	15,950	22,650	22,650	25,550	2,900
Capital Outlay/Depreciation	194,595	512,857	802,657	397,519	(115,338)
Subtotal Operating Expenditures	\$529,559	\$950,177	\$1,239,977	\$858,064	(\$92,113)
Total Expenditures	\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	(\$95,382)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Water Enterprise Fund (0702), continued



FY 2023-2024 Expenditure Statements

70294100	Water Enterprise Fund		2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Source of Supply		Actual	Adopted	Projected	Proposed	Change
70294100	530072	Analysis Of Wells	\$9,457	\$10,150	\$10,150	\$12,420	22.36%
70294100	532020	Purchased Water - Middlebridge	30,346	36,799	36,799	37,000	0.55%
70294100	532022	Purchased Water - South Shore	195,279	221,666	221,666	250,000	12.78%
70294100	534022	Maintenance Of Public Wells	0	200	200	200	0.00%
70294100		Subtotal Services	\$235,082	\$268,815	\$268,815	\$299,620	11.46%
70294100		Total Source Of Supply	\$235,082	\$268,815	\$268,815	\$299,620	11.46%

70294200	Water Enterprise Fund		2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Pumping Expenses		Actual	Adopted	Projected	Proposed	Change
70294200	530014	Refuse Disposal	\$161	\$324	\$324	\$340	4.94%
70294200	532000	Telephone	1,572	1,184	1,184	1,925	62.58%
70294200	532002	Fuel - Oil	1,917	1,300	1,300	2,000	53.85%
70294200	532004	Electricity	10,511	13,830	13,830	15,000	8.46%
70294200	532016	Telemetry	0	680	680	680	0.00%
70294200	532017	Telemetry-SCADA	6,850	8,300	8,300	8,300	0.00%
70294200	534024	Maintenance Of Pump Stations	617	1,800	1,800	1,800	0.00%
70294200		Subtotal Services	\$21,628	\$27,418	\$27,418	\$30,045	9.58%
70294200	540024	Chemicals And Gases	736	1,800	1,800	2,300	27.78%
70294200	540056	Pumping Materials & Supplies	0	400	400	400	0.00%
70294200		Subtotal Commodities	\$736	\$2,200	\$2,200	\$2,700	22.73%
70294200		Total Pumping Expenses	\$22,364	\$29,618	\$29,618	\$32,745	10.56%

70294400	Water Enterprise Fund		2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Transmission & Distribution		Actual	Adopted	Projected	Proposed	Change
70294400	534026	Maintenance Of Elevated Tanks	\$0	\$14,700	\$14,700	\$6,500	-55.78%
70294400	534028	Maintenance Of Mains	16,489	15,000	15,000	18,000	20.00%
70294400	534030	Maintenance Of Water Services	1,182	16,000	16,000	16,000	0.00%
70294400	534032	Maintenance Of Water Meters	4,728	7,500	7,500	7,500	0.00%
70294400	534034	Maintenance Of Hydrants	0	4,800	4,800	4,800	0.00%
70294400	534039	Maintenance Of SCADA System	300	14,810	14,810	6,000	0.00%
70294400		Subtotal Services	\$22,699	\$72,810	\$72,810	\$58,800	-19.24%
70294400	540010	General Materials & Supplies	0	100	100	100	0.00%
70294400		Subtotal Commodities	\$0	\$100	\$100	\$100	0.00%
70294400		Total Transmission & Distribution	\$22,699	\$72,910	\$72,910	\$58,900	-19.22%

Water Enterprise Fund (0702), continued



70294600		Water Enterprise Fund Personnel Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294600	511001	Full-Time Employees	\$245,235	\$259,507	\$259,507	\$266,702	2.77%
70294600	511004	Overtime	6,141	8,000	8,000	7,500	-6.25%
70294600	511005	Retirement/Vacation Reimb.	0	10,300	10,300	10,000	-2.91%
70294600	511006	Longevity	6,366	6,899	6,899	7,121	3.21%
70294600		Subtotal Wages	\$257,742	\$284,706	\$284,706	\$291,323	2.32%
70294600	522250	FICA	18,932	20,135	20,135	20,043	-0.46%
70294600	522300	Municipal Employees Retirement	31,154	34,048	34,048	34,442	1.16%
70294600	522301	Retirement - Defined Contribution	2,480	2,599	2,599	2,831	8.92%
70294600	522818	Medical Insur-Active Employees	42,121	45,585	45,585	43,943	-3.60%
70294600	522820	Medical Insur-Retirees	17,155	9,097	9,097	-	0.00%
70294600	522822	Dental Insur-Active Employees	2,568	2,692	2,692	2,223	-17.42%
70294600	522824	Dental Insur-Retirees	-	-	-	-	0.00%
70294600	522840	Insurance Buyback	1,317	1,025	1,025	1,425	39.02%
70294600	522850	Life Insurance	371	393	393	352	-10.46%
70294600	529900	Worker's Compensation	7,820	8,576	8,576	9,005	5.00%
70294600		Subtotal Benefits	\$123,917	\$124,150	\$124,150	\$114,264	-7.96%
70294600		Total Personnel Services	\$381,659	\$408,856	\$408,856	\$405,587	-0.80%

70294700		Water Enterprise Fund Admin & General Expense	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294700	511009	Vac & Sick Pay Accrued Exp	\$23,670	\$0	\$0	\$0	0.00%
70294700		Subtotal Wages	\$23,670	\$0	\$0	\$0	0.00%
70294700	530013	Custodial Services	0	745	745	745	0.00%
70294700	530020	Miscellaneous Services	1,044	1,255	1,255	1,462	16.49%
70294700	530055	Asset Management Software	732	3,000	3,000	3,000	0.00%
70294700	530066	Internet Access	0	514	514	551	7.20%
70294700	532004	Electricity	1,562	1,575	1,575	1,708	8.44%
70294700	532008	Natural Gas	619	610	610	630	3.28%
70294700	532010	Wastewater Fees	30	35	35	35	0.00%
70294700	532012	Water Fees	70	72	72	78	8.33%
70294700	534012	Commun Equip. Maintenance	0	200	200	200	0.00%
70294700	534016	Computer/Software Maintenance	5,720	6,187	6,187	6,187	0.00%
70294700	534020	Maintenance Of Buildings	0	800	800	800	0.00%
70294700	538020	Postage	6,257	6,100	6,100	6,100	0.00%
70294700	538022	Printing Expenses	7,446	7,200	7,200	7,700	6.94%
70294700	560010	Insurance	16,125	17,334	17,334	17,334	0.00%
70294700		Subtotal Services	\$39,605	\$45,627	\$45,627	\$46,530	1.98%
70294700	540010	General Materials & Supplies	381	750	750	750	0.00%
70294700	540012	Office Materials & Supplies	1,784	2,500	2,500	2,500	0.00%
70294700	540060	Vehicle Operation	10,036	9,100	9,100	11,000	20.88%
70294700	580100	Miscellaneous Expenses	3,013	8,000	8,000	8,500	6.25%
70294700		Subtotal Commodities	\$15,214	\$20,350	\$20,350	\$22,750	11.79%
70294700	530044	Non-Major Technology Reserve	392	857	857	857	0.00%
70294700		Subtotal Capital Outlay	\$392	\$857	\$857	\$857	0.00%
70294700		Total Admin & General Expense	\$78,880	\$66,834	\$66,834	\$70,137	4.94%

Water Enterprise Fund (0702), continued



70294800	Water Enterprise Fund Other Expenses		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294800	550002	Computer Equipment	(\$1,976)	\$0	\$1,976	\$0	0.00%
70294800	570002	Capital Improvements	(26,072)	250,000	537,824	128,000	-48.80%
70294800	570902	Depreciation	222,252	262,000	262,000	268,662	2.54%
70294800	Subtotal Capital Outlay		\$194,203	\$512,000	\$801,800	\$396,662	-22.53%
70294800	Total Other Expenses		\$194,203	\$512,000	\$801,800	\$396,662	-22.53%

	Total Water Enterprise Fund		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294100	Subtotal Source of Supply		\$235,082	\$268,815	\$268,815	\$299,620	11.46%
70294200	Subtotal Pumping Expenses		22,364	29,618	29,618	32,745	10.56%
70294400	Subtotal Transmission & Distribution		22,699	72,910	72,910	58,900	-19.22%
70294600	Subtotal Personnel Services		381,659	408,856	408,856	405,587	-0.80%
70294700	Subtotal Admin & General Expense		78,880	66,834	66,834	70,137	4.94%
70294800	Subtotal Other Expenses		194,203	512,000	801,800	396,662	-22.53%
	Total Water Enterprise Fund		\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	-7.02%

FY 2023-2024 Revenue Statement

702	Water Enterprise Fund Description		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294000	417450	Metered Sales - Domestic	\$858,443	\$893,619	\$893,619	\$936,227	4.77%
70294000	417550	Forfeited Disc & Penalties	6,076	5,200	5,200	5,200	0.00%
70294000	430170	Rental of Town Properties	294,162	267,529	267,529	228,199	-14.70%
70294000	440460	Special Services - Turn off/On	4,862	5,000	5,000	5,000	0.00%
70294000	460010	Investment Income	26,420	25,750	25,750	25,750	0.00%
70294000	460500	GASB 31 Change	(150,177)	0	0	0	0.00%
70294000	470010	Miscellaneous Income	2,557	2,200	2,200	2,200	0.00%
70294000	470020	National Grid Electricity Rebate/Solar	870	0	0	0	0.00%
70294000	470080	State of RI Water Protection	-	2,295	2,295	2,096	-8.67%
70294000	499050	Net Assets Forward To Operations	175,000	157,440	157,440	58,979	0.00%
702	Total Water Enterprise Fund Revenues		1,218,213	\$1,359,033	\$1,359,033	\$1,263,651	-7.02%
702	Total Water Enterprise Fund Expenditures		\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	
702	Income Over (Under) Expenditures		\$283,325	\$0	(\$289,800)	\$0	



TAB 18
WASTEWATER ENTERPRISE FUND

Wastewater..... 18 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Wastewater Division, under the Department of Public Services, is to provide continuous treatment of wastewater from residential and non-residential users that meets or exceeds requirements in accordance with its Rhode Island Pollution Discharge Elimination System (RIPDES) permit as issued by the Rhode Island Department of Environmental Management (RIDEM). Additionally, the Wastewater Division is responsible for the oversight of the On-Site Wastewater Management Program for non-sewered properties and areas of Town to help ensure that the surface waters and groundwater of the Town are protected to the greatest extent possible.

General Explanation and Work Program

REGIONAL WASTEWATER TREATMENT FACILITY

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. Dewatered sludge is either incinerated at the Synagro Woonsocket Incinerator or transported and disposed of at the RI Resource Recovery Corporation (RIRRC) Central Landfill facility located in Johnson. 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 regional WWTF design treatment capacity is 5.0 Million Gallons per Day (MGD), whereby the average wastewater volume processed continues to be about two-thirds the WWTF design capacity. As the facility is regional, the current fiscal year's wastewater flow projections are used to estimate and budget for regional partner cost sharing for the upcoming fiscal year. Annually, a balancing cost share adjustment is made by the Finance Department, once the fiscal year is complete and actual flows are quantified.

Given the age of the Wastewater Treatment Facility (WWTF) and pumping collection infrastructure, which date back to the mid-1970's, a significant increase in Wastewater Fund capital improvement program (CIP) projects continue to occur. Given the complexity and engineering required for these projects, many will be funded over multiple years in order to reserve necessary project funds and complete necessary design plans and bid specifications. As regional partners, The Town of Narragansett and URI have been advised of the updated project schedule and projected costs. As each project is bid, updated costs are



provided to each of the regional partners in order for each partner to fund their share of the work based upon their flow contribution.

ON-SITE WASTEWATER MANAGEMENT PROGRAM

Additionally, the Wastewater Division, as part of the Department of Public Services, is responsible for enforcing the mandatory On-Site Wastewater Management (OSWM) inspection program adopted by the Town Council in 2001, and oversight of all the remaining cesspools and On-site Wastewater Treatment Systems (OWTS), formerly known as ISDS, in Town. The goal of the OSWM program is to ensure that all OWTS in Town are inspected on a regular basis and all cesspools and failed OWTS are replaced and/or repaired in a timely manner. This program helps ensure the surface waters and groundwater resources of the Town are protected to the greatest extent possible.

The OSWM program includes approximately 6,300 private OWTS located within the community. The program ensures that all OWTS in Town are inspected on a regular basis. Property owners must hire a Town licensed on-site wastewater inspector familiar with OWTS operation and maintenance.

Beginning in the Fall of 2017, the OSWM program implemented a web-based online inspection portal, Carmody, for licensed OWTS inspectors to enter OWTS inspection data. The OWM program will review the web-based system over the course of the upcoming year to determine if any program changes are in order.

WASTEWATER USER RATES

The Town Council adopted the current user rate structure in the FY 2022-2023 budget. The increase was due in part to an increase in depreciation expense and in sludge disposal and transportation fees. Although disposal and transportation fees have again increased and the cost of chemicals has substantially gone up, the FY 2022-2023 increase alleviates the need to raise rates for FY 2023-2024.

Proposed rates are denoted below in “Specific Performance Measures” summary table.

Functions

This section incorporates multiple accounts, each of which fall under the purview of the Wastewater Enterprise Fund, and include the following:

Acct Number	Acct Description
70492010	Wastewater General Treatment
70492020	Sludge Process & Disposal
70492030	Silver Lake Pumping Station
70492040	Kingston Pumping Station
70492050	Local Pumping Station
70492060	Local Collection System
70492070	Users Accounting Collection
70492080	Admin & General Expense
70492090	Non Operating Expenses

Serving as the managing regional partner of the South Kingstown Regional Wastewater Treatment Facility (WWTF) for the regional partners Towns of South Kingstown and Narragansett, and the University of Rhode Island (URI) and managing the Town’s On-Site Wastewater Management (OSWM) program, the functions of the Wastewater Division include, but are not limited to the following:



REGIONAL WASTEWATER TREATMENT FACILITY

- Treatment of influent wastewater that meets or exceeds RIPDES permit requirements
- Ongoing routine maintenance of Town collection system to prevent collection system blockages and by-passes
- Ongoing pretreatment inspections for industrial and commercial user compliance in accordance with USEPA and RIDEM requirements
- Ongoing pump station maintenance and repair, including mechanical and electrical components
- Respond to wastewater customer inquiries and complaints

ON-SITE WASTEWATER MANAGEMENT (OSWM) PROGRAM

- Mailing inspection and septic pumping notices to property owners with an OWTS
- Providing public outreach to assist property owners in property OWTS maintenance, repairs, and replacement
- Coordinate the Town's Community Septic System Loan Program (CSSLP) with the Finance Department and the Rhode Island Mortgage Finance Corporation (RIMFCA)
- Record Notice of Violations (NOVs) for failure to inspect or failure to repair an OWTS
- Release existing NOVs once NOVs are satisfied

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	FI / SNR
Continue proactive collection system cleaning to prevent blockages and by-passes	FI / SNR
Coordinate Kingston pump station force main replacement prior to Route 138 reconstruction	FI / SNR
Receive and treat septage waste from outlying, non-sewered areas of Town	FI / SNR
Continue Town-wide OWSM 2 nd inspection notices sent by OWSM district	FI / SNR
Continue public outreach for OWTS inspection, repairs, and replacement	FI / SNR
Coordinate CCSLP loans with property owners and respective agencies	FI / SNR
Complete Wastewater Treatment Facilities (WWTF) Improvement Project: two Secondary Lakeside Clarifier hardware; two Return Activated Sludge (RAS) pump replacement; and Septage Receiving replacement Sludge Dewatering Screw Press installation, start-up and performance testing.	FI / SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	FI / SNR
Continue proactive collection system cleaning to prevent blockages and by-passes	FI / SNR
Coordinate Kingston pump station force main replacement prior to Route 138 reconstruction	FI / SNR
Receive and treat septage waste from outlying, non-sewered areas of Town	FI / SNR
Continue Town-wide OWSM 2 nd inspection notices sent by OWSM district	FI / SNR
Continue public outreach for OWTS inspection, repairs, and replacement	FI / SNR
Coordinate CCSLP loans with property owners and respective agencies	FI / SNR
Inspect and repair as needed in the collection system along Kingstown Road.	FI / SNR



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
South Kingstown annual flow (MG)	362.18	360.11	377.38	377.38	FI / SNR
Narragansett annual flow (MG)	407.33	439.31	454.74	454.74	FI / SNR
URI annual flow (MG)	135.95	189.85	177.08	177.08	FI / SNR
WWTF combined annual flow (MG)	905.46	989.27	1,009.20	1,009.20	FI / SNR
WWTF max capacity (MGD)	5.0	5.0	5.0	5.0	FI / SNR
WWTF 3 month max capacity (MG)	456.25	456.25	456.25	456.25	FI / SNR
% of WWTF max capacity - average of highest 3 months	60.52	64.40	61.08	65.00	FI / SNR
Suspended Solids (SS) efficiency (mg/l)	97.6	97.08	96.5	96.5	FI / SNR
Treated Septage (gals)	4,252,440	3,230,546	4,200,000	4,200,000	FI / SNR
Biological Oxygen Demand (BOD) efficiency (mg/l)	93.8	92.3	92.0	93.0	FI / SNR
Accounts (SK only)	3,864	3,883	3,897	3,910	FI / SNR
Units (SK only)	5,746	5,797	5,822	5,835	FI / SNR
Minimum annual user fee ¹	\$300	\$300	\$350	\$350	FI / SNR / TBF
Excess user fee (per 100 ft ³)	\$4.00	\$4.00	\$4.40	\$4.40	FI / SNR / TBF
Septage disposal per 1,000 gal.	\$86.00	\$86.00	\$90.00	\$90.00	FI / SNR / TBF

1. Minimum user fee provides a single-family home an annual allowance of 10,000 ft³ of consumption.

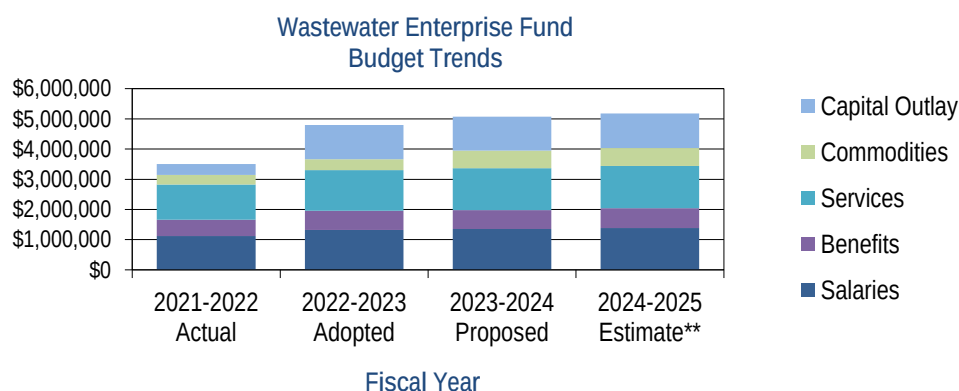


Wastewater Enterprise Fund (0704), continued

FY 2023-2024 Funding Comparison

Wastewater Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	16.00	16.00	16.40	16.40	0.00
Salaries	\$1,114,817	\$1,323,409	\$1,323,409	\$1,357,169	\$33,760
Benefits	548,840	631,185	631,185	616,843	(14,342)
Subtotal Personnel Expenditures ¹	\$1,663,657	\$1,954,594	\$1,954,594	\$1,974,012	\$19,418
Services	\$1,162,184	\$1,348,403	\$1,238,383	\$1,386,595	\$38,192
Commodities	316,655	357,944	489,600	589,819	231,875
Capital Outlay/Depreciation	359,975	1,136,447	1,526,087	1,117,805	(18,642)
Subtotal Operating Expenditures	\$1,838,815	\$2,842,794	\$3,254,070	\$3,094,219	\$251,425
Total Expenditures	\$3,502,471	\$4,797,388	\$5,208,664	\$5,068,231	\$270,843

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 1.2% increase in Salaries.

Wastewater Enterprise Fund (0704), continued



FY 2023-2024 Expenditure Statements

70492010	Wastewater Enterprise Fund Wastewater General Treatment		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492010	511001	Full-Time Employees	\$359,197	\$389,967	\$389,967	\$396,890	1.78%
70492010	511002	Part-Time Salaries	2,097	0	0	0	0.00%
70492010	511004	Overtime	16,688	16,775	16,775	20,130	20.00%
70492010	511005	Retirement/Vacation Reimb.	11,956	35,394	35,394	35,394	0.00%
70492010	511006	Longevity	7,617	7,234	7,234	7,158	-1.05%
70492010		Subtotal Wages	\$397,555	\$449,370	\$449,370	\$459,572	2.27%
70492010	522250	FICA	31,395	30,992	30,992	29,827	-3.76%
70492010	522300	Municipal Employees Retirement	45,369	51,013	51,013	50,780	-0.46%
70492010	522301	Retirement - Defined Contribution	3,288	3,611	3,611	3,919	8.54%
70492010	522818	Medical Insur-Active Employees	51,585	63,712	63,712	71,704	12.54%
70492010	522822	Dental Insur-Active Employees	3,638	4,644	4,644	4,117	-11.35%
70492010	522840	Insurance Buyback	5,755	5,745	5,745	3,765	-34.46%
70492010	522850	Life Insurance	459	538	538	463	-14.02%
70492010	529900	Worker's Compensation	13,460	14,772	14,772	15,510	5.00%
70492010		Subtotal Benefits	\$154,950	\$175,027	\$175,027	\$180,085	2.89%
70492010	530014	Refuse Disposal	1,332	2,548	2,548	2,548	0.00%
70492010	530030	Laboratory	27,653	39,208	39,208	48,500	23.70%
70492010	532000	Telephone	1,785	2,227	2,227	2,457	10.33%
70492010	532002	Fuel - Oil	-	1,205	1,205	1,701	41.16%
70492010	532004	Electricity	175,053	189,000	189,000	220,000	16.40%
70492010	532008	Natural Gas	34,128	38,000	38,000	38,000	0.00%
70492010	532012	Water Fees	3,532	5,100	5,100	5,100	0.00%
70492010	534016	Computer/Software Maintenance	1,492	2,175	2,175	2,375	9.20%
70492010	534017	Asset Management Software	1,092	4,500	4,500	4,500	0.00%
70492010	560010	Insurance	44,332	47,657	47,657	47,657	0.00%
70492010		Subtotal Services	\$290,398	\$331,620	\$331,620	\$372,838	12.43%
70492010	540010	General Materials & Supplies	50,675	74,314	85,575	77,907	4.84%
70492010	540024	Chemicals And Gases	68,580	73,620	73,620	144,881	96.80%
70492010	540060	Vehicle Operation	1,173	1,729	1,729	1,245	-28.00%
70492010		Subtotal Commodities	\$120,429	\$149,663	\$160,924	\$224,033	49.69%
70492010	530044	Non-Major Technology Reserve	3,380	4,840	4,840	5,584	15.37%
70492010		Subtotal Capital Outlay	\$3,380	\$4,840	\$4,840	\$5,584	15.37%
70492010		Total Wastewater General Treatment	\$966,712	\$1,110,520	\$1,121,781	\$1,242,112	11.85%

Wastewater Enterprise Fund (0704), continued



70492020		Wastewater Enterprise Fund Sludge Process & Disposal	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492020	511001	Full-Time Employees	\$292,319	\$321,547	\$321,547	\$328,427	2.14%
70492020	511004	Overtime	16,668	16,775	16,775	19,800	18.03%
70492020	511005	Retirement/Vacation Reimb.	11,953	27,288	27,288	27,288	0.00%
70492020	511006	Longevity	6,394	5,839	5,839	6,198	6.15%
70492020		Subtotal Wages	\$327,334	\$371,449	\$371,449	\$381,713	2.76%
70492020	522250	FICA	23,458	25,585	25,585	24,380	-4.71%
70492020	522300	Municipal Employees	36,951	42,091	42,091	42,047	-0.10%
70492020	522301	Retirement - Defined	2,734	3,030	3,030	3,193	5.38%
70492020	522818	Medical Insur-Active	49,240	61,276	61,276	70,250	14.65%
70492020	522822	Dental Insur-Active Employees	3,129	4,116	4,116	3,703	-10.02%
70492020	522840	Insurance Buyback	3,638	3,612	3,612	1,632	-54.83%
70492020	522850	Life Insurance	388	435	435	395	-9.18%
70492020	529900	Worker's Compensation	10,498	11,524	11,524	12,100	5.00%
70492020		Subtotal Benefits	\$130,035	\$151,669	\$151,669	\$157,700	3.98%
70492020	530068	Central Facility Tipping	542,687	618,880	503,880	579,558	-6.35%
70492020	532002	Fuel - Oil	-	230	230	259	12.61%
70492020	532004	Electricity	32,620	35,079	35,079	40,705	16.04%
70492020	532008	Natural Gas	5,556	7,416	7,416	7,416	0.00%
70492020	532012	Water Fees	523	1,100	1,100	800	-27.27%
70492020	560010	Insurance	5,108	5,491	5,491	5,491	0.00%
70492020		Subtotal Services	\$586,493	\$668,196	\$553,196	\$634,228	-5.08%
70492020	540010	General Materials & Supplies	26,162	16,325	17,118	17,650	8.12%
70492020	540024	Chemicals And Gases	39,756	49,319	129,319	151,103	206.38%
70492020	540060	Vehicle Operation	21,890	32,500	67,500	83,072	155.61%
70492020		Subtotal Commodities	\$87,807	\$98,144	\$213,937	\$251,825	156.59%
70492020		Total Sludge Process &	\$1,131,669	\$1,289,458	\$1,290,251	\$1,425,466	10.55%

