



Town of South Kingstown FY 2024 - 2025 Operating Budget



Preliminary Version - 3/18/2024

Last updated 03/25/24





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INTRODUCTION



Town Council Adopted Preliminary Budget

This section of the Fiscal Year 2024-2025, Preliminary Adopted Operating Budget details the approved Town Council Amendments to the Fiscal Year 2024-2025 Town Manager Proposed Operating Budget.

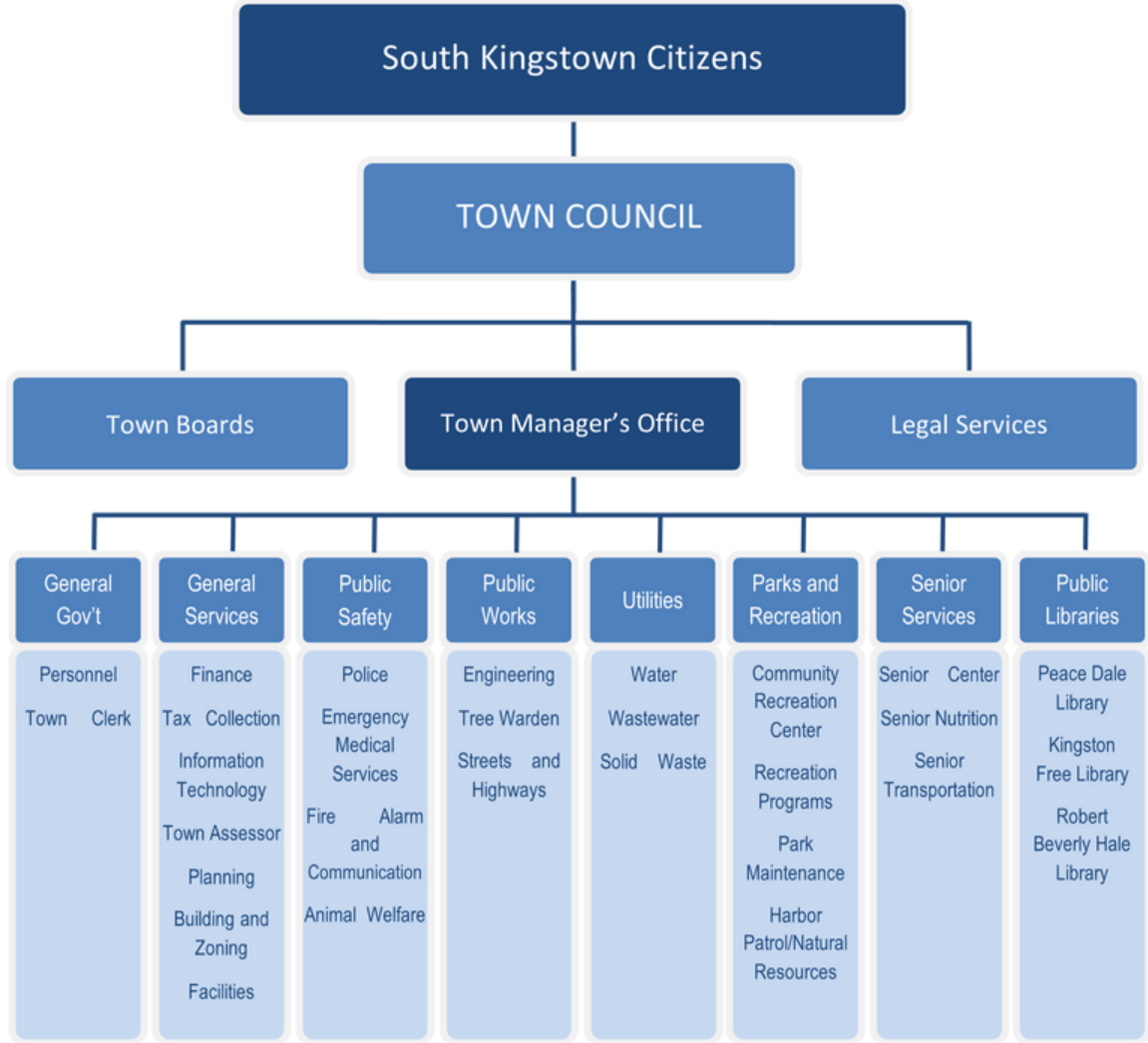
Town of South Kingstown, RI Preliminary Budget Adoption - March 18, 2024 Fiscal Year 2024 - 2025

FY 2024-2025 Proposed General Fund Operating Budget	Expense	Revenue
	32,539,243	32,539,243

#	Account #	Account Description	Proposed Budget	Approved Amend.	Adopted Prelim. Budget	Adj. Total Expense	Adj. Total Revenue
1	10100000-411010	Current Taxes	76,280,557	(600,000)	75,680,557		(600,000)
2	10100000-499040	Designated F/B CIP	1,193,608	600,000	1,793,608		600,000
3	10181000-580100	Miscellaneous Expense	173,000	(171,050)	1,950	(171,050)	
4	10180000-589606	Jonnycake Center of Peace Dale		30,000	30,000	30,000	
5	10180000-589607	Cane Child Development Center		9,000	9,000	9,000	
6	10180000-589609	Welcome House of South County		10,000	10,000	10,000	
7	10180000-589610	Domestic Violence Resource Center		10,000	10,000	10,000	
8	10180000-589612	Education Exchange		15,000	15,000	15,000	
9	10180000-589614	Boys and Girls Club		20,000	20,000	20,000	
10	10181000-580108	Fire Company		10,000	10,000	10,000	
11	10181000-589701	Narrow River Preservation		2,500	2,500	2,500	
12	10181000-589702	Southern RI Chamber of Commerce		9,000	9,000	9,000	
13	10181000-589706	Wakefield Village Association		5,000	5,000	5,000	
14	10181000-589708	Neighbors Helping Neighbors		5,000	5,000	5,000	
15	10181000-589709	Southern RI Volunteers		6,000	6,000	6,000	
16	10181000-589710	VFW Auxiliary Post #916		7,500	7,500	7,500	
17	10181000-589711	South County History Center		7,500	7,500	7,500	
18	10181000-589712	South County Housing Authority		18,000	18,000	18,000	
19	10181000-589713	Chris Collins Foundation		5,000	5,000	5,000	
20	10181000-589714	Friends of Saugatucket		1,000	1,000	1,000	
21	10181000-589715	Wakefield Concert Band		550	550	550	
Total Adjustments						0	0
General Fund - Town Council (Preliminary Adopted)						32,539,243	32,539,243



Organization Chart



Town Council Members & Department Directors

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 February 2024.

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	Gregory Sweet *

Municipal Department Directors and Division Heads

Town Manager	James Manni
Deputy Town Manager/DOAS	Luke Murray
Personnel Administrator	Aime Campbell
Town Clerk	Susan M. Flynn
Finance Director	Brian Silvia
Tax Collector	Christina Oliva
Information Technology Director	Lori Ann Fox
Town Assessor	Wendy Duarte *
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 Liesure Services	Theresa L. Murphy
Recreation Superintendent	Lenka Capek
Parks Superintendent	Rex Eberly
Library Director	Laurel Clark
Senior Services Director	Susan DiMasi
Water Supterintendent	Brett Whaley
Wastewater Superintendent	Kathy Perez
Town Solicitor	Michael A. Ursillo

* New Staff or existing staff new to this position, since March 2023.



Budget Process

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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4221PRBU) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4221PRBU). *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](http://webserver.rilin.state.ri.us/Statutes/TITLE16/16-2/16-2-21.htm) (<http://webserver.rilin.state.ri.us/Statutes/TITLE16/16-2/16-2-21.htm>), 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 \(https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIITHCH_ARTIVADDEPR_4220BUPR_S4223AMAFAD\)](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIITHCH_ARTIVADDEPR_4220BUPR_S4223AMAFAD).

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.

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 \(https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIICOOR_CH6FI_ARTIINGE_S6-1FIMAPR\)](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIICOOR_CH6FI_ARTIINGE_S6-1FIMAPR) 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.

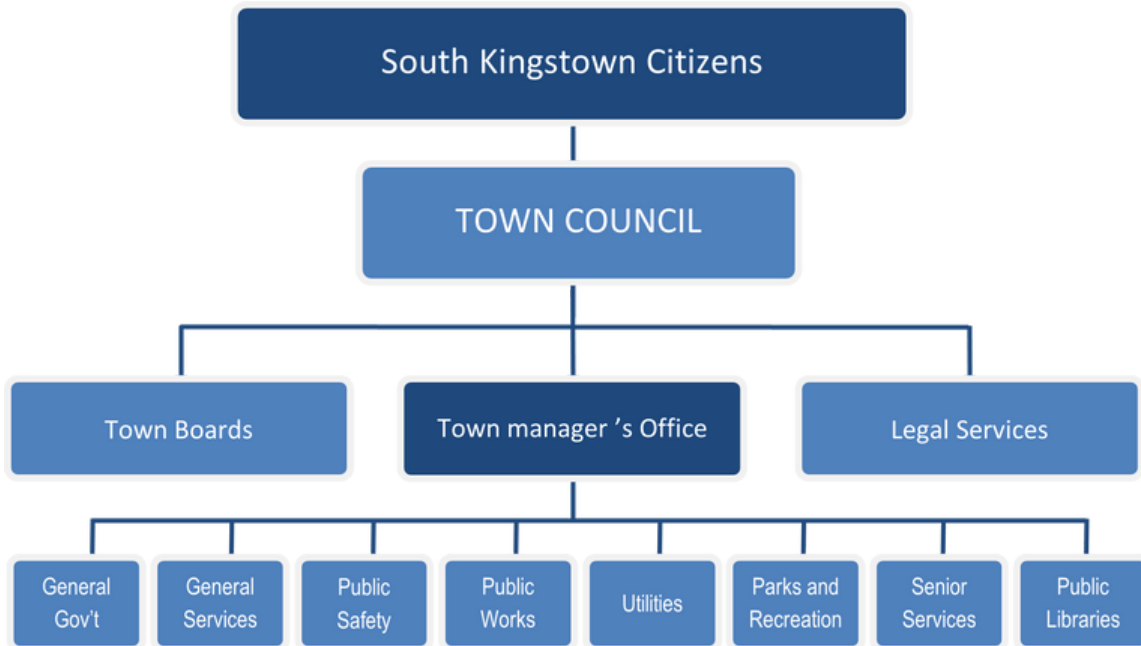
Per [RIGL § 45-12-22.1 – § 45-12-22.7 \(http://webserver.rilin.state.ri.us/Statutes/TITLE45/45-12/INDEX.htm\)](http://webserver.rilin.state.ri.us/Statutes/TITLE45/45-12/INDEX.htm), the Finance Director submits monthly reports to the Town manager on the status of the governmental funds, including the 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.



Government Structure

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.



Town of South Kingstown 2024-2025 Budget Calendar

December 2023

Friday,	1st	Capital Improvement Program (CIP) Budget Submission to Town Council (Deadline 12/1/2023)
Friday,	8th	Advertise for initial Budget Public Hearing and tentative budget schedule
Wednesday,	20th	Initial Budget Hearing with School Committee to discuss the FY2024-25 Operating Budget of the Town

January 2024

Tuesday,	2nd	Work session #1 with Town Manager and department heads to review proposed CIP
Wednesday,	3rd	Work session #2 with Town Manager and school department to review proposed CIP
Monday,	22nd	Public Hearing on six-year CIP (FY2024-25 through FY2029-30). Includes adoption of CIP (deadline 2/1)

February 2024

Wednesday,	14th	School Department submits budget proposal to Town Manager (deadline 2/14 each year, Sec 4820E)
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March 2024

Friday,	1st	Town Manager submits proposed FY2024-25 Operating Budget to Town Council
Tuesday,	12th	Work session #1 with Town Manager and department heads. HSOA Grant Review
Wednesday,	13th	Work Session #2 with the School Department
Monday,	18th	Town Council Adoption of Preliminary Budget (deadline 3/22/2024)

April 2024

Monday,	15th	Public Hearing #1 on the FY2024-25 Municipal and School Department Operating Budgets
Wednesday,	17th	Public Hearing #2 on the FY2024-25 Municipal and School Department Operating Budgets
Monday,	22nd	4:00PM deadline to submit petitions for revisions to the Preliminary Budget (25 signatures)
Monday,	29th	Consideration of Petitions and Adoption of the Final Operations Budgets (during regular session)

May 2024

Monday,	13th	4:00PM deadline for submissions of Final Petitions for Referendum (200 signatures required)
Thursday,	16th	Deadline for petition signatures to be verified by the Board of Canvassers (Sec. 4222E)

June 2024

Tuesday,	4th	Possible Budget Referendum on Tuesday following the 1st Saturday in June (Sec. 4222F)
Friday,	14th	Town Assessor sets the tax rate for the FY2024-25 Operating Budget



The Town of South Kingstown, at a Glance

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 (<http://www.skpl.org/751/Local-History>) and the Southern Rhode Island Chamber of Commerce website www.srichamber.com/history.html ([https://www.housingworksri.org/Portals/0/HWRI_HFB22%20\(1\).pdf](https://www.housingworksri.org/Portals/0/HWRI_HFB22%20(1).pdf)).

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



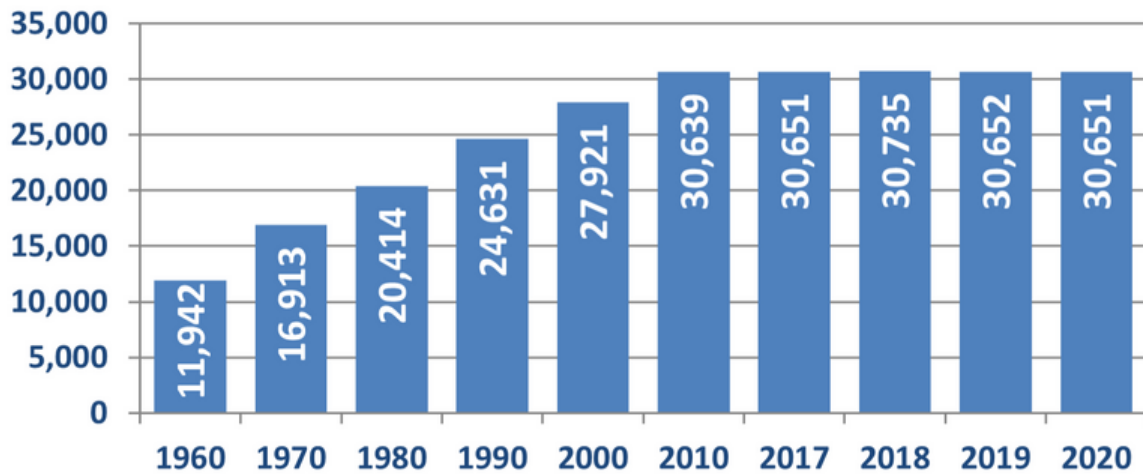
The Town of South Kingstown owns 124 parcels of land (not including tax sale properties), consisting of properties that host town facilities, rights of way, schools, pump stations, easements, parks, fields, and designated open space. These properties total 1,347.3 acres, approximately 3.9% of the total 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



Population Overview



TOTAL POPULATION

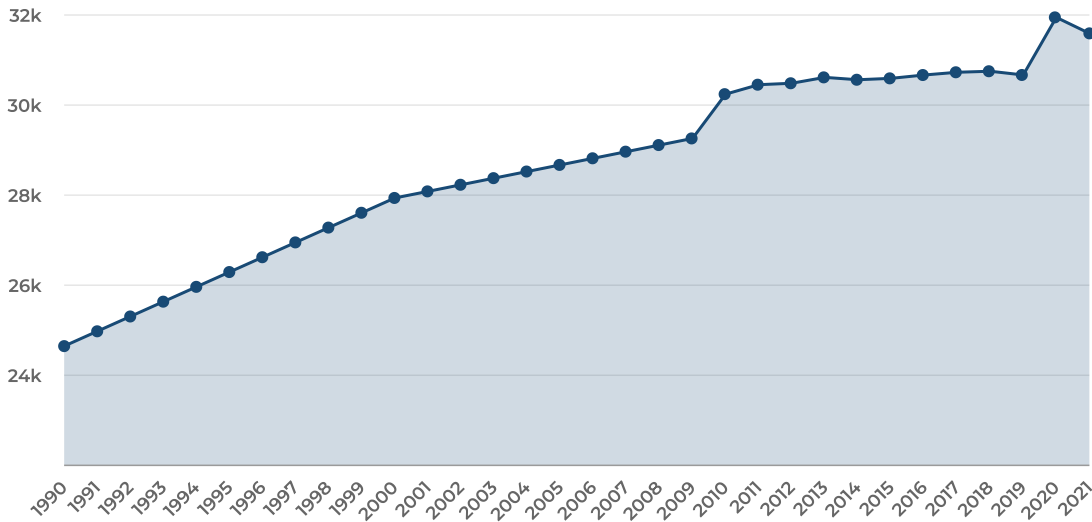
31,576

▼ **1.1%**
vs. 2020

GROWTH RANK

35 out of **39**

Municipalities in Rhode Island



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



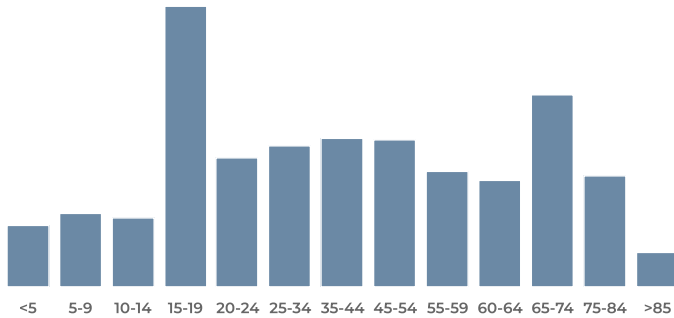
DAYTIME POPULATION

34,975

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

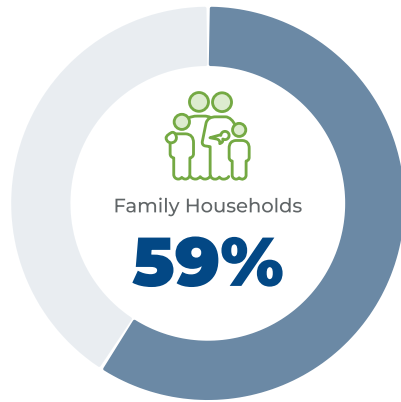
* Data Source: American Community Survey 5-year estimates

Household Analysis

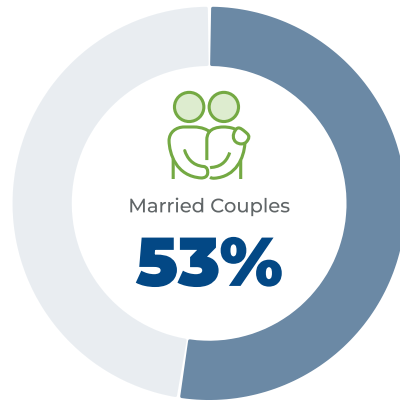
TOTAL HOUSEHOLDS

10,790

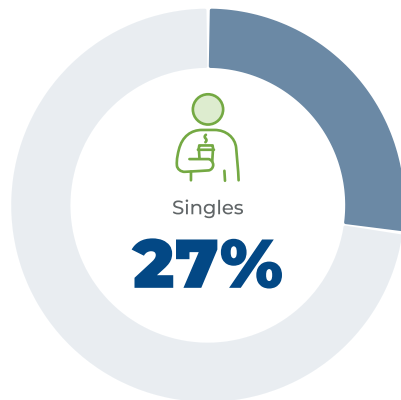
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ **33%**
higher than state average



▲ **18%**
higher than state average



▼ **12%**
lower than state average

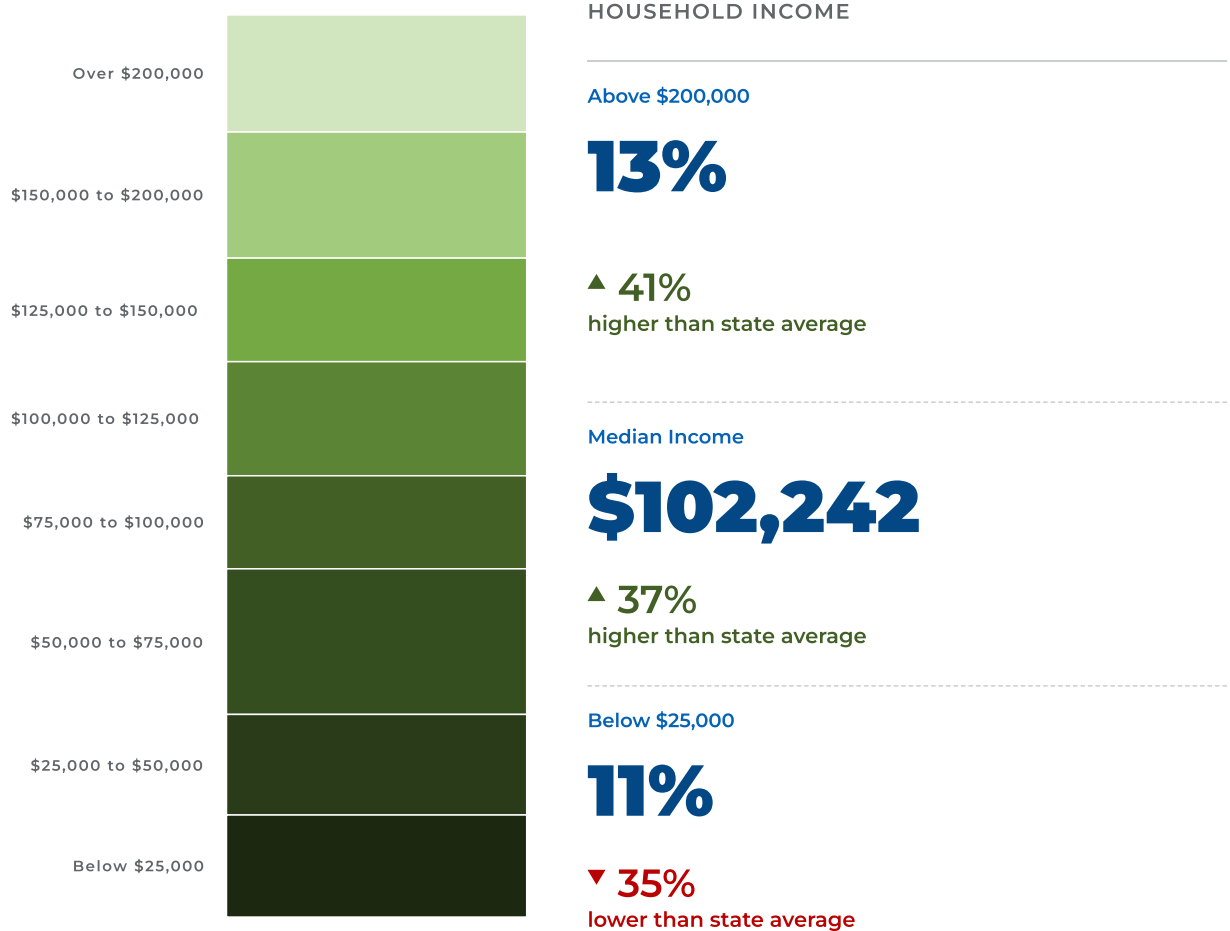


▼ **22%**
lower than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



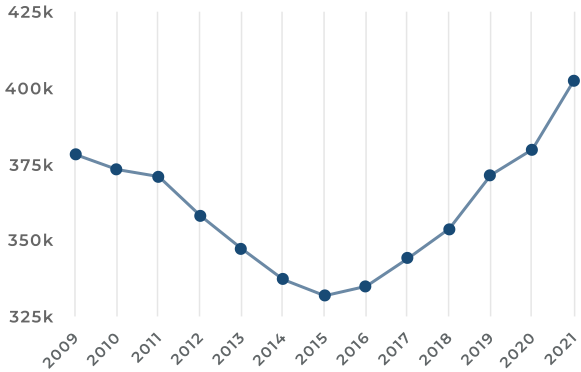
* Data Source: American Community Survey 5-year estimates



Housing Overview



2021 MEDIAN HOME VALUE
\$402,400



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

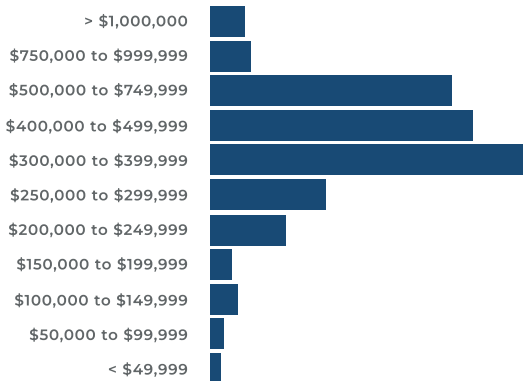
HOME OWNERS VS RENTERS

South Kingstown State Avg.



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.



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.
- The 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 a specific train 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 training options to expand professional skills 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 educational 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 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.

Basis of Budgeting

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



Financial Policies

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 \(c\)](#), ([http://webserver.rilin.state.ri.us/Statutes/TITLE44/44-35/44-35-10.HTM#:~:text=R.I.,Laws%20%20A7%2044%2D35%2D10&text=\(a\)%20The%20operating%20budgets%20for,from%20the%20current%20fiscal%20year](http://webserver.rilin.state.ri.us/Statutes/TITLE44/44-35/44-35-10.HTM#:~:text=R.I.,Laws%20%20A7%2044%2D35%2D10&text=(a)%20The%20operating%20budgets%20for,from%20the%20current%20fiscal%20year)), 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 (<http://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](http://webserver.rilin.state.ri.us/Statutes/TITLE45/45-12/45-12-2.htm) (<http://webserver.rilin.state.ri.us/Statutes/TITLE45/45-12/45-12-2.htm>) – Indebtedness of Towns and Cities – no city or town shall, without special statutory authority, incur any debt for money hired which would increase it 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](https://gasb.org/page/PageContent?pagelid=/standards-guidance/pronouncements/summary--statement-no-54.html&isStaticPage=true)) No. 54 (<https://gasb.org/page/PageContent?pagelid=/standards-guidance/pronouncements/summary--statement-no-54.html&isStaticPage=true>). 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](https://www.gfoa.org/materials/fund-balance-guidelines-for-the-general-fund) (<https://www.gfoa.org/materials/fund-balance-guidelines-for-the-general-fund>) 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.

[\[LM1\]](#)Brian, please update. I adjusted the dates and included the \$150M language.

[\[BS2\]](#)All set

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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4226CAPR) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4226CAPR); 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4225ADBU) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4225ADBU), 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\(C\)](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4222BU) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4222BU), 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4222BU) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4220BUPR_S4222BU) 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

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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIITHCH_ARTIITHLE_3200OR_S3214EMOR) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIITHCH_ARTIITHLE_3200OR_S3214EMOR). 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

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 \(https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodetid=PTITHCH_ARTIVADDEPR_4220BUPR_S4221PRBU\)](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodetid=PTITHCH_ARTIVADDEPR_4220BUPR_S4221PRBU).



BUDGET OVERVIEW



Executive Overview

The Executive Overview portion of the Budget is made up of the following sections:

- 1) Town Manager's Transmittal Letter
- 2) Position Allocation, Pay Schedules & Pay Plans
- 3) GFOA - Distinguished Budget Presentation Award



Town Manager's Transmittal Letter

To: The Honorable Town Council

From: James M. Manni, Town Manager

Re: FY 2024-2025 Budget Message

Date: March 1, 2024

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 2024-2025 fiscal year. A detailed summary of the entire proposed budget program has been prepared by the Director of Finance, Brian Silvia, and is presented within the Funding Sources portion of the budget document. 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:

In my second year as Town Manager of the Town of South Kingstown, I can report that the Town is in a strong position from a workforce perspective, benefiting from a dedicated group of employees, including directors and all of the employees 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.

Also, the Town is 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 residents and taxpayers. I would like 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 2024-2025.

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 2024-2025 Proposed Operating Budget

The proposed FY 2024-2025 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 \$11.05 to \$11.22, an increase of \$0.17 or 1.54% for residential and commercial real estate. The rate for tangible personal property will remain unchanged from FY 2023-2024 at \$11.05. This is a result of RIGL 44-5.3-3, which states that tangible property shall be capped and shall not exceed thereafter the tax rate in effect for the assessment date of December 31, 2022. Overall, the Tax Levy is proposed at an increase of 2.09% from fiscal year 2023-2024.



**Summary of the
Town Manager's Proposed Budget For FY 2024-2025**

FY 2024-2025	Increase over FY 2023-2024	% change from Prior Year
Total Proposed Expenditures		
School Fund		
\$62,635,680	\$0	0.00%
General Fund		
\$32,539,243	\$1,714,326	5.56%
Total General Fund Revenues (non-property tax)	Increase over FY 2023-2024	% Change from Prior Year
\$13,159,946	\$591,115	4.70%
Proposed Property Tax Levy	Increase over FY 2023-2024	% Change from Prior Year
\$77,837,304	\$1,594,910	2.09%
Proposed Property Tax Transfer to Schools	FY 2023-2024 PTT to Schools	% Change from Prior Year
\$55,994,773	\$0	0.00%
Proposed Tax Rate	FY 2023-2024 Tax Rate	% Change from Prior Year
\$11.22	\$0.17	1.54%

The following recommended adjustments in program funding are proposed:

1. Increase in personnel salaries of (3.00%) related to contractual obligations for International Brotherhood of Police Officer employees. Increases in personnel wages of (2.00%) related to Municipal Employees Association, International Association of Fire Fighters employees, R.I. Council 94 employees and non-union employees are in place and subject to successful Collective Bargaining.
2. 2.0 new positions:
 - a. (1) Community Learning Center Coordinator, Non-Union (Library)
 - b. (2) Paramedic positions, IAFF (EMS)
 - c. (-1) Office Clerk, NEA (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 2024-2025 Town 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 the Departments section of this proposed budget.

PRIORITIES AND ISSUES FOR FY 2024-2025

American Rescue Plan (ARPA) Funds

The Town received 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 and FY 2023-2024 budgets. All remaining ARPA funds must be committed to identified projects and initiatives by December 31, 2024 and all funding must be spent by December 31, 2026.

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 while having 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 the necessary staffing to accommodate this vehicle is not included in 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 2024-2025.

New Community Learning Center

The Town of South Kingstown is thankful to be the recipient of a Community Learning Centers Municipal grant through the State's Pandemic Recovery Office. Our \$2.5 million award allocated through the Capital Projects Fund (CPF) will help the Town construct a new community learning center within the existing Peace Dale Library Branch facility. The learning center will provide critical programs and services to support the South County community to include ongoing health monitoring, tutoring and educational programs, and workforce training. This is an extraordinary opportunity to tackle many of the ongoing challenges we face in our community following the COVID-19 pandemic.

Benefits of the CLC include:

- **Enhanced education opportunities** provide access to educational resources, programs, and services.
- **Increased workforce development** offering workforce training, career counseling, and job search assistance.
- **Improved access to technology** providing access to computers, internet connectivity, and digital literacy training.
- **Support for health and well-being** offering health education programs, wellness resources, and access to telehealth services.
- **Community engagement and networking** serve as a hub for community engagement, offering opportunities for networking, collaboration, and social connections among residents, organizations, and local businesses.
- **Promotion of equity and inclusion** prioritizing equity and inclusion by addressing the needs of underserved populations, promoting access to educational programs, workshops, technology, and other resources for all community members.
- **Community empowerment** offering resources, services, and programming tailored to local needs.

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 7.5% during the 2024-2025 fiscal year. The Following table illustrates the budgeted cost-of-living wage increases for FY 2024-2025.

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

School Department

There will be a ballot referendum question on a school construction project to fund the capital needs associated with the construction of a new high school in May-2024. 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 included the closure of two schools. 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 coincides with the budget request of the School Committee and administration, as the school department budget request for FY 2024 – 2025 reflects a level fund request from the prior fiscal year.



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 fiscal year 2024-25. With that in mind and as part of the Governor's proposed FY2024-2025 budget, the South Kingstown School Department is anticipating a slight increase in state aid to education in the amount of \$102,540. With this in mind, I am proposing to hold the FY 2024-2025 property tax transfer (PTT) to the schools to level funding with FY 2023-2024.

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.

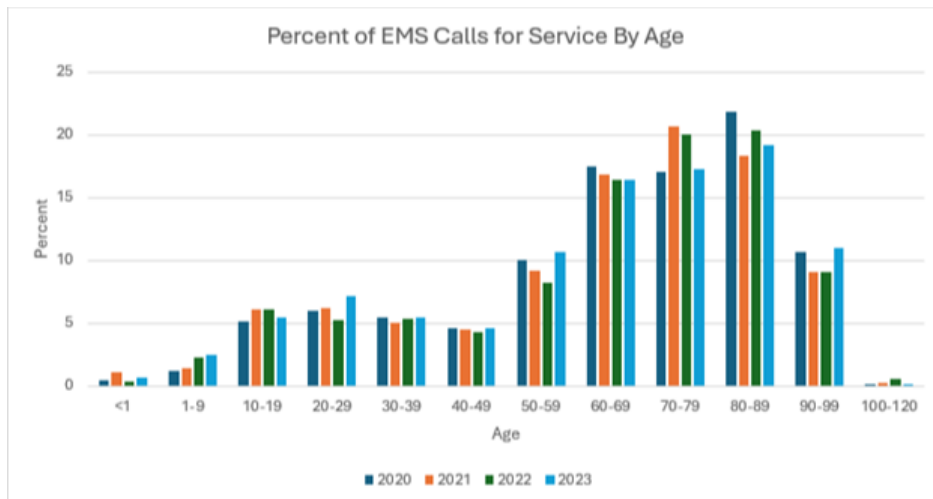
Changing Demographics

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	5.30%	1,201	4.00%	953	3.10%	-248	-58.4
Age 5-14	3,714	13.30%	3,479	11.50%	2,791	9.10%	-688	-161.9
Age 15-19	4,117	14.70%	4,597	15.20%	5,517	18.00%	920	216.5
Age 20-34	5,112	18.30%	5,023	16.60%	5,112	16.70%	89	20.9
Age 35-44	4,203	15.10%	3,453	11.40%	2,668	8.70%	-785	-184.7
Age 45-59	5,167	18.50%	6,696	22.20%	5,183	16.90%	-1,513	-356
Age 60 Plus	4,135	14.80%	5,777	19.10%	8,427	27.50%	2,650	623.5
Total Ages	27,921	100.00%	30,226	100.00%	30,651	100.00%	425	1.40%

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 17% 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 will continue the long-needed major infrastructure improvements, that began in FY 2023-2024 and will be funded 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 & Uses

	General	School	POOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste water	Solid Waste	Total
Revenues & Other Financing Sources:											
General/Proxm Tax	\$1,575,257	\$5,994,773		\$524,721		\$410,621	\$1,275,943		\$4,000		\$7,369,255
User Fees				87,821				974,889	481,629	2,570	5,679,937
State Aid	6,421,270	5,688,391					25,000	2,000			12,317,661
Federal Aid	8,000	500,000									508,000
Licenses/Fees/Rent	1,677,141		95,888	1		40,000		184,226		166,675	2,164,025
Revenue from Investments	685,000		991	2,000	615,743	2,865		30,000	45,000	6,500	1,388,099
Disposal Revenue/Fines/Charges	2,966,972		11,100	8,400	333,780	272,220		5,000	408,500	732,828	4,779,800
Transfers In	207,955			10,000			316,929				534,884
Grants				63,388							63,388
Miscellaneous		274,500		3,500	1,200	3,892		2,200	20,100	55,660	361,352
Fund Balance/Reserve	1,193,608	177,016		8,000	20,000	55,000		130,889	54,089	91,572	1,691,074
Total Revenues	\$25,382,400	\$6,265,680	\$1,079,999	\$717,041	\$960,723	\$784,716	\$1,797,772	\$1,328,191	\$5,344,940	\$1,036,315	\$107,244,024
Expenditures & Other Financing Sources:											
General Government	\$1,895,491										\$1,895,491
General Services	4,502,762										4,502,762
Public Safety	15,503,003										15,503,003
Public Works	3,442,002										3,442,002
Parks & Recreation	2,568,808										2,568,808
Public Libraries	1,506,113										1,506,113
Non-departmental	1,076,141										1,076,141
Education		\$2,635,680									\$2,635,680
Debt Service					74,871		1,797,772			56,133	1,928,776
Leisure Services			87,513	688,380	882,851	715,914					2,354,658
Utility Services								692,594	3,995,106	937,328	5,625,028
Capital Expenditures	2,043,935	0	2,446	39,491	3,220	68,804		436,197	1,349,936	42,844	4,074,723
Total Expenditures	\$25,382,400	\$2,635,680	\$1,079,999	\$717,041	\$960,723	\$784,716	\$1,797,772	\$1,328,191	\$5,344,940	\$1,036,315	\$107,244,024



Summary of Revenues

Fiscal Year 2024-2025 General Fund revenues are projected at \$32,539,243 which is an increase of \$1,714,326 or 5.56%, compared to the FY 2023-2024 Adopted Budget of \$30,824,917, which saw an increase at the time of \$1,571,688 or 6.37%. The Proposed Budget for FY 2024-2025 includes the use of \$1,193,608 of the Town's Unassigned Fund balance, an increase of \$150,000 from the prior year but still (-\$70,000) than previously budgeted in FY 2022-2023. The tax rate for FY 2024-2025 is proposed to increase from \$11.05 to \$11.22, which is \$0.17 greater than the FY 2023-2024 Adopted Budget.

The FY 2024-2025 combined revenues for all budgeted funds are \$107,244,334 representing an increase of \$2,230,359, or 2.12% over the current fiscal year. A breakdown of revenues by fund is shown below.

Revenue By Fund	Actual	Adopted	Projected	Proposed
	FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
General Fund (0101)	\$29,459,626	\$30,824,917	\$32,231,767	\$32,539,243
School Fund (0110)	61,746,393	62,635,680	0	62,635,680
Peace Dale Office Building Fund (0302)	105,942	106,633	103,453	107,959
Senior Services Fund (0304)	723,628	729,841	824,471	707,841
Neighborhood Guild Fund (0306)	715,333	873,160	861,083	960,722
Community Recreation Center (0308)	754,184	709,213	732,200	784,718
Debt Service Fund (0400)	2,022,881	1,915,386	1,915,386	1,797,772
Water Fund (0702)	1,475,367	1,263,651	1,196,413	1,329,151
Wastewater Fund (0704)	4,864,579	5,068,231	3,465,579	5,344,942
Solid Waste Fund (0706)	985,630	887,262	874,739	1,036,305
Total Revenue By Fund	\$102,853,563	\$105,013,974	\$42,205,091	\$107,244,333



Most of the tax revenue consists of general property taxes, including real estate and personal property (tangible). Property taxes account for about 72.35% of all budgeted revenues, which is down from the prior year due to growth of non-property tax revenue. A small portion (1.00%) 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 2024-2025 are based on the amounts proposed by Governor McKee for the period beginning July 1, 2024.

Summary of Expenditures

General Fund

The proposed General Fund Expenditure Statement for FY 2024-2025 is presented in the amount of \$32,539,243 reflecting an increase of \$1,714,325 or 5.56% more than the current year appropriation of \$30,824,918. This increase is driven largely by salary and benefit increases assumed and required under Collective Bargaining Agreements, and the creation of several new positions, the re-introduction of Contributions to Human Services & Outside Agencies and increases in capital improvement spending. The non-personnel component of the municipal operations program is proposed at \$7,766,146. A breakdown of expenses by fund is shown below.

Expenditures By Fund	Actual	Adopted	Projected	Proposed
	FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
General Fund (0101)	\$28,172,756	\$30,824,918	\$31,631,842	\$32,539,243
School Fund (0110)	61,490,799	62,635,680	0	62,635,680
Peace Dale Office Building Fund (0302)*	146,985	106,633	96,382	107,959
Senior Services Fund (0304)	675,256	729,841	743,473	707,841
Neighborhood Guild Fund (0306)	716,049	873,160	817,445	960,723
Community Recreation Center Fund (0308)	676,821	709,213	787,492	784,718
Debt Service Fund (0400)	2,027,210	1,915,386	1,915,386	1,797,772
Water Fund (0702)	1,222,163	1,263,651	1,251,157	1,329,151
Wastewater Fund (0704)	4,353,094	5,068,231	4,948,096	5,344,942
Solid Waste Fund (0706)	940,182	887,262	861,075	1,036,305
Total Expenditures By Fund	\$100,421,315	\$105,013,975	\$43,052,348	\$107,244,334



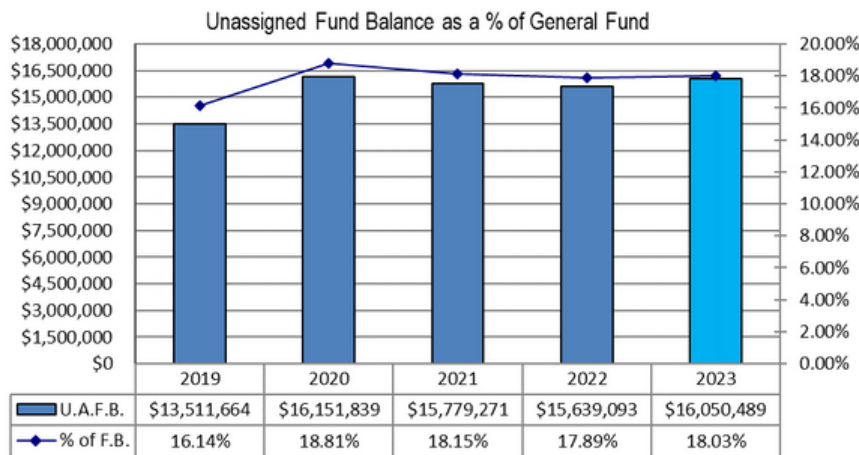
School Fund

To support the FY 2024-2025 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 2024-2025 unrestricted state-aid revenue for the South Kingstown School District is \$5,689,391, a proposed increase of \$102,540 from FY 2023-2024.

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 2024-2025 includes the use of \$1,193,608 of the Town’s Unassigned Fund balance, which is an increase from the prior year of \$150,000 & a decrease from FY 2022-23 of -\$70,000.

History of the Unassigned Fund Balance 2019-2023



Projected FY 2024-2025 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 \$6,938,966,502. This represents an increase of \$39,202,304 (0.57%) over the previous year’s certified net assessed value.

Assuming the new values under this proposed budget, the tax rate for FY 2024-2025 will increase from \$11.05 to \$11.22, an increase of \$0.17 from the FY 2023-2024 Adopted Budget. The following table details the FY 2024-2025 tax roll as compared to FY 2023-2024.

Taxable Property List	2022-2023 Taxable Property	2023-2024 Taxable Property	2024-2025 Projected Tax Roll
Taxable Land /Buildings	\$6,825,308,200	\$6,886,378,450	\$6,926,791,950
Tangible Property	108,814,811	108,994,386	105,317,249
Total Taxable Property	\$6,934,123,011	\$6,995,372,836	\$7,032,109,199
Less Exemptions	(\$90,753,521)	(\$95,608,636)	(\$93,142,695)
Net Taxable Property	\$6,843,369,490	\$6,899,764,200	\$6,938,966,504
Taxable Property Growth -%	33.51%	0.82%	0.57%
Taxable Property Growth - \$	\$1,717,559,338	\$56,394,710	\$39,202,304



It is important to note that the next tax roll, dated December 31, 2023 is not certified until June 2024 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 2024-2025 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 2024, 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 0.24%.

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.

Acknowledgments

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 the Finance Department staff for their efforts in constructing a high-quality budget document that provides a clear guide for readers to understand. This proposed budget document was the Town's first while using its new budget software, which represented the first change in the overall layout of the budget of the Town in a number of years. The hope is that this document provides its readers with a clear, concise and transparent message about the financial picture of the Town for the upcoming fiscal year.

I would also like to thank Interim School Superintendent Robert Littlefield, for his thoughtful dialogue and contributions to the budget development process.

James M. Manni

James M. Manni
Town Manager



Position Allocation, 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 for FY 2024 - 2025

Grade 1 **Salary Range**
(no positions at this time) \$39,570 - \$43,811

Grade 2
(no positions at this time) \$41,083 - \$45,333

Grade 3
(no positions at this time) \$42,500 - \$46,751

Grade 4
(no positions at this time) \$45,334 - \$49,582

Grade 5
 Community Elder Information Specialist
 Senior Center Program Coordinator \$46,751 - \$51,000

Grade 6
 Digital Services Librarian
 Library Circulation Supervisor \$49,582 - \$53,832
 Public Services Librarian

Grade 7
 Librarian I \$52,415 - \$56,664

Grade 8
(no positions at this time) \$55,248 - \$59,499

Grade 9
 Librarian II
 CLC Coordinator¹ \$58,017 - \$62,330

Grade 10
 Assistant Facilities Superintendent
 Assistant Highway Superintendent
 Assistant Parks Superintendent
 Deputy Town Clerk \$63,342 - \$71,570
 Deputy Town Assessor
 Librarian III
 Assistant Personnel Administrator

Grade 11
 Executive Assistant
 Recreation Center Manager \$70,158 - \$75,553

Grade 12 **Salary Range**

Personnel Administrator
 Procurement Administrator
 Senior Services Director \$74,203 - \$82,301
 Deputy Building Official²
 Tax Collector³

Grade 13
 Highway Superintendent
 Recreation Superintendent
 NRO/ Harbormaster \$84,848 - \$93,604
 Water Superintendent⁴

Grade 14
 Facilities Director
 Building Official
 Deputy Planning Director⁵
 Library Director⁶ \$92,200 - \$99,476
 Communications Superintendent
 Wastewater Superintendent
 Town Assessor

Grade 15
 Town Clerk
 Finance Manager
 Deputy Director of IT \$99,364 - \$111,275
 EMS Director

Grade 16
 Deputy Finance Director
 Director of Planning
 IT Director \$110,741 - \$123,822
 Town Engineer⁷

Grade 17
 Deputy Town Manager/ DOAS
 Police Chief \$122,987 - \$136,067
 Director of Leisure Services

Grade 18
 Finance Director
 Director of Public Services \$134,927 - \$147,438

Grade 19
(no positions at this time) \$145,782 - \$158,033



1. The Community Learning Center (CLC) Coordinator is a new position proposed to fulfill the Town's commitment to actively program and manage the new community learning center which will be built in 2025 with \$2.52M in grant funding provided through the State of Rhode Island Pandemic Recovery Office.
2. A new Deputy Building Official position has been created with an expanded supervisory role to manage staff and serve in the capacity of the Building Official in their absence. The current Building Inspector position (NEA Grade 10) has not been included FY 2024-2025 budget. This position requires credentials as a Certified Building Official (CBO) within 1 year of appointment.
3. The Tax Collector position is proposed for reclassification based on a compensation study which revealed that this position was undercompensated. Compensation has been adjusted from Grade 11 to Grade 12 to ensure this position remains competitive with other similar positions in competing municipalities.
4. The Water Superintendent position has been reclassified based on a compensation study which revealed that this position was undercompensated. Compensation has been adjusted from Grade 12 to Grade 13 to ensure this position remains competitive with other similar positions in competing municipalities.
5. A new Deputy Planning Director position has been created with an expanded supervisory role to manage staff and serve in the capacity of the Planning Director in their absence.
6. The Library Director position has been reclassified from a Grade 13 to a Grade 14 in consideration of new job duties and responsibilities they have been assigned to manage the new community learning center (CLC). New responsibilities include developing CLC programming, community coordination, additional staff management, and other related items.

Non Union Employees Pay Plan FY 2024 - 2025

GRADE	STEP 0	STEP 1	STEP 2	STEP 3
1	\$39,570	\$40,985	\$42,395	\$43,811
2	\$41,083	\$42,500	\$43,915	\$45,333
3	\$42,500	\$43,915	\$45,333	\$46,751
4	\$45,334	\$46,751	\$48,166	\$49,582
5	\$46,751	\$48,166	\$49,582	\$51,000
6	\$49,582	\$51,000	\$52,415	\$53,832
7	\$52,415	\$53,832	\$55,249	\$56,664
8	\$55,248	\$56,664	\$58,082	\$59,499
9	\$58,017	\$59,365	\$60,713	\$62,330
10	\$63,342	\$66,083	\$68,829	\$71,570
11	\$70,158	\$71,560	\$73,357	\$75,553
12	\$74,203	\$76,902	\$78,792	\$82,301
13	\$84,848	\$88,231	\$90,879	\$93,604
14	\$92,200	\$94,628	\$97,051	\$99,476
15	\$99,364	\$101,650	\$104,472	\$111,275
16	\$110,741	\$115,101	\$119,461	\$123,822
17	\$122,987	\$127,346	\$131,707	\$136,067
18	\$134,927	\$138,975	\$143,143	\$147,438
19	\$145,782	\$149,865	\$153,949	\$158,033

1. Reflects a 2% increase over FY 2024 rates contingent on upcoming contract negotiations. Salaries shown above are annualized based upon 260 workdays; it is noted there are 261 workdays in FY 2024-2025.



IAFF, Local 3365 Position Allocation to Pay Schedule & Pay Plan for FY 2024 - 2025

Title	Step 0	Step 1	Step 2	Step 3
Captain	-	-	-	\$64,734.30
Lieutenant	-	-	-	\$62,637.18
Paramedic	\$55,723.62	\$57,883.98	\$59,135.52	\$61,409.10
AEMT-C ²	\$51,979.20	\$53,993.70	\$55,160.58	\$57,289.32
AEMT ²	\$42,432.00	\$44,077.26	\$45,019.74	\$46,757.82

1. Salaries reflect a 2% increase over the FY 2023-2024 rates included in the Collective Bargaining Agreement between the Town and the IAAF, Local 3365 effective July 1, 2021 through June 30, 2024. The final salary rates are contingent upon a new contract agreement that will start on July 1, 2024. Negotiations are ongoing.

2. AEMT-C and AEMT rates were added to the contract through an Memorandum of Agreement between the Town and the IAAF, Local 3365 executed in August 2023. Salaries reflect a 2% increase over those reflected in the current MOA.

IBPO Local 489 Position Allocation to Pay Schedule & Pay Plan for FY 2024-2025

IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2024-2025

Title	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Major	\$112,182	-	-	-	-	-
Captain	\$103,233	-	-	-	-	-
Det Lt & Pros Lt	\$99,799	-	-	-	-	-
Lieutenant	\$95,960	-	-	-	-	-
Det Sergeant	\$92,652	-	-	-	-	-
Sergeant	\$89,088	-	-	-	-	-
Detective	\$85,169	-	-	-	-	-
Patrol Officer	\$58,530	\$63,202	\$67,875	\$72,548	\$77,220	\$81,893

1. The above salaries reflect a 3% increase over FY 2023-2024 rates pursuant to the Collective Bargaining Agreement between the Town and the IBPO, Local 489 which expires June 30, 2025.



NEARI, Local SKMEA Position Allocation to Pay Schedule for FY 2024 - 2025

Grade 1 Salary Range

Building Maintenance Assistant \$30,325 - \$31,676

Grade 2 Salary Range

(no positions at this time) \$41,082 - \$45,333

Grade 3 Salary Range

Building Maintenance Technician \$42,499 - \$46,751

Grade 4 Salary Range

Account Clerk I
Office Clerk II \$45,334 - \$49,583
Secretary

Grade 5 Salary Range

Financial Assistant I \$46,751 - \$51,000

Grade 6 Salary Range

Account Clerk II
Administrative Support Associate
Data Assessment Clerk
Facilities Manager \$49,583 - \$53,831
Recreation Supervisor
Recreation Coordinator: MCE
Town Clerks Office Clerk²

Grade 7 Salary Range

Facilities Manager II
Fire Inspector
Planning Associate
Police Administrative Clerk
Police Prosecution Clerk \$52,415 - \$56,664
Senior Account Clerk
Water Operator I
Zoning Enforcement Officer³

Grade 8 Salary Range

Assistant Building Inspector
Engineering Assistant
GIS Technician
Police Records Clerk \$55,248 - \$59,499
Public Services Associate (Technician)
Real Estate Appraiser

Grade 9 Salary Range

Assistant Communications Superintendent \$58,016 - \$62,330

Grade 10 Salary Range

Administrative Assistant
Assessor
Administrative Assistant Public Services
Building Inspector
GIS Analyst \$63,341 - \$71,570
Payroll Administrator
Purchasing Agent
Wastewater Electrician

Grade 11 Salary Range

Pretreatment Coordinator \$70,157 - \$75,554

Grade 12 Salary Range

Assistant Wastewater Superintendent
Network Administrator
Senior Planner \$74,203 - \$82,301
Accountant
Staff Engineer

Grade 13 Salary Range

GIS Administrator
Principal Planner \$84,848 - \$93,605

1. Salaries shown above are annualized based upon 260 workdays; it is noted there are 261 workdays in FY 2024-2025. Salaries reflect a 2% increase over the FY 2023-2024 rates included in the Collective Bargaining Agreement between the Town and the NEARI, LOCAL SKMEA effective July 1, 2021 through June 30, 2024. The final salary rates are contingent upon a new contract agreement that will start on July 1, 2024. Negotiations are ongoing.

2. The Town Clerks Office Clerk position was reclassified from a Grade 5 to a Grade 6 in 2023 due to new job duties and responsibilities assigned to this position due to the addition of a municipal court and distribution of tasks related to land evidence recordings.

3. The Zoning Enforcement Officer position was added in the FY 2023-2024 budget year.



NEARI, Local SKMEA Pay Plan for FY 2024-2025

Grade	Step 0	Step 1	Step 2	Step 3
1	\$30,325	\$30,782	\$31,218	\$31,676
2	\$41,082	\$42,499	\$43,916	\$45,333
3	\$42,499	\$43,916	\$45,333	\$46,751
4	\$45,334	\$46,751	\$48,166	\$49,583
5	\$46,751	\$48,166	\$49,583	\$51,000
6	\$49,583	\$51,000	\$52,415	\$53,831
7	\$52,415	\$53,831	\$55,249	\$56,664
8	\$55,248	\$56,664	\$58,082	\$59,499
9	\$58,016	\$59,365	\$60,712	\$62,330
10	\$63,341	\$66,083	\$68,830	\$71,570
11	\$70,157	\$71,561	\$73,357	\$75,554
12	\$74,203	\$76,902	\$78,793	\$82,301
13	\$84,848	\$88,231	\$90,878	\$93,605

1. Salaries shown above are annualized based upon 260 workdays; it is noted there are 261 workdays in FY 2024-2025. Salaries reflect a 2% increase over the FY 2023-2024 rates included in the Collective Bargaining Agreement between the Town and the NEARI, LOCAL SKMEA effective July 1, 2021 through June 30, 2024. The final salary rates are contingent upon a new contract agreement that will start on July 1, 2024. Negotiations are ongoing.

Council 94, Local 1612 Position Allocation to Pay Schedule & Pay Plan for FY 2024-2025

Grade	Step 0	Step 1	Step 2	Step 3
Assistant Animal Shelter Manager	\$44,398	\$45,508	\$47,231	\$48,176
Animal Control Officer	\$47,367	\$48,551	\$50,393	\$51,400
Animal Shelter Manager	\$52,569	\$53,883	\$55,924	\$57,043
Auto Mechanic I	\$44,559	\$45,672	\$47,405	\$48,353
Auto Mechanic II	\$51,358	\$52,643	\$54,638	\$55,730
Crew Foreman	\$51,619	\$52,909	\$54,831	\$55,929
Equipment Operator I	\$45,020	\$46,145	\$47,853	\$48,810
Equipment Operator II	\$49,110	\$50,339	\$52,247	\$53,291
Equipment Operator III	\$49,975	\$51,226	\$53,168	\$54,231
Lab Tech Operator	\$50,991	\$52,264	\$54,245	\$55,329
Office Clerk	\$49,330	\$50,565	\$52,508	\$53,558
Parks Foreman	\$56,529	\$57,942	\$59,767	\$60,963
Parks Maintenance Technician	\$49,110	\$50,339	\$52,247	\$53,291
Police Dispatcher	\$51,192	\$52,472	\$54,458	\$55,548
Senior Transportation Driver	\$39,840	\$40,835	\$42,586	\$43,437
Wastewater Mechanic I	\$48,483	\$49,697	\$51,578	\$52,609
Wastewater Mechanic II	\$53,498	\$54,835	\$56,911	\$58,050
Wastewater Operator I	\$48,483	\$49,697	\$51,578	\$52,609
Wastewater Operator II	\$53,498	\$54,835	\$56,911	\$58,050
Wastewater Worker	\$44,722	\$45,841	\$47,577	\$48,528

1. Salaries shown above are annualized based upon 260 workdays; it is noted there are 261 workdays in FY 2024-2025. Salaries reflect a 2% increase over the FY 2023-2024 rates included in the Collective Bargaining Agreement between the Town and Council 94, Local 1612 effective July 1, 2021 through June 30, 2024. The final salary rates are contingent upon a new contract agreement that will start on July 1, 2024. Negotiations are ongoing.



Full Time Employee Comparison

Department or Division	FY 2021-	FY 2022-	FY 2023-	FY 2024-	FY 2024 vs.
	2022	2023	2024	2025	FY 2025
	Adopted	Adopted	Adopted	Projected	
Town Manager's Office	3.25	3.25	3.5	3.5	0
Personnel	1.25	1.85	1.72	1.72	0
Town Clerk's Office	6	6	7	6	-1
Finance	8.6	8.6	8.6	8.6	0
Information Technology	3	3	3	3	0
Town Assessor	4	4	4	4	0
Planning	5	5	5	5	0
Building & Zoning	4.75	4.5	5.5	5.5	0
Facilities ³	10.7	11.7	12.23	12.23	0
Subtotal General Gov Services FTE	46.55	47.9	50.55	49.55	-1
Police Department - Officers	56	58	58	58	0
Police Department - Civilian	7	7	7	7	0
Police Dispatchers	8.4	8.4	8.4	8.4	0
Animal Welfare	4.4	3.43	3.43	3.43	0
Fire Alarm	2.45	2.45	2.45	2.45	0
Emergency Medical Services	21	25.57	21.5	23.5	2
Subtotal Public Safety FTE	99.25	104.85	100.78	102.78	2
Public Services	6.6	6.6	6.6	6.6	0
Highway	19	19	19	19	0
Water	2	2	2	2	0
Wastewater	16	16.4	16.4	16.4	0
Subtotal Public Works & Utilities FTE	43.6	44	44	44	0
Recreation	10.63	8.94	8.94	8.94	0
Parks	9	9	9	9	0
Harbor Patrol/ Natural Resources	1	1	1	1	0
Senior Services	4	4	4	4	0
Subtotal Leisure Services FTE	24.63	22.94	22.94	22.94	0
Library	10	11.2	12.2	13.2	1
Subtotal Library FTE	10	11.2	12.2	13.2	1
Total FTE All Funds	224.03	230.89	230.46	232.46	2

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.



FTE Change Description

There is total increase of 3 full time employee equivalents (FTEs) proposed for FY 2024-2025. This is partially offset by a proposed decrease of one (1) FTE previously budgeted for the Town Clerks Office.

Department/ Division	Position	FTE	Union Status
Library	Community Learning Center Coordinator	1	Non-Union
EMS	Paramedic	2	IAFF
Town Clerk	Town Clerk Office Clerk	-1	NEA
TOTAL		2	

Community Learning center Coordinator (+1 FTE)

In February of 2024 the Town received a \$2.52M grant award from the State of Rhode Island Pandemic Recovery Office (PRO) to construct a new multipurpose community learning center (CLC) at the Peace Dale Library branch. A requirement of the grant is for the Town to maintain active programming in the CLC for a period of 5 years. Programming will focus on educational support, health monitoring, and workforce training. The new Community Learning Center Coordinator will be responsible to develop programs that meet grant requirements, collaborate with community partners, assist with day-to-day management of the CLC, along with a variety of other job duties and responsibilities. This is a non-union position with a Grade 9 compensation rate.

EMS Paramedic Staff Increase (+2 FTE's)

In FY 2023 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 in Perryville. In FY 2024 these positions were eliminated in recognition that the new station and equipment was delayed and would not be ready to begin service until 2026. In the current FY 2025 budget 2 new paramedic positions are included to help the department reduce excessive overtime expenditures, improve service delivery, and begin ramping up staff again in anticipation of expanded EMS operation in coming years. These positions are included as part of the IAFF Local 3365 bargaining unit and have been included in the FY 2025 budget at the Paramedic Step 1 compensation rate.

Elimination of Municipal Court/ Housing Court Clerk and APRA Coordinator (TCOC) POSITION (-1 FTE)

The FY 2024 budget included funds for a new Town Clerk Office Clerk (TCOC) to serve as the Municipal Court Clerk and Access to Public Records (APRA) Coordinator. After the budget was passed an agreement was negotiated with existing TCOC staff to redistribute workload and adopt new technology to absorb the new tasks associated with the municipal court and APRA. Compensation for all TCOC staff was increased from a Grade 5 to a Grade 6 in recognition of the additional duties and responsibilities. This reconfiguration allowed the Town to staff the Municipal Court and APRA Coordinator position at a lower cost while also investing in new technology to drive efficiency within the department. The budgeted TCOC position has been eliminated and this reduction is reflected in FY 2025 projected FTE count.

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 \$14.00 per hour in January 2024. Minimum wage will increase again to \$15.00 starting January 1, 2025. The following are some of the current challenges that Town faces related to part-time, seasonal, and per diem staffing for FY 25.

Lifeguard and Beach Staff Recruitment and Retention

In 2024 recruitment for lifeguards and other season beach staff was difficult to increased competition and a reduction in available labor force. Many surrounding communities, as well as RIDEM, increased compensation for lifeguards and beach staff to attract new applicants. The Town responded by increasing compensation rates and was able to hire enough staff to ensure the town beach remained open through a majority of the 2024 summer season. However, the beach area was forced to close early on August 17, 2024 because the Town no longer had enough lifeguards to meet the minimum safety standards. The parking lots, restrooms and shower facilities remained open daily at no charge to the public; and signage warning visitors of "no lifeguards on duty – swim at own risk" were be posted throughout the property.



The Director of Leisure Services will be implementing a new bonus program for lifeguards and beach staff that serves to ensure that the beach remains fully open and operational through Labor Day in 2025. In addition, wages have been increased again to help the Town remain competitive with RIDEM and surrounding communities attempting to recruit from the same talent pool.

EMS Per Diem Paramedics

Staffing rates in the EMS Department have been difficult to consistently maintain throughout FY 2023 and FY 2024 due to ongoing On the Job Injuries (OJI), attrition and recruitment difficulties. 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 2025 as we continue to work through new recruitment and retention strategies to help the department stabilize EMS staffing in the long term.

Library Assistants and Aids

The Library Department employs a significant number of part-time staff to help provide services at the 3 branch locations. Assignments range from approximately 4 hours to 20 hours per week. It has become increasingly difficult to get part-time staff to work evenings and weekends. In FY 2025 the Library Director will be offering differential pay to encourage employees to work these less than desirable shifts. While this new incentive program would slightly increase the budget for part time employees, we are hopeful that it will make a major impact on the Town's ability to properly manage and staff facilities and maintain service delivery to library patrons.



GFOA - Distinguished Budget Presentation Award



FUND SUMMARIES



This section of the budget is composed of the following components:

- 1) Fund Structure & Descriptions
- 2) Flow of Fund Structure
- 3) All Funds Summary - Revenue
- 4) All Funds Summary - By Revenue Type
- 5) All Funds Summary - Expenditures
- 6) All Funds Summary - By Expenditure Sub-Groups
- 7) All Funds - Revenue Summary
 - Tax Levy Summary
 - Property Tax Revenue
 - Usage Fees
 - State / Federal Aid
 - Licenses / Fees / Rents
 - Interest on Investments
 - Departmental Revenues / Fines / Charges
 - Operating Transfers In
 - Miscellaneous Revenue
 - Miscellaneous Grants
 - Use of Fund Balance
- 8) All Funds Comprehensive Summary



Fund Summaries

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 Fund Structure



Funding Sources

Property Tax
State & Federal Aid
Licenses, Fees & Rents
Investment Income
Departmental Revenue
Use of Fund Balance

Funding Sources

Property Tax
User Fees
Investment Income
State Grants
Donations
Charges for Services

Governmental Funds

Special Revenue and Enterprise Funds

Users

General Government
General Services
Public Safety
Public Works
Parks & Recreation
Library Services
Non-Departmental
Capital Outlay

Users

Peace Dale Office
Building Fund
Senior Services Program Fund
Neighborhood Guild Fund
Community Recreation Center
Fund
Water Fund
Wastewater Fund
Solid Waste Fund

All Funds Summary - Revenue

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
All Funds							
General Fund		\$29,253,229	\$29,459,626	\$30,824,917	\$22,648,369	\$32,231,767	\$32,539,243
School Fund		\$61,975,340	\$0	\$62,635,680	\$0	\$0	\$62,635,680
Peace Dale Office Bldg. Fund		\$103,322	\$105,942	\$106,633	\$69,354	\$103,453	\$107,959
Senior Services Fund		\$701,685	\$723,628	\$729,841	\$134,950	\$743,071	\$707,841
Neighborhood Guild Fund		\$714,583	\$715,333	\$873,160	\$323,309	\$861,083	\$960,722
Community Rec Center		\$613,447	\$754,184	\$709,213	\$471,767	\$732,200	\$784,718
Debt Service Fund		\$2,031,152	\$2,022,881	\$1,915,386	\$74,983	\$1,915,386	\$1,797,772
Water Enterprise Fund		\$1,359,033	\$1,475,367	\$1,263,651	\$679,393	\$1,196,413	\$1,329,151
Wastewater Enterprise Fund		\$4,797,388	\$4,864,579	\$5,068,231	\$4,151,747	\$3,465,579	\$5,344,942
Solid Waste Enterprise Fund		\$1,002,971	\$985,630	\$887,262	\$458,967	\$874,739	\$1,036,305
Total All Funds:		\$102,552,150	\$41,107,170	\$105,013,974	\$29,012,838	\$42,123,690	\$107,244,334

All Funds Summary - By Revenue Type

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
General Property Taxes		\$77,628,183	\$75,701,421	\$76,475,793	\$48,249,104	\$76,784,751	\$76,989,255
Wastewater Enterprise Fund Revenues		\$378,000	\$399,942	\$378,000	\$224,209	\$405,000	\$408,500
State Aid - Town				\$6,000	\$0	\$0	\$6,000
Licenses & Permits		\$1,969,630	\$2,001,175	\$1,949,271	\$1,214,339	\$1,885,529	\$1,997,249
Solid Waste Enterprise Fund Revenue		\$801,580	\$760,083	\$853,950	\$460,904	\$839,500	\$923,203
Operating Transfer In		\$2,774,128	\$2,765,858	\$2,659,495	\$430,136	\$2,659,495	\$2,750,069
Dept. Revenues/Fines/Charges		\$2,737,671	\$2,733,106	\$3,002,104	\$799,907	\$2,720,139	\$2,998,072
Community Rec Center Revenues		\$189,012	\$290,122	\$274,835	\$211,280	\$275,000	\$272,220
Guild Revenues		\$679,983	\$748,882	\$762,217	\$303,247	\$747,640	\$843,402
Senior Center Program		\$7,440	\$7,759	\$9,395	\$3,740	\$7,500	\$8,400
Usage Fees		\$5,352,841	\$5,146,618	\$5,594,832	\$3,896,982	\$3,921,883	\$5,878,597
Revenue from Investments		\$422,200	\$1,179,733	\$572,600	\$2,297,090	\$2,068,229	\$848,466
Miscellaneous Revenue		\$46,763	\$106,857	\$43,996	\$18,120	\$41,423	\$85,352
Operating Transfers Out		-\$58,146,692	-\$59,477,444	-\$58,219,707	-\$32,889,368	-\$58,219,707	-\$58,209,958
Fund Balance Applied		\$1,786,089	\$2,054,002	\$1,371,929	\$0	\$1,323,751	\$2,113,158
State/ Federal Aid		\$3,898,204	\$6,608,856	\$6,549,031	\$3,776,047	\$6,565,057	\$6,628,270
Water Enterprise Fund Revenues		\$5,000	\$4,462	\$5,000	\$138	\$4,500	\$5,000
Municipal Appropriation-Education		\$55,994,773		\$55,994,773			\$55,994,773



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Use of Fund Balance		\$247,927		\$270,400			\$177,016
Local Revenue Sources		\$322,118		\$300,000			\$274,500
State Education Aid		\$5,001,796		\$5,595,507			\$5,689,391
Federal Direct Education Aid		\$408,726		\$475,000			\$500,000
Miscellaneous Grants		\$46,778	\$75,739	\$89,553	\$16,963	\$94,000	\$63,398
Total Revenue Source:		\$102,552,150	\$41,107,170	\$105,013,974	\$29,012,838	\$42,123,690	\$107,244,334

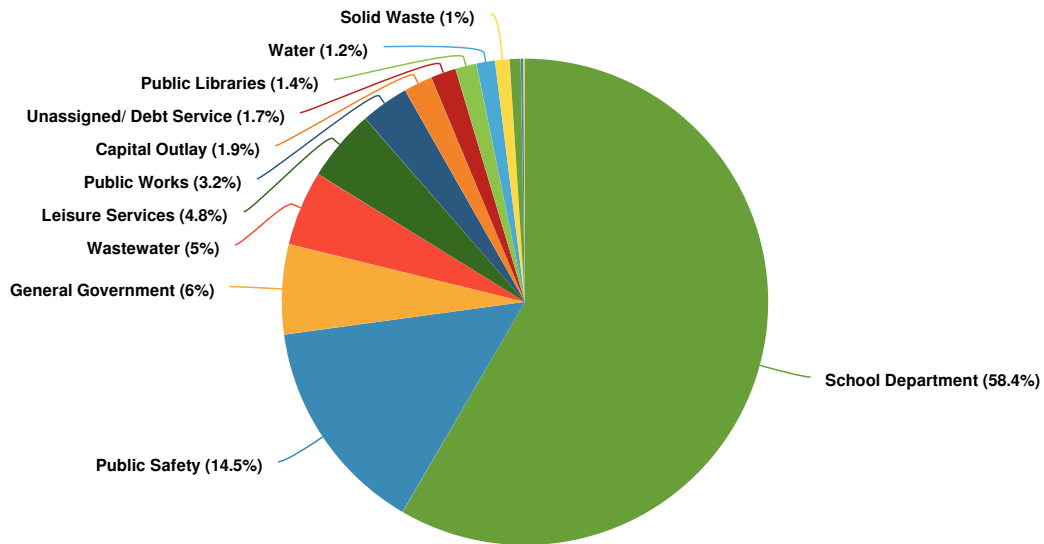
All Funds Summary - Expenditures

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
All Funds							
General Fund		\$29,253,229	\$28,172,756	\$30,824,918	\$16,781,403	\$29,781,203	\$32,539,244
School Fund		\$61,975,339	\$0	\$62,635,680	\$0	\$0	\$62,635,680
Peace Dale Office Bldg. Fund		\$90,867	\$146,985	\$106,633	\$34,265	\$95,782	\$107,959
Senior Services Fund		\$701,685	\$675,256	\$729,841	\$286,422	\$703,496	\$707,842
Neighborhood Guild Fund		\$714,583	\$716,049	\$873,160	\$345,839	\$813,016	\$960,722
Community Rec Center		\$613,447	\$676,821	\$709,213	\$295,214	\$646,492	\$784,718
Debt Service Fund		\$2,031,152	\$2,027,210	\$1,915,386	\$602,982	\$1,915,386	\$1,797,772
Water Enterprise Fund		\$1,359,033	\$1,222,163	\$1,263,651	\$466,243	\$1,224,980	\$1,329,151
Wastewater Enterprise Fund		\$4,797,388	\$4,353,094	\$5,068,231	\$1,993,850	\$4,935,271	\$5,344,942
Solid Waste Enterprise Fund		\$1,002,971	\$940,182	\$887,262	\$527,225	\$855,575	\$1,036,305
Total All Funds:		\$102,539,694	\$38,930,516	\$105,013,974	\$21,333,443	\$40,971,200	\$107,244,335



All Funds Summary - By Expenditure Sub-Groups

Budgeted Expenditures by Function All Funds Summary - By Expenditure Sub-Groups



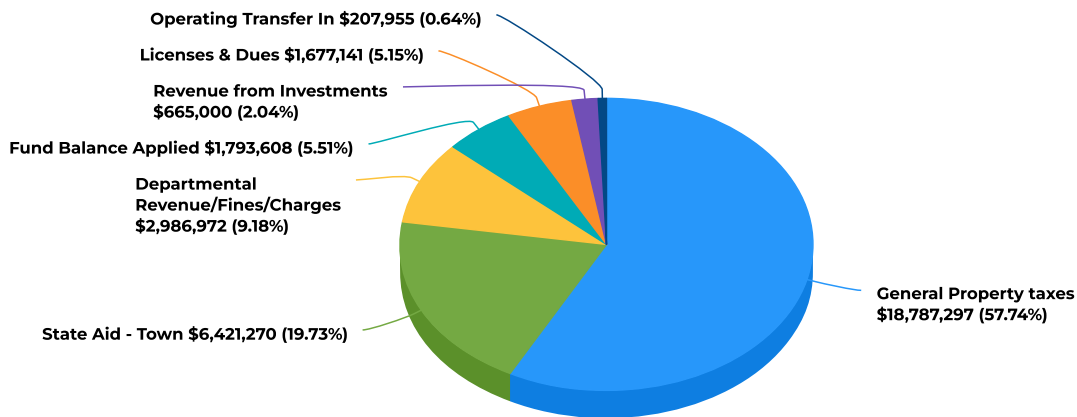
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expenditures							
General Government		\$5,513,727	\$5,378,776	\$6,056,834	\$2,910,966	\$5,478,474	\$6,399,243
Public Safety		\$13,961,639	\$13,771,651	\$14,836,833	\$7,606,133	\$14,838,404	\$15,503,003
Public Works		\$3,423,799	\$2,756,339	\$3,439,746	\$1,642,878	\$3,169,295	\$3,442,002
Leisure Services		\$4,281,054	\$4,296,033	\$4,765,644	\$2,186,975	\$4,423,295	\$5,130,049
Public Libraries		\$1,381,181	\$1,322,920	\$1,404,269	\$745,406	\$1,375,262	\$1,506,113
Other Expenditures		\$719,394	\$771,580	\$745,314	\$750,327	\$760,133	\$784,000
Employment Benefits		\$90,000	\$90,000	\$90,000	\$0	\$90,000	\$112,141
Human Svcs & Outside Agy Contr		\$196,517	\$194,067	\$7,000	\$2,333	\$7,000	\$180,000
Capital Outlay		\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125	\$1,898,125	\$2,043,935
Wastewater		\$4,797,388	\$4,353,094	\$5,068,231	\$1,993,850	\$4,935,271	\$5,344,942
Water		\$1,359,033	\$1,222,163	\$1,263,651	\$466,243	\$1,224,980	\$1,329,151
Solid Waste		\$1,002,971	\$940,182	\$887,262	\$527,225	\$855,575	\$1,036,305
Unassigned/ Debt Service		\$2,031,152	\$2,027,210	\$1,915,386	\$602,982	\$1,915,386	\$1,797,772
School Department		\$61,975,339	\$0	\$62,635,680	\$0	\$0	\$62,635,680
Total Expenditures:		\$102,539,694	\$38,930,516	\$105,013,974	\$21,333,443	\$40,971,200	\$107,244,335



General Fund Revenues Summary

Fiscal year 2024-2025 General Fund revenues are projected to be \$32,539,243. The Proposed Budget for FY 2024-2025 includes the use of \$1,793,608 of the Town's Unassigned Fund balance, which is an increase of \$750,000 from the FY 2023-2024 adopted budget. The use of unassigned fund balance is being proposed to stabilize the tax needs of the Town. The use of fund balance is also a means of funding the capital needs of the Town, which are viewed as one time expenses and are ideal for fund balance usage. It is being recommended to increase the use of fund balance from the FY 2023-2024 adopted budget, as the overall fund balance of the Town increased with the completion of the Town's most recent audited financial report, dated June 30, 2023. Use of fund balance is reviewed on an annual basis as part of the budget development and formulation process. FY 2024-2025 General Fund revenues are projected to increase by \$1,714,326 or 5.56%, compared to the FY 2023-2024 Adopted Budget of \$30,824,917. The proposed tax rate for FY 2024-2025 is increasing from \$11.05 to \$11.13, an increase of \$0.08, or 0.72% from the FY 2023-2024 Adopted Budget.

Proposed FY 2024-2025 General Fund Revenues



General Fund Revenues

The General Fund revenues for FY 2024-2025 are reported to be \$1,714,326 greater than the current fiscal year. The major factors contributing are:

- Increase in Tax Revenue, resulting from a proposed 1.29% Tax Levy increase.
- Increases in State-Aid programs including Public Service Corp Tax, Meals & Beverage
- Increase in interest income
- Increase in building permit and EMS fees
- Increased use of fund balance

It is important to note that the Unassigned Fund Balance forward to the General Fund is proposed to be increased by \$750,000 from the prior year. The Unassigned Fund Balance increased by \$411,342 between Fiscal Year 2022 and Fiscal Year 2023. By using a portion of that increase, the proposed tax rate was lowered. 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.

Motor Vehicle Excise Tax

The 2017 General Assembly enacted legislation to phase-out the motor vehicle excise tax. Cities and Towns were being reimbursed for lost revenue until the tax was fully repealed in FY 2022-2023. 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](http://webserver.rilin.state.ri.us/Statutes/TITLE44/44-34.1/44-34.1-1.HTM) (<http://webserver.rilin.state.ri.us/Statutes/TITLE44/44-34.1/44-34.1-1.HTM>): 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 FY2024-2025, 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](http://webserver.rilin.state.ri.us/Statutes/TITLE44/44-34.1/44-34.1-2.HTM) (<http://webserver.rilin.state.ri.us/Statutes/TITLE44/44-34.1/44-34.1-2.HTM>).

To support the FY 2024-2025 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.

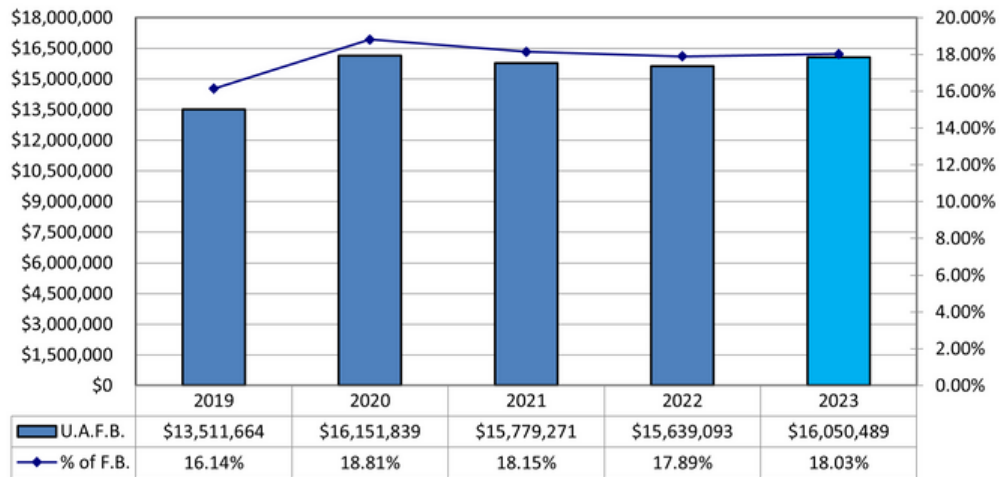
Increases in the tax need over the current fiscal year to support operations associated with the Community Recreation Center Fund in the amount of \$23,621 and the Senior Services Fund in the amount of \$6,539. The Debt Service Transfer is being reduced from what was adopted in the FY 2023-2024 budget by \$39,909.

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

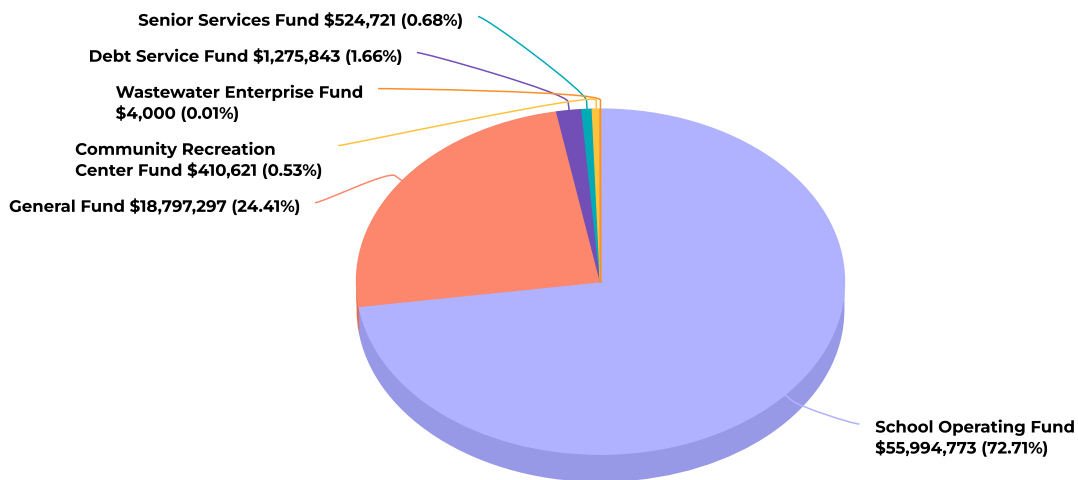


Combined Revenue Summary

Combined Revenues

The FY 2024-2025 combined revenues for all budgeted funds are \$107,244,334. This is an increase of \$2,230,359, or 2.12%, over the current fiscal year. A breakdown of revenues by fund is shown below.

FY 2024-25 Property Tax Distribution



Tax Levy Summary

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 2024-2025 Proposed Budget includes estimated values based on the December 31, 2021 full revaluation (with adjusted values through December 31, 2022 & December 31, 2023). 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 2024.

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 \$3,029,980 in South Kingstown, for FY 2024-2025. 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 2024-2025 the increase in the total tax levy, is 1.29%. Calculation of the State mandated tax cap is shown below.

Taxable Property List	2022-2023 Taxable Property	2023-2024 Taxable Property	2024-2025 Projected Tax Roll
Taxable Land /Buildings	\$6,825,308,200	\$6,886,378,450	\$6,926,791,950
Tangible Property	108,814,811	108,994,386	105,317,249
Total Taxable Property	\$6,934,123,011	\$6,995,372,836	\$7,032,109,199
Less Exemptions	(\$90,753,521)	(\$95,608,636)	(\$93,142,695)
Net Taxable Property	\$6,843,369,490	\$6,899,764,200	\$6,938,966,504
Taxable Property Growth -%	33.51%	0.82%	0.57%
Taxable Property Growth - \$	\$1,717,559,338	\$56,394,710	\$39,202,304
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	\$6,843,369,490	\$6,899,764,200	\$6,938,966,504

Compliance with State Property Tax Cap	Actual FY2023-24 Tax Levy	Maximum FY2024-25 Tax Levy	Proposed FY2024-25 Tax Levy	Amount (Below) Statutory Tax Cap
Property tax	\$76,242,144	\$79,272,374	\$77,222,273	(\$2,050,101)
Tax Levy	\$76,242,144	\$79,272,374	\$77,222,273	(\$2,050,101)
Increase in Net Levy	\$1,307,443	\$3,030,230	\$980,129	(\$2,050,101)



% Increase, Net Levy	1.74%	3.97%	1.29%	-2.59%
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Net Taxable Property	\$11.05	\$11.43	\$11.13	(\$0.30)
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Fiscal Year 2024-2025

Adopted Budget Program	Town	School	Total
Property Tax Needed	\$20,703,736	\$56,293,519	\$76,997,255
Allocation of Levy	26.89%	73.11%	100.00%
Gross Tax Levy	\$20,703,736	\$56,293,519	\$76,997,255
Motor Vehicle Excise Tax	N/A	N/A	0
Net Property Tax Levy	\$20,764,241	\$56,458,032	\$77,222,273
Total Net Assessed Value, as of 12/31/2023		\$6,938,966,502	
Tax Distribution - FY 2025	\$2.99	\$8.14	\$11.13
Tax Distribution - FY 2024	\$2.88	\$8.17	\$11.05
Increase (Decrease)			
Property Tax Rate Increase - \$	\$0.11	(\$0.04)	\$0.08
Property Tax Rate Increase - %	4.00%	-0.44%	0.71%
Increase (Decrease)			
FY 2023-2024 Levy	\$18,793,398	\$57,448,996	\$76,242,394
Property Tax Levy Increase -\$	\$1,970,843	(\$990,964)	\$979,879
Property Tax Levy Increase -%	10.49%	-1.72%	1.29%

FY2025

Adopted Budget Program	Town	School	Total
Property Tax Needed	\$20,703,736	\$56,293,519	\$76,997,255
Prior Years Taxes, Interest & PILOTS	\$354,046	\$962,652	\$1,316,698
Current Year Taxes - Need	\$20,349,690	\$55,330,867	\$75,680,557
Percent of Overlay	26.89%	73.11%	100.00%
Overlay & Abatements	414,551	1,127,165	1,541,716
Net Property Tax Levy	\$20,764,241	\$56,458,032	\$77,222,273
Total Net Assessed Value, as of 12/31/2023		6,938,966,502	



Property Tax Revenue

Prior Year Tax and Interest on Taxes

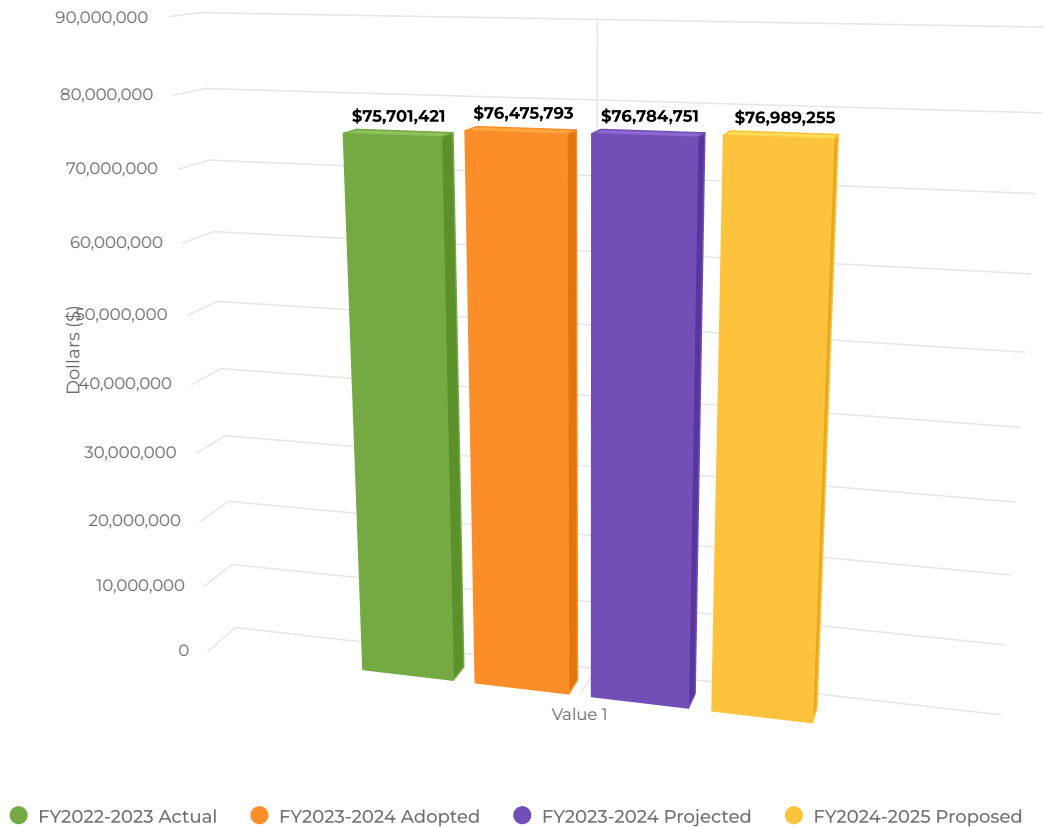
The Town provides taxpayers the opportunity until the last day of the month for which a tax payment is due before any interest penalty is assessed. Once the interest-free period has lapsed, the Town collects an interest rate of 12% per annum on all delinquent taxes. Prior year taxes are the anticipated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

	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025	Net Change \$	Net Change %
General Property Taxes						
411010 Current Taxes	\$74,460,275	\$75,173,921	\$75,721,068	\$75,680,557	\$506,636	0.67%
411020 Prior Year Taxes	453,463	530,000	364,777	530,000	\$0	0.00%
412010 Interest on Taxes	331,128	350,000	273,392	350,000	\$0	0.00%
412020 Collection Fee	(3,146)	(1,750)	(5,187)	(1,750)	\$0	0.00%
413010 Payment in Lieu of taxes	459,701	423,622	430,701	430,448	\$6,826	1.61%
Subtotal General Property Taxes	\$75,701,421	\$76,475,793	\$76,784,751	\$76,989,255	\$513,462	0.67%

Property Tax Revenue Summary



Usage Fees

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 2024-2025, the residential rate is proposed to remain unchanged from FY 2023-2024 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.

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
Usage Fees					
417450	Meter Sales - Domestic	\$ 948,953	\$ 936,227	\$ 918,043	\$ 969,653
417550	Forfeited Disc & Penalties	\$ 5,689	\$ 5,200	\$ 5,200	\$ 5,200
418010	Domestic & Commercial Users	\$ 2,381,073	\$ 2,381,050	\$ 2,046,100	\$ 2,721,600
418011	University Of R I Cost Share	\$ 645,257	\$ 837,155	\$ 813,060	\$ 834,385
418012	Industrial & Special Users	\$ 115,101	\$ 66,300	\$ -	\$ 72,400
418013	Narragansett Cost Share	\$ 1,003,109	\$ 1,324,585	\$ 99,480	\$ 1,275,359
418110	Diane Dr Customer Debt Prin.	\$ 29,000	\$ 30,000	\$ 30,000	\$ -
418130	Interest On Delinquent Payt	\$ 18,251	\$ 14,000	\$ 10,000	\$ -
418170	Int On Diane Dr Assessment	\$ 163	\$ 315	\$ -	\$ -
Total		\$ 5,146,597	\$ 5,594,832	\$ 3,921,883	\$ 5,878,597



Usage Fees Revenue

7,000,000



State / Federal Aid

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.

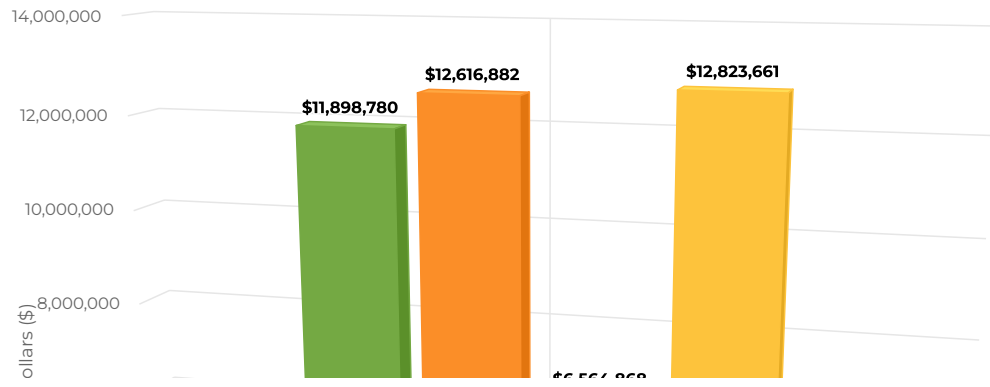
School Housing Aid & State Aid – Library Aid

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.

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
State/Federal Aid					
420010	State PILOT Program	\$ 217,065	\$ 210,000	\$ 187,050	\$ 186,342
420011	Public Services Corp Tax	\$ 379,714	\$ 379,714	\$ 418,487	\$ 418,487
420012	Meals & Beverage Tax	\$ 1,158,263	\$ 1,228,189	\$ 1,228,189	\$ 1,304,226
420013	Chapter 26	\$ 219,458	\$ 219,459	\$ 219,459	\$ 205,000
420015	State Library General Aid	\$ 242,861	\$ 238,394	\$ 238,394	\$ 232,864
420016	State Library Endowment Aid	\$ 19,161	\$ 20,006	\$ 20,006	\$ 20,955
420017	MV Excise Tax Phase-Out	\$ 3,930,455	\$ 3,930,455	\$ 3,930,455	\$ 3,930,455
420018	Hotel Tax	\$ 370,703	\$ 314,814	\$ 314,814	\$ 321,941
450200	Emergency Management	\$ -	\$ 6,000	\$ -	\$ 6,000
414010	PILOT - Federal Aid	\$ 7,910	\$ 8,000	\$ 7,910	\$ 8,000
414020	FEMA Covid Revenue	\$ 63,267	\$ -	\$ 104	\$ -
43101	State Aid	\$ 4,880,183	\$ 5,586,851	\$ -	\$ 5,689,391
44202	Medicaid	\$ 409,741	\$ 475,000	\$ -	\$ 500,000
Total		\$ 11,898,780	\$ 12,616,882	\$ 6,564,868	\$ 12,823,661



State / Federal Aid



Licenses / Fees / Rents

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.

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
License/Fees/Rents					
430170	Rental of Town Properties	\$ 1,044,946	\$ 995,785	\$ 983,477	\$ 974,165
430130	Business licenses and fees-TC	\$ 77,914	\$ 75,630	\$ 77,664	\$ 76,335
430140	Business licenses and fees-B/Z	\$ 548,468	\$ 464,625	\$ 556,309	\$ 570,225
430150	Nonbusiness licenses and fees	\$ 325,962	\$ 421,200	\$ 304,837	\$ 368,400
430160	Real Estate conveyance fees	\$ 123,374	\$ 166,000	\$ 121,242	\$ 166,000
Total		\$ 2,120,664	\$ 2,123,240	\$ 2,043,529	\$ 2,155,125



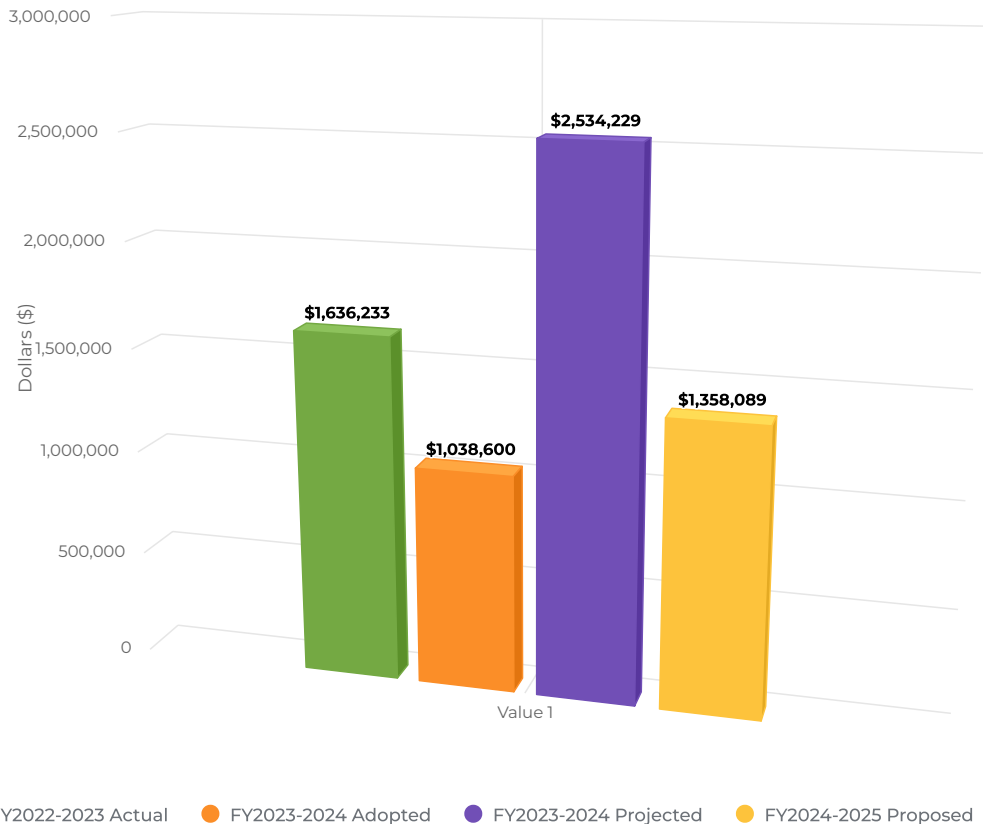
Interest on Investments

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.

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
Investment Income					
460010	Investment Income	\$ 1,163,566	\$ 477,500	\$ 1,973,129	\$ 753,946
460020	Trust Income	\$ 450,500	\$ 460,000	\$ 460,000	\$ 503,622
460140	Reinvested Income - Debt	\$ -	\$ 80,200	\$ 80,200	\$ 74,521
460150	Reinvested Income - Capital	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
460180	Hazard Trust Fund	\$ 16,167	\$ 14,900	\$ 14,900	\$ 20,000
Total		\$ 1,636,233	\$ 1,038,600	\$ 2,534,229	\$ 1,358,089

Investment Income



Departmental Revenues / Fines / Charges

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.

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
Departmental Revenues/Fines/Charges					
430180	Municipal Court Fees	\$ -	\$ 184,000	\$ 76,667	\$ 119,000
440005	Planning/GIS department	\$ 6,916	\$ 5,200	\$ 5,925	\$ 5,200
440010	Town Miscellaneous	\$ 483,010	\$ 568,951	\$ 483,868	\$ 577,500
440030	Town Clerk - Copies & Maps	\$ 2,025	\$ 3,000	\$ 2,315	\$ 3,000
440030	Finance department - IT/MLC's/Copies	\$ 15,431	\$ 26,130	\$ 12,260	\$ 15,630
440030	Finance department-ST Beach Fees	\$ 55,186	\$ 44,500	\$ 48,839	\$ 44,500
440030	Police department - Narr. Patrol	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
440030	Public Works department	\$ 11,465	\$ 17,200	\$ 10,460	\$ 13,200
440100	Police department - fees/fines	\$ 248,576	\$ 258,020	\$ 228,453	\$ 192,780
440105	Emergency Medical Services	\$ 927,000	\$ 925,000	\$ 925,823	\$ 1,001,000
440115	Communications department	\$ 4,002	\$ 1,500	\$ 3,507	\$ 2,502
440130	Animal control fees	\$ 75,288	\$ 75,900	\$ 74,897	\$ 75,900
440145	Mooring fees - harbor	\$ 42,068	\$ 38,000	\$ 40,357	\$ 38,500
440200	Recreation/Senior Services/Guild/Comm Rec Ctr	\$ 1,340,350	\$ 1,337,185	\$ 1,183,151	\$ 1,416,290
440350	Library department	\$ 97,809	\$ 82,370	\$ 93,748	\$ 93,470
440460	Special Serv -Turn Off-On	\$ 4,462	\$ 5,000	\$ 4,500	\$ 5,000
440520	Septic Haulers	\$ 399,942	\$ 378,000	\$ 405,000	\$ 408,500
440550	Hauling Licenses	\$ 9,000	\$ 11,000	\$ 8,000	\$ 9,000
440555	Metered Tonnage	\$ 554,918	\$ 595,281	\$ 595,000	\$ 672,828
440560	Residential Stickers/Tag Sales	\$ 72,500	\$ 72,500	\$ 75,000	\$ 80,000
Total		\$ 4,357,946	\$ 4,636,737	\$ 4,285,770	\$ 4,781,800



Departmental Revenues / Fines / Charges

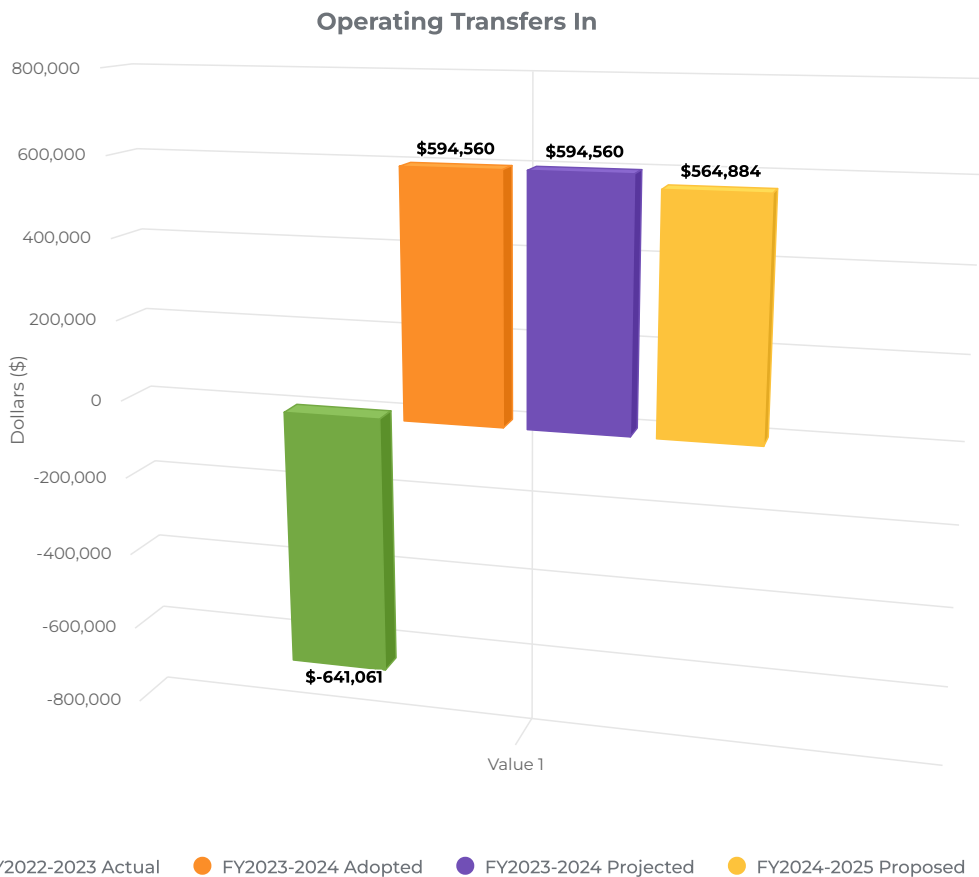


Operating Transfers In

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.

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
Operating Transfers In					
440025	Computer Services	\$ 32,966	\$ 32,966	\$ 32,966	\$ 39,869
491007	Payroll & Accounting	\$ 9,000	\$ 9,000	\$ 9,000	\$ -
491011	School Resource Officer	\$ 61,529	\$ 69,230	\$ 69,230	\$ 71,559
491003	School Field Maintenance	\$ 88,740	\$ 93,190	\$ 93,190	\$ 96,527
490306	Neighborhood Guild Fund	\$ 75,752	\$ 77,423	\$ 77,423	\$ 74,871
490404	Open Space Reserve Fund	\$ 266,146	\$ 236,704	\$ 236,704	\$ 208,088
490499	Fair Share Dev Fund - Rec	\$ 69,806	\$ 66,047	\$ 66,047	\$ 33,970
498999	Miscellaneous Tax Transfer	\$ (1,255,000)	\$ -	\$ -	\$ -
490510	O Watson	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
41520	Trust Fund				\$ 30,000
Total		\$ (641,061)	\$ 594,560	\$ 594,560	\$ 564,884

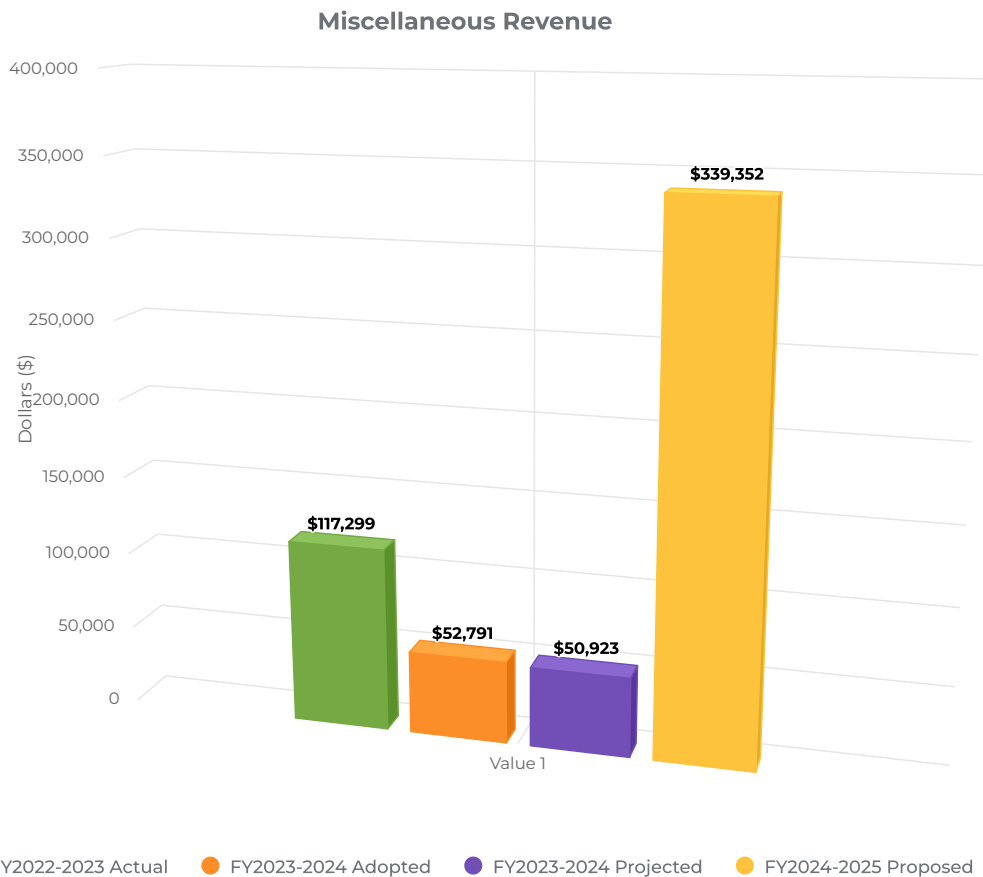


Miscellaneous Revenue

Miscellaneous Revenue

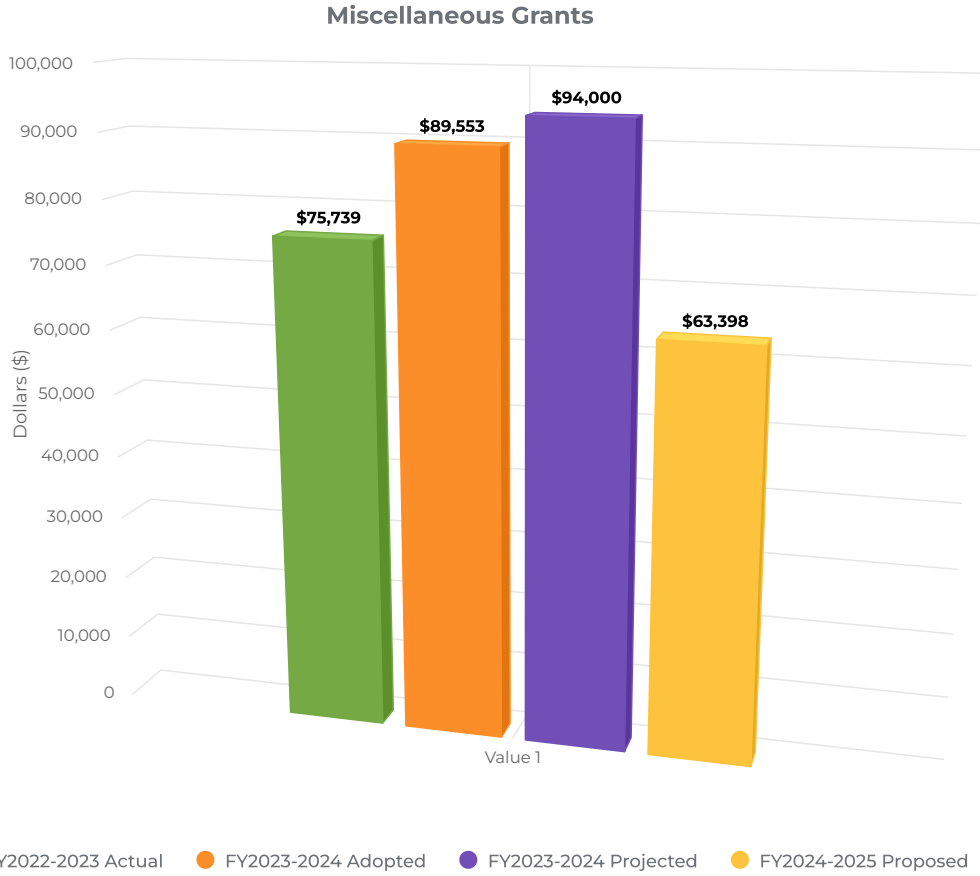
This revenue category encompasses small, one-time fees for services offered to the general public, such as transportation for senior programs, animal shelter donations, tuition payments for students living outside the district who attend South Kingstown High School, prorated new water accounts and/or 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.

