
TOWN OF SOUTH KINGSTOWN, RI

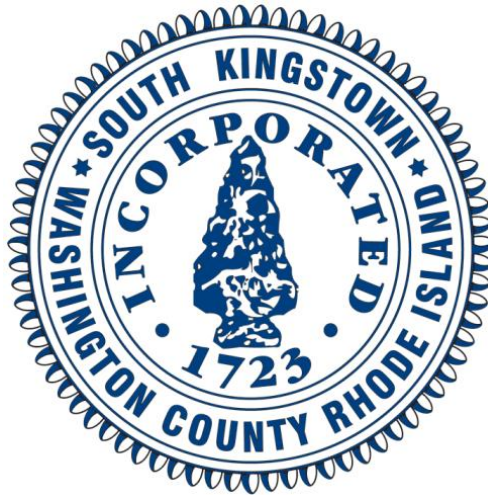


**2016-2017 FISCAL YEAR
TOWN MANAGER PROPOSED BUDGET
ALL BUDGETED FUNDS**

TOWN MANAGER PROPOSED

FY 2016-2017

MUNICIPAL BUDGET PROGRAM



MARCH 2016

TOWN COUNCIL

Abel Collins, President

Margaret M. Healy, Vice President

Rachel Clough

Liz Gledhill

Joe Viele

TOWN MANAGER

Stephen A. Alfred

www.southkingstownri.com

Table of Contents



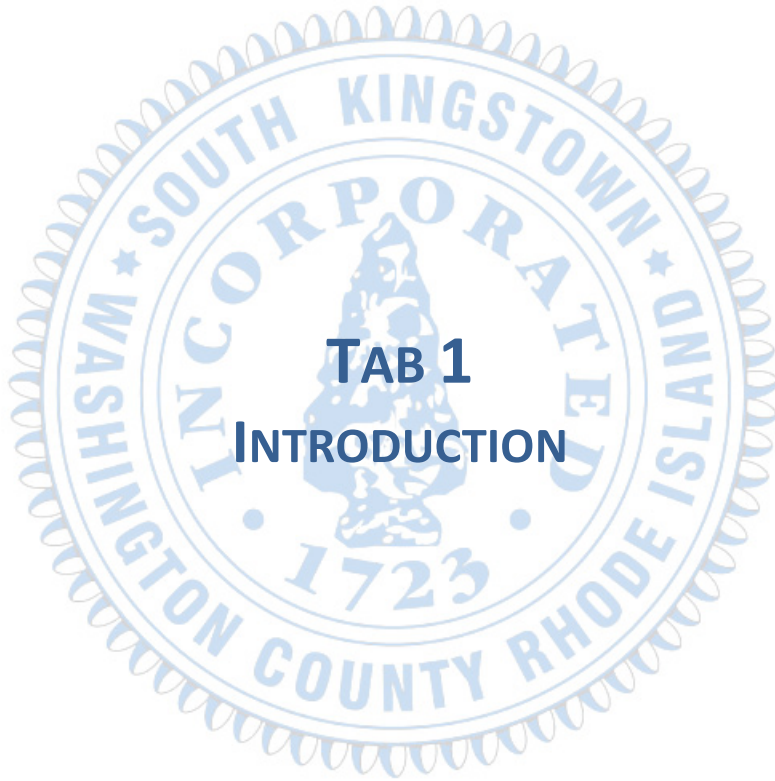
I. Introduction	1
Town Council Members & Department Directors	1 - 1
Organizational Chart	1 - 2
How to Use this Budget Document.....	1 - 3
South Kingstown at a Glance	1 - 5
Statistical Profile	1 - 8
2. Budget Message	2
Town Manager’s Budget Message.....	2 - 1
3. Financial & Management Policies	3
Governmental Structure	3 - 1
Budgetary Process.....	3 - 2
Town Charter: Article IV, Section 4220 Budget Procedures	3 - 5
Town Council Goals & Objectives: 2014-2016 Term	3 - 11
4. Fund Structure, Descriptions, and Summaries	4
Fund Structure & Descriptions.....	4 - 1
Flow of Funds Structure	4 - 3
General Fund Revenue Summaries.....	4 - 4
Combined Revenues – All Budgeted Funds	4 - 9
Budgeted Funds Revenue Descriptions	4 - 11
General Fund Expenditures.....	4 - 15
All Budgeted Funds Expenditures	4 - 18
All Budgeted Funds Summaries	4 - 22
Sources & Use Summaries	4 - 23
Capital Improvement Program & Related Debt Service	4 - 25
Position Allocation to Pay Schedules & Pay Plans	4 - 28
Full Time Employee Summary.....	4 - 32
5. General Government	5
Town Council.....	5 - 1
Legal Services	5 - 5
Town Manager	5 - 9
Personnel Administration	5 - 14
Town Clerk	5 - 19
6. General Services	6
Finance	6 - 1
Information Technology.....	6 - 7
Tax Assessment.....	6 - 11
Planning	6 - 15
GIS	6 - 22
Zoning/Building.....	6 - 26



7. Public Safety	7
Police	7 - 1
Animal Control Program	7 - 7
Harbor Patrol	7 - 12
Communications	7 - 15
Emergency Medical Services.....	7 - 19
8. Public Works	8
Public Services	8 - 1
Streets & Highways.....	8 - 7
9. Parks & Recreation	9
Parks & Recreation.....	9 - 1
10. Public Libraries	10
Public Libraries	10 - 1
11. Non-Departmentals	11
Insurance & Claims	11 - 1
Human Service Agencies.....	11 - 4
Outside Agencies.....	11 - 7
Capital Outlay.....	11 - 12
12. Peace Dale Office Building Fund	12
Peace Dale Office Building	12 - 1
13. Neighborhood Guild Fund	13
Neighborhood Guild	13 - 1
14. Senior Services Program Fund	14
Senior Services Program	14 - 1
15. Community Recreation Center Fund	15
Community Recreation Center	15 - 1
16. Debt Service Fund	16
Debt Service	16 - 1
17. Water Enterprise Fund	17
Water	17 - 1



18. Wastewater Enterprise Fund	18
Wastewater.....	18 - 1
19. Solid Waste Enterprise Fund	19
Solid Waste	19 - 1
20. School Unrestricted Fund	20
School Department	20 - 1
21. Capital Improvement Program	21
Capital Improvement Program Summary	21 - 1
Pay-As-You-Go Project Summaries	21 - 3
Six Year Capital Improvement Program	21 - 22
CIP Long Range Program Element.....	21 - 25
CIP Proposed Funding Sources.....	21 - 26
CIP Debt Service Detail.....	21 - 27
22. Appendix.....	22
Glossary	22 - 1



**TAB 1
INTRODUCTION**

Town Council Members & Department Directors 1 - 1
Organizational Chart 1 - 2
How to Use this Budget Document..... 1 - 3
South Kingstown at a Glance 1 - 5
Statistical Profile 1 - 8

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

Town Council Members & Department Directors



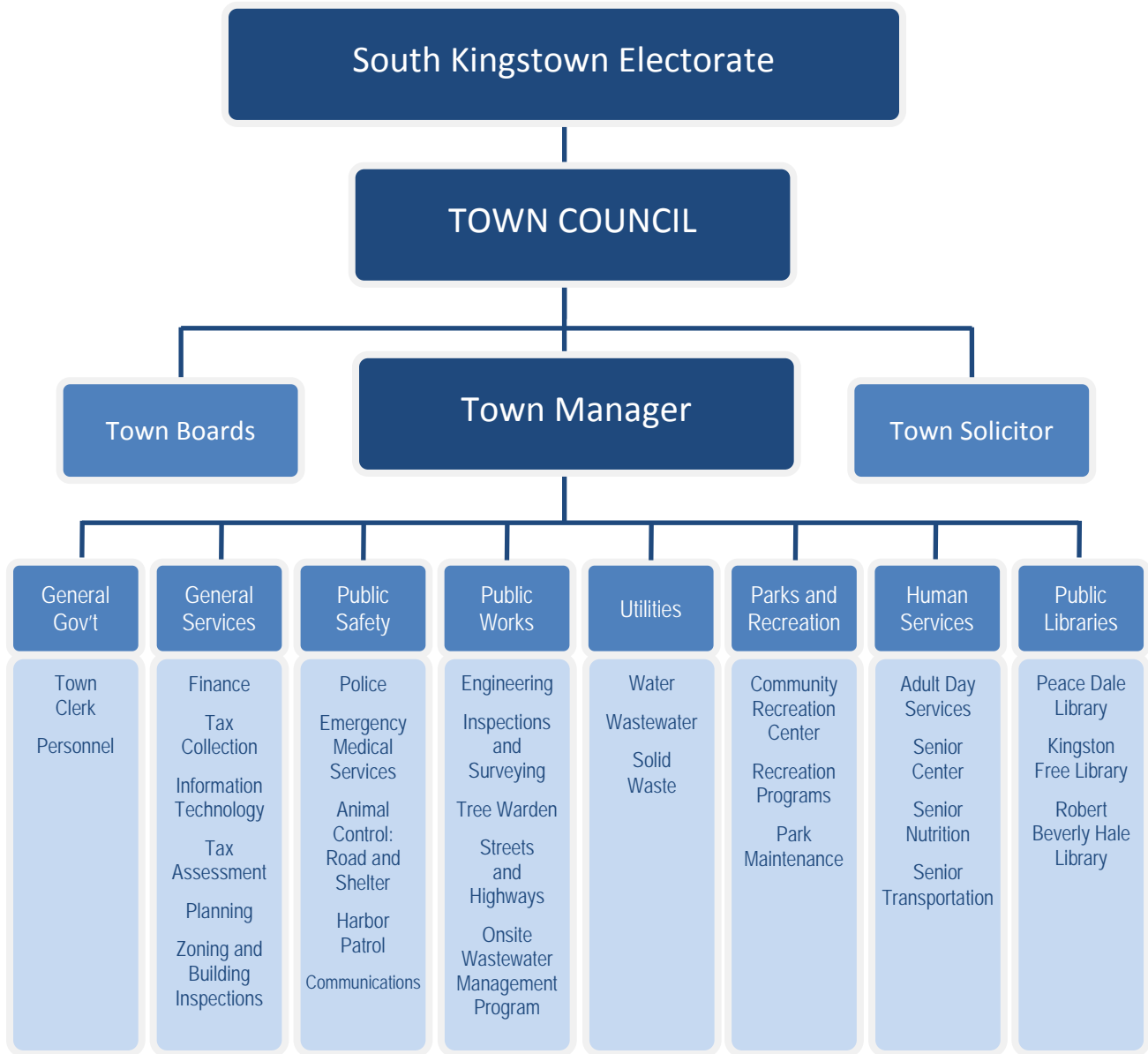
Provided below is a list of the Town Council members, and the Town’s department directors and division heads, current through March 2016.

South Kingstown Town Council

Town Council President	Abel Collins
Town Council Vice President	Margaret M. Healy
Council Member	Rachel Clough
Council Member	Liz Gledhill
Council Member	Joe Viele

Municipal Department Directors and Division Heads

Town Manager	Stephen A. Alfred
Town Solicitor	Michael A. Ursillo
Director of Administrative Services	Aimee Y. Reiner
Personnel Administrator	Sandra Sullivan
Town Clerk	Dale S. Holberton
Finance Director	Patricia A. Sunderland
Tax Collector	Mary Ann Packer
Information Technology Director	Lori Ann Fox
Town Assessor	Jean Paul Bouchard
Director of Planning	L. Vincent Murray
Building Official	Jeffrey T. O’Hara
Chief of Police	Vincent Vespia, Jr.
Emergency Medical Services Director	William E. Howe
Animal Shelter Manager	Ann Marie Mitchell
Harbormaster	Michael Stach
Communications Superintendent	Lance Whaley
Director of Public Services	Jon R. Schock
Town Engineer	Joshua Rosen
Highway Superintendent	Paul Ferrandi
Water Superintendent	Lucien Masson
Wastewater Superintendent	Kathy Perez
Director of Leisure Services	Theresa L. Murphy
Recreation Superintendent	Catherine Larlham
Parks Superintendent	Rex Eberly
Senior Center Director	Karen Ryan
Library Director	Shirley Long



How to Use this Budget Document



The Town Manager's FY 2016-2017 Proposed Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two sections. Each section may contain multiple related or similar topics.

The first tab, titled *Introduction*, recognizes the Town Council members and the Town's Department and Division heads, as well as providing the Town's main organizational chart. Note that more detailed department and/or division organization charts are also included within the respective sections of the budget document. The *Introduction* provides the reader with this guide, and is followed by detailed information about the Town within the *South Kingstown at a Glance* and *Statistical Profile* sections.

The second tab outlines the Town Manager's FY 2016-2017 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained in the Proposed Budget, including an explanation and justification of the expenditure plan, an outline of the Town's experience during the past year, and the Town's financial status at the time of the Proposed Budget submission to the Town Council.

The third tab, *Financial & Management Policies*, provides the reader with information relative to the Town's governmental structure and budgetary process, including referencing the Town Charter. This tab also identifies the Town Council's Goals and Objectives adopted for the 2014-2016 term.

The fourth tab, *Fund Structure, Descriptions & Summaries*, contains financial information by fund and provides a concise overview of the budget for Fiscal Year 2016-2017, including summaries of revenue and expenditure budgets.

The next several tabs, beginning with the fifth tab, *General Government*, and continuing through the tenth tab, *Public Libraries*, reflect various areas of service within the General Fund. For each area, the reader will find an organization chart, mission statement, a list of functions performed by the department and/or division, specific performance measurements, as well as priorities for the current fiscal year, and goals for the 2016-2017 fiscal year. In addition, proposed funding comparison summaries and detailed expenditure statements are provided.

The next tab, titled *Non-Departmentals*, provides information regarding funds specific to insurance and claims, as well as contributions the Town makes to Human Service and Outside Agencies within the community. In addition, this tab provides a summary of proposed funding for Capital Outlay during FY 2016-2017. For further detail on the Capital Improvement Plan, please refer to tab twenty-one of this document.

The next four tabs, numbered twelve through fifteen, reflect funds related to the *Peace Dale Office Building*, *Neighborhood Guild*, *Senior Services Program*, and the new *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2015-2016 and goals for fiscal year 2016-2017. In addition, a proposed funding comparison summary is provided, as well as detailed expenditure and revenue statements.

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

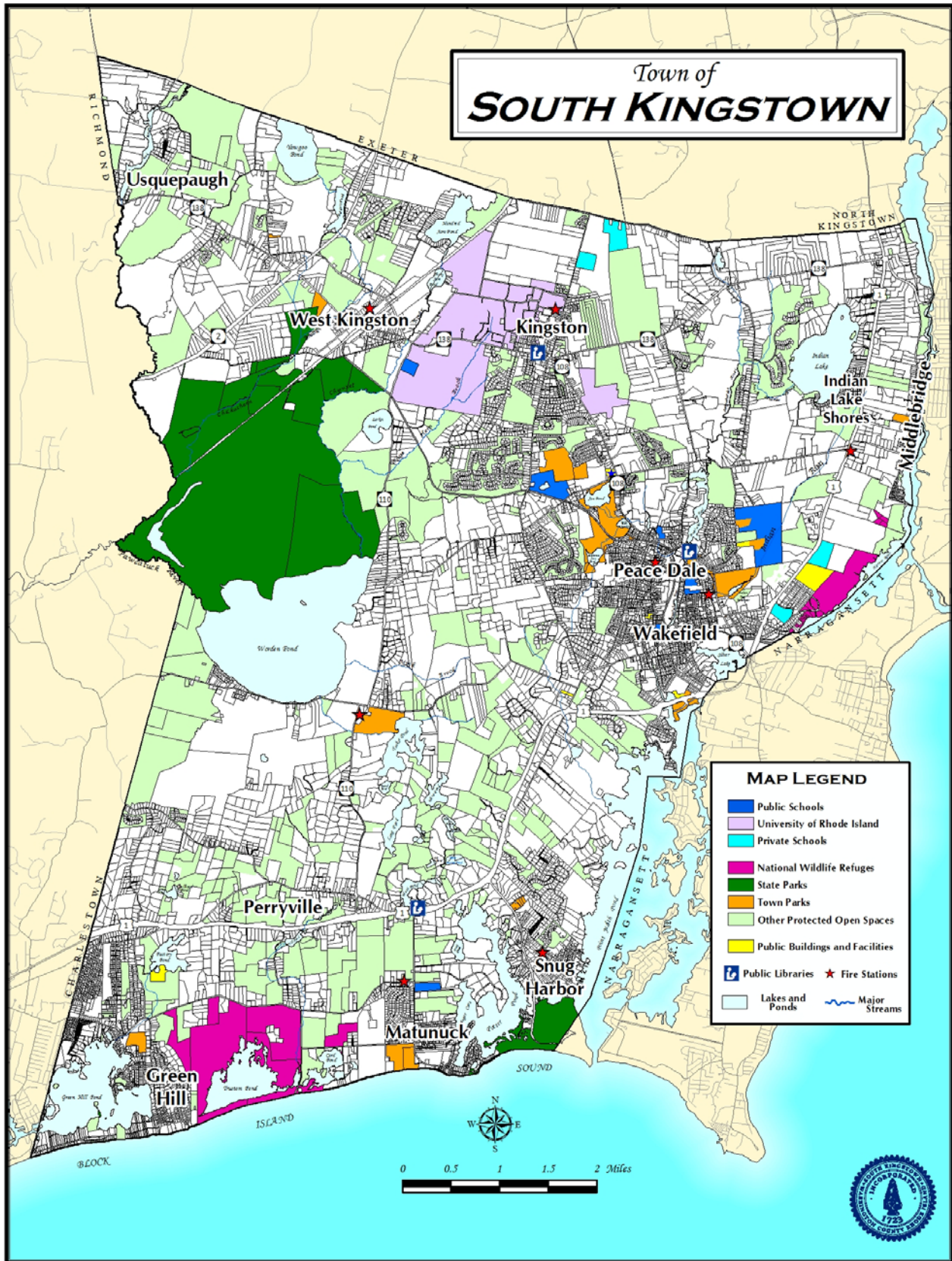


The tabs numbered seventeen through nineteen, including *Water Enterprise Fund*, *Wastewater Enterprise Fund*, and *Solid Waste Enterprise Fund*, reflect the Town's three enterprise funds. For each area, the reader will find an organization chart, mission statement, list of functions performed, specific performance measurements, as well as priorities for fiscal year 2015-2016 and goals for fiscal year 2016-2017. In addition, a proposed funding comparison summary is provided, as well as detailed expenditure and revenue statements.

Tab twenty, *School Unrestricted Fund*, provides a summary of the School Department, where the reader will find an organization chart, mission statement, an overview of the district's functions, specific performance measurements, as well as priorities for fiscal year 2015-2016 and goals for fiscal year 2016-2017. A proposed funding comparison summary is provided, as well as summary expenditure and revenue statements.

The *Capital Improvement Program*, found within tab twenty-one, provides an overview of the Town's program for Fiscal Period 2016-2017 through 2021-2022, designed to strategically invest in and develop capital projects. The Pay-As-You-Go portion of the CIP is the first year of the six year plan, and is the Capital Outlay portion included in the Town Manager's FY 2016-2017 Proposed Budget.

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





South Kingstown, Rhode Island, established in 1658 and incorporated as a Town in 1723, is a suburban community situated in southern Rhode Island, located about 30 miles south of Providence. The natural setting of the community is very diverse, and is comprised of farms and woodlands, freshwater wetlands and ponds, salt ponds and marshes, ocean beaches, and other waterfront areas across a total area of 62.3 square miles (or 56.98 square miles excluding inland water bodies). The Town's beaches, salt ponds, and estuaries are significant natural features seldom found in such abundance and proximity in other communities. These resources are augmented by freshwater marshes and open water in a series of ponds, including Worden's Pond (the largest natural freshwater pond in the State), and rivers connecting upland resource areas with the tidal estuaries. These resources benefit not just residents, but attract tourists from throughout New England. 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.

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 11,473 acres, or 31.5% of the land area in the community (as of July 2015).

According to the US Bureau of the Census, the Town's population in 2010 was 30,629, an increase of 2,709 residents, or 9.7%, compared to the year 2000 census count of 27,921. The Town's population also includes on-campus student housing at URI, accounting for 5,281 residents in 2010, or 17.2% of the overall census figure. South Kingstown represents 2.9% of the total State of Rhode Island population in 2010 and 24% of the population count for Washington County. The US Census Bureau's American Community Survey (ACS) estimates for calendar 2014 put the Town's overall population at 30,750, a gain of 111 residents or growth of 0.36% since 2010. The US Census for 2010 reports a total of 13,218 housing units in the community (2,313 units or 17.5% are noted as being for seasonal, recreational, or occasional use). In 2014, affordable housing, as defined under State law, comprises some 592 units or 5.43% of the year round housing stock in South Kingstown. The median value of housing in South Kingstown for 2015 stood at \$314,750 (compared to \$225,000 for the State of Rhode Island). The average tax levy for a "median value" home in the Town for FY 2015-2016 was \$5,149. Per capita income for Town residents is estimated by the ACS at \$33,669 for 2014, with median household income for the same timeframe at \$72,021 (this compares to State of Rhode Island estimates of \$30,765 and \$56,423 respectively).

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. Farming gave way to 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, the role of the shore gained prominence 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 significance to the community and region.

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 2015/2016 academic year stands at 16,783 students, (comprised of 14,650 undergraduates and 2,223 graduate students). This enrollment is supported by a full time teaching faculty of 728, further assisted by 581 part-time faculty members. URI is the sixth largest employer in the State of Rhode Island, with 2,448 full time employees and 1,308 part time employees, inclusive of Graduate Student assistants.

Besides URI, major employers in the Town include Schneider Electric (parent company of the former American Power Conversion), and South County Hospital. Tourism is also an important component of the local and regional economy in South Kingstown and Washington County, known affectionately as “South County”. Visitors to the community 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.

For decades now, residents and visitors have been coming to South Kingstown to enjoy the unspoiled beauty of the shoreline, the quiet tranquility of rural farmlands, and the quaint charm of the historic villages. 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 is a community where residents take great pride in maintaining and preserving the quality of life residents enjoy. As can be readily imagined, this effort requires enthusiastic and active participation of dedicated elected and appointed officials, as well as concerned and interested citizens, to address the issues of the day, and plan for the future. The Town provides 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 residents, 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, 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.



A statistical profile of the Town is provided 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 122 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 1,383.8 acres, approximately 3.8% of the total acreage in Town (exclusive of Town roads), which includes 431.4 acres (31.2%) of Town owned 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

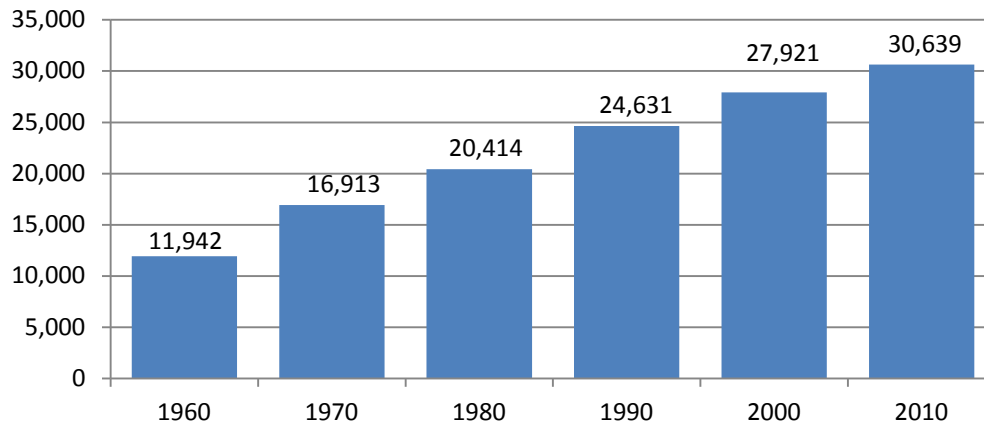
As of the most recent 2010 Census, the population of South Kingstown was 30,639 in 2010, representing a ten percent (10%) increase over the population in 2000 (US Census). This increase is less than the 13.4% increase in the previous decade (1990 to 2000). The population growth was 20.7% in the previous decade, when the population grew from 20,414 people in 1980 to 24,631 people in 1990. From 2000 to 2010, the Town added 2,718 year-round residents, representing an average annual increase of 272 people.

The 2010 South Kingstown population represents 2.9% of the State's population and 24% of the population of Washington County, affectionately known as South County. As the South County area of the State continues to see population growth, the Town's share of the State population increased by 2.2% in 1980, 2.5% in 1990, 2.7% in 2000, and 2.9% in 2010 (US Census and RI Statewide Planning Program). The US Census, under its American Community Survey (ACS) program, provides population estimates during the ten year periods between full, decennial census counts. For calendar 2014, the ACS estimates the Town's population to be 30,750, a gain of 111 residents, or 0.36%, since 2010.

As the population has increased, the density of development in Town has also increased. In 2000, US Census figures indicated there were 489 residents per square mile; in 2010, these figures increased to 537.5 residents per square mile, reflecting a 10% increase. Growth at the University of Rhode Island (persons in group quarters) was a significant contributing factor to the overall increase in the community's population increase. According to 2010 Census figures, growth at URI accounts for nearly half of the Town's overall population increase.



Population Growth



US Census Comparison	1990	Percent	2000	Percent	2010	Percent	10 Year Change	Percent
Age								
Age 14 or Less	4,047	16.4%	5,187	18.6%	4,270	13.9%	(917)	-33.7%
Age 15-24	7,443	30.2%	6,630	23.7%	8,556	27.9%	1,926	70.9%
Age 25-34	3,288	13.3%	2,599	9.3%	2,343	7.6%	(256)	-9.4%
Age 35-59	6,167	25.0%	9,370	33.6%	9,459	30.9%	89	3.3%
Over Age 60	3,686	15.0%	4,135	14.8%	6,011	19.6%	1,876	69.0%
Total	24,631	100.0%	27,921	100.0%	30,639	100.0%	2,718	100.0%

Persons in Group Quarters								
Noninstitutionalized (URI)	5,081	96.7%	4,003	95.8%	5,281	94.9%	1,278	92.5%
Institutionalized	173	3.3%	177	5.2%	281	5.1%	104	7.5%
Total	5,254	100.0%	4,180	100.0%	5,562	100.0%	1,382	100.0%

Housing Occupancy								
Owner Occupied	5,189	69.9%	6,944	74.9%	7,486	72.6%	542	51.7%
Renter Occupied	2,239	30.1%	2,324	25.1%	2,830	27.4%	506	48.3%
Total	7,428	100.0%	9,268	100.0%	10,316	100.0%	1,048	100.0%

HOUSING

The 2010 US Census reported a total of 13,218 housing units in the Town of South Kingstown, of which 78% (10,316) were occupied, another 17.5% were seasonal, recreational, or occasional use, and the remainder were vacant. Of the 10,316 occupied housing units, 72.6% were owner occupied and 27.4% were renter occupied. The average household size of an owner occupied unit was 2.60 persons, while the average household size of a rented unit was 1.99 persons. The 10,316 occupied households include 6,639 family households, 41% of which included children under age 18. Also reported is that 28.2% of households included individuals under 18 and 28.4% had individuals 65 years and over.

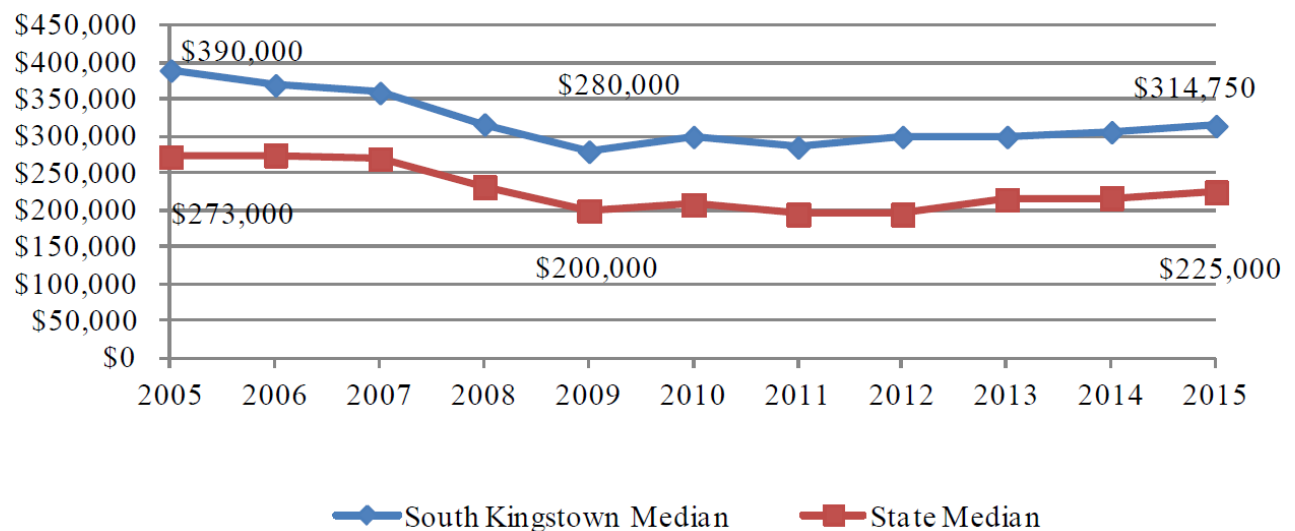


MEDIAN HOME SALE PRICES AND FAMILY INCOME

The median sale price of a single-family home in South Kingstown increased to \$352,000 in August 2015, up from \$285,000 in August 2014. The median sale price of a single family home state-wide during the same period in 2014 increased from \$220,000 to \$236,500. By comparison, the median sale price of a home in South Kingstown in August 2005 was \$390,000.

The following graph demonstrates the gap between local housing prices and the statewide median selling price of a single family unit based on the annual median sale price over the past ten year term.

Median Single Family Home Sale Price



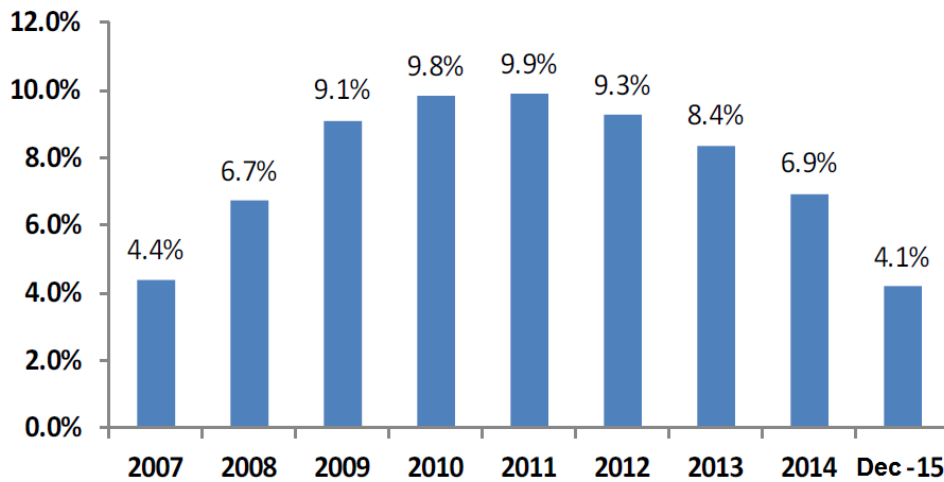
Source: *thewarrengroup.com*



EMPLOYMENT

As of December 2015, the labor force in the Town of South Kingstown was 16,580 with employment at 15,896 yielding an unemployment rate of 4.1%. The December 2015 unemployment rate is 2.8% less than the calendar 2014 average reported unemployment rate of 6.9%.

SK Labor Force Unemployment Rate



Source: Rhode Island Department of Labor and Training

**SK Labor Force
Employed & Unemployed Workers**



Source: Rhode Island Department of Labor and Training



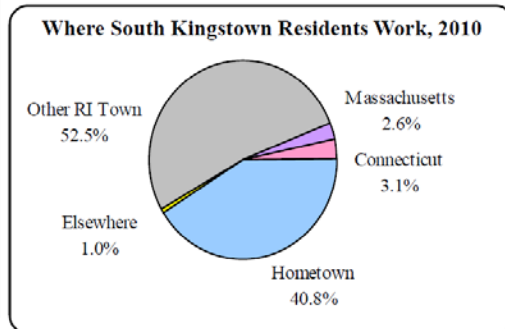
South Kingstown

Population	1990	2000	2013
Total Population	24,631	27,921	30,449
Male	11,790	13,268	13,751
Female	12,841	14,653	16,698
16 years +	20,383	22,335	26,382
21 years +	15,019	17,528	20,027
65 years +	2,800	3,248	4,744
White	23,000	25,440	27,350
Black/African American	362	437	543
American Indian & Alaskan Native	451	449	596
Asian & Pacific Islander	735	874	853
Some other race	83	203	410
Two or more races	-	518	697
Hispanic or Latino (of any race)	306	493	1,097
Educational Attainment	1990	2000	2013
Population (Age 25+)	13,110	16,149	17,752
Less than 9th grade	4.6%	2.3%	1.5%
9th-12th, no diploma	9.9%	6.4%	3.3%
High School Graduate / GED	23.8%	20.8%	19.1%
Some College, no degree	16.5%	17.6%	15.6%
Associate Degree	6.2%	6.0%	6.0%
Bachelor Degree	19.6%	26.9%	31.9%
Graduate/Professional Degree	19.4%	19.9%	22.5%
Median Household Income	1990	2000	2013
	\$36,481	\$56,325	\$73,703
Annual Average Labor Force Estimates	2006	2009	2014
Labor Force	16,041	15,750	16,458
Employment	15,372	14,314	15,315
Unemployment	669	1,436	1,143
Unemployment Rate	4.2%	9.1%	6.9%

- South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2013, South Kingstown added another 2,528 (+9.1%) residents.
- Over 60 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2013. The share of local residents without a high school diploma or GED decreased between 2000 and 2013, falling from 8.7 percent to 4.8 percent.
- Between 2009 and 2014, employment in South Kingstown increased by 563 (+4.2%) jobs. Private sector employers reported a gain of 461 (+4.8%) jobs, while public sector employment grew by 102 (+2.8%) jobs. In comparison, statewide total employment grew by 14,900 (+3.3%) jobs.
- South Kingstown's unemployment rate averaged 6.9 percent in 2014, tied for the 18th lowest in the state and below the state average of 7.7 percent.
- In 2010, 99.5 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 94.7 percent of RI residents.
- Over 40 percent (40.8%) South Kingstown residents work in South Kingstown, while 6.7 percent work outside of RI.

Establishment Employment	2006	2009	2014
Total Private & Government	13,765	13,330	13,893
Total Private Only	9,977	9,633	10,094
Government	3,788	3,696	3,798
Health Care & Social Assistance	2,351	2,524	2,839
Accommodation & Food Services	1,249	1,279	1,453
Retail Trade	1,484	1,330	1,273
Other Services	758	718	737
Wholesale Trade	778	785	719
Manufacturing	956	739	579
Professional & Technical Services	373	308	357
Construction	434	283	327
Administrative Support & Waste Management	248	246	325
Educational Services	251	270	306
Finance & Insurance	289	244	275
Transportation & Warehousing	198	130	210
Arts, Entertainment, & Recreation	212	224	209
Real Estate & Rental & Leasing	102	289	208
Information	145	149	155
Agriculture, Forestry, Fishing & Hunting	108	73	77
Management of Companies & Enterprises	13	24	21
Mining	*	*	*
Utilities	*	*	*

Language		2010
Population Age 18-64		
Percent of Population that Speak Only English or Another Language & English either 'well' or 'very well'		99.5%
Percent of Population that Speak English 'not well' or 'not at all'		0.5%
Language Spoken:		
Speak Spanish		0.1%
Speak Other Indo-European		0.0%
Speak Asian/Pacific Islander		0.3%
Speak Other Languages		0.1%



Source: Rhode Island Department of Labor and Training



**TAB 2
BUDGET MESSAGE**

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

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

Budget Message



To: The Honorable Town Council
From: Stephen A. Alfred, Town Manager
Re: FY 2016-2017 Budget Message – All Municipal Funds
Date: March 2016

In accordance with the Town Charter, Article IV. Section 4220. Budget Procedures, we have prepared the Town Manager's Proposed Municipal Budget Program for the 2016-2017 fiscal year. The FY 2016-2017 program presents detailed accounts of ten (10) municipal funds, as outlined below:

FY 2016-2017 Budget Program	2014-2015	2015-2016	2015-2016	2016-2017	Increase
All Funds	Actual	Adjusted	Projected	Proposed	(Decrease) to Adjusted Budget
General Fund	\$24,250,727	\$22,589,595	\$22,460,124	\$23,191,555	\$601,960
School Fund	57,842,904	59,130,028	58,736,460	59,926,334	\$796,306
Water Fund	864,646	998,898	997,716	983,707	(\$15,191)
Wastewater Fund	3,471,922	3,676,059	3,757,691	3,814,127	\$138,068
Solid Waste Fund	607,505	688,929	664,030	678,962	(\$9,967)
Peace Dale Office Building Fund	84,803	97,539	103,309	94,362	(\$3,177)
Neighborhood Guild Fund	782,847	823,075	805,380	770,177	(\$52,898)
Senior Services Program Fund	788,966	784,274	775,467	814,531	\$30,258
Community Recreation Center Fund	0	0	0	181,733	\$181,733
Debt Service Fund	0	2,393,308	2,329,081	1,969,733	(\$423,575)
Total Municipal Program	\$88,694,320	\$91,181,705	\$90,629,258	\$92,425,221	\$1,243,516

New Governmental Funds

Two new Governmental Funds have been added to the Municipal Budget Program in FY 2016-2017. The first is the Community Recreation Center Fund. This special revenue fund will provide detailed accountability relative to the cost of operating this new municipal facility. The establishment of this fund was authorized by the Town Council on January 25, 2016 when a construction contract for development of a 29,000 square foot Community Recreation Center was approved. Construction of this \$6.60 million facility is expected to commence in early Spring 2016, with completion projected for December 31, 2016. The official opening of the new Community Recreation Center is targeted for January 2017.

The second new governmental fund to be incorporated into the FY 2016-2017 Municipal Budget is the Debt Service Fund. Establishment of the Debt Service Fund was authorized by the Town Council in June 2015. The Debt Service Fund will allow for documentation of annual debt service requirements and all revenue sources available to meet outstanding debt obligations for all general obligation bonds issued for governmental purposes. General obligation bonds issued for business type activities associated with any of the Town's three enterprise funds (Water, Wastewater and Solid Waste) are not recognized in the Debt Service Fund. As the proceeds of the bonds are used entirely for the benefit of the independent utility, the liabilities and related debt service of these bonds are accounted for within the enterprise funds.



In addition to accounting for two additional governmental funds, the presentation of the General Fund has been restructured to better identify the cost of municipal operations and all non-property revenue sources. There are three notable adjustments presented in the FY 2016-2017 General Fund presentation. The first removes the need to appropriate funds within the General Fund that are direct property tax transfers to other major governmental funds. In previous years, the General Fund appropriated property taxes needed for transfer to the School Fund, Senior Service Fund, and Wastewater Fund. Each of these independent funds would also appropriate an equal amount within the respective Fund.

The second adjustment presented in the FY 2016-2017 General Fund presentation provides for the removal of all debt service related revenues from the General Fund. These revenues will now be recognized in the newly established Debt Service Fund. The third major change is the recognition of property tax transfers to the School Fund, Senior Services Fund, Debt Service Fund and Wastewater Fund as negative revenue entries on the General Fund Revenue Statement. This accounting practice allows for proper identification of the property tax need of each governmental fund without overstating the property tax needs of the General Fund.

General Fund Overview

For the 2016-2017 Fiscal Year, a General Fund Program in the amount of \$23,191,555 is proposed. This funding proposal represents a 2.7% increase over the current year adjusted appropriation of \$22,589,595. A functional breakdown of the Expenditure and Revenue Statements of the Proposed Fiscal Year 2016-2017 budget is shown below:

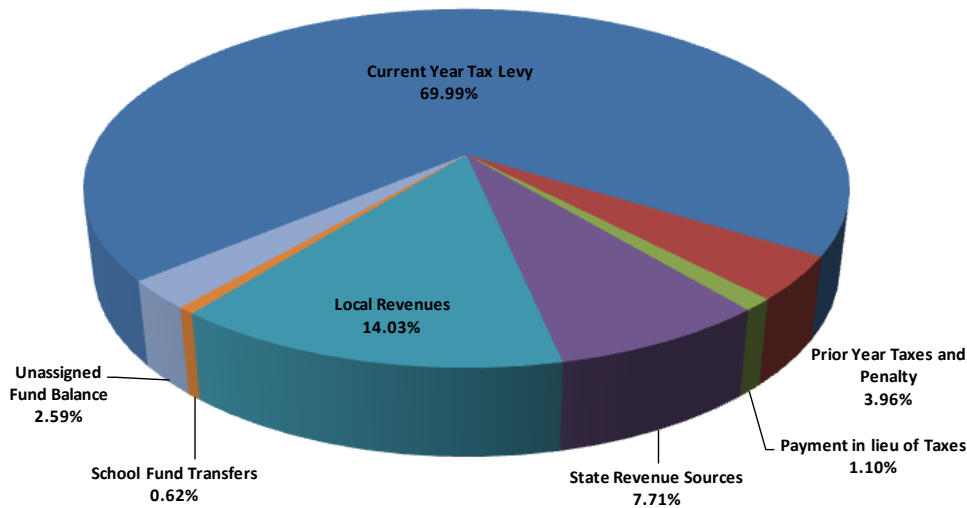
Adjusted General Fund Expenditure Statement	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Increase (Decrease) to Adjusted Budget
General Government	\$3,604,268	\$3,696,529	\$3,696,529	\$3,659,499	\$3,786,369	\$89,840
Public Safety	9,777,256	10,516,624	10,516,624	10,439,384	10,766,168	249,544
Public Services	2,800,977	2,967,368	2,967,368	2,945,144	2,952,072	(15,296)
Recreation Program	1,756,574	1,804,803	1,804,803	1,806,991	1,851,016	46,213
Library Program	1,173,593	1,179,156	1,179,156	1,175,185	1,219,965	40,809
Insurances and Contingency	858,131	935,000	927,500	948,306	990,000	62,500
Contributions to Agencies	172,114	197,515	205,015	193,015	185,515	(19,500)
Capital Outlay	1,286,000	1,292,600	1,292,600	1,292,600	1,440,450	147,850
Debt Service	2,821,814	2,393,308	0	0	0	0
Adjusted General Fund	\$24,250,727	\$24,982,903	\$22,589,595	\$22,460,124	\$23,191,555	\$601,960

Adjusted General Fund Revenue Statement	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Increase (Decrease) to Adjusted Budget
Current Year Tax Levy	\$67,042,733	\$67,548,325	\$67,548,325	\$67,548,325	\$69,410,878	\$1,862,553
Prior Year Taxes and Penalty	985,409	908,500	908,500	942,650	918,500	10,000
Payment in lieu of Taxes	254,985	254,300	254,300	254,457	254,460	160
Other Fund Transfers	(49,996,541)	(50,720,103)	(52,154,675)	(52,154,675)	(53,178,082)	(1,023,407)
State Revenue Sources	2,658,305	2,445,421	1,927,399	1,963,071	1,788,062	(139,337)
Local Revenues	3,767,914	3,623,275	3,182,561	3,231,577	3,254,147	71,586
School Fund Transfers	186,332	248,185	248,185	248,185	143,590	(104,595)
Unassigned Fund Balance	825,000	675,000	675,000	675,000	600,000	(75,000)
Total Revenues	\$25,724,136	\$24,982,903	\$22,589,595	\$22,708,590	\$23,191,555	\$601,960
General Fund Property Tax Need	\$17,046,192	\$16,828,222	\$15,393,650	\$15,393,650	\$16,232,796	\$839,146
Less Debt Service	(2,821,814)	(1,434,572)	0	0	0	0
Non Property Tax Revenues	\$14,224,377	\$15,393,650	\$15,393,650	\$15,393,650	\$16,232,796	\$839,146



I. General Fund Revenue Statement

**General Fund FY 2016-2017
Revenue Sources**



A. PROPERTY TAX PROGRAM

To support the 2016-2017 fiscal year appropriations, a property tax rate of \$15.82 per thousand dollars of assessed valuation will be necessary. This is a tax rate increase of \$0.30 per \$1,000 of value or 1.94% more than the current year rate of \$15.52 per thousand. The estimated school-related tax rate is \$11.86 a \$0.09 increase over the current year rate of \$11.77. The town-related tax rate is projected at \$3.96, an increase of \$0.21 per thousand over the current year rate of \$3.75 per thousand.

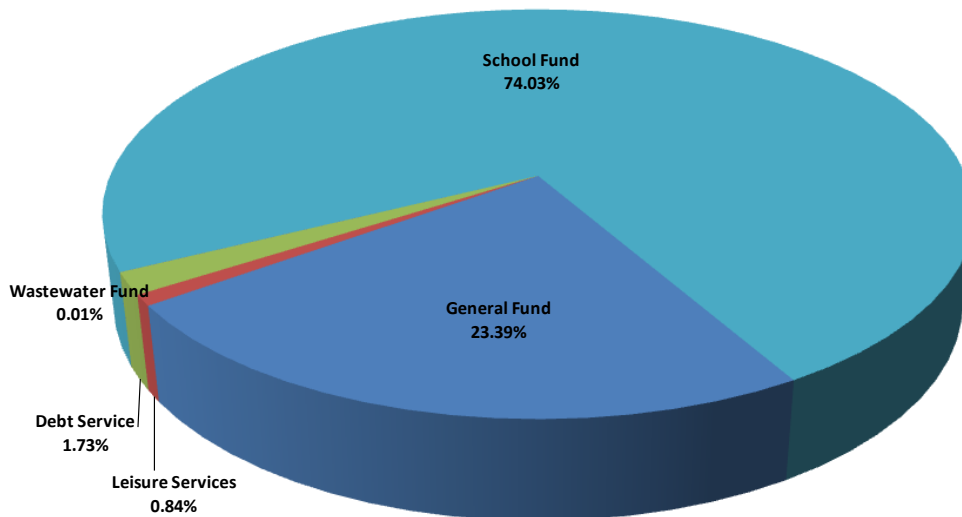
It is anticipated that the value of the taxable property roll will increase approximately \$31,805,039 or 0.75% upon certification of the taxable property tax roll. It is noted that the Town is currently conducting a State mandated statistical property assessment update. The updated values shall be used in calculating the Town’s property tax rate for Fiscal Year 2016-2017. It is anticipated that the taxable roll update will increase values globally by approximately four and one quarter (4.25%) percent more than the natural growth in the taxable roll that is associated with new construction values. While it is anticipated that the taxable roll will increase an overall 5.0% (0.75% new construction values and 4.25% increase in global assessment values), only the new construction value increase will provide any tax effort relief.

The table on the following page documents the six municipal funds that will require property tax support in FY 2016-2017. Also identified is the value of tax need associated with current year taxes that are collected subsequent to the close of the fiscal year, elderly tax abatements authorized after tax roll certification, and tax abatements required due to assessment errors.



	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Increase (Decrease) to Adjusted Budget
Property Tax Distribution						
General Fund	\$15,321,790	\$15,393,650	\$15,393,650	\$15,393,650	\$16,232,796	\$839,146
Senior Services Fund	378,171	402,047	402,047	402,047	414,700	12,653
Community Recreation Center Fund	0	0	0	0	171,733	171,733
Debt Service Fund - Municipal	745,679	505,327	505,327	505,327	550,000	44,673
Wastewater Fund	4,300	4,300	4,300	4,300	4,300	0
School Fund	49,614,070	50,313,756	50,313,756	50,313,756	51,387,349	1,073,593
Debt Service Fund - School	978,723	929,245	929,245	929,245	650,000	(279,245)
Property Tax Need	\$67,042,733	\$67,548,325	\$67,548,325	\$67,548,325	\$69,410,878	\$1,862,553
Doubtful Recievable & Sr.Exemptions	0	956,656	956,656	956,656	967,047	10,391
Total Tax Levy Need	\$67,607,641	\$68,504,981	\$68,504,981	\$68,504,981	\$70,377,925	\$1,872,944

PROPERTY TAX DISTRIBUTION



The projected property tax bill associated with the value of the average assessed residential unit as shown below documents that, while the statistical revaluation may increase taxable assessment values (4.25% forecast) and reduce the projected property tax rate, the projected average residential tax liability will remain virtually the same.

Average Residential Property Tax	Actual	Without Revaluation			With Revaluation		
		FY 2015-2016	Projected 2016-2017	FY Increase Over Prior Year Levy	Projected 2016-2017	FY Increase Over Prior Year Levy	
Average Residential Assessment	\$331,737	\$334,225	\$2,488	\$348,314	\$16,577		
Tax Levy Per Average Residential Parcel	\$5,149	\$5,288	\$140	\$5,288	\$140		
Projected Tax Rate Increase	\$15.52	\$15.82	\$0.30	\$15.18	(\$0.34)		



A summary table documenting the methodology used to calculate the projected Property Tax Rate for the 2016-2017 Fiscal Year is presented as follows:

Fiscal Year 2016-2017			
Proposed Budget Program	Town	School	Total
Property Tax Need	\$17,373,529	\$52,037,349	\$69,410,878
Percent of Overlay	25.03%	74.97%	100.00%
Overlay & Elderly Abatements	\$264,579	\$792,468	\$1,057,047
Proration and Roll Additions	(22,527)	(67,473)	(90,000)
Gross Tax Levy	\$17,615,581	\$52,762,344	\$70,377,925
Motor Vehicle Excise Tax	(934,118)	(2,797,878)	(3,731,996)
Net Property Tax Levy	\$16,681,463	\$49,964,466	\$66,645,930
December 2015 Tax Roll			4,212,289,736
Tax Distribution - FY 2017	\$3.96	\$11.86	\$15.82
Tax Distribution - FY 2016	\$3.75	\$11.77	\$15.52
Increase (Decrease)			
Property Tax Rate Increase - \$	\$0.21	\$0.09	\$0.30
Property Tax Rate Increase - %	5.71%	0.76%	1.94%
Increase (Decrease)			
FY 2015-2016 Levy	\$16,536,249	\$51,968,732	\$68,504,982
Property Tax Levy Increase - \$	\$1,079,331	\$793,612	\$1,872,943
Property Tax Levy Increase - %	6.5%	1.5%	2.73%

A review of the growth of the tax levy (inclusive of motor vehicle taxes) over the past ten (10) years and the levy as proposed for the 2016-2017 fiscal year is as follows:

Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
2006-2007	\$11,194,156	\$46,471,488	\$57,665,644		
2007-2008	11,905,550	48,787,011	60,692,561	3,026,917	5.25%
2008-2009	12,578,775	51,148,217	63,726,992	3,034,431	5.00%
2009-2010	13,419,804	51,084,371	64,504,174	777,182	1.22%
2010-2011	14,567,945	50,931,488	65,499,433	995,258	1.54%
2011-2012	15,078,042	51,042,790	\$66,120,832	621,399	0.95%
2012-2013	15,685,666	50,714,116	\$66,399,782	278,950	0.42%
2013-2014	15,631,897	51,450,220	\$67,082,117	682,335	1.03%
2014-2015	16,250,145	51,357,495	\$67,607,641	525,524	0.78%
2015-2016	16,536,249	51,968,732	\$68,504,982	897,341	1.33%
2016-2017 - Est.	17,615,581	52,762,344	\$70,377,925	1,872,943	2.73%
Increase	\$1,968,305	\$1,037,244	\$12,712,281	\$12,712,281	2.20%



Maximum Property Tax Levy

Prior to the adoption of Senate Bill - 3050 Sub A at the close of the 2006 legislative session, Rhode Island had a 5.5% cap on property tax growth in all cities and towns. The State's enactment of the 2006 amendments to the local property tax cap provisions revised the tax cap to apply to the prior year levy beginning in FY 2007-2008 and reduced the cap to a maximum four percent (4.0%) annual levy increase in FY 2012-1013 in 0.25% increments.

It is proposed to limit Property Tax Levy growth generated in FY 2016-2017 to \$70,377,925 or 2.73% more than the current year property tax levy. A summary is presented below:

Compliance with State Property Tax Cap	Proposed	Maximum	Proposed	Amount (Below) Statutory Tax Cap
	FY 2015-2016 Tax Levy	FY 2016-2017 Tax Levy	FY 2016-2017 Tax Levy	
Property Tax Levy	\$68,504,982	\$71,245,181	\$70,377,925	\$867,256
Motor Vehicle Levy	(3,624,136)	(3,731,996)	(3,731,996)	0
Net Levy	\$64,880,846	\$67,513,186	\$66,645,930	\$867,256
Increase in Levy	\$897,341	\$2,740,199	\$1,872,943	
Percent Increase	1.33%	4.00%	2.73%	
Property Tax Rate	\$15.52	\$15.95	\$15.82	\$0.13

A breakdown of property tax needs for Fiscal Year 2016-2017 by municipal program, inclusive of municipal debt service and School Unrestricted Fund inclusive of school related debt service is presented below:

Property Tax Levy Growth	Municipal Program	School Program	Total
FY 2015-2016 Property Tax Levy	\$16,305,325	\$51,243,001	\$67,548,326
Overlay Distribution	230,925	725,731	956,656
Total Tax Levy	\$16,536,249	\$51,968,732	\$68,504,982
FY 2015-2016 Tax Distribution %	24.14%	75.86%	100.00%
FY 2016-2017 Property Tax Levy	\$17,373,529	\$52,037,349	\$69,410,878
Overlay Distribution	242,052	724,995	967,047
Total Tax Levy	\$17,615,581	\$52,762,344	\$70,377,925
Increase in Property Tax Levy	\$1,079,331	\$793,612	\$1,872,943
FY 2016-2017 Tax Distribution %	25.03%	74.97%	100.00%

Taxable Property Roll

The estimated value of the FY 2016-2017 Property Tax Roll related to real estate and personal property is \$4,212,289,736 representing an increase of \$31,805,039 over the current year certified tax roll. As previously noted, for budgetary purposes the value of the motor vehicle tax exemption is calculated at \$3,000 per vehicle, the same as the last five years. The estimated value of the Motor Vehicle Excise Tax Roll is projected at \$199,465,286 or \$5,701,264 more than the current year assessment value.



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

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

Taxable Property List	2013-2014 Taxable Property	2014-2015 Taxable Property	2015-2016 Taxable Property	2016-2017 Taxable Property	Increase (Decrease) From Prior Year
Taxable Land /Buildings	\$3,946,264,414	\$4,095,876,600	\$4,127,131,800	\$4,158,085,289	\$30,953,489
Tangible Property	174,040,007	106,473,897	113,540,016	114,391,566	851,550
Total Taxable Property	\$4,120,304,421	\$4,202,350,497	\$4,240,671,816	\$4,272,476,855	\$31,805,039
Less Exemptions	(\$8,839,487)	(\$61,825,014)	(\$60,187,119)	(\$60,187,119)	\$0
Net Taxable Property	\$4,111,464,934	\$4,140,525,483	\$4,180,484,697	\$4,212,289,736	\$31,805,039
Taxable Property Growth -%	-5.35%	0.71%	0.97%	0.76%	
Taxable Property Growth - \$	(\$232,363,152)	\$29,060,549	\$39,959,214	\$31,805,039	
Net Motor Vehicles -Roll	\$186,858,255	\$256,950,396	\$264,298,736	\$270,000,000	\$5,701,264
Less Exemptions	(981,596)	(69,624,846)	(70,534,714)	(70,534,714)	0
Fixed Portion of Tax Roll	\$185,876,659	\$187,325,550	\$193,764,022	\$199,465,286	\$5,701,264
Total Taxable Property	\$4,297,341,593	\$4,327,851,033	\$4,374,248,719	\$4,411,755,022	\$37,506,303

Motor Vehicle Excise Tax

Motor vehicle values are assessed at a rate of \$18.71 per thousand dollars of assessed value. This rate has been frozen by the State since FY1998. In addition to freezing the tax rate, the State instituted a program to phase-out the taxation of motor vehicles over a ten year period, by replacing the loss of motor vehicle tax income with State revenue. This program was restructured in FY 2010-2011 whereby State reimbursement was limited to a maximum of \$500 per vehicle. As a result of this action, State reimbursement under this program was reduced from \$1.87 million in FY 2009-2010 to a projected \$173,566 in FY 2016-2017.

The Motor Vehicle Tax Roll is projected to generate approximately \$3,731,996 in excise tax income in the 2016-2017 fiscal year. This estimate, utilizing the 2008 frozen rate of \$18.71, assumes a \$5,701,264 or 2.2% increase in taxable values over the current year taxable roll of \$193,764,022 to an estimated taxable motor vehicle assessment roll of \$199,465,286 in FY 2016-2017. It is proposed to continue to maintain a \$3,000 per vehicle value exemption in FY 2016-2017; as noted above, the tax rate will remain at the 1998 frozen rate of \$18.71 per thousand dollars of assessed value.

It is noted that the implementation of any State General Assembly legislative amendments to the current motor vehicle taxable value statute could adversely impact the projected value of this program. Legislative amendments filed during the 2016 Legislative session propose to change the vehicle assessment value from "average retail" to "trade-in" price with a three year phase in provision. Were this to occur, \$746,399 in excise taxes could potentially be removed from the tax levy, as shown in the chart on the following page.



Potential Excise Tax Loss with Legislative Amendment	
Projected Motor Vehicle Roll	\$199,465,286
Projected Value Loss - Percent	20%
Projected Value Loss - \$ Value	\$39,893,057
Tax Rate per \$1000 Factor	\$39,893
MV Tax Rate	\$18.71
Potential Tax Loss	\$746,399
First Year Potential Loss	\$248,800
R. E. Tax Rate Increase Need	\$0.06

Property Tax Levy Adjustments

In calculating the Fiscal Year 2016-2017 property tax program, a reserve must be established to account for four factors that impact property tax collection. The first is the need to establish a reserve for current year property taxes that will be collected subsequent to the close of the 2016-2017 fiscal year. An uncollected tax reserve is an accounting method that is employed to recognize that all property taxes that are levied (billed) are not collected in the year in which they are due. It is proposed that a reserve of \$937,047 or 1.35% of the required tax levy be established for FY 2016-2017, the same percentage level employed in the current fiscal year, as current year property tax collections remain strong.

Second, a reserve needs to be set aside to account for erroneous assessments that must be removed from the certified Tax Roll. It is proposed that \$100,000 be set aside for the 2016-2017 fiscal year, compared to the reserve of \$104,754 employed in the current fiscal year. Third, a reserve is needed to account for the abatement of taxes that are approved by the Town Council subsequent to the certification of the December 31, 2015 Tax Roll in June 2016. A reserve in the amount of \$20,000 is proposed for the 2016-2017 fiscal year, down from \$50,000 in the current fiscal year. It is anticipated that approximately \$260,000 in Elderly Program tax credits will be provided prior to certification of the Tax Roll.

Fourth, a positive value reserve is also necessary to account for property taxes levied after the certification of the official tax roll. The Town levies additional taxes for those properties under construction as of December 31st that obtain a Certificate of Occupancy within the next calendar year. The estimated value of these “prorated” taxes is \$90,000 or \$20,000 less than used in development of the current year tax levy.

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

Property Tax Collection	FY 2014-2015 - Adopted		FY 2015-2016 - Adopted		FY 2016-2017 - Proposed	
Budgeted Property Tax Need	\$66,600,977	98.5%	\$67,548,326	98.6%	\$69,410,878	98.6%
Overlay Requirement	932,414	1.40%	911,902	1.33%	937,047	1.33%
Erroneous Assessments	124,250	0.19%	104,754	0.15%	100,000	0.14%
Elderly Program	50,000	0.08%	50,000	0.07%	20,000	0.03%
Proration Value	(100,000)	-0.15%	(110,000)	-0.16%	(90,000)	-0.13%
Total Property Tax Need	\$67,607,641	100.0%	\$68,504,982	100.0%	\$70,377,925	100.0%
Projected Collection	\$67,042,733	99.16%	\$67,548,326	98.60%	\$69,410,878	98.63%



Prior Year Tax and Interest Penalty Collection

Property taxes collected in a later fiscal period than the year in which they are levied are recorded as a "prior year tax." It is projected that prior year taxes will generate \$585,000 in the 2016-2017 fiscal year, a \$10,000 increase over the budgeted amount in the current year. It is anticipated that the value of interest penalties paid on delinquent property tax payments will be \$335,000 for FY 2016-2017, the same as the current year budget. It is noted that the Town provides taxpayers with a ten (10) *business day* "interest-free period" after a tax collection due date before an interest penalty is assessed.

Payment in Lieu of Tax (PILOT) Income

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

PILOT Payment Schedule	2014-2015	2015-2016	2015-2016	2015-2016	2016-2017	Increase
	Actual	Adopted	Adjusted	Projected	Proposed	(Decrease) to Adjusted Budget
South County Hospital	\$160,779	\$164,000	\$164,000	\$161,200	\$161,200	(\$2,800)
So. Kingstown Housing Auth.	14,062	10,000	10,000	12,000	12,000	2,000
Camp Jori	8,435	8,500	8,500	8,500	8,500	0
SK Land Trust	3,306	3,400	3,400	3,350	3,350	(50)
Welcome House	4,816	4,900	4,900	4,850	4,850	(50)
Lacasa Apartments	47,049	47,500	47,500	47,050	47,050	(450)
Bayberry Courts	7,920	8,000	8,000	7,920	7,920	(80)
Stone Soup Affordable Units	0	0	0	1,587	1,590	1,590
PILOT - Federal Aid	7,898	8,000	8,000	8,000	8,000	0
Interest On Delinquent Accounts	721	0	0	0	0	0
Total PILOT Payments	\$254,985	\$254,300	\$254,300	\$254,457	\$254,460	\$160

B. OTHER FUND TRANSFERS

Administrative services cost reimbursements from the Town's Enterprise and Special Revenue Funds have in the past been recognized as revenue in the General Fund. This practice was discontinued in FY 2014-2015, and now the cost of payroll administration, employment benefits management and fund accounting services are directly charged to the applicable program. Therefore, no service cost reimbursement revenue is budgeted from these funds. In FY 2016-2017, all Debt Service Related Income has been transferred to the newly created Debt Service Fund. Beginning in the 2016-2017 fiscal year, administrative costs associated with the Neighborhood Guild Fund (\$5,450) and Peace Dale Office Building Fund (\$3,000) will be the only "Other Fund Transfers" received by the General Fund other than transfers associated with the School Fund.

A summary of these "Other Fund" Transfers planned for the 2016-2017 fiscal year is presented on the following page.



	2014-2015	2015-2016	2015-2016	2015-2016	2016-2017	Difference to
Other Fund Transfers	Actual	Adopted	Adjusted	Projected	Proposed	Adjusted Budget
PDOB	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$0
Senior Services Fund	5,875	0	0	0	0	0
Neighborhood Guild Fund	5,450	5,450	5,450	5,450	5,450	0
Water Fund	0	0	0	0	0	0
Wastewater Fund	4,300	4,300	0	0	0	(4,300)
Fair Share Dev Fund - Ed	70,000	70,000	0	0	0	(70,000)
South Rd Reserve Fund	10,161	9,845	0	0	0	(9,845)
Open Space Reserve Fund	225,000	250,000	0	0	0	(250,000)
Fair Share Dev Fund - Rec	114,540	110,869	0	0	0	(110,869)
Total Other Fund Transfers	\$438,326	\$453,464	\$8,450	\$8,450	\$8,450	(\$445,014)

Payments from the School Unrestricted Fund to the General Fund during the 2016-2017 fiscal year are anticipated to offset costs incurred in the General Fund for School-related purposes. Beginning in the 2016-2017 fiscal year, cost reimbursements associated with Crossing Guards will be budgeted as a School Fund expense. The Police Department will retain full control of the program; however, the School Fund will pay the payroll costs directly. A summary of School Department transfers to the General Fund are shown below:

	2014-2015	2015-2016	2015-2016	2015-2016	2016-2017	Difference to
School Department Transfers	Actual	Adopted	Adjusted	Projected	Proposed	Adjusted Budget
School Field Maintenance	\$67,237	\$69,340	\$69,340	\$69,340	\$70,033	\$693
Heat Detector	3,800	0	0	0	0	0
Payroll Services	7,800	7,800	7,800	7,800	7,975	175
School Crossing Guards	81,780	102,769	102,769	102,769	0	(102,769)
School Resource Officer	0	42,112	42,112	42,112	38,632	(3,480)
Financial Services - IT*	25,715	26,164	26,164	26,164	26,950	786
Total School Fund Transfers	\$186,332	\$248,185	\$248,185	\$248,185	\$143,590	(\$104,595)

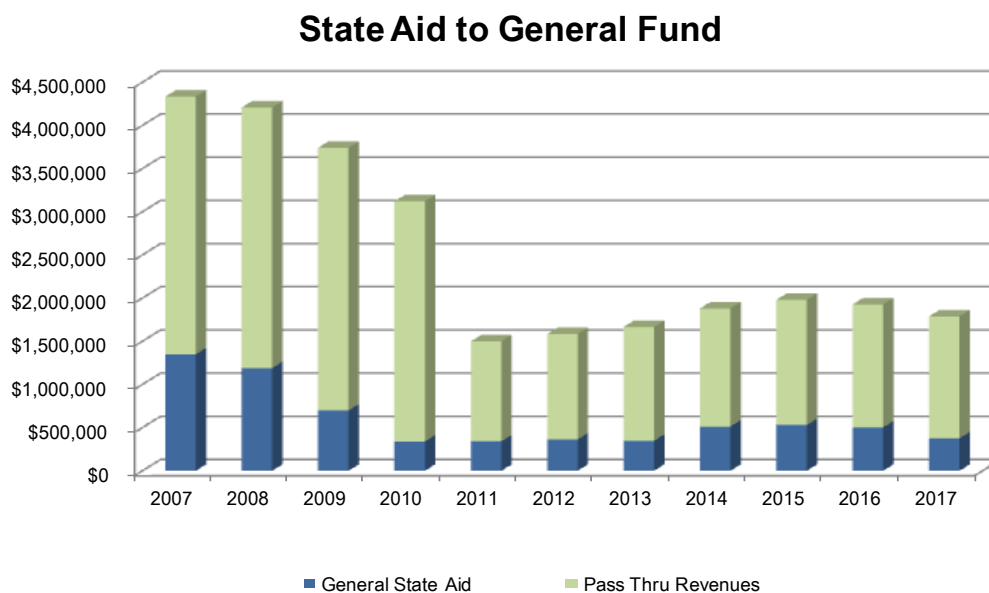
C. STATE REVENUE PROGRAM

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

	2014-2015	2015-2016	2015-2016	2015-2016	2016-2017	Increase (Decrease) to
State General Aid Program	Actual	Adopted	Adjusted	Projected	Proposed	Adjusted Budget
General Aid Programs						
State PILOT Program	\$186,169	\$156,074	\$156,074	\$173,566	\$173,566	\$17,492
Municipal Incentive Aid	144,389	144,389	144,389	144,389	0	(144,389)
Library Aid	199,345	201,734	201,734	201,734	202,033	299
General Aid Subtotal	\$529,903	\$502,197	\$502,197	\$519,689	\$375,599	(\$126,598)
Pass-Through Programs						
Public Services Corp. Tax	\$412,970	\$412,970	\$412,970	\$378,660	\$378,660	(\$34,310)
Motor Vehicle Excise Tax Phase Out	138,803	170,945	170,945	139,422	138,803	(32,142)
Meal Tax	757,146	700,000	700,000	775,000	750,000	50,000
Hotel Tax	140,601	141,287	141,287	150,300	145,000	3,713
Pass-Through Programs Subtotal	\$1,449,520	\$1,425,202	\$1,425,202	\$1,443,382	\$1,412,463	(\$12,739)
Total General Fund State Aid	\$1,979,423	\$1,927,399	\$1,927,399	\$1,963,071	\$1,788,062	(\$139,337)



The chart below documents the value of State support to the General Fund over the past ten year period:



Continued Loss of State Aid

Over the past ten years (FY 2006-2007 through FY 2016-2017) State Aid to the General Fund has decreased from \$4.3 million to \$1.7 million, a reduction of approximately 59%. Were the Town to receive the same level of support in FY 2016-2017 as in FY 2006-2007, the property tax rate could be reduced by approximately 60 cents per thousand dollars of assessment value, or almost \$200 per average median valued home. Efforts must be made in conjunction with the Town's local legislative delegation and the RI League of Cities and Towns to provide cities and towns with a more viable revenue sharing program.

General Aid Program Descriptions

General Revenue Sharing. The State General Revenue Sharing Program was discontinued in FY 2009-2010. Prior to that time, income from this program exceeded \$1 million per year. Payments in Lieu of Taxes (PILOT) Revenue continue to be provided on a declining basis. PILOT funding reimburses the Town at a rate of up to 27% of the non-taxable assessment value of South County Hospital. Estimated income from this program is projected at \$173,566 in FY 2016-2017, the same amount expected to be received in the current year.

Municipal Incentive Aid. Beginning in FY 2013-2014 a new program providing State assistance was introduced for a three year period to encourage municipalities to improve sustainability of their retirement plans and to reduce the unfunded liabilities within their respective plans. This new category of State assistance has been funded at \$5 million per year, and distributed based on each community's population as a percentage of the State's 2010 US Census population. South Kingstown received \$144,389 annually over the three year funding cycle. However, it is anticipated that the program will not be continued in FY 2016-2017; therefore no funding from this source has been budgeted for FY 2016-2017.



Library Aid. It is anticipated that the State will provide \$202,033 in General Library Aid in FY 2016-2017. This program provides approximately 17% reimbursement of the cost of local library services, provided the community's property tax support level meets or exceeds the prior year funding level.

Pass-Through Aid Program Descriptions

Public Services Corporation Tax. The tangible personal property of telegraph, cable, and telecommunications corporations are exempted from local taxation but not from taxation by the State. Funds collected by the State from this tax are distributed to cities and towns based on the ratio of the municipality's population to the population of the State as a whole. For the 2016-2017 fiscal year, funding in the amount of \$378,660 is projected, reflecting a decrease of \$34,310 from the budgeted estimate for the current fiscal year.

Motor Vehicle Excise Tax Phase-Out. The State's Adopted FY 2015-2016 Budget included a \$500 per vehicle value credit and no changes are anticipated in the 2016-2017 fiscal year. Funding of \$138,803 is projected for FY 2016-2017, a decrease of \$32,142 from the current fiscal year budgeted estimate.

Meal Tax. The State meal tax was increased in 2003 when the General Assembly authorized an additional 1% tax on the sale of all prepared foods and meals served by any food service provider. Receipts from this additional 1% tax program are collected by the State and transferred to the municipality where the sale occurred. For FY 2016-2017, an estimated \$750,000 in income is projected, an increase of \$50,000 over the budgeted amount in the current fiscal year.

Hotel Tax. The State levies a 6% surcharge on the consideration charged for occupancy of any space furnished by any hotel in the State, in addition to normal State sales taxes. Of the total surcharge, the State returns to the host community 25% of total revenues collected. Furthermore, in 2004 the State enacted an additional 1% gross receipts tax on the total consideration charged for occupancy of any space furnished by a hotel. All income generated from this surcharge is returned the community where the hotel is located. For the 2016-2017 fiscal year, \$145,000 in program revenue is projected, an increase of \$3,713 over the adopted FY 2015-2016 budget level.

State Aid Reimbursement Program Descriptions

School Housing Aid. The State provides local school districts with partial reimbursement for approved school construction projects. The reimbursement rate for the South Kingstown School District is 30% of the debt service cost of an approved project. With the establishment of the Debt Service Fund in the 2016-2017 fiscal year, all School Housing Aid has been transferred to the Debt Service Fund.



D. LOCAL PROGRAM GENERATED REVENUES

The restructuring of the General Fund Revenue Statement that occurred in FY 2014-2015 allows for line item documentation of all locally generated revenues. It is projected that local revenues will generate \$3,245,697 in non-property tax related income in the 2016-2017 fiscal year. A summary of the proposed revenue statement is presented below:

General Fund	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Difference to Adjusted Budget
Rental of Town Property	\$406,537	\$440,801	\$440,801	\$389,131	\$399,282	(\$41,519)
Investment Income	122,212	90,000	90,000	130,000	125,000	35,000
Miscellaneous Revenues	57,011	56,500	56,500	48,500	51,000	(5,500)
Town Clerk Revenues	583,863	529,505	529,505	518,885	515,170	(14,335)
Finance Department Revenues	36,363	36,100	36,100	40,185	40,050	3,950
Planning/GIS Department Revenues	698	500	500	550	550	50
Zoning/Building Revenues	405,415	396,800	396,800	396,750	390,650	(6,150)
Police Revenues	358,172	345,581	345,581	423,406	241,250	(104,331)
Animal Control Revenues	77,822	76,700	76,700	76,900	76,900	200
Harbor Patrol	33,909	30,000	30,000	34,000	34,000	4,000
Communications Dept Revenues	4,864	2,500	2,500	1,250	1,000	(1,500)
Emergency Medical Svs. Revenues	575,000	575,000	575,000	575,000	590,000	15,000
Public Services Revenues	27,888	22,400	22,400	17,400	17,400	(5,000)
Recreation Department Revenues	636,000	632,105	632,105	633,220	680,945	48,840
Library Revenues	93,714	84,500	84,500	82,831	82,500	(2,000)
TOTAL	\$3,419,468	\$3,318,992	\$3,318,992	\$3,368,008	\$3,245,697	(\$73,295)

Local program generated revenues projected in the 2016-2017 fiscal year in excess of \$100,000 are highlighted below:

Rental of Town Property. This revenue account includes rental income from multiple wireless carriers for attachment rights on municipally owned water tanks and at the communications tower at the Public Services Building. Over the past year, four of those contracts have been terminated due to carrier consolidation, resulting in the loss of approximately \$48,000 in income. Unless new vendors are interested in the leasing of the vacated spaces, income estimates for FY 2016-2017 must be reduced accordingly. Also included in this account is rentals at Marina Park (inclusive of two marinas, a yacht club, sailing club and a restaurant), which are projected to generate revenue of approximately \$293,000 in the 2016-2017 fiscal year, up from \$286,500 in the current year.

Investment Income. It is anticipated Investment Income will generate \$125,000 in FY 2016-2017, a \$35,000 increase over the current year budget estimate. Average investment rates are predicted to see only limited growth during the 2016-2017 fiscal year.

Town Clerk Revenues. The Town Clerk’s Office is responsible for the collection of approximately 25 different fees, with Recording Fees the largest fee source for this Office. In FY 2016-2017 it is projected that revenues will decrease by approximately \$15,000 due to an anticipated slowdown in recording, as less new housing is projected to be coming on the market for sale in the next fiscal year.



Zoning and Building Inspection Revenues. Revenues collected by the Zoning and Building Inspector's office are primarily generated by Building Permits (\$260,000) and Electrical, Plumbing and Mechanical Permits (\$120,000). Zoning Board of Review Filing Fees are also projected to produce income of \$10,000 in the 2016-2017 fiscal year.

Police Revenues. Police-related revenues reflect a projected decrease in the 2016-2017 fiscal year; however the Department is actually anticipating an overall increase in income considering that \$102,769 in current year income was received as reimbursement for providing the School Department with Crossing Guard Services. As previously noted, costs associated with crossing guard services will be incurred directly by the School Fund beginning in FY 2016-2017. When Police Department income budgeted in FY 2015-2016, net of Crossing Guard reimbursement, is compared to proposed FY 2016-2017 funding, the department will show a \$37,070 increase over the current year budget. The major revenue increase is associated with the rental of police vehicles, projected to generate \$120,000 in the 2016-2017 fiscal year, up \$40,000 over the current year budgeted estimate.

Emergency Medical Services (EMS) Revenues. Income generated from services provided by the EMS program is held in the EMS Billing Services Fund. A portion of this revenue is used to offset operational expenses of the Division, as well as to meet EMS equipment needs. For the 2016-2017 fiscal year, it is proposed to transfer \$590,000 in income from the EMS Billing Fund to the General Fund, an increase of \$15,000 over the current year transfer amount. This increase is projected due to increases in the Town's billing rates for various services rendered by the EMS Division.

Recreation Department Revenues. The Recreation Department operates a multitude of programs on a fee basis. Program expenses are based on the identified program participation targets for each program. Should targeted participation levels for a program not be reached, the program is canceled and no program costs are incurred. The Recreation programs proposed for FY 2016-2017 are projected to cost \$1,851,016 or \$46,213 more than the current fiscal year. Budgeted Recreation Department Revenues of \$750,978 are forecast for FY 2016-2017, or \$49,533 more than budgeted in the current fiscal year.

E. UNASSIGNED FUNDS FORWARDED TO FY 2016-2017 GENERAL FUND

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

For the 2016-2017 fiscal year, it is proposed to use \$600,000 from the General Fund's Unassigned Fund Balance, which is \$75,000 less than the amount provided in the current fiscal year. The value of the Town's Unassigned Fund Balance (UFB) as of June 30, 2015 was \$9,956,787 or 13.15% of the adopted FY 2015-2016 General Fund. The planned use of \$600,000 in funding support for the 2016-2017 fiscal year and an additional \$200,000 planned for transfer to the Community Recreation Center Capital Reserve Fund will provide a projected Unassigned Fund Balance of \$9,856,787 or 12.88% of the FY 2016-2017 Proposed Municipal Program at the close of FY 2015-2016, as shown on the next page.



Unassigned Fund Balance June 30, 2014	\$10,257,212
Fund Balance as a % of 2014-2015 General Fund	13.70%
2014-2015 Projected Operating Surplus	\$1,448,690
Change in Prepaid Expenses and Encumbrances	38,193
FY2014 Closed Encumbrances	53,614
FY2015 Encumbrances	(165,922)
Community Recreation Center Transfer	(1,000,000)
Funds Forwarded to Finance 2015-2016 Program	(675,000)
Unassigned Fund Balance June 30, 2015	\$9,956,787
Fund Balance as a % of 2015-2016 Municipal Program	13.15%
2015-2016 Projected Operating Surplus	\$700,000
Community Recreation Center Transfer	(200,000)
Funds Forwarded to Finance 2016-2017 Program	(600,000)
Unassigned Fund Balance June 30, 2016	\$9,856,787
Fund Balance as a % of 2016-2017 Municipal Program	12.91%

The Municipal Program is defined as the sum total of the proposed General Fund plus the value of all property tax transfers to other Governmental Funds (School Unrestricted Fund, Debt Service Fund, Senior Services Fund and Community Recreation Center Fund) and the Wastewater Enterprise Fund.

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II. General Fund Expenditure Statement

The presentation of the FY 2016-2017 General Fund Expenditure Statement requires a restatement of the FY 2015-2016 budget to allow proper comparison to the FY 2016-2017 spending plan. The Adopted FY 2015-2016 presentation has been restructured to allow for a comparative review of the two Expenditure Statements; the Proposed FY 2016-2017 budget can be compared to the Adjusted FY 2015-2016 budget reflected in the General Fund Expenditure Statement.

The practice of appropriating property tax dollars in the General Fund, other Governmental Funds (School Fund, Senior Services Fund, and Debt Service Fund), and the Wastewater Enterprise Fund is eliminated. The establishment of the Debt Service Fund eliminates the need to account for Debt Service payments in the General Fund. It also eliminates the need to appropriate non-property tax revenues directly related to debt service payments within the General Fund Revenue Statement.

With elimination of the appropriation of property tax needs for the above noted Special Revenue and Enterprise Funds within the General Fund Expenditure Statement, those property tax needs will now be recognized within the General Fund Revenue Statement as negative revenues. In so doing, the total property tax need for all funds are recognized in the General Fund, however the value of property tax need to support General Fund needs is more clearly defined.

The display below documents the Restated General Fund Expenditure Statement and identifies all adjustments to the Adopted 2015-2016 General Fund Expenditure Statement:

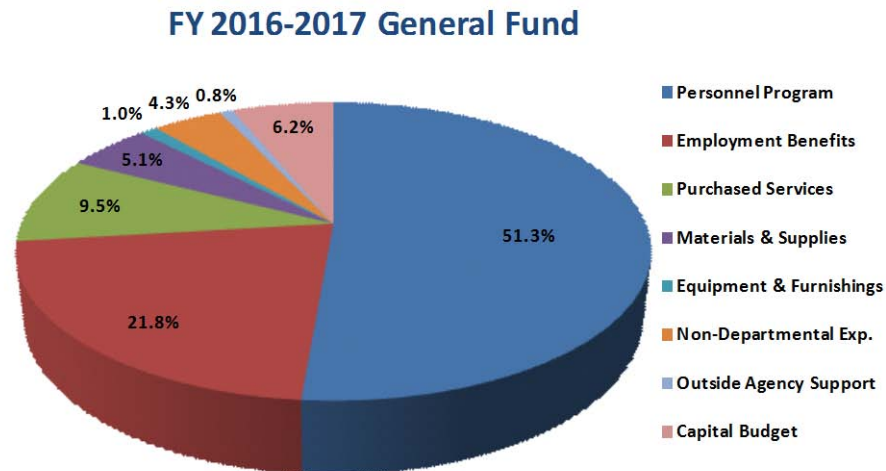
Adjusted General Fund Expenditure Statement	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Increase (Decrease) to Adjusted Budget
General Government	\$3,604,268	\$3,696,529	\$3,696,529	\$3,659,499	\$3,786,369	\$89,840
Public Safety	9,777,256	10,516,624	10,516,624	10,439,384	10,766,168	249,544
Public Services	2,800,977	2,967,368	2,967,368	2,945,144	2,952,072	(15,296)
Recreation Program	1,756,574	1,804,803	1,804,803	1,806,991	1,851,016	46,213
Library Program	1,173,593	1,179,156	1,179,156	1,175,185	1,219,965	40,809
Insurances and Contingency	858,131	935,000	927,500	948,306	990,000	62,500
Contributions to Agencies	172,114	197,515	205,015	193,015	185,515	(19,500)
Capital Outlay	1,286,000	1,292,600	1,292,600	1,292,600	1,440,450	147,850
Debt Service	2,821,814	2,393,308	0	0	0	0
Adjusted General Fund	\$24,250,727	\$24,982,903	\$22,589,595	\$22,460,124	\$23,191,555	\$601,960
School Fund Transfer	\$49,614,070	\$50,313,756	\$50,313,756	\$50,313,756	\$51,387,349	\$1,073,593
Senior Services Fund Transfer	378,171	402,047	402,047	402,047	414,700	12,653
Community Recreation Center Transfer	0	0	0	0	171,733	171,733
Debt Service Fund Transfer	0	0	1,434,572	1,434,572	1,200,000	(234,572)
Wastewater Fund Transfer	4,300	4,300	4,300	4,300	4,300	0
Non- General Fund Tax Req.	\$49,996,541	\$50,720,103	\$52,154,675	\$52,154,675	\$53,178,082	\$1,023,407
Adopted General Fund	\$74,247,268	\$75,703,006	\$74,744,270	\$74,614,799	\$76,369,637	\$1,625,367



A. General Fund Expenditures

Preparation of the Proposed FY 2016-2017 Budget Program requires the Town Manager and all Department Directors to critically review current service levels, associated costs, and levels of efficiency. The collective objective is to ensure that core municipal services will be provided at existing levels, at minimum, with continued high quality.

The Town Manager's Proposed FY 2016-2017 General Fund Program will require expenditures of \$23,191,555 representing an increase of \$601,960 or 2.7% more than the Adjusted FY 2015-2016 Budget Program. Property tax support of \$16,232,796 or \$839,146 more than current year shall be required to support this expenditure program.



The Proposed FY 2016-2017 General Fund consists of four cost centers as noted in the display below (a fifth cost center presented below for Debt Service Payments was a component of the Adopted FY 2015-2016 General Fund; the establishment of the Debt Service Fund in FY 2016-2017 eliminates the budgeting of Debt Service payments from the FY 2016-2017 General Fund Expenditure Statement).

Adjusted General Fund Expenditure Statement	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Increase (Decrease) to Adjusted Budget
Town						
Departmental Services	\$19,112,668	\$20,164,480	\$20,164,480	\$20,026,203	\$20,575,590	\$411,110
Insurances and Contingency	858,131	935,000	927,500	948,306	990,000	62,500
Outside Agencies Support	172,114	197,515	205,015	193,015	185,515	(19,500)
Debt Service	2,821,814	2,393,308	0	0	0	0
Capital Program	1,286,000	1,292,600	1,292,600	1,292,600	1,440,450	147,850
Total General Fund	\$24,250,727	\$24,982,903	\$22,589,595	\$22,460,124	\$23,191,555	\$601,960



Departmental Services

The Departmental Services component of the Town Manager's Proposed FY 2016-2017 General Fund Budget Element will require a \$411,110 or 2.0% increase over the current fiscal year program. This was an extremely difficult task, considering that over 82.4% of all costs related to the operation of the municipal services departments are consumed by personnel and benefits related expenditures. The total cost of Personnel and Employment Benefits components of the Departmental Services Element is \$16,952,015 or \$387,343 more than the current fiscal year funding requirements, consisting of \$260,633 (2.2%) in additional salaries and wages, and \$126,710 (2.6%) in increased employment benefits costs.

General Fund Personnel Summary	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Dollar Increase	Percent Increase
Full-Time Employees	\$8,903,296	\$9,359,781	\$9,359,531	\$9,203,935	\$9,553,574	\$193,793	2.1%
Part-Time Salaries	632,058	719,280	719,280	704,929	615,356	(103,924)	-14.4%
Seasonal Salaries	334,102	323,900	323,900	322,825	354,800	30,900	9.5%
Overtime	936,846	796,053	796,053	909,816	905,928	109,875	13.8%
Retirement/Vacation Reimburse.	84,748	100,000	100,000	151,222	100,000	0	0.0%
Longevity	338,357	347,274	347,274	341,569	377,263	29,989	8.6%
Total Personnel	\$11,229,407	\$11,646,288	\$11,646,038	\$11,634,296	\$11,906,921	\$260,633	2.2%

Note: As a result of moving Crossing Guard costs to the School Fund, the decrease in FY 2016-2017 Part Time Salaries is \$15,746; were this adjustment not made, the cost of the FY 2016-2017 Personnel Element would reflect a \$349,061 or 3.0% overall increase.