Wastewater Enterprise Fund (0704), continued



70492030		Wastewater Enterprise Fund Silver Lake Pumping Station	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492030	511001	Full-Time Employees	\$66,342	\$73,316	\$73,316	\$74,981	2.27%
70492030	511004	Overtime	4,040	4,067	4,067	4,067	0.00%
70492030	511005	Retirement/Vacation Reimb.	2,898	7,287	7,287	7,500	2.92%
70492030	511006	Longevity	1,467	1,320	1,320	1,437	8.90%
70492030		Subtotal Wages	\$74,747	\$85,990	\$85,990	\$87,986	2.32%
70492030	522250	FICA	5,327	5,836	5,836	5,541	-5.05%
70492030	522300	Municipal Employees Retirement	8,387	9,596	9,596	9,602	0.06%
70492030	522301	Retirement - Defined Contribution	625	690	690	725	5.05%
70492030	522818	Medical Insur-Active Employees	11,778	14,691	14,691	16,932	15.25%
70492030	522822	Dental Insur-Active Employees	724	960	960	870	-9.40%
70492030	522840	Insurance Buyback	738	731	731	251	-65.66%
70492030	522850	Life Insurance	89	94	94	91	-2.95%
70492030	529900	Worker's Compensation	2,413	2,649	2,649	2,782	5.02%
70492030		Subtotal Benefits	\$30,083	\$35,247	\$35,247	\$36,794	4.39%
70492030	532000	Telephone	1,139	2,031	2,031	2,031	0.00%
70492030	532002	Fuel - Oil	-	1,375	1,375	2,025	47.27%
70492030	532004	Electricity	98,056	94,970	94,970	109,853	15.67%
70492030	532008	Natural Gas	5,772	6,500	6,500	6,500	0.00%
70492030	532012	Water Fees	6,151	13,625	13,625	11,000	-19.27%
70492030	534017	Asset Management Software	331	1,350	1,350	1,350	0.00%
70492030	560010	Insurance	19,759	21,241	21,241	21,241	0.00%
70492030		Subtotal Services	\$131,208	\$141,092	\$141,092	\$154,000	9.15%
70492030	540010	General Materials & Supplies	3,713	11,430	12,395	11,430	0.00%
70492030	540024	Chemicals And Gases	30,373	34,606	34,606	37,374	8.00%
70492030	540060	Vehicle Operation	3,577	3,639	3,639	3,429	-5.77%
70492030		Subtotal Commodities	\$37,663	\$49,675	\$50,640	\$52,234	5.15%
70492030		Total Silver Lake Pumping Station	\$273,700	\$312,004	\$312,969	\$331,013	6.09%

70492040		Wastewater Enterprise Fund Kingston Pumping Station	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492040	511001	Full-Time Employees	\$66,342	\$73,316	\$73,316	\$74,981	2.27%
70492040	511004	Overtime	4,040	4,067	4,067	4,067	0.00%
70492040	511005	Retirement/Vacation Reimb.	2,898	6,545	6,545	6,545	0.00%
70492040	511006	Longevity	1,467	1,320	1,320	1,437	8.90%
70492040		Subtotal Wages	\$74,747	\$85,248	\$85,248	\$87,031	2.09%
70492040	522250	FICA	5,327	5,836	5,836	5,541	-5.05%
70492040	522300	Municipal Employees Retirement	8,387	9,596	9,596	9,602	0.06%
70492040	522301	Retirement - Defined Contribution	625	690	690	725	5.05%
70492040	522818	Medical Insur-Active Employees	11,778	14,691	14,691	16,932	15.25%
70492040	522822	Dental Insur-Active Employees	724	960	960	870	-9.40%
70492040	522840	Insurance Buyback	738	731	731	251	-65.66%
70492040	522850	Life Insurance	89	94	94	91	-2.95%
70492040	529900	Worker's Compensation	2,413	2,649	2,649	2,782	5.02%
70492040		Subtotal Benefits	\$30,083	\$35,247	\$35,247	\$36,794	4.39%
70492040	532000	Telephone	500	1,310	1,310	1,310	0.00%
70492040	532002	Fuel - Oil	-	880	880	1,418	61.08%
70492040	532004	Electricity	45,265	38,158	38,158	49,693	30.23%



Wastewater Enterprise Fund (0704), continued

70492040	532008	Natural Gas	5,029	5,950	5,950	6,300	5.88%
70492040	532012	Water Fees	2,422	1,600	1,600	1,600	0.00%
70492040	534017	Asset Management Software	331	1,350	1,350	1,350	0.00%
70492040	560010	Insurance	4,411	4,741	4,741	4,741	0.00%
70492040		Subtotal Services	\$57,958	\$53,989	\$53,989	\$66,411	23.01%
70492040	540010	General Materials & Supplies	31,115	8,845	11,642	9,335	5.54%
70492040	540060	Vehicle Operation	3,577	3,639	3,639	3,639	0.00%
70492040		Subtotal Commodities	\$34,691	\$12,484	\$15,281	\$12,974	3.93%
70492040		Total Kingston Pumping Station	\$197,479	\$186,968	\$189,765	\$203,210	8.69%

70492050		Wastewater Enterprise Fund Local Pumping Station	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492050	511001	Full-Time Employees	\$69,725	\$77,449	\$77,449	\$79,320	2.42%
70492050	511004	Overtime	4,543	4,575	4,575	4,575	0.00%
70492050	511005	Retirement/Vacation Reimb.	3,258	7,287	7,287	7,287	0.00%
70492050	511006	Longevity	1,561	1,384	1,384	1,547	11.74%
70492050		Subtotal Wages	\$79,087	\$90,695	\$90,695	\$92,728	2.24%
70492050	522250	FICA	5,603	6,176	6,176	5,834	-5.54%
70492050	522300	Municipal Employees Retirement	8,817	10,149	10,149	10,160	0.10%
70492050	522301	Retirement - Defined Contribution	663	734	734	762	3.82%
70492050	522818	Medical Insur-Active Employees	13,078	16,346	16,346	18,941	15.88%
70492050	522822	Dental Insur-Active Employees	777	1,041	1,041	948	-8.92%
70492050	522840	Insurance Buyback	675	666	666	126	-81.16%
70492050	522850	Life Insurance	96	108	108	98	-9.59%
70492050	529900	Worker's Compensation	2,572	2,824	2,824	2,965	4.99%
70492050		Subtotal Benefits	\$32,280	\$38,044	\$38,044	\$39,833	4.70%
70492050	532000	Telephone	3,855	5,484	5,484	5,484	0.00%
70492050	532002	Fuel - Oil	477	825	825	810	-1.82%
70492050	532004	Electricity	24,776	23,500	23,500	23,840	1.45%
70492050	532008	Natural Gas	4,963	4,800	4,800	5,100	6.25%
70492050	532012	Water Fees	2,127	3,100	3,100	3,225	4.04%
70492050	532019	WW Conveyance Fee	4,523	6,300	6,300	6,616	5.02%
70492050	534016	Computer/Software Maintenance	1,492	2,175	2,175	2,175	0.00%
70492050	534017	Asset Management Software	221	900	900	900	0.00%
70492050	560010	Insurance	4,040	4,343	4,343	4,343	0.00%
70492050		Subtotal Services	\$46,474	\$51,427	\$51,427	\$52,493	2.07%
70492050	540010	General Materials & Supplies	18,297	18,775	19,615	19,100	1.73%
70492050	540060	Vehicle Operation	3,577	3,639	3,639	3,429	-5.77%
70492050		Subtotal Commodities	\$21,873	\$22,414	\$23,254	\$22,529	0.51%
70492050		Total Local Pumping Station	\$179,715	\$202,580	\$203,420	\$207,584	2.47%

Wastewater Enterprise Fund (0704), continued



70492050		Wastewater Enterprise Fund Local Pumping Station	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492050	511001	Full-Time Employees	\$69,725	\$77,449	\$77,449	\$79,320	2.42%
70492050	511004	Overtime	4,543	4,575	4,575	4,575	0.00%
70492050	511005	Retirement/Vacation Reimb.	3,258	7,287	7,287	7,287	0.00%
70492050	511006	Longevity	1,561	1,384	1,384	1,547	11.74%
70492050		Subtotal Wages	\$79,087	\$90,695	\$90,695	\$92,728	2.24%
70492050	522250	FICA	5,603	6,176	6,176	5,834	-5.54%
70492050	522300	Municipal Employees Retirement	8,817	10,149	10,149	10,160	0.10%
70492050	522301	Retirement - Defined Contribution	663	734	734	762	3.82%
70492050	522818	Medical Insur-Active Employees	13,078	16,346	16,346	18,941	15.88%
70492050	522822	Dental Insur-Active Employees	777	1,041	1,041	948	-8.92%
70492050	522840	Insurance Buyback	675	666	666	126	-81.16%
70492050	522850	Life Insurance	96	108	108	98	-9.59%
70492050	529900	Worker's Compensation	2,572	2,824	2,824	2,965	4.99%
70492050		Subtotal Benefits	\$32,280	\$38,044	\$38,044	\$39,833	4.70%
70492050	532000	Telephone	3,855	5,484	5,484	5,484	0.00%
70492050	532002	Fuel - Oil	477	825	825	810	-1.82%
70492050	532004	Electricity	24,776	23,500	23,500	23,840	1.45%
70492050	532008	Natural Gas	4,963	4,800	4,800	5,100	6.25%
70492050	532012	Water Fees	2,127	3,100	3,100	3,225	4.04%
70492050	532019	WW Conveyance Fee	4,523	6,300	6,300	6,616	5.02%
70492050	534016	Computer/Software Maintenance	1,492	2,175	2,175	2,175	0.00%
70492050	534017	Asset Management Software	221	900	900	900	0.00%
70492050	560010	Insurance	4,040	4,343	4,343	4,343	0.00%
70492050		Subtotal Services	\$46,474	\$51,427	\$51,427	\$52,493	2.07%
70492050	540010	General Materials & Supplies	18,297	18,775	19,615	19,100	1.73%
70492050	540060	Vehicle Operation	3,577	3,639	3,639	3,429	-5.77%
70492050		Subtotal Commodities	\$21,873	\$22,414	\$23,254	\$22,529	0.51%
70492050		Total Local Pumping Station	\$179,715	\$202,580	\$203,420	\$207,584	2.47%

70492070		Wastewater Enterprise Fund Users Accounting Collection	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492070	511001	Full-Time Employees	\$3,928	\$4,025	\$4,025	\$4,027	0.06%
70492070	511004	Overtime	1	0	0	0	0.00%
70492070	511006	Longevity	72	82	82	56	-31.11%
70492070		Subtotal Wages	\$4,001	\$4,107	\$4,107	\$4,084	-0.57%
70492070	522250	FICA	312	318	318	320	0.75%
70492070	522300	Municipal Employees Retirement	495	526	526	514	-2.33%
70492070	522301	Retirement - Defined Contribution	33	32	32	43	33.50%
70492070	522818	Medical Insur-Active Employees	138	143	143	86	-40.19%
70492070	522822	Dental Insur-Active Employees	30	30	30	24	-18.97%
70492070	522840	Insurance Buyback	124	126	126	126	-0.40%
70492070	522850	Life Insurance	4	5	5	4	-20.40%
70492070	529900	Worker's Compensation	114	125	125	130	4.00%
70492070		Subtotal Benefits	\$1,251	\$1,305	\$1,305	\$1,246	-4.51%
70492070	534016	Computer/Software Maintenance	5,412	7,965	7,965	9,925	24.61%
70492070	538020	Postage	2,998	2,550	2,550	2,800	9.80%
70492070	538022	Printing Expenses	2,249	2,400	2,400	2,250	-6.25%

Wastewater Enterprise Fund (0704), continued



70492070		Subtotal Services	\$10,660	\$12,915	\$12,915	\$14,975	15.95%
70492070		Total Users Accounting Collection	\$15,912	\$18,327	\$18,327	\$20,305	10.79%
70492080		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Admin & General Expenses	Actual	Adopted	Projected	Proposed	Change
70492080	511001	Full-Time Employees	\$111,213	\$143,587	\$143,587	\$120,346	-16.19%
70492080	511002	Part-Time Salaries	0	0	0	28,621	0.00%
70492080	511004	Overtime	31	0	0	0	0.00%
70492080	511006	Longevity	2,266	2,268	2,268	2,360	4.07%
70492080		Subtotal Wages	\$113,511	\$145,855	\$145,855	\$151,328	3.75%
70492080	522250	FICA	8,247	10,688	10,688	10,962	2.56%
70492080	522300	Municipal Employees Retirement	14,052	18,640	18,640	15,405	-17.36%
70492080	522301	Retirement - Defined Contribution	1,082	1,337	1,337	1,098	-17.84%
70492080	522818	Medical Insur-Active Employees	19,422	21,671	21,671	18,985	-12.40%
70492080	522820	Medical Insur-Retirees	93,026	101,880	101,880	75,727	-25.67%
70492080	522822	Dental Insur-Active Employees	1,165	1,219	1,219	923	-24.31%
70492080	522824	Dental Insur-Retirees	-	-	-	-	0.00%
70492080	522840	Insurance Buyback	338	-	-	400	0.00%
70492080	522850	Life Insurance	147	265	265	138	-48.04%
70492080	529900	Worker's Compensation	367	402	402	422	4.98%
70492080	538014	Travel Expenses	33	500	500	500	0.00%
70492080		Subtotal Benefits	\$137,878	\$156,602	\$156,602	\$124,559	-20.46%
70492080	530004	Legal Services	3,980	4,487	4,487	5,163	15.07%
70492080	530013	Custodial Services	0	2,236	2,236	2,236	0.00%
70492080	530066	Internet Access	972	1,020	1,020	1,323	29.71%
70492080	532004	Electricity	4,687	4,726	4,726	5,123	8.40%
70492080	532008	Natural Gas	1,856	1,830	1,830	1,889	3.22%
70492080	532010	Wastewater Fees	90	105	105	105	0.00%
70492080	532012	Water Fees	210	215	215	234	8.67%
70492080	534020	Maintenance Of Buildings	-	1,650	1,650	1,650	0.00%
70492080	538034	Onsite WW Management	1,188	4,000	4,000	4,000	0.00%
70492080	560010	Insurance	26,094	28,051	28,051	28,051	0.00%
70492080		Subtotal Services	\$39,076	\$48,320	\$48,320	\$49,773	3.01%
70492080	540012	Office Materials & Supplies	3,059	5,500	5,500	6,000	9.09%
70492080	540020	Books And Publications	2,321	4,664	4,664	4,825	3.45%
70492080		Subtotal Commodities	\$5,380	\$10,164	\$10,164	\$10,825	6.50%
70492080		Total Admin & General Expenses	\$295,845	\$360,941	\$360,941	\$336,485	-6.78%

Wastewater Enterprise Fund (0704), continued



70492090		Wastewater Enterprise Fund Non-Operating Expenses	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	(\$35,252)	\$0	\$0	\$0	0.00%
70492090		Subtotal Wages	(\$35,252)	\$0	\$0	\$0	0.00%
70492090	580910	Contingency	(3,230)	8,000	12,980	8,000	0.00%
70492090	589010	Debt - Principal	0	29,000	29,000	30,000	3.45%
70492090	589012	Debt - Interest	1,520	932	932	315	-66.20%
70492090		Subtotal Services	(1,710)	\$37,932	\$42,912	\$38,315	1.01%
70492090	550002	VGSI-Tax Billing Software Upgr	(2,674)	0	2,674	0	0.00%
70492090	570002	Capital Improvements	(370,327)	265,000	644,798	280,000	5.66%
70492090	570003	SilverLake Capital Improvements	32,417	120,000	123,585	25,000	0.00%
70492090	570006	Local Capital Improvements	0	0	3,585	25,000	0.00%
70492090	570902	Depreciation	697,179	746,607	746,607	782,221	4.77%
70492090		Subtotal Capital Outlay	356,595	\$1,131,607	\$1,521,247	\$1,112,221	-1.71%
70492090		Total Non-Operating Expenses	\$319,633	\$1,169,539	\$1,564,159	\$1,150,536	-1.62%

	Total Wastewater Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492010	Subtotal Wastewater General Treatment	\$966,712	\$1,110,520	\$1,121,781	\$1,242,112	11.85%
70492020	Subtotal Sludge Process & Disposal	1,131,669	1,289,458	1,290,251	1,425,466	10.55%
70492030	Subtotal Silver Lake Pumping Station	273,700	312,004	312,969	331,013	6.09%
70492040	Subtotal Kingston Pumping Station	197,479	186,968	189,765	203,210	8.69%
70492050	Subtotal Local Pumping Station	179,715	202,580	203,420	207,584	2.47%
70492060	Subtotal Local Collection System	121,806	147,051	147,051	151,521	3.04%
70492070	Subtotal Users Accounting Collection	15,912	18,327	18,327	20,305	10.79%
70492080	Subtotal Admin & General Expenses	295,845	360,941	360,941	336,485	-6.78%
70492090	Subtotal Non Operating Expenses	319,633	1,169,539	1,564,159	1,150,536	-1.62%
	Total Wastewater Enterprise Fund	\$3,502,471	\$4,797,388	\$5,208,664	\$5,068,231	5.65%

Wastewater Enterprise Fund (0704), continued



FY 2023-2024 Revenue Statement

704	Wastewater Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
7049200	418010 Domestic & Commercial Users	\$2,089,04	\$2,375,80	\$2,375,80	\$2,381,05	0.22%
7049200	418011 University of Rhode Island Cost Share	1,083,218	700,786	700,786	837,155	19.46%
7049200	418012 Industrial & Special Users	82,249	86,100	86,100	66,300	-----
7049200	418013 Town of Narragansett Cost Share	2,228,840	1,146,752	1,146,752	1,227,674	7.06%
7049200	418110 Diane Drive Debt Service	28,000	29,000	29,000	30,000	3.45%
7049200	418130 Interest on Delinquent Payments	22,550	14,000	14,000	14,000	0.00%
7049200	418160 Interest on Delinquent Payments - Diane	11	0	0	0	0.00%
7049200	418170 Interest on Diane Drive Assessment	286	450	450	315	-----
7049200	440520 Septic Haulers Revenue	278,873	378,000	378,000	378,000	0.00%
7049200	460010 Fund Investment Income	58,570	45,000	45,000	45,000	0.00%
7049200	460500 GASB 31 Change	(330,608)	0	0	0	0.00%
7049200	470010 Miscellaneous Revenues	20,650	17,500	17,500	17,500	0.00%
7049200	470020 NationalGrid Electricity Rebate/Solar	67,711	0	0	0	0.00%
7049200	490101 General Fund Transfer	4,000	4,000	4,000	4,000	0.00%
7049200	499050 Net Assets Forward to Operations	53,000	0	7,100	67,237	0.00%
704	Total Wastewater Enterprise Fund	\$5,686,39	\$4,797,38	\$4,804,48	\$5,068,23	5.65%
704	Total Wastewater Enterprise Fund	\$3,502,47	\$4,797,38	\$5,208,66	\$5,068,23	
704	Income Over (Under) Expenditures	\$2,183,92	\$0	(\$404,176)	\$0	



TAB 19
SOLID WASTE ENTERPRISE FUND

Solid Waste 19 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Solid Waste Division, under the Department of Public Services, is to ensure solid waste management and recycling compliance in accordance with RI Department of Environmental Management (RIDEM) and RI Resource Recovery Corporation (RIRRC) rules and regulations. 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.

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. Residents have the option of municipal solid waste (MSW) and recyclable disposal by either accessing the Rose Hill Regional Transfer Station pay-as-you-throw (PAYT) program or hiring a private hauler for curbside refuse and recycling collection.

LOCAL SOLID WASTE MANAGEMENT

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. This included setting a 36% minimum recycling diversion rate. 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).

ROSE HILL REGIONAL TRANSFER STATION

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. The Town also offers free scrap metal, rigid plastics, textiles, and food waste oil recycling at the RHRTS. Operation of this facility and associated hauling of municipal solid waste to the Rhode Island 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 the program.

Waste Connections of Rhode Island – WCRI (f/k/a Link Environmental & Waste Haulers, LLC) of Seekonk, MA, provides RHRTS privatized operations. WCRI has a contract through June 30, 2026, which was originally approved in November 2007, and then subsequently extended in July 2010, May 2015, June 2020 and June 2021. In addition to processing municipal solid waste 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.

A contract extension of the current RHRTS privatization contract, which expires on June 30, 2026, requires WCRI to make the following capital improvements:

- New, replacement large truck platform weight scale
- New improvements at residential door drop off area at the transfer station building
- Select repaving of transfer station access road that has failed
- Replace both transfer station tipping floors
- Renovate transfer station office

RHODE ISLAND RESOURCE RECOVERY CORPORATION

In an effort to preserve the finite capacity at the State's Central Landfill, the 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. An MSW tipping fee rebate is provided to communities each year; the amount of the rebate is based upon the amount of MSW tipped and the community's recycling diversion rate. Those communities failing to meet the higher diversion rate will be forced to pay higher tipping fees that will ultimately be passed along to the residents of each community.

Beginning in FY 2017-2018, RIRRC increased the current municipal solid waste (MSW) tip fee of \$32 per ton to \$39.50 per ton. The MSW tip fee increased to \$46 per ton for FY 2018-2019. The MSW tip fee increased to \$54 per ton for FY 2022-2023 and resulted in the pay-as-you-throw (PAYT) refuse tag price increasing from \$2.10 per tag to \$2.25 per tag in FY 2022-2023. The MSW tip fee will increase to \$58.50 for FY 2023-2024.

Although RIRRC originally proposed eliminating the municipal tip fee rebate in FY 2021-2022, RIRRC has opted to keep the tip fee rebate intact as a financial incentive for communities to maximize their recycling efforts.

INCREASED STATEWIDE RECYCLING EFFORTS

In June 2012, RIRRC implemented a single stream recycling program in an effort to further increase Statewide recycling diversion. Under single stream recycling (aka Recycle Together RI), the recycling commodities previously separated (such as paper products and plastic/glass/cans) are now combined into a single stream recycling container. Studies indicate that consumers find single stream recycling easier, resulting in increased recycling tonnage.

FY 2022-2023 reflects the twelfth year of the RIRRC Tip Fee Rebate program, where profits from residential recyclable commodity revenue are shared with RI municipalities. The amount of annual recycling revenue



to the Town depends on the number of tons of residential recyclables tipped in a given year and the highly volatile recycling commodity market. In addition to this program, RIRRC also shares non-municipal recycling revenue with communities. FY 2022-2023 was the first time in seven years where there was a RIRRC Recycling Profit Sharing. South Kingstown received \$1,446.76 from RIRRC.

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, including \$2M in 2002 for the Rose Hill site and \$950,000 in 2005 for the West Kingstown site. Institutional controls (ICs) have been secured for all USEPA designated private properties in close proximity to both closed landfill sites.

Functions

This section incorporates multiple accounts, each of which fall under the purview of the Solid Waste Enterprise Fund, and include the following:

Acct Number	Acct Description
70696100	Station Recycling Operation
70696200	Transportation/Disposal
70696300	Administration General
70696400	Other Expenses
70696600	General Solid Waste Program
70696800	Superfund

The functions of the Solid Waste Division include, but are not limited to:

- Oversee the RHRTS privatized operations and capital improvements by Link Environmental
- License private refuse haulers and ensure compliance in accordance with local regulations
- Provide public outreach to maximize recycling and minimize solid waste disposal
- Distribute recycling totes to Town residents upon request
- Serve as managing regional partner of the South Kingstown RHRTS

Solid Waste Enterprise Fund (0706), *continued*



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue recycling outreach	SNR
Continued oversight of Town licensed private refuse haulers	TBF
Continue to exceed the RIRRC 35% diversion rate	SNR
Continue to exceed the Town's 36% diversion rate	SNR

FY 2023-2024 Proposed Priorities

Goals & Objectives	Town
Continue to work with private haulers to maximize residential recyclables collection and recycling diversion	SNR
Meet or exceed the RIRRC 35% single stream recycling diversion rate	SNR
Meet or exceed the Town's 36% single stream recycling diversion rate	SNR

Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Town-Licensed Private Refuse Haulers (haulers must be licensed by the Town to operate in South Kingstown)	11	10	10	TBF
PAYT Incoming residential tagged refuse ¹	966	988.6	988.6	TBF
PAYT Incoming residential bagged yard waste ¹	203.4	219.3	230	TBF
Incoming PAYT residential recyclables ¹	905	915.5	940	SNR
Outgoing MSW to RIRRC ¹	5366	5523.4	5523.4	TBF
Outgoing recycling tons to RIRRC ¹	3058	2871.6	2871.6	SNR
Recycling single stream diversion rate ²	36%	34%	34%	SNR
Recycling diversion rate – all commodities ³	41%	39%	390%	SNR
Town's RIRRC recycling rebate ⁴	\$0	\$0	\$0	TBF / SNR

1. Numbers reflected are in Tons.
2. Reflects single stream recyclable commodities (calendar year).
3. Reflects diversion rate for all recyclable commodities (calendar year).
4. Revenue deviations primarily due to depressed worldwide recycling commodity market.