	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
Miscellaneous Revenue				
470010 Miscellaneous Revenue	\$ 117,299	\$ 50,695	\$ 48,923	\$ 92,852
470080 State Of R.I. Water Protect.	\$ -	\$ 2,096	\$ 2,000	\$ 2,000
41310 Tuition - Individual				\$ 170,000
41990 Miscellaneous Revenue				\$ 74,500
Total	\$ 117,299	\$ 52,791	\$ 50,923	\$ 339,352



Miscellaneous Grants

		Actual	Adopted	Projected	Proposed
		FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
<u>Miscellaneous Grants</u>					
451110	Miscellaneous Grants	\$ 75,739	\$ 89,553	\$ 94,000	\$ 63,398
Total		\$ 75,739	\$ 89,553	\$ 94,000	\$ 63,398

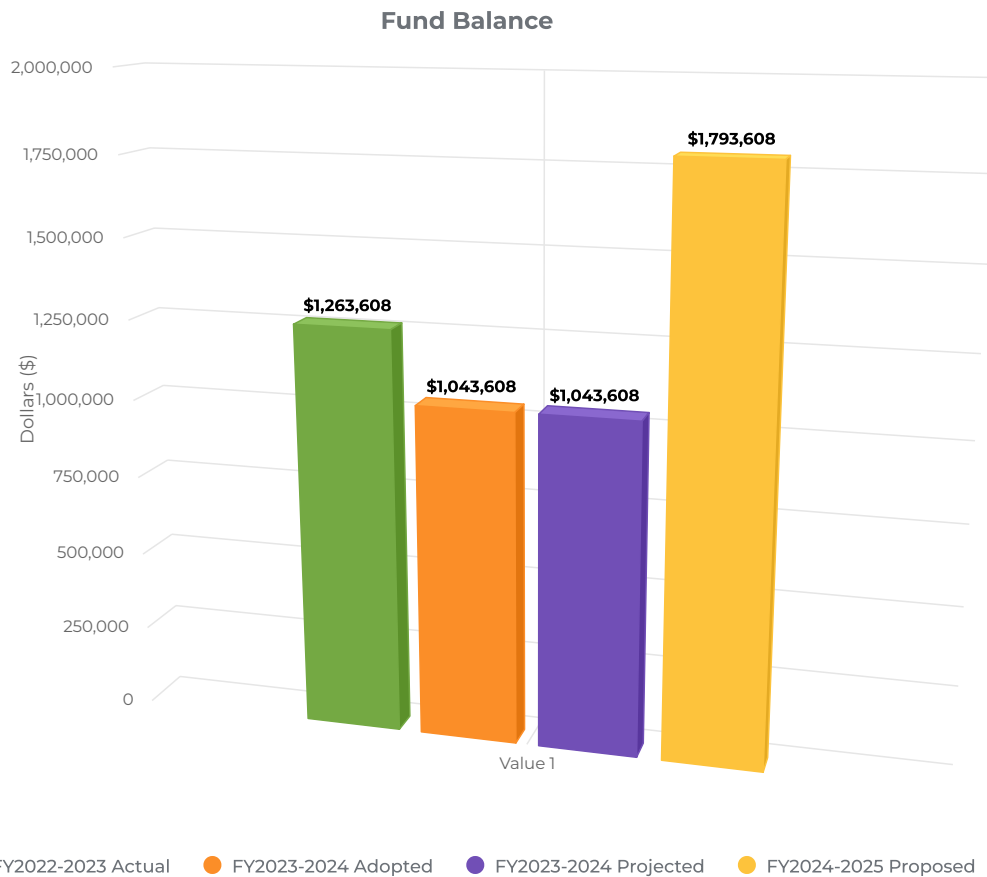


Use of Fund Balance

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.

	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025	Net Change \$	Net Change %
Fund Balance Applied						
499000 Fund Balance Applied	\$1,263,608	\$1,043,608	\$1,043,608	\$1,793,608	\$750,000	71.87%
Subtotal Fund Balance Applied	\$1,263,608	\$1,043,608	\$1,043,608	\$1,793,608	\$750,000	71.87%



All Funds - Comprehensive Summary

Name	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Beginning Fund Balance:	\$41,236,558	\$41,236,558	N/A	N/A	N/A	N/A
Revenues						
General Property Taxes	\$77,628,183	\$75,701,421	\$76,475,793	\$48,249,104	\$76,784,751	\$76,989,255
Wastewater Enterprise Fund Revenues	\$378,000	\$399,942	\$378,000	\$224,209	\$405,000	\$408,500
State Aid - Town			\$6,000	\$0	\$0	\$6,000
Licenses & Permits	\$1,969,630	\$2,001,175	\$1,949,271	\$1,214,339	\$1,885,529	\$1,997,249
Solid Waste Enterprise Fund Revenue	\$801,580	\$760,083	\$853,950	\$460,904	\$839,500	\$923,203



Name	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Operating Transfer In	\$2,774,128	\$2,765,858	\$2,659,495	\$430,136	\$2,659,495	\$2,750,069
Dept. Revenues/Fines/Charges	\$2,737,671	\$2,733,106	\$3,002,104	\$799,907	\$2,720,139	\$2,998,072
Community Rec Center Revenues	\$189,012	\$290,122	\$274,835	\$211,280	\$275,000	\$272,220
Guild Revenues	\$679,983	\$748,882	\$762,217	\$303,247	\$747,640	\$843,402
Senior Center Program	\$7,440	\$7,759	\$9,395	\$3,740	\$7,500	\$8,400
Usage Fees	\$5,352,841	\$5,146,618	\$5,594,832	\$3,896,982	\$3,921,883	\$5,878,597
Revenue from Investments	\$422,200	\$1,179,733	\$572,600	\$2,297,090	\$2,068,229	\$848,466
Miscellaneous Revenue	\$46,763	\$106,857	\$43,996	\$18,120	\$41,423	\$85,352
Operating Transfers Out	-\$58,146,692	-\$59,477,444	-\$58,219,707	-\$32,889,368	-\$58,219,707	-\$58,209,958
Fund Balance Applied	\$1,786,089	\$2,054,002	\$1,371,929	\$0	\$1,323,751	\$2,113,158
State/ Federal Aid	\$3,898,204	\$6,608,856	\$6,549,031	\$3,776,047	\$6,565,057	\$6,628,270
Water Enterprise Fund Revenues	\$5,000	\$4,462	\$5,000	\$138	\$4,500	\$5,000
Municipal Appropriation-Education	\$55,994,773		\$55,994,773			\$55,994,773
Use of Fund Balance	\$247,927		\$270,400			\$177,016
Local Revenue Sources	\$322,118		\$300,000			\$274,500
State Education Aid	\$5,001,796		\$5,595,507			\$5,689,391
Federal Direct Education Aid	\$408,726		\$475,000			\$500,000
Miscellaneous Grants	\$46,778	\$75,739	\$89,553	\$16,963	\$94,000	\$63,398
Total Revenues:	\$102,552,150	\$41,107,170	\$105,013,974	\$29,012,838	\$42,123,690	\$107,244,334
Expenditures						
Employee Compensation- Salaries	\$32,363,558		\$31,615,844			\$29,993,989
Employee Compensation- Benefits	\$14,093,566		\$14,018,428		\$0	\$13,927,116
Purchased Professional/ Technical Svs	\$1,431,948		\$1,883,494			\$1,759,231
Purchased Property Services	\$808,497		\$830,424		\$0	\$831,451
Other Purchased Services	\$11,482,461		\$12,378,289			\$13,861,843
Supplies and Materials	\$1,653,523		\$1,635,117			\$1,737,855
Property/ Capital Projects and Purchases	\$68,126		\$202,198			\$451,721
Debt Service/ Misc Expenditures	\$73,660		\$71,885			\$72,474
Wages	\$17,974,187	\$17,344,048	\$18,953,322	\$9,675,001	\$18,513,692	\$19,611,211
Benefits	\$8,177,488	\$7,484,373	\$8,424,429	\$4,331,976	\$8,234,802	\$8,959,414
Services	\$8,659,611	\$8,323,929	\$8,987,903	\$4,472,391	\$8,405,009	\$9,390,714
Capital Outlay	\$3,966,109	\$4,125,141	\$4,080,301	\$2,111,511	\$4,046,296	\$4,487,668
Commodities	\$1,734,392	\$1,458,957	\$1,909,385	\$724,780	\$1,748,951	\$1,965,643
Contributions to Human Services and Outside Agencies	\$52,567	\$194,067	\$22,955	\$17,784	\$22,451	\$194,005
Total Expenditures:	\$102,539,694	\$38,930,516	\$105,013,974	\$21,333,443	\$40,971,200	\$107,244,335
Total Revenues Less Expenditures:	\$12,456	\$2,176,654	\$0	\$7,679,395	\$1,152,490	-\$1
Ending Fund Balance:	\$41,249,014	\$43,413,212	N/A	N/A	N/A	N/A



FUNDING SOURCES



General Fund Revenue - By Source Type

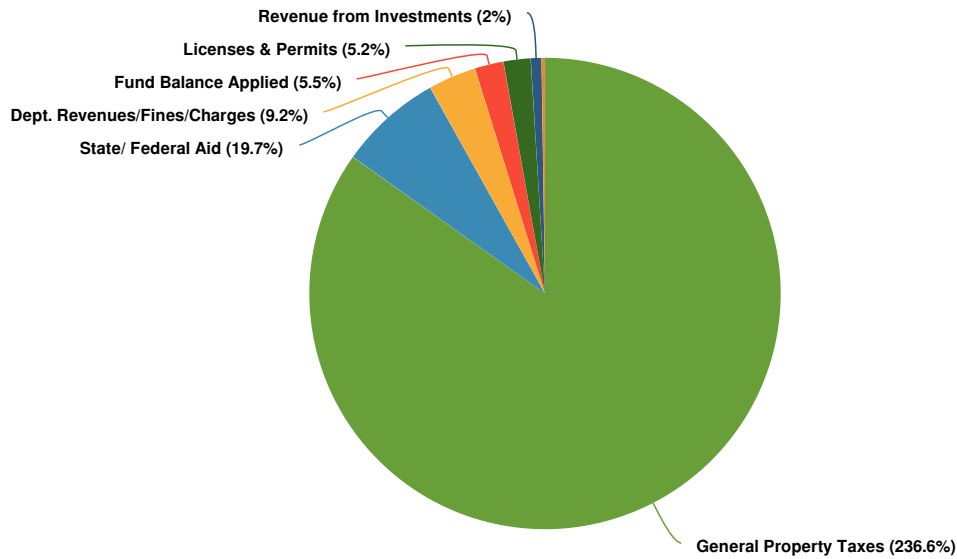
This portion fo the budget is composed of the following sections:

- 1) General Fund Revenue - By Source Type
- 2) General Fund Revenue - Detail Summary

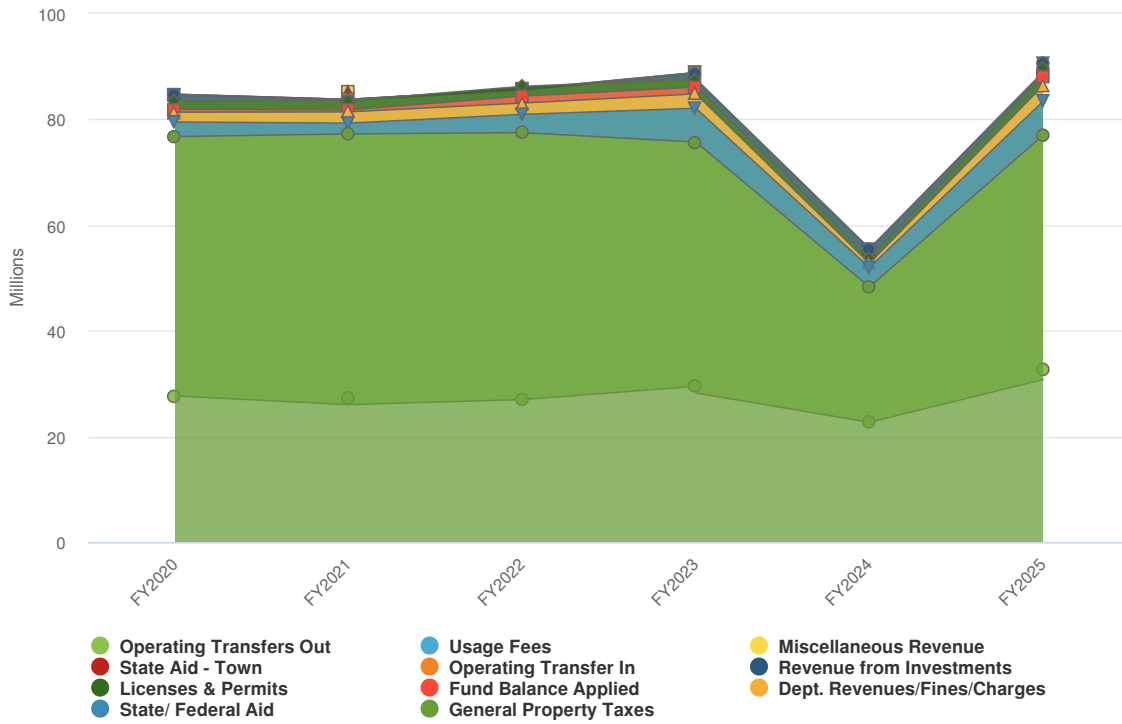
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
General Property Taxes		\$77,628,183	\$75,701,421	\$76,475,793	\$48,249,104	\$76,784,751	\$76,989,255
State Aid - Town				\$6,000	\$0	\$0	\$6,000
Licenses & Permits		\$1,579,779	\$1,551,065	\$1,593,669	\$958,962	\$1,525,027	\$1,677,141
Operating Transfer In		\$192,235	\$192,235	\$204,386	\$204,386	\$204,386	\$207,955
Dept. Revenues/Fines/Charges		\$2,727,371	\$2,723,169	\$2,991,596	\$794,965	\$2,711,139	\$2,986,972
Usage Fees				\$0	\$104		\$0
Revenue from Investments		\$330,000	\$1,022,758	\$400,000	\$1,629,001	\$1,835,892	\$665,000
Miscellaneous Revenue		\$0	\$17,665	\$0	\$150	\$1,073	\$0
Operating Transfers Out		-\$58,146,692	-\$59,401,692	-\$58,219,707	-\$32,889,368	-\$58,219,707	-\$58,209,958
Fund Balance Applied		\$1,263,608	\$1,263,608	\$1,043,608	\$0	\$1,043,608	\$1,793,608
State/ Federal Aid		\$3,678,745	\$6,389,398	\$6,329,572	\$3,701,064	\$6,345,598	\$6,423,270
Total General Fund:		\$29,253,229	\$29,459,626	\$30,824,917	\$22,648,369	\$32,231,767	\$32,539,243

General Fund Revenue - Detail Summary

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
General Property Taxes							
Current Taxes	10100000-411010	\$76,326,311	\$73,299,065	\$75,173,921	\$46,868,230	\$74,624,524	\$75,680,557
1st Year Prior - Real Estate	10100000-411020	\$530,000	\$252,105	\$530,000	\$126,142	\$364,777	\$530,000
2nd Year Prior - Real Estate	10100000-411030	\$0	\$70,194	\$0	\$32,198		\$0
3rd Year Prior - Real Estate	10100000-411040	\$0	\$42,448	\$0	\$1,915		\$0
4th Year Prior - Real Estate	10100000-411050	\$0	\$14,897	\$0	\$1,415		\$0
5th Year Prior - Real Estate	10100000-411060	\$0	\$1,568				\$0
6th Year Prior - Real Estate	10100000-411070	\$0	\$755				\$0
7th Year Prior & Older - RE	10100000-411080	\$0	\$835				\$0
1st Year Prior - Motor Vehicle	10100000-411120	\$0	\$38,547				\$0
2nd Year Prior - Motor Vehicle	10100000-411130	\$0	\$11,430	\$0	\$4,974		\$0
3rd Year Prior - Motor Vehicle	10100000-411140	\$0	\$5,735	\$0	\$1,519		\$0



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
4th Year Prior - Motor Vehicle	10100000-411150	\$0	\$2,044	\$0	\$1,726		\$0
5th Year Prior - Motor Vehicle	10100000-411160	\$0	\$1,171	\$0	\$210		\$0
6th Year Prior - Motor Vehicle	10100000-411170	\$0	\$1,669	\$0	\$275		\$0
7th Year Prior & Older - MV	10100000-411180	\$0	\$1,058	\$0	\$2,116		\$0
Current Year - Tangibles	10100000-411210	\$0	\$1,161,210	\$0	\$766,211	\$1,096,544	\$0
1st Year Prior - Tangibles	10100000-411220	\$0	\$3,375	\$0	\$1,566		\$0
2nd Year Prior - Tangibles	10100000-411230	\$0	\$2,238	\$0	\$1,234		\$0
3rd Year Prior - Tangibles	10100000-411240	\$0	\$1,697	\$0	\$250		\$0
4th Year Prior - Tangibles	10100000-411250	\$0	\$1,037	\$0	\$105		\$0
5th Year Prior - Tangibles	10100000-411260	\$0	\$269				\$0
6th Year Prior - Tangibles	10100000-411270	\$0	\$143				\$0
7th Year Prior & Older - TNG	10100000-411280	\$0	\$248	\$0	\$121		\$0
Interest On Taxes	10100000-412010	\$350,000	\$331,128	\$350,000	\$129,288	\$273,392	\$350,000
Collection Fees	10100000-412020	-\$1,750	-\$3,146	-\$1,750	-\$3,763	-\$5,187	-\$1,750
South County Hospital	10100000-413010	\$185,000	\$179,588	\$185,000	\$104,249	\$149,146	\$185,000
South Kingstown Housing Auth.	10100000-413010	\$18,000	\$24,979	\$18,000	\$0	\$24,979	\$24,979
Camp Jori	10100000-413010	\$7,900	\$6,328	\$7,900	\$6,386	\$6,386	\$7,900
SK Land Trust	10100000-413010	\$5,000	\$4,020	\$5,000	\$4,056	\$4,056	\$5,000
Lacasa Apartments (G), (J)	10100000-413010	\$47,702	\$47,050	\$47,702	\$46,476	\$46,476	\$47,049
Bayberry Courts	10100000-413010	\$7,920	\$7,920	\$7,920	\$7,920	\$7,920	\$7,920
Stone Soup Affordable Units	10100000-413010	\$2,100	\$2,545	\$2,100	\$2,507	\$3,143	\$2,600
Indian Run	10100000-413010	\$150,000	\$187,272	\$150,000	\$141,777	\$188,595	\$150,000
Total General Property Taxes:		\$77,628,183	\$75,701,421	\$76,475,793	\$48,249,104	\$76,784,751	\$76,989,255
State Aid - Town							
State Grants - Operating	10120000-450200			\$6,000	\$0	\$0	\$6,000
Total State Aid - Town:				\$6,000	\$0	\$0	\$6,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Licenses & Permits							
Town Clerk Bus License & Fees	10113000-430130	\$0	\$1,250	\$0	\$575	\$575	\$1,200
Alcohol	10113000-430130	\$53,580	\$54,139	\$53,580	\$53,020	\$53,859	\$53,200
Victuals	10113000-430130	\$6,000	\$6,250	\$6,000	\$5,050	\$6,000	\$6,000
Bingo	10113000-430130	\$500	\$700	\$500	\$235	\$755	\$300
Sunday	10113000-430130	\$5,500	\$6,000	\$5,500	\$5,200	\$6,150	\$5,700
Tourist	10113000-430130	\$4,060	\$3,760	\$4,060	\$4,090	\$5,050	\$4,090
Pool	10113000-430130	\$25	\$125	\$25	\$0	\$125	\$0
Junk	10113000-430130	\$200	\$100	\$200	\$100	\$100	\$100
Parks	10113000-430130	\$3,540	\$3,420	\$3,540	\$3,110	\$3,110	\$3,540
Peddler	10113000-430130	\$130	\$220	\$130	\$110	\$260	\$110
Dance	10113000-430130	\$1,250	\$1,000	\$1,000	\$800	\$880	\$1,000
Firearms	10113000-430130	\$155	\$170	\$165	\$165	\$170	\$165
Detective	10113000-430130	\$450	\$300	\$450	\$150	\$150	\$450
Bowling Alley	10113000-430130	\$480	\$480	\$480	\$480	\$480	\$480
Building Permits	10117000-430140	\$318,240	\$370,837	\$330,000	\$241,066	\$400,155	\$405,000
Electrical Permits	10117000-430140	\$55,702	\$64,579	\$57,700	\$31,316	\$60,337	\$56,000
Plumbing Permits	10117000-430140	\$18,540	\$26,055	\$20,000	\$13,829	\$22,872	\$24,000
Mechanical Permits	10117000-430140	\$42,848	\$77,528	\$45,000	\$42,312	\$62,431	\$75,000
Sign Permits	10117000-430140	\$200	\$240	\$200	\$255	\$585	\$400
Zoning Filing Fee	10117000-430140	\$11,440	\$8,554	\$11,000	\$5,100	\$9,089	\$9,000
Building Code Filing	10117000-430140	\$225	\$150	\$225	\$150	\$150	\$225
Zoning Certificate	10117000-430140	\$500	\$525	\$500	\$450	\$690	\$600
Vitals Copies	10113000-430150	\$35,000	\$38,793	\$35,000	\$19,059	\$36,186	\$36,000
Recording/Filing	10113000-430150	\$300,000	\$205,406	\$300,000	\$112,574	\$186,239	\$250,000
Probate Fees & Notices	10113000-430150	\$65,000	\$63,589	\$65,000	\$32,345	\$66,032	\$64,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Dog Licenses	10113000-430150	\$8,000	\$7,837	\$8,000	\$1,119	\$7,696	\$8,000
Marriage Licenses	10113000-430150	\$1,000	\$1,400	\$1,200	\$624	\$1,226	\$1,400
Land Evidence	10113000-430150	\$15,000	\$8,937	\$12,000	\$4,031	\$7,458	\$9,000
Real Estate Conveyance Fees	10113000-430160	\$166,000	\$123,374	\$166,000	\$75,250	\$121,242	\$166,000
Cingular (Was AT&T)	10100000-430170	\$39,007	\$41,592	\$39,007	\$28,360	\$43,360	\$39,007
PCS Metro Public Svc Bldg	10100000-430170	\$18,207	\$20,395	\$18,207	\$12,091	\$20,643	\$18,207
Verizon/Comm Perry	10100000-430170	\$16,776	\$16,776	\$16,776	\$9,982	\$17,070	\$16,776
Rental Of Town Properties	10100000-430170	\$36,687	\$39,884	\$36,687	\$21,861	\$37,220	\$36,687
Agricultural Field Lease	10100000-430170	\$2,500	\$2,500	\$2,500	\$0	\$2,000	\$2,500
SC Hospital - Parking	10100000-430170	\$6,624	\$6,625	\$6,624	\$6,757	\$6,757	\$6,892
Marina Park Assoc	10100000-430170	\$26,805	\$26,805	\$26,805	\$18,292	\$27,174	\$32,882
Stone Cove Marina	10100000-430170	\$78,802	\$78,802	\$78,802	\$53,320	\$79,715	\$84,548
Ram Point Marina	10100000-430170	\$78,324	\$79,957	\$78,324	\$54,371	\$80,890	\$84,953
Pt Judith Yacht Club	10100000-430170	\$55,202	\$55,202	\$55,202	\$37,351	\$55,841	\$59,027
URI Sailing Club	10100000-430170	\$16,136	\$15,666	\$16,136	\$1,306	\$1,306	\$17,067
Hanson's Pub	10100000-430170	\$91,144	\$91,144	\$91,144	\$62,706	\$92,999	\$97,635
Total Licenses & Permits:		\$1,579,779	\$1,551,065	\$1,593,669	\$958,962	\$1,525,027	\$1,677,141
Operating Transfer In							
Interfund Computer Services	10114000-440025	\$32,966	\$32,966	\$32,966	\$32,966	\$32,966	\$39,869
School Field Maintenance	10140000-491003	\$88,740	\$88,740	\$93,190	\$93,190	\$93,190	\$96,527
Payroll & Accounting	10114000-491007	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$0
School Resource Officer	10120000-491011	\$61,529	\$61,529	\$69,230	\$69,230	\$69,230	\$71,559
Total Operating Transfer In:		\$192,235	\$192,235	\$204,386	\$204,386	\$204,386	\$207,955
Dept. Revenues/Fines/Charges							
Motor Vehicle Violations	10113000-430180			\$75,000	\$527	\$31,250	\$45,000
Court Fees - Town	10113000-430180			\$10,000	\$70	\$4,167	\$10,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Municipal Court Fines	10113000-430180			\$15,000	\$60	\$6,250	\$15,000
Parking Tickets	10113000-430180			\$75,000	\$0	\$31,250	\$40,000
Min Housing Lien/Penalties	10113000-430180			\$9,000	\$0	\$3,750	\$9,000
Planning Department	10116000-440005	\$5,000	\$6,640	\$5,000	\$3,060	\$5,750	\$5,000
Copy Charge	10100000-440010	\$2,500	\$2,372	\$2,500	\$1,694	\$2,945	\$2,500
GIS Program Revenue	10116005-440020	\$200	\$276	\$200	\$111	\$175	\$200
Miscellaneous - Town	10100000-440030	\$566,451	\$480,637	\$566,451	\$569	\$480,923	\$575,000
ChargePoint Charging Stations	10100000-440030	\$630	\$630	\$630	\$563	-\$191	\$630
Tax Collector Lien Cert	10100000-440030	\$25,500	\$14,800	\$25,500	\$6,775	\$12,450	\$15,000
Town Clerk Copies & Maps	10113000-440030	\$3,000	\$2,025	\$3,000	\$1,800	\$2,315	\$3,000
Finance Misc	10114000-440030	\$0	\$1	\$0	\$1	\$1	\$0
State Of RI Beach Receipts	10114000-440030	\$44,500	\$55,186	\$44,500	\$48,839	\$48,839	\$44,500
Narragansett Police Patrols	10120000-440030	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Pub Works Row Permits	10130000-440030	\$1,100	\$910	\$1,100	\$960	\$1,165	\$1,200
Pub Works Licenses	10130000-440030	\$1,600	\$755	\$1,600	\$375	\$945	\$1,000
Pub Works Inspection Fees	10130000-440030	\$6,500	\$0	\$6,500	\$0		\$0
Pub Wrk Soil Erosion, Run Off	10130000-440030	\$8,000	\$9,800	\$8,000	\$6,600	\$8,350	\$11,000
Detail Admin Fees	10120000-440100	\$2,500	\$609	\$1,500	\$1,083	\$1,145	\$1,500
District Court Fines	10120000-440100	\$200	\$163	\$200	\$80	\$137	\$200
Fingerprint Fees	10120000-440100	\$600	\$808	\$600	\$430	\$760	\$600
VIN Fees	10120000-440100	\$8,000	\$11,500	\$10,000	\$6,210	\$11,048	\$10,000
Parking Tickets	10120000-440100	\$18,000	\$18,875	\$20,000	\$17,375	\$22,897	\$0
State Fines	10120000-440100	\$84,000	\$82,450	\$90,000	\$35,664	\$72,855	\$45,000
Misc Police	10120000-440100	\$2,000	\$1,263	\$1,500	\$1,820	\$2,850	\$1,500
Vehicle Use	10120000-440100	\$145,000	\$124,084	\$125,000	\$62,964	\$108,189	\$125,000
Copies	10120000-440100	\$5,000	\$5,104	\$5,500	\$3,293	\$5,192	\$5,500



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Constable Cost Share	10120000-440100	\$3,000	\$3,720	\$3,720	\$3,380	\$3,380	\$3,480
EMS Billing Services	10122001-440105	\$925,000	\$925,000	\$925,000	\$0	\$925,000	\$1,000,000
EMS Medical Stand By Fees	10122001-440107	\$0	\$2,000	\$0	\$217	\$823	\$1,000
Communications Dept Revenue	10121000-440115	\$1,500	\$4,002	\$1,500	\$583	\$3,507	\$2,502
Narragansett - Dog Pound	10120073-440130	\$70,500	\$70,500	\$70,500	\$70,500	\$70,500	\$70,500
Animal Control Fees	10120071-440135	\$1,000	\$830	\$700	\$445	\$700	\$700
Dog/Cats Licenses And Fines	10120071-440140	\$4,400	\$3,958	\$4,700	\$2,615	\$3,697	\$4,700
Boat Mooring Fees	10140090-440145	\$38,000	\$42,068	\$38,000	\$3,861	\$40,357	\$38,500
Park Rental Revenue	10140000-440200	\$32,000	\$43,328	\$35,000	\$30,310	\$35,000	\$39,000
Town Beach Parking	10140000-440205	\$275,550	\$253,890	\$302,550	\$133,205	\$243,421	\$284,300
Misc Beach Receipts	10140000-440210	\$5,490	\$5,150	\$6,000	\$4,725	\$6,255	\$7,350
Recreation Department Revenue	10140000-440215	\$116,350	\$112,521	\$119,450	\$97,722	\$120,000	\$135,220
Recreation Self-Supp Programs	10140000-440220	\$140,000	\$236,779	\$194,750	\$189,675	\$205,000	\$235,300
Rec Dept - Outside Sponsors	10140000-440230	\$5,700	\$846	\$3,200	\$0	\$0	\$1,700
Stepping Stone Hazard Trust	10140000-440235	\$21,000	\$29,043	\$20,000	\$7,416	\$21,661	\$20,000
Stepping Stone Creative Act.	10140000-440240	\$71,000	\$61,735	\$72,875	\$32,106	\$62,021	\$69,120
Stepping Stone Self-Support	10140000-440245	\$0	\$3,102	\$0	\$2,662	\$2,662	\$4,800
Narragansett Library Assoc	10150000-440350	\$45,000	\$58,082	\$47,000	\$0	\$55,000	\$54,000
Kingston Free Library	10150000-440350	\$26,000	\$31,040	\$27,000	\$0	\$30,000	\$29,500
Nathaniel/Mabel Smith Fund	10150000-440350	\$3,000	\$3,284	\$3,300	\$3,340	\$3,340	\$3,390
Library Fines	10150000-440360	\$200	\$123	\$70	\$50	\$85	\$100
Library Fines	10150000-440360	-\$500	\$434	\$500	\$573	\$411	\$1,180
Library Fines	10150000-440360	\$4,900	\$4,846	\$4,500	\$2,658	\$4,912	\$5,300
Total Dept. Revenues/Fines/Charges:		\$2,727,371	\$2,723,169	\$2,991,596	\$794,965	\$2,711,139	\$2,986,972
Usage Fees							
Interest On Delinquent Payt	10100000-418130			\$0	\$104		\$0



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Total Usage Fees:				\$0	\$104		\$0
Revenue from Investments							
Investment Income	10100000-460010	\$330,000	\$1,146,795	\$400,000	\$911,280	\$1,835,892	\$665,000
GASB 31 Change	10100000-460500	\$0	-\$124,038	\$0	\$717,722	\$0	\$0
Total Revenue from Investments:		\$330,000	\$1,022,758	\$400,000	\$1,629,001	\$1,835,892	\$665,000
Miscellaneous Revenue							
Miscellaneous Revenue	10122001-470010	\$0	\$17,665	\$0	\$150	\$1,073	\$0
Total Miscellaneous Revenue:		\$0	\$17,665	\$0	\$150	\$1,073	\$0
Operating Transfers Out							
School Fund	10100000-498110	-\$55,994,773	-\$55,994,773	-\$55,994,773	-\$32,663,618	-\$55,994,773	-\$55,994,773
Senior Services Fund	10100000-498304	-\$526,965	-\$526,965	-\$518,182	\$0	-\$518,182	-\$524,721
Comm Rec Center Operate	10100000-498308	-\$379,235	-\$379,235	-\$387,000	-\$225,750	-\$387,000	-\$410,621
Debt Service Tax Transfer	10100000-498400	-\$1,241,719	-\$1,241,719	-\$1,315,752	\$0	-\$1,315,752	-\$1,275,843
Wastewater Operations	10100000-498704	-\$4,000	-\$4,000	-\$4,000	\$0	-\$4,000	-\$4,000
Misc Tax Dollar Transfers	10100000-498999	\$0	-\$1,255,000				\$0
Total Operating Transfers Out:		-\$58,146,692	-\$59,401,692	-\$58,219,707	-\$32,889,368	-\$58,219,707	-\$58,209,958
Fund Balance Applied							
Designated F/B - CIP	10100000-499040	\$275,000	\$275,000	\$275,000	\$0	\$275,000	\$1,793,608
Designated F/B - General	10100000-499060	\$988,608	\$988,608	\$768,608	\$0	\$768,608	\$0
Total Fund Balance Applied:		\$1,263,608	\$1,263,608	\$1,043,608	\$0	\$1,043,608	\$1,793,608
State/ Federal Aid							
PILOT - Federal Aid	10100000-414010	\$8,000	\$7,910	\$8,000	\$0	\$7,910	\$8,000
FEMA Storm Assistance	10100000-414030	\$0	\$63,267			\$104	\$0
State PILOT Program	10100000-420010	\$210,000	\$217,065	\$210,000	\$187,050	\$187,050	\$186,342
Public Services Corp Tax	10100000-420011	\$365,054	\$379,714	\$379,714	\$418,487	\$418,487	\$418,487
Meals & Beverage Tax	10100000-420012	\$940,000	\$1,158,263	\$1,228,189	\$716,215	\$1,228,189	\$1,304,226



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
State Library General Aid	10150000-420015	\$217,433	\$242,861	\$238,394	\$119,197	\$238,394	\$232,864
State Library Endowment Aid	10150000-420016	\$17,155	\$19,161	\$20,006	\$20,006	\$20,006	\$20,955
MV Excise Tax Phase-Out	10100000-420017	\$1,719,103	\$3,930,455	\$3,930,455	\$1,965,228	\$3,930,455	\$3,930,455
Hotel Tax	10100000-420018	\$202,000	\$370,703	\$314,814	\$274,797	\$314,814	\$321,941
Cannabis Local Tax	10100000-420021			\$0	\$84	\$189	\$0
Total State/ Federal Aid:		\$3,678,745	\$6,389,398	\$6,329,572	\$3,701,064	\$6,345,598	\$6,423,270
Total Revenue Source:		\$29,253,229	\$29,459,626	\$30,824,917	\$22,648,369	\$32,231,767	\$32,539,243



DEPARTMENTS



Departments

This portion of the budget is composed of the following components:

- 1) General Fund
- 2) Peace Dale Office Building Fund
- 3) Senior Services Fund
- 4) Neighborhood Guild Fund
- 5) Community Recreation Center Fund
- 6) Debt Service Fund
- 7) Water Enterprise Fund
- 8) Wastewater Enterprise Fund
- 9) Solid Waste Enterprise Fund
- 10) School Operating Fund



General Fund

This portion of the budget is composed of the following components:

- 1) General Government
- 2) Public Safety
- 3) Public Services
- 4) Leisure Services
- 5) Public Libraries
- 6) Other Expenditures
- 7) Employment Benefits
- 8) Human Services & Outside Agencies
- 9) Capital Outlay



General Government

The Departments that Make up the General Government portion of the Town's Operating Budget is as follows:

- Town Council
- Budget Referendum
- Legal
- Probate Judge
- Town Manager
- Personnel Administration
- Town Clerk
- Canvassing Authority
- Municipal Court
- Finance Department
- Information Technology
- Post Year Audit
- Tax Assessor
- Assessment Board of Review
- Planning Department
- Planning Board
- Geographic Information Systems
- Conservation Commission
- Zoning / Building Inspection
- Zoning Board of Review
- Facilities

Department Headcount (FTE)

	2021-2022	2022-2023	2023-2024	2024-2025	Incr./ (Decr.)
Subtotal - General Government	Adopted	Adopted	Adopted	Proposed	Over Prior Year
Total Personnel	46.65	47.90	50.55	49.55	(1.00)



Town Council

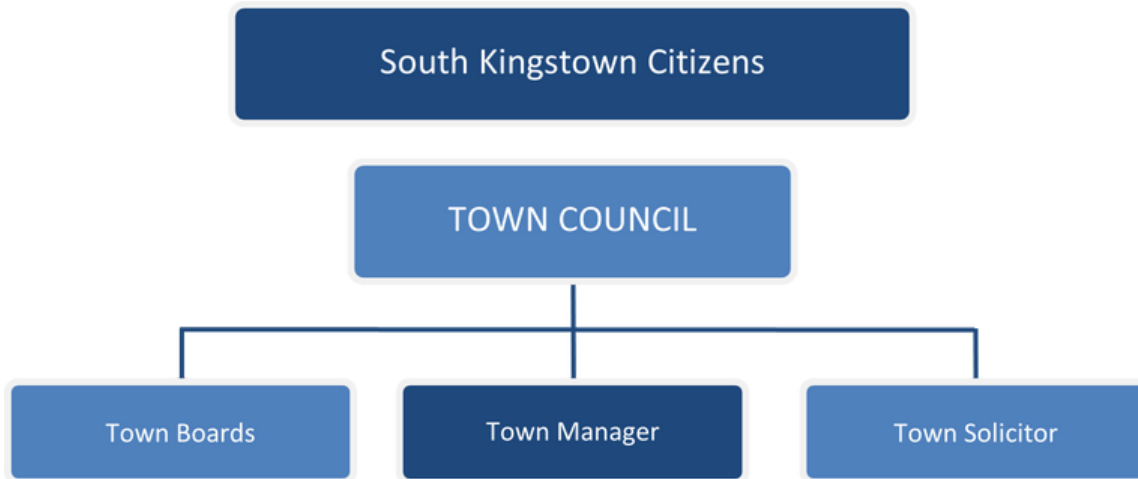
Rory H. McEntee
Town Council President

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 & Primary Functions

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](http://webserver.rilin.state.ri.us/Statutes/TITLE8/8-9/INDEX.HTM) (<http://webserver.rilin.state.ri.us/Statutes/TITLE8/8-9/INDEX.HTM>); the operating statute for Probate is [RIGL Title 33](http://webserver.rilin.state.ri.us/Statutes/TITLE33/INDEX.HTM) (<http://webserver.rilin.state.ri.us/Statutes/TITLE33/INDEX.HTM>). 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4240DETAAS_S4242BOASRE) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4240DETAAS_S4242BOASRE). 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIICOOR_CHI7TA_ARTIIPRASAP_S17-22HEOTATTAAS) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIICOOR_CHI7TA_ARTIIPRASAP_S17-22HEOTATTAAS) of the Town Ordinances.

Planning Board

The Planning Board was established by Town Charter, [Section 4910](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4910PLBO) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4910PLBO). 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4910PLBO_S4920ZOBOR) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4910PLBO_S4920ZOBOR). 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeld=PTITHCH_ARTIIIHLE_3130FUPOTOCO) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeld=PTITHCH_ARTIIIHLE_3130FUPOTOCO), 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:

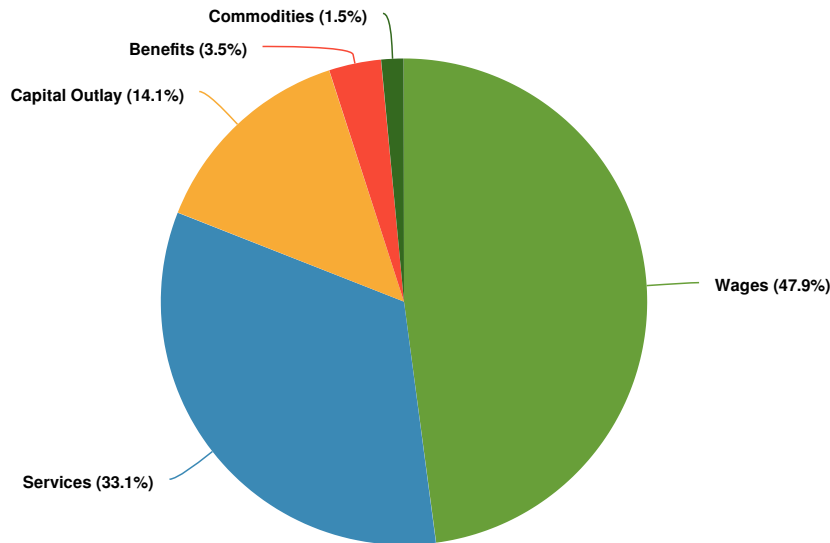
- Serve as the Planning Board of Appeals
- Hear and consider the appeal of decisions made by the Planning Board, the Historic District Commission, and the Zoning Enforcement Officer
- Have authority to grant variances from the Zoning Ordinance
- Have authority to grant special use permits

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 *Town Council Goals & Objectives* section within the *Introduction* portion of this document.

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
General Government		\$27,379	\$26,028	\$27,559	\$12,108	\$27,509	\$33,405
Total Expense Objects:		\$27,379	\$26,028	\$27,559	\$12,108	\$27,509	\$33,405

Expenditures by Function

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expenditures							
General Government							



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Town Council							
Town Council							
Part-Time Salaries	10111001-511002	\$11,000	\$11,000	\$11,000	\$6,417	\$11,000	\$16,000
FICA	10111001-522250	\$842	\$842	\$842	\$491	\$842	\$1,160
Professional Services	10111001-530111	\$11,050	\$10,200	\$11,050	\$5,128	\$11,000	\$11,050
Non-Major Technology Reserve	10111001-530044	\$3,987	\$3,987	\$4,167	\$0	\$4,167	\$4,695
Miscellaneous Expenses	10111001-580100	\$500	\$0	\$500	\$72	\$500	\$500
Total Town Council:		\$27,379	\$26,028	\$27,559	\$12,108	\$27,509	\$33,405
Total Town Council:		\$27,379	\$26,028	\$27,559	\$12,108	\$27,509	\$33,405
Total General Government:		\$27,379	\$26,028	\$27,559	\$12,108	\$27,509	\$33,405
Total Expenditures:		\$27,379	\$26,028	\$27,559	\$12,108	\$27,509	\$33,405



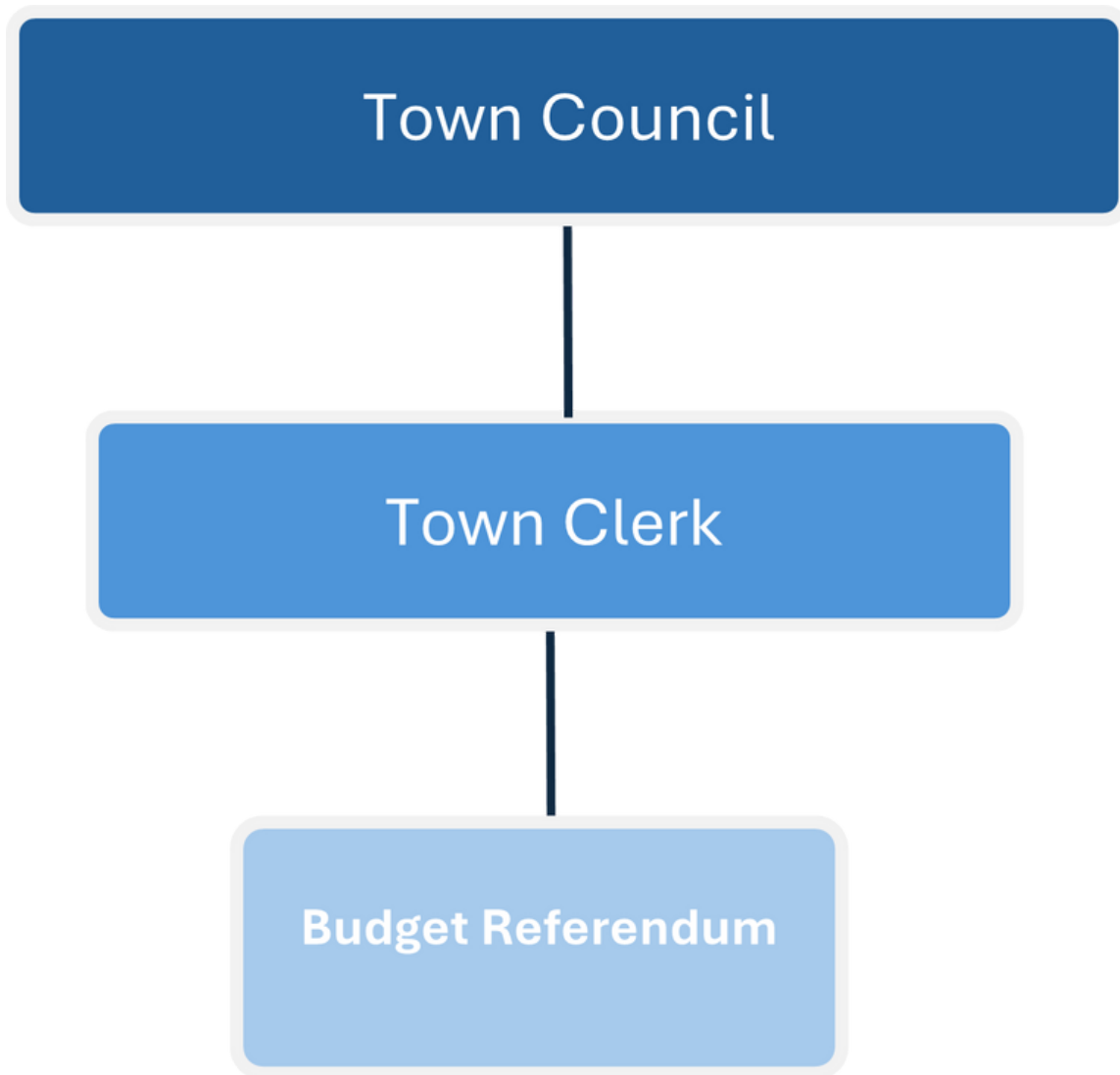
Budget Referendum

Susan Flynn
Town Clerk

Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Council, 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 & Primary Functions

Mission Statement

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.

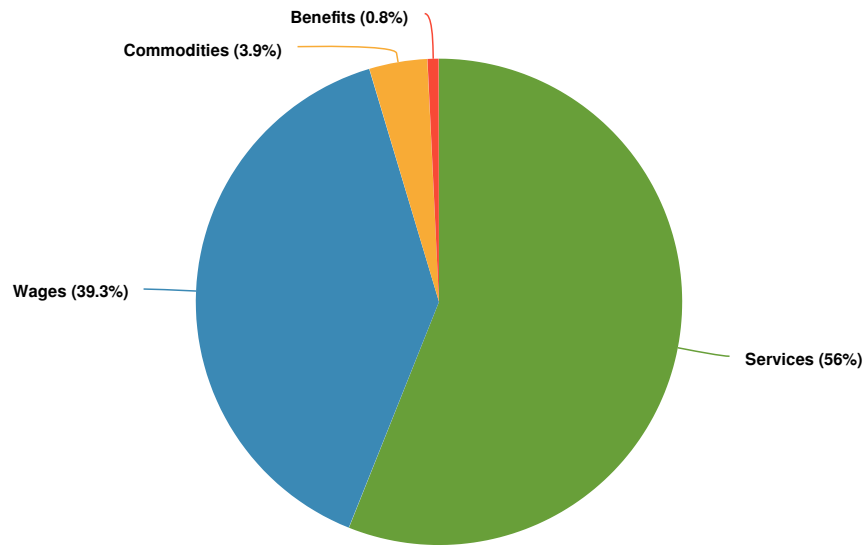
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$1,200	\$5,702	\$1,200	\$0	\$1,500	\$6,000
Benefits		\$0	\$108			\$115	\$115
Services		\$7,517	\$3,462	\$8,050	\$0	\$8,550	\$8,550
Commodities		\$511	\$408	\$591	\$0	\$591	\$591
Total General Fund:		\$9,228	\$9,680	\$9,841	\$0	\$10,756	\$15,256

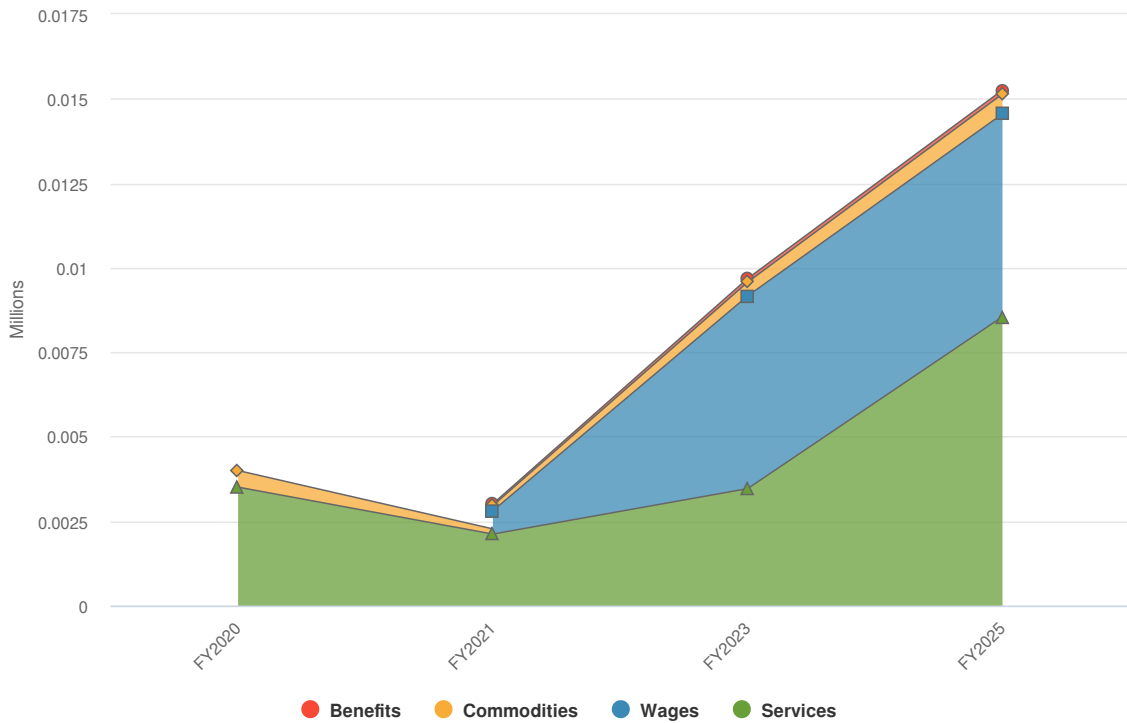


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



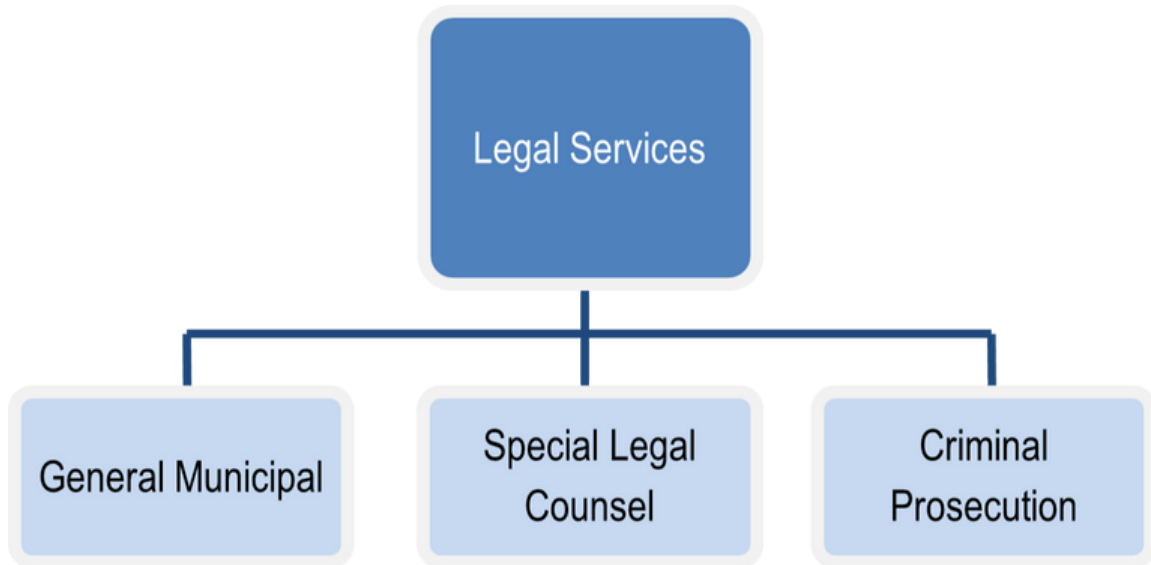
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Seasonal Salaries	10111003-511003	\$0	\$4,293			\$0	\$4,500
Overtime	10111003-511004	\$1,200	\$1,410	\$1,200	\$0	\$1,500	\$1,500
Total Wages:		\$1,200	\$5,702	\$1,200	\$0	\$1,500	\$6,000
Benefits							
FICA	10111003-522250	\$0	\$108			\$115	\$115
Total Benefits:		\$0	\$108			\$115	\$115
Services							
Stipends Boards/Commissions	10111003-530002	\$2,500	\$560	\$3,150	\$0	\$3,150	\$3,150
Police Detail (Departmental)	10111003-530015	\$0	\$457			\$500	\$500
Advertising	10111003-538012	\$400	\$126	\$400	\$0	\$400	\$400
Printing Expenses	10111003-538022	\$4,617	\$2,320	\$4,500	\$0	\$4,500	\$4,500
Total Services:		\$7,517	\$3,462	\$8,050	\$0	\$8,550	\$8,550
Commodities							
Office Materials & Supplies	10111003-540012	\$261	\$73	\$261	\$0	\$261	\$261
Miscellaneous Expenses	10111003-580100	\$250	\$335	\$330	\$0	\$330	\$330
Total Commodities:		\$511	\$408	\$591	\$0	\$591	\$591
Total Expense Objects:		\$9,228	\$9,680	\$9,841	\$0	\$10,756	\$15,256



Legal

Michael Ursillo, Esq.
Town Solicitor

Organizational Chart



Mission Statement & Primary Functions

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 principal 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 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
	Adopted	Adopted	Adopted	Proposed
Legal Fees – General Solicitor	\$102,037	\$104,078	\$112,148	\$124,212
Legal Fees – Planning and Special	61,107	62,329	67,075	73,234
Legal Fees - Prosecution	37,381	38,129	40,000	44,303
Subtotal Solicitor Annual Retainer²	\$200,525	\$204,536	\$219,223	\$241,749
Legal fees – Labor ³	\$7,590	\$7,742	\$20,000	\$22,151
Legal Fees – Labor Relations ⁴	3,543	3,613	\$3,000	\$3,323
Expenses and Court Fees	2,000	2,000	0	0
Litigation outside of Retainers	2,000	2,000	0	0
Subtotal Other Expenses	\$15,133	\$15,355	\$23,000	\$25,474
Total Legal Services	\$215,658	\$219,891	\$242,223	\$267,223

1. Descriptions have been modified in FY2024 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.

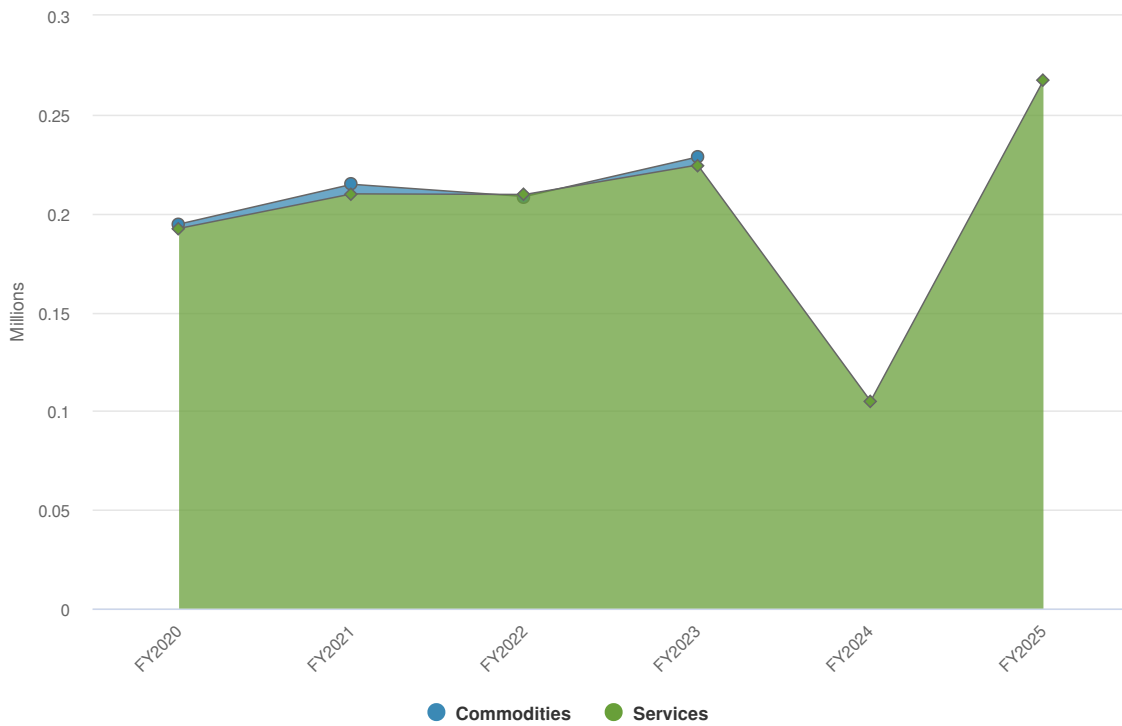
Expenditures by Function

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
Expenditures						
General Government						
Town Council						
Services		\$215,891	\$224,414	\$242,223	\$104,934	\$267,223
Commodities		\$4,000	\$4,066			\$0
Total Town Council:		\$219,891	\$228,480	\$242,223	\$104,934	\$267,223
Total General Government:		\$219,891	\$228,480	\$242,223	\$104,934	\$267,223
Total Expenditures:		\$219,891	\$228,480	\$242,223	\$104,934	\$267,223

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
Expense Objects						
Services						
Professional Services	10111005-530111	\$215,891	\$223,851			\$0
Legal Fees - General Solicitor	10111005-530112			\$112,148	\$74,749	\$124,212
Legal Fees - Labor	10111005-530113	\$0	\$563	\$20,000	\$10,185	\$22,151
Legal Fees - Prosecution	10111005-530114			\$40,000	\$20,000	\$44,303
Legal Fees - Planning and Spec	10111005-530115			\$67,075	\$0	\$73,234
Legal Fees - Labor Relations	10111005-530116			\$3,000	\$0	\$3,323
Total Services:		\$215,891	\$224,414	\$242,223	\$104,934	\$267,223
Commodities						
Miscellaneous Expenses	10111005-580100	\$4,000	\$4,066			\$0
Total Commodities:		\$4,000	\$4,066			\$0
Total Expense Objects:		\$219,891	\$228,480	\$242,223	\$104,934	\$267,223



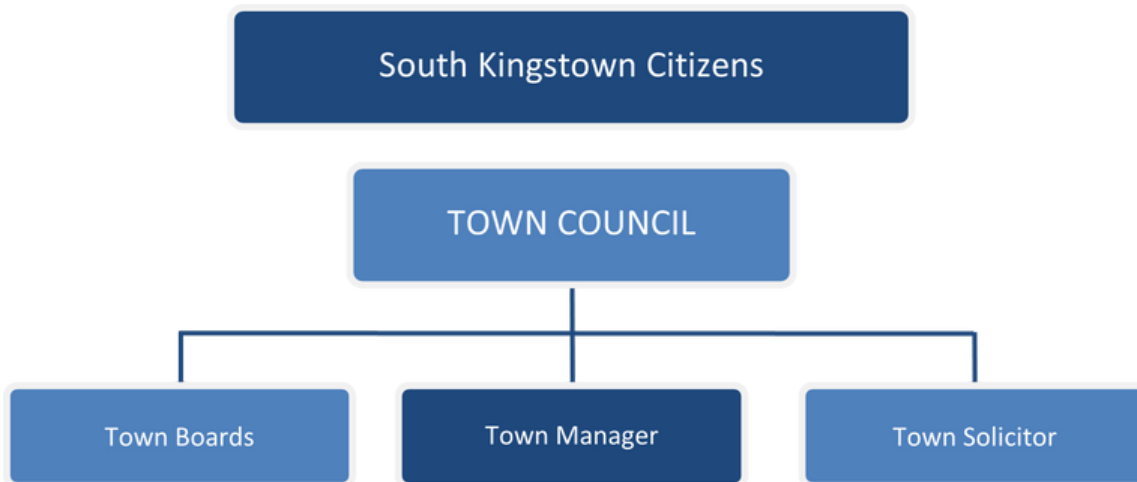
Probate Judge

Susan Flynn
Probate Court Clerk

Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Council, 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 & Primary Functions

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 seven major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, Business Licenses, and Municipal Court as well as providing general services to the public.

Duties include, but are not limited to:

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

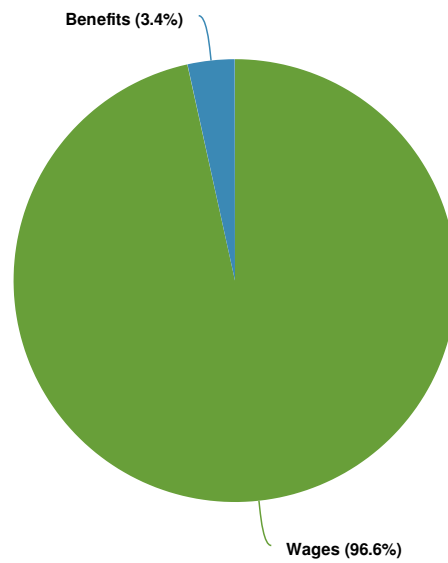
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$7,000	\$7,000	\$7,000	\$6,904	\$13,154	\$15,000
Benefits		\$536	\$536	\$536	\$528	\$1,006	\$536
Total General Fund:		\$7,536	\$7,536	\$7,536	\$7,432	\$14,160	\$15,536

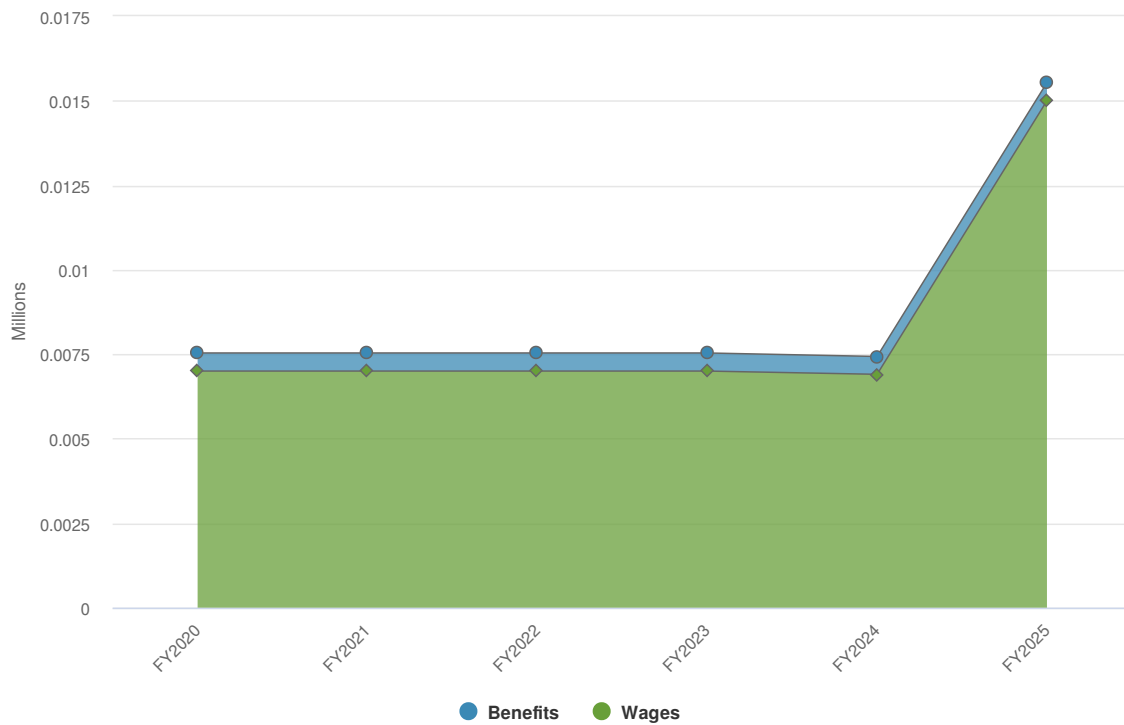


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Part-Time Salaries	10111007-511002	\$7,000	\$7,000	\$7,000	\$6,904	\$13,154	\$15,000
Total Wages:		\$7,000	\$7,000	\$7,000	\$6,904	\$13,154	\$15,000
Benefits							
FICA	10111007-522250	\$536	\$536	\$536	\$528	\$1,006	\$536
Total Benefits:		\$536	\$536	\$536	\$528	\$1,006	\$536
Total Expense Objects:		\$7,536	\$7,536	\$7,536	\$7,432	\$14,160	\$15,536



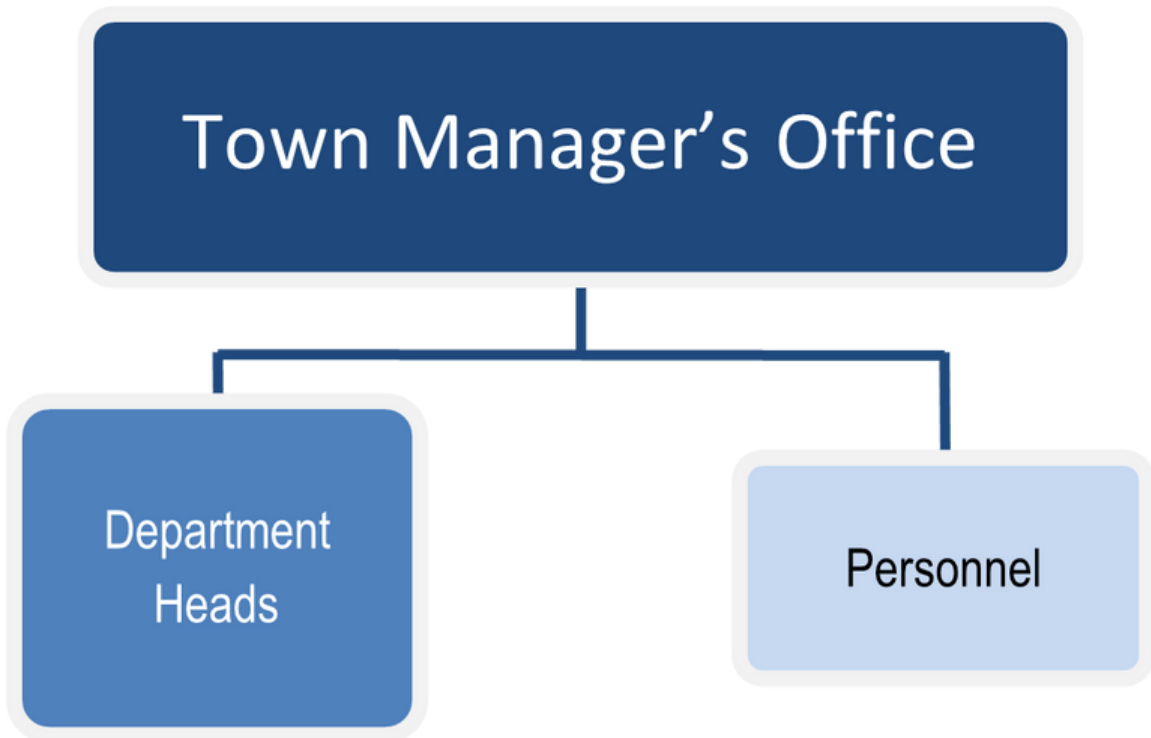
Town Manager

James Manni
Town Manager

Department Headcount (FTE)

Town Manager's Office	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./((Decr.) Over Prior Year
Total Personnel	3.25	3.25	3.50	3.50	0.00

Organizational Chart



Mission Statement & Primary Functions

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 Manger/ 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 2023 - 2024 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 2024 - 2025 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



Specific Performance Measurements

Description	FY 2021-	FY 2022-	FY 2023-	FY2024-	Town Council
	2022	2023	2024	2025	
	Actual	Actual	Projected	Anticipated	Goals & Objs
Total Time allocation					
Budget/Financials	10%	9%	15%	10%	TBF
Town Council	10%	9%	25%	25%	FI / TBF
School Building Committee	15%	14%	20%	25%	FI / TBF
Constituent Issues	10%	9%	15%	15%	CEPP
Personnel/Grievances	20%	14%	10%	5%	FI / ET
Labor Contracts	5%	13%	5%	10%	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

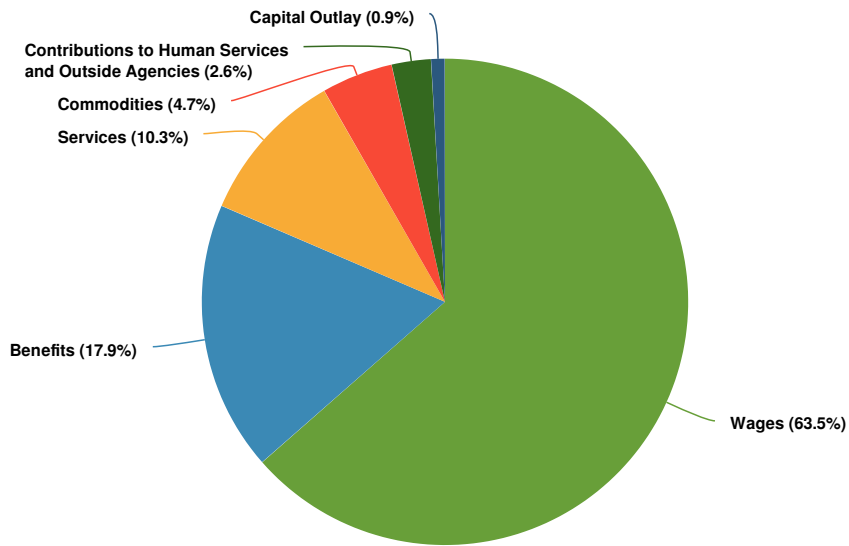
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$336,090	\$347,863	\$377,048	\$205,241	\$375,662	\$387,995
Benefits		\$108,759	\$100,637	\$98,229	\$57,170	\$108,442	\$109,426
Services		\$5,500	\$2,980	\$4,450	\$21,650	\$63,450	\$62,675
Capital Outlay		\$5,123	\$4,723	\$5,159	\$0	\$5,009	\$5,541
Commodities		\$2,050	\$19,738	\$3,650	\$991	\$22,900	\$28,950
Contributions to Human Services and Outside Agencies				\$15,955	\$15,451	\$15,451	\$15,955
Total General Fund:		\$457,522	\$475,941	\$504,492	\$300,503	\$590,914	\$610,542

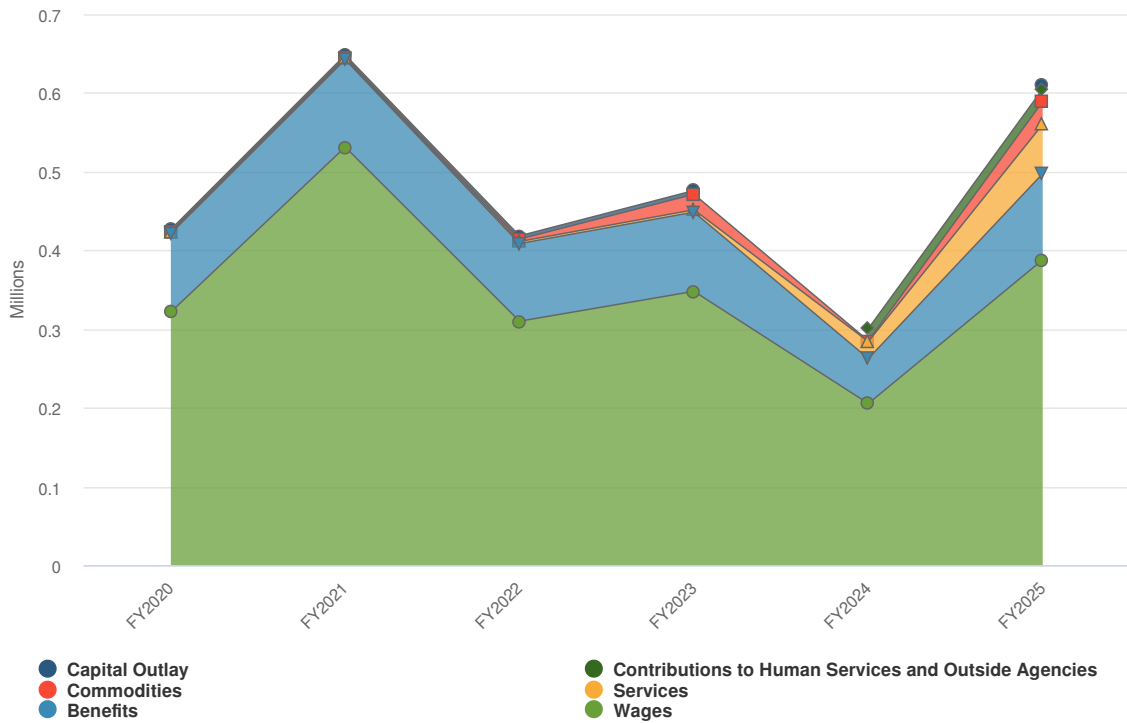


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10112001-511001	\$321,224	\$333,446	\$350,524	\$188,659	\$350,366	\$363,126
Part-Time Salaries	10112001-511002	\$9,776	\$9,328	\$20,492	\$10,215	\$18,930	\$20,135
Longevity	10112001-511006	\$5,090	\$5,089	\$6,033	\$6,366	\$6,366	\$4,734
Total Wages:		\$336,090	\$347,863	\$377,048	\$205,241	\$375,662	\$387,995
Benefits							
FICA	10112001-522250	\$24,953	\$26,996	\$26,942	\$14,792	\$27,926	\$29,274
Municipal Employees Retirement	10112001-522300	\$41,603	\$44,620	\$44,349	\$25,844	\$48,187	\$47,953
State Retirement Defined Cont.	10112001-522301	\$2,485	\$2,607	\$2,728	\$1,488	\$2,763	\$2,930
Medical Insur-Active Employees	10112001-522818	\$31,933	\$17,402	\$18,846	\$10,232	\$20,444	\$20,268
Dental Insur-Active Employees	10112001-522822	\$1,710	\$827	\$824	\$412	\$824	\$848
Insurance Buyback	10112001-522840	\$4,250	\$7,893	\$4,250	\$4,233	\$7,862	\$7,863
Life Insurance	10112001-522850	\$325	\$291	\$291	\$170	\$436	\$291
Travel Expenses	10112001-538014	\$1,500	\$0				\$0
Total Benefits:		\$108,759	\$100,637	\$98,229	\$57,170	\$108,442	\$109,426
Services							
Professional Services	10112001-530111			\$0	\$20,000	\$60,000	\$60,000
Employee Training	10112001-530801		\$0		\$0		\$375
Telephone	10112001-532000	\$1,000	\$497	\$500	\$249	\$500	\$500
Motor Vehicles Maintenance	10112001-534010	\$300	\$0	\$300	\$0	\$150	\$0
Computer/Software Maintenance	10112001-534016	\$1,850	\$1,926	\$1,850	\$1,173	\$1,500	\$1,250
Advertising	10112001-538012	\$50	\$0	\$50	\$0	\$50	\$50
Printing Expenses	10112001-538022	\$500	\$86	\$250	\$229	\$250	\$200
Licenses And Dues	10112001-538030	\$1,800	\$471	\$1,500	\$0	\$1,000	\$300
Total Services:		\$5,500	\$2,980	\$4,450	\$21,650	\$63,450	\$62,675
Capital Outlay							



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Non-Major Technology Reserve	10112001-530044	\$4,723	\$4,723	\$4,759	\$0	\$4,759	\$5,141
Office Equipment	10112001-550004	\$400	\$0	\$400	\$0	\$250	\$400
Total Capital Outlay:		\$5,123	\$4,723	\$5,159	\$0	\$5,009	\$5,541
Commodities							
Office Materials & Supplies	10112001-540012	\$650	\$62	\$650	\$0	\$500	\$400
Books And Publications	10112001-540020	\$0	\$456	\$500	\$0	\$300	\$550
Motor Vehicle Materials & Supp	10112001-540028	\$500	\$85	\$500	\$30	\$300	\$500
Fuels And Lubricants	10112001-540040	\$900	\$2,549	\$2,000	\$961	\$1,800	\$2,500
Miscellaneous Expenses	10112001-580100	\$0	\$16,587	\$0	\$0	\$20,000	\$25,000
Total Commodities:		\$2,050	\$19,738	\$3,650	\$991	\$22,900	\$28,950
Contributions to Human Services and Outside Agencies							
League of Cities & Towns	10112001-580104			\$15,955	\$15,451	\$15,451	\$15,955
Total Contributions to Human Services and Outside Agencies:				\$15,955	\$15,451	\$15,451	\$15,955
Total Expense Objects:		\$457,522	\$475,941	\$504,492	\$300,503	\$590,914	\$610,542



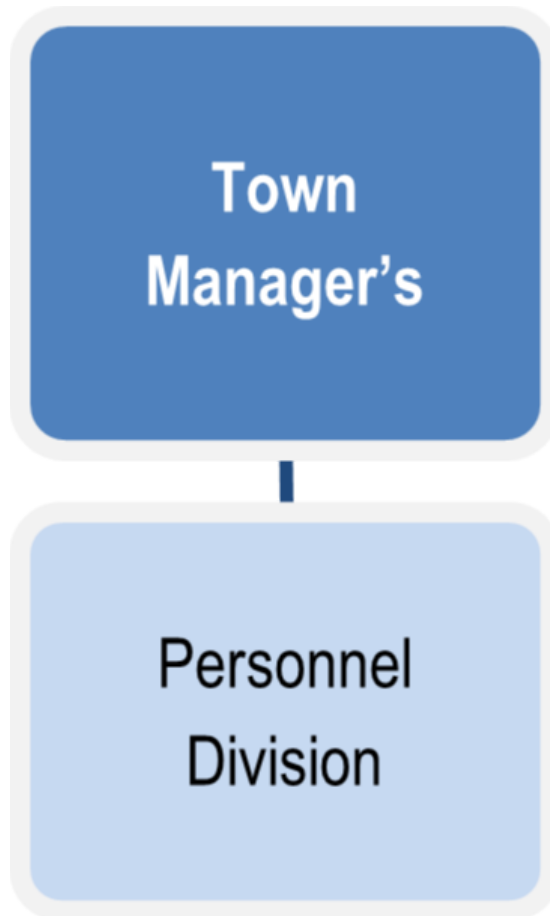
Personnel Administration

Lucas Murray
Deputy Town Manager / DOAS

Department Headcount (FTE)

Personnel Administration	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	1.25	1.85	1.72	1.72	0.00

Organizational Chart



Mission Statement & Primary Functions

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 2023 - 2024 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
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 2024 - 2025 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
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 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Actual	Projected	Projected	Goals & Objs
Full Time Employee Equivalent (FTE) ¹	224.03	230.89	230.46	232.46	TBF
Total Employees ²	450	507	500	500	TBF
Positions Advertised	40	48	45	40	TBF
Applications Accepted	400	382	350	350	TBF
New Hires: Full Time & Part Time ¹	20	29	35	25	TBF
New Hires: Seasonal and Per Diem ³	25	35	20	15	TBF
Promotions	8	5	12	10	TBF
Separations & Retirements	28	25	20	18	TBF
Pre-E Background Checks	45	51	40	40	TBF
Pre-E Physicals	12	34	22	20	TBF
Controlled Substance testing	34	28	25	25	TBF
Employee Wellness Events	40	38	25	25	ET
Employee Engagement Events ⁴	0	0	5	8	ET/ CEPP/
Unique attendees at Wellness Committee events/activities	(virtual) ⁵	145	250	265	ET
Workers Compensation Claims	8	4	7	5	TBF
Injured On Duty (IOD) Claims (Police & EMS)	8	13	17	12	TBF
Total WC & IOD Claims	16	17	24	17	TBF
Claims: Lost Work Time	10	12	16	10	TBF
Claims: Report Only	6	5	8	7	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. Includes poll workers.

3. This does not include Seasonal and/or Per Diem rehires which are counted separately. These are unique, first-time applications.

4. This is performance measurement started in 2023 to measure the progress of the Town's SPARK 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. Events have steadily increased in participation since the pandemic.

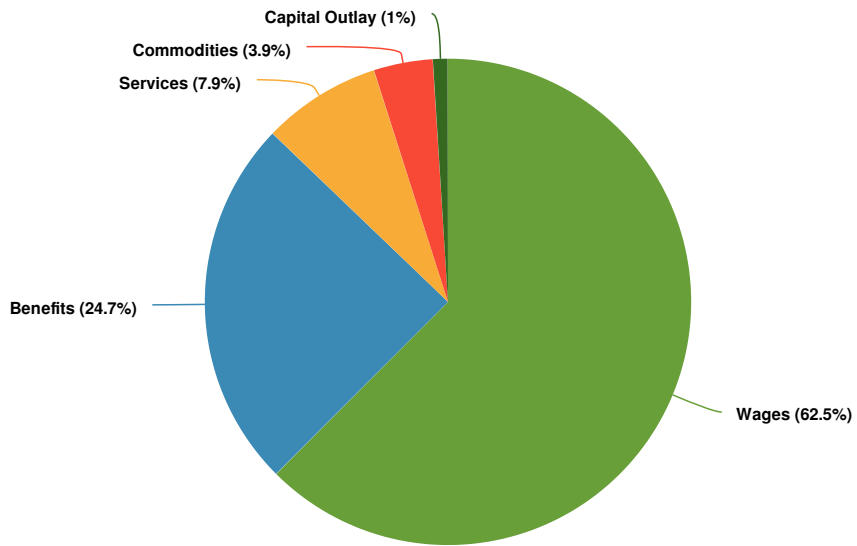
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$126,948	\$112,460	\$125,707	\$48,441	\$111,781	\$129,999
Benefits		\$45,175	\$41,450	\$52,331	\$22,197	\$52,331	\$51,344
Services		\$7,000	\$13,581	\$1,900	\$732	\$1,700	\$16,425
Capital Outlay		\$2,342	\$6,587	\$1,842	\$1,660	\$3,342	\$2,053
Commodities		\$7,200	\$3,765	\$8,200	\$3,794	\$8,200	\$8,200
Total General Fund:		\$188,665	\$177,842	\$189,979	\$76,825	\$177,354	\$208,021

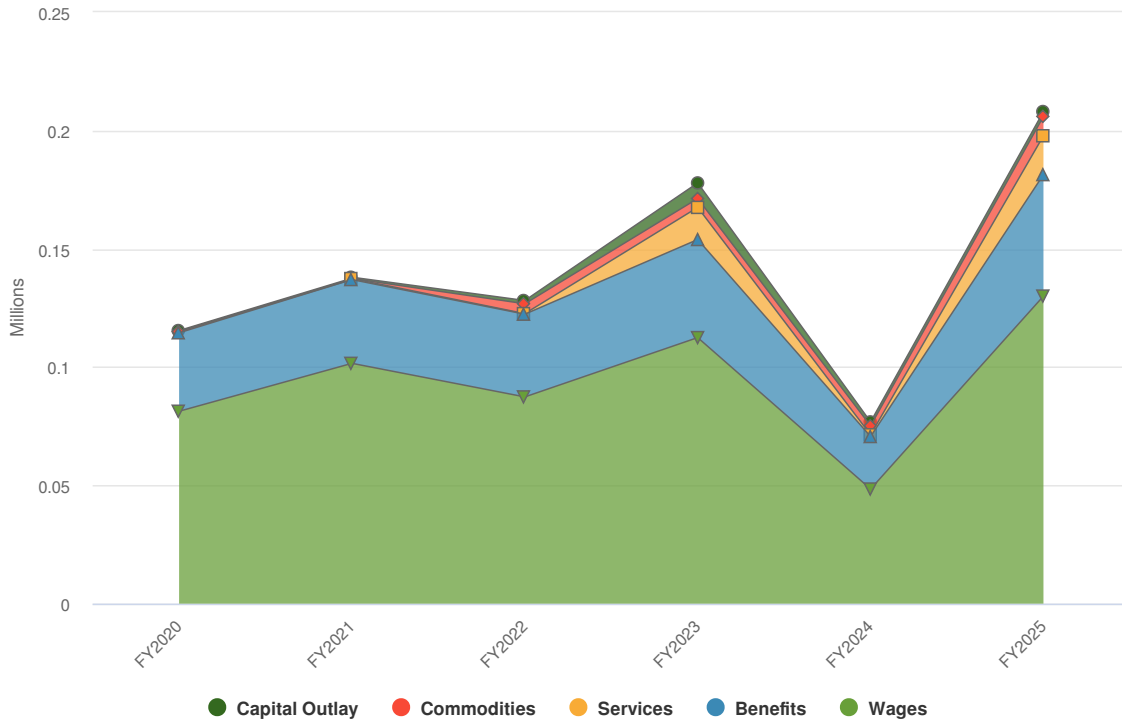


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10112003-511001	\$115,795	\$79,208	\$80,687	\$43,447	\$80,687	\$82,617
Part-Time Salaries	10112003-511002	\$9,776	\$31,491	\$44,357	\$4,265	\$30,357	\$46,436
Retirement/Vacation Reimb.	10112003-511005	\$0	\$384				\$0
Longevity	10112003-511006	\$1,377	\$1,376	\$663	\$729	\$738	\$947
Total Wages:		\$126,948	\$112,460	\$125,707	\$48,441	\$111,781	\$129,999
Benefits							
FICA	10112003-522250	\$9,024	\$8,271	\$9,104	\$3,510	\$9,104	\$9,613
Municipal Employees Retirement	10112003-522300	\$14,875	\$13,025	\$15,814	\$6,094	\$15,814	\$16,946
State Retirement Defined Cont.	10112003-522301	\$1,164	\$1,020	\$1,257	\$484	\$1,257	\$1,316
Medical Insur-Active Employees	10112003-522818	\$16,574	\$17,385	\$22,826	\$10,236	\$22,826	\$20,268
Dental Insur-Active Employees	10112003-522822	\$924	\$827	\$1,126	\$412	\$1,126	\$848
Life Insurance	10112003-522850	\$114	\$102	\$204	\$60	\$204	\$102
Educational Expenses	10112003-538016	\$2,500	\$819	\$2,000	\$1,402	\$2,000	\$2,250
Total Benefits:		\$45,175	\$41,450	\$52,331	\$22,197	\$52,331	\$51,344
Services							
Employee Training	10112003-530801		\$0		\$0		\$125
Computer/Software Maintenance	10112003-534016	\$4,600	\$12,785	\$300	\$0	\$300	\$14,500
Advertising	10112003-538012	\$500	\$61	\$200	\$0	\$0	\$200
Licenses And Dues	10112003-538030	\$1,400	\$735	\$1,400	\$732	\$1,400	\$1,600
Loss Prevention Services	10112003-538038	\$500	\$0				\$0
Total Services:		\$7,000	\$13,581	\$1,900	\$732	\$1,700	\$16,425
Capital Outlay							
Non-Major Technology Reserve	10112003-530044	\$1,642	\$5,642	\$1,642	\$0	\$1,642	\$1,853
Computer Equipment	10112003-550002	\$200	\$708	\$0	\$1,490	\$1,500	\$0
Office Equipment	10112003-550004	\$500	\$237	\$200	\$170	\$200	\$200
Total Capital Outlay:		\$2,342	\$6,587	\$1,842	\$1,660	\$3,342	\$2,053



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Commodities							
Office Materials & Supplies	10112003-540012	\$200	\$133	\$200	\$73	\$200	\$200
Employee Wellness & Support	10112003-540062	\$3,500	\$1,131	\$3,500	\$1,096	\$3,500	\$3,500
Employee Retention Initiatives	10112003-540064	\$3,500	\$2,501	\$4,500	\$2,626	\$4,500	\$4,500
Total Commodities:		\$7,200	\$3,765	\$8,200	\$3,794	\$8,200	\$8,200
Total Expense Objects:		\$188,665	\$177,842	\$189,979	\$76,825	\$177,354	\$208,021



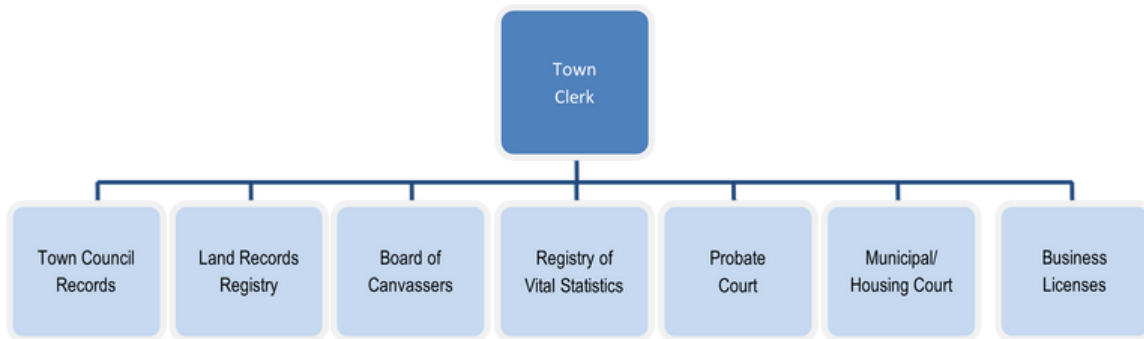
Town Clerk

Susan Flynn
Town Clerk

Department Headcount (FTE)

	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Town Clerk, Canvassing & Municipal Court	6.00	6.00	7.00	6.00	(1.00)

Organizational Chart



Mission Statement & Primary Functions

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 seven major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, Business Licenses, and Municipal Court 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



Registry of Vital Statistics

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

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, the Canvassing Authority and the Municipal Court
- 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 2023-2024 Priorities

Priorities	Town Council Goals & Objs
Administration of electronic application process for all business licenses through the OpenGov Cloud-based business license system	FI / ES
Prepare departmental Operating and Capital budgets	TBF
Manage candidate declaration and nomination filings in June 2024	FI / CEPP
Prepare for and administer Statewide Presidential Preference Primary Election April 2024, including in-person emergency "early" voting	FI / CEPP
Prepare for and administer School Bond Referendum Election, including in-person emergency "early" voting	FI/CEPP
	FI / CEPP
Prepare for and administer 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	
Implement the electronic recording of land evidence documents	<u>FI / ES</u>
Work with the Harbormaster to manage 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
Implement Municipal Court and Housing Court and train staff accordingly	FI

FT 2024 - 2025 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
Prepare for and administer Statewide Primary Election in September 2024, including early voting	FI / CEPP
Prepare for and administer Statewide Presidential Election in November 2024, including early voting	FI/CEPP
Prepare for and administer Town Budget Referendum Election, June 2025 (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
Manage the electronic recording of land evidence documents	FI / ES
Continue to upload recorded maps to the land evidence online records	FI / ES
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
Administer 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 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Actual	Projected	Anticipated	Goals & Objs
Land Records Logged	7373	5,373	6,000	7,500	FI
Town Council Transactions	1454	1,228	1,400	1,400	FI
Vital Records Issued	3221	3,507	3,700	3,700	FI
Marriage Licenses Issued	144	169	175	175	FI
Probate Estates Opened	165	169	176	195	FI
Business Licenses Issued	552	470	500	500	FI / ES
Eligible Voter Records Maintained	23,450	23,450	21,797	22,000	FI
Voter Affiliation Changes	600	600	600	600	FI
New Voters Registered	537	650	750	1,000	FI / CEPP

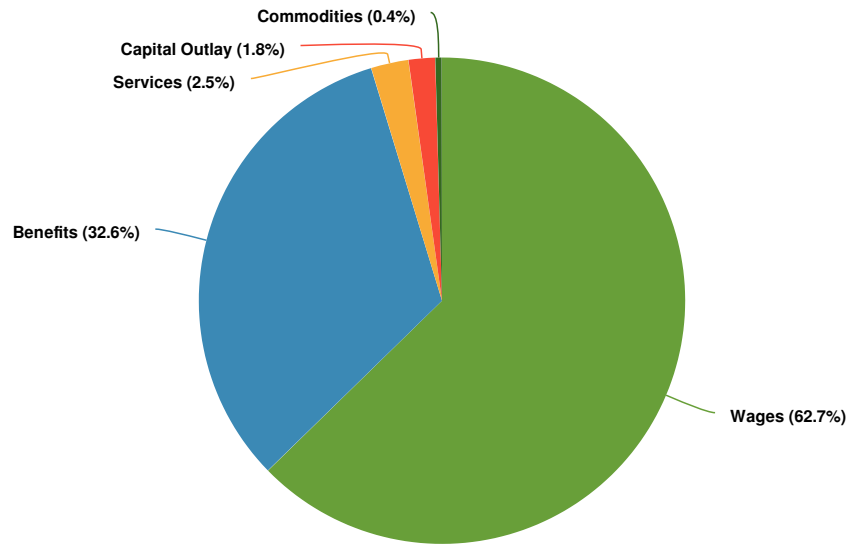


Expenditures by Fund

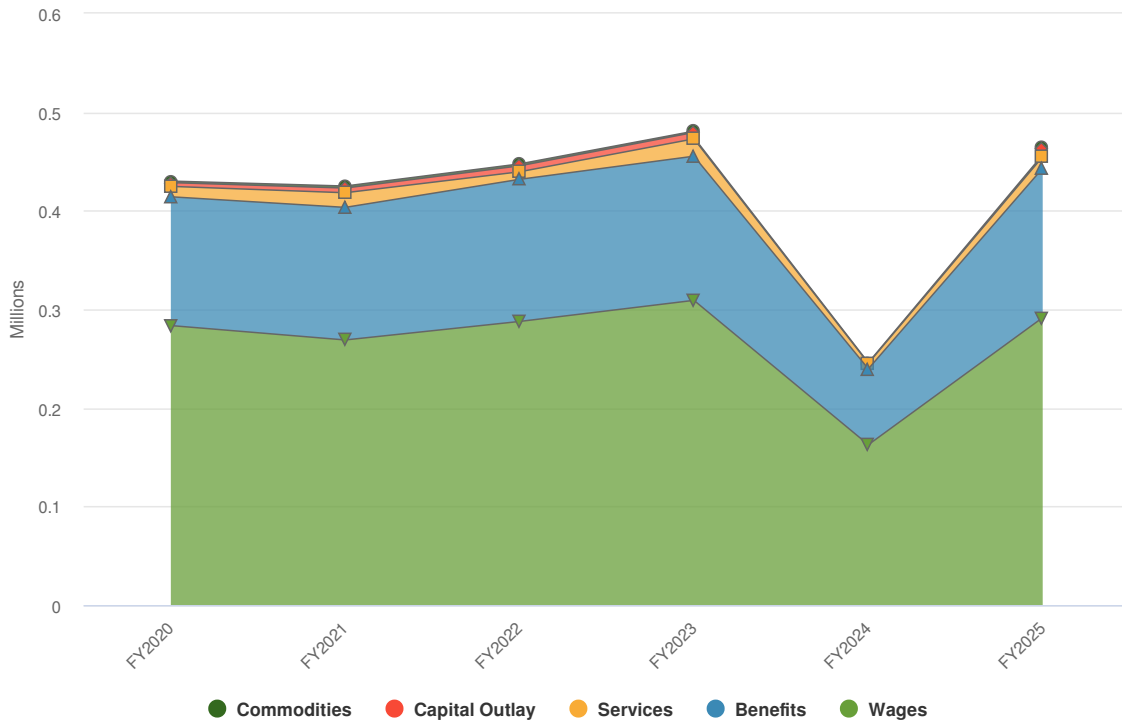
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$313,017	\$309,082	\$323,672	\$162,604	\$281,480	\$291,596
Benefits		\$159,721	\$146,253	\$156,768	\$76,991	\$148,806	\$151,549
Services		\$10,086	\$17,585	\$11,117	\$5,671	\$10,575	\$11,662
Capital Outlay		\$6,532	\$6,532	\$6,781	\$0	\$6,781	\$8,236
Commodities		\$1,857	\$1,286	\$2,000	\$612	\$2,000	\$2,000
Total General Fund:		\$491,213	\$480,738	\$500,338	\$245,878	\$449,642	\$465,043

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10113001-511001	\$301,643	\$295,719	\$311,934	\$149,673	\$278,765	\$282,409
Overtime	10113001-511004	\$500	\$705	\$600	\$1,399	\$2,715	\$800
Retirement/Vacation Reimb.	10113001-511005	\$0	\$1,785				\$0
Longevity	10113001-511006	\$10,874	\$10,873	\$11,138	\$11,532		\$8,387
Total Wages:		\$313,017	\$309,082	\$323,672	\$162,604	\$281,480	\$291,596
Benefits							
FICA	10113001-522250	\$22,231	\$22,173	\$23,123	\$11,650	\$21,089	\$21,786
Municipal Employees Retirement	10113001-522300	\$39,939	\$39,158	\$40,846	\$20,280	\$36,519	\$37,907
State Retirement Defined Cont.	10113001-522301	\$2,546	\$2,469	\$2,616	\$1,292	\$2,320	\$3,410
Medical Insur-Active Employees	10113001-522818	\$86,409	\$77,056	\$83,438	\$41,354	\$82,509	\$82,158
Dental Insur-Active Employees	10113001-522822	\$5,076	\$3,979	\$3,885	\$1,794	\$3,585	\$3,713



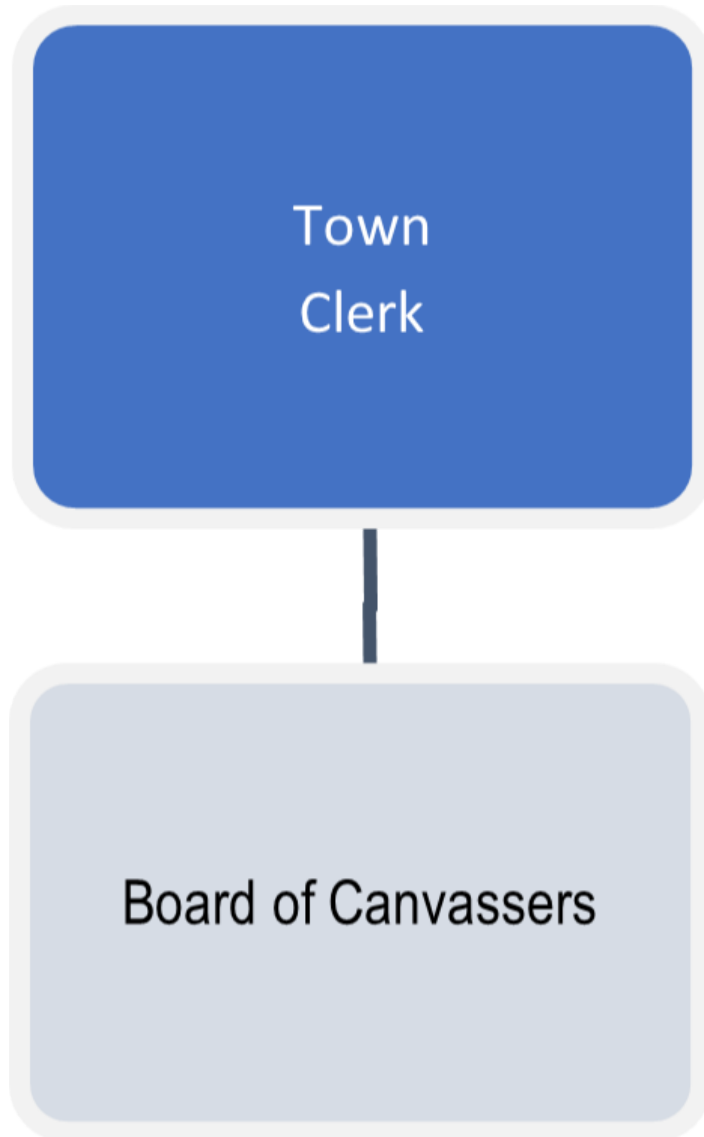
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Life Insurance	10113001-522850	\$570	\$494	\$510	\$247	\$634	\$425
Travel Expenses	10113001-538014	\$1,500	\$644	\$1,000	\$224	\$1,000	\$1,000
Educational Expenses	10113001-538016	\$250	\$80	\$750	\$150	\$750	\$750
Uniforms And Other Clothing	10113001-540038	\$1,200	\$200	\$600	\$0	\$400	\$400
Total Benefits:		\$159,721	\$146,253	\$156,768	\$76,991	\$148,806	\$151,549
Services							
Professional Services	10113001-530111	\$4,442	\$4,580	\$4,542	\$3,508	\$4,000	\$4,542
Employee Training	10113001-530801		\$0		\$0		\$500
Office Equipment Maintenance	10113001-534014	\$289	\$7,332	\$305	\$0	\$305	\$320
Computer/Software Maintenance	10113001-534016	\$200	\$0	\$200	\$0	\$200	\$200
Advertising	10113001-538012	\$4,000	\$4,880	\$5,000	\$2,163	\$5,000	\$5,000
Printing Expenses	10113001-538022	\$470	\$229	\$470	\$0	\$470	\$500
Licenses And Dues	10113001-538030	\$685	\$565	\$600	\$0	\$600	\$600
Total Services:		\$10,086	\$17,585	\$11,117	\$5,671	\$10,575	\$11,662
Capital Outlay							
Non-Major Technology Reserve	10113001-530044	\$6,532	\$6,532	\$6,781	\$0	\$6,781	\$8,236
Total Capital Outlay:		\$6,532	\$6,532	\$6,781	\$0	\$6,781	\$8,236
Commodities							
Office Materials & Supplies	10113001-540012	\$1,857	\$1,286	\$2,000	\$612	\$2,000	\$2,000
Total Commodities:		\$1,857	\$1,286	\$2,000	\$612	\$2,000	\$2,000
Total Expense Objects:		\$491,213	\$480,738	\$500,338	\$245,878	\$449,642	\$465,043



Canvassing Authority

Susan Clerk
Canvassing Clerk

Organizational Chart



Mission Statement & Primary Functions

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 seven major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, Business Licenses, and Municipal Court as well as providing general services to the public.

