



# TOWN OF SOUTH KINGSTOWN



2018-2019 FISCAL YEAR

TOWN COUNCIL ADOPTED BUDGET

ALL BUDGETED FUNDS



**TOWN COUNCIL ADOPTED**  
**FY 2018-2019**  
**MUNICIPAL BUDGET PROGRAM**



**APRIL 2018**

**TOWN COUNCIL**

**Margaret M. Healy, President**

**Abel G. Collins, Vice President**

**Bryant Da Cruz**

**Liz Gledhill**

**Joe Viele**

**TOWN MANAGER**

**Robert C. Zarnetske**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**Town of South Kingstown  
Rhode Island**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morrill*

Executive Director

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

GFOA presented a Distinguished Budget Presentation Award to the Town of South Kingstown for its fiscal year 2016-2017 municipal budget, the first fiscal year in which the Town's budget was submitted to GFOA for consideration, and again for the 2017-2018 municipal budget. Receiving the award, especially in the initial year of submission, is a notable achievement.

The Town has prepared the fiscal year 2018-2019 municipal budget in conformance with GFOA's Distinguished Budget Award program requirements, and intends to submit for award consideration.



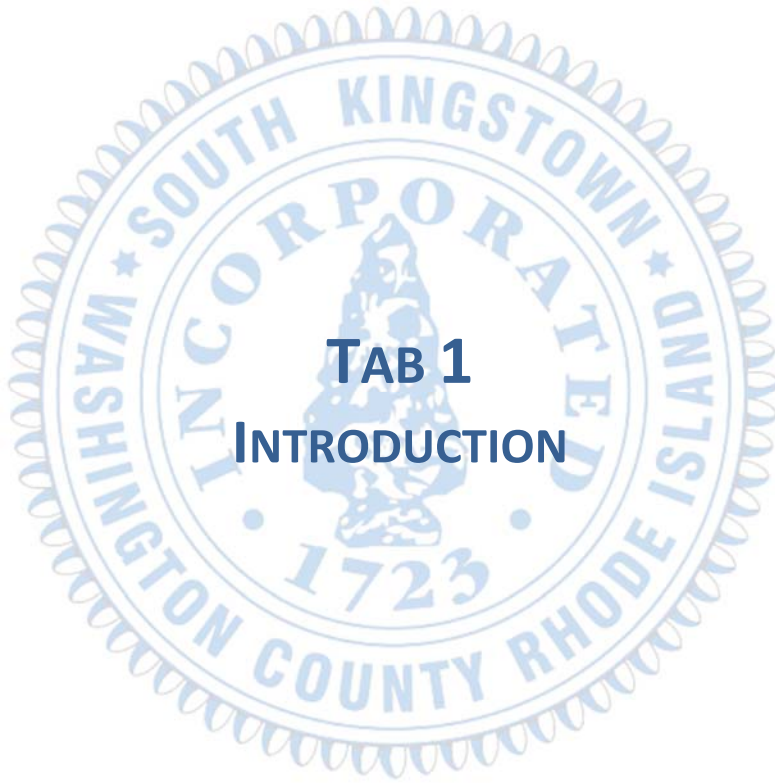
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**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

# Town Council Members & Department Directors

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Provided below is a list of the Town Council members, and the Town’s department directors and division heads, current through April 2018.

## South Kingstown Town Council

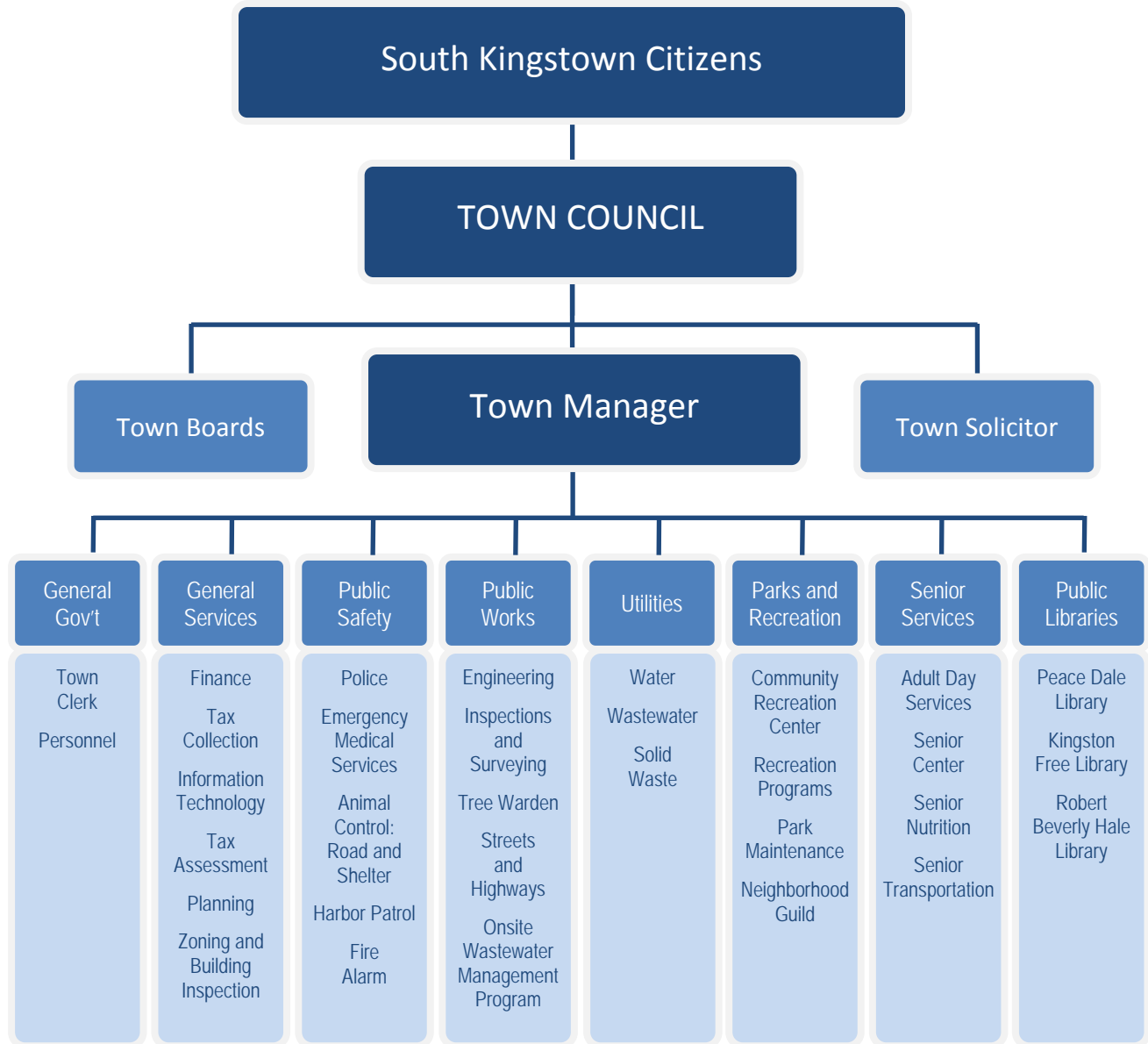
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Town Council President .....	Margaret M. Healy
Town Council Vice President .....	Abel G. Collins
Council Member .....	Bryant Da Cruz
Council Member .....	Liz Gledhill
Council Member .....	Joe Viele

## Municipal Department Directors and Division Heads

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Town Manager .....	Robert C. Zarnetske
Town Solicitor .....	Michael A. Ursillo
Director of Administrative Services .....	Aimee Y. Reiner
Personnel Administrator .....	Aimee Campbell
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 .....	Chelsea Siefert
Building Official .....	Wayne R. Pimental
Chief of Police .....	Joseph P. Geaber, Jr.
Emergency Medical Services Director .....	Craig Stanley
Harbormaster .....	Michael Stach
Fire Alarm Superintendent .....	Lance Whaley
Director of Public Services .....	Jon R. Schock
Town Engineer .....	Richard Bourbonnais
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 .....	Susan DiMasi
Library Director .....	Laurel Clark
Facilities Superintendent .....	Mark Russo



## How to Use this Budget Document

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The Town Council's FY 2018-2019 Adopted Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two tabs. Each tab may contain multiple related or similar topics.

The first tab, titled *Introduction*, recognizes the Town Council members and the Town's Department and Division heads, as well as provides the Town's municipal organizational chart. Note that more detailed department and/or division organization charts are also included within the respective sections of the budget document. The *Introduction* provides the reader with this guide, which is followed by detailed information about the Town within the *South Kingstown at a Glance* and *Statistical Profile* sections. In addition, this tab identifies the Town Council's Goals and Objectives adopted for the 2016-2018 term, which are referenced and incorporated in department and division FY 2017-2018 priorities and FY 2018-2019 goals and objectives outlined within tabs five through nineteen.

The second tab outlines the Town Manager's FY 2018-2019 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained first in the Town Manager's Proposed Budget and then within the Town Council's Adopted Budget. Please note, this message was originally presented in the Town Manager's Proposed Budget, and has been updated to reflect any changes as included within the Adopted Budget.

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

The fourth tab, *Fund Structure, Descriptions & Summaries*, contains financial information by fund and provides a concise overview of the budget for Fiscal Year 2018-2019, including summaries of revenues and expenditures.

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 2018-2019 fiscal year. In addition, funding comparison summaries and detailed expenditure statements are provided.

The next tab, titled *Non-Departmentals*, provides information regarding funds specific to insurance and claims, as well as contributions the Town makes to Human Service and Outside Agencies within the community. In addition, this tab provides a summary of FY 2018-2019 Capital Outlay funding. 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*, *Senior Services Program*, *Neighborhood Guild*, and the *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2017-2018 and goals for fiscal year 2018-2019. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.



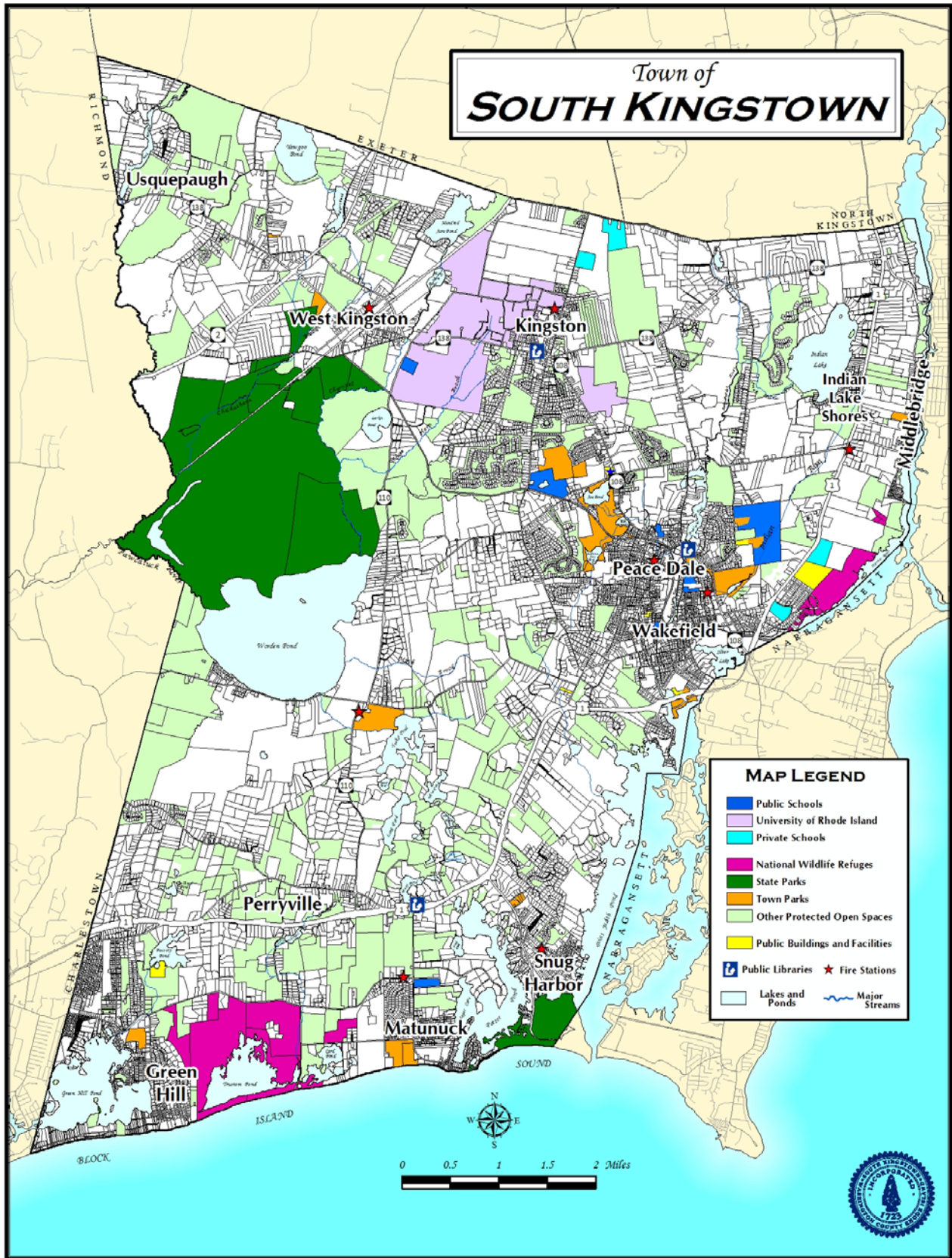
Tab sixteen provides information related to the *Debt Service Fund*, which is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town, inclusive of both municipal and education related debt service.

The tabs numbered seventeen through nineteen, including *Water Enterprise Fund*, *Wastewater Enterprise Fund*, and *Solid Waste Enterprise Fund*, reflect the Town's three enterprise funds. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2017-2018 and goals for fiscal year 2018-2019. In addition, funding comparison summaries are 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 2017-2018 and goals for fiscal year 2018-2019. A 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 2018-2019 through 2023-2024, 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 of the Town Council's FY 2018-2019 Adopted 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 and beyond. 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.

Cultural resources of South Kingstown mirror both the heritage of the Narragansett Indian Tribe and other local Native American tribes, and the historic settlement patterns of the colonists, and later industrialization. South Kingstown contains a number of unique and distinct historic villages and places, including the villages of Wakefield and Peace Dale in the central portion of the community. Stone mills, stone walls, historic homes, and Native American place names help to define the heritage and cultural context of the Town. Agricultural and aquacultural activities also define an important component of South Kingstown's cultural landscape. South Kingstown's natural and cultural resources provide the framework for the high quality of life today in the community. Scenic forests, rural farmlands, historic villages, and unique summer communities complete a picture, weaving upland and wetland resources together. The protection of the Town's critical natural resources has been a long-term, continuing priority in the community, resulting in the preservation of 11,473 acres (31.5%) of the land area in the community as of July 2015.

According to the US Census Bureau's American Community Survey (ACS), the Town's population in 2015 was 30,577, an increase of 2,656 residents (9.51%), compared to the year 2000 census count of 27,921. However, this is a loss of 62 residents as compared to 2010 population of 30,639. The Town's 2015 population also includes on-campus student housing at URI, accounting for 5,281 residents, or 17.2% of the overall census figure. South Kingstown represents 2.9% of the estimated total State of Rhode Island population in 2015 (1,055,607) and 24.2% of the population count for Washington County (126,517). The ACS for 2015 reports a total of 12,836 housing units in the community, of which 2,318 units (18%) are noted as being for seasonal, recreational, or occasional use. In 2015, low- and moderate-income housing in South Kingstown, as defined under State law, comprises some 609 units, which equates to 5.59% of the year round housing stock in South Kingstown. The median value of housing in South Kingstown for 2015 stood at \$313,500, as compared to \$224,900 for the State of Rhode Island. The average tax levy for a median value home in the Town for FY 2016-2017 was \$5,285. Per capita income for Town residents in 2015 is estimated by the ACS at \$32,592, with median household income for the same timeframe at \$71,008, as compared to the State of Rhode Island estimates of \$31,888 and \$58,073 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 19<sup>th</sup> and early 20<sup>th</sup> 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 2017-2018 academic year stands at 18,318 students, (comprised of 15,092 undergraduates, 3,006 graduate students, and 220 non-credit students). This enrollment is supported by a teaching faculty full time equivalent (FTE) of 892.4, of which 616 are full professor (283), assistant professor (156), and associate professor (177) full time employees. URI is the sixth largest employer in the State of Rhode Island, with 3,675 employees, of which 3,188 employees, or 89% work on the University's main campus in Kingston.

Besides URI, major employers in the Town include Schneider Electric (parent company of the former American Power Conversion), and South County Hospital. The Town is home to a host of small businesses as well, which help strengthen the local community identity, vibrancy, and economy. Tourism is also an important component of the local economy, as well as the regional economy in 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). Outdoor parkland and playfields comprise 431.4 acres (31.2%) of Town owned property. Additionally, the Town owns approximately 150 miles of roads for which it is responsible to provide capital improvements, storm water management, and routine maintenance including snow plowing.

## Population

The US Census, American Community Survey (ACS) 2011-2015 estimates the population of South Kingstown was 30,577, as compared to the Town's population of 30,639 in 2010. This ACS's forecasted loss of 62 residents over a five year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued loss of children under the age of 14, while seeing a significant increase in the number of residents over age sixty.

U.S. Census 2015 American Community Survey								
Description	2000	Percent	2010	Percent	2015	Percent	5 Year Change	Percent
Age 14 or Less	5,187	18.6%	4,270	13.9%	3,820	12.5%	(450)	-10.5%
Age 15-24	6,630	23.7%	8,556	27.9%	8,986	29.4%	430	5.0%
Age 25-34	2,599	9.3%	2,343	7.6%	2,208	7.2%	(135)	-5.8%
Age 35-59	9,370	33.6%	9,459	30.9%	8,349	27.3%	(1,110)	-11.7%
Over Age 60	4,135	14.8%	6,011	19.6%	7,214	23.6%	1,203	20.0%
<b>Total Ages</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,639</b>	<b>100.0%</b>	<b>30,577</b>	<b>100.0%</b>	<b>(62)</b>	<b>-0.2%</b>
Persons in Group Quarters	2000	Percent	2010	Percent	2015	Percent	5 Year	Percent
Non-Institutionalized (URI)	4,003	95.8%	5,281	94.9%	5,281	94.9%	0	0.0%
Institutionalized	177	4.2%	281	5.1%	281	5.1%	0	0.0%
<b>Total in Group Quarters</b>	<b>4,180</b>	<b>100.0%</b>	<b>5,562</b>	<b>100.0%</b>	<b>5,562</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>
Population	2000	Percent	2010	Percent	2015	Percent	5 Year	Percent
Group Quarters	4,180	15.0%	5,562	18.2%	5,562	18.2%	0	0.0%
General Population	23,741	85.0%	25,077	81.8%	25,015	81.8%	(62)	-0.3%
<b>Total Population</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,639</b>	<b>100.0%</b>	<b>30,577</b>	<b>100.0%</b>	<b>(62)</b>	<b>-0.3%</b>
Owner Occupied	6,944	74.9%	7,486	72.6%	7,777	74.1%	100	1.4%
Renter Occupied	2,324	25.1%	2,830	27.4%	2,712	25.9%	(91)	-3.9%
<b>Total Housing Occupancy</b>	<b>9,268</b>	<b>100.0%</b>	<b>10,316</b>	<b>100.0%</b>	<b>10,489</b>	<b>100.0%</b>	<b>9</b>	<b>0.1%</b>



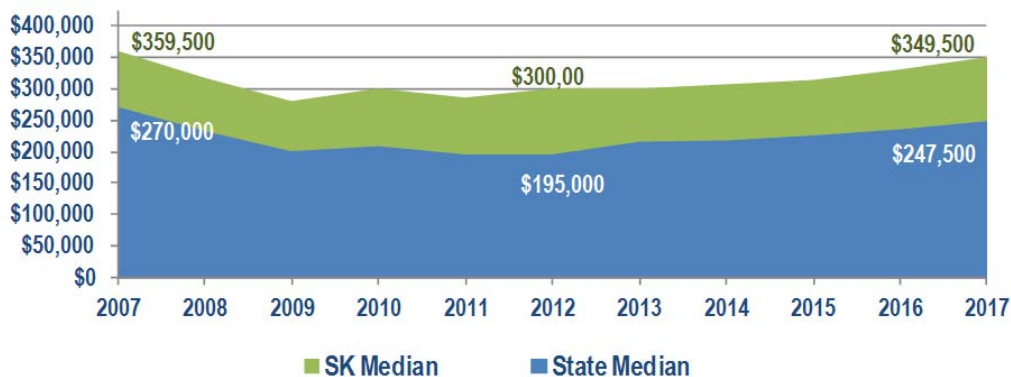
**HOUSING**

The 2015 US Census reported a total of 12,836 housing units in the Town of South Kingstown, of which 80.4% (10,325) were occupied year round, another 19.6% were seasonal, recreational, or occasional use, and the remainder were vacant. Of the 10,325 occupied housing units, 73.5% were owner occupied and 26.5% were renter occupied. The average household size of an owner occupied unit was 2.56 persons, while the average household size of a rented unit was 2.08 persons.

**MEDIAN HOME SALE PRICES AND FAMILY INCOME**

The median sale price of a single-family home in South Kingstown between January 1, 2017 and September 30, 2017 was \$349,500, up from \$329,000 in 2016 for the same period. The median sale price of a single family home state-wide during the same period in 2017 increased from \$234,500 to \$247,500. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten year term.

**Median Single Family House Prices**



Source: *Thewarrengroup.com*

**TOWN’S TOP 10 TAXPAYERS**

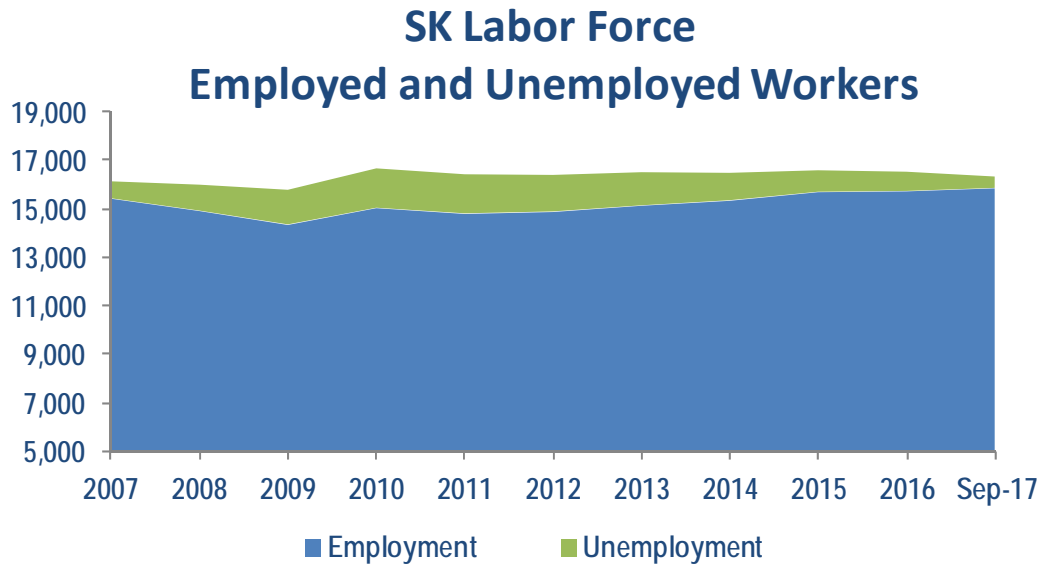
The majority of the Town’s tax base consists of residential property taxpayers. The following chart identifies the Town’s top ten taxpayers, with a combined total of 3.73% of the total assessed valuation.

Taxpayer	Taxable Assessed Valuation	% of Total Assessed Valuation
Harbor Village Apartments	\$36,769,600	0.79%
Schneider Electric (formerly APC)	27,168,623	0.59%
Narragansett Electric	21,902,869	0.47%
BH Brightview Commons LLC	18,169,500	0.39%
HCP HB2 South Bay Manor LLC	14,352,600	0.31%
Wakefield Mall Associates	13,557,900	0.29%
Jerry Brown Farm Association	13,513,100	0.29%
SCC Investments II, LLC	12,148,300	0.26%
Tower Hill Landings	8,022,800	0.17%
United Water of RI	7,910,000	0.17%
<b>Combined</b>	<b>\$173,515,292</b>	<b>3.73%</b>



**EMPLOYMENT**

During Calendar 2016, the average labor force in the Town of South Kingstown was 16,503 with employment at 15,828 yielding an unemployment rate of 4.9%. The September 2017 unemployment rate stands at 2.9% or 2.0% less than the calendar 2016 average as shown in the charts below.



Source: Rhode Island Department of Labor and Training: South Kingstown Labor Force Statistics (not seasonally adjusted)



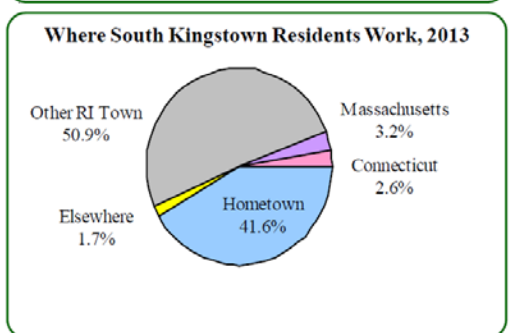
# South Kingstown

<b>Population</b>	<b>1990</b>	<b>2000</b>	<b>2015</b>
Total Population	24,631	27,921	30,577
Male	11,790	13,268	14,352
Female	12,841	14,653	16,225
16 years +	20,383	22,335	26,448
21 years +	15,019	17,528	19,829
65 years +	2,800	3,248	5,135
White	23,000	25,440	27,568
Black/African American	362	437	710
American Indian & Alaskan Native	451	449	525
Asian & Pacific Islander	735	874	651
Some other race	83	203	382
Two or more races	-	518	741
Hispanic or Latino (of any race)	306	493	1,283
<b>Educational Attainment</b>	<b>1990</b>	<b>2000</b>	<b>2015</b>
<b>Population (Age 25+)</b>	<b>13,110</b>	<b>16,149</b>	<b>17,771</b>
Less than 9th grade	4.6%	2.3%	1.5%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	20.3%
Some College, no degree	16.5%	17.6%	17.1%
Associate Degree	6.2%	6.0%	5.9%
Bachelor Degree	19.6%	26.9%	28.0%
Graduate/Professional Degree	19.4%	19.9%	23.4%
<b>Median Household Income</b>	<b>1990</b>	<b>2000</b>	<b>2015</b>
	\$36,481	\$56,325	\$71,008
<b>Annual Average Labor Force Estimates</b>	<b>2006</b>	<b>2009</b>	<b>2016</b>
Labor Force	16,041	15,750	16,503
Employment	15,372	14,314	15,701
Unemployment	669	1,436	802
Unemployment Rate	4.2%	9.1%	4.9%

- ♦ South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2015, South Kingstown added another 2,656 (+9.5%) residents.
- ♦ Over 57 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2015. The share of local residents without a high school diploma or GED decreased between 2000 and 2015, falling from 8.7 percent to 5.5 percent.
- ♦ Between 2009 and 2016, employment in South Kingstown increased by 560 (+4.2%) jobs. Private sector employers reported a gain of 383 (+4.0%) jobs, while public sector employment grew by 178 (+4.8%) jobs. In comparison, statewide total employment grew by 25,026 (+5.6%) jobs.
- ♦ South Kingstown's unemployment rate averaged 4.9 percent in 2016, tied for the 18th highest in the state and below the state average of 5.3 percent.
- ♦ In 2015, 99.9 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 95.2 percent of RI residents.
- ♦ Over 41 percent (41.6%) South Kingstown residents work in South Kingstown, while 7.5 percent work outside of RI.

<b>Establishment Employment</b>	<b>2006</b>	<b>2009</b>	<b>2016</b>
<b>Total Private &amp; Government</b>	<b>13,765</b>	<b>13,330</b>	<b>13,890</b>
<b>Total Private Only</b>	<b>9,977</b>	<b>9,633</b>	<b>10,016</b>
Government	3,788	3,696	3,874
Health Care & Social Assistance	2,351	2,524	2,814
Accommodation & Food Services	1,249	1,279	1,543
Retail Trade	1,484	1,330	1,264
Other Services	758	718	675
Wholesale Trade	778	785	608
Manufacturing	956	739	562
Professional & Technical Services	373	308	388
Construction	434	283	376
Administrative Support & Waste Management	248	246	313
Educational Services	251	270	308
Finance & Insurance	289	244	293
Arts, Entertainment, & Recreation	212	224	235
Real Estate & Rental & Leasing	102	289	209
Transportation & Warehousing	198	130	140
Information	145	149	132
Agriculture, Forestry, Fishing & Hunting	108	73	97
Management of Companies & Enterprises	13	24	32
Mining	*	*	*
Utilities	*	*	*

<b>Language</b>		<b>2015</b>
<b>Population Age 18-64</b>		
Percent of Population that Speak Only English or Another Language & English either 'well' or 'very well'		99.9%
Percent of Population that Speak English 'not well' or 'not at all'		0.1%
<u>Language Spoken:</u>		
Speak Spanish		0.0%
Speak Other Indo-European		0.1%
Speak Asian/Pacific Islander		0.0%
Speak Other Languages		0.0%



Source: Rhode Island Department of Labor and Training



## 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 2016-2018 term, as originally adopted February 13<sup>th</sup>, 2017 and as amended January 8<sup>th</sup>, 2018, 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
Sustainability, Environmental and Natural Resources	SENR
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

- Compose annual municipal budgets that are efficient, transparent, and engage the general public
- Provide the community with adequate resources for essential public services and programs
- Continue to identify and implement efficiency and effectiveness improvements throughout the Town's municipal 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
- Conduct research regarding the potential impacts natural hazards would have, if they were to occur, on the Town's budget, including but not limited to impacts to infrastructure and property values, and begin to integrate revenue loss estimates and infrastructure replacement costs into the budgeting process
- Continue to provide a budget document consistent with GFOA's Distinguished Budget Award requirements

## II. Communication and Education

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### GOALS

- Promote public engagement and awareness of programs and services through information dissemination, accessibility, and inquiry using a variety of channels including but not limited to in person, online, and print
- Utilize the Town's website and other online resources on a broader basis to communicate with and provide information and resources to residents, local business, and other interested parties
- Maintain and improve communications and cooperation with local policy boards and commissions, including but not limited to the Town's municipal boards and commissions and the School Committee
- Determine how to address the impact that continued declining student enrollment within the School Department will have on educational programming, facility usage, and capital planning
- Maintain and improve communications and cooperation with local institutional entities, including but not limited to URI, South County Hospital, and Union and Kingston Fire Districts

### OBJECTIVES

- Continue to leverage and expand upon the Town's newly redesigned website, to compliment traditional communication and informational efforts by the Town
- Research web-based options available to aid in the communication of information relative to applications under review by Town boards and commissions
- Continue to leverage and expand the Town's social media presence to compliment traditional communication and informational efforts by the Town



- Promote increased registration by residents and businesses in the Town's Emergency Notification System CodeRED as a communication tool for sending emergency notifications (storms, etc.)
- 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 periodic meetings with local policy boards and commissions to give and receive feedback, and provide direction as appropriate
- 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
- Revise municipal documents, reports, and plans to increase ease of use amongst the public and other stakeholders, and make accessible online
- Continue discussion with the School Committee as to how to address the impact that continued declining student enrollment will have on the need for continued utilization of all school buildings and facilities; Identify potential long term planning options and adjust capital improvement priorities appropriately
- Continue discussion with the School Committee regarding the Town's comprehensive 20 year educational programming and facilities study, and how to best address the results this study as well as the State's facility master planning process and recommendations as detailed in the September 2017 reports "State of Rhode Island Schoolhouses" and "Jacobs Recommendations for Consideration", and how these findings impact the local educational programming and facilities plan and future capital improvement priorities

### III. Provision of Core Services and Facilities

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#### GOALS

- Continue exemplary levels of general municipal core services and programs for the citizens of our community
- 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
- Complete the installation of the phase 1 Matunuck Beach Road sheet pile wall protection system 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
- Complete design, permitting, and construction of the phase 2 Matunuck Beach Road sheet pile wall protection system from its current terminus, westerly toward the Matunuck Trailer Park property in order to further protect infrastructure from ongoing coastal erosion
- Continue working with all stakeholders including local businesses regarding the Mary Carpenter 'relic wall' construction efforts
- Complete the installation project of passive solar electricity systems at the closed regional landfills at Rose Hill and in Kingston (Plains Road)
- Finalize the off-site virtual net metering (VNM) contract for off-site solar power
- 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
- Continue efforts regarding municipal street light acquisition, LED streetlight conversion and feasibility of LED street lighting 'smart controllers'; contract with a third party electrical contractor for long-term LED maintenance
- 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 Chief's Association
- Complete construction of the Community Recreation Center at the former Dominic Savio property, opening the facility in the Spring of 2017
- Implement a full slate of inclusive wellness and athletic program offerings for residents of all ages at the new Community Recreation Center
- Provide adequate funding to the School Department, recognizing the community's 'ability to pay', via transfer to the School Fund, to maintain a high quality, cost efficient educational program for the community
- Initiate the Town's Hazard Mitigation Plan update process, and include as a priority, identifying specific impacts to coastal infrastructure, facilities, and property due to flooding, storm surge, coastal erosion, and sea level rise
- Complete the update to the Town's Hazard Mitigation Plan and begin implementation of Plan priorities
- Continue to actively review municipal facilities to address energy management goals and increase energy efficiency
- Complete the implementation of the Fire Alarm Radio Box project, and coordinate with local business owners regarding the transition to the new platform

### IV. Land Use

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#### GOALS

- Support a land use development model that maintains the rural small town qualities of the community, acknowledges the Town's historic villages, promotes sustainability, preserves open space and agricultural land, and enhances the health of our citizenry
- Support appropriately scaled aquaculture uses in the Town's salt ponds



### OBJECTIVES

- Continue efforts to update the Comprehensive Community Plan, with a focus on integrating planning for natural hazards, climate change, and energy, as well as streamlining the plan to increase effectiveness of implementation
- Begin implementation of the updated Comprehensive Community Plan, including actions associated with bringing consistency between the Plan and the Town's Zoning Ordinance, planning for natural hazards, climate change, and energy, and providing more affordable housing options
- Continue implementation of the recommended strategies developed for the Village Studies of Wakefield, Peace Dale, West Kingston, and Matunuck
- Investigate amendments options to the Zoning Ordinance to allow for mixed use development, as appropriate, within the Town's unique and distinct village centers
- Investigate regulatory options for revitalizing the Old Tower Hill Road commercial corridor, including the potential of allowing a greater mix and intensity of uses as incentives for incorporating a more pedestrian-scaled development pattern
- 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
- Continue to incorporate healthy community design philosophies, such as those identified within the Healthy Places by Design project, into development review, Town initiatives, and village-based planning policies
- Continue to evaluate regulatory options for allowing solar energy generation facilities throughout the community in a context-sensitive manner
- Continue efforts to revise the Subdivision and Land Development Regulations to increase clarity and effectiveness, and address issues of importance such as stormwater management, procedural efficiency, and appropriate design and landscaping standards
- Continue efforts to enhance the subdivision and land development review process, including providing clarity to submittal deadlines and procedural steps, streamlining review where appropriate, and clarifying requirements relative to Planning Board decision making

## V. Housing

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### 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 10% of the year-round housing stock as low- and/or moderate-income housing
- Promote the production of affordable housing opportunities for young families and special needs populations
- 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

- Work with the Affordable Housing Collaborative Committee to solicit professional services for the preparation of a comprehensive analysis of the community's specific affordable housing needs, and identify action items as a result of the analysis which can be taken to better address the needs, utilizing a \$100,000 FY 2017-2018 transfer to the Affordable Housing Trust Fund
- 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
- Investigate amendments to the Town's inclusionary zoning policy to achieve better results in regards to the development of low- and moderate-income housing
- 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
- Consider amendments to the zoning ordinance to allow multi-family residential development in village areas, where appropriate
- Investigate ways to incentivize green building design and sustainable development practices for 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
- Continue to administer the South Kingstown Housing Rehabilitation Program to make grant and loan resources available to eligible residents in order to address minimum housing standards

## VI. Sustainability, Environment and Natural Resources

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### 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, 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, including but not limited to 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 sea level rise and climate change into the Town's Comprehensive Community Plan, Multi-hazard Mitigation Plan, and Harbor Management Plan, as needed
- Review and revise the Town's Groundwater Protection Overlay District (GPOD) regulations as needed
- 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
- Develop and implement public informational resources that create awareness and promote how the general public can help to protect, preserve, and enhance the Town's abundant fresh and salt-water based resources
- 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, and begin plan implementation
- 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
- Continue the Narrow River stormwater mitigation project to address TMDLs
- Commence Narrow River stormwater best management practices (BMPs) construction to improve Narrow River water quality and address the Narrow River bacteriological TMDL
- Initiate an update of the Town's Harbor Management Plan, to maintain compliance with RI Coastal Resources Management Council requirements

### VII. Cultural and Historic Resources

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#### GOALS

- Preserve and protect the cultural, historic, and prehistoric qualities and resources within the community, as appropriate and where possible
- Promote awareness of the community's cultural, historic, and prehistoric qualities and resources

#### OBJECTIVES

- The Town will seek State funding for conducting an update of South Kingstown's historic resource inventory
- Review and evaluate information emerging from the Wakefield National Register nomination for consideration of potential next steps
- Submit an application for formal consideration of expansion to the Wakefield National Register District



- Review and revise, where applicable, existing policies and regulations for protecting historic resources within the planning and development review process
- Coordinate with the South County History Center in their efforts to initiate a financial assistance program for South Kingstown's historic properties
- Collect, preserve, and protect print and other resources representative of the Town's cultural heritage and history
- Continue to expand the Town's inventory of historic structures and buildings and historic and prehistoric archeological sites
- Continue to monitor and seek out funding sources for preserving and enhancing cultural and historic resources

### VIII. Economic Development

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#### 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

- Continue to explore and develop appropriate policies and programs aimed at improving the local business environment
- In cooperation with the EDC, maintain a dialogue and conduct/attend periodic meetings with members of the business community and representative merchant groups, including but not limited to PDNRI and the Wakefield Village Association, to give and receive feedback and identify areas for cooperation
- 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
- Consider amendments to the zoning ordinance relative to the development review process in order to better support small-scale development proposals
- 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

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#### 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 efforts 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 community design features, such as those identified within the Healthy Places by Design project in all Town and State road construction projects
- Develop a framework for assessing active transportation improvements to Town roadways, including identifications of pedestrian and bicycle priority areas and a mechanism for inclusion of the consideration of existing roadway conditions in the decision-making process
- Pursue the designation of the entire length of Route 1 in South Kingstown as a State Scenic Roadway and begin implementation of the stewardship plan
- Initiate construction of the bike path connection project between Broad Rock Playfields and South County Commons, with the support of RI DEM Recreation Acquisition and Development grant
- Promote the Senior Transportation program, serving elderly residents with no other means of transportation, supporting independence and the reduction of social isolation
- 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
- Assess potential impacts of natural hazards and climate change on the Town's circulation system, with special attention to evacuation routes and areas that may become isolated in the event of flooding, and begin to evaluate options for long term solutions



### X. Special Needs Populations

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#### 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, including installation of a new ADA compliant lift at the Neighborhood Guild
- Explore a partnership between Parks and Recreation and Special Olympics for the development of inclusive wellness and athletic programs at the new Community Recreation Center
- 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
- Participate in a regional Senior Advisory Council with the Town of Narragansett for the purpose of information sharing and collaboration related to existing senior programs and essential services in both communities; and identify possible gaps in resources, and develop recommendations to foster streamlined service delivery to effectively meet the needs of the older adult population
- Promote awareness of community programming and volunteering opportunities, identifying opportunities to create collaboration between populations, such as elder and youth
- Continue to support the South Kingstown Partnership for Prevention in their prevention education programs and efforts within the community
- Coordinate with the RI Office of Veterans Affairs to have informational outreach programs and/or one-on-one appointments locally hosted on a regular basis, in order to promote greater awareness and ease in access to programs and resources available to veterans and their families



### **XI. University of Rhode Island**

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#### 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 initiate the 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
- Explore opportunities for graduate students to gain professional field experience within municipal departments through internship opportunities

### **XII. South County Hospital**

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#### GOALS

- Work in cooperation with South County Health administration to help ensure the long-term viability of South County Health's community health-care delivery model
- Work in cooperation with South County Health administration across areas of mutual interest, including but not limited to the Town's Public Safety functional areas

#### OBJECTIVES

- Assist SCH 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) with SCH in support of mutual service needs
- Update and coordinate hospital leases of Town property utilized for staff and patient parking
- Explore opportunities to partner with the Hospital for public health maintenance initiatives using the Community Recreation Center as a satellite resource, encouraging walking and other physical activity to foster year round community wellness



**TAB 2  
BUDGET MESSAGE**

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

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

## Town Manager's Budget Message

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The following is the Town Manager's budget message, originally presented within the Town Manager's FY 2018-2019 Proposed Budget, and modified below to reflect the changes the Town Council made when adopting the Final Budget on April 30, 2018.

**To: The Honorable Town Council**  
**From: Robert C. Zarnetske, Town Manager**  
**Re: FY 2018-2019 Budget Message**  
**Date: March 2018 (revised April 30, 2018)**

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Under cover of this memorandum, I transmit the **Town Manager's Proposed FY 2018-2019 Municipal Budget Program** as required under Article IV, Section 4220 of the South Kingstown Town Charter. A detailed summary of the entire budget is presented under Tab 4 Fund Structure, Descriptions and Summaries, and updated here to reflect the **Town Council's Adopted FY 2018-2019 Municipal Budget Program**. As specified in Article IV, Section 4221, Subsection (C)(ii) of the Charter, the Town Manager's message is intended to explain the proposed budget both in fiscal terms and in terms of the Town's various work programs. It outlines the important features of the budget, indicates any major changes from the current year, and describes the proposed financial objectives of the Town.

### Important Features of the FY 2018-2019 Adopted Budget

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#### *Budgeting Principles*

The Town of South Kingstown uses a **Zero-based, Program-planning**, budget system that ties particular budget line items to desired performance outcomes. In recent years, the Town's budgeted line items have been expressly described in terms of how they will achieve the goals and objectives set by the Town Council. A core concept in this budgeting strategy is that public budgets should not be based on incremental increases in expenditures; instead, budgets should be used as planning tools to accomplish the strategic objectives set by elected officials on behalf of the taxpayers and voters.

The **"Zero-based"** aspect of our budgeting program requires that nothing is taken for granted. We do not presume that previous years' budgets should serve as the baseline for future budgets. Instead, each program and associated expenditure is evaluated to determine whether it is the most appropriate way to accomplish the goals and objectives set by the Town Council.

The **"Program-planning"** dimension of our budgeting system recognizes that the annual budget is an integral part of the overall municipal plan for achieving the community's goals. The budget drives activities and activities produce measureable results. The budget process allows the Town Manager and departmental leaders to evaluate the results achieved in prior program years and to modify activities when doing so is likely to improve our ability to achieve the community's objectives.

South Kingstown's budget program is grounded in the proposition that success is secured through good planning and good planning requires that:

- (1) We know what we want to accomplish,
- (2) We develop clear, specific and measurable work plans to achieve our goals,
- (3) We align our human and financial resources with our work plans, and
- (4) We adjust our work plans and resource allocations as conditions change and/or we learn from our experiences while implementing our plans.



### *Budgeting for Stability*

The Town's most recent multi-program community-wide resident satisfaction survey was conducted in 2010 as part of the Comprehensive Community Plan update. Based on responses from 539 residents, the firm that conducted that survey reported that 88.8% of the respondents believed the quality of life in South Kingstown is "good" or "excellent." More recent program-specific surveys have confirmed that South Kingstown residents are happy with the services provided by municipal departments. In a 2017 community-wide Recreational Services survey conducted, 93% of respondents evaluated the Town's recreational programs as "good" or "excellent." As part of the School facilities and legacy planning study that began in 2017, the School Department's consultant conducted an online survey, with 1,443 parents, students, and other community members responding. The results of this survey suggest that the Town's residents have a favorable impression of the quality of the educational and extra-curricular programs run by the School Department.

The Municipal Budget Program for the 2018-2019 fiscal year is designed to maintain the current level of services provided by the Town's various municipal departments. The budget does not contemplate any new services or programs. As described further in Tab 4 (page 4-37), the recommendation is for a net increase of one (1) new full-time equivalent (FTE) position funded from the General Fund and one (1) new full-time equivalent (FTE) position funded through the Wastewater Fund. The budget will continue the high-quality services the Town's residents expect, while constraining the tax burden to the fullest extent possible.

### *Budgeting for Continued Efficiency*

In a 2015 statistical analysis conducted by University of Rhode Island Associate Professor Kristin Johnson, South Kingstown was identified as one of the most tax-efficient municipal governments in the state. (Johnson, K., *Comparing Municipal Government Efficiency in Rhode Island*, 2015). Among the ten most populous cities and towns in Rhode Island, South Kingstown was found to be the second most tax-efficient. The efficiency index used by Professor Johnson is a measure of whether the local taxes levied to provide public services are more or less than what would be expected to be necessary to provide services to a population of the size served by the municipality.

Professor Johnson's study is particularly striking because it demonstrates that the South Kingstown tax levy is significantly lower than what would be expected even though South Kingstown is more self-sufficient than every other municipality in the state. Of the 39 incorporated cities and towns in Rhode Island, South Kingstown ranked last in per capita state aid, collecting only \$37.08 per person in Direct State Aid and Pass-through Aid (hotel and meal tax transfers) during the survey year (2014). Our neighbors to the north received \$252.30 per person (Exeter) and \$72.11 per person (North Kingstown).

While Pass-through Aid has increased since 2015 (due to growth in meal and beverage revenues), our local fiscal and program policies have remained largely unchanged since Professor Johnson conducted her study. The **Municipal Budget Program for FY 2018-2019** continues those policies.

Key to South Kingstown's success in maintaining a tax-efficient service delivery model is the high quality of our employees. The Town hires highly-skilled people and relies on them to put forth their absolute best efforts to achieve the goals the Town Council has set. This "quality over quantity" approach to staffing has produced a broad organizational culture that values excellence and employee engagement. It may sound cliché, but our people truly are our greatest asset. It is by their skill, determination and dedication that our local government continually produces value for the residents of South Kingstown. The municipal



personnel program is based on the realization that while people should be compensated fairly for the work they do, empowerment – the ability and authority to succeed in doing the right thing – is the most important motivation for high-performing professionals. The budget for FY 2018-2019 has been specifically designed to support program recommendations made by individual employees across the organization.

### *Summary of Revenues*

During FY 2018-2019, municipal **revenues** are anticipated to be \$1,861,370 or 1.96% greater than the previous year. Fiscal Year 2018-2019 combined revenues for all budgeted funds are \$96,673,733.

Most of the tax revenue consists of general property taxes, including real estate, motor vehicle, and personal property (tangible). Property taxes account for about 75% of all budgeted revenues. A small portion (1.34%) of tax revenue comes in the form of payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date.

The bulk of our non-tax revenue comes in the form of state aid. There are five primary forms of state aid, three of which are considered taxes for state budget purposes but considered non-taxes for municipal purposes:

1. Direct state aid in support of municipal government functions
2. Direct state aid in support of education
3. Public Service Corporation Tax (a state tax on utility equipment)
4. Local-portion Hotel Tax
5. Local-portion Meals & Beverage Tax

The governor's proposed budget includes an increase of \$136,905 in direct state aid over what was provided the previous year. Her budget also projects an \$80,091 increase in pass through aid (driven by increases in hotel tax, meals & beverage taxes). However, the proposed budget would reduce aid to the Schools by \$743,349.

### *Expenditures*

The **General Fund Expenditure Statement** for FY 2018-2019 is presented in the amount of \$24,515,975 reflecting an increase of \$728,620 or 3.06% more than the current year appropriation of \$23,787,355. The table presented on page 2-6 shows a combined statement of sources and used for all budgeted funds.

The Town Manager's Proposed Budget included a \$1,310,377 increase in the property tax transfer, equating to 2.5% increase over current year funding to support the School Department's program. As the recommended School Committee's budget included a proposed increase in the property tax transfer of **\$1,537,568** the Town Council Adopted a **2.93% increase in the property tax transfer** to support the FY 2018-2019 School Committee's adopted budget for a **total property tax transfer of \$53,952,664** for FY 2018-2019. Fiscal year 2018-2019 is the eighth year of the ten year State general education aid funding formula recalibration. During FY 2018-2019, the South Kingstown is slated to receive \$6,108,908 in education aid; that's **\$729,084 or 10.66% less** than is being received in the current fiscal year. The anticipated FY 2018-2019 state-aid revenue for the South Kingstown School District is 23% less than was received five years ago. The tax transfer within the **Municipal Budget Program for FY 2018-2019** is intended to provide stability for the School Department as aid from the state continues to decline.

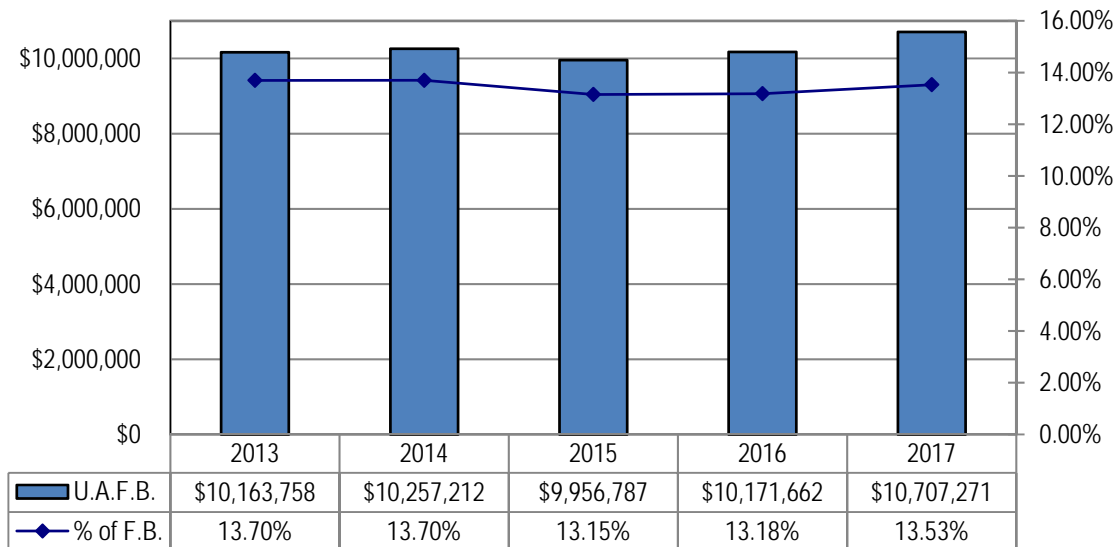


There are no major changes to expenditures funded through the Town’s Special Revenue funds (Senior Center, Community Recreation Center, et cetera). However, consistent with the purpose of the Trust, \$15,000 will be transferred from the Oliver Watson Trust to the Senior Center Fund to support the operation of the Senior Center.

*Use of Unassigned Fund Balance*

In May 2016, the Town Council amended the Fund Balance Policy originally adopted in June 2011, which now states in part, “the Town will maintain an unassigned fund balance in the range of 10% to 17% of the General Fund.” For this purpose, the general fund budget shall include the municipal and school budgets.

**History of the Unassigned Fund Balance, 2013-2017**



*Projected FY 2018-2019 Tax Rate*

We estimate that when the tax roll is certified on June 15, 2018, the Total Adjusted Value (adjusted to exclude tax-exempt and rebated properties) of all real and personal property in South Kingstown will be **\$4,674,664,341**. This represents about a **\$56 million** increase (1.3%) over the previous year.

Assuming this tax base and estimates of all other revenue sources as presented herein, the tax rate for FY 2018-2019 is anticipated to increase from **\$15.31** to **\$15.55**, an increase of **\$0.24** over the FY 2017-2018 Adopted Budget. This means that for every one thousand dollars in property value, taxpayers will pay twenty-four cents per thousand more in local taxes than they did last year. The Median Home Value in South Kingstown is **\$349,500**, which means half of all homeowners will pay up to an additional **\$84**. The projected change in the tax rate is a **1.56%** increase over the current year and is below the **2.1%** national rate of inflation as measured by the U.S. Department of Labor’s Consumer Price Index for the period between January 2017 and January 2018. This increase is also below the 2018 projected inflation rate of **1.9%**.



A review of the growth of the tax levy (inclusive of motor vehicle taxes) over the past five years and the levy as proposed for the 2018-2019 fiscal year is shown on the table below.

Fiscal Year	5 Year Property Tax Levy - History			\$ Increase	% Increase
	Town	School	Total		
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	17,626,154	52,772,144	70,398,298	1,893,316	2.76%
2017-2018	17,644,946	53,676,847	71,321,793	923,495	1.31%
Anticipated FY 2018-19 Increase	\$1,959,280	\$2,962,731	\$4,922,011	\$4,922,011	1.44%

**Tax Burden / Ability to Pay Analysis**

Every tax increase, no matter how small, affects the quality of life enjoyed by taxpayers. Over a period of years, cumulative tax increases can significantly impact the character of a community. Every tax increase, therefore, should be carefully considered in relation to the broader economic and social circumstances influencing peoples’ lives and the decisions they make.

Trying to evaluate how a single year’s property tax increase might impact individual taxpayers is difficult because of variability in both personal preferences and financial circumstances. What one person perceives to be a fair tax rate, another may consider unfair. What one person thinks is affordable may be too expensive for someone else.

While aggregated data (such as averages) can provide useful insights, there is no one perfect method of analyzing tax burdens. Different models provide better insights under different conditions. The model presented here has been designed to focus on community-wide concerns about affordability and the increasingly high cost of living in South Kingstown.

*Impact on a Hypothetical Median Household Budget*

Using median income and median home sales prices as the basis for evaluating the impact of the proposed tax increase puts the focus of the analysis on the 50% of South Kingstown households with incomes below **\$71,008** per year. The model below calculates the proposed tax rate increase as a percentage of **disposable** household income for a hypothetical household budget in South Kingstown:

**\$71,008** (total income) - **\$65,972** (fixed & unavoidable household expenses) = **\$5,036** (disposable income);

**\$84.50** (projected tax rate increase)

**\$5,036** (estimated disposable income) } = **1.67 %** (tax rate increase as a % of disposable income)

Based on the assumed expenses embedded in the model, the hypothetical median-income household in South Kingstown should experience the proposed tax rate increase as a below-inflation increase. That is, even when common, non-discretionary, expenses are taken into account, the increased tax rate will still only reduce discretionary income by 1.6%, about 0.3% less than the projected general rate of inflation. For the majority of South Kingstown taxpayers, this year’s projected tax rate increase (\$0.24 per thousand) is expected to have an economic impact that is less than the impact that will result from general inflation.



**Combined Statement of Sources & Uses – All Budgeted Funds  
Fiscal Year 2018-2019**

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
<b>Revenues &amp; Other Financing Sources:</b>											
General Property Taxes	\$17,993,877	\$53,952,664		\$432,729		\$315,000	\$1,100,000		\$4,300		\$73,798,570
User Fees				146,989				858,241	4,233,124		5,238,354
State Aid	2,507,572	6,108,908					523,643				9,140,123
Federal Aid	8,000	425,000									433,000
Licenses/Fees/Rents	1,324,516		91,359			22,213		274,191		148,400	1,860,679
Revenues from Investments	200,000		600	150	418,200	150		10,000	15,000	4,500	648,600
Departmental Revenue/Fines/Charges	1,778,475		1,800	232,153	333,835	112,400		1,800	319,800	465,021	3,245,284
Transfers In	153,535	25,000		15,000			444,088				637,623
Grants				42,622							42,622
Miscellaneous		190,000		1,200				4,650	16,000	16,775	228,625
Fund Balance Applied	550,000	500,000		23,000	25,000	10,000	107,227		-	185,026	1,400,253
<b>Total Revenues</b>	<b>\$24,515,975</b>	<b>\$61,201,572</b>	<b>\$ 93,759</b>	<b>\$ 893,843</b>	<b>\$ 777,035</b>	<b>\$ 459,763</b>	<b>\$ 2,174,958</b>	<b>\$ 1,148,882</b>	<b>\$ 4,588,224</b>	<b>\$ 819,722</b>	<b>\$96,673,733</b>
<b>Expenditures &amp; Other Financing Sources:</b>											
General government	\$1,326,828										\$1,326,828
General services	2,653,472										2,653,472
Public safety	11,465,736										11,465,736
Public works	3,155,283										3,155,283
Parks & Recreation	1,837,035										1,837,035
Public libraries	1,298,964										1,298,964
Non-departmental	1,246,157										1,246,157
Education		60,335,651									60,335,651
Debt Service							\$2,174,958		30,175	180,763	2,385,896
Leisure Services			90,759	851,243	774,415	455,750					2,172,167
Utility Services								810,778	3,153,480	587,759	4,552,017
Capital Expenditures	1,532,500	865,921	3,000	42,600	2,620	4013		285,000	1,404,209	51,200	4,191,063
<b>Total Expenditures</b>	<b>\$24,515,975</b>	<b>\$61,201,572</b>	<b>\$ 93,759</b>	<b>\$ 893,843</b>	<b>\$ 777,035</b>	<b>\$ 459,763</b>	<b>\$ 2,174,958</b>	<b>\$ 1,095,778</b>	<b>\$ 4,587,864</b>	<b>\$ 819,722</b>	<b>\$96,620,269</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$53,104</b>	<b>\$360</b>	<b>\$ 0</b>	<b>\$53,465</b>

**Work Program Implications of the Adopted Budget**

*General Impact of the Adopted Budget*

As noted above, the adopted budget for FY 2018-2019 does not create any new municipal programs. All existing programs are funded at levels adequate to provide the same level of service provided during the current fiscal year.

The decision to not to start new programs does not mean we will stop innovating or continuously improving Town programs and operations. Listed below are major initiatives that will be completed in the 2018-2019 fiscal year using current resources or reprogrammed funds:

- Using capital funding recently reprogrammed by the Town Council, the Planning Board will engage a consultant to undertake a thorough review of the zoning ordinances related to **affordable housing** with the intention of making recommendations to modernize the zoning rules. As part of the review, the consultant will conduct a community-wide preferences and satisfaction survey similar to the one conducted in 2010 as part of the Community Conservation Plan Update.
- In coordination with the Economic Development Committee, the Wakefield Village Association and the Southern Rhode Island Chamber of Commerce, the Parks and Recreation Department will develop a plan for clearing and maintaining the portions of the **Saugatucket Riverwalk** in the center of Wakefield.
- Establish a **Public Safety Strategic Planning Group** consisting of the Chief of Police, the Chiefs of the two Fire Districts, the Director of Emergency Medical Services, the Town's Communication Superintendent, the URI Director of Public Safety, a representative from South County Hospital and the Town Manager. The group will explore coordination of procurement activities and services such as Information Technology.



- The Department of Leisure Services will continue to refine the programs offered at the new **Community Recreation Center**.
- A study of the viability of establishing a **municipal court** will be undertaken by the Town Manager's Office.

### *Summary of Specific Impacts on FY 2018-2019 Work Program by Department*

The Departmental Services component of the Town Council's Adopted FY 2018-2019 General Fund Budget Element will require a \$752,978 or 3.59% increase over the current fiscal year program. The total cost of municipal Personnel and Employment Benefits components of the Departmental Services Element is \$18,683,048 or \$634,266 more than the current fiscal year funding requirements, consisting of \$420,863 (3.44%) in additional salaries and wages, and \$213,403 (3.68%) in increased employment benefits costs. It is important to note that costs associated with Personnel and Employment Benefits represent 76.2% of the entire Departmental Services Element of the General Fund.

- **Town Council (11001)** In addition to the costs associated with Town Council stipends (\$3,000 for the Town Council President and \$2,000 for each Town Council member), the wages for the camera operator who records Town Council sessions as well as funding of \$10,200 is budgeted for costs associated with the live broadcast of Town Council meetings. A budget of \$29,001 was adopted for FY 2018-2019.
- **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 2018-2019 is \$13,003.
- **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 included in the 2018-2019 fiscal year.
- **Assessment Board of Review (15003)** This account provides funding the Assessment Board of Review, consisting of three regular members and one alternate member, charged under Town Charter and by Town Ordinance to hear grievances related to tax appeals. A budget of \$400 was adopted for FY 2018-2019.
- **Planning Board (16003)** This account provides funding for the seven member advisory board, appointed by the Town Council and serves in a review and regulatory capacity regarding community land use planning. A budget of \$4,280 was adopted for FY 2018-2019.
- **Conservation Commission (16009)** This account provides funding for the seven-member advisory board, appointed by the Town Council and 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. A budget of \$650 was adopted for FY 2018-2019.
- **Zoning Board of Review (17003)** This account provides funding for this 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 budget of \$12,092 was adopted for FY 2018-2019.

- **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. An increase of 1.95% over current year funding was adopted for FY 2018-2019.
- **Town Manager (12001)** This account provides funding for all costs associated with the administrative management of municipal operations. For the 2018-2019 fiscal year, there is a 1.96% or \$8,520 decrease in funding. Decreases are realized primarily as a result in salaries, longevity, and benefits changes due to the retirement of the former town manager in late January 2018.
- **Town Hall Operations (18001)** All costs associated with the operation of the Town Hall facility are included in this account. A 2.73% decrease was adopted for the 2018-2019 fiscal year.
- **Personnel Administration (12003)** The Personnel Division assists the Town Manager's Office and all other Town departments in the administration of all Human Resource functions. For the 2018-2019 fiscal year, a 9.38% or \$10,261 decrease in funding was adopted for FY 2018-2019, in part due to a reduction in salaries, longevity, and benefits as a result of the retirement of the former Personnel Administrator in FY 2017-2018.
- **Town Clerk (13001)** The Town Clerk's Office is responsible for providing a number of services to the public. The Office consists of six major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, and Business Licenses. In the upcoming fiscal year, the office will be investigating the ability to implement accepting over the counter debit and/or credit card payments. A 4.55% increase (\$23,041) in departmental funding was adopted for FY 2018-2019 primarily due to increases in longevity and medical insurance. The office operates with five full time staff members.
- **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. There are primary and general elections that will be necessary during the upcoming fiscal year, resulting in an increase over current year funding in the amount of \$49,390 for FY 2018-2019.
- **Finance Department (14001)** The Finance Department provides financial management administration, account and cash management, procurement and risk management, tax and utility collection, and information technology. For the 2018-2019 fiscal year, funding in the amount of \$692,788 was adopted, representing a 2.52% decrease from the current fiscal year due in part to the elimination of a part time account clerk position in the Tax Collector's division.



- **Post Year Audit (14005)** This account provides funding for completion of an annual post year audit of all Town funds, as required by State statute and Town Charter. FY 2018-2019 funding of \$25,665 was adopted.
- **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 Division's budget also includes fees associated with the Town's web site hosting and internet access. FY 2018-2019 funding of \$446,541 reflects a 35.07% increase over the current year's adopted budget due to the costs associated with reassignment of an IT Professional from the Police Department's budget to the IT Division's budget. It is noted that during the 2018-2019 fiscal year, IT will work with the Town Clerk's Office to bid, procure, and implement a new land evidence system.
- **Town Assessor (15001)** The Department of Assessment provides for the orderly valuation of all real estate, motor vehicles, and tangible personal property located in the Town of South Kingstown. Funding in the amount of \$359,573 was adopted for FY 2018-2019. It is noted that while there is a 40% reduction in professional services, increases in wages and benefits result in an overall 3.30% increase in FY 2018-2019.
- **Planning Department (16001)** The Planning Department is engaged in all phases of growth management and land use regulation within the Town. The Planning Department will be completing updates of the Town's multi-hazard mitigation plan and harbor management plan in the 2018-2019 fiscal year. Other noteworthy projects to be completed include working with the Planning Board to develop guidelines and regulatory amendments for commercial properties, specifically in historic villages, and completion of a Route 1 scenic roadway stewardship plan following anticipated designation of this roadway in the current fiscal year. A 2.73% increase, or \$11,129, was adopted in FY 2018-2019 for the Planning Department to address budgeted salary and benefit adjustments.
- **Geographic Information Systems (16005)** The Geographic Information System (GIS) Division of the Planning Department provides access to accurate geographic information. The division will work to increase the functionality of the Town's ArcGIS online website utilized by the staff and public alike. For the 2018-2019 fiscal year a budget of \$136,813 was adopted, an increase of 2.74% over the current fiscal year.
- **Zoning/Building Inspection (17001)** 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). A \$12,759 or 3.48% increase in the Zoning and Building Inspection Department was adopted to meet budgeted salary and benefit increases in FY 2018-2019.
- **Police Department (20001 & 20002)** The Police Department Budget for FY 2018-2019 of \$8,233,165 reflects a \$179,711 or 2.23% increase over the current fiscal year adopted budget of \$8,053,454. FY 2018-2019 will be the first full year of funding for a patrol officer position that was created to fill a vacancy created by a promotion into a new sergeant position in the previous fiscal year. The increased cost is partially offset by the savings realized with reassignment of an IT Professional's salary and benefits from the Police Department to the IT Division. The Department



will review and update departmental policies as needed in anticipation of achieving accreditation status in the 2018-2019 fiscal year.

- **Police Dispatch (20050)** For FY 2018-2019, a budget of \$810,144, an increase of 2.44% more than the current year appropriation was adopted. This increase is due to salary and benefits increases driven by minimum staffing requirements.
- **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 State laws and Town Ordinances, and the Animal Shelter Program accepts neglected, abandoned, and/or stray dogs and cats. A collective \$7,271 increase in the cost of the Animal Control program was adopted for FY 2018-2019. The 2.14% increase over current year costs are primarily identified costs that include salary increases and applicable benefit adjustments.
- **Harbor Patrol (20090)** The Harbor Patrol 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 will decrease by 5.04% or \$2,324 in FY 2018-2019 primarily due to the costs associated with capital purchases made in the current year.
- **Fire Alarm Division (21001)** This account provides funding for the maintenance and operation of the Town's fire alarm system, and public safety and radio communications. The Division is charged with enforcement of the RI Fire Safety Code pertaining to the installation and maintenance of fire alarm systems. In FY 2018-2019, the Division will continue implementation of the radio box migration project. The FY 2018-2019 budget of \$273,065 will require a 3.82% increase over the current year appropriation.
- **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. The department is working towards the implementation of a community risk reduction program in FY 2018-2019 aimed at providing public AED and CPR training and identifying risks for mitigation with the community. A budget of \$1,757,888 to support the program was adopted for FY 2018-2019, reflecting an increase of 5.16% increase in program cost.
- **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. The Division manages drainage complaint resolution, storm water compliance, road reconstruction and resurfacing, street lighting, tree programs, and oversight of capital projects. In coordination with the Tree Warden, the Town in FY 2018-2019 will develop a long-term tree maintenance program and explore the possibility of purchasing an arborist truck. Funding was adopted in the amount of \$424,100 in FY 2018-2019, an increase of 8.7% over the current year funding level. Salary and benefit costs increases and first year funding (\$2,440) of the Department's technology reserve transfer are responsible for a majority of the planned increase.
- **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. A priority in FY 2018-2019 will be the repair of potholes and other roadway deficiencies on municipal roads on an as needed basis. The adopted FY 2018-2019 budget of



\$2,479,959 for this major Public Services Division will increase by \$115,758 over the current year. Budgeted salary increases and benefit costs adjustments, along with the first full year of funding for additional Equipment Operator I that commenced in January 2018, account for the majority of this 4.90% increase.

- **Tree Management (30005)** The Town's Tree Management Program encompasses both routine and emergency municipal tree management. The Tree Warden oversees municipal trees located within Town highway rights-of-way and on municipal properties. The Tree Management Program reflects a \$57,224 adopted budget, a 0.04% decrease over the current year funding.
- **Street Lighting (30007)** The Street Lighting account covers costs associated with streetlights along all local and a majority of State roads within Town. The Street Lighting account reflects a \$675,326 adopted budget, a 3.48% decrease over the current year funding.
- **Recreation Department (40001 - 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. In FY 2018-2019 the Department will seek to expand its partnership with URI Athletics for youth programs, and also plans to complete construction of a bowl feature at Old Mountain Field Skate Park. The combined cost of the FY 2018-2019 Parks and Recreation Program is \$1,837,035 equating to an increase of 3.82% over the current year appropriation.
- **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. In the 2018-2019 fiscal year, a community partnership with the URI Graduate Library program to leverage professional field experience opportunities for library students will be developed. The FY 2018-2019 Library Program will require funding of \$1,298,964 or 2.8% more than in the current fiscal year.

### **Fiscal Implications of the Adopted Budget**

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#### *General Fiscal Policy Remains Unchanged*

The **Town Council's Adopted Budget Program** for FY 2018-2019 recommends no significant changes in how we account for or allocate revenues in support of municipal programs. No new funds are recommended and the two funds (Recreation Center and Debt Service) established during FY 2017-2018 will continue to operate as intended.

There are however, three dimensions of the Town's overall fiscal policy that will be particularly important and will receive careful review during FY 2018-2019:

First, in support of the School Department's ongoing efforts to develop a long-range school facilities improvement program, we will conduct a series of analyses to design a



debt-load plan to maximize school enhancements while minimizing the impact on taxpayers and operational programs.

Second, continued growth in the tourism and entertainment sectors has given rise to questions about how the municipal government can support beneficial progress while maintaining the character of the community. The Town Manager will work with the department heads and the Director of Finance to evaluate our current level of effort in support of tourism-related business and evaluate possible policy changes for future years.

Third, consistent with emerging best practices and as part of our ongoing hazard mitigation planning, we will begin developing a “fiscal-resiliency” strategy for dealing with the potential impacts of mega-catastrophes (“Mega-Cats”).

### *School Facilities, Debt and Debt Service*

One of the fundamental principles that has guided South Kingstown's fiscal policy for decades is that the Town has been conservative in taking on debt. We have been guided by the realization that every dollar spent on interest payments is a dollar that leaves the community and is therefore unavailable for local purposes. When we borrow, we do so strategically and only after carefully considering not only the social benefits of bond-funded projects, but also the long-term financial costs.

As of May 2017, South Kingstown was listed by Moody's as one of Rhode Island's five most credit-worthy municipalities. With a Moody's bond rating of Aa1, South Kingstown is in a strong position to begin planning for the financing of school improvements. Indeed, while it is considered a best practice to maintain debt levels equal to no more than 2 or 3% of the total assessed value, South Kingstown currently has outstanding debt of less than three-tenths (3/10<sup>th</sup>) of a percent.

The challenge in designing a financial plan to support school improvements will be to constrain debt service payments to levels that will not necessitate diverting operational funding or result in tax rate increases that exceed the community's expectations. South Kingstown has the tools it needs (sufficient unassigned fund balances and a Debt Service Fund) to smooth the anticipated debt load and ensure successful execution of an affordable improvement program.

The table shown on the following page provides detail on debt ratios and debt per capita over the last ten year period. Included in these calculations for gross bonded debt is the August 15, 2017 General Obligation Bond issuance of \$5,420,000.

# Town Manager's Budget Message, *continued*



Fiscal Year Ended June 30	Population <sup>(1)</sup>	Net Assessed Valuation	Rate of Assessment <sup>(2)</sup>	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes <sup>(3)</sup>	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2019	30,639	\$4,674,664,341	100%	\$4,674,664,341	\$11,661,719	\$381	0.25%
2018	30,639	4,618,115,189	100%	4,618,115,189	13,694,638	447	0.30%
2017	30,639	4,617,592,707	100%	4,617,592,707	10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 <sup>(5)</sup>	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 <sup>(5)</sup>	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%

(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

## Total Debt Schedule for All Outstanding Bonds

FYE	General Obligation Bonds			Wastewater Bonds			Solid Waste Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2019	1,842,000	331,356	2,173,356	27,000	3,175	30,175	163,919	16,844	180,763
2020	1,694,000	289,693	1,983,693	27,000	2,641	29,641	168,132	13,979	182,112
2021	1,175,000	250,965	1,425,965	28,000	2,090	30,090	172,435	11,036	183,471
2022	1,158,000	221,057	1,379,057	28,000	1,520	29,520	176,831	8,011	184,842
2023	938,000	187,578	1,125,578	29,000	932	29,932	181,321	4,903	186,223
2024	868,000	157,486	1,025,486	30,000	315	30,315	54,000	2,797	56,797
2025	720,000	131,669	851,669				55,000	1,722	56,722
2026	690,000	108,669	798,669				59,000	589	59,589
2027	445,000	92,391	537,391						
2028	345,000	81,206	426,206						
2029	310,000	72,488	382,488						
2030	310,000	63,850	373,850						
2031	250,000	55,938	305,938						
2032	250,000	48,750	298,750						
2033	250,000	41,250	291,250						
2034	250,000	33,750	283,750						
2035	250,000	26,250	276,250						
2036	250,000	18,750	268,750						
2037	250,000	11,250	261,250						
2038	250,000		250,000						
<b>Total</b>	<b>\$12,495,000</b>	<b>\$2,224,344</b>	<b>\$14,719,344</b>	<b>\$169,000</b>	<b>\$10,673</b>	<b>\$179,673</b>	<b>\$1,030,638</b>	<b>\$59,879</b>	<b>\$1,090,517</b>



### *Tourism-related Taxes on Meals, Beverage, and Hotel Spaces*

It is a goal of the Town Council to “recognize and support tourism as a major driver of economic development in South Kingstown.” The municipal government has been charged with developing “appropriate policies and programs aimed at improve the local business environment” and “providing high quality infrastructure and services that support local business continuity and growth.”

Since 2003, the State of Rhode Island has levied a 1% uniform local meals and beverage tax. The tax is collected at the point of sale, remitted to the RI Division of Taxation and then returned to the municipality where the sale was made. We anticipate that the meals and beverage tax will generate \$915,000 during the 2018-2019 fiscal year.

Since 1986, the State has levied a 5% surcharge on occupancy of any space furnished by any hotel in the State, in addition to normal state sales taxes. Twenty-five percent (25%) of total revenues collected are returned to the host community. In 2004, the State enacted an additional 1% gross receipts tax on the total charged for occupancy of any space furnished by a hotel. All income generated from this surcharge is collected by the State and distributed to the city or town where the hotel responsible for the fee collection is located. For the 2018-2019 fiscal year, \$170,000 in program revenue is projected, an increase of \$2,000 over the adopted FY 2017-2018 budget level.

The meals, beverage, and hotel taxes have become important sources of revenue in South Kingstown. However, economists and public finance experts often criticize meal, beverage, and hotel taxes because the taxes aren't closely tied to a benefit enjoyed by those who pay them. Out-of-town visitors, for example, do not benefit from the taxes they pay if the local government decides to spend the revenue on school or senior programs. (See Walczak, J., *Punching the Meal Ticket: Local Option Meals Taxes in the States*, Tax Foundation Fiscal Fact, Jan. 2017).

Maintaining tight linkages between taxpayers and tax benefits isn't simply a matter of fairness; linking benefits to payments can create “virtuous cycles” that build on, and reinforce, beneficial behaviors. For example, if revenue generated by a meal tax is used to improve the streetscape in a restaurant district, the district may become more appealing to visitors, which may generate more visits, more sales and more tax revenue. Well-designed tax linkages can also generate goodwill, attract private investment, and promote improvements that could not realized without market stimulation.

Not all linkages, however, will create “virtuous cycles.” Careful attention has to be paid to the characteristics of the market, consumer preferences, and how public expenditures might encourage beneficial private decisions and activities. Potential linkages should be evaluated using rigorous Return On Investment (ROI) estimates and measurements.

The **FY 2018-2019 Municipal Budget Program** does not include any changes in how the meals and beverage or hotel tax revenues are allocated to municipal operations. However, in the coming year, in furtherance of the Town Council's goals and objectives, the municipal government will:

1. Develop a baseline accounting of municipal service expenditures that specifically support restaurants, hotels, and tourism-related businesses.
2. Conduct an analysis of potential projects or programs that might produce a sufficient ROI to justify changes in how a portion of the meal and beverage, or hotel tax revenues are allocated locally.



### *Post-Catastrophe Fiscal Resiliency*

Municipal hazard mitigation plans rightfully focus on protecting human lives and property. Increasingly however, financial institutions, insurers, and rating agencies are considering municipalities' ability to sustain their budgetary programs after extraordinary natural disasters. So called mega-catastrophes, or mega-cats, can undermine a property owners ability to pay and can potentially remove substantial value from a community's tax rolls.

South Kingstown is a coastal community with a large number of high-value public and private properties that are threatened by both destructive storms and long-term sea level rise. While the danger is not immediate, a recent analysis by the Town's Geographic Information Systems (GIS) Administrator suggests that as sea levels rise, up to one-third of value of the Town total tax assessment could be impacted by a future storm. With one-foot of sea level rise and a one-hundred year storm, properties with a total value of \$632,002,800 would be in jeopardy of being at least 50% inundated.

### **Next Steps**

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



### Acknowledgements

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I would like to personally acknowledge the outstanding talents and services provided by Trish Sunderland, Finance Director and Aimee Reiner, Director of Administrative Services in the preparation of this FY 2018-2019 Municipal Budget Presentation. Ms. Sunderland's efforts in conjunction with the Department Directors to prepare the financials in Munis, and her preparation of detailed financial documentation within *Tab 3 Financial Management & Policies* and *Tab 4 Fund Structure, Descriptions, and Summaries* related to the multiple governmental funds that are included in the FY 2018-2019 Budget Program provide our citizens with a wealth of information as to how their local government operates. Ms. Reiner's preparation of the overall budget document, and her efforts in conjunction with the Department Directors to provide informative departmental narratives that identify departmental priorities, accomplishments, work efforts, detailed financial documentation, and explain how these efforts relate to the Town Council's Adopted Goals and Objectives provides the reader with a better understanding of the services to be provided and at what cost in FY 2018-2019. I would also like to express my sincere thanks to Colleen Camp, my Executive Assistant, who assisted with preparation of this Budget Message. Finally, as the new Town Manager, I would be remiss if failed to acknowledge that I owe a debt of gratitude to my predecessor, Stephen Alfred, for his leadership in promoting and designing effective planning and budgeting systems.

**ROBERT C. ZARNETSKÉ**  
**TOWN MANAGER**



**TAB 3**  
**FINANCIAL & MANAGEMENT POLICIES**

Governmental Structure ..... 3 - 1  
Budgetary Process ..... 3 - 2  
Town Charter: Article IV, Section 4220 Budget Procedures ..... 3 - 10

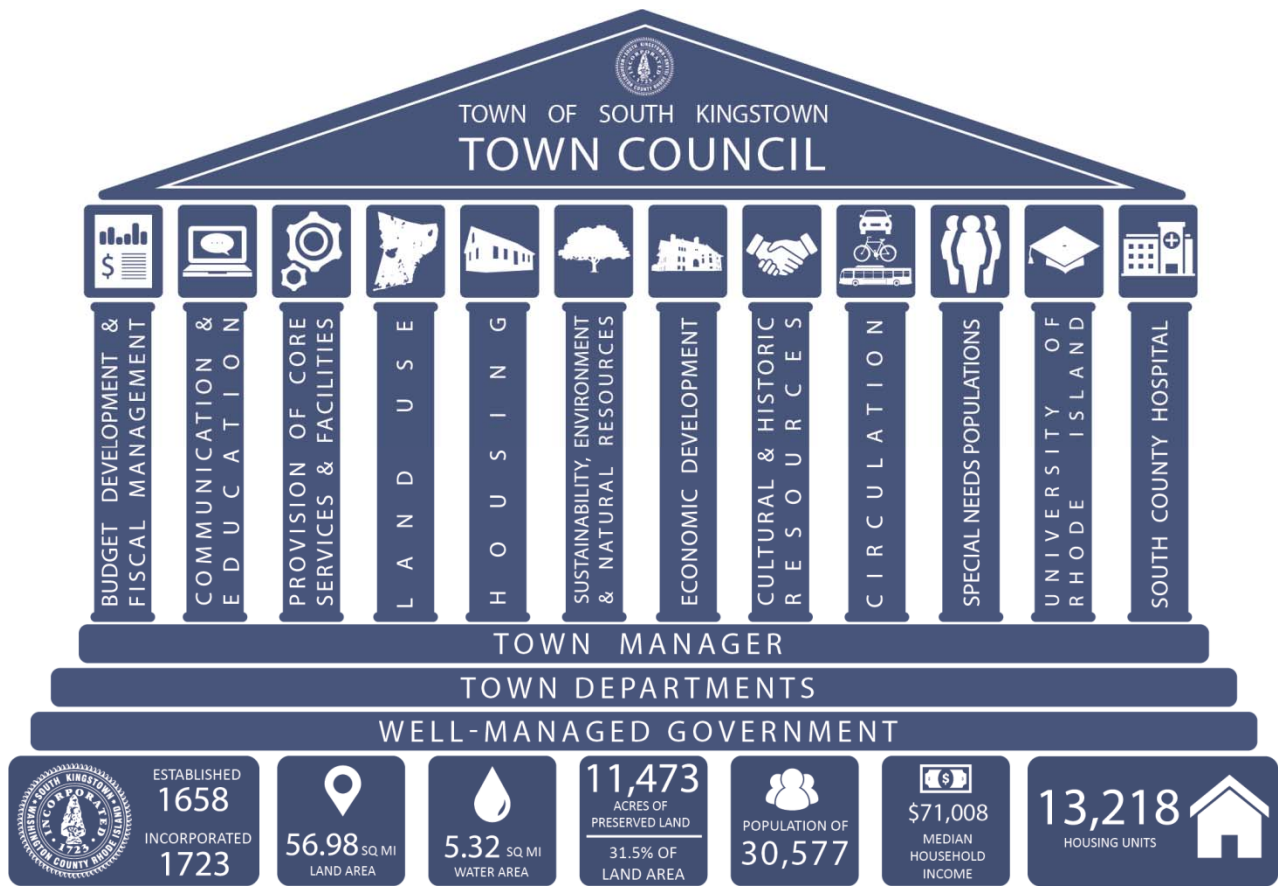
**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

# Governmental Structure



## Town Council/Town Manager Form of Government

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

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### Budgetary Process Overview

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The budget process for the Town of South Kingstown begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During development of the FY 2018-2019 budget, the Directors were asked to submit a Request Budget that will maintain necessary and/or current programming, and to level fund the operating portion of their current year's operating budget.

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

### Budget Formulation

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

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

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

On or before March 22<sup>nd</sup> of each year, the Town Council reviews the Town Manager's proposed budget in public work sessions, and then shall adopt a preliminary budget, with or without revisions. The Town Council can either increase or decrease the total amount of the School Committee's Recommended budget, but at no time has line item authority over specific items within the School Committee's Budget. Two public hearings are required to be conducted on the preliminary budget prior to April 18<sup>th</sup>. Final action on the budget by the Town Council shall occur on or before May 1<sup>st</sup> 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. Source: ***Town Charter: Article IV, Section 4223.***



Every general fund appropriation, except an appropriation for 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 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.

### Balanced Budget Requirement

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

### Budget Calendar

Town of South Kingstown 2018-2019 Budget Calendar		
<b>November 2017</b>		
Wednesday, 22	Capital Improvement Program (CIP) Budget submission to Town Council ( <i>deadline 12/1/17</i> )	
<b>December 2017</b>		
Thursday, 14	Advertise for Initial Budget Public Hearing and tentative budget schedule	
Monday, 18	Initial Budget Hearing with School Committee to discuss FY 2018-2019 Budget goals & objectives (RIGL § 16-2-21)	
<b>January 2018</b>		
Tuesday, 3	Work session #1 with Town Manager and department heads to review CIP	
Monday, 8	Work session #2 with Town Manager and department heads to review CIP	
Wednesday, 10	Work session #3 with Town Manager and School Department to review CIP	
Thursday, 11	Advertise CIP summary ad for public hearing (and courtesy ad in January 18 edition also)	
Monday, 22	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2018-2019 through 2023-2024) and includes Adoption of CIP ( <i>deadline is February 1</i> )	
<b>February 2018</b>		
Wednesday, 14	Deadline for School Department to submit budget to Town Manager ( <i>Sec. 4820E</i> )	
<b>March 2018</b>		
Thursday, 1	Town Manager submits proposed FY 2018-2019 operating budget to Town Council	
Monday, 5	Budget Work Session #1 with Town Manager and department heads	
Tuesday, 6	Budget Work Session #2 with Town Manager and department heads	
Wednesday, 7	Budget Work Session #3 with Town Manager and department heads/outside agencies	
Wednesday, 14	Budget Work Session #4 with School Committee	
Monday, 19	Town Council Adoption of Preliminary Budget (during Regular Session)	
<b>April 2018</b>		
Thursday, 5	Advertise Preliminary Budget Notice of Public Hearings (RIGL 44-35)	
Mon & Tues, 16 & 17	Public Hearings #1 & #2 on FY 2018-2019 Municipal and School Budgets	
Monday, 23	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)	
Monday, 30	Consideration of petitions and Adoption of Final Budget (during Regular Session)	
<b>May 2018</b>		
Thursday, 10	Advertise notice of final budget approval	
Monday, 14	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)	
<b>June 2018</b>		
Tuesday, 5	Possible Budget Referendum	
Friday, 15	Town Assessor sets tax rate to finance the FY 2018-2019 operating budget	



### Basis of Budgeting and Accounting

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

#### BASIS OF BUDGETING

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

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

#### BASIS OF ACCOUNTING

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

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

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

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

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



### Budgetary Control

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

### Financial Policies and Practices

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Financial policies and practices help to ensure that the fiscal integrity of the Town of South Kingstown are protected and to ensure that the Town is positioned for future growth. Continued development of new policies and improvement of current financial policies and practices continues to be a key initiative of management. The Town's overall fiscal planning and management focus on the following objectives:



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

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

### **Operating Budget Policy**

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

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

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

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

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



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

### Revenue Practices

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

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

### Investment Policy

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

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

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

The full policy can be found within the Finance Department's page of the Town of South Kingstown website at: [www.southkingstownri.com/DocumentCenter/View/585](http://www.southkingstownri.com/DocumentCenter/View/585)



### Debt Management Practices

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

- The Town prefers to fund capital improvements, equipment purchases, and other major capital projects with current resources or in a “pay-as-you-go” manner; Debt should be limited to projects with significant costs
- The term of any bond issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended; Every effort shall be made to keep the amortization of debt as short as possible
- The Town maintains an aggressive retirement of existing debt (greater than 80% within Ten Years)
- Bond proceeds shall be invested in government guaranteed funds that provide immediate liquidity and bond proceeds shall only be used for the purpose for which the monies were borrowed
- The Town shall manage its cash in a manner designed to prevent the necessity of utilizing short-term borrowing to meet working capital needs; The Town will not use long-term debt for current operations
- Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is greater than 3%
- Debt shall be issued using equal principal
- Maintain debt ratios within formally established parameters:
  - Net Debt as a % of Operating Revenues – maintain at less than 3%
  - Debt Service as a % of Expenditures – 10% or less
  - Net Debt Per Capita – no more than \$1,000 per capita
  - Overall Debt as a % of Taxable Property – 1% or less
- Debt shall be limited by the following State Statute:
  - RIGL 45-12-2 – Indebtedness of Towns and Cities – no city or town shall, without special statutory authority, incur any debt for money hired which would increase its aggregate indebtedness not excepted by law from the provisions of this section to an amount greater than three percent (3%) of the taxable property of the city or town.
- Debt as percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community's ability to incur additional debt. Moody's Investors Service documents the 2013 median range for municipalities in the under 50,000-population group for Net Direct Debt as a percentage of a community's taxable full value at 0.63% for Aaa rated communities and 0.98% for Aa rated municipalities.
  - South Kingstown's projected Net Direct is 0.28% and is expected to drop to 0.15% in the 2023-2024 fiscal year.
- The RI General Treasurer's office determined the average debt per capita for Rhode Island communities, inclusive of debt associated with Capital Leases, accrued vacation time, unfunded claims, and accrued pension liabilities, to be \$1,578 in 2014.
  - South Kingstown's debt per capita is \$476 which is well below the State average.



### Reserve Fund Policy

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

A fund balance policy is adopted in order to secure and maintain investment grade ratings, meet cash flow need, and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls. Using the GFOA guidelines as a target, the Town will maintain an unassigned fund balance in the range of 10% - 17% of the general fund budget. For purposes of benchmarking, the general fund budget shall include the total appropriations of the General Fund and Debt Service Fund, and Property Tax transfers to the School Unrestricted Fund, Senior Services Fund, Wastewater Fund, and Community Recreation Fund.

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

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

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

### Accounting, Auditing, and Financial Reporting Policies

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

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

A fiscal impact statement shall be prepared for all proposed bargaining contract settlements. The immediate and long-term impacts of negotiated changes shall be disclosed, and the Town will hire actuarial and other experts as needed to evaluate the long-term impacts of the proposed agreements.



Any fiscal impact statement that includes changes to pension, other post-employment benefits or healthcare benefits shall be provided, along with any underlying actuarial assumptions and support for the actuarial assumptions to the RI Office of Municipal Affairs in accordance with state law.

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



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

### Section 4220 – BUDGET PROCEDURES

#### Section 4221 – Proposed budget

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##### 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**

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### **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. 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**

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**(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**

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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**

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

**Section 4226 – Capital program**

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**(a) SUBMISSION TO TOWN COUNCIL**

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



CONTENTS

The capital program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the six fiscal years next ensuing, with appropriate supporting information as to the necessity for each;
- (3) Cost estimates and recommended time schedules for each improvement or other capital expenditure;
- (4) Method of financing, upon which each capital expenditure is to be reliant;
- (5) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

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

**Section 4227 – Town council action on capital program**

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(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.