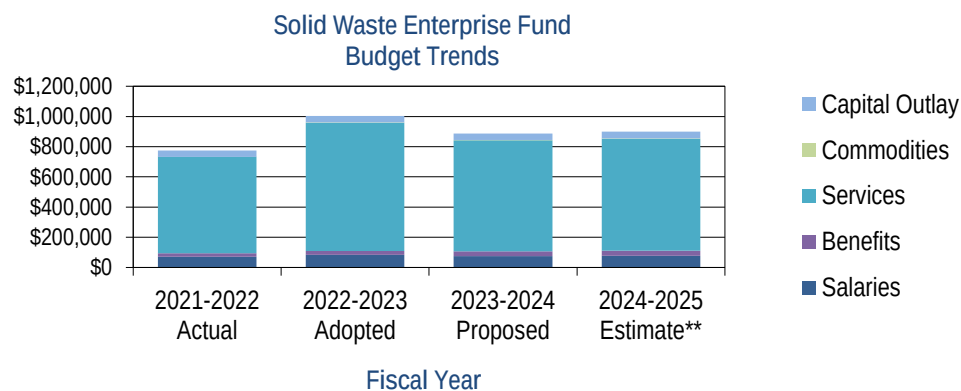
Solid Waste Enterprise Fund (0706), continued



FY 2023-2024 Funding Comparison

Solid Waste Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0.00	0.00	0.00	0.00	0.00
Salaries	\$70,710	\$83,612	\$83,612	\$75,375	(\$8,237)
Benefits	24,588	25,812	25,812	32,461	6,649
Subtotal Personnel Expenditures ¹	\$95,298	\$109,424	\$109,424	\$107,837	(\$1,587)
Services	\$637,079	\$849,100	\$870,913	\$733,932	(\$115,168)
Commodities	127	1,675	1,675	1,675	0
Capital Outlay/Depreciation	41,686	42,772	42,772	43,819	1,047
Subtotal Operating Expenditures	\$678,893	\$893,547	\$915,360	\$779,426	(\$114,121)
Total Expenditures	\$774,191	\$1,002,971	\$1,024,784	\$887,262	(\$115,709)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



**FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Solid Waste Enterprise Fund (0706), continued



FY 2023-2024 Expenditure Statements

70696100		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Station Recycling Operation	Actual	Adopted	Projected	Proposed	Change
70696100	534018	Maintenance Of General Equip	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696100		Subtotal Services	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696100		Total Station Recycling Operation	\$728	\$1,500	\$1,500	\$1,500	0.00%

70696200		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Transportation/Disposal	Actual	Adopted	Projected	Proposed	Change
70696200	530070	RI SW Tipping Fees	\$471,324	\$558,780	\$558,780	\$571,740	2.32%
70696200		Subtotal Services	\$471,324	\$558,780	\$558,780	\$571,740	2.32%
70696200		Total Transportation/Disposal	\$471,324	\$558,780	\$558,780	\$571,740	2.32%

70696300		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Administration General	Actual	Adopted	Projected	Proposed	Change
70696300	511001	Full-Time Employees	\$41,563	\$42,637	\$42,637	\$41,736	-2.11%
70696300	511002	Part-Time Employees	106	0	0	0	0.00%
70696300	511004	Overtime	59	0	0	0	0.00%
70696300	511005	Retirement/Vacation Reimb.	0	10,300	10,300	3,541	-65.62%
70696300	511006	Longevity	1,633	1,718	1,718	1,339	-22.05%
70696300	511009	Vac & Sick Pay Accrued Exp	(2,805)	0	0	0	0.00%
70696300		Subtotal Wages	\$40,555	\$54,655	\$54,655	\$46,617	-14.71%
70696300	522250	FICA	3,141	3,190	3,190	3,183	-0.21%
70696300	522300	Municipal Employees Retirement	5,362	5,669	5,669	5,431	-4.19%
70696300	522301	State Retirement - Defined Contribution	262	267	267	411	53.91%
70696300	522818	Medical Insur-Active Employees	8,632	8,989	8,989	7,554	-15.97%
70696300	522820	Medical Insur-Retirees	-	-	-	-	0.00%
70696300	522822	Dental Insur-Active Employees	503	522	522	384	-26.52%
70696300	522824	Dental Insur-Retirees	-	-	-	-	0.00%
70696300	522840	Insurance Buyback	-	-	-	425	0.00%
70696300	522850	Life Insurance	54	58	58	51	-12.07%
70696300	529900	Worker's Compensation	756	834	834	875	4.92%
70696300		Subtotal Benefits	\$18,710	\$19,529	\$19,529	\$18,314	-6.22%
70696300	534016	Computer/Software Maintenance	2,453	3,560	3,560	4,678	31.40%
70696300	538012	Advertising	0	1,000	1,000	1,000	0.00%
70696300	538020	Postage	0	100	100	100	0.00%
70696300	538036	General Administration	746	898	898	1,079	20.16%
70696300	560010	Insurance	2,130	2,290	2,290	2,290	0.00%
70696300		Subtotal Services	\$5,330	\$7,848	\$7,848	\$9,147	16.55%
70696300	540010	General Materials & Supplies	127	1,400	1,400	1,400	0.00%
70696300		Subtotal Commodities	\$127	\$1,400	\$1,400	\$1,400	0.00%
70696300	530044	Non-Major Technology Reserve	636	772	772	844	9.33%
70696300		Subtotal Capital Outlay	\$636	\$772	\$772	\$844	9.33%
70696300		Total Administration General	\$65,358	\$84,204	\$84,204	\$76,321	-9.36%

Solid Waste Enterprise Fund (0706), continued



70696400	Solid Waste Enterprise Fund Other Expenses		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70696400	570902	Depreciation	\$41,050	\$42,000	\$42,000	\$42,975	2.32%
70696400		Subtotal Capital Outlay	\$41,050	\$42,000	\$42,000	\$42,975	2.32%
70696400		Total Other Expenses	\$41,050	\$42,000	\$42,000	\$42,975	2.32%

70696600	Solid Waste Enterprise Fund General Solid Waste Program		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70696600	511002	Part-Time Salaries	\$25,366	\$28,126	\$28,126	\$28,759	2.25%
70696600	511005	Retirement/Vacation Reimb.	\$4,062				
70696600	511006	Longevity	726	831	831	0	-100.00%
70696600		Subtotal Wages	\$30,154	\$28,957	\$28,957	\$28,759	-0.68%
70696600	522250	FICA	2,307	2,215	2,215	2,200	-0.67%
70696600	522300	Municipal Employees Retirement	3,241	3,701	3,701	3,618	-2.25%
70696600	522301	State Retirement - Defined Contribution	262	290	290	288	-0.83%
70696600	522818	Medical Insurance-Active Employees	-	-	-	7,962	0.00%
70696600	529900	Worker's Compensation	69	77	77	80	3.90%
70696600		Subtotal Benefits	\$5,879	\$6,283	\$6,283	\$14,148	125.17%
70696600	580100	Miscellaneous Expenses	0	275	275	275	0.00%
70696600		Subtotal Commodities	\$0	\$275	\$275	\$275	0.00%
70696600		Total General Solid Waste Program	\$36,033	\$35,515	\$35,515	\$43,181	21.59%

70696800	Solid Waste Enterprise Fund Superfund		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70696800	530106	Legal Fees - West Kingston Landfill	\$0	\$2,000	\$2,000	\$2,000	0.00%
70696800	530107	Consulting Fees - West Kingston Landfill	0	500	500	500	0.00%
70696800	530108	Legal Fees - Rose Hill Landfill	0	2,000	2,000	2,000	0.00%
70696800	530109	Consulting Fees - Rose Hill Landfill	10,500	7,500	29,313	7,500	0.00%
70696800	530111	Professional Services	0	2,000	2,000	2,000	0.00%
70696800	534036	Rose Hill Landfill Maintenance	137,622	71,748	71,748	71,748	0.00%
70696800	534038	West Kingston Landfill Maint	4,750	9,000	9,000	9,000	0.00%
70696800	589010	Debt - Principal	0	181,321	181,321	54,000	-70.22%
70696800	589012	Debt - Interest	6,826	4,903	4,903	2,797	-42.96%
70696800		Subtotal Services	\$159,698	\$280,972	\$302,785	\$151,545	-46.06%
70696800		Total Superfund	\$159,698	\$280,972	\$302,785	\$151,545	-46.06%

	Total Solid Waste Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70696100	Subtotal Station Recycling Operation	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696200	Subtotal Transportation/Disposal	471,324	558,780	558,780	571,740	2.32%
70696300	Subtotal Administration General	65,358	84,204	84,204	76,321	-9.36%
70696400	Subtotal Other Expenses	41,050	42,000	42,000	42,975	2.32%
70696600	Subtotal General Solid Waste Program	36,033	35,515	35,515	43,181	21.59%
70696800	Subtotal Superfund	159,698	280,972	302,785	151,545	-46.06%
	Total Solid Waste Enterprise Fund	\$774,191	\$1,002,971	\$1,024,784	\$887,262	-11.54%

Solid Waste Enterprise Fund (0706), continued



FY 2023-2024 Revenue Statement

706	Solid Waste Enterprise Fund		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70696000	418011	University of Rhode Island Cost Share	\$577	\$0	\$0	\$0	0.00%
70696000	418013	Town of Narragansett Cost Share	2,886	0	0	0	0.00%
70696000	431125	Transfer Station Rental	155,595	158,100	158,100	173,969	10.04%
70696000	440550	Hauler Licenses	8,000	11,000	11,000	11,000	0.00%
70696000	440555	Metered Tonnage	471,297	558,780	558,780	595,281	6.53%
70696000	440560	Residential Tag Sales	70,000	72,500	72,500	72,500	0.00%
70696000	460010	Investment Income	3,208	5,150	5,150	5,150	0.00%
70696000	460500	GASB 31 Change	(18,599)	0	0	0	0.00%
70696000	470010	Miscellaneous Revenues	21,621	20,200	20,200	20,200	0.00%
70696000	470070	RIRRC Recycling Revenue Reimb.	0	0	0	0	0.00%
70696000	470090	Textiles Revenue (Big Sisters)	1,981	1,200	1,200	1,200	0.00%
70696000	499050	Net Assets Forward to Operations	174,642	176,041	197,854	7,962	-95.48%
706	Total Solid Waste Enterprise Fund Revenues		\$891,208	\$1,002,971	\$1,024,784	\$887,262	-11.54%
706	Total Solid Waste Enterprise Fund Expenditures		\$774,191	\$1,002,971	\$1,024,784	\$887,262	
706	Income Over (Under) Expenditures		\$117,017	\$0	\$0	(\$0)	



TAB 20
SCHOOL FUND

South Kingstown School Department..... 20 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

School Fund (0110)

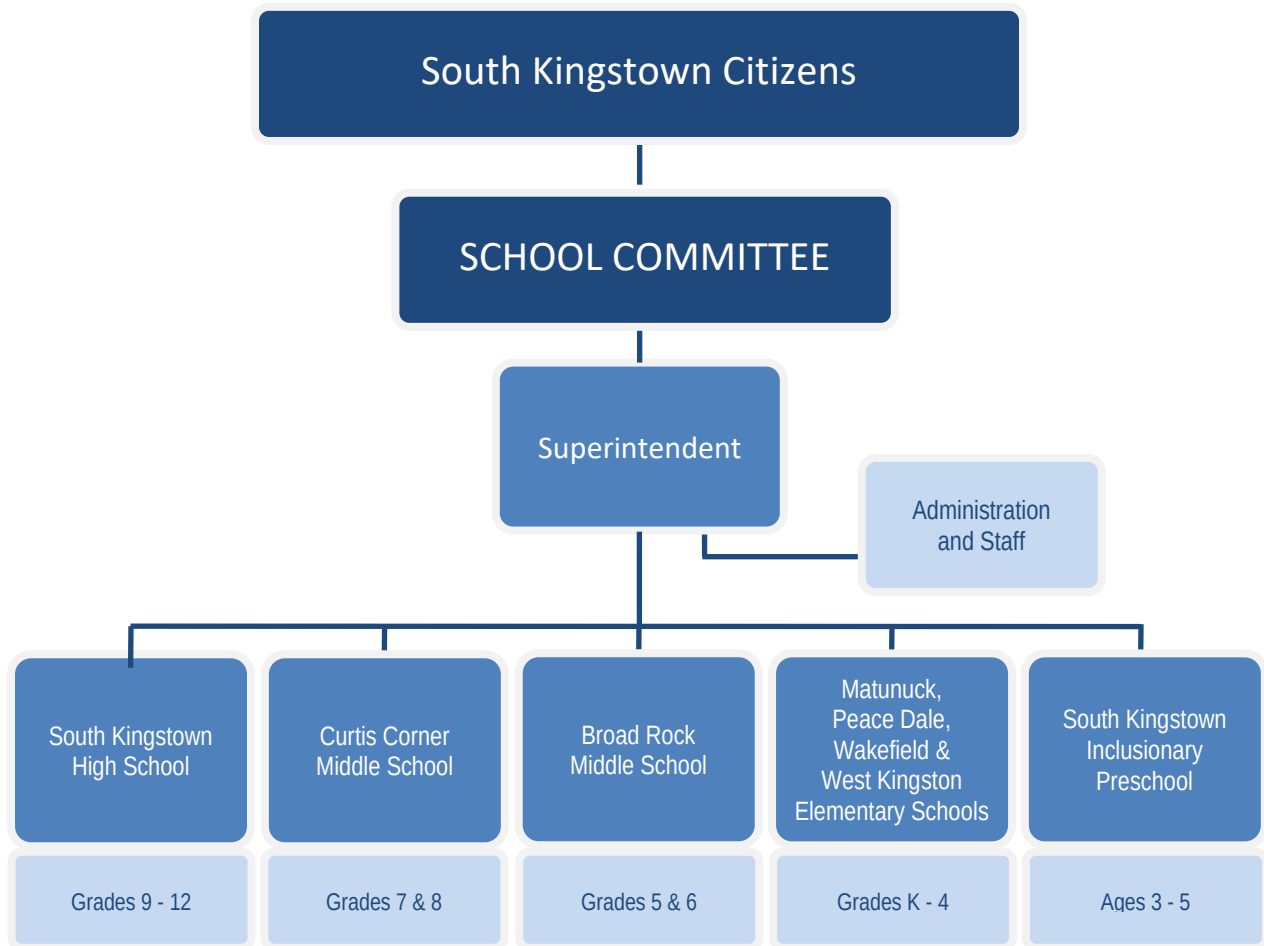


The School Fund supports the provision of the Town Council authorized Property Tax Transfer (PTT) from the Town of South Kingstown's General Fund to the South Kingstown School Department. The Property Tax Transfer is included as a revenue for the South Kingstown School Department's budget.

It is noted that the School Fund does not include funding for Education related debt service. Debt Service related to the School Department program and facilities is recognized within the Municipal budget, and not the School Department's budget. For additional information related to Education related debt service, please refer to Tab 16 of this document.

The South Kingstown School Committee discussed and approved the South Kingstown School Department's Proposed FY 2023-2024 Budget. Per Town Charter, the School Department Budget is to be presented to the Town not later than February 14th, of each year, after which the Town Manager must then present to the Town Council a proposed annual budget and budget message on or before March 1st of each year, to include the operations of all municipal departments and the school department.

Organizational Chart





School Department Budget Narrative

The School Department's budget is committed to fully supporting our students' academic and social-emotional growth while respecting South Kingstown residents' fiscal constraints. The School Committee worked closely with the School Administration to maximize educational efficiency. As a result, the budget emphasizes student-centered instructional practices and the mental health and well-being of our students, faculty, and staff. This process occurred within the context of declining state funding, increased community and state expectations, an increase in unfunded mandates, and declining student enrollment, all amidst a post-pandemic recovery.

The FY24 budget uses a combination of state funding, local appropriations, and grants to support teaching and learning for all students. An essential facet of the budget development process was building a budget that best meets our students' needs, maintains the current level of services, advances our strategic initiatives, and complies with state and federal mandates and regulations. In addition, we are closing unfinished learning gaps by restructuring and aligning resources, building a safety net for struggling learners, challenging and enhancing our accelerated learners, ensuring that academics, arts, and athletics are equal parts of learning, and developing teacher knowledge of research-based practices. Finally, SKSD is committed to providing each student in South Kingstown with a high-quality, engaging educational experience designed to meet each student at their appropriate level of challenge.

School Fund (0110), continued



School Department FTE

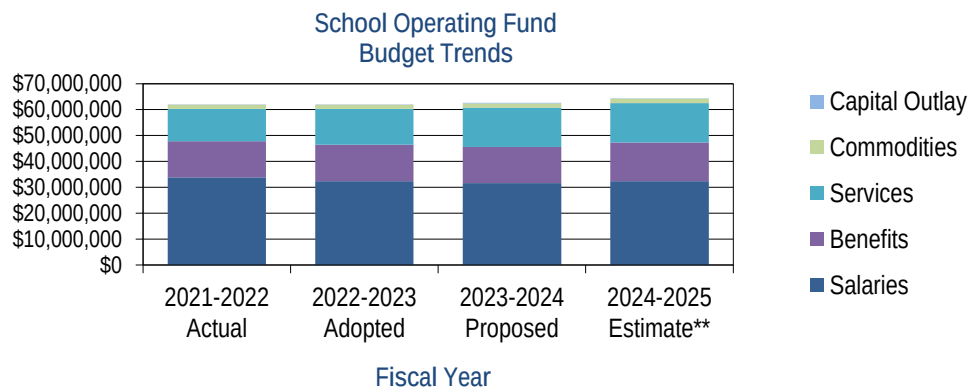
Full Time Employee Equivalent	FY 2020-2021 Actual	FY 2021-2022 Budgeted	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Projected
South Kingstown School Department	460.5	460.5	460.5	426.7	404.1

Local Property Tax Transfers

Fiscal Year	Property Tax	% Increase Over Prior Year
FY 2023-2024 (Town Manager Proposed)	\$55,994,773	0.00%
FY 2023-2024 (School Committee Proposed)	\$55,994,773	0.00%
FY 2022-2023	\$55,994,773	0.00%
FY 2021-2022	\$55,994,773	0.00%
FY 2020-2021	\$55,994,773	2.00%
FY 2019-2020	\$54,896,836	1.75%
FY 2018-2019	\$53,952,664	2.93%
FY 2017-2018	\$52,415,096	2.00%
FY 2016-2017	\$51,387,349	2.13%
FY 2015-2016	\$50,313,756	1.41%
FY 2014-2015	\$49,614,070	0.98%
FY 2013-2014	\$49,131,442	1.59%
FY 2012-2013	\$48,364,159	0.31%

FY 2023-2024 Funding Comparison

School Operating Fund	2021-2022 Actual	2022-2023 SC Adopted	2022-2023 Projected	2023-2024 SchComm	Increase Over Prior Year
Salaries	\$33,867,510	\$32,363,558	\$32,363,558	\$31,615,844	(\$747,714)
Benefits	14,003,789	14,093,566	14,093,566	14,018,428	(75,138)
Subtotal Personnel Expenditures	\$47,871,299	\$46,457,125	\$46,457,125	\$45,634,272	(\$822,852)
Services	\$12,424,732	\$13,796,566	\$13,796,566	\$15,164,093	\$1,367,527
Commodities	1,631,725	1,653,523	1,653,523	1,635,117	(18,406)
Capital Outlay	34,227	68,126	68,126	202,198	134,072
Subtotal Operating Expenditures	\$14,090,684	\$15,518,215	\$15,518,215	\$17,001,407	\$1,483,193
Total Expenditures	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	\$660,340



****FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.**

School Fund (0110), continued



FY 2023-2024 Expenditure Statement

0110	School Operating Fund	2021-2022 Actual	2022-2023 SC Adopted	2022-2023 Projected	2023-2024 SchComm	Percent Change
011098 51110	Regular Salaries	\$31,549,594	\$30,139,609	\$30,139,609	\$29,557,466	-1.93%
011098 51113	Professional Day	\$676,453	\$733,392	\$733,392	\$459,489	-37.35%
011098 51115	Substitutes	\$688,820	\$442,806	\$442,806	\$506,000	14.27%
011098 51132	Dept Head	\$95,564	\$160,451	\$160,451	\$152,054	-5.23%
011098 51201	Regular Overtime	\$99,287	\$66,304	\$66,304	\$94,000	41.77%
011098 51202	Overtime-Snow Removal	\$0	\$4,723	\$4,723	\$2,000	-57.65%
011098 51303	Prof. Development-District	\$4,860	\$4,860	\$4,860	\$5,000	2.88%
011098 51306	Vacation Payoff	\$138,441	\$86,000	\$86,000	\$80,000	-6.98%
011098 51308	Afterschool Program	\$4,420	\$21,015	\$21,015	\$21,015	0.00%
011098 51309	Tutors	\$0	\$19,900	\$19,900	\$6,000	-69.85%
011098 51322	Severance Pay	\$22,453	\$0	\$0	\$35,400	0.00%
011098 51326	Teacher Team Payment	\$46,250	\$52,000	\$52,000	\$46,250	-11.06%
011098 51327	Stipend-Other Compensation	\$1,616	\$8,000	\$8,000	\$8,664	8.30%
011098 51332	Sick Payoff - Non Severance	\$199,076	\$139,857	\$139,857	\$163,000	16.55%
011098 51338	Summer Pay	\$2,655	\$88,237	\$88,237	\$110,000	24.66%
011098 51339	Class Coverage	\$28,130	\$17,264	\$17,264	\$15,000	-13.11%
011098 51401	Stipend-Other	\$34,524	\$44,200	\$44,200	\$27,000	-38.91%
011098 51404	Stipends	\$252,692	\$305,715	\$305,715	\$287,606	-5.92%
011098 51406	Stipend-Sport Official	\$6,075	\$5,225	\$5,225	\$5,500	5.26%
011098 51407	Mentors	\$16,600	\$24,000	\$24,000	\$34,400	43.33%
	Subtotal Salaries	\$33,867,510	\$32,363,558	\$32,363,558	\$31,615,844	-2.31%
011098 52101	Health Insurance	5,047,655	5,110,379	5,110,379	5,030,381	-1.57%
011098 52102	Life Insurance	232,586	235,175	235,175	242,000	2.90%
011098 52103	Dental Insurance	318,561	300,510	300,510	283,100	-5.79%
011098 52109	Medical Buyback	140,116	127,000	127,000	112,251	-11.61%
011098 52122	Health Insurance - Retiree	539,808	519,012	519,012	586,329	12.97%
011098 52123	Dental Buyback Payments	6,877	7,208	7,208	5,690	-21.06%
011098 52125	Dental Insurance - Retiree	34,490	42,071	42,071	35,310	-16.07%
011098 52202	Future Benefits-OPEB	60,688	60,668	60,668	60,668	0.00%
011098 52203	Teacher/Administrative Pension-ERSRI	4,064,605	3,960,212	3,960,212	3,819,556	-3.55%
011098 52208	MERS Pension	552,067	614,426	614,426	601,712	-2.07%
011098 52213	ERSRI Defined Contribution	180,259	172,374	172,374	165,417	-4.04%
011098 52218	MERS Defined Contribution	45,941	47,670	47,670	47,436	-0.49%
011098 52301	FICA	2,020,997	2,035,865	2,035,865	2,012,817	-1.13%
011098 52302	Medicare	491,474	478,018	478,018	470,738	-1.52%
011098 52501	Unemployment Insurance	1,634	52,168	52,168	195,000	273.79%
011098 52710	Workers Compensation	266,033	330,810	330,810	350,023	5.81%
	Subtotal Benefits	\$14,003,789	\$14,093,566	\$14,093,566	\$14,018,428	-0.53%
	Subtotal Salary and Benefits	\$47,871,299	\$46,457,125	\$46,457,125	\$45,634,272	-1.77%
011098 53202	Speech Therapists	0	3,500	3,500	0	-100.00%
011098 53203	Occupational Therapists	400	3,500	3,500	2,000	-42.86%
011098 53204	Therapists	21,745	36,800	36,800	29,100	-20.92%
011098 53205	Psychologists	5,695	6,460	6,460	0	-100.00%
011098 53206	Audiologists	385	2,530	2,530	1,500	-40.71%
011098 53207	Interpreters and Translators	2,711	7,525	7,525	10,000	32.89%

