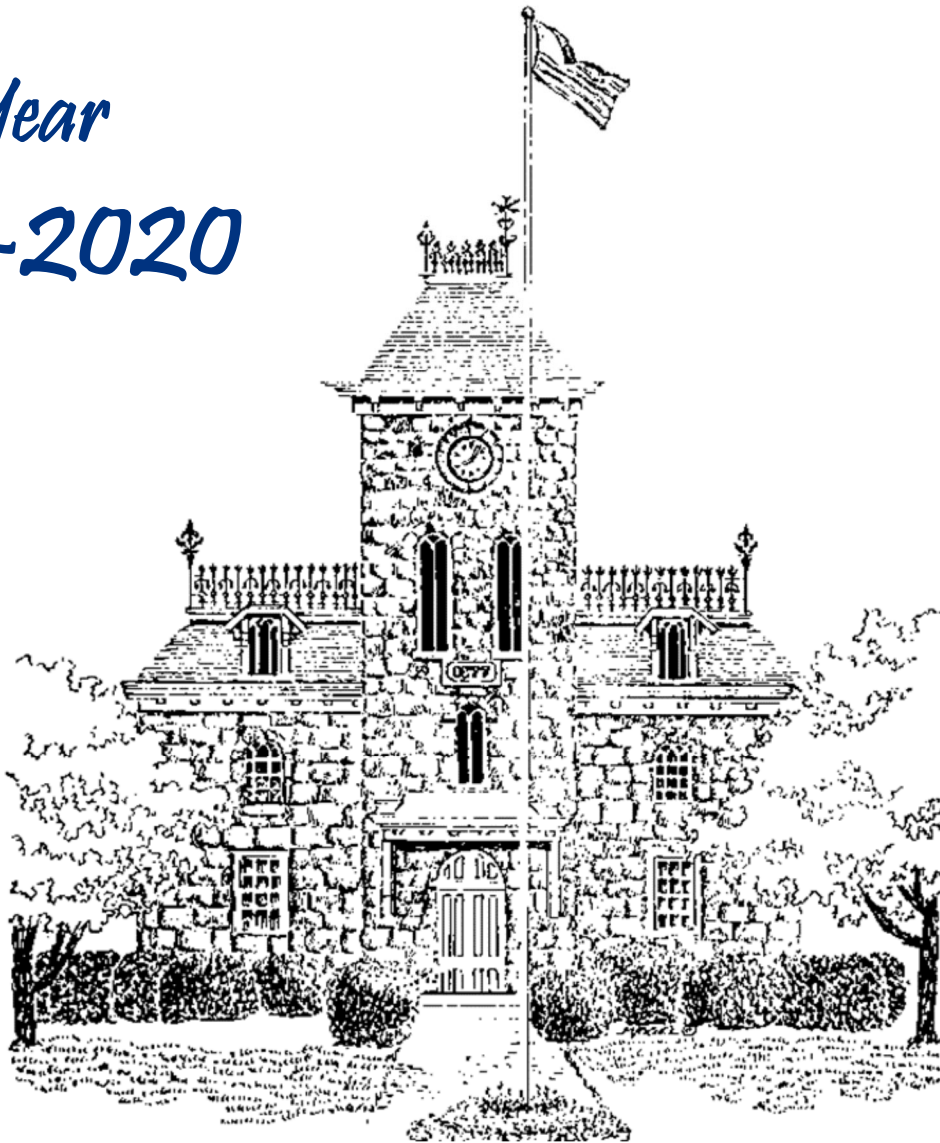


Municipal Budget Program

Proposed Budget

Fiscal Year
2019-2020



Town of South Kingstown
www.southkingstownri.com

FISCAL YEAR 2019-2020

PROPOSED

MUNICIPAL BUDGET PROGRAM



MARCH 2019

TOWN COUNCIL

Abel G. Collins, President

Bryant C. Da Cruz, Vice President

Deborah J. Kelso

Rory H. McEntee

Joe Viele

TOWN MANAGER

Robert C. Zarnetske

www.southkingstownri.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of South Kingstown
Rhode Island**

For the Fiscal Year Beginning

July 1, 2018

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. Receiving the award, especially in the initial year of submission, is a notable achievement. The Town was also awarded for the 2017-2018 fiscal year, and was recently recognized for the 2018-2019 fiscal year. The Town has prepared the FY 2019-2020 municipal budget in conformance with GFOA's Distinguished Budget Award program requirements, and intends to submit for award consideration.



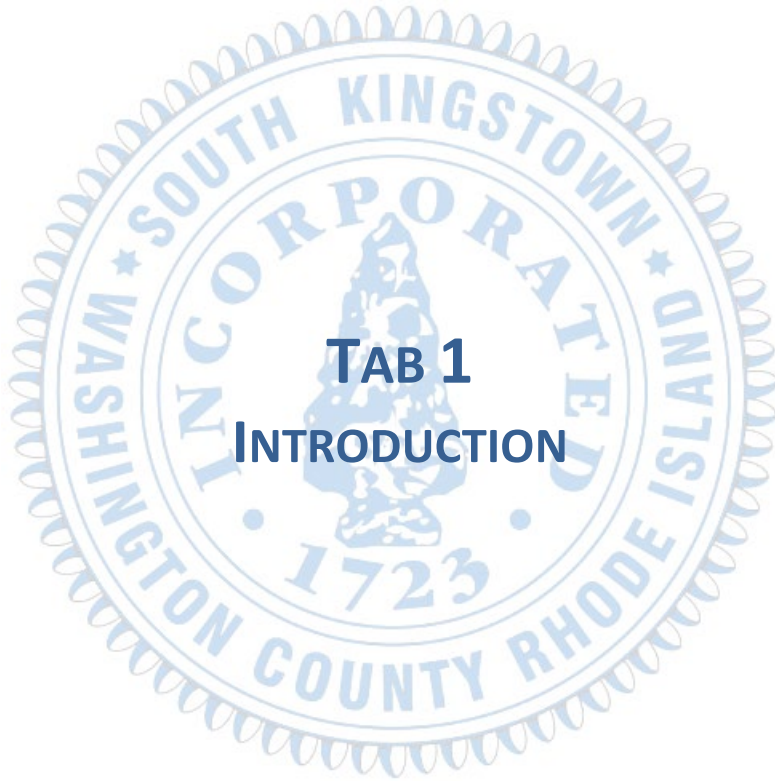
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FISCAL YEAR 2019-2020 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Town Council Members & Department Directors



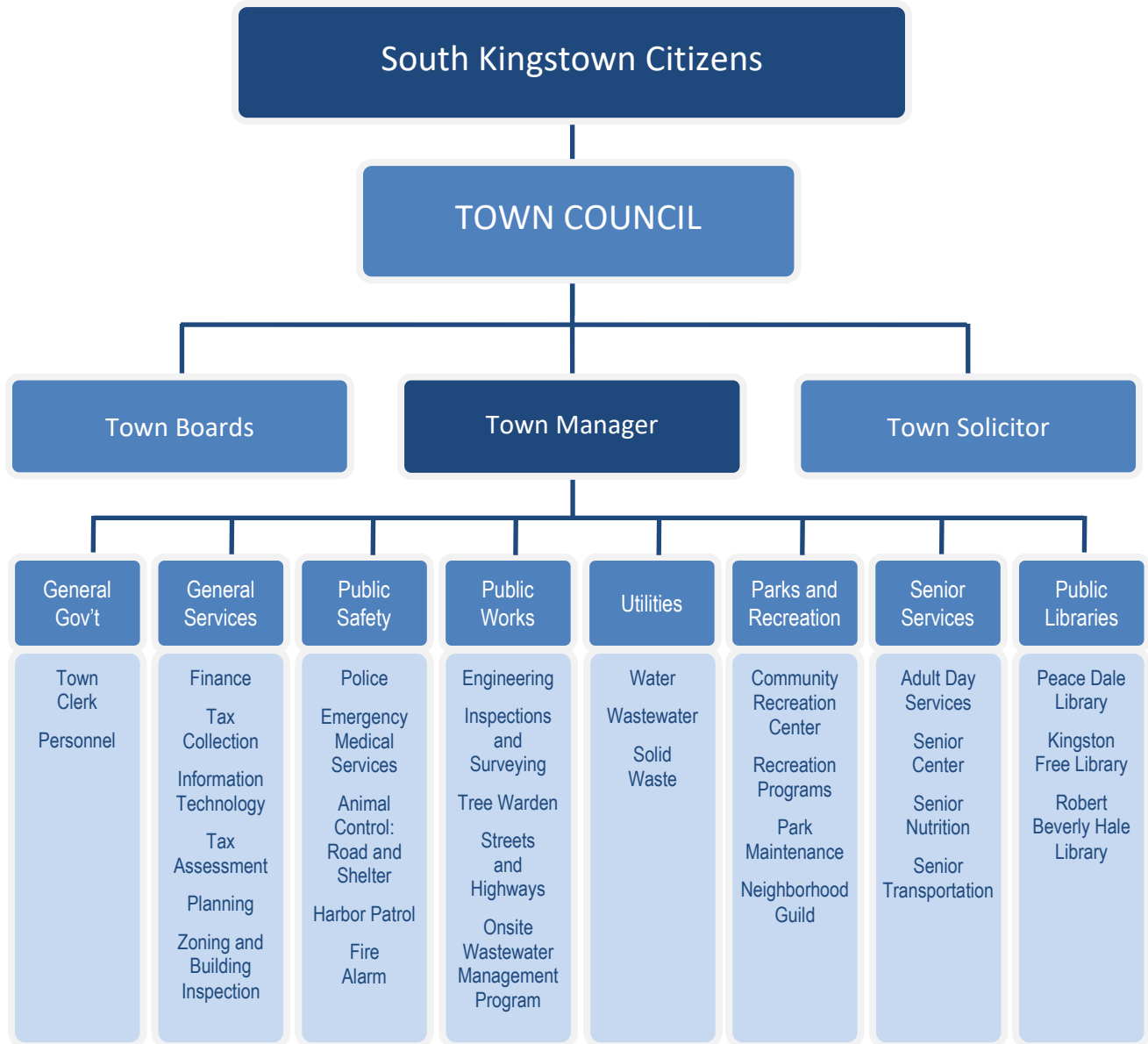
Provided below is a list of the Town Council members, and the Town’s department directors and division heads, current through March 2019.

South Kingstown Town Council

Town Council President	Abel G. Collins
Town Council Vice President	Bryant C. Da Cruz
Council Member	Deborah J. Kelso
Council Member	Rory H. McEntee
Council Member	Joe Viele

Municipal Department Directors and Division Heads

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	Valerie Miller
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



The FY 2019-2020 Proposed Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two tabs. Each tab may contain multiple related or similar topics.

The first tab, titled *Introduction*, recognizes the Town Council members and the Town's Department and Division heads, as well as provides the Town's municipal organizational chart. Note that more detailed department and/or division organization charts are also included within the respective sections of the budget document. The *Introduction* provides the reader with this guide, which is followed by detailed information about the Town within the *South Kingstown at a Glance* and *Statistical Profile* sections. In addition, this tab identifies the Town Council's Goals and Objectives adopted for the 2016-2018 term, which are referenced and incorporated in department and division FY 2018-2019 priorities and FY 2019-2020 goals and objectives outlined within tabs five through nineteen.

The second tab outlines the Town Manager's FY 2019-2020 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained in the Town Manager's Proposed Budget.

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

The fourth tab, *Fund Structure, Descriptions & Summaries*, contains financial information by fund and provides a concise overview of the budget for Fiscal Year 2019-2020, 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 2019-2020 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 2019-2020 Capital Outlay funding. For further detail on the Capital Improvement Plan, please refer to tab twenty-one of this document. Each of these areas are also funded through the General Fund

The next four tabs, numbered twelve through fifteen, reflect special revenue funds related to the *Peace Dale Office Building*, *Senior Services Program*, *Neighborhood Guild*, and the *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2018-2019 and goals for fiscal year 2019-2020. 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.

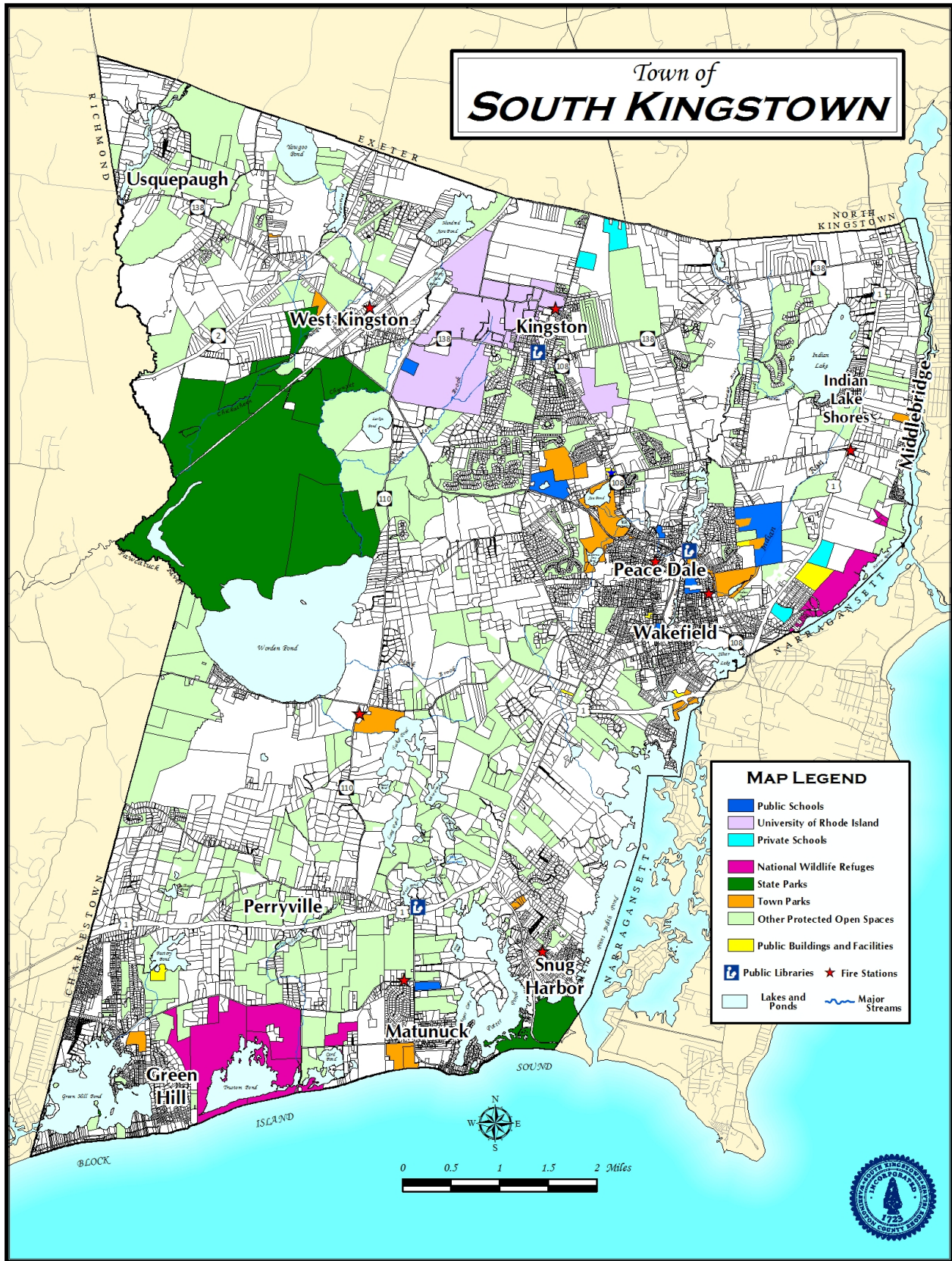


The tabs numbered seventeen through nineteen, including *Water Enterprise Fund*, *Wastewater Enterprise Fund*, and *Solid Waste Enterprise Fund*, reflect the Town's three enterprise funds. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2018-2019 and goals for fiscal year 2019-2020. 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, and a funding comparison summary as well as summary expenditure and revenue statements.

The *Capital Improvement Program*, found within tab twenty-one, provides an overview of the Town's Capital Improvement Program (CIP) for Fiscal Period 2019-2020 through 2024-2025, published in December 2018 and adopted by the Town Council in January 2019. The CIP is 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 FY 2019-2020 Proposed Budget.

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





South Kingstown, Rhode Island, established in 1658 and incorporated as a Town in 1723, is a suburban community situated in southern Rhode Island, located about 30 miles south of Providence. The natural setting of the community is very diverse, and is comprised of farms and woodlands, freshwater wetlands and ponds, salt ponds and marshes, ocean beaches, and other waterfront areas across a total area of 62.3 square miles, or 56.98 square miles excluding inland water bodies. The Town's beaches, salt ponds, and estuaries are significant natural features seldom found in such abundance and proximity in other communities. These resources are augmented by freshwater marshes and open water in a series of ponds, including Worden's Pond - the largest natural freshwater pond in the State, and rivers connecting upland resource areas with the tidal estuaries. These resources benefit not just residents, but attract tourists from throughout New England 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 11,640 acres (32%) of the land area in the community as of September 2018.

Like many New England communities, South Kingstown's early economic heritage is rooted in agriculture. Initially the dominant economic activity, farmsteads are still visible across the landscape of Town. Farming gave way to manufacturing during the nineteenth century. Grist mills and saw mills transformed villages such as Wakefield, Peace Dale, and Rocky Brook into thriving communities. Later in the 1800's, textile mills and fulling mills were also established. Following this, the role of the shore gained prominence in the late 19th and early 20th centuries, as it developed to serve a growing influx of summer visitors and residents. The Town became the home of a new railroad station at West Kingston in 1875 and a new State college in 1888, now the University of Rhode Island, two economic components still of notable significance to the community and region.

The University of Rhode Island is located in the historic village of Kingston. Originally chartered as the State's agricultural school in 1888, it became Rhode Island College of Agriculture and Mechanical Arts in 1892, Rhode Island State College in 1909, and then a university in 1951. URI enrollment for the 2017-2018 academic year stands at 18,318 students, (comprised of 14,726 undergraduates, 1,998 graduate students, and 1,594 certificate and non-degree students). URI is one of the top ten largest employers in the State of Rhode Island, with a combined faculty and staff of 3,128.

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.

Statistical Profile



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 Bureau's American Community Survey data indicate the 2016 population of South Kingstown was 30,651, as compared to the Town's population of 30,226 in 2010. The ACS's forecasted 1.4% increase in population (equivalent to 425 people) over a six-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14, while seeing a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years. It is also noted the two age brackets that experienced growth include the age group typically associated with URI students, for which updated 2016 'Non-Institutionalized (URI)' specific data was not available, and the table below carries the 2010 info to 2016.

U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	924	3.0%	(277)	-23.1%
Age 5-14	3,714	13.3%	3,479	11.5%	2,961	9.7%	(518)	-14.9%
Age 15-19	4,117	14.7%	4,597	15.2%	5,603	18.3%	1,006	21.9%
Age 20-34	5,112	18.3%	5,023	16.6%	5,351	17.5%	328	6.5%
Age 35-44	4,203	15.1%	3,453	11.4%	2,464	8.0%	(989)	-28.6%
Age 45-59	5,167	18.5%	6,696	22.2%	5,788	18.9%	(908)	-13.6%
Age 60 Plus	4,135	14.8%	5,777	19.1%	7,560	24.7%	1,783	30.9%
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%
Persons in Group Quarters	2000	Percent	2010	Percent	2016	Percent	6 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%
Total in Group Quarters	4,180	100.0%	5,562	100.0%	5,562	100.0%	0	0.0%
Population	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Group Quarters	4,180	15.0%	5,562	18.4%	5,562	18.1%	0	0.0%
General Population	23,741	85.0%	24,664	81.6%	25,089	81.9%	425	1.7%
Total Population	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%
Occupancy	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Owner Occupied	6,944	74.9%	7,952	75.1%	7,570	72.4%	(382)	-4.8%
Renter Occupied	2,324	25.1%	2,641	24.9%	2,890	27.6%	249	9.4%
Total Occupancy	9,268	100.0%	10,593	100.0%	10,460	100.0%	(133)	-1.3%



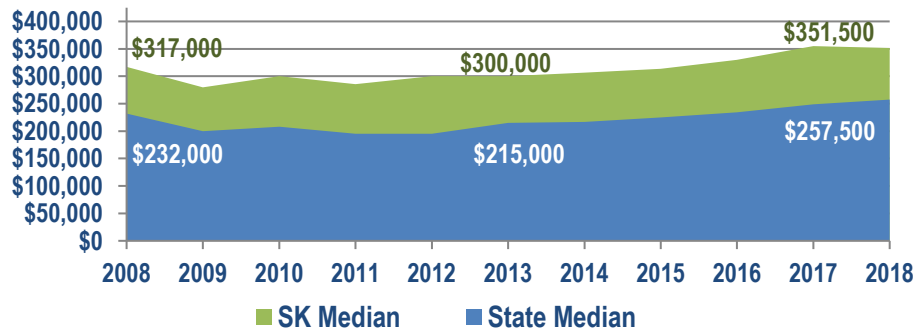
HOUSING

For 2016, the US Census Bureau 2012-2016 American Community Survey (ACS) 5-Year Estimates reported a total of 13,056 housing units in the Town of South Kingstown, of which 80.1% (10,460) were occupied year round, and the remaining 19.9% (2,596) were seasonal, recreational, occasional use, or vacant. Of the 10,460 occupied housing units, 72.4% were owner occupied and 27.6% were renter occupied. The average household size of an owner occupied unit was 2.58 persons, while the average household size of a rented unit was 1.96 persons.

MEDIAN HOME SALE PRICES AND FAMILY INCOME

The US Census Bureau 2012-2016 American Community Survey (ACS) 5-Year Estimates reported that in 2016, the median value of owner occupied homes in South Kingstown was \$334,900, as compared to \$331,800 in 2015, and \$373,200 in 2010. The Warren Group indicates the median sale price of a single-family home in South Kingstown between January 1, 2018 and October 30, 2018 was \$351,500, down from \$355,000 in 2017. The median sale price of a single family home state-wide during the same period in 2018 increased from \$249,000 to \$257,500. 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*



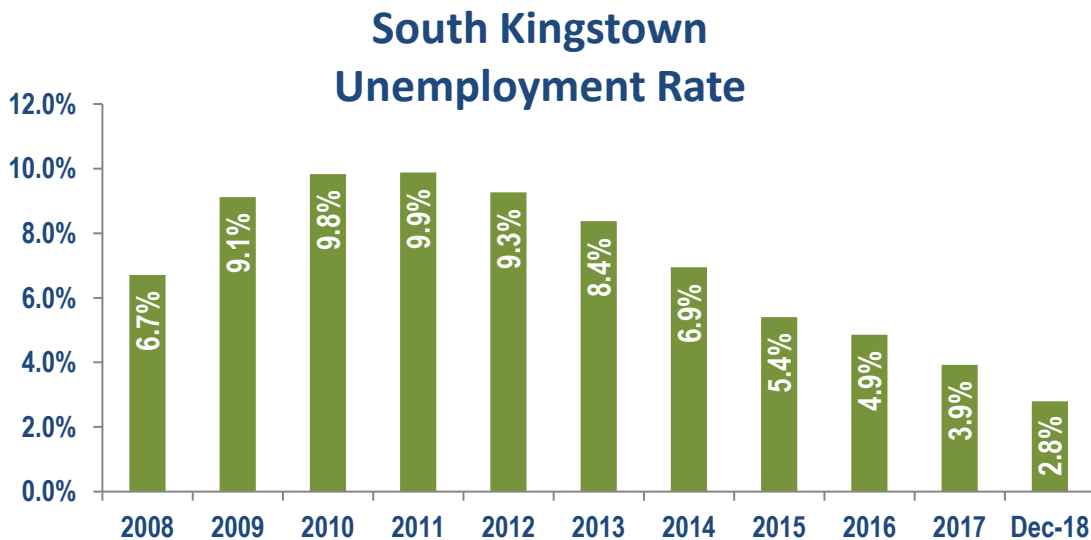
TOWN'S TOP 10 TAXPAYERS

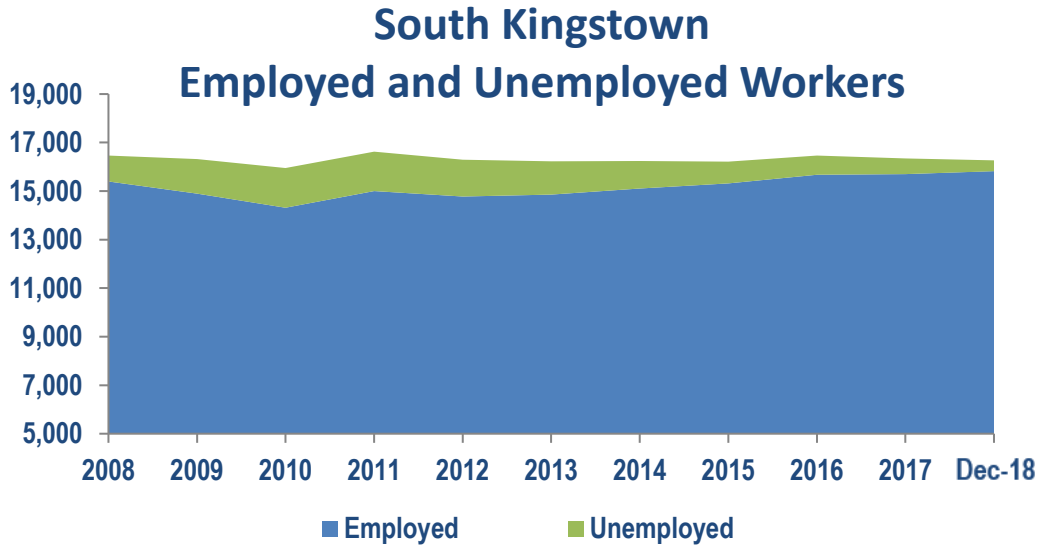
The majority of the Town's tax base consists of residential property taxpayers. The following chart identifies the Town's top ten taxpayers, with a combined total of 3.72% of the total assessed valuation.

Taxpayer	Taxable Assessed Valuation	% of Total Assessed Valuation
Harbor Village Apartments	\$36,769,600	0.79%
Schneider Electric (formerly APC)	26,796,711	0.58%
Narragansett Electric	21,932,911	0.47%
Brightview Commons LLC	18,169,500	0.39%
South Bay Manor LLC	14,352,600	0.31%
Wakefield Mall, LLC	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, LLC	8,022,800	0.17%
United Water of RI	7,920,000	0.17%
Combined	\$173,183,422	3.72%

EMPLOYMENT

During Calendar 2018, the average labor force in the Town of South Kingstown was 16,649 with employment at 16,056 yielding an unemployment rate of 3.6%. Statewide, the 2018 unemployment rate for Calendar year 2018 was 4.1%. The December 2018 South Kingstown unemployment rate stands at 2.8%, as compared to the statewide rate of 3.8%.





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



South Kingstown

Population	1990	2000	2016
Total Population	24,631	27,921	30,651
Male	11,790	13,268	14,618
Female	12,841	14,653	16,033
16 years +	20,383	22,335	26,491
21 years +	15,019	17,528	19,895
65 years +	2,800	3,248	5,402
White	23,000	25,440	27,801
Black/African American	362	437	779
American Indian & Alaskan Native	451	449	426
Asian & Pacific Islander	735	874	538
Some other race	83	203	388
Two or more races	-	518	719
Hispanic or Latino (of any race)	306	493	1,545
Educational Attainment			
Population (Age 25+)	13,110	16,149	17,953
Less than 9th grade	4.6%	2.3%	1.2%
9th-12th, no diploma	9.9%	6.4%	4.4%
High School Graduate / GED	23.8%	20.8%	20.8%
Some College, no degree	16.5%	17.6%	16.7%
Associate Degree	6.2%	6.0%	5.4%
Bachelor Degree	19.6%	26.9%	27.0%
Graduate/Professional Degree	19.4%	19.9%	24.5%
Median Household Income			
	1990	2000	2016
	\$36,481	\$56,325	\$73,801
Annual Average Labor Force Estimates			
	2006	2009	2017
Labor Force	16,041	15,750	16,470
Employment	15,372	14,314	15,824
Unemployment	669	1,436	646
Unemployment Rate	4.2%	9.1%	3.9%

- ♦ South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2016, South Kingstown added another 2,730 (+9.8%) residents.
- ♦ Nearly 57 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2016. The share of local residents without a high school diploma or GED decreased between 2000 and 2016, falling from 8.7 percent to 5.6 percent.
- ♦ Between 2009 and 2017, employment in South Kingstown increased by 602 (+4.5%) jobs. Private sector employers reported a gain of 354 (+3.7%) jobs, while public sector employment grew by 249 (+6.7%) jobs. In comparison, statewide total employment grew by 28,830 (+6.4%) jobs.
- ♦ South Kingstown's unemployment rate averaged 3.9 percent in 2017, tied for the 13th lowest in the state and below the state average of 4.5 percent.
- ♦ In 2016, 99.8 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 95.1 percent of RI residents.
- ♦ Over 41 percent (41.6%) South Kingstown residents work in South Kingstown, while 7.5 percent work outside of RI.

Establishment Employment	2006	2009	2017
Total Private & Government	13,765	13,330	13,932
Total Private Only	9,977	9,633	9,987
Government	3,788	3,696	3,945
Health Care & Social Assistance	2,351	2,524	2,892
Accommodation & Food Services	1,249	1,279	1,567
Retail Trade	1,484	1,330	1,237
Other Services	758	718	595
Manufacturing	956	739	530
Wholesale Trade	778	785	475
Professional & Technical Services	373	308	426
Construction	434	283	392
Administrative Support & Waste Management	248	246	365
Educational Services	251	270	329
Finance & Insurance	289	244	314
Real Estate & Rental & Leasing	102	289	221
Arts, Entertainment, & Recreation	212	224	213
Transportation & Warehousing	198	130	131
Information	145	149	129
Agriculture, Forestry, Fishing & Hunting	108	73	107
Management of Companies & Enterprises	13	24	38
Mining	*	*	*
Utilities	*	*	*

Language
Population Age 18-64

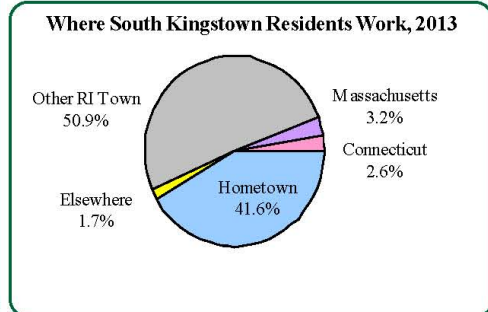
2016

Percent of Population that Speak Only English or Another Language & English either 'well' or 'very well' 99.8%

Percent of Population that Speak English 'not well' or 'not at all' 0.2%

Language Spoken:

Speak Spanish	0.1%
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 13th, 2017 and as amended January 8th, 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

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

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

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 Kingstown, 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

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

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

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

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

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

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

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

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

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Town Manager's Budget Message

To: The Honorable Town Council
From: Robert C. Zarnetske, Town Manager
Re: FY 2019-2020 Budget Message
Date: March 2019

As required under the Town Charter, Article IV, Section 4220, Budget Procedures, we have prepared the Town Manager's Proposed Municipal Budget Program for the 2019-2020 fiscal year. A detailed summary of the entire proposed budget program has been prepared by the Director of Finance, Patricia Sunderland, and is presented under Tab 4 (**Fund Structure, Descriptions and Summaries**). As specified in Article IV, Section 4221, Subsection (C)(ii) of the Charter, this message is intended to explain the proposed budget both in fiscal terms and in terms of the town's various work programs. It outlines the proposed financial objectives of the town, describes the important features of the budget, and indicates any major changes from the current year.

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

Budgeting Principles

The Town of South Kingstown uses a **Program-planning** budget system that ties 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 our 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 immediate objectives and strategic goals set by elected officials on behalf of the taxpayers and voters.

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

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.

The community's priorities are translated into local government policy by the action of the Town Council. The Council has established 40 formal long-term goals and nearly 100 measureable short-term objectives for government operations. As part of the budgeting process these goals and objectives are reviewed and reprioritized as the Council deems appropriate.



The broad themes that emerge from the most recently adopted goals and objectives can be summarized as directing Town employees to (1) help preserve the high quality of life enjoyed by South Kingstown residents, (2) conduct public business competently, honestly and transparently, and (3) prepare for the challenges ahead.

Preserving the High Quality of Life Enjoyed by South Kingstown Residents

This proposed budget is balanced and fiscally responsible. It fully funds all of the Town’s legal obligations, contractual commitments and mandates. It supports the current level of services provided by the various municipal departments. It also recommends authorizing \$54,492,191 in property tax transfers to support the School Department’s programs; this represents a \$539,526 increase over the level of local support provided to the Schools last year. In addition to this proposed increase in operational funding, we recommend \$500,000 be committed to debt service reserves to support a system-wide school facilities modernization project, which, if approved by voters, will completely remake South Kingstown High School, significantly expand Broad Rock Middle School and make improvements to all four of the Town’s elementary schools. In total, this proposed budget commits nearly 2% more in local tax revenue to support the public school programs and facilities than was available under last year’s adopted budget.

The FY 2019-2020 Manager’s Proposed Budget is designed to maintain the high quality of services provided by the Town’s various municipal departments. The budget is built on the premise, confirmed by experience and citizen feedback, that the activities supported by this spending plan contribute to the wellbeing of the Town’s residents. Of course, many functions performed by municipal employees are "invisible" to citizens most of the time. Police, fire and ambulance dispatchers, for example, work behind the scenes and their role in ensuring public safety is rarely appreciated. Likewise, when a crew mobilizes before sunrise to rake seaweed off the beach so families can enjoy the day without gnats and mosquitos, their footprints are usually washed away before anyone notices the work they've done. Other services are highly visible and how they contribute to the lives of Town residents is readily apparent.

The funding levels for all programs are provided in Tab 5 through Tab 10 of this proposed budget. The Table below summarizes the staff and funding recommendations for some of the Town’s most high-profile and popular programs:

Police Department (including civilian)	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Year	Over	Prior
Employees	72.5	72.5	72	72	0		
Total Expenditures	\$8,761,166	\$9,043,309	\$9,037,833	\$9,817,362	\$774,053		
Animal Control Road & Shelter	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Year	Over	Prior
Employees	4	4	4	4	0		
Total Expenditures	\$323,493	\$347,704	\$319,966	\$362,153	\$14,449		
Emergency Medical Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Year	Over	Prior
Employees	17	17	17	17	0		
Total Expenditures	\$1,631,928	\$1,757,888	\$1,722,902	\$1,849,852	\$91,964		
Harbor Patrol	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Year	Over	Prior
Employees	0.50	0.50	0.50	0.50	0.00		
Total Expenditures	\$42,238	\$43,770	\$40,528	\$40,208	(\$3,562)		
Fire Alarm Service	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Year	Over	Prior
Employees	2.50	2.50	2.50	2.50	0.00		
Total Expenditures	\$243,941	\$273,065	\$261,202	\$295,059	\$21,994		

Town Manager’s Budget Message, *continued*



Library Programs	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Year	Prior
Employees	9	9	9	9	0	
Total Expenditures	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	\$65,161	
Streets and Highways	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Year	Prior
Employees	18.5	19	19	19	0	
Total Expenditures	\$2,311,599	\$2,479,959	\$2,466,820	\$2,585,020	\$105,061	
Parks & Recreation	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Year	Prior
Employees	14.90	15.40	15.40	15.90	0.50	
Total Expenditures	\$1,661,589	\$1,837,035	\$1,810,144	\$1,943,538	\$106,503	

Conducting Public Business Competently, Honestly and Transparently

South Kingstown residents are highly engaged and have great expectations about local government performance. Town residents expect to be kept informed on matters that impact the community and they expect municipal programs to be responsive to their concerns and requirements. This proposed budget recognizes that Town residents are both customers and citizen-owners of Town Hall and the government housed therein.

BOARDS AND COMMISSIONS

One of the most important aspects of our effort to remain transparent and responsive is the support provided to volunteer Boards and Commissions. South Kingstown has 21 volunteer advisory bodies with more than 130 citizens giving their time and expertise to improve the community. Numerous other volunteer and nonprofit organizations – such as the Parent Teacher Associations, the South Kingstown Land Trust, Friends of Green Hill Pond, the Narrow River Preservation Association, the Chamber of Commerce, and many others – work closely with the municipal departments to the great benefit of the Town.

This proposed budget provides funding to support each of our volunteer boards with staff to assist them in conducting research and producing advisory work products to inform the Council and the public of challenges and opportunities as they arise. The proposed budget also provides stipends for members of the Town’s quasi-judicial Boards, the Planning Board and the Zoning Board of Appeals. Finally, this proposed budget establishes a new competitive funding mechanism for volunteer organizations to seek temporary assistance in the form of innovation grants to help start programs likely to positively impact the community.

EMPLOYEE TRAINING AND EDUCATION

Because every organization is only as good as its people, this budget continues to provide modest but critical funding to support the continued training and education of Town employees. A total of \$70,301 is recommended to support educational expenses for the Town employees. In addition, based on the Superintendent’s Recommended Budget, the 1% property tax transfer recommended herein could support professional development for School employees in the amount of \$103,750 and an additional \$10,000 to support staff workshops for School employees.



ONLINE INFORMATION SYSTEMS

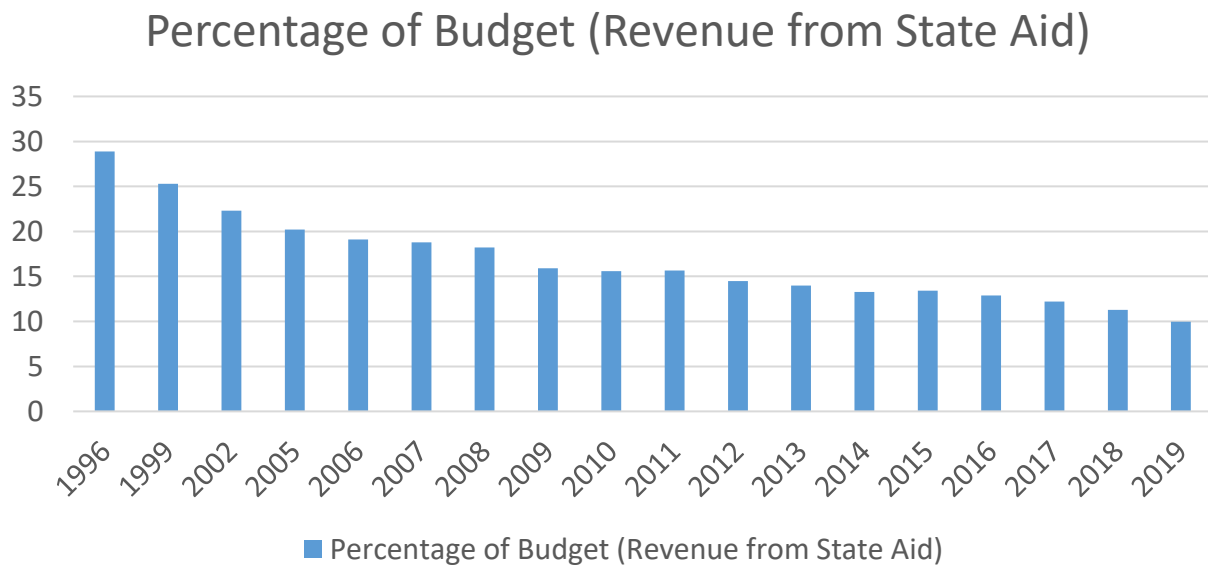
This proposed budget also reflects our strong commitment to providing the public with access to online information and services. We anticipate refreshing the Town website during the new fiscal year and we continue to improve the usability of our online permitting, complaint-management, and meeting broadcast systems.

Preparing for the Challenges Ahead

There are three significant threats on the horizon that are going to require the community’s careful and committed attention. Neither this proposed budget nor any single year’s spending plan can resolve the difficult challenges we face, but we must begin somewhere. With this proposal we are recommending that we take immediate and tangible actions to address the long-term problems associated with (1) declining state aid, (2) changing demographics, and (3) accelerating climate change.

Declining State Aid

The most immediate threat to the fiscal health of the community is the persistent and precipitous reduction in State grants-in-aid to the Town, particularly grants in support of education. The graph below demonstrates how sharp and unyielding the decline has been.



I am proposing to limit this year’s property tax transfer (ptt) to the Schools to 1% above what was provided last year. I do not make this recommendation lightly and my respect for the opinions of those who have advocated for a larger transfer requires me to provide as detailed an explanation as I can. As a former teacher and the beneficiary of a public education that allowed me to move from the aft deck of a fishing boat to the halls of Harvard’s Graduate School of Education, from deckhand to graduate, I value education immensely. I believe that a good education should be every child’s birthright and every adult’s most sacred duty to those who follow. For me nothing could be more clearly true than the proposition that the best interests and survival of humanity depend on teaching our children well. But money is not a panacea and we cannot improve our situation by using dollar bills to paper over the cracks in our institutions.

The rate at which we are losing State aid, the steady decline in our student population, the deteriorated condition of our school buildings, the competing demands for local tax dollars, and housing market conditions that prevent young families from moving to South Kingstown – these are problems we must



urgently address – and we cannot do so until we acknowledge that habitual satisficing may in fact be making our problems worse.

The community has long recognized the trajectory of the trends. But we have not yet developed a successful strategy for aligning our budget programs with the new realities that have been materializing around us.

Because the State has fundamentally and permanently altered the fiscal environment within which our elementary and secondary schools must operate, we must adapt our municipal and school finance programs to the new conditions. I think there are three basic strategies available to us.

- (1) **Strategy 1: Shift resources from other municipal programs.** We can, and have, tried to sustain the current configuration of the education program by reducing spending on other municipal services and shifting resources toward the Schools. But there are limits to our ability to use this approach. The relatively small size of the other municipal programs prevents meaningful offsets. The School program is so much larger than any other program administered by the Town that shifting revenues from the other programs can have dramatic impacts to the donor programs while making little improvement to the School Department's bottom line. To frame the problem, consider that this year State Education Aid is projected to be reduced by \$800,342 or 13% of last year's allocation. The entire *non-personnel* operating budget for the South Kingstown Police Department is being proposed at \$742,108 for FY 2019-2020. In other words, if we were to try to offset the School's loss of revenue from the State with revenue from the Police Department, we would have to operate a Police Department without fuel for patrol cars, radios, computers, uniforms or firearms. Alternatively, we could shift the total combined *non-personnel* budgets for the libraries, parks and recreation programs, and the senior center.

In reality, of course, budget offsets are rarely made in as stark a manner as the examples above. In fact, when they are made, budget tradeoffs are made incrementally – services and facilities are degraded slowly over time. Roads are repaved less often, potholes go unfilled, traffic safety is gradually compromised and catastrophic failures become more common and more expensive to address. Or, for want of timely repairs and routine upgrades, school buildings fail and must be rebuilt or extensively rehabbed. The long-term result is that fewer – not more – dollars are available to accomplish the core mission of all departments.

The School program accounts for the largest commitment of local property tax revenue. To put this in perspective consider that the local property tax rate in 2018-19 is \$15.68, if the School program were funded entirely from non-tax sources, the tax rate necessary to sustain all other municipal services, including personnel and everything else for the police, emergency medical services, public works, senior programs, parks and recreation programs, planning and zoning, and open space acquisition – would be \$3.47. The municipal program simply is not large enough to serve as an alternative source of revenue for the Schools.

- (2) **Strategy 2: Rely on property tax increases to make up for the lost State aid.** We can try to maintain the familiar form of our programs and raise local taxes to fill the gap left by the loss of State funding. But here, too, there are limits. First, Rhode Island law prohibits municipalities from increasing property tax levies by more than 4% per year. Even if everyone in the community unanimously agreed that we should raise taxes as much as necessary to maintain our programs exactly as they are, we might not be able to do so without seeking special authorization from the state legislature.



Second, other demands compete for property tax revenue and thereby reduce the effective ceiling to which school programs can grow. So, for example, some portion of each year's property taxes must be committed to paying interest and principal on municipal debts. The school construction project anticipated to begin if approved by voters at a referendum this fall will require significant debt-service payments and every dollar used to pay back debt is a dollar that (1) cannot be used to pay for instructional services and (2) counts against the annual cap on tax increases, thus squeezing out a dollar that could have been levied for instructional services.

- (3) **Strategy 3: Restructure the municipal and school budget programs.** It is always tempting to fight against perceived budget threats by describing the danger as “cuts” to the most popular and visible services; doing so excites emotions and puts pressure on public officials to abandon or rescind the offensive policy. In the short run, this tactic can be effective, but if the underlying problem is not resolved, the unaddressed tectonic forces eventually destroy the foundation on which cherished programs are built. It may be easier and more satisfying to fight and win an immediate battle, but it is wiser to create conditions that reduce the need to fight.

The South Kingstown School District is not distressed and a limited increase in the property tax transfer will not create a lasting or irremediable crisis. Total student enrollment in SK Public Schools for 2020 is projected to be 2,860. This proposed budget would result in total revenues to the School District in the amount of \$61,077,180, or \$21,355 per student. This level of spending is well above the national (\$11,762), regional (\$15,592 in MA; \$18,377 in CT) and Rhode Island state (\$16,979) averages. Even with the anticipated reductions in state aid and the proposed 1% property tax transfer, South Kingstown's per student expenditure will remain one of the highest in the nation.

We can manage the situation and should seize the opportunity to do so before the State-induced deficits overwhelm us. While we can still operate without being in true crisis mode, we should carefully and deliberately redesign our municipal and school budget programs. As noted above, the capacity to “take” from the “Town” budget to “give” to the “School” budget may be limited. However, we may be able to find new ways to reduce duplication and promote shared services. Further, there are undoubtedly operational efficiencies still to be found if we can adjust our perspective.

In a widely-cited study of the relationship between spending and educational outcomes, Jackson, Johnson, and Persico, found that because “money per se will not improve student outcomes (for example, using the funds to pay for lavish faculty retreats will likely not have a positive effect on student outcomes), understanding how the increased funding was spent is key to understanding



why we find large spending effects where others do not.” K. Jackson, R. Johnson, and C Persico, 2015, The Effects of School Spending on Educational and Economic Outcomes: Evidence from School Finance Reforms, p.36. Online at: <https://www.ipr.northwestern.edu/publications/docs/workingpapers/2015/IPR-WP-15-19.pdf>

The South Kingstown School District has already succeeded in doing the things Jackson, Johnson, and Persico’s research recommends should be done. The results of their research “suggest that the positive effects [of increased spending] are driven, at least in part, by some combination of reductions in class size, having more adults per student in schools, increases in instructional time, and increases in teacher salary that may have helped to attract and retain a more highly qualified teaching workforce.” K. Jackson, R. Johnson, and C Persico, 2015, p.39.

However, the benefits of additional spending aren’t uniformly distributed and are subject to the economic laws of diminishing returns and diminishing marginal utility. As Jackson, Johnson, and Persico concluded “to be most effective it is likely that spending increases should be coupled with systems that help ensure spending is allocated toward the most productive uses.” K. Jackson, R. Johnson, and C Persico, 2015, p.41. And what constitutes the most productive uses depends on the context of individual schools and the communities where they are located. Ultimately, what is important to recognize is that school finance reform policies can improve student outcomes, not because money solves all problems, but because reform can help identify the best strategy for using limited resources.

Changing Demographics

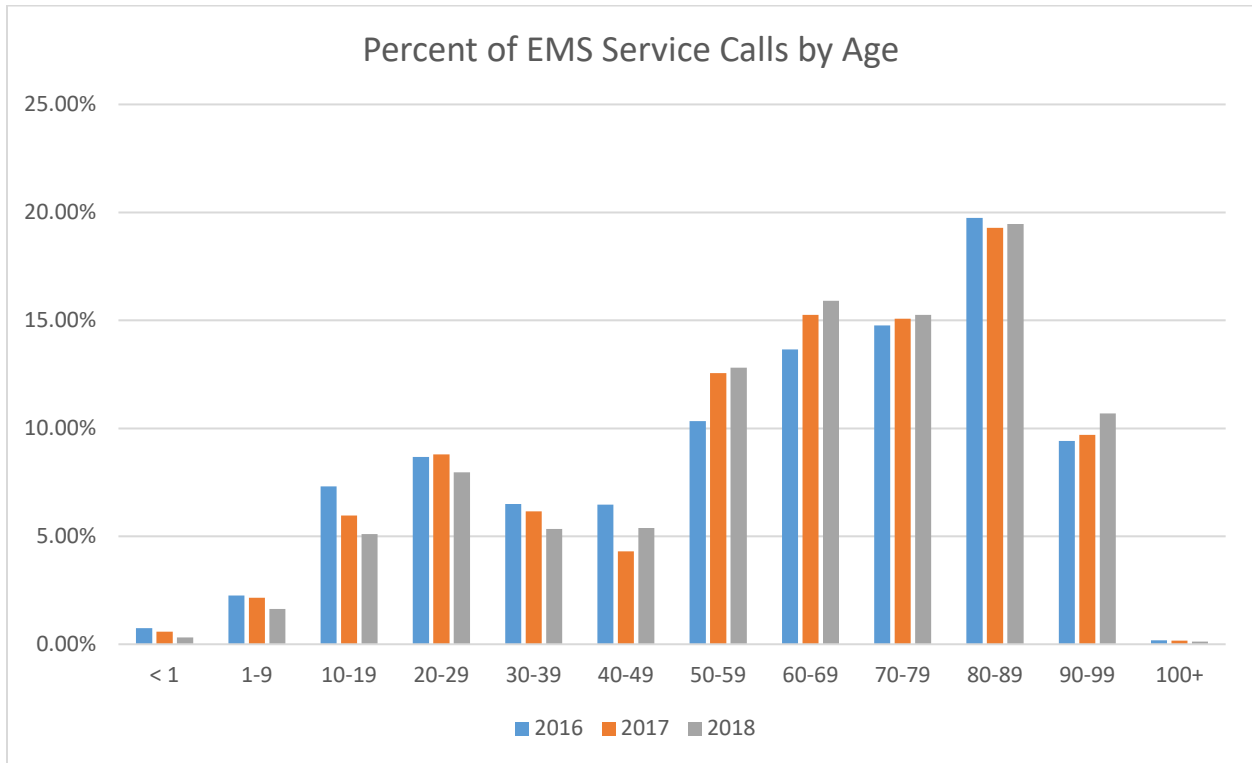
The Table below shows that the fastest growing age demographic in South Kingstown is seniors over 60. The only other age groups that have grown at all over the last 6 years are the groups that include college-aged young adults. The growth in the college-aged groups is likely due to increased enrollment at the University of Rhode Island. The growth in our senior population likely reflects retirement choices – both retire in place and retirement immigration.

U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	924	3.0%	(277)	-23.1%
Age 5-14	3,714	13.3%	3,479	11.5%	2,961	9.7%	(518)	-14.9%
Age 15-19	4,117	14.7%	4,597	15.2%	5,603	18.3%	1,006	21.9%
Age 20-34	5,112	18.3%	5,023	16.6%	5,351	17.5%	328	6.5%
Age 35-44	4,203	15.1%	3,453	11.4%	2,464	8.0%	(989)	-28.6%
Age 45-59	5,167	18.5%	6,696	22.2%	5,788	18.9%	(908)	-13.6%
Age 60 Plus	4,135	14.8%	5,777	19.1%	7,560	24.7%	1,783	30.9%
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%
Persons in Group Quarters	2000	Percent	2010	Percent	2016	Percent	6 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%
Total in Group Quarters	4,180	100.0%	5,562	100.0%	5,562	100.0%	0	0.0%
Population	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Group Quarters	4,180	15.0%	5,562	18.4%	5,562	18.1%	0	0.0%
General Population	23,741	85.0%	24,664	81.6%	25,089	81.9%	425	1.7%
Total Population	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%
Occupancy	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Owner Occupied	6,944	74.9%	7,952	75.1%	7,570	72.4%	(382)	-4.8%
Renter Occupied	2,324	25.1%	2,641	24.9%	2,890	27.6%	249	9.4%
Total Occupancy	9,268	100.0%	10,593	100.0%	10,460	100.0%	(133)	-1.3%



The 2016 US Census American Community Survey data indicates that the age 60 plus population in South Kingstown accounts for nearly 25% of the overall population. As the population of the Town changes, the services required and requested by residents change too. This proposed budget responds to the growing demand for programs and services that address the needs of our senior population. Since 2016, there has been a nearly 15% increase in the number of South Kingstown residents who have become members of the Town Senior Center.

The Town’s Emergency Medical Services program has also seen substantial increases in calls for services. The Chart below summarizes our experience with EMS calls over the last three years.



Responding to Climate Change

TREE MANAGEMENT

More than 60% of South Kingstown's land area is forested. In recent years we have experienced significant insect infestation events in southern Rhode Island. This proposed budget includes funding to hire a licensed arborist and to purchase an aerial bucket truck. This recommendation is being made because an increase in recent property damage claims resulting from falling Town trees has made it clear we should implement a more formal Town tree management program to: remove dead, dying or diseased trees and manage healthy trees to preserve our tree inventory.

We are recommending creating a new full-time arborist’s position and retaining the services of our current Town Tree Warden. We see this year’s budget addition as an incremental step toward implementing a tree management program in future years. Under this scenario, The Town Tree Warden will continue in his capacity for emergency tree removals. However, the Highway Division would hire one arborist at an approximate cost of \$45,711, not including benefit expenses. The arborist will work with an existing Highway Division equipment operator primarily during the winter months when winter storm response is not occurring.



Unmet Needs

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

Matunuck Beach Road Protection

In May 2018, the Town finished the first phase of the Matunuck Beach Road protection seawall. This first section of seawall runs approximately 180' parallel to Matunuck Beach Road a point where the road is approximately 25 feet from the mean high-water line. This section of wall is constructed of steel sheet piles that are encapsulated in a concrete cap. Armor stone approximately 11 tons in size protect the steel sheet pile seaward of the seawall.

Although the seawall has protected a "scour-hole" that developed in 2007, coastal erosion continues to the west of recently completed seawall section. In order to address the continuing erosion to the west of the install seawall segment, engineering design plans are being developed to extend the seawall from its current terminus in a westerly direction to the Matunuck Trailer Association property. All utility poles and overhead wires have been relocated from the southerly side of the road to the northerly side and subsurface borings were completed in December 2018. In March 2019, a new application for the second phase of the seawall will be filed with the Coastal Resources Management Council (CRMC).

No funding source has been identified to date, but the Town has, and will continue to seek grant funding to construct same.

Flood Hazard Mitigation

There are approximately 284 rivers and streams (or sections thereof) totaling approximately 108 miles (568,681.7 linear feet) within the Town of South Kingstown. Associated with these rivers and streams are twenty-four (24) dams within the Town, four (4) of which have been classified as high hazard dams and three (3) dams are identified as significant hazard dams. The Town contains more than ten (10) miles of coastline that is considerably susceptible to erosion, coastal storm surge, and inundation with approximately 6,775 acres (18% of the total land area in South Kingstown) of land that is located within FEMA's regulatory flood plain. These areas are primarily located along the shorelines (Coastal AE and VE zones) and within the Great Swamp area (A Zones), however, riverine flood zones (AE Zones) are also associated with areas surrounding smaller streams and rivers.

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

Traffic, pedestrian and bicycle safety

Complaints about speeding and pedestrian or bicyclist conflicts with motor vehicle traffic among most common complaints lodged with Town Hall, the Department of Public Services and the Police Department. The traffic management officer at the Police Department has inadequate funds to support the level of enforcement, education necessary to positively impact driver behavior. And the Town Engineer has insufficient resources to plan, design and implement engineering solutions. If a revenue source could be



identified, I would recommend that the Town establish a Traffic Safety Fund to support the efforts to the Police and Town Engineer.

Public Safety Radio Improvement Program

In the interest of improving interoperability, benefiting from economies of scale, and realizing the cost saving likely to be gained from shared inventories, the Town is moving to establish a single Town-Wide Radio System that serves both volunteer fire districts, the police department, Emergency Medical Service crews and all public works operations.

Currently the Town's public safety personnel use five different radio systems that do not always communicate with each other. With a new system we will have 100% interoperability with each department of the Town.

It is anticipated that the new unified program will be built around the 400MHz system currently used by the Fire Districts. In recent years, patrol officers have experience coverage problems in field with the 800MHz State-owned system. Local experience with the 400MHz frequency has demonstrated greater reliability and better signal penetration into buildings throughout the community. The radio committee has published a Request for Proposals for a consultant to oversee the licensing and buildout of the new system. A consultant will be selected to guide the design process in first quarter of 2019.

Improving Public Buildings

The town has deferred maintenance on many of its public buildings -Including schools, public offices, and community centers. With the recent construction of a new recreation facility and the Town Council's recent authorization to seek reimbursement for a system-wide wide rehabilitation program for the school buildings, two of the major deficiencies in our public building infrastructure have been or are being addressed. However, other public facilities such as Town Hall, the Animal Shelter, The Guild and our Libraries should be places on a facilities maintenance schedule. Our Facilities Supervisor will conduct a full assessment of our entire non-school building inventory this year and will develop a schedule of improvements that will be presented to the Council. It is anticipated that we be able to estimate the costs of the following improvements:

- Energy upgrades to town buildings.
- Clean, seal and repoint the main chimney at Peace Dale Library
- Redirect roof drainage from all town building downspouts (where applicable) away from the building foundation/leaf guard rain gutters
- Repair field stone basement walls at the Kingston Free Library
- Crack fill, seal and restripe all town building parking lots



Summary of Sources and Uses

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$19,319,933	\$54,492,191		\$451,003		\$325,000	\$1,600,000		\$4,300		\$76,192,427
User Fees				159,639				903,054	3,823,013		4,885,706
State Aid	2,594,632	5,353,387					496,903				8,444,922
Federal Aid	8,000	425,000									433,000
Licenses/Fees/Rents	1,297,215		91,633			28,000		281,687		156,000	1,854,535
Revenues from Investments	275,000		1,000	1,000	432,400	150		15,000	25,000	4,500	754,050
Departmental Revenue/Fines/Charges	1,800,795		2,600	255,139	323,000	139,586		1,897	323,700	459,072	3,305,789
Transfers In	164,859	27,500		15,000			444,876				652,235
Grants				46,000							46,000
Miscellaneous		214,102		1,200				4,941	16,600	17,100	253,943
Fund Balance Applied	550,000	475,000		25,000	25,000	10,000	82,274			184,453	1,351,727
Total Revenues	\$ 26,010,434	\$ 60,987,180	\$ 95,233	\$ 953,981	\$ 780,400	\$ 502,736	\$ 2,624,053	\$ 1,206,579	\$ 4,192,613	\$ 821,125	\$ 98,174,334
Expenditures & Other Financing Sources:											
General government	\$1,358,649										\$1,358,649
General services	2,834,718										2,834,718
Public safety	12,364,634										12,364,634
Public works	3,279,982										3,279,982
Parks & Recreation	1,943,640										1,943,640
Public libraries	1,364,125										1,364,125
Non-departmental	1,230,686										1,230,686
Education		60,930,142									60,930,142
Debt Service							\$1,985,294		29,641	182,113	2,197,048
Leisure Services			91,901	919,249	777,800	499,473					2,288,423
Utility Services								769,301	3,295,303	591,432	4,656,036
Capital Expenditures	1,634,000	867,200	3,000	34,733	2,600	3,263		332,054	760,403	47,580	3,684,833
Total Expenditures	\$ 26,010,434	\$ 61,797,342	\$ 94,901	\$ 953,981	\$ 780,400	\$ 502,736	\$ 1,985,294	\$ 1,101,355	\$ 4,085,347	\$ 821,125	\$ 98,132,916
Excess (Deficiency) of Revenues Over Expenditures	\$ 0	(\$810,162)	\$332	\$ 0	\$ 0	\$ 0	\$ 638,759	\$105,224	\$107,266	\$ 0	\$ 41,418

Summary of Revenues

Fiscal year 2019-2020 General Fund revenues are projected to be \$26,010,434. The Proposed Budget for FY 2019-2020 includes the use of \$550,000 of the Town’s Unassigned Fund balance, which is level funded 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 2019-2020 General Fund revenues are projected to increase by \$1,494,459 or 6.1%, compared to the FY 2018-2019 Adopted Budget of \$24,515,975. The tax rate for FY 2019-2020 is increasing from \$15.68 to \$16.12, an increase of \$0.44 from the FY 2018-2019 Adopted Budget.

The FY 2019-2020 combined revenues for all budgeted funds are \$98,174,334. This is an increase of \$1,500,601, or 1.55%, over the current fiscal year and slightly less than the prior year’s increase. A breakdown of revenues by fund is shown below.

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.



Historically, 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:

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

The governor's proposed budget includes \$1,072,780 in Appropriated State Aid to South Kingstown, this represents a decrease of \$1,713 from what was provided the in FY 2019. Her budget also projects a \$33,337 increase in pass through aid (driven by increases in hotel tax, meals & beverage taxes). Governor's proposed budget would reduce aid to the Schools by \$800,342.

Summary of Expenditures

General Fund

The proposed **General Fund Expenditure Statement** for FY 2019-2020 is presented in the amount of \$25,986,083 reflecting an increase of \$1,718,733 or 6.00% more than the current year appropriation of \$24,267,350. The increase is driven largely by salary and benefit increases requires under Collective Bargaining Agreements. The non-personnel component of the municipal operations program is proposed at \$3,400,981.