General Fund Employment Benefits Summary	2014-2015 Actual	2015-2016 Adopted	2015-2016 Adjusted	2015-2016 Projected	2016-2017 Proposed	Dollar Increase	Percent Increase
FICA	\$816,655	\$849,961	\$849,961	\$849,828	\$860,894	\$10,933	1.3%
Municipal Retirement	710,891	706,519	706,519	706,519	740,756	34,237	4.8%
Police Retirement	721,785	827,688	827,688	827,688	872,223	44,535	5.4%
EMS Retirement	49,555	46,267	46,267	46,267	43,511	(2,756)	-6.0%
Direct Pension	7,667	7,480	7,480	7,480	7,480	0	0.0%
Medical Insur-Active	1,711,014	1,816,169	1,816,169	1,816,169	1,868,597	52,428	2.9%
Medical Insur-Retirees	479,930	481,476	481,476	479,393	462,364	(19,112)	-4.0%
Dental Insur-Active	122,536	133,490	133,490	133,490	140,610	7,120	5.3%
Dental Insur-Retirees	5,374	5,536	5,536	5,536	0	(5,536)	-100.0%
Insurance Buyback	33,400	33,365	33,365	33,365	39,200	5,835	17.5%
Life Insurance	10,229	10,433	10,433	10,433	9,459	(974)	-9.3%
Total Employment Benefits	\$4,669,037	\$4,918,384	\$4,918,384	\$4,916,168	\$5,045,094	\$126,710	2.6%
Total Personnel/Benefits	\$15,898,444	\$16,564,672	\$16,564,422	\$16,550,464	\$16,952,015	\$387,343	2.3%

The Town's Personnel System includes four independent labor groups and one non-organized employee group of managerial/supervisory personnel. All municipal labor groups have active collective bargaining agreements with the Town. Three of the contracts (SKMEA/NEARI, EMS and Council 94) are set to expire June 30, 2018, while the fourth contract (Police - IBPO) expires on June 30, 2016. The three contracts in place for FY 2016-2017 provide for cost of living wage increases of 2.25%, and the same wage adjustment has been incorporated into the salary structure for the sworn police officers bargaining unit. Negotiation of a successor agreement with the IBPO unit will commence in April 2016. It is noted that Health Care and Dental Program costs are forecast to increase by 3.0% during the 2016-2017 fiscal year.



The Town participates in the State administered Municipal Employees Retirement System (MERS). Employer contribution rates for FY 2016-2017 as determined by the State Retirement Board are as follows:

Municipal Employees Retirement System		
Employer Contribution Rates	FY 2016	FY 2017
Police	24.71%	25.15%
Town	12.25%	11.61%
EMS	5.34%	4.93%

Summaries of budgetary revisions and adjustments proposed in individual municipal operating units are presented below:

Town Council (11001). In addition to the costs associated with Town Council stipends and wages for the camera operator for recording Town Council session, a new budget item of \$10,200 is proposed for live broadcast of Town Council meetings. It is noted that the purchase of a new camera and ancillary equipment that is needed in order to broadcast the meeting live is anticipated in the current fiscal year.

Budget Referendum (11003). This budget element provides for anticipated costs associated with the conduct of a budget referendum. The Town Charter provides that qualified electors of the Town may call for the conduct of an all day referendum should a minimum of 200 electors wish to consider the increase or decrease of the Town Council Adopted General Fund and/or School Fund by more than \$250,000. The projected cost of conducting a referendum in FY 2016-2017 is \$11,808.

Legal Services (11005). This account provides funding on a retainer basis for the Town Solicitor, Special Legal Counsel, and Criminal Prosecutor who are appointed by, and serve concurrently with, the Town Council. The Town’s attorneys attend all meetings of the Town Council, Zoning Board of Review, and Planning Board and provide legal assistance and advice to these bodies. The Criminal Prosecutor represents the Police Department on all charges brought before the District Court and Traffic Tribunal. It is proposed to increase existing retainers by 2.25% in FY 2016-2017.

Probate Court (11107). This account provides funding for a part-time Probate Judge who is appointed by the Town Council. Probate Court is held in the Town Hall on the third Thursday of every month. No increase is proposed in FY 2016-2017.

Town Manager (12001). This account provides funding for all costs associated with the administrative management of municipal operations. For the 2016-2017 fiscal year a 3.1% or \$12,709 increase in funding is proposed. This increase is needed to provide for a budgeted 2.25% increase in salaries and benefit cost adjustments.

Personnel Administration (12003). The Personnel Division assists the Town Manager's office and other Town departments in the administration of all Human Resource functions. For the 2016-2017 fiscal year a 1.4% or \$1,463 increase in funding is needed to provide for a budgeted 2.25% increase in salaries and benefit cost adjustments.



Town Clerk (13001). The Town Clerk's Office is responsible for providing a number of services to the public. The Office consists of six major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, and Business Licenses. Changes in personnel assigned to this office have reduced salary and benefit costs in FY 2016-2017.

Public Information (13003). The Town's Public Information account has in the past provided funding to operate and maintain the Town website and Community Emergency Notification System, as well as municipal internet access and email accounts. The costs of these services are being reassigned to the Information Technology Department in FY 2016-2017.

Canvassing Authority (13005). This account provides funding for the preparation and maintenance of all Town voting records within the Town Clerk's office. It also provides funding for the administration of all mandated national, state, and local elections, as well as the stipend for the three-member Canvassing Authority and the Clerk of the Canvassing Authority. In FY 2016-2017 two primaries and the conduct of the November 2016 general election are scheduled. For FY 2016-2017 a \$27,819 increase in expenditures will be required to meet the costs of these additional elections in addition to planned personnel cost of living adjustments.

Finance Department (14001). The Finance Department serves all departments of the Town as an information gathering and control center, providing both internal and external reports pertaining to Town-related financial information. For the 2016-2017 fiscal year, a 1.2% or \$7,802 increase in funding is proposed. This increase is needed to provide for a 2.25% increase in salaries and benefit cost adjustments. Replacement of a senior employee has also reduced salary and benefit demands in FY 2016-2017.

Information Technology (14003). The Information Technology (IT) Division of the Finance Department provides management and technical support for most hardware and software needs of the Town's municipal offices. The budget for this Division will absorb costs previously accounted for in the Public Information (11003) account related to web site administration web hosting and internet access. A funding increase of \$8,083 will be required to meet reassigned cost and to provide budgeted salary and benefits adjustments.

Post Year Audit Services (14005). This account provides funding for the completion of an annual post year audit of all Town funds, which is required by State Statute and Town Charter. A \$24,687 budget is proposed for FY 2016-2017.

Town Assessor and Assessment Board of Review (15001 & 15003). The Department of Assessment provides for the orderly valuation of all real estate, motor vehicles, and tangible personal property located in the Town of South Kingstown. The Assessment Board of Review, consisting of three regular members and one alternate member, is charged under Town Charter and by Town Ordinance to hear grievances related to tax appeals filed. The Town is conducting a statistical revaluation in the current fiscal year. Values established through this program will be used for assessment purposes in FY 2016-2017. A \$12,453 increase is proposed for the Assessor's Department to address salary and benefit adjustments, while a \$1,300 increase is proposed for the Assessment Board of Review to address an anticipated increase in the number of appeal hearings that will be conducted as a result of the revaluation process.



Planning Department; Planning Board; and Conservation Commission (16001 16003 & 16009). The Planning Department is engaged in all phases of growth management and land use regulation within the Town. The seven-member Planning Board is appointed by the Town Council and serves in a review and regulatory capacity regarding community land use planning. The Conservation Commission, a 7-member advisory board is charged with promoting the preservation of the natural resources in Town, and also serves as the Town Tree Board and Onsite Wastewater Treatment System (OWTS) Commission. No changes in programming are proposed in FY 2016-2017 for these accounts. An \$8,813 increase is proposed in FY 2016-2017 for the Planning Department to address budgeted salary and benefit adjustments, while the Planning Board budget is proposed to decrease by \$480 as a result of past trends associated with stipend payments and no changes are proposed for the Conservation Commission budget.

Geographic Information Systems (16005). The Geographic Information System (GIS) Division of the Planning Department provides access to accurate geographic information. For the 2016-2017 fiscal year a \$9,889 increase is proposed. In addition to budgeted salary and benefit adjustments, \$6,200 in costs associated with maintaining a service contract for web hosting of the GIS database is also required, which in prior years had been recognized in the capital budget.

Zoning/Building Inspection and Zoning Board of Review (17001 & 17003). The Zoning/Building Inspection Department is charged with the responsibility to enforce the Zoning Ordinance of the Town, the RI State Building Code, and the RI Housing and Occupancy Code (Minimum Housing). The Zoning Board of Review is a quasi-judicial board that conducts public hearings on all petitions requesting special use permits, variance, and appeals of decisions made by the Building Official under the Zoning Ordinance. A 2% or \$6,758 increase in the Zoning and Building Inspection Department is proposed to meet budgeted salary increases for FY 2016-2017. No funding changes are proposed in the Zoning Board of Review budget.

Town Hall Operations (18001). All costs associated with the operation of the Town Hall facility are included in this account. A \$10,092 reduction is proposed in FY 2016-2017, partially due to adjustments in benefit utilization and the reassignment of costs related to copy machine rentals to those departments using the equipment.

Police Department (20001). For the 2016-2017 fiscal year, a \$187,448 or 2.3% increase in funding is proposed. It is noted that the current labor agreement with the sworn police officers of this Department will expire on June 30, 2016, and negotiation of a successor agreement will occur prior to expiration of the existing agreement. A large reduction in fuel costs (\$25,000) is anticipated in FY 2016-2017. A reduction of \$88,178 is also proposed in FY 2016-2017 with the reassignment of Crossing Guard costs to the School Department that as noted had previously been included in the Police budget and the School Department had reimbursed the General Fund for this service.

Animal Control Program – Road and Shelter (20071 & 20073). The Town's Animal Control Program consists of two elements: the Road Program provides enforcement of all animal-related Town Ordinances and State laws and the Animal Shelter Program accepts neglected, abandoned, and/or stray dogs and cats. A collective \$5,619 increase in the cost of the Animal Control program is proposed for FY 2016-2017. Increased costs are associated with salary increases of 2.25% and applicable benefit adjustments. The department is also anticipating lower operating costs associated with gasoline and heating fuel.



Harbor Patrol (20090). The Harbormaster Division provides for the safety of the boating public on waters located in South Kingstown, through education and enforcement of State and local boating safety laws. The Harbor Patrol Program is proposed to increase by \$6,090 in FY 2016-2017, as hourly rates for the Harbor Master and his Assistants are being increased to meet market demands for qualified seasonal personnel (\$4,090) and an additional \$2,000 is needed to maintain equipment used by this division.

Communications Division (21001). This account provides funding for the maintenance and operation of the Town's Communications (Fire Alarm) system. The Division has two principal areas of responsibility: maintenance of the cable plant and enforcement of the RI Fire Safety Code pertaining to the installation and maintenance of fire alarm systems. Personnel changes will reduce salary related costs, however increased costs for benefits offset this reduction. A \$6,655 increase is proposed for the FY 2016-2017 fiscal year.

Emergency Medical Services (22001). The purpose of the Emergency Medical Services (EMS) Division is to provide pre-hospital emergency medical treatment and transportation to the sick or injured, promote injury prevention, and provide public education such as home safety, CPR, and injury risk reduction. A \$43,732 or 2.7% increase in program cost is proposed for FY 2016-2017. Salary increases of 2.25% with adjustments in the cost of employment benefits will increase the EMS proposed budget by \$55,283, while reductions of \$11,400 in operating costs reduce the overall budgetary impact.

Public Services Administration (30001). The Engineering Division of the Public Services Department serves as the Town's technical branch that oversees design and construction of public works infrastructure. Duties include drainage complaint resolution, storm water compliance, street and highway road resurfacing, street lighting, tree programs, and capital improvement project oversight. Due to personnel changes within this department a reduction in salary and benefit costs allows for a reduction of \$12,171 in this department for FY 2016-2017.

Streets and Highway Division (30003). The Streets and Highway Division provides labor services, materials, and equipment for year-round maintenance of the Town's highway and drainage infrastructure. The proposed budget for this major Public Services Division is proposed to decrease by \$8,646. Salary increases of 2.25% and benefit costs adjustments are included all assigned personnel. Reductions include a \$25,000 in the projected cost of fuels in addition to a \$39,566 decrease in the cost of health care for retired personnel.

Tree Warden and Street Lighting (30005 & 30007). The Town's Tree Management Program encompasses both routine and emergency municipal tree management. The Tree Warden oversees municipal trees located within Town highway rights-of-way and on municipal properties. The Street Lighting account covers expenditures associated with streetlights along all local and a majority of State roads. It is proposed to increase the Tree Warden Program by \$500 to allow for the purchase of additional street trees. It is also proposed to increase the Street Lighting Account by \$5,000 due to projected service costs.

Recreation Department (40001 through 40013). The Parks and Recreation Department, under the direction of the Recreation Commission, 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. The Recreation Program includes six elements including Administration, Maintenance, Athletics, Aquatics, Leisure Service and Stepping



Stone School. The combined cost of the proposed FY 2016-2017 Parks and Recreation Program is \$1,851,016 or \$46,213 more than the current year. Budgeted Recreation Department revenues are forecast at \$750,978 or \$49,533 more than budgeted in current year; therefore while the cost of the program is proposed to increase, the property tax effort needed to support the overall program is reduced by \$3,320.

Library Program (50001). The South Kingstown Public Library provides free, convenient and equal access to print and non-print materials, services and technologies that support the community's informational, educational, cultural and recreational needs. The library system consists of Peace Dale Library and two branches, Kingston Free and Robert Beverly Hale. Personnel and benefit costs are proposed to increase \$43,403 in FY 2016-2017, while reductions in operational expenses of \$2,601 reduce the overall budget increase to \$40,809.

Summary. The overall cost of operating all General Fund Departments for FY 2016-2017 is proposed at \$20,575,590, an increase of \$411,110 or 2.0% more than the current year appropriation of \$20,164,480.

Insurances and Contingency

The second funding component of the FY 2016-2017 General Fund Budget Element that accounts for costs of operations that are not assignable to specific municipal departments and agencies is budgeted under "Insurances and Contingency." For the 2016-2017 fiscal year, a General Fund appropriation of \$990,000 is necessary as defined below:

Municipal Insurance (70103). This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, fire, and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. A General Fund appropriation in the amount of \$330,000 is proposed for the 2016-2017 fiscal year for municipal insurance, an increase of \$45,000 over the current fiscal year appropriation. This increase is the result of a reallocation of cost sharing of this expense with other governmental funds based on property values, vehicle assignments and policy related responsibilities vested in each of the various funds covered under the Town's comprehensive policies.

Unemployment Insurance (70105). RI state law requires that state and local governments provide unemployment insurance for their employees; therefore the Town must appropriate money to fund any unemployment claims filed. Funding in the amount of \$10,000 is proposed for FY 2016-2017, the same amount as in the current fiscal year.

Workers' Compensation (70107). This account provides funding for Workers' Compensation Insurance for Town personnel budgeted in the General Fund, with the exception of Public Safety and EMS employees who are covered under separate State statutes for on-the-job injuries. For FY 2016-2017, a \$10,000 (6.70%) increase over the current fiscal year appropriation of \$150,000 is proposed. Workers' compensation insurance costs continue to rise at a significant rate due to heightened risk factors, high cost of medical care, and increases in reinsurance premiums.



Fund Contingency (70109). This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there is not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal would be charged to this account. This account is also used by the Town Council to address various expenses not identified during budget development, which the Town Council may deem appropriate. Level funding in the amount of \$65,000 is proposed for FY 2016-2017.

Town Health Care (73011). This account provides municipal funding for the annual required contribution (ARC) for “Other Post-Employment Benefits” (OPEB), as well as for contingency funding in case of unexpected health care rate increases occurring after budget development. OPEB costs associated with post employment health care benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid health care benefits in retirement and the current year cost associated with OPEB benefits that current employees will earn in the 2016-2017 fiscal year. Total funding in the amount of \$425,000 is proposed for FY 2016-2017; \$350,000 for OPEB-related costs and a contingency appropriation of \$75,000 in case of unexpected health care rate increases occurring after budget development. As of June 30, 2015 the Town/School OPEB Trust maintained assets of \$5,863,998 or 20.58% of the Actuarial Accrued Liability of \$18,517,664. The Town continues to appropriate annual Required Contribution to the OPEB Trust in accordance with the parameters of Government Accounting Standards Board (GASB) Pronouncement 45.

Human Services & Outside Agencies Support

The third component of the FY 2016-2017 General Fund Budget Element identifies all municipal support provided for a number of non-profit Human Services Agencies and local civic organizations. It is noted that the Town Manager takes no position on the level of funding provided to any outside agency; therefore funding levels proposed for FY 2016-2017 are held at the current year appropriation amounts, provided an application for continued funding has been filed.

The Human Services Agencies (80000) requesting municipal funding support in the 2016-2017 fiscal year are shown in the chart on the following page. It is noted that one agency (Phoenix House) has not submitted a funding request for FY 2016-2017 and is therefore not included in the Town Manager's FY 2016-2017 Proposed Budget.



	2014-2015	2015-2016	2016-2017
Human Services Agencies	Actual	Adopted	Proposed
South Shore Center	\$15,000	\$15,000	\$15,000
Home and Hospice Care of RI	1,500	1,500	1,500
South County Home Health Services	24,000	24,000	24,000
Thundermist Health Ctr of SC	12,000	24,000	24,000
Jonnycake Center of Peace Dale	22,000	22,000	22,000
Cane Child Development Center	9,000	9,000	9,000
South County Community Action	24,000	24,000	24,000
Welcome House of South County	8,000	8,000	8,000
Domestic Violence Resource Center	5,000	5,000	5,000
Wash. County Coalition for Children	400	800	800
Education Exchange	3,500	3,500	3,500
Easter Seals Rhode Island	1,000	1,000	1,000
Phoenix Houses of NE	0	12,000	0
Contribution to Human Svcs Agencies	\$125,400	\$149,800	\$137,800

A listing of the local civic organizations (Outside Agencies - 81000) seeking municipal funding support in the 2016-2017 fiscal year are listed below:

	2014-2015	2015-2016	2016-2017
Outside Agencies	Actual	Adopted	Proposed
RI League of Cities & Towns	11,115	11,115	11,115
Celebration (Parades)	6,999	7,000	7,000
Fire Company	3,600	3,600	3,600
Narrow River Preservation Assoc.	500	500	500
Southern RI Chamber Of Commerce	9,000	9,000	9,000
Peace Dale Neighborhood Revitization	2,500	3,000	3,000
Washington County Regional Planning Council	5,000	5,000	5,000
SK Partnership For Prevention	4,000	4,000	4,000
Wakefield Village Association	3,000	3,500	3,500
Wash. Co. Community Development Corp.	1,000	1,000	1,000
Contribution to Outside Agencies	\$46,714	\$47,715	\$47,715

Capital Budget

The fourth component of FY 2016-2017 Proposed General Fund Budget Element identifies the cost associated with implementation of the FY 2016-2017 Capital Budget, the first year spending program of the Town Council's adopted Capital Improvement Program (CIP) for the Fiscal Period 2016-2017 through 2021-2022 totaling \$32,895,790 that identifies all prioritized capital projects or programs projected for completion within any of the governmental funds of the Municipal Budget Program. The purpose of this



program is to develop an orderly schedule for the major purchases, replacements, construction, and annual contractual programs that require expenditures in excess of \$10,000. The CIP seeks to determine needs, establish priorities, and analyze the Town's ability to pay for these new improvements and details a six-year planned spending program

Capital Improvement Program (85000). A capital budget appropriation from the General Fund in the amount of \$1,440,450 is proposed for FY 2016-2017, reflecting an increase of \$147,850 over the current fiscal year budget of \$1,292,600. Three funding proposals presented in the Town Council Adopted Capital Budget are recommended for removal from the Town Manager’s Proposed Budget Program – a \$10,000 transfer to the Public Safety Communications Capital Reserve and a \$24,000 appropriation for the purchase of replacement of a General Use Vehicle are proposed to be deferred to a future year, and funding of \$10,000 for the inscription of additional names to the Sauguatucket Veterans’ Memorial (\$10,000) is recommended to be provided in the current fiscal year.

Shown below is a summary of the FY 2016-2017 Capital Budget as adopted by the Town Council on January 25, 2016, net of the reductions noted above:

Capital Budget Program	2014-2015 Actual	2015-2016 Adopted	2016-2017 Proposed	Increase (Decrease)
Recreational	\$212,000	\$209,600	\$254,000	\$44,400
Public Services	851,000	853,000	901,450	48,450
Public Safety	188,000	185,000	215,000	30,000
General Municipal	35,000	45,000	70,000	25,000
Total Capital Budget Program	\$1,286,000	\$1,292,600	\$1,440,450	\$147,850

The Town Council Adopted Capital Improvement Program for the Fiscal Period 2016-2017 through 2021-2022 is available for review at the Town’s Website (www.southkingstownri.com), and may be accessed at: <http://www.southkingstownri.com/town-government/municipal-departments/town-manager/budget> (See Tab 21 for a full description of the FY 2016-2017 Capital Improvement Program)

B. Other Governmental Funds

In addition to the General Fund, the Municipal Budget Program for FY 2016-2017 includes nine additional Governmental Funds. A summary of each of these funds is presented below:

School Unrestricted Fund (0110). The School Operating Program provides for all school related operating and capital budget related expenditures for the South Kingstown School System. This governmental fund does not addresses long term borrowing costs associated with school facilities construction or renovation. All school related debt services are recorded within the Debt Service Fund. For the 2016-20217 fiscal year, the School District anticipates the loss of an additional \$302,287 in State Aid to Education funding. Fiscal Year 2016-2017 represents the year six of the State’s implementation of an education aid funding formula that is designed to distribute school aid based on community demographics and a community’s ability to pay. Over the first eight years of the State's new distribution policy, the South Kingstown School District is slated to lose approximately \$320,000 per year in state education aid. This ongoing loss of state aid places a greater demand for increased property tax support. For the 2016-2017 fiscal year a School Operating program of \$59,926,334 is proposed. Of this sum \$51,387,349 in property tax (85.8%of total revenue) will



be needed to support the planned school program. It is noted that the School system continues to experience declining enrollments. According to the State Department of Education (RIDE) enrollments in the school system have declined on an average of 66 students per year over each of the last ten years (October 2005 through October 2015). RIDE has also documented the cost per pupil increased over the past four years, from \$17,377 in FY 2010-2011 to \$17,819 in FY 2013-2014. *(See Tab 20 for a full description of the FY 2016-2017 School Program)*

Peace Dale Office Building Fund (0302). The Recreation Department uses portions of the PDOB for operation of recreational programming, with the majority of the facility maintained by commercial leases that generate income used to pay operating and capital improvement costs. For the 2016-2017 fiscal year, an operating budget of \$94,362 is proposed. Commercial rentals will generate \$86,462; self-supporting program activities will provide \$7,300; and investment income will provide \$600. PDOB's Unassigned Fund Balance as of June 30, 2016 is projected at \$262,402. *(See Tab 12 for a full description of the FY 2016-2017 PDOB Program)*

Senior Services Program Fund (0304). The Senior Services Program provides a broad range of services for the community's senior population: transportation, nutrition (a congregate meal site), Adult Day Services, and a Senior Center. The projected cost of providing these services in FY 2016-2017 is \$814,531 an increase of \$30,257 over the current year program. Property tax support of \$414,700 (an increase of \$12,653 or 3.1%) will be needed in FY 2016-2017 to meet proposed program requirements. The Senior Services Program allows program participation from neighboring communities. The Town of Narragansett participates in the Nutrition (meal site), Adult Day Services, and Senior Center program elements and will contribute \$122,691 to offset program expenses in FY 2016-2017. The Town of North Kingstown will also participate in the Adult Day Services Program and will contribute \$33,303 to meet program costs. Funding of the Adult Day Services program presents an ongoing challenge as operational costs have increased steadily, while State and Medicaid reimbursement rates for eligible clients have remained fixed since 2008 at \$41.48 per client day. The actual cost per client day to operate the Adult Day Services program in FY 2016-2017 is projected at \$99.25. At minimum, the State needs to address the inadequacy of the current level of client support. A detailed briefing paper will be prepared and forwarded to the local legislative delegation documenting the need for additional State funding for this program in the upcoming year. *(See Tab 14 for a full description of the FY 2016-2017 Senior Services Program)*

Neighborhood Guild Fund (0306). The Neighborhood Guild is a leisure services activity center that was conveyed to the Town in 1940 as a community center. 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 other miscellaneous sources. For the 2016-2017 fiscal year, Guild recreational programming is expected to generate approximately 45% of the total revenue needed to support the Guild's operating program, with the Trust Fund expected to contribute 51% and the remaining 4% from the Guild's Unassigned Fund Balance. Initial planning is underway for a major capital project that will address several building deficiencies. The Town Council Adopted Capital Improvement Program (January 2016) proposes use of a \$1 million in municipal bonds to pay for these improvements. Debt service associated with these bonds will be paid through the Neighborhood Guild Fund using revenue generated from the Neighborhood Guild Trust Fund. *(See Tab 13 for a full description of the FY 2016-2017 Neighborhood Guild Program)*



Community Recreation Center Fund (0308). Construction of a Community Recreation Center was authorized in January 2016 by the Town Council. The planned construction schedule forecasts a late December 2016 completion date. It is anticipated that the new facility will commence operation in early 2017. For the FY 2016-2017 proposed budget, a six month (January 2017 through June 2017) operating program of \$181,733 is planned, of which property tax support in the amount of \$171,733 will be needed. The remaining \$10,000 is anticipated to be generated from program income. Future year costs associated with the operation and maintenance of this facility will require additional property tax support; looking ahead, the projected FY 2017-2018 cost to operate the Community Recreation Center is projected at \$424,000. In advance of this funding period, efforts must be made to generate new outside revenue sources to minimize this impact. *(See Tab 15 for a full description of the FY 2016-2017 Community Recreation Center Fund)*

Debt Service Fund (0400). This newly created fund is used to account for all income and expenses associated with management of the Municipal/School Debt Service Program. Revenue sources available to pay down annual debt service requirements had in past years been budgeted within the General Fund. Going forward this income will be budgeted within the Debt Service Fund. Adjustments were made to the current year (FY 2015-2016) General Fund Revenue Statement whereby State School Construction Aid (\$518,022), South Road Reserve Fund Transfer (\$9,845) Fair Share Development Fees for Education Facilities (\$70,000), Fair Share Fees for Recreation Facilities (\$110,869), and Open Space Fees (\$225,000) were transferred to the Debt Service Fund. Use of the Debt Service Fund allows for clear documentation of Debt Service payment requirements, all non-property tax revenues, and most importantly the property tax requirements needed to meet annual debt service payment requirements. The Debt Service Fund is a Special Revenue Fund therefore any income deposited into the Fund not needed to pay current year expenses remains in the Fund’s Unassigned Fund Balance. In the current fiscal year, the Town refinanced \$6.95 million in outstanding municipal debt, which generated present value savings of \$568,666. First year savings yielded \$64,227 that will remain in the Debt Service Fund as of June 30, 2016 and will be available for future year debt service payments. It is proposed to monitor the projected property tax needs for future debt service payment and minimize the variance in payment requirements by over appropriating needed property taxes in years of declining payment and using the excess funding in later years where new debt is being introduced. Based on the adopted debt loading schedule presented in the FY 2016-2017 CIP, the following payment schedule is anticipated. *(See Tab 16 for a full description of the FY 2016-2017 Debt Service Fund)*

Fiscal Year	Projected Property Tax Debt Payment	Projected Property Tax Appropriation	Over/Under Payment Requirement	Unassigned Fund Balance
FY2016	1,370,345	1,434,572	64,227	64,227
FY2017	988,615	1,200,000	211,385	275,611
FY2018	1,514,914	1,275,000	(239,914)	35,697
FY2019	1,369,257	1,370,000	743	36,440
FY2020	1,310,551	1,350,000	39,449	75,889
FY2021	869,738	1,000,000	130,262	206,151
FY2022	1,099,475	975,000	(124,475)	81,676



Water Enterprise Fund (0702). The Town is responsible for public water supply in the South Shore and Middlebridge areas of the community. For FY 2016-2017, the proposed budget includes expenditures of \$983,707, a decrease of \$15,191 from the current fiscal year. This projected reduction is the result of a one-time severance payment in the current year and a reallocation of insurance expenses among multiple funds in FY 2016-2017. Capital expenditures and/or debt service requirements related to the municipal water systems are also budgeted within the Water Enterprise Fund. No increases in user rates are proposed in FY 2016-2017. *(See Tab 17 for a full description of the FY 2016-2017 Water Enterprise Fund)*

Wastewater Enterprise Fund (0704). The Wastewater Division operates and maintains a regional wastewater treatment system that services portions of South Kingstown and regional partners, the Town of Narragansett and the University of Rhode Island. The system also provides disposal services for septage waste collected from on-site conventional individual wastewater systems. Operating cost allocation is based on each regional partner's actual use of various system components. All capital and debt service related expenditures associated with the regional wastewater program are recognized as expenses within the Wastewater Enterprise Fund. For the 2016-2017 fiscal year, estimated expenditures are projected at \$3,814,127. Capital equipment and facility renovation and improvements will require increased spending over the next ten year term due to the age of the facility. *(See Tab 18 for a full description of the FY 2016-2017 Wastewater Enterprise Fund)*

Solid Waste Enterprise Fund (0706). The Solid Waste Management Division provides for the proper operation and management of the Rose Hill Regional Transfer Station and Recycling Center. This facility serves as a regional disposal center for both the Towns of South Kingstown and Narragansett. The operation of this municipally owned facility is leased to Link Environmental, a private waste hauling and disposal contractor responsible for both the process and transport of all materials disposed of at this facility. In addition to management and operation of the transfer station, debt service costs associated with municipal general obligation bonds issued to pay for the closeout of two municipally owned superfund landfills (Rose Hill and Plains Road) are processed through the Solid Waste Enterprise Fund.

In January 2016, the Town Council awarded a contract to Kearsarge Energy for the installation of a solar photo voltaic (PV) farm atop the two superfund sites. A power purchase agreement is currently under negotiation; any revenue stream generated from these solar installations will be shared with the Town of Narragansett (regional partner in the operation of the landfills and their closeouts) and the RI Department of Environmental Management. Any revenues generated from these installations ceded to South Kingstown will be used to assist in the payment of debt service costs associated with the closeout of these landfills. *(See Tab 19 for a full description of the FY 2016-2017 Wastewater Enterprise Fund)*

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III. Future Year Planning Considerations

Development of the Municipal Budget Program requires policy makers to not only define the existing needs of the community and the cost of programs to meet those needs, but also what programs may need to be restructured in the future and what planning efforts should be undertaken to better prepare for the future. Best management practices include the anticipation of programs and projects that will require multi-year or ongoing fiscal support; emerging trends relative to community needs; identifying capital projects on the near-term horizon; and laying the groundwork for program requirements that may result from these planning projects. Looking forward, there are several programs or projects that are planned in FY 2016-2017 that are anticipated to have potential fiscal policy and/or direct cost impacts on future municipal budgets. Major areas in this regard are discussed below:

Community Recreation Center

The Community Recreation Center project has been an element of the Town's Capital Improvement Program since 2004. Funding sources are now in place and the Town Council in January 2016 authorized the construction of a 29,000 square foot facility with ground breaking set for early Spring 2016 and project completion anticipated by the end of December 2016. In addition to authorizing the construction of the Community Recreation Center, the Town Council also established a Special Revenue Fund to properly account for all costs of operation of the new facility, as well as any income the facility generates. A six month operating budget is included in the Proposed FY 2016-2017 Municipal Budget, projecting the cost of operating the Community Recreation Center between January 2017 and June 2017 at \$181,733, of which \$171,733 in property tax support will be required. In addition, it is projected that during the first full year of operating the facility in FY 2017-2018, the property tax need is anticipated to grow to \$424,000. Given this projection, efforts regarding additional funding sources for operation of the Community Recreation Center should be initiated. In this regard, the Recreation Department will evaluate the potential to develop community sponsorships and partnership outreach opportunities with major employers and local institutions, charitable foundations and others. These outreach partnerships could provide resources and programmatic supports that may offset to a degree, the operational costs of the facility. This in turn may provide for broader community inclusion and participation, reduce participation fees, expand recreational and community wellness programming, and fully integrate this new facility into the overall fabric of the Town. Among the potential avenues for partnership would be naming rights for various elements of the facility, in addition to fund raising activities under the aegis of the Friends of Parks and Recreation.

Radio Alarm Box System

The Adopted FY 2016-2017 Capital Budget includes a \$20,000 appropriation for the conduct of an evaluation of the Town's existing fire alarm cable plant. This cable plant is over fifty years old and in need of replacement with contemporary technology to best meet the public safety requirements it is intended to provide. The technology associated with fire alarm systems has changed dramatically over the years, and wireless radio alarm systems are more reliable and offer greater management and testing flexibility for businesses and facilities required to use the system. The development of a wireless radio alarm system will necessitate new equipment at both the Public Safety Dispatch Center and the 240 businesses currently using the existing hardware system. Areas to be evaluated include a review of current best industry practices for this type of system, experiences of area communities in this regard, and emerging



trends for these technologies. The results of the study will define projected future costs and time schedules both for the private sector use of the public safety system, as well as the municipal equipment needs.

Open Space Land Acquisition Program

Over the past fifteen years, the Town has contributed to twenty-six open space projects and has issued \$6 million in general obligation bonds to pay for open space land acquisitions. The total preserved acreage in South Kingstown as of July 2015 amounts to 11,473 acres, representing 31.5 percent of the land area in Town. Policy makers now need to determine whether the Town's long term goals for open space preservation have been realized and should the current policy environment be reviewed to determine if program revisions are warranted to increase the ability of the resources dedicated to this purpose to address other, related needs. Specific consideration should be given to evaluating broadening the use of Real Estate Conveyance Taxes (RECT) that are currently reserved to assist future open space acquisitions. It is not suggested that future open space acquisition efforts be abandoned; as has been past practice, should good candidate parcels come forward; the Town will work diligently to secure their protection in partnership with allied agencies or interests (Partnership for Preservation). A portion of the income stream from the RECT could however be used to support implementation of passive recreation use plans for existing Town open space holdings to facilitate public use and enjoyment of these assets. For example, the Capital Improvement Program calls for the development of a passive recreation management plan for the Noyes Farm. Upon completion of this plan, funding will be needed to implement the plan and provide public access to this 248 acre farmstead in Kingston. Beyond Noyes Farm passive recreational improvement, programs could be developed for the Town's Tri-Pond Park facility, and more long term to the Town's Indian Lake property (71.42 acres) situated along Route 1 at the south end of the Indian Lake Shores. Improvements to the access and utility of these passive recreational resources are consistent with the Town's Council's adopted goals and objectives.

Old Mountain Field Restroom/Concession Building Improvements

The adopted CIP discusses the need to replace the existing antiquated restroom and concession stand facilities at Old Mountain Field, the Town's first community park. Costs of these improvements need to be defined and funding sources identified. The existing facilities are over fifty years old and will require replacement within the foreseeable future. A comprehensive review of the Old Mountain Field complex should be conducted via a master planning process to define programmatic and facility needs for improvements. This study would provide the design and budgetary basis for replacement of the restroom and concession stand and also define other programming needs and future capital projects at the complex, one of the most active recreational facilities in Town.

Town Beach Improvement Program

Given the ongoing impacts of coastal erosion and anticipated effects of sea level rise/climate change, a planning review and analysis is necessary to properly guide use, maintenance requirements, adaptive facility development and re-development of the Town Beach into the future. It is suggested that this effort be defined and then incorporated into the FY 2017-2018 CIP. This program must identify beach improvement requirements and related costs and potential funding sources. It is noted that the State is proposing a \$35 million Recreation Bond in November 2016; the beach needs assessment and projected



program element costs need to be defined, perhaps positioning the Town to best access these and other resources that may become available for municipal recreational facility upgrades.

Street Light Acquisition Program

The Town is currently evaluating the economic feasibility of municipal acquisition of the street light inventory currently serving the community, which is owned by National Grid. There are approximately 1,450 street lights on various Town rights of way in the community, not including street lights on major state roads in Town. Such an acquisition may permit substantial cost savings to the Town and also afford the opportunity to retrofit old sodium and metal halide lights with newer (LED) technologies. This is an emerging issue of significant complexity that needs study and evaluation to determine if such an endeavor is in the Town's best interest. The study would include evaluation of the experiences of the State and other regional communities that have acquired local streetlight systems, assessment of technology upgrades to produce proper light levels at least cost, and best practices for public maintenance of this type of infrastructure. If it is determined that such a program is favorable to the Town's interests, program details would be included in future municipal budget development and discussed publically during the budget development process.

Sustainability Program

One of the Town Council's Adopted Goals for the 2014-2016 term addresses the issue of Sustainability by advocating for the continuation of the development of a sustainability policy model for community development for South Kingstown. This has been an emerging effort of the Town across a number of Departments through a variety of programs. Major components of the Town's Sustainability Program include the following:

- Energy conservation projects relating to the retrofit and equipment upgrades for various municipal facilities.
- Development of a sustainability work program housed in the Planning Department (with dedicated effort of the existing Senior Planner position of 0.3 Full Time Equivalent/10 hours per week devoted to this program).
- Participation in the Solarize RI Program in partnership with the RI Office of Energy Resources and RI Commerce Corporation.
- Comprehensive Plan update process now underway which will incorporate policies and implementation items relating to energy conservation and carbon footprint reduction, sea level rise (SLR), climate change, hazard mitigation planning, planning for agriculture/aquaculture, use of "green infrastructure" in new projects and for retrofits of existing infrastructure.
- Conservation programs led by the Conservation Commission (i.e. Tree Planting programs for area residents to augment the community forest).
- Recycling and solid waste disposal programs managed by the Department of Public Services; water conservation; and consumer education programs in cooperation with water districts servicing the community.
- The Town's open space acquisition program, which has accounted to more than 31% of the community's land area being preserved from future development.



These various efforts comprise a program that is broad based and diverse, while providing quality of life and environmental benefits to the community. The Town's sustainability program is seen as an evolving strength of the Town's administrative capacities. This model also provides coordination and efficiency within the existing administrative staffing structure. Having the Planning Department coordinate this emerging effort is consistent with the historic function of the Department and is felt to be a natural extension for the municipal Planning program. This approach is seen as a viable and soon to be typical vehicle for sustainability planning and program management across the various communities in Rhode Island. It is also viewed as a cost effective and prudent means to achieve progress in community sustainability. The Town's Sustainability Program should be reviewed annually during the budget development process to determine if programs, policy or resources need to be adjusted, refocused or aligned differently.

* * * * *

I would like to personally acknowledge the outstanding talents and services provided by Trish Sunderland, Finance Director; Aimee Reiner, Director of Administrative Services; and Colleen Camp, Executive Assistant to the Town Manager, in the preparation of this newly formulated and comprehensive Municipal Budget Presentation. Ms. Sunderland's preparation of detailed financial documentation and narrative explanations related to the multiple governmental funds that are included in the FY 2016-2017 Budget Program provide our citizens with a wealth of information as to how their local government operates. Ms. Reiner's efforts in conjunction with the Department Directors to provide informative departmental narratives that identify departmental priorities, accomplishments and work efforts, and how these efforts relate to the Town Council's Adopted Goals and Objectives also provides the reader with a better understanding of the services to be provided and at what cost in FY 2016-2017. Ms. Camp's assistance to the Directors of Leisure Services and Public Services in the preparation of their program budget presentations and her tireless proofing and editing of the entire budget document provided me with the opportunity to spend more time analyzing budgetary requests and looking for additional economies.

I look forward to discussing the Proposed FY 2016-2017 Municipal Budget Program with the Town Council and citizens of South Kingstown during the budget work sessions over the coming weeks.

STEPHEN A. ALFRED
TOWN MANAGER



TAB 3
FINANCIAL & MANAGEMENT POLICIES

Governmental Structure 3 - 1
Budgetary Process 3 - 2
Town Charter: Article IV, Section 4220 Budget Procedures 3 - 5
Town Council Goals & Objectives: 2014-2016 Term 3- 11

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Town Council/Town Manager Form of Government

The Town of South Kingstown operates under a Home Rule Charter adopted in 1968 providing for a Council/Manager form of government, with a five-member Town Council headed by a Council President. All legislative powers of the Town are vested in the Town Council by the Town Charter.

The most recent Town Charter amendment, based on voter approval during the November 2006 election, eliminated the financial town meeting aspect of the budget adoption process, and changed the overall budget adoption process to what it is now.

Members of the Town Council are elected at large for a term of two years. The Charter grants to the Town Council all powers to enact, amend or repeal ordinances relating to the Town's property, affairs, and government including the power to create offices, departments, or agencies of the Town, preserving the public peace, health, and safety, establishing personnel policies, authorizing the issuance of bonds, and providing for an annual audit of the Town's accounts.

The Town Manager is appointed by a majority vote of the Town Council for an indefinite term solely on the basis of executive and administrative qualifications. The Town Manager is the chief administrative officer as well as the chief executive officer of the Town. The Charter grants to the Town Manager the authority to appoint or remove all employees of the Town, to prepare and submit to the Town Council the annual budget and annual report of the Town, to recommend to the Town Council pay schedules for Town employees, and to recommend to the Town Council the adoption of such measures as the Town Manager may deem necessary for the health, safety, and/or welfare of the Town.



Budgetary Process Overview

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

The annual budget and capital improvement plan development process begins in the fall when each department, excluding the School Department, is required to evaluate their six-year capital needs and submit a request to the Town Manager. 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 the public hearing, adopts the plan with or without amendment on or before the first day in February. The first year of the CIP, referred to as the Pay-As-You-Go element, is the Capital Budget and is incorporated into the operating budget.

In accordance with RIGL § 16-2-21, the Town Council and School Committee are required to hold a joint, pre-budget public hearing for the purpose of discussing and soliciting comments from residents relating to the general goals and objectives of the budget for the ensuing 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.

The budget format shall be in such form as the Town Manager deems desirable or the Town Council may have required, and as such, the Town Manager obtains from the head of each office, department, and agency, estimates of its revenues and expenditures and such supporting details as he may request. In preparing the proposed budget, the Town Manager's budget 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.

The Town Manager's proposed 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 arranged as to show comparative figures for the budgeted and estimated income and expenditures of the current fiscal year, and actual income and expenditures of the preceding fiscal year. The total of proposed general fund expenditures shall not exceed the total of estimated income and designated fund balance appropriation, if required. The Town Manager's proposed budget shall incorporate the School Committee's recommended budget. It is noted that the Town Manager has authority with regard to the amount of tax appropriation recommended to support the overall school budget, but at no time has the authority to increase or decrease any specific line item in the School Committee's budget.

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

Budgetary Process, *continued*



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.

Budget Calendar

Town of South Kingstown 2016-2017 Budget Calendar		
November 2015		
Wednesday, 25	Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline 12/1/15</i>)	
December 2015		
Thursday, 10	Advertise for Initial Budget Public Hearing and tentative budget schedule	
Wednesday, 16	Initial Budget Hearing with School Committee to discuss FY 2016-2017 Budget goals & objectives (RIGL § 16-2-21)	
January 2016		
Tuesday, 5	Work session #1 with Town Manager and department heads to review CIP	
Wednesday, 6	Work session #2 with Town Manager and department heads to review CIP	
Wednesday, 13	Work session #3 with Town Manager and school department to review CIP	
Thursday, 14	Advertise CIP summary ad for public hearing (and courtesy ad in January 21 edition)	
Monday, 25	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2016-2017 through 2021-2022) and includes Adoption of CIP (<i>deadline is February 1</i>)	
February 2016		
Sunday, 14	Deadline for School Department to submit budget to Town Manager (<i>Sec. 4820E</i>)	
Thursday, 25	Town Manager submits proposed FY 2016-2017 operating budget to Town Council	
Monday, 29	Budget Work Session #1 with Town Manager and department heads	
March 2016		
Tuesday, 1	Budget Work Session #2 with Town Manager and department heads	
Wednesday, 2	Budget Work Session #3 with Town Manager and department heads/outside agencies	
Wednesday, 9	Budget Work Session #4 with School Committee	
Monday, 14	Town Council Adoption of Preliminary Budget (during Regular Session)	
April 2016		
Thursday, 7	Advertise Preliminary Budget Notice of Public Hearings	
Wed & Thurs 13 & 14	Public Hearings #1 & #2 on FY 2016-2017 Municipal and School Budgets	
Thursday, 21	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)	
Monday, 25	Consideration of petitions and Adoption of Final Budget (during Regular Session)	
May 2016		
Thursday, 5	Advertise notice of final budget approval	
Thursday, 12	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)	
June 2016		
Tuesday, 7	Potential Budget Referendum	
Wednesday, 15	Town Assessor sets tax rate to finance the FY 2016-2017 operating budget	

Basis of Budgeting

Annual operating budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). 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; or soon enough thereafter to pay liabilities of the current period. 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 when incurred. Appropriations for General, School, Internal Service Funds, and Enterprise Funds lapse at fiscal year end, except appropriations that have been encumbered in order to account for certain expenditure commitments. Appropriations for Capital Project Funds and Special Revenue Funds are continued until the completion of the application project or grant, even when the project or grant extends beyond the end of the fiscal year.

Budgetary Control

The Town maintains extensive budgetary controls. Costs of operations for all departments, offices, and agencies established under the Town Charter are appropriated through the annual Budget Procedures Ordinance, which is legally enforced at the departmental level. Continuously throughout the year, revenues and expenditures are monitored to enable the Town to measure actual income and expenses against those projected in the budget. The appropriated budget is prepared by fund, function, and department. The Town's department heads have authority to make transfer of appropriations within their specified department. However, based on *Section 6-1 Financial management and procedures* of the Town Code, the Town Manager may transfer part or all of any unencumbered balances from one major program function to another major program function and shall report such transfer to the Town Council in writing. The Town Manager's 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 school transfer).

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

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



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

Section 4220 – BUDGET PROCEDURES

Section 4221 – Proposed budget

A. BUDGET SCHEDULE

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

B. INITIAL BUDGET HEARING TO DISCUSS GOALS AND OBJECTIVES

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

C. TOWN MANAGER'S PROPOSED BUDGET

I. SUBMISSION OF BUDGET AND BUDGET MESSAGE

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

II. BUDGET MESSAGE

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

III. BUDGET FORMAT

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



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

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

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

For each utility fund, budget administration shall be consistent with section 4226, 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 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.

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



as otherwise directed by the town council. At the hearings, all those desirous of being heard shall be heard.

C. PETITIONS TO THE COUNCIL

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

D. FINAL TOWN COUNCIL APPROVAL OF BUDGET

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

E. REFERENDUM PETITIONS

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

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



cause the signatures thereon to be verified by the board of canvassers, such verification to be completed on or before May 16th of each year. There shall be no limit to the number of separate petitions which an elector may sign.

F. BUDGET REFERENDUM

The town clerk shall cause a referendum by ballot to be held on the Tuesday following the first Saturday in June on all budget changes requested on petitions submitted pursuant to subsection E hereof, provided that each such petition shall contain signatures of no less than two hundred of the qualified electors of the town and shall request an increase or decrease of a sum of at least \$250,000.00. The ballot used at such referendum shall be prepared by the town clerk in such manner as to include each of the separate petition(s) for increases and/or decreases in the appropriations for a particular fund together with the original approved fund total. The qualified electors shall be instructed to vote either for the original total or for one (1) of the proposed increases or reductions thereof. The appropriation receiving the most votes shall be declared to have been adopted. In the event that certified petitions are received by the clerk's office that include changes to both the municipal and the school committee budgets, there shall be two (2) separate ballot questions, one for the municipal budget and one for the school committee budget, each of which shall follow the ballot format set forth herein. The polls at such referendum shall be open at 8:00 a.m. and shall remain open until 8:00 p.m.

G. EMERGENCY BALLOTS

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

H. PUBLICATION OF BUDGET

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

I. MINOR ADJUSTMENTS IN DATES

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

Section 4223 – Amendments after adoption

(a) EMERGENCY APPROPRIATIONS

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



(b) REDUCTION OF APPROPRIATIONS

If at any time during the fiscal year it appears probable to the town manager that the revenues or designated fund balances available will be insufficient to finance the expenditures for which appropriations have been authorized, the manager shall report to the town council without delay, indicating the estimated amount of the deficit, any remedial action taken by the manager and recommendations as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or reduce any deficit and for that purpose it may by ordinance reduce one or more appropriations.

(c) TRANSFER OF APPROPRIATIONS

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

(d) LIMITATION; EFFECTIVE DATE

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

Section 4224 – Lapse of appropriations

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

Section 4225 – Administration of the budget

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

Section 4226 – Capital program

(a) SUBMISSION TO TOWN COUNCIL

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



(b) 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.



Town Council Mission Statement

It is the South Kingstown Town Council's mission to provide all of the Town's citizens with the highest quality basic services, directed toward community need, at the least possible cost. This includes providing responsive constituent services, maintenance of small town character and environment, support of a vibrant local economy, providing well-maintained facilities and programs for citizens and working as a team focused on the long-term interests of the community.

Town Council Goals & Objectives

The Town Council's Goals and Objectives for the 2014-2016 term, as adopted August 24th, 2015, are organized and detailed within twelve main topics, identified below. These twelve main topics may be referenced elsewhere within this budget using the following acronyms:

Town Council Goals & Objectives Main Topics	Acronym
Budget Development and Fiscal Management	BDFM
Communication and Education	CE
Provision of Core Services and Facilities	PCSF
Land Use	LU
Housing	H
Environmental and Natural Resources	ENR
Cultural and Historic Resources	CHR
Economic Development	ED
Circulation	C
Special Needs Populations	SNP
University of Rhode Island	URI
South County Hospital	SCH

I. Budget Development and Fiscal Management

GOALS

- 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
- Continue to identify and implement efficiency and effectiveness improvements throughout the Town's Operating program
- Consider, as a guiding principle, the "ability to pay" of local residents and businesses in the budget development process
- Utilize the budget process to advance/implement the overall policy environment and administrative work program for the community
- Promote public involvement and participation in the development of the annual budget program

OBJECTIVES

- Utilize the annual municipal budget process (including the Capital Improvement Program) to support and implement municipal policies, functional areas and programmatic priorities, and to address areas of need in the community



- Develop and implement strategies and promotional efforts to increase public participation in the budget development process (including use of social media platforms)
- Continue to work collaboratively with the School Committee and School administration to provide appropriate resources for the Town's educational program
- Engage the State administration and General Assembly to ensure that community aid for South Kingstown provided through State resources assists local budget development, addresses State mandates, and is equitable for local residents and taxpayers
- Monitor the availability of State and Federal grants for special projects and/or provide resources to underwrite (reduce) the operational costs of general Departmental functions and programming
- Manage Capital Projects to effectively complete projects on time and within budget
- Continue programs and services involving regional cooperation and evaluate expansion of such efforts to new functional areas, as feasible
- Maintain program of municipal support, via the budget process, to outside agencies and area non-profit organizations
- Provide a fiscal impact analysis relating to personnel or equipment requirements for any new or expanded program, project, or policy initiative under consideration

II. Communication and Education

GOALS

- Utilize the Town website on a broader basis to communicate with residents, local business, and other interested parties
- Maintain and improve communications and cooperation with local institutional entities (URI, South County Hospital, and Fire Districts, Kingston and Union)

OBJECTIVES

- Upgrade and modernize the Town's website to be more accessible for public informational dissemination and inquiry including the use of social media
- Conduct an analysis of the technological, logistical, and fiscal requirements to enable live broadcast of Town Council meetings
- Utilize social media platforms to augment traditional communication and informational efforts by the Town
- Revise Town protocols and system for updating the municipal website to enable more efficient and frequent updates
- Promote increased participation in the Town's Community Notification System CodeRED as a tool for informational updates (road projects) and emergency notifications (storms, etc.)
- Install fiber-optic connectivity to Town facilities providing the Town unlimited bandwidth potential and first-class data infrastructure
- Conclude the implementation of electronic permitting and business licensing system (View-Permit)
- Upgrade network security and operational efficiency of the Public Safety Department's Information Technology System
- Install a Voice over Internet Protocol System (VoIP) to improve user accountability and reduce operational costs
- Continue the Town's efforts to incorporate, integrate, and utilize state of the art technological systems, programs, and tools across all municipal government functional areas



- Schedule and conduct annual “Town/Gown” meetings with the URI administration
- Schedule and conduct annual meetings with the South County Hospital administration
- Maintain an active communication model with the Union and Kingston Fire Districts

III. Provision of Core Services and Facilities

GOALS

- Continue exemplary levels of general municipal core services and programs for the citizens of our community
- To provide high quality municipal services in the most cost effective manner
- Maintain the Town’s leadership position among RI communities by continuing to incorporate sustainability features into municipal services, programs, and facilities

OBJECTIVES

- Provide adequate resources, programs, facilities, and personnel levels to maintain excellent, responsive municipal services across all departments, divisions, and functional areas (Town Administration, Public Safety, Public Services and Utilities, Schools, Parks and Recreation, and Senior Services)
- Annually evaluate the need and cost for continuation, reduction, or expansion of municipal services levels
- Continue with existing programs and assess new opportunities for regional approaches for service provision in cooperation with other Washington County communities and the University of Rhode Island to provide high quality municipal services in the most cost effective manner
- Maintain the Town’s leadership position among RI communities by continuing to incorporate sustainability features into municipal services, programs, and facilities
- Continue efforts to install the sheet pile right of way protection system at Matunuck Beach Road to 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
- Assemble required resources to complete the Matunuck water main loop between Succotash Road and Matunuck Beach Road to mitigate the erosion threat to the existing system
- Evaluate the potential to install passive solar electricity systems at the closed regional landfills at Rose Hill and in Kingston (Plains Road)
- Continue and expand partnerships with the US Environmental Protection Agency, URI, the RI Office of Energy Resources (RIOER), South Kingstown School Department, and National Grid to provide funding and technical assistance resources for facility upgrades and retrofits, new equipment installations, public education concerning energy efficiency, carbon footprint reduction, and improved environmental conditions
- Implement the Town’s Capital Improvement Program relating to infrastructure upgrades, equipment acquisition, pay as you go programs, and facility improvement projects
- Support the Police Department’s efforts towards achieving in-state accreditation via the process developed by the RI Police Chiefs Association
- Consider the need for a South Kingstown Municipal Court, including analysis of the procedural requirements, fiscal and logistical implications and personnel support needs
- Initiate construction and completion of Community Recreation Center at the former Dominic Savio property



- Provide adequate funding to the School Department, via transfer to the School Fund, to maintain a high quality, cost efficient educational program for the community

IV. Land Use

GOALS

- Maintain rural, small town (historic village based model) qualities of the community
- Preserve open space and agricultural land
- Support appropriately scaled aquaculture uses in the Town's salt ponds
- Continue with growth management efforts and development of a sustainability policy model for community development
- Support a land use development model that promotes the health of our citizenry

OBJECTIVES

- Implement, as required, policy elements of the Comprehensive Community Plan
- Work in partnership with the Planning Board to develop Comprehensive Plan amendments to address State requirements for a 10-year approval of such document
- Complete Village Studies of West Kingstown and Matunuck in concert with the Planning Board
- Continue working with the Partnership for Preservation efforts to preserve open space and farmland within the Town
- Coordinate with the Coastal Resources Management Council regarding review of applications for aquaculture operations and evaluation of policy regarding such uses in Point Judith Pond and Potter Pond
- Incorporate healthy community design philosophies (Healthy Places by Design) into development proposals and village-based planning policies
- Develop and adopt a growth management program (biennial program) in cooperation with the Planning Board
- Evaluate the existing zoning ordinance relative to renewable private energy initiatives and any appropriate changes thereto
- Engage consulting services to evaluate the potential for passive solar facility installations at the closed Rose Hill and Kingston Landfill sites

V. Housing

GOALS

- Promote and enhance the values, sense of place, and community represented in South Kingstown's existing housing stock and traditional village development pattern
- Facilitate the development of affordable housing throughout the community with the goal of achieving the State's 10% affordable housing stock
- Encourage a wide range of affordable housing options through a combination of innovative regulatory mechanisms, public and private initiatives, and joint public and private partnerships



OBJECTIVES

- Promote the production of affordable housing opportunities for young families and special needs populations
- Work cooperatively with the Affordable Housing Collaborative to support the implementation of affordable housing policies and recommendations, as well as educating the public on affordable housing diversity issues
- Work to establish a consistent and reliable funding stream to promote the financing and production of affordable housing in the community
- Consider the implementation of a “cottage housing” ordinance to permit village scaled housing development as an infill strategy in the core village areas of the Town
- Integrate green building design and sustainable development practices into new development and redevelopment proposals
- Encourage subdivision design that supports active, healthy lifestyles through providing pedestrian oriented environments, connectivity to nearby recreation resources, bicycle amenities, access to public transit, and home-based food production, where appropriate

VI. Environment and Natural Resources

GOALS

- Promote the sustainability and resilience of the natural resource systems within the Town of South Kingstown
- Identify and promote public discussions relative to issues concerning sea level rise (SLR), climate change, and coastal erosion threats to natural resources and municipal infrastructure
- Promote the protection of groundwater resources and water conservation measures
- Protect freshwater and saltwater resource systems in the community
- Consider the establishment of a community goal for reduction of our municipal carbon footprint in a manner that is consistent with, or exceeds, established State of RI goals
- Promote and encourage the establishment of locally sourced renewable energy resources such that by 2025 the production of such resources exceeds the annual energy use requirements of the South Kingstown municipal government

OBJECTIVES

- Study, evaluate, and assess the need to formalize Town efforts around issues of community sustainability (energy efficiency, carbon footprint reduction, use of green infrastructure, addressing climate change and sea level rise, etc.)
- Study and evaluate municipal renewable energy initiatives
- Further emerging partnerships and planning efforts centering on sea level rise and climate change
- Develop and incorporate policies for SLR and climate change into the Town’s Comprehensive Community Plan, Multi-hazard Mitigation Plan, and Harbor Management Plan, as needed
- Review and revise as needed the Town’s Groundwater Protection Overlay District (GPOD)
- Develop and implement public educational resources to promote use efficiency and conservation of domestic potable water
- Develop and implement public informational resources that promote energy efficiency and the establishment of residential and community renewable energy
- Continue with water rationing program during periods of peak demand (summer months)



- Work cooperatively with State regulators and conservation organizations to protect, preserve and enhance the Town's abundant fresh and salt-water based resources
- Continue efforts to develop a passive recreation plan for the 248 acre Noyes Farm property
- Work with State regulatory agencies with regard to on-going coastal erosion and determine what, if any, impacts need to be addressed concerning local land use, transportation system components, and utility infrastructure
- In cooperation with RI Natural Landscape Association (RINLA) and the City of Newport implement the "Green Infrastructure Project" a \$2.45 million dollar CDBG – Disaster Recovery Grant for public education, job training and pilot project implementation to promote environmental resiliency through natural based systems and infrastructure; Evaluate local policies and programs relating to the municipal tree management and revise, as necessary, to better protect and enhance this community resource

VII. Cultural and Historic Resources

GOALS

- Consider expansion of measures available for protecting cultural resources to provide maximum protection to South Kingstown's historic and prehistoric resources

OBJECTIVES

- The Town will seek State funding for conducting an update of South Kingstown's historic resource inventory
- Review and revise, where applicable, existing policies and regulations for protecting historic resources within the planning and development review process

VIII. Economic Development

GOALS

- Foster a local economy that supports a diverse business and industry base
- Support village based economic development in South Kingstown
- Provide the business community with a clear framework for establishing, maintaining, and expanding business operations in Town
- Recognize and support tourism as a major driver of economic development in South Kingstown
- Continue support of agriculture and aquaculture in the Town

OBJECTIVES

- Utilize the recent SK EDC (South Kingstown Economic Development Committee) survey of businesses and non-profits as a means to develop appropriate policies and programs aimed at improving the local business environment
- Engage in dialogue with representatives of the business community to determine what municipal regulatory requirements hamper or slow business development activities
- Enhance existing and develop new partnerships with local and state business organizations and regulatory entities to improve local and regional economic conditions
- Utilize the village planning model to identify and implement policies and programs to support appropriate scaled economic development opportunities



- Provide high quality infrastructure and services that support local business continuity and growth
- Promote efficient, user-friendly regulatory and permitting practices on the local level
- Work cooperatively with URI concerning the University's planned capital improvement program; including potential University Inn and Research and Technology Park and other projects that may involve private sector participation
- For URI projects that involve private sector participation require "pilot" agreements and consideration of local land use controls and standards

IX. Circulation

GOALS

- Encourage and maintain multi-modal transportation opportunities throughout Town to support a healthy, equitable transportation system
- Promote street and infrastructure improvement designs that are safe, inviting, and attractive which support healthy, active modes of transit in the community
- Ensure that circulation improvements protect the quality of life in the community
- Work with state and federal agencies to improve safety and accessibility for residents, visitors, and students

OBJECTIVES

- Continue coordination effort with RIDOT on state transportation projects by maintaining contact with RIDOT during all phases of planning, design, and construction
- Coordinate a comprehensive public works (road infrastructure) program in conjunction with RIDOT
- Strongly encourage RIDOT to utilize flexible road design standards that provide an appropriate fit to the community
- As appropriate, incorporate healthy places by design features in all Town and State road construction projects
- Pursue the designation of the entire length of Route 1 in South Kingstown as a State Scenic Roadway
- Devise means through public education programs and potential infrastructure upgrades to promote increased usage of and accessibility to the William C. O'Neill Bicycle Path and other bike spurs within the community
- Work with RIDOT in the review of potential, future "commuter rail service" at Kingston Station in the Village of West Kingston; Ensure that the scale of such service is consistent with the Village, its environmental setting and the capacities of connecting infrastructure
- Work with RIDOT to ensure that State transportation projects incorporate stormwater management BMP's (Best Management Practices) to the most reasonable extent feasible
- Evaluate current post-storm snow clearance policies and practices and determine if greater efficiencies can be realized and determine if expansion of the municipal program in this area is feasible



X. Special Needs Populations

GOALS

- Provide services and programs that seek to address unmet needs of special populations within the Town
- 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
- Acknowledge the unique and valuable contributions of the veterans in our community and commit to a public policy environment that honors such service

OBJECTIVES

- Evaluate the Town's existing tax exemption programs for qualified veterans against other RI community programs to determine if changes are warranted to improve the functioning of this effort
- In consideration of the Town's overall fiscal program conduct an annual evaluation of the Town's Elderly Tax Exemption program and provide adjustments as appropriate to best target this effort to need
- Continue and expand Town efforts to improve handicapped accessibility for all segments of the population with regard to local facilities and infrastructure
- Require that State transportation project planning integrate features and improvements for mobility impaired resident's transit and accessibility needs
- 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
- 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

XI. University of Rhode Island

GOALS

- Improve host community/institutional relationships and strategic planning
- Enhance transportation, traffic, public safety, and infrastructure system linkages
- Promote on-campus housing resources and affordable housing opportunities
- Preserve open space, provide for a sustainable campus environment, and enhance natural systems protection

OBJECTIVES

- Continue Town staff participation in the URI Master Plan Review Team
- Continue and expand existing URI/TSK partnerships for service provision
- Review the impacts of institutional growth at the University on public safety response capabilities
- Support URI efforts and programs to utilize and promote alternative forms of transportation for commuters and staff



- Work cooperatively with URI and RIDOT to further the design and construction of the URI Bike Path Connector to the South County Bicycle Path
- Work cooperatively with RIDOT and URI concerning the planned reconstruction of Route 138 (Route 108 to Route 2); the replacement of the Kingston Railroad Bridge and studies to determine the potential for future commuter rail at Kingston Station

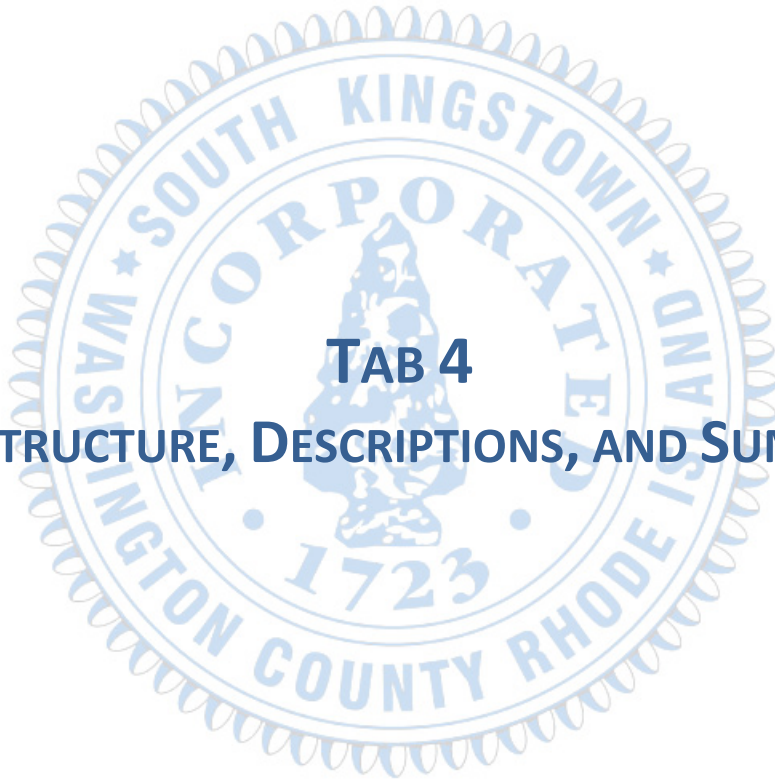
XII. South County Hospital

GOALS

- Work in cooperation with the hospital administration to ensure the long-term viability of South County Health Care System's community health-care delivery model

OBJECTIVES

- Maintain and improve communication with the Hospital administration across areas of mutual interest
- Assist the hospital administration in matters relating to legislation and State budgetary considerations that may impact the functional capabilities of the facility
- Continue the day-to-day coordination of Town's Public Safety functional areas (Police and EMS) in support of the South County Healthcare System
- Update and coordinate hospital leases of Town property utilized for staff and patient parking



TAB 4
FUND STRUCTURE, DESCRIPTIONS, AND SUMMARIES

Fund Structure & Descriptions..... 4 - 1
Flow of Funds Structure..... 4 - 3
General Fund Revenue Summaries..... 4 - 4
Combined Revenues – All Budgeted Funds 4 - 9
Budgeted Funds Revenue Descriptions 4 - 11
General Fund Expenditures 4 - 15
All Budgeted Funds Expenditures 4 - 18
All Budgeted Funds Summaries 4 - 22
Sources & Use Summaries 4 - 23
Capital Improvement Program & Related Debt Service 4 - 25
Position Allocation to Pay Schedules & Pay Plans 4 - 28
Full Time Employee Summary..... 4 - 32

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Fund Structure & Descriptions



Fund Structure

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

Fund Description

GOVERNMENTAL FUNDS

Governmental Funds consist of two major funds, the General Fund and the School Trust Fund, as well as forty-eight other non-major Special Revenue 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 agency contributions, recreation, public libraries, education, and capital/debt service 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.

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, Community Recreation Center, and Debt Service, as well as federal funds such as Community Development Block Grant, and grants and donations designated for a specific purpose.

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 two internal service funds are used to account for the Town's self-insurance program for medical and dental health insurance coverage for persons covered by the health benefit plan of the Town, and for payment of accrued compensated absences that arise and 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 area 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.

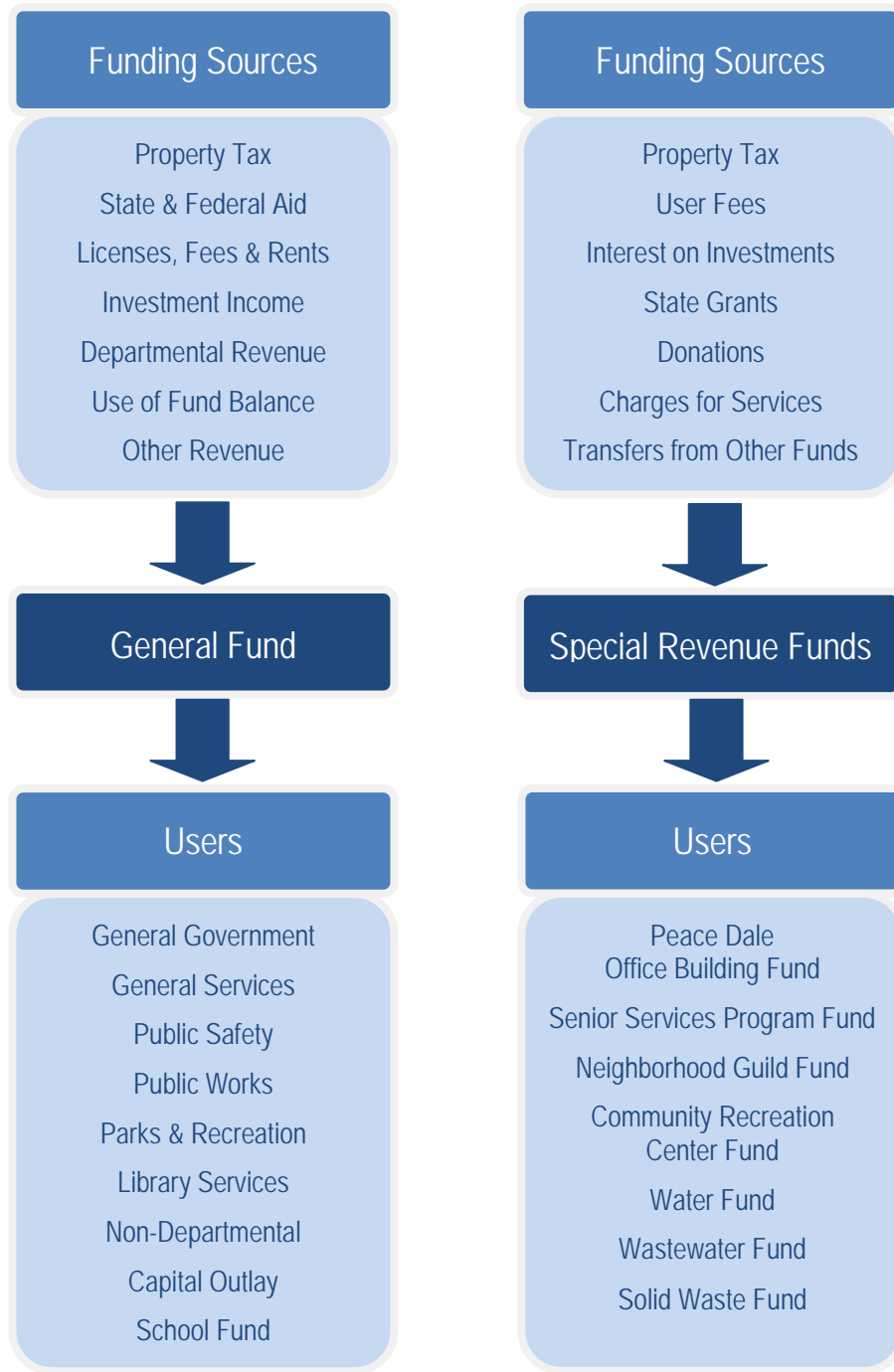
HEALTHCARE MANAGEMENT FUND

This fund is used to account for funding of future other post employment benefits such as health, dental, and life insurance to eligible retirees and their spouses. Most full-time employees of the Town and School Department are eligible to participate in the plan.

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.

Flow of Funds Structure

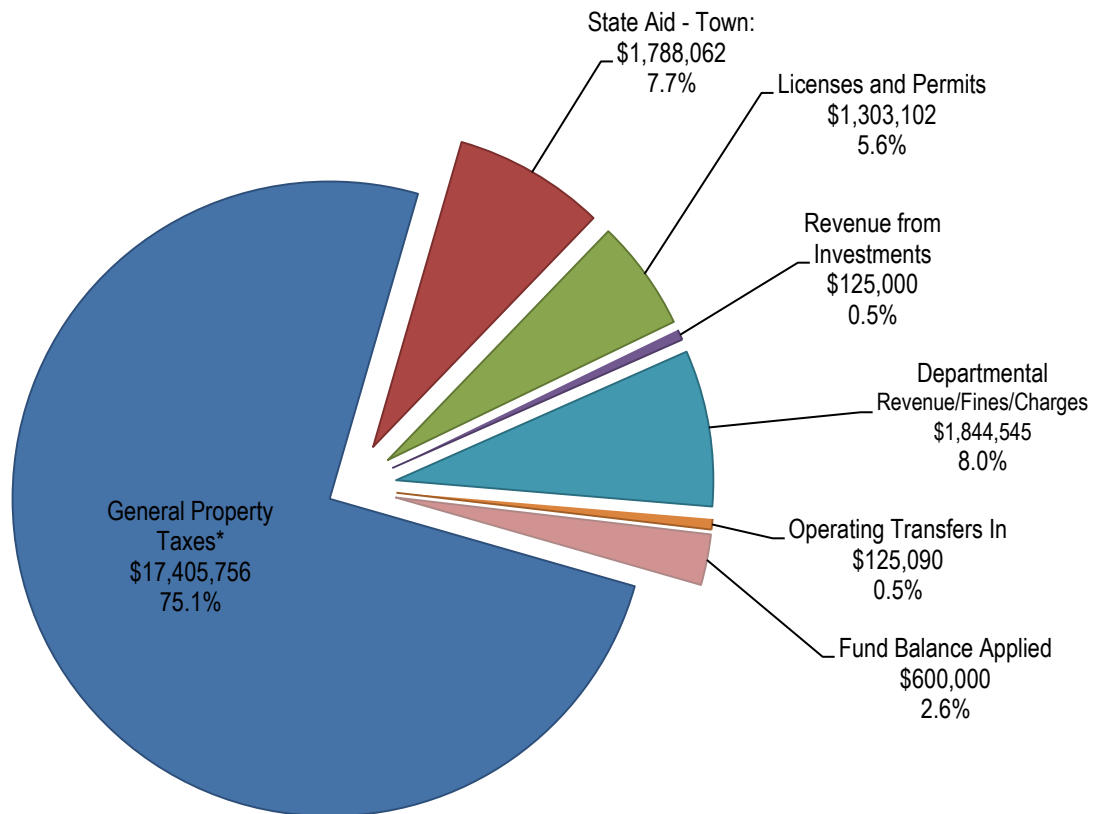




General Fund Revenue

Fiscal year 2016-2017 General Fund revenues are projected to be \$23,191,555. The Town Manager's Proposed Budget for FY 2016-2017 includes the use of \$600,000 of the Town's Unassigned Fund balance, a decrease of \$75,000 from the prior year. FY 2016-2017 General Fund revenues are projected to increase by \$601,960 or 2.7%, compared to the FY 2015-2016 Adjusted Budget of \$22,589,595. The tax rate is proposed to increase from \$15.52 to \$15.82, an increase of \$0.30 from the FY 2015-2016 Adjusted Budget.

FY 2016-2017 Proposed General Fund Revenue \$23,191,555



*The General Property Taxes figure shown above (\$17,405,756) is reflective of the total amount of General Property Taxes (\$70,583,838) less the Operating Transfers Out (\$53,178,082). Further detail on the General Fund Revenue, including the total General Property Taxes and Operating Transfers Out, can be found on the following pages within the Summary by Category & Source chart.

General Fund Revenue Summaries, *continued*



Summary by Category & Source

Description	Actual FY 2014-2015	Adjusted FY 2015-2016	Projected FY 2015-2016	Proposed FY 2016-2017	Org Codes
General Property Taxes					
411010 Current Taxes	\$67,042,733	\$67,548,325	\$67,548,325	\$69,410,878	0101
411020 Prior Year Taxes	633,148	575,000	595,000	585,000	0101
412010 Interest on Taxes	354,297	335,000	349,000	335,000	0101
412020 Collection Fee	(1,315)	(1,500)	(1,352)	(1,500)	0101
413010 Payment in Lieu of taxes	246,367	246,300	246,457	246,460	0101
414010 PILOT - Federal Aid	7,898	8,000	8,000	8,000	0101
Subtotal General Property Taxes	\$68,283,127	\$68,711,125	\$68,745,430	\$70,583,838	
State Aid - Town					
420010 General State Aid	\$186,169	\$156,074	\$173,566	\$173,566	0101
420011 Public Service Corp Tax	412,970	412,970	378,660	378,660	0101
420012 Meals/Beverage Tax	757,146	700,000	775,000	750,000	0101
420013 Chapter 26-school housing	678,882	0	0	0	0101
420017 MV Excise Tax phase-out	138,803	170,945	139,422	138,803	0101
420018 Hotel Tax	140,601	141,287	150,300	145,000	0101
420019 State Incentive	144,389	144,389	144,389	0	0101
420015 State Library Aid - General	185,419	187,759	187,759	185,602	0150
420016 State Library Endowment Aid	13,926	13,975	13,975	16,431	0150
Subtotal State Aid - Town	\$2,658,305	\$1,927,399	\$1,963,071	\$1,788,062	
Licenses & Permits					
430170 Rental of Town Properties	\$406,537	\$440,801	\$389,131	\$399,282	0101
430130 Business licenses and fees-TC	73,493	73,480	72,260	72,535	0130
430140 Business licenses and fees-B/Z	405,415	396,800	396,750	390,650	0170
430150 Nonbusiness licenses and fees	378,442	374,025	364,625	360,635	0130
430160 Real Estate conveyance fees	129,444	80,000	80,000	80,000	0130
Subtotal Licenses & Permits	\$1,393,331	\$1,365,106	\$1,302,766	\$1,303,102	
Revenue from Investments					
460010 Interest on Investments	\$122,212	\$90,000	\$130,000	\$125,000	0101
Subtotal Revenue from Investments	\$122,212	\$90,000	\$130,000	\$125,000	
Departmental Revenues/Fines/Charges					
440005 Planning/GIS department	\$698	\$500	\$550	\$550	0160
440010 Town Miscellaneous	59,495	58,500	50,500	53,000	0101, 0130
440025 Finance department - IT/MLC's/Copies	25,762	26,264	26,214	27,000	0140
440030 Finance department-ST Beach Fees	36,316	36,000	40,135	40,000	0140
440030 Police department - Narr. Patrol	6,000	6,000	6,000	6,000	0200
440030 Public Works department	27,888	22,400	17,400	17,400	0300
440100 Police department - fees/fines	270,392	194,700	272,525	235,250	0200
440105 Emergency Medical Services	575,000	575,000	575,000	590,000	0220
440115 Communications department	1,064	2,500	1,250	1,000	0210
440130 Animal control fees	77,822	76,700	76,900	76,900	020071
440145 Mooring fees - harbor	33,909	30,000	34,000	34,000	020090
440200 Recreation department	636,000	632,105	633,220	680,945	0400
440350 Library department	93,714	84,500	82,831	82,500	0500
Subtotal Dept Revenues/Fines/Charges	\$1,844,059	\$1,745,169	\$1,816,525	\$1,844,545	

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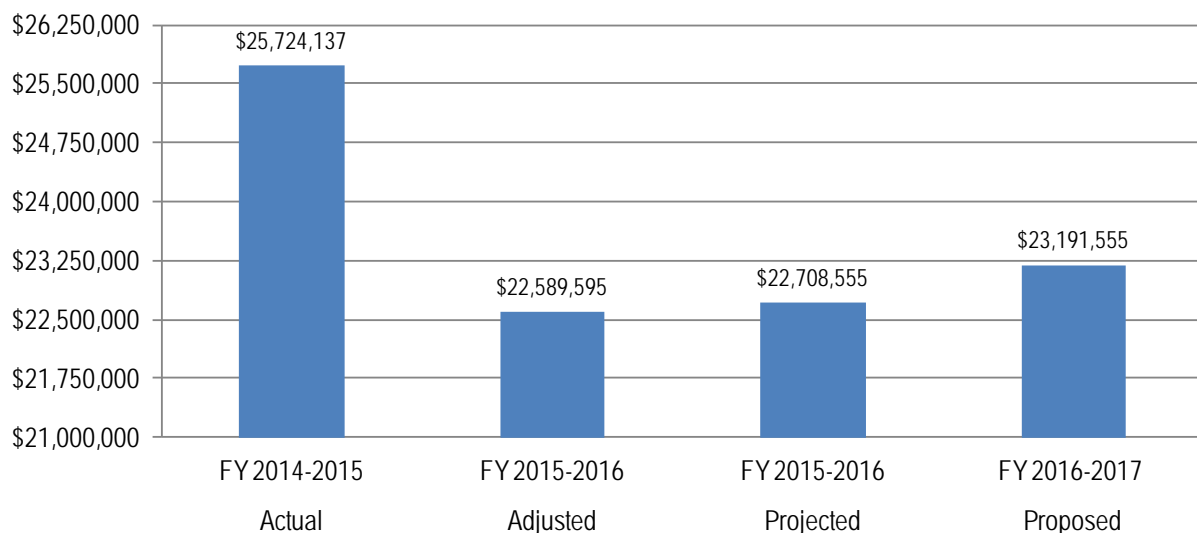
General Fund Revenue Summaries, *continued*



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Description	Actual FY 2014-2015	Adjusted FY 2015-2016	Projected FY 2015-2016	Proposed FY 2016-2017	Org Codes
Operating Transfers In					
490302 PDOB	\$3,000	\$3,000	\$3,000	\$3,000	0400
490304 Senior Services	5,875	0	0	0	0400
490306 Neighborhood Guild	5,450	5,450	5,450	5,450	0400
490330 South Road Reserve Fund	10,161	0	0	0	4000
490402 Fair Share Dev Fund - Ed	70,000	0	0	0	4000
490404 Open Space Reserve Fund	225,000	0	0	0	4000
490499 Fair Share Dev Fund - Rec	114,540	0	0	0	4000
491001 Crossing Guards	81,780	102,769	102,769	0	0200
491003 Field Maintenance	67,237	69,340	69,340	70,033	0400
491007 Payroll & Accounting	7,800	7,800	7,800	7,975	0140
491009 Heat Detector	3,800	0	0	0	0210
491011 School Resource Officer	0	42,112	42,112	38,632	0200
Subtotal Operating Transfers In	\$594,643	\$230,471	\$230,471	\$125,090	
Operating Transfers Out					
498110 Transfer to School Department	(\$49,614,070)	(\$50,313,756)	(\$50,313,756)	(\$51,387,349)	0110
498304 Transfer to Senior Services	(378,171)	(402,047)	(402,047)	(414,700)	3040
498308 Transfer to Recreation Comm Center	0	0	0	(171,733)	3080
498400 Transfer To Debt Service Fund	0	(1,434,572)	(1,434,572)	(1,200,000)	4000
498704 Transfer to Wastewater Fund	(4,300)	(4,300)	(4,300)	(4,300)	7040
Subtotal Operating Transfers Out	(\$49,996,541)	(\$52,154,675)	(\$52,154,675)	(\$53,178,082)	
Fund Balance Applied					
499000 Fund Balance Applied	\$825,000	\$675,000	\$675,000	\$600,000	1999
Subtotal Fund Balance Applied	\$825,000	\$675,000	\$675,000	\$600,000	
Total General Fund Revenue	\$25,724,137	\$22,589,595	\$22,708,588	\$23,191,555	

Total General Fund Revenues





General Fund Revenue Increase

The proposed General Fund revenues for FY 2016-2017 are reported to be \$601,960 greater than the current fiscal year, due to four major factors including:

- Establishment of a new Debt Service Fund
- Change in the process of recognizing revenue for school crossing guards
- Elimination of State Incentive Aid
- Reduction in the Unassigned Fund Balance forward to the General Fund

These four factors are further described below.

DEBT SERVICE FUND

A new Debt Service Fund has been established for FY 2016-2017, in order to account for revenues and debt payments in a separate budgeted fund. As a direct result, an increase of \$958,736 is reflected in the proposed General Fund revenues for FY 2016-2017. Therefore, as of FY 2016-2017, all other revenues such as derived from school housing aid, impact fee reserve funds, the Open Space Reserve Fund, and the South Road Reserve Fund are being budgeted in the Debt Service Fund, rather than in the General Fund as in previous fiscal years, in order to provide greater transparency to the Town Council, the taxpayer, and the general public. Including a separate Debt Service Fund in the annual budget, and making separate appropriations to raise tax dollars to support the obligations of the Town, gives the taxpayers an opportunity to understand how much of their tax dollars are being allocated to funding the annual required obligation, as well as a clearer view on how much the Town is spending on municipal services in comparison to neighboring communities.

SCHOOL CROSSING GUARDS

The process of recognizing the revenue of \$102,769 within the General Fund for school crossing guards in FY 2015-2016 has been eliminated in FY 2016-2017. The school crossing guards are a direct expense of the School Department, and as such, are being recognized in the school budget beginning as of FY 2016-2017. This eliminates the duplication of the expense being recognized in both the Town and School operating budgets in FY 2016-2017. Although the oversight, scheduling, and administration reside under the control of the Town's Police Department, the School Department is responsible for the compensation.

STATE INCENTIVE AID

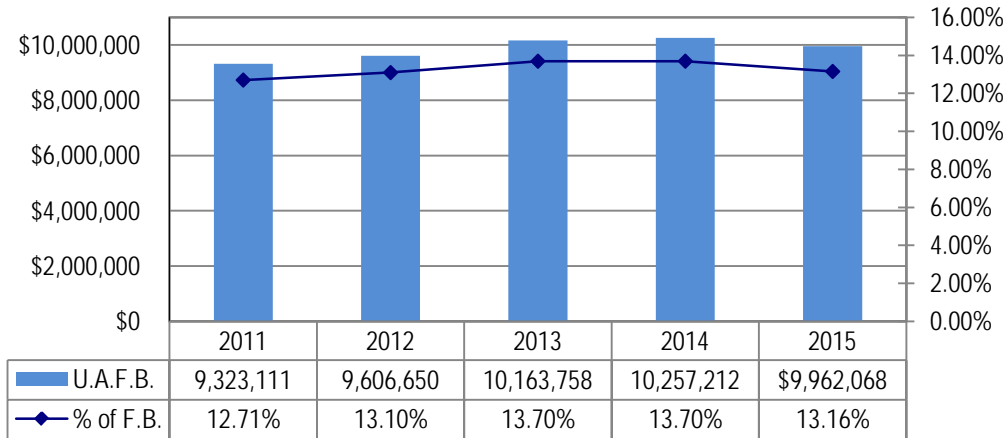
Receipt of State Incentive Aid for FY 2016-2017 has been eliminated from the proposed budget. The State's incentive aid program began in FY 2013-2014 as a means to encourage municipalities to improve sustainability of their retirement plans and to reduce the unfunded liabilities within their respective plans. The initial plan was to provide funding only through FY 2015-2016, however, should the Governor and the General Assembly continue support of this plan within FY 2016-2017, the Town Manager will recommend reinstating recognition of the funding prior to final adoption of the FY 2016-2017 budget, thus reducing the tax support required to balance the budget.



UNASSIGNED FUND BALANCE

A reduction of \$75,000 from the Unassigned Fund Balance to the General Fund is proposed for FY 2016-2017 to offset tax support. In June 2011, the Town Council adopted a formal Fund Balance Policy that states in part, “the Town will maintain an unassigned fund balance in the range of 10% to 16.67% of the General Fund”. A history of the Unassigned Fund Balance over the last five year period is provided below.