School Fund (0110), continued



011098	53208	Orientation/Mobility Specialists	30,489	56,330	56,330	26,000	-53.84%
011098	53210	Performing Arts	350	1,700	1,700	950	-44.12%
011098	53211	Physical Therapists	20,555	10,000	10,000	0	-100.00%
011098	53213	Evaluations	0	5,000	5,000	20,000	300.00%
011098	53216	Tutoring Services	6,255	0	0	0	0.00%
011098	53218	Student Assistance	0	50	50	50	0.00%
011098	53219	Social Workers	60,439	61,439	61,439	61,439	0.00%
011098	53220	Other Purch Profess Educ Services	50,211	33,000	33,000	80,000	142.42%
011098	53221	Virtual Classroom	0	4,032	4,032	0	-100.00%
011098	53222	Web Based Supplemental Programs	119,055	198,948	198,948	244,070	22.68%
011098	53224	Personal Care Attendants	141,002	110,000	110,000	132,175	20.16%
011098	53301	Professional Development/Training	7,481	54,286	54,286	140,142	158.15%
011098	53302	Curriculum Development	0	60,112	60,112	61,900	2.97%
011098	53303	Conferences/Workshops	0	3,000	3,000	11,720	290.67%
011098	53401	Auditing/Actuarial Services	22,854	23,449	23,449	24,400	4.06%
011098	53402	Legal Services	274,700	100,000	100,000	100,000	0.00%
011098	53403	Health Service Providers-Students	25,000	25,000	25,000	25,000	0.00%
011098	53406	Other Services	27,792	3,000	3,000	3,000	0.00%
011098	53409	Negotiation/Arbitration	0	20,000	20,000	20,000	0.00%
011098	53410	Police and Fire Details	8,917	6,500	6,500	6,770	4.15%
011098	53411	Physicians	8,000	8,000	8,000	8,000	0.00%
011098	53412	Dentists	2,500	2,500	2,500	2,500	0.00%
011098	53414	Medicaid Claims Provider	24,221	24,000	24,000	28,400	18.33%
011098	53416	Sport Officials/Referees	42,707	61,519	61,519	63,364	3.00%
011098	53417	Contracted Nursing Services	69,649	136,022	136,022	278,420	104.69%
011098	53501	Data Processing Services	99,260	95,000	95,000	93,527	-1.55%
011098	53502	Other Technical Services	216,215	236,147	236,147	368,824	56.18%
011098	53503	Testing Services	8,385	6,886	6,886	17,200	149.78%
011098	53703	Accreditation	0	11,105	11,105	0	-100.00%
011098	53705	Shippin and Postage	6,827	14,608	14,608	20,500	40.33%
011098	53706	Catering	269	0	0	2,543	0.00%
Subtotal Purchased Professional Services			\$1,304,069	\$1,431,948	\$1,431,948	\$1,883,494	31.53%
011098	54201	Rubbish Disposal Services	68,172	49,431	49,431	57,100	15.51%
011098	54202	Snow Plowing/Removal Services	34,710	40,000	40,000	35,750	-10.63%
011098	54204	Groundskeeping Services	125,885	137,540	137,540	146,972	6.86%
011098	54205	Rodent & Pest Control Services	4,390	5,850	5,850	7,775	32.91%
011098	54206	Cleaning Services	0	1,730	1,730	4,670	169.94%
011098	54310	Non Tech Related Maint/Repair	0	30,489	30,489	21,850	-28.33%
011098	54311	Maintenance & Repairs - Equipment	4,464	52,809	52,809	62,119	17.63%
011098	54312	Maintenance & Repairs - General	73,723	19,865	19,865	12,900	-35.06%
011098	54313	Maintenance & Repairs - Vehicles	4,494	8,500	8,500	10,000	17.65%
011098	54320	Maintenance & Repairs-Tech Related	16,113	16,688	16,688	28,300	69.58%
011098	54321	Maintenance & Repairs-Electrical	52,163	19,950	19,950	26,750	34.09%
011098	54322	Maintenance & Repairs-HVAC	58,078	54,350	54,350	60,250	10.86%
011098	54323	Maintenance & Repairs-Glass	449	5,000	5,000	5,000	0.00%
011098	54324	Maintenance & Repairs-Plumbing	81,069	14,500	14,500	21,250	46.55%
011098	54325	Maintenance & Repairs-Vandalism	0	5,000	5,000	0	-100.00%
011098	54402	Water	32,510	46,600	46,600	42,200	-9.44%
011098	54403	Telephone	19,359	26,050	26,050	24,952	-4.21%

School Fund (0110), *continued*



011098	54404	Energy Management Services	0	1,285	1,285	0	-100.00%
011098	54405	Sewage/Cesspool	12,216	19,890	19,890	21,900	10.11%
011098	54406	Wireless Communications	15,951	16,440	16,440	15,950	-2.98%
011098	54407	Internet Connectivity	21,985	34,470	34,470	28,427	-17.53%
011098	54601	Rental of Land/Buildings	0	7,700	7,700	2,750	-64.29%
011098	54602	Rental of Equipment and Vehicles	90,545	121,484	121,484	108,034	-11.07%
011098	54604	Graduation Rentals	6,850	8,850	8,850	6,850	-22.60%
011098	54606	Pool Rental	2,863	2,986	2,986	2,986	0.00%
011098	54607	Golf Course Rental	1,200	1,200	1,200	1,200	0.00%
011098	54901	Other Purchased Property Services	1,998	37,000	37,000	24,990	-32.46%
011098	54902	Alarm and Fire Safety Services	45,597	19,340	19,340	24,500	26.68%
011098	54903	Moving and Rigging	0	3,500	3,500	25,000	614.29%
Subtotal Purchased Property Services			\$774,782	\$808,497	\$808,497	\$830,424	2.71%
011098	55110	Student Transp/Other Distr Transp	10,646	0	0	9,852	0.00%
011098	55111	Transportation Contractors	4,464,784	5,098,136	5,098,136	5,325,618	4.46%
011098	55201	Property and Liability Insurance	232,753	252,312	252,312	277,184	9.86%
011098	55203	Fire Insurance	52,000	52,000	52,000	52,000	0.00%
011098	55206	Fleet/Vehicle Insurance	13,000	13,000	13,000	13,000	0.00%
011098	55401	Advertising Costs	1,244	951	951	1,200	26.18%
011098	55501	Printing	1,071	4,895	4,895	4,765	-2.66%
011098	55610	Tuition - Other Districts (Vocation Educ)	2,111,812	2,308,490	2,308,490	2,539,828	10.02%
011098	55630	Special Needs Tuition to Private Sources	1,432,570	1,579,046	1,579,046	1,740,736	10.24%
011098	55640	Tuition-In State Edc. Agency	49,298	36,160	36,160	38,375	6.12%
011098	55660	Charter School Tuition	1,805,890	2,112,560	2,112,560	2,352,032	11.34%
011098	55690	Tuition - Other	6,209	10,000	10,000	10,000	0.00%
011098	55802	Board Training	525	0	0	0	0.00%
011098	55803	Employee Travel - Non-Teachers	328	3,906	3,906	8,300	112.49%
011098	55809	Employee Travel - Teachers	2,409	10,605	10,605	5,000	-52.85%
011098	55810	Other Travel	206	400	400	400	0.00%
Subtotal Other Purchased Services			\$10,184,744	\$11,482,461	\$11,482,461	\$12,378,289	7.80%
011098	56101	General Supplies and Materials	133,616	184,258	184,258	182,299	-1.06%
011098	56112	Uniforms/Wearing Apparel Supplies	0	4,800	4,800	5,400	12.50%
011098	56113	Graduation Supplies	0	6,821	6,821	6,689	-1.93%
011098	56115	Medical Supplies	4,383	19,563	19,563	23,257	18.88%
011098	56116	Athletic Supplies	22,965	16,429	16,429	22,630	37.74%
011098	56117	Honors/Awards	1,400	500	500	4,348	769.67%
011098	56201	Natural Gas	340,694	307,839	307,839	220,500	-28.37%
011098	56202	Gasoline	5,040	15,000	15,000	15,000	0.00%
011098	56204	Propane	11,488	0	0	6,850	0.00%
011098	56207	Vehicle Maintenance Supplies/Part	0	1,750	1,750	1,500	-14.29%
011098	56209	Fuel	6,677	5,248	5,248	6,000	14.33%
011098	56211	Maintenance Supplies/Parts	11,826	9,250	9,250	27,825	200.81%
011098	56213	Glass	300	0	0	0	0.00%
011098	56214	Paint	3,146	3,300	3,300	3,950	19.70%
011098	56215	Electricity	865,937	789,467	789,467	745,000	-5.63%
011098	56216	Lumber and Hardware	412	10,700	10,700	16,000	49.53%
011098	56217	Plumbing and Heating Supplies	12,760	12,000	12,000	82,110	584.25%
011098	56218	Electrical Supplies	1,268	14,550	14,550	10,250	-29.55%
011098	56219	Custodial Supplies	95,473	115,828	115,828	101,011	-12.79%

School Fund (0110), *continued*



011098	56220	Materials for Snow and Ice Removal	0	750	750	750	0.00%
011098	56221	Lamps and Lights	570	1,400	1,400	1,400	0.00%
011098	56401	Textbooks	75,944	55,708	55,708	68,569	23.09%
011098	56402	Library Books	6,657	13,780	13,780	22,442	62.85%
011098	56403	Reference Books	0	0	0	0	0.00%
011098	56404	Subscriptions and Periodicals	47	29,224	29,224	5,883	-79.87%
011098	56405	Book Repairs	0	0	0	5,000	0.00%
011098	56406	Textbooks - Non-Public	3,858	5,631	5,631	5,836	3.64%
011098	56407	Web-based Software/Data/Library	16,516	15,104	15,104	19,618	29.88%
011098	56409	Electronic Textbooks	0	2,530	2,530	2,000	-20.96%
011098	56410	Textbooks-Dual/Concurrent Enrollment	66	3,100	3,100	3,000	-3.23%
011098	56501	Technology Related Supplies	10,681	8,992	8,992	20,000	122.42%
		Subtotal Supplies	\$1,631,725	\$1,653,523	\$1,653,523	\$1,635,117	-1.11%
011098	57102	Land Improvements	0	9,000	9,000	9,000	0.00%
011098	57202	Capital Improvements	0	14,500	14,500	8,750	-39.66%
011098	57305	Equipment	7,676	22,526	22,526	120,554	435.18%
011098	57306	Furniture and Fixtures	3	8,100	8,100	0	-100.00%
011098	57309	Hardware	17,044	14,000	14,000	43,945	213.89%
011098	57311	Software	9,505	0	0	19,949	0.00%
		Subtotal Equipment	\$34,227	\$68,126	\$68,126	\$202,198	196.80%
011098	58101	Professional Organization Fees	\$32,428	\$38,947	\$38,947	\$35,217	-9.58%
011098	58102	Other Dues and Fees	\$128,709	\$34,713	\$34,713	\$36,668	5.63%
		Subtotal Debt Service/Misc. Expenditures	\$161,137	\$73,660	\$73,660	\$71,885	-2.41%
0110		Total School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	1.07%

0110	School Operating Fund	2021-2022 Actual	2022-2023 SC Adopted	2022-2023 Projected	2023-2024 SchComm	Percent Change
	Subtotal Wages	\$33,867,510	\$32,363,558	\$32,363,558	\$31,615,844	-2.31%
	Subtotal Benefits	14,003,789	14,093,566	14,093,566	14,018,428	-0.53%
	Subtotal Services	12,263,595	13,722,906	13,722,906	15,092,208	9.98%
	Subtotal Supplies	1,631,725	1,653,523	1,653,523	1,635,117	-1.11%
	Subtotal Capital Outlay	34,227	68,126	68,126	202,198	196.80%
	Subtotal Debt Service/Misc. Expenditures	161,137	73,660	73,660	71,885	-2.41%
0110	Total School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	1.07%

School Fund (0110), *continued*



FY 2023-2024 Revenue Statement

0110	School Operating Fund		2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
01109	41210	Town Property Tax Transfer*	\$55,994,773	\$55,994,773	\$55,994,773	\$55,994,773	0.00%
01109	41250	Re-appropriated Fund Balance	0	247,927	247,927	270,400	9.06%
01109	41310/2	Tuition	241,500	222,118	222,118	200,000	-9.96%
01109	41520	Trust fund Income	31,755	30,000	30,000	30,000	0.00%
01109	41702	Other Revenue	125,710	70,000	70,000	70,000	0.00%
01109	43101	Formula Aid for Education	4,559,972	4,756,321	4,756,321	5,256,605	10.52%
01109	43101	High Cost Special Education	119,650	123,652	123,652	330,246	167.08%
01109	43101	Group Home Aid	94,436	121,823	121,823	0	-100.00%
01109	43101	Homeless	0	0	0	8,656	0.00%
01109	44202	Medicaid Reimbursement	556,404	408,726	408,726	475,000	16.21%
0110	Total School Operating Fund Revenues		\$61,724,200	\$61,975,340	\$61,975,340	\$62,635,680	1.07%
0110	Total School Operating Fund		\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	
0110	Income Over (Under) Expenditures		(\$237,783)	\$1	\$1	\$0	

**To support the FY 2023-2024 School Department's budget, the Town Manager is proposing a Property Tax Transfer (PTT) to the School Operating Fund of \$55,994,773 which is equivalent to the FY 2022-2023 appropriation.*



TAB 21

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary	21 - 1
Pay-As-You-Go Project Summaries – Parks & Recreation	21 - 5
Pay-As-You-Go Project Summaries – Public Services	21 - 17
Pay-As-You-Go Project Summaries – Public Safety	21 - 23
Pay-As-You-Go Project Summaries – Library	21 - 31
Pay-As-You-Go Project Summaries – General Government	21 - 33
Pay-As-You-Go Project Summaries – Senior Program	21 - 39
Pay-As-You-Go Project Summaries – Neighborhood Guild	21 - 42
Pay-As-You-Go Project Summaries – Water Fund	21 - 46
Pay-As-You-Go Project Summaries – Wastewater	21 - 48
Pay-As-You-Go Project Summaries – School Fund	21 - 51
CIP Summary - Six Year Capital Improvement Program	21 - 56

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Background

The Town uses the Capital Improvement Program (CIP) to strategically invest in and develop capital projects. A project that is included in the Town's capital budget is defined as requiring the expenditure of public funds, for the purchase, construction, enhancement, or replacement of physical infrastructure and/or assets. Capital facilities and infrastructure refer to all public (both municipal and school) facilities such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities. A capital project or improvement is a major, non-recurring, tangible fixed asset. The term includes property acquisition, major improvements to an existing facility, and new building construction. Other costs associated with the capital budget include architectural and engineering fees, bond issuance costs, and site work, if needed. To be included in the CIP, the estimated project cost is over \$10,000 and the project must have an expected useful life greater than that of the life-span of any debt used to fund the project.

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

Capital Planning Process

For a project to be included in the CIP, the following is required:

- Annually, each department updates prior year capital project requests and identifies new projects or funding needs and submits their requests to the Town Manager for consideration and incorporation into the CIP;
- The Town Manager recommends a CIP which represents the best effort to define the necessary community needs over the next six years and one in which completes existing capital projects and adequately funds new projects or increased costs of existing projects;
- The Town Manager's considerations for project inclusion are based on the following:
 - Projects address health and safety concerns
 - Meet any federal or state mandates and/or legal obligations
 - Secure any outside funding such as federal, state or private to reduce tax burden
 - Pay-As-You-Go revenues are budgeted to a level of affordability
 - Preserve the existing tax base while assuring infrastructure/assets
 - Outline a realistic CIP plan within financial resources available
 - Determine outcome should a project be deferred



Introduction to the Capital Budget (Pay As You Go)

CIP Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, with the following schedule:

- The Town Manager shall prepare and submit to the Town Council a six-year capital program no later than December 1st each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1st each year

The Town Manager's proposed Capital Improvement Program can be found on the Town's website at: <http://www.southkingstownri.com/DocumentCenter/View/9262/TM-Proposed-CIP-FY-2022-2023-through-FY-2027-2028-FINAL>

Summary of CIP Funding

The six-year CIP includes two related elements, a Long Term Major Projects Element and a Pay-As-You-Go Element, less annual funding transfers, for a net total 6-year CIP Program of \$140,678,521. Projects included in the Capital Improvement Program consist of:

GENERAL FUND SUPPORTED PROJECTS

- Town facility maintenance & improvements— maintain the Town's public buildings infrastructure to ensure the useful life is maximized
- Recreation facilities – provide opportunities to the public for improved quality of life, cultural enrichment, promote tourism and to protect a natural resource
- Public Safety – address health concerns, safety and emergency needs
- Roadway – improve roadway infrastructure, dams and bridges, sidewalks, erosion, etc. and to protect a natural resource
- Equipment Acquisition/Replacement – replace aging equipment or acquire new as needed
- Economic & Community Development – enhance the Town's taxable real estate and provide neighborhood initiatives, such as the bike path connector and other passive recreation management plans

NON-GENERAL FUND SUPPORTED PROJECTS

- Senior Services – ensure basic infrastructure is maintained and improved so that the useful life is maximized; address safety needs among senior population
- Neighborhood Guild – maintain facility structure that serves as a community center for residents
- Water – improve/maintain building infrastructure and acquire/replace aging equipment
- Wastewater – improve/maintain wastewater infrastructure and upgrade existing equipment for the collection and treatment of septage
- Education – enhance school buildings/facility infrastructure; support technology initiatives



Introduction to the Capital Budget (Pay As You Go)

FY 2022-2023 Capital Budget (Pay-As-You-Go)

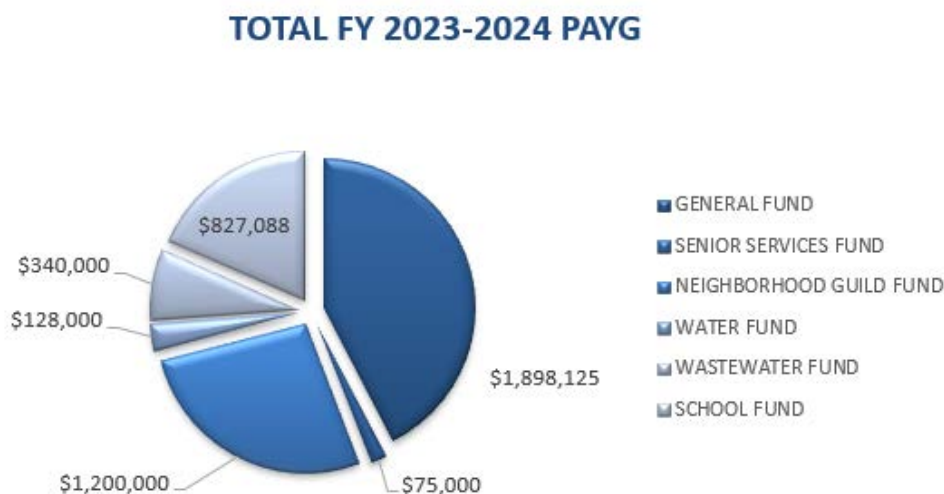
A summary of the Town Manager's Proposed FY 2023-2024 Capital Budget as detailed within the Annual Funding Element of the CIP is presented below:

Capital Budget Program	2022-2023 Adopted	2023-2024 Proposed	Increase (Decrease)
General Fund (101)	\$1,806,500	\$1,898,125	\$91,625
Senior Services Fund (304)	89,000	75,000	(14,000)
Recreation Center Fund (308)	0	20,000	20,000
Neighborhood Guild (306)	1,100,000	1,200,000	100,000
Water Enterprise Fund (702)	307,000	165,000	(142,000)
Wastewater Enterprise Fund (704)	385,000	280,000	(105,000)
School Fund (400)	621,586	827,088	205,502
TOTAL Capital Budget Program	\$4,309,086	\$4,465,213	\$156,127

The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the following pages are budgeted for inclusion in the FY 2023-2024 Pay-As-You-Go Element of the CIP.

FY 2023-2024 Pay as You Go Summary

A breakdown by fund for the total Pay As You Go Element of the Capital Improvement Program for FY 2023-2024 is shown below:



A breakdown of the proposed General Fund Funding Element of the FY 2023-2024 Pay As You Go Program for General Fund capital projects is shown below:



GENERAL FUND FY2023-2024 PAYG



FY 2023-2024 Pay As You Go Projects

Projects budgeted across all funds for inclusion in the FY 2023-2024 PAYG Element of the CIP are detailed on the following pages of this section (*see Element 4 for a full listing of all projects proposed over the next six year CIP Fiscal Period 2023-2024 through 2028-2029*)



Parks and Recreation Project Descriptions

Parks and Recreation Rehabilitation/Improvements Pay As You Go Summary

Park Rehabilitation and Improvements is an ongoing program that provides for the development, maintenance and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. All projects proposed for funding in the 2023-2024 fiscal year are shown in this section. The pages that follow provide detail for each of the projects shown below.

FY 2023-2024 PAYG Element

The following projects are proposed for funding in the upcoming 2023-2024 fiscal year:

Proposed Parks Improvement Program	
	CIP 2023-24
Old Mountain Field	
Restroom/Concession Building Replacement	50,000
Saugatucket Park	
Basketball Court Full Replacement	20,000
Green Hill Park	
Tennis & Basketball Court Resurfacing	30,000
Composting Restroom replacement	50,000
Fagan Park	
Playground Upgrades	20,000
West Kingston Park	
Wood Rail Fence Replacement	10,000
Park Irrigation Systems	
Repair and replacement of major components	10,000
Park Tree Management	
Pruning, removal, replacement of park trees	10,000
Town Beach	
Exterior Pavilion - Roof Replacement	5,000
Beach Improvement Program	5,000
Riverwalk Park	
Fence Improvements	10,000
Total	\$220,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Old Mountain Field – Restroom/Concession Building Replacement

PROJECT DESCRIPTION

The design of an updated park master plan for Old Mountain Field (OMF) with the primary focus on the replacement of the park's restroom and concession buildings has been a long-term capital project detailed in the CIP for the past six years. Capital reserve funding in the amount of \$285,000 as well as an additional \$280,000 allocated from the 2021 municipal bond referendum are projected to cover the cost of design and construction of a new building. In conjunction with the site design for a new restroom/concession building, re-design of the existing OMF parking lots to incorporate safer pedestrian access from the lots and a one-way traffic pattern within the park, is also planned. Funding in the amount of \$50,000 is recommended to increase the Park rehab reserve fund for anticipated higher costs associated with this long-term project.



JUSTIFICATION

- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces Risk

CATEGORY

- These projects are supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

- Multiyear funded capital project

Old Mountain Field	FY 2023-2024
Restroom/Concession Building Replacement	\$50,000
Total	\$50,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Saugatucket Park Basketball Court Full Replacement

PROJECT DESCRIPTION

The Saugatucket Park basketball court is an element of the Saugatucket Park long-term Improvement plan. It was originally proposed for replacement in the same location however, with the expansion of the Saugatucket Park project and intentions to bring it back to the original Olmsted Brothers design, the proposed basketball/pickleball court will require shifting it slightly southwest of its original position. In doing so, the new location will require a retaining wall and the relocation of a utility pole. The original project budget called for the court replacement to cost approximately \$50,000. With the new park master plan additional \$20,000 is necessary to cover the projected \$75,000 cost of the court installation. It is anticipated that this component will be constructed in the spring of 2024. This element of the plan will be partially funded through a RIDEM recreation development grant awarded in 2020.



JUSTIFICATION

- Maintain facility infrastructure
- Increase life cycle of recreational facility for public use
- Updates facility for multi-use

CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

Saugatucket Park		FY 2023-2024
Basketball Court Full Replacement		\$20,000



Parks and Recreation Project Descriptions, *continued*

TOTAL

\$20,000

DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Green Hill Park – Tennis & Basketball Court Resurfacing
Composting Restroom Replacement Structure

DESCRIPTION

- A total of \$30,000 is proposed in FY2023-2024 to repair cracks and resurface the two tennis courts and basketball court at Green Hill Park. These courts were last repaired and surfaced in 2013 and have begun to show significant cracking in the asphalt as well as faded paint and boundary lines. The courts are used on a regular basis by residents and visitors.
- A total of \$50,000 is proposed for the replacement of the composting restroom at Green Hill Park. This restroom has been in place since the park opened in 2003. The structure and fixtures require replacing along with site work.



JUSTIFICATION

- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces Risk

CATEGORY

- These projects are supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

- Single year funded capital projects

Green Hill Park

FY 2023-2024

Tennis & Basketball Court Resurfacing

\$30,000



Parks and Recreation Project Descriptions, *continued*

Composting Restroom Replacement	\$50,000
Total	\$80,000

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Fagan Park – Playground Equipment upgrade

PROJECT DESCRIPTION

Funding in the amount of \$20,000 is proposed for the purchase of new components for the playground climbing structure, to replace broken and worn elements of the structure.



JUSTIFICATION

- Maintain facility infrastructure
- Maintains safety and security of facility users
- Increases life cycle of recreational facility for public use

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

- Single year funded capital project

Fagan Park

FY 2023-2024



Parks and Recreation Project Descriptions, *continued*

Playground Equipment Upgrade	\$20,000
TOTAL	\$20,000

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

West Kingston Park – Wood Rail Fence Replacement

PROJECT DESCRIPTION

Funding in the amount of \$10,000 is proposed for the purchase of materials to replace the wood rail fence at West Kingston Park.



JUSTIFICATION

- Maintain facility infrastructure
- Maintains safety and security of facility users

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

- Single year funded capital project

West Kingston Park	FY 2023-2024
Wood Rail Fence Replacement	\$10,000
TOTAL	\$10,000

Parks and Recreation Project Descriptions, *continued*



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Park Irrigation Systems

PROJECT DESCRIPTION

Repair and replacement of major components

A total of \$10,000 is proposed in FY2023-2024 to maintain a reserve fund for ongoing repair and upgrades to seven athletic field irrigation systems throughout the park system. These systems are critical to ensuring that the turf maintenance plans for the Town's heavily used athletic fields are effective, with safety being a top priority. Most of the existing systems have experienced some type of failure over the last five years, and staff provides preventive maintenance in the form of systematic replacement of components in order to increase the life of the systems.