School Fund

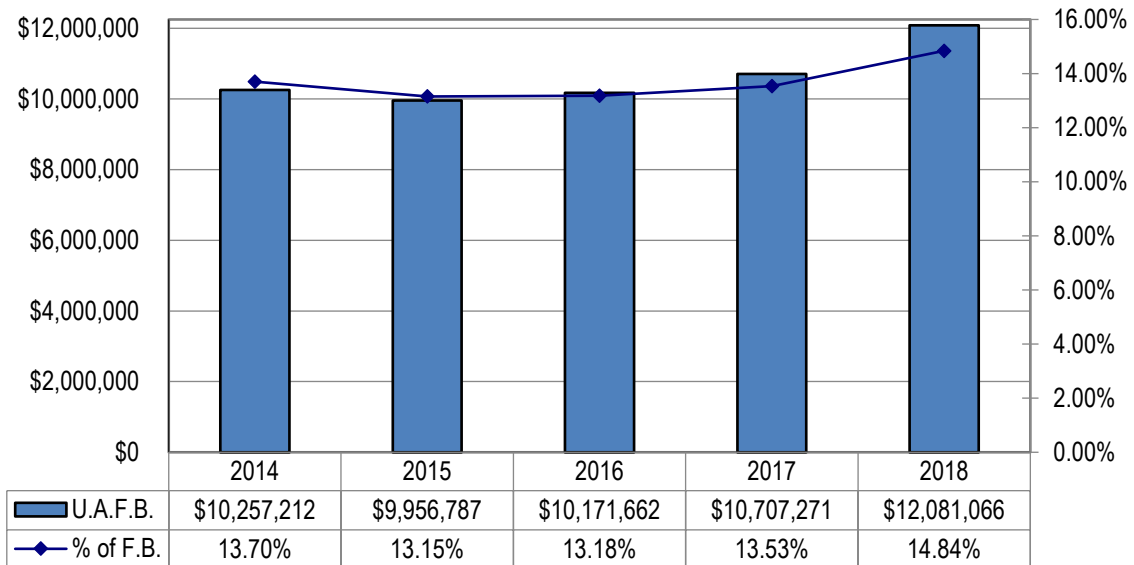
To support the FY 2019-2020 School Department's program we recommended authorization of property tax transfers in the amount of \$54,492,191, a \$539,527 increase, or 1% more than was authorized last year. Fiscal year 2019-2020 is the ninth year of the ten- year State general education aid funding formula recalibration. During FY 2018-2019, the South Kingstown is slated to receive \$5,237,398 in education aid; that's **\$800,342 or 13% less** than is being received in the current fiscal year. The anticipated FY 2019-2020 state-aid revenue for the South Kingstown School District is \$2,321,097, or 31%, less than was received five years ago.

Use of Unassigned Fund Balance

In May 2016, the Town Council amended the Fund Balance Policy originally adopted in June 2011, which now states in part, "the Town will maintain an unassigned fund balance in the range of 10% to 17% of the General Fund." For this purpose, the general fund budget shall include the municipal and school budgets. The Proposed Budget for FY 2019-2020 includes the use of \$550,000 of the Town's Unassigned Fund balance, which is level funded from the prior year.



History of the Unassigned Fund Balance, 2014-2018



Projected FY 2019-2020 Tax Rate

We estimate that when the tax roll is certified on June 15, 2019, the Total Adjusted Value (adjusted to exclude tax-exempt and rebated properties) of all real and personal property in South Kingstown will be \$5,247,777,463. This represents about a **\$573 million** increase (11%) over the previous year approved budget estimate.

South Kingstown is in the process of completing a revaluation of real properties. Assuming the current values rather than post-revaluation values, under this proposed budget, the tax rate for FY 2019-2020 will increase from \$15.68 to \$16.12, an increase of \$0.44 from the FY 2018-2019 Adopted Budget, an increase of about \$154 on a home values at \$350,000.

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.



One way to try to understand how a tax increase may impact real people is to consider taxes as just one of the competing expenses in a household budget. The following hypothetical household budget is designed to think about the impact that tax increases can have on a family when you consider the built-in unavoidable costs of living.

Hypothetical Household Budget Analysis

\$9,162	Federal Income Tax (based on HUD 4-person SK median Household income of \$72,100)
5,516	Social Security Tax (based on HUD 4-person SK median Household income of \$72,100)
2,239	Rhode Island Income Tax (based on HUD 4-person SK median Household income of \$72,100)
16,848	Mortgage payment (Based on a four-person household purchasing a home in SK this year at the average purchase price of \$351,500, assuming 20% down, a typical mortgage would be \$281, 200 @4.375%.)
10,400	USDA data, moderate food bill for a family of 4 is about \$200/week x 52 = \$10,400/year
1,200	Home Insurance
3,500	Health Insurance
2,400	Basic Utilities (electric, heating, cooling, water and garbage)
2,100	Semi-discretionary Utilities (cell phone, cable, and internet)
10,346	Car payments (90% of the national average is for 2 vehicle; each vehicle is \$5,748)
855	Gasoline (mi /year = 12,000 / 35mpg = 342 gallons of fuel at \$2.50/ga = \$855 /car)
815	Average car insurance bill for U.S.

\$65,381

\$72,100	Median Household Income in SK
- \$65,381	“Unavoidable” household expenses
\$6,719	Income available to pay for local taxes and all discretionary spending after the unavoidable expenses

This is obviously a very rough gage of affordability. The hypothesized household budget does not account for common expenses such as childcare, student loan repayments, unreimbursed medical expenses or interest on credit cards. Further, it uses very rough measures of income and expenses. Still it demonstrates that for about half of the households in South Kingstown, the income available for the payment of taxes may be much less than commonly assumed.

Fiscal Implications of the Proposed Budget

General Fiscal Policy Remains Unchanged

The **Proposed Budget Program** for FY 2019-2020 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.

The most significant implication of this proposed budget is that it assumes the passage of a \$75 million bond to support a program of partial rehabilitation of six public school buildings. 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) of a percent.

The Town's Finance Director has designed a financial plan to support the school improvements project intended to keep debt service payments to levels that will reduce the need to divert 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.

Next Steps in the Budget Process

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

Acknowledgements

I want to thank everyone who participated in developing this proposed budget. First and foremost, Trish Sunderland, the Town's Finance Director has done an extraordinary job in organizing and orchestrating a budget process that is widely regarded as one of the very best in the state. Last year, for the third consecutive year, the National Government Finance Officers Association (GFOA) gave South Kingstown a Distinguished Budget Presentation Award as recognition that the Town's budget documents are of the very highest quality, providing the public with a clear transparent explanation of the Town's Finances. In my view, Trish and Director of Administrative Services Aimee Reiner have produced yet another budget document worthy of GFOA's recognition. Aimee Reiner's efforts in coordinating the writing of departmental narratives has made this proposed budget clear and accessible. Her work and that of each of the department heads has made this document an example of excellence. Executive Assistant to the Town Manager, Colleen Camp, is instrumental in most of what happens in the Manager's Office and the budget process is no exception.

I also want to thank School Superintendent Kristen Stringfellow and the members of the South Kingstown School Committee. I attended many of the meetings at which the School Committee discussed their budget requests. I watched the other meetings as time permitted. I have been deeply impressed with their dedication and commitment to the students, families and teachers of our community. I regret that I have not been able to find an immediate path to the outcome they had hoped to secure. However, from my perspective, the fiscal challenges we face cannot be overcome in a single year. The state policies and local challenges that keep the South Kingstown School District from being as efficient as I believe it can be have deep historical and institutional roots. I applaud both Dr. Stringfellow and the School Committee for recognizing that the time has come to make significant changes. I have been encouraged by recent



discussions of shared services and zero-based budgeting reviews. Because I know that the Town Council is committed to the success of the South Kingstown schools and because the quality of our school program is one of the most important metrics by which the Town is measured, I pledge to work with the Superintendent to find a way forward.

While the development the Manager's Proposed Budget requires the skills and reflects the talents of many people, it also requires decisions that the Town Manager must make alone. I have offered my best assessment of the circumstances and have proposed a course of action that I believe is prudent. I am however, absolutely committed to finding the best solution without malice toward any practical approach.

Robert C. Zarnetske
Town Manager



TAB 3
FINANCIAL & MANAGEMENT POLICIES

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

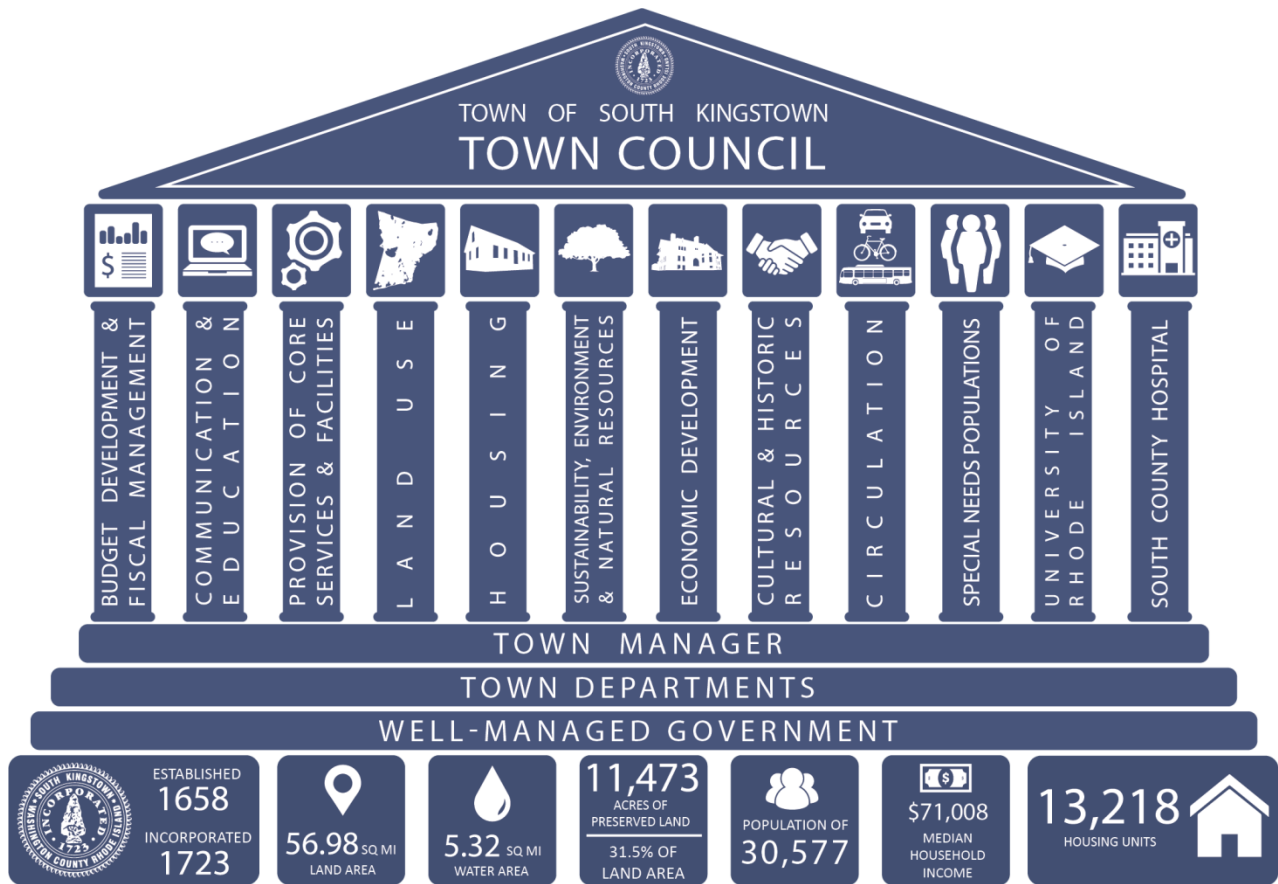
FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

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. Members of the Town Council are elected at large for a term of two years. The Charter grants to the Town Council all powers to enact, amend, or repeal ordinances relating to the Town’s property, affairs, and government including the power to create offices, departments, or agencies of the Town, preserving the public peace, health, and safety, establishing personnel policies, authorizing the issuance of bonds, and providing for an annual audit of the Town’s accounts. The Town Manager is appointed by a majority vote of the Town Council for an indefinite term solely on the basis of executive and administrative qualifications. The Town Manager is the chief administrative officer as well as the chief executive officer of the Town. The Charter grants to the Town Manager the authority to appoint or remove all employees of the Town, to prepare and submit to the Town Council the annual budget and annual report of the Town, to recommend to the Town Council pay schedules for Town employees, and to recommend to the Town Council the adoption of such measures as the Town Manager may deem necessary for the health, safety, and/or welfare of the Town.





Budgetary Process Overview

The budget process for the Town of South Kingstown begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During development of the FY 2019-2020 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

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

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

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

On or before March 22nd of each year, the Town Council reviews the Town Manager's proposed budget in public work sessions, and then shall adopt a preliminary budget, with or without revisions. The Town Council can either increase or decrease the total amount of the School Committee's Recommended budget, but at no time has line item authority over specific items within the School Committee's Budget. Two public hearings are required to be conducted on the preliminary budget prior to April 18th. Final action on the budget by the Town Council shall occur on or before May 1st of each year, upon which time the Town Council considers any petitions received and gives final approval to the final budget by a majority vote of all members of the Council. 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 2019-2020 Budget Calendar	
November 2018	
Thursday, 29	Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline 12/1/18</i>)
December 2018	
Wednesday, 12	Advertise for Initial Budget Public Hearing and tentative budget schedule
Monday, 17	Initial Budget Hearing with School Committee to discuss FY 2019-2020 Budget goals & objectives (RIGL § 16-2-21)
January 2019	
Thursday, 3	Work session #1 with Town Manager and department heads to review CIP
Monday, 7	Work session #2 with Town Manager and department heads to review CIP
Wednesday, 9	Work session #3 with Town Manager and School Department to review CIP
Wednesday, 16	Advertise CIP summary ad for public hearing (and courtesy ad in January 13 edition also)
Monday, 28	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2019-2020 through 2024-2025) and includes Adoption of CIP (<i>deadline is February 1</i>)
February 2019	
Thursday, 14	Deadline for School Department to submit budget to Town Manager (<i>Sec. 4820E</i>)
March 2019	
Friday, 1	Town Manager submits proposed FY 2019-2020 operating budget to Town Council
Monday, 4	Budget Work Session #1 with Town Manager and department heads
Tuesday, 5	Budget Work Session #2 with Town Manager and department heads
Wednesday, 6	Budget Work Session #3 with Town Manager and department heads/outside agencies
Wednesday, 13	Budget Work Session #4 with School Committee
Monday, 18	Town Council Adoption of Preliminary Budget (during Regular Session) (<i>deadline 3/22/19</i>)
April 2019	
Wednesday, 3	Advertise Preliminary Budget Notice of Public Hearings (RIGL 44-35)
Mon & Tues, 15 & 16	Public Hearings #1 & #2 on FY 2019-2020 Municipal and School Budgets
Monday, 22	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)
Monday, 29	Consideration of petitions and Adoption of Final Budget (during Regular Session)
May 2019	
Wednesday, 8	Advertise notice of final budget approval
Monday, 13	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)
June 2019	
Tuesday, 4	Possible Budget Referendum
Saturday, 15	Town Assessor sets tax rate to finance the FY 2019-2020 operating budget



Basis of Budgeting and Accounting

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

BASIS OF BUDGETING

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

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

BASIS OF ACCOUNTING

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

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

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

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

- Compensated absences are recorded as earned by employees on a GAAP basis, as opposed to being expensed 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 expensed on a budgetary basis; and
- Capital outlay within the enterprise funds is recorded as assets on a GAAP basis and expended on a budgetary basis



Budgetary Control

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

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

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 managements policy to set the benchmark goal of projected budget variance at two to three percent of the adopted budget.

Revenue Practices

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

- Revenue estimates are budgeted conservatively since most are sensitive to local and regional activities especially those within the General Fund (i.e. State Aid to Education)
- Fees and Charges are established by the Town for local licenses, permits, fines, services, applications, and other miscellaneous charges, and shall be set out to recover all or a portion of the Town’s expenses in providing the specific service
- Tax Collections are to maintain an overall collection rate greater than 99%; Alternate means of collecting delinquent 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

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

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

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

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



Debt Management Practices

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

- The Town prefers to fund capital improvements, equipment purchases, and other major capital projects with current resources or in a “pay-as-you-go” manner; Debt should be limited to projects with significant costs
- The term of any bond issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended; Every effort shall be made to keep the amortization of debt as short as possible
- The Town maintains an aggressive retirement of existing debt (greater than 80% within Ten Years)
- Bond proceeds shall be invested in government guaranteed funds that provide immediate liquidity and bond proceeds shall only be used for the purpose for which the monies were borrowed
- The Town shall manage its cash in a manner designed to prevent the necessity of utilizing short-term borrowing to meet working capital needs; The Town will not use long-term debt for current operations
- Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is greater than 3%
- Debt shall be issued using equal principal
- Maintain debt ratios within formally established parameters:
 - Net Debt as a % of Operating Revenues – maintain at less than 3%
 - Debt Service as a % of Expenditures – 10% or less
 - Net Debt Per Capita – no more than \$1,000 per capita
 - Overall Debt as a % of Taxable Property – 1% or less
- Debt shall be limited by the following State Statute:
 - RIGL § 45-12-2 – Indebtedness of Towns and Cities – no city or town shall, without special statutory authority, incur any debt for money hired which would increase its aggregate indebtedness not excepted by law from the provisions of this section to an amount greater than three percent (3%) of the taxable property of the city or town
- Debt as percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community's ability to incur additional debt; Moody's Investors Service documents the 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 0.20% and is expected to increase to 0.72% in the 2024-2025 fiscal year as a result of issuing \$76M in School Bonds
- 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

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

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

A. BUDGET SCHEDULE

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

B. INITIAL BUDGET HEARING TO DISCUSS GOALS AND OBJECTIVES

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

C. TOWN MANAGER'S PROPOSED BUDGET

I. SUBMISSION OF BUDGET AND BUDGET MESSAGE

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

II. BUDGET MESSAGE

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

III. BUDGET FORMAT

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



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

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

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

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

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

Section 4222 – Budget

A. TOWN COUNCIL'S PRELIMINARY BUDGET

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

B. PUBLIC HEARINGS

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



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

C. PETITIONS TO THE COUNCIL

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

D. FINAL TOWN COUNCIL APPROVAL OF BUDGET

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

E. REFERENDUM PETITIONS

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

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



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

F. BUDGET REFERENDUM

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

G. EMERGENCY BALLOTS

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

H. PUBLICATION OF BUDGET

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

I. MINOR ADJUSTMENTS IN DATES

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

Section 4223 – Amendments after adoption

(a) EMERGENCY APPROPRIATIONS

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



(b) REDUCTION OF APPROPRIATIONS

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

(c) TRANSFER OF APPROPRIATIONS

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

(d) LIMITATION; EFFECTIVE DATE

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

Section 4224 – Lapse of appropriations

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

Section 4225 – Administration of the budget

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

Section 4226 – Capital program

(a) SUBMISSION TO TOWN COUNCIL

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



CONTENTS

The capital program shall include:

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

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

Section 4227 – Town council action on capital program

(a) NOTICE AND HEARING

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

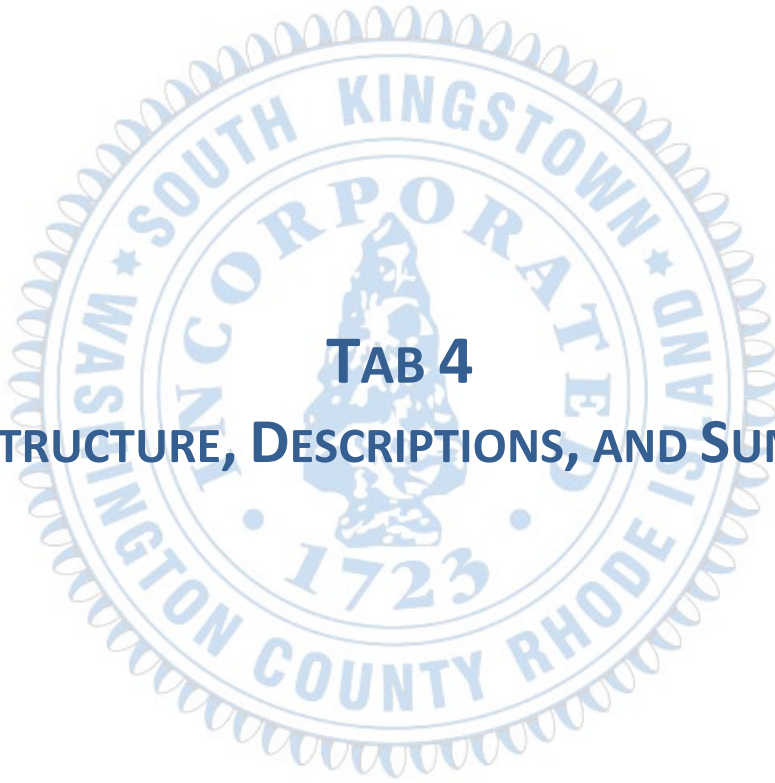
- (1) The times and places where copies of the capital program are available for inspection by the public, and
- (2) The time and place, not less than two weeks after such publication, for a public hearing on the capital program.

(b) ADOPTION

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

Section 4228 – Delay in approving budget

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



TAB 4
FUND STRUCTURE, DESCRIPTIONS, AND SUMMARIES

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FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Fund Structure & Descriptions

Fund Structure

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

Fund Description

GOVERNMENTAL FUNDS

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

GENERAL FUND

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

SCHOOL TRUST FUND

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

DEBT SERVICE FUND

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

SPECIAL REVENUE FUNDS

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



CAPITAL PROJECTS FUND

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

PROPRIETARY FUNDS

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

WATER ENTERPRISE FUND

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

WASTEWATER ENTERPRISE FUND

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

SOLID WASTE ENTERPRISE FUND

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

COMPENSATED ABSENCE FUND

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

PERMANENT FUNDS

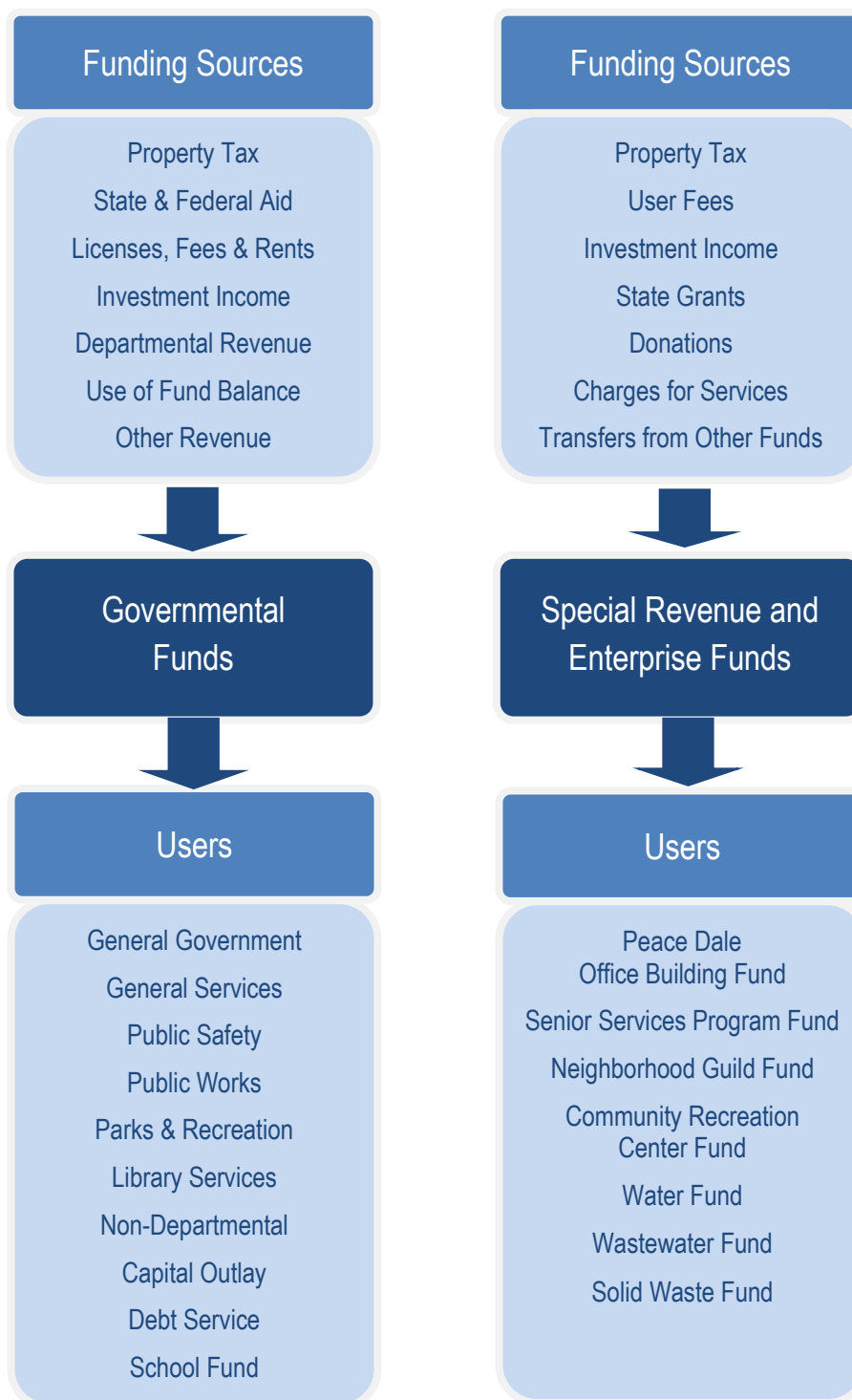
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be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



Flow of Funds Structure

FUND STRUCTURE/SERVICE FUNCTION RELATIONSHIP

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



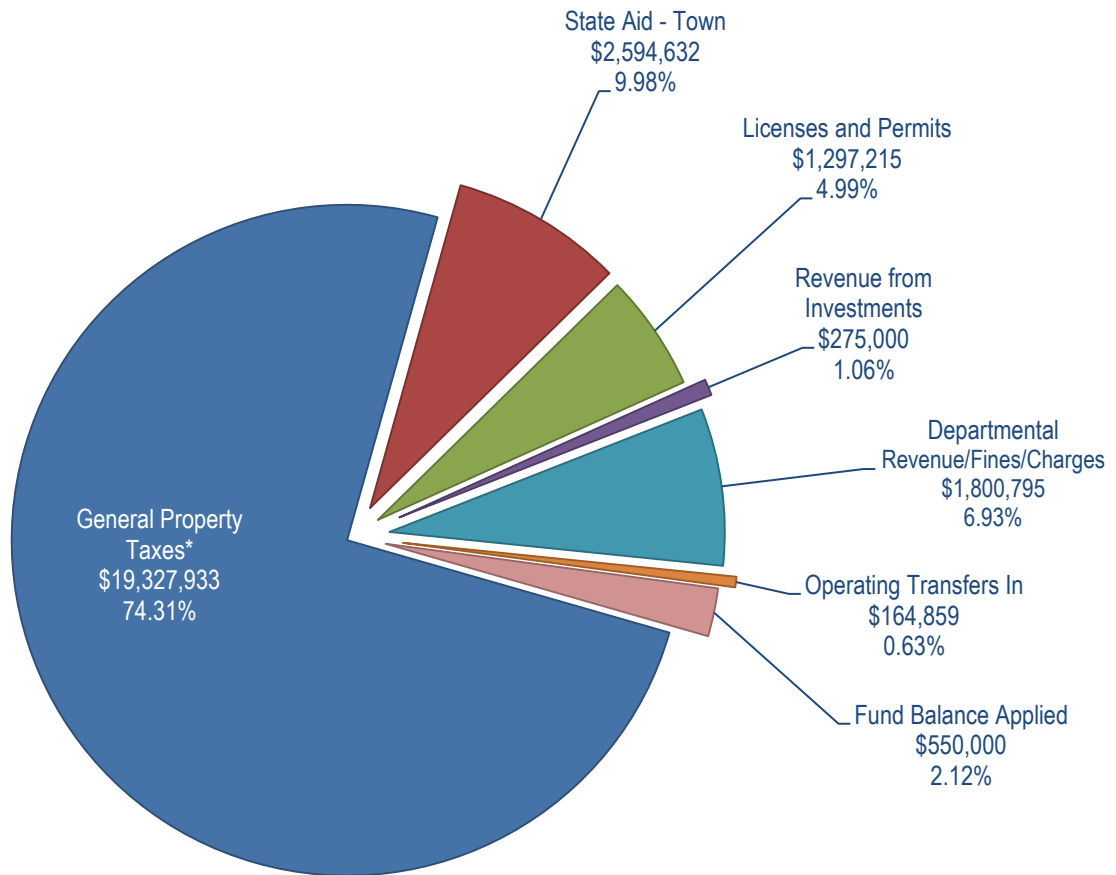
**Note: The Town's CAFR contains many more non-major funds than those included in the annual budget document.*



General Fund Revenue

Fiscal year 2019-2020 General Fund revenues are projected to be \$26,010,434. The Proposed Budget for FY 2019-2020 includes the use of \$550,000 of the Town’s Unassigned Fund balance, which is level funded 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 2019-2020 General Fund revenues are projected to increase by \$1,494,459 or 6.1%, compared to the FY 2018-2019 Adopted Budget of \$24,515,975. The tax rate for FY 2019-2020 is increasing from \$15.68 to \$16.12, an increase of \$0.44 from the FY 2018-2019 Adopted Budget.

**General Fund Revenue
FY 2019-2020
\$26,010,434**



*The General Property Taxes figure shown above (\$19,327,933) is reflective of the total amount of General Property Taxes (\$76,200,427) less the Operating Transfers Out (\$56,872,494). Further detail on the General Fund Revenue, including the total General Property Taxes and Operating Transfers Out, can be found on the following pages within the Summary by Category & Source chart.

Combined Revenues - All Budgeted Funds



Summary by Category & Source

Description	Actual FY 2017-2018	Adopted FY 2018-2019	Projected FY 2018-2019	Proposed FY 2019-2020
General Property Taxes				
411010 Current Taxes	\$70,857,399	\$72,504,058	\$72,742,898	\$74,907,098
411020 Prior Year Taxes	525,890	\$535,000	\$514,000	\$525,000
412010 Interest on Taxes	341,762	350,000	352,300	\$350,000
412020 Collection Fee	(816)	(1,750)	(2,000)	(1,750)
413010 Payment in Lieu of taxes	407,546	411,262	410,375	412,079
414010 PILOT - Federal Aid	7,827	8,000	7,800	8,000
Subtotal General Property Taxes	\$72,139,608	\$73,806,570	\$74,025,373	\$76,200,427
State Aid - Town				
420010 General State Aid	\$204,036	\$204,000	\$207,011	\$184,978
420011 Public Service Corp Tax	382,004	382,004	386,853	386,853
420012 Meals/Beverage Tax	907,906	915,000	980,000	935,000
420017 MV Excise Tax phase-out	483,828	622,687	653,601	667,813
420018 Hotel Tax	199,400	170,000	210,000	200,000
420019 State Incentive	0	0	0	0
420015 State Library Aid - General	202,916	197,307	197,307	203,038
420016 State Library Endowment Aid	15,894	16,574	16,574	16,950
Subtotal State Aid - Town	\$2,395,984	\$2,507,572	\$2,651,346	\$2,594,632
Licenses & Permits				
430170 Rental of Town Properties	\$373,573	\$384,930	\$382,676	\$393,975
430130 Business licenses and fees-TC	73,818	74,250	72,400	70,440
430140 Business licenses and fees-B/Z	584,459	389,600	433,600	389,600
430150 Nonbusiness licenses and fees	397,405	375,736	371,086	348,200
430160 Real Estate conveyance fees	124,923	100,000	105,000	95,000
Subtotal Licenses & Permits	\$1,554,178	\$1,324,516	\$1,364,762	\$1,297,215
Revenue from Investments				
460010 Interest on Investments	\$344,811	\$200,000	\$420,000	\$275,000
Subtotal Revenue from Investments	\$344,811	\$200,000	\$420,000	\$275,000
Departmental Revenues/Fines/Charges				
440005 Planning/GIS department	\$300	\$5,450	\$6,950	\$5,350
440010 Town Miscellaneous	20,104	19,500	18,650	19,000
440025 Finance department - MLC's/Copies	26,117	27,900	25,900	27,000
440030 Finance department-ST Beach Fees	40,751	40,000	46,665	42,000
440030 Police department - Narr. Patrol	7,000	8,000	8,000	8,000
440030 Public Works department	14,989	18,625	19,925	19,125
440100 Police department - fees/fines	278,902	273,550	282,550	276,150
440105 Emergency Medical Services	590,000	590,000	590,000	600,000
440115 Communications department	42,293	0	0	1,500
440130 Animal control fees	76,222	76,900	76,900	76,900
440145 Mooring fees - harbor	35,372	36,000	35,372	36,000
440200 Recreation department	585,494	596,600	607,407	604,470
440350 Library department	100,331	85,950	94,489	85,300
Subtotal Dept Revenues/Fines/Charges	\$1,817,875	\$1,778,475	\$1,812,808	\$1,800,795

*Please note this chart is continued on the next page

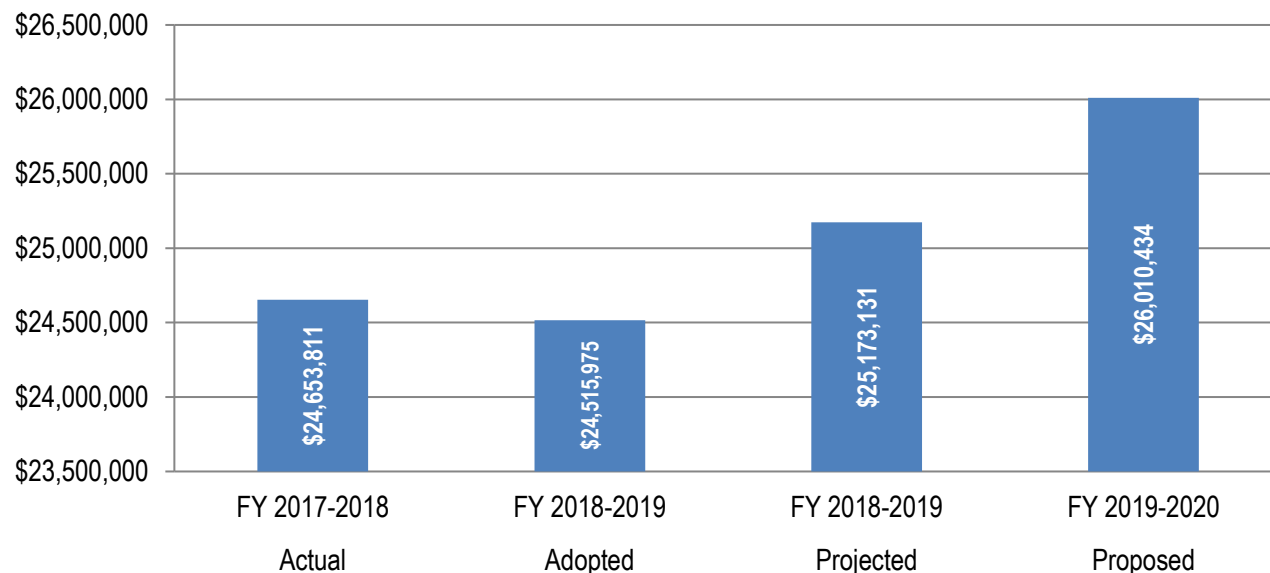


Combined Revenues - All Budgeted Funds, *continued*

*Please note this chart is continued from the previous page

Description, <i>continued</i>	Actual FY 2017-2018	Adopted FY 2018-2019	Projected FY 2018-2019	Proposed FY 2019-2020
Operating Transfers In				
440025 Interfund Computer Services	\$27,544	\$27,544	\$27,544	\$29,855
491003 Field Maintenance	72,076	74,074	74,074	78,356
491007 Payroll & Accounting	8,000	8,000	8,000	8,000
491011 School Resource Officer	40,478	43,917	43,917	48,648
Subtotal Operating Transfers In	\$148,098	\$153,535	\$153,535	\$164,859
Operating Transfers Out				
498110 Transfer to School Department	(\$52,415,096)	(\$53,952,664)	(\$53,952,664)	(\$54,491,191)
498304 Transfer to Senior Services	(419,793)	(432,729)	(432,729)	(451,003)
498308 Transfer to Recreation Comm Center	(308,911)	(315,000)	(315,000)	(325,000)
498400 Transfer To Debt Service Fund	(1,093,643)	(1,100,000)	(1,100,000)	(1,600,000)
498704 Transfer to Wastewater Fund	(4,300)	(4,300)	(4,300)	(4,300)
498999 Misc Tax Transfer	(105,000)	0	0	0
Subtotal Operating Transfers Out	(\$54,346,743)	(\$55,804,693)	(\$55,804,693)	(\$56,872,494)
Fund Balance Applied				
499000 Fund Balance Applied	\$600,000	\$550,000	\$550,000	\$550,000
Subtotal Fund Balance Applied	\$600,000	\$550,000	\$550,000	\$550,000
Total General Fund Revenue	\$24,653,811	\$24,515,975	\$25,173,131	\$26,010,434

Total General Fund Revenues





General Fund Revenues

The General Fund revenues for FY 2019-2020 are reported to be \$1,494,459 greater than the current fiscal year, due to five major factors including:

- 1.0% increase in the Tax Transfer to the School Department; a minor increase however results in an increase of \$539,527 of additional tax effort
- Increase in Tax Transfers to fund operations for the Senior Services program, Community Recreation Center
- Increase of \$500,000 to fund future Debt Service obligations related to the anticipation of approval for a \$75 million-dollar school bond referendum in November, 2019
- Increases in Pass Through Aid associated with hotel tax and meals & beverage taxes
- Increase in Motor Vehicle Excise Phase Out generated by the third year of tangible motor vehicles taxes phase out; this tax is expected to 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 level funded from the prior year. It is management's decision to gradually reduce the level of unassigned fund balance, based upon a preference for conservative budgeting practices and closer review of anticipated other revenues being generated which minimize the tax rate impact. However, with the anticipation of a \$75 million-dollar school bond further reductions of the fund balance appropriation was not considered while trying to minimize the tax effort.

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 \$50,000 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 in FY 2024. Under the current law, once the motor vehicle tax is fully phased-out, the state will pay each municipality the amount of their FY 2018 Baseline Levy (\$3,788,010 for South Kingstown), adjusted roughly by the growth in sales and use tax realized every year.

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

Combined Revenues - All Budgeted Funds, *continued*



TAX TRANSFERS TO ALL FUNDS

To support the FY 2019-2020 School Department’s budget, the Town Manager is proposing a 1.0% increase in the tax transfer which equates to an increase of \$539,527. Fiscal year 2019-2020 presents the ninth year of the ten-year State general education aid funding formula recalibration. The impact to the South Kingstown School District is a decrease of \$800,342. 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.

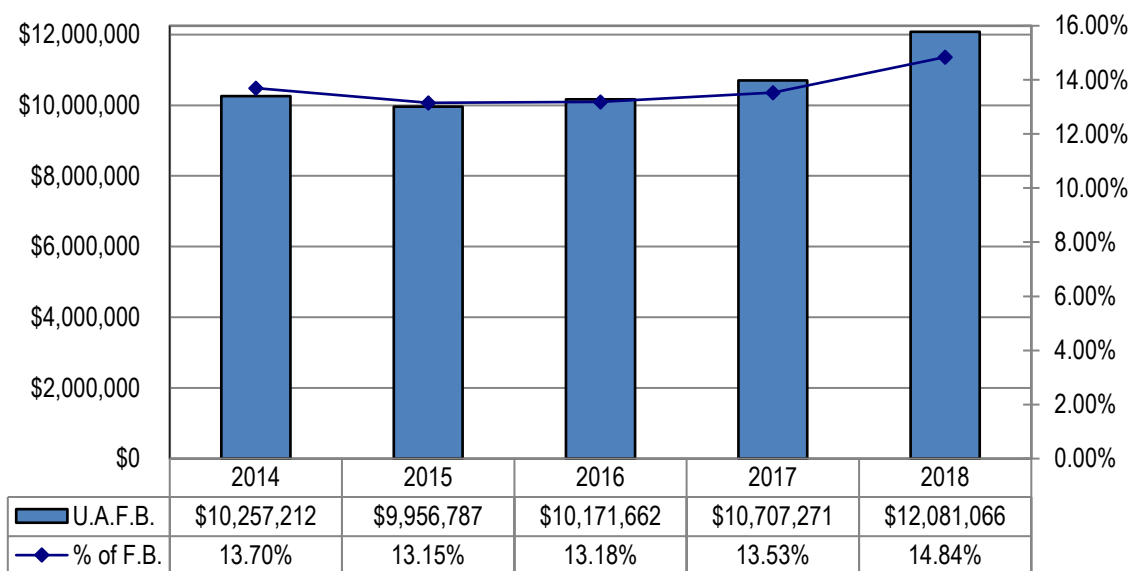
Specific categorical funds for certain high-cost items were established outside the funding formula such as the high cost of special education, career and technical education, early childhood education, transportation for non-public and regional districts, etc. The South Kingstown School District is 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 \$18,274, \$10,000, and \$500,000 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

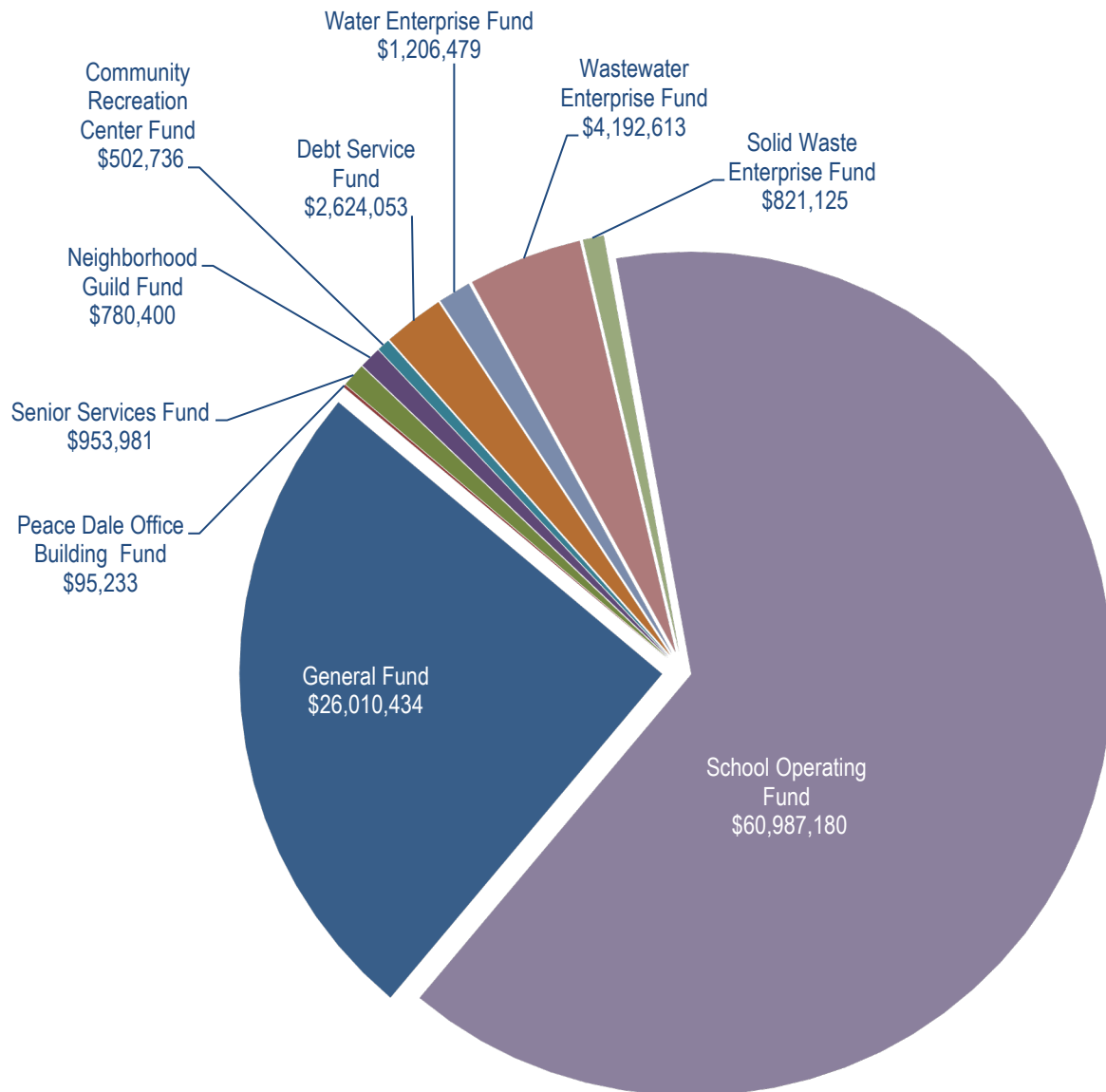




Combined Revenues

The FY 2019-2020 combined revenues for all budgeted funds are \$98,174,334. This is an increase of \$1,500,601, or 1.55%, over the current fiscal year and slightly less than the prior year's increase. A breakdown of revenues by fund is shown below.

**Combined Revenues – All Budgeted Funds
FY 2019-2020
\$98,174,334**



Combined Revenues - All Budgeted Funds, *continued*



Combined Statement of Sources & Uses

The FY 2019-2020 Combined Statement of Sources and Uses for all budgeted funds projects income of \$98,174,334. This is an increase of \$1,500,601 from the FY 2018-2019 adopted revenue statement. A breakdown by fund is shown below.

Combined Statement of Sources & Uses – All Budgeted Funds Fiscal Year 2019-2020

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$19,319,933	\$54,492,191		\$451,003		\$325,000	\$1,600,000		\$4,300		\$76,192,427
User Fees				159,639				903,054	3,823,013		4,885,706
State Aid	2,594,632	5,353,387					496,903				8,444,922
Federal Aid	8,000	425,000									433,000
Licenses/Fees/Rents	1,297,215		91,633			28,000		281,687		156,000	1,854,535
Revenues from Investments	275,000		1,000	1,000	432,400	150		15,000	25,000	4,500	754,050
Departmental Revenue/Fines/Charges	1,800,795		2,600	255,139	323,000	139,586		1,897	323,700	459,072	3,305,789
Transfers In	164,859	27,500		15,000							652,235
Grants				46,000							46,000
Miscellaneous		214,102		1,200				4,941	16,600	17,100	253,943
Fund Balance Applied	550,000	475,000		25,000	25,000	10,000	82,274			184,453	1,351,727
Total Revenues	\$ 26,010,434	\$ 60,987,180	\$ 95,233	\$ 953,981	\$ 780,400	\$ 502,736	\$ 2,624,053	\$ 1,206,579	\$ 4,192,613	\$ 821,125	\$ 98,174,334
Expenditures & Other Financing Sources:											
General government	\$1,358,649										\$1,358,649
General services	2,834,718										2,834,718
Public safety	12,364,634										12,364,634
Public works	3,279,982										3,279,982
Parks & Recreation	1,943,640										1,943,640
Public libraries	1,364,125										1,364,125
Non-departmental	1,230,686										1,230,686
Education		60,930,142									60,930,142
Debt Service							\$1,985,294		29,641	182,113	2,197,048
Leisure Services			91,901	919,249	777,800	499,473					2,288,423
Utility Services								769,301	3,295,303	591,432	4,656,036
Capital Expenditures	1,634,000	867,200	3,000	34,733	2,600	3,263		332,054	760,403	47,580	3,684,833
Total Expenditures	\$ 26,010,434	\$ 61,797,342	\$ 94,901	\$ 953,981	\$ 780,400	\$ 502,736	\$ 1,985,294	\$ 1,101,355	\$ 4,085,347	\$ 821,125	\$ 98,132,916
Excess (Deficiency) of Revenues Over Expenditures	\$0	(\$810,162)	\$332	\$0	\$0	\$0	\$638,759	\$105,224	\$107,266	\$0	\$41,418



Budgeted Funds Revenue Descriptions

Revenue Summary

Tax proceeds are the primary source of revenue for both the Town's General Fund and the School's Operating Funds. The bulk of tax revenue consists of general property taxes, which include real, motor vehicle, and personal property (tangible). The Town's total tax revenue accounts for 76.3% of all budgeted funds revenues; an increase in tax support from the prior year of 75%. 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 1.31% 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 assessed value of property. The Town Manager's FY 2019-2020 Proposed Budget includes values based on the December 31st, 2015 full statistical revaluation updated through December 31, 2018. It is anticipated that the value of the taxable property roll will increase approximately \$37,257,903 or 0.83% upon certification of the taxable property tax roll in June 2019. It is noted that the Town is currently conducting a State mandated statistical property assessment update. The updated values shall be used in calculating the Town's property tax rate for Fiscal Year 2019-2020. It is anticipated that the taxable roll update will increase values globally by approximately twelve (12%) percent more than the natural growth in the taxable roll that is associated with new construction values. While it is anticipated that the taxable roll will increase by approximately twelve (12%) percent, only the new construction value increase will provide any tax effort relief. See exercise below:

Average Residential Property Tax	Without Revaluation			With Revaluation	
	Actual FY 2018-2019	Projected FY 2019-2020	Increase Over Prior Year Levy	Projected FY 2019-2020	Increase Over Prior Year Levy
Average Residential Assessment	\$352,944	\$355,873	\$2,929	\$402,811	\$49,867
Tax Levy Per Average Residential Parcel	\$5.534	\$5.737	\$203	\$5.764	\$230
Projected Tax Rate Increase	\$15.68	\$16.12	\$0.44	\$14.31	(\$1.37)

The projected property tax bill associated with the value of the average assessed residential unit as shown above documents that, while the statistical revaluation may increase taxable assessment values approximately twelve (12%) percent and reduce the projected property tax rate, the projected average residential tax liability will remain virtually the same to ensure the Town has collected the required property taxes to support the FY 2019-2020 proposed budget.

It is noted that in FY 2006-2007, the State legislature amended the general law changing the tax cap levy amount and valuation for municipalities in the State of Rhode Island. Previously, Rhode Island had a 5.5% cap on property tax growth for all cities and towns. The current legal threshold remains at 4.0% (RIGL § 44-5.2). The tax cap applies to the total levy of real and personal property taxes (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

Budgeted Funds Revenue Descriptions, *continued*



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 \$2,939,264 in South Kingstown, for FY 2019-2020. 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. Calculation of the State mandated tax cap is shown below.

Compliance with State Property Tax Cap	Actual FY 2018-2019 Tax Levy	Maximum FY 2019-2020 Tax Levy	Proposed FY 2019-2020 Tax Levy	Amount (Below) Statutory Tax Cap
Property Tax Levy	\$73,481,611	\$76,420,875	\$75,915,890	(\$504,985)
Motor Vehicle Levy	(3,446,627)	(3,584,492)	(3,142,354)	(442,138)
Net Levy	\$70,034,984	\$72,836,383	\$72,773,537	(\$947,123)
Increase in Levy	\$930,683	\$2,939,264	\$2,434,279	(\$504,985)
Percent Increase	1.32%	4.00%	3.31%	-0.69%
Property Tax Rate	\$15.68	\$16.13	\$16.12	(\$0.01)

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)

Since FY 2011-2012, the Town has chosen to provide a \$3,000 per vehicle exemption to residents when calculating motor vehicle tax liability. As noted above, the motor vehicle levy must be included with the real property levy when determining the tax cap.

PRIOR YEAR TAX AND INTEREST ON TAXES

The Town provides taxpayers with a ten (10) business day interest-free period after a tax collection due date before any interest penalty is assessed. Once the interest-free period has lapsed, the Town collects an interest rate of 12% per annum on all delinquent taxes. Prior year taxes are the anticipated collections of delinquent taxes from an earlier fiscal year in which they were levied.



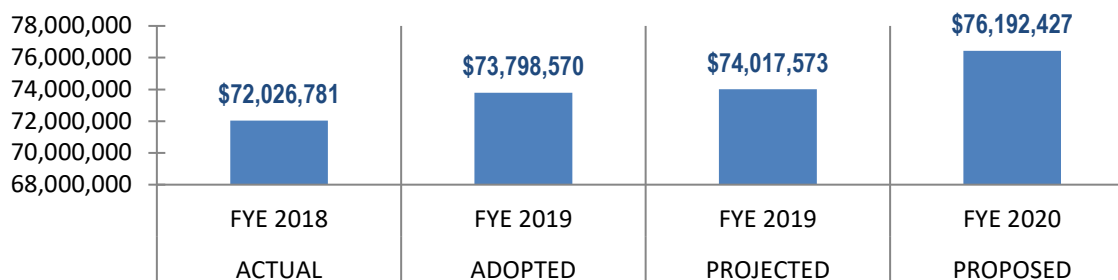
Budgeted Funds Revenue Descriptions, *continued*

PAYMENT IN LIEU OF TAX (PILOT)

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

	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Adopted
Property Taxes				
411010 Current Taxes	\$70,752,399	\$72,504,058	\$72,742,898	\$74,907,098
411020 Prior Year Taxes	525,890	535,000	514,000	525,000
412010 Interest on Taxes	341,762	350,000	352,300	350,000
412020 Collection Fee	(816)	(1,750)	(2,000)	(1,750)
413010 Payment in Lieu of Taxes	407,546	411,262	410,375	412,079
Total	\$72,026,781	\$73,798,570	\$74,017,573	\$76,192,427

Property Taxes



USER FEES

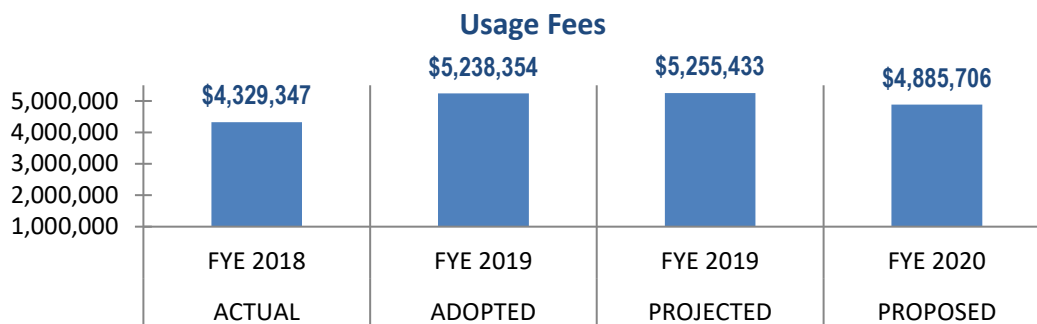
- User fees for the Water Enterprise Fund are adopted by the Town Council based on RIGL § 45-39.1-5 and § 46-15.8-4. The Town's rate structure incorporates an inclining block rate structure for excess water consumption that is intended to promote water conservation.
- User fees for the Wastewater Enterprise Fund are also adopted by the Town Council. Users of the Regional Wastewater Treatment Facility are assessed a sewer use charge. For FY 2019-2020, the residential rate has been level funded at \$280 for a single family dwelling, with an allocation of 10,000 cubic foot (ft³). Additionally, the excess rate of \$3.80 per 100 ft³ remains the same as the previous year.
- 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

Budgeted Funds Revenue Descriptions, *continued*



based upon commercial tip fee markets and in accordance with Link's privatized facility operations.

	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Adopted
Usage Fees				
416020 Contribution From Property Owner	\$18,069	\$0	\$0	\$0
417450 Meter Sales - Domestic	860,603	852,741	896,272	897,554
417550 Forfeited Disc & Penalties	5,816	5,500	3,500	5,500
418010 Domestic & Commercial Users	1,746,671	1,919,680	1,737,230	1,919,680
418011 University Of RI Cost Share	599,588	917,214	899,934	714,582
418012 Industrial & Special Users	69,183	80,080	76,937	80,080
418013 Narragansett Cost Share	948,256	1,393,122	1,389,666	1,191,443
418110 Diane Dr. Customer Debt Principal	26,000	27,000	27,000	27,000
418130 Interest On Delinquent Pay	16,345	12,500	16,287	13,000
418170 Interest On Diane Dr. Assessment	5,715	500	500	500
440610 North Kingstown Cost Share	33,099	30,017	30,017	34,127
Total	\$4,329,347	\$5,238,354	\$5,255,433	\$4,885,706



PUBLIC SERVICE CORPORATION TAX

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

HOTEL OCCUPANCY TAX AND MEALS & BEVERAGE TAX

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

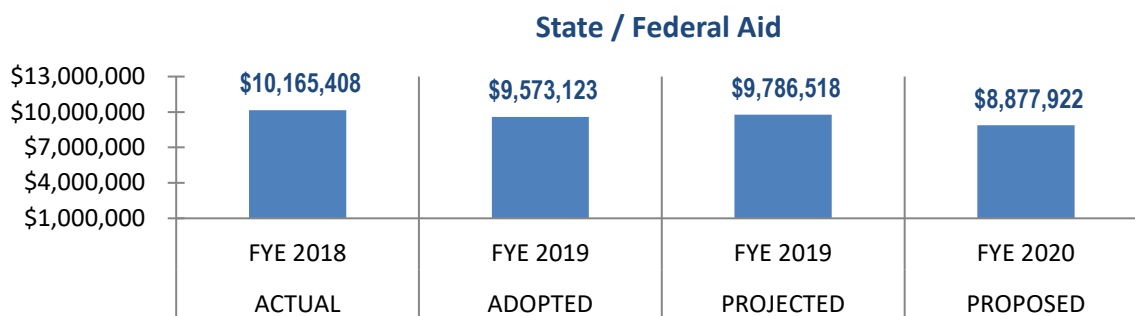
Budgeted Funds Revenue Descriptions, *continued*



SCHOOL HOUSING AID & STATE AID – LIBRARY AID

The State provides local school districts with partial reimbursement for approved school construction projects. The current reimbursement rate for South Kingstown is 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 2019-2020.

		FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
State / Federal Aid					
420010	State PILOT Program	\$204,036	\$204,000	\$207,011	\$184,978
420011	Public Services Corp Tax	382,004	382,004	386,853	386,853
420012	Meals & Beverage Tax	907,906	915,000	980,000	935,000
420017	MV Excise Tax Phase-Out	483,828	622,687	653,601	667,813
420018	Hotel Tax	199,400	170,000	210,000	200,000
420015	State Library General Aid	202,916	197,307	197,307	203,038
420016	State Library Endowment Aid	15,894	16,574	16,574	16,950
43101	State Aid	6,833,446	6,108,908	6,153,729	5,353,387
420013	Chapter 26	558,953	523,643	523,643	496,903
414010	PILOT - Federal Aid	7,827	8,000	7,800	8,000
44202	Medicaid	369,198	425,000	450,000	425,000
Total		\$10,165,408	\$9,573,123	\$9,786,518	\$8,877,922



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.