Unassigned Fund Balance as a % of General Fund



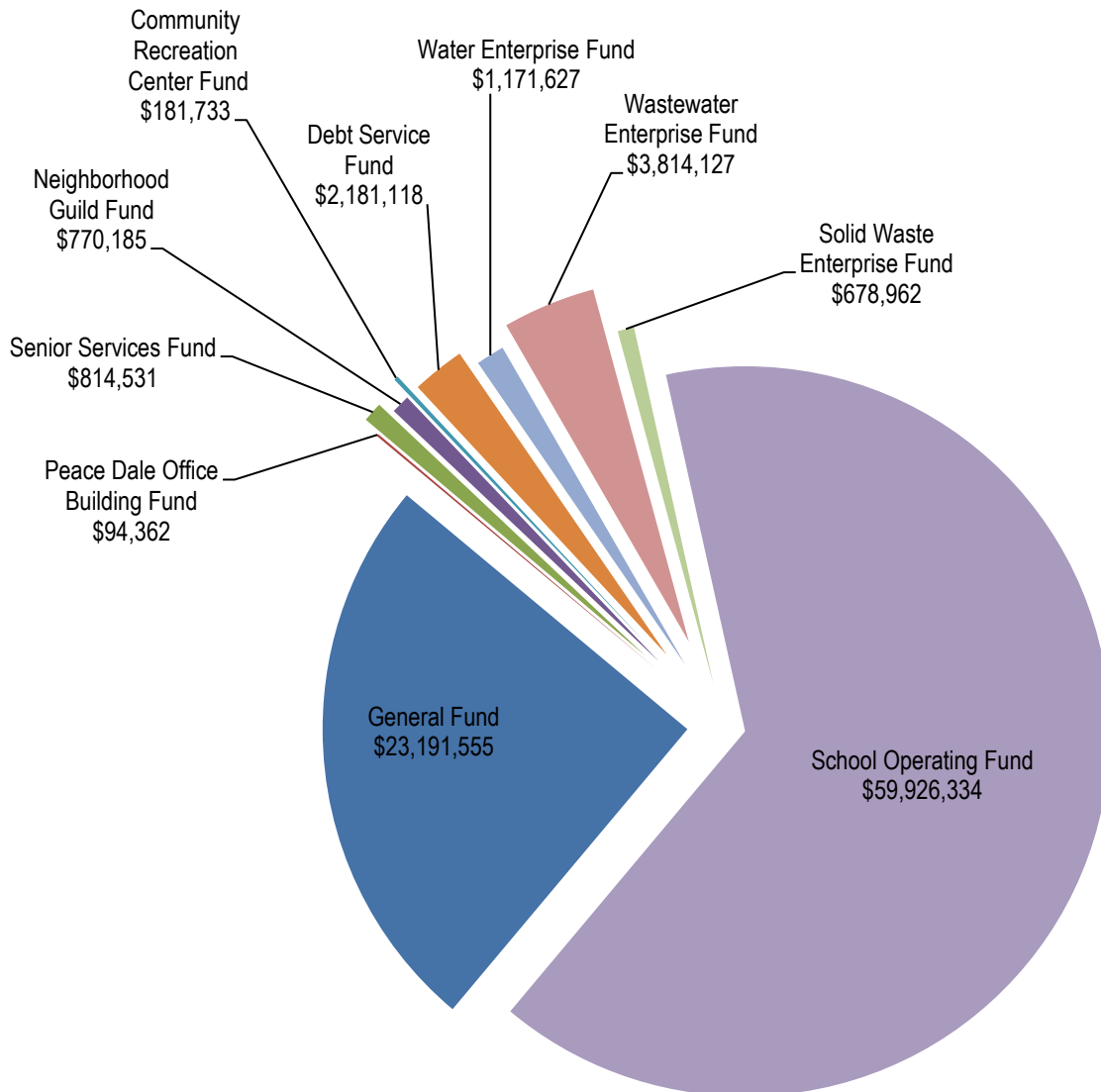
Combined Revenues - All Budgeted Funds



Combined Revenues

The FY 2016-2017 proposed combined revenues for all budgeted funds are \$92,824,534. This is an increase of \$1,439,745, or 1.6%, over the current fiscal year. A breakdown of revenues by fund is shown below.

**Combined Revenues – All Budgeted Funds
Fiscal Year 2016-2017**



Combined Revenues - All Budgeted Funds, *continued*



Combined Statement of Sources & Uses

The FY 2016-2017 proposed statement of Sources and Uses for all budgeted funds are \$92,824,534. This is an increase of \$1,439,745 from the FY 2015-2016 adjusted revenue statement. A breakdown by fund is shown below.

Combined Statement of Sources & Uses – All Budgeted Funds Fiscal Year 2016-2017

	General	School	PDOB	Senior Services	Guild	Com Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$17,397,756	\$51,387,349		\$414,700		\$171,733	\$1,200,000		\$4,300		\$70,575,838
User Fees				155,994				886,027	3,465,581		4,507,602
State Aid	1,788,062	7,318,713					559,513				9,666,288
Federal Aid	8,000	500,000									508,000
Licenses/Fees/Rents	1,303,102		86,462			10,000		259,526		143,000	1,802,090
Revenues from Investments	125,000		600	75	398,600			3,800	10,000	2,000	540,075
Departmental Revenue/Fines/Charges	1,844,545		7,300	174,206	346,585			1,834	304,500	328,950	3,007,920
Transfers In	125,090	20,000					421,605				566,695
Grants				68,405							68,405
Miscellaneous		300,272		1,151				20,440	16,000	33,791	371,654
Fund Balance Applied	600,000	400,000			25,000				13,746	171,221	1,209,967
Total Revenues	\$23,191,555	\$59,926,334	\$94,362	\$814,531	\$770,185	\$181,733	\$2,181,118	\$1,171,627	\$3,814,127	\$678,962	\$92,824,534
Expenditures & Other Financing Sources:											
General government	\$1,279,298										\$1,279,298
General services	2,507,071										2,507,071
Public safety	10,766,168										10,766,168
Public works	2,952,072										2,952,072
Parks & Recreation	1,851,016										1,851,016
Public libraries	1,219,965										1,219,965
Non-departmental	1,175,515										1,175,515
Education		59,071,849									59,071,849
Debt Service							1,969,733		30,188	206,308	2,206,229
Leisure Services			91,362	814,131	764,677	178,233					1,848,403
Utility Services								683,707	2,867,502	421,654	3,972,863
Capital Expenditures	1,440,450	854,485	3,000	400	5,500	3,500		300,000	916,437	51,000	3,574,772
Total Expenditures	\$23,191,555	\$59,926,334	\$94,362	\$814,531	\$770,177	\$181,733	\$1,969,733	\$983,707	\$3,814,127	\$678,962	\$92,425,221
Excess (Deficiency) of Revenues over Expenditures	\$0	\$0	\$0	\$0	\$8	\$0	\$211,385	\$187,920	\$0	\$0	\$399,313



Budgeted Funds Revenue Descriptions

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, motor vehicle, and personal property (tangible). The Town's total tax revenue accounts for 75.8% of all budgeted funds revenues. 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 0.03% of total budgeted general property taxes.

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 assess value of property. The Town Manager's FY 2016-2017 Proposed Budget includes values from the December 31st, 2015 full statistical revaluation. It is noted that in FY 2006-2007, the State legislature amended the general law changing the tax cap levy amount and evaluation 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 amendment required the tax cap to be reduced from 5.5% in FY 2006-2007 to 4.0% in FY 2012-2013, with a reduction of one quarter percent (0.25%) each fiscal year. The current legal threshold remains 4.0%. The tax cap applies to the total levy of real and personal property taxes (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 levy and then back into 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 can only increase by 4.0%, or \$2,740,199 in South Kingstown, for FY 2016-2017. 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.

MOTOR VEHICLE TAX

Motor vehicle values are assessed at a rate of \$18.71 per thousand dollars of assessed value. This rate has been frozen by the State since FY 1997-1998. Beginning in FY 1998-1999, motor vehicle property owners were given an annual exemption on the first \$6,000 of value of their vehicle and the State reimbursed the Town for the difference. However, during FY 2010-2011, the State law was amended so that only the first \$500 of a motor vehicle's assessed value is reimbursed by the State. Since FY 2011-2012, the Town has chosen to provide a \$3,000 per vehicle exemption to residents when calculating motor vehicle tax liability. As noted above, the motor vehicle levy must be included with the real property levy when determining the tax cap.

PRIOR YEAR TAX AND INTEREST ON TAXES

The Town provides taxpayers with a ten (10) business day "interest-free period" after a tax collection due date 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.

Budgeted Funds Revenue Descriptions, *continued*



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.

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 new rate structure incorporates an "inclinig 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 2016-2017, the proposed residential rate will remain at \$240 for a single family dwelling, with an allocation of 10,000 cubic foot (ft³) and excess rate of \$3.05 per 100 ft³.
- 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.

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 one percent 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.

Budgeted Funds Revenue Descriptions, *continued*



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 30%. 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. No library aid reimbursement is budgeted for FY 2016-2017.

STATE INCENTIVE AID

Beginning in FY 2013-2014, and continuing through FY 2015-2016, a new category of State assistance was approved, with the purpose of encouraging municipalities to improve the sustainability of their retirement plans and to reduce unfunded liabilities. The Governor is recommending elimination of this incentive aid for FY 2016-2017. Should the Governor and the General Assembly continue support of this plan within FY 2016-2017, management will reinstate recognition of the funding prior to final adoption of the FY 2016-2017 budget, thus reducing the tax support required to balance the budget.

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.

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 an average interest rate of 0.20%, after reviewing financial management and investment literature to determine a reasonable rate.

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

Budgeted Funds Revenue Descriptions, *continued*



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.

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.

MISCELLANEOUS REVENUE

This revenue category encompasses many services that all funds provide to the users and to the general public, such as 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 drainlayer fees, and Rhode Island Resource Recycling reimbursement in the Solid Waste Enterprise Fund.

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.

General Fund Expenditures



Expenditures by Area of Service - Detail

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

FY 2016-2017 Proposed General Fund Expenditures Program Summary Detail by Area of Service

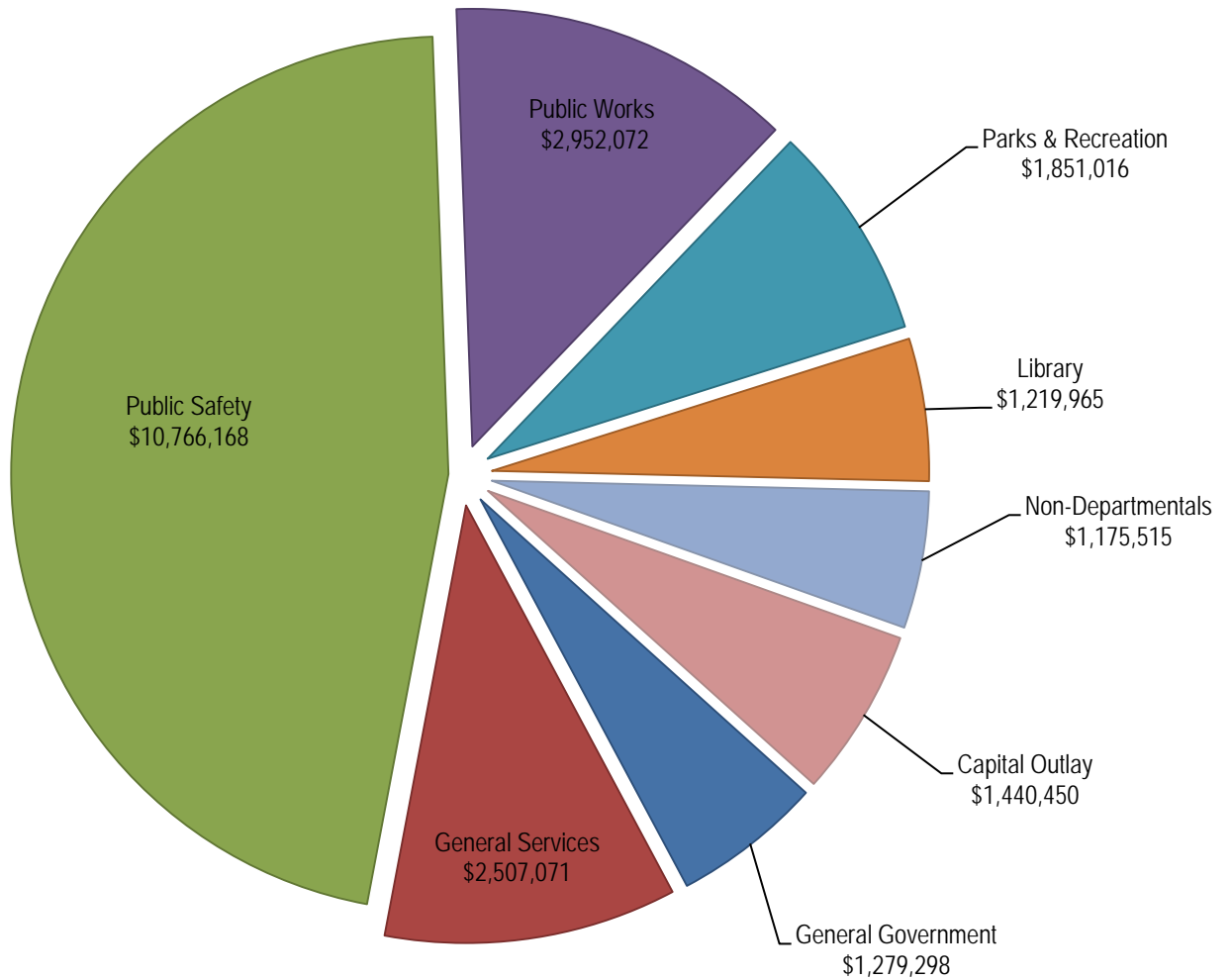
Function	Function Description/ Area of Service	Actual FY 2014-2015	Adjusted FY 2015-2016	Projected FY 2015-2016	Department Requested FY 2016-2017	Proposed FY 2016-2017
11001	Town Council	\$14,963	\$15,034	\$14,784	\$15,033	\$25,233
11003	Budget Referendum	0	12,025	0	11,808	11,808
11005	Legal Services	176,654	178,085	178,085	181,901	181,901
11005	Probate Judge	7,000	7,536	7,536	7,536	7,536
12001	Town Manager	418,928	410,083	410,083	422,792	422,792
12003	Personnel Admin	98,324	106,817	106,817	108,280	108,280
13001	Town Clerk	414,174	425,582	425,582	415,383	415,383
13005	Canvassing Authority	112,379	78,546	78,546	106,365	106,365
Subtotal	GENERAL GOVERNMENT	\$1,242,423	\$1,233,708	\$1,221,433	\$1,269,098	\$1,279,298
14001	Finance Department	\$671,663	\$698,972	\$695,072	\$706,398	\$706,398
14003	Information Technology	317,742	323,795	325,796	331,879	331,879
15001	Tax Assessor	374,536	387,301	386,701	428,349	401,054
16001	Planning/GIS/Cons Comm	480,855	507,873	506,597	526,195	526,195
17001	Building/Zoning Inspection	346,840	354,412	349,437	361,170	361,170
18001	Town Hall Operations	170,209	190,467	174,463	180,375	180,375
Subtotal	GENERAL SERVICES	\$2,361,844	\$2,462,820	\$2,438,066	\$2,534,366	\$2,507,071
20001	Police Department	\$7,685,719	\$8,311,708	\$8,263,253	\$8,499,156	\$8,499,156
20071-3	Animal Control Department	277,096	316,805	313,872	322,424	322,424
20090	Habor Patrol	32,805	31,441	33,943	37,531	37,531
21001	Communications	231,360	248,338	243,288	254,993	254,993
22001	Emergency Medical Svc	1,550,276	1,608,332	1,585,028	1,652,064	1,652,064
Subtotal	PUBLIC SAFETY	\$9,777,256	\$10,516,624	\$10,439,384	\$10,766,168	\$10,766,168
30001	Public Works	\$2,800,977	\$2,967,368	\$2,945,144	\$2,952,072	\$2,952,072
Subtotal	PUBLIC WORKS	\$2,800,977	\$2,967,368	\$2,945,144	\$2,952,072	\$2,952,072
40001	Parks & Recreation	\$1,756,574	\$1,804,803	\$1,806,991	\$1,864,207	\$1,851,016
Subtotal	PARKS & RECREATION	\$1,756,574	\$1,804,803	\$1,806,991	\$1,864,207	\$1,851,016
50001	Library Services	\$1,173,593	\$1,179,156	\$1,175,185	\$1,219,965	\$1,219,965
Subtotal	LIBRARY SERVICES	\$1,173,593	\$1,179,156	\$1,175,185	\$1,219,965	\$1,219,965
70100	Insurance & Claims	\$858,131	\$935,000	\$948,306	\$990,000	\$990,000
800-810	Human Service Agency Cont	172,114	197,515	193,015	197,515	185,515
Subtotal	NON-DEPARTMENTALS	\$1,030,245	\$1,132,515	\$1,141,321	\$1,187,515	\$1,175,515
85000	Capital Outlay	\$1,286,000	\$1,292,600	\$1,292,600	\$1,450,450	\$1,440,450
Subtotal	CAPITAL OUTLAY	\$1,286,000	\$1,292,600	\$1,292,600	\$1,450,450	\$1,440,450
	Total GENERAL FUND OPERATIONS	\$21,428,913	\$22,589,594	\$22,460,124	\$23,243,841	\$23,191,555



Expenditure Summary

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

**FY 2016-2017 Proposed General Fund Expenditures
Area of Service Program Summary**



General Fund Expenditures, *continued*

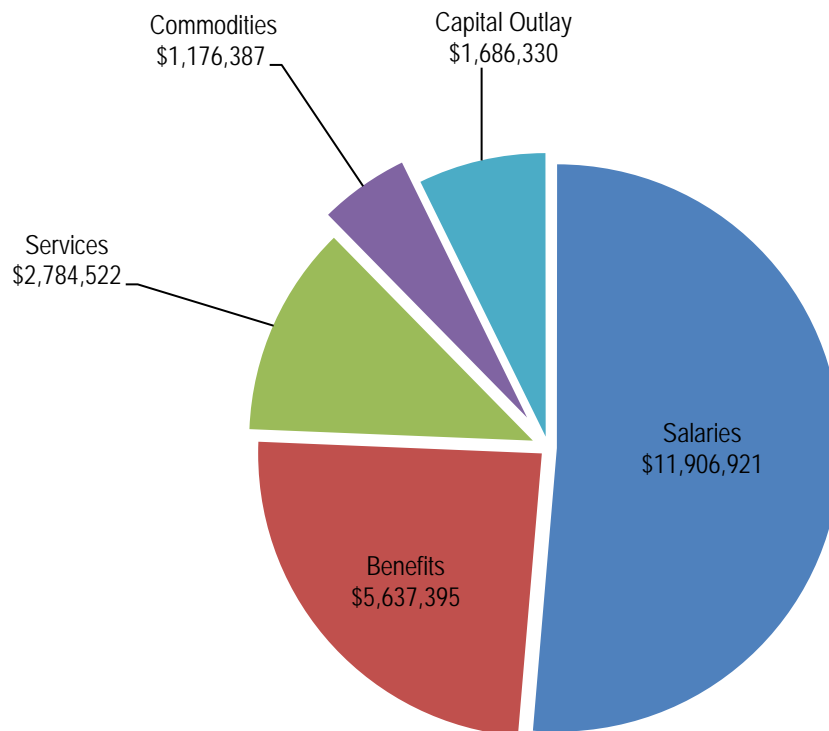


Expenditures by Use Type

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

FY 2016-2017 Proposed General Fund Expenditures by Use Type \$23,191,555

Expenditure by Use Type	FY 2014-2015 Actual	FY 2015-2016 Adjusted	FY 2015-2016 Projected	FY 2016-2017 Proposed	% of Total Budget
Salaries	\$11,229,407	\$11,646,038	\$11,634,296	\$11,906,921	51.34%
Benefits	5,225,563	5,503,834	5,480,624	5,637,395	24.31%
Services	5,065,252	2,683,553	2,624,210	2,784,522	12.01%
Commodities	984,622	1,190,292	1,157,165	1,176,387	5.07%
Capital Outlay	1,745,883	1,565,878	1,563,829	1,686,330	7.27%
Total General Fund Expenditures	\$24,250,728	\$22,589,595	\$22,460,124	\$23,191,555	100.00%



All Budgeted Funds Expenditures



Expenditure Details by Fund Type

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

FY 2016-2017 Proposed All Budgeted Fund Expenditures

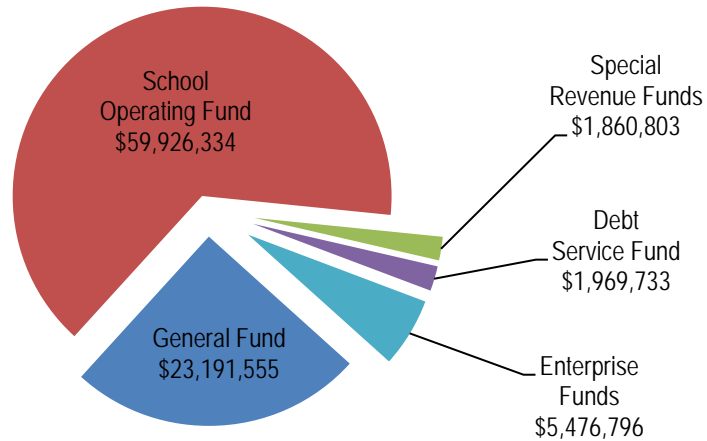
Fund Type	FY 2014-2015 Actual	FY 2015-2016 Adjusted	FY 2015-2016 Projected	FY 2016-2017 Proposed	% of Total Budget
General Fund					
General Government	\$1,242,423	\$1,233,708	\$1,221,433	\$1,279,298	5.52%
General Services	2,361,844	2,462,820	2,438,066	2,507,071	10.81%
Public Safety	9,777,256	10,516,624	10,439,384	10,766,168	46.42%
Public Works	2,800,977	2,967,368	2,945,144	2,952,072	12.73%
Parks & Recreation	1,756,574	1,804,803	1,806,991	1,851,016	7.98%
Library	1,173,593	1,179,156	1,175,185	1,219,965	5.26%
Non-Departmentals	1,030,245	1,132,515	1,141,321	1,175,515	5.07%
Capital Outlay	1,286,000	1,292,600	1,292,600	1,440,450	6.21%
Subtotal General Fund	\$21,428,913	\$22,589,594	\$22,460,124	\$23,191,555	100.00%
School Department					
School Operating Budget	\$57,692,792	\$59,130,028	\$58,736,460	\$59,926,334	100.00%
Subtotal School Operating Fund	\$57,692,792	\$59,130,028	\$58,736,460	\$59,926,334	100.00%
Special Revenue Funds					
Peace Dale Office Building Fund	\$84,803	\$97,539	\$103,309	\$94,362	5.07%
Senior Services Fund	788,966	784,274	775,467	814,531	43.77%
Neighborhood Guild Fund	782,848	823,075	805,380	770,177	41.39%
Community Recreation Center Fund	0	0	0	181,733	9.77%
Subtotal Special Revenue Funds	\$1,656,617	\$1,704,888	\$1,684,156	\$1,860,803	100.00%
Debt Service					
Debt Service Fund	\$2,821,814	\$2,393,308	\$2,329,081	\$1,969,733	100.00%
Subtotal Debt Service Fund	\$2,821,814	\$2,393,308	\$2,329,081	\$1,969,733	100.00%
Enterprise Funds					
Water Fund	\$864,646	\$998,898	\$997,716	\$983,707	17.96%
Wastewater Fund	3,471,922	3,676,059	3,757,691	3,814,127	69.64%
Solid Waste Fund	607,505	688,929	664,030	678,962	12.40%
Subtotal Enterprise Funds	\$4,944,073	\$5,363,886	\$5,419,437	\$5,476,796	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$88,544,210	\$91,181,704	\$90,629,258	\$92,425,221	



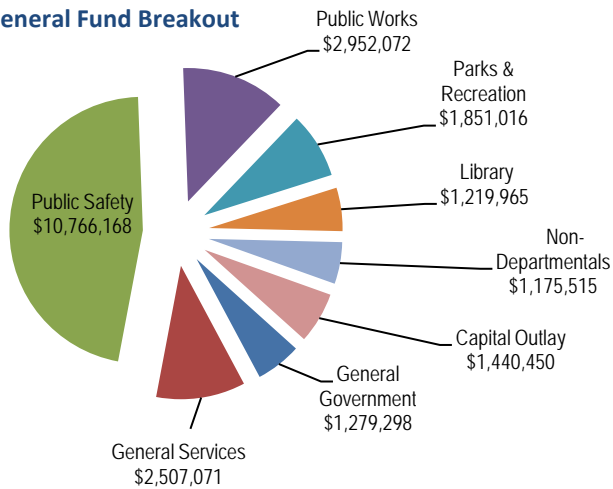
Expenditure Summary by Fund Type

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

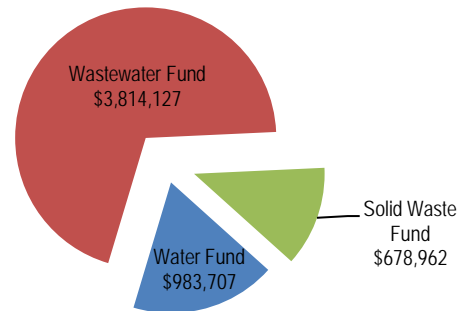
FY 2016-2017 Proposed Expenditures: All Funds



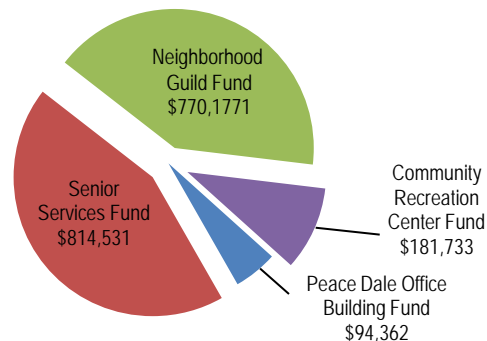
FY 2016-2017 General Fund Breakout



FY 2016-2017 Enterprise Fund Breakout



FY 2016-2017 Special Revenue Funds Breakout



All Budgeted Funds Expenditures, *continued*



Expenditure Detail Comparison by Fund Type

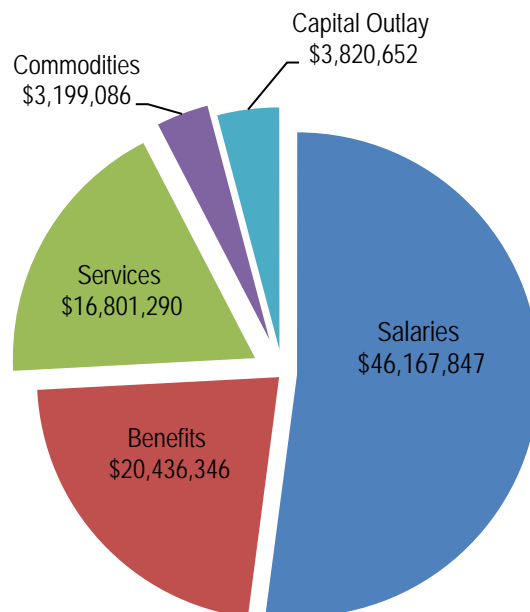
The following table presents expenditures by fund type for All Budgeted Funds and compares these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2014-2015 Actual	FY 2015-2016 Adjusted	FY 2015-2016 Projected	FY 2016-2017 Proposed
General Fund	\$21,428,913	\$22,589,594	\$22,460,124	\$23,191,555
School Operating Fund	57,692,792	59,130,028	58,736,460	59,926,334
Special Revenue Funds	1,656,617	1,704,888	1,684,156	1,860,803
Debt Service Fund	2,821,814	2,393,308	2,329,081	1,969,733
Enterprise Funds	4,944,073	5,363,886	5,419,437	5,476,796
Total All Budgeted Fund Expenditures	\$88,544,210	\$91,181,704	\$90,629,258	\$92,425,221

Expenditure Detail Comparison by Use Type

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

Expenditure by Use Type	FY 2014-2015 Actual	FY 2015-2016 Adjusted	FY 2015-2016 Projected	FY 2016-2017 Proposed	% of Total Budget
Salaries	\$46,224,542	\$47,760,037	\$47,228,995	\$48,167,847	52%
Benefits	19,126,437	19,875,502	19,791,163	20,436,346	22%
Services	16,167,316	16,683,980	16,619,289	16,801,290	18%
Commodities	2,742,256	3,063,581	3,010,786	3,199,086	3%
Capital Outlay	4,283,659	3,918,771	3,979,026	3,820,652	4%
Total All Budgeted Fund Expenditures	\$88,544,211	\$91,301,870	\$90,629,259	\$92,425,221	100.00%



All Budgeted Funds Expenditures, *continued*



Expenditures by Area of Service - Detail

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

FY 2016-2017 Proposed All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2014-2015	Adjusted FY 2015-2016	Projected FY 2015-2016	Dept Request FY 2016-2017	Proposed FY 2016-2017
11001	Town Council	\$14,963	\$15,034	\$14,784	\$15,033	\$25,233
11003	Budget Referendum	0	12,025	0	11,808	11,808
11005	Legal Services	176,654	178,085	178,085	181,901	181,901
11005	Probate Judge	7,000	7,536	7,536	7,536	7,536
12001	Town Manager	418,928	410,083	410,083	422,792	422,792
12003	Personnel Admin	98,324	106,817	106,817	108,280	108,280
13001	Town Clerk	414,174	425,582	425,582	415,383	415,383
13005	Canvassing Authority	112,379	78,546	78,546	106,365	106,365
Subtotal	GENERAL GOVERNMENT	\$1,242,423	\$1,233,708	\$1,221,433	\$1,269,098	\$1,279,298
14001	Finance Department	\$671,663	\$698,972	\$695,072	\$706,398	\$706,398
14003	Information Technology	317,742	323,795	325,796	331,879	331,879
15001	Tax Assessor	374,536	387,301	386,701	428,349	401,054
16001	Planning/GIS/Cons Comm	480,855	507,873	506,597	526,195	526,195
17001	Building/Zoning Inspection	346,840	354,412	349,437	361,170	361,170
18001	Town Hall Operations	170,209	190,467	174,463	180,375	180,375
Subtotal	GENERAL SERVICES	\$2,361,844	\$2,462,820	\$2,438,066	\$2,534,366	\$2,507,071
20001	Police Department	\$7,685,719	\$8,311,708	\$8,263,253	\$8,499,156	\$8,499,156
20071-3	Animal Control Department	277,096	316,805	313,872	322,424	322,424
20090	Habor Patrol	32,805	31,441	33,943	37,531	37,531
21001	Communications	231,360	248,338	243,288	254,993	254,993
22001	Emergency Medical Svc	1,550,276	1,608,332	1,585,028	1,652,064	1,652,064
Subtotal	PUBLIC SAFETY	\$9,777,256	\$10,516,624	\$10,439,384	\$10,766,168	\$10,766,168
30001	Public Works	\$2,800,977	\$2,967,368	\$2,945,144	\$2,952,072	\$2,952,072
Subtotal	PUBLIC WORKS	\$2,800,977	\$2,967,368	\$2,945,144	\$2,952,072	\$2,952,072
40001	Parks & Recreation	\$1,756,574	\$1,804,803	\$1,806,991	\$1,864,207	\$1,851,016
Subtotal	PARKS & RECREATION	\$1,756,574	\$1,804,803	\$1,806,991	\$1,864,207	\$1,851,016
50001	Library Services	\$1,173,593	\$1,179,156	\$1,175,185	\$1,219,965	\$1,219,965
Subtotal	LIBRARY SERVICES	\$1,173,593	\$1,179,156	\$1,175,185	\$1,219,965	\$1,219,965
70100	Insurance & Claims	\$858,131	\$935,000	\$948,306	\$990,000	\$990,000
800-810	Human Service Agency Cont	172,114	197,515	193,015	197,515	185,515
Subtotal	NON-DEPARTMENTALS	\$1,030,245	\$1,132,515	\$1,141,321	\$1,187,515	\$1,175,515
85000	Capital Outlay	\$1,286,000	\$1,292,600	\$1,292,600	\$1,450,450	\$1,440,450
Subtotal	CAPITAL OUTLAY	\$1,286,000	\$1,292,600	\$1,292,600	\$1,450,450	\$1,440,450
Total	GENERAL FUND OPERATIONS	\$21,428,913	\$22,589,594	\$22,460,124	\$23,243,841	\$23,191,555
OTHER FUNDS						
0110	School Department	\$57,692,792	\$59,130,028	\$58,736,460	\$59,926,334	\$59,926,334
0302	Peace Dale Office Building	84,803	97,539	103,309	94,362	94,362
0304	Senior Services	788,966	784,274	775,467	814,531	814,531
0306	Neighborhood Guild	782,848	823,075	805,380	770,177	770,177
0308	Community Recreation Center	0	0	0	181,733	181,733
0400	Debt Service Fund	2,821,814	2,393,308	2,329,081	1,969,733	1,969,733
0702	Water Fund	864,646	998,898	997,716	983,707	983,707
0704	Wastewater Fund	3,471,922	3,676,059	3,757,691	3,814,127	3,814,127
0706	Solid Waste Fund	607,505	688,929	664,030	678,962	678,962
Total	OTHER FUNDS	\$67,115,297	\$68,592,110	\$68,169,134	\$69,233,666	\$69,233,666
GRAND TOTAL	ALL BUDGETED FUNDS	\$88,544,210	\$91,181,704	\$90,629,258	\$92,477,507	\$92,425,221

All Budgeted Funds Summaries



Budgets in Brief

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

Revenue By Fund	Actual	Adjusted	Projected	Proposed
	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017
General Fund (0101)	\$25,724,136	\$22,589,595	\$22,708,590	\$23,191,555
School Fund (0110)	\$58,654,775	\$59,130,028	\$59,124,441	\$59,926,334
Peace Dale Office Building Fund (0302)	\$95,734	\$197,588	\$100,916	\$94,362
Senior Services Fund (0304)	\$790,919	\$784,274	\$784,394	\$814,531
Neighborhood Guild Fund (0306)	\$827,459	\$849,358	\$823,958	\$770,185
Community Recreation Center (0308)	\$0	\$0	\$0	\$181,733
Debt Service Fund (0400)	\$0	\$2,393,308	\$2,393,308	\$2,181,118
Water Fund (0702)	\$1,162,786	\$1,075,650	\$1,160,603	\$1,171,627
Wastewater Fund (0704)	\$4,066,541	\$3,676,059	\$3,698,013	\$3,814,127
Solid Waste Fund (0706)	\$673,178	\$688,929	\$624,360	\$678,962
Total Revenue By Fund	\$91,995,528	\$91,384,789	\$91,418,583	\$92,824,534

Expenditures By Fund	Actual	Adjusted	Projected	Proposed
	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017
General Fund (0101)	\$21,428,913	\$22,589,594	\$22,460,124	\$23,191,555
School Fund (0110)	57,692,792	59,130,028	58,736,460	59,926,334
Peace Dale Office Building Fund (0302)	84,803	97,539	103,309	94,362
Senior Services Fund (0304)	788,966	784,274	775,467	814,531
Neighborhood Guild Fund (0306)	782,848	823,075	805,380	770,177
Community Recreation Center (0308)	0	0	0	181,733
Debt Service Fund (0400)	2,821,814	2,393,308	2,329,081	1,969,733
Water Fund (0702)	864,646	998,898	997,716	983,707
Wastewater Fund (0704)	3,471,922	3,676,059	3,757,691	3,814,127
Solid Waste Fund (0706)	607,505	688,929	664,030	678,962
Total Expenditures By Fund	\$88,544,210	\$91,181,704	\$90,629,258	\$92,425,221

Sources & Use Summaries



Combined Statement of Revenue & Expenditure

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

	FY 2014-2015 Actual	FY 2015-2016 Adjusted	FY 2015-2016 Projected	FY 2016-2017 Proposed
Revenues & Other Financing Sources:				
General Property Taxes	\$68,275,802	\$68,703,125	\$68,737,430	\$70,575,838
User Fees	4,196,661	4,266,267	4,403,391	4,507,602
State Aid	10,524,834	10,066,421	10,104,361	9,666,288
Federal Aid	503,727	533,000	508,000	508,000
Licenses/Fees/Rents	1,856,596	1,855,990	1,758,733	1,802,090
Revenues from Investments	599,183	577,398	592,998	540,075
Departmental Revenue/Fines/Charges	3,026,044	2,937,329	2,973,587	3,007,920
Transfers In	615,145	691,185	691,185	566,695
Grants	76,133	59,688	59,688	68,405
Miscellaneous	350,000	327,848	335,988	371,654
Fund Balance Applied	1,972,698	1,366,538	1,253,220	1,209,967
Total Revenues	\$91,996,824	\$91,384,789	\$91,418,581	\$92,824,534
Expenditures & Other Financing Sources:				
General government	\$1,242,423	\$1,233,708	\$1,221,433	\$1,279,298
General services	2,361,844	2,462,820	2,438,066	2,507,071
Public safety	9,777,256	10,516,624	10,439,384	10,766,168
Public works	2,800,977	2,967,368	2,945,144	2,952,072
Parks & Recreation	1,756,574	1,804,803	1,806,991	1,851,016
Public libraries	1,173,593	1,179,156	1,175,185	1,219,965
Non-departmental	1,030,245	1,132,515	1,141,321	1,175,515
Education	56,372,545	58,137,213	57,740,101	59,071,849
Debt Service	2,821,814	2,393,308	2,329,081	2,206,229
Leisure Services	1,652,922	1,689,588	1,646,906	1,848,403
Utility Services	3,733,129	4,113,873	4,037,849	3,972,863
Capital Expenditures	3,820,887	3,550,728	3,707,797	3,574,772
Total Expenditures	\$88,544,210	\$91,181,704	\$90,629,258	\$92,425,221
Excess (Deficiency) of Revenues over Expenditures	\$3,452,614	\$203,085	\$789,322	\$399,313



Estimated Changes in Fund Balance

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

Fund Description & Number	Audited	Estimated	Proposed	Proposed	Estimated
	Fund Balance FY 2014-2015	Fund Balance FY 2015-2016	Revenues FY 2016-2017	Expenditures FY 2016-2017	Fund Balance FY 2016-2017
General Fund (0101)	\$11,877,508	\$12,089,974	\$23,191,555	\$23,191,555	\$12,089,974
School Fund (0110)	3,144,991	3,518,624	59,926,334	59,926,334	3,535,368
Peace Dale Office Bldg Fund (0302)	292,534	290,141	94,362	94,362	290,141
Senior Services Fund (0304)	182,787	191,714	814,531	814,531	191,714
Neighborhood Guild Fund (0306)	136,027	154,605	770,185	770,177	154,613
Community Rec. Center Fund (0308)	0	0	181,733	181,733	0
Debt Service Fund (0400)	0	64,227	2,181,118	1,969,733	275,612
Water Fund (0702)	2,164,414	2,327,301	1,171,627	983,707	2,515,221
Wastewater Fund (0704)	5,402,481	5,340,003	3,814,127	3,814,127	5,340,003
Solid Waste Fund (0706)	986,974	947,304	678,962	678,962	776,083
Total All Funds	\$24,187,716	\$24,923,893	\$92,824,534	\$92,425,221	\$25,168,729

Capital Improvement Program & Related Debt Service



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

CIP Project Name	Operational Impact
Playground Upgrades: Brousseau, Fagan, and West Kingston Parks	Replacement of select components will reduce the risk of injury and result in lower maintenance costs
Old Mountain Field: Skate Park Improvements	Replacement of aging structures reduces maintenance costs
Old Mountain Field: Restroom/Concession Replacement	Major improvements can reduce preventative maintenance costs over time and increase outside interest
Marina Park: Boat Ramp Reconstruction	Multi-year funding for full reconstruction of the public boat ramp will reduce maintenance costs
Town Beach: Ongoing Improvements	Multi-year funding for ongoing improvements/maintenance and future erosion mitigation efforts will reduce maintenance costs
Tuckertown Park: Driveway/Parking Improvements	Resurfacing of the entrance drive and parking lots will eliminate temporary fixes and reduce maintenance costs
Village Green: Tennis Court Lighting Replacement	A new LED lighting system is proposed which will reduce operational costs and extend the useful life of the structure
Parks & Recreation: Equipment Acquisition/Replacement	The replacement of older equipment will result in operation cost efficiencies
Public Services: Equipment Acquisition/Replacement	The replacement of older equipment will result in operation cost efficiencies
Public Services: Road Improvement Program	The restoration of older streets will result in operation cost efficiencies
Public Safety: Equipment Acquisition/Replacement	Network upgrade is underway to transition to virtual server technology which will eliminate a potential for single point of failure, and will also result in operational cost efficiencies and reduction in printing costs
Public Safety: Building Maintenance	Major improvements to existing facilities will reduce maintenance costs
Emergency Medical Services: Equipment Acquisition/Replacement	Power equipment and load can reduce risk of injury to patient and responder
Communications: Equipment Acquisition/Replacement Radio Alarm Box	Replacement will provide for wireless connection which supports over 240 businesses in Town, as well as improved system reliability and functionality and reduce maintenance costs for the existing aging system
Adult Day Services & Senior Center: Facility Improvements	Ergonomically correct equipment can reduce risk of injury to aging population; Major improvements to existing facilities will lower maintenance and operational costs
Information Technology: Equipment Acquisition/Replacement	Network equipment upgrades lower maintenance costs and increase efficiencies
Town Hall: Facility Improvements	Facility upgrades help to reduce operational and maintenance costs overtime especially when it involves HVAC system upgrades



Consolidated Debt Service Requirements – All Funds

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

FYE	General Obligation Bonds			Wastewater Bonds			Solid Waste Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2017	\$1,710,000	\$257,433	\$1,967,433	\$26,000	\$4,188	\$30,188	\$155,753	\$22,338	\$178,090
2018	1,682,000	218,203	1,900,203	26,000	3,690	29,690	159,793	19,630	179,423
2019	1,547,000	181,563	1,728,563	27,000	3,175	30,175	163,919	16,844	180,763
2020	1,399,000	148,750	1,547,750	27,000	2,641	29,641	168,132	13,979	182,112
2021	880,000	120,346	1,000,346	28,000	2,090	30,090	172,435	11,036	183,471
2022	863,000	102,239	965,239	28,000	1,520	29,520	176,831	8,011	184,842
2023	648,000	80,459	728,459	29,000	932	29,932	181,321	4,903	186,223
2024	573,000	59,117	632,117	30,000	315	30,315	54,000	2,797	56,797
2025	425,000	39,200	464,200			0	55,000	1,722	56,722
2026	400,000	22,050	422,050			0	59,000	589	59,589
2027	160,000	11,700	171,700			0			0
2028	60,000	6,750	66,750			0			0
2029	60,000	4,050	64,050			0			0
2030	60,000	1,350	61,350			0			0
Total	\$10,467,000	\$1,253,209	\$11,720,209	\$221,000	\$18,551	\$239,551	\$1,346,185	\$101,847	\$1,448,031

GENERAL OBLIGATION BONDS

These include debt which pertains to the Town and School. These bonds include refunding bonds issued in 2003, 2006, 2009, 2012, and 2015. The bonds were issued for a new middle school, building renovations, open space, new police station, road improvements, and Town and School playfields. Interest rates range from 1.9% to 5.5%. Authorized but unissued bonds are not included in the analysis above.

WASTEWATER BONDS

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

SOLID WASTE BONDS

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



Debt Ratios & Debt Per Capita

The following table provides detail on debt ratios and debt per capita over the last ten year period.

Fiscal Year Ended June 30	Population ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2017	30,639	\$4,411,755,022	100%	\$4,411,755,022	\$16,292,432	\$532	0.37%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 ⁽⁵⁾	30,639	4,297,341,593	100%	4,297,341,593	16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597	19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945	22,788,613	744	0.51%
2011 ⁽⁵⁾	30,639	4,546,820,643	100%	4,546,820,643	26,351,619	860	0.58%
2010	27,921	5,281,964,577	100%	5,281,964,577	30,082,166	1077	0.57%
2009	27,921	5,255,505,490	100%	5,255,505,490	32,690,383	1171	0.62%
2008 ⁽⁵⁾	27,921	5,215,698,720	100%	5,215,698,720	36,561,397	1309	0.70%
2007	27,921	4,193,188,291	100%	4,193,188,291	40,076,329	1435	0.96%
2006	27,921	4,123,048,580	100%	4,123,048,580	41,776,299	1496	1.01%

(1) U.S. Census Figures

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

(3) Includes Enterprise Fund debt

(4) Full Revaluation

(5) Statistical Revaluation

Position Allocation to Pay Schedules & Pay Plans



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

NON UNION EMPLOYEES POSITION ALLOCATION TO PAY SCHEDULE FY 2016-2017

<p>Grade 1 Community Elder Information Specialist Driver/Dispatcher</p>	<p>Grade 12 Personnel Administrator Procurement Administrator Water Superintendent</p>
<p>Grade 2 <i>(no positions at this time)</i></p>	<p>Grade 13 Building Official Communications Superintendent EMS Director Finance and Accounting Administrator Highway Superintendent Information Systems Administrator Library Director Parks Superintendent Recreation Superintendent Town Assessor</p>
<p>Grade 3 Senior Services Program Assistant</p>	
<p>Grade 4 <i>(no positions at this time)</i></p>	
<p>Grade 5 Library Circulation Supervisor - Branch Senior Center Program Coordinator</p>	
<p>Grade 6 Library Associate Library Circulation Supervisor</p>	<p>Grade 14 Town Clerk* Wastewater Superintendent</p>
<p>Grade 7 Librarian I</p>	<p><i>*additional \$515 Canvassing Authority stipend</i></p>
<p>Grade 8 <i>(no positions at this time)</i></p>	<p>Grade 15 Director of Administrative Services Town Engineer</p>
<p>Grade 9 Facilities Superintendent Librarian II</p>	<p>Grade 16 Director of Leisure Services Director of Planning Information Technology Director</p>
<p>Grade 10 Assistant Highway Superintendent Deputy Town Clerk Executive Assistant Librarian III Police Administrative Assistant</p>	<p>Grade 17 Police Chief</p>
<p>Grade 11 Nursing Director Senior Center Director Tax Collector</p>	<p>Grade 18 Director of Public Services Finance Director</p>

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



NON UNION EMPLOYEES PAY PLAN FY 2016-2017

Grade	Step 0	Step 1	Step 2	Step 3
1	\$33,039	\$34,220	\$35,398	\$36,579
2	\$34,301	\$35,485	\$36,667	\$37,849
3	\$35,485	\$36,667	\$37,849	\$39,034
4	\$37,851	\$39,034	\$40,215	\$41,399
5	\$39,034	\$40,215	\$41,399	\$42,582
6	\$41,399	\$42,582	\$43,763	\$44,946
7	\$43,763	\$44,946	\$46,130	\$47,311
8	\$46,129	\$47,311	\$48,495	\$49,677
9	\$48,440	\$49,566	\$50,691	\$52,042
10	\$52,886	\$55,175	\$57,468	\$59,756
11	\$58,577	\$59,749	\$61,249	\$63,083
12	\$61,955	\$64,208	\$65,787	\$68,716
13	\$70,843	\$73,667	\$75,878	\$78,154
14	\$76,981	\$79,008	\$81,032	\$83,056
15	\$82,962	\$84,871	\$87,228	\$92,908
16	\$91,465	\$93,591	\$95,718	\$99,614
17	\$96,157	\$98,905	\$100,965	\$103,025
18	\$103,098	\$106,190	\$109,375	\$112,655

IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2016-2017

2016-2017	Step 0	Step 1	Step 2	Step 3
Lieutenant	-	-	-	\$52,357
Paramedic	\$43,097	\$45,631	\$47,532	\$50,068
EMT-Cardiac	\$38,083	\$39,672	\$41,324	\$42,976

IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2016-2017

2016-2017*	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Captain	\$74,635	-	-	-	-	-
Lieutenant	\$69,857	-	-	-	-	-
Sergeant	\$65,374	-	-	-	-	-
Patrol Officer	\$44,542	\$46,400	\$48,255	\$50,630	\$53,094	\$62,321

*The FY 2016-2017 IBPO pay plan listed above assumes a 2.25% salary increase over the FY 2015-2016 pay plan, which is equivalent to the proposed increase for NonUnion employees and equivalent to the increase for the employees of the three other collective bargaining units as stated in the contracts. The current IBPO contract is set to expire as of June 30th, 2016, with ongoing negotiations to result in an updated contract effective July 1, 2016. Please note that these negotiations may impact the IBPO FY 2016-2017 Pay Plan listed above.

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



SKMEA/NEARI POSITION ALLOCATION TO PAY SCHEDULE FY 2016-2017

Grade 1

Building Maintenance Assistant

Grade 2

(no positions at this time)

Grade 3

Building Maintenance Technician

Grade 4

Account Clerk I

Office Clerk II

Secretary

Grade 5

(no positions at this time)

Grade 6

Account Clerk II

Administrative Support Associate

Facilities Manager

Recreation Supervisor

Grade 7

Senior Account Clerk

Fire Inspector

Water Operator I

Facilities Manager II

Planning Associate

Police Prosecution Clerk

Grade 8

Assistant Building Inspector

Engineering Assistant

Real Estate Appraiser

GIS Technician

Police Records Clerk

Grade 9

Assistant Communications Superintendent

Grade 10

Building Inspector

Purchasing Agent

GIS Analyst

Administrative Assistant Assessor

Administrative Assistant Payroll

Administrative Assistant Public Services

Grade 11

Pretreatment Coordinator

Grade 12

Assistant Wastewater Superintendent

Network Administrator

Senior Planner

Town Accountant

Staff Engineer

Grade 13

GIS Administrator

Principal Planner

SKMEA/NEARI PAY PLAN FY 2016-2017

Grade	Step 0	Step 1	Step 2	Step 3
1	\$24,022	\$24,382	\$24,739	\$25,099
2	\$34,301	\$35,485	\$36,667	\$37,850
3	\$35,485	\$36,667	\$37,850	\$39,034
4	\$37,851	\$39,034	\$40,215	\$41,399
5	\$39,034	\$40,215	\$41,399	\$42,582
6	\$41,399	\$42,582	\$43,763	\$44,946
7	\$43,763	\$44,946	\$46,130	\$47,311
8	\$46,129	\$47,311	\$48,495	\$49,677
9	\$48,440	\$49,566	\$50,691	\$52,042
10	\$51,817	\$54,071	\$56,322	\$58,576
11	\$58,577	\$59,749	\$61,249	\$63,083
12	\$61,955	\$64,208	\$65,787	\$68,716
13	\$70,843	\$73,667	\$75,878	\$78,154

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



COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2016-2017

Description	Step	Hourly	Bi-Weekly	Annual
Animal Control Officer	Entry	\$19.4856	\$1,558.85	\$40,530
Animal Control Officer	1	\$20.7303	\$1,658.42	\$43,119
Animal Shelter Manager	Entry	\$21.6255	\$1,730.04	\$44,981
Animal Shelter Manager	1	\$23.0058	\$1,840.46	\$47,852
Asst Animal Shelter Manager	Entry	\$18.2640	\$1,461.12	\$37,989
Asst Animal Shelter Manager	1	\$19.4298	\$1,554.38	\$40,414
Auto Mechanic I	Entry	\$18.3303	\$1,466.42	\$38,127
Auto Mechanic I	1	\$19.5010	\$1,560.08	\$40,562
Auto Mechanic II	Entry	\$21.1274	\$1,690.19	\$43,945
Auto Mechanic II	1	\$22.4765	\$1,798.12	\$46,751
Crew Foreman	Entry	\$21.2346	\$1,698.77	\$44,168
Crew Foreman	1	\$22.5563	\$1,804.50	\$46,917
Equipment Operator I	Entry	\$18.5198	\$1,481.58	\$38,521
Equipment Operator I	1	\$19.6856	\$1,574.85	\$40,946
Equipment Operator II	Entry	\$20.2029	\$1,616.23	\$42,022
Equipment Operator II	1	\$21.4928	\$1,719.42	\$44,705
Equipment Operator III	Entry	\$20.5586	\$1,644.69	\$42,762
Equipment Operator III	1	\$21.8716	\$1,749.73	\$45,493
Lab Tech Operator	Entry	\$20.9760	\$1,678.08	\$43,630
Lab Tech Operator	1	\$22.3149	\$1,785.19	\$46,415
Office Clerk	Entry	\$20.2933	\$1,623.46	\$42,210
Office Clerk	1	\$21.6005	\$1,728.04	\$44,929
Parks Foreman	Entry	\$23.2548	\$1,860.38	\$48,370
Parks Foreman	1	\$24.5865	\$1,966.92	\$51,140
Parks Maintenance Technician	Entry	\$19.4453	\$1,555.62	\$40,446
Parks Maintenance Technician	1	\$20.6323	\$1,650.58	\$42,915
Police Dispatcher	Entry	\$21.0586	\$1,684.69	\$43,802
Police Dispatcher	1	\$22.4029	\$1,792.23	\$46,598
Wastewater Operator I	Entry	\$19.9453	\$1,595.62	\$41,486
Wastewater Operator I	1	\$21.2178	\$1,697.42	\$44,133
Wastewater Operator II	Entry	\$22.0078	\$1,760.62	\$45,776
Wastewater Operator II	1	\$23.4115	\$1,872.92	\$48,696
Wastewater Mechanic I	Entry	\$19.9453	\$1,595.62	\$41,486
Wastewater Mechanic I	1	\$21.2178	\$1,697.42	\$44,133
Wastewater Mechanic II	Entry	\$22.0078	\$1,760.62	\$45,776
Wastewater Mechanic II	1	\$23.4115	\$1,872.92	\$48,696
Wastewater Worker	Entry	\$18.3976	\$1,471.81	\$38,267
Wastewater Worker	1	\$19.5716	\$1,565.73	\$40,709

Full Time Employee Summary



Full Time Employee Comparison

Function & Description	Number	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	FY 2016 FY 2017 Difference
10111001-TOWN COUNCIL (5 COUNCIL MEMBERS)		5.00	5.00	5.00	5.00	0.00
10112001-TOWN MANAGER		3.25	3.25	3.25	3.25	0.00
10112003-PERSONNEL		1.25	1.25	1.25	1.25	0.00
10113001-TOWN CLERK		5.00	5.00	5.00	5.00	0.00
10113005-CANVASSING		1.00	1.00	1.00	1.00	0.00
Subtotal General Government FTE		15.50	15.50	15.50	15.50	0.00
10114001-FINANCE		8.30	8.30	8.30	8.30	0.00
10114003-INFORMATION TECHNOLOGY		1.80	1.80	1.80	1.80	0.00
10115001-TAX ASSESSMENT		5.00	5.00	5.00	5.00	0.00
10116001-PLANNING DEPARTMENT		4.00	4.00	4.00	4.00	0.00
10116005-GEOGRAPHIC INFO SYSTEM		1.00	1.00	1.00	1.00	0.00
10117001-BUILDING & ZONING DEPARTMENT		4.50	4.50	4.50	4.50	0.00
10118001-TOWN HALL OPERATIONS		1.00	1.00	1.00	1.00	0.00
Subtotal General Services FTE		25.60	25.60	25.60	25.60	0.00
10120001-POLICE DEPARTMENT		72.00	72.00	72.00	72.00	0.00
10120071-10120073-ANIMAL CONTROL		4.00	4.00	4.00	4.00	0.00
10121001-COMMUNICATIONS		2.50	2.50	2.50	2.50	0.00
10222001-EMERGENCY MEDICAL SERVICES		17.00	17.00	17.00	17.00	0.00
Subtotal Public Safety FTE		95.50	95.50	95.50	95.50	0.00
10130001-PUBLIC WORKS		23.00	23.00	23.00	23.00	0.00
Subtotal Public Works FTE		23.00	23.00	23.00	23.00	0.00
10140001-10140013-PARKS & RECREATION		16.00	14.80	15.30	14.90	-0.40
Subtotal Parks & Recreation FTE		16.00	14.80	15.30	14.90	-0.40
10150001-LIBRARY		9.00	9.00	9.00	9.00	0.00
Subtotal Library FTE		9.00	9.00	9.00	9.00	0.00
General Fund Total FTE		184.60	183.40	183.90	183.50	-0.40
30442000-SENIOR SERVICES		7.50	7.50	7.50	7.50	0.00
30641000-NEIGHBORHOOD GUILD		5.20	4.20	5.20	5.20	0.00
30840001-COMMUNITY RECREATION CENTER		0.00	0.00	0.00	2.90	2.90
70294600-WATER DIVISION		2.70	2.70	2.70	2.70	0.00
70492000-WASTEWATER DIVISION		15.35	15.35	15.35	15.35	0.00
70696600-SOLID WASTE DIVISION		0.50	0.50	0.50	0.50	0.00
Other Funds Total FTE		31.25	30.25	31.25	34.15	2.90
Total FTE All Funds FTE		215.85	213.65	215.15	217.65	2.50

FTE Change Description

The 0.40 FTE reduction from the Parks & Recreation is actually a reallocation to the new Community Recreation Center Fund. In addition to the reallocation of 0.40 FTE of one Recreation Supervisor position to the Community Recreation Center Fund, a new Recreation Center Director (1.0 FTE) and new Building Maintenance Technicians (1.5 FTE) have been created and added to the fund as well.



**TAB 5
GENERAL GOVERNMENT**

Town Council.....	5 - 1
Legal Services	5 - 5
Town Manager	5 - 9
Personnel Administration	5 - 14
Town Clerk	5 - 19

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

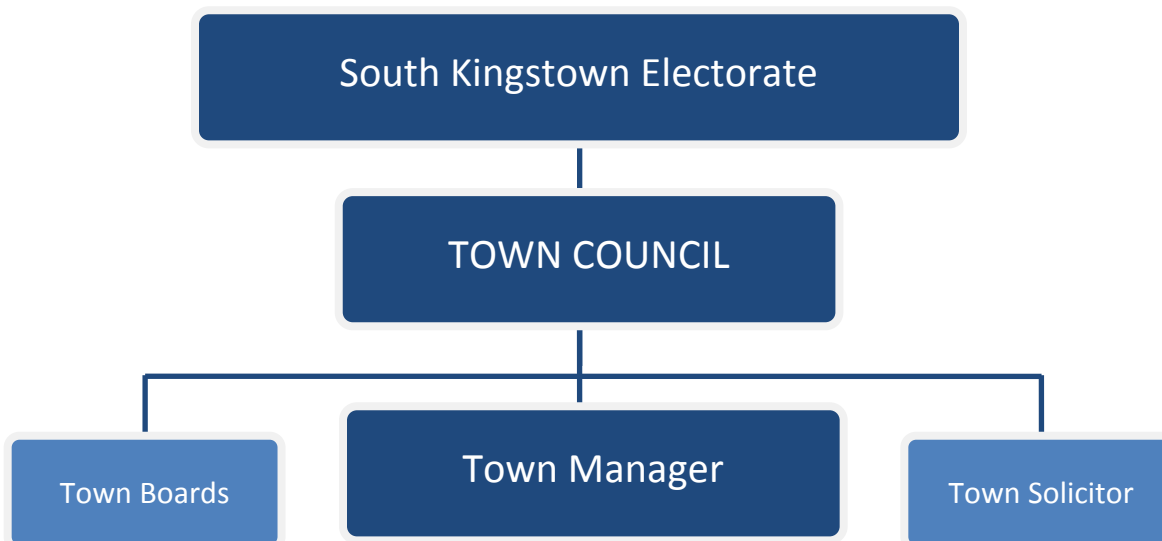
General Fund (101) Town Council



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

Acct Number	Acct Description
11001	Town Council
11003	Budget Referendum
11007	Probate Court

Organizational Chart



Mission Statement

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.

Functions

TOWN COUNCIL

The principal functions of the Town Council include:

- Appoint the Town Manager to act as the chief administrative and executive officer of the Town
- Adopt annual Operating and Capital Budgets
- Establish policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizens
- Enact ordinances and resolutions necessary for the proper governing of the Town's affairs



- Appoint citizens to various local and regional boards, commissions, and agencies
- Appoint a part-time Probate Judge to oversee the Town’s Probate Court, held once a month at Town Hall
- Serve as the Town’s Licensing 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

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

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Adopt Goals and Objectives for 2014-2016 term	PCSF
Execute individual Payment in Lieu of Tax (PILOT) Agreements for FY2015-2016	BDFM
Establish a Debt Service Fund for the payment of the principal and interest on bonds issued by the Town	BDFM
Establish a Community Recreation Center Fund	BDFM
Adopt FY 2016-2017 to 2021-2022 Capital Improvement Program (CIP)	BDFM
Adopt FY 2016-2017 Town Council Budget	BDFM
Adopt the Matunuck and West Kingston Village Studies	LU / CHR



Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Regular and Special Meetings	35	37	36	PCSF
Public Hearings	28	30	28	PCSF
New Business Topics	197	199	200	PCSF
Zoning Public Hearings	5	5	5	PCSF
Consent Agenda Topics	179	180	180	PCSF

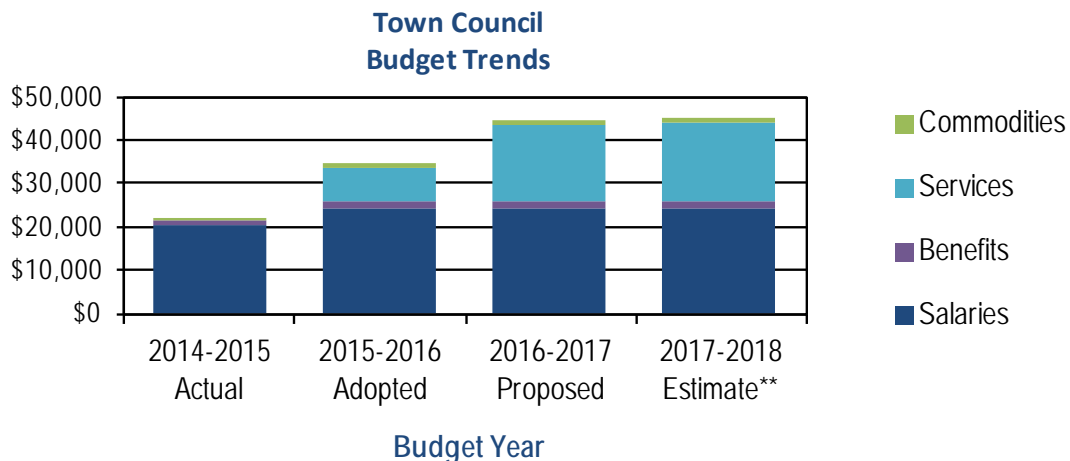
FY 2016-2017 Goals & Objectives

The Town Council’s adopted goals and objectives for the 2014-2016 term are organized within twelve main topics, the specific details of which can be found within the *Financial & Management Policies* section of this document.

FY 2016-2017 Funding Comparison

Town Council	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Total Personnel (Town Council & Judge)	6	6	6	6	0
Salaries	\$20,433	\$24,220	\$20,500	\$24,120	(\$100)
Benefits	1,028	1,855	1,570	1,843	(12)
Subtotal Personnel Expenditures*	\$21,461	\$26,075	\$22,070	\$25,963	(\$112)
Services	\$0	\$7,645	\$0	\$17,639	\$9,994
Commodities	502	875	250	975	100
Subtotal Operating Expenditures	\$502	\$8,520	\$250	\$18,614	\$10,094
Total Expenditures	\$21,963	\$34,595	\$22,320	\$44,577	\$9,982

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries (exclusive of fixed stipend amounts for Town Council & Probate Judge).

General Fund (101) Town Council, *continued*



FY 2016-2017 Expenditure Statements

10111001	Town Council	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10111001	511002 Part-Time Salaries	\$13,433	\$13,500	\$13,500	\$13,500	0.00%
10111001	Subtotal Wages	\$13,433	\$13,500	\$13,500	\$13,500	0.00%
10111001	522250 FICA	1,028	1,034	1,034	1,033	-0.10%
10111001	Subtotal Benefits	\$1,028	\$1,034	\$1,034	\$1,033	-0.10%
10111001	530111 Professional Services	0	0	0	10,200	0.00%
10111001	Subtotal Services	\$0	\$0	\$0	\$10,200	0.00%
10111001	540012 Office Materials & Supplies	52	0	0	0	0.00%
10111001	580100 Miscellaneous Expenses	451	500	250	500	0.00%
10111001	Subtotal Commodities	\$502	\$500	\$250	\$500	0.00%
10111001	Total Town Council	\$14,963	\$15,034	\$14,784	\$25,233	67.84%

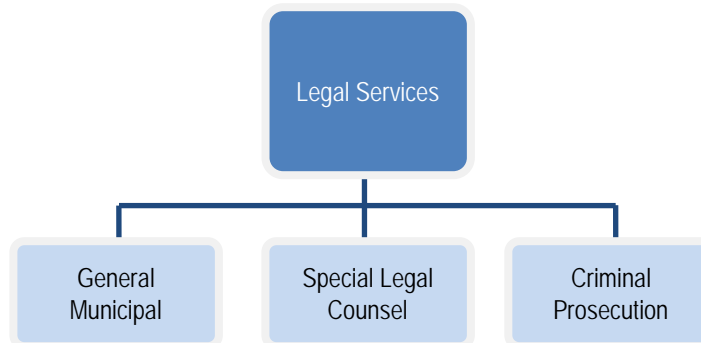
10111003	Budget Referendum	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10111003	511003 Seasonal Salaries	\$0	\$3,075	\$0	\$3,075	0.00%
10111003	511004 Overtime	0	645	0	545	-15.50%
10111003	Subtotal Wages	\$0	\$3,720	\$0	\$3,620	-2.69%
10111003	522250 FICA	0	285	0	274	-3.86%
10111003	Subtotal Benefits	\$0	\$285	\$0	\$274	-3.86%
10111003	530111 Professional Services	0	350	0	350	0.00%
10111003	538012 Advertising	0	400	0	400	0.00%
10111003	538022 Printing Expenses	0	6,895	0	6,689	-2.99%
10111003	Subtotal Services	\$0	\$7,645	\$0	\$7,439	-2.69%
10111003	540012 Office Materials & Supplies	0	100	0	200	100.00%
10111003	580100 Miscellaneous Expenses	0	275	0	275	0.00%
10111003	Subtotal Commodities	\$0	\$375	\$0	\$475	26.67%
10111003	Total Budget Referendum	\$0	\$12,025	\$0	\$11,808	-1.80%

10111007	Probate Court	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10111007	511002 Part-Time Salaries	\$7,000	\$7,000	\$7,000	\$7,000	0.00%
10111007	Subtotal Wages	\$7,000	\$7,000	\$7,000	\$7,000	0.00%
10111007	522250 FICA	0	536	536	536	0.00%
10111007	Subtotal Benefits	\$0	\$536	\$536	\$536	0.00%
10111007	Total Probate Court	\$7,000	\$7,536	\$7,536	\$7,536	0.00%

	Total	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
	Town Council Program					
10111001	Subtotal Town Council	\$14,963	\$15,034	\$14,784	\$25,233	67.84%
10111003	Subtotal Budget Referendum	0	12,025	0	11,808	-1.80%
10111007	Subtotal Probate Court	7,000	7,536	7,536	7,536	0.00%
	Total Town Council Program	\$21,963	\$34,595	\$22,320	\$44,577	28.85%



Organizational Chart



Mission Statement

The Municipal Legal Services account provides funding on a retainer basis for the Town Solicitor, Special Legal Counsel, and Criminal Prosecutor who are appointed by, and serve concurrently with, the Town Council. The Town's attorneys attend all meetings of the Town Council, Zoning Board of Review and Planning Board, and provide legal assistance and advice to these bodies, as well as to the Town Manager and Town staff (exclusive of the School Department). The Town's attorneys 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
- Kelly, Kelleher, Reilly & Simpson provides criminal prosecution representation
- Locke Lorde LLP provides representation for bond related matters
- First Southwest provides representation for financial related matters

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

Functions

The principle functions include, but are not limited to:

- Provide legal services, assistance, and advice to the Town Manager, Town staff, and Town boards and commissions
- Attend all meetings of the Town Council, Zoning Board of Review, and Planning Board
- Accept service of process on behalf of the Town and defend the Town in all lawsuits not handled by the Town's insurance carrier
- Address liability claims with the Town's insurer
- File actions on behalf of the Town where necessary for civil remedies, including enforcement actions against public nuisances and violations of all Town Ordinances
- Represent the Town at sessions of the General Assembly regarding various municipal bills which are being supported or opposed by the Town
- 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
- Assist with the drafting of additions and amendments to the Town Code, as required

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



- 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

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated
General Municipal - Town Solicitor	\$79,560	\$81,151	\$82,977
Planning - Special Legal Counsel	54,060	55,141	56,382
Criminal Prosecution	32,640	33,293	34,042
Annual Retainer	\$166,260	\$169,585	\$173,401
Other Legal Services	4,000	4,000	4,000
Expenses and Court Fees	2,200	2,500	2,500
Litigation outside of Retainers	2,000	2,000	2,000
Total Expenses	\$174,460	\$178,085	\$181,901
Total Hours	1,180	1,180	1,180
Averaged Hourly Rate	\$140.90	\$143.71	\$146.95

FY 2016-2017 Goals & Objectives

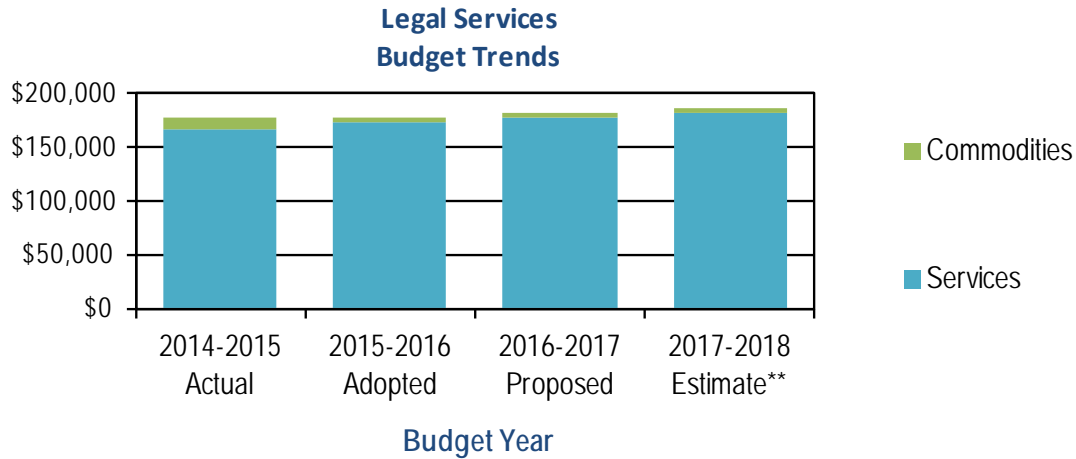
Goals & Objectives	Town Council Goals & Obj's
Provide high quality legal services to the Town in a timely fashion and at an affordable rate	PCSF
Successfully represent the Town in civil cases where the Town has an interest; in civil or criminal cases in which the constitutionality or validity of any ordinance is questioned; institute and prosecute all legal proceedings deemed necessary or proper to protect the rights and interests of the Town; and otherwise successfully defend lawsuits brought against the Town	PCSF
Provide proactive representation through the review of various ordinances, municipal contracts (collective bargaining agreements, contracts with supply vendors, professional services, etc.), memoranda, and policies prior to implementation	PCSF
Provide proactive representation through keeping abreast of continued state law and regulatory changes	PCSF
Provide non-partisan legal advice, opinions, and services as required and/or as requested, based on the combined experience of legal counsel, set forth in a comprehensible and straightforward manner, including but not limited to: matters relating to Federal and State law, Town Charter and Code of Ordinances, land use, tax assessment and collection, new and pending general litigation, labor relations, criminal prosecutions	PCSF

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



FY 2016-2017 Funding Comparison

Legal Services	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$166,260	\$173,585	\$173,585	\$177,401	\$3,816
Commodities	10,394	4,500	4,500	4,500	0
Subtotal Operating Expenditures	\$176,654	\$178,085	\$178,085	\$181,901	\$3,816
Total Expenditures	\$176,654	\$178,085	\$178,085	\$181,901	\$3,816



***FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.*

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

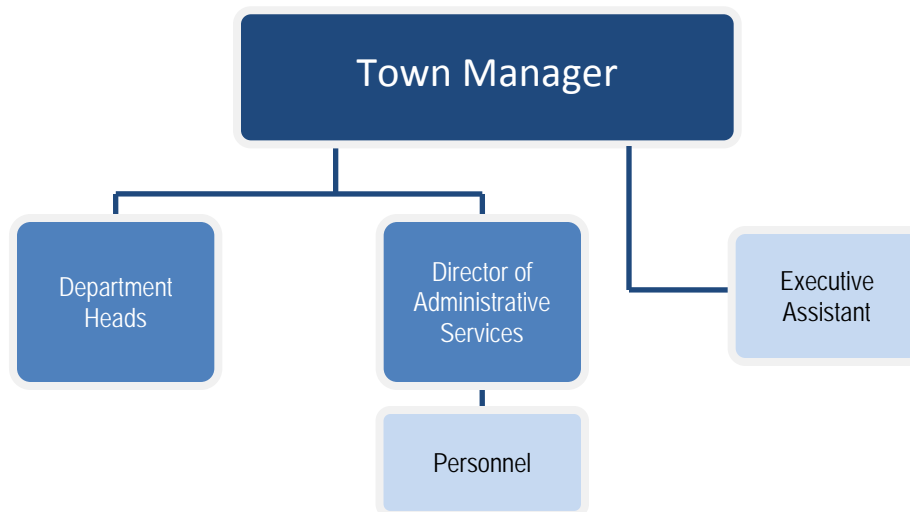


FY 2016-2017 Expenditure Statement

10111005	Legal Services	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10111005 530111	Professional Services	\$166,260	\$173,585	\$173,585	\$177,401	2.20%
10111005	Subtotal Services	\$166,260	\$173,585	\$173,585	\$177,401	2.20%
10111005 580100	Miscellaneous Expenses	10,394	4,500	4,500	4,500	0.00%
10111005	Subtotal Commodities	\$10,394	\$4,500	\$4,500	\$4,500	0.00%
10111005	Total Legal Services	\$176,654	\$178,085	\$178,085	\$181,901	2.14%



Organizational Chart



Mission Statement

The mission of the Town Manager’s Office is to provide for general administrative management, policy direction, and oversight of municipal operations. The Office is committed to being responsive, ethical, and transparent while providing quality, innovative, and effective service to the Town Council, all Town departments, federal and state agencies, the business community, and Town residents. The Office fosters and promotes effective working relationships with 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 principle functions of the Town Manager’s Office include, but are not limited to:

- Advise the Town Council on municipal policy and programs affecting the community
- Provide direct staff support to the Town Council and various municipal Boards and Commissions
- Provide weekly reports to the Town Council and responsible for the bi-monthly Town Council agendas
- Serve as the Town’s Chief Executive Officer
- Responsible for the administration and management of all municipal government operations, including directing and coordinating policy implementation, activities, and work programs for all Town Departments
- Interact with federal and state agencies and other local governments and agencies
- Conduct short and long-range financial planning
- Policy and program development including preparation, administration, and fiscal management of the annual operating budget and the six-year capital improvement program
- Manage employee and labor relations including contract negotiation, implementation, and grievance process

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



- Perform special studies and issue analyses and evaluations as needed to promote informed decision making
- Review and oversee the submission and administration of federal, state, and foundation grants
- Monitor proposed state legislation and represent the local government interests
- Provide general management oversight of major Town construction projects
- Communication with Town residents and the general public
- Receive and respond to public records requests

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2016-2017 through FY 2021-2022	BDFM
Prepare and submit the FY 2016-2017 Town Manager Proposed Budget	BDFM
Prepare and submit the FY 2014-2015 Annual Report of Municipal Services	PCSF
Commence labor negotiations with the International Brotherhood of Police Officers (IBPO) whose agreement is set to expire June 30, 2016	PCSF
Fully develop financial management tools available through the Town's Government Financial Management Software (GFMS) system	BDFM
Provide management and oversight of major planned or ongoing Town projects, such as the Community Recreation Center, the sheet pile wall road protection project in Matunuck, and the East Matunuck – Route 1 Water Main Interconnect project	PCSF
Enhance FY 2016-2017 budget document in accordance with GFOA Distinguished Budget Award requirements	BDFM

Specific Performance Measurements

Description	FY 2014-2015	FY 2015-2016	FY 2016-2017	Town Council Goals & Objs
% of Time Allocated	Actual	Projected	Anticipated	
Budget/Financials	42%	40%	40%	BDFM
Town Council (Meetings, Preparation, etc.)	15%	15%	15%	PCSF
Constituent Issues	10%	10%	10%	PCSF
Personnel/Grievances	10%	5%	5%	PSCF
Labor Contracts	14%	20%	15%	PSCF
Capital Project Oversight, Lease Agreements, etc.	4%	5%	10%	BDFM
Staff Policies and Procedures	5%	5%	5%	PCSF



FY 2016-2017 Goals & Objectives

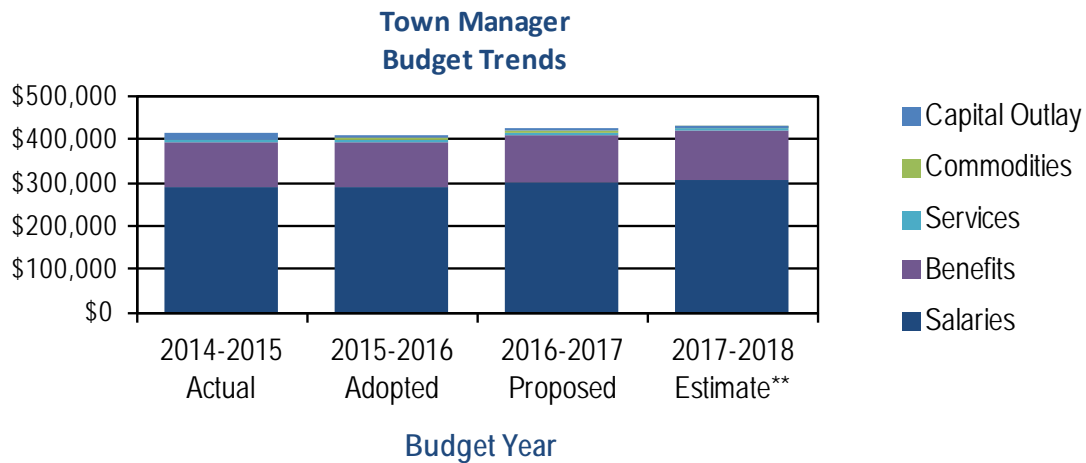
Goals & Objectives	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2017-2018 through FY 2022-2023 to the Town Council	BDFM
Prepare and submit the FY 2017-2018 Town Manager Proposed Budget to the Town Council	BDFM
Prepare and submit the FY 2015-2016 Annual Report of Municipal Services	PCSF
Provide management and oversight of major planned or ongoing Town projects	PCSF
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments	BDFM
Continue 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	BDFM
Promote and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently	BDFM
Encourage economic development to achieve suitable commercial, industrial, and retail growth through integrating development policies with a long term vision for the Town and supports and improves the character of the Town and its villages, promoting development 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	ED
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 general public	CE
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	CE
Promote programs and an environment that support employee moral and enhance effectiveness to ensure the highest level of customer service for the general public	PCSF
Diligently conduct labor negotiations, labor related contract management, and grievance resolution in a fair and appropriate manner	PCSF
Strive to establish and maintain positive working relationships with other municipalities, the state, businesses, and agencies	PCSF
Increase the Town's resiliency and ability to respond to and rapidly recover from emergencies through Emergency Management preparedness efforts, including hazard mitigation, and creating plans designed to enhance the capabilities for the Town to protect against, prevent, prepare for, mitigate, respond to, and recover from natural and/or man-made emergencies	PCSF



FY 2016-2017 Funding Comparison

Town Manager	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	3.25	3.25	3.25	3.25	0.00
Salaries	\$293,882	\$294,007	\$294,007	\$303,951	\$9,944
Benefits	105,044	104,176	104,176	109,241	5,065
Subtotal Personnel Expenditures*	\$398,926	\$398,183	\$398,183	\$413,192	\$15,009
Services	\$3,152	\$5,750	\$5,750	\$4,050	(\$1,700)
Commodities	1,850	4,450	4,450	3,850	(600)
Capital Outlay	15,000	1,700	1,700	1,700	0
Subtotal Operating Expenditures	\$20,002	\$11,900	\$11,900	\$9,600	(\$2,300)
Total Expenditures	\$418,928	\$410,083	\$410,083	\$422,792	\$12,709

**Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.*



***FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.*

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



FY 2016-2017 Expenditure Statement

10112001	Town Manager	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10112001	511001 Full-Time Employees	\$264,355	\$276,523	\$276,523	\$285,675	3.31%
10112001	511002 Part-Time Salaries	8,190	7,845	7,845	8,042	2.51%
10112001	511004 Overtime	4,408	2,250	2,250	2,250	0.00%
10112001	511005 Retirement/Vacation Reimb.	9,775	0	0	0	0.00%
10112001	511006 Longevity	7,154	7,389	7,389	7,984	8.05%
10112001	Subtotal Wages	\$293,882	\$294,007	\$294,007	\$303,951	3.38%
10112001	522250 FICA	20,307	20,057	20,057	20,409	1.75%
10112001	522300 Municipal Employees Retirement	56,257	51,721	51,721	56,130	8.52%
10112001	522818 Medical Insur-Active Employees	23,968	25,053	25,053	25,315	1.05%
10112001	522822 Dental Insur-Active Employees	2,550	2,786	2,786	2,839	1.90%
10112001	522840 Insurance Buyback	1,856	2,000	2,000	2,000	0.00%
10112001	522850 Life Insurance	105	109	109	98	-10.09%
10112001	538014 Travel Expenses	0	2,300	2,300	2,300	0.00%
10112001	540038 Uniforms And Other Clothing	0	150	150	150	0.00%
10112001	Subtotal Benefits	\$105,044	\$104,176	\$104,176	\$109,241	4.86%
10112001	530016 Web Site Services	100	500	500	0	-100.00%
10112001	534010 Motor Vehicles Maintenance	55	500	500	300	-40.00%
10112001	534014 Office Equipment Maintenance	0	100	100	100	0.00%
10112001	538012 Advertising	44	50	50	50	0.00%
10112001	538022 Printing Expenses	1,179	2,300	2,300	2,000	-13.04%
10112001	538030 Licenses And Dues	1,775	2,300	2,300	1,600	-30.43%
10112001	Subtotal Services	\$3,152	\$5,750	\$5,750	\$4,050	-29.57%
10112001	540012 Office Materials & Supplies	435	1,000	1,000	900	-10.00%
10112001	540020 Books And Publications	45	200	200	200	0.00%
10112001	540028 Motor Vehicle Materials & Supp	134	750	750	500	-33.33%
10112001	540040 Fuels And Lubricants	1,236	2,500	2,500	2,250	-10.00%
10112001	Subtotal Commodities	\$1,850	\$4,450	\$4,450	\$3,850	-13.48%
10112001	550002 Computer Equipment	0	1,000	1,000	1,000	0.00%
10112001	550004 Office Equipment	0	500	500	500	0.00%
10112001	550026 Furniture And Furnishings	0	200	200	200	0.00%
10112001	590999 Transfer To Other Funds	15,000	0	0	0	0.00%
10112001	Subtotal Capital Outlay	\$15,000	\$1,700	\$1,700	\$1,700	0.00%
10112001	Total Town Manager	\$418,928	\$410,083	\$410,083	\$422,792	3.10%



Organizational Chart



Mission Statement

The Personnel Division's mission, as part of the Town Manager's Office, is to provide consistent, effective, and efficient human resource management by developing and implementing policies, programs, and services that contribute to attaining Town and employee goals. By making this commitment to its employees, the Town promotes an environment of mutual respect and equal opportunity, and provides outstanding service to the community. 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 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:

- Recruitment of qualified applicants into a diverse workforce
- Employment and orientation services
- Ensure a safe and discrimination free environment
- Update and administer employee benefits programs
- Pre-payroll administration and processes
- Personnel policy development and administration
- 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
- Provide appropriate programs for training and development of employees
- Ensure adherence to local and federal employment laws and mandates

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



- Manage the enrollment process for employee fringe benefits
- Administration of COBRA continuation coverage
- Administration of post employment benefit programs

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Leverage online and social media outlets to more broadly advertise job postings	CE
Creation of a centralized online employee application submission process, with the employee application presented online as a fillable PDF, and inclusive of an auto-response confirmation to applicants	CE / BDFM
Creation of an electronic method to disseminate applicant materials to hiring managers, resulting in ease of distribution, time savings, and paper use reduction	CE / BDFM
Continue to establish and maintain the Town's personnel related policies and procedures, and publish an updated Employee Handbook and revised Personnel Evaluation process	PCSF
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	CE
Continue to assist with the building access project, inclusive of redesigning and issuing new employee badges which will allow for proximity card reader building access functionality	CE
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	PCSF
Through the Safety Committee, continue a general awareness of safety-related issues through training, programs, and workshops	PCSF
Provide staff support, and oversee the Town's employee Wellness Committee	PCSF
Create process documentation for Personnel related processes	PCSF
Continue to include additional employee information within the Munis database to provide easy reference and retrieval	CE
Support the Town Manager's office by assisting with preparation efforts for the International Brotherhood of Police Officers (IBPO) contract negotiation process, as the contract is set to expire June 30, 2016	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Employee Training includes mandatory and voluntary safety and/or health/wellness/educational related trainings	119	150	175	PCSF
New Hires: Full Time & Part Time	23	20	20	PCSF
New Hires/Re-Hires: Seasonal and Per Diem	53	55	55	PCSF
Terminations/Retirements: Full Time & Part Time	26	25	30	PCSF
Unique attendees at Wellness Committee events/activities	84	125	150	CE
Workers Compensation and On the Job Injury Claims	51	50	45	PCSF



FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Work collaboratively with Town departments in the recruitment, selection, and retention of appropriately qualified employees. Analyze current recruiting and selection procedures, identifying and implementing processes to attract and retain qualified candidates.	PCSF
Maintain and update as needed the Personnel Ordinance, Employee Handbook, and related personnel policies and procedures for all Town employees	PCSF
Continue to include additional employee information within the Munis database to provide easy reference and retrieval	PCSF
Address employee personnel matters and issues in a professional manner, working to promote a positive culture and environment while ensuring employee accountability.	CE
Continue 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	CE
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program	PCSF
Through the Safety Committee, continue a general awareness of safety-related issues through training, programs, and workshops	CE
Continue to manage the activities of the Health and Wellness Committee, which include the annual Health and Safety Fair, and wellness-related Brown Bag Lunch sessions	CE
Continue employee relations activities via training, community wide blood drives, United Way/Fund for Community Progress campaign, local holiday gift program, and dress down days for charity.	CE
Update and revise department forms to fillable PDF format and make available electronically to employees and prospective employees, as appropriate	CE
Continue to assist with the building access project, inclusive of redesigning and issuing new employee badges which will allow for proximity card reader building access functionality	PCSF

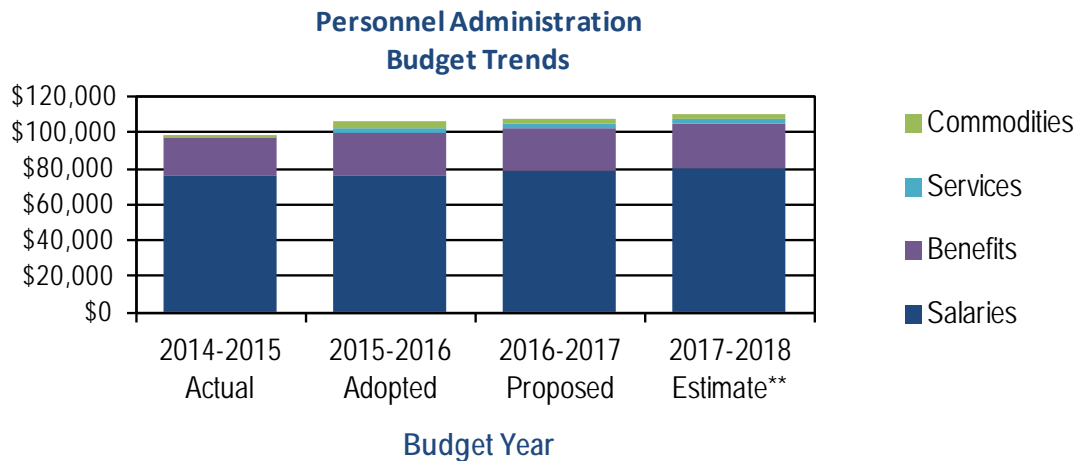
General Fund (101) Personnel Administration (12003), *continued*



FY 2016-2017 Funding Comparison

Personnel Administration	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	1.25	1.25	1.25	1.25	0.00
Salaries	\$76,833	\$77,292	\$77,292	\$79,436	\$2,144
Benefits	20,331	22,435	22,435	23,254	819
Subtotal Personnel Expenditures*	\$97,163	\$99,727	\$99,727	\$102,690	\$2,963
Services	29	3,715	3,715	3,215	(500)
Commodities	1,132	3,375	3,375	2,375	(1,000)
Subtotal Operating Expenditures	\$1,161	\$7,090	\$7,090	\$5,590	(\$1,500)
Total Expenditures	\$98,324	\$106,817	\$106,817	\$108,280	\$1,463

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

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



FY 2016-2017 Expenditure Statement

10112003	Personnel Administration	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10112003	511001 Full-Time Employees	\$66,492	\$67,040	\$67,040	\$68,716	2.50%
10112003	511002 Part-Time Salaries	8,069	7,845	7,845	8,042	2.51%
10112003	511006 Longevity	2,272	2,407	2,407	2,678	11.26%
10112003	Subtotal Wages	\$76,833	\$77,292	\$77,292	\$79,436	2.77%
10112003	522250 FICA	5,789	5,804	5,804	5,966	2.79%
10112003	522300 Municipal Employees Retirement	8,584	8,449	8,449	9,112	7.85%
10112003	522818 Medical Insur-Active Employees	5,472	5,720	5,720	5,780	1.05%
10112003	522822 Dental Insur-Active Employees	298	324	324	362	11.73%
10112003	522850 Life Insurance	38	38	38	34	-10.53%
10112003	538014 Travel Expenses	0	100	100	100	0.00%
10112003	538016 Educational Expenses	0	2,000	2,000	1,750	-12.50%
10112003	540038 Uniforms And Other Clothing	150	0	0	150	0.00%
10112003	Subtotal Benefits	\$20,331	\$22,435	\$22,435	\$23,254	3.65%
10112003	530111 Professional Services	0	2,500	2,500	2,000	-20.00%
10112003	538012 Advertising	0	100	100	100	0.00%
10112003	538022 Printing Expenses	29	200	200	200	0.00%
10112003	538030 Licenses And Dues	0	915	915	915	0.00%
10112003	Subtotal Services	\$29	\$3,715	\$3,715	\$3,215	-13.46%
10112003	540012 Office Materials & Supplies	153	200	200	200	0.00%
10112003	540020 Books And Publications	0	175	175	175	0.00%
10112003	580100 Miscellaneous Expenses	979	3,000	3,000	2,000	-33.33%
10112003	Subtotal Commodities	\$1,132	\$3,375	\$3,375	\$2,375	-29.63%
10112003	Total Personnel Administration	\$98,324	\$106,817	\$106,817	\$108,280	1.37%

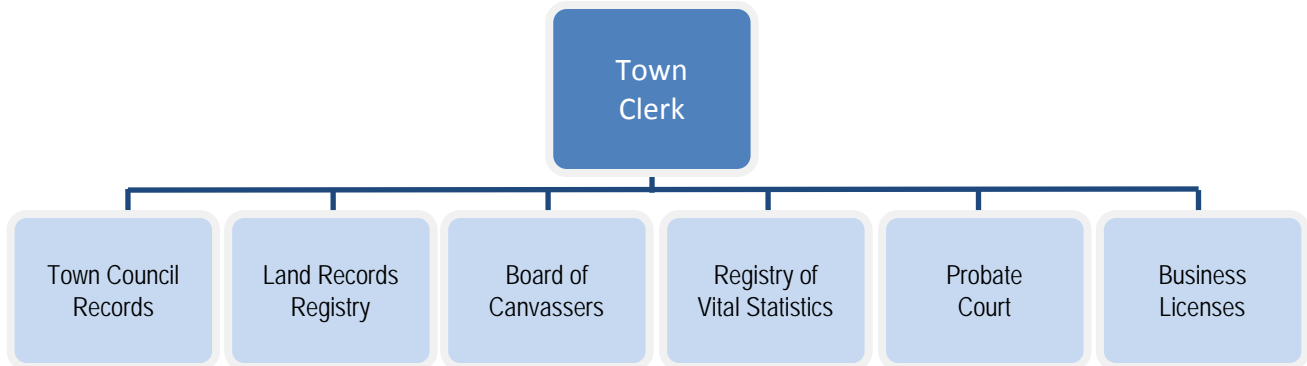
General Fund (101) Town Clerk



Please note, this section incorporates multiple accounts, each of which are overseen by the Town Clerk's Office, and include the following:

Acct Number	Acct Description
13001	Town Clerk
13003	Town Public Information
13005	Canvassing Authority

Organizational Chart



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 and impartiality, rendering equal, courteous service to all.