JUSTIFICATION

- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

FUNDING TIMELINE

- Multi-year funded capital project

Park Irrigation Systems	FY 2023-2024
Repair and Replacement of Major Components	\$10,000
Total	\$10,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Park Tree Management

PROJECT

Pruning, removal, replacement of park trees

Within the last seven years tree management has become a priority for the Parks and Recreation Department. Aging and diseased trees have begun to pose a greater risk within the parks, including active play areas and along the bike path. In order to reduce overall risk of occurrences of fallen limbs or trees, a dedicated long-term funding source is necessary to address tree management within the parks in a preventive, systematic way. A total of \$20,000 is proposed to be allocated to the tree management fund, whereby the Department can continue to coordinate the assessment of the oldest and most actively used parks, and implement a schedule for pruning, removal and replacement of trees, for a safer environment.



JUSTIFICATION

- Supports environmental stewardship in public parks
- Mitigates hazards
- Reduces risk

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

FUNDING TIMELINE

- Multi-year funded capital project



Parks and Recreation Project Descriptions, *continued*

Park Tree Management	FY 2023-2024
Pruning, Removal, Replacement of Park Trees	\$10,000
Total	\$10,000

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Town Beach – Improvement Program

PROJECT DESCRIPTION

A total of \$10,000 is proposed in FY 2023-2024 to be allocated to the Town Beach Improvement Fund. A total of \$5,000 will continue to address sand replenishment and shoreline erosion mitigation. \$5,000 will fund replacement of shingles on the pavilion roof.



JUSTIFICATION

- Maintain facility infrastructure
- Reduces Risk
- Supports Tourism

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

- Multi-year funded capital project

Town Beach	FY 2023-2024
Exterior Pavilion - Roof Replacement	\$5,000
Beach Improvement Program	\$5,000
Total	\$10,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

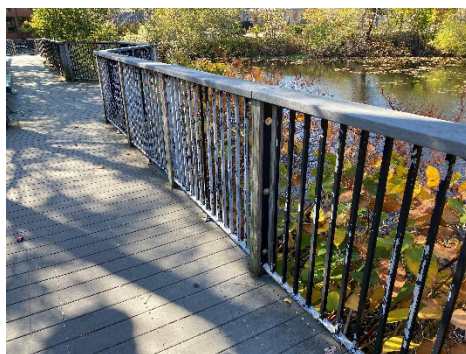
PROJECT TITLE

Riverwalk Park Fence Improvements

PROJECT DESCRIPTION

Repair and Painting of Iron Fence along Riverwalk

A total of \$10,000 is proposed in FY2023-2024 to scrape and paint sections of the iron fencing along the Riverwalk on the east side of the Saugatucket River adjacent to the Main Street public parking lot. The fence is in dire need of repainting.



JUSTIFICATION

- Increases life cycle of safety amenity
- Maintain facility infrastructure

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and tourism.

FUNDING TIMELINE

- Single-year funded capital project

Riverwalk Park	FY 2023-2024
Fence Improvements	\$10,000
TOTAL	\$10,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT PROGRAM TITLE

Parks and Recreation - Equipment Acquisition and Replacement Program

PROGRAM DESCRIPTION

Equipment acquisition and replacement ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost-efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2023-2024 is detailed below:

Two pieces of equipment are proposed for replacement in FY2023-2024, of which both are critical to the regular maintenance and upkeep of the 103 acres of park and town property for which the Parks Division is responsible year-round. The Parks Division vehicle fleet and equipment also supports snow plowing and removal efforts.

Equipment	FY 2023-2024
Inland Machine 2019	\$18,000
12-foot Mower 2014	\$15,000
Total	\$33,000

- **Infield Machine 2019**

Funding in the amount of \$18,000 is proposed to replace the existing 2019 ABI infield machine. This machine is used daily in spring, summer and fall for field preparation of multiple softball and baseball fields. It is critical to ensuring safe playing surfaces for all users. The machine currently has 840 hours logged and is in fair condition.

- **12 Foot Mower - \$15,000 (1st of two installments)**

Funding of \$15,000 is requested for future replacement of a 2014 Toro-GM 4000 mower that has logged approximately 2,225 hours and exceeded its recommended 7-year life cycle. It is anticipated that this mower will be in service for another two seasons with approximately 2,785 hours. This mower is a critical piece of equipment necessary for Parks personnel to effectively manage the regular mowing and landscaping of all town parks and public building grounds.





Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation – Harbormaster/NRO Equipment Acquisition and Replacement Program

PROJECT TITLE

Boston Whaler Justice - \$25,000 (installment funding)

PROJECT DESCRIPTION

Planning should begin for the replacement of PB1, a 2000 19' Boston Whaler. This vessel is the primary patrol and emergency response boat for Pt. Judith Pond and the south shore area. The boat has been in service for 22 years and is nearing the end of its service life. It is starting to show significant signs of age as evidenced by the recent failure of the fuel tank and electrical problems. The boat has also developed a list, most likely due to water intrusion into the foam filled hull. The boat has unfortunately been out of service for a significant portion of the summer three separate times during three separate seasons.

In line with the timing of what would be the next outboard motor replacement for PB1, the Harbormaster/NRO is instead recommending the replacement of the boat and accompanying equipment in FY 2027-2028, or sooner if possible, at an estimated cost of \$200,000. (It is estimated that there will be a 3% increase in this current estimate each year due to inflation.) The Harbormaster/NRO will continue to apply for outside grant funding to offset the cost of the replacement boat. At the time of projected replacement in FY28, the patrol boat will have been in service for 28 years, reaching maximum service life. Installment funding is recommended beginning in FY 23-24 over a four-year period.



FUNDING TIMELINE

- Multi-year funded capital project

Equipment	FY 2023-2024
Boston Whaler Justice (PB1)	\$25,000
Total	\$25,000



Road Improvement Program Pay As You Go Summary

The Town's Road Improvement Program is an ongoing program managed by the Engineering Division of the Public Services Department. The program provides for transportation projects such as arterial and collector road reconstruction, drainage infrastructure and bridge and dam reconstruction; financed through capital budget annual appropriations, operating program transfers, reserve funding and general obligation bonds. All projects proposed for funding in FY 2023-2024 are shown in this section. The following pages provide detail for each of the programs listed below.

FY 2023-2024 PAYG Element

The proposed Road Improvement Program will require the expenditure of \$4,666,862 over the six year Capital Improvement Program scheduled to begin in FY 2023-2024. The proposed six year program will require \$4,085,085 in capital budget annual appropriations; \$581,777 in general fund operating budget transfers.

In FY 2023-2024, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$655,125 and \$140,000 from the Streets and Highways Account within the General Fund Budget.

FUNDING TIMELINE

Projects proposed for funding in the upcoming 2023-2024 fiscal year are shown below (*see Element 4, pages for a full listing of all Road Improvement Program projects proposed over the six (6) year term of the FY 2023-2024 through FY 2028-2029 Capital Improvement Program*).

Public Works Road Improvement Program Summary	FY 2022-2023	FY 2023-2024
Arterial Road Program	\$716,870	\$412,500
Collector Road Program	0	\$335,625
Local Road Program	0	0
Sidewalk Improvements	0	0
Drainage Improvements/Erosion Control/TMDL Projects	2,895,000	75,000
Bridge and Dam Improvements	0	0
Highway Facility Program	0	0
Total Program	\$3,611,870	\$823,125



Public Services Project Descriptions, *continued*

DEPARTMENT – PROGRAM TITLE

Public Services - Road Improvement Program

PROJECT TITLE

Road Reconstruction and Pavement Overlay

PROJECT DESCRIPTION

- **Road Reconstruction**

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½" binder and 1½" bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that was reclaimed to the substrate layer. FY 2023-2024 road reconstruction is proposed as follows:



Columbia Street – Arterial Road

Required work will include reclaiming, subsurface reinforcement, and bituminous concrete asphalt pavement. Columbia Street is approximately 3,500 linear feet and serves as a critical connection from Main Street toward Peace Dale, Kingston, and many residential homes. Due to traffic volumes, the roadway is badly deteriorated. Additionally, as with many roads in Wakefield, sidewalks line the roadway. The sidewalks on the westerly side are in disrepair and full replacement is planned as part of the roadway improvements. The plan is mill portions of road and perform some full depth reclamation, 2.5" class 12.5 binder, tack coat and 1.5" Class 9.5 bituminous concrete overlay.

Liberty Lane – from route 138 to the rail tracks

Liberty Lane (from Route 138 to the rail tracks) is approximately 4,400. The roadway provides access the Great Swamp although its primary function is as a collector road for nearby homes. The roadway is in significant disrepair therefore anticipated road improvements include full depth reclamation, geo-textile membrane, 2.5" Class 12.5 binder, tack coat and 1.5" Class 9.5 bituminous concrete overlay.



Public Services Project Descriptions, *continued*



JUSTIFICATION

- Increases life cycle of public roadways for use by the general public
- Reduces potential liability claims

CATEGORY

- These projects are supported through the General Fund, the sale of public services bonds, funding held in the Public Works Improvement Reserve Fund, with a focus on improving roadway infrastructure.

FUNDING TIMELINE

- Single year funded capital projects

Road Reconstruction and Pavement Overlay Projects	FY 2022-2023	FY 2023-2024
Wardens Pond Road (Phase 2 of 2 – East End)	\$408,870	\$0
Green Hill Beach Road (Schoolhouse to Post Road)	308,000	0
Columbia Street (including sidewalks)	0	412,500
Liberty Lane (from Route 138 to the rail tracks)	0	335,625
Total Road Reconstruction and Pavement Overlay Projects	\$716,870	\$748,125



Public Services Project Descriptions, *continued*

DEPARTMENT

Public Services – Streets & Highways

PROGRAM TITLE

Highway Division Equipment Acquisition/Replacement Program

PROGRAM DESCRIPTION

The Public Services, Highway Division equipment acquisition/replacement program was established to ensure that vehicles and equipment are replaced in a timely and cost-efficient manner. Each year, the Highway Division equipment procurement schedule is reviewed and revised with the objective of retaining certain equipment for longer periods before replacement is necessary. Heavy rolling stock equipment such as excavating (i.e. payloader, backhoe) and grading equipment are used fewer hours than smaller equipment such as pickups and small dump trucks, and may be able to be kept in service for a longer time period than originally anticipated.

- **Light Dump Truck: \$50,000**

The Highway Division equipment fleet includes two (2) light dump trucks, used for snowplow and sanding routes, hauling, construction projects and overall support for the Town's needs. The light sized dump trucks are used daily year-round for asphalt patching, catch basin repair and drainage projects. This is the second year of a two (2) year funding for the replacement of a 2013 International light dump truck with 61,000 miles is proposed for replacement. The trade-in vehicle has two-wheel drive which hinders its snowplow and sanding operations. The new truck will be outfitted with a stainless-steel body and will be used with the existing stainless steel drop-in sander presently utilized by the trade-in vehicle.



- **Street Sweeper: \$50,000**

The Highway Division presently employs two (2) street sweepers. The sweepers are used on a yearly basis for removal of roadside debris leftover over from sanding/salt operations and plowing during the winter months along with leaf litter on the Town's pavement network. Street sweeping is an integral part of keeping heavy materials from getting into the Town's waterways via the stormwater system. This is the first year funding for the replacement of a 2015 Elgin Pelican Waterless Sweeper with 1850 hrs.





- **Roadside Mower: \$45,000**

The Highway Division presently employs two (2) roadside tractors with side arm mowers. This is the second of a three (3) year funding for the replacement of a 2012 New Holland T5050/Alamo cutting head. These mowers are used to mow grass and shrubbery along the Town's right of ways. Mowing is necessary to provide safe sight distances to motorists along the Town's roads. They are used to maintain the town landfill site perimeters and support wastewater, recreation and school departments maintaining safe clearances along the bike path, school playgrounds and Town owned easements.



- **Wood Chipper: \$30,000**

The Highway Division employs two (2) woodchippers. This is the first year of a two (2) year funding for the replacement of 2006 Woodsman diesel powered chipper with 2500 hrs. The chippers are used daily for tree trimming and the removal of Town trees throughout the year and for storm debris removal.



- **Brine system, \$25,000**

The Highway Division recently began treating arterial/problem roads in South Kingstown with a salt brine solution provided by the Town of Narragansett in a partnership as a pretreatment of paved surfaces in winter months prior to expected snowfall. This practice is performed throughout the country to treat roads in a more cost prohibitive manner than applying straight rock salt. By expanding the treatment to most if not all roads in the future will save significant costs in procuring rock salt, savings on overtime and post winter cleanup of salt and sand in the future. This will be a stand-alone unit with storage tank capabilities to sustain the operation.



JUSTIFICATION

- The Town is responsible for maintenance of the Town's right-of-ways and sidewalks
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the General Fund, with a focus on Equipment Acquisition/Replacement to replace aging equipment or acquire new equipment as needed.

FUNDING TIMELINE

- Multi-year funded capital program

Public Services Project Descriptions, *continued*



Equipment Acquisition Program	FY 2023-2024
Light Dump Truck	50,000
Street Sweeper	50,000
Roadside Mowing	45,000
Chipper	30,000
Brining Equipment w/Storage Tank	25,000
Total Equipment Acquisition Program	\$200,000



Public Safety Project Descriptions

DEPARTMENT

Public Safety – General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

Annual funding is planned over the six-year term of the CIP to allow for timely replacement of the various critical computer system elements as needed. At the recommendation of Lori Fox, IT Director, the following projects are forecasted during Fiscal Years 2024 through 2029 as noted in the descriptions below.



- **Cybersecurity Toolset - Network Monitoring – FY 2025-2026 \$30,000**

This is a cybersecurity initiative proposed by the IT Director. The plan involves the procurement of network monitoring tools at a cost of \$30,000 to provide analysis of network activity and potential network intrusion. This will provide IT a more comprehensive picture of the overall network traffic allowing IT to better ascertain a potential attack or anomaly in the network.

- **Server Virtualization Hardware Replacement/Upgrade – FY 2027-2028 \$50,000**

- **Network and Firewall Replacement – FY 2027-2028 \$50,000**

In keeping with a 5-year replacement schedule, the server virtualization hardware will be due for replacement/update in FY 2027-2028 at a projected cost of \$50,000; along with the network and firewall equipment at a projected cost of \$50,000.

JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Computer Systems

FY 2023-2024

Computer System Equipment Reserve Funding

\$15,000

Total

\$15,000



Public Safety Project Descriptions, *continued*

DEPARTMENT

Public Safety – General

PROGRAM TITLE

Communications Systems Maintenance Program

PROGRAM DESCRIPTION

The Public Safety Communications System Reserve provides funding for replacement of equipment used in the various communication systems operated by the Police Department. These include closed circuit surveillance; public safety dispatch systems supporting Police, Emergency Medical and Fire Services; and the telephone systems servicing the Public Safety Complex.

- ***Telephone System Replacement – FY 2023-2024 \$50,000***

The existing telephone system was placed in service in May 2013. At the recommendation of the IT Director, we should plan for its replacement in FY 2023-2024 at an estimated cost of \$50,000. The equipment by this time will have been in use for 10 years. Voice over Internet Protocol (VoIP) is the current trend in telephone systems (both hosted and cloud); however, IT would look to investigate the latest technology.

- ***CCTV/Video Surveillance System Replacement – FY 2024-2025 \$65,000***

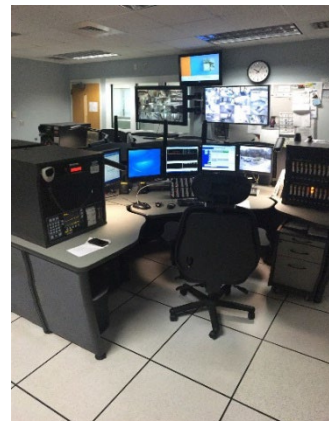
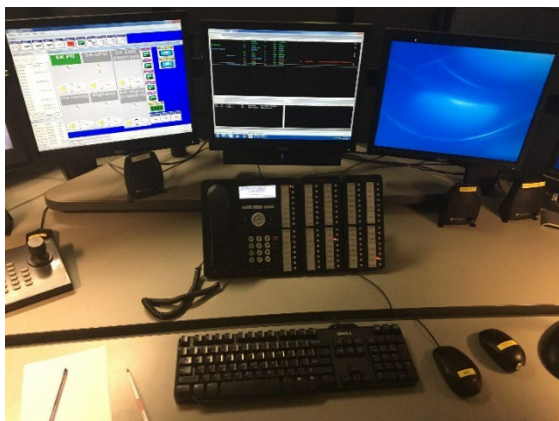
The current CCTV/Video surveillance system was installed in phases over the last several years, with the last major upgrade in 2009. It provides coverage throughout the Public Safety Complex including the prisoner processing areas and interview recording rooms. On many occasions, law enforcement and court officers request this video footage. At the recommendation of the IT Director, we should plan for its replacement in FY 2024-2025. IT would look to investigate the latest technology in hopes of improving video quality and retention.

- ***Upgrade Display Screen in Dispatch – FY 2025-2026 \$100,000***

The Dispatch Center display screens were last updated in 2009 and are in need of an upgrade. Currently there are 2 separate monitors to display the CCTV/Video surveillance feeds. With the ability to actively monitor the Department of Transportation traffic cameras and the anticipation of expanding upon our CCTV/Video Surveillance capabilities, a more robust display screen will be needed to satisfy the technological advancements in the Dispatch Center.

- ***Voice Recording System Replacement – FY 2026-2027 \$20,000***

The voice recording system was last upgraded in late 2020. It will be due for the next replacement in FY 2027 at an estimated cost of \$20,000.



JUSTIFICATION

- Reserve funding is proposed over the next six years to allow for timely replacement of the various critical system elements as needed.

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Communications Systems		FY 2023-2024
Communications Equipment Reserve Funding		\$50,000
Total		\$50,000

Public Safety Project Descriptions, *continued*



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Public Safety Building Maintenance Program – Facility Wide Improvements



PROGRAM DESCRIPTION

Since the facility's construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. It is prudent to continue to provide for reserve funding in the event of a major equipment failure of necessary facility repair.

Reserve funding is proposed over the next six years for several improvement projects.

- ***Security Fencing/Gates/Signage – FY 2024-2025 \$150,000***

The Public Safety Complex has served as a cut through for vehicles avoiding the traffic control device on Kingstown Road and as a cut through for pedestrian traffic accessing Curtis Corner Road and Kingstown Road. The unnecessary traffic not only poses a security concern for people conducting legitimate business at the Public Safety Complex, but it also poses a security concern for emergency personnel as currently there is unfettered access to personal vehicles and department property. Electronic gates would be installed on the Curtis Corner Road side of the parking lot and the northern side near the employee parking lot enabling security for public safety vehicles as well as public safety personnel, vehicles, and property.

- ***Weatherization Upgrade – FY 2024-2025 \$20,000***

The Facilities Superintendent advises funding should also be planned for weatherization improvements to the Public Safety Complex in FY 25 at an estimated cost of \$20,000. This is based on an inspection of the building envelope. The findings indicate insulation should be reapplied to the building structure and weather stripping for six (6) exterior doors and five (5) garage door openings should be replaced.

- ***Roof Replacement – FY 2025-2026 \$150,000***

The Facilities Superintendent forecasts the next major improvement project will be the replacement of the flat roofing system in FY 26 at an estimated cost of \$150,000.

- ***Landscaping Improvements/Parking Lot – Front of Public Safety Complex – FY 2027-2028 \$100,000***

The public safety building main entrance is not immediately accessible as the visitor parking lot is located on the side of the building. Adding a small parking lot in the front of building would make the building more accessible for the public and beautify the landscape and hardscape of the grounds.



- **Storage Facility / Impound Lot Upgrades – FY 2028-2029 \$100,000**

The current impound lot is uncovered only secured by a fence offering little privacy and no protection from the elements and rodents for the vehicles stored within. Vehicles stored in the lot are kept for evidentiary purposes and are the responsibility of the department while in our custody. A closed storage facility would provide security, cover, and adequate storage for vehicles and other large items of evidentiary value.

JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Facility		FY 2023-2024
Public Safety Building – General		\$45,000
Total		\$45,000



Public Safety Project Descriptions, *continued*

DEPARTMENT

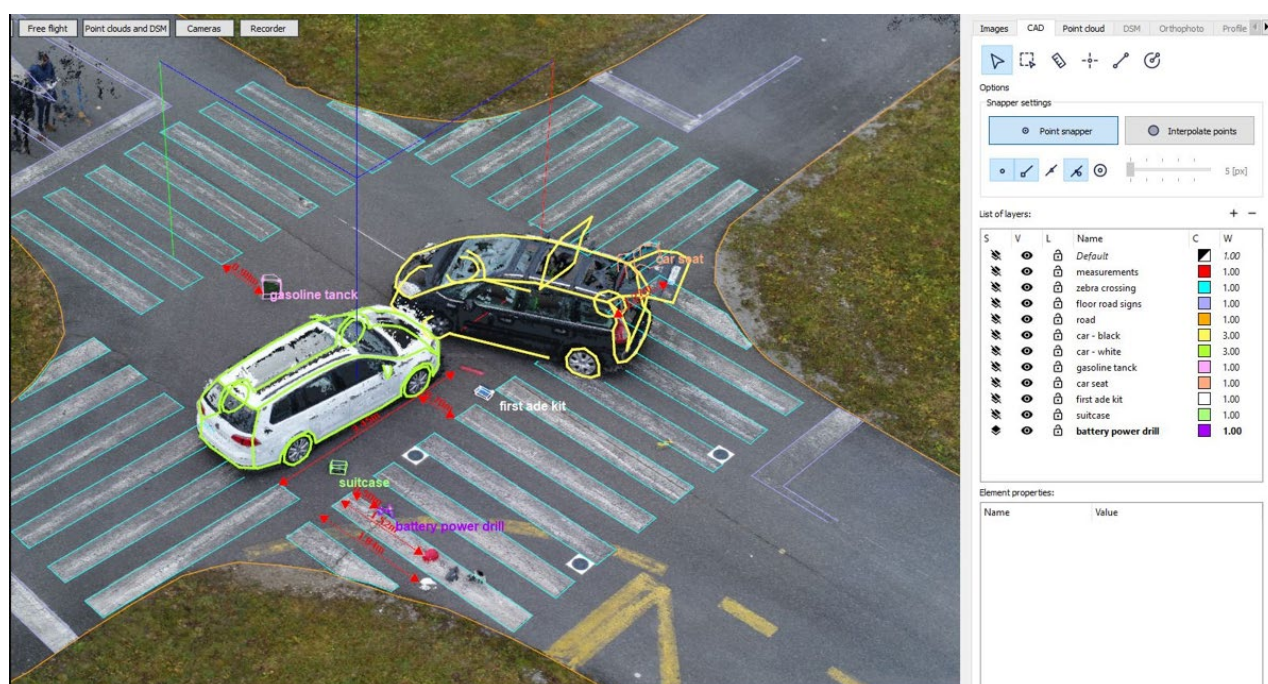
Public Safety – Equipment

PROGRAM TITLE

Police-Accident/Crime Scene Reconstruction Mapping Hardware

PROGRAM DESCRIPTION

The current Nikon Total Station hardware utilized for accident and crime scene reconstruction was purchased in 2015. The hardware is becoming obsolete, and we are now experiencing compatibility issues with the computer software that was purchased in 2021 in order to produce scaled diagrams of accident and crime scenes. The estimated cost for replacement of this equipment in FY 24 is \$35,000.



JUSTIFICATION

- Equipment is becoming obsolete and incompatible with computer software

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Single year funded capital project

Public Safety – Police Equipment

FY 2023-2024

Accident/Crime Scene Reconstruction Mapping
Hardware

\$35,000

Total

\$35,000



Public Safety Project Descriptions, *continued*

DEPARTMENT

Public Safety – Emergency Medical Services Program

PROGRAM TITLE

Medical Diagnostics/Equipment

PROGRAM DESCRIPTION

The EMS Capital Reserve Fund is also utilized for the purchase of high-cost medical, computer, and safety equipment needed for the proper operation of emergency medical services.

■ Cardiac Monitor/Defibrillator

The department maintains three front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. These units have a life expectancy of seven to eight years and will continue the replacement cycle in FY 2027-2028 through FY 2028-2029. Current cost of the cardiac monitor/defibrillator for replacement is \$35,000.

■ Lucas Chest Compression Device

This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Lucas device for new proposed ambulance: Total cost of \$15,000



JUSTIFICATION

- Annual reserve funding allows for timely replacement of the various critical system elements as needed.

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project

EMS Medical Diagnostics/Equipment	FY 2023-2024
Cardiac Monitor/Defibrillator	\$35,000
Lucas Chest Compression Device	\$15,000
Total	\$50,000

Public Safety Project Descriptions, *continued*



DEPARTMENT

Public Safety – Fire Alarm Division

PROGRAM TITLE

Communications Equipment

PROJECT DESCRIPTION

- **Generator for new radio system - \$30,000**

One year funding for a backup generator for the New Radio system. This generator will provide backup power for the microwave hub at the new AT&T tower at the Public safety Building.

- **Repair to existing tower at PD**

First of 3-year funding. The foundation bolts on the existing communications tower located at the Public Safety Building are in need of repair. The Town received structural analysis and repair modifications drawings by the engineering company, Structural Components LLC. The Town along with the 2 fire districts (Union and Kingston) will be sharing the cost of the repair.

JUSTIFICATION

- Providing for the maintenance and replacement as needed of equipment reduces down time and enables the Division to operate at peak efficiency.

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure.