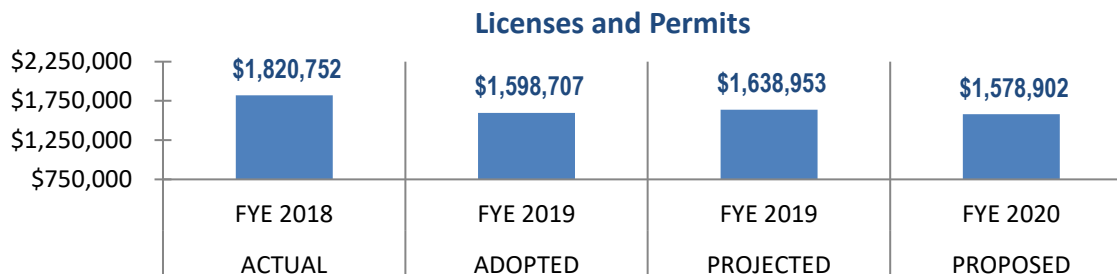
Budgeted Funds Revenue Descriptions, *continued*



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 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
Licenses/Fees/Rents				
430170 Rental of Town Properties	\$640,147	\$659,121	\$656,867	\$675,662
430130 Business licenses and fees-TC	73,818	74,250	72,400	70,440
430140 Business licenses and fees-B/Z	584,459	389,600	433,600	389,600
430150 Non-business licenses and fees	397,405	375,736	371,086	348,200
430160 Real Estate conveyance fees	124,923	100,000	105,000	95,000
Total	\$1,820,752	\$1,598,707	\$1,638,953	\$1,578,902



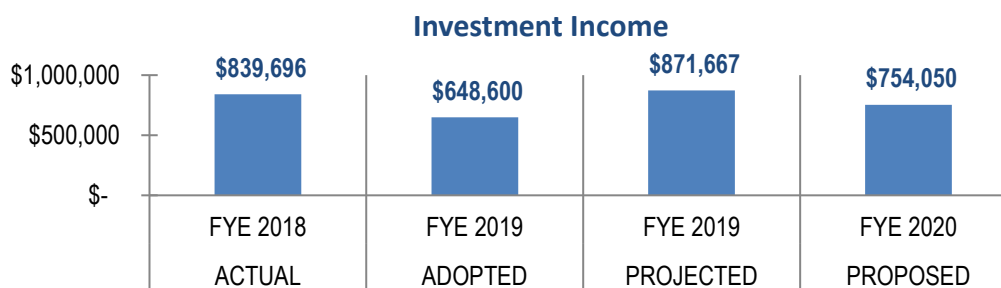
INTEREST ON INVESTMENTS

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 0.9%, 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 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
Investment Income				
460010 Investment Income	\$430,777	\$230,600	\$453,667	\$322,050
460020 Trust Income	388,112	400,000	400,000	414,000
460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180 Hazard Trust Fund	14,432	12,000	12,000	12,000
41510 Interest-School	375	0	0	0
Investment Income	\$839,696	\$648,600	\$871,667	\$754,050



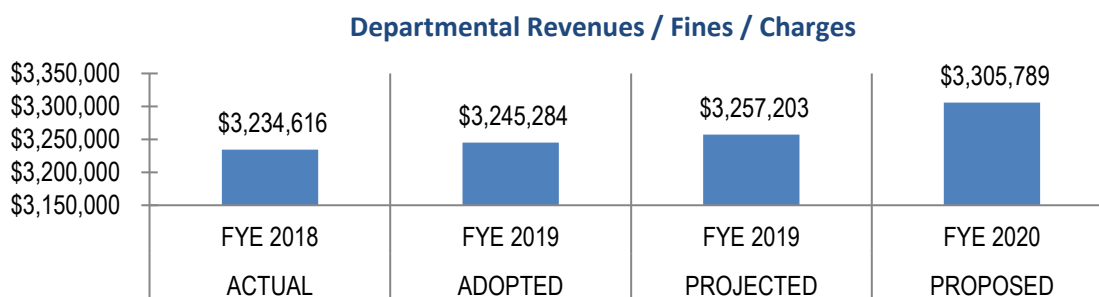
Budgeted Funds Revenue Descriptions, *continued*



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 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
Departmental Revenues/Fines/Charges				
440005 Planning/GIS Department	\$300	\$5,450	\$6,950	\$5,350
440010 Town Miscellaneous	20,104	19,500	18,650	19,000
440025 Finance Department - IT/MLC's/Copies	26,117	27,900	25,900	27,000
440030 Finance Department-ST Beach Fees	40,751	40,000	46,665	40,000
440030 Police Department - Narragansett Patrol	7,000	8,000	8,000	8,000
440030 Public Works Department	14,975	18,625	19,925	19,125
440100 Police Department - fees/fines	278,902	273,550	282,550	276,150
440105 Emergency Medical Services	590,000	590,000	590,000	600,000
440115 Communications Department	42,293	-	-	1,500
440130 Animal Control fees	76,222	76,900	76,900	76,900
440145 Mooring fees - harbor	35,372	36,000	35,372	36,000
440200 Recreation Department	1,295,972	1,276,788	1,288,792	1,324,795
440350 Library Department	100,331	85,950	94,489	85,300
440460 Special Service -Turn Off-On	1,904	1,800	1,897	1,897
440520 Septic Haulers	303,993	319,800	303,733	323,700
440550 Hauling Licenses	9,000	10,000	8,000	8,000
440555 Metered Tonnage	316,379	385,021	379,380	381,072
440560 Residential Stickers/Tag Sales	75,000	70,000	70,000	70,000
Total	\$3,234,616	\$3,245,284	\$3,257,203	\$3,305,789



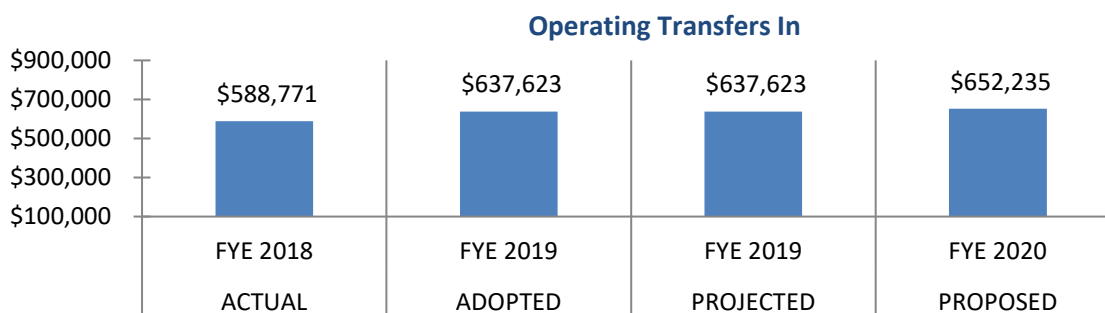


Budgeted Funds Revenue Descriptions, *continued*

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 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
Operating Transfers In				
440025 Computer Services	\$27,544	\$27,544	\$27,544	\$29,855
491007 Payroll & Accounting	8,000	8,000	8,000	8,000
491011 School Resource Officer	40,478	43,917	43,917	48,648
491003 School Field Maintenance	72,076	74,074	74,074	78,356
490330 South Rd Reserve Fund	9,187	-	-	9,743
490402 Fair Share Dev Fund - Ed	75,000	75,000	75,000	70,057
490404 Open Space Reserve Fund	225,000	250,000	250,000	250,000
490499 Fair Share Dev Fund - Rec	103,216	119,088	118,008	115,076
490510 Oliver Watson	0	15,000	15,000	15,000
41520 Trust Fund	28,270	25,000	25,000	27,500
Total	\$588,771	\$637,623	\$637,623	\$652,235



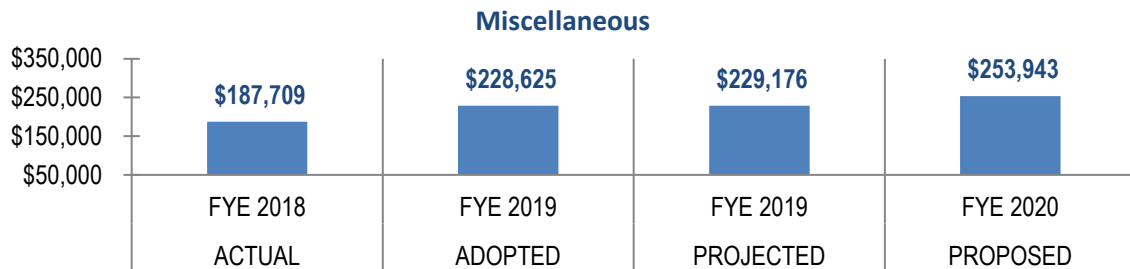
MISCELLANEOUS REVENUE

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*



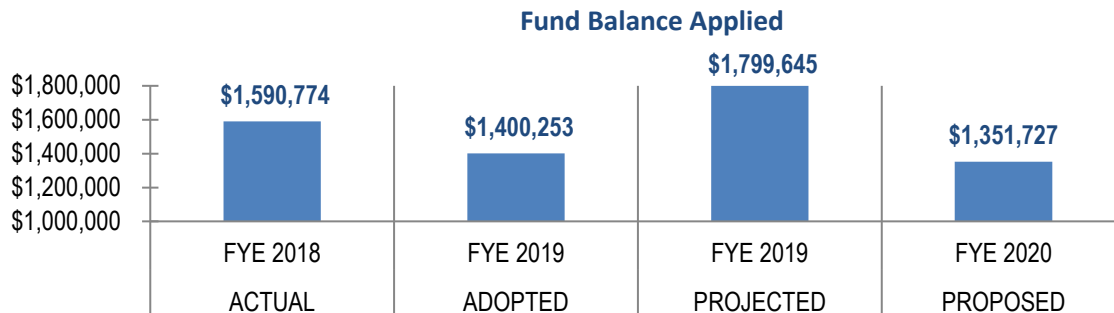
		FY 2017-2018	FY 2018-2019	FY 2018-2019	FY 2019-2020
		Actual	Adopted	Projected	Proposed
Miscellaneous Revenue					
470010	Miscellaneous Revenue	\$33,307	\$36,475	\$36,844	\$37,500
470080	State Of RI Water Protection	-	2,150	2,332	2,341
41310	Tuition - Individual	70,388	100,000	100,000	100,000
41321	Tuition - Other Districts	-	-	-	24,102
41901	Rental Income	12,200	10,000	10,000	10,000
41990	Miscellaneous Revenue	307	20,000	20,000	20,000
45201	Fund Transfer In	71,506	60,000	60,000	60,000
Miscellaneous		\$187,709	\$228,625	\$229,176	\$253,943



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 2017-2018	FY 2018-2019	FY 2018-2019	FY 2019-2020
		Actual	Adopted	Projected	Proposed
Fund Balance Applied					
499040	Designated F/B - CIP	\$300,000	\$275,000	\$275,000	\$275,000
499060	Designated F/B - General	463,823	440,227	440,227	417,274
499050	Net Assets Forwarded to Ops	326,951	185,026	209,505	184,453
41250	Re-Appropriate Fund Balance	500,000	500,000	874,913	475,000
Total		\$1,590,774	\$1,400,253	\$1,799,645	\$1,351,727



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 2019-2020 General Fund Expenditures Program Summary Detail by Area of Service

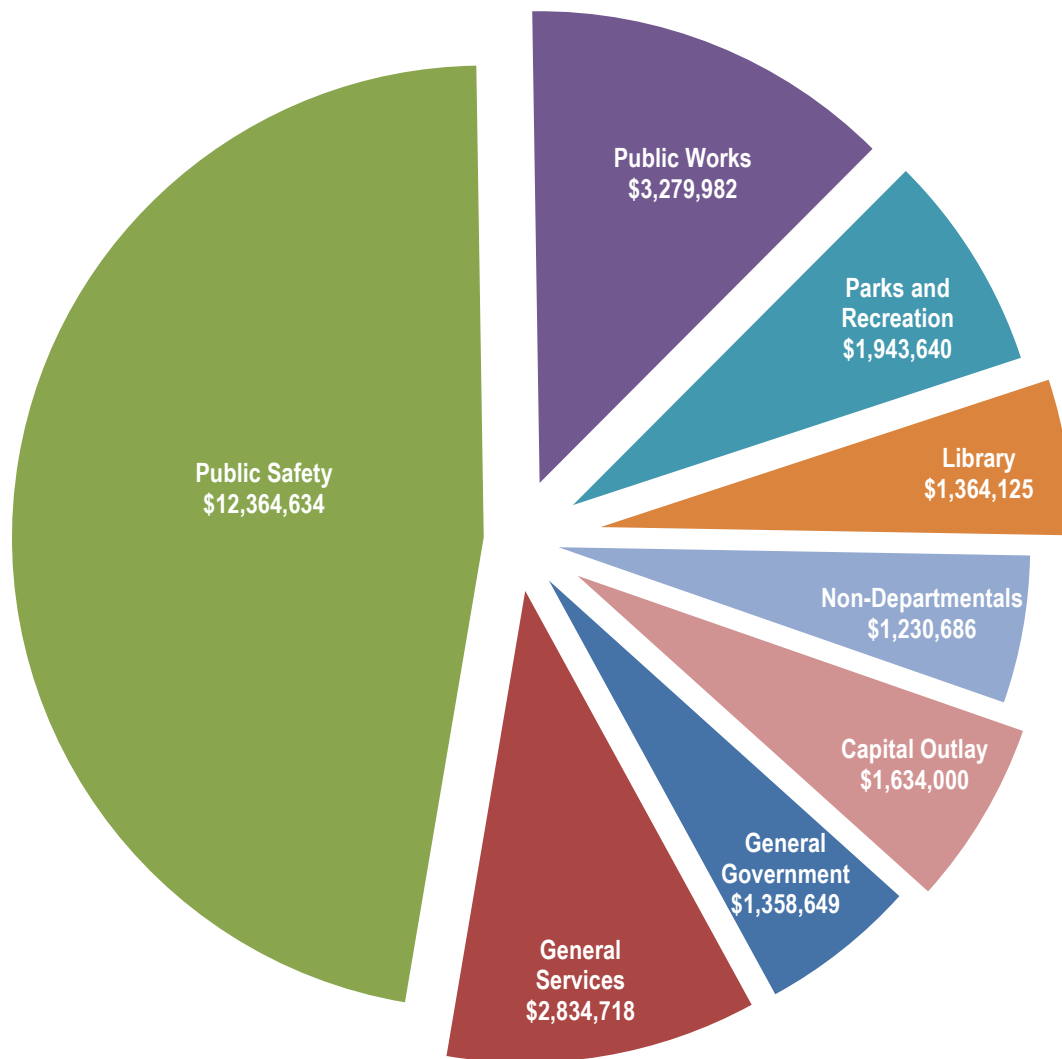
Function	Description Area of Service	Actual FY 2017-2018	Adopted FY 2018-2019	Projected FY 2018-2019	Dept Request FY 2019-2020	Proposed FY 2019-2020
11001	Town Council	\$24,160	\$29,001	\$27,703	\$24,695	\$24,695
11003	Budget Referendum	36	13,003	11,724	13,029	13,029
11005	Legal Services	181,556	189,428	186,401	196,966	196,966
11005	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	423,076	426,238	406,792	431,354	431,354
12003	Personnel Admin	100,953	99,132	111,967	122,194	122,194
13001	Town Clerk	429,779	443,053	443,141	467,598	467,598
13005	Canvassing Authority	61,257	119,437	110,921	95,277	95,277
Subtotal	GENERAL GOVERNMENT	\$1,228,352	\$1,326,828	\$1,306,185	\$1,358,649	\$1,358,649
14001	Finance Department	\$737,523	\$718,453	\$709,990	\$736,200	736,200
14003	Information Technology	326,785	446,541	442,959	472,221	472,221
15001	Tax Assessor	342,414	359,973	356,924	381,604	381,604
16001	Planning/GIS/Cons Comm	542,275	560,959	553,783	586,139	586,139
17001	Building/Zoning Inspection	389,568	390,993	372,990	457,174	460,884
18001	Town Hall Operations	174,366	176,553	170,771	197,670	197,670
Subtotal	GENERAL SERVICES	\$2,512,931	\$2,653,472	\$2,607,417	\$2,831,008	\$2,834,718
20001	Police Department	\$7,970,314	\$8,233,165	\$8,201,868	\$8,955,725	\$8,955,725
20050	Police Dispatchers	790,852	810,144	835,965	861,637	861,637
20071-3	Animal Control	323,493	347,704	319,966	362,153	362,153
20090	Harbor Patrol	42,238	43,770	40,528	40,208	40,208
21001	Communications	243,941	273,065	261,202	295,059	295,059
22001	Emergency Medical Svc	1,631,928	1,757,888	1,722,902	1,849,852	1,849,852
Subtotal	PUBLIC SAFETY	\$11,002,766	\$11,465,736	\$11,382,431	\$12,364,634	\$12,364,634
30001	Public Works	\$2,940,804	\$3,155,283	\$3,149,150	\$3,279,982	\$3,279,982
Subtotal	PUBLIC WORKS	\$2,940,804	\$3,155,283	\$3,149,150	\$3,279,982	\$3,279,982
40001	Parks & Recreation	\$1,661,589	\$1,837,035	\$1,810,144	\$1,943,960	\$1,943,640
Subtotal	PARKS & RECREATION	\$1,661,589	\$1,837,035	\$1,810,144	\$1,943,960	\$1,943,640
50001	Library Services	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	\$1,364,125
Subtotal	LIBRARY SERVICES	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	\$1,364,125
70100	Insurance & Claims	\$1,114,834	\$1,033,000	\$978,730	\$1,087,388	\$1,087,388
800-810	Human Service Agency Cont.	174,758	213,157	213,157	122,657	143,298
Subtotal	NON-DEPARTMENTALS	\$1,289,593	\$1,246,157	\$1,191,887	\$1,210,045	\$1,230,686
85000	Capital Outlay	\$1,499,500	\$1,532,500	\$1,532,500	\$1,634,000	\$1,634,000
Subtotal	CAPITAL OUTLAY	\$1,499,500	\$1,532,500	\$1,532,500	\$1,634,000	\$1,634,000
Total	GENERAL FUND OPERATIONS	\$23,395,585	\$24,515,975	\$24,267,350	\$25,986,403	\$26,010,434



Expenditure Summary

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

FY 2019-2020 General Fund Expenditures
Area of Service Program Summary
\$26,010,434



General Fund Expenditures, *continued*

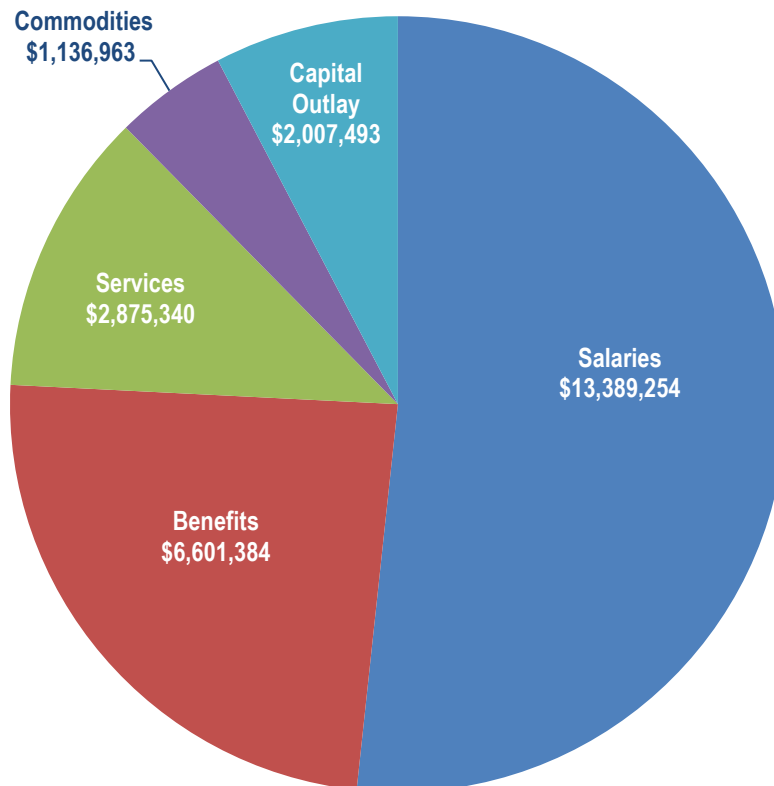


Expenditures by Use Type

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

FY 2019-2020 General Fund Expenditures by Use Type
\$26,010,434

Expenditure by Use Type	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed	% of Total Budget
Salaries	\$11,865,937	\$12,663,474	\$12,401,563	\$13,389,254	51.48%
Benefits	5,749,693	6,019,574	5,879,880	6,601,384	25.38%
Services	2,582,357	2,851,233	2,804,287	2,875,340	11.05%
Commodities	939,389	1,126,917	945,500	1,136,963	4.37%
Capital Outlay	2,258,210	1,854,777	2,236,120	2,007,493	7.72%
Total General Fund Expenditures	\$23,395,585	\$24,515,975	\$24,267,350	\$26,010,434	100.00%



All Budgeted Funds Expenditures



Expenditure Details by Fund Type

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

FY 2019-2020 All Budgeted Fund Expenditures

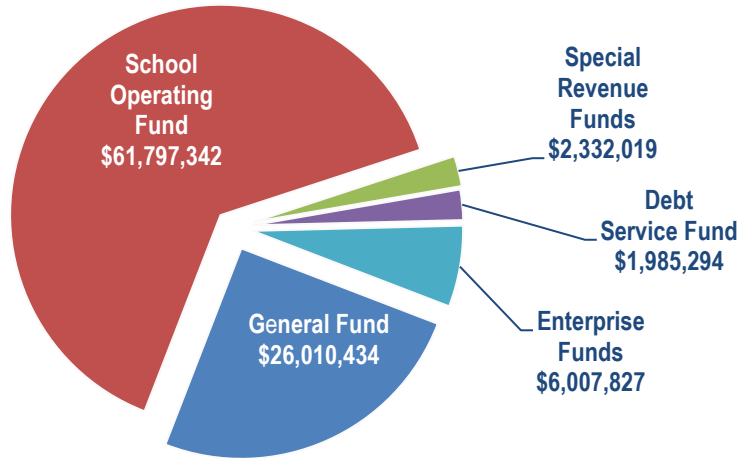
Fund Type	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed	% of Total Budget
General Fund					
General Government	\$1,228,352	\$1,326,828	\$1,306,185	\$1,358,649	5.22%
General Services	2,512,931	2,653,472	2,607,417	2,834,718	10.90%
Public Safety	11,002,766	11,465,736	11,382,431	12,364,634	47.54%
Public Works	2,940,804	3,155,283	3,149,150	3,279,982	12.61%
Parks & Recreation	1,661,589	1,837,035	1,810,144	1,943,640	7.47%
Library	1,260,049	1,298,964	1,287,636	1,364,125	5.24%
Non-Departmentals	1,289,593	1,246,157	1,191,887	1,230,686	4.73%
Capital Outlay	1,499,500	1,532,500	1,532,500	1,634,000	6.28%
Subtotal General Fund	\$23,395,585	\$24,515,975	\$24,267,350	\$25,010,434	100.00%
School Department					
School Operating Budget	\$58,216,082	\$61,201,572	\$61,638,740	\$61,797,342	100.00%
Subtotal School Operating Fund	\$58,216,082	\$61,201,572	\$61,638,740	\$61,797,342	100.00%
Special Revenue Funds					
Peace Dale Office Building Fund	\$85,466	\$93,759	\$90,131	\$94,901	4.07%
Senior Services Fund	867,829	893,843	903,855	953,982	40.91%
Neighborhood Guild Fund	771,413	777,035	764,286	780,400	33.46%
Community Recreation Center Fund	439,427	459,763	465,669	502,736	21.56%
Subtotal Special Revenue Funds	\$2,164,135	\$2,224,400	\$2,223,941	\$2,332,019	100.00%
Debt Service					
Debt Service Fund	\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294	100.00%
Subtotal Debt Service Fund	\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294	100.00%
Enterprise Funds					
Water Fund	\$1,025,956	\$1,095,778	\$1,032,141	\$1,101,355	18.33%
Wastewater Fund	3,614,284	4,587,864	4,616,184	4,085,347	68.00%
Solid Waste Fund	719,590	819,722	803,237	821,125	13.67%
Subtotal Enterprise Funds	\$5,359,830	\$6,503,364	\$6,451,562	\$6,007,827	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$91,107,519	\$96,620,269	\$96,755,951	\$98,132,916	



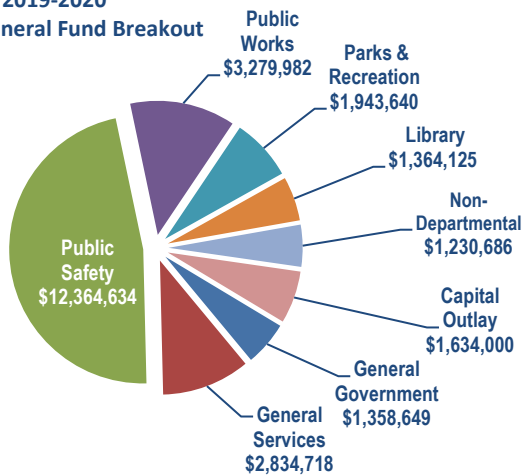
Expenditure Summary by Fund Type

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.

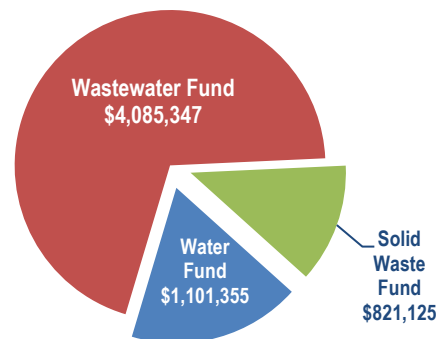
FY 2019-2020 Expenditures: All Funds



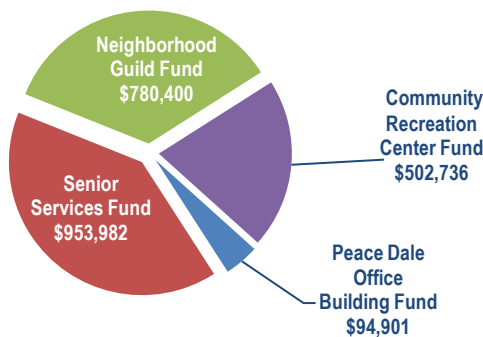
FY 2019-2020 General Fund Breakout



FY 2019-2020 Enterprise Funds Breakout



FY 2019-2020 Special Revenue Funds Breakout



All Budgeted Funds Expenditures, *continued*



Expenditure Detail Comparison by Fund Type

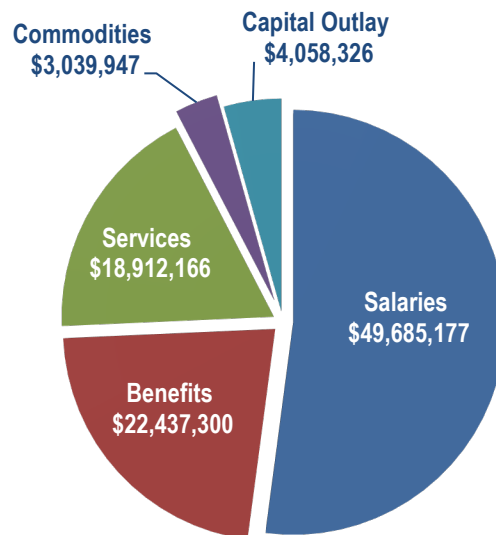
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
General Fund	\$23,395,585	\$24,515,975	\$24,267,350	\$25,010,434
School Operating Fund	58,216,082	61,201,572	61,638,740	61,797,342
Special Revenue Funds	2,164,135	2,224,400	2,223,941	2,332,019
Debt Service Fund	1,971,887	2,174,958	2,174,358	1,985,294
Enterprise Funds	5,359,830	6,503,364	6,451,562	6,007,827
Total All Budgeted Fund Expenditures	\$91,107,519	\$96,620,269	\$96,755,951	\$98,132,916

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 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
Salaries	\$46,509,216	\$49,301,676	\$49,372,488	\$49,685,177
Benefits	20,317,039	21,688,310	21,590,609	22,437,300
Services	16,947,096	18,029,833	18,073,142	18,912,166
Commodities	2,755,395	3,078,110	2,794,829	3,039,947
Capital Outlay	4,578,774	4,513,340	4,924,883	4,058,326
Total All Budgeted Fund Expenditures	\$91,107,519	\$96,620,269	\$96,755,951	\$98,132,916



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 2019-2020 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2017-2018	Adopted FY 2018-2019	Projected FY 2018-2019	Dept Request FY 2019-2020	Proposed FY 2019-2020
11001	Town Council	\$24,160	\$29,001	\$27,703	\$24,695	\$24,695
11003	Budget Referendum	36	13,003	11,724	13,029	13,029
11005	Legal Services	181,556	189,428	186,401	196,966	196,966
11005	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	423,076	426,238	406,792	431,354	431,354
12003	Personnel Admin	100,953	99,132	111,967	122,194	122,194
13001	Town Clerk	429,779	443,053	443,141	467,598	467,598
13005	Canvassing Authority	61,257	119,437	110,921	95,277	95,277
Subtotal	GENERAL GOVERNMENT	\$1,228,352	\$1,326,828	\$1,306,185	\$1,358,649	\$1,358,649
14001	Finance Department	\$737,523	\$718,453	\$709,990	\$736,200	\$736,200
14003	Information Technology	326,785	446,541	442,959	472,221	472,221
15001	Tax Assessor	342,414	359,973	356,924	381,604	381,604
16001	Planning/GIS/Cons Comm	542,275	560,959	553,783	586,139	586,139
17001	Building/Zoning Inspection	389,568	390,993	372,990	457,174	460,884
18001	Town Hall Operations	174,366	176,553	170,771	197,670	197,670
Subtotal	GENERAL SERVICES	\$2,512,931	\$2,653,472	\$2,607,417	\$2,831,008	\$2,834,718
20001	Police Department	\$7,970,314	\$8,233,165	\$8,201,868	\$8,955,725	8,955,725
20050	Police Dispatchers	\$790,852	\$810,144	\$835,965	\$861,637	861,637
20071-3	Animal Control Department	323,493	347,704	319,966	362,153	362,153
20090	Harbor Patrol	42,238	43,770	40,528	40,208	40,208
21001	Communications	243,941	273,065	261,202	295,059	295,059
22001	Emergency Medical Svc	1,631,928	1,757,888	1,722,902	1,849,852	1,849,852
Subtotal	PUBLIC SAFETY	\$11,002,766	\$11,465,736	\$11,382,431	\$12,364,634	\$12,364,634
30001	Public Works	\$2,940,804	\$3,155,283	\$3,149,150	\$3,279,982	\$3,279,982
Subtotal	PUBLIC WORKS	\$2,940,804	\$3,155,283	\$3,149,150	\$3,279,982	\$3,279,982
40001	Parks & Recreation	\$1,661,589	\$1,837,035	\$1,810,144	\$1,943,960	\$1,943,640
Subtotal	PARKS & RECREATION	\$1,661,589	\$1,837,035	\$1,810,144	\$1,943,960	\$1,943,640
50001	Library Services	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	\$1,364,125
Subtotal	LIBRARY SERVICES	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	\$1,364,125
70100	Insurance & Claims	\$1,114,834	\$1,033,000	\$978,730	\$1,087,388	\$1,087,388
800-810	Human Svc & Outside Agency	174,758	213,157	213,157	122,657	143,298
Subtotal	NON-DEPARTMENTALS	\$1,289,593	\$1,246,157	\$1,191,887	\$1,210,045	\$1,230,686
85000	Capital Outlay	\$1,499,500	\$1,532,500	\$1,532,500	\$1,634,000	1,634,000
Subtotal	CAPITAL OUTLAY	\$1,499,500	\$1,532,500	\$1,532,500	\$1,634,000	\$1,634,000
Total	GENERAL FUND OPERATIONS	\$23,395,585	\$24,515,975	\$24,267,350	\$25,986,403	\$26,010,434
	OTHER FUNDS					
0110	School Department	\$58,216,082	\$61,201,572	\$61,638,740	\$61,797,342	\$61,797,342
0302	Peace Dale Office Building	85,466	93,759	90,131	94,901	94,901
0304	Senior Services	867,829	893,843	903,855	953,982	953,982
0306	Neighborhood Guild	771,413	777,035	764,286	780,579	780,400
0308	Community Recreation Center	439,427	459,763	465,669	502,812	502,736
0400	Debt Service Fund	1,971,887	2,174,958	2,174,358	1,985,294	1,985,294
0702	Water Fund	1,025,956	1,095,778	1,032,141	1,101,355	1,101,355
0704	Wastewater Fund	3,614,284	4,587,864	4,616,184	4,085,347	4,085,347
0706	Solid Waste Fund	719,590	819,722	803,237	821,125	821,125
Total	OTHER FUNDS	\$67,711,934	\$70,991,371	\$72,488,601	\$72,122,737	\$72,122,482
GRAND TOTAL ALL BUDGETED FUNDS		\$91,107,519	\$96,620,269	\$96,755,951	\$98,109,140	\$98,132,916

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 2017-2018	Adopted FY 2018-2019	Projected FY 2018-2019	Proposed FY 2019-2020
General Fund (0101)	\$24,653,811	\$24,515,975	\$25,173,131	\$26,010,434
School Fund (0110)	60,300,787	61,201,572	61,646,306	60,987,180
Peace Dale Office Building Fund (0302)	85,694	93,759	90,152	95,233
Senior Services Fund (0304)	894,419	893,843	933,149	953,981
Neighborhood Guild Fund (0306)	785,071	777,035	775,234	780,400
Community Recreation Center (0308)	457,941	459,763	463,250	502,736
Debt Service Fund (0400)	2,170,824	2,174,958	2,174,958	2,624,053
Water Fund (0702)	1,193,785	1,148,882	1,192,292	1,206,579
Wastewater Fund (0704)	3,794,660	4,588,224	4,564,886	4,192,613
Solid Waste Fund (0706)	750,322	819,722	802,800	821,125
Total Revenue By Fund	\$95,087,314	\$96,673,733	\$97,816,158	\$98,174,334

Expenditures By Fund	Actual FY 2017-2018	Adopted FY 2018-2019	Projected FY 2018-2019	Proposed FY 2019-2020
General Fund (0101)	\$23,395,585	\$24,515,975	\$24,267,350	\$26,010,434
School Fund (0110)	58,216,082	61,201,572	61,638,740	61,797,342
Peace Dale Office Building Fund (0302)	85,466	93,759	90,131	94,901
Senior Services Fund (0304)	867,829	893,843	903,855	953,982
Neighborhood Guild Fund (0306)	771,413	777,035	764,286	780,400
Community Recreation Center (0308)	439,427	459,763	465,669	502,736
Debt Service Fund (0400)	1,971,887	2,174,958	2,174,358	1,985,294
Water Fund (0702)	1,025,956	1,095,778	1,032,141	1,101,355
Wastewater Fund (0704)	3,614,284	4,587,864	4,616,184	4,085,347
Solid Waste Fund (0706)	719,590	819,722	803,237	821,125
Total Expenditures By Fund	\$91,107,519	\$96,620,269	\$96,755,951	\$98,132,916



Combined Statement of Revenue & Expenditure

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

	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Proposed
Revenues & Other Financing Sources:				
General Property Taxes	\$72,026,781	\$73,798,570	\$74,017,573	\$76,192,427
User Fees	4,329,347	5,238,354	5,255,433	4,885,706
State Aid	9,788,383	9,140,123	9,328,718	8,444,922
Federal Aid	377,025	433,000	457,800	433,000
Licenses/Fees/Rents	2,067,354	1,860,679	1,900,090	1,854,535
Revenues from Investments	839,696	648,600	871,667	754,050
Departmental Revenue/Fines/Charges	3,234,630	3,245,284	3,257,203	3,305,789
Transfers In	588,771	637,623	637,623	652,235
Grants	56,842	42,622	61,230	46,000
Miscellaneous	187,709	228,625	229,176	253,943
Fund Balance Applied	1,590,774	1,400,253	1,799,645	1,351,727
Total Revenues	\$95,087,311	\$96,673,733	\$97,816,158	\$98,174,334
Expenditures & Other Financing Sources:				
General Government	\$1,228,352	\$1,326,828	\$1,306,185	\$1,358,649
General Services	2,512,931	2,653,472	2,607,417	2,834,718
Public Safety	11,002,766	11,465,736	11,382,431	12,364,634
Public Works	2,940,804	3,155,283	3,149,150	3,279,982
Parks & Recreation	1,661,589	1,837,035	1,810,144	1,943,640
Public Libraries	1,260,049	1,298,964	1,287,636	1,364,125
Non-Departmental	1,289,593	1,246,157	1,191,887	1,230,686
Education	57,182,041	59,222,942	60,738,319	60,930,142
Debt Service	2,179,788	2,385,896	2,385,296	2,197,048
Leisure Services	2,118,901	2,172,167	2,176,008	2,288,423
Utility Services	3,910,640	4,552,017	4,500,215	4,656,036
Capital Expenditures	3,820,064	4,190,849	4,221,263	3,684,833
Total Expenditures	\$91,107,519	\$95,507,346	\$96,755,951	\$98,132,916
Excess (Deficiency) of Revenues Over Expenditures	\$3,979,792	\$1,166,387	\$1,060,207	\$41,418



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 2017-2018	Estimated Fund Balance FY 2018-2019	Proposed Revenues FY 2018-2019	Proposed Expenditures FY 2019-2020	Estimated Fund Balance FY 2019-2020
General Fund (0101)	\$13,089,809	\$13,995,590	\$26,010,434	\$26,010,434	\$13,445,590
School Fund (0110)	3,266,117	3,273,683	60,987,180	61,797,342	1,963,521
Peace Dale Office Bldg Fund (0302)	180,566	180,587	95,233	94,901	180,919
Senior Services Fund (0304)	286,545	315,839	953,981	953,982	292,838
Neighborhood Guild Fund (0306)	104,017	114,965	780,400	780,400	89,965
Community Rec. Center Fund (0308)	117,749	115,330	502,736	502,736	105,330
Debt Service Fund (0400)	596,290	596,890	2,624,053	1,985,294	1,128,422
Water Fund (0702)	3,303,172	3,463,323	1,206,579	1,101,355	3,568,547
Wastewater Fund (0704)	7,104,463	7,053,165	4,192,613	4,085,347	7,160,431
Solid Waste Fund (0706)	662,487	662,050	821,125	821,125	477,024
Total All Funds	\$28,711,215	\$29,771,422	\$98,174,334	\$98,132,916	\$28,412,587

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 2018-2019 Adopted	FY 2019-2020 Proposed
Recreation	Park Rehabilitation/Improvements	\$153,000	\$152,000
	Equipment Acquisition/Replacement	119,000	119,000
Public Services	Road Improvement Program	\$670,000	\$670,000
	Equipment Acquisition/Replacement	353,000	355,000
Public Safety	Facility Improvements	\$10,000	\$15,000
	Equipment Acquisition/Replacement	25,000	20,000
Emergency Medical Services	Facilities Improvements – South Station	\$20,000	\$20,000
	Equipment Acquisition/Replacement	103,000	103,000
Fire Alarm	Equipment Acquisition/Replacement	\$29,500	\$30,000
	Facilities Improvements – Town Hall	\$25,000	\$15,000
General Government	Equipment Acquisition/Replacement	25,000	20,000
	Information Technology Program	-	15,000
	Property Appraisal Program	-	100,000

CIP Project Name	Operational Impact
Brousseau Park: Tennis Court Resurfacing	Results in operational cost efficiencies, increased useful life of facility and reduces risk of injuries
Old Mountain Field/Broad Rock Playfields: Restroom/Concession Bldg	Major improvements can reduce preventative maintenance costs over time and increase outside interest
Baseball Field Protective Netting System	Reduces risk of injury which is a driver in the Town's liability insurance
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
Public Services: Transportation Projects	Requirements to meet legal compliance and personal safety; 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 (Salt Barn) Infrastructure Management System	Management System will help provide efficiencies among staff to dedicate more time to structural improvements to avoid continued erosion of assets (i.e. roadways, walkways, etc.); salt barn is in need of upgrades due to the nature of the commodity being stored
Public Safety: Facility Maintenance	Major improvements to existing facilities HVAC system and boiler system replacement will reduce maintenance costs and provide efficiencies to support operational savings
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; Lucas CPR device 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 Property Appraisal Program	New carpet in Town Council Chambers Equalizes the tax base; aligns property values with average market values
Town-wide: Equipment Acquisition/Replacement	Replacement of older equipment will result in operation cost efficiencies

Capital Improvement Program & Related Debt Service, *continued*



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
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	3,750	253,750						
Total	\$10,653,000	\$1,896,738	\$12,549,738	\$142,000	\$7,498	\$149,498	\$866,719	\$43,035	\$909,754

GENERAL OBLIGATION BONDS

The Town's outstanding General Obligation Bonds as of June 30, 2019 is \$10,653,000. The Town plans to sell \$5,000,000 in authorized/unissued municipal bonds prior to the close of FY 2020-2021. Of this amount, \$4,000,000 will fund costs associated with school facility improvements and the remaining \$1,000,000 will fund costs associated facility improvements for the Neighborhood Guild. 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

Following table provides detail on debt ratios and debt per capita over the last ten-year period. Although the Town anticipates borrowing \$5,000,000 in FY 2020-2021, it is not included in the below calculation.

Fiscal Year Ended June 30	Population ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2020 ⁽⁵⁾	30,639	\$4,684,749,192	100%	\$4,684,749,192	\$9,772,587	\$319	0.21%
2019	30,639	4,653,040,282	100%	4,653,040,282	11,661,719	381	0.25%
2018	30,639	4,618,115,189	100%	4,618,115,189	13,694,638	447	0.30%
2017 ⁽⁵⁾	30,639	4,617,592,707	100%	4,617,592,707	10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 ⁽⁵⁾	30,639	4,297,341,593	100%	4,297,341,593	16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597	19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945	22,788,613	744	0.51%
2011 ⁽⁵⁾	30,639	4,546,820,643	100%	4,546,820,643	26,351,619	860	0.58%

(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 2019-2020

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

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



NON UNION EMPLOYEES PAY PLAN FY 2019-2020*

Grade	Step 0	Step 1	Step 2	Step 3
1	\$35,852	\$37,134	\$38,412	\$39,694
2	\$37,222	\$38,507	\$39,790	\$41,074
3	\$38,507	\$39,790	\$41,074	\$42,358
4	\$41,075	\$42,358	\$43,640	\$44,924
5	\$42,358	\$43,640	\$44,924	\$46,208
6	\$44,924	\$46,208	\$47,490	\$48,773
7	\$47,490	\$48,773	\$50,059	\$51,340
8	\$50,058	\$51,340	\$52,625	\$53,908
9	\$52,565	\$53,787	\$55,009	\$56,474
10	\$57,390	\$59,873	\$62,362	\$64,846
11	\$63,566	\$64,837	\$66,465	\$68,455
12	\$67,231	\$69,677	\$71,389	\$74,568
13	\$76,875	\$79,941	\$82,340	\$84,809
14	\$83,537	\$85,737	\$87,933	\$90,130
15	\$90,028	\$92,099	\$94,657	\$100,820
16	\$100,337	\$104,287	\$108,237	\$112,188
17	\$111,432	\$115,382	\$119,333	\$123,283
18	\$122,249	\$125,917	\$129,694	\$133,585

*Salaries shown above are based on 262 work days in FY 2019-2020

IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2019-2020

2019-2020	Step 0	Step 1	Step 2	Step 3
Lieutenant	-	-	-	\$57,400
Paramedic	\$50,225	\$52,173	\$53,300	\$55,350

IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2019-2020*

2019-2020	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Captain	\$82,385	-	-	-	-	-
Lieutenant	\$76,364	-	-	-	-	-
Sergeant	\$71,637	-	-	-	-	-
Patrol Officer	\$48,454	\$50,476	\$52,494	\$55,078	\$57,759	\$67,696

*it is noted that the current collective bargaining agreement expires as of June 30, 2019 and the above salaries are calculated based on a 2.5% increase over the prior year.



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

SKMEA/NEARI POSITION ALLOCATION TO PAY SCHEDULE FY 2019-2020

Grade 1

Building Maintenance Assistant

Grade 2

(no positions at this time)

Grade 3

Building Maintenance Technician

Grade 4

Account Clerk I

Office Clerk II

Secretary

Grade 5

Financial Assistant I

TC Office Clerk

Grade 6

Account Clerk II

Administrative Support Associate

Data Assessment Clerk

Facilities Manager

Recreation Supervisor

Grade 7

Facilities Manager II

Fire Inspector

Planning Associate

Police Administrative Clerk

Police Prosecution Clerk

Senior Account Clerk

Water Operator I

Grade 8

Assistant Building Inspector

Engineering Assistant

Police Records Clerk

Grade 9

(no positions at this time)

Grade 10

Administrative Assistant Assessor

Administrative Assistant Public Services

Building Inspector

Payroll Administrator

Wastewater Electrician

Grade 11

Pretreatment Coordinator

Grade 12

Assistant Wastewater Superintendent

Network Administrator

Senior Planner

Accountant

Staff Engineer

Grade 13

GIS Administrator

Principal Planner

SKMEA/NEARI PAY PLAN FY 2019-2020

Grade	Step 0	Step 1	Step 2	Step 3
1	\$27,475	\$27,890	\$28,285	\$28,700
2	\$37,223	\$38,507	\$39,790	\$41,074
3	\$38,507	\$39,790	\$41,074	\$42,358
4	\$41,075	\$42,358	\$43,640	\$44,924
5	\$42,358	\$43,640	\$44,924	\$46,208
6	\$44,924	\$46,208	\$47,491	\$48,774
7	\$47,491	\$48,774	\$50,059	\$51,340
8	\$50,058	\$51,340	\$52,625	\$53,908
9	\$52,566	\$53,787	\$55,009	\$56,474
10	\$57,390	\$59,874	\$62,362	\$64,846
11	\$63,566	\$64,837	\$66,465	\$68,455
12	\$67,232	\$69,677	\$71,390	\$74,568
13	\$76,877	\$79,942	\$82,340	\$84,810

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



COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2019-2020

Grade	Step 0	Step 1	Step 2	Step 3
Animal Control Officer	\$43,233	\$44,314	\$45,995	\$46,915
Animal Shelter Manager	\$47,981	\$49,181	\$51,044	\$52,065
Assistant Animal Shelter Manager	\$40,523	\$41,536	\$43,110	\$43,972
Auto Mechanic I	\$40,670	\$41,686	\$43,268	\$44,133
Auto Mechanic II	\$46,876	\$48,048	\$49,870	\$50,867
Crew Foreman	\$47,114	\$48,292	\$50,047	\$51,048
Equipment Operator I	\$41,091	\$42,118	\$43,677	\$44,551
Equipment Operator II	\$44,825	\$45,946	\$47,687	\$48,641
Equipment Operator III	\$45,614	\$46,755	\$48,528	\$49,499
Lab Tech Operator	\$46,541	\$47,703	\$49,511	\$50,501
Office Clerk	\$45,026	\$46,152	\$47,926	\$48,884
Parks Foreman	\$51,596	\$52,885	\$54,551	\$55,642
Parks Maintenance Technician	\$44,825	\$45,946	\$47,687	\$48,641
Police Dispatcher	\$46,724	\$47,892	\$49,706	\$50,700
Senior Transportation Driver	\$36,363	\$37,271	\$38,869	\$39,647
Wastewater Mechanic I	\$44,253	\$45,360	\$47,077	\$48,019
Wastewater Mechanic II	\$48,829	\$50,049	\$51,945	\$52,984
Wastewater Operator I	\$44,253	\$45,360	\$47,077	\$48,019
Wastewater Operator II	\$48,829	\$50,049	\$51,945	\$52,984
Wastewater Worker	\$40,819	\$41,840	\$43,424	\$44,293

Full Time Employee Summary



Full Time Employee Comparison

FULL-TIME EMPLOYEES FY 2018-2019 AS COMPARED TO FY 2019-2020					
Function Number & Description	FY 2017-2018 Actual	FY 2018-2019 Adopted	FY 2018-2019 Projected	FY 2019-2020 Adopted	FY 2019-2020 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
Subtotal General Government FTE	15.50	15.50	15.50	15.50	0.00
10114001-Finance Department	8.30	7.80	7.80	7.30	-0.50
10114003-Information Technology	1.80	2.80	2.80	2.80	0.00
10115001-Tax Assessment	4.00	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
Subtotal General Services FTE	24.60	25.10	25.10	24.60	-0.50
10120001-10120002-Police Department	64.50	64.00	64.00	64.00	0.00
10120050-Police Dispatchers	8.00	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
Subtotal Public Safety FTE	96.50	96.00	96.00	96.00	0.00
10130001-10130003-Public Works	23.50	24.00	24.00	25.00	1.00
Subtotal Public Works FTE	23.50	24.00	24.00	25.00	1.00
10140001-10140013-Parks & Recreation	14.90	15.40	15.40	15.90	0.50
Subtotal Parks & Recreation FTE	14.90	15.40	15.40	15.90	0.50
10150001-Library	9.00	9.00	9.00	10.00	1.00
Subtotal Library FTE	9.00	9.00	9.00	10.00	1.00
General Fund Total FTE	184.00	185.00	185.00	187.00	2.00
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	16.35	16.35	16.35	0.00
70696600-Solid Waste Division	0.50	0.50	0.50	0.50	0.00
Other Funds Total FTE	34.75	35.75	35.75	35.75	0.00
Total FTE All Funds FTE	218.75	220.75	220.75	222.75	2.00

FTE Change Description

The total Full Time Employee equivalent (FTE) Proposed for FY 2019-2020 is 222.75, an increase of 2.0 FTE over the current year funding level. The Town Manager's Proposed General Fund Budget recommends effective July 1, 2019 the reduction of a full time Account Clerk II position to a part time Account Clerk II in the Collections Division (-0.5 FTE), an additional full time Equipment Operator II – Arborist in the Streets and Highway Division of Public Works (+1.0 FTE), and a part time Librarian previously paid as a pooled position reclassified as full time (+1.0 FTE). In addition, FY 2019-2020 is the first full year of funding for a Parks Maintenance Technician in the Parks Division, which was budgeted to begin in the current fiscal year as of January 1, 2019 (+0.5 FTE).



**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

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

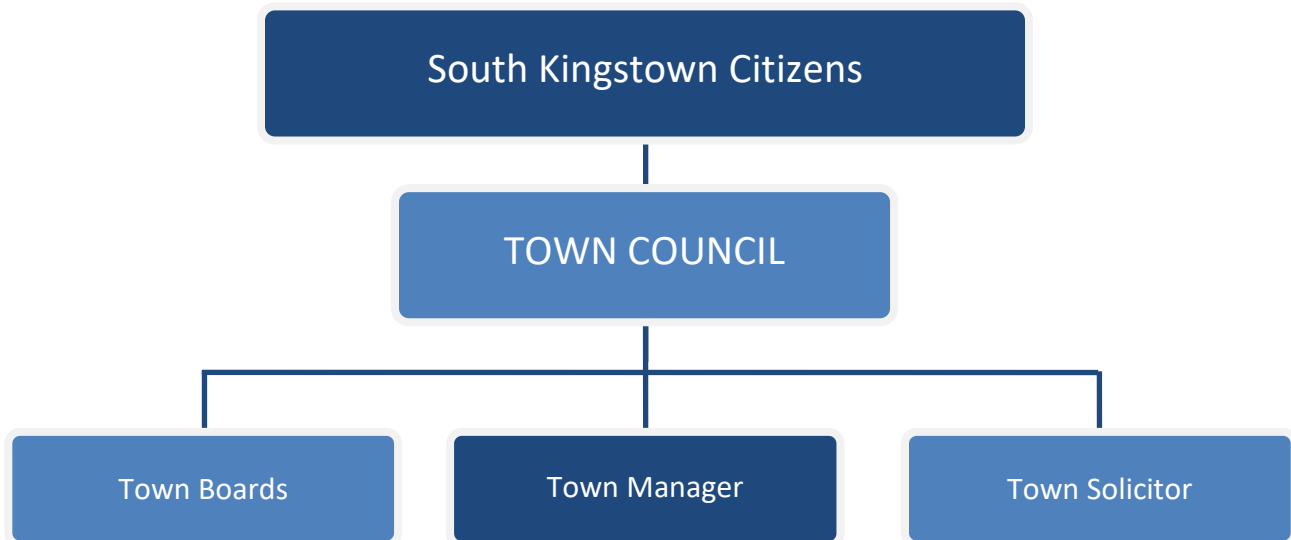
General Fund (101) Town Council, Boards & Commissions



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

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

Organizational Chart



Mission Statement

TOWN COUNCIL

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

PROBATE COURT

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



ASSESSMENT BOARD OF REVIEW

The Assessment Board of Review 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.

CONSERVATION COMMISSION

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

ZONING BOARD

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

Functions

TOWN COUNCIL

The principal functions of the Town Council 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

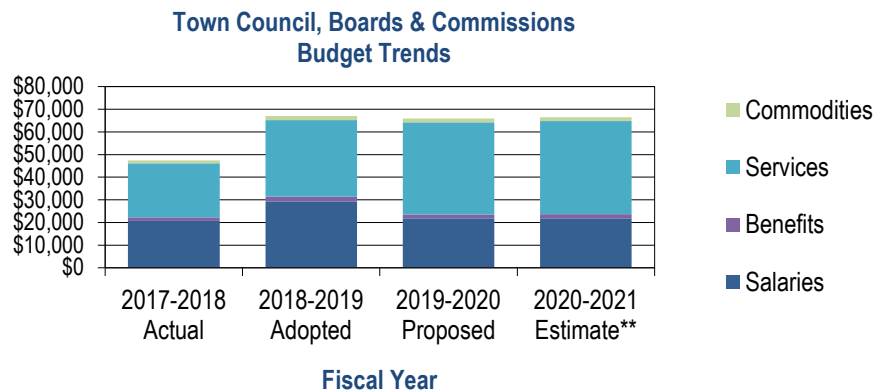
Town Council Goals & Objectives

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. The Town Council is currently in the process of reviewing the existing goals and objectives and developing goals and objectives for the 2018-2020 term.

FY 2019-2020 Funding Comparison

Town Council, Boards & Commissions	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Salaries	\$20,633	\$29,379	\$26,260	\$21,803	(\$7,576)
Benefits	1,578	2,074	1,785	1,769	(305)
Subtotal Personnel Expenditures*	\$22,212	\$31,453	\$28,045	\$23,572	(\$7,881)
Services	\$23,928	\$33,797	\$31,670	\$40,666	\$6,869
Commodities	1,319	1,712	2,845	1,730	18
Subtotal Operating Expenditures	\$25,247	\$35,509	\$34,515	\$42,396	\$6,887
Total Expenditures	\$47,459	\$66,962	\$62,560	\$65,968	(\$994)

**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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries (exclusive of fixed stipend amounts for Town Council, Probate Judge, and Boards and Commissions).*

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



FY 2019-2020 Expenditure Statements

10111001	Town Council	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10111001	511002 Part-Time Salaries	\$12,768	\$17,000	\$14,081	\$13,000	-23.53%
10111001	Subtotal Wages	\$12,768	\$17,000	\$14,081	\$13,000	-23.53%
10111001	522250 FICA	977	1,301	1,077	995	-23.52%
10111001	Subtotal Benefits	\$977	\$1,301	\$1,077	\$995	-23.52%
10111001	530111 Professional Services	10,200	10,200	10,200	10,200	0.00%
10111001	Subtotal Services	\$10,200	\$10,200	\$10,200	\$10,200	0.00%
10111001	580100 Miscellaneous Expenses	215	500	2,345	500	0.00%
10111001	Subtotal Commodities	\$215	\$500	\$2,345	\$500	0.00%
10111001	Total Town Council	\$24,160	\$29,001	\$27,703	\$24,695	-14.85%

10111003	Budget Referendum	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10111003	511003 Seasonal Salaries	\$0	\$3,600	\$3,600	\$0	-100.00%
10111003	511004 Overtime	0	579	579	603	4.15%
10111003	Subtotal Wages	\$0	\$4,179	\$4,179	\$603	-85.57%
10111003	522250 FICA	0	45	45	46	2.22%
10111003	Subtotal Benefits	\$0	\$45	\$45	\$46	2.22%
10111003	530002 Stipends Boards/Commissions	0	0	0	3,575	0.00%
10111003	538012 Advertising	36	400	0	800	100.00%
10111003	538022 Printing Expenses	0	7,867	7,500	7,475	-4.98%
10111003	Subtotal Services	\$36	\$8,267	\$7,500	\$11,850	43.34%
10111003	540012 Office Materials & Supplies	0	200	0	200	0.00%
10111003	580100 Miscellaneous Expenses	0	312	0	330	5.77%
10111003	Subtotal Commodities	\$0	\$512	\$0	\$530	3.52%
10111003	Total Budget Referendum	\$36	\$13,003	\$11,724	\$13,029	0.20%

10111007	Probate Court	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10111007	511002 Part-Time Salaries	\$7,000	\$7,000	\$7,000	\$7,000	0.00%
10111007	Subtotal Wages	\$7,000	\$7,000	\$7,000	\$7,000	0.00%
10111007	522250 FICA	536	536	536	536	0.00%
10111007	Subtotal Benefits	\$536	\$536	\$536	\$536	0.00%
10111007	Total Probate Court	\$7,536	\$7,536	\$7,536	\$7,536	0.00%

10115003	Assessment Board of Review	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10115003	538014 Travel Expenses	\$0	\$100	\$50	\$100	0.00%
10115003	Subtotal Benefits	\$0	\$100	\$50	\$100	0.00%
10115003	530002 Stipends Boards/Commissions	60	300	300	900	200.00%
10115003	Subtotal Services	\$60	\$300	\$300	\$900	200.00%
10115003	Total Assessment Board Of Review	\$60	\$400	\$350	\$1,000	150.00%

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



10116003	Planning Board	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10116003 530002	Stipends Boards/Commissions	\$4,420	\$4,280	\$4,070	\$4,280	0.00%
10116003	Subtotal Services	\$4,420	\$4,280	\$4,070	\$4,280	0.00%
10116003	Total Planning Board	\$4,420	\$4,280	\$4,070	\$4,280	0.00%

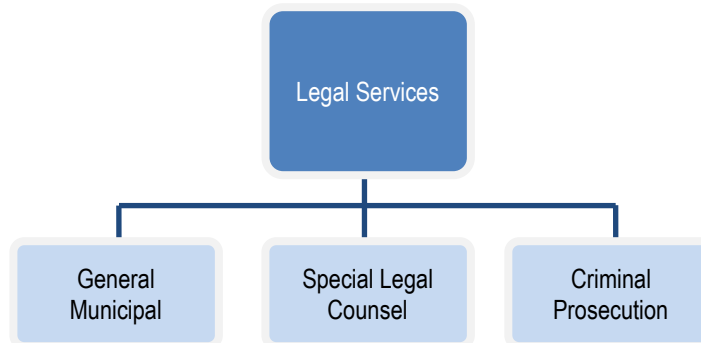
10116009	Conservation Commission	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10116009 580100	Miscellaneous Expenses	\$1,105	\$650	\$500	\$650	0.00%
10116009	Subtotal Commodities	\$1,105	\$650	\$500	\$650	0.00%
10116009	Total Conservation Commission	\$1,105	\$650	\$500	\$650	0.00%

10117003	Zoning Board of Review	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10117003 511004	Overtime	\$865	\$1,200	\$1,000	\$1,200	0.00%
10117003	Subtotal Wages	\$865	\$1,200	\$1,000	\$1,200	0.00%
10117003 522250	FICA	66	92	77	92	0.00%
10117003	Subtotal Benefits	\$66	\$92	\$77	\$92	0.00%
10117003 530002	Stipends Boards/Commissions	1,780	2,000	2,000	2,000	0.00%
10117003 530111	Professional Services	6,706	8,000	7,000	10,540	31.75%
10117003 538012	Advertising	429	450	450	696	54.67%
10117003 538022	Printing Expenses	297	300	150	200	-33.33%
10117003	Subtotal Services	\$9,212	\$10,750	\$9,600	\$13,436	24.99%
10117003 540012	Office Materials & Supplies	0	50	0	50	0.00%
10117003	Subtotal Commodities	\$0	\$50	\$0	\$50	0.00%
10117003	Zoning Board Of Review	\$10,143	\$12,092	\$10,677	\$14,778	22.21%

	Total Town Council Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10111001	Subtotal Town Council	\$24,160	\$29,001	\$27,703	\$24,695	-15%
10111003	Subtotal Budget Referendum	36	13,003	11,724	13,029	0%
10111007	Subtotal Probate Court	7,536	7,536	7,536	7,536	0%
10115003	Subtotal Assessment Board of Review	60	400	350	1,000	150.00%
10116003	Subtotal Planning Board	4,420	4,280	4,070	4,280	0.00%
10116009	Subtotal Conservation Commission	1,105	650	500	650	0.00%
10117003	Subtotal Zoning Board of Review	10,143	12,092	10,677	14,778	22.21%
	Total Town Council Program	\$47,459	\$66,962	\$62,560	\$65,968	-1.48%



Organizational Chart



Mission Statement

The Municipal Legal Services account provides funding on a retainer basis for the Town Solicitor, Special Legal Counsel, and Criminal Prosecutor who are appointed by, and serve concurrently with, the Town Council. The Town's attorneys attend all meetings of the Town Council, Zoning Board of Review and Planning Board, and provide legal assistance and advice to these bodies, as well as to the Town Manager and Town staff (exclusive of the School Department). The Town's attorneys also provide advocacy on behalf of the Town, track State policy affecting the municipality, and assist with the drafting of additions and amendments to the Town Code as required.