Duties include, but are not limited to:

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

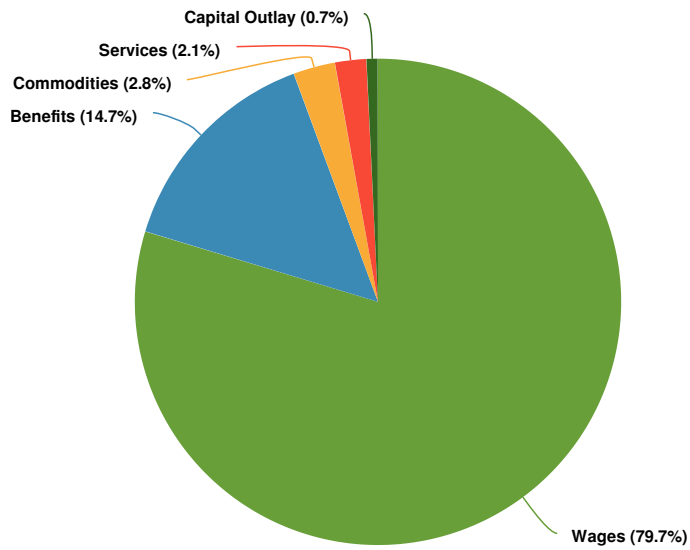
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$57,832	\$94,237	\$83,437	\$31,282	\$82,451	\$118,883
Benefits		\$29,221	\$17,387	\$16,614	\$9,200	\$17,526	\$21,909
Services		\$48,900	\$644	\$3,000	\$0	\$3,000	\$3,125
Capital Outlay		\$938	\$938	\$938	\$0	\$938	\$1,114
Commodities		\$4,280	\$3,376	\$2,236	\$15	\$2,236	\$4,160
Total General Fund:		\$141,171	\$116,582	\$106,225	\$40,497	\$106,151	\$149,190

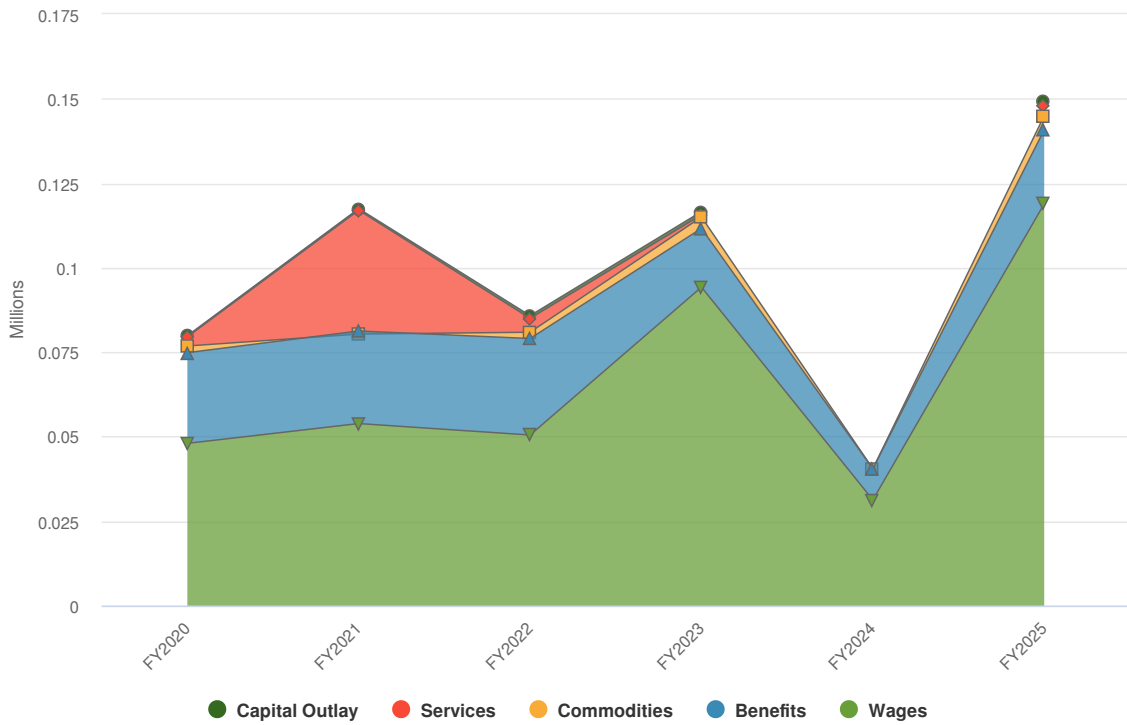


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10113005-511001	\$49,088	\$49,438	\$50,000	\$28,418	\$52,776	\$54,038
Part-Time Salaries	10113005-511002	\$4,065	\$3,794	\$3,850	\$2,201	\$3,812	\$3,853
Seasonal Salaries	10113005-511003	\$0	\$34,975	\$22,710	\$0	\$17,200	\$50,400
Overtime	10113005-511004	\$4,149	\$5,500	\$6,214	\$0	\$8,000	\$9,645
Longevity	10113005-511006	\$530	\$530	\$663	\$663	\$663	\$947
Total Wages:		\$57,832	\$94,237	\$83,437	\$31,282	\$82,451	\$118,883
Benefits							
FICA	10113005-522250	\$3,898	\$4,811	\$4,473	\$2,558	\$4,598	\$5,100
Municipal Employees Retirement	10113005-522300	\$6,341	\$6,382	\$6,373	\$3,658	\$6,723	\$7,168
State Retirement Defined Cont.	10113005-522301	\$496	\$500	\$507	\$291	\$534	\$551
Medical Insur-Active Employees	10113005-522818	\$17,296	\$811				\$4,000
Dental Insur-Active Employees	10113005-522822	\$1,076	\$962	\$959	\$479	\$1,518	\$988
Insurance Buyback	10113005-522840	\$0	\$3,821	\$4,000	\$2,154	\$4,000	\$4,000
Life Insurance	10113005-522850	\$114	\$101	\$102	\$60	\$153	\$102
Uniforms And Other Clothing	10113005-540038			\$200	\$0		\$0
Total Benefits:		\$29,221	\$17,387	\$16,614	\$9,200	\$17,526	\$21,909
Services							
Stipends Boards/Commissions	10113005-530002	\$46,150	\$0				\$0
Employee Training	10113005-530801		\$0		\$0		\$125
Advertising	10113005-538012	\$500	\$644	\$750	\$0	\$750	\$750
Postage	10113005-538020	\$2,000	\$0	\$2,000	\$0	\$2,000	\$2,000
Printing Expenses	10113005-538022	\$250	\$0	\$250	\$0	\$250	\$250
Total Services:		\$48,900	\$644	\$3,000	\$0	\$3,000	\$3,125
Capital Outlay							
Non-Major Technology Reserve	10113005-530044	\$938	\$938	\$938	\$0	\$938	\$1,114
Total Capital Outlay:		\$938	\$938	\$938	\$0	\$938	\$1,114



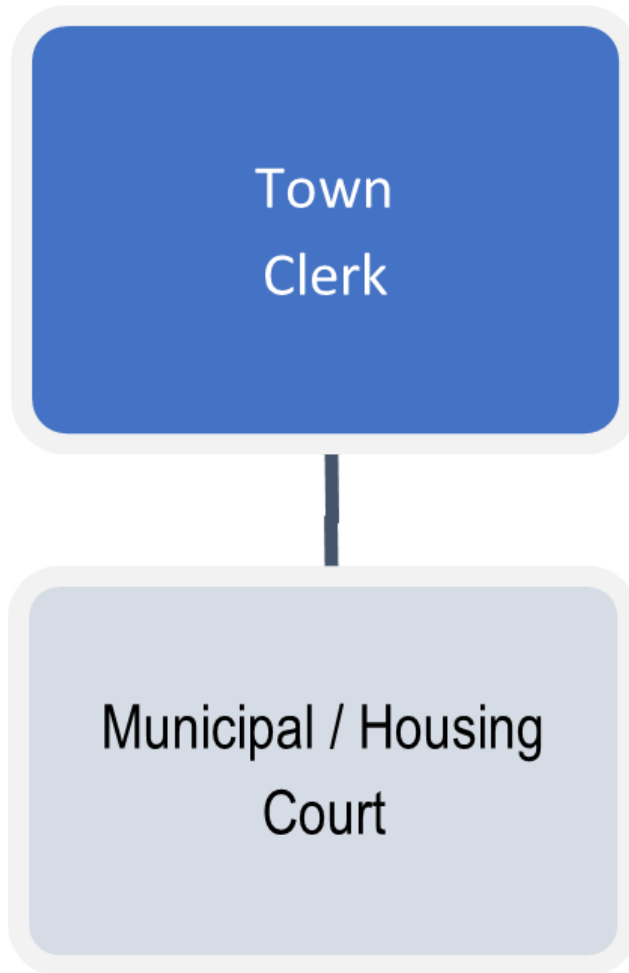
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Commodities							
Office Materials & Supplies	10113005-540012	\$200	\$161	\$200	\$15	\$200	\$200
Miscellaneous Expenses	10113005-580100	\$4,080	\$3,215	\$2,036	\$0	\$2,036	\$3,960
Total Commodities:		\$4,280	\$3,376	\$2,236	\$15	\$2,236	\$4,160
Total Expense Objects:		\$141,171	\$116,582	\$106,225	\$40,497	\$106,151	\$149,190



Municipal Court

Susan Flynn
Municipal Court Clerk

Organizational Chart



Mission Statement & Primary Functions

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

Municipal Court

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

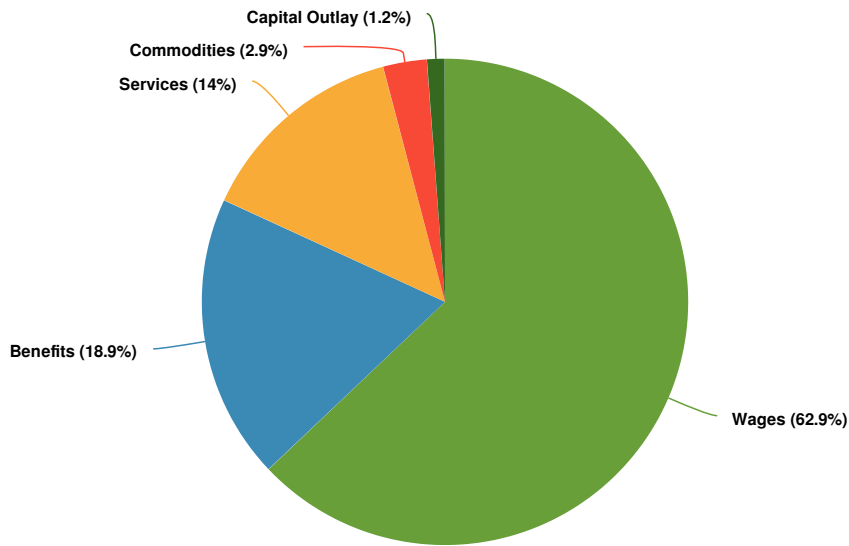
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages				\$65,221	\$30,140	\$60,074	\$67,294
Benefits				\$30,809	\$9,537	\$19,816	\$20,253
Services		\$0	\$10,000	\$15,980	\$115	\$12,840	\$15,025
Capital Outlay				\$900	\$0	\$900	\$1,274
Commodities				\$5,100	\$415	\$4,100	\$3,100
Total General Fund:		\$0	\$10,000	\$118,010	\$40,206	\$97,730	\$106,946

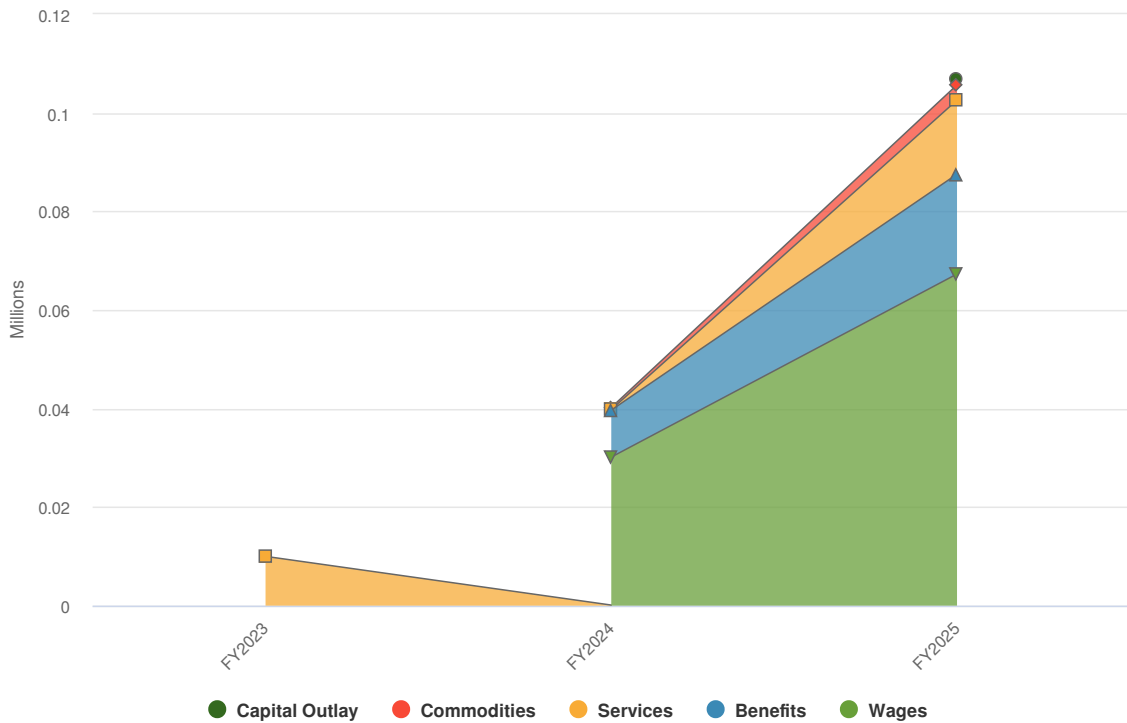


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10113006-511001			\$47,221	\$21,610	\$41,451	\$45,155
Part-Time Salaries	10113006-511002			\$18,000	\$6,365	\$13,461	\$17,005
Overtime	10113006-511004			\$0	\$503	\$3,500	\$5,000
Longevity	10113006-511006			\$0	\$1,662	\$1,662	\$134
Total Wages:				\$65,221	\$30,140	\$60,074	\$67,294
Benefits							
FICA	10113006-522250			\$3,251	\$2,230	\$4,337	\$4,844
State Retirement Defined Bene	10113006-522300			\$5,940	\$2,928	\$5,424	\$5,904
State Retirement Defined Cont.	10113006-522301			\$472	\$215	\$400	\$461
Medical Insur-Active Employees	10113006-522818			\$18,884	\$3,965	\$8,024	\$7,471
Dental Insur-Active Employees	10113006-522822			\$959	\$148	\$300	\$289
Life Insurance	10113006-522850			\$102	\$50	\$131	\$85
Educational Expenses	10113006-538016			\$1,000	\$0	\$1,000	\$1,000
Uniforms And Other Clothing	10113006-540038			\$200	\$0	\$200	\$200
Total Benefits:				\$30,809	\$9,537	\$19,816	\$20,253
Services							
Police Detail (Departmental)	10113006-530015			\$5,280	\$0	\$2,640	\$4,400
Employee Training	10113006-530801		\$0		\$0		\$125
Computer/Software Maint.	10113006-534016	\$0	\$10,000	\$10,000	\$115	\$10,000	\$10,000
Advertising	10113006-538012			\$500	\$0		\$0
Postage	10113006-538020			\$200	\$0	\$200	\$500
Total Services:		\$0	\$10,000	\$15,980	\$115	\$12,840	\$15,025
Capital Outlay							
Non-Major Technology Reserve	10113006-530044			\$900	\$0	\$900	\$1,274
Total Capital Outlay:				\$900	\$0	\$900	\$1,274
Commodities							



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Office Materials & Supplies	10113006-540012			\$100	\$22	\$100	\$100
Miscellaneous Expenses	10113006-580100			\$5,000	\$393	\$4,000	\$3,000
Total Commodities:				\$5,100	\$415	\$4,100	\$3,100
Total Expense Objects:		\$0	\$10,000	\$118,010	\$40,206	\$97,730	\$106,946



Finance Department

Brian Silvia
Finance Director

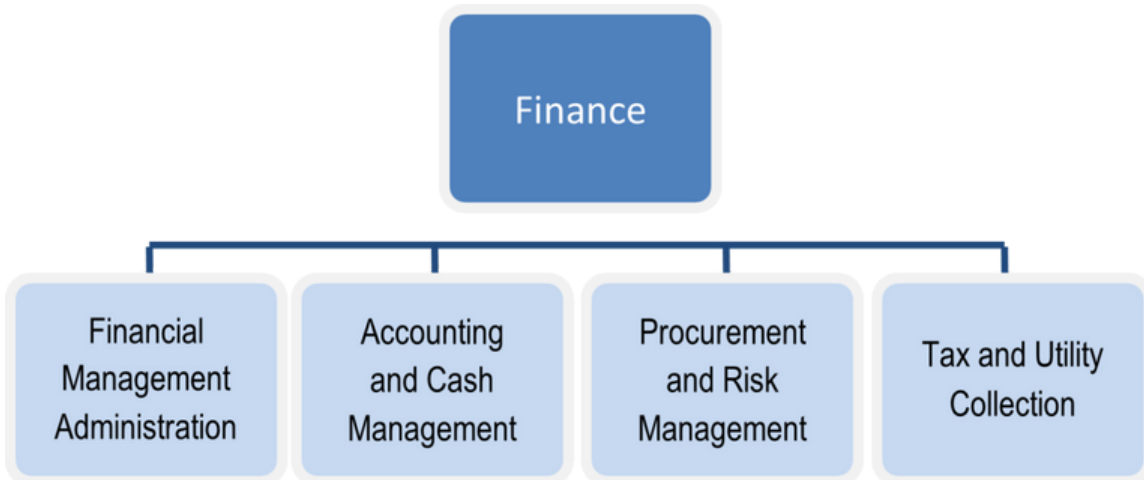
Please note, this section incorporates multiple accounts, each of which fall under the purview of Finance, and include the following:

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

Department Headcount (FTE)

Finance Department	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./ (Decr.) Over Prior Year
Total Personnel	8.60	8.60	8.60	8.60	0.00

Organizational Chart



Mission Statement & Primary Functions

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 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



Specific Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Actual	Anticipated	Projected	Goals & Obj's
Unassigned Fund Balance	17.90%	18.03%	18.03%	16.36%	TBF
as a % of Budgtd Revenues	Aa1	Aa1	Aa1	Aa1	TBF
Bond Rating: Moody's	Yes	Yes	Yes	Yes	TBF
GFOA Comprehensive Annual Financial Report Award	33	34	35	36	TBF
Years Received	Yes	Yes	Yes	Yes	TBF
GFOA Distinguished Budget Presentation Award	6	7	8	9	TBF
Years Received	101.00%	100.00%	100.00%	100.00%	TBF
Year End Expenditures < or = to 100% of the General Fund 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%	97%	97%	TBF
% of Direct Deposits were Electronic Advices	72%	77%	82%	83%	TBF
Vendor Payments Issued	4,571	4,691	5,116	5,167	TBF
1099-misc prepared	136	161	151	155	TBF
Purchase Orders preprocessed	2,587	2,816	2,957	3,029	TBF
Requisitions over \$5,000 converted to P.O. in less than 10 days	100%	100%	100%	100%	TBF
Avg. # of days to complete bank reconciliaiton after month-end	36.2	28.8	30	25	TBF
Collection Rate	99.72%	99.10%	98.00%	98.00%	TBF
# of delinquent notices	9,047	4,633	4,500	4,500	TBF
Municipal Lien Certificates	1,028	589	500	500	TBF

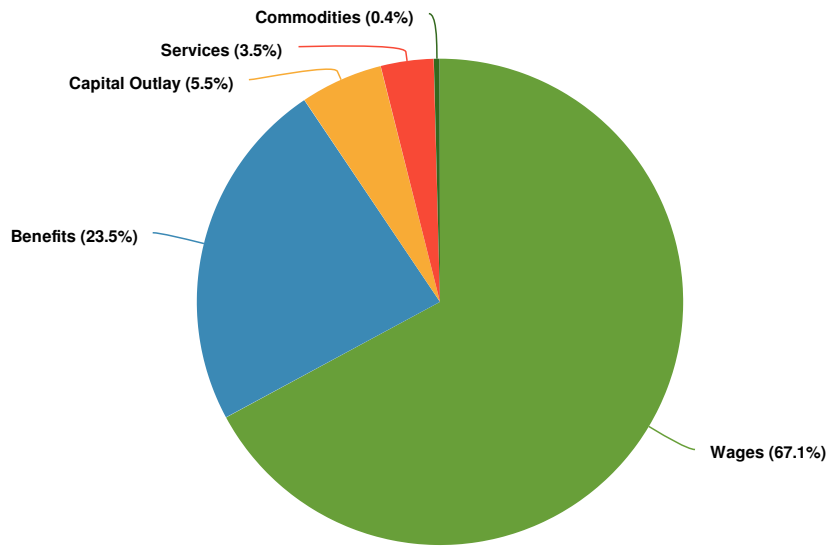
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$589,062	\$574,454	\$590,855	\$316,380	\$575,937	\$604,010
Benefits		\$212,804	\$174,656	\$182,550	\$94,540	\$180,894	\$211,187
Services		\$22,165	\$27,570	\$27,115	\$8,940	\$18,324	\$31,687
Capital Outlay		\$36,694	\$11,861	\$107,679	\$30,840	\$103,252	\$49,405
Commodities		\$3,750	\$4,234	\$3,750	\$1,943	\$3,065	\$3,600
Total General Fund:		\$864,475	\$792,777	\$911,949	\$452,643	\$881,472	\$899,890

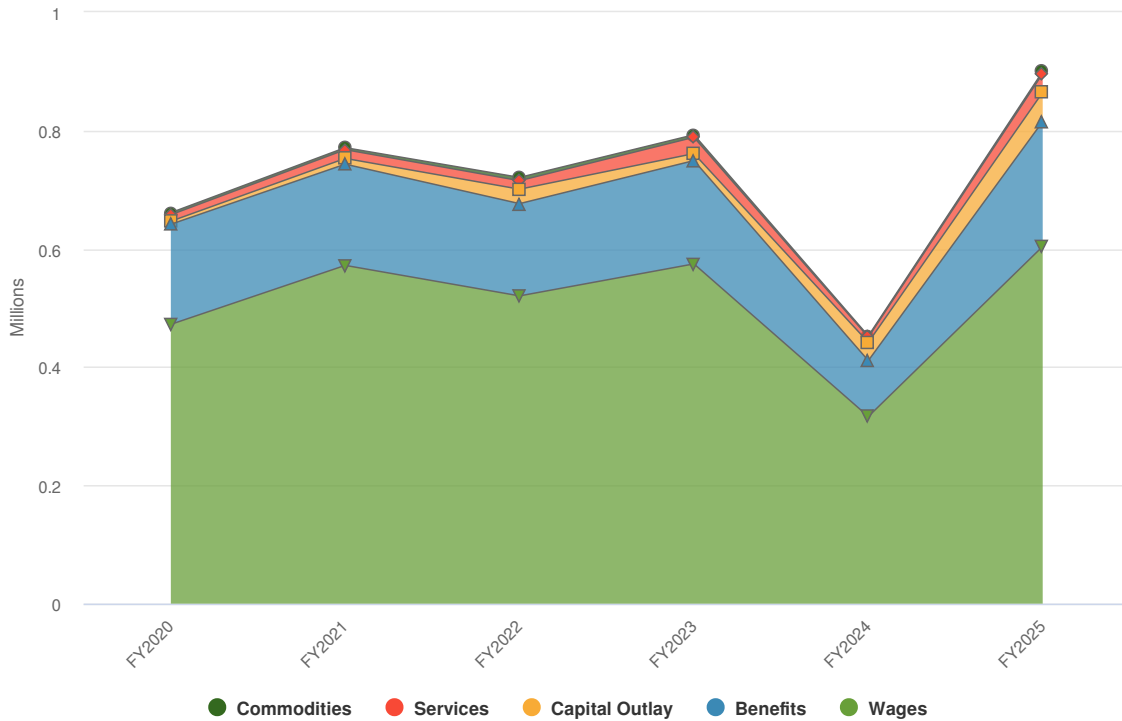


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10114001-511001	\$540,878	\$533,137	\$554,030	\$292,706	\$545,304	\$565,337
Part-Time Salaries	10114001-511002	\$41,494	\$35,602	\$30,912	\$17,312	\$24,271	\$30,802
Overtime	10114001-511004	\$1,000	\$27			\$0	\$0
Longevity	10114001-511006	\$5,690	\$5,689	\$5,914	\$6,362	\$6,362	\$7,872
Total Wages:		\$589,062	\$574,454	\$590,855	\$316,380	\$575,937	\$604,010
Benefits							
FICA	10114001-522250	\$44,165	\$44,441	\$44,704	\$24,440	\$45,011	\$45,689
Municipal Employees Retirement	10114001-522300	\$73,619	\$73,129	\$74,306	\$39,801	\$73,329	\$82,400
State Retirement Defined Cont.	10114001-522301	\$6,027	\$5,991	\$6,178	\$3,315	\$6,100	\$6,352
Medical Insur-Active Employees	10114001-522818	\$69,531	\$29,673	\$40,015	\$17,411	\$34,781	\$54,710
Medical Insur-Retirees	10114001-522820	\$3,000	\$3,000	\$250	\$0	\$250	\$250
Dental Insur-Active Employees	10114001-522822	\$4,452	\$1,959	\$2,185	\$1,353	\$2,706	\$2,788
Insurance Buyback	10114001-522840	\$6,650	\$13,875	\$9,642	\$7,446	\$13,828	\$13,829
Life Insurance	10114001-522850	\$860	\$717	\$770	\$424	\$1,089	\$770
Travel Expenses	10114001-538014	\$1,100	\$743	\$1,100	\$0	\$400	\$1,000
Educational Expenses	10114001-538016	\$2,400	\$728	\$2,400	\$150	\$2,400	\$2,400
Uniforms And Other Clothing	10114001-540038	\$1,000	\$400	\$1,000	\$200	\$1,000	\$1,000
Total Benefits:		\$212,804	\$174,656	\$182,550	\$94,540	\$180,894	\$211,187
Services							
Professional Services	10114001-530111	\$1,550	\$18,886	\$6,500	\$0	\$7,475	\$9,000
Employee Training	10114001-530801		\$0		\$0		\$1,000
Telephone	10114001-532000	\$1,080	\$1,084	\$1,080	\$527	\$1,080	\$1,080
Office Equipment Maintenance	10114001-534014	\$0	\$832	\$0	\$832	\$832	\$832
Computer/Software Maintenance	10114001-534016	\$400	\$365	\$400	\$487	\$487	\$650
Advertising	10114001-538012	\$300	\$269	\$300	\$0	\$300	\$350



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Printing Expenses	10114001-538022	\$18,000	\$5,435	\$18,000	\$6,474	\$7,500	\$18,000
Licenses And Dues	10114001-538030	\$835	\$700	\$835	\$620	\$650	\$775
Total Services:		\$22,165	\$27,570	\$27,115	\$8,940	\$18,324	\$31,687
Capital Outlay							
Non-Major Technology Reserve	10114001-530044	\$10,694	\$10,694	\$11,679	\$0	\$11,679	\$12,940
Computer Equipment	10114001-550002	\$25,000	\$128	\$95,000	\$30,490	\$91,223	\$35,965
Furniture And Furnishings	10114001-550026	\$1,000	\$1,040	\$1,000	\$350	\$350	\$500
Total Capital Outlay:		\$36,694	\$11,861	\$107,679	\$30,840	\$103,252	\$49,405
Commodities							
Office Materials & Supplies	10114001-540012	\$3,500	\$4,234	\$3,500	\$1,943	\$3,000	\$3,500
Books And Publications	10114001-540020	\$250	\$0	\$250	\$0	\$65	\$100
Total Commodities:		\$3,750	\$4,234	\$3,750	\$1,943	\$3,065	\$3,600
Total Expense Objects:		\$864,475	\$792,777	\$911,949	\$452,643	\$881,472	\$899,890



Information Technology

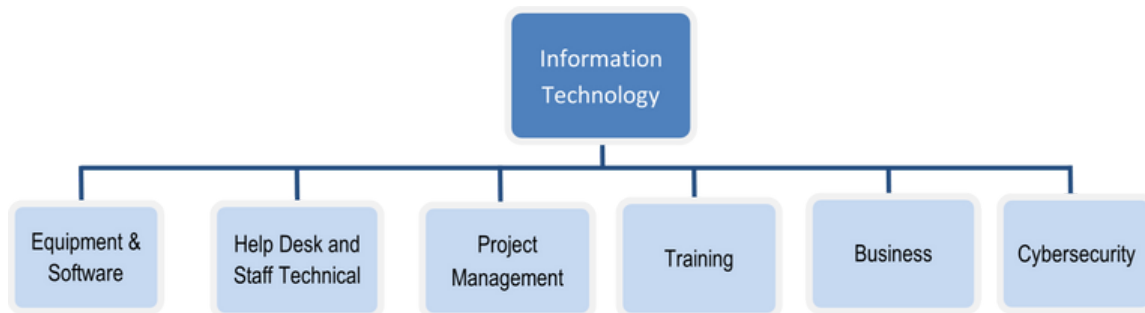
Lori-Ann Fox

Director of Information Technology

Department Headcount (FTE)

Information Technology	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	3.00	3.00	3.00	3.00	0.00

Organizational Chart



Mission Statement & Primary Functions

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



FY 2023-2024 Priorities

Priorities	Town Council Goals & Objs
Windows server operating system upgrade; initiation of a multi-year project	FI
Town server replacement	FI
Town wide cybersecurity hardening	FI / PPS
Phone System replacement for Public Safety building (multi-year)	FI/PPS
Cloud backup solution for Public Safety	FI/PPS
Web Refresh & migrate .gov domain	FI
Police mobile internet	FI/PPS
Procure & install new audio-visual equipment/technology for town council chambers	CEPP
In conjunction with planning department, develop online application process	FI
Working collaboratively with HR, implement Tyler Recruitment and Employee Self-Service	FI

FY 2024-2025 Priorities

Proposed Priorities	Town Council Goals & Objs
Windows server operating system upgrade, multi-year project	FI
PC replacement	FI
Mobile Device Management System	FI
Munis upgrade	FI / TBF
Security Access Control & Video System	FI/PPS
Continue office 365 migration	FI

Specific Performance Measurements

Description	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY2024-2025	Town Council Goals & Objs
	Actual	Actual	Actual	Anticipated	Anticipated	
IT Help Desk Tickets Resolved	1,577	1,582	1,374	1,400	1,450	FI
Average # of Tickets per month	131	132	115	117	121	FI
Projects Completed	10	13	11	14	10	FI / TBF / CEPP
Applications Supported	66	66	66	66	66	FI / TBF / CEPP
Physical servers and appliances	15	12	10	9	9	FI
Virtual servers	25	16	13	17	16	FI
Firewalls	4	5	5	5	5	FI
Personal Computers/Devices	316	354	358	357	360	FI
Printers	53	56	56	57	57	FI
Switches	24	24	24	31	31	FI
Wireless access points	13	13	15	19	20	FI

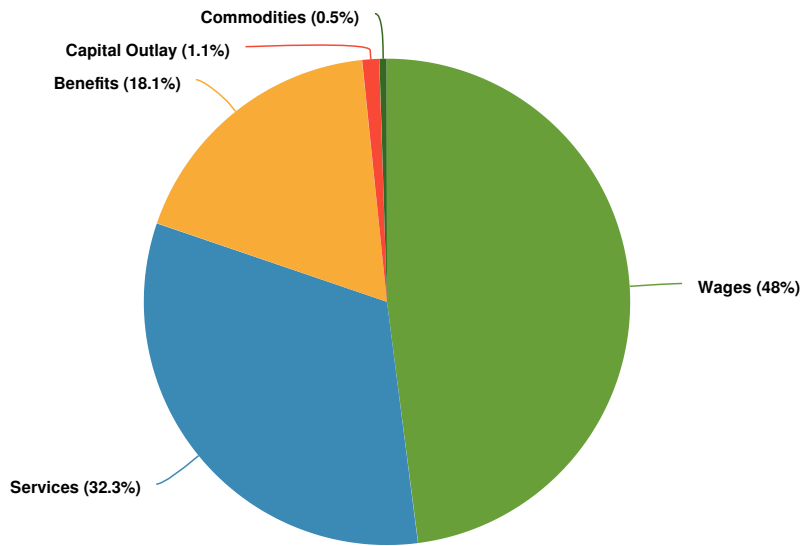
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$293,179	\$287,003	\$292,368	\$115,365	\$243,985	\$288,843
Benefits		\$117,098	\$96,158	\$117,449	\$41,259	\$98,085	\$109,200
Services		\$171,560	\$152,413	\$186,577	\$120,871	\$171,900	\$194,377
Capital Outlay		\$5,964	\$32,982	\$6,000	\$529	\$6,000	\$6,792
Commodities		\$2,320	\$2,241	\$3,000	\$404	\$3,000	\$3,000
Total General Fund:		\$590,121	\$570,796	\$605,394	\$278,427	\$522,970	\$602,212

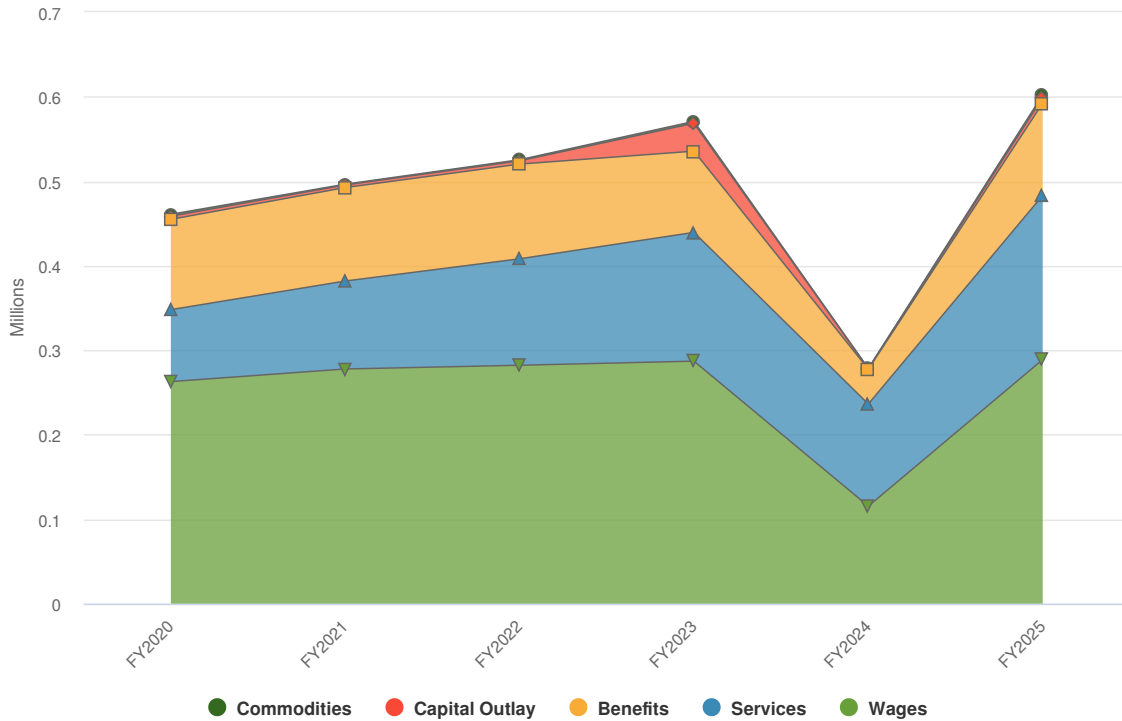


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10114003-511001	\$284,076	\$245,204	\$284,063	\$112,360	\$238,280	\$279,997
Part-Time Salaries	10114003-511002	\$3,600	\$1,100	\$3,600	\$300	\$3,000	\$3,600
Overtime	10114003-511004	\$0	\$390	\$2,000	\$0		\$2,000
Retirement/Vacation Reimb.	10114003-511005	\$0	\$34,859				\$0
Longevity	10114003-511006	\$5,503	\$5,450	\$2,705	\$2,705	\$2,705	\$3,246
Total Wages:		\$293,179	\$287,003	\$292,368	\$115,365	\$243,985	\$288,843
Benefits							
FICA	10114003-522250	\$21,468	\$21,108	\$21,136	\$8,587	\$17,736	\$21,099
Municipal Employees Retirement	10114003-522300	\$37,009	\$32,018	\$36,075	\$14,475	\$30,166	\$36,922
State Retirement Defined Cont.	10114003-522301	\$3,704	\$3,217	\$3,481	\$1,484	\$2,926	\$3,490
Medical Insur-Active Employees	10114003-522818	\$48,365	\$33,648	\$41,922	\$12,526	\$32,186	\$33,354
Medical Insur-Retirees	10114003-522820	\$0	\$1,250	\$1,250	\$1,750	\$3,000	\$1,250
Dental Insur-Active Employees	10114003-522822	\$2,153	\$1,449	\$1,920	\$480	\$1,221	\$1,319
Life Insurance	10114003-522850	\$319	\$243	\$286	\$107	\$350	\$286
Travel Expenses	10114003-538014	\$1,980	\$1,577	\$1,980	\$401	\$1,500	\$1,980
Educational Expenses	10114003-538016	\$1,900	\$1,647	\$9,200	\$1,448	\$9,000	\$9,300
Uniforms And Other Clothing	10114003-540038	\$200	\$0	\$200	\$0		\$200
Total Benefits:		\$117,098	\$96,158	\$117,449	\$41,259	\$98,085	\$109,200
Services							
Internet Access	10114003-530066	\$9,180	\$6,485	\$8,580	\$4,349	\$7,000	\$8,580
Professional Services	10114003-530111	\$18,000	\$17,330	\$18,100	\$6,647	\$14,000	\$19,400
Employee Training	10114003-530801		\$0		\$0		\$375
Telephone	10114003-532000	\$12,564	\$10,468	\$12,492	\$5,340	\$10,800	\$12,492
Office Equipment Maintenance	10114003-534014	\$44,836	\$34,513	\$45,525	\$25,901	\$41,000	\$47,825
Computer/Software Maintenance	10114003-534016	\$86,780	\$83,442	\$101,680	\$78,633	\$99,000	\$105,480



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Advertising	10114003-538012	\$100	\$76	\$100	\$0		\$100
Licenses And Dues	10114003-538030	\$100	\$100	\$100	\$0	\$100	\$125
Total Services:		\$171,560	\$152,413	\$186,577	\$120,871	\$171,900	\$194,377
Capital Outlay							
Non-Major Technology Reserve	10114003-530044	\$2,964	\$2,964	\$3,000	\$0	\$3,000	\$3,792
Computer Equipment	10114003-550002	\$3,000	\$5,018	\$3,000	\$529	\$3,000	\$3,000
Transfer To Other Funds	10114003-590999	\$0	\$25,000				\$0
Total Capital Outlay:		\$5,964	\$32,982	\$6,000	\$529	\$6,000	\$6,792
Commodities							
Office Materials & Supplies	10114003-540012	\$2,320	\$2,241	\$3,000	\$404	\$3,000	\$3,000
Total Commodities:		\$2,320	\$2,241	\$3,000	\$404	\$3,000	\$3,000
Total Expense Objects:		\$590,121	\$570,796	\$605,394	\$278,427	\$522,970	\$602,212



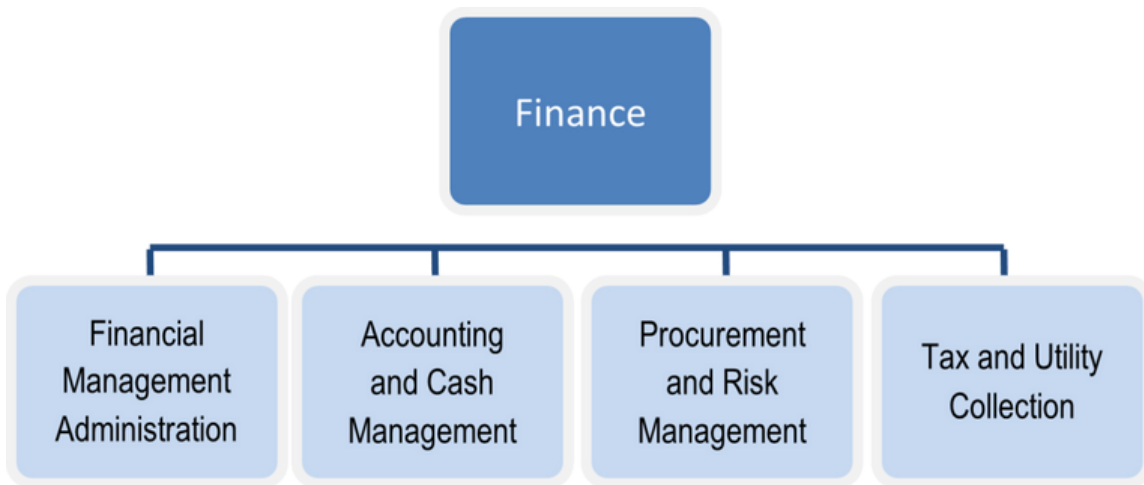
Post Year Audit

Brian Silvia
Finance Director

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 & Primary Functions

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.

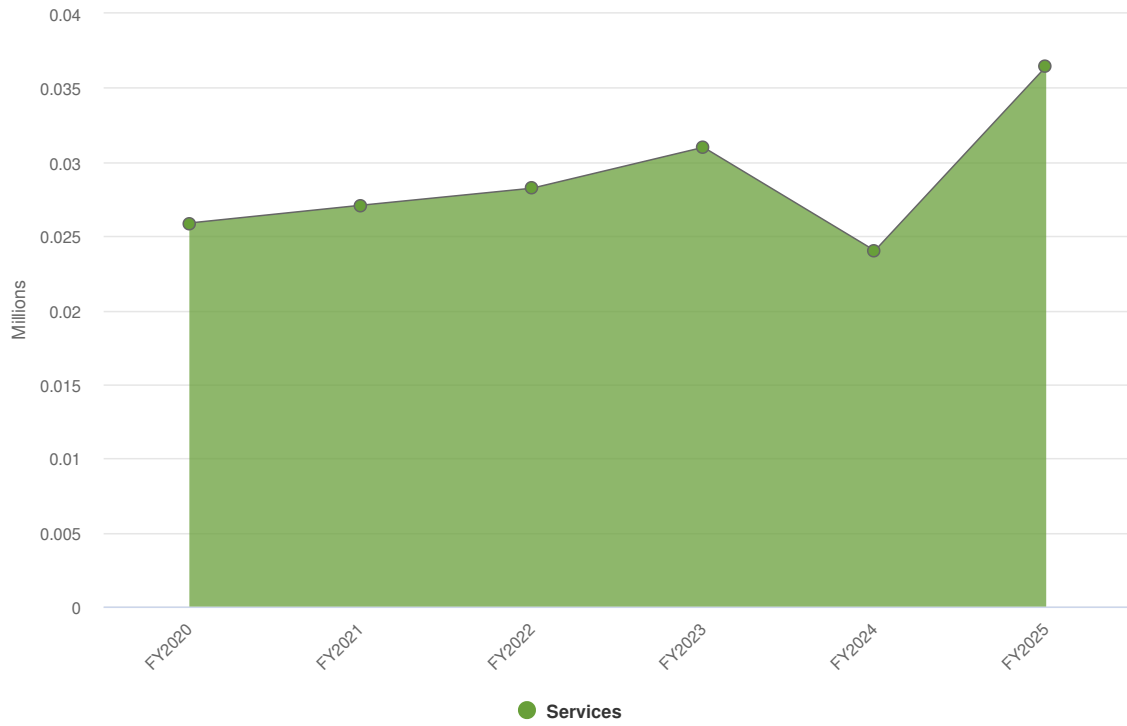
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Services		\$30,009	\$30,983	\$32,774	\$24,010	\$32,774	\$36,440
Total General Fund:		\$30,009	\$30,983	\$32,774	\$24,010	\$32,774	\$36,440

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Services							
Professional Services	10114005-530111	\$30,009	\$30,983	\$32,774	\$24,010	\$32,774	\$36,440
Total Services:		\$30,009	\$30,983	\$32,774	\$24,010	\$32,774	\$36,440
Total Expense Objects:		\$30,009	\$30,983	\$32,774	\$24,010	\$32,774	\$36,440

Tax Assessor

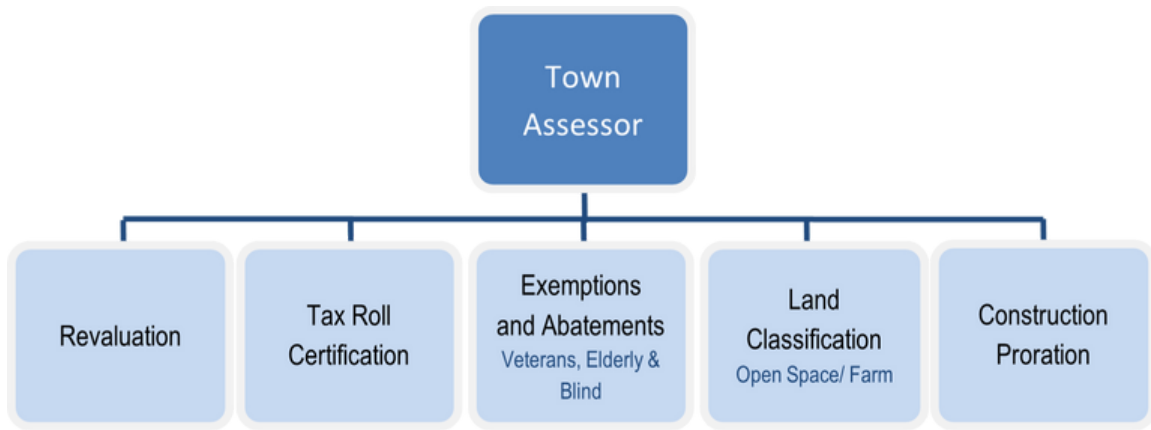
Wendy Duarte

Tax Assessor

Department Headcount (FTE)

Tax Assessor's	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	4.00	4.00	4.00	4.00	0.00

Organizational Chart



Mission Statement & Primary Functions

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 2023-2024 Priorities

Priorities	Town Council Goals & Objs
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 2024-2025 Priorities

Proposed Priorities	Town Council Goals & Objs
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 2021	Tax Yr 2022	Tax Yr 2023	Tax Yr 2024	Town Council
	Actual	Actual	Actual	Anticipated	Goals & Objs
Real Estate & Tangible Property Tax Rate ¹	\$14.45	\$10.95	11.05	TBD	TBF
Motor Vehicles Tax Rate	\$18.71	Phase Out	Phased Out	Phased Out	TBF
Property Tax Roll	\$5.419B	\$6.934B	\$6.995B	\$7.020B	TBF
Motor Vehicle Tax Roll	\$129.1M	Phase Out	Phased Out	Phased Out	TBF
Property Tax Generated	\$74.1M	\$74.934M	\$76.242M	\$76.506M	TBF
Motor Vehicle Tax Generated	\$2.6M	State Aid	State Aid	State Aid	TBF
Building Permits	1,100	1,100	1,100	1,100	TBF
Property Assessments (Net)	\$5.263B	\$6.843B	\$6.899B	\$6.924B	TBF
Motor Vehicles	32,900	Phase Out	Phased Out	Phased Out	TBF
FFOS properties	150	150	151	152	TBF / LU
Elderly Tax Credit - # of participants	140	172	205	215	TBF / VUR
Elderly Tax Credit - value	\$210,000	\$319,000	\$351,972	\$360,000	TBF / VUR
Veterans Exemption - # of Veterans	900	900	766	775	TBF / VUR
Veterans Exemption - value	\$148,000	\$167,212	\$171,235	\$173,170	TBF / VUR
Veterans Exemption	\$185	\$215	\$215	\$215	TBF / VUR
100% Disabled Veteran	\$305	\$340	\$340	\$340	TBF / VUR
Ex-POW	\$550	\$565	\$565	\$565	TBF / VUR
Unmarried Widow(er) of Veteran	\$185	\$215	\$215	\$215	TBF / VUR
Gold Star Parent	\$378	\$378	\$378	\$378	TBF / VUR
Blind	\$426	\$426	\$426	\$426	TBF / VUR

Expenditures by Fund

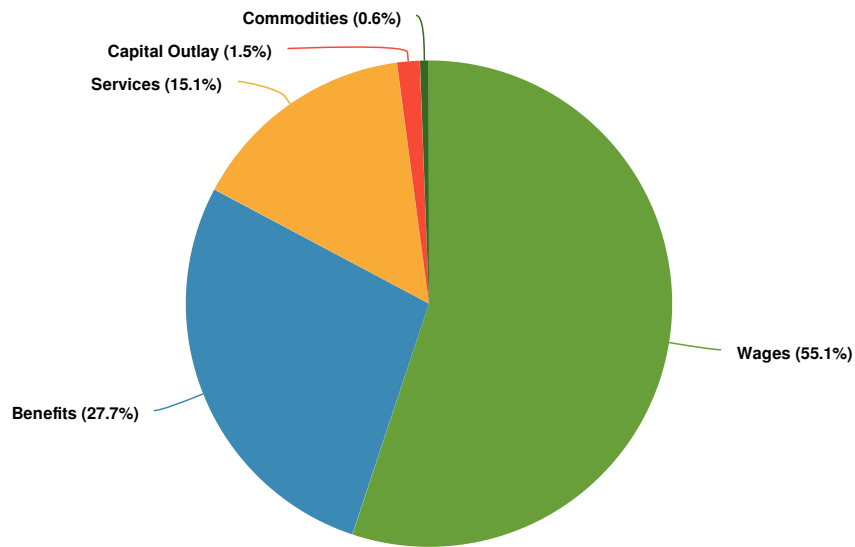
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							



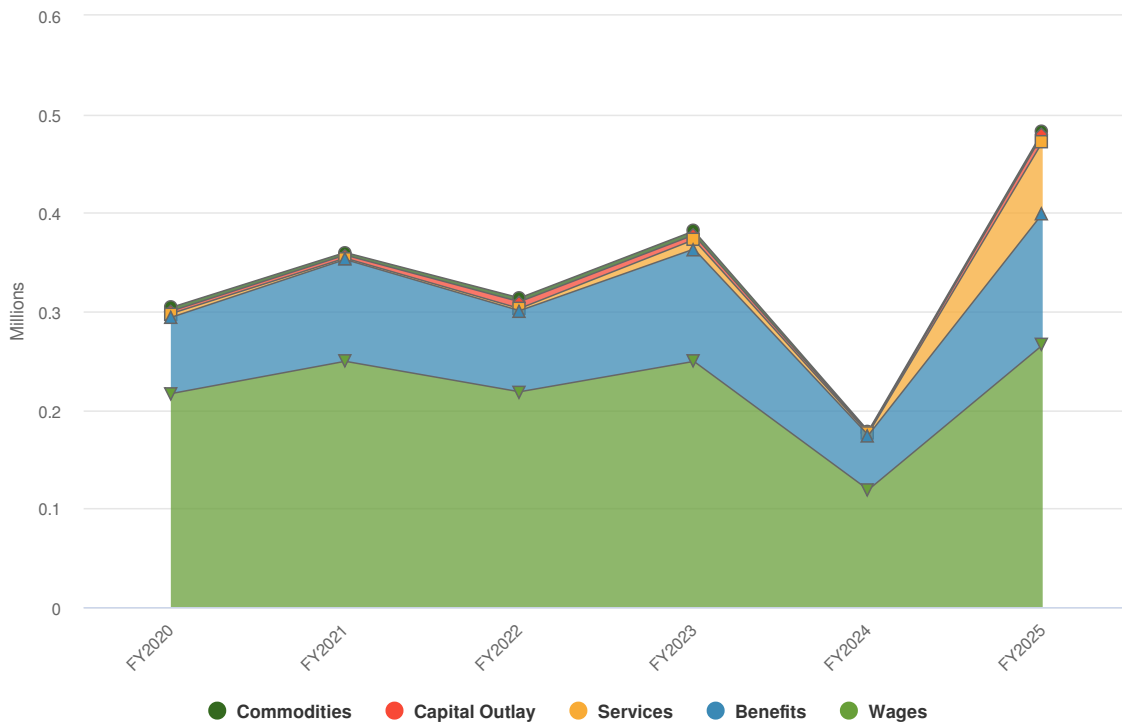
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Wages		\$245,869	\$249,204	\$263,480	\$118,919	\$220,995	\$265,903
Benefits		\$107,868	\$113,977	\$127,085	\$55,412	\$114,941	\$133,487
Services		\$11,600	\$9,466	\$10,950	\$1,642	\$6,969	\$72,852
Capital Outlay		\$4,935	\$4,817	\$5,135	\$1,193	\$5,535	\$7,300
Commodities		\$5,300	\$4,064	\$4,600	\$1,459	\$2,359	\$2,900
Total General Fund:		\$375,572	\$381,527	\$411,250	\$178,625	\$350,799	\$482,443

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10115001-511001	\$245,869	\$248,748	\$263,480	\$116,056	\$218,132	\$264,551
Part-Time Salaries	10115001-511002	\$0	\$433				\$0
Overtime	10115001-511004	\$0	\$23	\$0	\$44	\$44	\$0
Retirement/Vacation Reimb.	10115001-511005			\$0	\$2,554	\$2,554	\$0
Longevity	10115001-511006			\$0	\$265	\$265	\$1,353
Total Wages:		\$245,869	\$249,204	\$263,480	\$118,919	\$220,995	\$265,903
Benefits							
FICA	10115001-522250	\$17,832	\$17,991	\$18,921	\$8,548	\$17,904	\$19,664
Municipal Employees Retirement	10115001-522300	\$31,421	\$31,770	\$33,146	\$14,633	\$27,474	\$34,662
State Retirement Defined Cont.	10115001-522301	\$2,459	\$2,487	\$2,635	\$1,163	\$2,184	\$2,938
Medical Insur-Active Employees	10115001-522818	\$49,167	\$56,168	\$64,575	\$28,767	\$62,913	\$69,343



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Dental Insur-Active Employees	10115001-522822	\$2,698	\$3,484	\$3,565	\$1,486	\$3,188	\$3,672
Life Insurance	10115001-522850	\$456	\$383	\$408	\$204	\$578	\$408
Travel Expenses	10115001-538014	\$100	\$0	\$100	\$0		\$0
Educational Expenses	10115001-538016	\$3,000	\$1,294	\$3,000	\$275	\$500	\$2,000
Uniforms And Other Clothing	10115001-540038	\$735	\$400	\$735	\$335	\$200	\$800
Total Benefits:		\$107,868	\$113,977	\$127,085	\$55,412	\$114,941	\$133,487
Services							
Outside Data Processing	10115001-530018	\$900	\$550	\$900	\$0		\$0
Professional Services	10115001-530111	\$7,500	\$5,613	\$6,050	\$500	\$5,000	\$53,252
Employee Training	10115001-530801		\$0		\$0		\$500
Telephone	10115001-532000	\$600	\$994	\$1,100	\$497	\$769	\$1,100
Motor Vehicles Maintenance	10115001-534010	\$200	\$0	\$200	\$0	\$200	\$200
Office Equipment Maintenance	10115001-534014	\$1,000	\$974	\$1,000	\$0	\$100	\$1,000
Computer/Software Maintenance	10100000-534016	\$0	\$0	\$0	\$0		\$14,600
Advertising	10115001-538012	\$200	\$200	\$500	\$0	\$200	\$1,000
Licenses And Dues	10115001-538030	\$1,200	\$1,135	\$1,200	\$645	\$700	\$1,200
Total Services:		\$11,600	\$9,466	\$10,950	\$1,642	\$6,969	\$72,852
Capital Outlay							
Non-Major Technology Reserve	10115001-530044	\$4,635	\$4,635	\$4,635	\$0	\$4,635	\$5,800
Computer Equipment	10115001-550002					\$400	\$0
Office Equipment	10115001-550004	\$300	\$182	\$500	\$1,193	\$300	\$1,000
Furniture And Furnishings	10115001-550026					\$200	\$500
Total Capital Outlay:		\$4,935	\$4,817	\$5,135	\$1,193	\$5,535	\$7,300
Commodities							
Office Materials & Supplies	10115001-540012	\$2,200	\$3,180	\$3,200	\$819	\$1,880	\$2,000
Books And Publications	10115001-540020	\$2,300	\$502	\$600	\$271	\$329	\$600
Motor Vehicle Materials & Supp	10115001-540028	\$300	\$0	\$300	\$0	\$0	\$0



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Fuels And Lubricants	10115001- 540040	\$500	\$382	\$500	\$117	\$150	\$300
Miscellaneous Expenses	10115001- 580100			\$0	\$252		\$0
Total Commodities:		\$5,300	\$4,064	\$4,600	\$1,459	\$2,359	\$2,900
Total Expense Objects:		\$375,572	\$381,527	\$411,250	\$178,625	\$350,799	\$482,443



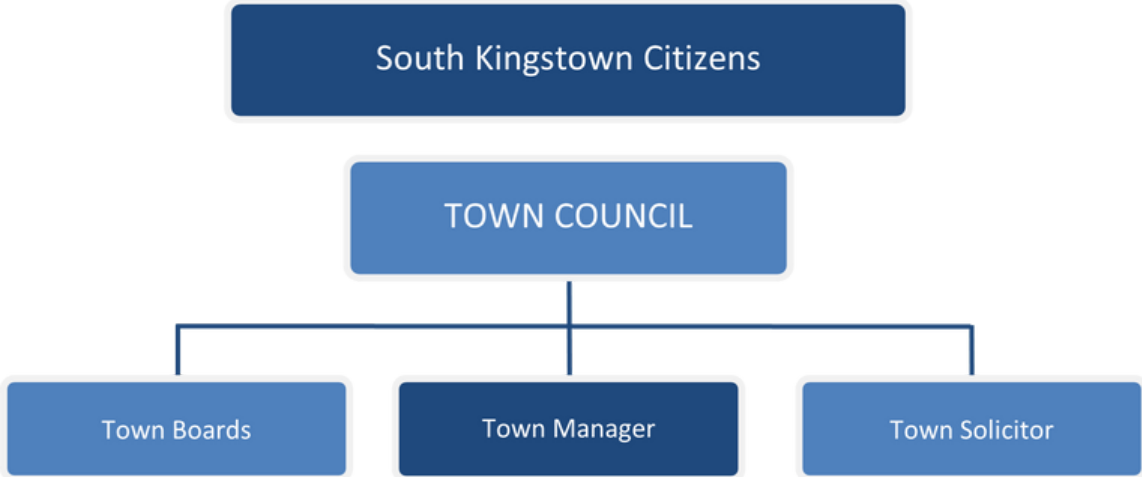
Assessment Board of Review

David C. Baud
Chairman

Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Council, 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 & Primary Functions

Mission Statement

Assessment Board of Review

The Assessment Board of Review was established by Town Charter, Sections [4242 through 4246](#) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTITHCH_ARTIVADDEPR_4240DETAAS_S4242BOASRE). 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](#) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIIICOOR_CH17TA_ARTIIPRASAP_S17-22HEOTATTAAS), of the Town Ordinances.

Functions

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

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.

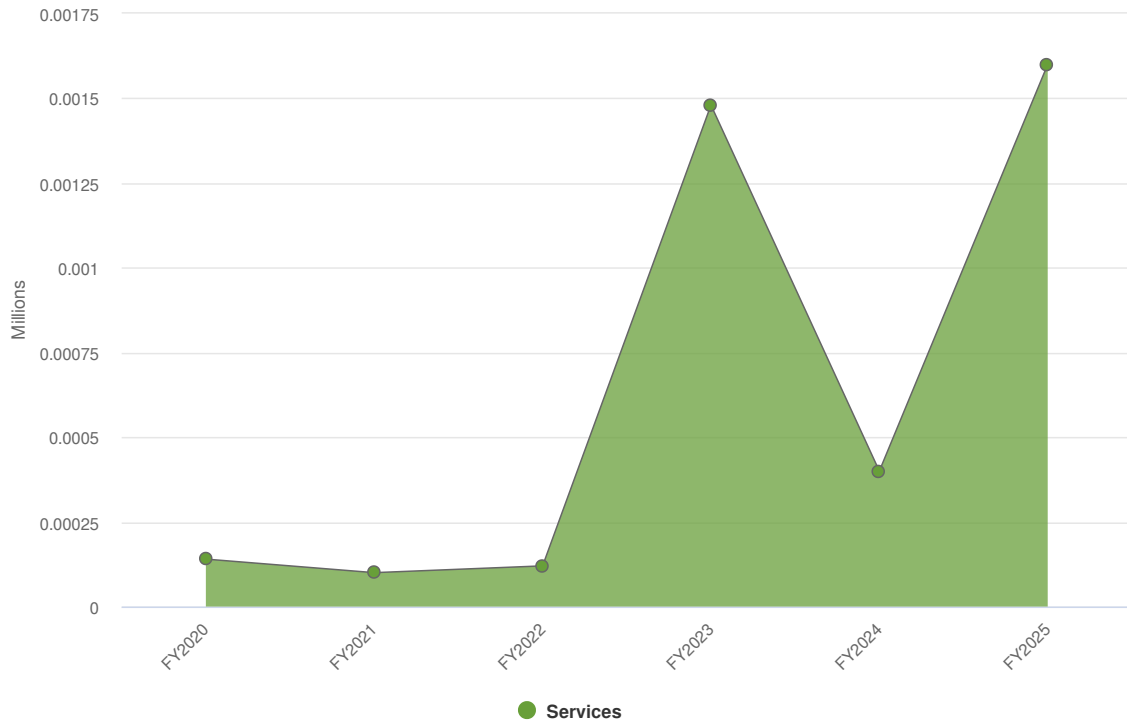
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Benefits		\$100	\$0	\$100	\$0	\$0	\$0
Services		\$600	\$1,480	\$900	\$400	\$900	\$1,600
Total General Fund:		\$700	\$1,480	\$1,000	\$400	\$900	\$1,600

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Benefits							
Travel Expenses	10115003-538014	\$100	\$0	\$100	\$0	\$0	\$0
Total Benefits:		\$100	\$0	\$100	\$0	\$0	\$0
Services							
Stipends Boards/Commissions	10115003-530002	\$600	\$1,480	\$900	\$400	\$900	\$1,600
Total Services:		\$600	\$1,480	\$900	\$400	\$900	\$1,600
Total Expense Objects:		\$700	\$1,480	\$1,000	\$400	\$900	\$1,600



Planning Department

James Rabbitt, AICP
 Planning Director

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

Department Headcount (FTE)

Planning Department & GIS	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./((Decr.) Over Prior Year
Total Personnel	5.00	5.00	5.00	5.00	0.00

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, re-zonings, 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.

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



FY 2023 - 2024 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



FY 2024 - 2025 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
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



Performance Measurements

Planning Department:	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
Description	Actual	Actual	Projected	Anticipated	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	50	74	FI/ LU
Zoning Ordinance and Map Amendments reviewed and/or proposed	11	9	4	6	FI / LU
Town Council meetings	20	24	24	24	FI / LU

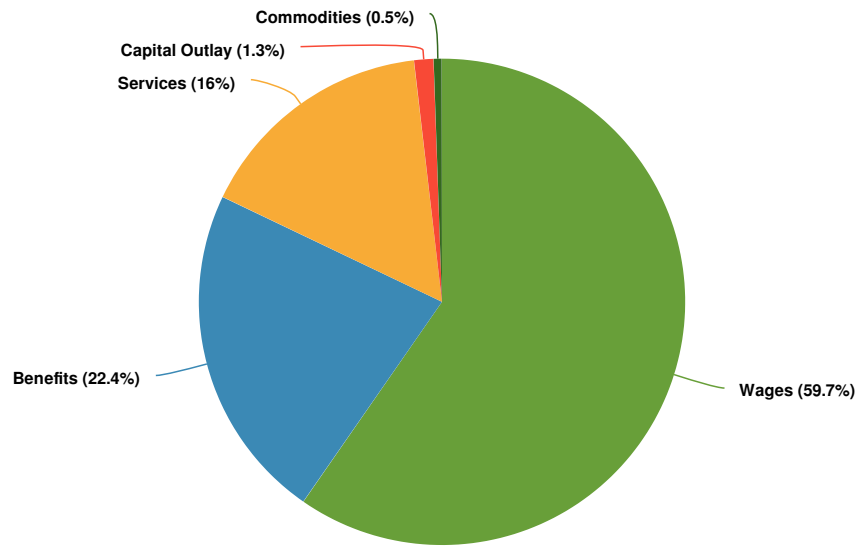
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$343,009	\$342,669	\$361,102	\$196,392	\$361,890	\$380,352
Benefits		\$111,697	\$122,033	\$133,863	\$70,858	\$136,042	\$143,017
Services		\$43,650	\$6,165	\$96,250	\$801	\$91,350	\$102,300
Capital Outlay		\$7,814	\$42,729	\$7,814	\$0	\$7,814	\$8,256
Commodities		\$3,000	\$425	\$3,400	\$201	\$3,400	\$3,500
Total General Fund:		\$509,170	\$514,021	\$602,429	\$268,253	\$600,496	\$637,425

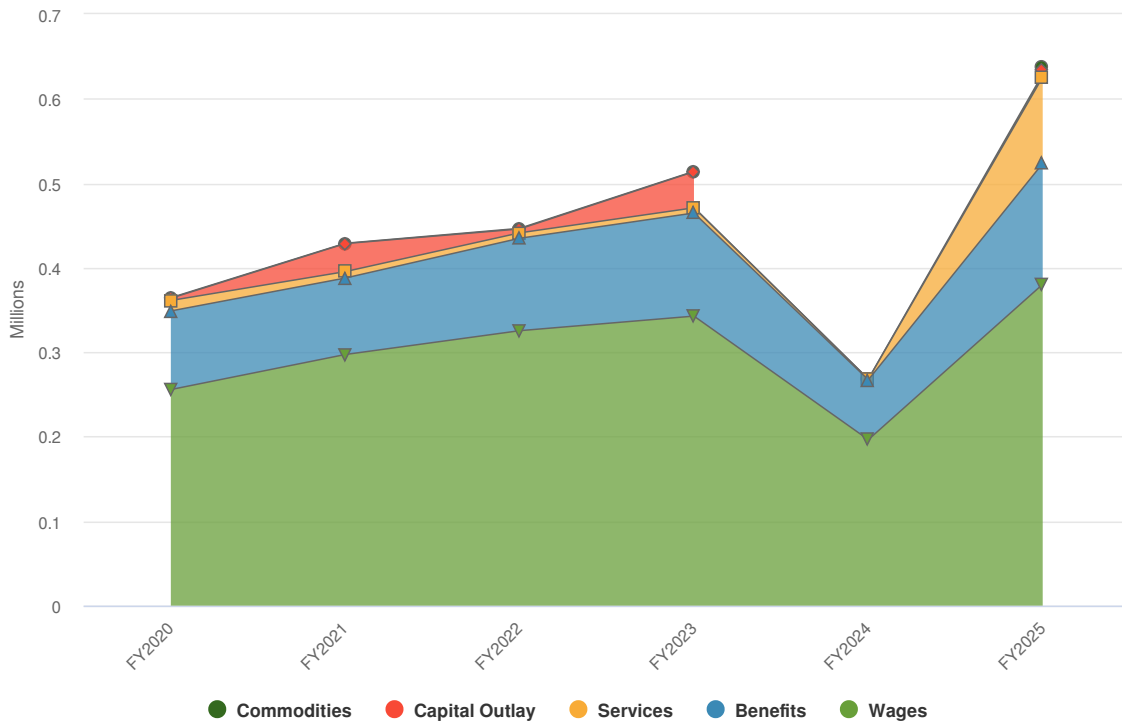


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10116001-511001	\$340,026	\$339,249	\$357,787	\$192,944	\$358,442	\$373,118
Overtime	10116001-511004	\$0	\$503				\$2,000
Longevity	10116001-511006	\$2,983	\$2,917	\$3,315	\$3,448	\$3,448	\$5,234
Total Wages:		\$343,009	\$342,669	\$361,102	\$196,392	\$361,890	\$380,352
Benefits							
FICA	10116001-522250	\$26,834	\$26,183	\$27,497	\$14,953	\$27,526	\$28,742
Municipal Employees Retirement	10116001-522300	\$43,836	\$43,702	\$45,427	\$24,706	\$45,526	\$49,320
State Retirement Defined Cont.	10116001-522301	\$3,574	\$3,565	\$3,757	\$2,046	\$3,765	\$3,951
Medical Insur-Active Employees	10116001-522818	\$17,296	\$34,787	\$39,615	\$21,507	\$42,974	\$42,552
Dental Insur-Active Employees	10116001-522822	\$3,076	\$2,752	\$2,824	\$1,412	\$2,824	\$2,909
Insurance Buyback	10116001-522840	\$12,250	\$8,282	\$8,250	\$4,442	\$8,250	\$8,250
Life Insurance	10116001-522850	\$456	\$408	\$418	\$244	\$627	\$418
Travel Expenses	10116001-538014	\$750	\$0	\$1,450	\$473	\$1,000	\$1,550
Educational Expenses	10116001-538016	\$2,825	\$1,965	\$3,825	\$1,075	\$2,750	\$4,525
Uniforms And Other Clothing	10116001-540038	\$800	\$389	\$800	\$0	\$800	\$800
Total Benefits:		\$111,697	\$122,033	\$133,863	\$70,858	\$136,042	\$143,017
Services							
Professional Services	10116001-530111	\$30,000	\$1,710	\$80,000	\$0	\$80,000	\$85,000
Employee Training	10116001-530801		\$0		\$0		\$500
Telephone	10116001-532000	\$1,800	\$0	\$1,800	\$0	\$1,800	\$1,800
Computer/Software Maintenance	10116001-534016	\$7,500	\$2,479	\$9,500	\$730	\$6,000	\$10,000
Advertising	10116001-538012	\$1,250	\$181	\$1,250	-\$159	\$1,000	\$1,250
Printing Expenses	10116001-538022	\$1,100	\$0	\$1,100	\$0	\$550	\$1,000
Licenses And Dues	10116001-538030	\$2,000	\$1,795	\$2,600	\$230	\$2,000	\$2,750
Total Services:		\$43,650	\$6,165	\$96,250	\$801	\$91,350	\$102,300



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Capital Outlay							
Non-Major Technology Reserve	10116001-530044	\$5,314	\$5,314	\$5,314	\$0	\$5,314	\$5,756
Computer Equipment	10116001-550002	\$2,500	\$2,415	\$2,500	\$0	\$2,500	\$2,500
Transfer To Other Funds	10116001-590999	\$0	\$35,000				\$0
Total Capital Outlay:		\$7,814	\$42,729	\$7,814	\$0	\$7,814	\$8,256
Commodities							
Office Materials & Supplies	10116001-540012	\$2,200	\$425	\$2,400	\$201	\$2,400	\$2,500
Books And Publications	10116001-540020	\$800	\$0	\$1,000	\$0	\$1,000	\$1,000
Total Commodities:		\$3,000	\$425	\$3,400	\$201	\$3,400	\$3,500
Total Expense Objects:		\$509,170	\$514,021	\$602,429	\$268,253	\$600,496	\$637,425



Planning Board

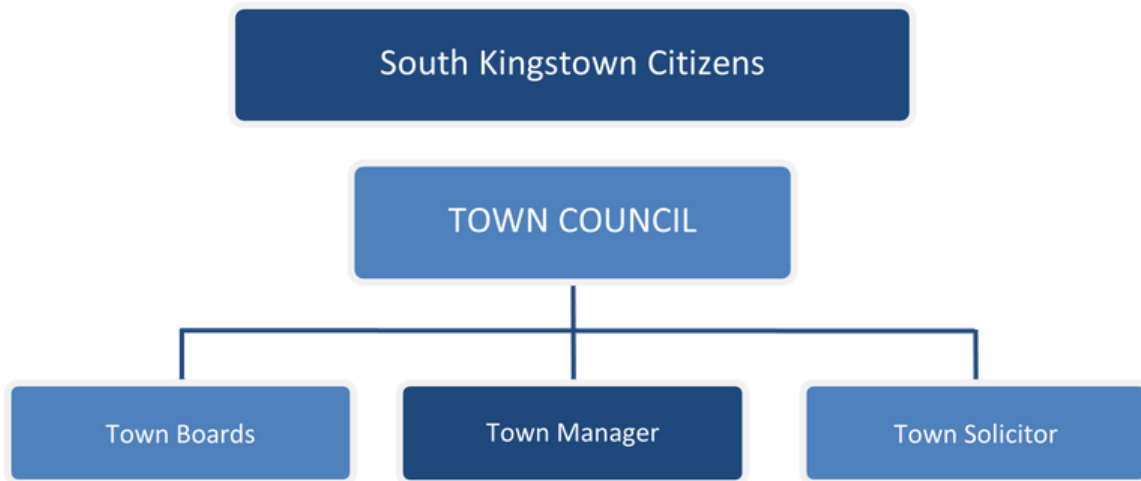
Maria H. Mack

Chairwoman

Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Council, 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 & Primary Functions

Mission Statement

Planning Board

The Planning Board was established by Town Charter, [Section 4910](#) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeld=PTITHCH_ARTIVADDEPR_4910PLBO). 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.

Functions

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

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.

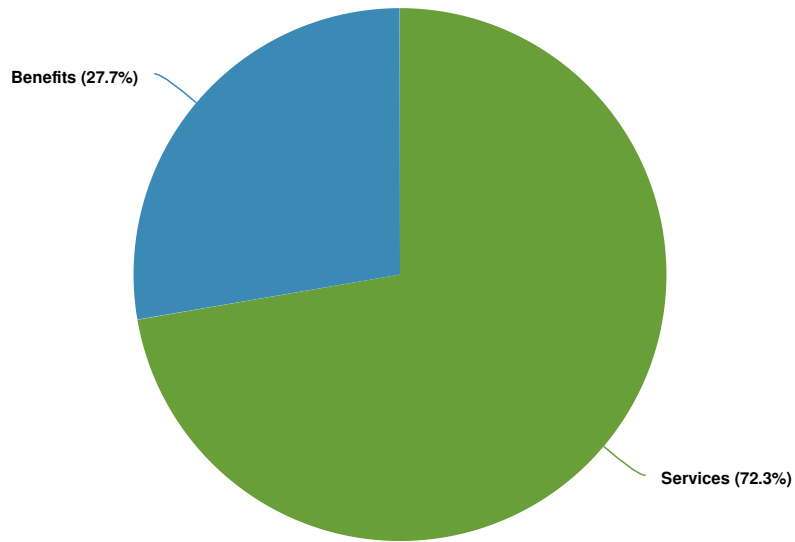
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Benefits				\$4,200	\$0	\$1,500	\$4,200
Services		\$10,660	\$6,520	\$10,960	\$2,020	\$9,860	\$10,960
Total General Fund:		\$10,660	\$6,520	\$15,160	\$2,020	\$11,360	\$15,160

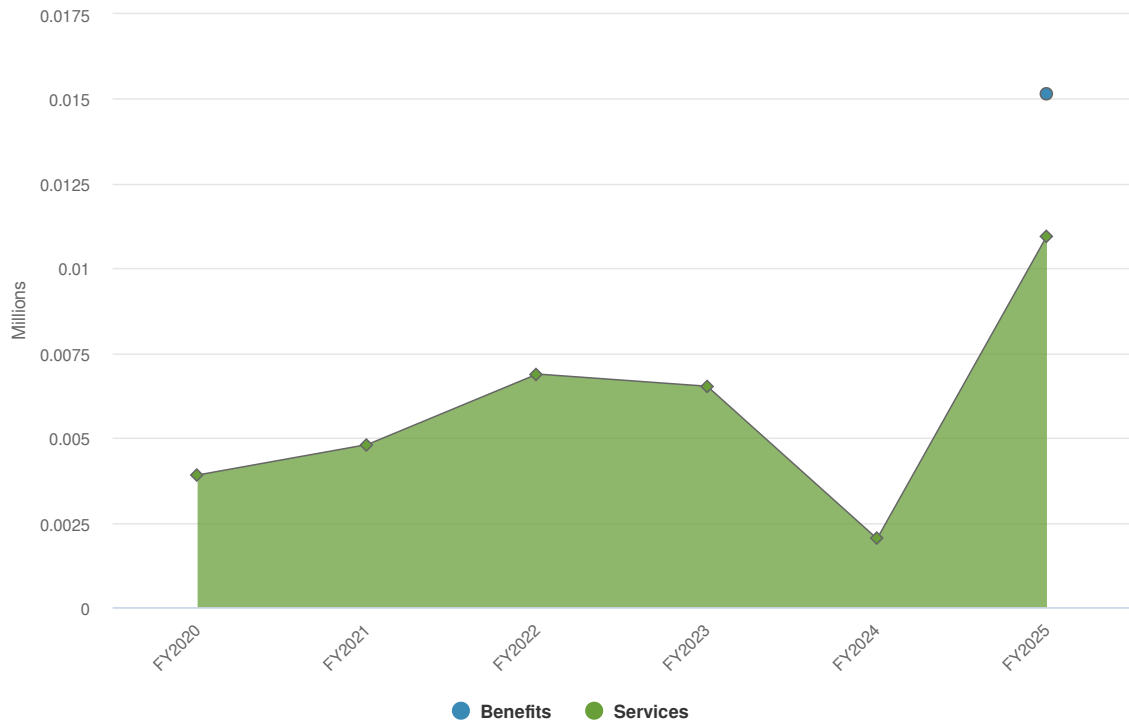


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Benefits							
Educational Expenses	10116003-538016			\$4,200	\$0	\$1,500	\$4,200
Total Benefits:				\$4,200	\$0	\$1,500	\$4,200
Services							
Stipends Boards/Commissions	10116003-530002	\$9,360	\$6,520	\$9,360	\$1,920	\$9,360	\$9,360
Licenses And Dues	10116003-538030	\$1,300	\$0	\$1,600	\$100	\$500	\$1,600
Total Services:		\$10,660	\$6,520	\$10,960	\$2,020	\$9,860	\$10,960
Total Expense Objects:		\$10,660	\$6,520	\$15,160	\$2,020	\$11,360	\$15,160



Geographic Information Systems

James Rabbitt, AICP
Planning Director

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 & Primary Functions

Mission Statement

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

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 2023 - 2024 Priorities

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 2024 - 2025 Priorities

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

Performance Measurements

GIS Division:	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council Goals & Objectives
Description	Actual	Actual	Projected	
Tax Cut Revisions to Tax Assessor Maps	24	40	40	FI
Map Sales to Public	\$276	\$200	\$200	FI/ CEPP
Maps produced for Town Departments	85	60	60	FI
Scanned Land Evidence Recorded Plans	62	90	75	FI
Copies of recorded plans for public	143	125	125	FI/ CEPP

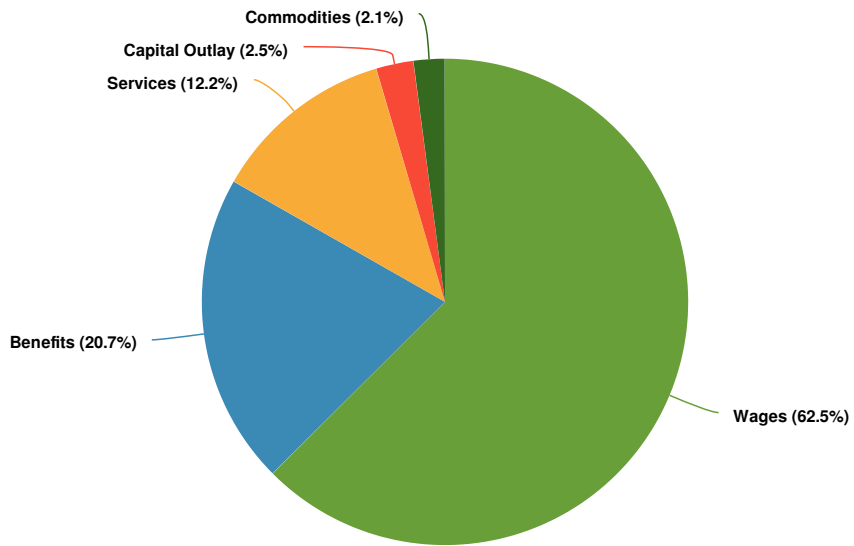
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$93,344	\$93,336	\$95,084	\$52,795	\$95,150	\$97,616
Benefits		\$29,378	\$29,368	\$30,270	\$15,808	\$30,806	\$32,302
Services		\$17,632	\$11,909	\$18,450	\$6,358	\$15,350	\$19,025
Capital Outlay		\$3,323	\$3,323	\$3,323	\$0	\$3,323	\$3,873
Commodities		\$3,173	\$3,102	\$3,173	\$340	\$1,500	\$3,250
Total General Fund:		\$146,850	\$141,038	\$150,300	\$75,301	\$146,129	\$156,066

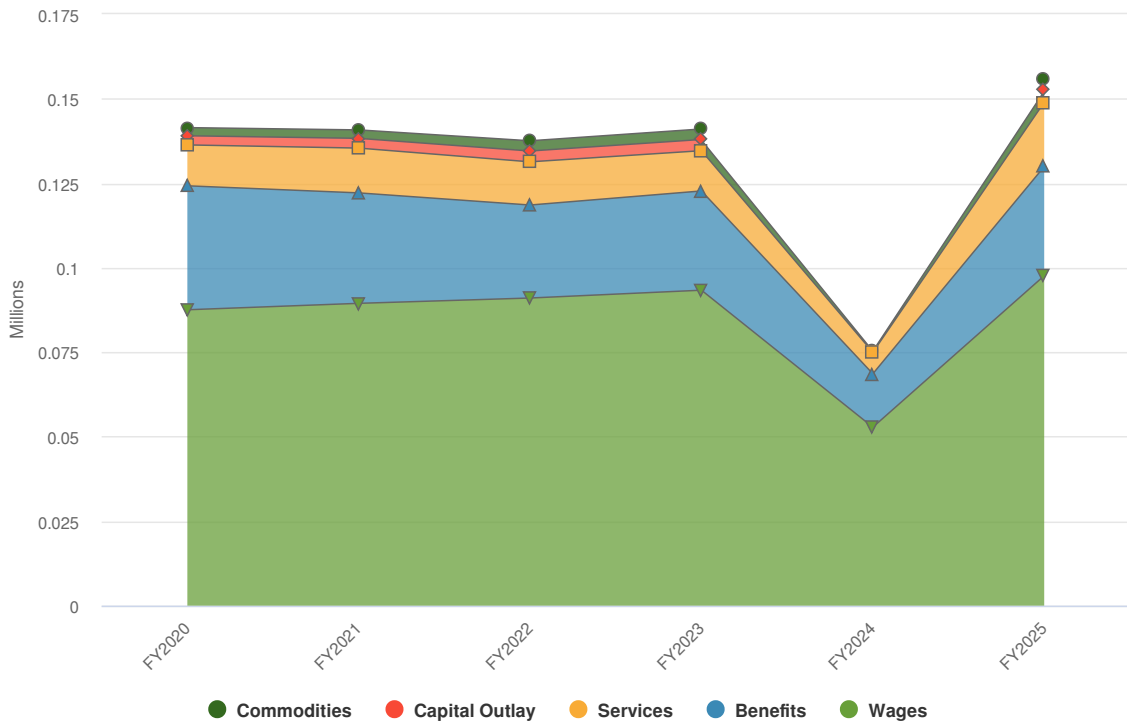


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10116005-511001	\$90,095	\$90,087	\$91,769	\$49,414	\$91,769	\$93,964
Longevity	10116005-511006	\$3,249	\$3,249	\$3,315	\$3,381	\$3,381	\$3,652
Total Wages:		\$93,344	\$93,336	\$95,084	\$52,795	\$95,150	\$97,616
Benefits							
FICA	10116005-522250	\$6,996	\$7,000	\$7,121	\$3,956	\$7,120	\$7,219
Municipal Employees Retirement	10116005-522300	\$11,929	\$11,921	\$11,962	\$6,642	\$11,970	\$12,725
State Retirement Defined Cont.	10116005-522301	\$1,167	\$1,167	\$1,188	\$660	\$1,189	\$1,198
Medical Insur-Active Employees	10116005-522818	\$7,313	\$7,359	\$7,977	\$4,331	\$8,654	\$8,579
Dental Insur-Active Employees	10116005-522822	\$359	\$321	\$320	\$160	\$320	\$329
Life Insurance	10116005-522850	\$114	\$102	\$102	\$60	\$153	\$102
Travel Expenses	10116005-538014	\$200	\$200	\$200	\$0	\$200	\$450
Educational Expenses	10116005-538016	\$1,100	\$1,099	\$1,200	\$0	\$1,000	\$1,500
Uniforms And Other Clothing	10116005-540038	\$200	\$200	\$200	\$0	\$200	\$200
Total Benefits:		\$29,378	\$29,368	\$30,270	\$15,808	\$30,806	\$32,302
Services							
Outside Data Processing	10116005-530018	\$5,500	\$33	\$5,650	\$0	\$3,500	\$5,650
Professional Services	10116005-530111	\$5,600	\$5,600	\$5,600	\$1,400	\$5,600	\$5,600
Employee Training	10116005-530801		\$0		\$0		\$125
Office Equipment Maintenance	10116005-534014	\$1,632	\$1,632	\$1,800	\$0	\$1,000	\$1,900
Computer/Software Maintenance	10116005-534016	\$4,700	\$4,444	\$5,200	\$4,958	\$5,150	\$5,500
Printing Expenses	10116005-538022	\$200	\$200	\$200	\$0	\$100	\$250
Total Services:		\$17,632	\$11,909	\$18,450	\$6,358	\$15,350	\$19,025
Capital Outlay							
Non-Major Technology Reserve	10116005-530044	\$3,323	\$3,323	\$3,323	\$0	\$3,323	\$3,323
Office Equipment	10116005-550004						\$550
Total Capital Outlay:		\$3,323	\$3,323	\$3,323	\$0	\$3,323	\$3,873



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Commodities							
Office Materials & Supplies	10116005-540012	\$3,173	\$3,102	\$3,173	\$340	\$1,500	\$3,250
Total Commodities:		\$3,173	\$3,102	\$3,173	\$340	\$1,500	\$3,250
Total Expense Objects:		\$146,850	\$141,038	\$150,300	\$75,301	\$146,129	\$156,066



Conservation Commission

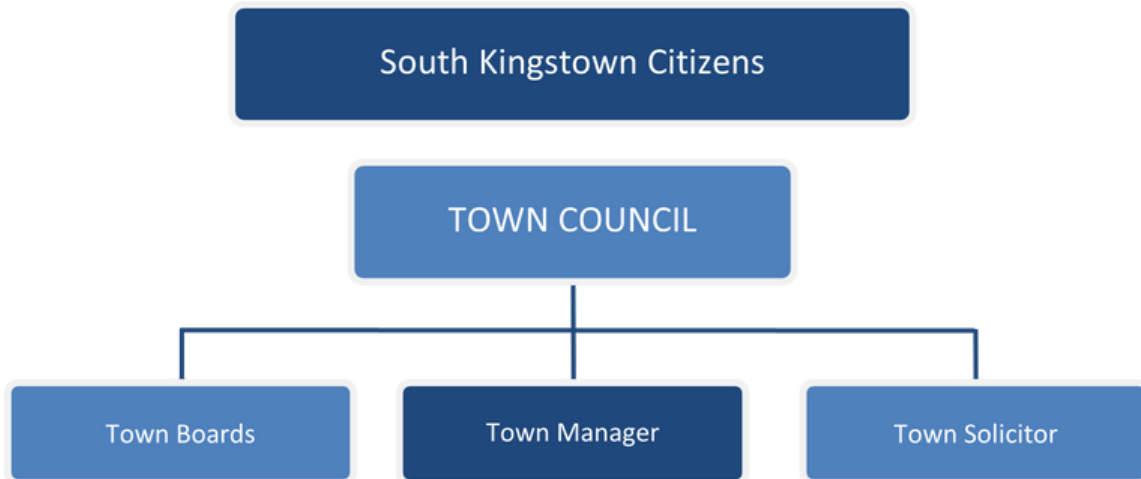
Matthew Bradywood

Chairman

Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Council, 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 & Primary Functions

Mission Statement

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.

Functions

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

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.

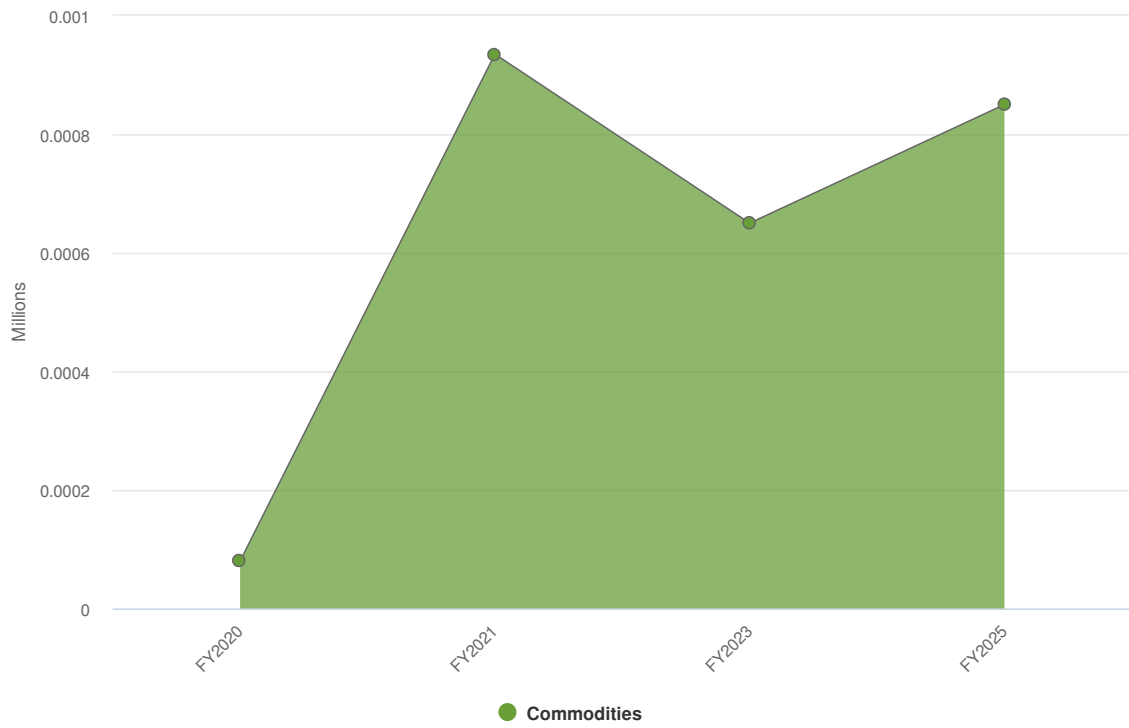
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Commodities		\$650	\$650	\$850	\$0	\$850	\$850
Total General Fund:		\$650	\$650	\$850	\$0	\$850	\$850

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Commodities							
Miscellaneous Expenses	10116009-580100	\$650	\$650	\$850	\$0	\$850	\$850
Total Commodities:		\$650	\$650	\$850	\$0	\$850	\$850
Total Expense Objects:		\$650	\$650	\$850	\$0	\$850	\$850



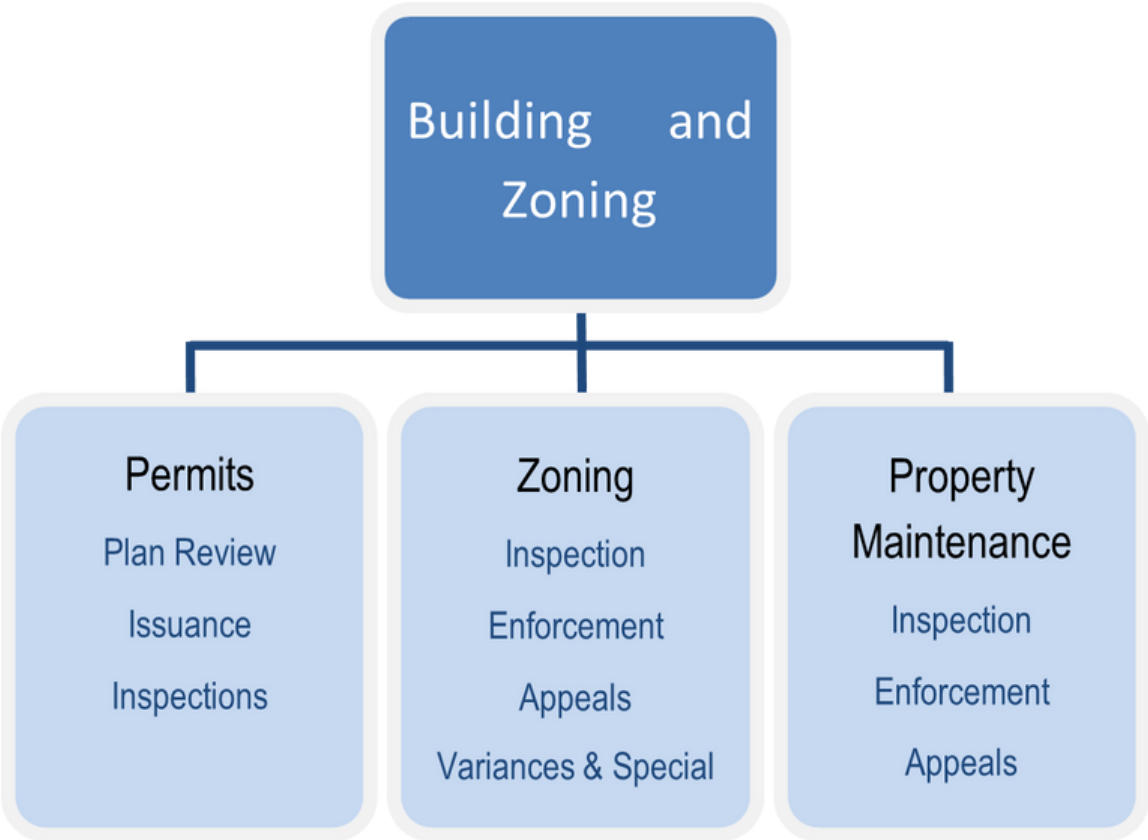
Zoning/Building Inspection

James Gorman, CBO
 Building Official

Department Headcount (FTE)

Building & Zoning Department	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	4.75	4.50	5.50	5.50	0.00

Organizational Chart



Mission Statement & Primary Functions

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



FY 2023 - 2024 Priorities

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 having been 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 having been 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
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

FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Objs
Utilize the Municipal Housing Court as enforcement tool to mitigate and deter property maintenance and zoning ordinance violations. Refine administrative process to expedite noncompliance matters heard before the court	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 Permit applications, with the goal of not to exceed 10 business days from the date of application having been deemed complete	FI / ES
Manage plan review turnaround time for multi-family, mixed-use, and commercial Building Permit applications, with the goal of not to exceed 15 business days from the date of application having been deemed complete	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 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 for property owners	SNR



Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY2024-2025	Town Council Goals & Objs
	Actual	Actual	Projected	Anticipated	
Employee Time Allocation					
Field Inspections	53%	53%	53%	50%	FI
Review Plans & Issuing Permits	30%	30%	30%	30%	FI
Research and Advise Residents, Contractors & Design Professionals	6%	6%	6%	8%	FI
Building & Zoning Violations	8%	8%	8%	9%	FI
Committee Meetings	3%	3%	3%	3%	FI
Zoning Board Meetings	14	13	12	12	FI / LU
Zoning Petitions Received	53	45	50	50	FI / LU
Complaints Received and Investigated	81	64	68	68	FI / CEPP
Notice of Violations Issued	61	52	60	60	FI
Plumbing Permits Issued	342	345	338	335	FI
Solar Permits Issued	108	152	160	160	FI / SNR
Electrical Permits Issued	861	942	920	925	FI
Mechanical Permits Issued	933	942	902	915	FI
Residential Building Permits Issued	1,144	1,056	1,100	1,075	FI
Commercial Building Permits Issued	51	43	50	45	FI / ES
Zoning Certificates Issued	66	29	32	30	FI / LU
Building Inspections Performed	2,990	3,096	3,200	3,100	FI
Electrical Inspections Performed	1,368	1,804	1,452	1,600	FI
Mechanical Inspections Performed	946	1,032	1004	990	FI
Plumbing Inspections Performed	596	609	572	570	FI
Certificates of Occupancy Issued	88	107	94	90	FI

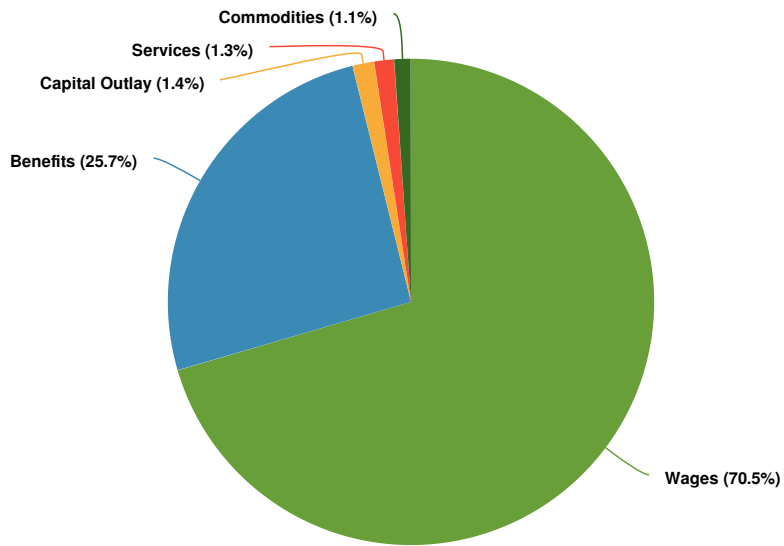
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$320,580	\$291,709	\$385,509	\$182,813	\$352,639	\$406,683
Benefits		\$123,978	\$110,902	\$161,035	\$66,869	\$134,088	\$148,145
Services		\$6,860	\$5,517	\$6,663	\$529	\$4,573	\$7,594
Capital Outlay		\$5,729	\$26,020	\$5,801	\$233	\$5,833	\$8,268
Commodities		\$4,381	\$4,217	\$9,250	\$4,588	\$7,845	\$6,406
Total General Fund:		\$461,528	\$438,365	\$568,258	\$255,032	\$504,978	\$577,096

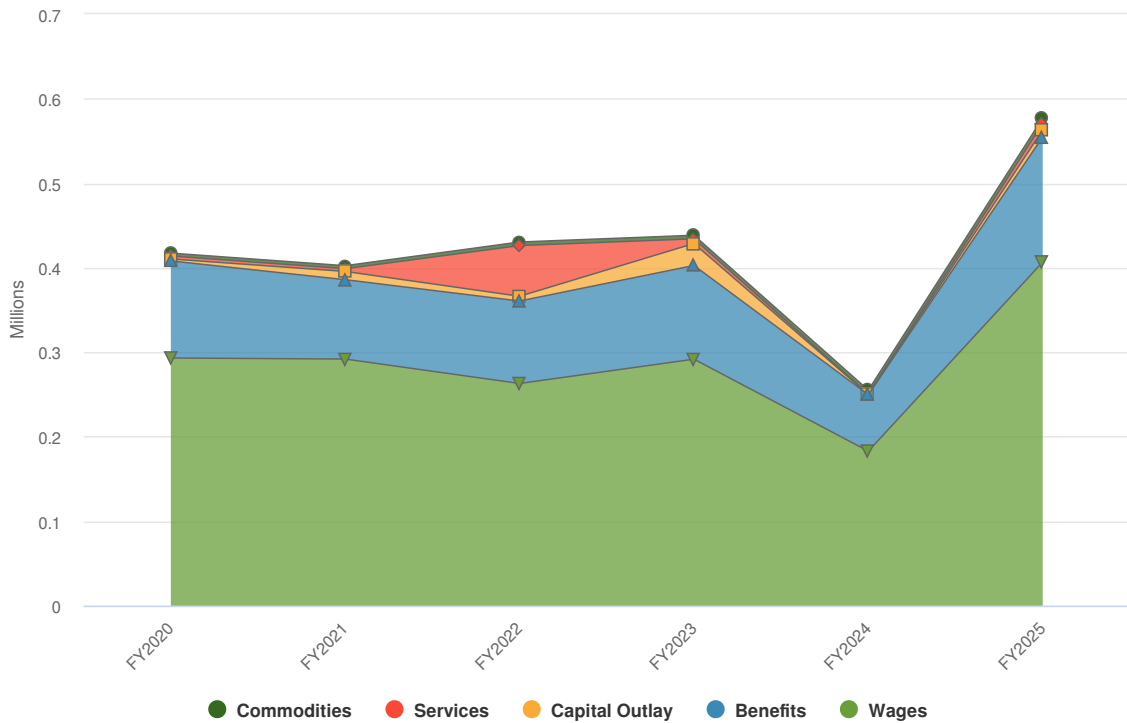


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10117001-511001	\$268,137	\$251,392	\$331,469	\$158,301	\$310,694	\$347,654
Part-Time Salaries	10117001-511002	\$50,064	\$37,441	\$51,033	\$14,821	\$39,497	\$55,213
Overtime	10117001-511004	\$300	\$996	\$300	\$0		\$300
Retirement/Vacation Reimb.	10117001-511005			\$0	\$7,243		\$0
Longevity	10117001-511006	\$2,079	\$1,880	\$2,706	\$2,448	\$2,448	\$3,517
Total Wages:		\$320,580	\$291,709	\$385,509	\$182,813	\$352,639	\$406,683
Benefits							
FICA	10117001-522250	\$23,800	\$21,767	\$28,330	\$13,651	\$25,599	\$30,371
Municipal Employees Retirement	10117001-522300	\$34,471	\$32,288	\$41,966	\$20,189	\$39,361	\$45,777
State Retirement Defined Cont.	10117001-522301	\$2,697	\$2,528	\$3,336	\$1,605	\$3,129	\$3,546
Medical Insur-Active Employees	10117001-522818	\$51,852	\$45,822	\$75,499	\$26,176	\$55,267	\$57,683
Dental Insur-Active Employees	10117001-522822	\$4,152	\$3,422	\$4,659	\$1,584	\$3,274	\$3,482
Insurance Buyback	10117001-522840	\$4,000	\$4,015	\$4,000	\$2,154	\$4,000	\$4,000
Life Insurance	10117001-522850	\$456	\$386	\$510	\$255	\$723	\$510
Travel Expenses	10117001-538014	\$1,850	\$0	\$1,850	\$1,121	\$1,850	\$1,850
Uniforms And Other Clothing	10117001-540038	\$700	\$674	\$885	\$135	\$885	\$925
Total Benefits:		\$123,978	\$110,902	\$161,035	\$66,869	\$134,088	\$148,145
Services							
Internet Access	10117001-530066	\$2,520	\$1,954	\$2,018	\$727	\$2,018	\$2,064
Professional Services	10117001-530111	\$2,740	\$100	\$2,740	\$375	\$1,200	\$2,740
Employee Training	10117001-530801		\$0		\$0		\$625
Telephone	10117001-532000			\$0	\$242		\$0
Motor Vehicles Maintenance	10117001-534010	\$0	\$1,596	\$0	-\$1,486		\$0
Office Equipment Maintenance	10117001-534014	\$550	\$794	\$550	\$0	\$0	\$550
Advertising	10117001-538012	\$100	\$19	\$100	\$0	\$100	\$100



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Printing Expenses	10117001-538022	\$150	\$104	\$150	\$279	\$150	\$150
Licenses And Dues	10117001-538030	\$800	\$950	\$1,105	\$392	\$1,105	\$1,365
Total Services:		\$6,860	\$5,517	\$6,663	\$529	\$4,573	\$7,594
Capital Outlay							
Non-Major Technology Reserve	10117001-530044	\$5,529	\$5,529	\$5,601	\$0	\$5,601	\$8,068
Office Equipment	10117001-550004	\$200	\$199	\$200	\$233	\$232	\$200
Furniture And Furnishings	10117001-550026	\$0	\$292				\$0
Transfer To Other Funds	10117001-590999	\$0	\$20,000				\$0
Total Capital Outlay:		\$5,729	\$26,020	\$5,801	\$233	\$5,833	\$8,268
Commodities							
Office Materials & Supplies	10117001-540012	\$381	\$339	\$3,500	\$2,558	\$2,545	\$341
Books And Publications	10117001-540020	\$400	\$702	\$400	\$0	\$400	\$715
Motor Vehicle Materials & Supp	10117001-540028	\$1,600	\$1,355	\$2,600	\$964	\$2,600	\$2,600
Fuels And Lubricants	10117001-540040	\$2,000	\$1,821	\$2,750	\$1,066	\$2,300	\$2,750
Total Commodities:		\$4,381	\$4,217	\$9,250	\$4,588	\$7,845	\$6,406
Total Expense Objects:		\$461,528	\$438,365	\$568,258	\$255,032	\$504,978	\$577,096



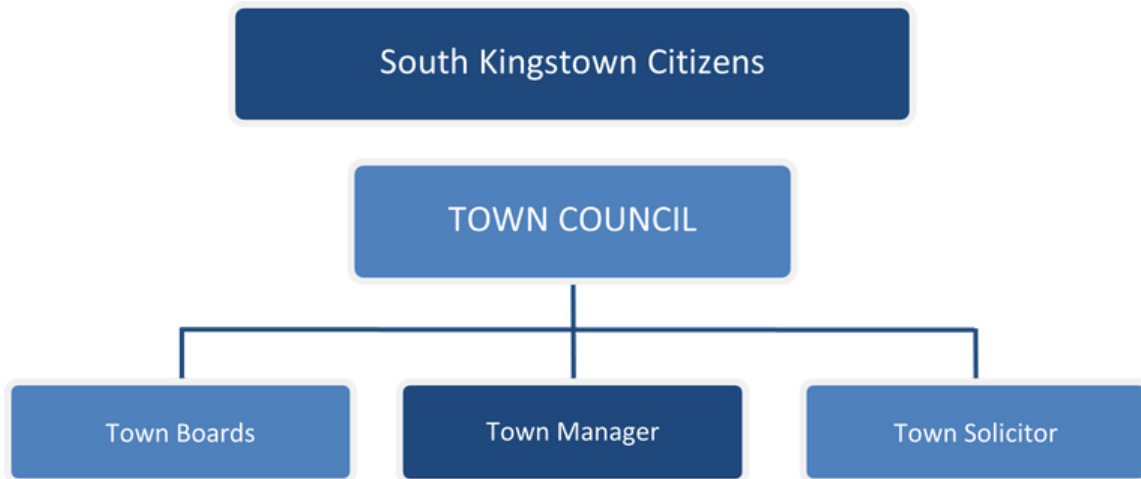
Zoning Board of Review

Robert Cagnetta
Chairman

Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Council, 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 & Primary Functions

Mission Statement

Zoning Board

The Zoning Board of Review was established by Town Charter, [Section 4920](#) (https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeld=PTITHCH_ARTIVADDEPR_4910PLBO_S4920ZOBORE). 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

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.

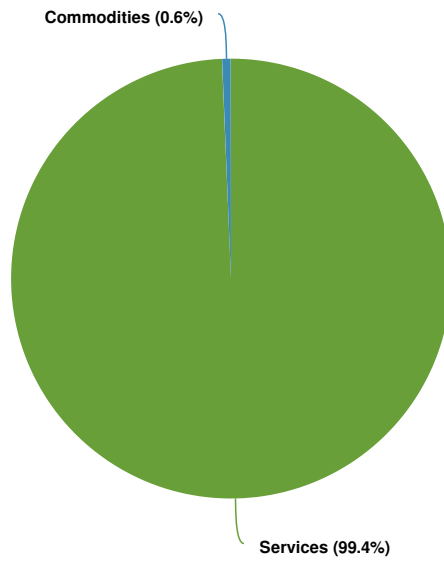
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$1,200	\$0				\$0
Services		\$15,750	\$5,580	\$14,910	\$1,351	\$14,610	\$7,660
Commodities		\$50	\$40	\$50	\$0	\$50	\$50
Total General Fund:		\$17,000	\$5,619	\$14,960	\$1,351	\$14,660	\$7,710

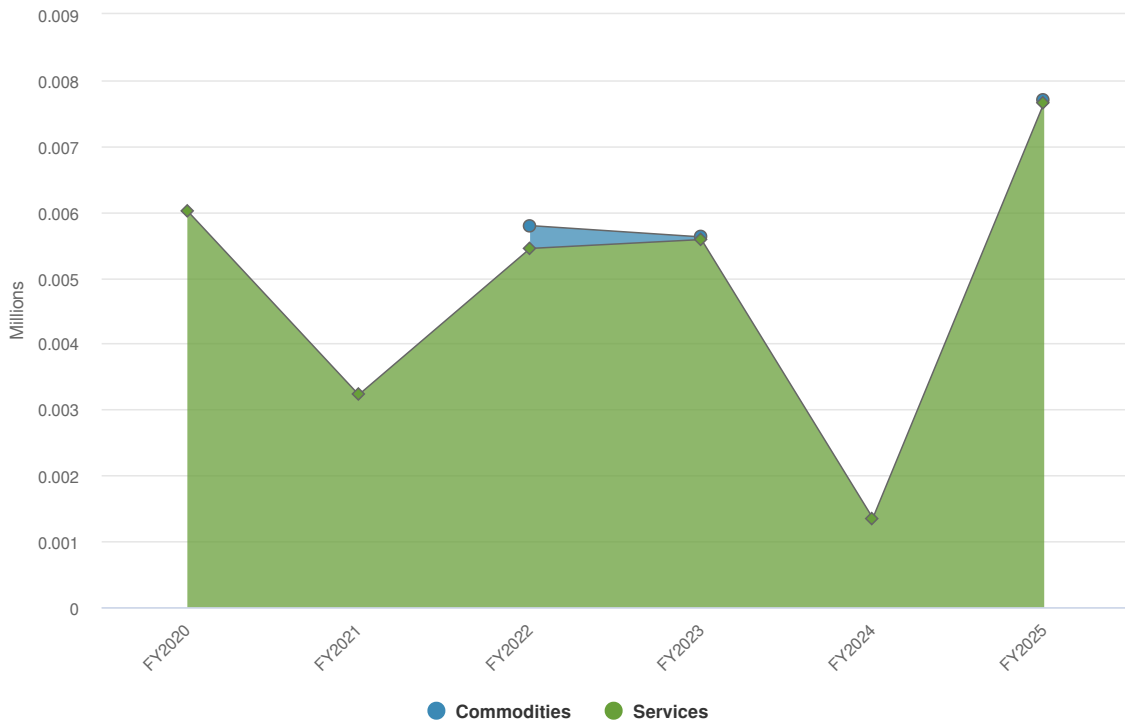


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Overtime	10117003-511004	\$1,200	\$0				\$0
Total Wages:		\$1,200	\$0				\$0
Services							
Stipends Boards/Commissions	10117003-530002	\$5,040	\$2,320	\$4,200	\$880	\$4,200	\$4,160
Professional Services	10117003-530111	\$9,310	\$2,310	\$9,310	\$0	\$9,310	\$2,100
Advertising	10117003-538012	\$1,200	\$950	\$1,200	\$471	\$900	\$1,200
Printing Expenses	10117003-538022	\$200	\$0	\$200	\$0	\$200	\$200
Total Services:		\$15,750	\$5,580	\$14,910	\$1,351	\$14,610	\$7,660
Commodities							
Office Materials & Supplies	10117003-540012	\$50	\$40	\$50	\$0	\$50	\$50
Total Commodities:		\$50	\$40	\$50	\$0	\$50	\$50
Total Expense Objects:		\$17,000	\$5,619	\$14,960	\$1,351	\$14,660	\$7,710



Facilities

Mark Russo
Facilities Director

Department Headcount (FTE)

Facilities Department	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./(Decr.) Over Prior Year
Total Personnel	10.70	11.70	12.23	12.23	0.00

Organizational Chart



Mission Statement & Primary Functions

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 the formal Facilities Department has been occurring for the last several years and continues to be an ongoing process regarding the supplies, materials, and services.