FUNDING TIMELINE

- Single and Multi-year funded capital projects

Fire Alarm Division	FY 2023-2024
Generator for Radio System	\$30,000
Repair to Existing Tower at PD (1 of 3)	\$15,000
Total	\$45,000



Library System Project Descriptions

DEPARTMENT

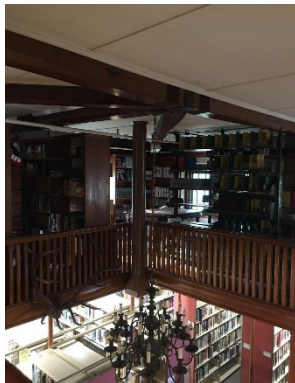
Public Library

PROGRAM TITLE

Library Programs - Facilities Improvements

PROJECT DESCRIPTION

Fiscal Year 2023-2024 – Total Proposed \$105,000



PROJECT DESCRIPTION

Balcony Renovation Peace Dale Library (ARPA CPF 80/20 split) – (\$80,000)

The library has requested \$400,000 from the Pandemic Recovery Office Grant Program to renovate the balcony area of the Peace Dale Library for multi-purpose use to the public. The municipality's match to this request (80/20) would be \$80,000. Total project cost approximately \$690,000.



Roof Replacement Peace Dale -- year 2 \$15,000 (estimated total cost \$100,000)

4 year funding. The current roof of this historic 1891 building was last replaced in 1996 and will be reaching its life expectancy soon.



Roof Replacement Kingston – year 2 \$5,000 (estimated total cost \$50,000)

5 year funding. The current roof of this historic 1775 was last replaced in 1991 and will be reaching life expectancy soon.



Parking Improvements – year 2 \$5,000 (estimated total cost \$90,000)

Parking at the Kingston and Peace Dale Library has been an ongoing issue for many, many years. Funds would provide seed money for potential land purchase and/or improvements to help mitigate insufficient parking and safety issues if/when the opportunity arises.



Library System Project Descriptions, *continued*

JUSTIFICATION

- Providing for the preservation and improvement of Town facilities

CATEGORY

- This program is supported through the Library Fund, with a focus on facility maintenance and improvements to the public library system.

FUNDING TIMELINE

- Multi-year funded capital projects

Library Program	FY 2023-2024
Balcony	\$80,000
Roof Replacement	15,000
Roof Replacement	5,000
Parking Improvements	5,000
Total	\$105,000



General Government Project Descriptions

DEPARTMENT

Administrative Services

PROGRAM TITLE

Employee Compensation & Classification Survey

PROJECT DESCRIPTION

- **Employee Compensation & Classification Survey: \$40,000**

A compensation and classification study has not been conducted for the Town in more than two decades. Industry average is to conduct a study every 5 years. Changes in the Town's organizational structure, as well as past management decisions to create, modify or eliminate positions, and related compensation and classification structures, has created a sense of inequity among the Town employees. This has materialized in the form of a high number of employee reclassification requests over the past year and a noticeable drop in employee morale in some departments. Council 94 and SKMEA Unions have both iterated the need for compensation and classification survey in the past to set a reasonable baseline for employee compensation relative to the market and ensure the Town remains competitive. We anticipate conducting the study starting in Q1 of 2024 and completing the study no later than Q2 of 2025. GovHR has provided a preliminary estimate of between \$35 to \$40k to provide this type of assessment.

JUSTIFICATION

- Providing for an independent review of the Town's current employee compensation & classifications.

CATEGORY

- This program is supported through the General Fund, with a goal of ensuring the Town has a system that reflects current duties and responsibilities, has a fairly structured pay and benefit system, and conforms with good personnel and labor relations principles.

FUNDING TIMELINE

- Single year funded capital program

Administrative Services	FY 2023-2024
Employee Compensation & Classification Survey	\$40,000
Total	\$40,000



General Government Project Descriptions, *continued*

DEPARTMENT

Information Technology (IT)

PROGRAM TITLE

IT Equipment Replacement Program

PROJECT DESCRIPTION

- **Town Server Infrastructure Upgrade: \$70,000**

The Town's server infrastructure was refreshed during FY2018 into a converged environment. A converged environment takes components (such as servers and storage devices) into a single optimized computing platform. Currently, these servers house a multitude of applications used by staff daily to service our customers.

The IT Department would like to plan for upgrading this equipment in FY2023-2024. The equipment by this time will have been in use for 5 years.

JUSTIFICATION

- Providing for the necessary maintenance and improvement of the Town's information technology systems.

CATEGORY

- This program is supported through the General Fund, with a focus on equipment acquisition/replacement to replace aging equipment or acquire new as needed.

FUNDING TIMELINE

- Multi-year funded capital program

Information Technology Program	FY 2023-2024
Town Server Infrastructure Upgrade	\$70,000
Total	\$70,000

General Government Project Descriptions, *continued*



DEPARTMENT

Planning

PROGRAM TITLE

Development of Design Guidelines-Town Wide

PROGRAM DESCRIPTION

The Town's land use documents (Zoning Ordinance, Subdivision and Land Development Regulations) have not undergone a comprehensive review in a number of years. These documents are critical to the development of the community and warrant a review of the standards as they relate to development trends in order to ensure that the vision set forth by the Town of South Kingstown's newly adopted 2021 Comprehensive Community Plan is clearly articulated. The Town of South Kingstown is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve.

Upon undertaking a comprehensive regulatory review, it is anticipated that some areas in the community will require extra attention based on their historic development patterns. These areas will benefit from further evaluation in order to conduct a more rounded well thought-out development review of their historic development scenario/patterns, which would result in an enhanced understanding and articulation of the Town's vision as it relates to development standards. As a town grows over time, the ability to clearly articulate a vision through the regulatory process is catamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the Town.

JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus improving the regulatory process, and reducing the timeframe it takes to process and application.

FUNDING TIMELINE

- Multi-year funded capital project

Planning Program	FY 2023-2024
Development of Design Guidelines and Regulations -Town Wide	\$37,000
Total	\$37,000

General Government Project Descriptions, *continued*



DEPARTMENT

Town Assessor

PROGRAM TITLE

Property Appraisal Program

PROGRAM DESCRIPTION

A property revaluation program is a complete reexamination and reappraisal of all classes of property (i.e., real estate and tangible personal property) regardless of whether the class is taxable or tax exempt. The process requires a physical measurement and listing of all properties, with the goal of setting property values current to the date of value. A statistical update involves reviewing property sales; with emphasis placed on the year of the revaluation, in order to establish new values for all properties in the community.

The revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, was completed as of December 31, 2021 and two prior statistical revaluations were completed as of 12/31/2018 and 12/31/2015. The next statistical revaluations are scheduled for December 31, 2024, and December 31, 2027, with State Reimbursement anticipated in the amount of 60% of the cost. The next full revaluation is mandated for completion for December 31, 2030; no State subsidy will be provided for this full revaluation project.

A summary of the planned costs and funding schedules for revaluation activities over the *nine year term of the CIP is shown on the following page.

*CIP planned costs are typically shown over a six year period, however, based on the significant cost of the Full Revaluation scheduled for 12/31/2030, this time frame has been adjusted to nine years.

JUSTIFICATION

- Property revaluation is mandated by the State and requires a physical measurement and listing of properties, with the goal of setting property values current to the date of value.

CATEGORY

- This program is supported through the General Fund, with a focus on reexamining and reappraising all classes of property (real estate and tangible personal property).

FUNDING TIMELINE

- Multi-year funded capital program

Property Revaluation Program	FY 2023-2024
Revaluation - Future Statistical & Full Revaluations	\$75,000
Total	\$75,000

General Government Project Descriptions, *continued*



DEPARTMENT

Facilities

PROGRAM TITLE

Facility Improvements and Equipment Program

PROGRAM DESCRIPTION

The Facilities Department supports 18 buildings throughout town and assists department directors in generating the capital improvement budgets for the departmental buildings. The South Kingstown town hall encompasses multiple municipal departments that provide services to the citizens and provides guidance to outlying town departments with convenient services and technologies that support our community's wellbeing. Funding for facility improvements and equipment replacement is proposed in FY 2023-2024 as follows:

Refurbish Town Hall Restrooms \$5,000

This is the first for a four-year funding plan to refurbish the six (6) restrooms in town hall. Four of the restrooms, two in the Annex and two on the second floor were installed prior to 1980. The handicap restroom, outside the town clerk's office, was installed during the 1986 renovation of town hall.

Town Hall Annex Roof Replacement \$25,000

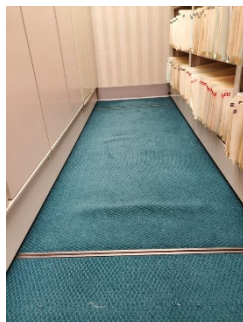
The three-tab shingle roof covering the Town Hall Annex is beginning to fail. The granular is separating from the roof shingles and we have had to make repairs as they become prevalent, especially along the back area. The roof will be close to 40 years old when final funding is in place, well past its life expectancy. A total of \$25,000 is proposed in FY2023-2024 to be allocated to the Town Hall Improvement Fund. This is year 1 of 2 to Replace the three-tab shingles on the Annex Roof.

Replacement of Carpet in Town Clerk's Vault \$10,000

The carpet in the town vault is in need of replacement. Originally installed in the mid 1990's, the double stick carpet has lost its adhesion, creating multiple ripples which result in several tripping hazards. The carpet will be replaced with a carpet squares, maintaining the carpet pile and color.

Clock Tower Roof Replacement \$20,000

Several shingles have come loose and fallen to the ground. A majority of the shingles have thinned due to exposure to weather and are starting to curl and cup. The substrate is original to the building and will be reused. A total of \$20,000 is proposed in FY2023-2024 to be allocated to the Town Hall Improvement Fund.





New ¾ ton pickup truck (Year 1 of 2) \$30,000

This is the first of two years of funding for a new ¾ ton pickup truck for the facilities department to use to transport personnel between buildings, but supplies, furniture and tools etc. The truck will come equipped with a snowplow to keep public roads and parking lots clear of snow during storm events



Nifty Lift SP34 Articulating Boom Lift \$15,000

We previously had two years of funding for this important piece of equipment but fell short of funding by \$15,000 due to supply chain and increased material costs. This articulating boom lift will allow our maintenance staff to work safely. This is a dual fuel (diesel and electric) 4X4 lift that can be used by multiple departments in town.

JUSTIFICATION

- Important to maintain facilities and keep vehicles in good working order
- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on maintaining public infrastructure and replacing vehicles as needed.

FUNDING TIMELINE

- Multi-year funded capital program

Facility Improvement Program	FY 2023-2024
Town Hall Improvements	\$60,000
Facilities Equipment & Vehicles	45,000
Total	\$105,000



Senior Services Project Descriptions

DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Center Improvements – Facility Equipment Improvement Fund

PROJECT DESCRIPTION

Maintenance and upkeep of the 22-year-old building, facilities and equipment is an ongoing project. The Senior Center carpeting and window blinds have not been replaced since the opening of the building in 2000. Carpets have been cleaned on a regular basis but need replacing due to worn and stained areas.

Funding in the amount of \$10,000 is proposed for the FY2023-2024 to replace carpets and window treatments. An additional \$15,000 is proposed for exterior paint and shingle stain.



JUSTIFICATION

- Provision of clean and durable amenities to improve overall environment

CATEGORY

- This program is supported through the Senior Services Fund, with a focus on maintenance and improvements to the Town's public buildings infrastructure.

FUNDING TIMELINE

- Ongoing funded capital equipment reserve

Senior Center	FY 2023-2024
Exterior Paint/Shingle Stain	15,000
Interior Upgrades: Carpet & Furnishings	10,000
Total	\$25,000



Senior Services Project Descriptions, *continued*

DEPARTMENT

Senior Services

PROGRAM TITLE

Adult Day Services Center Improvements

PROJECT DESCRIPTION

A total of \$10,000 in funding is proposed to establish a facility infrastructure improvement fund for the Adult Day facility. The Adult Day facility is operated by St. Elizabeth Community as of 2021 with the Town providing the building as an in-kind contribution to the program. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained. Anticipated future improvements include roof replacement, vinyl siding replacement and HVAC upgrades.



JUSTIFICATION

- Provision of safe and supportive care for fragile population to remain in the community
- Continued operation of critical service for elderly residents of South Kingstown and surrounding areas.

CATEGORY

- This Adult Day Facility infrastructure improvement fund is supported through the Senior Services Fund, with a focus on provision of critical services to the aging population.

FUNDING TIMELINE

- First year of periodic funding of capital projects

Adult Day Services Center	FY 2023-2024
Adult Day Services Center Improvements	\$10,000
Total	\$10,000



Senior Services Project Descriptions, *continued*

DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Van

PROJECT DESCRIPTION

The Department operates a 2003 van as a back-up vehicle to the 2011 van when it is off the road for service. As the local population ages and more seniors become unable to drive themselves, it is anticipated that the transportation program will see a gradual increase in ridership. Barring any significant changes in this trend, a replacement for the 2003 van is projected in FY2024-2025.

JUSTIFICATION

- Provision of safe transport services for aging population to remain independent and in the community
- Reduces risk

CATEGORY

This equipment replacement is supported through the Senior Services Fund, with a focus on provision of critical services to the aging population.



FUNDING TIMELINE

- Second year of 3-year funded capital project

Senior Transportation	FY 2023-2024
Senior Van – 12 Passenger	40,000
Total	\$40,000



Neighborhood Guild Project Descriptions

DEPARTMENT

Neighborhood Guild Fund

PROGRAM TITLE

Neighborhood Guild Improvements

PROGRAM DESCRIPTION

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. These improvements have been in the CIP for several years; however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in 2023, with an anticipated construction timeline starting in 2024. Planned future improvements consist of the following elements:

Exterior Main Entrance Alcove Rehabilitation

The complete reconstruction of the main entrance alcove is a priority within the coming year. Leaks in the roof and windows have caused damage to the walls and ceiling and are not repairable without full reconstruction of this 12' x 12' space that provides an enclosed transitional access area to and from the building. The estimated cost of this project from engineering to construction completion is \$85,000.

Replacement of Windows/Installation of new HVAC

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual air conditioning units to run programs in a comfortable climate during the summer months. An energy efficient air conditioning system will have an immediate impact on overall utility costs, as well as the Department's ability to offer a climate-controlled environment for year-round programs. The projected cost of this phase is \$625,000.



Roof Replacement, Cupola Restoration, Chimney Re-pointing

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables need restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$120,000.

Fire Protection/Fire Alarm Upgrades/Mechanical, Electrical and Plumbing

Neighborhood Guild Project Descriptions



The building will be protected throughout with an automatic wet sprinkler system with sprinklers spaced to comply with NFPA 13. A dry system is proposed for the attic floor. Upgrade of the main heating boiler with a new gas fired high-efficiency sealed combustion boilers with new flue and intake pipes is recommended.

Neighborhood Guild Project Descriptions, *continued*



Provision of a new 1200-amp 120/208-volt 3 phase, 4 wire, minimum rated, electric service; and Replacement of the oldest existing electric panels with new. Replacement of the fire alarm system with a new addressable Class "A" system is planned. And replacement of the existing PVI water heater with a more efficient unit is also recommended. Estimated cost: \$220,000

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last four years most of the Department's sports and fitness programs that were held at the Guild have transitioned to the Recreation Center. Plans for the Guild involve a transition to an education, arts, and all-around community center, with more emphasis on passive recreation programming. These changes will be integrated into the rehabilitation plans which propose renovations of the gymnasium, select activity areas, and the Department's administrative offices, at an estimated cost of \$125,000.

JUSTIFICATION

- Provision of Core Services and Facilities
- Maintain facility infrastructure
- Reduces Risk

CATEGORY

- This program is supported through the Neighborhood Guild Fund, with a focus on maintaining safe and efficient infrastructure for provision of indoor recreational programming

FUNDING TIMELINE

- Multi-year funded capital project

Neighborhood Guild	FY 2022-2023	FY 2023-2024
Exterior Main Entrance Alcove	\$85,000	\$110,000
Window Replacement/ HVAC	615,000	625,000
Roof Replacement	100,000	120,000
Fire Protection/Fire Alarm/MEP Improvements	200,000	220,000
Interior Restoration	100,000	125,000
Total Program Cost	\$1,100,000	\$1,200,000

Neighborhood Guild	FY 2022-2023
Exterior Main Entrance Alcove	\$85,000
Window Replacement/ HVAC	615,000
Roof Replacement	100,000
Fire Protection/Fire Alarm/MEP Improvements	200,000
Interior Restoration	100,000
Total Program Cost	\$1,100,000



Recreation Center Project Descriptions

DEPARTMENT

Recreation

PROGRAM TITLE

Recreation Center Improvements

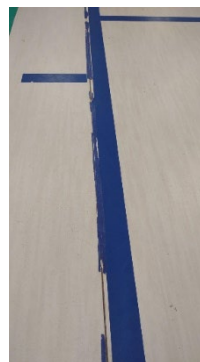
PROJECT DESCRIPTION

- **Freestanding Sign at Broad Rock Rd. and St. Dominic Rd.**

\$5,000 is being allocated for the purchase and installation of a freestanding sign for the Rec Center at the intersection of Broad Rock Road and St. Dominic Rd. As of now, the Rec Center is not clearly marked at that corner, with many residents not aware of the building's existence or believing the building is a warehouse. A signs would allow promotion of programs with a manual letter kiosk as well as help those who drive on Broad Rock Road of what the building is.

- **Flooring Repair/Replacement**

\$15,000 is being allocated for flooring replacement and repair. The current specialized, athletic flooring is over 5 years old and has seen small gouges and damage to the seams. Using the same flooring as we currently have is preferred due to lower maintenance than is required for a traditional wood floor.



JUSTIFICATION

- Provision of Core Services and Facilities
- Maintain facility infrastructure
- Reduces Risk

CATEGORY

- This program is supported through the Neighborhood Guild Fund, with a focus on maintaining safe and efficient infrastructure for provision of indoor recreational programming

FUNDING TIMELINE

- Single year funded capital projects

Recreation Center	FY 2023-2024
Rec Center Sign - Broad Rock & St. Dominic Rd.	\$5,000
Flooring Repair/Replacement	15,000
Total	\$20,000



Water Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Water Division

PROGRAM TITLE

Water Program

PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its principal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2023-2024 include:

- **Water Treatment Reserve: \$20,000**

The South Shore water system has had sporadic exceedances in the past with regard to bacteriological contaminants (ex.: total coliform), particularly in the vicinity of the Mautucket water tank. A funding reserve in the amount of \$20,000 is requested for FY 2023-2024 in the event additional water treatment engineering and/ or improvements are required.

- **Wager Main Replacement Reserve: \$25,000**

The South Shore water and Middlebridge distribution systems date back to the early and late 1970's, respectively. Given the age and material composition (Transite pipe) of the distribution system, selective water main replacement can be expected in the future. As such, the establishment of reserve funding in the amount of \$25,000 is proposed in the 2023-2024 fiscal year.

- **Valve Exercise Machine: \$25,000**

In accordance with the Public Health Security and Bioterrorism Preparedness and Response Act of 2002, community water systems were required to conduct vulnerability assessments and prepare a Vulnerability Assessment (VA) and an Emergency Action Plan (EAP). These documents were prepared in 2004 and are now in need of being updated. Funding in the amount of \$20,000 is proposed for this work during FY 2023-2024.

JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the Water Enterprise Fund, with a focus on improving/maintaining water infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital projects

Water Fund Project Descriptions, *continued*



Water Enterprise Fund		FY 2023-2024
SCADA Upgrades		\$38,000
Water Treatment Reserve		20,000
Water Main Replacement Reserve		25,000
Valve Exercising Machine		25,000
GIS Upgrades		20,000
Total		\$128,000



Wastewater Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

Wastewater Program

PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its principal operation is wastewater collection and treatment. No property tax support is provided to finance Utility based expenditures. In order to ensure smooth and efficient Wastewater Treatment Facility (WWTF) process operations, the Wastewater Division uses a scheduled equipment maintenance and repair program for major WWTF plant components.

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner's respective flow contribution.

Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2021-2022: SK=72.26%; URI=27.74% to the Silver Lake pump station and FY2021-2022: SK=15.10%; URI=84.90% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

The flows and associated percentages noted above are an estimate and for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction.

Wastewater Fund capital improvements proposed for FY 2023-2024 are shown below:

- **Wastewater Building Infrastructure Upgrade: \$150,000**

The Wastewater Treatment Facility offices and equipment buildings were constructed in the mid-70's. Many windows on the structures are in need of replacement. Upgrading the windows will help to insulate and will help provide an environmentally secure structure into the future. FY 2023-2024 funding represents the first year of a three-year funding cycle. Regional WWTF flows will be used for regional partner apportionment for this project.

- Total Projected Cost\$150,000
- TSK Share (36.40%) \$54,600

Wastewater Fund Project Descriptions, *continued*



■ **WWTF Telemetry and Control Upgrade: \$30,000**

The Supervisory Control Data Acquisition (SCADA) system at the Regional Wastewater Treatment Facility (WWTF) was originally installed 18 years ago with some upgrades done in 2018. However, many of the original programmable logic controls (PLCs) and input/ out (I/O) modules need to be upgraded during FY 2023=2024.

Regional WWTF flows will be used for cost apportionment as shown below:

- Total Projected Cost\$30,000
- TSK Share (36.40%) \$10,920

■ **Evaluation Report: \$25,000**

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. However, interceptor inspection and cleaning (if required) is done by third party contractors due to its large diameter. FY 2023-2024 represents the first year of a two-year funding cycle for interceptor evaluation. A consulting engineer with expertise in collection system maintenance will be retained to evaluate the Town's interceptor. Silver Lake pump flows cost sharing will be used for this project:



- 2023-2024 Reserve Funding\$25,000
- TSK Regional Partner Share (65.03%)\$16,258

■ **Collection System Maintenance Equipment: \$100,000**

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. The Hydro-Jetter currently being used to clean the sewer lines is in need of replacement. Since this piece of equipment is used primarily on local small diameter sewer mains, all equipment expense will be paid by South Kingstown only as shown below:

- 2023-2024 Reserve Funding\$100,000
- TSK Regional Partner Share (100.00%)...\$100,000

■ **GIS & GPS Upgrade: \$25,000**

Upgrades to the Town's GIS system and GPS unit are required periodically, including the Wastewater Division's GIS infrastructure data layer. FY 2023-2024 funding of \$10,000 will be used for this project, which will be paid in its entirety by the Town.



- Projected Cost\$25,000
- TSK Regional Partner Share (100.00%).....\$25,000

JUSTIFICATION



Wastewater Fund Project Descriptions, *continued*

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the Wastewater Fund, with a focus on improving/maintaining wastewater infrastructure and existing equipment for the collection and treatment of sewage.

FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Enterprise Fund	FY 2023-2024
WWTF, Telemetry & Pump Stations	
Wastewater Building Infrastructure Upgrade (yr 1 of 3)	\$150,000
WWTF Telemetry and Control Upgrade	30,000
Collection System	
Evaluation Report	25,000
Collection System Maintenance Equipment	50,000
Equipment & GIS	
GIS Upgrades	25,000
Total	\$280,000



School Fund Project Descriptions

DEPARTMENT

School Fund

PROGRAM TITLE

Technology - Equipment Replacement

PROGRAM DESCRIPTION

The School Technology Equipment Replacement program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule. A detailed list of projects for FY 2023 – 2024 is shown on page 6-7.

Technology

Elementary schools 1:1 Grades 5-8 Leased Laptops (Lease) \$95,077

With the Covid-19 Virtual Learning years it became essential to have a completed 1:1 PK-12 grade with iPads (PK-1) and Laptops (2-12) for the entire district. This will let us be flexible for the future no matter what learning platform is established and any location for learning. This is the 3rd payment on a 4-5-year lease for 750 Dell Latitude 3190 2-in-1 with Insights Financial Services.

Network Hardware \$30,054

The District wide area networking environment within each school having a local and wide area network to connect to the internet, wireless, Google Mail/Microsoft 365 and the student data systems. It is necessary to support and upgrade the networks to maintain reliability. This is particularly true of the networks in our elementary schools. Upgrades are also necessary to support our, Disaster Recovery, Cyber Security upgrades, new high end IP telephone system and the new Cisco Classroom Wireless. Funding will be utilized for the purchase of Dell servers, server upgrades, routers, switches, fiber optic cabling, etc. Pricing TBD with all the new models coming out in 2 quarter of 2023.

1:1 Student to Computer Program 9th grade (215) \$118,133 and 2nd grade (161) \$88,463

As the District continues with the implementation of the 1:1 laptop program, this funding will be utilized to purchase laptops for the freshman class for year 2023-2024 and the 2nd grade class. The life expectancy of these laptops range from four to eight years. Upon graduation, the students will return these laptops, which will be re-distributed, to Elementary, Middle School students and used as spare computers. The new distribution process is for a new laptop for the 2nd grade and then for the 9th grades students.

Teacher Laptop Replacement Plan \$56,250

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the starting to replace the 9-year-old laptops the teacher was distributed in 2014. The life expectancy of these laptops range from four to seven years. The old laptops will not function with the latest Cisco Wireless Access points.