Department Functions

The Town Clerk's Office is responsible for providing a number of services to the public. The Office consists of six major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, and Business Licenses, as well as providing general services to the public.

Duties include, but are not limited to:

TOWN COUNCIL RECORDS

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

BOARD OF CANVASSERS

- Prepare Agendas and Minutes for Canvassing Authority meetings



- Election preparation and administration
- Administer all national, state, and local elections, including budget referendums, in accordance with Federal Law, State Law, and the Town Charter
- Process all new voter applications
- Preparation and maintenance of all Town voting records, including additions, address/name/party changes, and removals
- Manage the application process for absentee ballot voting
- Review and reconcile election returns after election
- Respond to requests from Candidates and political parties for up to date voter information

REGISTRY OF VITAL STATISTICS

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

PROBATE COURT

- Accept, review and schedule for hearing, all petitions filed in association with the administration of an estate or appointment of a guardian of residents of the Town

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

GENERAL

- Receive, record, and issue documents related to the above functions
- Maintain, index, and store records related to the above functions
 - Offer easy access by the public and Town staff
 - Provide safe, permanent storage of Town records, both in the record vault and at a secure site off premises
- Receive and respond to all Town Council related public records requests
- Town Clerk serves as Clerk to the Town Council, the Probate Court, and the Canvassing Authority
- Town Clerk serves as the filing coordinator, acting as the liaison between the Town and Secretary of State to ensure that each Board, Committee, and Commission complies with Open Meeting Law
- Act as staff liaison to the Saugatucket Veterans' Memorial Commission
- Issue Transfer Station Tags, Beach Stickers, Hunting and Fishing Licenses, Dog and Kennel Licenses
- Process Animal Control fines
- License Boat Moorings, and assist the Harbormaster with administration of the Mooring Program
- Provide notary services
- Manage switchboard phone line, as needed
- Provide assistance to other departments for special research projects as needed



FY 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Test and implement ViewPermit, a licensing program with electronic workflow and departmental review and approval	CE
Test and implement Online Mooring, a web based mooring licensing program allowing for electronic filing of mooring applications	CE
Prepare departmental Operating and Capital budgets	BDFM
Prepare for Supplement to Town Code of Ordinances including Zoning Ordinance	PCSF
Solicit, certify, and inscribe additional names on the Saugatucket Veterans' Memorial located in Saugatucket Park	SNP
Prepare bid specifications and review bids for the Town's legal advertising services	BDFM
Prepare and manage dog license renewals	PCSF
Prepare and manage mooring license renewals	PCSF
Administer Special Town Council Election on September 22, 2015	PCSF
Administer Presidential Preference Primary April 26, 2016	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Land Records Recorded	12,124	13,807	14,903	PCSF
Town Council Transactions	1,049	1,260	1,400	PCSF
Vital Records Issued	3,642	3,600	3,625	PCSF
Probate Estates Opened	183	170	172	PCSF
Business Licenses Issued	481	516	523	PCSF
Dog Licenses Issued	1,257	1,378	1,400	PCSF
Eligible Voter Records Maintained	21,235	21,426	22,423	PCSF
New Voters Registered	1,180	1,232	1,682	PCSF
Voter Cancellations	1,593	375	1,457	PCSF
Voter Information Changes	3,339	3,214	4,485	PCSF
Voter Affiliation Changes	4,565	3,499	1,074	PCSF

FY 2016-2017 Goals & Objectives

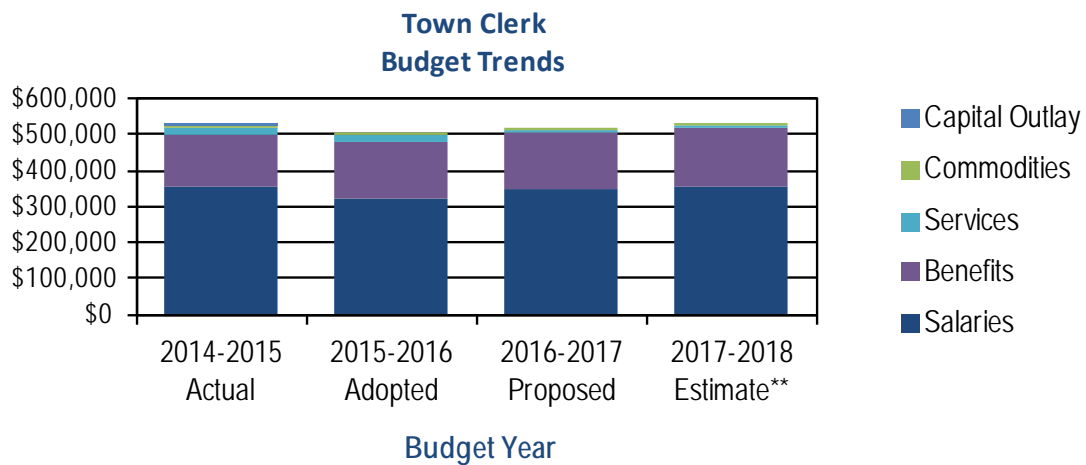
Goals & Objectives	Town Council Goals & Obj's
Prepare and Manage Business License Renewals including possible electronic filings	CE
Prepare Departmental Budgets for effective and efficient service to public	BDFM
Prepare for and keep record of all Town Council meetings and Budget Sessions	PCSF
Prepare Supplement to Town Code of Ordinances and Zoning Ordinance	PCSF
Prepare and Manage Dog License Renewals	PCSF
Prepare and Manage Mooring Renewals	PCSF
Cross train staff in all aspects of Town Clerk's office functions with focus on Civil Registration and Vital Statistics, Elections, Business Licenses, Vitals, Probate, and all respective new computer programs	PCSF
Improve office organization through retention and records management best practices	PCSF
Administration of Primary Election September 13, 2016	PCSF
Administration of Presidential Election November 8, 2016	PCSF
Continue to transfer election statistics to electronic record	CE
Work with the Secretary of State to implement new voting equipment	PCSF
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)	PCSF



FY 2016-2017 Funding Comparison

Town Clerk	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	6	6	6	6	0
Salaries	\$355,171	\$327,686	\$327,686	\$352,497	\$24,811
Benefits	146,581	152,079	152,079	153,613	1,534
Subtotal Personnel Expenditures*	\$501,752	\$479,765	\$479,765	\$506,110	\$26,345
Services	\$18,307	\$21,443	\$21,443	\$10,457	(\$10,986)
Commodities	4,975	2,920	2,920	5,181	2,261
Capital Outlay	1,518	0	0	0	0
Subtotal Operating Expenditures	\$24,801	\$24,363	\$24,363	\$15,638	(\$8,725)
Total Expenditures	\$526,554	\$504,128	\$504,128	\$521,748	\$17,620

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Town Clerk, *continued*



FY 2016-2017 Expenditure Statements

10113001	Town Clerk	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10113001	511001 Full-Time Employees	\$258,360	\$260,495	\$260,495	\$264,753	1.63%
10113001	511004 Overtime	512	500	500	500	0.00%
10113001	511006 Longevity	12,110	12,755	12,755	11,304	-11.38%
10113001	Subtotal Wages	\$270,981	\$273,750	\$273,750	\$276,557	1.03%
10113001	522250 FICA	19,678	19,645	19,645	19,864	1.11%
10113001	522300 Municipal Employees Retirement	33,988	33,474	33,474	33,526	0.16%
10113001	522818 Medical Insur-Active Employees	64,984	67,919	67,919	68,885	1.42%
10113001	522822 Dental Insur-Active Employees	4,473	4,885	4,885	4,980	1.94%
10113001	522850 Life Insurance	190	190	190	170	-10.53%
10113001	538014 Travel Expenses	831	2,000	2,000	2,000	0.00%
10113001	538016 Educational Expenses	0	500	500	500	0.00%
10113001	540038 Uniforms And Other Clothing	0	450	450	300	-33.33%
10113001	Subtotal Benefits	\$124,144	\$129,063	\$129,063	\$130,225	0.90%
10113001	530016 Web Site Services	50	400	400	0	-100.00%
10113001	530111 Professional Services	2,680	3,277	3,277	3,277	0.00%
10113001	534014 Office Equipment Maintenance	0	250	250	284	13.60%
10113001	538012 Advertising	1,812	1,700	1,700	1,850	8.82%
10113001	538022 Printing Expenses	585	805	805	585	-27.33%
10113001	538030 Licenses And Dues	430	525	525	605	15.24%
10113001	Subtotal Services	\$5,558	\$6,957	\$6,957	\$6,601	-5.12%
10113001	540012 Office Materials & Supplies	1,088	2,000	2,000	2,000	0.00%
10113001	Subtotal Commodities	\$1,088	\$2,000	\$2,000	\$2,000	0.00%
10113001	550004 Office Equipment	1,518	0	0	0	0.00%
10113001	Subtotal Capital Outlay	\$1,518	\$0	\$0	\$0	0.00%
10113001	Total Town Clerk	\$403,289	\$411,770	\$411,770	\$415,383	0.88%

10113003	Town Public Information	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10113003	530018 Outside Data Processing	\$50	\$3,000	\$3,000	\$0	-100.00%
10113003	530066 Internet Access	909	912	912	0	-100.00%
10113003	538012 Advertising	0	150	150	0	-100.00%
10113003	538030 Licenses And Dues	9,926	9,750	9,750	0	-100.00%
10113003	Subtotal Services	\$10,885	\$13,812	\$13,812	\$0	-100.00%
10113003	Total Town Public Information	\$10,885	\$13,812	\$13,812	\$0	-100.00%

Note: as of FY 2016-2017, expenses previously budgeted to this account are budgeted within Information Technology (14003)

General Fund (101) Town Clerk, *continued*



10113005	Canvassing Authority	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10113005	511001 Full-Time Employees	\$40,059	\$40,389	\$40,389	\$41,399	2.50%
10113005	511002 Part-Time Salaries	2,706	2,665	2,665	2,665	0.00%
10113005	511003 Seasonal Salaries	37,385	8,700	8,700	29,000	233.33%
10113005	511004 Overtime	3,397	1,421	1,421	1,959	37.86%
10113005	511006 Longevity	644	761	761	917	20.50%
10113005	Subtotal Wages	\$84,190	\$53,936	\$53,936	\$75,940	40.80%
10113005	522250 FICA	3,365	3,199	3,199	3,183	-0.50%
10113005	522300 Municipal Employees Retirement	5,115	5,041	5,041	5,336	5.85%
10113005	522818 Medical Insur-Active Employees	13,024	13,611	13,611	13,839	1.68%
10113005	522822 Dental Insur-Active Employees	895	977	977	996	1.94%
10113005	522850 Life Insurance	38	38	38	34	-10.53%
10113005	540038 Uniforms And Other Clothing	0	150	150	0	-100.00%
10113005	Subtotal Benefits	\$22,437	\$23,016	\$23,016	\$23,388	1.62%
10113005	538012 Advertising	801	200	200	500	150.00%
10113005	538020 Postage	0	0	0	2,000	0.00%
10113005	538022 Printing Expenses	1,064	474	474	1,356	186.08%
10113005	Subtotal Services	\$1,865	\$674	\$674	\$3,856	472.11%
10113005	540012 Office Materials & Supplies	732	200	200	300	50.00%
10113005	580100 Miscellaneous Expenses	3,155	720	720	2,881	300.14%
10113005	Subtotal Commodities	\$3,887	\$920	\$920	\$3,181	245.76%
10113005	Total Canvassing Authority	\$112,379	\$78,546	\$78,546	\$106,365	35.42%

	Total	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
	Town Clerk Program					
10113001	Subtotal Town Clerk	\$403,289	\$411,770	\$411,770	\$415,383	0.88%
10113003	Subtotal Town Public Information	10,885	13,812	13,812	0	-100.00%
10113005	Subtotal Canvassing Authority	112,379	78,546	78,546	106,365	35.42%
	Total Town Clerk Program	\$526,554	\$504,128	\$504,128	\$521,748	3.50%



**TAB 6
GENERAL SERVICES**

Finance	6 - 1
Information Technology.....	6 - 7
Tax Assessment.....	6 - 11
Planning	6 - 15
GIS.....	6 - 22
Zoning/Building.....	6 - 26

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

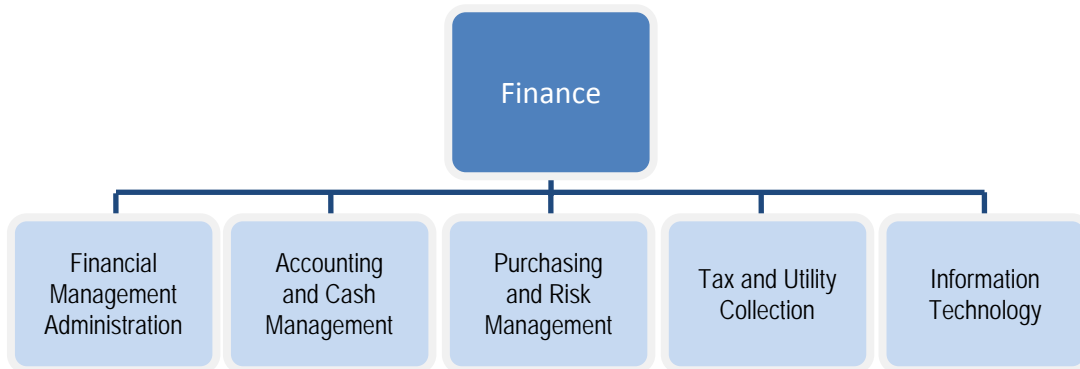
General Fund (101) Finance



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

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

Organizational Chart



Mission Statement

The mission of the Finance Department is to lead the Town's financial management efforts and to serve the public, and all officials and departments of the Town as an information gathering and control center, providing both internal and external reports relative to any financial information involving the Town business in a timely, efficient, and effective manner. The 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.

Department Functions

The Finance Department oversees several divisions, including Financial Management, Accounting and Cash Management, Purchasing and Risk Management, and Tax and Utility Collection, which are responsible for a number of functions as detailed below. The Information Technology (IT) Division, which is also part of the Finance Department, is detailed separately. 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 Annual Financial Report (CAFR) 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 and the Town in order to position the Town to take advantage of future opportunities
- 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 thirty days of receipt 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 monthly pension obligations and deductions, and the issuance of W-2s and 1099s
- Administer grants to ensure funds are expended for intended purpose and reimbursement requests are submitted in a timely manner

PURCHASING AND RISK MANAGEMENT

- Process purchase requisitions/orders to acquire goods and services
- Compile and administer Requests for Quotations, Bids, and Requests for Proposals
- Maintain and control a capital asset system in conformity with generally accepted accounting principals
- 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 program and the worker's compensation insurance program
- Manage all 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 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Preserve Town's recognition in achieving the Certificate of Achievement Award for Comprehensive Annual Financial report (CAFR) from the Government Finance Officers Association	BDFM
Prepare personnel and benefit budgets for all Town departments related to the FY 2016-2017 Budget Development	BDFM
Enhance FY 2016-2017 budget document in accordance with GFOA Distinguished Budget Award requirements	BDFM
Maintain the Town's Aa1 bond rating with Moody's	BDFM
Provide information to Town officials and the public in a timely, professional, and ethical manner to ensure confidence and encourage involvement	CE
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 on time	BDFM
Update the Town's Purchasing Rules and Regulations to allow for new procedures	BDFM
Development of a formal Investment Policy	BDFM
Invest in longer-term certificates of deposit, within FDIC limits, and U.S. Government securities to improve investment earnings.	BDFM
Achieve a collection rate over 99%	BDFM
Continue to pursue alternate means of collecting delinquent motor vehicle and tangible property taxes	BDFM
Integrate the detailed Capital Improvement Program (CIP) into the financial management accounting system to allow for the use of the budget module for tracking and reporting	BDFM
Began planning for a centralized purchasing division for the administration of the procurement process and proactively issue bids for goods and services to provide taxpayers with a transparent process to ensure they are getting a high level of trustworthy/dependable service	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Unassigned Fund Balance as a % of Budgeted Revenues	13.16%	13.59%	14.0%	BDFM
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	BDFM
Audit Findings of Material Weakness	None	None	None	BDFM
% of Payroll Remitted by Direct Deposit	70%	70%	75%	BDFM
% of Direct Deposits were Electronic Advices	53%	53%	53%	BDFM
Vendor Payments and 1099's issued	132	131	131	BDFM
General Fund/Pooled Cash Investment Rates (avg)	0.33%	0.40%	0.50%	BDFM
Avg # of days to complete bank reconciliation after statement receipt	15	12	10	BDFM
Collection Rate	99.03%	99.00%	99.01%	BDFM
# of delinquent notices	12,355	12,100	12,000	BDFM
Municipal Lien Certificates	1,119	950	900	BDFM



FY 2016-2017 Goals & Objectives

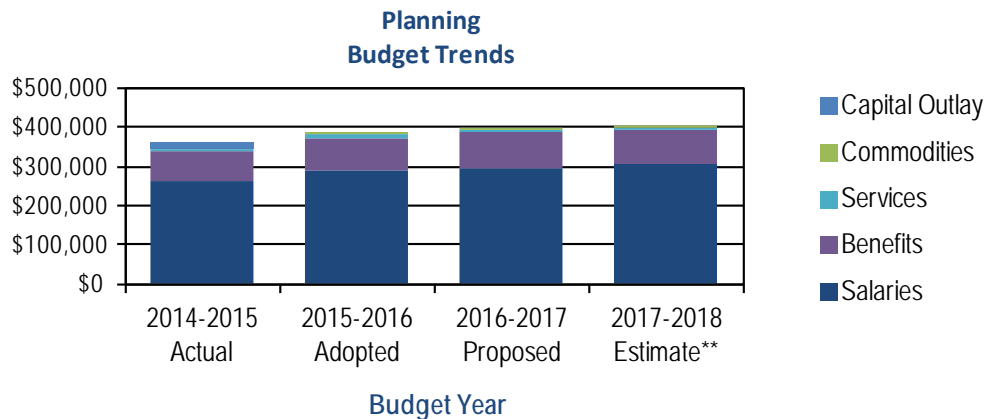
Goals & Objectives	Town Council Goals & Obj's
Continue to enhance the Town's budget document to obtain GFOA Distinguished Budget Presentation Award	BDFM
Maintain or improve Aa1 rating with Moody's	BDFM
Complete FY2015-2016 Comprehensive Annual Financial Report with an unqualified opinion and submit CAFR to Government Finance Officers for certification of achievement	BDFM
Continue to invest in longer-term certificates of deposits and other vehicles to achieve optimal rates of return	BDFM
Complete debt issuances and refundings in support of key Town projects at lowest possible cost	BDFM
Enhance finance system module and upgrades to improve functionality, accountability, and reporting for the benefit of system end users and the reporting audience	BDFM / CE
Encourage and foster trust among Town officials, employees, and the public	CE
Achieve a collection rate over 99%	BDFM
Improve collections of delinquent taxes on motor vehicles via the Town's collection agency	BDFM
Continue to update the Town's Purchasing Rules and Regulations	BDFM
Explore the practicality for centralized purchasing for the Town	BDFM
Revise the Accounting Manual	BDFM
Implement scanning procedure for paper vendor invoices – GO GREEN	BDFM



FY 2016-2017 Funding Comparison

Finance Department	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	8.30	8.30	8.30	8.30	0.00
Salaries	\$461,166	\$476,344	\$476,044	\$480,935	\$4,591
Benefits	177,149	182,585	180,502	186,546	3,961
Subtotal Personnel Expenditures*	\$638,315	\$658,929	\$656,546	\$667,481	\$8,552
Services	\$30,020	\$35,843	\$34,293	\$34,717	(\$1,126)
Commodities	1,753	3,200	3,233	3,200	0
Capital Outlay	1,575	1,000	1,000	1,000	0
Subtotal Operating Expenditures	\$33,348	\$40,043	\$38,526	\$38,917	(\$1,126)
Total Expenditures	\$671,663	\$698,972	\$695,072	\$706,398	\$7,426

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Finance, *continued*



FY 2016-2017 Expenditure Statements

10114001	Finance Department	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10114001	511001 Full-Time Employees	\$409,520	\$420,047	\$420,047	\$424,323	1.02%
10114001	511002 Part-Time Salaries	39,240	43,029	43,029	43,607	1.34%
10114001	511004 Overtime	33	300	0	200	-33.33%
10114001	511006 Longevity	12,373	12,968	12,968	12,805	-1.26%
10114001	Subtotal Wages	\$461,166	\$476,344	\$476,044	\$480,935	0.96%
10114001	522250 FICA	34,175	35,068	35,068	35,420	1.00%
10114001	522300 Municipal Employees Retirement	56,235	55,873	55,873	57,531	2.97%
10114001	522818 Medical Insur-Active Employees	73,399	76,720	76,720	77,712	1.29%
10114001	522820 Medical Insur-Retirees	5,000	5,000	2,917	5,500	10.00%
10114001	522822 Dental Insur-Active Employees	5,902	6,448	6,448	6,573	1.94%
10114001	522840 Insurance Buyback	1,168	1,200	1,200	1,200	0.00%
10114001	522850 Life Insurance	272	276	276	260	-5.80%
10114001	538014 Travel Expenses	338	1,500	1,500	1,250	-16.67%
10114001	538016 Educational Expenses	60	500	500	500	0.00%
10114001	540038 Uniforms And Other Clothing	600	0	0	600	0.00%
10114001	Subtotal Benefits	\$177,149	\$182,585	\$180,502	\$186,546	2.17%
10114001	530111 Professional Services	580	2,500	1,500	1,500	-40.00%
10114001	534014 Office Equipment Maintenance	0	300	250	300	0.00%
10114001	538012 Advertising	62	400	400	400	0.00%
10114001	538022 Printing Expenses	4,351	7,000	6,500	7,250	3.57%
10114001	538030 Licenses And Dues	560	580	580	580	0.00%
10114001	Subtotal Services	\$5,552	\$10,780	\$9,230	\$10,030	-6.96%
10114001	540012 Office Materials & Supplies	1,753	3,000	3,033	3,000	0.00%
10114001	540020 Books And Publications	0	200	200	200	0.00%
10114001	Subtotal Commodities	\$1,753	\$3,200	\$3,233	\$3,200	0.00%
10114001	550002 Computer Equipment	0	1,000	1,000	1,000	0.00%
10114001	550004 Office Equipment	205	0	0	0	0.00%
10114001	550026 Furniture And Furnishings	1,370	0	0	0	0.00%
10114001	Subtotal Capital Outlay	\$1,575	\$1,000	\$1,000	\$1,000	0.00%
10114001	Total Finance Department	\$647,195	\$673,909	\$670,009	\$681,711	1.16%

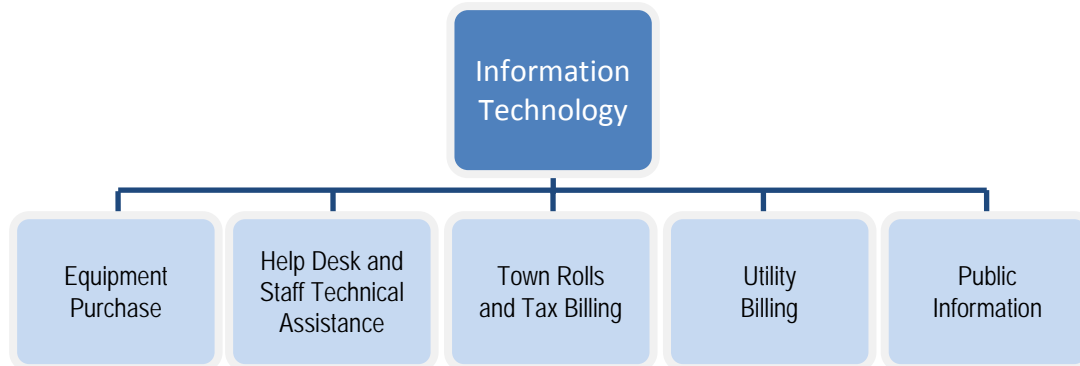
10114005	Post Year Audit	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10114005	530111 Professional Services	\$24,468	\$25,063	\$25,063	\$24,687	-1.50%
10114005	Subtotal Services	\$24,468	\$25,063	\$25,063	\$24,687	-1.50%
10114005	Total Post Year Audit	\$24,468	\$25,063	\$25,063	\$24,687	-1.50%

	Total Finance Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10114001	Subtotal Finance Department	\$647,195	\$673,909	\$670,009	\$681,711	1.16%
10113005	Subtotal Post Audit Year	24,468	25,063	25,063	24,687	-1.50%
	Total Finance Program	\$671,663	\$698,972	\$695,072	\$706,398	1.06%

General Fund (101) Information Technology (14003)



Organizational Chart



Mission Statement

It is the mission of the Information Technology (IT) Division, under the Finance Department, to provide all Town Departments with technological assistance, uniformity, and control in the analysis, design, development, and functionality of all technology related projects and computer system services.

Department Functions

The IT Division 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
- Establish traditional audit trails and controls
- Assist in the training and orientation of technology users
- Adapt to changing technologies; adopt new and emerging technologies
- Empower Town staff to embrace and utilize technology

FY 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Redesign of Town's website	BDFM / CE
Installation of a Town wide Fuel Management System	PCSF
Implementation of a Town Licensing system and electronic workflow for all municipal departments, as well as the Union and Kingston Fire Districts	CE
Town's Private Fiber Optic Network Project to connect Town facilities	CE
Redesign and implementation of the Public Safety local area network	CE
Redesign and implementation for the Public Safety server environment	CE
Creation of Town's Facebook presence	CE
Migration to State of Rhode Island's Code RED (emergency notification system)	CE

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



Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
IT Help Desk Tickets Resolved	580	600	620	CE
Average # of Tickets per month	48	50	52	CE
Information requests from public	10	10	10	CE
Emails received & sent / spam blocked	NA	300,000/5,000	315,000/5,250	CE
Projects Completed	10	11	6	CE
Applications Supported	47	49	49	CE
Physical servers and appliances	13	12	12	CE
Virtual servers	14	13	12	CE
Firewalls	2	4	4	CE
Storage area network (SAN) device	1	1	1	CE
Personal Computers	120	122	125	CE
Printers	25	28	28	CE
Switches	12	24	24	CE
Wireless access points	2	2	2	CE

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Creation of Town's Twitter presence	CE
Implementation of a new telephone system - Voice over Internet Protocol (VoIP)	CE
Implementation of the MUNIS Employee Self Service Portal	CE
Collaboration with Statewide Permit System	CE
Microsoft Office Suite Upgrade	CE

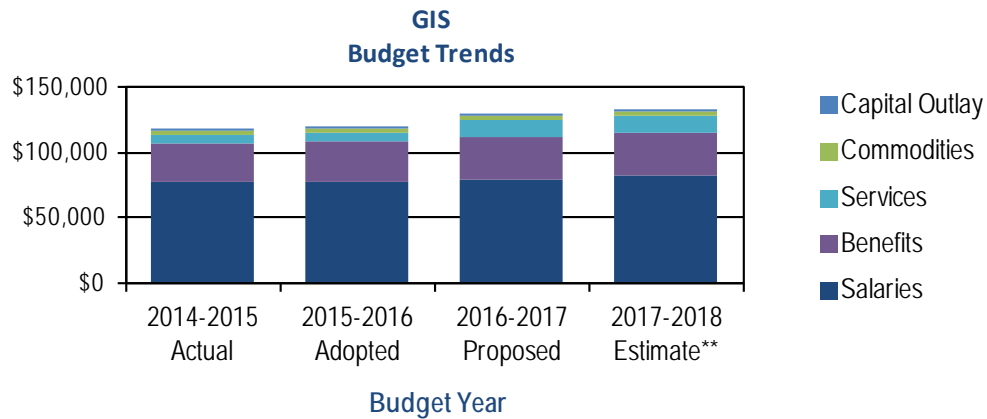
General Fund (101) Information Technology (14003), *continued*



FY 2016-2017 Funding Comparison

Information Technology	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	1.80	1.80	1.80	1.80	0.00
Salaries	\$158,213	\$158,650	\$158,650	\$162,723	\$4,073
Benefits	59,512	60,811	60,811	63,331	2,520
Subtotal Personnel Expenditures*	\$217,725	\$219,461	\$219,461	\$226,054	\$6,593
Services	\$40,659	\$81,015	\$83,015	\$86,190	\$5,175
Commodities	5,188	8,320	8,320	5,635	(2,685)
Capital Outlay	54,170	15,000	15,000	14,000	(1,000)
Subtotal Operating Expenditures	\$100,018	\$104,335	\$106,335	\$105,825	\$1,490
Total Expenditures	\$317,742	\$323,796	\$325,796	\$331,879	\$8,083

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

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



FY 2016-2017 Expenditure Statement

10114003	Information Technology	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10114003	511001 Full-Time Employees	\$156,859	\$158,182	\$158,182	\$162,137	2.50%
10114003	511002 Part-Time Salaries	979	0	0	0	0.00%
10114003	511006 Longevity	374	468	468	586	25.21%
10114003	Subtotal Wages	\$158,213	\$158,650	\$158,650	\$162,723	2.57%
10114003	522250 FICA	11,726	11,670	11,670	11,976	2.62%
10114003	522300 Municipal Employees Retirement	19,763	19,435	19,435	21,018	8.15%
10114003	522818 Medical Insur-Active Employees	23,320	24,378	24,378	24,632	1.04%
10114003	522822 Dental Insur-Active Employees	1,610	1,760	1,760	1,794	1.93%
10114003	522850 Life Insurance	68	68	68	61	-10.29%
10114003	538014 Travel Expenses	1,127	1,500	1,500	1,500	0.00%
10114003	538016 Educational Expenses	1,897	2,000	2,000	2,350	17.50%
10114003	Subtotal Benefits	\$59,512	\$60,811	\$60,811	\$63,331	4.14%
10114003	530018 Outside Data Processing	3,097	0	0	0	0.00%
10114003	530066 Internet Access	2,107	2,200	2,200	2,200	0.00%
10114003	530111 Professional Services	6,440	20,000	21,991	19,000	-5.00%
10114003	534014 Office Equipment Maintenance	8,747	19,000	19,000	24,320	28.00%
10114003	534016 Computer/Software Maintenance	20,188	39,740	39,740	40,595	2.15%
10114003	538012 Advertising	5	0	9	0	0.00%
10114003	538030 Licenses And Dues	75	75	75	75	0.00%
10114003	Subtotal Services	\$40,659	\$81,015	\$83,015	\$86,190	6.39%
10114003	540012 Office Materials & Supplies	5,188	7,970	7,970	5,635	-29.30%
10114003	540020 Books And Publications	0	350	350	0	-100.00%
10114003	Subtotal Commodities	\$5,188	\$8,320	\$8,320	\$5,635	-32.27%
10114003	550002 Computer Equipment	5,170	15,000	15,000	14,000	-6.67%
10114003	590999 Transfer To Other Funds	49,000	0	0	0	0.00%
10114003	Subtotal Capital Outlay	\$54,170	\$15,000	\$15,000	\$14,000	-6.67%
10114003	Total Information Technology	\$317,742	\$323,796	\$325,796	\$331,879	2.50%

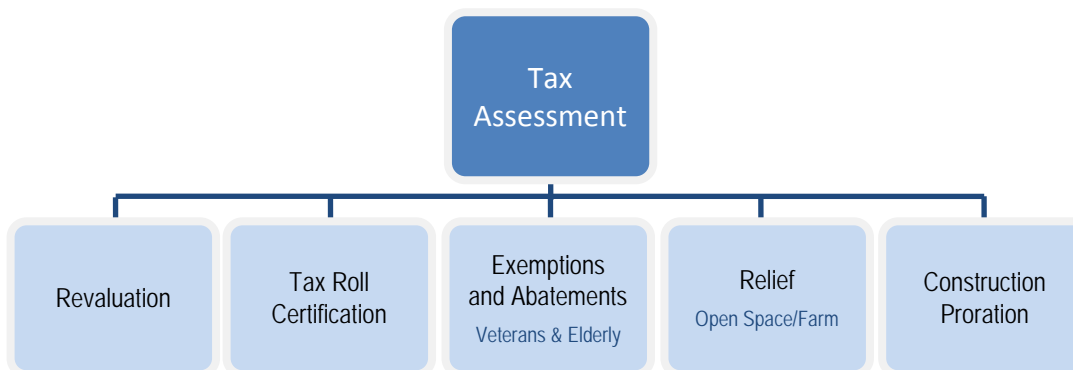
General Fund (101) Tax Assessment



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

Acct Number	Acct Description
15001	Tax Assessor
15003	Assessment Board of Review

Organizational Chart



Mission Statement

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

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.

Department Functions

TAX ASSESSOR'S OFFICE

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

- Discover, list, and value all taxable and exempt real estate, vehicles, 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 Tax Assessor's plat maps in hard copy and digital format (available online)

General Fund (101) Tax Assessment, *continued*



- 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 Assessor’s Office

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

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Coordinate Activities and implementation for the December 31, 2015 Statistical Revaluation	BDFM
Certify the Tax Roll on June 15, 2016	BDFM
Inspect and process approximately 1,000 new Building Permits and re-inspect those that have not been completed	BDFM
Review and process approximately 32,000 Motor Vehicles for the Tax Roll	BDFM
Receive, process, and maintain Tax Exemption Records for the Elderly and Veteran's exemptions, approximately 200 Elderly Applications each year and 1,100 Veteran's exemptions that are maintained annually	SNP / BDFM
Maintain Tax Records for the Farm Forest Open Space (FFOS) Program, approximately 160 properties	BDFM
Provide Certification Reports to the State of Rhode Island	BDFM
Provide information to the general public concerning public records, such as revaluations, assessments, property ownership, exemptions, and assessment appeal policy	PCSF
Review approximately 1,200 deeds received from the Town Clerk's Office and maintain records related to New Property Ownership for Real Estate, Personal Property, Probate, and Death Certificates, approximately 1,200 annually; Review and maintain approximately 1,000 Tangible Business Equipment annually	BDFM
Prepare Appeal Hearings and Served as Liaison for Assessment Board of Review	BDFM
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	BDFM
Process Addendum Tax Bills for motor vehicles and tangible accounts not on the original tax roll	BDFM
Process Tax Abatements to adjust assessments as needed	BDFM
Process new surveys and subdivisions, adjust Assessor Maps and recalculate assessments as needed	BDFM

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Revaluation Prep/Review/Hearings	10%	20%	20%	BDFM
Annual Tax Roll Preparation	50%	50%	50%	BDFM
Daily Public & Clerical Tasks	40%	30%	30%	BDFM



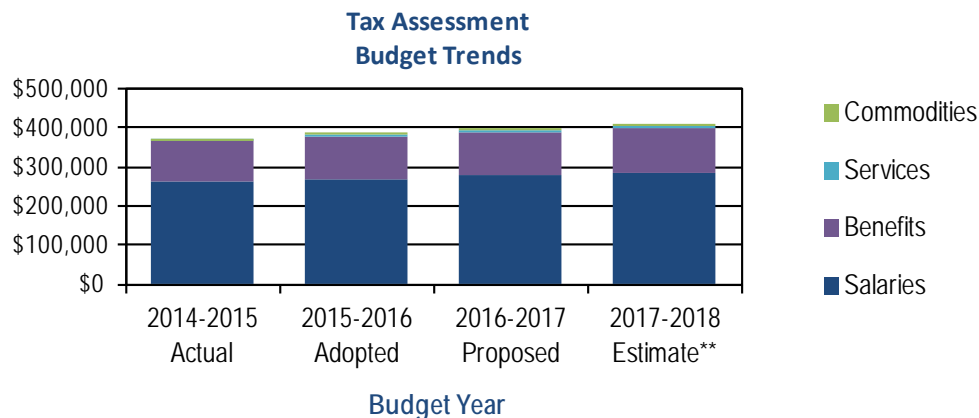
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Discover, list, and provide for the orderly valuation of all taxable and exempt property, including real estate, motor vehicles, 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	BDFM
Keep accurate records of property ownership and market and cost trends, and coordinate all activities to prepare for triennial property valuation updates and revaluations	BDFM
Ensure that evaluations, revaluations, and 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	BDFM
Serve as a liaison to the Assessment Board of Review, preparing all materials as needed	BDFM
Provide accurate information to the public in a courteous, efficient, and professional manner	PCSF
Provide information and reports accurately and in a timely fashion to the state as required	PCSF

FY 2016-2017 Funding Comparison

Tax Assessment	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$266,905	\$273,403	\$273,403	\$281,058	\$7,655
Benefits	103,442	106,848	106,848	111,496	4,648
Subtotal Personnel Expenditures*	\$370,348	\$380,251	\$380,251	\$392,554	\$12,303
Services	\$1,225	\$2,950	\$2,350	\$4,400	\$1,450
Commodities	2,963	4,100	4,100	4,100	0
Subtotal Operating Expenditures	\$4,188	\$7,050	\$6,450	\$8,500	\$1,450
Total Expenditures	\$374,536	\$387,301	\$386,701	\$401,054	\$13,753

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Tax Assessment, *continued*



FY 2016-2017 Expenditure Statements

10115001	Tax Assessor	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10115001	511001 Full-Time Employees	\$256,726	\$262,638	\$262,638	\$269,205	2.50%
10115001	511006 Longevity	10,179	10,765	10,765	11,853	10.11%
10115001	Subtotal Wages	\$266,905	\$273,403	\$273,403	\$281,058	2.80%
10115001	522250 FICA	19,843	20,178	20,178	20,776	2.96%
10115001	522300 Municipal Employees Retirement	33,541	33,492	33,492	36,537	9.09%
10115001	522818 Medical Insur-Active Employees	44,574	46,583	46,583	47,363	1.67%
10115001	522822 Dental Insur-Active Employees	2,982	3,255	3,255	3,350	2.92%
10115001	522840 Insurance Buyback	1,946	2,000	2,000	2,000	0.00%
10115001	522850 Life Insurance	190	190	190	170	-10.53%
10115001	538014 Travel Expenses	25	100	100	100	0.00%
10115001	538016 Educational Expenses	191	500	500	500	0.00%
10115001	540038 Uniforms And Other Clothing	150	450	450	600	33.33%
10115001	Subtotal Benefits	\$103,442	\$106,748	\$106,748	\$111,396	4.35%
10115001	530016 Web Site Services	0	150	0	0	-100.00%
10115001	530018 Outside Data Processing	430	450	450	450	0.00%
10115001	534010 Motor Vehicles Maintenance	0	200	200	200	0.00%
10115001	534014 Office Equipment Maintenance	0	750	750	750	0.00%
10115001	538012 Advertising	14	500	300	300	-40.00%
10115001	538030 Licenses And Dues	721	400	400	900	125.00%
10115001	Subtotal Services	\$1,165	\$2,450	\$2,100	\$2,600	6.12%
10115001	540012 Office Materials & Supplies	1,477	1,800	1,800	1,800	0.00%
10115001	540020 Books And Publications	972	1,500	1,500	1,500	0.00%
10115001	540028 Motor Vehicle Materials & Supp	68	300	300	300	0.00%
10115001	540040 Fuels And Lubricants	447	500	500	500	0.00%
10115001	Subtotal Commodities	\$2,963	\$4,100	\$4,100	\$4,100	0.00%
10115001	Total Tax Assessor	\$374,476	\$386,701	\$386,351	\$399,154	3.22%

10115003	Assessment Board of Review	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10115003	538014 Travel Expenses	\$0	\$100	\$100	\$100	0.00%
10115003	Subtotal Benefits	\$0	\$100	\$100	\$100	0.00%
10115003	530002 Stipends Boards/Commissions	60	500	250	1,800	260.00%
10115003	Subtotal Services	\$60	\$500	\$250	\$1,800	260.00%
10115003	Total Assessment Board Of Review	\$60	\$600	\$350	\$1,900	216.67%

	Total Tax Assessment Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10115001	Subtotal Tax Assessor	\$374,476	\$386,701	\$386,351	\$399,154	3.22%
10115003	Subtotal Assessment Board of Review	60	600	350	1,900	216.67%
	Total Tax Assessment Program	\$374,536	\$387,301	\$386,701	\$401,054	3.55%

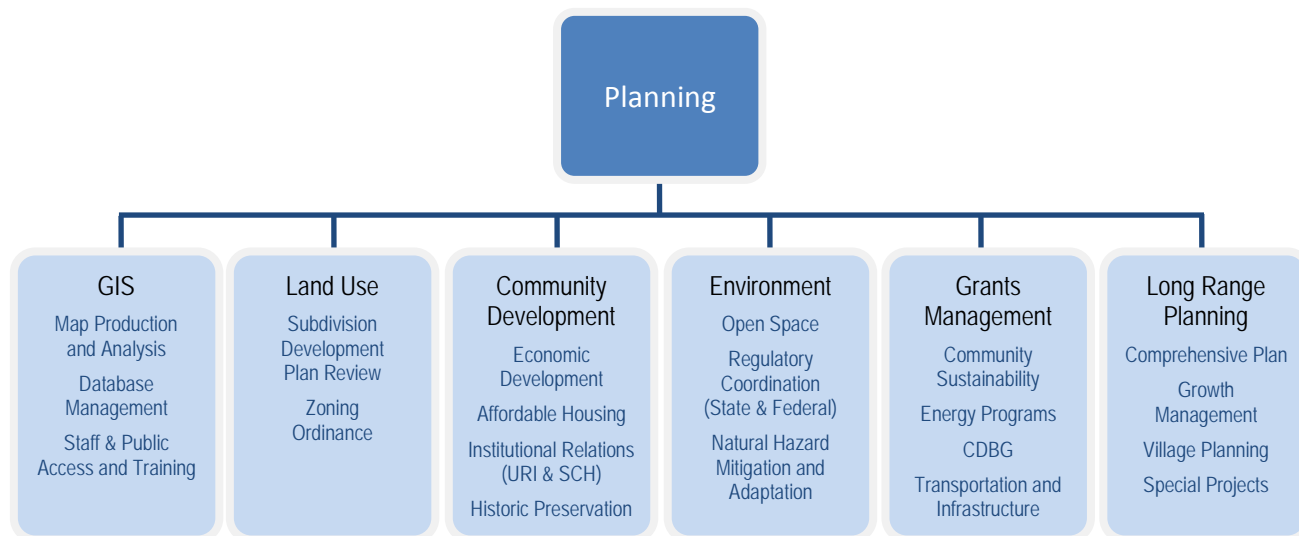
General Fund (101) Planning



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

Acct Number	Acct Description
16001	Planning Department
16003	Planning Board
16009	Conservation Commission

Organizational Chart



Mission Statement

The Planning Department's mission is to provide professional planning services across a broad spectrum of policy and regulatory considerations including: administration of land use regulations and ongoing planning programs, coordination with Federal and State agencies, administrative and management support to Town boards and departments, assistance with Town/institutional relations, promotion of environmental preservation and community sustainability, research activities and special projects, grant administration and support services relating to land use planning, and guidance for community growth particularly concerning the maintenance and updating of the Town's Comprehensive Community Plan. The Geographical Information System (GIS) Division, which is also part of the Planning Department, is detailed separately.

The Planning Board is engaged in land use development and growth management, which includes a broad spectrum of activities concerning land use, development, and the regulations which govern the process. 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.



Department Functions

PLANNING DEPARTMENT

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

- Maintain and update the South Kingstown Comprehensive Community Plan
- Administration of applications for land development and subdivision projects under the Town's Subdivision and Land Development Regulations and Zoning Ordinance
- Administrative coordination and development function relating to Town's sustainability programming (including energy efficiency and facility upgrade projects)
- Coordination and support function regarding environmental and natural resource protection
- Lead role in coordination/communication with Federal and State agencies
- Grant writing and administration
- Coordinate with major community institutions (South County Hospital and University of Rhode Island)
- Management oversight of Geographic Information System (GIS) Division
- Provision of direct staff support to eight permanent Town Boards
- Research activities and special projects under the direction of the Town Manager

PLANNING BOARD

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

- Review all subdivision proposals
- Have authority to approve or decline subdivision proposals
- Review and make recommendations to the Town Council regarding zoning amendment applications
- Undertake special projects at the behest of the Town Council
- Review and recommend updates of the Zoning Ordinance to the Town Council
- Review and recommend updates of the Subdivision Regulations to the Town Council
- Review and recommend updates of the Comprehensive Community Plan 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 (such as beach cleanups) and grant related programs (such as tree plantings) 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



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Provide ongoing administrative and technical support of Town Boards and Commissions	LU / H / ED
Process applications for subdivision and land development projects	LU / CHR
Complete Village Studies for Matunuck and West Kingstown (closure of State Planning Challenge Grant of \$40,000 which funded the project)	LU / H / ENR / CHR / ED
Provide research basis and technical assistance in development of Town Council Vision Statement, Goals and Objectives	BDFM
Develop Town's Sustainability Work Plan	LU / ENR
Coordinate the Town's energy efficiency programs (building retrofits and partnership with RI OER and National Grid)	PCSF
Implement revised administrative function concerning Community Development Block Grant (CDBG) program and continuing role in CDBG-DR (disaster recovery) grants	H
Submit grant applications for CDBG PY15 for \$250,000 in funding for programs benefitting low/moderate income persons and households (award certificate pending)	H
Lead entity in preparation of Town's application and priority assignment for RIDOT Transportation Improvement Program (TIP)	C
Provide staff support for conduct of and public presentation of the Town's Economic Development Committee survey of local businesses and non-profits	ED
Aquaculture training partner with Education Exchange under RIDLT Real Jobs RI Program	ED
Maintain Town presence on URI Master Plan Review Team and helped organize Town/Gown meeting held November 2015	URI
Provided point of contact for communication with South County Hospital (also processed application for new operating suite at the facility)	SCH
Initiate public process for consideration of Route 1 as a State designated "Scenic Roadway"	C / CE / CHR
Administrative processing of Comprehensive Plan Amendment/Zoning Amendments "Dykstra/East Matunuck"	LU/H
Install shade trees at Old Mountain Field and Animal Shelter as an Arbor Day event	ENR
Update the Town's Tree Ordinance and Wastewater Management Ordinance	ENR

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Planning Board meetings	23	23/25	24/26	LU / H / ENR / ED
Technical Review Committee (TRC) meetings	12	12	12	LU / ED / H
Conservation Commission meetings	11	10/12	12	ENS
Economic Development Committee meetings	11	12	12	ED
Historic District Commission meetings	4	4/6	4/6	CHR
Affordable Housing Collaborative meetings	8	7/8	8/9	H / SNP



FY 2016-2017 Goals & Objectives

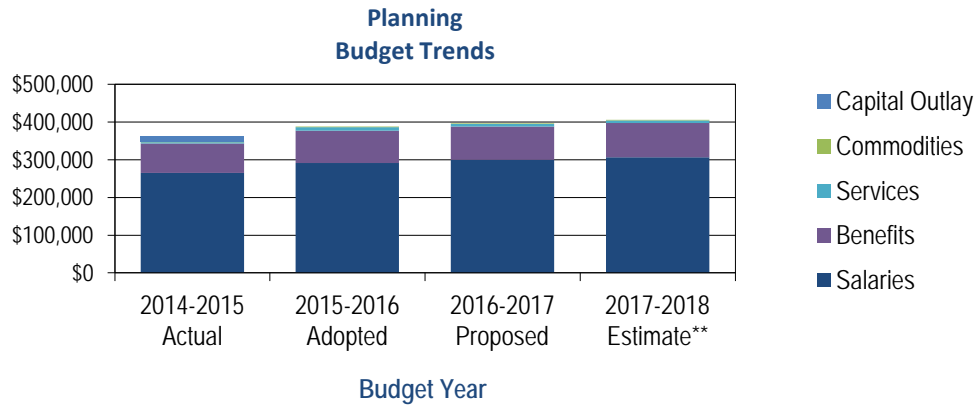
Goals & Objectives	Town Council Goals & Objs
Update of Comprehensive Plan (10 year update requirements)	LU / H / ENR / CHR / ED
Implementation work program development relating to village plan studies for Matunuck and West Kingston	LU / H / ENR / CHR / ED
Complete formal consideration of proposed coastal community leased land overlay district regulations	LU / H / ENR / CHR
Work with Planning Board and Town administration to develop a generalized approach and working program for community growth management	LU / H / CHR / ED / C
Assist with Town (and private) efforts at erosion control, mitigation and resilience projects along the south shore area (Matunuck area in particular)	ENR / LU / CHR
Continue participation in CRMC's process to develop Beach Special Area Management Plan (SAMP)	ENR / LU / CHR
Undertake special project research, policy development support, issue analysis and ordinance development	LU / H / CHR / ED
Maintain administrative support for Town Boards and Commissions	PCSF
Provide review, analysis and general administration regarding applications for land development (subdivisions and commercial site review)	LU / H / ED
Continue with Department's lead role in the preparation of grant applications, award administration and reporting requirements	SNP / H / ENR
Continue with Department's collaborative role and advocacy concerning "multi-modal" transportation issues in the community	C / CE
Provide timely, accurate information to the public regarding Town planning programs, data sources, regulations and land development applications	CE
Assist with, maintain, and improve communication and cooperation between the Town and the Town's major institutional entities (Fire Districts, SC Hospital and URI)	CE
Initiate sustainability work plan elements regarding energy efficiency, climate change and sea level rise, renewable energy systems, facility retrofits and green infrastructure	ENS
Monitor legislative developments and track issues of interest during the General Assembly's 2017 legislative session	CE
Conclude public process for consideration of Route 1 as a State designated "Scenic Roadway", including the development of a Stewardship Plan	C / CHR



FY 2016-2017 Funding Comparison

Planning	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$265,018	\$291,776	\$291,776	\$299,783	\$8,007
Benefits	78,425	85,267	85,076	88,488	3,221
Subtotal Personnel Expenditures*	\$343,442	\$377,043	\$376,852	\$388,271	\$11,228
Services	\$3,498	\$9,465	\$7,235	\$6,725	(\$2,740)
Commodities	1,426	1,700	1,645	1,645	(55)
Capital Outlay	15,000	0	0	0	0
Subtotal Operating Expenditures	\$19,924	\$11,165	\$8,880	\$8,370	(\$2,795)
Total Expenditures	\$363,367	\$388,208	\$385,732	\$396,641	\$8,433

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Planning, *continued*



FY 2016-2017 Expenditure Statements

10116001	Planning Department	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10116001	511001 Full-Time Employees	\$260,221	\$286,627	\$286,627	\$293,795	2.50%
10116001	511006 Longevity	\$4,797	\$5,149	\$5,149	\$5,988	16.29%
10116001	Subtotal Wages	\$265,018	\$291,776	\$291,776	\$299,783	2.74%
10116001	522250 FICA	20,118	22,256	22,256	22,874	2.78%
10116001	522300 Municipal Employees Retirement	33,202	35,743	35,743	36,909	3.26%
10116001	522818 Medical Insur-Active Employees	17,527	19,361	19,361	19,685	1.67%
10116001	522822 Dental Insur-Active Employees	2,853	3,255	3,255	3,984	22.40%
10116001	522840 Insurance Buyback	3,559	4,000	4,000	4,000	0.00%
10116001	522850 Life Insurance	139	152	152	136	-10.53%
10116001	538014 Travel Expenses	426	400	209	200	-50.00%
10116001	538016 Educational Expenses	0	100	100	100	0.00%
10116001	540038 Uniforms And Other Clothing	600	0	0	600	0.00%
10116001	Subtotal Benefits	\$78,425	\$85,267	\$85,076	\$88,488	3.78%
10116001	530016 Web Site Services	50	125	0	0	-100.00%
10116001	530111 Professional Services	0	2,750	2,750	1,375	-50.00%
10116001	534014 Office Equipment Maintenance	0	350	350	350	0.00%
10116001	538012 Advertising	293	800	525	600	-25.00%
10116001	538022 Printing Expenses	0	450	0	200	-55.56%
10116001	538030 Licenses And Dues	555	310	310	0	-100.00%
10116001	Subtotal Services	\$898	\$4,785	\$3,935	\$2,525	-47.23%
10116001	540012 Office Materials & Supplies	584	750	750	750	0.00%
10116001	540020 Books And Publications	0	100	45	45	-55.00%
10116001	Subtotal Commodities	\$584	\$850	\$795	\$795	-6.47%
10116001	590999 Transfer To Other Funds	15,000	0	0	0	0.00%
10116001	Subtotal Capital Outlay	\$15,000	\$0	\$0	\$0	0.00%
10116001	Total Planning Department	\$359,925	\$382,678	\$381,582	\$391,591	2.33%

10116003	Planning Board	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10116003	530002 Stipends Boards/Commissions	\$2,600	\$4,680	\$3,300	\$4,200	-10.26%
10116003	Subtotal Services	\$2,600	\$4,680	\$3,300	\$4,200	-10.26%
10116003	540012 Office Materials & Supplies	3	0	0	0	0.00%
10116003	Subtotal Commodities	\$3	\$0	\$0	\$0	0.00%
10116003	Total Planning Board	\$2,603	\$4,680	\$3,300	\$4,200	-10.26%

10116009	Conservation Commission	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10116009	580100 Miscellaneous Expenses	\$839	\$850	\$850	\$850	0.00%
10116009	Subtotal Commodities	\$839	\$850	\$850	\$850	0.00%
10116009	Total Conservation Commission	\$839	\$850	\$850	\$850	0.00%

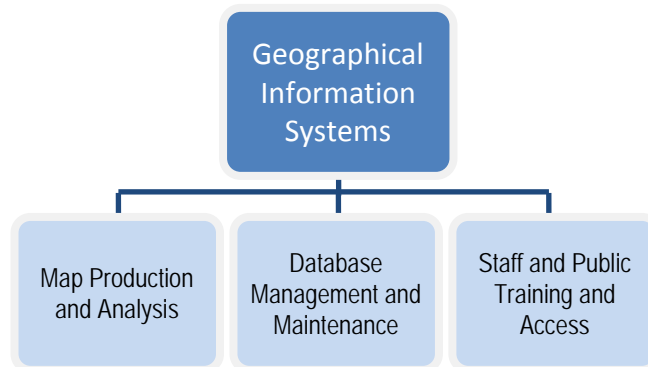
General Fund (101) Planning, *continued*



	Total Planning Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10113001	Subtotal Planning Department	\$359,925	\$382,678	\$381,582	\$391,591	2.33%
10113003	Subtotal Planning Board	2,603	4,680	3,300	4,200	-10.26%
10113005	Subtotal Conservation Commission	839	850	850	850	0.00%
	Total Planning Program	\$363,367	\$388,208	\$385,732	\$396,641	2.17%



Organizational Chart



Mission Statement

The mission of the Geographic Information System (GIS) Division, under the Planning Department, is to provide access to accurate geographic information about the Town, as a tool in decision-making for Town government and its citizens. This is accomplished through the development and maintenance of a functioning computer database and graphic interface that excels in providing geographic information 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.

Department Functions

The duties of the Geographic Information System Division 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 Tax Assessor 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

General Fund (101) GIS (16005), *continued*



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Maintain and continue development of Public and Town Staff WebGIS Interface	CE
Provide GIS technical support and map production to Town Departments	CE
Maintain GIS data layers for Assessor, Planning, and Public Services Departments	CE
Scan Town Clerk Record Plans, print maps for public upon request	CE
Continue development and support of mobile iPad inspection application for Public Services Department	PCSF
Continue GIS integration into VISION and ViewPermit Town databases	PCSF
Manage the migration of Town's GIS database and map production capabilities to new version of GIS software, ArcGIS 10.3	PCSF
Distribute GIS data to the public upon request	CE

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
"Tax Cut" Revisions to Tax Assessor Maps	34	40	40	PCSF
Map Sales to Public	\$375	\$400	\$400	CE
Maps produced for Town departments	195	210	225	PCSF
Scanned Town Clerk Recorded Plans	305	300	200	CE
Copies of recorded plans for public	614	625	650	CE

FY 2016-2017 Goals & Objectives

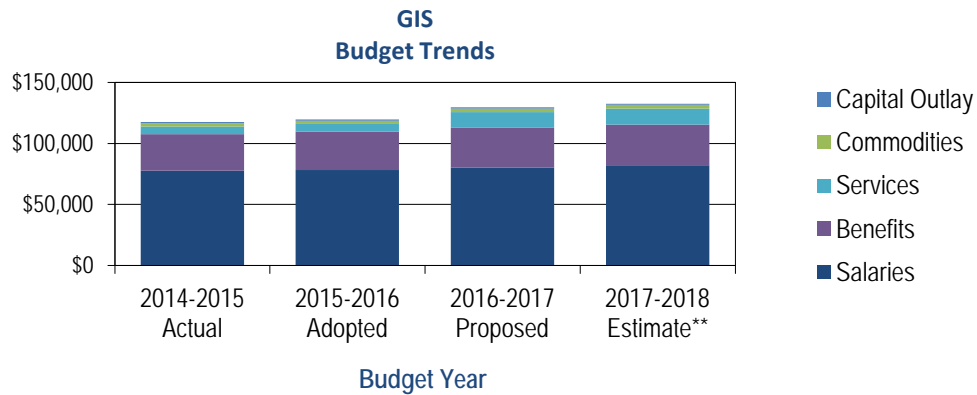
Goals & Objectives	Town Council Goals & Objs
Increase public awareness and use of public WebGIS interface	CE
Continue to train and provide technical support to Town staff in use of WebGIS interface GIS	CE
Continue to improve and update interface based on Town staff comments	CE
Continued implementation of new GIS mobile technologies for Public Services Department	CE
Continue to maintain GIS data layers for Assessor, Planning, and Public Services Departments	CE
Continue to provide GIS analytical and map production capabilities to all Town departments	PCSF
Further integrate access to, and use of, SKGIS in everyday activities of Town departments	PCSF



FY 2016-2017 Funding Comparison

Geographical Information Systems (GIS)	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	1	1	1	1	0
Salaries	\$77,554	\$78,294	\$78,294	\$80,415	\$2,121
Benefits	30,029	31,321	31,321	32,355	1,034
Subtotal Personnel Expenditures*	\$107,583	\$109,615	\$109,615	\$112,770	\$3,155
Services	6,219	6,350	7,550	12,784	6,434
Commodities	2,687	2,700	2,700	3,000	300
Capital Outlay	1,000	1,000	1,000	1,000	0
Subtotal Operating Expenditures	\$9,906	\$10,050	\$11,250	\$16,784	\$6,734
Total Expenditures	\$117,489	\$119,665	\$120,865	\$129,554	\$9,889

**Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.*



***FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.*

General Fund (101) GIS (16005), continued



FY 2016-2017 Expenditure Statement

10116005	Geographical Information Systems (GIS)	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10116005	511001 Full-Time Employees	\$75,623	\$76,246	\$76,246	\$78,154	2.50%
10116005	511006 Longevity	1,931	2,048	2,048	2,261	10.40%
10116005	Subtotal Wages	\$77,554	\$78,294	\$78,294	\$80,415	2.71%
10116005	522250 FICA	5,721	5,729	5,729	5,895	2.90%
10116005	522300 Municipal Employees Retirement	9,746	9,591	9,591	10,341	7.82%
10116005	522818 Medical Insur-Active Employees	13,024	13,611	13,611	13,839	1.68%
10116005	522822 Dental Insur-Active Employees	895	977	977	996	1.94%
10116005	522850 Life Insurance	38	38	38	34	-10.53%
10116005	538014 Travel Expenses	455	1,375	1,375	1,100	-20.00%
10116005	540038 Uniforms And Other Clothing	150	0	0	150	0.00%
10116005	Subtotal Benefits	\$30,029	\$31,321	\$31,321	\$32,355	3.30%
10116005	530018 Outside Data Processing	200	1,000	1,200	0	-100.00%
10116005	530111 Professional Services	0	0	0	6,200	0.00%
10116005	534014 Office Equipment Maintenance	0	250	250	1,384	453.60%
10116005	534016 Computer/Software Maintenance	6,019	4,900	5,900	5,000	2.04%
10116005	538022 Printing Expenses	0	200	200	200	0.00%
10116005	Subtotal Services	\$6,219	\$6,350	\$7,550	\$12,784	101.32%
10116005	540012 Office Materials & Supplies	2,687	2,700	2,700	3,000	11.11%
10116005	Subtotal Commodities	\$2,687	\$2,700	\$2,700	\$3,000	11.11%
10116005	550002 Computer Equipment	1,000	1,000	1,000	1,000	0.00%
10116005	Subtotal Capital Outlay	\$1,000	\$1,000	\$1,000	\$1,000	0.00%
10116005	Total Geographic Information Systems	\$117,489	\$119,665	\$120,865	\$129,554	8.26%

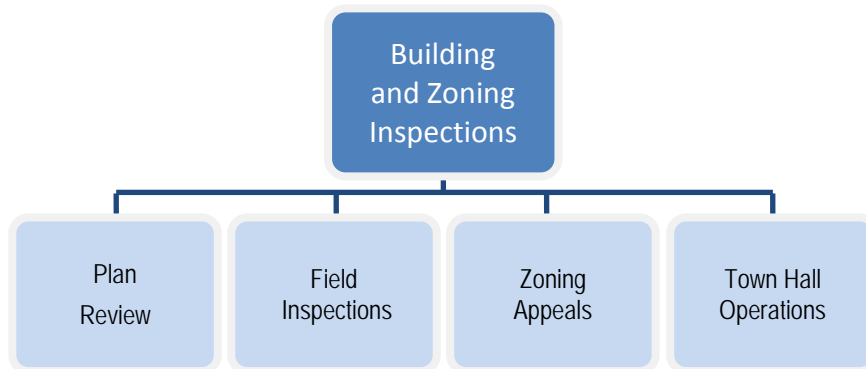


General Fund (101) Zoning/Building

Please note, this section incorporates multiple accounts, each of which fall under the purview of Zoning/Building, as well as Town Hall Operations, and include the following:

Acct Number	Acct Description
17001	Zoning/Building Inspection
17003	Zoning Board of Review
18001	Town Hall Operations

Organizational Chart



Mission Statement

The mission of the Zoning and Building Inspection Department is to provide information and guidance to residents, realtors, contractors, and attorneys to assist in the navigation of the Town's Building Codes and Zoning Ordinance. In addition, the Zoning and Building Inspection Department oversees Town Hall Operations, to include the maintenance needs of the Town Hall complex.

The Zoning Board of Review 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.

Department Functions

ZONING/BUILDING

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

- Enforce the Town's Building Codes and Zoning Ordinance
- Enforce the Town's ordinances and State law affecting health, safety, and welfare
- Process 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 Zoning Ordinance
- Consult and advise property owners on the FEMA floodplain regulations, including 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 variance, special use permit, and Planning Board decision appeal applications
 - Formulate advertisements and schedule hearings

General Fund (101) Zoning/Building, *continued*



- 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
- Responsible for overseeing Town Hall Operations, to include the maintenance needs of Town Hall's building and grounds
- Assist other municipal departments with construction projects, research, and investigations

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

FY 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Transition to a cloud based electronic permitting system	CE
Institute onsite inspection recording with tablets	CE
Review plans, issued permits, and performed required inspections in a timely manner	PCFS
Maintain the Town Hall building and grounds with care	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Field Inspections	53%	53%	53%	PCFS
Review Plans & Issuing Permits	39%	39%	39%	PCFS
Research and Advise Residents, Contractors & Design Professionals	4%	4%	4%	PCFS
Building & Zoning Violations	2%	2%	2%	PCFS
Committee Meetings	2%	2%	2%	PCFS

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Continue to ensure that all construction is in conformance with the State law, and the Town's Building Codes and Zoning Ordinance	PCFS
Scan older permits into View Permit including zoning index, minutes and decisions	CE
Explore feasibility of online permitting for simple applications	CE
Review plans, issue permits, and perform required inspections in a timely manner	PCFS
Explore capital improvements to Town Hall facility such as replacing floor coverings, windows, and aging HVAC units	PCFS

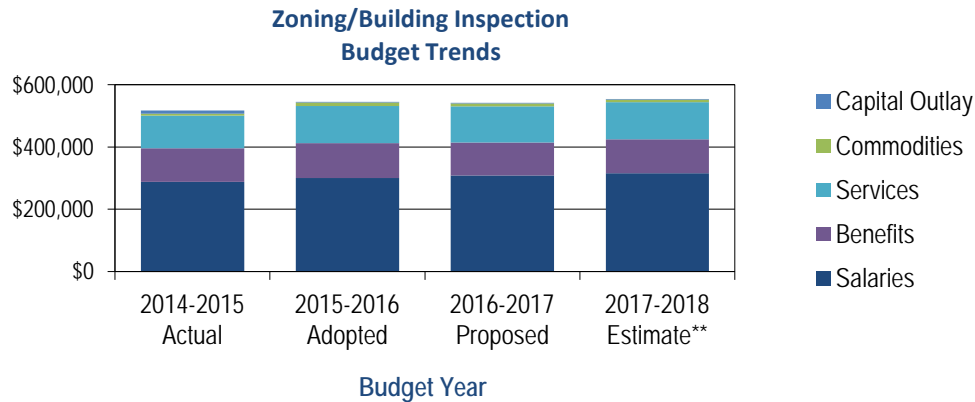
General Fund (101) Zoning/Building, *continued*



FY 2016-2017 Funding Comparison

Zoning/Building Inspection	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	5.50	5.50	5.50	5.50	0.00
Salaries	\$288,117	\$300,534	\$300,334	\$308,190	\$7,656
Benefits	108,130	111,285	110,320	106,140	(5,145)
Subtotal Personnel Expenditures*	\$396,247	\$411,819	\$410,654	\$414,330	\$2,511
Services	104,034	119,960	103,171	116,515	(3,445)
Commodities	6,767	11,250	8,775	8,900	(2,350)
Capital Outlay	10,000	1,850	1,300	1,800	(50)
Subtotal Operating Expenditures	\$120,801	\$133,060	\$113,246	\$127,215	(\$5,845)
Total Expenditures	\$517,048	\$544,879	\$523,900	\$541,545	(\$3,334)

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Zoning/Building, *continued*



FY 2016-2017 Expenditure Statements

10117001	Zoning/Building Inspection	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10117001	511001 Full-Time Employees	\$212,638	\$216,879	\$216,879	\$222,454	2.57%
10117001	511002 Part-Time Salaries	16,110	22,360	22,360	22,273	-0.39%
10117001	511004 Overtime	100	300	300	300	0.00%
10117001	511006 Longevity	7,254	7,606	7,606	8,310	9.26%
10117001	Subtotal Wages	\$236,103	\$247,145	\$247,145	\$253,337	2.51%
10117001	522250 FICA	17,699	18,429	18,429	18,884	2.47%
10117001	522300 Municipal Employees Retirement	27,633	27,500	27,500	28,662	4.23%
10117001	522818 Medical Insur-Active Employees	31,482	32,904	32,904	33,369	1.41%
10117001	522822 Dental Insur-Active Employees	2,982	3,255	3,255	3,350	2.92%
10117001	522840 Insurance Buyback	1,946	2,000	2,000	2,000	0.00%
10117001	522850 Life Insurance	152	152	152	136	-10.53%
10117001	538014 Travel Expenses	1,974	2,200	1,100	2,200	0.00%
10117001	540038 Uniforms And Other Clothing	764	700	700	700	0.00%
10117001	Subtotal Benefits	\$84,632	\$87,140	\$86,040	\$89,301	2.48%
10117001	534010 Motor Vehicles Maintenance	55	200	200	200	0.00%
10117001	534016 Computer/Software Maintenance	0	250	250	1,250	400.00%
10117001	538012 Advertising	0	100	25	100	0.00%
10117001	538022 Printing Expenses	883	1,000	300	300	-70.00%
10117001	538030 Licenses And Dues	131	135	135	140	3.70%
10117001	Subtotal Services	\$1,069	\$1,685	\$910	\$1,990	18.10%
10117001	540012 Office Materials & Supplies	280	400	350	400	0.00%
10117001	540020 Books And Publications	0	200	200	200	0.00%
10117001	540028 Motor Vehicle Materials & Supp	1,187	600	400	600	0.00%
10117001	540040 Fuels And Lubricants	2,783	4,200	2,500	2,600	-38.10%
10117001	540052 Photographic Materials & Supp	0	300	300	0	-100.00%
10117001	Subtotal Commodities	\$4,251	\$5,700	\$3,750	\$3,800	-33.33%
10117001	550004 Office Equipment	0	300	200	300	0.00%
10117001	550026 Furniture And Furnishings	0	400	400	400	0.00%
10117001	590999 Transfer To Other Funds	10,000	0	0	0	0.00%
10117001	Subtotal Capital Outlay	\$10,000	\$700	\$600	\$700	0.00%
10117001	Total Zoning/Building Inspection	\$336,054	\$342,370	\$338,445	\$349,128	1.97%

General Fund (101) Zoning/Building, *continued*



10117003	Zoning Board of Review	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10117003	511004 Overtime	\$1,414	\$1,200	\$1,200	\$1,200	0.00%
10117003	Subtotal Wages	\$1,414	\$1,200	\$1,200	\$1,200	0.00%
10117003	522250 FICA	108	92	92	92	0.00%
10117003	Subtotal Benefits	\$108	\$92	\$92	\$92	0.00%
10117003	530002 Stipends Boards/Commissions	1,600	2,000	1,800	2,000	0.00%
10117003	530111 Professional Services	7,090	8,000	7,500	8,000	0.00%
10117003	538012 Advertising	326	450	250	450	0.00%
10117003	538022 Printing Expenses	200	250	100	250	0.00%
10117003	Subtotal Services	\$9,216	\$10,700	\$9,650	\$10,700	0.00%
10117003	540012 Office Materials & Supplies	46	50	50	50	0.00%
10117003	Subtotal Commodities	\$46	\$50	\$50	\$50	0.00%
10117003	Zoning Board Of Review	\$10,785	\$12,042	\$10,992	\$12,042	0.00%

General Fund (101) Zoning/Building, *continued*



10118001	Town Hall Operations	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10118001	511001 Full-Time Employees	\$43,492	\$43,850	\$43,850	\$44,946	2.50%
10118001	511002 Part-Time Salaries	3,644	5,106	5,106	5,235	2.53%
10118001	511004 Overtime	1,008	600	400	600	0.00%
10118001	511006 Longevity	2,457	2,633	2,633	2,872	9.08%
10118001	Subtotal Wages	\$50,600	\$52,189	\$51,989	\$53,653	2.81%
10118001	522250 FICA	3,659	3,733	3,733	3,951	5.84%
10118001	522300 Municipal Employees Retirement	5,774	5,694	5,694	6,269	10.10%
10118001	522818 Medical Insur-Active Employees	13,024	13,611	13,611	5,846	-57.05%
10118001	522822 Dental Insur-Active Employees	895	977	977	362	-62.95%
10118001	522850 Life Insurance	38	38	38	34	-10.53%
10118001	540038 Uniforms And Other Clothing	0	0	135	285	0.00%
10118001	Subtotal Benefits	\$23,390	\$24,053	\$24,188	\$16,747	-30.37%
10118001	530012 Cleaning Services	216	100	170	200	100.00%
10118001	530014 Refuse Disposal	1,040	2,200	1,200	2,200	0.00%
10118001	530064 Copy Machine Services	10,097	20,400	15,000	16,000	-21.57%
10118001	532000 Telephone	6,241	5,000	5,000	5,500	10.00%
10118001	532002 Fuel - Oil	1,067	1,200	700	800	-33.33%
10118001	532004 Electricity	21,119	21,500	19,200	21,500	0.00%
10118001	532008 Natural Gas	11,363	15,000	10,000	15,000	0.00%
10118001	532010 Wastewater Fees	441	450	466	500	11.11%
10118001	532012 Water Fees	733	825	825	825	0.00%
10118001	534014 Office Equipment Maintenance	0	200	0	200	0.00%
10118001	534020 Maintenance Of Buildings	20,386	20,600	20,000	21,000	1.94%
10118001	538012 Advertising	0	100	50	100	0.00%
10118001	538020 Postage	21,045	20,000	20,000	20,000	0.00%
10118001	Subtotal Services	\$93,748	\$107,575	\$92,611	\$103,825	-3.49%
10118001	540012 Office Materials & Supplies	0	100	100	100	0.00%
10118001	540014 Janitorial Materials & Supp	1,948	2,600	2,600	2,600	0.00%
10118001	540022 Agri Materials & Supplies	149	150	150	200	33.33%
10118001	540032 General Hardware & Tools	373	150	125	150	0.00%
10118001	580100 Miscellaneous Expenses	0	2,500	2,000	2,000	-20.00%
10118001	Subtotal Commodities	\$2,470	\$5,500	\$4,975	\$5,050	-8.18%
10118001	550004 Office Equipment	0	500	200	500	0.00%
10118001	550016 Janitorial Equipment	0	650	500	600	-7.69%
10118001	Subtotal Capital Outlay	\$0	\$1,150	\$700	\$1,100	-4.35%
10118001	Total Town Hall Operations	\$170,209	\$190,467	\$174,463	\$180,375	-5.30%

	Total Zoning/Building Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10117001	Subtotal Building/Zoning Inspection	\$336,054	\$342,370	\$338,445	\$349,128	1.97%
10117003	Subtotal Zoning Board of Review	10,785	12,042	10,992	12,042	0.00%
10118001	Subtotal Town Hall Operations	170,209	190,467	174,463	180,375	-5.30%
	Total Zoning/Building Program	\$517,048	\$544,879	\$523,900	\$541,545	-0.61%



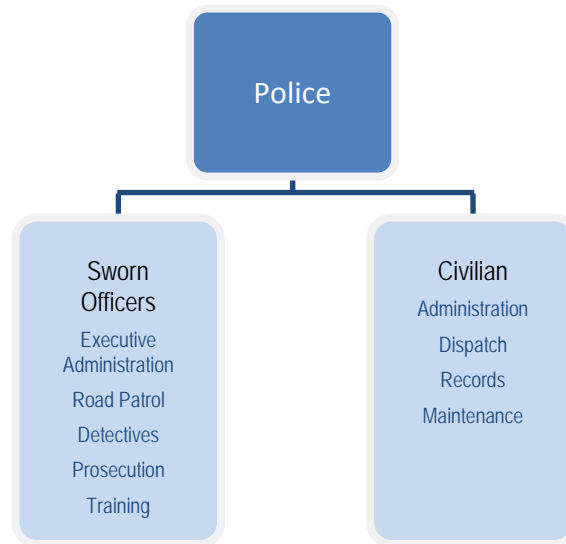
**TAB 7
PUBLIC SAFETY**

Police..... 7 - 1
Animal Control Program 7 - 7
Harbor Patrol 7 - 12
Communications..... 7 - 15
Emergency Medical Services..... 7 - 19

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Organizational Chart



Mission Statement

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

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

Department 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 Emergency Medical Services Division, Harbor Patrol, and the Animal Control Road & Shelter programs, which are each detailed separately.