This account includes the salaries and personnel costs for Facility Department employees that are budgeted within the General Fund. Facility maintenance costs, other than for Town Hall, remained allocated to other departments. For the past two budget cycles 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 charge back 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
- 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 2023 - 2024 Priorities

Priorities	Town Council Goals & Obj
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 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Obj
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 Department 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



Performance Measurements

Description	FY 2022-	FY 2023-	FY 2024-	Town Council
	2023	2024	2025	
	Actual	Projected	Anticipated	Goals & Obj
Number of buildings maintained	18	18	18	FI
Avg # of service requests per month	120	140	150	FI
State required safety inspections	57	57	57	FI
Surplus/Obsolete items auctioned	79	87	50	TBF
Total FOB access points	43	43	50	FI
Sustainability Committee meetings	12	12	12	SNR / CEPP

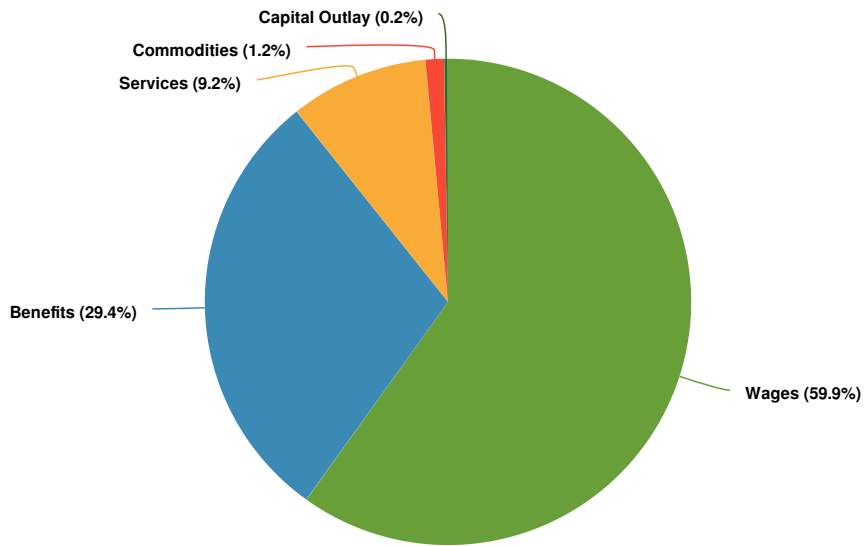
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$595,311	\$596,792	\$632,514	\$339,532	\$615,731	\$665,717
Benefits		\$257,660	\$225,050	\$287,403	\$149,937	\$285,217	\$326,712
Services		\$98,575	\$98,053	\$100,520	\$46,811	\$20,150	\$102,256
Capital Outlay		\$1,692	\$26,682	\$3,370	\$3,023	\$3,472	\$2,706
Commodities		\$11,150	\$15,595	\$12,500	\$7,216	\$12,300	\$13,800
Total General Fund:		\$964,388	\$962,173	\$1,036,307	\$546,520	\$936,870	\$1,111,191

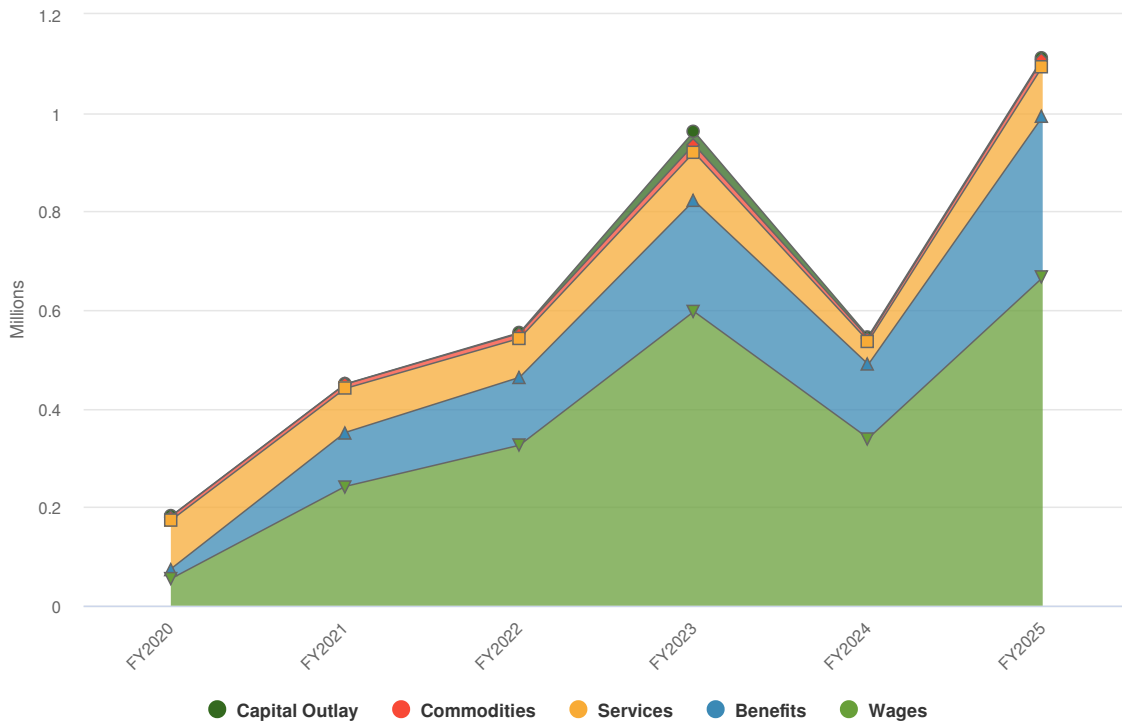


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10118001-511001	\$513,419	\$453,881	\$551,717	\$295,749	\$557,477	\$588,793
Part-Time Salaries	10118001-511002	\$58,272	\$68,417	\$61,073	\$28,938	\$41,157	\$62,586
Overtime	10118001-511004	\$3,000	\$3,689	\$3,000	\$2,960	\$3,457	\$4,600
Retirement/Vacation Reimb.	10118001-511005	\$0	\$51,910			\$1,756	\$0
Longevity	10118001-511006	\$20,620	\$18,896	\$16,724	\$11,884	\$11,884	\$9,738
Total Wages:		\$595,311	\$596,792	\$632,514	\$339,532	\$615,731	\$665,717
Benefits							
FICA	10118001-522250	\$44,130	\$44,913	\$46,760	\$25,007	\$47,810	\$49,870
Municipal Employees Retirement	10118001-522300	\$75,696	\$69,124	\$79,265	\$42,341	\$78,408	\$86,181
State Retirement Defined Cont.	10118001-522301	\$6,219	\$5,606	\$6,390	\$3,578	\$6,613	\$7,248
Medical Insur-Active Employees	10118001-522818	\$109,751	\$85,879	\$129,905	\$68,004	\$135,633	\$155,882
Dental Insur-Active Employees	10118001-522822	\$7,560	\$5,011	\$6,257	\$3,349	\$6,164	\$7,787
Insurance Buyback	10118001-522840	\$8,250	\$10,671	\$12,500	\$4,413	\$8,336	\$8,500
Life Insurance	10118001-522850	\$1,254	\$937	\$1,326	\$666	\$1,753	\$1,224
Travel Expenses	10118001-538014	\$1,300	\$462	\$1,300	\$171	\$500	\$700
Educational Expenses	10118001-538016	\$500	\$0	\$500	\$0		\$500
Uniforms And Other Clothing	10118001-540038	\$3,000	\$2,446	\$3,200	\$2,408		\$8,820
Total Benefits:		\$257,660	\$225,050	\$287,403	\$149,937	\$285,217	\$326,712
Services							
Refuse Disposal	10118001-530014	\$1,300	\$1,247	\$1,495	\$733		\$1,695
Copy Machine Services	10118001-530064	\$9,500	\$7,796	\$9,500	\$3,325		\$9,500
Professional Services	10118001-530111	\$500	\$12,414	\$500	\$474		\$950
Employee Training	10118001-530801		\$0		\$0		\$1,375
Telephone	10118001-532000	\$5,550	\$2,576	\$5,550	\$1,282		\$5,486
Fuel - Oil	10118001-532002	\$1,500	\$2,254	\$2,000	\$6		\$2,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Electricity	10118001-532004	\$21,500	\$25,119	\$21,500	\$11,270		\$21,500
Natural Gas	10118001-532008	\$11,000	\$6,981	\$11,000	\$5,084		\$11,000
Wastewater Fees	10118001-532010	\$500	\$794	\$800	\$843		\$850
Water Fees	10118001-532012	\$1,000	\$1,070	\$1,000	\$432		\$1,000
Motor Vehicles Maintenance	10118001-534010	\$0	\$1,500	\$1,500	\$0		\$1,500
Computer/Software Maintenance	10118001-534016	\$4,500	\$0				\$0
Asset Management Software	10118001-534017	\$0	\$4,392	\$4,500	\$4,408		\$4,500
Maintenance Of Buildings	10118001-534020	\$14,625	\$12,987	\$14,325	\$5,485		\$14,000
Advertising	10118001-538012	\$100	\$101	\$150	\$79	\$150	\$200
Postage	10118001-538020	\$27,000	\$18,822	\$26,700	\$13,391	\$20,000	\$26,700
Total Services:		\$98,575	\$98,053	\$100,520	\$46,811	\$20,150	\$102,256
Capital Outlay							
Non-Major Technology Reserve	10118001-530044	\$1,342	\$1,342	\$2,920	\$3,023	\$3,022	\$2,206
Janitorial Equipment	10118001-550016	\$350	\$340	\$450	\$0	\$450	\$500
Transfer To Other Funds	10118001-590999	\$0	\$25,000				\$0
Total Capital Outlay:		\$1,692	\$26,682	\$3,370	\$3,023	\$3,472	\$2,706
Commodities							
Office Materials & Supplies	10118001-540012	\$1,700	\$2,187	\$2,000	\$1,830	\$2,000	\$2,100
Janitorial Materials & Supp	10118001-540014	\$2,200	\$2,067	\$2,200	\$1,017	\$2,200	\$2,300
Elect Materials & Supplies	10118001-540018	\$250	\$233	\$250	\$42	\$250	\$250
Agri Materials & Supplies	10118001-540022	\$300	\$0	\$300	\$62	\$300	\$300
Chemicals And Gases	10118001-540024	\$100	\$248	\$300	\$0	\$250	\$300
Bldg & Const Materials & Supp	10118001-540026	\$500	\$949	\$750	\$223	\$750	\$750
Motor Vehicle Materials & Supp	10118001-540028	\$1,600	\$4,825	\$1,600	\$1,666	\$1,600	\$1,800
General Hardware & Tools	10118001-540032	\$600	\$898	\$600	\$257	\$500	\$1,000
Fuels And Lubricants	10118001-540040	\$2,400	\$3,913	\$3,000	\$1,895	\$3,000	\$3,500



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
HVAC Materials & Supplies	10118001-540050	\$500	\$175	\$500	\$0	\$450	\$500
Miscellaneous Expenses	10118001-580100	\$1,000	\$100	\$1,000	\$224	\$1,000	\$1,000
Total Commodities:		\$11,150	\$15,595	\$12,500	\$7,216	\$12,300	\$13,800
Total Expense Objects:		\$964,388	\$962,173	\$1,036,307	\$546,520	\$936,870	\$1,111,191



Public Safety

The Departments that Make up the Public Safety portion of the Town's Operating Budget is as follows:

- Police Department
- Police Civilians
- Emergency management
- Dispatchers
- Animal Control - Road
- Animal Control - Shelter
- Communications Department
- Emergency Medical Services

Department Headcount (FTE)

Public Safety	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./((Decr.) Over Prior Year
Total Personnel	99.25	104.85	100.78	102.78	2.00



Police Department

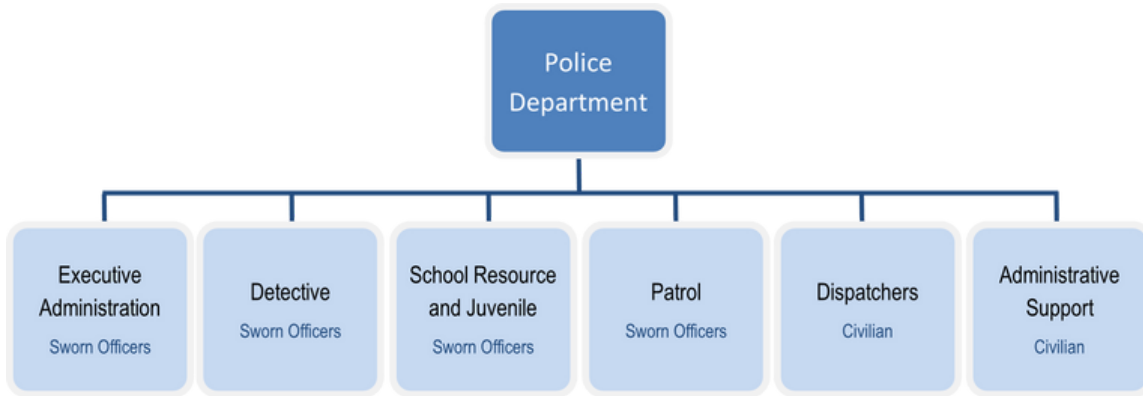
Matthew Moynihan

Police Chief

Department Headcount (FTE)

Police Department	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Sworn Officers	56.00	58.00	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
Animal Welfare	4.40	3.43	3.43	3.43	0.00

Organizational Chart



Mission Statement & Primary Functions

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.



FY 2023 - 2024 Priorities

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 active list for the rank of Sergeant and promptly fill vacancies as they occur	PPS / TBF
Conduct rolling 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; collaborate with Fit2Serve to provide support and prepare recruits for a career with SKPD	PPS
Maintain School Resource Officer (SRO) program; supported through partnership with School Department	PPS / ET / TBF
Continue with training of the police compassion canine assigned to the Community Resource Officer (CRO); foster community-based outreach programs that offer community members the opportunity to regularly engage police officers and departmental leaders	PPS / VUR
With the aid of grant funding, continue to 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 / TBF
Activate the Community Service Officer (CSO) Program, consisting of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs are unarmed and provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. CSOs assist with enforcing parking violations and acting as a force multiplier for the police department. They conduct foot and bicycle patrols and provide additional resources to the department. This program provides the CSOs with training and exposure to careers in law enforcement and will assist with the department's recruitment efforts	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
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; continue leveraging the use of police scheduling software to improve the processes of routine scheduling, time-off requests, and filling overtime and traffic details; develop online access to various law enforcement resources, to include concealed gun permit applications, VIN verification checks and fingerprint/ background checks for residents and SK business owners	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	PPS / VUR
Continue to work collaboratively with SK Communications Consortium (SKCC) to maintain and address any interoperability issues with the 400 MHz town-wide radio communications system, while maintaining state-wide interoperability through the 800 MHz system	PPS / TBF
Continue with Body Worn Camera pilot program and ensure all uniformed officers are equipped with Body Worn Cameras through available Federal/ State Grant funding	TBF
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 in partnership with Finance Department to prepare bid specifications and complete acquisitions for police equipment budgeted for replacement in FY 2023-2024	TBF
Collaborate with the Facilities Superintendent to plan for future facilities improvements and upgrades as needed	FI / SNR



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

FY 2024 - 2025 Priorities

Proposed 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 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	PPS / URI / SCH / VUR / CEPP
· 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	
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
Continue to participate in statewide body worn camera program funded by a federal grant for a period of five (5) years	PPS / VUR / TBF
Re-activate the Community Service Officer (CSO) Program, consisting of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs are unarmed and provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. CSOs assist with enforcing parking violations and acting as a force multiplier for the police department. They conduct foot and bicycle patrols and provide additional resources to the department. This program provides the CSOs with training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.	PPS / TTS / TBF / CEPP
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
Prepare and submit FY 2025-2026 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	TBF



Performance Measurements

Description	FY 2021-	FY 2022-	FY 2023-	FY 2024-	Town Council Goals & Obj
	2022 Actual	2023 Actual	2024 Projected	2025 Anticipated	
Total Number of Sworn Officers	56	58	58	58	PPS
Sworn Officers – Patrol / School Resource Officer (SRO)	2	2	2	2	PPS / ET
Sworn Officers – Patrol / Community Resource Officer (CRO)	1	1	2	2	PPS / VUR
Sworn Officers – Detective	7	7	7	7	PPS
Sworn Officers – Administrative	8	8	9	9	PPS
Dispatchers	8.4	8.4	8.4	8.4	PPS
Civilian Admin Support Staff	7	7	7	7	PPS
Calls for Service	48,025	45,741	50,000	50,000	PPS
Calls Handled by SRO	88	74	80	80	PPS / ET
SRO Dedicated Hours	2,880	2,880	2,880	2,880	PPS / ET
Total Number of Auto Accidents	928	863	900	900	PPS
Auto Accidents with Injury	173	209	180	180	PPS
UCR* offenses – all offenses within <i>Major Crime Classifications</i>	220	300	300	300	PPS
UCR ¹ offenses – DUI Arrest	98	88	95	95	PPS
UCR ¹ offenses – Adult Arrest	355	401	400	400	PPS
UCR ¹ offenses – Juvenile Arrest	20	25	25	25	PPS

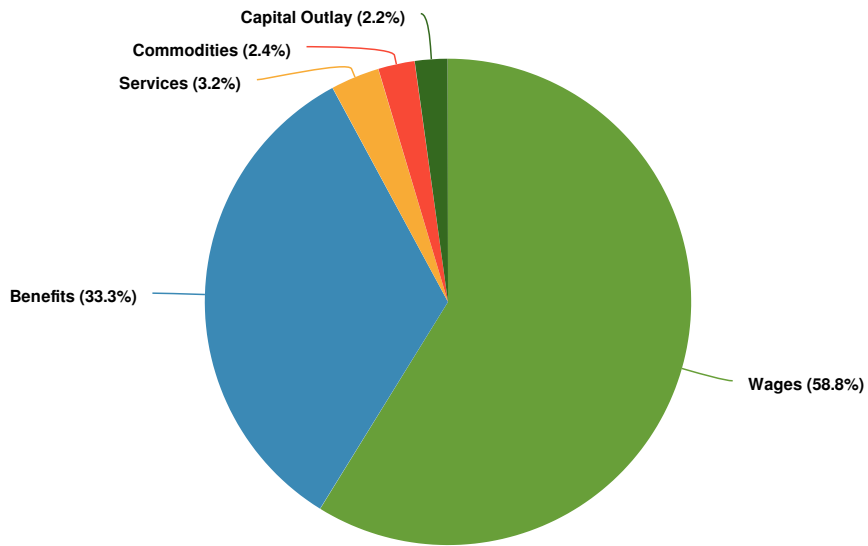
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$5,335,790	\$5,315,444	\$5,963,856	\$2,997,576	\$5,948,856	\$6,115,288
Benefits		\$3,088,882	\$2,972,886	\$3,382,337	\$1,832,550	\$3,369,638	\$3,462,476
Services		\$298,893	\$261,900	\$307,917	\$126,892	\$310,745	\$336,484
Capital Outlay		\$179,821	\$305,617	\$214,460	\$10,866	\$214,460	\$226,505
Commodities		\$242,298	\$215,345	\$252,098	\$101,518	\$254,698	\$254,499
Total General Fund:		\$9,145,684	\$9,071,192	\$10,120,668	\$5,069,403	\$10,098,397	\$10,395,253

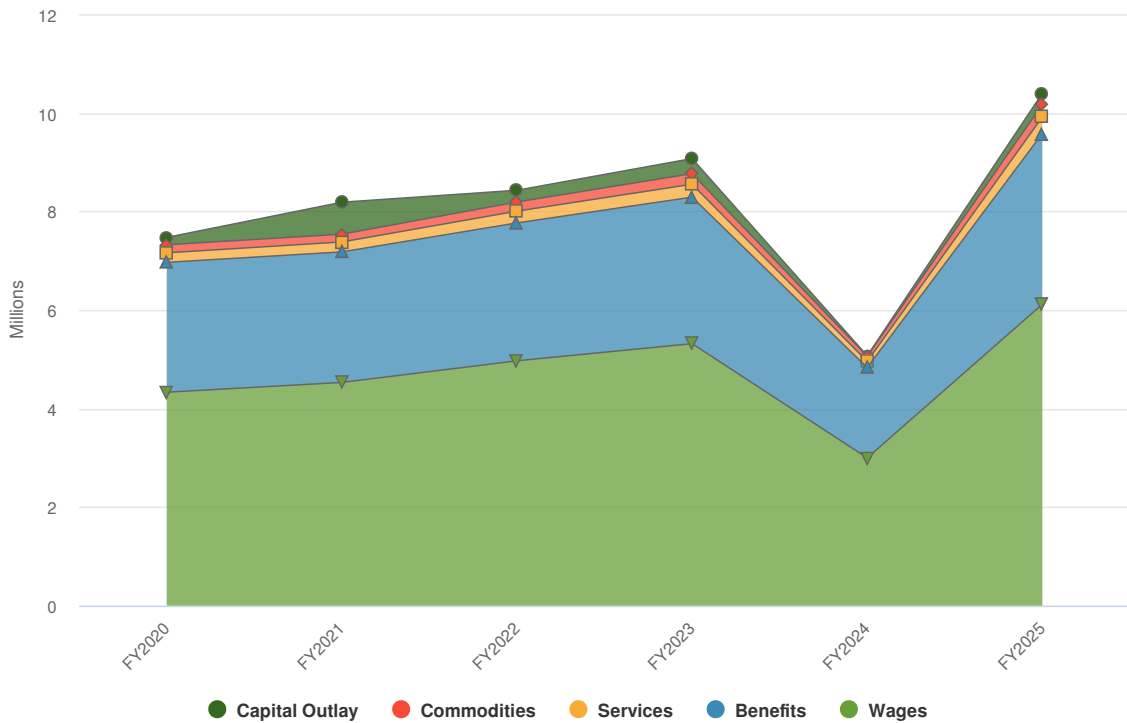


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10120001-511001	\$4,411,899	\$4,226,364	\$4,734,515	\$2,492,878	\$4,719,515	\$4,889,772
Overtime	10120001-511004	\$640,000	\$773,195	\$510,000	\$181,005	\$510,000	\$525,000
Retirement/Vacation Reimb.	10120001-511005	\$50,000	\$40,912	\$50,000	\$3,185	\$50,000	\$0
Longevity	10120001-511006	\$233,891	\$201,469	\$275,806	\$131,297	\$275,806	\$293,737
Vacation & Sick	10120001-511009	\$0	\$53,625	\$130,000	\$0	\$130,000	\$130,000
Holiday	10120001-511010	\$0	\$19,879	\$263,535	\$189,212	\$263,535	\$276,779
Total Wages:		\$5,335,790	\$5,315,444	\$5,963,856	\$2,997,576	\$5,948,856	\$6,115,288
Benefits							
FICA	10120001-522250	\$390,762	\$380,735	\$421,186	\$212,232	\$421,186	\$443,198
Police Retirement	10120001-522302	\$1,278,522	\$1,225,812	\$1,364,703	\$767,054	\$1,364,703	\$1,377,445
Medical Insur-Active Employees	10120001-522818	\$803,787	\$806,129	\$947,804	\$486,321	\$947,804	\$981,336
Medical Insur-Retirees	10120001-522820	\$374,519	\$369,025	\$394,856	\$234,561	\$394,856	\$394,856
Dental Insur-Active Employees	10120001-522822	\$46,011	\$39,813	\$41,619	\$20,581	\$41,619	\$41,922
Dental Insur-Retirees	10120001-522824	\$5,094	\$4,451	\$4,629	\$2,610	\$4,629	\$4,629
Insurance Buyback	10120001-522840	\$18,500	\$17,656	\$28,750	\$15,425	\$28,750	\$33,000
Life Insurance	10120001-522850	\$6,612	\$5,643	\$5,916	\$3,426	\$5,916	\$5,916
Travel Expenses	10120001-538014	\$175	\$100	\$175	\$0	\$175	\$175
Educational Expenses	10120001-538016	\$102,600	\$51,803	\$107,700	\$42,817	\$88,000	\$106,700
Uniforms And Other Clothing	10120001-540038	\$62,300	\$71,718	\$65,000	\$47,524	\$72,000	\$73,300
Total Benefits:		\$3,088,882	\$2,972,886	\$3,382,337	\$1,832,550	\$3,369,638	\$3,462,476
Services							
Cleaning Services	10120001-530012	\$10,000	\$9,715	\$10,000	\$4,794	\$11,500	\$11,500
Refuse Disposal	10120001-530014	\$2,975	\$3,079	\$3,423	\$1,687	\$3,575	\$3,775
Medical Services	10120001-530024	\$750	\$660	\$600	\$0	\$600	\$650
Copy Machine Services	10120001-530064	\$3,344	\$3,077	\$4,048	\$2,026	\$4,048	\$4,048



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Internet Access	10120001-530066	\$4,636	\$3,811	\$5,850	\$2,176	\$5,850	\$5,850
Professional Services	10120001-530111	\$35,500	\$33,465	\$24,325	\$8,207	\$24,250	\$27,500
Employee Training	10120001-530801		\$0		\$0		\$7,625
Telephone	10120001-532000	\$25,345	\$22,356	\$28,345	\$10,733	\$28,345	\$29,322
Electricity	10120001-532004	\$62,480	\$59,186	\$62,480	\$29,559	\$60,720	\$64,381
Natural Gas	10120001-532008	\$14,784	\$15,332	\$14,784	\$5,987	\$18,480	\$17,600
Wastewater Fees	10120001-532010	\$792	\$951	\$1,056	\$1,079	\$1,079	\$1,144
Water Fees	10120001-532012	\$2,816	\$2,716	\$2,992	\$1,310	\$2,992	\$3,080
Motor Vehicles Maintenance	10120001-534010	\$25,000	\$10,857	\$25,000	-\$2,064	\$25,000	\$25,000
Commun Equip. Maintenance	10120001-534012	\$5,160	\$382	\$4,730	\$253	\$4,730	\$4,730
Office Equipment Maintenance	10120001-534014	\$10,041	\$9,126	\$7,688	\$2,447	\$6,880	\$7,396
Computer/Software Maintenance	10120001-534016	\$71,301	\$63,123	\$86,052	\$53,751	\$86,052	\$95,730
Maintenance Of Buildings	10120001-534020	\$18,040	\$18,867	\$20,680	\$3,890	\$20,680	\$20,680
Advertising	10120001-538012	\$125	\$60	\$260	\$0	\$260	\$260
Postage	10120001-538020	\$1,800	\$1,091	\$1,300	\$11	\$1,300	\$1,300
Printing Expenses	10120001-538022	\$1,848	\$1,665	\$1,848	\$44	\$1,848	\$1,848
Rents	10120001-538028	\$156	\$156	\$156	\$117	\$156	\$165
Licenses And Dues	10120001-538030	\$2,000	\$2,225	\$2,300	\$885	\$2,400	\$2,900
Total Services:		\$298,893	\$261,900	\$307,917	\$126,892	\$310,745	\$336,484
Capital Outlay							
Non-Major Technology Reserve	10120001-530044	\$57,671	\$57,671	\$58,510	\$0	\$58,510	\$70,555
Computer Equipment	10120001-550002			\$18,900	\$6,266	\$18,900	\$4,200
Motor Vehicles	10120001-550012	\$115,000	\$242,569	\$115,000	\$0	\$115,000	\$115,000
Janitorial Equipment	10120001-550016	\$400	\$389	\$400	\$0	\$400	\$400
Safety Related Equipment	10120001-550024	\$5,750	\$4,988	\$19,450	\$4,601	\$19,450	\$26,250
Furniture And Furnishings	10120001-550026	\$1,000	\$0	\$1,000	\$0	\$1,000	\$8,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Photographic Equipment	10120001-550028			\$1,200	\$0	\$1,200	\$2,100
Total Capital Outlay:		\$179,821	\$305,617	\$214,460	\$10,866	\$214,460	\$226,505
Commodities							
Office Materials & Supplies	10120001-540012	\$2,552	\$2,356	\$2,552	\$1,395	\$2,552	\$2,552
Janitorial Materials & Supp	10120001-540014	\$5,808	\$4,372	\$5,808	\$1,779	\$5,808	\$5,984
Elect Materials & Supplies	10120001-540018	\$1,320	\$835	\$1,320	\$0	\$1,320	\$1,320
Books And Publications	10120001-540020	\$3,200	\$1,852	\$3,200	\$1,408	\$2,500	\$2,500
Chemicals And Gases	10120001-540024	\$4,500	\$4,438	\$4,500	\$49	\$4,500	\$4,500
Bldg & Const Materials & Supp	10120001-540026	\$1,478	\$1,156	\$1,478	\$862	\$1,478	\$1,478
Motor Vehicle Materials & Supp	10120001-540028	\$34,750	\$26,498	\$34,750	\$16,997	\$34,750	\$34,750
Medical & Lab Materials & Supp	10120001-540030	\$1,800	\$1,205	\$1,600	\$262	\$1,400	\$1,400
General Hardware & Tools	10120001-540032	\$440	\$130	\$440	\$79	\$440	\$440
Fuels And Lubricants	10120001-540040	\$135,200	\$116,775	\$136,000	\$57,806	\$139,500	\$137,000
Photographic Materials & Supp	10120001-540052	\$575	\$374	\$575	\$136	\$575	\$575
Safety Related Mat & Supp	10120001-540058	\$31,475	\$36,379	\$34,500	\$16,064	\$34,500	\$34,500
Employee Retention Initiatives	10120001-540064			\$2,000	\$0	\$2,000	\$2,000
Miscellaneous Expenses	10120001-580100	\$19,200	\$18,975	\$23,375	\$4,681	\$23,375	\$25,500
Total Commodities:		\$242,298	\$215,345	\$252,098	\$101,518	\$254,698	\$254,499
Total Expense Objects:		\$9,145,684	\$9,071,192	\$10,120,668	\$5,069,403	\$10,098,397	\$10,395,253



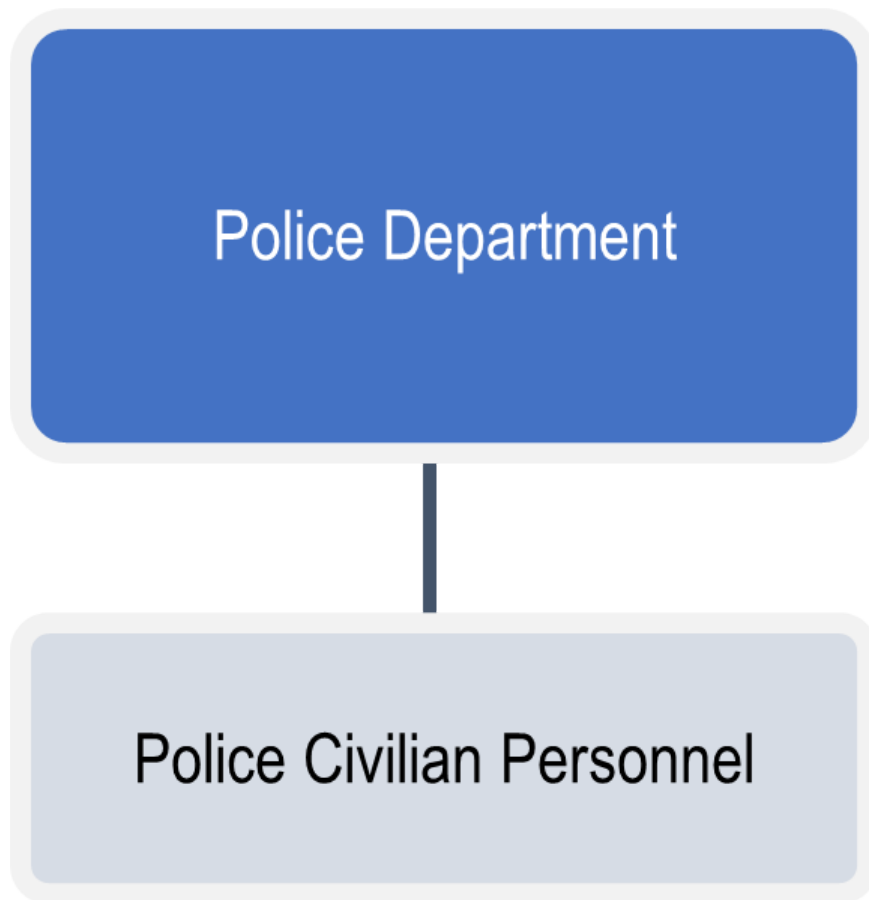
Police Civilians

Matthew Moynihan
Police Chief

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

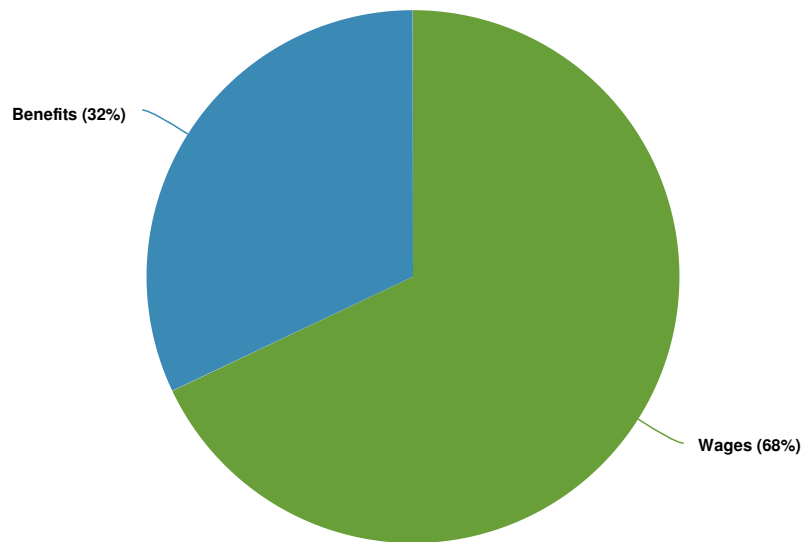


Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$408,239	\$420,940	\$458,836	\$240,612	\$445,932	\$464,862
Benefits		\$191,839	\$192,923	\$204,875	\$98,585	\$204,875	\$219,177
Total General Fund:		\$600,078	\$613,863	\$663,711	\$339,197	\$650,807	\$684,039



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10120002-511001	\$382,238	\$382,206	\$389,341	\$186,314	\$369,343	\$398,655
Seasonal Salaries	10120002-511003	\$0	\$9,843	\$38,620	\$18,122	\$38,620	\$38,620
Overtime	10120002-511004	\$2,000	\$4,891	\$5,264	\$3,472	\$5,264	\$5,000
Retirement/Vacation Reimb.	10120002-511005			\$0	\$9,233	\$9,234	\$0
Longevity	10120002-511006	\$24,001	\$24,001	\$25,611	\$23,470	\$23,471	\$22,587
Total Wages:		\$408,239	\$420,940	\$458,836	\$240,612	\$445,932	\$464,862
Benefits							
FICA	10120002-522250	\$29,223	\$30,258	\$32,991	\$17,444	\$32,991	\$34,506
State Retirement Defined Bene	10120002-522300	\$51,916	\$51,883	\$52,485	\$26,386	\$52,486	\$54,911
State Retirement Defined Cont.	10120002-522301	\$3,604	\$3,603	\$3,687	\$1,762	\$3,687	\$4,882
Medical Insur-Active Employees	10120002-522818	\$101,069	\$101,788	\$110,338	\$50,458	\$110,338	\$118,706
Dental Insur-Active Employees	10120002-522822	\$5,229	\$4,677	\$4,659	\$2,170	\$4,659	\$5,458
Life Insurance	10120002-522850	\$798	\$714	\$714	\$366	\$714	\$714
Total Benefits:		\$191,839	\$192,923	\$204,875	\$98,585	\$204,875	\$219,177
Total Expense Objects:		\$600,078	\$613,863	\$663,711	\$339,197	\$650,807	\$684,039



Emergency Management

Matthew Moynihan
Police Chief

Organizational Chart

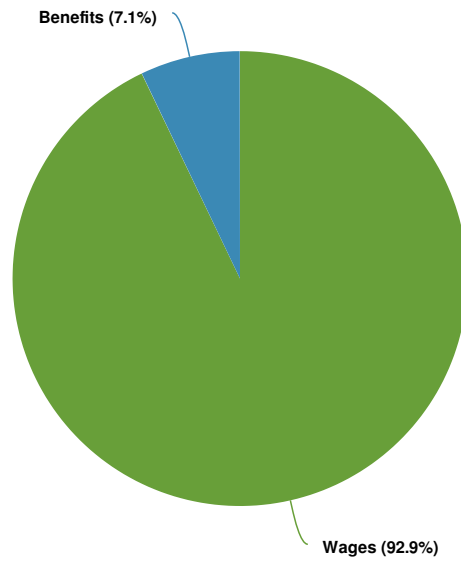


Expenditures by Fund

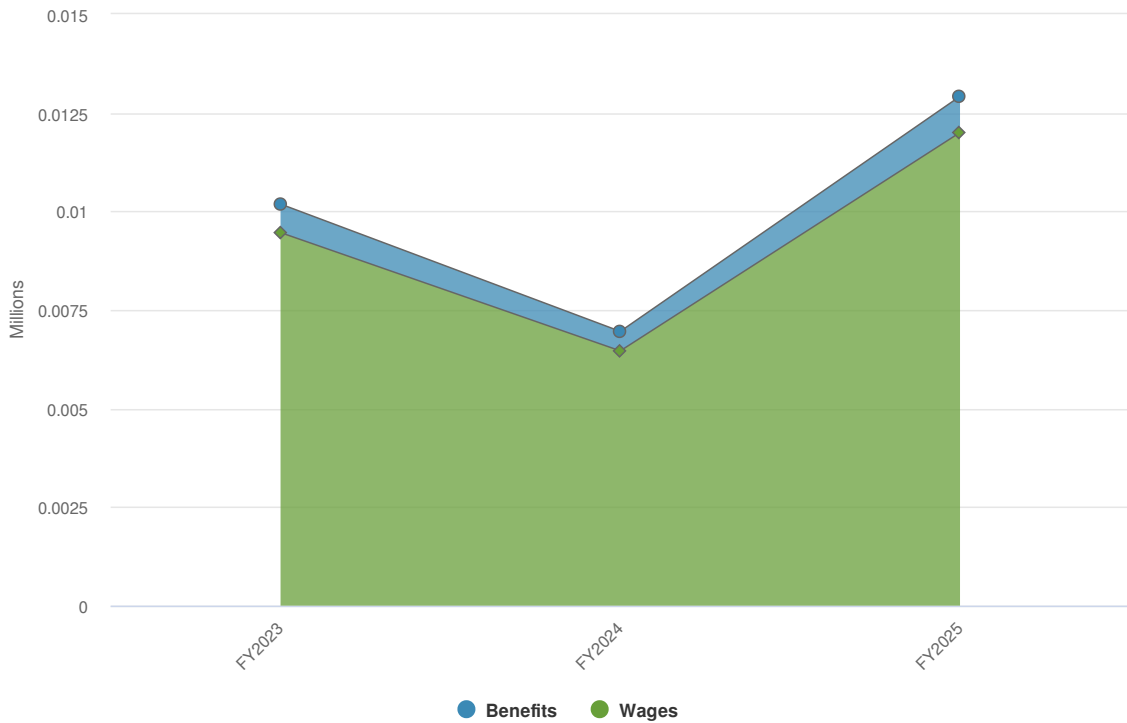
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$0	\$9,462	\$12,000	\$6,462	\$12,000	\$12,000
Benefits		\$0	\$724	\$918	\$494	\$918	\$918
Total General Fund:		\$0	\$10,185	\$12,918	\$6,956	\$12,918	\$12,918

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



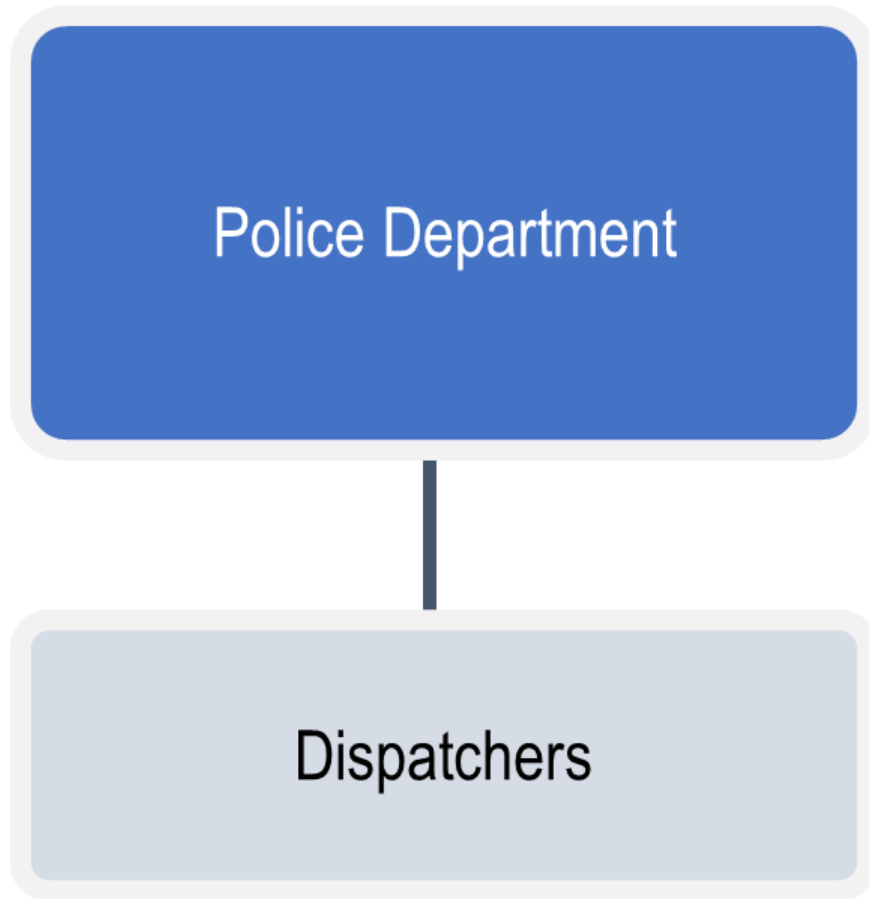
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10120004- 511001	\$0	\$9,462	\$12,000	\$6,462	\$12,000	\$12,000
Total Wages:		\$0	\$9,462	\$12,000	\$6,462	\$12,000	\$12,000
Benefits							
FICA	10120004- 522250	\$0	\$724	\$918	\$494	\$918	\$918
Total Benefits:		\$0	\$724	\$918	\$494	\$918	\$918
Total Expense Objects:		\$0	\$10,185	\$12,918	\$6,956	\$12,918	\$12,918



Dispatchers

Matthew Moynihan
Police Chief

Organizational Chart

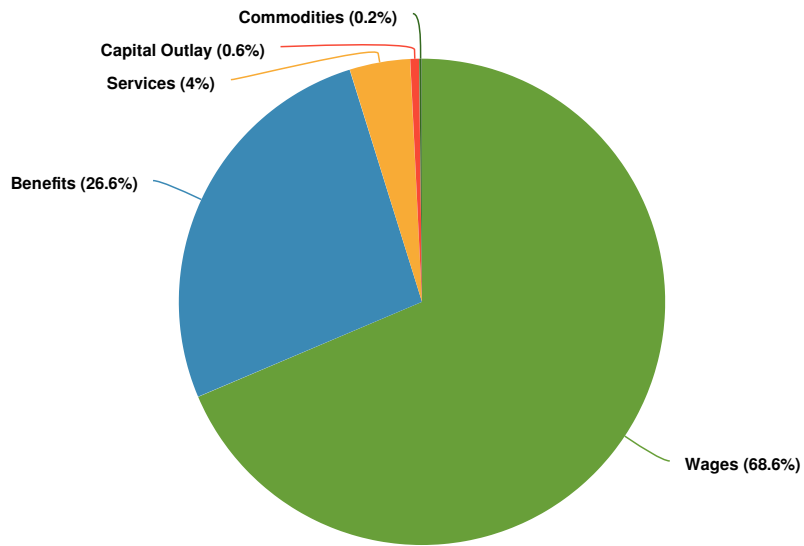


Expenditures by Fund

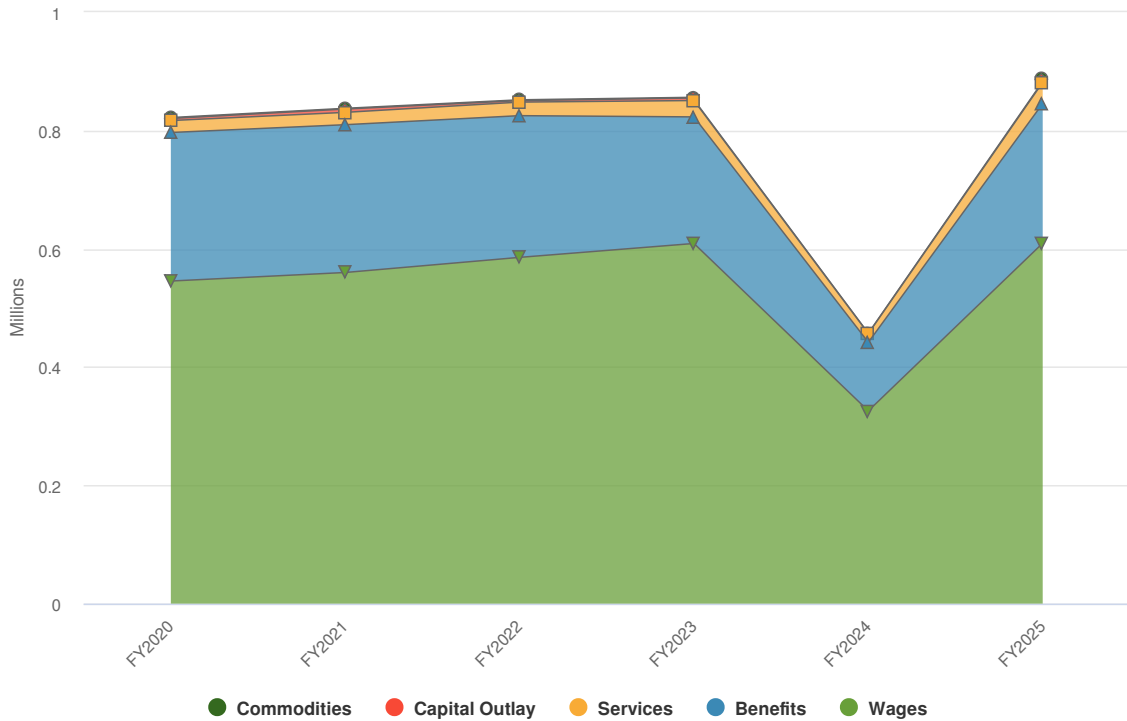
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$591,516	\$608,912	\$593,218	\$325,904	\$596,579	\$609,410
Benefits		\$242,458	\$214,017	\$218,587	\$115,866	\$218,587	\$236,109
Services		\$29,648	\$27,668	\$32,175	\$14,805	\$32,233	\$35,832
Capital Outlay		\$4,285	\$4,285	\$4,148	\$0	\$4,148	\$5,170
Commodities		\$1,582	\$1,207	\$1,582	\$564	\$1,582	\$1,606
Total General Fund:		\$869,489	\$856,089	\$849,710	\$457,139	\$853,129	\$888,128

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10120050-511001	\$431,600	\$403,443	\$435,884	\$234,122	\$435,884	\$446,349
Part-Time Salaries	10120050-511002	\$21,550	\$18,887	\$21,065	\$10,388	\$21,065	\$21,700
Overtime	10120050-511004	\$125,000	\$172,626	\$125,000	\$66,763	\$125,000	\$130,000
Retirement/Vacation Reimb.	10120050-511005	\$0	\$2,687	\$0	\$3,361	\$3,361	\$0
Longevity	10120050-511006	\$13,366	\$11,269	\$11,269	\$11,269	\$11,269	\$11,361
Total Wages:		\$591,516	\$608,912	\$593,218	\$325,904	\$596,579	\$609,410
Benefits							
FICA	10120050-522250	\$43,805	\$45,762	\$44,328	\$24,500	\$44,328	\$45,878
Municipal Employees Retirement	10120050-522300	\$56,653	\$53,662	\$58,190	\$31,714	\$58,190	\$59,526
State Retirement Defined Cont.	10120050-522301	\$5,006	\$4,743	\$5,205	\$2,797	\$5,205	\$5,121
Medical Insur-Active Employees	10120050-522818	\$92,118	\$68,129	\$71,104	\$35,235	\$71,104	\$78,830
Medical Insur-Retirees	10120050-522820	\$32,340	\$30,622	\$24,927	\$16,145	\$24,927	\$24,927
Dental Insur-Active Employees	10120050-522822	\$4,467	\$3,195	\$3,357	\$1,486	\$3,357	\$3,253
Insurance Buyback	10120050-522840	\$0	\$2,918	\$4,000	\$3,141	\$4,000	\$4,000
Life Insurance	10120050-522850	\$544	\$461	\$551	\$287	\$551	\$551
Travel Expenses	10120050-538014	\$25	\$0	\$25	\$0	\$25	\$25
Educational Expenses	10120050-538016	\$3,500	\$1,289	\$2,900	\$12	\$2,900	\$10,000
Uniforms And Other Clothing	10120050-540038	\$4,000	\$3,238	\$4,000	\$550	\$4,000	\$4,000
Total Benefits:		\$242,458	\$214,017	\$218,587	\$115,866	\$218,587	\$236,109
Services							
Cleaning Services	10120050-530012	\$500	\$0	\$250	\$0	\$150	\$200
Refuse Disposal	10120050-530014	\$406	\$420	\$467	\$230	\$490	\$515
Copy Machine Services	10120050-530064	\$456	\$420	\$552	\$276	\$552	\$552
Internet Access	10120050-530066	\$633	\$519	\$798	\$297	\$798	\$798
Employee Training	10120050-530801		\$0		\$0		\$2,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Telephone	10120050-532000	\$1,880	\$1,786	\$2,355	\$788	\$2,355	\$2,403
Electricity	10120050-532004	\$8,520	\$8,071	\$8,520	\$4,031	\$8,280	\$8,779
Natural Gas	10120050-532008	\$2,016	\$3,316	\$2,016	\$816	\$2,520	\$2,400
Wastewater Fees	10120050-532010	\$108	\$130	\$144	\$147	\$147	\$156
Water Fees	10120050-532012	\$384	\$370	\$408	\$179	\$408	\$420
Commun Equip. Maintenance	10120050-534012	\$840	\$62	\$770	\$41	\$770	\$770
Office Equipment Maintenance	10120050-534014	\$1,634	\$1,485	\$1,252	\$341	\$1,120	\$1,204
Computer/Software Maintenance	10120050-534016	\$9,559	\$8,303	\$11,571	\$7,122	\$11,571	\$12,563
Maintenance Of Buildings	10120050-534020	\$2,460	\$2,573	\$2,820	\$530	\$2,820	\$2,820
Printing Expenses	10120050-538022	\$252	\$213	\$252	\$6	\$252	\$252
Total Services:		\$29,648	\$27,668	\$32,175	\$14,805	\$32,233	\$35,832
Capital Outlay							
Non-Major Technology Reserve	10120050-530044	\$4,285	\$4,285	\$4,148	\$0	\$4,148	\$5,170
Total Capital Outlay:		\$4,285	\$4,285	\$4,148	\$0	\$4,148	\$5,170
Commodities							
Office Materials & Supplies	10120050-540012	\$348	\$321	\$348	\$190	\$348	\$348
Janitorial Materials & Supp	10120050-540014	\$792	\$596	\$792	\$245	\$792	\$816
Elect Materials & Supplies	10120050-540018	\$180	\$114	\$180	\$0	\$180	\$180
Bldg & Const Materials & Supp	10120050-540026	\$202	\$158	\$202	\$117	\$202	\$202
General Hardware & Tools	10120050-540032	\$60	\$18	\$60	\$11	\$60	\$60
Total Commodities:		\$1,582	\$1,207	\$1,582	\$564	\$1,582	\$1,606
Total Expense Objects:		\$869,489	\$856,089	\$849,710	\$457,139	\$853,129	\$888,128



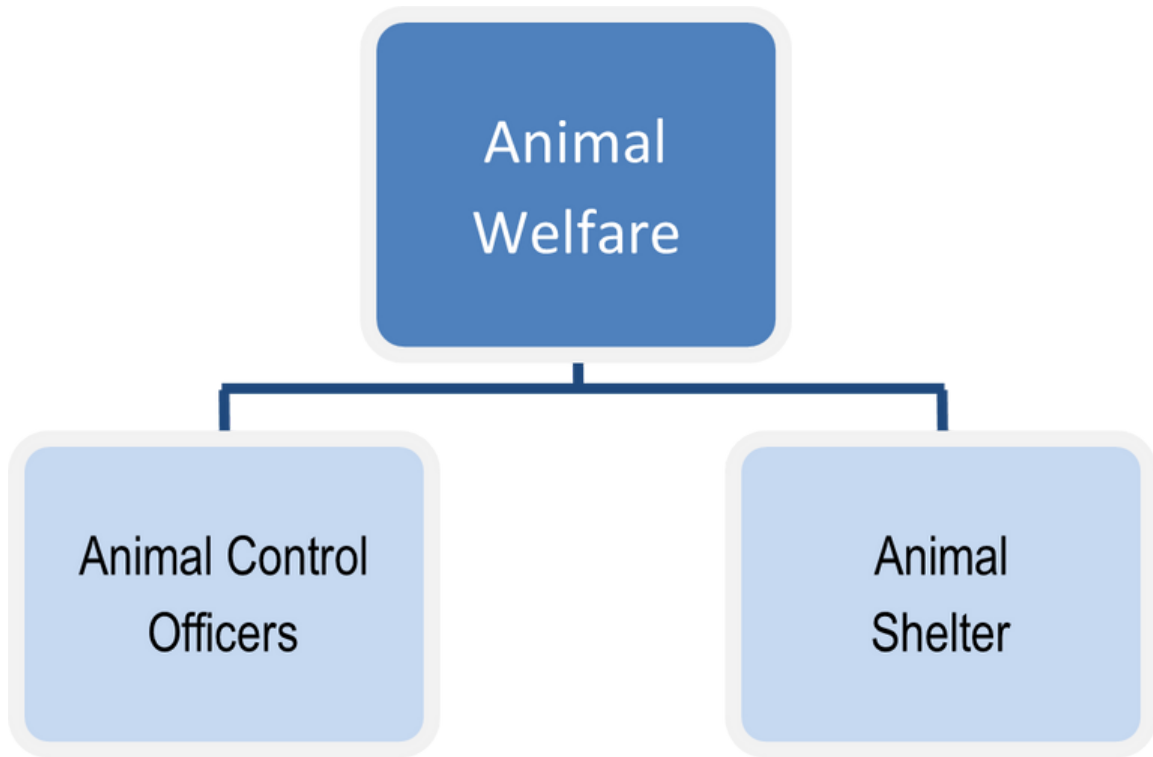
Animal Control - Road

Matthew Moynihan
Police Chief

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

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

Organizational Chart



Mission Statement & Primary Functions

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

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.

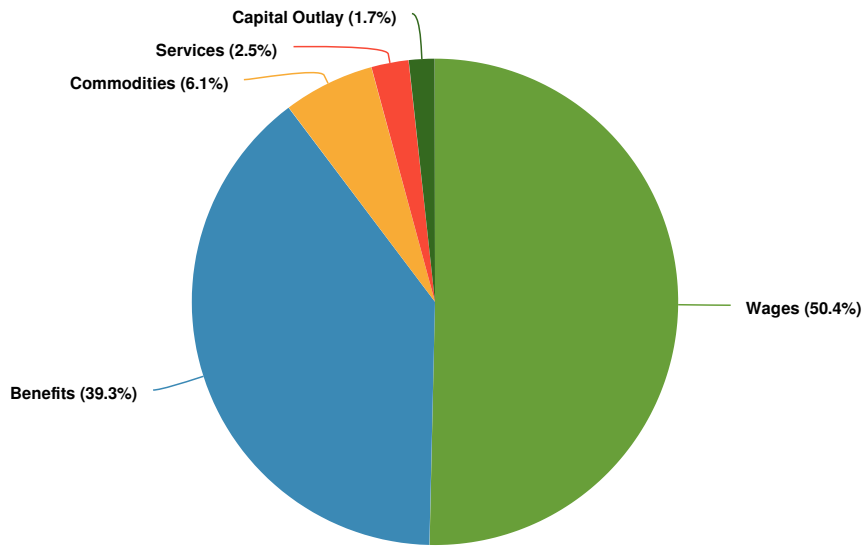
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$67,775	\$50,395	\$69,962	\$29,452	\$53,702	\$53,253
Benefits		\$39,618	\$36,424	\$40,264	\$20,066	\$40,263	\$41,596
Services		\$2,310	\$2,352	\$2,560	\$374	\$2,510	\$2,635
Capital Outlay		\$1,885	\$1,885	\$1,683	\$0	\$1,683	\$1,819
Commodities		\$7,370	\$2,882	\$7,370	\$1,653	\$6,385	\$6,410
Total General Fund:		\$118,958	\$93,937	\$121,839	\$51,545	\$104,543	\$105,713

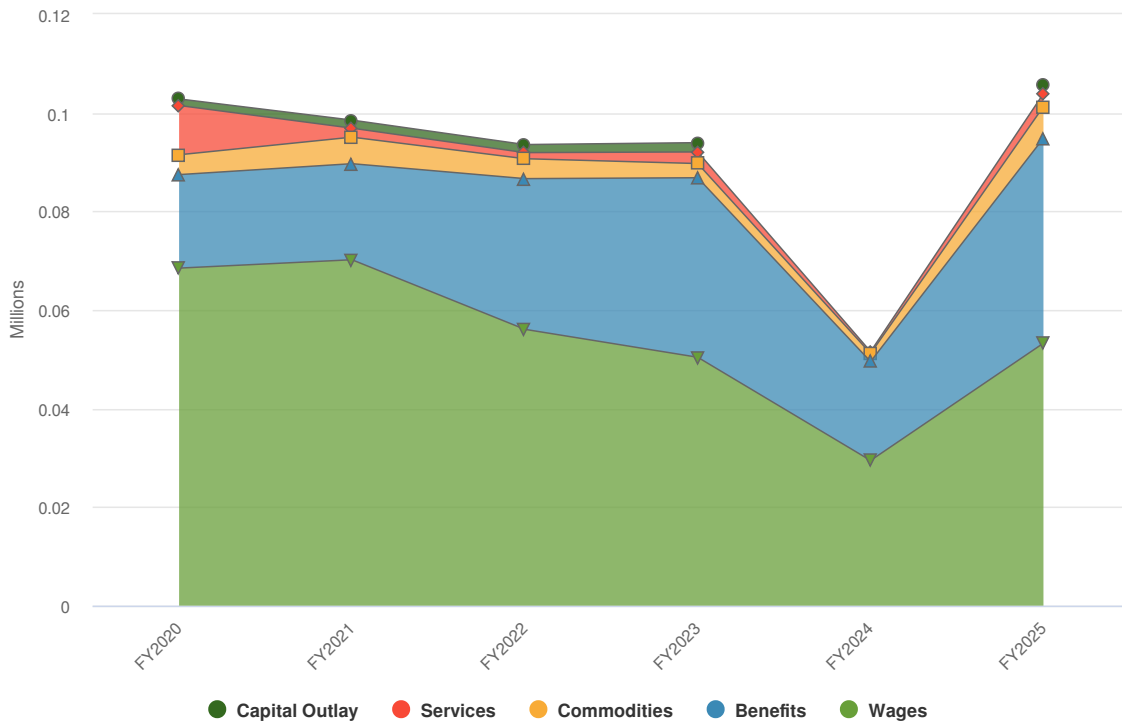


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10120071-511001	\$47,900	\$47,719	\$49,887	\$26,629	\$49,887	\$51,598
Part-Time Salaries	10120071-511002	\$19,025	\$2,253	\$19,075	\$2,435	\$2,436	\$0
Overtime	10120071-511004	\$850	\$422	\$1,000	\$9	\$1,000	\$1,000
Retirement/Vacation Reimb.	10120071-511005			\$0	\$379	\$379	\$0
Longevity	10120071-511006						\$655
Total Wages:		\$67,775	\$50,395	\$69,962	\$29,452	\$53,702	\$53,253
Benefits							
FICA	10120071-522250	\$4,881	\$3,585	\$4,992	\$2,092	\$4,992	\$3,930
Municipal Employees Retirement	10120071-522300	\$6,185	\$6,095	\$6,276	\$3,350	\$6,276	\$6,726
State Retirement Defined Cont.	10120071-522301	\$484	\$477	\$499	\$266	\$499	\$526
Medical Insur-Active Employees	10120071-522818	\$17,742	\$16,635	\$18,846	\$8,435	\$18,846	\$20,768
Medical Insur-Retirees	10120071-522820	\$7,684	\$7,276	\$7,137	\$4,645	\$7,137	\$7,137
Dental Insur-Active Employees	10120071-522822	\$924	\$778	\$852	\$354	\$852	\$848
Life Insurance	10120071-522850	\$68	\$55	\$61	\$29	\$61	\$61
Educational Expenses	10120071-538016	\$1,000	\$645	\$1,000	\$754	\$1,000	\$1,000
Uniforms And Other Clothing	10120071-540038	\$650	\$877	\$600	\$140	\$600	\$600
Total Benefits:		\$39,618	\$36,424	\$40,264	\$20,066	\$40,263	\$41,596
Services							
Cleaning Services	10120071-530012	\$500	\$6	\$250	\$0	\$200	\$200
Employee Training	10120071-530801		\$0		\$0		\$125
Telephone	10120071-532000	\$810	\$774	\$810	\$374	\$810	\$810
Motor Vehicles Maintenance	10120071-534010	\$500	\$1,263	\$1,000	\$0	\$1,000	\$1,000
Printing Expenses	10120071-538022	\$450	\$303	\$450	\$0	\$450	\$450
Licenses And Dues	10120071-538030	\$50	\$6	\$50	\$0	\$50	\$50
Total Services:		\$2,310	\$2,352	\$2,560	\$374	\$2,510	\$2,635



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Capital Outlay							
Non-Major Technology Reserve	10120071-530044	\$1,885	\$1,885	\$1,683	\$0	\$1,683	\$1,819
Total Capital Outlay:		\$1,885	\$1,885	\$1,683	\$0	\$1,683	\$1,819
Commodities							
Motor Vehicle Materials & Supp	10120071-540028	\$1,180	\$67	\$1,180	\$57	\$1,180	\$1,180
General Hardware & Tools	10120071-540032	\$55	\$0	\$55	\$0	\$55	\$55
Fuels And Lubricants	10120071-540040	\$4,785	\$2,667	\$4,785	\$1,597	\$3,800	\$3,825
Safety Related Mat & Supp	10120071-540058	\$350	\$147	\$350	\$0	\$350	\$350
Miscellaneous Expenses	10120071-580100	\$1,000	\$0	\$1,000	\$0	\$1,000	\$1,000
Total Commodities:		\$7,370	\$2,882	\$7,370	\$1,653	\$6,385	\$6,410
Total Expense Objects:		\$118,958	\$93,937	\$121,839	\$51,545	\$104,543	\$105,713



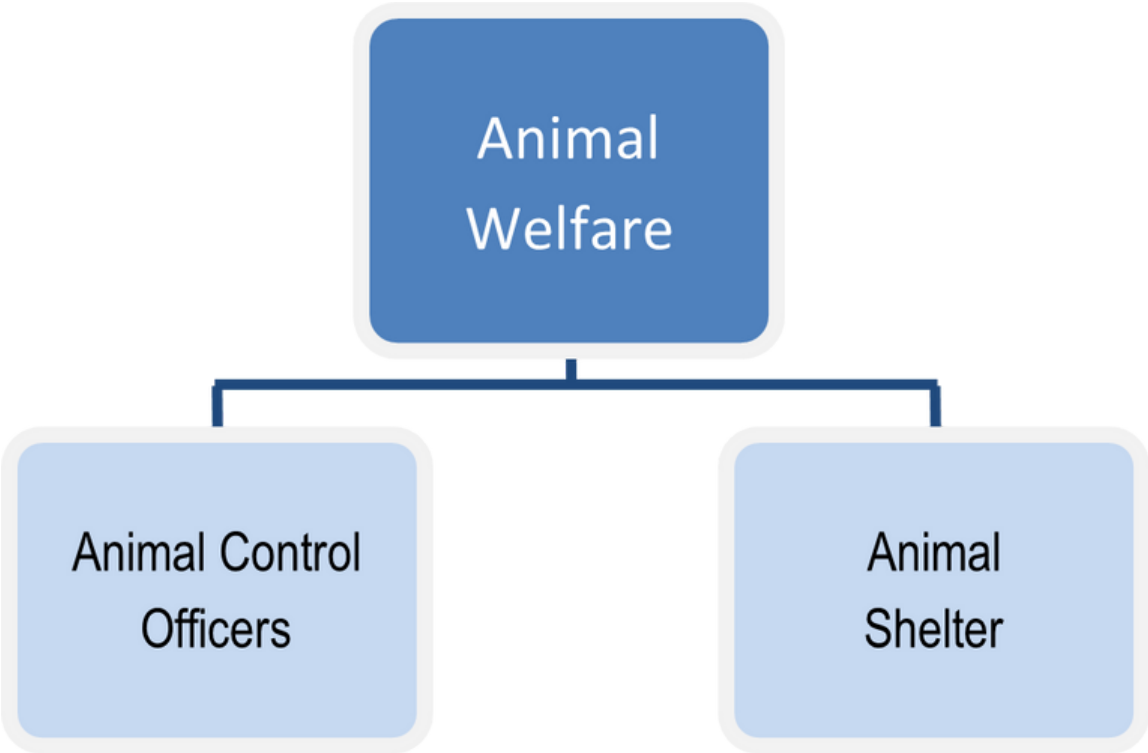
Animal Control - Shelter

Matthew Moynihan
Polic Chief

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

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

Organizational Chart



Mission Statement & Primary Functions

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

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 2023 - 2024 Priorities

Priorities	Town Council Goals & Obj's
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



FY 2024 - 2025 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
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 pro-active 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

Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council Goals & Objs
	Actual	Actual	Projected	Anticipated	
Animal Complaints Received	801	835	830	830	FI / PPS
Summons Issued	8	4	5	5	FI
Shelter Impoundments - Canine	109	116	120	120	FI
Shelter Impoundments - Feline	103	87	90	90	FI
Shelter Impoundments - Other	49	6	10	10	FI
Shelter Impoundments - DOA	11	12	10	10	FI
Total Impoundments	268	226	230	230	FI
South Kingstown Impoundments	221	189	190	190	FI
Narragansett Impoundments	47	37	40	40	FI
Animals Returned to Owner	108	109	115	115	FI / CEPP
Animals Euthanized or Died	4	9	5	5	FI
Animals Adopted to New Homes	138	95	100	100	FI / CEPP
Animals Quarantined at Shelter	17	5	10	10	FI / PPS

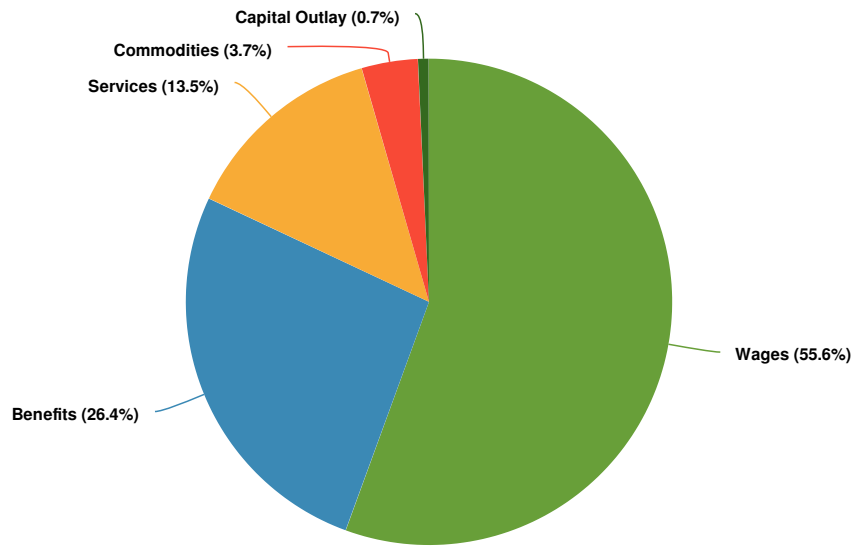
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$146,116	\$128,898	\$148,042	\$74,089	\$135,352	\$150,628
Benefits		\$65,189	\$62,232	\$65,747	\$34,657	\$65,647	\$71,596
Services		\$34,477	\$31,483	\$35,875	\$13,262	\$35,815	\$36,710
Capital Outlay		\$1,832	\$1,832	\$1,717	\$0	\$1,717	\$1,938
Commodities		\$10,775	\$4,160	\$10,225	\$3,239	\$10,125	\$10,150
Total General Fund:		\$258,389	\$228,606	\$261,606	\$125,246	\$248,656	\$271,022

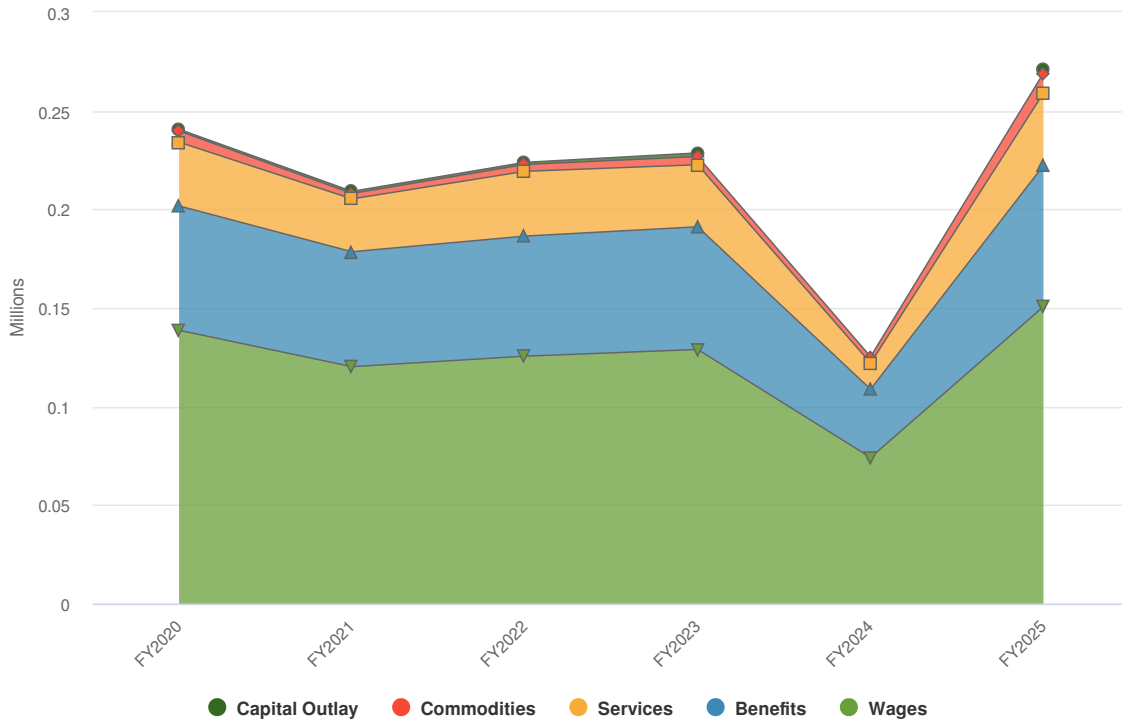


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10120073-511001	\$101,522	\$102,041	\$103,155	\$55,760	\$103,155	\$105,623
Part-Time Salaries	10120073-511002	\$36,460	\$17,264	\$36,490	\$6,265	\$17,500	\$36,490
Overtime	10120073-511004	\$2,500	\$3,959	\$2,500	\$6,167	\$8,800	\$2,500
Longevity	10120073-511006	\$5,634	\$5,635	\$5,897	\$5,897	\$5,897	\$6,015
Total Wages:		\$146,116	\$128,898	\$148,042	\$74,089	\$135,352	\$150,628
Benefits							
FICA	10120073-522250	\$10,569	\$9,273	\$10,605	\$5,277	\$10,605	\$11,312
Municipal Employees Retirement	10120073-522300	\$13,823	\$13,753	\$13,840	\$7,757	\$13,840	\$14,553
State Retirement Defined Cont.	10120073-522301	\$479	\$474	\$483	\$265	\$483	\$1,077
Medical Insur-Active Employees	10120073-522818	\$35,484	\$35,772	\$37,692	\$20,463	\$37,692	\$41,535
Dental Insur-Active Employees	10120073-522822	\$1,848	\$1,654	\$1,705	\$824	\$1,705	\$1,697
Life Insurance	10120073-522850	\$136	\$122	\$122	\$71	\$122	\$122
Travel Expenses	10120073-538014	\$50	\$0				\$0
Educational Expenses	10120073-538016	\$1,500	\$60				\$0
Uniforms And Other Clothing	10120073-540038	\$1,300	\$1,124	\$1,300	\$0	\$1,200	\$1,300
Total Benefits:		\$65,189	\$62,232	\$65,747	\$34,657	\$65,647	\$71,596
Services							
Refuse Disposal	10120073-530014	\$702	\$863	\$900	\$395	\$865	\$900
Professional Services	10120073-530111	\$6,500	\$4,639	\$6,000	\$3,165	\$6,000	\$6,000
Employee Training	10120073-530801		\$0		\$0		\$250
Fuel - Oil	10120073-532002	\$9,000	\$9,198	\$10,000	\$1,713	\$10,000	\$10,360
Electricity	10120073-532004	\$9,600	\$10,385	\$10,500	\$6,014	\$10,600	\$10,750
Water Fees	10120073-532012	\$1,700	\$1,402	\$1,700	\$746	\$1,600	\$1,700
Computer/Software Maintenance	10120073-534016	\$500	\$388	\$400	\$0	\$400	\$400
Maintenance Of Buildings	10120073-534020	\$6,000	\$4,408	\$6,000	\$1,230	\$6,000	\$6,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Advertising	10120073-538012	\$25	\$0	\$25	\$0	\$25	\$25
Postage	10120073-538020	\$200	\$200	\$200	\$0	\$200	\$200
Printing Expenses	10120073-538022	\$250	\$0	\$150	\$0	\$125	\$125
Total Services:		\$34,477	\$31,483	\$35,875	\$13,262	\$35,815	\$36,710
Capital Outlay							
Non-Major Technology Reserve	10120073-530044	\$1,832	\$1,832	\$1,717	\$0	\$1,717	\$1,938
Total Capital Outlay:		\$1,832	\$1,832	\$1,717	\$0	\$1,717	\$1,938
Commodities							
Office Materials & Supplies	10120073-540012	\$425	\$618	\$425	\$43	\$425	\$450
Janitorial Materials & Supp	10120073-540014	\$2,300	\$671	\$2,300	\$709	\$2,300	\$2,300
Elect Materials & Supplies	10120073-540018	\$50	\$30	\$50	\$0	\$50	\$50
Books And Publications	10120073-540020	\$100	\$75	\$50	\$0	\$50	\$50
Agri Materials & Supplies	10120073-540022	\$2,100	\$1,850	\$2,000	\$1,671	\$2,000	\$2,000
Bldg & Const Materials & Supp	10120073-540026	\$2,600	\$134	\$2,600	\$67	\$2,500	\$2,500
General Hardware & Tools	10120073-540032	\$200	\$143	\$200	\$0	\$200	\$200
Pet Food	10120073-540048	\$2,400	\$383	\$2,000	\$709	\$2,000	\$2,000
HVAC Materials & Supplies	10120073-540050	\$400	\$0	\$400	\$0	\$400	\$400
Safety Related Mat & Supp	10120073-540058	\$200	\$256	\$200	\$40	\$200	\$200
Total Commodities:		\$10,775	\$4,160	\$10,225	\$3,239	\$10,125	\$10,150
Total Expense Objects:		\$258,389	\$228,606	\$261,606	\$125,246	\$248,656	\$271,022



Harbor Patrol

Michael Stach
NRO / Harbor Master

Organizational Chart

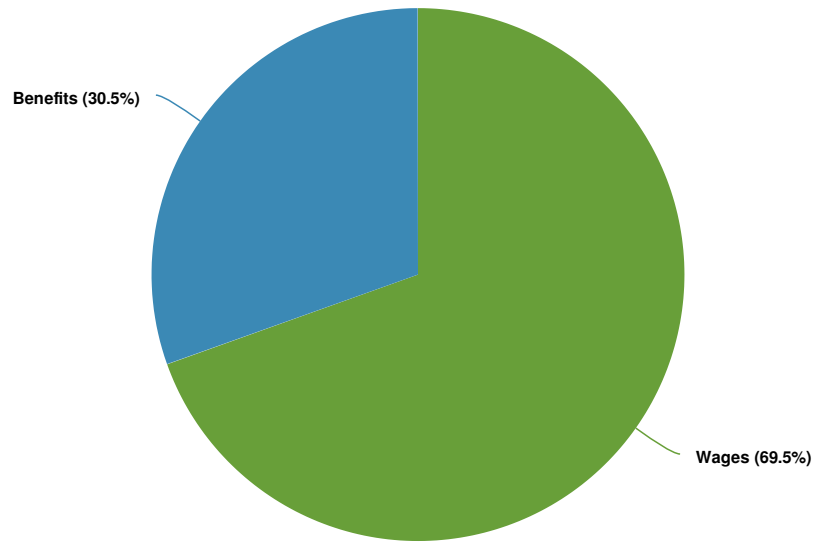


Expenditures by Fund

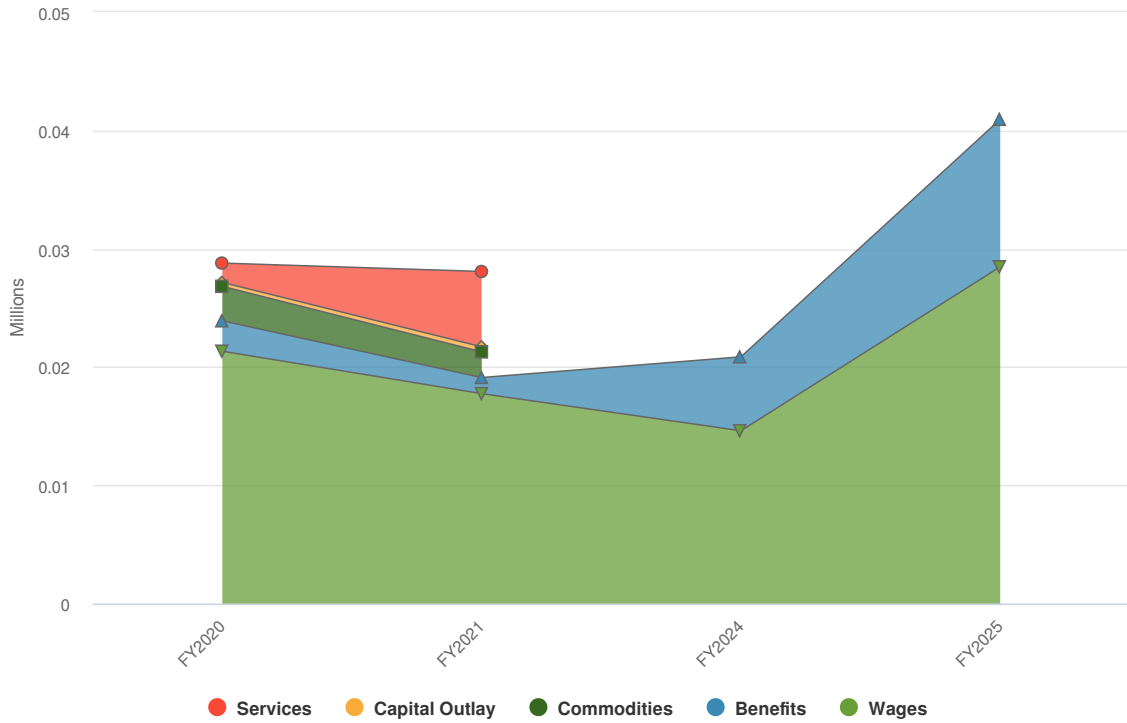
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
General Fund						
Wages				\$25,154	\$14,613	\$28,473
Benefits				\$11,164	\$6,249	\$12,470
Total General Fund:		\$0	\$0	\$36,318	\$20,862	\$40,943

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
Expense Objects						
Wages						
Full-Time Employees	10120090-511001			\$25,154	\$14,414	\$28,189
Longevity	10120090-511006			\$0	\$199	\$284
Total Wages:				\$25,154	\$14,613	\$28,473
Benefits						
FICA	10120090-522250			\$1,816	\$1,059	\$2,106
State Retirement Defined Bene	10120090-522300			\$3,164	\$1,838	\$3,712
State Retirement Defined Cont.	10120090-522301			\$252	\$146	\$288
Medical Insur-Active Employees	10120090-522818			\$5,654	\$3,064	\$6,080
Dental Insur-Active Employees	10120090-522822			\$247	\$124	\$255
Life Insurance	10120090-522850			\$31	\$18	\$31
Total Benefits:				\$11,164	\$6,249	\$12,470
Total Expense Objects:		\$0	\$0	\$36,318	\$20,862	\$40,943



Communications Department

Lance Whaley
Communications Superintendent

Department Headcount (FTE)

Communications Department	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	2.45	2.45	2.45	2.45	0.00

Organizational Chart

Town
Manager's

Fire Alarm & Communications

Public Safety Communications

Municipal Cable Plant

RI Fire Safety Code

Mission Statement & Primary Functions

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 143 Master boxes have been converted to radio boxes, including 6 new installations
- Finalizing a Town wide radio system
- Municipal Burglar Alarm monitoring

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 2023 - 2024 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



FY 2024 - 2025 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
Finalize build out of the new 400 MHz Town wide radio system	FI / PPS



Performance Measurements

Description	FY 2021-	FY 2022-	FY 2023-	FY 2024-	Town Council Goals & Objs
	2022 Actual	2023 Actual	2024 Projected	2025 Anticipated	
Fire Alarm Radio Box installations	32	37	50	50	FI / PPS
Radio Box conversions	24	33	50	50	FI / PPS
Projects submitted for plan review	25	22	40	40	FI / PPS
Residential Fire Alarm Systems Approved	59	4	10	10	FI / PPS
Commercial Fire Alarm Systems Approved	16	19	20	20	FI / PPS
Alarm Response/Reset by Department - During Shift	148	82	100	100	FI / PPS
Alarm Response/Reset by Department - Total Call Backs	48	27	30	30	FI / PPS
Town Buildings (response required at all)	23	18	20	20	FI / PPS
In Union Fire District (response required for non-routine or designated buildings)	6	29	10	10	FI / PPS
In Kingston Fire District (response required at all)	29	29	20	20	FI / PPS
Alarm Response/Reset by UFD	122	86	100	100	FI / PPS / TBF
Total after hours Alarm Response/Resets	44	44	75	75	FI / PPS
% Reset by UFD personnel	49%	48%	60%	60%	FI / PPS / TBF

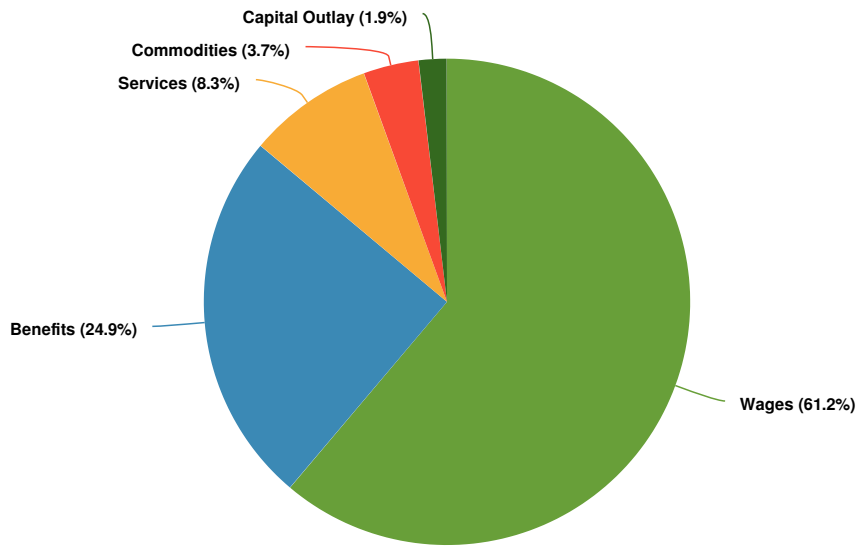
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$197,906	\$193,910	\$203,060	\$110,612	\$194,620	\$208,620
Benefits		\$79,859	\$75,386	\$76,896	\$44,045	\$83,097	\$84,988
Services		\$21,795	\$15,440	\$24,195	\$6,741	\$24,320	\$28,445
Capital Outlay		\$5,085	\$15,537	\$5,165	\$0	\$6,382	\$6,382
Commodities		\$11,550	\$7,435	\$12,550	\$2,723	\$12,550	\$12,550
Total General Fund:		\$316,195	\$307,708	\$321,866	\$164,121	\$320,969	\$340,985

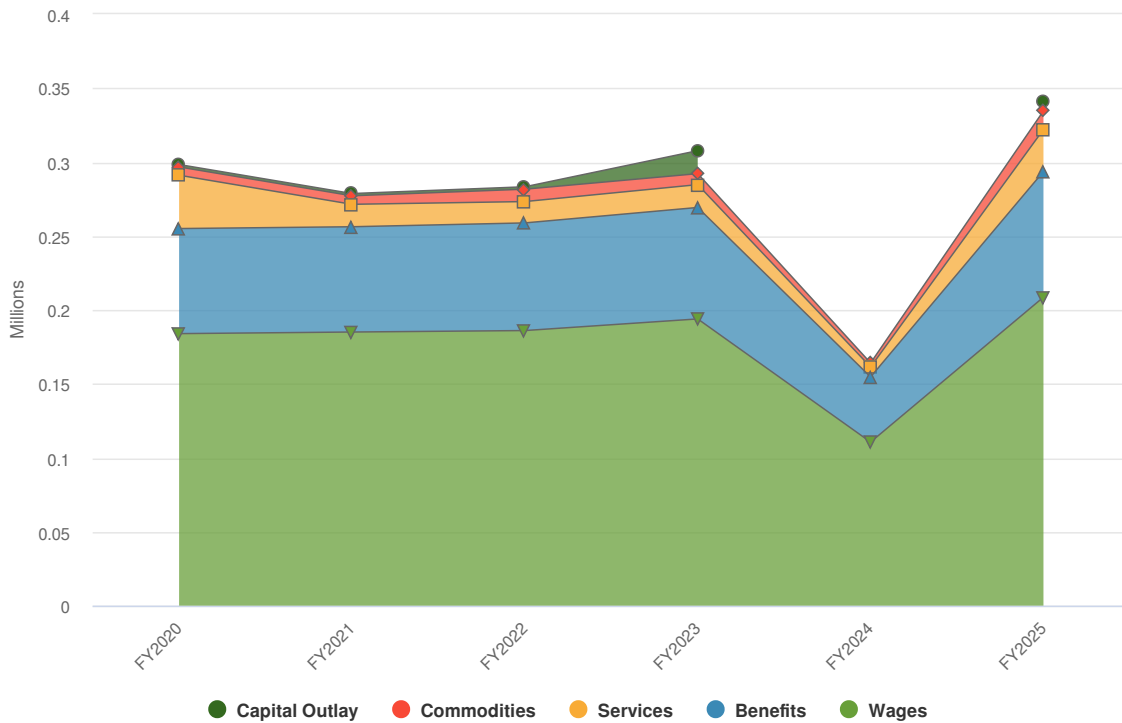


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10121001-511001	\$150,285	\$150,273	\$153,078	\$82,427	\$153,078	\$156,740
Part-Time Salaries	10121001-511002	\$25,124	\$23,632	\$27,153	\$13,153	\$18,779	\$28,441
Overtime	10121001-511004	\$16,000	\$13,508	\$16,000	\$8,270	\$16,000	\$16,000
Longevity	10121001-511006	\$6,497	\$6,497	\$6,829	\$6,763	\$6,763	\$7,439
Total Wages:		\$197,906	\$193,910	\$203,060	\$110,612	\$194,620	\$208,620
Benefits							
FICA	10121001-522250	\$14,453	\$14,169	\$11,511	\$8,071	\$14,420	\$15,468
Municipal Employees Retirement	10121001-522300	\$23,248	\$20,024	\$20,116	\$11,220	\$20,108	\$21,402
State Retirement Defined Cont.	10121001-522301	\$2,459	\$2,207	\$2,251	\$1,255	\$2,250	\$2,253
Medical Insur-Active Employees	10121001-522818	\$34,557	\$34,807	\$37,730	\$20,484	\$40,930	\$40,525
Dental Insur-Active Employees	10121001-522822	\$2,000	\$1,789	\$1,783	\$891	\$1,783	\$1,836
Life Insurance	10121001-522850	\$342	\$204	\$204	\$119	\$306	\$204
Travel Expenses	10121001-538014	\$100	\$0	\$100	\$0	\$100	\$100
Educational Expenses	10121001-538016	\$700	\$0	\$700	\$0	\$700	\$700
Uniforms And Other Clothing	10121001-540038	\$2,000	\$2,185	\$2,500	\$2,005	\$2,500	\$2,500
Total Benefits:		\$79,859	\$75,386	\$76,896	\$44,045	\$83,097	\$84,988
Services							
Internet Access	10121001-530066	\$500	\$485	\$500	\$507	\$500	\$500
Professional Services	10121001-530111	\$12,000	\$10,803	\$12,000	\$4,689	\$12,000	\$15,000
Employee Training	10121001-530801		\$0		\$0		\$250
Telephone	10121001-532000	\$2,300	\$2,270	\$2,300	\$1,139	\$2,300	\$2,300
Electricity	10121001-532004	\$0	\$143	\$2,400	\$406	\$2,500	\$2,400
Propane	10100000-532014		\$0		\$0		\$1,000
Motor Vehicles Maintenance	10121001-534010	\$2,000	\$1,183	\$2,000	\$0	\$2,000	\$2,000
Computer/Software Maintenance	10121001-534016	\$3,500	\$0	\$3,500	\$0	\$3,500	\$3,500



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Maintenance Of Buildings	10121001-534020	\$500	\$488	\$500	\$0	\$500	\$500
Advertising	10121001-538012	\$25	\$0	\$25	\$0	\$50	\$25
Printing Expenses	10121001-538022	\$500	\$0	\$500	\$0	\$500	\$500
Licenses And Dues	10121001-538030	\$470	\$70	\$470	\$0	\$470	\$470
Total Services:		\$21,795	\$15,440	\$24,195	\$6,741	\$24,320	\$28,445
Capital Outlay							
Non-Major Technology Reserve	10121001-530044	\$2,085	\$2,085	\$2,165	\$0	\$3,382	\$3,382
Communication Equipment	10121001-550008	\$3,000	\$13,452	\$3,000	\$0	\$3,000	\$3,000
Total Capital Outlay:		\$5,085	\$15,537	\$5,165	\$0	\$6,382	\$6,382
Commodities							
Office Materials & Supplies	10121001-540012	\$300	\$57	\$300	\$0	\$300	\$300
Elect Materials & Supplies	10121001-540018	\$4,000	\$1,575	\$4,000	\$1,187	\$4,000	\$4,000
Books And Publications	10121001-540020	\$120	\$100	\$120	\$0	\$120	\$120
Motor Vehicle Materials & Supp	10121001-540028	\$1,750	\$1,862	\$1,750	\$250	\$1,750	\$1,750
General Hardware & Tools	10121001-540032	\$250	\$0	\$250	\$0	\$250	\$250
Fuels And Lubricants	10121001-540040	\$4,500	\$3,840	\$5,500	\$1,286	\$5,500	\$5,500
Safety Related Mat & Supp	10121001-540058	\$250	\$0	\$250	\$0	\$250	\$250
Miscellaneous Expenses	10121001-580100	\$380	\$0	\$380	\$0	\$380	\$380
Total Commodities:		\$11,550	\$7,435	\$12,550	\$2,723	\$12,550	\$12,550
Total Expense Objects:		\$316,195	\$307,708	\$321,866	\$164,121	\$320,969	\$340,985



Emergency Medical Services

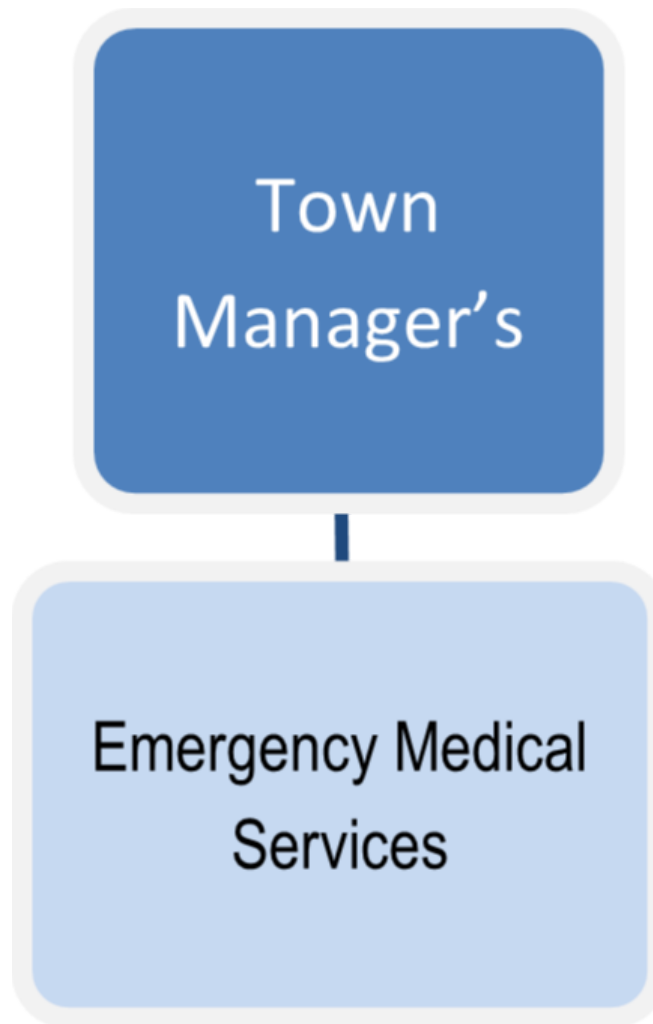
Craig Stanley

Chief of Emergency Medical Services

Department Headcount (FTE)

Emergency Medical Services	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	21.00	25.57	21.50	23.50	2.00

Organizational Chart



Mission Statement & Primary Functions

Mission Statement

The South Kingstown Emergency Medical Services (SKEMS) Department's mission is to treat people well and be safe.