The following law firms provide the Town with legal services:

- Ursillo, Teitz & Ritch, Ltd provides general municipal and special legal counsel representation
- Whelan, Corrente, Flanders, Kinder & Siket LLP provides support with labor and employment law related matters
- Kelly, Kelleher, Reilly & Simpson provides criminal prosecution representation
- Locke Lorde LLP provides representation for bond related matters

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

Functions

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

- Provide general municipal legal services, assistance, and advice to the Town Manager, Town staff, and Town boards and commissions
- Provide labor and employment law related legal services, assistance, and advice
- 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

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



- 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
- 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 2019-2020 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

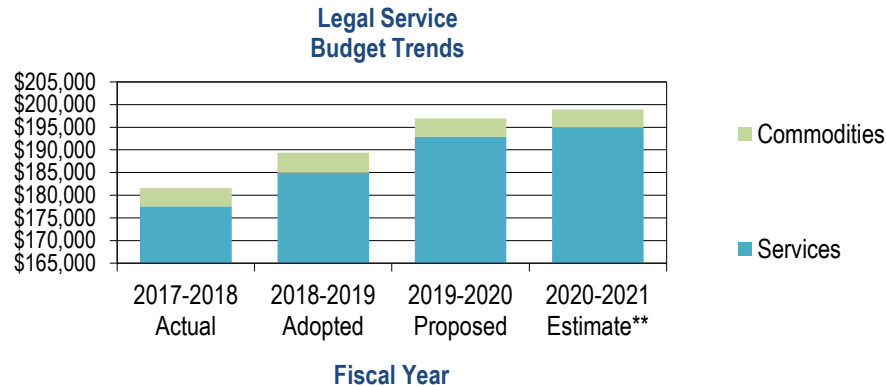
Description	FY 2017-2018	FY 2018-2019	FY 2019-2020
	Actual	Projected	Anticipated
General Municipal - Town Solicitor	\$84,844	\$86,541	\$88,272
Planning - Special Legal Counsel	57,650	58,803	59,908
Criminal Prosecution	34,808	35,504	36,214
Annual Retainer	\$177,302	\$180,848	\$184,394
Labor Services	-	-	\$5,000
Other Legal Services	4,000	4,000	\$3,500
Expenses and Court Fees	2,500	2,500	\$2,000
Litigation outside of Retainers	2,000	2,000	\$2,000
Total Expenses	\$185,802	\$189,348	\$196,894

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



FY 2019-2020 Funding Comparison

Legal Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Services	\$177,542	\$184,928	\$180,850	\$192,966	\$8,038
Commodities	4,014	4,500	5,551	4,000	(500)
Subtotal Operating Expenditures	\$181,556	\$189,428	\$186,401	\$196,966	\$7,538
Total Expenditures	\$181,556	\$189,428	\$186,401	\$196,966	\$7,538



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

FY 2019-2020 Expenditure Statement

10111005	Legal Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10111005 530111	Professional Services	\$177,542	\$184,928	\$180,850	\$192,966	4.35%
10111005	Subtotal Services	\$177,542	\$184,928	\$180,850	\$192,966	4.35%
10111005 580100	Miscellaneous Expenses	4,014	4,500	5,551	4,000	-11.11%
10111005	Subtotal Commodities	\$4,014	\$4,500	\$5,551	\$4,000	-11.11%
10111005	Total Legal Services	\$181,556	\$189,428	\$186,401	\$196,966	3.98%

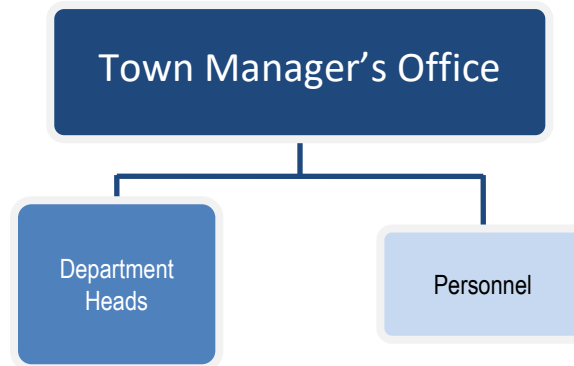
General Fund (101) Town Manager



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



Mission Statement

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

Functions

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

- Town Manager serves 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
- Responsible for overseeing the Personnel program for all municipal departments and divisions
- Manage employee and labor relations including contract negotiation, implementation, and grievance process
- 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
- 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 Town Government related public records requests
- Responsible for overseeing the facilities and maintenance needs for all municipal buildings
- Responsible for overseeing Town Hall Operations, to include the maintenance needs of Town Hall’s building and grounds

FY 2018-2019 Priorities

Priorities	Town Council Goals & Obj's
In coordination with the Finance Department, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2019-2020 through FY 2024-2025	BDFM
In coordination with the Finance Department, prepare and submit the FY 2019-2020 Proposed Budget	BDFM
Prepare and submit the FY 2017-2018 Annual Report of Municipal Services	PCSF
Conduct negotiations with IBPO Local 489, 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	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 morale 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

General Fund (101) Town Manager, *continued*



Priorities, <i>continued</i>	Town Council Goals & Obj
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
Receive and respond to Town Government public records requests, embracing transparency	PCSF
Oversee the maintenance and operations of the Town Hall building and grounds with care	PCSF

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2020-2021 through FY 2025-2026 to the Town Council	BDFM
In collaboration with the Finance Director, prepare and submit the FY 2020-2021 Proposed Budget	BDFM
Prepare and submit the FY 2018-2019 Annual Report of Municipal Services	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 morale 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
Receive and respond to Town Government public records requests, embracing transparency	PCSF
Oversee the maintenance and operations of the Town Hall building and grounds with care	PCSF



Specific Performance Measurements

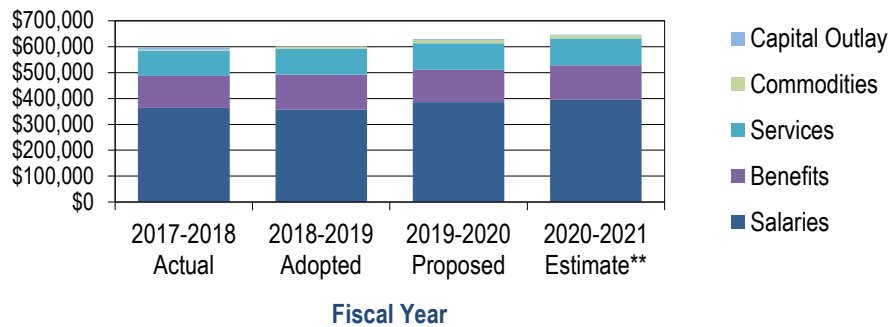
Description	FY 2017-2018	FY 2018-2019	FY 2019-2020	Town Council
% of Time Allocated	Actual	Projected	Anticipated	Goals & Objs
Budget/Financials	30%	10%	10%	BDFM
Town Council	15%	15%	15%	PSCF
Constituent Issues	10%	10%	10%	PSCF
Personnel/Grievances	10%	20%	20%	PSCF
Labor Contracts	20%	10%	5%	PSCF
Departmental Projects & Initiatives	10%	25%	30%	BDFM
Staff Policies and Procedures	5%	10%	10%	PSCF

FY 2019-2020 Funding Comparison

Town Manager & Town Hall Operations	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	4.25	4.25	4.25	4.25	0.00
Salaries	\$364,209	\$357,344	\$358,253	\$386,389	\$29,045
Benefits	122,819	134,617	113,770	124,130	(10,487)
Subtotal Personnel Expenditures*	\$487,028	\$491,961	\$472,023	\$510,519	\$18,558
Services	\$97,633	\$100,900	\$98,217	\$102,900	\$2,000
Commodities	4,364	7,700	5,593	12,125	4,425
Capital Outlay	8,417	2,230	1,730	3,480	1,250
Subtotal Operating Expenditures	\$110,414	\$110,830	\$105,540	\$118,505	\$7,675
Total Expenditures	\$597,442	\$602,791	\$577,563	\$629,024	\$26,233

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

General Fund (101) Town Manager, *continued*



FY 2019-2020 Expenditure Statement

10112001	Town Manager	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10112001	511001	\$292,308	\$286,379	\$285,926	\$307,474	7.37%
10112001	511002	8,468	8,386	8,799	8,725	4.04%
10112001	511004	3,575	2,000	5,962	0	-100.00%
10112001	511006	8,179	4,326	4,326	4,987	15.28%
10112001	Subtotal Wages	\$312,531	\$301,091	\$305,013	\$321,186	6.67%
10112001	522250	20,014	21,856	22,829	23,001	5.24%
10112001	522300	48,815	55,394	34,079	37,916	-31.55%
10112001	522301	1,455	2,243	2,246	2,396	6.82%
10112001	522818	30,152	29,892	29,878	31,668	5.94%
10112001	522822	2,959	2,785	2,928	3,044	9.30%
10112001	522840	2,000	2,000	2,000	2,000	0.00%
10112001	522850	98	97	87	88	-9.28%
10112001	538014	0	2,000	1,200	1,000	-50.00%
10112001	540038	0	150	150	150	0.00%
10112001	Subtotal Benefits	\$105,492	\$116,417	\$95,397	\$101,263	-13.02%
10112001	534010	55	300	150	300	0.00%
10112001	534016	0	0	921	0	0.00%
10112001	538012	10	50	0	50	0.00%
10112001	538022	1,059	2,000	628	2,000	0.00%
10112001	538030	912	1,500	1,460	1,500	0.00%
10112001	Subtotal Services	\$2,036	\$3,850	\$3,159	\$3,850	0.00%
10112001	540012	645	900	777	900	0.00%
10112001	540028	129	250	0	175	-30.00%
10112001	540040	513	1,500	716	1,000	-33.33%
10112001	Subtotal Commodities	\$1,288	\$2,650	\$1,493	\$2,075	-21.70%
10112001	530044	1,730	1,730	1,730	2,480	43.35%
10112001	550004	0	500	0	500	0.00%
10112001	Subtotal Capital Outlay	\$1,730	\$2,230	\$1,730	\$2,980	33.63%
10112001	Total Town Manager	\$423,076	\$426,238	\$406,792	\$431,354	1.20%

General Fund (101) Town Manager, *continued*



10118001	Town Hall	2017-2018	2018-2019	2018-2019	2019-2020	Percent	
	Operating Expenses	Actual	Adopted	Projected	Proposed	Change	
10118001	511001	Full-Time Employees	\$45,957	\$46,876	\$47,095	\$56,799	21.17%
10118001	511002	Part-Time Salaries	1,745	5,461	2,609	3,760	-31.15%
10118001	511004	Overtime	1,044	800	416	1,000	25.00%
10118001	511006	Longevity	2,933	3,116	3,120	3,644	16.94%
10118001	Subtotal Wages	\$51,679	\$56,253	\$53,240	\$65,203	15.91%	
10118001	522250	FICA	3,826	4,167	4,010	4,817	15.60%
10118001	522300	Municipal Employees Retirement	5,490	5,884	5,910	7,349	24.90%
10118001	522301	State Retirement Defined Contribution	733	750	753	886	18.13%
10118001	522818	Medical Insur-Active Employees	6,665	6,860	7,142	8,980	30.90%
10118001	522822	Dental Insur-Active Employees	369	355	377	499	40.56%
10118001	522850	Life Insurance	34	34	31	36	5.88%
10118001	538014	Travel Expenses	61	0	0	0	0.00%
10118001	540038	Uniforms And Other Clothing	150	150	150	300	100.00%
10118001	Subtotal Benefits	\$17,327	\$18,200	\$18,373	\$22,867	25.64%	
10118001	530012	Cleaning Services	30	100	0	0	-100.00%
10118001	530014	Refuse Disposal	2,186	2,350	2,280	2,300	-2.13%
10118001	530064	Copy Machine Services	8,772	11,000	9,386	9,500	-13.64%
10118001	532000	Telephone	5,591	6,000	6,693	6,250	4.17%
10118001	532002	Fuel - Oil	1,075	800	800	800	0.00%
10118001	532004	Electricity	22,988	22,500	22,907	21,500	-4.44%
10118001	532008	Natural Gas	11,592	11,000	9,106	11,000	0.00%
10118001	532010	Wastewater Fees	609	700	466	600	-14.29%
10118001	532012	Water Fees	808	1,300	862	1,000	-23.08%
10118001	534014	Office Equipment Maintenance	0	200	0	200	0.00%
10118001	534020	Maintenance Of Buildings	14,667	21,000	18,780	18,800	-10.48%
10118001	538012	Advertising	0	100	30	100	0.00%
10118001	538020	Postage	27,280	20,000	23,748	27,000	35.00%
10118001	Subtotal Services	\$95,597	\$97,050	\$95,058	\$99,050	2.06%	
10118001	540012	Office Materials & Supplies	0	100	0	1,600	1500.00%
10118001	540014	Janitorial Materials & Supp	2,563	2,600	2,600	2,500	-3.85%
10118001	540018	Elect Materials & Supplies	0	0	200	500	0.00%
10118001	540022	Agri Materials & Supplies	0	200	150	200	0.00%
10118001	540024	Chemicals And Gases	0	0	0	100	0.00%
10118001	540026	Bldg & Const Materials & Supp	0	0	0	500	0.00%
10118001	540028	Motor Vehicle Materials & Supp	0	0	0	1,450	0.00%
10118001	540032	General Hardware & Tools	0	150	150	600	300.00%
10118001	540040	Fuels And Lubricants	0	0	0	1,000	0.00%
10118001	540050	HVAC Materials & Supplies	0	0	0	600	0.00%
10118001	580100	Miscellaneous Expenses	513	2,000	1,000	1,000	-50.00%
10118001	Subtotal Commodities	\$3,076	\$5,050	\$4,100	\$10,050	99.01%	
10118001	550004	Office Equipment	6,344	0	0	0	0.00%
10118001	550016	Janitorial Equipment	343	0	0	500	0.00%
10118001	Subtotal Capital Outlay	\$6,687	\$0	\$0	\$500	0.00%	
10118001	Total Town Hall Operating Expenses	\$174,366	\$176,553	\$170,771	\$197,670	11.96%	

	Total	2017-2018	2018-2019	2018-2019	2019-2020	Percent
	Town Manager Program	Actual	Adopted	Projected	Proposed	Change
10112001	Subtotal Town Manager	\$423,076	\$426,238	\$406,792	\$431,354	1.20%
10118001	Subtotal Town Hall Operating Expenses	174,366	176,553	170,771	197,670	11.96%
	Total Town Manager Program	\$597,442	\$602,791	\$577,563	\$629,024	4.35%



Organizational Chart



Mission Statement

The Personnel Division's mission, as part of the Town Manager's Office, is to provide consistent, effective, and efficient human resource management by developing and implementing policies, programs, and services that contribute to attaining Town and employee goals. By making this commitment to its employees, the Town promotes an environment of mutual respect and equal opportunity, and provides outstanding service to the community. The Division's reach extends from the first inquiry about a position vacancy through retirement, with the goal being to provide quality service to all prospective, current, and previous employees, and to treat such individuals with respect and good care.

Functions

The Personnel Division administers all of the human resources related services and programs for the Town of South Kingstown's full time, part time, seasonal, and per diem employees.

Principal functions of the Personnel Division include, but are not limited to:

- Recruitment of qualified applicants into a diverse workforce
- Employment and orientation services
- Ensure a safe and discrimination free environment
- Update and administer employee benefits programs
- Pre-payroll administration and processes
- Personnel policy development and administration
- Job classification, compensation, and labor market research
- Employee/labor relations and contract administration
- Maintenance of personnel records
- Management of the Town's human resource database
- Management of performance evaluation programs
- Management of Worker's Comp and OJI processes for work related injuries
- Provide appropriate programs for training and development of employees
- Ensure adherence to local and federal employment laws and mandates
- Manage the enrollment process for employee fringe benefits
- Administration of COBRA continuation coverage
- Administration of post employment benefit programs

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



FY 2018-2019 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 Finance, initiate a campaign to promote increased adoption of direct deposit, and electronic receipt of biweekly pay advices and annual W2s	CE
In coordination with the Police Department, implement new employee badging software, redesigning and issuing new employee badges, including improved security features	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
Obtain a \$5,000 Wellness Grant from The RI Interlocal Trust, and implement a one year Wellness and Mindfulness program for employees	PCSF



FY 2019-2020 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, 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
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
Manage the a one year Wellness and Mindfulness program for employees, grant funded through The Trust	PCSF

Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Full Time Employee Equivalent (FTE)*	218.75	220.75	222.75	PCSF
Positions Advertised	45	50	50	PCSF
Applications Accepted	713	750	800	PCSF
New Hires: Full Time & Part Time*	36	35	30	PCSF
New Hires: Seasonal and Per Diem**	48	50	45	PCSF
Promotions	18	15	15	
Separations & Retirements*	24	30	30	PCSF
Pre-E Background Checks	87	85	80	PCSF
Pre-E Physicals	20	25	25	PCSF
Unique attendees at Wellness Committee events/activities	140	150	155	CE
Workers Compensation Claims On the Job	9	11	10	PCSF
Injury (OJI) Claims (Police & EMS)	14	14	14	
Total WC & OJI Claims	23	25	24	PCSF
Claims: Lost Work Time	13	10	10	
Claims: Report Only	10	15	14	PCSF

*does not include Seasonal and/or Per Diem

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

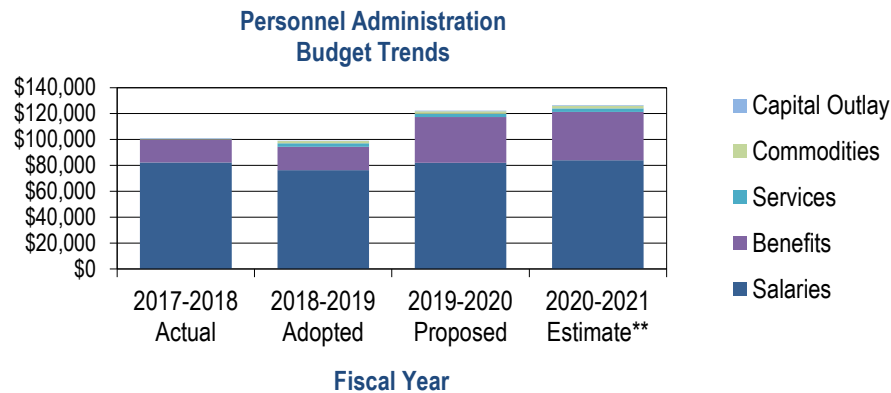
General Fund (101) Personnel Administration (12003), *continued*



FY 2019-2020 Funding Comparison

Personnel Administration	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	1.25	1.25	1.25	1.25	0.00
Salaries	\$82,385	\$76,318	\$77,537	\$82,029	\$5,711
Benefits	17,790	18,124	32,230	35,225	17,101
Subtotal Personnel Expenditures*	\$100,174	\$94,442	\$109,767	\$117,254	\$22,812
Services	\$0	\$2,615	\$700	\$2,615	\$0
Commodities	413	1,875	1,300	1,875	0
Capital Outlay	366	200	200	450	250
Subtotal Operating Expenditures	\$779	\$4,690	\$2,200	\$4,940	\$250
Total Expenditures	\$100,953	\$99,132	\$111,967	\$122,194	\$23,062

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

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



FY 2019-2020 Expenditure Statement

10112003	Personnel Administration	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10112003 511001	Full-Time Employees	\$55,759	\$67,333	\$68,139	\$72,648	7.89%
10112003 511002	Part-Time Salaries	8,468	8,386	8,799	8,725	4.04%
10112003 511005	Retirement/Vacation Reimb.	16,489	0	0	0	0.00%
10112003 511006	Longevity	1,669	599	599	656	9.52%
10112003	Subtotal Wages	\$82,385	\$76,318	\$77,537	\$82,029	7.48%
10112003 522250	FICA	8,056	5,992	5,784	5,948	-0.73%
10112003 522300	Municipal Employees Retirement	6,387	7,925	8,055	8,834	11.47%
10112003 522301	State Retirement Defined Contribution	594	673	684	726	7.88%
10112003 522818	Medical Insur-Active Employees	1,303	0	16,149	17,118	0.00%
10112003 522822	Dental Insur-Active Employees	89	0	1,027	1,068	0.00%
10112003 522840	Insurance Buyback	1,333	2,000	0	0	-100.00%
10112003 522850	Life Insurance	28	34	31	31	-8.82%
10112003 538016	Educational Expenses	0	1,500	500	1,500	0.00%
10112003	Subtotal Benefits	\$17,790	\$18,124	\$32,230	\$35,225	94.36%
10112003 530111	Professional Services	0	1,500	500	1,500	0.00%
10112003 538022	Printing Expenses	0	200	0	200	0.00%
10112003 538030	Licenses And Dues	0	915	200	915	0.00%
10112003	Subtotal Services	\$0	\$2,615	\$700	\$2,615	0.00%
10112003 540012	Office Materials & Supplies	0	200	200	200	0.00%
10112003 540020	Books And Publications	0	175	0	175	0.00%
10112003 580100	Miscellaneous Expenses	413	1,500	1,100	1,500	0.00%
10112003	Subtotal Commodities	\$413	\$1,875	\$1,300	\$1,875	0.00%
10112003 530044	Non-Major Technology Reserve	200	200	200	450	125.00%
10112003 550026	Furniture And Furnishings	166	0	0	0	0.00%
10112003	Subtotal Capital Outlay	\$366	\$200	\$200	\$450	125.00%
10112003	Total Personnel Administration	\$100,953	\$99,132	\$111,967	\$122,194	23.26%

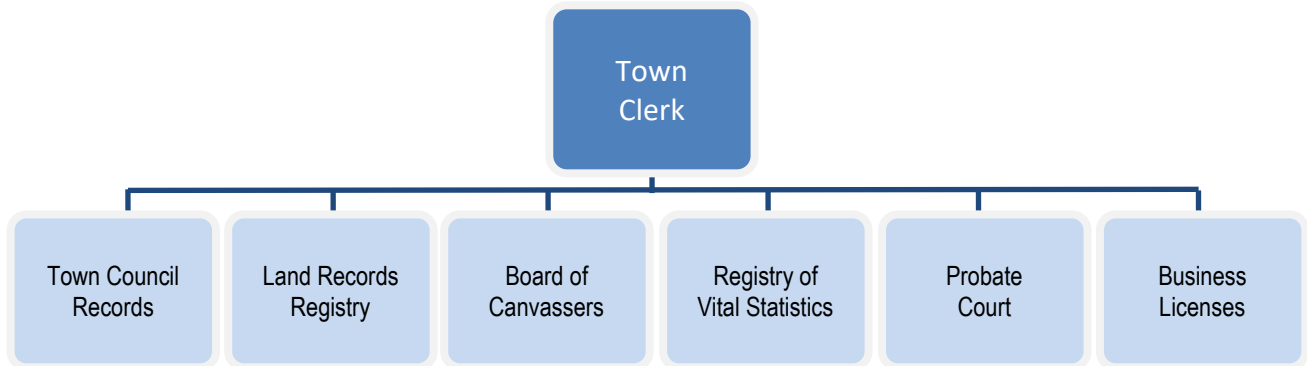
General Fund (101) Town Clerk



Please note, this section incorporates multiple accounts, each of which are overseen by the Office of the Town Clerk, 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, confidentiality, and impartiality, rendering equal, courteous service to all.

Functions

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

Duties include, but are not limited to:

TOWN COUNCIL RECORDS

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

LAND RECORDS REGISTRY

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



BOARD OF CANVASSERS

- Prepare Agendas and Minutes for Canvassing Authority meetings
- Prepare for and administer all national, state, and local elections, including budget referendums, 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, assign, and train poll workers

REGISTRY OF VITAL STATISTICS

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

PROBATE COURT

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

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



FY 2018-2019 Priorities

Priorities	Town Council Goals & Obj's
In collaboration with the Saugatucket Veterans' Memorial Park Commission, complete the restoration of the War Monument located at Hazard School	SNP
Implement the electronic application process of all business licenses through the Viewpoint Cloud business license system	CE
Prepare departmental Operating and Capital budgets	BDFM
Administration of the Primary Election September 2018	PCSF
Administration of the General Election November 2018	PCSF
Recruit, assign, and train poll workers	PCSF
Prepare for Supplement to Town Code of Ordinances including Zoning Ordinance	PCSF
Continue to fully develop and leverage functionality available through Online Mooring, a web based mooring licensing program allowing for electronic filing of mooring applications	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 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Administer Bond Referendum November 5, 2019	PCSF
Administer Presidential Primary April 2020	PCSF
Recruit, assign, and train poll workers	PCSF
Prepare and Manage electronic Business License application filings, both new and renewals	PCSF
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 improve office organization through retention and records management best practices	PCSF
Implement new Land Evidence management system, including the electronic recording of land evidence documents	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 the establishment of a Municipal Court to hear and determine cases of Town Ordinance violations, including Minimum Housing and Zoning, and the adjudication of traffic violations brought by the South Kingstown Police Department, as well as parking tickets; expected launch of program is not earlier than July 1, 2020	PCSF
In collaboration with the Saugatucket Veterans Memorial Park Commission, arrange for and oversee maintenance of the War Monument located at Saugatucket Veterans Memorial Park	SNP



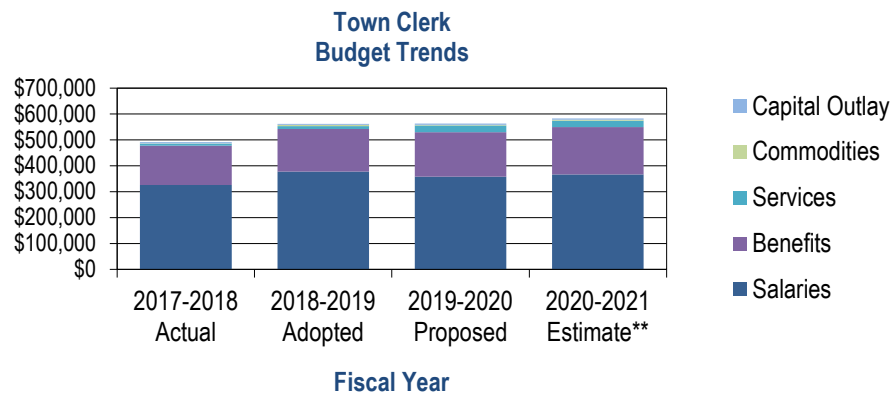
Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Land Records Recorded	10,789	10,790	10,800	PCSF
Town Council Transactions	1,292	1,350	1,457	PCSF
Vital Records Issued	3,396	3,436	3,500	PCSF
Probate Estates Opened	163	172	184	PCSF
Business Licenses Issued	529	512	525	PCSF
Eligible Voter Records Maintained	22,148	21,572	21,758	PCSF
Voter Affiliation Changes	350	425	1,000	PCSF
New Voters Registered	1,045	1,234	1,500	PCSF

FY 2019-2020 Funding Comparison

Town Clerk	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	6	6	6	6	0
Salaries	\$326,114	\$378,413	\$342,021	\$357,790	(\$20,623)
Benefits	151,311	164,358	161,182	172,296	7,938
Subtotal Personnel Expenditures*	\$477,425	\$542,771	\$503,203	\$530,086	(\$12,685)
Services	\$7,627	\$10,622	\$42,125	\$25,154	\$14,532
Commodities	2,084	5,197	4,834	3,485	(1,712)
Capital Outlay	3,900	3,900	3,900	4,150	250
Subtotal Operating Expenditures	\$13,611	\$19,719	\$50,859	\$32,789	\$13,070
Total Expenditures	\$491,036	\$562,490	\$554,062	\$562,875	\$385

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

General Fund (101) Town Clerk, *continued*



FY 2019-2020 Expenditure Statements

10113001		Town Clerk	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10113001	511001	Full-Time Employees	\$275,493	\$282,180	\$283,492	\$293,603	4.05%
10113001	511004	Overtime	384	500	507	500	0.00%
10113001	511006	Longevity	11,731	12,281	12,281	13,569	10.49%
10113001		Subtotal Wages	\$287,609	\$294,961	\$296,280	\$307,672	4.31%
10113001	522250	FICA	20,649	21,131	22,009	22,086	4.52%
10113001	522300	Municipal Employees Retirement	32,220	34,657	34,094	37,352	7.78%
10113001	522301	State Retirement Defined Contribution	1,562	1,611	1,618	1,683	4.47%
10113001	522818	Medical Insur-Active Employees	69,477	71,656	71,615	75,912	5.94%
10113001	522822	Dental Insur-Active Employees	4,403	4,263	4,485	4,664	9.41%
10113001	522850	Life Insurance	168	170	154	155	-8.82%
10113001	538014	Travel Expenses	190	1,500	950	1,500	0.00%
10113001	538016	Educational Expenses	0	250	0	250	0.00%
10113001	540038	Uniforms And Other Clothing	600	150	150	800	433.33%
10113001		Subtotal Benefits	\$129,269	\$135,388	\$135,075	\$144,402	6.66%
10113001	530111	Professional Services	4,428	4,012	3,750	4,442	10.72%
10113001	534014	Office Equipment Maintenance	0	327	250	275	-15.90%
10113001	538012	Advertising	2,194	1,900	1,900	4,000	110.53%
10113001	538022	Printing Expenses	384	400	200	412	3.00%
10113001	538030	Licenses And Dues	620	495	420	575	16.16%
10113001		Subtotal Services	\$7,627	\$7,134	\$6,520	\$9,704	36.02%
10113001	540012	Office Materials & Supplies	1,705	2,000	1,696	2,000	0.00%
10113001		Subtotal Commodities	\$1,705	\$2,000	\$1,696	\$2,000	0.00%
10113001	530044	Non-Major Technology Reserve	3,570	3,570	3,570	3,820	7.00%
10113001		Subtotal Capital Outlay	\$3,570	\$3,570	\$3,570	\$3,820	7.00%
10113001		Total Town Clerk	\$429,779	\$443,053	\$443,141	\$467,598	5.54%

General Fund (101) Town Clerk, *continued*



10113005		Canvassing Authority	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10113005	511001	Full-Time Employees	\$35,841	\$43,177	\$41,647	\$44,756	3.66%
10113005	511002	Part-Time Salaries	2,665	2,665	2,665	2,665	0.00%
10113005	511003	Seasonal Salaries	0	35,050	0	0	-100.00%
10113005	511004	Overtime	0	2,560	1,429	2,697	5.35%
10113005		Subtotal Wages	\$38,506	\$83,452	\$45,741	\$50,118	-39.94%
10113005	522250	FICA	2,704	6,055	3,351	3,502	-42.16%
10113005	522300	Municipal Employees Retirement	4,061	5,082	4,902	5,442	7.08%
10113005	522301	State Retirement Defined Contribution	362	432	416	447	3.47%
10113005	522818	Medical Insur-Active Employees	13,941	16,240	16,230	17,204	5.94%
10113005	522822	Dental Insur-Active Employees	946	977	1,027	1,068	9.31%
10113005	522850	Life Insurance	28	34	31	31	-8.82%
10113005	540038	Uniforms And Other Clothing	0	150	150	200	33.33%
10113005		Subtotal Benefits	\$22,041	\$28,970	\$26,107	\$27,894	-3.71%
10113005	530002	Stipends Boards/Commissions	0	0	33,825	14,700	0.00%
10113005	538012	Advertising	0	300	312	500	66.67%
10113005	538020	Postage	0	2,000	0	0	-100.00%
10113005	538022	Printing Expenses	0	1,188	1,468	250	-78.96%
10113005		Subtotal Services	\$0	\$3,488	\$35,605	\$15,450	342.95%
10113005	540012	Office Materials & Supplies	379	300	254	300	0.00%
10113005	580100	Miscellaneous Expenses	0	2,897	2,884	1,185	-59.10%
10113005		Subtotal Commodities	\$379	\$3,197	\$3,138	\$1,485	-53.55%
10113005	530044	Non-Major Technology Reserve	330	330	330	330	0.00%
10113005		Subtotal Capital Outlay	\$330	\$330	\$330	\$330	0.00%
10113005		Total Canvassing Authority	\$61,257	\$119,437	\$110,921	\$95,277	-20.23%

Total Town Clerk Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10113001	Subtotal Town Clerk	\$429,779	\$443,053	\$443,141	\$467,598	5.54%
10113005	Subtotal Canvassing Authority	61,257	119,437	110,921	95,277	-20.23%
	Total Town Clerk Program	\$491,036	\$562,490	\$554,062	\$562,875	0.07%



**TAB 6
GENERAL SERVICES**

Finance.....	6 - 1
Information Technology.....	6 - 8
Tax Assessment.....	6 - 12
Planning	6 - 17
Zoning/Building.....	6 - 26

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

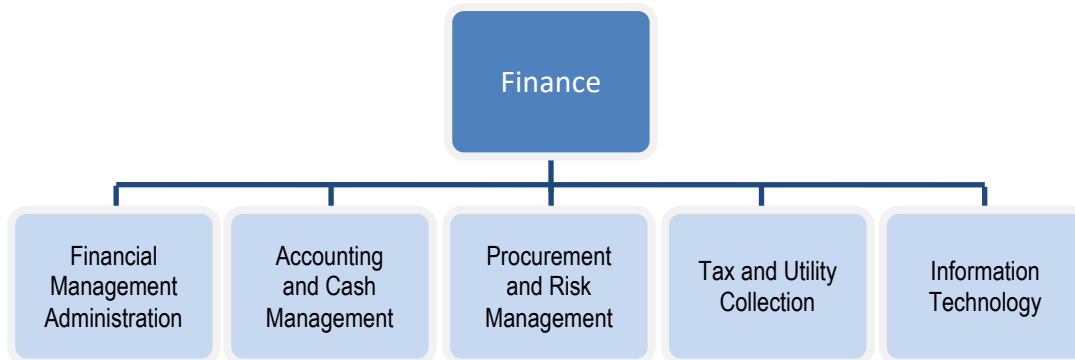
General Fund (101) Finance



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

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

Organizational Chart



Mission Statement

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

Functions

The Finance Department is responsible for the Town's financial, procurement, and risk management, tax and utility collections, accounting control and cash management, financial reporting, and debt management policies and practices. The principal programs, services, and activities offered by the Finance Department include, but are not limited to the following. 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 property and liability claims filed against the Town
- Process certificates of insurances to include the receipt and issuance, to and from vendors

TAX AND UTILITY COLLECTION

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



FY 2018-2019 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 2019-2020 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 2019-2020 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 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period of FY2020-2021 through FY2024-20205 to the Town Council	BDFM
Maintain or improve Aa1 rating with Moody's; plan for school bond referendum	BDFM
Continue to enhance and provide the FY2020-2021 Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration	BDFM
Complete FY2018-2019 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
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
Promote and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently	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
Maintain or improve Aa1 rating with Moody's; plan for school bond referendum	BDFM
Continue to enhance and provide the FY2020-2021 Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration	BDFM
Complete FY2018-2019 Comprehensive Annual Financial Report with an unqualified opinion and submit CAFR to GFOA for certification of achievement consideration	BDFM



Specific Performance Measurements

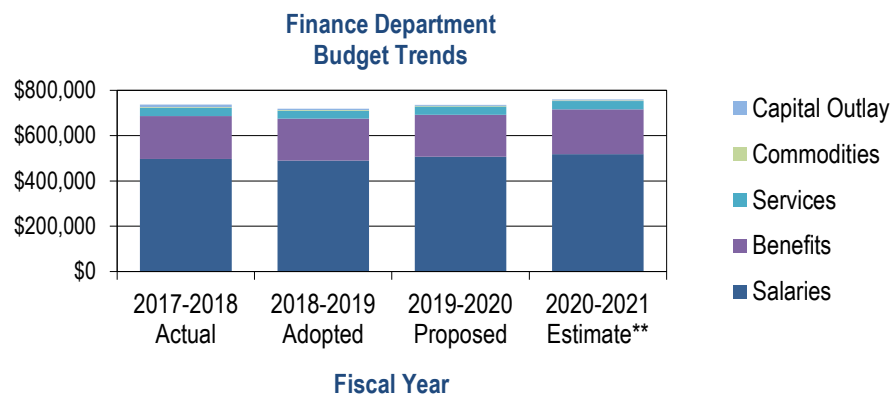
Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Unassigned Fund Balance as a % of Budgeted Revenues	15.05%	14.97%	15.10%	BDFM
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
GFOA CAFR Award	Yes	Yes	Yes	BDFM
Years Received	28	29	30	BDFM
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	BDFM / CE
Years Received	2	3	4	
Year End Expenditures < or = to 100% of the General Fund Budget	97.2%	<or= 100%	<or= 100%	BDFM
% of General Fund year end revenues within budget	103.1%	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	83%	85%	87%	BDFM
% of Direct Deposits were Electronic Advices	77%	78%	79%	BDFM
Vendor payments issued	5,333	7,575	5,239	BDFM
1099-misc prepared	144	142	143	BDFM
Purchase Orders processed	1,729	1,714	1,721	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)	0.85%	0.87%	0.90%	BDFM
Avg # of days to complete bank reconciliation after month end	9	9	9	BDFM
Collection Rate	99.19%	=or> prior year	=or>prior year	BDFM
# of delinquent notices	8,966	10,500	10,500	BDFM
Municipal Lien Certificates	957	975	950	BDFM



FY 2019-2020 Funding Comparison

Finance Department	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	8.30	7.80	7.80	7.30	(0.50)
Salaries	\$497,588	\$490,590	\$472,552	\$506,245	\$15,655
Benefits	188,547	184,525	180,708	185,739	1,214
Subtotal Personnel Expenditures*	\$686,135	\$675,115	\$653,260	\$691,984	\$16,869
Services	\$37,117	\$35,345	\$34,274	\$36,223	\$878
Commodities	2,891	2,950	2,413	2,900	(50)
Capital Outlay	11,381	5,043	20,043	5,093	50
Subtotal Operating Expenditures	\$51,389	\$43,338	\$56,730	\$44,216	\$878
Total Expenditures	\$737,523	\$718,453	\$709,990	\$736,200	\$17,747

*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. The Department's FTE is reduced by 0.5 FTE effective July 1, 2019 due to the reduction of a full time Account Clerk II to a part time position in the Collections Division. This reduction is made through attrition.



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

General Fund (101) Finance, *continued*



FY 2019-2020 Expenditure Statements

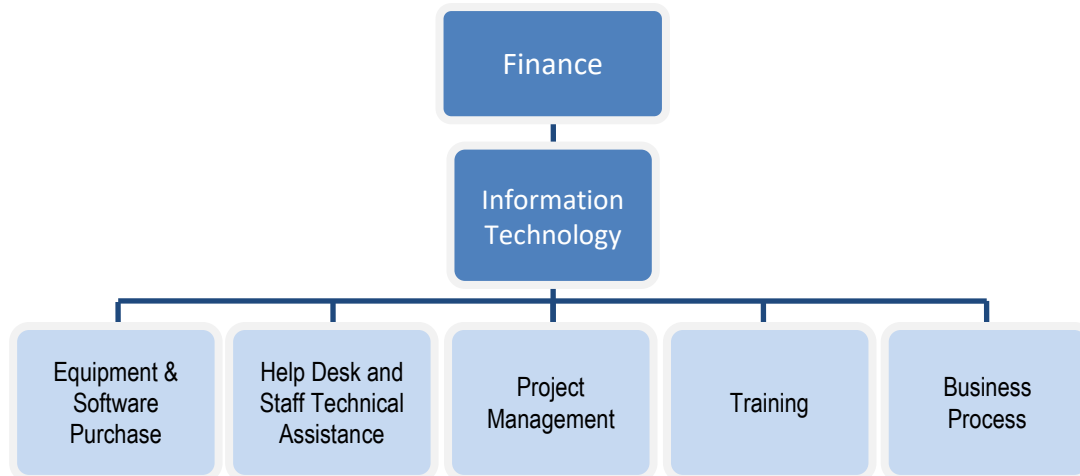
10114001	Finance Department	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10114001	511001 Full-Time Employees	\$457,481	\$460,014	\$462,978	\$458,421	-0.35%
10114001	511002 Part-Time Salaries	26,805	21,000	98	39,800	89.52%
10114001	511004 Overtime	0	100	0	0	-100.00%
10114001	511006 Longevity	13,302	9,476	9,476	8,024	-15.32%
10114001	Subtotal Wages	\$497,588	\$490,590	\$472,552	\$506,245	3.19%
10114001	522250 FICA	36,670	36,277	35,585	37,549	3.51%
10114001	522300 Municipal Employees Retirement	55,392	55,261	55,608	60,368	9.24%
10114001	522301 State Retirement Defined Contribution	4,446	4,712	4,750	4,937	4.78%
10114001	522818 Medical Insur-Active Employees	81,246	74,502	74,460	70,326	-5.61%
10114001	522820 Medical Insur-Retirees	0	3,300	0	0	-100.00%
10114001	522822 Dental Insur-Active Employees	5,782	5,048	5,308	4,989	-1.17%
10114001	522840 Insurance Buyback	2,072	3,200	3,200	3,200	0.00%
10114001	522850 Life Insurance	242	225	201	190	-15.56%
10114001	538014 Travel Expenses	586	1,000	786	1,000	0.00%
10114001	538016 Educational Expenses	1,090	400	210	2,280	470.00%
10114001	540038 Uniforms And Other Clothing	1,020	600	600	900	50.00%
10114001	Subtotal Benefits	\$188,547	\$184,525	\$180,708	\$185,739	0.66%
10114001	530111 Professional Services	1,005	1,500	1,255	1,500	0.00%
10114001	534014 Office Equipment Maintenance	0	200	0	0	-100.00%
10114001	538012 Advertising	41	400	39	250	-37.50%
10114001	538022 Printing Expenses	10,771	7,000	6,725	8,000	14.29%
10114001	538030 Licenses And Dues	595	580	590	600	3.45%
10114001	Subtotal Services	\$12,412	\$9,680	\$8,609	\$10,350	6.92%
10114001	540012 Office Materials & Supplies	2,826	2,750	2,413	2,750	0.00%
10114001	540020 Books And Publications	0	200	0	150	-25.00%
10114001	580100 Miscellaneous Expenses	65	0	0	0	0.00%
10114001	Subtotal Commodities	\$2,891	\$2,950	\$2,413	\$2,900	-1.69%
10114001	530044 Non-Major Technology Reserve	4,443	5,043	5,043	5,093	0.99%
10114001	550002 Computer Equipment	1,621	0	0	0	0.00%
10114001	550004 Office Equipment	317	0	0	0	0.00%
10114001	590999 Transfer to Other Funds	5,000	0	15,000	0	0.00%
10114001	Subtotal Capital Outlay	\$11,381	\$5,043	\$20,043	\$5,093	0.99%
10114001	Total Finance Department	\$712,818	\$692,788	\$684,325	\$710,327	2.53%

10114005	Post Year Audit	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10114005	530111 Professional Services	\$24,705	\$25,665	\$25,665	\$25,873	0.81%
10114005	Subtotal Services	\$24,705	\$25,665	\$25,665	\$25,873	0.81%
10114005	Total Post Year Audit	\$24,705	\$25,665	\$25,665	\$25,873	0.81%

	Total Finance Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10114001	Subtotal Finance Department	\$712,818	\$692,788	\$684,325	\$710,327	2.53%
10114005	Subtotal Post Audit Year	24,705	25,665	25,665	25,873	0.81%
	Total Finance Program	\$737,523	\$718,453	\$709,990	\$736,200	2.47%



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 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Windows Server Operating System upgrade; initiation of a multi-year project	CE
In collaboration with the Office of the Town Clerk, bid, procure, and implement a new Land Evidence System; initiation of a multi-year project	CE
In collaboration with the Communications Division, continue the Radio Box migration project	CE
Upgrade MUNIS, the existing town-wide financial, budget, payroll, and human resources system for Town and School	CE

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



FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Continue the Windows Server Operating System upgrade; multi-year project	CE
In collaboration with the Office of the Town Clerk, implement a new Land Evidence System; multi-year project	CE
Bid, procure, and implement a Voice of Internet Protocol (VoIP) telephone system; initiation of a multi-year project	CE
Collaborate with Department of Public Services on a Comprehensive Public Works System	CE
Update Vision Assessment System	CE
Exchange upgrade and migration	CE
PC replacement and upgrade to Windows 10	CE

Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
IT Help Desk Tickets Resolved	1,305	1,300	1,400	CE
Average # of Tickets per month	109	108	116	CE
Email received & sent	535,890	750,000	750,000	CE
Spam blocked	25,485	35,000	35,000	CE
Projects Completed	11	12	10	CE
Applications Supported	63	65	65	CE
Physical servers and appliances	17	15	14	CE
Virtual servers	17	18	17	CE
Firewalls	5	5	5	CE
Storage area network (SAN) device	2	1	1	CE
Personal Computers/Devices	263	290	301	CE
Printers	56	56	56	CE
Switches	22	24	24	CE
Wireless access points	11	12	12	CE

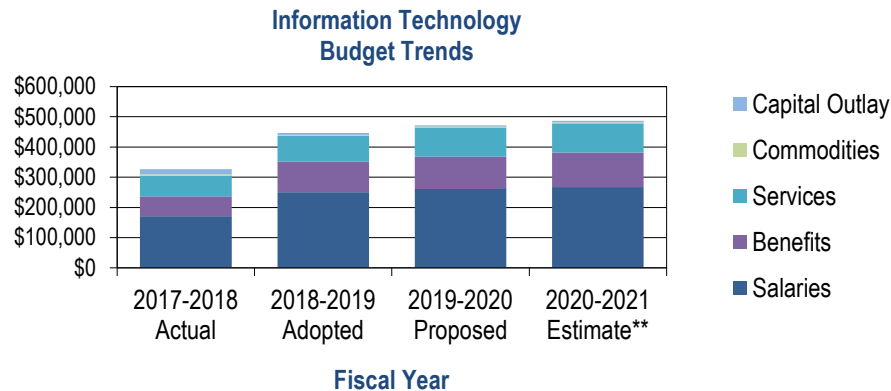
General Fund (101) Information Technology (14003), *continued*



FY 2019-2020 Funding Comparison

Information Technology	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	1.80	2.80	2.80	2.80	0
Salaries	\$170,869	\$250,026	\$248,527	\$260,630	\$10,604
Benefits	66,185	102,139	102,405	107,872	5,733
Subtotal Personnel Expenditures*	\$237,054	\$352,165	\$350,932	\$368,502	\$16,337
Services	\$67,582	\$84,509	\$82,544	\$95,619	\$11,110
Commodities	5,073	3,500	3,116	3,500	0
Capital Outlay	17,076	6,367	6,367	4,600	(1,767)
Subtotal Operating Expenditures	\$89,731	\$94,376	\$92,027	\$103,719	\$9,343
Total Expenditures	\$329,436	\$330,603	\$330,787	\$448,883	\$118,280

*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 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.



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

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

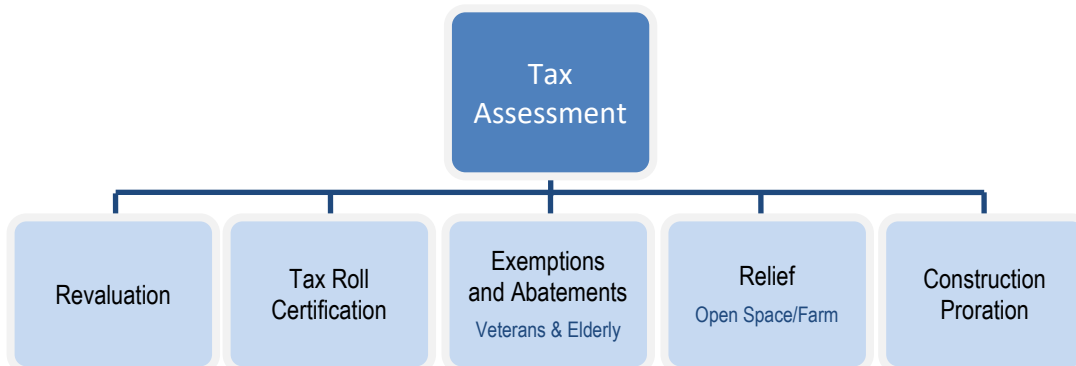


FY 2019-2020 Expenditure Statement

10114003	Information Technology	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10114003 511001	Full-Time Employees	\$169,696	\$246,372	\$244,754	\$256,464	4.10%
10114003 511004	Overtime	0	0	119	0	0.00%
10114003 511006	Longevity	1,173	3,654	3,654	4,166	14.01%
10114003	Subtotal Wages	\$170,869	\$250,026	\$248,527	\$260,630	4.24%
10114003 522250	FICA	12,531	18,219	18,808	19,020	4.40%
10114003 522300	Municipal Employees Retirement	19,190	29,428	29,562	31,693	7.70%
10114003 522301	State Retirement Defined Contribution	2,221	3,209	3,209	3,343	4.18%
10114003 522818	Medical Insur-Active Employees	28,255	45,325	45,299	48,016	5.94%
10114003 522822	Dental Insur-Active Employees	1,179	2,113	2,226	2,314	9.51%
10114003 522850	Life Insurance	60	95	86	86	-9.47%
10114003 538014	Travel Expenses	801	1,500	1,417	1,500	0.00%
10114003 538016	Educational Expenses	1,798	2,250	1,798	1,900	-15.56%
10114003 540038	Uniforms And Other Clothing	150	0	0	0	0.00%
10114003	Subtotal Benefits	\$66,185	\$102,139	\$102,405	\$107,872	5.61%
10114003 530066	Internet Access	2,748	2,760	2,748	2,760	0.00%
10114003 530111	Professional Services	7,508	16,500	15,410	17,107	3.68%
10114003 532000	Telephone	0	0	1,056	1,080	0.00%
10114003 534014	Office Equipment Maintenance	15,067	19,039	18,073	21,200	11.35%
10114003 534016	Computer/Software Maintenance	42,150	46,110	45,157	53,372	15.75%
10114003 538012	Advertising	9	0	0	0	0.00%
10114003 538030	Licenses And Dues	100	100	100	100	0.00%
10114003	Subtotal Services	\$67,582	\$84,509	\$82,544	\$95,619	13.15%
10114003 540012	Office Materials & Supplies	5,073	3,500	3,116	3,500	0.00%
10114003	Subtotal Commodities	\$5,073	\$3,500	\$3,116	\$3,500	0.00%
10114003 530044	Non-Major Technology Reserve	2,070	1,367	1,367	1,600	17.04%
10114003 550002	Computer Equipment	2,506	5,000	5,000	3,000	-40.00%
10114003 590999	Transfer To Other Funds	12,500	0	0	0	0.00%
10114003	Subtotal Capital Outlay	\$17,076	\$6,367	\$6,367	\$4,600	-27.75%
10114003	Total Information Technology	\$326,785	\$446,541	\$442,959	\$472,221	5.75%



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 2018-2019 Priorities

Priorities	Town Council Goals & Obj's
Implementation of the 2018 Statistical Revaluation for the June 15, 2019 Tax Roll	BDFM
Certify the Tax Roll on June 15, 2019 to include real estate, motor vehicles, and tangibles	BDFM
Review assessment appeals resulting from the December 31, 2018 Statistical Revaluation and coordinate Assessment Board of Review hearings	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

General Fund (101) Tax Assessment, *continued*



FY 2019-2020 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 2017 Actual	Tax Yr 2018 Projected	Tax Yr 2019 Anticipated	Town Council Goals & Obj's
Real Estate & Tangible Property Tax Rate*	\$15.29	\$15.68	\$16.12	BDFM
	<i>Rev. Article 11</i>			
Motor Vehicles Tax Rate**	\$18.71	\$18.71	\$18.71	BDFM
Property Tax Roll	\$4,433.8M	\$4,477.0M	\$4,515.0M	BDFM
Motor Vehicle Tax Roll	\$184.2M	\$175.1M	\$168.0M	BDFM
Property Tax Generated	\$67.8M	\$70.2M	\$72.9M	BDFM
Motor Vehicle Tax Generated	\$3.4M	\$3.2M	\$3.1M	BDFM
Building Permits	1,168	1,198	1,200	BDFM
Property Assessments	\$4,618.1M	\$4,653.0M	\$4,683M	BDFM
Motor Vehicle Assessments	31,976	32,246	32,000	BDFM
FFOS properties	158	156	156	LU
Elderly Tax Credit - # of participants	157	158	160	SNP
Elderly Tax Credit - value	\$236,615	\$241,793	\$245,000	SNP
Veterans Exemption - # of Veterans	1,005	961	955	SNP
Veterans Exemption - value	\$166,495	\$164,429	\$164,000	SNP
Veterans Exemption	\$168	\$175	\$180	SNP
100% Disabled Veteran	\$272	\$305	\$305	SNP
Ex-POW	\$430	\$430	\$440	SNP
Unmarried Widow(er) of Veteran	\$168	\$175	\$180	SNP
Gold Star Parent	\$378	\$378	\$378	SNP

*per thousand dollars

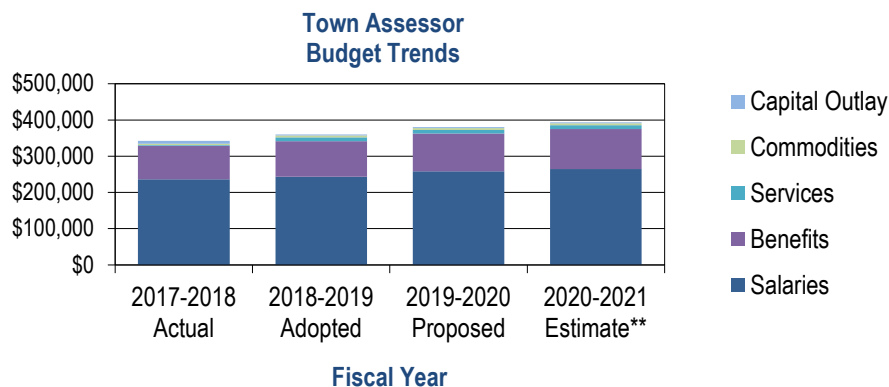
**per thousand dollars, with an exemption of the first \$3,000



FY 2019-2020 Funding Comparison

Tax Assessment	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$236,368	\$243,848	\$246,289	\$258,096	\$14,248
Benefits	93,126	97,254	98,071	104,137	6,883
Subtotal Personnel Expenditures*	\$329,494	\$341,102	\$344,360	\$362,233	\$21,131
Services	\$1,299	\$10,950	\$5,945	\$10,550	(\$400)
Commodities	3,443	5,200	3,948	5,200	0
Capital Outlay	8,119	2,321	2,321	2,621	300
Subtotal Operating Expenditures	\$12,860	\$18,471	\$12,214	\$18,371	(\$100)
Total Expenditures	\$342,354	\$359,573	\$356,574	\$380,604	\$21,031

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

General Fund (101) Tax Assessment, *continued*



FY 2019-2020 Expenditure Statements

10115001	Town Assessor	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10115001	511001	\$226,898	\$233,888	\$236,181	\$247,203	5.69%
10115001	511006	9,471	9,960	10,108	10,893	9.37%
10115001	Subtotal Wages	\$236,368	\$243,848	\$246,289	\$258,096	5.84%
10115001	522250	17,504	18,019	18,554	19,099	5.99%
10115001	522300	26,545	28,700	28,988	31,384	9.35%
10115001	522301	3,227	3,330	3,363	3,526	5.89%
10115001	522818	38,217	39,340	39,317	41,676	5.94%
10115001	522822	2,395	2,309	2,431	2,528	9.48%
10115001	522840	2,000	2,000	2,000	2,000	0.00%
10115001	522850	134	136	123	124	-8.82%
10115001	538014	0	100	75	100	0.00%
10115001	538016	2,858	2,600	2,500	3,000	15.38%
10115001	540038	245	720	720	700	-2.78%
10115001	Subtotal Benefits	\$93,126	\$97,254	\$98,071	\$104,137	7.08%
10115001	530018	428	450	400	450	0.00%
10115001	530111	0	7,500	3,500	7,500	0.00%
10115001	534010	55	200	100	200	0.00%
10115001	534014	425	1,000	500	1,000	0.00%
10115001	538012	35	300	250	200	-33.33%
10115001	538030	355	1,500	1,195	1,200	-20.00%
10115001	Subtotal Services	\$1,299	\$10,950	\$5,945	\$10,550	-3.65%
10115001	540012	1,323	2,200	1,466	2,200	0.00%
10115001	540020	1,703	2,200	1,967	2,200	0.00%
10115001	540028	41	300	0	300	0.00%
10115001	540040	377	500	515	500	0.00%
10115001	Subtotal Commodities	\$3,443	\$5,200	\$3,948	\$5,200	0.00%
10115001	530044	2,521	2,321	2,321	2,321	0.00%
10115001	550004	5,598	0	0	0	0.00%
10115001	550026	0	0	0	300	0.00%
10115001	Subtotal Capital Outlay	\$8,119	\$2,321	\$2,321	\$2,621	12.93%
10115001	Total Town Assessor	\$342,354	\$359,573	\$356,574	\$380,604	5.85%

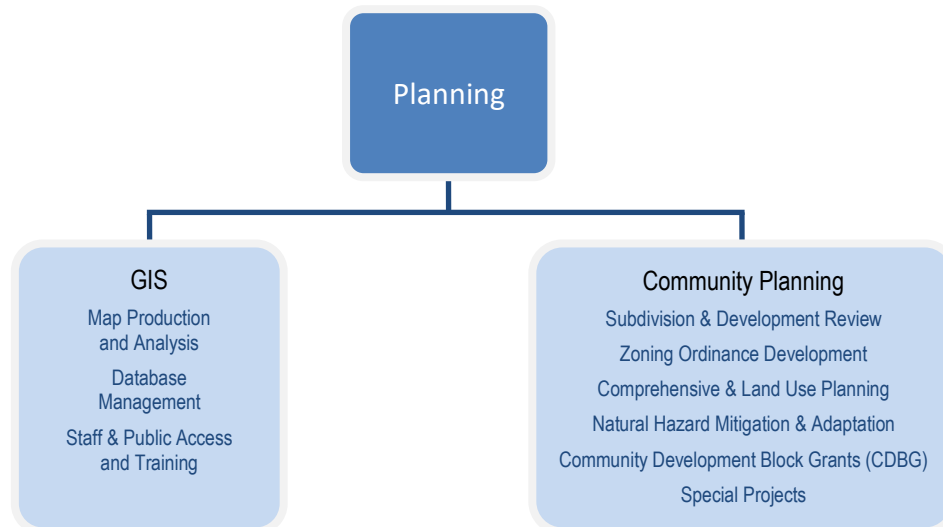
General Fund (101) Planning



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 mission of the Planning Department is to understand the values and goals of the community and facilitate progress toward a shared long-term vision of a responsible, balanced and inviting South Kingstown. The Planning Department works collaboratively with the public, key stakeholders, boards and commissions, municipal departments and state agencies to promote holistic decision making that reflects the community's aspirations. The primary objectives of the Planning Department are to: engage the public in long term community planning; ensure land use regulations reflect the community's shared vision; review development for consistency with regulations; and assist boards and commissions with projects that make progress toward identified goals. The core values of public participation, equity, fairness, consistency and innovation guide the Planning Department's work.