Cisco Wireless Controllers/Cisco Wireless Access Points \$54,109

As the District continues with the implementation of the laptop program, The Cisco wireless will be updated to the latest Cisco firmware to continue to provide uninterrupted service for the students and staff in the classrooms, we will need to replace the aging Cisco controllers and access points that provide wireless access to everyone in the building. We will be replacing 10-year-old wireless controllers and access points

School Fund Project Descriptions, *continued*



that have reached their end of life support from Cisco SmartNet. We will also be replacing the aging Cisco Access Points are 9-11 years old and will need to be replaced over the next 3 years at each building totaling of 425 AP's in the district. (BRMS has been Completed 9/2022)

Cisco Phone System Replacement \$10,000

This project will replace 14-20 year old Cisco phones that do not support the latest SIP (Session Initiation Protocol) complaints protocols. The older Cisco Phones run SCCP that is no longer supported for Cisco VoIP phone systems. Cisco phones help system integrate each building's bells, Public Announcement systems, 911 call monitoring, and reporting to administrators. These funds will be utilized to start adding all schools to the Cisco servers to link PA systems in every building.

That next upgrade to the phone system will make all these phones obsolete and they will not function in the latest software revision.

JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the School Fund and is based upon a replacement cycle for devices.

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Technology Program	FY 2023-2024
Technology	
Technology Computer Replacement Lease	\$95,077
Network Hardware Upgrades	\$30,054
1:1 Computer Program Grade 2	\$118,134
1:1 Computer Program Grade 9	\$88,463
Teacher Laptop Replacement Plan	\$56,250
Cisco Wireless Controllers and Access Points	\$54,109
Cisco Phone System Replacement	\$10,000
Total Education Technology	\$452,087



DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

The School Department's proposed district-wide projects for FY 2023-2024 are detailed on pages 6–7 and 6–8.

District-Wide Facilities and Maintenance

High School Fire Alarm Panel (Formerly Matunuck) \$45,000

The South Kingstown Fire Department and the Superintendent of the Fire Alarm Division have recommended this system be replaced as soon as possible. The fire panel is currently functional but is starting to show errors and will get to a point where it will not be reliable in an emergency. A modern panel would allow for proper equipment communication and functionality with the Fire Department and be up to the current fire code standard with future-proofing.

Broad Rock Robotics Room \$8,500

The room that currently hosts the robotics lab is a former home economics room. The cabinetry, disconnected stoves and hoods, and utility wiring need to be removed to make this a safe and effective program/learning space. The room will also need the movement of electrical outlets and storage space built and repurposed. Capital improvements to Broad Rock Middle School must be completed no later than August 2023 to ensure that occupancy can be granted and teachers and students can safely utilize the robotics room.

Broad Rock Gym Floor \$15,000

The gym basketball court has humps that have formed from water penetration. During a large rain event, emergency work was performed in this area but the area has gotten progressively worse. Also, this area does not allow the volleyball net to be set up for full gym games because the posts are no longer aligned. Capital improvements to Broad Rock Middle School must be completed no later than August 2023 to ensure that occupancy can be granted and teachers and students can safely utilize the gym.

District Defibrillators \$25,000

The district currently has 20 LIFEPAK CR PLUS Defibrillators. These defibrillators which are used in case of cardiac arrest, are strategically stationed throughout the district. This battery combination provides 20 full discharges. The external battery backup for these devices has been discontinued, as they are no longer manufactured, and need to be replaced.

District Security Cameras \$106,000

The current cameras at the elementary are grainy and require more hardware on site. They have failed over the years and are in need of replacement. Meraki cameras are cloud-based and can be accessed by authorized parties anywhere. We currently use these at the High School and Broad Rock. This upgrade would allow us to monitor problem areas and potentially lower insurance costs. The addition of cameras will allow for higher levels of safety for students and staff.



District Panic Buttons \$10,000

The district continues to add additional panic buttons with the South Kingstown Police and Alarm specialists to allow for additional levels of safety at all schools. The Town will assist with programming and installation.

Broad Rock Bathrooms \$15,000

Current bathrooms are set up for 5th and 6th graders and 2023-2034 the building will be 6th, 7th, 8th. Bathroom stalls reinforcement, some urinals raised, tile replacement, vape detectors, modified trash receptacles, and reconfigure mirrors.

Broad Rock Kitchen Upgrade \$12,000

Chartwells food service will be serving a larger student body and have 1 additional lunch line. Chartwells will need \$8,900.00 for new equipment at Broad Rock. They will also need electrical outlets installed, additional internet drop installed, and conversion of the electric oven (already purchased and onsite) to gas.

Broad Rock Parking Lot Safety \$8,500

Restripe and paint new parking lot spaces and traffic pattern including directional arrows, signage, crosswalks, and moving parking blocks.

HVAC Controls \$75,000

Current HVAC control computer is outdated and cannot be updated to current district security standards. New computer, software, and building control master units will be installed to control current buildings HVAC devices. This system controls all school buildings except the high school, which has a standalone non network computer system. This project would be eligible for national grid incentives.

Vehicle Replacement Program \$55,000

During the 22-23 school year one of our work trucks with the ability to plow became unusable. We currently only have 2 vehicles able to plow with 4 employees who have the ability to plow. This new vehicle would be used for daily maintenance projects, moving furniture, supply delivery, tree work, and plowing.

JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the School Fund, with a focus on equipment acquisition and replacement to replace aging equipment or acquiring new equipment as needed.

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Project Descriptions, *continued*



School Fund District-Wide Projects	FY 2023-2024
District-Wide Projects	
High School Fire Alarm Panel	\$45,000
Broad Rock Robotics Room	\$8,500
Broad Rock Gym Floor	\$15,000
District Defibrillators	\$25,000
District Security Camera Upgrades	\$106,000
District Panic Buttons	\$10,000
Broad Rock Bathroom Upgrades	\$15,000
Broad Rock Kitchen Upgrades	\$12,000
Broad Rock Parking Lot Safety	\$8,500
HVAC Controls	\$75,000
Vehicle Replacement Program	\$55,000
Total District-Wide Cost	\$375,000

CIP SUMMARY



Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$100,000	\$ 220,000	\$ 445,000	\$ 519,000	\$ 387,000	\$ 360,000	\$ 318,000	\$ 2,249,000
Equipment Acquisition/Replacement	178,000	33,000	322,000	294,000	225,000	225,000	240,000	1,339,000
Harbor Patrol - Equipment Replacement	-	25,000	35,000	30,000	110,000	0	0	200,000
ROW Monumentation Survey & Public Marina Special Mgt District	-	0	15,000	25,000	25,000	25,000	25,000	115,000
Subtotal - Recreation Dept.	\$278,000	\$278,000	\$817,000	\$868,000	\$747,000	\$610,000	\$583,000	\$3,903,000
Public Services Program								
Road Improvement Program	\$700,000	\$748,125	\$743,400	\$718,390	\$718,390	\$718,390	\$718,391	\$4,365,086
Equipment Acquisition/Replacement	345,000	200,000	430,000	405,000	407,000	406,000	406,000	2,254,000
Subtotal - Public Services Dept.	\$1,045,000	\$948,125	\$1,173,400	\$1,123,390	\$1,125,390	\$1,124,390	\$1,124,391	\$6,619,086
Public Safety Program								
Computer System Equipment	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000	\$125,000
Communications Equipment	30,000	50,000	50,000	50,000	40,000	15,000	15,000	220,000
Public Safety Building - General	10,000	45,000	70,000	65,000	65,000	85,000	85,000	415,000
Animal Control Vehicle Replacement	25,000	0	25,000	0	0	0	15,000	40,000
Accident/Crime Scene Reconstruction Equip.	0	35,000	0	0	0	0	0	35,000
Taser 7 Upgrade Project	0	0	65,000	0	0	0	0	65,000
Beach Patrol Equipment	0	0	20,000	80,000	0	0	0	100,000
Motorcycle Equipment	0	0	0	0	75,000	0	0	75,000
Body Worn Camera Project-Sustainability	0	0	0	60,000	60,000	60,000	60,000	240,000
Pistol Mounted Optics	0	0	0	0	15,000	20,000	0	35,000
Subtotal - Public Safety Dept.	\$80,000	\$145,000	\$250,000	\$275,000	\$275,000	\$205,000	\$200,000	\$1,350,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$34,000	\$35,000	\$10,000	\$10,000	\$50,000	\$50,000	\$50,000	\$205,000
Facilities Improvements - North Station	20,000	15,000	0	0	0	0	0	15,000
EMS Vehicle Replacement #1	49,000	0	0	0	0	0	0	0
EMS Vehicle - Administrative EMS1	0	0	40,000	40,000	0	0	0	80,000
Subtotal - EMS Dept.	\$103,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Fire Alarm Division								
Town Hall fire alarm upgrade	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$80,000
Generator for Ratio System	0	30,000	0	0	0	0	0	30,000
Repair Existing Tower at PD	0	15,000	15,000	15,000	0	0	0	45,000
Vehicle Replacement	16,000	0	16,500	16,500	16,500	16,500	0	66,000
Subtotal - Fire Alarm Division	\$16,000	\$45,000	\$51,500	\$51,500	\$36,500	\$36,500	\$0	\$221,000

CIP SUMMARY



Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101), continued	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Library Program								
Balcony Renovation	\$0	80,000	0	0	0	0	0	\$80,000
Electronic Access - All Locations	20,000	0	0	0	0	0	0	0
Roof Replacement - Peace Dale	5,000	10,000	25,000	30,000	30,000	0	0	95,000
Roof Replacement - Kingston	5,000	10,000	10,000	10,000	15,000	0	0	45,000
Parking Improvements	15,000	5,000	20,000	20,000	15,000	15,000	0	75,000
Subtotal - Library Program	\$45,000	\$105,000	\$55,000	\$60,000	\$60,000	\$15,000	\$0	\$295,000
General Government								
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000
Administrative Services	0	40,000	0	0	0	0	0	40,000
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000
Property Appraisal Program	30,000	75,000	80,000	80,000	80,000	80,000	80,000	475,000
Town Hall - Renovations and Upkeep	69,500	60,000	65,000	70,000	65,000	25,000	25,000	310,000
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000
Facilities Equipment and Vehicles	50,000	45,000	30,000	20,000	20,000	30,000	0	145,000
Subtotal - General Government	\$239,500	\$327,000	\$318,000	\$240,000	\$275,000	\$290,000	\$200,000	\$1,650,000
TOTAL General Fund (101)	\$1,806,500	\$1,898,125	\$2,714,900	\$2,667,890	\$2,568,890	\$2,330,890	\$2,157,391	\$14,338,086

Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND								
Senior Services Program (304)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Adult Day Services Center Improvements								
Facilities Improvement Fund	\$10,000	\$10,000	\$0	\$10,000	\$10,000	\$0	\$0	\$30,000
Senior Center Facility Improvements								
Exterior Re-side/Stain/Paint Above Flat Roof	\$0	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$30,000
Interior Upgrades: Carpet & Furnishings	0	10,000	10,000	10,000	10,000	0	0	40,000
HVAC Replacement Reserve	0	0	0	10,000	10,000	10,000	10,000	40,000
Parking Lot Improvements-Reclaim & Paving	0	0	0	15,000	15,000	15,000	15,000	60,000
Senior Transportation								
Senior Van - 12 Passenger	\$79,000	40,000	40,000	-	-	-	-	\$80,000
TOTAL Senior Services Fund (304)	\$89,000	\$75,000	\$65,000	\$45,000	\$45,000	\$25,000	\$25,000	\$280,000

Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Recreation Center Fund (308)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Neighborhood Guild Improvements								
Recreation Center - Broad Rock & St. Dominic Road	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
Flooring Repair / Replacement	0	15,000	0	0	0	0	0	15,000
Cardio Fitness Machines Replacement	0	0	5,000	0	0	0	0	5,000
Basketball Hoops - Motor Replacement	0	0	5,000	0	0	0	0	5,000
TOTAL Neighborhood Guild Fund (306)	\$0	\$20,000	\$10,000	\$0	\$0	\$0	\$0	\$30,000

CIP SUMMARY



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Neighborhood Guild Fund (306)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Neighborhood Guild Improvements								
Exterior Main Entrance Alcove	\$85,000	\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000
Window Replacement/HVAC	615,000	625,000	0	0	0	0	0	625,000
Roof Replacement	100,000	120,000	0	0	0	0	0	120,000
Interior Restoration	100,000	110,000	0	0	0	0	0	110,000
Fire Protection/Fire Alarm	200,000	220,000	0	0	0	0	0	220,000
Security/Surveillance System	0	15,000	0	0	0	0	0	15,000
TOTAL Neighborhood Guild Fund (306)	\$1,100,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Water Storage								
Mautucket Water Tank Cleaning	\$15,000	\$0	\$17,000	\$0	\$19,000	\$0	\$50,000	\$86,000
Mautucket Tank Repair	50,000	\$0	\$0	\$30,000	\$0	\$0	\$0	30,000
Victoria Lane Water Tank Cleaning	42,000	\$0	\$44,000	\$0	\$46,000	\$0	\$50,000	140,000
Victoria Lane Tank Repair	50,000	\$0	\$0	\$3,000	\$0	\$0	\$0	3,000
Victoria Lane Standby Generator	10,000	\$0	\$0	\$0	\$0	\$0	\$0	0
SCADA/Telemetry Upgrades	0	\$38,000	\$0	\$0	\$0	\$0	\$40,000	78,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$20,000	0	0	0	0	25,000	0	\$25,000
RIDOH Vulnerability Assessment Plan	20,000	0	0	0	0	25,000	0	25,000
Water Supply Mgmt Plan Reaffirmation	30,000	0	0	0	0	25,000	0	25,000
Pump Station Infrastructure	0	0	0	10,000	0	0	0	10,000
Water Treatment Reserve	40,000	20,000	20,000	30,000	0	0	0	70,000
Water Distribution								
Leak Detection Reserve	\$0	0	0	25,000	0	25,000	0	\$50,000
Water Main Replacement Reserve	0	25,000	25,000	0	25,000	25,000	0	100,000
Valve Exercising Machine	0	25,000	25,000	0	25,000	0	0	75,000
Interconnect & Fac Pond Standby Generator	30,000	0	0	0	0	0	0	0
Equipment & GIS								
DPS Office Building Contribution	\$0	0	15,000	0	15,000	0	0	\$30,000
Rolling Stock Equipment Replacement	0	37,000	35,000	45,000	0	47,000	50,000	214,000
GIS Upgrade	0	20,000	0	20,000	20,000	0	20,000	80,000
Metering Services								
TOTAL Water Fund (702)	\$307,000	\$165,000	\$181,000	\$163,000	\$150,000	\$172,000	\$210,000	\$1,041,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
WWTF, Telemetry & Pump Stations								
WWTF Building Infrastructure Upgrade	\$0	150,000	200,000	100,000	0	0	75,000	\$525,000
WWTF Telemetry and Control Upgrade	120,000	30,000	0	0	150,000	200,000	0	380,000
WWTF Outfall Diffuser Repair	0	0	0	0	20,000	0	0	20,000
Local Pump Station Improvements	0	0	30,000	0	0	10,000	0	40,000
Silver Lake P. S. Upgrades	20,000	0	40,000	22,000	0	0	0	62,000
Kingston P. S. Upgrades	50,000	0	0	22,000	0	0	0	22,000
Solids Handling								
Waste Sludge Pumps	50,000	0	0	0	0	0	0	0
Septage Holding Tank	50,000	0	0	0	0	0	0	0
Collection System								
Evaluation Report	\$0	25,000	25,000	0	0	0	0	\$50,000
Interceptor Repair and Cleaning	50,000	0	0	200,000	100,000	0	0	300,000
Equipment & GIS								
Collection System Maint. Equipment	\$0	50,000	0	0	0	0	0	\$50,000
Rolling Stock Equipment Replacement	45,000	0	0	35,000	0	50,000	70,000	155,000
DPS Building Improvement Contribution	0	0	20,000	0	0	0	0	20,000
Geographic Information System Upgrade	0	25,000	10,000	0	0	0	20,000	55,000
TOTAL Wastewater Fund (704)	\$385,000	\$280,000	\$415,000	\$379,000	\$320,000	\$320,000	\$225,000	\$1,939,000

CIP SUMMARY



Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Technology								
Technology Computer Replacement (Lease)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Middle Schools Computer Devices	24,492	0	0	0	0	0	25,000	25,000
Support Staff Laptops	53,910	56,250	56,250	0	0	50,000	50,000	212,500
Office Computer Equipment	5,250	0	0	0	0	0	0	0
Elementary School Devices	0	0	0	45,000	45,000	45,000	0	135,000
Computer Equity/Replacement/Lease	95,078	95,078	50,000	0	0	0	0	145,078
Student Computer Initiative (1:1 9th Gr)	103,950	118,134	95,606	101,650	81,324	92,811	84,081	573,606
Student Computer Initiative (1:1 2nd Gr)	84,525	88,463	96,705	88,000	88,000	88,000	88,000	537,168
Cisco Main Core Switch	0	0	0	125,000	0	0	0	125,000
High School Computer Labs	0	0	48,983	0	0	0	0	48,983
Telecommunications Program	0	10,000	20,000	20,000	10,000	15,000	15,000	90,000
Cisco Phone System Replacement	0	0	60,000	0	0	0	0	60,000
Wireless Controllers	0	0	0	25,000	0	25,000	0	50,000
Server Room UPS	0	0	0	0	25,000	0	0	25,000
Storage Array	0	0	0	0	50,000	0	0	50,000
Wireless Access Points	54,104	54,109	54,109	54,109	0	0	0	162,327
Network Hardware	20,054	30,054	25,000	25,000	25,000	25,000	25,000	155,054
Subtotal Technology	\$441,363	\$452,088	\$506,653	\$483,759	\$324,324	\$340,811	\$287,081	\$2,394,716
District-Wide Projects								
Emergency Repair/Replacement Contingency	0	0	350,000	315,000	275,625	289,405	303,875	1,533,905
Install Wet Pipe Sprinkler	0	0	1,404,282	750,610	0	0	0	2,154,892
District Panic Buttons	0	10,000	0	0	0	0	0	10,000
Install Fire Alarm Initiating Devices	0	0	36,023	0	0	0	0	36,023
Replace Fire Alarm Initiating Devices	0	0	45,200	0	0	0	0	45,200
Caulk Concrete Block Walls(Update spelling Chaulk to Caulk)	0	0	5,009	0	23,041	0	0	28,050
Repoint Concrete Block Walls	0	0	5,498	0	48,488	0	0	53,986
Install GFCI Receptacles	0	0	6,166	0	0	0	0	6,166
Repair Bituminous Parking Lot (update spelling Bitminous to Bitumino)	0	0	72,341	60,767	107,671	0	0	240,779
Repair Sidewalks	0	0	93,124	4,889	410,674	0	0	508,687
District Defibrillator	0	25,000	0	0	0	0	0	25,000
District Security Camera Upgrades	0	106,000	0	0	0	0	0	106,000
Upgrade Lavatory Countertops	0	0	112,797	161,074	0	0	0	273,871
Clean Exterior Brick Masonry	0	0	123,651	0	183,156	0	0	306,807
Clean Duckwork	0	0	173,393	0	0	0	0	173,393
Upgrade / Replace Fire Alarm System	0	0	1,495,223	0	0	0	0	1,495,223
Install Exit Signage	0	0	75,002	0	0	0	0	75,002
Install Emergency Lighting (updated spelling-for emergency)	0	0	20,307	0	0	0	0	20,307
Matunuck Fire Alarm Panel	45,000	0	0	0	0	0	0	0
Replace Bituminous Roofing	0	0	0	2,397,301	0	483,884	0	2,881,185
Refinish Handrails	0	0	0	6,999	0	0	0	6,999
Replace/Repair Chain Link Fencing	0	0	0	61,118	0	0	0	61,118
Upgrade/Repair Replace Soffit	0	0	0	72,552	0	0	0	72,552
Replace Slate Roofing	0	0	0	258,741	0	0	0	258,741
Replace Hot Water Boilers	0	0	0	501,214	0	0	0	501,214
Replace HVAC Unit(s)	55,000	0	0	0	2,033,979	0	0	2,033,979
Replace Lavatory Fixtures	0	0	0	180,180	0	0	0	180,180
Replace Exhaust/Induction Fans	0	0	0	0	417,099	0	0	417,099
Abate Pipe Fittings	0	0	0	0	31,070	0	0	31,070
Replace Gravity Vents	0	0	0	0	53,139	0	0	53,139

(Continued on Next Page)

CIP SUMMARY



(Continued from Previous Page)								
Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400), continued	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
District-Wide Projects								
Replace Tile Flooring	0	0	0	0	229,042	753,809	0	982,851
Replace Damaged Exterior Wall Trim	0	0	0	0	9,823	0	0	9,823
Broad Rock Building PA System	80,223	0	0	0	0	0	0	0
Broad Rock Robotics Room	0	8,500	0	0	0	0	0	8,500
H.S. Fire Alarm Panel	0	45,000	0	0	0	0	0	45,000
Replace Induction Fans	0	0	0	0	38,515	0	0	38,515
Replace 25 Ton Air Handling Unit	0	0	0	0	109,989	0	0	109,989
Replace Heating-only Fan Coil Units	0	0	0	0	124,452	0	0	124,452
Replace Siding	0	0	0	0	0	6,036	0	6,036
Replace Select Hollow Metal Door Frames	0	0	0	0	0	18,399	0	18,399
Replace Select Plaster Ceiling	0	0	0	0	0	32,141	0	32,141
Replace Wood Doors	0	0	0	0	0	91,326	0	91,326
Replace Toilet Compartments	0	0	0	0	0	112,396	0	112,396
Upgrade Hollow Metal Doors & Frames	0	0	0	0	0	241,798	0	241,798
Replace Aluminum Storefront	0	0	0	0	0	369,456	0	369,456
Replace Aluminum Frame Windows	0	0	0	0	0	394,714	0	394,714
Replace EPDM Roofing	0	0	0	0	0	733,469	0	733,469
Replace Gym Wall Padding	0	0	0	0	0	187,688	0	187,688
Replace Carpeting	0	0	0	0	0	102,033	0	102,033
Refinish Hardwood Flooring	0	0	0	0	0	9,574	0	9,574
Replace Gutters	0	0	0	0	0	25,090	0	25,090
Replace Interior Signage	0	0	0	0	0	31,399	52,752	84,151
Rechalk Windows	0	0	0	0	0	41,406	0	41,406
Paint Building Interior	0	0	0	0	0	0	1,798,813	1,798,813
Replace Stage Curtain	0	0	0	0	0	0	126,396	126,396
Broad Rock Gym Floor	0	15,000	0	0	0	0	0	15,000
West Kingston Parking Lot	0	0	400,000	0	0	0	0	400,000
Matunuck Parking Lot	0	0	0	300,000	0	0	0	300,000
Broad Rock Internal Gutter Main Entrance	0	0	25,543	0	0	0	0	25,543
Bathroom Upgrades Broad Rock	0	15,000	0	0	0	0	0	15,000
Kitchen Upgrades Broad Rock	0	12,000	0	0	0	0	0	12,000
Broad Rock Parking Lot Safety	0	8,500	0	0	0	0	0	8,500
Track Resurfacing CCMS Field	0	0	250,000	0	0	0	0	250,000
Field House and Storage Shed Updates CCMS Field	0	0	20,000	0	0	0	0	20,000
HVAC Controls	0	75,000	0	0	0	0	0	75,000
Vehicle Replacement Program	0	55,000	55,000	0	0	55,000	0	165,000
Vehicle Sander	0	0	6,000	0	0	6,000	0	12,000
Vehicle Tow Trailer	0	0	3,000	0	0	0	0	3,000
Custodial Machine	0	0	11,000	0	11,000	0	11,000	33,000
Door Access System	0	0	75,000	0	15,000	0	0	90,000
Subtotal District-wide Projects	\$180,223	\$375,000	\$4,863,559	\$5,070,445	\$4,121,763	\$3,985,023	\$2,292,836	\$20,708,626
TOTAL School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
TOTAL Capital Improvement Program	\$4,309,086	\$4,465,213	\$8,756,112	\$8,809,094	\$7,529,977	\$7,173,724	\$5,197,308	\$41,931,428