Functions

The SKEMS Department is charged with maintaining a state of readiness for emergency response, providing 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 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.
- Provide a Community Paramedic Program through a non-emergency community-based service with a focus on health promotion, impact high risk clients living at home with medical conditions including diabetes, COPD, CHF other co-morbidities, system navigation, and injury prevention.
- Respond to request for public assistance such as lift assists, well-being checks, and non-urgent transport to a hospital
- Respond to structure fires, law enforcement incidents and other emergencies to provide medical assistance to victims, as well as to provide medical care and rehabilitation to first responding personnel
- 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, stop the bleed, 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



- Provide Community Paramedicine Program working to help patients in the community with chronic disease management/education, post-hospital discharge follow-up, prevent readmissions, and/or 911 demand, support recovery, system navigation, and injury prevention
- Provide public health clinics, administering vaccines such as Flu, COVID-19 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 2023 - 2024 Priorities

Priorities	Town Council Goals & Objs
Provide CPR/AED/Stop the Bleed training to Town staff	ET/PPS
Continue Community Risk Reduction program increasing the number of citizens and the business community trained in CPR/AED and Stop the Bleed.	CEPP/PPS
Continue developing pilot 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/CEPPVUR/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
Continue cyclic competency training for department personnel	FI/PPS/VUR
Continue to provide leadership training at the captain and lieutenant level.	ET
Expand EMS operations to include a third transport ambulance and quick response vehicle	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/CEEP
Conduct recruitment drive to fill current and future vacancies.	PPS/TBF
Enhance community awareness through sharing PSAs and Department related information on the department social media	PPS/TBF
Continue pediatric EMS medical training	PPS/ET
Collaborate with the Washington County Behavioral Health and SKPD 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
Conduct employee recruitment for B-EMT, Cardiac and Paramedic level positions.	PPS/TBF



FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Objs
Continue coordination with the Planning Department and Public Services on the construction of new EMS station.	PPS/VUR/CEEP
Continue CPR/AED/Stop the Bleed training with members of the public and business community	PPS / ET / CEPP
Enhance the Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) and local health organizations 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 with South County Health, Care New England and Thundermist.	PPS / VUR /SCH / TBF
Provide 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
Continue recruitment initiatives to fill future expansion vacancies.	PPS/TBF
Explore employment of cardiac level positions for paramedic bridge program to fill future staffing challenges.	PPS/TBF
Develop 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 process improvement program to provide targeted training/case review with the EMS department's medical director	FI / PPS
Develop airway management training with South County Health Anesthesia department	ET/SCH
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	PPS/ET



Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Actual	Projected	Anticipated	Goals & Objs
Paramedic Personnel (FTE) ¹	20	20	20	22	FI/PPS
Administrative Staff Personnel (FPE)	1	1	1.5	2.5	FI/PPS
Public CPR/AED/Stop the Bleed training	197	250	400	500	PPS/CEPP/ET
Transport Vehicles in service 24 hours**	2	2	2	2	PPS/TBF
EMS calls for service	3,917	4,032	4,200	4,400	FI / PPS
EMS transports	2,759	2,820	3,000	3,200	FI / PPS
EMS Transport Revenue					
Total Charges	\$6,712,301.93	\$6,959,804.08			
Total Allowable	\$1,586,647	\$1,636,034			
Total Collected	\$1,040,690	\$1,063,798	\$1,100,000	\$1,100,000	
Mutual aid - provided	222	340	250	300	FI / PPS / TBF
Mutual aid - received	198	320	380	400	FI / PPS / TBF

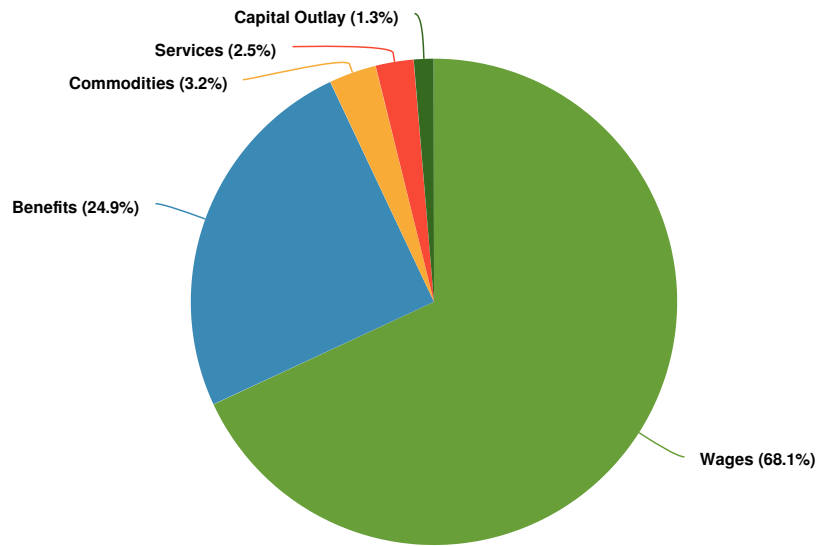
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$1,852,815	\$1,954,911	\$1,750,369	\$1,017,241	\$1,844,852	\$1,881,661
Benefits		\$659,954	\$475,283	\$525,633	\$261,566	\$500,502	\$688,431
Services		\$46,355	\$54,541	\$61,855	\$42,978	\$66,405	\$69,972
Capital Outlay		\$20,673	\$29,238	\$23,491	\$14,653	\$57,060	\$36,587
Commodities		\$73,050	\$76,099	\$86,850	\$35,226	\$80,166	\$87,350
Total General Fund:		\$2,652,847	\$2,590,071	\$2,448,198	\$1,371,664	\$2,548,985	\$2,764,001

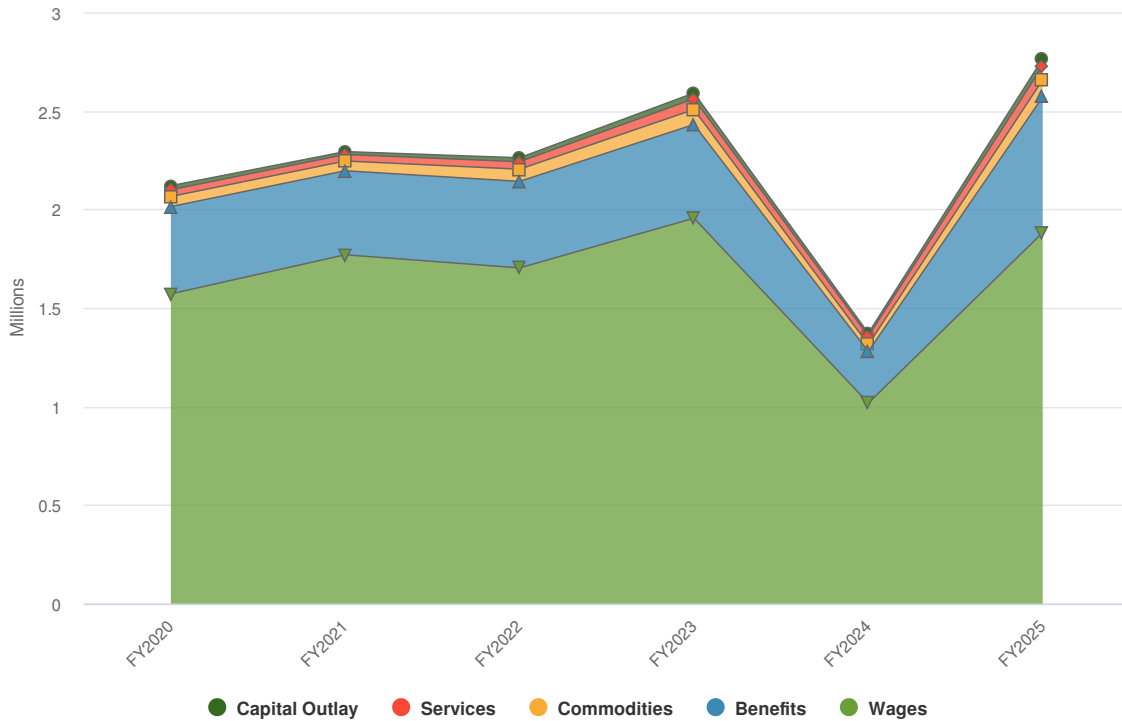


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10122001-511001	\$1,526,310	\$1,037,648	\$1,316,786	\$513,543	\$973,167	\$1,431,625
Part-Time Salaries	10122001-511002	\$90,000	\$147,023	\$90,000	\$93,702	\$147,911	\$100,000
Overtime	10122001-511004	\$200,000	\$725,306	\$300,000	\$372,543	\$685,377	\$300,000
Retirement/Vacation Reimb.	10122001-511005	\$0	\$11,538	\$0	\$3,950	\$4,894	\$0
Longevity	10122001-511006	\$36,505	\$33,396	\$43,583	\$33,503	\$33,503	\$50,036
Total Wages:		\$1,852,815	\$1,954,911	\$1,750,369	\$1,017,241	\$1,844,852	\$1,881,661
Benefits							
FICA	10122001-522250	\$138,733	\$136,764	\$105,072	\$75,620	\$135,233	\$124,649
State Retirement Defined Bene	10122001-522300	\$3,973	\$2,843	\$3,973	\$1,739	\$3,260	\$42,282
State Retirement Defined Cont.	10122001-522301	\$311	\$223	\$311	\$141	\$262	\$281
EMS Retirement	10122001-522304	\$75,821	\$53,736	\$54,349	\$21,751	\$39,947	\$54,349
Medical Insur-Active Employees	10122001-522818	\$371,063	\$234,528	\$298,995	\$128,859	\$260,777	\$399,492
Medical Insur-Retirees	10122001-522820		\$601	\$0	\$4,602	\$8,546	\$0
Dental Insur-Active Employees	10122001-522822	\$17,603	\$9,569	\$11,191	\$4,815	\$9,641	\$15,432
Insurance Buyback	10122001-522840	\$4,000	\$1,931	\$2,000	\$320	\$795	\$2,000
Life Insurance	10122001-522850	\$2,850	\$1,904	\$2,142	\$978	\$2,491	\$2,346
Travel Expenses	10122001-538014	\$100	\$206	\$100	\$0	\$50	\$100
Educational Expenses	10122001-538016	\$23,500	\$17,095	\$25,500	\$17,115	\$24,000	\$25,500
Uniforms And Other Clothing	10122001-540038	\$22,000	\$15,884	\$22,000	\$5,626	\$15,500	\$22,000
Total Benefits:		\$659,954	\$475,283	\$525,633	\$261,566	\$500,502	\$688,431
Services							
Cleaning Services	10122001-530012	\$2,400	\$2,632	\$2,400	\$1,369	\$2,600	\$2,600
Medical Services	10122001-530024	\$1,500	\$579	\$1,500	\$120	\$700	\$1,500
Professional Services	10122001-530111	\$5,000	\$3,775	\$5,000	\$1,545	\$2,100	\$5,000
Employee Training	10122001-530801		\$0		\$0		\$2,375



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Telephone	10122001-532000	\$8,300	\$8,872	\$9,800	\$5,407	\$9,500	\$10,910
Fuel - Oil	10122001-532002	\$200	\$0	\$200	\$0	\$0	\$0
Water Fees	10122001-532012	\$1,080	\$1,075	\$1,080	\$546	\$1,080	\$1,312
Motor Vehicles Maintenance	10122001-534010	\$6,000	\$8,086	\$10,000	\$20,445	\$25,000	\$10,000
Commun Equip. Maintenance	10122001-534012	\$1,800	\$2,291	\$1,800	\$0	\$1,600	\$1,800
Computer/Software Maintenance	10122001-534016	\$10,000	\$13,136	\$12,000	\$8,699	\$10,700	\$14,900
Maintenance Of General Equip	10122001-534018	\$6,000	\$8,639	\$14,000	\$1,674	\$9,000	\$14,000
Maintenance Of Buildings	10122001-534020	\$2,500	\$4,610	\$2,500	\$2,557	\$3,120	\$4,000
Advertising	10122001-538012	\$250	\$39	\$250	\$20	\$60	\$250
Postage	10122001-538020	\$200	\$48	\$200	\$14	\$120	\$200
Printing Expenses	10122001-538022	\$600	\$154	\$600	\$58	\$300	\$600
Licenses And Dues	10122001-538030	\$525	\$606	\$525	\$525	\$525	\$525
Total Services:		\$46,355	\$54,541	\$61,855	\$42,978	\$66,405	\$69,972
Capital Outlay							
Non-Major Technology Reserve	10122001-530044	\$10,173	\$10,173	\$11,991	\$0	\$11,991	\$14,087
Computer Equipment	10122001-550002	\$0	\$3,079	\$0	\$1,519		\$0
Office Equipment	10122001-550004			\$0	\$208	\$208	\$0
Communication Equipment	10122001-550008	\$4,000	\$421	\$4,000	\$1,266	\$3,200	\$8,000
Medical And Laboratory Equip	10122001-550014	\$5,000	\$13,056	\$5,000	\$8,414	\$36,915	\$10,500
Safety Related Equipment	10122001-550024	\$1,500	\$450	\$1,500	\$0	\$1,500	\$3,000
Furniture And Furnishings	10122001-550026	\$0	\$2,060	\$1,000	\$3,246	\$3,246	\$1,000
Total Capital Outlay:		\$20,673	\$29,238	\$23,491	\$14,653	\$57,060	\$36,587
Commodities							
Office Materials & Supplies	10122001-540012	\$400	\$1,023	\$400	\$500	\$900	\$900
Janitorial Materials & Supp	10122001-540014	\$400	\$159	\$400	\$155	\$400	\$400
Elect Materials & Supplies	10122001-540018	\$100	\$141	\$100	\$16	\$100	\$100



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Books And Publications	10122001-540020	\$250	\$0	\$250	\$346	\$346	\$250
Chemicals And Gases	10122001-540024	\$2,200	\$953	\$2,200	\$462	\$1,900	\$2,200
Motor Vehicle Materials & Supp	10122001-540028	\$7,500	\$10,449	\$10,000	\$2,395	\$10,000	\$10,000
Medical & Lab Materials & Supp	10122001-540030	\$24,000	\$26,496	\$27,000	\$14,204	\$26,000	\$27,000
General Hardware & Tools	10122001-540032	\$200	\$178	\$200	\$90	\$230	\$200
Fuels And Lubricants	10122001-540040	\$37,900	\$36,687	\$46,000	\$17,059	\$40,000	\$46,000
Safety Related Mat & Supp	10122001-540058	\$100	\$12	\$100	\$0	\$110	\$100
Miscellaneous Expenses	10122001-580100			\$200	\$0	\$180	\$200
Total Commodities:		\$73,050	\$76,099	\$86,850	\$35,226	\$80,166	\$87,350
Total Expense Objects:		\$2,652,847	\$2,590,071	\$2,448,198	\$1,371,664	\$2,548,985	\$2,764,001



Public Works

The Departments that Make up the Public Services portion of the Town's Operating Budget is as follows:

- Public Services - Administration
- Streets & Highway Division
- Tree Warden
- Street Lights

Department Headcount (FTE)

	2021-2022	2022-2023	2023-2024	2024-2025	Incr./ (Decr.)
Public Services & Utilities	Adopted	Adopted	Adopted	Proposed	Over Prior Year
Total Personnel	43.60	44.00	44.00	44.00	0.00



Public Services Administration

Richard J. Bourbonnais, PE
 Director of Public Services

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

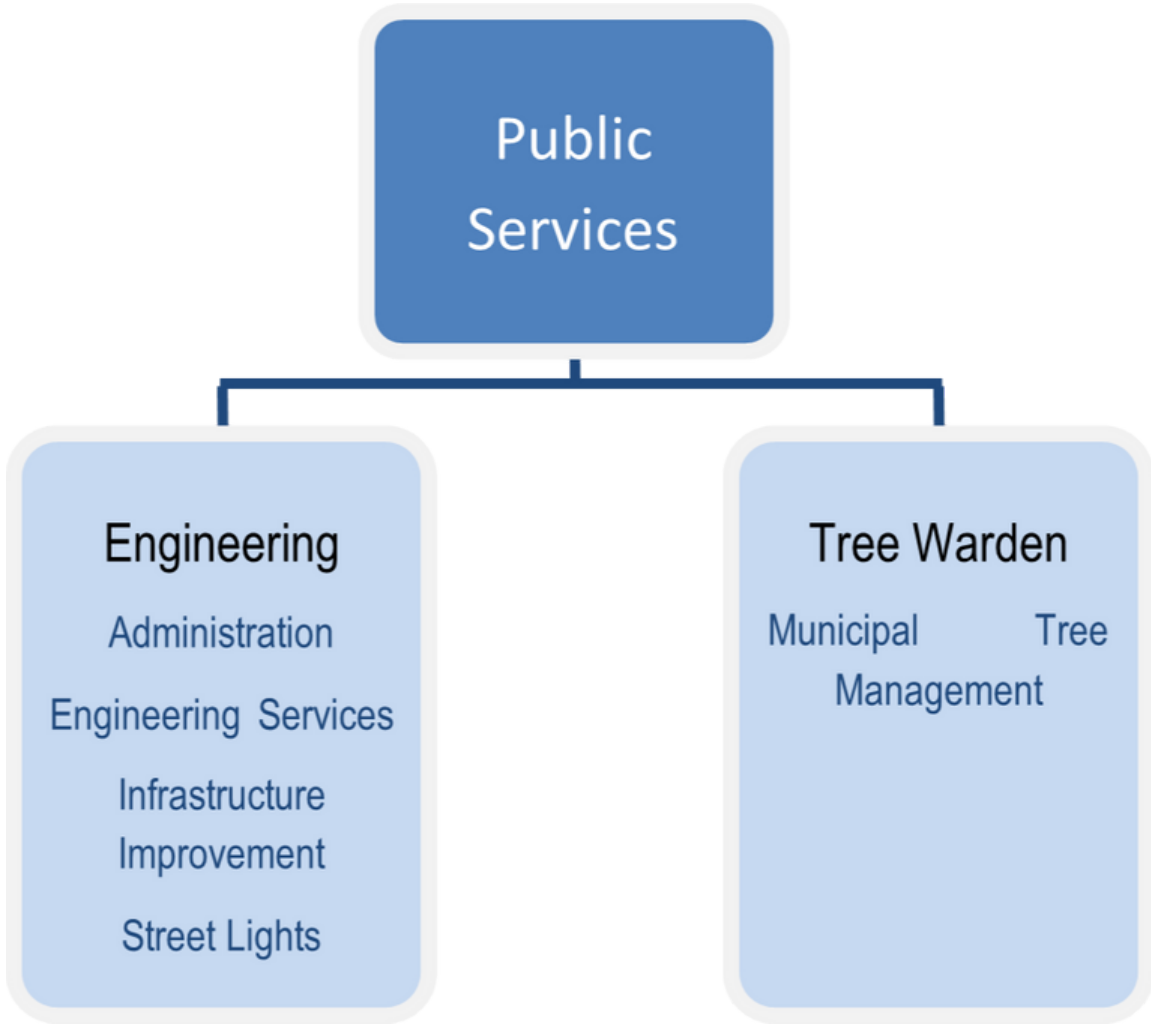
Acct Number	Acct Description
30001	Public Services Administration
30005	Tree Management Program
30007	Street Lighting

Department Headcount (FTE)

	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./ (Decr.) Over Prior Year
Public Services - Administration					
Total Personnel	6.60	6.60	6.60	6.60	0.00



Organizational Chart



Mission Statement & Primary Functions

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

FY 2023 - 2024 Priorities

Priorities – Engineering Division	Town Council Goals & Objs
Coordinate pavement overlay bidding for FY 2023-2024	FI/ TTS
Waites Corner Road (from Route 138 to rail tracks) – pavement overlay	FI / TTS
Frank Avenue – pavement overlay	FI / TTS
Liberty Lane – pavement overlay	FI / TTS
Old North Road (from Route 138 to Flagg Road) – pavement overlay	FI / TTS
Wardens Pond Road – pavement overlay	FI / TTS
Green Hill Beach Road – pavement overlay	FI / TTS
Robinson Street – pavement overlay	FI / TTS
Evaluate and review trees scheduled for non-emergency removal	FI/ SNR
Complete Green Hill Pond stormwater BMP design, secure permits & bid work	FI / SNR



FY 2024 - 2025 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
James Trail – pavement overlay	FI / TTS
Coordinate pavement overlay bidding for FY 2024-2025	FI / TTS

Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Actual	Projected	Anticipated	Goals & Objs
Physical alteration permits issued	90	39	80	90	FI
Utility permits issued	70	61	65	70	FI
Private road house #s assigned	20	5	10	25	FI
# of licensed ROW contractors	65	35	40	60	FI
Soil erosion permits	100	81	80	90	FI / SNR
Contracts bid	10	8	10	15	FI
Land development Inspections	240	230	230	250	FI / LU
Tree permit applications	7	2	5	10	FI / SNR
Emergency tree removal/pruning	60	18	15	70	FI / SNR
Non-emergency tree/stump/limb removal/pruning	80	200	80	100	FI / SNR
# of 50W HPS (28W LED)	932	932	932	932	FI
# of 100W HPS (51W LED)	45	45	45	45	FI
# of 250W (190 W LED)	3	3	3	3	FI
# of Other Street Lights	33	33	33	33	FI
Total Street Lights	1,414	1,414	1,013	1,013	FI

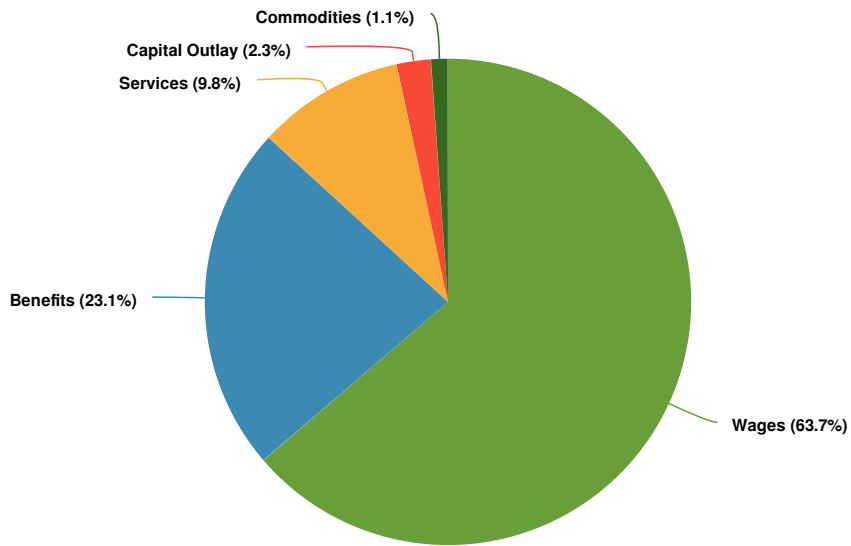
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$356,538	\$342,597	\$373,679	\$174,729	\$369,903	\$330,844
Benefits		\$110,014	\$108,949	\$113,864	\$60,213	\$115,623	\$119,906
Services		\$31,756	\$31,923	\$36,318	\$11,733	\$43,338	\$50,805
Capital Outlay		\$8,935	\$8,751	\$8,951	\$0	\$4,200	\$11,858
Commodities		\$5,800	\$3,324	\$6,112	\$3,385	\$5,800	\$5,800
Total General Fund:		\$513,043	\$495,544	\$538,923	\$250,059	\$538,864	\$519,213

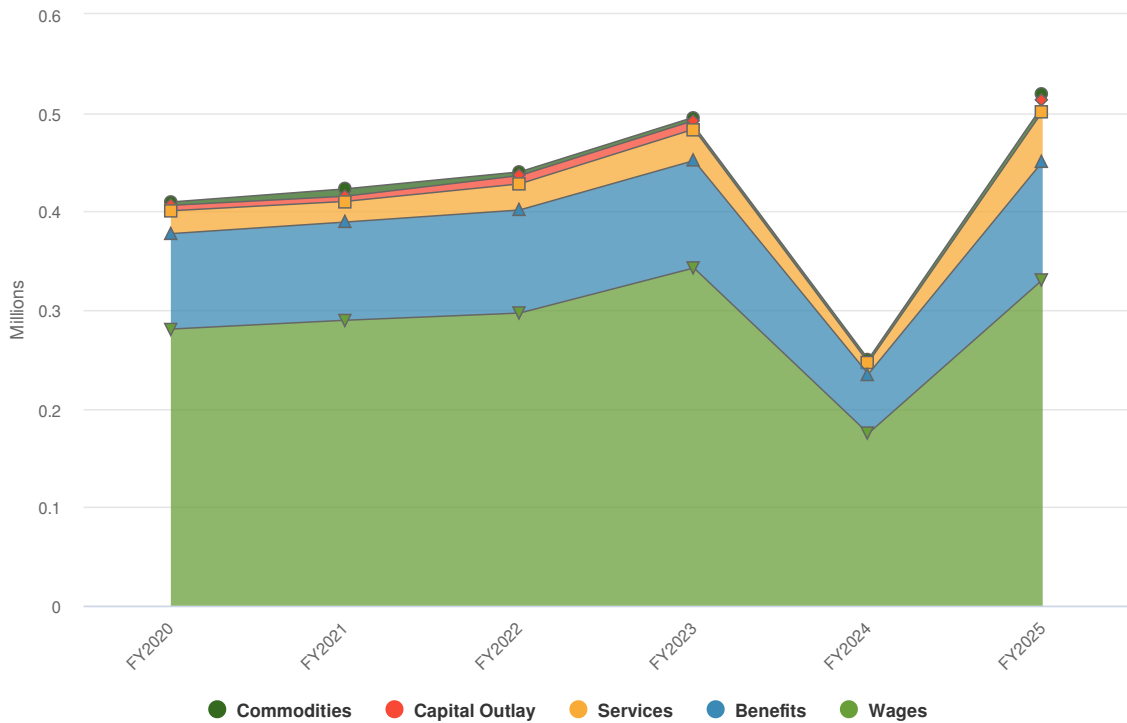


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10130001-511001	\$295,445	\$278,862	\$314,436	\$165,430	\$307,592	\$322,312
Part-Time Salaries	10130001-511002	\$0	\$2,385				\$0
Overtime	10130001-511004	\$1,100	\$1,629	\$1,100	\$2,728	\$4,241	\$1,100
Retirement/Vacation Reimb.	10130001-511005	\$51,500	\$52,447	\$51,500	\$0	\$51,500	\$0
Longevity	10130001-511006	\$8,493	\$7,273	\$6,643	\$6,570	\$6,570	\$7,432
Total Wages:		\$356,538	\$342,597	\$373,679	\$174,729	\$369,903	\$330,844
Benefits							
FICA	10130001-522250	\$22,994	\$24,370	\$24,370	\$13,281	\$24,059	\$24,922
Municipal Employees Retirement	10130001-522300	\$38,844	\$36,544	\$40,454	\$21,637	\$39,521	\$42,984
State Retirement Defined Cont.	10130001-522301	\$2,243	\$2,759	\$3,196	\$1,710	\$3,127	\$3,583
Medical Insur-Active Employees	10130001-522818	\$32,846	\$28,985	\$34,041	\$18,481	\$36,927	\$36,537
Medical Insur-Retirees	10130001-522820	\$0	\$6,460				\$0
Dental Insur-Active Employees	10130001-522822	\$3,047	\$2,498	\$2,606	\$1,303	\$2,606	\$2,684
Dental Insur-Retirees	10130001-522824	\$0	\$307				\$0
Insurance Buyback	10130001-522840	\$6,550	\$6,181	\$6,125	\$3,298	\$6,125	\$6,125
Life Insurance	10130001-522850	\$400	\$356	\$372	\$217	\$559	\$372
Travel Expenses	10130001-538014	\$2,000	\$0	\$1,800	\$0	\$1,800	\$1,800
Educational Expenses	10130001-538016	\$300	\$0	\$300	\$0	\$300	\$300
Uniforms And Other Clothing	10130001-540038	\$790	\$488	\$599	\$285	\$599	\$599
Total Benefits:		\$110,014	\$108,949	\$113,864	\$60,213	\$115,623	\$119,906
Services							
Refuse Disposal	10130001-530014	\$1,846	\$1,063	\$1,846	\$536	\$1,841	\$1,938
Copy Machine Services	10130001-530064	\$1,420	\$1,026	\$3,900	\$566	\$3,500	\$3,500
Professional Services	10130001-530111	\$4,275	\$20	\$4,275	\$90	\$4,000	\$4,275
Employee Training	10130001-530801		\$0		\$0		\$875



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Telephone	10130001-532000	\$1,157	\$819	\$1,000	\$461	\$1,000	\$1,000
Electricity	10130001-532004	\$9,452	\$9,269	\$10,260	\$4,612	\$10,260	\$10,260
Natural Gas	10130001-532008	\$3,660	\$3,880	\$3,800	\$1,283	\$3,800	\$4,000
Wastewater Fees	10130001-532010	\$210	\$210	\$210	\$210	\$210	\$210
Water Fees	10130001-532012	\$431	\$526	\$467	\$224	\$467	\$467
Motor Vehicles Maintenance	10130001-534010	\$355	\$100	\$1,000	\$0	\$3,000	\$3,000
Office Equipment Maintenance	10130001-534014	\$2,750	\$8,851	\$2,800	\$0	\$2,800	\$2,800
Computer/Software Maintenance	10130001-534016	\$800	\$2,210	\$1,150	\$540	\$1,150	\$7,220
Maintenance Of Buildings	10130001-534020	\$3,300	\$1,776	\$3,300	\$3,130	\$9,000	\$9,000
Advertising	10130001-538012	\$300	\$164	\$510	\$82	\$510	\$510
Printing Expenses	10130001-538022	\$300	\$592	\$300	\$0	\$300	\$300
Licenses And Dues	10130001-538030	\$1,500	\$1,418	\$1,500	\$0	\$1,500	\$1,450
Total Services:		\$31,756	\$31,923	\$36,318	\$11,733	\$43,338	\$50,805
Capital Outlay							
Non-Major Technology Reserve	10130001-530044	\$8,751	\$8,751	\$8,751	\$0	\$4,000	\$11,658
Office Equipment	10130001-550004	\$184	\$0	\$200	\$0	\$200	\$200
Total Capital Outlay:		\$8,935	\$8,751	\$8,951	\$0	\$4,200	\$11,858
Commodities							
Office Materials & Supplies	10130001-540012	\$2,000	\$933	\$1,800	\$1,272	\$1,800	\$1,800
Books And Publications	10130001-540020	\$300	\$185	\$300	\$0	\$300	\$300
Bldg & Const Materials & Supp	10130001-540026	\$200	\$68	\$200	\$73	\$200	\$200
Motor Vehicle Materials & Supp	10130001-540028	\$900	\$427	\$1,000	\$1,173	\$1,000	\$1,000
Medical & Lab Materials & Supp	10130001-540030	\$300	\$0	\$300	\$0	\$300	\$300
General Hardware & Tools	10130001-540032	\$500	\$220	\$500	\$32	\$500	\$500
Fuels And Lubricants	10130001-540040	\$1,400	\$1,491	\$1,812	\$835	\$1,500	\$1,500
Miscellaneous Expenses	10130001-580100	\$200	\$0	\$200	\$0	\$200	\$200
Total Commodities:		\$5,800	\$3,324	\$6,112	\$3,385	\$5,800	\$5,800



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Total Expense Objects:		\$513,043	\$495,544	\$538,923	\$250,059	\$538,864	\$519,213



Streets & Highway Division

Scott Brown
Highway Superintendent

Department Headcount (FTE)

DPS - Streets & Highway Division	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	19.00	19.00	19.00	19.00	0.00



Organizational Chart



Mission Statement & Primary Functions

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



FY 2023 - 2024 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 Kingston 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
Establish a stand-alone salt brine making operation with equipment for pretreatment of municipal paved roads and to prewet salt for deicing post storm	FI / TBF

FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Obj's
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 Kingston 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
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
Perform annual Matunuck Beach Road seawall sand replenishment	FI / TTS
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



Performance Measurements

Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25	Town Council Goals & Obj's
	Actual	Actual	Projected	Anticipated	
Catch basins cleaned	321	327	330	231	FI / SNR
Catch basins inspected	2,712	2731	2730	2,708	FI / SNR
Number of drainage outfalls cleaned	32	27	35	37	FI / SNR
Number of drainage outfalls marked	3	5	4	6	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	151	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	868	FI / TTS
Town road miles graded	4.4	4.4	4.4	7.7	FI / TTS
Private road miles graded*	9.8	19	0	0	FI / TTS
Road miles crack sealed	8	9.5	10	14.5	FI / TTS
Road miles stone sealed and micro-surfaced	9	11.95	9	16.2	FI / TTS
Road miles restriped	33	33	33	43	FI / TTS
Callback Events - General	43	46	35	41	FI / TTS / PPS
Callback Events - Winter Storm Operations	19	11	10	8	FI / TTS / PPS
Road miles salted/sanded	149	149	149	149	FI / TTS / PPS
Road miles plowed ¹	163	163	149	149	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	1,478	1,670	1,400	488	FI / TTS / PPS
Tons of Deicing Sand	441	791	800	134	FI / TTS / PPS
Tons of Road Salt	831	1383	1400	506	FI / TTS / PPS
Gallons of Salt Brine		1500	1800	600	FI / TTS / PPS
Resident Concerns – general	252	355	300	421	FI / TTS / CEPP
Resident Concerns – tree	193	240	200	141	FI / TTS / CEPP

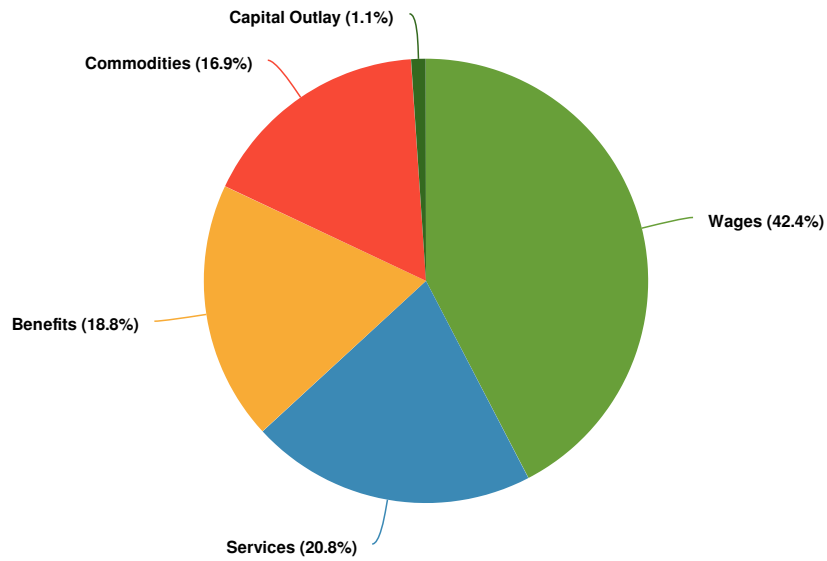
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$1,202,482	\$959,576	\$1,152,793	\$559,430	\$1,114,848	\$1,170,047
Benefits		\$579,376	\$446,348	\$518,427	\$250,632	\$465,941	\$519,968
Services		\$524,796	\$501,029	\$559,885	\$391,191	\$516,167	\$574,284
Capital Outlay		\$9,242	\$14,591	\$22,342	\$5,750	\$16,593	\$29,780
Commodities		\$466,050	\$278,416	\$485,706	\$149,312	\$355,152	\$467,150
Total General Fund:		\$2,781,946	\$2,199,961	\$2,739,152	\$1,356,316	\$2,468,701	\$2,761,229

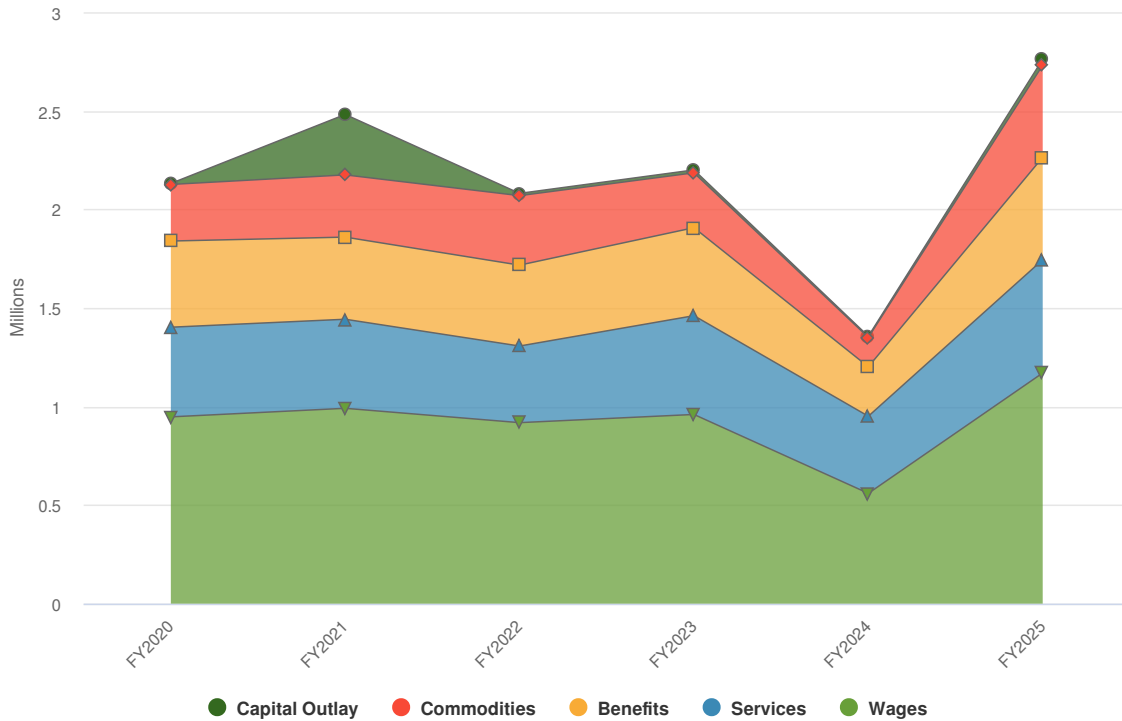


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10130003-511001	\$1,052,077	\$919,617	\$1,026,895	\$531,257	\$988,310	\$1,074,990
Part-Time Salaries	10130003-511002	\$6,200	\$0	\$6,200	\$0	\$6,200	\$0
Overtime	10130003-511004	\$75,000	\$16,597	\$75,000	\$4,904	\$73,922	\$70,000
Retirement/Vacation Reimb.	10130003-511005	\$48,000	\$2,080	\$25,000	\$1,854	\$25,000	\$0
Longevity	10130003-511006	\$21,205	\$21,282	\$19,698	\$21,416	\$21,416	\$25,057
Total Wages:		\$1,202,482	\$959,576	\$1,152,793	\$559,430	\$1,114,848	\$1,170,047
Benefits							
FICA	10130003-522250	\$91,042	\$71,497	\$76,386	\$41,642	\$77,383	\$82,735
Municipal Employees Retirement	10130003-522300	\$138,315	\$120,181	\$131,662	\$69,579	\$127,076	\$143,398
State Retirement Defined Cont.	10130003-522301	\$11,968	\$10,549	\$11,639	\$6,184	\$11,269	\$12,375
Medical Insur-Active Employees	10130003-522818	\$249,609	\$162,414	\$225,336	\$93,472	\$176,443	\$207,270
Medical Insur-Retirees	10130003-522820	\$59,305	\$56,155	\$42,671	\$27,934	\$43,645	\$42,671
Dental Insur-Active Employees	10130003-522822	\$14,385	\$9,029	\$11,462	\$4,572	\$9,074	\$10,125
Insurance Buyback	10130003-522840	\$4,000	\$9,623	\$8,250	\$5,519	\$10,249	\$10,250
Life Insurance	10130003-522850	\$1,452	\$1,123	\$1,122	\$702	\$1,807	\$1,244
Travel Expenses	10130003-538014	\$2,100	\$12	\$2,100	\$0	\$2,100	\$2,100
Educational Expenses	10130003-538016	\$800	\$373	\$800	\$125	\$800	\$800
Uniforms And Other Clothing	10130003-540038	\$6,400	\$5,392	\$7,000	\$905	\$6,095	\$7,000
Total Benefits:		\$579,376	\$446,348	\$518,427	\$250,632	\$465,941	\$519,968
Services							
Cleaning Services	10130003-530012	\$7,565	\$3,454	\$6,966	\$1,889	\$5,364	\$4,200
Refuse Disposal	10130003-530014	\$5,408	\$2,665	\$3,524	\$1,529	\$2,198	\$3,500
Internet Access	10130003-530066	\$1,500	\$1,455	\$1,500	\$727	\$894	\$1,500
Professional Services	10130003-530111	\$404,071	\$397,096	\$431,791	\$334,969	\$431,791	\$439,566
Employee Training	10130003-530801		\$0		\$0		\$2,375



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Telephone	10130003-532000	\$3,372	\$1,934	\$3,312	\$910	\$2,581	\$2,322
Fuel - Oil	10130003-532002	\$19,200	\$18,525	\$25,200	\$5,919	\$23,012	\$25,000
Electricity	10130003-532004	\$14,776	\$17,466	\$16,713	\$8,663	\$9,663	\$16,713
Water Fees	10130003-532012	\$1,435	\$1,032	\$1,435	\$484	\$1,045	\$1,435
Propane	10130003-532014	\$9,270	\$4,763	\$6,975	\$949	\$6,975	\$6,300
Motor Vehicles Maintenance	10130003-534010	\$20,000	\$14,696	\$22,000	\$11,721	\$10,586	\$22,000
Computer/Software Maintenance	10130003-534016	\$3,200	\$3,054	\$4,500	\$3,054	\$4,500	\$12,950
Asset Management Software	10130003-534017	\$9,000	\$8,784	\$9,000	\$8,816	\$184	\$9,000
Maintenance Of General Equip	10130003-534018	\$15,000	\$13,890	\$15,000	\$4,472	\$11,204	\$15,000
Maintenance Of Buildings	10130003-534020	\$7,500	\$7,987	\$7,500	\$6,139	\$2,181	\$8,000
Advertising	10130003-538012	\$200	\$135	\$200	\$0	\$200	\$200
Printing Expenses	10130003-538022	\$200	\$0	\$200	\$0	\$200	\$200
Rents	10130003-538028	\$1,000	\$2,000	\$2,000	\$480	\$1,520	\$2,000
Licenses And Dues	10130003-538030	\$2,099	\$2,092	\$2,069	\$469	\$2,069	\$2,023
Total Services:		\$524,796	\$501,029	\$559,885	\$391,191	\$516,167	\$574,284
Capital Outlay							
Non-Major Technology Reserve	10130003-530044	\$4,372	\$4,372	\$5,972	\$0	\$5,972	\$10,480
Computer Equipment	10130003-550002	\$0	\$1,685	\$6,500	\$5,625	\$875	\$10,000
Office Equipment	10130003-550004	\$370	\$5,771	\$370	\$125	\$246	\$300
General Equipment & Machinery	10130003-550006	\$2,000	\$1,655	\$2,500	\$0	\$2,500	\$4,500
Construction Equipment	10130003-550010	\$2,500	\$1,109	\$6,500	\$0	\$6,500	\$4,000
Furniture And Furnishings	10130003-550026			\$500	\$0	\$500	\$500
Total Capital Outlay:		\$9,242	\$14,591	\$22,342	\$5,750	\$16,593	\$29,780
Commodities							
Office Materials & Supplies	10130003-540012	\$1,400	\$1,211	\$1,400	\$128	\$1,311	\$1,400
Janitorial Materials & Supp	10130003-540014	\$1,200	\$459	\$1,200	\$541	\$1,098	\$1,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Elect Materials & Supplies	10130003-540018	\$850	\$0	\$850	\$0	\$850	\$2,500
Books And Publications	10130003-540020	\$150	\$0	\$150	\$0	\$150	\$150
Agri Materials & Supplies	10130003-540022	\$2,000	\$300	\$2,000	\$410	\$1,590	\$2,000
Road Salt	10130003-540023	\$145,350	\$38,626	\$145,000	\$0	\$145,000	\$135,000
Chemicals And Gases	10130003-540024	\$3,500	\$322	\$3,500	\$244	\$3,256	\$3,500
Road Sand	10130003-540025	\$30,000	\$2,745	\$30,000	\$0	\$30,000	\$20,000
Bldg & Const Materials & Supp	10130003-540026	\$81,000	\$57,944	\$81,000	\$26,303	\$57,505	\$81,000
Motor Vehicle Materials & Supp	10130003-540028	\$60,000	\$53,778	\$65,000	\$32,793	\$32,154	\$65,000
Medical & Lab Materials & Supp	10130003-540030	\$200	\$0	\$200	\$0	\$200	\$200
General Hardware & Tools	10130003-540032	\$8,500	\$7,136	\$8,500	\$3,745	\$4,755	\$8,500
Signage Materials & Supplies	10130003-540034	\$19,000	\$12,574	\$19,000	\$7,245	\$11,593	\$19,000
Equipment & Machine Parts	10130003-540036	\$39,500	\$31,573	\$39,500	\$18,329	\$22,799	\$39,500
Fuels And Lubricants	10130003-540040	\$70,000	\$69,368	\$85,006	\$58,469	\$40,193	\$85,000
HVAC Materials & Supplies	10130003-540050	\$200	\$0	\$200	\$0	\$200	\$200
Photographic Materials & Supp	10130003-540052	\$200	\$200	\$200	\$0	\$200	\$200
Safety Related Mat & Supp	10130003-540058	\$3,000	\$2,182	\$3,000	\$1,106	\$2,298	\$3,000
Total Commodities:		\$466,050	\$278,416	\$485,706	\$149,312	\$355,152	\$467,150
Total Expense Objects:		\$2,781,946	\$2,199,961	\$2,739,152	\$1,356,316	\$2,468,701	\$2,761,229

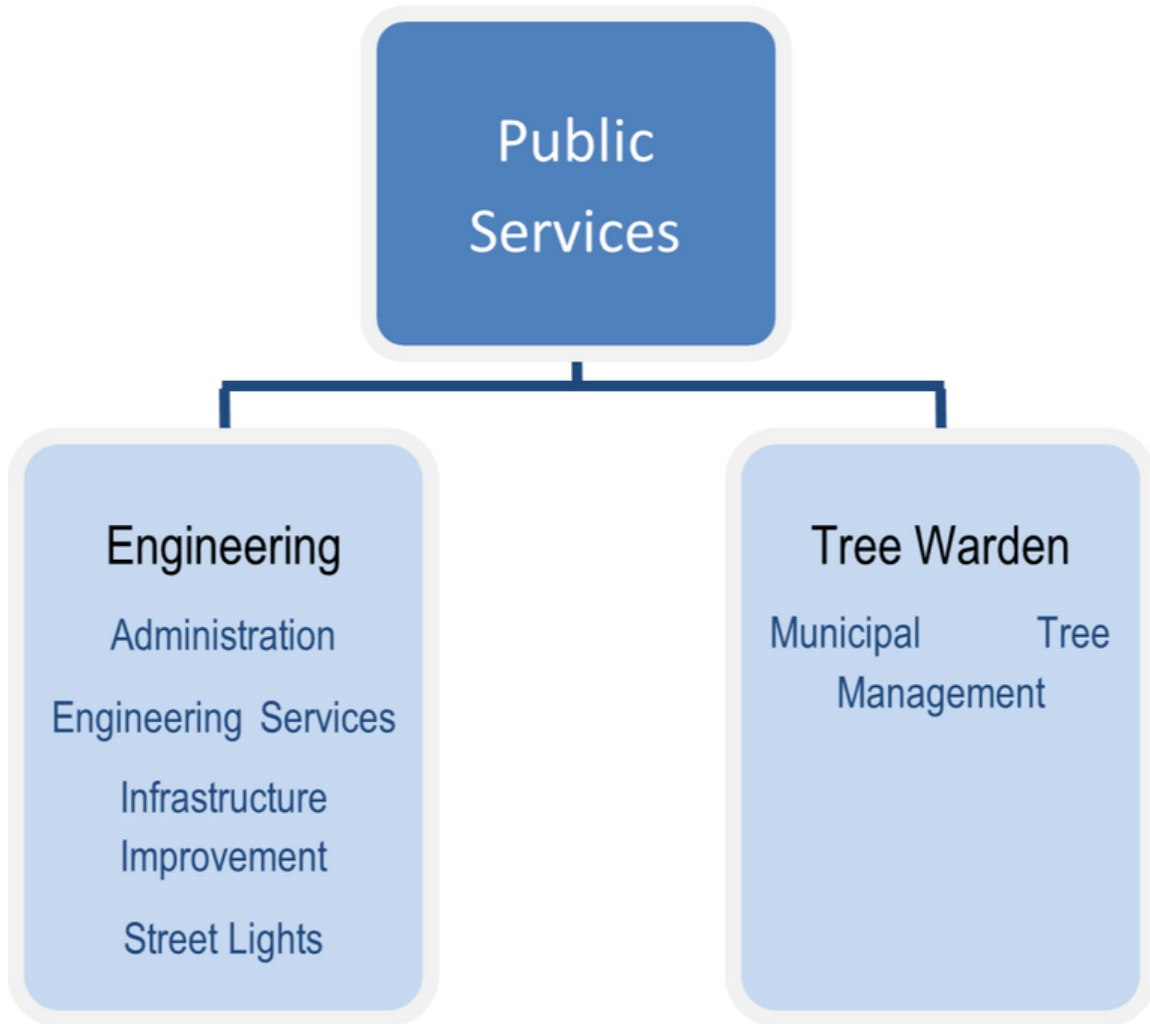


Tree Warden

William Wallace

Tree Warden

Organizational Chart



Mission Statement & Primary Functions

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.

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

FY 2023 - 2024 Priorities

Priorities – Tree Warden	Town Council Goals & Obj's
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 2024 - 2025 Priorities

Priorities – Tree Warden	Town Council Goals & Obj's
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

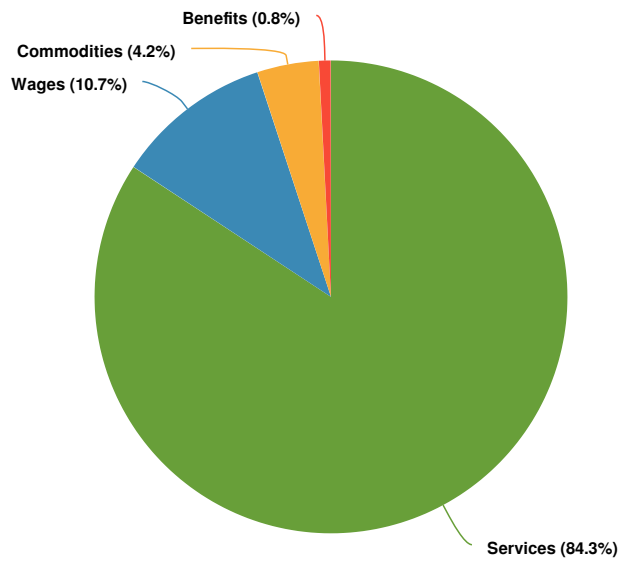
Expenditures by Fund



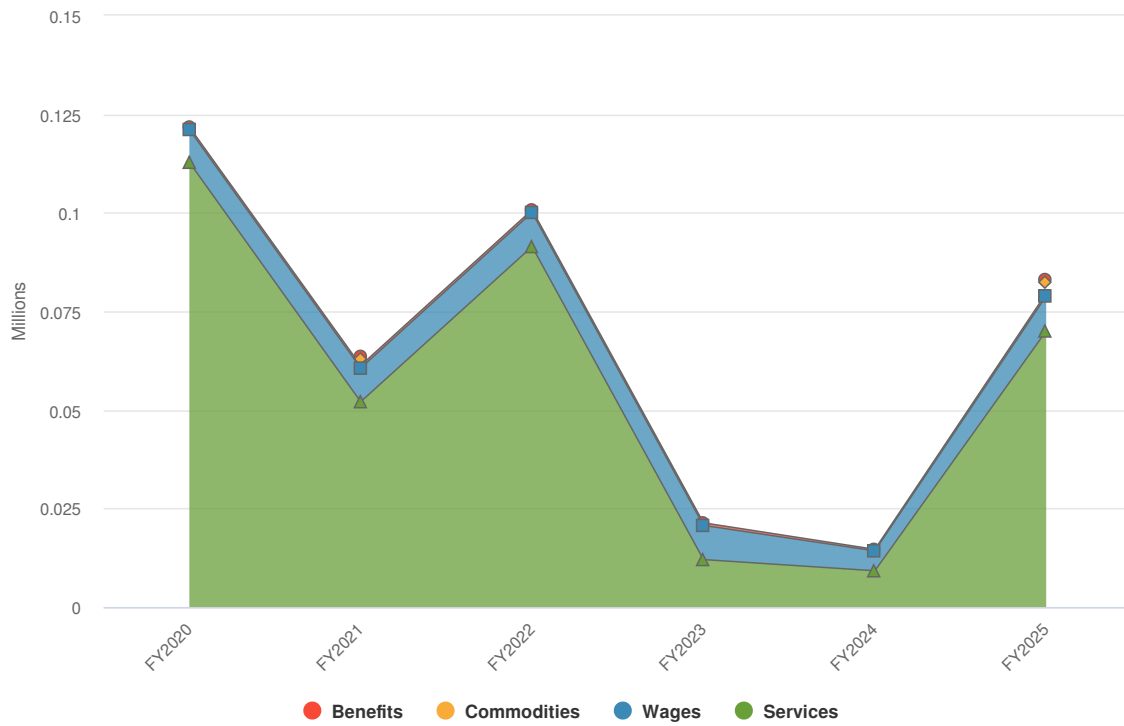
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$8,880	\$8,663	\$8,880	\$5,053	\$8,880	\$8,880
Benefits		\$680	\$663	\$679	\$387	\$850	\$679
Services		\$45,000	\$12,028	\$70,000	\$9,188	\$70,000	\$70,000
Commodities		\$3,250	\$0	\$3,500	\$0	\$3,500	\$3,500
Total General Fund:		\$57,810	\$21,353	\$83,059	\$14,628	\$83,230	\$83,059

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Part-Time Salaries	10130005-511002	\$8,880	\$8,663	\$8,880	\$5,053	\$8,880	\$8,880
Total Wages:		\$8,880	\$8,663	\$8,880	\$5,053	\$8,880	\$8,880
Benefits							
FICA	10130005-522250	\$680	\$663	\$679	\$387	\$850	\$679
Total Benefits:		\$680	\$663	\$679	\$387	\$850	\$679
Services							
Arborist Services	10130005-530076	\$20,000	\$0	\$40,000	\$0	\$40,000	\$40,000
Professional Services	10130005-530111	\$25,000	\$12,028	\$30,000	\$9,188	\$30,000	\$30,000
Total Services:		\$45,000	\$12,028	\$70,000	\$9,188	\$70,000	\$70,000
Commodities							
Agri Materials & Supplies	10130005-540022	\$3,250	\$0	\$3,500	\$0	\$3,500	\$3,500
Total Commodities:		\$3,250	\$0	\$3,500	\$0	\$3,500	\$3,500



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Total Expense Objects:		\$57,810	\$21,353	\$83,059	\$14,628	\$83,230	\$83,059



Street Lighting

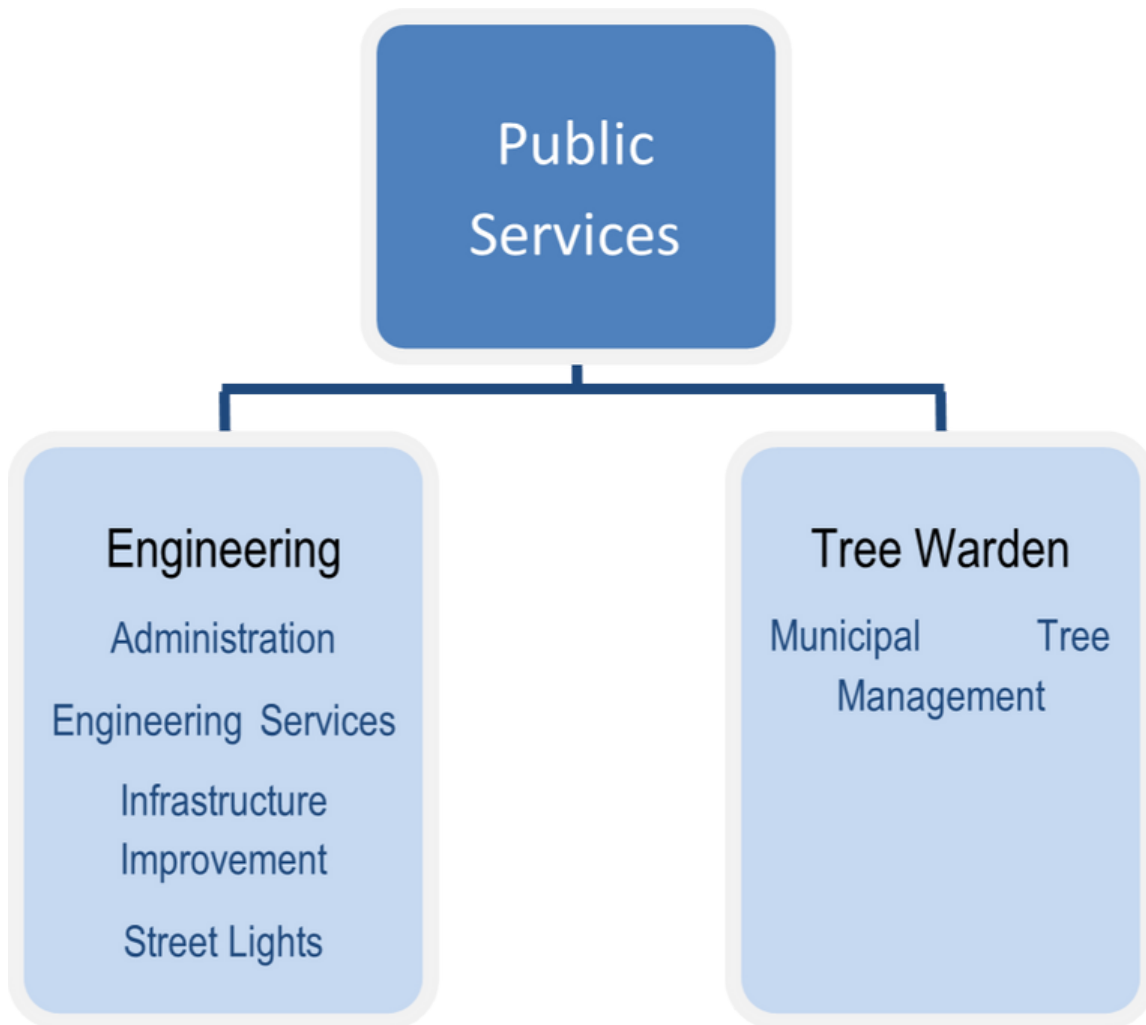
Richard J. Bourbonnais, PE

Director of Public Services

Please note, this section incorporates multiple accounts, each of which fall under the purview of the 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 & Primary Functions

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.

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.

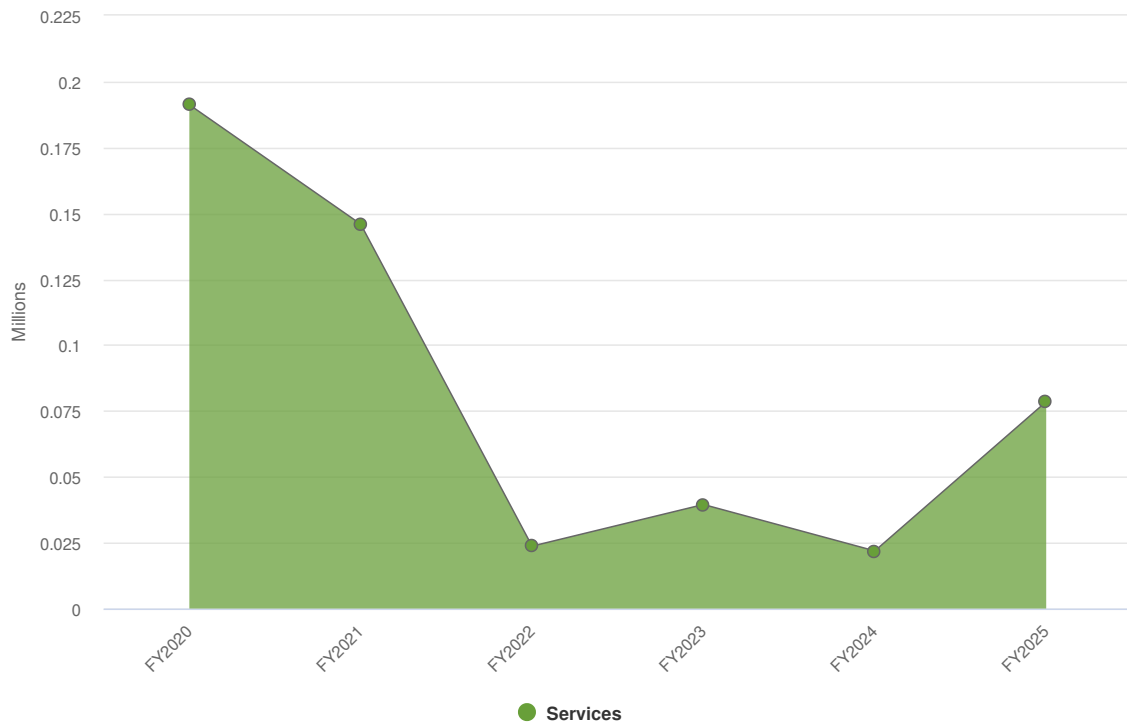
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Services		\$71,000	\$39,480	\$78,611	\$21,875	\$78,500	\$78,500
Total General Fund:		\$71,000	\$39,480	\$78,611	\$21,875	\$78,500	\$78,500

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Services							
Street Lighting	10130007-532006	\$56,000	\$39,480	\$56,000	\$21,241	\$56,000	\$56,000
Street Light Maintenance	10130007-534000	\$15,000	\$0	\$22,611	\$634	\$22,500	\$22,500
Total Services:		\$71,000	\$39,480	\$78,611	\$21,875	\$78,500	\$78,500
Total Expense Objects:		\$71,000	\$39,480	\$78,611	\$21,875	\$78,500	\$78,500



Leisure Services

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 Program
40007	Aquatics Program
40009	Leisure Services Program
40013	Creative Activities Program
40090	Harbor Patrol / Natural Resources

Department Headcount (FTE)

	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./ (Decr.) Over Prior Year
Leisure Services					
Total Personnel	24.63	22.94	22.94	22.94	0.00



Recreation Department-Administration

Theresa L. Murphy, CPRE
 Director of Leisure Services

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 Program
40007	Aquatics Program
40009	Leisure Services Program
40013	Creative Activities Program
40090	Harbor Patrol / Natural Resources

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 General Fund, the latter three funds are each detailed separately within the budget document.

The Recreation Department employs an administrative staff of 19 full-time equivalent employees and over 150 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.

Department Headcount (FTE)

	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Recreation Department - Administration					
Total Personnel	10.63	8.94	8.94	8.94	0.00



Organizational Chart



Mission Statement & Primary Functions

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

FY 2023 - 2024 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



FY 2024 - 2025 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:	FY 2022-2023	FY 2022-2023	FY2023-2024	FY2024-2025	Town Council
Description	Actual	Actual	Projected	Anticipated	Goals & Obj's
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	155	FI / TBF

Parks Division:	FY 2022-2023	FY 2022-2023	FY2023-2024	FY2024-2025	Town Council
Description	Actual	Projected	Anticipated	Anticipated	Goals & Obj's
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:	FY 2022-2023	FY 2022-2023	FY23-24	FY24-25	Town Council
Description	Actual	Projected	Anticipated	Anticipated	Goals & Obj's
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

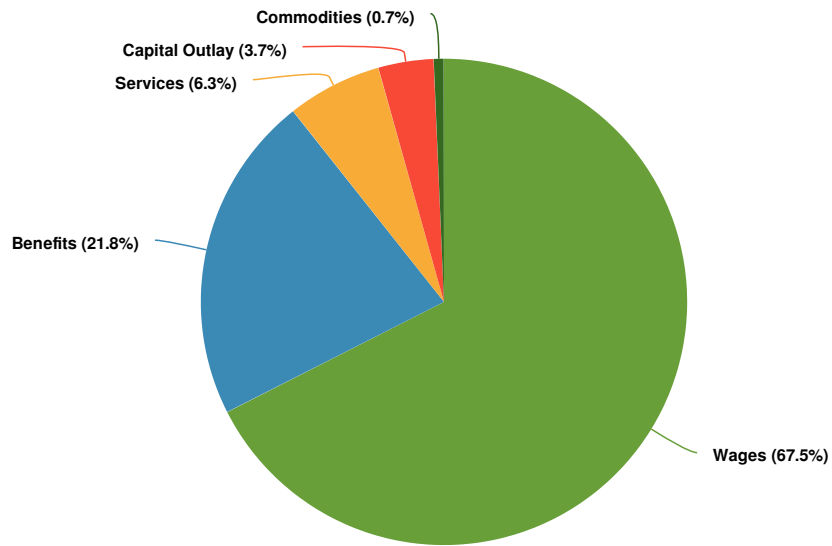
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$201,582	\$178,053	\$206,698	\$104,744	\$198,944	\$213,776
Benefits		\$73,841	\$65,966	\$84,129	\$38,599	\$76,440	\$69,091
Services		\$17,409	\$14,187	\$18,887	\$11,187	\$19,391	\$19,950
Capital Outlay		\$8,555	\$34,555	\$8,879	\$1,231	\$10,179	\$11,665
Commodities		\$2,300	\$951	\$2,100	\$804	\$1,900	\$2,120
Total General Fund:		\$303,687	\$293,712	\$320,693	\$156,565	\$306,854	\$316,601

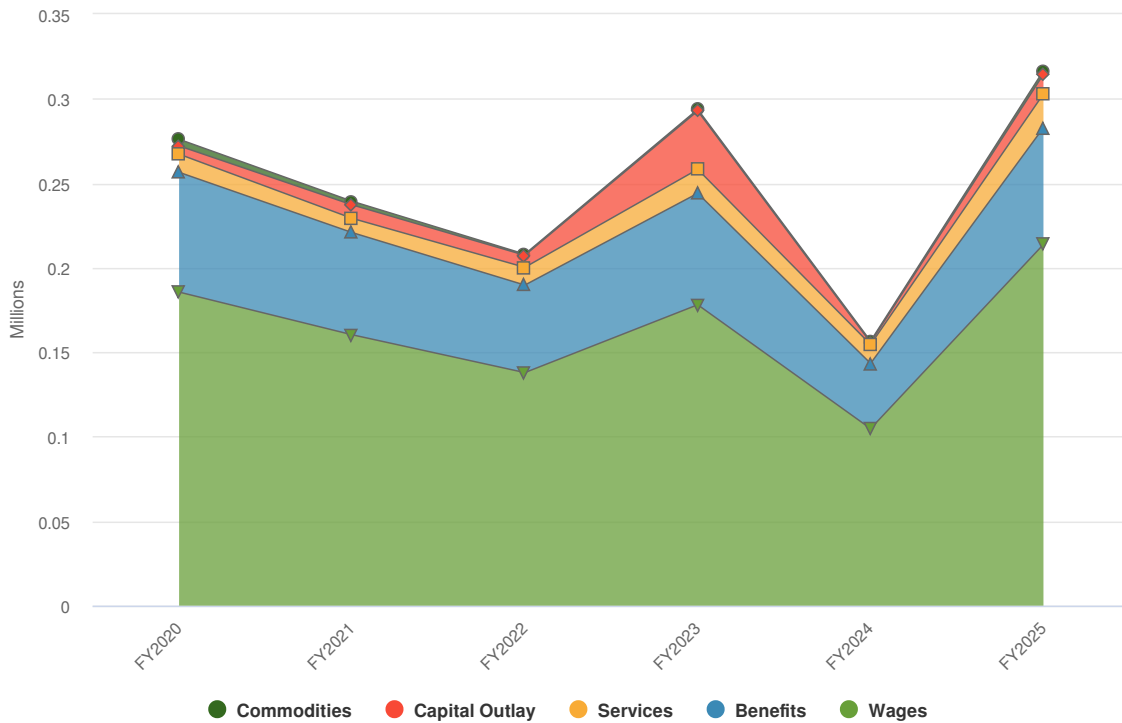


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10140001-511001	\$199,327	\$174,339	\$204,248	\$101,548	\$195,748	\$210,406
Overtime	10140001-511004	\$300	\$1,858	\$500	\$889	\$889	\$800
Longevity	10140001-511006	\$1,955	\$1,856	\$1,950	\$2,307	\$2,307	\$2,570
Total Wages:		\$201,582	\$178,053	\$206,698	\$104,744	\$198,944	\$213,776
Benefits							
FICA	10140001-522250	\$15,251	\$13,004	\$15,459	\$7,841	\$15,001	\$16,106
Municipal Employees Retirement	10140001-522300	\$25,722	\$22,504	\$25,940	\$13,065	\$24,915	\$24,099
State Retirement Defined Cont.	10140001-522301	\$2,280	\$2,027	\$2,333	\$1,186	\$2,251	\$2,425
Medical Insur-Active Employees	10140001-522818	\$22,849	\$23,006	\$34,381	\$13,915	\$27,428	\$18,713
Dental Insur-Active Employees	10140001-522822	\$1,908	\$1,546	\$2,020	\$790	\$1,640	\$1,751
Insurance Buyback	10140001-522840	\$4,000	\$2,008	\$2,000	\$1,231	\$3,077	\$4,000
Life Insurance	10140001-522850	\$331	\$245	\$296	\$156	\$428	\$296
Travel Expenses	10140001-538014	\$600	\$707	\$600	\$0	\$600	\$600
Educational Expenses	10140001-538016	\$700	\$920	\$900	\$415	\$900	\$900
Uniforms And Other Clothing	10140001-540038	\$200	\$0	\$200	\$0	\$200	\$200
Total Benefits:		\$73,841	\$65,966	\$84,129	\$38,599	\$76,440	\$69,091
Services							
Copy Machine Services	10140001-530064	\$1,500	\$767	\$1,250	\$514	\$1,000	\$1,250
Professional Services	10140001-530111	\$3,529	\$0	\$1,775	\$1,575	\$3,529	\$1,700
Employee Training	10140001-530801		\$0		\$0		\$875
Telephone	10140001-532000	\$162	\$0	\$252	\$0	\$252	\$275
Computer/Software Maintenance	10140001-534016	\$2,863	\$2,065	\$2,883	\$0	\$2,883	\$2,938
Asset Management Software	10140001-534017	\$0	\$4,392	\$4,392	\$4,302	\$4,302	\$4,392
Advertising	10140001-538012	\$400	\$234	\$400	\$58	\$400	\$410
Postage	10140001-538020	\$1,250	\$39	\$1,000	\$0	\$500	\$1,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Printing Expenses	10140001-538022	\$4,800	\$3,864	\$4,050	\$2,556	\$4,050	\$4,150
Licenses And Dues	10140001-538030	\$2,905	\$2,826	\$2,885	\$2,182	\$2,475	\$2,960
Total Services:		\$17,409	\$14,187	\$18,887	\$11,187	\$19,391	\$19,950
Capital Outlay							
Non-Major Technology Reserve	10140001-530044	\$8,555	\$8,555	\$8,879	\$0	\$8,879	\$10,465
Office Equipment	10140001-550004	\$0	\$1,000	\$0	\$1,231	\$1,300	\$1,200
Transfer To Other Funds	10140001-590999	\$0	\$25,000				\$0
Total Capital Outlay:		\$8,555	\$34,555	\$8,879	\$1,231	\$10,179	\$11,665
Commodities							
Office Materials & Supplies	10140001-540012	\$1,700	\$947	\$1,400	\$309	\$1,200	\$1,400
Rec Materials & Supplies	10140001-540016	\$100	\$4	\$100	\$0	\$100	\$120
Miscellaneous Expenses	10140001-580100	\$500	\$0	\$600	\$496	\$600	\$600
Total Commodities:		\$2,300	\$951	\$2,100	\$804	\$1,900	\$2,120
Total Expense Objects:		\$303,687	\$293,712	\$320,693	\$156,565	\$306,854	\$316,601



Park Maintenance

Rex Eberly

Deputy Director / Parks Superintendent

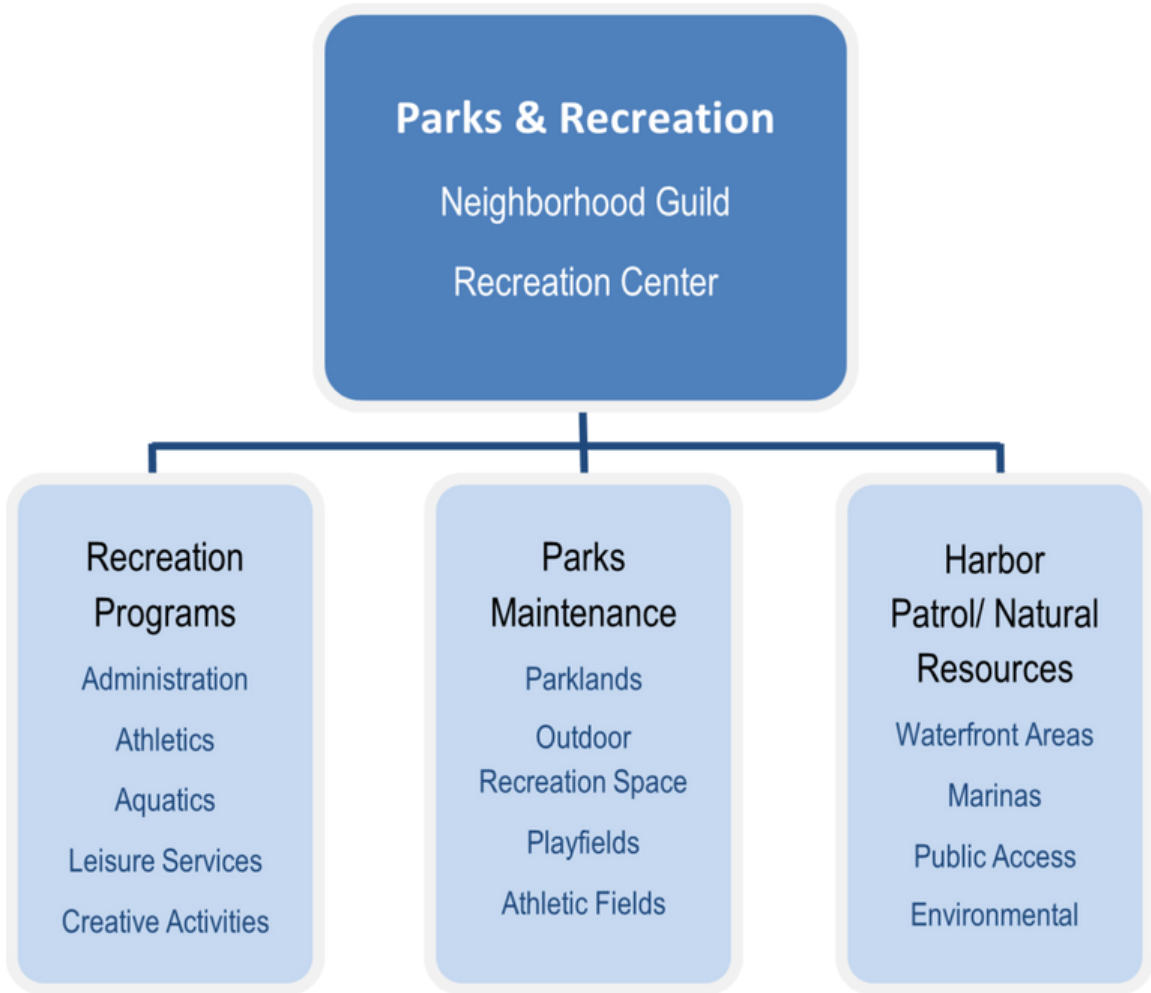
Acct Number	Acct Description
40001	Recreation Department - Admin
40003	Park Maintenance
40005	Athletics
40007	Aquatics
40009	Leisure Services
40013	Creative Activities
40090	Harbor Patrol/ Natural Resources

Department Headcount (FTE)

Park Maintenance Division	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./ (Decr.) Over Prior Year
Total Personnel	9.00	9.00	9.00	9.00	0.00



Organizational Chart



Mission Statement & Primary Functions

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.

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
- Coordinate scheduling of all athletic fields, and public park areas for interscholastic sports, youth programs, department leagues and events, and private rentals for sports and special events.
- 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



Noyes Farm Open Space Management Plan

In light of the recent discussions surrounding the Noyes Farm Open Space Management Plan in relation to the Capital Improvement Program, the following background and associated information may be helpful.

Project Background

In 2006, the Town purchased the 248 +/- acre Noyes Farm property using a combination of land dedication fees, Recreation Impact Fees, and State and private grants. The property is situated on the northerly side of Route 138, northeast of the intersection with Kingstown Road (route 108). Noyes Farm, a historic farmstead, is one of the largest undeveloped tracts of land in the community, and is characterized by extensive wooded areas, stone walls, wetland areas, and a stream complex.

The land purchase included a conservation easement, which states:

"This grant is subject to a Conservation Restriction wherein the Grantee (the Town) pledges to keep the property in its open, natural, scenic, agricultural and ecological condition and shall not allow any activities upon such land that would significantly impair or interfere with the conservation value of the premises. Passive recreation activities including but not limited to, paved hiking paths and necessary infrastructure would be allowed so long as they are not inconsistent with the above Conservation Restriction."

In the FY 17-18 Capital Improvement Program (CIP) and Annual Budget, the Town Council allocated \$20,000 from the Open Space Reserve Fund to obtain consultant services to develop an Open Space Management Plan for the property. Per the CIP, the intent of the Open Space Management Plan was stated as identification of a general use program, strategies, and areas for improvement with regard to passive recreation use of the property. In March of 2018, Applied Bio-Systems was awarded the contract to develop an Open Space Management Plan, in collaboration with the Noyes Farm Task Force consisting of Town staff, and representatives of the Conservation and Recreation Commissions. The plan was completed and presented to the Town Council on June 10, 2019. The Town Council passed a resolution endorsing the plan and the pursuit of implementation of the plan, including considerations for funding through the Capital Improvement Program.

Development Plan

The preferred development plan identified the following:

Parking: Development of one (1) initial parking area is proposed along the property's frontage on Moorsefield Road. This parking area will accommodate approximately seven (7) vehicles and is recommended to include bicycle parking and informational signage. The size and location of the parking area are based upon wetland locations and the existing access from Moorsefield Road.

Signage:

A variety of signage is proposed on the site including a signage kiosk at the parking area, wayfinding signage along the trail system, and interpretive signage identifying historic resources such as cemeteries and historic building sites as well as specimen flora and fauna is recommended.

Trails:

To support a 'light touch' for trail development, the plan recommends improvement of the existing cart paths and trails on the site. A total of four (4) trails are proposed which provide a variety of experiences for site users. The length of trails ranges from 0.38 miles to 1.25 miles and can be connected by visitors traveling throughout the property. Trails are intended to highlight unique features of the property.

Users:

Noyes Farm is recommended for walkers, bikers, runners, bird watchers, and all other passive recreational users. It is not recommended for equestrian use at this time, due to the need for bog bridges in wet areas, and the capacity of the proposed parking area. It is recommended that the site be open for group use, including clubs, camps, and schools for outdoor education.

Management:

Modest trail development needs and ongoing maintenance is recommended to improve the site. Small amounts of gravel will be needed to repair observed areas of rutting and erosion from prior vehicular access on the site including ATVs. The installation of signage, benches, and bog bridges will be necessary for site development as included in the Plan.

Capital Improvement Funding



Since the endorsement of the Noyes Farm Open Space Management Plan the property development has been incorporated into the Parks and Recreation long-term capital plan with funding intended to start in the out years of the long-term plan; however competing pay-go maintenance priorities in existing high-use parks, as well as other major capital projects (Marina Park Boat Ramp, a new Recreation Center, the South County Commons Bike Path Connector, Saugatucket Park, and Old Mountain Field) were prioritized over Noyes Farm as well as other Parks and Recreation capital needs.

Project Execution

Should funding be authorized by the Town Council, and/or grant funds be awarded, the Parks and Recreation Department is prepared to move forward with the necessary design and bidding process to implement the initial phase of the plan which involves construction of a small parking lot, development of the “yellow trail” system, and associated wayfinding/signage. The estimated cost of this initial phase of the plan is \$93,000. To implement the entire proposed plan with parking and development of three trails (blue, red and purple), the estimated cost is \$150,000.

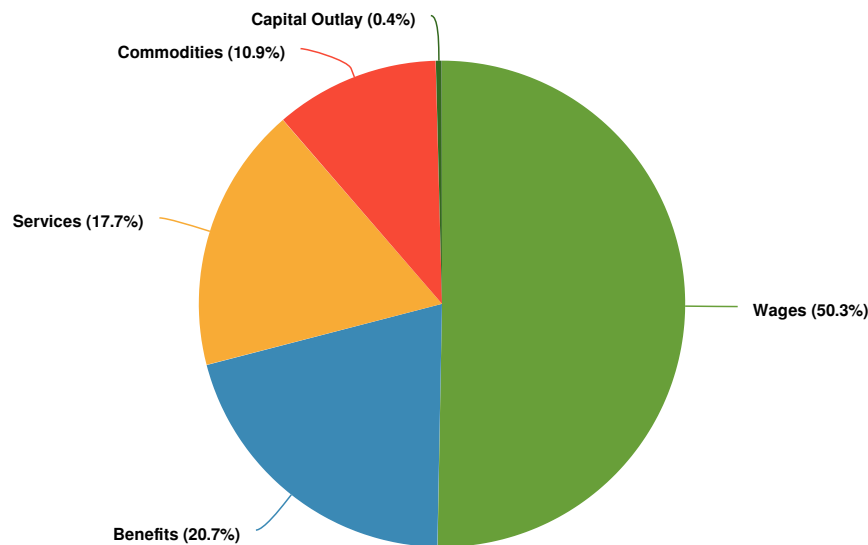
Fiscal Year 2024 - 2025 Proposed Funding (Budget)

Included within the Town Manager's Proposed FY 2024 - 2025 budget is \$100,000 within the Professional Services account of Park Maintenance (10140003-430111), which is funding for phase-1 of the work needed for Noyes Farm. The corresponding revenue increase to offset this proposed expense is an increase of \$100,000 to Misc. Revenue (10100000-440030) within the General Fund. This \$100,000 line-item within the General Fund revenue budget would be funded via a transfer in from Fair Share Development Recreation Fees.

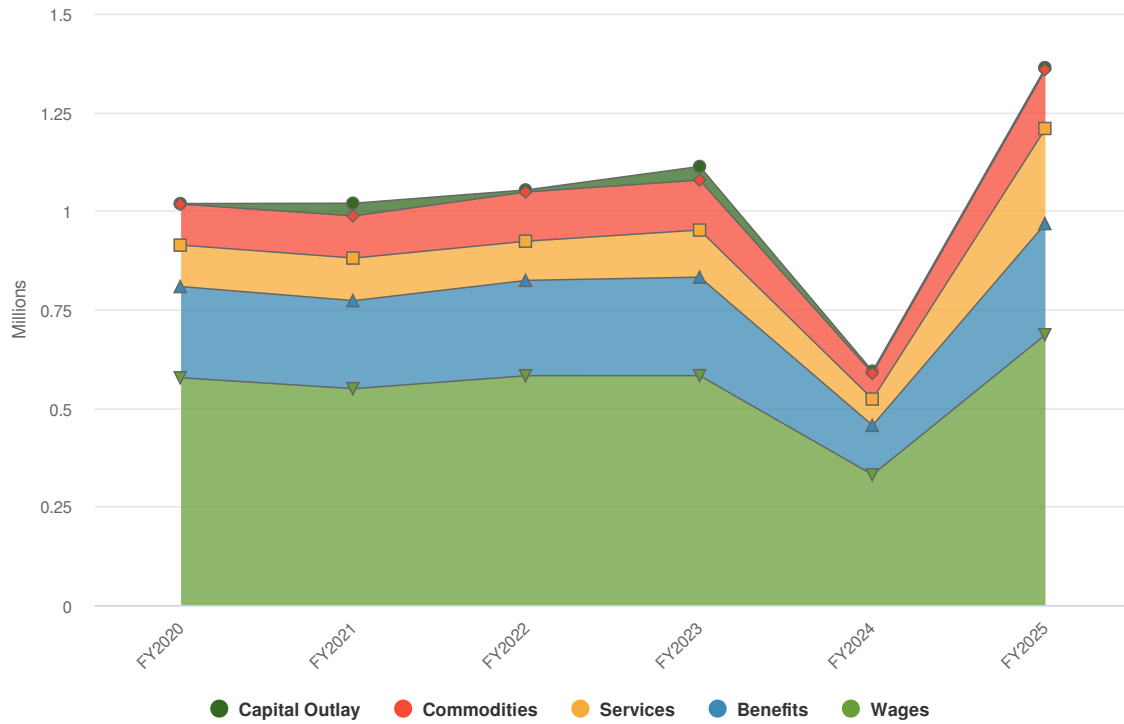
Expenditures by Fund

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10140003-511001	\$508,344	\$484,262	\$520,101	\$251,365	\$466,093	\$542,036
Seasonal Salaries	10140003-511003	\$95,694	\$69,066	\$115,200	\$56,006	\$110,000	\$118,080
Overtime	10140003-511004	\$7,761	\$13,515	\$10,860	\$6,300	\$11,800	\$11,132
Retirement/Vacation Reimb.	10140003-511005	\$0	\$827	\$0	\$2,484	\$10,000	\$0
Longevity	10140003-511006	\$14,129	\$14,130	\$14,978	\$14,258	\$14,258	\$14,397
Total Wages:		\$625,928	\$581,802	\$661,139	\$330,412	\$612,151	\$685,645
Benefits							
FICA	10140003-522250	\$46,095	\$42,750	\$48,192	\$24,530	\$45,376	\$51,736
Municipal Employees Retirement	10140003-522300	\$67,220	\$63,631	\$67,314	\$33,415	\$60,428	\$72,534
State Retirement Defined Cont.	10140003-522301	\$5,983	\$5,703	\$6,086	\$3,070	\$5,541	\$6,531
Medical Insur-Active Employees	10140003-522818	\$121,527	\$122,127	\$139,883	\$56,640	\$107,940	\$133,680



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Dental Insur-Active Employees	10140003-522822	\$7,099	\$6,430	\$7,023	\$2,576	\$5,036	\$6,250
Insurance Buyback	10140003-522840	\$3,800	\$4,392	\$3,800	\$3,123	\$6,568	\$6,000
Life Insurance	10140003-522850	\$699	\$601	\$628	\$323	\$766	\$632
Uniforms And Other Clothing	10140003-540038	\$4,365	\$4,166	\$4,405	\$1,534	\$4,100	\$4,405
Total Benefits:		\$256,788	\$249,798	\$277,331	\$125,212	\$235,755	\$281,769
Services							
Cleaning Services	10140003-530012	\$2,527	\$2,148	\$2,766	\$1,082	\$2,766	\$2,766
Refuse Disposal	10140003-530014	\$4,376	\$4,476	\$4,850	\$2,212	\$4,850	\$4,850
Agricultural Services	10140003-530078	\$2,500	\$2,360	\$2,900	\$0	\$2,500	\$2,900
Professional Services	10140003-530111	\$1,775	\$2,107	\$1,775	\$0	\$1,775	\$101,775
Employee Training	10140003-530801		\$0		\$0		\$1,125
Telephone	10140003-532000	\$1,620	\$2,125	\$1,920	\$1,049	\$1,952	\$2,256
Electricity	10140003-532004	\$47,575	\$49,017	\$50,005	\$28,077	\$49,000	\$50,080
Wastewater Fees	10140003-532010	\$2,100	\$1,660	\$2,250	\$1,585	\$4,050	\$2,250
Water Fees	10140003-532012	\$17,714	\$8,949	\$16,883	\$8,326	\$13,000	\$17,205
Motor Vehicles Maintenance	10140003-534010	\$5,500	\$8,043	\$7,200	\$1,718	\$7,300	\$8,280
Office Equipment Maintenance	10140003-534014	\$0	\$0	\$0	-\$2,199	\$0	\$0
Maintenance Of General Equip	10140003-534018	\$6,100	\$8,590	\$7,500	\$8,824	\$9,050	\$8,625
Maintenance Of Buildings	10140003-534020	\$31,100	\$25,403	\$31,100	\$12,560	\$31,000	\$31,700
Rents	10140003-538028	\$7,000	\$4,630	\$7,080	\$3,565	\$7,000	\$7,440
Total Services:		\$129,887	\$119,507	\$136,229	\$66,799	\$134,243	\$241,252
Capital Outlay							
General Equipment & Machinery	10140003-550006	\$5,350	\$9,692	\$5,350	\$5,533	\$5,350	\$5,490
Transfer To Other Funds	10140003-590999	\$0	\$25,000				\$0
Total Capital Outlay:		\$5,350	\$34,692	\$5,350	\$5,533	\$5,350	\$5,490
Commodities							
Janitorial Materials & Supp	10140003-540014	\$7,723	\$10,149	\$12,618	\$6,986	\$12,888	\$13,548



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Rec Materials & Supplies	10140003-540016	\$6,937	\$6,937	\$8,667	\$188	\$8,619	\$9,404
Elect Materials & Supplies	10140003-540018	\$3,500	\$3,947	\$3,500	\$1,777	\$3,500	\$3,500
Agri Materials & Supplies	10140003-540022	\$47,620	\$43,975	\$50,100	\$31,602	\$50,100	\$52,100
Chemicals And Gases	10140003-540024	\$490	\$0	\$490	\$0	\$490	\$490
Bldg & Const Materials & Supp	10140003-540026	\$5,200	\$3,090	\$5,200	\$1,572	\$5,200	\$5,200
Motor Vehicle Materials & Supp	10140003-540028	\$5,300	\$7,979	\$5,900	\$1,768	\$5,900	\$6,490
Medical & Lab Materials & Supp	10140003-540030	\$300	\$0	\$200	\$0	\$200	\$275
General Hardware & Tools	10140003-540032	\$1,400	\$735	\$1,400	\$534	\$1,400	\$1,400
Signage Materials & Supplies	10140003-540034	\$5,479	\$7,076	\$7,574	\$3,655	\$7,000	\$7,574
Equipment & Machine Parts	10140003-540036	\$3,500	\$3,217	\$3,500	\$742	\$3,500	\$3,500
Fuels And Lubricants	10140003-540040	\$35,692	\$36,796	\$41,355	\$16,295	\$33,842	\$41,355
HVAC Materials & Supplies	10140003-540050	\$4,140	\$2,624	\$3,990	\$54	\$3,990	\$4,140
Total Commodities:		\$127,281	\$126,525	\$144,494	\$65,172	\$136,629	\$148,976
Total Expense Objects:		\$1,145,234	\$1,112,323	\$1,224,543	\$593,129	\$1,124,128	\$1,363,132



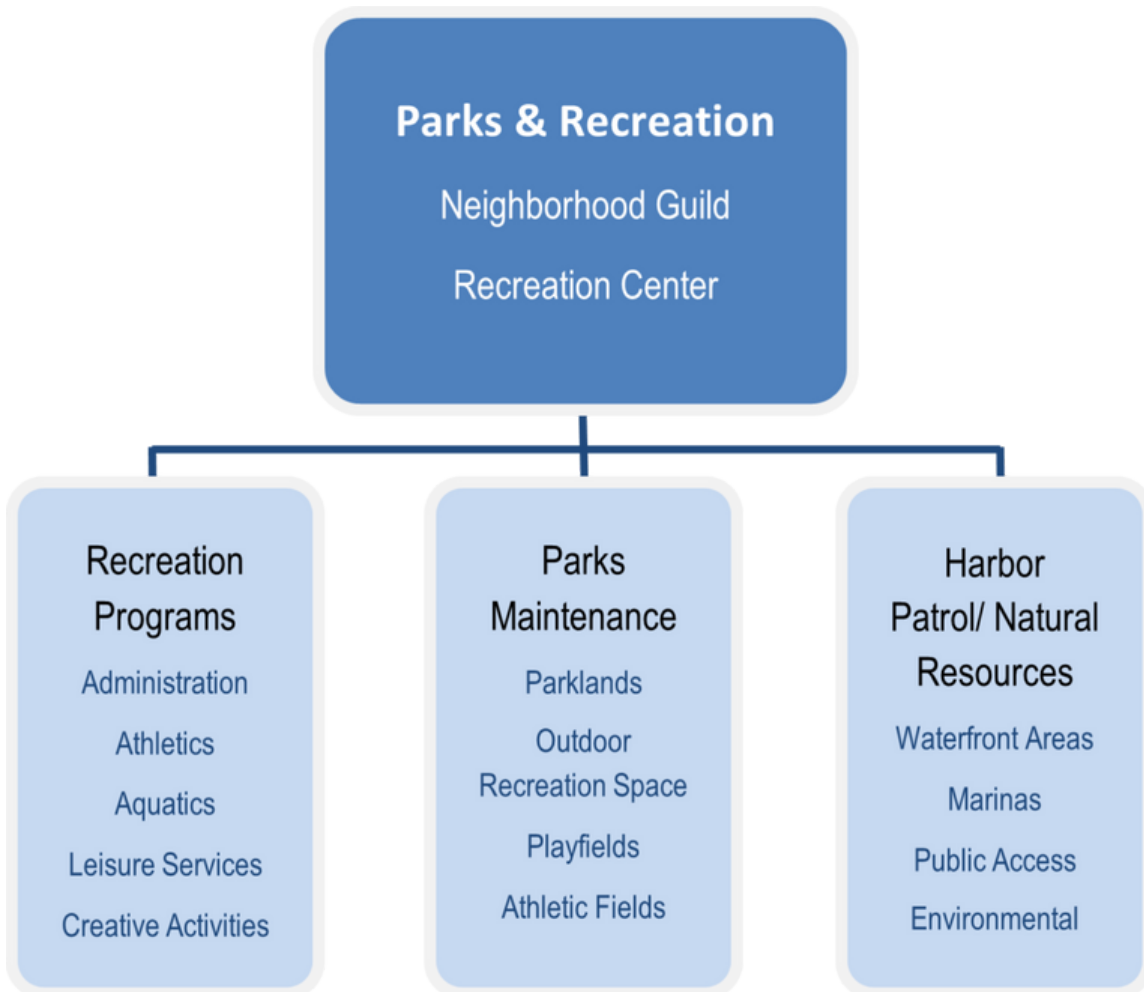
Athletics Program

Lenka Capek
Recreation Supervisor

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 Program
40007	Aquatics Program
40009	Leisure Services Program
40013	Creative Activities Program
40090	Harbor Patrol / Natural Resources

Organizational Chart



Mission Statement & Primary Functions

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.

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

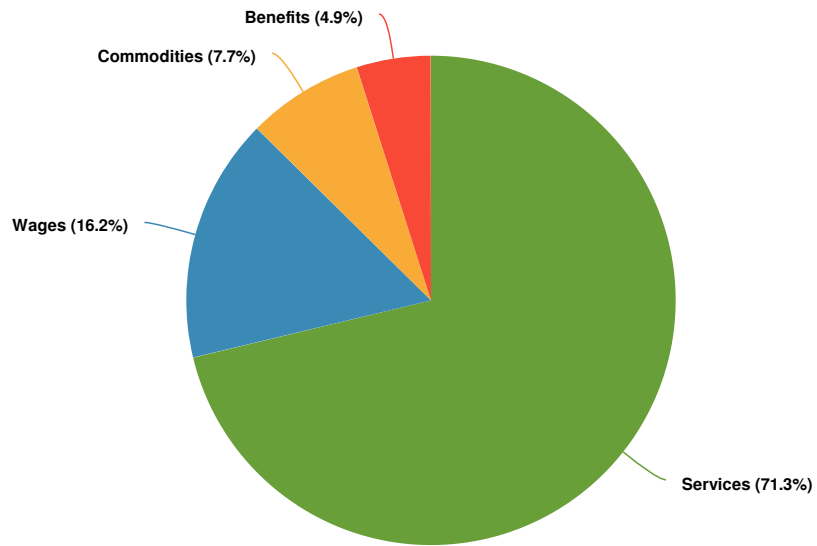
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$31,754	\$27,662	\$32,985	\$17,718	\$34,462	\$35,378
Benefits		\$14,885	\$9,084	\$10,086	\$5,548	\$10,564	\$10,748
Services		\$104,255	\$169,758	\$142,580	\$116,198	\$140,070	\$156,050
Commodities		\$14,970	\$13,967	\$15,470	\$9,945	\$16,760	\$16,820
Total General Fund:		\$165,864	\$220,471	\$201,121	\$149,409	\$201,856	\$218,997

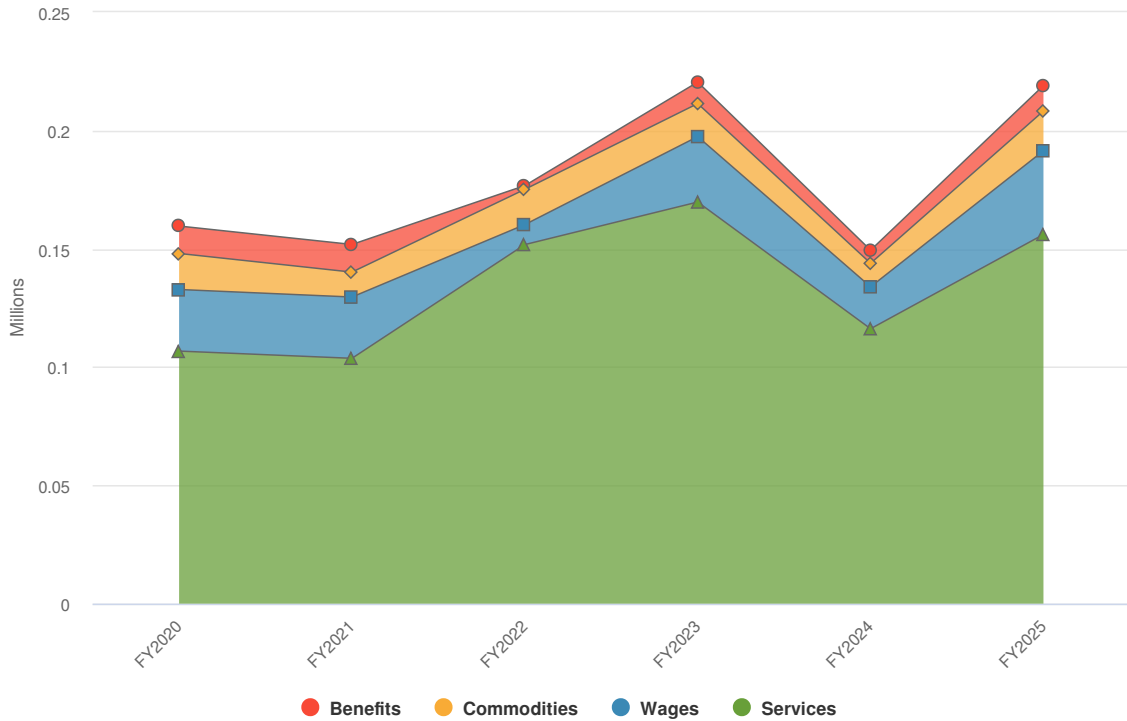


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10140005-511001	\$24,544	\$23,065	\$25,310	\$14,563	\$26,293	\$26,308
Seasonal Salaries	10140005-511003	\$6,510	\$4,431	\$6,975	\$1,961	\$6,975	\$8,370
Overtime	10140005-511004	\$700	\$166	\$700	\$1,194	\$1,194	\$700
Total Wages:		\$31,754	\$27,662	\$32,985	\$17,718	\$34,462	\$35,378
Benefits							
FICA	10140005-522250	\$2,259	\$2,046	\$2,448	\$1,314	\$2,448	\$2,546
Municipal Employees Retirement	10140005-522300	\$3,137	\$2,946	\$3,184	\$1,811	\$3,287	\$3,429
State Retirement Defined Cont.	10140005-522301	\$246	\$231	\$254	\$144	\$261	\$268
Medical Insur-Active Employees	10140005-522818	\$8,648	\$3,649	\$3,989	\$2,165	\$4,327	\$4,290
Dental Insur-Active Employees	10140005-522822	\$538	\$164	\$160	\$80	\$160	\$165
Life Insurance	10140005-522850	\$57	\$48	\$51	\$34	\$81	\$51
Total Benefits:		\$14,885	\$9,084	\$10,086	\$5,548	\$10,564	\$10,748
Services							
Professional Services	10140005-530111	\$104,055	\$169,758	\$142,380	\$116,198	\$139,870	\$155,850
Printing Expenses	10140005-538022	\$200	\$0	\$200	\$0	\$200	\$200
Total Services:		\$104,255	\$169,758	\$142,580	\$116,198	\$140,070	\$156,050
Commodities							
Rec Materials & Supplies	10140005-540016	\$14,970	\$13,967	\$15,470	\$9,945	\$16,760	\$16,820
Total Commodities:		\$14,970	\$13,967	\$15,470	\$9,945	\$16,760	\$16,820
Total Expense Objects:		\$165,864	\$220,471	\$201,121	\$149,409	\$201,856	\$218,997



Aquatics Program

Lenka Capek
Recreation Supervisor

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

Organizational Chart



Mission Statement & Primary Functions

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:

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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.

Aquatics

- Manage day-to-day seasonal operation of the South Kingstown Town Beach
- Recruit, hire, and train seasonal lifeguards, 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

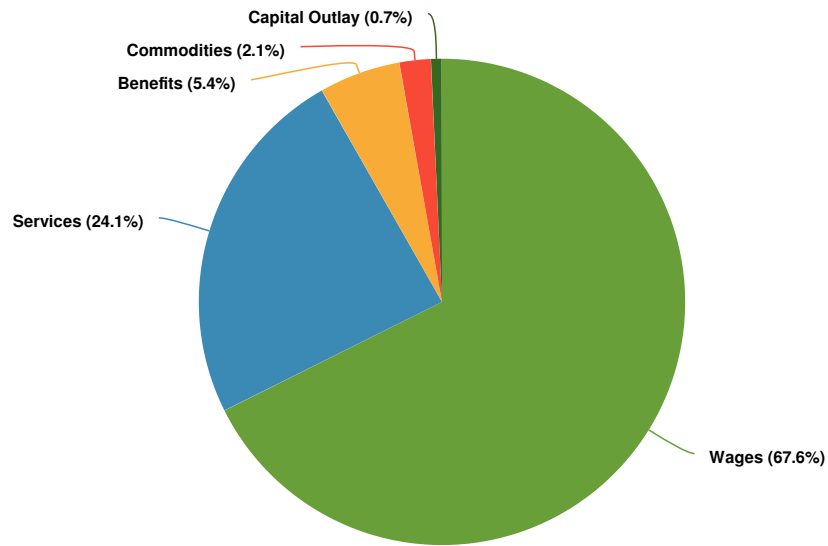
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$204,862	\$137,163	\$193,417	\$78,838	\$163,823	\$221,451
Benefits		\$16,172	\$10,973	\$15,596	\$6,081	\$13,040	\$17,741
Services		\$77,082	\$70,113	\$96,100	\$45,909	\$62,770	\$79,020
Capital Outlay		\$2,300	\$3,595	\$2,000	\$0	\$2,000	\$2,379
Commodities		\$7,389	\$5,666	\$6,795	\$614	\$6,494	\$6,795
Total General Fund:		\$307,805	\$227,510	\$313,908	\$131,443	\$248,127	\$327,386

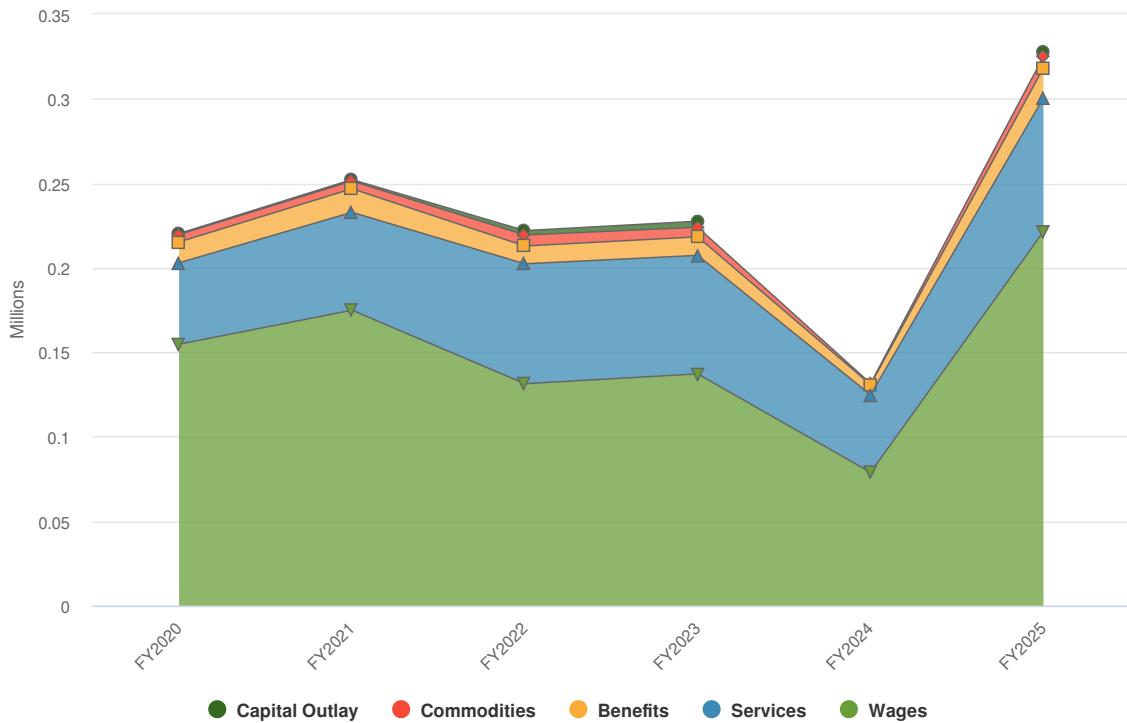


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Seasonal Salaries	10140007-511003	\$188,701	\$124,689	\$179,398	\$69,515	\$150,000	\$201,843
Overtime	10140007-511004	\$16,161	\$12,474	\$14,019	\$9,323	\$13,823	\$19,608
Total Wages:		\$204,862	\$137,163	\$193,417	\$78,838	\$163,823	\$221,451
Benefits							
FICA	10140007-522250	\$15,672	\$10,493	\$14,796	\$6,031	\$12,240	\$16,941
Uniforms And Other Clothing	10140007-540038	\$500	\$480	\$800	\$50	\$800	\$800
Total Benefits:		\$16,172	\$10,973	\$15,596	\$6,081	\$13,040	\$17,741
Services							
Refuse Disposal	10140007-530014	\$1,890	\$2,597	\$1,890	\$978	\$1,500	\$1,890
Professional Services	10140007-530111	\$68,080	\$61,526	\$87,120	\$43,294	\$55,270	\$70,040
Telephone	10140007-532000	\$500	\$794	\$500	\$392	\$450	\$500
Electricity	10140007-532004	\$900	\$653	\$950	\$508	\$800	\$950
Water Fees	10140007-532012	\$1,000	\$639	\$1,000	\$318	\$800	\$1,000
Maintenance Of Buildings	10140007-534020	\$1,800	\$1,168	\$1,700	\$0	\$1,500	\$1,700
Printing Expenses	10140007-538022	\$1,700	\$1,679	\$1,700	\$0	\$1,700	\$1,700
Rents	10140007-538028	\$1,212	\$1,058	\$1,240	\$420	\$750	\$1,240
Total Services:		\$77,082	\$70,113	\$96,100	\$45,909	\$62,770	\$79,020
Capital Outlay							
Safety Related Equipment	10140007-550024	\$2,300	\$3,595	\$2,000	\$0	\$2,000	\$2,379
Total Capital Outlay:		\$2,300	\$3,595	\$2,000	\$0	\$2,000	\$2,379
Commodities							
Janitorial Materials & Supp	10140007-540014	\$3,175	\$1,790	\$3,175	\$614	\$3,000	\$3,175
Rec Materials & Supplies	10140007-540016	\$700	\$752	\$700	\$0	\$700	\$700
Bldg & Const Materials & Supp	10140007-540026	\$2,294	\$2,253	\$2,140	\$0	\$2,294	\$2,140
General Hardware & Tools	10140007-540032	\$200	\$200	\$200	\$0		\$200
Signage Materials & Supplies	10140007-540034	\$1,020	\$672	\$580	\$0	\$500	\$580



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Total Commodities:		\$7,389	\$5,666	\$6,795	\$614	\$6,494	\$6,795
Total Expense Objects:		\$307,805	\$227,510	\$313,908	\$131,443	\$248,127	\$327,386



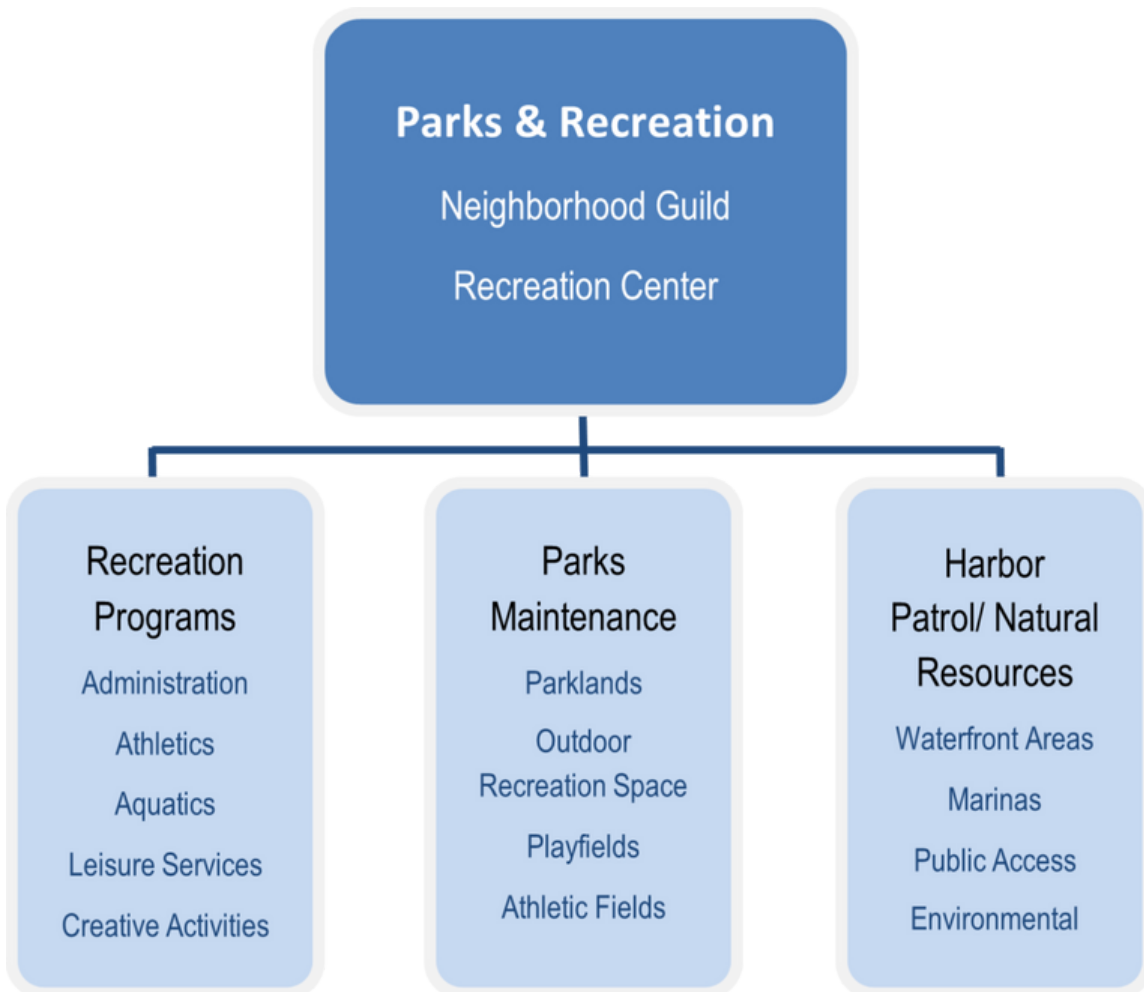
Leisure Services Program

Lenka Capek
Recreation Supervisor

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

Organizational Chart



Mission Statement & Primary Functions

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
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- 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
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- 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.

leisure services

- Plan and implement large scale community wide programs such as the annual 4th of July Independence Day celebration, 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

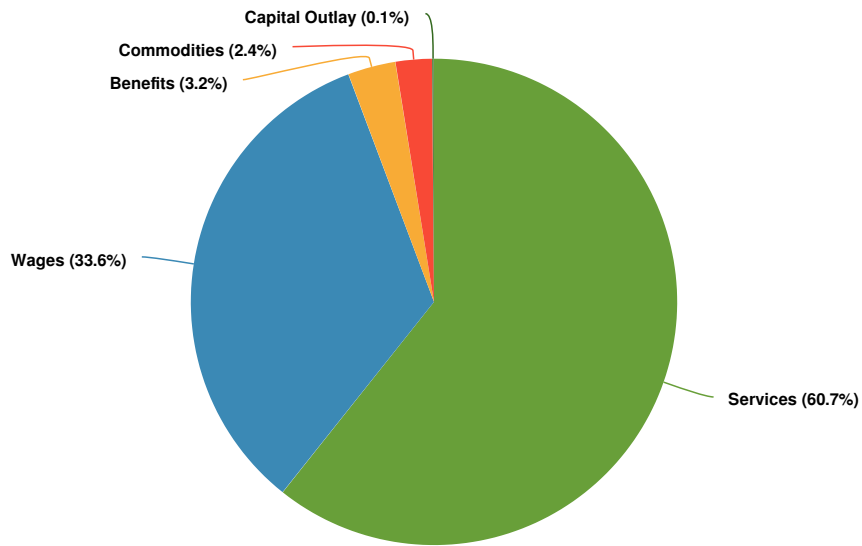
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$45,972	\$30,203	\$48,201	\$34,014	\$41,089	\$55,564
Benefits		\$4,286	\$2,311	\$4,687	\$3,602	\$4,165	\$5,251
Services		\$73,796	\$82,554	\$89,165	\$87,727	\$91,740	\$100,425
Capital Outlay		\$200	\$0	\$200	\$0	\$200	\$200
Commodities		\$4,350	\$2,441	\$4,300	\$1,363	\$2,791	\$4,000
Total General Fund:		\$128,604	\$117,508	\$146,553	\$126,705	\$139,985	\$165,440

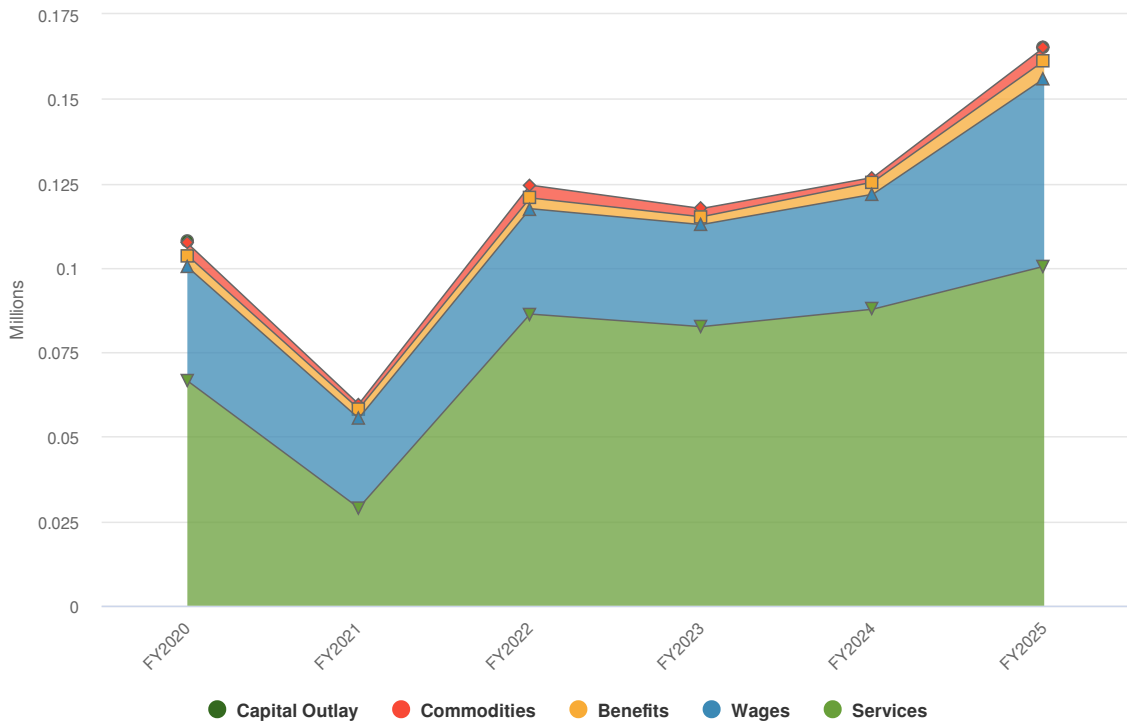


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Seasonal Salaries	10140009-511003	\$45,972	\$29,595	\$47,112	\$33,104	\$40,000	\$54,475
Overtime	10140009-511004	\$0	\$608	\$1,089	\$910	\$1,089	\$1,089
Total Wages:		\$45,972	\$30,203	\$48,201	\$34,014	\$41,089	\$55,564
Benefits							
FICA	10140009-522250	\$3,486	\$2,311	\$3,687	\$2,602	\$3,165	\$4,251
Uniforms And Other Clothing	10140009-540038	\$800	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Total Benefits:		\$4,286	\$2,311	\$4,687	\$3,602	\$4,165	\$5,251
Services							
Professional Services	10140009-530111	\$64,350	\$76,406	\$81,550	\$81,320	\$85,198	\$92,535
Electricity	10140009-532004	\$1,250	\$645	\$900	\$445	\$900	\$900
Water Fees	10140009-532012	\$270	\$175	\$225	\$64	\$225	\$225
Propane	10140009-532014	\$1,000	\$1,001	\$1,000	\$393	\$1,000	\$1,025
Maintenance Of Buildings	10140009-534020	\$550	\$306	\$450	\$971	\$450	\$700
Rents	10140009-538028	\$6,376	\$4,021	\$5,040	\$4,533	\$3,967	\$5,040
Total Services:		\$73,796	\$82,554	\$89,165	\$87,727	\$91,740	\$100,425
Capital Outlay							
Recreational Equipment	10140009-550018	\$200	\$0	\$200	\$0	\$200	\$200
Total Capital Outlay:		\$200	\$0	\$200	\$0	\$200	\$200
Commodities							
Janitorial Materials & Supp	10140009-540014	\$300	\$200	\$300	\$0	\$300	\$300
Rec Materials & Supplies	10140009-540016	\$4,050	\$2,241	\$4,000	\$1,363	\$2,491	\$3,700
Total Commodities:		\$4,350	\$2,441	\$4,300	\$1,363	\$2,791	\$4,000
Total Expense Objects:		\$128,604	\$117,508	\$146,553	\$126,705	\$139,985	\$165,440



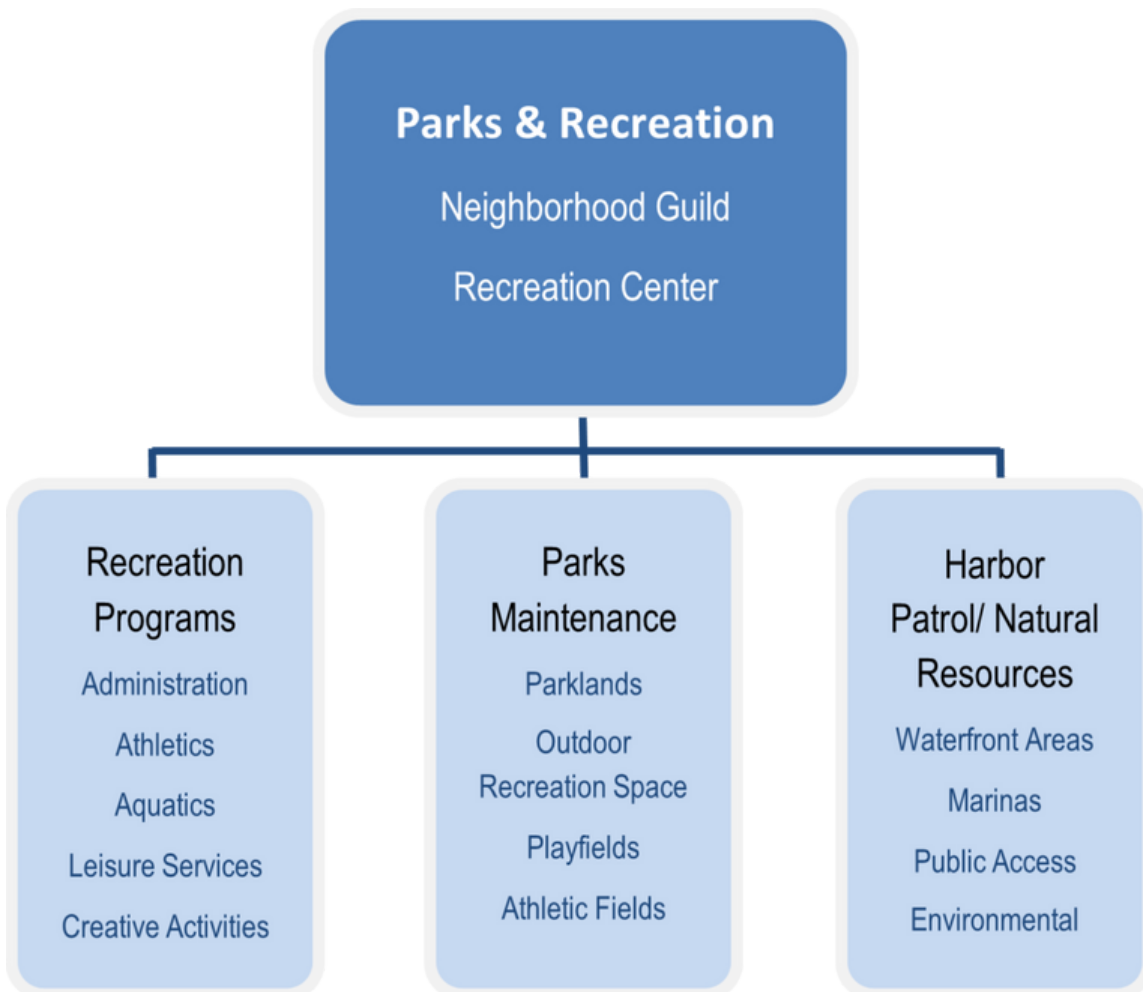
Creative Activities Program

Lenka Capek
Recreation Supervisor

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Organizational Chart



Mission Statement & Primary Functions

Mission Statement

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Functions

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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