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

PLANNING DEPARTMENT

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

- Administer and implement the Town's long-range land use planning and growth management efforts
- Coordinate and provide staff support for updates to the South Kingstown Comprehensive Community Plan
- Maintain, update, and enhance the Town's Zoning Ordinance and review applications for Zoning Ordinance amendments
- Draft amendments to update the Town's Subdivision and Land Development Regulations and coordinate Planning Board review of such, as necessary
- Administer the review process and perform technical review of applications for land development and subdivision projects under the Town's Subdivision and Land Development Regulations and Zoning Ordinance
- Provide administration, coordination, development, and support functions regarding affordable housing production, planning for natural hazards and climate change, environmental and natural resource protection, economic development, historic preservation, and long-term community sustainability
- Administer the Town's Community Development Block Grant (CDBG) program
- 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 Town Boards & Commissions
- Provide support to the Town Manager in municipal policy development relative to land use

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 2018-2019 Priorities

Planning Priorities	Town Council Goals & Obj's
Work with the Planning Board to finalize the update of the Town's Comprehensive Community Plan	LU / H / SENR / ED
Complete the 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
Initiate development of the Route 1 Scenic Roadway Stewardship Plan	LU / SENR / CHR / C
Work with the Planning Board, Conservation Commission, and Recreation Commission to complete the open space management plan for Noyes Farm	LU / SENR / CHR
Hire a consultant and initiate a comprehensive evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing	LU / H / SNP
Draft zoning ordinance amendments to address the new definition of 'building height' enacted by the RI General Assembly in 2017, as well as general coastal community character and resiliency	LU / H / SENR
Review zoning ordinance amendments relative to solar energy systems adopted in 2016, and draft amendments to increase effectiveness and clarity	LU / SENR
Complete the revisions to the Town's Subdivision and Land Development Regulations to increase ease of use, provide clarity, and update physical improvement standards to current best practices	LU / CE / SENR / CHR
Continue to evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity, modernize, and bring standards in line with current best practices	LU / CE / SENR
Draft revisions to the zoning ordinance relative to the re-use and redevelopment of parcels currently zoned Government and Institutional	LU / H / SENR / ED
Assist the Planning Board in review of zoning ordinance amendments to address 'mobile food establishments' as required by the RI General Assembly in 2017	LU / ED
Begin discussion of potential zoning ordinance amendments to support increased intensity and mixed-use development within the Old Tower Hill Road corridor	LU / ED
Support the University of Rhode Island's efforts to extend the William C. O'Neill Bike Path to URI	C / URI
Perform administrative coordination and oversight of the Town's Community Development Block Grant (CDBG) program	H
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI
Continue to assess Department procedures, communications, and policies to increase efficiency, transparency, inter-Departmental coordination, and effectiveness, and clarity of information for public consumption	CE
Maintain the Planning Department section of the Town website to provide updated content and effective communication	CE
Monitor legislative developments and track issues of interest to the Town during the General Assembly's 2019 legislative session	CE
Assist the Historic District Commission in hiring a consultant and completing an application to expand the Wakefield National Register Historic District	CHR
Work with IT staff to begin bringing Planning Board applications into the online View Point system	CE
Continue enforcement of restrictions to permanently protected open space created through residential subdivisions and revise procedures relative to enforcement to limit the amount of staff time necessary	LU / SENR / PCSF

General Fund (101) Planning, *continued*



Planning Priorities, <i>continued</i>	Town Council Goals & Obj's
Assist the Bicycle & Pedestrian Advisory Committee (BPAC) in developing a Bicycle & Pedestrian Improvement Program (BPIP) to prioritize and address problem areas throughout Town	PCSF / C
Assist the Recreation Department and the Waterfront Advisory Commission in completing the update to the Harbor Management Plan	PCSF / LU / SENR
GIS Priorities	Town Council Goals & Obj's
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 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
Continue development of the Town's ArcGIS Online website to provide targeted maps and web applications for user-friendly access to the Town's GIS database	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 2019-2020 Goals & Objectives

Goals & Objectives – Planning	Town Council Goals & Obj's
Undertake activities to implement the Comprehensive Community Plan, including zoning ordinance amendments to bring the zoning ordinance into conformance with the Future Land Use Map	LU
Continue to review, modernize, and make more effective the Town's zoning ordinance, including assessment of review procedure thresholds, and standards for the review and approval of farm and bed and breakfast events	LU / PCSF / ED
Provide ongoing administrative and technical support to nine 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
Finalize development of the Route 1 Scenic Roadway Stewardship Plan	LU / SENR / CHR / C
Provide timely, accurate information to the public regarding Town planning programs, data sources, regulations, and land development applications	CE
Complete evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing and provide proposed amendments to the Town Council for review and potential adoption	LU / H / SNP
Undertake activities to implement the Town's Multi-Hazard Mitigation Plan	LU / H / SENR / ED / C
Undertake activities to implement the Town's village plan studies, including those for Peace Dale, Wakefield, West Kingston, and Matunuck	LU / H / ED / C
Undertake special project research, policy development support, issue analysis, and ordinance development	LU / H / CHR / ED
Continue to evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity, modernize, and bring standards in line with current best practices	LU / CE / SENR
Finalize revisions to the zoning ordinance relative to the re-use and redevelopment of parcels currently zoned Government and Institutional	LU / H / SENR / ED
Draft zoning ordinance amendments to support increased intensity and mixed-use development within the Old Tower Hill Road corridor	LU / ED
Support and participate in the Coastal Resources Management Council's development of the Beach Special Area Management Plan	SENR / LU
Perform administrative coordination and oversight of the Town's Community Development Block Grant (CDBG) program	H
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI
Continue to assess Department procedures, communications, and policies to increase efficiency, transparency, inter-Departmental coordination, and effectiveness, and clarity of information for public consumption	CE
Maintain the Planning Department section of the Town website to provide updated content and effective communication	CE
Monitor legislative developments and track planning related issues of interest to the Town during the General Assembly's 2020 legislative session	CE
Work with IT staff to bring Planning Board applications into the online View Point system	CE
Continue the Department's collaborative role and advocacy concerning multi-modal transportation issues in the community	C / CE
Assist the Bicycle & Pedestrian Advisory Committee (BPAC) in administering a Bicycle & Pedestrian Improvement Program (BPIP) to prioritize and address problem areas throughout Town	PCSF / C
Assist the Recreation Department and the Waterfront Advisory Commission in completing the update to the Harbor Management Plan	PCSF / LU / SENR

General Fund (101) Planning, *continued*



Goals & Objectives – GIS	Town Council Goals & Objs
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 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Planning Board meetings	33	27	27	LU / H / SENR / ED
Technical Review Committee (TRC) meetings	12	11	12	LU / ED / H
Conservation Commission meetings	11	11	12	SENR
Economic Development Committee meetings	20	16	16	ED
Historic District Commission meetings	8	8	6	CHR
Affordable Housing Collaborative meetings	7	8	12	H / SNP
Sustainability Committee meetings*	11	12	12	SENR
Bicycle Pedestrian Advisory Committee (BPAC) meetings**	9	10	12	C
Subdivision and Development Applications Review (all stages of review)	91	76	80	PCSF / LU
Zoning Ordinance and Map Amendments reviewed and/or proposed	4	8	4	PCSF / LU

*New board, began meeting May 2017

**New board, began meeting August 2017

GIS Division: Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Tax Cut Revisions to Tax Assessor Maps	41	40	40	PCSF
Map Sales to Public	\$311	\$300	\$300	CE
Maps produced for Town Departments	152	200	200	PCSF
Scanned Land Evidence Recorded Plans	86	100	100	CE
Copies of recorded plans for public	191	200	200	PCSF

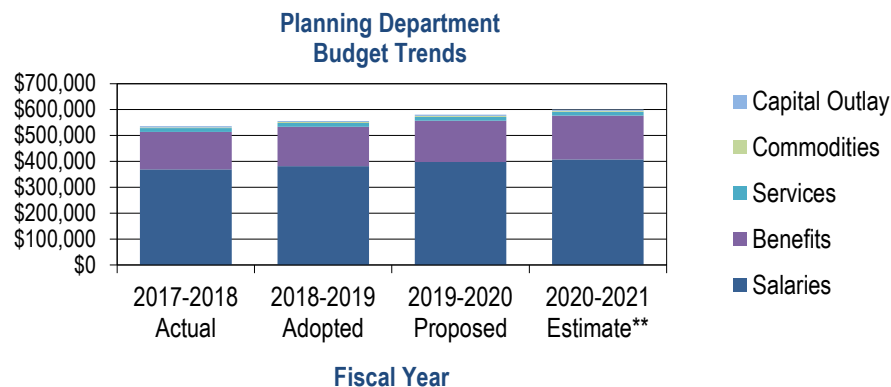
General Fund (101) Planning, *continued*



FY 2019-2020 Funding Comparison

Planning	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$369,705	\$381,917	\$379,101	\$397,393	\$15,476
Benefits	143,666	151,535	149,193	159,684	8,149
Subtotal Personnel Expenditures*	\$513,372	\$533,452	\$528,294	\$557,077	\$23,625
Services	\$15,491	\$14,624	\$13,071	\$14,551	(\$73)
Commodities	2,182	3,770	3,665	4,223	453
Capital Outlay	5,706	4,183	4,183	5,358	1,175
Subtotal Operating Expenditures	\$23,379	\$22,577	\$20,919	\$24,132	\$1,555
Total Expenditures	\$536,751	\$556,029	\$549,213	\$581,209	\$25,180

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

General Fund (101) Planning, *continued*



FY 2019-2020 Expenditure Statements

10116001	Planning Department	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10116001	511001 Full-Time Employees	\$281,203	\$294,969	\$282,423	\$307,360	4.20%
10116001	511002 Part-Time Employees	3,460	0	0	0	0.00%
10116001	511004 Overtime	60	0	0	0	0.00%
10116001	511005 Retirement/Vacation Reimb.	0	0	9,412	0	0.00%
10116001	511006 Longevity	2,688	2,933	2,870	2,484	-15.31%
10116001	Subtotal Wages	\$287,411	\$297,902	\$294,705	\$309,844	4.01%
10116001	522250 FICA	21,236	21,966	22,148	22,870	4.12%
10116001	522300 Municipal Employees Retirement	31,883	35,063	33,579	37,677	7.46%
10116001	522301 State Retirement Defined Contribution	2,965	3,108	2,981	3,233	4.02%
10116001	522818 Medical Insur-Active Employees	47,250	48,638	48,610	51,526	5.94%
10116001	522822 Dental Insur-Active Employees	4,052	3,908	3,124	3,204	-18.01%
10116001	522840 Insurance Buyback	2,000	2,000	1,667	2,000	0.00%
10116001	522850 Life Insurance	134	136	118	124	-8.82%
10116001	538014 Travel Expenses	0	170	142	550	223.53%
10116001	538016 Educational Expenses	1,295	805	765	765	-4.97%
10116001	540038 Uniforms And Other Clothing	154	300	300	600	100.00%
10116001	Subtotal Benefits	\$110,970	\$116,094	\$113,434	\$122,549	5.56%
10116001	530111 Professional Services	52	1,375	500	1,200	-12.73%
10116001	534016 Computer/Software Maintenance	0	0	0	1,000	0.00%
10116001	538012 Advertising	448	200	450	200	0.00%
10116001	538022 Printing Expenses	119	200	0	100	-50.00%
10116001	538030 Licenses And Dues	1,588	875	1,171	97	-88.91%
10116001	Subtotal Services	\$2,207	\$2,650	\$2,121	\$2,597	-2.00%
10116001	540012 Office Materials & Supplies	762	950	1,065	750	-21.05%
10116001	540020 Books And Publications	79	20	40	100	400.00%
10116001	Subtotal Commodities	\$840	\$970	\$1,105	\$850	-12.37%
10116001	530044 Non-Major Technology Reserve	1,665	1,600	1,600	2,650	65.63%
10116001	550002 Computer Equipment	2,059	0	0	0	0.00%
10116001	Subtotal Capital Outlay	\$3,724	\$1,600	\$1,600	\$2,650	65.63%
10116001	Total Planning Department	\$405,153	\$419,216	\$412,965	\$438,490	4.60%

General Fund (101) Planning, *continued*

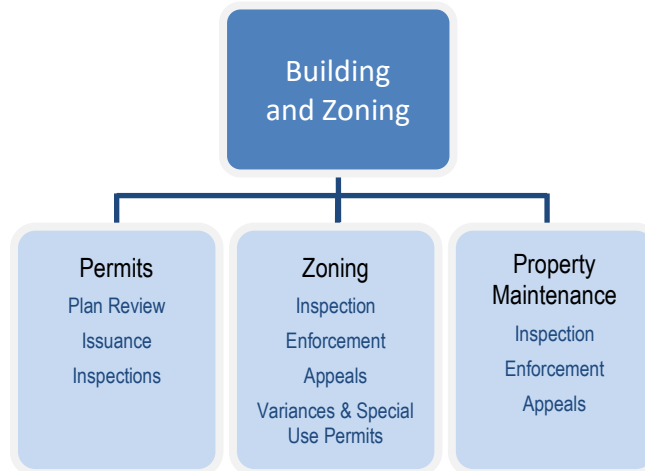


10116005	Geographical Information Systems (GIS)		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10116005	511001	Full-Time Employees	\$79,911	\$81,510	\$81,891	\$84,810	4.05%
10116005	511006	Longevity	2,383	2,505	2,505	2,739	9.34%
10116005	Subtotal Wages		\$82,294	\$84,015	\$84,396	\$87,549	4.21%
10116005	522250	FICA	5,994	6,101	6,308	6,368	4.38%
10116005	522300	Municipal Employees Retirement	9,242	9,889	9,933	10,646	7.65%
10116005	522301	State Retirement Defined Contribution	1,029	1,050	1,055	1,094	4.19%
10116005	522818	Medical Insur-Active Employees	15,776	16,240	16,907	17,204	5.94%
10116005	522822	Dental Insur-Active Employees	556	977	377	392	-59.88%
10116005	522850	Life Insurance	34	34	31	31	-8.82%
10116005	538014	Travel Expenses	65	1,000	998	1,200	20.00%
10116005	540038	Uniforms And Other Clothing	0	150	150	200	33.33%
10116005	Subtotal Benefits		\$32,696	\$35,441	\$35,759	\$37,135	4.78%
10116005	530111	Professional Services	7,450	5,600	5,000	5,600	0.00%
10116005	534014	Office Equipment Maintenance	1,434	1,554	1,250	1,554	0.00%
10116005	534016	Computer/Software Maintenance	4,400	4,700	4,600	4,700	0.00%
10116005	538022	Printing Expenses	0	120	100	100	-16.67%
10116005	Subtotal Services		\$13,284	\$11,974	\$10,950	\$11,954	-0.17%
10116005	540012	Office Materials & Supplies	1,341	2,800	2,560	3,373	20.46%
10116005	Subtotal Commodities		\$1,341	\$2,800	\$2,560	\$3,373	20.46%
10116005	530044	Non-Major Technology Reserve	1,982	2,583	2,583	2,708	4.84%
10116005	Subtotal Capital Outlay		\$1,982	\$2,583	\$2,583	\$2,708	4.84%
10116005	Total Geographic Information Systems		\$131,598	\$136,813	\$136,248	\$142,719	4.32%

	Total Planning Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10113001	Subtotal Planning Department	\$405,153	\$419,216	\$412,965	\$438,490	4.60%
10116005	Subtotal GIS	131,598	136,813	136,248	142,719	4.32%
	Total Planning Program	\$536,751	\$556,029	\$549,213	\$581,209	4.53%



Organizational Chart



Mission Statement

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

Functions

ZONING/BUILDING

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

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

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



FY 2018-2019 Priorities

Priorities	Town Council Goals & Obj's
Utilize the electronic permitting platform to expand other public services including addressing complaints, records access, and property records	PCSF
Purchase the first electric vehicle, which is used as the Department's main inspection vehicle	SENR
Expand the information on the Department's webpage to provide seamless public services	ED / CE
Continue to lead in the implementation and development of the electronic permitting platform within the Town and promote the public use and benefits	CE / ED
Maintain the stewardship of the Town's character and development through the implementation of the Building, Zoning, and Property Maintenance Codes	SENR / ED / CHR
Collaborate with CRMC, State Building Code Commission, and the Town's Planning Department in the development of codes and standards related to energy efficiency, sea level rise, green construction, renewable energy options, and sustainable construction	CE / LU / SENR / ED
Continue to stay Involved on both a State and National level in the development and education of updated Building Codes and Standards related to energy, sustainability, and green construction	CE / LU / SENR / ED
Review plans, issue permits, and provide required inspections in a timely efficient manner Utilizing the electronic permitting software and portable tablets	ED

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Continue to assist the general public that all construction is in conformance with the Town's Building Codes, Zoning Regulations, and State Laws and Standards	PCSF
Continue with the implementation of the State Electronic Permitting Software and look for ways to expand the use with additional applications and record keeping	CE / ED
Continue to archive departments building, zoning, and other associated records through the use of scanning and electronic indexing	CE
Review plans, issue permits, and perform the required inspections in a timely and efficient manner to encourage development and economic development in the Town	LU / ED
Work with Town Departments relative to the implementation of capital improvements through assistance with plan and specifications review to ensure a safe, efficient, and healthy built environment	BDFM / CHR
Work with the School Department and other Town Departments in the review and recommendation of the School Buildings Improvements	BDFM / ED
Work with the Planning Department and other Town Departments to review, improve, and develop the standards related to the Town Zoning and Planning regulations to encourage development and the ability to navigate the Town regulations in user friendly manner	CE / LU / ED



Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Field Inspections*	53%	45%	45%	PCSF
Review Plans & Issuing Permits*	39%	39%	39%	PCSF
Research and Advise Residents, Contractors & Design Professionals*	4%	8%	8%	PCSF
Building & Zoning Violations*	2%	6%	6%	PCSF
Committee Meetings*	2%	2%	2%	PCSF
Zoning Board Meetings	15	14	14	PCSF
Zoning Petitions Received	69	72	72	PCSF
Complaints Received and Investigated	120	120	120	PCSF
Notice of Violations Issued	38	25	25	PCSF
Plumbing Permits Issued	262	230	230	PCSF
Solar Permits Issued	0	146	146	PCSF
Electrical Permits Issued	805	736	736	PCSF
Mechanical Permits Issued	729	814	814	PCSF
Residential Building Permits Issued	1,099	1,116	1,116	PCSF
Commercial Building Permits Issued	69	82	82	PCSF

**employee time allocation*

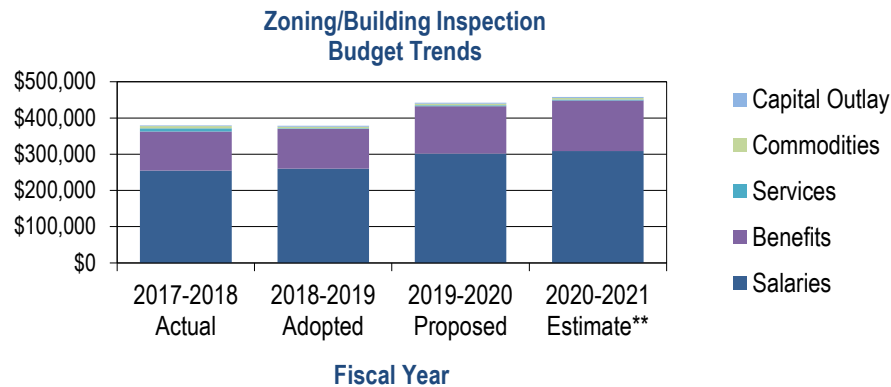
General Fund (101) Zoning/Building (17001), *continued*



FY 2019-2020 Funding Comparison

Zoning/Building Inspection	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	4.50	4.50	4.50	4.50	0.00
Salaries	\$254,623	\$259,930	\$251,257	\$301,617	\$41,687
Benefits	108,405	109,361	102,070	130,994	21,633
Subtotal Personnel Expenditures*	\$363,029	\$369,291	\$353,327	\$432,611	\$63,320
Services	\$8,144	\$2,390	\$3,423	\$2,665	\$275
Commodities	6,133	4,200	3,093	4,200	0
Capital Outlay	2,120	3,020	2,470	2,920	(100)
Subtotal Operating Expenditures	\$16,396	\$9,610	\$8,986	\$9,785	\$175
Total Expenditures	\$379,425	\$378,901	\$362,313	\$442,396	\$63,495

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

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



FY 2019-2020 Expenditure Statements

10117001	Zoning/Building Inspection	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change	
10117001	511001	Full-Time Employees	\$215,478	\$224,058	\$204,659	\$252,937	12.89%
10117001	511002	Part-Time Salaries	28,607	34,841	38,990	47,969	37.68%
10117001	511004	Overtime	1,374	300	218	300	0.00%
10117001	511005	Retirement/Vacation Reimb.	0	0	3,896	0	0.00%
10117001	511006	Longevity	9,165	731	3,494	411	-43.78%
10117001	Subtotal Wages	\$254,623	\$259,930	\$251,257	\$301,617	16.04%	
10117001	522250	FICA	18,836	18,769	18,769	21,760	15.94%
10117001	522300	Municipal Employees Retirement	25,230	26,443	24,500	30,757	16.31%
10117001	522301	State Retirement Defined Contribution	1,616	2,247	1,066	1,627	-27.59%
10117001	522818	Medical Insur-Active Employees	55,235	55,580	51,743	68,730	23.66%
10117001	522822	Dental Insur-Active Employees	4,209	3,286	4,167	5,340	62.51%
10117001	522840	Insurance Buyback	1,462	0	0	0	0.00%
10117001	522850	Life Insurance	162	136	125	155	13.97%
10117001	538014	Travel Expenses	1,048	2,200	1,000	1,925	-12.50%
10117001	540038	Uniforms And Other Clothing	607	700	700	700	0.00%
10117001	Subtotal Benefits	\$108,405	\$109,361	\$102,070	\$130,994	19.78%	
10114003	530066	Internet Access	1,440	2,000	185	2,000	0.00%
10117001	530111	Professional Services	1,176	0	2,740	0	0.00%
10117001	534010	Motor Vehicles Maintenance	200	0	0	0	0.00%
10117001	534014	Office Equipment Maintenance	0	0	275	275	0.00%
10117001	534020	Maintenance Of Buildings	4,936	0	0	0	0.00%
10117001	538012	Advertising	0	100	0	100	0.00%
10117001	538022	Printing Expenses	386	150	137	140	-6.67%
10117001	538030	Licenses And Dues	6	140	86	150	7.14%
10117001	Subtotal Services	\$8,144	\$2,390	\$3,423	\$2,665	11.51%	
10117001	540012	Office Materials & Supplies	169	400	300	300	-25.00%
10117001	540020	Books And Publications	779	200	100	300	50.00%
10117001	540028	Motor Vehicle Materials & Supp	3,379	1,600	534	1,600	0.00%
10117001	540040	Fuels And Lubricants	1,806	2,000	2,159	2,000	0.00%
10117001	Subtotal Commodities	\$6,133	\$4,200	\$3,093	\$4,200	0.00%	
10117001	530044	Non-Major Technology Reserve	2,120	2,320	2,320	2,320	0.00%
10117001	550004	Office Equipment	0	300	150	200	-33.33%
10117001	550026	Furniture And Furnishings	0	400	0	400	0.00%
10117001	Subtotal Capital Outlay	\$2,120	\$3,020	\$2,470	\$2,920	-3.31%	
10117001	Total Zoning/Building Inspection	\$379,425	\$378,901	\$362,313	\$442,396	16.76%	



**TAB 7
PUBLIC SAFETY**

Police..... 7 - 1
Animal Control 7 - 10
Harbor Patrol 7 - 15
Fire Alarm & Communications..... 7 - 19
Emergency Medical Services..... 7 - 25

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

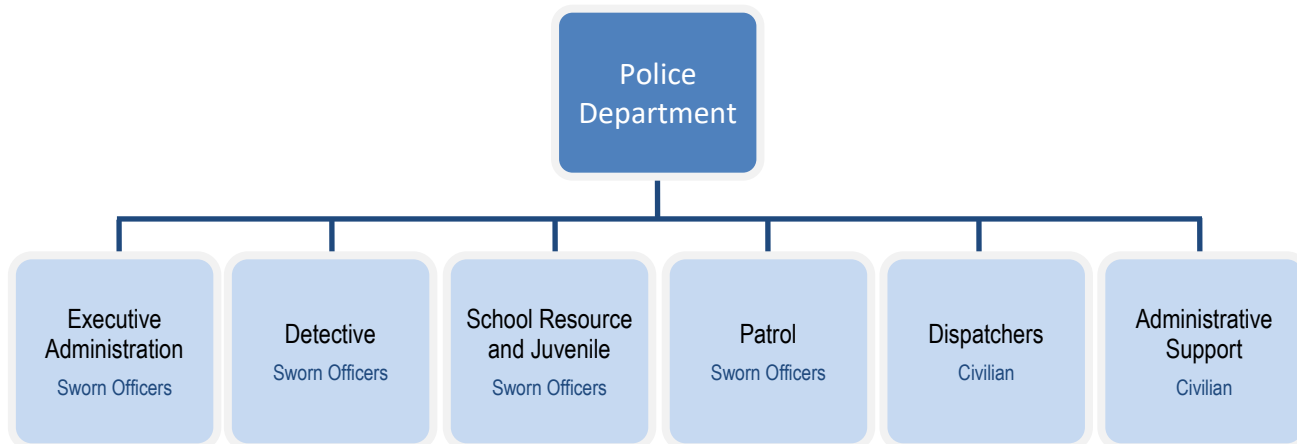
General Fund (101) Police



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

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

Organizational Chart



Mission Statement

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

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

Functions

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

The Police Department also oversees the 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 Captain 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; assist in coordinating with other Town Departments in the 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

General Fund (101) Police, *continued*



FY 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Continue progress toward achieving accreditation status; conduct comprehensive review of all policies and procedures to adhere to best practices and highest level of professionalism; mock assessment to be scheduled in April 2019, with anticipated accreditation by July 2019	PCSF
Administer promotional processes for the ranks of Lieutenant and Sergeant to fill vacancies within the command staff; create new rank of Captain to serve as Deputy EMA Director to oversee the critical function area of emergency management relating to Police services, and responsible for coordinating efforts and resources in managing traffic related issues as chair of the Transportation & Traffic Review Committee	PCSF
Conduct police recruitment drive, supplemented by the implementation of a new lateral transfer hiring program to recruit certified police officers; hire and train 7 replacement officers (3 recruits, 4 lateral transfers) 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 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
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; 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 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 SK Communications Consortium (SKCC) to review and resolve interoperability issues with the goal of developing a common town-wide radio communications system that will meet the needs of each agency individually and all agencies collectively	CE / BDFM
Complete duty weapon upgrade program funded by Federal Forfeiture proceeds; train officers and issue new weapons during Fall 2018 range qualifications	BDFM
Continue expansion of the successful load bearing vest program; outfit additional officers with external vest carriers, associated gear, and modified uniform shirts	BDFM
In collaboration with Personnel and IT acquire and place in service new badging system to create employee badges and conceal carry weapon permit identification	CE / BDFM

General Fund (101) Police, *continued*



Priorities, <i>continued</i>	Town Council Goals & Objs
Work collaboratively with Finance Department to prepare bid specifications and complete acquisitions for police equipment budgeted for replacement in FY 2018-2019	PCSF
Complete HVAC facilities improvements planned in FY 2018-2019, upgrade rooftop chiller	PCSF
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 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

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Achieve/maintain 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
Fill the command staff vacancy in the rank of Lieutenant that was created by the elevation of the Administrative Lieutenant to the rank of Captain in October 2018	PCSF
Recruit and train new police recruits to promptly fill vacancies, continue utilizing lateral transfer hiring program as an additional resource to attract qualified candidates; strive to attain diversified applicant pool	PCSF
Foster the multiple partnerships formed with community/institutional groups and State and Federal law enforcement agencies to insure quality of life for all citizens	URI / SCH / 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
Implement planned facilities improvements; replace boiler system and upgrade air conditioning system in radio communications room	SENR
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CE
Prepare and submit FY 2020-2021 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 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Sworn Officers – Patrol	39	39	38	PCSF
Sworn Officers – Patrol/SRO	2	2	2	PCSF
Sworn Officers – Detective	6.5	7	7	PCSF
Sworn Officers – Administrative	6	6	7	PCSF
Total Number of Sworn Officers	53.5	54	54	PCSF
Dispatchers	8	8	8	PCSF
Civilian Admin Support Staff	10	9	9	PCSF
Calls for Service	48,017	48,000	48,500	PCSF
Calls Handled by SRO	101	105	105	PCSF
SRO Dedicated Hours	2,880	2,880	2,880	PCSF
Total Number of Auto Accidents	1,121	1,150	1,150	PCSF
Auto Accidents with Injury	242	250	250	PCSF
UCR* offenses – all offenses within <i>Major Crime Classifications</i>	370	375	375	PCSF
UCR* offenses – DUI Arrest	92	95	95	PCSF
UCR* offenses – Adult Arrest	507	520	520	PCSF
UCR* offenses – Juvenile Arrest	38	40	40	PCSF

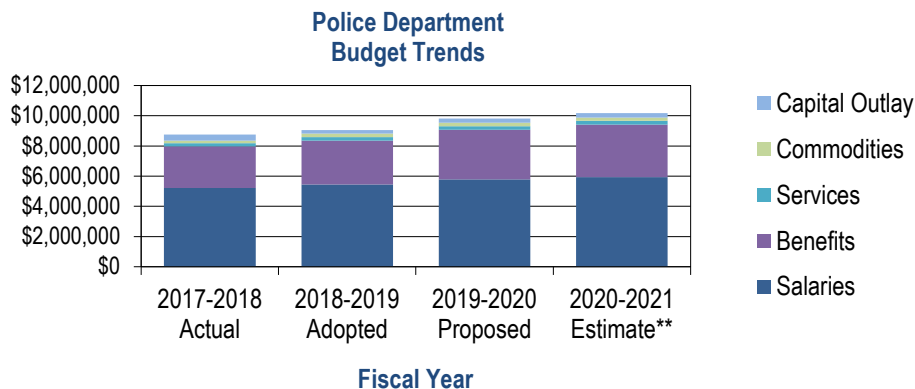
**Uniform Crime Report Statistics*



FY 2019-2020 Funding Comparison

Police Department (including civilian)	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	72.5	72.0	72.0	72.0	0
Salaries	\$5,206,194	\$5,449,278	\$5,407,463	\$5,780,275	\$330,997
Benefits	2,762,889	2,894,100	2,851,386	3,294,979	400,879
Subtotal Personnel Expenditures*	\$7,969,083	\$8,343,378	\$8,258,849	\$9,075,254	\$731,876
Services	\$204,497	\$240,103	\$207,153	\$236,958	(\$3,145)
Commodities	181,060	224,240	190,883	227,120	2,880
Capital Outlay	406,527	235,588	380,948	278,030	42,442
Subtotal Operating Expenditures	\$792,083	\$699,931	\$778,984	\$742,108	\$42,177
Total Expenditures	\$8,761,166	\$9,043,309	\$9,037,833	\$9,817,362	\$774,053

*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 saw 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 in FY 2018-2019.



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

General Fund (101) Police, *continued*



FY 2019-2020 Expenditure Statement

10120001	Police Department	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120001	511001 Full-Time Employees	\$3,271,010	\$3,582,395	\$3,515,457	\$3,829,558	6.90%
10120001	511004 Overtime	647,153	555,000	660,170	618,000	11.35%
10120001	511005 Retirement/Vacation Reimb.	45,958	100,000	5,152	50,000	-50.00%
10120001	511006 Longevity	186,953	202,554	189,677	209,612	3.48%
10120001	Subtotal Wages	\$4,151,075	\$4,439,949	\$4,370,456	\$4,707,170	6.02%
10120001	522250 FICA	297,792	320,835	322,766	343,632	7.11%
10120001	522302 Police Retirement	787,711	842,907	824,899	1,105,117	31.11%
10120001	522306 Direct Pension	7,480	7,480	7,480	7,480	0.00%
10120001	522818 Medical Insur-Active Employees	668,530	701,863	731,505	791,657	12.79%
10120001	522820 Medical Insur-Retirees	360,641	383,270	331,006	366,184	-4.46%
10120001	522822 Dental Insur-Active Employees	43,349	41,615	42,919	45,741	9.91%
10120001	522824 Dental Insur-Retirees	6,525	4,930	5,579	5,802	17.69%
10120001	522840 Insurance Buyback	12,739	15,250	11,847	12,250	-19.67%
10120001	522850 Life Insurance	4,333	4,516	4,169	4,312	-4.52%
10120001	538014 Travel Expenses	225	400	100	300	-25.00%
10120001	538016 Educational Expenses	47,838	51,700	49,330	67,700	30.95%
10120001	540038 Uniforms And Other Clothing	40,356	40,925	39,723	42,500	3.85%
10120001	Subtotal Benefits	\$2,277,520	\$2,415,691	\$2,371,323	\$2,792,675	15.61%
10120001	530012 Cleaning Services	9,891	12,384	12,384	12,040	-2.78%
10120001	530014 Refuse Disposal	2,687	2,878	2,739	2,878	0.00%
10120001	530024 Medical Services	445	750	477	750	0.00%
10120001	530064 Copy Machine Services	2,545	3,080	2,904	3,344	8.57%
10120001	530066 Internet Access	1,014	1,014	1,014	1,014	0.00%
10120001	530111 Professional Services	7,907	11,000	8,672	11,500	4.55%
10120001	532000 Telephone	22,101	23,390	21,819	24,243	3.65%
10120001	532004 Electricity	60,563	65,120	61,000	63,360	-2.70%
10120001	532008 Natural Gas	11,975	15,840	10,863	15,840	0.00%
10120001	532010 Wastewater Fees	470	528	557	572	8.33%
10120001	532012 Water Fees	1,631	2,508	2,508	2,816	12.28%
10120001	534010 Motor Vehicles Maintenance	12,672	20,000	15,648	18,000	-10.00%
10120001	534012 Commun Equip. Maintenance	4,646	6,235	4,236	6,235	0.00%
10120001	534014 Office Equipment Maintenance	5,090	6,880	4,099	7,138	3.75%
10120001	534016 Computer/Software Maintenance	18,800	20,466	18,347	20,620	0.75%
10120001	534020 Maintenance Of Buildings	15,878	17,160	15,254	16,720	-2.56%
10120001	538012 Advertising	72	1,400	700	400	-71.43%
10120001	538020 Postage	1,511	1,850	1,780	1,800	-2.70%
10120001	538022 Printing Expenses	1,738	2,100	1,500	2,024	-3.62%
10120001	538028 Rentals	240	300	200	156	-48.00%
10120001	538030 Licenses And Dues	1,680	1,400	767	1,700	21.43%
10120001	Subtotal Services	\$183,555	\$216,283	\$187,468	\$213,150	-1.45%

*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 Proposed	Percent Change
10120001	540012 Office Materials & Supplies	2,092	4,092	2,394	4,092	0.00%
10120001	540014 Janitorial Materials & Supp	4,510	5,804	3,956	5,368	-7.51%
10120001	540018 Elect Materials & Supplies	799	2,024	870	2,024	0.00%
10120001	540020 Books And Publications	2,296	4,000	3,285	3,500	-12.50%
10120001	540024 Chemicals And Gases	3,767	3,800	1,740	4,100	7.89%
10120001	540026 Bldg & Const Materials & Supp	1,219	1,478	1,145	1,478	0.00%
10120001	540028 Motor Vehicle Materials & Supp	34,369	33,000	30,075	35,000	6.06%
10120001	540030 Medical & Lab Materials & Supp	731	3,500	2,650	3,500	0.00%
10120001	540032 General Hardware & Tools	148	440	350	440	0.00%
10120001	540040 Fuels And Lubricants	93,977	121,500	108,466	123,000	1.23%
10120001	540052 Photographic Materials & Supp	365	425	500	500	17.65%
10120001	540058 Safety Related Mat & Supp	27,154	29,500	29,097	29,500	0.00%
10120001	580100 Miscellaneous Expenses	8,142	12,415	5,166	12,415	0.00%
10120001	Subtotal Commodities	\$179,568	\$221,978	\$189,694	\$224,917	1.32%
10120001	530044 Non-Major Technology Reserve	29,795	30,183	30,183	31,200	3.37%
10120001	550012 Motor Vehicles	189,143	183,500	183,500	226,000	23.16%
10120001	550014 Medical And Laboratory Equip	1,633	9,900	7,500	3,400	-65.66%
10120001	550016 Janitorial Equipment	0	0	0	3,400	0.00%
10120001	550024 Safety Related Equipment	4,922	5,475	4,475	7,500	36.99%
10120001	550026 Furniture And Furnishings	2,504	3,000	1,760	3,000	0.00%
10120001	590999 Transfer To Other Funds	175,000	0	150,000	0	0.00%
10120001	Subtotal Capital Outlay	\$402,997	\$232,058	\$377,418	\$274,500	18.29%
10120001	Total Police Department	\$7,194,714	\$7,525,959	\$7,496,359	\$8,212,412	9.12%

10120002	Police Civilian Personnel	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120002	511001 Full-Time Employees	\$487,313	\$434,124	\$440,653	\$459,868	5.93%
10120002	511002 Part-Time Salaries	8,108	7,632	8,242	9,620	26.05%
10120002	511004 Overtime	4,744	7,000	4,853	7,000	0.00%
10120002	511006 Longevity	23,646	22,546	22,714	24,781	9.91%
10120002	Subtotal Wages	\$523,811	\$471,302	\$476,462	\$501,269	6.36%
10120002	522250 FICA	37,375	33,315	35,285	35,769	7.37%
10120002	522300 Municipal Employees Retirement	57,520	53,751	54,550	58,934	9.64%
10120002	522301 State Retirement Defined Contribution	4,449	3,703	3,790	3,965	7.08%
10120002	522818 Medical Insur-Active Employees	143,817	136,657	127,203	134,836	-1.33%
10120002	522822 Dental Insur-Active Employees	8,292	8,171	7,943	8,261	1.10%
10120002	522850 Life Insurance	336	307	276	279	-9.12%
10120002	Subtotal Benefits	\$251,789	\$235,904	\$229,047	\$242,044	2.60%
10120002	Total Police Civilian Personnel	\$775,600	\$707,206	\$705,509	\$743,313	5.11%

General Fund (101) Police, *continued*



10120050	Police Dispatchers	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change*
10120050	511001 Full-Time Employees	\$375,929	\$394,450	\$397,019	\$411,258	4.26%
10120050	511002 Part-Time Salaries	18,334	19,891	19,822	20,578	3.45%
10120050	511004 Overtime	117,662	110,000	130,018	125,458	14.05%
10120050	511005 Retirement/Vacation Reimb.	3,987	0	0	0	0.00%
10120050	511006 Longevity	15,397	13,686	13,686	14,542	6.25%
10120050	Subtotal Wages	\$531,309	\$538,027	\$560,545	\$571,836	6.28%
10120050	522250 FICA	38,789	39,128	41,928	41,759	6.72%
10120050	522300 Municipal Employees Retirement	43,948	47,372	48,340	51,088	7.84%
10120050	522301 State Retirement Defined Contribution	4,693	4,793	4,885	5,004	4.40%
10120050	522818 Medical Insur-Active Employees	99,888	101,265	108,037	109,938	8.56%
10120050	522820 Medical Insur-Retirees	31,782	35,737	34,065	36,107	1.04%
10120050	522822 Dental Insur-Active Employees	6,387	6,572	6,327	6,516	-0.85%
10120050	522840 Insurance Buyback	705	0	2,000	2,000	0.00%
10120050	522850 Life Insurance	262	238	246	248	4.20%
10120050	538014 Travel Expenses	0	100	100	100	0.00%
10120050	538016 Educational Expenses	2,729	2,800	588	3,000	7.14%
10120050	540038 Uniforms And Other Clothing	4,397	4,500	4,500	4,500	0.00%
10120050	Subtotal Benefits	\$233,580	\$242,505	\$251,016	\$260,260	7.32%
10120050	530012 Cleaning Services	1,610	2,016	2,016	1,960	-2.78%
10120050	530014 Refuse Disposal	366	392	374	392	0.00%
10120050	530064 Copy Machine Services	347	420	396	456	8.57%
10120050	530066 Internet Access	138	138	138	138	0.00%
10120050	532000 Telephone	1,898	1,960	1,639	2,007	2.40%
10120050	532004 Electricity	8,259	8,880	8,545	8,640	-2.70%
10120050	532008 Natural Gas	1,633	2,160	1,459	2,160	0.00%
10120050	532010 Wastewater Fees	64	72	76	78	8.33%
10120050	532012 Water Fees	222	342	342	384	12.28%
10120050	534012 Commun Equip. Maintenance	728	1,015	690	1,015	0.00%
10120050	534014 Office Equipment Maintenance	829	1,120	345	1,162	3.75%
10120050	534016 Computer/Software Maintenance	2,484	2,689	2,127	2,710	0.78%
10120050	534020 Maintenance Of Buildings	2,165	2,340	1,262	2,280	-2.56%
10120050	538012 Advertising	0	0	0	150	0.00%
10120050	538022 Printing Expenses	200	276	276	276	0.00%
10120050	Subtotal Services	\$20,942	\$23,820	\$19,685	\$23,808	-0.05%
10120050	540012 Office Materials & Supplies	276	558	326	558	0.00%
10120050	540014 Janitorial Materials & Supp	615	791	540	732	-7.46%
10120050	540018 Elect Materials & Supplies	91	276	119	276	0.00%
10120050	540020 Books And Publications	348	375	0	375	0.00%
10120050	540026 Bldg & Const Materials & Supp	143	202	156	202	0.00%
10120050	540032 General Hardware & Tools	20	60	48	60	0.00%
10120050	Subtotal Commodities	\$1,492	\$2,262	\$1,189	\$2,203	-2.61%
10120050	530044 Non-Major Technology Reserve	3,530	3,530	3,530	3,530	0.00%
10120050	Subtotal Capital Outlay	\$3,530	\$3,530	\$3,530	\$3,530	0.00%
10120050	Total Police Dispatchers	\$790,852	\$810,144	\$835,965	\$861,637	6.36%

	Total Police Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120001	Subtotal Police Department	\$7,194,714	\$7,525,959	\$7,496,359	\$8,212,412	9.12%
10120002	Subtotal Police Civilian Personnel	775,600	707,206	705,509	743,313	5.11%
10120050	Subtotal Police Dispatchers	790,852	810,144	835,965	861,637	6.36%
	Total Police Program	\$8,761,166	\$9,043,309	\$9,037,833	\$9,817,362	8.56%

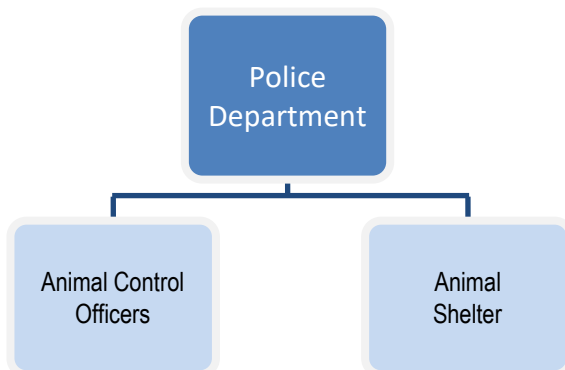
General Fund (101) Animal Control



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

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

Organizational Chart



Mission Statement

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

Functions

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

ANIMAL CONTROL OFFICERS

- 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

- 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



- 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 2018-2019 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 2018-2019; including the exterior post and beam rehabilitation project	PCSF / SENR
Continue to refine procedures for the Animal Shelter staff facility to meet necessary standards and improve and operational efficiency and effectiveness	PCSF

FY 2019-2020 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, *continued*



Specific Performance Measurements

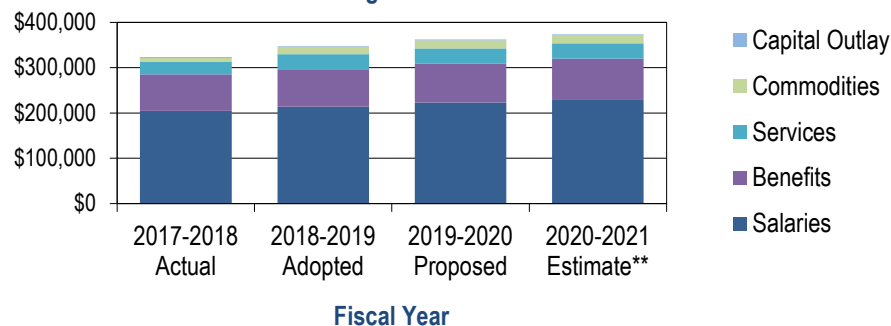
Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Animal Complaints Received	1,141	1,150	1,150	PCSF
Summons Issued	10	10	10	PCSF
Shelter Impoundments - Canine	213	185	185	PCSF
Shelter Impoundments - Feline	136	140	140	PCSF
Shelter Impoundments - Other	34	5	5	PCSF
Shelter Impoundments - DOA	18	20	20	PCSF
Total Impoundments	401	350	350	PCSF
South Kingstown Impoundments	316	275	275	PCSF
Narragansett Impoundments	85	75	75	BDFM
Animals Returned to Owner	190	195	195	PCSF
Animals Euthanized or Died	14	15	15	PCSF
Animals Adopted to New Homes	158	125	125	PCSF
Animals Quarantined at Shelter	20	20	20	PCSF

FY 2019-2020 Funding Comparison

Animal Control Road & Shelter	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$204,835	\$213,899	\$195,638	\$222,946	\$9,047
Benefits	80,336	82,455	81,167	86,297	3,842
Subtotal Personnel Expenditures*	\$285,171	\$296,354	\$276,805	\$309,243	\$12,889
Services	\$27,709	\$33,115	\$28,917	\$33,400	\$285
Commodities	8,753	16,375	12,384	17,350	975
Capital Outlay	1,860	1,860	1,860	2,160	300
Subtotal Operating Expenditures	\$38,322	\$51,350	\$43,161	\$52,910	\$1,560
Total Expenditures	\$323,493	\$347,704	\$319,966	\$362,153	\$14,449

*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.

**Animal Control Road & Shelter
Budget Trends**



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

General Fund (101) Animal Control, *continued*



FY 2019-2020 Expenditure Statements

10120071	Animal Control Road	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120071	511001 Full-Time Employees	\$44,078	\$44,971	\$45,420	\$46,915	4.32%
10120071	511002 Part-Time Salaries	15,983	16,951	13,483	17,976	6.05%
10120071	511004 Overtime	534	425	418	550	29.41%
10120071	511006 Longevity	4,155	4,277	4,277	4,399	2.85%
10120071	Subtotal Wages	\$64,750	\$66,624	\$63,598	\$69,840	4.83%
10120071	522250 FICA	4,827	4,960	4,803	5,205	4.94%
10120071	522300 Municipal Employees Retirement	5,416	5,796	5,849	6,240	7.66%
10120071	522818 Medical Insur-Active Employees	6,630	6,825	6,821	7,230	5.93%
10120071	522822 Dental Insur-Active Employees	368	355	374	392	10.42%
10120071	522850 Life Insurance	34	34	31	31	-8.82%
10120071	538016 Educational Expenses	2,600	500	250	500	0.00%
10120071	540038 Uniforms And Other Clothing	110	700	500	700	0.00%
10120071	Subtotal Benefits	\$19,985	\$19,170	\$18,628	\$20,298	5.88%
10120071	532000 Telephone	320	325	325	810	149.23%
10120071	534010 Motor Vehicles Maintenance	60	500	258	500	0.00%
10120071	538022 Printing Expenses	279	500	250	500	0.00%
10120071	538030 Licenses And Dues	0	50	6	50	0.00%
10120071	Subtotal Services	\$659	\$1,375	\$839	\$1,860	35.27%
10120071	540028 Motor Vehicle Materials & Supp	1,697	1,500	1,221	1,500	0.00%
10120071	540032 General Hardware & Tools	17	55	48	55	0.00%
10120071	540040 Fuels And Lubricants	3,508	4,750	3,290	4,500	-5.26%
10120071	540058 Safety Related Mat & Supp	91	350	63	350	0.00%
10120071	580100 Miscellaneous Expenses	70	250	0	1,450	480.00%
10120071	Subtotal Commodities	\$5,383	\$6,905	\$4,622	\$7,855	13.76%
10120071	530044 Non-Major Technology Reserve	1,330	1,330	1,330	1,330	0.00%
10120071	Subtotal Capital Outlay	\$1,330	\$1,330	\$1,330	\$1,330	0.00%
10120071	Total Animal Control Road	\$92,107	\$95,404	\$89,017	\$101,183	6.06%

General Fund (101) Animal Control, *continued*

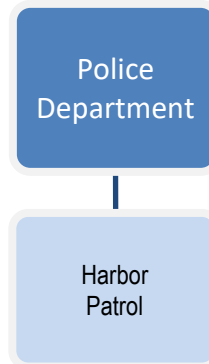


10120073	Animal Shelter	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120073	511001 Full-Time Employees	\$100,289	\$102,516	\$103,424	\$104,285	1.73%
10120073	511002 Part-Time Salaries	34,060	38,255	23,040	41,790	9.24%
10120073	511004 Overtime	1,715	2,350	1,541	2,350	0.00%
10120073	511006 Longevity	4,020	4,154	4,035	4,681	12.69%
10120073	Subtotal Wages	\$140,085	\$147,275	\$132,040	\$153,106	3.96%
10120073	522250 FICA	10,056	10,555	9,775	11,011	4.32%
10120073	522300 Municipal Employees Retirement	11,709	12,555	12,648	13,249	5.53%
10120073	522301 State Retirement Defined Contribution	531	545	566	539	-1.10%
10120073	522818 Medical Insur-Active Employees	34,542	35,556	35,536	36,812	3.53%
10120073	522822 Dental Insur-Active Employees	2,224	2,150	2,247	2,297	6.84%
10120073	522850 Life Insurance	74	74	68	66	-10.81%
10120073	538014 Travel Expenses	0	450	425	425	-5.56%
10120073	540038 Uniforms And Other Clothing	1,214	1,400	1,274	1,600	14.29%
10120073	Subtotal Benefits	\$60,351	\$63,285	\$62,539	\$65,999	4.29%
10120073	530111 Professional Services	3,851	5,400	4,550	5,900	9.26%
10120073	532000 Telephone	636	720	690	720	0.00%
10120073	532002 Fuel - Oil	5,722	6,800	5,704	6,800	0.00%
10120073	532004 Electricity	5,202	7,500	6,101	6,800	-9.33%
10120073	532012 Water Fees	1,177	1,700	1,700	1,700	0.00%
10120073	534020 Maintenance Of Buildings	9,964	9,000	8,858	9,000	0.00%
10120073	538012 Advertising	17	25	25	25	0.00%
10120073	538020 Postage	196	245	200	245	0.00%
10120073	538022 Printing Expenses	285	350	250	350	0.00%
10120073	Subtotal Services	\$27,050	\$31,740	\$28,078	\$31,540	-0.63%
10120073	540012 Office Materials & Supplies	654	700	350	700	0.00%
10120073	540014 Janitorial Materials & Supp	1,349	2,500	2,151	2,500	0.00%
10120073	540018 Elect Materials & Supplies	15	50	50	50	0.00%
10120073	540020 Books & Publications	107	20	0	45	125.00%
10120073	540022 Agri Materials & Supplies	418	2,000	1,800	2,000	0.00%
10120073	540026 Bldg & Const Materials & Supp	347	1,100	775	1,100	0.00%
10120073	540032 General Hardware & Tools	26	200	100	200	0.00%
10120073	540048 Pet Food	338	2,200	2,086	2,200	0.00%
10120073	540050 HVAC Materials & Supplies	73	500	450	500	0.00%
10120073	540058 Safety Related Mat & Supp	43	200	0	200	0.00%
10120073	Subtotal Commodities	\$3,370	\$9,470	\$7,762	\$9,495	0.26%
10120073	530044 Non-Major Technology Reserve	530	530	530	830	56.60%
10120073	Subtotal Capital Outlay	\$530	\$530	\$530	\$830	56.60%
10120073	Total Animal Shelter	\$231,386	\$252,300	\$230,949	\$260,970	3.44%

	Total Animal Control Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120071	Subtotal Animal Control Road	\$92,107	\$95,404	\$89,017	\$101,183	6.06%
10120073	Subtotal Animal Shelter	231,386	252,300	230,949	260,970	3.44%
	Total Animal Control Program	\$323,493	\$347,704	\$319,966	\$362,153	4.16%



Organizational Chart



Mission Statement

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

Functions

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

- Educate recreational boaters about the rules and regulations governing the use of Town waters
- Provide for the safety of the boating public on the waters located in South Kingstown, through education and enforcement of State and local boating safety laws
- Assist Federal, State, and local government agencies on matters pertaining to the Town's waterways
- Manage the Town's mooring fields
- Perform boating safety checks
- Issue warnings for various boating violations, and in serious cases, issues citations

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



FY 2018-2019 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
Commission and place in service new harbor patrol boat (PB2) for the summer 2018 season; outfit boat with canvas cover to protect it from the elements when stored on trailer	PCSF

FY 2019-2020 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 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Boating Safety Checks	40	60	60	PCSF
Warnings issued	12	15	15	PCSF
Moorings	204	216	216	PCSF
Moorings Revenue Generated	\$35,372	\$36,000	\$36,000	BDFM

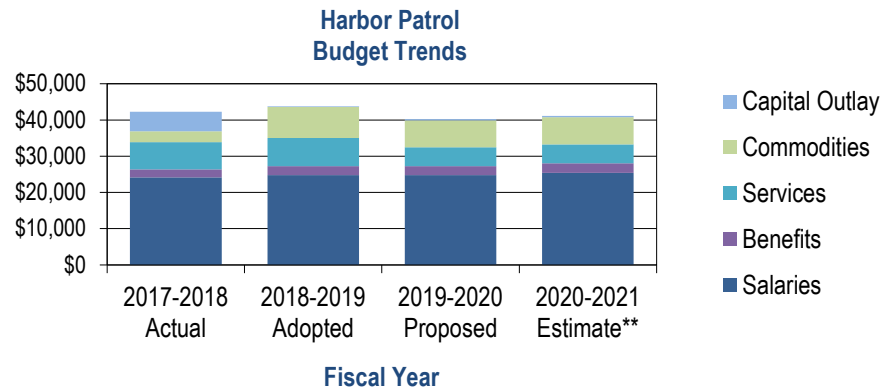
General Fund (101) Harbor Patrol (20090), *continued*



FY 2019-2020 Funding Comparison

Harbor Patrol	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$24,183	\$24,750	\$24,048	\$24,750	\$0
Benefits	2,175	2,494	2,440	2,494	0
Subtotal Personnel Expenditures*	\$26,358	\$27,244	\$26,488	\$27,244	\$0
Services	\$7,533	\$7,826	\$7,381	\$5,231	(\$2,595)
Commodities	3,030	8,500	6,459	7,400	(1,100)
Capital Outlay	5,318	200	200	333	133
Subtotal Operating Expenditures	\$15,881	\$16,526	\$14,040	\$12,964	(\$3,562)
Total Expenditures	\$42,238	\$43,770	\$40,528	\$40,208	(\$3,562)

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statement

10120090	Harbor Patrol	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10120090	511003	\$24,104	\$24,750	\$24,048	\$24,750	0.00%
10120090	511004	79	0	0	0	0.00%
10120090	Subtotal Wages	\$24,183	\$24,750	\$24,048	\$24,750	0.00%
10120090	522250	1,850	1,894	1,840	1,894	0.00%
10120090	540038	325	600	600	600	0.00%
10120090	Subtotal Benefits	\$2,175	\$2,494	\$2,440	\$2,494	0.00%
10120050	530066	281	481	481	481	0.00%
10120090	530111	0	500	500	500	0.00%
10120090	532000	320	320	320	325	1.56%
10120090	534010	28	500	400	500	0.00%
10120090	534012	100	175	150	175	0.00%
10120090	534018	6,794	5,600	5,380	3,000	-46.43%
10120090	538012	10	50	0	50	0.00%
10120090	538022	0	200	150	200	0.00%
10120090	Subtotal Services	\$7,533	\$7,826	\$7,381	\$5,231	-33.16%
10120090	540028	531	200	150	400	100.00%
10120090	540040	2,282	4,000	2,559	4,000	0.00%
10120090	540058	100	4,100	3,750	2,500	-39.02%
10120090	580100	117	200	0	500	150.00%
10120090	Subtotal Commodities	\$3,030	\$8,500	\$6,459	\$7,400	-12.94%
10120090	530044	200	200	200	333	66.50%
10120090	550002	1,018	0	0	0	0.00%
10120090	550024	4,100	0	0	0	0.00%
10120090	Subtotal Capital Outlay	\$5,318	\$200	\$200	\$333	66.50%
10120090	Total Harbor Patrol	\$42,238	\$43,770	\$40,528	\$40,208	-8.14%



Organizational Chart



Mission Statement

The mission of the Communications (also known as 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 locate the alarm origin, reset the system, and ensure all fire alarm systems are in normal operating condition; and promoting interoperability and efficient communication and response as it relates to Public Safety.

Functions

COMMUNICATIONS

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

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

MUNICIPAL CABLE PLANT

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

- Municipally connected Fire Alarm systems consisting of 10 box circuits and 9 alarm circuits connecting over 200 call boxes
- Conversion of existing master boxes to radio box system
- 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

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



- Municipal Phone Extensions at remote buildings
- Municipal Remote Stations for two-way radios

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.

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 2018-2019 Priorities

Priorities	Town Council Goals & Objs
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
Convert existing master boxes on commercial buildings to radio boxes	PCSF
Continue the removal of on-street master boxes, due to the Radio Box Migration project	PCSF
Develop and propose new Town ordinance for Radio Box conversion timeframe	PCSF
Continue to work on master plan for cable plant usage and decommissioning, to include the use of fiber optic and incorporating radio boxes into department functions	PCSF
Update security panels within municipal buildings and convert to Radio Boxes	PCSF
Installation of a new communications tower; AT&T	PCSF
Coordinate with the Public Safety divisions and the School Department to ensure School radio licensing up to date, equipment audit, and ensure interoperability	PCSF
Implement a new Town-wide 400 radio system for all appropriate municipal departments	PCSF
Conduct 30 pole transfers for fiber and Fire Alarm cable	PCSF
Maintain and update IMC Run Cards for Public Safety response, including the addition of solar arrays	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

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



FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue 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
Begin the conversion of municipal buildings to Radio Boxes, including security alarms and panels	PCSF
Work on a 5-year plan on decommissioning of the cable plant	PCSF
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	ED
Continue the addition of 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	ED
Inspect radio sites for deficiencies to reduce down time and maintenance	PCSF
In collaboration with Facilities Division, install security cameras on select municipal buildings	PCSF
Begin decommissioning of the municipal cable plant, due to the Radio Box migration program	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
Update and digitize IMC information for Dispatchers	PCSF
Coordinate with the Safety Committee to hold fire drills within municipal buildings	ED
Coordinate with AT&T regarding the new communications tower	PCSF

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



Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Fire Alarm Radio Box installations	1	5	5	PCSF
Radio Box conversions	35	50	100	PCSF
Projects submitted for plan review	24	35	40	PCSF
Residential Fire Alarm Systems Approved	7	10	10	PCSF
Commercial Fire Alarm Systems Approved	14	20	20	PCSF
Alarm Response/Reset by Department - During Shift	93	100	100	PCSF
Alarm Response/Reset by Department - Total Call Backs	34	30	30	PCSF
Town Buildings (response required at all)	16	20	20	PCSF
In Union Fire District (response required for non-routine or designated buildings)	3	2	0	PCSF
In Kingston Fire District (response required at all)	15	20	20	PCSF
Alarm Response/Reset by UFD	94	100	100	BDFM / CE
Total after hours Alarm Response/Resets	151*	150	150	PCSF
% Reset by UFD personnel	62%	67%	67%	BDFM / CE

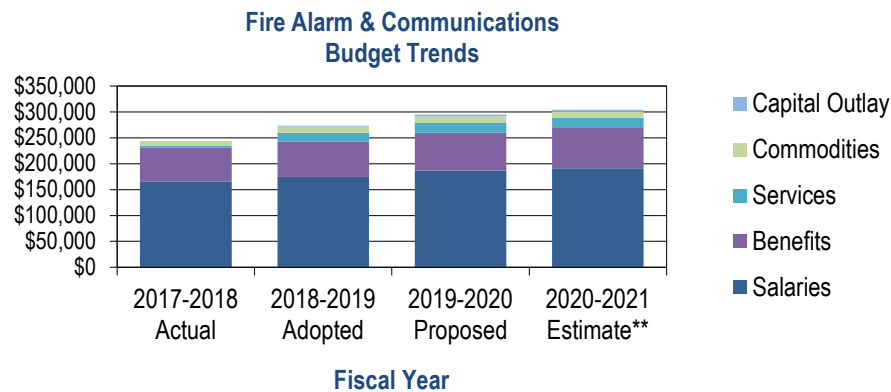
General Fund (101) Fire Alarm & Communications (21001), *continued*



FY 2019-2020 Funding Comparison

Fire Alarm & Communications	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	2.50	2.50	2.50	2.50	0.00
Salaries	\$165,916	\$174,427	\$174,982	\$186,729	\$12,302
Benefits	64,501	68,113	66,936	73,185	5,072
Subtotal Personnel Expenditures*	\$230,417	\$242,540	\$241,918	\$259,914	\$17,374
Services	\$4,286	\$17,275	\$9,768	\$19,895	\$2,620
Commodities	8,286	11,550	8,816	11,550	0
Capital Outlay	952	1,700	700	3,700	2,000
Subtotal Operating Expenditures	\$13,524	\$30,525	\$19,284	\$35,145	\$4,620
Total Expenditures	\$243,941	\$273,065	\$261,202	\$295,059	\$21,994

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statement

10121001		Fire Alarm Department	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10121001	511001	Full-Time Employees	\$127,346	\$130,853	\$131,771	\$141,470	8.11%
10121001	511002	Part-Time Salaries	21,679	22,207	22,543	23,106	4.05%
10121001	511004	Overtime	11,823	16,000	15,214	16,000	0.00%
10121001	511006	Longevity	5,068	5,367	5,454	6,153	14.65%
10121001		Subtotal Wages	\$165,916	\$174,427	\$174,982	\$186,729	7.05%
10121001	522250	FICA	12,091	12,694	13,089	13,627	7.35%
10121001	522300	Municipal Employees Retirement	14,837	15,991	16,131	17,869	11.74%
10121001	522301	State Retirement Defined Contribution	1,857	1,908	1,202	2,069	8.44%
10121001	522818	Medical Insur-Active Employees	31,474	32,398	32,398	34,322	5.94%
10121001	522822	Dental Insur-Active Employees	2,026	1,954	2,055	2,136	9.31%
10121001	522850	Life Insurance	67	68	61	62	-8.82%
10121001	538014	Travel Expenses	0	100	50	100	0.00%
10121001	538016	Educational Expenses	0	1,000	500	1,000	0.00%
10121001	540038	Uniforms And Other Clothing	2,150	2,000	1,450	2,000	0.00%
10121001		Subtotal Benefits	\$64,501	\$68,113	\$66,936	\$73,185	7.45%
10121001	530066	Internet Access	480	480	480	500	4.17%
10121001	530111	Professional Services	5,098	8,000	6,550	10,100	26.25%
10121001	532000	Telephone	1,757	1,800	1,356	2,300	27.78%
10121001	534010	Motor Vehicles Maintenance	58	2,000	500	2,000	0.00%
10121001	534016	Computer/Software Maintenance	101	3,500	266	3,500	0.00%
10121001	534020	Maintenance Of Buildings	(3,443)	500	0	500	0.00%
10121001	538012	Advertising	0	25	0	25	0.00%
10121001	538022	Printing Expenses	0	500	216	500	0.00%
10121001	538030	Licenses And Dues	235	470	400	470	0.00%
10121001		Subtotal Services	\$4,286	\$17,275	\$9,768	\$19,895	15.17%
10121001	540012	Office Materials & Supplies	81	300	260	300	0.00%
10121001	540018	Elect Materials & Supplies	4,509	4,000	3,840	4,000	0.00%
10121001	540028	Motor Vehicle Materials & Supp	301	1,750	1,086	1,750	0.00%
10121001	540032	General Hardware & Tools	20	250	0	250	0.00%
10121001	540040	Fuels And Lubricants	3,299	4,500	3,430	4,500	0.00%
10121001	540058	Safety Related Mat & Supp	0	250	200	250	0.00%
10121001	580100	Miscellaneous Expenses	76	500	0	500	0.00%
10121001		Subtotal Commodities	\$8,286	\$11,550	\$8,816	\$11,550	0.00%
10121001	530044	Non-Major Technology Reserve	700	700	700	700	0.00%
10121001	550008	Communication Equipment	252	1,000	0	3,000	200.00%
10121001		Subtotal Capital Outlay	\$952	\$1,700	\$700	\$3,700	117.65%
10121001		Fire Alarm Department	\$243,941	\$273,065	\$261,202	\$295,059	8.05%



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 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Continue to provide EMS Lieutenants with leadership training and conflict resolution skills	PCSF
Develop leadership training to Alternate Lieutenants for succession planning	PCSF
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	PCSF
Continue inventory management process for equipment and supplies	PCSF
Continue Community Risk Reduction program providing public AED & CPR training and identifying risks for mitigation within the community	PCSF
Develop pediatric EMS medical training	CE
Conduct recruitment drive to fill vacancies	PCSF
Enhance department website related to Community Risk Reduction initiatives and public education	PCSF
Work in collaboration with the Washington County Behavioral Health on crisis response initiatives	PCSF
Continue to work in corroboration with the South Kingstown Partnership for Prevention on the Rhode Island Department of Health Community Overdose Engagement (CODE) initiatives and grant program	BDFM

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



FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Vehicle Replacement: Paramedic 3 (Transporting vehicle)	PCSF
Implement cyclic competency training for department personnel	PCSF
Implement online training records management system	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 programs with UFD, KFD, NFD, URI and CARS	PCSF / URI
Continue training with mutual aid partners, including neighboring communities and URI	CE / URI
Continue medical data process improvement program	PCSF
Implement regional pediatric EMS training with RIDOH	CE
Provide ballistic vests for department personnel for potential response to active tactical incidents	PCSF

Specific Performance Measurements

Description	FY 2017-2018	FY 2018-2019	FY 2019-2020	Town Council Goals & Objs
	Actual	Projected	Anticipated	
EMS calls for service	3,063	3,300	3,500	PCSF
EMS transports	2,135	2,500	2,900	PCSF
Mutual aid - provided	141	200	220	PCSF
Mutual aid - received	181	260	280	PCSF
Grant Funding	\$0	\$5,000	\$5,000	BDFM

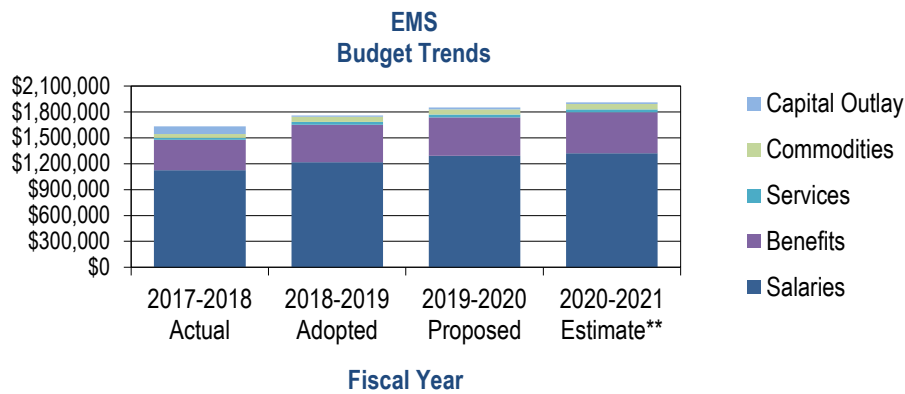
General Fund (101) Emergency Medical Services (22001), *continued*



FY 2019-2020 Funding Comparison

Emergency Medical Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	17	17	17	17	0
Salaries	\$1,123,841	\$1,218,539	\$1,171,503	\$1,290,713	\$72,174
Benefits	354,559	434,317	388,982	446,971	12,654
Subtotal Personnel Expenditures*	\$1,478,400	\$1,652,856	\$1,560,485	\$1,737,684	\$84,828
Services	\$22,401	\$33,322	\$25,505	\$34,008	\$686
Commodities	43,408	56,850	50,224	59,300	2,450
Capital Outlay	87,718	14,860	86,688	18,860	4,000
Subtotal Operating Expenditures	\$153,527	\$105,032	\$162,417	\$112,168	\$7,136
Total Expenditures	\$1,631,928	\$1,757,888	\$1,722,902	\$1,849,852	\$91,964

*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.