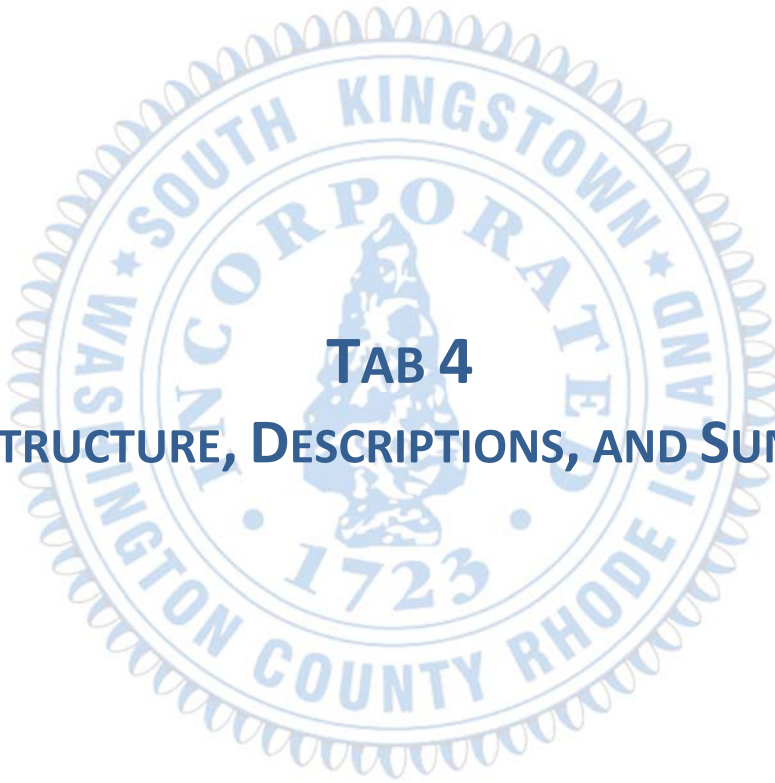
(b) ADOPTION

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**

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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.



**TAB 4**  
**FUND STRUCTURE, DESCRIPTIONS, AND SUMMARIES**

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**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Fund Structure

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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

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### GOVERNMENTAL FUNDS

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

#### GENERAL FUND

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

#### SCHOOL TRUST FUND

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

#### DEBT SERVICE FUND

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

#### SPECIAL REVENUE FUNDS

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



### CAPITAL PROJECTS FUND

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

### PROPRIETARY FUNDS

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

#### WATER ENTERPRISE FUND

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

#### WASTEWATER ENTERPRISE FUND

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

#### SOLID WASTE ENTERPRISE FUND

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

#### COMPENSATED ABSENCE FUND

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

### PERMANENT FUNDS

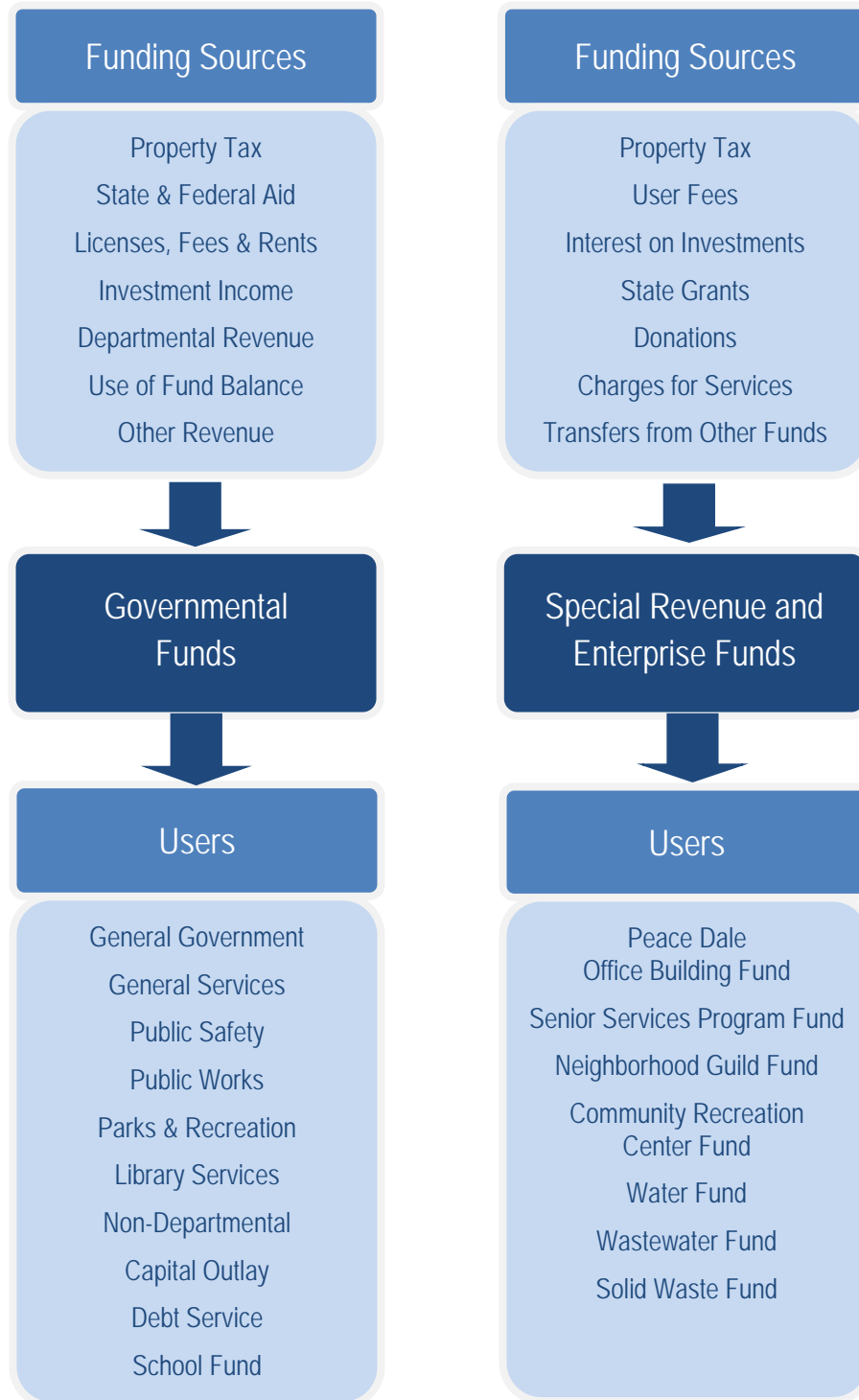
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be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

# Flow of Funds Structure



## FUND STRUCTURE/SERVICE FUNCTION RELATIONSHIP

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



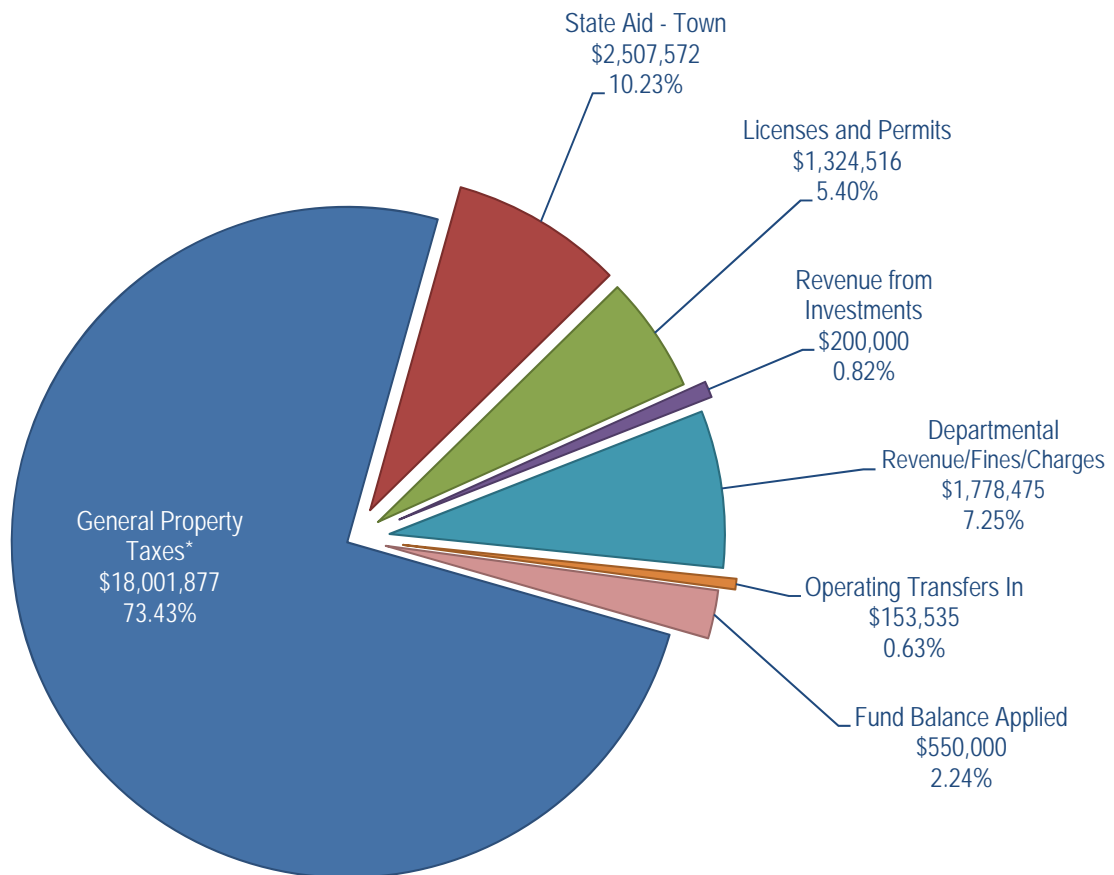
**\*Note: The Town’s CAFR contains many more nonmajor funds than those included in the budget document.**



## General Fund Revenue

Fiscal year 2018-2019 General Fund revenues are projected to be \$24,515,975. The Town Council's Adopted Budget for FY 2018-2019 includes the use of \$550,000 of the Town's Unassigned Fund balance, a \$50,000 reduction from the prior year. The use of unassigned fund balance as a means to stabilize the tax need has been gradually reduced due to conservative budgeting practices. FY 2018-2019 General Fund revenues are projected to increase by \$728,620 or 3.06%, compared to the FY 2017-2018 Adopted Budget of \$23,787,355. The tax rate for FY 2018-2019 is increasing from \$15.31 to \$15.68, an increase of \$0.37 from the FY 2017-2018 Adopted Budget.

### General Fund Revenue FY 2018-2019 \$24,515,975



\*The General Property Taxes figure shown above (\$18,001,877) is reflective of the total amount of General Property Taxes (\$73,806,570) less the Operating Transfers Out (\$55,804,693). 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 2016-2017	Adopted FY 2017-2018	Projected FY 2017-2018	Adopted FY 2018-2019	Org Codes
<b>General Property Taxes</b>					
411010 Current Taxes	\$69,872,047	\$70,711,723	\$70,227,895	\$72,504,058	0101
411020 Prior Year Taxes	537,849	\$575,000	\$530,000	\$535,000	0101
412010 Interest on Taxes	346,806	345,000	358,000	\$350,000	0101
412020 Collection Fee	(2,468)	(1,750)	(1,750)	(1,750)	0101
413010 Payment in Lieu of taxes	260,184	399,328	404,245	411,262	0101
414010 PILOT - Federal Aid	8,620	8,000	8,000	8,000	0101
<b>Subtotal General Property Taxes</b>	<b>\$71,023,039</b>	<b>\$72,037,301</b>	<b>\$71,526,390</b>	<b>\$73,806,570</b>	
<b>State Aid - Town</b>					
420010 General State Aid	\$198,218	\$204,000	\$204,036	\$204,000	0101
420011 Public Service Corp Tax	393,252	393,252	393,252	382,004	0101
420012 Meals/Beverage Tax	853,115	850,000	950,000	915,000	0101
420017 MV Excise Tax phase-out	142,445	139,730	483,828	622,687	0101
420018 Hotel Tax	164,020	160,000	170,000	170,000	0101
420019 State Incentive	4,109	0	0	0	0101
420015 State Library Aid - General	207,301	200,458	202,916	197,307	0150
420016 State Library Endowment Aid	18,352	18,352	18,352	16,574	0150
<b>Subtotal State Aid - Town</b>	<b>\$1,980,811</b>	<b>\$1,965,792</b>	<b>\$2,422,384</b>	<b>\$2,507,572</b>	
<b>Licenses &amp; Permits</b>					
430170 Rental of Town Properties	\$364,022	\$412,662	\$374,995	\$384,930	0101
430130 Business licenses and fees-TC	74,214	70,965	73,985	74,250	0130
430140 Business licenses and fees-B/Z	461,767	389,650	511,700	389,600	0170
430150 Nonbusiness licenses and fees	396,702	365,899	365,899	375,736	0130
430160 Real Estate conveyance fees	109,125	90,000	90,000	100,000	0130
<b>Subtotal Licenses &amp; Permits</b>	<b>\$1,405,829</b>	<b>\$1,329,176</b>	<b>\$1,416,579</b>	<b>\$1,324,516</b>	
<b>Revenue from Investments</b>					
460010 Interest on Investments	\$225,116	\$185,000	\$215,000	\$200,000	0101
<b>Subtotal Revenue from Investments</b>	<b>\$225,116</b>	<b>\$185,000</b>	<b>\$215,000</b>	<b>\$200,000</b>	
<b>Departmental Revenues/Fines/Charges</b>					
440005 Planning/GIS department	\$481	\$525	\$525	\$5,450	0160
440010 Town Miscellaneous	154,461	22,500	19,000	19,500	0101, 0130
440025 Finance department - MLC's/Copies	29,910	27,900	28,150	27,900	0140
440030 Finance department-ST Beach Fees	47,178	40,000	40,000	40,000	0140
440030 Police department - Narr. Patrol	6,000	7,000	7,000	8,000	0200
440030 Public Works department	32,524	17,400	17,400	18,625	0300
440100 Police department - fees/fines	327,241	273,300	273,550	273,550	0200
440105 Emergency Medical Services	590,000	590,000	590,000	590,000	0220
440115 Communications department	1,442	1,000	41,000	0	0210
440130 Animal control fees	75,401	76,900	76,900	76,900	020071
440145 Mooring fees - harbor	39,689	34,000	36,000	36,000	020090
440200 Recreation department	668,938	588,506	568,088	596,600	0400
440350 Library department	94,783	84,700	84,700	85,950	0500
<b>Subtotal Dept Revenues/Fines/Charges</b>	<b>\$2,068,049</b>	<b>\$1,763,731</b>	<b>\$1,782,313</b>	<b>\$1,778,475</b>	

Please note this chart is continued on the next page

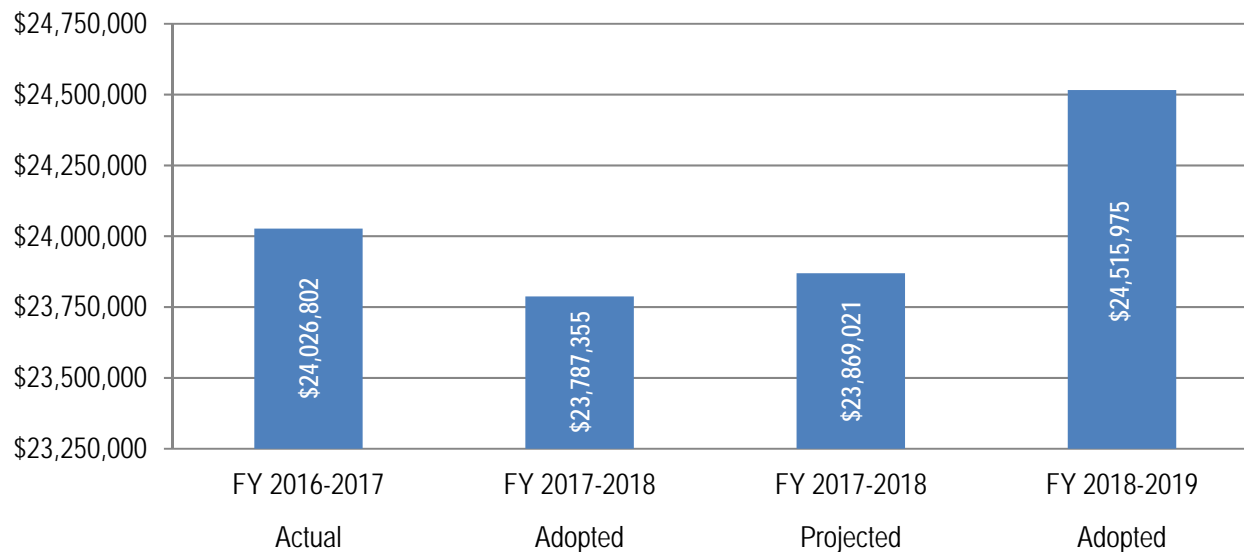
## General Fund Revenue Summaries, *continued*



Please note this chart is continued from the previous page

Description, <i>continued</i>	Actual FY 2016-2017	Adopted FY 2017-2018	Projected FY 2017-2018	Adopted FY 2018-2019	Org Codes
<b>Operating Transfers In</b>					
490302 PDOB	\$3,000	\$0	\$0	\$0	0400
490306 Neighborhood Guild	5,450	0	0	0	0400
491001 Crossing Guards	0	0	0	0	0200
440025 Interfund Computer Services	26,950	27,544	27,544	27,544	0140
491003 Field Maintenance	70,033	72,076	72,076	74,074	0400
491007 Payroll & Accounting	7,975	8,000	8,000	8,000	0140
491011 School Resource Officer	38,632	40,478	40,478	43,917	0200
<b>Subtotal Operating Transfers In</b>	<b>\$152,040</b>	<b>\$148,098</b>	<b>\$148,098</b>	<b>\$153,535</b>	
<b>Operating Transfers Out</b>					
498110 Transfer to School Department	(\$51,387,349)	(\$52,415,096)	(\$52,415,096)	(\$53,952,664)	0110
498304 Transfer to Senior Services	(414,700)	(419,793)	(419,793)	(432,729)	3040
498308 Transfer to Recreation Comm Center	(171,733)	(308,911)	(308,911)	(315,000)	3080
498400 Transfer To Debt Service Fund	(1,200,000)	(1,093,643)	(1,093,643)	(1,100,000)	4000
498704 Transfer to Wastewater Fund	(4,300)	(4,300)	(4,300)	(4,300)	7040
498999 Misc Tax Transfer	(\$250,000)	\$0	\$0	\$0	7040
<b>Subtotal Operating Transfers Out</b>	<b>(\$53,428,082)</b>	<b>(\$54,241,743)</b>	<b>(\$54,241,743)</b>	<b>(\$55,804,693)</b>	
<b>Fund Balance Applied</b>					
499000 Fund Balance Applied	\$600,000	\$600,000	\$600,000	\$550,000	1999
<b>Subtotal Fund Balance Applied</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$550,000</b>	
<b>Total General Fund Revenue</b>	<b>\$24,026,802</b>	<b>\$23,787,355</b>	<b>\$23,869,021</b>	<b>\$24,515,975</b>	

### Total General Fund Revenues





### General Fund Revenues

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The General Fund revenues for FY 2018-2019 are reported to be \$728,620 greater than the current fiscal year, due to five major factors including:

- 2.93% increase in the Tax Transfer to the School Department
- Increase in Tax Transfers to fund operations for the Senior Services program, Community Recreation Center and Debt Service obligations
- Increases in Pass Through Aid associated with hotel tax and meals & beverage taxes
- Increase in Motor Vehicle Excise Phase Out generated by the second year of tangible motor vehicles taxes phase out; this tax will be fully repealed in 2024
- Recognition of increase of Investment Income due to higher returns on investments under the management of the Town's Investment Advisors in the fixed income market

It is important to note that the Unassigned Fund Balance forward to the General Fund is proposed to be reduced by \$50,000. It is management's decision to gradually reduce the level of unassigned fund balance, based upon a preference for conservative budgeting practices and closer review of anticipated other revenues being generated which minimize the tax rate impact.

These factors are further described below:

#### STATE AID

The Town is anticipating an increase in Pass Thru State Aid from Hotel Tax and Meals & Beverage Tax. The Division of Taxation collects this revenue and then distributes it back to the Town's for which the hotel is located or where meals and beverages are sold. The Town is estimating approximately \$75,000 from these two categories.

#### MOTOR VEHICLE EXCISE TAX

The 2017 General Assembly again enacted legislation to phase-out the motor vehicle excise tax. Cities and Towns are being reimbursed for lost revenue until the tax is fully repealed. The reimbursement is calculated as the difference between the FY 2017-2018 baseline (using the old methodology) and the motor vehicle phase out levy calculated as the difference between the FY 2017-2018 baseline levy and the tax levy generated in any given year, with phase out parameters applied (for example, decrease in valuation and increase in exemption). The base reimbursement is its share of the original \$10 million aggregate reimbursement aid appropriated in FY 2016-2017.

#### TAX TRANSFERS TO ALL FUNDS

To support the FY 2018-2019 School Department's budget, the Town Council approved a 2.93% increase in the tax transfer which equates to an increase of \$1,537,568. Fiscal year 2018-2019 presents year eight of the ten-year State general education aid funding formula recalibration. The impact to the South Kingstown School District is a decrease of \$724,538. State Aid follows the student and, therefore, in 2011 a task force was established to ensure aid created equity incorporating annual data updates such as student counts, core instruction per pupil, an assessment of community property values, and the most recent median family income.



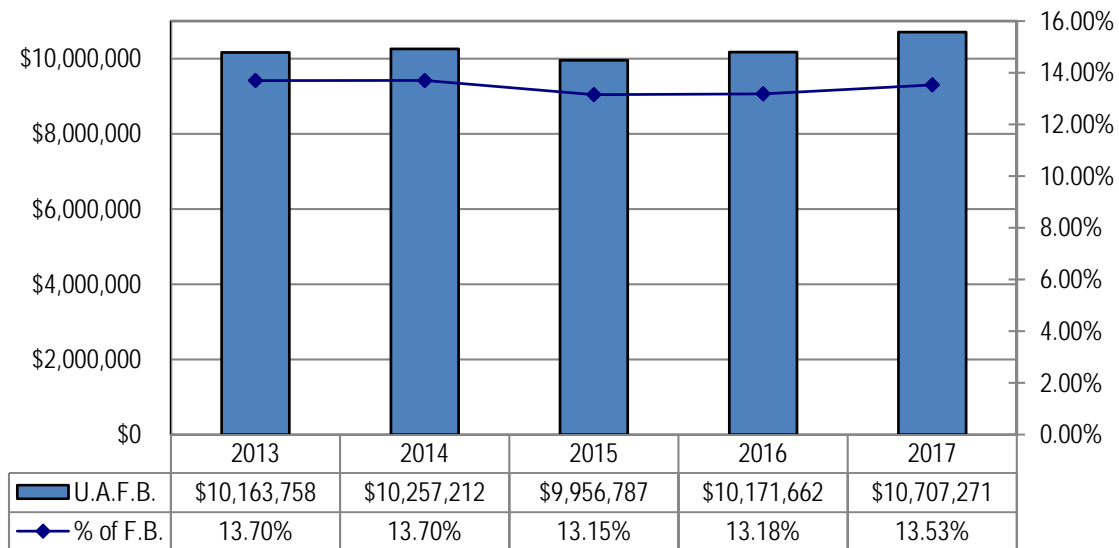
Specific categorical funds for certain high-cost items were established outside the funding formula such as the high cost of special education, career and technical education, early childhood education, transportation for non-public and regional districts, etc. The South Kingstown School District is receiving additional support for the cost of special education since they are identified as needing wide differences in students’ special education needs and the variable costs to provide those services.

Increases in the tax need to support operations associated with the Senior Services program, Community Recreation Center and Debt Service are \$12,936, \$6,089 and \$6,357 respectively, over the prior fiscal year.

**UNASSIGNED FUND BALANCE**

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

**Unassigned Fund Balance as a % of General Fund**



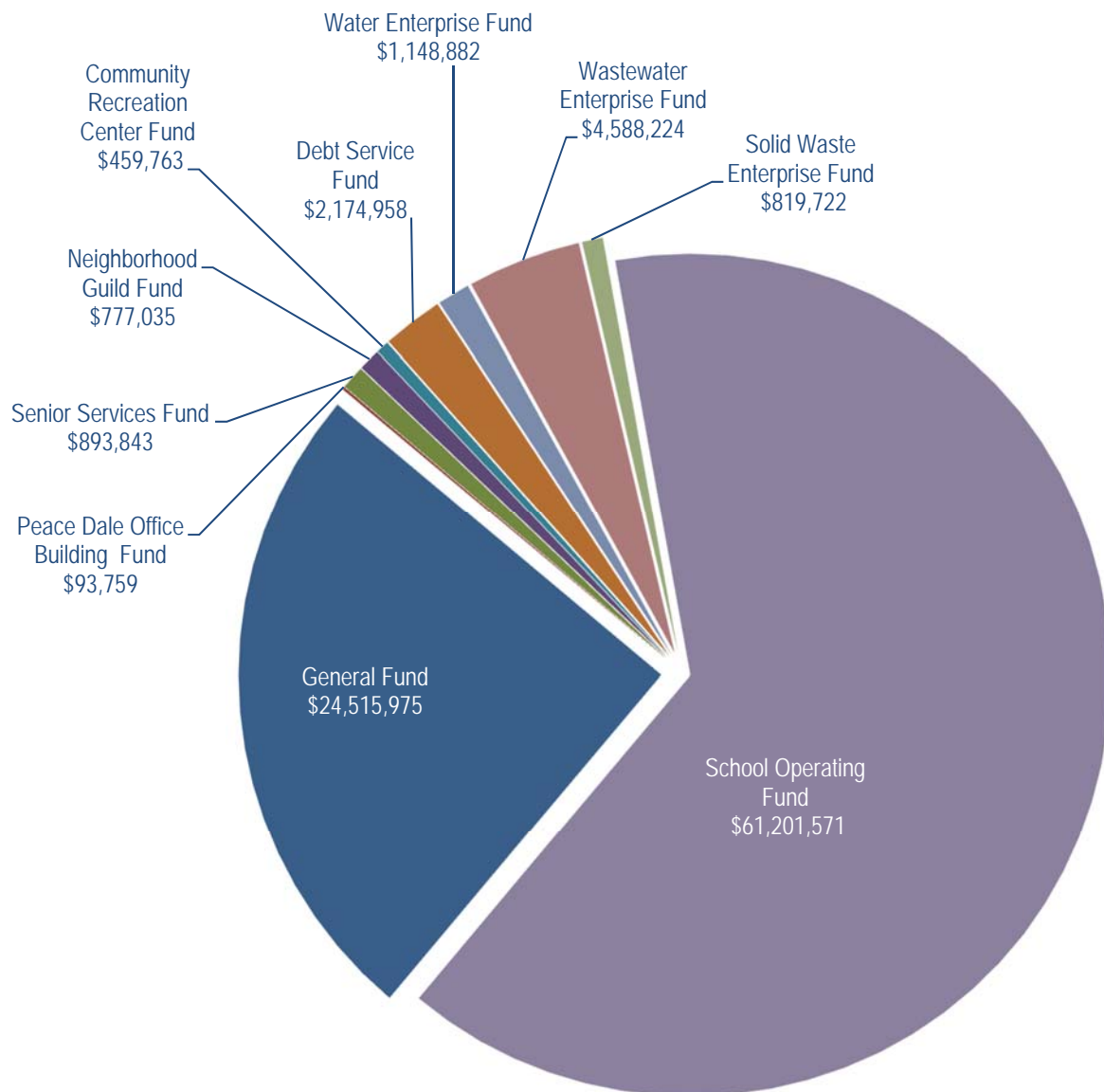
# Combined Revenues - All Budgeted Funds



## Combined Revenues

The FY 2018-2019 combined revenues for all budgeted funds are \$96,673,733. This is an increase of \$1,861,370, or 1.96%, over the current fiscal year. A breakdown of revenues by fund is shown below.

### Combined Revenues – All Budgeted Funds FY 2018-2019 \$96,673,733



## Combined Revenues - All Budgeted Funds, *continued*



### Combined Statement of Sources & Uses

The FY 2018-2019 Combined Statement of Sources and Uses for all budgeted funds projects income of \$96,533,544. This is an increase of \$1,721,181 from the FY 2017-2018 adjusted revenue statement. A breakdown by fund is shown below.

### Combined Statement of Sources & Uses – All Budgeted Funds Fiscal Year 2018-2019

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
<b>Revenues &amp; Other Financing Sources:</b>											
General Property Taxes	\$17,993,877	\$53,952,664		\$432,729		\$315,000	\$1,100,000		\$4,300		\$73,798,570
User Fees				146,989				858,241	4,233,124		5,238,354
State Aid	2,507,572	6,108,908					523,643				9,140,123
Federal Aid	8,000	425,000									433,000
Licenses/Fees/Rents	1,324,516		91,359			22,213		274,191		148,400	1,860,679
Revenues from Investments	200,000		600	150	418,200	150		10,000	15,000	4,500	648,600
Departmental Revenue/Fines/Charges	1,778,475		1,800	232,153	333,835	112,400		1,800	319,800	465,021	3,245,284
Transfers In	153,535	25,000		15,000			444,088				637,623
Grants				42,622							42,622
Miscellaneous		190,000		1,200				4,650	16,000	16,775	228,625
Fund Balance Applied	550,000	500,000		23,000	25,000	10,000	107,227		-	185,026	1,400,253
<b>Total Revenues</b>	<b>\$24,515,975</b>	<b>\$61,201,572</b>	<b>\$ 93,759</b>	<b>\$ 893,843</b>	<b>\$ 777,035</b>	<b>\$ 459,763</b>	<b>\$ 2,174,958</b>	<b>\$ 1,148,882</b>	<b>\$ 4,588,224</b>	<b>\$ 819,722</b>	<b>\$96,673,733</b>
<b>Expenditures &amp; Other Financing Sources:</b>											
General government	\$1,326,828										\$1,326,828
General services	2,653,472										2,653,472
Public safety	11,465,736										11,465,736
Public works	3,155,283										3,155,283
Parks & Recreation	1,837,035										1,837,035
Public libraries	1,298,964										1,298,964
Non-departmental	1,246,157										1,246,157
Education		60,335,651									60,335,651
Debt Service							\$2,174,958		30,175	180,763	2,385,896
Leisure Services			90,759	851,243	774,415	455,750					2,172,167
Utility Services								810,778	3,153,480	587,759	4,552,017
Capital Expenditures	1,532,500	865,921	3,000	42,600	2,620	4013		285,000	1,404,209	51,200	4,191,063
<b>Total Expenditures</b>	<b>\$24,515,975</b>	<b>\$61,201,572</b>	<b>\$ 93,759</b>	<b>\$ 893,843</b>	<b>\$ 777,035</b>	<b>\$ 459,763</b>	<b>\$ 2,174,958</b>	<b>\$ 1,095,778</b>	<b>\$ 4,587,864</b>	<b>\$ 819,722</b>	<b>\$96,620,269</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,104</b>	<b>\$360</b>	<b>\$0</b>	<b>\$53,465</b>

## Budgeted Funds Revenue Descriptions

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### Revenue Summary

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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% 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 1.34% 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 2018-2019 Proposed Budget includes values based on the December 31<sup>st</sup>, 2015 full statistical revaluation updated through December 31, 2017. It is noted that in FY 2006-2007, the State legislature amended the general law changing the tax cap levy amount and valuation for municipalities in the State of Rhode Island. Previously, Rhode Island had a 5.5% cap on property tax growth for all cities and towns. The 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 at 4.0% (RIGL 44-5.2). 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 not more than 4.0%, or \$2,853,159 in South Kingstown, for FY 2018-2019. 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.

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

## Budgeted Funds Revenue Descriptions, *continued*



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.

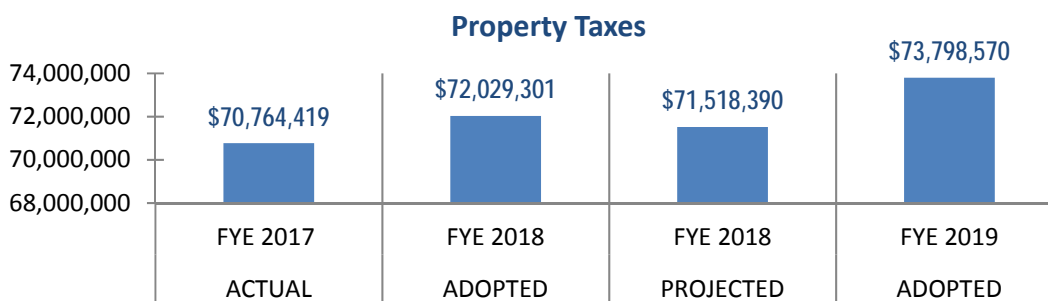
### PRIOR YEAR TAX AND INTEREST ON TAXES

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.

### PAYMENT IN LIEU OF TAX (PILOT)

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

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Property Taxes</b>				
411010 Current Taxes	\$69,622,047	\$70,711,723	\$70,227,895	\$72,504,058
411020 Prior Year Taxes	537,849	575,000	530,000	535,000
412010 Interest on Taxes	346,806	345,000	358,000	350,000
412020 Collection Fee	(2,468)	(1,750)	(1,750)	(1,750)
413010 Payment in Lieu of Taxes	260,184	399,328	404,245	411,262
<b>Total</b>	<b>\$70,764,419</b>	<b>\$72,029,301</b>	<b>\$71,518,390</b>	<b>\$73,798,570</b>



### USER FEES

- User fees for the Water Enterprise Fund are adopted by the Town Council based on RIGL § 45-39.1-5 and § 46-15.8-4. The Town's rate structure incorporates an inclining block rate structure for excess water consumption that is intended to promote water conservation.
- User fees for the Wastewater Enterprise Fund are also adopted by the Town Council. Users of the Regional Wastewater Treatment Facility are assessed a sewer use charge. For FY 2018-2019, the residential rate has been adopted to increase \$25, from \$255 to \$280 for a single family dwelling,

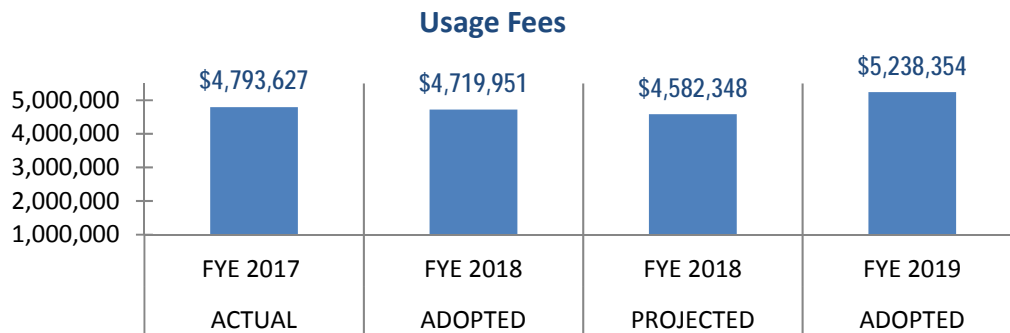
## Budgeted Funds Revenue Descriptions, *continued*



with an allocation of 10,000 cubic foot (ft<sup>3</sup>) as well as an increase in the excess rate of \$0.40, from \$3.40 to \$3.80 per 100 ft<sup>3</sup>.

- User fees for residential users directly accessing the Rose Hill Regional Transfer Station (RHRTS) are set by the Town Council in accordance with the Link Environmental (RHRTS privatization contractor) fee schedule. Residents electing to contract for private, curbside refuse and recycling collection pay collection fees directly to third party, free-enterprise private haulers for this service. Non-residential (commercial) tipping fees at the RHRTS are established by Link Environmental based upon commercial tip fee markets and in accordance with Link's privatized facility operations.

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Usage Fees</b>				
417450 Meter Sales - Domestic	\$864,180	\$889,658	\$851,355	\$852,741
417550 Forfeited Disc & Penalties	6,525	4,800	4,800	5,500
418010 Domestic & Commercial Users	1,656,226	1,726,095	1,737,230	1,919,680
418011 University Of RI Cost Share	932,526	780,468	726,814	917,214
418012 Industrial & Special Users	68,346	68,240	71,505	80,080
418013 Narragansett Cost Share	1,184,862	1,177,902	1,117,856	1,393,122
418110 Diane Dr Customer Debt Principal	26,000	26,000	26,000	27,000
418130 Interest On Delinquent Pay	20,809	10,000	10,000	12,500
418170 Interest On Diane Dr Assessment	850	3,689	3,689	500
440610 North Kingstown Cost Share	33,303	33,099	33,099	30,017
<b>Total</b>	<b>\$4,793,627</b>	<b>\$4,719,951</b>	<b>\$4,582,348</b>	<b>\$5,238,354</b>



### 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.

## Budgeted Funds Revenue Descriptions, *continued*



### HOTEL OCCUPANCY TAX AND MEALS & BEVERAGE TAX

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

### SCHOOL HOUSING AID & STATE AID – LIBRARY AID

The State provides local school districts with partial reimbursement for approved school construction projects. The current reimbursement rate for South Kingstown is 35%. In the past, the Library Aid reimbursement rate for South Kingstown was 25%. This State Aid provides financial support to assist with debt service related to school capital improvements and library constructions and capital improvements to any free public library. No Library Aid reimbursement is budgeted for FY 2018-2019.

### STATE INCENTIVE AID

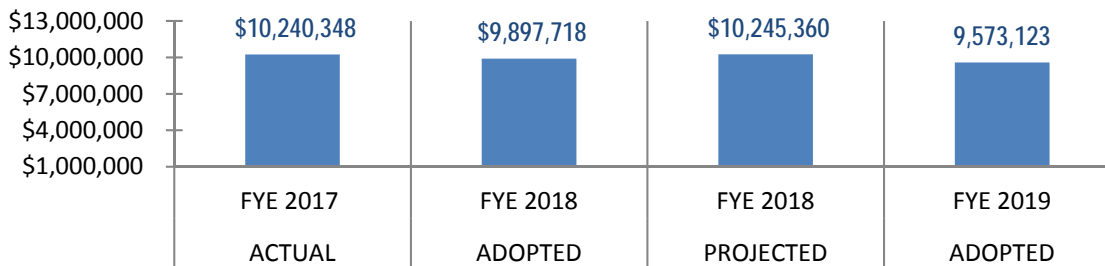
Beginning in FY 2013-2014, and continuing through FY 2016-2017, a new category of State assistance was approved, with the purpose of encouraging municipalities to improve the sustainability of their retirement plans and to reduce unfunded liabilities. The Governor eliminated the Incentive Aid in FY 2016-2017. Obviously, the elimination of this Aid increases the need for additional tax support.

		FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>State / Federal Aid</b>					
420010	State PILOT Program	\$198,218	\$204,000	\$204,036	\$204,000
420011	Public Services Corp Tax	393,252	393,252	393,252	382,004
420012	Meals & Beverage Tax	853,115	850,000	950,000	915,000
420017	MV Excise Tax Phase-Out	142,445	139,730	483,828	622,687
420018	Hotel Tax	164,020	160,000	170,000	170,000
420019	State Incentive Aid	4,109	0	0	0
420015	State Library General Aid	207,301	200,458	202,916	197,307
420016	State Library Endowment Aid	18,352	18,352	18,352	16,574
43101	State Aid	7,329,896	6,837,992	6,833,446	6,108,908
420013	Chapter 26	561,934	585,934	556,530	523,643
414010	PILOT - Federal Aid	8,620	8,000	8,000	8,000
44202	Medicaid	356,087	500,000	425,000	425,000
<b>Total</b>		<b>\$10,240,348</b>	<b>\$9,897,718</b>	<b>\$10,245,360</b>	<b>\$9,573,123</b>

## Budgeted Funds Revenue Descriptions, *continued*



### State / Federal Aid



#### 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

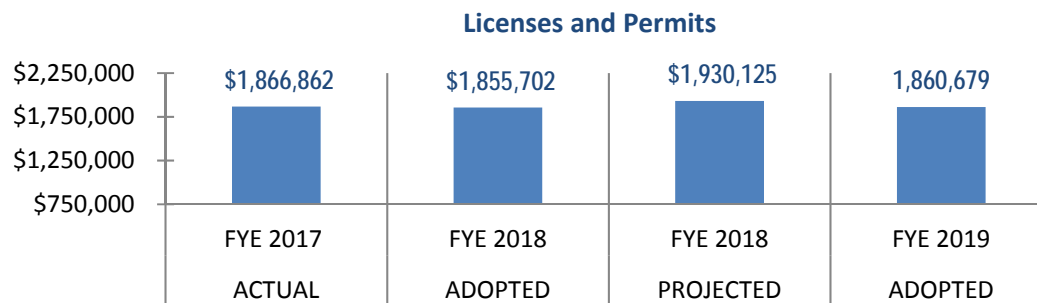
The Town charges for business and non-business licenses and fees. This category includes many of the business revenues that are received in the Town Clerk's Office related to alcohol, victualling, peddlers, yard sales, and other miscellaneous business licenses. Non-business type revenues include recording 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.

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Licenses/Fees/Rents</b>				
430170 Rental of Town Properties	\$825,054	\$939,188	\$888,541	\$921,093
430130 Business licenses and fees-TC	74,214	70,965	73,985	74,250
430140 Business licenses and fees-B/Z	461,767	389,650	511,700	389,600
430150 Non-business licenses and fees	396,702	365,899	365,899	375,736
430160 Real Estate conveyance fees	109,125	90,000	90,000	100,000
<b>Total</b>	<b>\$1,866,862</b>	<b>\$1,855,702</b>	<b>\$1,930,125</b>	<b>\$1,860,679</b>

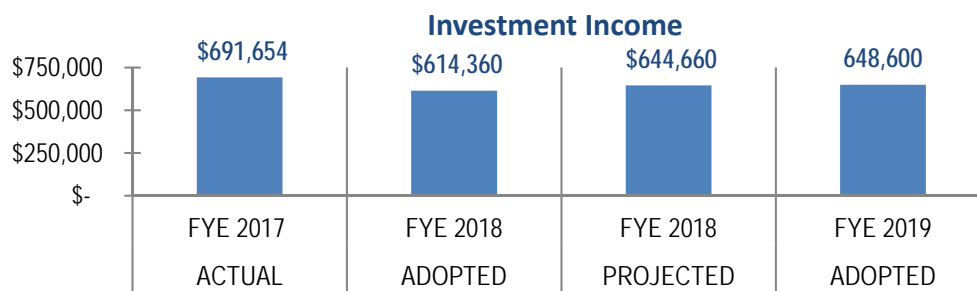
## Budgeted Funds Revenue Descriptions, *continued*



### 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 0.75%, after reviewing financial management and investment literature to determine a reasonable rate. In May 2016, the Town Council adopted an Investment Policy Statement that conforms to applicable State of Rhode Island investment statutes and Government Finance Officers Association's best practices. In doing so, the Town has established a comprehensive framework for the investment of all of the Town's funds (other than those funds covered under separate investment agreements) and has provided guidelines and objectives for these funds. An analysis of the Town's cash flow has identified that there is approximately \$30 to \$35 million dollars of Town funds that are available for investment in high quality securities such as U.S. Treasury and Federal Agency securities. In order to access the fixed income market for the selection of high quality investments and to assist the Town with management of credit risk and investment performance evaluation and reporting the Town has procured the services of an Investment Advisor and, as such, expects higher rates of return than that of previous years experience.

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Investment Income</b>				
460010 Investment Income	\$292,130	\$208,250	\$238,550	\$230,600
460020 Trust Income	380,500	388,110	388,110	400,000
460140 Reinvested Income - Debt	0	0	0	0
460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180 Hazard Trust Fund	12,350	12,000	12,000	12,000
41510 Interest-School	673	0	0	0
<b>Investment Income</b>	<b>\$691,654</b>	<b>\$614,360</b>	<b>\$644,660</b>	<b>\$648,600</b>



## Budgeted Funds Revenue Descriptions, *continued*

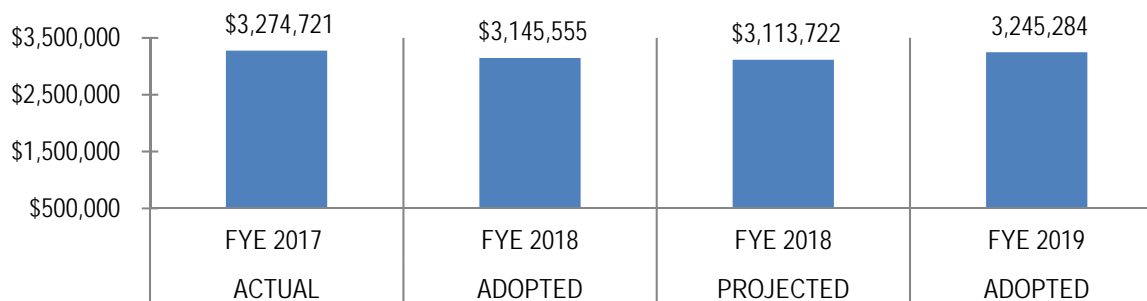


### DEPARTMENTAL REVENUE/FINES/CHARGES

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

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Departmental Revenues/Fines/Charges</b>				
440005 Planning/GIS Department	\$481	\$525	\$525	\$5,450
440010 Town Miscellaneous	154,461	22,500	19,000	19,500
440025 Finance Department - IT/MLC's/Copies	29,910	27,900	28,150	27,900
440030 Finance Department-ST Beach Fees	47,178	40,000	40,000	40,000
440030 Police Department - Narragansett Patrol	6,000	7,000	7,000	8,000
440030 Public Works Department	32,524	17,400	17,400	18,625
440100 Police Department - fees/fines	327,241	273,300	273,550	273,550
440105 Emergency Medical Services	590,000	590,000	590,000	590,000
440115 Fire Alarm Department	1,442	1,000	41,000	-
440130 Animal Control fees	75,401	76,900	76,900	76,900
440145 Mooring fees - harbor	39,689	34,000	36,000	36,000
440200 Recreation Department	1,254,862	1,259,920	1,206,295	1,276,788
440350 Library Department	94,783	84,700	84,700	85,950
440460 Special Service -Turn Off-On	1,729	1,830	1,830	1,800
440465 Service-Tap Main & Lay Service	0	0	0	0
440470 Service Meter Install	0	0	0	0
440520 Septic Haulers	276,119	304,500	283,500	319,800
440550 Hauling Licenses	11,000	10,000	10,000	10,000
440555 Metered Tonnage	264,922	319,080	322,872	385,021
440560 Residential Stickers/Tag Sales	66,979	75,000	75,000	70,000
<b>Total</b>	<b>\$3,274,721</b>	<b>\$3,145,555</b>	<b>\$3,113,722</b>	<b>\$3,245,284</b>

**Departmental Revenues / Fines / Charges**



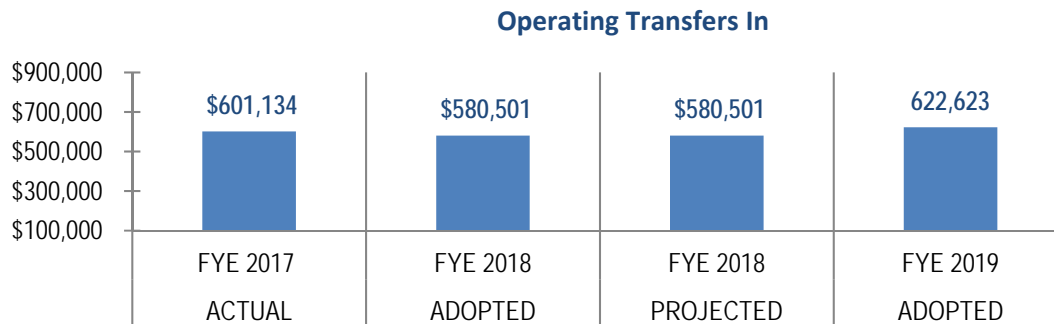
## Budgeted Funds Revenue Descriptions, *continued*



### OPERATING TRANSFERS

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

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Operating Transfers In</b>				
440025 Computer Services	\$26,950	\$27,544	\$27,544	\$27,544
491007 Payroll & Accounting	\$7,975	\$8,000	\$8,000	\$8,000
491011 School Resource Officer	38,632	40,478	40,478	43,917
491003 School Field Maintenance	70,033	72,076	72,076	74,074
490302 PDOB	3,000	0	0	0
490306 Neighborhood Guild Fund	5,450	0	0	0
490330 South Rd Reserve Fund	9,519	9,187	9,187	0
490402 Fair Share Dev Fund - Ed	80,000	75,000	75,000	75,000
490404 Open Space Reserve Fund	225,000	225,000	225,000	250,000
490499 Fair Share Dev Fund - Rec	107,086	103,216	103,216	119,088
490510 Oliver Watson	0	0	0	15,000
41520 Trust Fund	27,489	20,000	20,000	25,000
<b>Total</b>	<b>\$601,134</b>	<b>\$580,501</b>	<b>\$580,501</b>	<b>\$637,623</b>



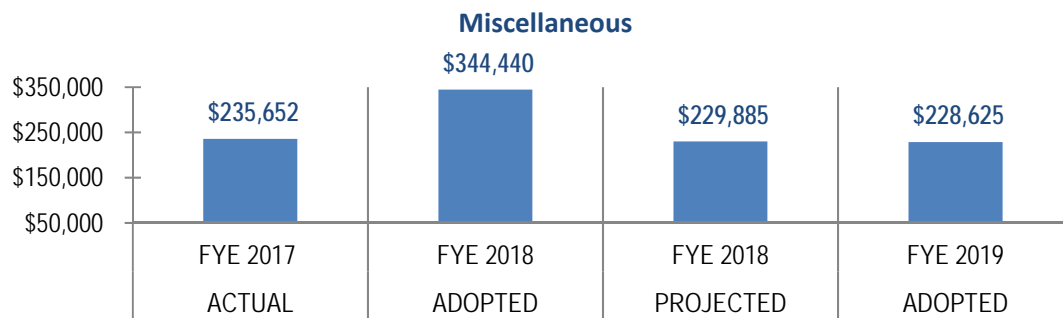
### MISCELLANEOUS REVENUE

This revenue category encompasses small, one-time fees for services offered to the general public, such as transportation for senior programs, animal shelter donations, tuition payments for students living outside the district who attend South Kingstown High School, prorated new water accounts and/or addendum billings for call outs, water treatment facility inspections, pretreatment and drainlayer fees, and Rhode Island Resource Recycling reimbursement in the Solid Waste Enterprise Fund.

## Budgeted Funds Revenue Descriptions, *continued*



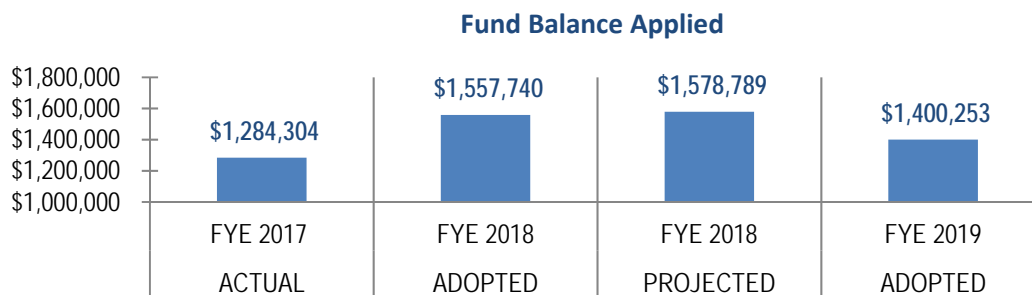
		FY 2016-2017	FY 2017-2018	FY 2017-2018	FY 2018-2019
		Actual	Adopted	Projected	Adopted
<b>Miscellaneous Revenue</b>					
470010	Miscellaneous Revenue	\$42,689	\$41,773	\$37,735	\$36,475
470070	RIRRC Recycling Rev Reimbursement	0	0	0	0
470080	State Of RI Water Protection	3,031	2,395	2,150	2,150
41310	Tuition - Individual	89,036	100,000	100,000	100,000
41321	Tuition - Other Districts	0	110,272	0	0
41901	Rental Income	4,955	10,000	10,000	10,000
41990	Miscellaneous Revenue	7,245	20,000	20,000	20,000
45201	Fund Transfer In	88,696	60,000	60,000	60,000
<b>Miscellaneous</b>		<b>\$235,652</b>	<b>\$344,440</b>	<b>\$229,885</b>	<b>\$228,625</b>



### 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.

		FY 2016-2017	FY 2017-2018	FY 2017-2018	FY 2018-2019
		Actual	Adopted	Projected	Adopted
<b>Fund Balance Applied</b>					
499040	Designated F/B - CIP	\$300,000	\$300,000	\$300,000	\$275,000
499060	Designated F/B - General	325,000	463,823	463,823	440,227
499050	Net Assets Forwarded to Ops	259,304	293,917	314,966	185,026
41250	Re-Appropriate Fund Balance	400,000	500,000	500,000	500,000
<b>Total</b>		<b>\$1,284,304</b>	<b>\$1,557,740</b>	<b>\$1,578,789</b>	<b>\$1,400,253</b>



# 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 2018-2019 General Fund Expenditures Program Summary Detail by Area of Service

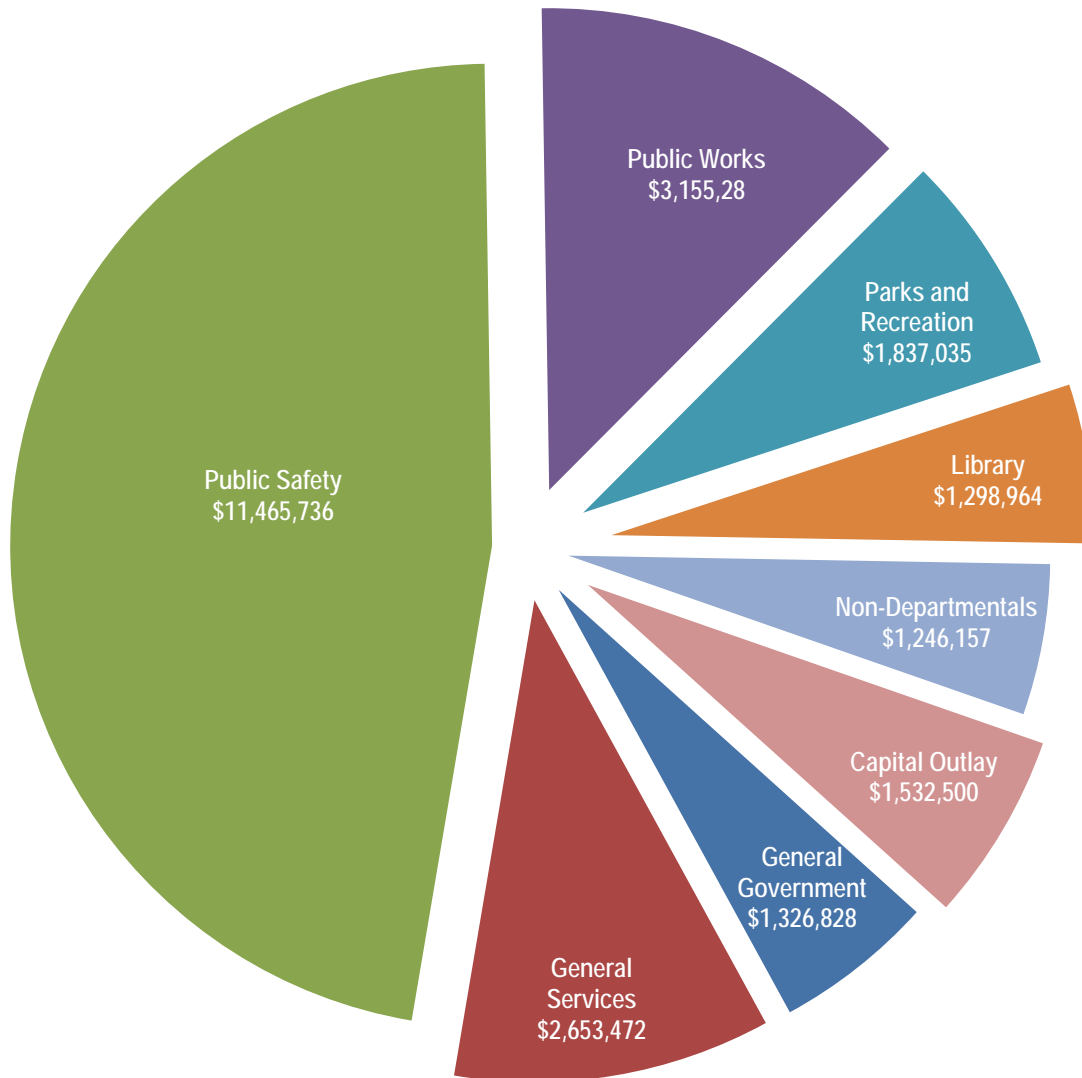
Function	Description Area of Service	Actual FY 2016-2017	Adopted FY 2017-2018	Projected FY 2017-2018	Dept Request FY 2018-2019	Adopted FY 2018-2019
11001	Town Council	\$23,984	\$25,717	\$25,130	\$29,001	\$29,001
11003	Budget Referendum	0	13,383	0	13,003	13,003
11005	Legal Services	182,602	185,802	185,802	189,428	189,428
11005	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	418,171	434,758	376,628	427,879	426,238
12003	Personnel Admin	101,764	109,393	133,398	99,132	99,132
13001	Town Clerk	407,794	423,779	431,044	446,820	443,053
13005	Canvassing Authority	102,058	70,047	72,682	120,291	119,437
<b>Subtotal</b>	<b>GENERAL GOVERNMENT</b>	<b>\$1,243,908</b>	<b>\$1,270,415</b>	<b>\$1,232,220</b>	<b>\$1,333,090</b>	<b>\$1,326,828</b>
14001	Finance Department	\$693,257	\$735,877	\$729,540	\$722,415	\$718,453
14003	Information Technology	329,436	330,603	330,787	448,883	446,541
15001	Tax Assessor	393,333	348,548	340,236	362,038	359,973
16001	Planning/GIS/Cons Comm	493,176	544,902	544,325	564,438	560,959
17001	Building/Zoning Inspection	339,779	378,184	375,736	393,912	390,992
18001	Town Hall Operations	178,148	181,512	177,012	176,910	176,553
<b>Subtotal</b>	<b>GENERAL SERVICES</b>	<b>\$2,427,129</b>	<b>\$2,519,626</b>	<b>\$2,497,636</b>	<b>\$2,668,596</b>	<b>\$2,653,472</b>
20001	Police Department	\$7,607,204	\$8,053,454	\$7,736,956	\$8,270,609	\$8,233,165
20050	Police Dispatchers	\$735,143	\$774,162	\$783,887	\$815,509	810,144
20071-3	Animal Control Department	299,293	340,433	337,350	349,931	347,704
20090	Harbor Patrol	37,125	46,094	43,484	43,770	43,770
21001	Communications	244,319	263,024	256,117	274,770	273,065
22001	Emergency Medical Svc	1,632,672	1,671,559	1,560,363	1,767,724	1,757,888
<b>Subtotal</b>	<b>PUBLIC SAFETY</b>	<b>\$10,555,756</b>	<b>\$11,148,726</b>	<b>\$10,718,157</b>	<b>\$11,522,313</b>	<b>\$11,465,736</b>
30001	Public Works	\$2,934,085	\$3,012,609	\$2,975,868	\$3,169,286	\$3,155,283
<b>Subtotal</b>	<b>PUBLIC WORKS</b>	<b>\$2,934,085</b>	<b>\$3,012,609</b>	<b>\$2,975,868</b>	<b>\$3,169,286</b>	<b>\$3,155,283</b>
40001	Parks & Recreation	\$1,818,407	\$1,769,407	\$1,733,646	\$1,843,607	\$1,837,035
<b>Subtotal</b>	<b>PARKS &amp; RECREATION</b>	<b>\$1,818,407</b>	<b>\$1,769,407</b>	<b>\$1,733,646</b>	<b>\$1,843,607</b>	<b>\$1,837,035</b>
50001	Library Services	\$1,205,571	\$1,263,557	\$1,255,069	\$1,304,878	\$1,298,964
<b>Subtotal</b>	<b>LIBRARY SERVICES</b>	<b>\$1,205,571</b>	<b>\$1,263,557</b>	<b>\$1,255,069</b>	<b>\$1,304,878</b>	<b>\$1,298,964</b>
70100	Insurance & Claims	\$969,527	\$1,109,500	\$1,089,000	\$1,033,000	\$1,033,000
800-810	Human Service Agency Cont	192,714	194,015	194,015	195,707	213,157
<b>Subtotal</b>	<b>NON-DEPARTMENTALS</b>	<b>\$1,162,241</b>	<b>\$1,303,515</b>	<b>\$1,283,015</b>	<b>\$1,228,707</b>	<b>\$1,246,157</b>
85000	Capital Outlay	\$1,440,450	\$1,499,500	\$1,499,500	\$1,532,500	1,532,500
<b>Subtotal</b>	<b>CAPITAL OUTLAY</b>	<b>\$1,440,450</b>	<b>\$1,499,500</b>	<b>\$1,499,500</b>	<b>\$1,532,500</b>	<b>\$1,532,500</b>
<b>Total</b>	<b>GENERAL FUND OPERATIONS</b>	<b>\$22,787,546</b>	<b>\$23,787,355</b>	<b>\$23,195,111</b>	<b>\$24,602,977</b>	<b>\$24,515,975</b>



**Expenditure Summary**

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

**FY 2018-2019 General Fund Expenditures  
Area of Service Program Summary**



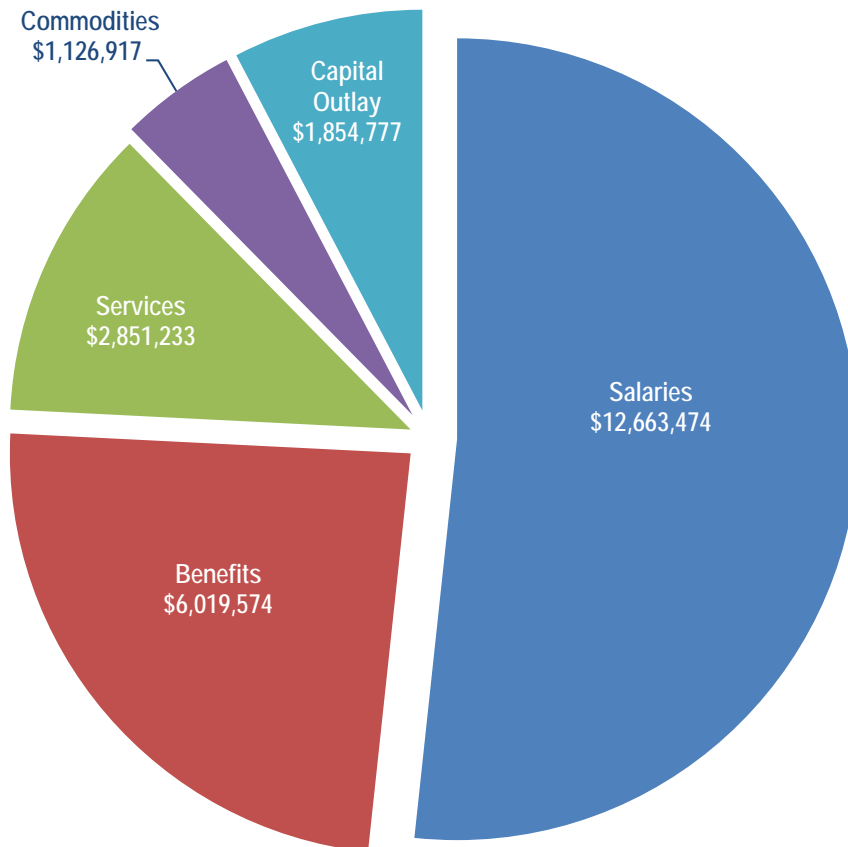


**Expenditures by Use Type**

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

**FY 2018-2019 General Fund Expenditures by Use Type**  
**\$24,515,975**

Expenditure by Use Type	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted	% of Total Budget
Salaries	\$11,816,637	\$12,242,611	\$11,845,126	\$12,663,474	51.65%
Benefits	5,479,705	5,806,171	5,757,790	6,019,574	24.55%
Services	2,614,950	2,809,513	2,782,241	2,851,233	11.63%
Commodities	1,001,780	1,110,960	995,944	1,126,917	4.60%
Capital Outlay	1,874,472	1,818,100	1,814,010	1,854,777	7.57%
<b>Total General Fund Expenditures</b>	<b>\$22,787,546</b>	<b>\$23,787,355</b>	<b>\$23,195,111</b>	<b>\$24,515,975</b>	<b>100.00%</b>



# 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 2018-2019 All Budgeted Fund Expenditures

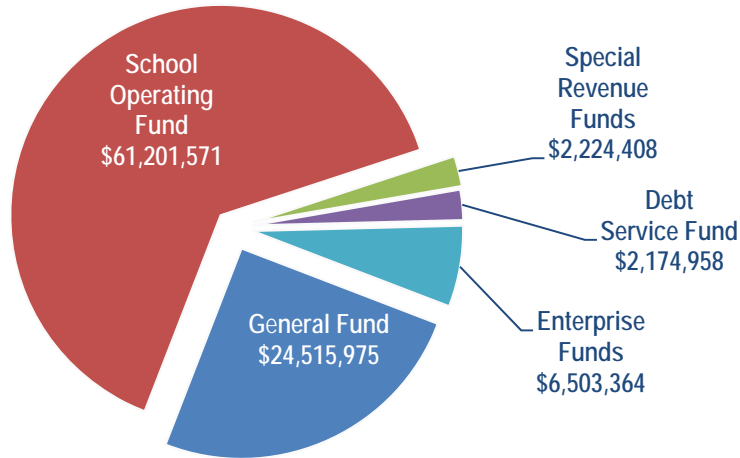
Fund Type	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted	% of Total Budget
<b>General Fund</b>					
General Government	\$1,243,908	\$1,270,415	\$1,232,220	\$1,326,828	5.41%
General Services	2,427,129	2,519,626	2,497,636	2,653,472	10.82%
Public Safety	10,555,756	11,148,726	10,718,157	11,465,734	46.77%
Public Works	2,934,085	3,012,609	2,975,868	3,155,283	12.87%
Parks & Recreation	1,818,407	1,769,407	1,733,646	1,837,035	7.49%
Library	1,205,571	1,263,557	1,255,069	1,298,964	5.30%
Non-Departmentals	1,162,241	1,303,515	1,283,015	1,246,157	5.08%
Capital Outlay	1,440,450	1,499,500	1,499,500	1,532,500	6.25%
<b>Subtotal General Fund</b>	<b>\$22,787,546</b>	<b>\$23,787,355</b>	<b>\$23,195,111</b>	<b>\$24,515,975</b>	<b>100.00%</b>
<b>School Department</b>					
School Operating Budget	\$58,873,799	\$60,573,360	\$60,370,233	\$61,201,571	100.00%
<b>Subtotal School Operating Fund</b>	<b>\$58,873,799</b>	<b>\$60,573,360</b>	<b>\$60,370,233</b>	<b>\$60,974,381</b>	<b>100.00%</b>
<b>Special Revenue Funds</b>					
Peace Dale Office Building Fund	\$165,966	\$92,651	\$84,509	\$93,759	4.22%
Senior Services Fund	811,222	859,774	851,202	893,851	40.18%
Neighborhood Guild Fund	791,023	785,147	762,943	777,035	34.93%
Community Recreation Center Fund	64,771	457,024	429,767	459,763	20.67%
<b>Subtotal Special Revenue Funds</b>	<b>\$1,832,983</b>	<b>\$2,194,596</b>	<b>\$2,128,421</b>	<b>\$2,224,408</b>	<b>100.00%</b>
<b>Debt Service</b>					
Debt Service Fund	\$1,968,434	\$2,197,803	\$1,972,487	\$2,174,958	100.00%
<b>Subtotal Debt Service Fund</b>	<b>\$1,968,434</b>	<b>\$2,197,803</b>	<b>\$1,972,487</b>	<b>\$2,174,958</b>	<b>100.00%</b>
<b>Enterprise Funds</b>					
Water Fund	\$896,211	\$1,010,140	\$993,357	\$1,095,778	16.85%
Wastewater Fund	4,265,195	4,123,316	3,910,055	4,587,864	70.55%
Solid Waste Fund	656,143	755,142	767,589	819,722	12.60%
<b>Subtotal Enterprise Funds</b>	<b>\$5,817,549</b>	<b>\$5,888,598</b>	<b>\$5,671,001</b>	<b>\$6,503,364</b>	<b>100.00%</b>
<b>GRAND TOTAL ALL BUDGETED FUNDS</b>	<b>\$91,280,311</b>	<b>\$94,641,712</b>	<b>\$93,337,254</b>	<b>\$96,620,268</b>	



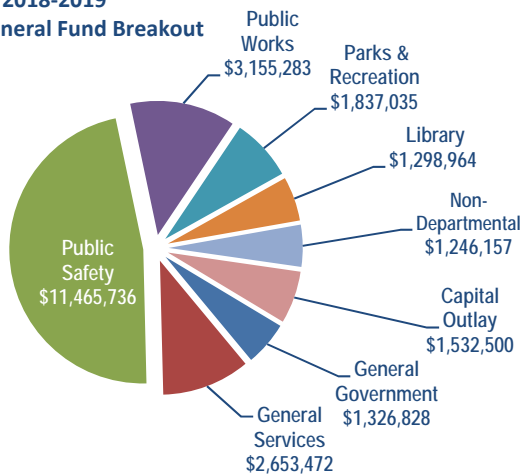
**Expenditure Summary by Fund Type**

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.

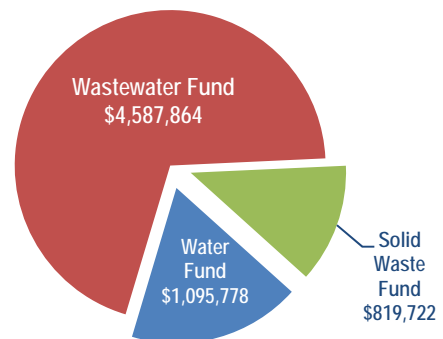
**FY 2018-2019 Expenditures: All Funds**



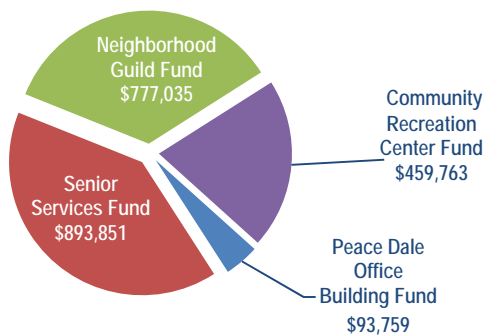
**FY 2018-2019 General Fund Breakout**



**FY 2018-2019 Enterprise Funds Breakout**



**FY 2018-2019 Special Revenue Funds Breakout**



## All Budgeted Funds Expenditures, *continued*



### Expenditure Detail Comparison by Fund Type

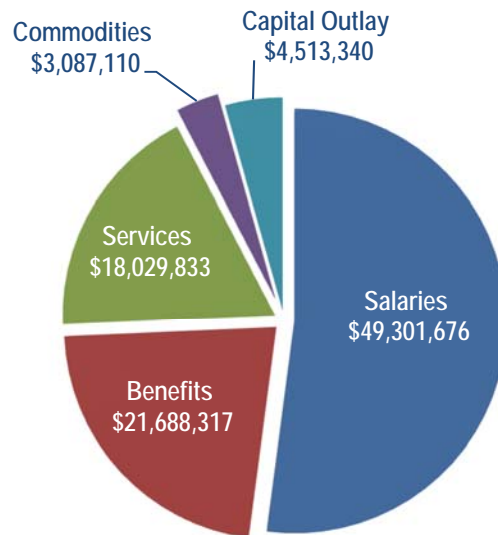
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
General Fund	\$22,787,546	\$23,787,355	\$23,195,111	\$24,515,975
School Operating Fund	58,873,799	60,573,360	60,370,233	61,201,571
Special Revenue Funds	1,832,983	2,194,596	2,128,421	2,224,408
Debt Service Fund	1,968,434	2,197,803	1,972,487	2,174,958
Enterprise Funds	5,817,549	5,888,598	5,671,001	6,503,364
<b>Total All Budgeted Fund Expenditures</b>	<b>\$91,280,311</b>	<b>\$94,641,712</b>	<b>\$93,337,254</b>	<b>\$96,620,268</b>

### Expenditure Detail Comparison by Use Type

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

Expenditure by Use Type	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted	% of Total Budget
Salaries	\$47,998,560	\$49,243,728	\$47,905,297	\$49,301,676	51%
Benefits	20,047,214	21,104,608	21,070,635	21,688,317	22%
Services	15,865,477	17,069,636	17,323,603	18,029,833	19%
Commodities	2,807,553	3,084,449	2,925,386	3,087,110	3%
Capital Outlay	4,561,508	4,139,291	4,112,333	4,513,340	5%
<b>Total All Budgeted Fund Expenditures</b>	<b>\$91,280,311</b>	<b>\$94,641,712</b>	<b>\$93,337,254</b>	<b>\$96,620,276</b>	<b>100.00%</b>



## 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 2018-2019 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2016-2017	Adopted FY 2017-2018	Projected FY 2017-2018	Dept Request FY 2018-2019	Adopted FY 2018-2019
11001	Town Council	\$23,984	\$25,717	\$25,130	\$29,001	\$29,001
11003	Budget Referendum	0	13,383	0	13,003	13,003
11005	Legal Services	182,602	185,802	185,802	189,428	189,428
11005	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	418,171	434,758	376,628	427,879	426,238
12003	Personnel Admin	101,764	109,393	133,398	99,132	99,132
13001	Town Clerk	407,794	423,779	431,044	446,820	443,053
13005	Canvassing Authority	102,058	70,047	72,682	120,291	119,437
<b>Subtotal</b>	<b>GENERAL GOVERNMENT</b>	<b>\$1,243,908</b>	<b>\$1,270,415</b>	<b>\$1,232,220</b>	<b>\$1,333,090</b>	<b>\$1,326,828</b>
14001	Finance Department	\$693,257	\$735,877	\$729,540	\$722,415	718,453
14003	Information Technology	329,436	330,603	330,787	448,883	446,541
15001	Tax Assessor	393,333	348,548	340,236	362,038	359,973
16001	Planning/GIS/Cons Comm	493,176	544,902	544,325	564,438	560,959
17001	Building/Zoning Inspection	339,779	378,184	375,736	393,912	390,993
18001	Town Hall Operations	178,148	181,512	177,012	176,910	176,553
<b>Subtotal</b>	<b>GENERAL SERVICES</b>	<b>\$2,427,129</b>	<b>\$2,519,626</b>	<b>\$2,497,636</b>	<b>\$2,668,596</b>	<b>\$2,653,472</b>
20001	Police Department	\$7,607,204	\$8,053,454	\$7,736,956	\$8,270,609	\$8,233,165
20050	Police Dispatchers	\$735,143	\$774,162	\$783,887	\$815,509	810,144
20071-3	Animal Control Department	299,293	340,433	337,350	349,931	347,704
20090	Harbor Patrol	37,125	46,094	43,484	43,770	43,770
21001	Communications	244,319	263,024	256,117	274,770	273,065
22001	Emergency Medical Svc	1,632,672	1,671,559	1,560,363	1,767,724	1,757,888
<b>Subtotal</b>	<b>PUBLIC SAFETY</b>	<b>\$10,555,756</b>	<b>\$11,148,726</b>	<b>\$10,718,157</b>	<b>\$11,522,313</b>	<b>\$11,465,736</b>
30001	Public Works	\$2,934,085	\$3,012,609	\$2,975,868	\$3,169,286	\$3,155,283
<b>Subtotal</b>	<b>PUBLIC WORKS</b>	<b>\$2,934,085</b>	<b>\$3,012,609</b>	<b>\$2,975,868</b>	<b>\$3,169,286</b>	<b>\$3,155,283</b>
40001	Parks & Recreation	\$1,818,407	\$1,769,407	\$1,733,646	\$1,843,607	\$1,837,035
<b>Subtotal</b>	<b>PARKS &amp; RECREATION</b>	<b>\$1,818,407</b>	<b>\$1,769,407</b>	<b>\$1,733,646</b>	<b>\$1,843,607</b>	<b>\$1,837,035</b>
50001	Library Services	\$1,205,571	\$1,263,557	\$1,255,069	\$1,304,878	\$1,298,964
<b>Subtotal</b>	<b>LIBRARY SERVICES</b>	<b>\$1,205,571</b>	<b>\$1,263,557</b>	<b>\$1,255,069</b>	<b>\$1,304,878</b>	<b>\$1,298,964</b>
70100	Insurance & Claims	\$969,527	\$1,109,500	\$1,089,000	\$1,033,000	\$1,033,000
800-810	Human Service Agency Cont	192,714	194,015	194,015	195,707	213,157
<b>Subtotal</b>	<b>NON-DEPARTMENTALS</b>	<b>\$1,162,241</b>	<b>\$1,303,515</b>	<b>\$1,283,015</b>	<b>\$1,228,707</b>	<b>\$1,246,157</b>
85000	Capital Outlay	\$1,440,450	\$1,499,500	\$1,499,500	\$1,532,500	\$1,532,500
<b>Subtotal</b>	<b>CAPITAL OUTLAY</b>	<b>\$1,440,450</b>	<b>\$1,499,500</b>	<b>\$1,499,500</b>	<b>\$1,532,500</b>	<b>\$1,532,500</b>
<b>Total</b>	<b>GENERAL FUND OPERATIONS</b>	<b>\$22,787,546</b>	<b>\$23,787,355</b>	<b>\$23,195,111</b>	<b>\$24,602,977</b>	<b>\$24,515,975</b>
	<b>OTHER FUNDS</b>					
0110	School Department	\$58,873,799	\$60,573,360	\$60,370,233	\$60,974,381	\$61,201,571
0302	Peace Dale Office Building	165,966	92,651	84,509	93,759	93,759
0304	Senior Services	811,222	859,774	851,202	893,851	893,851
0306	Neighborhood Guild	791,023	785,147	762,943	777,035	777,035
0308	Community Recreation Center	64,771	457,024	429,767	459,763	459,763
0400	Debt Service Fund	1,968,434	2,197,803	1,972,487	2,174,958	2,174,958
0702	Water Fund	896,211	1,010,140	993,357	1,095,778	1,095,778
0704	Wastewater Fund	4,265,195	4,123,316	3,910,055	4,587,864	4,587,864
0706	Solid Waste Fund	656,143	755,142	767,589	819,722	819,722
<b>Total</b>	<b>OTHER FUNDS</b>	<b>\$68,492,765</b>	<b>\$70,854,357</b>	<b>\$70,142,142</b>	<b>\$71,877,111</b>	<b>\$71,877,111</b>
<b>GRAND TOTAL ALL BUDGETED FUNDS</b>		<b>\$91,280,311</b>	<b>\$94,641,712</b>	<b>\$93,337,254</b>	<b>\$96,480,088</b>	<b>\$96,620,268</b>

## All Budgeted Funds Summaries



### Budget 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 Adopted budget.

Revenue By Fund	Actual FY 2016-2017	Adopted FY 2017-2018	Projected FY 2017-2018	Adopted FY 2018-2019
General Fund (0101)	\$24,026,802	\$23,787,355	\$23,869,021	\$24,515,975
School Fund (0110)	59,694,427	60,573,360	60,383,542	61,201,571
Peace Dale Office Building Fund (0302)	105,209	94,434	86,544	93,759
Senior Services Fund (0304)	851,392	859,773	851,202	893,843
Neighborhood Guild Fund (0306)	797,114	785,147	762,952	777,035
Community Recreation Center (0308)	174,007	457,024	439,739	459,763
Debt Service Fund (0400)	2,183,539	2,197,803	2,168,399	2,174,958
Water Fund (0702)	1,159,666	1,179,009	1,139,834	1,148,882
Wastewater Fund (0704)	4,154,696	4,123,316	3,910,058	4,588,224
Solid Waste Fund (0706)	677,114	755,142	767,590	819,722
<b>Total Revenue By Fund</b>	<b>\$93,823,965</b>	<b>\$94,812,363</b>	<b>\$94,378,881</b>	<b>\$96,673,733</b>

Expenditures By Fund	Actual FY 2016-2017	Adopted FY 2017-2018	Projected FY 2017-2018	Adopted FY 2018-2019
General Fund (0101)	\$22,787,546	\$23,787,355	\$23,195,111	\$24,515,975
School Fund (0110)	58,873,799	60,573,360	60,370,233	60,201,571
Peace Dale Office Building Fund (0302)	165,966	92,651	84,509	93,759
Senior Services Fund (0304)	811,222	859,774	851,202	893,843
Neighborhood Guild Fund (0306)	791,023	785,147	762,943	777,035
Community Recreation Center (0308)	64,771	457,024	429,767	459,763
Debt Service Fund (0400)	1,968,434	2,197,803	1,972,487	2,174,958
Water Fund (0702)	896,211	1,010,140	993,357	1,095,778
Wastewater Fund (0704)	4,265,195	4,123,316	3,910,055	4,587,864
Solid Waste Fund (0706)	656,143	755,142	767,589	819,722
<b>Total Expenditures By Fund</b>	<b>\$91,280,311</b>	<b>\$94,641,712</b>	<b>\$93,337,254</b>	<b>\$96,620,268</b>



### 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 Adopted budget.

	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017-2018 Projected	FY 2018-2019 Adopted
<b>Revenues &amp; Other Financing Sources:</b>				
General Property Taxes	\$70,764,419	\$72,029,301	\$71,518,390	\$73,798,570
User Fees	4,793,627	4,719,951	4,582,348	5,238,354
State Aid	9,872,641	9,389,718	9,812,360	9,140,123
Federal Aid	367,707	508,000	433,000	433,000
Licenses/Fees/Rents	1,866,862	1,855,702	1,930,125	1,860,679
Revenues from Investments	691,654	614,360	644,660	648,600
Departmental Revenue/Fines/Charges	3,274,721	3,145,555	3,113,722	3,245,284
Transfers In	601,134	580,501	580,501	637,623
Grants	71,244	67,095	48,401	42,622
Miscellaneous	235,652	344,440	229,885	228,625
Fund Balance Applied	1,284,304	1,557,740	1,578,789	1,400,253
<b>Total Revenues</b>	<b>\$93,823,965</b>	<b>\$94,812,363</b>	<b>\$94,472,181</b>	<b>\$96,673,733</b>
<b>Expenditures &amp; Other Financing Sources:</b>				
General government	\$1,243,908	\$1,270,415	\$1,232,220	\$1,326,828
General services	2,427,129	2,519,626	2,497,636	2,653,472
Public safety	10,555,756	11,148,726	10,718,157	11,465,736
Public works	2,934,085	3,012,609	2,975,868	3,155,283
Parks & Recreation	1,818,407	1,769,407	1,733,646	1,837,035
Public libraries	1,205,571	1,263,557	1,255,069	1,298,964
Non-departmental	1,162,241	1,303,515	1,283,015	1,246,157
Education	58,100,000	59,561,234	59,359,258	60,335,650
Debt Service	2,175,498	2,406,916	2,181,600	2,385,896
Leisure Services	1,730,592	2,144,633	2,080,128	2,172,175
Utility Services	3,799,640	4,420,383	4,222,833	4,552,017
Capital Expenditures	4,127,486	3,820,691	3,797,823	4,191,063
<b>Total Expenditures</b>	<b>\$91,280,312</b>	<b>\$94,641,712</b>	<b>\$93,337,254</b>	<b>\$96,620,276</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$2,543,654</b>	<b>\$170,651</b>	<b>\$1,134,927</b>	<b>\$53,456</b>



### Estimated Changes in Fund Balance

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

Fund Description & Number	Audited Fund Balance FY 2016-2017	Estimated Fund Balance FY 2017-2018	Adopted Revenues FY 2018-2019	Adopted Expenditures FY 2018-2019	Estimated Fund Balance FY 2018-2019
General Fund (0101)	\$12,618,462	\$13,252,372	\$24,515,975	\$24,515,975	\$12,702,372
School Fund (0110)	3,495,576	3,508,885	61,201,571	61,201,571	3,008,886
Peace Dale Office Bldg Fund (0302)	178,838	180,873	93,759	93,759	180,873
Senior Services Fund (0304)	282,133	282,133	893,843	893,843	259,133
Neighborhood Guild Fund (0306)	114,947	114,956	777,035	777,035	89,956
Community Rec. Center Fund (0308)	108,236	118,208	459,763	459,763	108,208
Debt Service Fund (0400)	503,176	699,088	2,174,958	2,174,958	591,861
Water Fund (0702)	2,991,666	3,138,143	1,148,882	1,095,778	3,191,247
Wastewater Fund (0704)	6,493,752	6,587,055	4,588,224	4,587,864	6,587,415
Solid Waste Fund (0706)	779,058	779,058	819,722	819,722	594,032
<b>Total All Funds</b>	<b>\$27,565,844</b>	<b>\$28,660,770</b>	<b>\$96,673,733</b>	<b>\$96,620,274</b>	<b>\$27,313,981</b>

# Capital Improvement Program & Related Debt Service



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

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

Capital Improvement Program: Summary by Program		FY 2017-2018 Adopted	FY 2018-2019 Adopted
Recreation	Park Rehabilitation/Improvements	\$126,000	\$153,000
	Equipment Acquisition/Replacement	110,000	119,000
Public Services	Road Improvement Program	\$660,000	\$670,000
	Equipment Acquisition/Replacement	303,500	353,000
Public Safety	Facility Improvements	\$15,000	\$10,000
	Equipment Acquisition/Replacement	25,000	25,000
Emergency Medical Services	Facilities Improvements – South Station	\$10,000	\$20,000
	Equipment Acquisition/Replacement	120,000	103,000
Fire Alarm	Equipment Acquisition/Replacement	\$60,000	\$29,500
General Government	Facilities Improvements – Town Hall	\$70,000	\$25,000
	Equipment Acquisition/Replacement	-	25,000

CIP Project Name	Operational Impact
Brousseau Park: Tennis Court Lighting (LED)	Replacement of existing lamps with energy efficient, long life, LED lights will reduce maintenance and operational costs and extend the useful life.
Saugatucket Park: Walking Path Improvements	Resurfacing asphalt path eliminated severe cracks and heaves reduces safety hazard in reduces liability exposure
Old Mountain Field: Restroom/Concession Bldg	Major improvements can reduce preventative maintenance costs over time and increase outside interest
Marina Park: Parking/Ramp & Dock Reconstruction	Multi-year funding for full reconstruction of the public boat ramp will reduce maintenance costs and reduce property liability risk exposure
Town Beach: Interior Building Improvements	Improvements to existing facilities reduces maintenance costs by providing newer and updated facilities; reduces risk
Village Green: Tennis Court Resurfacing	Results in operational cost efficiencies, increased useful life of facility and reduces risk of injuries
Public Services: Transportation Projects	The restoration of older streets and bridges will result in operation cost efficiencies and reduces potential liability claims/pedestrian safety
Public Services: Drainage/Erosion Control/TMDL/Bridge	Preserve physical asset, protect natural resource, reduce maintenance costs and increase efficiencies, lessen potential liability claims
Public Services: Highway Facility Improvement	Replacement of the original fire alarm panel meets current standards and improves reliability and functionality
Public Safety: Facility Maintenance	Major improvements to existing facilities HVAC system will reduce maintenance costs
Public Safety: Communication and Computer System	Replacing aging computer equipment/network and firewall and server hardware improves communication and connectivity supporting public safety
Emergency Medical Services: Equipment Acquisition/Replacement	Vehicle Responder replacement keeps equipment up-to-date ensuring less response time to patients and reduces operational costs; Cardiac Monitor/Defibrillator equipment reduces potential personal injury claims
Emergency Medical Services: Facility Improvements	Life safety code compliancy upgrades
Fire Alarm: Equipment Acquisition/Replacement	Replacement of MHz and UHF radios will increase emergency response and ensure reliability and communication/ reduce down time
Town Hall: Facility Upgrades/Improvements	Storm window replacement reduces maintenance and operational costs
Town-wide: Equipment Acquisition/Replacement	Replacement of older equipment will result in operation cost efficiencies



**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
2019	1,842,000	331,356	2,173,356	27,000	3,175	30,175	163,919	16,844	180,763
2020	1,694,000	289,693	1,983,693	27,000	2,641	29,641	168,132	13,979	182,112
2021	1,175,000	250,965	1,425,965	28,000	2,090	30,090	172,435	11,036	183,471
2022	1,158,000	221,057	1,379,057	28,000	1,520	29,520	176,831	8,011	184,842
2023	938,000	187,578	1,125,578	29,000	932	29,932	181,321	4,903	186,223
2024	868,000	157,486	1,025,486	30,000	315	30,315	54,000	2,797	56,797
2025	720,000	131,669	851,669				55,000	1,722	56,722
2026	690,000	108,669	798,669				59,000	589	59,589
2027	445,000	92,391	537,391						
2028	345,000	81,206	426,206						
2029	310,000	72,488	382,488						
2030	310,000	63,850	373,850						
2031	250,000	55,938	305,938						
2032	250,000	48,750	298,750						
2033	250,000	41,250	291,250						
2034	250,000	33,750	283,750						
2035	250,000	26,250	276,250						
2036	250,000	18,750	268,750						
2037	250,000	11,250	261,250						
2038	250,000		250,000						
<b>Total</b>	<b>\$12,495,000</b>	<b>\$2,224,344</b>	<b>\$14,719,344</b>	<b>\$169,000</b>	<b>\$10,673</b>	<b>\$179,673</b>	<b>\$1,030,638</b>	<b>\$59,879</b>	<b>\$1,090,517</b>

**GENERAL OBLIGATION BONDS**

On August 16, 2017 the Town issued \$5,420,000 of General Obligation Bonds. The proceeds of the bonds will be used to finance the construction of a gymnasium for school and community recreation programs, reconstruction of various arterial roads and various improvements to schools. The Bonds have a True Interest Cost of 2.401%, with interest being payable on February 15 and August 15 of each year. Annual level principal amounts of between \$250,000 and \$295,000 are payable on August 15<sup>th</sup> of each year beginning in 2018 with a final maturity due on August 15, 2037. Prior to the bond offering, Moody’s reaffirmed their Aa1 General Obligation bond rating. In addition to this new issuance, the above debt obligation 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% on all prior obligations. 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%.