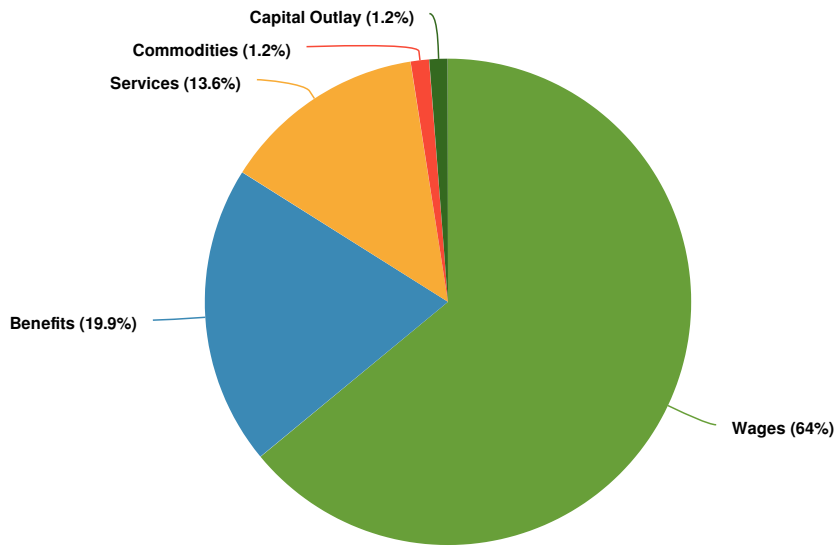
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$56,045	\$47,713	\$55,433	\$24,911	\$54,101	\$57,456
Benefits		\$4,287	\$6,971	\$6,441	\$3,514	\$7,862	\$17,882
Services		\$7,919	\$13,024	\$11,186	\$4,988	\$11,126	\$12,202
Capital Outlay		\$1,100	\$900	\$1,100	\$210	\$1,100	\$1,100
Commodities		\$1,114	\$667	\$1,100	\$415	\$1,100	\$1,100
Total General Fund:		\$70,465	\$69,275	\$75,260	\$34,038	\$75,289	\$89,740

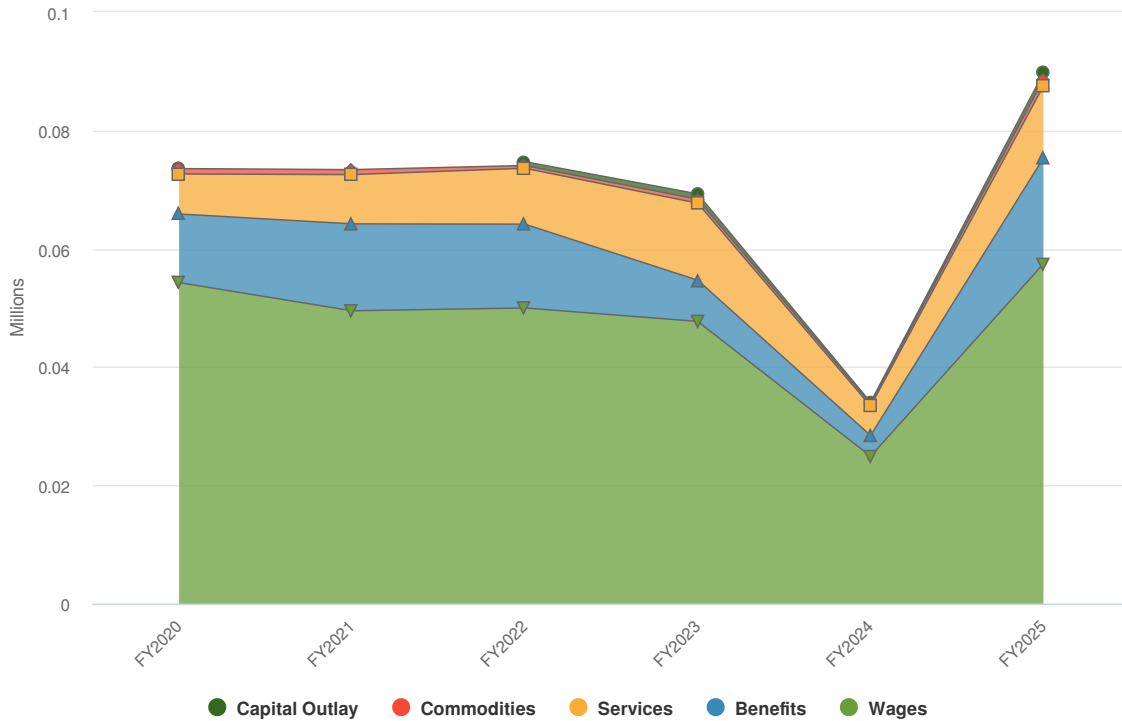


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Part-Time Salaries	10140013-511002	\$56,045	\$47,713	\$55,433	\$24,764	\$53,954	\$57,456
Seasonal Salaries				\$0	\$147	\$147	\$0
Total Wages:		\$56,045	\$47,713	\$55,433	\$24,911	\$54,101	\$57,456
Benefits							
FICA	10140013-522250	\$4,287	\$3,650	\$4,241	\$1,906	\$4,139	\$4,418
Municipal Employees Retirement	10140013-522300	\$0	\$3,080	\$2,200	\$1,490	\$3,460	\$4,968
State Retirement Defined Cont.	10140013-522301	\$0	\$241	\$0	\$118	\$263	\$389
Medical Insur-Active Employees	10140013-522818						\$8,107
Total Benefits:		\$4,287	\$6,971	\$6,441	\$3,514	\$7,862	\$17,882
Services							
Refuse Disposal	10140013-530014	\$325	\$342	\$350	\$197	\$350	\$375
Internet Access	10140013-530066	\$840	\$828	\$840	\$586	\$840	\$840
Professional Services	10140013-530111	\$500	\$349	\$500	\$0	\$500	\$779
Telephone	10140013-532000	\$576	\$447	\$540	\$206	\$540	\$540
Fuel - Oil	10140013-532002	\$3,132	\$6,498	\$4,860	\$1,094	\$4,800	\$4,860
Electricity	10140013-532004	\$1,000	\$2,418	\$2,200	\$1,399	\$2,200	\$2,640
Wastewater Fees	10140013-532010	\$300	\$350	\$350	\$350	\$350	\$350
Water Fees	10140013-532012	\$246	\$275	\$246	\$116	\$246	\$288
Maintenance Of Buildings	10140013-534020	\$800	\$1,002	\$800	\$534	\$800	\$1,000
Rents	10140013-538028	\$200	\$516	\$500	\$507	\$500	\$530
Total Services:		\$7,919	\$13,024	\$11,186	\$4,988	\$11,126	\$12,202
Capital Outlay							
Recreational Equipment	10140013-550018	\$200	\$0	\$200	\$210	\$200	\$200
Building Improvements	10140013-570004	\$900	\$900	\$900	\$0	\$900	\$900
Total Capital Outlay:		\$1,100	\$900	\$1,100	\$210	\$1,100	\$1,100
Commodities							



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Janitorial Materials & Supp	10140013-540014	\$500	\$288	\$500	\$137	\$500	\$500
Rec Materials & Supplies	10140013-540016	\$614	\$378	\$600	\$279	\$600	\$600
Total Commodities:		\$1,114	\$667	\$1,100	\$415	\$1,100	\$1,100
Total Expense Objects:		\$70,465	\$69,275	\$75,260	\$34,038	\$75,289	\$89,740



Natural Resources Officer

Michael Stach
NRO / Harbor Master

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

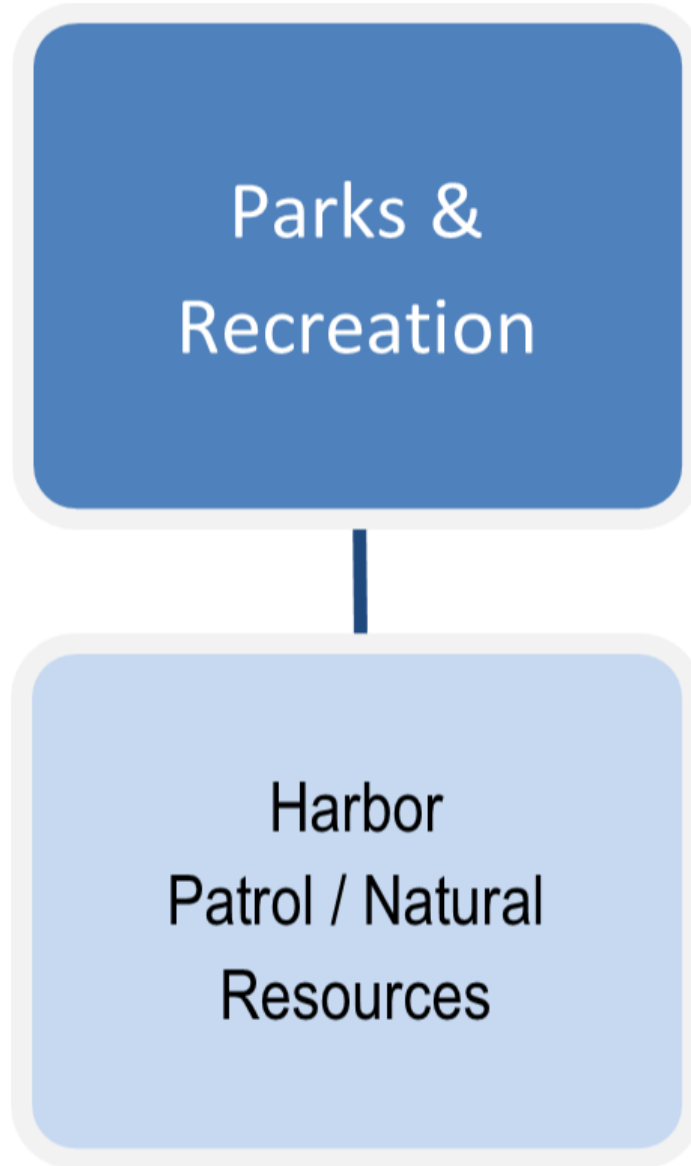
Acct Number	Acct Description
40001	Recreation Department - Admin.
40003	Park Maintenance
40005	Athletics Program
40007	Aquatics Program
40009	Leisure Services Program
40013	Creative Activities Program
40090	Harbor Patrol / Natural Resources

Department Headcount (FTE)

	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
NRO / Harbor Patrol					
Total Personnel	1.00	1.00	1.00	1.00	0.00



Organizational Chart



Mission Statement & Primary Functions

Mission Statement

Harbor Patrol/Natural Resources

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, Director of Planning, and the 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, waterways 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
- 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 2023 - 2024 Priorities



FY 2024 - 2025 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
Administer lease contracts and leases for Marina Park waterfront property	FI / TBF / SNR
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
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

Specific Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY2024-2025	Town Council Goals & Objs
	Actual	Actual	Projected	Anticipated	
Boater Contacts	*	203	200	200	PPS / CEPP
Boater Assist / Emergencies	*	32	10	10	PPS
Boating Safety Checks	52	75	75	75	PPS / CEPP
Warnings issued	34	147	100	100	PPS
Citations	1	2	1	1	PPS
Moorings	227	231	235	235	FI / TBF
Mooring Revenue Generated	\$42,933	\$42,068	\$38,000	\$38,500	TBF
Environmental Programs	2	6	3	3	CEPP
Grant Applications	2	2	2	1	TBF / FI / LU
Coastal Access Points Survey/Monument	*	*	no funding	2	LU / SNR / CP
Enhancement/Improvements to Designated Town Owned Coastal Access Points	1	1	1	2	LU / SNR / CP

Expenditures by Fund

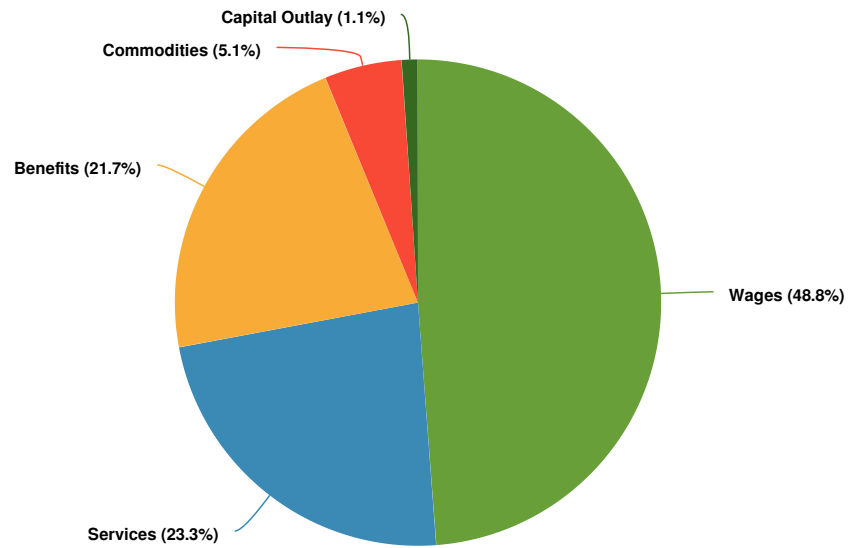
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$20,018	\$20,047	\$37,872	\$21,920	\$40,906	\$42,710
Benefits		\$8,698	\$8,625	\$16,948	\$9,382	\$18,367	\$19,005



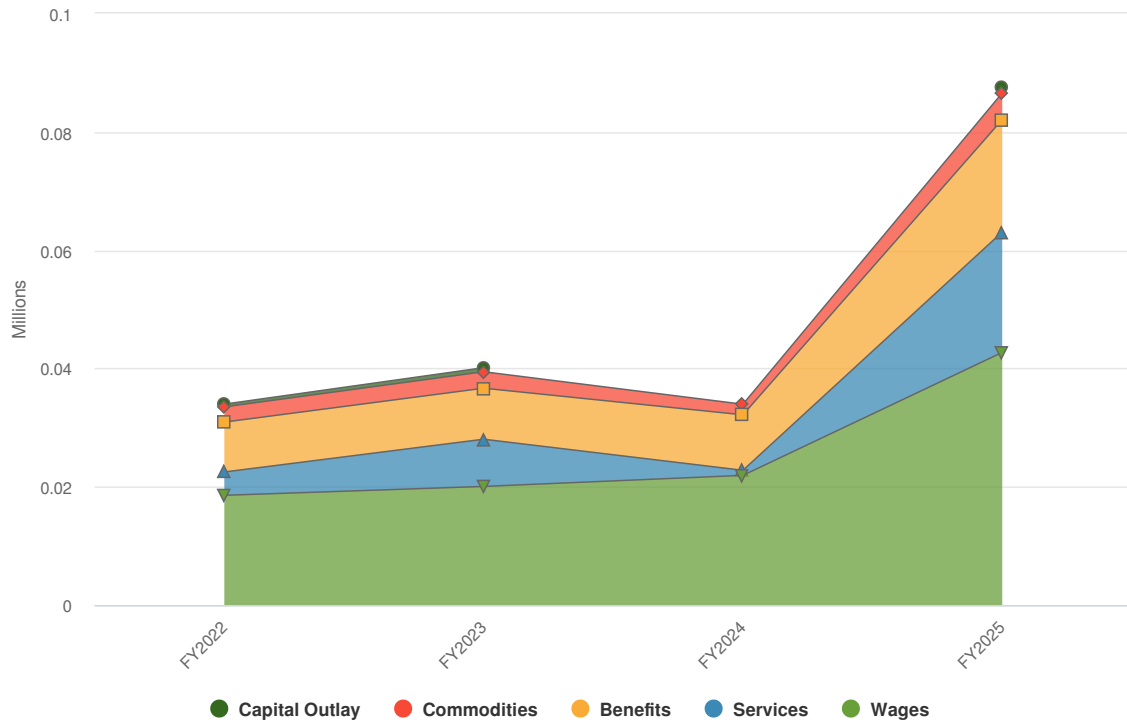
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Services		\$4,915	\$7,983	\$4,915	\$855	\$4,565	\$20,357
Capital Outlay		\$682	\$682	\$682	\$0	\$682	\$941
Commodities		\$4,500	\$2,785	\$4,302	\$1,789	\$3,750	\$4,500
Total General Fund:		\$38,813	\$40,122	\$64,719	\$33,946	\$68,270	\$87,513

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10140090-511001	\$19,896	\$19,925	\$37,732	\$21,621	\$40,681	\$42,284
Longevity	10140090-511006	\$122	\$122	\$140	\$298	\$225	\$426
Total Wages:		\$20,018	\$20,047	\$37,872	\$21,920	\$40,906	\$42,710
Benefits							
FICA	10140090-522250	\$1,531	\$1,457	\$2,725	\$1,589	\$2,966	\$3,158
State Retirement Defined Bene	10140090-522300	\$2,558	\$2,560	\$4,747	\$2,757	\$5,151	\$5,567
State Retirement Defined Cont.	10140090-522301	\$200	\$200	\$378	\$219	\$410	\$431
Medical Insur-Active Employees	10140090-522818	\$3,970	\$3,999	\$8,481	\$4,604	\$9,200	\$9,120
Dental Insur-Active Employees	10140090-522822	\$213	\$190	\$371	\$185	\$371	\$382
Life Insurance	10140090-522850	\$26	\$23	\$46	\$27	\$69	\$46
Uniforms And Other Clothing	10140090-540038	\$200	\$195	\$200	\$0	\$200	\$300



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Total Benefits:		\$8,698	\$8,625	\$16,948	\$9,382	\$18,367	\$19,005
Services							
Professional Services	10140090-530111	\$500	\$0	\$500	\$0	\$400	\$12,000
Employee Training	10140090-530801		\$0		\$0		\$125
Telephone	10140090-532000	\$540	\$497	\$540	\$249	\$540	\$1,032
Motor Vehicles Maintenance	10140090-534010	\$500	\$6	\$500	\$13	\$250	\$500
Commun Equip. Maintenance	10140090-534012	\$175	\$0	\$175	\$0	\$175	\$500
Maintenance Of General Equip	10140090-534018	\$3,000	\$7,480	\$3,000	\$594	\$3,000	\$6,000
Printing Expenses	10140090-538022	\$200	\$0	\$200	\$0	\$200	\$200
Total Services:		\$4,915	\$7,983	\$4,915	\$855	\$4,565	\$20,357
Capital Outlay							
Non-Major Technology Reserve	10140090-530044	\$682	\$682	\$682	\$0	\$682	\$941
Total Capital Outlay:		\$682	\$682	\$682	\$0	\$682	\$941
Commodities							
Motor Vehicle Materials & Supp	10140090-540028	\$400	\$114	\$400	\$206	\$350	\$400
Fuels And Lubricants	10140090-540040	\$3,500	\$2,571	\$3,502	\$1,386	\$3,000	\$3,500
Safety Related Mat & Supp	10140090-540058	\$100	\$100	\$100	\$0	\$100	\$100
Miscellaneous Expenses	10140090-580100	\$500	\$0	\$300	\$197	\$300	\$500
Total Commodities:		\$4,500	\$2,785	\$4,302	\$1,789	\$3,750	\$4,500
Total Expense Objects:		\$38,813	\$40,122	\$64,719	\$33,946	\$68,270	\$87,513



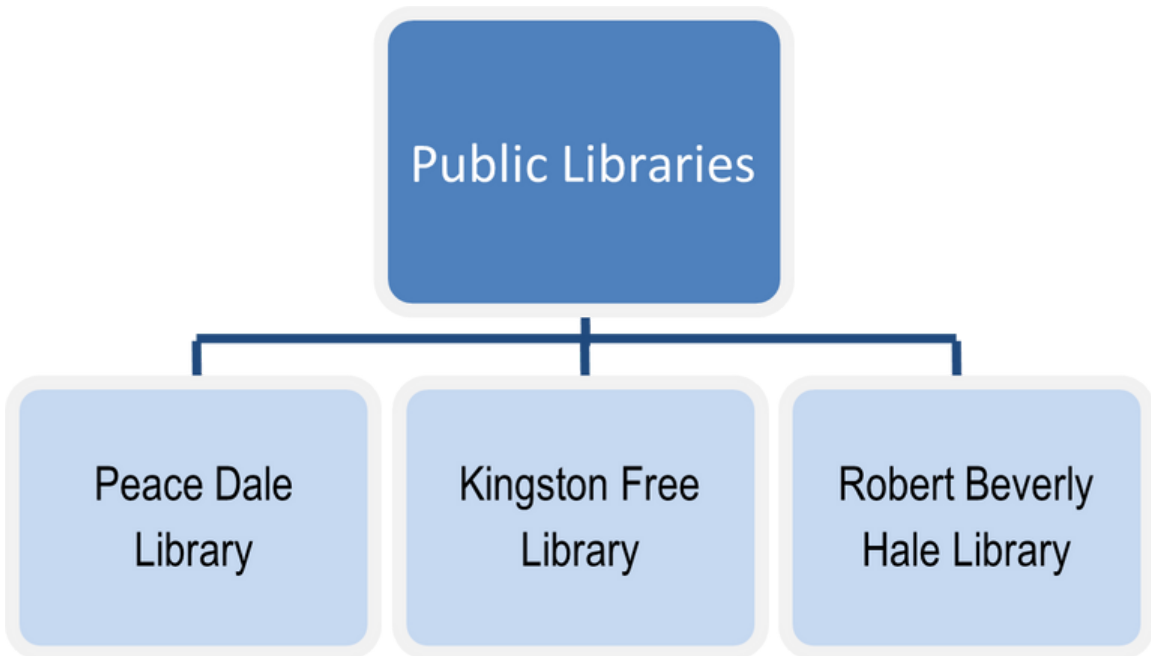
Public Libraries

Laurel Clark
Library Director

Department Headcount (FTE)

Public Libraries	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./((Decr.) Over Prior Year
Total Personnel	10.00	11.20	12.20	13.20	1.00

Organizational Chart



Mission Statement & Primary Functions

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

FY 2023 - 2024 Priorities

Priorities	Town Council Goals & Objs
Finalize sub-agreement and schedule for Capital Project Fund (CPF) Grant to renovate existing unused space at the Peace Dale Library to create a Community Learning Center (CLC)	FI / PPS
Develop and execute Community Action and Notification Strategy (CANS) for CPF grant processes	CEPP
Schedule and execute community input sessions and mechanisms for public and stakeholder input for CLC programming	TBF / CP
Submit a RI Foundation grant request that best supports the immediate needs of the Library	TBF / CP
Raise community awareness and usage of library materials, programs, and services through outreach and community partnerships	TBF / CP
Prepare and submit Annual Public Library Survey FY2024 (State Aid Application)	CEPP
Prepare and submit Library of Rhode Island certification FY2024	FI



FY 2024 - 2025 Priorities

Proposed Priorities

Onboard (Jan. 2025) new position of Community Learning Center Coordinator (CLCC)

CLCC, working with the Library Director and Board of Trustees will develop basic policies and procedures for Community Learning Center

CLCC will work with community members and stakeholders to gather input to develop programming for Community Learning Center

Update Library Action Plan to incorporate Community Learning Center goals and objectives

Provide diverse materials both physical and electronic for persons of all ages that are relevant to our user's evolving needs and interests

Assist residents inclusively in the pursuit of life-long learning by adapting and providing relevant equitable programs, services, and technology

Provide a welcoming, safe, library environment that creates positive experiences and instills positive memories for all visitors

Maintain buildings which are clean, comfortable, safe, and accessible to all visitors

Determine and seek supplemental funding sources for Community Learning Center and other programming

Develop other grant projects for all locations that can be sought for on a future and ongoing basis

Performance Measurements

Description	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Projected	Anticipated	Goals & Obj's
Print materials	77,611	76,522	75,000	FI
Print materials per capita	2.43	2.4	2.34	FI
E-books	232,869	288,858	330,000	FI
E-books per capita	7.87	9.04	10.33	FI
Total Items in Collection	338,387	375,210	414,800	FI
Total Items in Collection per Capita	10.61	12.91	12.99	FI
Library Card Holders	9,307	10,125	11,000	FI / CEPP
Library Card Holders per Capita	0.29	0.32	0.34	FI / CEPP
New Library Cards	1,118	1,200	1,300	FI / CEPP
Circulation	242,999	260,906	278,000	FI
Circulation per Capita	7.61	8.17	8.71	FI
E-book circulation	62,138	65,190	68,200	FI
E-book circulation per capita	1.95	2.04	2.14	FI
Library visits	86,653	91,672	97,000	FI / CEPP
Library visits per capita	2.71	2.87	3.04	FI / CEPP
Programs offered	473	602	700	ET
Program attendance	6,535	11,146	13,000	ET / CEPP
Program attendance per capita	0.2	0.35	0.41	ET / CEPP
Reference Transactions	21,875	21,834	21,800	FI / CEPP
Reference transactions per capita	0.69	0.68	0.68	FI / CEPP
Public Internet Desktop	7,119	8,212	9,300	FI / CEPP
Public Internet Wireless	13,179	14,228	15,300	FI / CEPP
Total public Internet sessions	20,298	22,440	24,600	FI / CEPP
Public Internet session per capita	0.66	0.7	0.77	FI / CEPP
Public Meeting Rooms	3	3	3	FI
Public Meeting Room Reservations	400	600	700	FI / CEPP

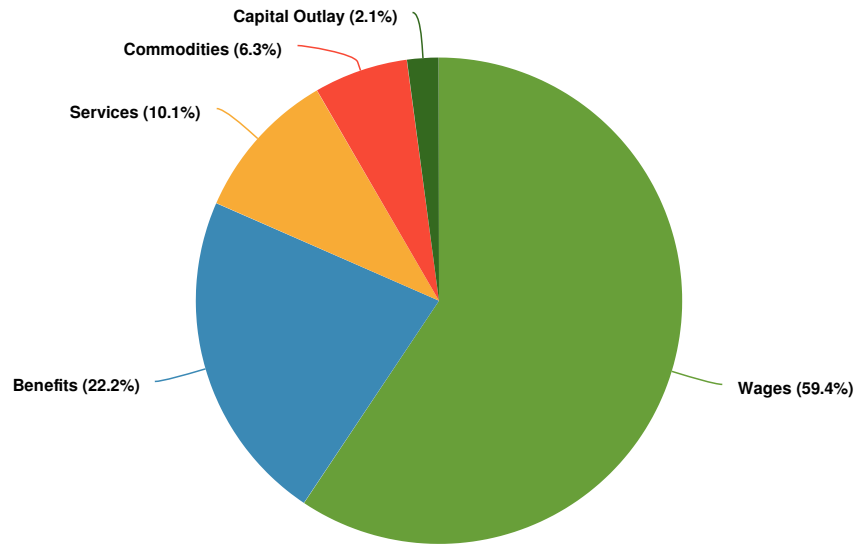


Expenditures by Fund

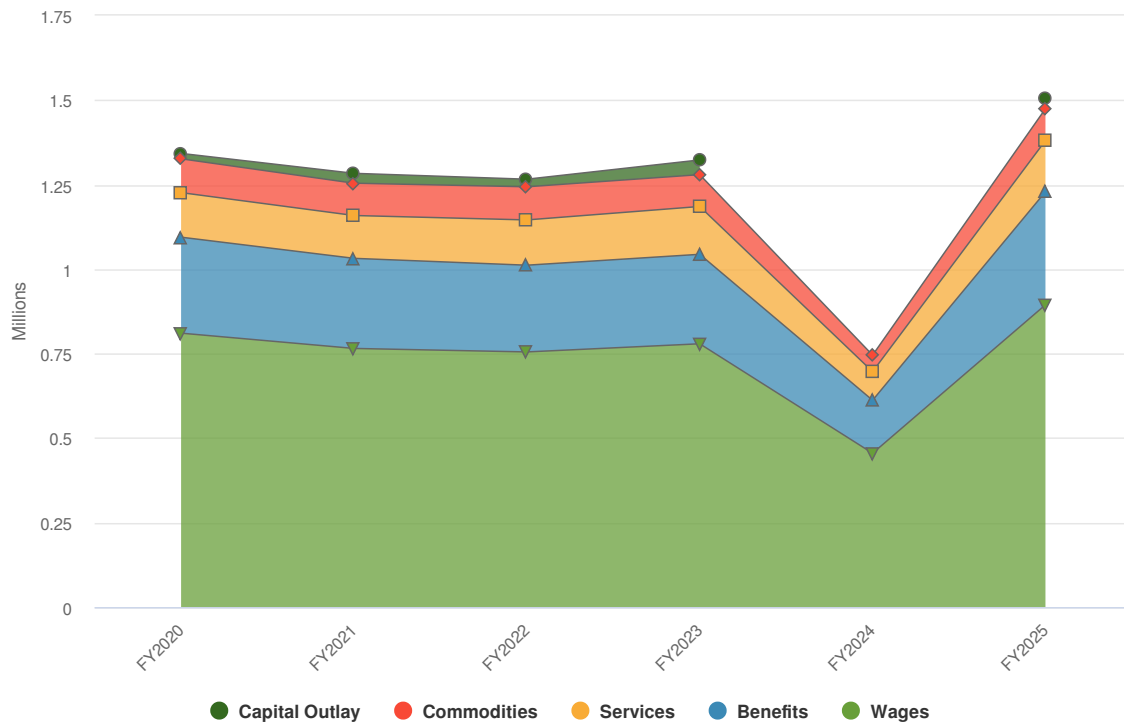
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Wages		\$848,968	\$778,946	\$844,172	\$455,051	\$837,252	\$894,272
Benefits		\$267,350	\$264,777	\$290,494	\$156,808	\$296,805	\$334,503
Services		\$138,845	\$141,498	\$140,727	\$84,696	\$141,950	\$151,509
Capital Outlay		\$28,477	\$43,477	\$29,420	\$0		\$31,618
Commodities		\$97,541	\$94,222	\$99,456	\$48,851	\$99,255	\$94,210
Total General Fund:		\$1,381,181	\$1,322,920	\$1,404,269	\$745,406	\$1,375,262	\$1,506,113

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	10150001-511001	\$595,297	\$600,165	\$652,866	\$351,528	\$651,450	\$709,148
Part-Time Salaries	10150001-511002	\$233,752	\$160,588	\$171,734	\$82,019	\$164,298	\$171,734
Overtime	10150001-511004			\$0	\$82	\$82	\$0
Retirement/Vacation Reimb.	10150001-511005			\$0	\$1,678	\$1,678	\$0
Longevity	10150001-511006	\$19,919	\$18,193	\$19,572	\$19,744	\$19,744	\$13,390
Total Wages:		\$848,968	\$778,946	\$844,172	\$455,051	\$837,252	\$894,272
Benefits							
FICA	10150001-522250	\$63,789	\$58,924	\$62,891	\$34,297	\$63,750	\$68,326
Municipal Employees Retirement	10150001-522300	\$80,978	\$84,880	\$87,380	\$49,884	\$90,317	\$94,187
State Retirement Defined Cont.	10150001-522301	\$6,043	\$6,357	\$6,639	\$3,793	\$6,882	\$7,983
Medical Insur-Active Employees	10150001-522818	\$98,234	\$93,413	\$118,111	\$58,225	\$115,997	\$137,071



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Medical Insur-Retirees	10150001-522820	\$3,000	\$3,000	\$750	\$750	\$750	\$750
Dental Insur-Active Employees	10150001-522822	\$5,052	\$4,592	\$4,805	\$2,402	\$4,780	\$5,907
Insurance Buyback	10150001-522840	\$8,500	\$12,353	\$8,500	\$6,730	\$12,499	\$18,858
Life Insurance	10150001-522850	\$1,254	\$930	\$918	\$595	\$1,530	\$1,071
Travel Expenses	10150001-538014	\$500	\$327	\$500	\$130	\$300	\$350
Total Benefits:		\$267,350	\$264,777	\$290,494	\$156,808	\$296,805	\$334,503
Services							
Refuse Disposal	10150001-530014	\$3,000	\$2,905	\$3,450	\$1,694	\$3,596	\$3,726
Outside Data Processing	10150001-530018	\$60,378	\$60,377	\$61,114	\$46,290	\$61,114	\$62,238
Copy Machine Services	10150001-530064	\$700	\$919	\$900	\$590	\$900	\$1,300
Employee Training	10150001-530801		\$0		\$0		\$1,375
Telephone	10150001-532000	\$504	\$490	\$490	\$289	\$533	\$500
Electricity	10150001-532004	\$21,000	\$26,396	\$22,500	\$13,794	\$23,000	\$25,000
Natural Gas	10150001-532008	\$15,000	\$16,926	\$15,000	\$5,924	\$16,000	\$16,000
Wastewater Fees	10150001-532010	\$630	\$1,219	\$700	\$964	\$964	\$970
Water Fees	10150001-532012	\$3,300	\$3,326	\$3,480	\$1,717	\$3,400	\$3,480
Propane	10150001-532014	\$2,680	\$1,332	\$2,020	\$573	\$1,400	\$1,820
Commun Equip. Maintenance	10150001-534012	\$1,200	\$1,180	\$1,200	\$991	\$1,200	\$0
Computer/Software Maintenance	10150001-534016	\$10,000	\$7,704	\$10,000	\$5,009	\$10,000	\$15,000
Maintenance Of Buildings	10150001-534020	\$20,000	\$18,396	\$19,543	\$6,798	\$19,543	\$19,500
Advertising	10150001-538012	\$30	\$0	\$30	\$0		\$300
Postage	10150001-538020	\$300	\$330	\$300	\$66	\$300	\$300
Rents	10150001-538028	\$123	\$0				\$0
Total Services:		\$138,845	\$141,498	\$140,727	\$84,696	\$141,950	\$151,509
Capital Outlay							
Non-Major Technology Reserve	10150001-530044	\$28,477	\$28,477	\$29,420	\$0		\$31,618



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Transfer To Other Funds	10150001-590999	\$0	\$15,000				\$0
Total Capital Outlay:		\$28,477	\$43,477	\$29,420	\$0		\$31,618
Commodities							
Office Materials & Supplies	10150001-540012	\$4,650	\$4,820	\$4,650	\$2,513	\$4,650	\$4,600
Janitorial Materials & Supp	10150001-540014	\$2,100	\$2,041	\$2,100	\$976	\$2,100	\$2,100
Elect Materials & Supplies	10150001-540018	\$500	\$47	\$361	\$0	\$260	\$260
Books And Publications	10150001-540020	\$67,946	\$67,109	\$70,000	\$33,383	\$70,000	\$60,000
Audio/Visual Materials	10150001-540021	\$22,000	\$20,052	\$22,000	\$11,979	\$22,000	\$27,000
Bldg & Const Materials & Supp	10150001-540026	\$345	\$153	\$345	\$0	\$245	\$250
Total Commodities:		\$97,541	\$94,222	\$99,456	\$48,851	\$99,255	\$94,210
Total Expense Objects:		\$1,381,181	\$1,322,920	\$1,404,269	\$745,406	\$1,375,262	\$1,506,113



Other Expenditures

The Departments that Make up the Other Expenditures portion of the Town's Operating Budget is as follows:

Municipal Insurance
Unemployment Insurance
Workers' Compensation
Fund Contingency



Municipal Insurance

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

Acct Number	Acct Description
70103	Municipal Insurance
70105	Unemployment Insurance
70107	Workers' Compensation
70109	Fund Contingency

Primary Functions

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.

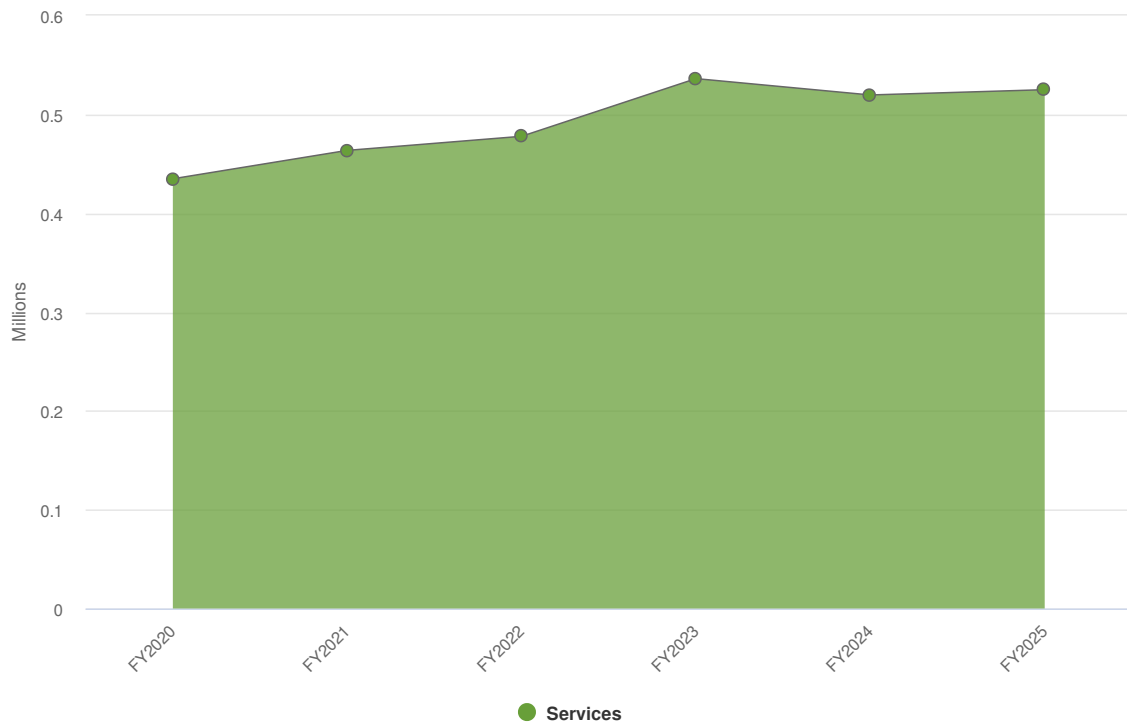
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Services		\$480,941	\$536,213	\$495,941	\$519,664	\$519,664	\$525,000
Total General Fund:		\$480,941	\$536,213	\$495,941	\$519,664	\$519,664	\$525,000

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Services							
Insurance	10170103-560010	\$480,941	\$536,213	\$495,941	\$519,664	\$519,664	\$525,000
Total Services:		\$480,941	\$536,213	\$495,941	\$519,664	\$519,664	\$525,000
Total Expense Objects:		\$480,941	\$536,213	\$495,941	\$519,664	\$519,664	\$525,000



Unemployment Insurance

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

Acct Number	Acct Description
70103	Municipal Insurance
70105	Unemployment Insurance
70107	Workers' Compensation
70109	Fund Contingency

Primary Functions

Functions

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.

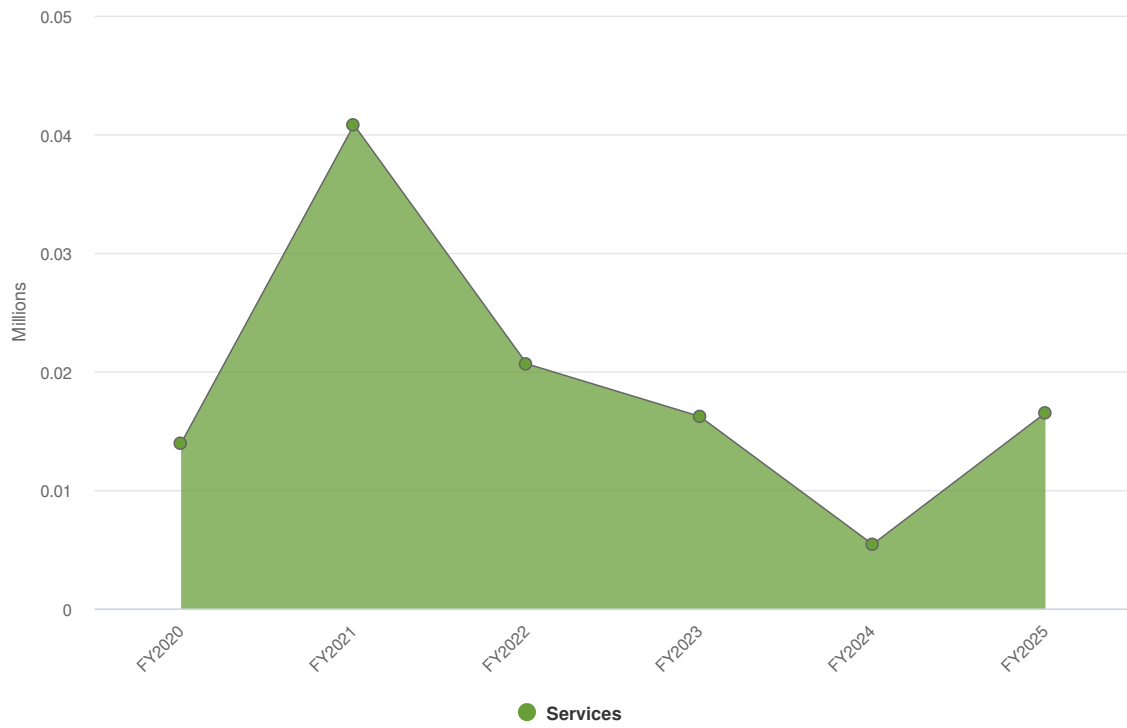
Expenditures by Function

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expenditures							
Other Expenditures							
General Operating							
Services		\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500
Total General Operating:		\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500
Total Other Expenditures:		\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500
Total Expenditures:		\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Services							
Unemployment Insurance	10170105-560015	\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500
Total Services:		\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500
Total Expense Objects:		\$14,000	\$16,205	\$15,000	\$5,418	\$15,000	\$16,500

Workers' Compensation

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

Acct Number	Acct Description
70103	Municipal Insurance
70105	Unemployment Insurance
70107	Workers' Compensation
70109	Fund Contingency

Primary Functions

Functions

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.

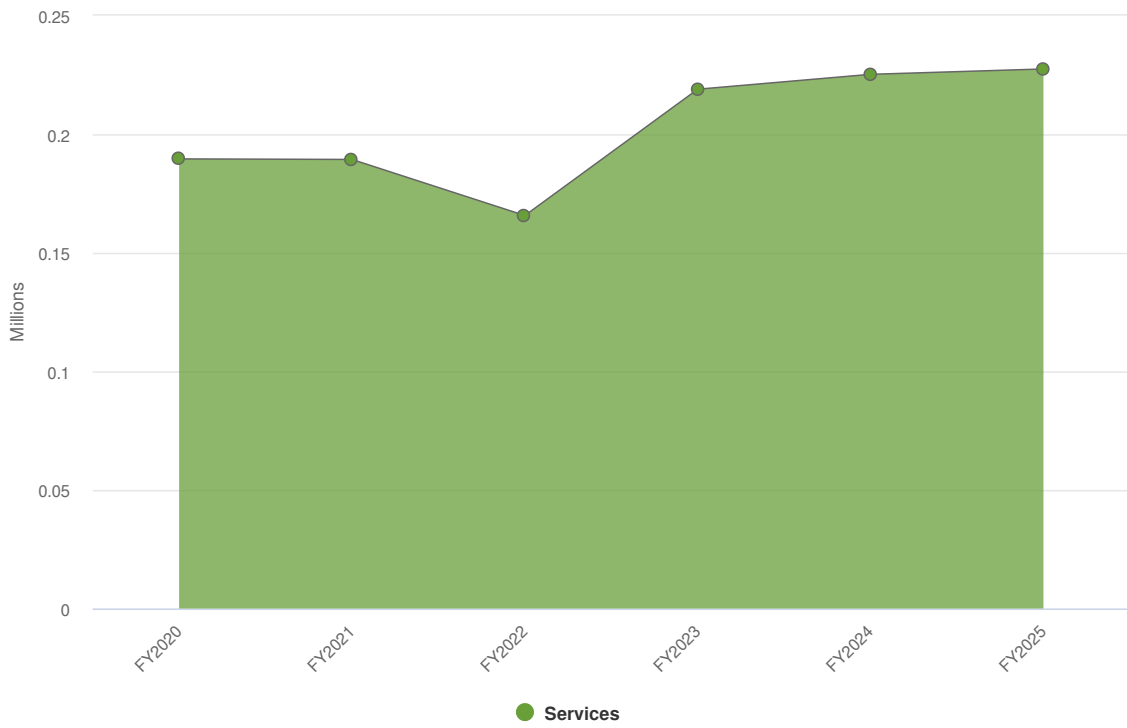
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Services		\$198,453	\$218,963	\$208,373	\$225,245	\$225,469	\$227,500
Total General Fund:		\$198,453	\$218,963	\$208,373	\$225,245	\$225,469	\$227,500

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Services							
Worker's Compensation Ins	10170107-560020	\$198,453	\$218,963	\$208,373	\$225,245	\$225,469	\$227,500
Total Services:		\$198,453	\$218,963	\$208,373	\$225,245	\$225,469	\$227,500
Total Expense Objects:		\$198,453	\$218,963	\$208,373	\$225,245	\$225,469	\$227,500



Fund Contingency

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

Acct Number	Acct Description
70103	Municipal Insurance
70105	Unemployment Insurance
70107	Workers' Compensation
70109	Fund Contingency

Primary Functions

Functions

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 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.

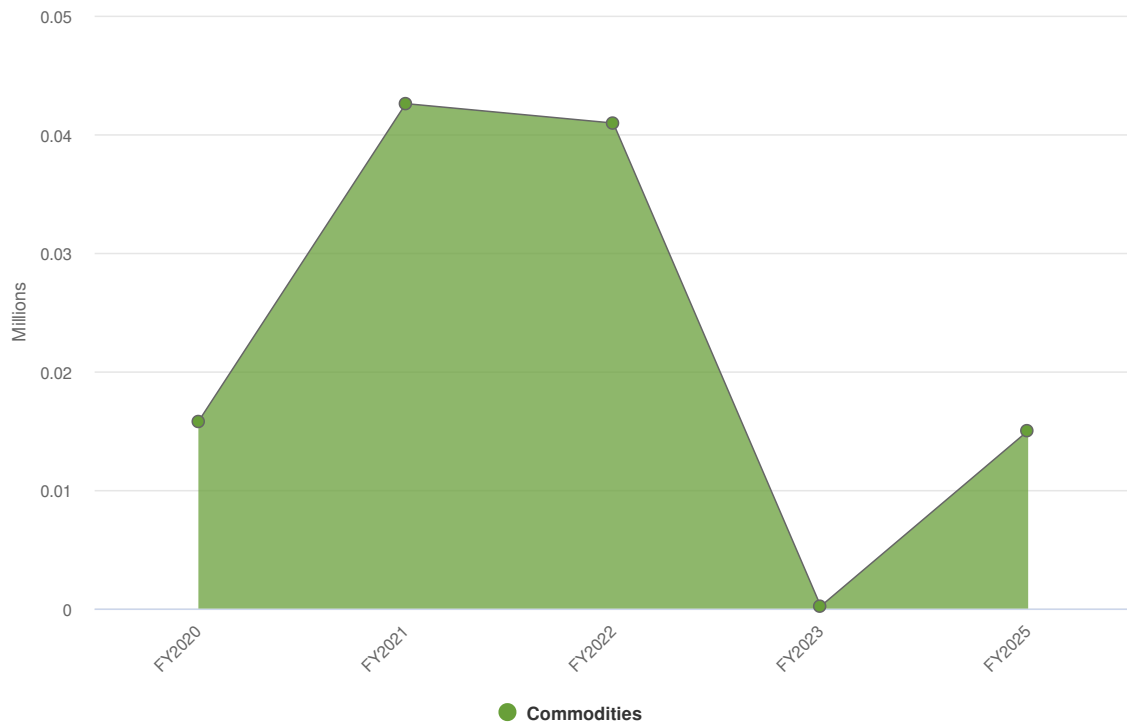
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
General Fund						
Commodities		\$26,000	\$200	\$26,000	\$0	\$15,000
Total General Fund:		\$26,000	\$200	\$26,000	\$0	\$15,000

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
Expense Objects						
Commodities						
Miscellaneous Expenses	10170109-580100	\$26,000	\$200	\$26,000	\$0	\$15,000
Total Commodities:		\$26,000	\$200	\$26,000	\$0	\$15,000
Total Expense Objects:		\$26,000	\$200	\$26,000	\$0	\$15,000

Employment Benefits

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

Acct Number	Acct Description
73011	Town Health Care

Primary Functions

Functions

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.

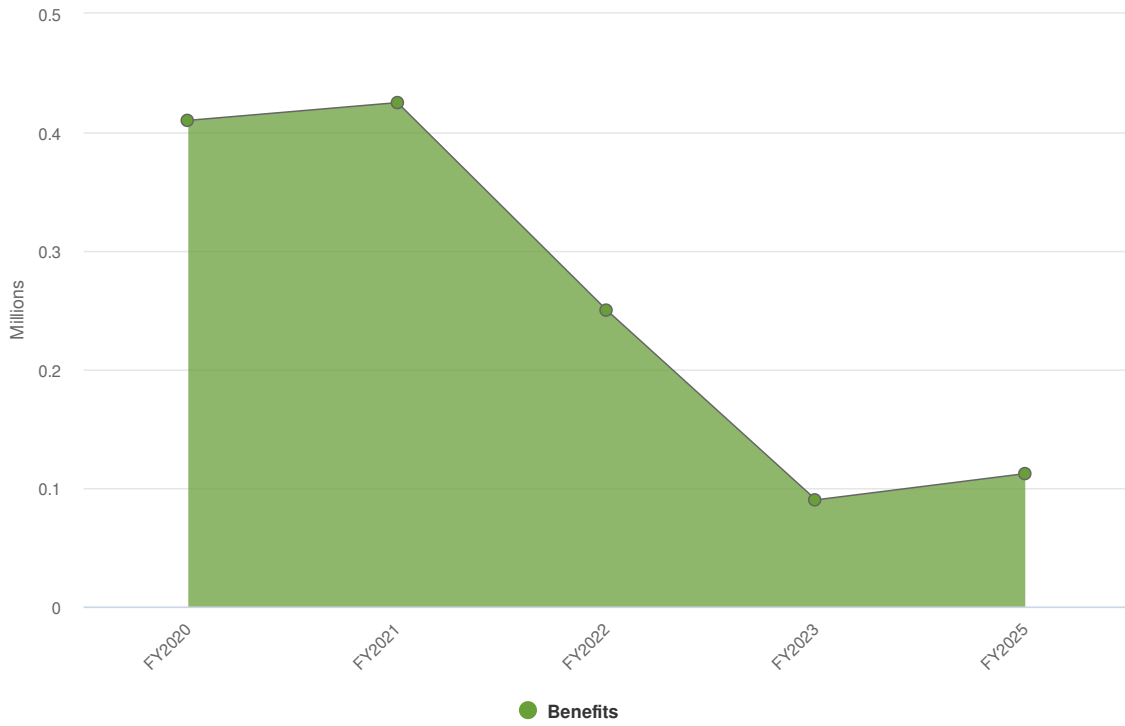
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Benefits		\$90,000	\$90,000	\$90,000	\$0	\$90,000	\$112,141
Total General Fund:		\$90,000	\$90,000	\$90,000	\$0	\$90,000	\$112,141

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Benefits							
Contingency	10173011-522900	\$75,000	\$75,000	\$75,000	\$0	\$75,000	\$97,141
OPEB	10173011-523110	\$15,000	\$15,000	\$15,000	\$0	\$15,000	\$15,000
Total Benefits:		\$90,000	\$90,000	\$90,000	\$0	\$90,000	\$112,141
Total Expense Objects:		\$90,000	\$90,000	\$90,000	\$0	\$90,000	\$112,141

Human Services & Outside Agency Contributions

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

Acct Number	Acct Description
80000	Human Service Agencies
81000	Outside Agencies



Contributions to Human Services Agencies

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

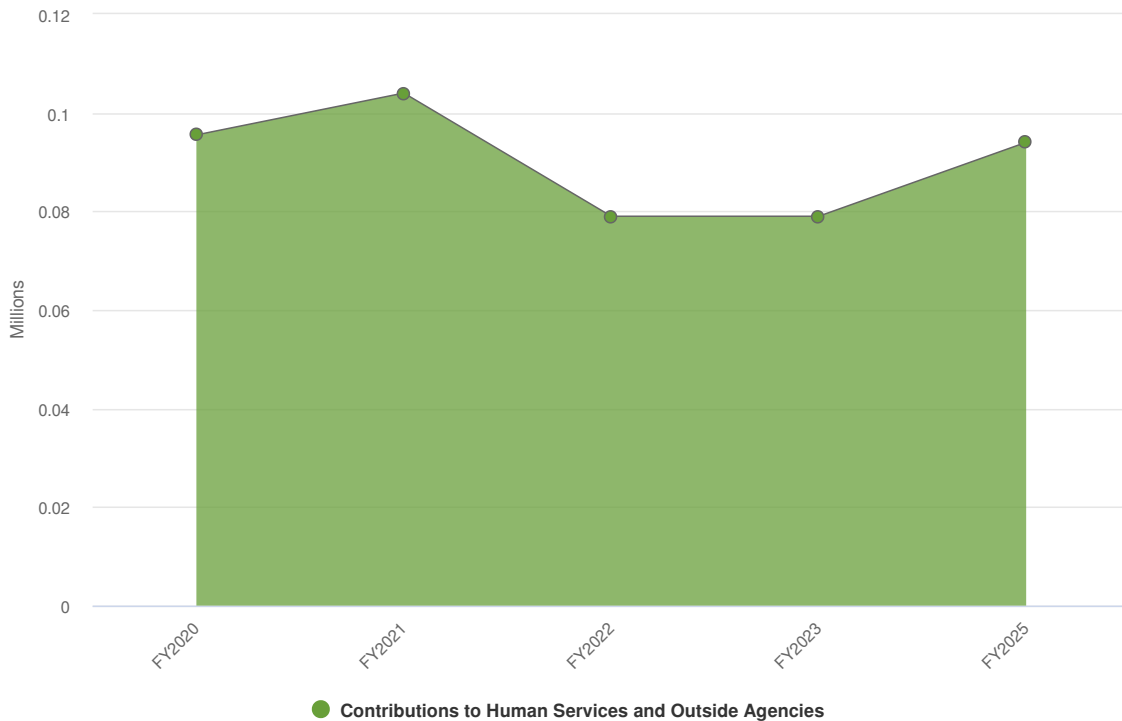
Acct Number	Acct Description
80000	Human Service Agencies
81000	Outside Agencies

Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2025 Budgeted
General Fund				
Contributions to Human Services and Outside Agencies		\$0	\$79,000	\$94,000
Total General Fund:		\$0	\$79,000	\$94,000

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2025 Budgeted
Expense Objects				
Contributions to Human Services and Outside Agencies				
Jonnycake Center Of Peace Dale	10180000-589606	\$0	\$30,000	\$30,000
Cane Child Development Center	10180000-589607	\$0	\$9,000	\$9,000
Welcome House Of South County	10180000-589609			\$10,000
Domestic Violence Resource Ctr	10180000-589610	\$0	\$5,000	\$10,000
Education Exchange	10180000-589612	\$0	\$15,000	\$15,000
Boys and Girls Club	10180000-589614	\$0	\$20,000	\$20,000
Total Contributions to Human Services and Outside Agencies:		\$0	\$79,000	\$94,000
Total Expense Objects:		\$0	\$79,000	\$94,000



Contributions to Outside Agencies

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

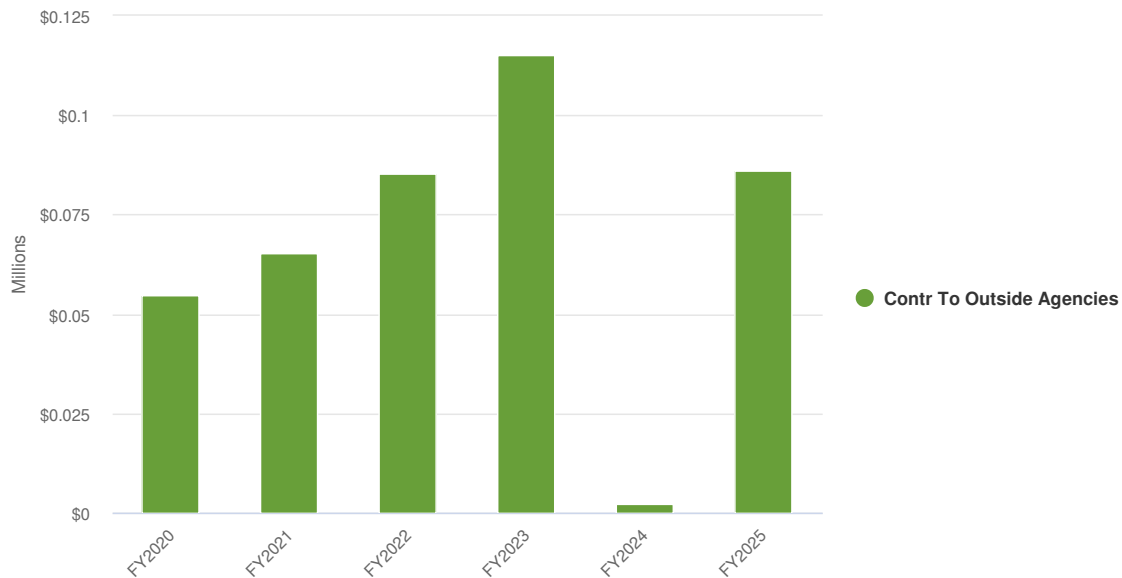
Acct Number	Acct Description
80000	Human Service Agencies
81000	Outside Agencies

Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Commodities		\$143,950	\$0				\$1,950
Contributions to Human Services and Outside Agencies		\$52,567	\$115,067	\$7,000	\$2,333	\$7,000	\$84,050
Total General Fund:		\$196,517	\$115,067	\$7,000	\$2,333	\$7,000	\$86,000

Expenditures by Function

Budgeted and Historical Expenditures by Function



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
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Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expenditures							
Human Svcs & Outside Agy Contr							
Contr To Outside Agencies							
Miscellaneous Expenses	10181000-580100	\$143,950	\$0				\$1,950
League of Cities & Towns	10181000-580104	\$15,567	\$15,451				\$0
Celebration (Parades)	10181000-580106	\$27,000	\$24,666	\$7,000	\$2,333	\$7,000	\$7,000
Fire Company	10181000-580108	\$10,000	\$10,000				\$10,000
Narrow River Pres	10181000-589701	\$0	\$1,950				\$2,500
Southern RI Chamber Of Comm	10181000-589702	\$0	\$9,000				\$9,000
Wakefield Village Association	10181000-589706	\$0	\$5,000				\$5,000
Neighbors Helping Neighbors	10181000-589708	\$0	\$4,000				\$5,000
Southern RI Volunteers	10181000-589709	\$0	\$2,000				\$6,000
VFW Auxiliary Post #916	10181000-589710	\$0	\$5,000				\$7,500
South County History Center	10181000-589711	\$0	\$15,000				\$7,500
South Kingstown Housing Author	10181000-589712	\$0	\$18,000				\$18,000
Chris Collins Foundation	10181000-589713	\$0	\$5,000				\$5,000
Friends of Saugatucket	10181000-589714					\$0	\$1,000
Wakefield Concert Band	10181000-589715					\$0	\$550
Total Contr To Outside Agencies:		\$196,517	\$115,067	\$7,000	\$2,333	\$7,000	\$86,000
Total Human Svcs & Outside Agy Contr:		\$196,517	\$115,067	\$7,000	\$2,333	\$7,000	\$86,000
Total Expenditures:		\$196,517	\$115,067	\$7,000	\$2,333	\$7,000	\$86,000



Capital Outlay



Mission Statement & Primary Functions

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>

<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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIIICOOR_CH6FL_ARTIIICAIMPRCABUOR)

https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIIICOOR_CH6FL_ARTIIICAIMPRCABUOR), 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](https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIIICOOR_CH6FL_ARTIIICAIMPRCABUOR)

https://library.municode.com/ri/south_kingstown/codes/code_of_ordinances?nodeId=PTIIICOOR_CH6FL_ARTIIICAIMPRCABUOR), 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

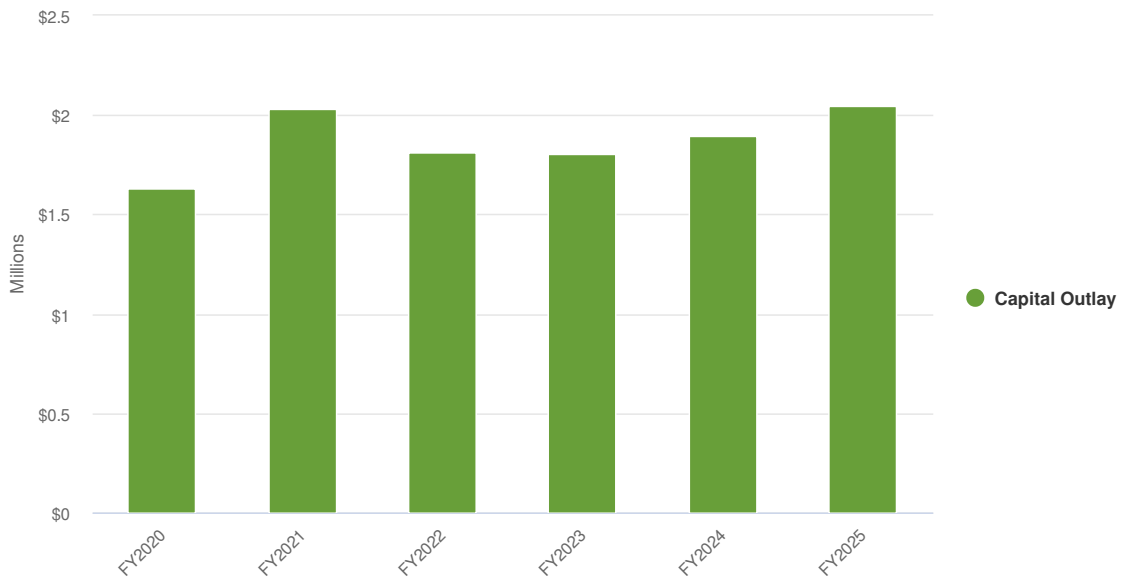
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
General Fund							
Capital Outlay		\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125	\$1,898,125	\$2,043,935
Total General Fund:		\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125	\$1,898,125	\$2,043,935

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Capital Outlay							
Property Appraisal Rsrve Fund	10185000-590326	\$30,000	\$30,000	\$75,000	\$75,000	\$75,000	\$90,000
Capital Equip. & Replace. Fund	10185000-590408	\$514,000	\$514,000	\$458,000	\$458,000	\$458,000	\$461,820
Technology Reserve Fund	10185000-590410	\$50,000	\$50,000	\$70,000	\$70,000	\$70,000	\$70,000
Library Improvement Fund	10185000-590412	\$45,000	\$45,000	\$105,000	\$105,000	\$105,000	\$50,000
Public Safety Reserve Fund	10185000-590414	\$80,000	\$80,000	\$110,000	\$110,000	\$110,000	\$165,000
Public Works Improvement Fund	10185000-590418	\$700,000	\$700,000	\$748,125	\$748,125	\$748,125	\$795,000
Rec Development & Restore Fund	10185000-590420	\$278,000	\$278,000	\$220,000	\$220,000	\$220,000	\$256,115
Town Hall Improvement Fund	10185000-590426	\$69,500	\$69,500	\$75,000	\$75,000	\$75,000	\$81,000
Transfer To Other Funds	10185000-590999	\$40,000	\$40,000	\$37,000	\$37,000	\$37,000	\$75,000
Total Capital Outlay:		\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125	\$1,898,125	\$2,043,935
Total Expense Objects:		\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125	\$1,898,125	\$2,043,935

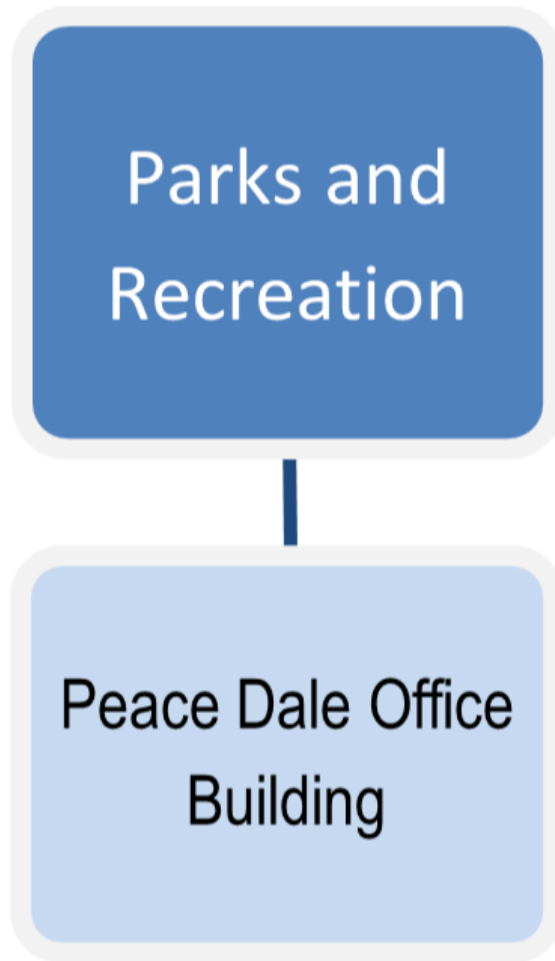


Peace Dale Office Building Fund

Theresa L. Murphy, CPRE
Director of Leisure Services

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.

Organizational Chart



Mission Statement & Primary Functions

Mission Statement

The Parks and Recreation Department is committed to enhancing the quality of life for all South Kingstown residents by providing enriching recreational experiences and exceptional facilities.

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, the Parks and Recreation Department has managed the facility expanding programming into the building. The Department also 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 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 5,918 square feet available for commercial lease within the PDOB is currently at 100%. Fiscal year 2024-2025 projected rental revenue reflects a 1.24% increase as compared with the current fiscal year budget. 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. Rental income is utilized to cover operational costs and long-term maintenance and preservation of the building

FY 2023 - 2024 Priorities

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



FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Obj's
Install permanent flood control mechanism on ground floor level	FI
Establish a standardized communication process for tenants to report	FI / CEPP
Renew two lease agreements	TBF / ES
Continue exterior and interior facility improvements in collaboration with Facilities Division	TBF / CR
Assess Current Recreation Program Space and Explore option for higher usage with program expansion	

Specific Performance Measurements

Description	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council Goals & Obj's
	Actual	Projected	Anticipated	
Commercial Tenants	8	8	8	TBF / ES
Recreational Programs Offered	12	10	12	ET / CEPP
Self-Support Program Revenue	\$10,300	\$8,500	\$11,100	TBF
Rental Income	\$90,853	\$91,030	\$95,898	TBF / ES
Facility Usage: Participation Number ¹	3,462	3,600	3,650	TBF / CEPP
Facility Programming Hours	813	916	920	TBF / CEPP

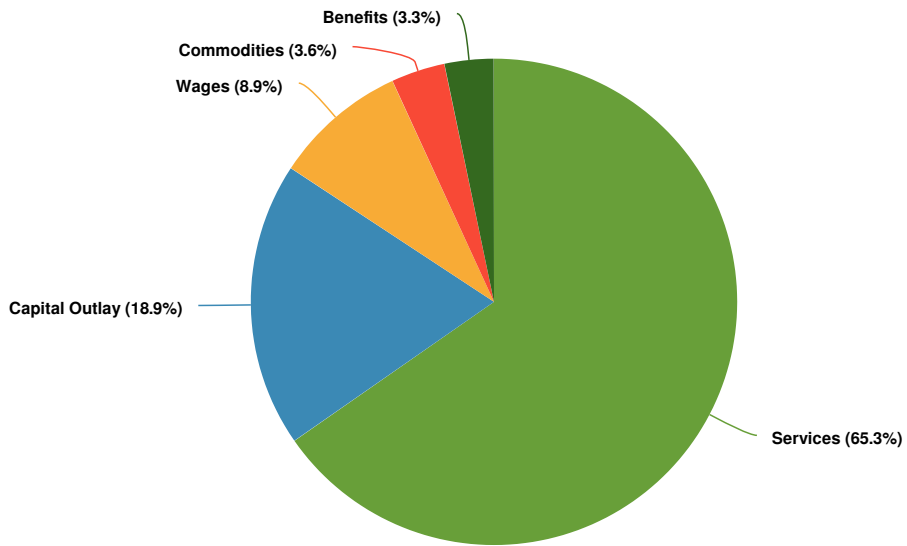
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Peace Dale Office Bldg. Fund							
Wages		\$14,046	\$13,877	\$14,281	\$7,719	\$13,255	\$9,595
Benefits		\$6,357	\$5,372	\$5,616	\$2,651	\$5,074	\$3,537
Services		\$61,736	\$55,627	\$64,353	\$22,312	\$63,169	\$70,529
Capital Outlay		\$6,000	\$69,252	\$18,755	\$1,134	\$11,334	\$20,446
Commodities		\$2,728	\$2,857	\$3,628	\$450	\$2,950	\$3,852
Total Peace Dale Office Bldg. Fund:		\$90,867	\$146,985	\$106,633	\$34,265	\$95,782	\$107,959

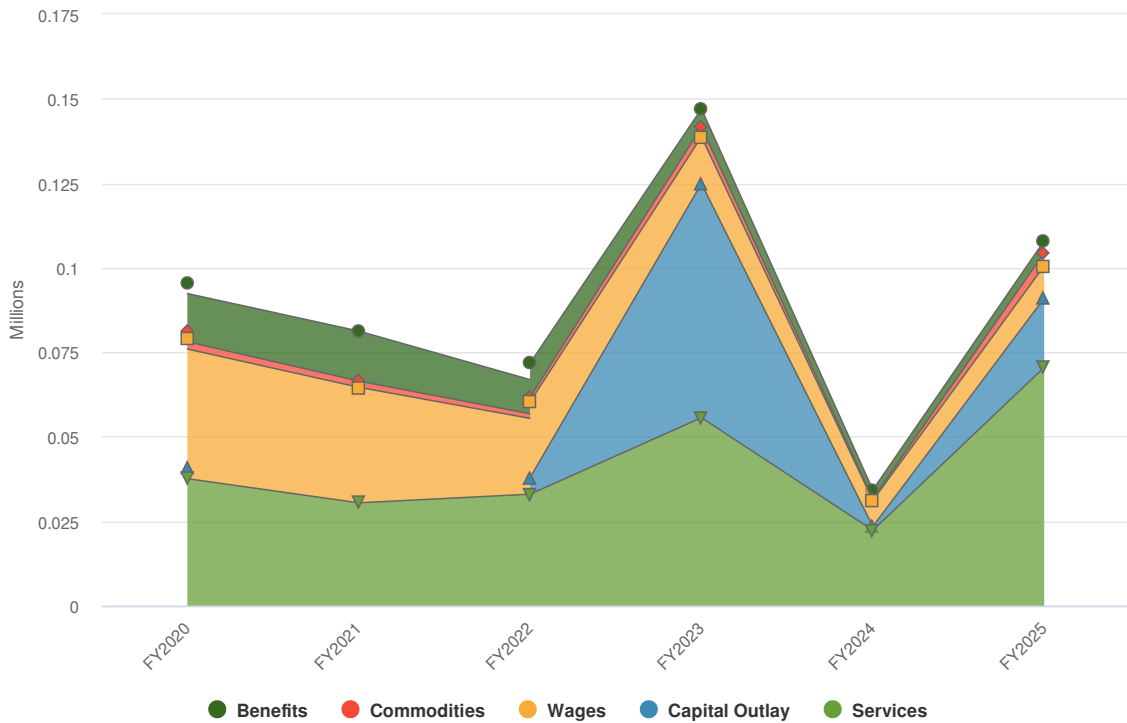


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	30243010-511001	\$13,791	\$13,622	\$14,015	\$7,451	\$13,000	\$9,494
Longevity	30243010-511006	\$255	\$255	\$266	\$269	\$255	\$101
Total Wages:		\$14,046	\$13,877	\$14,281	\$7,719	\$13,255	\$9,595
Benefits							
FICA	30243010-522250	\$1,273	\$1,024	\$1,105	\$592	\$1,273	\$715
Municipal Employees Retirement	30243010-522300	\$1,796	\$1,772	\$1,796	\$971	\$1,796	\$1,251
State Retirement Defined Cont.	30243010-522301	\$184	\$184	\$189	\$102	\$184	\$132
Medical Insur-Active Employees	30243010-522818	\$1,220	\$868	\$943	\$511	\$1,220	\$1,013
Dental Insur-Active Employees	30243010-522822	\$111	\$83	\$83	\$41	\$111	\$42
Insurance Buyback	30243010-522840	\$200	\$272	\$272	\$149	\$200	\$77
Life Insurance	30243010-522850	\$13	\$12	\$13	\$7	\$13	\$7
Workers Compensation	30243010-529900	\$1,560	\$1,157	\$1,215	\$277	\$277	\$300
Total Benefits:		\$6,357	\$5,372	\$5,616	\$2,651	\$5,074	\$3,537
Services							
Custodial Services	30243010-530013	\$20,836	\$20,836	\$21,565	\$0	\$21,565	\$22,104
Refuse Disposal	30243010-530014	\$680	\$687	\$783	\$395	\$750	\$783
Course Instructors	30243010-530022	\$1,200	\$392	\$356	\$361	\$400	\$420
Electricity	30243010-532004	\$10,500	\$10,192	\$12,500	\$5,047	\$12,500	\$12,800
Natural Gas	30243010-532008	\$7,135	\$9,057	\$7,500	\$2,983	\$9,100	\$9,300
Wastewater Fees	30243010-532010	\$1,200	\$1,400	\$1,400	\$1,400	\$1,400	\$1,442
Water Fees	30243010-532012	\$480	\$430	\$480	\$279	\$300	\$480
Computer/Software Maint.	30243010-534016	\$1,295	\$0	\$1,200	\$839	\$1,100	\$1,200
Maintenance Of Buildings	30243010-534020	\$12,000	\$6,378	\$12,000	\$4,455	\$9,500	\$15,000
Insurance	30243010-560010	\$6,410	\$6,256	\$6,569	\$6,554	\$6,554	\$7,000
Total Services:		\$61,736	\$55,627	\$64,353	\$22,312	\$63,169	\$70,529



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Capital Outlay							
Furniture And Furnishings	30243010-550026			\$0	\$1,134	\$1,334	\$2,500
Capital Improvements	30243010-570002	\$6,000	\$69,252	\$18,755	\$0	\$10,000	\$17,946
Total Capital Outlay:		\$6,000	\$69,252	\$18,755	\$1,134	\$11,334	\$20,446
Commodities							
Janitorial Materials & Supp	30243010-540014	\$2,017	\$1,321	\$2,178	\$171	\$1,900	\$2,178
Elect Materials & Supplies	30243010-540018	\$250	\$193	\$250	\$34	\$250	\$250
Chemicals And Gases	30243010-540024	\$200	\$0	\$200	\$0	\$200	\$200
Miscellaneous Expenses	30243010-580100	\$261	\$1,343	\$1,000	\$245	\$600	\$1,224
Total Commodities:		\$2,728	\$2,857	\$3,628	\$450	\$2,950	\$3,852
Total Expense Objects:		\$90,867	\$146,985	\$106,633	\$34,265	\$95,782	\$107,959

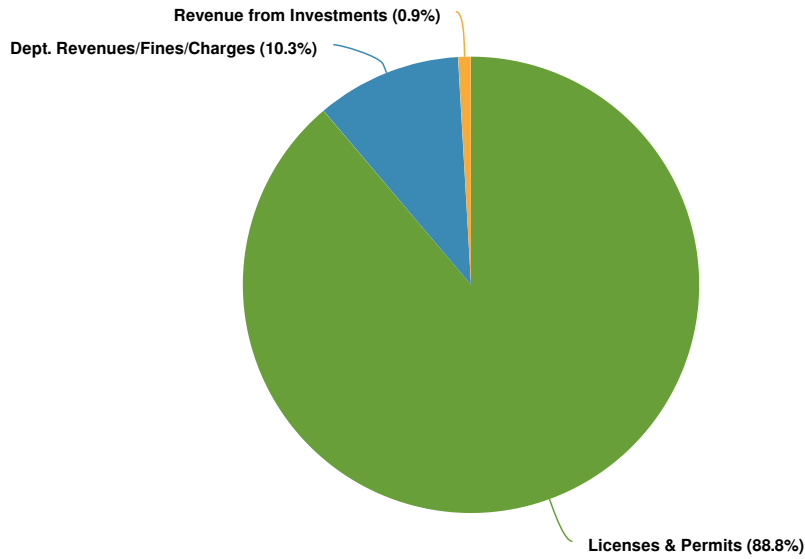
Revenue by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Peace Dale Office Bldg. Fund							
Licenses & Permits		\$92,322	\$90,853	\$95,225	\$60,965	\$91,031	\$95,898
Dept. Revenues/Fines/Charges		\$10,300	\$9,937	\$10,508	\$4,941	\$9,000	\$11,100
Usage Fees		\$0	\$42	\$0	\$25		\$0
Revenue from Investments		\$700	\$5,111	\$900	\$3,422	\$3,422	\$961
Total Peace Dale Office Bldg. Fund:		\$103,322	\$105,942	\$106,633	\$69,354	\$103,453	\$107,959

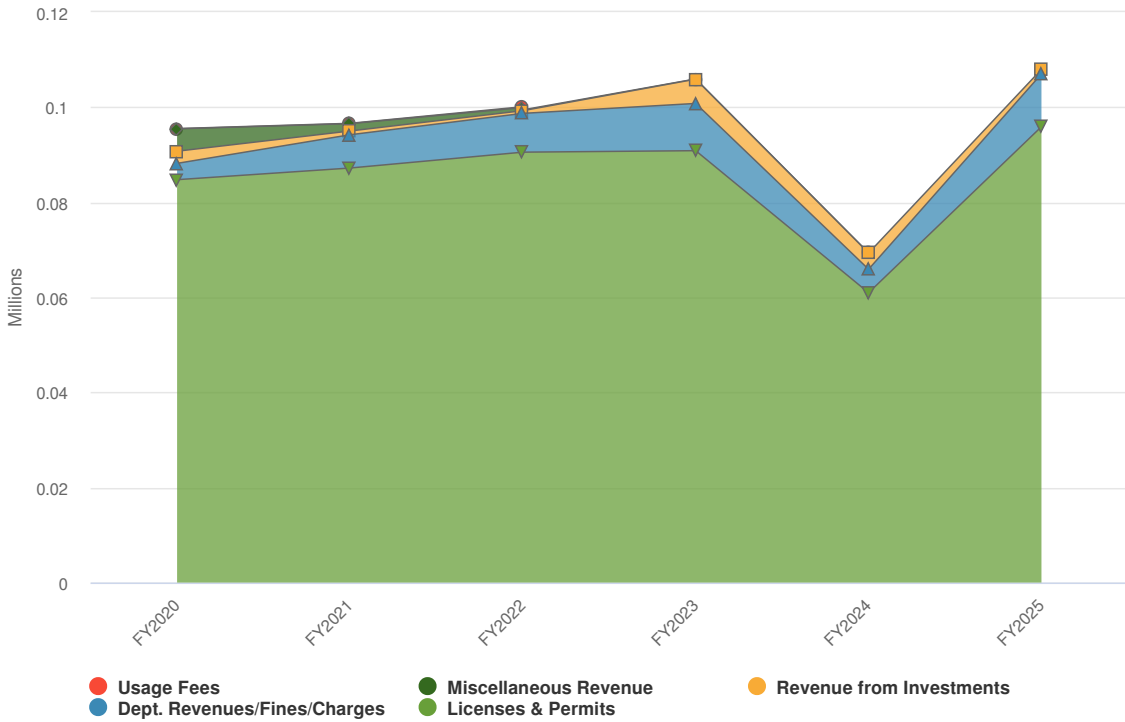


Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Licenses & Permits							
BEEKMAN VIOLIN	30243000-431115	\$41,208	\$40,008	\$40,812	\$26,672	\$40,812	\$41,208
JOSEPH HYDE	30243000-431115			\$1,200	\$0		\$0
MC ENTEE & MC ENTEE LAW OFF	30243000-431115	\$7,603	\$7,428	\$7,680	\$5,120	\$7,680	\$7,944
MUSEUM OF PRIMITIVE ART	30243000-431115	\$5,196	\$5,196	\$5,352	\$3,568	\$5,352	\$5,520
NEIL PHILBIN	30243000-431115	\$10,461	\$10,461	\$10,779	\$7,024	\$10,779	\$11,103
ONSITE MARKETING	30243000-431115			\$0	-\$1,086	\$1,086	\$0
SC CHILD & FAMILY	30243000-431115	\$19,232	\$19,110	\$20,352	\$13,440	\$20,352	\$20,772
OCEAN STATE WAVES	30243000-431115	\$4,740	\$4,795	\$4,970	\$3,248	\$4,970	\$5,127
UNIT #8 (PETTY)	30243000-431115	\$3,882	\$3,855	\$4,080	\$2,979		\$4,224
Total Licenses & Permits:		\$92,322	\$90,853	\$95,225	\$60,965	\$91,031	\$95,898
Dept. Revenues/Fines/Charges							
Recreation Self-Supp Programs	30243000-440220	\$10,300	\$9,937	\$10,508	\$4,941	\$9,000	\$11,100
Total Dept. Revenues/Fines/Charges:		\$10,300	\$9,937	\$10,508	\$4,941	\$9,000	\$11,100
Usage Fees							
Interest On Delinquent Payt	30243000-418130	\$0	\$42	\$0	\$25		\$0
Total Usage Fees:		\$0	\$42	\$0	\$25		\$0
Revenue from Investments							
Investment Income	30243000-460010	\$700	\$5,111	\$900	\$3,422	\$3,422	\$961
Total Revenue from Investments:		\$700	\$5,111	\$900	\$3,422	\$3,422	\$961
Total Revenue Source:		\$103,322	\$105,942	\$106,633	\$69,354	\$103,453	\$107,959



Senior Services Fund

Susan DiMasi
Senior Services Director

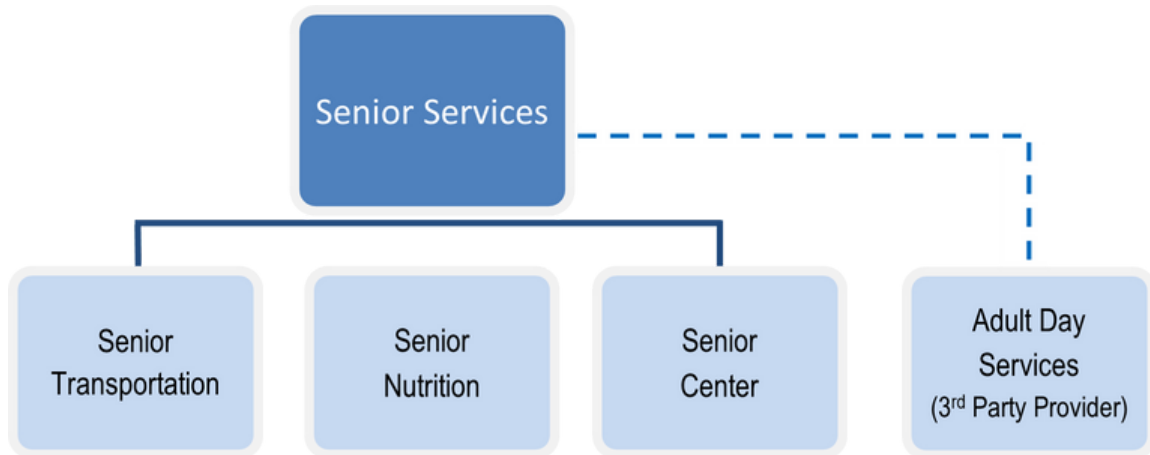
Please note, this section incorporates multiple accounts, each of which fall under the purview of the Senior Services Program, and include the following:

Acct Number	Acct Description
30442010	Senior Transportation
30442020	Senior Nutrition Program
30442030	Adult Day Services Program
30442040	Senior Center Program

Department Headcount (FTE)

Senior Services Fund	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./(Decr.) Over Prior Year
Total Personnel	4.00	4.00	4.00	4.00	0.00

Organizational Chart



Mission Statement & Primary Functions

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.

For FY 2024-2025, the Town will contribute 74.1% 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 12.4% 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 2024-2025. Funding from the State of RI Office of Healthy Aging will support the Community Information Specialist position.

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 activities of daily living by providing transportation to and from the Senior Center meal site, grocery stores, and other local retailers such as pharmacies. 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. The trip fee for shopping/errands is \$1.00 per trip and will continue through FY24-25. 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 residents 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 declining nationwide as the 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.

The overall lunch attendance has returned to pre-COVID standards, and the dining program has gradually gained a steady crowd of individuals who attend 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. An increase of individuals eating before or after a Center program is becoming popular.

In 2023 a total of 7,190 meals were served at the Center, up 4% over 2022. Approximately 78% of those meals were served to South Kingstown residents.

Personnel and benefit costs directly related to the operation of the Nutrition Program are included in this budget as well as overhead cost of the kitchen and dining room operation. 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. Providing the facility for this service represents an in-kind contribution by the Town of South Kingstown and a commitment to continue the provision of community-based care in South Kingstown. Prior to the close of FY23-24, the Town and St. Elizabeth's will re-visit the lease agreement to determine whether to exercise the option to extend the agreement for five additional years.

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 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 2023, many senior center participants returned to their pre-pandemic routines feeling safe to resume dining at the Center, attending in-person classes and gatherings. The Center also experienced a spike in the number of new participants who joined, looking to add more to their daily practices.

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 will continue.

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. Medicare Open-Enrollment assistance is also offered yearly during the enrollment period.



An annual participant fee of \$10 per person for South Kingstown and Narragansett residents, and a non-resident fee of \$15 per person continues to be implemented. This revenue helps offset operational and program expenses of the Senior Services Department. It is important to note that no senior will be denied participation or services at the Senior Center due to 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, representing fair share funding based on the percentage of services provided by the Center to residents of both towns.

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 daily meals 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
- Operates 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 and The Office of Healthy Aging MIAA - SHIP/MIPPA/SMP Grant.

FY 2023 - 2024 Priorities

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
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/CEPP
Continue collaboration with South County Health to provide weekly wellness clinics, 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
Continue ongoing relationship with St. Elizabeth Community to promote Adult Day Service Program	VUR/TBF
Support continued collaboration with the Town Recreation Center	CEPP



FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Objs
Continue to execute evidence-based programs to include Matter of Balance, Diabetes Prevention and Tools for Healthy Living.	VUR/CEPP
Continue collaboration with the South Kingstown School Department Transition Academy	CEPP
Maintain participation in the South Kingstown Prevention Coalition and the South County Health Community Care Team	CEPP/SCH
Continue collaboration with South County Health to provide weekly wellness clinics, offer health maintenance screenings and educational programs.	SCH/VUR
Meet the need of technology education and training for Center participants	CEPP/URI
Support continued collaboration with the Town Recreation Department, Library, Tax Assessor's office, Police and EMS to promote wellness, awareness and education	CEPP
Continue programming with URI Audiology, Pharmacy, Gerontology, Nursing and Physical Therapy Departments.	URI/VUR
Maintain ongoing relationship with Saint Elizabeth Community, Inc. to promote Adult Day Service Program	VUR/TBF
Continuation of shared services with the Town of Narragansett by offering the most cost-effective delivery of regional services and allocating a "fair	FI/TBF
Continuation of shared services with the Town of Naragansett, offering the most cost effective delivery of regional services and allocating a "fair share" contribution for each community.	FI/TBF



Specific Performance Measurements

Senior Transportation Program	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Projected	Anticipated	Goals & Obj's
Total unduplicated passengers per month (non-medical transport)	35	38	38	TTS / VUR
Trips per year (non-medical transport)	1,098	1,152	1,152	TTS / VUR
Miles logged - total per year	15,656	16,000	16,100	TTS / VUR
Average daily miles logged	77	80	80	TTS / VUR

Senior Nutrition Program	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Projected	Anticipated	Goals & Obj's
Meals Served – SK Residents	5,627	6,000	6,300	VUR
Meals Served – other towns	1563	1600	1680	VUR
Total Meals Served (all towns)	7,190	7,300	7,665	VUR
Avg. # of participants served per week (unduplicated)	60	60	65	VUR
Annual volunteer hours	3,768	3,800	3,990	VUR / CEPP

Senior Center Program	FY 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Projected	Anticipated	Goals & Obj's
Number of Members – SK	3,701	3,774	3,900	VUR
Number of Members – Narr	1,565	1,589	1,637	VUR
Number of Members – other towns	861	785	880	VUR
Total # of Members (all towns)	6,127	6,200	6,417	VUR
Total Programs	163	180	189	VUR
New Programs	32	40	42	VUR
# of Information Requests and Referrals	1,537	1,750	1,800	VUR / CEPP
Avg # of Participants per week (unduplicated)	241	176	260	VUR / CEPP
Special Events	56	63	60	VUR

Senior Center Program Cost - Fair Share Funding	% Services Provided	Proposed 2024-2025
South Kingstown	75.65%	\$ 272,840
Narragansett	24.35%	87,821
		\$ 360,661

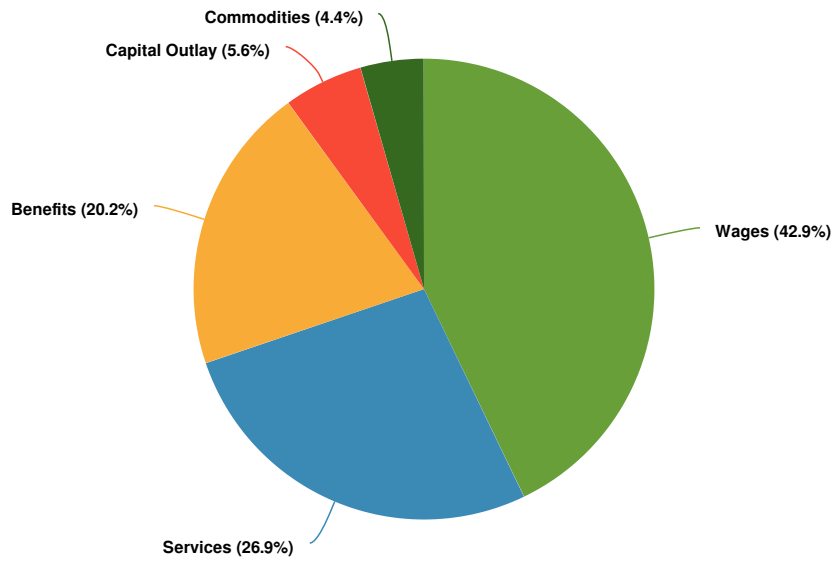
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Senior Services Fund							
Wages		\$288,367	\$271,395	\$295,781	\$154,819	\$284,902	\$303,373
Benefits		\$133,162	\$128,054	\$138,418	\$74,588	\$134,648	\$142,832
Services		\$178,680	\$169,542	\$187,261	\$52,157	\$175,997	\$190,717
Capital Outlay		\$83,861	\$97,040	\$80,069	\$146	\$80,069	\$39,461
Commodities		\$17,615	\$9,225	\$28,312	\$4,712	\$27,880	\$31,459
Total Senior Services Fund:		\$701,685	\$675,256	\$729,841	\$286,422	\$703,496	\$707,842

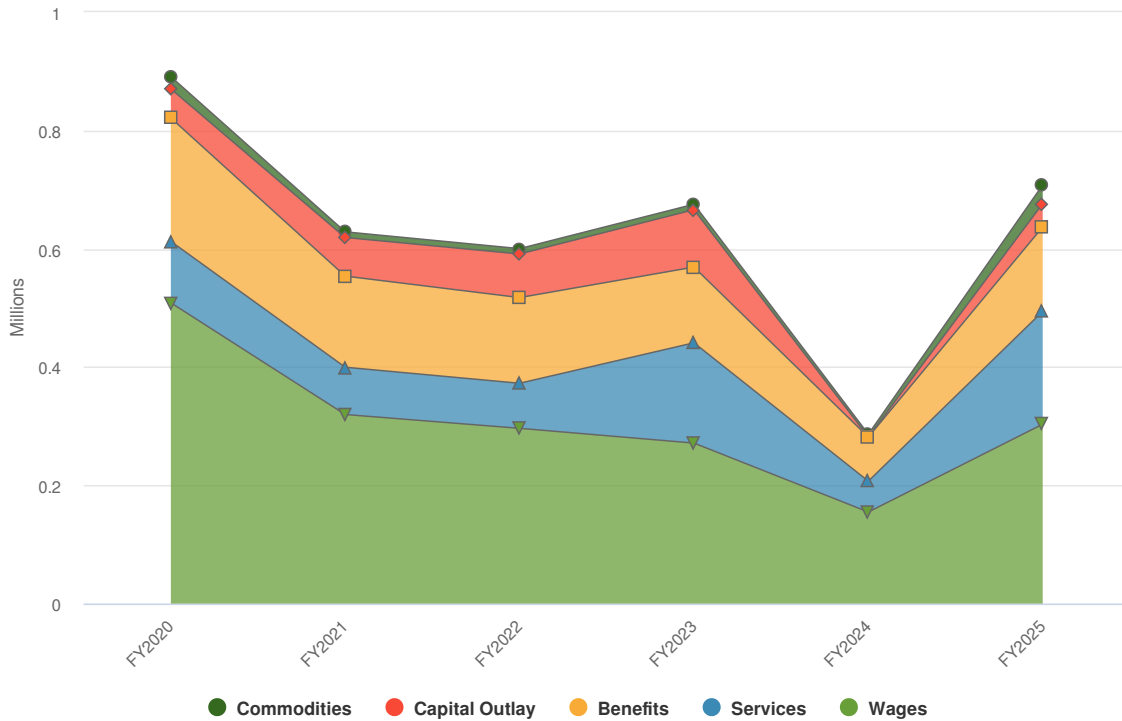


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	30442010-511001	\$57,196	\$57,191	\$58,155	\$30,822	\$58,155	\$59,546
Part-Time Salaries	30442010-511002	\$1,100	\$0	\$1,106	\$0	\$553	\$1,106
Seasonal Salaries	30442010-511003	\$1,502	\$0	\$1,400	\$0	\$700	\$1,400
Longevity	30442010-511006	\$577	\$846	\$994	\$1,010	\$994	\$1,348
Full-Time Employees	30442020-511001	\$44,225	\$44,221	\$45,047	\$24,256	\$41,047	\$46,124
Part-Time Salaries	30442020-511002	\$20,119	\$9,363	\$22,938	\$6,511	\$18,000	\$22,938
Longevity	30442020-511006	\$634	\$633	\$670	\$706	\$670	\$832
Full-Time Employees	30442040-511001	\$150,624	\$150,611	\$153,423	\$82,612	\$153,423	\$157,093
Part-Time Salaries	30442040-511002	\$7,692	\$3,833	\$7,188	\$3,879	\$6,500	\$7,368
Longevity	30442040-511006	\$4,698	\$4,697	\$4,860	\$5,022	\$4,860	\$5,620
Total Wages:		\$288,367	\$271,395	\$295,781	\$154,819	\$284,902	\$303,373
Benefits							
FICA	30442010-522250	\$4,832	\$4,549	\$4,942	\$2,469	\$4,942	\$4,947
Municipal Employees Retirement	30442010-522300	\$7,448	\$7,413	\$7,441	\$4,005	\$7,441	\$7,938
State Retirement Defined Cont.	30442010-522301	\$584	\$580	\$592	\$318	\$592	\$607
Medical Insur-Active Employees	30442010-522818	\$4,988	\$4,842	\$4,712	\$2,553	\$4,712	\$5,567
Dental Insur-Active Employees	30442010-522822	\$1,153	\$1,033	\$1,059	\$515	\$1,059	\$1,061
Insurance Buyback	30442010-522840	\$2,000	\$2,008	\$2,000	\$1,077	\$2,000	\$2,000
Life Insurance	30442010-522850	\$95	\$87	\$87	\$51	\$87	\$87
Worker's Compensation	30442010-529900	\$6,068	\$6,140	\$6,447	\$6,655	\$6,655	\$6,705
Uniforms And Other Clothing	30442010-540038	\$250	\$0	\$250	\$0	\$250	\$250
FICA	30442020-522250	\$4,781	\$3,882	\$5,161	\$2,300	\$4,568	\$5,419
Municipal Employees Retirement	30442020-522300	\$5,733	\$5,729	\$5,752	\$3,140	\$5,752	\$6,121
State Retirement Defined Cont.	30442020-522301	\$515	\$515	\$525	\$286	\$525	\$540
Medical Insur-Active Employees	30442020-522818	\$9,871	\$9,551	\$10,366	\$5,617	\$10,366	\$11,147



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Dental Insur-Active Employees	30442020-522822	\$509	\$455	\$454	\$227	\$454	\$467
Life Insurance	30442020-522850	\$63	\$56	\$57	\$33	\$57	\$56
Worker's Compensation	30442020-529900	\$1,375	\$1,486	\$1,560	\$373	\$373	\$1,000
FICA	30442040-522250	\$11,629	\$11,237	\$12,143	\$6,522	\$12,143	\$12,697
Municipal Employees Retirement	30442040-522300	\$19,849	\$19,837	\$19,912	\$11,024	\$19,912	\$21,211
State Retirement Defined Cont.	30442040-522301	\$1,782	\$1,783	\$1,817	\$1,006	\$1,817	\$1,837
Medical Insur-Active Employees	30442040-522818	\$43,972	\$42,548	\$46,173	\$25,021	\$46,173	\$49,656
Dental Insur-Active Employees	30442040-522822	\$2,265	\$1,502	\$1,497	\$748	\$1,497	\$1,541
Life Insurance	30442040-522850	\$280	\$250	\$250	\$146	\$250	\$250
Worker's Compensation	30442040-529900	\$2,720	\$2,572	\$2,701	\$503	\$503	\$529
Travel Expenses	30442040-538014	\$250	\$0	\$2,370	\$0	\$2,370	\$1,050
Uniforms And Other Clothing	30442040-540038	\$150	\$0	\$150	\$0	\$150	\$150
Total Benefits:		\$133,162	\$128,054	\$138,418	\$74,588	\$134,648	\$142,832
Services							
Employee Training	30442010-530801		\$0		\$0		\$125
Motor Vehicles Maintenance	30442010-534010	\$6,000	\$736	\$7,000	\$3,580	\$7,000	\$7,000
Computer/Software Maint.	30442010-534016	\$870	\$0	\$950	\$839	\$840	\$950
Insurance	30442010-560010	\$2,261	\$2,157	\$2,373	\$2,311	\$2,311	\$2,610
Custodial Services	30442020-530013	\$29,871	\$29,871	\$25,074	\$0	\$25,074	\$25,700
Refuse Disposal	30442020-530014	\$384	\$374	\$420	\$220	\$420	\$441
Professional Services	30442020-530111	\$2,815	\$3,323	\$3,437	\$510	\$3,437	\$3,454
Telephone	30442020-532000	\$331	\$217	\$331	\$109	\$331	\$76
Electricity	30442020-532004	\$7,180	\$6,478	\$8,903	\$3,134	\$7,800	\$8,992
Natural Gas	30442020-532008	\$1,940	\$2,318	\$2,135	\$711	\$2,135	\$2,241
Wastewater Fees	30442020-532010	\$255	\$142	\$268	\$105	\$268	\$279
Water Fees	30442020-532012	\$824	\$533	\$800	\$263	\$500	\$832



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Computer/Software Maint.	30442020-534016	\$870	\$0	\$950	\$839	\$950	\$950
Maintenance Of Buildings	30442020-534020	\$1,200	\$2,496	\$2,000	\$1,677	\$2,000	\$2,200
Printing Expenses	30442020-538022	\$60	\$0	\$60	\$0	\$60	\$60
Insurance	30442020-560010	\$833	\$828	\$875	\$894	\$894	\$919
Maintenance Of Buildings	30442030-534020	\$0	\$828	\$1,500	\$203	\$1,500	\$1,500
Licenses And Dues	30442030-538030	\$2,000	\$6,000	\$2,000	\$2,000	\$2,000	\$2,000
Insurance	30442030-560010	\$5,696	\$5,254	\$5,981	\$5,653	\$5,653	\$6,000
Custodial Services	30442040-530013	\$55,474	\$55,474	\$47,868	\$0	\$47,868	\$49,065
Refuse Disposal	30442040-530014	\$893	\$873	\$985	\$513	\$950	\$985
Course Instructors	30442040-530022	\$1,560	\$1,490	\$1,800	\$625	\$1,800	\$2,400
Copy Machine Services	30442040-530064	\$1,827	\$2,715	\$2,010	\$1,216	\$2,010	\$2,211
Professional Services	30442040-530111	\$6,187	\$7,066	\$13,430	\$924	\$10,466	\$13,027
Employee Training	30442040-530801		\$0		\$0		\$375
Telephone	30442040-532000	\$1,212	\$474	\$1,212	\$272		\$187
Fuel - Oil	30442040-532002	\$5,193	\$4,459	\$6,128	\$1,754	\$4,800	\$6,434
Electricity	30442040-532004	\$19,799	\$15,116	\$20,774	\$7,313	\$17,774	\$20,774
Natural Gas	30442040-532008	\$4,530	\$4,739	\$4,982	\$1,658	\$4,982	\$5,231
Wastewater Fees	30442040-532010	\$596	\$331	\$625	\$245	\$625	\$644
Water Fees	30442040-532012	\$1,850	\$1,286	\$1,966	\$647	\$1,966	\$2,064
Office Equipment Maintenance	30442040-534014	\$200	\$0	\$200	\$0	\$200	\$200
Computer/Software Maintenance	30442040-534016	\$2,670	\$790	\$3,520	\$2,469	\$3,520	\$2,816
Maintenance Of Buildings	30442040-534020	\$3,000	\$3,115	\$3,000	\$891	\$3,400	\$3,740
Advertising	30442040-538012	\$50	\$22	\$2,450	\$0	\$1,500	\$2,450
Printing Expenses	30442040-538022	\$140	\$325	\$640	\$256	\$640	\$640
Insurance	30442040-560010	\$10,109	\$9,713	\$10,614	\$10,323	\$10,323	\$11,145
Total Services:		\$178,680	\$169,542	\$187,261	\$52,157	\$175,997	\$190,717



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Capital Outlay							
Transfer To Other Funds	30442010-590999			\$40,000	\$0	\$40,000	\$0
Office Equipment	30442020-550004	\$120	\$10	\$120	\$0	\$120	\$120
Transfer To Other Funds	30442030-590999			\$10,000	\$0	\$10,000	\$10,000
Non-Major Technology Reserve	30442040-530044	\$4,341	\$4,341	\$4,449	\$0	\$4,449	\$3,841
Office Equipment	30442040-550004	\$400	\$89	\$500	\$146	\$500	\$500
Capital Improvements	30442040-570002	\$79,000	\$13,600				\$0
Transfer To Other Funds	30442040-590999	\$0	\$79,000	\$25,000	\$0	\$25,000	\$25,000
Total Capital Outlay:		\$83,861	\$97,040	\$80,069	\$146	\$80,069	\$39,461
Commodities							
Motor Vehicle Materials & Supp	30442010-540028	\$4,000	\$60	\$4,000	\$35	\$4,000	\$4,000
Fuels And Lubricants	30442010-540040	\$4,785	\$4,887	\$5,082	\$1,688	\$4,700	\$5,400
Miscellaneous Expenses	30442010-580100	\$150	\$0	\$350	\$0	\$300	\$350
Janitorial Materials & Supp	30442020-540014	\$1,980	\$1,356	\$1,980	\$519	\$1,980	\$2,079
General Materials & Supplies	30442040-540010	\$250	\$158	\$1,750	\$294	\$1,750	\$1,750
Office Materials & Supplies	30442040-540012	\$800	\$480	\$800	\$276	\$800	\$800
Janitorial Materials & Supp	30442040-540014	\$4,550	\$3,693	\$4,600	\$991	\$4,600	\$4,830
Rec Materials & Supplies	30442040-540016	\$600	\$591	\$8,250	\$767	\$8,250	\$8,250
Food	30442040-540046	\$500	\$0	\$500	\$143	\$500	\$500
Miscellaneous Expenses	30442040-580100	\$0	-\$2,000	\$1,000	\$0	\$1,000	\$3,500
Total Commodities:		\$17,615	\$9,225	\$28,312	\$4,712	\$27,880	\$31,459
Total Expense Objects:		\$701,685	\$675,256	\$729,841	\$286,422	\$703,496	\$707,842

Revenue by Fund

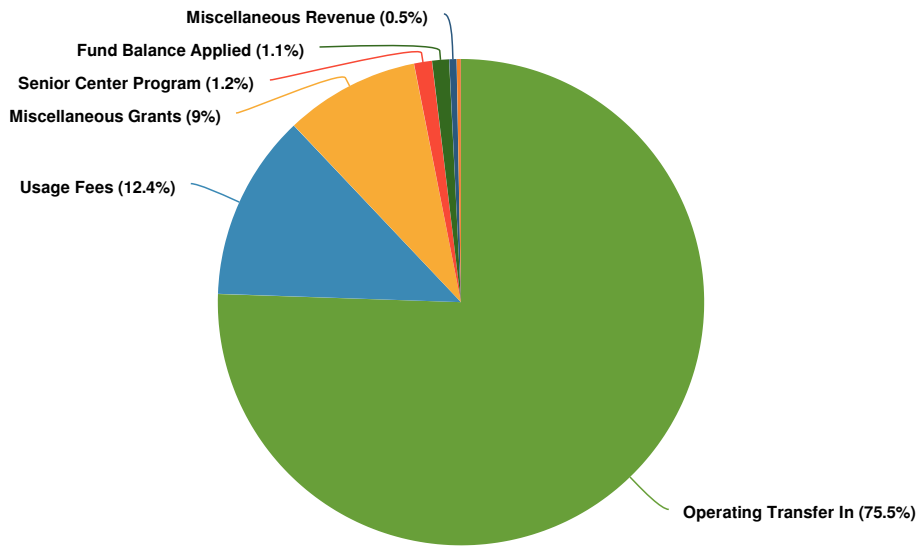
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Senior Services Fund							
Licenses & Permits		\$0	\$2	\$0	\$1	\$1	\$1
Operating Transfer In		\$536,965	\$536,965	\$518,182	\$0	\$518,182	\$534,721
Senior Center Program		\$7,440	\$7,759	\$9,395	\$3,740	\$7,500	\$8,400
Usage Fees		\$101,134	\$101,134	\$96,911	\$96,911	\$96,911	\$87,821



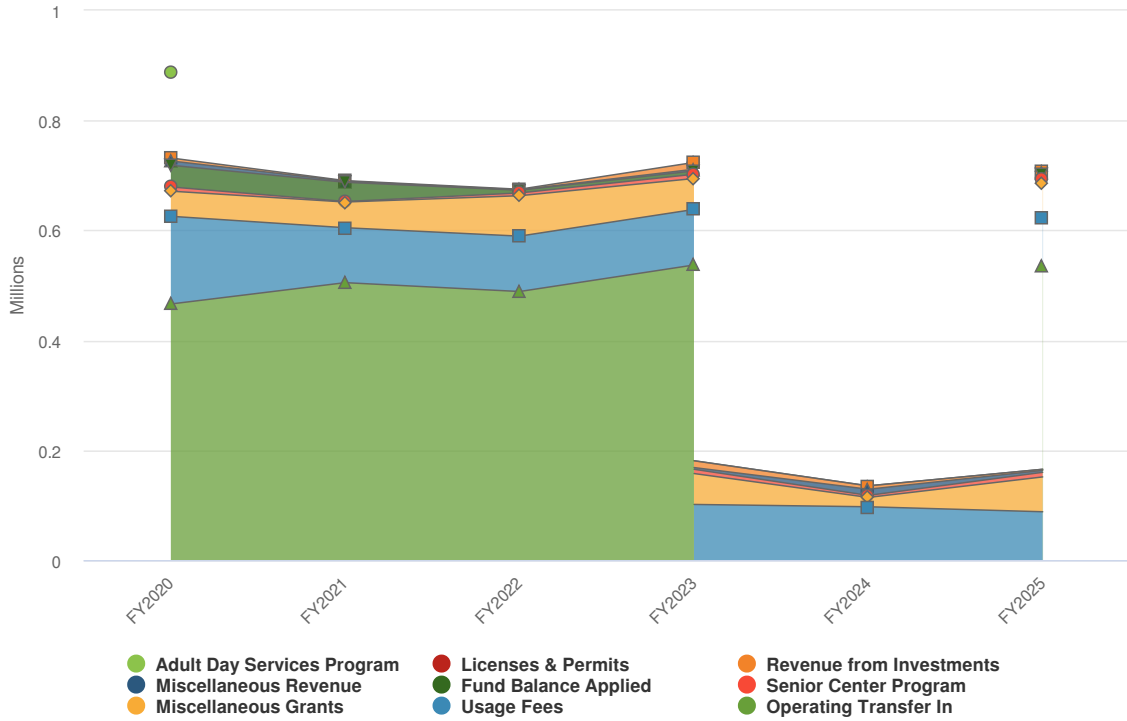
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue from Investments		\$0	\$12,389	\$0	\$6,172	\$5,027	\$2,000
Miscellaneous Revenue		\$3,368	\$3,115	\$800	\$11,163	\$11,450	\$3,500
Fund Balance Applied		\$6,000	\$6,000	\$15,000	\$0	\$10,000	\$8,000
Miscellaneous Grants		\$46,778	\$56,264	\$89,553	\$16,963	\$94,000	\$63,398
Total Senior Services Fund:		\$701,685	\$723,628	\$729,841	\$134,950	\$743,071	\$707,841

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
Licenses & Permits							
Rental Of Town Properties	30442030-430170	\$0	\$2	\$0	\$1	\$1	\$1
Total Licenses & Permits:		\$0	\$2	\$0	\$1	\$1	\$1
Operating Transfer In							
General Fund	30442010-490101	\$104,491	\$104,491	\$148,140	\$0	\$148,140	\$111,995
General Fund	30442020-490101	\$87,321	\$87,321	\$129,241	\$0	\$129,241	\$130,386
General Fund	30442030-490101	\$7,696	\$7,696	\$9,481	\$0	\$9,481	\$9,500
General Fund	30442040-490101	\$327,457	\$327,457	\$221,320	\$0	\$221,320	\$272,840
Oliver Watson Fund	30442040-490510	\$10,000	\$10,000	\$10,000	\$0	\$10,000	\$10,000
Total Operating Transfer In:		\$536,965	\$536,965	\$518,182	\$0	\$518,182	\$534,721
Senior Center Program							
Senior Classes	30442040-440295	\$1,560	\$1,515	\$1,800	\$555	\$1,500	\$2,400



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Membership Fee	30442040-440300	\$5,880	\$6,244	\$7,595	\$3,185	\$6,000	\$6,000
Total Senior Center Program:		\$7,440	\$7,759	\$9,395	\$3,740	\$7,500	\$8,400
Usage Fees							
Narragansett Cost Share	30442020-418013	\$41,134	\$41,134				\$0
Narragansett Cost Share	30442040-418013	\$60,000	\$60,000	\$96,911	\$96,911	\$96,911	\$87,821
Total Usage Fees:		\$101,134	\$101,134	\$96,911	\$96,911	\$96,911	\$87,821
Revenue from Investments							
Investment Income	30442030-460010	\$0	\$12,389	\$0	\$6,172	\$5,027	\$2,000
Total Revenue from Investments:		\$0	\$12,389	\$0	\$6,172	\$5,027	\$2,000
Miscellaneous Revenue							
Miscellaneous Revenue	30442010-470010	\$1,368	\$904	\$800	\$413	\$700	\$1,000
Miscellaneous Revenue	30442040-470010	\$0	\$2,211	\$0	\$10,750	\$10,750	\$2,500
Nat'l Grid Elec Rebate/Solar	30442040-470020	\$2,000	\$0				\$0
Total Miscellaneous Revenue:		\$3,368	\$3,115	\$800	\$11,163	\$11,450	\$3,500
Fund Balance Applied							
Net Assets Forward To Ops	30442030-499050	\$0	\$0	\$10,000	\$0	\$10,000	\$8,000
Designated F/B - General	30442040-499060	\$6,000	\$6,000	\$5,000	\$0		\$0
Total Fund Balance Applied:		\$6,000	\$6,000	\$15,000	\$0	\$10,000	\$8,000
Miscellaneous Grants							
Miscellaneous Grants	30442020-451110	\$8,033	\$9,532	\$10,642	\$0	\$12,600	\$12,600
Miscellaneous Grants	30442040-451110	\$38,745	\$46,732	\$78,911	\$16,963	\$81,400	\$50,798
Total Miscellaneous Grants:		\$46,778	\$56,264	\$89,553	\$16,963	\$94,000	\$63,398
Total Revenue Source:		\$701,685	\$723,628	\$729,841	\$134,950	\$743,071	\$707,841



Neighborhood Guild Fund

Theresa L. Murphy, CPRE
Director of Leisure Services

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.