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

- Identify, report, and remove a variety of public safety hazards and to provide assistance to insure citizen safety at every opportunity
- Investigate and prosecute all known criminal offenses



- Provide assistance and counseling for a wide range of services from simple street directions to referrals of services of other agencies not provided by police
- Address traffic safety issues in the community
 - Promote traffic safety initiatives through education and enforcement
 - Police Chief serves as chair of Transportation & Traffic Review Committee
 - Administer traffic detail program for road projects, etc.
- Provide public safety dispatch for Police, EMS, and Fire
- Interact 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 make South Kingstown a safe community
- Work in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; coordinate implementation of emergency evacuation shelters as needed
- Recruit and train police officers, and provide training and professional development to all department personnel
- Review and analyze the needs for police service and the efficiency of departmental operations; promote enhanced administrative, technical and operational police practices
- Develop and submit recommended annual operating budget and six-year capital improvement plan to the Town Manager
- Prepare Police Department Annual Report by calendar year to provide transparent reporting of departmental statistics to the public



FY 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Continue progress toward achieving accreditation status; conduct comprehensive review of all policies and procedures to adhere to best practices and highest level of professionalism	PCSF
Conduct police recruitment drive; hire replacement officers to fill vacancies	PCSF
Expand School Resource Officer (SRO) program; deploy veteran officer assigned as an SRO at Broad Rock Middle School starting in September 2015; accomplished through partnership with School Department - 50/50 cost sharing agreement	SNP / BDFM
Activate Bicycle Patrol Unit for the summer and fall months	PCSF
Provide sworn and civilian personnel with professional development training	PCSF
Participate in RIDOT "Operation Blue Riptide" grant program to reinforce traffic safety efforts; including Impaired/Drunk Driving Enforcement, Speed Management, Child Safety Seat and Seatbelt Safety Efforts	BDFM
Continue assignment of undercover officer in DEA Multi-jurisdictional Task Force	PCSF
Detective Division will continue to work with US Marshals Service to identify/manage sexual offenders in the community (grant funded detail)	BDFM
Perform Alcohol and Tobacco Compliance inspections as directed RI Department of Behavioral Health (BHDDH grant funded detail)	BDFM
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	BDFM
Work collaboratively with the Town's IT Division in major overhaul of police computer network system and connectivity between Police Department and Town Hall; improve network security and operational efficiency; outfit front-line patrol vehicles with new computer tablets (partially funded by Homeland Security grant)	CE
Continue working cooperatively with URI Police on public safety matters and strategic planning; cross train with URI police officers on active shooter incidents	URI / CE
Participate in monthly meetings with South County Hospital on mutual security concerns	SCH / CE
Work with Town Departments, Citizen Emergency Response Team volunteers, and RI EMA to maintain state of readiness for emergency preparedness response	CE
Reactivate Town-wide Radio Users Group to study interoperability issues	CE
Acquire and place in service Total Station Accident/Crime Scene Reconstruction (funded by combination of JAG grant Federal Forfeiture proceeds)	BDFM
Prepare bid specifications and complete acquisitions for police equipment acquisitions budgeted for replacement in FY 2015-2016	PCSF
Complete facilities improvements planned in FY 2015-2016 (Replacement chiller, parking lot upgrades, solar tint windows, card reader access/intercom system project)	ENR
Prepare and submit SKPD Annual Report; post on Town's website for public access	CE
Prepare and submit FY 2016-2017 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	BDFM



Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Sworn Officers – Patrol	39	39	39	PCSF
Sworn Officers – Patrol/SRO	1	2	2	PCSF
Sworn Officers – Detective	6	6	6	PCSF
Sworn Officers – Administrative	6	6	6	PCSF
Total Number of Sworn Officers	52	53	53	PCSF
Dispatchers	8	8	8	PCSF
Civilian Admin Support Staff	10	10	10	PCSF
Calls for Service	43,599	44,000	44,000	PCSF
Calls Handled by SRO	92	150	150	PCSF
SRO Dedicated Hours	1,440	2,880	2,880	PCSF
Total Number of Auto Accidents	1,178	1,175	1,175	PCSF
Auto Accidents with Injury	245	225	225	PCSF
UCR* offenses – all offenses within <i>Major Crime Classifications</i>	398	400	400	PCSF
UCR* offenses – DUI	92	95	95	PCSF
UCR* offenses – Adults	465	475	475	PCSF
UCR* offenses – Juveniles	65	70	70	PCSF

*Uniform Crime Report Statistics

FY 2016-2017 Goals & Objectives

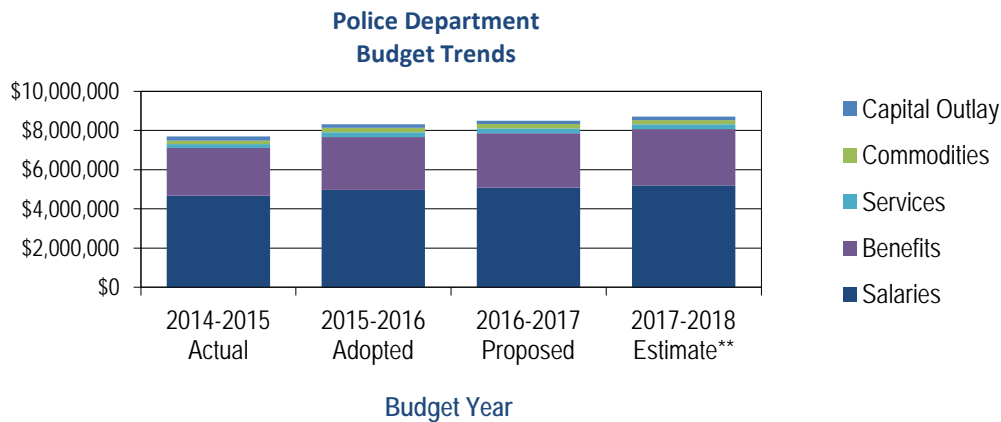
Goals & Objectives	Town Council Goals & Obj's
Achieve accreditation status; review and update departmental policies as needed	PCSF
Maintain existing programs and services for the delivery of the highest level of police professionalism to the community	PCSF
Maintain department equipment and facilities at contemporary standards to provide officers with the state of the art tools to perform their duties effectively and efficiently	PCSF
Continue emphasis on employee training and professional development for sworn and civilian personnel	PCSF
Recruit and train new police recruits to promptly fill vacancies; strive to attain diversified applicant pool	PCSF
Foster the multiple partnerships formed with community/institutional groups and State and Federal law enforcement agencies to insure quality of life for all citizens	URI / SCH
Continue to participate in multi-jurisdictional task force operations	PCSF
Promote traffic safety initiatives; participate in "Operation Blue Riptide" grant program	PCSF
Take advantage of available State and Federal grant opportunities to reduce operational costs	BDFM
Complete the evaluation of the Town's existing radio infrastructure, with emphasis on the best means of achieving redundancy in the radio system for emergency operations (cost offset by RI EMA grant)	BDFM
Continue exploring green energy initiatives; start gradual replacement of fluorescent light fixtures to LED strips; cost offset by National Grid rebates	ENR
Prepare and submit SKPD Annual Report; post on Town's website for public access	CE
Prepare and submit FY 2017-2018 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	BDFM



FY 2016-2017 Funding Comparison

Police Department	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	71	72	72	72	0
Salaries	\$4,671,776	\$4,968,565	\$4,968,234	\$5,086,623	\$118,058
Benefits	2,437,818	2,692,351	2,677,751	2,775,726	83,375
Subtotal Personnel Expenditures*	\$7,109,594	\$7,660,916	\$7,645,985	\$7,862,349	\$201,433
Services	\$182,329	\$236,542	\$242,093	\$242,207	\$5,665
Commodities	188,067	237,700	192,650	217,900	(19,800)
Capital Outlay	205,728	176,550	182,525	176,700	150
Subtotal Operating Expenditures	\$576,125	\$650,792	\$617,268	\$636,807	(\$13,985)
Total Expenditures	\$7,685,719	\$8,311,708	\$8,263,253	\$8,499,156	\$187,448

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Police (20001), *continued*



FY 2016-2017 Expenditure Statement

10120001	Police Department	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10120001	511001 Full-Time Employees	\$3,779,276	\$4,038,890	\$3,953,554	\$4,147,007	2.68%
10120001	511002 Part-Time Salaries	105,293	116,445	116,765	28,267	-75.73%
10120001	511004 Overtime	578,316	525,000	615,000	600,000	14.29%
10120001	511005 Retirement/Vacation Reimb.	27,340	100,000	100,000	100,000	0.00%
10120001	511006 Longevity	181,551	188,230	182,915	211,349	12.28%
10120001	Subtotal Wages	\$4,671,776	\$4,968,565	\$4,968,234	\$5,086,623	2.38%
10120001	522250 FICA	338,391	358,409	358,409	368,461	2.80%
10120001	522300 Municipal Employees Retirement	107,974	106,604	106,604	113,035	6.03%
10120001	522302 Police Retirement	721,785	827,688	827,688	872,223	5.38%
10120001	522306 Direct Pension	7,667	7,480	7,480	7,480	0.00%
10120001	522818 Medical Insur-Active Employees	772,489	841,938	841,938	843,545	0.19%
10120001	522820 Medical Insur-Retirees	351,265	373,377	373,377	392,831	5.21%
10120001	522822 Dental Insur-Active Employees	51,621	57,289	57,289	59,213	3.36%
10120001	522824 Dental Insur-Retirees	5,374	5,536	5,536	0	-100.00%
10120001	522840 Insurance Buyback	10,009	10,250	10,250	15,500	51.22%
10120001	522850 Life Insurance	5,551	5,730	5,730	5,188	-9.46%
10120001	538014 Travel Expenses	3,020	3,200	3,200	3,200	0.00%
10120001	538016 Educational Expenses	26,806	55,600	41,000	55,800	0.36%
10120001	540038 Uniforms And Other Clothing	35,866	39,250	39,250	39,250	0.00%
10120001	Subtotal Benefits	\$2,437,818	\$2,692,351	\$2,677,751	\$2,775,726	3.10%
10120001	530012 Cleaning Services	15,046	19,000	19,000	19,000	0.00%
10120001	530014 Refuse Disposal	1,872	1,872	1,872	1,872	0.00%
10120001	530024 Medical Services	80	1,000	1,000	1,000	0.00%
10120001	530064 Copy Machine Services	2,645	3,300	3,300	3,300	0.00%
10120001	530111 Professional Services	7,409	8,500	8,000	8,000	-5.88%
10120001	532000 Telephone	19,256	20,850	20,850	20,880	0.14%
10120001	532004 Electricity	58,254	64,000	71,022	71,000	10.94%
10120001	532008 Natural Gas	19,444	23,500	23,500	23,500	0.00%
10120001	532010 Wastewater Fees	386	400	429	450	12.50%
10120001	532012 Water Fees	1,959	2,060	2,060	2,060	0.00%
10120001	534010 Motor Vehicles Maintenance	4,619	25,000	25,000	25,000	0.00%
10120001	534012 Maintenance Of Comm Equip.	5,035	8,000	8,000	8,000	0.00%
10120001	534014 Office Equipment Maintenance	1,991	9,000	8,000	8,000	-11.11%
10120001	534016 Computer/Software Maintenance	21,766	23,195	23,195	23,195	0.00%
10120001	534020 Maintenance Of Buildings	17,033	19,500	19,500	19,500	0.00%
10120001	538012 Advertising	1,052	1,700	1,700	1,700	0.00%
10120001	538020 Postage	1,619	1,850	1,850	1,850	0.00%
10120001	538022 Printing Expenses	1,679	2,300	2,300	2,300	0.00%
10120001	538028 Rents	240	300	300	300	0.00%
10120001	538030 Licenses And Dues	946	1,215	1,215	1,300	7.00%
10120001	Subtotal Services	\$182,329	\$236,542	\$242,093	\$242,207	2.39%
10120001	540012 Office Materials & Supplies	2,074	2,300	2,300	2,300	0.00%
10120001	540014 Janitorial Materials & Supp	5,794	5,250	5,800	5,800	10.48%
10120001	540018 Elect Materials & Supplies	1,406	1,400	1,400	2,400	71.43%
10120001	540020 Books And Publications	3,765	4,200	4,200	4,200	0.00%
10120001	540024 Chemicals And Gases	3,126	3,400	3,400	3,700	8.82%
10120001	540026 Bldg & Const Materials & Supp	1,001	1,700	1,700	1,500	-11.76%
10120001	540028 Motor Vehicle Materials & Supp	32,160	32,000	32,000	32,000	0.00%
10120001	540030 Medical & Lab Materials & Supp	614	1,800	1,500	1,500	-16.67%
10120001	540032 General Hardware & Tools	237	500	500	500	0.00%
10120001	540040 Fuels And Lubricants	117,014	156,500	111,700	131,500	-15.97%
10120001	540052 Photographic Materials & Supp	336	500	500	500	0.00%
10120001	540058 Safety Related Mat & Supp	13,457	18,650	18,650	23,000	23.32%
10120001	580100 Miscellaneous Expenses	7,084	9,500	9,000	9,000	-5.26%
10120001	Subtotal Commodities	\$188,067	\$237,700	\$192,650	\$217,900	-8.33%
10120001	550002 Computer Equipment	0	0	5,975	0	0.00%
10120001	550008 Communication Equipment	0	3,850	3,850	0	-100.00%
10120001	550012 Motor Vehicles	96,876	163,000	163,000	170,000	4.29%
10120001	550014 Medical And Laboratory Equip	1,367	1,500	1,500	1,700	13.33%
10120001	550016 Janitorial Equipment	319	0	0	0	0.00%
10120001	550024 Safety Related Equipment	3,416	6,200	6,200	3,000	-51.61%
10120001	550026 Furniture And Furnishings	3,750	2,000	2,000	2,000	0.00%
10120001	590999 Transfer To Other Funds	100,000	0	0	0	0.00%
10120001	Subtotal Capital Outlay	\$205,728	\$176,550	\$182,525	\$176,700	0.08%
10120001	Total Police Department	\$7,685,719	\$8,311,708	\$8,263,253	\$8,499,156	2.26%

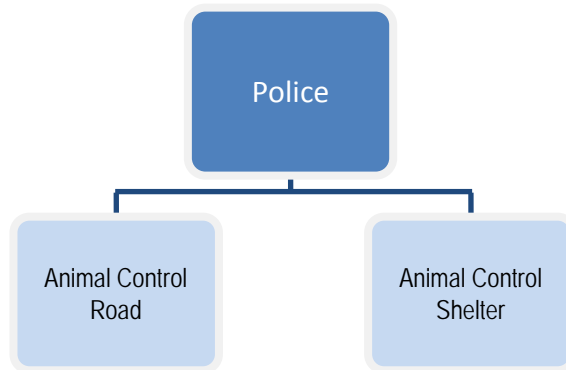
General Fund (101) Animal Control Program



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

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

Organizational Chart



Mission Statement

The mission of the Animal Control Program, under the direction of the Police Department, is to enforce all animal related Town Ordinances and State laws, house the Town’s stray animal population, provide humane education to the general public in regard to the proper treatment and care of animals, and to help ensure that all animals within the Town’s jurisdiction are treated humanely. The Animal Control Program is separated into two divisions, the Animal Shelter and the Road divisions.

Department Functions

Principal functions of the Animal Control Program include, but are not limited to the following.

ANIMAL CONTROL – ROAD

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

ANIMAL CONTROL – SHELTER

- Acts as a regional shelter since 2004, partnering with the Town of Narragansett, offering the same services to animals of both Towns
- Accept and house neglected, abandoned, and/or the stray animal population; this includes but is not limited to dogs, cats, goats, pigs, horses, cows, a variety of birds, ferrets, rabbits, salt & fresh water fish, and reptiles

General Fund (101) Animal Control Program, *continued*



- 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
- Major focus effort of returning stray animals to their owners
- Animal adoption/placement for those animals that need new homes, including adoption preparation activities such as bathing, nail trimming, testing for leukemia, aids, and heartworm disease, flea/tick removal and prevention, and behavioral training
- Proper screening of animal adoption applicants
- Provide humane education to the public in regard to the proper treatment and care of animals
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 disaster or severe weather event requiring evacuation

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Serve stray population of the Town of Narragansett through shared services agreement	BDFM
Maintain operational readiness for sheltering pets during storm emergencies	PCSF
Conduct various fundraising efforts throughout the year	BDFM
Complete project to install a Video Surveillance System at the shelter facility	PCSF
Go out to bid in order to replace Animal Control Van	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Animal Complaints Received	1,188	1,200	1,200	PCSF
Summons Issued	12	10	10	PCSF
Shelter Impoundments - Canine	193	205	205	PCSF
Shelter Impoundments - Feline	109	115	115	PCSF
Shelter Impoundments - Other	4	5	5	PCSF
Shelter Impoundments - DOA	25	25	25	PCSF
Total Impoundments	331	350	350	PCSF
South Kingstown Impoundments	262	275	275	PCSF
Narragansett Impoundments	69	75	75	BDFM
Animals Returned to Owner	186	195	195	PCSF
Animals Euthanized or Died	16	15	15	PCSF
Animals Adopted to New Homes	84	90	90	PCSF
Animals Quarantined at Shelter	16	20	20	PCSF

General Fund (101) Animal Control Program, *continued*



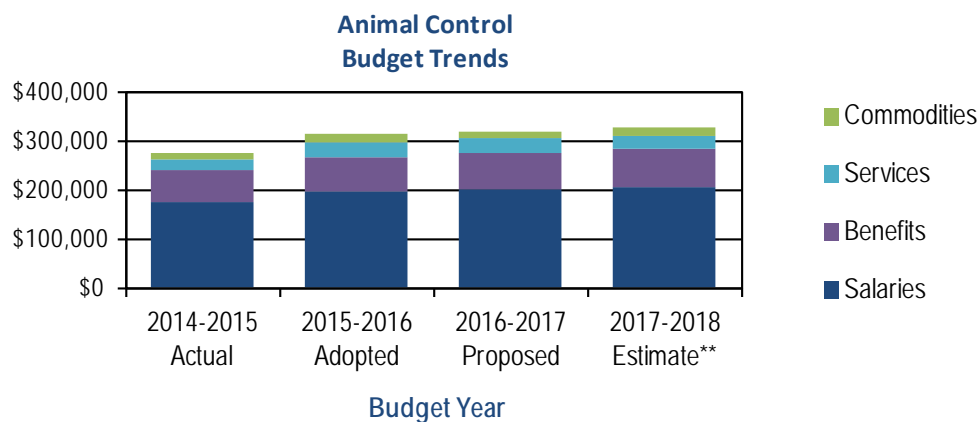
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Ensure all animals in the Town's jurisdiction are treated humanely	PCSF
Provide for the care and treatment of impounded animals with an emphasis on improving the quality of life for all strays in the Shelter's care	PCSF
Continue educating the public regarding the humane treatment of animals, the importance of pro-active care, the benefits of spaying/neutering, and rabies awareness	PCSF
Continue refining operational procedures for the Shelter facility	PCSF
Continue the shared services agreement with the Town of Narragansett	BDFM
Continue serving as Regional Emergency Shelter	PCSF
Employee training and professional development	PCSF
Continue general fundraising efforts	BDFM

FY 2016-2017 Funding Comparison

Animal Control	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$177,529	\$197,277	\$197,668	\$203,085	\$5,808
Benefits	65,809	71,928	71,778	74,699	2,771
Subtotal Personnel Expenditures*	\$243,337	\$269,205	\$269,446	\$277,784	\$8,579
Services	\$23,032	\$31,325	\$28,200	\$28,800	(2,525)
Commodities	10,727	16,275	14,275	15,840	(435)
Capital Outlay	0	0	1,951	0	0
Subtotal Operating Expenditures	\$33,758	\$47,600	\$44,426	\$44,640	(\$2,960)
Total Expenditures	\$277,096	\$316,805	\$313,872	\$322,424	\$5,619

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Animal Control Program, *continued*



FY 2016-2017 Expenditure Statements

10120071	Animal Control Road	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10120071	511001 Full-Time Employees	\$36,390	\$42,067	\$42,170	\$43,119	2.50%
10120071	511002 Part-Time Salaries	9,221	15,200	14,000	15,600	2.63%
10120071	511004 Overtime	62	350	350	350	0.00%
10120071	511006 Longevity	3,546	3,661	3,910	4,033	10.16%
10120071	Subtotal Wages	\$49,219	\$61,278	\$60,430	\$63,102	2.98%
10120071	522250 FICA	3,555	4,428	4,428	4,565	3.09%
10120071	522300 Municipal Employees Retirement	5,688	5,601	5,601	5,474	-2.27%
10120071	522818 Medical Insur-Active Employees	12,956	13,543	13,543	13,684	1.04%
10120071	522822 Dental Insur-Active Employees	895	977	977	996	1.94%
10120071	522850 Life Insurance	38	38	38	34	-10.53%
10120071	538016 Educational Expenses	0	0	0	825	0.00%
10120071	540038 Uniforms And Other Clothing	575	600	600	700	16.67%
10120071	Subtotal Benefits	\$23,706	\$25,187	\$25,187	\$26,278	4.33%
10120071	530111 Professional Services	0	75	75	75	0.00%
10120071	532000 Telephone	252	260	260	260	0.00%
10120071	534010 Motor Vehicles Maintenance	15	500	500	500	0.00%
10120071	538022 Printing Expenses	458	500	500	500	0.00%
10120071	538030 Licenses And Dues	6	70	70	70	0.00%
10120071	Subtotal Services	\$730	\$1,405	\$1,405	\$1,405	0.00%
10120071	540024 Chemicals And Gases	0	40	40	40	0.00%
10120071	540028 Motor Vehicle Materials & Supp	2,034	800	800	1,000	25.00%
10120071	540032 General Hardware & Tools	21	100	100	100	0.00%
10120071	540040 Fuels And Lubricants	4,142	7,000	5,000	5,000	-28.57%
10120071	540058 Safety Related Mat & Supp	200	200	200	500	150.00%
10120071	Subtotal Commodities	\$6,397	\$8,140	\$6,140	\$6,640	-18.43%
10120071	550012 Motor Vehicles	0	0	1,951	0	0.00%
10120071	Subtotal Capital Outlay	\$0	\$0	\$1,951	\$0	0.00%
10120071	Total Animal Control-Road	\$80,052	\$96,010	\$95,113	\$97,425	1.47%

General Fund (101) Animal Control Program, *continued*



10120073	Animal Shelter	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10120073	511001 Full-Time Employees	\$85,665	\$94,865	\$95,118	\$97,148	2.41%
10120073	511002 Part-Time Salaries	35,490	35,271	36,000	36,649	3.91%
10120073	511004 Overtime	3,764	2,300	2,300	2,300	0.00%
10120073	511005 Retirement/Vacation Reimb.	0	0	151	0	0.00%
10120073	511006 Longevity	3,390	3,563	3,669	3,886	9.07%
10120073	Subtotal Wages	\$128,309	\$135,999	\$137,238	\$139,983	2.93%
10120073	522250 FICA	9,529	10,042	10,042	10,284	2.41%
10120073	522300 Municipal Employees Retirement	11,208	12,055	12,055	12,239	1.53%
10120073	522818 Medical Insur-Active Employees	18,502	20,663	20,663	22,216	7.52%
10120073	522822 Dental Insur-Active Employees	1,317	1,497	1,497	1,558	4.07%
10120073	522840 Insurance Buyback	195	200	200	0	-100.00%
10120073	522850 Life Insurance	74	84	84	74	-11.90%
10120073	538014 Travel Expenses	551	700	550	550	-21.43%
10120073	540038 Uniforms And Other Clothing	727	1,500	1,500	1,500	0.00%
10120073	Subtotal Benefits	\$42,103	\$46,741	\$46,591	\$48,421	3.59%
10120073	530111 Professional Services	2,526	5,400	5,400	5,400	0.00%
10120073	532000 Telephone	1,132	1,300	1,300	1,300	0.00%
10120073	532002 Fuel - Oil	7,356	11,000	7,675	7,675	-30.23%
10120073	532004 Electricity	5,915	7,500	7,500	7,500	0.00%
10120073	532012 Water Fees	1,207	1,300	1,300	1,500	15.38%
10120073	534020 Maintenance Of Buildings	3,414	2,800	3,000	3,400	21.43%
10120073	538012 Advertising	0	25	25	25	0.00%
10120073	538020 Postage	196	245	245	245	0.00%
10120073	538022 Printing Expenses	557	350	350	350	0.00%
10120073	Subtotal Services	\$22,301	\$29,920	\$26,795	\$27,395	-8.44%
10120073	540012 Office Materials & Supplies	440	735	735	800	8.84%
10120073	540014 Janitorial Materials & Supp	2,012	3,200	3,200	3,200	0.00%
10120073	540018 Elect Materials & Supplies	22	50	50	50	0.00%
10120073	540022 Agri Materials & Supplies	557	1,500	1,500	2,000	33.33%
10120073	540026 Bldg & Const Materials & Supp	200	250	250	250	0.00%
10120073	540032 General Hardware & Tools	41	200	200	200	0.00%
10120073	540048 Pet Food	264	1,500	1,500	2,000	33.33%
10120073	540050 HVAC Materials & Supplies	478	500	500	500	0.00%
10120073	540058 Safety Related Mat & Supp	316	200	200	200	0.00%
10120073	Subtotal Commodities	\$4,330	\$8,135	\$8,135	\$9,200	13.09%
10120073	Total Animal Shelter	\$197,043	\$220,795	\$218,759	\$224,999	1.90%

	Total	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
	Animal Control Program					
10120071	Subtotal Animal Control Road	\$80,052	\$96,010	\$95,113	\$97,425	1.47%
10120073	Subtotal Animal Shelter	197,043	220,795	218,759	224,999	1.90%
	Total Animal Control Program	\$277,096	\$316,805	\$313,872	\$322,424	1.77%



Organizational Chart



Mission Statement

The mission of the Harbor Patrol program, under the direction of the South Kingstown Police Department, is to provide for the safety of the boating public on waters located in the Town of South Kingstown, through education and enforcement of State and local boating safety laws, while assisting Federal, State, and local governmental agencies in their efforts by providing local knowledge relative to their specific water related issues.

Department Functions

Principal functions of the Harbor Patrol Program include, but are not limited to:

- Educate recreational boaters about the rules and regulations governing the use of Town waters
- Provide for the safety of the boating public on the waters located in South Kingstown, 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
- Perform boating safety checks
- Issue warnings for various boating violations, and in serious cases, issues citations

FY 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Conduct safety checks to educate the public on safe boating	PCSF
Patrol the Town's various waterways to provide a calming effect on boating traffic	PCSF
Manage the Town's mooring fields	PCSF
Work collaboratively with the Town Clerk's Office to enforce inspection requirements and resolve nonpayment of licensing fees to ensure compliance of current mooring holders	PCSF
Attend training session for the new Online Mooring software	PCSF

General Fund (101) Harbor Patrol (20090), *continued*



Specific Performance Measurements

Description	2015 Actual	2016 Projected	2017 Anticipated	Town Council Goals & Obj's
Boating Safety Checks*	72	70	70	PCSF
Citations issued*	2	2	2	PCSF
Moorings*	173	175	175	PCSF
Mooring Revenue Generated*	\$33,909	\$34,000	\$34,000	BDFM

*statistics are representative of the boating season on a calendar year basis

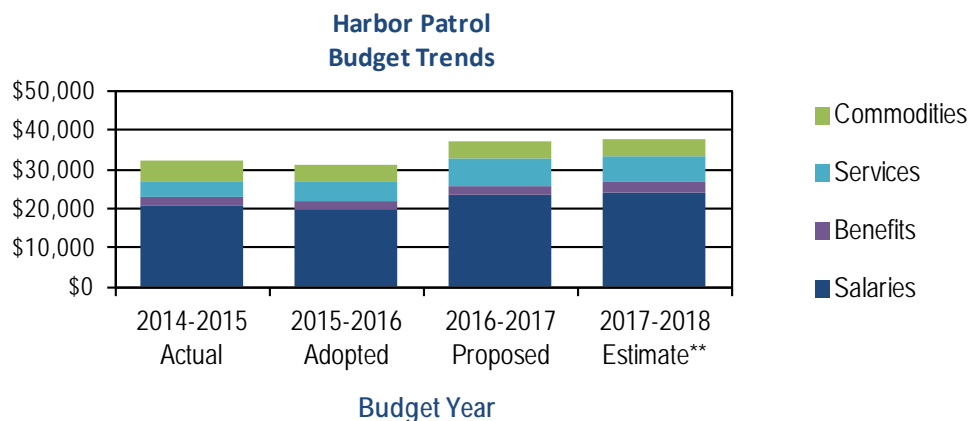
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Continue educational efforts to promote safe boating	PCSF
Work cooperatively with the Narragansett Harbormaster to maximize program resources	BDFM
Efficiently manage the Town's mooring fields in collaboration with the Town Clerk's Office	PCSF

FY 2016-2017 Funding Comparison

Harbor Patrol	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$21,245	\$20,000	\$22,000	\$23,800	\$3,800
Benefits	2,026	2,131	2,283	2,421	290
Subtotal Personnel Expenditures*	\$23,271	\$22,131	\$24,283	\$26,221	\$4,090
Services	\$3,793	\$4,760	\$5,760	\$6,760	2,000
Commodities	5,741	4,550	3,900	4,550	0
Subtotal Operating Expenditures	\$9,534	\$9,310	\$9,660	\$11,310	\$2,000
Total Expenditures	\$32,805	\$31,441	\$33,943	\$37,531	\$6,090

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Harbor Patrol (20090), *continued*



FY 2016-2017 Expenditure Statement

10120090	Harbor Patrol	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10120090	511003 Seasonal Salaries	\$21,245	\$20,000	\$22,000	\$23,800	19.00%
10120090	Subtotal Wages	\$21,245	\$20,000	\$22,000	\$23,800	19.00%
10120090	522250 FICA	1,625	1,531	1,683	1,821	18.94%
10120090	540038 Uniforms And Other Clothing	401	600	600	600	0.00%
10120090	Subtotal Benefits	\$2,026	\$2,131	\$2,283	\$2,421	13.61%
10120090	530111 Professional Services	10	500	500	500	0.00%
10120090	532000 Telephone	384	385	385	385	0.00%
10120090	534010 Motor Vehicles Maintenance	464	500	500	500	0.00%
10120090	534012 Maintenance Of Comm Equip.	0	175	175	175	0.00%
10120090	534018 Maintenance Of General Equip	2,935	3,000	4,200	5,000	66.67%
10120090	538022 Printing Expenses	0	200	0	200	0.00%
10120090	Subtotal Services	\$3,793	\$4,760	\$5,760	\$6,760	42.02%
10120090	540028 Motor Vehicle Materials & Supp	195	200	550	200	0.00%
10120090	540040 Fuels And Lubricants	2,251	4,000	3,000	4,000	0.00%
10120090	540058 Safety Related Mat & Supp	100	100	100	100	0.00%
10120090	580100 Miscellaneous Expenses	3,196	250	250	250	0.00%
10120090	Subtotal Commodities	\$5,741	\$4,550	\$3,900	\$4,550	0.00%
10120090	Total Harbor Patrol	\$32,805	\$31,441	\$33,943	\$37,531	19.37%



Organizational Chart



Mission Statement

The mission of the 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; and 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.

Department Functions

The Department is charged with the maintenance and operation of the Town’s communications system, having two principal areas of responsibility.

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
- Fire Station Horns for Union Fire District fire stations
- Municipal Wastewater Treatment Facility monitoring
- Municipal Burglar Alarm monitoring
- Municipal High Speed Internet
- Municipal Phone Extensions at remote buildings
- Municipal Remote Stations for two-way radios

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

General Fund (101) Communications (21001), *continued*



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Implement program allowing UFD to reset low occupancy building municipal fire alarms	CE
Significantly reduce number of Call Back responses and related overtime expenses	BDFM
Streamline the Fire Alarm plan review process with UFD/KFD and Town's Building Dept	CE
Assist Town's IT Dept with the fiber optic connectivity project	CE
Cable relocation for Route 1 - Salt Pond Rd overpass project	PCSF
Cable replacement on Route 1 at the Commons circuit 4	PCSF
Cable replacement on Columbia St for PDOB and Guild	PCSF
Rebuild cable wire run along Main Street	PCSF
Intermodal/Comfort Station connection to Municipal Fire Alarm system	PCSF
Thundermist's new building connection to Municipal Fire Alarm system	PCSF
Complete Town interpretability radio grant project for Highway/Police/Fire	BDFM

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Fire Alarm master box installations	5	5	5	PCFS
Projects submitted for plan review	16	15	10	PCFS
Residential Fire Alarm Systems Approved	4	5	5	PCFS
Commercial Fire Alarm Systems Approved	12	10	5	PCFS
Alarm Response/Reset by Communications Dept - during shift	202	200	200	PCSF
Alarm Response/Reset by Communications Dept - call back	94	50	25	PCSF
Alarm Response/Reset by UFD	0	50	75	BDFM

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Audit of Cable Plant by outside Engineer	PCFS
Determine need, cost, and implementation schedule for creating a radio box migration project	PCFS
Continue to update Main Street Fire Alarm cable	PCFS
Continue to assist Town's IT Dept with the fiber optic connectivity project	CE
Enhance Town radio interoperability with all Town agencies	PCFS
Continue GIS mapping of the existing cable plant	PCFS
Continue to work on the 5, 10, and 15 year master plan for cable plant usage and expansion, to include the use of fiber optic and incorporating radio boxes into department functions	PCFS
Continue to develop and conduct training with UFD & KFD related to investigating fire alarm activations	CE

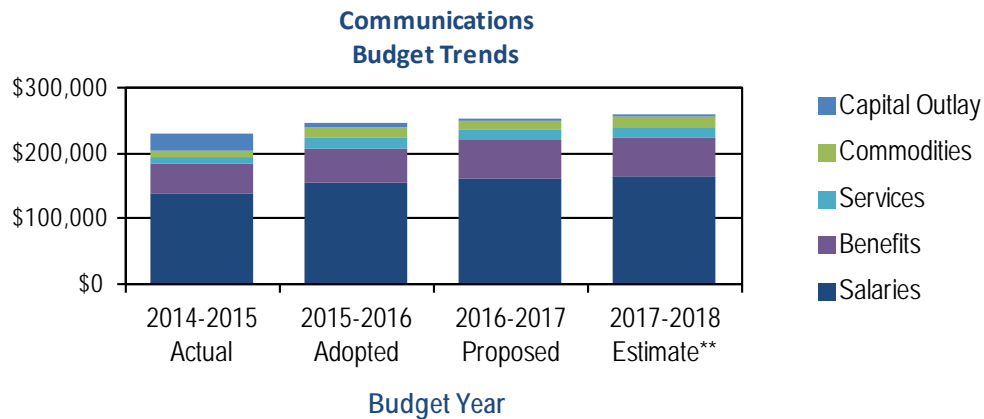
General Fund (101) Communications (21001), *continued*



FY 2016-2017 Funding Comparison

Communications	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	2.50	2.50	2.50	2.50	0.00
Salaries	\$140,579	\$157,447	\$157,447	\$160,962	\$3,515
Benefits	45,050	50,591	48,541	59,156	8,565
Subtotal Personnel Expenditures*	\$185,628	\$208,038	\$205,988	\$220,118	\$12,080
Services	\$10,898	\$16,800	\$13,800	\$16,325	(475)
Commodities	9,834	17,000	17,000	15,550	(1,450)
Capital Outlay	25,000	6,500	6,500	3,000	(3,500)
Subtotal Operating Expenditures	\$45,732	\$40,300	\$37,300	\$34,875	(\$5,425)
Total Expenditures	\$231,360	\$248,338	\$243,288	\$254,993	\$6,655

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Communications (21001), *continued*



FY 2016-2017 Expenditure Statement

10121001	Communications Department	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10121001	511001 Full-Time Employees	\$88,391	\$118,570	\$118,570	\$118,899	0.28%
10121001	511002 Part-Time Salaries	21,864	20,771	20,771	21,294	2.52%
10121001	511004 Overtime	17,881	16,000	16,000	16,000	0.00%
10121001	511005 Retirement/Vacation Reimb.	9,109	0	0	0	0.00%
10121001	511006 Longevity	3,335	2,106	2,106	4,769	126.45%
10121001	Subtotal Wages	\$140,579	\$157,447	\$157,447	\$160,962	2.23%
10121001	522250 FICA	10,426	10,450	10,450	10,566	1.11%
10121001	522300 Municipal Employees Retirement	11,527	14,783	14,783	16,062	8.65%
10121001	522818 Medical Insur-Active Employees	20,202	19,331	19,331	27,368	41.58%
10121001	522822 Dental Insur-Active Employees	1,362	1,301	1,301	1,992	53.11%
10121001	522850 Life Insurance	60	76	76	68	-10.53%
10121001	538014 Travel Expenses	0	150	100	100	-33.33%
10121001	538016 Educational Expenses	500	3,000	1,000	1,500	-50.00%
10121001	540038 Uniforms And Other Clothing	972	1,500	1,500	1,500	0.00%
10121001	Subtotal Benefits	\$45,050	\$50,591	\$48,541	\$59,156	16.93%
10121001	530111 Professional Services	3,375	9,000	6,000	8,000	-11.11%
10121001	532000 Telephone	1,452	1,500	1,500	1,700	13.33%
10121001	534010 Motor Vehicles Maintenance	5,383	2,500	2,500	2,500	0.00%
10121001	534016 Computer/Software Maintenance	300	2,000	2,000	2,000	0.00%
10121001	534020 Maintenance Of Buildings	0	1,000	1,000	1,000	0.00%
10121001	538012 Advertising	312	0	0	25	0.00%
10121001	538022 Printing Expenses	0	200	200	500	150.00%
10121001	538030 Licenses And Dues	75	600	600	600	0.00%
10121001	Subtotal Services	\$10,898	\$16,800	\$13,800	\$16,325	-2.83%
10121001	540012 Office Materials & Supplies	106	300	300	300	0.00%
10121001	540018 Elect Materials & Supplies	2,967	6,000	6,000	5,500	-8.33%
10121001	540028 Motor Vehicle Materials & Supp	1,597	2,000	2,000	1,750	-12.50%
10121001	540032 General Hardware & Tools	275	250	250	250	0.00%
10121001	540034 Signage Materials & Supplies	0	500	500	0	-100.00%
10121001	540040 Fuels And Lubricants	4,890	7,200	7,200	7,000	-2.78%
10121001	540058 Safety Related Mat & Supp	0	250	250	250	0.00%
10121001	580100 Miscellaneous Expenses	0	500	500	500	0.00%
10121001	Subtotal Commodities	\$9,834	\$17,000	\$17,000	\$15,550	-8.53%
10121001	550002 Computer Equipment	0	2,500	2,500	1,500	-40.00%
10121001	550008 Communication Equipment	0	4,000	4,000	1,500	-62.50%
10121001	590999 Transfer To Other Funds	25,000	0	0	0	0.00%
10121001	Subtotal Capital Outlay	\$25,000	\$6,500	\$6,500	\$3,000	-53.85%
10121001	Communications Department	\$231,360	\$248,338	\$243,288	\$254,993	2.68%



Organizational Chart



Mission Statement

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

Department Functions

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

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

MAINTAIN STATE OF READINESS FOR EMERGENCY RESPONSE

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

PROVIDE EMERGENCY AND NON-EMERGENCY MEDICAL RESPONSE

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

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



- Respond to structure fires and other emergencies to provide medical assistance to victims, as well as to provide medical care and rehabilitation to first responding personnel
- Respond to calls for public assistance such as lift assists, well-being checks, and non-urgent transport to a hospital
- Respond to South County Hospital for emergency transports to other area hospitals
- 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 Town Departments, residents, and local organizations in medical care, CPR, first aid, citizen safety, and emergency preparedness, as requested
- Provide public health clinics, administering vaccines such as flu shot, to local residents
- 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 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Provide training to RI Hospital Medical Simulation Center staff	PCSF
Provide EMS Lieutenants with leadership training and conflict resolution skills	PCSF
Create electronic fillable forms for staff to document and communicate deficiencies w/ vehicles, equipment/supplies, station, etc. and track resolution	PCSF
Implement rubric to utilize during the interview and candidate review process	PCSF
Work with SCH Medical Director and RIDOH to solidify procedures	SCH
Establish and clarify EMS Lieutenant ancillary duties	PCSF
Provide CPR training to School Department teachers and staff	PCSF
Establish mechanisms to improve communication between staff members, and between staff and the Director	PCSF
Assist in training and information sharing relative to CodeRED, the Town's emergency notification system	CE
Replace EMS patient reporting software with free State-provided streamlined and web-based reporting solution	CE / BDFM

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



Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
EMS calls for service	2,750	2,800	2,856	PCSF
EMS transports	1,525	1,540	1,570	PCSF
Advanced Life Support	1,503	1,516	1,546	PCSF
Mutual aid - provided	58	60	61	PCSF
Mutual aid - received	157	185	218	PCSF
Grant Funding Received	\$42,751	\$45,000	\$50,000	BDFM

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Begin replacing diesel ambulances for gas engines	PCSF
Install powerload automatic stretcher lifting devices in ambulances	PCSF
Continue to provide high-quality medical simulation training for staff	PCSF
Provide professional development for staff such as communication skills and safety training	PCSF
Continue to develop and conduct training with UFD & KFD	CE
Develop better mutual aid procedures with URI and surrounding services	URI
Develop quality improvement program	PCSF
Enhance radio communication capabilities	PCSF
Train and implement Multiple Casualty/Major Incident Plans	PCSF
Complete building improvements to the southern EMS station	PCSF
Replace Paramedic 1 vehicle	BDFM

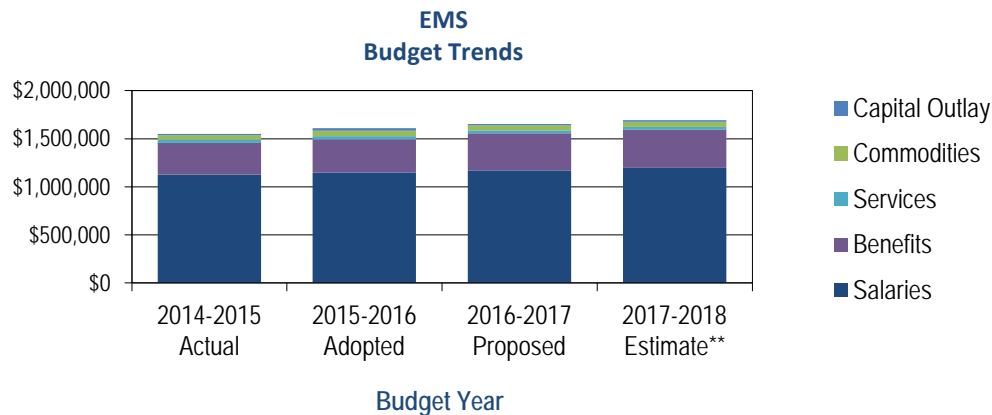
General Fund (101) Emergency Medical Services (22001), *continued*



FY 2016-2017 Funding Comparison

Emergency Medical Services (EMS)	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	17	17	17	17	0
Salaries	\$1,125,761	\$1,146,479	\$1,128,507	\$1,170,615	\$24,136
Benefits	329,499	346,503	346,503	383,499	36,996
Subtotal Personnel Expenditures*	\$1,455,260	\$1,492,982	\$1,475,010	\$1,554,114	\$61,132
Services	34,044	32,200	32,868	30,750	(1,450)
Commodities	47,421	58,150	52,150	53,200	(4,950)
Capital Outlay	13,551	25,000	25,000	14,000	(11,000)
Subtotal Operating Expenditures	\$95,016	\$115,350	\$110,018	\$97,950	(\$17,400)
Total Expenditures	\$1,550,276	\$1,608,332	\$1,585,028	\$1,652,064	\$43,732

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



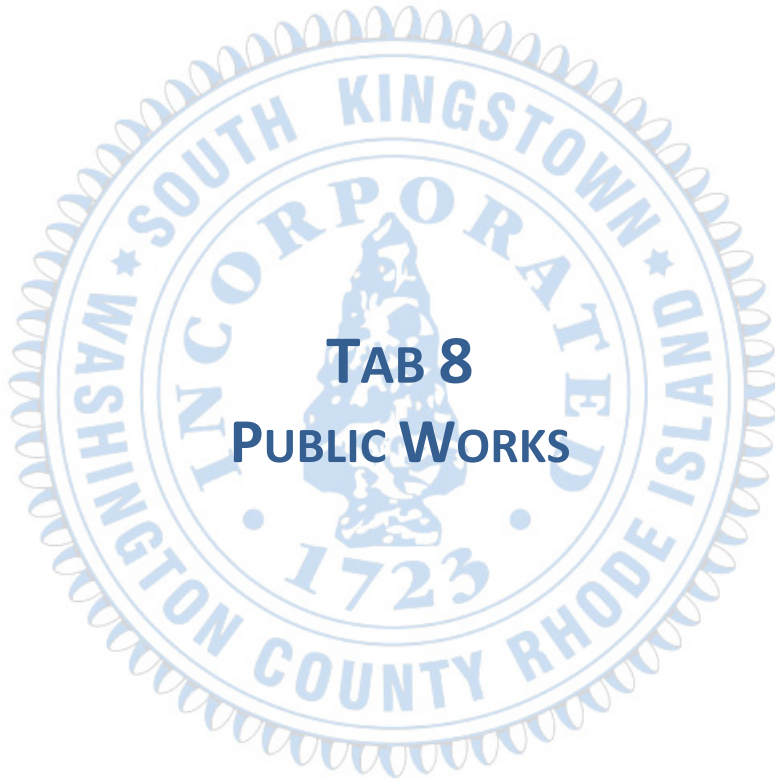
**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

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



FY 2016-2017 Expenditure Statement

10122001	Emergency Medical Services Department	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10122001	511001 Full-Time Employees	\$811,879	\$846,021	\$775,155	\$861,688	1.85%
10122001	511002 Part-Time Salaries	70,240	115,000	105,000	95,000	-17.39%
10122001	511004 Overtime	213,098	165,000	210,000	193,000	16.97%
10122001	511005 Retirement/Vacation Reimb.	11,196	0	18,639	0	0.00%
10122001	511006 Longevity	19,347	20,458	19,713	20,927	2.29%
10122001	Subtotal Wages	\$1,125,761	\$1,146,479	\$1,128,507	\$1,170,615	2.11%
10122001	522250 FICA	78,334	85,564	85,564	86,506	1.10%
10122001	522304 EMS Retirement	49,555	46,267	46,267	43,511	-5.96%
10122001	522818 Medical Insur-Active Employees	170,217	181,821	181,821	213,058	17.18%
10122001	522822 Dental Insur-Active Employees	11,032	12,038	12,038	13,762	14.32%
10122001	522840 Insurance Buyback	1,500	2,000	2,000	2,000	0.00%
10122001	522850 Life Insurance	1,586	1,613	1,613	1,462	-9.36%
10122001	538014 Travel Expenses	0	200	200	200	0.00%
10122001	538016 Educational Expenses	9,543	10,000	10,000	13,000	30.00%
10122001	540038 Uniforms And Other Clothing	7,733	7,000	7,000	10,000	42.86%
10122001	Subtotal Benefits	\$329,499	\$346,503	\$346,503	\$383,499	10.68%
10122001	530012 Cleaning Services	1,583	1,900	2,288	2,300	21.05%
10122001	530024 Medical Services	80	1,000	1,000	1,000	0.00%
10122001	530111 Professional Services	224	1,100	1,030	1,700	54.55%
10122001	532000 Telephone	4,753	5,000	5,250	5,250	5.00%
10122001	534010 Motor Vehicles Maintenance	14,270	6,000	6,100	6,000	0.00%
10122001	534012 Maintenance Of Comm Equip.	1,251	2,000	2,000	1,800	-10.00%
10122001	534016 Computer/Software Maintenance	4,620	6,000	6,000	3,500	-41.67%
10122001	534018 Maintenance Of General Equip	4,920	6,000	6,000	6,000	0.00%
10122001	534020 Maintenance Of Buildings	744	1,000	1,000	1,000	0.00%
10122001	538012 Advertising	621	800	800	800	0.00%
10122001	538020 Postage	100	100	100	100	0.00%
10122001	538022 Printing Expenses	500	500	500	500	0.00%
10122001	538030 Licenses And Dues	378	800	800	800	0.00%
10122001	Subtotal Services	\$34,044	\$32,200	\$32,868	\$30,750	-4.50%
10122001	540012 Office Materials & Supplies	217	600	600	600	0.00%
10122001	540014 Janitorial Materials & Supp	173	400	400	400	0.00%
10122001	540018 Elect Materials & Supplies	0	100	100	150	50.00%
10122001	540020 Books And Publications	83	650	650	650	0.00%
10122001	540024 Chemicals And Gases	2,254	2,200	2,200	2,200	0.00%
10122001	540028 Motor Vehicle Materials & Supp	7,009	6,000	7,000	7,000	16.67%
10122001	540030 Medical & Lab Materials & Supp	14,986	17,000	17,000	17,000	0.00%
10122001	540032 General Hardware & Tools	85	200	200	200	0.00%
10122001	540036 Equipment & Machine Parts	0	100	100	100	0.00%
10122001	540040 Fuels And Lubricants	21,851	30,000	23,000	24,000	-20.00%
10122001	540058 Safety Related Mat & Supp	73	200	200	200	0.00%
10122001	580100 Miscellaneous Expenses	689	700	700	700	0.00%
10122001	Subtotal Commodities	\$47,421	\$58,150	\$52,150	\$53,200	-8.51%
10122001	550002 Computer Equipment	44	0	0	0	0.00%
10122001	550008 Communication Equipment	514	7,000	7,000	6,000	-14.29%
10122001	550014 Medical And Laboratory Equip	2,993	10,000	10,000	5,000	-50.00%
10122001	550024 Safety Related Equipment	0	4,000	4,000	2,000	-50.00%
10122001	550026 Furniture And Furnishings	0	4,000	4,000	1,000	-75.00%
10122001	590999 Transfer To Other Funds	10,000	0	0	0	0.00%
10122001	Subtotal Capital Outlay	\$13,551	\$25,000	\$25,000	\$14,000	-44.00%
10122001	Total Emergency Medical Services	\$1,550,276	\$1,608,332	\$1,585,028	\$1,652,064	2.72%



**TAB 8
PUBLIC WORKS**

Public Services..... 8 - 1
Streets & Highways..... 8 - 7

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

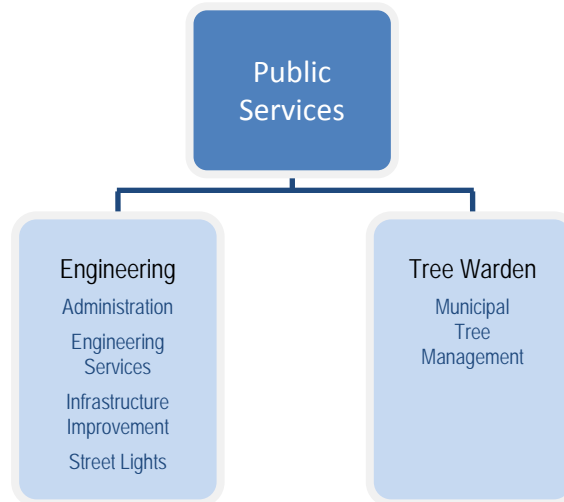
General Fund (101) Public Services



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

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

Organizational Chart



Mission Statement

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

Division 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-need basis. Duties include, but are not limited to:

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



- 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

TREE WARDEN

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

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

STREET LIGHTS

The Engineering Division is also responsible for overseeing the Town's street lighting program, which includes street lights on State roads (except interstate "cobra" lighting), Town roads, municipal parking lots, and warning lights such as flashing lights in school zones. Duties include, but are not limited to:

- Periodic review and evaluation of lamp wattage, in conjunction with the Police Department, and determine ability to reduce wattage
- Report street lamp outages to National Grid for repair
- Review new lighting technologies (ex.: LED, smart lighting) to determine economic viability
- Review feasibility of third party lighting contractor for street light maintenance
- Review feasibility of Town purchase of National Grid street lights
- Coordinate the repair of ornamental lighting in Downtown Wakefield and municipal parking lot lighting by the Highway Division on an as need basis



FY 2015-2016 Priorities

Priorities – Engineering Division		Town Council Goals & Objs
Saugatucket Road – Selective reconstruction & overlay		PCSF
Whitehorn Drive, Spring Hill Road, Stonehenge Road – Pavement overlay		PCSF
West Kingstown & Rose Hill Landfills – received Solar Photovoltaic Consultant Award		ENR
West Kingstown & Rose Hill Landfills – received Solar Photovoltaic Developer award		ENR
East Matunuck Water Main Interconnect contract award & construction start		PCSF
Matunuck Beach Road protection project construction planning		PCSF
Coordinate 3 rd party catch basin cleaning		PCSF
Work with the Town of Narragansett to develop a regional municipal street lighting RFP		PCSF
Repair Downtown Wakefield ornamental and municipal parking lot lighting, as needed		PCSF

Priorities – Tree Warden		Town Council Goals & Objs
Perform emergency tree removals & pruning on an as need basis		PCSF
Review Tree Permit applications		PCSF
Assist with proposing amendments to Town tree ordinance		PCSF
Oversee Highway Division tree pruning activities		PCSF
Oversee National Grid third party arborist overhead utility line trimming activities		PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Physical alteration permits issued	93	75	80	PCSF
Utility permits issued	70	55	60	PCSF
Private Road house #s assigned	13	25	35	PCSF
# of Licensed ROW contractors	58	55	60	PCSF
Soil erosion permits	68	70	80	PCSF
Contracts bid	10	12	15	PCSF
Land Development Inspections	280	260	275	PCSF
Tree Permit applications	8	7	10	PCSF
Emergency tree removal/pruning	12	15	20	PCSF
Non-emergency tree/stump/limb removal/pruning	26	30	30	PCSF
# of 50W HPS	1,210	1,210	1,210	PSCF
# of 100 W HPS	131	131	131	PSCF
# of 250 W	39	39	39	PSCF
# of Other Street Lights	33	33	33	PSCF
Total Street Lights	1,413	1,413	1,413	PSCF



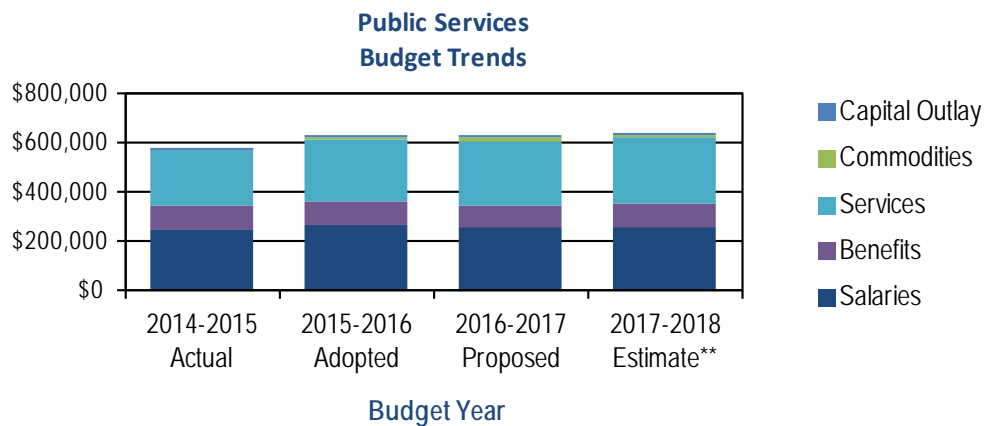
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Complete East Matunuck water main interconnection construction	PCSF
Matunuck Beach Road protection project construction start	PCSF
Construct West Kingston & Rose Hill Landfills & solar photovoltaic projects	ENR
Moonstone Beach Road - Selective reconstruction/pavement overlay (Route 1 to Old Post)	PCSF
Matunuck Beach Road - Pavement overlay (Route 1 to Cards Pond Road)	PCSF
Cherry Lane and Charles Street - Pavement overlay	PCSF
Finalize tree ordinance amendments	PCSF
Evaluate and review trees scheduled for non-emergency removal	PCSF
Evaluate and review feasibility of State and Town street lighting ownership by Town	PCSF
Evaluate and review third party maintenance contract of State and Town street lights	PCSF
Evaluate LED technology and associated economic feasibility	ENR

FY 2016-2017 Funding Comparison

Public Services	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$253,673	\$265,602	\$273,410	\$256,354	(\$9,248)
Benefits	93,234	96,777	96,452	93,891	(2,886)
Subtotal Personnel Expenditures*	\$346,907	\$362,379	\$369,862	\$350,245	(\$12,134)
Services	\$222,097	\$258,306	\$255,906	\$261,515	\$3,209
Commodities	2,663	7,500	6,650	10,025	2,525
Capital Outlay	784	1,250	1,100	1,000	(250)
Subtotal Operating Expenditures	\$225,544	\$267,056	\$263,656	\$272,540	\$5,484
Total Expenditures	\$572,451	\$629,435	\$633,518	\$622,785	(\$6,650)

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these funds. Some roles may be allocated across additional funds.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Public Services, *continued*



FY 2016-2017 Expenditure Statements

10130001	Public Services Administration	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10130001	511001 Full-Time Employees	\$217,590	\$252,750	\$252,750	\$244,487	-3.27%
10130001	511004 Overtime	82	442	350	455	2.94%
10130001	511005 Retirement/Vacation Reimb.	18,762	0	7,900	0	0.00%
10130001	511006 Longevity	8,793	4,659	4,659	3,642	-21.83%
10130001	Subtotal Wages	\$245,226	\$257,851	\$265,659	\$248,584	-3.59%
10130001	522250 FICA	18,128	18,977	18,977	18,463	-2.71%
10130001	522300 Municipal Employees Retirement	28,451	31,534	31,534	30,732	-2.54%
10130001	522818 Medical Insur-Active Employees	40,930	39,703	39,703	35,311	-11.06%
10130001	522820 Medical Insur-Retirees	1,667	0	0	500	0.00%
10130001	522822 Dental Insur-Active Employees	2,854	2,829	2,829	3,547	25.38%
10130001	522840 Insurance Buyback	93	128	128	2,000	1462.50%
10130001	522850 Life Insurance	122	138	138	126	-8.70%
10130001	538014 Travel Expenses	0	1,700	1,600	1,700	0.00%
10130001	538016 Educational Expenses	150	550	550	375	-31.82%
10130001	540038 Uniforms And Other Clothing	207	625	400	542	-13.28%
10130001	Subtotal Benefits	\$92,601	\$96,184	\$95,859	\$93,296	-3.00%
10130001	530014 Refuse Disposal	312	312	312	360	15.38%
10130001	530016 Web Site Services	0	150	0	0	-100.00%
10130001	530064 Copy Machine Services	1,505	283	283	400	41.34%
10130001	530066 Internet Access	2,316	2,352	2,435	0	-100.00%
10130001	530111 Professional Services	1,705	3,000	3,000	4,000	33.33%
10130001	532000 Telephone	350	500	496	500	0.00%
10130001	532004 Electricity	5,663	6,521	5,903	6,981	7.05%
10130001	532008 Natural Gas	2,610	2,580	3,514	3,659	41.82%
10130001	532010 Wastewater Fees	229	138	144	144	4.35%
10130001	532012 Water Fees	238	283	319	322	13.78%
10130001	534010 Motor Vehicles Maintenance	110	489	450	460	-5.93%
10130001	534014 Office Equipment Maintenance	0	625	500	300	-52.00%
10130001	534016 Computer/Software Maintenance	0	550	400	1,150	109.09%
10130001	534020 Maintenance Of Buildings	1,708	5,438	5,200	3,000	-44.83%
10130001	538012 Advertising	98	430	400	396	-7.91%
10130001	538022 Printing Expenses	221	300	275	300	0.00%
10130001	538030 Licenses And Dues	1,188	1,355	1,000	1,543	13.87%
10130001	Subtotal Services	\$18,252	\$25,306	\$24,631	\$23,515	-7.08%
10130001	540012 Office Materials & Supplies	296	1,300	1,000	1,300	0.00%
10130001	540020 Books And Publications	150	350	150	300	-14.29%
10130001	540026 Bldg & Const Materials & Supp	0	300	200	300	0.00%
10130001	540028 Motor Vehicle Materials & Supp	634	400	350	400	0.00%
10130001	540030 Medical & Lab Materials & Supp	228	350	200	2,000	471.43%
10130001	540032 General Hardware & Tools	0	200	200	200	0.00%
10130001	540040 Fuels And Lubricants	1,103	1,700	1,700	2,125	25.00%
10130001	540052 Photographic Materials & Supp	123	200	200	200	0.00%
10130001	580100 Miscellaneous Expenses	129	200	150	200	0.00%
10130001	Subtotal Commodities	\$2,663	\$5,000	\$4,150	\$7,025	40.50%
10130001	550002 Computer Equipment	495	750	700	500	-33.33%
10130001	550004 Office Equipment	289	500	400	500	0.00%
10130001	Subtotal Capital Outlay	\$784	\$1,250	\$1,100	\$1,000	-20.00%
10130001	Total Public Services - Admin	\$359,526	\$385,591	\$391,399	\$373,420	-3.16%

General Fund (101) Public Services, *continued*



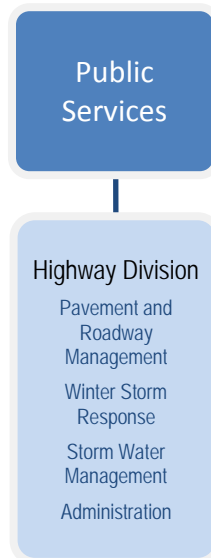
10130005	Tree Management	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10130005	511002 Part-Time Salaries	\$7,793	\$7,751	\$7,751	\$7,770	0.25%
10130005	511003 Seasonal Salaries	175	0	0	0	0.00%
10130005	511004 Overtime	478	0	0	0	0.00%
10130005	Subtotal Wages	\$8,446	\$7,751	\$7,751	\$7,770	0.25%
10130005	522250 FICA	633	593	593	595	0.34%
10130005	Subtotal Benefits	\$633	\$593	\$593	\$595	0.34%
10130005	530076 Arborist Services	7,020	20,000	15,000	20,000	0.00%
10130005	530111 Professional Services	18,185	25,000	23,000	25,000	0.00%
10130005	Subtotal Services	\$25,205	\$45,000	\$38,000	\$45,000	0.00%
10130005	540022 Agri Materials & Supplies	0	2,500	2,500	3,000	20.00%
10130005	Subtotal Commodities	\$0	\$2,500	\$2,500	\$3,000	20.00%
10130005	Total Tree Management	\$34,284	\$55,844	\$48,844	\$56,365	0.93%

10130007	Street Lighting	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10130007	532006 Street Lighting	\$177,033	\$185,000	\$188,975	\$189,000	2.16%
10130007	534000 Street Light Maintenance	1,607	3,000	4,300	4,000	33.33%
10130007	Subtotal Services	\$178,640	\$188,000	\$193,275	\$193,000	2.66%
10130007	Total Street Lighting	\$178,640	\$188,000	\$193,275	\$193,000	2.66%

	Total Public Services Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10130001	Subtotal Public Services Administration	\$359,526	\$385,591	\$391,399	\$373,420	-3.16%
10130005	Subtotal Tree Management	34,284	55,844	48,844	56,365	0.93%
10130007	Subtotal Street Lighting	178,640	188,000	193,275	193,000	2.66%
	Total Public Services Program	\$572,451	\$629,435	\$633,518	\$622,785	-1.06%



Organizational Chart



Mission Statement

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

Department Functions

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

- Municipal pavement management
- Municipal storm water management
- Municipal winter storm response, including the sanding/salting and plowing of Town streets and municipal parking lots
- Municipal roadway pothole repair and maintenance
- Municipal street sweeping
- Municipal gravel road grading
- Municipal road shoulder mowing 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-need basis with support services for small projects and/or where third party subcontractor work is not warranted



FY 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town Roads and municipal parking lots	PCSF
Perform all expected department functions as outlined in annual goals and objectives	PCSF
Prepare roads in advance of pavement management (ex: stone sealing & microsurfacing)	PCSF
Mow and maintain Rose Hill landfill, bulky waste area, and West Kingston Town dump	PCSF
Commence Walmsley Lane storm water improvements	ENR
Construct Hundred Acre Pond Road stormwater improvements	ENR
Mowed all Town earthen dam impoundments	PCSF
Installation of new municipal vehicle fuel system	PCSF
Installation of highly reflective prismatic panels on all town maintained roadway guardrails	PCSF
Inventory and GPS all regulatory street signs	PCSF
Provide employee training on stormwater management, construction methods, safety, and materials	PCSF
Construction of miscellaneous municipal stormwater drainage projects, with emphasis on eliminating closed piping systems and construction infiltration systems to minimize or eliminate point stormwater discharges	ENR
Perform stormwater outfall inspections and sampling	ENR



Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Catch basins cleaned	0	551	300	ENR
Catch basins inspected	2,651	2,650	2,650	ENR
Number of drainage outfalls cleaned	11	35	35	ENR
Number of drainage outfalls marked	6	5	5	ENR
Municipal Road Miles	148	148	148	PCSF
Private Road Miles*	75	75	75	PCSF
Road miles swept	151	151	153	C
School Dept properties (parking lots and driveways) swept	8	8	8	C
Tons of sweeping spoils disposed of	1,249	2,315	1,000	C
Town road miles graded	8	8	8	C
Private road miles graded**	10.65	10.65	10.65	C
Road miles crack sealed	7	7	8	C
Road miles stone sealed	10	4	8	C
Road miles restriped	0	20	20	C
Road miles salted/sanded	148	148	148	C
Road miles plowed	163	163	163	C
Winter Storm Operation callback events	21	10	15	PCSF
Dedicated Sand/Salt Routes	11	11	11	PCSF
Dedicated Plow Routes	22	22	22	PCSF
Winter Storm Operation OT Hrs –	1,654	500	1,000	PCSF
Tons of Deicing Sand	4,710	400	2,000	PCSF
Tons of Road Salt	2,517	2,100	2,100	PCSF

**Of the 73 miles of private roads in Town, a limited number receive seasonal grading "by tradition"*



FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town Roads and municipal parking lots	PCSF
Perform pavement management for all Town roads on an as-need basis	C
Construct stormwater improvements on an as-need basis	ENR
Repair potholes and other roadway deficiencies on municipal roads on an as-need basis	C
Repair sidewalk deficiencies on municipal and state roads on an as-need basis	C
Sweep all Town streets at least once per year to comply with DEM requirements	C
Perform grading to Municipal gravel roads scheduled for maintenance	C
Perform roadside shoulder mowing on Town roads during growing season	C
Perform road striping and pavement parking on municipal roads and municipal parking lots scheduled for maintenance on an as-need basis	C
Replace or repair damaged street and traffic control signs on Town roads	PCSF
Mow all earthen Town dams at least once per year	PCSF
Mow Rose Hill landfill & West Kingston Town dump caps in the fall of each year	PCSF
Perform routine maintenance and repairs to all Town vehicles and equipment to ensure safe and operable vehicles and equipment in support of Town operations	PCSF
Assist other Town Departments on an as-needed basis with projects that require light and/or heavy equipment operations	PCSF

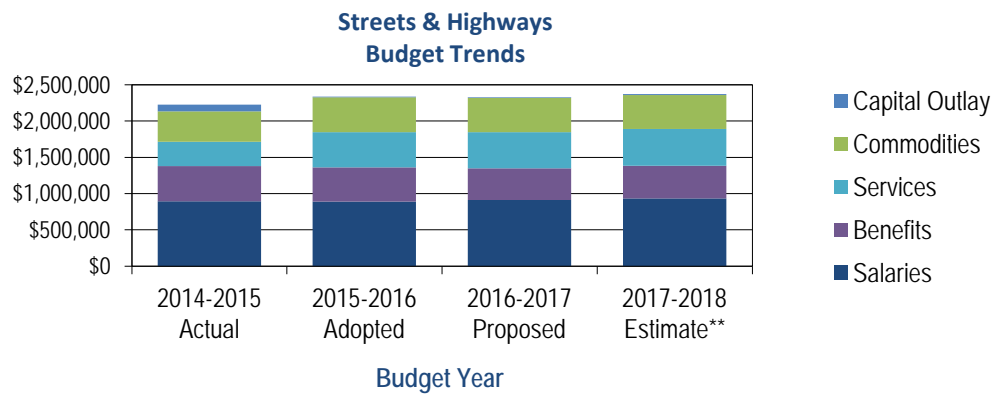
General Fund (101) Streets & Highways (30003), *continued*



FY 2016-2017 Funding Comparison

Streets and Highways	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	18	18	18	18	0
Salaries	\$896,354	\$888,545	\$888,877	\$913,910	\$25,365
Benefits	482,095	473,560	471,365	436,367	(37,193)
Subtotal Personnel Expenditures*	\$1,378,448	\$1,362,105	\$1,360,242	\$1,350,277	(\$11,828)
Services	\$334,593	\$487,454	\$446,968	\$496,151	\$8,697
Commodities	420,319	476,774	494,246	471,029	(5,745)
Capital Outlay	95,166	11,600	10,170	11,830	230
Subtotal Operating Expenditures	\$850,078	\$975,828	\$951,384	\$979,010	\$3,182
Total Expenditures	\$2,228,526	\$2,337,933	\$2,311,626	\$2,329,287	(\$8,646)

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Streets & Highways (3003), *continued*



FY 2016-2017 Expenditure Statement

10130003	Public Services Streets & Highways	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10130003	511001 Full-Time Employees	\$772,897	\$784,601	\$784,601	\$805,016	2.60%
10130003	511002 Part-Time Salaries	2,813	6,200	2,000	6,200	0.00%
10130003	511004 Overtime	96,339	70,000	50,000	73,000	4.29%
10130003	511005 Retirement/Vacation Reimb.	0	0	24,532	0	0.00%
10130003	511006 Longevity	24,305	27,744	27,744	29,694	7.03%
10130003	Subtotal Wages	\$896,354	\$888,545	\$888,877	\$913,910	2.85%
10130003	522250 FICA	66,403	65,104	65,104	60,690	-6.78%
10130003	522300 Municipal Employees Retirement	100,291	99,514	99,514	104,122	4.63%
10130003	522818 Medical Insur-Active Employees	171,658	179,676	179,676	181,548	1.04%
10130003	522820 Medical Insur-Retirees	121,998	103,099	103,099	63,533	-38.38%
10130003	522822 Dental Insur-Active Employees	13,121	14,326	14,326	14,668	2.39%
10130003	522840 Insurance Buyback	3,915	4,000	4,000	4,000	0.00%
10130003	522850 Life Insurance	646	646	646	578	-10.53%
10130003	538014 Travel Expenses	848	1,980	300	1,980	0.00%
10130003	538016 Educational Expenses	0	250	200	250	0.00%
10130003	540038 Uniforms And Other Clothing	3,214	4,965	4,500	4,998	0.66%
10130003	Subtotal Benefits	\$482,095	\$473,560	\$471,365	\$436,367	-7.85%
10130003	530012 Cleaning Services	4,518	5,450	3,700	5,450	0.00%
10130003	530014 Refuse Disposal	1,227	2,466	2,489	2,836	15.00%
10130003	530111 Professional Services	246,273	389,372	350,000	398,444	2.33%
10130003	532000 Telephone	3,038	2,365	2,209	2,282	-3.51%
10130003	532002 Fuel - Oil	15,607	15,900	10,865	11,275	-29.09%
10130003	532004 Electricity	14,110	15,687	18,231	18,469	17.73%
10130003	532012 Water Fees	1,227	1,205	1,234	1,280	6.22%
10130003	532014 Propane	8,548	14,835	7,200	9,000	-39.33%
10130003	534010 Motor Vehicles Maintenance	17,523	17,000	22,000	20,000	17.65%
10130003	534018 Maintenance Of General Equip	11,911	12,000	18,000	15,000	25.00%
10130003	534020 Maintenance Of Buildings	7,450	7,000	7,500	7,500	7.14%
10130003	538012 Advertising	46	250	290	250	0.00%
10130003	538022 Printing Expenses	0	250	250	250	0.00%
10130003	538028 Rents	2,000	2,000	1,500	2,000	0.00%
10130003	538030 Licenses And Dues	1,116	1,674	1,500	2,115	26.34%
10130003	Subtotal Services	\$334,593	\$487,454	\$446,968	\$496,151	1.78%
10130003	540012 Office Materials & Supplies	787	1,500	1,400	1,500	0.00%
10130003	540014 Janitorial Materials & Supp	876	1,300	1,200	1,300	0.00%
10130003	540018 Elect Materials & Supplies	0	700	600	700	0.00%
10130003	540020 Books And Publications	0	175	125	175	0.00%
10130003	540022 Agri Materials & Supplies	377	2,353	1,500	2,552	8.46%
10130003	540024 Chemicals And Gases	212,468	168,402	211,241	175,012	3.93%
10130003	540026 Bldg & Const Materials & Supp	65,076	80,000	70,000	85,000	6.25%
10130003	540028 Motor Vehicle Materials & Supp	61,982	55,000	68,000	58,000	5.45%
10130003	540030 Medical & Lab Materials & Supp	0	200	150	200	0.00%
10130003	540032 General Hardware & Tools	6,329	8,500	8,500	9,000	5.88%
10130003	540034 Signage Materials & Supplies	13,420	19,190	18,500	19,100	-0.47%
10130003	540036 Equipment & Machine Parts	32,389	36,000	50,000	40,000	11.11%
10130003	540040 Fuels And Lubricants	23,739	100,000	60,000	75,000	-25.00%
10130003	540050 HVAC Materials & Supplies	0	200	180	200	0.00%
10130003	540052 Photographic Materials & Supp	0	200	50	200	0.00%
10130003	540058 Safety Related Mat & Supp	2,876	3,054	2,800	3,090	1.18%
10130003	Subtotal Commodities	\$420,319	\$476,774	\$494,246	\$471,029	-1.20%
10130003	550002 Computer Equipment	3,883	5,130	4,500	5,000	-2.53%
10130003	550004 Office Equipment	51	270	70	330	22.22%
10130003	550006 General Equipment & Machinery	3,564	3,200	3,000	3,500	9.38%
10130003	550010 Construction Equipment	2,184	2,500	2,200	2,500	0.00%
10130003	550026 Furniture And Furnishings	483	500	400	500	0.00%
10130003	590999 Transfer To Other Funds	85,000	0	0	0	0.00%
10130003	Subtotal Capital Outlay	\$95,166	\$11,600	\$10,170	\$11,830	1.98%
10130003	Total Public Services - Streets & Highway	\$2,228,526	\$2,337,933	\$2,311,626	\$2,329,287	-0.37%



**TAB 9
PARKS & RECREATION**

Parks & Recreation..... 9 - 1

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

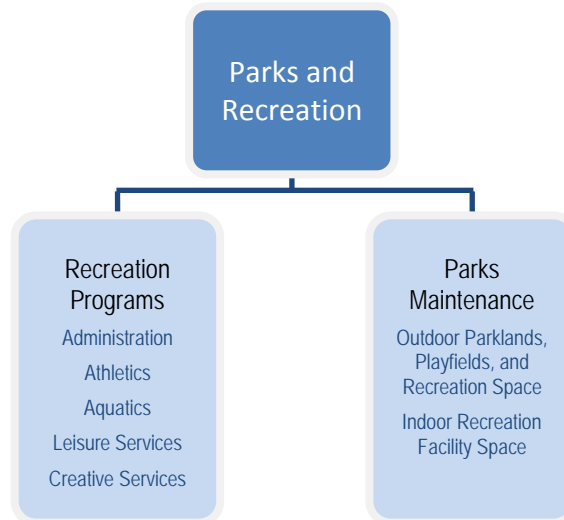
General Fund (101) Parks & Recreation



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

Number	Description
40001	Recreation Department - Admin
40003	Park Maintenance
40005	Athletics
40007	Aquatics
40009	Leisure Services
40013	Creative Activities

Organizational Chart



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



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 Department employs an administrative staff of 18 full-time employees and over 200 part-time and seasonal employees and independent contractors. The Leisure Services Director is responsible for daily administration of all Department operations.

Department 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 18 full time employees and approximately 200 part time and seasonal employees

PARK MAINTENANCE

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

- Maintain 13 baseball/softball fields and 8 rectangular fields (football, soccer, lacrosse and field hockey) for use by youth and adult leagues and the high school interscholastic sports program
- Operate and maintain 17 public parks and the William C. O'Neill Bike Bath
- Inspect and maintain 13 children's playgrounds
- Mow over 250 acres of lawn area each week mid-April to late October
- Operate and maintain approximately 50,000 square feet of indoor facility space including the Neighborhood Guild, Stepping Stone School, Tri Pond Nature Center, Park Maintenance Garage, and the Main Street Comfort Station
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program
- Maintain and develop network of municipal nature trails

ATHLETICS

- Plan and coordinate the department's Youth Basketball Program comprised of approximately 700 youth ages 5 through 18; and involves instructional, recreational, and competitive travel components



- Plan and coordinate Adult Recreational Softball League comprised of approximately 300 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 leagues, and establish league schedules and court assignments
- Plan approximately 30 different youth school vacation and summer camp programs, utilizing independent contractors for sports such as soccer, basketball, lacrosse, fencing, field hockey, wrestling, rugby, baseball, softball, and tennis
- Assign and manage part time staff to assist with officiating, scorekeeping, and general oversight of seasonal programs
- Develop new programming to meet the needs of the community
- Perform ongoing assessment of programming

AQUATICS

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

LEISURE SERVICES

- Plan and implement large scale community wide programs such as the annual 4th of July celebration, Children's Fest, Community Yard Sale, Easter Egg Hunts, and Travel the Trails 5k
- Seek financial support of programs through sponsorship opportunities
- Plan and implement Discovery Camp, a summer day camp program for children ages 6-12
- Plan and implement Extreme Camp program designed for kids ages 12-15
- Promote and market programs through various forms of traditional and social media, including Facebook, Twitter, and Pinterest

CREATIVE ACTIVITIES

- Manage Stepping Stone Preschool, licensed by the RI Department of Children Youth and Families
- Provide the community with a superior early education experience in a nurturing environment
- Offer daily instruction and activity for children ages 3 to 5 years old

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



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Implement online program registration feature in January 2015	C&E
Exceed Town Beach budgeted revenue by \$14,476 (FY 2014-2015)	PCSF
Complete the of the Town Beach Pavilion Relocation project, to protect the pavilion from coastal erosion	BDFM
Maintained Stepping Stone Preschool's preschool license through RI DCYF	PCSF
Re-establish the Skate Park Advisory Committee and begin developing plans for Skate Park expansion of the skate park	PCSF
Award over \$7,200 in camp and needs-based program scholarships for youth	SNP
Renew agreement with Ocean State Waves Baseball for a third season at Old Mountain Field	PCSF
Successfully run 60 new classes/camps	PCSF
Maintain an 84% average on the number of classes offered versus the number of classes that ran successfully; 80% is the standard set by the National Parks and Recreation Association	PCSF
Sponsor the 3rd annual off road "Travel the Trails" 5K walk/run held at <i>The Farmer's Daughter</i>	PCSF
Raise over \$4,800 in sponsorships for special events, obtained from local businesses	BDFM
Increased participation in the <i>rEc-Mail Club</i> (weekly e-newsletter) to 1,382	C&E
Complete the repair and resurfacing of four tennis courts and two basketball courts at West Kingston, Green Hill, and Saugatucket Parks	PCSF
Collaborate with the Skate Park Committee to raise over \$10,000 in donations for Skate Park improvements/expansion	PCSF
Continue construction and expansion of the disc golf course at Curtis Corner Playfields	PCSF
Assist PDNRI in completing community beautification projects, holiday lighting, and installation of three new artistic bike racks	C
Worked with several local Boy Scouts and Girl Scouts to complete trail and park improvement projects, performed as part of merit badge requirements	C
Reconstruct the infield on the lower baseball field at Tuckertown Park	PCSF

Specific Performance Measurements

Recreation Division: Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	537	555	598	PCSF
Total Program Participants	14,457	15,125	15,955	PCSF
New Classes Offered	37	35	35	PCSF
% of New Classes Completed	69%	70%	70%	PCSF
Cottage Passes Sold	66	65	70	PCSF
Resident Seasonal Passes Sold	855	860	860	PCSF
Non-Resident Seasonal Passes Sold	94	100	100	PCSF
Aquatics Revenue	\$138,871	\$135,220	\$155,790	PCSF

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



Parks Division: Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Total Park Acreage	422.5	422.5	422.5	PCSF
Park Acreage/Full Time Park Staff	60.4 : 1	60.4 : 1	60.4 : 1	PCSF
Acreage of Turf Maintained	99	101	101	PCSF
Mowing/Landscaping Weekly Man Hrs	196	200	200	PCSF
Avg Maintenance Cost Per Acre	\$1,467	\$1,648	\$1,691	PCSF
Litter Removal Avg Weekly Man Hrs	36	38	38	PCSF
Public Playgrounds	13	13	13	PCSF
% of Playgrounds that comply with safety standards	100%	100%	100%	PCSF
Total Organized Park Hours Reserved	18,231	24,255	25,000	
% Resident	94.06%	94.15%	94.2%	PCSF
% Non-Resident	5.96%	5.85%	5.8%	

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Complete the construction of a new Community Recreation Center	PCSF
Complete planned CIP work on park rehabilitation projects	PCSF
Transition existing fitness programs and plan new programs to be operated out of the new Community Recreation Center	PCSF
Develop a long term master plan for the Old Mountain Field (OMF) Skate Park and continue to seek outside funding	BDFM
Promote and encourage public use of web-based registration process	PCSF
Administer a community-wide assessment of Parks & Rec programs and facilities to establish a long term strategic plan	PCSF
Develop program plans with a focus on teens and young adults	PCSF
Continue to seek opportunities for regionalization of shared services and collaboration with public and/or private organizations	BDFM
Expansion of the dog park and installation of solar lighting	PCSF
Continue multi-faceted marketing efforts through the use of social media and eNewsletter	C&E
Develop and implement operational and accessibility improvements as the Town Beach for the safety and benefit of all patrons	SNP
Seek alternate revenue sources through program and team sponsorships	BDFM
Continue to expand the park trails network designed to accommodate both pedestrians and bicycles	C

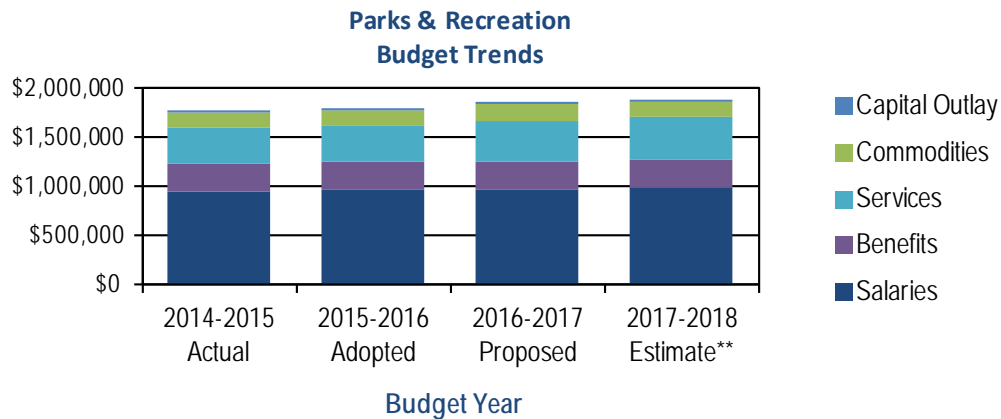
General Fund (101) Parks & Recreation, *continued*



FY 2016-2017 Funding Comparison

Parks & Recreation	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	16.00	14.80	15.30	14.90	(0.40)
Salaries	\$950,399	\$970,000	\$970,000	\$970,415	\$415
Benefits	281,226	283,436	283,336	282,189	(1,247)
Subtotal Personnel Expenditures*	\$1,231,625	\$1,253,436	\$1,253,336	\$1,252,604	(\$832)
Services	\$372,721	\$379,796	\$382,492	\$421,730	\$41,934
Commodities	146,667	159,221	159,471	165,832	6,611
Capital Outlay	5,561	12,350	11,692	10,850	(1,500)
Subtotal Operating Expenditures	\$524,950	\$551,367	\$553,655	\$598,412	\$47,045
Total Expenditures	\$1,756,574	\$1,804,803	\$1,806,991	\$1,851,016	\$46,213

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

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



FY 2016-2017 Expenditure Statements

10140001	Recreation Department Administration	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140001	511001 Full-Time Employees	\$158,208	\$157,095	\$157,095	\$164,946	5.00%
10140001	511002 Part-Time Salaries	0	2,340	2,340	2,340	0.00%
10140001	511004 Overtime	151	300	300	200	-33.33%
10140001	511006 Longevity	3,779	4,091	4,091	4,566	11.61%
10140001	Subtotal Wages	\$162,138	\$163,826	\$163,826	\$172,052	5.02%
10140001	522250 FICA	12,148	12,006	12,006	12,621	5.12%
10140001	522300 Municipal Employees Retirement	20,446	19,740	19,740	21,336	8.09%
10140001	522818 Medical Insur-Active Employees	23,674	27,342	27,342	28,004	2.42%
10140001	522822 Dental Insur-Active Employees	1,857	2,173	2,173	2,253	3.68%
10140001	522840 Insurance Buyback	1,686	0	0	0	0.00%
10140001	522850 Life Insurance	110	125	125	115	-8.00%
10140001	538014 Travel Expenses	1,188	800	800	1,000	25.00%
10140001	538016 Educational Expenses	510	400	400	700	75.00%
10140001	540038 Uniforms And Other Clothing	75	300	200	300	0.00%
10140001	Subtotal Benefits	\$61,694	\$62,886	\$62,786	\$66,329	5.47%
10140001	530016 Web Site Services	0	200	200	0	-100.00%
10140001	530066 Internet Access	3,860	4,059	3,600	0	-100.00%
10140001	530111 Professional Services	1,100	1,800	2,200	2,200	22.22%
10140001	532000 Telephone	708	792	792	324	-59.09%
10140001	538012 Advertising	614	600	600	600	0.00%
10140001	538020 Postage	3,414	2,945	2,945	3,087	4.82%
10140001	538022 Printing Expenses	4,529	5,500	5,370	5,500	0.00%
10140001	538030 Licenses And Dues	2,486	2,105	2,105	2,440	15.91%
10140001	Subtotal Services	\$16,710	\$18,001	\$17,812	\$14,151	-21.39%
10140001	540012 Office Materials & Supplies	1,764	2,400	2,400	2,400	0.00%
10140001	540016 Rec Materials & Supplies	80	200	200	100	-50.00%
10140001	580100 Miscellaneous Expenses	4,619	3,750	3,750	3,500	-6.67%
10140001	Subtotal Commodities	\$6,462	\$6,350	\$6,350	\$6,000	-5.51%
10140001	550004 Office Equipment	1,285	5,000	5,000	1,000	-80.00%
10140001	Subtotal Capital Outlay	\$1,285	\$5,000	\$5,000	\$1,000	-80.00%
10140001	Total Recreation Dept Administration	\$248,290	\$256,063	\$255,774	\$259,532	1.35%

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



10140003	Park Maintenance	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140003	511001 Full-Time Employees	\$381,505	\$388,413	\$388,413	\$386,661	-0.45%
10140003	511003 Seasonal Salaries	97,976	102,648	102,648	104,976	2.27%
10140003	511004 Overtime	11,338	6,745	6,745	8,869	31.49%
10140003	511006 Longevity	10,915	11,204	11,204	10,875	-2.94%
10140003	Subtotal Wages	\$501,734	\$509,010	\$509,010	\$511,381	0.47%
10140003	522250 FICA	37,499	37,623	37,623	37,844	0.59%
10140003	522300 Municipal Employees Retirement	49,333	48,955	48,955	50,809	3.79%
10140003	522818 Medical Insur-Active Employees	81,153	79,155	79,155	71,907	-9.16%
10140003	522822 Dental Insur-Active Employees	6,543	6,803	6,803	6,116	-10.10%
10140003	522840 Insurance Buyback	2,530	2,600	2,600	2,100	-19.23%
10140003	522850 Life Insurance	350	315	315	273	-13.33%
10140003	540038 Uniforms And Other Clothing	1,306	3,662	3,662	3,986	8.85%
10140003	Subtotal Benefits	\$178,714	\$179,113	\$179,113	\$173,035	-3.39%
10140003	530012 Cleaning Services	2,883	1,307	1,600	1,672	27.93%
10140003	530014 Refuse Disposal	4,266	5,105	5,105	5,448	6.72%
10140003	530078 Agricultural Services	1,700	4,500	4,500	6,000	33.33%
10140003	532000 Telephone	2,501	1,067	1,067	515	-51.73%
10140003	532004 Electricity	30,755	29,703	31,000	34,896	17.48%
10140003	532008 Natural Gas	0	5,600	5,600	5,600	0.00%
10140003	532010 Wastewater Fees	1,739	1,716	1,740	1,816	5.83%
10140003	532012 Water Fees	18,635	15,797	17,500	20,027	26.78%
10140003	534010 Motor Vehicles Maintenance	6,763	5,000	5,000	5,400	8.00%
10140003	534014 Office Equipment Maintenance	133	0	0	0	0.00%
10140003	534018 Maintenance Of General Equip	10,217	6,000	6,200	6,200	3.33%
10140003	534020 Maintenance Of Buildings	16,223	20,900	20,900	24,100	15.31%
10140003	538028 Rents	2,217	3,000	3,000	3,880	29.33%
10140003	Subtotal Services	\$98,031	\$99,695	\$103,212	\$115,554	15.91%
10140003	540014 Janitorial Materials & Supp	6,600	6,999	6,999	7,233	3.34%
10140003	540016 Rec Materials & Supplies	3,544	4,400	4,400	6,135	39.43%
10140003	540018 Elect Materials & Supplies	2,342	2,600	2,600	3,400	30.77%
10140003	540022 Agri Materials & Supplies	32,281	32,000	32,000	32,000	0.00%
10140003	540024 Chemicals And Gases	1,589	2,210	2,210	5,010	126.70%
10140003	540026 Bldg & Const Materials & Supp	2,711	5,300	5,300	5,400	1.89%
10140003	540028 Motor Vehicle Materials & Supp	3,005	5,000	5,000	5,100	2.00%
10140003	540030 Medical & Lab Materials & Supp	96	200	200	200	0.00%
10140003	540032 General Hardware & Tools	1,845	1,350	1,350	1,400	3.70%
10140003	540034 Signage Materials & Supplies	5,240	6,274	6,274	6,474	3.19%
10140003	540036 Equipment & Machine Parts	1,961	3,400	3,400	3,400	0.00%
10140003	540040 Fuels And Lubricants	35,772	35,405	35,405	38,005	7.34%
10140003	540050 HVAC Materials & Supplies	4,859	4,000	4,200	4,300	7.50%
10140003	Subtotal Commodities	\$101,844	\$109,138	\$109,338	\$118,057	8.17%
10140003	550006 General Equipment & Machinery	3,748	4,050	4,050	4,550	12.35%
10140003	Subtotal Capital Outlay	\$3,748	\$4,050	\$4,050	\$4,550	12.35%
10140003	Total Park Maintenance	\$884,071	\$901,006	\$904,723	\$922,577	2.39%

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



10140005	Athletics Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140005	511001 Full-Time Employees	\$34,761	\$35,080	\$35,080	\$25,614	-26.98%
10140005	511003 Seasonal Salaries	32,821	43,445	43,445	42,124	-3.04%
10140005	511004 Overtime	492	500	500	0	-100.00%
10140005	511005 Retirement/Vacation Reimb.	0	0	0	0	0.00%
10140005	511006 Longevity	655	749	749	0	-100.00%
10140005	Subtotal Wages	\$68,730	\$79,774	\$79,774	\$67,738	-15.09%
10140005	522250 FICA	5,187	6,016	6,016	5,027	-16.44%
10140005	522300 Municipal Employees Retirement	4,455	4,388	4,388	3,230	-26.39%
10140005	522818 Medical Insur-Active Employees	4,401	4,600	4,600	8,303	80.50%
10140005	522822 Dental Insur-Active Employees	238	259	259	598	130.89%
10140005	522850 Life Insurance	30	31	31	20	-35.48%
10140005	Subtotal Benefits	\$14,311	\$15,294	\$15,294	\$17,178	12.32%
10140005	530080 Recreational Services	149,057	0	0	0	0.00%
10140005	530111 Professional Services	4,970	137,637	137,637	155,510	12.99%
10140005	538028 Rents	16,053	20,917	20,917	19,130	-8.54%
10140005	Subtotal Services	\$170,079	\$158,554	\$158,554	\$174,640	10.15%
10140005	540016 Rec Materials & Supplies	16,656	23,550	23,550	22,950	-2.55%
10140005	Subtotal Commodities	\$16,656	\$23,550	\$23,550	\$22,950	-2.55%
10140005	Total Athletics Program	\$269,776	\$277,172	\$277,172	\$282,506	1.92%

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



10140007	Aquatics Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140007	511003 Seasonal Salaries	\$92,798	\$83,367	\$83,367	\$89,070	6.84%
10140007	511004 Overtime	2,608	2,000	2,000	3,000	50.00%
10140007	Subtotal Wages	\$95,406	\$85,367	\$85,367	\$92,070	7.85%
10140007	522250 FICA	7,301	6,531	6,531	6,814	4.33%
10140007	540038 Uniforms And Other Clothing	458	600	600	600	0.00%
10140007	Subtotal Benefits	\$7,759	\$7,131	\$7,131	\$7,414	3.97%
10140007	530014 Refuse Disposal	1,456	1,520	1,520	1,600	5.26%
10140007	530111 Professional Services	24,522	25,500	25,500	24,200	-5.10%
10140007	532000 Telephone	368	625	625	625	0.00%
10140007	532004 Electricity	723	1,000	1,000	900	-10.00%
10140007	532012 Water Fees	1,248	1,200	1,200	1,300	8.33%
10140007	534020 Maintenance Of Buildings	2,031	2,000	2,000	1,500	-25.00%
10140007	538022 Printing Expenses	1,246	800	800	1,300	62.50%
10140007	538028 Rents	637	800	800	800	0.00%
10140007	Subtotal Services	\$32,231	\$33,445	\$33,445	\$32,225	-3.65%
10140007	540014 Janitorial Materials & Supp	1,393	1,608	1,908	3,000	86.57%
10140007	540016 Rec Materials & Supplies	594	600	300	500	-16.67%
10140007	540026 Bldg & Const Materials & Supp	1,049	1,950	2,200	2,000	2.56%
10140007	Subtotal Commodities	\$3,036	\$4,158	\$4,408	\$5,500	32.28%
10140007	550018 Recreational Equipment	0	400	400	400	0.00%
10140007	550024 Safety Related Equipment	99	100	100	100	0.00%
10140007	Subtotal Capital Outlay	\$99	\$500	\$500	\$500	0.00%
10140007	Total Aquatics Program	\$138,530	\$130,601	\$130,851	\$137,709	5.44%

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



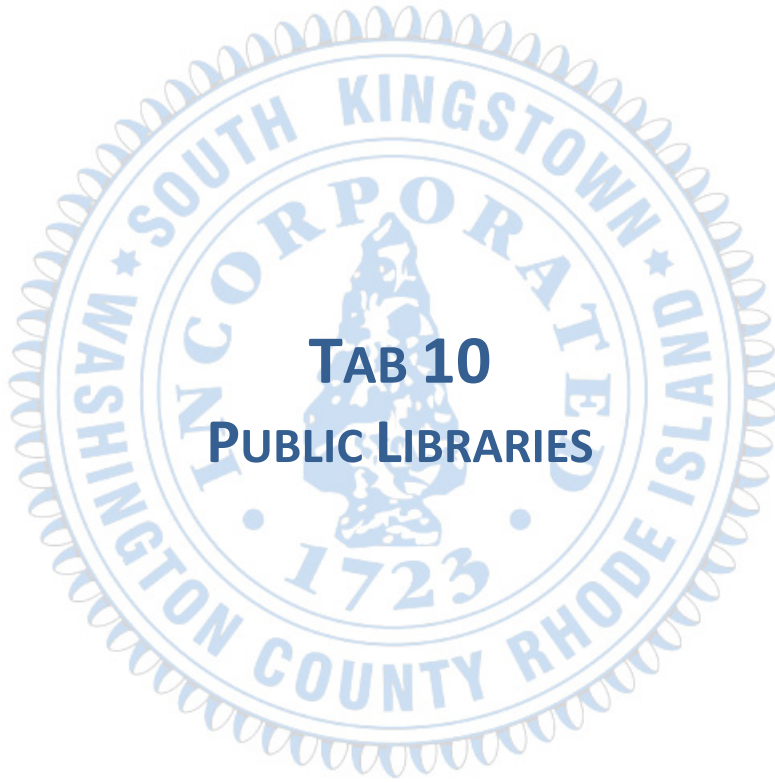
10140009	Leisure Services Program		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140009	511003	Seasonal Salaries	\$51,702	\$62,665	\$62,665	\$55,127	-12.03%
10140009	511004	Overtime	411	200	200	200	0.00%
10140009	Subtotal Wages		\$52,112	\$62,865	\$62,865	\$55,327	-11.99%
10140009	522250	FICA	3,987	4,809	4,809	4,217	-12.31%
10140009	540038	Uniforms And Other Clothing	1,096	900	900	1,000	11.11%
10140009	Subtotal Benefits		\$5,082	\$5,709	\$5,709	\$5,217	-8.62%
10140009	530080	Recreational Services	34,746	0	0	0	0.00%
10140009	530111	Professional Services	0	43,355	43,355	55,690	28.45%
10140009	532000	Telephone	182	240	200	216	-10.00%
10140009	532004	Electricity	1,553	1,200	1,200	1,200	0.00%
10140009	532012	Water Fees	133	100	100	100	0.00%
10140009	532014	Propane	508	1,350	1,200	1,250	-7.41%
10140009	534020	Maintenance Of Buildings	1,041	600	600	600	0.00%
10140009	538028	Rents	9,403	14,600	14,600	17,150	17.47%
10140009	Subtotal Services		\$47,565	\$61,445	\$61,255	\$76,206	24.02%
10140009	540014	Janitorial Materials & Supp	187	325	325	325	0.00%
10140009	540016	Rec Materials & Supplies	16,396	13,500	13,500	10,600	-21.48%
10140009	Subtotal Commodities		\$16,583	\$13,825	\$13,825	\$10,925	-20.98%
10140009	Total Leisure Services Program		\$121,342	\$143,844	\$143,654	\$147,675	2.66%

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



10140013	Creative Activities Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140013	511001 Full-Time Employees	\$7,033	\$7,377	\$7,377	\$7,570	2.62%
10140013	511002 Part-Time Salaries	63,202	61,781	61,781	56,649	-8.31%
10140013	511003 Seasonal Salaries	0	0	0	7,628	0.00%
10140013	511004 Overtime	44	0	0	0	0.00%
10140013	Subtotal Wages	\$70,279	\$69,158	\$69,158	\$71,847	3.89%
10140013	522250 FICA	5,406	5,319	5,319	5,463	2.71%
10140013	522300 Municipal Employees Retirement	7,689	7,381	7,381	6,947	-5.88%
10140013	522822 Dental Insur-Active Employees	174	195	195	199	2.05%
10140013	522840 Insurance Buyback	389	400	400	400	0.00%
10140013	522850 Life Insurance	7	8	8	7	-12.50%
10140013	Subtotal Benefits	\$13,666	\$13,303	\$13,303	\$13,016	-2.16%
10140013	530014 Refuse Disposal	208	208	208	234	12.50%
10140013	530066 Internet Access	0	0	858	900	0.00%
10140013	530111 Professional Services	1,812	1,400	1,400	1,750	25.00%
10140013	532000 Telephone	246	300	300	300	0.00%
10140013	532002 Fuel - Oil	3,864	4,300	2,900	3,075	-28.49%
10140013	532004 Electricity	1,068	900	1,000	1,100	22.22%
10140013	532010 Wastewater Fees	229	229	229	240	4.80%
10140013	532012 Water Fees	182	275	275	275	0.00%
10140013	534020 Maintenance Of Buildings	324	800	800	800	0.00%
10140013	538028 Rents	174	244	244	280	14.75%
10140013	Subtotal Services	\$8,105	\$8,656	\$8,214	\$8,954	3.44%
10140013	540014 Janitorial Materials & Supp	835	1,000	1,000	1,000	0.00%
10140013	540016 Rec Materials & Supplies	1,250	1,200	1,000	1,400	16.67%
10140013	Subtotal Commodities	\$2,085	\$2,200	\$2,000	\$2,400	9.09%
10140013	550018 Recreational Equipment	205	300	300	300	0.00%
10140013	570004 Building Improvements	225	2,500	1,842	4,500	80.00%
10140013	Subtotal Capital Outlay	\$430	\$2,800	\$2,142	\$4,800	71.43%
10140013	Total Creative Activites Program	\$94,565	\$96,117	\$94,817	\$101,017	5.10%

	Total Parks & Recreation Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10140001	Subtotal Recreation Dept Administration	\$248,290	\$256,063	\$255,774	\$259,532	1.35%
10140003	Subtotal Park Maintenance	884,071	901,006	904,723	922,577	2.39%
10140005	Subtotal Athletics	269,776	277,172	277,172	282,506	1.92%
10140007	Subtotal Aquatics	138,530	130,601	130,851	137,709	5.44%
10140009	Subtotal Leisure Services	121,342	143,844	143,654	147,675	2.66%
10140013	Subtotal Creative Activities	94,565	96,117	94,817	101,017	5.10%
	Total Parks & Recreation Program	\$1,756,574	\$1,804,803	\$1,806,991	\$1,851,016	2.56%



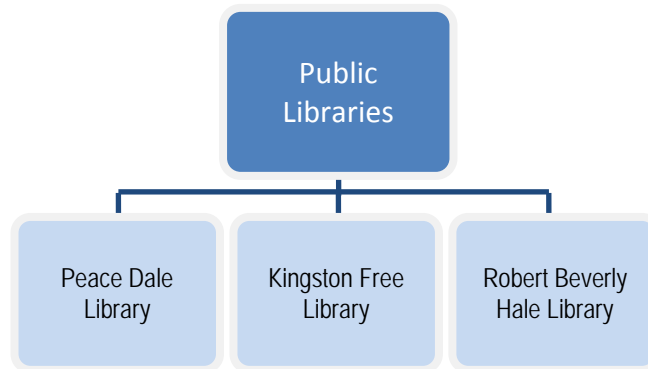
TAB 10
PUBLIC LIBRARIES

Public Libraries..... 10 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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.