## Capital Improvement Program & Related Debt Service, *continued*



### Debt Ratios & Debt Per Capita

The following table provides detail on debt ratios and debt per capita over the last ten-year period. Included in the below calculations for gross bonded debt is the August 15, 2017 General Obligation Bond issuance of \$5,420,000.

Fiscal Year Ended June 30	Population <sup>(1)</sup>	Net Assessed Valuation	Rate of Assessment <sup>(2)</sup>	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes <sup>(3)</sup>	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2019	30,639	\$ 4,674,664,341	100%	\$ 4,674,664,341	\$11,661,719	\$381	0.25%
2018	30,639	4,618,115,189	100%	4,618,115,189	13,694,638	447	0.30%
2017	30,639	4,617,592,707	100%	4,617,592,707	10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 <sup>(5)</sup>	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 <sup>(5)</sup>	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%

(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 2018-2019

#### Grade 1

*(no positions at this time)*

#### Grade 2

*(no positions at this time)*

#### Grade 3

Community Elder Information Specialist  
Senior Services Activities Facilitator

#### Grade 4

*(no positions at this time)*

#### Grade 5

Library Circulation Supervisor - Branch  
Senior Center Program Coordinator

#### Grade 6

Library Associate  
Library Circulation Supervisor

#### Grade 7

Librarian I

#### Grade 8

*(no positions at this time)*

#### Grade 9

Librarian II

#### Grade 10

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

#### Grade 11

Facilities Superintendent  
Nursing Director  
Recreation Center Manager  
Tax Collector

#### Grade 12

Personnel Administrator  
Procurement Administrator  
Senior Services Director  
Water Superintendent

#### Grade 13

Communications Superintendent  
EMS Director  
Highway Superintendent  
Library Director  
Parks Superintendent  
Recreation Superintendent  
Town Assessor

#### Grade 14

Building Official  
Town Clerk\*  
Wastewater Superintendent

*\*additional \$515 Canvassing Authority stipend*

#### Grade 15

Director of Administrative Services  
Director of Planning  
Finance Manager  
Information Systems Manager  
Town Engineer

#### Grade 16

Director of Leisure Services  
Information Technology Director

#### Grade 17

Police Chief

#### Grade 18

Director of Public Services  
Finance Director

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



### NON UNION EMPLOYEES PAY PLAN FY 2018-2019

Grade	Step 0	Step 1	Step 2	Step 3
1	\$34,627	\$35,865	\$37,099	\$38,337
2	\$35,950	\$37,190	\$38,429	\$39,670
3	\$37,190	\$38,429	\$39,670	\$40,910
4	\$39,671	\$40,910	\$42,148	\$43,388
5	\$40,910	\$42,148	\$43,388	\$44,629
6	\$43,388	\$44,629	\$45,867	\$47,106
7	\$45,867	\$47,206	\$48,347	\$49,584
8	\$48,346	\$49,584	\$50,826	\$52,065
9	\$50,768	\$51,948	\$53,128	\$54,543
10	\$55,428	\$57,826	\$60,230	\$62,629
11	\$61,392	\$62,620	\$64,193	\$66,115
12	\$64,933	\$67,294	\$68,949	\$72,019
13	\$74,248	\$77,208	\$79,525	\$81,910
14	\$80,681	\$82,806	\$84,926	\$87,048
15	\$86,950	\$88,951	\$91,421	\$97,373
16	\$95,861	\$98,089	\$100,319	\$104,401
17	\$100,779	\$103,658	\$105,818	\$107,977
18	\$118,070	\$121,612	\$125,260	\$129,018

### IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2018-2019

2018-2019	Step 0	Step 1	Step 2	Step 3
Lieutenant	-	-	-	\$56,000
Paramedic	\$49,000	\$50,900	\$52,000	\$54,000

### IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2018-2019

2018-2019	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Captain	\$79,761	-	-	-	-	-
Lieutenant	\$73,932	-	-	-	-	-
Sergeant	\$69,355	-	-	-	-	-
Patrol Officer	\$46,911	\$68,868	\$50,822	\$53,324	\$55,919	\$65,637



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

### SKMEA/NEARI POSITION ALLOCATION TO PAY SCHEDULE FY 2018-2019

#### Grade 1

Building Maintenance Assistant

#### Grade 2

*(no positions at this time)*

#### Grade 3

Building Maintenance Technician

#### Grade 4

Office Clerk II

Secretary

#### Grade 5

Financial Assistant I

TC Office Clerk

#### Grade 6

Account Clerk II

Administrative Support Associate

Assessment Data Clerk

#### Grade 7

Planning Associate

Police Administrative Clerk

Police Prosecution Clerk

#### Grade 8

Assistant Building Inspector

Engineering Assistant

Police Records Clerk

#### Grade 9

*(no positions at this time)*

#### Grade 10

Building Inspector

Administrative Assistant Assessor

Administrative Assistant Payroll

Administrative Assistant Public Services

#### Grade 11

*(no positions at this time)*

#### Grade 12

Assistant Wastewater Superintendent

Network Administrator

Senior Planner

Accountant

Staff Engineer

#### Grade 13

GIS Administrator

Principal Planner

### SKMEA/NEARI PAY PLAN FY 2018-2019

Grade	Step 0	Step 1	Step 2	Step 3
1	\$26,536	\$26,936	\$27,318	\$27,719
2	\$35,950	\$37,190	\$38,429	\$39,670
3	\$37,190	\$38,429	\$39,670	\$40,910
4	\$39,671	\$40,910	\$42,148	\$43,388
5	\$40,910	\$42,148	\$43,388	\$44,629
6	\$43,388	\$44,629	\$45,867	\$47,106
7	\$45,867	\$47,106	\$48,347	\$49,584
8	\$48,346	\$49,584	\$50,826	\$52,065
9	\$50,768	\$51,948	\$53,128	\$54,543
10	\$55,428	\$57,826	\$60,230	\$62,629
11	\$61,392	\$62,620	\$64,193	\$66,115
12	\$64,933	\$67,294	\$68,949	\$72,019
13	\$74,248	\$77,208	\$79,525	\$81,910

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



### COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2018-2019\*

Description	Step	Annual
Animal Control Officer	Entry	\$42,271
Animal Control Officer	1	\$44,971
Animal Shelter Manager	Entry	\$46,913
Animal Shelter Manager	1	\$49,908
Asst Animal Shelter Manager	Entry	\$39,621
Asst Animal Shelter Manager	1	\$42,149
Auto Mechanic I	Entry	\$39,765
Auto Mechanic I	1	\$42,305
Auto Mechanic II	Entry	\$45,833
Auto Mechanic II	1	\$48,759
Crew Foreman	Entry	\$46,065
Crew Foreman	1	\$48,932
Equipment Operator I	Entry	\$40,176
Equipment Operator I	1	\$42,704
Equipment Operator II	Entry	\$43,826
Equipment Operator II	1	\$46,625
Equipment Operator III	Entry	\$44,598
Equipment Operator III	1	\$47,447
Lab Tech Operator	Entry	\$45,504
Lab Tech Operator	1	\$48,408
Office Clerk	Entry	\$44,023
Office Clerk	1	\$46,859
Parks Foreman	Entry	\$50,447
Parks Foreman	1	\$53,337
Parks Maintenance Technician	Entry	\$43,826
Parks Maintenance Technician	1	\$46,625
Police Dispatcher	Entry	\$45,684
Police Dispatcher	1	\$48,599
Wastewater Operator I	Entry	\$43,267
Wastewater Operator I	1	\$46,029
Wastewater Operator II	Entry	\$47,742
Wastewater Operator II	1	\$50,788
Wastewater Mechanic I	Entry	\$43,267
Wastewater Mechanic I	1	\$46,029
Wastewater Mechanic II	Entry	\$47,742
Wastewater Mechanic II	1	\$50,788
Wastewater Worker	Entry	\$39,911
Wastewater Worker	1	\$42,458
Senior Transportation Driver	Entry	\$35,689
Senior Transportation Driver	1	\$39,150

\*it is noted that the current collective bargaining agreement expires as of June 30, 2018 and the above salaries are calculated based on a 2% increase over the FY 2017-2018 salaries.

# Full Time Employee Summary



## Full Time Employee Comparison

FULL-TIME EMPLOYEES FY 2017-2018 AS COMPARED TO FY 2018-2019					
Function Number & Description	FY 2016-2017 Actual	FY 2017-2018 Adopted	FY 2017- 2018 Projected	FY 2018- 2019 Adopted	FY 2018-2019 Difference
10111001-Town Council (5 Council Members)	5.00	5.00	5.00	5.00	0.00
10112001-Town Manager's Office	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's Office	5.00	5.00	5.00	5.00	0.00
10113005-Canvassing	1.00	1.00	1.00	1.00	0.00
<b>Subtotal General Government FTE</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>0.00</b>
10114001-Finance Department	8.30	8.30	8.30	7.80	-0.50
10114003-Information Technology	1.80	1.80	1.80	2.80	1.00
10115001-Tax Assessment	5.00	4.00	4.00	4.00	0.00
10116001-Planning Department	4.00	4.00	4.00	4.00	0.00
10116005-Geographic Information Systems	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
<b>Subtotal General Services FTE</b>	<b>25.60</b>	<b>24.60</b>	<b>24.60</b>	<b>25.10</b>	<b>0.50</b>
10120001&10120002-Police Department	72.00	64.50	64.50	64.0	-0.50
10120050-Police Dispatchers	0.00	8.00	8.00	8.00	0.00
10120071-10120073-Animal Control Program	4.00	4.00	4.00	4.00	0.00
10120090-Harbor Patrol	0.50	0.50	0.50	0.50	0.00
10121001-Fire Alarm	2.50	2.50	2.50	2.50	0.00
10222001-Emergency Medical Services	17.00	17.00	17.00	17.00	0.00
<b>Subtotal Public Safety FTE</b>	<b>96.00</b>	<b>96.50</b>	<b>96.50</b>	<b>96.00</b>	<b>-0.50</b>
10130001-Public Works	23.00	23.50	23.50	24.00	0.50
<b>Subtotal Public Works FTE</b>	<b>23.00</b>	<b>23.50</b>	<b>23.50</b>	<b>24.00</b>	<b>0.50</b>
10140001-10140013-Parks & Recreation	14.90	14.90	14.90	15.40	0.50
<b>Subtotal Parks &amp; Recreation FTE</b>	<b>14.90</b>	<b>14.90</b>	<b>14.90</b>	<b>15.40</b>	<b>0.50</b>
10150001-Library	9.00	9.00	9.00	9.00	0.00
<b>Subtotal Library FTE</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>
<b>General Fund Total FTE</b>	<b>184.00</b>	<b>184.00</b>	<b>184.00</b>	<b>185.00</b>	<b>1.00</b>
30243010-Peace Dale Office Building	0.60	0.60	0.60	0.60	0.00
30442000-Senior Services	7.50	7.50	7.50	7.50	0.00
30641000-Neighborhood Guild	5.20	5.20	5.20	5.20	0.00
30840001-Community Recreation Center	2.90	2.90	2.90	2.90	0.00
70294600-Water Division	2.70	2.70	2.70	2.70	0.00
70492000-Wastewater Division	15.35	15.35	15.35	16.35	1.00
70696600-Solid Waste Division	0.50	0.50	0.50	0.50	0.00
<b>Other Funds Total FTE</b>	<b>34.75</b>	<b>34.75</b>	<b>34.75</b>	<b>35.75</b>	<b>1.00</b>
<b>Total FTE All Funds FTE</b>	<b>218.75</b>	<b>218.75</b>	<b>218.75</b>	<b>220.75</b>	<b>2.00</b>

## FTE Change Description

The total Full Time Employee equivalent (FTE) Adopted for FY 2018-2019 is 220.75, an increase of 2.0 FTE over the current year funding level. The Town Council's Adopted General Fund Budget recommends effective July 1, 2018 the elimination a part time Account Clerk in the Collection's Division (-0.5 FTE), and an additional full time Parks Maintenance Technician in the Parks Division (0.5 FTE) budgeted to begin January 1, 2019. In addition, changes within the Wastewater Funds include hiring a full time Master Electrician (1.0 FTE). Fiscal year 2018-2019 will also see the first full year of funding for two full time positions each budgeted to begin January 1, 2018 within the Police Department and Public Works, resulting in a combined 1.0 FTE addition within the General fund. It is also noted within the General Fund, a 1.0 FTE IT professional was moved from the Police Department to IT Division, netting zero.



**TAB 5  
GENERAL GOVERNMENT**

Town Council, Boards & Commissions.....	5 - 1
Legal Services .....	5 - 7
Town Manager .....	5 - 10
Personnel Administration .....	5 - 16
Town Clerk .....	5 - 21

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

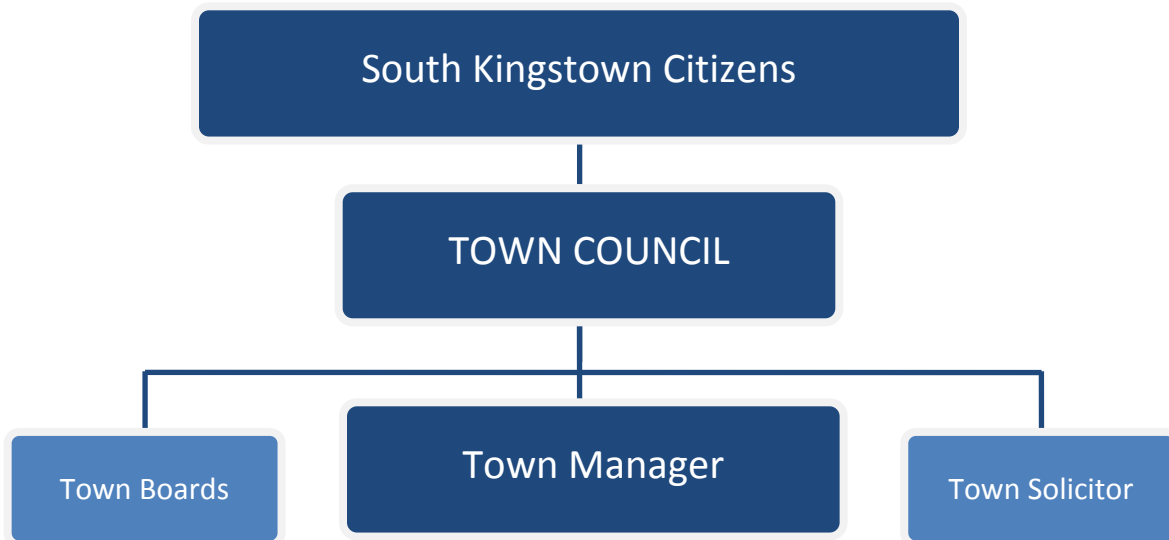
## General Fund (101) Town Council, Boards & Commissions



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

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

### Organizational Chart



### Mission Statement

#### TOWN COUNCIL

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

#### PROBATE COURT

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



### ASSESSMENT BOARD OF REVIEW

The Assessment Board of Review 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.

### PLANNING BOARD

The Planning Board serves as the primary advisory body for the Town on matters related to land use development and growth management. The Board is engaged in a broad spectrum of activities concerning land use and development, including development proposal review and approval and oversight of the regulations which govern the process, drafting and/or review of proposed amendments to the Town zoning ordinance, and maintenance of the Comprehensive Community Plan. The Conservation Commission is an advisory group that seeks to promote and develop natural resources to protect watersheds and preserve natural aesthetic areas. The Conservation Commission also serves as the Town's On-Site Wastewater Treatment System (OWTS) Commission, as well as the Tree Board.

### ZONING BOARD

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

## Functions

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### 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

Probate court has jurisdiction over the following types of cases:

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

### ASSESSMENT BOARD OF REVIEW

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

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

### PLANNING BOARD

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

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

### CONSERVATION COMMISSION

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

- Review and provide advisory recommendations on applications before the Planning and Zoning Boards, as required
- Undertake special projects as directed by the Town Council
- Coordinate with local and state conservation organizations
- Prepare educational materials aimed at improving understanding of conservation issues in the community
- Plan and conduct special events, grant related programs and public educational efforts to promote conservation issues in the community
- Recommend programs to the Town Council and other municipal boards for better promotion, development, utilization, and preservation of open areas, water resources, wetlands, and natural aesthetic areas



- Work with allied governmental and non-profit organizations concerning natural resource protection and the designation of open space
- Serve as the On-Site Wastewater Treatment System (OWTS) Commission and the Tree Board

**ZONING BOARD OF REVIEW**

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

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

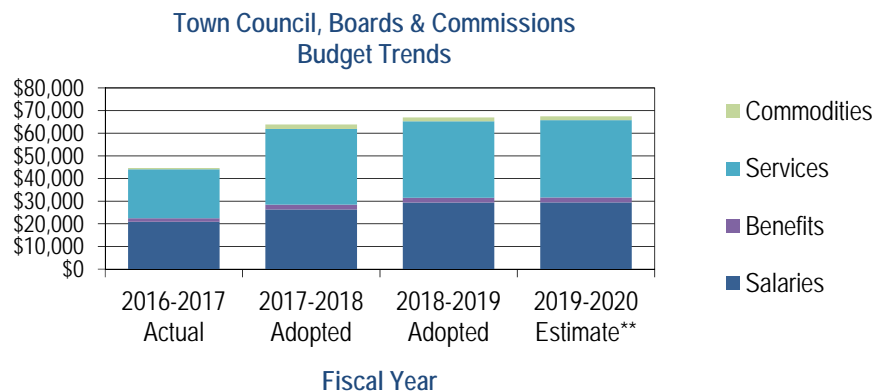
**FY 2016-2018 Goals & Objectives**

The Town Council’s adopted goals and objectives for the 2016-2018 term are organized within twelve main topics, the specific details of which can be found within the *Tab 1 Introduction* portion of this document.

**FY 2018-2019 Funding Comparison**

Town Council, Boards & Commissions	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Salaries	\$20,850	\$26,307	\$21,400	\$29,379	\$3,072
Benefits	1,595	2,113	1,736	2,074	(39)
<b>Subtotal Personnel Expenditures*</b>	<b>\$22,445</b>	<b>\$28,420</b>	<b>\$23,136</b>	<b>\$31,453</b>	<b>\$3,033</b>
Services	\$21,570	\$33,403	\$22,220	\$33,797	\$394
Commodities	566	1,965	1,250	1,712	(253)
<b>Subtotal Operating Expenditures</b>	<b>\$22,136</b>	<b>\$35,368</b>	<b>\$23,470</b>	<b>\$35,509</b>	<b>\$141</b>
<b>Total Expenditures</b>	<b>\$44,581</b>	<b>\$63,788</b>	<b>\$46,606</b>	<b>\$66,962</b>	<b>\$3,174</b>

*\*Please note the Personnel expenditure figures shown above represent Town Council, Probate Judge, and other board and commission member stipends, as well as Town personnel expenditures allocated to this account. Some roles may be allocated across additional accounts.*



*\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries (exclusive of fixed stipend amounts for Town Council, Probate Judge, and Boards and Commissions).*

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



## FY 2018-2019 Expenditure Statements

10111001	Town Council	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10111001	511002 Part-Time Salaries	\$12,590	\$13,950	\$13,500	\$17,000	21.86%
<b>10111001</b>	<b>Subtotal Wages</b>	<b>\$12,590</b>	<b>\$13,950</b>	<b>\$13,500</b>	<b>\$17,000</b>	<b>21.86%</b>
10111001	522250 FICA	963	1,067	1,030	1,301	21.93%
<b>10111001</b>	<b>Subtotal Benefits</b>	<b>\$963</b>	<b>\$1,067</b>	<b>\$1,030</b>	<b>\$1,301</b>	<b>21.93%</b>
10111001	530111 Professional Services	10,172	10,200	10,200	10,200	0.00%
<b>10111001</b>	<b>Subtotal Services</b>	<b>\$10,172</b>	<b>\$10,200</b>	<b>\$10,200</b>	<b>\$10,200</b>	<b>0.00%</b>
10111001	540012 Office Materials & Supplies	0	0	0	0	0.00%
10111001	580100 Miscellaneous Expenses	260	500	400	500	0.00%
<b>10111001</b>	<b>Subtotal Commodities</b>	<b>\$260</b>	<b>\$500</b>	<b>\$400</b>	<b>\$500</b>	<b>0.00%</b>
<b>10111001</b>	<b>Total Town Council</b>	<b>\$23,984</b>	<b>\$25,717</b>	<b>\$25,130</b>	<b>\$29,001</b>	<b>12.77%</b>

10111003	Budget Referendum	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10111003	511003 Seasonal Salaries	\$0	\$3,600	\$0	\$3,600	0.00%
10111003	511004 Overtime	0	557	0	579	3.95%
<b>10111003</b>	<b>Subtotal Wages</b>	<b>\$0</b>	<b>\$4,157</b>	<b>\$0</b>	<b>\$4,179</b>	<b>0.53%</b>
10111003	522250 FICA	0	318	0	45	-85.85%
<b>10111003</b>	<b>Subtotal Benefits</b>	<b>\$0</b>	<b>\$318</b>	<b>\$0</b>	<b>\$45</b>	<b>-85.85%</b>
10111003	530111 Professional Services	0	0	0	0	0.00%
10111003	538012 Advertising	0	400	0	400	0.00%
10111003	538022 Printing Expenses	0	7,943	0	7,867	-0.96%
<b>10111003</b>	<b>Subtotal Services</b>	<b>\$0</b>	<b>\$8,343</b>	<b>\$0</b>	<b>\$8,267</b>	<b>-0.91%</b>
10111003	540012 Office Materials & Supplies	0	200	0	200	0.00%
10111003	580100 Miscellaneous Expenses	0	365	0	312	-14.52%
<b>10111003</b>	<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$565</b>	<b>\$0</b>	<b>\$512</b>	<b>-9.38%</b>
<b>10111003</b>	<b>Total Budget Referendum</b>	<b>\$0</b>	<b>\$13,383</b>	<b>\$0</b>	<b>\$13,003</b>	<b>-2.84%</b>

10111007	Probate Court	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10111007	511002 Part-Time Salaries	\$7,000	\$7,000	\$7,000	\$7,000	0.00%
<b>10111007</b>	<b>Subtotal Wages</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>0.00%</b>
10111007	522250 FICA	536	536	536	536	0.00%
<b>10111007</b>	<b>Subtotal Benefits</b>	<b>\$536</b>	<b>\$536</b>	<b>\$536</b>	<b>\$536</b>	<b>0.00%</b>
<b>10111007</b>	<b>Total Probate Court</b>	<b>\$7,402</b>	<b>\$7,536</b>	<b>\$7,536</b>	<b>\$7,536</b>	<b>0.00%</b>

10115003	Assessment Board of Review	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10115003	538014 Travel Expenses	\$0	\$100	\$100	\$100	0.00%
<b>10115003</b>	<b>Subtotal Benefits</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>0.00%</b>
10115003	530002 Stipends Boards/Commissions	180	360	180	300	-16.67%
<b>10115003</b>	<b>Subtotal Services</b>	<b>\$180</b>	<b>\$360</b>	<b>\$180</b>	<b>\$300</b>	<b>-16.67%</b>
<b>10115003</b>	<b>Total Assessment Board Of Review</b>	<b>\$180</b>	<b>\$460</b>	<b>\$280</b>	<b>\$400</b>	<b>-13.04%</b>

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



10116003	Planning Board	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10116003 530002	Stipends Boards/Commissions	\$3,860	\$3,800	\$3,180	\$4,280	12.63%
10116003	<b>Subtotal Services</b>	<b>\$3,860</b>	<b>\$3,800</b>	<b>\$3,180</b>	<b>\$4,280</b>	<b>12.63%</b>
10116003	<b>Total Planning Board</b>	<b>\$3,860</b>	<b>\$3,800</b>	<b>\$3,180</b>	<b>\$4,280</b>	<b>12.63%</b>

10116009	Conservation Commission	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10116009 580100	Miscellaneous Expenses	\$306	\$850	\$850	\$650	-23.53%
10116009	<b>Subtotal Commodities</b>	<b>\$306</b>	<b>\$850</b>	<b>\$850</b>	<b>\$650</b>	<b>-23.53%</b>
10116009	<b>Total Conservation Commission</b>	<b>\$306</b>	<b>\$850</b>	<b>\$850</b>	<b>\$650</b>	<b>-23.53%</b>

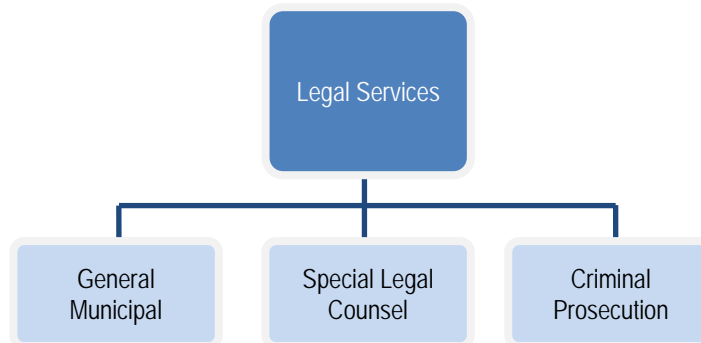
10117003	Zoning Board of Review	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10117003 511004	Overtime	\$1,260	\$1,200	\$900	\$1,200	0.00%
10117003	<b>Subtotal Wages</b>	<b>\$1,260</b>	<b>\$1,200</b>	<b>\$900</b>	<b>\$1,200</b>	<b>0.00%</b>
10117003 522250	FICA	96	92	70	92	0.00%
10117003	<b>Subtotal Benefits</b>	<b>\$96</b>	<b>\$92</b>	<b>\$70</b>	<b>\$92</b>	<b>0.00%</b>
10117003 530002	Stipends Boards/Commissions	1,320	2,000	1,960	2,000	0.00%
10117003 530111	Professional Services	5,625	8,000	6,000	8,000	0.00%
10117003 538012	Advertising	414	450	400	450	0.00%
10117003 538022	Printing Expenses	0	250	300	300	20.00%
10117003	<b>Subtotal Services</b>	<b>\$7,358</b>	<b>\$10,700</b>	<b>\$8,660</b>	<b>\$10,750</b>	<b>0.47%</b>
10117003 540012	Office Materials & Supplies	0	50	0	50	0.00%
10117003	<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$50</b>	<b>\$0</b>	<b>\$50</b>	<b>0.00%</b>
10117003	<b>Zoning Board Of Review</b>	<b>\$8,715</b>	<b>\$12,042</b>	<b>\$9,630</b>	<b>\$12,092</b>	<b>0.42%</b>

	Total Town Council Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10111001	Subtotal Town Council	\$23,984	\$25,717	\$25,130	\$29,001	13%
10111003	Subtotal Budget Referendum	0	13,383	0	13,003	-3%
10111007	Subtotal Probate Court	7,536	7,536	7,536	7,536	0%
10115003	Subtotal Assessment Board of Review	180	460	280	400	-13.04%
10116003	Subtotal Planning Board	3,860	3,800	3,180	4,280	12.63%
10116009	Subtotal Conservation Commission	306	850	850	650	-23.53%
10117003	Subtotal Zoning Board of Review	8,715	12,042	9,630	12,092	0.42%
	<b>Total Town Council Program</b>	<b>\$44,581</b>	<b>\$63,788</b>	<b>\$46,606</b>	<b>\$66,962</b>	<b>4.98%</b>



## Organizational Chart

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## Mission Statement

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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

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

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The principle functions of Legal Services 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

### FY 2018-2019 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

### Specific Performance Measurements

Description	FY 2016-2017	FY 2017-2018	FY 2018-2019
	Actual	Projected	Anticipated
General Municipal - Town Solicitor	\$82,977	\$84,844	\$86,541
Planning - Special Legal Counsel	56,382	\$57,650	\$58,803
Criminal Prosecution	34,042	\$34,808	\$35,504
<b>Annual Retainer</b>	<b>\$173,401</b>	<b>\$177,302</b>	<b>\$180,848</b>
Other Legal Services	4,000	4,000	\$4,080
Expenses and Court Fees	2,500	2,500	\$2,500
Litigation outside of Retainers	2,000	2,000	\$2,000
<b>Total Expenses</b>	<b>\$181,901</b>	<b>\$185,802</b>	<b>\$189,428</b>

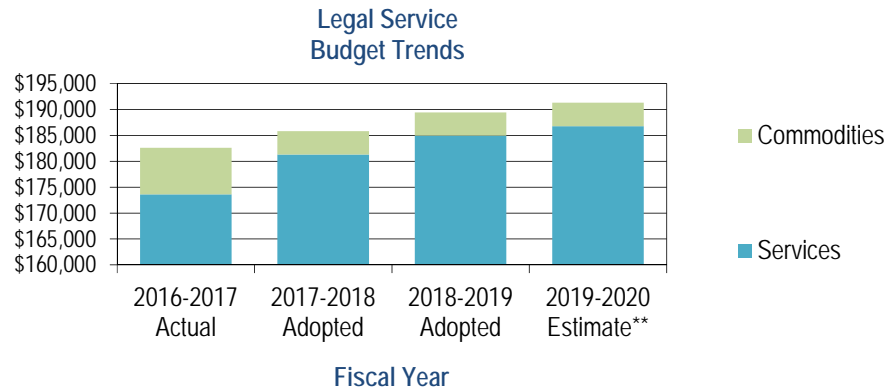
FY 2018-2019 Projected Legal Hours Forecast	Town Solicitor	Special Legal Counsel	Police Prosecution Division	Total Hours
FY 2013 - FY 2016 5 Yr Average Hours	537.3	352.7	347.4	1,237
Annual Retainers FY 2018	\$86,541	\$58,803	\$35,504	\$180,848
<b>Averaged Hourly Rate</b>	<b>\$161.08</b>	<b>\$166.73</b>	<b>\$102.21</b>	<b>\$146.16</b>

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



## FY 2018-2019 Funding Comparison

Legal Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$173,588	\$181,302	\$181,302	\$184,928	\$3,626
Commodities	9,014	4,500	4,500	4,500	0
<b>Subtotal Operating Expenditures</b>	<b>\$182,602</b>	<b>\$185,802</b>	<b>\$185,802</b>	<b>\$189,428</b>	<b>\$3,626</b>
<b>Total Expenditures</b>	<b>\$182,602</b>	<b>\$185,802</b>	<b>\$185,802</b>	<b>\$189,428</b>	<b>\$3,626</b>



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## FY 2018-2019 Expenditure Statement

10111005	Legal Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10111005 530111	Professional Services	\$173,588	\$181,302	\$181,302	\$184,928	2.00%
10111005	<b>Subtotal Services</b>	<b>\$173,588</b>	<b>\$181,302</b>	<b>\$181,302</b>	<b>\$184,928</b>	<b>2.00%</b>
10111005 580100	Miscellaneous Expenses	9,014	4,500	4,500	4,500	0.00%
10111005	<b>Subtotal Commodities</b>	<b>\$9,014</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>0.00%</b>
10111005	<b>Total Legal Services</b>	<b>\$182,602</b>	<b>\$185,802</b>	<b>\$185,802</b>	<b>\$189,428</b>	<b>1.95%</b>

## General Fund (101) Town Manager

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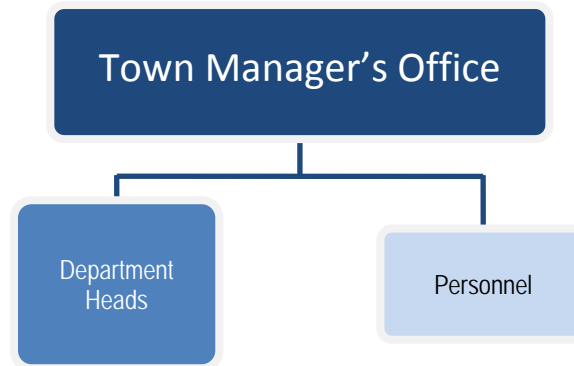


Please note, this section incorporates multiple accounts, each of which fall under the purview of Town Manager, and include the following:

Acct Number	Acct Description
12001	Town Manager
18001	Town Hall Operations

### Organizational Chart

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### Mission Statement

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

### Functions

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

- Serve as the Town's Chief Executive Officer
- 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
- 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



- 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
- Responsible for overseeing Town Hall Operations, to include the maintenance needs of Town Hall’s building and grounds

**FY 2017-2018 Priorities**

Priorities	Town Council Goals & Obj's
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2018-2019 through FY 2023-2024	BDFM
Prepare and submit the FY 2018-2019 Town Manager Proposed Budget	BDFM
Prepare and submit the FY 2016-2017 Annual Report of Municipal Services	PCSF
Conduct negotiations with Council 94, Local 1612; IAFF, Local 3365; NEA, SKMEA Local 826 and whose collective bargaining agreements are set to expire June 30, 2018	PCSF
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments	PCSF
Provide management and oversight of major planned or ongoing Town projects	PCSF
Continue to make the necessary investment of time in budget preparation functions, reevaluation of financial and service priorities, development of improved efficiencies in service delivery methods, assessment and recruitment of personnel, resource allocation, and further research on new opportunities for shared service programs	BDFM
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 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 that supports and improves the character of the Town and its villages, that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, attracting investment which will increase the tax base, and generate public revenues	ED
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 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
Oversee the maintenance and operations of the Town Hall building and grounds with care	PCSF



**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Obj's
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2019-2020 through FY 2024-2025 to the Town Council	BDFM
Prepare and submit the FY 2019-2020 Town Manager Proposed Budget	BDFM
Prepare and submit the FY 2017-2018 Annual Report of Municipal Services	PCSF
Conduct negotiations with IBPO Local 489 and whose collective bargaining agreement is set to expire June 30, 2019	PCSF
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments	BDFM
Provide management and oversight of major planned or ongoing Town projects	PCSF
Continue to make the necessary investment of time in budget preparation functions, reevaluation of financial and service priorities, development of improved efficiencies in service delivery methods, assessment and recruitment of personnel, resource allocation, and further research on new opportunities for shared service programs	BDFM
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 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 and supports and improves the character of the Town and its villages, that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, and attracting investment which will increase the tax base, and generate public revenues	ED
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 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
Oversee the maintenance and operations of the Town Hall building and grounds with care	PCSF



**Specific Performance Measurements**

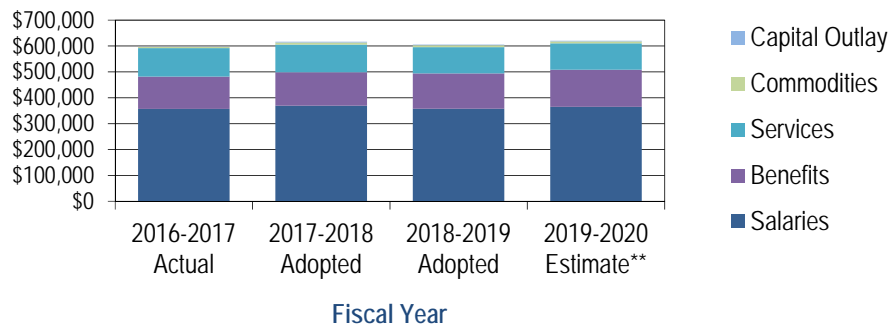
Description	FY 2016-2017	FY 2017-2018	FY 2018-2019	Town Council Goals & Obj's
% of Time Allocated	Actual	Projected	Anticipated	
Budget/Financials	30%	30%	30%	BDFM
Town Council (Meetings, Preparation, etc.)	15%	15%	15%	PCSF
Constituent Issues	10%	10%	10%	PCSF
Personnel/Grievances	15%	10%	10%	PSCF
Labor Contracts	5%	20%	15%	PSCF
Capital Project Oversight, Lease Agreements, etc.	15%	10%	10%	BDFM
Staff Policies and Procedures	10%	5%	10%	PCSF

**FY 2018-2019 Funding Comparison**

Town Manager & Town Hall Operations	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	4.25	4.25	4.25	4.25	0.00
Salaries	\$356,442	\$368,924	\$313,020	\$357,344	(\$11,580)
Benefits	124,698	129,066	126,714	134,617	5,551
<b>Subtotal Personnel Expenditures*</b>	<b>\$481,140</b>	<b>\$497,990</b>	<b>\$439,734</b>	<b>\$491,961</b>	<b>(\$6,029)</b>
Services	\$110,485	\$107,250	\$106,361	\$100,900	(\$6,350)
Commodities	4,084	7,700	4,790	7,700	0
Capital Outlay	611	3,330	2,755	2,230	(1,100)
<b>Subtotal Operating Expenditures</b>	<b>\$115,179</b>	<b>\$118,280</b>	<b>\$113,906</b>	<b>\$110,830</b>	<b>(\$7,450)</b>
<b>Total Expenditures</b>	<b>\$596,319</b>	<b>\$616,270</b>	<b>\$553,640</b>	<b>\$602,791</b>	<b>(\$13,479)</b>

\*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.

Town Manager & Town Hall Operations Budget Trends



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



## FY 2018-2019 Expenditure Statement

10112001	Town Manager	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change	
10112001	511001	Full-Time Employees	\$285,548	\$294,145	\$240,000	\$286,379	-2.64%
10112001	511002	Part-Time Salaries	8,232	8,223	8,449	8,386	1.98%
10112001	511004	Overtime	3,779	3,500	3,245	2,000	-42.86%
10112001	511006	Longevity	7,984	8,255	8,255	4,326	-47.60%
<b>10112001</b>		<b>Subtotal Wages</b>	<b>\$305,543</b>	<b>\$314,123</b>	<b>\$259,949</b>	<b>\$301,091</b>	<b>-4.15%</b>
10112001	522250	FICA	19,830	21,126	16,750	21,856	3.46%
10112001	522300	Municipal Employees Retirement	56,905	56,001	55,114	55,394	-1.08%
10112001	522301	Retirement - Defined Contribution	16	0	890	2,243	0.00%
10112001	522818	Medical Insur-Active Employees	26,384	27,789	30,000	29,892	7.57%
10112001	522822	Dental Insur-Active Employees	2,770	2,741	2,890	2,785	1.61%
10112001	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
10112001	522850	Life Insurance	93	98	95	97	-1.02%
10112001	538014	Travel Expenses	0	2,000	1,500	2,000	0.00%
10112001	540038	Uniforms And Other Clothing	150	150	150	150	0.00%
<b>10112001</b>		<b>Subtotal Benefits</b>	<b>\$108,156</b>	<b>\$111,905</b>	<b>\$109,389</b>	<b>\$116,417</b>	<b>4.03%</b>
10112001	534010	Motor Vehicles Maintenance	0	300	200	300	0.00%
10112001	534016	Computer/Software Maintenance	399	0	0	0	0.00%
10112001	538012	Advertising	0	50	50	50	0.00%
10112001	538022	Printing Expenses	1,070	2,000	1,500	2,000	0.00%
10112001	538030	Licenses And Dues	1,500	1,500	1,460	1,500	0.00%
<b>10112001</b>		<b>Subtotal Services</b>	<b>\$2,969</b>	<b>\$3,850</b>	<b>\$3,210</b>	<b>\$3,850</b>	<b>0.00%</b>
10112001	540012	Office Materials & Supplies	596	900	900	900	0.00%
10112001	540020	Books And Publications	135	0	0	0	0.00%
10112001	540028	Motor Vehicle Materials & Supp	36	250	250	250	0.00%
10112001	540040	Fuels And Lubricants	736	1,500	950	1,500	0.00%
<b>10112001</b>		<b>Subtotal Commodities</b>	<b>\$1,504</b>	<b>\$2,650</b>	<b>\$2,100</b>	<b>\$2,650</b>	<b>0.00%</b>
10112001	530044	Non-Major Technology Reserve	0	1,730	1,730	1,730	0.00%
10112001	550004	Office Equipment	0	500	250	500	0.00%
<b>10112001</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$2,230</b>	<b>\$1,980</b>	<b>\$2,230</b>	<b>0.00%</b>
<b>10112001</b>		<b>Total Town Manager</b>	<b>\$418,171</b>	<b>\$434,758</b>	<b>\$376,628</b>	<b>\$426,238</b>	<b>-1.96%</b>

General Fund (101) Town Manager, *continued*



10118001	Town Hall Operations	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10118001	511001 Full-Time Employees	\$44,950	\$45,957	\$45,957	\$46,876	2.00%
10118001	511002 Part-Time Salaries	1,841	5,250	2,990	5,461	4.02%
10118001	511004 Overtime	1,298	600	1,130	800	33.33%
10118001	511006 Longevity	2,811	2,994	2,994	3,116	4.07%
<b>10118001</b>	<b>Subtotal Wages</b>	<b>\$50,900</b>	<b>\$54,801</b>	<b>\$53,071</b>	<b>\$56,253</b>	<b>2.65%</b>
10118001	522250 FICA	3,781	4,024	4,004	4,167	3.55%
10118001	522300 Municipal Employees Retirement	6,245	6,226	5,330	5,884	-5.49%
10118001	522301 Retirement - Defined Contribution	13	0	720	750	0.00%
10118001	522818 Medical Insur-Active Employees	6,092	6,377	6,667	6,860	7.57%
10118001	522822 Dental Insur-Active Employees	354	350	370	355	1.43%
10118001	522850 Life Insurance	32	34	34	34	0.00%
10118001	538014 Travel Expenses	25	0	50	0	0.00%
10118001	540038 Uniforms And Other Clothing	0	150	150	150	0.00%
<b>10118001</b>	<b>Subtotal Benefits</b>	<b>\$16,542</b>	<b>\$17,161</b>	<b>\$17,325</b>	<b>\$18,200</b>	<b>6.05%</b>
10118001	530012 Cleaning Services	260	200	200	100	-50.00%
10118001	530014 Refuse Disposal	2,276	2,200	2,200	2,350	6.82%
10118001	530064 Copy Machine Services	9,761	16,000	15,800	11,000	-31.25%
10118001	532000 Telephone	6,673	6,000	6,000	6,000	0.00%
10118001	532002 Fuel - Oil	1,251	800	800	800	0.00%
10118001	532004 Electricity	23,011	22,500	24,311	22,500	0.00%
10118001	532008 Natural Gas	7,914	13,000	11,630	11,000	-15.38%
10118001	532010 Wastewater Fees	523	500	610	700	40.00%
10118001	532012 Water Fees	833	900	850	1,300	44.44%
10118001	534014 Office Equipment Maintenance	184	200	200	200	0.00%
10118001	534020 Maintenance Of Buildings	22,916	21,000	20,500	21,000	0.00%
10118001	538012 Advertising	0	100	50	100	0.00%
10118001	538020 Postage	31,915	20,000	20,000	20,000	0.00%
<b>10118001</b>	<b>Subtotal Services</b>	<b>\$107,516</b>	<b>\$103,400</b>	<b>\$103,151</b>	<b>\$97,050</b>	<b>-6.14%</b>
10118001	540012 Office Materials & Supplies	0	100	100	100	0.00%
10118001	540014 Janitorial Materials & Supp	2,380	2,600	2,290	2,600	0.00%
10118001	540022 Agri Materials & Supplies	200	200	200	200	0.00%
10118001	540032 General Hardware & Tools	0	150	100	150	0.00%
10118001	580100 Miscellaneous Expenses	0	2,000	0	2,000	0.00%
<b>10118001</b>	<b>Subtotal Commodities</b>	<b>\$2,580</b>	<b>\$5,050</b>	<b>\$2,690</b>	<b>\$5,050</b>	<b>0.00%</b>
10118001	550004 Office Equipment	282	500	250	0	-100.00%
10118001	550016 Janitorial Equipment	328	600	525	0	-100.00%
<b>10118001</b>	<b>Subtotal Capital Outlay</b>	<b>\$611</b>	<b>\$1,100</b>	<b>\$775</b>	<b>\$0</b>	<b>-100.00%</b>
<b>10118001</b>	<b>Total Town Hall Operations</b>	<b>\$178,148</b>	<b>\$181,512</b>	<b>\$177,012</b>	<b>\$176,553</b>	<b>-2.73%</b>

	Total Town Manager Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10112001	Subtotal Town Manager	\$418,171	\$434,758	\$376,628	\$426,238	-1.96%
10118001	Subtotal Town Hall Operations	178,148	181,512	177,012	176,553	-2.73%
	<b>Total Town Manager Program</b>	<b>\$596,319</b>	<b>\$616,270</b>	<b>\$553,640</b>	<b>\$602,791</b>	<b>-2.19%</b>



## Organizational Chart

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## Mission Statement

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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

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



**FY 2017-2018 Priorities**

Priorities	Town Council Goals & Objs
Work collaboratively with the Town Manager's Office and Department Heads to address personnel matters and issues in a professional manner, to promote a positive culture and environment while ensuring employee accountability	PCSF
Assist hiring managers with the recruitment process and hiring of appropriately qualified employees; reviewing application materials, communicating with applicants, and scheduling and attending interviews	PCSF
Manage the Town's Workers Compensation and Public Safety's On the Job Injury (OJI) claims process for employees who have been injured while at work	PCSF
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program	CE
Perform a review of current personnel related processes and policies, with the goal of updating as needed in order to create efficiencies, cost savings, and process improvements; develop new and updated forms, policies, and create process documentation	PCSF
Continue to leverage the Town's shared drive to develop an electronic knowledge base for dissemination and sharing of current personnel policies, forms, and related information for Town-wide employee access of up to date information and resources	CE
Continue to expand information capture of employee information within the MUNIS database in order for it to be the main system of personnel records and allow for improved tracking and reporting of employee data	CE
In collaboration with IT and Finance, explore implementing the MUNIS Employee Self Service module which would provide employees the ability to update and/or view their own personnel, benefits, payroll information	CE
In collaboration with Finance, initiate a campaign to promote increased adoption of direct deposit, and electronic receipt of biweekly pay advices and annual W2s	CE
Continue to assist with the building access project, inclusive of redesigning and issuing new employee badges and/or fobs which will allow for proximity card reader building access functionality	PCSF
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
Lead the Town's Safety Committee, and continue to promote awareness of safety-related issues through training, programs, and workshops	PCSF
Lead the Town's employee Wellness Committee, and continue to promote awareness of wellness related topics through training, programs, and workshops	PCSF



**FY 2018-2019 Goals & Objectives**

Priorities	Town Council Goals & Obj's
Work collaboratively with the Town Manager's Office and Department Heads to address personnel matters and issues in a professional manner, to promote a positive culture and environment while ensuring employee accountability	PCSF
Assist hiring managers with the recruitment process and hiring of appropriately qualified employees; reviewing application materials, communicating with applicants, and scheduling and attending interviews	PCSF
Manage the Town's Workers Compensation and Public Safety's On the Job Injury (OJI) claims process for employees who have been injured while at work	PCSF
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program	CE
Continue to update, establish, and maintain the Town's personnel related policies and procedures, and process documentation	PCSF
Continue to leverage the Town's shared drive to develop an electronic knowledge base for dissemination and sharing of current personnel policies, forms, and related information for Town-wide employee access of up to date information and resources	CE
In collaboration with IT and Finance, begin to test in preparation for implementation the MUNIS Employee Self Service module which would provide employees the ability to update and/or view their own personnel, benefits, payroll information	CE
Issue redesigned employee badges and/or fobs to employees which will allow for proximity card reader building access functionality	PCSF
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
Lead the Town's Safety Committee, and continue to promote awareness of safety-related issues through training, programs, and workshops	PCSF
Lead the Town's employee Wellness Committee, and continue to promote awareness of wellness related topics through training, programs, and workshops	PCSF

**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Full Time Employee Equivalent (FTE)*	218.75	218.75	220.75	PCSF
Positions Advertised	45	40	50	PCSF
Applications Accepted	708	700	800	PCSF
New Hires: Full Time & Part Time*	38	30	35	PCSF
New Hires: Seasonal and Per Diem**	30	35	35	PCSF
Separations & Retirements*	36	35	30	PCSF
Pre-E Background Checks	68	65	70	PCSF
Pre-E Physicals	16	15	15	PCSF
Unique attendees at Wellness Committee events/activities	112	130	130	CE
Workers Compensation and On the Job Injury (OJI) Claims	25	24	20	PCSF

\*does not include Seasonal and/or Per Diem

\*\*does not include Seasonal and/or Per Diem rehires

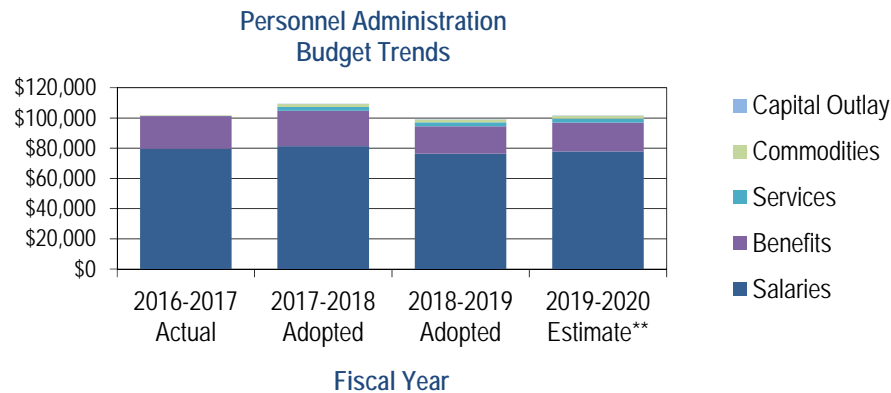
# General Fund (101) Personnel Administration (12003), *continued*



## FY 2018-2019 Funding Comparison

Personnel Administration	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	1.25	1.25	1.25	1.25	0.00
Salaries	\$79,632	\$81,330	\$112,053	\$76,318	(\$5,012)
Benefits	21,644	23,373	18,495	18,124	(5,249)
<b>Subtotal Personnel Expenditures*</b>	<b>\$101,276</b>	<b>\$104,703</b>	<b>\$130,548</b>	<b>\$94,442</b>	<b>(\$10,261)</b>
Services	\$25	\$2,615	\$1,000	\$2,615	\$0
Commodities	463	1,875	1,450	1,875	0
Capital Outlay	0	200	400	200	0
<b>Subtotal Operating Expenditures</b>	<b>\$488</b>	<b>\$4,690</b>	<b>\$2,850</b>	<b>\$4,690</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$101,764</b>	<b>\$109,393</b>	<b>\$133,398</b>	<b>\$99,132</b>	<b>(\$10,261)</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



FY 2018-2019 Expenditure Statement

10112003	Personnel Administration	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10112003	511001 Full-Time Employees	\$68,722	\$70,262	\$55,730	\$67,333	-4.17%
10112003	511002 Part-Time Salaries	8,232	8,223	8,449	8,386	1.98%
10112003	511005 Retirement/Vacation Reimb.	0	0	46,490	0	0.00%
10112003	511006 Longevity	2,677	2,845	1,384	599	-78.95%
<b>10112003</b>	<b>Subtotal Wages</b>	<b>\$79,632</b>	<b>\$81,330</b>	<b>\$112,053</b>	<b>\$76,318</b>	<b>-6.16%</b>
10112003	522250 FICA	5,977	6,100	7,950	5,992	-1.77%
10112003	522300 Municipal Employees Retirement	9,091	9,044	6,530	7,925	-12.37%
10112003	522301 Retirement - Defined Contribution	17	0	600	673	0.00%
10112003	522818 Medical Insur-Active Employees	6,024	6,345	966	0	-100.00%
10112003	522822 Dental Insur-Active Employees	354	350	46	0	-100.00%
10112003	522840 Insurance Buyback	0	0	1,375	2,000	0.00%
10112003	522850 Life Insurance	32	34	28	34	0.00%
10112003	538016 Educational Expenses	0	1,500	1,000	1,500	0.00%
10112003	540038 Uniforms And Other Clothing	150	0	0	0	0.00%
<b>10112003</b>	<b>Subtotal Benefits</b>	<b>\$21,644</b>	<b>\$23,373</b>	<b>\$18,495</b>	<b>\$18,124</b>	<b>-22.46%</b>
10112003	530111 Professional Services	0	1,500	1,000	1,500	0.00%
10112003	538022 Printing Expenses	0	200	0	200	0.00%
10112003	538030 Licenses And Dues	25	915	0	915	0.00%
<b>10112003</b>	<b>Subtotal Services</b>	<b>\$25</b>	<b>\$2,615</b>	<b>\$1,000</b>	<b>\$2,615</b>	<b>0.00%</b>
10112003	540012 Office Materials & Supplies	112	200	0	200	0.00%
10112003	540020 Books And Publications	0	175	0	175	0.00%
10112003	580100 Miscellaneous Expenses	351	1,500	1,450	1,500	0.00%
<b>10112003</b>	<b>Subtotal Commodities</b>	<b>\$463</b>	<b>\$1,875</b>	<b>\$1,450</b>	<b>\$1,875</b>	<b>0.00%</b>
10112003	530044 Non-Major Technology Reserve	0	200	200	200	0.00%
10112003	550026 Furniture And Furnishings	0	0	200	0	0.00%
<b>10112003</b>	<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$200</b>	<b>\$400</b>	<b>\$200</b>	<b>0.00%</b>
<b>10112003</b>	<b>Total Personnel Administration</b>	<b>\$101,764</b>	<b>\$109,393</b>	<b>\$133,398</b>	<b>\$99,132</b>	<b>-9.38%</b>

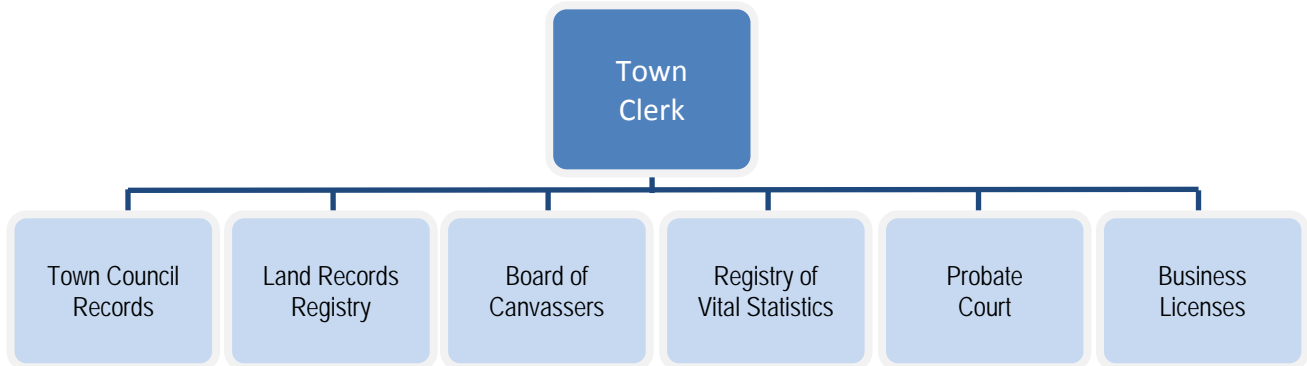
## General Fund (101) Town Clerk



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
13005	Canvassing Authority

### Organizational Chart



### Department Mission Statement

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

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

#### LAND RECORDS REGISTRY

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



### BOARD OF CANVASSERS

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

### REGISTRY OF VITAL STATISTICS

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

### PROBATE COURT

- Accept, review, 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
- Prepare docket, and document all orders of the Court

### BUSINESS LICENSES

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

### GENERAL

- Receive, record, and issue documents related to the above functions
- Maintain, index, and store records related to the above functions
  - Offer easy access by the public and Town staff
  - Provide safe, permanent storage of Town records, both in the record vault and at a secure site off premises
- Receive and respond to all Town Council related public records requests
- Town Clerk serves as Clerk to the Town Council, the Probate Court, and the Canvassing Authority
- Town Clerk serves as the filing coordinator, acting as 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
- Provide assistance to other departments for special research projects as needed



**FY 2017-2018 Priorities**

Priorities	Town Council Goals & Objs
In collaboration with the Saugatucket Veterans' Memorial Park Commission, work to restore the World War 1 Memorial located at Hazard School	SNP
Continue to fully develop and leverage functionality available through ViewPermit, a licensing program with electronic workflow and departmental review and approval	CE
Continue to fully develop and leverage functionality available through 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
Prepare and manage new dog licenses and renewals	PCSF
Prepare and manage new mooring licenses and renewals	PCSF
Prepare and manage new business licenses and renewals	PCSF

**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Objs
Administer Primary Election on September 12, 2018	PCSF
Administer Presidential Election on November 6, 2018	PCSF
Prepare and Manage Business Licenses and 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 Licenses and Renewals	PCSF
Prepare and Manage Mooring Licenses and Renewals	PCSF
Continue to cross train staff in all aspects of Town Clerk's office functions with focus on Vital Statistics, Elections, Business Licenses, Vitals, Probate, and all respective new computer programs	PCSF
Continue to improve office organization through retention and records management best practices	PCSF
Investigate the ability to implement accepting over the counter debit and/or credit card payments	BDFM
Investigate the ability to implement an online business license application process, including payment and application submittal	CE
Investigate the ability to implement electronic recording of land evidence documents	CE
Continue to transfer election statistics to electronic record	CE
Continue to collaborate with the Secretary of State to update voter rolls, specific to voters no longer living in the State, using the Electronic Registration Information Center (ERIC) and the National Change of Address (NCOA)	PCSF
Investigate, procure, and implement new Land Evidence management system	CE



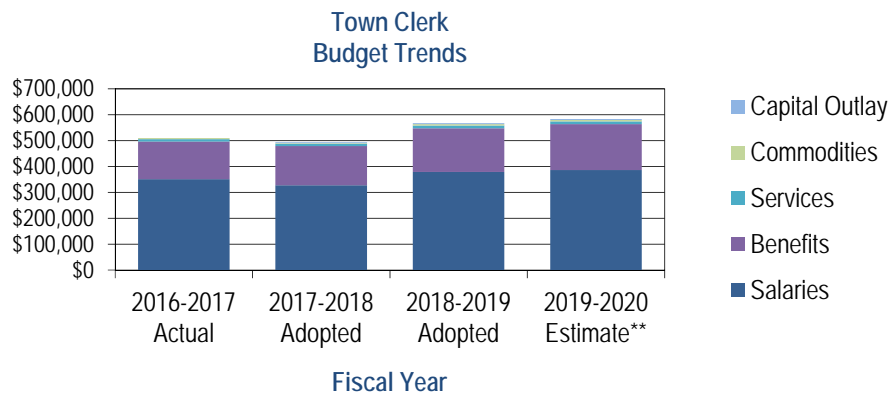
**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Land Records Recorded	10,827	10,999	11,050	PCSF
Town Council Transactions	1,852	1800	1825	PCSF
Vital Records Issued	3,430	3460	3485	PCSF
Probate Estates Opened	156	160	165	PCSF
Business Licenses Issued	500	505	510	PCSF
Eligible Voter Records Maintained	22,249	22,000	22,500	PCSF
New Voters Registered	1,300	950	1,000	PCSF
Voter Affiliation Changes	2,521	500	1800	PCSF
Voter Information Changes	9,613	5,000	6,500	PCSF

**FY 2018-2019 Funding Comparison**

Town Clerk	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	6	6	6	6	0
Salaries	\$350,976	\$327,332	\$332,239	\$378,413	\$51,081
Benefits	145,040	151,502	157,063	164,358	12,856
<b>Subtotal Personnel Expenditures*</b>	<b>\$496,016</b>	<b>\$478,834</b>	<b>\$489,302</b>	<b>\$542,771</b>	<b>\$63,937</b>
Services	\$9,544	\$8,592	\$8,659	\$10,622	\$2,030
Commodities	4,292	2,500	1,865	5,197	2,697
Capital Outlay	0	3,900	3,900	3,900	0
<b>Subtotal Operating Expenditures</b>	<b>\$13,836</b>	<b>\$14,992</b>	<b>\$14,424</b>	<b>\$19,719</b>	<b>\$4,727</b>
<b>Total Expenditures</b>	<b>\$509,852</b>	<b>\$493,826</b>	<b>\$503,726</b>	<b>\$562,490</b>	<b>\$68,664</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## General Fund (101) Town Clerk, *continued*



### FY 2018-2019 Expenditure Statements

10113001	Town Clerk	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10113001	511001	\$265,113	\$271,755	\$275,540	\$282,180	3.84%
10113001	511004	225	500	250	500	0.00%
10113001	511006	11,242	11,792	11,792	12,281	4.15%
<b>10113001</b>	<b>Subtotal Wages</b>	<b>\$276,580</b>	<b>\$284,047</b>	<b>\$287,582</b>	<b>\$294,961</b>	<b>3.84%</b>
10113001	522250	19,962	20,457	21,396	21,131	3.29%
10113001	522300	33,512	33,337	32,200	34,657	3.96%
10113001	522301	31	0	1,590	1,611	0.00%
10113001	522818	63,592	66,613	69,438	71,656	7.57%
10113001	522822	4,259	4,198	4,406	4,263	1.55%
10113001	522850	162	170	168	170	0.00%
10113001	538014	300	1,500	1,320	1,500	0.00%
10113001	538016	0	250	200	250	0.00%
10113001	540038	0	750	750	150	-80.00%
<b>10113001</b>	<b>Subtotal Benefits</b>	<b>\$121,818</b>	<b>\$127,275</b>	<b>\$131,468</b>	<b>\$135,388</b>	<b>6.37%</b>
10113001	530111	4,761	4,012	4,000	4,012	0.00%
10113001	534014	250	0	284	327	0.00%
10113001	538012	2,616	1,900	1,900	1,900	0.00%
10113001	538022	0	450	250	400	-11.11%
10113001	538030	600	525	525	495	-5.71%
<b>10113001</b>	<b>Subtotal Services</b>	<b>\$8,228</b>	<b>\$6,887</b>	<b>\$6,959</b>	<b>\$7,134</b>	<b>3.59%</b>
10113001	540012	1,168	2,000	1,465	2,000	0.00%
<b>10113001</b>	<b>Subtotal Commodities</b>	<b>\$1,168</b>	<b>\$2,000</b>	<b>\$1,465</b>	<b>\$2,000</b>	<b>0.00%</b>
10113001	530044	0	3,570	3,570	3,570	0.00%
<b>10113001</b>	<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$3,570</b>	<b>\$3,570</b>	<b>\$3,570</b>	<b>0.00%</b>
<b>10113001</b>	<b>Total Town Clerk</b>	<b>\$407,794</b>	<b>\$423,779</b>	<b>\$431,044</b>	<b>\$443,053</b>	<b>4.55%</b>

## General Fund (101) Town Clerk, *continued*



10113005		Canvassing Authority	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10113005	511001	Full-Time Employees	\$38,395	\$40,620	\$41,992	\$43,177	6.29%
10113005	511002	Part-Time Salaries	2,675	2,665	2,665	2,665	0.00%
10113005	511003	Seasonal Salaries	32,175	0	0	35,050	0.00%
10113005	511004	Overtime	1,151	0	0	2,560	0.00%
<b>10113005</b>		<b>Subtotal Wages</b>	<b>\$74,396</b>	<b>\$43,285</b>	<b>\$44,657</b>	<b>\$83,452</b>	<b>92.80%</b>
10113005	522250	FICA	2,959	3,020	3,306	6,055	100.50%
10113005	522300	Municipal Employees Retirement	4,835	4,964	4,749	5,082	2.38%
10113005	522301	Retirement - Defined Contribution	5	0	423	432	0.00%
10113005	522818	Medical Insur-Active Employees	14,285	15,097	15,903	16,240	7.57%
10113005	522822	Dental Insur-Active Employees	955	962	1,030	977	1.56%
10113005	522850	Life Insurance	32	34	34	34	0.00%
10113005	540038	Uniforms And Other Clothing	150	150	150	150	0.00%
<b>10113005</b>		<b>Subtotal Benefits</b>	<b>\$23,222</b>	<b>\$24,227</b>	<b>\$25,595</b>	<b>\$28,970</b>	<b>19.58%</b>
10113005	538012	Advertising	261	0	0	300	0.00%
10113005	538020	Postage	0	1,500	1,500	2,000	33.33%
10113005	538022	Printing Expenses	1,056	205	200	1,188	479.51%
<b>10113005</b>		<b>Subtotal Services</b>	<b>\$1,316</b>	<b>\$1,705</b>	<b>\$1,700</b>	<b>\$3,488</b>	<b>104.57%</b>
10113005	540012	Office Materials & Supplies	235	500	400	300	-40.00%
10113005	580100	Miscellaneous Expenses	2,889	0	0	2,897	0.00%
<b>10113005</b>		<b>Subtotal Commodities</b>	<b>\$3,124</b>	<b>\$500</b>	<b>\$400</b>	<b>\$3,197</b>	<b>539.40%</b>
10113005	530044	Non-Major Technology Reserve	0	330	330	330	0.00%
<b>10113005</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$330</b>	<b>\$330</b>	<b>\$330</b>	<b>0.00%</b>
<b>10113005</b>		<b>Total Canvassing Authority</b>	<b>\$102,058</b>	<b>\$70,047</b>	<b>\$72,682</b>	<b>\$119,437</b>	<b>70.51%</b>

Total		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
<b>Town Clerk Program</b>						
10113001	Subtotal Town Clerk	\$407,794	\$423,779	\$431,044	\$443,053	4.55%
10113005	Subtotal Canvassing Authority	102,058	70,047	72,682	119,437	70.50%
	<b>Total Town Clerk Program</b>	<b>\$509,852</b>	<b>\$493,826</b>	<b>\$503,726</b>	<b>\$562,490</b>	<b>13.90%</b>



**TAB 6  
GENERAL SERVICES**

Finance ..... 6 - 1  
Information Technology..... 6 - 8  
Tax Assessment..... 6 - 12  
Planning ..... 6 - 17  
Zoning/Building..... 6 - 27

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

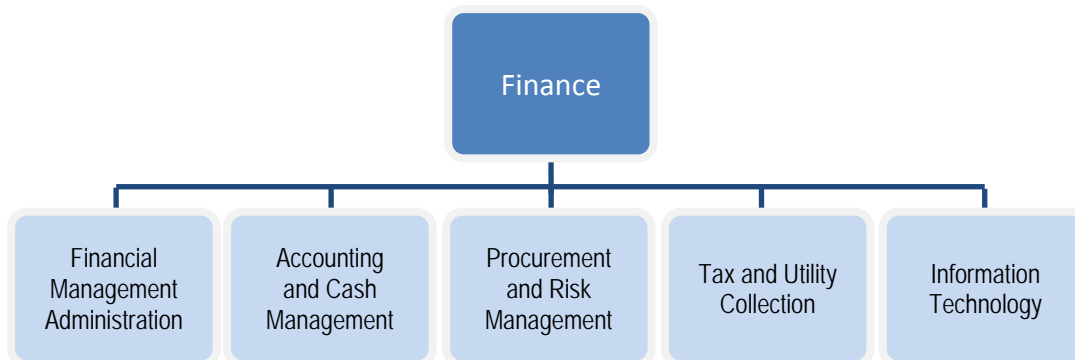
## General Fund (101) Finance



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

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

### Organizational Chart



### Mission Statement

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

### Functions

The Finance Department is responsible for the Town's financial, procurement, and risk management, tax and utility collections, accounting control and cash management, financial reporting, and debt management policies and practices. The principal programs, services, and activities offered by the Finance Department include, but are not limited to the following. The Information Technology (IT) Division, which is also part of the Finance Department, is detailed separately.

#### 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
- Manage the Town's cash and debt and prepare a financing plan to the Town Manager for review and consideration within the Capital Improvement Program (CIP)
- Schedule bond issues consistent with the CIP financing plan, prepare official statements for bond issuance, and meet with rating agencies to attain rating for bond sales
- Guide the overall financial affairs of the Town and adhere to all laws and regulations



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

### ACCOUNTING AND CASH MANAGEMENT

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

### PROCUREMENT AND RISK MANAGEMENT

- Provide procurement support to departments in acquiring goods, services, commodities, and outside resources
- Compile and administer Requests for Quotations, Bids, and Proposals so that goods and services can be obtained in a cost efficient and timely manner
- Maintain and control a capital asset system in conformity with generally accepted accounting principles (GAAP)
- Investigate and identify new products and sources of supply in order to provide greater value to the Town
- Administer contracts and monitor lease agreements for various leased property and buildings; alert department heads of upcoming contract expiration dates
- Maintain and recommend updates to the Town's Purchasing Policy & Procedures
- Administer the safety and loss prevention and the worker's compensation insurance programs
- Manage all 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 2017-2018 Priorities**

Priorities	Town Council Goals & Objs
Preserve the Town's recognition in achieving the Certificate of Achievement Award for Comprehensive Annual Financial report (CAFR) from the Government Finance Officers Association (GFOA)	BDFM
Preserve Town's recognition in achieving the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA)	BDFM
Enhance FY 2018-2019 budget document in accordance with GFOA Distinguished Budget Presentation Award requirements	BDFM
Prepare personnel and benefit budgets for all Town departments related to the FY 2018-2019 budget development	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
Invest in longer-term certificates of deposit, within FDIC limits, and US Government securities to improve investment earnings	BDFM
Continue to achieve a collection rate over 99%	BDFM
Continue to pursue alternate means of collecting delinquent motor vehicle and tangible property taxes	BDFM
Continue to develop a centralized purchasing division to administer the procurement process and proactively issue bids for goods and services, promoting a transparent process	PCSF
Continue to monitor department staff responsibilities and work product to achieve more productivity through enhancements of oversight and training	PCSF
Enhance leadership capabilities and improve the knowledge and skills of departmental personnel by encouraging employees to participate in GFOA, RIMPA, and/or other Finance/Budget related trainings/courses	CE



**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Obj's
Maintain or improve Aa1 rating with Moody's for planned 2020 issuance	BDFM
Continue to enhance and provide the Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration	BDFM
Complete FY 2017-2018 Comprehensive Annual Financial Report with an unqualified opinion and submit CAFR to GFOA for certification of achievement consideration	BDFM
Continue to invest in longer-term certificates of deposits and other vehicles to achieve optimal rates of return	BDFM
Complete a full OPEB valuation for 2017-2018 audit	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	BDFM / CE
Continue to 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
Revise the Town's Accounting Manual	BDFM
Implement electronic submission of direct check requests through MUNIS	BDFM PCSF
In collaboration with IT and Personnel, pursue implementation of the MUNIS Employee Self Service portal	BDFM / CE
Enhance budget accountability by closing the gap in variances between budgeted and actual expenditures and revenues with more precise budgeting practices	BDFM
In collaboration with Personnel Department, initiate a campaign to promote increased employee adoption of direct deposit and electronic pay advice	CE



**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Unassigned Fund Balance as a % of Budgeted Revenues	13.54%	14.62%	14.75%	BDFM
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
GFOA CAFR Award	Yes	Yes	Yes	BDFM
Years Received	27	28	29	BDFM
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	BDFM / CE
Years Received	1*	2	3	
Year End Expenditures < or = to 100% of the General Fund Budget	98.3%	<or= 100%	>or= 100%	BDFM
% of General Fund year end revenues within budget	103.2%	100%	100%	BDFM
Audit Findings of Material Weakness	None	None	None	BDFM
Unqualified Opinion from Independent Auditors	Yes	Yes	Yes	BDFM
% of Payroll Remitted by Direct Deposit	82%	82%	83%	BDFM
% of Direct Deposits were Electronic Advices	65%	69%	73%	BDFM
Vendor payments issued	5,333	5,458	5,475	BDFM
1099-misc prepared	144	140	140	BDFM
Purchase Orders processed	1,732	1,750	1,810	BDFM
% of requisitions over \$5,000 converted to PO in less than 10 days	100%	100%	100%	BDFM
General Fund/Pooled Cash Investment Rates (avg)	0.68%	0.70%	0.72%	BDFM
Avg # of days to complete bank reconciliation after month end	31	12	10	BDFM
Collection Rate	99.22%	=or> prior year	=or>prior year	BDFM
# of delinquent notices	11,530	11,000	11,000	BDFM
Municipal Lien Certificates	1,082	925	900	BDFM

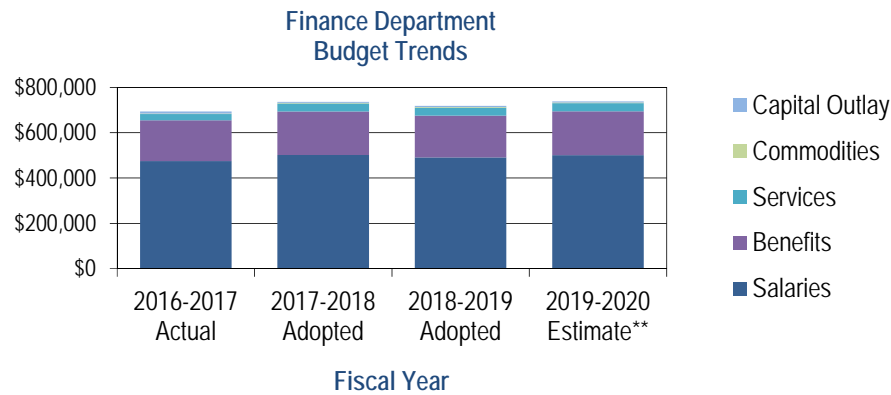
\*FY 2016-2017 was the first year the Town submitted for Distinguished Budget Presentation Award consideration



**FY 2018-2019 Funding Comparison**

Finance Department	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	8.30	8.30	8.30	7.80	(0.50)
Salaries	\$474,193	\$501,297	\$494,682	\$490,590	(\$10,707)
Benefits	180,618	192,347	194,030	184,525	(7,822)
<b>Subtotal Personnel Expenditures*</b>	<b>\$654,811</b>	<b>\$693,644</b>	<b>\$688,712</b>	<b>\$675,115</b>	<b>(\$18,529)</b>
Services	\$27,166	\$34,840	\$33,565	\$35,345	\$505
Commodities	2,309	2,950	2,500	2,950	0
Capital Outlay	8,970	4,443	4,763	5,043	600
<b>Subtotal Operating Expenditures</b>	<b>\$38,446</b>	<b>\$42,233</b>	<b>\$40,828</b>	<b>\$43,338</b>	<b>\$1,105</b>
<b>Total Expenditures</b>	<b>\$693,257</b>	<b>\$735,877</b>	<b>\$729,540</b>	<b>\$718,453</b>	<b>(\$17,424)</b>

\*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. It is noted that the Department's FTE is reduced by 0.5 FTE effective July 1, 2018 due to the Adopted elimination of a part time position in the Collection Division. It is also noted that this FTE reduction is achieved through attrition.



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## General Fund (101) Finance, *continued*



### FY 2018-2019 Expenditure Statements

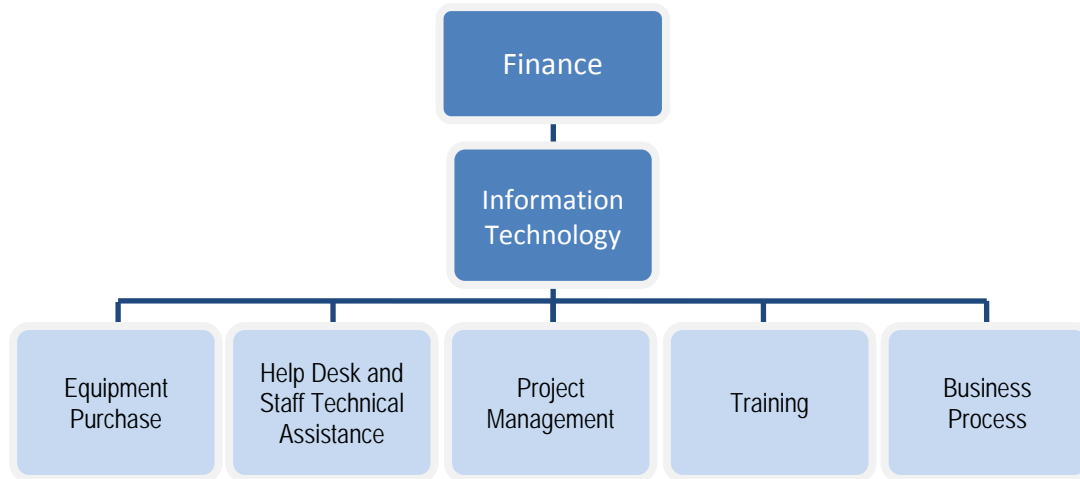
10114001	Finance Department	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10114001 511001	Full-Time Employees	\$423,820	\$443,319	\$438,788	\$460,014	3.77%
10114001 511002	Part-Time Salaries	38,884	45,185	43,090	21,000	-53.52%
10114001 511004	Overtime	0	100	0	100	0.00%
10114001 511006	Longevity	11,489	12,693	12,804	9,476	-25.34%
<b>10114001</b>	<b>Subtotal Wages</b>	<b>\$474,193</b>	<b>\$501,297</b>	<b>\$494,682</b>	<b>\$490,590</b>	<b>-2.14%</b>
10114001 522250	FICA	34,892	36,830	37,140	36,277	-1.50%
10114001 522300	Municipal Employees Retirement	57,625	58,115	55,648	55,261	-4.91%
10114001 522301	Retirement Defined Contribution	79	0	4,447	4,712	0.00%
10114001 522818	Medical Insur-Active Employees	78,341	84,356	86,575	74,502	-11.68%
10114001 522820	Medical Insur-Retirees	1,650	3,300	0	3,300	0.00%
10114001 522822	Dental Insur-Active Employees	6,071	6,301	5,800	5,048	-19.89%
10114001 522840	Insurance Buyback	1,205	1,200	2,120	3,200	166.67%
10114001 522850	Life Insurance	227	245	220	225	-8.16%
10114001 538014	Travel Expenses	77	1,000	1,275	1,000	0.00%
10114001 538016	Educational Expenses	0	400	85	400	0.00%
10114001 540038	Uniforms And Other Clothing	450	600	720	600	0.00%
<b>10114001</b>	<b>Subtotal Benefits</b>	<b>\$180,618</b>	<b>\$192,347</b>	<b>\$194,030</b>	<b>\$184,525</b>	<b>-4.07%</b>
10114001 530111	Professional Services	1,005	1,500	950	1,500	0.00%
10114001 534014	Office Equipment Maintenance	0	200	0	200	0.00%
10114001 538012	Advertising	370	400	260	400	0.00%
10114001 538022	Printing Expenses	590	7,000	6,630	7,000	0.00%
10114001 538030	Licenses And Dues	430	580	565	580	0.00%
<b>10114001</b>	<b>Subtotal Services</b>	<b>\$2,395</b>	<b>\$9,680</b>	<b>\$8,405</b>	<b>\$9,680</b>	<b>0.00%</b>
10114001 540012	Office Materials & Supplies	2,309	2,750	2,500	2,750	0.00%
10114001 540020	Books And Publications	0	200	0	200	0.00%
<b>10114001</b>	<b>Subtotal Commodities</b>	<b>\$2,309</b>	<b>\$2,950</b>	<b>\$2,500</b>	<b>\$2,950</b>	<b>0.00%</b>
10114001 530044	Non-Major Technology Reserve	0	4,443	4,443	5,043	13.50%
10114001 550004	Office Equipment	0	0	320	0	0.00%
10114001 550026	Furniture And Furnishings	1,470	0	0	0	0.00%
10114001 590999	Transfer to Other Funds	7,500	0	0	0	0.00%
<b>10114001</b>	<b>Subtotal Capital Outlay</b>	<b>\$8,970</b>	<b>\$4,443</b>	<b>\$4,763</b>	<b>\$5,043</b>	<b>13.50%</b>
<b>10114001</b>	<b>Total Finance Department</b>	<b>\$668,486</b>	<b>\$710,717</b>	<b>\$704,380</b>	<b>\$692,788</b>	<b>-2.52%</b>

10114005	Post Year Audit	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10114005 530111	Professional Services	\$24,771	\$25,160	\$25,160	\$25,665	2.01%
<b>10114005</b>	<b>Subtotal Services</b>	<b>\$24,771</b>	<b>\$25,160</b>	<b>\$25,160</b>	<b>\$25,665</b>	<b>2.01%</b>
<b>10114005</b>	<b>Total Post Year Audit</b>	<b>\$24,771</b>	<b>\$25,160</b>	<b>\$25,160</b>	<b>\$25,665</b>	<b>2.01%</b>

	Total Finance Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10114001	Subtotal Finance Department	\$668,486	\$710,717	\$704,380	\$692,788	-2.52%
10114005	Subtotal Post Audit Year	24,771	25,160	25,160	25,665	2.01%
	<b>Total Finance Program</b>	<b>\$693,257</b>	<b>\$735,877</b>	<b>\$729,540</b>	<b>\$718,453</b>	<b>-2.37%</b>



## 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.

## 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
- Assist all Town departments with streamlining their business processes to gain efficiencies and better serve our constituents
- Adhere to cybersecurity best practices and create awareness among staff
- Establish traditional audit trails and controls
- Assist in the training and orientation of technology users
- Adapt to changing technologies; adopt new and emerging technologies
- Empower Town staff to embrace and utilize technology

## FY 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Fire Alarm radio box migration project	CE
Virtual environment hardware upgrade	CE
Collaboration with Statewide permitting system	CE
Microsoft Office Suite upgrade	CE
Windows server operating system upgrade	CE
Begin Windows 10 deployment (multi year project)	CE

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



### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
In collaboration with the Fire Alarm Division, continue the Radio Box migration project	CE
Bid, procure, and implement a Voice over Internet Protocol (VoIP) telephone system for municipal phones	CE
Working with the Town Clerk's office, bid, procure & implement a new Land Evidence System	CE
Windows 10 Deployment (continued)	CE
Windows Server Operating System Upgrade (start of a multi-year project)	CE
Collaborate with Department of Public Services on a Comprehensive Public Works System	CE
In collaboration with Finance and Personnel, explore implementing the MUNIS Employee Self Service portal	CE

### Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
IT Help Desk Tickets Resolved	1,221	1,500	1,300	CE
Average # of Tickets per month	102	125	108	CE
Email received & sent	579,072	500,000	550,000	CE
Spam blocked	31,280	20,000	30,000	CE
Projects Completed	15	10	6	CE
Applications Supported	55	55	55	CE
Physical servers and appliances	16	16	16	CE
Virtual servers	17	17	16	CE
Firewalls	5	5	4	CE
Storage area network (SAN) device	2	2	2	CE
Personal Computers/Devices	195	196	203	CE
Printers	55	55	56	CE
Switches	22	22	22	CE
Wireless access points	5	7	10	CE

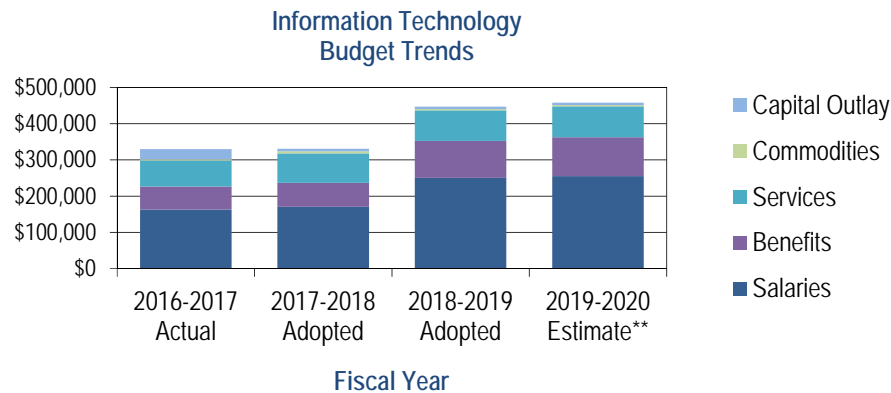
# General Fund (101) Information Technology (14003), *continued*



## FY 2018-2019 Funding Comparison

Information Technology	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	1.80	1.80	1.80	2.80	1.00
Salaries	\$162,775	\$170,402	\$170,892	\$250,026	\$79,624
Benefits	63,560	65,921	67,400	102,139	36,218
<b>Subtotal Personnel Expenditures*</b>	<b>\$226,336</b>	<b>\$236,323</b>	<b>\$238,292</b>	<b>\$352,165</b>	<b>\$115,842</b>
Services	\$72,173	\$81,575	\$79,825	\$84,509	\$2,934
Commodities	2,911	5,635	5,600	3,500	(2,135)
Capital Outlay	28,016	7,070	7,070	6,367	(703)
<b>Subtotal Operating Expenditures</b>	<b>\$103,100</b>	<b>\$94,280</b>	<b>\$92,495</b>	<b>\$94,376</b>	<b>\$96</b>
<b>Total Expenditures</b>	<b>\$329,436</b>	<b>\$330,603</b>	<b>\$330,787</b>	<b>\$446,541</b>	<b>\$115,938</b>

\*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. It is noted that the Department's FTE is increased by 1.0 FTE effective July 1, 2018 due to the reallocation of an IT professional's salary and benefits to the IT Department's budget that was previously budgeted within the Police Department.



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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

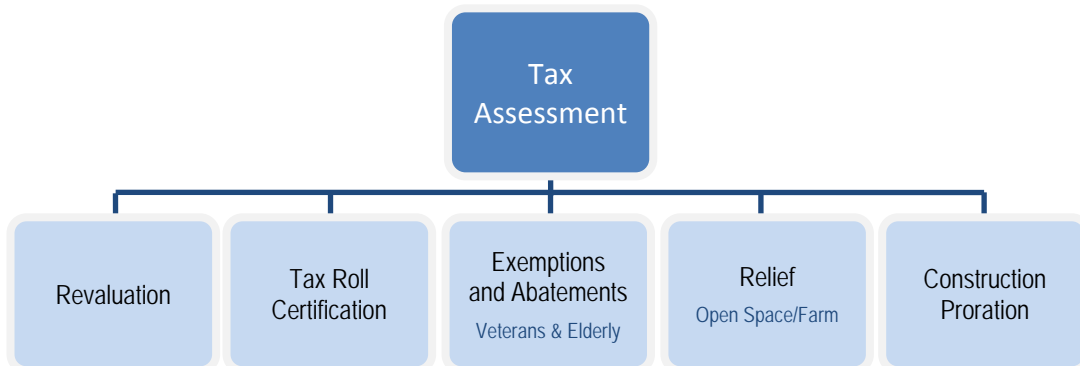


### FY 2018-2019 Expenditure Statement

10114003	Information Technology	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10114003 511001	Full-Time Employees	\$162,189	\$169,718	\$169,718	\$246,372	45.17%
10114003 511006	Longevity	587	684	1,174	3,654	434.21%
<b>10114003</b>	<b>Subtotal Wages</b>	<b>\$162,775</b>	<b>\$170,402</b>	<b>\$170,892</b>	<b>\$250,026</b>	<b>46.73%</b>
10114003 522250	FICA	11,961	12,518	12,831	18,219	45.54%
10114003 522300	Municipal Employees Retirement	20,970	21,334	19,165	29,428	37.94%
10114003 522301	Retirement Defined Contribution	42	0	2,222	3,209	0.00%
10114003 522818	Medical Insur-Active Employees	25,671	27,038	28,244	45,325	67.63%
10114003 522822	Dental Insur-Active Employees	1,131	1,120	1,177	2,113	88.66%
10114003 522850	Life Insurance	58	61	61	95	55.74%
10114003 538014	Travel Expenses	1,579	1,500	1,450	1,500	0.00%
10114003 538016	Educational Expenses	2,148	2,350	2,250	2,250	-4.26%
<b>10114003</b>	<b>Subtotal Benefits</b>	<b>\$63,560</b>	<b>\$65,921</b>	<b>\$67,400</b>	<b>\$102,139</b>	<b>54.94%</b>
10114003 530066	Internet Access	2,783	2,400	2,400	2,760	15.00%
10114003 530111	Professional Services	15,704	16,700	15,900	16,500	-1.20%
10114003 534014	Office Equipment Maintenance	18,837	19,620	18,800	19,039	-2.96%
10114003 534016	Computer/Software Maintenance	34,740	42,780	42,650	46,110	7.78%
10114003 538012	Advertising	8	0	0	0	0.00%
10114003 538030	Licenses And Dues	100	75	75	100	33.33%
<b>10114003</b>	<b>Subtotal Services</b>	<b>\$72,173</b>	<b>\$81,575</b>	<b>\$79,825</b>	<b>\$84,509</b>	<b>3.60%</b>
10114003 540012	Office Materials & Supplies	2,911	5,635	5,600	3,500	-37.89%
<b>10114003</b>	<b>Subtotal Commodities</b>	<b>\$2,911</b>	<b>\$5,635</b>	<b>\$5,600</b>	<b>\$3,500</b>	<b>-37.89%</b>
10114003 530044	Non-Major Technology Reserve	0	2,070	2,070	1,367	-33.96%
10114003 550002	Computer Equipment	8,121	5,000	5,000	5,000	0.00%
10114003 550026	Furniture And Furnishings	1,895	0	0	0	0.00%
10114003 590999	Transfer To Other Funds	18,000	0	0	0	0.00%
<b>10114003</b>	<b>Subtotal Capital Outlay</b>	<b>\$28,016</b>	<b>\$7,070</b>	<b>\$7,070</b>	<b>\$6,367</b>	<b>-9.94%</b>
<b>10114003</b>	<b>Total Information Technology</b>	<b>\$329,436</b>	<b>\$330,603</b>	<b>\$330,787</b>	<b>\$446,541</b>	<b>35.07%</b>



## Organizational Chart



## Mission Statement

The mission of the Town 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.