CIP SUMMARY



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds) <i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Open Space and Recreational Programs								
Open Space Acquisition Program	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$225,000
Affordable Housing	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Village Infrastructure	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Saugatucket Park Improvements	0	20,000	0	0	20,000	30,000	30,000	100,000
Neighborhood Guild - Municipal Bond 2021	1,125,000	1,000,000	0	0	0	0	0	1,000,000
Neighborhood Guild - Accumulated Income Fund	0	200,000	0	0	0	0	0	200,000
Marina Park Improvements	384,000	0	0	0	0	0	0	0
Town Beach Program	55,793	54,833	54,833	94,833	54,833	84,833	54,833	399,000
Old Mountain Field Improvements	50,000	790,000	70,000	30,000	0	0	0	890,000
Harbor Patrol - Equipment Replacement	0	25,000	35,000	30,000	110,000	0	0	200,000
General Municipal Programs								
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000
Administrative Services	0	40,000	0	0	0	0	0	40,000
Library System	45,000	64,000	64,000	64,000	64,000	64,000	0	320,000
Road Improvement Program	4,681,870	748,125	899,200	941,975	534,575	755,625	692,362	4,571,862
Police Element	80,000	145,000	250,000	275,000	275,000	205,000	200,000	1,350,000
Infrastructure-Analog UHF Radio System	2,200,000	0	0	0	0	0	0	0
Emergency Medical Services Program	103,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Communications Program	16,000	45,000	51,500	51,500	36,500	36,500	0	221,000
Property Revaluation Program	16,426	8,333	257,233	8,333	8,333	287,333	8,333	577,900
Town Hall Improvements	119,500	105,000	95,000	90,000	85,000	55,000	25,000	455,000
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000
Senior Services Program								
Vehicle Acquisition	\$79,000	40,000	40,000	-	-	-	-	\$80,000
Adult Day Services	0	10,000	0	10,000	0	10,000	0	30,000
Senior Center	10,000	25,000	25,000	35,000	35,000	25,000	25,000	170,000
School Department Programs								
General Building Renovations, Technology, & District-Wide Projects	\$1,021,586	\$827,088	\$5,370,212	\$12,884,204	\$137,116,087	\$4,325,834	\$2,579,917	\$163,103,342
TOTAL Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104
Annual Funding Element	4,309,086	4,465,213	8,756,112	8,809,094	7,529,977	7,173,724	5,197,308	41,931,428
TOTAL Capital Improvement Program	14,471,261	8,854,593	16,246,091	23,528,940	146,114,306	13,342,850	9,042,754	217,129,532
Less Road Improvement Transfers	(700,000)	(748,125)	(743,400)	(718,390)	(718,390)	(718,390)	(718,391)	(4,365,086)
Less Recreation Program Transfers	(60,000)	(60,000)	(60,000)	(70,000)	(70,000)	(65,000)	(65,000)	(390,000)
Less Public Safety/EMS/Fire Alarm Programs	(199,000)	(240,000)	(351,500)	(376,500)	(361,500)	(291,500)	(250,000)	(1,871,000)
Less Library Program Transfers	(45,000)	(105,000)	(55,000)	(60,000)	(60,000)	(15,000)	0	(295,000)
Less Information Technology Transfers	(50,000)	(70,000)	(80,000)	(20,000)	(50,000)	(130,000)	(60,000)	(410,000)
Less Administrative Services Transfers	0	(40,000)	0	0	0	0	0	(40,000)
Less Planning Department Transfers	(30,000)	(37,000)	(53,000)	(50,000)	(50,000)	(25,000)	(25,000)	(240,000)
Less Revaluation Program	(30,000)	(75,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(475,000)
Less Town Hall Improvement Transfers	(69,500)	(60,000)	(65,000)	(70,000)	(65,000)	(25,000)	(25,000)	(310,000)
Less Senior Programs	(89,000)	(75,000)	(65,000)	(45,000)	(45,000)	(25,000)	(25,000)	(280,000)
Subtotal Annual Funding Transfers	(\$1,272,500)	(\$1,510,125)	(\$1,552,900)	(\$1,489,890)	(\$1,499,890)	(\$1,374,890)	(\$1,248,391)	(\$8,676,086)
NET TOTAL Capital Improvement Program	\$13,198,761	\$7,344,467.67	\$14,693,191	\$22,039,050	\$144,614,416	\$11,967,960	\$7,794,363	\$208,453,446

CIP SUMMARY



Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June 30, 2022
GENERAL OBLIGATION BONDS:					
School Improvement Series, 2009-A	11/12/2009	11/1/2029	2.55% - 5.00%	\$1,200,000	\$480,000
Advanced Refunding- 2012	11/13/2012	6/15/2024	1.90%	4,263,000	361,000
Advanced Refunding-2015	4/8/2015	6/15/2027	2.00% - 4.00%	6,935,000	1,545,000
Community Gymnasium/School Imp., Series 2017	8/16/2017	8/15/2037	2.00% - 4.00%	5,420,000	4,240,000
School Improvement, Series 2020-A	5/12/2020	5/15/2040	2.75% - 4.00%	3,875,000	3,485,000
General Obligation Bonds, Series 2022	3/3/2022	3/1/2042	3.00% - 4.00%	7,015,000	\$7,015,000
Total General Obligation Bonds				\$28,708,000	\$17,126,000
BUSINESS-TYPE ACTIVITIES:					
Wastewater Fund - GO Bond	11/13/2002	9/1/2023	1.38%	\$500,000	\$59,000
Solid Waste Fund - GO Bond	9/3/2002	9/1/2022	1.14%	2,000,000	\$128,321
Solid Waste - GO Bond	11/22/2005	9/1/2025	1.34%	950,000	\$221,000
Total Business-Type Actives				\$3,450,000	\$408,321
TOTAL OUTSTANDING DEBT SERVICE				\$32,158,000	\$17,534,321



TAB 22
APPENDIX

Glossary..... 22 - 1

FISCAL YEAR 2023-2024 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Glossary

A

ABATEMENT

The ending, reduction, or lessening of an item.

ACCRUAL BASIS OF ACCOUNTING

The basis of accounting in which revenues are recorded when earned and expenses are recorded at the time they are incurred; instead of when cash is actually received or disbursed.

ACS

Refer to American Community Survey

ADJUSTED BUDGET

The Adopted Budget, adjusted to reflect any increases or decreases recognized since budget adoption.

ADOPTED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Approved Budget or the Final Budget.

ALLOCATE

To divide or distribute a lump sum over multiple accounts or funds.

AMEND (AMENDED, OR AMENDMENT)

Any change to the revenue and/or expenditure of a previously adopted budget. Amendments may be recommended by the Town Manager or Town Council.

AMERICAN COMMUNITY SURVEY (ACS)

An ongoing statistical survey by the US Census Bureau.

ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR)

A complete set of financial statements published soon after the close of each fiscal year, by each general-purpose local government in conformity with GAAP and audited in accordance with generally accepted auditing standards. Formerly referred to as a Comprehensive Annual Financial Report (CAFR).

APPROPRIATION

An authorization made by the Town Council to expend funds for certain purposes within a specific time frame.

APPROVED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Final Budget.

ASSESSED VALUE

The fair market value set on real and other property as a basis for levying taxes.

ASSET

Resource(s) owned or held by a government which possess monetary value.



Glossary

AUDIT

An official inspection of an organization's financial accounts, typically by an independent body.

B

BALANCED BUDGET

A true structurally balanced budget is one that supports financial sustainability for multiple years in the future. Recurring and non-recurring revenues, and recurring and non-recurring expenditures are recognized, as well as reserves. Ideally, recurring revenues are equal to recurring expenditures in the adopted budget.

BOND

A written promise to pay a sum of money on a specific date at a specific interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and sewer systems.

BOND RATING

A rating from a schedule of grades issued by a bond rating agency indicating the probability of timely repayment of principal and interest on bonds issued by a municipality.

BUDGET

A financial plan showing all planned expenditures and revenues over a specific time period (usually a fiscal year). The proposed budget is the plan submitted by the Town Manager to the Town Council. After Council review and amendments, the budget is approved and becomes the adopted budget.

BUDGET CALENDAR

The schedule of key dates or milestones the Town follows in the preparation, adoption, and administration of the budget.

BUDGET DOCUMENT

The official written statement prepared to present a comprehensive financial program of an organization. A budget document serves as a policy document, an operations guide, a financial plan, and a communications device. The proposed budget document is initially prepared and submitted by the Town Manager to the Town Council for review and consideration. The Town Council will amend as necessary, and approve, or adopt, the budget.

BUDGET HEARING

As required by law, the Town Council adopts a preliminary budget, then conducts two public hearings to receive and consider input from the public on the proposed budget. Following the final public hearing, the Town Council adopts a final budget.

BUDGET MESSAGE

A written general discussion by the Town Manager to the Town Council and the Town residents included in the proposed budget, describing the government's fiscal and management plan for the upcoming fiscal year, explaining principal budget issues against the background of financial experience of recent years and presents recommendations made by the Town Manager.



BUDGET PROCEDURE

The procedure the Town follows in developing the budget, as defined in the Town Charter: Article IV, Section 4220 Budget Procedures.

BUDGET REFERENDUM

A vote by the Town's electors (residents eligible to vote) specifically regarding the budget.

BUDGETARY CONTROL

The control mechanism used by a government or enterprise to keep expenditures, in accordance with an approved budget, within the limitations of available appropriations and available revenues.

C

CAPITAL ASSET

An acquired asset of the Town having a unit cost of at least \$10,000 and a useful life of more than five years.

CAPITAL BUDGET

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

CAPITAL EXPENDITURE

A category of budgetary appropriation that includes expenses related to buildings, machinery, and equipment, and results in additions to a fixed asset inventory.

CAPITAL IMPROVEMENT PROGRAM (CIP)

A six year financial plan that outlines spending for capital projects, such as buildings, parks, streets, etc., and their identified and/or proposed financing sources. The first year of the CIP is budgeted in the annual Capital Budget, or capital outlay.

CAPITAL OUTLAY

Funding the Town spends to either purchase a fixed asset or to extend its useful life. Capital Outlays are also commonly referred to as capital expenditures.

CAPITAL PROJECT

Projects for the purchase or construction of a capital asset.

CDBG

Refer to Community Development Block Grant

CEPP

An acronym for Civic Engagement and Public Participation; One of the Town Council's Goals and Objectives for the 2020-2022 term.

CHARGES FOR SERVICE

Revenue derived from charging fees for providing certain government services. These revenues can be received from private individuals or entities, or other governmental units. See also User Charges or User Fees.



Glossary, *continued*

CHARTER

Refer to Town Charter

CIP

Refer to Capital Improvement Program

COLA

Refer to Cost of Living Adjustment

COLLECTIVE BARGAINING AGREEMENT (CBA)

A legal contract between an employer and local union representing a group of employees of the Town (bargaining unit), which states specific terms such as working hours, salaries, fringe benefits, etc.

COMMITTED FUND BALANCE

A portion of fund balance that represents resources whose usage is constrained by limitations that the government imposes upon itself at its highest level of decision making (normally the governing body) and that remain binding unless removed in the same manner. The underlying action that imposed the limitation would need to occur no later than the close of the reporting period.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

A general-purpose federal grant primarily used to facilitate the production and preservation of low and moderate income housing, received under Title I of the Housing and Community Development Act of 1974. These funds support public improvements and redevelopment and conservation activities within targeted neighborhoods.

COMMUNITY RECREATION CENTER FUND

A special revenue fund which will account for the cost of operating the Town's new Community Recreation Center.

COMPREHENSIVE COMMUNITY PLAN

- (1) The Town's comprehensive plan
- (2) *Refer to Comprehensive Plan*

COMPREHENSIVE PLAN

A comprehensive plan is an official public document which is adopted by a local government. The contents of the plan are comprehensive, cover a broad range of topics, and are long range in nature, and help to define community goals and aspirations in terms of community development, in terms of land use, housing, and transportation.

CONTINGENCY

An appropriation of funds to cover unforeseen events that may occur throughout the fiscal year.

COST OF LIVING ADJUSTMENT

An upward adjustment in salary levels to offset the adverse effect of inflation on employee compensation.



COUNCIL 94

Some South Kingstown employees hold positions within bargaining unit: Council 94, Local 1612. One of four bargaining units in Town.

CP

An acronym for Cultural Priorities; One of the Town Council's Goals and Objectives for the 2020-2022 term.

CURRENT YEAR

Typically used to reference the current fiscal year.

D

DEBT SERVICE

The payment of principal and interest on borrowed funds such as bonds.

DEBT SERVICE FUND

A fund, new as of FY 2016-2017, which allows for documentation of annual debt service requirements and all revenue sources available to meet outstanding debt obligations for all general obligation bonds issued for governmental purposes. The Town's debt service had previously been recognized within the General Fund.

DEFICIT

- (1) The excess of the liabilities of a fund over its assets.
- (2) The amount by which expenditures exceed revenues in an accounting period.

DELINQUENT TAXES

Taxes remaining unpaid on or after the date on which a penalty for nonpayment is incurred.

DEPARTMENT

A major work unit or functional unit having related activities aimed at accomplishing a major service or regulatory program for which the Town is responsible.

DEPRECIATION

The decrease in value of physical assets due to use and the passage of time.

DIRECT COSTS

Includes the salaries, wages, and benefits of employees who exclusively work on the delivery of service, as well as the materials and supplies and other associated operating costs.

DIVISION

A unit of organization that is comprised of a specific operation within a functional area. Town departments may contain one or more divisions.



E

ET

An acronym for Education and Training; One of the Town Council's Goals and Objectives for the 2020-2022 term.

ENCUMBRANCE

An amount of money committed and obligated for the payment of goods and services not yet received or paid for, usually supported by an outstanding purchase order.

ENTERPRISE FUND

Activities of government that are operated and accounted for as businesses. Enterprises rely principally on revenue derived from user fees to fund operations. The Town's three Enterprise Funds include the Water, Wastewater, and Solid Waste Enterprise Funds.

ES

An acronym for Economic Structure; One of the Town Council's Goals and Objectives for the 2020-2022 term.

ET

An acronym for Education and Training; One of the Town Council's Goals and Objectives for the 2020-2022 term.

EXPENDITURE

Decrease in net financial resources to purchase or pay for a service or item. Expenditures include operating expenses, capital expenditures, and debt service payments that require current or future use of current assets.

F

FI

An acronym for Facilities and Infrastructure; One of the Town Council's Goals and Objectives for the 2020-2022 term.

FINAL BUDGET

The budget, formally adopted by Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Approved Budget.

FINANCIAL MANAGEMENT

The effective and efficient management of funds in such a manner as to accomplish the objectives of the organization.

FISCAL YEAR

The twelve-month period of the budgetary year. The fiscal year for the Town's operating budget begins on July 1st and ends the following June 30th.



Glossary, *continued*

FIXED ASSET

Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, equipment, and improvements.

FTE

Refer to Full Time Equivalent

FRINGE BENEFITS

Job related benefits provided for employees as a part of their total compensation, such as employer's portion of FICA taxes, social security, retirement, and group health and life insurance.

FUND

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

The difference between the assets and liabilities of a governmental fund and is the cumulative difference between all revenues and expenditures.

FUND TYPE

A general industry term for categories into which all funds are classified in governmental accounting.

FULL TIME EQUIVALENT (FTE)

An employment indicator that translates the total number of hours worked in a year by all employees to an equivalent number of work years, equaling one Full Time Equivalent (FTE) employee on hand. The Town only counts benefit eligible full time and part time employees as FTEs.

FY

Refer to Fiscal Year

G

GAAP

Refer to Generally Accepted Accounting Principles

GASB

Refer to Governmental Accounting Standards Board

GENERAL FUND

The primary operating fund which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day to day operations of the Town.

GENERAL OBLIGATION BONDS

Bonds sold by the Town to private investors to provide long-term financing for capital project needs. The Town pledges its full faith and credit to the repayment of these bonds.



GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

The uniform standards and guidelines used for financial accounting and reporting. These standards govern the form and content of the basic financial statements of an entity. These acceptable practices are modified from time to time. GAAP guidance is provided from various sources. The Governmental Accounting Standards Board (GASB) issues authoritative statements, interpretations of statements, technical bulletins, implementation guides, and concept statements of position. The American Institute of CPAs issues the audit and accounting guides and statements of positions.

GEOGRAPHIC INFORMATION SYSTEM (GIS)

- (1) A division of the Planning Department.
- (2) A computer program that uses specific data points to locate infrastructure and structures within the Town.

GFOA

Refer to Government Finance Officers Association

GIS

Refer to Geographic Information System

GOAL

A broad statement of intended accomplishments or a description of a general condition deemed desirable.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

A professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)

Organized in 1984 by the Financial Accounting Foundation, the Board was created to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

GOVERNMENTAL FUND

A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The general fund, special revenue funds, capital projects funds and debt service funds are the types of funds referred to as governmental funds.

GRANT

An amount provided by a governmental unit or other type of organization in aid or support of a particular governmental function or program, or to be used/expended for a specific purpose, activity, or facility.

H

H

An acronym for Housing; One of the Town Council's Goals and Objectives for the 2020-2022 term.



Glossary, *continued*

I

IAFF

Refer to International Association of Fire Fighters

IBPO

Refer to International Brotherhood of Police Officers

IMPACT FEE

A fee imposed on new development as a total or partial reimbursement for the cost of expanded and/or additional services and/or facilities made necessary by the growth due to the new development.

INTERNAL SERVICE FUND

Proprietary funds used to report activity that provides services or goods to other funds, departments, or agencies of the Town on a cost-reimbursement basis.

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS (IAFF)

South Kingstown employees within the EMS Department (exclusive of the EMS Director) hold positions within bargaining unit: IAFF, Local 3365. One of four bargaining units in Town.

INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS (IBPO)

South Kingstown employees who are sworn officers of the Police Department (exclusive of the Police Chief) hold positions within bargaining unit: IAFF, Local 489. One of four bargaining units in Town.

J

K

KFD

Refer to Kingston Fire District

KINGSTON FIRE DISTRICT (KFD)

One of two volunteer fire districts in Town.

L

LU

An acronym for Land Use; One of the Town Council's Goals and Objectives for the 2020-2022 term.

LEVY

Refer to Tax Levy

LIABILITY

A financial debt or obligation incurred during the course of business operations.



Glossary, *continued*

LINE ITEM

The classification of objects of expenditures (object codes) by major expense category.

M

MEDIAN

Denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantifies.

MERS

Refer to Municipal Employees Retirement System

MISCELLANEOUS REVENUE

A general category for revenue not otherwise specified under other identified categories of revenue.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

“Basis of accounting” refers to when a transaction is recognized. In the modified accrual basis of accounting, revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.

MOODY’S

A credit rating agency that ranks the creditworthiness of borrowers using a standardized ratings scale which measures expected investor loss in the event of default. Securities are assigned a rating from Aaa to C, with Aaa being the highest quality and C the lowest quality. The Town of South Kingstown is rated Aa1.

MOTOR VEHICLE EXCISE TAX

A tax on the privilege of registration and is based on the number of days the motor vehicle, motorcycle, commercial truck, or trailer was registered during the preceding calendar year. Motor vehicles are taxed in arrears, and prorated to the actual number of days the vehicle is registered. All motor vehicle and trailer registration information is provided to the Town by the Rhode Island Department of Motor Vehicles (RIDMV). The motor vehicle tax was phased out in FY 2023.

MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS)

The Town participates in the State administered Municipal Employees Retirement System (MERS).

MUNICIPALITY

A city or town or other district possessing corporate existence and usually its own local government.

MUNIS

The financial management software used by the Town.

N

O



OBJECT

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

OBJECTIVE

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

OBLIGATION

Refer to Liability

OPERATING BUDGET

The Town's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

OPERATING EXPENDITURES

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.

ORDINANCE

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

OWTS

On-Site Wastewater Treatment System

P

PAY AS YOU GO PROGRAM (PAYG)

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

PAYG

Refer to Pay As You Go Program

PAYMENT IN LIEU OF TAX (PILOT)

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.

PDOB

Refer to Peace Dale Office Building

PEACE DALE OFFICE BUILDING (PDOB)

The Peace Dale Office Building (PDOB) serves as an extension of the Neighborhood Guild facility, housing recreational programming offered through the Parks and Recreation Department. In addition, the



Department focuses on maximizing rental income through offering commercial rental space within PDOB to various service-oriented businesses and organizations.

PERCENT CHANGE

The percentage change between two consecutive fiscal years. A minus sign “-” prior to the number indicates a decrease, whereas no minus sign indicates an increase.

PERMANENT FUND

Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government’s programs. The Town’s permanent funds include the Hazard Memorial Trust, Irving Knowles Trust, Oliver Watson Home Fund, Walter W. Watson Trust, and the Kingston Free Library Trust Fund.

PETITION

- (1) A formal written request, typically one signed by many people, appealing to authority with respect to a particular cause or issue.
- (2) According to the Town Charter: Article IV, Section 4220 Budget Procedures, any qualified elector may circulate a petition following the adoption of the preliminary budget by the Town Council, as well as following the final approval of the budget by the Town Council. Please refer to the Town Charter for specific and further details of the petition process.

PILOT

Refer to Payment in Lieu of Tax

PPS

An acronym for Policing and Public Safety; One of the Town Council’s Goals and Objectives for the 2020-2022 term.

PRELIMINARY BUDGET

The Town Manager submits the Proposed Budget to the Town Council for consideration, and is initially approved with or without revision as the Preliminary Budget.

PROPOSED BUDGET

The budget formally submitted by the Town Manager to the Town Council for consideration. Proposed budget documents are also available to the public, and are posted on the Town’s website.

PROPRIETARY FUNDS

Funds used to account for a government’s ongoing organization and activities that are similar to those found in the private sector. There are two types of proprietary funds: enterprise funds and internal service funds.

PUBLIC HEARING

A type of public meeting, where members of the public hear the facts about a planned project, local issue, or government action, and where members of the public can provide testimony recorded for public record about said topic.



Glossary, *continued*

Q

R

REAL PROPERTY

Any property that is attached directly to land, as well as the land itself.

REFERENDUM

A vote by the Town's electors (residents eligible to vote).

REFUNDING BOND

A bond issued to pay off another bond to obtain better interest rates and/or bond conditions.

RESOLUTION

An order of a legislative body requiring less legal formality than an ordinance or statute.

RESERVE

A supply of a commodity not needed for immediate use, but available if required.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE

The yield from various sources of income, such as taxes, that the Town collects and receives into the treasury for public use.

RIDOT

Rhode Island Department of Transportation

RIGL

Rhode Island General Law

S

SC

School Committee

SCH

- (1) South County Hospital
- (2) An acronym for South County Hospital; One of the Town Council's Goals and Objectives for the 2020-2022 term.

SK

South Kingstown



SKMEA

Some South Kingstown municipal employees hold positions within this bargaining unit: South Kingstown Municipal Employees Association, a local of National Education Association Rhode Island (NEARI). One of four bargaining units in Town.

SNR

An acronym for Sustainability and Natural Resources; One of the Town Council's Goals and Objectives for the 2020-2022 term.

SOLID WASTE ENTERPRISE FUND

The enterprise fund that accounts for the solid waste disposal operations for the Town. The cost of providing services is financed or recovered through user fees.

SPECIAL REVENUE FUND

Fund(s) used to account for the revenue derived from specific sources that are restricted by law or policy to finance specific activities.

SPECIFIC PERFORMANCE MEASUREMENT

Specific quantitative or qualitative metrics and/or measures of the work performed.

STANDARD & POOR'S

An American financial services company that publishes financial research and analysis on stocks and bonds. The company issues credit ratings for the debt of public and private corporations and is considered one of the Big Three credit-rating agencies, along with Moody's and Fitch Ratings.

STATUTE

A written law enacted by a duly organized and constituted legislative body.

T

TAX BASE

Taxable property value from which the Town receives tax dollars.

TAX LEVY

A property tax, or millage tax, is a levy on property that the owner is required to pay. The tax is levied by the governing authority (the Town Council) of the jurisdiction (the Town) in which the property is located, using the revenue to fund programs and services. The municipality sets a percentage rate for imposing taxes, called a tax levy rate, which is then calculated against the assessed value of each resident's taxable property, determining the dollar amount of taxes owed by the property owner.

TAX ROLL

A breakdown of all property within a given jurisdiction, such as a city or town, that can be taxed. The tax roll will list each property and its assessed value. The Tax Roll is created by the taxing assessor or other authority within the jurisdiction.



TBF

An acronym for Taxes, Budget, and Fiscal Management; One of the Town Council's Goals and Objectives for the 2020-2022 term.

TIPPING FEES

The landfill charges collected for solid waste and yard waste disposal.

TOWN CHARTER

A Town Charter is a legal document establishing a municipality such as a city or town. The Town Charter documents and defines how the municipality functions and is organized, including establishing the municipality's form of government, its elected and administrative officials, as well as defining functions.

TOWN COUNCIL

An elected governing body in a city or town. The South Kingstown Town Council has five members, including a president and vice president. The members are elected for two year terms.

TOWN MANAGER

An official appointed by, and who serves at the pleasure of the Town Council, who directs the administration of the Town government. The Town Manager acts in the capacity of the Chief Financial Officer and the Chief Administrative Officer for the Town.

TTS

An acronym for Transportation and Traffic Safety; One of the Town Council's Goals and Objectives for the 2020-2022 term.

U

UFB

Refer to Unassigned Fund Balance

UFD

Refer to Union Fire District

UNASSIGNED FUND BALANCE (UFB)

The general fund, as the principal operating fund of the government, often will have net resources in excess of what can properly be classified in one of the four fund balance categories. If so, that surplus is presented as unassigned fund balance. If resources were not at least assigned, they could not properly be reported in a fund other than the general fund, therefore, only the general fund can report a positive amount of unassigned fund balance. Any governmental fund in a deficit position could report a negative amount of unassigned fund balance.

UNION FIRE DISTRICT (UFD)

One of two volunteer fire districts in Town.



UNITED WATER

The Water Division currently purchases wholesale water from United Water Rhode Island for the Town's two water systems, South Shore and Middlebridge.

URI

- (1) University of Rhode Island
- (2) An acronym for University of Rhode Island; One of the Town Council's Goals and Objectives for the 2020-2022 term.

USER CHARGES

Refer to User Fees

USER FEES

Revenue derived from charging fees for direct receipt of a public service by the party benefiting from the service.

V

VALUATION

The dollar value of property assigned by the Tax Assessor.

VUR

An acronym for Supporting Vulnerable and Underserved Residents; One of the Town Council's Goals and Objectives for the 2020-2022 term.

W

WASTEWATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned wastewater system. The cost of providing services is financed or recovered through user fees.

WATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned water system, servicing the South Shore and Middlebridge areas of Town. The cost of providing service is financed or recovered through user fees.

X

Y

Z