Department 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 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 WiFi access at all library locations for those who bring a personal digital device
- Provide meeting rooms and study space

General Fund (101) South Kingstown Public Libraries (50001), *continued*



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Complete a development plan to improve library services in South Kingstown, formulated by Trustees, staff, and members of the public	PCSF
Review and revise library policies by Trustees	SNP
Develop and implement of computer training programs for the public	CE / SNP
Install new furniture within the Peace Dale Library's children's room	PCSF
Upgrade the fire alarm system at all three library buildings	PCSF
Promote library services through providing programs in community agencies such as local daycare centers, preschools, schools, and the YMCA	SNP
Expand the E-book collection by 2%	PSCF
Increase number of programs offered by 10 programs	SNP
Increase program participation rate by 2.5%	SNP
Increase library card holders by 500 people	PCSF
Add 6,800 books and audiovisual items to the collection	PCSF
Install a roadside marquee at Peace Dale Library to promote library events and programming	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Print materials	69,309	69,000	69,000	PCSF
Print materials per capita	2.26	2.25	2.25	PCSF
E-books	51,097	52,000	52,000	PCSF
E-books per capita	0.05	0.05	0.05	PCSF
Total Items in Collection	129,696	130,000	130,000	PCSF
Total Items in Collection per Capita	4.2	4.2	4.2	PCSF
Library Card Holders	14,012	14,500	14,500	PCSF
Library Card Holders per Capita	0.46	0.47	0.47	PCSF
Circulation	257,137	250,000	245,000	BDFM
Circulation per Capita	8.39	8.16	8	BDFM
Library visits	147,516	142,000	140,000	PCSF
Library visits per capita	4.81	4.63	4.6	PCSF
Programs offered	482	492	500	SNP
Program attendance	10,911	10,000	10,000	SNP
Program attendance per capita	0.36	0.33	0.33	SNP
Reference Transactions	26,158	26,000	25,500	PCSF
Reference transactions per capita	0.85	0.85	0.83	PCSF
Total public Internet sessions	25,848	25,800	25,600	PCSF
Public Internet session per capita	0.84	0.84	0.84	PCSF
Public Meeting Rooms	3	3	3	PCSF
Public Meeting Room Reservations	667	660	660	PCSF

General Fund (101) South Kingstown Public Libraries (50001), *continued*



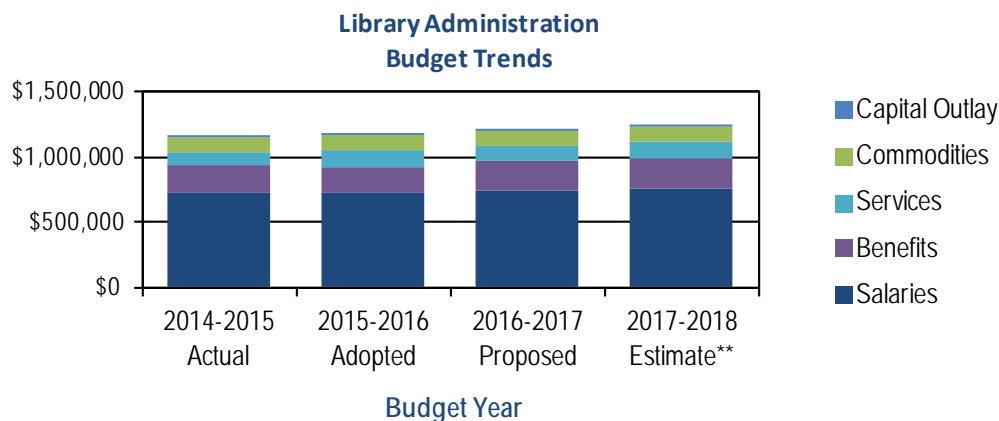
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Aligning library services in support of community goals, strive to treat all library users fairly and equally and serve as a forum for all points of view	SNP
Provide high demand/interest materials in a variety of formats for persons of all ages	PCSF
Serve as a center for free, timely, and accurate information for all residents in their pursuit of job-related, educational, and personal interests	CE / SNE
Assist residents of all ages in the pursuit of life-long learning by offering a variety of programs and other enrichment opportunities	CE / SNP
Strive to provide a welcoming library environment and maintain buildings that are clean, comfortable, safe and accessible to the community	BDFM / CHR
Implement the objectives set forth in the Library's Action Plan	PCSF
Continue the library's cooperative relationship with the Town's school system	SNP
Continue to enhance the library's e-book collection	PCSF

FY 2016-2017 Funding Comparison

Library Administration	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	9	9	9	9	0
Salaries	\$728,801	\$730,167	\$730,167	\$748,049	\$17,882
Benefits	209,137	202,712	202,477	228,140	25,428
Subtotal Personnel Expenditures*	\$937,939	\$932,879	\$932,644	\$976,189	\$43,310
Services	\$110,882	\$119,789	\$115,195	\$120,676	\$887
Commodities	112,744	114,788	115,055	114,100	(688)
Capital Outlay	13,229	11,700	12,291	9,000	(2,700)
Subtotal Operating Expenditures	\$236,855	\$246,277	\$242,541	\$243,776	(\$2,501)
Total Expenditures	\$1,174,793	\$1,179,156	\$1,175,185	\$1,219,965	\$40,809

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some roles may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) South Kingstown Public Libraries (50001), *continued*



FY 2016-2017 Expenditure Statement

10150001	Library Administration	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10150001	511001 Full-Time Employees	\$485,357	\$485,136	\$485,136	\$495,862	2.21%
10150001	511002 Part-Time Salaries	216,772	229,171	229,171	235,223	2.64%
10150001	511004 Overtime	909	0	0	1,000	0.00%
10150001	511005 Retirement/Vacation Reimb.	8,567	0	0	0	0.00%
10150001	511006 Longevity	17,197	15,860	15,860	15,964	0.66%
10150001	Subtotal Wages	\$728,801	\$730,167	\$730,167	\$748,049	2.45%
10150001	522250 FICA	54,887	54,844	54,844	55,824	1.79%
10150001	522300 Municipal Employees Retirement	73,993	69,951	69,951	75,399	7.79%
10150001	522818 Medical Insur-Active Employees	71,035	68,926	68,926	87,388	26.79%
10150001	522822 Dental Insur-Active Employees	5,187	4,904	4,904	6,122	24.84%
10150001	522840 Insurance Buyback	2,607	2,587	2,587	2,000	-22.69%
10150001	522850 Life Insurance	384	340	340	347	2.06%
10150001	538014 Travel Expenses	364	425	425	325	-23.53%
10150001	540038 Uniforms And Other Clothing	680	735	500	735	0.00%
10150001	Subtotal Benefits	\$209,137	\$202,712	\$202,477	\$228,140	12.54%
10150001	530014 Refuse Disposal	1,479	2,946	1,600	1,600	-45.69%
10150001	530016 Web Site Services	0	525	670	750	42.86%
10150001	530018 Outside Data Processing	50,682	51,531	51,676	55,823	8.33%
10150001	530064 Copy Machine Services	635	637	637	637	0.00%
10150001	530111 Professional Services	(302)	0	0	0	0.00%
10150001	532000 Telephone	1,305	2,232	1,800	2,232	0.00%
10150001	532004 Electricity	18,072	18,903	17,300	17,325	-8.35%
10150001	532008 Natural Gas	14,313	14,110	14,800	15,401	9.15%
10150001	532010 Wastewater Fees	557	729	560	560	-23.18%
10150001	532012 Water Fees	2,644	3,354	2,900	3,000	-10.55%
10150001	532014 Propane	1,468	2,324	1,200	1,200	-48.36%
10150001	534012 Maintenance Of Comm Equip.	1,612	1,400	1,400	1,400	0.00%
10150001	534014 Office Equipment Maintenance	1,025	1,125	1,097	1,175	4.44%
10150001	534016 Computer/Software Maintenance	977	1,000	557	600	-40.00%
10150001	534020 Maintenance Of Buildings	15,805	18,000	18,000	18,000	0.00%
10150001	538012 Advertising	106	100	125	100	0.00%
10150001	538020 Postage	132	350	350	350	0.00%
10150001	538022 Printing Expenses	248	400	400	400	0.00%
10150001	538028 Rents	122	123	123	123	0.00%
10150001	Subtotal Services	\$110,882	\$119,789	\$115,195	\$120,676	0.74%
10150001	540012 Office Materials & Supplies	5,869	5,000	5,000	5,000	0.00%
10150001	540014 Janitorial Materials & Supp	2,166	2,500	2,500	2,500	0.00%
10150001	540016 Rec Materials & Supplies	8,183	8,500	8,500	8,500	0.00%
10150001	540018 Elect Materials & Supplies	304	1,000	1,550	1,000	0.00%
10150001	540020 Books And Publications	93,382	94,000	94,000	94,000	0.00%
10150001	540026 Bldg & Const Materials & Supp	85	400	400	400	0.00%
10150001	540028 Motor Vehicle Materials & Supp	212	450	905	450	0.00%
10150001	540040 Fuels And Lubricants	2,544	2,938	2,200	2,250	-23.42%
10150001	Subtotal Commodities	\$112,744	\$114,788	\$115,055	\$114,100	-0.60%
10150001	550002 Computer Equipment	12,203	6,500	7,000	6,500	0.00%
10150001	550016 Janitorial Equipment	0	5,200	4,553	2,500	-51.92%
10150001	550026 Furniture And Furnishings	1,026	0	738	0	0.00%
10150001	Subtotal Capital Outlay	\$13,229	\$11,700	\$12,291	\$9,000	-23.08%
10150001	Total Library Administration	\$1,174,793	\$1,179,156	\$1,175,185	\$1,219,965	3.46%



TAB 11
NON-DEPARTMENTALS

Insurance & Claims	11 - 1
Human Service Agencies.....	11 - 4
Outside Agencies	11 - 7
Capital Outlay.....	11 - 12

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Insurance and Claims



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

Acct Number	Acct Description
70103	Municipal Insurance
70105	Unemployment Insurance
70107	Workers' Compensation
70109	Fund Contingency
73011	Town Health Care

Functions

MUNICIPAL INSURANCE

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, and fire and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. The Town has been a member of the Rhode Island Inter-local Risk Management Trust 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 protect adequately the Town against claims for potential catastrophic losses. A General Fund appropriation in the amount of \$330,000 is proposed for the 2016-2017 fiscal year.

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. Level funding in the amount of \$10,000 is proposed for FY 2016-2017, as the Town does not experience large employee turnover, and therefore does not pay exorbitant unemployment benefit costs.

WORKERS' COMPENSATION

This account provides funding for Workers' Compensation Insurance for Town personnel budgeted in the General Fund, with the exception of Public Safety and EMS employees, who are covered under separate State statues for on-the-job injuries. For FY 2016-2017, a \$10,000 increase over the current fiscal year appropriation is projected, for a total amount of \$160,000. Workers' compensation costs continue to rise at significant rates due to heightened risk factors, high cost of medical care, and increases in reinsurance premiums.

FUND CONTINGENCY

This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there is not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal costs such as those due to severe winter storms would be charged to this account. Level funding in the amount of \$65,000 is proposed for FY 2016-2017. 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 \$115,000 (for about one-half percent), and \$230,000 (for about one percent) for contingency expenditures. Based on the present economic

General Fund (101) Insurance and Claims, *continued*



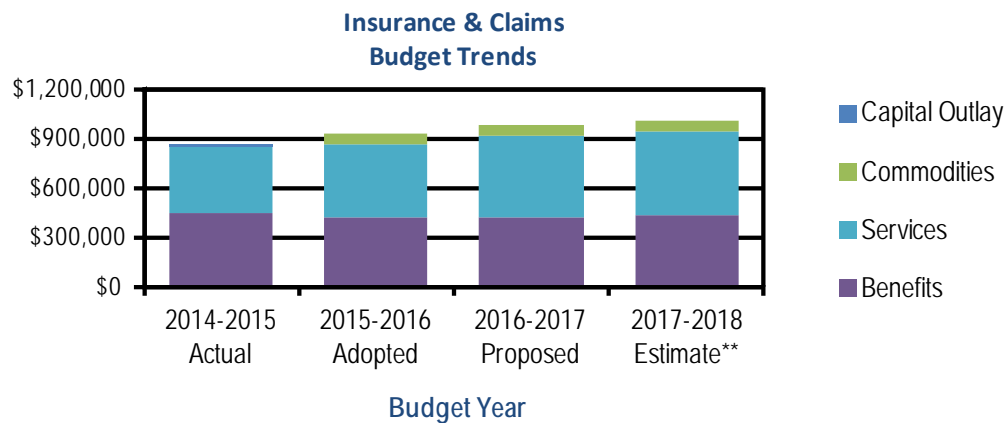
climate, the Town has opted to maintain the contingency account at the same level as the current year appropriation.

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 2016-2017 fiscal year. Level funding in the amount of \$425,000 is proposed for FY 2016-2017, which equates to \$350,000 for OPEB-related costs and a contingency appropriation of \$75,000 in case of adverse development with incurred costs.

FY 2016-2017 Funding Comparison

Insurance & Claims	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Benefits	450,000	425,000	425,000	425,000	0
Subtotal Personnel Expenditures	\$450,000	\$425,000	\$425,000	\$425,000	\$0
Services	\$403,531	\$445,000	\$465,806	\$500,000	\$55,000
Commodities	2,000	65,000	57,500	65,000	0
Capital Outlay	2,600	0	0	0	0
Subtotal Operating Expenditures	\$408,131	\$510,000	\$523,306	\$565,000	\$55,000
Total Expenditures	\$858,131	\$935,000	\$948,306	\$990,000	\$55,000



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Insurance and Claims, *continued*



FY 2016-2017 Expenditure Statements

10170103	Municipal Insurance	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10170103 560010	Insurance	\$269,131	\$285,000	\$310,806	\$330,000	15.79%
10170103	Subtotal Services	\$269,131	\$285,000	\$310,806	\$330,000	15.79%
10170103	Total Municipal Insurance	\$269,131	\$285,000	\$310,806	\$330,000	15.79%

10170105	Unemployment Insurance	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10170105 560015	Unemployment Insurance	\$9,781	\$10,000	\$5,000	\$10,000	0.00%
10170105	Subtotal Services	\$9,781	\$10,000	\$5,000	\$10,000	0.00%
10170105	Total Unemployment Insurance	\$9,781	\$10,000	\$5,000	\$10,000	0.00%

10170107	Worker's Compensation Insurance	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10170107 560020	Worker's Compensation Ins	\$124,619	\$150,000	\$150,000	\$160,000	6.67%
10170107	Subtotal Services	\$124,619	\$150,000	\$150,000	\$160,000	6.67%
10170107	Total Workers' Compensation Ins	\$124,619	\$150,000	\$150,000	\$160,000	6.67%

10170109	Fund Contingency	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10170109 580100	Miscellaneous Expenses	\$2,000	\$65,000	\$57,500	\$65,000	0.00%
10170109	Subtotal Commodities	\$2,000	\$65,000	\$57,500	\$65,000	0.00%
10170109 590999	Transfer To Other Funds	2,600	0	0	0	0.00%
10170109	Subtotal Capital Outlay	\$2,600	\$0	\$0	\$0	0.00%
10170109	Total Fund Contingency	\$4,600	\$65,000	\$57,500	\$65,000	0.00%

10173011	Town Health Care	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10173011 522900	Contingency	\$100,000	\$75,000	\$75,000	\$75,000	0.00%
10173011 523110	OPEB	350,000	350,000	350,000	350,000	0.00%
10173011	Subtotal Benefits	\$450,000	\$425,000	\$425,000	\$425,000	0.00%
10173011	Total Town Health Care	\$450,000	\$425,000	\$425,000	\$425,000	0.00%

	Total Insurance & Claims Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10170103	Subtotal Municipal Insurance	\$269,131	\$285,000	\$310,806	\$330,000	15.79%
10170105	Subtotal Unemployment Insurance	9,781	10,000	5,000	10,000	0.00%
10170107	Subtotal Worker's Compensation Insurance	124,619	150,000	150,000	160,000	6.67%
10170109	Subtotal Fund Contingency	4,600	65,000	57,500	65,000	0.00%
10173011	Subtotal Town Health Care	450,000	425,000	425,000	425,000	0.00%
	Total Insurance & Claims Program	\$858,131	\$935,000	\$948,306	\$990,000	5.88%

General Fund (101) Human Service Agencies (80000)



Functions

The Town is dedicated to the well-being of its residents and makes every effort to ensure that basic needs are being met – particularly for those who are low income, elderly, and/or living with disabilities. The proposed contributions to human service agencies represent the Town's efforts to support organizations that provide a wide range of services to local residents. In addition to the funding detailed below, it is also noted that the Town also makes additional contributions to several of these agencies through CDBG funding and/or property tax exemptions.

Specific Performance Measurements

For each organization that is proposed to receive funding in FY 2016-2017, the following chart details the percentage of funding the organization receives from South Kingstown out of the total amount of municipal funding the organization receives, as well as identifying the percentage of clients served who reside in South Kingstown.

Contributions to Human Service Agencies	SK Share of Total Muni Funding	% of Clients SK Residents
South Shore Center	20.5%	3.5%
Home and Hospice Care of Rhode Island	100.0%	32.6%
South County Home Health Services (fka VNS)	39.3%	20.2%
Thundermist Health Center of South County	48.5%	45.0%
Jonnycake Center of Peace Dale	75.9%	75.7%
Cane Child Development Center	100.0%	64.4%
South County Community Action	32.1%	21.1%
Welcome House of South County	100.0%	28.0%
Domestic Violence Resource Center	20.0%	15.5%
Washington County Coalition for Children	11.1%	21.2%
Education Exchange	24.1%	19.7%
Easter Seals Rhode Island	100.0%	9.5%
Average	56.0%	21.7%

For the 2016-2017 fiscal year, it is proposed the Town appropriate \$137,800 for the support of human services programming provided by the following 12 community-based agencies that address important and diverse human service needs in our community.

Organization	FY 2015-2016 Adopted	FY 2016-2017 Requested	FY 2016-2017 Proposed	Inc in Request Over Prior Year
South Shore Center	\$15,000	\$15,000	\$15,000	\$0
Home and Hospice Care of RI	1,500	1,500	1,500	0
South County Home Health Services (formerly VNS)	24,000	24,000	24,000	0
Thundermist Health Center of South County	24,000	24,000	24,000	0
Jonnycake Center of Peace Dale	22,000	22,000	22,000	0
Cane Child Development Center	9,000	9,000	9,000	0
South County Community Action	24,000	24,000	24,000	0
Welcome House of South County	8,000	8,000	8,000	0
Domestic Violence Resource Center of South County	5,000	5,000	5,000	0
Washington County Coalition for Children	800	1,000	800	200
Education Exchange	3,500	3,500	3,500	0
Easter Seals Rhode Island	1,000	1,000	1,000	0
Phoenix Houses of New England (fka Sympatico)	12,000	0	0	(12,000)
Total	\$149,800	\$138,000	\$137,800	(\$11,800)

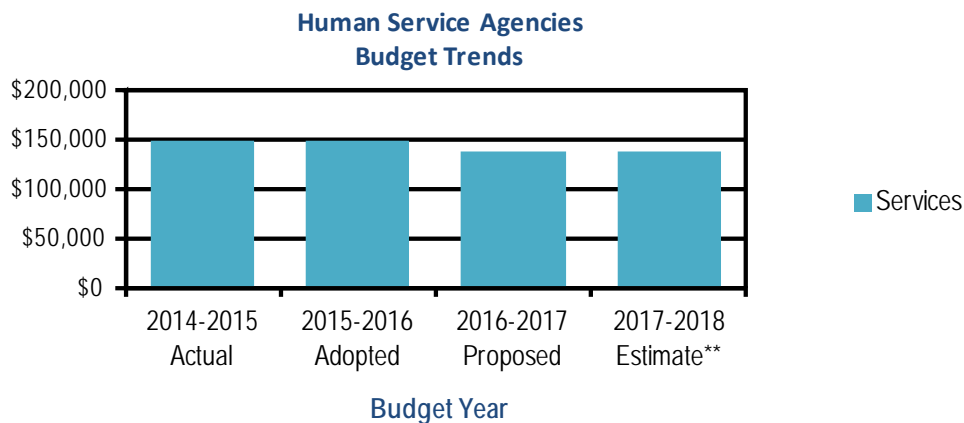
General Fund (101) Human Service Agencies (80000), *continued*



As has been past practice, increases in current year funding levels or the addition of new agencies to receive municipal funding are not included in the Town Manager's proposed budget, but are to be addressed by the Town Council during budget deliberations. It is noted that Washington County Coalition for Children has asked for an increase in funding of \$200 to total \$1,000. It is also noted that while Phoenix Houses of New England has received funding in prior years, the location in South Kingstown closed earlier this year, and the organization did not submit an application for FY 2016-2017 funding.

FY 2016-2017 Funding Comparison

Human Service Agencies	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$149,400	\$149,800	\$137,800	\$137,800	(\$12,000)
Subtotal Operating Expenditures	\$149,400	\$149,800	\$137,800	\$137,800	(\$12,000)
Total Expenditures	\$149,400	\$149,800	\$137,800	\$137,800	(\$12,000)



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services (exclusive of Human Service allocations), 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Human Service Agencies (80000), *continued*



FY 2016-2017 Expenditure Statement

10180000	Contributions to Human Service Agencies	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10180000	589601 South Shore Center	\$15,000	\$15,000	\$15,000	\$15,000	0.00%
10180000	589602 Home & Hospice Care Of RI	1,500	1,500	1,500	1,500	0.00%
10180000	589603 South County Home Health Services	24,000	24,000	24,000	24,000	0.00%
10180000	589604 Thundermist Health Center of South County	24,000	24,000	24,000	24,000	0.00%
10180000	589605 Phoenix House NE	12,000	12,000	0	0	-100.00%
10180000	589606 Jonnycake Center Of Peace Dale	22,000	22,000	22,000	22,000	0.00%
10180000	589607 Cane Child Development Center	9,000	9,000	9,000	9,000	0.00%
10180000	589608 South County Community Action	24,000	24,000	24,000	24,000	0.00%
10180000	589609 Welcome House Of South County	8,000	8,000	8,000	8,000	0.00%
10180000	589610 Domestic Violence Resource Center	5,000	5,000	5,000	5,000	0.00%
10180000	589611 Washington County Coalition for Children	400	800	800	800	0.00%
10180000	589612 Education Exchange	3,500	3,500	3,500	3,500	0.00%
10180000	589613 Easter Seals Rhode Island	1,000	1,000	1,000	1,000	0.00%
10180000	Subtotal Services	\$149,400	\$149,800	\$137,800	\$137,800	-8.01%
10181000	Total Human Service Agencies	\$149,400	\$149,800	\$137,800	\$137,800	-8.01%

General Fund (101) Outside Agencies (81000)



Functions

The Town strives to support local outside agencies that work toward the betterment of the community, often with limited funding support. Outside agencies are comprised of a number of types of organizations including neighborhood and/or village groups, as well as local commerce, economic development, community organizations, and/or environmental groups. The proposed contributions to outside agencies represent the Town's efforts to support organizations that provide a wide range of support to the community and local residents.

Specific Performance Measurements

Town appropriations are proposed in the 2016-2017 fiscal year to the following agencies:

RI LEAGUE OF CITIES AND TOWNS

Funding is provided to pay the Town's membership dues. The League provides a number of services for Rhode Island cities and towns to represent municipal interests on both state and federal levels. The League also sponsors professional conferences and seminars for the benefit of municipal employees and elected officials, in addition to providing research and information gathering and dissemination. The League has also played a direct role in shaping State policy and legislation in the areas of collective bargaining, unfunded mandates, municipal and school aid programs, and affordable housing issues. During the current fiscal year, the RI League of Cities and Towns continues to promote municipal interests before the Rhode Island General Assembly and with the Governor's Office to define positions on programs affecting municipal government operations and local taxpayers. Lobbying efforts concentrate on the equitable distribution of general State aid to cities and towns and adequate support for local schools, as well as providing vigorous opposition to organized labor's continued efforts to provide for binding arbitration and never-ending contracts for public employee bargaining units. Level funding of \$11,115 is proposed for the 2016-2017 fiscal year. It is noted that the annual funding appropriation for this organization has remained level since 1998.

CELEBRATIONS

Funding is provided each year for the conduct of three local parades in town. Level funding in the amount of \$7,000 is proposed for the 2016-2017 fiscal year, with each event receiving equal thirds (\$2,333) of the total funding amount. The South Kingstown Veterans Day Parade and the South Kingstown Memorial Day Parade are each coordinated by the South Kingstown VFW - Washington County Post 916 and the American Legion Post 39, with additional support from the Town's Parks & Recreation Department staff. Immediately following the two parades, memorial ceremonies are held at Saugatucket Park. The Fireman's Parade is sponsored by the Union Fire District (UFD) and the Kingston Fire District (KFD) to honor the memory of the fallen firefighters of South Kingstown and to honor the active, fully volunteer fire departments in Town.

FIRE STATIONS DONATION

The nine volunteer fire stations in Town, comprised of eight Union Fire District stations and one Kingston Fire District station, each receive an annual funding contribution from the Town. Level funding in the amount of \$400 per station is proposed, for a total appropriation of \$3,600 during FY 2016-2017.



NARROW RIVER PRESERVATION ASSOCIATION (NRPA)

The NRPA is an environmental citizen action organization, dedicated to protecting the environment of the Narrow River. Town funding supports the citizens' water quality monitoring program along the river. Level funding in the amount of \$500 is proposed for FY 2016-2017.

SOUTHERN RHODE ISLAND CHAMBER OF COMMERCE

The Chamber is a commerce/economic development organization and is a 501(c)3 non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial, and civic interests of the community. The Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. Level funding in the amount of \$9,000 is proposed for the 2016-2017 fiscal year; it is noted that \$12,000 was requested.

PEACE DALE NEIGHBORHOOD REVITALIZATION, INC. (PDNRI)

PDNRI is a neighborhood/village organization and is a 501(c)3 non-profit organization. Proposed work efforts include promotion of local businesses, coordination of local arts-based initiatives, commercial/residential redevelopment, community streetscape beautification, and special events to showcase the village. Level funding in the amount of \$3,000 is proposed for FY 2016-2017; it is noted that during FY 2015-2016 a one-time additional \$7,500 appropriation was requested and allocated to PDNRI, to assist the group with providing matching funds in support of a grant funded project for the installation of a custom artistic bus shelter in Peace Dale, through the RIPTA TransART program.

WAKEFIELD VILLAGE ASSOCIATION (WVA)

WVA, formerly known as the Downtown Merchants Association, is a business and community organization made up of local merchants from Wakefield, located primarily on or surrounding Main Street. The group is a self managed organization consisting of volunteers from the Wakefield business community. Funding will assist the continuation of outdoor seasonal street festivals and community initiatives that encourage pedestrian activities, streetscape beautification, and the continued economic vibrancy of the commercial downtown area. Level funding in the amount of \$3,500 is proposed for the 2016-2017 fiscal year; it is noted that \$6,000 was requested. It is also noted that during FY 2015-2016 a one-time additional \$5,000 appropriation was requested and allocated to WVA, to assist the group with providing matching funds in support of a grant funded project to install banners hung from period lighting along Main Street.

SOUTH KINGSTOWN PARTNERSHIP FOR PREVENTION (SKPP)

The SKPP is a Town Council appointed board, that oversees the implementation of State and Federal grant funding. The Town of South Kingstown acts as the fiduciary agent for the board. The SKPP is charged with leading the Town in youth substance abuse prevention initiatives utilizing a multitude of strategies and resources in partnership with various community sectors to design, implement, and manage a variety of youth prevention programs. Level funding of \$4,000 is proposed for the 2016-2017 fiscal year. It is noted that in addition to this funding, the Town also provides in-kind services.



WASHINGTON COUNTY REGIONAL PLANNING COUNCIL (WCRPC)

The WCRPC is a commerce/community cooperation organization, dedicated to promoting regional cooperation and joint planning efforts for the nine Washington County communities. Focus is on five issues: economic development, water resources, land use, affordable housing, and transportation. Funding sources for WCRPC are both public and private. Level funding in the amount of \$5,000 is proposed for the 2016-2017 fiscal year.

WASHINGTON COUNTY COMMUNITY DEVELOPMENT CORPORATION

This organization assists member communities in providing affordable housing for Washington County residents by working jointly with private developers and/or non-profit organizations and municipalities within Washington County to encourage and promote the creation of affordable housing units. Funding sources include the Rhode Island Foundation, the Housing Network, private philanthropic support, as well as municipal funding. Level funding in the amount of \$1,000 is proposed for FY 2016-2017.

As has been past practice, increases in current year funding levels or the addition of new agencies to receive municipal funding are not included in the Town Manager's proposed budget, but are to be addressed by the Town Council during budget deliberations. It is noted that the following agencies have requested an increase in funding for FY 2016-2017:

- Southern Rhode Island Chamber of Commerce has requested an increase in funding from \$9,000 to \$12,000
- Wakefield Village Association has requested an increase in funding from \$3,500 to \$6,000

In addition, new funding requests were received from the following four agencies, but are not included in the Town Manager's Proposed Budget for FY 2016-2017 as these agencies do not currently receive Town funding.

- Neighbors Helping Neighbors, \$1,000
- Southern Rhode Island Volunteers (fka Seniors Helping Others), \$6,682
- Wildlife Rehabilitation Association, \$5,511
- Hera Gallery, \$5,000

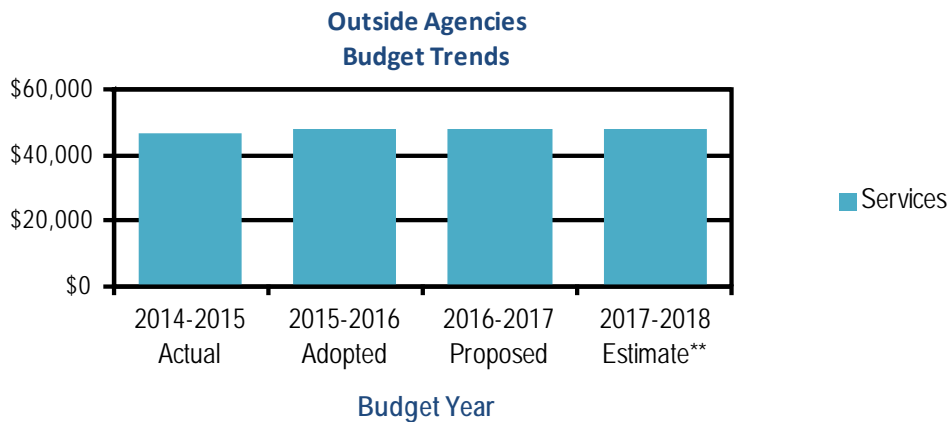
General Fund (101) Outside Agencies (81000), *continued*



FY 2016-2017 Funding Comparison

Exclusive of the two “one-time” additional funding allocations to PDNRI and WVA during FY 2015-2016, in the amount of \$7,500 and \$5,000 respectively, level funding for Outside Agencies in the amount of \$47,715 is proposed for FY 2016-2017.

Outside Agencies	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$46,714	\$47,715	\$60,215	\$47,715	\$0
Subtotal Operating Expenditures	\$46,714	\$47,715	\$60,215	\$47,715	\$0
Total Expenditures	\$46,714	\$47,715	\$60,215	\$47,715	\$0



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services (exclusive of Outside Agency allocations), 3% increase in Benefits, and 2.25% increase in Salaries.

General Fund (101) Outside Agencies (81000), *continued*



FY 2016-2017 Expenditure Statement

10181000	Contributions to Outside Agencies	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
10181000	580104 League of Cities & Towns	\$11,115	\$11,115	\$11,115	\$11,115	0.00%
10181000	580106 Celebration (Parades)	6,999	7,000	7,000	7,000	0.00%
10181000	580108 Fire Company	3,600	3,600	3,600	3,600	0.00%
10181000	589701 Narrow River Pres	500	500	500	500	0.00%
10181000	589702 Southern RI Chamber Of Comm	9,000	9,000	9,000	9,000	0.00%
10181000	589703 Peace Dale Neighborhood Revit	2,500	3,000	10,500	3,000	0.00%
10181000	589704 Washington Co. Reg. Planning	5,000	5,000	5,000	5,000	0.00%
10181000	589705 SK Partnership For Prevention	4,000	4,000	4,000	4,000	0.00%
10181000	589706 Wakefield Village Association	3,000	3,500	8,500	3,500	0.00%
10181000	589707 Wash. Co. Community Devel Corp	1,000	1,000	1,000	1,000	0.00%
10181000	Subtotal Services	\$46,714	\$47,715	\$60,215	\$47,715	0.00%
10181000	Total Outside Agencies	\$46,714	\$47,715	\$60,215	\$47,715	0.00%

General Fund (101) Capital Outlay (85000)



Functions

This account provides funding for the Capital Budget portion of the FY 2016-2017 Proposed Budget, and is the first year spending program of the six year Capital Improvement Program (CIP). The CIP's first year spending program is also referred to as the "Pay-As-You-Go" element.

The six year Capital Improvement Program for Fiscal Period 2016-2017 through 2021-2022 is summarized within tab twenty-one of this document, and the formal document detailing the entire CIP program can be found online at the following navigation:

www.southkingstownri.com/town-government/municipal-departments/town-manager/budget

FY 2016-2017 Expenditure Statement

1018500	Capital Outlay	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change	
1018500	590408	Capital Equip & Replace. Fund	\$326,000	\$343,000	\$343,000	\$416,450	21.41%
1018500	590410	Technology Reserve Fund	0	25,000	25,000	35,000	40.00%
1018500	590414	Public Safety Reserve Fund	73,000	50,000	50,000	50,000	0.00%
1018500	590418	Public Works Improvement Fund	640,000	640,000	640,000	650,000	1.56%
1018500	590420	Rec Development & Restore Fund	212,000	209,600	209,600	254,000	21.18%
1018500	590424	Senior Services Improve. Fund	30,000	15,000	15,000	25,000	66.67%
1018500	590426	Town Hall Improvement Fund	5,000	10,000	10,000	10,000	0.00%
1018500		Subtotal Capital Outlay	\$1,286,000	\$1,292,600	\$1,292,600	\$1,440,450	11.44%
1018500		Total Capital Outlay	\$1,286,000	\$1,292,600	\$1,292,600	\$1,440,450	11.44%



TAB 12
PEACE DALE OFFICE BUILDING FUND

Peace Dale Office Building 12 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Mission Statement

The Parks and Recreation Department's mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Peace Dale Office Building (PDOB) serves as an extension of the Neighborhood Guild facility, housing recreational programming offered through the Parks and Recreation Department. In addition, the Department focuses on maximizing rental income through offering commercial rental space within PDOB to various service-oriented businesses and organizations.

General Explanation and Work Program

The Peace Dale Office Building (PDOB) was constructed in 1865 by the Peace Dale Mill Company, and was purchased by the Town in 1983. Since that time, leveraging the building's location next to the Neighborhood Guild and Village Green, the Parks and Recreation Department has managed the facility expanding recreational programming into the building. In addition, the Parks and Recreation Department manages the offering of commercial space within the building, with the rental income generated being held in a capital reserve fund. These funds are used exclusively by the Town for improvements and upgrades to the building, to both maintain PDOB's historical feel and include energy efficient upgrades and improvements.

The ground floor of the PDOB facility is utilized on a year-round basis for public programming through the Parks and Recreation Department. The space serves as an extension of the Neighborhood Guild facility, and allows the Department to offer select leisure programs including wellness classes, art and pottery programs, and various other youth programs. The first floor of the PDOB, where programming is offered, is accessible; however limited accessibility to the second and third floor levels prevents the Department from expanding into that space and scheduling additional program offerings at PDOB. In FY2015-2016 the Recreation Department relocated the Access to Art program to the ground floor level of PDOB, allowing for much needed space to grow the popular program, particularly pottery. The outer area of the ground floor unit is also utilized as meeting space as needed and is handicapped accessible.

Occupancy of the commercial units within the PDOB is at 78% with a total of six tenants. FY 2016-2017 projected rental revenue reflects a 2.1% decrease as compared with the current fiscal year as a result of the Phoenix House lease expiration in June 2015. This unit will be leased by the existing tenant, Beekman Violin, who will be expanding their existing first floor space in the current year. There are currently two small office units vacant on the second level, however it is anticipated that the building will resume full capacity in FY 2016-2017.

The ground floor level of the PDOB continues to be at risk for flooding during extreme weather events, given the building's location in a low lying area and close proximity to area rivers and streams. Facilities Maintenance staff has established short term safeguards such as a sump pump in the boiler room, and flood prevention protocol involving sandbagging and preparation of a temporary pump-out system within the interior of the main room on the ground floor. These preventative efforts have protected the ground floor during several severe rain events, including in March 2014 when Indian Run Brook overflowed as a result of flash flooding.



Department Functions

The primary functions include, but are not limited to:

- The PDOB location serves as an extension of the Neighborhood Guild facility, with many 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 Parks & Recreation Department, leveraging rental income for improvements to maintain and preserve the building

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Conversion of facility lighting to LED lighting	PCSF
Renewed four commercial lease agreements with current tenants; finalize agreement with existing tenant to expand into vacant first floor end unit	ED
Offer ongoing recreational programs on ground floor level and 3 rd floor units, including fitness classes, art classes, and performing arts youth camps	PCSF
Continue and grow Access to Art Program in basement unit of PDOB to accommodate increasing participation levels.	PCSF
Complete improvements to first floor end unit for new tenant; Architectural design of new windows and doors for improved efficiency; Upgraded HVAC	PCSF
Continue with interior common area and unit improvements as needed	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
# of Commercial Tenants	9	7	8	ED
# of Recreational Programs Offered*	22	40	50	PCFS
Self Support Program Revenue	\$13,471	\$7,368	\$7,300	BDFM
Rental Income	\$80,943	\$65,307	\$86,462	BDFM
Facility Usage: Participation #	7,059	7,100	7,150	PCSF
Facility Programming Hours	2,146	2,170	2,200	PCSF

*increase reflects relocated Access to Art Programs

Peace Dale Office Building Fund (0302), *continued*



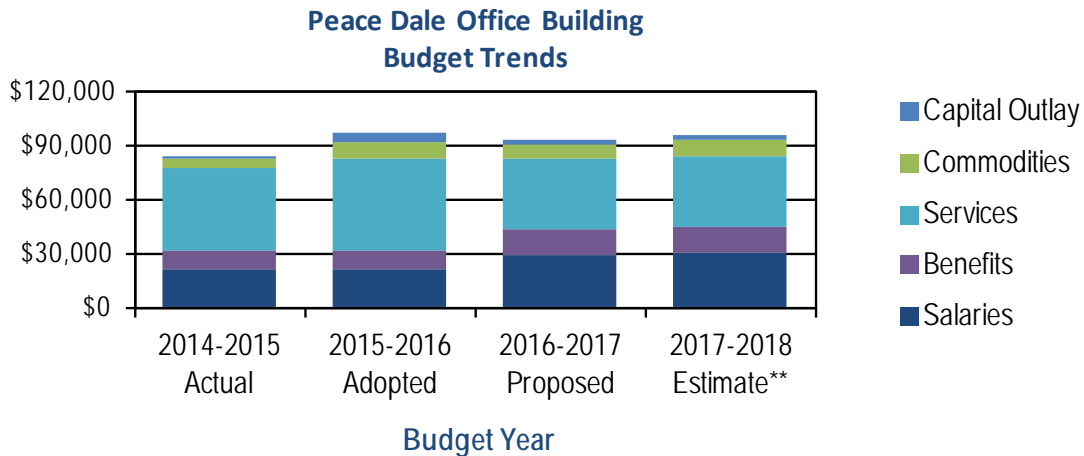
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to monitor programming and space allocation within the building	PCSF
Continue to analyze commercial rental rates prior to all lease renewals to ensure market position is competitive and fair	ED
Establish lease renewal/or new lease of one unit scheduled to expire in August 2016	ED
Resume 100% capacity of commercial rental units	ED
Maintain and grow Access to Art Program based on public demand	PCSF
Maintain existing fitness programs on third floor	PCSF
Continue exterior and interior facility improvements	BDFM

FY 2016-2017 Funding Comparison

Peace Dale Office Building	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	0.60	0.60	0.60	0.60	0.00
Salaries	\$21,247	\$21,758	\$20,758	\$30,240	\$8,482
Benefits	10,514	10,767	10,767	13,624	2,857
Subtotal Personnel Expenditures*	\$31,761	\$32,525	\$31,525	\$43,864	\$11,339
Services	\$45,767	\$51,148	\$36,674	\$38,951	(\$12,197)
Commodities	5,359	8,866	8,110	8,547	(319)
Capital Outlay	1,917	5,000	27,000	3,000	(2,000)
Subtotal Operating Expenditures	\$53,043	\$65,014	\$71,784	\$50,498	(\$14,516)
Total Expenditures	\$84,803	\$97,539	\$103,309	\$94,362	(\$3,177)

*Please note personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account; some positions may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Peace Dale Office Building Fund (0302), *continued*



FY 2016-2017 Expenditure Statement

30243010	Peace Dale Office Building	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30243010	511001 Full-Time Employees	\$18,673	\$19,026	\$19,026	\$28,196	48.20%
30243010	511002 Part-Time Salaries	0	1,000	0	0	-100.00%
30243010	511004 Overtime	913	0	0	0	0.00%
30243010	511006 Longevity	1,661	1,732	1,732	2,044	18.01%
30243010	Subtotal Wages	\$21,247	\$21,758	\$20,758	\$30,240	38.98%
30243010	522250 FICA	1,579	1,610	1,610	2,249	39.69%
30243010	522300 Municipal Employees Retirement	2,580	2,544	2,544	3,760	47.80%
30243010	522818 Medical Insur-Active Employees	5,214	5,405	5,405	6,189	14.51%
30243010	522822 Dental Insur-Active Employees	298	325	325	442	36.00%
30243010	522840 Insurance Buyback	0	0	0	100	0.00%
30243010	522850 Life Insurance	23	23	23	24	4.35%
30243010	529900 Workers Compensation	820	860	860	860	0.00%
30243010	Subtotal Benefits	\$10,514	\$10,767	\$10,767	\$13,624	26.53%
30243010	530014 Refuse Disposal	416	492	420	505	2.64%
30243010	530022 Course Instructors	9,061	10,950	5,933	5,925	-45.89%
30243010	532000 Telephone	0	218	0	0	-100.00%
30243010	532004 Electricity	6,705	8,678	7,700	7,004	-19.29%
30243010	532008 Natural Gas	7,204	7,585	7,200	7,805	2.90%
30243010	532010 Wastewater Fees	916	1,000	960	960	-4.00%
30243010	532012 Water Fees	345	536	450	540	0.75%
30243010	534020 Maintenance Of Buildings	12,846	13,000	10,000	12,000	-7.69%
30243010	560010 Insurance	8,275	8,689	4,011	4,212	-51.52%
30243010	Subtotal Services	\$45,767	\$51,148	\$36,674	\$38,951	-23.85%
30243010	540014 Janitorial Materials & Supp	1,908	3,443	3,200	3,443	0.00%
30243010	540016 Rec Materials & Supplies	0	500	450	500	0.00%
30243010	540018 Elect Materials & Supplies	14	933	500	600	-35.69%
30243010	540024 Chemicals And Gases	300	340	310	352	3.53%
30243010	580100 Miscellaneous Expenses	3,137	3,650	3,650	3,652	0.05%
30243010	Subtotal Commodities	\$5,359	\$8,866	\$8,110	\$8,547	-3.60%
30243010	570002 Capital Improvements	1,917	5,000	27,000	3,000	-40.00%
30243010	Subtotal Capital Outlay	\$1,917	\$5,000	\$27,000	\$3,000	-40.00%
30243010	Total Peace Dale Office Building	\$84,803	\$97,539	\$103,309	\$94,362	-3.26%

Peace Dale Office Building Fund (0302), *continued*



FY 2016-2017 Revenue Statement

Acct	Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
418130	Interest On Delinquent Payment	\$573	\$0	\$0	\$0	\$0
431115	Rental Income	80,943	88,323	65,307	86,462	(1,861)
440220	Recreation Self-Support Programs	13,472	14,000	7,368	7,300	(6,700)
460010	Investment Income	746	500	500	600	100
499050	Net Assets Forward To Operations	0	0	27,741	0	0
Total PDOB Revenues		\$95,734	\$102,823	\$100,916	\$94,362	(\$8,461)
Income Over (Under) Expenses		\$10,931	\$5,284	(\$2,393)	(\$0)	(\$5,284)
Fund Balance		\$292,536	\$297,820	\$262,402	\$262,402	



TAB 13
NEIGHBORHOOD GUILD FUND

Neighborhood Guild..... 13 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Mission Statement

The Parks and Recreation Department’s mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Neighborhood Guild is the home of the Parks and Recreation Department and where the majority of the Town’s indoor recreational programming and opportunities is offered, as well as where the 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 400 classes annually, including the arts, community education, fitness, and special events for all segments of the population. In addition, the Guild is utilized by a variety of community based non-profit groups for meetings and programs, and by residents who rent rooms for gatherings such as birthday parties and other occasions.

The operation of the Guild and related recreational programming is financially self supporting with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals, and various other sources. For the 2016-2017 fiscal year, Guild recreational programs are expected to generate approximately 45% of the total revenue needed to support the Guild’s operating program, with proposed Trust Fund contributions supporting approximately 51%, and the remaining 4% coming from the Guild fund balance, reinvested capital income and investment income. Public participation in Guild recreational programs is projected to remain consistent with current year participation levels. Level programming fees are proposed for FY 2016-2017, as the Recreation Department attempts to maintain a balance between offering affordable leisure activities and meeting operational costs.

The Guild operation will see some changes in the second half of FY 2016-2017, with the opening of the Community Recreation Center anticipated in January 2017. The Department is preparing for a transition of select existing fitness programs from the Guild to the Community Recreation Center and future implementation of new passive recreational and cultural arts programs at the Guild. The inaugural budget for the Community Recreation Center Fund is included as a component of the proposed FY 2016-2017 operating budget.

This section incorporates multiple accounts, each of which fall under the purview of the Neighborhood Guild, and includes the following:

Acct Number	Acct Description
41010	Guild Admin and Maintenance
41020	Guild Front Desk
41040	Guild Seniors Program
41050	Guild Youth Programs
41060	Guild Music Programs
41070	Guild Adults Programs
41080	Guild Arts Program



Department 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 Guild 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
- Manage daily maintenance and upkeep of the facility including cleaning, maintenance, repairs, and care of the surrounding grounds

FRONT DESK

- Provide 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, production of program flyers and brochures, as well as various other tasks
- 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
- Oversee the care and maintenance of dedicated music rooms, a music library, and seven 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 school vacation and 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 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 and Senior Services Departments, as well as the Fire Departments 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, needlepoint, photography

TRAVEL

- Develop and program a variety of day trip offerings for the general public
- Accompany participants on trip as staff liaison 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, social media – Facebook and Twitter
- Establish and maintain an operational budget based on pre-planning and projected participation

Neighborhood Guild Fund (0306), *continued*



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Implemented online program registration feature in January 2015	CE
Maintain an average of 84% on the number of classes offered versus the number of classes that ran successfully, comparing to the national standard of 80%	PCSF
Converted basement level pottery studio into a program/meeting room	PCSF
Offer 77 new classes/programs	PCSF
Continue to offer several family-fun programs to encourage families to participate in activities together; events include: Breakfast and Bikes, Pizza Bingo, Take Your Daughter on a Hike, Game Night in the Park. "Cartoon-free zone" classes for children continue to be offered free or at a minimum fee. These Saturday morning programs provided families with an alternative to athletic programs	PCSF
Implement design and construction of ADA compliant wheelchair lift for improved accessibility	SNP
Increase use of social media platforms for purposes of program marketing and real time communication, including Facebook, Twitter, and Pinterest	CE
Collaborate with Westerly Senior Center and other local groups to improve trip participation resulting in increased enrollment and 93% success rate for planned trips	PCSF
Interior improvements to the facility included the renovation of Room 25, carpeting in the lounge, and painting of interior common areas	PCSF
Improve efficiency of the Guild Front Desk operations and customer service function	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Trust Income % of Total Revenue	49%	47%	51%	BDFM
Program fees % of Total Revenue	42%	43%	45%	BDFM
Guild Facility Usage Attendance	56,222	57,000	57,300	PCSF
Room Reservations by Community members and organizations	4,120	4,000	4,050	PCSF
Online Transactions (including registrations, payments, etc.)	265	2000	2200	CE
Independent Contractors	112	110	110	PCSF
New Classes Offered	77	80	80	PCSF
Preschool Enrollment	213	200	200	PCSF
% of Classes Completed*	96%	80%	80%	PCSF
Youth/Teen Enrollment	585	600	600	PCSF
% of Classes Completed*	64%	70%	80%	PCSF
Adult Enrollment	1635	1650	1675	PCSF
% of Classes Completed*	74%	78%	80%	PCSF
Art Enrollment	577	560	575	PCSF
% of Classes Completed*	76%	80%	80%	PCSF
Sports and Fitness Enrollment	7607	7700	7750	PCSF
% of Classes Completed*	95%	94%	95%	PCSF
Trip Enrollment	636	675	700	PCSF
% of Trips Completed*	93%	90%	90%	PCSF
Music Lessons	1529	1600	1600	PCSF
Music Students Registered	184	190	190	PCSF
Special Events	1956	1970	1980	PCSF
% of Events Completed*	87%	90%	90%	PCSF

*figures shown identify the % of classes/programs that ran successfully of those offered (national standard is 80%)

Neighborhood Guild Fund (0306), *continued*



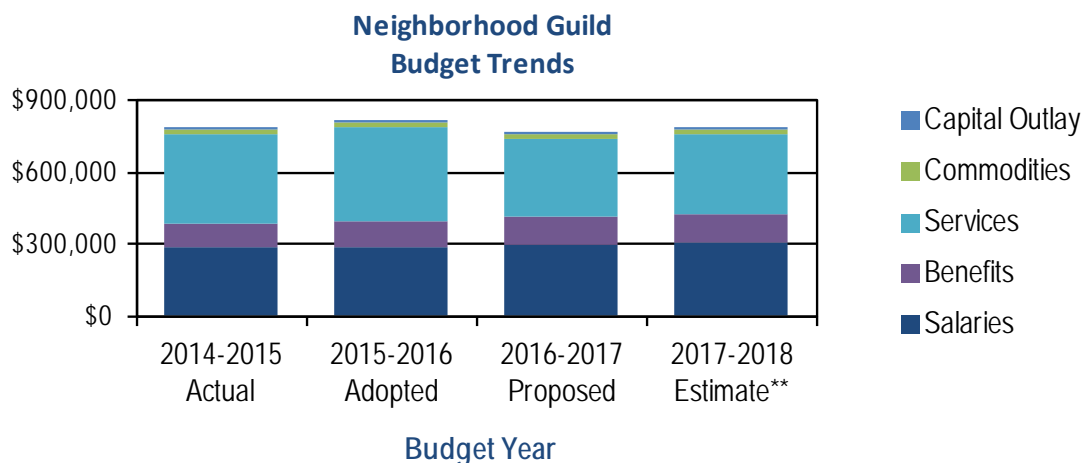
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Recruit instructors/independent contractors for new program offerings particularly youth & teen	PCSF
Maintain present yield on trust fund and investment income sources	BDFM
Continue improvement and maintenance to interior of the Guild facility – replacement of flooring in first floor lobby, corridors and lounge	PCSF
Transition sports and fitness programming to Community Recreation Center	PCSF
Continue to focus on development of targeted youth, teen, and family programs	PCSF
Prepare for major capital improvement project to building infrastructure – will include window replacement and HVAC upgrade	PCSF
Improve outreach and marketing efforts to raise public awareness of programs and available financial assistance	CE
Increase public use of web-based registration	CE
Administer a community wide assessment of Parks and Recreation Facilities and Services	PCSF

FY 2016-2017 Funding Comparison

Neighborhood Guild	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	5.20	4.20	5.20	5.20	0.00
Salaries	\$287,818	\$291,171	\$291,171	\$302,776	\$11,605
Benefits	100,980	105,458	104,699	111,836	6,378
Subtotal Personnel Expenditures*	\$388,798	\$396,629	\$395,870	\$414,612	\$17,983
Services	\$372,842	\$393,716	\$380,080	\$330,566	(\$63,150)
Commodities	19,429	22,830	19,580	19,500	(3,330)
Capital Outlay	1,778	9,900	9,850	5,500	(4,400)
Subtotal Operating Expenditures	\$394,049	\$426,446	\$409,510	\$355,566	(\$70,880)
Total Expenditures	\$782,847	\$823,075	\$805,380	\$770,177	(\$52,898)

*Please note personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts; some positions may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Neighborhood Guild Fund (0306), continued



FY 2016-2017 Expenditure Statements

30641010	Guild - Admin and Maintenance	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641010	511001 Full-Time Employees	\$225,696	\$222,331	\$222,331	\$238,530	7.29%
30641010	511002 Part-Time Salaries	3,580	6,303	6,303	2,340	-62.87%
30641010	511003 Seasonal Salaries	0	0	0	1,000	0.00%
30641010	511004 Overtime	3,620	2,000	2,000	1,000	-50.00%
30641010	511005 Retirement/Vacation Reimb.	0	0	0	0	0.00%
30641010	511006 Longevity	7,143	7,630	7,630	8,186	7.29%
30641010	Subtotal Wages	\$240,039	\$238,264	\$238,264	\$251,056	5.37%
30641010	522250 FICA	18,010	17,742	17,742	18,408	3.75%
30641010	522300 Municipal Employees Retirement	29,457	28,173	28,173	30,922	9.76%
30641010	522818 Medical Insur-Active Employees	37,824	41,380	41,380	43,893	6.07%
30641010	522822 Dental Insur-Active Employees	3,148	3,601	3,601	4,017	11.55%
30641010	522840 Insurance Buyback	2,659	1,000	1,000	1,400	40.00%
30641010	522850 Life Insurance	186	198	198	190	-4.04%
30641010	529900 Worker's Compensation	3,313	5,170	5,170	5,170	0.00%
30641010	538014 Travel Expenses	100	200	200	200	0.00%
30641010	538018 Conference Expenses	1,299	1,300	1,150	1,100	-15.38%
30641010	540038 Uniforms And Other Clothing	469	1,609	1,200	1,578	-1.94%
30641010	Subtotal Benefits	\$96,466	\$100,373	\$99,814	\$106,878	6.48%
30641010	530012 Cleaning Services	337	0	0	0	0.00%
30641010	530014 Refuse Disposal	988	1,049	1,000	1,079	2.82%
30641010	530064 Copy Machine Services	663	1,900	1,700	2,200	15.79%
30641010	530066 Internet Access	0	2,030	1,800	0	-100.00%
30641010	530111 Professional Services	7,971	8,560	10,000	8,666	1.24%
30641010	532000 Telephone	2,744	2,912	2,200	2,936	0.82%
30641010	532004 Electricity	18,427	17,621	17,600	17,850	1.30%
30641010	532008 Natural Gas	1,856	13,325	12,000	14,796	11.04%
30641010	532010 Wastewater Fees	409	589	725	739	25.47%
30641010	532012 Water Fees	1,133	944	1,000	1,185	25.53%
30641010	534016 Computer/Software Maintenance	2,898	3,372	3,607	3,703	9.82%
30641010	534020 Maintenance Of Buildings	14,116	10,000	11,000	10,500	5.00%
30641010	538012 Advertising	323	500	500	500	0.00%
30641010	538020 Postage	3,483	2,945	2,945	3,050	3.57%
30641010	538022 Printing Expenses	4,660	5,507	5,300	5,200	-5.57%
30641010	538028 Rents	0	160	100	150	-6.25%
30641010	538030 Licenses And Dues	1,152	1,080	1,000	1,150	6.48%
30641010	560010 Insurance	21,240	21,900	8,281	9,100	-58.45%
30641010	589010 Debt - Principal	50,000	50,000	50,000	0	-100.00%
30641010	589012 Debt - Interest	3,688	1,875	1,875	0	-100.00%
30641010	Subtotal Services	\$136,086	\$146,269	\$132,633	\$82,804	-43.39%
30641010	540012 Office Materials & Supplies	1,684	2,400	2,000	2,000	-16.67%
30641010	540014 Janitorial Materials & Supp	2,180	3,000	3,050	2,870	-4.33%
30641010	540016 Rec Materials & Supplies	1,090	600	600	500	-16.67%
30641010	540018 Elect Materials & Supplies	0	400	350	350	-12.50%
30641010	540020 Books And Publications	0	100	100	100	0.00%
30641010	540024 Chemicals And Gases	125	180	180	180	0.00%
30641010	540026 Bldg & Const Materials & Supp	1,060	1,000	1,000	1,000	0.00%
30641010	540032 General Hardware & Tools	484	700	500	600	-14.29%
30641010	540034 Signage Materials & Supplies	46	500	400	1,000	100.00%
30641010	540036 Equipment & Machine Parts	174	0	0	0	0.00%
30641010	540050 HVAC Materials & Supplies	0	1,100	1,500	1,200	9.09%
30641010	580100 Miscellaneous Expenses	3,858	2,250	2,000	2,000	-11.11%
30641010	Subtotal Commodities	\$10,701	\$12,230	\$11,680	\$11,800	-3.52%
30641010	550004 Office Equipment	785	5,000	5,000	1,000	-80.00%
30641010	550016 Janitorial Equipment	0	500	450	500	0.00%
30641010	550018 Recreational Equipment	0	2,000	2,000	1,800	-10.00%
30641010	550026 Furniture And Furnishings	0	1,400	1,400	1,200	-14.29%
30641010	Subtotal Capital Outlay	\$785	\$8,900	\$8,850	\$4,500	-49.44%
30641010	Total Guild Admin And Maintenance	\$484,077	\$506,036	\$491,241	\$457,037	-9.68%

Neighborhood Guild Fund (0306), *continued*



30641020	Guild - Front Desk		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641020	511002	Part-Time Salaries	\$31,090	\$32,924	\$32,924	\$31,217	-5.18%
30641020	511006	Longevity	0	0	0	108	0.00%
30641020	Subtotal Wages		\$31,090	\$32,924	\$32,924	\$31,325	-4.86%
30641020	522250	FICA	2,379	2,519	2,519	2,396	-4.88%
30641020	522850	Life Insurance	0	37	37	0	-100.00%
30641020	540038	Uniforms And Other Clothing	859	1,000	800	1,000	0.00%
30641020	Subtotal Benefits		\$3,237	\$3,556	\$3,356	\$3,396	-4.50%
30641020	540016	Rec Materials & Supplies	185	200	200	200	0.00%
30641020	540054	Vending Materials & Supplies	3,845	4,000	1,500	800	-80.00%
30641020	Subtotal Commodities		\$4,030	\$4,200	\$1,700	\$1,000	-76.19%
30641020	Total Front Desk		\$38,358	\$40,680	\$37,980	\$35,721	-12.19%

30641040	Guild - Seniors Program		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641040	530111	Professional Services	\$34,472	\$36,000	\$36,000	\$38,700	7.50%
30641040	Subtotal Services		\$34,472	\$36,000	\$36,000	\$38,700	7.50%
30641040	540016	Rec Materials & Supplies	13	200	200	200	0.00%
30641040	Subtotal Commodities		\$13	\$200	\$200	\$200	0.00%
30641040	Total Seniors Program		\$34,485	\$36,200	\$36,200	\$38,900	7.46%

30641050	Guild - Youth Programs		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641050	511003	Seasonal Salaries	\$3,419	\$3,745	\$3,745	\$3,650	-2.54%
30641050	Subtotal Wages		\$3,419	\$3,745	\$3,745	\$3,650	-2.54%
30641050	522250	FICA	262	287	287	280	-2.44%
30641050	Subtotal Benefits		\$262	\$287	\$287	\$280	-2.44%
30641050	530111	Professional Services	30,841	25,100	25,100	28,600	13.94%
30641050	538020	Postage	20	40	40	40	0.00%
30641050	538028	Rents	1,450	1,952	1,952	1,952	0.00%
30641050	Subtotal Services		\$32,310	\$27,092	\$27,092	\$30,592	12.92%
30641050	540016	Rec Materials & Supplies	3,975	4,400	4,400	5,000	13.64%
30641050	Subtotal Commodities		\$3,975	\$4,400	\$4,400	\$5,000	13.64%
30641050	Total Youth Programs		\$39,966	\$35,524	\$35,524	\$39,522	11.25%

Neighborhood Guild Fund (0306), *continued*



30641060	Guild - Music Programs		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641060	511002	Part-Time Salaries	\$4,205	\$6,370	\$6,370	\$6,516	2.29%
30641060		Subtotal Wages	\$4,205	\$6,370	\$6,370	\$6,516	2.29%
30641060	522250	FICA	322	487	487	498	2.26%
30641060		Subtotal Benefits	\$322	\$487	\$487	\$498	2.26%
30641060	530111	Professional Services	85,045	90,760	90,760	87,900	-3.15%
30641060		Subtotal Services	\$85,045	\$90,760	\$90,760	\$87,900	-3.15%
30641060	540016	Rec Materials & Supplies	47	300	300	200	-33.33%
30641060		Subtotal Commodities	\$47	\$300	\$300	\$200	-33.33%
30641060	550018	Recreational Equipment	993	1,000	1,000	1,000	0.00%
30641060		Subtotal Capital Outlay	\$993	\$1,000	\$1,000	\$1,000	0.00%
30641060		Total Music Programs	\$90,612	\$98,917	\$98,917	\$96,114	-2.83%

30641070	Guild - Adults Program		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641070	511002	Part-Time Salaries	\$2,431	\$2,888	\$2,888	\$2,035	-29.54%
30641070		Subtotal Wages	\$2,431	\$2,888	\$2,888	\$2,035	-29.54%
30641070	522250	FICA	186	221	221	155	-29.86%
30641070		Subtotal Benefits	\$186	\$221	\$221	\$155	-29.86%
30641070	530111	Professional Services	38,666	40,650	40,650	42,150	3.69%
30641070		Subtotal Services	\$38,666	\$40,650	\$40,650	\$42,150	3.69%
30641070	540016	Rec Materials & Supplies	0	500	300	300	-40.00%
30641070		Subtotal Commodities	\$0	\$500	\$300	\$300	-40.00%
30641070		Total Adults Program	\$41,284	\$44,259	\$44,059	\$44,640	0.86%

30641080	Guild - Arts Program		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641080	511002	Part-Time Salaries	\$6,409	\$6,652	\$6,652	\$7,819	17.54%
30641080	511003	Seasonal Salaries	225	328	328	375	14.33%
30641080		Subtotal Wages	\$6,634	\$6,980	\$6,980	\$8,194	17.39%
30641080	522250	FICA	507	534	534	629	17.79%
30641080		Subtotal Benefits	\$507	\$534	\$534	\$629	17.79%
30641080	530111	Professional Services	44,471	50,985	50,985	46,460	-8.88%
30641080	538028	Rents	1,791	1,960	1,960	1,960	0.00%
30641080		Subtotal Services	\$46,262	\$52,945	\$52,945	\$48,420	-8.55%
30641080	540016	Rec Materials & Supplies	664	1,000	1,000	1,000	0.00%
30641080		Subtotal Commodities	\$664	\$1,000	\$1,000	\$1,000	0.00%
30641080		Total Arts Program	\$54,067	\$61,459	\$61,459	\$58,243	-5.23%

Neighborhood Guild Fund (0306), *continued*



	Total Guild Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30641010	Subtotal Guild Admin and Maintenance	\$484,077	\$506,036	\$491,241	\$457,037	-9.68%
30641020	Subtotal Guild Front Desk	38,358	40,680	37,980	35,721	-12.19%
30641040	Subtotal Guild Seniors Program	34,485	36,200	36,200	38,900	7.46%
30641050	Subtotal Guild Youth Programs	39,966	35,524	35,524	39,522	11.25%
30641060	Subtotal Guild Music Programs	90,612	98,917	98,917	96,114	-2.83%
30641070	Subtotal Guild Adults Program	41,284	44,259	44,059	44,640	0.86%
30641080	Subtotal Guild Arts Program	54,067	61,459	61,459	58,243	-5.23%
	Total Guild Program	\$782,847	\$823,075	\$805,380	\$770,177	-6.43%

Neighborhood Guild Fund (0306), *continued*



FY 2016-2017 Revenue Statement

Acct	Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Revised	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
460010	Investment Income	\$169	\$100	\$100	\$100	\$100	\$0
460020	Trust Income	379,763	376,473	376,473	376,473	380,500	4,027
460140	Reinvested Income - Debt	50,000	51,875	51,875	51,875	0	(51,875)
460150	Reinvested Income - Capital	3,688	6,000	6,000	6,000	6,000	0
460180	Hazard Trust	22,719	12,000	12,000	12,000	12,000	0
499060	Guild Fund Balance	25,000	25,000	25,000	25,000	25,000	0
440250	Front Desk	27,602	26,000	26,000	26,000	19,500	(6,500)
440260	Senior Trips	36,356	40,000	40,000	40,000	43,000	3,000
440265	Youth	54,144	45,860	45,860	45,860	53,285	7,425
440270	Music	104,126	108,900	108,900	108,900	106,250	(2,650)
440275	Adults	61,096	60,700	60,700	60,700	61,250	550
440280	Arts	62,796	71,050	71,050	71,050	63,300	(7,750)
	Total Guild Program Revenues	\$827,459	\$823,958	\$823,958	\$823,958	\$770,185	(\$53,773)
	Guild Program Surplus(Loss)	\$44,612	\$883	\$883	\$18,578	\$8	



TAB 14
SENIOR SERVICES PROGRAM FUND

Senior Services Program 14 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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, respite care, senior centers, adult day services, and caregiver education and support groups. The Senior Services Department provides all of these services, and links community members with other local providers for additional supportive services, through operation of four direct service programs: Transportation, Nutrition, Adult Day Services, and a nationally accredited Senior Services Center. Advocacy and technical assistance are also major functional areas within the Department.

The 2010 census reports that the 60 plus population in South Kingstown accounts for nearly 20% of the overall population and will continue to grow over the next decade. With this in mind, senior services represent a critical resource in the community. 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.

The Town contributes 51% of the revenue necessary to operate the Senior Services Program. Support from contributing communities of Narragansett and North Kingstown accounts for 19% of the overall revenue. The program also receives State and federal grants, as well as Medicaid reimbursement, accounting for 19% of all revenue projected in FY 2016-2017. State funding for the Nutrition (meal site) and Senior Center programs, as well as funding provided from South County CAP, to support the Community Information Specialist position, is projected to remain level for the coming year. With the 2nd year renewal of the Title IIIB Supportive Services grant for 2016, the Department projects revenue from this source to be \$23,714.

Senior Services Program (0304), *continued*



This section incorporates multiple accounts, each of which fall under the purview of the Senior Services Program, and includes the following:

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

SENIOR TRANSPORTATION PROGRAM

The South Kingstown Senior Transportation service is available to any senior (60+) resident of the Town. The goal of the program is to assist seniors with the instrumental activities of daily living by providing transportation to and from The Senior Center meal site, grocery stores, pharmacies, hair salons, banks, and retail shops. The program was expanded in October 2008 when the State RIDE program implemented a fee for services. Seniors who previously used the RIDE bus to get to the senior meal site at The Senior Center are now riding the Town van, at no charge. The Senior Services Department will continue to promote this valuable service as a way for seniors to maintain their independence and stay active in the community.

With the acquisition of a new van in 2012, the Senior Services Department retained the older van for use as a back-up when the new vehicle requires maintenance, providing for no interruption of service. The second vehicle is also utilized as a programming resource for the Adult Day Service Program, providing short scenic tours with the Adult Day Service participants.

SENIOR NUTRITION PROGRAM

The Senior Nutrition Program provides meals daily at The Senior Center's congregate meal site and for home delivery through the federally-funded Meals on Wheels Program. The goal of this program is to provide the Town's older persons with low cost, nutritious meals and appropriate nutrition education. In addition to the primary health benefits of a balanced daily meal, seniors also receive the 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. The raw food costs and labor associated with Westbay Community Action Program's (CAP) preparation of the meals represent significant contributions to the program, totaling a projected \$35,000 (\$3.50 meal) in FY 2016-2017. This expense is not reflected in the budget for the Nutrition Program, as it is Federal funding provided through the State directly to Westbay CAP in support of Title IIIC programming.

Senior Nutrition Program Cost 2016-2017 Fiscal Year				\$122,197
State – Nutrition Program Grant Reimbursement				\$4,214
Net Direct Cost of Nutrition Program				\$117,983
Description	Congregate Meals	% of Total	Cost Sharing	
South Kingstown	25,789	70.12%	\$82,726	
Narragansett	10,991	29.88%	\$35,257	
Participating Community Meals	36,780	100.00%	\$117,983	
Non Participating Community Meals	4,401	0.00%	0	
Total Meals Program	41,181	100.00%	\$117,983	

Personnel costs directly related to the Nutrition Program include 30% of the Senior Center Director, Program Aide and the Senior Center Building Maintenance Supervisor salaries, as well as the salaries of all part-time employees working directly in the Senior Center's Meals Program. All employment benefit costs



related to the personnel associated with the Nutrition Program are also budgeted as a program expense. Facility operational costs associated with the Nutrition program are calculated based on 30% of the overall cost of the Senior Center operation. As of FY 2015-2016 these costs are allocated to the individual accounts for which they are associated in order to reflect a more detailed operating budget for the Nutrition program, where previously all operational expenses were calculated and totaled to one cost share amount and assigned to a single facility operating account. Participating Community cost share figures are calculated based on the percentage of actual meals served over a four year time frame from 2012 through 2015. Applying a long term use percentage rate reflects a more consistent, historical average and stabilizes any unanticipated fluctuations that may occur on a short term or annual basis.

ADULT DAY SERVICES PROGRAM

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

Adult Day Services remains a valuable resource for caregivers aiming to keep loved ones at home and in the community as long as possible. Of note is the profile of the average client, which has shifted within the last decade. Participants are older, require more assistance with activities of daily living, and have a briefer stay in the Adult Day Setting.

Funding of the Adult Day Services program presents an ongoing challenge as operational costs have increased steadily, while State and Medicaid reimbursement rates for eligible clients have remained fixed since 2008 at a maximum of \$41.48 per day. Currently, approximately 56% of the Adult Day Services clientele is eligible for aid through State assistance and Medicaid dollars. The actual daily cost to operate the Adult Day Services facility in FY 2016-2017 is projected to be \$99.25 per client. Without the continued financial commitment of the municipal partners - South Kingstown, Narragansett and North Kingstown - it would not be a viable operation. Daily fees for private pay participants were increased from \$58 to \$62 in FY 2015-2016 to bring the rates more in line with similar programs across the state, while still remaining at the lower end of the fee scale.

The Adult Day Services program had experienced a decrease in the average number of clients per day over the past two years, servicing approximately 12 per day, down from an average of 14 to 16 per day. It is not unusual for the daily census to experience fluctuations due to the frailty of the client population; however, this data requires continuous evaluation and was the reason for adjustments to staffing levels and other operational costs in the FY 2015-2016 budget. Since July 2015, the average census has increased to 15 per day. There continues to be a steady influx of inquiries and applications for incoming participants. Currently the majority of the client base is from South Kingstown which is reflected in the overall general fund contribution increase from \$47,385 in FY 2015-2016 to \$60,062 in FY 2016-2017.

It is noted that a private Adult Day Service program which opened in Wakefield in July 2014 is no longer in operation. The municipal program will continue to fill the regional need for the provision of community based adult day care to keep elders in their homes as long as possible.

Senior Services Program (0304), *continued*



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

Description	Revised FY 2015-2016	Proposed FY 2016-2017	Change in Funding
Adult Day Services Program Cost	\$300,546	\$312,645	\$12,099
<i>Less</i>			
Investment Income	\$50	\$75	\$25
Title IIIB Grant	\$10,442	\$10,066	(\$376)
State Client Payment	\$95,000	\$80,270	(\$14,731)
Client Payments	\$65,000	\$86,936	\$21,936
Miscellaneous Revenues	\$150	\$500	\$350
Net Direct Cost of Service	\$129,904	\$134,799	\$4,895

Adult Day Services Program – 4 Yr Client Use	Client Days	Percent Of Total	Adopted FY 2015-2016	Proposed FY 2016-2017	Change in Funding
South Kingstown	4,772	44.56%	\$47,385	\$60,062	\$12,677
Narragansett	3,292	30.74%	\$48,939	\$41,434	(\$7,505)
North Kingstown	2,646	24.71%	\$33,580	\$33,303	(\$277)
Community Client Days	10,710	100.00%	\$129,904	\$134,799	\$4,895
Non-Participating Comm. Client Days	2,135				
Total Client Days	12,845				

SENIOR CENTER PROGRAM

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

Senior Center programs continue to thrive, particularly the wellness-related activities and educational enrichment programs such as language and history classes. The needs and interests of the Town's senior population require a multi-leveled approach to service and program development. As such, in FY 2016-2017, the Senior Center will continue to offer a wide range of choices for social, physical and educational enrichment. The planned construction of a new Community Recreation Center in FY 2016-2017, directly across from The Senior Center will further enhance the opportunities for many seniors who continue to participate in athletics and physical activities such as walking and jogging.

A breakdown of The Senior Center Program cost less non-municipal revenues is shown on the following page. The Towns of South Kingstown and Narragansett share in the remaining expenses associated with Center operations. It is proposed that Narragansett contribute \$46,000 or 18% of the total municipal support. This represents 54% of \$84,926 which is the estimated program cost for the Town of Narragansett based on 915 active center participants from Narragansett.