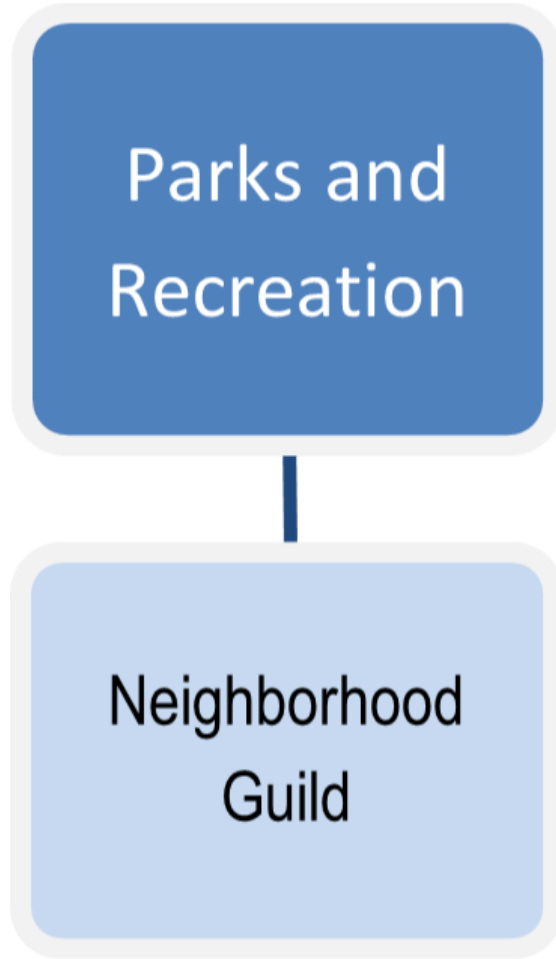
The South Kingstown Recreation Commission is responsible for overseeing policy adherence and development for the Parks and Recreation Department. The Leisure Services Director is responsible for daily administration of all Department operations.

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

Acct Number	Acct Description
41010	Guild Admin & Maintenance
41020	Guild Front Desk
41040	Guild Senior Trips Program
41050	Guild Youth Programs
41060	Guild Music Programs
41070	Guild Adult Programs
41080	Guild Arts Program



Organizational Chart



Mission Statement & Primary Functions

Mission Statement

The Parks and Recreation Department is committed to enhancing the quality of life for all South Kingstown residents by providing enriching recreational experiences and exceptional 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. Programs focus on adult education, cultural arts activities for all ages, and passive recreation for youth and families.

Planned capital improvements to the Guild 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.

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 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 2023 - 2024 Priorities

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

FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Objs
Reestablish Senior Trip Program	CEPP / CP
Seek participant feedback through surveys and constant contact outreach	CEPP
Grow Adult Program/Class Offerings by 5% 5%	CEPP / CP
Streamline communication, offerings and updates on the department webpage, registration webpage and social media accounts for ease of use for the public.	CEPP
Provide staff with professional development opportunities and trainings to better serve the community.	ET

Specific Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY2024-2025	Town Council Goals & Objs
	Actual	Actual	Anticipated	Projected	
Trust Income % of Total Revenue	63.58%	65.13%	54.60%	54.50%	TBF
Program fees % of Total Revenue	33.03%	31.33%	37.30%	34.74%	TBF
Total Guild Facility Usage Attendance	29,500	22,888	25000	27500	CEPP
Room Reservations by Community members and organizations (non-program)	2,950	1604	1750	1700	CEPP
Online Transactions (including registrations, payments, etc.)	2,875	3693	4500	4500	CEPP / TBF
Independent Contractors	90	121	130	135	FI
New Classes Offered	20	15	15	15	FI / ET
Preschool Enrollment	175	93	100	125	FI / ET
% of Classes Completed ¹	80%	92%	90%		
Youth/Teen Enrollment	550	509	450	500	FI / ET
% of Classes Completed ¹	80%	91%	80%		
Adult Enrollment	1,000	1314	1400	1450	FI / ET
% of Classes Completed ¹	80%	97%	80%		
Art Enrollment	325	1209	1100	1200	FI / ET
% of Classes Completed ¹	80%	98%	80%		
Sports and Fitness Enrollment	5,000	5652	5500	5500	FI / ET
% of Classes Completed ¹	95%	96%	90%		
Music Lessons	1,200	3426	3700	3700	FI / ET
Music Students Registered	125	100	125		
Special Events	1,100	1495	1300	1350	FI / CEPP
% of Events Completed ¹	95%	96%	90%		

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.

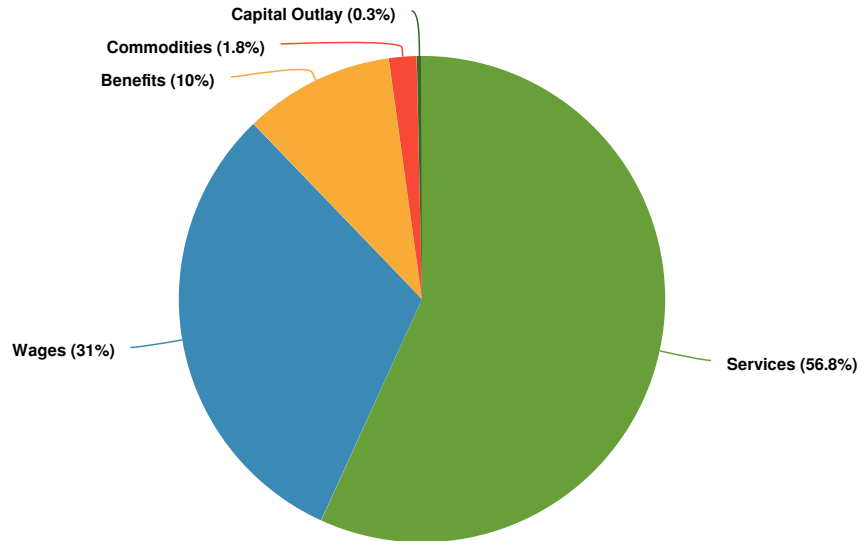
Expenditures by Fund



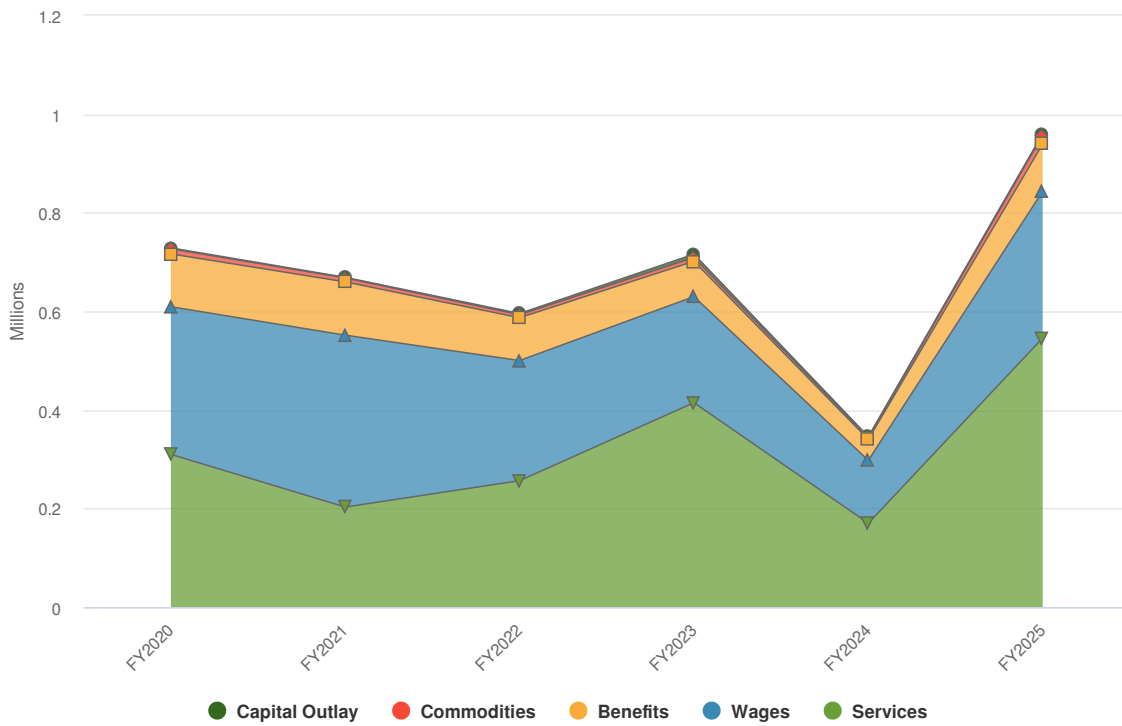
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Neighborhood Guild Fund							
Wages		\$244,376	\$215,230	\$259,868	\$127,583	\$227,489	\$297,747
Benefits		\$88,220	\$71,668	\$93,165	\$42,507	\$81,252	\$96,108
Services		\$364,624	\$414,640	\$502,396	\$170,019	\$489,726	\$545,897
Capital Outlay		\$4,350	\$6,893	\$4,500	\$2,197	\$4,200	\$3,200
Commodities		\$13,013	\$7,619	\$13,231	\$3,532	\$10,349	\$17,770
Total Neighborhood Guild Fund:		\$714,583	\$716,049	\$873,160	\$345,839	\$813,016	\$960,722

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	30641010-511001	\$191,403	\$166,099	\$196,114	\$100,375	\$175,000	\$226,666
Overtime	30641010-511004	\$500	\$1,858	\$1,000	\$889	\$1,000	\$1,000
Longevity	30641010-511006	\$1,789	\$1,691	\$2,739	\$2,128	\$2,739	\$2,367
Part-Time Salaries	30641020-511002	\$31,654	\$30,293	\$37,303	\$16,072	\$28,000	\$44,098
Longevity	30641020-511006	\$554	\$554	\$584	\$613	\$500	\$584
Seasonal Salaries	30641050-511003	\$3,049	\$403	\$5,984	\$0	\$5,000	\$6,528
Overtime	30641050-511004	\$0	\$207	\$0	\$108	\$150	\$0
Part-Time Salaries	30641060-511002	\$3,741	\$3,407	\$3,825	\$1,583	\$3,800	\$3,910
Part-Time Salaries	30641070-511002	\$2,383	\$1,932	\$2,484	\$981	\$2,100	\$2,540
Part-Time Salaries	30641080-511002	\$9,033	\$8,695	\$9,421	\$4,834	\$9,000	\$9,632
Seasonal Salaries	30641080-511003	\$270	\$91	\$414	\$0	\$200	\$423



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Total Wages:		\$244,376	\$215,230	\$259,868	\$127,583	\$227,489	\$297,747
Benefits							
FICA	30641010-522250	\$14,828	\$12,488	\$14,874	\$7,755	\$13,673	\$17,243
Municipal Employees Retirement	30641010-522300	\$24,690	\$21,430	\$24,894	\$12,895	\$22,000	\$29,856
State Retirement Defined Cont.	30641010-522301	\$2,130	\$1,877	\$2,182	\$1,136	\$1,900	\$2,521
Medical Insur-Active Employees	30641010-522818	\$22,572	\$21,232	\$32,497	\$13,308	\$25,000	\$29,083
Dental Insur-Active Employees	30641010-522822	\$1,846	\$1,463	\$1,938	\$789	\$1,500	\$1,831
Insurance Buyback	30641010-522840	\$4,000	\$2,154	\$2,136	\$1,309	\$2,000	\$4,145
Life Insurance	30641010-522850	\$323	\$238	\$290	\$151	\$250	\$340
Worker's Compensation	30641010-529900	\$12,044	\$6,800	\$7,140	\$3,114	\$3,114	\$3,300
Travel Expenses	30641010-538014	\$200	\$0	\$200	\$0	\$200	\$200
Conference Expenses	30641010-538018	\$700	\$160	\$1,000	\$0	\$1,000	\$1,100
Uniforms And Other Clothing	30641010-540038	\$991	\$273	\$1,181	\$200	\$900	\$1,181
FICA	30641020-522250	\$2,233	\$2,360	\$2,854	\$1,276	\$2,400	\$3,261
Life Insurance	30641020-522850			\$35	\$0	\$35	\$35
Uniforms And Other Clothing	30641020-540038	\$250	\$66	\$250	\$0	\$150	\$250
FICA	30641050-522250	\$233	\$47	\$458	\$8	\$4,580	\$499
FICA	30641060-522250	\$286	\$261	\$293	\$121	\$250	\$299
FICA	30641070-522250	\$183	\$148	\$190	\$75	\$1,700	\$194
FICA	30641080-522250	\$711	\$672	\$753	\$370	\$600	\$770
Total Benefits:		\$88,220	\$71,668	\$93,165	\$42,507	\$81,252	\$96,108
Services							
Cleaning Services	30641010-530012	\$600	\$815	\$600	\$132	\$600	\$600
Custodial Services	30641010-530013	\$115,473	\$115,473	\$115,397	\$0	\$115,397	\$119,436
Refuse Disposal	30641010-530014	\$1,867	\$1,934	\$2,142	\$1,128	\$2,100	\$2,550
Copy Machine Services	30641010-530064	\$1,850	\$867	\$1,850	\$29	\$1,000	\$1,850



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Professional Services	30641010-530111	\$3,341	\$2,342	\$3,410	\$563	\$4,429	\$4,529
Employee Training	30641010-530801		\$0		\$0		\$625
Telephone	30641010-532000	\$2,064	\$874	\$2,040	\$781	\$2,040	\$2,040
Electricity	30641010-532004	\$19,700	\$19,136	\$20,450	\$10,166	\$19,800	\$22,450
Natural Gas	30641010-532008	\$14,000	\$15,720	\$14,700	\$5,093	\$14,700	\$14,700
Wastewater Fees	30641010-532010	\$940	\$350	\$740	\$350	\$350	\$762
Water Fees	30641010-532012	\$1,200	\$811	\$947	\$445	\$850	\$975
Computer/Software Maintenance	30641010-534016	\$4,570	\$2,065	\$5,675	\$2,518	\$5,675	\$5,800
Maintenance Of Buildings	30641010-534020	\$10,000	\$20,461	\$14,000	\$2,667	\$12,500	\$16,000
Advertising	30641010-538012	\$300	\$0	\$300	\$0	\$100	\$300
Postage	30641010-538020	\$1,300	\$1,526	\$1,300	\$0	\$1,300	\$1,300
Printing Expenses	30641010-538022	\$5,000	\$3,623	\$5,000	\$772	\$5,000	\$5,000
Licenses And Dues	30641010-538030	\$1,630	\$993	\$1,630	\$867	\$1,500	\$1,700
Insurance	30641010-560010	\$17,552	\$16,914	\$17,760	\$17,962	\$17,962	\$18,600
Debt - Principal	30641010-589010			\$46,354	\$0	\$46,354	\$46,354
Debt - Interest	30641010-589012			\$30,069	\$0	\$30,069	\$28,517
Professional Services	30641040-530111						\$12,205
Professional Services	30641050-530111	\$33,800	\$44,208	\$52,650	\$37,448	\$45,000	\$56,050
Rents	30641050-538028	\$592	\$0	\$324	\$0		\$972
Professional Services	30641060-530111	\$49,200	\$74,502	\$76,800	\$44,948	\$76,800	\$77,900
Professional Services	30641070-530111	\$35,200	\$33,070	\$40,400	\$14,061	\$39,000	\$40,000
Professional Services	30641080-530111	\$43,605	\$58,956	\$47,018	\$30,090	\$47,000	\$63,842
Rents	30641080-538028	\$840	\$0	\$840	\$0	\$200	\$840
Total Services:		\$364,624	\$414,640	\$502,396	\$170,019	\$489,726	\$545,897
Capital Outlay							
Office Equipment	30641010-550004	\$2,000	\$901	\$2,000	\$1,897	\$1,900	\$1,000



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Janitorial Equipment	30641010-550016	\$350	\$296	\$400	\$0	\$400	\$400
Recreational Equipment	30641010-550018	\$1,000	\$345	\$1,000	\$0	\$800	\$800
Furniture And Furnishings	30641010-550026	\$1,000	\$5,351	\$1,000	\$300	\$1,000	\$1,000
Recreational Equipment	30641060-550018			\$100	\$0	\$100	\$0
Total Capital Outlay:		\$4,350	\$6,893	\$4,500	\$2,197	\$4,200	\$3,200
Commodities							
Office Materials & Supplies	30641010-540012	\$1,000	\$967	\$1,000	\$362	\$900	\$1,000
Janitorial Materials & Supp	30641010-540014	\$2,858	\$2,830	\$2,949	\$1,610	\$2,949	\$3,000
Rec Materials & Supplies	30641010-540016	\$500	\$14	\$500	\$33	\$500	\$500
Elect Materials & Supplies	30641010-540018	\$470	\$148	\$470	\$39	\$400	\$470
Chemicals And Gases	30641010-540024	\$185	\$185	\$250	\$0	\$200	\$250
Bldg & Const Materials & Supp	30641010-540026	\$1,000	\$922	\$1,000	\$164	\$850	\$1,000
General Hardware & Tools	30641010-540032	\$500	\$380	\$500	\$0	\$400	\$500
Signage Materials & Supplies	30641010-540034	\$600	\$0	\$600	\$0	\$600	\$600
HVAC Materials & Supplies	30641010-540050	\$900	\$0	\$900	\$0	\$750	\$950
Miscellaneous Expenses	30641010-580100	\$1,500	\$518	\$1,500	\$73		\$3,500
Rec Materials & Supplies	30641040-540016						\$2,800
Rec Materials & Supplies	30641050-540016	\$3,000	\$1,357	\$2,962	\$1,251	\$2,400	\$2,700
Rec Materials & Supplies	30641060-540016	\$200	\$67	\$200	\$0	\$200	\$200
Rec Materials & Supplies	30641070-540016	\$0	\$232	\$100	\$0		\$0
Rec Materials & Supplies	30641080-540016	\$300	\$0	\$300	\$0	\$200	\$300
Total Commodities:		\$13,013	\$7,619	\$13,231	\$3,532	\$10,349	\$17,770
Total Expense Objects:		\$714,583	\$716,049	\$873,160	\$345,839	\$813,016	\$960,722

Revenue by Fund

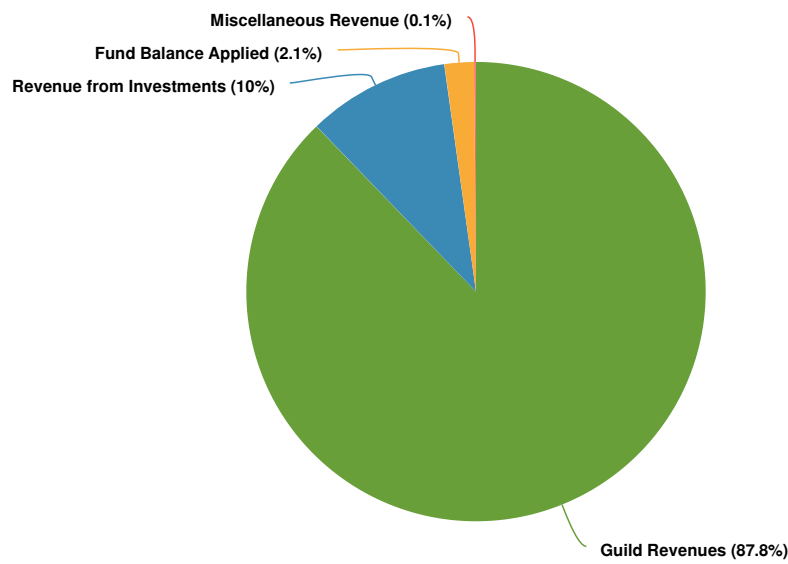
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Neighborhood Guild Fund							
Guild Revenues		\$679,983	\$748,882	\$762,217	\$303,247	\$747,640	\$843,402



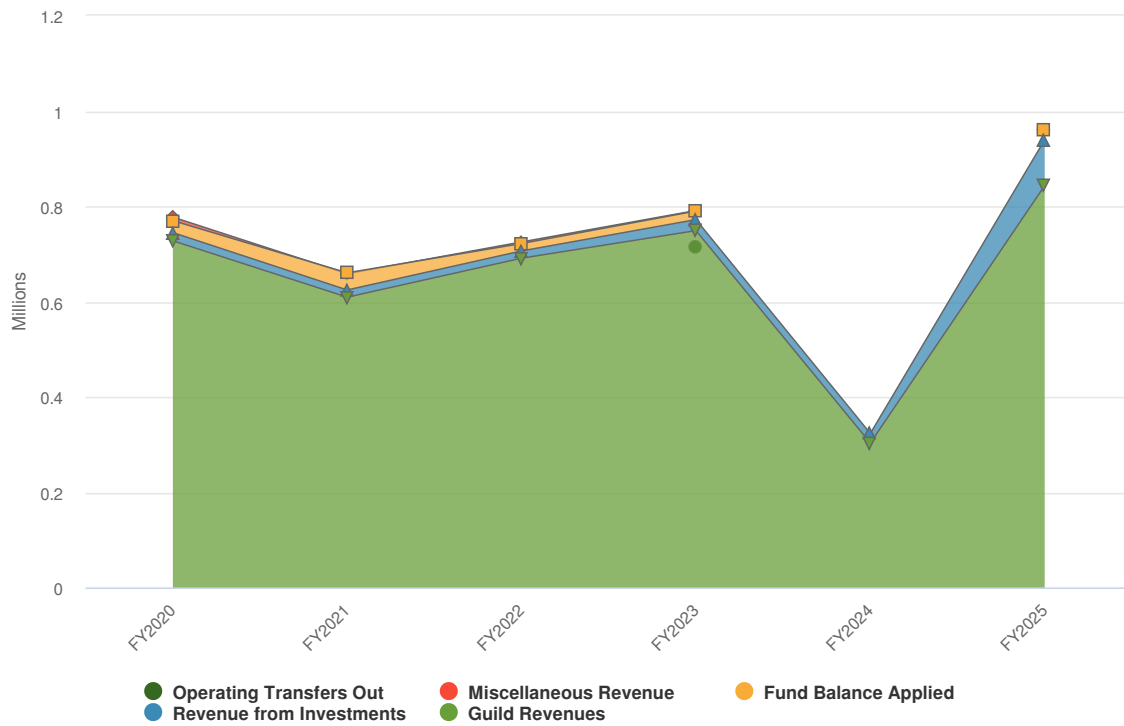
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue from Investments		\$15,400	\$23,099	\$95,600	\$20,062	\$98,100	\$96,120
Miscellaneous Revenue		\$1,200	\$1,103	\$1,200	\$0	\$1,200	\$1,200
Operating Transfers Out			-\$75,752				\$0
Fund Balance Applied		\$18,000	\$18,000	\$14,143	\$0	\$14,143	\$20,000
Total Neighborhood Guild Fund:		\$714,583	\$715,333	\$873,160	\$323,309	\$861,083	\$960,722

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
Guild Revenues							
Front Desk	30641020-440250	\$2,000	\$2,638	\$2,250	\$1,262	\$2,900	\$3,400
Senior Trips	30641040-440260						\$19,500
Youth	30641050-440265	\$55,633	\$67,886	\$83,361	\$50,874	\$65,885	\$89,195
Music	30641060-440270	\$57,200	\$89,184	\$89,375	\$57,388	\$85,375	\$89,125
Adults	30641070-440275	\$49,500	\$55,323	\$56,500	\$30,893	\$53,000	\$54,500
Arts	30641080-440280	\$59,150	\$77,351	\$64,731	\$46,330	\$74,480	\$78,060
Trust Income	30641000-460020	\$450,500	\$450,500	\$460,000	\$115,000	\$460,000	\$503,622
Reinvested Income - Capital	30641000-460150	\$6,000	\$6,000	\$6,000	\$1,500	\$6,000	\$6,000
Total Guild Revenues:		\$679,983	\$748,882	\$762,217	\$303,247	\$747,640	\$843,402
Revenue from Investments							
Investment Income	30641000-460010	\$500	\$6,932	\$500	\$3,553	\$3,000	\$1,600



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Reinvested Income - Debt	30641000-460140			\$80,200	\$0	\$80,200	\$74,520
Augusta Hazard Trust Fund	30641000-460180	\$14,900	\$16,167	\$14,900	\$16,509	\$14,900	\$20,000
Total Revenue from Investments:		\$15,400	\$23,099	\$95,600	\$20,062	\$98,100	\$96,120
Miscellaneous Revenue							
Nat'l Grid Elec Rebate/Solar	30641000-470020	\$1,200	\$1,103	\$1,200	\$0	\$1,200	\$1,200
Total Miscellaneous Revenue:		\$1,200	\$1,103	\$1,200	\$0	\$1,200	\$1,200
Operating Transfers Out							
Debt Service Tax Transfer	30641000-498400		-\$75,752				\$0
Total Operating Transfers Out:			-\$75,752				\$0
Fund Balance Applied							
Designated F/B - General	30641000-499060	\$18,000	\$18,000	\$14,143	\$0	\$14,143	\$20,000
Total Fund Balance Applied:		\$18,000	\$18,000	\$14,143	\$0	\$14,143	\$20,000
Total Revenue Source:		\$714,583	\$715,333	\$873,160	\$323,309	\$861,083	\$960,722

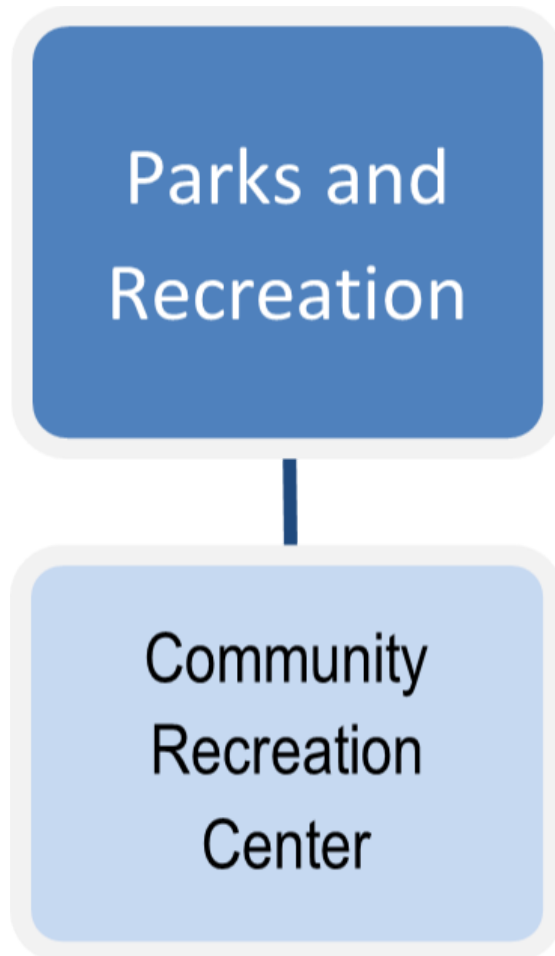


Community Rec Center Fund

Theresa L. Murphy, CPRE
Director of Leisure Services

The Recreation Department employs an administrative staff of 19 full-time employees and over 150 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.

Organizational Chart



Mission Statement & Primary Functions

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.

FY22-23 and the current year have experienced heavy use of the entire facility, and it is expected that this will continue. The demand and volume of patrons has prompted the need for additional, supervisory level staffing, particularly for the free, after-school drop-in program as well as structured, pre-teen programs. There is also a need for uninterrupted facility maintenance staffing during all operating hours of the facility.

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



FY 2023 - 2024 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 2024 - 2025 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.	CEPP
Continue to research and evaluate facility rental fee structure options, for future implementation	TBF
Coordinate with the Senior Services Department to implement two senior specific programs	VUR
Create a leadership council of BRMS students and SKPR staff to assist department in creating afterschool programming	CEPP
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.	FI
Implement Capital Improvements as planned and budgeted, to ensure safe infrastructure, and optimum life of building	FI

Specific Performance Measurements

Description	FY 2022-2023	FY 2023-2024	FY2024-2025	Town Council
	Actual	Projected	Projected	Goals & Objs
Programs to be Offered	198	225	225	CEPP
% of Programs Run	90%	91%	92%	CIPP
Facility Attendance ¹	53,801	38,500	39,000	FI / CEPP
Reservations	961	550	550	FI / CEPP

1. Reflects programs, special events, facility rentals, open gym, drop-in sports, fitness room, and walking track

2. Reflects counting estimated head counts of drop-in sports and open basketball and actual drop-in sports/open basketball sign ins twice. Only actual attendance for drop-in sports/open basketball will be used going forward. Reservations previously counted facility reservations for SKPR programs. Only non-SKPR rentals will be counted going forward.

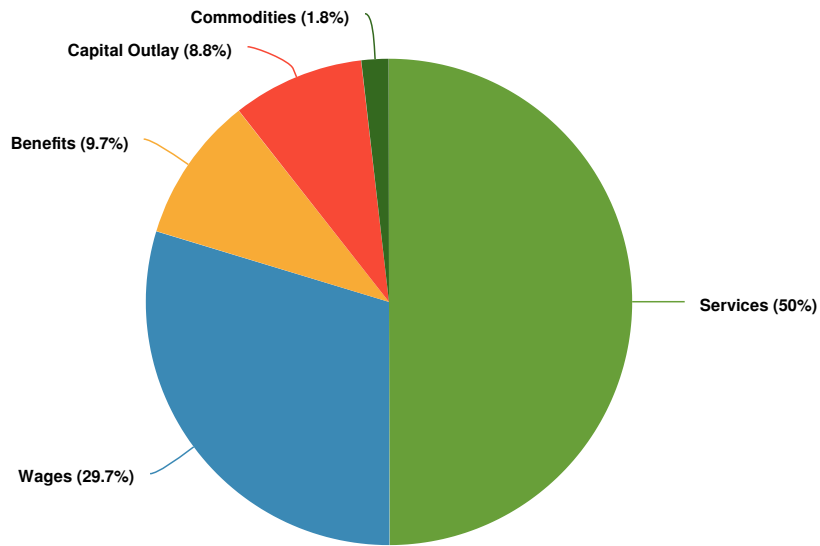
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Community Rec Center							
Wages		\$197,844	\$187,147	\$204,563	\$108,113	\$174,409	\$233,269
Benefits		\$69,592	\$64,208	\$68,475	\$38,265	\$57,018	\$76,183
Services		\$322,709	\$402,962	\$390,653	\$139,931	\$374,903	\$392,162
Capital Outlay		\$9,827	\$10,903	\$31,212	\$4,222	\$30,062	\$68,804
Commodities		\$13,475	\$11,600	\$14,310	\$4,683	\$10,100	\$14,299
Total Community Rec Center:		\$613,447	\$676,821	\$709,213	\$295,214	\$646,492	\$784,718

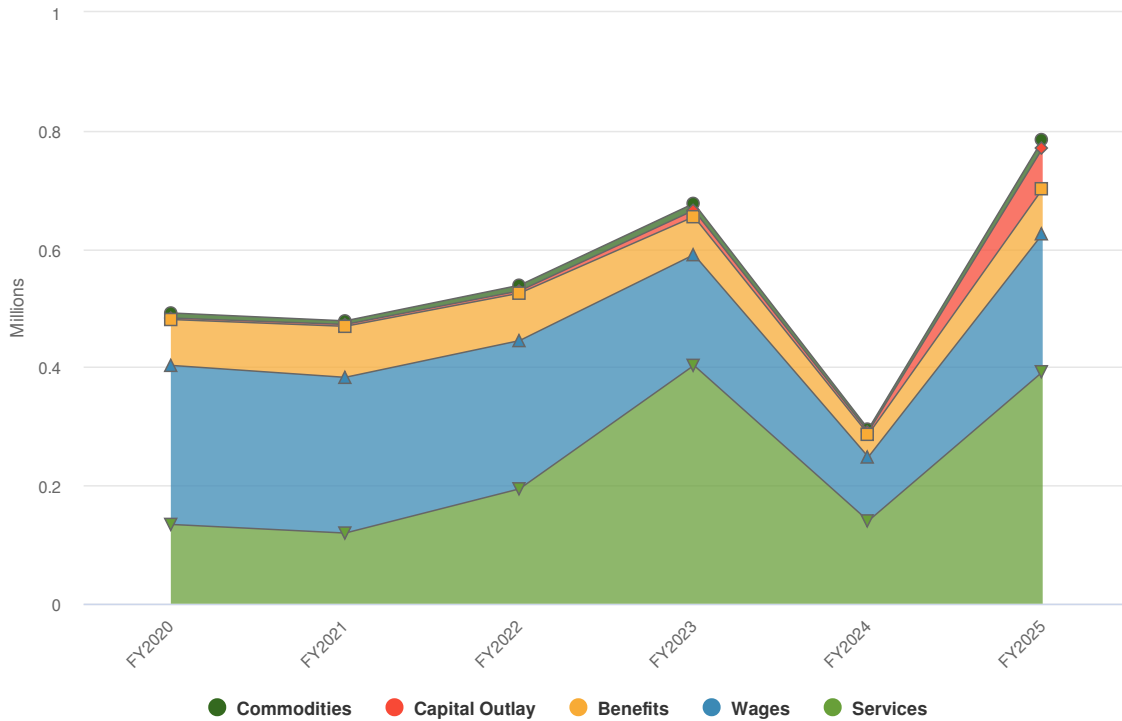


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	30844001-511001	\$95,276	\$93,672	\$99,200	\$61,689	\$90,000	\$127,040
Part-Time Salaries	30844001-511002	\$92,935	\$90,890	\$98,955	\$45,186	\$80,000	\$99,396
Seasonal Salaries	30844001-511003	\$7,640	\$1,426	\$5,000	\$0	\$3,000	\$5,125
Overtime	30844001-511004	\$468	\$298	\$479	\$243	\$480	\$491
Longevity	30844001-511006	\$1,525	\$862	\$929	\$995	\$929	\$1,217
Total Wages:		\$197,844	\$187,147	\$204,563	\$108,113	\$174,409	\$233,269
Benefits							
FICA	30844001-522250	\$14,609	\$13,917	\$14,470	\$8,018	\$14,260	\$17,031
Municipal Employees Retirement	30844001-522300	\$12,287	\$15,329	\$15,723	\$9,709	\$14,000	\$19,639
State Retirement Defined Cont.	30844001-522301	\$961	\$1,200	\$1,250	\$772	\$1,000	\$1,524
Medical Insur-Active Employees	30844001-522818	\$26,940	\$20,902	\$22,835	\$13,189	\$20,000	\$28,847
Dental Insur-Active Employees	30844001-522822	\$1,462	\$989	\$984	\$545	\$800	\$1,178
Life Insurance	30844001-522850	\$171	\$149	\$255	\$102	\$180	\$204
Worker's Compensation	30844001-529900	\$11,562	\$10,514	\$11,040	\$4,978	\$4,978	\$5,247
Educational Expenses	30844001-538016	\$250	\$70	\$500	\$500	\$500	\$513
Uniforms And Other Clothing	30844001-540038	\$1,350	\$1,138	\$1,418	\$453	\$1,300	\$2,000
Total Benefits:		\$69,592	\$64,208	\$68,475	\$38,265	\$57,018	\$76,183
Services							
Custodial Services	30844001-530013	\$135,316	\$135,316	\$140,614	\$0	\$140,614	\$144,129
Refuse Disposal	30844001-530014	\$2,000	\$2,109	\$2,064	\$1,127	\$2,064	\$2,116
Copy Machine Services	30844001-530064	\$300	\$153	\$300	\$64	\$250	\$300
Professional Services	30844001-530111	\$94,948	\$163,293	\$153,916	\$89,562	\$140,000	\$149,109
Employee Training	30844001-530801		\$0		\$0		\$375
Telephone	30844001-532000	\$1,459	\$1,459	\$1,626	\$501	\$1,500	\$1,667
Electricity	30844001-532004	\$55,620	\$55,383	\$58,410	\$27,531	\$57,000	\$59,578



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Natural Gas	30844001-532008	\$15,800	\$19,550	\$15,958	\$6,282	\$15,958	\$16,357
Wastewater Fees	30844001-532010	\$400	\$350	\$400	\$566	\$565	\$565
Water Fees	30844001-532012	\$1,800	\$1,374	\$1,800	\$602	\$1,700	\$1,845
Maintenance Of Buildings	30844001-534020	\$5,000	\$15,873	\$6,000	\$5,774	\$6,000	\$6,240
Rents	30844001-538028	\$2,275	\$557	\$1,500	\$0	\$1,200	\$1,575
Licenses And Dues	30844001-538030	\$265	\$99	\$278	\$70	\$200	\$285
Insurance	30844001-560010	\$7,526	\$7,447	\$7,787	\$7,852	\$7,852	\$8,021
Total Services:		\$322,709	\$402,962	\$390,653	\$139,931	\$374,903	\$392,162
Capital Outlay							
Non-Major Technology Reserve	30844001-530044	\$4,477	\$4,477	\$5,762	\$0	\$5,762	\$7,151
Computer Equipment	30844001-550002	\$0	\$2,533				\$0
Office Equipment	30844001-550004	\$350	\$297	\$350	\$4,222	\$300	\$1,000
Janitorial Equipment	30844001-550016	\$2,000	\$2,597	\$2,100	\$0	\$2,000	\$2,153
Recreational Equipment	30844001-550018	\$3,000	\$1,000	\$3,000	\$0	\$2,000	\$3,000
Transfer To Other Funds	30844001-590999			\$20,000	\$0	\$20,000	\$55,500
Total Capital Outlay:		\$9,827	\$10,903	\$31,212	\$4,222	\$30,062	\$68,804
Commodities							
Office Materials & Supplies	30844001-540012	\$700	\$597	\$750	\$302	\$600	\$750
Janitorial Materials & Supp	30844001-540014	\$2,800	\$2,800	\$2,940	\$1,215	\$2,700	\$3,000
Rec Materials & Supplies	30844001-540016	\$7,675	\$7,100	\$7,559	\$2,421	\$5,000	\$5,969
Elect Materials & Supplies	30844001-540018	\$150	\$150	\$158	\$0		\$160
Bldg & Const Materials & Supp	30844001-540026	\$800	\$800	\$840	\$540	\$600	\$857
Equipment & Machine Parts	30844001-540036	\$300	\$86	\$300	\$0	\$100	\$300
Safety Related Mat & Supp	30844001-540058	\$250	\$0	\$263	\$0	\$100	\$263
Miscellaneous Expenses	30844001-580100	\$800	\$68	\$1,500	\$206	\$1,000	\$3,000
Total Commodities:		\$13,475	\$11,600	\$14,310	\$4,683	\$10,100	\$14,299
Total Expense Objects:		\$613,447	\$676,821	\$709,213	\$295,214	\$646,492	\$784,718

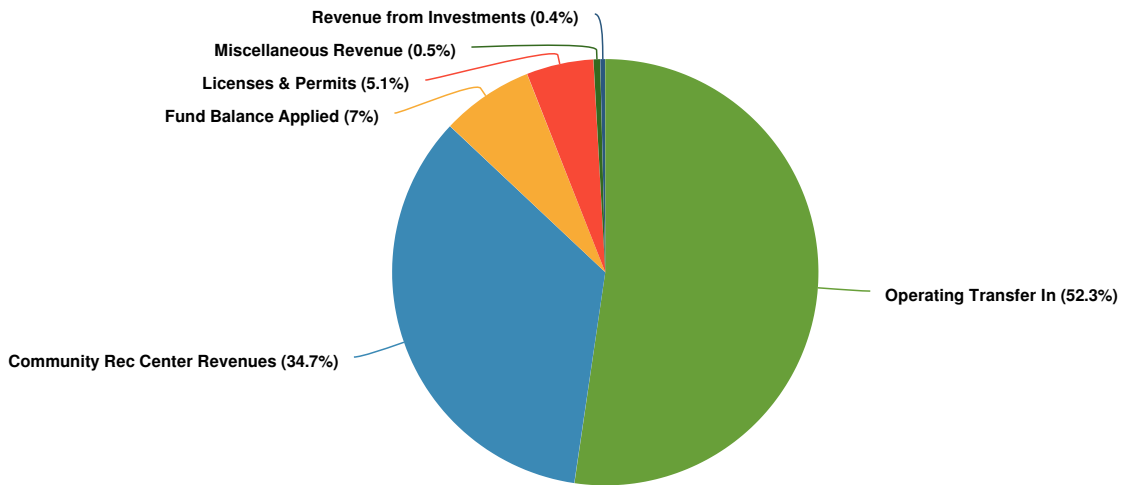


Revenue by Fund

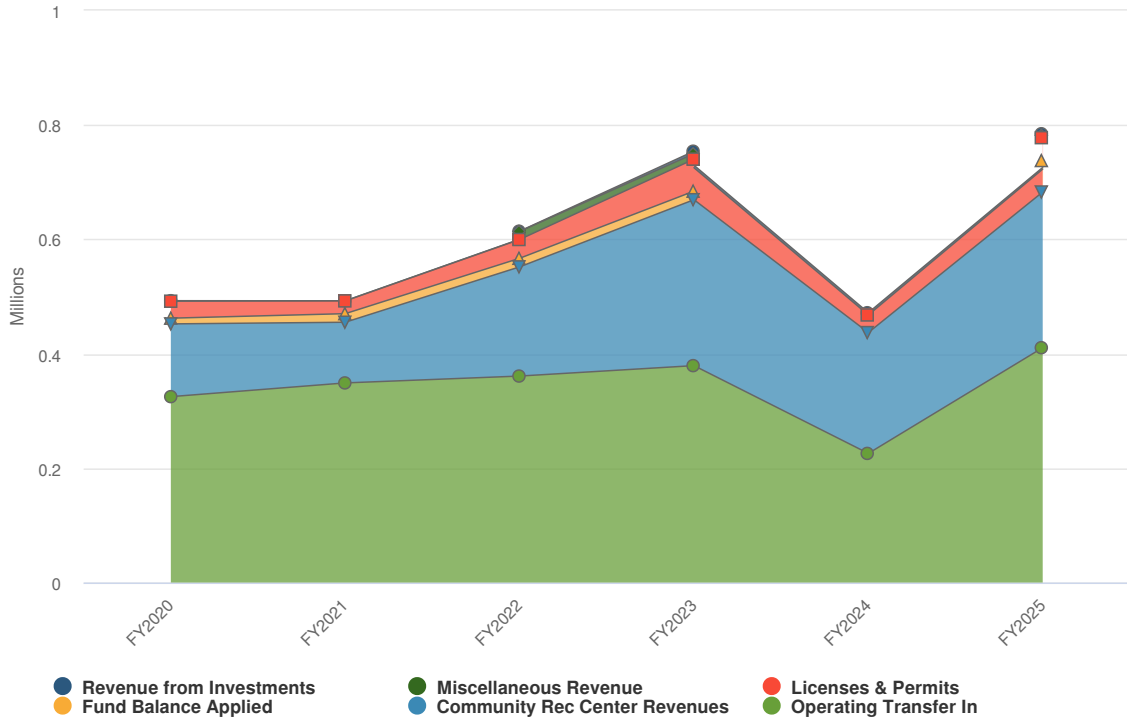
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Community Rec Center							
Licenses & Permits		\$30,000	\$55,907	\$32,178	\$30,784	\$45,000	\$40,000
Operating Transfer In		\$379,235	\$379,235	\$387,000	\$225,750	\$387,000	\$410,621
Community Rec Center Revenues		\$189,012	\$290,122	\$274,835	\$211,280	\$275,000	\$272,220
Revenue from Investments		\$200	\$4,379	\$200	\$3,952	\$4,200	\$2,885
Miscellaneous Revenue			\$9,542			\$6,000	\$3,992
Fund Balance Applied		\$15,000	\$15,000	\$15,000	\$0	\$15,000	\$55,000
Total Community Rec Center:		\$613,447	\$754,184	\$709,213	\$471,767	\$732,200	\$784,718

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
Licenses & Permits							
Rental Income	30844000-431115	\$30,000	\$55,907	\$32,178	\$30,784	\$45,000	\$40,000
Total Licenses & Permits:		\$30,000	\$55,907	\$32,178	\$30,784	\$45,000	\$40,000
Operating Transfer In							
General Fund	30844000-490101	\$379,235	\$379,235	\$387,000	\$225,750	\$387,000	\$410,621
Total Operating Transfer In:		\$379,235	\$379,235	\$387,000	\$225,750	\$387,000	\$410,621
Community Rec Center Revenues							
Athletic Program Revenues	30844000-440218	\$189,012	\$290,122	\$274,835	\$211,280	\$275,000	\$272,220
Total Community Rec Center Revenues:		\$189,012	\$290,122	\$274,835	\$211,280	\$275,000	\$272,220
Revenue from Investments							
Investment Income	30844000-460010	\$200	\$4,379	\$200	\$3,952	\$4,200	\$2,885
Total Revenue from Investments:		\$200	\$4,379	\$200	\$3,952	\$4,200	\$2,885



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Miscellaneous Revenue							
Nat'l Grid Elec Rebate/Solar	30844000-470020		\$9,542			\$6,000	\$3,992
Total Miscellaneous Revenue:			\$9,542			\$6,000	\$3,992
Fund Balance Applied							
Designated F/B - General	30844000-499060	\$15,000	\$15,000	\$15,000	\$0	\$15,000	\$55,000
Total Fund Balance Applied:		\$15,000	\$15,000	\$15,000	\$0	\$15,000	\$55,000
Total Revenue Source:		\$613,447	\$754,184	\$709,213	\$471,767	\$732,200	\$784,718



Debt Service Fund

Brian Silvia
Finance Director

Mission Statement & Primary Functions

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 2023 - 2024 Priorities

Proposed Priorities	Town Council Goals & Objs
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; \$150,000,000 school facilities project bond	TBF

FY 2024 - 2025 Priorities

Proposed Priorities	Town Council Goals & Objs
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

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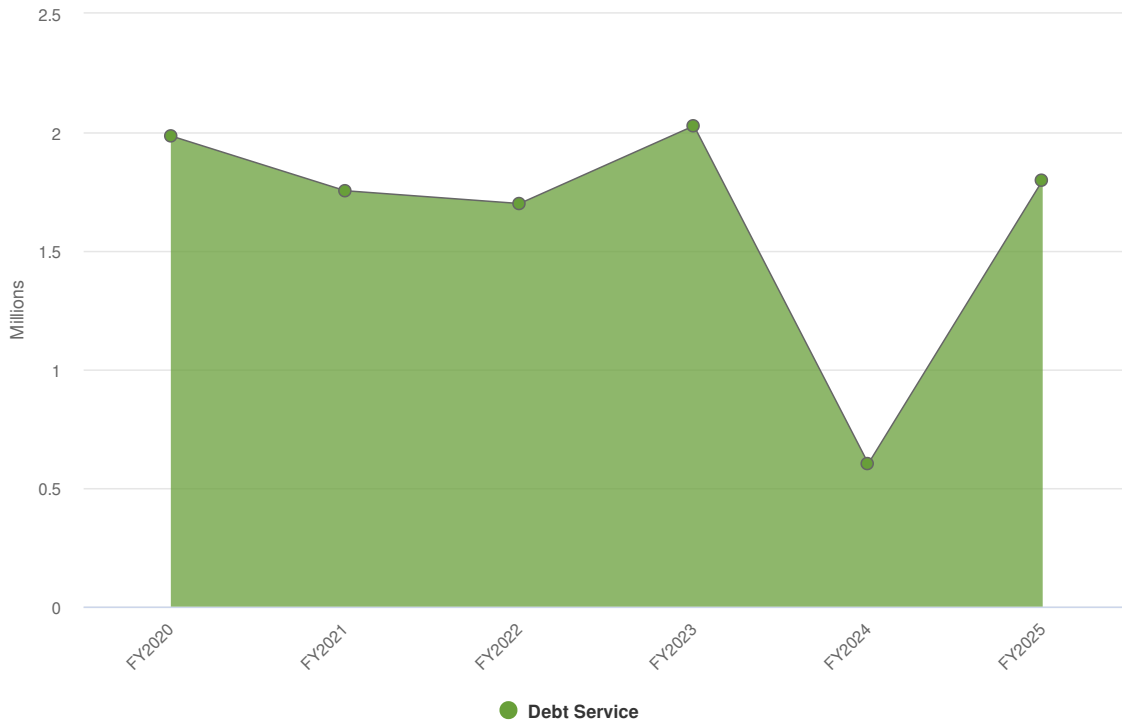
Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2023-2024	Town Council
	Actual	Actual	Projected	Anticipated	Goals & Obj's
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
Legal Debt Limit	0.33%	0.33%	0.33%	0.23%	TBF
Top 10 Tax Payers % of Tax Base	3.83%	2.97%	2.97%	2.97%	TBF
Net Debt as a % of Operating Revenues**	2.26%	2.22%	2.07%	1.97%	TBF
% of Debt Retired within Ten Years	60%	58%	60%	66%	TBF
Net Debt Per Capita	\$410	\$385	\$373	\$344	TBF
Outstanding Long-Term Debt (Town & School Only)	\$17,126,000	\$15,708,000	\$14,438,000	\$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, 2023, 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. The total long-term debt bond obligations of the Town is \$15,841,002, representing approximately 0.23% of assessed value of the taxable property of the Town, as of June 30, 2023.

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

Expenditures by Function

Budgeted and Historical Expenditures by Function



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expenditures							

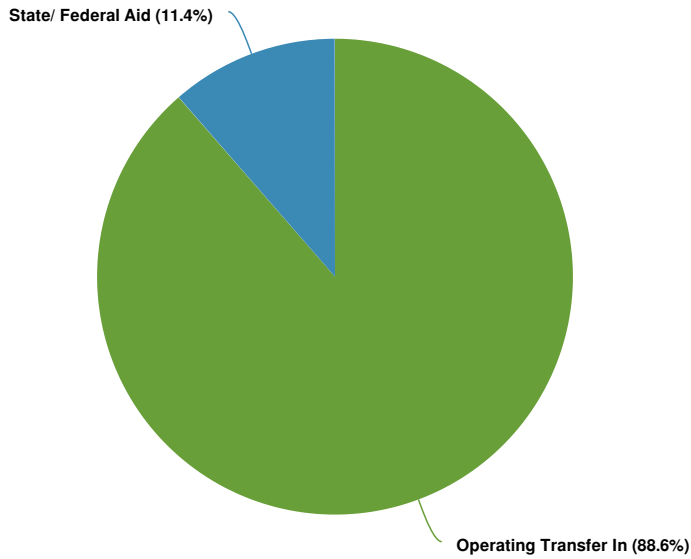


Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Unassigned/ Debt Service							
Debt Service							
Education Debt Service							
Bank Fees	40090001-589000	\$2,000	\$640	\$1,000	\$0	\$1,000	\$750
Debt - Principal	40090001-589010	\$533,964	\$533,964	\$486,393	\$110,000	\$486,393	\$415,000
Debt - Interest	40090001-589012	\$178,197	\$177,854	\$161,736	\$79,933	\$161,736	\$144,675
Total Education Debt Service:		\$714,161	\$712,459	\$649,129	\$189,933	\$649,129	\$560,425
Town Debt Service							
Bank Fees	40090003-589000	\$600	\$360	\$500	\$0	\$500	\$500
Debt - Principal	40090003-589010	\$899,035	\$899,036	\$885,253	\$245,000	\$885,253	\$875,952
Debt - Interest	40090003-589012	\$333,334	\$333,334	\$303,080	\$153,015	\$303,080	\$286,024
Total Town Debt Service:		\$1,232,969	\$1,232,730	\$1,188,833	\$398,015	\$1,188,833	\$1,162,476
Guild Debt							
Bank Fees	40090007-589000	\$2,000	\$0	\$1,000	\$0	\$1,000	\$350
Debt - Principal	40090007-589010	\$50,000	\$50,000	\$46,354	\$0	\$46,354	\$46,354
Debt - Interest	40090007-589012	\$32,022	\$32,021	\$30,069	\$15,035	\$30,069	\$28,167
Total Guild Debt:		\$84,022	\$82,021	\$77,423	\$15,035	\$77,423	\$74,871
Total Debt Service:		\$2,031,152	\$2,027,210	\$1,915,386	\$602,982	\$1,915,386	\$1,797,772
Total Unassigned/ Debt Service:		\$2,031,152	\$2,027,210	\$1,915,386	\$602,982	\$1,915,386	\$1,797,772
Total Expenditures:		\$2,031,152	\$2,027,210	\$1,915,386	\$602,982	\$1,915,386	\$1,797,772

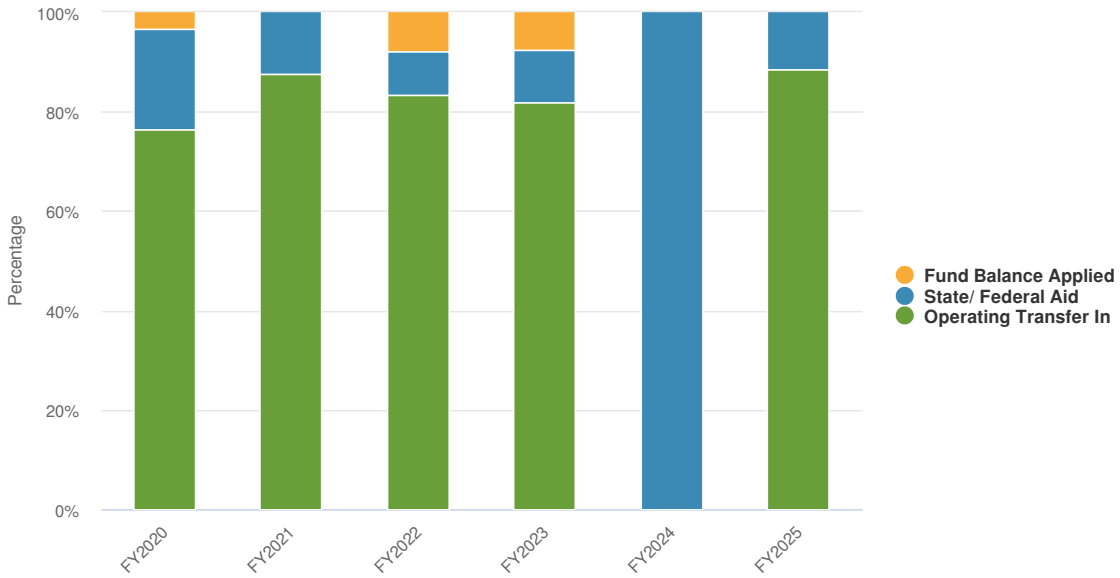


Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
Operating Transfer In							
General Fund	40000000-490101	\$1,241,719	\$1,241,719	\$1,165,752	\$0	\$1,165,752	\$1,275,843
Neighborhood Guild Fund	40000000-490306	\$84,022	\$75,752	\$77,423	\$0	\$77,423	\$74,871



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Open Space Reserve Fund	40090003-490404	\$266,146	\$266,146	\$236,704	\$0	\$236,704	\$208,088
Fair Share Dev Fund - Rec	40090003-490499	\$69,806	\$69,806	\$66,047	\$0	\$66,047	\$33,970
Total Operating Transfer In:		\$1,661,693	\$1,653,423	\$1,545,927	\$0	\$1,545,927	\$1,592,772
Fund Balance Applied							
Designated F/B - General	40000000-499060	\$150,000	\$150,000	\$150,000	\$0	\$150,000	\$0
Total Fund Balance Applied:		\$150,000	\$150,000	\$150,000	\$0	\$150,000	\$0
State/ Federal Aid							
Chapter 26, School Housing	40090001-420013	\$219,459	\$219,458	\$219,459	\$74,983	\$219,459	\$205,000
Total State/ Federal Aid:		\$219,459	\$219,458	\$219,459	\$74,983	\$219,459	\$205,000
Total Revenue Source:		\$2,031,152	\$2,022,881	\$1,915,386	\$74,983	\$1,915,386	\$1,797,772



Water Enterprise Fund

Brett Whaley

Water Superintendent

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

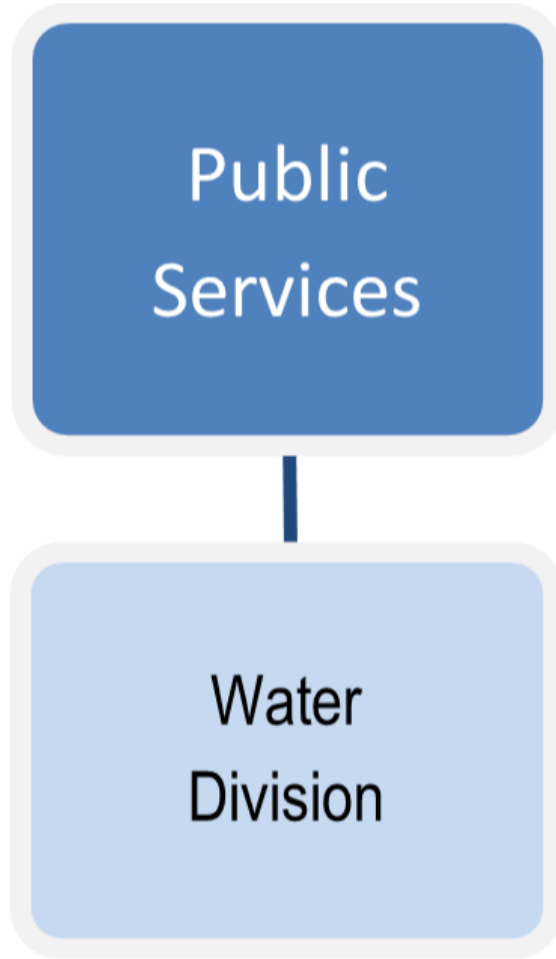
Acct Number	Acct Description
70294100	Source of Supply
70294200	Pumping Expenses
70294400	Transmission & Distribution
70294600	Personnel Services
70294700	Admin & General Expenses
70294800	Other Expenses

Department Headcount (FTE)

Water Enterprise Fund	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./{(Decr.) Over Prior Year
Total Personnel	2.00	2.00	2.00	2.00	0.00



Organizational Chart



Mission Statement & Primary Functions

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.

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 \(http://webservice.rilin.state.ri.us/Statutes/TITLE45/45-39.1/45-39.1-5.htm\)](http://webservice.rilin.state.ri.us/Statutes/TITLE45/45-39.1/45-39.1-5.htm) and [§ 46-15.8-4 \(https://law.justia.com/codes/rhode-island/2014/title-46/chapter-46-15.8/section-46-15.8-4/\)](https://law.justia.com/codes/rhode-island/2014/title-46/chapter-46-15.8/section-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.

Functions

This section incorporates multiple accounts, each of which fall under the purview of the Water Enterprise Fund, and include the following:

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

Summary of Prior Rate Increases

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
12-Jan-14	\$64.25	\$1,124.00	18.31%
13-May-14	\$81.88	\$1,490.00	32.56%
4-Oct-18	\$375.88	\$1,630.00	9.39%



FY 2023 - 2024 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
Purchase valve exercise equipment and begin a program for assuring valves are in working order	FI / SNR

FY 2024 - 2025 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
Purchase valve exercise equipment and begin a program for assuring valves are in working order	FI / SNR

Specific Performance Measurements



Summary of Water User Rates & Income Generated

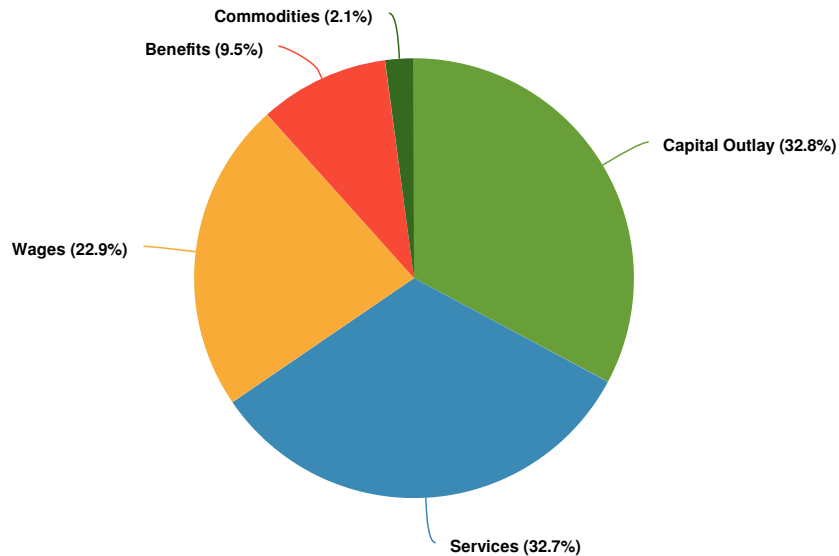
User Rates	FY 2021-	FY 2022-	FY 2023-	FY 2024-	Town Council Goals & Obj's
	2022 Actual	2023 Actual	2024 Projected	2025 Anticipated	
Min in Advance/Qtr (w/ 1,250 ft ³ allowance)	\$48	\$55	\$55	\$55	FI / SNR / TBF
Additional Unit charge per quarter	\$22.00	\$27.50	\$27.50	\$27.50	FI / SNR / TBF
Excess Charge 1 st Step per 100 ft ³ (1,251-2,500)	\$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

Expenditures by Fund

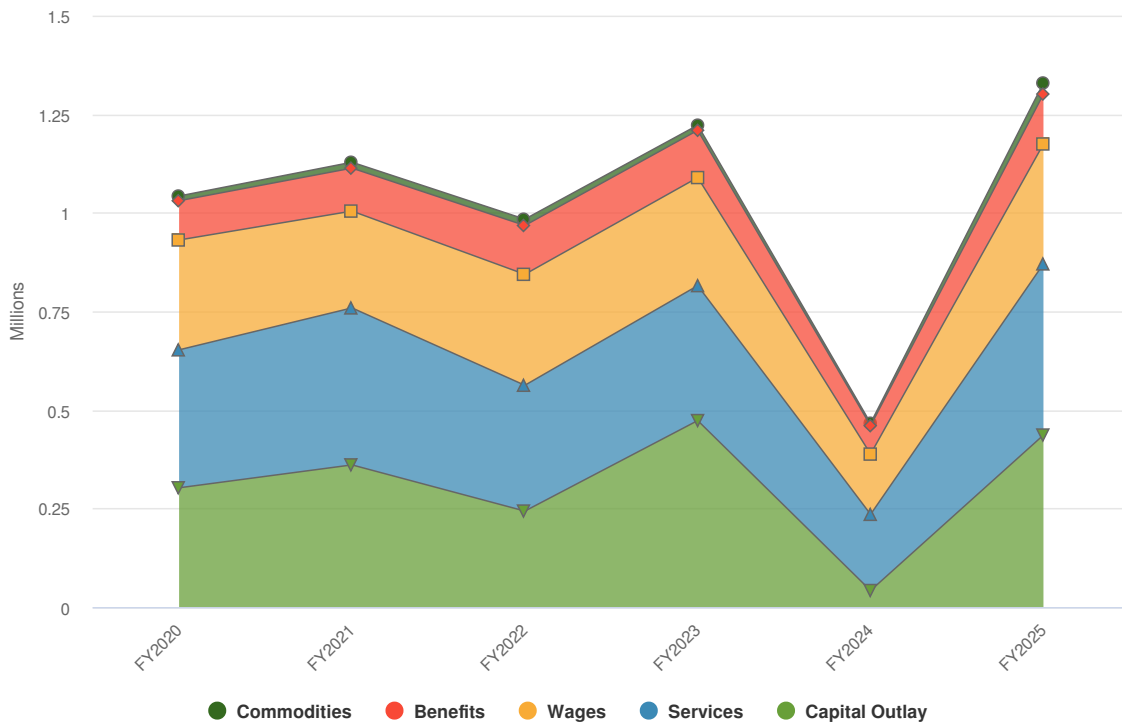
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Water Enterprise Fund							
Wages		\$284,706	\$274,124	\$291,323	\$152,880	\$278,370	\$304,169
Benefits		\$124,150	\$119,868	\$114,264	\$72,045	\$111,003	\$126,657
Services		\$414,670	\$342,174	\$434,995	\$193,152	\$412,362	\$434,078
Capital Outlay		\$512,857	\$472,942	\$397,519	\$41,881	\$399,495	\$436,197
Commodities		\$22,650	\$13,055	\$25,550	\$6,285	\$23,750	\$28,050
Total Water Enterprise Fund:		\$1,359,033	\$1,222,163	\$1,263,651	\$466,243	\$1,224,980	\$1,329,151

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	70294600-511001	\$259,507	\$255,599	\$266,702	\$142,595	\$265,164	\$279,081
Overtime	70294600-511004	\$8,000	\$6,634	\$7,500	\$3,503	\$6,423	\$7,500
Retirement/Vacation Reimb.	70294600-511005	\$10,300	\$10,489	\$10,000	\$0		\$10,000
Longevity	70294600-511006	\$6,899	\$6,590	\$7,121	\$6,783	\$6,783	\$7,588
Vac & Sick Pay Accrued Exp	70294700-511009		-\$5,189				\$0
Total Wages:		\$284,706	\$274,124	\$291,323	\$152,880	\$278,370	\$304,169
Benefits							
FICA	70294600-522250	\$20,135	\$20,379	\$20,043	\$11,137	\$20,207	\$21,322
Municipal Employees Retirement	70294600-522300	\$34,048	\$33,573	\$34,442	\$18,881	\$34,300	\$29,549
State Retirement Defined Cont.	70294600-522301	\$2,599	\$2,694	\$2,831	\$1,546	\$2,814	\$3,065
Medical Insur-Active Employees	70294600-522818	\$45,585	\$40,993	\$43,943	\$29,711	\$48,850	\$58,875



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Medical Insur-Retirees	70294600-522820	\$9,097	\$9,905			\$0	\$0
Dental Insur-Active Employees	70294600-522822	\$2,692	\$2,277	\$2,223	\$1,372	\$2,745	\$2,827
Dental Insur-Retirees	70294600-522824	\$0	\$61				\$0
Insurance Buyback	70294600-522840	\$1,025	\$1,633	\$1,425	\$895	\$1,662	\$1,663
Life Insurance	70294600-522850	\$393	\$349	\$352	\$205	\$425	\$352
Worker's Compensation	70294600-529900	\$8,576	\$8,004	\$9,005	\$8,297		\$9,005
Total Benefits:		\$124,150	\$119,868	\$114,264	\$72,045	\$111,003	\$126,657
Services							
Analysis Of Wells	70294100-530072	\$10,150	\$8,100	\$12,420	\$5,427	\$9,133	\$11,760
Purchased Water - MB	70294100-532020	\$36,799	\$29,428	\$37,000	\$20,358	\$35,000	\$35,000
Purchased Water - So Shore	70294100-532022	\$221,666	\$196,236	\$250,000	\$116,351	\$240,000	\$240,000
Maintenance Of Public Wells	70294100-534022	\$200	\$0	\$200	\$0	\$200	\$200
Refuse Disposal	70294200-530014	\$324	\$159	\$340	\$91	\$324	\$340
Telephone	70294200-532000	\$1,184	\$1,539	\$1,925	\$931	\$1,857	\$1,950
Fuel - Oil	70294200-532002	\$1,300	\$1,156	\$2,000	\$548	\$2,000	\$2,000
Electricity	70294200-532004	\$13,830	\$10,720	\$15,000	\$3,619	\$10,401	\$15,000
Telemetry	70294200-532016	\$680	\$162	\$680	\$86	\$680	\$680
Telemetry-SCADA	70294200-532017	\$8,300	\$6,539	\$8,300	\$3,270	\$8,300	\$8,300
Maintenance Of Pump Stations	70294200-534024	\$1,800	\$435	\$1,800	\$510	\$1,000	\$1,800
Maintenance Of Elevated Tanks	70294400-534026	\$14,700	\$2,828	\$6,500	\$0	\$14,700	\$6,500
Maintenance Of Mains	70294400-534028	\$15,000	\$21,652	\$18,000	\$2,363	\$18,000	\$18,000
Maintenance Of Water Services	70294400-534030	\$16,000	\$3,553	\$16,000	\$826	\$16,000	\$16,000
Maintenance Of Water Meters	70294400-534032	\$7,500	\$17,453	\$7,500	\$49	\$7,500	\$7,500
Maintenance Of Hydrants	70294400-534034	\$4,800	\$738	\$4,800	\$0	\$4,000	\$4,800
Maint. of SCADA System	70294400-534039	\$14,810	\$150	\$6,000	\$800	\$14,810	\$6,000
Employee Training	70294600-530801		\$0		\$0		\$375



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Custodial Services	70294700-530013	\$745	\$745	\$745	\$0	\$745	\$745
Miscellaneous Services	70294700-530020	\$1,255	\$1,296	\$1,462	\$1,071	\$1,255	\$1,626
Asset Management Software	70294700-530055	\$3,000	\$2,928	\$3,000	\$2,939	\$3,000	\$3,000
Internet Access	70294700-530066	\$514	\$0	\$551	\$0	\$514	\$551
Electricity	70294700-532004	\$1,575	\$1,545	\$1,708	\$769	\$1,708	\$1,700
Natural Gas	70294700-532008	\$610	\$647	\$630	\$214	\$630	\$672
Wastewater Fees	70294700-532010	\$35	\$35	\$35	\$35	\$40	\$40
Water Fees	70294700-532012	\$72	\$81	\$78	\$37	\$78	\$80
Commun Equip. Maintenance	70294700-534012	\$200	\$0	\$200	\$0	\$200	\$200
Computer/Software Maintenance	70294700-534016	\$6,187	\$3,577	\$6,187	\$7,251	\$6,187	\$8,725
Maintenance Of Buildings	70294700-534020	\$800	\$128	\$800	\$220	\$800	\$1,500
Postage	70294700-538020	\$6,100	\$6,657	\$6,100	\$2,987	\$6,100	\$7,100
Printing Expenses	70294700-538022	\$7,200	\$7,653	\$7,700	\$5,212	\$7,200	\$14,600
Insurance	70294700-560010	\$17,334	\$16,036	\$17,334	\$17,187		\$17,334
Total Services:		\$414,670	\$342,174	\$434,995	\$193,152	\$412,362	\$434,078
Capital Outlay							
Non-Major Technology Reserve	70294700-530044	\$857	\$857	\$857	\$0	\$857	\$1,535
Computer Equipment	70294800-550002	\$0	\$0		\$1,976	\$1,976	\$0
Capital Improvements	70294800-570002	\$250,000	\$280,180	\$128,000	\$39,905	\$128,000	\$181,000
Depreciation	70294800-570902	\$262,000	\$191,905	\$268,662	\$0	\$268,662	\$253,662
Total Capital Outlay:		\$512,857	\$472,942	\$397,519	\$41,881	\$399,495	\$436,197
Commodities							
Chemicals And Gases	70294200-540024	\$1,800	\$314	\$2,300	\$0	\$1,000	\$2,300
Pumping Materials & Supplies	70294200-540056	\$400	\$0	\$400	\$0	\$400	\$400
General Materials & Supplies	70294400-540010	\$100	\$0	\$100	\$0	\$100	\$100
General Materials & Supplies	70294700-540010	\$750	\$0	\$750	\$0	\$750	\$750



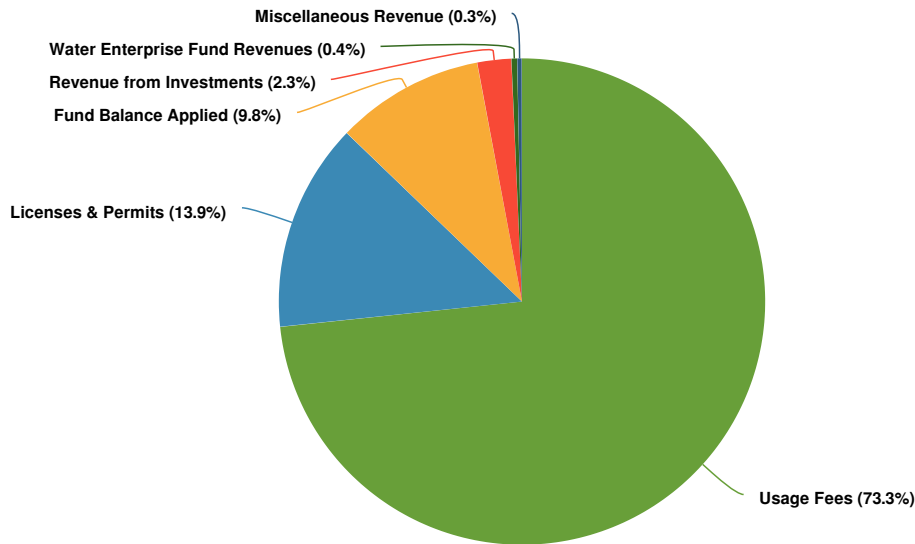
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Office Materials & Supplies	70294700-540012	\$2,500	\$1,102	\$2,500	\$722	\$2,500	\$2,500
Vehicle Operation	70294700-540060	\$9,100	\$9,299	\$11,000	\$4,304	\$11,000	\$11,000
Miscellaneous Expenses	70294700-580100	\$8,000	\$2,341	\$8,500	\$1,259	\$8,000	\$11,000
Total Commodities:		\$22,650	\$13,055	\$25,550	\$6,285	\$23,750	\$28,050
Total Expense Objects:		\$1,359,033	\$1,222,163	\$1,263,651	\$466,243	\$1,224,980	\$1,329,151

Revenue by Fund

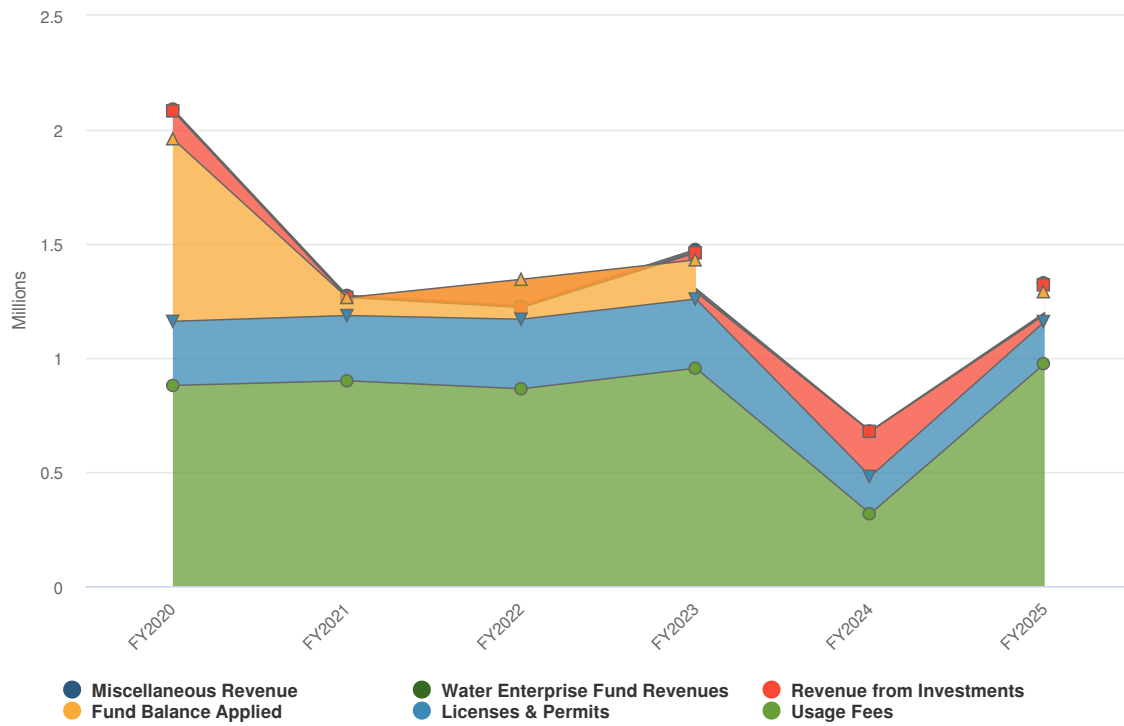
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2025 Budgeted
Water Enterprise Fund						
Licenses & Permits		\$267,529	\$303,348	\$228,199	\$163,627	\$184,209
Usage Fees		\$898,819	\$954,643	\$941,427	\$316,835	\$974,853
Revenue from Investments		\$25,750	\$30,891	\$25,750	\$197,404	\$30,000
Miscellaneous Revenue		\$4,495	\$10,583	\$4,296	\$1,389	\$4,200
Fund Balance Applied		\$157,440	\$171,440	\$58,979	\$0	\$130,889
Water Enterprise Fund Revenues		\$5,000	\$4,462	\$5,000	\$138	\$5,000
Total Water Enterprise Fund:		\$1,359,033	\$1,475,367	\$1,263,651	\$679,393	\$1,329,151

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
Licenses & Permits							
Nextel (Victoria)	70294000-430170	\$39,460	\$39,461	\$39,460	\$23,285	\$39,460	\$40,250
Verizon Victoria Lane	70294000-430170	\$62,377	\$62,377	\$62,377	\$37,717	\$62,377	\$64,872
Verizon-Mautucket	70294000-430170	\$35,410	\$32,442	\$35,410	\$21,080	\$35,410	\$36,296
T-MOBILE Victoria Lane	70294000-430170	\$45,476	\$45,516	\$45,476	\$26,871	\$45,476	\$0
T-MOBILE MAUTUCKET	70294000-430170	\$45,476	\$44,716	\$45,476	\$24,704	\$41,747	\$42,791
Sprint-Victoria	70294000-430170	\$0	\$39,505	\$0	\$6,685		\$0
Sprint-Mautucket	70294000-430170	\$39,330	\$39,330	\$0	\$23,285		\$0
Total Licenses & Permits:		\$267,529	\$303,348	\$228,199	\$163,627	\$224,470	\$184,209
Usage Fees							
Meter Sales - Domestic	70294000-417450	\$893,619	\$948,953	\$936,227	\$314,630	\$918,043	\$969,653
Forfeited Disc & Penalties	70294000-417550	\$5,200	\$5,689	\$5,200	\$2,205	\$5,200	\$5,200
Total Usage Fees:		\$898,819	\$954,643	\$941,427	\$316,835	\$923,243	\$974,853



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue from Investments							
Investment Income	70294000-460010	\$25,750	\$54,418	\$25,750	\$47,436	\$40,000	\$30,000
GASB 31 Change	70294000-460500	\$0	-\$23,527	\$0	\$149,968		\$0
Total Revenue from Investments:		\$25,750	\$30,891	\$25,750	\$197,404	\$40,000	\$30,000
Miscellaneous Revenue							
Miscellaneous Revenue	70294000-470010	\$2,200	\$6,815	\$2,200	\$1,389	\$2,200	\$2,200
Nat'l Grid Elec Rebate/Solar	70294000-470020		\$3,768				\$0
State Of R.I. Water Protect.	70294000-470080	\$2,295	\$0	\$2,096	\$0	\$2,000	\$2,000
Total Miscellaneous Revenue:		\$4,495	\$10,583	\$4,296	\$1,389	\$4,200	\$4,200
Fund Balance Applied							
Net Assets Forward To Ops	70294000-499050	\$157,440	\$171,440	\$58,979	\$0		\$130,889
Total Fund Balance Applied:		\$157,440	\$171,440	\$58,979	\$0		\$130,889
Water Enterprise Fund Revenues							
Special Serv -Turn Off-On	70294000-440460	\$5,000	\$4,462	\$5,000	\$138	\$4,500	\$5,000
Total Water Enterprise Fund Revenues:		\$5,000	\$4,462	\$5,000	\$138	\$4,500	\$5,000
Total Revenue Source:		\$1,359,033	\$1,475,367	\$1,263,651	\$679,393	\$1,196,413	\$1,329,151



Wastewater Enterprise Fund

Kathy Perez
Wastewater Superintendent

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

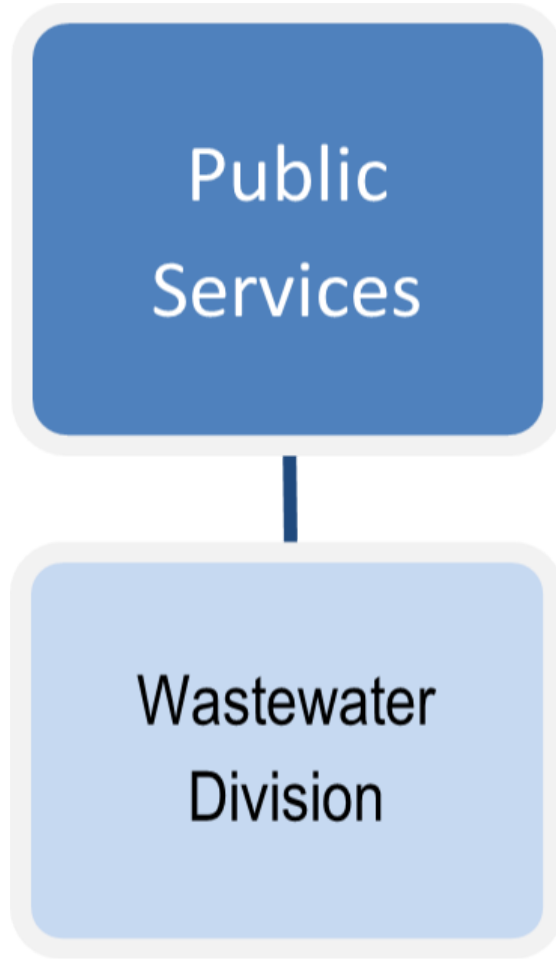
Acct Number	Acct Description
70492010	Wastewater General Treatment
70492020	Sludge Proces & Disposal
70492030	Silver Lake Pumping Station
70492040	Kinston Pumping Station
70492050	Local Pumping Station
70492060	Local Collection System
70492070	Users Accounting Collection
70492080	Admin & General Expense
70492090	Non Operating Expenses

Department Headcount (FTE)

Wastewater Enterprise Fund	2021-2022 Adopted	2022-2023 Adopted	2023-2024 Adopted	2024-2025 Proposed	Incr./.(Decr.) Over Prior Year
Total Personnel	16.00	16.40	16.40	16.40	0.00



Organizational Chart



Mission Statement & Primary Functions

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

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 2023 - 2024 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 Kingstown 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
WWTF Operations offices HVAC	FI / SNR



FY 2024 - 2025 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
Upgrade Shadow Farm Pump Station to a Gorman Rupp station	FI / SNR
Replace Chemical Storage Tanks	FI / SNR

Specific Performance Measurements

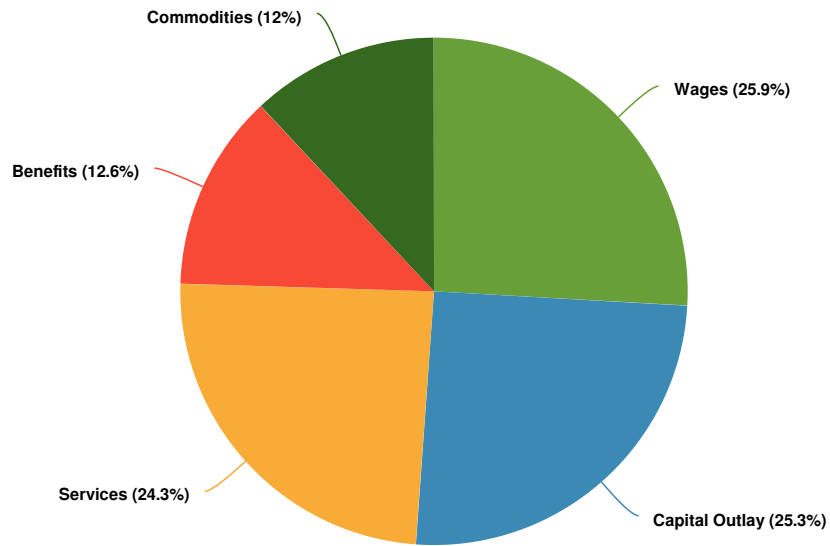
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Wastewater Enterprise Fund							
Wages		\$1,323,409	\$1,198,979	\$1,357,169	\$647,845	\$1,351,752	\$1,384,360
Benefits		\$631,185	\$597,211	\$616,843	\$343,059	\$663,633	\$670,899
Services		\$1,348,403	\$1,096,829	\$1,386,595	\$658,392	\$1,224,200	\$1,300,752
Capital Outlay		\$1,136,447	\$948,971	\$1,117,805	\$88,086	\$1,097,072	\$1,349,836
Commodities		\$357,944	\$511,105	\$589,819	\$256,469	\$598,613	\$639,095
Total Wastewater Enterprise Fund:		\$4,797,388	\$4,353,094	\$5,068,231	\$1,993,850	\$4,935,271	\$5,344,942

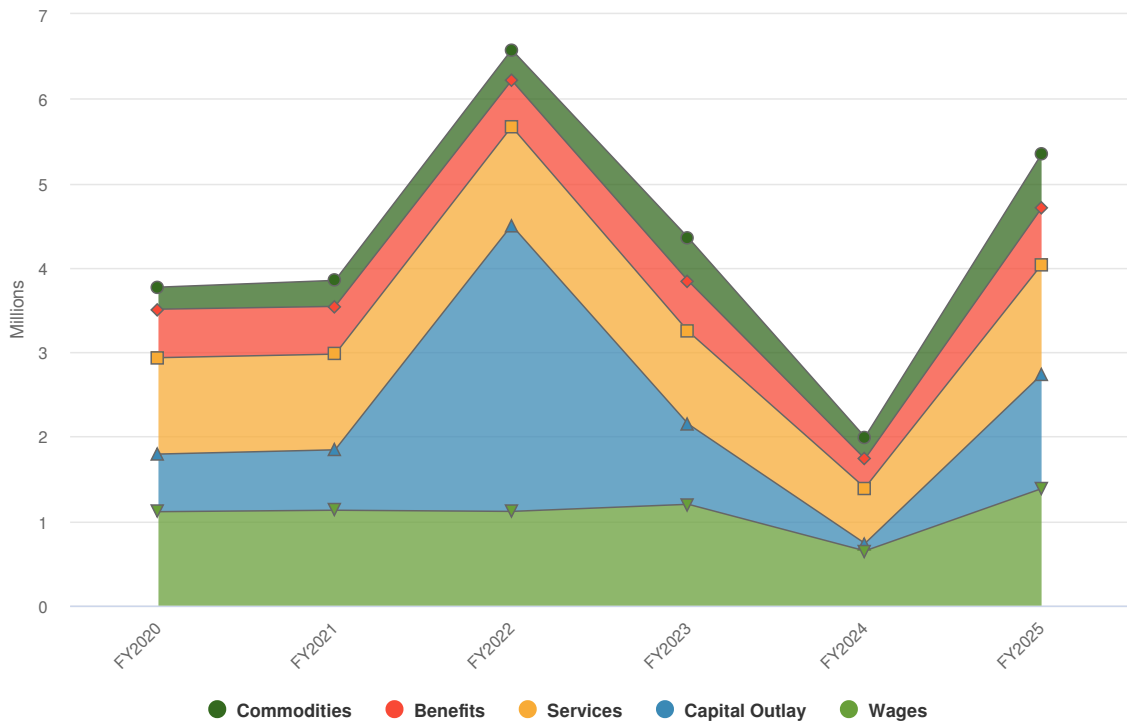


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	70492010-511001	\$389,967	\$373,931	\$396,890	\$200,028	\$396,891	\$407,987
Part-Time Salaries	70492010-511002			\$0	\$130		\$0
Overtime	70492010-511004	\$16,775	\$19,290	\$20,130	\$8,013	\$20,130	\$21,078
Retirement/Vacation Reimb.	70492010-511005	\$35,394	\$20,472	\$35,394	\$2,863	\$35,394	\$35,394
Longevity	70492010-511006	\$7,234	\$7,021	\$7,158	\$7,471	\$7,158	\$8,454
Full-Time Employees	70492020-511001	\$321,547	\$306,794	\$328,427	\$163,323	\$328,427	\$336,869
Overtime	70492020-511004	\$16,775	\$19,244	\$19,800	\$7,940	\$19,800	\$21,078
Retirement/Vacation Reimb.	70492020-511005	\$27,288	\$9,773	\$27,288	\$2,863	\$27,288	\$27,288
Longevity	70492020-511006	\$5,839	\$5,868	\$6,198	\$6,481	\$6,198	\$7,323
Full-Time Employees	70492030-511001	\$73,316	\$69,955	\$74,981	\$37,107	\$74,981	\$76,848
Overtime	70492030-511004	\$4,067	\$4,662	\$4,067	\$1,920	\$4,067	\$4,067
Retirement/Vacation Reimb.	70492030-511005	\$7,287	\$1,644	\$7,500	\$694	\$7,500	\$7,500
Longevity	70492030-511006	\$1,320	\$1,344	\$1,437	\$1,504	\$1,437	\$1,699
Full-Time Employees	70492040-511001	\$73,316	\$69,955	\$74,981	\$37,107	\$74,981	\$76,848
Overtime	70492040-511004	\$4,067	\$4,662	\$4,067	\$1,920	\$4,067	\$4,067
Retirement/Vacation Reimb.	70492040-511005	\$6,545	\$1,644	\$6,545	\$694	\$6,545	\$6,545
Longevity	70492040-511006	\$1,320	\$1,344	\$1,437	\$1,504	\$1,437	\$1,699
Full-Time Employees	70492050-511001	\$77,449	\$73,902	\$79,320	\$39,046	\$73,902	\$81,225
Overtime	70492050-511004	\$4,575	\$5,242	\$4,575	\$2,155	\$4,575	\$4,575
Retirement/Vacation Reimb.	70492050-511005	\$7,287	\$1,063	\$7,287	\$781	\$7,287	\$7,287
Longevity	70492050-511006	\$1,384	\$1,428	\$1,547	\$1,619	\$1,547	\$1,828
Full-Time Employees	70492060-511001	\$77,449	\$73,902	\$79,320	\$39,046	\$79,320	\$81,225
Overtime	70492060-511004	\$4,575	\$5,242	\$4,575	\$2,155	\$4,575	\$4,575
Retirement/Vacation Reimb.	70492060-511005	\$7,287	\$1,063	\$7,287	\$781	\$7,287	\$7,287
Longevity	70492060-511006	\$1,384	\$1,428	\$1,547	\$1,619	\$1,547	\$1,828



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Full-Time Employees	70492070-511001	\$4,025	\$3,838	\$4,027	\$2,159	\$4,027	\$4,183
Overtime	70492070-511004	\$0	\$3	\$0	\$4		\$0
Retirement/Vacation Reimb.	70492070-511005	\$0	\$629				\$0
Longevity	70492070-511006	\$82	\$68	\$56	\$58	\$56	\$67
Full-Time Employees	70492080-511001	\$143,587	\$116,837	\$120,346	\$63,894	\$120,346	\$121,914
Part-Time Salaries	70492080-511002	\$0	\$18,617	\$28,621	\$10,555	\$28,621	\$20,905
Longevity	70492080-511006	\$2,268	\$2,258	\$2,360	\$2,410	\$2,360	\$2,719
Vac & Sick Pay Accrued Exp	70492090-511009		-\$24,147				\$0
Total Wages:		\$1,323,409	\$1,198,979	\$1,357,169	\$647,845	\$1,351,752	\$1,384,360
Benefits							
FICA	70492010-522250	\$30,992	\$30,746	\$29,827	\$16,170	\$29,827	\$32,347
Municipal Employees Retirement	70492010-522300	\$51,013	\$48,516	\$50,780	\$26,065	\$50,780	\$50,844
State Retirement Defined Cont.	70492010-522301	\$3,611	\$3,640	\$3,919	\$2,006	\$3,919	\$4,448
Medical Insur-Active Employees	70492010-522818	\$63,712	\$62,734	\$71,704	\$37,300	\$71,704	\$86,789
Dental Insur-Active Employees	70492010-522822	\$4,644	\$3,942	\$4,117	\$1,930	\$411	\$4,231
Insurance Buyback	70492010-522840	\$5,745	\$4,773	\$3,765	\$2,027	\$3,765	\$3,765
Life Insurance	70492010-522850	\$538	\$437	\$463	\$261	\$463	\$429
Worker's Compensation	70492010-529900	\$14,772	\$15,196	\$15,510	\$14,249	\$15,510	\$15,510
FICA	70492020-522250	\$25,585	\$24,911	\$24,380	\$13,191	\$24,380	\$25,720
Municipal Employees Retirement	70492020-522300	\$42,091	\$39,807	\$42,047	\$21,323	\$42,047	\$41,426
State Retirement Defined Cont.	70492020-522301	\$3,030	\$2,963	\$3,193	\$1,611	\$3,193	\$3,691
Medical Insur-Active Employees	70492020-522818	\$61,276	\$61,021	\$70,250	\$36,513	\$70,250	\$85,227
Dental Insur-Active Employees	70492020-522822	\$4,116	\$3,500	\$3,703	\$1,723	\$3,703	\$3,805
Insurance Buyback	70492020-522840	\$3,612	\$2,635	\$1,632	\$879	\$1,632	\$1,632
Life Insurance	70492020-522850	\$435	\$371	\$395	\$222	\$395	\$361
Worker's Compensation	70492020-529900	\$11,524	\$11,602	\$12,100	\$11,794	\$12,100	\$12,100



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
FICA	70492030-522250	\$5,836	\$5,653	\$5,541	\$2,996	\$5,541	\$5,863
Municipal Employees Retirement	70492030-522300	\$9,596	\$9,075	\$9,602	\$4,848	\$9,602	\$9,405
State Retirement Defined Cont.	70492030-522301	\$690	\$673	\$725	\$364	\$725	\$843
Medical Insur-Active Employees	70492030-522818	\$14,691	\$14,697	\$16,932	\$8,798	\$16,932	\$20,555
Dental Insur-Active Employees	70492030-522822	\$960	\$820	\$870	\$404	\$870	\$894
Insurance Buyback	70492030-522840	\$731	\$494	\$251	\$135	\$251	\$251
Life Insurance	70492030-522850	\$94	\$86	\$91	\$51	\$91	\$83
Worker's Compensation	70492030-529900	\$2,649	\$2,662	\$2,782	\$2,697	\$2,782	\$2,782
FICA	70492040-522250	\$5,836	\$5,653	\$5,541	\$2,996	\$5,541	\$5,863
Municipal Employees Retirement	70492040-522300	\$9,596	\$9,075	\$9,602	\$4,848	\$9,602	\$9,405
State Retirement Defined Cont.	70492040-522301	\$690	\$673	\$725	\$364	\$725	\$843
Medical Insur-Active Employees	70492040-522818	\$14,691	\$14,697	\$16,932	\$8,798	\$16,932	\$20,555
Dental Insur-Active Employees	70492040-522822	\$960	\$820	\$870	\$404	\$870	\$894
Insurance Buyback	70492040-522840	\$731	\$494	\$251	\$135	\$251	\$251
Life Insurance	70492040-522850	\$94	\$86	\$91	\$51	\$91	\$83
Worker's Compensation	70492040-529900	\$2,649	\$2,662	\$2,782	\$2,697	\$278	\$2,782
FICA	70492050-522250	\$6,176	\$5,941	\$5,834	\$3,152	\$58,834	\$6,191
Municipal Employees Retirement	70492050-522300	\$10,149	\$9,587	\$10,160	\$5,105	\$10,160	\$9,888
State Retirement Defined Cont.	70492050-522301	\$734	\$706	\$762	\$380	\$762	\$893
Medical Insur-Active Employees	70492050-522818	\$16,346	\$16,431	\$18,941	\$9,840	\$18,941	\$23,010
Dental Insur-Active Employees	70492050-522822	\$1,041	\$892	\$948	\$439	\$948	\$974
Insurance Buyback	70492050-522840	\$666	\$398	\$126	\$68	\$126	\$126
Life Insurance	70492050-522850	\$108	\$92	\$98	\$55	\$98	\$88
Worker's Compensation	70492050-529900	\$2,824	\$2,832	\$2,965	\$2,859	\$2,965	\$2,965
FICA	70492060-522250	\$6,176	\$5,941	\$5,834	\$3,152	\$5,834	\$6,191
Municipal Employees Retirement	70492060-522300	\$10,149	\$9,587	\$10,160	\$5,105	\$10,160	\$9,888



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
State Retirement Defined Cont.	70492060-522301	\$734	\$706	\$762	\$380	\$762	\$893
Medical Insur-Active Employees	70492060-522818	\$16,346	\$16,431	\$18,941	\$9,840	\$18,941	\$23,010
Dental Insur-Active Employees	70492060-522822	\$1,041	\$892	\$948	\$439	\$948	\$974
Insurance Buyback	70492060-522840	\$666	\$398	\$126	\$68	\$126	\$126
Life Insurance	70492060-522850	\$108	\$92	\$98	\$55	\$98	\$88
Worker's Compensation	70492060-529900	\$2,824	\$2,832	\$2,965	\$2,859	\$2,965	\$2,965
FICA	70492070-522250	\$318	\$335	\$320	\$175	\$320	\$324
Municipal Employees Retirement	70492070-522300	\$526	\$499	\$514	\$279	\$514	\$554
State Retirement Defined Cont.	70492070-522301	\$32	\$40	\$43	\$23	\$43	\$45
Medical Insur-Active Employees	70492070-522818	\$143	\$83	\$86	\$46	\$86	\$92
Dental Insur-Active Employees	70492070-522822	\$30	\$25	\$24	\$12	\$24	\$25
Insurance Buyback	70492070-522840	\$126	\$126	\$126	\$68	\$126	\$126
Life Insurance	70492070-522850	\$5	\$4	\$4	\$2	\$4	\$4
Worker's Compensation	70492070-529900	\$125	\$130	\$130	\$141	\$130	\$130
FICA	70492080-522250	\$10,688	\$10,277	\$10,962	\$5,596	\$10,962	\$11,199
Municipal Employees Retirement	70492080-522300	\$18,640	\$15,384	\$15,405	\$8,519	\$15,405	\$16,247
State Retirement Defined Cont.	70492080-522301	\$1,337	\$1,069	\$1,098	\$593	\$1,098	\$1,244
Medical Insur-Active Employees	70492080-522818	\$21,671	\$17,458	\$18,985	\$10,288	\$18,985	\$20,378
Medical Insur-Retirees	70492080-522820	\$101,880	\$90,393	\$75,727	\$44,273	\$75,727	\$75,727
Dental Insur-Active Employees	70492080-522822	\$1,219	\$926	\$923	\$461	\$923	\$950
Dental Insur-Retirees	70492080-522824	\$0	\$184				\$0
Insurance Buyback	70492080-522840	\$0	\$820	\$400	\$458	\$400	\$850
Life Insurance	70492080-522850	\$265	\$136	\$138	\$80	\$138	\$138
Worker's Compensation	70492080-529900	\$402	\$413	\$422	\$365	\$422	\$422
Travel Expenses	70492080-538014	\$500	\$32	\$500	\$33	\$500	\$500
Total Benefits:		\$631,185	\$597,211	\$616,843	\$343,059	\$663,633	\$670,899



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Services							
Refuse Disposal	70492010-530014	\$2,548	\$1,247	\$2,548	\$733	\$1,668	\$1,748
Laboratory	70492010-530030	\$39,208	\$34,732	\$48,500	\$21,856	\$40,500	\$61,715
Employee Training	70492010-530801		\$0		\$0		\$1,750
Telephone	70492010-532000	\$2,227	\$2,030	\$2,457	\$525	\$2,457	\$2,025
Fuel - Oil	70492010-532002	\$1,205	\$1,360	\$1,701	\$0	\$1,701	\$1,701
Electricity	70492010-532004	\$189,000	\$168,537	\$220,000	\$91,683	\$184,000	\$220,000
Natural Gas	70492010-532008	\$38,000	\$47,561	\$38,000	\$11,561	\$38,000	\$40,000
Water Fees	70492010-532012	\$5,100	\$2,688	\$5,100	\$1,396	\$4,143	\$5,100
Computer/Software Maintenance	70492010-534016	\$2,175	\$0	\$2,375	\$2,098	\$2,375	\$2,375
Asset Management Software	70492010-534017	\$4,500	\$4,367	\$4,500	\$4,408	\$4,500	\$4,500
Insurance	70492010-560010	\$47,657	\$48,290	\$47,657	\$52,182	\$52,182	\$52,182
Central Facility Tipping	70492020-530068	\$618,880	\$398,453	\$579,558	\$224,322	\$500,000	\$491,045
Fuel - Oil	70492020-532002	\$230	\$259	\$259	\$0	\$259	\$324
Electricity	70492020-532004	\$35,079	\$32,102	\$40,705	\$17,463	\$35,200	\$40,961
Natural Gas	70492020-532008	\$7,416	\$7,742	\$7,416	\$1,882	\$6,360	\$7,416
Water Fees	70492020-532012	\$1,100	\$512	\$800	\$266	\$800	\$1,680
Insurance	70492020-560010	\$5,491	\$5,463	\$5,491	\$5,900		\$5,500
Telephone	70492030-532000	\$2,031	\$1,827	\$2,031	\$1,234		\$1,500
Fuel - Oil	70492030-532002	\$1,375	\$1,502	\$2,025	\$0	\$2,025	\$2,025
Electricity	70492030-532004	\$94,970	\$94,797	\$109,853	\$44,918	\$109,853	\$102,460
Natural Gas	70492030-532008	\$6,500	\$7,777	\$6,500	\$2,794	\$6,500	\$6,664
Water Fees	70492030-532012	\$13,625	\$5,320	\$11,000	\$1,831	\$8,000	\$9,000
Asset Management Software	70492030-534017	\$1,350	\$1,325	\$1,350	\$1,322	\$1,350	\$3,200
Insurance	70492030-560010	\$21,241	\$21,258	\$21,241	\$22,875		\$21,241
Telephone	70492040-532000	\$1,310	\$1,413	\$1,310	\$876	\$1,310	\$1,310



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Fuel - Oil	70492040-532002	\$880	\$929	\$1,418	\$0	\$1,418	\$1,620
Electricity	70492040-532004	\$38,158	\$43,098	\$49,693	\$20,534	\$46,000	\$49,525
Natural Gas	70492040-532008	\$5,950	\$7,788	\$6,300	\$1,950	\$6,300	\$6,400
Water Fees	70492040-532012	\$1,600	\$1,705	\$1,600	\$744	\$1,600	\$1,700
Asset Management Software	70492040-534017	\$1,350	\$1,325	\$1,350	\$1,322	\$1,350	\$3,200
Insurance	70492040-560010	\$4,741	\$4,763	\$4,741	\$5,011	\$4,741	\$4,741
Telephone	70492050-532000	\$5,484	\$4,515	\$5,484	\$4,558	\$5,484	\$5,498
Fuel - Oil	70492050-532002	\$825	\$468	\$810	\$839	\$950	\$950
Electricity	70492050-532004	\$23,500	\$23,540	\$23,840	\$10,293	\$23,840	\$23,840
Natural Gas	70492050-532008	\$4,800	\$5,123	\$5,100	\$2,772	\$5,100	\$5,700
Water Fees	70492050-532012	\$3,100	\$2,285	\$3,225	\$1,384	\$3,225	\$3,356
WW Conveyance Fee	70492050-532019	\$6,300	\$4,273	\$6,616	\$4,403	\$4,403	\$6,975
Computer/Software Maintenance	70492050-534016	\$2,175	\$0	\$2,175	\$2,098	\$2,099	\$2,375
Asset Management Software	70492050-534017	\$900	\$883	\$900	\$882	\$882	\$2,694
Insurance	70492050-560010	\$4,343	\$5,026	\$4,343	\$5,406	\$4,343	\$4,343
Internet Access	70492060-530066	\$2,012	\$2,294	\$2,660	\$1,324	\$2,660	\$2,660
Asset Management Software	70492060-534017	\$900	\$883	\$900	\$882	\$882	\$900
Computer/Software Maintenance	70492070-534016	\$7,965	\$6,009	\$9,925	\$6,766	\$9,925	\$10,750
Postage	70492070-538020	\$2,550	\$1,913	\$2,800	\$1,985	\$2,800	\$2,800
Printing Expenses	70492070-538022	\$2,400	\$2,335	\$2,250	\$3,519	\$3,519	\$3,700
Legal Services	70492080-530004	\$4,487	\$4,633	\$5,163	\$3,782	\$5,163	\$5,740
Custodial Services	70492080-530013	\$2,236	\$2,236	\$2,236	\$0	\$2,236	\$2,236
Internet Access	70492080-530066	\$1,020	\$1,050	\$1,323	\$1,402	\$2,300	\$2,646
Electricity	70492080-532004	\$4,726	\$4,635	\$5,123	\$2,306	\$5,122	\$5,059
Natural Gas	70492080-532008	\$1,830	\$1,940	\$1,889	\$642	\$1,889	\$2,016
Wastewater Fees	70492080-532010	\$105	\$105	\$105	\$105	\$105	\$120



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Water Fees	70492080-532012	\$215	\$242	\$234	\$112	\$234	\$235
Maintenance Of Buildings	70492080-534020	\$1,650	\$0	\$1,650	\$661	\$1,650	\$2,000
Onsite WW Management	70492080-538034	\$4,000	\$3,241	\$4,000	\$1,188	\$4,000	\$4,000
Insurance	70492080-560010	\$28,051	\$26,121	\$28,051	\$28,482	\$28,483	\$28,051
Contingency	70492090-580910	\$8,000	\$12,980	\$8,000	\$600	\$8,000	\$17,500
Debt - Principal	70492090-589010	\$29,000	\$29,000	\$30,000	\$30,000	\$30,000	\$0
Debt - Interest	70492090-589012	\$932	\$932	\$315	\$315	\$315	\$0
Total Services:		\$1,348,403	\$1,096,829	\$1,386,595	\$658,392	\$1,224,200	\$1,300,752
Capital Outlay							
Non-Major Technology Reserve	70492010-530044	\$4,840	\$4,840	\$5,584	\$0	\$5,584	\$7,615
VGSI-Tax Billing Software Upgr	70492090-550002	\$0	\$0		\$2,674		\$0
Capital Improvements	70492090-570002	\$265,000	\$200,099	\$280,000	\$81,066	\$280,000	\$290,000
SilverLake Capital Improvments	70492090-570003	\$120,000	\$1,476	\$25,000	\$0	\$25,000	\$40,000
Kingston Capital Improvements	70492090-570005	\$0	\$1,476		\$4,347	\$4,267	\$0
Local Capital Improvments	70492090-570006	\$0	\$1,476	\$25,000	\$0		\$230,000
Depreciation	70492090-570902	\$746,607	\$739,604	\$782,221	\$0	\$782,221	\$782,221
Total Capital Outlay:		\$1,136,447	\$948,971	\$1,117,805	\$88,086	\$1,097,072	\$1,349,836
Commodities							
General Materials & Supplies	70492010-540010	\$74,314	\$66,676	\$77,907	\$22,409	\$77,907	\$82,075
Chemicals And Gases	70492010-540024	\$73,620	\$115,141	\$144,881	\$79,136	\$144,880	\$156,415
Vehicle Operation	70492010-540060	\$1,729	\$810	\$1,245	\$477	\$2,270	\$3,665
General Materials & Supplies	70492020-540010	\$16,325	\$11,407	\$17,650	\$2,737	\$17,650	\$17,650
Chemicals And Gases	70492020-540024	\$49,319	\$129,318	\$151,103	\$66,722	\$151,103	\$170,811
Vehicle Operation	70492020-540060	\$32,500	\$50,997	\$83,072	\$33,166	\$83,072	\$78,630
General Materials & Supplies	70492030-540010	\$11,430	\$3,211	\$11,430	\$1,008	\$8,700	\$11,430
Chemicals And Gases	70492030-540024	\$34,606	\$21,642	\$37,374	\$15,839	\$37,374	\$44,051



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Vehicle Operation	70492030-540060	\$3,639	\$2,269	\$3,429	\$1,143	\$3,429	\$2,824
General Materials & Supplies	70492040-540010	\$8,845	\$48,441	\$9,335	\$2,459	\$9,335	\$9,335
Vehicle Operation	70492040-540060	\$3,639	\$2,269	\$3,639	\$1,143	\$3,639	\$2,842
General Materials & Supplies	70492050-540010	\$18,775	\$35,380	\$19,100	\$18,382	\$25,000	\$21,600
Vehicle Operation	70492050-540060	\$3,639	\$2,269	\$3,429	\$1,143	\$3,429	\$2,424
General Materials & Supplies	70492060-540010	\$15,400	\$14,323	\$15,400	\$6,225	\$20,000	\$18,605
Office Materials & Supplies	70492080-540012	\$5,500	\$3,237	\$6,000	\$1,320	\$6,000	\$6,000
Books And Publications	70492080-540020	\$4,664	\$3,714	\$4,825	\$3,158	\$4,825	\$10,738
Total Commodities:		\$357,944	\$511,105	\$589,819	\$256,469	\$598,613	\$639,095
Total Expense Objects:		\$4,797,388	\$4,353,094	\$5,068,231	\$1,993,850	\$4,935,271	\$5,344,942

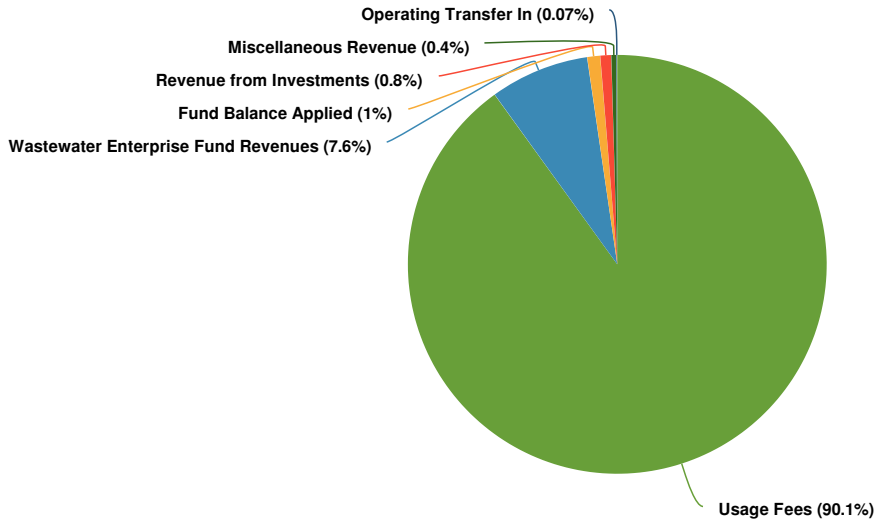
Revenue by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Wastewater Enterprise Fund							
Wastewater Enterprise Fund Revenues		\$378,000	\$399,942	\$378,000	\$224,209	\$405,000	\$408,500
Operating Transfer In		\$4,000	\$4,000	\$4,000	\$0	\$4,000	\$4,000
Usage Fees		\$4,352,888	\$4,088,161	\$4,556,494	\$3,480,368	\$2,898,990	\$4,813,253
Revenue from Investments		\$45,000	\$67,419	\$45,000	\$432,776	\$75,089	\$45,000
Miscellaneous Revenue		\$17,500	\$53,483	\$17,500	\$14,395	\$17,500	\$20,100
Fund Balance Applied		\$0	\$232,100	\$67,237	\$0	\$65,000	\$54,089
Miscellaneous Grants		\$0	\$19,475				\$0
Total Wastewater Enterprise Fund:		\$4,797,388	\$4,864,579	\$5,068,231	\$4,151,747	\$3,465,579	\$5,344,942

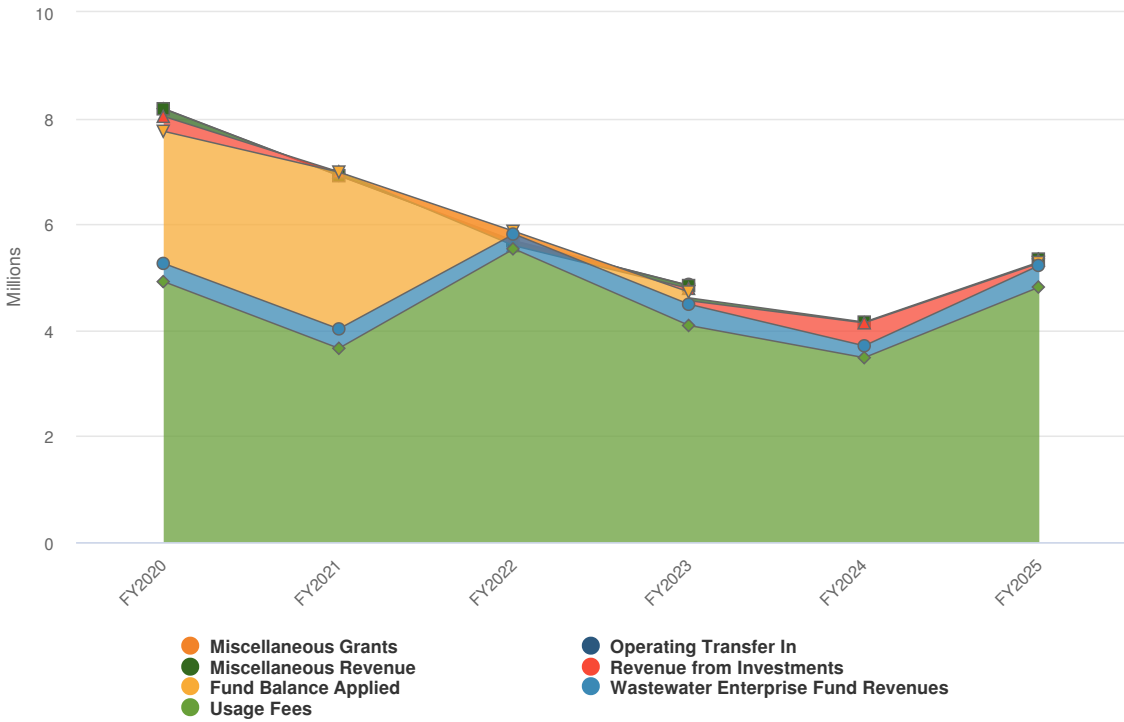


Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Wastewater Enterprise Fund Revenues							
Septic Haulers	70492000-440520	\$378,000	\$399,942	\$378,000	\$224,209	\$405,000	\$408,500
Total Wastewater Enterprise Fund Revenues:		\$378,000	\$399,942	\$378,000	\$224,209	\$405,000	\$408,500
Operating Transfer In							
General Fund	70492000-490101	\$4,000	\$4,000	\$4,000	\$0	\$4,000	\$4,000
Total Operating Transfer In:		\$4,000	\$4,000	\$4,000	\$0	\$4,000	\$4,000
Usage Fees							
Domestic & Comercial Users	70492000-418010	\$2,375,800	\$2,381,073	\$2,381,050	\$2,047,733	\$2,046,100	\$2,721,600
University Of R I Cost Share	70492000-418011	\$700,786	\$645,129	\$837,155	\$542,580	\$812,890	\$834,215
Industrial & Special Users	70492000-418012	\$86,100	\$115,101	\$66,300	\$54,690		\$72,400
Narragansett Cost Share	70492000-418013	\$1,146,752	\$899,464	\$1,227,674	\$827,916	\$0	\$1,185,038
Diane Dr Customer Debt Prin.	70492000-418110	\$29,000	\$29,000	\$30,000	\$0	\$30,000	\$0
Interest On Delinquent Payt	70492000-418130	\$14,000	\$18,210	\$14,000	\$7,448	\$10,000	\$0
DD Delinquent Pmt Penalty	70492000-418160	\$0	\$22				\$0
Int On Diane Dr Assessment	70492000-418170	\$450	\$163	\$315	\$0		\$0
Total Usage Fees:		\$4,352,888	\$4,088,161	\$4,556,494	\$3,480,368	\$2,898,990	\$4,813,253
Revenue from Investments							
Investment Income	70492000-460010	\$45,000	\$119,212	\$45,000	\$102,629	\$75,089	\$45,000
GASB 31 Change	70492000-460500	\$0	-\$51,793	\$0	\$330,147		\$0
Total Revenue from Investments:		\$45,000	\$67,419	\$45,000	\$432,776	\$75,089	\$45,000
Miscellaneous Revenue							
Miscellaneous Revenue	70492000-470010	\$17,500	\$17,860	\$17,500	\$14,395	\$17,500	\$20,100
National Grid Elec Rebate	70492000-470020		\$35,623				\$0
Total Miscellaneous Revenue:		\$17,500	\$53,483	\$17,500	\$14,395	\$17,500	\$20,100
Fund Balance Applied							
Net Assets Forward To Ops	70492000-499050	\$0	\$232,100	\$67,237	\$0	\$65,000	\$54,089
Total Fund Balance Applied:		\$0	\$232,100	\$67,237	\$0	\$65,000	\$54,089



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Miscellaneous Grants							
Miscellaneous Grants	70492000-451110	\$0	\$19,475				\$0
Total Miscellaneous Grants:		\$0	\$19,475				\$0
Total Revenue Source:		\$4,797,388	\$4,864,579	\$5,068,231	\$4,151,747	\$3,465,579	\$5,344,942



Solid Waste Enterprise Fund

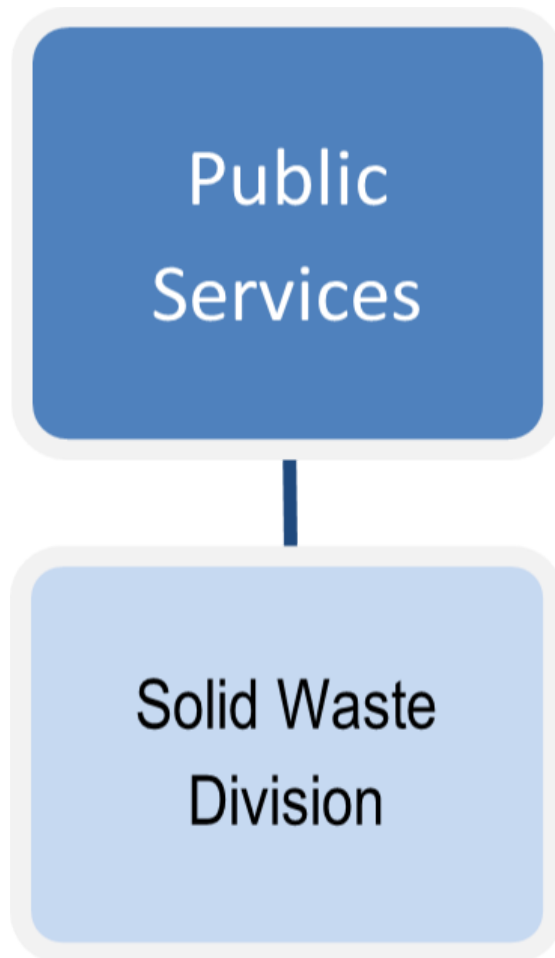
Richard J. Bourbonnais, PE

Director of Public Services

Please note, 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

Organizational Chart



Mission Statement & Primary Functions

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 Kingston site. Institutional controls (ICs) have been secured for all USEPA designated private properties in close proximity to both closed landfill sites.