## Functions

### TOWN ASSESSOR'S OFFICE

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

- Discover, list, and value all taxable and exempt real estate, 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 Town Assessor's plat maps in hard copy and digital format (available online)
- Provide information and reports to the State of Rhode Island Department of Revenue for certification, new legislation fiscal impact inquiries as well as general inquiries
- Disseminate information to the general public concerning public records maintained in the Town Assessor's Office



**FY 2017-2018 Priorities**

Priorities	Town Council Goals & Objs
Preparation and initiation of the 2018 Statistical Revaluation	BDFM
Review assessment appeals resulting from the December 31, 2015 Statistical Revaluation and coordinate Assessment Board of Review Hearings	BDFM
Certify the Tax Roll on June 15, 2018	BDFM
Inspect and process new Building Permits, and re-inspect those not completed	BDFM
Review and process Motor Vehicles for the Tax Roll	BDFM
Receive, process, and maintain Tax Exemption Records for the Elderly and Veteran's exemptions	SNP / BDFM
Maintain Tax Records for the Farm Forest Open Space (FFOS) Program	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 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 serve 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



**FY 2018-2019 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; Coordinate all activities to prepare for triennial property valuation updates and revaluations	BDFM
Ensure that evaluations and revaluations, and the abatement and exemption programs are completed per state laws, local ordinances, and follow assessment standards prescribed by both Rhode Island and National Association of Assessing Officers to ensure that all property is being assessed in a uniform and equitable manner	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
Provide assessment notices to property owners resulting from the December 31, 2018 Statistical Revaluation in February of 2019	PCSF
Review assessment appeals resulting from the December 31, 2018 Statistical Revaluation and coordinate Assessment Board of Review Hearings	PCSF

**Specific Performance Measurements**

Description	Tax Yr 2016 Actual	Tax Yr 2017 Projected	Tax Yr 2018 Anticipated	Town Council Goals & Obj's
Real Estate & Tangible Property Tax Rate*	\$15.09	\$15.29	\$15.65	BDFM
		<i>Revised Article 11</i>		
Motor Vehicles Tax Rate**	\$18.71	\$18.71	\$18.71	BDFM
Property Tax Roll	\$4,418.6M	\$4,433.8M	\$4,463.8M	BDFM
Motor Vehicle Tax Roll	\$198.9M	\$184.2M	\$169.1M	BDFM
Property Tax Generated	\$66.6M	\$67.8M	\$69.8M	BDFM
Motor Vehicle Tax Generated	\$3.7M	\$3.4M	\$3.1M	BDFM
Building Permits	1,099	1,140	1,200	BDFM
Property Assessments	\$4,617.5M	\$4,618.1M	\$4,633.0M	BDFM
Motor Vehicle Assessments	31,782	31,976	32,100	BDFM
FFOS properties	158	158	158	LU
Elderly Tax Credit - # of participants	175	185	195	SNP
Elderly Tax Credit - value	\$268,317	\$300,000	\$300,000	SNP
Veterans Exemption - # of Veterans	1,053	1,005	1,010	SNP
Veterans Exemption - value	\$152,816	\$165,470	\$180,000	SNP
Veterans Exemption	\$146	\$168	\$175	SNP
100% Disabled Veteran	\$272	\$272	\$305	SNP
Ex-POW	\$430	\$430	\$430	SNP
Unmarried Widow(er) of Veteran	\$146	\$168	\$175	SNP
Gold Star Parent	\$378	\$378	\$378	SNP

\*per thousand dollars

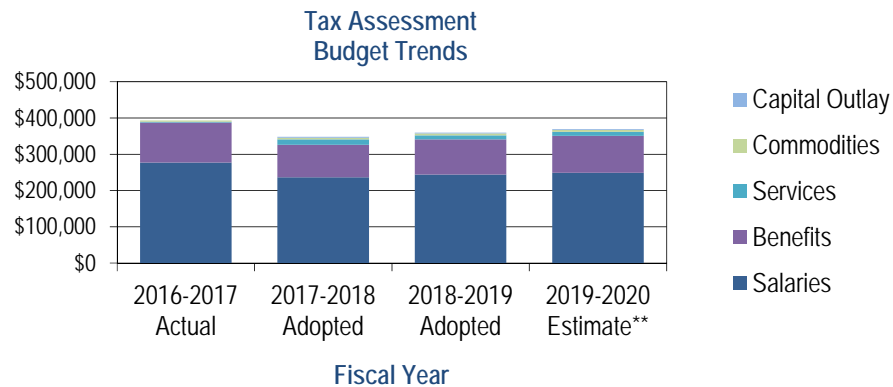
\*\*per thousand dollars, with an exemption of the first \$3,000



**FY 2018-2019 Funding Comparison**

Tax Assessment	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	5	4	4	4	0
Salaries	\$276,805	\$236,356	\$236,356	\$243,848	\$7,492
Benefits	110,710	89,661	91,429	97,254	7,593
<b>Subtotal Personnel Expenditures*</b>	<b>\$387,515</b>	<b>\$326,017</b>	<b>\$327,785</b>	<b>\$341,102</b>	<b>\$15,085</b>
Services	\$1,958	\$15,050	\$5,500	\$10,950	(\$4,100)
Commodities	3,679	4,500	4,150	5,200	700
Capital Outlay	0	2,521	2,521	2,321	(200)
<b>Subtotal Operating Expenditures</b>	<b>\$5,638</b>	<b>\$22,071</b>	<b>\$12,171</b>	<b>\$18,471</b>	<b>(\$3,600)</b>
<b>Total Expenditures</b>	<b>\$393,153</b>	<b>\$348,088</b>	<b>\$339,956</b>	<b>\$359,573</b>	<b>\$11,485</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

# General Fund (101) Tax Assessment, *continued*



## FY 2018-2019 Expenditure Statements

10115001	Town Assessor	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change	
10115001	511001	Full-Time Employees	\$257,819	\$226,886	\$226,886	\$233,888	3.09%
10115001	511005	Retirement/Vacation Reimb.	\$7,133	\$0	\$0	\$0	0.00%
10115001	511006	Longevity	11,853	9,470	9,470	9,960	5.17%
<b>10115001</b>		<b>Subtotal Wages</b>	<b>\$276,805</b>	<b>\$236,356</b>	<b>\$236,356</b>	<b>\$243,848</b>	<b>3.17%</b>
10115001	522250	FICA	21,994	17,534	17,534	18,019	2.77%
10115001	522300	Municipal Employees Retirement	34,970	29,746	26,519	28,700	-3.52%
10115001	522301	Retirement - Defined Contribution	58	0	3,241	3,330	0.00%
10115001	522818	Medical Insur-Active Employees	46,637	36,571	38,202	39,340	7.57%
10115001	522822	Dental Insur-Active Employees	3,067	2,274	2,397	2,309	1.54%
10115001	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
10115001	522850	Life Insurance	157	136	136	136	0.00%
10115001	538014	Travel Expenses	60	100	100	100	0.00%
10115001	538016	Educational Expenses	1,758	1,000	1,000	2,600	160.00%
10115001	540038	Uniforms And Other Clothing	0	300	300	720	140.00%
<b>10115001</b>		<b>Subtotal Benefits</b>	<b>\$110,710</b>	<b>\$89,661</b>	<b>\$91,429</b>	<b>\$97,254</b>	<b>8.47%</b>
10115001	530018	Outside Data Processing	428	450	450	450	0.00%
10115001	530111	Professional Services	0	12,500	3,000	7,500	-40.00%
10115001	534010	Motor Vehicles Maintenance	0	200	200	200	0.00%
10115001	534014	Office Equipment Maintenance	536	1,000	1,000	1,000	0.00%
10115001	538012	Advertising	14	300	250	300	0.00%
10115001	538030	Licenses And Dues	980	600	600	1,500	150.00%
<b>10115001</b>		<b>Subtotal Services</b>	<b>\$1,958</b>	<b>\$15,050</b>	<b>\$5,500</b>	<b>\$10,950</b>	<b>-27.24%</b>
10115001	540012	Office Materials & Supplies	1,583	2,000	2,000	2,200	10.00%
10115001	540020	Books And Publications	1,780	1,700	1,700	2,200	29.41%
10115001	540028	Motor Vehicle Materials & Supplies	34	300	300	300	0.00%
10115001	540040	Fuels And Lubricants	283	500	150	500	0.00%
<b>10115001</b>		<b>Subtotal Commodities</b>	<b>\$3,679</b>	<b>\$4,500</b>	<b>\$4,150</b>	<b>\$5,200</b>	<b>15.56%</b>
10115001	530044	Non-Major Technology Reserve	0	2,521	2,521	2,321	-7.93%
<b>10115001</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$2,521</b>	<b>\$2,521</b>	<b>\$2,321</b>	<b>-7.93%</b>
<b>10115001</b>		<b>Total Town Assessor</b>	<b>\$393,153</b>	<b>\$348,088</b>	<b>\$339,956</b>	<b>\$359,573</b>	<b>3.30%</b>

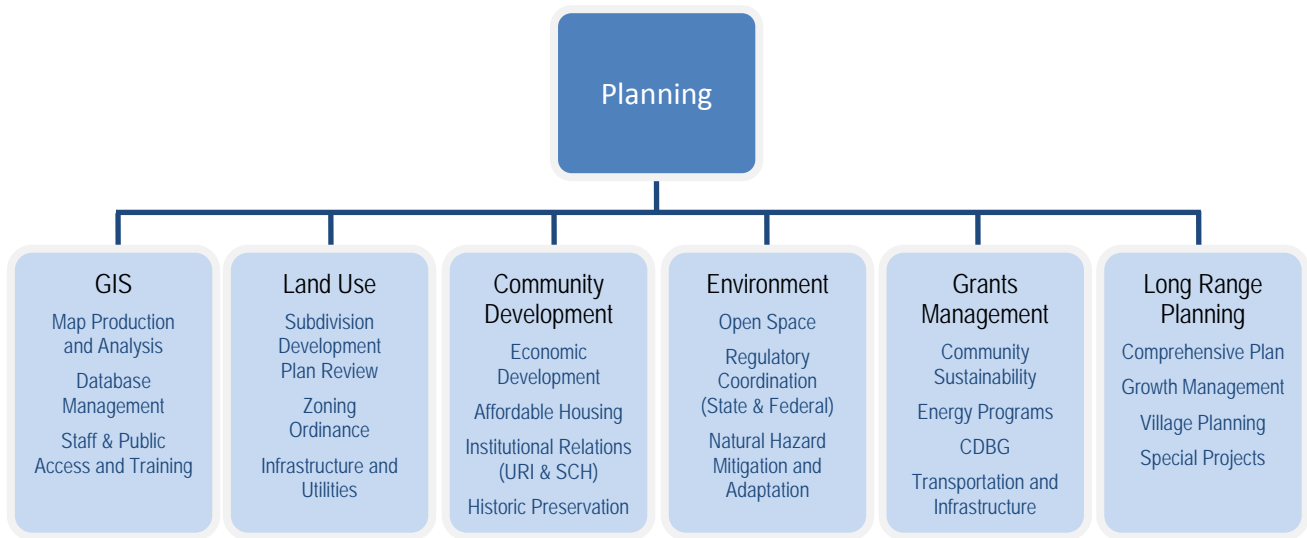
## General Fund (101) Planning



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

Acct Number	Acct Description
16001	Planning Department
16005	Geographical Information Systems

### Organizational Chart



### Mission Statement

The Planning Department'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 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.



### Functions

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#### PLANNING DEPARTMENT

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

- Coordinate and provide staff support for updates to the South Kingstown Comprehensive Community Plan
- Draft amendments to the Town's Subdivision and Land Development Regulations and coordinate Planning Board review of such, as necessary
- Administer and perform technical review of applications for land development and subdivision projects under the Town's Subdivision and Land Development Regulations and Zoning Ordinance
- Draft amendments to the Town's Zoning Ordinance and review applications for Zoning Ordinance amendments
- Provide administrative coordination and development function relating to Town's sustainability programming (including energy efficiency and facility upgrade projects)
- Provide coordination and support functions regarding environmental and natural resource protection
- Assume a lead role in coordination/communication with Federal and State agencies
- Perform grant writing and grant administration
- Coordinate with major community institutions (South County Hospital and University of Rhode Island)
- Provide management oversight of Geographic Information System (GIS) Division
- Provide direct staff support to nine permanent Town Boards
- Perform research activities and undertake special projects under the direction of the Town Manager

#### GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

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

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



**FY 2017-2018 Priorities**

Planning Priorities	Town Council Goals & Obj's
Work with the Planning Board to complete the update of the Town's Comprehensive Community Plan	LU / H / SENR / ED
Initiate update of the Town's Multi-Hazard Mitigation Plan	LU / H / SENR / ED / C
Provide ongoing administrative and technical support to nine (9) Town Boards and Commissions	LU / H / SENR / CHR / ED / C
Process and provide technical review of applications for subdivisions, land development projects, and development plan review	LU / H / ED
Complete and submit application to the State Scenic Roadway Board for designation of US Route 1 as a scenic roadway	LU / SENR / CHR / C
Work with the Planning Board, Conservation Commission, and Recreation Commission to develop an open space management plan for Noyes Farm	LU / SENR / CHR
Work with the Affordable Housing Collaborative and the Planning Board to evaluate the regulatory framework and incentives for the provision of low- and moderate-income housing in Town and determine whether changes are necessary	LU / H / SNP
Complete revisions to the Town's Subdivision and Land Development Regulations to increase ease of use, provide clarity, and update physical improvement standards to current best practices	LU / CE / SENR / CHR
Evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity and bring standards in line with current best practices	LU / CE / SENR
Support the Economic Development Committee's work to develop a vision for the Old Tower Hill Road corridor and evaluate whether implementation of the identified vision requires regulatory amendments	LU / ED / C
Work with the newly established Sustainability Committee to develop the Town's Sustainability Work Plan and begin Work Plan implementation	LU / SENR
Support the University of Rhode Island's efforts to extend the William C. O'Neill Bike Path to URI	C / URI
In cooperation with the School Department, RI OER, RI Commerce Corporation, and RI Infrastructure Bank, coordinate the Town's energy efficiency programs	LU / SENR
Conduct the Solarize RI program in Town, providing the opportunity for residents and business owners to install solar energy systems at reduced cost	LU / SENR
Maintain administrative coordination and oversight function concerning Community Development Block Grant (CDBG) program funding	H
Compile and submit grant applications for CDBG PY17, when available, for funding for programs benefitting low- and moderate-income persons and households	H
Coordinate the Town's interaction with RIDOT concerning the State's Transportation Improvement Program (STIP) and ongoing State projects in the community	C
Continue as an aquaculture training partner with Education Exchange under the RI Department of Labor and Training <i>Real Jobs RI Program</i>	ED
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI
Assist the Department of Public Services in applying for funding to continue erosion control, mitigation, and resilience efforts along the south shore and the village of Matunuck in particular	SENR
Provide staff support to the Historic District Commission in compiling a historic needs assessment for Wakefield	CHR
Provide staff support to the Conservation Commission in their evaluation of a potential plastic bag ban in Town	SENR
Provide staff support to the newly created Bicycle Pedestrian Advisory Committee in development of a framework for assessing the appropriateness of bicycle and pedestrian improvements	C

## General Fund (101) Planning, *continued*



Planning Priorities, <i>continued</i>	Town Council Goals & Objs
Review the Planning Department section of the Town website, update content and provide new resources to aid in communication	CE
Monitor legislative developments and track issues of interest to the Town during the General Assembly's 2018 legislative session	CE
Assist the Historic District Commission in administering a grant application and potential award to expand the Wakefield National Register Historic District	CHR
Provide staff support to the review and consideration of the Town's adoption of the Wood Pawcatuck Watershed Wild and Scenic Rivers designation.	SENR
Pursue implementation of appropriate short-term recommendations from the URI Landscape Architecture Studio project "A Vision for the Saugatucket" final report.	LU / SENR / URI
Provide staff support to the Conservation Commission's research and evaluation of a potential plastic bag ban.	SENR
Provide staff support to the Sustainability Committee in efforts to maintain active public engagement and education on sustainability issues, including through development of public forums and events.	CE / SENR

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



**FY 2018-2019 Goals & Objectives**

Goals & Objectives – Planning	Town Council Goals & Objs
Complete update of the Town's Multi-Hazard Mitigation Plan and begin implementation	LU / H / SENR / ED / C
Complete update of the Town's Harbor Management Plan	LU / SENR
Undertake activities to implement the Comprehensive Community Plan	LU / H / SENR / ED / CHR / C / SNP
Undertake activities to implement the Town's village plan studies, including those for Peace Dale and Wakefield, West Kingstown, and Matunuck	LU / H / ED / C
Continue work with the Planning Board and Town administrative to develop a generalized approach and work program for community growth management	LU / H / ED / C
Maintain role in assisting Town (and private) efforts to control erosion, adapt to and mitigate impacts of natural hazards and climate change, and implement resilience projects	SENR / LU
Continue participation in CRMC's process to develop the Beach Special Area Management Plan (SAMP)	SENR / LU
Undertake special project research, policy development support, issue analysis, and ordinance development	LU / H / CHR / ED
Work with the Planning Board to develop and adopt guidelines and regulatory amendments related to scale, massing, and visual character of commercial properties, specifically in historic villages	LU / CHR / ED
Maintain administrative support for Town Boards and Commissions, including the newly formed Sustainability and Bicycle Pedestrian Advisory Committees	PCSF
Provide review, analysis, and general administration regarding applications for land development, including subdivisions and residential and commercial site review	LU / H / ED
Continue lead role in the preparation of grant applications, award administration, and reporting requirements	SNP / H / SENR
Provide timely, accurate information to the public regarding Town planning programs, data sources, regulations, and land development applications	CE
Continue to assess Department procedures, communications, and policies to increase efficiency, effectiveness, and clarity of information for public consumption	CE
Assist with, maintain, and improve communication and cooperation between the Town and the Town's major institutional entities (Fire Districts, South County Hospital, and URI)	CE / URI / SCH
Monitor legislative developments and track issues of interest to the Town during the General Assembly's 2019 legislative session	CE
Continue work with the Planning Board and Historic District Commission to identify means to improve protection and preservation of historic districts, properties, sites, and landscapes	CHR / LU
Continue the Department's collaborative role and advocacy concerning multi-modal transportation issues in the community	C / CE
Continue to coordinate with the Building Official and IT staff to ensure applications for building permits are compliant with Planning Board approvals	LU
Continue and improve monitoring and enforcement of permanently protected open space created through residential subdivisions	LU / SENR
Complete development of an Open Space Management Plan for the Noyes Farm property.	LU / SENR
Complete development of a US Route 1 Scenic Roadway Stewardship Plan following anticipated designation of this roadway in FY 2017-2018	LU / SENR / CHR / ED / C
Continue to provide staff support to implement the Town's energy programs, specifically related to increasing energy efficiency in Town facilities and promoting energy efficiency and renewable energy resources throughout Town	SENR
Continue as an aquaculture training partner with Education Exchange under the RI Department of Labor and Training <i>Real Jobs RI</i> program	LU / SENR / ED

## General Fund (101) Planning, *continued*



Goals & Objectives – Planning, <i>continued</i>	Town Council Goals & Obj's
Continue administrative coordination and oversight functions concerning Community Development Block Grant (CDBG) program funding	H / SNP
Continue to pursue long-term implementation of appropriate actions identified in the URI Landscape Architecture Studio project <i>A Vision for the Saugatucket</i> final report	LU / SENR / URI
Continue to provide staff support to the Sustainability Committee in efforts to maintain active public engagement and education on sustainability issues, including through development of public forums and events	CE / SENR
Goals & Objectives – GIS	Town Council Goals & Obj's
Increase public awareness and use of web mapping technologies and WebGIS interface through public outreach, and further integrate use of GIS into everyday activities of Town Departments by engaging with and familiarizing individual departments with GIS functionality and emerging spatial technologies	CE
Continue the development and functionality of the Town's ArcGIS Online website to increase the functionality and mapping services to Town staff and the public	CE
Continue to train and provide technical support to Town Staff in use of WebGIS interface and new web mapping services	CE
Continue to provide support for new GIS mobile technologies used by the Public Services Department	SENR
Continue to maintain GIS data layers for the departments of Planning, Town Assessor, and Public Services	PCSF



**Specific Performance Measurements**

Planning Department: Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Planning Board meetings	27	33	28	LU / H / SENR / ED
Technical Review Committee (TRC) meetings	14	12	12	LU / ED / H
Conservation Commission meetings	11	12	12	SENR
Economic Development Committee meetings	12	14	14	ED
Historic District Commission meetings	8	10	8	CHR
Affordable Housing Collaborative meetings	7	6	6	H / SNP
Sustainability Committee meetings*	2	14	14	SENR
Bicycle Pedestrian Advisory Committee (BPAC) meetings**	-	10	12	C
Subdivision and Development Applications Review (all stages of review)	67	69	70	PCSF/LU
Zoning Ordinance and Map Amendment applications processed	4	1	2	PCSF/LU

\*New board, began meeting May 2017

\*\*New board, began meeting August 2017

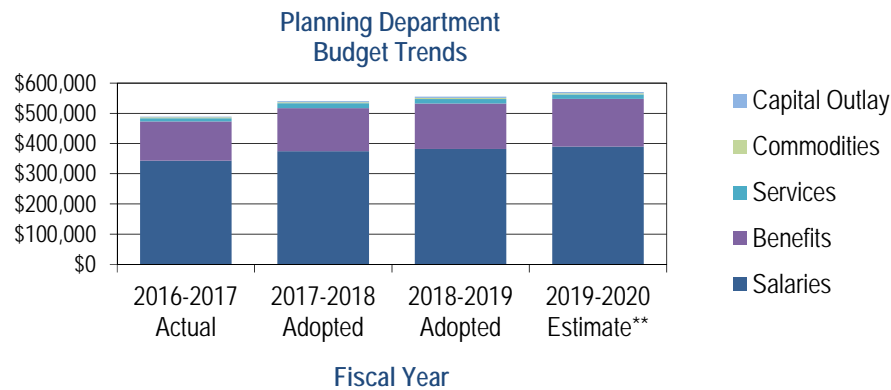
GIS Division: Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Tax Cut Revisions to Tax Assessor Maps	42	40	40	PCSF
Map Sales to Public	\$458	\$400	\$400	CE
Maps produced for Town Departments	195	200	200	PCSF
Scanned Land Evidence Recorded Plans	123	100	100	CE
Copies of recorded plans for public	374	300	300	PCSF



**FY 2018-2019 Funding Comparison**

Planning	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$342,916	\$374,347	\$373,453	\$381,917	\$7,570
Benefits	129,694	142,398	144,327	151,535	9,137
<b>Subtotal Personnel Expenditures*</b>	<b>\$472,610</b>	<b>\$516,745</b>	<b>\$517,780</b>	<b>\$533,452</b>	<b>\$16,707</b>
Services	\$10,732	\$16,465	\$15,548	\$14,624	(\$1,841)
Commodities	3,418	3,395	3,320	3,770	375
Capital Outlay	2,251	3,647	3,647	4,183	536
<b>Subtotal Operating Expenditures</b>	<b>\$16,401</b>	<b>\$23,507</b>	<b>\$22,515</b>	<b>\$22,577</b>	<b>(\$930)</b>
<b>Total Expenditures</b>	<b>\$489,010</b>	<b>\$540,252</b>	<b>\$540,295</b>	<b>\$556,029</b>	<b>\$15,777</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## General Fund (101) Planning, *continued*



### FY 2018-2019 Expenditure Statements

10116001	Planning Department	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10116001	511001 Full-Time Employees	\$252,728	\$289,607	\$281,282	\$294,969	1.85%
10116001	511002 Part-Time Employees	\$4,573	\$0	\$7,250	\$0	0.00%
10116001	511004 Overtime	0	0	60	0	0.00%
10116001	511006 Longevity	5,194	2,445	2,566	2,933	19.96%
<b>10116001</b>	<b>Subtotal Wages</b>	<b>\$262,494</b>	<b>\$292,052</b>	<b>\$291,158</b>	<b>\$297,902</b>	<b>2.00%</b>
10116001	522250 FICA	27,979	21,630	21,940	21,966	1.55%
10116001	522300 Municipal Employees Retirement	31,985	35,816	31,800	35,063	-2.10%
10116001	522301 Retirement - Defined Contribution	55	0	2,987	3,108	0.00%
10116001	522818 Medical Insur-Active Employees	29,435	45,215	47,150	47,638	5.36%
10116001	522822 Dental Insur-Active Employees	3,523	3,848	4,020	3,908	1.56%
10116001	522840 Insurance Buyback	3,144	2,000	2,000	2,000	0.00%
10116001	522850 Life Insurance	116	136	136	136	0.00%
10116001	538014 Travel Expenses	0	200	0	170	-15.00%
10116001	538016 Educational Expenses	540	440	805	805	82.95%
10116001	540038 Uniforms And Other Clothing	300	150	150	300	100.00%
<b>10116001</b>	<b>Subtotal Benefits</b>	<b>\$97,076</b>	<b>\$109,435</b>	<b>\$110,988</b>	<b>\$115,094</b>	<b>5.17%</b>
10116001	530111 Professional Services	0	1,375	1,250	1,375	0.00%
10116001	534016 Computer/Software Maintenance	399	0	0	0	0.00%
10116001	538012 Advertising	716	600	600	200	-66.67%
10116001	538022 Printing Expenses	87	200	200	200	0.00%
10116001	538030 Licenses And Dues	320	965	1,193	875	-9.33%
<b>10116001</b>	<b>Subtotal Services</b>	<b>\$1,522</b>	<b>\$3,140</b>	<b>\$3,243</b>	<b>\$2,650</b>	<b>-15.61%</b>
10116001	540012 Office Materials & Supplies	546	750	750	950	26.67%
10116001	540020 Books And Publications	0	45	20	20	-55.56%
<b>10116001</b>	<b>Subtotal Commodities</b>	<b>\$546</b>	<b>\$795</b>	<b>\$770</b>	<b>\$970</b>	<b>22.01%</b>
10116001	530044 Non-Major Technology Reserve	0	1,665	1,665	1,600	-3.90%
10116001	550002 Computer Equipment	2,178	0	0	0	0.00%
10116001	590999 Transfer To Other Funds	73	0	0	0	0.00%
<b>10116001</b>	<b>Subtotal Capital Outlay</b>	<b>\$2,251</b>	<b>\$1,665</b>	<b>\$1,665</b>	<b>\$1,600</b>	<b>-3.90%</b>
<b>10116001</b>	<b>Total Planning Department</b>	<b>\$363,890</b>	<b>\$407,087</b>	<b>\$407,824</b>	<b>\$418,216</b>	<b>2.73%</b>

## General Fund (101) Planning, *continued*



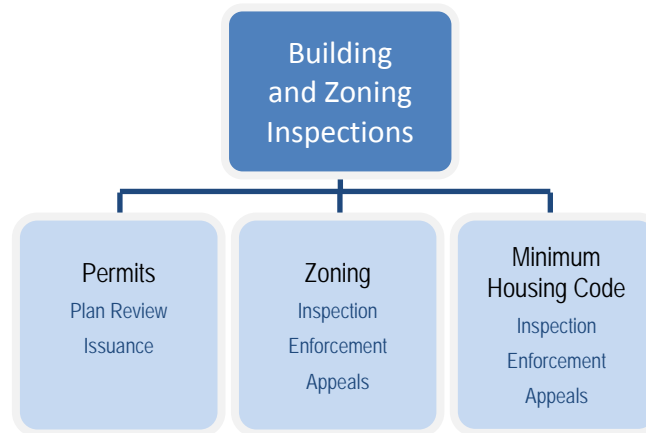
10116005	Geographical Information Systems (GIS)		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10116005	511001	Full-Time Employees	\$78,161	\$79,912	\$79,912	\$81,510	2.00%
10116005	511006	Longevity	2,261	2,383	2,383	2,505	5.12%
<b>10116005</b>	<b>Subtotal Wages</b>		<b>\$80,421</b>	<b>\$82,295</b>	<b>\$82,295</b>	<b>\$84,015</b>	<b>2.09%</b>
10116005	522250	FICA	5,885	6,007	6,163	6,101	1.56%
10116005	522300	Municipal Employees Retirement	10,317	10,263	9,234	9,889	-3.64%
10116005	522301	Retirement - Defined Contribution	19	0	1,029	1,050	0.00%
10116005	522818	Medical Insur-Active Employees	14,421	15,097	15,767	16,240	7.57%
10116005	522822	Dental Insur-Active Employees	972	962	612	977	1.56%
10116005	522850	Life Insurance	32	34	34	34	0.00%
10116005	538014	Travel Expenses	971	600	500	1,000	66.67%
10116005	540038	Uniforms And Other Clothing	0	0	0	150	0.00%
<b>10116005</b>	<b>Subtotal Benefits</b>		<b>\$32,618</b>	<b>\$32,963</b>	<b>\$33,339</b>	<b>\$35,441</b>	<b>7.52%</b>
10116005	530018	Outside Data Processing	200	0	0	0	0.00%
10116005	530111	Professional Services	1,850	6,200	6,000	5,600	-9.68%
10116005	534014	Office Equipment Maintenance	1,330	1,725	1,500	1,554	-9.91%
10116005	534016	Computer/Software Maintenance	5,830	5,200	4,805	4,700	-9.62%
10116005	538022	Printing Expenses	0	200	0	120	-40.00%
<b>10116005</b>	<b>Subtotal Services</b>		<b>\$9,210</b>	<b>\$13,325</b>	<b>\$12,305</b>	<b>\$11,974</b>	<b>-10.14%</b>
10116005	540012	Office Materials & Supplies	2,872	2,600	2,550	2,800	7.69%
<b>10116005</b>	<b>Subtotal Commodities</b>		<b>\$2,872</b>	<b>\$2,600</b>	<b>\$2,550</b>	<b>\$2,800</b>	<b>7.69%</b>
10116005	530044	Non-Major Technology Reserve	0	1,982	1,982	2,583	30.32%
<b>10116005</b>	<b>Subtotal Capital Outlay</b>		<b>\$0</b>	<b>\$1,982</b>	<b>\$1,982</b>	<b>\$2,583</b>	<b>30.32%</b>
<b>10116005</b>	<b>Total Geographic Information Systems</b>		<b>\$125,121</b>	<b>\$133,165</b>	<b>\$132,471</b>	<b>\$136,813</b>	<b>2.74%</b>

	Total Planning Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10113001	Subtotal Planning Department	\$363,890	\$407,087	\$407,824	\$418,216	2.73%
10116005	Subtotal GIS	125,121	133,165	132,471	136,813	2.74%
	<b>Total Planning Program</b>	<b>\$489,010</b>	<b>\$540,252</b>	<b>\$540,295</b>	<b>\$555,029</b>	<b>2.74%</b>



## Organizational Chart

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## Mission Statement

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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.

## Functions

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### ZONING/BUILDING

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

- Enforce the Town's Life Safety 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
  - Process and record minutes and decisions in the land evidence records
  - Investigate complaints, issue violation notices of noncompliance of regulations, and coordinate with the Town Solicitor to prosecute if necessary
  - Research and issue zoning certificates when requested
- Assist other municipal departments with construction projects, research, and investigations

## General Fund (101) Zoning/Building (17001), *continued*



### FY 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Continue to identify efficiencies and leverage functionality relative to the transition to a cloud based electronic permitting system	CE
Continue to identify efficiencies and leverage functionality relative to the transition to onsite inspection recording via tablets	CE
Review plans, issued permits, and perform required inspections in a timely manner	PCSF
Continue to pursue the conversion to the State's mandated permitting system	PCSF

### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to ensure that all construction is in conformance with the State law, and the Town's Building Codes and Zoning Ordinance	PCSF
Convert to the State's mandated permitting system	PCSF
Continue to scan older permits into the ViewPermit database, including zoning index, minutes, and decisions	CE
Continue to explore feasibility of implementing online permitting process for simple applications	CE
Review plans, issue permits, and perform required inspections in a timely manner	PCSF

### Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Field Inspections*	53%	53%	53%	PCSF
Review Plans & Issuing Permits*	39%	39%	39%	PCSF
Research and Advise Residents, Contractors & Design Professionals*	4%	4%	4%	PCSF
Building & Zoning Violations*	2%	2%	2%	PCSF
Committee Meetings*	2%	2%	2%	PCSF
Zoning Board Meetings	11	13	12	PCSF
Zoning Petitions Received	76	70	70	PCSF
Complaints Received and Investigated	140	130	130	PCSF
Notice of Violations Issued	90	85	80	PCSF
Plumbing Permits Issued	295	300	350	PCSF
Electrical Permits Issued	824	775	775	PCSF
Mechanical Permits Issued	615	600	700	PCSF
Residential Building Permits Issued	1,149	1,150	1,100	PCSF
Commercial Building Permits Issued	53	50	50	PCSF

\*employee time allocation

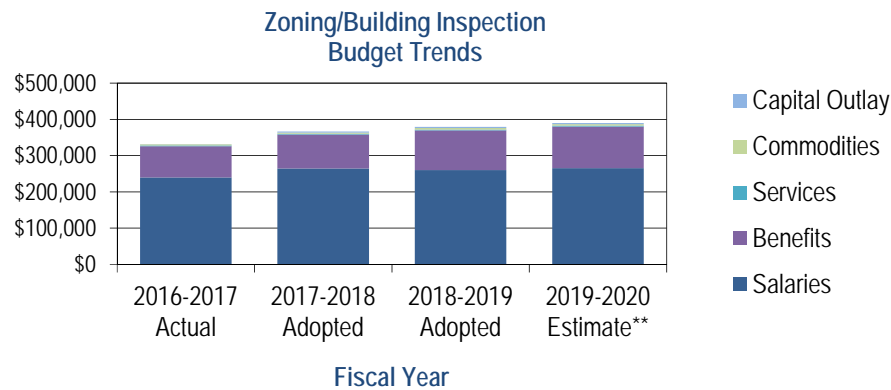
# General Fund (101) Zoning/Building (17001), *continued*



## FY 2018-2019 Funding Comparison

Zoning/Building Inspection	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	4.50	4.50	4.50	4.50	0.00
Salaries	\$239,557	\$264,351	\$249,432	\$259,930	(\$4,421)
Benefits	86,080	93,306	108,239	109,361	16,055
<b>Subtotal Personnel Expenditures*</b>	<b>\$325,636</b>	<b>\$357,657</b>	<b>\$357,671</b>	<b>\$369,291</b>	<b>\$11,634</b>
Services	\$2,204	\$2,265	\$2,205	\$2,390	\$125
Commodities	3,173	3,400	3,610	4,200	800
Capital Outlay	50	2,820	2,620	3,020	200
<b>Subtotal Operating Expenditures</b>	<b>\$5,428</b>	<b>\$8,485</b>	<b>\$8,435</b>	<b>\$9,610</b>	<b>\$1,125</b>
<b>Total Expenditures</b>	<b>\$331,064</b>	<b>\$366,142</b>	<b>\$366,106</b>	<b>\$378,901</b>	<b>\$12,759</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



FY 2018-2019 Expenditure Statements

10117001	Zoning/Building Inspection	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10117001 511001	Full-Time Employees	\$205,374	\$231,175	\$210,520	\$224,058	-3.08%
10117001 511002	Part-Time Salaries	25,670	24,200	29,610	34,841	43.97%
10117001 511004	Overtime	204	300	260	300	0.00%
10117001 511006	Longevity	8,310	8,676	9,042	731	-91.57%
<b>10117001</b>	<b>Subtotal Wages</b>	<b>\$239,557</b>	<b>\$264,351</b>	<b>\$249,432</b>	<b>\$259,930</b>	<b>-1.67%</b>
10117001 522250	FICA	17,910	19,678	18,843	18,769	-4.62%
10117001 522300	Municipal Employees Retirement	26,387	28,861	26,305	26,443	-8.38%
10117001 522301	Retirement - Defined Contribution	21	0	1,615	2,247	0.00%
10117001 522818	Medical Insur-Active Employees	34,446	36,495	53,224	55,580	52.29%
10117001 522822	Dental Insur-Active Employees	3,228	3,236	4,037	3,286	1.55%
10117001 522840	Insurance Buyback	2,008	2,000	2,000	0	-100.00%
10117001 522850	Life Insurance	130	136	165	136	0.00%
10117001 538014	Travel Expenses	1,447	2,200	2,050	2,200	0.00%
10117001 540038	Uniforms And Other Clothing	504	700	0	700	0.00%
<b>10117001</b>	<b>Subtotal Benefits</b>	<b>\$86,080</b>	<b>\$93,306</b>	<b>\$108,239</b>	<b>\$109,361</b>	<b>17.21%</b>
10114003 530066	Internet Access	0	1,875	1,875	2,000	6.67%
10117001 534010	Motor Vehicles Maintenance	168	0	90	0	0.00%
10117001 534016	Computer/Software Maintenance	1,445	0	0	0	0.00%
10117001 538012	Advertising	205	100	100	100	0.00%
10117001 538022	Printing Expenses	250	150	0	150	0.00%
10117001 538030	Licenses And Dues	137	140	140	140	0.00%
<b>10117001</b>	<b>Subtotal Services</b>	<b>\$2,204</b>	<b>\$2,265</b>	<b>\$2,205</b>	<b>\$2,390</b>	<b>5.52%</b>
10117001 540012	Office Materials & Supplies	193	400	200	400	0.00%
10117001 540020	Books And Publications	0	200	0	200	0.00%
10117001 540028	Motor Vehicle Materials & Supp	1,075	800	1,820	1,600	100.00%
10117001 540040	Fuels And Lubricants	1,905	2,000	1,590	2,000	0.00%
<b>10117001</b>	<b>Subtotal Commodities</b>	<b>\$3,173</b>	<b>\$3,400</b>	<b>\$3,610</b>	<b>\$4,200</b>	<b>23.53%</b>
10117001 530044	Non-Major Technology Reserve	0	2,120	2,120	2,320	9.43%
10117001 550004	Office Equipment	50	300	100	300	0.00%
10117001 550026	Furniture And Furnishings	0	400	400	400	0.00%
<b>10117001</b>	<b>Subtotal Capital Outlay</b>	<b>\$50</b>	<b>\$2,820</b>	<b>\$2,620</b>	<b>\$3,020</b>	<b>7.09%</b>
<b>10117001</b>	<b>Total Zoning/Building Inspection</b>	<b>\$331,064</b>	<b>\$366,142</b>	<b>\$366,106</b>	<b>\$378,901</b>	<b>3.48%</b>



**TAB 7  
PUBLIC SAFETY**

Police..... 7 - 1  
Animal Control Program ..... 7 - 10  
Harbor Patrol ..... 7 - 15  
Fire Alarm..... 7 - 19  
Emergency Medical Services..... 7 - 24

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

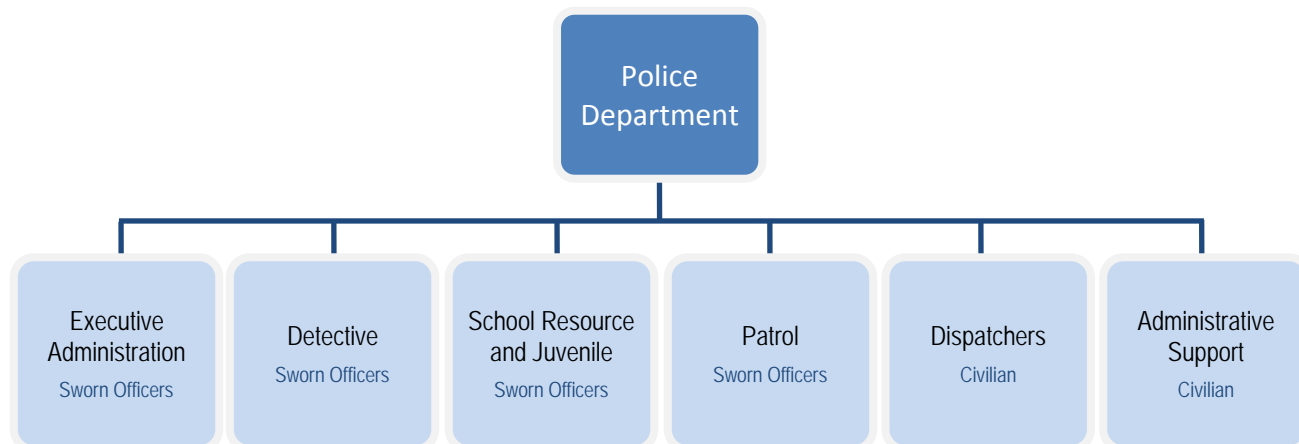
## General Fund (101) Police



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

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

### Organizational Chart



### Mission Statement

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

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

### Functions

The primary responsibility of the South Kingstown Police Department is to provide a comprehensive public safety program. Although preservation of peace and protection of lives and property are the principle duties of a police officer, South Kingstown Public Safety Personnel, both sworn and civilian, also function as public service officers responsible for identifying and responding to service needs of all our citizens.

The Police Department also oversees the 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 ensure 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 keep 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 2017-2018 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
Administer promotional processes for the ranks of Captain and Lieutenant to fill vacancies within the command staff; create new Detective Sergeant position (January 2018) to provide additional supervisory oversight and efficient management of resources within the Detective Division	PCSF
Conduct police recruitment drive; hire and train 5 replacement officers to fill vacancies in the Patrol Division	PCSF
Utilize centralized online employment application submission process through PoliceApp.com, to create efficiencies during the recruitment and hiring process for both applicants and the training officer, and allow for ease in tracking and communication during the various recruitment stages	CE
Maintain School Resource Officer (SRO) program; supported through partnership with School Department	SNP / BDFM
Actively participate in new regional Senior Advisory Council with the Towns of South Kingstown and Narragansett, with SKPD Senior Advocate as a committee member representing the Department	SNP
Activate Bicycle Patrol Unit for the summer and fall months	PCSF
Provide sworn and civilian personnel with professional development training	PCSF
Participate in RIDOT's Operation Blue Riptide grant program to reinforce traffic safety efforts; including Impaired/Drunk Driving Enforcement, Speed Management, Distracted Driving, Child Safety Seat, and Seatbelt Safety Efforts	BDFM
Continue assignment of undercover officer in DEA Multi-jurisdictional Task Force	PCSF
Detective Division will continue efforts to identify/manage sexual offenders in the community	PCSF
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; improve network security and operational efficiency; replacement of individual desktop printers with shared use multi-function copiers, replace workstations that have reached end of service life	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
Participate in monthly meetings with South County Hospital on mutual security concerns	SCH
Work with Town Departments, Citizen Emergency Response Team volunteers, and RI EMA to maintain state of readiness for emergency preparedness response	CE
Work collaboratively with municipal radio user groups to review and resolve interoperability issues	CE
Acquire and place in service new Audio Surveillance System for the Detective Division funded by Federal Forfeiture proceeds	BDFM
Work collaboratively with Finance Department to prepare bid specifications and complete acquisitions for police equipment budgeted for replacement in FY 2017-2018	PCSF
Complete facilities improvements planned in FY 2017-2018; upgrade HVAC system chilled water loop with high efficiency motors and variable speed drives; continue roll out of electronic building access project	PCSF

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



Priorities, <i>continued</i>	Town Council Goals & Obj's
Complete communications equipment upgrades for the South Kingstown Emergency Operations Center (EOC) located at the Public Safety Complex with grant award funds from RIEMA	BDFM
Continue program to gradually replace fluorescent light fixtures with LED strips promote energy savings	SENR
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CE
Prepare and submit FY 2018-2019 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 2018-2019 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, striving 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 / SNP
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
Continue exploring green energy initiatives; maintain ongoing program to gradually replace fluorescent light fixtures with LED strips to save energy	SENR
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CE
Prepare and submit FY 2019-2020 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 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Sworn Officers – Patrol	39	39	39	PCSF
Sworn Officers – Patrol/SRO	2	2	2	PCSF
Sworn Officers – Detective	6	6.5	7	PCSF
Sworn Officers – Administrative	6	6	6	PCSF
Total Number of Sworn Officers	53	53.5	54	PCSF
Dispatchers	8	8	8	PCSF
Civilian Admin Support Staff	10	10	9	PCSF
Calls for Service	49,677	49,500	49,500	PCSF
Calls Handled by SRO	108	125	125	PCSF
SRO Dedicated Hours	2,880	2,880	2,880	PCSF
Total Number of Auto Accidents	1,167	1,175	1,175	PCSF
Auto Accidents with Injury	242	250	250	PCSF
UCR* offenses – all offenses within <i>Major Crime Classifications</i>	367	375	375	PCSF
UCR* offenses – DUI Arrest	86	95	95	PCSF
UCR* offenses – Adult Arrest	523	540	540	PCSF
UCR* offenses – Juvenile Arrest	32	35	35	PCSF

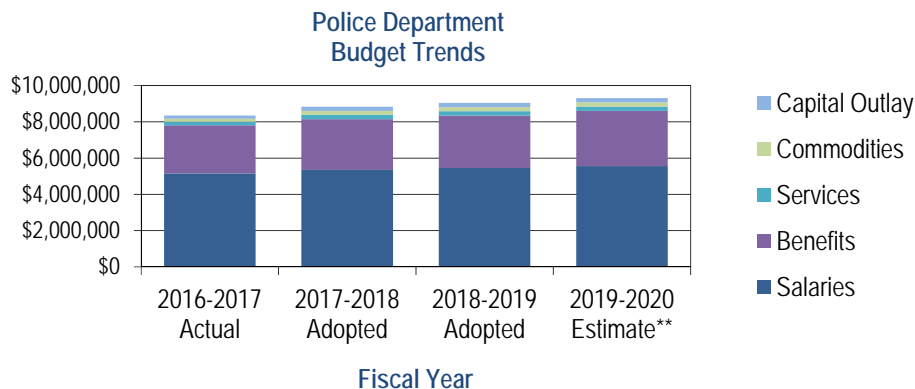
*\*Uniform Crime Report Statistics*



**FY 2018-2019 Funding Comparison**

Police Department	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	72	72.5	72.5	72	(0.5)
Salaries	\$5,144,258	\$5,347,112	\$5,154,077	\$5,449,278	\$102,166
Benefits	2,658,989	2,794,436	2,731,338	2,894,100	99,664
<b>Subtotal Personnel Expenditures*</b>	<b>\$7,803,246</b>	<b>\$8,141,548</b>	<b>\$7,885,415</b>	<b>\$8,343,378</b>	<b>\$201,830</b>
Services	\$196,045	\$243,103	\$235,802	\$240,103	(\$3,000)
Commodities	173,259	213,340	180,101	224,240	10,900
Capital Outlay	169,797	229,625	219,525	235,588	5,963
<b>Subtotal Operating Expenditures</b>	<b>\$539,101</b>	<b>\$686,068</b>	<b>\$635,428</b>	<b>\$699,931</b>	<b>\$13,863</b>
<b>Total Expenditures</b>	<b>\$8,342,347</b>	<b>\$8,827,616</b>	<b>\$8,520,843</b>	<b>\$9,043,309</b>	<b>\$215,693</b>

\*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. Fiscal year 2018-2019 will see the first full year funding of one full time sworn officer position, which was budgeted to begin January 1, 2018 and reflected as a 0.5 FTE increase for FY 2017-2018. It is noted that the Department's FTE is reduced by 1.0 FTE effective July 1, 2018 due to the reallocation of an IT professional's salary and benefits to the IT Department's budget that was previously budgeted within the Police Department. The 0.5 FTE reduction shown above reflects the 0.5 FTE sworn officer increase and the 1.0 FTE IT professional loss, netting a 0.5 FTE reduction.



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



### FY 2018-2019 Expenditure Statement

10120001	Police Department	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120001	511001 Full-Time Employees	\$3,600,422	\$3,958,433	\$3,254,620	\$3,582,395	-9.50%
10120001	511002 Part-Time Salaries	7,345	10,113	0	0	-100.00%
10120001	511004 Overtime	619,890	535,000	666,570	555,000	3.74%
10120001	511005 Retirement/Vacation Reimb.	223,042	100,000	0	100,000	0.00%
10120001	511006 Longevity	193,422	221,834	182,175	202,554	-8.69%
<b>10120001</b>	<b>Subtotal Wages</b>	<b>\$4,644,120</b>	<b>\$4,825,380</b>	<b>\$4,103,365</b>	<b>\$4,439,949</b>	<b>-7.99%</b>
10120001	522250 FICA	323,083	348,957	305,590	320,835	-8.06%
10120001	522300 Municipal Employees Retirement	63,944	63,287	0	0	-100.00%
10120001	522301 Retirement - Defined Contribution	81	0	0	0	0.00%
10120001	522302 Police Retirement	826,685	832,026	780,304	842,907	1.31%
10120001	522306 Direct Pension	7,480	7,480	7,480	7,480	0.00%
10120001	522818 Medical Insur-Active Employees	727,022	798,297	655,232	701,863	-12.08%
10120001	522820 Medical Insur-Retirees	355,533	352,033	355,410	383,270	8.87%
10120001	522822 Dental Insur-Active Employees	48,311	49,982	43,333	41,615	-16.74%
10120001	522824 Dental Insur-Retirees	4,897	4,781	4,781	4,930	3.12%
10120001	522840 Insurance Buyback	16,954	18,500	15,257	15,250	-17.57%
10120001	522850 Life Insurance	4,458	4,845	4,270	4,516	-6.79%
10120001	538014 Travel Expenses	1,016	3,100	400	400	-87.10%
10120001	538016 Educational Expenses	31,026	50,000	36,000	51,700	3.40%
10120001	540038 Uniforms And Other Clothing	35,159	38,775	36,650	40,925	5.54%
<b>10120001</b>	<b>Subtotal Benefits</b>	<b>\$2,445,651</b>	<b>\$2,572,063</b>	<b>\$2,244,707</b>	<b>\$2,415,691</b>	<b>-6.08%</b>
10120001	530012 Cleaning Services	10,797	15,480	11,180	12,384	-20.00%
10120001	530014 Refuse Disposal	2,739	2,746	2,746	2,878	4.81%
10120001	530024 Medical Services	261	750	750	750	0.00%
10120001	530064 Copy Machine Services	2,271	3,000	3,000	3,080	2.67%
10120001	530066 Internet Access	0	1,014	1,014	1,014	0.00%
10120001	530111 Professional Services	8,630	8,000	5,900	11,000	37.50%
10120001	532000 Telephone	19,713	22,356	28,260	23,390	4.63%
10120001	532004 Electricity	63,887	63,000	66,420	65,120	3.37%
10120001	532008 Natural Gas	9,564	21,000	18,275	15,840	-24.57%
10120001	532010 Wastewater Fees	360	396	470	528	33.33%
10120001	532012 Water Fees	1,979	1,813	1,813	2,508	38.33%
10120001	534010 Motor Vehicles Maintenance	9,344	20,000	17,340	20,000	0.00%
10120001	534012 Commun Equip. Maintenance	3,889	6,000	5,500	6,235	3.92%
10120001	534014 Office Equipment Maintenance	3,092	6,880	6,000	6,880	0.00%
10120001	534016 Computer/Software Maintenance	18,894	21,866	20,975	20,466	-6.40%
10120001	534020 Maintenance Of Buildings	14,510	17,000	16,050	17,160	0.94%
10120001	538012 Advertising	1,184	1,500	1,200	1,400	-6.67%
10120001	538020 Postage	1,570	1,850	1,780	1,850	0.00%
10120001	538022 Printing Expenses	1,929	2,100	1,700	2,100	0.00%
10120001	538028 Rents	240	300	300	300	0.00%
10120001	538030 Licenses And Dues	1,238	1,400	1,400	1,400	0.00%
<b>10120001</b>	<b>Subtotal Services</b>	<b>\$176,089</b>	<b>\$218,451</b>	<b>\$212,073</b>	<b>\$216,283</b>	<b>-0.99%</b>

*\*This expenditure chart is continued on the following page*

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



\*This expenditure chart is continued from the following page

10120001	Police Department, <i>continued</i>		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120001	540012	Office Materials & Supplies	1,901	2,100	1,950	4,092	94.86%
10120001	540014	Janitorial Materials & Supp	4,987	5,500	5,200	5,804	5.53%
10120001	540018	Elect Materials & Supplies	1,873	2,000	1,800	2,024	1.20%
10120001	540020	Books And Publications	3,850	4,000	4,000	4,000	0.00%
10120001	540024	Chemicals And Gases	3,682	3,800	2,750	3,800	0.00%
10120001	540026	Bldg & Const Materials & Supp	820	1,500	1,075	1,478	-1.47%
10120001	540028	Motor Vehicle Materials & Supp	32,338	33,000	33,000	33,000	0.00%
10120001	540030	Medical & Lab Materials & Supp	3,461	2,500	2,150	3,500	40.00%
10120001	540032	General Hardware & Tools	386	440	440	440	0.00%
10120001	540040	Fuels And Lubricants	83,498	117,000	90,000	121,500	3.85%
10120001	540052	Photographic Materials & Supp	79	425	425	425	0.00%
10120001	540058	Safety Related Mat & Supp	23,773	27,550	26,000	29,500	7.08%
10120001	580100	Miscellaneous Expenses	10,898	11,650	10,000	12,415	6.57%
<b>10120001</b>	<b>Subtotal Commodities</b>		<b>\$171,547</b>	<b>\$211,465</b>	<b>\$178,790</b>	<b>\$221,978</b>	<b>4.97%</b>
10120001	530044	Non-Major Technology Reserve	0	29,795	29,795	30,183	1.30%
10120001	550008	Communication Equipment	3,226	0	0	0	0.00%
10120001	550012	Motor Vehicles	106,630	187,500	180,000	183,500	-2.13%
10120001	550014	Medical And Laboratory Equip	1,700	1,700	1,700	9,900	482.35%
10120001	550024	Safety Related Equipment	2,534	5,100	2,500	5,475	7.35%
10120001	550026	Furniture And Furnishings	708	2,000	2,000	3,000	50.00%
10120001	590999	Transfer To Other Funds	55,000	0	0	0	0.00%
<b>10120001</b>	<b>Subtotal Capital Outlay</b>		<b>\$169,797</b>	<b>\$226,095</b>	<b>\$215,995</b>	<b>\$232,058</b>	<b>2.64%</b>
<b>10120001</b>	<b>Total Police Department</b>		<b>\$7,607,204</b>	<b>\$8,053,454</b>	<b>\$6,954,930</b>	<b>\$7,525,959</b>	<b>-6.55%</b>

10120002	Police Civilian Personnel		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120002	511001	Full-Time Employees	\$0	\$0	\$493,411	\$434,124	0.00%
10120002	511002	Part-Time Salaries	0	0	3,495	7,632	0.00%
10120002	511004	Overtime	0	0	7,000	7,000	0.00%
10120002	511006	Longevity	0	0	23,646	22,546	0.00%
<b>10120002</b>	<b>Subtotal Wages</b>		<b>\$0</b>	<b>\$0</b>	<b>\$527,552</b>	<b>\$471,302</b>	<b>0.00%</b>
10120002	522250	FICA	0	0	39,050	33,315	0.00%
10120002	522300	Municipal Employees Retirement	0	0	58,435	53,751	0.00%
10120002	522301	Retirement - Defined Contribution	0	0	4,553	3,703	0.00%
10120002	522818	Medical Insur-Active Employees	0	0	143,800	136,659	0.00%
10120002	522822	Dental Insur-Active Employees	0	0	8,285	8,171	0.00%
10120002	522850	Life Insurance	0	0	351	307	0.00%
<b>10120002</b>	<b>Subtotal Benefits</b>		<b>\$0</b>	<b>\$0</b>	<b>\$254,474</b>	<b>\$235,906</b>	<b>0.00%</b>
<b>10120002</b>	<b>Total Police Civilian Personnel</b>		<b>\$0</b>	<b>\$0</b>	<b>\$782,026</b>	<b>\$707,206</b>	<b>0.00%</b>

General Fund (101) Police, *continued*



10120050	Police Dispatchers	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change*
10120050	511001 Full-Time Employees	\$377,228	\$386,826	\$378,180	\$394,450	1.97%
10120050	511002 Part-Time Salaries	19,498	19,510	19,510	19,891	1.95%
10120050	511004 Overtime	87,419	100,000	108,500	110,000	10.00%
10120050	511005 Retirement/Vacation Reimb.	1,573	0	1,573	0	0.00%
10120050	511006 Longevity	14,420	15,396	15,397	13,686	-11.11%
<b>10120050</b>	<b>Subtotal Wages</b>	<b>\$500,138</b>	<b>\$521,732</b>	<b>\$523,160</b>	<b>\$538,027</b>	<b>3.12%</b>
10120050	522250 FICA	37,516	37,948	38,500	39,128	3.11%
10120050	522300 Municipal Employees Retirement	49,510	49,466	43,840	47,372	-4.23%
10120050	522301 Retirement - Defined Contribution	91	0	4,685	4,793	0.00%
10120050	522818 Medical Insur-Active Employees	97,951	102,816	96,907	101,265	-1.51%
10120050	522820 Medical Insur-Retirees	15,719	16,662	33,165	35,737	114.48%
10120050	522822 Dental Insur-Active Employees	7,158	7,084	6,748	6,572	-7.23%
10120050	522840 Insurance Buyback	0	0	167	0	0.00%
10120050	522850 Life Insurance	261	272	245	238	-12.50%
10120050	538014 Travel Expenses	0	100	100	100	0.00%
10120050	538016 Educational Expenses	2,264	2,800	2,700	2,800	0.00%
10120050	540038 Uniforms And Other Clothing	2,868	5,225	5,100	4,500	-13.88%
<b>10120050</b>	<b>Subtotal Benefits</b>	<b>\$213,338</b>	<b>\$222,373</b>	<b>\$232,157</b>	<b>\$242,505</b>	<b>9.05%</b>
10120050	530012 Cleaning Services	1,758	2,520	2,520	2,016	-20.00%
10120050	530014 Refuse Disposal	374	374	374	392	4.81%
10120050	530064 Copy Machine Services	310	420	275	420	0.00%
10120050	530066 Internet Access	0	138	138	138	0.00%
10120050	530111 Professional Services	(141)	0	0	0	0.00%
10120050	532000 Telephone	1,840	1,944	1,860	1,960	0.82%
10120050	532004 Electricity	8,712	8,460	8,285	8,880	4.96%
10120050	532008 Natural Gas	1,230	2,820	2,446	2,160	-23.40%
10120050	532010 Wastewater Fees	49	54	64	72	33.33%
10120050	532012 Water Fees	270	247	247	342	38.46%
10120050	534012 Commun Equip. Maintenance	465	1,120	1,120	1,015	-9.38%
10120050	534014 Office Equipment Maintenance	357	1,120	1,120	1,120	0.00%
10120050	534016 Computer/Software Maintenance	2,500	2,879	2,830	2,689	-6.60%
10120050	534020 Maintenance Of Buildings	1,843	2,280	2,200	2,340	2.63%
10120050	538012 Advertising	127	0	0	0	0.00%
10120050	538022 Printing Expenses	262	276	250	276	0.00%
<b>10120050</b>	<b>Subtotal Services</b>	<b>\$19,956</b>	<b>\$24,652</b>	<b>\$23,729</b>	<b>\$23,820</b>	<b>-3.37%</b>
10120050	540012 Office Materials & Supplies	263	276	276	558	102.17%
10120050	540014 Janitorial Materials & Supp	680	696	685	791	13.65%
10120050	540018 Elect Materials & Supplies	255	288	150	276	-4.17%
10120050	540020 Books And Publications	348	375	0	375	0.00%
10120050	540026 Bldg & Const Materials & Supp	112	180	150	202	12.22%
10120050	540032 General Hardware & Tools	53	60	50	60	0.00%
<b>10120050</b>	<b>Subtotal Commodities</b>	<b>\$1,711</b>	<b>\$1,875</b>	<b>\$1,311</b>	<b>\$2,262</b>	<b>20.64%</b>
10120050	530044 Non-Major Technology Reserve	0	3,530	3,530	3,530	0.00%
<b>10120050</b>	<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$3,530</b>	<b>\$3,530</b>	<b>\$3,530</b>	<b>0.00%</b>
<b>10120050</b>	<b>Total Police Dispatchers</b>	<b>\$735,143</b>	<b>\$774,162</b>	<b>\$783,887</b>	<b>\$810,144</b>	<b>4.65%</b>

	Total Police Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120001	Subtotal Police Department	\$7,607,204	\$8,053,454	\$6,954,930	\$7,525,959	-6.55%
10120002	Subtotal Police Civilian Personnel	\$0	\$0	\$782,026	\$707,206	0.00%
10120050	Subtotal Police Dispatchers	735,143	774,162	783,887	810,144	4.65%
	<b>Total Police Program</b>	<b>\$8,342,347</b>	<b>\$8,827,616</b>	<b>\$8,520,843</b>	<b>\$9,043,309</b>	<b>2.44%</b>

# General Fund (101) Animal Control Program

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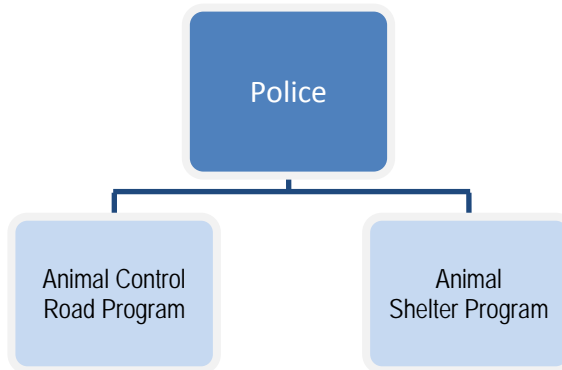


Please note, this section incorporates multiple accounts, each of which fall under the purview of the Animal Control Program, and include the following:

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

## Organizational Chart

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## Mission Statement

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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.

## Functions

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

### ANIMAL CONTROL ROAD PROGRAM

- 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 SHELTER PROGRAM

- 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 2017-2018 Priorities

Priorities	Town Council Goals & Obj's
Serve the stray animal population of the Town of South Kingstown, as well as the Town of Narragansett through a shared services agreement	BDFM
Maintain operational readiness for sheltering pets during storm emergencies	PCSF
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	PCSF
Complete facilities improvements planned in FY 2017-2018; including reconstruction of the hot water loop as an energy savings measure, exterior post and beam rehabilitation project, and kennel repairs/maintenance	PCSF / SENR
Expand electronic building access system at the Animal Shelter facility by adding staff entrance door to system to provide additional level of security	PCSF

### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
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 Animal Shelter facility	PCSF
Continue the shared services agreement with the Town of Narragansett	BDFM
Continue serving as Regional Emergency Shelter	PCSF
Provide employee training and professional development	PCSF
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	PCSF
Pro-actively maintain facility infrastructure and equipment to ensure maximum useful life	PCSF

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



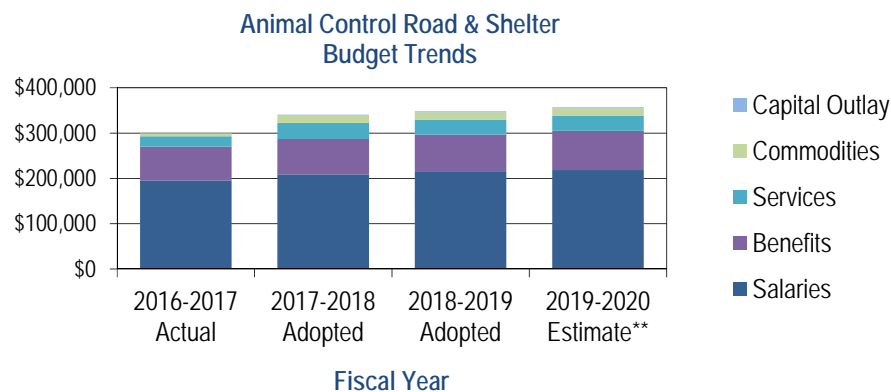
## Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Animal Complaints Received	1,032	1,200	1,200	PCSF
Summons Issued	11	10	10	PCSF
Shelter Impoundments - Canine	170	185	185	PCSF
Shelter Impoundments - Feline	137	140	140	PCSF
Shelter Impoundments - Other	8	5	5	PCSF
Shelter Impoundments - DOA	21	20	20	PCSF
Total Impoundments	336	350	350	PCSF
South Kingstown Impoundments	272	275	275	PCSF
Narragansett Impoundments	64	75	75	BDFM
Animals Returned to Owner	180	195	195	PCSF
Animals Euthanized or Died	9	15	15	PCSF
Animals Adopted to New Homes	109	125	125	PCSF
Animals Quarantined at Shelter	17	20	20	PCSF

## FY 2018-2019 Funding Comparison

Animal Control Road & Shelter	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$195,251	\$208,628	\$208,527	\$213,899	\$5,271
Benefits	74,654	78,175	80,765	82,455	4,280
<b>Subtotal Personnel Expenditures*</b>	<b>\$269,905</b>	<b>\$286,803</b>	<b>\$289,292</b>	<b>\$296,354</b>	<b>\$9,551</b>
Services	\$23,041	\$35,670	\$33,967	\$33,115	(\$2,555)
Commodities	6,348	16,100	12,231	16,375	275
Capital Outlay	0	1,860	1,860	1,860	0
<b>Subtotal Operating Expenditures</b>	<b>\$29,388</b>	<b>\$53,630</b>	<b>\$48,058</b>	<b>\$51,350</b>	<b>(\$2,280)</b>
<b>Total Expenditures</b>	<b>\$299,293</b>	<b>\$340,433</b>	<b>\$337,350</b>	<b>\$347,704</b>	<b>\$7,271</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



## FY 2018-2019 Expenditure Statements

10120071	Animal Control Road	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120071	511001 Full-Time Employees	\$43,123	\$44,089	\$44,089	\$44,971	2.00%
10120071	511002 Part-Time Salaries	13,687	15,950	15,950	16,951	6.28%
10120071	511004 Overtime	506	400	400	425	6.25%
10120071	511006 Longevity	4,033	4,155	4,155	4,277	2.94%
<b>10120071</b>	<b>Subtotal Wages</b>	<b>\$61,349</b>	<b>\$64,594</b>	<b>\$64,594</b>	<b>\$66,624</b>	<b>3.14%</b>
10120071	522250 FICA	4,567	4,822	4,822	4,960	2.86%
10120071	522300 Municipal Employees Retirement	5,471	5,413	5,413	5,796	7.08%
10120071	522818 Medical Insur-Active Employees	6,570	6,345	6,626	6,825	7.57%
10120071	522822 Dental Insur-Active Employees	384	350	368	355	1.43%
10120071	522850 Life Insurance	32	34	34	34	0.00%
10120071	538016 Educational Expenses	525	400	1,500	500	25.00%
10120071	540038 Uniforms And Other Clothing	749	900	700	700	-22.22%
<b>10120071</b>	<b>Subtotal Benefits</b>	<b>\$18,299</b>	<b>\$18,264</b>	<b>\$19,463</b>	<b>\$19,170</b>	<b>4.96%</b>
10120071	532000 Telephone	250	260	347	325	25.00%
10120071	534010 Motor Vehicles Maintenance	0	500	250	500	0.00%
10120071	538022 Printing Expenses	712	500	250	500	0.00%
10120071	538030 Licenses And Dues	6	70	30	50	-28.57%
<b>10120071</b>	<b>Subtotal Services</b>	<b>\$968</b>	<b>\$1,330</b>	<b>\$877</b>	<b>\$1,375</b>	<b>3.38%</b>
10120071	540028 Motor Vehicle Materials & Supp	126	1,500	795	1,500	0.00%
10120071	540032 General Hardware & Tools	9	100	25	55	-45.00%
10120071	540040 Fuels And Lubricants	2,944	4,500	3,056	4,750	5.56%
10120071	540058 Safety Related Mat & Supp	157	500	200	350	-30.00%
10120071	580100 Miscellaneous Expenses	0	250	70	250	0.00%
<b>10120071</b>	<b>Subtotal Commodities</b>	<b>\$3,236</b>	<b>\$6,850</b>	<b>\$4,146</b>	<b>\$6,905</b>	<b>0.80%</b>
10120071	530044 Non-Major Technology Reserve	0	1,330	1,330	1,330	0.00%
<b>10120071</b>	<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$1,330</b>	<b>\$1,330</b>	<b>\$1,330</b>	<b>0.00%</b>
<b>10120071</b>	<b>Total Animal Control Road</b>	<b>\$83,851</b>	<b>\$92,368</b>	<b>\$90,410</b>	<b>\$95,404</b>	<b>3.29%</b>

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



10120073	Animal Shelter	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120073	511001 Full-Time Employees	\$96,724	\$100,240	\$100,255	\$102,516	2.27%
10120073	511002 Part-Time Salaries	30,619	37,474	37,474	38,255	2.08%
10120073	511004 Overtime	2,674	2,300	2,300	2,350	2.17%
10120073	511006 Longevity	3,886	4,020	3,904	4,154	3.33%
<b>10120073</b>	<b>Subtotal Wages</b>	<b>\$133,903</b>	<b>\$144,034</b>	<b>\$143,933</b>	<b>\$147,275</b>	<b>2.25%</b>
10120073	522250 FICA	9,644	10,388	10,388	10,555	1.61%
10120073	522300 Municipal Employees Retirement	12,157	12,228	11,690	12,555	2.67%
10120073	522301 Retirement - Defined Contribution	10	0	530	545	0.00%
10120073	522818 Medical Insur-Active Employees	31,389	33,054	34,540	35,555	7.57%
10120073	522822 Dental Insur-Active Employees	2,138	2,117	2,230	2,150	1.56%
10120073	522850 Life Insurance	71	74	74	74	0.00%
10120073	538014 Travel Expenses	162	550	450	450	-18.18%
10120073	540038 Uniforms And Other Clothing	783	1,500	1,400	1,400	-6.67%
<b>10120073</b>	<b>Subtotal Benefits</b>	<b>\$56,355</b>	<b>\$59,911</b>	<b>\$61,302</b>	<b>\$63,285</b>	<b>5.63%</b>
10120073	530111 Professional Services	4,510	5,400	5,120	5,400	0.00%
10120073	532000 Telephone	633	720	720	720	0.00%
10120073	532002 Fuel - Oil	4,422	5,500	5,250	6,800	23.64%
10120073	532004 Electricity	6,783	7,200	7,200	7,500	4.17%
10120073	532012 Water Fees	1,183	1,500	1,500	1,700	13.33%
10120073	534020 Maintenance Of Buildings	4,179	13,400	12,775	9,000	-32.84%
10120073	538012 Advertising	19	25	25	25	0.00%
10120073	538020 Postage	192	245	200	245	0.00%
10120073	538022 Printing Expenses	153	350	300	350	0.00%
<b>10120073</b>	<b>Subtotal Services</b>	<b>\$22,073</b>	<b>\$34,340</b>	<b>\$33,090</b>	<b>\$31,740</b>	<b>-7.57%</b>
10120073	540012 Office Materials & Supplies	264	500	700	700	40.00%
10120073	540014 Janitorial Materials & Supp	1,037	2,500	1,570	2,500	0.00%
10120073	540018 Elect Materials & Supplies	25	50	50	50	0.00%
10120073	540020 Books & Publications	0	0	15	20	0.00%
10120073	540022 Agri Materials & Supplies	965	2,000	2,000	2,000	0.00%
10120073	540026 Bldg & Const Materials & Supp	104	1,100	1,100	1,100	0.00%
10120073	540032 General Hardware & Tools	22	200	200	200	0.00%
10120073	540048 Pet Food	645	2,200	2,000	2,200	0.00%
10120073	540050 HVAC Materials & Supplies	50	500	350	500	0.00%
10120073	540058 Safety Related Mat & Supp	0	200	100	200	0.00%
<b>10120073</b>	<b>Subtotal Commodities</b>	<b>\$3,112</b>	<b>\$9,250</b>	<b>\$8,085</b>	<b>\$9,470</b>	<b>2.38%</b>
10120073	530044 Non-Major Technology Reserve	0	530	530	530	0.00%
<b>10120073</b>	<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$530</b>	<b>\$530</b>	<b>\$530</b>	<b>0.00%</b>
<b>10120073</b>	<b>Total Animal Shelter</b>	<b>\$215,442</b>	<b>\$248,065</b>	<b>\$246,940</b>	<b>\$252,300</b>	<b>1.71%</b>

	Total Animal Control Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120071	Subtotal Animal Control Road	\$83,851	\$92,368	\$90,410	\$95,404	3.30%
10120073	Subtotal Animal Shelter	215,442	248,065	246,940	\$252,300	1.70%
	<b>Total Animal Control Program</b>	<b>\$299,293</b>	<b>\$340,433</b>	<b>\$337,350</b>	<b>\$347,704</b>	<b>2.14%</b>



## Organizational Chart

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## Mission Statement

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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.

## Functions

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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

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



### FY 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Conduct boating vessel and equipment safety checks to promote and educate the public on safe boating practices	PCSF
Patrol the Town's various waterways to provide and promote public safety, education of the boating public, enforcement local laws and regulations, and a calming effect on boating traffic	PCSF
Continue to increase the number of moorings available to reduce the wait list and increase revenue potential	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
Work collaboratively with Finance Department to prepare bid specifications and complete acquisition of new 17' Harbormaster patrol boat to replace two older boats that have reached end of service life; commission and place new boat in service for summer 2018 season	PCSF

### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue educational efforts with the boating public to promote safe boating practices	PCSF
Continue to work cooperatively with the Narragansett Harbormaster to maximize program resources	BDFM
Continue to work collaboratively with the Town Clerk's Office to efficiently manage the Town's mooring fields	PCSF
Continue efforts to fill all of the Town's mooring spaces, and increase the number of available moorings in order to realize all available program revenue potential	BDFM
Weather permitting, patrol the Town's waterways 7 days per week, for the duration of the 15 week summer season	PCSF
Recruit, hire, and train qualified seasonal staff to support the Harbor Patrol program	PCSF

### Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Boating Safety Checks	73	75	75	PCSF
Citations issued	8	5	5	PCSF
Moorings	204	213	213	PCSF
Mooring Revenue Generated	\$39,689	\$36,000	\$36,000	BDFM

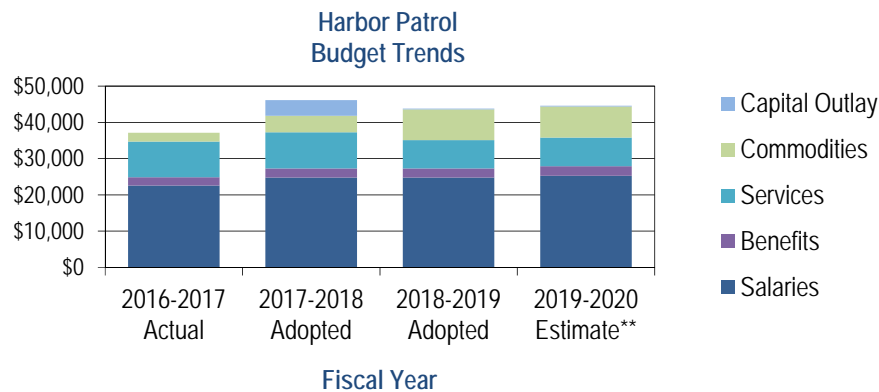
# General Fund (101) Harbor Patrol (20090), *continued*



## FY 2018-2019 Funding Comparison

Harbor Patrol	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$22,555	\$24,750	\$24,795	\$24,750	\$0
Benefits	2,302	2,494	2,194	2,494	0
<b>Subtotal Personnel Expenditures*</b>	<b>\$24,857</b>	<b>\$27,244</b>	<b>\$26,989</b>	<b>\$27,244</b>	<b>\$0</b>
Services	\$9,808	\$10,000	\$8,470	\$7,826	(\$2,174)
Commodities	2,459	4,550	3,725	8,500	3,950
Capital Outlay	0	4,300	4,300	200	(4,100)
<b>Subtotal Operating Expenditures</b>	<b>\$12,267</b>	<b>\$18,850</b>	<b>\$16,495</b>	<b>\$16,526</b>	<b>(\$2,324)</b>
<b>Total Expenditures</b>	<b>\$37,125</b>	<b>\$46,094</b>	<b>\$43,484</b>	<b>\$43,770</b>	<b>(\$2,324)</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



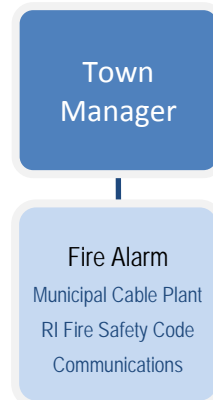
## FY 2018-2019 Expenditure Statement

10120090		Harbor Patrol	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10120090	511003	Seasonal Salaries	\$22,555	\$24,750	\$24,750	\$24,750	0.00%
10120090	511004	Overtime	0	0	45	0	0.00%
<b>10120090</b>		<b>Subtotal Wages</b>	<b>\$22,555</b>	<b>\$24,750</b>	<b>\$24,795</b>	<b>\$24,750</b>	<b>0.00%</b>
10120090	522250	FICA	1,719	1,894	1,894	1,894	0.00%
10120090	540038	Uniforms And Other Clothing	583	600	300	600	0.00%
<b>10120090</b>		<b>Subtotal Benefits</b>	<b>\$2,302</b>	<b>\$2,494</b>	<b>\$2,194</b>	<b>\$2,494</b>	<b>0.00%</b>
10120050	530066	Internet Access	0	480	240	481	0.21%
10120090	530111	Professional Services	0	500	500	500	0.00%
10120090	532000	Telephone	374	1,245	450	320	-74.30%
10120090	534010	Motor Vehicles Maintenance	500	500	225	500	0.00%
10120090	534012	Commun Equip. Maintenance	125	175	100	175	0.00%
10120090	534018	Maintenance Of General Equip	8,809	6,900	6,755	5,600	-18.84%
10120090	538012	Advertising	0	0	50	50	0.00%
10120090	538022	Printing Expenses	0	200	150	200	0.00%
<b>10120090</b>		<b>Subtotal Services</b>	<b>\$9,808</b>	<b>\$10,000</b>	<b>\$8,470</b>	<b>\$7,826</b>	<b>-21.74%</b>
10120090	540028	Motor Vehicle Materials & Supp	526	200	150	200	0.00%
10120090	540040	Fuels And Lubricants	1,846	4,000	3,275	4,000	0.00%
10120090	540058	Safety Related Mat & Supp	88	100	100	4,100	4000.00%
10120090	580100	Miscellaneous Expenses	0	250	200	200	-20.00%
<b>10120090</b>		<b>Subtotal Commodities</b>	<b>\$2,459</b>	<b>\$4,550</b>	<b>\$3,725</b>	<b>\$8,500</b>	<b>86.81%</b>
10120090	530044	Non-Major Technology Reserve	0	200	200	200	0.00%
10120090	550024	Safety Related Equipment	0	4,100	4,100	0	-100.00%
<b>10120090</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$4,300</b>	<b>\$4,300</b>	<b>\$200</b>	<b>-95.35%</b>
<b>10120090</b>		<b>Total Harbor Patrol</b>	<b>\$37,125</b>	<b>\$46,094</b>	<b>\$43,484</b>	<b>\$43,770</b>	<b>-5.04%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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### COMMUNICATIONS

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

- Radio communications to promote interoperability and efficient communication
- Public Safety Dispatch run cards to ensure efficient response routes

### MUNICIPAL CABLE PLANT

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

- Municipally connected Fire Alarm systems consisting of 10 box circuits and 9 alarm circuits connecting over 200 call boxes
- Fire Station Horns for Union Fire District fire stations
- Municipal Remote Stations for two-way radios
- Municipal Wastewater Treatment Facility monitoring
- Municipal Burglar Alarm monitoring
- Municipal Phone Extensions at remote buildings

It is noted the Department is leading a town wide project to migrate from the current hard wire system to a wireless radio box system.

## General Fund (101) Fire Alarm (21001), *continued*



### RI FIRE SAFETY CODE

The Department is responsible for the following:

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

### FY 2017-2018 Priorities

Priorities	Town Council Goals & Obj's
Continue the Radio Box Migration Project, continuing to define scope of project, costs, and implementation schedule	PCSF
Conduct radio site inspections and surveys for possible upgrades as part of the Radio Box Migration project	PCSF
Begin the removal of on-street master boxes in anticipation of Radio Box Migration project, removing almost half of the boxes on local streets	PCSF
Coordinate with the Public Safety divisions and the School Department to ensure School radio licensing up to date, equipment audit, and ensure interoperability	CE
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	PCSF
Conduct an audit of the cable plant in collaboration with an outside Engineer	PCSF
Relocate circuits off failing cable plant to reduce the cost of purchasing cable	PCSF
Continue the project of GIS mapping the existing cable plant and cable runs	PCSF
Implement an enhanced inspection program to limit nuisance fire alarm activations for businesses	ED
Collaborate with the IT Department to explore the implementation of a paperless plan submittal process	CE
Continue the program allowing UFD to reset low occupancy building municipal fire alarms and provide additional training opportunities	CE
Continue to develop and conduct training with UFD & KFD related to investigating fire alarm activations	PCSF
Further reduce number of municipal Call Back responses and related overtime expenses, due to successful implementation of UFD alarm reset program	BDFM
Complete a cable replacement project - Old Tower Hill Road	PCSF
Complete a cable relocation project - Fairgrounds Road to reduce possibility of storm damage from downed trees	PCSF
Complete a cable replacement project - Route 1 north of Saugatucket Road	PCSF
Replace multiple fire alarm drops on Curtis Corner Road due to lightning strikes	PCSF
Conduct 40 pole transfers for Fire Alarm cable and fiber cable	PCSF

## General Fund (101) Fire Alarm (21001), *continued*



### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue implementation of the Radio Box Migration Project	PCSF
Begin installation of Radio Box backbone and receiving equipment at the Public Safety Building	PCSF
Continue the removal of on-street master boxes in preparation for Radio Box Migration project	PCSF
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	PCSF
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	PCSF
In collaboration with Public Safety, the Building Official's Office, and UFD, add solar arrays to IMC Run Cards	PCSF
Continue the enhanced inspection program to limit nuisance fire alarm activations for businesses	PCSF
Scan department historical documents and plans into digital files for paperless recordkeeping purposes	PCSF
Update fire pre-plan documentation to ensure current lock box and building information	PCSF
Update business building documentation to ensure current contact information on file for call out purposes	PCSF
In collaboration with SKEMS, sub master lock boxes for EMS key entry in residential apartment buildings	PCSF
Relocate cable plant circuits to reduce storm damage and replacement cable cost	PCSF
Train UFD Battalion Chiefs on fire alarm reset procedures	PCSF
Inspect radio sites for deficiencies to reduce down time and maintenance	PCSF

### Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Fire Alarm master box installations	1	5	10	PCSF
Projects submitted for plan review	30	40	40	PCSF
Residential Fire Alarm Systems Approved	7	10	10	PCSF
Commercial Fire Alarm Systems Approved	23	30	30	PCSF
Alarm Response/Reset by Department - During Shift	95	90	90	PCSF
Alarm Response/Reset by Department - Total Call Backs	51	50	40	PCSF
Town Buildings (response required at all)	8	10	10	PCSF
In Union Fire District (response required for non-routine or designated buildings)	25	20	10	PCSF
In Kingston Fire District (response required at all)	18	20	20	PCSF
Alarm Response/Reset by UFD	80	100	110	BDFM / CE
Total after hours Alarm Response/Resets	131	150	150	PCSF
% Reset by UFD personnel	61%	67%	73%	BDFM / CE

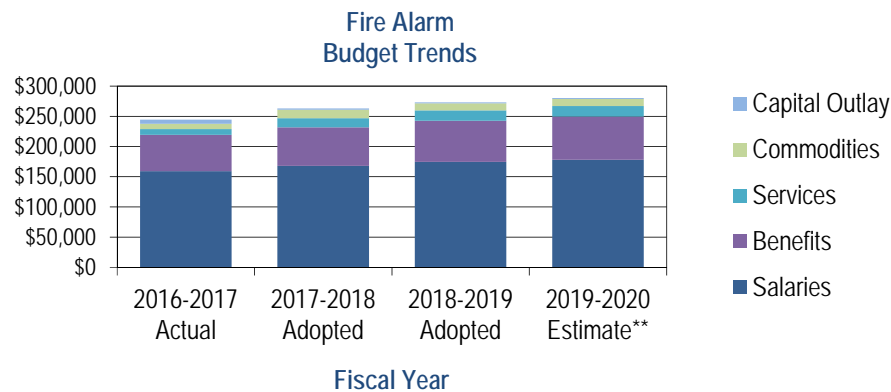
# General Fund (101) Fire Alarm (21001), *continued*



## FY 2018-2019 Funding Comparison

Fire Alarm	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	2.50	2.50	2.50	2.50	0.00
Salaries	\$159,070	\$167,702	\$165,793	\$174,427	\$6,725
Benefits	60,172	63,827	65,169	68,113	4,286
<b>Subtotal Personnel Expenditures*</b>	<b>\$219,242</b>	<b>\$231,529</b>	<b>\$230,962</b>	<b>\$242,540</b>	<b>\$11,011</b>
Services	\$9,625	\$15,245	\$14,055	\$17,275	\$2,030
Commodities	8,545	14,050	8,900	11,550	(2,500)
Capital Outlay	6,907	2,200	2,200	1,700	(500)
<b>Subtotal Operating Expenditures</b>	<b>\$25,077</b>	<b>\$31,495</b>	<b>\$25,155</b>	<b>\$30,525</b>	<b>(\$970)</b>
<b>Total Expenditures</b>	<b>\$244,319</b>	<b>\$263,024</b>	<b>\$256,117</b>	<b>\$273,065</b>	<b>\$10,041</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## General Fund (101) Fire Alarm (21001), *continued*



### FY 2018-2019 Expenditure Statement

10121001	Fire Alarm Department	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10121001 511001	Full-Time Employees	\$121,113	\$124,859	\$127,350	\$130,853	4.80%
10121001 511002	Part-Time Salaries	21,401	21,775	21,775	22,207	1.98%
10121001 511004	Overtime	11,787	16,000	11,600	16,000	0.00%
10121001 511006	Longevity	4,769	5,068	5,068	5,367	5.90%
<b>10121001</b>	<b>Subtotal Wages</b>	<b>\$159,070</b>	<b>\$167,702</b>	<b>\$165,793</b>	<b>\$174,427</b>	<b>4.01%</b>
10121001 522250	FICA	11,629	12,253	12,410	12,694	3.60%
10121001 522300	Municipal Employees Retirement	16,309	16,364	14,530	15,991	-2.28%
10121001 522301	Retirement - Defined Contribution	34	0	1,825	1,908	0.00%
10121001 522818	Medical Insur-Active Employees	28,682	30,118	31,460	32,398	7.57%
10121001 522822	Dental Insur-Active Employees	1,944	1,924	2,026	1,954	1.56%
10121001 522850	Life Insurance	65	68	68	68	0.00%
10121001 538014	Travel Expenses	0	100	100	100	0.00%
10121001 538016	Educational Expenses	0	1,000	750	1,000	0.00%
10121001 540038	Uniforms And Other Clothing	1,509	2,000	2,000	2,000	0.00%
<b>10121001</b>	<b>Subtotal Benefits</b>	<b>\$60,172</b>	<b>\$63,827</b>	<b>\$65,169</b>	<b>\$68,113</b>	<b>6.72%</b>
10121001 530066	Internet Access	343	480	480	480	0.00%
10121001 530111	Professional Services	5,997	8,000	7,650	8,000	0.00%
10121001 532000	Telephone	1,870	1,770	1,580	1,800	1.69%
10121001 534010	Motor Vehicles Maintenance	425	2,000	1,750	2,000	0.00%
10121001 534014	Office Equipment Maintenance	0	0	0	0	0.00%
10121001 534016	Computer/Software Maintenance	397	1,000	850	3,500	250.00%
10121001 534020	Maintenance Of Buildings	560	1,000	1,000	500	-50.00%
10121001 538012	Advertising	8	25	25	25	0.00%
10121001 538022	Printing Expenses	0	500	250	500	0.00%
10121001 538030	Licenses And Dues	25	470	470	470	0.00%
<b>10121001</b>	<b>Subtotal Services</b>	<b>\$9,625</b>	<b>\$15,245</b>	<b>\$14,055</b>	<b>\$17,275</b>	<b>13.32%</b>
10121001 540012	Office Materials & Supplies	102	300	300	300	0.00%
10121001 540018	Elect Materials & Supplies	4,514	5,000	4,000	4,000	-20.00%
10121001 540028	Motor Vehicle Materials & Supp	852	1,750	600	1,750	0.00%
10121001 540032	General Hardware & Tools	225	250	250	250	0.00%
10121001 540040	Fuels And Lubricants	2,629	6,000	3,000	4,500	-25.00%
10121001 540058	Safety Related Mat & Supp	79	250	250	250	0.00%
10121001 580100	Miscellaneous Expenses	145	500	500	500	0.00%
<b>10121001</b>	<b>Subtotal Commodities</b>	<b>\$8,545</b>	<b>\$14,050</b>	<b>\$8,900</b>	<b>\$11,550</b>	<b>-17.79%</b>
10121001 530044	Non-Major Technology Reserve	0	700	700	700	0.00%
10121001 550002	Computer Equipment	447	0	0	0	0.00%
10121001 550008	Communication Equipment	1,459	1,500	1,500	1,000	-33.33%
10121001 590999	Transfer To Other Funds	5,000	0	0	0	0.00%
<b>10121001</b>	<b>Subtotal Capital Outlay</b>	<b>\$6,907</b>	<b>\$2,200</b>	<b>\$2,200</b>	<b>\$1,700</b>	<b>-22.73%</b>
<b>10121001</b>	<b>Fire Alarm Department</b>	<b>\$244,319</b>	<b>\$263,024</b>	<b>\$256,117</b>	<b>\$273,065</b>	<b>3.82%</b>



## 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.

## 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), Kingston Fire District (KFD), South County Hospital, neighboring communities, Rhode Island Department of Health (RIDOH), Rhode Island Emergency Management Agency (RIEMA), and any other appropriate local, state, or federal entity as appropriate. The principal functions include, but are not limited to the following.