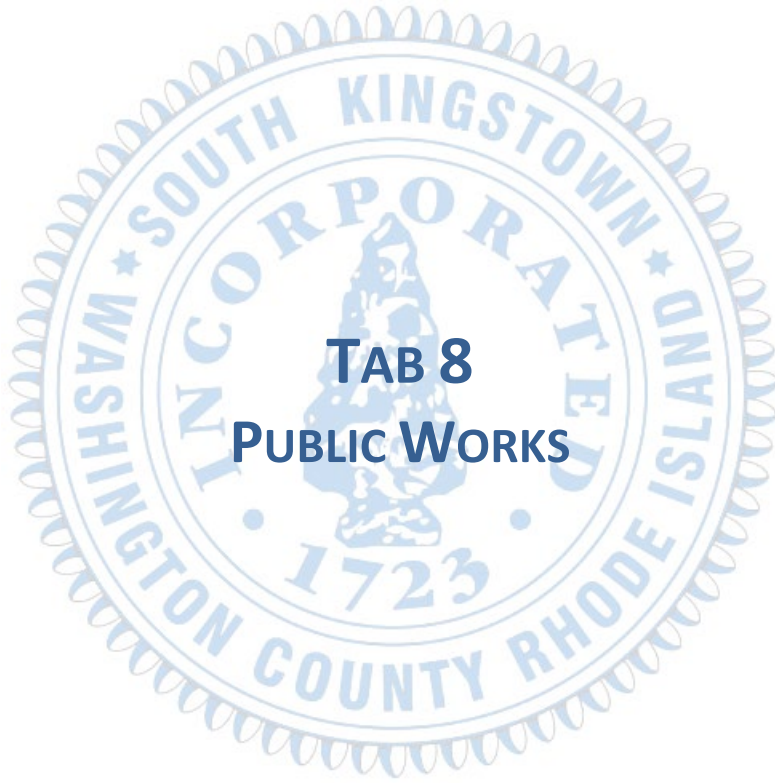
**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statement

10122001	Emergency Medical Services Department		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10122001	511001	Full-Time Employees	\$726,964	\$901,941	\$854,441	\$974,191	8.01%
10122001	511002	Part-Time Salaries	91,404	97,000	71,927	90,000	-7.22%
10122001	511004	Overtime	292,032	204,000	230,485	200,000	-1.96%
10122001	511006	Longevity	13,442	15,598	14,650	26,522	70.03%
10122001		Subtotal Wages	\$1,123,841	\$1,218,539	\$1,171,503	\$1,290,713	5.92%
10122001	522250	FICA	82,746	88,980	87,947	98,026	10.17%
10122001	522304	EMS Retirement	26,226	45,604	43,200	68,449	50.09%
10122001	522818	Medical Insur-Active Employees	205,632	251,045	213,250	238,628	-4.95%
10122001	522820	Medical Insur-Retirees	5,833	5,833	5,833	1,903	-67.38%
10122001	522822	Dental Insur-Active Employees	12,939	14,743	12,482	14,056	-4.66%
10122001	522840	Insurance Buyback	2,731	4,000	3,375	2,000	-50.00%
10122001	522850	Life Insurance	1,285	1,462	1,210	1,309	-10.47%
10122001	538014	Travel Expenses	100	150	0	100	-33.33%
10122001	538016	Educational Expenses	12,052	13,000	12,400	13,000	0.00%
10122001	540038	Uniforms And Other Clothing	5,016	9,500	9,285	9,500	0.00%
10122001		Subtotal Benefits	\$354,559	\$434,317	\$388,982	\$446,971	2.91%
10122001	530012	Cleaning Services	726	1,800	1,800	1,800	0.00%
10122001	530024	Medical Services	784	1,000	500	1,000	0.00%
10122001	530111	Professional Services	1,278	1,700	1,640	1,700	0.00%
10122001	532000	Telephone	4,668	4,900	4,797	4,900	0.00%
10122001	532012	Water Fees	320	442	442	1,028	0.00%
10122001	534010	Motor Vehicles Maintenance	2,016	6,000	4,173	6,000	0.00%
10122001	534012	Commun Equip. Maintenance	518	1,800	500	1,800	0.00%
10122001	534016	Computer/Software Maintenance	5,002	5,500	5,214	5,500	0.00%
10122001	534018	Maintenance Of General Equip	4,353	6,000	3,265	6,000	0.00%
10122001	534020	Maintenance Of Buildings	1,245	2,500	1,919	2,500	0.00%
10122001	538012	Advertising	571	600	350	600	0.00%
10122001	538020	Postage	171	100	70	100	0.00%
10122001	538022	Printing Expenses	499	500	435	600	20.00%
10122001	538030	Licenses And Dues	250	480	400	480	0.00%
10122001		Subtotal Services	\$22,401	\$33,322	\$25,505	\$34,008	2.06%
10122001	540012	Office Materials & Supplies	549	600	400	600	0.00%
10122001	540014	Janitorial Materials & Supp	89	400	239	400	0.00%
10122001	540018	Elect Materials & Supplies	0	150	50	100	-33.33%
10122001	540020	Books And Publications	0	600	300	600	0.00%
10122001	540024	Chemicals And Gases	999	2,200	1,700	2,200	0.00%
10122001	540028	Motor Vehicle Materials & Supp	5,162	7,500	7,000	7,500	0.00%
10122001	540030	Medical & Lab Materials & Supp	14,546	19,000	16,955	19,000	0.00%
10122001	540032	General Hardware & Tools	87	200	70	200	0.00%
10122001	540040	Fuels And Lubricants	21,196	25,000	22,660	27,500	10.00%
10122001	540058	Safety Related Mat & Supp	123	500	500	500	0.00%
10122001	580100	Miscellaneous Expenses	656	700	350	700	0.00%
10122001		Subtotal Commodities	\$43,408	\$56,850	\$50,224	\$59,300	4.31%
10122001	530044	Non-Major Technology Reserve	4,060	4,860	4,860	4,860	0.00%
10122001	550008	Communication Equipment	3,911	4,000	2,500	4,000	0.00%
10122001	550014	Medical And Laboratory Equip	4,012	5,000	3,660	5,000	0.00%
10122001	550024	Safety Related Equipment	0	0	0	4,000	0.00%
10122001	550026	Furniture And Furnishings	735	1,000	668	1,000	0.00%
10122001	590999	Transfer To Other Funds	75,000	0	75,000	0	0.00%
10122001		Subtotal Capital Outlay	\$87,718	\$14,860	\$86,688	\$18,860	26.92%
10122001		Total Emergency Medical Services	\$1,631,928	\$1,757,888	\$1,722,902	\$1,849,852	5.23%



**TAB 8
PUBLIC WORKS**

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

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

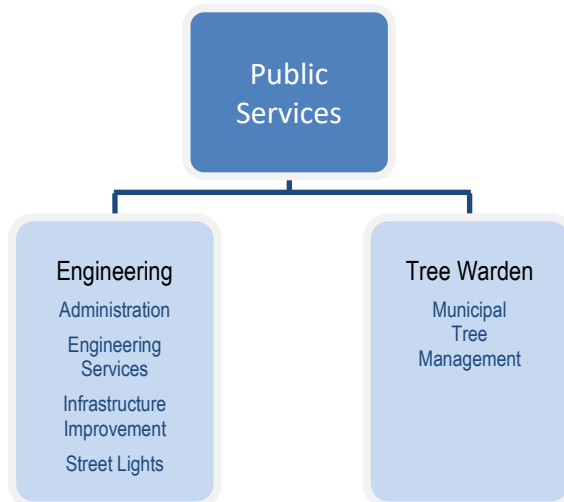
General Fund (101) Public Services



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

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

Organizational Chart



Mission Statement

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

Functions

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

ENGINEERING DIVISION

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

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



- Municipal bridge management program
- Municipal dam management program
- Municipal building support services
- Town right-of-way (ROW) permitting and enforcement
- Preparation of Departmental bid specifications and procurement services
- Private land development engineering design review and construction oversight services
- 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 2018-2019 Priorities

Priorities – Engineering Division	Town Council Goals & Objs
Wordens Pond Road (west end) – selective reconstruction & pavement overlay	PCSF
Waites Corner Road (Fairgrounds Road to Route 2) – mill & overlay	PCSF
Jerry Brown Farm Road – 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 rd party catch basin cleaning	PCSF
Coordinate 3 rd party non-emergency tree/stump removal	PCSF
Complete streetlighting purchase from National Grid and commence LED conversion project	SENR
Coordinate Green Hill Pond dredging study	SENR
Complete design and secure regulatory permits for Narrow River stormwater BMPs	SENR
Resolve State road streetlight electricity expense with RIDOT	PCSF

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 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Sand Turn Road – selective reconstruction of failed section	PCSF
Moonstone Beach Road (from Cards Pond Rd to School House Rd) – mill & overlay	PCSF
Old North Road – mill & overlay	PCSF
Award Narrow River stormwater BMP construction contract	SENR
Coordinate Green Hill Pond dredging study	SENR
Complete LED streetlight retrofit and award long-term O&M contract	PCSF
Secure CRMC Assent for Matunuck Beach Road Protection Project – Phase 2	PCSF
Procure funding for Matunuck Beach Road Protection Project – Phase 2	PCSF
Evaluate and review trees scheduled for non-emergency removal	PCSF



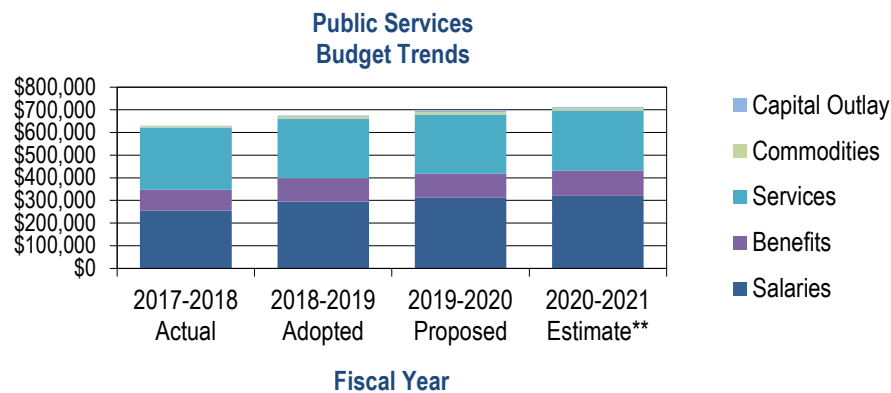
Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Physical alteration permits issued	81	80	80	PCSF
Utility permits issued	64	70	70	PCSF
Private Road house #s assigned	25	20	20	PCSF
# of Licensed ROW contractors	62	65	65	PCSF
Soil erosion permits	76	70	80	PCSF
Contracts bid	7	10	15	PCSF
Land Development Inspections	230	300	300	PCSF
Tree Permit applications	6	5	10	PCSF
Emergency tree removal/pruning	120	105	100	PCSF
Non-emergency tree/stump/limb removal/pruning	20	65	60	PCSF
# of 50W HPS	1,210	1,210	1,212	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 2019-2020 Funding Comparison

Public Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$255,723	\$294,349	\$293,527	\$312,705	\$18,356
Benefits	92,219	104,344	96,942	104,558	214
Subtotal Personnel Expenditures*	\$347,942	\$398,693	\$390,469	\$417,263	\$18,570
Services	\$272,130	\$260,910	\$282,792	\$261,713	\$803
Commodities	6,364	10,498	4,106	10,263	(235)
Capital Outlay	2,769	5,223	4,963	5,723	500
Subtotal Operating Expenditures	\$281,263	\$276,631	\$291,861	\$277,699	\$1,068
Total Expenditures	\$629,205	\$675,324	\$682,330	\$694,962	\$19,638

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

General Fund (101) Public Services, *continued*



FY 2019-2020 Expenditure Statements

10130001	Public Services Administration	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10130001	511001 Full-Time Employees	\$241,531	\$262,572	\$262,111	\$281,596	7.25%
10130001	511002 Part-Time Salaries	26	0	0	0	0.00%
10130001	511004 Overtime	705	730	658	760	4.11%
10130001	511005 Retirement/Vacation Reimb.	0	16,900	16,900	14,992	-11.29%
10130001	511006 Longevity	5,517	6,043	5,754	7,030	16.33%
10130001	Subtotal Wages	\$247,778	\$286,245	\$285,423	\$304,378	6.33%
10130001	522250 FICA	18,770	19,902	21,669	21,549	8.28%
10130001	522300 Municipal Employees Retirement	27,721	31,614	31,510	35,097	11.02%
10130001	522301 State Retirement Defined Contribution	1,854	2,040	1,976	2,218	8.73%
10130001	522818 Medical Insur-Active Employees	37,025	41,552	31,836	35,460	-14.66%
10130001	522820 Medical Insur-Retirees	83	0	0	0	0.00%
10130001	522822 Dental Insur-Active Employees	3,382	3,483	3,045	3,273	-6.03%
10130001	522840 Insurance Buyback	2,000	2,000	3,177	3,200	60.00%
10130001	522850 Life Insurance	116	128	109	119	-7.03%
10130001	538014 Travel Expenses	0	2,000	2,000	2,000	0.00%
10130001	538016 Educational Expenses	105	375	460	375	0.00%
10130001	540038 Uniforms And Other Clothing	555	630	540	630	0.00%
10130001	Subtotal Benefits	\$91,611	\$103,724	\$96,322	\$103,921	0.19%
10130001	530014 Refuse Disposal	629	692	692	692	0.00%
10130001	530064 Copy Machine Services	739	1,407	1,407	1,230	-12.58%
10130001	530111 Professional Services	304	4,000	8,333	4,000	0.00%
10130001	532000 Telephone	423	434	434	913	110.37%
10130001	532004 Electricity	5,756	5,543	6,115	6,022	8.64%
10130001	532008 Natural Gas	3,037	2,203	2,200	2,718	23.38%
10130001	532010 Wastewater Fees	153	153	168	168	9.80%
10130001	532012 Water Fees	319	608	608	399	-34.38%
10130001	534010 Motor Vehicles Maintenance	55	570	308	570	0.00%
10130001	534014 Office Equipment Maintenance	250	350	250	350	0.00%
10130001	534016 Computer/Software Maintenance	0	300	0	300	0.00%
10130001	534020 Maintenance Of Buildings	5,217	3,300	2,740	3,300	0.00%
10130001	538012 Advertising	346	300	300	300	0.00%
10130001	538022 Printing Expenses	0	300	80	300	0.00%
10130001	538030 Licenses And Dues	1,178	1,750	1,330	1,451	-17.09%
10130001	Subtotal Services	\$18,405	\$21,910	\$24,965	\$22,713	3.66%
10130001	540012 Office Materials & Supplies	1,169	2,000	1,370	2,000	0.00%
10130001	540020 Books And Publications	0	300	0	300	0.00%
10130001	540026 Bldg & Const Materials & Supp	0	200	0	200	0.00%
10130001	540028 Motor Vehicle Materials & Supp	805	1,400	1,030	1,400	0.00%
10130001	540030 Medical & Lab Materials & Supp	208	350	0	350	0.00%
10130001	540032 General Hardware & Tools	175	500	0	500	0.00%
10130001	540040 Fuels And Lubricants	1,772	1,748	1,556	1,813	3.72%
10130001	540052 Photographic Materials & Supp	0	300	150	0	-100.00%
10130001	580100 Miscellaneous Expenses	0	200	0	200	0.00%
10130001	Subtotal Commodities	\$4,129	\$6,998	\$4,106	\$6,763	-3.36%
10130001	530044 Non-Major Technology Reserve	2,440	4,473	4,473	4,973	11.18%
10130001	550004 Office Equipment	329	750	490	750	0.00%
10130001	Subtotal Capital Outlay	\$2,769	\$5,223	\$4,963	\$5,723	9.57%
10130001	Total Public Services - Admin	\$364,692	\$424,100	\$415,779	\$443,498	4.57%

General Fund (101) Public Services, *continued*



10130005	Tree Management		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10130005	511002	Part-Time Salaries	\$7,945	\$8,104	\$8,104	\$8,327	2.75%
10130005	Subtotal Wages		\$7,945	\$8,104	\$8,104	\$8,327	2.75%
10130005	522250	FICA	608	620	620	637	2.74%
10130005	Subtotal Benefits		\$608	\$620	\$620	\$637	2.74%
10130005	530076	Arborist Services	12,772	20,000	48,570	20,000	0.00%
10130005	530111	Professional Services	39,526	25,000	25,000	25,000	0.00%
10130005	Subtotal Services		\$52,298	\$45,000	\$73,570	\$45,000	0.00%
10130005	540022	Agri Materials & Supplies	2,235	3,500	0	3,500	0.00%
10130005	Subtotal Commodities		\$2,235	\$3,500	\$0	\$3,500	0.00%
10130005	Total Tree Management		\$63,085	\$57,224	\$82,294	\$57,464	0.42%

10130007	Street Lighting		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10130007	532006	Street Lighting	\$201,114	\$190,000	\$182,757	\$190,000	0.00%
10130007	534000	Street Light Maintenance	313	4,000	1,500	4,000	0.00%
10130007	Subtotal Services		\$201,427	\$194,000	\$184,257	\$194,000	0.00%
10130007	Total Street Lighting		\$201,427	\$194,000	\$184,257	\$194,000	0.00%

Total Public Services Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10130001	Subtotal Public Services Administration	\$364,692	\$424,100	\$415,779	\$443,498	4.57%
10130005	Subtotal Tree Management	63,085	57,224	82,294	57,464	0.42%
10130007	Subtotal Street Lighting	201,427	194,000	184,257	194,000	0.00%
Total Public Services Program		\$629,205	\$675,324	\$682,330	\$694,962	2.91%



Organizational Chart



Mission Statement

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

Functions

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

- Municipal pavement management
- Municipal stormwater management
- Municipal winter storm response, including the sanding/salting and plowing of Town streets and municipal parking lots, and clearing of designated municipal sidewalks
- Municipal roadway pothole repair and maintenance
- Municipal street sweeping
- Municipal gravel road grading
- Municipal right-of-way (ROW) tree and vegetation maintenance
- Minor striping of municipal roads and municipal parking lots
- Municipal traffic control and street identifier signs
- Municipal dam vegetation management and minor maintenance
- Municipal bridge and landfill inspections and maintenance
- Town vehicle fleet maintenance
- Town vehicle fuel supply operations
- Assist other Town departments on an as-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 2018-2019 Priorities

Priorities	Town Council Goals & Obj's
Commence re-skinning of municipal regulatory street signs with high prismatic material, which meets Federal retro-reflectivity standards	PCSF
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town roads, municipal parking lots, and clearing snow from sidewalks adjacent to municipal properties	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 perimeter, bulky waste area, and West Kingstown Town dump perimeter	PCSF
Mow all Town earthen dam impoundments	PCSF
Commence GPS inventory of 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 constructing 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 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Initiate a municipal arborist program, procure arborist truck and provide bucket truck safety training for all employees	PCSF
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town Roads, municipal parking lots, and sidewalks adjacent to municipal properties	PCSF
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 Kingstown Town dump 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

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



Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Catch basins cleaned	297	300	310	SENR
Catch basins inspected	2,654	2,654	2,654	SENR
Number of drainage outfalls cleaned	46	35	35	SENR
Number of drainage outfalls marked		4	4	SENR
Municipal Road Miles	165.97	167	167	PCSF
Private Road Miles	75	75	75	PCSF
Road miles swept	151	152	152	C
School Dept properties (parking lots and driveways) swept	8	8	8	C
Tons of sweeping spoils disposed	440	500	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	7	16	16	C
Road miles stone sealed and microsurfaced	0	16	8	C
Road miles restriped	33	33	33	C
Road miles salted/sanded	151	151	151	C
Road miles plowed*	163	163	163	C
Winter Storm Operation callback events	18	10	15	PCSF
Dedicated Sand/Salt Routes	11	11	11	PCSF
Dedicated Plow Routes	22	22	22	PCSF
Winter Storm Operation OT Hrs	1,442	1,100	2,100	PCSF
Tons of Deicing Sand	1,111	500	1,600	PCSF
Tons of Road Salt	1,699	900	1,900	PCSF

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

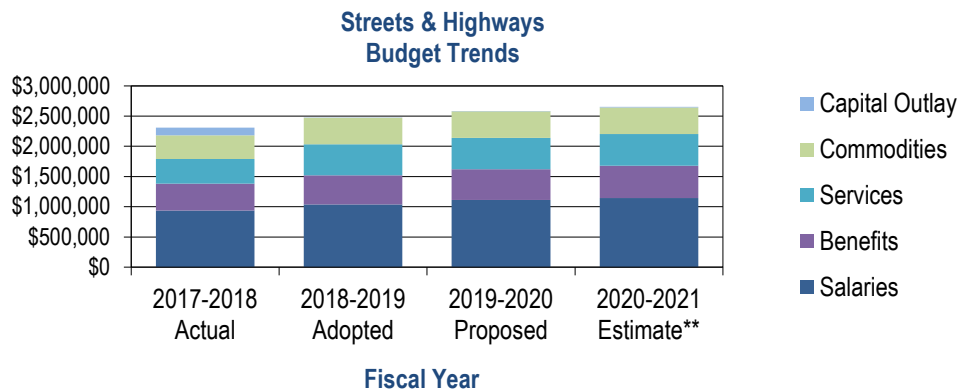
General Fund (101) Streets & Highways (30003), *continued*



FY 2019-2020 Funding Comparison

Streets and Highways	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	18.5	19.0	19.0	20.0	1.0
Salaries	\$939,385	\$1,037,146	\$986,421	\$1,114,581	\$77,435
Benefits	442,755	480,885	455,637	508,179	27,294
Subtotal Personnel Expenditures*	\$1,382,141	\$1,518,031	\$1,442,058	\$1,622,760	\$104,729
Services	\$409,092	\$513,893	\$492,652	\$515,234	\$1,341
Commodities	390,950	440,365	402,015	439,356	(1,009)
Capital Outlay	129,416	7,670	130,095	7,670	0
Subtotal Operating Expenditures	\$929,458	\$961,928	\$1,024,762	\$962,260	\$332
Total Expenditures	\$2,311,599	\$2,479,959	\$2,466,820	\$2,585,020	\$105,061

*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 saw 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 resulted in the 0.5 FTE increase for FY 2018-2019. For FY 2019-2020, it is proposed to increase the Division by 1.0 FTE in order to hire an Equipment Operator II – Arborist.



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statement

10130003	Public Services Streets & Highways		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10130003	511001	Full-Time Employees	\$823,958	\$886,677	\$862,274	\$970,829	9.49%
10130003	511002	Part-Time Salaries	14,817	6,200	0	6,000	-3.23%
10130003	511003	Seasonal Salaries	121	0	0	0	0.00%
10130003	511004	Overtime	67,324	73,000	62,500	75,000	2.74%
10130003	511005	Retirement/Vacation Reimb.	1,456	38,460	30,077	32,439	-15.66%
10130003	511006	Longevity	31,711	32,809	31,570	30,313	-7.61%
10130003	Subtotal Wages		\$939,385	\$1,037,146	\$986,421	\$1,114,581	7.47%
10130003	522250	FICA	68,698	72,272	73,739	78,200	8.20%
10130003	522300	Municipal Employees Retirement	96,098	108,222	105,200	121,739	12.49%
10130003	522301	State Retirement Defined Contribution	7,459	8,087	8,200	9,379	15.98%
10130003	522818	Medical Insur-Active Employees	198,410	221,196	189,189	231,678	4.74%
10130003	522820	Medical Insur-Retirees	50,211	43,595	60,714	38,747	-11.12%
10130003	522822	Dental Insur-Active Employees	13,714	14,743	11,663	14,776	0.22%
10130003	522840	Insurance Buyback	4,000	4,000	4,000	4,000	0.00%
10130003	522850	Life Insurance	602	612	532	589	-3.76%
10130003	538014	Travel Expenses	0	2,100	0	2,100	0.00%
10130003	538016	Educational Expenses	0	800	400	800	0.00%
10130003	540038	Uniforms And Other Clothing	3,563	5,258	2,000	6,171	17.36%
10130003	Subtotal Benefits		\$442,755	\$480,885	\$455,637	\$508,179	5.68%
10130003	530012	Cleaning Services	6,575	6,809	4,695	6,809	0.00%
10130003	530014	Refuse Disposal	2,232	2,200	2,200	2,200	0.00%
10130003	530066	Internet Access	1,479	1,500	1,500	1,500	0.00%
10130003	530111	Professional Services	322,859	410,771	401,520	410,801	0.01%
10130003	532000	Telephone	2,963	2,783	2,382	3,474	24.83%
10130003	532002	Fuel - Oil	14,573	13,076	11,740	13,800	5.54%
10130003	532004	Electricity	14,559	15,351	12,725	15,547	1.28%
10130003	532012	Water Fees	1,097	1,555	755	1,344	-13.57%
10130003	532014	Propane	8,390	8,195	7,500	8,320	1.53%
10130003	534010	Motor Vehicles Maintenance	6,285	20,000	21,350	20,000	0.00%
10130003	534016	Computer/Software Maintenance	4,623	4,338	4,800	4,900	12.96%
10130003	534018	Maintenance Of General Equip	4,462	15,000	13,880	15,000	0.00%
10130003	534020	Maintenance Of Buildings	17,140	7,500	5,480	7,500	0.00%
10130003	538012	Advertising	55	200	200	200	0.00%
10130003	538022	Printing Expenses	250	200	0	200	0.00%
10130003	538028	Rents	0	2,000	0	2,000	0.00%
10130003	538030	Licenses And Dues	1,549	2,415	1,925	1,639	-32.13%
10130003	Subtotal Services		\$409,092	\$513,893	\$492,652	\$515,234	0.26%

**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 Proposed	Percent Change
10130003	540012 Office Materials & Supplies	1,295	1,400	1,000	1,400	0.00%
10130003	540014 Janitorial Materials & Supp	1,068	1,200	850	1,200	0.00%
10130003	540018 Elect Materials & Supplies	400	850	0	850	0.00%
10130003	540020 Books And Publications	0	150	0	150	0.00%
10130003	540022 Agri Materials & Supplies	1,979	2,000	1,500	2,300	15.00%
10130003	540023 Road Salt	115,286	120,675	120,000	119,499	-0.97%
10130003	540024 Chemicals And Gases	932	3,710	2,750	3,737	0.73%
10130003	540025 Road Sand	15,991	28,780	28,780	28,620	-0.56%
10130003	540026 Bldg & Const Materials & Supp	65,201	81,000	66,600	81,000	0.00%
10130003	540028 Motor Vehicle Materials & Supp	47,628	60,000	50,450	60,000	0.00%
10130003	540030 Medical & Lab Materials & Supp	0	200	0	200	0.00%
10130003	540032 General Hardware & Tools	8,893	8,500	6,750	8,500	0.00%
10130003	540034 Signage Materials & Supplies	16,989	19,000	16,000	19,000	0.00%
10130003	540036 Equipment & Machine Parts	36,172	39,500	34,900	39,500	0.00%
10130003	540040 Fuels And Lubricants	76,027	70,000	70,000	70,000	0.00%
10130003	540050 HVAC Materials & Supplies	0	200	100	200	0.00%
10130003	540052 Photographic Materials & Supp	0	200	0	200	0.00%
10130003	540058 Safety Related Mat & Supp	3,089	3,000	2,335	3,000	0.00%
10130003	Subtotal Commodities	\$390,950	\$440,365	\$402,015	\$439,356	-0.23%
10130003	530044 Non-Major Technology Reserve	1,920	1,920	1,920	1,920	0.00%
10130003	550002 Computer Equipment	938	0	0	0	0.00%
10130003	550004 Office Equipment	0	350	250	350	0.00%
10130003	550006 General Equipment & Machinery	559	2,400	1,425	2,400	0.00%
10130003	550010 Construction Equipment	1,000	2,500	1,500	2,500	0.00%
10130003	550026 Furniture And Furnishings	0	500	0	500	0.00%
10130003	590999 Transfer To Other Funds	125,000	0	125,000	0	0.00%
10130003	Subtotal Capital Outlay	\$129,416	\$7,670	\$130,095	\$7,670	0.00%
10130003	Total Streets & Highway	\$2,311,599	\$2,479,959	\$2,466,820	\$2,585,020	4.24%



**TAB 9
PARKS & RECREATION**

Parks & Recreation..... 9 - 1

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

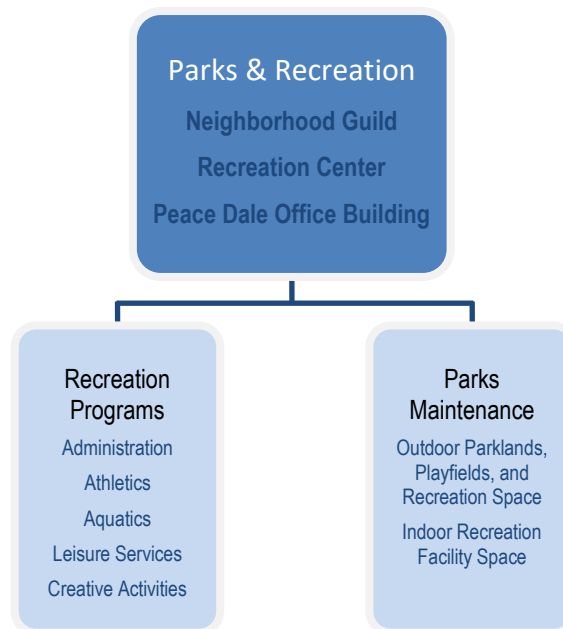
General Fund (101) Parks & Recreation



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

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

Organizational Chart



The Parks & Recreation Department is funded through revenues from the General Fund, as well as the Peace Dale Office Building (PDOB), the Neighborhood Guild, and the Recreation Center. This section details General Fund, the latter three funds are each detailed separately within the budget document. Of the four funds supporting the Parks & Recreation Department, it is noted that for the General Fund, just 38% of revenues are tax supported, and just 10% of the Recreation Center revenues are tax supported, for a combined 48%. The remaining 52% of the Department's funding does not require tax support. The PDOB and Neighborhood Guild are self-supporting and require no tax support.

Parks & Recreation Department	General Fund	Recreation Center	Neighborhood Guild	Peace Dale Office Building	Total
Tax Support*	38%	10%	0%	0%	48%
NonTax Revenue*	21%	5%	23%	3%	52%
Total as a % of Dept Budget	59%	15%	23%	3%	100%

*as a % of the Recreation Department Total Budget

General Fund (101) Parks & Recreation



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

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

Mission Statement

The Parks and Recreation Department 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
- Ensure the Department is both citizen and professionally driven by the consistent use of program and facility evaluations, and community-wide surveys

Functions

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

ADMINISTRATION

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



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

AQUATICS

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



LEISURE SERVICES

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

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 year-olds
- Plan and administer programs for pre-school aged children including Safety First

FY 2018-2019 Priorities

Priorities	Town Council Goals & Objs
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 – Brousseau Park Playground, West Kingston Park Playground, Beach Pavilion Improvements	PCSF
Identify opportunities to seek sponsorships and 3 rd 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
Work with Senior Services Department to expand and promote programs for older adults	PCSF

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



FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Increase by 3% the number of preschool, children, teen and family programs being offered	PCSF
Run a minimum of 3 new family special events	PCSF
Continue collaboration with community groups for program partnerships including Main Street Oktoberfest, Bike to Work Day, Memorial Day and Veteran's Day parades	PCSF
Continue to grow athletic and wellness program offerings and camps for girls	PCSF
Improved promotion of the department's youth scholarship program through outreach to School Department and Housing Authority. Development of a scholarship program pamphlet	SNP
Development and promotion of a gifting program for the department	CE
Move recreation data management system to cloud based platform	PCSF
Train staff on new software for work orders, tree management	PCSF
Construct bicycle pump track at Broad Rock Play Fields	PCSF
Incorporate new wellness programs for older adults, in collaboration with Senior Services	SNP

Specific Performance Measurements

Recreation Division: Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	168	150	175	PCSF
Total Program Participants	9,888	9,500	9,500	PCSF
New Classes Offered	55	50	40	PCSF
% of Classes Completed	80%	80%	80%	PCSF
Beach Cottage Passes Sold	84	88	90	PCSF
Resident Seasonal Passes Sold	1,048	1,000	1,000	PCSF
Non-Resident Seasonal Passes Sold	180	185	180	PCSF

Parks Division: Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Total Park Acreage	423.5	423.5	423.5*	PCSF
Park Acreage/Full Time Park Staff	60.5 : 1	53 : 1	47:1	PCSF
Acreage of Turf Maintained	102	102	102	PCSF
Mowing/Landscaping Weekly Man Hrs	200	200	200	PCSF
Avg Maintenance Cost Per Acre	\$1,767	\$2,004	\$2,201	PCSF
Litter Removal Avg Weekly Man Hrs	39	44	46	PCSF
Painted Athletic Fields	440	440	400	PCSF
Softball/Baseball Field Prep	175	175	170	PCSF
Park Facility Reservations	6,181	7,100	7,200	PCSF
Park Usage Head Count	175,717	176,000	177,000	PCSF
Total Hours Reserved or Rented	18,760	23,000	23,500	PCSF
% of Playgrounds that comply with safety standards	100%	100%	100%	PCSF
Mutt Mitt Dispensers Maintained	45	48	48	PCSF

*Noyes Farm will add 248 acres, to total 671.5 acres

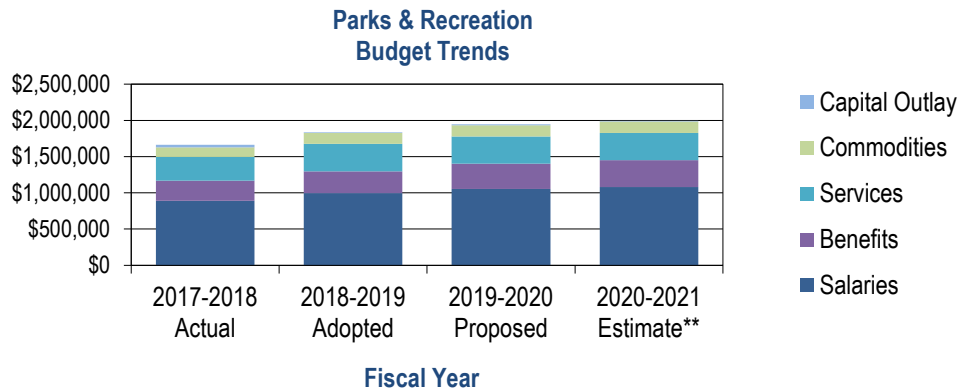
General Fund (101) Parks & Recreation, *continued*



FY 2019-2020 Funding Comparison

Parks & Recreation	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	14.90	15.40	15.40	15.90	0.50
Salaries	\$889,058	\$997,371	\$971,947	\$1,052,025	\$54,654
Benefits	280,193	300,588	303,149	352,342	51,754
Subtotal Personnel Expenditures*	\$1,169,251	\$1,297,959	\$1,275,096	\$1,404,367	\$106,408
Services	\$325,996	\$377,721	\$368,118	\$372,915	(\$4,806)
Commodities	132,491	148,885	135,420	153,886	5,001
Capital Outlay	33,850	12,470	31,510	12,370	(100)
Subtotal Operating Expenditures	\$492,338	\$539,076	\$535,048	\$539,171	\$95
Total Expenditures	\$1,661,589	\$1,837,035	\$1,810,144	\$1,943,538	\$106,503

*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 a full time Parks Maintenance Technician was hired 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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statements

10140001	Recreation Department Administration		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140001	511001	Full-Time Employees	\$172,144	\$176,064	\$171,800	\$184,819	4.97%
10140001	511002	Part-Time Salaries	1,091	2,496	1,326	2,062	-17.39%
10140001	511004	Overtime	341	200	0	200	0.00%
10140001	511005	Retirement/Vacation Reimb.	0	0	1,650	0	0.00%
10140001	511006	Longevity	4,827	5,152	5,142	5,803	12.64%
10140001		Subtotal Wages	\$178,404	\$183,912	\$179,918	\$192,884	4.88%
10140001	522250	FICA	13,262	13,648	13,578	14,329	4.99%
10140001	522300	Municipal Employees Retirement	19,866	21,329	20,817	23,184	8.70%
10140001	522301	State Retirement Defined Contribution	1,737	1,779	1,742	1,880	5.68%
10140001	522818	Medical Insur-Active Employees	24,124	24,830	24,530	26,309	5.96%
10140001	522822	Dental Insur-Active Employees	2,293	2,211	2,125	2,420	9.45%
10140001	522840	Insurance Buyback	1,000	1,000	1,000	1,000	0.00%
10140001	522850	Life Insurance	97	99	88	91	-8.08%
10140001	538014	Travel Expenses	1,292	800	760	800	0.00%
10140001	538016	Educational Expenses	1,192	700	600	1,000	42.86%
10140001	540038	Uniforms And Other Clothing	150	300	775	400	33.33%
10140001		Subtotal Benefits	\$65,014	\$66,696	\$66,015	\$71,413	7.07%
10140001	530064	Copy Machine Services	1,024	900	900	1,080	20.00%
10140001	530111	Professional Services	1,942	2,150	1,925	2,588	20.37%
10140001	532000	Telephone	314	396	350	396	0.00%
10140001	538012	Advertising	327	600	400	600	0.00%
10140001	538020	Postage	13	2,961	500	2,597	-12.29%
10140001	538022	Printing Expenses	4,893	5,500	4,950	5,000	-9.09%
10140001	538030	Licenses And Dues	2,827	2,735	2,250	2,725	-0.37%
10140001		Subtotal Services	\$11,340	\$15,242	\$11,275	\$14,986	-1.68%
10140001	540012	Office Materials & Supplies	960	2,100	1,500	1,900	-9.52%
10140001	540016	Rec Materials & Supplies	100	100	25	100	0.00%
10140001	580100	Miscellaneous Expenses	3,148	3,400	3,260	3,250	-4.41%
10140001		Subtotal Commodities	\$4,207	\$5,600	\$4,785	\$5,250	-6.25%
10140001	530044	Non-Major Technology Reserve	3,970	3,470	3,470	3,820	10.09%
10140001	550004	Office Equipment	0	1,000	500	1,000	0.00%
10140001		Subtotal Capital Outlay	\$3,970	\$4,470	\$3,970	\$4,820	7.83%
10140001		Total Recreation Dept Administration	\$262,935	\$275,920	\$265,963	\$289,353	4.87%

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



10140003	Park Maintenance	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140003	511001 Full-Time Employees	\$389,284	\$436,642	\$420,433	\$483,418	10.71%
10140003	511003 Seasonal Salaries	64,889	93,508	92,230	81,536	-12.80%
10140003	511004 Overtime	12,178	8,289	10,071	7,380	-10.97%
10140003	511005 Retirement/Vacation Reimb.	1,254	0	0	0	0.00%
10140003	511006 Longevity	10,014	7,687	7,934	12,021	56.38%
10140003	Subtotal Wages	\$477,620	\$546,126	\$530,668	\$584,355	7.00%
10140003	522250 FICA	35,196	41,138	39,600	42,674	3.73%
10140003	522300 Municipal Employees Retirement	44,844	52,298	50,100	60,244	15.19%
10140003	522301 State Retirement Defined Contribution	4,694	5,172	4,980	5,743	11.04%
10140003	522818 Medical Insur-Active Employees	81,008	88,181	94,390	117,168	32.87%
10140003	522822 Dental Insur-Active Employees	6,386	6,256	6,845	8,206	31.17%
10140003	522840 Insurance Buyback	2,692	1,900	1,900	1,900	0.00%
10140003	522850 Life Insurance	266	287	244	278	-3.14%
10140003	540038 Uniforms And Other Clothing	3,734	3,862	3,656	4,535	17.43%
10140003	Subtotal Benefits	\$178,821	\$199,094	\$201,715	\$240,748	20.92%
10140003	530012 Cleaning Services	2,312	2,282	1,940	2,407	5.48%
10140003	530014 Refuse Disposal	4,723	5,580	5,400	5,359	-3.96%
10140003	530078 Agricultural Services	6,000	6,080	5,630	3,080	-49.34%
10140003	530111 Professional Services	592	0	0	0	0.00%
10140003	532000 Telephone	503	600	490	600	0.00%
10140003	532004 Electricity	39,762	48,165	44,755	46,775	-2.89%
10140003	532010 Wastewater Fees	765	1,620	1,400	1,620	0.00%
10140003	532012 Water Fees	12,669	18,809	18,290	17,809	-5.32%
10140003	534010 Motor Vehicles Maintenance	3,694	5,000	4,675	5,000	0.00%
10140003	534018 Maintenance Of General Equip	5,924	6,000	5,775	6,100	1.67%
10140003	534020 Maintenance Of Buildings	19,552	24,600	23,800	28,000	13.82%
10140003	538028 Rents	3,696	4,276	3,590	4,328	1.22%
10140003	Subtotal Services	\$100,190	\$123,012	\$115,745	\$121,078	-1.57%
10140003	540014 Janitorial Materials & Supp	7,117	7,458	5,585	8,189	9.80%
10140003	540016 Rec Materials & Supplies	4,658	5,505	3,925	6,200	12.62%
10140003	540018 Elect Materials & Supplies	2,569	3,000	2,850	3,000	0.00%
10140003	540022 Agri Materials & Supplies	32,089	34,350	34,350	44,100	28.38%
10140003	540024 Chemicals And Gases	3,307	5,260	4,800	490	-90.68%
10140003	540026 Bldg & Const Materials & Supp	4,857	5,200	4,510	5,200	0.00%
10140003	540028 Motor Vehicle Materials & Supp	9,445	5,100	4,150	5,100	0.00%
10140003	540030 Medical & Lab Materials & Supp	0	200	0	200	0.00%
10140003	540032 General Hardware & Tools	1,016	1,400	925	1,400	0.00%
10140003	540034 Signage Materials & Supplies	6,589	7,162	6,375	7,495	4.65%
10140003	540036 Equipment & Machine Parts	2,600	3,400	2,255	3,400	0.00%
10140003	540040 Fuels And Lubricants	26,032	32,280	33,200	32,280	0.00%
10140003	540050 HVAC Materials & Supplies	2,373	4,300	3,000	4,000	-6.98%
10140003	Subtotal Commodities	\$102,652	\$114,615	\$105,925	\$121,054	5.62%
10140003	550006 General Equipment & Machinery	3,709	4,550	4,100	5,050	10.99%
10140003	590999 Transfer To Other Funds	25,000	0	20,000	0	0.00%
10140003	Subtotal Capital Outlay	\$28,709	\$4,550	\$24,100	\$5,050	10.99%
10140003	Total Park Maintenance	\$887,992	\$987,397	\$978,153	\$1,072,285	8.60%

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



10140005		Athletics Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140005	511001	Full-Time Employees	\$17,996	\$18,750	\$18,890	\$19,509	4.05%
10140005	511003	Seasonal Salaries	11,659	12,143	12,022	12,700	4.59%
10140005	511004	Overtime	503	1,000	500	1,000	0.00%
10140005	511006	Longevity	0	0	0	102	0.00%
10140005		Subtotal Wages	\$30,158	\$31,893	\$31,412	\$33,209	4.13%
10140005	522250	FICA	2,184	2,310	2,344	2,417	4.63%
10140005	522300	Municipal Employees Retirement	2,015	1,129	2,217	2,386	111.34%
10140005	522301	State Retirement Defined Contribution	179	188	188	196	4.26%
10140005	522818	Medical Insur-Active Employees	6,311	3,728	6,495	6,882	84.60%
10140005	522822	Dental Insur-Active Employees	405	205	411	427	108.29%
10140005	522850	Life Insurance	13	7	12	13	85.71%
10140005		Subtotal Benefits	\$11,108	\$7,567	\$11,667	\$12,321	62.83%
10140005	530111	Professional Services	114,926	122,273	121,675	120,248	-1.66%
10140005		Subtotal Services	\$114,926	\$122,273	\$121,675	\$120,248	-1.66%
10140005	540016	Rec Materials & Supplies	13,985	15,520	12,855	16,382	5.55%
10140005		Subtotal Commodities	\$13,985	\$15,520	\$12,855	\$16,382	5.55%
10140005	550018	Recreational Equipment	\$0	\$0	\$1,500	\$0	0.00%
10140005		Subtotal Capital Outlay	\$0	\$0	\$1,500	\$0	0.00%
10140005		Total Athletics Program	\$170,177	\$177,253	\$177,609	\$182,160	2.77%

10140007		Aquatics Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140007	511003	Seasonal Salaries	\$100,336	\$123,574	\$119,221	\$133,473	8.01%
10140007	511004	Overtime	5,495	3,000	4,681	6,500	116.67%
10140007		Subtotal Wages	\$105,831	\$126,574	\$123,902	\$139,973	10.59%
10140007	522250	FICA	8,087	9,683	9,478	10,708	10.59%
10140007	540038	Uniforms And Other Clothing	134	600	600	500	-16.67%
10140007		Subtotal Benefits	\$8,221	\$10,283	\$10,078	\$11,208	9.00%
10140007	530014	Refuse Disposal	1,498	1,600	1,600	1,600	0.00%
10140007	530111	Professional Services	24,049	25,500	30,031	27,750	8.82%
10140007	532000	Telephone	547	380	380	380	0.00%
10140007	532004	Electricity	742	900	975	900	0.00%
10140007	532012	Water Fees	760	1,000	1,080	1,000	0.00%
10140007	534020	Maintenance Of Buildings	1,304	1,500	1,251	1,500	0.00%
10140007	538022	Printing Expenses	1,678	1,300	980	1,700	30.77%
10140007	538028	Rents	540	650	210	650	0.00%
10140007		Subtotal Services	\$31,116	\$32,830	\$36,507	\$35,480	8.07%
10140007	540014	Janitorial Materials & Supp	2,779	3,000	2,975	3,000	0.00%
10140007	540016	Rec Materials & Supplies	493	500	45	500	0.00%
10140007	540026	Bldg & Const Materials & Supp	1,791	2,000	1,845	2,000	0.00%
10140007		Subtotal Commodities	\$5,063	\$5,500	\$4,865	\$5,500	0.00%
10140007	550018	Recreational Equipment	450	450	425	500	11.11%
10140007		Subtotal Capital Outlay	\$450	\$450	\$425	\$500	11.11%
10140007		Total Aquatics Program	\$150,681	\$175,637	\$175,777	\$192,661	9.69%

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



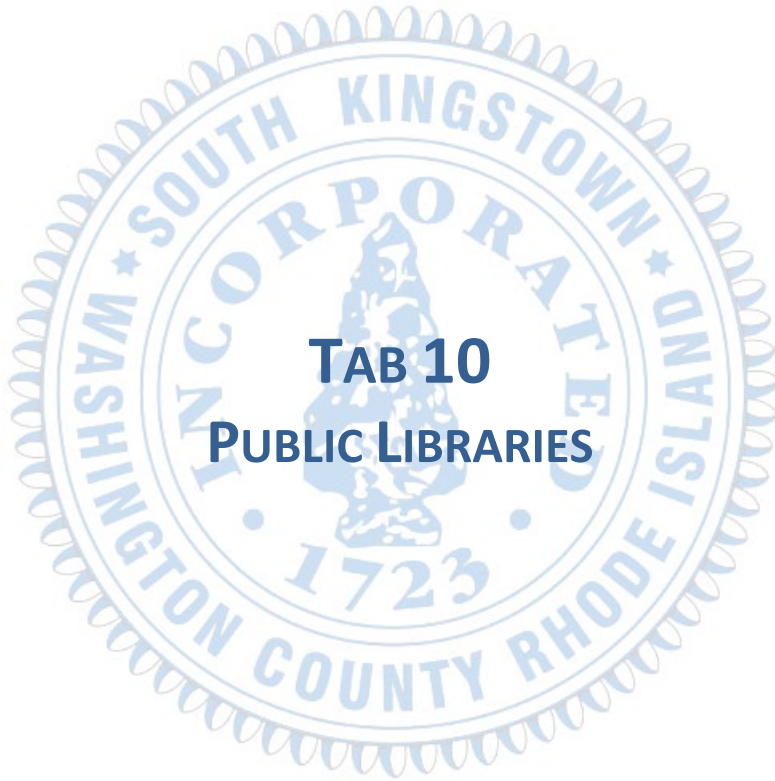
10140009	Leisure Services Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140009	511003	Seasonal Salaries	\$39,740	\$52,013	\$49,014	\$42,177	-18.91%
10140009	511004	Overtime	92	0	253	0	0.00%
10140009		Subtotal Wages	\$39,832	\$52,013	\$49,267	\$42,177	-18.91%
10140009	522250	FICA	3,056	3,979	3,769	3,227	-18.90%
10140009	540038	Uniforms And Other Clothing	969	1,200	1,200	1,000	-16.67%
10140009		Subtotal Benefits	\$4,025	\$5,179	\$4,969	\$4,227	-18.38%
10140009	530111	Professional Services	49,361	62,490	62,325	61,300	-1.90%
10140009	532000	Telephone	82	0	0	0	0.00%
10140009	532004	Electricity	1,031	1,250	975	1,250	0.00%
10140009	532012	Water Fees	198	150	83	150	0.00%
10140009	532014	Propane	1,021	750	750	750	0.00%
10140009	534020	Maintenance Of Buildings	259	300	295	500	66.67%
10140009	538028	Rents	8,093	8,750	8,500	7,950	-9.14%
10140009		Subtotal Services	\$60,044	\$73,690	\$72,928	\$71,900	-2.43%
10140009	540014	Janitorial Materials & Supp	0	300	300	300	0.00%
10140009	540016	Rec Materials & Supplies	6,376	5,850	5,400	4,200	-28.21%
10140009		Subtotal Commodities	\$6,376	\$6,150	\$5,700	\$4,500	-26.83%
10140009	550018	Recreational Equipment	0	2,000	615	1,000	-50.00%
10140009		Subtotal Capital Outlay	\$0	\$2,000	\$615	\$1,000	-50.00%
10140009		Total Leisure Services Program	\$110,276	\$139,032	\$133,479	\$123,804	-10.95%

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



10140013		Creative Activities Program	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140013	511001	Full-Time Employees	\$7,982	\$8,142	\$8,180	\$8,472	4.05%
10140013	511002	Part-Time Salaries	49,222	48,613	48,500	50,828	4.56%
10140013	511004	Overtime	9	0	0	0	0.00%
10140013	511006	Longevity	0	98	100	127	29.59%
10140013		Subtotal Wages	\$57,213	\$56,853	\$56,780	\$59,427	4.53%
10140013	522250	FICA	4,407	4,242	4,359	4,359	2.76%
10140013	522300	Municipal Employees Retirement	7,339	6,382	3,171	6,880	7.80%
10140013	522301	State Retirement Defined Contribution	650	542	564	566	4.43%
10140013	522822	Dental Insurance	203	196	205	213	8.67%
10140013	522840	Insurance Buyback	400	400	400	400	0.00%
10140013	522850	Life Insurance	7	7	6	7	0.00%
10140013		Subtotal Benefits	\$13,005	\$11,769	\$8,705	\$12,425	5.57%
10140013	530014	Refuse Disposal	309	312	300	312	0.00%
10140013	530066	Internet Access	828	828	828	840	1.45%
10140013	530111	Professional Services	2,278	3,500	3,289	1,975	-43.57%
10140013	532000	Telephone	216	276	235	276	0.00%
10140013	532002	Fuel - Oil	2,630	3,015	2,800	2,990	-0.83%
10140013	532004	Electricity	1,100	1,150	935	1,150	0.00%
10140013	532010	Wastewater Fees	255	255	280	300	17.65%
10140013	532012	Water Fees	171	250	233	280	12.00%
10140013	534020	Maintenance Of Buildings	593	800	800	800	0.00%
10140013	538028	Rents	0	288	288	300	4.17%
10140013		Subtotal Services	\$8,380	\$10,674	\$9,988	\$9,223	-13.59%
10140013	540014	Janitorial Materials & Supp	0	500	400	500	0.00%
10140013	540016	Rec Materials & Supplies	208	1,000	890	700	-30.00%
10140013		Subtotal Commodities	\$208	\$1,500	\$1,290	\$1,200	-20.00%
10140013	550018	Recreational Equipment	0	200	200	200	0.00%
10140013	570004	Building Improvements	722	800	700	800	0.00%
10140013		Subtotal Capital Outlay	\$722	\$1,000	\$900	\$1,000	0.00%
10140013		Total Creative Activities Program	\$79,528	\$81,796	\$77,663	\$83,275	1.81%

Total Parks & Recreation Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10140001	Subtotal Recreation Dept Administration	\$262,935	\$275,920	\$265,963	\$289,353	4.87%
10140003	Subtotal Park Maintenance	887,992	987,397	978,153	1,072,285	8.60%
10140005	Subtotal Athletics	170,177	177,253	177,609	182,160	2.77%
10140007	Subtotal Aquatics	150,681	175,637	175,777	192,661	9.69%
10140009	Subtotal Leisure Services	110,276	139,032	133,479	123,804	-10.95%
10140013	Subtotal Creative Activities	79,528	81,796	77,663	83,275	1.81%
	Total Parks & Recreation Program	\$1,661,589	\$1,837,035	\$1,808,644	\$1,943,538	5.80%



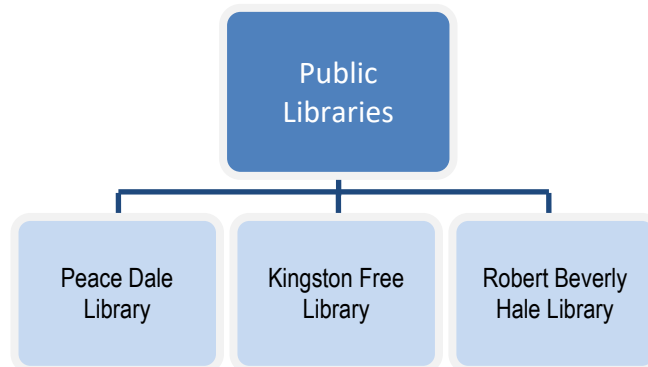
TAB 10
PUBLIC LIBRARIES

Public Libraries..... 10 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

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

Functions

Core library services include, but are not limited to:

- Provide access to a varied collection of print, non-print, and electronic resources including digital media for school, work, or personal enrichment purposes
- Provide access to seventy-two library collections in the State of Rhode Island, as member of the Ocean State Libraries consortium
- Provide educational 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 2018-2019 Priorities

Priorities	Town Council Goals & Objs
In coordination with IT, implement a new VoIP phone system at all 3 Library Branches	PCSF
Install new boiler units at Kingston Free Library	PCSF
Refurbish the front door at Peace Dale Library	PCFS
Continue to review and make necessary updates to library policies	CE
Complete planned CIP for the exterior painting of Robert Beverly Hale Library	PCSF
Submit a grant request to the Champlin Foundation and the RI Foundation that best supports the immediate needs of the Library	BDFM
Implement Library Action plan through coordinating efforts of all staff, Library Trustees, and Friends of the Library	PCSF
Promote library services through providing programs in community agencies such as local daycare centers, preschools, schools, Senior Center, and the YMCA	SNP
Plan event to celebrate the 100 th anniversary of the Daniel Chester French sculpture, "The Weaver" (2020)	CHR
Prepare and submit Annual Public Library Survey FY2019	BDFM
Prepare and submit Library of Rhode Island certification FY2019	PCSF

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Provide materials in a variety of formats both physical and virtual for persons of all ages that are relevant to the community's evolving needs and interests	BDFM
Serve as a center for free, timely and accurate information for all residents in their pursuit of job-related, educational, and personal enrichment opportunities.	CE/SNP
Assist residents of all ages in the pursuit of life-long learning by offering a variety of free and equitable programs, services, and technologies.	CE/SNP
Provide a welcoming library environment and maintain buildings which are clean, comfortable, safe, and accessible to all members of the community	BDFM/CHR
Raise community awareness and usage of library materials, programs and services	CE
Continue to develop a community partnership with URI Graduate Library program to leverage Professional Field Experience opportunities for library students	URI
Develop and enhance community partnerships to promote library services	SNP
Increase circulation in both print and electronic materials by 2%	PCSF
Increase program attendance by 2%	SNP
Continue to offer technology instruction on an one-on-one and special programming basis	CE/SNP
Analyze usage of Non-English materials and resources to increase the diversity of collection to meet existing and potential needs	CE/SNP
Celebrate the 100 th anniversary of the Daniel Chester French sculpture, "The Weaver" (2020)	CHR

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



Specific Performance Measurements

Description	FY 2017-2018	FY 2018-2019	FY 2019-2020	Town Council Goals & Obj's
	Actual	Projected	Anticipated	
Print materials	80,115	81,00	81,000	PCSF
Print materials per capita	2.61	2.64	2.64	PCSF
E-books	344,445	350,000	350,000	PCSF
E-books per capita	11.24	11.42	11.42	PCSF
Total Items in Collection	176,359	180,000	180,000	PCSF
Total Items in Collection per Capita	5.76	5.87	5.87	PCSF
Library Card Holders	9,273	9,500	9,600	PCSF
Library Card Holders per Capita	.30	.31	.32	PCSF
New Library Cards	799	825	850	PCSF
Circulation	218,461	222,800	227,250	BDFM
Circulation per Capita	7.13	7.27	7.42	BDFM
E-book circulation	33,517	38,000	41,700	PCSF
E-book circulation per capita	1.09	1.24	1.36	PCSF
Library visits	135,901	139,800	143,500	PCSF
Library visits per capita	4.44	4.56	4.68	PCSF
Programs offered	707	700	700	SNP
Program attendance	15,999	16,100	16,500	SNP
Program attendance per capita	.52	.53	.54	SNP
Reference Transactions	27,480	28,700	29,600	PCSF
Reference transactions per capita	.89	.94	.97	PCSF
Public Internet Desktop	15,903	16,000	17,000	PCSF
Public Internet Wireless	20,211	28,200	35,000	PCSF
Total public Internet sessions	36,124	44,200	52,000	PCSF
Public Internet session per capita	1.18	1.44	1.70	PCSF
Public Meeting Rooms	3	3	3	PCSF
Public Meeting Room Reservations	1,149	1,000	1,100	PCSF

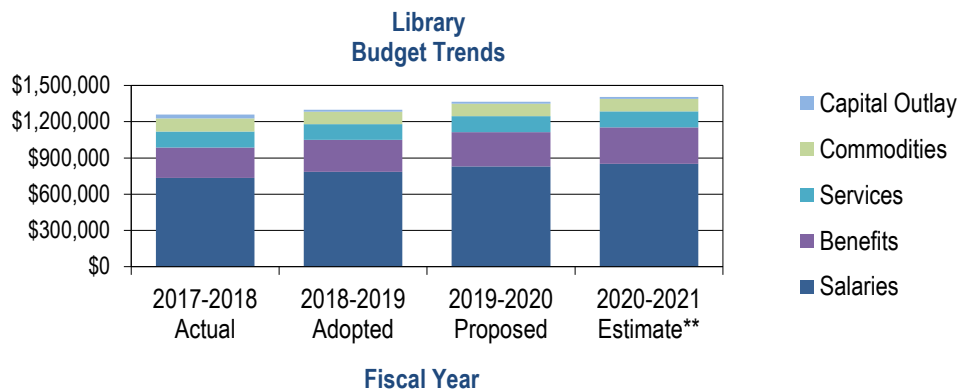
General Fund (101) South Kingstown Public Libraries (50001), *continued*



FY 2019-2020 Funding Comparison

Library	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	9	9	9	10	1
Salaries	\$734,306	\$785,950	\$774,237	\$829,378	\$43,428
Benefits	251,639	263,291	266,827	284,881	21,590
Subtotal Personnel Expenditures*	\$985,945	\$1,049,241	\$1,041,064	\$1,114,259	\$65,018
Services	\$133,674	\$130,231	\$122,295	\$131,391	\$1,160
Commodities	107,216	104,050	98,835	102,500	(1,550)
Capital Outlay	33,214	15,442	25,442	15,975	533
Subtotal Operating Expenditures	\$274,104	\$249,723	\$246,572	\$249,866	\$143
Total Expenditures	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	\$65,161

*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 proposed for FY 2019-2020 to reclassify a part time Librarian previously paid as a pooled position (and not reflected in the FTE) to full time, resulting in a 1.0 FTE increase. It is noted however the position is currently 30 hours per week, and is proposed to increase to 35 hours and will be eligible receive full time related employment benefits.