Functions

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

FY 2023 - 2024 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 2024 - 2025 Priorities

Goals & Objectives	Town Council Goals & Objs
Continue to work with private haulers to maximize residential recyclables collection and recycling diversion rates	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 2022-2023	FY 2023-2024	FY 2024-2025	Town Council
	Actual	Projected	Anticipated	Goals & Objs
Town-Licensed Private Refuse Haulers <i>(haulers must be licensed by the Town to operate in South Kingstown)</i>	10	10	10	TBF
PAYT Incoming residential tagged refuse ¹	1,113	1,162	1,100	TBF
PAYT Incoming residential bagged yard waste ¹	270	316	310	TBF
Incoming PAYT residential recyclables ¹	1,052	1,164	1,150	SNR
Outgoing MSW to RIRRC ¹	10,271	9,969	9,900	TBF
Outgoing recycling tons to RIRRC ¹	4,621	5,086	5,000	SNR
Recycling single stream diversion rate ²	34%	34%	34%	SNR
Recycling diversion rate – all commodities ³	51.40%	50.00%	50.00%	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.

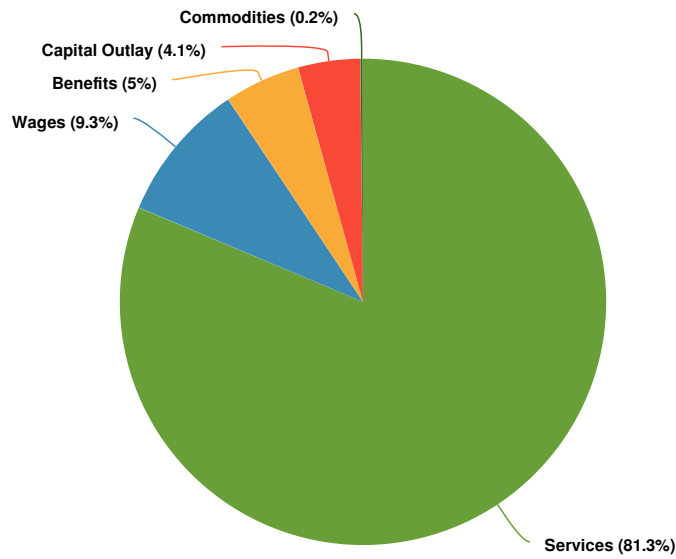
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Solid Waste Enterprise Fund							
Wages		\$83,612	\$65,487	\$75,375	\$39,437	\$71,833	\$96,586
Benefits		\$25,812	\$24,298	\$32,461	\$14,006	\$32,778	\$52,212
Services		\$849,100	\$808,575	\$733,932	\$473,758	\$705,370	\$842,889
Capital Outlay		\$42,772	\$41,822	\$43,819	\$0	\$43,819	\$42,844
Commodities		\$1,675	\$0	\$1,675	\$24	\$1,775	\$1,775
Total Solid Waste Enterprise Fund:		\$1,002,971	\$940,182	\$887,262	\$527,225	\$855,575	\$1,036,305

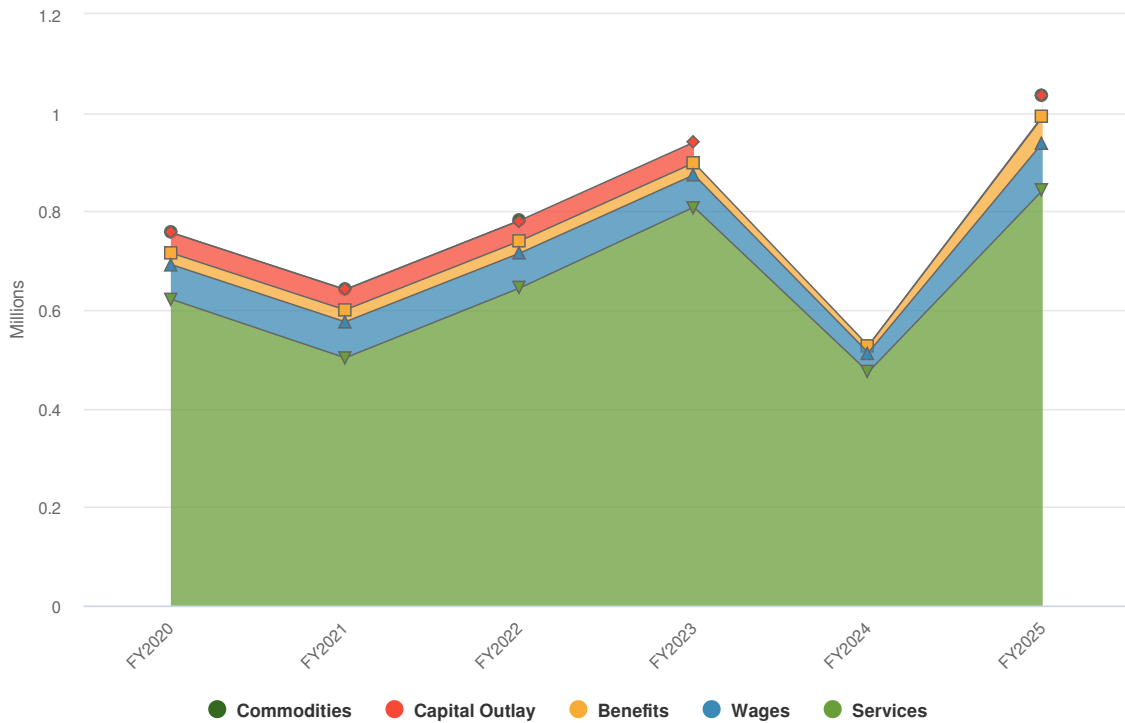


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Expense Objects							
Wages							
Full-Time Employees	70696300-511001	\$42,637	\$40,550	\$41,736	\$22,379	\$41,736	\$42,973
Overtime	70696300-511004	\$0	\$139	\$0	\$207		\$0
Retirement/Vacation Reimb.	70696300-511005	\$10,300	\$10,489	\$3,541	\$0		\$0
Longevity	70696300-511006	\$1,718	\$1,505	\$1,339	\$1,366	\$1,339	\$1,501
Vac & Sick Pay Accrued Exp	70696300-511009		-\$8,832				\$0
Part-Time Salaries	70696600-511002	\$28,126	\$21,635	\$28,759	\$15,486	\$28,758	\$52,111
Longevity	70696600-511006	\$831	\$0				\$0
Total Wages:		\$83,612	\$65,487	\$75,375	\$39,437	\$71,834	\$96,586
Benefits							
FICA	70696300-522250	\$3,190	\$3,585	\$3,183	\$1,774	\$3,500	\$3,320
Municipal Employees Retirement	70696300-522300	\$5,669	\$5,372	\$5,431	\$2,987	\$5,431	\$5,797
State Retirement Defined Cont.	70696300-522301	\$267	\$384	\$411	\$226	\$411	\$1,012
Medical Insur-Active Employees	70696300-522818	\$8,989	\$7,183	\$7,554	\$4,093	\$7,554	\$28,371
Medical Insur-Retirees	70696300-522820	\$0	\$1,292				\$0
Dental Insur-Active Employees	70696300-522822	\$522	\$392	\$384	\$192	\$384	\$1,243
Dental Insur-Retirees	70696300-522824	\$0	\$61				\$0
Insurance Buyback	70696300-522840	\$0	\$376	\$425	\$229	\$425	\$425
Life Insurance	70696300-522850	\$58	\$50	\$51	\$30	\$51	\$153
Worker's Compensation	70696300-529900	\$834	\$879	\$875	\$1,133	\$875	\$875
FICA	70696600-522250	\$2,215	\$1,655	\$2,200	\$1,185	\$2,200	\$3,854
Municipal Employees Retirement	70696600-522300	\$3,701	\$2,763	\$3,618	\$1,948	\$3,617	\$6,793
State Retirement Defined Cont.	70696600-522301	\$290	\$216	\$288	\$155	\$288	\$288
Medical Insur-Active Employees	70696600-522818			\$7,962	\$0	\$7,962	\$0
Worker's Compensation	70696600-529900	\$77	\$89	\$80	\$54	\$80	\$80
Total Benefits:		\$25,812	\$24,298	\$32,461	\$14,006	\$32,778	\$52,212



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Services							
Maintenance Of General Equip	70696100-534018	\$1,500	\$816	\$1,500	\$0	\$1,500	\$1,500
RI SW Tipping Fees	70696200-530070	\$558,780	\$546,905	\$571,740	\$330,594	\$550,000	\$672,828
Computer/Software Maintenance	70696300-534016	\$3,560	\$120	\$4,678	\$4,156	\$4,500	\$5,713
Advertising	70696300-538012	\$1,000	\$124	\$1,000	\$0	\$1,000	\$1,000
Postage	70696300-538020	\$100	\$0	\$100	\$0	\$100	\$100
General Administration	70696300-538036	\$898	\$927	\$1,079	\$790	\$1,000	\$2,325
Insurance	70696300-560010	\$2,290	\$2,099	\$2,290	\$2,273	\$2,273	\$2,290
Legal Fees - WK Landfill	70696800-530106	\$2,000	\$0	\$2,000	\$0	\$2,000	\$2,000
Consulting Fees - WK Landfill	70696800-530107	\$500	\$0	\$500	\$0	\$500	\$500
Legal Fees - R Hill Landfill	70696800-530108	\$2,000	\$0	\$2,000	\$0	\$2,000	\$2,000
Consulting Fees - R H Landfill	70696800-530109	\$7,500	\$4,221	\$7,500	\$0	\$7,500	\$7,500
Professional Services	70696800-530111	\$2,000	\$0	\$2,000	\$0	\$2,000	\$2,000
Rose Hill Landfill Maintenance	70696800-534036	\$71,748	\$63,567	\$71,748	\$74,562	\$74,200	\$78,000
W. Kingston Landfill Maint	70696800-534038	\$9,000	\$4,750	\$9,000	\$6,300		\$9,000
Debt - Principal	70696800-589010	\$181,321	\$181,321	\$54,000	\$54,000	\$54,000	\$55,000
Debt - Interest	70696800-589012	\$4,903	\$3,725	\$2,797	\$1,082	\$2,797	\$1,133
Total Services:		\$849,100	\$808,575	\$733,932	\$473,758	\$705,370	\$842,889
Capital Outlay							
Non-Major Technology Reserve	70696300-530044	\$772	\$772	\$844	\$0	\$844	\$844
Depreciation	70696400-570902	\$42,000	\$41,050	\$42,975	\$0	\$42,975	\$42,000
Total Capital Outlay:		\$42,772	\$41,822	\$43,819	\$0	\$43,819	\$42,844
Commodities							
General Materials & Supplies	70696300-540010	\$1,400	\$0	\$1,400	\$0	\$1,500	\$1,500
Miscellaneous Expenses	70696600-580100	\$275	\$0	\$275	\$24	\$275	\$275
Total Commodities:		\$1,675	\$0	\$1,675	\$24	\$1,775	\$1,775
Total Expense Objects:		\$1,002,971	\$940,182	\$887,262	\$527,225	\$855,575	\$1,036,305

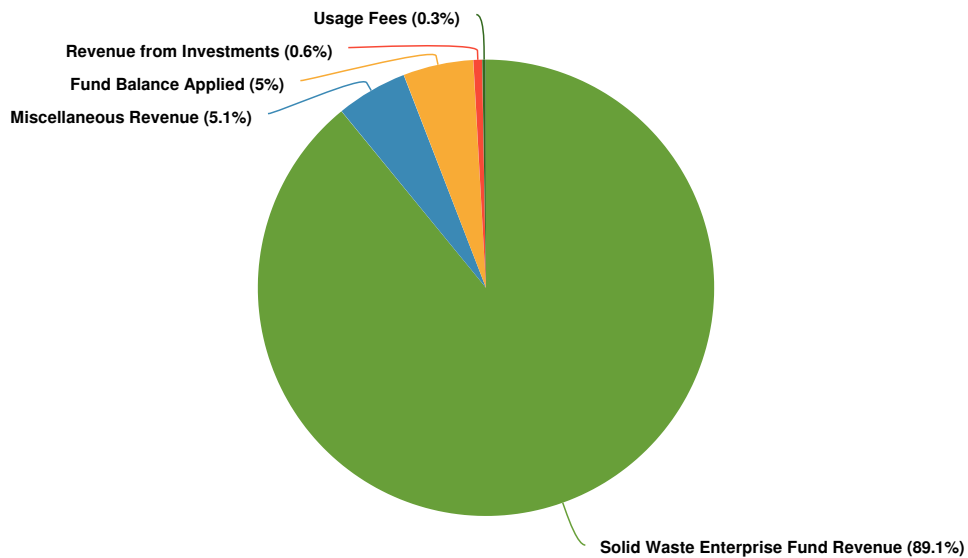


Revenue by Fund

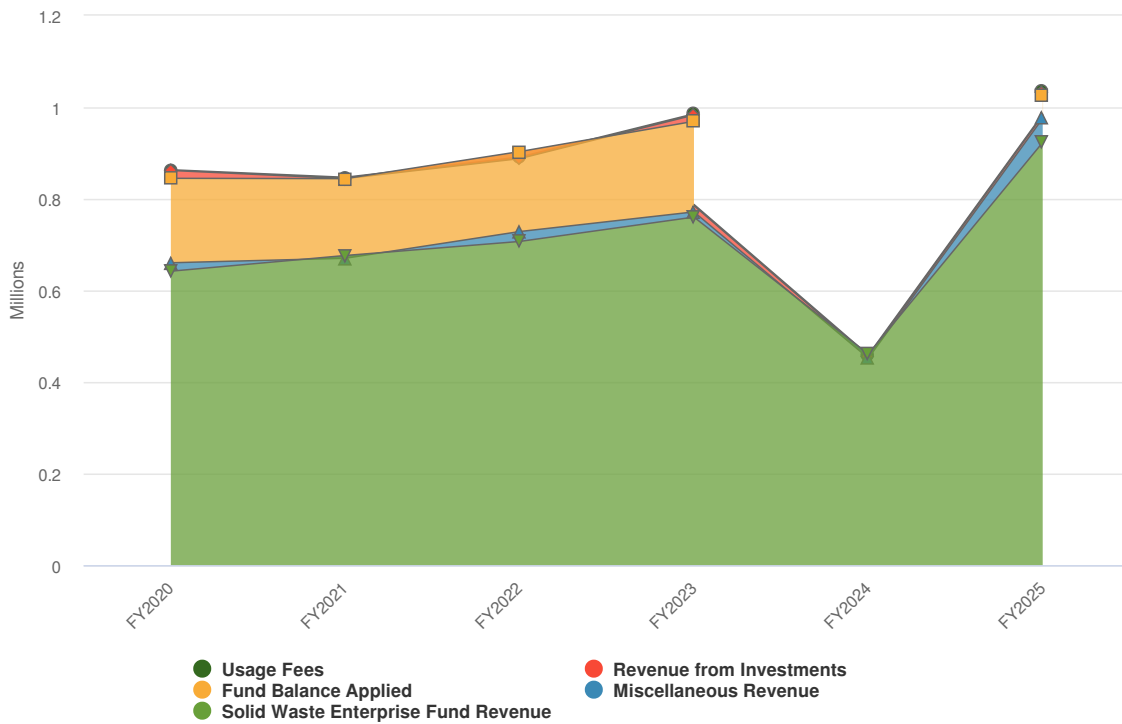
Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Solid Waste Enterprise Fund							
Solid Waste Enterprise Fund Revenue		\$801,580	\$760,083	\$853,950	\$460,904	\$839,500	\$923,203
Usage Fees		\$0	\$2,639	\$0	\$2,739	\$2,739	\$2,670
Revenue from Investments		\$5,150	\$13,688	\$5,150	\$4,301	\$6,500	\$6,500
Miscellaneous Revenue		\$20,200	\$11,366	\$20,200	-\$8,978		\$52,360
Fund Balance Applied		\$176,041	\$197,854	\$7,962	\$0	\$26,000	\$51,572
Total Solid Waste Enterprise Fund:		\$1,002,971	\$985,630	\$887,262	\$458,967	\$874,739	\$1,036,305

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue Source							
Solid Waste Enterprise Fund Revenue							
Transfer Station Rental - SK	70696000-431125	\$158,100	\$119,489	\$173,969	\$57,181	\$158,000	\$157,875
Hauling Licenses	70696000-440550	\$11,000	\$9,000	\$11,000	\$8,000	\$8,000	\$9,000
Metered Tonnage	70696000-440555	\$558,780	\$554,918	\$595,281	\$356,173	\$595,000	\$672,828
Residential Stickers/Tag Sales	70696000-440560	\$72,500	\$72,500	\$72,500	\$37,501	\$75,000	\$80,000
RIRRC Recycling Revenue Reimb.	70696000-470070	\$0	\$1,447			\$1,500	\$1,500
Textiles Revenue (Big Sisters)	70696000-470090	\$1,200	\$2,730	\$1,200	\$2,049	\$2,000	\$2,000
Total Solid Waste Enterprise Fund Revenue:		\$801,580	\$760,083	\$853,950	\$460,904	\$839,500	\$923,203
Usage Fees							
University Of R I Cost Share	70696000-418011	\$0	\$128	\$0	\$170	\$170	\$170
Narragansett Cost Share	70696000-418013	\$0	\$2,511	\$0	\$2,569	\$2,569	\$2,500
Total Usage Fees:		\$0	\$2,639	\$0	\$2,739	\$2,739	\$2,670



Name	ERP Code	FY2023 Adopted	FY2023 Actual	FY2024 Adopted	FY2024 Actual	FY2024 Projected	FY2025 Budgeted
Revenue from Investments							
Investment Income	70696000-460010	\$5,150	\$1,496	\$5,150	\$1,194	\$1,500	\$1,500
GASB 31 Change	70696000-460500	\$0	\$12,193	\$0	\$3,107	\$5,000	\$5,000
Total Revenue from Investments:		\$5,150	\$13,688	\$5,150	\$4,301	\$6,500	\$6,500
Miscellaneous Revenue							
Miscellaneous Revenue	70696000-470010	\$20,200	\$11,366	\$20,200	-\$8,978		\$52,360
Total Miscellaneous Revenue:		\$20,200	\$11,366	\$20,200	-\$8,978		\$52,360
Fund Balance Applied							
Net Assets Forward To Ops	70696000-499050	\$176,041	\$197,854	\$7,962	\$0	\$26,000	\$51,572
Total Fund Balance Applied:		\$176,041	\$197,854	\$7,962	\$0	\$26,000	\$51,572
Total Revenue Source:		\$1,002,971	\$985,630	\$887,262	\$458,967	\$874,739	\$1,036,305



School Operating Fund

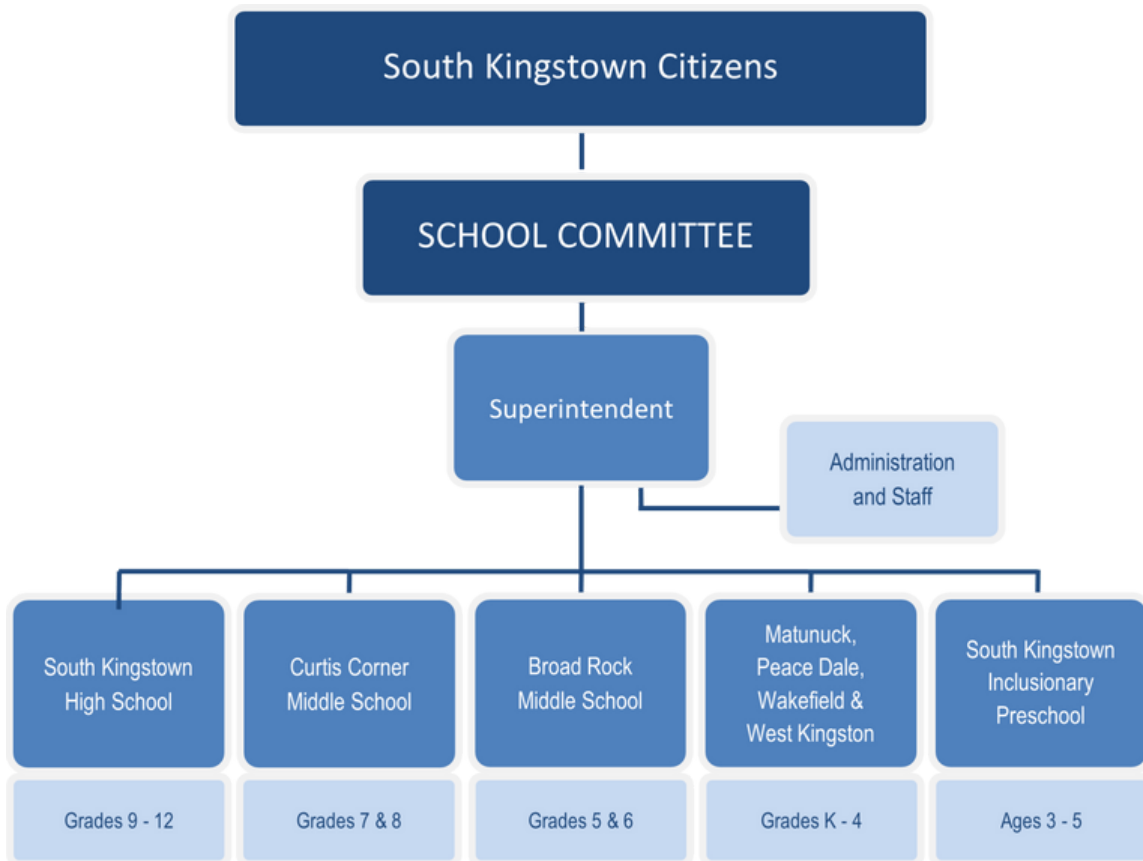
Robert Littlefield
Interim Superintendent

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 2024-2025 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



Budget Narrative

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.

The FY25 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.

Full Time Employee Equivalent	FY 2021-2022 Actual	FY 2022-2023 Actual	FY 2023-2024 Budget	FY 2023-2024 Projected	FY 2024-2025 Anticipated
South Kingstown School Department	453.1	427.6	401.7	395.2	38



Local Property Tax Transfers - Hisotry

Fiscal Year	Property Tax	% Increase / Prior Year
FY 2024-2025 (Town Manager Proposed)	\$55,994,773	0.00%
FY 2024-2025 (School Committee Proposed)	\$55,994,773	0.00%
FY 2023-2024	\$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%

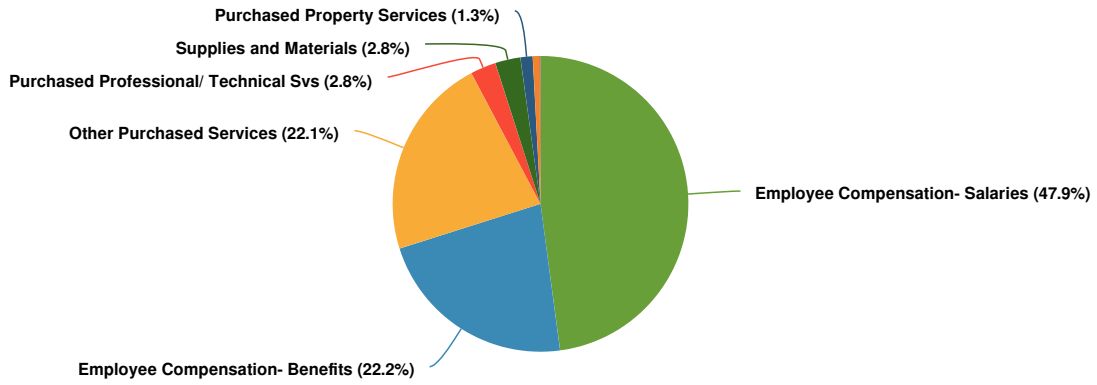
Expenditures by Fund

Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
School Fund					
Employee Compensation- Salaries		\$32,363,558	\$31,615,844		\$29,993,989
Employee Compensation- Benefits		\$14,093,566	\$14,018,428	\$0	\$13,927,116
Purchased Professional/ Technical Svs		\$1,431,948	\$1,883,494		\$1,759,231
Purchased Property Services		\$808,497	\$830,424	\$0	\$831,451
Other Purchased Services		\$11,482,461	\$12,378,289		\$13,861,843
Supplies and Materials		\$1,653,523	\$1,635,117		\$1,737,855
Property/ Capital Projects and Purchases		\$68,126	\$202,198		\$451,721
Debt Service/ Misc Expenditures		\$73,660	\$71,885		\$72,474
Total School Fund:		\$61,975,339	\$62,635,680	\$0	\$62,635,680

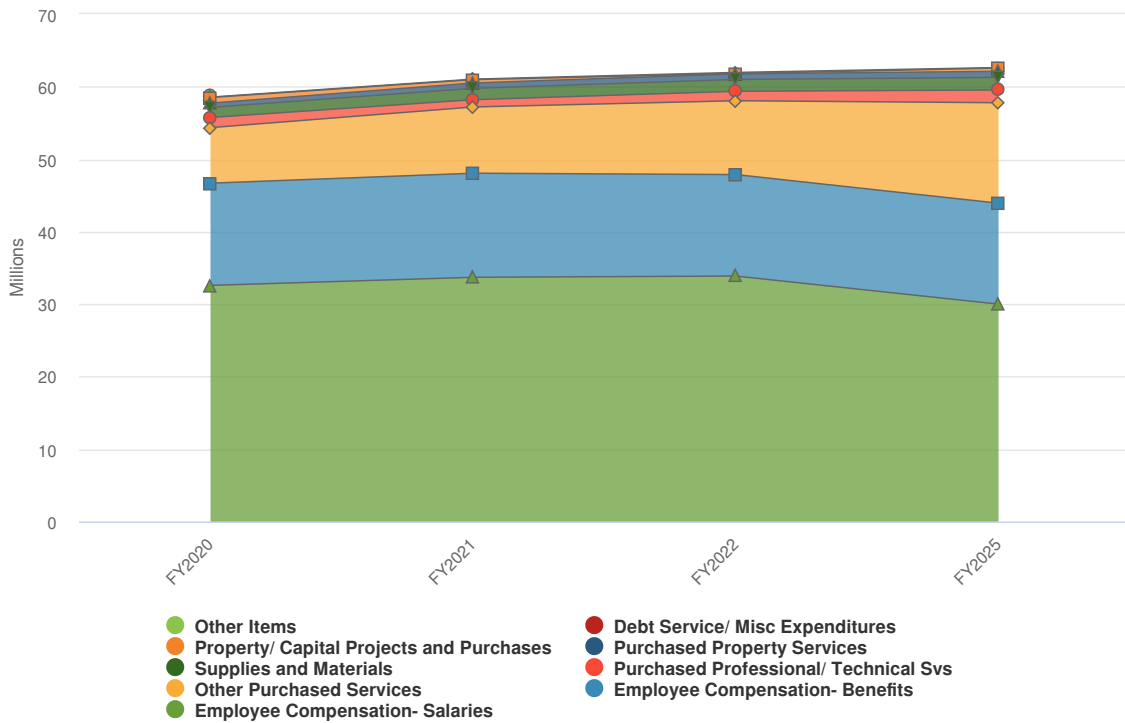


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Expense Objects					
Employee Compensation- Salaries					
Salaries	011098-51110	\$30,139,609	\$29,557,466		\$28,276,462
Professional Day	011098-51113	\$733,392	\$459,489		\$435,900
Substitute Salary	011098-51115	\$442,806	\$506,000		\$428,500
Dept Head/District Supervisor	011098-51132	\$160,451	\$152,054		\$135,027
Overtime	011098-51201	\$66,304	\$94,000		\$73,500
Overtime-Snow Removal	011098-51202	\$4,723	\$2,000		\$2,000
Prof Development-District	011098-51303	\$4,860	\$5,000		\$0
Vacation Payoff	011098-51306	\$86,000	\$80,000		\$40,000
After School Program	011098-51308	\$21,015	\$21,015		\$0
Tutors	011098-51309	\$19,900	\$6,000		\$2,000
Severance Pay	011098-51322	\$0	\$35,400		\$0
Teacher Team Payment	011098-51326	\$52,000	\$46,250		\$12,000
Stipend-Other Compensation	011098-51327	\$8,000	\$8,664		\$0
Sick Payoff	011098-51332	\$139,857	\$163,000		\$100,000
Summer Pay	011098-51338	\$88,237	\$110,000		\$145,000
Class Coverage	011098-51339	\$17,264	\$15,000		\$15,000
Stipend-Other	011098-51401	\$44,200	\$27,000		\$47,900
Stipend-Coaches/ExtraCur	011098-51404	\$305,715	\$287,606		\$261,800
Stipend-Sport Official	011098-51406	\$5,225	\$5,500		\$5,500
Mentors	011098-51407	\$24,000	\$34,400		\$13,400
Total Employee Compensation- Salaries:		\$32,363,558	\$31,615,844		\$29,993,989
Employee Compensation- Benefits					
Employee Assistance Program	011098-52902			\$0	\$4,000
Health Insurance	011098-52101	\$5,110,379	\$5,030,381		\$5,297,096
Life Insurance	011098-52102	\$235,175	\$242,000		\$330,000
Dental Insurance	011098-52103	\$300,510	\$283,100		\$263,789
Medical Buyback	011098-52109	\$127,000	\$112,251		\$116,800
Health Insurance-Retiree	011098-52122	\$519,012	\$586,329		\$630,000
Dental Buyback Payments	011098-52123	\$7,208	\$5,690		\$4,510
Dental Insurance-Retiree	011098-52125	\$42,071	\$35,310		\$47,000



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Future Benefits-OPEB	011098-52202	\$60,668	\$60,668		\$0
ERSRI Defined Benefits	011098-52203	\$3,960,212	\$3,819,556		\$3,645,623
MERS Defined Benefits	011098-52208	\$614,426	\$601,712		\$568,706
ERSRI Defined Contribution	011098-52213	\$172,374	\$165,417		\$189,655
MERS Defined Contribution	011098-52218	\$47,670	\$47,436		\$42,780
FICA	011098-52301	\$2,035,865	\$2,012,817		\$1,814,395
Medicare	011098-52302	\$478,018	\$470,738		\$422,762
Unemployment Insurance	011098-52501	\$52,168	\$195,000		\$75,000
Workers Compensation	011098-52710	\$330,810	\$350,023		\$475,000
Total Employee Compensation- Benefits:		\$14,093,566	\$14,018,428	\$0	\$13,927,116
Purchased Professional/ Technical Svs					
Speech Therapist	011098-53202	\$3,500	\$0		\$0
Occupational Therapist	011098-53203	\$3,500	\$2,000		\$1,000
Therapists	011098-53204	\$36,800	\$29,100		\$72,245
Psychologists	011098-53205	\$6,460	\$0		\$0
Audiologists	011098-53206	\$2,530	\$1,500		\$1,500
Interpreters and Translators	011098-53207	\$7,525	\$10,000		\$10,000
Orient/Mobility Specialists	011098-53208	\$56,330	\$26,000		\$20,000
Performing Arts	011098-53210	\$1,700	\$950		\$950
Physical Therapists	011098-53211	\$10,000	\$0		\$0
Evaluations	011098-53213	\$5,000	\$20,000		\$23,100
Tutoring Services	011098-53216	\$0	\$0		\$5,500
Student Assistance	011098-53218	\$50	\$50		\$0
Social Workers	011098-53219	\$61,439	\$61,439		\$0
Other Purch Professional Svs	011098-53220	\$33,000	\$80,000		\$0
Virtual Classroom	011098-53221	\$4,032	\$0		\$0
Web Based Supplemental Programs	011098-53222	\$198,948	\$244,070		\$195,858
Personal Care Attendants	011098-53224	\$110,000	\$132,175		\$155,000



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Professional Develop/Training	011098-53301	\$54,286	\$140,142		\$76,734
Curriculum Development	011098-53302	\$60,112	\$61,900		\$0
Conferences/Workshops/Grant/GF	011098-53303	\$3,000	\$11,720		\$13,360
Auditing/Actuarial Services	011098-53401	\$23,449	\$24,400		\$26,000
Legal Service	011098-53402	\$100,000	\$100,000		\$100,500
Health Service Providers-Students	011098-53403	\$25,000	\$25,000		\$35,000
Other Services	011098-53406	\$3,000	\$3,000		\$13,050
Negotiations/Arbitration	011098-53409	\$20,000	\$20,000		\$20,000
Police and Fire Details	011098-53410	\$6,500	\$6,770		\$5,480
Physicians	011098-53411	\$8,000	\$8,000		\$8,000
Dentist	011098-53412	\$2,500	\$2,500		\$2,500
Medicaid Claims Provider	011098-53414	\$24,000	\$28,400		\$30,400
Sport Officials/Referees	011098-53416	\$61,519	\$63,364		\$52,500
Contracted Nursing Services	011098-53417	\$136,022	\$278,420		\$382,588
Data Processing Services	011098-53501	\$95,000	\$93,527		\$95,750
Other Technical Services	011098-53502	\$236,147	\$368,824		\$378,800
Testing	011098-53503	\$6,886	\$17,200		\$12,660
Accreditation	011098-53703	\$11,105	\$0		\$0
Shipping and Postage	011098-53705	\$14,608	\$20,500		\$17,664
Catering	011098-53706	\$0	\$2,543		\$3,092
Total Purchased Professional/ Technical Svcs:		\$1,431,948	\$1,883,494		\$1,759,231
Purchased Property Services					
Rubbish Disposal	011098-54201	\$49,431	\$57,100		\$57,100
Snow Plowing/Removal Services	011098-54202	\$40,000	\$35,750		\$35,750
Groundskeeping Services	011098-54204	\$137,540	\$146,972		\$151,000
Rodent and Pest Control Services	011098-54205	\$5,850	\$7,775		\$7,775



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Cleaning Services	011098-54206	\$1,730	\$4,670		\$2,500
Non Tech Related Maint/Repair	011098-54310	\$30,489	\$21,850		\$21,850
Maint & Repairs-Equip/Furniture	011098-54311	\$52,809	\$62,119		\$60,064
Maint & Repairs-General Svs	011098-54312	\$19,865	\$12,900		\$33,850
Maint & Repairs-Non Stud Transp	011098-54313	\$8,500	\$10,000		\$10,000
Maint & Repairs-Tech Related	011098-54320	\$16,688	\$28,300		\$22,300
Maint & Repairs- Electrical	011098-54321	\$19,950	\$26,750		\$26,750
Maint & Repairs-HVAC	011098-54322	\$54,350	\$60,250		\$48,250
Maint & Repairs-Glass	011098-54323	\$5,000	\$5,000		\$5,000
Maint & Repairs-Plumbing	011098-54324	\$14,500	\$21,250		\$21,250
Maint & Repairs-Vandalism	011098-54325	\$5,000	\$0		\$0
Water	011098-54402	\$46,600	\$42,200		\$42,200
Telephone	011098-54403	\$26,050	\$24,952		\$24,952
Energy Management Svs	011098-54404	\$1,285	\$0		\$0
Sewage	011098-54405	\$19,890	\$21,900		\$21,900
Wireless Communications	011098-54406	\$16,440	\$15,950		\$14,016
Internet Connectivity	011098-54407	\$34,470	\$28,427		\$39,623
Rental of Land/Buildings	011098-54601	\$7,700	\$2,750		\$2,750
Rental of Equipment	011098-54602	\$121,484	\$108,034		\$108,971
Graduation Rentals	011098-54604	\$8,850	\$6,850		\$10,300
Pool Rental	011098-54606	\$2,986	\$2,986		\$3,300
Golf Course Rental	011098-54607	\$1,200	\$1,200		\$1,500
Other Purchased Property Svs	011098-54901	\$37,000	\$24,990		\$25,000
Alarm & Fire Services	011098-54902	\$19,340	\$24,500		\$24,500
Moving and Rigging	011098-54903	\$3,500	\$25,000		\$5,000
Ice Rink Rental	011098-54605			\$0	\$4,000
Total Purchased Property Services:		\$808,497	\$830,424	\$0	\$831,451



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Other Purchased Services					
Student Transp/Other Distr Transp	011098-55110	\$0	\$9,852		\$425,200
Student Transportation Contractors	011098-55111	\$5,098,136	\$5,325,618		\$5,648,528
Property Insurance	011098-55201	\$252,312	\$277,184		\$345,350
Fire Insurance	011098-55203	\$52,000	\$52,000		\$54,000
Fleet/Vehicle Insurance	011098-55206	\$13,000	\$13,000		\$13,650
Advertising	011098-55401	\$951	\$1,200		\$500
Printing	011098-55501	\$4,895	\$4,765		\$2,650
Tuition-Other Districts Within State	011098-55610	\$2,308,490	\$2,539,828		\$2,697,540
Tuition-Private Sources	011098-55630	\$1,579,046	\$1,740,736		\$2,225,500
Tuition-In State Edc Agency	011098-55640	\$36,160	\$38,375		\$0
Tuition-Charter School	011098-55660	\$2,112,560	\$2,352,032		\$2,424,125
Tuition- Other	011098-55690	\$10,000	\$10,000		\$11,000
Non-Teacher Travel	011098-55803	\$3,906	\$8,300		\$9,800
Teacher Travel	011098-55809	\$10,605	\$5,000		\$2,000
Other Travel	011098-55810	\$400	\$400		\$2,000
Total Other Purchased Services:		\$11,482,461	\$12,378,289		\$13,861,843
Supplies and Materials					
General Supplies & Materials	011098-56101	\$184,258	\$182,299		\$266,899
Uniforms/Wearing Apparel Supplies	011098-56112	\$4,800	\$5,400		\$6,075
Graduation Supplies	011098-56113	\$6,821	\$6,689		\$2,397
Medical Supplies	011098-56115	\$19,563	\$23,257		\$18,920
Athletic Supplies	011098-56116	\$16,429	\$22,630		\$25,280
Honors/Awards	011098-56117	\$500	\$4,348		\$797
Natural Gas	011098-56201	\$307,839	\$220,500		\$214,000
Gasoline	011098-56202	\$15,000	\$15,000		\$15,000
Propane	011098-56204	\$0	\$6,850		\$6,850
Vehicle Maint Supplies/Parts	011098-56207	\$1,750	\$1,500		\$1,500
Fuel Oil	011098-56209	\$5,248	\$6,000		\$5,500
Other Supplies	011098-56211	\$9,250	\$27,825		\$27,825



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Paint	011098-56214	\$3,300	\$3,950		\$3,600
Electricity	011098-56215	\$789,467	\$745,000		\$712,000
Lumber and Hardware	011098-56216	\$10,700	\$16,000		\$16,000
Plumbing and Heating Supplies	011098-56217	\$12,000	\$82,110		\$73,109
Electrical Supplies	011098-56218	\$14,550	\$10,250		\$10,250
Custodial Supplies	011098-56219	\$115,828	\$101,011		\$101,943
Materials for Snow and Ice Removal	011098-56220	\$750	\$750		\$750
Lamps and Lights	011098-56221	\$1,400	\$1,400		\$1,400
Textbooks	011098-56401	\$55,708	\$68,569		\$167,729
Library Books	011098-56402	\$13,780	\$22,442		\$11,550
Subscriptions and Periodicals	011098-56404	\$29,224	\$5,883		\$649
Book Repairs	011098-56405	\$0	\$5,000		\$0
Textbooks - Non-Public	011098-56406	\$5,631	\$5,836		\$6,000
Web-based Software/Data/Library	011098-56407	\$15,104	\$19,618		\$13,332
Electronic Textbooks	011098-56409	\$2,530	\$2,000		\$5,500
Textbooks - Dual /Concurrent Enroll	011098-56410	\$3,100	\$3,000		\$3,000
Technology Related Supplies	011098-56501	\$8,992	\$20,000		\$20,000
Total Supplies and Materials:		\$1,653,523	\$1,635,117		\$1,737,855
Property/ Capital Projects and Purchases					
Land Improvements	011098-57102	\$9,000	\$9,000		\$240,000
Building Improvements	011098-57202	\$14,500	\$8,750		\$0
Equipment	011098-57305	\$22,526	\$120,554		\$91,471
Furniture and Fixtures	011098-57306	\$8,100	\$0		\$9,500
Technology-Related Hardware	011098-57309	\$14,000	\$43,945		\$77,049
Technology Software	011098-57311	\$0	\$19,949		\$33,701
Total Property/ Capital Projects and Purchases:		\$68,126	\$202,198		\$451,721



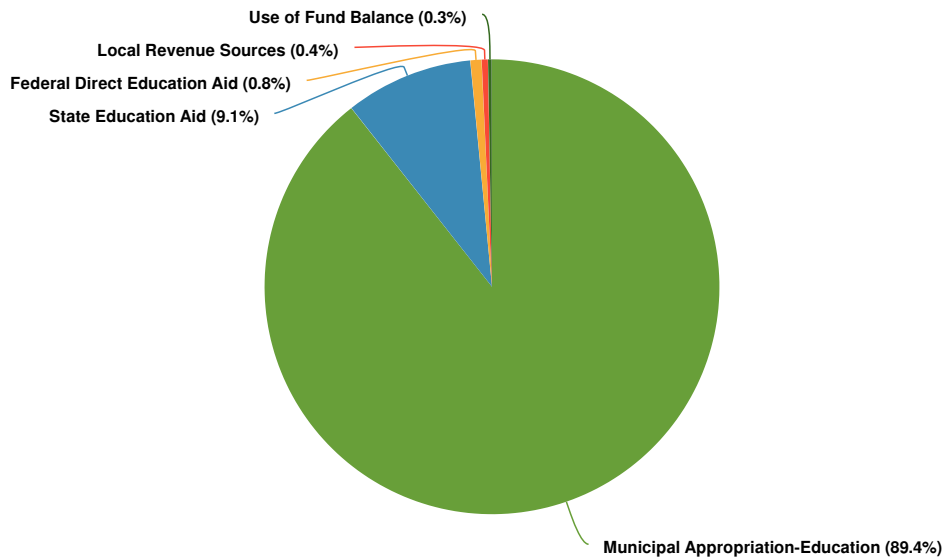
Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2024 Projected	FY2025 Budgeted
Debt Service/ Misc Expenditures					
Professional Organization Fees	011098-58101	\$38,947	\$35,217		\$32,130
Other Dues and Fees	011098-58102	\$34,713	\$36,668		\$40,344
Total Debt Service/ Misc Expenditures:		\$73,660	\$71,885		\$72,474
Total Expense Objects:		\$61,975,339	\$62,635,680	\$0	\$62,635,680

Revenue by Fund

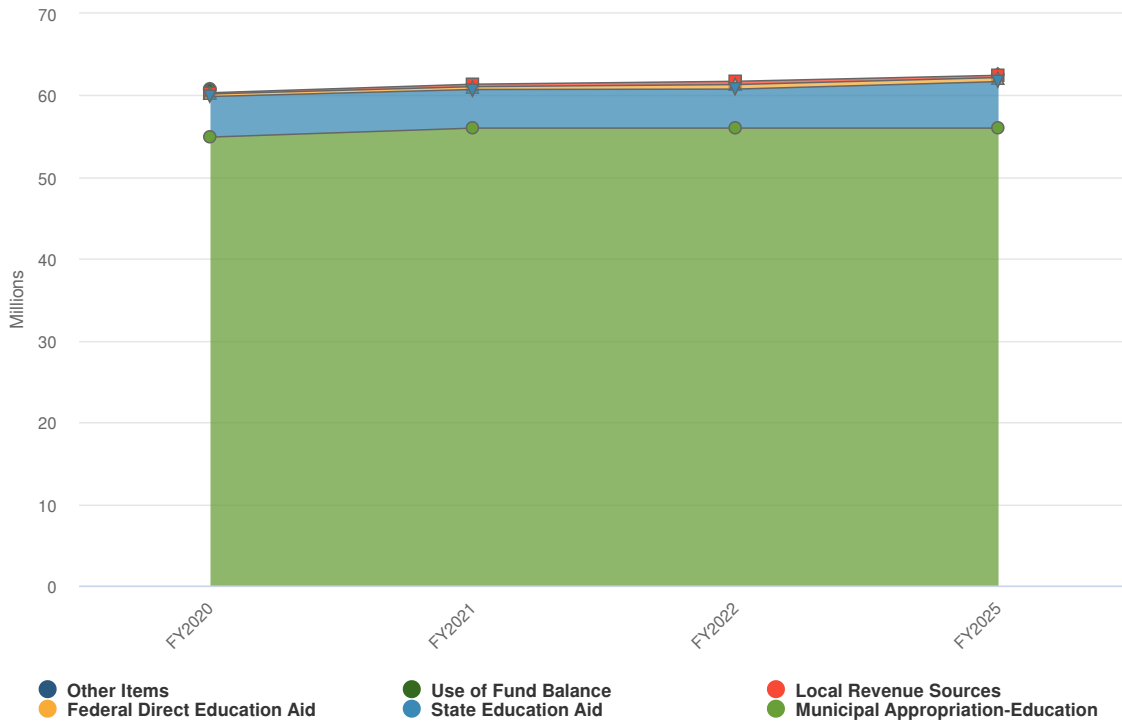
Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2025 Budgeted
School Fund				
Municipal Appropriation-Education		\$55,994,773	\$55,994,773	\$55,994,773
Use of Fund Balance		\$247,927	\$270,400	\$177,016
Local Revenue Sources		\$322,118	\$300,000	\$274,500
State Education Aid		\$5,001,796	\$5,595,507	\$5,689,391
Federal Direct Education Aid		\$408,726	\$475,000	\$500,000
Total School Fund:		\$61,975,340	\$62,635,680	\$62,635,680

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2025 Budgeted
Revenue Source				
Municipal Appropriation-Education				
Local Appropriation for Education	011098-41210	\$55,994,773	\$55,994,773	\$55,994,773
Total Municipal Appropriation-Education:		\$55,994,773	\$55,994,773	\$55,994,773
Use of Fund Balance				
Actual/Budget Use of Fund Balance	011098-41250	\$247,927	\$270,400	\$177,016
Total Use of Fund Balance:		\$247,927	\$270,400	\$177,016
Local Revenue Sources				
Total Tuition Revenue	011098-41310	\$222,118	\$200,000	\$170,000
School Trust Fund Income	011098-41520	\$30,000	\$30,000	\$30,000
Other Rev.-HS Parking Passes	011098-41702	\$70,000	\$70,000	\$72,500
Refund Prior Year	011098-41980	\$0	\$0	\$2,000
Total Local Revenue Sources:		\$322,118	\$300,000	\$274,500
State Education Aid				
Unrestricted State Aid	011098-43101	\$5,001,796	\$5,595,507	\$5,689,391
Total State Education Aid:		\$5,001,796	\$5,595,507	\$5,689,391
Federal Direct Education Aid				
Medicaid Reimbursement	011098-44202	\$408,726	\$475,000	\$500,000



Name	ERP Code	FY2023 Adopted	FY2024 Adopted	FY2025 Budgeted
Total Federal Direct Education Aid:		\$408,726	\$475,000	\$500,000
Total Revenue Source:		\$61,975,340	\$62,635,680	\$62,635,680



DEBT



Government-wide Debt Overview

Objective

This section is intended to provide detailed financial data relative to the town's long-term debt management program. Of particular importance within this analysis is the documentation of the Town's ability to plan for and finance major public improvements in a cost effective manner.

Projected Debt Service Schedules

This section presents detailed financial information relative to existing debt levels and required debt repayment schedules. This element also provides a narrative description of non-property tax revenues that offset a portion of debt service costs. To provide context to this discussion, additional information relative to credit industry benchmarks associated with prudent debt program management practices are also presented.

This element also presents projected debt repayment schedules in order to clearly document the financial impact that implementation of the proposed Capital Improvement Program will have on the debt service payments, debt levels, and the relationship of debt to the municipal property tax rate, tax base, and the community's per capita income and population.

Long Term Financial Program

This section provides a six-year summary of all proposed major capital projects and programs. This presentation identifies estimated program costs, sources of revenue, and a bonding schedule to meet these planned expenditures.

Fair Share Development Fees

The fourth element of the CIP's *Long Term Debt Management* section is a detailed discussion of the proposed funding levels for Fair Share Development Fees. Annual review and adoption of a Fair Share Development Fees Schedule is a required component of the Capital Improvement Program's development and adoption process. It is noted that the proposed CIP includes the continued suspension of Education-Related Fair Share Fees (suspension in effect since July 1, 2017). The collection of Recreational and Open Space Fair Share Fees is proposed to continue for the duration of the CIP six-year period. The first element of the Capital Improvement Program's *Long Term Debt Management* section is a presentation and financial analysis of historical, current, and projected indebtedness related to the CIP. This section provides data through several detailed charts and graphs.

General Fund Unassigned Fund Balance

This section provides a summary of the Town's Unassigned Fund Balance, as of the most recently released Audited Financial Statement, which was as of June 30, 2023. This section also projects future Unassigned Fund Balance amounts, based on usage and projected year-end results.

Future Use of Real Estate Conveyance Fee Income

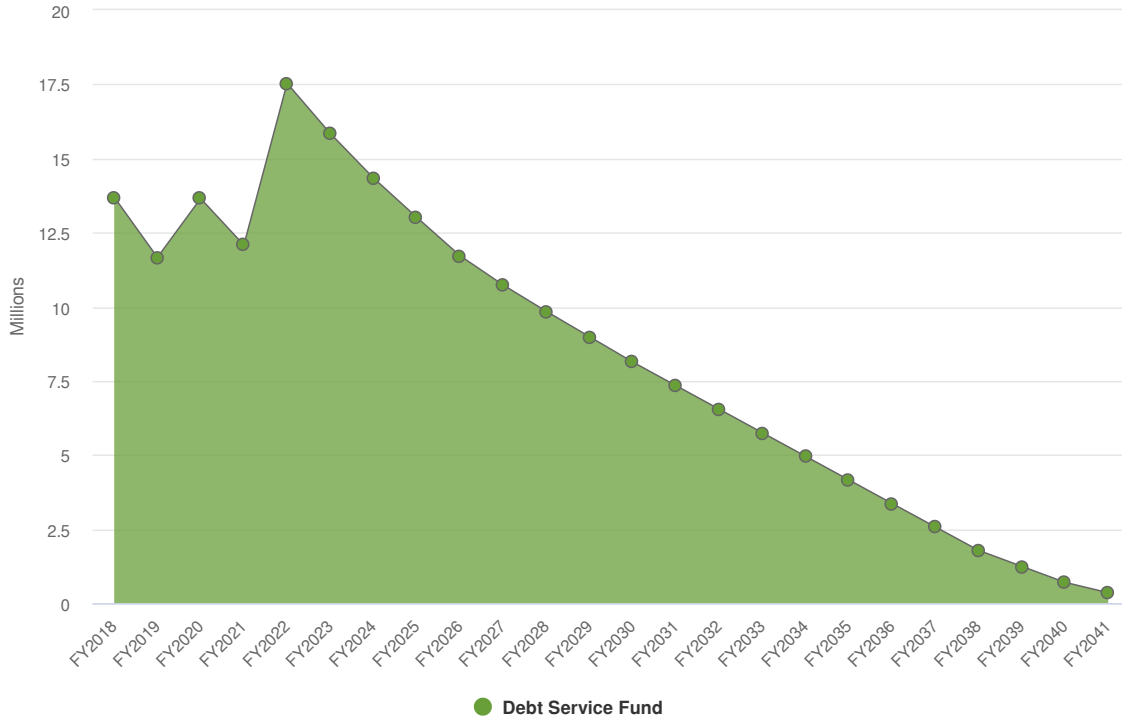
This section projects out the funding levels of Open Space Acquisitions, Affordable Housing & Village Infrastructure from annual allocations from the Real Estate Conveyance Fee Income collected on an annual basis. The projections for Open Space, Affordable Housing & Village Infrastructure run concurrently with the Town's annual 6-year capital improvement plan.



The chart below documents the Town's bonded debt level from FY 2018 through FY 2041. The Town's debt level was reported at \$13,694,638 on June 30, 2018, while as of the close of the current fiscal year or June 30, 2024 the Town's bonded debt level will rise to \$14,339,000, an increase of \$644,362, or 4.71% from the FY 2017-2018 level. This was due to the \$7,015,000 Town & Guild debt issuance on March 3, 2022.

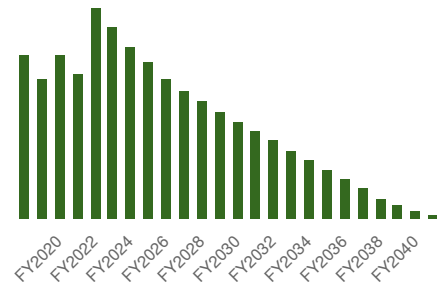
The chart below also documents the Town's projected bonded debt level through FY 2041, which is when all current debt of the Town will be repaid in full. This chart documents only existing municipal bonded debt, should no additional debt be incurred during this timeframe. Over the next six years, \$6,209,000 equating to 43.30% of the Town's bonded debt will be retired by June 30, 2030. The Town's outstanding debt as of June 30, 2030, assuming no additional debt is incurred, is estimated at \$8,130,000.

Debt by Fund



	FY2024	FY2025	% Change
All Funds	Outstanding Debt Bal.	Outstanding Debt Bal.	
Debt Service Fund	\$14,339,000	\$13,014,000	-9.2%
Total All Funds:	\$14,339,000	\$13,014,000	-9.2%

Debt Service Fund



	FY2024	FY2025	% Change
Debt Service Fund	Outstanding Debt Bal.	Outstanding Debt Bal.	
Debt Service Fund	\$14,339,000	\$13,014,000	-9.2%
Total Debt Service Fund:	\$14,339,000	\$13,014,000	-9.2%

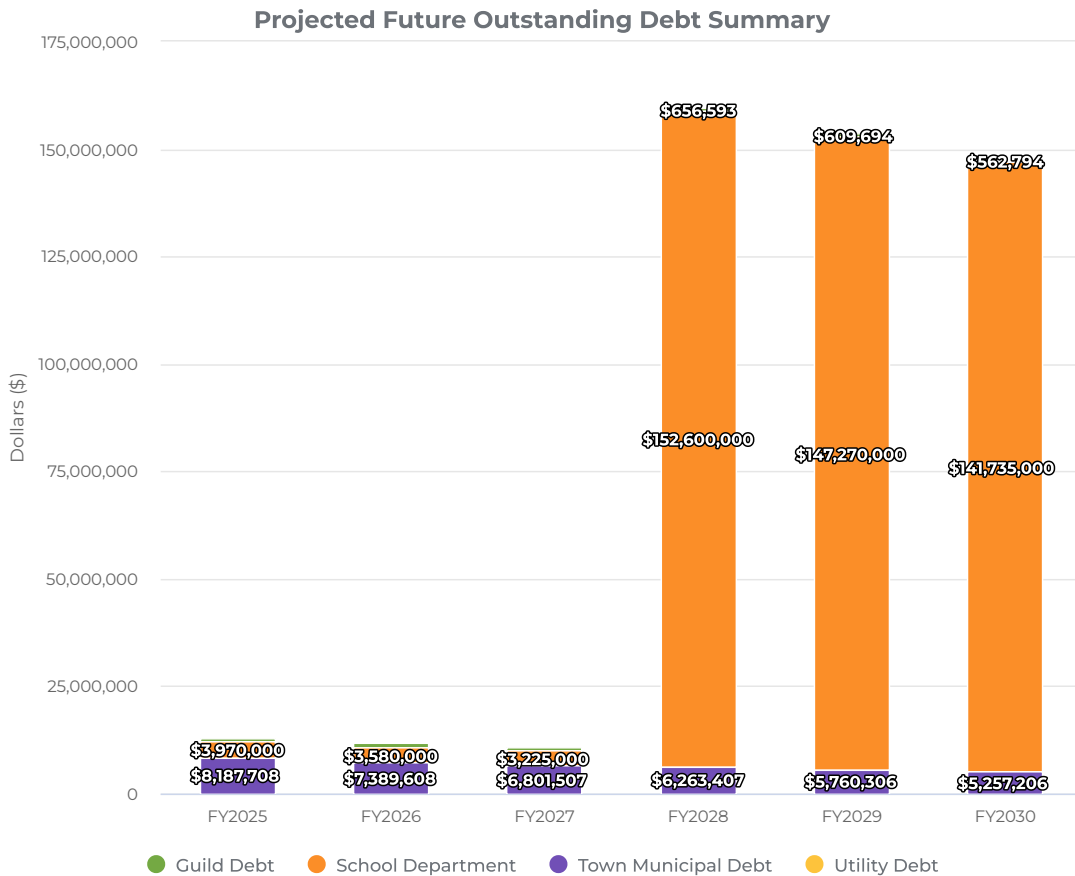


Projected Bonded Debt Level - Proposed Future Debt

While the graphs above shows the projected debt level if no additional bonding were to occur, the proposed six-year FY 2024-2025 through FY 2029-2030 CIP includes several projects that will require the issuance of General Obligation Bonds. In FY 2027-2028, the Town anticipates issuing \$150,000,000 for school related projects for the construction of a new high school and athletic fields, that may occur, pending approval by the School Committee and Town Council and voter approval from a referendum question. The 6-year term of the CIP is planned as follows:

Future Bonding Sale Schedule	Bond Value	Referendum
New High School & Athletic Fields	\$149,680,000	TBD
State Pay-Go Funding	\$8,320,000	
Total FY 2027-2028	\$158,000,000	
Total New Debt	\$158,000,000	

Implementation of the proposed FY 2024-2025 through FY 2029-2030 Capital Improvement Program will require the Town to incur an additional \$150,000,000 in long-term general obligation bonds over the next six years, if approved by the voters. During this term, the Town's Projected Bonded Debt Level is expected to increase. The town plans to incur new debt as proposed in this document provided the voters approve a referendum question requesting authorization to potentially fund \$150 million dollars of school facility improvements. The Town's projected outstanding debt level as of June 30, 2030, would be \$147,555,000 which equates to \$133,216,000 more than the debt level as of June 30, 2024.



Detailed Bonded Debt Level

The debt level schedules presented on the following pages provide an additional level of detail specific to the information discussed above.

- **Outstanding Debt Level:** The first of the three schedules, shown documents the projected municipal debt levels, should no additional bonds be issued subsequent to June 30, 2024.
- **Future Debt Loading:** The second of the three schedules, projects the Town issuing \$150 million projected for fiscal year 2027-2028. Included within the projected school bond issuance is an estimated pay-as-you-go funding from the State totaling \$8.3 million. The school facilities improvements are contingent upon voter approval of a School Committee and RIDE approved long-term project that potentially authorizes \$150 million at a date to be determined by the Town Council.
- **All Municipal Debt Level Summary:** The third of the three schedules, provides a proposed combined Debt Level Summary that includes both the Outstanding Debt Level and Future Debt Loading.



Summary of Changes, 6-Year Capital Improvement Plan

OUTSTANDING DEBT LEVEL						
Bond Name	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Town Debt						
Town Bond 2015	\$305,000	\$50,000	\$0	\$0	\$0	\$0
Town Bond 2017	\$2,625,000	\$2,420,000	\$2,220,000	\$2,020,000	\$1,820,000	\$1,620,000
Town Bond 2017	\$105,000	\$70,000	\$35,000	\$0	\$0	\$0
Town Bond 2022	\$5,152,708	\$4,849,608	\$4,546,507	\$4,243,407	\$3,940,306	\$3,637,206
Subtotal Town Debt	\$8,187,708	\$7,389,608	\$6,801,507	\$6,263,407	\$5,760,306	\$5,257,206
School Debt						
School Bond 2009	\$300,000	\$240,000	\$180,000	\$120,000	\$60,000	\$0
School Bond 2015	\$135,000	\$50,000	\$0	\$0	\$0	\$0
School Bond 2017	\$630,000	\$580,000	\$530,000	\$480,000	\$430,000	\$380,000
School Bond 2020	\$2,905,000	\$2,710,000	\$2,515,000	\$2,320,000	\$2,125,000	\$1,930,000
Subtotal School Debt	\$3,970,000	\$3,580,000	\$3,225,000	\$2,920,000	\$2,615,000	\$2,310,000
Guild Debt						
Guild Bond 2022	\$797,292	\$750,392	\$703,493	\$656,593	\$609,694	\$562,794
Subtotal Guild Debt	\$797,292	\$750,392	\$703,493	\$656,593	\$609,694	\$562,794
Solid Waste Debt						
W.K. Superfund	\$59,000	\$0	\$0	\$0	\$0	\$0
Subtotal Solid Waste Debt	\$59,000	\$0	\$0	\$0	\$0	\$0
Total Municipal Debt	\$13,014,000	\$11,720,000	\$10,730,000	\$9,840,000	\$8,985,000	\$8,130,000
General Fund Debt	\$12,157,708	\$10,969,608	\$10,026,507	\$9,183,407	\$8,375,306	\$7,567,206



Projected Outstanding Debt Level - W/ Proposed Future Debt

PROJECTED OUTSTANDING DEBT LEVEL - WITH PROPOSED FUTURE DEBT						
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
School Related G. O. Bonds						
School Building Improvements						
Referendum TBD	\$0	\$0	\$0	\$149,680,000	\$144,655,000	\$139,425,000
Subtotal Planned School Debt	\$0	\$0	\$0	\$149,680,000	\$144,655,000	\$139,425,000
Total Planned Future Debt	\$0	\$0	\$0	\$149,680,000	\$144,655,000	\$139,425,000
Existing Bonded Debt Level	\$0	\$0	\$0	\$0	\$0	\$0
PROJECTED BONDED DEBT	\$0	\$0	\$0	\$149,680,000	\$144,655,000	\$139,425,000
BONDS ISSUED						
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Proposed New Guild Debt	\$0	\$0	\$0	\$0	\$0	\$0
Proposed New Municipal Debt	\$0	\$0	\$0	\$0	\$0	\$0
Proposed New School Debt	\$0	\$0	\$0	\$149,680,000	\$144,655,000	\$139,425,000
Existing Overall Debt	\$13,014,000	\$11,720,000	\$10,730,000	\$9,840,000	\$8,985,000	\$8,130,000
Projected Combined Debt	\$13,014,000	\$11,720,000	\$10,730,000	\$159,520,000	\$153,640,000	\$147,555,000



Projected Debt Service Schedule (Including Proposed Future Debt)

ALL MUNICIPAL DEBT SERVICE PROGRAM FY 2023-2024 THROUGH FY 2029-2030							
Debt Service Function	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
Existing Municipal Debt Service							
School Debt Service	\$648,130	\$559,676	\$518,926	\$470,481	\$407,763	\$396,138	\$384,450
Town Debt Service	1,188,333	1,082,873	1,044,980	812,221	743,832	691,814	674,940
Guild Debt Service	76,423	74,521	73,164	71,288	69,412	67,536	65,659
Water Debt Service	0	0	0	0	0	0	0
Wastewater Debt Service	30,315	0	0	0	0	0	0
Solid Waste Debt Service	56,797	56,722	59,589	0	0	0	0
Subtotal Municipal Debt Service	\$1,999,998	\$1,773,792	\$1,696,659	\$1,353,990	\$1,221,007	\$1,155,488	\$1,125,049
Proposed New Debt Issues							
New School Debt \$150M/20 Yrs.	\$0	\$0	\$1,225,000	\$2,550,000	\$3,742,000	\$11,012,200	\$11,016,200
Subtotal Planned New Debt Service	\$0	\$0	\$1,225,000	\$2,550,000	\$3,742,000	\$11,012,200	\$11,016,200
Total Debt Service	\$1,999,998	\$1,773,792	\$2,921,659	\$3,903,990	\$4,963,007	\$12,167,688	\$12,141,249
Town and School Debt Service	\$1,836,463	\$1,642,549	\$2,788,906	\$3,832,702	\$4,893,595	\$12,100,152	\$12,075,590
Less Other Income							
School Housing Aid	\$202,507	\$187,319	\$173,270	\$160,275	\$148,254	\$3,743,631	\$3,743,656
Neighborhood Guild Trust Fund	76,423	74,521	73,164	71,288	69,412	67,536	65,659
Recreation Fair Share Development Fees	66,047	33,970	32,735	31,895	31,056	30,217	29,377
Real Estate Conveyance Tax	236,704	208,088	205,288	35,788	0	0	0
Planned Use of Debt Service Fund Balance	150,000	0	200,000	100,000	100,000	1,954,066	0
Total Third Party Revenue	\$731,681	\$503,898	\$684,457	\$399,246	\$348,722	\$5,795,450	\$3,838,692
Total Property Tax Need	\$1,104,782	\$1,138,651	\$2,104,449	\$3,433,456	\$4,544,873	\$6,304,702	\$8,236,898



Long Term Financial Program

Third Party Revenue Sources

The development of the proposed debt loading structure is based on a detailed review of individual project urgency, municipal borrowing capacity, and an evaluation of non-property tax financial resources. A critical consideration in the development of the debt schedule is the identification of third-party revenue sources. Without these non-property tax-generated revenues, the planned debt-loading schedule may need to be restructured. A summary of the third-party revenues considered for incorporation into the debt schedule, and those currently in use to pay down debt service costs, is presented below.

State School Housing Aid

The State, by statute, reimburses a municipality for 30% of the principal and interest costs associated with the borrowing of funds for the renovation, construction, or expansion of school facilities for all bonds issued prior to July 1, 2010. The current minimum state share ratio for Housing Aid, established in 2012, is 35% of all approved projects and borrowing costs incurred after 2010. The School Department has Rhode Island Department of Education (RIDE) approval for projects referenced for completion during the first year of the CIP. All projects scheduled in the final five years of the six-year program will be required to obtain RIDE authorization to be eligible for State School Housing Aid. Should RIDE revise eligibility guidelines or reduce funding share ratios, reevaluation of the presented School Facilities Improvement Plan will be required. As of the development of this document, the School Department has not submitted a Stage 1 – Preliminary Approval of a School Facilities Project Application. For illustrative purposes, all revenue and expenses for major facilities improvements are based on estimates provided by the School Department at dates to be determined. Also, the funding share ratio approved by RIDE is assumed to be 35% when calculating reimbursement for future school construction projects.

Fair Share Development Fees:

Fair Share Development Fees are collected on new residential construction and are incorporated into the proposed debt service schedule. These funds are used to lessen the impact of debt service payments on the property tax rate.

There are two specific and independent purposes for the collection of Fair Share Development Fees:

- **Educational:** These fees are used to offset debt service requirements related to the cost of school facilities expansion necessary to meet the needs of new residents.
- **Recreational:** These fees are used for meeting municipal costs associated with the purchase and development of new recreational facilities, or the expansion of existing facilities.

Fair Share Development Fees are assessed for all new residential construction within Town, with fees paid at the time a certificate of occupancy is issued. The Fair Share Development Fee Program's Projected Unassigned Fund Balance Value and Projected Fee Use Schedules are presented below:

Fair Share Fees - School Related	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Fund Balance June 30th	\$0	\$0	\$0	\$0	\$0	\$0
School Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Unassigned Fund Balance June 30th	\$0	\$0	\$0	\$0	\$0	\$0

Fair Share Fees - Recreation Related	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Fund Balance June 30th	\$934,514	\$1,057,935	\$1,184,479	\$1,313,775	\$1,445,844	\$1,580,710
Annual Income	\$157,391	\$159,280	\$161,191	\$163,125	\$165,083	\$167,064
Recreation Improv. Future Debt	(\$33,970)	(\$32,735)	(\$31,895)	(\$31,056)	(\$30,217)	(\$29,377)
Existing Rec Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Unassigned Fund Balance	\$1,057,935	\$1,184,479	\$1,313,775	\$1,445,844	\$1,580,710	\$1,718,396

It is noted that in FY 2019-2020, all bonded indebtedness related payments associated with the construction and equipping of Broad Rock Middle School were completed. Funds on hand as of the close of FY 2016-2017 in the Education related Fair Share Fee Program were sufficient to meet all future debt service requirements associated with from construction of the Broad Rock Middle School; therefore, the collection of education-related fair share fees was suspended effective July 1, 2017. Continued suspension is proposed for the 2024-2025 fiscal year.

As a result of the bonded debt issued in 2021, associated with the construction of restroom and concession stand facilities at Old Mountain Field and improvements at Marina Park, we are proposing the continuation of Fair Share Recreation Fees for the entire six-year CIP period. However, our projected balances may warrant a downward adjustment of the fee rate, which is revisited each year.



Neighborhood Guild Reinvested Income

The Trustees of the South Kingstown School Trust Funds also manage a Trust Fund for the operation, maintenance, and expansion of the Neighborhood Guild. The market value of the funds held in trust for the Guild as of June 30, 2023, was \$18,756,566. Income from this Trust Fund in the amount of \$456,500 was forwarded to the Neighborhood Guild Special Revenue Fund for FY 2022-2023 in order to offset operational and maintenance costs of this recreational facility. All income generated in excess of these cost centers is held in a separate account entitled Neighborhood Guild Reinvested Income Account, which is to be used for program or facility improvements. As of June 30, 2023, this fund had assets of \$915,657. Annual debt service payments associated with the fiscal year 2022 debt issuance of \$940,000 will also be reimbursed with Neighborhood Guild Reinvested Income.

Diane Drive Wastewater Expansion

In 2003, the Town Council authorized the construction of sewers in the Diane Drive area, including Berth and Altin Avenues. The total project cost was \$552,530, including road repaving (\$100,799) to be paid from public funding sources. The remaining \$451,731 is the responsibility of property owners serviced by the sewer system expansion. A lien of \$18,069 was assessed against each of the twenty-five property owners receiving sewer service from this project; of the original 25 assessments, twenty-one have been paid in full. The four remaining assessments have an outstanding balance of \$4,960 as of June 30, 2023.

Real Estate Conveyance Tax Program

Through the Statewide Real Estate Conveyance Tax Program, a tax is levied on sales of all real estate. The tax rate is \$4.60 per \$1,000 of the purchase price. The tax is collected at the time a deed is recorded. Under state law, the Town remits 52.17% of the tax revenues received to the State; the Town of retains 47.83% or \$2.20 per \$1,000 to support local government programs.

Since 1998, the Town Council's policy has been to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2023, will be \$845,036.

Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (the 77.3% above the 1998 basis) be evenly divided between the Open Space Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue above the 1998 basis.

Second, a reduction in the 22.7% of new funds previously committed to the undesignated fund balance each year; Also, the establishment of a new fund – the Village Infrastructure Fund – to support matching grants for infrastructure projects proposed by citizens and civic organizations that otherwise meet the requirements of the Town Capital budget program. We are proposing that the Village Infrastructure Fund be capitalized with ten thousand dollars in each of the next six years.

Superfund Program Reimbursement

Debt service payments related to the Rose Hill Landfill Remediation Program (\$2 million borrowed in 2002) and the Plains Road Town Dump/URI Superfund Site (\$950,000 borrowed in 2005) shall be paid from income held in the Superfund Capital Reserve Fund.

Impact of Non-Property Revenues on Long Term Municipal Borrowing

This CIP assumes a decline in state general grants, particularly with regard to school housing aid. The continuing decline in general assistance from the state will increase the Town's need to borrow for capital improvements because property tax revenue must increasingly be dedicated to school operational programs. It is noted the CIP assumes 35% state reimbursement on school facility construction, which will reduce the cost of borrowing for school facilities.

Debt-Related Property Tax Burden

Over the next six-year CIP term, the projected debt-related property tax rate for Municipal and School Related Debt Service is forecasted to increase from \$0.21 per thousand dollars of assessed valuation in FY 2024-2025 to \$1.14 in FY 2029-2030.

Increase in Property Tax Burden for Average Household

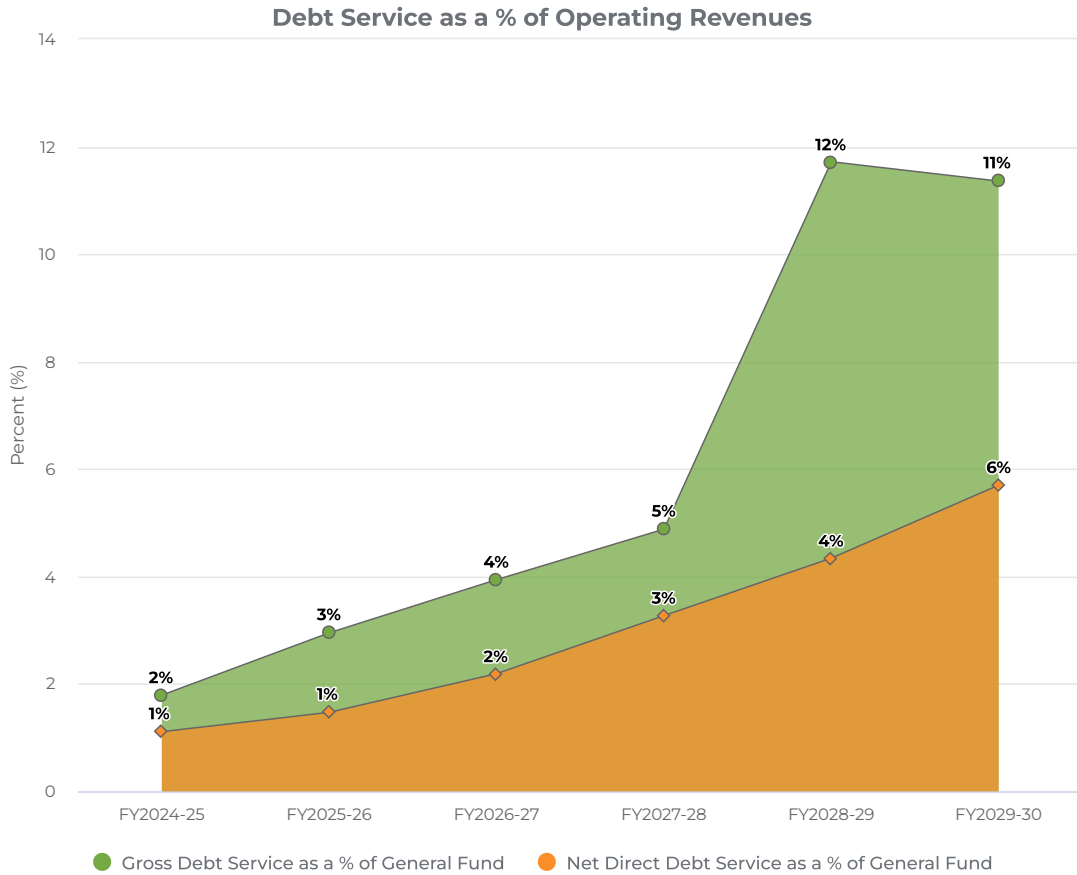
Based upon the average assessment of a single family home in South Kingstown, the property tax burden required to service all municipal debt payments is projected to increase for the average household from \$80 in FY 2024-2025 to \$485 in FY 2029-2030.



Long Term Financial Program

Debt Service, as a Percentage of Operating Revenues

South Kingstown's gross debt service payment is 2.06% of the Town's FY 2023-2024 General Fund Budget Program. This percentage is projected to increase to 11.72% in FY 2028-2029, the planned issuance date of the proposed school facilities bond, should it be approved by voters. This amount would then begin to come down, as it is projected to be 11.36% in FY 2029-2030. The chart below illustrates the projected value of municipal and school related debt service as a percentage of the Town's General Fund over the next six-year term of the FY 2024-2025 through FY 2029-2030 proposed Capital Improvement Program.



General Fund Unassigned Fund Balance

General Fund Unassigned Fund Balance vs. General Fund Operating Revenues or Expenditures

The General Fund closed the 2021-2022 fiscal year with an unaudited Unassigned Fund Balance of \$15,639,093 or 17.89% of the Adopted General Fund Budget for FY 2022-2023. The Governmental Finance Officers Association (GFOA) in October 2009 issued a Best Practices memorandum entitled *Appropriate Level of Unassigned Fund Balance in the General Fund* that states in part:

“GFOA recommends, at minimum, that general-purpose governments, regardless of size, maintain an unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures (16.67%).”

To meet this best management guideline, an unrestricted fund balance of \$14,843,739 would be necessary as of June 30, 2023. The value of a municipality's unassigned fund balance is a key indicator used by rating agencies in evaluating the financial status of a community. Presented below is a table detailing the value of the General Fund's Unassigned Fund Balance (UFB) as of June 30, 2021, June 30, 2022, as of June 30, 2023, and as of June 30, 2024.

Unassigned Fund Balance June 30, 2021	\$15,779,271
Fund Balance as a % of FY 2021-2022 Budget	18.15%
FY 2021-2022 Estimated Operating Surplus	(\$361,061)
Funds Forwarded to Finance Operations	\$220,883
Unassigned Fund Balance June 30, 2022	\$15,639,093
Fund Balance as a % of FY 2022-2023 Budget	17.89%
FY 2022-2023 Estimated Operating Surplus	\$1,100,000
Funds Forwarded to Finance Operations	(\$1,043,608)
Audited Unassigned Fund Balance June 30, 2023	\$16,050,489
Estimated Fund Balance as a % of FY 2023-2024 Budget	18.03%
FY 2023-2024 Estimated Operating Surplus	\$0
Funds Forwarded to Finance Operations	(\$1,193,608)
Est. Unaudited Unassigned Fund Balance June 30, 2024	\$14,856,881
Estimated Fund Balance as a % of FY 2023-2024 Budget	16.36%

Aa1 Bond Rating

The Town of South Kingstown is one of only five municipalities in the State of Rhode Island with an Aa1 Bond Rating.



Fair Share Development Fees

The final element of the Capital Improvement Program's *Long Term Debt Management* section provides the basis for the determination of the amount of Fair Share Development Fees. The specific requirements for payment of these fees are provided in the Town's Zoning Ordinance, *Article 11 Section 1101*, and the Subdivision and Land Development Regulations, *Article III Section D*. The values of Fair Share Development Fees are reviewed and updated on an annual basis through the Capital Improvement Program. The revenue generated from these development fees is earmarked for two types of facilities: educational facilities and those for open space, conservation, park, and recreational land.

Educational Facilities

An Educational Fair Share Fee, which in prior years, provided partial reimbursement of capital costs associated with the development of new school facilities. The fee was collected at the time a certificate of occupancy was issued for all new residential structures. Income from the collection of Educational Fair Share Fees was used to pay down the cost of debt service associated with general obligation bonds issued for construction of the Broad Rock Middle School. While we have not recommended reinstating fair share fees associated with improvements to our educational facilities at this time, it should be noted that fees will likely need to be reinstated in a future CIP.

Open Space, Conservation, Park, and Recreational Land

This component provides for the acquisition of open space and/or conservation land to meet Town open space standards, as described in the Comprehensive Community Plan. Fees collected are also used to acquire land for active recreation facilities and the development of these properties.

Also presented in this element is documentation relative to exemptions from the payment of Fair Share Fees for affordable housing units as required in the Zoning Ordinance, *Article 11 Section 1101 D. Fee Exemptions*.

Determination of FY 2024-2025 Fair Share Development Fees

Educational Facilities

During FY 2017-2018, because the debt for prior school projects had been retired and our student population is declining, the Council determined that there was insufficient justification for continuing to collect Educational Facilities Fair Share Fees. Educational Facilities Fair Share Fees have not been collected since June 30, 2017. At this point, we are not recommending reinstating education fair share fees. However, as the costs associated with the school facilities improvement program are solidified, we anticipate asking the Council to reinstate the fees in a future CIP.

Open Space, Conservation, Park, and Recreational Land

For the FY 2024-2025 Capital Improvement Program, it is proposed to continue utilization of the current methodology for calculation of the fee per dwelling unit for open space, conservation, park, and recreation land and/or facilities. The methodology is evaluated annually, including values related to estimated persons per household and the value of land within the community. It is also proposed to continue to use a two-tiered fee based on occupancy type and expected average household size. The two-tier fee structure includes a base fee for a typical single-household detached structure and an alternate fee for a reduced occupancy basis for housing units with two or fewer bedrooms.

Recreational/Open Space Fees	FY2023-2024		FY2024-2025	
	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land Per Acre	\$167,270	\$167,270	\$167,270	\$167,270
Fair Market Value (10,000 Sq Ft) lot/Per 1,000 persons	10.50	10.50	10.50	10.50
Persons Per Owner Occupied Household Unit	2.47	1.98	2.51	2.03
Proposed Recreation Fee for FY 2022-2023	\$4,338	\$3,480	\$4,408	\$3,559

Based on the foregoing, the proposed FY 2024-2025 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$4,408 (base fee), with two bedrooms or fewer proposed at \$3,559.

This tiered-fee structure is based on the following assumptions:

- The purchase and development of new municipal parkland will cost on average \$167,270 per parcel. This cost factor is based on the estimated market value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the town-wide need for recreation land to be 10.50 acres per 1,000 persons.



- The average household size of an owner-occupied unit is 2.51 persons per unit. For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 2.03 persons per household (78% of single household average).

Fee Exemption for Affordable Housing

Under *Article 11, Section 1101 D.1* of the Zoning Ordinance, housing limited to affordable occupancy is exempted from payment of Fair Share Development Fees for Open Space, Conservation, Park, and Recreational Land. The term *affordable housing* is defined in Article 12 of the Zoning Ordinance. In general, housing eligible for fee exemption must be intended for occupancy by persons and households having a gross income at or below 80% of the area median income (AMI), be deed restricted as affordable for a minimum period of 30 years, and be subject to a federal, state, or municipal subsidy.

For the 2022-2023 fiscal year, Rhode Island Housing has provided sample calculations for Rhode Island communities detailing the *maximum total sales price* for affordable units based on the following factors:

- 80% AMI income for 4-person household (\$81,900 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2008 Income Limits
- Real estate taxes of \$205 per month based on an estimated affordable assessment of the unit
- Interest rate of 7.29% for a thirty (30) year mortgage
- Hazard insurance of \$145 per month based upon RI Housing Loan Servicing Division data
- Private Mortgage Insurance of \$159 per month, based on estimates from RI Housing

Based on the foregoing, Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) calculates the maximum low and moderate income sales price for a dwelling unit in South Kingstown to be \$224,635.

It is also noteworthy that RI State Law permits housing units that are affordable for households earning up to 120% of the area median income (\$104,400) to be part of the official count of affordable units in a community, provided such units meet other relevant criteria. Units that may qualify under this criterion as affordable are not exempted from payment of Fair Share Development Fees under 1101.D.1, but are considered as part of the Town's stock of affordable housing as calculated annually by RI Housing. The maximum value of an "affordable unit" at 120% of AMI would be \$345,594.

The maximum sales price of units intended for occupancy by households with earning between 80% AMI and 120% AMI would be determined at the point of sale by RI Housing. These values may vary for the purchase of a particular premise as the maximum pricing calculation is made during the purchase process and the model assumptions and criteria may change (i.e. interest rate or AMI thresholds).

Future Use of Real Estate Conveyance Fee Income

Future Use of Real Estate Conveyance Fee Income

In 1998 the Town Council established a policy to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2023 will be \$1,260,584.

Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (the 77.3% above the 1998 basis) be evenly divided between the Open Space Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue above the 1998 basis. The second change was a reduction in the 22.7% of new funds previously committed to the undesignated fund balance each year and the establishment of a new fund – the Village Infrastructure Fund – to support matching grants for infrastructure projects proposed by citizens and civic organizations that otherwise meet the requirements of the Town Capital budget program. The Village Infrastructure Fund is proposed to be capitalized with \$10,000 annually from FY 2024-25 through FY 2029-30. An estimated \$225,000 in available funding is projected over the six-year term of the CIP for future use through the Town Open Space Acquisitions & Town Affordable Housing. Additionally, \$60,000 is estimated in available funding over the next six-year term of the CIP for Village Infrastructure.

A summary of the Open Space Acquisition, Affordable Housing, and Village Infrastructure programs income and expense projections over the six-year term of the FY 2024-2025 through 2029-2030 Capital Improvement Program is presented below:

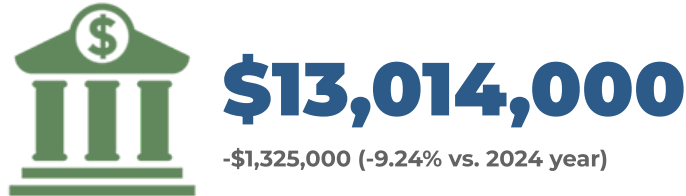
Open Space Acquisition, Affordable Housing, & Village Infrastructure Program								
	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total
Revenue Statement								
Real Estate Conveyance (General Fund)	\$166,000	\$166,000	\$166,000	\$166,000	\$166,000	\$166,000	\$166,000	\$996,000
Real Estate Conveyance (Open Space)	\$65,103	\$65,103	\$65,103	\$65,103	\$65,103	\$65,103	\$65,103	3,390,618
Total Real Estate Conveyance Revenue	\$731,103	\$731,103	\$731,103	\$731,103	\$731,103	\$731,103	\$731,103	\$4,386,618
Expense Statement								
Total Debt Service	236,704	208,088	205,288	35,788	-	-	-	\$449,168
Town Open Space Acquisitions	37,500	0	37,500	37,500	37,500	37,500	37,500	187,500
Town Affordable Housing	37,500	85,000	37,500	37,500	37,500	37,500	37,500	272,500
Village Infrastructure	10,000	0	10,000	10,000	10,000	10,000	10,000	50,000
Transfer to Debt Service Fund	(236,704)	(208,088)	(205,288)	(35,788)	0	0	0	(449,168)
Property Tax Support	85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$510,000
Fund Balance	\$1,508,983	\$1,775,999	\$2,050,814	\$2,485,130	\$2,975,233	\$3,455,336	\$3,995,439	



Debt Snapshot

This section of the Town's Operating Budget Plan, details the Town's current outstanding debt, specifically breaking down the outstanding balances of each of the various debt types on hand as of June 30, 2024, through the full amortization plan of each. This section is made up of the following components:

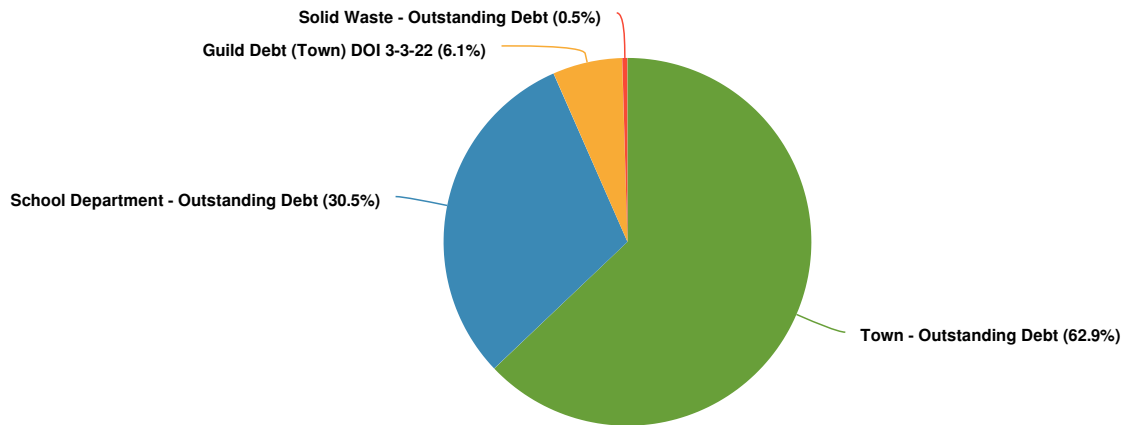
- 1) Summary of Outstanding Debt - By Type
- 2) School Department Outstanding Debt
- 3) Town Outstanding Debt
- 4) Solid Waste Outstanding Debt
- 5) Neighborhood Guild Outstanding Debt



This graph details the amount of outstanding debt that will remain, as of June 30, 2024, which is the close of the current fiscal year. This information is further broken down by the various debt types outstanding as of June 30, 2024. These types are as follows:

- 1) Municipal Debt
- 2) School Department Debt
- 3) Utility Debt (Solid Waste)
- 4) Neighborhood Build Debt

Debt by Type

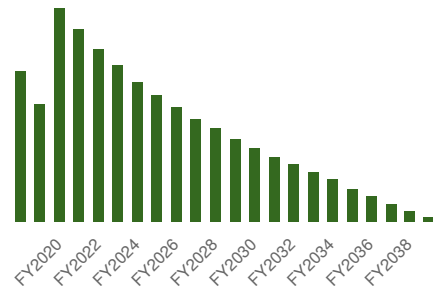


	FY2024	FY2025	% Change
Debt	Outstanding Debt Bal.	Outstanding Debt Bal.	
School Department - Outstanding Debt	\$4,385,000	\$3,970,000	-9.5%
Town - Outstanding Debt	\$8,996,354	\$8,187,708	-9%
Waste Water - Outstanding Debt	\$0	\$0	0%
Solid Waste - Outstanding Debt	\$114,000	\$59,000	-48.2%
Guild Debt (Town) DOI 3-3-22	\$843,646	\$797,292	-5.5%
Total Debt:	\$14,339,000	\$13,014,000	-9.2%



School Department - Outstanding Debt

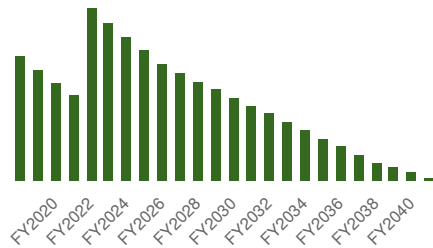
This graph details the current outstanding debt of the school department, from FY 2017-18, through FY 2038-39, which is when all existing school department debt is scheduled to be paid in full.



	FY2024	FY2025	% Change
School Department - Outstanding Debt	Outstanding Debt Bal.	Outstanding Debt Bal.	
School (Refunding) - DOI 11/13/2012	\$0	\$0	0%
School (Refunding) - DOI 4/8/2015	\$245,000	\$135,000	-44.9%
School Improvements - DOI 8/31/2017	\$680,000	\$630,000	-7.4%
School Improvements - DOI 5/12/2020	\$3,100,000	\$2,905,000	-6.3%
School Improvements - DOI 11/12/2009	\$360,000	\$300,000	-16.7%
School (Refunding) - DOI 11/12/2009	\$0	\$0	0%
Total School Department - Outstanding Debt:	\$4,385,000	\$3,970,000	-9.5%

Town - Outstanding Debt

This graph details the current outstanding utility debt of the municipality, from FY 2017-18, through FY 2024-25, which is when all existing utility debt is scheduled to be paid in full.



This amount included wastewater debt through FY 2022-23, at which point, all wastewater debt was paid in full. From FY 2023-24 through FY 2024-25, these outstanding amounts are only associated with Solid Waste debt outstanding.

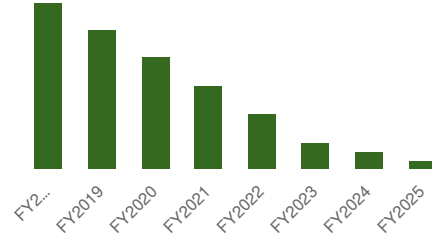
	FY2024	FY2025	% Change
Town - Outstanding Debt	Outstanding Debt Bal.	Outstanding Debt Bal.	
Town (Refunding) - DOI 11/13/2012	\$0	\$0	0%
Town (Refunding) - DOI 4/8/2015	\$560,000	\$305,000	-45.5%
Town (Refunding) - DOI 8/31/2017	\$2,975,000	\$2,730,000	-8.2%
Town Debt - DOI 3/3/2022	\$5,461,354	\$5,152,708	-5.7%
Town (Refunding) - DOI 11/12/2009	\$0	\$0	0%
Total Town - Outstanding Debt:	\$8,996,354	\$8,187,708	-9%



Solid Waste - Outstanding Debt

This graph details the current outstanding utility debt of the municipality, from FY 2017-18, through FY 2024-25, which is when all existing utility debt is scheduled to be paid in full.

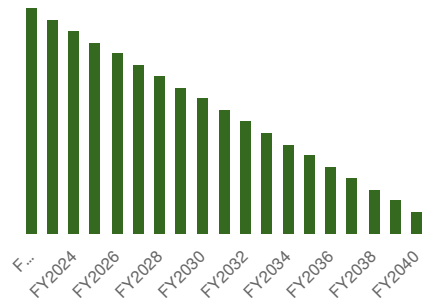
This amount included wastewater debt through FY 2022-23, at which point, all wastewater debt was paid in full. From FY 2023-24 through FY 2024-25, these outstanding amounts are only associated with Solid Waste debt outstanding.



	FY2024	FY2025	% Change
Solid Waste - Outstanding Debt	Outstanding Debt Bal.	Outstanding Debt Bal.	
Solid Waste - DOI 9/3/2002	\$0	\$0	0%
Solid Waste - DOI 11/22/2005	\$114,000	\$59,000	-48.2%
Total Solid Waste - Outstanding Debt:	\$114,000	\$59,000	-48.2%

Guild Debt (Town) DOI 3-3-22

This graph details the current outstanding debt of the Neighborhood Guild, from FY 2021-22, through FY 2040-41, which is when all existing Neighborhood Guild debt is scheduled to be paid in full.



	FY2024	FY2025	% Change
Guild Debt (Town) DOI 3-3-22	Outstanding Debt Bal.	Outstanding Debt Bal.	
Guild Debt (Town) DOI 3-3-22	\$843,646	\$797,292	-5.5%
Total Guild Debt (Town) DOI 3-3-22:	\$843,646	\$797,292	-5.5%

APPENDIX



Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.



Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the



"surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.



Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of



the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