### MAINTAIN STATE OF READINESS FOR EMERGENCY RESPONSE

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

### PROVIDE EMERGENCY AND NON-EMERGENCY MEDICAL RESPONSE

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

## General Fund (101) Emergency Medical Services (22001), *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 for 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 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Continue to work with SCH Medical Director for review of statewide EMS protocols implemented in 2017 and quality improvement plan recommendations to RIDOH	SCH
Continue to define EMS Lieutenant responsibilities and priorities related to response, administrative, and other ancillary duties	PCSF
Continue to provide EMS Lieutenants with leadership training and conflict resolution skills	PCSF
Provide staff with incident command system training for special events/mass gatherings	PCSF
Continue training and implementation of mass casualty plans with public safety partners in the community	PCSF
Continue development of an inventory management process for equipment and supplies	PCSF
Develop Community Risk Reduction program providing public AED & CPR training and identifying risks for mitigation within the community	CE
Provide training to RI Hospital Medical Simulation Center staff	PCSF

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



### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Vehicle Replacement: Paramedic 2 (non-transporting vehicle)	PCSF
Continue to provide high-quality medical simulation training for staff	PCSF
Continue to provide professional development for staff such as communication skills and safety training	PCSF
Continue inventory management process for medical supplies and pharmaceuticals	PCSF
Continue to conduct ongoing operational training program with UFD & KFD	CE
Develop training with mutual aid partners, including neighboring communities and URI	CE / URI
Continue quality improvement program	PCSF
Implement Community Risk Reduction program providing public AED & CPR training and identifying risks for mitigation within the community	CE
Develop data management process for response performance measures	PCSF

### Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
EMS calls for service	3,034	3,150	3,200	PCSF
EMS transports	1,704	1,805	1,900	PCSF
Advanced Life Support	1,202	1,270	1,330	PCSF
Mutual aid - provided	33	40	50	PCSF
Mutual aid - received	171	200	240	PCSF
Grant Funding	\$19,500	\$2,500	\$10,000	BDFM

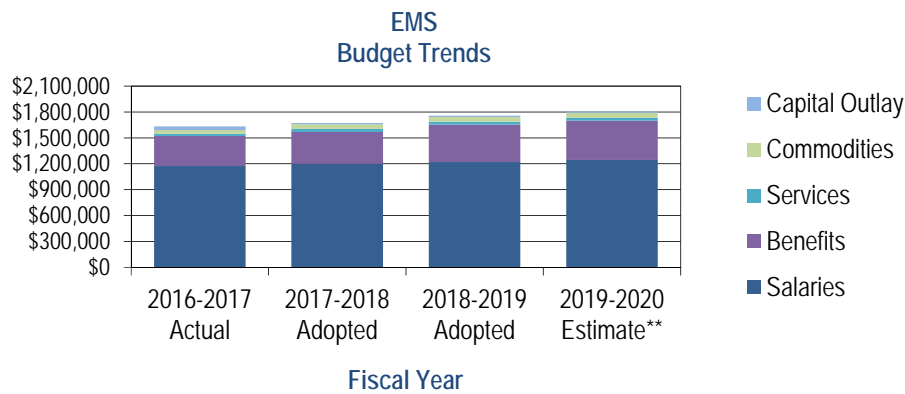
# General Fund (101) Emergency Medical Services (22001), *continued*



## FY 2018-2019 Funding Comparison

Emergency Medical Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	17	17	17	17	0
Salaries	\$1,172,603	\$1,197,973	\$1,103,647	\$1,218,539	\$20,566
Benefits	348,657	369,826	360,630	434,317	64,491
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,521,260</b>	<b>\$1,567,799</b>	<b>\$1,464,277</b>	<b>\$1,652,856</b>	<b>\$85,057</b>
Services	\$25,455	\$36,700	\$34,625	\$33,322	(\$3,378)
Commodities	43,439	53,000	48,901	56,850	3,850
Capital Outlay	42,518	14,060	12,560	14,860	800
<b>Subtotal Operating Expenditures</b>	<b>\$111,412</b>	<b>\$103,760</b>	<b>\$96,086</b>	<b>\$105,032</b>	<b>\$1,272</b>
<b>Total Expenditures</b>	<b>\$1,632,672</b>	<b>\$1,671,559</b>	<b>\$1,560,363</b>	<b>\$1,757,888</b>	<b>\$86,329</b>

\*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 2018-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



## FY 2018-2019 Expenditure Statement

10122001	Emergency Medical Services Department		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10122001	511001	Full-Time Employees	\$779,915	\$878,865	\$745,567	\$901,941	2.63%
10122001	511002	Part-Time Salaries	87,481	97,000	101,000	97,000	0.00%
10122001	511004	Overtime	272,365	200,000	235,000	204,000	2.00%
10122001	511005	Retirement/Vacation Reimb.	13,478	0	8,501	0	0.00%
10122001	511006	Longevity	19,364	22,108	13,579	15,598	-29.45%
<b>10122001</b>		<b>Subtotal Wages</b>	<b>\$1,172,603</b>	<b>\$1,197,973</b>	<b>\$1,103,647</b>	<b>\$1,218,539</b>	<b>1.72%</b>
10122001	522250	FICA	81,550	88,726	87,624	88,980	0.29%
10122001	522304	EMS Retirement	39,388	31,627	29,600	45,604	44.19%
10122001	522818	Medical Insur-Active Employees	190,055	206,275	202,867	251,045	21.70%
10122001	522820	Medical Insur-Retirees	3,930	4,500	4,500	5,833	29.62%
10122001	522822	Dental Insur-Active Employees	11,968	12,070	12,852	14,743	22.15%
10122001	522840	Insurance Buyback	3,380	2,000	2,731	4,000	100.00%
10122001	522850	Life Insurance	1,279	1,428	1,306	1,462	2.38%
10122001	538014	Travel Expenses	0	200	150	150	-25.00%
10122001	538016	Educational Expenses	10,137	13,000	11,000	13,000	0.00%
10122001	540038	Uniforms And Other Clothing	6,971	10,000	8,000	9,500	-5.00%
<b>10122001</b>		<b>Subtotal Benefits</b>	<b>\$348,657</b>	<b>\$369,826</b>	<b>\$360,630</b>	<b>\$434,317</b>	<b>17.44%</b>
10122001	530012	Cleaning Services	1,408	2,100	2,100	1,800	-14.29%
10122001	530024	Medical Services	685	1,000	800	1,000	0.00%
10122001	530111	Professional Services	1,217	1,700	1,500	1,700	0.00%
10122001	532000	Telephone	4,849	4,900	4,700	4,900	0.00%
10122001	532012	Water Fees	37	0	320	442	0.00%
10122001	534010	Motor Vehicles Maintenance	5,398	6,000	5,500	6,000	0.00%
10122001	534012	Commun Equip. Maintenance	0	1,800	1,800	1,800	0.00%
10122001	534016	Computer/Software Maintenance	2,889	5,000	5,000	5,500	10.00%
10122001	534018	Maintenance Of General Equip	6,005	6,000	6,000	6,000	0.00%
10122001	534020	Maintenance Of Buildings	1,689	6,000	5,600	2,500	-58.33%
10122001	538012	Advertising	725	800	450	600	-25.00%
10122001	538020	Postage	86	100	100	100	0.00%
10122001	538022	Printing Expenses	372	500	275	500	0.00%
10122001	538030	Licenses And Dues	95	800	480	480	-40.00%
<b>10122001</b>		<b>Subtotal Services</b>	<b>\$25,455</b>	<b>\$36,700</b>	<b>\$34,625</b>	<b>\$33,322</b>	<b>-9.20%</b>
10122001	540012	Office Materials & Supplies	496	600	500	600	0.00%
10122001	540014	Janitorial Materials & Supp	148	400	200	400	0.00%
10122001	540018	Elect Materials & Supplies	0	150	150	150	0.00%
10122001	540020	Books And Publications	0	650	500	600	-7.69%
10122001	540024	Chemicals And Gases	951	2,200	1,500	2,200	0.00%
10122001	540028	Motor Vehicle Materials & Supp	7,791	7,000	6,100	7,500	7.14%
10122001	540030	Medical & Lab Materials & Supp	14,732	19,000	17,000	19,000	0.00%
10122001	540032	General Hardware & Tools	125	200	200	200	0.00%
10122001	540036	Equipment & Machine Parts	0	0	0	0	0.00%
10122001	540040	Fuels And Lubricants	16,482	21,350	21,620	25,000	17.10%
10122001	540058	Safety Related Mat & Supp	121	750	600	500	-33.33%
10122001	580100	Miscellaneous Expenses	2,592	700	531	700	0.00%
<b>10122001</b>		<b>Subtotal Commodities</b>	<b>\$43,439</b>	<b>\$53,000</b>	<b>\$48,901</b>	<b>\$56,850</b>	<b>7.26%</b>
10122001	530044	Non-Major Technology Reserve	0	4,060	4,060	4,860	19.70%
10122001	550008	Communication Equipment	6,365	4,000	3,250	4,000	0.00%
10122001	550014	Medical And Laboratory Equip	3,039	5,000	4,750	5,000	0.00%
10122001	550024	Safety Related Equipment	2,286	0	0	0	0.00%
10122001	550026	Furniture And Furnishings	828	1,000	500	1,000	0.00%
10122001	590999	Transfer To Other Funds	30,000	0	0	0	0.00%
<b>10122001</b>		<b>Subtotal Capital Outlay</b>	<b>\$42,518</b>	<b>\$14,060</b>	<b>\$12,560</b>	<b>\$14,860</b>	<b>5.69%</b>
<b>10122001</b>		<b>Total Emergency Medical Services</b>	<b>\$1,632,672</b>	<b>\$1,671,559</b>	<b>\$1,560,363</b>	<b>\$1,757,888</b>	<b>5.16%</b>



**TAB 8  
PUBLIC WORKS**

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

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

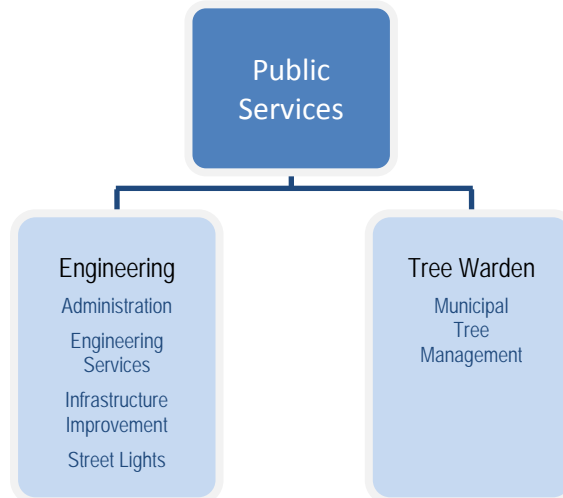
## General Fund (101) Public Services



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

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

### Organizational Chart



### Mission Statement

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

### Functions

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

#### ENGINEERING DIVISION

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

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



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

### 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:

- 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 needed basis



**FY 2017-2018 Priorities**

Priorities – Engineering Division	Town Council Goals & Objs
Pond Street (Route 1 to Town boat ramp) – mill & overlay	PCSF
Carpenter Drive – mill & overlay	PCSF
Browning Avenue – mill & overlay	PCSF
Coast Guard Avenue – mill & overlay	PCSF
Phase 2 Matunuck Beach Road protection project – complete design and submit CRMC application	PCSF
Continue to seek grant funding for the Phase 2 Matunuck Beach Road protection project	PCSF
Coordinate 3 <sup>rd</sup> party catch basin cleaning	PCSF
Coordinate 3 <sup>rd</sup> party non-emergency tree/stump removal	PCSF
Coordinate regional LED streetlighting RFP with the Towns of Narragansett and North Kingstown	SENR
Complete purchase of streetlights from National Grid subject to LED streetlighting RFP	PCSF
Coordinate Green Hill Pond dredging study	SENR
Complete design and secure regulatory permits for Narrow River stormwater BMPs	SENR

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

**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Objs
Coordinate completion of off-site solar photovoltaic (PV) virtual net metering project	SENR
Wordens Pond Road (west end) – selective reconstruction & pavement overlay	PCSF
Sand Turn Road – selective reconstruction of failed section	PCSF
Waites Corner Road (Fairgrounds Road to Route 2) – mill & overlay	PCSF
Jerry Brown Farm Road – mill & overlay	PCSF
Award Narrow River stormwater BMP construction contract	SENR
Coordinate Green Hill Pond dredging study	SENR
Complete streetlighting purchase from National Grid	PCSF
Complete LED streetlight retrofit and award long-term O&M contract	PCSF
Secure CRMC Assent for Matunuck Beach Road Protection Project – Phase 2	PCSF
Evaluate and review trees scheduled for non-emergency removal	PCSF



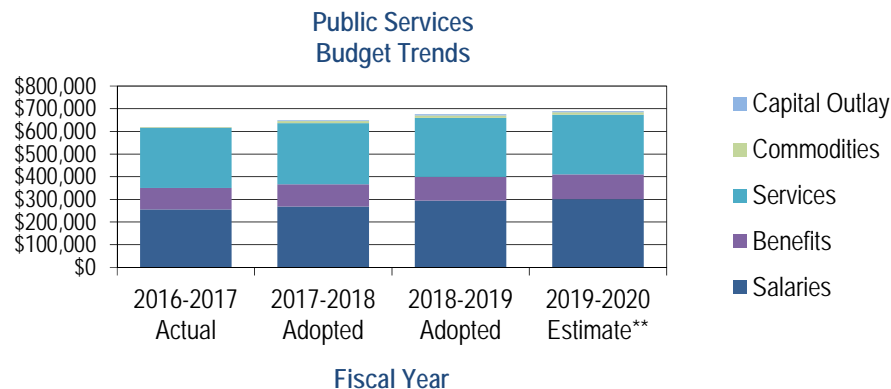
**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Physical alteration permits issued	111	80	80	PCSF
Utility permits issued	55	70	70	PCSF
Private Road house #s assigned	16	20	20	PCSF
# of Licensed ROW contractors	58	65	65	PCSF
Soil erosion permits	97	70	80	PCSF
Contracts bid	14	10	15	PCSF
Land Development Inspections	299	300	300	PCSF
Tree Permit applications	6	5	10	PCSF
Emergency tree removal/pruning	117	105	100	PCSF
Non-emergency tree/stump/limb removal/pruning	25	70	60	PCSF
# of 50W HPS	1,210	1,210	1,210	PSCF
# of 100W HPS	131	131	131	PSCF
# of 250W	39	39	39	PSCF
# of Other Street Lights	33	33	33	PSCF
Total Street Lights	1,413	1,413	1,415	PSCF

**FY 2018-2019 Funding Comparison**

Public Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$255,471	\$268,206	\$268,161	\$294,349	\$26,143
Benefits	94,705	98,198	99,720	\$104,346	\$6,148
<b>Subtotal Personnel Expenditures*</b>	<b>\$350,176</b>	<b>\$366,404</b>	<b>\$367,881</b>	<b>\$398,695</b>	<b>\$32,291</b>
Services	\$264,364	\$269,393	\$266,592	\$260,910	(\$8,483)
Commodities	3,613	9,671	7,895	10,498	827
Capital Outlay	724	2,940	2,920	5,223	2,283
<b>Subtotal Operating Expenditures</b>	<b>\$268,701</b>	<b>\$282,004</b>	<b>\$277,407</b>	<b>\$276,631</b>	<b>(\$5,373)</b>
<b>Total Expenditures</b>	<b>\$618,876</b>	<b>\$648,408</b>	<b>\$645,288</b>	<b>\$675,326</b>	<b>\$26,918</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

# General Fund (101) Public Services, *continued*



## FY 2018-2019 Expenditure Statements

10130001	Public Services Administration	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10130001	511001 Full-Time Employees	\$241,795	\$254,098	\$254,098	\$262,572	3.33%
10130001	511002 Part-Time Salaries	185	0	0	0	0.00%
10130001	511004 Overtime	709	465	600	730	56.99%
10130001	511005 Retirement/Vacation Reimb.	0	0	0	16,900	0.00%
10130001	511006 Longevity	4,837	5,518	5,518	6,043	9.51%
<b>10130001</b>	<b>Subtotal Wages</b>	<b>\$247,526</b>	<b>\$260,081</b>	<b>\$260,216</b>	<b>\$286,245</b>	<b>10.06%</b>
10130001	522250 FICA	18,422	19,198	19,198	19,902	3.67%
10130001	522300 Municipal Employees Retirement	30,485	31,112	29,130	31,614	1.61%
10130001	522301 Retirement - Defined Contribution	37	0	1,980	2,040	0.00%
10130001	522818 Medical Insur-Active Employees	36,798	38,626	40,342	41,552	7.58%
10130001	522820 Medical Insur-Retirees	500	125	83	0	-100.00%
10130001	522822 Dental Insur-Active Employees	3,464	3,427	3,610	3,483	1.63%
10130001	522840 Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
10130001	522850 Life Insurance	116	128	120	128	0.00%
10130001	538014 Travel Expenses	1,472	2,000	2,000	2,000	0.00%
10130001	538016 Educational Expenses	230	375	355	375	0.00%
10130001	540038 Uniforms And Other Clothing	468	585	280	630	7.69%
<b>10130001</b>	<b>Subtotal Benefits</b>	<b>\$94,000</b>	<b>\$97,576</b>	<b>\$99,098</b>	<b>\$103,724</b>	<b>6.30%</b>
10130001	530014 Refuse Disposal	659	659	659	692	5.01%
10130001	530064 Copy Machine Services	658	1,500	1,240	1,407	-6.20%
10130001	530066 Internet Access	116	0	0	0	0.00%
10130001	530111 Professional Services	1,140	3,500	2,000	4,000	14.29%
10130001	532000 Telephone	369	500	500	434	-13.20%
10130001	532004 Electricity	6,091	6,469	6,500	5,543	-14.31%
10130001	532008 Natural Gas	2,124	2,666	2,667	2,203	-17.37%
10130001	532010 Wastewater Fees	144	153	153	153	0.00%
10130001	532012 Water Fees	433	339	335	608	79.35%
10130001	534010 Motor Vehicles Maintenance	57	505	465	570	12.87%
10130001	534014 Office Equipment Maintenance	300	350	175	350	0.00%
10130001	534016 Computer/Software Maintenance	215	850	500	300	-64.71%
10130001	534020 Maintenance Of Buildings	4,400	3,800	4,663	3,300	-13.16%
10130001	538012 Advertising	98	300	50	300	0.00%
10130001	538022 Printing Expenses	300	300	200	300	0.00%
10130001	538030 Licenses And Dues	1,492	1,502	1,185	1,750	16.51%
<b>10130001</b>	<b>Subtotal Services</b>	<b>\$18,596</b>	<b>\$23,393</b>	<b>\$21,292</b>	<b>\$21,910</b>	<b>-6.34%</b>
10130001	540012 Office Materials & Supplies	1,144	1,800	1,695	2,000	11.11%
10130001	540020 Books And Publications	135	300	200	300	0.00%
10130001	540026 Bldg & Const Materials & Supp	56	300	200	200	-33.33%
10130001	540028 Motor Vehicle Materials & Supp	211	600	600	1,400	133.33%
10130001	540030 Medical & Lab Materials & Supp	1,624	300	210	350	16.67%
10130001	540032 General Hardware & Tools	95	300	200	500	66.67%
10130001	540040 Fuels And Lubricants	299	2,171	2,140	1,748	-19.48%
10130001	540052 Photographic Materials & Supp	0	200	0	300	50.00%
10130001	580100 Miscellaneous Expenses	48	200	0	200	0.00%
<b>10130001</b>	<b>Subtotal Commodities</b>	<b>\$3,613</b>	<b>\$6,171</b>	<b>\$5,245</b>	<b>\$6,998</b>	<b>13.40%</b>
10130001	530044 Non-Major Technology Reserve	0	2,440	2,440	4,473	83.32%
10130001	550004 Office Equipment	724	500	480	750	50.00%
<b>10130001</b>	<b>Subtotal Capital Outlay</b>	<b>\$724</b>	<b>\$2,940</b>	<b>\$2,920</b>	<b>\$5,223</b>	<b>77.65%</b>
<b>10130001</b>	<b>Total Public Services - Admin</b>	<b>\$364,458</b>	<b>\$390,161</b>	<b>\$388,771</b>	<b>\$424,100</b>	<b>8.70%</b>

**General Fund (101) Public Services, *continued***



10130005	Tree Management		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10130005	511002	Part-Time Salaries	\$7,945	\$8,125	\$7,945	\$8,104	-0.26%
<b>10130005</b>	<b>Subtotal Wages</b>		<b>\$7,945</b>	<b>\$8,125</b>	<b>\$7,945</b>	<b>\$8,104</b>	<b>-0.26%</b>
10130005	522250	FICA	705	622	622	620	-0.32%
<b>10130005</b>	<b>Subtotal Benefits</b>		<b>\$705</b>	<b>\$622</b>	<b>\$622</b>	<b>\$620</b>	<b>-0.32%</b>
10130005	530076	Arborist Services	9,583	20,000	20,000	20,000	0.00%
10130005	530111	Professional Services	38,000	25,000	25,300	25,000	0.00%
<b>10130005</b>	<b>Subtotal Services</b>		<b>\$47,583</b>	<b>\$45,000</b>	<b>\$45,300</b>	<b>\$45,000</b>	<b>0.00%</b>
10130005	540022	Agri Materials & Supplies	0	3,500	2,650	3,500	0.00%
<b>10130005</b>	<b>Subtotal Commodities</b>		<b>\$0</b>	<b>\$3,500</b>	<b>\$2,650</b>	<b>\$3,500</b>	<b>0.00%</b>
<b>10130005</b>	<b>Total Tree Management</b>		<b>\$56,233</b>	<b>\$57,247</b>	<b>\$56,517</b>	<b>\$57,224</b>	<b>-0.04%</b>

10130007	Street Lighting		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10130007	532006	Street Lighting	\$198,075	\$197,000	\$199,500	\$190,000	-3.55%
10130007	534000	Street Light Maintenance	111	4,000	500	4,000	0.00%
<b>10130007</b>	<b>Subtotal Services</b>		<b>\$198,185</b>	<b>\$201,000</b>	<b>\$200,000</b>	<b>\$194,000</b>	<b>-3.48%</b>
<b>10130007</b>	<b>Total Street Lighting</b>		<b>\$198,185</b>	<b>\$201,000</b>	<b>\$200,000</b>	<b>\$194,000</b>	<b>-3.48%</b>

	Total Public Services Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10130001	Subtotal Public Services Administration	\$364,458	\$390,161	\$388,771	\$424,100	8.70%
10130005	Subtotal Tree Management	56,233	57,247	56,517	57,224	-0.04%
10130007	Subtotal Street Lighting	198,185	201,000	200,000	194,000	-3.48%
	<b>Total Public Services Program</b>	<b>\$618,876</b>	<b>\$648,408</b>	<b>\$645,288</b>	<b>\$675,326</b>	<b>4.15%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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

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

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



### FY 2017-2018 Priorities

Priorities	Town Council Goals & Obj's
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town roads, municipal parking lots, and clearing designated municipal sidewalks	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
Mow all Town earthen dam impoundments	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	SENR
Perform stormwater outfall inspections and sampling	SENR
Maintain Town vehicle and rolling stock fleet	PCSF

### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town Roads, municipal parking lots, and designated sidewalks	PCSF
Perform pavement management for all Town roads on an as-need basis	C
Construct stormwater improvements on an as-need basis	SENR
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 repairs to municipal paved roads scheduled for pavement preservation (ex: stone sealing)	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 cap perimeters and drainage swales 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
Provide and coordinate safety training to Highway Division staff on an as needed basis	PCSF



**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Catch basins cleaned	307	300	310	SENR
Catch basins inspected	2,654	2,654	2,654	SENR
Number of drainage outfalls cleaned	33	35	35	SENR
Number of drainage outfalls marked	4	4	4	SENR
Municipal Road Miles	151	151	151	PCSF
Private Road Miles	75	75	75	PCSF
Road miles swept	151	151	151	C
School Dept properties (parking lots and driveways) swept	8	8	8	C
Tons of sweeping spoils disposed	816	1,100	1,200	C
Town road miles graded	8	8	8	C
Private road miles graded*	10.65	10.65	10.65	C
Road miles crack sealed	14	5	14	C
Road miles stone sealed and microsurfaced	8	6	8	C
Road miles restriped	23	26	26	C
Road miles salted/sanded	151	151	151	C
Road miles plowed*	163	163	163	C
Winter Storm Operation callback events	13	14	15	PCSF
Dedicated Sand/Salt Routes	11	11	11	PCSF
Dedicated Plow Routes	22	22	22	PCSF
Winter Storm Operation OT Hrs	2,621	2,000	2,100	PCSF
Tons of Deicing Sand	1,523	1,600	1,600	PCSF
Tons of Road Salt	2,621	1,900	1,900	PCSF

*\*Of the 75 miles of private roads in Town, a limited number receive plowing and seasonal grading by tradition*

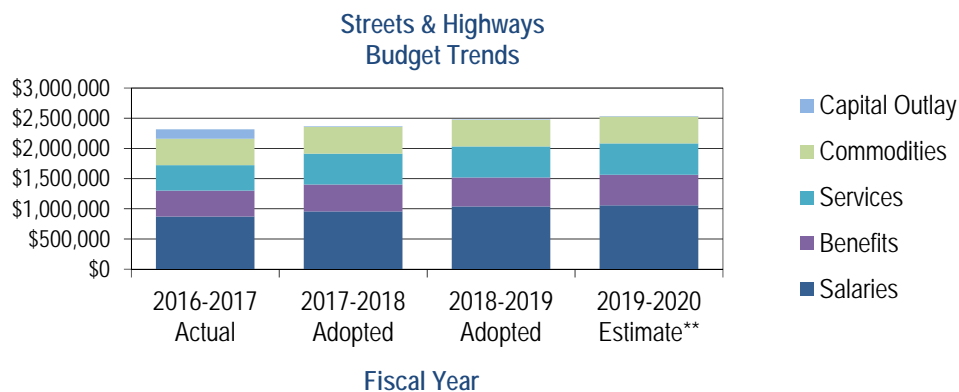
# General Fund (101) Streets & Highways (30003), *continued*



## FY 2018-2019 Funding Comparison

Streets and Highways	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	18	18.5	18.5	19	0.5
Salaries	\$872,004	\$955,401	\$945,100	\$1,037,146	\$81,745
Benefits	428,310	446,692	441,163	480,885	34,193
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,300,314</b>	<b>\$1,402,093</b>	<b>\$1,386,263</b>	<b>\$1,518,031</b>	<b>\$115,938</b>
Services	\$422,028	\$510,582	\$511,117	\$513,893	\$3,311
Commodities	436,963	442,356	425,040	440,365	(1,991)
Capital Outlay	155,903	9,170	8,160	7,670	(1,500)
<b>Subtotal Operating Expenditures</b>	<b>\$1,014,894</b>	<b>\$962,108</b>	<b>\$944,317</b>	<b>\$961,928</b>	<b>(\$180)</b>
<b>Total Expenditures</b>	<b>\$2,315,208</b>	<b>\$2,364,201</b>	<b>\$2,330,580</b>	<b>\$2,479,959</b>	<b>\$115,758</b>

\*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. Fiscal year 2018-2019 will see the first full year funding of an Equipment Operator position within the Highway Division, which was budgeted to begin January 1, 2018 and reflected as a 0.5 FTE increase for FY 2017-2018. The full year funding of the position in FY 2018-2019 results in the 0.5 FTE increase Adopted for FY 2018-2019.



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



## FY 2018-2019 Expenditure Statement

10130003	Public Services Streets & Highways	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10130003	511001 Full-Time Employees	\$754,253	\$844,491	\$805,500	\$886,677	5.00%
10130003	511002 Part-Time Salaries	10,672	6,200	38,205	6,200	0.00%
10130003	511003 Seasonal Salaries	13,547	0	0	0	0.00%
10130003	511004 Overtime	63,777	73,000	70,500	73,000	0.00%
10130003	511005 Retirement/Vacation Reimb.	0	0	0	38,460	0.00%
10130003	511006 Longevity	29,756	31,710	30,895	32,809	3.47%
<b>10130003</b>	<b>Subtotal Wages</b>	<b>\$872,004</b>	<b>\$955,401</b>	<b>\$945,100</b>	<b>\$1,037,146</b>	<b>8.56%</b>
10130003	522250 FICA	63,086	69,624	69,624	72,272	3.80%
10130003	522300 Municipal Employees Retirement	97,586	105,970	93,750	108,222	2.13%
10130003	522301 Retirement - Defined Contribution	129	0	7,260	8,087	0.00%
10130003	522818 Medical Insur-Active Employees	180,345	196,956	198,020	221,196	12.31%
10130003	522820 Medical Insur-Retirees	64,306	48,078	48,078	43,595	-9.32%
10130003	522822 Dental Insur-Active Employees	13,058	13,294	13,840	14,743	10.90%
10130003	522840 Insurance Buyback	4,015	4,000	4,000	4,000	0.00%
10130003	522850 Life Insurance	554	612	591	612	0.00%
10130003	538014 Travel Expenses	0	2,000	500	2,100	5.00%
10130003	538016 Educational Expenses	160	900	500	800	-11.11%
10130003	540038 Uniforms And Other Clothing	5,071	5,258	5,000	5,258	0.00%
<b>10130003</b>	<b>Subtotal Benefits</b>	<b>\$428,310</b>	<b>\$446,692</b>	<b>\$441,163</b>	<b>\$480,885</b>	<b>7.65%</b>
10130003	530012 Cleaning Services	4,784	5,700	5,200	6,809	19.46%
10130003	530014 Refuse Disposal	1,858	2,096	2,096	2,200	4.96%
10130003	530066 Internet Access	0	3,780	1,500	1,500	-60.32%
10130003	530111 Professional Services	318,696	410,375	410,000	410,771	0.10%
10130003	532000 Telephone	2,866	2,264	2,870	2,783	22.92%
10130003	532002 Fuel - Oil	12,047	10,838	10,866	13,076	20.65%
10130003	532004 Electricity	15,443	17,330	16,800	15,351	-11.42%
10130003	532012 Water Fees	1,035	1,185	1,185	1,555	31.22%
10130003	532014 Propane	6,693	6,600	6,360	8,195	24.17%
10130003	534010 Motor Vehicles Maintenance	18,083	20,000	19,000	20,000	0.00%
10130003	534016 Computer/Software Maintenance	0	3,800	3,640	4,338	14.16%
10130003	534018 Maintenance Of General Equip	31,763	15,000	13,000	15,000	0.00%
10130003	534020 Maintenance Of Buildings	6,774	7,500	15,000	7,500	0.00%
10130003	538012 Advertising	125	250	250	200	-20.00%
10130003	538022 Printing Expenses	106	250	250	200	-20.00%
10130003	538028 Rents	0	2,000	1,500	2,000	0.00%
10130003	538030 Licenses And Dues	1,754	1,614	1,600	2,415	49.63%
<b>10130003</b>	<b>Subtotal Services</b>	<b>\$422,028</b>	<b>\$510,582</b>	<b>\$511,117</b>	<b>\$513,893</b>	<b>0.65%</b>

*\*This expenditure chart is continued on the following page*

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



\*This expenditure chart is continued from the following page

10130003	Public Services Streets & Highways	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change	
10130003	540012	Office Materials & Supplies	1,265	1,500	1,250	1,400	-6.67%
10130003	540014	Janitorial Materials & Supp	1,083	1,300	900	1,200	-7.69%
10130003	540018	Elect Materials & Supplies	2,416	850	550	850	0.00%
10130003	540020	Books And Publications	146	175	150	150	-14.29%
10130003	540022	Agri Materials & Supplies	858	2,800	2,150	2,000	-28.57%
10130003	540023	Road Salt	147,472	120,675	120,675	120,675	0.00%
10130003	540024	Chemicals And Gases	1,485	3,776	3,500	3,710	-1.75%
10130003	540025	Road Sand	22,799	29,280	28,780	28,780	-1.71%
10130003	540026	Bldg & Const Materials & Supp	77,313	80,000	70,000	81,000	1.25%
10130003	540028	Motor Vehicle Materials & Supp	49,903	60,000	58,000	60,000	0.00%
10130003	540030	Medical & Lab Materials & Supp	174	200	175	200	0.00%
10130003	540032	General Hardware & Tools	7,459	9,000	8,500	8,500	-5.56%
10130003	540034	Signage Materials & Supplies	16,649	19,100	16,750	19,000	-0.52%
10130003	540036	Equipment & Machine Parts	37,032	40,000	40,000	39,500	-1.25%
10130003	540040	Fuels And Lubricants	68,414	70,000	70,000	70,000	0.00%
10130003	540050	HVAC Materials & Supplies	0	200	180	200	0.00%
10130003	540052	Photographic Materials & Supp	200	200	180	200	0.00%
10130003	540058	Safety Related Mat & Supp	2,295	3,300	3,300	3,000	-9.09%
<b>10130003</b>	<b>Subtotal Commodities</b>	<b>\$436,963</b>	<b>\$442,356</b>	<b>\$425,040</b>	<b>\$440,365</b>	<b>-0.45%</b>	
10130003	530044	Non-Major Technology Reserve	0	1,920	1,920	1,920	0.00%
10130003	550002	Computer Equipment	5,570	1,500	1,440	0	-100.00%
10130003	550004	Office Equipment	0	350	300	350	0.00%
10130003	550006	General Equipment & Machinery	0	2,400	2,300	2,400	0.00%
10130003	550010	Construction Equipment	333	2,500	2,200	2,500	0.00%
10130003	550026	Furniture And Furnishings	0	500	0	500	0.00%
10130003	590999	Transfer To Other Funds	150,000	0	0	0	0.00%
<b>10130003</b>	<b>Subtotal Capital Outlay</b>	<b>\$155,903</b>	<b>\$9,170</b>	<b>\$8,160</b>	<b>\$7,670</b>	<b>-16.36%</b>	
<b>10130003</b>	<b>Total Streets &amp; Highway</b>	<b>\$2,315,208</b>	<b>\$2,364,201</b>	<b>\$2,330,580</b>	<b>\$2,479,959</b>	<b>4.90%</b>	



**TAB 9  
PARKS & RECREATION**

Parks & Recreation..... 9 - 1

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

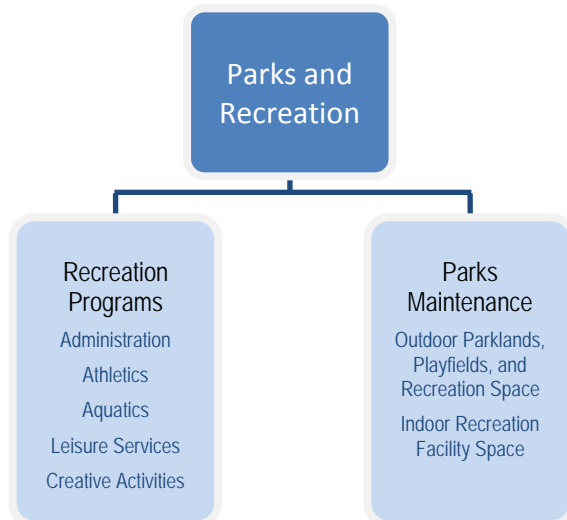
## General Fund (101) Parks & Recreation



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

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

### 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, who work out of the Neighborhood Guild, the Recreation Center, the PDOB, or at one of our many parks. The Leisure Services Director is responsible for daily administration of all Department operations.

### Functions

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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 18 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 80,000 square feet of indoor facility space including the Neighborhood Guild, Stepping Stone School, Tri Pond Nature Center, Park Maintenance Garage, the Main Street Comfort Station, and the Community Recreation Center
- Operate and maintain 7 public restroom facilities throughout the park system
- Maintain over 30 pet waste bag dispensers and disposal barrels throughout the park system
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program
- Operate and maintain an 18 hole disc golf course at Curtis Corner Playfields
- Maintain and develop the network of municipal nature trails



### ATHLETICS

- Plan and coordinate the department's Youth Basketball Program comprised of approximately 475 youth ages 5 through 18; and involves instructional, and recreational components
- Plan and coordinate Adult Recreational Softball League comprised of approximately 800 participants; and involves establishment of men's, women's, and co-ed leagues for spring/summer and fall seasons
- Plan and coordinate youth and adult tennis lessons, and adult tennis leagues and drop-in programs
- Plan approximately 30 different youth school vacation and summer camp programs, utilizing independent contractors for sports such as soccer, basketball, lacrosse, field hockey, 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 beach patron activity
- Manage picnic area assignments

### LEISURE SERVICES

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

### 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
- Plan and administer non-school related programs for pre-school aged children

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



### FY 2017-2018 Priorities

Priorities	Town Council Goals & Obj's
Complete planned CIP work on park rehabilitation projects	PCSF
Transition existing fitness programs from satellite facilities; and plan new programs, to be offered at the new Community Recreation Center	PCSF
Develop long term master plan for the Old Mountain Field (OMF) Skate Park	BDFM
Continue to promote and encourage public use of web-based registration process and Town website	CE
Analyze results of a community-wide assessment of Parks & Rec programs/facilities, and utilize to provide input to the Department's long term plan as well as the Town's Comprehensive Community 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
Make improvements to the dog park, including installation of permanent fencing in the expanded area, and implement enhanced turf management program	PCSF
Continue expanding marketing efforts through the use of social media and eNewsletter	CE
Implement an amended facility use policy to manage local non-profit league use and rental program more effectively and equitably	CE
Seek alternate revenue sources through program and team sponsorships	SNP
Expand park trail network designed to accommodate both pedestrians and bicycles; with Broad Rock Playfields to South County Commons as a priority	C

### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Promote community wellness through use of Parks – trails, playgrounds, athletic facilities; Market specific parks through seasonal brochure, social media, and special programs	PCSF
Complete construction of bowl feature at Old Mountain Field Skate Park	PCSF
Institute retention strategy for seasonal employees	PCSF
Continue collaboration with community groups for program partnerships; i.e. Main Street Fall Festival, Memorial Day and Veterans Day Parades, Bike to Work Day	PCSF
Complete planned CIP work on park rehabilitation projects	PCSF
Identify opportunities to seek sponsorships and 3 <sup>rd</sup> party funding sources for ongoing programs; and facility enhancements	BDFM
Continue with enhanced, environmentally friendly, athletic turf management program	PCSF
Grow athletic and wellness program offerings and camps for girls	SNP
Expand partnership with URI Athletics for youth programs including basketball, football, cheerleading, soccer, track, and baseball	URI
Expand the Youth Flag Football Program to meet public demand	PCSF
Identify individual employee development needs; and coordinate appropriate training	CE
Continue involvement with Community Health Initiative and Healthy Bodies/Healthy Minds by providing summer camp scholarship opportunities	PCSF
Coordinate with local youth athletic leagues to ensure equitable distribution of public field time for all non-profit, inclusive leagues	CE

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



### Specific Performance Measurements

Recreation Division: Description	FY 2016-2017 Actual	FY 2017-2018 Projected*	FY 2018-2019 Anticipated*	Town Council Goals & Objs
Total Classes/Programs offered	558	186	187	PCSF
Total Program Participants	13,702	8,420	8,650	PCSF
New Classes Offered	62	45	40	PCSF
% of Classes Completed	44%	75%	80%	PCSF
Beach Cottage Passes Sold	73	74	75	PCSF
Resident Seasonal Passes Sold	866	875	900	PCSF
Non-Resident Seasonal Passes Sold	129	133	130	PCSF
Aquatics Revenue	\$171,830	\$156,250	\$174,330	PCSF

\*Projected/anticipated decreases are due to fitness and athletic programs being transferred to the Recreation Center

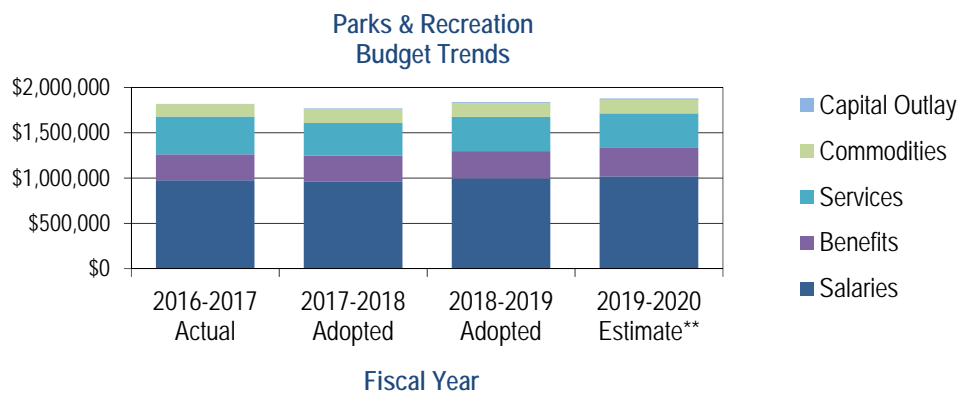
Parks Division: Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Total Park Acreage	422.5	423.5	423.5	PCSF
Park Acreage/Full Time Park Staff	60.4 : 1	60.5 : 1	53 : 1	PCSF
Acreage of Turf Maintained	101	102	102	PCSF
Mowing/Landscaping Weekly Man Hrs	230	200	200	PCSF
Avg Maintenance Cost Per Acre	\$1,691	\$1,862	\$2,021	PCSF
Litter Removal Avg Weekly Man Hrs	38	39	44	PCSF
Public Playgrounds	13	13	13	PCSF
% of Playgrounds that comply with safety standards	100%	100%	100%	PCSF
Total Organized Park Hours Reserved	38,538	41,772	42,000	
% Resident	95.12%	94.71%	95%	PCSF
% Non-Resident	4.88%	5.29%	5%	



**FY 2018-2019 Funding Comparison**

Parks & Recreation	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	14.80	14.90	14.90	15.40	0.50
Salaries	\$975,739	\$958,780	\$931,791	\$997,371	\$38,591
Benefits	286,730	287,212	289,583	300,588	13,376
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,262,469</b>	<b>\$1,245,992</b>	<b>\$1,221,374</b>	<b>\$1,297,959</b>	<b>\$51,967</b>
Services	\$415,317	\$362,222	\$363,462	\$377,721	\$15,499
Commodities	138,016	149,923	139,190	148,885	(1,038)
Capital Outlay	2,606	11,270	9,620	12,470	1,200
<b>Subtotal Operating Expenditures</b>	<b>\$555,938</b>	<b>\$523,415</b>	<b>\$512,272</b>	<b>\$539,076</b>	<b>\$15,661</b>
<b>Total Expenditures</b>	<b>\$1,818,407</b>	<b>\$1,769,407</b>	<b>\$1,733,646</b>	<b>\$1,837,035</b>	<b>\$67,628</b>

\*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. It is noted that the Department's FTE is increased by 0.5 FTE for FY 2018-2019 as it is proposed to hire a full time Parks Maintenance Technician within the Parks Division, budgeted to begin January 1, 2019. The first full year of funding for the position will be FY 2019-2020.



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



### FY 2018-2019 Expenditure Statements

10140001	Recreation Department Administration	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change	
10140001	511001	Full-Time Employees	\$167,117	\$171,372	\$171,372	\$176,064	2.74%
10140001	511002	Part-Time Salaries	2,149	2,447	2,447	2,496	2.00%
10140001	511004	Overtime	699	200	225	200	0.00%
10140001	511006	Longevity	4,534	4,859	4,859	5,152	6.03%
<b>10140001</b>	<b>Subtotal Wages</b>	<b>\$174,499</b>	<b>\$178,878</b>	<b>\$178,903</b>	<b>\$183,912</b>	<b>2.81%</b>	
10140001	522250	FICA	12,805	13,099	13,099	13,648	4.19%
10140001	522300	Municipal Employees Retirement	21,568	21,503	19,840	21,329	-0.81%
10140001	522301	Retirement - Defined Contribution	32	0	1,740	1,779	0.00%
10140001	522818	Medical Insur-Active Employees	29,019	30,633	24,120	24,830	-18.94%
10140001	522822	Dental Insur-Active Employees	2,200	2,177	2,295	2,211	1.56%
10140001	522840	Insurance Buyback	19	0	1,000	1,000	0.00%
10140001	522850	Life Insurance	94	101	101	99	-1.98%
10140001	538014	Travel Expenses	815	1,000	1,000	800	-20.00%
10140001	538016	Educational Expenses	700	700	600	700	0.00%
10140001	540038	Uniforms And Other Clothing	349	300	300	300	0.00%
<b>10140001</b>	<b>Subtotal Benefits</b>	<b>\$67,603</b>	<b>\$69,513</b>	<b>\$64,095</b>	<b>\$66,696</b>	<b>-4.05%</b>	
10140001	530064	Copy Machine	669	0	900	900	0.00%
10140001	530066	Internet Access	0	0	0	0	0.00%
10140001	530111	Professional Services	1,941	2,150	2,150	2,150	0.00%
10140001	532000	Telephone	442	324	381	396	22.22%
10140001	538012	Advertising	892	600	400	600	0.00%
10140001	538020	Postage	368	2,961	1,800	2,961	0.00%
10140001	538022	Printing Expenses	5,615	5,500	5,500	5,500	0.00%
10140001	538030	Licenses And Dues	2,379	2,613	2,613	2,735	4.67%
<b>10140001</b>	<b>Subtotal Services</b>	<b>\$12,306</b>	<b>\$14,148</b>	<b>\$13,744</b>	<b>\$15,242</b>	<b>7.73%</b>	
10140001	540012	Office Materials & Supplies	1,486	2,400	1,800	2,100	-12.50%
10140001	540016	Rec Materials & Supplies	78	100	100	100	0.00%
10140001	580100	Miscellaneous Expenses	3,429	3,375	3,100	3,400	0.74%
<b>10140001</b>	<b>Subtotal Commodities</b>	<b>\$4,993</b>	<b>\$5,875</b>	<b>\$5,000</b>	<b>\$5,600</b>	<b>-4.68%</b>	
10140001	530044	Non-Major Technology Reserve	0	3,970	3,970	3,470	-12.59%
10140001	550004	Office Equipment	814	1,000	1,000	1,000	0.00%
<b>10140001</b>	<b>Subtotal Capital Outlay</b>	<b>\$814</b>	<b>\$4,970</b>	<b>\$4,970</b>	<b>\$4,470</b>	<b>-10.06%</b>	
<b>10140001</b>	<b>Total Recreation Dept Administration</b>	<b>\$260,214</b>	<b>\$273,384</b>	<b>\$266,712</b>	<b>\$275,920</b>	<b>0.93%</b>	

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



10140003	Park Maintenance	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10140003	511001 Full-Time Employees	\$390,827	\$400,943	\$400,943	\$436,642	8.90%
10140003	511003 Seasonal Salaries	105,950	107,308	85,000	93,508	-12.86%
10140003	511004 Overtime	9,824	8,869	8,200	8,289	-6.54%
10140003	511005 Retirement/Vacation Reimb.	8,855	0	0	0	0.00%
10140003	511006 Longevity	13,075	10,014	10,014	7,687	-23.24%
<b>10140003</b>	<b>Subtotal Wages</b>	<b>\$528,531</b>	<b>\$527,134</b>	<b>\$504,157</b>	<b>\$546,126</b>	<b>3.60%</b>
10140003	522250 FICA	39,878	39,279	38,000	41,138	4.73%
10140003	522300 Municipal Employees Retirement	51,507	50,917	45,600	52,298	2.71%
10140003	522301 Retirement - Defined Contribution	89	0	4,760	5,172	0.00%
10140003	522818 Medical Insur-Active Employees	71,588	78,760	88,000	88,181	11.96%
10140003	522822 Dental Insur-Active Employees	6,356	6,451	6,400	6,256	-3.02%
10140003	522840 Insurance Buyback	4,616	4,500	2,700	1,900	-57.78%
10140003	522850 Life Insurance	281	314	275	287	-8.60%
10140003	540038 Uniforms And Other Clothing	1,783	3,926	3,230	3,862	-1.63%
<b>10140003</b>	<b>Subtotal Benefits</b>	<b>\$176,098</b>	<b>\$184,147</b>	<b>\$188,965</b>	<b>\$199,094</b>	<b>8.12%</b>
10140003	530012 Cleaning Services	1,547	1,721	1,721	2,282	32.60%
10140003	530014 Refuse Disposal	3,613	5,448	5,100	5,580	2.42%
10140003	530078 Agricultural Services	5,992	6,000	5,200	6,080	1.33%
10140003	530111 Professional Services	0	0	592	0	0.00%
10140003	532000 Telephone	858	480	663	600	25.00%
10140003	532004 Electricity	46,439	35,197	42,135	48,165	36.84%
10140003	532008 Natural Gas	0	0	0	0	0.00%
10140003	532010 Wastewater Fees	4,128	1,560	1,560	1,620	3.85%
10140003	532012 Water Fees	16,160	16,703	17,700	18,809	12.61%
10140003	534010 Motor Vehicles Maintenance	4,827	5,200	4,900	5,000	-3.85%
10140003	534018 Maintenance Of General Equip	5,478	6,100	5,900	6,000	-1.64%
10140003	534020 Maintenance Of Buildings	21,325	24,100	21,200	24,600	2.07%
10140003	538028 Rents	3,491	3,660	3,660	4,276	16.83%
<b>10140003</b>	<b>Subtotal Services</b>	<b>\$113,857</b>	<b>\$106,169</b>	<b>\$110,331</b>	<b>\$123,012</b>	<b>15.86%</b>
10140003	540014 Janitorial Materials & Supp	7,013	7,403	7,250	7,458	0.74%
10140003	540016 Rec Materials & Supplies	6,027	5,445	5,250	5,505	1.10%
10140003	540018 Elect Materials & Supplies	3,065	3,000	3,000	3,000	0.00%
10140003	540022 Agri Materials & Supplies	30,577	33,250	32,300	34,350	3.31%
10140003	540024 Chemicals And Gases	4,930	5,010	5,010	5,260	4.99%
10140003	540026 Bldg & Const Materials & Supp	4,930	5,200	5,050	5,200	0.00%
10140003	540028 Motor Vehicle Materials & Supp	4,293	5,100	5,000	5,100	0.00%
10140003	540030 Medical & Lab Materials & Supp	192	200	200	200	0.00%
10140003	540032 General Hardware & Tools	1,271	1,400	1,240	1,400	0.00%
10140003	540034 Signage Materials & Supplies	6,274	7,010	6,650	7,162	2.17%
10140003	540036 Equipment & Machine Parts	2,229	3,400	2,850	3,400	0.00%
10140003	540040 Fuels And Lubricants	24,204	32,280	27,400	32,280	0.00%
10140003	540050 HVAC Materials & Supplies	3,063	4,300	3,440	4,300	0.00%
<b>10140003</b>	<b>Subtotal Commodities</b>	<b>\$98,067</b>	<b>\$112,998</b>	<b>\$104,640</b>	<b>\$114,615</b>	<b>1.43%</b>
10140003	550006 General Equipment & Machinery	1,074	4,550	3,400	4,550	0.00%
<b>10140003</b>	<b>Subtotal Capital Outlay</b>	<b>\$1,074</b>	<b>\$4,550</b>	<b>\$3,400</b>	<b>\$4,550</b>	<b>0.00%</b>
<b>10140003</b>	<b>Total Park Maintenance</b>	<b>\$917,627</b>	<b>\$934,998</b>	<b>\$911,493</b>	<b>\$987,397</b>	<b>5.60%</b>

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



10140005	Athletics Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10140005	511001	Full-Time Employees	\$30,518	\$17,873	\$17,873	\$18,750	4.91%
10140005	511003	Seasonal Salaries	37,245	11,938	11,938	12,143	1.72%
10140005	511004	Overtime	1,536	1,000	1,000	1,000	0.00%
<b>10140005</b>	<b>Subtotal Wages</b>		<b>\$69,299</b>	<b>\$30,811</b>	<b>\$30,811</b>	<b>\$31,893</b>	<b>3.51%</b>
10140005	522250	FICA	5,108	2,241	2,241	2,310	3.08%
10140005	522300	Municipal Employees Retirement	3,844	1,107	928	1,129	1.99%
10140005	522301	Retirement - Defined Contribution	3	0	179	188	0.00%
10140005	522818	Medical Insur-Active Employees	10,450	3,271	6,310	3,728	13.97%
10140005	522822	Dental Insur-Active Employees	697	186	405	205	10.22%
10140005	522850	Life Insurance	24	7	7	7	0.00%
<b>10140005</b>	<b>Subtotal Benefits</b>		<b>\$20,125</b>	<b>\$6,812</b>	<b>\$10,070</b>	<b>\$7,567</b>	<b>11.08%</b>
10140005	530111	Professional Services	149,995	129,830	127,000	122,273	-5.82%
10140005	538028	Rents	19,152	0	0	0	0.00%
<b>10140005</b>	<b>Subtotal Services</b>		<b>\$169,146</b>	<b>\$129,830</b>	<b>\$127,000</b>	<b>\$122,273</b>	<b>-5.82%</b>
10140005	540016	Rec Materials & Supplies	22,461	15,300	15,300	15,520	1.44%
<b>10140005</b>	<b>Subtotal Commodities</b>		<b>\$22,461</b>	<b>\$15,300</b>	<b>\$15,300</b>	<b>\$15,520</b>	<b>1.44%</b>
<b>10140005</b>	<b>Total Athletics Program</b>		<b>\$281,031</b>	<b>\$182,753</b>	<b>\$183,181</b>	<b>\$177,253</b>	<b>-3.01%</b>

10140007	Aquatics Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10140007	511003	Seasonal Salaries	\$95,133	\$107,937	\$103,900	\$123,574	14.49%
10140007	511004	Overtime	4,324	3,000	3,000	3,000	0.00%
<b>10140007</b>	<b>Subtotal Wages</b>		<b>\$99,456</b>	<b>\$110,937</b>	<b>\$106,900</b>	<b>\$126,574</b>	<b>14.10%</b>
10140007	522250	FICA	7,608	8,487	8,200	9,683	14.09%
10140007	540038	Uniforms And Other Clothing	528	600	600	600	0.00%
<b>10140007</b>	<b>Subtotal Benefits</b>		<b>\$8,136</b>	<b>\$9,087</b>	<b>\$8,800</b>	<b>\$10,283</b>	<b>13.16%</b>
10140007	530014	Refuse Disposal	2,148	1,600	1,555	1,600	0.00%
10140007	530111	Professional Services	30,400	26,320	26,320	25,500	-3.12%
10140007	532000	Telephone	548	625	400	380	-39.20%
10140007	532004	Electricity	822	900	900	900	0.00%
10140007	532012	Water Fees	884	1,300	1,000	1,000	-23.08%
10140007	534020	Maintenance Of Buildings	6,696	1,500	1,100	1,500	0.00%
10140007	538022	Printing Expenses	1,174	1,300	1,200	1,300	0.00%
10140007	538028	Rents	524	650	600	650	0.00%
<b>10140007</b>	<b>Subtotal Services</b>		<b>\$43,196</b>	<b>\$34,195</b>	<b>\$33,075</b>	<b>\$32,830</b>	<b>-3.99%</b>
10140007	540014	Janitorial Materials & Supp	3,345	3,000	2,700	3,000	0.00%
10140007	540016	Rec Materials & Supplies	499	500	400	500	0.00%
10140007	540026	Bldg & Const Materials & Supp	1,914	2,000	1,900	2,000	0.00%
<b>10140007</b>	<b>Subtotal Commodities</b>		<b>\$5,757</b>	<b>\$5,500</b>	<b>\$5,000</b>	<b>\$5,500</b>	<b>0.00%</b>
10140007	550018	Recreational Equipment	345	450	450	450	0.00%
10140007	550024	Safety Related Equipment	100	0	0	0	0.00%
<b>10140007</b>	<b>Subtotal Capital Outlay</b>		<b>\$445</b>	<b>\$450</b>	<b>\$450</b>	<b>\$450</b>	<b>0.00%</b>
<b>10140007</b>	<b>Total Aquatics Program</b>		<b>\$156,990</b>	<b>\$160,169</b>	<b>\$154,225</b>	<b>\$175,637</b>	<b>9.66%</b>

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



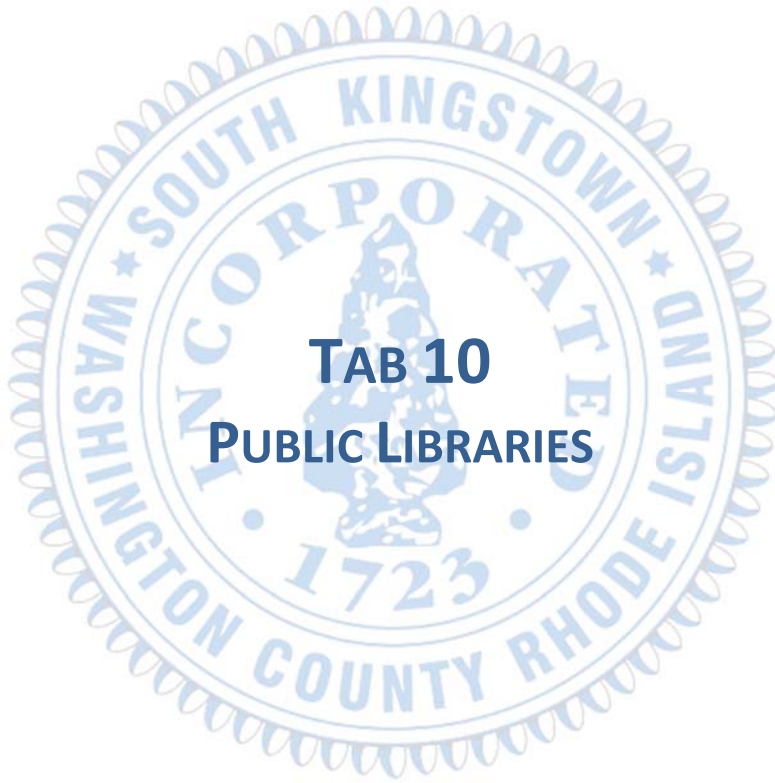
10140009		Leisure Services Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10140009	511003	Seasonal Salaries	\$45,149	\$43,279	\$43,279	\$52,013	20.18%
10140009	511004	Overtime	17	0	0	0	0.00%
<b>10140009</b>		<b>Subtotal Wages</b>	<b>\$45,166</b>	<b>\$43,279</b>	<b>\$43,279</b>	<b>\$52,013</b>	<b>20.18%</b>
10140009	522250	FICA	3,455	3,311	3,311	3,979	20.18%
10140009	540038	Uniforms And Other Clothing	994	1,000	1,000	1,200	20.00%
<b>10140009</b>		<b>Subtotal Benefits</b>	<b>\$4,449</b>	<b>\$4,311</b>	<b>\$4,311</b>	<b>\$5,179</b>	<b>20.13%</b>
10140009	530111	Professional Services	53,555	53,515	53,515	62,490	16.77%
10140009	532000	Telephone	219	216	175	0	-100.00%
10140009	532004	Electricity	1,158	1,250	1,250	1,250	0.00%
10140009	532012	Water Fees	143	130	150	150	15.38%
10140009	532014	Propane	717	750	750	750	0.00%
10140009	534020	Maintenance Of Buildings	130	500	500	300	-40.00%
10140009	538022	Printing Expenses	48	0	0	0	0.00%
10140009	538028	Rents	12,601	13,030	13,030	8,750	-32.85%
<b>10140009</b>		<b>Subtotal Services</b>	<b>\$68,571</b>	<b>\$69,391</b>	<b>\$69,370</b>	<b>\$73,690</b>	<b>6.20%</b>
10140009	540014	Janitorial Materials & Supp	0	300	300	300	0.00%
10140009	540016	Rec Materials & Supplies	6,305	7,750	7,750	5,850	-24.52%
<b>10140009</b>		<b>Subtotal Commodities</b>	<b>\$6,305</b>	<b>\$8,050</b>	<b>\$8,050</b>	<b>\$6,150</b>	<b>-23.60%</b>
10140009	550018	Recreational Equipment	0	0	0	2,000	0.00%
<b>10140009</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>0.00%</b>
<b>10140009</b>		<b>Total Leisure Services Program</b>	<b>\$124,491</b>	<b>\$125,031</b>	<b>\$125,010</b>	<b>\$139,032</b>	<b>11.20%</b>

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



10140013		Creative Activities Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10140013	511001	Full-Time Employees	\$7,770	\$7,982	\$7,982	\$8,142	2.00%
10140013	511002	Part-Time Salaries	50,892	59,759	59,759	48,613	-18.65%
10140013	511003	Seasonal Salaries	125	0	0	0	0.00%
10140013	511004	Overtime	0	0	0	0	0.00%
10140013	511006	Longevity	0	0	0	98	0.00%
<b>10140013</b>		<b>Subtotal Wages</b>	<b>\$58,787</b>	<b>\$67,741</b>	<b>\$67,741</b>	<b>\$56,853</b>	<b>-16.07%</b>
10140013	522250	FICA	4,528	5,077	5,077	4,242	-16.45%
10140013	522300	Municipal Employees Retirement	5,187	7,666	7,039	6,382	-16.75%
10140013	522301	Retirement - Defined Contribution	2	0	627	542	0.00%
10140013	522822	Dental Insurance	194	192	192	196	2.08%
10140013	522840	Insurance Buyback	401	400	400	400	0.00%
10140013	522850	Life Insurance	7	7	7	7	0.00%
<b>10140013</b>		<b>Subtotal Benefits</b>	<b>\$10,319</b>	<b>\$13,342</b>	<b>\$13,342</b>	<b>\$11,769</b>	<b>-11.79%</b>
10140013	530014	Refuse Disposal	299	299	299	312	4.35%
10140013	530066	Internet Access	690	900	828	828	-8.00%
10140013	530111	Professional Services	3,371	1,750	3,360	3,500	100.00%
10140013	532000	Telephone	347	300	300	276	-8.00%
10140013	532002	Fuel - Oil	1,492	2,800	2,800	3,015	7.68%
10140013	532004	Electricity	1,097	1,150	1,150	1,150	0.00%
10140013	532010	Wastewater Fees	240	240	255	255	6.25%
10140013	532012	Water Fees	202	250	250	250	0.00%
10140013	534020	Maintenance Of Buildings	254	800	700	800	0.00%
10140013	538028	Rents	250	0	0	288	0.00%
<b>10140013</b>		<b>Subtotal Services</b>	<b>\$8,241</b>	<b>\$8,489</b>	<b>\$9,942</b>	<b>\$10,674</b>	<b>25.74%</b>
10140013	540014	Janitorial Materials & Supp	0	1,000	500	500	-50.00%
10140013	540016	Rec Materials & Supplies	433	1,200	700	1,000	-16.67%
<b>10140013</b>		<b>Subtotal Commodities</b>	<b>\$433</b>	<b>\$2,200</b>	<b>\$1,200</b>	<b>\$1,500</b>	<b>-31.82%</b>
10140013	550018	Recreational Equipment	273	300	300	200	-33.33%
10140013	570004	Building Improvements	0	1,000	500	800	-20.00%
<b>10140013</b>		<b>Subtotal Capital Outlay</b>	<b>\$273</b>	<b>\$1,300</b>	<b>\$800</b>	<b>\$1,000</b>	<b>-23.08%</b>
<b>10140013</b>		<b>Total Creative Activities Program</b>	<b>\$78,053</b>	<b>\$93,072</b>	<b>\$93,025</b>	<b>\$81,796</b>	<b>-12.12%</b>

Total		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
<b>Parks &amp; Recreation Program</b>						
10140001	Subtotal Recreation Dept Administration	\$260,214	\$273,384	\$266,712	\$275,920	0.93%
10140003	Subtotal Park Maintenance	917,627	934,998	911,493	987,397	5.60%
10140005	Subtotal Athletics	281,031	182,753	183,181	177,253	-3.01%
10140007	Subtotal Aquatics	156,990	160,169	154,225	175,637	9.66%
10140009	Subtotal Leisure Services	124,491	125,031	125,010	139,032	11.20%
10140013	Subtotal Creative Activities	78,053	93,072	93,025	81,796	-12.12%
	<b>Total Parks &amp; Recreation Program</b>	<b>\$1,818,407</b>	<b>\$1,769,407</b>	<b>\$1,733,646</b>	<b>\$1,837,035</b>	<b>3.82%</b>



**TAB 10**  
**PUBLIC LIBRARIES**

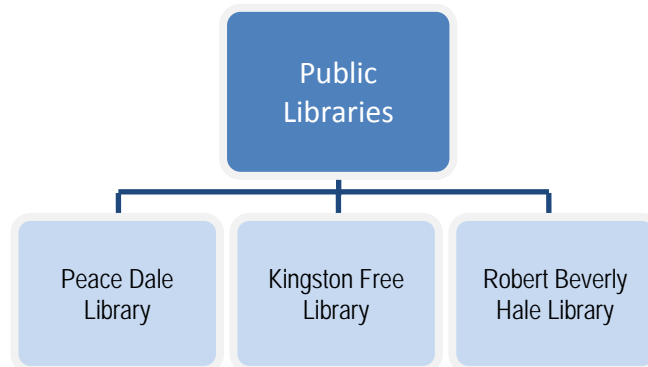
Public Libraries..... 10 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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An ordinance enacted June 9, 1975 by the Town Council established a free public library. The South Kingstown Library Board of Trustees, a seven-member board appointed by the Town Council, governs the library system. The trustees are the legal guardians of the South Kingstown Public Library.

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

## Functions

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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 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Review and streamline the existing Library Action Plan to improve library services in South Kingstown, formulated by Trustees, staff, and members of the public	PCSF
Continue to review and revise library policies by Trustees	SNP
Promote library services through providing programs in community agencies such as local daycare centers, preschools, schools, Senior Center, and the YMCA	SNP
Increase program participation rate by 5%	SNP
Increase library services awareness and presence in the community	PCSF
Add at least one remote access electronic resource to the library collection	PCSF
Install new furniture in the Peace Dale Library's Adult and Young Adult main public areas	BDFM
Replace all existing Virtual Desktop Infrastructure (VDI) public Internet computers at the Peace Dale Library	PCSF
Continue to expand and enhance 'technology help' programs for the public	CE / SNP
Increase library card holders by 2%	PCSF
Submit a grant application to the Champlin Foundation that best supports the immediate needs of the Library	BDFM

## FY 2018-2019 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 / SNP
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
Continue to develop a community partnership with URI Graduate Library program to leverage Professional Field Experience opportunities for library students	URI
Develop electronic database collection (i.e. Consumer Reports online, Hoopla, etc.)	PCSF
Examine existing usable space to identify and create a more suitable area for teens and young adults	SNP

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



### Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Print materials	79,701	80,200	89,000	PCSF
Print materials per capita	2.60	2.62	2.90	PCSF
E-books	72,856	74,800	80,140	PCSF
E-books per capita	2.37	2.44	2.62	PCSF
Total Items in Collection	161,394	163,791	184,000	PCSF
Total Items in Collection per capita	5.27	5.35	6.00	PCSF
Library Card Holders	10,270	10,400	10,600	PCSF
Library Card Holders per capita	0.33	0.34	0.34	PCSF
Circulation	216,904	228,100	239,300	BDFM
Circulation per capita	7.1	7.4	7.8	BDFM
Library visits	284,708	285,500	286,300	PCSF
Library visits per capita	9.29	9.32	9.34	PCSF
Programs offered	770	785	800	SNP
Program attendance	15,373	15,523	16,100	SNP
Program attendance per capita	0.50	0.51	0.51	SNP
Reference transactions	26,263	31,100	35,900	PCSF
Reference transactions per capita	0.85	1.02	1.17	PCSF
Total public internet sessions	29,972	31,000	32,000	PCSF
Public internet session per capita	0.97	1.01	1.04	PCSF
Public Meeting Rooms	3	3	3	PCSF
Public Meeting Room Reservations	845	900	950	PCSF

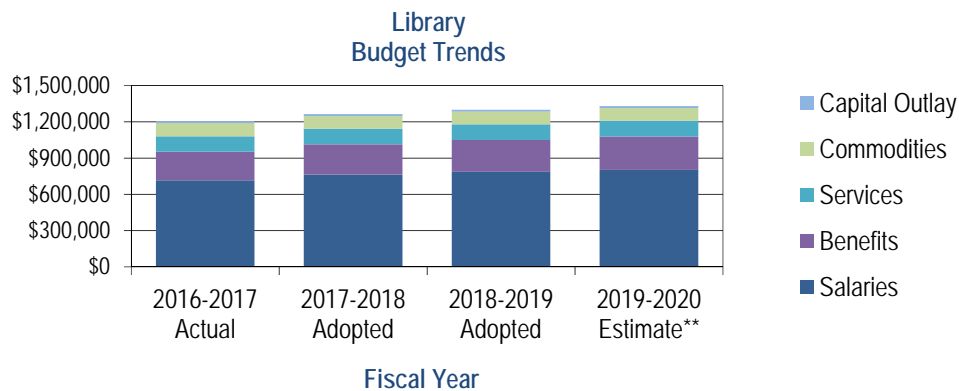
# General Fund (101) South Kingstown Public Libraries (50001), *continued*



## FY 2018-2019 Funding Comparison

Library	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	9	9	9	9	0
Salaries	\$715,540	\$763,413	\$739,708	\$785,950	\$22,537
Benefits	236,549	250,624	252,795	263,291	12,667
<b>Subtotal Personnel Expenditures*</b>	<b>\$952,089</b>	<b>\$1,014,037</b>	<b>\$992,503</b>	<b>\$1,049,241</b>	<b>\$35,204</b>
Services	\$127,479	\$129,726	\$129,951	\$130,231	\$505
Commodities	110,260	104,550	106,926	104,050	(500)
Capital Outlay	15,743	15,244	25,689	15,442	198
<b>Subtotal Operating Expenditures</b>	<b>\$253,482</b>	<b>\$249,520</b>	<b>\$262,566</b>	<b>\$249,723</b>	<b>\$203</b>
<b>Total Expenditures</b>	<b>\$1,205,571</b>	<b>\$1,263,557</b>	<b>\$1,255,069</b>	<b>\$1,298,964</b>	<b>\$35,407</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



## FY 2018-2019 Expenditure Statement

10150001	Library Administration	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10150001	511001 Full-Time Employees	\$476,988	\$508,405	\$508,405	\$524,783	3.22%
10150001	511002 Part-Time Salaries	217,513	238,595	213,000	243,674	2.13%
10150001	511004 Overtime	847	1,000	1,000	1,000	0.00%
10150001	511005 Retirement/Vacation Reimb.	4,892	0	1,890	0	0.00%
10150001	511006 Longevity	15,300	15,413	15,413	16,493	7.01%
<b>10150001</b>	<b>Subtotal Wages</b>	<b>\$715,540</b>	<b>\$763,413</b>	<b>\$739,708</b>	<b>\$785,950</b>	<b>2.95%</b>
10150001	522250 FICA	52,112	55,612	55,745	58,158	4.58%
10150001	522300 Municipal Employees Retirement	73,012	74,177	68,675	75,281	1.49%
10150001	522301 Retirement - Defined Contribution	114	0	6,046	6,324	0.00%
10150001	522818 Medical Insur-Active Employees	99,003	108,317	109,480	112,491	3.85%
10150001	522820 Medical Insur-Retirees	2,500	2,500	2,500	625	-75.00%
10150001	522822 Dental Insur-Active Employees	6,326	6,527	6,870	6,627	1.53%
10150001	522840 Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
10150001	522850 Life Insurance	312	338	326	330	-2.37%
10150001	538014 Travel Expenses	431	325	325	455	40.00%
10150001	540038 Uniforms And Other Clothing	731	828	828	1,000	20.77%
<b>10150001</b>	<b>Subtotal Benefits</b>	<b>\$236,549</b>	<b>\$250,624</b>	<b>\$252,795</b>	<b>\$263,291</b>	<b>5.05%</b>
10150001	530014 Refuse Disposal	2,823	2,823	2,823	2,965	5.03%
10150001	530016 Web Site Services	326	0	0	0	0.00%
10150001	530018 Outside Data Processing	55,351	56,925	56,925	57,351	0.75%
10150001	530064 Copy Machine Services	395	637	637	637	0.00%
10150001	530111 Professional Services	(10)	0	0	0	0.00%
10150001	532000 Telephone	1,810	2,304	2,229	2,100	-8.85%
10150001	532004 Electricity	21,324	18,215	21,065	21,000	15.29%
10150001	532008 Natural Gas	9,000	13,689	11,383	11,820	-13.65%
10150001	532010 Wastewater Fees	0	560	741	750	33.93%
10150001	532012 Water Fees	3,462	3,000	3,000	3,550	18.33%
10150001	532014 Propane	1,322	1,200	1,200	1,560	30.00%
10150001	534010 Motor Vehicles Maintenance	15	0	0	0	0.00%
10150001	534012 Commun Equip. Maintenance	1,400	1,400	1,200	1,400	0.00%
10150001	534014 Office Equipment Maintenance	1,174	1,375	1,375	0	-100.00%
10150001	534016 Computer/Software Maintenance	646	8,600	8,400	7,500	-12.79%
10150001	534020 Maintenance Of Buildings	27,837	18,000	18,000	19,000	5.56%
10150001	538012 Advertising	151	125	125	125	0.00%
10150001	538020 Postage	326	350	325	350	0.00%
10150001	538022 Printing Expenses	0	400	400	0	-100.00%
10150001	538028 Rents	122	123	123	123	0.00%
10150001	538030 Licenses & Dues	6	0	0	0	0.00%
<b>10150001</b>	<b>Subtotal Services</b>	<b>\$127,479</b>	<b>\$129,726</b>	<b>\$129,951</b>	<b>\$130,231</b>	<b>0.39%</b>

*\*This expenditure chart is continued on the following page*

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



*\*This expenditure chart is continued from the following page*

10150001	Library Administration, <i>continued</i>	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10150001	540012 Office Materials & Supplies	6,146	5,000	4,950	5,000	0.00%
10150001	540014 Janitorial Materials & Supp	2,057	1,700	1,665	2,100	23.53%
10150001	540016 Rec Materials & Supplies	8,753	0	0	0	0.00%
10150001	540018 Elect Materials & Supplies	242	500	2,961	500	0.00%
10150001	540020 Books And Publications	91,724	81,000	81,000	81,000	0.00%
10150001	540021 Audio/Visual Materials	0	13,500	13,500	13,500	0.00%
10150001	540026 Bldg & Const Materials & Supp	135	400	400	400	0.00%
10150001	540028 Motor Vehicle Materials & Supp	190	450	450	450	0.00%
10150001	540040 Fuels And Lubricants	1,014	2,000	2,000	1,100	-45.00%
<b>10150001</b>	<b>Subtotal Commodities</b>	<b>\$110,260</b>	<b>\$104,550</b>	<b>\$106,926</b>	<b>\$104,050</b>	<b>-0.48%</b>
10150001	530044 Non-Major Technology Reserve	7,500	15,244	15,244	15,442	1.30%
10150001	550002 Computer Equipment	6,340	0	0	0	0.00%
10150001	550004 Office Equipment Maintenance	490	0	8,895	0	0.00%
10150001	550016 Janitorial Equipment	901	0	0	0	0.00%
10150001	550026 Furniture And Furnishings	512	0	1,550	0	0.00%
<b>10150001</b>	<b>Subtotal Capital Outlay</b>	<b>\$15,743</b>	<b>\$15,244</b>	<b>\$25,689</b>	<b>\$15,442</b>	<b>1.30%</b>
<b>10150001</b>	<b>Total Library Administration</b>	<b>\$1,205,571</b>	<b>\$1,263,557</b>	<b>\$1,255,069</b>	<b>\$1,298,964</b>	<b>2.80%</b>



**TAB 11**  
**NON-DEPARTMENTALS**

Insurance & Claims ..... 11 - 1  
Human Service Agencies ..... 11 - 4  
Outside Agencies ..... 11 - 8  
Capital Outlay..... 11 - 12

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

## General Fund (101) Insurance and Claims

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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

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#### 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 adequately protect the Town against claims for potential catastrophic losses. A General Fund appropriation in the amount of \$355,000, reflecting a \$3,000 (0.85%) increase is proposed for the 2018-2019 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. An increase of \$5,500 over the prior year funding, to total \$18,000 is proposed for FY 2018-2019. The Town experienced a slight increase in costs during FY 2017-2018, however typically 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 statutes for on-the-job injuries. For FY 2018-2019, an increase of \$15,000 over the current fiscal year appropriation is proposed, for a total proposed amount of \$170,000. Although workers' compensation costs continue to rise at significant rates due to heightened risk factors, high cost of medical care, and increases in reinsurance premiums, the Town works closely with The Trust, Blue Cross, and employees for claims management.

#### FUND CONTINGENCY

This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there are not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal costs such as those due to severe winter storms would be charged to this account. Level funding in the amount of \$65,000 is adopted for FY 2018-2019. Prudent financial management standards suggest that a fund contingency of no less than one-half percent, and no

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



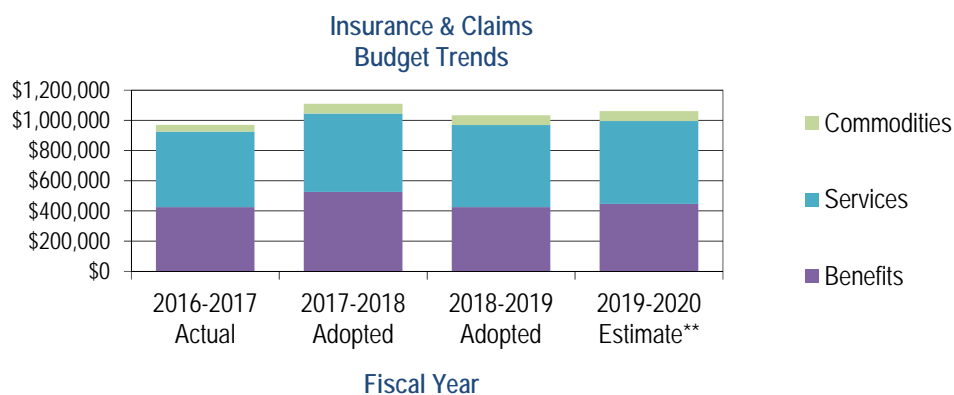
more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between \$123,000 (for about one-half percent), and \$246,000 (for about one percent) for contingency expenditures. Based on the present economic climate, the Town has opted to maintain the contingency account at the same level as the current year appropriation.

### TOWN HEALTH CARE

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 2018-2019 fiscal year. For FY 2018-2019, \$425,000 is proposed, 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 2018-2019 Funding Comparison

Insurance & Claims	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Benefits	\$425,000	\$525,000	\$525,000	\$425,000	(\$100,000)
<b>Subtotal Personnel Expenditures</b>	<b>\$425,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$425,000</b>	<b>(\$100,000)</b>
Services	\$499,630	\$519,500	\$534,000	\$543,000	\$23,500
Commodities	44,897	65,000	30,000	65,000	0
<b>Subtotal Operating Expenditures</b>	<b>\$544,527</b>	<b>\$584,500</b>	<b>\$564,000</b>	<b>\$608,000</b>	<b>\$23,500</b>
<b>Total Expenditures</b>	<b>\$969,527</b>	<b>\$1,109,500</b>	<b>\$1,089,000</b>	<b>\$1,033,000</b>	<b>(\$76,500)</b>



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



## FY 2018-2019 Expenditure Statements

10170103	Municipal Insurance	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10170103 560010	Insurance	\$331,265	\$352,000	\$345,000	\$355,000	0.85%
10170103	<b>Subtotal Services</b>	<b>\$331,265</b>	<b>\$352,000</b>	<b>\$345,000</b>	<b>\$355,000</b>	<b>0.85%</b>
10170103	<b>Total Municipal Insurance</b>	<b>\$331,265</b>	<b>\$352,000</b>	<b>\$345,000</b>	<b>\$355,000</b>	<b>0.85%</b>

10170105	Unemployment Insurance	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10170105 560015	Unemployment Insurance	\$14,779	\$12,500	\$21,000	\$18,000	44.00%
10170105	<b>Subtotal Services</b>	<b>\$14,779</b>	<b>\$12,500</b>	<b>\$21,000</b>	<b>\$18,000</b>	<b>44.00%</b>
10170105	<b>Total Unemployment Insurance</b>	<b>\$14,779</b>	<b>\$12,500</b>	<b>\$21,000</b>	<b>\$18,000</b>	<b>44.00%</b>

10170107	Worker's Compensation Insurance	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10170107 560020	Worker's Compensation Ins	\$153,586	\$155,000	\$168,000	\$170,000	9.68%
10170107	<b>Subtotal Services</b>	<b>\$153,586</b>	<b>\$155,000</b>	<b>\$168,000</b>	<b>\$170,000</b>	<b>9.68%</b>
10170107	<b>Total Workers' Compensation Ins</b>	<b>\$153,586</b>	<b>\$155,000</b>	<b>\$168,000</b>	<b>\$170,000</b>	<b>9.68%</b>

10170109	Fund Contingency	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10170109 580100	Miscellaneous Expenses	\$44,897	\$65,000	\$30,000	\$65,000	0.00%
10170109	<b>Subtotal Commodities</b>	<b>\$44,897</b>	<b>\$65,000</b>	<b>\$30,000</b>	<b>\$65,000</b>	<b>0.00%</b>
10170109	<b>Total Fund Contingency</b>	<b>\$44,897</b>	<b>\$65,000</b>	<b>\$30,000</b>	<b>\$65,000</b>	<b>0.00%</b>

10173011	Town Health Care	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10173011 522900	Contingency	\$75,000	\$75,000	\$75,000	\$75,000	0.00%
10173011 523110	OPEB	350,000	450,000	450,000	350,000	-22.22%
10173011	<b>Subtotal Benefits</b>	<b>\$425,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$425,000</b>	<b>-19.05%</b>
10173011	<b>Total Town Health Care</b>	<b>\$425,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$425,000</b>	<b>-19.05%</b>

	Total Insurance & Claims Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10170103	Subtotal Municipal Insurance	\$331,265	\$352,000	\$345,000	\$355,000	0.85%
10170105	Subtotal Unemployment Insurance	14,779	12,500	21,000	18,000	44.00%
10170107	Subtotal Worker's Compensation Insurance	153,586	155,000	168,000	170,000	9.68%
10170109	Subtotal Fund Contingency	44,897	65,000	30,000	65,000	0.00%
10173011	Subtotal Town Health Care	425,000	525,000	525,000	425,000	-19.05%
	<b>Total Insurance &amp; Claims Program</b>	<b>\$969,527</b>	<b>\$1,109,500</b>	<b>\$1,089,000</b>	<b>\$1,033,000</b>	<b>-6.89%</b>

## General Fund (101) Human Service Agencies (80000)

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

### Functions

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Town appropriations are provided for the 2018-2019 fiscal year to the following agencies:

#### JONNYCAKE CENTER OF PEACE DALE

The Jonnycake Center of Peace Dale is a non-profit local organization, whose mission is to improve the quality of life for individuals and families by providing comprehensive assistance to those in need of food, clothing, and household items, and through individual and systemic advocacy for our clients. An increase of \$8,000 over prior year funding, to total \$30,000 is provided for the 2018-2019 fiscal year; it is noted that a funding request of \$30,000 was requested.

#### THUNDERMIST HEALTH CENTER OF SOUTH COUNTY

Thundermist is a non-profit community health organization serving medical and dental patients, but also has an expanded set of services that include Walk-In Medical Service Center, WIC, behavioral health counseling, pharmacy assistance, and social services. In 2015, Thundermist opened their new 20,000 square foot facility in Wakefield. Thundermist’s mission is to improve the health of patients and communities by delivering exceptional health care, removing barriers to that care, and promoting healthy lifestyles. Level funding of \$24,000 is provided for the 2018-2019 fiscal year.

#### TRI-COUNTY COMMUNITY ACTION AGENCY

Formerly South County Community Action, Tri-County Community Action Agency is a non-profit organization whose mission is to assist individuals and families in their transition out of poverty and toward social and economic self sufficiency. Tri-County Community Action Agency offers a one-stop model of service delivery with a goal of allowing access to a comprehensive array of wrap around services to promote low and moderate income families being served in the most efficient and effective manner. Level funding of \$24,000 is provided for the 2018-2019 fiscal year.

#### SOUTH COUNTY HOME HEALTH

South County Home Health, formerly VNS Home Health Services, is a non-profit community based organization, and is dedicated to assisting individuals, families, and communities to manage illness, and to reach an optimal level of health through the provision of quality home health services, education, and community programs. Level funding of \$24,000 is provided for the 2018-2019 fiscal year.

#### SOUTH SHORE CENTER (GATEWAY HEALTHCARE)

Gateway Healthcare is a non-profit community health organization whose mission is to promote resiliency and assist people in their recovery through the development, establishment, operation, maintenance, and provision of mental health and substance abuse treatment services and other



related services for children, adults, the elderly, and families in Rhode Island and neighboring communities. Level funding of \$15,000 is provided for the 2018-2019 fiscal year.

### WELCOME HOUSE OF SOUTH COUNTY

Welcome House is a multi-faceted non-profit human services organization that provides emergency shelter, transitional and permanent housing, and a soup kitchen to support the communities of southern Rhode Island. An increase of \$5,000 over prior year funding, to total \$15,000 is provided for the 2018-2019 fiscal year; it is noted that a funding request of \$15,000 was requested.

### CANE CHILD DEVELOPMENT CENTER

CANE Child Development Center is a non-profit educational preschool center, with a commitment to provide for the educational, social, emotional, physical, and nutritional needs of each child enrolled. CANE's mission to be welcoming of all children and families, providing a healthy, safe, learning environment, and providing the highest quality child care. Level funding of \$9,000 is provided for the 2018-2019 fiscal year.

### DOMESTIC VIOLENCE RESOURCE CENTER OF SOUTH COUNTY

The DVRCS is a non-profit agency that works toward a future free of violence, and to build a community in which each individual shares the responsibility to create a culture of safety and personal dignity. The DVRCS provides a comprehensive range of services for victims of domestic violence and their children, working collaboratively to offer safety, support, advocacy, education, and a network of services for the residents of Washington County. Level funding of \$5,000 is provided for the 2018-2019 fiscal year.

### EASTER SEALS RHODE ISLAND

Easter Seals is a non-profit agency that helps individuals with disabilities and special needs, and their families, offering services ranging from child development centers to physical rehabilitation and job training, to help people with disabilities address life's challenges and achieve personal goals. An increase of \$3,000 over prior year funding, to total \$5,000 is provided for the 2018-2019 fiscal year; it is noted that a funding request of \$5,000 was requested.

### EDUCATION EXCHANGE

The Education Exchange is a non-profit organization whose mission is to provide educational tools and opportunities that are informative, relevant, and responsive to the needs of individuals and businesses in Southern Rhode Island and beyond, and offers a wide range of programs at sites in South County. Programs include GED, adult literacy and math, English as a Second Language, Civics and Citizenship, as well as computer courses and other work-readiness initiatives. Level funding of \$3,500 is provided for the 2018-2019 fiscal year.

### HOPE HOSPICE & PALLIATIVE CARE RHODE ISLAND

Hope Hospice & Palliative Care is a non-profit organization that serves seriously and terminally ill patients and their families throughout Rhode Island, and has a mission that with deep compassion and skill, care for people living with serious illness, those who are dying, and all who care for them. Level funding of \$2,500 is provided for the 2018-2019 fiscal year.

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



### WASHINGTON COUNTY COALITION FOR CHILDREN

The WCCC is a membership coalition of social service agencies, health providers, parents, volunteers, and others who advocate on behalf of the region's children, working to address unmet needs of children and their families. Level funding of \$1,000 is provided for the 2018-2019 fiscal year.

### Specific Performance Measurements

For the 2018-2019 fiscal year, the Town appropriate \$158,000 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. For each organization that will receive funding in FY 2018-2019, the following chart details the percentage of funding the organization received from South Kingstown in the current fiscal year, 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 Received	% of Clients SK Residents
Thundermist Health Center of South County	91%	38%
South County Home Health	40%	19%
Tri-County Community Action	15%	6%
Jonnycake Center of Peace Dale	79%	75%
South Shore Center (Gateway Healthcare)	42%	4%
Cane Child Development Center	100%	43%
Welcome House of South County	83%	21%
Domestic Violence Resource Center	17%	14%
Education Exchange	92%	26%
Hope Hospice & Palliative Care RI	*	6%
Easter Seals Rhode Island	*	16%
Washington County Coalition for Children	33%	*

*\*not reported in funding request application*

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, and are addressed by the Town Council during budget deliberations. No new organizations requested funding this year. The following organizations requested consideration for an increase in funding for FY 2018-2019:

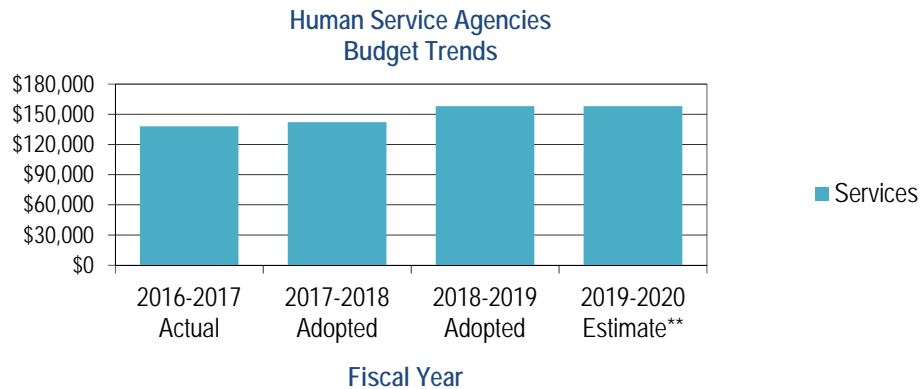
Human Service Agencies Requesting Increased Funding	FY 2017-2018 Received	FY 2018-2019 Requested	FY 2018-2019 Adopted
Jonnycake Center of Peace Dale	\$22,000	\$30,000	\$30,000
Welcome House of South County	\$10,000	\$15,000	\$15,000
Easter Seals Rhode Island	\$2,000	\$5,000	\$5,000

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



## FY 2018-2019 Funding Comparison

Human Service Agencies	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$138,000	\$142,000	\$142,000	\$158,000	\$16,000
Subtotal Operating Expenditures	\$138,000	\$142,000	\$142,000	\$158,000	\$16,000
Total Expenditures	\$138,000	\$142,000	\$142,000	\$158,000	\$16,000



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services (exclusive of contributions to Human Service Agencies), Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## FY 2018-2019 Expenditure Statement

10180000	Contributions to Human Service Agencies	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10180000 589601	South Shore Center	\$15,000	\$15,000	\$15,000	\$15,000	0.00%
10180000 589602	Hope Hospice & Palliative Care RI	1,500	2,500	2,500	2,500	0.00%
10180000 589603	South County Home Health	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 589606	Jonnycake Center Of Peace Dale	22,000	22,000	22,000	30,000	36.36%
10180000 589607	Cane Child Development Center	9,000	9,000	9,000	9,000	0.00%
10180000 589608	Tri-County Community Action Agency	24,000	24,000	24,000	24,000	0.00%
10180000 589609	Welcome House Of South County	8,000	10,000	10,000	15,000	50.00%
10180000 589610	Domestic Violence Resource Center	5,000	5,000	5,000	5,000	0.00%
10180000 589611	Washington County Coalition for Children	1,000	1,000	1,000	1,000	0.00%
10180000 589612	Education Exchange	3,500	3,500	3,500	3,500	0.00%
10180000 589613	Easter Seals Rhode Island	1,000	2,000	2,000	5,000	150.00%
10180000	Subtotal Services	\$138,000	\$142,000	\$142,000	\$158,000	11.27%
10181000	Total Human Service Agencies	\$138,000	\$142,000	\$142,000	\$158,000	11.27%

## General Fund (101) Outside Agencies (81000)

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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 contributions provided to outside agencies represent the Town's efforts to support organizations that provide a wide range of support to the community and local residents.