Senior Services Program (0304), *continued*



Senior Center Program Cost	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
Total Program	\$300,708	\$297,744	\$297,744	\$308,149	\$10,405
Less					
Grants	\$57,091	\$41,649	\$41,649	\$50,641	\$8,992
Senior Classes	\$8,103	\$7,000	\$7,000	\$7,000	\$0
Fund Balance Forwarded	\$5,000	\$0	\$0	\$0	\$0
Net Direct Cost of Service	\$230,514	\$249,095	\$249,095	\$250,508	\$1,413

Description	Active Members	Cost Per Client	Proportional Cost Share	2016-2017 Proposed
South Kingstown	1,784	\$92.82	\$165,582	\$204,508
Narragansett	915	\$92.82	\$84,926	\$46,000
Participating Community Members	2,699	\$92.82	\$250,508	\$250,508
Non-Participating Communities	365			
Total Members Served	3,064	\$81.76	\$250,508	\$250,508

Department 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 meal site, grocery stores, pharmacies, hair salons, banks, and retail shops

SENIOR NUTRITION PROGRAM

- Provides meals daily at The Senior Center and for home delivery through the federally-funded Meals on Wheels Program
- Provide the Town's older persons with low cost, nutritious meals and appropriate 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

ADULT DAY SERVICES PROGRAM

- Provides a State-licensed comprehensive program designed to meet the medical, social, and psychological needs of the frail and/or disabled senior
- Offers professional staff including a registered nurse, certified nurse aides, and activity professionals provide quality care and supervision
- Includes activities carefully planned to enrich the lives of the participants, improve self-esteem, and promote feelings of self worth
- Program available Monday through Friday

SENIOR CENTER PROGRAM

- The Senior Center 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
- The Senior Center houses the Senior Nutrition and Transportation programs, offers social and recreational activities, health promotion and screenings, volunteer opportunities, case management, educational programming, and information and referral services

Senior Services Program (0304), *continued*



FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Work in collaboration with URI Departments of Pharmacy, Nursing, Physical Therapy, Gerontology, Kinesiology and Human Development to provide experiential learning opportunities for students and intergenerational programs to benefit older adults	SNP
Collaborate with South County Hospital to provide a Wellness Clinic, twice weekly, offering health maintenance screenings, education programs and immunization clinics	PCSF
Awarded \$180,000 CDBG Disaster Recovery funding for infrastructure improvements to the Tetreault Senior Center Annex for installation of an emergency generator	SNP
Installed emergency generator to ensure continuity of operations during emergencies; and to serve as emergency shelter for special needs population when needed	SNP
Received \$10,000 Donation to The Center from South Kingstown residents, Indu Suryanarayan and her late husband E.R., to benefit The Senior Center and its participants	PCSF
Collaborate with URI Human Development and Family Studies Dept. to introduce the Cyber Seniors Program to assist in evaluating and educating older adults in computer competency and to help eliminate the digital divide	SNP
Increased participation in federally funded Congregate Nutrition Program after successfully leading petitioning efforts for West Bay Community Action to contract with new catering service.	SNP
Provide monthly venue for RI Military Organization Benefits Counseling to assist Veterans and their families in obtaining information, benefits and support	SNP
Provide daily care and professional oversight of 41 older adults with special needs in a social and therapeutic setting	SNP
Adult Day Services program was successfully credentialed as a partner service provider with Neighborhood Health Plan of RI	SNP
Adult Day Services program successfully renewed state licensure with the RIDOH	SNP

Specific Performance Measurements

Senior Transportation Program	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month – non medical transport	114	122	125	C / SNP
Trips per year	4,743	4,400	4,839	C / SNP
Miles logged	11,948	12,067	12,188	C / SNP
Average daily miles logged	56	62	68	C / SNP

Senior Nutrition Program	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	5,636	5,866	6,000	SNP
Meals Served – Narr Residents	2,456	3,085	3,150	SNP
Meals Served – other towns	574	674	700	SNP
Total Meals Served (all towns)	8,666	9,625	9,850	SNP
Avg # of participants served per wk	167	185	189	SNP
Annual volunteer hours	4,337	4,350	4,350	SNP

Senior Services Program (0304), *continued*



Adult Day Services Program	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Client Days – South Kingstown	1,405	1,375	1,375	SNP
Client Days – Narragansett	650	651	651	SNP
Client Days – North Kingstown	481	777	777	SNP
Client Days – other towns	355	347	347	SNP
Total Client Days (all towns)	2,891	3,150	3,150	SNP
Avg # Clients per Program Day	12	14	14	SNP
Unduplicated Clients Served – SK	17	20	22	SNP
Unduplicated Clients Served – Narr	11	7	8	SNP
Unduplicated Clients Served – NK	11	12	12	SNP
Total Unduplicated Clients Served (all towns)	43	41	44	SNP
Total Family Members benefitting	172	164	176	SNP
Total State Payment Subsidies	\$101,737	\$95,000	\$86,936	SNP / BDFM
Total Client Payments Received	\$64,125	\$65,000	\$80,270	SNP / BDFM
Avg Client Payment per Day	\$22.18	\$20.63	\$25.48	SNP / BDFM

Senior Center Program	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Number of Members – SK	1,748	1,786	1,788	SNP
Number of Members – Narr	915	917	919	SNP
Number of Members – other towns	365	367	368	SNP
Total # of Members (all towns)	3,028	3,070	3,075	SNP
Total Programs	216	217	219	SNP
New Programs	28	29	31	SNP
% of building capacity used daily	100%	100%	100%	SNP
# of Information Requests and Referrals	1,907	2,001	2,010	SNP
Avg # of Participants per week	1,032	1,045	1,048	SNP
Special Events	84	86	87	SNP

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to strengthen existing partnerships with URI, South County Hospital, Veteran's Organization, federal, local and statewide Human Service agencies	PCSF
Maintain shared senior services with the Town of Narragansett by offering the most cost effective delivery of service for seniors	BDFM
Explore new opportunities for program expansion with the completion of the infrastructure improvements to the Tetreault Senior Center Annex	PCSF
Expand outreach to senior housing, church groups, civic organizations and other groups to help identify residents whose basic needs are unmet	SNP
Continue to increase usage of monthly newsletter publication, newspaper press releases and social media, when available, to educate older adults about services, programs, tax relief and benefit programs	SNP
Identify and assist Veterans in accessing services and benefits through collaboration with Veteran Assistance Programs, federal, state and local programs	SNP
Increase average Adult Day Services daily census by 10% maintaining minimum of 14 clients per day	SNP

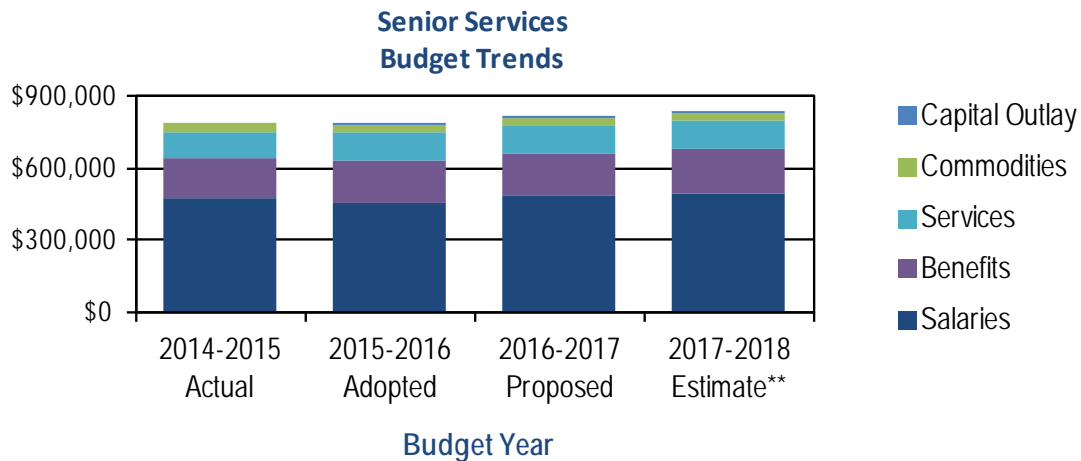
Senior Services Program (0304), *continued*



FY 2016-2017 Funding Comparison

Senior Services	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	7.50	7.50	7.50	7.50	0.00
Salaries	\$475,221	\$458,900	\$458,129	\$487,130	\$28,230
Benefits	169,947	176,161	176,632	181,391	5,230
Subtotal Personnel Expenditures*	\$645,168	\$635,061	\$634,761	\$668,521	\$33,460
Services	\$112,167	\$117,095	\$111,328	\$114,670	(\$2,425)
Commodities	31,632	31,718	28,978	30,940	(779)
Capital Outlay	0	400	400	400	0
Subtotal Operating Expenditures	\$143,799	\$149,213	\$140,706	\$146,009	(\$3,204)
Total Expenditures	\$788,966	\$784,274	\$775,468	\$814,531	\$30,257

*Please note, personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts; some positions may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Senior Services Program (0304), continued



FY 2016-2017 Expenditure Statements

30442010	Senior Services - Senior Transportation	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30442010	511001 Full-Time Employees	\$35,106	\$35,687	\$28,517	\$36,579	2.50%
30442010	511002 Part-Time Salaries	(42)	0	0	0	0.00%
30442010	511003 Seasonal Salaries	3,450	3,526	10,000	3,780	7.20%
30442010	511004 Overtime	10	100	100	50	-50.00%
30442010	511006 Longevity	2,223	2,340	2,340	2,566	9.66%
30442010	Subtotal Wages	\$40,747	\$41,653	\$40,957	\$42,975	3.17%
30442010	522250 FICA	3,269	3,332	2,700	3,148	-5.52%
30442010	522300 Municipal Employees Retirement	4,692	4,658	4,658	5,132	10.18%
30442010	522822 Dental Insur-Active Employees	895	977	977	996	1.94%
30442010	522840 Insurance Buyback	1,946	2,000	2,000	2,000	0.00%
30442010	522850 Life Insurance	38	38	38	34	-10.53%
30442010	529900 Worker's Compensation	3,090	3,554	3,737	3,924	10.41%
30442010	540038 Uniforms And Other Clothing	0	150	150	150	0.00%
30442010	Subtotal Benefits	\$13,930	\$14,709	\$14,260	\$15,384	4.59%
30442010	534010 Motor Vehicles Maintenance	1,092	4,300	4,300	4,500	4.65%
30442010	560010 Insurance	958	1,822	3,755	1,967	7.96%
30442010	Subtotal Services	\$2,050	\$6,122	\$8,055	\$6,467	5.64%
30442010	540028 Motor Vehicle Materials & Supp	1,652	2,200	2,200	2,200	0.00%
30442010	540040 Fuels And Lubricants	5,019	5,865	3,000	4,313	-26.47%
30442010	580100 Miscellaneous Expenses	180	100	250	200	100.00%
30442010	Subtotal Commodities	\$6,851	\$8,165	\$5,450	\$6,713	-17.79%
30442010	Total Senior Transportation	\$63,578	\$70,649	\$68,722	\$71,539	1.26%

Senior Services Program (0304), continued



30442020	Senior Services Nutrition Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30442020	511001 Full-Time Employees	\$42,280	\$44,081	\$44,081	\$45,184	2.50%
30442020	511002 Part-Time Salaries	22,468	24,434	24,434	28,988	18.64%
30442020	511003 Seasonal Salaries	1,320	867	867	900	3.81%
30442020	511004 Overtime	17	0	0	0	0.00%
30442020	511005 Retirement/Vacation Reimb.	2,134	0	0	0	0.00%
30442020	511006 Longevity	1,767	1,369	1,369	1,775	29.66%
30442020	Subtotal Wages	\$69,986	\$70,751	\$70,751	\$76,847	8.62%
30442020	522250 FICA	5,179	5,182	5,182	5,645	8.93%
30442020	522300 Municipal Employees Retirement	5,472	5,565	5,565	6,024	8.25%
30442020	522818 Medical Insur-Active Employees	11,348	12,209	12,209	12,364	1.27%
30442020	522822 Dental Insur-Active Employees	805	879	879	896	1.93%
30442020	522850 Life Insurance	34	34	34	30	-11.76%
30442020	529900 Worker's Compensation	494	568	597	627	10.39%
30442020	Subtotal Benefits	\$23,333	\$24,437	\$24,466	\$25,586	4.70%
30442020	530014 Refuse Disposal	123	281	281	323	14.88%
30442020	530111 Professional Services	1,414	3,400	3,400	2,607	-23.31%
30442020	532000 Telephone	472	854	854	601	-29.60%
30442020	532002 Fuel - Oil	1,520	0	0	0	0.00%
30442020	532004 Electricity	3,684	5,861	5,861	6,387	8.97%
30442020	532008 Natural Gas	1,885	2,526	2,526	2,716	7.53%
30442020	532010 Wastewater Fees	0	364	364	382	4.84%
30442020	532012 Water Fees	356	595	595	600	0.86%
30442020	534016 Computer/Software Maint.	0	0	0	399	0.00%
30442020	534020 Maintenance Of Buildings	51	1,140	1,140	1,163	1.97%
30442020	538020 Postage	0	60	60	60	0.00%
30442020	538022 Printing Expenses	0	90	90	90	0.00%
30442020	538032 Facility Operating Expense	276	0	0	0	0.00%
30442020	560010 Insurance	0	3,146	258	2,547	-19.05%
30442020	Subtotal Services	\$9,782	\$18,317	\$15,429	\$17,874	-2.42%
30442020	540014 Janitorial Materials & Supp	0	1,710	1,710	1,770	3.51%
30442020	Subtotal Commodities	\$0	\$1,710	\$1,710	\$1,770	3.51%
30442020	550004 Office Equipment	0	120	120	120	0.00%
30442020	Subtotal Capital Outlay	\$0	\$120	\$120	\$120	0.00%
30442020	Total Nutrition Program	\$103,101	\$115,335	\$112,476	\$122,197	5.95%

Senior Services Program (0304), continued



30442030 Senior Services - Adult Day Services		2014-2015	2015-2016	2015-2016	2016-2017	Percent
		Actual	Adopted	Projected	Proposed	Change
30442030	511001 Full-Time Employees	\$104,976	\$112,411	\$112,411	\$119,805	6.58%
30442030	511002 Part-Time Salaries	88,988	71,992	71,992	83,658	16.20%
30442030	511003 Seasonal Salaries	19,083	5,092	5,092	0	-100.00%
30442030	511004 Overtime	127	200	200	100	-50.00%
30442030	511005 Retirement/Vacation Reimb.	102	0	0	0	0.00%
30442030	511006 Longevity	2,298	3,612	3,612	3,471	-3.90%
30442030	Subtotal Wages	\$215,573	\$193,307	\$193,307	\$207,034	7.10%
30442030	522250 FICA	15,167	13,348	13,348	14,606	9.42%
30442030	522300 Municipal Employees Retirement	16,553	17,159	17,159	18,885	10.06%
30442030	522818 Medical Insur-Active Employees	22,862	24,704	24,704	19,928	-19.33%
30442030	522822 Dental Insur-Active Employees	1,885	2,258	2,258	2,373	5.09%
30442030	522840 Insurance Buyback	0	0	846	2,000	0.00%
30442030	522850 Life Insurance	74	82	82	75	-8.54%
30442030	529900 Worker's Compensation	300	345	345	345	0.00%
30442030	538014 Travel Expenses	257	300	250	300	0.00%
30442030	540038 Uniforms And Other Clothing	0	150	150	150	0.00%
30442030	Subtotal Benefits	\$57,098	\$58,346	\$59,142	\$58,662	0.54%
30442030	530012 Cleaning Services	0	950	950	950	0.00%
30442030	530014 Refuse Disposal	312	312	312	359	15.00%
30442030	530020 Miscellaneous Services	5,875	6,262	6,262	6,262	-0.01%
30442030	530064 Copy Machine Services	389	300	300	300	0.00%
30442030	530111 Professional Services	3,979	3,856	5,800	4,256	10.37%
30442030	532000 Telephone	1,867	1,800	1,800	1,884	4.67%
30442030	532002 Fuel - Oil	4,902	7,000	4,900	4,921	-29.70%
30442030	532004 Electricity	4,517	3,337	3,600	4,201	25.89%
30442030	532012 Water Fees	342	300	300	350	16.67%
30442030	534014 Office Equipment Maintenance	0	75	75	50	-33.33%
30442030	534016 Computer/Software Maintenance	0	50	50	0	-100.00%
30442030	534020 Maintenance Of Buildings	583	700	700	725	3.57%
30442030	538012 Advertising	0	25	25	25	0.00%
30442030	538020 Postage	35	250	250	250	0.00%
30442030	538022 Printing Expenses	0	200	200	200	0.00%
30442030	538030 Licenses And Dues	2,782	2,070	2,070	2,070	0.00%
30442030	560010 Insurance	5,493	5,500	3,426	3,770	-31.45%
30442030	Subtotal Services	\$31,075	\$32,987	\$31,020	\$30,572	-7.32%
30442030	540010 General Materials & Supplies	24	100	175	150	50.00%
30442030	540012 Office Materials & Supplies	246	300	300	325	8.33%
30442030	540014 Janitorial Materials & Supp	1,422	1,600	1,650	1,650	3.13%
30442030	540016 Rec Materials & Supplies	161	300	225	300	0.00%
30442030	540020 Books And Publications	200	350	275	302	-13.71%
30442030	540030 Medical & Lab Materials & Supp	237	400	400	400	0.00%
30442030	540046 Food	15,511	12,856	12,856	13,250	3.06%
30442030	580100 Miscellaneous Expenses	32	0	0	0	0.00%
30442030	Subtotal Commodities	\$17,833	\$15,906	\$15,881	\$16,377	2.96%
30442030	Total Adult Day Services	\$321,579	\$300,546	\$299,350	\$312,645	4.03%

Senior Services Program (0304), continued



30442040	Senior Services - Senior Center	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30442040	511001 Full-Time Employees	\$143,040	\$147,608	\$147,608	\$154,033	4.35%
30442040	511002 Part-Time Salaries	1,253	625	500	0	-100.00%
30442040	511003 Seasonal Salaries	0	0	0	675	0.00%
30442040	511004 Overtime	40	0	50	0	0.00%
30442040	511006 Longevity	4,581	4,956	4,956	5,566	12.31%
30442040	Subtotal Wages	\$148,914	\$153,189	\$153,114	\$160,274	4.63%
30442040	522250 FICA	10,730	10,889	10,889	11,428	4.95%
30442040	522300 Municipal Employees Retirement	18,551	18,693	18,693	20,590	10.15%
30442040	522818 Medical Insur-Active Employees	40,730	43,386	43,386	43,895	1.17%
30442040	522822 Dental Insur-Active Employees	2,863	3,127	3,127	3,188	1.95%
30442040	522850 Life Insurance	122	122	122	109	-10.66%
30442040	529900 Worker's Compensation	1,610	1,852	1,947	1,950	5.29%
30442040	538014 Travel Expenses	981	400	400	400	0.00%
30442040	540038 Uniforms And Other Clothing	0	200	200	200	0.00%
30442040	Subtotal Benefits	\$75,587	\$78,669	\$78,764	\$81,760	3.93%
30442040	530014 Refuse Disposal	864	656	656	753	14.82%
30442040	530022 Course Instructors	7,395	5,760	5,760	5,760	0.00%
30442040	530064 Copy Machine Services	396	400	950	950	137.50%
30442040	530111 Professional Services	9,301	7,934	7,934	9,595	20.93%
30442040	532000 Telephone	2,275	1,991	1,991	1,403	-29.53%
30442040	532002 Fuel - Oil	5,955	8,700	6,500	6,827	-21.53%
30442040	532004 Electricity	19,643	13,675	13,675	14,902	8.97%
30442040	532008 Natural Gas	6,680	5,891	5,891	6,338	7.58%
30442040	532010 Wastewater Fees	1,154	849	849	890	4.88%
30442040	532012 Water Fees	1,660	1,389	1,389	1,401	0.86%
30442040	534014 Office Equipment Maintenance	0	200	95	200	0.00%
30442040	534016 Computer/Software Maintenance	1,540	1,874	1,979	1,682	-10.26%
30442040	534020 Maintenance Of Buildings	2,060	2,660	2,660	2,713	1.97%
30442040	538012 Advertising	34	0	50	50	0.00%
30442040	538020 Postage	0	140	140	140	0.00%
30442040	538022 Printing Expenses	22	210	210	210	0.00%
30442040	560010 Insurance	10,281	7,340	6,095	5,943	-19.04%
30442040	Subtotal Services	\$69,259	\$59,669	\$56,824	\$59,756	0.15%
30442040	540010 General Materials & Supplies	0	250	250	250	0.00%
30442040	540012 Office Materials & Supplies	643	797	797	800	0.38%
30442040	540014 Janitorial Materials & Supp	6,121	3,990	3,990	4,130	3.51%
30442040	540016 Rec Materials & Supplies	0	400	400	400	0.00%
30442040	540046 Food	184	500	500	500	0.00%
30442040	Subtotal Commodities	\$6,948	\$5,937	\$5,937	\$6,080	2.41%
30442040	550004 Office Equipment	0	280	280	280	0.00%
30442040	Subtotal Capital Outlay	\$0	\$280	\$280	\$280	0.00%
30442040	Total Senior Services Center	\$300,708	\$297,744	\$294,919	\$308,149	3.49%

Senior Services Program (0304), *continued*



	Total Senior Services Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30442010	Subtotal Senior Transportation	\$63,578	\$70,649	\$68,722	\$71,539	1.26%
30442020	Subtotal Nutrition Program	103,101	115,335	112,476	122,197	5.95%
30442030	Subtotal Adult Day Services	321,579	300,546	299,350	312,645	4.03%
30442040	Subtotal Senior Center	300,708	297,744	294,919	308,149	3.49%
	Total Senior Services Program	\$788,966	\$784,274	\$775,468	\$814,531	3.86%

Senior Services Program (0304), *continued*



FY 2016-2017 Revenue Statement

Description	2014-2015 Actual	2015-2016 Adopted	2016-2017 Projected	2016-2017 Proposed	Inc. Over Prior Year
Transportation Program - 30442010					
451110 State Grant	\$3,384	\$3,383	\$3,383	\$3,484	\$101
470010 Miscellaneous Revenues	944	830	600	651	(180)
490101 South Kingstown - Transfer fr. Gen.Fd	64,663	66,436	66,436	67,404	968
Total - Transportation Program	\$68,991	\$70,649	\$70,419	\$71,539	\$890
Nutrition Program - 30442020					
451110 State Grant - Nutrition Program	\$4,214	\$4,214	\$4,214	\$4,214	\$0
418013 Narragansett - Nutrition	29,372	30,990	30,990	35,257	4,267
490101 South Kingstown - Transfer fr. Gen.Fd	78,194	80,131	80,131	82,726	2,595
Total - Nutrition Program	\$111,780	\$115,335	\$115,335	\$122,197	\$6,862
Adult Day Services Program - 30442030					
418013 Town of Narragansett	\$46,484	\$48,939	\$48,939	\$41,434	(\$7,505)
440610 Town of North Kingstown	31,614	33,580	33,580	33,303	(277)
490101 General Fund	39,647	47,385	47,385	60,062	12,677
440305 Client Payments	64,125	65,000	65,000	80,270	15,270
440310 State Subsidy - Client Payment	101,737	95,000	95,000	86,936	(8,064)
451110 Miscellaneous Grants	11,444	10,442	10,442	10,066	(376)
460010 Investment Income	236	50	50	75	25
470010 Miscellaneous Revenues	0	150	500	500	350
499060 Designated Fund Balance	10,000	0	0	0	0
Total - Adult Day Services Program	\$305,287	\$300,546	\$300,896	\$312,645	\$12,099
Senior Center Program - 30442040					
418013 Town of Narragansett	\$39,000	\$41,000	\$41,000	\$46,000	\$5,000
440295 Senior Classes	8,103	7,000	7,000	7,000	0
451110 Miscellaneous Grants	57,091	41,649	41,649	50,641	8,992
490101 General Fund	195,667	208,095	208,095	204,508	(3,587)
499060 Designated Fund Balance	5,000	0	0	0	0
Total - Senior Center Program	\$304,861	\$297,744	\$297,744	\$308,149	\$10,405
Total Program	\$790,919	\$784,274	\$784,394	\$814,531	\$30,257
Revenue Over (Under) Expenses	\$1,952	\$0	\$8,926	\$0	\$0



TAB 15
COMMUNITY RECREATION CENTER FUND

Community Recreation Center 15 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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, anticipated to open in January 2017, will provide indoor sports and fitness program space for public use by the citizens of South Kingstown, through participation in Recreation Department programs, interscholastic athletics, and facility rental opportunities.

General Explanation & Work Program

The Community Recreation Center project has been an element of the Town's Capital Improvement Program since 2004, in response to the need for additional gymnasium space for recreational youth sports programming and interscholastic athletics. Since then, the needs have expanded to include all age segments of the community, as new demands for adult/senior sports programming have also increased. Recreational and fitness needs for all age groups within the community will be served by this facility. In June 2014, the South Kingstown Recreation Commission established a Community Recreation Center Planning Committee to work with Town Staff and an architectural consultant in the development of a conceptual design plan and probable construction costs for this project. The second phase, design and development of construction documents, was completed in September 2015; and the third and final phase, construction of the facility, is proposed to begin in March 2016, with substantial completion expected in January 2017.

With the construction of the Community Recreation Center, the Town will be better equipped to provide a commitment to offering indoor play spaces to residents throughout the winter season and during inclement weather, just as the Town is able to offer exceptional outdoor parks and facilities to the community. The new facility will address the ongoing lack of available indoor recreational space for both municipal and school programs.

Design and construction costs for the facility are budgeted at \$6.6 million. The project will be financed through the issuance of municipal bonds totaling \$4.15 million that were authorized by referenda in 2004, 2006, and 2014; the use of recreation impact fees of \$1,250,000 that the Town currently has in reserve; and a \$1,200,000 General Fund Unassigned Fund Balance Transfer approved in April 2015 (\$1,000,000) and January 2016 (\$200,000). The 29,000 square foot facility consists of the following elements:

- Multi-court gymnasium for sports and athletic programming
- Two (2) smaller multi-use rooms for existing exercise classes and meeting spaces
- 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 (approx 126 spaces)



Department Functions

Functions of the facility and staff include but are not limited to:

- Day-to-day operation and maintenance of the facility
- Administration of Recreation Department indoor camps, sports activities and wellness programs
- 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 Senior Center
- Expansion and development of new sports and wellness programs based on community demand

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Completion of Bidding and Construction Documents in August 2015	PCSF
Town Council award of contract for construction of facility on Jan 25, 2016	PCSF
Groundbreaking for facility construction scheduled for March 2016	PCSF

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Programs to be Offered	*	*	25	SNP
% of Programs Run	*	*	80%	PCSF
Program Participants	*	*	2,500	PCSF
Community Events Attendance	*	*	5,000	PCSF
Facility Rentals	*	*	100	PCSF
Rental Hours	*	*	250	PCSF

**Facility Opening Projected January 2017*

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Complete construction of the Community Recreation Center facility by January 2017	PCSF
Establish Policy/Procedures manual for facility operations	PCSF
Assign necessary staff for full operation and maintenance of facility	PCSF
Develop and implement full complement of community recreation programs	PCSF
Plan and implement Community-wide Open House event for public information	CE
Establish fee schedule and priority matrix for facility rental (subject to Recreation Commission approval)	BDFM
Coordinate with School Athletics Program to schedule interscholastic sporting events	PCSF
Seek outside sponsorship support for additional athletic equipment, bleachers, and recreational equipment	BDFM
Establish senior specific programming to complement Senior Center wellness activities	SNP
Develop and Introduce programs for special needs populations – working with local agencies and Special Olympics	SNP

Community Recreation Center Fund (0308), *continued*

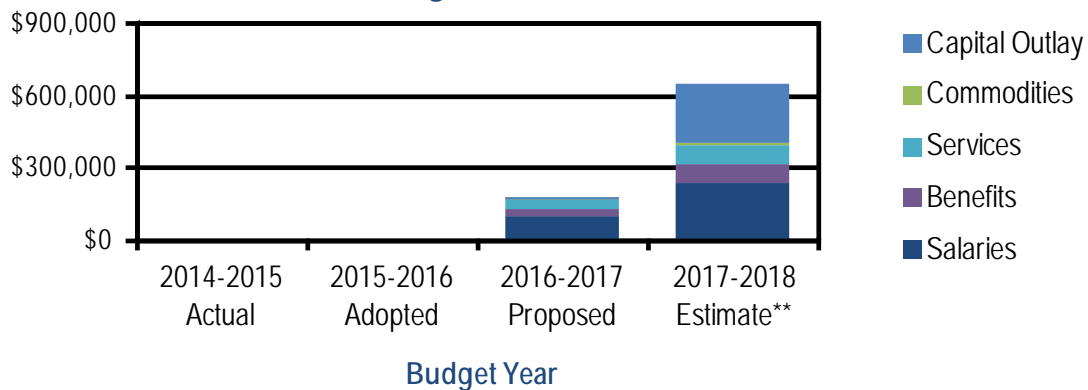


FY 2016-2017 Funding Comparison

Community Recreation Center	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	0.00	0.00	0.00	2.90	2.90
Salaries	\$0	\$0	\$0	\$105,334	\$105,334
Benefits	0	0	0	32,899	32,899
Subtotal Personnel Expenditures*	\$0	\$0	\$0	\$138,233	\$138,233
Services	0	0	0	34,300	34,300
Commodities	0	0	0	5,700	5,700
Capital Outlay	0	0	0	3,500	3,500
Subtotal Operating Expenditures	\$0	\$0	\$0	\$43,500	\$43,500
Total Expenditures	\$0	\$0	\$0	\$181,733	\$181,733

*Please note personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this fund; some positions may be allocated across additional funds.

**Community Recreation Center
Budget Trends**



**FY 2017-2018 is estimated based on the following assumptions: The hiring of budgeted staff, and consideration of a full 12 months of expenses (FY 2016-2017 is reflective of six months), resulting in the corresponding FY 2016-2017 to FY 2017-2018 ratio of level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Community Recreation Center Fund (0308), *continued*



FY 2016-2017 Expenditure Statement

30840001	Community Recreation Center	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
30840001	511001 Full-Time Employees	\$0	\$0	\$0	\$55,569	0.00%
30840001	511002 Part-Time Salaries	0	0	0	17,742	0.00%
30840001	511003 Seasonal Salaries	0	0	0	32,023	0.00%
30840001	Subtotal Wages	\$0	\$0	\$0	\$105,334	0.00%
30840001	522250 FICA	0	0	0	8,007	0.00%
30840001	522300 Municipal Employees Retirement	0	0	0	7,007	0.00%
30840001	522818 Medical Insur-Active Employees	0	0	0	16,529	0.00%
30840001	522822 Dental Insur-Active Employees	0	0	0	1,195	0.00%
30840001	522840 Insurance Buyback	0	0	0	41	0.00%
30840001	529900 Worker's Compensation	0	0	0	120	0.00%
30840001	Subtotal Benefits	\$0	\$0	\$0	\$32,899	0.00%
30840001	530014 Refuse Disposal	0	0	0	300	0.00%
30840001	530064 Copy Machine Services	0	0	0	250	0.00%
30840001	532000 Telephone	0	0	0	1,750	0.00%
30840001	532004 Electricity	0	0	0	14,000	0.00%
30840001	532008 Natural Gas	0	0	0	10,500	0.00%
30840001	532010 Wastewater Fees	0	0	0	1,500	0.00%
30840001	532012 Water Fees	0	0	0	2,000	0.00%
30840001	534020 Maintenance Of Buildings	0	0	0	1,500	0.00%
30840001	560010 Insurance	0	0	0	2,500	0.00%
30840001	Subtotal Services	\$0	\$0	\$0	\$34,300	0.00%
30840001	540012 Office Materials & Supplies	0	0	0	250	0.00%
30840001	540014 Janitorial Materials & Supp	0	0	0	1,500	0.00%
30840001	540016 Rec Materials & Supplies	0	0	0	300	0.00%
30840001	540018 Elect Materials & Supplies	0	0	0	250	0.00%
30840001	540026 Bldg & Const Materials & Supp	0	0	0	400	0.00%
30840001	540036 Equipment & Machine Parts	0	0	0	200	0.00%
30840001	540038 Uniforms And Other Clothing	0	0	0	1,000	0.00%
30840001	540058 Safety Related Mat & Supp	0	0	0	50	0.00%
30840001	580100 Miscellaneous Expenses	0	0	0	1,750	0.00%
30840001	Subtotal Commodities	\$0	\$0	\$0	\$5,700	0.00%
30840001	550004 Office Equipment	0	0	0	1,000	0.00%
30840001	550016 Janitorial Equipment	0	0	0	1,500	0.00%
30840001	550018 Recreational Equipment	0	0	0	1,000	0.00%
30840001	Subtotal Capital Outlay	\$0	\$0	\$0	\$3,500	0.00%
30840001	Total Community Rec Center	\$0	\$0	\$0	\$181,733	0.00%

Community Recreation Center Fund (0308), *continued*



FY 2016-2017 Revenue Statement

Account	Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
<i>Income Accounts</i>						
431115	Rental Income	\$0	\$0	\$0	\$10,000	\$10,000
490101	General Fund Transfer	0	0	0	171,733	171,733
	Total Revenue	\$0	\$0	\$0	\$181,733	\$181,733
	Income Over (Under) Expenses	\$0	\$0	\$0	\$0	\$181,733
	Fund Balance	\$0	\$0	\$0	\$0	



**TAB 16
DEBT SERVICE FUND**

Debt Service 16 - 1

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Mission Statement

The Debt Service Fund is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town and in accordance with the Town's charter.

Department Overview

- 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 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 82% retirement rate on its outstanding debt over a ten year period
- Revenue to cover the Debt Service Fund's expenditures comes largely 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 2015-2016 Priorities

Priorities	Town Council Goals & Obj's
Debt Affordability to taxpayer	BDFM
Established the debt service fund to provide transparency to the Town Council, taxpayer and the general public to encourage involvement and to ensure confidence	CE / BDFM
Cost savings under budgeted amounts that were achieved from bond refunding used to lower the following year's tax need	BDFM

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
Legal Debt Margin**	0.33%	0.28%	0.37%	BDFM
Top 10 Tax Payers % of Tax Base	3.46%	3.49%	3.50%	BDFM
Net Debt as a % of operating revenues**	2.6%	2.1%	1.7%	BDFM
% of Debt Retired within Ten Years	>82%	>84%	>84%	BDFM
Net Debt Per Capita	\$465	\$393	\$532	BDFM
Outstanding Long-Term Debt	\$14,255,979	\$12,034,185	\$16,292,432	CE / BDFM

*The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base

+Moody's Investors Service documents the 2013 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 0.63% Aaa rated communities and less than 0.98% Aa rated municipalities.

**Standard and Poor's (S&P's) 2008 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established in the benchmark at a range of 3% (Low) to 10% (High).

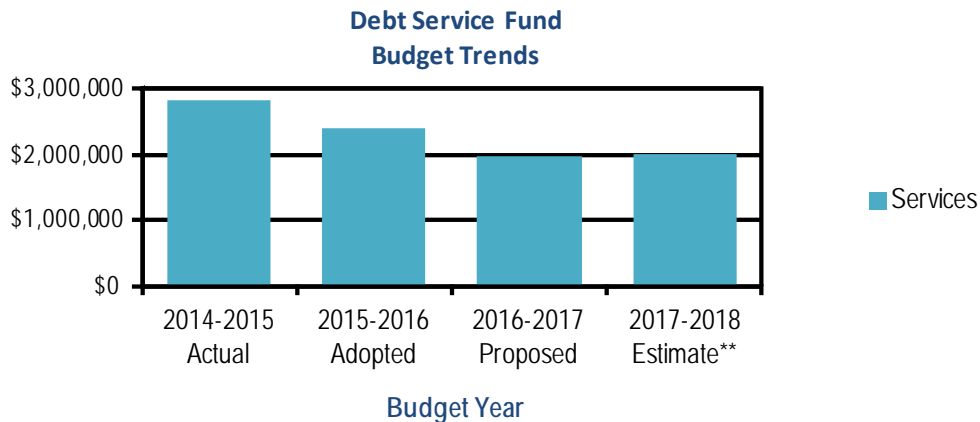


FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to seek refunding opportunities	BDFM
Maintain or Improve Aa1 rating with Moody's	BDFM
Complete debt issuances and refundings in support of key town projects at lowest possible cost	BDFM
Develop six year financing plan for CIP to ensure affordability and level budgeting	BDFM
Implement a Property Tax Appropriation Policy that permits advanced funding of future debt service payments where large increases in property tax support are anticipated due to new debt loading	BDFM
General Obligation (GO) Bond Sale planned for May 2017, to include School Improvement (\$1M), Community Recreation Center (\$4.15), & Neighborhood Guild (\$1M) to total \$6.15M	BDFM

FY 2016-2017 Proposed Funding Comparison

Debt Service Fund	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$2,821,814	\$2,393,308	\$2,329,081	\$1,969,733	(\$423,575)
Subtotal Operating Expenditures	\$2,821,814	\$2,393,308	\$2,329,081	\$1,969,733	(\$423,575)
Total Expenditures	\$2,821,814	\$2,393,308	\$2,329,081	\$1,969,733	(\$423,575)



***FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.*

Debt Service Fund (0400), *continued*



FY 2016-2017 Expenditure Statements

40090001	Education Debt Service	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
40090001	589000 Bank Fees	\$1,050	\$1,500	\$1,500	\$1,500	0.00%
40090001	589010 Debt - Principal	1,443,242	1,278,392	1,308,392	1,082,993	-15.28%
40090001	589012 Debt - Interest	292,303	247,220	185,720	143,894	-41.80%
40090001	Subtotal Services	\$1,736,595	\$1,527,112	\$1,495,612	\$1,228,387	-19.56%
40090001	Total Education Debt Service	\$1,736,595	\$1,527,112	\$1,495,612	\$1,228,387	-19.56%

40090003	Town Debt Service	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
40090003	589000 Bank Fees	\$500	\$800	\$800	\$800	0.00%
40090003	589010 Debt - Principal	877,758	685,609	685,608	627,007	-8.55%
40090003	589012 Debt - Interest	206,961	179,787	147,061	113,539	-36.85%
40090003	Subtotal Services	\$1,085,219	\$866,196	\$833,469	\$741,346	-14.41%
40090003	Total Town Debt Service	\$1,085,219	\$866,196	\$833,469	\$741,346	-14.41%

	Total Debt Service Program	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
40090001	Subtotal Education Debt Service	\$1,736,595	\$1,527,112	\$1,495,612	\$1,228,387	-19.56%
40090003	Subtotal Town Debt Service	1,085,219	866,196	833,469	741,346	-14.41%
	Total Debt Service Program	\$2,821,814	\$2,393,308	\$2,329,081	\$1,969,733	-17.70%

Debt Service Fund (0400), *continued*



FY 2016-2017 Revenue Statement

Description	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed
School Housing Aid	\$678,882	\$518,022	\$518,022	\$559,513
South Road Reserve	10,161	9,845	9,845	9,518
Fair Share Development-Education	70,000	70,000	70,000	80,000
Open Space	225,000	250,000	250,000	225,000
Fair Share Development-Recreation	114,540	110,869	110,869	107,086
Tax Transfer	1,723,231	1,434,572	1,434,572	1,200,000
Total Revenues	\$2,821,814	\$2,393,308	\$2,393,308	\$2,181,117



TAB 17
WATER ENTERPRISE FUND

Water 17 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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, with the exception of Perryville. The Middlebridge system services the Middlebridge Road area from the Middlebridge bridge at the southerly end to Radial Drive at the northerly end of Town.

WHOLESALE WATER PURCHASE

The Water Division currently purchases wholesale water from United Water Rhode Island (UWRI) 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 UWRI was completed and fully operational in August 2005. The Water Division continues to maintain the South Shore well field in active status until such time that a water filtration plant can be funded and constructed.

As UWRI provides pH and corrosion control adjusted water, the South Shore and Middlebridge water systems comply with the United States Environmental Protection Agency (USEPA) Safe Drinking Water Act (SDWA) lead and copper rule. As such, reduced lead and copper sampling protocols are in effect for both water systems on a three year cycle. A new disinfection system in the South Shore/Green Hill area is expected to be operational in early 2016 to address recent bacteriological exceedances.

A summary of past rate increases granted by the Public Utilities Commission (PUC) to UWRI for wholesale customers are as follows:

Effective Date	Admin Fee (per month)	Consumption Fee (per 1.0 MG)	Percent Increase
January 12, 2014	\$64.25	\$1,124.00	18.31%
May 13, 2014	\$81.88	\$1,490.00	32.56%

WATER DISTRIBUTION SYSTEM

The Town's water pumping and distribution system that is used to provide water purchased through UWRI 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 ongoing leak detection and elimination efforts within the Town's water pumping and distribution system by Water Division staff, the combined South Shore and Middlebridge water system "unaccounted for" levels are below State 10% goals. However, 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.



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.

The Town Council adopted a new user rate structure in May 2014 in accordance with amendments to RIGL § 45-39.1-5 and § 46-15.8-4, t, 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.

Department Functions

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

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

Duties of the Water Division include, but are not limited to:

- Ensure water quality meets or exceeds USEPA’s Safe Drinking Water Act requirements
- Monthly water meter readings of all units
- Biannual fire hydrant flushing and operations check
- 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
- Assists other Town departments on an as need basis with support services

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Complete Mautucket Road tank disinfection system	PCSF
Coordinate East Matunuck water main loop installation with Engineering Division	PCSF
Complete first year of new quarterly water user billing	BDFM
Read all water meters within both water systems each month	PCSF
Ongoing leak detection and repair efforts, with an “unaccounted for” level below State goal of 10%	ENR



Specific Performance Measurements

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

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
South Shore purchased water	16,054,228	16,970,045	16,349,384	PCSF
Middlebridge purchased water	2,082,754	2,006,238	2,001,010	PCSF
Total Purchased Water ft³	18,136,982	18,976,283	18,350,394	PCSF
South Shore water sales	14,549,673	14,893,674	14,893,674	PCSF
Middlebridge water sales	1,744,410	1,766,186	1,766,186	PCSF
Total Water Sales ft³	16,294,083	16,659,860	16,659,860	PCSF
South Shore water accounts	2,507	2,509	2,518	PCSF
Middlebridge water accounts	284	284	284	PCSF
Combined Water Accounts	2,791	2,793	2,802	PCSF
Additional Units	583	584	584	PCSF
Total Water Units	3,374	3,377	3,386	PCSF

A summary of water user rates and income generated is as follows:

User Rates	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Min in Advance/Qtr (w/ 1,250 ft ³ allowance)	\$48	\$48	\$48	BDFM
Additional Unit charge per qtr	\$22	\$22	\$22	BDFM
Excess Charge 1 st Step per 100 ft ³ (1,251-2,500)	\$3.25	\$3.25	\$3.25	BDFM
Excess Charge 2 nd Step (over 2,501)	\$3.75	\$3.75	\$3.75	BDFM

Revenue Summary	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Obj's
Excess Revenue 1 st Step	\$107,604	\$110,306	\$110,306	BDFM
Excess Revenue 2 nd Step	\$148,992	\$158,568	\$158,568	BDFM
Combined Excess Revenue	\$256,596	\$268,874	\$268,874	BDFM
Minimum Revenue	\$604,664	\$611,534	\$611,534	BDFM
Total Revenue	\$861,260	\$880,408	\$880,408	BDFM

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Complete East Matunuck water main interconnect - construction oversight and coordination	PCSF
Remain vigilant to minimize unaccounted for water and maintain the Town's unaccounted for water level below 10% State goal	ENR
Ensure adequate disinfection levels in westerly section of South Shore distribution system	PCSF
Ensure continued compliance with cross connection control plan (CCCP)	PCSF

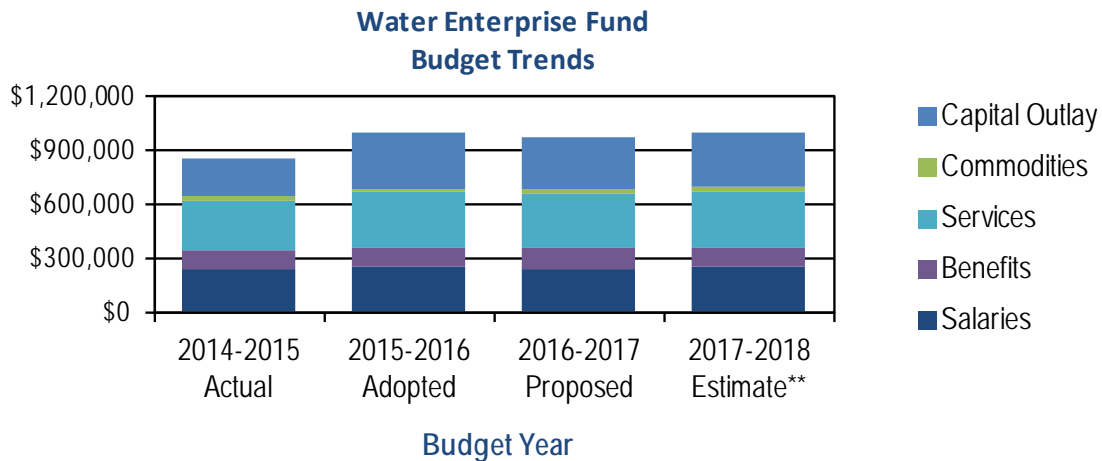
Water Enterprise Fund (0702), *continued*



FY 2016-2017 Funding Comparison

Water Enterprise Fund	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	2.70	2.70	2.70	2.70	0.00
Salaries	\$246,906	\$255,642	\$256,262	\$248,100	(\$7,542)
Benefits	102,870	105,856	105,928	109,192	3,336
Subtotal Personnel Expenditures*	\$349,776	\$361,498	\$362,190	\$357,292	(\$4,206)
Services	\$277,317	\$308,951	\$312,526	\$301,283	(\$7,668)
Commodities	18,568	23,734	18,285	25,132	1,398
Capital Outlay/Depreciation	218,985	304,715	304,715	300,000	(4,715)
Subtotal Operating Expenditures	\$514,870	\$637,400	\$635,526	\$626,415	(\$10,985)
Total Expenditures	\$864,646	\$998,898	\$997,716	\$983,707	(\$15,191)

*Please note personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts; some positions may be allocated across additional accounts.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Water Enterprise Fund (0702), *continued*



FY 2016-2017 Expenditure Statements

70294100	Water Enterprise Fund Source of Supply		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294100	530072	Analysis Of Wells	\$5,473	\$8,215	\$15,800	\$6,770	-17.59%
70294100	532020	Purchased Water - MB	23,758	23,081	23,342	23,284	0.88%
70294100	532022	Purchased Water - So Shore	179,365	189,204	189,135	182,271	-3.66%
70294100	534022	Maintenance Of Public Wells	0	100	100	100	0.00%
70294100	Subtotal Services		\$208,596	\$220,600	\$228,377	\$212,425	-3.71%
70294100	Total Source Of Supply		\$208,596	\$220,600	\$228,377	\$212,425	-3.71%

70294200	Water Enterprise Fund Pumping Expenses		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294200	530014	Refuse Disposal	\$96	\$96	\$96	\$110	14.58%
70294200	532000	Telephone	816	983	980	1,001	1.83%
70294200	532002	Fuel - Oil	810	950	950	950	0.00%
70294200	532004	Electricity	8,778	7,240	7,333	8,311	14.79%
70294200	532016	Telemetry	0	636	630	679	6.76%
70294200	534024	Maintenance Of Pump Stations	1,482	1,400	3,000	1,500	7.14%
70294200	Subtotal Services		\$11,982	\$11,305	\$12,989	\$12,551	11.02%
70294200	540024	Chemicals And Gases	0	1,000	450	1,000	0.00%
70294200	540056	Pumping Materials & Supplies	136	160	160	200	25.00%
70294200	Subtotal Commodities		\$136	\$1,160	\$610	\$1,200	3.45%
70294200	Total Pumping Expenses		\$12,118	\$12,465	\$13,599	\$13,751	10.32%

70294400	Water Enterprise Fund Transmission & Distribution		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294400	534026	Maintenance Of Elevated Tanks	\$8,757	\$6,400	\$8,400	\$7,000	9.38%
70294400	534028	Maintenance Of Mains	1,405	6,000	4,000	6,000	0.00%
70294400	534030	Maintenance Of Water Services	6,580	10,000	13,000	11,000	10.00%
70294400	534032	Maintenance Of Water Meters	7,003	7,000	6,000	7,150	2.14%
70294400	534034	Maintenance Of Hydrants	0	5,400	3,200	5,400	0.00%
70294400	Subtotal Services		\$23,745	\$34,800	\$34,600	\$36,550	5.03%
70294400	540010	General Materials & Supplies	0	50	50	100	100.00%
70294400	Subtotal Commodities		\$0	\$50	\$50	\$100	100.00%
70294400	Total Transmission & Distribution		\$23,745	\$34,850	\$34,650	\$36,650	5.16%

Water Enterprise Fund (0702), continued



70294600	Water Enterprise Fund Personnel Services		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294600	511001	Full-Time Employees	\$224,559	\$228,358	\$228,358	\$232,006	1.60%
70294600	511004	Overtime	6,783	7,500	7,500	7,500	0.00%
70294600	511006	Longevity	8,839	8,682	8,682	8,594	-1.01%
70294600	Subtotal Wages		\$240,182	\$244,540	\$244,540	\$248,100	1.46%
70294600	522250	FICA	17,546	17,690	17,690	17,953	1.49%
70294600	522300	Municipal Employees Retirement	30,342	30,036	30,036	30,628	1.97%
70294600	522818	Medical Insur-Active Employees	45,710	47,714	47,714	48,716	2.10%
70294600	522820	Medical Insur-Retirees	0	0	300	750	0.00%
70294600	522822	Dental Insur-Active Employees	3,365	3,673	3,673	3,759	2.34%
70294600	522840	Insurance Buyback	304	321	321	300	-6.54%
70294600	522850	Life Insurance	143	142	142	126	-11.27%
70294600	529900	Worker's Compensation	5,461	6,280	6,052	6,960	10.83%
70294600	Subtotal Benefits		\$102,870	\$105,856	\$105,928	\$109,192	3.15%
70294600	Total Personnel Services		\$343,052	\$350,396	\$350,468	\$357,292	1.97%

70294700	Water Enterprise Fund Admin & General Expense		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294700	511005	Retirement/Vacation Reimb.	\$0	\$11,102	\$11,722	\$0	-100.00%
70294700	511009	Vac & Sick Pay Accrued Exp	6,724	0	0	0	0.00%
70294700	Subtotal Wages		\$6,724	\$11,102	\$11,722	\$0	-100.00%
70294700	530020	Miscellaneous Services	1,050	1,179	1,179	1,033	-12.38%
70294700	530066	Internet Access	386	392	392	0	-100.00%
70294700	532000	Telephone	0	2,600	2,600	1,500	-42.31%
70294700	532004	Electricity	0	1,087	984	1,164	7.08%
70294700	532008	Natural Gas	0	430	586	610	41.86%
70294700	532010	Wastewater Fees	0	23	24	24	4.35%
70294700	532012	Water Fees	0	47	53	54	14.89%
70294700	534012	Maintenance Of Comm Equip.	90	200	180	200	0.00%
70294700	534016	Computer/Software Maintenance	5,106	5,485	9,206	10,322	88.19%
70294700	534020	Maintenance Of Buildings	0	1,000	700	700	-30.00%
70294700	538020	Postage	4,739	4,905	5,395	5,450	11.11%
70294700	560010	Insurance	21,623	24,898	15,261	18,700	-24.89%
70294700	Subtotal Services		\$32,994	\$42,246	\$36,560	\$39,757	-5.89%
70294700	540010	General Materials & Supplies	214	650	625	650	0.00%
70294700	540012	Office Materials & Supplies	0	2,028	2,000	2,500	23.27%
70294700	540060	Vehicle Operation	11,285	11,940	8,000	12,882	7.89%
70294700	580100	Miscellaneous Expenses	6,934	7,906	7,000	7,800	-1.34%
70294700	Subtotal Commodities		\$18,433	\$22,524	\$17,625	\$23,832	5.81%
70294700	550002	Computer Equipment	2,890	0	0	0	0.00%
70294700	Subtotal Capital Outlay		\$2,890	\$0	\$0	\$0	0.00%
70294700	Total Admin & General Expense		\$61,040	\$75,872	\$65,907	\$63,589	-16.19%

Water Enterprise Fund (0702), *continued*



70294800	Water Enterprise Fund Other Expenses	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294800	570002 Capital Improvements	\$29,670	\$93,000	\$93,000	\$105,000	12.90%
70294800	570902 Depreciation	186,426	211,715	211,715	195,000	-7.90%
70294800	Subtotal Capital Outlay	\$216,095	\$304,715	\$304,715	\$300,000	-1.55%
70294800	Total Other Expenses	\$216,095	\$304,715	\$304,715	\$300,000	-1.55%

	Total Water Enterprise Fund	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70294100	Subtotal Source of Supply	\$208,596	\$220,600	\$228,377	\$212,425	-3.71%
70294200	Subtotal Pumping Expenses	12,118	12,465	13,599	13,751	10.32%
70294400	Subtotal Transmission & Distribution	23,745	34,850	34,650	36,650	5.16%
70294600	Subtotal Personnel Services	343,052	350,396	350,468	357,292	1.97%
70294700	Subtotal Admin & General Expense	61,040	75,872	65,907	63,589	-16.19%
70294800	Subtotal Other Expenses	216,095	304,715	304,715	300,000	-1.55%
	Total Water Enterprise Fund	\$864,646	\$998,898	\$997,716	\$983,707	-1.52%

Water Enterprise Fund (0702), *continued*



FY 2016-2017 Revenue Statement

Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
Metered Sales - Domestic	\$862,965	\$810,793	877,669	\$882,227	\$71,434
Forfeited Disc. & Penalties	2,956	3,500	3,500	3,800	300
Rental of Town Properties	245,676	252,561	253,160	259,526	6,965
Special Services - Turn-Off/On	3,388	1,500	1,834	1,834	334
Serv-Tap Main & Lay Service	11,280	0	0	0	0
Service - Meter Installation	9,445	0	0	0	0
Investment Income	4,352	3,000	3,000	3,800	800
Miscellaneous Revenue	5,813	2,000	18,138	18,138	16,138
State of R.I. Water Protection	5,911	2,296	2,302	2,302	6
Net Assests Forward to Ops	11,000	0	0	0	0
Total Water Fund Revenues	\$1,162,785	\$1,075,650	\$1,159,603	\$1,171,627	\$95,977

Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
Total Water Fund Revenues	\$1,162,785	\$1,075,650	\$1,159,603	\$1,171,627	\$95,977
Total Water Fund Expenditures	864,647	998,898	997,716	983,707	(15,191)
Revenues Over (Under) Expenditures	\$298,138	\$76,752	\$161,887	\$187,920	\$111,168



TAB 18
WASTEWATER ENTERPRISE FUND

Wastewater..... 18 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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 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). Over the last several years, the average wastewater volume processed is at about one half 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 will be realized in the next few years. 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 will be provided to all regional partners as well.

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 (OWM) inspection program adopted by the Town Council in 2001, and oversight of all the remaining cesspools and On-site Wastewater Treatment Systems (OWTS) in Town. The goal of the OWM program is to ensure that all OWTS and remaining cesspools in Town are inspected on a regular basis, to help ensure the surface waters and groundwater resources of the Town are protected to the greatest extent possible.

The OWM program includes approximately 6,300 private OWTS, formerly known as ISDS, located within the community. The program ensures that all OWTS in Town are inspected on a regular basis. Property owners must hire a licensed on-site wastewater inspector familiar with OWTS operation and maintenance.



Department Functions

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

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

Serving as the managing regional partner of the South Kingstown Regional Wastewater Treatment Facility (WWTF) for the regional partners Towns of South Kingstown and Narragansett, and the University of Rhode Island (URI) and managing the Town’s On-Site Wastewater Management (OSWM) program, the functions of the Wastewater Division include, but are not limited to the following:

REGIONAL WASTEWATER TREATMENT FACILITY

- Treatment of influent wastewater that meets or exceeds RIDPES permit requirements
- On-going routine maintenance of Town collection system to prevent collection system blockages and by-passes
- On-going pretreatment inspections for industrial and commercial user compliance in accordance with USEPA and RIDEM requirements

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, failure to repair an OWTS, or failure to replace a cesspool
- Release existing NOVs, as appropriate

FY 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Continue proactive collection system cleaning to prevent blockages and by-passes	PCSF
Receive and treat septage waste from outlying, non-sewered areas of Town	PCSF
Draft OSWM ordinance amendments	PCSF
Record NOVs as needed for failure to inspect or repair an OWTS, or replace a cesspool	ENR



Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
S. Kingstown annual flow (MG)	304.05	317.75	317.75	PCSF
Narragansett annual flow (MG)	380.63	409.67	409.67	PCSF
URI annual flow (MG)	163.93	168.46	168.46	PCSF
WWTF combined annual flow (MG)	848.61	895.87	895.87	PCSF
WWTF max capacity (MGD)	5.0	5.0	5.0	PCSF
WWTF 3 month max capacity (MG)	450	450	450	PCSF
% of WWTF max capacity - average of highest 3 months	56.75%	58.00	58.00	PCSF
Suspended Solids (SS) efficiency (mg/l)	97.0%	97.5%	97.0%	PCSF
Treated Septage (gals)	4,360,350	4,300,000	4,350,000	PCSF
Biological Oxygen Demand (BOD) efficiency (mg/l)	91.8%	95.1%	94.5%	PCSF
Accounts (SK only)	3,781	3,807	3,814	PCSF
Units (SK only)	5,647	5,679	5,686	PCSF
Minimum annual user fee*	\$229.00	\$240.00	\$240.00	BDFM
Excess user fee (per 100 ft ³)	\$3.05	\$3.25	\$3.25	BDFM

*Minimum user fee provides a single family home an annual allowance of 10,000 ft³ of consumption

FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Continue proactive collection system cleaning to prevent blockages and by-passes	PCSF
Receive and treat septage waste from outlying, non-sewered areas of Town	PCSF
Coordinate adoption of proposed updates to OSWM Ordinance	PCSF
Implement a web-based program for OWTS inspection and management	PCSF
Continue public outreach for OWTS inspection, repairs, and replacement	PCSF
Coordinate CCSLP loans with property owners and respective agencies	PCSF

Wastewater Enterprise Fund (0704), *continued*

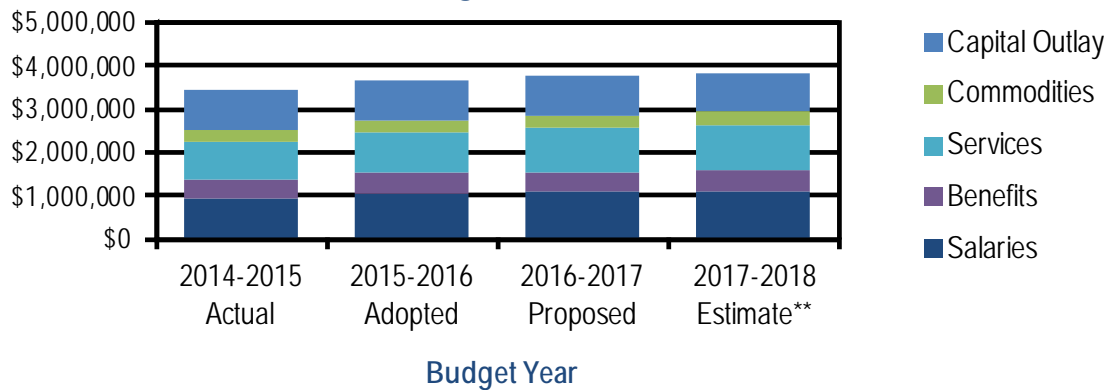


FY 2016-2017 Funding Comparison

Wastewater Enterprise Fund	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	15.35	15.35	15.35	15.35	0.00
Salaries	\$976,642	\$1,092,727	\$1,046,075	\$1,106,915	\$14,188
Benefits	423,582	451,226	449,951	472,186	20,960
Subtotal Personnel Expenditures*	\$1,400,224	\$1,543,953	\$1,496,026	\$1,579,101	\$35,148
Services	870,590	974,508	972,082	1,035,042	60,534
Commodities	250,319	261,360	261,770	283,547	22,187
Capital Outlay/Depreciation	950,790	896,238	1,027,813	916,437	20,199
Subtotal Operating Expenditures	\$2,071,699	\$2,132,106	\$2,261,665	\$2,235,026	\$102,920
Total Expenditures	\$3,471,922	\$3,676,059	\$3,757,691	\$3,814,127	\$138,068

*Please note personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts; some positions may be allocated across additional accounts.

Wastewater Enterprise Fund Budget Trends



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Wastewater Enterprise Fund (0704), *continued*



FY 2016-2017 Expenditure Statements

70492010	Wastewater Enterprise Fund Wastewater General Treatment	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492010	511001 Full-Time Employees	\$295,996	\$321,190	\$321,190	\$326,058	1.52%
70492010	511002 Part-Time Salaries	0	0	0	0	0.00%
70492010	511004 Overtime	14,111	14,336	14,336	14,858	3.64%
70492010	511005 Retirement/Vacation Reimb.	0	43,855	12,817	20,891	-52.36%
70492010	511006 Longevity	8,687	8,849	8,849	8,435	-4.68%
70492010	Subtotal Wages	\$318,794	\$388,230	\$357,192	\$370,242	-4.63%
70492010	522250 FICA	23,807	25,544	25,544	25,849	1.19%
70492010	522300 Municipal Employees Retirement	38,381	40,435	40,435	41,596	2.87%
70492010	522818 Medical Insur-Active Employees	46,374	51,350	51,350	55,915	8.89%
70492010	522822 Dental Insur-Active Employees	3,702	4,204	4,204	4,673	11.16%
70492010	522840 Insurance Buyback	1,780	1,860	1,860	1,860	0.00%
70492010	522850 Life Insurance	206	234	234	194	-17.09%
70492010	529900 Worker's Compensation	7,778	9,036	9,031	10,386	14.94%
70492010	Subtotal Benefits	\$122,027	\$132,663	\$132,658	\$140,473	5.89%
70492010	530014 Refuse Disposal	520	520	520	598	15.00%
70492010	530030 Laboratory	29,482	34,975	34,000	35,200	0.64%
70492010	532000 Telephone	1,385	2,966	2,906	2,989	0.78%
70492010	532002 Fuel - Oil	719	1,999	1,441	1,260	-36.97%
70492010	532004 Electricity	130,412	140,000	143,000	152,000	8.57%
70492010	532008 Natural Gas	32,820	31,265	37,871	38,404	22.83%
70492010	532012 Water Fees	5,218	5,708	6,000	5,866	2.77%
70492010	534016 Computer/Software Maintenance	963	1,170	1,189	1,189	1.62%
70492010	560010 Insurance	43,402	49,916	46,575	51,200	2.57%
70492010	Subtotal Services	\$244,921	\$268,519	\$273,502	\$288,706	7.52%
70492010	540010 General Materials & Supplies	39,323	57,026	55,000	59,154	3.73%
70492010	540024 Chemicals And Gases	38,926	37,608	43,488	47,121	25.30%
70492010	540060 Vehicle Operation	140	3,259	3,100	5,444	67.05%
70492010	Subtotal Commodities	\$78,389	\$97,893	\$101,588	\$111,719	14.12%
70492010	Total Wastewater General Treatment	\$764,131	\$887,305	\$864,940	\$911,140	2.69%

Wastewater Enterprise Fund (0704), *continued*



70492020	Wastewater Enterprise Fund Sludge Process & Disposal		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492020	511001	Full-Time Employees	\$239,587	\$259,964	\$259,964	\$264,416	1.71%
70492020	511002	Part-Time Salaries	0	0	0	0	0.00%
70492020	511004	Overtime	15,055	14,336	14,336	14,858	3.64%
70492020	511005	Retirement/Vacation Reimb.	0	0	12,817	20,891	0.00%
70492020	511006	Longevity	7,993	7,969	7,969	7,790	-2.25%
70492020	Subtotal Wages		\$262,636	\$282,269	\$295,086	\$307,955	9.10%
70492020	522250	FICA	19,524	20,832	20,832	21,132	1.44%
70492020	522300	Municipal Employees Retirement	31,206	32,817	32,817	33,854	3.16%
70492020	522818	Medical Insur-Active Employees	42,197	46,403	46,403	50,102	7.97%
70492020	522822	Dental Insur-Active Employees	3,108	3,526	3,526	3,923	11.26%
70492020	522840	Insurance Buyback	1,119	1,180	1,180	1,180	0.00%
70492020	522850	Life Insurance	181	198	198	180	-9.09%
70492020	529900	Worker's Compensation	7,375	8,481	7,375	9,749	14.95%
70492020	Subtotal Benefits		\$104,709	\$113,437	\$112,331	\$120,120	5.89%
70492020	530068	Central Facility Tipping	391,602	406,748	405,642	426,292	4.80%
70492020	532002	Fuel - Oil	0	381	275	240	-37.01%
70492020	532004	Electricity	23,153	25,862	27,322	28,963	11.99%
70492020	532008	Natural Gas	4,972	5,574	6,345	7,315	31.23%
70492020	532012	Water Fees	621	1,087	932	1,117	2.76%
70492020	560010	Insurance	149	173	1,592	1,750	911.56%
70492020	Subtotal Services		\$420,497	\$439,825	\$442,108	\$465,677	5.88%
70492020	540010	General Materials & Supplies	10,841	13,900	11,000	14,200	2.16%
70492020	540024	Chemicals And Gases	39,952	46,892	51,182	46,057	-1.78%
70492020	540060	Vehicle Operation	19,250	18,200	18,200	20,930	15.00%
70492020	Subtotal Commodities		\$70,043	\$78,992	\$80,382	\$81,187	2.78%
70492020	Total Sludge Process & Disposal		\$857,886	\$914,523	\$929,907	\$974,939	6.61%

Wastewater Enterprise Fund (0704), *continued*



70492030 Wastewater Enterprise Fund Silver Lake Pumping Station		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492030	511001 Full-Time Employees	\$54,282	\$56,639	\$56,639	\$57,599	1.69%
70492030	511002 Part-Time Salaries	0	0	0	0	0.00%
70492030	511004 Overtime	3,650	3,475	3,475	3,602	3.65%
70492030	511005 Retirement/Vacation Reimb.	0	8,771	3,107	8,356	-4.73%
70492030	511006 Longevity	1,891	1,871	1,871	1,846	-1.34%
70492030	Subtotal Wages	\$59,822	\$70,756	\$65,092	\$71,403	0.91%
70492030	522250 FICA	4,440	4,567	4,567	4,641	1.62%
70492030	522300 Municipal Employees Retirement	7,082	7,166	7,166	7,385	3.06%
70492030	522818 Medical Insur-Active Employees	9,947	10,627	10,627	11,064	4.11%
70492030	522822 Dental Insur-Active Employees	714	790	790	851	7.72%
70492030	522840 Insurance Buyback	226	240	240	240	0.00%
70492030	522850 Life Insurance	43	43	43	41	-4.65%
70492030	529900 Worker's Compensation	1,545	1,777	1,777	2,042	14.91%
70492030	Subtotal Benefits	\$23,997	\$25,210	\$25,210	\$26,264	4.18%
70492030	532000 Telephone	181	661	660	656	-0.76%
70492030	532002 Fuel - Oil	672	1,700	1,144	920	-45.88%
70492030	532004 Electricity	68,371	79,160	77,000	83,431	5.40%
70492030	532008 Natural Gas	2,529	1,584	2,222	2,222	40.28%
70492030	532012 Water Fees	6,538	6,050	6,614	6,902	14.08%
70492030	560010 Insurance	5,826	6,705	14,201	15,622	132.99%
70492030	Subtotal Services	\$84,117	\$95,860	\$101,841	\$109,753	14.49%
70492030	540010 General Materials & Supplies	2,041	9,850	8,800	9,850	0.00%
70492030	540024 Chemicals And Gases	12,228	23,958	23,000	28,917	20.70%
70492030	540060 Vehicle Operation	2,596	3,522	3,200	2,932	-16.75%
70492030	Subtotal Commodities	\$16,865	\$37,330	\$35,000	\$41,699	11.70%
70492030	550006 General Equipment & Machinery	2,289	0	0	0	0.00%
70492030	Subtotal Capital Outlay	\$2,289	\$0	\$0	\$0	0.00%
70492030	Total Silver Lake Pumping Station	\$187,090	\$229,156	\$227,143	\$249,119	8.71%

Wastewater Enterprise Fund (0704), *continued*



70492040 Wastewater Enterprise Fund Kingston Pumping Station		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492040	511001 Full-Time Employees	\$54,282	\$56,639	\$56,639	\$57,599	1.69%
70492040	511002 Part-Time Salaries	0	0	0	0	0.00%
70492040	511004 Overtime	3,650	3,475	3,475	3,602	3.65%
70492040	511005 Retirement/Vacation Reimb.	0	17,542	3,107	16,713	-4.73%
70492040	511006 Longevity	1,891	1,871	1,871	1,846	-1.34%
70492040	Subtotal Wages	\$59,822	\$79,527	\$65,092	\$79,760	0.29%
70492040	522250 FICA	4,440	4,567	4,567	4,641	1.62%
70492040	522300 Municipal Employees Retirement	7,082	7,166	7,166	7,385	3.06%
70492040	522818 Medical Insur-Active Employees	9,947	10,627	10,627	11,064	4.11%
70492040	522822 Dental Insur-Active Employees	714	790	790	851	7.72%
70492040	522840 Insurance Buyback	226	240	240	240	0.00%
70492040	522850 Life Insurance	43	43	43	41	-4.65%
70492040	529900 Worker's Compensation	1,545	1,777	1,777	2,042	14.91%
70492040	Subtotal Benefits	\$23,997	\$25,210	\$25,210	\$26,264	4.18%
70492040	532000 Telephone	200	445	445	445	0.00%
70492040	532002 Fuel - Oil	462	2,108	1,144	1,380	-34.54%
70492040	532004 Electricity	37,994	32,616	28,000	33,113	1.52%
70492040	532008 Natural Gas	1,754	1,200	1,603	1,726	43.83%
70492040	532012 Water Fees	891	911	932	960	5.38%
70492040	560010 Insurance	4,952	5,698	4,343	4,778	-16.15%
70492040	Subtotal Services	\$46,252	\$42,978	\$36,467	\$42,402	-1.34%
70492040	540010 General Materials & Supplies	58,218	8,350	8,000	8,550	2.40%
70492040	540060 Vehicle Operation	2,596	3,522	3,300	2,932	-16.75%
70492040	Subtotal Commodities	\$60,814	\$11,872	\$11,300	\$11,482	-3.29%
70492040	Total Kingston Pumping Station	\$190,885	\$159,587	\$138,069	\$159,908	0.20%

Wastewater Enterprise Fund (0704), *continued*



70492050	Wastewater Enterprise Fund Local Pumping Station		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492050	511001	Full-Time Employees	\$56,942	\$57,534	\$57,534	\$58,515	1.71%
70492050	511002	Part-Time Salaries	0	0	0	0	0.00%
70492050	511004	Overtime	4,105	3,910	3,910	4,052	3.63%
70492050	511005	Retirement/Vacation Reimb.	0	7,661	3,495	8,356	9.07%
70492050	511006	Longevity	2,076	2,043	2,043	2,029	-0.69%
70492050	Subtotal Wages		\$63,123	\$71,148	\$66,982	\$72,952	2.54%
70492050	522250	FICA	4,676	4,663	4,663	4,748	1.82%
70492050	522300	Municipal Employees Retirement	7,442	7,299	7,299	7,523	3.07%
70492050	522818	Medical Insur-Active Employees	10,883	11,376	11,376	11,509	1.17%
70492050	522822	Dental Insur-Active Employees	759	829	829	863	4.10%
70492050	522840	Insurance Buyback	206	220	220	220	0.00%
70492050	522850	Life Insurance	46	40	40	40	0.00%
70492050	529900	Worker's Compensation	1,703	1,958	1,958	2,251	14.96%
70492050	Subtotal Benefits		\$25,715	\$26,385	\$26,385	\$27,154	2.91%
70492050	532000	Telephone	4,596	3,810	3,900	4,687	23.02%
70492050	532002	Fuel - Oil	827	2,040	2,000	1,650	-19.12%
70492050	532004	Electricity	17,425	18,101	18,519	18,838	4.07%
70492050	532008	Natural Gas	4,587	4,200	4,300	4,600	9.52%
70492050	532012	Water Fees	1,677	1,733	1,664	1,778	2.60%
70492050	532019	WW Conveyance Fee	7,728	4,166	3,963	4,004	-3.89%
70492050	534016	Computer/Software Maintenance	1,285	1,170	1,144	1,189	1.62%
70492050	560010	Insurance	3,176	3,657	3,752	4,127	12.85%
70492050	Subtotal Services		\$41,301	\$38,877	\$39,242	\$40,873	5.13%
70492050	540010	General Materials & Supplies	6,408	14,170	14,000	14,525	2.51%
70492050	540060	Vehicle Operation	2,596	3,522	3,200	2,932	-16.75%
70492050	Subtotal Commodities		\$9,004	\$17,692	\$17,200	\$17,457	-1.33%
70492050	Total Local Pumping Station		\$139,143	\$154,102	\$149,809	\$158,436	2.81%

Wastewater Enterprise Fund (0704), *continued*



70492060		Wastewater Enterprise Fund Local Collection System	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492060	511001	Full-Time Employees	\$56,942	\$58,426	\$58,426	\$59,443	1.74%
70492060	511002	Part-Time Salaries	0	0	0	0	0.00%
70492060	511004	Overtime	4,105	3,910	3,910	4,052	3.63%
70492060	511005	Retirement/Vacation Reimb.	0	7,661	3,495	8,356	9.07%
70492060	511006	Longevity	2,076	2,043	2,043	2,029	-0.69%
70492060		Subtotal Wages	\$63,123	\$72,040	\$67,874	\$73,880	2.55%
70492060	522250	FICA	4,676	4,729	4,729	4,813	1.78%
70492060	522300	Municipal Employees Retirement	7,442	7,408	7,408	7,640	3.13%
70492060	522818	Medical Insur-Active Employees	10,883	11,490	11,490	11,783	2.55%
70492060	522822	Dental Insur-Active Employees	759	835	835	883	5.75%
70492060	522840	Insurance Buyback	206	220	220	220	0.00%
70492060	522850	Life Insurance	46	41	41	41	0.00%
70492060	529900	Worker's Compensation	1,727	1,986	1,986	2,283	14.95%
70492060		Subtotal Benefits	\$25,739	\$26,709	\$26,709	\$27,663	3.57%
70492060	540010	General Materials & Supplies	5,925	8,500	8,000	10,800	27.06%
70492060		Subtotal Commodities	\$5,925	\$8,500	\$8,000	\$10,800	27.06%
70492060		Total Local Collection System	\$94,787	\$107,249	\$102,583	\$112,343	4.75%

70492070		Wastewater Enterprise Fund Users Accounting Collection	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492070	511001	Full-Time Employees	\$3,301	\$3,339	\$3,339	\$3,352	0.39%
70492070	511004	Overtime	0	0	0	0	0.00%
70492070	511006	Longevity	41	52	52	38	-26.92%
70492070		Subtotal Wages	\$3,342	\$3,391	\$3,391	\$3,390	-0.03%
70492070	522250	FICA	255	256	256	257	0.39%
70492070	522300	Municipal Employees Retirement	420	414	414	422	1.93%
70492070	522818	Medical Insur-Active Employees	246	257	257	261	1.56%
70492070	522822	Dental Insur-Active Employees	35	38	38	39	2.63%
70492070	522840	Insurance Buyback	39	40	40	40	0.00%
70492070	522850	Life Insurance	2	1	1	1	0.00%
70492070	529900	Worker's Compensation	40	46	46	53	15.22%
70492070		Subtotal Benefits	\$1,036	\$1,052	\$1,052	\$1,073	2.00%
70492070	530026	Billing Accounting & Collect	6	0	0	0	0.00%
70492070	534016	Computer/Software Maintenance	2,963	8,926	6,500	6,574	-26.35%
70492070	538020	Postage	938	1,600	1,596	1,850	15.63%
70492070		Subtotal Services	\$3,907	\$10,526	\$8,096	\$8,424	-19.97%
70492070		Total Users Accounting Collection	\$8,285	\$14,969	\$12,539	\$12,887	-13.91%

Wastewater Enterprise Fund (0704), *continued*



70492080 Wastewater Enterprise Fund Admin & General Expenses		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492080	511001 Full-Time Employees	\$117,941	\$121,153	\$121,153	\$124,162	2.48%
70492080	511004 Overtime	30	0	0	0	0.00%
70492080	511005 Retirement/Vacation Reimb.	0	0	0	0	0.00%
70492080	511006 Longevity	3,437	4,213	4,213	3,171	-24.73%
70492080	Subtotal Wages	\$121,407	\$125,366	\$125,366	\$127,333	1.57%
70492080	522250 FICA	8,750	8,956	8,956	9,072	1.30%
70492080	522300 Municipal Employees Retirement	17,277	17,356	17,356	18,023	3.84%
70492080	522818 Medical Insur-Active Employees	21,537	22,511	22,511	23,114	2.68%
70492080	522820 Medical Insur-Retirees	46,111	48,417	48,417	49,669	2.59%
70492080	522822 Dental Insur-Active Employees	1,853	2,034	2,034	2,061	1.33%
70492080	522840 Insurance Buyback	522	564	500	500	-11.35%
70492080	522850 Life Insurance	79	78	78	70	-10.26%
70492080	529900 Worker's Compensation	125	144	144	166	15.28%
70492080	538014 Travel Expenses	108	500	400	500	0.00%
70492080	Subtotal Benefits	\$96,362	\$100,560	\$100,396	\$103,175	2.60%
70492080	530004 Legal Services	3,461	3,838	3,838	3,803	-0.91%
70492080	530066 Internet Access	1,158	1,177	500	972	-17.42%
70492080	532000 Telephone	316	4,300	4,300	4,300	0.00%
70492080	532004 Electricity	0	3,260	2,952	3,491	7.09%
70492080	532008 Natural Gas	0	1,290	1,757	1,830	41.86%
70492080	532010 Wastewater Fees	0	69	72	72	4.35%
70492080	532012 Water Fees	0	142	159	161	13.38%
70492080	534020 Maintenance Of Buildings	268	2,719	2,000	2,100	-22.77%
70492080	538034 Onsite WW Management	0	4,300	1,500	4,300	0.00%
70492080	560010 Insurance	19,264	22,161	19,081	20,990	-5.28%
70492080	Subtotal Services	\$24,467	\$43,256	\$36,159	\$42,019	-2.86%
70492080	540012 Office Materials & Supplies	8,174	4,961	4,800	5,043	1.65%
70492080	540020 Books And Publications	1,105	4,120	3,500	4,160	0.97%
70492080	Subtotal Commodities	\$9,279	\$9,081	\$8,300	\$9,203	1.34%
70492080	Total Admin & General Expenses	\$251,514	\$278,263	\$270,221	\$281,730	1.25%

Wastewater Enterprise Fund (0704), *continued*



70492090	Wastewater Enterprise Fund Non-Operating Expenses		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	\$24,573	\$0	\$0	\$0	0.00%
70492090	Subtotal Wages		\$24,573	\$0	\$0	\$0	0.00%
70492090	580910	Contingency	0	5,000	5,000	7,000	40.00%
70492090	589010	Debt - Principal	0	25,000	25,000	26,000	4.00%
70492090	589012	Debt - Interest	5,128	4,667	4,667	4,188	-10.26%
70492090	Subtotal Services		\$5,128	\$34,667	\$34,667	\$37,188	7.27%
70492090	570002	Capital Improvements	382,773	545,000	676,575	562,000	3.12%
70492090	570902	Depreciation	565,728	351,238	351,238	354,437	0.91%
70492090	Subtotal Capital Outlay		\$948,501	\$896,238	\$1,027,813	\$916,437	2.25%
70492090	Total Non-Operating Expenses		\$978,201	\$930,905	\$1,062,480	\$953,625	2.44%

	Total Wastewater Enterprise Fund	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70492010	Subtotal Wastewater General Treatment	\$764,131	\$887,305	\$864,940	\$911,140	2.69%
70492020	Subtotal Sludge Process & Disposal	857,886	914,523	929,907	974,939	6.61%
70492030	Subtotal Silver Lake Pumping Station	187,090	229,156	227,143	249,119	8.71%
70492040	Subtotal Kingston Pumping Station	190,885	159,587	138,069	159,908	0.20%
70492050	Subtotal Local Pumping Station	139,143	154,102	149,809	158,436	2.81%
70492060	Subtotal Local Collection System	94,787	107,249	102,583	112,343	4.75%
70492070	Subtotal Users Accounting Collection	8,285	14,969	12,539	12,887	-13.91%
70492080	Subtotal Admin & General Expenses	251,514	278,263	270,221	281,730	1.25%
70492090	Subtotal Non Operating Expenses	978,201	930,905	1,062,480	953,625	2.44%
	Total Wastewater Enterprise Fund	\$3,471,922	\$3,676,059	\$3,757,691	\$3,814,127	3.76%

Wastewater Enterprise Fund (0704), *continued*



FY 2016-2017 Revenue Statement

Description	2014-2015 Actual	2015-2016 Budgeted	2015-2016 Projected	2016-2017 Proposed	Inc. Over Prior Year
Residential & Commercial Users	\$1,557,485	\$1,623,329	\$1,626,210	\$1,631,140	\$7,811
University of Rhode Island	638,002	653,443	692,823	711,766	58,323
Industrial Users	62,123	71,279	67,992	65,240	(6,039)
Town of Narragansett	881,710	909,746	943,588	1,017,248	107,502
Diane Drive Debt Service	25,000	25,000	25,000	26,000	1,000
Interest on Delinquent Payments	11,972	10,000	7,500	10,000	0
Interest on Diane Drive Assessment	1,154	4,668	4,600	4,187	(481)
Septage Revenue	296,680	301,000	301,000	304,500	3,500
Fund Investment Income	12,602	10,000	10,000	10,000	0
Miscellaneous Revenues	21,643	17,000	15,000	16,000	(1,000)
General Fund Transfer	4,300	4,300	1,500	4,300	0
Retained Earning to Operations	553,870	46,294	0	13,746	(32,548)
Total Revenues	\$4,066,541	\$3,676,059	\$3,695,212	\$3,814,127	\$138,068
Total Program Need	\$3,471,922	\$3,676,059	\$3,757,691	\$3,814,127	\$138,068
Revenues over (under) Need	\$594,619	\$0	(\$62,479)	\$0	\$0



TAB 19
SOLID WASTE ENTERPRISE FUND

Solid Waste 19 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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). Private haulers that do not comply with NOVs are subsequently transferred to Town legal counsel for legal action through the District Court.

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. 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.

Link Environmental of Smithfield, Rhode Island, (f/k/a Waste Haulers LLC) provides RHRTS privatized operations. Link Environmental has a contract through June 30, 2020, which was originally approved in November 2007, and then extended in both July 2010 and May 2015. 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.

The Town also offers "rigid plastics" and food waste oil recycling at the RHRTS, a program that was implemented in conjunction with Westerly Innovations Network (WIN), in 2012.



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.

A Comprehensive Solid Waste Management Plan Advisory Committee was established in 2013 to provide recommendations to the State's solid waste guide plan. The plan's primary focus relates to the finite capacity of the RIRRC's Central Landfill, and financial impacts on communities within the State. The plan also addresses short term financial implications at RIRRC as a result of less non-MSW tonnage and the current MSW tip fee of \$32 per ton, which has been in place for 24 years.

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 2016-2017 reflects the 6th year of the RIRRC Recycling Profit Sharing 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. As a condition of the Town's MSW contract with RIRRC, all recycling profit sharing revenue must remain within the Town's recycling program and be used to further enhance and expand the local municipal recycling and diversion program.

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.



Department Functions

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

Acct Number	Acct Description
70696100	Station Recycling Operation
70696200	Transportation/Disposal
70696300	Administration General
70696400	Other Expenses
70696600	General Solid Waste Program
70696800	Superfund

The functions of the Solid Waste Division include, but are not limited to:

- Oversee the RHRTS privatized operations by Link Environmental
- License private refuse haulers and ensuring 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 2015-2016 Priorities

Priorities	Town Council Goals & Objs
Rose Hill Transfer Station capital improvements – construction commencement	PCSF
Continued recycling public outreach	ENR
Continued oversight of private refuse haulers	PCSF
Exceeded the RIRRC 35% recycling diversion rate	ENR
Exceeded the Town’s 36% recycling diversion rate	ENR

Specific Performance Measurements

Description	FY 2014-2015 Actual	FY 2015-2016 Projected	FY 2016-2017 Anticipated	Town Council Goals & Objs
Town Approved Private Refuse Haulers	10	10	10	PCSF
PAYT Incoming residential tagged refuse*	1,092	1,100	1,200	PCSF
PAYT Incoming residential bagged yard waste*	216	220	225	PCSF
Incoming PAYT residential recyclables*	1,281	1,300	1,350	ENR
Outgoing MSW to RIRRC*	7,859	7,800	7,850	PCSF
Outgoing recycling tons to RIRRC*	4,526	4,600	4,700	ENR
Recycling diversion rate**	37.0%	38.0%	39.0%	ENR
Town’s RIRRC recycling rebate***	\$42,035	\$13,321	\$15,600	BDFM / ENR

*Numbers reflected are in Tons

**Reflects “single source” recyclable commodities

***Revenue deviations primarily due to volatile recycling commodity market

Solid Waste Enterprise Fund (0706), *continued*



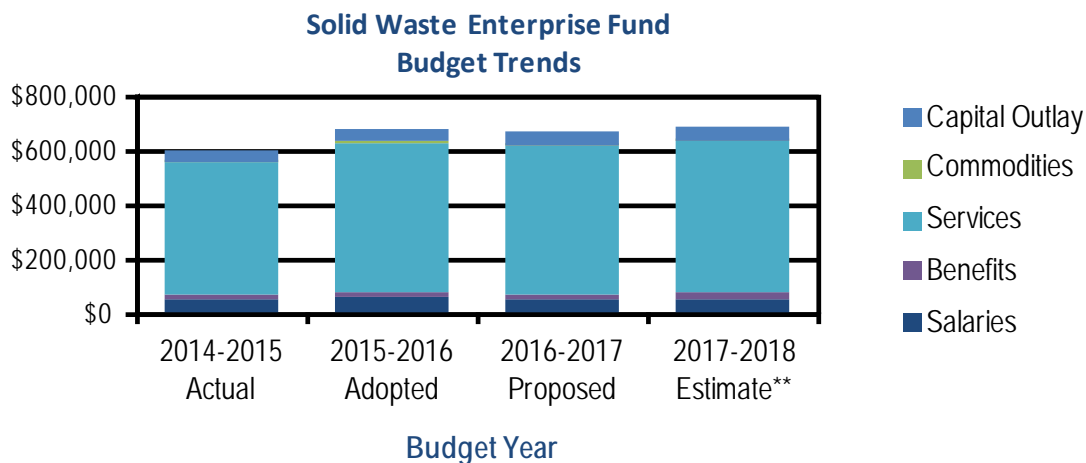
FY 2016-2017 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to work with curbside private haulers to ensure residential recycling compliance	ENR
Implement "Green Tip of the Week" in local paper of record as a public outreach effort to promote awareness of proper disposal and/or recycling	ENR / CE
Completion of RHRTS capital improvements by Link Environmental	PCSF
Meet or exceed the RIRRC 35% recycling diversion rate	ENS
Meet or exceed the Town's 36% recycling diversion rate	ENS

FY 2016-2017 Funding Comparison

Solid Waste Enterprise Fund	FY 2014-2015 Actual	FY 2015-2016 Adopted	FY 2015-2016 Projected	FY 2016-2017 Proposed	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$60,462	\$69,070	\$65,908	\$59,430	(\$9,640)
Benefits	18,831	19,108	19,135	19,706	598
Subtotal Personnel Expenditures*	\$79,292	\$88,178	\$85,043	\$79,136	(\$9,042)
Services	\$484,039	\$550,041	\$528,827	\$547,176	(\$2,865)
Commodities	115	1,650	1,100	1,650	0
Capital Outlay/Depreciation	44,059	49,060	49,060	51,000	1,940
Subtotal Operating Expenditures	\$528,213	\$600,751	\$578,987	\$599,826	(\$925)
Total Expenditures	\$607,505	\$688,929	\$664,030	\$678,962	(\$9,967)

*Please note personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this fund. Some roles may be allocated across multiple funds.



**FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.

Solid Waste Enterprise Fund (0706), continued



FY 2016-2017 Expenditure Statements

70696100	Solid Waste Enterprise Fund Station Recycling Operation		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696100	534018	Maintenance Of General Equip	\$0	\$400	\$300	\$400	0.00%
70696100	Subtotal Services		\$0	\$400	\$300	\$400	0.00%
70696100	Total Station Recycling Operation		\$0	\$400	\$300	\$400	0.00%

70696200	Solid Waste Enterprise Fund Transportation/Disposal		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696200	530070	RI SW Tipping Fees	\$255,894	\$279,900	\$251,100	\$252,700	-9.72%
70696200	Subtotal Services		\$255,894	\$279,900	\$251,100	\$252,700	-9.72%
70696200	Total Transportation/Disposal		\$255,894	\$279,900	\$251,100	\$252,700	-9.72%

70696300	Solid Waste Enterprise Fund Administration General		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696300	511001	Full-Time Employees	\$32,382	\$33,278	\$33,278	\$33,968	2.07%
70696300	511002	Part-Time Salaries	743	0	0	0	0.00%
70696300	511004	Overtime	12	0	0	0	0.00%
70696300	511005	Retirement/Vacation Reimb.	0	11,102	7,804	0	-100.00%
70696300	511006	Longevity	1,211	1,270	1,270	624	-50.87%
70696300	511009	Vac & Sick Pay Accrued Exp	2,967	0	0	0	0.00%
70696300	Subtotal Wages		\$37,316	\$45,650	\$42,352	\$34,592	-24.22%
70696300	522250	FICA	2,527	2,511	2,511	2,519	0.32%
70696300	522300	Municipal Employees Retirement	4,315	4,231	4,231	4,236	0.12%
70696300	522818	Medical Insur-Active Employees	6,496	6,798	6,798	6,904	1.56%
70696300	522820	Medical Insur-Retirees	0	0	0	500	0.00%
70696300	522822	Dental Insur-Active Employees	446	487	487	499	2.46%
70696300	522850	Life Insurance	19	19	19	16	-15.79%
70696300	529900	Worker's Compensation	315	362	362	0	-100.00%
70696300	Subtotal Benefits		\$14,117	\$14,408	\$14,408	\$14,674	1.85%
70696300	532000	Telephone	0	1,000	1,000	1,000	0.00%
70696300	534016	Computer/Software Maintenance	258	1,952	1,952	1,988	1.84%
70696300	538012	Advertising	91	120	100	3,552	2860.00%
70696300	538020	Postage	0	200	50	100	-50.00%
70696300	538036	General Administration	735	761	761	713	-6.31%
70696300	560010	Insurance	2,871	2,156	1,319	1,452	-32.65%
70696300	Subtotal Services		\$3,955	\$6,189	\$5,182	\$8,805	42.27%
70696300	540010	General Materials & Supplies	0	1,400	900	1,400	0.00%
70696300	580100	Miscellaneous Expenses	35	0	0	0	0.00%
70696300	Subtotal Commodities		\$35	\$1,400	\$900	\$1,400	0.00%
70696300	Total Administration General		\$55,423	\$67,647	\$62,842	\$59,471	-12.09%

Solid Waste Enterprise Fund (0706), continued



70696400	Solid Waste Enterprise Fund Other Expenses		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696400	534016	Computer/Software Maintenance	\$1,540	\$0	\$0	\$0	0.00%
70696400	Subtotal Services		\$1,540	\$0	\$0	\$0	0.00%
70696400	570902	Depreciation	44,059	49,060	49,060	51,000	3.95%
70696400	Subtotal Capital Outlay		\$44,059	\$49,060	\$49,060	\$51,000	3.95%
70696400	Total Other Expenses		\$45,599	\$49,060	\$49,060	\$51,000	3.95%

70696600	Solid Waste Enterprise Fund General Solid Waste Program		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696600	511002	Part-Time Salaries	\$23,146	\$23,420	\$23,420	\$24,490	4.57%
70696600	511006	Longevity	0	0	136	348	0.00%
70696600	Subtotal Wages		\$23,146	\$23,420	\$23,556	\$24,838	6.05%
70696600	522250	FICA	1,771	1,792	1,792	1,900	6.03%
70696600	522300	Municipal Employees Retirement	2,909	2,869	2,869	3,132	9.17%
70696600	529900	Worker's Compensation	34	39	66	0	-100.00%
70696600	Subtotal Benefits		\$4,713	\$4,700	\$4,727	\$5,032	7.06%
70696600	580100	Miscellaneous Expenses	80	250	200	250	0.00%
70696600	Subtotal Commodities		\$80	\$250	\$200	\$250	0.00%
70696600	Total General Solid Waste Program		\$27,939	\$28,370	\$28,483	\$30,120	6.17%

70696800	Solid Waste Enterprise Fund Superfund		2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696800	530106	Legal Fees - WK Landfill	(\$6,531)	\$1,000	\$7,000	\$7,500	650.00%
70696800	530107	Consulting Fees - WK Landfill	2,370	1,000	1,000	1,000	0.00%
70696800	530108	Legal Fees - R Hill Landfill	(9,116)	1,000	9,300	11,000	1000.00%
70696800	530109	Consulting Fees - R H Landfill	617	4,000	7,000	7,500	87.50%
70696800	530111	Professional Services	(1,550)	3,000	4,500	4,600	53.33%
70696800	534036	Rose Hill Landfill Maintenance	55,653	70,540	60,432	70,540	0.00%
70696800	534038	W. Kingston Landfill Maint	4,740	5,239	5,240	5,040	-3.80%
70696800	589010	Debt - Principal	148,917	152,795	152,795	155,753	1.94%
70696800	589012	Debt - Interest	27,551	24,978	24,978	22,338	-10.57%
70696800	Subtotal Services		\$222,650	\$263,552	\$272,245	\$285,271	8.24%
70696800	Total Superfund		\$222,650	\$263,552	\$272,245	\$285,271	8.24%

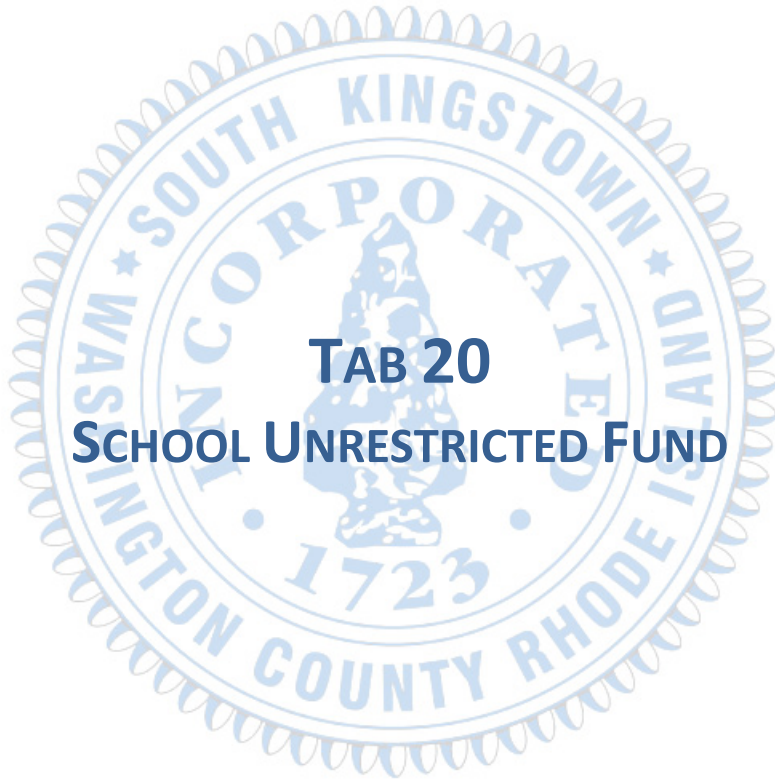
	Total Solid Waste Enterprise Fund	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
70696100	Subtotal Station Recycling Operation	\$0	\$400	\$300	\$400	0.00%
70696200	Subtotal Transportation/Disposal	255,894	279,900	251,100	252,700	-9.72%
70696300	Subtotal Administration General	55,423	67,647	62,842	59,471	-12.09%
70696400	Subtotal Other Expenses	45,599	49,060	49,060	51,000	3.95%
70696600	Subtotal General Solid Waste Program	27,939	28,370	28,483	30,120	6.17%
70696800	Subtotal Superfund	222,650	263,552	272,245	285,271	8.24%
	Total Solid Waste Enterprise Fund	\$607,505	\$688,929	\$664,030	\$678,962	-1.45%

Solid Waste Enterprise Fund (0706), *continued*



FY 2016-2017 Revenue Statement

Account Code Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Inc Over Prior Year
6000-431125 Transfer Station Rental	\$136,645	\$150,000	\$137,500	\$143,000	(\$7,000)
6000-440550 Hauler Licenses	10,000	10,000	10,000	10,000	0
6000-440555 Metered Tonnage	251,879	279,900	252,700	252,700	(27,200)
6000-440560 Residential Tag Sales	65,754	66,250	66,250	66,250	0
6000-460010 Investment Income	2,098	2,000	2,000	2,000	0
6000-470010 Miscellaneous	19,168	16,100	18,710	18,191	2,091
6000-470070 RIRRC Recycling Revenue Reimburse.	39,274	39,200	13,321	15,600	(23,600)
\$499,050 Net Assets Forward to Operations	142,828	125,479	173,747	171,221	45,742
Total Revenue Statement	\$667,646	\$688,929	\$674,227	\$678,962	(\$9,967)
Program Need	\$607,505	\$688,929	\$664,030	\$678,962	(\$9,967)



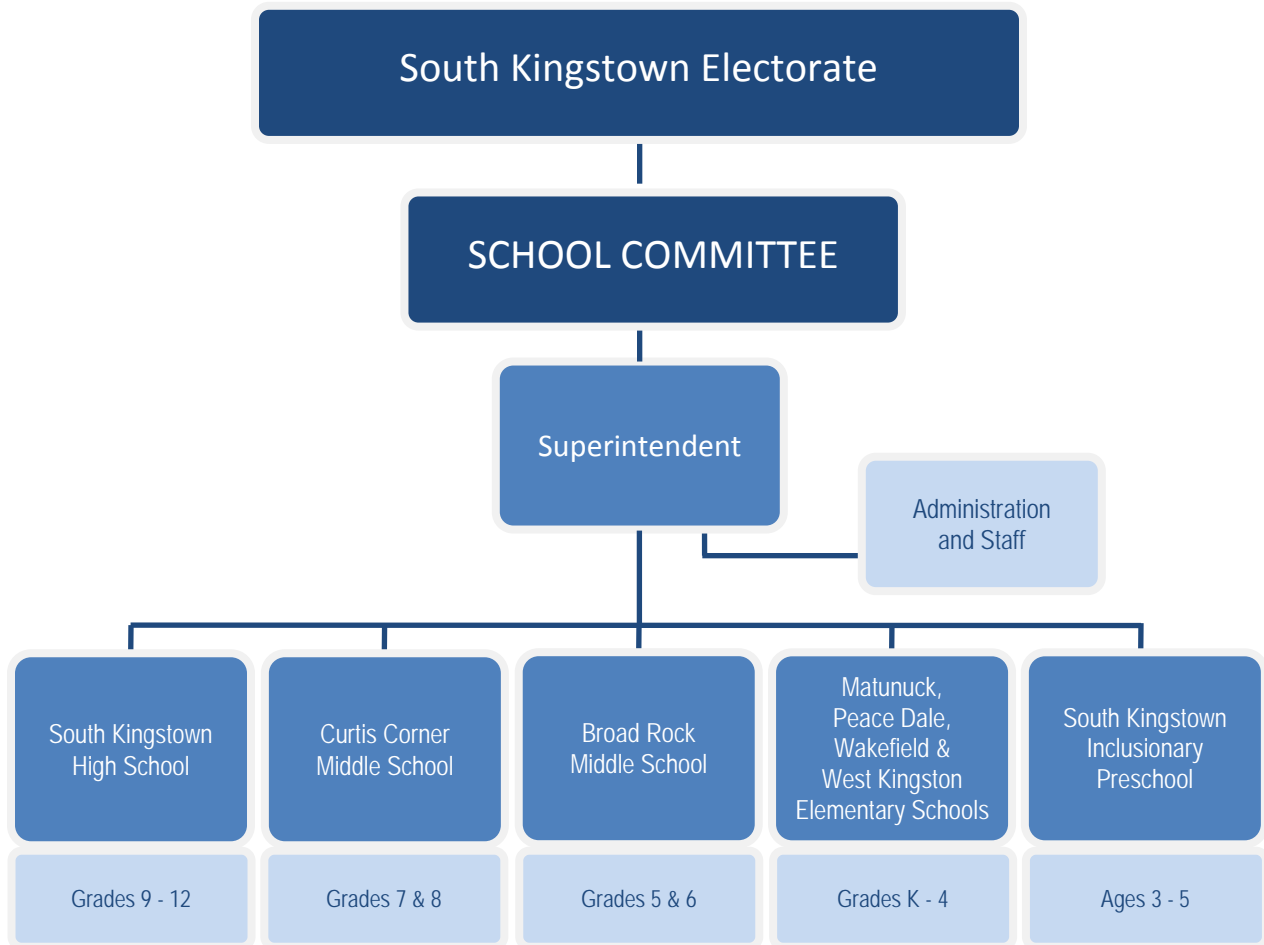
TAB 20
SCHOOL UNRESTRICTED FUND

School Department..... 20 - 1

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The South Kingstown School Department’s mission is, in partnership with families and the entire educational community, to educate and engage ALL of our students in the knowledge and skills necessary to ensure readiness and success in college and career.

Functions

Functions of the Town’s School Department include, but are not limited to:

- Lead and focus on learning and achievement
- Recruit, support, and retain highly effective staff
- Guide the implementation of curriculum, instruction, and assessment
- Use information for planning and accountability
- Engage families and the community
- Foster safe and supportive environments for students and staff
- Ensure equity and adequacy of fiscal and human resource



SOUTH KINGSTOWN HIGH SCHOOL (SKHS)

Functions and programs at SKHS include, but are not limited to:

- Students enrolled in Grades 9 through 12, and special needs students to age 21
- Curriculum based on Common Core State Standards (CCSS) and Next Generation Science Standards (NGSS)
- Courses offered in English, World Language (French, Italian, and Spanish), Math, Science, Social Studies, Health, Physical Education, and Applied Learning
- Proficiency Based Graduation Requirements (Portfolio)
- Student Internship program at the Independent Transition Academy
- Credit recovery at Academic Success Academy
- 1:1 Device Blended Learning Technology Program, FY 2016-2017 is program year three, implemented in Grades 9 through 11
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Virtual Learning Academic Enrichment Courses (8th Period)
- Academic Proficiency Center for before and after school support
- Advanced Placement, Early College, and Concurrent Enrollment
- Extracurricular and Sports

CURTIS CORNER MIDDLE SCHOOL (CCMS)

Functions and programs at CCMS include, but are not limited to:

- Students enrolled in Grades 7 & 8
- Curriculum based on Common Core State Standards (CCSS) and Next Generation Science Standards (NGSS)
- Courses offered in English, World Language (French & Spanish), Math, Science, Social Studies, Health, Physical Education, and Fine Arts
- Middle School Teaming
- Blended Learning Technology Program
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Columbia University Teacher College Reading and Writing Project
- Olweuss Bully Prevention Program
- GEMS-Net Science Kits
- Extracurricular and Sports

BROAD ROCK MIDDLE SCHOOL (BRMS)

Functions and programs at BRMS include, but are not limited to:

- Students enrolled in Grades 5 & 6
- Grade 5 is elementary model, and Grade 6 is middle school teaming
- Curriculum based on Common Core State Standards (CCSS) and Next Generation Science Standards (NGSS)
- Courses offered in English, Math, Science, Social Studies, Health, Physical Education, and Fine Arts
- Blended Learning Technology Program
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Columbia University Teacher College Reading and Writing Project
- Olweuss Bully Prevention Program



- GEMS-Net Science Kits
- Extracurricular and Intramural activities

MATUNUCK, PEACE DALE, WAKEFIELD & WEST KINGSTON ELEMENTARY SCHOOLS

Functions and programs at the four neighborhood elementary schools include, but are not limited to:

- Students enrolled in Grades K through 4
- Curriculum based on Common Core State Standards (CCSS) and Next Generation Science Standards (NGSS)
- Content areas include Reading, Writing, Math, Science, Social Studies, Health, Physical Education, Art, Music, and Library
- Positive Behavioral Interventions and Supports (PBIS)
- Columbia University Teacher College Reading and Writing Project
- Olweuss Bully Prevention Program
- GEMS-Net Science Kits
- Dual Language Spanish Immersion (DLI) Program, FY 2016-2017 is program year two, implemented in Grades K and 1

SOUTH KINGSTOWN INCLUSIONARY PRESCHOOL (SKIP)

Functions and programs at SKIP include, but are not limited to:

- Preschool aged children ages 3 through 5 enrolled
- Rhode Island Department of Education Bright Stars Certified
- Serves special education and South Kingstown community students
- Half day and full day programs
- Child outreach services
- Early intervention services
- Support available from Speech/Language Pathologist, Occupational Therapist, Physical Therapist, School Nurse Teacher, School Psychologist, School Social Worker, and Special Education

FY 2015-2016 Priorities

Priorities
Increase student performance
Increase blended learning
Increase student engagement
Increase student proficiency in a world language
Close the achievement gaps
Increase instructional personalization
Increase health and wellness
Provide high quality professional development
Increase educator data proficiency
Increase use of assessment data to plan instruction
Increase access to rigorous coursework
Increase wrap around services



Specific Performance Measurements

Description	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actual	Projected	Anticipated
District wide student enrollment	3,321	3,253	3,232
Pre-schools	1	1	1
Elementary Schools (Grades K-4)	4	4	4
Middle Schools (1 each: Grades 5&6 and 7&8)	2	2	2
High Schools (Grades 9-12)	1	1	1
District wide employee FTE	491.92	490.95	489.95
State Aid as a % of total budget	13.45%	12.89%	12.14%
School Department Budget	\$58,602,473	\$58,736,460	\$59,926,334
Graduation Rate	91.5%	91.5%	91.5%
1:1 Technology Program at SKHS	Pilot Year	Grades 9 & 10	Grades 9, 10 & 11
Dual Language Spanish Immersion (DLI) Program at elementary schools	-	Kindergarten 78 students	Grades K & 1 170 students
Columbia University Reading Project	Grades K-5	Grades K-8	Grades K-8
Columbia University Writing Project	-	Grades K-4	Grades K-6
GEMS-Net Science	2 kits	2/3 kits	3 kits

FY 2016-2017 Goals & Objectives

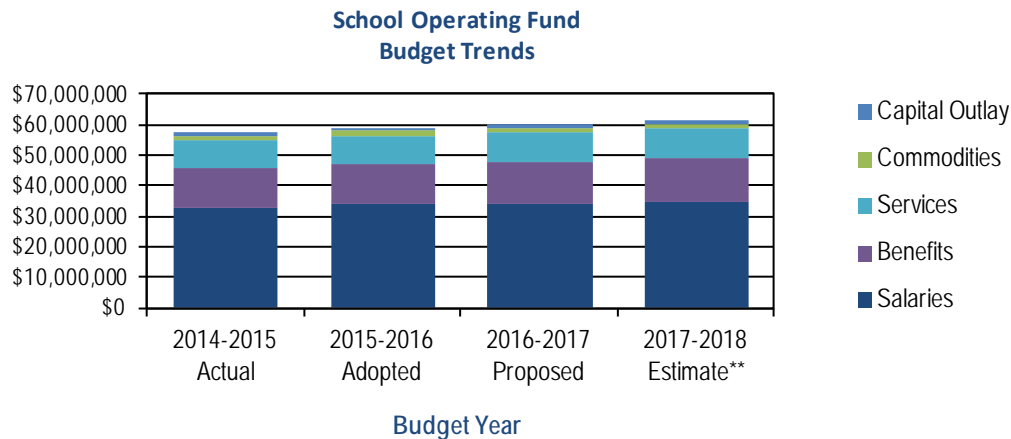
Goals	Objectives
Accelerate ALL Schools Toward Greatness	Ensure accelerated student achievement and close equity gaps <ul style="list-style-type: none"> Improve early learning Close equity gaps Improve alternative high school options
Accelerate ALL Schools Toward Greatness	Access to rigorous curriculum <ul style="list-style-type: none"> Align curriculum to the Common Core State Standards Monitor rigor in curriculum Success for students needing extra support
Accelerate ALL Schools Toward Greatness	Implement New State Assessment <ul style="list-style-type: none"> NECAP to PARCC Transition National and International benchmarks
Accelerate ALL Schools Toward Greatness	Local Assessments <ul style="list-style-type: none"> PK-12 Local assessments Graduation by portfolio
Ensure Educator Excellence	Human Resource Systems <ul style="list-style-type: none"> RI Educator Evaluation Basic Education Plan
Engage Families and Community/Foster Safe and Supportive Environments	Access data on performance <ul style="list-style-type: none"> User friendly data systems Engage the public in the data
Engage Families and Community/Foster Safe and Supportive Environments	Use data to inform decisions <ul style="list-style-type: none"> Data to increase instructional performance Support educators in using data
Engage Families and Community/Foster Safe and Supportive Environments	PBIS and Safe Schools <ul style="list-style-type: none"> Full implementation of PBIS
Engage Families and Community/Foster Safe and Supportive Environments	Invest our resources wisely <ul style="list-style-type: none"> Adequate funding for college and career Ensure budgets maximize student achievement

School Unrestricted Fund (0110), *continued*



FY 2016-2017 Funding Comparison

School Operating Fund	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Increase Over
	Actual	Adopted	Projected	Proposed	Prior Year
Full Time FTE	492.90	490.90	490.90	488.55	(2.35)
Student Enrollments	3,192	3,118	3,118	3,022	(96)
Salaries	\$32,926,990	\$33,902,295	\$33,456,396	\$33,921,001	\$18,706
Benefits	13,074,151	13,533,092	13,443,427	13,857,117	324,025
Subtotal Personnel Expenditures	\$46,001,140	\$47,435,387	\$46,899,823	\$47,778,118	\$342,731
Services	\$8,884,334	\$9,117,054	\$9,248,484	\$9,577,844	\$460,790
Commodities	1,487,220	1,596,014	1,591,794	1,715,887	119,873
Capital Outlay/Depreciation	1,320,248	981,573	996,359	854,485	(127,088)
Subtotal Operating Expenditures	\$11,691,802	\$11,694,641	\$11,836,637	\$12,148,216	\$453,575
Total Expenditures	\$57,692,942	\$59,130,028	\$58,736,460	\$59,926,334	\$796,306

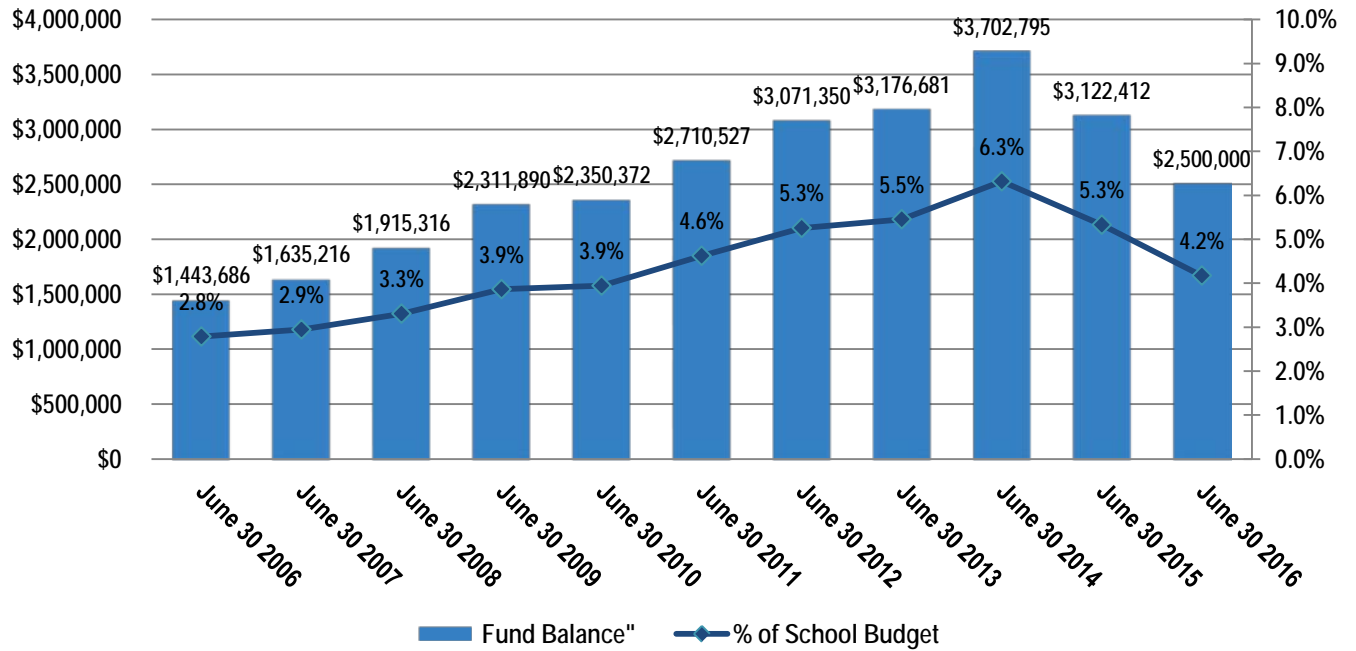


***FY 2017-2018 is estimated based on the following assumptions: level funding for Capital Outlay and Commodities, 2% increase in Services, 3% increase in Benefits, and 2.25% increase in Salaries.*

For FY 2016-2017, the Town Manager, after consultation with the School Administration, is proposing a School Unrestricted Fund in the amount of \$59,926,334, which is \$344,000 less than the School Committee's Recommended Budget of \$60,270,334. A property tax appropriation of \$51,387,349 (85.8% of the Total School Unrestricted Fund) will be required to support the Town Manager Proposed School Program for the 2016-2017 fiscal year. The Town Manager proposes removing \$200,000 in both expenditures and revenue associated with the purchase of additional laptops for the elementary schools to allow all students to take the Partnership for Assessment of Readiness for College and Careers (PARCC) assessment electronically. The Town administration takes no position on the need for this purchase, however since the School Committee is recommending the use of Committed Fund Balance for this purchase, there is no need to include the purchase in the Town Manager's FY 2016-2017 Proposed Budget. The purchase can be authorized by the School Committee on an as need basis. Major line item reductions (over \$10,000) proposed by the Town Manager after review and consultation with School Administration include: \$50,000 in After School Activities; \$15,000 in Professional Development; \$25,000 in Unemployment Expenses; and \$32,000 in General Supplies.



Committed Fund Balance As A Percentage of Adopted School Fund



School Unrestricted Fund (0110), *continued*



FY 2016-2017 Expenditure Statement

School Operating Fund	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
Salaries	\$32,926,990	\$33,902,295	\$33,456,396	\$33,921,001	0.06%
Benefits	13,074,151	13,533,092	13,443,427	13,857,117	2.39%
Professional Services	1,425,261	1,277,233	1,313,730	1,379,288	7.99%
Property Services	716,416	653,582	650,407	692,725	5.99%
Other Services	6,761,648	7,183,839	7,281,947	7,505,831	4.48%
Supplies	1,537,180	1,598,414	1,594,194	1,715,887	7.35%
Equipment	1,401,258	981,573	996,359	854,485	-12.95%
Total School Operating Fund	\$57,842,904	\$59,130,028	\$58,736,460	\$59,926,334	1.35%

School Unrestricted Fund (0110), *continued*



FY 2016-2017 Revenue Statement

Description	2014-2015 Actual	2015-2016 Adopted	2015-2016 Projected	2016-2017 Proposed	Percent Change
State Aid	\$7,558,495	\$7,320,000	\$7,322,357	\$7,015,088	-4.17%
Group Home Aid	308,034	301,000	300,911	221,242	-26.50%
High Cost Special Education Aid	0	0	0	82,383	0.00%
Total State Revenue	\$7,866,529	\$7,621,000	\$7,623,268	\$7,318,713	-3.97%
Tuition Income	\$159,122	\$210,272	\$210,272	\$210,272	0.00%
School Trust Funds	20,502	20,000	20,000	20,000	0.00%
Designated Funds	400,000	400,000	400,000	400,000	0.00%
Medicaid	495,829	525,000	500,000	500,000	-4.76%
Miscellaneous	98,723	40,000	57,145	90,000	125.00%
Total Local Revenue	\$1,174,176	\$1,195,272	\$1,187,417	\$1,220,272	2.09%
Property Tax Appropriation	\$49,614,070	\$50,313,756	\$50,313,756	\$51,387,349	2.13%
Total Tax Appropriation	\$49,614,070	\$50,313,756	\$50,313,756	\$51,387,349	2.13%
Gross Revenue	\$58,654,775	\$59,130,028	\$59,124,441	\$59,926,334	1.35%



TAB 21
CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary 21 - 1
Pay-As-You-Go Project Summaries 21 - 3
Six Year Capital Improvement Program 21 - 22
CIP Long Range Program Element 21 - 25
CIP Proposed Funding Sources 21 - 26
CIP Debt Service Detail..... 21 - 27

TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Background

The Town uses the Capital Improvement Program (CIP) to strategically invest in and develop capital projects. A project that is included in the Town's capital budget is defined as requiring the expenditure of public funds, for the purchase, construction, enhancement, or replacement of physical infrastructure and/or assets.

Capital facilities and infrastructure refer to all public (both municipal and school) facilities such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities.

A capital project or improvement is a major, non-recurring, tangible fixed asset. The term includes property acquisition, major improvements to an existing facility, and new building construction. Other costs associated with the capital budget include architectural and engineering fees, bond issuance costs, and site work, if needed. To be included in the CIP, the estimated project cost is over \$10,000 and the project must have an expected useful life greater than that of the life-span of any debt used to fund the project.

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. 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.

Planning Process

In order 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



CIP Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, with the following schedule:

- The Town Manager shall prepare and submit to the Town Council a six-year capital program no later than December 1st each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1st each year

Summary of CIP Funding

The adopted six-year CIP includes two related elements, including a Long Term Major Projects Element (\$24,049,890), and a Pay As You Go Element (\$16,012,900), for a total CIP Program of \$40,062,790. The Capital Budget is the first year of the CIP's Pay As You Go Element, and proposes General Fund spending of \$1,440,450 in the 2016-2017 fiscal year. The major CIP projects programmed into the Pay As You Go element are presented in three program areas:

- Park Rehabilitation and Road Improvements: \$775,000 (54%)
- Equipment Acquisition/Replacement: \$615,450 (43%)
- Facility Improvements: \$50,000 (3%)

GENERAL FUND SUPPORTED PROJECTS

- Town facility maintenance and improvements – improve the Town's public buildings infrastructure
- Recreation facilities – provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism
- Public Safety – enhance public safety related infrastructure
- Roadway – improve roadway infrastructure, dams and bridges, sidewalks, erosion, etc.
- Equipment Acquisition/Replacement – replace aging equipment or acquire new as needed
- Economic & Community Development – enhance the Town's taxable real estate and provide neighborhood initiatives, such as the bike path connector and other passive recreation management plans

NON-GENERAL FUND SUPPORTED PROJECTS

- Water – improve/maintain water infrastructure and upgrade water meters
- Wastewater – improve/maintain wastewater infrastructure and upgrade existing equipment for the collection and treatment of septage
- Education – enhance the educational infrastructure

FY 2016-2017 Capital Budget (Pay-As-You-Go)

The projects detailed on the following pages are budgeted for inclusion in the FY 2016-2017 Pay As You Go Element of the CIP.



Pay-As-You-Go Project Summaries

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Playground Upgrades: Brousseau, Fagan, and West Kingston Parks

DESCRIPTION

Park Improvements and Rehabilitation is an ongoing program providing for the development, maintenance, and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. Play structures at three playgrounds are proposed in the FY 2016-2017 Capital Improvement Program as follows:

- Brousseau Park: \$20,000 – two play structures
- Fagan Park: \$10,000 – select components for the structure designed for ages 3-5
- West Kingston Park: \$15,000 – replacement of two well worn playground structures designed for children ages 3-5 and 6-12

National standards dictate playground safety and a requirement to meet current safety and accessibility code requirements is a priority.



GOALS & OBJECTIVES

- Asset preservation and safety
- Promote community involvement

OPERATIONAL IMPACT

- Reduce injury risk/lower maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	-	\$45,000	-	-	-	-	-	\$45,000
Total Cost	-	-	\$45,000	-	-	-	-	-	\$45,000
General Fund Transfer	-	-	\$45,000	-	-	-	-	-	\$45,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Skate Park Improvements: Old Mountain Field (OMF)

DESCRIPTION

Construction of new obstacles at the Skate Park are proposed for FY 2016-2017. The Skate Park is undergoing expansion to include the area which was formerly an inline skate rink. Funding in the amount of \$15,000 is proposed for the purchase and installation of new ramps and an upgrade of the existing ramps. In house labor will be utilized for installation, which decreases expenses.



An active citizen committee is involved with fundraising to help offset the majority of the costs associated with this project.

Promotes community involvement for active, healthy lifestyles and improves quality of life.

GOALS & OBJECTIVES

- Asset preservation, safety and aesthetics

OPERATIONAL IMPACT

- Reduce injury risk/lower maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	-	\$15,000	-	-	-	-	-	\$15,000
Outside Fundraising	\$10,000	-	-	-	-	-	-	-	\$10,000
Total Cost	\$10,000	-	\$15,000	-	-	-	-	-	\$25,000
General Fund Transfer	-	-	\$15,000	-	-	-	-	-	\$15,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Restroom/Concession Replacement: Old Mountain Field (OMF)

DESCRIPTION

Construction of a new building to house restrooms and concession facilities is being proposed at Old Mountain Field. The current restroom is approximately 50 years old, and the concession building is in poor condition and inefficient. A single new facility is proposed, designed and constructed to accommodate an adequate number of restrooms, a small concession area, and park maintenance storage space is being proposed. Estimated total project cost: \$400,000.



It is anticipated that alternate funding sources will be sought through a combination of grant opportunities and recreation impact fees.

Promotes community involvement for active, healthy lifestyles and improves quality of life.

This is the first year of a multi-year funding effort.

GOALS & OBJECTIVES

- Eliminate cosmetic, costly deficiencies
- Provide a sanitary environment while enhancing the value of the property
- Increase outside interest and outside revenue to support maintenance/update expense

OPERATIONAL IMPACT

- Energy efficiencies and reduced preventative maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	-	\$15,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$155,000
Impact Fees	-	-	-	-	-	-	35,000	-	35,000
Grant/Fundraising	-	-	-	-	-	-	-	210,000	210,000
Total Cost	-	-	\$15,000	\$28,000	\$28,000	\$28,000	\$63,000	\$238,000	\$400,000
General Fund Transfer	-	-	\$15,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$155,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Boat Ramp Reconstruction: Marina Park

DESCRIPTION

Complete reconstruction of the existing boat ramp is being proposed. The existing pre-cast concrete boat ramp panels at the toe of the ramp will be removed and replaced. The surface of the existing ramp will be overlaid with a 1.5"-2" Class I asphalt finish coat. The possibility of lessening the ramp's slope to improve overall safety and visibility for users will be assessed as part of the reconstruction planning and design. Estimated total project cost: \$250,000.



In order for this project to move forward, third party funding sources will be required.

Promotes community involvement for active, healthy lifestyles and improves quality of life.

This is the **second** year of a multi-year funding effort.

GOALS & OBJECTIVES

- Increase revenues while promoting family activities in a safe boating environment

OPERATIONAL IMPACT

- Reduce annual maintenances costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	-	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$140,000
Impact Fees	-	-	-	-	-	-	50,000	-	50,000
Grant/Fundraising	-	-	-	-	-	-	60,000	210,000	60,000
Total Cost	-	-	\$20,000	\$20,000	\$20,000	\$20,000	\$140,000	\$30,000	\$250,000
General Fund Transfer	-	-	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$140,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Ongoing Improvements: Town Beach

DESCRIPTION

Annual funding support for aggressive maintenance and mitigation efforts, necessary to address the impacts of ongoing erosion at the Town Beach. Mitigation efforts include sand replenishment and dune restoration, as well as the replacement of aging playground equipment, installation of a portable shade structure in proximity to the beach, and to complete installation of walkway decking to access the pavilion from the playground and passenger drop-off circle. Estimated total project cost: \$120,000.



FY 2015-2016 will address the installation of the shade structures and portable walk ways. The cost associated with this portion of the project is estimated to be \$20,000.

This is a multi-year funding effort, and the need for reserve funding will be required in order to meet project demands.

Future improvements include:

- Public dock
- Connector walkway

GOALS & OBJECTIVES

- Asset preservation, aesthetics and encourage community involvement
- Provide comfort and accessibility to our visitors

OPERATIONAL IMPACT

- Reduce annual maintenances costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$34,934	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Total Cost	-	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
General Fund Transfer	-	-	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Entrance Drive and Parking Lots: Tuckertown Park

DESCRIPTION

Resurfacing of the entrance drive and parking lots at Tuckertown are being proposed in the FY 2016-2017 Capital Improvement Program. The estimated cost for this projects \$15,000 of which \$10,000 is being earmarked from a FY 2009-2010 reserve funding. The completion date of this project is the Fall 2016.



GOALS & OBJECTIVES

- Reduce temporary fixes
- Pedestrian safety
- Asset preservation

OPERATIONAL IMPACT

- Personnel and operating maintenance and material savings
- Increase public safety

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$10,000	-	\$5,000	-	-	-	-	-	\$5,000
Total Cost	-	-	\$5,000	-	-	-	-	-	\$5,000
General Fund Transfer	-	-	\$5,000	-	-	-	-	-	\$5,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Tennis Court Lighting: Village Green

DESCRIPTION

The current lighting fixtures were installed in 1984 and are inefficient by today's standards. A new LED lighting system is proposed which will be more energy efficient, and will greatly reduce light spill beyond the boundaries of the park into residential areas. Funding in the amount of \$25,000 is proposed for the replacement of the whole system. Estimated cost of project completion is \$50,000.



This is the final of two installments to cover the costs of this project.

GOALS & OBJECTIVES

- Infrastructure upgrades and implement cost efficient plans

OPERATIONAL IMPACT

- Energy efficiencies and reduction of maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$25,000	-	\$25,000	-	-	-	-	-	\$25,000
Total Cost	-	-	\$25,000	-	-	-	-	-	\$25,000
General Fund Transfer	-	-	\$25,000	-	-	-	-	-	\$25,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Equipment Acquisitions/Replacement

DESCRIPTION

Parks and Recreation is proposing the acquisition/replacement of 6 pieces of equipment. These pieces are as follows:

- 1.5 ton Dump Truck w/plow: \$55,000
- Utility Sand Groomer: \$15,000
- Tractor: \$30,000
- Front-Mount Mower: \$25,000
- Equipment Trailer: \$7,000
- Turf Aerator Attachment: \$20,000

The total cost of replacement is estimated to be \$152,000 of which \$23,000 is held in reserve to offset the purchase prices.

The Town takes great pride in the maintenance of its public buildings and park facilities; therefore, it is important to keep equipment and machinery in good working order and to avoid costly, frequent repairs.



GOALS & OBJECTIVES

- Safety/community expectations/fiscal responsibility

OPERATIONAL IMPACT

- Reduce operational cost for repairs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$23,000	\$89,600	\$129,000	\$130,000	\$144,000	\$130,000	\$137,000	\$181,500	\$851,500
Total Cost	-	-	\$129,000	\$130,000	\$144,000	\$130,000	\$137,000	\$181,500	\$851,500
General Fund Transfer	-	-	\$129,000	\$130,000	\$144,000	\$130,000	\$137,000	\$181,500	\$851,500



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services

PROJECT TITLE

Equipment Acquisitions/Replacement

DESCRIPTION

Public Works is proposing the acquisition/replacement of 5 pieces of equipment. These pieces are as follows:

- Sport Utility Vehicle: \$27,000
- Pickup Truck: \$36,000
- Medium Dump Truck: \$165,000
- Large Dump Truck: \$30,000
- Street Sweeper: \$120,000

The total cost of replacement is estimated to be \$378,000, of which \$11,550 is coming from a RIDEM grant and \$115,000 is being held in reserve to offset the purchase prices.

Annually, the Highway Division equipment procurement schedule is reviewed and revised with the objective of retaining certain equipment for longer periods before replacement is necessary. However, due to New England's four seasons of weather, wear and tear can occur more frequent than planned with some of the vehicles.



GOALS & OBJECTIVES

- Safety /fiscal responsibility

OPERATIONAL IMPACT

- Avoid costly repairs to current equipment and reduce operational expense

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$115,000	\$213,600	\$251,450	\$358,450	\$311,000	\$322,000	\$353,000	\$378,000	\$1,973,000
RIDEM			11,550						11,550
Total Cost	-	-	\$263,000	\$358,450	\$311,000	\$322,000	\$353,000	\$378,000	\$1,985,450
General Fund Transfer	-	-	\$251,450	\$358,450	\$311,000	\$322,000	\$353,000	\$378,000	\$1,973,900



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services

PROJECT TITLE

Road Improvement Program – New Drainage/Erosion/TMDL

DESCRIPTION

The Town is scheduled to commence construction work on the Matunuck Beach Road sheet pile wall in March 2016. Estimated project cost is \$2,000,000 which will be funded by a federal grant. The FY 2016-2017 CIP includes reserve funding in the amount of \$20,000 for future maintenance of the wall and beach replenishment as needed.

Total Maximum Daily Loads (TMDL) identifies specific pollutants and establishes a threshold for necessary pollutant reductions in order for the surface body water to meet water quality standards. RIDEM identified seven impaired surface water bodies in South Kingstown requiring the Town to adopt structural management practices for impaired surface waters. Although funding is not proposed for FY 2016-2017, annual TMDL reserve funding will recommence in FY 2017-2018.



GOALS & OBJECTIVES

- Preservation of physical asset/public health and safety/pedestrian safety

OPERATIONAL IMPACT

- Reduced maintenance costs and potential liability claims

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	-	\$20,000	-	-	-	-	-	\$20,000
Total Cost	-	-	\$20,000	-	-	-	-	-	\$20,000
General Fund Transfer	-	-	\$20,000	-	-	-	-	-	\$20,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services

PROJECT TITLE

Road Improvement Program – Pavement Overlay/Bridges and Dams/Road Reconstruction

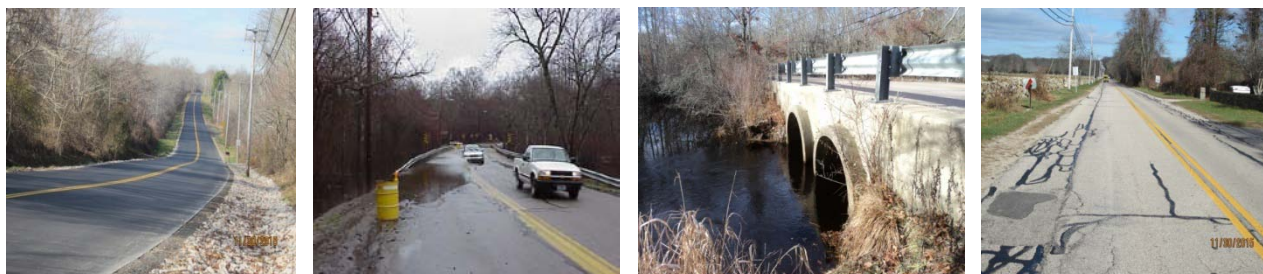
DESCRIPTION

Transportation projects such as arterial and collector road reconstruction, drainage infrastructure, and bridge and dam reconstruction are financed through capital budget annual appropriations, operating program transfers, reserve funding, and general obligation bonds. There are multiple facets of this program which include full depth reclamation, pavement overlay program, and bridge and dam improvements.

The total cost of replacement is estimated to be \$5,532,330 over the six year Capital Improvement Program, of which \$630,000 will be committed to these projects in the FY 2016-2017 general operating budget.

Road condition, service level, and use are reviewed on an annual basis to determine which overlay or pavement preservation technique is most appropriate.

Infrastructure is prioritized based upon functionality (arterial/collector/neighborhood), public safety, close proximity to hospital/fire stations, and condition.



GOALS & OBJECTIVES

- Asset preservation and public safety

OPERATIONAL IMPACT

- Annual paving program is a cost-effective means of surface maintenance that eliminates costly reconstruction projects
- Potential for reduced liability claims

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	\$640,000	\$630,000	\$660,000	\$660,000	\$680,000	\$700,000	\$700,000	\$4,050,000
Total Cost	-	\$640,000	\$630,000	\$660,000	\$660,000	\$680,000	\$700,000	\$700,000	\$4,050,000
General Fund Transfer	-	\$640,000	\$630,000	\$660,000	\$660,000	\$680,000	\$700,000	\$700,000	\$4,050,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

A projected replacement schedule is formulated and updated annually based on the life expectancy of each piece of equipment in relation to the service task performed. In practice, actual equipment replacements are strictly done only as warranted. Workstations usually have a life expectancy of five to six years, while the tablets used in the police cruisers have a four year life cycle. The Public Safety Complex is currently undergoing a major network upgrade to transition to virtual server technology which will eliminate a potential for single point of failure.

Another initiative being implemented is the gradual replacement of printers located in various workspaces throughout the building with multi-function copiers, as a cost saving measure in an effort to reduce printing costs.

FY 2016-2017 funding in the amount of \$25,000 is proposed for the replacement of workstations that have reached their end of service life. The units being replaced are showing signs of age and degraded reliability; and will be replaced as necessary.



GOALS & OBJECTIVES

- Improved communication and security of public safety information/documentation

OPERATIONAL IMPACT

- Operational cost efficiencies and printing costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	\$20,000	\$25,000	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000	\$220,000
Total Cost	-	-	\$25,000	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000	\$220,000
General Fund Transfer	-	-	\$25,000	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety

PROJECT TITLE

Building Maintenance

DESCRIPTION

The Public Safety Complex was constructed in 1998. The mechanical systems that support the building have reached their useful life, and it is prudent to provide reserve funding in the event of a major equipment failure or facility repair. Proposed funding of \$15,000 to supplement existing reserve funding for facility maintenance and improvements is proposed for FY 2016-2017.

Anticipated expenses include the replacement of two variable speed drives that service the HVAC system, and replacement of the chiller and HVAC controller, as well as proposed parking lot improvements, and installation of a combination card reader access/intercom system that will provide for electronic access into and within the facility.



Total projected expenses are estimated to be \$182,775, of which \$15,000 will be funded in the FY 2016-2017 general operating budget, with the remaining funding coming from the Public Safety Building Reserve Fund.

GOALS & OBJECTIVES

- Technology improvement/functionality/and document preservation

OPERATIONAL IMPACT

- Reduce operation and maintenance costs associated with aging network compatibility

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	\$20,000	\$15,000	\$25,000	\$25,000	\$25,000	\$20,000	\$20,000	\$130,000
Total Cost	-	-	\$15,000	\$25,000	\$25,000	\$25,000	\$20,000	\$20,000	\$130,000
General Fund Transfer	-	-	\$15,000	\$25,000	\$25,000	\$25,000	\$20,000	\$20,000	\$130,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Emergency Medical Services

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

The Emergency Medical Services (EMS) Department utilizes two ambulances and one utility vehicle on a 24 hour, 7 day a week schedule, in addition to two reserve vehicles (one ambulance and one utility vehicle). The EMS Capital Reserve Fund is utilized to purchase high cost medical, computer and safety equipment needed for the proper operation of medical services. FY 2016-2017 funding of \$155,000 is proposed. Of this amount, \$40,000 is earmarked for the purchase of a new power stretcher and load device. Changes in technology and regulation in the securing of stretchers in vehicles with devices that meet crash test requirements, make it necessary for the replacement of current equipment.

Also included in the FY 2016-2017 proposed funding is the first of a two year funding effort for the purchase of a refurbished cardiac monitor/defibrillator. The estimated expense is \$20,000, of which \$10,000 is being proposed for FY 2016-2017 in the general operating budget.

Finally, the last of a three-year funding effort, is an amount of \$105,000 for the replacement in FY 2016-2017 of the Paramedic 1 transport ambulance at an estimated cost of \$210,000.



GOALS & OBJECTIVES

- Public health and safety is top priority
- Replacement and updating as needed in a cost effective manner

OPERATIONAL IMPACT

- While replacement may save dollars the real value is in the saving of lives of patients

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$17,933	\$130,000	\$155,000	\$10,000	\$35,000	\$35,000	\$100,000	\$80,000	\$415,000
Total Cost	-	-	\$155,000	\$10,000	\$35,000	\$35,000	\$100,000	\$80,000	\$415,000
General Fund Transfer	-	-	\$155,000	\$10,000	\$35,000	\$35,000	\$100,000	\$80,000	\$415,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Communications

PROJECT TITLE

Equipment Acquisition/Replacement – Radio Alarm Box

DESCRIPTION

The Communications Division is proposing the replacement of the aging hard wired distribution system that exists for commercial businesses in Town. The system currently supports over 240 businesses and also serves multiple municipal structures. The first year funding of \$20,000 is being proposed to retain a consultant to evaluate the existing system and develop a multi-year program for system replacement.

This will improve system reliability and functionality.

GOALS & OBJECTIVES

- Improved communications through wireless connectivity

OPERATIONAL IMPACT

- Reduced maintenance costs for the existing aging system



PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$5,000	-	\$20,000	\$30,000	\$40,000	-	-	-	\$90,000
Total Cost	-	-	\$20,000	\$30,000	\$40,000	-	-	-	\$90,000
General Fund Transfer	-	-	\$20,000	\$30,000	\$40,000	-	-	-	\$90,000

Pay-As-You-Go Project Summaries, *continued*



DEPARTMENT

Senior Services Program

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

The Adult Day Services Center facility includes a dining room and a passive activity area, which is in need of anticipated interior cosmetic improvements within the next six years. The FY 2016-2017 CIP program is focusing on the replacement of custom chairs for the safety and comfort of clients, since the current seating does not provide the ideal seat height for the majority of clients, who require staff assistance with sitting and standing. This project is estimated to be phased in over the next three years, and the initial funding of \$5,000 is allocated in the FY 2016-2017 general operating budget.



GOALS & OBJECTIVES

- Safety of our clients

OPERATIONAL IMPACT

- Ergonomically correct seating to reduce risk of injury to aging population

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	-	-	\$5,000	\$10,000	\$10,000	-	-	\$10,000	\$35,000
Total Cost	-	-	\$5,000	\$10,000	\$10,000	-	-	\$10,000	\$35,000
General Fund Transfer	-	-	\$5,000	\$10,000	\$10,000	-	-	\$10,000	\$35,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Senior Services Program

PROJECT TITLE

Roof Replacement

DESCRIPTION

The existing architectural asphalt shingle roof and flat rubber roof of the Senior Center Facility is nearing the end of its useful life. Since the Senior Center is now fifteen years old, the expected useful life will reach maturity in 2020 and it is anticipated that full replacement would be necessary, and the anticipated cost will be \$140,000, therefore, the FY 2016-2017 CIP is proposing funding effort in the amount of \$20,000 through the general operating budget.

This is a multi-year funding effort.



GOALS & OBJECTIVES

- Infrastructure preservation

OPERATIONAL IMPACT

- Reduce heating and cooling expenses

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$20,000	\$15,000	\$20,000	\$15,000	\$15,000	\$20,000	\$25,000	\$25,000	\$120,000
Total Cost	-	-	\$20,000	\$15,000	\$15,000	\$20,000	\$25,000	\$25,000	\$120,000
General Fund Transfer	-	-	\$20,000	\$15,000	\$15,000	\$20,000	\$25,000	\$25,000	\$120,000

Pay-As-You-Go Project Summaries, *continued*



DEPARTMENT

Information Technology

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

The Information Technology Program is an ongoing effort providing for the development, maintenance, and repair of the Town’s overall technology needs, including the Town’s computer network and associated infrastructure. Annual reserve funding allocations will augment existing funding which will allow the Town to realize improved delivery of services through enhanced technology utilization.



The FY 2016-2017 CIP is proposing funding of \$35,000 for network equipment upgrades and Microsoft Office product suite licensing which is the main communication tool the Town uses in creating documents, spreadsheets, PDFs, and presentations, as well as for all Town email.



The total projected costs of the proposed projects are as follows:

- Network Equipment Upgrades: \$60,000
- Office License Upgrade: \$50,000

This is a multi-year funding effort.

GOALS & OBJECTIVES

- Technological improvements; Improved communications Town-wide

OPERATIONAL IMPACT

- Savings can be found in improved processes and efficiencies and lower maintenance costs

PROJECT’S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$168,015	\$25,000	\$35,000	\$40,000	\$40,000	\$40,000	-	-	\$155,000
Total Cost	-	-	\$35,000	\$40,000	\$40,000	\$40,000	-	-	\$155,000
General Fund Transfer	-	-	\$35,000	\$40,000	\$40,000	\$40,000	-	-	\$155,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Town Hall Operations

PROJECT TITLE

Facility Improvements

DESCRIPTION

Maintenance and upkeep of the Town Hall facility is an ongoing program. Improvements planned over the next six year term of the Capital Improvement Program include:

- Replacement of the flat roof covering over the second floor administrative offices
- Storm window and air conditioning replacements in the Town House section of the facility
- Window and carpeting replacements facility wide as needed
- Winterizing of the fire alarm garage
- Parking lot improvements



Annual funding of \$10,000 is being proposed in the FY 2016-2017 CIP through the general operating budget for future maintenance and facility upkeep of the Town Hall facility.

GOALS & OBJECTIVES

- Asset preservation and improvement

OPERATIONAL IMPACT

- Facility upgrades help to reduce operational and maintenance costs over time especially when the upgrades involve HVAC systems

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2015	Expense 2015-16	PAYG 2016-17	CIP 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	Total
General Fund Transfer	\$157,494	\$10,000	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$110,000
Total Cost	-	-	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$110,000
General Fund Transfer	-	-	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$110,000

Six Year Capital Improvement Program



TOWN OF SOUTH KINGSTOWN Capital Improvement Program FY 2016-2017 through FY 2021-2022								
Project Function Area/Title	In Progress	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$120,000	\$125,000	\$147,000	\$170,000	\$170,000	\$165,000	\$148,000	\$925,000
Equipment Acquisition/Replacement	89,600	129,000	130,000	144,000	130,000	137,000	181,500	851,500
Recreation Dept. - Subtotal	\$209,600	\$254,000	\$277,000	\$314,000	\$300,000	\$302,000	\$329,500	\$1,776,500
Public Services Program								
Road Improvement Program	\$640,000	\$650,000	\$660,000	\$660,000	\$680,000	\$700,000	\$700,000	\$4,050,000
Equipment Acquisition/Replacement	213,000	251,450	358,450	311,000	322,000	353,000	378,000	1,973,900
Public Services Dept. - Subtotal	\$853,000	\$901,450	\$1,018,450	\$971,000	\$1,002,000	\$1,053,000	\$1,078,000	\$6,023,900
Public Safety Program								
Computer System Equipment	\$20,000	\$25,000	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000	\$220,000
Communications Equipment	10,000	10,000	15,000	15,000	20,000	20,000	20,000	100,000
Public Safety Building - General	20,000	15,000	25,000	25,000	25,000	20,000	20,000	130,000
Harbor Patrol - Equipment Replacement	0	0	0	0	22,000	15,000	15,000	52,000
Public Safety Dept. - Subtotal	\$50,000	\$50,000	\$75,000	\$80,000	\$107,000	\$95,000	\$95,000	\$502,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$40,000	\$50,000	\$10,000	\$35,000	\$35,000	\$35,000	\$30,000	\$195,000
Facilities Improvements - South	0	0	0	0	0	5,000	0	5,000
Facilities Improvements - North	0	0	0	0	5,000	0	0	5,000
Mobile Computing Upgrade	0	0	10,000	0	0	5,000	10,000	25,000
EMS Vehicle Replacement #1	90,000	105,000	0	0	0	65,000	50,000	220,000
EMS Vehicle Replacement #2	0	0	40,000	30,000	0	0	40,000	110,000
EMS Vehicle Replacement #3	0	0	80,000	80,000	65,000	0	0	225,000
Emergency Medical Services - Subtotal	\$130,000	\$155,000	\$140,000	\$145,000	\$105,000	\$110,000	\$130,000	\$785,000
Communications Department								
Migration to Radio Box System Reserve	\$0	\$20,000	\$40,000	\$30,000	\$0	\$0	\$0	\$90,000
Radio Replacement	0	0	0	0	10,000	0	0	10,000
Vehicle Replacement	0	0	30,000	15,000	0	0	0	45,000
Communications Dept. - Subtotal	\$0	\$20,000	\$70,000	\$45,000	\$10,000	\$0	\$0	\$145,000
Library Program								
Library Facilities Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Dept. - Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Senior Services Program								
Adult Day Services Center	\$0	\$5,000	\$10,000	\$10,000	\$0	\$0	\$10,000	\$35,000
Senior Center Facility Improvements	15,000	20,000	15,000	15,000	20,000	25,000	25,000	120,000
Senior Transportation Vehicle	0	0	20,000	20,000	20,000	20,000	10,000	90,000
Senior Services Dept. - Subtotal	\$15,000	\$25,000	\$45,000	\$45,000	\$40,000	\$45,000	\$45,000	\$245,000
General Government								
GIS Equipment Reserve Fund	\$0	\$0	\$10,000	\$5,000	\$8,000	\$8,000	\$0	\$31,000
Veterans' Memorial Inscription	0	10,000	0	0	0	0	10,000	20,000
Information Technology Program	25,000	35,000	40,000	40,000	40,000	0	0	155,000
Property Appraisal Program	0	0	0	0	50,000	50,000	50,000	150,000
Town Hall - Renovations and Upkeep	10,000	10,000	20,000	20,000	20,000	20,000	20,000	110,000
Pool Car Replacement	0	24,000	0	25,000	0	26,000	0	75,000
General Government - Subtotal	\$35,000	\$79,000	\$70,000	\$90,000	\$118,000	\$104,000	\$80,000	\$541,000
TOTAL General Fund	\$1,292,600	\$1,484,450	\$1,695,450	\$1,690,000	\$1,682,000	\$1,709,000	\$1,757,500	\$10,018,400

Six Year Capital Improvement Program, *continued*



TOWN OF SOUTH KINGSTOWN Capital Improvement Program FY 2016-2017 through FY 2021-2022								
Project Function Area/Title	In Progress	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Six Year Total
Water Storage								
Maulucket Water Tank Cleaning	\$0	\$0	\$11,000	\$0	\$13,000	\$0	\$15,000	\$39,000
Maulucket Tank Repair	0	5,000	0	0	0	0	0	5,000
Victoria Lane Water Tank Cleaning	0	0	38,000	0	40,000	0	42,000	120,000
Victoria Lane Tank Repair	0	5,000	0	0	0	0	0	5,000
SCADA/Telemetry Upgrades	7,000	0	0	35,000	0	0	0	35,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$20,000	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
RIDOH Vulnerability Assessment Plan	25,000	0	0	0	0	0	0	0
Water Supply Mgmt Plan Reaffirmation	0	0	0	0	30,000	0	0	30,000
Pump Station Infrastructure	10,000	10,000	10,000	0	0	12,000	0	32,000
Water Quality Study/Disinfection Station	0	0	0	0	0	12,000	0	12,000
Water Distribution								
Leak Detection Reserve	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Water Main Replacement Reserve	0	25,000	25,000	25,000	10,000	40,000	0	125,000
Equipment & GIS								
DPS Office Building Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rolling Stock Equipment Replacement	6,000	35,000	0	35,000	0	0	25,000	95,000
GIS Upgrade	0	0	0	0	0	0	20,000	20,000
Future Bonding Program								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Fund Total	\$93,000	\$105,000	\$109,000	\$120,000	\$118,000	\$114,000	\$127,000	\$693,000
WWTF, Telemetry & Pump Stations								
WWTF Building Infrastructure Upgrade	\$0	\$0	\$40,000	\$60,000	\$60,000	\$50,000	\$0	\$210,000
WWTF Telemetry and Control Upgrade	30,000	0	0	0	35,000	0	0	35,000
WWTF Standby Generator Replacement	100,000	100,000	125,000	0	0	0	0	225,000
WWTF Outfall Diffuser Repair	0	0	0	20,000	20,000	0	0	40,000
Local Pump Station Improvements	95,000	30,000	50,000	50,000	50,000	0	50,000	230,000
Silver Lake P. S. Pump Replacement	140,000	0	110,000	0	0	0	0	110,000
Silver Lake P. S. Upgrades	0	0	0	0	0	0	75,000	75,000
Kingston P. S. Generator Upgrades	0	0	0	0	0	80,000	0	80,000
Solids Handling								
Solids Handling Upgrade	\$0	\$152,000	\$0	\$20,000	\$20,000	\$0	\$125,000	\$317,000
Septage Holding Tank	0	0	0	0	50,000	0	0	50,000
Septage Building	0	0	0	150,000	20,000	0	0	170,000
Primary Treatment								
Influent Headworks	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$40,000	\$140,000
Primary Treatment Upgrade	100,000	100,000	0	0	50,000	0	0	150,000
Primary Grease & Sludge Pumps	0	0	0	0	0	0	0	0
Secondary Treatment								
Chemical Storage Building Repair	\$0	\$80,000	\$0	\$0	\$20,000	\$0	\$40,000	\$140,000
Aeration Equipment Upgrade	50,000	0	0	0	0	0	50,000	50,000
Clarifier Repair	0	0	100,000	0	0	100,000	50,000	250,000
RAS Pump Replacement	0	0	0	125,000	0	0	0	125,000
Collection System								
Evaluation Report	\$0	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
Interceptor Repair and Cleaning	0	50,000	0	0	0	100,000	0	150,000
Equipment & GIS								
Collection System Maint. Equipment	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Rolling Stock Equipment Replacement	30,000	0	30,000	0	32,000	35,000	0	97,000
DPS Building Improvement Contribution	0	0	20,000	0	0	0	20,000	40,000
Geographic Information System Upgrade	0	0	10,000	0	10,000	0	12,000	32,000
Wastewater Fund Total	\$545,000	\$562,000	\$535,000	\$500,000	\$422,000	\$415,000	\$462,000	\$2,896,000

Six Year Capital Improvement Program, *continued*



TOWN OF SOUTH KINGSTOWN Capital Improvement Program FY 2016-2017 through FY 2021-2022								
Project Function Area/Title	In Progress	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Six Year Total
School Dept Technology								
High School Computer Labs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Middle Schools Computer Labs	0	0	0	0	0	0	0	0
Elementary Schools Computer Labs	45,000	0	0	0	0	0	0	0
Office Computer Equipment Replacement	15,000	15,000	10,000	7,500	0	0	0	32,500
Network Hardware	50,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Subtotal School Dept Technology	\$525,000	\$345,000	\$340,000	\$337,500	\$330,000	\$330,000	\$330,000	\$2,012,500
School Dept District-wide Projects								
Painting Program	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$60,000
Vehicle Replacement Program	35,000	0	45,000	0	48,000	0	50,000	143,000
Backboard Replacement HS Gymnasium	0	45,000	0	0	0	0	45,000	90,000
Track Resurfacing	0	0	0	25,000	0	0	0	25,000
Fire Alarm System H.S.	0	0	0	0	0	0	0	0
Fire Alarm System BRMS	0	0	0	0	0	75,000	0	75,000
CC Boiler Replacement	0	0	0	0	0	0	0	0
Bleacher Replacement Program	0	0	0	0	0	0	0	0
Subtotal School Dept District-wide Projects	\$35,000	\$45,000	\$45,000	\$55,000	\$48,000	\$75,000	\$125,000	\$393,000
School Fund Total	\$560,000	\$390,000	\$385,000	\$392,500	\$378,000	\$405,000	\$455,000	\$2,405,500
Undesignated Funds Forwarded	0	0	0	0	0	0	0	0
Total School Fund Transfer	\$560,000	\$390,000	\$385,000	\$392,500	\$378,000	\$405,000	\$455,000	\$2,405,500
Capital Improvement Program Total	\$2,490,600	\$2,541,450	\$2,724,450	\$2,702,500	\$2,600,000	\$2,643,000	\$2,801,500	\$16,012,900

CIP Long Range Program Element



TOWN OF SOUTH KINGSTOWN Capital Improvement Program Long Range Program Element (All Funds)								
(Includes Bonds and all other Funding Sources)								
Includes all Funding Sources	Fiscal Year 2015-2016 Current Year	Fiscal Year 2016-2017 Year #1	Fiscal Year 2017-2018 Year #2	Fiscal Year 2018-2019 Year #3	Fiscal Year 2019-2020 Year #4	Fiscal Year 2020-2021 Year #5	Fiscal Year 2021-2022 Year #6	Six Year Total (Six-Years)
Open Space and Recreational Programs								
Open Space Acquisition Program	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Noyes Farm Study	20,000	0	0	0	0	0	0	0
South County Commons Bike Path	0	0	0	287,500	287,500	0	0	575,000
Neighborhood Guild Improvements	0	130,000	500,000	500,000	0	0	0	1,130,000
Community Recreation Center	0	6,600,000	0	0	0	0	0	6,600,000
Marina Park Improvements	0	60,000	0	0	0	250,000	0	310,000
Town Beach Program	40,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Old Mountain Field Improvements	90,000	15,000	7,000	0	0	30,000	400,000	452,000
Senior Services Program	45,000	25,000	45,000	45,000	40,000	45,000	45,000	245,000
General Municipal Programs								
Information Technology Program	\$95,000	\$60,000	\$50,000	\$70,000	\$80,000	\$20,000	\$0	\$280,000
Peace Dale Library	0	50,000	0	0	0	0	0	50,000
Emergency Medical Services Program	150,099	155,000	140,000	145,000	105,000	110,000	130,000	785,000
Communications Program	0	40,000	60,000	50,000	40,000	0	0	190,000
Property Revaluation Program	198,000	0	0	247,900	0	0	0	247,900
Town Hall Improvements	50,000	66,000	90,000	20,000	30,000	15,000	50,000	271,000
Utility Department Programs								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000
School Department Programs								
General Building Renovations Program	\$538,269	\$1,799,900	\$1,053,000	\$1,053,000	\$1,104,300	\$0	\$225,000	\$5,235,200
Utility Department Programs								
Water Tank Cleaning Program	0	0	0	0	0	0	0	0
Plains Road Landfill Remediation	0	0	0	0	0	0	0	0
Total Long Range Program	\$2,943,295	\$9,995,857	\$3,192,420	\$3,530,445	\$3,008,865	\$1,392,850	\$2,929,453	\$24,049,890
Total Bonding Program - Six-Year CIP Plus Current Year								\$26,993,185

CIP Proposed Funding Sources



Proposed Funding Sources	In Progress	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Six Year Total
Long Range Program	\$10,278,050	\$9,995,857	\$3,192,420	\$3,530,445	\$3,008,865	\$1,392,850	\$2,929,453	\$24,049,890
Annual Funding Element	2,490,600	2,541,450	2,724,450	2,702,500	2,600,000	2,643,000	2,801,500	16,012,900
Total Capital Program	\$5,433,895	\$12,537,307	\$5,916,870	\$6,232,945	\$5,608,865	\$4,035,850	\$5,730,953	\$40,062,790
Pay-As-You-Go General Fund Appropriation	(1,025,000)	(1,110,000)	(1,242,000)	(1,250,000)	(1,222,000)	(1,175,000)	(1,168,000)	(7,167,000)
Proposed General Obligation Bonds		(6,150,000)	0	(1,400,000)	0	(2,000,000)	0	(9,550,000)
Open Space Acquisition Reserve Funding		(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(450,000)
Fair Share Development Fees - Recreation	(20,000)	(1,400,000)	0	0	0	(85,000)	0	(1,485,000)
Secured and Available Funds		(613,628)	(613,628)	(613,628)	(613,628)	(613,628)	(613,625)	(3,681,765)
Funds From Fund Balance/or Oper Transfers		(304,743)	(304,743)	(304,743)	(304,743)	(304,743)	(304,745)	(1,828,460)
Grant Funding - undefined		(76,277)	(76,277)	(76,277)	(76,277)	(76,277)	(76,280)	(457,665)
Third Party Fundraising		(33,333)	(33,333)	(33,333)	(33,333)	(33,333)	(33,335)	(200,000)
Public Works Transfers	(210,506)	(251,450)	(358,450)	(311,000)	(322,000)	(353,000)	(378,000)	(1,973,900)
Recreation Transfers	(89,600)	(129,000)	(130,000)	(144,000)	(130,000)	(137,000)	(181,500)	(851,500)
Harbor Transfers					(22,000)	(15,000)	(15,000)	(52,000)
Water Fund Transfers		(105,000)	(109,000)	(120,000)	(118,000)	(114,000)	(127,000)	(693,000)
Wastewater Fund Transfers	(545,000)	(562,000)	(535,000)	(500,000)	(422,000)	(415,000)	(462,000)	(2,896,000)
School Fund Transfers	(560,000)	(390,000)	(385,000)	(392,500)	(378,000)	(405,000)	(455,000)	(2,405,500)
Net Capital Program	\$4,388,895	\$2,774,326	\$3,571,889	\$2,479,964	\$3,283,884	(\$327,131)	\$3,459,968	\$6,371,000

CIP Debt Service Detail



Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June 30, 2015
GENERAL TOWN BONDS					
Advance refunding (JRHS REC/Marina/Open)	06/15/03	11/15/15	2.0% - 3.1%	\$ 1,143,000	\$ 14,640
Advance refunding(Open Space/Roads)	06/15/06	06/15/26	4.0% - 5.0%	4,200,000	210,000
Open Space/Public Improvement	06/15/07	06/15/27	4.0% - 5.5%	1,200,000	120,000
Brousseau/Muni land/Sr Ctr/Open/Saugatu	11/12/09	06/15/19	2.25% - 4.5%	890,000	322,825
Advance refunding (Playfield/Road/OS/Green)	11/13/12	06/15/24	1.90%	2,312,000	1,710,415
Advance refunding (Pub Saf/Open/TIP/Roads)	04/08/15	06/15/27	2.0% - 4.0%	3,644,413	2,950,000
Subtotal General Town Bonds				\$ 13,389,413	\$ 5,327,880
SCHOOL BONDS					
Advance refunding (Hazard/Jr High)	06/15/03	11/15/15	2.0% - 3.1%	\$ 5,417,000	\$ 285,360
Advance refunding (School Improvement)	06/15/06	06/15/26	4.0% - 5.0%	800,000	40,000
School Improvement	06/15/07	06/15/27	4.0% - 5.5%	1,000,000	100,000
Jr High Field/Land/Storage/Playground/Roof	11/12/09	06/15/19	2.25% - 4.5%	1,120,000	392,175
School Improvement Series 2009 A	05/01/10	11/01/29	2.55% - 5.00%	1,200,000	900,000
Advance refunding (School Imp/Wakefield/Pla)	11/13/12	06/15/24	1.90%	1,951,000	1,480,585
Advance refunding (Sch Imp/BRMS/Fields)	04/08/15	06/15/27	2.0% - 4.0%	3,290,587	3,985,000
Subtotal School Bonds				\$ 14,778,587	\$ 7,183,120
BUSINESS-TYPE ACTIVITIES					
General obligation and revenue bonds:					
Wastewater fund - GO bond	11/13/02	09/01/23	1.38%	\$ 500,000	\$ 246,000
Solid waste fund - GO bond	09/03/02	09/01/22	1.14%	2,000,000	933,978
Solid waste fund - GO bond	11/22/05	09/01/25	1.34%	950,000	565,000
Subtotal Business-Type Activities				\$ 3,450,000	\$ 1,744,978
TOTAL Outstanding Debt Service				\$ 31,618,000	\$ 14,255,978



**TAB 22
APPENDIX**

Glossary..... 22 - 1

**TOWN MANAGER PROPOSED
FY 2016-2017 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Glossary

A

ABATEMENT

The ending, reduction, or lessening of an item.

ACCRUAL BASIS OF ACCOUNTING

The basis of accounting in which revenues are recorded when earned and expenses are recorded at the time they are incurred; instead of when cash is actually received or disbursed.

ACS

Refer to American Community Survey

ADJUSTED BUDGET

The Adopted Budget, adjusted to reflect any increases or decreases recognized since budget adoption.

ADOPTED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Approved Budget or the Final Budget.

ALLOCATE

To divide or distribute a lump sum over multiple accounts or funds.

AMEND (AMENDED, OR AMENDMENT)

Any change to the revenue and/or expenditure of a previously adopted budget. Amendments may be recommended by the Town Manager or Town Council.

AMERICAN COMMUNITY SURVEY (ACS)

An ongoing statistical survey by the US Census Bureau.

APPROPRIATION

An authorization made by the Town Council to expend funds for certain purposes within a specific time frame.

APPROVED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Final Budget.

ASSESSED VALUE

The fair market value set on real and other property as a basis for levying taxes.

ASSET

Resource(s) owned or held by a government which possess monetary value.

AUDIT

An official inspection of an organization's financial accounts, typically by an independent body.



B

BOND

A written promise to pay a sum of money on a specific date at a specific interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and sewer systems.

BOND RATING

A rating from a schedule of grades issued by a bond rating agency indicating the probability of timely repayment of principal and interest on bonds issued by a municipality.

BUDGET

A financial plan showing all planned expenditures and revenues over a specific time period (usually a fiscal year). The proposed budget is the plan submitted by the Town Manager to the Town Council. After Council review and amendments, the budget is approved and becomes the adopted budget.

BUDGET CALENDAR

The schedule of key dates or milestones the Town follows in the preparation, adoption, and administration of the budget.

BUDGET DOCUMENT

The official written statement prepared in order to present a comprehensive financial program of an organization. A budget document serves as a policy document, an operations guide, a financial plan, and a communications device. The proposed budget document is initially prepared and submitted by the Town Manager to the Town Council for review and consideration. The Town Council will amend as necessary, and approve, or adopt, the budget.

BUDGET HEARING

As required by law, the Town Council adopts a preliminary budget, then conducts two public hearings to receive and consider input from the public on the proposed budget. Following the final public hearing, the Town Council adopts a final budget.

BUDGET MESSAGE

A written general discussion by the Town Manager to the Town Council and the Town residents included in the proposed budget, describing the government's fiscal and management plan for the upcoming fiscal year, explaining principal budget issues against the background of financial experience of recent years and presents recommendations made by the Town Manager.

BUDGET PROCEDURE

The procedure the Town follows in developing the budget, as defined in the Town Charter: Article IV, Section 4220 Budget Procedures.

BUDGET REFERENDUM

A vote by the Town's electors (residents eligible to vote) specifically regarding the budget.



BUDGETARY CONTROL

The control mechanism used by a government or enterprise to keep expenditures, in accordance with an approved budget, within the limitations of available appropriations and available revenues.

C

CAFR

Refer to Comprehensive Annual Financial Report

CAPITAL ASSET

An acquired asset of the Town having a unit cost of at least \$10,000 and a useful life of more than five years.

CAPITAL BUDGET

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

CAPITAL EXPENDITURE

A category of budgetary appropriation that includes expenses related to buildings, machinery, and equipment, and results in additions to a fixed asset inventory.

CAPITAL IMPROVEMENT PROGRAM (CIP)

A six year financial plan that outlines spending for capital projects, such as buildings, parks, streets, etc., and their identified and/or proposed financing sources. The first year of the CIP is budgeted in the annual Capital Budget, or capital outlay.

CAPITAL OUTLAY

Funding the Town spends to either purchase a fixed asset or to extend its useful life. Capital Outlays are also commonly referred to as capital expenditures.

CAPITAL PROJECT

Projects for the purchase or construction of a capital asset.

CDBG

Refer to Community Development Block Grant

CHARGES FOR SERVICE

Revenue derived from charging fees for providing certain government services. These revenues can be received from private individuals or entities, or other governmental units. See also User Charges or User Fees.

CHARTER

Refer to Town Charter

CIP

Refer to Capital Improvement Program



COLA

Refer to Cost of Living Adjustment

COLLECTIVE BARGAINING AGREEMENT

A legal contract between an employer and local union representing a group of employees of the Town, which states specific terms such as working hours, salaries, fringe benefits, etc.

COMMITTED FUND BALANCE

A portion of fund balance that represents resources whose usage is constrained by limitations that the government imposes upon itself at its highest level of decision making (normally the governing body) and that remain binding unless removed in the same manner. The underlying action that imposed the limitation would need to occur no later than the close of the reporting period.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

A general purpose federal grant primarily used to facilitate the production and preservation of low and moderate income housing, received under Title I of the Housing and Community Development Act of 1974. These funds support public improvements and redevelopment and conservation activities within targeted neighborhoods.

COMMUNITY RECREATION CENTER FUND

A special revenue fund, new as of FY 2016-2017, which will account for the cost of operating the Town's new Community Recreation Center.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

A complete set of financial statements published soon after the close of each fiscal year, by each general purpose local government in conformity with GAAP and audited in accordance with generally accepted auditing standards.

COMPREHENSIVE COMMUNITY PLAN

- (1) The Town's comprehensive plan.
- (2) *Refer to Comprehensive Plan*

COMPREHENSIVE PLAN

A comprehensive plan is an official public document which is adopted by a local government. The contents of the plan are comprehensive, cover a broad range of topics, and are long range in nature, and help to define community goals and aspirations in terms of community development, in terms of land use, housing, and transportation.

CONTINGENCY

An appropriation of funds to cover unforeseen events that may occur throughout the fiscal year.

COST OF LIVING ADJUSTMENT

An upward adjustment in salary levels to offset the adverse effect of inflation on employee compensation.

COUNCIL 94

Some South Kingstown employees are members of this union and bargaining unit: Council 94, Local 1612. One of four bargaining units in Town.



CURRENT YEAR

Typically used to reference the current fiscal year.

D

DEBT SERVICE

The payment of principal and interest on borrowed funds such as bonds.

DEBT SERVICE FUND

A fund, new as of FY 2016-2017, which will allow for documentation of annual debt service requirements and all revenue sources available to meet outstanding debt obligations for all general obligation bonds issued for governmental purposes. The Town's debt service had previously been recognized within the General Fund.

DEFICIT

- (1) The excess of the liabilities of a fund over its assets.
- (2) The amount by which expenditures exceed revenues in an accounting period.

DELINQUENT TAXES

Taxes remaining unpaid on or after the date on which a penalty for nonpayment is incurred.

DEPARTMENT

A major work unit or functional unit having related activities aimed at accomplishing a major service or regulatory program for which the Town is responsible.

DEPRECIATION

The decrease in value of physical assets due to use and the passage of time.

DIRECT COSTS

Includes the salaries, wages, and benefits of employees who exclusively work on the delivery of service, as well as the materials and supplies and other associated operating costs.

DIVISION

A unit of organization that is comprised of a specific operation within a functional area. Town departments may contain one or more divisions.

E

ENCUMBRANCE

An amount of money committed and obligated for the payment of goods and services not yet received or paid for, usually supported by an outstanding purchase order.



ENTERPRISE FUND

Activities of government that are operated and accounted for as businesses. Enterprises rely principally on revenue derived from user fees to fund operations. The Town's three Enterprise Funds include the Water, Wastewater, and Solid Waste Enterprise Funds.

EXPENDITURE

Decrease in net financial resources to purchase or pay for a service or item. Expenditures include operating expenses, capital expenditures, and debt service payments that require current or future use of current assets.

F

FINAL BUDGET

The budget, formally adopted by Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Approved Budget.

FINANCIAL MANAGEMENT

The effective and efficient management of funds in such a manner as to accomplish the objectives of the organization.

FISCAL YEAR

The twelve-month period of the budgetary year. The fiscal year for the Town's operating budget begins on July 1st and ends the following June 30th.

FIXED ASSET

Assets of a long term character that are intended to continue to be held or used, such as land, buildings, machinery, equipment, and improvements.

FTE

Refer to Full Time Equivalent

FRINGE BENEFITS

Job related benefits provided for employees as a part of their total compensation, such as employer's portion of FICA taxes, social security, retirement, and group health and life insurance.

FUND

An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

The difference between the assets and liabilities of a governmental fund and is the cumulative difference between all revenues and expenditures.



FUND TYPE

A general industry term for categories into which all funds are classified in governmental accounting.

FULL TIME EQUIVALENT (FTE)

An employment indicator that translates the total number of hours worked in a year by all employees to an equivalent number of work years, equaling one Full Time Equivalent (FTE) employee on hand.

FY

Refer to Fiscal Year

G

GAAP

Refer to Generally Accepted Accounting Principles

GASB

Refer to Governmental Accounting Standards Board

GENERAL FUND

The primary operating fund which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day to day operations of the Town.

GENERAL OBLIGATION BONDS

Bonds sold by the Town to private investors to provide long-term financing for capital project needs. The Town pledges its full faith and credit to the repayment of these bonds.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

The uniform standards and guidelines used for financial accounting and reporting. These standards govern the form and content of the basic financial statements of an entity. These acceptable practices are modified from time to time. GAAP guidance is provided from various sources. The Governmental Accounting Standards Board (GASB) issues authoritative statements, interpretations of statements, technical bulletins, implementation guides, and concept statements of position. The American Institute of CPAs issues the audit and accounting guides and statements of positions.

GEOGRAPHIC INFORMATION SYSTEM (GIS)

- (1) A division of the Planning Department.
- (2) A computer program that uses specific data points to locate infrastructure and structures within the Town.

GFOA

Refer to Government Finance Officers Association

GIS

Refer to Geographic Information System



GOAL

A broad statement of intended accomplishments or a description of a general condition deemed desirable.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

A professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)

Organized in 1984 by the Financial Accounting Foundation, the Board was created to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

GOVERNMENTAL FUND

A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The general fund, special revenue funds, capital projects funds and debt service funds are the types of funds referred to as governmental funds.

GRANT

An amount provided by a governmental unit or other type of organization in aid or support of a particular governmental function or program, or to be used/expended for a specific purpose, activity, or facility.

H

I

IAFF

Refer to International Association of Fire Fighters

IBPO

Refer to International Brotherhood of Police Officers

IMPACT FEE

A fee imposed on new development as a total or partial reimbursement for the cost of expanded and/or additional services and/or facilities made necessary by the growth due to the new development.

INTERNAL SERVICE FUND

Proprietary funds used to report activity that provides services or goods to other funds, departments, or agencies of the Town on a cost-reimbursement basis.

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS (IAFF)

South Kingstown employees within the EMS Department (exclusive of the EMS Director) are members of this union and bargaining unit: IAFF, Local 3365. One of four bargaining units in Town.



INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS

South Kingstown employees who are sworn officers of the Police Department (exclusive of the Police Chief) are members of this union and bargaining unit: IAFF, Local 489. One of four bargaining units in Town.

J

K

KFD

Refer to Kingston Fire District

KINGSTON FIRE DISTRICT (KFD)

One of two volunteer fire districts in Town.

L

LEVY

Refer to Tax Levy

LIABILITY

A financial debt or obligation incurred during the course of business operations.

LINE ITEM

The classification of objects of expenditure (object codes) by major expense category.

M

MEDIAN

Denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantifies.

MERS

Refer to Municipal Employees Retirement System

MISCELLANEOUS REVENUE

A general category for revenue not otherwise specified under other identified categories of revenue.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

“Basis of accounting” refers to when a transaction is recognized. In the modified accrual basis of accounting, revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.



MOODY'S

A credit rating agency that ranks the creditworthiness of borrowers using a standardized ratings scale which measures expected investor loss in the event of default. Securities are assigned a rating from Aaa to C, with Aaa being the highest quality and C the lowest quality. The Town of South Kingstown is rated Aa1.

MOTOR VEHICLE EXCISE TAX

A tax on the privilege of registration and is based on the number of days the motor vehicle, motorcycle, commercial truck, or trailer was registered during the preceding calendar year. Motor vehicles are taxed in arrears, and prorated to the actual number of days the vehicle is registered. All motor vehicle and trailer registration information is provided to the Town by the Rhode Island Department of Motor Vehicles (RIDMV).

MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS)

The Town participates in the State administered Municipal Employees Retirement System (MERS).

MUNICIPALITY

A city or town or other district possessing corporate existence and usually its own local government.

MUNIS

The financial management software used by the Town.

N

O

OBJECT

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

OBJECTIVE

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

OBLIGATION

Refer to Liability

OPERATING BUDGET

The Town's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

OPERATING EXPENDITURES

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.



ORDINANCE

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

OWTS

On-Site Wastewater Treatment System

P

PAY AS YOU GO PROGRAM (PAYG)

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

PAYG

Refer to Pay As You Go Program

PAYMENT IN LIEU OF TAX (PILOT)

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.

PDOB

Refer to Peace Dale Office Building

PEACE DALE OFFICE BUILDING (PDOB)

The Peace Dale Office Building (PDOB) serves as an extension of the Neighborhood Guild facility, housing recreational programming offered through the Parks and Recreation Department. In addition, the Department focuses on maximizing rental income through offering commercial rental space within PDOB to various service-oriented businesses and organizations.

PERCENT CHANGE

The percentage change between two consecutive fiscal years. A minus sign “-” prior to the number indicates a decrease, whereas no minus sign indicates an increase.

PETITION

- (1) A formal written request, typically one signed by many people, appealing to authority with respect to a particular cause or issue.
- (2) According to the Town Charter: Article IV, Section 4220 Budget Procedures, any qualified elector may circulate a petition following the adoption of the preliminary budget by the Town Council, as well as following the final approval of the budget by the Town Council. Please refer to the Town Charter for specific and further details of the petition process.

PILOT

Refer to Payment in Lieu of Tax



PRELIMINARY BUDGET

The Town Manager submits the Proposed Budget to the Town Council for consideration, and is initially approved with or without revision as the Preliminary Budget.

PROPOSED BUDGET

The budget formally submitted by the Town Manager to the Town Council for consideration. Proposed budget documents are also available to the public, and are posted on the Town's website.

PROPRIETARY FUNDS

Funds used to account for a government's ongoing organization and activities that are similar to those found in the private sector. There are two types of proprietary funds: enterprise funds and internal service funds.

PUBLIC HEARING

A type of public meeting, where members of the public hear the facts about a planned project, local issue, or government action, and where members of the public can provide testimony recorded for public record about said topic.

Q

R

REAL PROPERTY

Any property that is attached directly to land, as well as the land itself.

REFERENDUM

A vote by the Town's electors (residents eligible to vote).

REFUNDING BOND

A bond issued to pay off another bond to obtain better interest rates and/or bond conditions.

RESOLUTION

An order of a legislative body requiring less legal formality than an ordinance or statute.

RESERVE

A supply of a commodity not needed for immediate use, but available if required.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE

The yield from various sources of income, such as taxes, that the Town collects and receives into the treasury for public use.



RIDOT

Rhode Island Department of Transportation

RIGL

Rhode Island General Law

S

SC

School Committee

SCH

South County Hospital

SK

South Kingstown

SKMEA

Some South Kingstown municipal employees are members of this union and bargaining unit: South Kingstown Municipal Employees Association, a local of National Education Association Rhode Island (NEARI). One of four bargaining units in Town.

SOLID WASTE ENTERPRISE FUND

The enterprise fund that accounts for the solid waste disposal operations for the Town. The cost of providing services is financed or recovered through user fees.

SPECIAL REVENUE FUND

Fund(s) used to account for the revenue derived from specific sources that are restricted by law or policy to finance specific activities.

SPECIFIC PERFORMANCE MEASUREMENT

Specific quantitative or qualitative metrics and/or measures of the work performed.

STANDARD & POOR'S

An American financial services company that publishes financial research and analysis on stocks and bonds. The company issues credit ratings for the debt of public and private corporations and is considered one of the Big Three credit-rating agencies, along with Moody's and Fitch Ratings.

STATUTE

A written law enacted by a duly organized and constituted legislative body.

T

TAX BASE

Taxable property value from which the Town receives tax dollars.



TAX LEVY

A property tax, or millage tax, is a levy on property that the owner is required to pay. The tax is levied by the governing authority (the Town Council) of the jurisdiction (the Town) in which the property is located, using the revenue to fund programs and services. The municipality sets a percentage rate for imposing taxes, called a tax levy rate, which is then calculated against the assessed value of each resident's taxable property, determining the dollar amount of taxes owed by the property owner.

TAX ROLL

A breakdown of all property within a given jurisdiction, such as a city or town, that can be taxed. The tax roll will list each property and its assessed value. The Tax Roll is created by the taxing assessor or other authority within the jurisdiction.

TIPPING FEES

The landfill charges collected for solid waste and yard waste disposal.

TOWN CHARTER

A Town Charter is a legal document establishing a municipality such as a city or town. The Town Charter documents and defines how the municipality functions and is organized, including establishing the municipality's form of government, its elected and administrative officials, as well as defining functions.

TOWN COUNCIL

An elected governing body in a city or town. The South Kingstown Town Council has five members, including a president and vice president. The members are elected for two year terms.

TOWN MANAGER

An official appointed by, and who serves at the pleasure of the Town Council, who directs the administration of the Town government. The Town Manager acts in the capacity of the Chief Financial Officer and the Chief Administrative Officer for the Town.

U

UFB

Refer to Unassigned Fund Balance

UFD

Refer to Union Fire District

UNASSIGNED FUND BALANCE (UFB)

The general fund, as the principal operating fund of the government, often will have net resources in excess of what can properly be classified in one of the four fund balance categories. If so, that surplus is presented as unassigned fund balance. If resources were not at least assigned, they could not properly be reported in a fund other than the general fund, therefore, only the general fund can report a positive amount of unassigned fund balance. Any governmental fund in a deficit position could report a negative amount of unassigned fund balance.



UNION FIRE DISTRICT (UFD)

One of two volunteer fire districts in Town.

UNITED WATER

The Water Division currently purchases wholesale water from United Water Rhode Island for the Town's two water systems, South Shore and Middlebridge.

URI

University of Rhode Island

USER CHARGES

Refer to User Fees

USER FEES

Revenue derived from charging fees for direct receipt of a public service by the party benefiting from the service.

V

VALUATION

The dollar value of property assigned by the Tax Assessor.

W

WASTEWATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned wastewater system. The cost of providing services is financed or recovered through user fees.

WATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned water system, servicing the South Shore and Middlebridge areas of Town. The cost of providing service is financed or recovered through user fees.

X

Y

Z