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statement

10150001	Library Administration	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10150001	511001	\$509,697	\$524,783	\$530,338	\$589,011	12.24%
10150001	511002	207,129	243,674	224,927	221,921	-8.93%
10150001	511004	289	1,000	1,000	1,000	0.00%
10150001	511005	1,878	0	1,450	0	0.00%
10150001	511006	15,313	16,493	16,522	17,446	5.78%
10150001	Subtotal Wages	\$734,306	\$785,950	\$774,237	\$829,378	5.53%
10150001	522250	54,339	58,158	58,158	61,372	5.53%
10150001	522300	68,834	75,281	75,208	81,415	8.15%
10150001	522301	6,057	6,324	6,335	6,600	4.36%
10150001	522818	109,544	112,491	116,425	123,835	10.08%
10150001	522820	2,500	625	625	0	-100.00%
10150001	522822	6,873	6,627	7,158	7,488	12.99%
10150001	522840	2,000	2,000	2,000	2,000	0.00%
10150001	522850	326	330	298	326	-1.21%
10150001	538014	413	455	165	455	0.00%
10150001	540038	755	1,000	455	1,390	39.00%
10150001	Subtotal Benefits	\$251,639	\$263,291	\$266,827	\$284,881	8.20%
10150001	530014	2,717	2,965	2,823	2,965	0.00%
10150001	530018	56,885	57,351	57,351	58,953	2.79%
10150001	530064	783	637	140	700	9.89%
10150001	530111	70	0	640	0	0.00%
10150001	532000	1,825	2,100	2,100	1,780	-15.24%
10150001	532004	20,457	21,000	20,878	21,000	0.00%
10150001	532008	13,359	11,820	10,211	11,685	-1.14%
10150001	532010	741	750	583	650	-13.33%
10150001	532012	2,584	3,550	2,450	3,000	-15.49%
10150001	532014	1,798	1,560	1,560	1,800	15.38%
10150001	534010	15	0	0	0	0.00%
10150001	534012	1,385	1,400	1,400	1,400	0.00%
10150001	534016	7,089	7,500	4,950	7,500	0.00%
10150001	534020	23,056	19,000	16,650	19,000	0.00%
10150001	538012	39	125	125	125	0.00%
10150001	538020	335	350	305	300	-14.29%
10150001	538022	413	0	0	410	0.00%
10150001	538028	122	123	123	123	0.00%
10150001	538030	0	0	6	0	0.00%
10150001	Subtotal Services	\$133,674	\$130,231	\$122,295	\$131,391	0.89%

**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 Proposed	Percent Change
10150001	540012 Office Materials & Supplies	5,409	5,000	4,405	5,000	0.00%
10150001	540014 Janitorial Materials & Supp	1,650	2,100	1,950	2,100	0.00%
10150001	540016 Rec Materials & Supplies	10	0	0	0	0.00%
10150001	540018 Elect Materials & Supplies	2,775	500	300	500	0.00%
10150001	540020 Books And Publications	79,786	81,000	78,525	81,000	0.00%
10150001	540021 Audio/Visual Materials	15,610	13,500	12,355	13,500	0.00%
10150001	540026 Bldg & Const Materials & Supp	131	400	400	400	0.00%
10150001	540028 Motor Vehicle Materials & Supp	826	450	0	0	-100.00%
10150001	540040 Fuels And Lubricants	1,019	1,100	900	0	-100.00%
10150001	Subtotal Commodities	\$107,216	\$104,050	\$98,835	\$102,500	-1.49%
10150001	530044 Non-Major Technology Reserve	15,244	15,442	15,442	15,975	3.45%
10150001	550004 Office Equipment	8,895	0	0	0	0.00%
10150001	550014 Medical And Laboratory Equip	25	0	0	0	0.00%
10150001	550026 Furniture And Furnishings	1,550	0	0	0	0.00%
10150001	590999 Transfer To Other Funds	7,500	0	10,000	0	0.00%
10150001	Subtotal Capital Outlay	\$33,214	\$15,442	\$25,442	\$15,975	3.45%
10150001	Total Library Administration	\$1,260,049	\$1,298,964	\$1,287,636	\$1,364,125	5.02%



TAB 11
NON-DEPARTMENTALS

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

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Insurance and Claims



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

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

Functions

MUNICIPAL INSURANCE

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, and fire and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. The Town has been a member of the Rhode Island Inter-local Risk Management Trust for over thirty years, since 1988. This cooperative pool, with other Rhode Island cities and towns, allows the Town to take advantage of volume premium discounts. Insurance premiums for each municipality are based on actual claims experience. The Town maintains excess insurance coverage for general liability claims in the amount of \$5 million per occurrence, necessary to adequately protect the Town against claims for potential catastrophic losses. A General Fund appropriation in the amount of \$403,448, reflecting 13.65% increase is proposed for the 2019-2020 fiscal year, due to claims experience as well as a change in billing methodology related to closed claims; this change is implemented to reduce future spikes in payment upon claim closure.

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. A decrease of \$5,500 over the prior year funding, to \$12,500 is proposed for FY 2019-2020. The Town experienced an 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 statues for on-the-job injuries. For FY 2019-2020, an increase of \$11,440 (6.73%) over the current fiscal year appropriation is proposed, for a total proposed amount of \$181,440. 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 2019-2020. Prudent

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



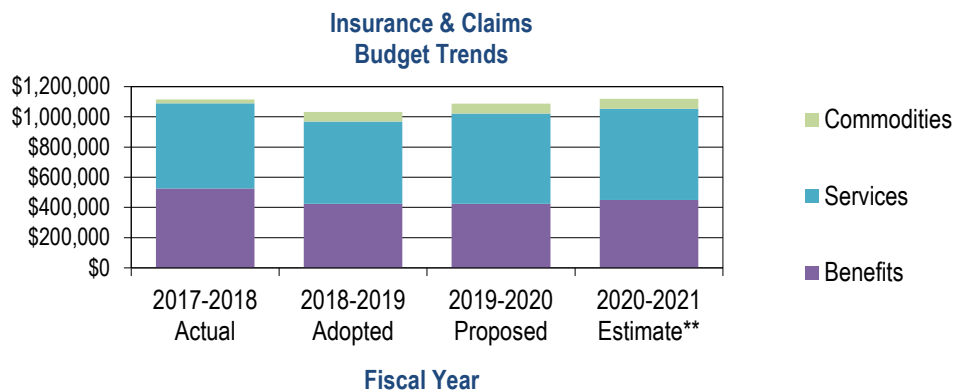
financial management standards suggest that a fund contingency of no less than one-half percent, and no more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between \$125,000 (for about one-half percent), and \$250,000 (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 2019-2020 fiscal year. For FY 2019-2020, level funding of \$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 2019-2020 Funding Comparison

Insurance & Claims	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Benefits	\$525,000	\$425,000	\$425,000	\$425,000	\$0
Subtotal Personnel Expenditures	\$525,000	\$425,000	\$425,000	\$425,000	\$0
Services	\$563,919	\$543,000	\$553,730	\$597,388	\$54,388
Commodities	25,915	65,000	0	65,000	0
Subtotal Operating Expenditures	\$589,834	\$608,000	\$553,730	\$662,388	\$54,388
Total Expenditures	\$1,114,834	\$1,033,000	\$978,730	\$1,087,388	\$54,388



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statements

10170103	Municipal Insurance	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10170103 560010	Insurance	\$354,268	\$355,000	\$375,300	\$403,448	13.65%
10170103	Subtotal Services	\$354,268	\$355,000	\$375,300	\$403,448	13.65%
10170103	Total Municipal Insurance	\$354,268	\$355,000	\$375,300	\$403,448	13.65%

10170105	Unemployment Insurance	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10170105 560015	Unemployment Insurance	\$43,159	\$18,000	\$10,300	\$12,500	-30.56%
10170105	Subtotal Services	\$43,159	\$18,000	\$10,300	\$12,500	-30.56%
10170105	Total Unemployment Insurance	\$43,159	\$18,000	\$10,300	\$12,500	-30.56%

10170107	Worker's Compensation Insurance	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10170107 560020	Worker's Compensation Ins	\$166,492	\$170,000	\$168,130	\$181,440	6.73%
10170107	Subtotal Services	\$166,492	\$170,000	\$168,130	\$181,440	6.73%
10170107	Total Workers' Compensation Ins	\$166,492	\$170,000	\$168,130	\$181,440	6.73%

10170109	Fund Contingency	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10170109 580100	Miscellaneous Expenses	\$25,915	\$65,000	\$0	\$65,000	0.00%
10170109	Subtotal Commodities	\$25,915	\$65,000	\$0	\$65,000	0.00%
10170109	Total Fund Contingency	\$25,915	\$65,000	\$0	\$65,000	0.00%

10173011	Town Health Care	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10173011 522900	Contingency	\$75,000	\$75,000	\$75,000	\$75,000	0.00%
10173011 523110	OPEB	450,000	350,000	350,000	350,000	0.00%
10173011	Subtotal Benefits	\$525,000	\$425,000	\$425,000	\$425,000	0.00%
10173011	Total Town Health Care	\$525,000	\$425,000	\$425,000	\$425,000	0.00%

Total Insurance & Claims Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10170103	Subtotal Municipal Insurance	\$354,268	\$355,000	\$375,300	\$403,448	13.65%
10170105	Subtotal Unemployment Insurance	43,159	18,000	10,300	12,500	-30.56%
10170107	Subtotal Worker's Compensation Insurance	166,492	170,000	168,130	181,440	6.73%
10170109	Subtotal Fund Contingency	25,915	65,000	0	65,000	0.00%
10173011	Subtotal Town Health Care	525,000	425,000	425,000	425,000	0.00%
Total Insurance & Claims Program		\$1,114,834	\$1,033,000	\$978,730	\$1,087,388	5.27%

General Fund (101) Human Service & Outside Agencies



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
80000	Human Service Agencies
81000	Outside Agencies

Functions

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

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

Due to the challenging budget year ahead, and the continued loss in state funding putting an ever increasing strain on local tax dollars, the eligibility and process for consideration in the Human Service & Outside Agency funding for FY 2019-2020 has changed. In past years, only organizations that received an appropriation as part of the current fiscal year’s adopted budget were considered for incorporation in the Town Manager’s proposed budget; these organizations were recommended for up to level funding. During budget deliberations, the Town Council would consider funding requests for new organizations, as well as funding increase requests from existing organizations as part of the adopted budget.

Effective FY 2019-2020, rather than the Town Manager recommending specific dollar amounts within the proposed budget for each requesting organization, the Town Manager will be including a recommended combined total funding amount available for Human Service & Outside Agency funding within the proposed budget. The Town Council will review the application materials provided by the requesting organizations, and consider during budget deliberations which organizations will receive funding, and how much, as part of the adopted budget.

As part of the FY 2019-2020 application, each organization submitting a funding request will need to identify if the request is for ongoing operational expenses (sustaining) or if the funding is for a new project (innovation), and provide details regarding the justification for funding within their application. In addition, effective FY 2019-2020, the Town Manager has established a threshold regarding eligibility for consideration; an organization whose revenues and/or budget (or whose parent organization’s revenues and/or budget) exceeds that of the Town of South Kingstown’s FY 2018-2019 municipal share of the General Fund adopted revenues/expenditures (\$24.5M) will regrettably no longer be considered to receive funding from the Town of South Kingstown. It is noted that based upon the implementation of



this threshold, several organizations funded in the current year are no longer eligible for funding consideration.

Town appropriations are proposed for the 2019-2020 fiscal year to the following quasi-governmental organizations/activities, in a combined amount of \$30,848. It is noted that, given their status, the Town Council has historically not required these organizations to submit funding request applications.

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 \$13,448 is proposed for the 2019-2020 fiscal year. The proposed increase of \$641 over the current fiscal year is included as it represents an increase in the cost of annual membership dues.

CELEBRATIONS

Funding is provided each year for the conduct of three local parades in town. Level funding in the amount of \$7,000 is proposed for the 2019-2020 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.

UFD & KFD 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 proposed, for a total appropriation of \$5,400 during FY 2019-2020.



SOUTH KINGSTOWN PARTNERSHIP FOR PREVENTION

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 \$5,000 is proposed for the 2019-2020 fiscal year. It is noted that in addition to this funding, the Town also provides in-kind services.

In addition to the \$30,848 proposed above for specific organizations, the Town Manager is proposing an uncommitted amount of funding available for allocation consideration by the Town Council. During budget deliberations, the Town Council can consider the funding requests received from these organizations as part of the adopted budget, and can consider providing funding allocations using this proposed amount. The uncommitted funding is proposed for FY 2019-2020 in the amount of \$112,450. When combined with the committed funds, the total Human Service & Outside Agency annual contributions are approximately \$70,000 less than in the current year.

Funding requests were received for the 2019-2020 fiscal year from the following eligible Human Service and Outside Agencies, which were funded in the current fiscal year:

JONNYCAKE CENTER OF PEACE DALE

The Jonnycake Center of Peace Dale is a non-profit local organization, whose mission is to improve the quality of life for individuals and families by providing comprehensive assistance to those in need of food, clothing, and household items, and through individual and systemic advocacy for our clients. A funding request in the amount of \$30,000 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.

SOUTHERN RHODE ISLAND CHAMBER OF COMMERCE

The Chamber is a commerce/economic development organization and is a non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial, and civic interests of the community. The Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. A funding request in the amount of \$29,000 was received for the 2019-2020 fiscal year; which is a \$20,000 increase over the amount received in FY 2018-2019.

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. A funding request in the amount of \$20,000 was received for the 2019-2020 fiscal year; which is a \$5,000 increase over the amount received in FY 2018-2019.

EDUCATION EXCHANGE

The Education Exchange is a non-profit organization whose mission is to provide educational tools and opportunities that are informative, relevant, and responsive to the needs of individuals and businesses in Southern Rhode Island and beyond, and offers a wide range of programs at sites in



South County. Programs include GED, adult literacy and math, English as a Second Language, Civics and Citizenship, as well as computer courses and other work-readiness initiatives. A funding request in the amount of \$15,000 was received for the 2019-2020 fiscal year; which is an \$11,500 increase over the amount received in FY 2018-2019.

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. A funding request in the amount of \$9,000 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.

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. A funding request in the amount of \$5,000 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.

WAKEFIELD VILLAGE ASSOCIATION

The 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. A funding request in the amount of \$5,000 was received for the 2019-2020 fiscal year; equivalent to the regular funding which was received in FY 2018-2019, exclusive of a \$3,000 one-time funding request for a special initiative to help fund the purchase of equipment used to support WVA's RiverFire events on Thursday evenings during the summer.

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. A funding request in the amount of \$2,000 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.

NARROW RIVER PRESERVATION ASSOCIATION

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. A funding request in the amount of \$1,950 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.



NEIGHBORS HELPING NEIGHBORS

Neighbors Helping Neighbors is a non-profit organization offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. The organization is dedicated to helping families stay in their homes through a variety of ways, primarily by providing necessary home repairs and modifications. A funding request in the amount of \$1,000 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.

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. A funding request in the amount of \$1,000 was received for the 2019-2020 fiscal year; equivalent to that which was received in FY 2018-2019.

New funding requests were received for the 2019-2020 fiscal year from the following eligible Human Service and Outside Agencies:

VFW, POST 916

A funding request in the amount of \$5,000 was received for the 2019-2020 fiscal year.

CONCRETE COUCH

A funding request in the amount of \$9,700 was received for the 2019-2020 fiscal year.

BOYS & GIRLS CLUB OF NEWPORT

A funding request in the amount of \$15,000 was received for the 2019-2020 fiscal year.

Specific Performance Measurements

For the 2019-2020 fiscal year, it is proposed the Town appropriate up to \$143,298, to support programming provided by community-based agencies that address important and diverse human service needs in our community. As discussed above, a proposed \$112,450 is available in uncommitted funds, and \$30,848 is proposed in committed funds for 4 organizations. Another eleven eligible organizations submitted funding request applications in order to be considered for FY 2019-2020 appropriations via the uncommitted funds. A combined total of \$179,498 in funding was requested by the 15 organizations, which is \$36,200 in excess of the FY 2019-2020 proposed amount of \$143,298.

Human Service & Outside Agencies Requesting Increased Funding	FY 2018-2019 Received	FY 2019-2020 Request	Increase in Request
Southern RI Chamber of Commerce	\$9,000	\$29,000	\$20,000
Education Exchange	\$3,500	\$15,000	\$11,500
Welcome House of South County	\$15,000	\$20,000	\$5,000

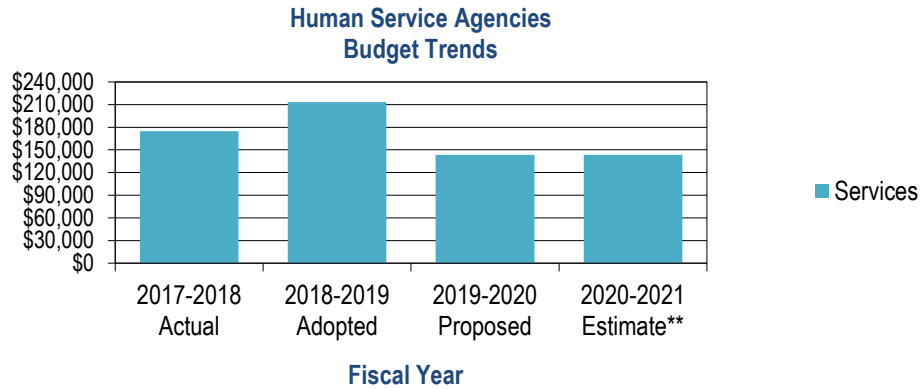
New Organizations Requesting Funding	FY 2018-2019 Received	FY 2019-2020 Request
VFW, Post 916	\$0	\$5,000
Concrete Couch	\$0	\$9,700
Boys & Girls Club of Newport	\$0	\$15,000

General Fund (101) Human Service & Outside Agencies, *continued*



FY 2019-2020 Funding Comparison

Human Service & Outside Agencies	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$174,758	\$213,157	\$213,157	\$143,298	(\$69,859)
Subtotal Operating Expenditures	\$174,758	\$213,157	\$213,157	\$143,298	(\$69,859)
Total Expenditures	\$174,758	\$213,157	\$213,157	\$143,298	(\$69,859)



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services (exclusive of contributions to Human Service Agencies) and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

General Fund (101) Human Service & Outside Agencies, *continued*



FY 2019-2020 Expenditure Statement

10180000	Contributions to Human Service Agencies		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10180000	589606	Jonnycake Center Of Peace Dale	\$22,000	\$30,000	\$30,000	\$0	0.00%
10180000	589607	Cane Child Development Center	9,000	9,000	9,000	0	0.00%
10180000	589609	Welcome House Of South County	15,077	15,000	15,000	0	0.00%
10180000	589610	Domestic Violence Resource Center	5,000	5,000	5,000	0	0.00%
10180000	589611	Washington County Coalition for Children	1,000	1,000	1,000	0	0.00%
10180000	589612	Education Exchange	3,500	3,500	3,500	0	0.00%
10180000	589601	South Shore Center	0	15,000	15,000		
10180000	589602	Hope Hospice & Palliative Care RI	2,500	2,500	2,500		
10180000	589603	South County Home Health	24,000	24,000	24,000		
10180000	589604	Thundermist Health Center of South County	24,000	24,000	24,000		
10180000	589608	Tri-County Community Action Agency	24,000	24,000	24,000		
10180000	589613	Easter Seals Rhode Island	0	5,000	5,000		
		<i>Proposed for Disbursement - Uncommitted</i>				\$67,500	
10180000		Subtotal Services	\$130,077	\$158,000	\$158,000	\$67,500	-57.28%
10181000		Total Human Service Agencies	\$130,077	\$158,000	\$158,000	\$67,500	-57.28%

10181000	Contributions to Outside Agencies		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10181000	580104	League of Cities & Towns	\$11,115	\$12,807	\$12,807	\$13,448	0.00%
10181000	580106	Celebrations (Parades)	4,666	7,000	7,000	7,000	0.00%
10181000	580108	Fire Stations	5,400	5,400	5,400	5,400	0.00%
10181000	589701	Narrow River Preservation Assoc.	500	1,950	1,950	0	0.00%
10181000	589702	Southern RI Chamber Of Comm.	9,000	9,000	9,000	0	0.00%
10181000	589705	SK Partnership For Prevention	4,000	5,000	5,000	5,000	0.00%
10181000	589706	Wakefield Village Association	5,000	8,000	8,000	0	0.00%
10181000	589708	Neighbors Helping Neighbors	0	1,000	1,000	0	0.00%
10181000	589709	Southern Rhode Island Volunteers	2,000	2,000	2,000	0	0.00%
10181000	589703	Peace Dale Neighborhood Revitalization	3,000	3,000	3,000		
		<i>Proposed for Disbursement - Uncommitted</i>				\$44,950	
10181000		Subtotal Services	\$44,681	\$55,157	\$55,157	\$75,798	37.42%
10181000		Total Outside Agencies	\$44,681	\$55,157	\$55,157	\$75,798	37.42%

Total Human Services & Outside Agencies Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10180000	Subtotal Human Service Agencies	\$130,077	\$158,000	\$158,000	\$67,500	-57.28%
10181000	Subtotal Outside Agencies	44,681	55,157	55,157	75,798	37.42%
	Total HS & OA Program	\$174,758	\$213,157	\$213,157	\$143,298	-32.77%

General Fund (101) Capital Outlay (85000)



Functions

This account provides funding for the Capital Budget portion of the Town Council's FY 2019-2020 Town Manager Proposed Budget, and is the first year spending program of the six year Capital Improvement Program (CIP). The CIP's first year spending program is also referred to as the 'Pay-As-You-Go' element.

The six year Capital Improvement Program for Fiscal Period 2019-2020 through 2024-2025 is summarized within tab twenty-one of this document. The full 2019-2029 through 2024-2025 Capital Improvement Program can be found on the Town of South Kingstown's website at:

www.southkingstownri.com/DocumentCenter/View/2704/FY-2019-2020-FINAL-CIP

FY 2019-2020 Expenditure Statement

10185000	Capital Outlay	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
10185000 590408	Capital Equip. & Replace. Fund	\$493,500	\$530,500	\$530,500	\$643,000	21.21%
10185000 590410	Technology Reserve Fund	70,000	0	0	0	0.00%
10185000 590414	Public Safety Reserve Fund	40,000	35,000	35,000	35,000	0.00%
10185000 590418	Public Works Improvement Fund	660,000	670,000	670,000	670,000	0.00%
10185000 590420	Rec Development & Restore Fund	236,000	272,000	272,000	271,000	-0.37%
10185000 590426	Town Hall Improvement Fund	0	25,000	25,000	15,000	-40.00%
10185000	Subtotal Capital Outlay	\$1,499,500	\$1,532,500	\$1,532,500	\$1,634,000	6.62%
10185000	Total Capital Improvement	\$1,499,500	\$1,532,500	\$1,532,500	\$1,634,000	6.62%



TAB 12
PEACE DALE OFFICE BUILDING FUND

Peace Dale Office Building 12 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



The Parks & Recreation Department is funded through revenues from the General Fund, as well as the Peace Dale Office Building (PDOB), the Neighborhood Guild, and the Recreation Center. This section details PDOB, the other three funds are each detailed separately within the budget document. Of the four funds supporting the Parks & Recreation Department, it is noted that for the General Fund, just 38% of revenues are tax supported, and just 10% of the Recreation Center revenues are tax supported, for a combined 48%. The remaining 52% of the Department’s funding does not require tax support. The PDOB and Neighborhood Guild are self-supporting and require no tax support.

Parks & Recreation Department	General Fund	Recreation Center	Neighborhood Guild	Peace Dale Office Building	Total
Tax Support*	38%	10%	0%	0%	48%
NonTax Revenue*	21%	5%	23%	3%	52%
Total as a % of Dept Budget	59%	15%	23%	3%	100%

**as a % of the Recreation Department Total Budget*

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

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

Mission Statement

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



General Explanation and Work Program

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

The ground floor of the PDOB facility is utilized on a year-round basis for public programming through the Parks and Recreation Department. The space serves as an extension of the Neighborhood Guild facility, and allows the Department to offer select leisure programs including 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 3rd floor activity rooms, for exercise programs, has decreased 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 3rd floor studio at PDOB open for the Department to offer for short term and hourly rentals or a suitable long term lease, 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 93% with two small office spaces vacant at present. FY 2019-2020 projected rental revenue reflects a \$274 increase as compared with the current fiscal year budget as a result of annual escalators built into the existing lease agreements, and assuming 93% occupancy. 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. The PDOB, has been identified as 'at risk' in the Town's recently revised draft Hazard Mitigation Plan with some possible long term remedies identified for future consideration.

Functions

The primary functions include, but are not limited to:

- The PDOB location serves as an extension of the Neighborhood Guild facility, with some recreational programs offered there year round
- The Parks & Recreation Department manages the rentals and occupancy of commercial units within the PDOB
- Both day to day and long term maintenance of the PDOB are managed by the Parks & Recreation Department, leveraging rental income for improvements to maintain and preserve the building



FY 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Secure renewal of four lease agreement scheduled for expiration in 2020	ED
Market two vacant units and establish new lease agreements for these vacant units	ED
Perform exterior building improvements, including power washing and the stripping/painting of all exterior trim and fire escapes	CHR
Offer ongoing recreational programs on ground floor level and 3 rd 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
Continue with interior common area and unit improvements as needed	PCSF

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to analyze commercial rental rates prior to all lease renewals to ensure market position is competitive and fair	ED
Explore opportunities to rent 3 rd floor exercise studio and classroom	PCSF
Establish lease renewal or new lease agreements for four units with lease agreements scheduled to expire in 2020	ED
Maintain the Access to Art Pottery Program based on public demand	PCSF
Resume 100% capacity of commercial rental units	ED
Continue exterior and interior facility improvements as necessary	BDFM
Initiate research into options for infrastructure improvements to mitigate water intrusion due to river flooding	SENR



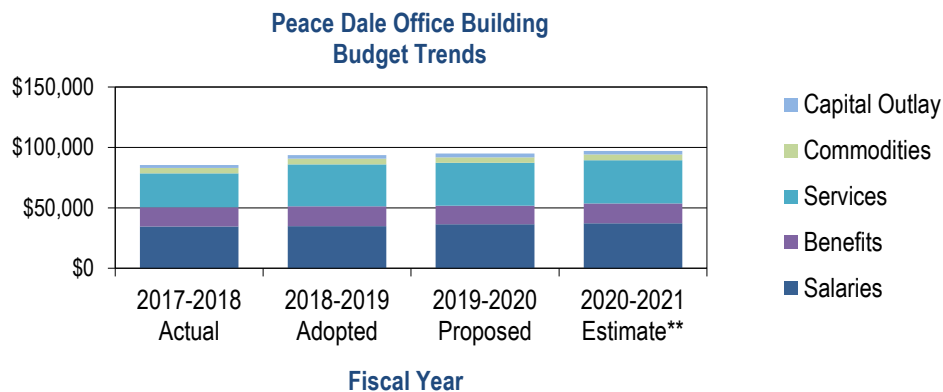
Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Commercial Tenants	6	7	7	ED
Recreational Programs Offered*	18	16	16	PCSF
Self Support Program Revenue	\$3,704	\$3,450	\$2,600	BDFM
Rental Income	\$80,456	\$85,937	\$91,663	BDFM
Facility Usage: Participation #*	4,735	5,900	6,000	PCSF
Facility Programming Hours*	1,029	1,420	1,500	PCSF

FY 2019-2020 Funding Comparison

Peace Dale Office Building	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	0.60	0.60	0.60	0.60	0.00
Salaries	\$34,677	\$34,708	\$34,708	\$36,415	\$1,707
Benefits	15,801	16,519	16,725	15,297	(1,222)
Subtotal Personnel Expenditures*	\$50,478	\$51,227	\$51,433	\$51,712	\$485
Services	\$28,044	\$34,714	\$33,194	\$35,450	\$736
Commodities	4,500	4,818	4,504	4,739	(79)
Capital Outlay	2,444	3,000	1,000	3,000	0
Subtotal Operating Expenditures	\$34,988	\$42,532	\$38,698	\$43,189	\$657
Total Expenditures	\$85,466	\$93,759	\$90,131	\$94,901	\$1,142

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

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



FY 2019-2020 Expenditure Statement

30243010	Peace Dale Office Building	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30243010	511001 Full-Time Employees	\$31,233	\$32,483	\$32,483	\$34,001	4.67%
30243010	511004 Overtime	1,305	0	0	0	0.00%
30243010	511006 Longevity	2,138	2,225	2,225	2,414	8.49%
30243010	Subtotal Wages	\$34,677	\$34,708	\$34,708	\$36,415	4.92%
30243010	522250 FICA	2,567	2,562	2,562	2,729	6.52%
30243010	522300 Municipal Employees Retirement	3,748	4,084	4,084	4,429	8.45%
30243010	522301 Retirement - Defined Contribution	282	290	290	305	5.17%
30243010	522818 Medical Insur-Active Employees	7,388	7,722	7,722	5,873	-23.94%
30243010	522822 Dental Insur-Active Employees	470	484	484	363	-25.00%
30243010	522840 Insurance Buyback	100	100	100	100	0.00%
30243010	522850 Life Insurance	24	25	25	23	-8.00%
30243010	529900 Workers Compensation	1,223	1,252	1,458	1,475	17.81%
30243010	Subtotal Benefits	\$15,801	\$16,519	\$16,725	\$15,297	-7.40%
30243010	530014 Refuse Disposal	598	628	628	659	4.94%
30243010	530022 Course Instructors	1,232	1,440	1,320	1,360	-5.56%
30243010	532004 Electricity	9,811	10,800	10,800	11,000	1.85%
30243010	532008 Natural Gas	6,228	5,700	5,700	5,900	3.51%
30243010	532010 Wastewater Fees	1,020	1,020	1,120	1,120	9.80%
30243010	532012 Water Fees	397	450	400	460	2.22%
30243010	534016 Computer Maintenance	0	414	414	435	5.07%
30243010	534020 Maintenance Of Buildings	5,125	10,400	9,000	10,400	0.00%
30243010	560010 Insurance	3,634	3,862	3,812	4,116	6.58%
30243010	Subtotal Services	\$28,044	\$34,714	\$33,194	\$35,450	2.12%
30243010	540014 Janitorial Materials & Supp	3,667	3,578	3,704	3,628	1.40%
30243010	540018 Elect Materials & Supplies	447	450	300	450	0.00%
30243010	540024 Chemicals And Gases	291	385	250	385	0.00%
30243010	580100 Miscellaneous Expenses	95	405	250	276	-31.85%
30243010	Subtotal Commodities	\$4,500	\$4,818	\$4,504	\$4,739	-1.64%
30243010	570002 Capital Improvements	2,444	3,000	1,000	3,000	0.00%
30243010	Subtotal Capital Outlay	\$2,444	\$3,000	\$1,000	\$3,000	0.00%
30243010	Total Peace Dale Office Building	\$85,466	\$93,759	\$90,131	\$94,901	1.22%

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



FY 2019-2020 Revenue Statement

302	Peace Dale Office Building	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change	
30243010	418130	Interest On Delinquent Payments	57	0	0	0	0.00%
30243010	431115	Rental Income	\$80,546	\$91,359	\$85,937	\$91,633	0.30%
30243010	440220	Recreation Self-Support Programs	3,704	1,800	3,450	2,600	44.44%
30243010	460010	Investment Income	1,387	600	765	1,000	66.67%
30243010	460500	GASB 31 Change	1,500	0	0	0	0.00%
302	Total PDOB Revenues	\$87,194	\$93,759	\$90,152	\$95,233	1.57%	
302	Total PDOB Expenditures	\$85,466	\$93,759	\$90,131	\$94,901		
302	Income Over (Under) Expenditures	\$172,660	\$0	\$21	\$332		



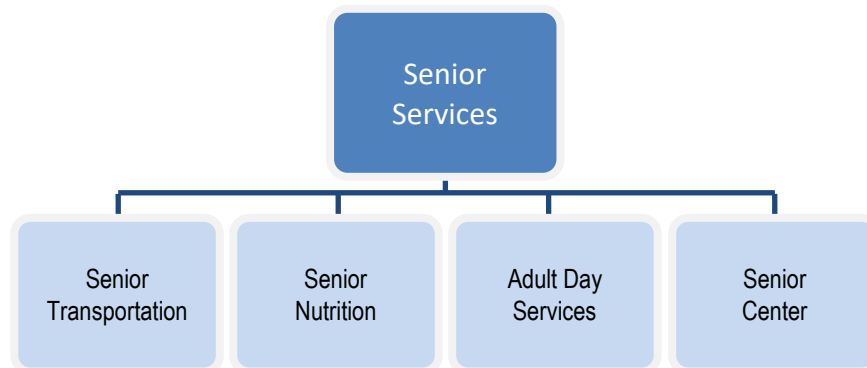
TAB 13
SENIOR SERVICES PROGRAM FUND

Senior Services Program 13 - 1

FISCAL YEAR 2019-2020 PROPOSED
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 2016 US Census American Community Survey reports that the age 60 plus population in South Kingstown accounts for nearly 25% of the overall population, consisting of 7,560 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.



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 47.3% of the revenue necessary to operate the Senior Services Program. Support from contributing communities of Narragansett and North Kingstown accounts for a combined 16.7% of the overall revenue. The program also receives State and federal grants, as well as Medicaid reimbursement, accounting for 16.8% of all revenue projected in FY 2019-2020. State funding in the form of a Community Service Grant has increased with a new funding formula introduced this year. However, the Title IIIB Senior Centers and Supportive Services grant will end as of June 30, 2019. Funding from Tri-Town Community Action Agency to support the Community Information Specialist position is projected to remain level funded in FY 2019-2020.

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, which helps seniors (60+) maintain their independence in the community and prevent social isolation, is available to any resident (60+ years) of the Town. The goal of the program is to assist seniors with the instrumental activities of daily living by providing transportation to and from the Senior Center meal site, grocery stores, pharmacies, hair salons, banks, and retail shops. This service is available Monday through Friday and since it is based at The Senior Center, has maximum access to the aging population. The Senior Services Department will continue to promote this valuable service as a way for seniors to maintain their independence and stay active in the community.

Seniors coming directly to The Center for activities or lunch at the meal site are not charged a transportation fee for riding. Seniors running errands in Town pay a 50¢ fee per trip, and passes may be purchased at The Center in increments of \$10. Other non-municipal transportation options are available for Seniors including the RIPTA Flex Service, which charges a \$1 fee each way, and is only available to residents who reside within the Flex Zone. Medical Transportation Management, Inc. (MTM) (formerly Logisticare), is available for rides to The Senior Center for individuals who participate in the congregate lunch program. There is a small fee each way for this service.

SENIOR NUTRITION PROGRAM

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

Senior Services Program (0304), *continued*



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 \$33,982 (\$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 2019-2020 Fiscal Year			\$133,955
State – Nutrition Program Grant Reimbursement			\$6,000
Net Direct Cost of Nutrition Program (4 Yr Avg)			\$127,955
Description	Congregate Meals	% of Total	Cost Sharing
South Kingstown	25,004	65.63%	\$83,973
Narragansett	13,096	34.37%	\$43,982
Participating Community Meals	38,100	100.00%	\$127,955
Non Participating Community Meals	2,937	0.00%	0
Total Meals Program	41,037	100.00%	\$127,955

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 three 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. The proposed cost share contribution for the Town of Narragansett is calculated based on the percentage of actual meals served over a four-year time frame from 2015 through 2018. 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 in our town and surrounding communities. 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.

South Kingstown Adult Day Services is the only service of its kind within a 20-mile radius of its location on Post Road in Wakefield. It 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.

The program is funded through Medicare/Medicaid subsidies, client payments, and contributions from the towns of Narragansett and North Kingstown, whose residents also receive services. As the level of care and operational costs for this program have increased, it is necessary to increase the fee for service in order to keep the program running without overburdening the contributing municipalities. For participants who are Medicaid eligible or on the State of Rhode Island Co-Pay program, the program reimbursement rate was raised from \$53 per day to \$78 per day in 2017. For residents paying privately,

Senior Services Program (0304), *continued*



the current rate is \$62 per day, leaving the balance to be supported by the three participating communities. The private pay rate for residents should, at a minimum, equal the state reimbursement rate. For this reason, the FY 2019-2020 budget reflects a daily rate increase to \$75 for private pay clients who are residents of South Kingstown, North Kingstown, and Narragansett, with a second increase from \$75 to \$78 per day planned for FY 2020-2021. The private pay rate for non-residents will increase from \$88 to \$100 per day in FY 2019-2020.

The need for Adult Day Services as an affordable alternative to in-home care or long term institutional care remains critical in the South County area. Over the next two years, the three cost sharing communities need to consider whether there are more cost-effective, viable options that could sustain the program for the continued benefit to the region.

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	2018-2019 Revised	2019-2020 Proposed	Change in Funding
Adult Day Services Program Cost	\$332,196	\$362,785	\$30,589
<i>Less</i>			
Investment Income	\$75	\$1,000	\$925
State Client Payment	119,971	\$114,424	(5,547)
Client Payments	102,182	130,715	28,533
Miscellaneous Revenues	500	500	0
Net Direct Cost of Service	\$109,468	\$116,146	\$6,678

Adult Day Services Program 4 Yr Client Use	Client Days	Percent Of Total	2018-2019 Revised	2019-2020 Proposed	Change in Funding
South Kingstown	5,245	47.77%	\$55,147	\$55,489	\$342
Narragansett	2,508	22.84%	24,229	26,530	2,301
North Kingstown	3,226	29.38%	30,017	34,127	4,110
Community Client Days	10,978	100.00%	\$109,393	\$116,146	\$6,753
Non-Participating Community Client Days	1,925				
Total Client Days	12,903				

SENIOR CENTER PROGRAM

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

Senior Center programs continue to thrive, particularly the wellness-related activities and educational enrichment programs such as language and history classes. The needs and interests of the Town's senior population require a multi-leveled approach to service and program development. As such, in FY 2019-2020, The Senior Center will continue to offer a wide range of choices for social, physical, and educational enrichment. In particular, an increased focus on the needs of the soon-to-be or newly retired individual

Senior Services Program (0304), *continued*



will be a priority. Development of new opportunities geared towards a healthy and active baby-boomer segment will be necessary.

In addition to health, wellness and enrichment programs, The Center offers social services assistance providing a full time Community Information Specialist (CIS). This position assists seniors with providing information, referrals, and education on a wide variety of services such as Medicare, Senior Health Insurance, LIHEAP, Medicare Part D, housing, and other similar programs.

A breakdown of the Senior Center Program cost less non-municipal revenues is shown below. 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 18.9%, of the total municipal support. This represents 60% of \$92,408 which is the estimated program cost for the Town of Narragansett based on 1,351 active center participants from Narragansett.

Senior Center Program Cost	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Inc Over Prior Year
Total Program	\$356,045	\$372,893	\$398,268	\$381,040	\$8,147
Less					
Grants	\$44,916	\$38,458	\$57,066	\$40,000	\$1,542
Senior Classes	11,309	10,000	10,000	10,000	0
Fund Balance Forwarded	23,000	23,000	23,000	25,000	2,000
Oliver Watson Fund Transfer	0	15,000	15,000	15,000	0
Net Direct Cost of Service	\$276,820	\$286,435	\$293,292	\$291,040	\$4,605

Description	Active Members	Cost Per Client	Proportional Cost Share	2019-2020 Proposed
South Kingstown	2,904	\$68.40	\$198,632	\$236,040
Narragansett	1,351	68.40	92,408	55,000
Participating Community Members	4,255	\$68.40	\$291,040	\$291,040
Non-Participating Communities	398			
Total Active Members	4,653	\$62.55	\$291,040	\$291,040

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
- Operated in partnership with the RI Division of Elderly Affairs and West Bay Community Action Program

Senior Services Program (0304), *continued*



ADULT DAY SERVICES PROGRAM

- Provides a State-licensed comprehensive program designed to meet the medical, social, and psychological needs of the frail and/or disabled senior
- Offers professional staff including a registered nurse, certified nurse aides, and activity professionals provide quality care and supervision
- Includes activities carefully planned to enrich the lives of the participants, improve self-esteem, and promote feelings of self-worth
- Program available Monday through Friday

SENIOR CENTER PROGRAM

- The Senior Center offers information about available services and activities, as well as other local provider agencies, designed to support independence, enhance quality of life, and promote optimal aging
- The Senior Center houses the Senior Nutrition and Transportation programs, offers social and recreational activities, health promotion and screenings, volunteer opportunities, case management, educational programming, and information and referral services
- Partial funding provided by the State of RI Division of Elderly Affairs Community Service Grant Program

FY 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Work in collaboration with the URI Departments of Pharmacy, Nursing, PT, Gerontology, Kinesiology, and Human Development to provide experiential learning opportunities for students and inter-generational 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 the program expansion in the Tetreault Senior Center Annex	SNP
Collaborate with URI Human Development Department to provide the Cyber Seniors program which assists in evaluating and educating older populations	SNP
Increase average Adult Day Services daily census by 10%, maintaining a minimum of 15 clients per day	SNP
Continue to identify and assist Veterans in accessing services and benefits	SNP
Provide increased focus on the needs of soon-to-be or newly retired individuals	PCSF

Senior Services Program (0304), *continued*



FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Participate and play lead role in the Narragansett South Kingstown Regional Senior Advisory Council	SNP
Maintain and share senior services with the Town of Narragansett by offering the most cost effective delivery of regional services for seniors	BDFM
Increase marketing and outreach to Narragansett residents in order to raise awareness of programming at The Center and available at Adult Day	SNP
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
Contemplate whether there are more cost-effective, viable options that could sustain the Adult Day Services Program for the continued benefit of the region	SNP
Train and implement part time front desk personnel at The Center	SNP
Meet regularly with Westbay Community Action to discuss food trends and future changes of the congregate Nutrition Program in order to promote involvement by younger participants	SNP
Increase average Adult Day daily census by 10%; maintaining minimum of 15 clients per day	SNP

Specific Performance Measurements

Senior Transportation Program	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non medical transport)	82	85	85	C / SNP
Trips per year	5,883	6,059	6,240	C / SNP
Miles logged	16,446	16,939	17,447	C / SNP
Average daily miles logged	76	70	72	C / SNP

Senior Nutrition Program	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	5,910	6,000	6,000	SNP
Meals Served – Narr Residents	3,142	3,200	3,200	SNP
Meals Served – other towns	657	670	670	SNP
Total Meals Served (all towns)	10,075	11,000	11,000	SNP
Avg # of participants served per wk	223	220	218	SNP
Annual volunteer hours	7,588	7,200	7,200	SNP

Senior Services Program (0304), continued



Adult Day Services Program	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Client Days – South Kingstown	1,641	1,237	1,237	SNP
Client Days – Narragansett	542	779	779	SNP
Client Days – North Kingstown	505	760.5	760.5	SNP
Client Days – other towns	673	575	575	SNP
Total Client Days (all towns)	3,360	3,351.5	3,351.5	SNP
Avg # Clients per Program Day	14	14	14	SNP
Unduplicated Clients Served – SK	16	18	18	SNP
Unduplicated Clients Served – Narr	9	10	10	SNP
Unduplicated Clients Served – NK	10	7	7	SNP
Total Unduplicated Clients Served (all towns)	35	42	42	SNP
Total Family Members benefitting	172	168	168	SNP
Total State Payment Subsidies	\$114,840	119,971	114,424	SNP / BDFM
Total Client Payments Received	\$113,331	102,182	\$130,715	SNP / BDFM
Avg Client Payment per Day	\$33.73	\$30.49	\$39.00	SNP / BDFM

Senior Center Program	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Number of Members – SK	2,904	2,991	3,000	SNP
Number of Members – Narr	1,351	1,391	1,432	SNP
Number of Members – other towns	636	636	636	SNP
Total # of Members (all towns)	4,891	4,906	4,906	SNP
Total Programs	247	241	248	SNP
New Programs	27	30	30	SNP
% of building capacity used daily	100%	100%	100%	SNP
# of Information Requests and Referrals	1,754	1,806	1,856	SNP
Avg # of Participants per week	865	882	908	SNP
Special Events	93	96	98	SNP

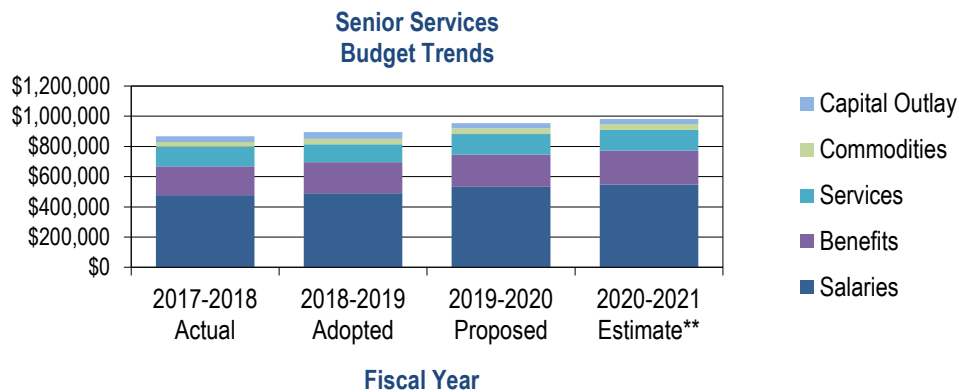
Senior Services Program (0304), *continued*



FY 2019-2020 Funding Comparison

Senior Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	7.50	7.50	7.50	7.50	0.00
Salaries	\$477,060	\$490,400	\$490,400	\$533,144	\$42,744
Benefits	191,598	205,394	203,881	213,244	7,850
Subtotal Personnel Expenditures*	\$668,658	\$695,794	\$694,281	\$746,388	\$50,594
Services	\$128,498	\$118,447	\$130,927	\$135,941	\$17,494
Commodities	31,194	37,002	36,047	36,920	(82)
Capital Outlay	39,478	42,600	42,600	34,733	(7,867)
Subtotal Operating Expenditures	\$199,171	\$198,049	\$209,574	\$207,594	\$9,545
Total Expenditures	\$867,829	\$893,843	\$903,855	\$953,982	\$60,139

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Senior Services Program (0304), continued



FY 2019-2020 Expenditure Statement

30442010		Senior Services - Senior Transportation	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30442010	511001	Full-Time Employees	\$28,208	\$35,690	\$35,690	\$39,647	11.09%
30442010	511003	Seasonal Salaries	6,789	3,856	3,856	3,856	0.00%
30442010	511004	Overtime	0	50	50	50	0.00%
30442010	511005	Retirement/Vacation Reimb.	3,246	0	0	0	0.00%
30442010	511006	Longevity	2,688	0	0	0	0.00%
30442010		Subtotal Wages	\$40,932	\$39,596	\$39,596	\$43,553	9.99%
30442010	522250	FICA	3,246	3,179	3,179	3,186	0.22%
30442010	522300	Municipal Employees Retirement	3,452	4,201	4,201	4,821	14.76%
30442010	522301	Retirement - Defined Contribution	346	357	357	397	11.20%
30442010	522822	Dental Insurance	926	1,043	1,043	1,068	2.40%
30442010	522840	Insurance Buyback	1,500	2,000	2,000	2,000	0.00%
30442010	522850	Life Insurance	25	34	34	31	-8.82%
30442010	529900	Worker's Compensation	4,679	4,840	4,275	4,489	-7.25%
30442010	540038	Uniforms And Other Clothing	0	150	150	200	33.33%
30442010		Subtotal Benefits	\$14,175	\$15,804	\$15,239	\$16,192	2.46%
30442010	534010	Motor Vehicles Maintenance	4,429	6,000	5,500	6,000	0.00%
30442010	560010	Insurance	1,423	1,539	1,539	1,616	5.00%
30442010		Subtotal Services	\$5,852	\$7,539	\$7,039	\$7,616	1.02%
30442010	540028	Motor Vehicle Materials & Supp	2,874	4,000	3,500	4,000	0.00%
30442010	540040	Fuels And Lubricants	4,016	4,547	4,547	4,690	3.14%
30442010	580100	Miscellaneous Expenses	125	150	150	150	0.00%
30442010		Subtotal Commodities	\$7,015	\$8,697	\$8,197	\$8,840	1.64%
30442010		Total Senior Transportation	\$67,974	\$71,636	\$70,071	\$76,201	6.37%

Senior Services Program (0304), continued



30442020		Senior Services	2017-2018	2018-2019	2018-2019	2019-2020	Percent
		Nutrition	Actual	Adopted	Projected	Proposed	Change
30442020	511001	Full-Time Employees	\$46,739	\$40,932	\$40,932	\$50,865	24.27%
30442020	511002	Part-Time Salaries	25,128	26,589	26,589	30,327	14.06%
30442020	511003	Seasonal Salaries	615	900	900	900	0.00%
30442020	511004	Overtime	263	0	0	0	0.00%
30442020	511006	Longevity	1,169	1,296	1,296	1,481	14.27%
30442020		Subtotal Wages	\$73,915	\$69,717	\$69,717	\$83,573	19.87%
30442020	522250	FICA	5,384	5,075	5,075	6,029	18.80%
30442020	522300	Municipal Employees Retirement	5,348	4,932	4,932	6,314	28.02%
30442020	522301	Retirement - Defined Contribution	512	456	456	558	22.37%
30442020	522818	Medical Insur-Active Employees	14,152	13,580	13,580	15,431	13.63%
30442020	522822	Dental Insur-Active Employees	912	835	835	961	15.09%
30442020	522850	Life Insurance	30	27	27	28	3.70%
30442020	529900	Worker's Compensation	1,547	1,600	1,575	1,654	3.38%
30442020		Subtotal Benefits	\$27,885	\$26,505	\$26,480	\$30,975	16.86%
30442020	530014	Refuse Disposal	478	521	521	521	0.00%
30442020	530111	Professional Services	2,881	3,144	3,155	2,779	-11.61%
30442020	532000	Telephone	666	675	505	505	-25.19%
30442020	532002	Fuel - Oil	36	0	0	0	0.00%
30442020	532004	Electricity	7,644	7,783	7,783	7,180	-7.75%
30442020	532008	Natural Gas	1,343	2,844	2,844	2,844	0.00%
30442020	532010	Wastewater Fees	453	453	1,359	453	0.00%
30442020	532012	Water Fees	1,526	824	1,000	824	0.00%
30442020	534016	Computer/Software Maint.	0	621	621	651	4.83%
30442020	534020	Maintenance Of Buildings	1,317	1,200	1,277	1,200	0.00%
30442020	538022	Printing Expenses	0	30	30	60	100.00%
30442020	560010	Insurance	258	281	275	290	3.20%
30442020		Subtotal Services	\$16,601	\$18,376	\$19,370	\$17,307	-5.82%
30442020	540014	Janitorial Materials & Supp	1,825	2,400	2,400	1,980	-17.50%
30442020		Subtotal Commodities	\$1,825	\$2,400	\$2,400	\$1,980	-17.50%
30442020	550004	Office Equipment	94	120	120	120	0.00%
30442020		Subtotal Capital Outlay	\$94	\$120	\$120	\$120	0.00%
30442020		Total Nutrition Program	\$120,320	\$117,118	\$118,087	\$133,955	14.38%

Senior Services Program (0304), continued



30442030	Senior Services - Adult Day Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30442030	511001 Full-Time Employees	\$121,561	\$128,657	\$128,657	\$135,095	5.00%
30442030	511002 Part-Time Salaries	73,202	79,833	79,833	85,009	6.48%
30442030	511003 Seasonal Salaries	7,315	4,375	4,375	4,375	0.00%
30442030	511004 Overtime	173	100	100	100	0.00%
30442030	511006 Longevity	1,994	2,250	2,250	3,000	33.33%
30442030	Subtotal Wages	\$204,245	\$215,215	\$215,215	\$227,579	5.74%
30442030	522250 FICA	15,022	15,738	15,738	16,424	4.36%
30442030	522300 Municipal Employees Retirement	16,641	18,332	18,332	19,919	8.66%
30442030	522301 Retirement - Defined Contribution	1,559	1,609	1,609	1,724	7.15%
30442030	522818 Medical Insur-Active Employees	23,766	26,215	26,215	25,660	-2.12%
30442030	522822 Dental Insur-Active Employees	2,463	2,586	2,586	2,592	0.23%
30442030	522840 Insurance Buyback	2,000	2,000	2,000	2,000	0.00%
30442030	522850 Life Insurance	76	78	78	70	-10.26%
30442030	529900 Worker's Compensation	2,790	2,886	2,337	2,454	-14.97%
30442030	538014 Travel Expenses	214	350	300	300	-14.29%
30442030	540038 Uniforms And Other Clothing	0	150	150	200	33.33%
30442030	Subtotal Benefits	\$64,530	\$69,944	\$69,345	\$71,343	2.00%
30442030	530012 Cleaning Services	718	825	825	150	-81.82%
30442030	530014 Refuse Disposal	642	660	660	660	0.00%
30442030	530064 Copy Machine Services	515	592	592	684	15.54%
30442030	530111 Professional Services	15,527	4,576	4,776	21,596	371.94%
30641010	532000 Telephone	2,687	2,185	2,600	2,676	22.47%
30442030	532002 Fuel - Oil	4,683	5,084	4,800	5,084	0.00%
30442030	532004 Electricity	4,446	4,965	4,750	4,965	0.00%
30442030	532012 Water Fees	320	375	350	375	0.00%
30442030	534020 Maintenance Of Buildings	1,118	800	5,570	800	0.00%
30442030	538012 Advertising	42	50	50	50	0.00%
30442030	538020 Postage	104	0	0	0	0.00%
30442030	538022 Printing Expenses	10	200	200	200	0.00%
30442030	538030 Licenses And Dues	2,047	1,920	1,920	1,920	0.00%
30442030	560010 Insurance	4,367	4,720	4,594	4,824	2.20%
30442030	Subtotal Services	\$37,226	\$26,952	\$31,687	\$43,984	63.19%
30442030	540010 General Materials & Supplies	240	150	150	200	33.33%
30442030	540012 Office Materials & Supplies	304	325	325	325	0.00%
30442030	540014 Janitorial Materials & Supp	1,410	1,650	1,650	1,800	9.09%
30442030	540016 Rec Materials & Supplies	287	300	300	350	16.67%
30442030	540020 Books And Publications	79	455	0	0	-100.00%
30442030	540030 Medical & Lab Materials & Supp	378	400	400	400	0.00%
30442030	540046 Food	14,262	16,275	16,275	16,275	0.00%
30442030	Subtotal Commodities	\$16,959	\$19,555	\$19,100	\$19,350	-1.05%
30442030	530044 Non-Major Technology Reserve	530	530	530	530	0.00%
30442030	Subtotal Capital Outlay	\$530	\$530	\$530	\$530	0.00%
30442030	Total Adult Day Services	\$323,491	\$332,196	\$335,877	\$362,786	9.21%

Senior Services Program (0304), continued



30442040		Senior Services - Senior Center	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30442040	511001	Full-Time Employees	\$152,525	\$160,834	\$160,834	\$166,086	3.27%
30442040	511002	Part-Time Salaries	0	0	0	6,703	0.00%
30442040	511003	Seasonal Salaries	759	675	675	675	0.00%
30442040	511004	Overtime	615	0	0	0	0.00%
30442040	511006	Longevity	4,069	4,363	4,363	4,975	14.03%
30442040		Subtotal Wages	\$157,968	\$165,872	\$165,872	\$178,439	7.58%
30442040	522250	FICA	11,153	12,098	12,098	12,583	4.01%
30442040	522300	Municipal Employees Retirement	17,586	19,442	19,442	20,802	7.00%
30442040	522301	Retirement - Defined Contribution	1,806	1,924	1,924	1,971	2.44%
30442040	522818	Medical Insur-Active Employees	48,717	53,382	53,382	53,127	-0.48%
30442040	522822	Dental Insur-Active Employees	3,140	3,282	3,282	3,311	0.88%
30442040	522850	Life Insurance	104	107	107	96	-10.28%
30442040	529900	Worker's Compensation	2,287	2,356	2,232	2,344	-0.51%
30442040	538014	Travel Expenses	214	400	200	300	-25.00%
30442040	540038	Uniforms And Other Clothing	0	150	150	200	33.33%
30442040		Subtotal Benefits	\$85,007	\$93,141	\$92,817	\$94,734	1.71%
30442040	530014	Refuse Disposal	1,214	1,740	1,500	1,740	0.00%
30442040	530022	Course Instructors	10,665	10,000	10,000	10,000	0.00%
30442040	530064	Copy Machine Services	1,333	1,382	1,382	1,451	4.99%
30442040	530111	Professional Services	8,076	6,106	6,159	6,550	7.27%
30442040	532000	Telephone	1,628	1,592	1,592	1,188	-25.38%
30442040	532002	Fuel - Oil	6,009	6,424	6,000	5,957	-7.27%
30442040	532004	Electricity	17,871	18,159	18,159	19,799	9.03%
30442040	532008	Natural Gas	6,942	4,800	4,800	4,800	0.00%
30442040	532010	Wastewater Fees	1,057	1,057	3,170	1,057	0.00%
30442040	532012	Water Fees	3,560	1,924	1,924	1,924	0.00%
30442040	534014	Office Equipment Maintenance	114	200	200	200	0.00%
30442040	534016	Computer/Software Maintenance	2,766	2,240	2,240	2,310	3.13%
30442040	534020	Maintenance Of Buildings	1,159	2,800	8,783	2,800	0.00%
30442040	538012	Advertising	36	50	50	50	0.00%
30442040	538022	Printing Expenses	0	140	140	140	0.00%
30442040	560010	Insurance	6,391	6,966	6,732	7,068	1.46%
30442040		Subtotal Services	\$68,820	\$65,580	\$72,831	\$67,034	2.22%
30442040	540010	General Materials & Supplies	167	250	250	250	0.00%
30442040	540012	Office Materials & Supplies	345	800	800	800	0.00%
30442040	540014	Janitorial Materials & Supp	4,189	4,200	4,200	4,600	9.52%
30442040	540016	Rec Materials & Supplies	242	600	600	600	0.00%
30442040	540046	Food	451	500	500	500	0.00%
30442040		Subtotal Commodities	\$5,395	\$6,350	\$6,350	\$6,750	6.30%
30442040	550004	Office Equipment	304	400	400	400	0.00%
30442040	530044	Non-Major Technology Reserve	3,550	3,550	3,550	3,683	3.75%
30442040	570002	Capital Improvements	35,000	38,000	38,000	30,000	-21.05%
30442040		Subtotal Capital Outlay	\$38,854	\$41,950	\$41,950	\$34,083	-18.75%
30442040		Total Senior Center	\$356,045	\$372,893	\$379,820	\$381,040	2.18%
Total Senior Services Program			2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30442010		Subtotal Senior Transportation	\$67,974	\$71,636	\$70,071	\$76,201	6.37%
30442020		Subtotal Nutrition Program	120,320	117,118	118,087	133,955	14.38%
30442030		Subtotal Adult Day Services	323,491	332,196	335,877	362,786	9.21%
30442040		Subtotal Senior Center	356,045	372,893	379,820	381,040	2.18%
		Total Senior Services Program	\$867,829	\$893,843	\$903,855	\$953,982	6.73%

Senior Services Program (0304), continued



FY 2019-2020 Revenue Statement

304	Senior Services	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change	
30442010	451110	Miscellaneous Grants	\$1,798	\$0	\$0	\$0	0.00%
30442010	470010	Miscellaneous Revenues	624	700	850	700	0.00%
30442010	490101	General Fund Transfer	68,824	70,936	70,936	75,501	6.44%
30442010	Subtotal Senior Transportation Program	\$71,245	\$71,636	\$71,786	\$76,201	6.37%	
30442020	418013	Town of Narragansett Cost Share	38,044	37,743	37,743	43,982	16.53%
30442020	451110	Miscellaneous Grants	5,097	4,164	4,164	6,000	44.09%
30442020	490101	General Fund Transfer	79,810	75,211	75,211	83,973	11.65%
30442020	Subtotal Nutrition Program	\$122,951	\$117,118	\$117,118	\$133,955	14.38%	
30442030	418013	Town of Narragansett Cost Share	31,215	24,229	24,229	26,530	9.50%
30442030	440305	Client Payments	113,341	102,182	102,182	130,715	27.92%
30442030	440310	State Subsidy - Client Payment	114,840	119,971	119,971	114,424	-4.62%
30442030	440610	Town of North Kingstown Cost Share	33,099	30,017	30,017	34,127	13.69%
30442030	451110	Miscellaneous Grants	5,032	0	0	0	0.00%
30442030	460010	Investment Income	2,312	150	1,100	1,000	566.67%
30442030	460500	GASB 31 Change	823	0	0	0	0.00%
30442030	470010	Miscellaneous Revenues	0	500	500	500	0.00%
30442030	490101	General Fund Transfer	56,008	55,147	55,147	55,489	0.62%
30442030	Subtotal Adult Day Services Program	\$356,670	\$332,196	\$333,146	\$362,785	9.21%	
30442040	418013	Town of Narragansett Cost Share	50,000	55,000	55,000	55,000	0.00%
30442040	440295	Senior Classes	11,309	10,000	10,000	10,000	0.00%
30442040	451110	Miscellaneous Grants	44,916	38,458	57,066	40,000	4.01%
30442040	490101	General Fund Transfer	215,151	231,435	231,435	236,040	1.99%
30442040	490510	Oliver Watson Fund	0	15,000	0	15,000	0.00%
30442040	499050	Net Assets Forward to Ops	0	0	19,598	0	0.00%
30442040	499060	Designated Fund Balance	23,000	23,000	23,000	25,000	0.00%
30442040	Subtotal Senior Center Program	\$344,376	\$372,893	\$396,099	\$381,040	6.47%	
304	Total Senior Services Revenues	\$895,242	\$893,843	\$918,149	\$953,981	8.55%	
304	Total Senior Services Expenditures	\$867,829	\$893,843	\$903,855	\$953,982		
304	Income Over (Under) Expenditures	\$27,413	\$0	\$14,294	(\$1)		



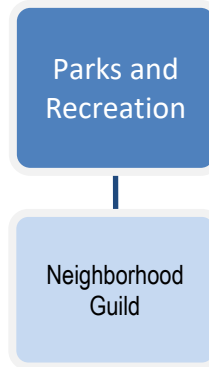
TAB 14
NEIGHBORHOOD GUILD FUND

Neighborhood Guild..... 14 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



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

Of the four funds supporting the Parks & Recreation Department, it is noted that for the General Fund, just 38% of revenues are tax supported, and just 10% of the Recreation Center revenues are tax supported, for a combined 48%. The remaining 52% of the Department’s funding does not require tax support. The PDOB and Neighborhood Guild are self-supporting and require no tax support.

Parks & Recreation Department	General Fund	Recreation Center	Neighborhood Guild	Peace Dale Office Building	Total
Tax Support*	38%	10%	0%	0%	48%
NonTax Revenue*	21%	5%	23%	3%	52%
Total as a % of Dept Budget	59%	15%	23%	3%	100%

**as a % of the Recreation Department Total Budget*

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

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

Mission Statement

The Parks and Recreation Department’s mission is to serve the needs of the community by providing enriching recreation experiences and quality facilities. The Neighborhood Guild is the home of the Parks and Recreation Department; where many of the Town’s indoor recreation programs are offered, as well as where the majority of the Department’s administrative offices are located.