### Functions

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Town appropriations are provided for the 2018-2019 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. Funding of \$12,807 is provided for the 2018-2019 fiscal year. It is noted that the annual funding appropriation for this organization remained level since 1998, and the increase of \$1,692 for FY 2018-2019 represents an increase in the cost of annual membership dues.

#### SOUTHERN RHODE ISLAND CHAMBER OF COMMERCE

The Chamber is a commerce/economic development organization and is a non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial, and civic interests of the community. The Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. Level funding in the amount of \$9,000 is provided for the 2018-2019 fiscal year.

#### CELEBRATIONS

Funding is provided each year for the conduct of three local parades in town. Level funding in the amount of \$7,000 is provided for the 2018-2019 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

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 \$600 per station is provided, for a total appropriation of \$5,400 during FY 2018-2019.

### WAKEFIELD VILLAGE ASSOCIATION (WVA)

WVA, formerly known as the Downtown Merchants Association, is a non-profit business and community organization made up of local merchants located primarily on or surrounding Main Street, as well as residents. The WVA focuses on outdoor seasonal street festivals and community initiatives that encourage pedestrian activities, streetscape beautification, and the continued economic vibrancy of the commercial downtown area. An increase of \$3,000 over prior year funding, to total \$8,000 is provided for the 2018-2019 fiscal year; it is noted that a funding request of \$8,000 was requested. The additional \$3,000 is a one-time funding request in order to help fund the purchase of a new boat for WVA's RiverFire events on Thursday evenings during the summer. 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 to support the purchase of new braziers used during their RiverFire events.

### 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 provided for the 2018-2019 fiscal year. It is noted that in addition to this funding, the Town also provides in-kind services.

### PEACE DALE NEIGHBORHOOD REVITALIZATION, INC. (PDNRI)

PDNRI is a non-profit neighborhood/village organization made up of local merchants and residents. 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 provided for FY 2018-2019. It is noted that during FY 2015-2016 a one-time additional \$7,500 appropriation was requested and allocated by the Council 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. It is further noted that these funds have not been disbursed, as the project was put on hold due to the High Street reconstruction project.

### SOUTHERN RHODE ISLAND VOLUNTEERS

SRIV's mission is to enhance lives by inspiring, creating, and supporting a lifelong culture of service throughout volunteer members and affiliates across Southern Rhode Island. SRIV, formerly known as Seniors Helping Others, is a non-profit offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. Level funding in the amount of \$2,000 is provided for FY 2018-2019.

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



### NARROW RIVER PRESERVATION ASSOCIATION (NRPA)

The NRPA is a non-profit 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. An increase of \$1,450 over prior year funding, to total \$1,950 is provided for the 2018-2019 fiscal year; it is noted that a funding request of \$1,950 was requested.

### Specific Performance Measurements

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, and are to be addressed by the Town Council during budget deliberations. It is noted that the following organizations requested consideration for an increase in funding for FY 2018-2019:

Outside Agencies Requesting Increased Funding	FY 2017-2018 Received	FY 2018-2019 Requested	FY 2018-2019 Adopted
Wakefield Village Association	\$5,000	\$8,000	\$8,000
Narrow River Preservation Association	\$500	\$1,950	\$1,950

In addition, a new funding request was received from one agency, Neighbors Helping Neighbors in the amount of \$1,000 but was not included in the Town Manager's Proposed Budget for FY 2018-2019 as this agency does not currently receive Town funding. As part of the adopted budget, the Council approved the funding request and granted Neighbors Helping Neighbors funding in the amount of \$1,000 for FY 2018-2019.

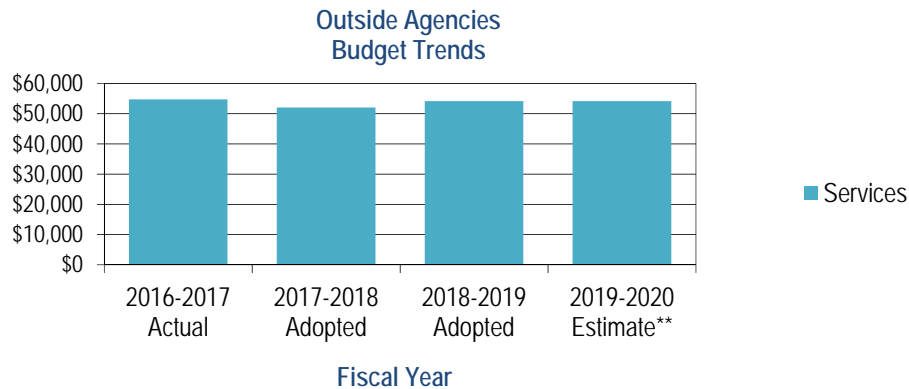
It is also of note that Washington County Regional Planning Council (WCRPC) did not submit a funding request for the 2018-2019 fiscal year, as required in order to receive funding. The WCRPC was developed to be a community cooperation organization, with the intention of promoting regional cooperation and joint planning efforts for the nine Washington County communities, and focusing on five issues: economic development, water resources, land use, affordable housing, and transportation. Funding sources for WCRPC have been both public and private. In the last few years, the WCRPC staff have refocused efforts from planning initiatives to streetlight initiatives, and formed a new organization names the Partnership for Rhode Island Streetlight Management (PRISM). As WCRPC has received funding through the Town's budget process in past years, level funding of \$5,000 was included during the Town Manager's Proposed Budget development process, however the funding was eliminated within the FY 2018-2019 Adopted Budget and reallocated to support requests from other organizations.

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



### FY 2018-2019 Funding Comparison

Outside Agencies	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$54,714	\$52,015	\$52,015	\$54,157	\$2,142
<b>Subtotal Operating Expenditures</b>	<b>\$54,714</b>	<b>\$52,015</b>	<b>\$52,015</b>	<b>\$54,157</b>	<b>\$2,142</b>
<b>Total Expenditures</b>	<b>\$54,714</b>	<b>\$52,015</b>	<b>\$52,015</b>	<b>\$54,157</b>	<b>\$2,142</b>



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services (exclusive of contributions to Outside Agencies), Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

### FY 2018-2019 Expenditure Statement

10181000	Contributions to Outside Agencies	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10181000 580104	League of Cities & Towns	\$11,115	\$11,115	\$11,115	\$12,807	15.22%
10181000 580106	Celebrations (Parades)	6,999	7,000	7,000	7,000	0.00%
10181000 580108	Fire Stations	3,600	5,400	5,400	5,400	0.00%
10181000 589701	Narrow River Preservation Assoc.	500	500	500	1,950	290.00%
10181000 589702	Southern RI Chamber of Comm.	9,000	9,000	9,000	9,000	0.00%
10181000 589703	Peace Dale Neighborhood Revitalization	3,000	3,000	3,000	3,000	0.00%
10181000 589704	Washington Co. Reg. Planning	5,000	5,000	5,000	0	-100.00%
10181000 589705	SK Partnership For Prevention	4,000	4,000	4,000	4,000	0.00%
10181000 589706	Wakefield Village Association	3,500	5,000	5,000	8,000	60.00%
10181000 589707	Wash. Co. Community Devel Corp	1,000	0	0	0	0.00%
10181000 589709	Southern Rhode Island Volunteers	2,000	2,000	2,000	2,000	0.00%
10181000 589710	VFW Post #916	5,000	0	0	0	0.00%
10181000 589711	Neighbors Helping Neighbors	0	0	0	1,000	0.00%
10181000	<b>Subtotal Services</b>	<b>\$54,714</b>	<b>\$52,015</b>	<b>\$52,015</b>	<b>\$54,157</b>	<b>4.12%</b>
10181000	<b>Total Outside Agencies</b>	<b>\$54,714</b>	<b>\$52,015</b>	<b>\$52,015</b>	<b>\$54,157</b>	<b>4.12%</b>

## General Fund (101) Capital Outlay (85000)



### Functions

This account provides funding for the Capital Budget portion of the Town Council's FY 2018-2019 Adopted 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 2018-2019 through 2023-2024 is summarized within tab twenty-one of this document. The full 2018-2019 through 2023-24 Capital Improvement Program can be found on the Town of South Kingstown's website at:

[www.southkingstownri.com/DocumentCenter/View/1941](http://www.southkingstownri.com/DocumentCenter/View/1941)

### FY 2018-2019 Expenditure Statement

10185000	Capital Outlay	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
10185000	590408	\$416,450	\$473,500	\$493,500	\$530,500	12.04%
10185000	590410	35,000	70,000	70,000	0	-100.00%
10185000	590414	50,000	40,000	40,000	35,000	-12.50%
10185000	590418	650,000	660,000	660,000	670,000	1.52%
10185000	590420	254,000	256,000	236,000	272,000	6.25%
10185000	590424	25,000	0	0	0	0.00%
10185000	590426	10,000	0	0	25,000	0.00%
10185000	<b>Subtotal Capital Outlay</b>	<b>\$1,440,450</b>	<b>\$1,499,500</b>	<b>\$1,499,500</b>	<b>\$1,532,500</b>	<b>2.20%</b>
10185000	<b>Total Capital Improvement</b>	<b>\$1,440,450</b>	<b>\$1,499,500</b>	<b>\$1,499,500</b>	<b>\$1,532,500</b>	<b>2.20%</b>



**TAB 12**  
**PEACE DALE OFFICE BUILDING FUND**

Peace Dale Office Building ..... 12 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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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

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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 art and pottery classes. The ground floor of the PDOB, where programming is offered, is fully accessible; however limited access to the second and third floor levels prevents the Department from expanding into that space for additional programs. Use of the 3<sup>rd</sup> floor activity rooms, for exercise programs primarily, is expected to decrease due to relocation of classes to the Recreation Center. Going forward, fitness programs that are newly developed will be located at the Recreation Center which will ultimately leave the 3<sup>rd</sup> floor studio at PDOB open for the Department to offer for short term and hourly rentals to replace the expected decline in program revenue.

Occupancy of the available 6,123 square feet available for commercial lease within the PDOB is currently at 92.7% with two small office spaces vacant at present. FY 2018-2019 projected rental revenue reflects a 3.2% increase as compared with the current fiscal year budget as a result of annual escalators built into the existing lease agreements, and assuming 100% occupancy. Planned infrastructure improvements



including scraping/recoating of exterior trim and fire escapes, and repair of roof leaks are expected to be initiated in the current year. The ground floor level of the PDOB will continue to be at risk for flooding during extreme weather events, given the building’s location in a low lying area and close proximity to Indian Run Brook and the Saugatucket River. Short term safeguards, which include a sump pump in the boiler room, as well as flood prevention protocol involving sandbagging and a temporary pump-out system within the interior of the main room on the ground floor, are in place. These preventative efforts have protected the ground floor during several severe rain events, and will remain in effect as a component of facility maintenance and hazard mitigation.

**Functions**

The primary functions include, but are not limited to:

- The PDOB location serves as an extension of the Neighborhood Guild facility, with 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 2017-2018 Priorities**

Priorities	Town Council Goals & Objs
Secure renewal of one lease agreement scheduled for expiration in 2018; Establish new lease agreements for two vacant units	ED
Offer ongoing recreational programs on ground floor level and 3 <sup>rd</sup> floor units, including fitness classes, tai chi, and pottery classes	PCSF
Continue and grow the Access to Art Program in ground floor unit of PDOB to accommodate the increasing participation levels	PCSF
Perform exterior building improvements, including power washing and the stripping/painting of all exterior trim and fire escapes	PCSF
Continue with interior common area and unit improvements as needed	PCSF

**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Objs
Explore opportunities to rent 3 <sup>rd</sup> floor exercise studio and classroom	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 2018	ED
Resume 100% capacity of commercial rental units	ED
Maintain the Access to Art Pottery Program based on public demand	PCSF
Maintain existing aerobicconditioning, tai chi, and ballet classes on third floor	PCSF
Continue exterior and interior facility improvements	BDFM



**Specific Performance Measurements**

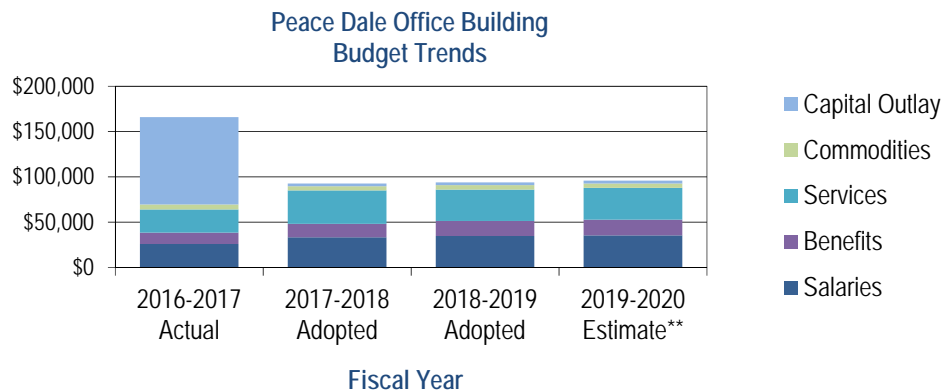
Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Commercial Tenants	6	8	8	ED
Recreational Programs Offered *	18	16	16	PCSF
Self Support Program Revenue	\$4,144	\$1,850	\$1,800	BDFM
Rental Income	\$66,746	\$84,194	\$91,359	BDFM
Facility Usage: Participation #*	7,111	1,800	1,200	PCSF
Facility Programming Hours*	1,357	1,543	1,000	PCSF

\*reduction in number of programs offered, facility usage, and programming hours reflects the relocation of fitness and ballet classes from PDOB to the Recreation Center. In addition, the pottery program is included in the facility participation numbers and programming hours, but is not included within program offered data above. Pottery program data and revenue is recorded within the Neighborhood Guild budget.

**FY 2018-2019 Funding Comparison**

Peace Dale Office Building	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	0.60	0.60	0.60	0.60	0.00
Salaries	\$25,897	\$33,313	\$33,313	\$34,708	\$1,395
Benefits	12,493	14,838	15,117	16,519	1,681
<b>Subtotal Personnel Expenditures*</b>	<b>\$38,390</b>	<b>\$48,151</b>	<b>\$48,430</b>	<b>\$51,227</b>	<b>\$3,076</b>
Services	\$25,579	\$36,818	\$30,082	\$34,714	(\$2,104)
Commodities	5,494	4,682	3,997	4,818	136
Capital Outlay	96,502	3,000	2,000	3,000	0
<b>Subtotal Operating Expenditures</b>	<b>\$127,576</b>	<b>\$44,500</b>	<b>\$36,079</b>	<b>\$42,532</b>	<b>(\$1,968)</b>
<b>Total Expenditures</b>	<b>\$165,966</b>	<b>\$92,651</b>	<b>\$84,509</b>	<b>\$93,759</b>	<b>\$1,108</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

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



**FY 2018-2019 Expenditure Statement**

30243010		Peace Dale Office Building	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30243010	511001	Full-Time Employees	\$22,430	\$31,230	\$31,230	\$32,483	4.01%
30243010	511004	Overtime	1,579	0	0	0	0.00%
30243010	511006	Longevity	1,888	2,083	2,083	2,225	6.82%
<b>30243010</b>		<b>Subtotal Wages</b>	<b>\$25,897</b>	<b>\$33,313</b>	<b>\$33,313</b>	<b>\$34,708</b>	<b>4.19%</b>
30243010	522250	FICA	1,911	2,468	2,468	2,562	3.81%
30243010	522300	Municipal Employees Retirement	2,975	4,017	3,814	4,084	1.67%
30243010	522301	Retirement - Defined Contribution	5	0	203	290	0.00%
30243010	522818	Medical Insur-Active Employees	6,188	6,922	6,922	7,722	11.56%
30243010	522822	Dental Insur-Active Employees	366	445	445	484	8.76%
30243010	522840	Insurance Buyback	2	100	100	100	0.00%
30243010	522850	Life Insurance	20	26	26	25	-3.85%
30243010	529900	Workers Compensation	1,026	860	1,139	1,252	45.58%
<b>30243010</b>		<b>Subtotal Benefits</b>	<b>\$12,493</b>	<b>\$14,838</b>	<b>\$15,117</b>	<b>\$16,519</b>	<b>11.33%</b>
30243010	530014	Refuse Disposal	598	648	598	628	-3.09%
30243010	530022	Course Instructors	2,539	4,050	1,480	1,440	-64.44%
30243010	532004	Electricity	10,146	8,100	9,100	10,800	33.33%
30243010	532008	Natural Gas	3,991	6,686	5,800	5,700	-14.75%
30243010	532010	Wastewater Fees	960	960	1,020	1,020	6.25%
30243010	532012	Water Fees	366	450	450	450	0.00%
30243010	534016	Computer Maintenance	0	0	0	414	0.00%
30243010	534020	Maintenance Of Buildings	3,413	12,000	8,000	10,400	-13.33%
30243010	560010	Insurance	3,566	3,924	3,634	3,862	-1.58%
<b>30243010</b>		<b>Subtotal Services</b>	<b>\$25,579</b>	<b>\$36,818</b>	<b>\$30,082</b>	<b>\$34,714</b>	<b>-5.71%</b>
30243010	540014	Janitorial Materials & Supp	2,152	3,420	3,000	3,578	4.62%
30243010	540018	Elect Materials & Supplies	93	450	300	450	0.00%
30243010	540024	Chemicals And Gases	154	415	300	385	-7.23%
30243010	580100	Miscellaneous Expenses	3,095	397	397	405	2.02%
<b>30243010</b>		<b>Subtotal Commodities</b>	<b>\$5,494</b>	<b>\$4,682</b>	<b>\$3,997</b>	<b>\$4,818</b>	<b>2.90%</b>
30243010	570002	Capital Improvements	96,502	3,000	2,000	3,000	0.00%
<b>30243010</b>		<b>Subtotal Capital Outlay</b>	<b>\$96,502</b>	<b>\$3,000</b>	<b>\$2,000</b>	<b>\$3,000</b>	<b>0.00%</b>
<b>30243010</b>		<b>Total Peace Dale Office Building</b>	<b>\$165,966</b>	<b>\$92,651</b>	<b>\$84,509</b>	<b>\$93,759</b>	<b>1.20%</b>

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



**FY 2018-2019 Revenue Statement**

302	Peace Dale Office Building	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change	
30243010	431115	Rental Income	\$66,746	\$88,534	\$84,194	\$91,359	3.19%
30243010	440220	Recreation Self-Support Programs	4,144	5,400	1,850	1,800	-66.67%
30243010	460010	Investment Income	1,582	500	500	600	20.00%
30243010	499050	Net Assets Forward to Operations	32,737	0	0	0	0.00%
<b>302</b>	<b>Total PDOB Revenues</b>	<b>\$105,209</b>	<b>\$94,434</b>	<b>\$86,544</b>	<b>\$93,759</b>	<b>-0.71%</b>	
302	Total PDOB Expenditures	\$165,966	\$92,651	\$84,509	\$93,759		
<b>302</b>	<b>Income Over (Under) Expenditures</b>	<b>(\$60,757)</b>	<b>\$1,783</b>	<b>\$2,035</b>	<b>\$0</b>		



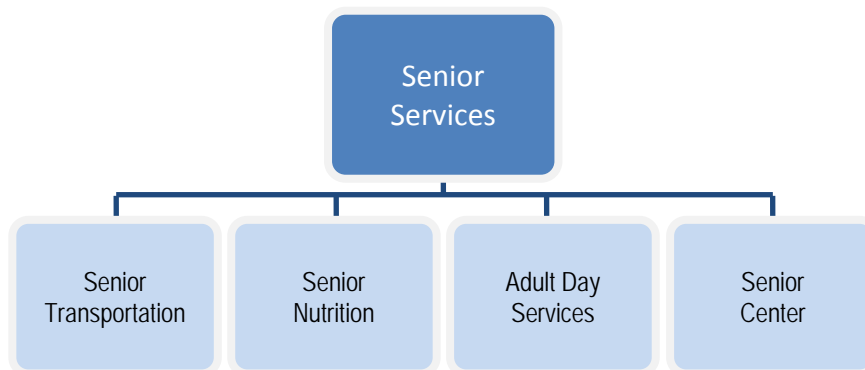
**TAB 13**  
**SENIOR SERVICES PROGRAM FUND**

Senior Services Program ..... 13 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart



## 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 2015 US Census American Community Survey reports that the age 60 plus population in South Kingstown accounts for nearly 24% of the overall population, consisting of 7,214 Town residents. This age group has grown from 3,686 residents in 1990 (15% percent of the population), to 4,135 residents in 2000 (14.8%), to 5,777 residents in 2010 (19.1%), and is expected to continue to grow over the next decade.

## Senior Services Program (0304), *continued*



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 16.4% of the overall revenue. The program also receives State and federal grants, as well as Medicaid reimbursement, accounting for 18.2% of all revenue projected in FY 2018-2019. State funding in the form of a Community Service Grant for the Nutrition and Senior Center programs, as well as funding provided from Tri-Town Community Action Agency to support the Community Information Specialist position, is projected to be level funded.

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. The Senior Services Department will continue to promote this valuable service as a way for seniors to maintain their independence and stay active in the community.

Seniors coming directly to The Center for activities or lunch at the meal site are not charged a transportation fee for riding. Seniors who previously used the RIDE bus to travel to our meal site are now using the Town Senior Transportation Program at no cost. Seniors running errands in Town pay a 50¢ fee per trip, and passes may be purchased at The Center in increments of \$10. Seniors using the RIPTA Flex Service, which charges \$1 fee each way, is only available to residents who reside within the Flex Zone. Logisticare is available for rides to The Center for those individuals who are participating in the congregate lunch program, and here is a \$2 fee each way for this service.

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 newer vehicle requires maintenance, providing for no interruption of service. The second vehicle is also available 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

## Senior Services Program (0304), *continued*



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 \$39,150 (\$3.50 meal) in FY 2018-2019. 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 2018-2019 Fiscal Year				\$117,118
State - Nutrition Program Grant Reimbursement				\$4,164
Net Direct Cost of Nutrition Program				\$117,954
Description	Congregate Meals	% of Total	Cost Sharing	
South Kingstown	24,730	66.59%	\$75,211	
Narragansett	12,410	33.41%	\$37,743	
<b>Participating Community Meals</b>	<b>37,140</b>	<b>100.00%</b>	<b>\$112,954</b>	
Non Participating Community Meals	2,854	0.00%	0	
<b>Total Meals Program</b>	<b>39,994</b>	<b>100.00%</b>	<b>\$112,954</b>	

Personnel costs directly related to the Nutrition Program include 20% 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 2014 through 2017. 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 not kept pace with the actual cost of services. Currently, approximately 40% 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 2018-2019 is projected to be \$99 per client. Without the continued financial

## Senior Services Program (0304), *continued*



commitment of the municipal partners - South Kingstown, Narragansett, and North Kingstown - it would not be a viable operation. In FY 2016-2017, the State of Rhode Island increased the reimbursement rate from \$42 to \$50 per day. Daily fees for private pay participants will remain at \$62 in FY 2018-2019. The program now serves clients with Medicaid-funded coverage through Neighborhood Health Plan and receives reimbursement for enhanced care at a rate of \$78 per day.

Since July 2017, the average census is 15 clients per day. There continues to be a steady influx of inquiries and applications for incoming participants. In 2017, the residency distribution of the client base shifted with North Kingstown participants receiving 15% of the total service days and South Kingstown participants receiving 49% of the days, up from 33% compared to the previous year. Narragansett resident participation also decreased from 18% to 16%.

The 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	2017-2018 Adopted	2018-2019 Adopted	Change in Funding
<b>Adult Day Services Program Cost</b>	<b>\$316,834</b>	<b>\$332,196</b>	<b>\$15,362</b>
<i>Less</i>			
Investment Income	\$75	\$150	\$75
DEA Grant	4,842	0	(4,842)
State Client Payment	101,131	119,971	18,840
Client Payments	85,046	102,182	17,136
Miscellaneous Revenues	500	500	0
<b>Net Direct Cost of Service</b>	<b>\$125,240</b>	<b>\$109,393</b>	<b>(\$15,847)</b>

Adult Day Services Program 4 Yr Client Use	Client Days	Percent Of Total	2017-2018 Adopted	2018-2019 Adopted	Change in Funding
South Kingstown	5,413	50.41%	\$56,008	\$55,151	(\$861)
Narragansett	2,378	22.15%	31,215	24,231	(6,986)
North Kingstown	2,946	27.44%	33,099	30,019	(3,083)
<b>Community Client Days</b>	<b>10,737</b>	<b>100.00%</b>	<b>\$120,322</b>	<b>\$109,401</b>	<b>(\$10,929)</b>
Non-Participating Community Client Days	1,705				
<b>Total Client Days</b>	<b>12,411</b>				

### 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-levelled approach to service and program development. As such, in FY 2017-2018, the Senior Center will continue to offer a wide range of choices for social, physical, and educational enrichment. The construction and opening of the new Community Recreation Center, directly across from

## Senior Services Program (0304), *continued*



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 \$55,000, or 14.8%, of the total municipal support. This represents 61% of \$90,738 which is the estimated program cost for the Town of Narragansett based on 1,206 active center participants from Narragansett.

Senior Center Program Cost	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Inc Over Prior Year
<b>Total Program</b>	<b>\$314,070</b>	<b>\$347,808</b>	<b>\$349,515</b>	<b>\$372,893</b>	<b>\$25,085</b>
<i>Less</i>					
Grants	\$53,950	\$49,657	\$37,600	\$38,458	(\$11,199)
Senior Classes	11,226	10,000	10,300	10,000	0
Fund Balance Forwarded	0	23,000	23,000	23,000	0
	0	0	0	15,000	15,000
<b>Net Direct Cost of Service</b>	<b>\$248,894</b>	<b>\$265,151</b>	<b>\$278,615</b>	<b>\$286,435</b>	<b>\$21,284</b>

Description	Active Members	Cost Per Client	Proportional Cost Share	2018-2019 Adopted
South Kingstown	2,601	\$75.24	\$195,697	\$231,435
Narragansett	1,206	75.24	90,738	55,000
<b>Participating Community Members</b>	<b>3,807</b>	<b>\$75.24</b>	<b>\$286,435</b>	<b>\$286,435</b>
Non-Participating Communities	398			
<b>Total Active Members</b>	<b>4,205</b>	<b>\$68.12</b>	<b>\$286,435</b>	<b>\$286,435</b>

### Functions

#### SENIOR TRANSPORTATION PROGRAM

- Transportation service is available to any senior (60+) resident of the Town, free of charge, to and from the Senior Center lunch and/or activities; there is a 50¢ fee per trip for non-medical transportation such as hairdressers, pharmacies, grocery shopping, or banking

#### SENIOR NUTRITION PROGRAM

- Provides meals daily at the Senior Center and provides support for home delivery through the federally-funded Meals on Wheels Program
- Provides 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

## Senior Services Program (0304), *continued*



- 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

### FY 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Maintain collaboration efforts between the Senior Center and Adult Day Services	SNP
Participate and play active role in South County Senior Advisory Council	SNP
Maintain shared senior services with the Town of Narragansett by offering the most cost effective delivery of service for seniors	BDFM
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 social media, monthly newsletter publication, and newspaper press releases, 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 Federal, State and Local Veteran Assistance Programs	SNP
Increase average Adult Day Services daily census by 10% maintaining minimum of 15 clients per day	SNP

### FY 2018-2019 Goals & Objectives

Goals & Objectives	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
Provide opportunities for program expansion in the Tetreault Senior Center Annex	SNP
Collaborate with URI Human Development and Family Studies Department to introduce the Cyber Seniors Program which assists in evaluating and educating older adults in computer competency and to help eliminate the digital divide	SNP
Continue participation in federally funded Congregate Nutrition Program	SNP
Provide monthly venue for Federal, State and Local Veteran Assistance programs to assist Veterans and their families in obtaining information, benefits, and support	SNP
Provide daily care and professional oversight of 42 older adults with special needs in a social and therapeutic setting	SNP

## Senior Services Program (0304), *continued*



### Specific Performance Measurements

Senior Transportation Program	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non medical transport)	52	58	60	C / SNP
Trips per year	6,776	6,979	7,188	C / SNP
Miles logged	16,183	16,669	17,169	C / SNP
Average daily miles logged	67	69	71	C / SNP

Senior Nutrition Program	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	7,030	7,000	7,070	SNP
Meals Served – Narr Residents	3,537	3,500	3,535	SNP
Meals Served – other towns	620	650	656	SNP
Total Meals Served (all towns)	11,187	11,150	11,261	SNP
Avg # of participants served per wk	215	214	218	SNP
Annual volunteer hours	7,625	7,000	7,000	SNP

Adult Day Services Program	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Client Days – South Kingstown	908	1641	1641	SNP
Client Days – Narragansett	531	542	542	SNP
Client Days – North Kingstown	1209	505	505	SNP
Client Days – other towns	356	673	673	SNP
Total Client Days (all towns)	3004	3360	3360	SNP
Avg # Clients per Program Day	13	15	15	SNP
Unduplicated Clients Served – SK	17	16	16	SNP
Unduplicated Clients Served – Narr	8	9	9	SNP
Unduplicated Clients Served – NK	11	10	10	SNP
Total Unduplicated Clients Served (all towns)	36	35	35	SNP
Total Family Members benefitting	164	172	172	SNP
Total State Payment Subsidies	\$115,357	\$106,000	\$119,971	SNP / BDFM
Total Client Payments Received	\$80,251	\$90,000	\$102,182	SNP / BDFM
Avg Client Payment per Day	\$26.71	\$23.88	\$30.41	SNP / BDFM

Senior Center Program	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Number of Members – SK	2,601	2,679	2,681	SNP
Number of Members – Narr	1,206	1,242	1,279	SNP
Number of Members – other towns	398	410	410	SNP
Total # of Members (all towns)	4,205	4,331	3,054*	SNP
Total Programs	234	241	248	SNP
New Programs	26	28	29	SNP
% of building capacity used daily	100%	100%	100%	SNP
# of Information Requests and Referrals	1,657	1,707	1,758	SNP
Avg # of Participants per week	821	836	861	SNP
Special Events	91	94	97	SNP

\*Anticipated decrease for FY 2018-2019 due to updating of records

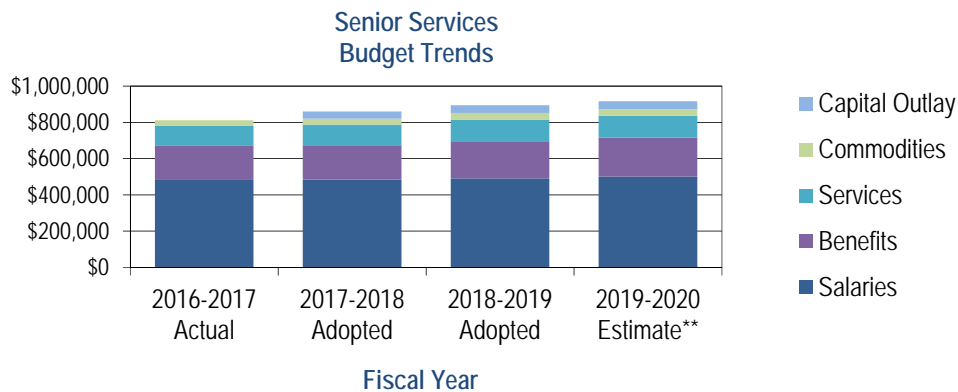
# Senior Services Program (0304), *continued*



## FY 2018-2019 Funding Comparison

Senior Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	7.50	7.50	7.50	7.50	0.00
Salaries	\$481,411	\$483,719	\$479,357	\$490,400	\$6,681
Benefits	188,014	189,223	187,744	205,395	16,172
<b>Subtotal Personnel Expenditures*</b>	<b>\$669,425</b>	<b>\$672,942</b>	<b>\$667,101</b>	<b>\$695,795</b>	<b>\$22,853</b>
Services	\$110,535	\$114,465	\$112,992	\$118,447	\$3,982
Commodities	31,262	32,767	31,629	37,002	4,235
Capital Outlay	0	39,600	39,480	42,600	3,000
<b>Subtotal Operating Expenditures</b>	<b>\$141,797</b>	<b>\$186,832</b>	<b>\$184,101</b>	<b>\$198,049</b>	<b>\$11,217</b>
<b>Total Expenditures</b>	<b>\$811,222</b>	<b>\$859,774</b>	<b>\$851,202</b>	<b>\$893,844</b>	<b>\$34,070</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## Senior Services Program (0304), continued



### FY 2018-2019 Expenditure Statement

30442010	Senior Services - Senior Transportation	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30442010	511001 Full-Time Employees	\$36,479	\$37,402	\$27,250	\$35,690	-4.58%
30442010	511003 Seasonal Salaries	5,554	3,856	6,400	3,856	0.00%
30442010	511004 Overtime	145	50	50	50	0.00%
30442010	511005 Retirement/Vacation Reimb.	0	0	3,246	0	0.00%
30442010	511006 Longevity	2,566	2,688	2,688	0	-100.00%
<b>30442010</b>	<b>Subtotal Wages</b>	<b>\$44,744</b>	<b>\$43,996</b>	<b>\$39,634</b>	<b>\$39,596</b>	<b>-10.00%</b>
30442010	522250 FICA	3,584	3,220	3,220	3,172	-1.49%
30442010	522300 Municipal Employees Retirement	5,119	5,099	4,498	4,201	-17.61%
30442010	522301 Retirement - Defined Contribution	11	0	601	357	0.00%
30442010	522822 Dental Insurance	972	962	962	1,043	8.42%
30442010	522840 Insurance Buyback	2,008	2,000	295	2,000	0.00%
30442010	522850 Life Insurance	32	34	34	34	0.00%
30442010	529900 Worker's Compensation	3,099	3,924	4,359	4,840	23.34%
30442010	540038 Uniforms And Other Clothing	322	150	150	150	0.00%
<b>30442010</b>	<b>Subtotal Benefits</b>	<b>\$15,146</b>	<b>\$15,389</b>	<b>\$14,119</b>	<b>\$15,797</b>	<b>2.65%</b>
30442010	534010 Motor Vehicles Maintenance	5,551	5,000	4,000	6,000	20.00%
30442010	560010 Insurance	1,290	2,069	1,423	1,539	-25.62%
<b>30442010</b>	<b>Subtotal Services</b>	<b>\$6,841</b>	<b>\$7,069</b>	<b>\$5,423</b>	<b>\$7,539</b>	<b>6.65%</b>
30442010	540028 Motor Vehicle Materials & Supp	2,916	3,000	2,000	4,000	33.33%
30442010	540040 Fuels And Lubricants	3,474	3,510	3,510	4,547	29.54%
30442010	580100 Miscellaneous Expenses	150	150	150	150	0.00%
<b>30442010</b>	<b>Subtotal Commodities</b>	<b>\$6,540</b>	<b>\$6,660</b>	<b>\$5,660</b>	<b>\$8,697</b>	<b>30.59%</b>
<b>30442010</b>	<b>Total Senior Transportation</b>	<b>\$73,271</b>	<b>\$73,114</b>	<b>\$64,836</b>	<b>\$71,629</b>	<b>-2.03%</b>

## Senior Services Program (0304), continued



30442020		Senior Services Nutrition	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30442020	511001	Full-Time Employees	\$45,571	\$46,696	\$46,696	\$40,932	-12.34%
30442020	511002	Part-Time Salaries	22,775	26,072	26,072	26,589	1.98%
30442020	511003	Seasonal Salaries	1,447	900	900	900	0.00%
30442020	511006	Longevity	1,410	1,170	1,170	1,296	10.77%
<b>30442020</b>		<b>Subtotal Wages</b>	<b>\$71,203</b>	<b>\$74,838</b>	<b>\$74,838</b>	<b>\$69,717</b>	<b>-6.84%</b>
30442020	522250	FICA	6,190	5,466	5,466	5,075	-7.15%
30442020	522300	Municipal Employees Retirement	5,924	5,852	5,340	4,932	-15.72%
30442020	522301	Retirement - Defined Contribution	10	0	512	456	0.00%
30442020	522818	Medical Insur-Active Employees	12,889	13,541	13,541	13,580	0.29%
30442020	522822	Dental Insur-Active Employees	876	867	867	835	-3.69%
30442020	522850	Life Insurance	29	32	32	27	-15.63%
30442020	529900	Worker's Compensation	1,333	1,400	1,441	1,600	14.29%
<b>30442020</b>		<b>Subtotal Benefits</b>	<b>\$27,251</b>	<b>\$27,158</b>	<b>\$27,199</b>	<b>\$26,505</b>	<b>-2.40%</b>
30442020	530014	Refuse Disposal	434	521	521	521	0.00%
30442020	530111	Professional Services	1,707	2,893	3,471	3,144	8.68%
30442020	532000	Telephone	790	727	700	675	-7.15%
30442020	532002	Fuel - Oil	1,693	0	0	0	0.00%
30442020	532004	Electricity	8,489	6,914	6,914	7,783	12.57%
30442020	532008	Natural Gas	3,749	1,556	1,556	2,844	82.78%
30442020	532010	Wastewater Fees	218	517	453	453	-12.38%
30442020	532012	Water Fees	942	704	704	824	17.05%
30442020	534016	Computer/Software Maint.	476	402	402	621	54.48%
30442020	534020	Maintenance Of Buildings	1,037	1,200	1,200	1,200	0.00%
30442020	538020	Postage	0	30	0	0	-100.00%
30442020	538022	Printing Expenses	0	30	30	30	0.00%
30442020	560010	Insurance	243	2,008	258	281	-86.01%
<b>30442020</b>		<b>Subtotal Services</b>	<b>\$19,777</b>	<b>\$17,502</b>	<b>\$16,209</b>	<b>\$18,376</b>	<b>4.99%</b>
30442020	540014	Janitorial Materials & Supp	1,943	2,400	2,400	2,400	0.00%
<b>30442020</b>		<b>Subtotal Commodities</b>	<b>\$1,943</b>	<b>\$2,400</b>	<b>\$2,400</b>	<b>\$2,400</b>	<b>0.00%</b>
30442020	550004	Office Equipment	0	120	0	120	0.00%
<b>30442020</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$120</b>	<b>\$0</b>	<b>\$120</b>	<b>0.00%</b>
<b>30442020</b>		<b>Total Nutrition Program</b>	<b>\$120,174</b>	<b>\$122,018</b>	<b>\$120,646</b>	<b>\$117,118</b>	<b>-4.02%</b>

## Senior Services Program (0304), continued



30442030		Senior Services - Adult Day Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30442030	511001	Full-Time Employees	\$109,365	\$125,877	\$125,877	\$128,657	2.21%
30442030	511002	Part-Time Salaries	80,172	77,821	77,821	79,833	2.59%
30442030	511003	Seasonal Salaries	11,683	4,375	4,375	4,375	0.00%
30442030	511004	Overtime	336	100	100	100	0.00%
30442030	511006	Longevity	2,548	1,947	1,947	2,250	15.56%
<b>30442030</b>		<b>Subtotal Wages</b>	<b>\$204,103</b>	<b>\$210,120</b>	<b>\$210,120</b>	<b>\$215,215</b>	<b>2.42%</b>
30442030	522250	FICA	16,678	15,448	15,448	15,746	1.93%
30442030	522300	Municipal Employees Retirement	17,286	18,896	17,197	18,332	-2.98%
30442030	522301	Retirement - Defined Contribution	29	0	1,699	1,609	0.00%
30442030	522818	Medical Insur-Active Employees	19,339	22,524	22,524	26,215	16.39%
30442030	522822	Dental Insur-Active Employees	2,211	2,340	2,340	2,586	10.51%
30442030	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
30442030	522850	Life Insurance	68	76	76	78	2.63%
30442030	529900	Worker's Compensation	2,207	2,210	2,210	2,886	30.59%
30442030	538014	Travel Expenses	280	300	300	350	16.67%
30442030	540038	Uniforms And Other Clothing	150	150	150	150	0.00%
<b>30442030</b>		<b>Subtotal Benefits</b>	<b>\$60,255</b>	<b>\$63,944</b>	<b>\$63,944</b>	<b>\$69,952</b>	<b>9.40%</b>
30442030	530012	Cleaning Services	675	950	750	825	-13.16%
30442030	530014	Refuse Disposal	629	660	660	660	0.00%
30442030	530064	Copy Machine Services	257	520	520	592	13.85%
30442030	530111	Professional Services	4,146	4,376	4,376	4,576	4.57%
30641010	532000	Telephone	3,191	1,884	2,148	2,185	15.98%
30442030	532002	Fuel - Oil	3,641	4,126	4,126	5,084	23.22%
30442030	532004	Electricity	4,637	4,321	4,321	4,965	14.90%
30442030	532012	Water Fees	310	375	326	375	0.00%
30442030	534020	Maintenance Of Buildings	711	800	800	800	0.00%
30442030	538012	Advertising	328	50	50	50	0.00%
30442030	538020	Postage	8	250	25	0	-100.00%
30442030	538022	Printing Expenses	197	200	200	200	0.00%
30442030	538030	Licenses And Dues	961	2,070	2,070	1,920	-7.25%
30442030	560010	Insurance	4,001	4,401	4,367	4,720	7.25%
<b>30442030</b>		<b>Subtotal Services</b>	<b>\$23,693</b>	<b>\$24,983</b>	<b>\$24,739</b>	<b>\$26,952</b>	<b>7.88%</b>
30442030	540010	General Materials & Supplies	18	150	150	150	0.00%
30442030	540012	Office Materials & Supplies	255	325	325	325	0.00%
30442030	540014	Janitorial Materials & Supp	1,373	1,650	1,650	1,650	0.00%
30442030	540016	Rec Materials & Supplies	302	300	300	300	0.00%
30442030	540020	Books And Publications	0	307	169	455	48.21%
30442030	540030	Medical & Lab Materials & Supp	195	400	400	400	0.00%
30442030	540046	Food	13,513	14,125	14,125	16,275	15.22%
<b>30442030</b>		<b>Subtotal Commodities</b>	<b>\$15,656</b>	<b>\$17,257</b>	<b>\$17,119</b>	<b>\$19,555</b>	<b>13.32%</b>
30442030	530044	Non-Major Technology Reserve	0	530	530	530	0.00%
<b>30442030</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$530</b>	<b>\$530</b>	<b>\$530</b>	<b>0.00%</b>
<b>30442030</b>		<b>Total Adult Day Services</b>	<b>\$303,708</b>	<b>\$316,834</b>	<b>\$316,452</b>	<b>\$332,204</b>	<b>4.85%</b>

## Senior Services Program (0304), continued



30442040		Senior Services - Senior Center	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30442040	511001	Full-Time Employees	\$155,241	\$149,929	\$149,929	\$160,834	7.27%
30442040	511003	Seasonal Salaries	1,409	675	675	675	0.00%
30442040	511006	Longevity	4,711	4,161	4,161	4,363	4.85%
<b>30442040</b>		<b>Subtotal Wages</b>	<b>\$161,361</b>	<b>\$154,765</b>	<b>\$154,765</b>	<b>\$165,872</b>	<b>7.18%</b>
30442040	522250	FICA	13,778	11,378	11,378	12,098	6.33%
30442040	522300	Municipal Employees Retirement	20,336	19,064	17,223	19,442	1.98%
30442040	522301	Retirement - Defined Contribution	65	0	1,841	1,924	0.00%
30442040	522818	Medical Insur-Active Employees	45,729	46,619	46,619	53,382	14.51%
30442040	522822	Dental Insur-Active Employees	3,108	2,981	2,981	3,282	10.10%
30442040	522850	Life Insurance	104	104	104	107	2.88%
30442040	529900	Worker's Compensation	1,891	1,986	1,986	2,356	18.63%
30442040	538014	Travel Expenses	200	400	200	400	0.00%
30442040	540038	Uniforms And Other Clothing	150	200	150	150	-25.00%
<b>30442040</b>		<b>Subtotal Benefits</b>	<b>\$85,362</b>	<b>\$82,732</b>	<b>\$82,482</b>	<b>\$93,141</b>	<b>12.58%</b>
30442040	530014	Refuse Disposal	1,302	1,740	1,740	1,740	0.00%
30442040	530022	Course Instructors	8,493	9,800	9,800	10,000	2.04%
30442040	530064	Copy Machine Services	1,939	1,382	1,382	1,382	0.00%
30442040	530111	Professional Services	7,599	9,176	8,000	6,106	-33.46%
30442040	532000	Telephone	1,822	2,280	2,280	1,592	-30.18%
30442040	532002	Fuel - Oil	3,950	5,139	5,139	6,424	25.00%
30442040	532004	Electricity	19,807	16,132	16,132	18,159	12.57%
30442040	532008	Natural Gas	1,765	7,106	7,102	4,800	-32.45%
30442040	532010	Wastewater Fees	509	740	1,057	1,057	42.84%
30442040	532012	Water Fees	1,697	1,643	1,643	1,924	17.10%
30442040	534014	Office Equipment Maintenance	0	200	200	200	0.00%
30442040	534016	Computer/Software Maintenance	2,217	1,758	2,765	2,240	27.42%
30442040	534020	Maintenance Of Buildings	2,881	2,800	2,800	2,800	0.00%
30442040	538012	Advertising	11	50	50	50	0.00%
30442040	538020	Postage	0	140	0	0	-100.00%
30442040	538022	Printing Expenses	147	140	140	140	0.00%
30442040	560010	Insurance	6,084	4,685	6,391	6,966	48.69%
<b>30442040</b>		<b>Subtotal Services</b>	<b>\$60,224</b>	<b>\$64,911</b>	<b>\$66,621</b>	<b>\$65,580</b>	<b>1.03%</b>
30442040	540010	General Materials & Supplies	245	250	250	250	0.00%
30442040	540012	Office Materials & Supplies	615	900	900	800	-11.11%
30442040	540014	Janitorial Materials & Supp	5,408	4,200	4,200	4,200	0.00%
30442040	540016	Rec Materials & Supplies	395	600	600	600	0.00%
30442040	540046	Food	460	500	500	500	0.00%
<b>30442040</b>		<b>Subtotal Commodities</b>	<b>\$7,123</b>	<b>\$6,450</b>	<b>\$6,450</b>	<b>\$6,350</b>	<b>-1.55%</b>
30442040	550004	Office Equipment	0	400	400	400	0.00%
30442040	530044	Non-Major Technology Reserve	0	3,550	3,550	3,550	0.00%
30442040	570002	Capital Improvements	0	35,000	35,000	38,000	8.57%
<b>30442040</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$38,950</b>	<b>\$38,950</b>	<b>\$41,950</b>	<b>7.70%</b>
<b>30442040</b>		<b>Total Senior Center</b>	<b>\$314,070</b>	<b>\$347,808</b>	<b>\$349,268</b>	<b>\$372,893</b>	<b>7.21%</b>

		Total Senior Services Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30442010		Subtotal Senior Transportation	\$73,271	\$73,114	\$64,836	\$71,629	-2.03%
30442020		Subtotal Nutrition Program	120,174	122,018	120,646	117,118	-4.02%
30442030		Subtotal Adult Day Services	303,708	316,834	316,452	332,204	4.85%
30442040		Subtotal Senior Center	314,070	347,808	349,268	372,893	7.21%
		<b>Total Senior Services Program</b>	<b>\$811,222</b>	<b>\$859,774</b>	<b>\$851,202</b>	<b>\$893,844</b>	<b>3.96%</b>

## Senior Services Program (0304), continued



### FY 2018-2019 Revenue Statement

304	Senior Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30442010	451110 Miscellaneous Grants	\$3,585	\$3,590	\$1,795	\$0	-100.00%
30442010	470010 Miscellaneous Revenues	956	700	700	700	0.00%
30442010	490101 General Fund Transfer	67,404	68,824	68,824	70,936	3.07%
<b>30442010</b>	<b>Subtotal Senior Transportation Program</b>	<b>\$71,944</b>	<b>\$73,114</b>	<b>\$71,319</b>	<b>\$71,636</b>	<b>-2.02%</b>
30442020	418013 Town of Narragansett Cost Share	35,257	38,044	38,044	37,743	-0.79%
30442020	451110 Miscellaneous Grants	4,210	4,164	4,164	4,164	0.00%
30442020	490101 General Fund Transfer	82,726	79,810	79,810	75,211	-5.76%
<b>30442020</b>	<b>Subtotal Nutrition Program</b>	<b>\$122,193</b>	<b>\$122,018</b>	<b>\$122,018</b>	<b>\$117,118</b>	<b>-4.02%</b>
30442030	418013 Town of Narragansett Cost Share	41,434	31,215	31,215	24,229	-22.38%
30442030	440305 Client Payments	80,251	85,046	90,000	102,182	20.15%
30442030	440310 State Subsidy - Client Payment	115,357	101,131	106,000	119,971	18.63%
30442030	440610 Town of North Kingstown Cost Share	33,303	33,099	33,099	30,017	-9.31%
30442030	451110 Miscellaneous Grants	9,500	9,684	4,842	0	-100.00%
30442030	460010 Investment Income	1,165	150	150	150	0.00%
30442030	470010 Miscellaneous Revenues	500	500	500	500	0.00%
30442030	490101 General Fund Transfer	60,062	56,008	56,008	55,147	-1.54%
<b>30442030</b>	<b>Subtotal Adult Day Services Program</b>	<b>\$341,571</b>	<b>\$316,833</b>	<b>\$321,814</b>	<b>\$332,196</b>	<b>4.85%</b>
30442040	418013 Town of Narragansett Cost Share	46,000	50,000	50,000	55,000	10.00%
30442040	440295 Senior Classes	11,226	10,000	10,300	10,000	0.00%
30442040	451110 Miscellaneous Grants	53,950	49,657	37,600	38,458	-22.55%
30442040	490101 General Fund Transfer	204,508	215,151	215,151	231,435	7.57%
30442040	490510 O Watson	0	0	0	15,000	0.00%
30442040	499060 Designated Fund Balance	0	23,000	23,000	23,000	0.00%
<b>30442040</b>	<b>Subtotal Senior Center Program</b>	<b>\$315,684</b>	<b>\$347,808</b>	<b>\$336,051</b>	<b>\$372,893</b>	<b>7.21%</b>
<b>304</b>	<b>Total Senior Services Revenues</b>	<b>\$851,392</b>	<b>\$859,774</b>	<b>\$851,202</b>	<b>\$893,844</b>	<b>3.96%</b>
304	Total Senior Services Expenditures	\$811,222	\$859,774	\$851,202	\$893,844	
<b>304</b>	<b>Income Over (Under) Expenditures</b>	<b>\$40,170</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



**TAB 14**  
**NEIGHBORHOOD GUILD FUND**

Neighborhood Guild..... 14 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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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 Town's indoor recreational programming and opportunities are offered, as well as where the administrative offices are located.

## General Explanation and Work Program

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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 600 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. 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 2018-2019 fiscal year, Guild recreational programs are expected to generate approximately 43% of the total revenue needed to support the Guild's operating program, with proposed Trust Fund contributions supporting approximately 53%, and the remaining 4% coming from the Guild fund balance, reinvested capital income, and investment income. Level fees in most program areas are proposed for FY 2018-2019, as the Recreation Department strives to maintain a balance between offering affordable leisure activities and meeting operational costs.

Effective FY 2017-2018 the Department transferred some fitness and youth programs from the Guild to the Recreation Center and has begun to shift the overall Guild program focus to new passive and cultural arts programs. The Guild is no longer open on weekends since the Recreation Center has absorbed weekend activities. The operational schedule of the Guild has been further examined and adjusted for FY 2018-2019, with a recommendation to reduce the total weekly hours from 65 to 59 hours, closing at 8:30pm instead of 9pm, Mon-Thurs; and closing at 5pm instead of 9pm on Friday evenings.

## Neighborhood Guild Fund (0306), *continued*



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

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

### Functions

The Neighborhood Guild houses many aspects of the Parks and Recreation Department, broken into several divisions which serve a variety of functions, including, but not limited to, the following:

#### ADMINISTRATION & MAINTENANCE

- Oversee operation and management of the Neighborhood Guild as a community center for year-round public recreation and enrichment programs for all ages
- Develop and program public leisure and recreation activities in the following areas: Music, Arts, Youth Leisure, Adult Leisure, Travel
- Serve the general public as patrons of the 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



- Organize semi-annual concerts to highlight music students and their achievements
- Oversee the care and maintenance of dedicated music rooms, a music library, and eight pianos within the Guild

### ARTS

- Develop and coordinate arts programs for a variety of age levels from preschool to senior citizen
- Recruit independent contractors with various specialties such as oil painting, watercolor, sculpture, and crafts
- Provide offerings for all ability levels
- Schedule arts camps for the summer season

### YOUTH PROGRAMMING

- Develop and coordinate a variety of recreational and leisure programs geared towards preschool, youth, and teens
- Plan and implement school vacation camp programs for the local elementary and middle school student population
- Work with the South Kingstown School Department to promote programs and identify volunteer/leadership opportunities for young adults in High School
- Work in partnership with the Police Departments and the Union and Kingston Fire Districts to offer programs with a focus on safety and community involvement

### ADULT LEISURE

- Develop and coordinate recreational and leisure programs for adult residents in the community
- Recruit independent contractors with a variety of backgrounds such as woodworking, boating, dog obedience, knitting, photography

### TRAVEL

- 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, and social media such as Facebook and Twitter
- Establish and maintain an operational budget based on pre-planning and projected participation



**FY 2017-2018 Priorities**

Priorities	Town Council Goals & Objs
Recruit instructors/independent contractors for new program offerings particularly youth and te	PCSF
Evaluate 2017 community survey results and update strategic planning for Guild programs accordingly	PCSF
Transfer fitness programs and camps to the Community Recreation Center	PCSF
Focus on development of targeted youth, teen, and family programs	PCSF
Prepare for major capital improvement project to building infrastructure, to include window replacement and HVAC upgrade	PCSF
Improve outreach and marketing efforts to raise public awareness of programs and available financial assistance	CE
Drive public to newly designed Town website for relevant information about recreation programs, registration, and resources	CE
Improve interior of the Guild Facility, to include the kitchen and room 26	PCSF
Maintain present yield on trust fund and investment income sources	BDFM

**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Objs
Explore potential for increasing revenue by offering long term lease options on underutilized basement level rooms.	PCSF
Adjust facility operating schedule to reduce expenses and limit underutilized time when public is not using the facility	BDFM
Recruit instructors/independent contractors for new program offerings particularly youth and teen	PCSF
Execute major capital improvement to building infrastructure; to include window replacement and HVAC upgrade	PCSF
Maintain present yield on trust fund and investment income sources	BDFM
Continue to focus on development of targeted youth, teen, and family programs	PCSF
Continue to drive public to the Town website for relevant information about recreation programs, registration, and resources	CE
Improve interior of the Guild facility – replace flooring in first floor lobby and corridors	PCSF



**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected*	FY 2018-2019 Anticipated*	Town Council Goals & Obj's
Trust Income % of Total Revenue	49%	52%	53%	BDFM
Program fees % of Total Revenue	47%	43%	43%	BDFM
Total Guild Facility Usage	51,027	51,000	51,000	PCSF
Attendance				
Room Reservations by Community members and organizations (non-program)	10,917	9,000	9,000	PCSF
Online Transactions (including registrations, payments, etc.)	2,186	2,500	2,600	CE
Independent Contractors	113	95	100	PCSF
New Classes Offered	28	20	25	PCSF
Preschool Enrollment	376	360	350	PCSF
% of Classes Completed**	100%	80%	80%	PCSF
Youth/Teen Enrollment	1,003	950	1,000	PCSF
% of Classes Completed**	85%	78%	80%	PCSF
Adult Enrollment	1,978	1,900	1,900	PCSF
% of Classes Completed**	80%	70%	80%	PCSF
Art Enrollment	579	580	600	PCSF
% of Classes Completed**	85%	80%	80%	PCSF
Sports and Fitness Enrollment	7,127	6,000	6,000	PCSF
% of Classes Completed**	100%	95%	95%	PCSF
Trip Enrollment	651	580	600	PCSF
% of Trips Completed**	94%	95%	90%	PCSF
Music Lessons	1,759	1,675	1,700	PCSF
Music Students Registered	196	190	180	PCSF
Special Events	2,112	1,950	2,000	PCSF
% of Events Completed**	85%	00%	80%	PCSF

*\*The reduction in some figures reflect the move of programs from the Neighborhood Guild to the Recreation Center*

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

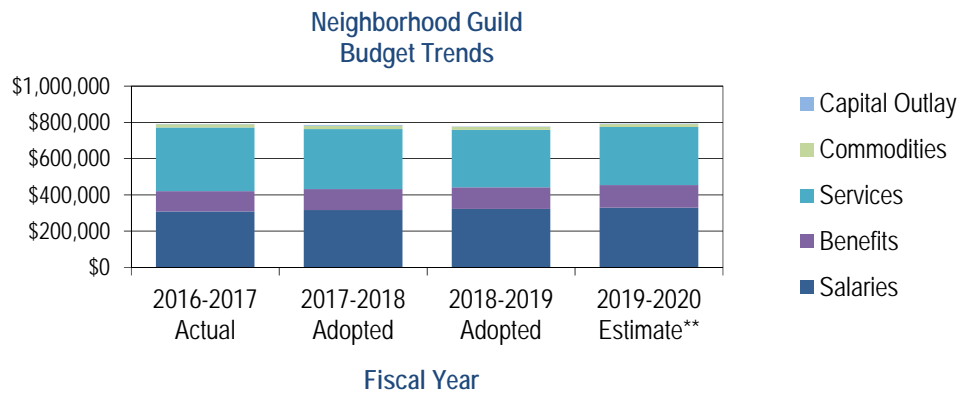
# Neighborhood Guild Fund (0306), *continued*



## FY 2018-2019 Funding Comparison

Neighborhood Guild	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	5.20	5.20	5.20	5.20	0.00
Salaries	\$308,192	\$316,124	\$309,444	\$322,138	\$6,014
Benefits	111,826	115,245	113,547	118,691	3,446
<b>Subtotal Personnel Expenditures*</b>	<b>\$420,018</b>	<b>\$431,369</b>	<b>\$422,991</b>	<b>\$440,829</b>	<b>\$9,460</b>
Services	\$350,912	\$331,179	\$318,267	\$317,402	(\$13,777)
Commodities	17,631	18,649	18,085	16,184	(2,465)
Capital Outlay	2,462	3,950	3,600	2,620	(1,330)
<b>Subtotal Operating Expenditures</b>	<b>\$371,005</b>	<b>\$353,778</b>	<b>\$339,952</b>	<b>\$336,206</b>	<b>(\$17,572)</b>
<b>Total Expenditures</b>	<b>\$791,023</b>	<b>\$785,147</b>	<b>\$762,943</b>	<b>\$777,035</b>	<b>(\$8,112)</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

# Neighborhood Guild Fund (0306), *continued*



## FY 2018-2019 Expenditure Statements

30641010	Guild - Admin and Maintenance		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641010	511001	Full-Time Employees	\$237,289	\$243,864	\$243,864	\$263,319	7.98%
30641010	511002	Part-Time Salaries	3,494	3,726	3,726	3,112	-16.48%
30641010	511003	Seasonal Salaries	0	1,000	1,000	0	-100.00%
30641010	511004	Overtime	4,906	1,000	1,000	1,000	0.00%
30641010	511006	Longevity	8,194	8,677	8,677	9,542	9.97%
<b>30641010</b>		<b>Subtotal Wages</b>	<b>\$253,882</b>	<b>\$258,267</b>	<b>\$258,267</b>	<b>\$276,973</b>	<b>7.24%</b>
30641010	522250	FICA	18,706	18,840	18,840	20,597	9.33%
30641010	522300	Municipal Employees Retirement	30,725	30,711	28,387	32,117	4.58%
30641010	522301	Retirement - Defined Contribution	44	0	2,324	2,569	0.00%
30641010	522818	Medical Insur-Active Employees	46,112	47,561	47,561	44,991	-5.40%
30641010	522822	Dental Insur-Active Employees	3,755	3,672	3,672	4,291	16.86%
30641010	522840	Insurance Buyback	1,023	1,000	1,000	2,600	160.00%
30641010	522850	Life Insurance	159	161	161	174	8.07%
30641010	529900	Worker's Compensation	5,059	5,170	5,333	5,921	14.53%
30641010	538014	Travel Expenses	200	200	200	0	-100.00%
30641010	538018	Conference Expenses	910	1,200	1,200	500	-58.33%
30641010	540038	Uniforms And Other Clothing	360	1,463	500	940	-35.75%
<b>30641010</b>		<b>Subtotal Benefits</b>	<b>\$107,052</b>	<b>\$109,978</b>	<b>\$109,178</b>	<b>\$114,700</b>	<b>4.29%</b>
30641010	530012	Cleaning Services	473	0	0	0	0.00%
30641010	530014	Refuse Disposal	1,658	1,740	1,740	1,823	4.77%
30641010	530064	Copy Machine Services	2,398	1,632	1,632	1,500	-8.09%
30641010	530111	Professional Services	8,290	3,090	3,090	2,976	-3.69%
30641010	532000	Telephone	2,433	2,064	2,000	2,064	0.00%
30641010	532004	Electricity	19,619	17,677	18,000	19,400	9.75%
30641010	532008	Natural Gas	9,630	10,000	10,000	10,250	2.50%
30641010	532010	Wastewater Fees	754	739	975	990	33.96%
30641010	532012	Water Fees	1,301	1,170	1,200	1,200	2.56%
30641010	534016	Computer/Software Maintenance	3,677	3,884	3,884	3,607	-7.13%
30641010	534020	Maintenance Of Buildings	12,191	10,500	14,000	10,000	-4.76%
30641010	538012	Advertising	372	400	200	300	-25.00%
30641010	538020	Postage	1,157	3,055	2,532	2,961	-3.08%
30641010	538022	Printing Expenses	4,437	5,300	5,300	5,100	-3.77%
30641010	538030	Licenses And Dues	1,150	1,340	1,340	1,385	3.36%
30641010	560010	Insurance	10,245	11,270	10,779	11,642	3.30%
<b>30641010</b>		<b>Subtotal Services</b>	<b>\$79,782</b>	<b>\$73,861</b>	<b>\$76,672</b>	<b>\$75,198</b>	<b>1.81%</b>

*\*This expenditure chart is continued on the following page*

## Neighborhood Guild Fund (0306), *continued*



\*This expenditure chart is continued from the following page

30641010	Guild - Admin and Maintenance, <i>continued</i>		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641010	540012	Office Materials & Supplies	1,625	1,900	1,800	1,700	-10.53%
30641010	540014	Janitorial Materials & Supp	2,810	2,969	2,969	2,811	-5.32%
30641010	540016	Rec Materials & Supplies	498	325	325	325	0.00%
30641010	540018	Elect Materials & Supplies	330	450	450	450	0.00%
30641010	540020	Books And Publications	54	130	130	0	-100.00%
30641010	540024	Chemicals And Gases	154	175	150	175	0.00%
30641010	540026	Bldg & Const Materials & Supp	904	1,200	1,200	1,000	-16.67%
30641010	540032	General Hardware & Tools	415	600	450	500	-16.67%
30641010	540034	Signage Materials & Supplies	73	1,000	800	600	-40.00%
30641010	540050	HVAC Materials & Supplies	845	1,200	1,000	1,000	-16.67%
30641010	580100	Miscellaneous Expenses	3,229	2,000	2,695	2,800	40.00%
<b>30641010</b>	<b>Subtotal Commodities</b>		<b>\$10,936</b>	<b>\$11,949</b>	<b>\$11,969</b>	<b>\$11,361</b>	<b>-4.92%</b>
30641010	550004	Office Equipment	924	750	750	750	0.00%
30641010	550016	Janitorial Equipment	172	500	350	350	-30.00%
30641010	550018	Recreational Equipment	357	1,000	1,000	500	-50.00%
30641010	550026	Furniture And Furnishings	609	1,200	1,000	520	-56.67%
<b>30641010</b>	<b>Subtotal Capital Outlay</b>		<b>\$2,063</b>	<b>\$3,450</b>	<b>\$3,100</b>	<b>\$2,120</b>	<b>-38.55%</b>
<b>30641010</b>	<b>Total Guild Admin And Maintenance</b>		<b>\$453,715</b>	<b>\$457,505</b>	<b>\$459,186</b>	<b>\$480,352</b>	<b>4.99%</b>

30641020	Guild - Front Desk		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641020	511002	Part-Time Salaries	\$36,464	\$30,858	\$30,858	\$25,613	-17.00%
30641020	511006	Longevity	108	306	306	296	-3.27%
<b>30641020</b>	<b>Subtotal Wages</b>		<b>\$36,571</b>	<b>\$31,164</b>	<b>\$31,164</b>	<b>\$25,909</b>	<b>-16.86%</b>
30641020	522250	FICA	2,798	2,384	2,384	1,982	-16.86%
30641020	522850	Life Insurance	0	37	37	37	0.00%
30641020	540038	Uniforms And Other Clothing	620	800	400	500	-37.50%
<b>30641020</b>	<b>Subtotal Benefits</b>		<b>\$3,418</b>	<b>\$3,221</b>	<b>\$2,821</b>	<b>\$2,519</b>	<b>-21.79%</b>
30641020	540016	Rec Materials & Supplies	200	0	0	0	0.00%
30641020	540054	Vending Materials & Supplies	910	800	900	0	-100.00%
<b>30641020</b>	<b>Subtotal Commodities</b>		<b>\$1,110</b>	<b>\$800</b>	<b>\$900</b>	<b>\$0</b>	<b>-100.00%</b>
<b>30641020</b>	<b>Total Front Desk</b>		<b>\$41,098</b>	<b>\$35,185</b>	<b>\$34,885</b>	<b>\$28,428</b>	<b>-19.20%</b>

30641040	Guild - Seniors Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641040	530111	Professional Services	\$41,866	\$33,300	\$32,400	\$32,400	-2.70%
<b>30641040</b>	<b>Subtotal Services</b>		<b>\$41,866</b>	<b>\$33,300</b>	<b>\$32,400</b>	<b>\$32,400</b>	<b>-2.70%</b>
30641040	540016	Rec Materials & Supplies	41	100	0	0	-100.00%
<b>30641040</b>	<b>Subtotal Commodities</b>		<b>\$41</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>-100.00%</b>
<b>30641040</b>	<b>Total Seniors Program</b>		<b>\$41,907</b>	<b>\$33,400</b>	<b>\$32,400</b>	<b>\$32,400</b>	<b>-2.99%</b>

## Neighborhood Guild Fund (0306), continued



30641050	Guild - Youth Programs		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641050	511003	Seasonal Salaries	\$3,897	\$3,140	\$3,195	\$2,101	-33.09%
30641050		<b>Subtotal Wages</b>	<b>\$3,897</b>	<b>\$3,140</b>	<b>\$3,195</b>	<b>\$2,101</b>	<b>-33.09%</b>
30641050	522250	FICA	298	243	243	161	-33.74%
30641050		<b>Subtotal Benefits</b>	<b>\$298</b>	<b>\$243</b>	<b>\$243</b>	<b>\$161</b>	<b>-33.74%</b>
30641050	530111	Professional Services	51,382	35,600	27,651	25,300	-28.93%
30641050	538020	Postage	9	30	30	0	-100.00%
30641050	538028	Rents	1,952	2,520	2,000	2,016	-20.00%
30641050		<b>Subtotal Services</b>	<b>\$53,343</b>	<b>\$38,150</b>	<b>\$29,681</b>	<b>\$27,316</b>	<b>-28.40%</b>
30641050	540016	Rec Materials & Supplies	4,909	4,700	4,300	3,900	-17.02%
30641050		<b>Subtotal Commodities</b>	<b>\$4,909</b>	<b>\$4,700</b>	<b>\$4,300</b>	<b>\$3,900</b>	<b>-17.02%</b>
30641050		<b>Total Youth Programs</b>	<b>\$62,448</b>	<b>\$46,233</b>	<b>\$37,419</b>	<b>\$33,478</b>	<b>-27.59%</b>

30641060	Guild - Music Programs		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641060	511002	Part-Time Salaries	\$4,125	\$13,178	\$6,661	\$6,794	-48.44%
30641060		<b>Subtotal Wages</b>	<b>\$4,125</b>	<b>\$13,178</b>	<b>\$6,661</b>	<b>\$6,794</b>	<b>-48.44%</b>
30641060	522250	FICA	316	1,008	510	520	-48.41%
30641060		<b>Subtotal Benefits</b>	<b>\$316</b>	<b>\$1,008</b>	<b>\$510</b>	<b>\$520</b>	<b>-48.41%</b>
30641060	530111	Professional Services	95,143	101,250	104,100	104,100	2.81%
30641060		<b>Subtotal Services</b>	<b>\$95,143</b>	<b>\$101,250</b>	<b>\$104,100</b>	<b>\$104,100</b>	<b>2.81%</b>
30641060	540016	Rec Materials & Supplies	0	200	200	100	-50.00%
30641060		<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$200</b>	<b>\$200</b>	<b>\$100</b>	<b>-50.00%</b>
30641060	550018	Recreational Equipment	399	500	500	500	0.00%
30641060		<b>Subtotal Capital Outlay</b>	<b>\$399</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>	<b>0.00%</b>
30641060		<b>Total Music Programs</b>	<b>\$99,982</b>	<b>\$116,136</b>	<b>\$111,971</b>	<b>\$112,014</b>	<b>-3.55%</b>

30641070	Guild - Adults Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641070	511002	Part-Time Salaries	\$1,607	\$2,162	\$2,162	\$2,208	2.13%
30641070		<b>Subtotal Wages</b>	<b>\$1,607</b>	<b>\$2,162</b>	<b>\$2,162</b>	<b>\$2,208</b>	<b>2.13%</b>
30641070	522250	FICA	123	166	166	168	1.20%
30641070		<b>Subtotal Benefits</b>	<b>\$123</b>	<b>\$166</b>	<b>\$166</b>	<b>\$168</b>	<b>1.20%</b>
30641070	530022	Course Instructors	347	0	0	0	0.00%
30641070	530111	Professional Services	30,889	37,000	31,150	33,500	-9.46%
30641070		<b>Subtotal Services</b>	<b>\$31,236</b>	<b>\$37,000</b>	<b>\$31,150</b>	<b>\$33,500</b>	<b>-9.46%</b>
30641070	540016	Rec Materials & Supplies	87	300	100	100	-66.67%
30641070		<b>Subtotal Commodities</b>	<b>\$87</b>	<b>\$300</b>	<b>\$100</b>	<b>\$100</b>	<b>-66.67%</b>
30641070		<b>Total Adults Program</b>	<b>\$33,053</b>	<b>\$39,628</b>	<b>\$33,578</b>	<b>\$35,976</b>	<b>-9.22%</b>

## Neighborhood Guild Fund (0306), *continued*



30641080	Guild - Arts Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641080	511002	Part-Time Salaries	\$7,949	\$7,995	\$7,995	\$8,153	1.98%
30641080	511003	Seasonal Salaries	160	218	0	0	-100.00%
<b>30641080</b>		<b>Subtotal Wages</b>	<b>\$8,109</b>	<b>\$8,213</b>	<b>\$7,995</b>	<b>\$8,153</b>	<b>-0.73%</b>
30641080	522250	FICA	620	629	629	623	-0.95%
<b>30641080</b>		<b>Subtotal Benefits</b>	<b>\$620</b>	<b>\$629</b>	<b>\$629</b>	<b>\$623</b>	<b>-0.95%</b>
30641080	530111	Professional Services	48,426	45,658	43,397	43,838	-3.99%
30641080	538028	Rents	1,117	1,960	867	1,050	-46.43%
<b>30641080</b>		<b>Subtotal Services</b>	<b>\$49,543</b>	<b>\$47,618</b>	<b>\$44,264</b>	<b>\$44,888</b>	<b>-5.73%</b>
30641080	540016	Rec Materials & Supplies	548	600	616	723	20.50%
<b>30641080</b>		<b>Subtotal Commodities</b>	<b>\$548</b>	<b>\$600</b>	<b>\$616</b>	<b>\$723</b>	<b>20.50%</b>
<b>30641080</b>		<b>Total Arts Program</b>	<b>\$58,821</b>	<b>\$57,060</b>	<b>\$53,504</b>	<b>\$54,387</b>	<b>-4.68%</b>

	Total Guild Program	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30641010	Subtotal Guild Admin and Maintenance	\$453,715	\$457,505	\$459,186	\$480,352	4.99%
30641020	Subtotal Guild Front Desk	41,098	35,185	34,885	28,428	-19.20%
30641040	Subtotal Guild Seniors Program	41,907	33,400	32,400	32,400	-2.99%
30641050	Subtotal Guild Youth Programs	62,448	46,233	37,419	33,478	-27.59%
30641060	Subtotal Guild Music Programs	99,982	116,136	111,971	112,014	-3.55%
30641070	Subtotal Guild Adults Program	33,053	39,628	33,578	35,976	-9.22%
30641080	Subtotal Guild Arts Program	58,821	57,060	53,504	54,387	-4.68%
	<b>Total Guild Program</b>	<b>\$791,023</b>	<b>\$785,147</b>	<b>\$762,943</b>	<b>\$777,035</b>	<b>-1.03%</b>

## Neighborhood Guild Fund (0306), *continued*



### FY 2018-2019 Revenue Statement

306	Guild	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change	
30641000	460010	Investment Income	\$541	\$100	\$250	\$200	100.00%
30641000	460020	Trust Income	380,500	388,110	388,110	400,000	3.06%
30641000	460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180	Augusta Hazard Trust Fund	12,350	12,000	12,000	12,000	0.00%
30641000	499060	Designated Fund Balance	25,000	25,000	25,000	25,000	0.00%
30641020	440250	Front Desk	18,065	18,200	11,700	12,000	-34.07%
30641040	440260	Senior Trips	43,129	37,000	36,000	36,500	-1.35%
30641050	440265	Youth	79,060	61,952	49,803	51,910	-16.21%
30641060	440270	Music	114,295	119,875	123,300	123,300	2.86%
30641070	440275	Adults	51,323	53,800	49,000	49,000	-8.92%
30641080	440280	Arts	66,850	63,110	61,789	61,125	-3.15%
<b>306</b>	<b>Total Guild Revenues</b>	<b>\$797,114</b>	<b>\$785,147</b>	<b>\$762,952</b>	<b>\$777,035</b>	<b>-1.03%</b>	
306	Total Guild Expenditures	\$791,023	\$785,147	\$762,943	\$777,035		
<b>306</b>	<b>Income Over (Under) Expenditures</b>	<b>\$6,091</b>	<b>\$0</b>	<b>\$9</b>	<b>\$0</b>		



Community Recreation Center ..... 15 - 1

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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The Parks and Recreation Department’s mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Community Recreation Center provides indoor sports and fitness program space for public use by the citizens of South Kingstown and aligns with the mission and goals of the Parks and Recreation Department

## General Explanation & Work Program

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The Community Recreation Center provides gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Ongoing recreation programs include youth basketball, which consists of over 450 participants, adult basketball, volleyball, indoor tennis, tai chi, ballet, yoga, pilates, and dance. In addition to these longstanding programs, multiple new activities such as indoor track and field, pickle ball, Special Olympics basketball, unified basketball, and dodge-ball will have been introduced in FY 2017-2018.

Since the doors opened on June 3, 2017, this facility has already filled a need in meeting the demands of the community for indoor athletic space, and serves all segments of the population including youth, adults, and the growing baby boomer/senior demographic interested in maintaining lifelong wellness through year-round physical activity.

The 29,000 square foot facility is located off of Broad Rock Road on St. Dominic Road, and is on over 13 acres of property the Town purchased from the Diocese of Providence in 2009. The Recreation Center is adjacent to the Town’s Senior Center and Broad Rock Playfields, the Town’s Dog Park, and abuts the Broad Rock Middle School property to the north. The recent addition of the Recreation Center enhances the existing leisure services campus environment, and connects these facilities to one another, as well as to Old Mountain Field and a planned bike path from the Broad Rock Playfields to the South County Commons property, creating a true multi-modal complex.



The Recreation Center consists of the following elements:

- Multi-court gymnasium for sports and athletic programming
- Three (3) smaller multi-use rooms for 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 (126 spaces)

**Functions**

Functions of the Community Recreation Center include but are not limited to:

- Administration of Recreation Department indoor camps, sports activities, and wellness programs
- Facility operations and building maintenance
- Provision of customer service including program registration, general information and direction, switchboard operation
- Processing and scheduling of facility use applications and rentals
- Planning and implementation of community events
- Oversight of senior specific wellness programs in collaboration with the Senior Center
- Expansion and development of new sports and wellness programs based on community demand

**FY 2017-2018 Priorities**

Priorities	Town Council Goals & Obj's
Establish facility open house/orientation program for residents to acquaint themselves with the Recreation Center offerings and schedule	SNP
Meet budgeted facility rental revenue	PCSF
Develop and implement full complement of community recreation programs	PCSF
Transition majority of Recreation Department indoor athletic, fitness, and sports camp programs from the Guild and School Department buildings to the Recreation Center	PCSF
Coordinate with the School Dept to schedule interscholastic sporting events	PCSF
Seek outside sponsorship support for programs, and athletic and recreational equipment	BDFM
Implement senior specific programming to complement Senior Center wellness activities	SNP
Develop and introduce programs for special needs populations, including working with local agencies and Special Olympics	SNP



**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Obj's
Install user check-in software with photo ID feature for increased security and accurate tracking of facility usage	PCSF
Develop four Teen Center drop in events geared towards 12-15 year old demographic	PCSF
Schedule anniversary open house event to feature programs and facility	PCSF
Seek opportunities to partner with community based organizations for sponsored events that align with Department's mission and support programs	PCSF / BDFM
Develop and implement six family events and three new special events	PCSF
Collaborate with Senior Services Department to implement senior specific programs	SNP
Expand upon existing relationship with local agencies and Special Olympics to increase program options for special needs populations	SNP
Collaborate with SK School Athletics and host up to 15 interscholastic athletics event	SNP
Establish annual in-service trainings for staff focused on customer service, emergency protocols, and workplace safety	PCSF
Increase rental activity and revenue to offset cost of operation	BDFM
Expand wellness, sports and exercise program offerings for girls with objectives of building confidence, promoting positive self image, goal setting and teamwork	PCSF

**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Programs to be Offered	12*	70	70	PCSF
% of Programs Run	80%	80%	80%	PCSF
Facility Attendance (open gym, drop-in, fitness, walking track)	800*	23,000	25,000	PCSF
Community Events Attendance	5,000**	1,200	1,500	PCSF
High School Athletics Attendance	0*	2,000	2,000	PCSF
Program Participants	150*	2,000	2,500	PCSF
Facility Rentals	15*	350	325	PCSF

\*reflects only one month (June 2017) of activity during FY 2016-2017

\*\*includes grand opening on June 3, 2017

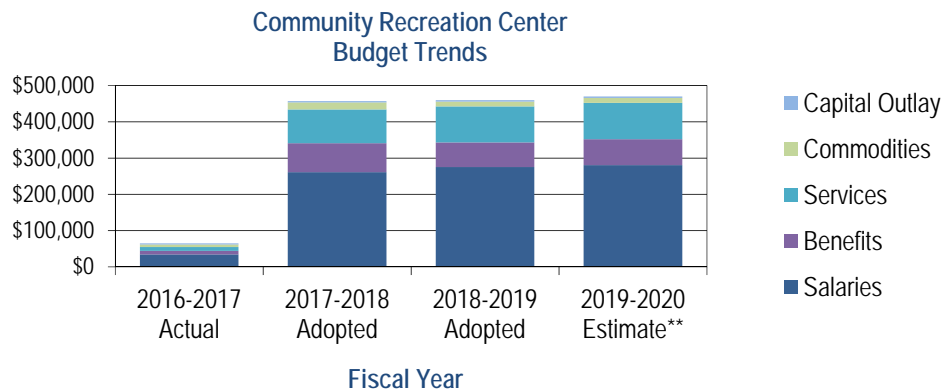
# Community Recreation Center Fund (0308), *continued*



## FY 2018-2019 Funding Comparison

Community Recreation Center	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	2.90	2.90	2.90	2.90	0
Salaries	\$34,038	\$261,243	\$260,519	\$274,975	\$13,732
Benefits	9,668	79,879	64,145	68,201	(11,678)
<b>Subtotal Personnel Expenditures*</b>	<b>\$43,706</b>	<b>\$341,122</b>	<b>\$324,664</b>	<b>\$343,176</b>	<b>\$2,054</b>
Services	\$10,904	\$92,924	\$88,235	\$99,159	\$6,235
Commodities	6,735	19,565	13,655	13,415	(6,150)
Capital Outlay	3,426	3,413	3,213	4,013	600
<b>Subtotal Operating Expenditures</b>	<b>\$21,065</b>	<b>\$115,902</b>	<b>\$105,103</b>	<b>\$116,587</b>	<b>\$685</b>
<b>Total Expenditures</b>	<b>\$64,771</b>	<b>\$457,024</b>	<b>\$429,767</b>	<b>\$459,763</b>	<b>\$2,739</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries. Please note that FY 2016-2017 is reflective of 1 month of operation, with 12 months of operation beginning 2017-2018.

Community Recreation Center Fund (0308), *continued*



**FY 2018-2019 Expenditure Statement**

30840001	Community Recreation Center	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30840001	511001 Full-Time Employees	\$23,032	\$120,519	\$120,519	\$125,906	4.47%
30840001	511002 Part-Time Salaries	\$10,735	\$106,496	\$110,000	\$122,606	15.13%
30840001	511003 Seasonal Salaries	\$0	\$34,228	\$30,000	\$26,463	-22.69%
30840001	511004 Overtime	\$271	\$0	\$0	\$0	0.00%
<b>30840001</b>	<b>Subtotal Wages</b>	<b>\$34,038</b>	<b>\$261,243</b>	<b>\$260,519</b>	<b>\$274,975</b>	<b>5.26%</b>
30840001	522250 FICA	2,536	19,265	19,265	20,601	6.93%
30840001	522300 Municipal Employees Retirement	3,198	20,270	18,611	20,859	2.91%
30840001	522301 Retirement - Defined Contribution	30	0	1,659	1,773	0.00%
30840001	522818 Medical Insur-Active Employees	3,642	37,666	22,510	22,864	-39.30%
30840001	522822 Dental Insur-Active Employees	249	2,405	1,280	1,279	-46.82%
30840001	522840 Insurance Buyback	14	0	0	0	0.00%
30840001	522850 Life Insurance	0	153	153	85	-44.44%
30840001	529900 Worker's Compensation	0	120	667	740	516.67%
<b>30840001</b>	<b>Subtotal Benefits</b>	<b>\$9,668</b>	<b>\$79,879</b>	<b>\$64,145</b>	<b>\$68,201</b>	<b>-14.62%</b>
30840001	530014 Refuse Disposal	401	1,736	1,736	1,794	3.34%
30840001	530064 Copy Machine Services	0	500	500	500	0.00%
30840001	530111 Professional Services	1,870	39,640	21,500	29,000	-26.84%
30840001	532000 Telephone	547	2,952	1,990	1,992	-32.52%
30840001	532004 Electricity	7,335	13,200	33,000	35,400	168.18%
30840001	532008 Natural Gas	120	15,600	15,600	16,500	5.77%
30840001	532010 Wastewater Fees	0	2,296	2,296	2,151	-6.32%
30840001	532012 Water Fees	235	3,000	2,000	1,800	-40.00%
30840001	534020 Maintenance Of Buildings	395	2,500	2,500	2,500	0.00%
30840001	538028 Rents	0	6,000	2,000	2,000	-66.67%
30840001	560010 Insurance	0	5,500	5,113	5,522	0.40%
<b>30840001</b>	<b>Subtotal Services</b>	<b>\$10,904</b>	<b>\$92,924</b>	<b>\$88,235</b>	<b>\$99,159</b>	<b>6.71%</b>
30840001	540012 Office Materials & Supplies	242	500	500	500	0.00%
30840001	540014 Janitorial Materials & Supp	1,248	1,865	1,865	1,865	0.00%
30840001	540016 Rec Materials & Supplies	777	13,050	8,000	7,200	-44.83%
30840001	540018 Elect Materials & Supplies	0	250	250	250	0.00%
30840001	540026 Bldg & Const Materials & Supp	346	600	600	800	33.33%
30840001	540036 Equipment & Machine Parts	283	300	100	300	0.00%
30840001	540038 Uniforms And Other Clothing	952	1,000	500	500	-50.00%
30840001	540058 Safety Related Mat & Supp	1,184	250	250	250	0.00%
30840001	580100 Miscellaneous Expenses	1,704	1,750	1,590	1,750	0.00%
<b>30840001</b>	<b>Subtotal Commodities</b>	<b>\$6,735</b>	<b>\$19,565</b>	<b>\$13,655</b>	<b>\$13,415</b>	<b>-31.43%</b>
30442040	530044 Non-Major Technology Reserve	0	913	913	913	0.00%
30840001	550004 Office Equipment	1,149	1,000	800	1,000	0.00%
30840001	550016 Janitorial Equipment	1,279	1,500	1,500	1,500	0.00%
30840001	550018 Recreational Equipment	998	0	0	600	0.00%
<b>30840001</b>	<b>Subtotal Capital Outlay</b>	<b>\$3,426</b>	<b>\$3,413</b>	<b>\$3,213</b>	<b>\$4,013</b>	<b>17.58%</b>
<b>30840001</b>	<b>Total Community Rec Center</b>	<b>\$64,771</b>	<b>\$457,024</b>	<b>\$429,767</b>	<b>\$459,763</b>	<b>0.60%</b>

# Community Recreation Center Fund (0308), *continued*



## FY 2018-2019 Revenue Statement

308	Community Recreation Center	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
30840001	431115 Rental Income	\$50	\$22,213	\$22,213	\$22,213	0.00%
30840001	440218 Athletic Program Revenues	2,224	115,900	98,465	112,400	0.00%
30840001	460010 Investment Income	0	0	150	150	0.00%
30840001	490101 General Fund Transfer	171,733	308,911	308,911	315,000	1.97%
30840001	499060 Designated Fund Balance	0	10,000	10,000	10,000	0.00%
<b>308</b>	<b>Total Community Rec Center Revenues</b>	<b>\$174,007</b>	<b>\$457,024</b>	<b>\$439,739</b>	<b>\$459,763</b>	<b>0.60%</b>
308	Total Community Rec Center Expenditures	\$64,771	\$457,024	\$429,767	\$459,763	
<b>308</b>	<b>Income Over (Under) Expenditures</b>	<b>\$109,236</b>	<b>\$0</b>	<b>\$9,972</b>	<b>\$0</b>	



**TAB 16**  
**DEBT SERVICE FUND**

Debt Service ..... 16 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Mission Statement

The Debt Service Fund is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town and in accordance with the Town’s charter.

## Functions

- Major capital projects for the Town and School are financed through the sale of bonds and initiated through the six-year Capital Improvement Program and administered through the Capital Projects Fund after a thorough review of the project(s)
- Used to manage the Town’s long-term debt
- Bonds are structured using level principal methodology and a rapid payback period
- Ensure the maturity of issued bonds do not exceed the life expectancy of the asset
- On average, the Town maintains an 80% retirement rate on its outstanding debt over a ten year period, however, due to the most recent bond issuance, that target will be difficult to meet
- 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 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Issue debt consistent with the public commitment to meet infrastructure needs through the Town's Capital Improvement Program	CE / BDFM
Maintain or Improve the Town's bond rating	CE
Debt Affordability to taxpayer	BDFM
Maintain appropriate level of retirement of debt based on bond rating agencies (50% preferred, above 70% is strong)	BDFM

## FY 2018-2019 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



Specific Performance Measurements

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
Legal Debt Margin**	0.22%	0.30%	0.25%	BDFM
Top 10 Tax Payers % of Tax Base	3.68%	3.76%	3.75%	BDFM
Net Debt as a % of operating revenues**	2.37%	2.61%	2.54%	BDFM
% of Debt Retired within Ten Years	>74%	>79%	>68%	BDFM
Net Debt Per Capita	\$286	\$408	\$348	BDFM
Outstanding Long-Term Debt	\$8,757,000	12,495,000	\$10,653,000	CE / BDFM

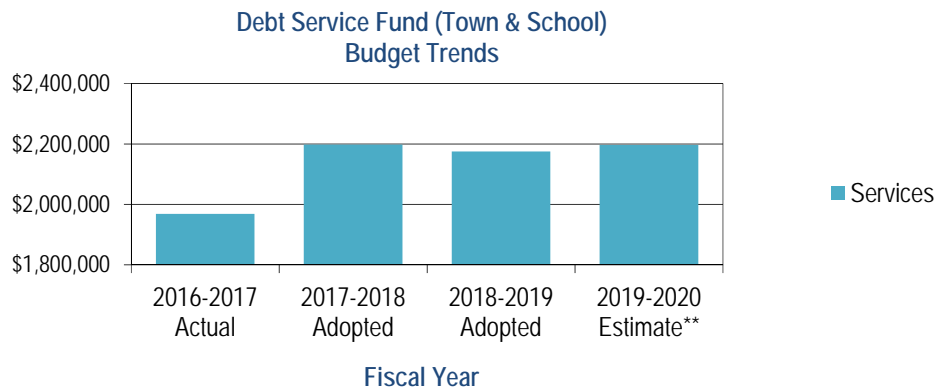
\*The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base

+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 2018-2019 Funding Comparison

Debt Service Fund (Town & School)	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$1,968,434	\$2,197,803	\$1,972,487	\$2,174,958	(\$22,845)
Subtotal Operating Expenditures	\$1,968,434	\$2,197,803	\$1,972,487	\$2,174,958	(\$22,845)
Total Expenditures	\$1,968,434	\$2,197,803	\$1,972,487	\$2,174,958	(\$22,845)



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## Debt Service Fund (0400), *continued*



### FY 2018-2019 Expenditure Statements

40090001	Education Debt Service		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
40090001	589000	Bank Fees	\$640	\$1,000	\$1,000	\$1,000	0.00%
40090001	589010	Debt - Principal	1,082,993	1,112,536	1,062,536	1,010,648	-9.16%
40090001	589012	Debt - Interest	143,894	159,386	132,145	123,203	-22.70%
40090001	Subtotal Services		\$1,227,528	\$1,272,922	\$1,195,681	\$1,134,851	-10.85%
40090001	Total Education Debt Service		\$1,227,528	\$1,272,922	\$1,195,681	\$1,134,851	-10.85%

40090003	Town Debt Service		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
40090003	589000	Bank Fees	\$360	\$600	\$600	\$600	0.00%
40090003	589010	Debt - Principal	627,007	659,464	619,464	831,353	26.06%
40090003	589012	Debt - Interest	113,540	264,817	156,742	208,154	-21.40%
40090003	Subtotal Services		\$740,906	\$924,881	\$776,806	\$1,040,107	12.46%
40090003	Total Town Debt Service		\$740,906	\$924,881	\$776,806	\$1,040,107	12.46%

Total Debt Service Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
40090001	Subtotal Education Debt Service	\$1,227,528	\$1,272,922	\$1,195,681	\$1,134,851	-10.85%
40090003	Subtotal Town Debt Service	740,906	924,881	776,806	1,040,107	12.46%
Total Debt Service Program		\$1,968,434	\$2,197,803	\$1,972,487	\$2,174,958	-1.04%

## Debt Service Fund (0400), *continued*



### FY 2018-2019 Revenue Statement

400	Debt Service	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
40000000	490101 General Fund Transfer	\$1,200,000	\$1,093,643	\$1,093,643	\$1,100,000	0.58%
40000000	499060 Designated Fund Balance	0	105,823	105,823	107,227	0.00%
40090001	420013 School Housing Aid	561,934	585,934	556,530	523,643	-10.63%
40090001	490330 South Road Reserve	9,519	9,187	9,187	0	-100.00%
40090001	490402 Fair Share Development - Education	80,000	75,000	75,000	75,000	0.00%
40090003	490404 Open Space Reserve	225,000	225,000	225,000	250,000	11.11%
40090003	490499 Fair Share Development - Recreation	107,086	103,216	103,216	119,088	15.38%
<b>400</b>	<b>Total Debt Service Revenues</b>	<b>\$2,183,539</b>	<b>\$2,197,803</b>	<b>\$2,168,399</b>	<b>\$2,174,958</b>	<b>-1.04%</b>
400	Total Debt Service Expenditures	\$1,968,434	\$2,197,803	\$1,972,487	\$2,174,958	
<b>400</b>	<b>Income Over (Under) Expenditures</b>	<b>\$215,105</b>	<b>\$0</b>	<b>\$195,912</b>	<b>\$0</b>	



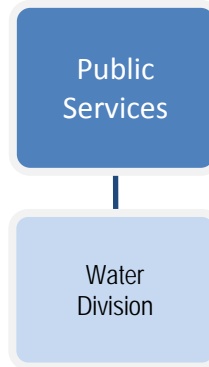
**TAB 17**  
**WATER ENTERPRISE FUND**

Water ..... 17 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



**Organizational Chart**



**Mission Statement**

The mission of the Water Division, under the Department of Public Services, is to provide continuous municipal water which meets or exceeds requirements of the USEPA Safe Drinking Water Act for the South Shore and Middlebridge water systems, for both domestic use and fire protection.

**General Explanation & Work Program**

The Water Enterprise Fund was established in 1975. The Town’s Water Division is comprised of the South Shore and Middlebridge water systems. The South Shore system services the southerly portion of Town from the Charlestown town line to East Matunuck, south of US Route 1, 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.

**WHOLESALE WATER PURCHASE**

The Water Division currently purchases wholesale water from Suez Water RI (formerly known as United Water RI), for the Town’s two water systems, South Shore and Middlebridge. The purchase agreement for the South Shore system began in 2002, when it was determined that the South Shore well field needed a water filtration plant and it was found that purchasing water would be a more economical means of providing water. A permanent interconnection between the South Shore system and Suez Water RI was completed and fully operational in August 2005. The Water Division continues to maintain the South Shore well field in active status until such time that a water filtration plant can be funded and constructed. As Suez Water RI provides pH and corrosion control adjusted water, the South Shore and Middlebridge water systems comply with the USEPA Safe Drinking Water Act lead and copper rule. As such, reduced lead and copper sampling protocols are in effect for both water systems on a three year cycle.

A summary of past rate increases granted by the Public Utilities Commission (PUC) to United Water 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%



The May 2017 rate increase recovered capital costs associated with Suez’s replacement elevated water tank at the Prout School and various distribution system upgrades. A larger and higher replacement water tank is currently under construction by Suez at the intersection of South Road and Allen Avenue, whereby Suez is expected to file for a rate increase with the RIPUC upon completion of the tank in late spring/ early summer of 2018. A rate increase similar to the May 2014 rate increase is expected. Given the recent significant rate increases by Suez, the Water Division will need to evaluate the cost to construct and operate a water filtration plant for its South Shore water system in comparison to the cost of continued wholesale water purchase.

### WATER DISTRIBUTION SYSTEM

The Town’s water pumping and distribution system that is used to provide water purchased through United Water to the South Shore and Middlebridge water systems remains in good operating condition due to continued proactive maintenance by Water Division personnel. As a result of higher than expected unaccounted for water readings, the Water Division contracted with Matchpoint, Inc. in the Spring of 2017 for comprehensive system-wide leak detection services. However, no leaks were found in either the South Shore or Middlebridge water systems. Further, Suez Water – RI calibrated all three of their wholesale water meters in June 2017. Given the fact that no leaks were found, leak detection and elimination continues to be a challenging and ongoing effort to ensure water is used efficiently and in compliance with State regulatory requirements.

### 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, 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.

## 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 for customer leak detection purposes
- Biannual fire hydrant flushing and operations check

## Water Enterprise Fund (0702), *continued*



- Distribution system leak detection and elimination efforts
- Respond to water customer inquiries and complaints
- Oversee Cross Connection Control Plan (CCCP) compliance
- Perform water utility inspections for new customers
- Perform 'turn-on & turn-off' services on an as-need basis
- Assist other Town departments on an as need basis with support services

### FY 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Install flow control valve at Cards Pond Road booster station	PCSF
Read all water meters within both water systems each month for customer leak detection purposes	PCSF
Continue ongoing distribution system leak detection and repair efforts	SENR
Maintain 'unaccounted for' water level for both Middlebridge and South Shore water systems below State goal of 10%	SENR
Continue water quality testing to ensure water meets or exceeds requirements	SENR
File as Intervener with RI PUC for anticipated United Water (SUEZ) water rate increase	PCSF

### FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Remain vigilant to minimize unaccounted for water and maintain the Town's 'unaccounted for' water level below 10% State goal	SENR
Ensure adequate disinfection levels in westerly section of South Shore distribution system	PCSF
Ensure continued compliance with Cross Connection Control Plan (CCCP)	PCSF
Prepare RFP for system-wide water meter replacement program	PCSF

### 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 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
South Shore purchased water	16,272,431	16,252,248	16,352,706	PCSF
Middlebridge purchased water	2,126,204	2,471,286	2,375,735	PCSF
<b>Total Purchased Water ft<sup>3</sup></b>	<b>18,398,635</b>	<b>18,723,534</b>	<b>18,728,441</b>	<b>PCSF</b>
South Shore water sales	14,338,384	13,843,026	13,843,026	PCSF
Middlebridge water sales	1,696,476	1,697,595	1,697,595	PCSF
<b>Total Water Sales ft<sup>3</sup></b>	<b>16,034,860</b>	<b>15,540,621</b>	<b>15,540,621</b>	<b>PCSF</b>
South Shore water accounts	2,523	2,530	2,539	PCSF
Middlebridge water accounts	287	287	287	PCSF
Combined Water Accounts	2,810	2,817	2,826	PCSF
Additional Units	603	603	603	PCSF
<b>Total Water Units</b>	<b>3,413</b>	<b>3,420</b>	<b>3,429</b>	<b>PCSF</b>

## Water Enterprise Fund (0702), *continued*



A summary of water user rates and income generated is as follows:

User Rates	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Min in Advance/Qtr (w/ 1,250 ft <sup>3</sup> allowance)	\$48	\$48	\$48	BDFM
Additional Unit charge per quarter	\$22	\$22	\$22	BDFM
Excess Charge 1 <sup>st</sup> Step per 100 ft <sup>3</sup> (1,251-2,500)	\$3.25	\$3.25	\$3.25	BDFM
Excess Charge 2 <sup>nd</sup> Step (over 2,501)	\$3.75	\$3.75	\$3.75	BDFM

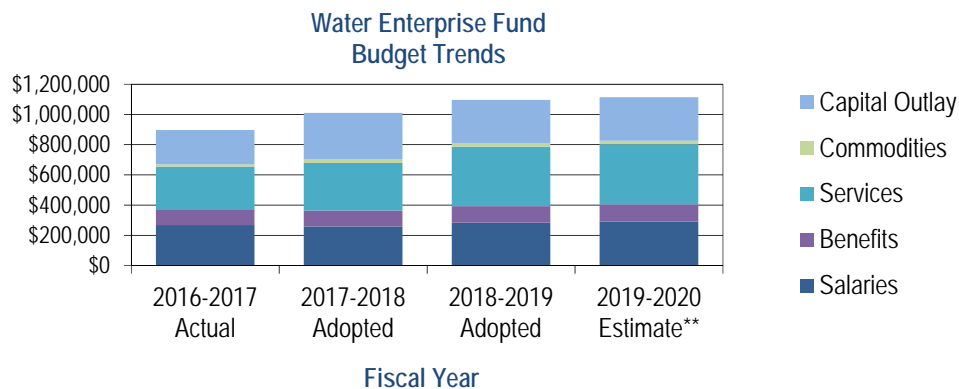
  

Revenue Summary	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Excess Revenue 1 <sup>st</sup> Step	\$102,164	\$98,031	\$98,027	BDFM
Excess Revenue 2 <sup>nd</sup> Step	\$150,982	\$139,187	\$139,187	BDFM
Combined Excess Revenue	\$253,146	\$237,218	\$237,214	BDFM
Minimum Revenue	\$609,432	\$611,876	\$613,268	BDFM
<b>Total Revenue</b>	<b>\$862,578</b>	<b>\$849,094</b>	<b>\$850,482</b>	<b>BDFM</b>

### FY 2018-2019 Funding Comparison

Water Enterprise Fund	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	2.70	2.70	2.70	2.70	0.00
Salaries	\$267,334	\$258,184	\$257,784	\$283,721	\$25,537
Benefits	99,334	105,098	104,644	108,928	3,830
<b>Subtotal Personnel Expenditures*</b>	<b>\$366,668</b>	<b>\$363,282</b>	<b>\$362,428</b>	<b>\$392,649</b>	<b>\$29,367</b>
Services	\$287,223	\$315,648	\$305,937	\$394,344	\$78,696
Commodities	15,367	22,653	17,990	23,785	1,132
Capital Outlay/Depreciation	226,953	308,557	307,002	285,000	(23,557)
<b>Subtotal Operating Expenditures</b>	<b>\$529,543</b>	<b>\$646,858</b>	<b>\$630,929</b>	<b>\$703,129</b>	<b>\$56,271</b>
<b>Total Expenditures</b>	<b>\$896,211</b>	<b>\$1,010,140</b>	<b>\$993,357</b>	<b>\$1,095,778</b>	<b>\$85,638</b>

\*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 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

# Water Enterprise Fund (0702), *continued*



## FY 2018-2019 Expenditure Statements

70294100	Water Enterprise Fund Source of Supply		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294100	530072	Analysis Of Wells	\$4,656	\$9,235	\$9,500	\$7,045	-23.71%
70294100	532020	Purchased Water - Middlebridge	24,680	25,967	28,526	37,896	45.94%
70294100	532022	Purchased Water - South Shore	181,359	184,579	181,135	251,511	36.26%
70294100	534022	Maintenance Of Public Wells	0	100	80	100	0.00%
<b>70294100</b>		<b>Subtotal Services</b>	<b>\$210,695</b>	<b>\$219,881</b>	<b>\$219,241</b>	<b>\$296,552</b>	<b>34.87%</b>
<b>70294100</b>		<b>Total Source Of Supply</b>	<b>\$210,695</b>	<b>\$219,881</b>	<b>\$219,241</b>	<b>\$296,552</b>	<b>34.87%</b>

70294200	Water Enterprise Fund Pumping Expenses		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294200	530014	Refuse Disposal	\$138	\$138	\$138	\$145	5.07%
70294200	532000	Telephone	220	1,007	1,238	1,261	25.22%
70294200	532002	Fuel - Oil	1,287	950	900	980	3.16%
70294200	532004	Electricity	10,603	9,745	10,582	10,987	12.74%
70294200	532016	Telemetry	229	396	380	220	-44.44%
70294200	534024	Maintenance Of Pump Stations	1,247	1,800	1,700	1,800	0.00%
<b>70294200</b>		<b>Subtotal Services</b>	<b>\$13,725</b>	<b>\$14,036</b>	<b>\$14,938</b>	<b>\$15,393</b>	<b>9.67%</b>
70294200	540024	Chemicals And Gases	412	3,600	1,800	3,100	-13.89%
70294200	540056	Pumping Materials & Supplies	349	300	300	400	33.33%
<b>70294200</b>		<b>Subtotal Commodities</b>	<b>\$760</b>	<b>\$3,900</b>	<b>\$2,100</b>	<b>\$3,500</b>	<b>-10.26%</b>
<b>70294200</b>		<b>Total Pumping Expenses</b>	<b>\$14,485</b>	<b>\$17,936</b>	<b>\$17,038</b>	<b>\$18,893</b>	<b>5.34%</b>

70294400	Water Enterprise Fund Transmission & Distribution		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294400	534026	Maintenance Of Elevated Tanks	\$12,383	\$11,000	\$11,400	\$11,000	0.00%
70294400	534028	Maintenance Of Mains	2,899	8,000	4,500	8,000	0.00%
70294400	534030	Maintenance Of Water Services	7,652	13,000	12,000	13,000	0.00%
70294400	534032	Maintenance Of Water Meters	4,858	7,900	6,000	7,650	-3.16%
70294400	534034	Maintenance Of Hydrants	3,469	4,800	2,500	4,200	-12.50%
<b>70294400</b>		<b>Subtotal Services</b>	<b>\$31,261</b>	<b>\$44,700</b>	<b>\$36,400</b>	<b>\$43,850</b>	<b>-1.90%</b>
70294400	540010	General Materials & Supplies	0	100	90	100	0.00%
<b>70294400</b>		<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$100</b>	<b>\$90</b>	<b>\$100</b>	<b>0.00%</b>
<b>70294400</b>		<b>Total Transmission &amp; Distribution</b>	<b>\$31,261</b>	<b>\$44,800</b>	<b>\$36,490</b>	<b>\$43,950</b>	<b>-1.90%</b>

## Water Enterprise Fund (0702), continued



70294600		Water Enterprise Fund Personnel Services	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294600	511001	Full-Time Employees	\$225,660	\$239,494	\$239,494	\$245,808	2.64%
70294600	511004	Overtime	7,420	7,700	7,300	7,800	1.30%
70294600	511005	Retirement/Vacation Reimb.	2,119	3,185	3,185	22,143	595.23%
70294600	511006	Longevity	6,980	7,805	7,805	7,970	2.11%
<b>70294600</b>		<b>Subtotal Wages</b>	<b>\$242,179</b>	<b>\$258,184</b>	<b>\$257,784</b>	<b>\$283,721</b>	<b>9.89%</b>
70294600	522250	FICA	17,587	18,507	18,507	19,318	4.38%
70294600	522300	Municipal Employees Retirement	29,230	30,357	28,994	31,119	2.51%
70294600	522301	Retirement - Defined Contribution	17	0	1,363	1,487	0.00%
70294600	522818	Medical Insur-Active Employees	41,448	44,583	44,583	43,097	-3.33%
70294600	522820	Medical Insur-Retirees	1,163	1,013	1,013	825	-18.56%
70294600	522822	Dental Insur-Active Employees	2,936	3,018	3,018	3,172	5.10%
70294600	522840	Insurance Buyback	301	300	300	2,300	666.67%
70294600	522850	Life Insurance	121	125	125	126	0.80%
70294600	529900	Worker's Compensation	6,531	7,195	6,741	7,484	4.02%
<b>70294600</b>		<b>Subtotal Benefits</b>	<b>\$99,334</b>	<b>\$105,098</b>	<b>\$104,644</b>	<b>\$108,928</b>	<b>3.64%</b>
<b>70294600</b>		<b>Total Personnel Services</b>	<b>\$341,512</b>	<b>\$363,282</b>	<b>\$362,428</b>	<b>\$392,649</b>	<b>8.08%</b>

70294700		Water Enterprise Fund Admin & General Expense	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294700	511009	Vac & Sick Pay Accrued Exp	25,156	0	0	0	0.00%
<b>70294700</b>		<b>Subtotal Wages</b>	<b>\$25,156</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
70294700	530020	Miscellaneous Services	1,175	1,010	1,010	1,032	2.18%
70294700	530066	Internet Access	19	480	480	490	2.08%
70294700	532000	Telephone	38	0	0	0	0.00%
70294700	532004	Electricity	1,015	1,078	991	924	-14.29%
70294700	532008	Natural Gas	234	405	347	367	-9.38%
70294700	532010	Wastewater Fees	24	24	26	26	8.33%
70294700	532012	Water Fees	52	56	56	101	80.36%
70294700	534012	Maintenance Of Comm Equip.	0	200	180	200	0.00%
70294700	534016	Computer/Software Maintenance	7,321	6,058	6,057	5,556	-8.29%
70294700	534020	Maintenance Of Buildings	682	700	600	700	0.00%
70294700	538020	Postage	5,930	5,200	5,200	6,100	17.31%
70294700	538022	Printing Expenses	0	5,100	5,100	6,517	27.78%
70294700	560010	Insurance	15,052	16,720	15,311	16,536	-1.10%
<b>70294700</b>		<b>Subtotal Services</b>	<b>\$31,542</b>	<b>\$37,031</b>	<b>\$35,358</b>	<b>\$38,549</b>	<b>4.10%</b>
70294700	540010	General Materials & Supplies	365	750	700	750	0.00%
70294700	540012	Office Materials & Supplies	1,079	2,600	2,600	2,500	-3.85%
70294700	540060	Vehicle Operation	7,506	7,303	5,000	8,935	22.35%
70294700	580100	Miscellaneous Expenses	5,657	8,000	7,500	8,000	0.00%
<b>70294700</b>		<b>Subtotal Commodities</b>	<b>\$14,607</b>	<b>\$18,653</b>	<b>\$15,800</b>	<b>\$20,185</b>	<b>8.21%</b>
70294700	530044	Non-Major Technology Reserve	0	1,000	1,000	1,000	0.00%
<b>70294700</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>0.00%</b>
<b>70294700</b>		<b>Total Admin &amp; General Expense</b>	<b>\$71,304</b>	<b>\$56,684</b>	<b>\$52,158</b>	<b>\$59,734</b>	<b>5.38%</b>

## Water Enterprise Fund (0702), *continued*



70294800	Water Enterprise Fund Other Expenses		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294800	570002	Capital Improvements	\$18,780	\$109,000	\$107,445	\$79,000	-27.52%
70294800	570902	Depreciation	208,172	198,557	198,557	205,000	3.24%
<b>70294800</b>		<b>Subtotal Capital Outlay</b>	<b>\$226,953</b>	<b>\$307,557</b>	<b>\$306,002</b>	<b>\$284,000</b>	<b>-7.66%</b>
<b>70294800</b>		<b>Total Other Expenses</b>	<b>\$226,953</b>	<b>\$307,557</b>	<b>\$306,002</b>	<b>\$284,000</b>	<b>-7.66%</b>

	Total Water Enterprise Fund	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294100	Subtotal Source of Supply	\$210,695	\$219,881	\$219,241	\$296,552	34.87%
70294200	Subtotal Pumping Expenses	14,485	17,936	17,038	18,893	5.34%
70294400	Subtotal Transmission & Distribution	31,261	44,800	36,490	43,950	-1.90%
70294600	Subtotal Personnel Services	341,512	363,282	362,428	392,649	8.08%
70294700	Subtotal Admin & General Expense	71,304	56,684	52,158	59,734	5.38%
70294800	Subtotal Other Expenses	226,953	307,557	306,002	284,000	-7.66%
	<b>Total Water Enterprise Fund</b>	<b>\$896,211</b>	<b>\$1,010,140</b>	<b>\$993,357</b>	<b>\$1,095,778</b>	<b>8.48%</b>

## Water Enterprise Fund (0702), *continued*



### FY 2018-2019 Revenue Statement

702	Water Enterprise Fund Description	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70294000 417450	Metered Sales - Domestic	\$864,180	\$889,658	\$851,355	\$852,741	-4.15%
70294000 417550	Forfeited Disc & Penalties	6,525	4,800	4,800	5,500	14.58%
70294000 430170	Rental of Town Properties	259,526	266,739	266,739	269,144	0.90%
70294000 440460	Special Services - Turn off/On	1,729	1,830	1,830	1,800	-1.64%
70294000 460010	Investment Income	16,716	5,000	5,000	10,000	100.00%
70294000 470010	Miscellaneous Income	7,960	8,587	7,960	2,500	-70.89%
70294000 470080	State of RI Water Protection	3,031	2,395	2,150	2,150	-10.23%
<b>702</b>	<b>Total Water Enterprise Fund Revenues</b>	<b>\$1,159,666</b>	<b>\$1,179,009</b>	<b>\$1,139,834</b>	<b>\$1,143,835</b>	<b>-2.98%</b>
702	Total Water Enterprise Fund Expenditures	\$896,211	\$1,010,140	\$993,357	\$1,095,778	
<b>702</b>	<b>Income Over (Under) Expenditures</b>	<b>\$263,456</b>	<b>\$168,869</b>	<b>\$146,477</b>	<b>\$48,057</b>	



**TAB 18**  
**WASTEWATER ENTERPRISE FUND**

Wastewater..... 18 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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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

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### REGIONAL WASTEWATER TREATMENT FACILITY

The Wastewater Division operates and maintains a wastewater treatment facility (WWTF) located on Westmoreland Street in Narragansett that services portions of South Kingstown and its regional partners, the Town of Narragansett and the University of Rhode Island (URI). The facility receives septage from outlying areas, and conventional wastewater via the Town’s municipal gravity collection system and twelve pump stations. Dewatered sludge is either incinerated at the Synagro Woonsocket Incinerator or transported and disposed of at the RI Resource Recovery Corporation (RIRRC) Central Landfill facility located in Johnson. The Division strives to protect the environment by providing optimum treatment of influent into the plant, which results in an excellent quality of effluent.

The regional WWTF design treatment capacity is 5.0 Million Gallons per Day (MGD), whereby the average wastewater volume processed continues to be about 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 continue to occur. Given the complexity and engineering required for these projects, many will be funded over multiple years in order to reserve necessary project funds and complete necessary design plans and bid specifications. As regional partners, The Town of Narragansett and URI have been advised



of the updated project schedule and projected costs. As each project is bid, updated costs 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 (OSWM) inspection program adopted by the Town Council in 2001, and oversight of all the remaining cesspools and On-site Wastewater Treatment Systems (OWTS), formerly known as ISDS, in Town. The goal of the 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 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.

Beginning in the Fall of 2017, the OWM program implemented a web-based (a/k/a - "Carmody") on-line inspection portal for licensed OWTS inspectors to enter OWTS inspection data. The OWM program will review the web-based system over the course of the upcoming year to determine if any program changes are in order.

### Functions

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

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

Serving as the managing regional partner of the South Kingstown Regional Wastewater Treatment Facility (WWTF) for the regional partners Towns of South Kingstown and Narragansett, and the University of Rhode Island (URI) and managing the Town's On-Site Wastewater Management (OSWM) program, the functions of the Wastewater Division include, but are not limited to the following:

### REGIONAL WASTEWATER TREATMENT FACILITY

- Treatment of influent wastewater that meets or exceeds RIPDES permit requirements
- 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

## Wastewater Enterprise Fund (0704), *continued*



### ON-SITE WASTEWATER MANAGEMENT (OSWM) PROGRAM

- Mailing inspection and septic pumping notices to property owners with an OWTS
- Providing public outreach to assist property owners in property OWTS maintenance, repairs, and replacement
- Coordinate the Town's Community Septic System Loan Program (CSSLP) with the Finance Department and the Rhode Island Mortgage Finance Corporation (RIMFCA)
- Record Notice of Violations (NOVs) for failure to inspect or failure to repair an OWTS
- Release existing NOVs once NOVs are satisfied

### FY 2017-2018 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 as needed	PCSF
Record NOVs as needed for failure to inspect or repair an OWTS	SENR
Continue to evaluate new web-based monitoring software program at pumping stations	CE
Evaluate new web-based software program for OWTS inspection and management	PCSF

### FY 2018-2019 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
Evaluate new web-based program implementation 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



**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Obj's
South Kingstown annual flow (MG)	319.05	327.47	328.0	PCSF
Narragansett annual flow (MG)	412.82	405.52	406.0	PCSF
URI annual flow (MG)	169.35	171.02	172.0	PCSF
WWTF combined annual flow (MG)	901.22	904.01	906.0	PCSF
WWTF max capacity (MGD)	5.0	5.0	5.0	PCSF
WWTF 3 month max capacity (MG)	456.25	456.25	456.25	PCSF
% of WWTF max capacity - average of highest 3 months	65.51%	60.87%	64.00%	PCSF
Suspended Solids (SS) efficiency (mg/l)	95.7%	96.0%	96.0%	PCSF
Treated Septage (gals)	3,938,240	4,050,000	4,100,000	PCSF
Biological Oxygen Demand (BOD) efficiency (mg/l)	95.7%	96.0%	96.0%	PCSF
Accounts (SK only)	3,814	3,821	3,831	PCSF
Units (SK only)	5,689	5,706	5,716	PCSF
Minimum annual user fee*	\$240	\$255	\$280	BDFM
Excess user fee (per 100 ft <sup>3</sup> )	\$3.25	\$3.40	\$3.80	BDFM

*\*Minimum user fee provides a single family home an annual allowance of 10,000 ft<sup>3</sup> of consumption*

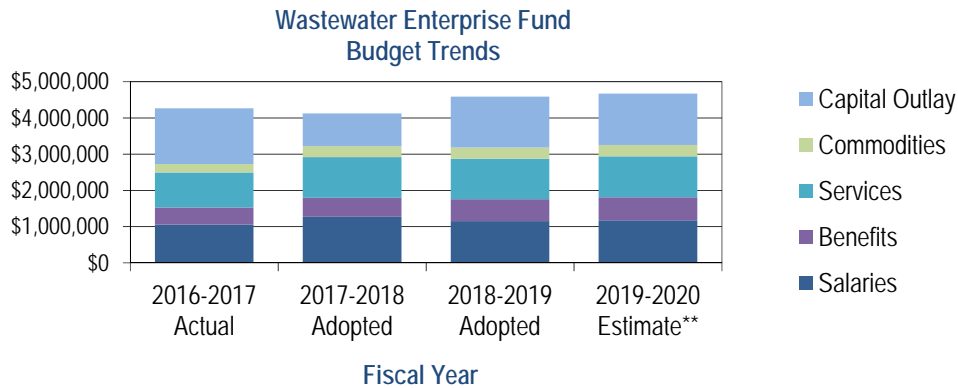
# Wastewater Enterprise Fund (0704), *continued*



## FY 2018-2019 Funding Comparison

Wastewater Enterprise Fund	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	15.35	15.35	15.35	16.35	1.00
Salaries	\$1,053,310	\$1,272,412	\$1,127,389	\$1,152,491	(\$119,921)
Benefits	474,380	521,327	522,667	603,758	82,431
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,527,690</b>	<b>\$1,793,739</b>	<b>\$1,650,056</b>	<b>\$1,756,249</b>	<b>(\$37,490)</b>
Services	\$966,589	\$1,125,423	\$1,102,299	\$1,116,562	(\$8,861)
Commodities	232,320	304,809	276,847	310,844	6,035
Capital Outlay/Depreciation	1,538,596	899,345	880,853	1,404,209	504,864
<b>Subtotal Operating Expenditures</b>	<b>\$2,737,505</b>	<b>\$2,329,577</b>	<b>\$2,259,999</b>	<b>\$2,831,615</b>	<b>\$502,038</b>
<b>Total Expenditures</b>	<b>\$4,265,195</b>	<b>\$4,123,316</b>	<b>\$3,910,055</b>	<b>\$4,587,864</b>	<b>\$464,548</b>

\*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. It is noted that the Department's FTE is increased by 1.0 FTE as within FY 2018-2019 the hiring of a full time Electrician in the Wastewater Division has been budgeted effective July 1, 2018.



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

# Wastewater Enterprise Fund (0704), *continued*



## FY 2018-2019 Expenditure Statements

70492010	Wastewater Enterprise Fund Wastewater General Treatment		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492010	511001	Full-Time Employees	\$311,148	\$342,047	\$342,047	\$351,464	2.75%
70492010	511004	Overtime	18,989	15,141	9,500	15,249	0.71%
70492010	511005	Retirement/Vacation Reimb.	14,289	109,352	14,883	12,684	-88.40%
70492010	511006	Longevity	8,198	7,750	7,493	7,029	-9.30%
<b>70492010</b>		<b>Subtotal Wages</b>	<b>\$352,623</b>	<b>\$474,290</b>	<b>\$373,923</b>	<b>\$386,426</b>	<b>-18.53%</b>
70492010	522250	FICA	26,159	26,906	26,906	27,330	1.58%
70492010	522300	Municipal Employees Retirement	39,692	42,403	39,243	42,187	-0.51%
70492010	522301	Retirement - Defined Contribution	51	0	3,160	3,416	0.00%
70492010	522818	Medical Insur-Active Employees	53,852	61,429	61,429	74,900	21.93%
70492010	522820	Medical Insur-Retirees	0	825	825	825	0.00%
70492010	522822	Dental Insur-Active Employees	4,374	4,678	4,678	5,288	13.04%
70492010	522840	Insurance Buyback	1,936	2,160	2,160	1,500	-30.56%
70492010	522850	Life Insurance	189	208	208	202	-2.88%
70492010	529900	Worker's Compensation	9,414	10,358	10,823	12,014	15.99%
<b>70492010</b>		<b>Subtotal Benefits</b>	<b>\$135,668</b>	<b>\$148,967</b>	<b>\$149,432</b>	<b>\$167,662</b>	<b>12.55%</b>
70492010	530014	Refuse Disposal	958	958	958	1,006	5.01%
70492010	530030	Laboratory	30,961	35,200	35,000	35,300	0.28%
70492010	532000	Telephone	2,741	2,991	3,096	3,189	6.62%
70492010	532002	Fuel - Oil	0	1,189	1,336	1,402	17.91%
70492010	532004	Electricity	160,449	152,000	160,941	151,000	-0.66%
70492010	532008	Natural Gas	27,711	38,404	35,280	35,000	-8.86%
70492010	532012	Water Fees	4,842	6,489	4,600	5,953	-8.26%
70492010	534016	Computer/Software Maintenance	1,189	1,235	1,235	1,294	4.78%
70492010	560010	Insurance	35,286	38,815	35,854	38,722	-0.24%
<b>70492010</b>		<b>Subtotal Services</b>	<b>\$264,137</b>	<b>\$277,281</b>	<b>\$278,300</b>	<b>\$272,866</b>	<b>-1.59%</b>
70492010	540010	General Materials & Supplies	53,380	64,487	62,000	66,414	2.99%
70492010	540024	Chemicals And Gases	56,815	54,022	54,470	58,754	8.76%
70492010	540060	Vehicle Operation	699	3,155	2,000	2,115	-32.96%
<b>70492010</b>		<b>Subtotal Commodities</b>	<b>\$110,895</b>	<b>\$121,664</b>	<b>\$118,470</b>	<b>\$127,283</b>	<b>4.62%</b>
70492010	530044	Non-Major Technology Reserve	0	1,620	1,620	1,420	-12.35%
<b>70492010</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$1,620</b>	<b>\$1,620</b>	<b>\$1,420</b>	<b>-12.35%</b>
<b>70492010</b>		<b>Total Wastewater General Treatment</b>	<b>\$863,323</b>	<b>\$1,023,822</b>	<b>\$921,745</b>	<b>\$955,657</b>	<b>-6.66%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492020	Wastewater Enterprise Fund Sludge Process & Disposal		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492020	511001	Full-Time Employees	\$254,112	\$282,978	\$282,978	\$290,592	2.69%
70492020	511004	Overtime	17,993	15,141	9,500	15,249	0.71%
70492020	511005	Retirement/Vacation Reimb.	0	34,059	14,883	9,236	-72.88%
70492020	511006	Longevity	7,460	6,857	7,063	6,017	-12.25%
<b>70492020</b>		<b>Subtotal Wages</b>	<b>\$279,565</b>	<b>\$339,035</b>	<b>\$314,424</b>	<b>\$321,094</b>	<b>-5.29%</b>
70492020	522250	FICA	20,565	22,345	22,345	22,607	1.17%
70492020	522300	Municipal Employees Retirement	32,515	35,177	32,515	34,912	-0.75%
70492020	522301	Retirement - Defined Contribution	42	0	2,662	2,904	0.00%
70492020	522818	Medical Insur-Active Employees	50,453	57,854	57,854	70,861	22.48%
70492020	522820	Medical Insur-Retirees	0	358	358	358	-0.14%
70492020	522822	Dental Insur-Active Employees	3,727	4,033	4,033	4,593	13.89%
70492020	522840	Insurance Buyback	1,082	1,310	1,310	650	-50.38%
70492020	522850	Life Insurance	165	183	183	185	1.09%
70492020	529900	Worker's Compensation	8,312	9,143	9,623	10,684	16.85%
<b>70492020</b>		<b>Subtotal Benefits</b>	<b>\$116,861</b>	<b>\$130,403</b>	<b>\$130,883</b>	<b>\$147,754</b>	<b>13.31%</b>
70492020	530068	Central Facility Tipping	402,020	532,369	513,065	535,998	0.68%
70492020	532002	Fuel - Oil	0	227	220	267	17.62%
70492020	532004	Electricity	30,562	30,092	30,655	28,659	-4.76%
70492020	532008	Natural Gas	4,511	7,315	7,315	7,000	-4.31%
70492020	532012	Water Fees	786	1,236	876	1,134	-8.25%
70492020	560010	Insurance	1,474	1,621	1,560	1,685	3.95%
<b>70492020</b>		<b>Subtotal Services</b>	<b>\$439,352</b>	<b>\$572,860</b>	<b>\$553,691</b>	<b>\$574,743</b>	<b>0.33%</b>
70492020	540010	General Materials & Supplies	11,091	14,950	14,500	14,950	0.00%
70492020	540024	Chemicals And Gases	24,071	46,589	42,777	45,645	-2.03%
70492020	540060	Vehicle Operation	23,597	26,000	25,000	26,775	2.98%
<b>70492020</b>		<b>Subtotal Commodities</b>	<b>\$58,758</b>	<b>\$87,539</b>	<b>\$82,277</b>	<b>\$87,370</b>	<b>-0.19%</b>
<b>70492020</b>		<b>Total Sludge Process &amp; Disposal</b>	<b>\$894,537</b>	<b>\$1,129,837</b>	<b>\$1,081,275</b>	<b>\$1,130,961</b>	<b>0.10%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492030	Wastewater Enterprise Fund Silver Lake Pumping Station		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492030	511001	Full-Time Employees	\$57,740	\$64,598	\$64,598	\$66,324	2.67%
70492030	511004	Overtime	4,362	3,671	2,600	3,697	0.71%
70492030	511005	Retirement/Vacation Reimb.	0	7,590	3,608	2,006	-73.57%
70492030	511006	Longevity	1,759	1,604	1,683	1,390	-13.34%
<b>70492030</b>		<b>Subtotal Wages</b>	<b>\$63,860</b>	<b>\$77,463</b>	<b>\$72,489</b>	<b>\$73,417</b>	<b>-5.22%</b>
70492030	522250	FICA	4,685	5,108	5,108	5,153	0.88%
70492030	522300	Municipal Employees Retirement	7,396	8,038	7,427	7,969	-0.86%
70492030	522301	Retirement - Defined Contribution	10	0	611	671	0.00%
70492030	522818	Medical Insur-Active Employees	12,001	13,781	13,781	16,903	22.65%
70492030	522820	Medical Insur-Retirees	0	55	55	55	0.00%
70492030	522822	Dental Insur-Active Employees	859	935	935	1,063	13.69%
70492030	522840	Insurance Buyback	205	260	260	100	-61.54%
70492030	522850	Life Insurance	38	44	44	46	4.55%
70492030	529900	Worker's Compensation	1,940	2,134	2,254	2,503	17.29%
<b>70492030</b>		<b>Subtotal Benefits</b>	<b>\$27,134</b>	<b>\$30,355</b>	<b>\$30,475</b>	<b>\$34,463</b>	<b>13.53%</b>
70492030	532000	Telephone	624	650	650	639	-1.69%
70492030	532002	Fuel - Oil	0	944	800	1,113	17.90%
70492030	532004	Electricity	89,709	84,780	83,000	80,297	-5.29%
70492030	532008	Natural Gas	1,690	2,260	2,222	2,230	-1.33%
70492030	532012	Water Fees	4,746	6,614	6,182	8,531	28.98%
70492030	560010	Insurance	10,063	11,071	9,956	10,752	-2.88%
<b>70492030</b>		<b>Subtotal Services</b>	<b>\$106,832</b>	<b>\$106,319</b>	<b>\$102,810</b>	<b>\$103,562</b>	<b>-2.59%</b>
70492030	540010	General Materials & Supplies	9,847	10,325	9,300	10,325	0.00%
70492030	540024	Chemicals And Gases	16,992	28,917	21,000	29,556	2.21%
70492030	540060	Vehicle Operation	1,945	2,699	2,100	2,827	4.74%
<b>70492030</b>		<b>Subtotal Commodities</b>	<b>\$28,784</b>	<b>\$41,941</b>	<b>\$32,400</b>	<b>\$42,708</b>	<b>1.83%</b>
<b>70492030</b>		<b>Total Silver Lake Pumping Station</b>	<b>\$226,611</b>	<b>\$256,078</b>	<b>\$238,174</b>	<b>\$254,150</b>	<b>-0.75%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492040		Wastewater Enterprise Fund Kingston Pumping Station	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492040	511001	Full-Time Employees	\$57,740	\$64,598	\$64,598	\$66,324	2.67%
70492040	511004	Overtime	4,362	3,671	2,600	3,697	0.71%
70492040	511005	Retirement/Vacation Reimb.	0	7,590	3,608	2,006	-73.57%
70492040	511006	Longevity	1,759	1,604	1,683	1,390	-13.34%
<b>70492040</b>		<b>Subtotal Wages</b>	<b>\$63,860</b>	<b>\$77,463</b>	<b>\$72,489</b>	<b>\$73,417</b>	<b>-5.22%</b>
70492040	522250	FICA	4,685	5,108	5,108	5,153	0.88%
70492040	522300	Municipal Employees Retirement	7,396	8,038	7,427	7,969	-0.86%
70492040	522301	Retirement - Defined Contribution	10	0	611	671	0.00%
70492040	522818	Medical Insur-Active Employees	12,001	13,781	13,781	16,903	22.65%
70492040	522820	Medical Insur-Retirees	0	55	55	55	0.00%
70492040	522822	Dental Insur-Active Employees	859	935	935	1,063	13.69%
70492040	522840	Insurance Buyback	205	260	260	100	-61.54%
70492040	522850	Life Insurance	38	44	44	46	4.55%
70492040	529900	Worker's Compensation	1,940	2,135	2,254	2,503	17.24%
<b>70492040</b>		<b>Subtotal Benefits</b>	<b>\$27,134</b>	<b>\$30,356</b>	<b>\$30,475</b>	<b>\$34,463</b>	<b>13.53%</b>
70492040	532000	Telephone	394	436	430	427	-2.06%
70492040	532002	Fuel - Oil	0	1,558	900	954	-38.77%
70492040	532004	Electricity	32,443	34,737	33,000	30,907	-11.03%
70492040	532008	Natural Gas	1,159	1,726	1,233	1,423	-17.56%
70492040	532012	Water Fees	979	1,018	1,002	1,009	-0.88%
70492040	560010	Insurance	3,359	3,695	3,467	3,745	1.35%
<b>70492040</b>		<b>Subtotal Services</b>	<b>\$38,333</b>	<b>\$43,170</b>	<b>\$40,032</b>	<b>\$38,465</b>	<b>-10.90%</b>
70492040	540010	General Materials & Supplies	3,651	8,925	6,500	8,925	0.00%
70492040	540060	Vehicle Operation	1,945	2,699	2,100	2,827	4.74%
<b>70492040</b>		<b>Subtotal Commodities</b>	<b>\$5,596</b>	<b>\$11,624</b>	<b>\$8,600</b>	<b>\$11,752</b>	<b>1.10%</b>
<b>70492040</b>		<b>Total Kingston Pumping Station</b>	<b>\$134,924</b>	<b>\$162,613</b>	<b>\$151,596</b>	<b>\$158,097</b>	<b>-2.78%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492050		Wastewater Enterprise Fund Local Pumping Station	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492050	511001	Full-Time Employees	\$60,759	\$68,328	\$68,328	\$70,140	2.65%
70492050	511004	Overtime	4,907	4,129	3,000	4,159	0.73%
70492050	511005	Retirement/Vacation Reimb.	0	7,815	4,059	2,003	-74.37%
70492050	511006	Longevity	1,924	1,735	1,861	1,490	-14.12%
<b>70492050</b>		<b>Subtotal Wages</b>	<b>\$67,590</b>	<b>\$82,007</b>	<b>\$77,248</b>	<b>\$77,792</b>	<b>-5.14%</b>
70492050	522250	FICA	4,946	5,413	5,413	5,455	0.78%
70492050	522300	Municipal Employees Retirement	7,792	8,517	7,866	8,436	-0.95%
70492050	522301	Retirement - Defined Contribution	10	0	651	710	0.00%
70492050	522818	Medical Insur-Active Employees	13,251	15,244	15,244	18,724	22.83%
70492050	522820	Medical Insur-Retirees	0	28	28	28	-1.79%
70492050	522822	Dental Insur-Active Employees	919	1,008	1,008	1,152	14.29%
70492050	522840	Insurance Buyback	167	230	230	50	-78.06%
70492050	522850	Life Insurance	42	46	46	46	0.00%
70492050	529900	Worker's Compensation	2,101	2,312	2,450	2,721	17.69%
<b>70492050</b>		<b>Subtotal Benefits</b>	<b>\$29,229</b>	<b>\$32,798</b>	<b>\$32,936</b>	<b>\$37,322</b>	<b>13.79%</b>
70492050	532000	Telephone	3,969	4,482	4,400	4,194	-6.43%
70492050	532002	Fuel - Oil	0	1,485	900	1,595	7.41%
70492050	532004	Electricity	23,024	21,377	22,974	19,675	-7.96%
70492050	532008	Natural Gas	3,958	4,200	4,000	4,304	2.48%
70492050	532012	Water Fees	1,754	1,800	1,760	1,918	6.56%
70492050	532019	WW Conveyance Fee	0	4,004	4,840	5,041	25.90%
70492050	534016	Computer/Software Maintenance	1,189	1,235	1,235	1,294	4.78%
70492050	560010	Insurance	2,995	3,295	3,045	3,290	-0.15%
<b>70492050</b>		<b>Subtotal Services</b>	<b>\$36,889</b>	<b>\$41,878</b>	<b>\$43,154</b>	<b>\$41,311</b>	<b>-1.35%</b>
70492050	540010	General Materials & Supplies	16,107	15,350	15,000	15,350	0.00%
70492050	540060	Vehicle Operation	1,945	2,699	2,100	2,827	4.74%
<b>70492050</b>		<b>Subtotal Commodities</b>	<b>\$18,051</b>	<b>\$18,049</b>	<b>\$17,100</b>	<b>\$18,177</b>	<b>0.71%</b>
<b>70492050</b>		<b>Total Local Pumping Station</b>	<b>\$151,759</b>	<b>\$174,732</b>	<b>\$170,438</b>	<b>\$174,602</b>	<b>-0.07%</b>

## Wastewater Enterprise Fund (0704), *continued*



70492060		Wastewater Enterprise Fund Local Collection System	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492060	511001	Full-Time Employees	\$60,764	\$68,328	\$68,328	\$70,140	2.65%
70492060	511004	Overtime	4,907	4,129	3,000	4,159	0.73%
70492060	511005	Retirement/Vacation Reimb.	0	7,815	4,059	2,003	-74.37%
70492060	511006	Longevity	1,924	1,735	1,861	1,490	-14.12%
<b>70492060</b>		<b>Subtotal Wages</b>	<b>\$67,595</b>	<b>\$82,007</b>	<b>\$77,248</b>	<b>\$77,792</b>	<b>-5.14%</b>
70492060	522250	FICA	4,946	5,413	5,413	5,455	0.78%
70492060	522300	Municipal Employees Retirement	7,793	8,517	7,866	8,436	-0.95%
70492060	522301	Retirement - Defined Contribution	10	0	651	710	0.00%
70492060	522818	Medical Insur-Active Employees	13,251	15,244	15,244	18,724	22.83%
70492060	522820	Medical Insur-Retirees	0	28	28	28	-1.79%
70492060	522822	Dental Insur-Active Employees	919	1,008	1,008	1,152	14.29%
70492060	522840	Insurance Buyback	167	230	230	50	-78.26%
70492060	522850	Life Insurance	42	46	46	46	0.00%
70492060	529900	Worker's Compensation	2,101	2,312	2,450	2,725	17.86%
<b>70492060</b>		<b>Subtotal Benefits</b>	<b>\$29,230</b>	<b>\$32,798</b>	<b>\$32,936</b>	<b>\$37,326</b>	<b>13.80%</b>
70492060	530066	Internet Access	0	0	500	500	0.00%
<b>70492060</b>		<b>Subtotal Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$500</b>	<b>0.00%</b>
70492060	540010	General Materials & Supplies	6,127	14,000	11,000	13,800	-1.43%
<b>70492060</b>		<b>Subtotal Commodities</b>	<b>\$6,127</b>	<b>\$14,000</b>	<b>\$11,000</b>	<b>\$13,800</b>	<b>-1.43%</b>
<b>70492060</b>		<b>Total Local Collection System</b>	<b>\$102,952</b>	<b>\$128,805</b>	<b>\$121,684</b>	<b>\$129,418</b>	<b>0.48%</b>

70492070		Wastewater Enterprise Fund Users Accounting Collection	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492070	511001	Full-Time Employees	\$3,355	\$3,474	\$3,474	\$3,579	3.02%
70492070	511005	Retirement/Vacation Reimb.	0	579	0	203	-64.94%
70492070	511006	Longevity	43	52	52	60	15.38%
<b>70492070</b>		<b>Subtotal Wages</b>	<b>\$3,399</b>	<b>\$4,105</b>	<b>\$3,526</b>	<b>\$3,842</b>	<b>-6.41%</b>
70492070	522250	FICA	260	268	268	275	2.61%
70492070	522300	Municipal Employees Retirement	422	426	397	429	0.70%
70492070	522301	Retirement - Defined Contribution	1	0	29	29	0.00%
70492070	522818	Medical Insur-Active Employees	200	210	210	238	13.33%
70492070	522820	Medical Insur-Retirees	0	28	28	28	-1.79%
70492070	522822	Dental Insur-Active Employees	38	38	38	40	5.26%
70492070	522840	Insurance Buyback	50	50	50	50	0.00%
70492070	522850	Life Insurance	1	1	1	1	0.00%
70492070	529900	Worker's Compensation	65	72	68	75	4.17%
<b>70492070</b>		<b>Subtotal Benefits</b>	<b>\$1,038</b>	<b>\$1,093</b>	<b>\$1,089</b>	<b>\$1,165</b>	<b>6.54%</b>
70492070	530026	Billing Accounting & Collect	10	0	0	0	0.00%
70492070	534016	Computer/Software Maintenance	5,337	3,875	3,875	2,280	-41.16%
70492070	538020	Postage	1,687	1,950	1,950	2,050	5.13%
70492070	538022	Printing Expenses	0	1,650	1,650	2,182	32.24%
<b>70492070</b>		<b>Subtotal Services</b>	<b>\$7,035</b>	<b>\$7,475</b>	<b>\$7,475</b>	<b>\$6,512</b>	<b>-12.88%</b>
<b>70492070</b>		<b>Total Users Accounting Collection</b>	<b>\$11,471</b>	<b>\$12,673</b>	<b>\$12,090</b>	<b>\$11,519</b>	<b>-9.11%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492080	Wastewater Enterprise Fund Admin & General Expenses		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492080	511001	Full-Time Employees	\$123,864	\$132,491	\$132,491	\$135,436	2.22%
70492080	511004	Overtime	2	0	0	0	0.00%
70492080	511006	Longevity	3,017	3,551	3,551	3,275	-7.77%
<b>70492080</b>		<b>Subtotal Wages</b>	<b>\$126,883</b>	<b>\$136,042</b>	<b>\$136,042</b>	<b>\$138,711</b>	<b>1.96%</b>
70492080	522250	FICA	8,832	9,551	9,551	9,903	3.69%
70492080	522300	Municipal Employees Retirement	17,416	18,544	17,762	18,826	1.52%
70492080	522301	Retirement - Defined Contribution	14	0	782	974	0.00%
70492080	522818	Medical Insur-Active Employees	26,751	29,018	29,018	32,729	12.79%
70492080	522820	Medical Insur-Retirees	52,646	54,470	54,470	78,169	43.51%
70492080	522822	Dental Insur-Active Employees	1,881	1,988	1,988	1,989	0.05%
70492080	522850	Life Insurance	65	67	67	68	1.49%
70492080	529900	Worker's Compensation	381	419	403	447	6.68%
70492080	538014	Travel Expenses	100	500	400	500	0.00%
<b>70492080</b>		<b>Subtotal Benefits</b>	<b>\$108,087</b>	<b>\$114,557</b>	<b>\$114,441</b>	<b>\$143,605</b>	<b>25.36%</b>
70492080	530004	Legal Services	3,851	3,912	3,912	4,215	7.75%
70492080	530066	Internet Access	58	972	972	972	0.00%
70492080	532004	Electricity	3,046	3,234	2,973	2,772	-14.29%
70492080	532008	Natural Gas	651	1,214	1,040	1,102	-9.23%
70492080	532010	Wastewater Fees	72	72	72	77	6.94%
70492080	532012	Water Fees	154	169	167	304	79.88%
70492080	534020	Maintenance Of Buildings	823	2,100	1,500	990	-52.86%
70492080	538034	Onsite WW Management	4,802	4,200	4,200	4,200	0.00%
70492080	560010	Insurance	22,616	24,877	24,811	26,796	7.71%
<b>70492080</b>		<b>Subtotal Services</b>	<b>\$36,072</b>	<b>\$40,750</b>	<b>\$39,647</b>	<b>\$41,428</b>	<b>1.66%</b>
70492080	540012	Office Materials & Supplies	1,957	5,507	5,000	5,369	-2.51%
70492080	540020	Books And Publications	2,151	4,485	2,000	4,385	-2.23%
<b>70492080</b>		<b>Subtotal Commodities</b>	<b>\$4,108</b>	<b>\$9,992</b>	<b>\$7,000</b>	<b>\$9,754</b>	<b>-2.38%</b>
<b>70492080</b>		<b>Total Admin &amp; General Expenses</b>	<b>\$275,149</b>	<b>\$301,341</b>	<b>\$297,130</b>	<b>\$333,498</b>	<b>10.67%</b>

## Wastewater Enterprise Fund (0704), *continued*



70492090	Wastewater Enterprise Fund Non-Operating Expenses		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	\$27,935	\$0	\$0	\$0	0.00%
<b>70492090</b>		<b>Subtotal Wages</b>	<b>\$27,935</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
70492090	580910	Contingency	7,751	6,000	7,000	7,000	16.67%
70492090	589010	Debt - Principal	26,000	26,000	26,000	27,000	3.85%
70492090	589012	Debt - Interest	4,188	3,690	3,690	3,175	-13.96%
<b>70492090</b>		<b>Subtotal Services</b>	<b>\$37,939</b>	<b>\$35,690</b>	<b>\$36,690</b>	<b>\$37,175</b>	<b>4.16%</b>
70492090	570002	Capital Improvements	926,419	530,000	511,508	1,023,000	93.02%
70492090	570902	Depreciation	612,177	367,725	367,725	379,789	3.28%
<b>70492090</b>		<b>Subtotal Capital Outlay</b>	<b>\$1,538,596</b>	<b>\$897,725</b>	<b>\$879,233</b>	<b>\$1,402,789</b>	<b>56.26%</b>
<b>70492090</b>		<b>Total Non-Operating Expenses</b>	<b>\$1,604,470</b>	<b>\$933,415</b>	<b>\$915,923</b>	<b>\$1,439,964</b>	<b>54.27%</b>

	Total Wastewater Enterprise Fund	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492010	Subtotal Wastewater General Treatment	\$863,323	\$1,023,822	\$921,745	\$955,657	-6.66%
70492020	Subtotal Sludge Process & Disposal	894,537	1,129,837	1,081,275	1,130,961	0.10%
70492030	Subtotal Silver Lake Pumping Station	226,611	256,078	238,174	254,150	-0.75%
70492040	Subtotal Kingston Pumping Station	134,924	162,613	151,596	158,097	-2.78%
70492050	Subtotal Local Pumping Station	151,759	174,732	170,438	174,602	-0.07%
70492060	Subtotal Local Collection System	102,952	128,805	121,684	129,418	0.48%
70492070	Subtotal Users Accounting Collection	11,471	12,673	12,090	11,519	-9.11%
70492080	Subtotal Admin & General Expenses	275,149	301,341	297,130	333,498	10.67%
70492090	Subtotal Non Operating Expenses	1,604,470	933,415	915,923	1,439,964	54.27%
	<b>Total Wastewater Enterprise Fund</b>	<b>\$4,265,195</b>	<b>\$4,123,316</b>	<b>\$3,910,055</b>	<b>\$4,587,864</b>	<b>11.27%</b>

# Wastewater Enterprise Fund (0704), *continued*



## FY 2018-2019 Revenue Statement

704	Wastewater Enterprise Fund		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70492000	418010	Residential & Commercial Users	\$1,656,226	\$1,726,095	\$1,737,230	\$1,919,680	11.22%
70492000	418011	University of Rhode Island Cost Share	931,828	780,468	726,814	917,214	17.52%
70492000	418012	Industrial & Special Users	68,346	68,240	71,505	80,080	17.35%
70492000	418013	Town of Narragansett Cost Share	1,054,086	1,058,643	998,597	1,276,150	20.55%
70492000	418110	Diane Drive Debt Service	26,000	26,000	26,000	27,000	3.85%
70492000	418130	Interest on Delinquent Payments	20,809	10,000	10,000	12,500	25.00%
70492000	418160	Interest on Delinquent Pmnts - Diane Drive	33	0	0	0	0.00%
70492000	418170	Interest on Diane Drive Assessment	817	3,689	3,689	500	-86.45%
70492000	440520	Septic Haulers Revenue	276,119	304,500	283,500	319,800	5.02%
70492000	460010	Fund Investment Income	42,295	15,000	15,000	15,000	0.00%
70492000	470010	Miscellaneous Revenues	18,490	16,000	16,342	16,000	0.00%
70492000	490101	General Fund Transfer	4,300	4,300	4,200	4,200	-2.33%
70492000	499050	Net Assets Forward to Operations	55,346	110,381	17,181	0	-100.00%
<b>704</b>	<b>Total Wastewater Enterprise Fund Revs</b>		<b>\$4,154,696</b>	<b>\$4,123,316</b>	<b>\$3,910,058</b>	<b>\$4,588,124</b>	<b>11.27%</b>
<b>704</b>	<b>Total Wastewater Enterprise Fund Exps</b>		<b>\$4,265,195</b>	<b>\$4,123,316</b>	<b>\$3,910,055</b>	<b>\$4,587,864</b>	
<b>704</b>	<b>Income Over (Under) Expenditures</b>		<b>(\$110,499)</b>	<b>\$0</b>	<b>\$3</b>	<b>\$260</b>	



**TAB 19**  
**SOLID WASTE ENTERPRISE FUND**

Solid Waste ..... 19 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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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

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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 hauler non-compliance continues to be problematic for a limited number of haulers, whereby 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. 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. Link Environmental (formerly known as Waste Haulers, LLC) of Smithfield, Rhode Island 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. Link's contract requires the firm to make various capital improvements to the transfer station facility and residential PAYT drop-off facilities, which will be completed during the Winter of 2017-2018.

### RHODE ISLAND RESOURCE RECOVERY CORPORATION

In an effort to preserve the finite capacity at the State's Central Landfill, the RIRRC has taken a number of steps in recent years to preserve landfill capacity at an affordable cost to municipalities. RIRRC began placing greater emphasis on reducing the amount of waste that is disposed at the landfill in order to create additional future capacity, whereby municipalities were required to increase minimum recycling rates to 35% by July 2012, up from 20% in FY 2006-2007. An MSW tipping fee rebate is provided to communities each year; the amount of the rebate is based upon the amount of MSW tipped and the community's recycling diversion rate. Those communities failing to meet the higher diversion rate will be forced to pay higher tipping fees that will ultimately be passed along to the residents of each community.

Beginning in FY 2017-2018, RIRRC increased the current municipal solid waste (MSW) tip fee of \$32 per ton to \$39.50 per ton. The MSW tip fee will increase to \$46 per ton for FY 2018-2019. The RIRRC MSW tip fee increase resulted in the pay-as-you-throw (PAYT) refuse tag price increasing from \$1.80 per tag to \$2 per tag during FY 2017-2018. The PAYT refuse tag price is proposed to increase from \$2 per tag to \$2.10 per tag for FY 2018-2019.

### 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 2018-2019 reflects the eighth 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 result of the continued flat worldwide recyclable commodity market, no RIRRC Recycling Profit Sharing is expected in the near term.

### 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

## Solid Waste Enterprise Fund (0706), *continued*



site testing; reimbursement to RIDEM for capital costs incurred related to the closeout of the Rose Hill site; as well as debt service costs for two bonds that were issued, including \$2M in 2002 for the Rose Hill site and \$950,000 in 2005 for the West Kingstown site.

### Functions

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

Acct Number	Acct Description
70696100	Station Recycling Operation
70696200	Transportation/Disposal
70696300	Administration General
70696400	Other Expenses
70696600	General Solid Waste Program
70696800	Superfund

The functions of the Solid Waste Division include, but are not limited to:

- Oversee the RHRTS privatized operations and capital improvements by Link Environmental
- License private refuse haulers and ensure compliance in accordance with local regulations
- Provide public outreach to maximize recycling and minimize solid waste disposal
- Distribute recycling totes to Town residents upon request
- Serve as managing regional partner of the South Kingstown RHRTS

### FY 2017-2018 Priorities

Priorities	Town Council Goals & Objs
Completion of Rose Hill Transfer Station capital improvements	PCSF
Continued recycling public outreach	SENR
Continued oversight of private refuse haulers	PCSF
Exceeded the RIRRC 35% recycling diversion rate	SENR
Exceeded the Town's 36% recycling diversion rate	SENR
Continue to secure institutional controls (ICs) for private properties in proximity to the Rose Hill landfill	PCSF



**FY 2018-2019 Goals & Objectives**

Goals & Objectives	Town Council Goals & Objs
Continue to work with curbside private haulers to ensure residential recycling compliance	SENR
Promote Green Tip of the Month on social media and the local paper of record as a public outreach effort to promote awareness of proper disposal and/or recycling	SENR / CE
Evaluate Rose Hill transfer station contract options beyond June 30, 2020	PCSF
Meet or exceed the RIRRC 35% recycling diversion rate	SENR
Meet or exceed the Town's 36% recycling diversion rate	SENR
Finalize institutional controls (ICs) for private properties in proximity to the Rose Hill landfill	PCSF

**Specific Performance Measurements**

Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated	Town Council Goals & Objs
Town Approved Private Refuse Haulers	10	10	10	PCSF
PAYT Incoming residential tagged refuse*	1,060	1,100	1,100	PCSF
PAYT Incoming residential bagged yard waste*	144	150	155	PCSF
Incoming PAYT residential recyclables*	1,190	1,200	1,300	SENR
Outgoing MSW to RIRRC*	8,111	8,136	8,160	PCSF
Outgoing recycling tons to RIRRC*	4,564	4,600	4,650	SENR
Recycling diversion rate**	36.0%	36.5%	37.0%	SENR
Recycling diversion rate – all commodities***	41.5%	42.0%	42.5%	SENR
Town's RIRRC recycling rebate****	\$0	\$0	\$0	BDFM / SENR

*\*Numbers reflected are in Tons*

*\*\*Reflects single stream recyclable commodities*

*\*\*\*Reflects diversion rate for all recyclable commodities*

*\*\*\*\*Revenue deviations primarily due to depressed worldwide recycling commodity market*

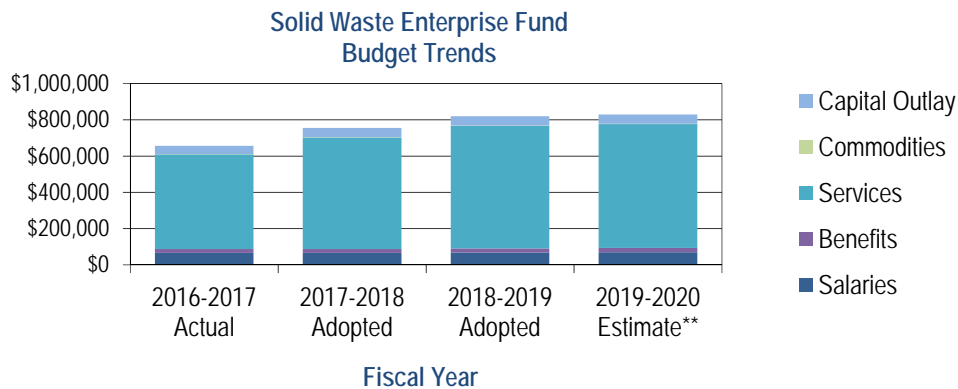
# Solid Waste Enterprise Fund (0706), *continued*



## FY 2018-2019 Funding Comparison

Solid Waste Enterprise Fund	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$65,851	\$65,447	\$65,462	\$67,662	\$2,215
Benefits	20,625	21,180	20,753	22,431	1,251
<b>Subtotal Personnel Expenditures*</b>	<b>\$86,475</b>	<b>\$86,627</b>	<b>\$86,215</b>	<b>\$90,093</b>	<b>\$3,466</b>
Services	\$523,129	\$615,665	\$628,624	\$676,779	\$61,114
Commodities	1,241	1,650	1,550	1,650	0
Capital Outlay/Depreciation	45,297	51,200	51,200	51,200	0
<b>Subtotal Operating Expenditures</b>	<b>\$569,668</b>	<b>\$668,515</b>	<b>\$681,374</b>	<b>\$729,629</b>	<b>\$61,114</b>
<b>Total Expenditures</b>	<b>\$656,143</b>	<b>\$755,142</b>	<b>\$767,589</b>	<b>\$819,722</b>	<b>\$64,580</b>

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



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

## Solid Waste Enterprise Fund (0706), continued



### FY 2018-2019 Expenditure Statements

70696100	Solid Waste Enterprise Fund Station Recycling Operation		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696100	534018	Maintenance Of General Equip	\$1,910	\$500	\$1,800	\$2,589	417.80%
<b>70696100</b>		<b>Subtotal Services</b>	<b>\$1,910</b>	<b>\$500</b>	<b>\$1,800</b>	<b>\$2,589</b>	<b>417.80%</b>
<b>70696100</b>		<b>Total Station Recycling Operation</b>	<b>\$1,910</b>	<b>\$500</b>	<b>\$1,800</b>	<b>\$2,589</b>	<b>417.80%</b>

70696200	Solid Waste Enterprise Fund Transportation/Disposal		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696200	530070	RI SW Tipping Fees	\$264,992	\$319,080	\$322,872	\$385,020	20.67%
<b>70696200</b>		<b>Subtotal Services</b>	<b>\$264,992</b>	<b>\$319,080</b>	<b>\$322,872</b>	<b>\$385,020</b>	<b>20.67%</b>
<b>70696200</b>		<b>Total Transportation/Disposal</b>	<b>\$264,992</b>	<b>\$319,080</b>	<b>\$322,872</b>	<b>\$385,020</b>	<b>20.67%</b>

70696300	Solid Waste Enterprise Fund Administration General		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696300	511001	Full-Time Employees	\$33,950	\$35,487	\$35,487	\$36,912	4.02%
70696300	511002	Part-Time Employees	12	0	0	0	0.00%
70696300	511004	Overtime	6	0	15	0	0.00%
70696300	511005	Retirement/Vacation Reimb.	0	3,185	3,185	3,380	6.12%
70696300	511006	Longevity	1,025	1,277	1,277	1,338	4.78%
70696300	511009	Vac & Sick Pay Accrued Exp	5,665	0	0	0	0.00%
<b>70696300</b>		<b>Subtotal Wages</b>	<b>\$40,657</b>	<b>\$39,949</b>	<b>\$39,964</b>	<b>\$41,630</b>	<b>4.21%</b>
70696300	522250	FICA	2,548	2,646	2,646	2,758	4.23%
70696300	522300	Municipal Employees Retirement	4,278	4,355	4,125	4,503	3.40%
70696300	522301	Retirement - Defined Contribution	4	0	230	237	0.00%
70696300	522818	Medical Insur-Active Employees	7,195	7,542	7,542	8,504	12.76%
70696300	522820	Medical Insur-Retirees	500	125	125	0	-100.00%
70696300	522822	Dental Insur-Active Employees	486	483	483	520	7.66%
70696300	522850	Life Insurance	16	16	16	16	0.00%
70696300	529900	Worker's Compensation	430	473	451	501	5.92%
<b>70696300</b>		<b>Subtotal Benefits</b>	<b>\$15,456</b>	<b>\$15,640</b>	<b>\$15,618</b>	<b>\$17,039</b>	<b>8.95%</b>
70696300	534016	Computer/Software Maintenance	1,990	2,067	2,067	2,140	3.53%
70696300	538012	Advertising	577	1,080	1,080	1,080	0.00%
70696300	538020	Postage	0	100	50	100	0.00%
70696300	538036	General Administration	685	696	710	772	10.92%
70696300	560010	Insurance	1,671	1,839	1,834	1,982	7.78%
<b>70696300</b>		<b>Subtotal Services</b>	<b>\$4,923</b>	<b>\$5,782</b>	<b>\$5,741</b>	<b>\$6,074</b>	<b>5.05%</b>
70696300	540010	General Materials & Supplies	1,241	1,400	1,300	1,400	0.00%
<b>70696300</b>		<b>Subtotal Commodities</b>	<b>\$1,241</b>	<b>\$1,400</b>	<b>\$1,300</b>	<b>\$1,400</b>	<b>0.00%</b>
70696300	530044	Non-Major Technology Reserve	0	200	200	200	0.00%
<b>70696300</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>	<b>0.00%</b>
<b>70696300</b>		<b>Total Administration General</b>	<b>\$62,277</b>	<b>\$62,971</b>	<b>\$62,823</b>	<b>\$66,343</b>	<b>5.35%</b>

**Solid Waste Enterprise Fund (0706), continued**



70696400	Solid Waste Enterprise Fund Other Expenses		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696400	570902	Depreciation	\$45,297	\$51,000	\$51,000	\$51,000	0.00%
<b>70696400</b>		<b>Subtotal Capital Outlay</b>	<b>\$45,297</b>	<b>\$51,000</b>	<b>\$51,000</b>	<b>\$51,000</b>	<b>0.00%</b>
<b>70696400</b>		<b>Total Other Expenses</b>	<b>\$45,297</b>	<b>\$51,000</b>	<b>\$51,000</b>	<b>\$51,000</b>	<b>0.00%</b>

70696600	Solid Waste Enterprise Fund General Solid Waste Program		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696600	511002	Part-Time Salaries	\$24,846	\$25,045	\$25,045	\$25,544	1.99%
70696600	511006	Longevity	348	453	453	488	7.73%
<b>70696600</b>		<b>Subtotal Wages</b>	<b>\$25,194</b>	<b>\$25,498</b>	<b>\$25,498</b>	<b>\$26,032</b>	<b>2.09%</b>
70696600	522250	FICA	1,927	1,951	1,951	1,992	2.10%
70696600	522300	Municipal Employees Retirement	3,170	3,116	2,861	3,064	-1.67%
70696600	522301	Retirement - Defined Contribution	5	0	255	260	0.00%
70696600	529900	Worker's Compensation	66	473	68	76	-83.93%
<b>70696600</b>		<b>Subtotal Benefits</b>	<b>\$5,169</b>	<b>\$5,540</b>	<b>\$5,135</b>	<b>\$5,392</b>	<b>-2.67%</b>
70696600	580100	Miscellaneous Expenses	0	250	250	250	0.00%
<b>70696600</b>		<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>	<b>0.00%</b>
<b>70696600</b>		<b>Total General Solid Waste Program</b>	<b>\$30,362</b>	<b>\$31,288</b>	<b>\$30,883</b>	<b>\$31,674</b>	<b>1.23%</b>

70696800	Solid Waste Enterprise Fund Superfund		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696800	530106	Legal Fees - WK Landfill	\$0	\$7,500	\$6,700	\$7,500	0.00%
70696800	530107	Consulting Fees - WK Landfill	0	1,000	0	1,000	0.00%
70696800	530108	Legal Fees - Rose Hill Landfill	0	11,000	10,000	11,000	0.00%
70696800	530109	Consulting Fees - Rose Hill Landfill	4,006	7,500	6,000	7,500	0.00%
70696800	530111	Professional Services	0	4,600	26,000	4,600	0.00%
70696800	534036	Rose Hill Landfill Maintenance	64,538	74,040	64,848	64,848	-12.41%
70696800	534038	W. Kingston Landfill Maint	5,885	5,240	5,240	5,885	12.31%
70696800	589010	Debt - Principal	155,753	159,793	159,793	163,919	2.58%
70696800	589012	Debt - Interest	21,123	19,630	19,630	16,844	-14.19%
<b>70696800</b>		<b>Subtotal Services</b>	<b>\$251,305</b>	<b>\$290,303</b>	<b>\$298,211</b>	<b>\$283,096</b>	<b>-2.48%</b>
<b>70696800</b>		<b>Total Superfund</b>	<b>\$251,305</b>	<b>\$290,303</b>	<b>\$298,211</b>	<b>\$283,096</b>	<b>-2.48%</b>

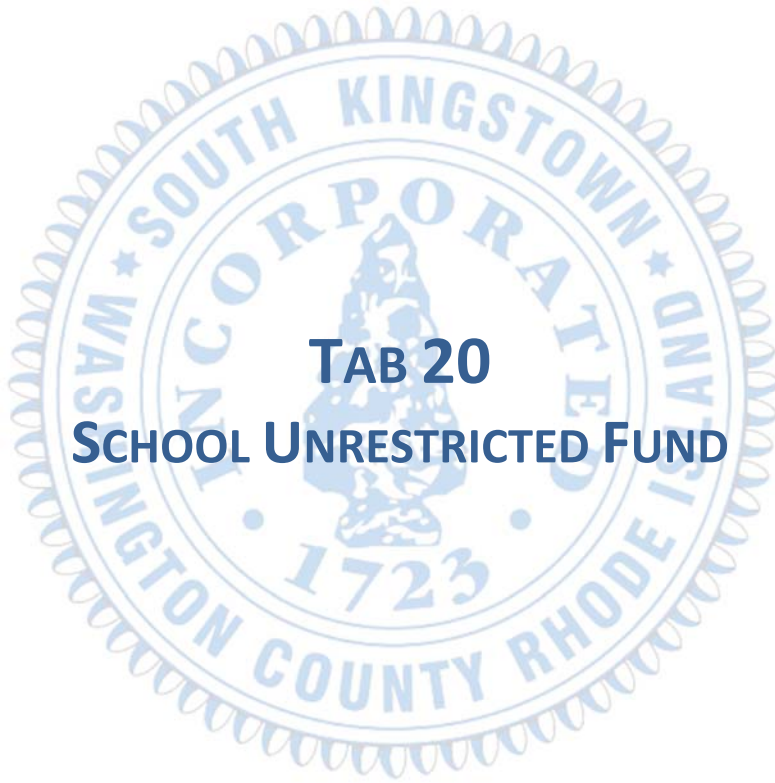
	Total Solid Waste Enterprise Fund	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696100	Subtotal Station Recycling Operation	\$1,910	\$500	\$1,800	\$2,589	417.80%
70696200	Subtotal Transportation/Disposal	264,992	319,080	322,872	385,020	20.67%
70696300	Subtotal Administration General	62,277	62,971	62,823	66,343	5.35%
70696400	Subtotal Other Expenses	45,297	51,000	51,000	51,000	0.00%
70696600	Subtotal General Solid Waste Program	30,362	31,288	30,883	31,674	1.23%
70696800	Subtotal Superfund	251,305	290,303	298,211	283,096	-2.48%
	<b>Total Solid Waste Enterprise Fund</b>	<b>\$656,143</b>	<b>\$755,142</b>	<b>\$767,589</b>	<b>\$819,722</b>	<b>8.55%</b>

# Solid Waste Enterprise Fund (0706), *continued*



## FY 2018-2019 Revenue Statement

706	Solid Waste Enterprise Fund		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
70696000	418011	University of Rhode Island Cost Share	\$698	\$0	\$0	\$0	0.00%
70696000	418013	Town of Narragansett Cost Share	8,085	0	0	0	0.00%
70696000	431125	Transfer Station Rental	134,711	149,040	140,400	148,400	-0.43%
70696000	440550	Hauler Licenses	11,000	10,000	10,000	10,000	0.00%
70696000	440555	Metered Tonnage	264,922	319,080	322,872	385,021	20.67%
70696000	440560	Residential Tag Sales	66,979	75,000	75,000	70,000	-6.67%
70696000	460010	Investment Income	4,716	2,500	2,500	4,500	80.00%
70696000	470010	Miscellaneous Revenues	14,783	15,986	12,233	16,775	4.94%
70696000	499050	Net Assets Forward to Operations	171,221	183,536	204,585	185,026	0.81%
<b>706</b>	<b>Total Solid Waste Enterprise Fund Revs</b>		<b>\$677,114</b>	<b>\$755,142</b>	<b>\$767,590</b>	<b>\$819,722</b>	<b>8.55%</b>
706	Total Solid Waste Enterprise Fund Exps		\$656,143	\$755,142	\$767,589	\$819,722	
<b>706</b>	<b>Income Over (Under) Expenditures</b>		<b>\$20,970</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>	



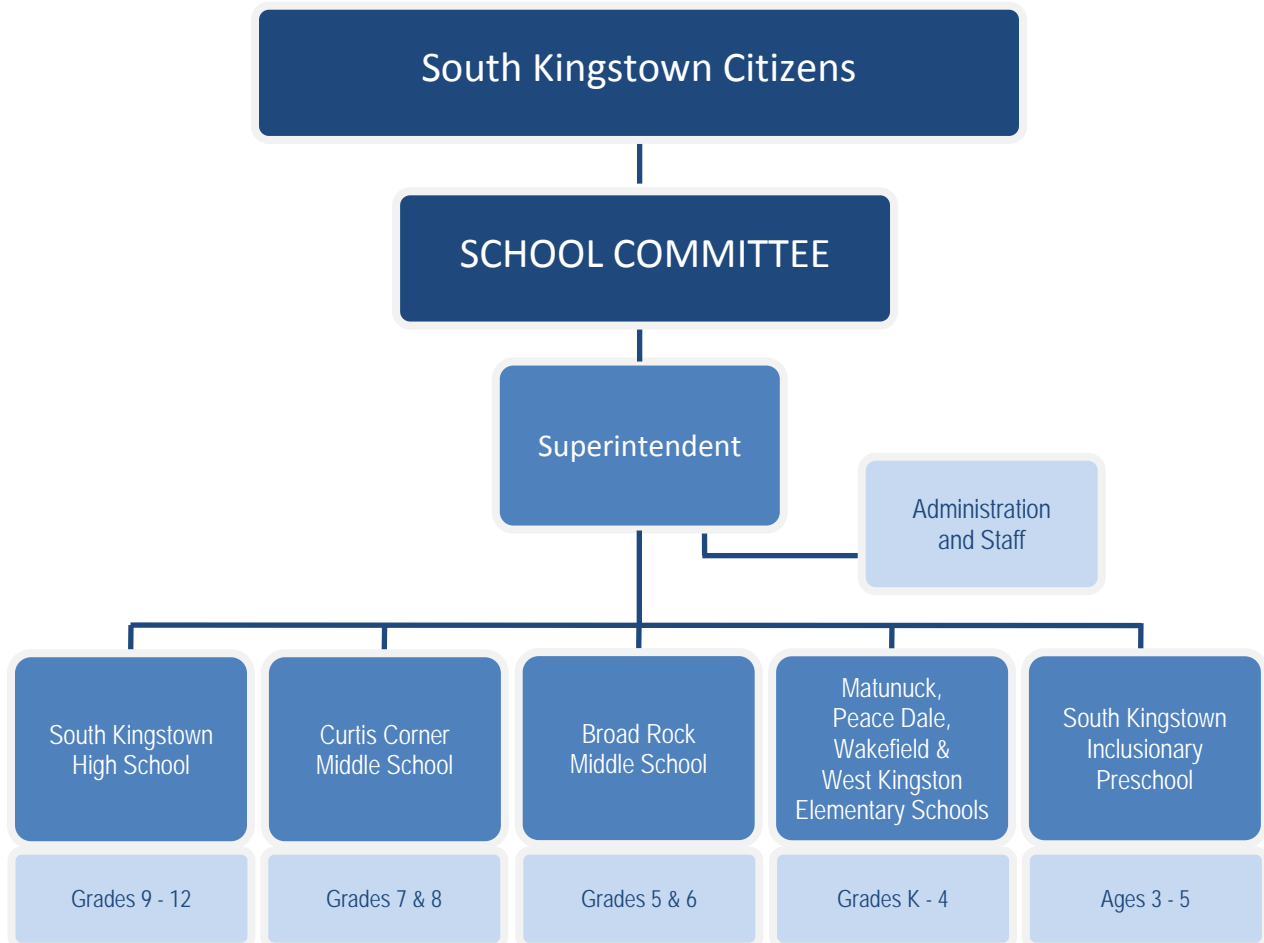
**TAB 20**  
**SCHOOL UNRESTRICTED FUND**

School Department..... 20 - 1

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Organizational Chart



Mission Statement

The mission of the South Kingstown School Department, in partnership with families and the entire educational community, is to educate 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, seven priority areas:

1. Teacher and Leader Support
2. Early Childhood Education
3. Personalized Learning District-Wide
4. Globally Competent Graduates
5. Informed Instructional Decision Making
6. Student-Centered Resource Investment
7. Narrowing and Closing the Achievement Gap (Special Education and Poverty)



### **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, Applied Learning, and the Arts
- Proficiency-based graduation requirements (Portfolio)
- Student internship program at the Independence Transition Academy
- Credit recovery at Academic Success Academy
- 1:1 Device Blended Learning Technology Program; FY 2018-2019 is program year five, implemented in Grades 9 through 12
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Virtual learning academic enrichment courses (8<sup>th</sup> period)
- Academic Proficiency Center for before and after school support
- Advanced placement, early college, and concurrent enrollment
- Clubs, extracurricular activities, and sports
- Planning career and technical pathways; for RIDE approval summer 2018

### **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), Next Generation Science Standards (NGSS), and Teacher's College at Columbia University Reading and Writing Project
- Courses offered in English, World Language (French & Spanish), Math, Science, Social Studies, Health, Physical Education, Technology/Computer Science, and Fine Arts
- Middle school teaming
- Blended Learning Technology Program in a 1:1 device environment
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Olweuss Bullying Prevention Program
- GEMS-Net Science Kits
- Extracurricular activities 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 model
- Curriculum based on Common Core State Standards (CCSS), Next Generation Science Standards (NGSS), and Teacher's College at Columbia University Reading and Writing Project
- Courses offered in English, Math, Science, Social Studies, Health, Physical Education, Technology/Computer Science, and Fine Arts
- Blended Learning Technology Program; Grade 6 is 1:1 and Grade 5 is 2:1
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Olweuss Bullying Prevention Program



- GEMS-Net Science Kits
- Extracurricular and intramural activities
- Social Emotional Learning (SEL), Mindfulness, and Kingian Non-Violence Programs

### **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), Next Generation Science Standards (NGSS), and Teacher's College at Columbia University Reading and Writing Project
- Content areas include Reading, Writing, Math, Science, Social Studies, Health, Physical Education, Art, Music, and Library
- Positive Behavioral Interventions and Supports (PBIS)
- Olweuss Bullying Prevention Program
- GEMS-Net Science Kits
- Dual Language Spanish Immersion (DLI) Program, FY 2018-2019 is program year four, implemented in Grades K through 3\*
- Social Emotional Learning (SEL) program

*\*DLI is available at Peace Dale and West Kingston Elementary Schools*

### **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
- 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
- Social Emotional Learning (SEL) program

*\*As of FY 2018-2019 SKIP is housed at Peace Dale and West Kingston Elementary Schools*



## Goals & Objectives

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The goals and objectives outlined below are linked to one of the School Department's seven priority areas.

### 1. TEACHER & LEADER SUPPORT

#### Improved Educator & Leader Preparation

- All new educators and leaders should be supported by a mentor, induction coach, or critical friend to assist them in mastering their practice
- Interview student teachers
- Match student teachers to the most highly qualified teachers

#### High Quality, Relevant Professional Development

- All Professional Development is aligned with most important needs of learners as identified through data and research
- Students will have equitable access to excellent teachers

#### Effective Practices in Personnel Management

- Increase percentage of high quality educator retention
- Increase in creating teacher leader support and pathways
- Use a comprehensive approach to managing educator talent

#### Focused Training for Educators Working in Specialized Fields and Title I Schools

- Intentionally increase recruitment and placement efforts

### 2. EARLY CHILDHOOD EDUCATION

#### Collaboration and Coordination

- Increase percentage of students screened by Child Outreach
- Increase percentage of students participating in Kindergarten screening

#### Focus on Quality Standards

- Increase the number of students in Grade 3 performing at grade level in math and reading
- Increase early learning programs reaching the highest state benchmarks for program quality

#### Continuation of Full Day Kindergarten

#### Targeted High Quality Pre-School

### 3. PERSONALIZED LEARNING DISTRICT-WIDE

#### Build Capacity to Personalize

- Increase the number of schools that have adopted and implemented a school-wide proficiency-based model for instructional delivery and educational advancement



- Every student PK-12 should have the opportunity to attend a school that is personalized to meet their individualized needs

#### Blended and Digital Learning

- Increase the number of schools that ensure that all students have full time access to high-quality technology to support personalized learning
- Increase the number of students K-12 learning in environments that are using blended learning models

#### Career Readiness Pathways

- Students have the opportunity to enroll in flexible college and career pathways and programs that fit their needs
- Increase the number of students who earn post-secondary credit in areas of their choice
- Increase the number of students and adult learners earning industry-recognized credentials and/or career ready credentials
- Increase the number of schools offering learners employability transcripts

### 4. GLOBALLY COMPETENT GRADUATES

#### Social and Emotional Learning and Wellness

- Graduates have the social and emotional skills necessary to persevere through challenging circumstances, to work in partnership with others and to develop a growth mindset

#### Cultural Competency

- Increase the number of students and families who describe their school and their educators as welcoming and culturally respectful

#### Dual Language and World Language Instruction

- Increase the number of students PK-12 that have increasing access to high quality proficiency-based language programs
- Increase the number of students who participate in dual language programs that focus jointly on English and world language literacy and fluency
- Increase the number of high school graduates who will earn the seal of bi-literacy

### 5. INFORMED INSTRUCTIONAL DECISION-MAKING

#### Data and Assessment Literacy for Educators

- Educators are skillful users of student achievement data and can make instructional decisions that support increased student achievement

#### Multiple Measure Systems that Include Authentic Assessment

- Continue to use multiple and high quality assessment as part of a comprehensive, instructionally supportive assessment to inform student learning



Balanced and Useful Assessment Systems

- Schools and districts achieve an appropriate balance between classroom instruction and the administration of high quality assessments that support teaching and learning and inform curriculum development
- School and district practices include an appropriate blend of formative, interim, and summative tools that are useful in the day-to-day practice of teaching and learning and that provide valid, reliable and useful data to inform instruction

Stakeholder Understanding and Engagement

- Educators, students, families, and community at large will better understand the purpose of assessments and how the process of documenting and communicating student learning is used to improve teaching and learning and ensure that all students are making progress
- Students are involved in their own assessment process so that they understand and can talk about their level of knowledge and skills and set goals based on this information

**6. STUDENT CENTERED RESOURCE INVESTMENTS**

- Increased resource flexibility
- Improved use of fiscal data
- Responsible resource investment
- Improved facilities

**7. NARROWING AND CLOSING THE ACHIEVEMENT GAP (SPECIAL EDUCATION AND POVERTY)**

- Increase the number of students with special needs graduating from high school and decrease the number of students dropping out
- Increase the number of students with special needs closing their achievement gaps and truly exiting from their IEP supports
- Increase attendance at each school and decrease chronic absenteeism and tardiness
- Increase the number of students exited from PLPs and PMPs

**Specific Performance Measurements**

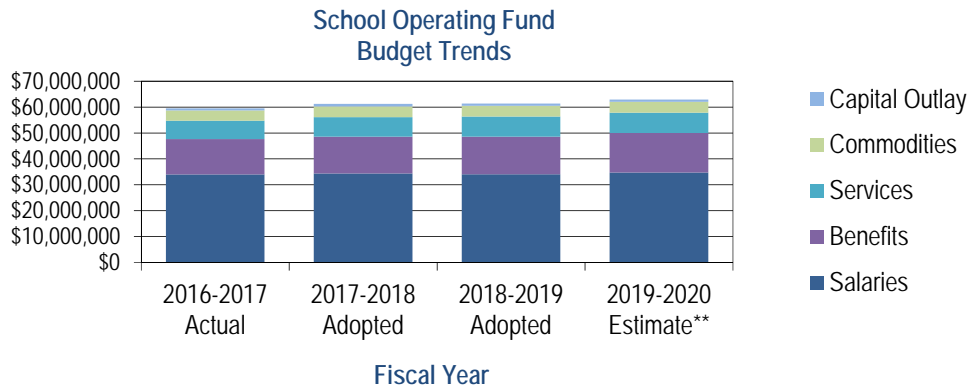
Description	FY 2016-2017 Actual	FY 2017-2018 Projected	FY 2018-2019 Anticipated
District wide student enrollment	3,004	2,982	2,956
Pre-schools	1	1	1
Elementary Schools (Grades K-4)	4	4	4
Middle Schools (1 each: Grades 5&6 and 7&8)	2	2	2
High Schools (Grades 9-12)	1	1	1
District wide employee FTE	493.7	481.9	476.0
State Aid (\$)	\$7,329,896	\$6,833,446	\$6,108,908
State Aid as a % of total school budget	12.45%	11.32%	9.98%
State Aid increase/decrease over prior year (%)	-3.85%	-6.77%	-10.66%
State Aid increase/decrease over prior year (\$)	-\$293,372	-\$496,450	-\$729,084
Property Tax Transfer (\$)	\$51,387,349	\$52,415,096	\$53,952,644
Property Tax as a % of total school budget	87.28%	86.82%	88.16%
Property Tax Transfer increase over Prior Year (%)	2.1%	2.0%	2.93%
School Department Budget	\$58,873,800	\$60,370,233	\$61,201,572

# School Unrestricted Fund (0110), *continued*



## FY 2018-2019 Funding Comparison

School Operating Fund	FY 2016-2017 Actual	FY 2017-2018 SC Adopted	FY 2017-2018 Projected	FY 2018-2019 SchComm	Increase Over Prior Year
Full Time FTE	493.7	482.8	481.9	476.0	(6.8)
Student Enrollments	3,118	3,004	2,982	2,956	(48.0)
Salaries	\$33,945,890	\$34,310,674	\$33,526,903	\$34,012,107	(\$298,567)
Benefits	13,650,216	14,250,648	14,283,727	14,524,313	273,665
<b>Subtotal Personnel Expenditures</b>	<b>\$47,596,106</b>	<b>\$48,561,322</b>	<b>\$47,810,630</b>	<b>\$48,536,420</b>	<b>(\$24,902)</b>
Services	\$8,320,189	\$8,676,573	\$9,221,714	\$9,494,724	\$818,151
Commodities	2,183,706	2,323,339	2,326,914	2,304,507	(18,832)
Capital Outlay	773,799	1,012,126	1,010,975	865,921	(146,205)
<b>Subtotal Operating Expenditures</b>	<b>\$11,277,694</b>	<b>\$12,012,038</b>	<b>\$12,559,603</b>	<b>\$12,665,152</b>	<b>\$653,114</b>
<b>Total Expenditures</b>	<b>\$58,873,800</b>	<b>\$60,573,360</b>	<b>\$60,370,233</b>	<b>\$61,201,572</b>	<b>\$628,212</b>



\*\*FY 2019-2020 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 5% increase in Benefits, and 2% increase in Salaries.

# School Unrestricted Fund (0110), *continued*



## FY 2018-2019 Expenditure Statement

0110	School Operating Fund	2016-2017 Actual	2017-2018 SC Adopted	2017-2018 Projected	2018-2019 SchComm	Percent Change					
011098	51110	Regular Salaries									
						Teachers	\$21,183,569	\$21,243,735	\$21,051,515	\$21,390,718	0.98%
						Guidance Counselors	646,765	665,349	665,349	674,661	4.31%
						Librarians	393,463	419,428	419,428	401,456	2.03%
						Therapists Nurses, Social Worker & Psychologists	2,561,837	2,648,875	2,648,876	2,696,815	5.27%
						Dean of Students	270,720	266,944	261,979	267,722	-1.11%
						Athletic Coaches	192,228	197,458	195,658	206,127	7.23%
						Intramurals Coaches	28,909	30,880	30,880	30,880	6.82%
						Superintendent of Schools	165,517	166,644	168,955	170,801	3.19%
						Directors	790,793	798,627	807,421	820,523	3.76%
						School Board Members	15,333	15,500	15,500	15,500	1.09%
						Principals	799,283	803,153	808,277	824,907	3.21%
						Assistant Principals	419,480	422,550	407,863	432,016	2.99%
						Salaries - Exempt	651,342	620,833	634,530	655,879	0.70%
						Salaries - Curriculum	400,591	398,475	388,688	409,034	2.11%
						Clerks	1,214,879	1,227,626	1,227,626	1,248,689	2.78%
						Crossing Guards/School Resource Officer	128,731	149,093	149,093	150,824	17.16%
						Teacher Aides	1,697,017	1,820,582	1,816,365	1,841,059	8.49%
						Truant Officer	26,000	26,000	26,000	26,000	0.00%
						Custodial Staff	1,005,381	1,018,999	1,007,758	1,000,152	-0.52%
						Facilities Maintenance Staff	262,998	226,215	197,853	231,735	-11.89%
011098	51115	Substitutes									
						Sub Teacher	614,961	510,000	100,000	100,000	-83.74%
						Sub Clerk	10,836	22,000	0	0	-100.00%
						Sub Teacher Aides	111,028	110,000	0	0	-100.00%
						Sub Custodian	5,343	45,000	45,000	30,000	461.48%
011098	51308	Afterschool Program					5,324	36,500	36,500	11,500	116.00%
011098	51338	Summer Pay - ESP or ESY					114,870	132,000	142,081	142,000	23.62%
011098	51201	Regular Overtime					54,890	45,000	45,000	45,000	-18.02%
011098	51311	Curriculum Work					5,656	38,208	32,208	19,609	246.69%
011098	51332	Sick Payoff - Non Severance					57,355	80,000	80,000	75,000	30.76%
011098	51404	Stipends					110,791	125,000	116,500	93,500	-15.61%
						<b>Subtotal Salaries</b>	<b>\$33,945,890</b>	<b>\$34,310,674</b>	<b>\$33,526,903</b>	<b>\$34,012,107</b>	<b>-0.87%</b>
011098	52101	Health Insurance					\$5,200,874	\$5,477,147	\$5,664,793	5,683,678	9.28%
011098	52102	Life Insurance					187,261	180,000	187,000	185,000	-1.21%
011098	52103	Dental Insurance					405,037	428,893	443,564	439,892	8.61%
011098	52122	Health Insurance - Retiree					450,084	515,448	540,500	523,518	16.32%
011098	52125	Dental Insurance - Retiree					37,336	40,230	42,838	42,248	13.16%
011098	52202	Future Benefits					175,000	175,000	175,000	175,000	0.00%
011098	52203	Teacher/Administrative Pension-ERSRI					3,712,624	3,878,347	3,816,182	3,979,706	7.19%
011098	52208	MERS Pension					648,046	638,749	635,312	676,368	4.37%
011098	52301	FICA					2,513,027	2,541,092	2,462,912	2,500,371	-0.50%
011098	52501	Unemployment Insurance					32,940	96,742	70,555	55,000	66.97%
011098	52720	Workers Compensation					287,987	279,000	245,071	263,532	-8.49%
						<b>Subtotal Benefits</b>	<b>\$13,650,216</b>	<b>\$14,250,648</b>	<b>\$14,283,727</b>	<b>\$14,524,313</b>	<b>1.92%</b>
						<b>Subtotal Salary and Benefits</b>	<b>47,596,106</b>	<b>48,561,322</b>	<b>47,810,630</b>	<b>48,536,420</b>	<b>-0.05%</b>

*\*This expenditure chart is continued on the following page*

## School Unrestricted Fund (0110), *continued*



*\*This expenditure chart is continued from the following page*

0110	School	2016-2017	2017-2018	2017-2018	2018-2019	Percent	
	Operating Fund, <i>continued</i>	Actual	SC Adopted	Projected	SchComm	Change	
011098	53101	Administrative Support	\$1,550	\$3,500	\$3,500	2,000	29.03%
011098	53202	Speech Therapists	7,489	10,000	10,000	10,000	33.53%
011098	53203	Occupational Therapists	5,669	5,000	5,000	5,000	-11.80%
011098	53204	Therapists	81,483	67,000	68,555	90,000	10.45%
011098	53205	Psychologists	15,625	18,000	18,000	25,000	60.00%
011098	53211	Physical Therapists	375	0	0	0	-100.00%
011098	53213	Evaluations	7,443	12,000	13,079	14,000	88.10%
011098	53214	Mentoring	607	5,000	5,000	5,000	723.72%
011098	53216	Tutoring Services	3,530	17,500	17,500	25,000	608.22%
011098	53218	Student Assistance	58,396	58,400	58,400	58,400	0.01%
011098	53220	Other Purch Profess Educ Services	33,421	31,240	43,166	43,372	29.77%
011098	53223	Contracted Substitutes	0	0	542,000	542,000	0.00%
011098	53224	Personal Care Attendants	89,479	100,000	98,445	95,000	6.17%
011098	53301	Professional Development	208,183	192,962	207,962	178,800	-14.11%
011098	53302	Curriculum Development	82,806	44,789	50,789	44,789	-45.91%
011098	53303	Workshops	154	10,000	10,000	10,000	6393.51%
011098	53401	Auditing/Actuarial Services	16,001	19,000	19,000	15,000	-6.26%
011098	53402	Legal Services	192,422	140,000	140,000	175,000	-9.05%
011098	53406	Other Services	84,697	85,000	48,225	50,800	-40.02%
011098	53411	Physicians	8,000	8,500	8,500	8,000	0.00%
011098	53412	Dentists	2,500	3,000	3,000	2,500	0.00%
011098	53414	Medicaid Claims Provider	11,609	35,000	35,000	20,000	72.28%
011098	53416	Officials/Referees	53,861	57,988	57,988	59,728	10.89%
011098	53417	Contracted Nursing Services	13,949	0	0	0	-100.00%
011098	53501	Data Processing Services	63,170	71,500	71,500	79,446	25.77%
011098	53502	Other Technical Services	120,823	130,729	130,729	129,469	7.16%
011098	53503	Testing Services	3,925	8,380	8,380	8,000	103.82%
011098	53705	Shipping and Postage	36,529	34,013	34,013	29,250	-19.93%
011098	53706	Catering	4,829	5,950	5,950	9,250	91.55%
		<b>Subtotal Purchased Professional Services</b>	<b>\$1,208,525</b>	<b>\$1,174,451</b>	<b>\$1,713,681</b>	<b>\$1,734,804</b>	<b>47.71%</b>
011098	54201	Rubbish Disposal Services	\$41,180	\$42,000	\$42,000	43,000	4.42%
011098	54204	Groundskeeping Services	104,941	112,000	112,000	115,000	9.59%
011098	54311	Maintenance & Repairs - Equipment	1,064	2,520	2,520	10,520	888.72%
011098	54312	Maintenance & Repairs - General	172,296	159,265	184,615	155,000	-10.04%
011098	54313	Maintenance & Repairs - Vehicles	6,632	8,000	8,000	8,000	20.63%
011098	54402	Water	38,501	46,500	46,500	40,000	3.89%
011098	54403	Telephone	61,697	65,000	65,000	62,000	0.49%
011098	54404	Energy Management Services	2,932	2,000	2,000	3,000	2.32%
011098	54405	Sewage/Cesspool	12,657	11,450	11,450	12,000	-5.19%
011098	54407	Internet Connectivity	17,680	36,125	36,125	36,125	104.33%
011098	54602	Rental of Equipment and Vehicles	124,809	139,100	139,100	125,520	0.57%
011098	54901	Other Purchased Property Services	33,687	25,000	25,000	45,000	33.58%
011098	54902	Alarm and Fire Safety Services	10,245	30,000	10,500	28,000	173.30%
		<b>Subtotal Purchased Property Services</b>	<b>\$628,321</b>	<b>\$678,960</b>	<b>\$684,810</b>	<b>\$683,165</b>	<b>0.62%</b>

*\*This expenditure chart is continued on the following page*

## School Unrestricted Fund (0110), *continued*



\*This expenditure chart is continued from the following page

0110	School Operating Fund, <i>continued</i>	2016-2017 Actual	2017-2018 SC Adopted	2017-2018 Projected	2018-2019 SchComm	Percent Change
011098	55111 Transportation Contractors	\$3,949,152	\$4,097,193	\$4,095,493	4,156,536	5.25%
011098	55201 Property and Liability Insurance	198,681	170,000	177,102	176,000	-11.42%
011098	55203 Fire Insurance	52,000	52,000	52,000	52,000	0.00%
011098	55206 Fleet/Vehicle Insurance	12,721	13,000	13,000	13,000	2.19%
011098	55401 Advertising Costs	5,998	9,000	9,000	8,000	33.38%
011098	55501 Printing	12,718	13,100	13,100	13,385	5.24%
011098	55610 Tuition - Other Districts (Vocation Educ)	608,127	604,911	751,087	753,817	23.96%
011098	55630 Special Needs Tuition to Private Sources	1,111,586	1,323,778	1,223,765	1,363,500	22.66%
011098	55660 Charter School Tuition	1,128,717	1,176,840	1,131,186	1,186,832	5.15%
011098	55802 Board Training	9,427	18,000	18,000	12,000	27.29%
011098	55803 Employee Travel - Non-Teachers	9,586	11,100	11,100	12,150	26.75%
011098	55809 Employee Travel - Teachers	12,951	13,200	13,200	12,700	-1.94%
	<b>Subtotal Other Purchased Services</b>	<b>\$7,111,664</b>	<b>\$7,502,122</b>	<b>\$7,508,033</b>	<b>\$7,759,920</b>	<b>3.44%</b>
011098	56101 General Supplies and Materials	\$333,913	\$357,191	\$361,944	378,762	13.43%
011098	56113 Graduation Supplies	9,896	10,500	10,500	7,500	-24.21%
011098	56115 Medical Supplies	18,604	22,656	22,656	23,335	25.43%
011098	56116 Athletic Supplies	54,847	70,106	71,906	46,962	-14.38%
011098	56117 Employee Award	1,864	3,400	3,400	3,400	82.40%
011098	56202 Gasoline	11,675	15,000	15,000	15,000	28.48%
011098	56211 Maintenance Supplies/Parts	59,194	75,000	66,000	80,000	35.15%
011098	56209 Fuel	255,617	266,200	266,200	266,200	4.14%
011098	56215 Electricity	486,106	478,000	478,000	495,000	1.83%
011098	56219 Custodial Supplies	98,293	98,500	98,500	98,000	-0.30%
011098	56401 Textbooks	94,196	127,396	126,317	101,273	7.51%
011098	56402 Library Books	17,346	13,061	13,466	15,900	-8.34%
011098	56403 Reference Books	23,858	13,250	12,846	3,400	-85.75%
011098	56404 Subscriptions and Periodicals	24,686	10,454	10,454	9,264	-62.47%
011098	56406 Textbooks - Non-Public	6,579	9,000	9,000	9,000	36.80%
011098	58101 Professional Organization Fees	58,711	74,665	75,915	68,346	16.41%
	<b>Subtotal Supplies</b>	<b>\$1,555,385</b>	<b>\$1,644,379</b>	<b>\$1,642,104</b>	<b>\$1,621,342</b>	<b>-1.40%</b>
011098	57202 Capital Improvements	\$28,675	\$25,000	\$25,000	0	-100.00%
011098	57305 Equipment	37,176	51,767	46,512	58,767	58.08%
011098	57306 Furniture and Fixtures	22,593	43,612	37,660	40,515	79.33%
011098	57309 Hardware	511,202	670,338	667,338	489,000	-4.34%
011098	57311 Software	166,913	211,409	224,465	265,639	59.15%
011098	57313 Environmental Equipment	7,240	10,000	10,000	12,000	65.75%
	<b>Subtotal Equipment</b>	<b>\$773,799</b>	<b>\$1,012,126</b>	<b>\$1,010,975</b>	<b>\$865,921</b>	<b>-14.45%</b>
<b>0110</b>	<b>Total School Operating Fund</b>	<b>\$58,873,800</b>	<b>\$60,573,360</b>	<b>\$60,370,233</b>	<b>\$61,201,572</b>	<b>1.04%</b>

## School Unrestricted Fund (0110), *continued*



### FY 2018-2019 Revenue Statement

0110	School Operating Fund		2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Adopted	Percent Change
011098	41210	Town Property Tax Transfer*	\$51,387,349	\$52,415,096	\$52,415,096	\$53,952,664	2.93%
011098	41250	Re-appropriated Fund Balance	400,000	500,000	500,000	500,000	0.00%
011098	41310	Tuition from Individuals	89,039	100,000	100,000	100,000	0.00%
011098	41321	Tuition from Other Districts	0	110,272	0	0	-100.00%
011098	41510	Earning on Investments	673	0	0	0	0.00%
011098	41520	Trust fund Income	27,489	20,000	20,000	25,000	25.00%
011098	41704	Summer School	0	0	0	0	0.00%
011098	41707	Other fees-COBRA	1,480	5,000	5,000	5,000	0.00%
011098	41901	Rental Income	4,955	10,000	10,000	10,000	0.00%
011098	41980	Refund of Prior Year Expense	5,723	0	0	0	0.00%
011098	41990	Misc Revenue	43	15,000	15,000	15,000	0.00%
011098	43101	Unrestricted State Aid	7,329,896	6,837,992	6,833,446	6,108,908	-10.66%
011098	44202	Medicaid reimbursement	359,087	500,000	425,000	425,000	-15.00%
011098	45201	Fund Transfer In	88,696	60,000	60,000	60,000	0.00%
<b>0110</b>		<b>Total School Operating Fund Revenues</b>	<b>\$59,694,430</b>	<b>\$60,573,360</b>	<b>\$60,383,542</b>	<b>\$61,201,572</b>	<b>1.04%</b>
0110		Total School Operating Fund Expenditures	\$58,873,800	\$60,573,360	\$60,370,233	\$61,201,572	
<b>0110</b>		<b>Income Over (Under) Expenditures</b>	<b>\$820,630</b>	<b>\$0</b>	<b>\$13,309</b>	<b>\$0</b>	

*\*To support the FY 2018-2019 School Department's budget, the Town Manager proposed a 2.5% increase in the Property Tax Transfer over prior year funding to the School Operating Fund. It is noted that the School Committee has adopted FY 2018-2019 budget expenditures based on budget revenues inclusive of a 2.93% increase in the Property Tax Transfer, a difference of 0.43% equating to \$267,191. Within the FY 2018-2019 Adopted Budget, the Town Council authorized a 2.93% increase in the Property Tax Transfer to support the School Committee's adopted budget.*



**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 - 40  
CIP Long Range Program Element ..... 21 - 45  
CIP Debt Service Detail..... 21 - 46

**TOWN COUNCIL ADOPTED**  
**FY 2018-2019 MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Background

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The Town uses the Capital Improvement Program (CIP) to strategically invest in and develop capital projects. A project that is included in the Town's capital budget is defined as requiring the expenditure of public funds, for the purchase, construction, enhancement, or replacement of physical infrastructure and/or assets. Capital facilities and infrastructure refer to all public (both municipal and school) facilities such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities. A capital project or improvement is a major, non-recurring, tangible fixed asset. The term includes property acquisition, major improvements to an existing facility, and new building construction. Other costs associated with the capital budget include architectural and engineering fees, bond issuance costs, and site work, if needed. To be included in the CIP, the estimated project cost is over \$10,000 and the project must have an expected useful life greater than that of the life-span of any debt used to fund the project.

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

## Planning Process

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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

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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 1<sup>st</sup> each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1<sup>st</sup> each year

The full 2018-2019 through 2023-24 Capital Improvement Program can be found on the Town of South Kingstown's website at: [www.southkingstownri.com/DocumentCenter/View/1941](http://www.southkingstownri.com/DocumentCenter/View/1941)

### **Summary of CIP Funding**

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The six-year CIP includes two related elements, a Long Term Major Projects Element (\$19,799,878) and a Pay-As-You-Go Element (\$19,232,500), for a total CIP Program of \$39,032,378. The Capital Budget is the first year of the CIP's Pay-As-You-Go Element, and proposes General Fund spending of \$1,532,500 in the 2018-2019 fiscal year. The major CIP projects included in the Pay-As-You-Go element are presented in three program areas:

- Park Rehabilitation and Road Improvements: \$823,000 (54%), an increase of \$37,000 over the 2017-2018 fiscal year
- Equipment Acquisition/Replacement: \$654,500 (43%), a decrease of \$34,000 over FY 2017-2018
- Facility Improvements: \$55,000 (3%), an increase of \$30,000 from the 2017-2018 fiscal year

#### **GENERAL FUND SUPPORTED PROJECTS**

- Town facility maintenance & improvements – maintain the Town's public buildings infrastructure to ensure the useful life is maximized;
- Recreation facilities – provide opportunities to the public for improved quality of life, cultural enrichment, promote tourism and to protect a natural resource;
- Public Safety – address health concerns, safety and emergency needs;
- Roadway – improve roadway infrastructure, dams and bridges, sidewalks, erosion, etc. and to protect a natural resource;
- Equipment Acquisition/Replacement – replace aging equipment or acquire new as needed;
- Economic & Community Development – enhance the Town's taxable real estate and provide neighborhood initiatives, such as the bike path connector and other passive recreation management plans

#### **NON-GENERAL FUND SUPPORTED PROJECTS**

- Senior Services – ensure basic infrastructure is maintained and improved so that the useful life is maximized; address safety needs among senior population;
- Water – improve/maintain building infrastructure and acquire/replace aging equipment;
- Wastewater – improve/maintain wastewater infrastructure and upgrade existing equipment for the collection and treatment of septage;
- Education – enhance school buildings/facility infrastructure; support technology initiatives

### **FY 2018-2019 Capital Budget (Pay-As-You-Go)**

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The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the next page are budgeted for inclusion in the FY 2018-2019 Pay-As-You-Go Element of the CIP.



## Pay-As-You-Go Project Summaries

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<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Brousseau Park Tennis Court Light Fixture Replacement
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Single year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$18,000

### DESCRIPTION

The tennis courts at Brousseau Park are used frequently by the Recreation Department for tennis leagues, camps and lessons, as well as by the general public. It is proposed to replace the existing lamps with energy efficient, long life, LED lights.

### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Reduces risk
- Increases energy efficiency

### CATEGORY

This program is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.



## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Marina Park Parking, Ramp, and Dock Improvements
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Multi-year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$20,000

### DESCRIPTION

The public boat ramp at Marina Park experiences heavy use due to available public parking. Due to its deteriorating condition, this popular site will need to be completely replaced in the future. Continued reserve funding is proposed in FY 2018-2019 for the future replacement of the public boat ramp in the 2023-2024 fiscal year. The projected cost of ramp reconstruction is estimated at \$250,000. Funds held in reserve for this project will amount to \$100,000 as of June 30, 2018. Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces risk

### CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.



## Pay-As-You-Go Project Summaries, *continued*

<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Old Mountain Field Improvements
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Park Master Plan	\$20,000	Single year funding
Restroom & Concession Building Replacement	\$20,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$40,000</b>	

### DESCRIPTION

It is proposed that the Town hire a consultant in FY 2018-2019 to develop an updated Park Master Plan for Old Mountain Field, South Kingstown's oldest community park. This facility receives the highest level of public use out of the Town's seventeen (17) parks. Various elements, such as the skate park, upper tennis courts, and baseball field have seen recent upgrades. The restroom and concession facilities have been identified for replacement within the next six years. Prior to developing plans for a major infrastructure investment, a broader look at the park design is warranted to ensure that all features are appropriately located and accessible and that improvements are implemented with a vision towards long term planning.



Also proposed in FY 2018-2019 is the continuation of reserve funding for the future replacement of the Old Mountain Field Restrooms and Concession Building at a projected total cost of \$425,000. This project will require funding beyond the six year CIP term. Alternate funding sources such as the Rhode Island DEM Recreation and Acquisition Grant program, are being explored for this project.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Increases life cycle of recreational facility for public and school use
- Reduces risk

### CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities for improved quality of life, cultural enrichment and promote tourism.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Saugatucket Park Walking Path Improvements
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Single year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$30,000

### DESCRIPTION

The Saugatucket Park's Walking Path is proposed for resurfacing in FY 2018-2019. This asphalt path is approximately 1,000 feet (0.2 miles) and is located around the perimeter of the park adjacent to Wakefield Elementary School. The path is accessible from High Street and provides access to the Main Street pedestrian bridge, Saugatucket Park Veterans Memorial, Wakefield Elementary School, and Sari's Sanctuary (an outdoor classroom). Multiple and severe cracks and heaves in the path present a potential safety hazard and render it beyond minor repair. The park was constructed in 1975 and is used year round by the general public, as well as by Wakefield Elementary School classes. The Veterans Memorial at the park also serves as the end point for the Town's annual Memorial Day and Veterans Day parades that are coordinated by the local VFW and American Legion organizations.



### JUSTIFICATION

- Increases life cycle of recreational facility for public and school use
- Provides connectivity to Town resources
- Reduces risk

### CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.



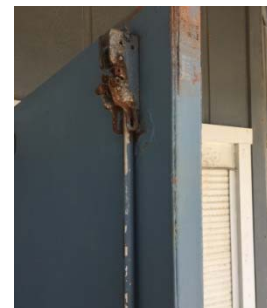
## Pay-As-You-Go Project Summaries, *continued*

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<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Town Beach Pavilion Building Interior Improvements
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Single year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$25,000

### DESCRIPTION

Improvements to the interior of the Town Beach pavilion facility are proposed in FY 2018-2019. The building consists of public restrooms, a management office, break room, and storage room. Improvements include replacement of interior walls and supports that have deteriorated over the years, along with replacement of all interior and exterior metal doors, and installation of shelving for more efficient storage of materials and supplies.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Increases life cycle of recreational resource for public use
- Maintain facility infrastructure
- Reduces risk

### CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Village Green Tennis Court Resurfacing
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Single year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$10,000

### DESCRIPTION

Crack repair and resurfacing of the Village Green tennis courts is proposed in the 2018-2019 fiscal year. These courts are used regularly by the Recreation Department for lessons, camps, and tennis league play, as well as being available for public use. The courts were reconstructed in 2006 and have not been resurfaced since the initial coating. The paint and lines have work down to bare pavement in some areas and cracks have begun to develop. It is proposed that the cracks be sealed before they expand and both courts be resurfaced in order to extend their life by five to eight years.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

### CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Parks Rehabilitation Improvement Program
<b>PROJECT</b>	Park Irrigation Systems Repair & Upgrade
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Multi-year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$10,000

### DESCRIPTION

The establishment of a reserve fund for ongoing repair and upgrades to the seven athletic field irrigation systems throughout the park system is proposed for FY 2018-2019. These irrigation systems are critical to ensuring that the turf maintenance plans for the Town's heavily used athletic fields are effective, with safety being a top priority. Most of the existing irrigation systems have experienced some type of failure over the last five years, and the Town provides preventative maintenance in the form of systematic replacement of components in order to increase the life of the systems.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Increases life cycle of recreational facility for public and school use
- Maintain facility infrastructure

### CATEGORY

This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Parks & Recreation
<b>PROGRAM</b>	Equipment Acquisition & Replacement Program
<b>PROJECT</b>	Parks Division Equipment Acquisition & Replacement
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Mini Excavator with Brush Attachment	\$58,000	Single year funding
¾ Ton Pickup with Liftgate & Plow	\$35,000	Single year funding
Utility Sand Groomer	\$18,000	Single year funding
Equipment Trailer	\$8,000	Single year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$119,000</b>	

### DESCRIPTION

This program insures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2018-2019 is detailed below.

#### MINI EXCAVATOR WITH BRUSH ATTACHMENT

It is proposed that a new Mini Excavator machine be added to the Parks Division equipment inventory for the purpose of maintaining and improving parks utilizing in-house resources. It will be used for excavation during installation of park amenities such as fencing, benches, shade structures, and irrigation. A brush attachment is also proposed in order to increase efficiency of maintaining the bike path and other pedestrian/bike connectors, as well as for tending to the perimeter areas of park property.



#### ¾ TON PICKUP WITH LIFTGATE & PLOW

This vehicle is used daily by Parks Maintenance personnel for care and maintenance of the Town's park grounds, outdoor athletic facilities, and public building grounds. The vehicle proposed for replacement in FY 2018-2019 is a 2011 (Chevrolet) and has logged 66,174 miles to date, with a projected 78,000 miles by June 2018. It is noted that if the vehicle remains in relatively good condition and experiences no major mechanical issues through the next year, the Department may be able to delay the replacement by one year and still receive a favorable trade-in value towards a replacement.





### UTILITY SAND GROOMER

This machine is used by Park Maintenance staff to groom the infield playing surfaces on baseball/softball fields and sand volleyball courts. The machine to be replaced is a 2012 Toro SandPro that has over 500 hours and is approaching the end of its useful life.



### EQUIPMENT TRAILER

It is proposed in FY 2018-2019 to replace a 2008, 21' equipment trailer that is used year round to transport landscaping equipment for park grounds, athletic fields and facility maintenance.

### JUSTIFICATION

- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the General Fund, with a focus on Equipment Acquisition and Replacement to replace aging equipment or acquire new equipment as needed.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Road Improvement Program
<b>PROJECT</b>	Road Reconstruction and Pavement Overlay
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Worden's Pond Road (West End)	\$292,050	Single year funding
Waites Corner Road (Fairgrounds to Rt 138)	\$260,000	Single year funding
Jerry Brown Farm Road	\$174,000	Single year funding
Sand Turn Road	\$45,000	Single year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$771,050</b>	

### DESCRIPTION

#### ROAD RECONSTRUCTION

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½" binder and 1½" bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that reclaimed to the substrate layer. FY 2018-2019 road reconstruction is proposed as follows:

- **SAND TURN ROAD (NORTHERLY SECTION) – COLLECTOR ROAD**

A section of Sand Turn Road at its northerly end will be reconstructed as a result of poor subsoil conditions. Approximately 600' of the roadway warrants selective road reconstruction/full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat, and 2" Class I bituminous concrete overlay.



#### PAVEMENT OVERLAY

This fiscal year, the Engineering Division began achieving greater savings by utilizing cold-planing and a 1.5-2.5" pavement overlay in lieu of pavement leveling and overlay, since the current cost for cold-planing is less than pavement leveling. These two methods will be evaluated each year based upon the price of bituminous concrete to determine the most economically viable option. It is noted that unlike road reconstruction, reflective cracking from existing road substrate may occur with pavement overlay, resulting in a shorter pavement life than after full-depth road reconstruction. However, this pavement management technique (at \$40/linear foot) is less expensive than full road reconstruction (at \$90/linear foot), whereby many more miles of roads can be overlaid as compared to reconstructed. The roads proposed for pavement overlay in the 2018-2019 fiscal year are detailed on the following page.



- **WORDEN'S POND ROAD (WEST END) – ARTERIAL ROAD**

The western portion of Worden's Pond Road, from Worden Pond to the Charlestown Town Line (approximately half of the South Kingstown owned portion of the road, 5,850 linear feet) is now in need of pavement overlay with selective repairs where significant pavement failure has occurred. Since Worden's Pond Road serves as one of the west/east rural corridors connecting South Kingstown to Charlestown, it realizes higher traffic volumes that have adversely impacted the road over the years. Anticipated road improvements include milling and selective failed asphalt removal, followed by a bituminous concrete base course, tack coat, and a Class I bituminous concrete overlay.



- **JERRY BROWN FARM ROAD – COLLECTOR ROAD**

Jerry Brown Farm Road has been part of the Town's municipal road program since 1991. However, the right-of-way was not uniform in width and had no formalized drainage system. Prior to making any improvements to the travel way, the Town needed to secure a uniform right-of-way width of no less than 40' (in some areas the existing right-of-way width was as narrow as 27') and drainage easements from abutting property owners. In October 2017, the Town took ownership of a strip of land (approximately 13,600 sq. ft. ±) that abuts the Whaley Farm along Jerry Brown Farm Road, which now provides for a uniform 40' wide right-of-way width. The Town also holds a General Right to Drain easement from abutting farm properties on both sides of the right-of-way. Now that the Town owns a uniform right-of-way width, FY 2018-2019 proposed improvements include stormwater improvements (infiltration swales/basins), selective road reconstruction as needed, and a curb-to-curb asphalt overlay of the roadway.

- **WAITES CORNER ROAD (FAIRGROUNDS ROAD TO ROUTE 2) – COLLECTOR ROAD**

The western portion of Waites Corner Road (Route 2 to Route 138) was overlaid in 2015. The eastern section from Route 2 to Fairgrounds Road is now in need of pavement overlay. Anticipated road improvements in FY 2018-2019 include milling followed by a bituminous concrete base course, tack coat, and a Class I bituminous concrete overlay.

### JUSTIFICATION

- Increases life cycle of public roadways for use by the general public
- Reduces risk

### CATEGORY

These projects are supported through the General Fund, the sale of public services bonds, funding held in the Public Works Improvement Reserve Fund, with a focus on improving roadway infrastructure.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Road Improvement Program
<b>PROJECT</b>	New Drainage/Erosion Control/TMDL Projects
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
TMDL Implementation Narrow River Improvements	\$195,300	Multi-year funding
Matunuck Beach Road Protection Reserve Fund	\$20,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$215,300</b>	

### DESCRIPTION

#### TMDL IMPLEMENTATION – NARROW RIVER IMPROVEMENTS

Beginning in 2001, the RI Department of Environmental Management (RIDEM) issued seven Total Maximum Daily Loads (TMDLs) for impaired surface water bodies in South Kingstown. Each TMDL identifies specific pollutants and establishes a threshold for necessary pollutant reductions in order for the surface water body to meet water quality standards.

After significant dialogue with the US Environmental Protection Agency (USEPA) and RIDEM, the Town has agreed to begin structural best management practices (BMPs) for impaired surface waters in South Kingstown. This long-term program will occur over the next 20-30+ years at significant expense to the Town, with Pettaquamscutt (Narrow) River targeted as the first surface water body scheduled for BMPs.

An engineering services contract was awarded to Fuss & O’Neil in January 2013 to design stormwater improvements for the Narrow River watershed. In an effort to fund the proposed stormwater improvements, in April 2015 the Town received a RIDEM Watershed Restoration Fund (WRF) grant award (50% local funding match), of which \$195,330 was for Narrow River TMDL improvements. A public outreach informational hearing was conducted in August 2017, whereby final design and regulatory agency permitting will be completed during the Spring 2018 in anticipation of a Fall 2018 construction start.





### **MATUNUCK BEACH ROAD PROTECTION RESERVE FUND**

Matunuck Beach Road Protection Improvements is an ongoing program to protect this vulnerable collector roadway from continuing coastal erosion. Construction of an approximately 200 foot steel pile sheet wall was completed in late Spring 2017, with the exception of the most easterly 20' section of wall.

A condition of the Coastal Resources Management Council (CRMC) Assent that was received for this project requires the Town to re-establish a post wall construction beach profile once per year. Annual reserve funding will provide for future maintenance of the sheet pile wall and beach replenishment on an as needed basis.



### **JUSTIFICATION**

- Preservation of physical asset/public health and safety/pedestrian safety

### **CATEGORY**

This program is supported through the General Fund, with a focus on improving public infrastructure.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Road Improvement Program
<b>PROJECT</b>	Bridges and Dams Inspection and Maintenance
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Bridge Inspection Program	\$30,000	Single year funding
Dam Inspection Program - Rocky Brook	\$20,000	Multi-year funding
Dam Inspection Program - Wakefield Mill Pond	\$20,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$70,000</b>	

### DESCRIPTION

Critical Infrastructure, such as bridges and dams, has significant public safety importance, and requires periodic comprehensive inspection to ensure structural integrity. The Town performs bridge and dam inspections every three years, and the inspection report findings are used to update the maintenance schedule and associated repairs for the Town's fifteen local bridge structures and seven dams.

#### BRIDGE INSPECTION PROGRAM

The last Town-wide bridge inspection program was conducted in late 2014. As such, bridge inspections are proposed for FY 2018-2019.

#### DAM INSPECTION PROGRAM - ROCKY BROOK DAM

Rocky Brook Dam is a low-head, cut granite earthen dam that impounds the Rocky Brook Reservoir adjacent to Route 108. The spillway has a finite capacity due to its box culvert configuration beneath Route 108. Although no immediate repairs are needed, reserve funding is proposed for future repairs.



#### DAM INSPECTION PROGRAM - WAKEFIELD MILL POND DAM

The Wakefield Mill Pond Dam (a/k/a Main Street Dam) is a gravity cut granite dam that impounds the Saugatucket River. It is also the only 'run of the river' dam owned by the Town. NOAA and RIDEM completed fishway improvements in March 2016, which included a new denil fish ladder and out migration plunge pool. Although no immediate repairs are needed, reserve funding is proposed for future repairs.



### JUSTIFICATION

- Preservation of physical asset/public health and safety/pedestrian safety

### CATEGORY

This program is supported through the General Fund, with a focus on improving public infrastructure.

## Pay-As-You-Go Project Summaries, *continued*

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<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Highway Facility Improvement Program
<b>PROJECT</b>	Fire Alarm Panel Replacement
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Single year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$20,000

### DESCRIPTION

Replacement of the fire alarm panel at the Highway Division's Asa Pond Road garage is proposed for the 2018-2019 fiscal year. This new panel will meet current standards and be installed by a third party contractor. The Highway Division's Asa Pond Road garage dates back to the early 1970s and still has the original fire alarm panel, which is the oldest fire alarm panel in the municipal building inventory and is in need of replacement.

### JUSTIFICATION

- Important to keep equipment in good working order
- Maintain facility infrastructure
- Reduces risk

### CATEGORY

This program is supported through the General Fund with a focus on Town facility maintenance and upgrades to improve the Town's public buildings infrastructure.



## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Public Works Equipment Acquisition/Replacement Program
<b>PROJECT</b>	Highway Division Equipment Acquisition & Replacement
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Roadside Mowers (three)	\$135,000	Multi-year funding
Large Dump Trucks (two)	\$100,000	Multi-year funding
Payloader	\$60,000	Multi-year funding
Wood Chippers (two)	\$58,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$353,000</b>	

### DESCRIPTION

The Public Works equipment acquisition and replacement program was established to ensure that vehicles and equipment are replaced in a timely and cost-efficient manner. Each year, the Highway Division equipment procurement schedule is reviewed and revised with the objective of retaining certain equipment for longer periods before replacement is necessary. Heavy rolling stock equipment such as excavating (i.e. payloader, backhoe) and grading equipment are used fewer hours than smaller equipment such as pickups and small dump trucks, and may be able to be kept in service for a longer time period than originally anticipated.

#### ROADSIDE MOWER

The Highway Division currently utilizes two articulating-head flail mower tractors for roadside vegetation maintenance, bike path vegetation maintenance and post-closure landfill mowing. Roadside vegetation management is critical for public safety to ensure adequate sight distance for motor vehicle operators. The replacement tractor will replace the Highway Division's 2000 New Holland tractor that has logged approximately 4,100 hours and has experienced significant and costly repairs over the last few years.



#### LARGE DUMP TRUCK

The Highway Division's equipment fleet includes two tandem axle dump trucks, used for snowplow routes subject to drifting and material hauling, particularly street sweeping and catch basin spoils transport to the Central Landfill facility. Reserve funding was established during fiscal years 2014-2015, 2015-2016 and 2016-2017, with \$90,000 currently available. Proposed FY 2018-2019 funding will be the fourth year of a multi-year funding program for this vehicle, which is expected to cost upwards of \$220,000. A 2004 Mack 10 wheel dump truck with snowplow, which has approximately 66,000 miles and has been experiencing transmission and hydraulic issues and frame corrosion over the last two years is proposed for replacement once sufficient funding is reserved.





### **PAYLOADER**

The Highway Division presently utilizes a 2006 John Deere payloader that has logged approximately 4,000 hours. This equipment is used extensively for material handling, especially during the winter to load Highway Division dump trucks with sand and salt for the Town's 11 sanding routes. The payloader also uses a grapple attachment that is critical for post-storm debris management. Given the significant cost (approximately \$250,000) of this equipment, it is proposed that reserve funding be established in FY 2018-2019, representing the first of a four year funding cycle.



### **WOOD CHIPPER**

The Highway Division uses two wood chippers to maintain tree and brush vegetation that is either too high or too large for flail tractor management along Town right-of-ways. The chippers are also used extensively for debris management response during post-wind/storm events where significant tree loss occurs. The purchase of a new chipper in FY 2018-2019 will replace a 2003 Vermeer chipper with 1,300 hours that has corrosion and electrical issues.



### **JUSTIFICATION**

- The Town is responsible for maintenance of the Town's right-of-ways and sidewalks
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

### **CATEGORY**

This program is supported through the General Fund, with a focus on Equipment Acquisition/Replacement to replace aging equipment or acquire new equipment as needed.

## Pay-As-You-Go Project Summaries, *continued*

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<b>DEPARTMENT</b>	Public Safety
<b>PROGRAM</b>	Computer System Maintenance Program
<b>PROJECT</b>	Equipment Upgrade Reserve Funding
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Multi-year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$10,000

### DESCRIPTION

Reserve funding is proposed for equipment upgrades forecasted in FY 2022-2023. These projects include Network and Firewall Replacement and Server Virtualization Hardware Replacement/Update. Installment funding is recommended to meet the projected cost of this equipment.



### JUSTIFICATION

- Annual reserve funding allows for timely maintenance, improvements, or replacement as needed

### CATEGORY

This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

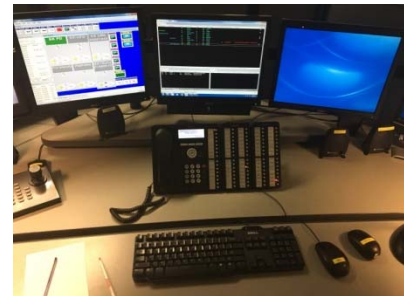
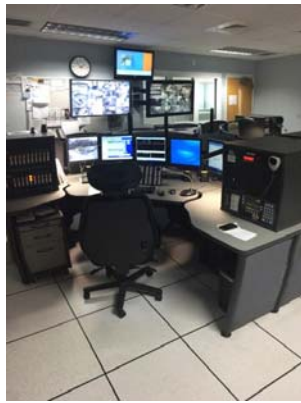
## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Safety
<b>PROGRAM</b>	Communications Systems Maintenance Program
<b>PROJECT</b>	Equipment Maintenance
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Multi-year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$15,000

### DESCRIPTION

Reserve funding is proposed for as needed equipment replacement in the various communication systems operated by the Police Department. These include closed circuit surveillance; public safety dispatch systems supporting Police, Emergency Medical and Fire Services; and the telephone systems servicing the Public Safety Building.



### JUSTIFICATION

- Annual reserve funding allows for timely maintenance, improvements, or replacement as needed

### CATEGORY

This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

## Pay-As-You-Go Project Summaries, *continued*

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<b>DEPARTMENT</b>	Public Safety
<b>PROGRAM</b>	Public Safety Building Maintenance Program
<b>PROJECT</b>	HVAC System Maintenance
<b>SUPPORTING FUND</b>	General Fund
<b>FUNDING TIMELINE</b>	Multi-year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$10,000

### DESCRIPTION

Upgrade various components of the Public Safety Complex's HVAC system which is over 19 years old, including upgrading the rooftop chiller in FY 2018-2019. Mechanical systems are original to the Public Safety Complex constructed in 1998.



### JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed
- Increases energy efficiency
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Safety
<b>PROGRAM</b>	EMS Equipment Replacement and Facilities Improvement Program
<b>PROJECT</b>	EMS Equipment Acquisition & Replacement
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Vehicle Replacement	\$90,000	Multi-year funding
Medical Equipment Replacement	\$13,000	Multi-year funding
South Station Expansion Upgrades	\$20,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$123,000</b>	

### DESCRIPTION

Funding is proposed for replacement of vehicles, medical equipment, and future expansion to the EMS quarters at the South Station located at the Public Services Building.

#### VEHICLE REPLACEMENT



Year two reserve funding, in the amount of \$30,000, is proposed as part of a 2-year funding cycle for replacement in FY 2018-2019 of Paramedic 2, the non-transporting vehicle, at a total cost of \$70,000.



Year two reserve funding, in the amount of \$60,000, is proposed as part of a 3-year funding cycle for replacement in FY 2019-2020 of Paramedic 3, a transporting rescue, at total cost of \$225,000.

#### MEDICAL EQUIPMENT REPLACEMENT

Funding is proposed in the amount of \$13,000 to support the purchase of a Cardiac Monitor/Defibrillator in FY 2018-2019. This unit will supplement the 3 front line units during high call volume activity and will also be used for training purposes. Reserve funding of \$10,000 is available for purchase of this equipment, at an estimated cost of \$23,000.





### **SOUTH STATION EXPANSION UPGRADES**

Reserve funding is proposed as part of a 2-year funding cycle for the expansion and renovation of the EMS quarters at the South Station to ensure the facility meets all required life safety codes should the building be required to house a 24 hour per day EMS operation.

### **JUSTIFICATION**

- Maintain facility infrastructure
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs



### **CATEGORY**

This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Safety
<b>PROGRAM</b>	Fire Alarm Equipment and Vehicle Replacement Program
<b>PROJECT</b>	Fire Alarm Division Equipment Acquisition & Replacement
<b>SUPPORTING FUND</b>	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
UHF Radio Upgrade	\$12,500	Multi-year funding
800 MHz Radios for Town Interpretability	\$10,000	Multi-year funding
Staff SUV Vehicle Replacement	\$7,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$29,500</b>	

### DESCRIPTION

Funding for equipment and vehicle replacement is proposed in FY 2018-2019 as shown below:

#### UHF RADIO UPGRADE

The Fire Alarm Division currently utilizes analog UHF portable and mobile radios that will be discontinued and unserviceable within the next two years. Reserve funding is proposed in the amount of \$12,500 for FY 2018-2019 as the first of a two year funding cycle for new radios utilizing a digital radio system that has more range and better penetration within buildings. The total program cost is estimated at \$25,000.

#### 800 MHZ RADIOS FOR TOWN INTEROPERABILITY

All Town Departments, as well as the Union Fire District and Kingston Fire District, communicate on the emergency talk-around channels programmed into the 800 MHz radios in case of a storm or major incident. By the year 2020, the current 800 MHz radios the Fire Alarm Department has will be out dated and non serviceable and will have to be replaced and updated. Reserve funding is proposed in the amount of \$10,000 for FY 2018-2019 as the first of a four year funding for this program at a total cost of \$40,000.

#### STAFF SUV VEHICLE REPLACEMENT

The staff vehicle is used for day to day inspection operations and is the on-call vehicle that is used 24/7 365 day a year. Reserve funding in the amount of \$7,000 is proposed for FY 2018-2019 as the first of a six year funding for vehicle replacement at a cost of \$42,000.





### JUSTIFICATION

- Important to keep equipment and machinery in good working order
- Provides connectivity to Town resources
- Preservation of physical asset/public health and safety/pedestrian safety
- Avoid costly, frequent repairs
- Reduces risk

### CATEGORY

This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.



## Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT	Town Hall
PROGRAM	Facility Improvements and Pool Vehicle Replacement Program
PROJECT	Town Hall Improvements and Vehicle Acquisition & Replacement
SUPPORTING FUND	General Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Town Hall Improvements	\$25,000	Multi-year funding
Staff Pool Vehicle Replacement	\$25,000	Single year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$50,000</b>	

### DESCRIPTION

#### TOWN HALL IMPROVEMENTS

Funding is maintained in the Town Hall Reserve Fund for upgrades and improvements to the Town Hall complex as needed. As of June 30, 2018 a balance of \$32,439 is anticipated. Proposed facility improvements in FY 2018-2019 include the installation of storm windows as needed in the Council Chambers and Clock Tower. Reserve funding for Town Hall improvements is proposed in the amount of \$25,000 for FY 2018-2019.



#### STAFF POOL VEHICLE REPLACEMENT

Replacement of a pool vehicle utilized by Town Hall staff of the Building and Assessment offices for site visits and inspections is proposed in the 2018-2019 fiscal year. Funding is proposed in the amount of \$25,000 for FY 2018-2019.



### JUSTIFICATION

- Annual reserve funding allows for timely maintenance, improvements, or replacement as needed
- Maintain facility infrastructure
- Important to keep vehicles in good working order
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the General Fund, with a focus on maintaining public infrastructure and replacing vehicles as needed.



## Pay-As-You-Go Project Summaries, *continued*

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<b>DEPARTMENT</b>	Senior Services
<b>PROGRAM</b>	Adult Day Services Facility Improvement Program
<b>PROJECT</b>	Front Entrance Portico Replacement
<b>SUPPORTING FUND</b>	Senior Services Fund
<b>FUNDING TIMELINE</b>	Multi-year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$15,000

### DESCRIPTION

Reserve funding is proposed as year one of a 2-year funding cycle for rehabilitation of the Adult Day Services building front entrance portico. This feature allows the Day Care participants to enter and exit the facility directly to their car or Senior Van without being exposed to the elements. The overhang has deteriorated and will soon present a potential safety hazard. Replacement of the supports and roof is planned in FY 2019-2020. The portico is an important accessibility feature for the Day Care facility, which houses services and programs that seek to address unmet needs of special populations within the Town.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Maintain facility infrastructure
- Preservation of physical asset/public health and safety/pedestrian safety

### CATEGORY

This program is supported through the Senior Services Fund, with a focus on facility maintenance and improvements to the Town's public buildings infrastructure.

## Pay-As-You-Go Project Summaries, *continued*

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<b>DEPARTMENT</b>	Senior Services
<b>PROGRAM</b>	Senior Center Facility Improvement Program
<b>PROJECT</b>	HVAC Maintenance
<b>SUPPORTING FUND</b>	Senior Services Fund
<b>FUNDING TIMELINE</b>	Single year funding
<b>FY 2018-2019 PAYG FUNDING</b>	\$23,000

### DESCRIPTION

Funding is proposed in FY 2018-2019 for comprehensive cleaning and sanitizing of the HVAC ductwork in the Senior Center to ensure healthy air quality in the building. Approximately 150 seniors per day utilize the Senior Center for social services, meals, recreational activities, support groups, special events, health clinics and other programs customized to foster and support a social, active and healthy lifestyle for seniors.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Maintain facility infrastructure
- Avoid costly, frequent repairs
- Preservation of physical asset/public health and safety/pedestrian safety

### CATEGORY

This program is supported through the Senior Services Fund, with a focus on facility maintenance and improvements to the Town's public buildings infrastructure.



## Pay-As-You-Go Project Summaries, *continued*

<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Water Program
<b>PROJECT</b>	Water Division Improvements and Vehicle Acquisition & Replacement
<b>SUPPORTING FUND</b>	Water Enterprise Fund

### FY 2018-2019 PAYG FUNDING

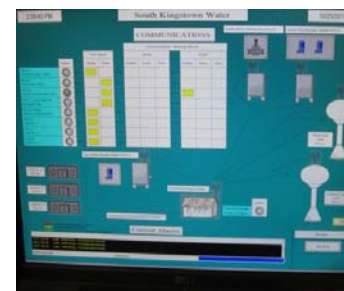
Project Detail	PAYG Funding	Funding Timeline
SCADA/Telemetry Upgrade	\$35,000	Multi-year funding
Vehicle Replacement	\$29,000	Multi-year funding
Leak Detection Program	\$15,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$79,000</b>	

### DESCRIPTION

The Water Fund is one of three Utility Funds; its principal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2018-2019 include:

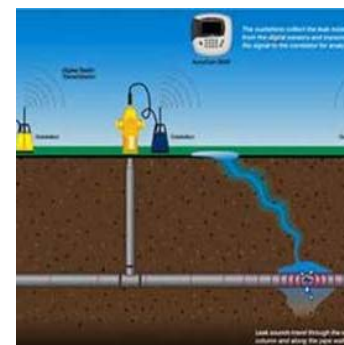
#### SCADA/TELEMETRY UPGRADE

The Water Division employs a Supervisory Control Data Acquisition (SCADA) system to operate the South Shore water system water storage, pumping, and control systems. This computer based system runs continually and stores all operations data from each of the above noted facilities. The system was last replaced in 2012 and is now in need of replacement/upgrade in the 2018-2019 fiscal year.



#### LEAK DETECTION PROGRAM

The Water Division has worked diligently on reducing 'unaccounted for' water within both the South Shore and Middlebridge water systems. 'Unaccounted for' water is defined as the difference between production water readings and water user readings that are adjusted for unmetered consumption such as fire protection and fire hydrant flushing. Unaccounted for water management is a dynamic and on-going process since leaks can arise at any time and must be repaired in a timely manner to minimize any lost water. Fiscal Year 2018-2019 reserve funding of \$15,000 is proposed for this on-going effort.



#### VEHICLE REPLACEMENT

The Water Division utilizes two pick-up trucks for daily duties including, but not limited to, service customer and emergency calls, drive-by water meter reading, distribution system, and water supply operations. It is proposed to replace a 2010 Chevy Colorado pick-up that has approximately 125,000 miles and is plagued with frame corrosion in FY 2018-2019 at a cost of \$29,000.





### JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Preservation of physical asset/public health and safety/pedestrian safety
- Important to keep equipment and machinery in good working order
- Maintain facility infrastructure
- Increases energy efficiency
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the Water Enterprise Fund, with a focus on improving/maintaining water infrastructure and equipment.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	Public Services
<b>PROGRAM</b>	Wastewater Program
<b>PROJECT</b>	Wastewater Division Equipment & Facility Improvements
<b>SUPPORTING FUND</b>	Wastewater Enterprise Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
WWTF Building Improvements	\$60,000	Multi-year funding
WWTF Telemetry and Control Upgrade	\$35,000	Multi-year funding
Local Pump Station Improvements	\$30,000	Multi-year funding
Kingston Pump Station Improvements	\$150,000	Multi-year funding
Regional WWTF Solids Handling Upgrades	\$348,000	Multi-year funding
Regional WWTF Septage Building	\$150,000	Multi-year funding
Regional WWTF Secondary Clarifier Repairs	\$100,000	Multi-year funding
Regional WWTF Return Activated Sludge Pump:	\$125,000	Multi-year funding
Collection System Evaluation	\$25,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$1,023,000</b>	

### DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its principal operation is wastewater collection and treatment. No property tax support is provided to finance Utility based expenditures. In order to ensure smooth and efficient Wastewater Treatment Facility (WWTF) process operations, the Wastewater Division uses a scheduled equipment maintenance and repair program for major WWTF plant components. Over the past 15 years, major plant components replaced and/or repaired include improvements to the solids handling, Phase I hydraulic upgrade, and the headworks and disinfection infrastructure.

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner's respective flow contribution.

WWTF flow apportionment for FY 2016-2017 is shown below:

Regional Partner	Flow Percentage	Flow Million Gallons
Town of South Kingstown	35.40%	319.05 MG
Town of Narragansett	45.81%	412.83 MG
University of Rhode Island	18.79%	169.35 MG
<b>Total</b>	<b>100.00%</b>	<b>901.23 MG</b>

Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2016-2017: SK=64.68%;



## Pay-As-You-Go Project Summaries, *continued*

URI=35.32% to the Silver Lake pump station and FY2016-2017: SK=13.43%; URI=86.57% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only. The flows and associated percentages noted above are for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction. Wastewater Fund capital improvements proposed for FY 2018-2019 are shown below:

### WWTF BUILDING IMPROVEMENTS

The Regional Wastewater Treatment Facility (WWTF) was constructed in the mid-1970's, whereby concrete repairs are necessary in various parts of the main building and out buildings. Work may include removal of spalled concrete, reinforcing steel preparation and concrete patch repairs in addition to more extensive repairs of the easterly primary clarifier tank wall. FY 2018-2019 funding represents the second year of a three year funding cycle for this work. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:

- 2018-2019 Reserve Funding .....\$60,000
- TSK Regional Partner Share (35.40%).....\$21,240



### WWTF TELEMETRY AND CONTROL UPGRADE

The WWTF utilizes a Supervisory Controlled and Data Acquisition (SCADA) system to control all functions of the Regional WWTF wastewater process and major out-lying pump stations (Silver Lake & Kingston). The system provides control output and receives and stores data input and operates 24 hours per day, 365 days per year. In FY 2015-2016, the Wastewater Division replaced the programmable logic controllers, which are located throughout the WWTF. FY 2018-2019 funding is proposed to replace the SCADA computer platform and system software. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:

- FY 2018-2019 Reserve Funding .....\$35,000
- TSK Regional Partner Share (35.40%).....\$12,390



### LOCAL PUMP STATION IMPROVEMENTS

In recent years, the use of 'flushable wipes' by wastewater users has dramatically increased and is very problematic to the Wastewater Division's smaller pump stations. Although the wipes are represented as biodegradable, they in fact clog outlying pump station pumps. In lieu of installing separate and expensive screening equipment at each pump station, the Wastewater Division needs to procure a portable grinder pump to macerate the wipes on a periodic schedule. Purchase of this equipment is proposed for FY 2018-2019, with the cost to be paid entirely by South Kingstown.

- Total Projected Cost .....\$30,000
- TSK Regional Partner Share (100%).....\$30,000



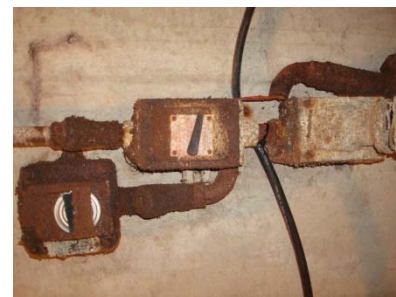


## Pay-As-You-Go Project Summaries, *continued*

### KINGSTON PUMP STATION IMPROVEMENTS

The Kingston pump station was built in the mid 1970's and serves as the main pumping facility for the Kingston Village area, including the University of Rhode Island's Kingston campus. The wet well side of the pump station is a very corrosive environment, whereby the HVAC, electrical, and lighting system needs to be replaced in FY 2018-2019. Kingston pump station flow cost sharing as shown below will be utilized for this project:

- Total Projected Cost .....\$150,000
- TSK Regional Partner Share (13.43%).....\$20,145



### REGIONAL WWTF SOLIDS HANDLING UPGRADES

In the late 1980's a 2 meter belt filter press was installed to replace a vacuum dewatering system for all sludge that is landfilled. Funding in the amount of \$152,000 was appropriated in FY 2016-2017 to overhaul the existing belt filter press. However, the Wastewater Division's consulting engineer (James J. Geremia & Associates) is currently conducting a cost benefit analysis to compare belt press rehabilitation versus new dewatering technology (ex: centrifuge and screw press technology). Once the analysis is completed in the Spring 2018, bid specifications for the preferred option will be completed for a FY 2018-2019 construction year. Total funding of \$500,000 (\$152,000 + \$348,000) reflects the centrifuge or screw press option, whereas belt press rehabilitation is expected to cost approximately \$160,000. WWTF flow cost sharing as shown below will be used for this project in FY 2018-2019:

- Total Projected Cost .....\$348,000
- TSK Regional Partner Share (35.40%).....\$123,192



### REGIONAL WWTF SEPTAGE BUILDING UPGRADES

The Regional WWTF serves as a regional septage receiving facility for the Towns of Narragansett and South Kingstown. The WWTF also accepts septage from outlying communities on a space available basis. The septage receiving building utilizes a grit removal system that dates back to the mid-1970s and is now in need of replacement. WWTF flow cost sharing being used is shown below:

- Total Projected Cost .....\$150,000
- TSK Regional Partner Share (35.40%).....\$53,100





## Pay-As-You-Go Project Summaries, *continued*

### REGIONAL WWTF SECONDARY CLARIFIER REPAIRS

Secondary clarifiers #1 & #2 date back to original WWTF construction in the mid- 1970s, whereby the weirs and drive system are showing signs of wear and failure. As such, FY 2018-2019 is the first year of a four year funding cycle to overhaul and rehabilitate the drive and weir systems for both clarifiers. WWTF flow cost sharing as shown below will be used for this project:

- Total Projected Cost .....\$100,000
- TSK Regional Partner Share (35.40%) .....\$35,400



### REGIONAL WWTF RETURN ACTIVATED SLUDGE PUMP

The WWTF return activated sludge (RAS) building employs a pump dating to the mid-1970s and is in need of replacement. The proposed pump will be an in-kind replacement by the original manufacturer to avoid complex and expensive piping system modifications. Since the pump will be an in-kind replacement, all work will be performed by WWTF staff at a significant savings to the Town and its regional partners. WWTF flow cost sharing being used is shown below:

- Total Projected Cost .....\$125,000
- TSK Regional Partner Share (35.40%).....\$44,250



### COLLECTION SYSTEM EVALUATION

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. However, interceptor inspection and cleaning (if required) is done by third party contractors due to its large diameter. FY 2018-2019 represents the first year of a two year funding cycle for interceptor evaluation. A consulting engineer with expertise in collection system maintenance will be retained to evaluate the Town’s interceptor. Silver Lake pump flows cost sharing shown below will be used for this project:

- Total Projected Cost .....\$25,000
- TSK Regional Partner Share (64.68%).....\$16,170



### JUSTIFICATION

- The Town is responsible for maintenance of the Town’s public infrastructure
- Preservation of physical asset/public health and safety/pedestrian safety
- Important to keep equipment and machinery in good working order
- Maintain facility infrastructure
- Increases energy efficiency
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the Wastewater Fund, with a focus on improving/maintaining wastewater infrastructure and existing equipment for the collection and treatment of septage.

## Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	School Department
<b>PROGRAM</b>	Technology Equipment Replacement Program
<b>PROJECT</b>	Technology Equipment Acquisition & Replacement
<b>SUPPORTING FUND</b>	School Fund

### FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Cisco Phone System Replacement	\$25,000	Multi-year funding
Computer Equity/Replacement	\$50,000	Multi-year funding
1:1 Student to Computer Program	\$175,000	Multi-year funding
Network Hardware	\$25,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$275,000</b>	

### DESCRIPTION

The School Department's Technology Equipment Replacement Program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule. Equipment proposed for replacement in FY 2018-2019 includes the following:

#### CISCO PHONE SYSTEM REPLACEMENT

This project will replace 13+ year old Cisco phones that do not support the latest SIP complaints protocols. Cisco will buy back old Cisco phones to help system integration for each building, 911 call monitoring, and reporting to administrators. These funds will also be used to start adding all schools to the Cisco servers to link PA systems in the buildings. Proposed funding for FY 2018-2019 is \$25,000.



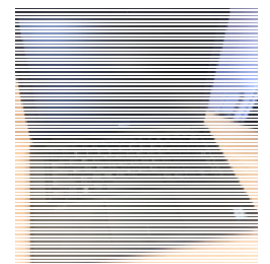
#### COMPUTER EQUITY/REPLACEMENT

The District Technology Plan's goal is to provide equitable access to technology for students and teachers. Funds will be used to replace the oldest machines in the schools and new equipment will be distributed based on need. Staff computers will also be replaced based on age and need. Proposed funding for FY 2018-2019 is \$50,000.



#### 1:1 STUDENT TO COMPUTER PROGRAM

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the freshman class for school year 2018-2019. The life expectancy of these laptops ranges from four to eight years. Upon graduation, the students will return these laptops which will be re-distributed to Elementary and Middle School students. Proposed funding for FY 2018-2019 is \$175,000.





### NETWORK HARDWARE

The District is a networking environment with each school having a local and wide area network to connect to the internet, wireless, Google Mail and the student data systems. It is necessary to support and upgrade the networks to maintain reliability. This is particularly true of the networks in our elementary schools. Upgrades are also necessary to support our new IP telephone system and the new Cisco Classroom Wireless. Funding will be used for the purchase of servers, server upgrades, routers, switches, fiber optic cabling, etc. Proposed funding for FY 2018-2019 is \$25,000.



### JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the School Fund, with a focus on acquisition and replacement of aging equipment or acquiring new equipment as needed.

# Pay-As-You-Go Project Summaries, *continued*



<b>DEPARTMENT</b>	School Department
<b>PROGRAM</b>	Facility Maintenance & Repair Program
<b>PROJECT</b>	District-wide Facility Improvements
<b>SUPPORTING FUND</b>	School Fund

## FY 2018-2019 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
HVAC Rooftop Units	\$50,000	Multi-year funding
Fire Alarm System Upgrades	\$50,000	Multi-year funding
Radio Alarm Box System Migration	\$20,000	Multi-year funding
Guidance Space Renovation	\$50,000	Multi-year funding
<b>Total FY 2018-2019 PAYG Funding</b>	<b>\$170,000</b>	

## DESCRIPTION

District-wide projects proposed for the 2018-2019 fiscal year include the following:

### HVAC ROOFTOP UNITS

Funding to replace failing or inefficient roof top units district-wide is proposed for FY 2018-2019. Several RTU's at PDES and the High School are more than 30 years old and have exceeded their useful life and require periodic service during the heating season. The new RTU's will have a 92% or better efficiency rating.



### FIRE ALARM SYSTEM UPGRADES

The Fire Alarm system at Broad Rock Middle School has failed several times in the last few years. With each failure, the procedure has been to find parts and make repairs. However, parts are scarce and some are no longer available for this model of fire panel. Funding is proposed to for the installation of a new fire panel in FY 2018-2019. All the existing equipment, (horns, strobes, smoke and heat sensors), would remain as is.



### RADIO ALARM BOX SYSTEM MIGRATION

Funding to install Radio Alarm Boxes at each school building is proposed for FY 2018-2019. Alarm transmitter boxes will replace the current boxes, which use telephone wires to transmit alarms to local authorities. Radio alarm boxes are more reliable since the technology is wireless and does not require the use of telephone lines that are prone to ground faults and shorts.



### GUIDANCE SPACE RENOVATION

Funding is proposed in FY 2018-2019 to remove existing carpeting and install new flooring in the Guidance suite at the High School, as well as to install new ceiling tiles and LED lighting, new countertops and a fresh coat of paint.





### JUSTIFICATION

- Important to keep equipment in good working order
- Maintain facility infrastructure
- Avoid costly, frequent repairs

### CATEGORY

This program is supported through the School Fund, with a focus on equipment acquisition and replacement to replace aging equipment or acquiring new equipment as needed.

# Six Year Capital Improvement Program



Town Council Adopted CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
<b>Recreation Program</b>								
Park Rehabilitation/Improvements	\$126,000	\$153,000	\$155,000	\$165,000	\$165,000	\$172,000	\$190,000	\$1,000,000
Equipment Acquisition/Replacement	110,000	119,000	133,000	163,000	160,000	121,500	150,000	846,500
<b>Subtotal - Recreation Dept</b>	<b>\$236,000</b>	<b>\$272,000</b>	<b>\$288,000</b>	<b>\$328,000</b>	<b>\$325,000</b>	<b>\$293,500</b>	<b>\$340,000</b>	<b>\$1,846,500</b>
<b>Public Services Program</b>								
Road Improvement Program	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000	\$710,000	\$710,000	\$4,160,000
Equipment Acquisition/Replacement	303,500	353,000	399,000	353,000	358,000	338,000	413,000	2,214,000
<b>Subtotal - Public Services Dept</b>	<b>\$963,500</b>	<b>\$1,023,000</b>	<b>\$1,079,000</b>	<b>\$1,043,000</b>	<b>\$1,058,000</b>	<b>\$1,048,000</b>	<b>\$1,123,000</b>	<b>\$6,374,000</b>
<b>Public Safety Program</b>								
Computer System Equipment	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
Communications Equipment	0	15,000	15,000	15,000	15,000	15,000	20,000	95,000
Public Safety Building - General	15,000	10,000	10,000	20,000	20,000	20,000	20,000	100,000
Animal Control Vehicle Replacement	0	0	0	0	15,000	20,000	0	35,000
Harbor Patrol - Equipment Replacement	25,000	0	22,000	0	0	0	0	22,000
<b>Subtotal - Public Safety Dept</b>	<b>\$40,000</b>	<b>\$35,000</b>	<b>\$57,000</b>	<b>\$45,000</b>	<b>\$60,000</b>	<b>\$65,000</b>	<b>\$50,000</b>	<b>\$312,000</b>
<b>Emergency Medical Services</b>								
Medical Diagnostics/Equipment	\$15,000	\$13,000	\$26,000	\$26,000	\$34,000	\$34,000	\$48,000	\$181,000
Facilities Improvements - South Station	10,000	20,000	30,000	0	0	0	0	50,000
EMS Vehicle Replacement #1	0	0	0	65,000	80,000	80,000	0	225,000
EMS Vehicle Replacement #2	40,000	30,000	0	0	0	40,000	30,000	100,000
EMS Vehicle Replacement #3	65,000	60,000	80,000	0	0	0	0	140,000
<b>Subtotal - EMS Dept</b>	<b>\$130,000</b>	<b>\$123,000</b>	<b>\$136,000</b>	<b>\$91,000</b>	<b>\$114,000</b>	<b>\$154,000</b>	<b>\$78,000</b>	<b>\$696,000</b>
<b>Fire Alarm Division</b>								
Migration to Radio Box System Reserve	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Hall Garage Improvements	0	0	0	10,000	0	0	0	10,000
800mhz Radios (Interoperability)	0	10,000	10,000	10,000	10,000	0	0	40,000
Radio Replacement	0	12,500	12,500	0	0	0	0	25,000
Vehicle Replacement	30,000	7,000	16,000	16,000	16,000	16,000	16,000	87,000
<b>Subtotal - Fire Alarm Division</b>	<b>\$60,000</b>	<b>\$29,500</b>	<b>\$38,500</b>	<b>\$36,000</b>	<b>\$26,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$162,000</b>
<b>Library Program</b>								
Systemwide Facilities Planning Contract	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
<b>Subtotal - Library Program</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>
<b>General Government</b>								
Information Technology Program	\$70,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
Property Appraisal Program	0	0	100,000	150,000	150,000	0	0	400,000
Town Hall - Renovations and Upkeep	0	25,000	25,000	30,000	30,000	35,000	35,000	180,000
Pool Car Replacement	0	25,000	0	25,000	0	25,000	0	75,000
<b>Subtotal - General Government</b>	<b>\$70,000</b>	<b>\$50,000</b>	<b>\$175,000</b>	<b>\$255,000</b>	<b>\$230,000</b>	<b>\$110,000</b>	<b>\$35,000</b>	<b>\$855,000</b>
<b>TOTAL General Fund (101)</b>	<b>\$1,499,500</b>	<b>\$1,532,500</b>	<b>\$1,773,500</b>	<b>\$1,813,000</b>	<b>\$1,813,000</b>	<b>\$1,686,500</b>	<b>\$1,642,000</b>	<b>\$10,260,500</b>

# Six Year Capital Improvement Program, *continued*



Town Council Adopted								
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND								
Senior Services Program (304)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
<b>Adult Day Services Center Improvements</b>								
Construction of Deck off Addition	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replacement of Exterior Doors	0	0	0	14,000	0	0	0	14,000
Roof Replacement	0	0	0	0	15,000	0	10,000	25,000
Front Entrance Portico Replacement	0	15,000	20,000	0	0	0	0	35,000
<b>Senior Center Facility Improvements</b>								
Sanitize Ductwork/HVAC Units	\$0	\$23,000	\$0	\$0	\$0	\$0	\$0	\$23,000
Rubber Roof Replacement Reserve	15,000	0	0	0	0	0	0	0
Asphalt Roof Shingle Replacement	0	0	23,000	0	0	0	0	23,000
Exterior Re-side/Stain/Paint Above Flat Roof	0	0	0	15,000	0	0	0	15,000
HVAC Replacement Reserve	0	0	0	0	0	10,000	0	10,000
<b>Senior Transportation</b>								
Senior Van - 12 Passenger	\$0	\$0	\$10,000	\$20,000	\$15,000	\$15,000	\$0	\$60,000
<b>Senior Services Dept - Subtotal</b>	<b>\$35,000</b>	<b>\$38,000</b>	<b>\$53,000</b>	<b>\$49,000</b>	<b>\$30,000</b>	<b>\$25,000</b>	<b>\$10,000</b>	<b>\$205,000</b>

## Six Year Capital Improvement Program, *continued*



Town Council Adopted CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
<b>Water Storage</b>	<b>Projected</b>							
Mautucket Water Tank Cleaning	\$11,000	\$0	\$13,000	\$0	\$15,000	\$0	\$17,000	\$45,000
Mautucket Tank Repair	0	0	0	10,000	0	0	0	10,000
Victoria Lane Water Tank Cleaning	38,000	0	40,000	0	42,000	0	44,000	126,000
Victoria Lane Tank Repair	30,000	0	0	10,000	0	0	0	10,000
SCADA/Telemetry Upgrades	0	35,000	0	0	0	0	38,000	73,000
<b>Water Supply</b>								
RIDOH Capital Infrastructure Plan	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
RIDOH Vulnerability Assessment Plan	0	0	0	0	20,000	0	0	20,000
Water Supply Mgmt Plan Reaffirmation	25,000	0	0	0	30,000	0	0	30,000
Pump Station Infrastructure	10,000	0	0	12,000	0	0	0	12,000
Water Quality Study/Disinfection Station	0	0	0	12,000	0	0	0	12,000
<b>Water Distribution</b>								
Leak Detection Reserve	\$0	\$15,000	\$0	\$20,000	\$0	\$25,000	\$0	\$60,000
Water Main Replacement Reserve	25,000	0	25,000	0	0	25,000	25,000	75,000
<b>Equipment &amp; GIS</b>								
DPS Office Building Contribution	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$20,000
Rolling Stock Equipment Replacement	0	29,000	0	0	0	37,000	0	66,000
GIS Upgrade	0	0	0	20,000	0	0	0	20,000
<b>TOTAL Water Fund (702)</b>	<b>\$139,000</b>	<b>\$79,000</b>	<b>\$88,000</b>	<b>\$94,000</b>	<b>\$127,000</b>	<b>\$87,000</b>	<b>\$124,000</b>	<b>\$599,000</b>

# Six Year Capital Improvement Program, *continued*



Town Council Adopted CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
<b>WWTF, Telemetry &amp; Pump Stations</b>	<b>Projected</b>							
WWTF Building Infrastructure Upgrade	\$40,000	\$60,000	\$40,000	\$50,000	\$0	\$65,000	\$0	\$215,000
WWTF Telemetry and Control Upgrade	0	35,000	0	0	0	0	35,000	70,000
WWTF Outfall Diffuser Repair	0	0	0	0	20,000	0	0	20,000
Local Pump Station Improvements	30,000	30,000	0	30,000	50,000	50,000	0	160,000
Silver Lake P. S. Upgrades	150,000	0	20,000	100,000	75,000	20,000	0	215,000
Kingston P. S. Upgrades	26,000	150,000	20,000	80,000	0	50,000	0	300,000
<b>Solids Handling</b>								
Solids Handling Upgrade	\$30,000	\$348,000	\$0	\$0	\$125,000	\$0	\$0	\$473,000
Waste Sludge Pumps	50,000	0	0	50,000	0	0	50,000	100,000
Septage Holding Tank	0	0	50,000	0	0	0	0	50,000
Septage Building	0	150,000	20,000	0	0	0	0	170,000
<b>Primary Treatment</b>								
Influent Headworks	\$50,000	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Primary Treatment Upgrade	0	0	50,000	0	0	0	0	50,000
Primary Grease & Sludge Pumps	0	0	0	0	0	0	50,000	50,000
<b>Secondary Treatment</b>								
Chemical Storage Building Repair	\$0	\$0	\$20,000	\$0	\$40,000	\$0	\$0	\$60,000
Aeration Equipment Upgrade	0	0	0	0	50,000	0	150,000	200,000
Clarifier Repair	100,000	100,000	100,000	100,000	100,000	0	0	400,000
RAS Pump Replacement	0	125,000	0	0	0	125,000	0	250,000
<b>Collection System</b>								
Evaluation Report	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$25,000	\$75,000
Interceptor Repair and Cleaning	0	0	0	100,000	0	50,000	0	150,000
Kingstown Force Main Replacement	25,000	0	2,000,000	0	0	0	0	2,000,000
<b>Equipment &amp; GIS</b>								
Collection System Maint. Equipment	\$0	\$0	\$30,000	\$0	\$0	\$25,000	\$0	\$55,000
Rolling Stock Equipment Replacement	31,508	0	32,000	35,000	0	0	0	67,000
DPS Building Improvement Contribution	20,000	0	0	0	20,000	0	0	20,000
Geographic Information System Upgrade	10,000	0	10,000	0	12,000	0	10,000	32,000
<b>TOTAL Wastewater Fund (704)</b>	<b>\$562,508</b>	<b>\$1,023,000</b>	<b>\$2,417,000</b>	<b>\$545,000</b>	<b>\$532,000</b>	<b>\$385,000</b>	<b>\$320,000</b>	<b>\$5,222,000</b>

## Six Year Capital Improvement Program, *continued*



Town Council Adopted CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
<b>Technology</b>								
High School Computer Labs	\$0	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Middle Schools Laptops	0	0	0	175,000	175,000	0	0	350,000
Elementary School Laptops	170,000	0	0	0	0	0	0	0
Telecommunications Program	25,000	25,000	25,000	25,000	75,000	25,000	25,000	200,000
Office Computer Equipment Replacement	10,000	0	0	0	0	0	0	0
Computer Equity/Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Student Computer Initiative (1:1 Ratio)	200,000	175,000	175,000	175,000	175,000	175,000	150,000	1,025,000
Network Hardware	25,000	25,000	25,000	50,000	25,000	25,000	25,000	175,000
<b>Subtotal Technology</b>	<b>\$480,000</b>	<b>\$275,000</b>	<b>\$320,000</b>	<b>\$475,000</b>	<b>\$500,000</b>	<b>\$275,000</b>	<b>\$250,000</b>	<b>\$2,095,000</b>
<b>District-wide Projects</b>								
High School Emergency Lighting	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
High School Skylights	0	0	0	0	0	16,000	0	16,000
High School Office Renovation	0	0	0	0	0	0	50,000	50,000
High School, Auditorium Renovation	0	0	0	0	0	0	35,000	35,000
Vehicle Replacement Program	0	0	45,000	0	50,000	0	50,000	145,000
HVAC Roof Top Units	0	50,000	25,000	25,000	25,000	25,000	25,000	175,000
Painting Program	0	0	0	50,000	0	50,000	0	100,000
Fire Alarm Systems	0	50,000	0	0	0	0	0	50,000
Radio Boxes (Fire Alarm)	0	20,000	0	0	0	0	0	20,000
HVAC Controls	0	0	50,000	0	0	50,000	0	100,000
Window and Door Replacement	0	0	0	0	0	50,000	0	50,000
Track Resurfacing	25,000	0	0	0	0	0	40,000	40,000
Guidance Space Renovation	0	50,000	0	0	0	0	0	50,000
<b>Subtotal District-wide Projects</b>	<b>\$25,000</b>	<b>\$170,000</b>	<b>\$140,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$191,000</b>	<b>\$200,000</b>	<b>\$851,000</b>
<b>TOTAL School Fund (400)</b>	<b>\$505,000</b>	<b>\$445,000</b>	<b>\$460,000</b>	<b>\$550,000</b>	<b>\$575,000</b>	<b>\$466,000</b>	<b>\$450,000</b>	<b>\$2,946,000</b>
Unassigned Funds Forwarded	(100,000)	0	0	0	0	0	0	0
<b>TRANSFER School Fund (400)</b>	<b>\$405,000</b>	<b>\$445,000</b>	<b>\$460,000</b>	<b>\$550,000</b>	<b>\$575,000</b>	<b>\$466,000</b>	<b>\$450,000</b>	<b>\$2,946,000</b>
<b>TOTAL Capital Improvement Program</b>	<b>\$2,741,008</b>	<b>\$3,117,500</b>	<b>\$4,791,500</b>	<b>\$3,051,000</b>	<b>\$3,077,000</b>	<b>\$2,649,500</b>	<b>\$2,546,000</b>	<b>\$19,232,500</b>

# CIP Long Range Program Element



Town Council Adopted CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)								
<i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
<b>Open Space and Recreational Programs</b>								
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	600,000	0	0	0	0	0	0	0
Neighborhood Guild Improvements	0	0	1,000,000	0	0	0	0	1,000,000
Marina Park Improvements	0	0	0	0	0	250,000	0	250,000
Town Beach Program	20,000	25,000	0	20,000	20,000	0	205,000	270,000
Old Mountain Field Improvements	36,000	20,000	0	0	15,000	0	425,000	460,000
<b>General Municipal Programs</b>								
Information Technology Program	\$197,500	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
Library System	0	95,000	0	15,000	0	0	0	110,000
Road Improvement Program	1,111,500	1,076,350	1,041,200	893,505	900,850	814,300	710,000	5,436,205
Police Element	61,510	70,000	90,000	0	0	100,000	50,000	310,000
EMS South Station Element	0	20,000	30,000	0	0	0	0	50,000
Emergency Medical Services Program	130,000	13,000	26,000	26,000	34,000	34,000	48,000	181,000
EMS Vehicle Element	90,000	90,000	80,000	65,000	120,000	110,000	0	465,000
Communications Program	60,000	29,500	38,500	36,000	26,000	16,000	16,000	162,000
Property Revaluation Program	0	269,673	0	0	519,000	0	0	788,673
Affordable Housing Program	100,000	0	0	0	0	0	0	0
Town Hall Improvements	0	35,000	40,000	30,000	25,000	0	80,000	210,000
<b>Senior Services Program</b>								
Vehicle Acquisition	\$0	\$0	\$10,000	\$20,000	\$15,000	\$15,000	\$0	\$60,000
Adult Day Services	20,000	15,000	20,000	14,000	15,000	0	10,000	74,000
Senior Services Center	15,000	23,000	23,000	15,000	0	10,000	0	71,000
<b>Utility Department Programs</b>								
Water Meter Replacement Program	\$0	\$0	\$0	\$550,000	\$550,000	\$0	\$0	\$1,100,000
<b>School Department Programs</b>								
General Building Renovations Program	\$78,494	\$1,864,000	\$1,864,000	\$999,000	\$725,000	\$2,450,000	\$250,000	\$8,152,000
<b>TOTAL Long Range Program</b>	<b>\$2,615,004</b>	<b>\$3,720,523</b>	<b>\$4,387,700</b>	<b>\$2,808,505</b>	<b>\$3,089,850</b>	<b>\$3,924,300</b>	<b>\$1,869,000</b>	<b>\$19,799,878</b>
Town Council Adopted CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$2,615,004	\$3,720,523	\$4,387,700	\$2,808,505	\$3,089,850	\$3,924,300	\$1,869,000	\$19,799,878
Annual Funding Element	\$2,741,008	\$3,117,500	\$4,791,500	\$3,051,000	\$3,077,000	\$2,649,500	\$2,546,000	\$19,232,500
<b>TOTAL Capital Improvement Program</b>	<b>\$5,356,012</b>	<b>\$6,838,023</b>	<b>\$9,179,200</b>	<b>\$5,859,505</b>	<b>\$6,166,850</b>	<b>\$6,573,800</b>	<b>\$4,415,000</b>	<b>\$39,032,378</b>
Less Road Improvement Transfers	(\$660,000)	(\$670,000)	(\$680,000)	(\$690,000)	(\$700,000)	(\$710,000)	(\$710,000)	(\$4,160,000)
Less Recreation Program Transfers	(86,000)	(85,000)	(75,000)	(75,000)	(75,000)	(55,000)	(35,000)	(\$400,000)
Less Public Safety/EMS/Fire Alarm Programs	(205,000)	(187,500)	(209,500)	(172,000)	(185,000)	(215,000)	(144,000)	(\$1,113,000)
Less Library Program	0	0	0	(15,000)	0	0	0	(\$15,000)
Less Information Technology Transfers	(70,000)	0	(50,000)	(50,000)	(50,000)	(50,000)	0	(\$200,000)
Less Revaluation Program	0	0	(100,000)	(150,000)	(150,000)	0	0	(\$400,000)
Less Town Hall Improvement Transfers	0	(25,000)	(25,000)	(30,000)	(30,000)	(35,000)	(35,000)	(\$180,000)
Less Senior Programs	(35,000)	(38,000)	(53,000)	(49,000)	(30,000)	(25,000)	(10,000)	(\$205,000)
<b>Subtotal Annual Funding Transfers</b>	<b>(1,056,000)</b>	<b>(1,005,500)</b>	<b>(1,192,500)</b>	<b>(1,231,000)</b>	<b>(1,220,000)</b>	<b>(1,090,000)</b>	<b>(934,000)</b>	<b>(\$6,673,000)</b>
<b>NET TOTAL Capital Improvement Program</b>	<b>\$4,300,012</b>	<b>\$5,832,523</b>	<b>\$7,986,700</b>	<b>\$4,628,505</b>	<b>\$4,946,850</b>	<b>\$5,483,800</b>	<b>\$3,481,000</b>	<b>\$32,359,378</b>

## CIP Debt Service Detail



Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June 30, 2017
<b>GENERAL TOWN BONDS</b>					
Brousseau/ Land Acq./Sr Ctr/Open/Saug.	11/12/09	06/15/19	2.25% - 4.5%	\$890,000	\$146,500
Advance Refunding (Playfield/Road/OS/Green)	11/13/12	06/15/24	1.90%	2,312,000	1,373,766
Advance refunding (Pub Safety/Open/TIP/Roads)	04/08/15	06/15/27	2.0% - 4.0%	3,644,413	2,445,000
<b>Subtotal General Town Bonds</b>				<b>\$6,846,413</b>	<b>\$3,965,266</b>
<b>SCHOOL BONDS</b>					
Jr. High Field/Land/Storage/Playground/Roof	11/12/09	06/15/19	2.25%-4.5%	\$1,120,000	\$153,500
School Improvement Series 2009 A	05/01/10	11/01/29	2.55% - 5.00%	1,200,000	780,000
Advance refunding (School Imp/Wakefield/Play)	11/13/12	06/15/24	1.90%	1,951,000	1,188,233
Advance refunding (School Imp/BRMS/Fields)	04/08/15	06/15/27	2.0% - 4.0%	3,290,587	2,670,000
<b>Subtotal School Bonds</b>				<b>\$7,561,587</b>	<b>\$4,791,733</b>
<b>BUSINESS-TYPE ACTIVITIES</b>					
General obligation and revenue bonds:					
Wastewater fund - GO bond	11/13/02	09/01/23	1.38%	\$500,000	\$195,000
Solid waste fund - GO bond	09/03/02	09/01/22	1.14%	2,000,000	719,430
Solid waste fund - GO bond	11/22/05	09/01/25	1.34%	950,000	471,000
<b>Subtotal Business-Type Activities</b>				<b>\$3,450,000</b>	<b>\$1,385,430</b>
<b>TOTAL Outstanding Debt Service</b>				<b>\$17,858,000</b>	<b>\$10,142,430</b>



**TAB 22  
APPENDIX**

Glossary..... 22 - 1

**TOWN COUNCIL ADOPTED  
FY 2018-2019 MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Glossary

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### A

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#### **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**

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#### **BALANCED BUDGET**

A true structurally balanced budget is one that supports financial sustainability for multiple years in the future. Recurring and non-recurring revenues, and recurring and non-recurring expenditures are recognized, as well as reserves. Ideally, recurring revenues are equal to recurring expenditures in the adopted budget.

#### **BDFM**

An acronym for Budget Development and Fiscal Management; One of the Town Council's Goals and Objectives for the 2016-2018 term.

#### **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**

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### **C**

An acronym for Circulation; One of the Town Council's Goals and Objectives for the 2016-2018 term.

### **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*



### **CE**

An acronym for Communication and Education; One of the Town Council's Goals and Objectives for the 2016-2018 term.

### **CHARGES FOR SERVICE**

Revenue derived from charging fees for providing certain government services. These revenues can be received from private individuals or entities, or other governmental units. See also User Charges or User Fees.

### **CHARTER**

*Refer to Town Charter*

### **CHR**

An acronym for Cultural and Historic Resources; One of the Town Council's Goals and Objectives for the 2016-2018 term.

### **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 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

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### DEBT SERVICE

The payment of principal and interest on borrowed funds such as bonds.

### DEBT SERVICE FUND

A fund, new as of FY 2016-2017, which allows for documentation of annual debt service requirements and all revenue sources available to meet outstanding debt obligations for all general obligation bonds issued for governmental purposes. The Town's debt service had previously been recognized within the General Fund.

### DEFICIT

- (1) The excess of the liabilities of a fund over its assets.
- (2) The amount by which expenditures exceed revenues in an accounting period.

### DELINQUENT TAXES

Taxes remaining unpaid on or after the date on which a penalty for nonpayment is incurred.

### DEPARTMENT

A major work unit or functional unit having related activities aimed at accomplishing a major service or regulatory program for which the Town is responsible.



### DEPRECIATION

The decrease in value of physical assets due to use and the passage of time.

### DIRECT COSTS

Includes the salaries, wages, and benefits of employees who exclusively work on the delivery of service, as well as the materials and supplies and other associated operating costs.

### DIVISION

A unit of organization that is comprised of a specific operation within a functional area. Town departments may contain one or more divisions.

## E

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### ED

An acronym for Economic Development; One of the Town Council's Goals and Objectives for the 2016-2018 term.

### ENCUMBRANCE

An amount of money committed and obligated for the payment of goods and services not yet received or paid for, usually supported by an outstanding purchase order.

### ENTERPRISE FUND

Activities of government that are operated and accounted for as businesses. Enterprises rely principally on revenue derived from user fees to fund operations. The Town's three Enterprise Funds include the Water, Wastewater, and Solid Waste Enterprise Funds.

### 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

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### 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 1<sup>st</sup> and ends the following June 30<sup>th</sup>.



### **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**

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### **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**

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### **H**

An acronym for Housing; One of the Town Council's Goals and Objectives for the 2016-2018 term.



**I**

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**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**

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**K**

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**KFD**

*Refer to Kingston Fire District*

**KINGSTON FIRE DISTRICT (KFD)**

One of two volunteer fire districts in Town.

**L**

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**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 expenditures (object codes) by major expense category.

### LU

An acronym for Land Use; One of the Town Council's Goals and Objectives for the 2016-2018 term.

## M

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### MEDIAN

Denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantities.

### 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.



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**N**

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**O**

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**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

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**P**

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**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.



### **PCSF**

An acronym for Provision of Core Services and Facilities; One of the Town Council's Goals and Objectives for the 2016-2018 term.

### **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**

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**R**

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**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**

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**SC**

School Committee

**SCH**

- (1) South County Hospital
- (2) An acronym for South County Hospital; One of the Town Council's Goals and Objectives for the 2016-2018 term.



**SENR**

An acronym for Sustainability, Environmental and Natural Resources; One of the Town Council’s Goals and Objectives for the 2016-2018 term.

**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.

**SNP**

An acronym for Special Needs Populations; One of the Town Council’s Goals and Objectives for the 2016-2018 term.

**SOLID WASTE ENTERPRISE FUND**

The enterprise fund that accounts for the solid waste disposal operations for the Town. The cost of providing services is financed or recovered through user fees.

**SPECIAL REVENUE FUND**

Fund(s) used to account for the revenue derived from specific sources that are restricted by law or policy to finance specific activities.

**SPECIFIC PERFORMANCE MEASUREMENT**

Specific quantitative or qualitative metrics and/or measures of the work performed.

**STANDARD & POOR’S**

An American financial services company that publishes financial research and analysis on stocks and bonds. The company issues credit ratings for the debt of public and private corporations and is considered one of the Big Three credit-rating agencies, along with Moody’s and Fitch Ratings.

**STATUTE**

A written law enacted by a duly organized and constituted legislative body.

**T**

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**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**

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### **UFB**

*Refer to Unassigned Fund Balance*

### **UFD**

*Refer to Union Fire District*

### **UNASSIGNED FUND BALANCE (UFB)**

The general fund, as the principal operating fund of the government, often will have net resources in excess of what can properly be classified in one of the four fund balance categories. If so, that surplus is presented as unassigned fund balance. If resources were not at least assigned, they could not properly be reported in a fund other than the general fund, therefore, only the general fund can report a positive amount of unassigned fund balance. Any governmental fund in a deficit position could report a negative amount of unassigned fund balance.

### **UNION FIRE DISTRICT (UFD)**

One of two volunteer fire districts in Town.

### **UNITED WATER**

The Water Division currently purchases wholesale water from United Water Rhode Island for the Town's two water systems, South Shore and Middlebridge.



**URI**

- (1) University of Rhode Island
- (2) An acronym for University of Rhode Island; One of the Town Council's Goals and Objectives for the 2016-2018 term.

**USER CHARGES**

*Refer to User Fees*

**USER FEES**

Revenue derived from charging fees for direct receipt of a public service by the party benefiting from the service.

**V**

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**VALUATION**

The dollar value of property assigned by the Tax Assessor.

**W**

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**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**

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**Y**

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**Z**

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