General Explanation and Work Program

The Neighborhood Guild was constructed in 1908 as an activity center for employees of the Peace Dale Mill Company, and was deeded to the Town in 1940 to serve as a community center for residents. Today it remains true to its original purpose, serving as the home of the South Kingstown Parks and Recreation Department, offering a year-round array of recreational programming and opportunities for all ages. The Guild is a 25,000 square-foot facility housing a variety of classrooms, music rooms, small gymnasium/performance area, woodworking room, kitchen, fitness and locker rooms, and administrative offices for the Parks and Recreation Department. The building supports over 500 classes annually, including the arts, community education, fitness, and special events for all segments of the population. In addition, the Guild is utilized by members of the public and a variety of community based non-profit groups for meetings and programs.

The operation of the Guild and related recreational programming is financially self-supporting, with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals, and various other sources. For the 2019-2020 fiscal year, Guild recreational programs are expected to generate approximately 41.3% of the total revenue needed to support the Guild's operating program, with proposed Trust Fund contributions supporting approximately 54.5%, and the remaining approximately 4% coming from the Guild fund balance, reinvested capital income, and investment income. Level fees in most program areas are proposed for FY 2019-2020, as the Recreation Department strives to maintain a balance between offering affordable leisure activities and meeting operational costs.

With planned capital improvements to the Guild scheduled for FY 2019-2020 through an approved \$1 million dollar bond, and future debt service historically paid out of the Trust income unassigned fund balance potentially limiting future annual operational funding over the next ten year period, consideration may need to be given to funding a percentage of the capital improvement debt through tax support in order to avoid a negative impact on the annual operating program.

Within the last year and a half, the Parks and Recreation Department has shifted the overall Guild program focus to existing and new passive and cultural arts programs. Since the Recreation Center has absorbed weekend activities, the Guild is no longer open on weekends. The operational schedule of the Guild was adjusted for FY 2018-2019, with a recommendation to reduce the total weekly hours from 65-59, closing at 8:30pm instead of 9pm Monday through Thursday, and closing at 5pm instead of 9pm on Friday evenings; these hours will remain in effect during FY 2019-2020.

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, and assistance with the development of the seasonal brochures
- Respond to customer inquiries regarding a variety of topics such as programs, directions, park amenities, schedules, and eligibility via phone and email

MUSIC

- Develop and coordinate music programs that offer individual and group instruction through the Knapp School of Music at the Neighborhood Guild
- Recruit independent contractors with teaching experience in piano, violin, guitar, mandolin, percussion, voice, and other instruments as demand warrants
- Coordinate weekly lessons with music instructors and students



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

ARTS

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

YOUTH PROGRAMMING

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

ADULT LEISURE

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

TRAVEL

- Develop and program a variety of day trip offerings for the general public
- Accompany participants on trips as staff liaisons to ensure safety and satisfaction of all
- Partner with other organizations in order to establish the most cost efficient pricing for customers and to reach minimum goal for group discounts

GENERAL

- Establish fees that allow for programs to be self-sustaining
- Identify program scholarship opportunities for residents with financial limitations
- Schedule and manage part time instructors for select programs; coordinate room assignments within the Guild
- Administer customer satisfaction surveys in order to effectively plan future programs based on customer feedback
- Promote and market programs through a variety of methods including flyers, eNewsletters, Recreation Department seasonal brochure, and social media accounts
- Establish and maintain an operational budget based on pre-planning and projected participation



FY 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Evaluate existing programs and resources; and update strategic planning for Guild programs accordingly	PCSF
Recruit instructors/independent contractors for new program offerings particularly youth and teens	PCSF
Focus on development of targeted youth, teen, and family programs	PCSF
Prepare for major capital improvement projects to building infrastructure; to include window replacement, HVAC upgrade, and roof replacement	PCSF
Improve outreach and marketing efforts to raise public awareness of programs and available financial assistance	CE
Drive public to the Town website for relevant information about recreation programs, registration, and related resources	CE
Maintain present yield on trust fund and investment income sources	BDFM

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Increase revenue by utilizing the woodshop for rentals and supervised drop-in hours	PCSF
Execute major capital improvement projects to improve building infrastructure; including window replacement, upgraded HVAC system, and roof replacement	PCSF
Maintain present yield on Trust fund and investment income sources	BDFM
Continue development of targeted youth, teen, and family programs through the recruitment of instructors and independent contractors.	PCSF
Drive public to the Town website and social media accounts for information about recreation programs, registration and resources	CE
Improve interior of the Guild facility – replace flooring in first floor lobby and corridors	PCSF
Assess level of demand for fitness room and locker rooms; develop long-term recommendation for future use	PCSF
Offer two educational opportunities to Guild staff, related to providing exceptional customer service and/or relevant software applications	PCSF
Increase annual rental revenue through long term lease offerings of underutilized rooms	BDFM



Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Trust Income % of Total Revenue	49%	52%	54.5%	BDFM
Program fees % of Total Revenue	47%	43%	41.3%	BDFM
Total Guild Facility Usage Attendance	41,566	38,000	39,000	PCSF
Room Reservations by Community members and organizations (non-program)	3,268	3,275	3,300	PCSF
Online Transactions (including registrations, payments, etc.)	2,879	3,000	3,100	CE
Independent Contractors	92	90	95	PCSF
New Classes Offered	50	25	25	PCSF
Preschool Enrollment	374	375	375	PCSF
% of Classes Completed*	91%	80%	80%	PCSF
Youth/Teen Enrollment	924	950	1,000	PCSF
% of Classes Completed*	72%	75%	80%	PCSF
Adult Enrollment	1,993	1,900	2,000	PCSF
% of Classes Completed*	86%	80%	80%	PCSF
Art Enrollment	516	550	575	PCSF
% of Classes Completed*	89%	80%	80%	PCSF
Sports and Fitness Enrollment	5,720	5,800	5,800	PCSF
% of Classes Completed*	98%	95%	95%	PCSF
Trip Enrollment	376	400	400	PCSF
% of Trips Completed*	69%	80%	80%	PCSF
Music Lessons	1,698	1,725	1,800	PCSF
Music Students Registered	199	210	225	PCSF
Special Events	2,788	2,500	2,000	PCSF
% of Events Completed*	100%	80%	80%	PCSF

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

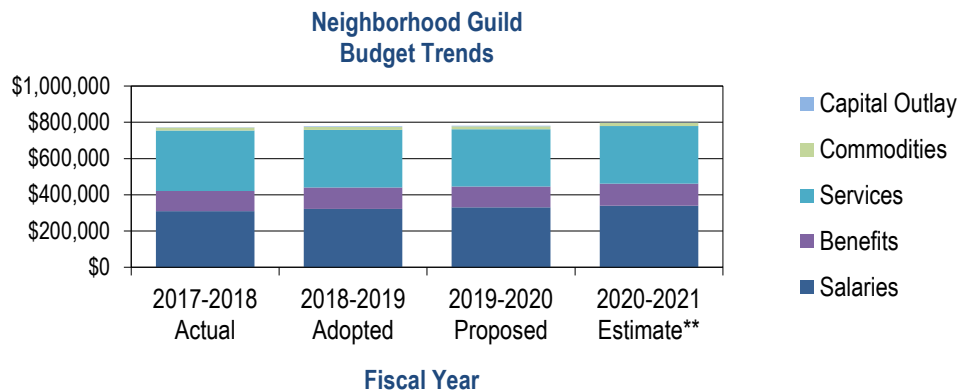
Neighborhood Guild Fund (0306), *continued*



FY 2019-2020 Funding Comparison

Neighborhood Guild	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	5.20	5.20	5.20	5.20	0.00
Salaries	\$309,545	\$322,138	\$315,508	\$331,108	\$8,970
Benefits	110,566	118,691	116,404	115,005	(3,686)
Subtotal Personnel Expenditures*	\$420,111	\$440,829	\$431,912	\$446,113	\$5,284
Services	\$334,608	\$317,402	\$314,154	\$315,679	(\$1,723)
Commodities	15,591	16,184	15,800	16,008	(176)
Capital Outlay	1,102	2,620	2,420	2,600	(20)
Subtotal Operating Expenditures	\$351,301	\$336,206	\$332,374	\$334,287	(\$1,919)
Total Expenditures	\$791,023	\$785,147	\$762,943	\$777,035	(\$8,112)

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Neighborhood Guild Fund (0306), *continued*



FY 2019-2020 Expenditure Statements

30641010	Guild - Admin and Maintenance		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641010	511001	Full-Time Employees	\$244,677	\$263,319	\$257,000	\$275,201	4.51%
30641010	511002	Part-Time Salaries	2,802	3,112	3,112	2,062	-33.74%
30641010	511004	Overtime	3,507	1,000	1,000	1,000	0.00%
30641010	511006	Longevity	8,662	9,542	9,542	10,676	11.88%
30641010		Subtotal Wages	\$259,648	\$276,973	\$270,654	\$288,939	4.32%
30641010	522250	FICA	19,287	20,597	20,138	21,654	5.13%
30641010	522300	Municipal Employees Retirement	28,441	32,117	31,430	34,759	8.23%
30641010	522301	Retirement - Defined Contribution	2,383	2,569	2,569	2,698	5.02%
30641010	522818	Medical Insur-Active Employees	42,035	44,991	44,000	37,599	-16.43%
30641010	522822	Dental Insur-Active Employees	3,866	4,291	4,291	3,860	-10.04%
30641010	522840	Insurance Buyback	2,000	2,600	2,600	2,600	0.00%
30641010	522850	Life Insurance	162	174	174	156	-10.34%
30641010	529900	Worker's Compensation	5,725	5,921	5,811	6,373	7.63%
30641010	538018	Conference Expenses	810	500	500	500	0.00%
30641010	540038	Uniforms And Other Clothing	1,682	940	900	1,303	38.62%
30641010		Subtotal Benefits	\$106,392	\$114,700	\$112,413	\$111,502	-2.79%
30641010	530012	Cleaning Services	68	0	0	0	0.00%
30641010	530014	Refuse Disposal	1,691	1,823	1,737	1,823	0.00%
30641010	530064	Copy Machine Services	2,257	1,500	1,500	1,500	0.00%
30641010	530111	Professional Services	1,848	2,976	2,976	3,267	9.78%
30641010	532000	Telephone	1,833	2,064	1,890	1,920	-6.98%
30641010	532004	Electricity	17,818	19,400	18,000	18,800	-3.09%
30641010	532008	Natural Gas	15,502	10,250	11,500	13,300	29.76%
30641010	532010	Wastewater Fees	972	990	990	1,040	5.05%
30641010	532012	Water Fees	1,180	1,200	1,200	1,300	8.33%
30641010	534016	Computer/Software Maintenance	3,884	3,607	3,607	4,137	14.69%
30641010	534020	Maintenance Of Buildings	11,684	10,000	14,500	11,000	10.00%
30641010	538012	Advertising	252	300	300	300	0.00%
30641010	538020	Postage	959	2,961	2,800	2,115	-28.57%
30641010	538022	Printing Expenses	4,775	5,100	5,100	5,000	-1.96%
30641010	538030	Licenses And Dues	1,155	1,385	1,385	1,385	0.00%
30641010	560010	Insurance	10,995	11,642	11,343	12,376	6.30%
30641010		Subtotal Services	\$76,874	\$75,198	\$78,828	\$79,263	5.41%

**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 Proposed	Percent Change
30641010	540012	Office Materials & Supplies	1,600	1,700	1,700	1,700	0.00%
30641010	540014	Janitorial Materials & Supp	1,719	2,811	2,600	2,830	0.68%
30641010	540016	Rec Materials & Supplies	201	325	325	300	-7.69%
30641010	540018	Elect Materials & Supplies	377	450	450	470	4.44%
30641010	540020	Books And Publications	54	0	0	0	0.00%
30641010	540024	Chemicals And Gases	0	175	150	185	5.71%
30641010	540026	Bldg & Const Materials & Supp	1,197	1,000	1,000	1,000	0.00%
30641010	540032	General Hardware & Tools	300	500	500	500	0.00%
30641010	540034	Signage Materials & Supplies	682	600	600	600	0.00%
30641010	540050	HVAC Materials & Supplies	1,000	1,000	1,000	923	-7.70%
30641010	580100	Miscellaneous Expenses	3,147	2,800	2,800	2,800	0.00%
30641010	Subtotal Commodities		\$10,278	\$11,361	\$11,125	\$11,308	-0.47%
30641010	550004	Office Equipment	0	750	750	750	0.00%
30641010	550016	Janitorial Equipment	0	350	350	350	0.00%
30641010	550018	Recreational Equipment	212	500	500	500	0.00%
30641010	550026	Furniture And Furnishings	704	520	520	700	34.62%
30641010	Subtotal Capital Outlay		\$916	\$2,120	\$2,120	\$2,300	8.49%
30641010	Total Guild Admin And Maintenance		\$454,108	\$480,352	\$475,140	\$493,312	2.70%

30641020	Guild - Front Desk		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641020	511002	Part-Time Salaries	\$34,165	\$25,613	\$25,613	\$23,350	-8.84%
30641020	511006	Longevity	242	296	296	365	23.31%
30641020	Subtotal Wages		\$34,407	\$25,909	\$25,909	\$23,715	-8.47%
30641020	522250	FICA	2,632	1,982	1,982	1,691	-14.68%
30641020	522850	Life Insurance	0	37	37	0	-100.00%
30641020	540038	Uniforms And Other Clothing	356	500	500	400	-20.00%
30641020	Subtotal Benefits		\$2,988	\$2,519	\$2,519	\$2,091	-16.99%
30641020	540054	Vending Materials & Supplies	765	0	0	0	0.00%
30641020	Subtotal Commodities		\$765	\$0	\$0	\$0	0.00%
30641020	Total Front Desk		\$38,161	\$28,428	\$28,428	\$25,806	-9.22%

30641040	Guild - Seniors Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641040	530111	Professional Services	\$32,071	\$32,400	\$36,270	\$33,926	4.71%
30641040	Subtotal Services		\$32,071	\$32,400	\$36,270	\$33,926	4.71%
30641040	540016	Rec Materials & Supplies	0	0	50	50	0.00%
30641040	Subtotal Commodities		\$0	\$0	\$50	\$50	0.00%
30641040	Total Seniors Program		\$32,071	\$32,400	\$36,320	\$33,976	4.86%

Neighborhood Guild Fund (0306), *continued*



30641050	Guild - Youth Programs		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641050	511003	Seasonal Salaries	\$2,407	\$2,101	\$2,448	\$2,134	1.57%
30641050		Subtotal Wages	\$2,407	\$2,101	\$2,448	\$2,134	1.57%
30641050	522250	FICA	185	161	161	163	1.24%
30641050		Subtotal Benefits	\$185	\$161	\$161	\$163	1.24%
30641050	530111	Professional Services	38,795	25,300	27,701	25,625	1.28%
30641050	538028	Rents	1,870	2,016	2,016	2,240	11.11%
30641050		Subtotal Services	\$40,665	\$27,316	\$29,717	\$27,865	2.01%
30641050	540016	Rec Materials & Supplies	3,776	3,900	3,875	3,900	0.00%
30641050		Subtotal Commodities	\$3,776	\$3,900	\$3,875	\$3,900	0.00%
30641050		Total Youth Programs	\$47,032	\$33,478	\$36,201	\$34,062	1.74%

30641060	Guild - Music Programs		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641060	511002	Part-Time Salaries	\$3,650	\$6,794	\$6,794	\$5,620	-17.28%
30641060		Subtotal Wages	\$3,650	\$6,794	\$6,794	\$5,620	-17.28%
30641060	522250	FICA	279	520	520	429	-17.50%
30641060		Subtotal Benefits	\$279	\$520	\$520	\$429	-17.50%
30641060	530111	Professional Services	104,506	104,100	92,700	98,400	-5.48%
30641060		Subtotal Services	\$104,506	\$104,100	\$92,700	\$98,400	-5.48%
30641060	540016	Rec Materials & Supplies	38	100	100	100	0.00%
30641060		Subtotal Commodities	\$38	\$100	\$100	\$100	0.00%
30641060	550018	Recreational Equipment	186	500	300	300	-40.00%
30641060		Subtotal Capital Outlay	\$186	\$500	\$300	\$300	-40.00%
30641060		Total Music Programs	\$108,659	\$112,014	\$100,414	\$104,849	-6.40%

30641070	Guild - Adults Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641070	511002	Part-Time Salaries	\$1,658	\$2,208	\$1,550	\$2,280	3.26%
30641070		Subtotal Wages	\$1,658	\$2,208	\$1,550	\$2,280	3.26%
30641070	522250	FICA	127	168	168	176	4.76%
30641070		Subtotal Benefits	\$127	\$168	\$168	\$176	4.76%
30641070	530111	Professional Services	33,757	33,500	30,700	30,700	-8.36%
30641070		Subtotal Services	\$33,757	\$33,500	\$30,700	\$30,700	-8.36%
30641070	540016	Rec Materials & Supplies	118	100	100	50	-50.00%
30641070		Subtotal Commodities	\$118	\$100	\$100	\$50	-50.00%
30641070		Total Adults Program	\$35,659	\$35,976	\$32,518	\$33,206	-7.70%

Neighborhood Guild Fund (0306), *continued*



30641080	Guild - Arts Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641080	511002	Part-Time Salaries	\$7,776	\$8,153	\$8,153	\$8,420	3.27%
30641080		Subtotal Wages	\$7,776	\$8,153	\$8,153	\$8,420	3.27%
30641080	522250	FICA	595	623	623	644	3.37%
30641080		Subtotal Benefits	\$595	\$623	\$623	\$644	3.37%
30641080	530111	Professional Services	45,870	43,838	45,072	44,475	1.45%
30641080	538028	Rents	867	1,050	867	1,050	0.00%
30641080		Subtotal Services	\$46,737	\$44,888	\$45,939	\$45,525	1.42%
30641080	540016	Rec Materials & Supplies	616	723	550	600	-17.01%
30641080		Subtotal Commodities	\$616	\$723	\$550	\$600	-17.01%
30641080		Total Arts Program	\$55,723	\$54,387	\$55,265	\$55,189	1.47%

Total Guild Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641010	Subtotal Guild Admin and Maintenance	\$454,108	\$480,352	\$475,140	\$493,312	2.70%
30641020	Subtotal Guild Front Desk	38,161	28,428	28,428	25,806	-9.22%
30641040	Subtotal Guild Seniors Program	32,071	32,400	36,320	33,976	4.86%
30641050	Subtotal Guild Youth Programs	47,032	33,478	36,201	34,062	1.74%
30641060	Subtotal Guild Music Programs	108,659	112,014	100,414	104,849	-6.40%
30641070	Subtotal Guild Adults Program	35,659	35,976	32,518	33,206	-7.70%
30641080	Subtotal Guild Arts Program	55,723	54,387	55,265	55,189	1.47%
	Total Guild Program	\$771,413	\$777,035	\$764,286	\$780,400	0.43%

Neighborhood Guild Fund (0306), *continued*



FY 2019-2020 Revenue Statement

306	Guild	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30641000	460010 Investment Income	\$684	\$200	\$452	\$400	100.00%
30641000	460020 Trust Income	388,112	400,000	400,000	414,000	3.50%
30641000	460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180 Augusta Hazard Trust Fund	14,432	12,000	12,000	12,000	0.00%
30641000	460500 GASB 31 Change	412	0	0	0	0.00%
30641020	499060 Designated Fund Balance	25,000	25,000	25,000	25,000	0.00%
30641040	440250 Front Desk	13,086	12,000	9,400	10,000	-16.67%
30641050	440260 Senior Trips	32,907	36,500	39,000	36,480	-0.05%
30641060	440265 Youth	61,475	51,910	64,810	52,320	0.79%
30641070	440270 Music	121,104	123,300	109,600	116,450	-5.56%
30641080	440275 Adults	56,331	49,000	45,500	45,500	-7.14%
30641080	440280 Arts	65,940	61,125	63,472	62,250	1.84%
306	Total Guild Revenues	\$785,483	\$777,035	\$775,234	\$780,400	0.43%
306	Total Guild Expenditures	\$771,413	\$777,035	\$764,286	\$780,400	
306	Income Over (Under) Expenditures	\$14,070	\$0	\$10,948	\$0	



TAB 15
COMMUNITY RECREATION CENTER FUND

Community Recreation Center 15 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



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

Of the four funds supporting the Parks & Recreation Department, it is noted that for the General Fund, just 38% of revenues are tax supported, and just 10% of the Recreation Center revenues are tax supported, for a combined 48%. The remaining 52% of the Department’s funding does not require tax support. The PDOB and Neighborhood Guild are self-supporting and require no tax support.

Parks & Recreation Department	General Fund	Recreation Center	Neighborhood Guild	Peace Dale Office Building	Total
Tax Support*	38%	10%	0%	0%	48%
NonTax Revenue*	21%	5%	23%	3%	52%
Total as a % of Dept Budget	59%	15%	23%	3%	100%

**as a % of the Recreation Department Total Budget*

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

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

Mission Statement

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



General Explanation & Work Program

The Community Recreation Center provides gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Ongoing recreation programs include youth basketball, which consists of over 450 participants, adult basketball, volleyball, indoor tennis, tai chi, ballet, yoga, and dance. In addition to these longstanding programs, multiple new activities such as indoor track and field, pickle ball, Special Olympics basketball, and dodgeball were introduced in FY 2017-2018. In addition, during FY 2017-2018, South Kingstown High School started using the Recreation Center for some of its home basketball and volleyball games.

Since the doors opened on June 3, 2017, this facility has 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.

Adjacent to the Town's Senior Center and Broad Rock Playfields, and abutting the Broad Rock Middle School (BRMS) property to the north, the Recreation Center enhances the existing leisure services campus environment off Broad Rock Road, and connects these facilities. In addition to the existing connector path from Broad Rock Play Fields to Old Mountain Field, the planned bike path to connect the playfields to South County Commons, will create 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

Community Recreation Center Fund (0308), *continued*



FY 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Continue with ongoing facility orientation program for residents and non-residents to acquaint them with the Recreation Center offerings and schedule	SNP
Meet budgeted facility rental revenue	PCSF
Develop and implement full complement of community recreation programs	PCSF
Continue to transition 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 Department to schedule interscholastic sporting events	PCSF
Seek outside sponsorship support for programs, and general operation of the facility	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 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Develop four Teen Center drop in events geared towards 11-14 year old demographic	PCSF
Establish a Pickleball Advisory Committee to aid in the creation and promotion of proper pickleball policies and procedures to maximize the enjoyment, education, and growth of the program	PCSF
Host up to 15 South Kingstown interscholastic athletics events	PCSF
Develop and implement six family events and three new special events	PCSF
Install user check-in software with photo ID feature for increased security and accurate tracking of facility usage	PCSF
Seek opportunities to partner with community based organizations for sponsored events that align with Department mission and support programs	PCSF
Increase rental activity and non-resident rates, to offset cost of operation	BDFM
Grow existing relationship with local agencies and Special Olympics to increase program options for special needs populations	SNP
Hold two in-service trainings for staff focused on customer service and emergency protocols	PCSF
Partner with Senior Services Department to implement two senior specific programs	SNP

Specific Performance Measurements

Description	FY 2017-2018	FY 2018-2019	FY 2019-2020	Town Council Goals & Objs
	Actual	Projected	Anticipated	
Programs to be Offered	94	95	100	PCSF
% of Programs Run	83%	80%	80%	PCSF
Facility Attendance*	54,759	58,000	60,000	PCSF
Reservations	3,824	4,000	4,200	PCSF

**reflects programs, special events, open gym, drop-in, fitness room, walking track*

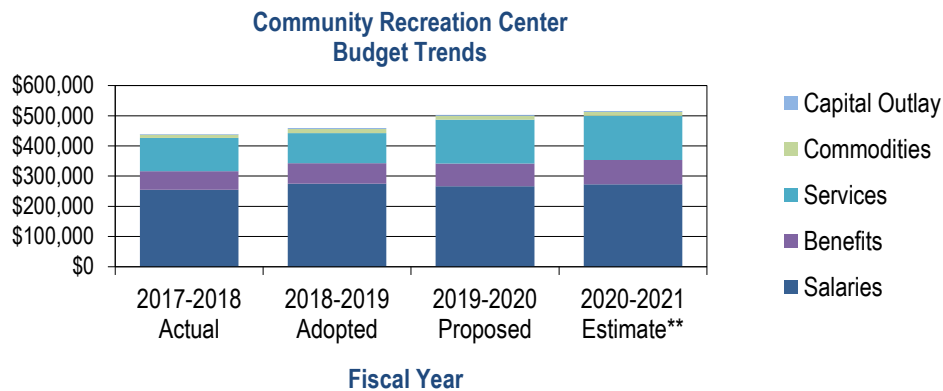
Community Recreation Center Fund (0308), *continued*



FY 2019-2020 Funding Comparison

Community Recreation Center	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	2.90	2.90	2.90	2.90	0
Salaries	\$254,612	\$274,975	\$253,621	\$266,387	(\$8,588)
Benefits	61,895	68,201	73,491	75,600	7,399
Subtotal Personnel Expenditures*	\$316,507	\$343,176	\$327,112	\$341,987	(\$1,189)
Services	\$110,380	\$99,159	\$127,194	\$145,328	\$46,169
Commodities	10,331	13,415	9,450	12,158	(1,257)
Capital Outlay	2,210	4,013	1,913	3,263	(750)
Subtotal Operating Expenditures	\$122,921	\$116,587	\$138,557	\$160,749	\$44,162
Total Expenditures	\$439,427	\$459,763	\$465,669	\$502,736	\$42,973

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Community Recreation Center Fund (0308), *continued*



FY 2019-2020 Expenditure Statement

30840001	Community Recreation Center	2016-2017 Actual	2017-2018 Adopted	2017-2018 Projected	2018-2019 Proposed	Percent Change
30840001	511001 Full-Time Employees	\$120,321	\$125,906	\$125,906	\$131,468	4.42%
30840001	511002 Part-Time Salaries	114,624	122,606	120,000	127,060	3.63%
30840001	511003 Seasonal Salaries	17,511	26,463	6,465	6,744	-74.52%
30840001	511004 Overtime	954	0	1,250	988	0.00%
30840001	511005 Retirement/Vacation Reimb.	1,201	0	0	0	0.00%
30840001	511006 Longevity	0	0	0	127	0.00%
30840001	Subtotal Wages	\$254,612	\$274,975	\$253,621	\$266,387	-3.12%
30840001	522250 FICA	19,073	20,601	20,000	19,407	-5.80%
30840001	522300 Municipal Employees Retirement	17,988	20,859	20,859	22,143	6.16%
30840001	522301 State Retirement Defined Contribution	1,602	1,773	1,773	1,821	2.71%
30840001	522818 Medical Insur-Active Employees	21,183	22,864	22,864	23,100	1.03%
30840001	522822 Dental Insur-Active Employees	1,248	1,279	1,279	1,506	17.75%
30840001	522850 Life Insurance	86	85	85	96	12.94%
30840001	529900 Worker's Compensation	716	740	6,631	7,327	890.14%
30840001	538016 Educational Expenses	0	0	0	200	0.00%
30840001	Subtotal Benefits	\$61,895	\$68,201	\$73,491	\$75,600	10.85%
30840001	530014 Refuse Disposal	1,676	1,794	1,794	1,820	1.45%
30840001	530064 Copy Machine Services	187	500	300	300	-40.00%
30840001	530111 Professional Services	34,519	29,000	47,480	63,788	119.96%
30840001	532000 Telephone	1,746	1,992	1,740	1,860	-6.63%
30840001	532004 Electricity	49,395	35,400	46,000	49,000	38.42%
30840001	532008 Natural Gas	13,450	16,500	14,000	16,800	1.82%
30840001	532010 Wastewater Fees	460	2,151	500	500	-76.75%
30840001	532012 Water Fees	930	1,800	1,200	1,200	-33.33%
30840001	534020 Maintenance Of Buildings	1,491	2,500	7,270	2,500	0.00%
30840001	538028 Rents	1,413	2,000	1,500	1,800	-10.00%
30840001	538030 Licenses And Dues	0	0	265	100	0.00%
30840001	560010 Insurance	5,113	5,522	5,145	5,660	2.50%
30840001	Subtotal Services	\$110,380	\$99,159	\$127,194	\$145,328	46.56%
30840001	540012 Office Materials & Supplies	495	500	500	500	0.00%
30840001	540014 Janitorial Materials & Supp	1,789	1,865	1,865	2,758	47.88%
30840001	540016 Rec Materials & Supplies	6,189	7,200	4,835	5,550	-22.92%
30840001	540018 Elect Materials & Supplies	56	250	150	250	0.00%
30840001	540026 Bldg & Const Materials & Supp	576	800	300	800	0.00%
30840001	540036 Equipment & Machine Parts	0	300	300	300	0.00%
30840001	540038 Uniforms And Other Clothing	882	500	350	500	0.00%
30840001	540058 Safety Related Mat & Supp	221	250	150	250	0.00%
30840001	580100 Miscellaneous Expenses	124	1,750	1,000	1,250	-28.57%
30840001	Subtotal Commodities	\$10,331	\$13,415	\$9,450	\$12,158	-9.37%
30442040	530044 Non-Major Technology Reserve	913	913	913	913	0.00%
30840001	550004 Office Equipment	450	1,000	0	750	-25.00%
30840001	550016 Janitorial Equipment	847	1,500	800	1,000	-33.33%
30840001	550018 Recreational Equipment	0	600	200	600	0.00%
30840001	Subtotal Capital Outlay	\$2,210	\$4,013	\$1,913	\$3,263	-18.69%
30840001	Total Community Rec Center	\$439,427	\$459,763	\$465,669	\$502,736	9.35%

Community Recreation Center Fund (0308), *continued*



FY 2019-2020 Revenue Statement

308	Community Recreation Center		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
30840001	431115	Rental Income	\$22,476	\$22,213	\$24,000	\$28,000	26.05%
30840001	440218	Athletic Program Revenues	116,441	112,400	114,000	139,586	24.19%
30840001	460010	Investment Income	113	150	250	150	0.00%
30840001	490101	General Fund Transfer	308,911	315,000	315,000	325,000	3.17%
30840001	499060	Designated Fund Balance	10,000	10,000	10,000	10,000	0.00%
308	Total Community Rec Center Revenues		\$457,941	\$459,763	\$463,250	\$502,736	9.35%
308	Total Community Rec Center Expenditures		\$439,427	\$459,763	\$465,669	\$502,736	
308	Income Over (Under) Expenditures		\$18,514	\$0	(\$2,419)	\$0	



TAB 16
DEBT SERVICE FUND

Debt Service 16 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Mission Statement

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

Functions

- Major capital projects for the Town and School are financed through the sale of bonds and initiated through the six-year Capital Improvement Program and administered through the Capital Projects Fund after a thorough review of the project(s)
- Used to manage the Town's long-term debt
- Bonds are 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 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to seek refunding opportunities	BDFM
Maintain or Improve Aa1 rating with Moody's; plan for school bond referendum Nov, 2019	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 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
Legal Debt Margin**	0.30%	0.25%	0.21%	BDFM
Top 10 Tax Payers % of Tax Base	3.42%	3.72%	3.34%	BDFM
Net Debt as a % of operating revenues**	2.32%	2.54%	2.28%	BDFM
% of Debt Retired within Ten Years	>76.3%	>75.4%	>74.2%	BDFM
Net Debt Per Capita	\$408	\$348	\$292	BDFM
Outstanding Long-Term Debt	\$12,495,000	\$10,53,000	\$8,959,000	CE / BDFM

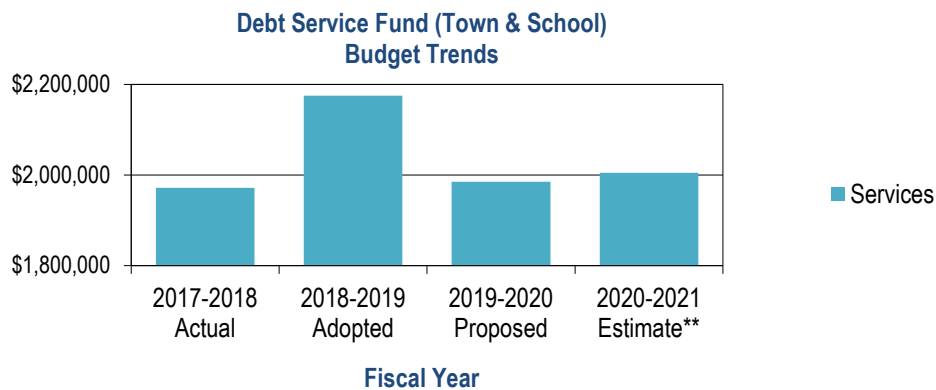
*The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base. The assessed value of South Kingstown properties is \$4,653,040,282 at December 31, 2017. This limits the amount of outstanding non-excepted obligation bonds to \$139,591,208. Bonds of \$4,315,465 are general obligations and subject to statutory limitations. The Town of South Kingstown is well below the maximum allowed by state law.

*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 2019-2020 Funding Comparison

Debt Service Fund (Town & School)	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294	(\$189,664)
Subtotal Operating Expenditures	\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294	(\$189,664)
Total Expenditures	\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294	(\$189,664)



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Debt Service Fund (0400), *continued*



FY 2019-2020 Expenditure Statements

40090001	Education Debt Service		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
40090001	589000	Bank Fees	\$640	\$1,000	\$640	\$1,000	0.00%
40090001	589010	Debt - Principal	1,062,536	1,010,648	1,010,648	933,758	-7.61%
40090001	589012	Debt - Interest	132,146	123,203	123,203	101,315	-17.77%
40090001	Subtotal Services		\$1,195,322	\$1,134,851	\$1,134,491	\$1,036,073	-8.70%
40090001	Total Education Debt Service		\$1,195,322	\$1,134,851	\$1,134,491	\$1,036,073	-8.70%

40090003	Town Debt Service		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
40090003	589000	Bank Fees	\$360	\$600	\$360	\$600	0.00%
40090003	589010	Debt - Principal	619,464	831,353	831,353	760,242	-8.55%
40090003	589012	Debt - Interest	156,742	208,154	208,154	188,379	-9.50%
40090003	Subtotal Services		\$776,566	\$1,040,107	\$1,039,867	\$949,221	-8.74%
40090003	Total Town Debt Service		\$776,566	\$1,040,107	\$1,039,867	\$949,221	-8.74%

Total Debt Service Program		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
40090001	Subtotal Education Debt Service	\$1,195,322	\$1,134,851	\$1,134,491	\$1,036,073	-8.70%
40090003	Subtotal Town Debt Service	776,566	1,040,107	1,039,867	949,221	-8.74%
Total Debt Service Program		\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294	-8.72%

Debt Service Fund (0400), *continued*



FY 2019-2020 Revenue Statement

400	Debt Service	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change	
40000000	470010	Miscellaneous Revenue	\$2	\$0	\$0	\$0	0.00%
40000000	490101	General Fund Transfer	1,093,643	1,100,000	1,100,000	1,600,000	45.45%
40090001	499060	Designated Fund Balance	105,823	107,227	107,227	82,274	-23.27%
40090001	420013	School Housing Aid	558,953	523,643	523,643	496,903	-5.11%
40090001	490330	South Road Reserve	9,187	0	0	9,743	0.00%
40090003	490402	Fair Share Development - Education	75,000	75,000	75,000	70,057	-6.59%
40090003	490404	Open Space Reserve	225,000	250,000	250,000	250,000	0.00%
40090003	490499	Fair Share Development - Recreation	103,216	119,088	119,088	115,076	-3.37%
400	Total Debt Service Revenues	\$2,170,824	\$2,174,958	\$2,174,958	\$2,624,053	20.65%	
400	Total Debt Service Expenditures	\$1,971,887	\$2,174,958	\$2,174,358	\$1,985,294		
400	Income Over (Under) Expenditures	\$198,937	\$0	\$600	\$638,759		



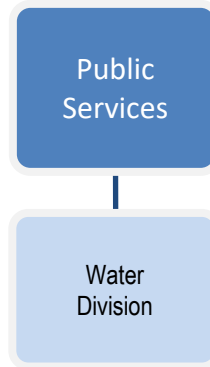
TAB 17
WATER ENTERPRISE FUND

Water 17 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Water Division, under the Department of Public Services, is to provide continuous municipal water which meets or exceeds requirements of the USEPA Safe Drinking Water Act for the South Shore and Middlebridge water systems, for both domestic use and fire protection.

General Explanation & Work Program

The Water Enterprise Fund was established in 1975. The Town’s Water Division is comprised of the South Shore and Middlebridge water systems. The South Shore system services the southerly portion of Town from the Charlestown town line to East Matunuck, south of US Route 1, 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)	Wholesale Rate % Increase
January 12, 2014	\$64.25	\$1,124.00	18.31%
May 13, 2014	\$81.88	\$1,490.00	32.56%
October 4, 2018	\$375.88	\$1,630.00	9.39%



The October 2018 rate increase recovered capital costs associated with Suez’s replacement ‘Sherman’ elevated water tank located off of South Road and various distribution system upgrades. The PUC also granted SUEZ a Distribution System Infrastructure Charge (DSIC) mechanism in October 2018, whereby SUEZ will have the ability to recover distribution system capital related expense each year up with a not to exceed increase of 2.5% in a given year. Once the sum total of yearly DSIC increases equals 7.5%, Suez would have to file for an overall rate increase with the PUC to be eligible for any additional rate payer funding. Given the recent significant rate increases by 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

Water Enterprise Fund (0702), *continued*



- Biannual fire hydrant flushing and operations check
- Distribution system leak detection and elimination efforts
- Respond to water customer inquiries and complaints
- Oversee Cross Connection Control Plan (CCCP) compliance
- Perform water utility inspections for new customers
- Perform 'turn-on & turn-off' services on an as-need basis
- Assist other Town departments on an as need basis with support services

FY 2018-2019 Priorities

Priorities	Town Council Goals & Obj's
Install additional coliform sampling stations for summer sampling sites	PCSF
Complete SCADA upgrade	PCSF
Develop bid specifications for system-wide meter replacement program	PCSF
Read all water meters monthly for leak detection purposes	SENR
Continue ongoing distribution system leak detection and repair efforts	SENR
Maintain an unaccounted for water percentage in both the Middlebridge and South Shore water systems below the 10% State goal	SENR
Continue water quality testing to ensure potable water meets or exceeds water quality standards	SENR
Work with Suez Water RI to ensure adequate disinfection residuals for purchased water	PCSF

FY 2018-2019 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Mautucket Road and Victoria Lane water tank exterior cleaning	PCSF
Complete system-wide water meter replacement program	PCSF
Remain vigilant to identify and repair any distribution system leaks	PCSF
Remain vigilant to minimize 'unaccounted for' water to achieve State goal of 10%	SENR
Continue working with Suez Water RI to ensure adequate disinfection residual levels are maintained for purchased water	PCSF
Ensure continued compliance with Cross Control Connection Plan (CCCP)	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 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Obj's
South Shore purchased water	16,252,248	16,352,706	16,352,706	PCSF
Middlebridge purchased water	2,471,286	2,375,735	2,375,735	PCSF
Total Purchased Water ft³	18,723,534	18,728,441	18,728,441	PCSF
South Shore water sales	14,237,328	15,151,689	15,151,689	PCSF
Middlebridge water sales	1,699,794	1,732,432	1,732,432	PCSF
Total Water Sales ft³	15,937,122	16,884,121	16,884,121	PCSF
South Shore water accounts	2,535	2,545	2,553	PCSF
Middlebridge water accounts	288	287	287	PCSF
Combined Water Accounts	2,823	2,832	2,840	PCSF
Additional Units	603	603	604	PCSF
Total Water Units	3,426	3,435	3,444	PCSF

Water Enterprise Fund (0702), continued



A summary of water user rates and income generated is as follows:

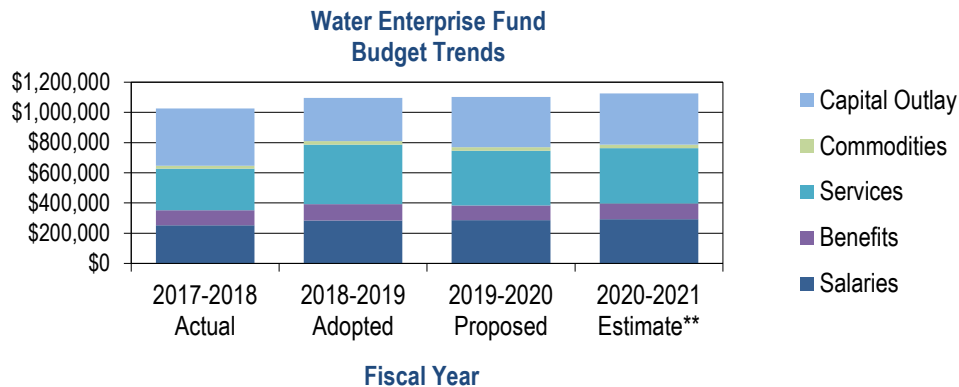
User Rates	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Min in Advance/Qtr (w/ 1,250 ft ³ allowance)	\$48	\$48	\$48	BDFM
Additional Unit charge per quarter	\$22	\$22	\$22	BDFM
Excess Charge 1 st Step per 100 ft ³ (1,251-2,500)	\$3.25	\$3.25	\$3.25	BDFM
Excess Charge 2 nd Step (over 2,501)	\$3.75	\$3.75	\$3.75	BDFM

Revenue Summary	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Excess Revenue 1 st Step	\$101,450	\$106,186	\$106,181	BDFM
Excess Revenue 2 nd Step	\$144,260	\$172,602	\$172,601	BDFM
Combined Excess Revenue	\$245,710	\$278,788	\$278,782	BDFM
Minimum Revenue	\$559,532	\$562,160	\$563,360	BDFM
Total Revenue	\$805,242	\$840,948	\$842,142	BDFM

FY 2019-2020 Funding Comparison

Water Enterprise Fund	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	2.70	2.70	2.70	2.70	0.00
Salaries	\$252,417	\$283,721	\$283,421	\$285,453	\$1,732
Benefits	99,167	108,928	108,954	97,564	(11,364)
Subtotal Personnel Expenditures*	\$351,584	\$392,649	\$392,375	\$383,017	(\$9,632)
Services	\$276,018	\$394,344	\$336,876	\$363,290	(\$31,054)
Commodities	18,786	23,785	17,890	22,994	(791)
Capital Outlay/Depreciation	379,567	285,000	285,000	332,054	47,054
Subtotal Operating Expenditures	\$674,372	\$703,129	\$639,766	\$718,338	\$15,209
Total Expenditures	\$1,025,956	\$1,095,778	\$1,032,141	\$1,101,355	\$5,577

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Water Enterprise Fund (0702), *continued*



FY 2019-2020 Expenditure Statements

70294100	Water Enterprise Fund Source of Supply		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294100	530072	Analysis Of Wells	\$8,347	\$7,045	\$9,500	\$8,690	23.35%
70294100	532020	Purchased Water - Middlebridge	22,583	37,896	33,215	35,417	-6.54%
70294100	532022	Purchased Water - South Shore	165,234	251,511	198,254	212,848	-15.37%
70294100	534022	Maintenance Of Public Wells	0	100	100	200	100.00%
70294100		Subtotal Services	\$196,164	\$296,552	\$241,069	\$257,155	-13.29%
70294100		Total Source Of Supply	\$196,164	\$296,552	\$241,069	\$257,155	-13.29%

70294200	Water Enterprise Fund Pumping Expenses		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294200	530014	Refuse Disposal	\$138	\$145	\$138	\$145	0.00%
70294200	532000	Telephone	857	1,261	1,162	1,220	-3.25%
70294200	532002	Fuel - Oil	1,400	980	980	1,000	2.04%
70294200	532004	Electricity	13,862	10,987	12,500	15,195	38.30%
70294200	532016	Telemetry	208	220	212	223	1.36%
70294200	534024	Maintenance Of Pump Stations	1,599	1,800	1,800	1,800	0.00%
70294200		Subtotal Services	\$18,063	\$15,393	\$16,792	\$19,583	27.22%
70294200	540024	Chemicals And Gases	0	3,100	1,700	1,800	-41.94%
70294200	540056	Pumping Materials & Supplies	123	400	300	400	0.00%
70294200		Subtotal Commodities	\$123	\$3,500	\$2,000	\$2,200	-37.14%
70294200		Total Pumping Expenses	\$18,185	\$18,893	\$18,792	\$21,783	15.30%

70294400	Water Enterprise Fund Transmission & Distribution		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294400	534026	Maintenance Of Elevated Tanks	\$4,400	\$11,000	\$11,600	\$12,800	16.36%
70294400	534028	Maintenance Of Mains	10,523	8,000	6,000	8,000	0.00%
70294400	534030	Maintenance Of Water Services	9,772	13,000	11,000	14,000	7.69%
70294400	534032	Maintenance Of Water Meters	4,896	7,650	8,500	7,650	0.00%
70294400	534034	Maintenance Of Hydrants	(4,040)	4,200	2,500	4,200	0.00%
70294400		Subtotal Services	\$25,551	\$43,850	\$39,600	\$46,650	6.39%
70294400	540010	General Materials & Supplies	65	100	90	100	0.00%
70294400		Subtotal Commodities	\$65	\$100	\$90	\$100	0.00%
70294400		Total Transmission & Distribution	\$25,616	\$43,950	\$39,690	\$46,750	6.37%

Water Enterprise Fund (0702), continued



70294600	Water Enterprise Fund Personnel Services		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294600	511001	Full-Time Employees	\$232,826	\$245,808	\$245,808	\$251,878	2.47%
70294600	511004	Overtime	10,309	7,800	7,500	8,000	2.56%
70294600	511005	Retirement/Vacation Reimb.	0	22,143	22,143	18,390	-16.95%
70294600	511006	Longevity	7,821	7,970	7,970	7,185	-9.85%
70294600		Subtotal Wages	\$250,956	\$283,721	\$283,421	\$285,453	0.61%
70294600	522250	FICA	18,410	19,318	19,318	19,769	2.33%
70294600	522300	Municipal Employees Retirement	27,619	31,119	31,119	31,502	1.23%
70294600	522301	Retirement - Defined Contribution	1,330	1,487	1,487	1,700	14.32%
70294600	522818	Medical Insur-Active Employees	39,219	43,097	43,097	39,011	-9.48%
70294600	522820	Medical Insur-Retirees	125	825	825	0	-100.00%
70294600	522822	Dental Insur-Active Employees	3,004	3,172	3,172	2,971	-6.34%
70294600	522840	Insurance Buyback	2,108	2,300	2,300	2,500	8.70%
70294600	522850	Life Insurance	123	126	126	111	-11.90%
70294600	529900	Worker's Compensation	7,229	7,484	7,510	0	-100.00%
70294600		Subtotal Benefits	\$99,167	\$108,928	\$108,954	\$97,564	-10.43%
70294600		Total Personnel Services	\$350,124	\$392,649	\$392,375	\$383,017	-2.45%

70294700	Water Enterprise Fund Admin & General Expense		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294700	511009	Vac & Sick Pay Accrued Exp	\$1,460	\$0	\$0	\$0	0.00%
70294700		Subtotal Wages	\$1,460	\$0	\$0	\$0	0.00%
70294700	530020	Miscellaneous Services	2,601	1,032	2,753	1,077	4.36%
70294700	530066	Internet Access	0	490	480	490	0.00%
70294700	532004	Electricity	959	924	971	1,004	8.66%
70294700	532008	Natural Gas	472	367	446	453	23.43%
70294700	532010	Wastewater Fees	26	26	28	28	7.69%
70294700	532012	Water Fees	53	101	63	67	-33.66%
70294700	534012	Maintenance Of Comm Equip.	0	200	180	200	0.00%
70294700	534016	Computer/Software Maintenance	4,099	5,556	5,594	5,996	7.92%
70294700	534020	Maintenance Of Buildings	1,035	700	600	800	14.29%
70294700	538020	Postage	5,856	6,100	5,707	5,800	-4.92%
70294700	538022	Printing Expenses	5,830	6,517	6,400	6,500	-0.26%
70294700	560010	Insurance	15,311	16,536	16,193	17,487	5.75%
70294700		Subtotal Services	\$36,241	\$38,549	\$39,415	\$39,902	3.51%
70294700	540010	General Materials & Supplies	424	750	700	750	0.00%
70294700	540012	Office Materials & Supplies	2,384	2,500	2,600	2,500	0.00%
70294700	540060	Vehicle Operation	9,093	8,935	7,500	9,444	5.70%
70294700	580100	Miscellaneous Expenses	6,698	8,000	5,000	8,000	0.00%
70294700		Subtotal Commodities	\$18,599	\$20,185	\$15,800	\$20,694	2.52%
70294700	530044	Non-Major Technology Reserve	1,000	1,000	1,000	1,000	0.00%
70294700		Subtotal Capital Outlay	\$1,000	\$1,000	\$1,000	\$1,000	0.00%
70294700		Total Admin & General Expense	\$57,300	\$59,734	\$56,215	\$61,596	3.12%

Water Enterprise Fund (0702), *continued*



70294800	Water Enterprise Fund Other Expenses		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294800	570002	Capital Improvements	\$153,518	\$79,000	\$79,000	\$88,000	11.39%
70294800	570902	Depreciation	225,050	205,000	205,000	243,054	18.56%
70294800		Subtotal Capital Outlay	\$378,567	\$284,000	\$284,000	\$331,054	16.57%
70294800		Total Other Expenses	\$378,567	\$284,000	\$284,000	\$331,054	16.57%

	Total Water Enterprise Fund	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294100	Subtotal Source of Supply	\$196,164	\$296,552	\$241,069	\$257,155	-13.29%
70294200	Subtotal Pumping Expenses	18,185	18,893	18,792	21,783	15.30%
70294400	Subtotal Transmission & Distribution	25,616	43,950	39,690	46,750	6.37%
70294600	Subtotal Personnel Services	350,124	392,649	392,375	383,017	-2.45%
70294700	Subtotal Admin & General Expense	57,300	59,734	56,215	61,596	3.12%
70294800	Subtotal Other Expenses	378,567	284,000	284,000	331,054	16.57%
	Total Water Enterprise Fund	\$1,025,956	\$1,095,778	\$1,032,141	\$1,101,355	0.51%

Water Enterprise Fund (0702), *continued*



FY 2019-2020 Revenue Statement

702	Water Enterprise Fund Description		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70294000	417450	Metered Sales - Domestic	\$860,603	\$852,741	\$896,272	\$897,554	5.26%
70294000	417550	Forfeited Disc & Penalties	5,816	5,500	3,500	5,500	0.00%
70294000	430170	Rental of Town Properties	266,574	274,191	274,191	281,687	2.73%
70294000	440460	Special Services - Turn off/On	1,904	1,800	1,897	1,897	5.39%
70294000	460010	Investment Income	22,923	10,000	11,600	15,000	50.00%
70294000	460500	GASB 31 Change	(28,334)	0	0	0	0.00%
70294000	470010	Miscellaneous Income	2,930	2,500	2,500	2,600	4.00%
70294000	470080	State of RI Water Protection	0	2,150	2,332	2,341	8.88%
70294000	499050	Net Assets Forward To Operations	33,034	0	0	0	0.00%
702	Total Water Enterprise Fund Revenues		\$1,165,451	\$1,148,882	\$1,192,292	\$1,206,579	5.02%
702	Total Water Enterprise Fund Expenditures		\$1,025,956	\$1,095,778	\$1,032,141	\$1,101,355	
702	Income Over (Under) Expenditures		\$139,495	\$53,104	\$160,151	\$105,224	



TAB 18
WASTEWATER ENTERPRISE FUND

Wastewater..... 18 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Wastewater Division, under the Department of Public Services, is to provide continuous treatment of wastewater from residential and non-residential users that meets or exceeds requirements in accordance with its Rhode Island Pollution Discharge Elimination System (RIPDES) permit as issued by the Rhode Island Department of Environmental Management (RIDEM). Additionally, the Wastewater Division is responsible for the oversight of the On-Site Wastewater Management Program to help ensure that the surface waters and groundwater of the Town are protected to the greatest extent possible.

General Explanation and Work Program

REGIONAL WASTEWATER TREATMENT FACILITY

The Wastewater Division operates and maintains a wastewater treatment facility (WWTF) located on Westmoreland Street in Narragansett that services portions of South Kingstown and its regional partners, the Town of Narragansett and the University of Rhode Island (URI). The facility receives septage from outlying areas, and conventional wastewater via the Town’s municipal gravity collection system and twelve pump stations. Dewatered sludge is either incinerated at the Synagro Woonsocket Incinerator or transported and disposed of at the RI Resource Recovery Corporation (RIRRC) Central Landfill facility located in Johnson. The Division strives to protect the environment by providing optimum treatment of influent into the plant, which results in an excellent quality of effluent.

The regional WWTF design treatment capacity is 5.0 Million Gallons per Day (MGD), whereby the average wastewater volume processed continues to be about two-thirds the WWTF design capacity. As the facility is regional, the current fiscal year’s wastewater flow projections are used to estimate and budget for regional partner cost sharing for the upcoming fiscal year. Annually, a balancing cost share adjustment is made by the Finance Department, once the fiscal year is complete and actual flows are quantified.

Given the age of the Wastewater Treatment Facility (WWTF) and pumping collection infrastructure, which date back to the mid-1970’s, a significant increase in Wastewater Fund capital improvement program (CIP) projects continue to occur. Given the complexity and engineering required for these projects, many will be funded over multiple years in order to reserve necessary project funds and complete necessary design plans and bid specifications. As regional partners, The Town of Narragansett and URI have been advised



of the updated project schedule and projected costs. As each project is bid, updated costs 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 2018-2019 Priorities

Priorities	Town Council Goals & Obj
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 mailing Town-wide OSWM 2 nd inspection notices by OSWM district	SENR
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF

FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj
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
Continue mailing Town-wide OSWM 2 nd inspection notices by OSWM district	PCSF
Continue public outreach for OWTS inspection, repairs, and replacement	PCSF
Coordinate CCCLP loans with property owners and respective agencies	PCSF
Pretreatment Program – Investigate brewery impacts and possible local limits ordinance amendment	PCSF

Wastewater Enterprise Fund (0704), *continued*



Specific Performance Measurements

Description	FY 2017-2018	FY 2018-2019	FY 2019-2020	Town Council Goals & Obj's
	Actual	Projected	Anticipated	
South Kingstown annual flow (MG)	373.18	366.44	366.44	PCSF
Narragansett annual flow (MG)	426.22	450.81	450.81	PCSF
URI annual flow (MG)	168.80	179.37	179.37	PCSF
WWTF combined annual flow (MG)	967.20	996.22	99.62	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	71.95	64.46	64.46	PCSF
Suspended Solids (SS) efficiency (mg/l)	97.6	96.0	96.0	PCSF
Treated Septage (gals)	4,339,040	4,100,000	4,150,000	PCSF
Biological Oxygen Demand (BOD) efficiency (mg/l)	96.5	96.0	96.0	PCSF
Accounts (SK only)				PCSF
Units (SK only)	5714	5714	5724	PCSF
Minimum annual user fee*	255	280	280	BDFM
Excess user fee (per 100 ft ³)	3.40	3.80	3.80	BDFM

*Minimum user fee provides a single family home an annual allowance of 10,000 ft³ of consumption

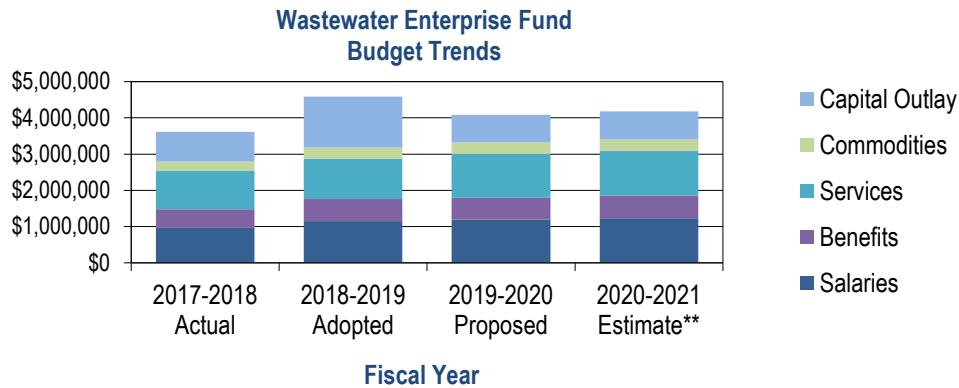
Wastewater Enterprise Fund (0704), *continued*



FY 2019-2020 Funding Comparison

Wastewater Enterprise Fund	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	15.35	16.35	16.35	16.35	0.00
Salaries	\$968,324	\$1,152,491	\$1,145,881	\$1,197,048	\$44,557
Benefits	507,118	603,758	604,441	598,053	(5,705)
Subtotal Personnel Expenditures*	\$1,475,442	\$1,756,249	\$1,750,322	\$1,795,101	\$38,852
Services	\$1,072,265	\$1,116,562	\$1,157,016	\$1,210,758	\$94,196
Commodities	248,270	310,844	304,637	319,085	8,241
Capital Outlay/Depreciation	818,307	1,404,209	1,404,209	760,403	(643,806)
Subtotal Operating Expenditures	\$2,138,841	\$2,831,615	\$2,865,862	\$2,290,246	(\$541,369)
Total Expenditures	\$3,614,283	\$4,587,864	\$4,616,184	\$4,085,347	(\$502,517)

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Wastewater Enterprise Fund (0704), *continued*



FY 2019-2020 Expenditure Statements

70492010	Wastewater Enterprise Fund Wastewater General Treatment		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492010	511001	Full-Time Employees	\$304,452	\$351,464	\$351,464	\$367,357	4.52%
70492010	511004	Overtime	14,345	15,249	11,000	15,728	3.14%
70492010	511005	Retirement/Vacation Reimb.	59,390	12,684	12,684	15,871	25.13%
70492010	511006	Longevity	8,313	7,029	7,029	7,099	1.00%
70492010		Subtotal Wages	\$386,499	\$386,426	\$382,177	\$406,055	5.08%
70492010	522250	FICA	28,647	27,330	27,330	28,647	4.82%
70492010	522300	Municipal Employees Retirement	35,123	42,187	42,187	45,531	7.93%
70492010	522301	Retirement - Defined Contribution	2,839	3,416	3,416	3,581	4.83%
70492010	522818	Medical Insur-Active Employees	56,667	74,900	74,900	69,335	-7.43%
70492010	522820	Medical Insur-Retirees	0	825	825	0	-100.00%
70492010	522822	Dental Insur-Active Employees	4,305	5,288	5,288	5,015	-5.16%
70492010	522840	Insurance Buyback	1,500	1,500	1,500	1,860	24.00%
70492010	522850	Life Insurance	183	202	202	198	-1.98%
70492010	529900	Worker's Compensation	11,619	12,014	13,783	15,163	26.21%
70492010		Subtotal Benefits	\$140,883	\$167,662	\$169,431	\$169,330	0.99%
70492010	530014	Refuse Disposal	928	1,006	985	1,006	0.00%
70492010	530030	Laboratory	31,952	35,300	35,000	41,600	17.85%
70492010	532000	Telephone	2,431	3,189	3,262	3,355	5.21%
70492010	532002	Fuel - Oil	1,616	1,402	1,336	1,092	-22.11%
70492010	532004	Electricity	162,304	151,000	184,891	186,000	23.18%
70492010	532008	Natural Gas	36,721	35,000	35,000	36,500	4.29%
70492010	532012	Water Fees	4,133	5,953	4,034	4,200	-29.45%
70492010	534016	Computer/Software Maintenance	1,235	1,294	1,294	1,357	4.87%
70492010	560010	Insurance	35,854	38,722	36,767	39,341	1.60%
70492010		Subtotal Services	\$277,175	\$272,866	\$302,569	\$314,451	15.24%
70492010	540010	General Materials & Supplies	56,564	66,414	66,000	68,305	2.85%
70492010	540024	Chemicals And Gases	49,863	58,754	61,773	61,773	5.14%
70492010	540060	Vehicle Operation	898	2,115	2,000	1,811	-14.37%
70492010		Subtotal Commodities	\$107,325	\$127,283	\$129,773	\$131,889	3.62%
70492010	530044	Non-Major Technology Reserve	1,620	1,420	1,420	2,220	56.34%
70492010		Subtotal Capital Outlay	\$1,620	\$1,420	\$1,420	\$2,220	56.34%
70492010		Total Wastewater General Treatment	\$913,502	\$955,657	\$985,370	\$1,023,945	7.15%

Wastewater Enterprise Fund (0704), *continued*



70492020	Wastewater Enterprise Fund Sludge Process & Disposal		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492020	511001	Full-Time Employees	\$247,556	\$290,592	\$290,592	\$304,130	4.66%
70492020	511004	Overtime	13,986	15,249	14,000	15,728	3.14%
70492020	511005	Retirement/Vacation Reimb.	0	9,236	9,236	12,812	38.72%
70492020	511006	Longevity	7,418	6,017	6,017	6,024	0.12%
70492020		Subtotal Wages	\$268,960	\$321,094	\$319,845	\$338,694	5.48%
70492020	522250	FICA	19,648	22,607	22,607	23,732	4.98%
70492020	522300	Municipal Employees Retirement	28,637	34,912	34,912	37,715	8.03%
70492020	522301	Retirement - Defined Contribution	2,363	2,904	2,904	3,031	4.37%
70492020	522818	Medical Insur-Active Employees	53,496	70,861	70,861	67,007	-5.44%
70492020	522820	Medical Insur-Retirees	0	358	358	0	-100.00%
70492020	522822	Dental Insur-Active Employees	3,672	4,593	4,593	4,409	-4.01%
70492020	522840	Insurance Buyback	650	650	650	806	24.00%
70492020	522850	Life Insurance	161	185	185	167	-9.73%
70492020	529900	Worker's Compensation	10,331	10,684	10,181	11,200	4.83%
70492020		Subtotal Benefits	\$118,957	\$147,754	\$147,251	\$148,067	0.21%
70492020	530068	Central Facility Tipping	486,021	535,998	522,918	552,503	3.08%
70492020	532002	Fuel - Oil	308	267	254	208	-22.10%
70492020	532004	Electricity	30,915	28,659	35,217	35,471	23.77%
70492020	532008	Natural Gas	5,991	7,000	6,667	7,040	0.57%
70492020	532012	Water Fees	787	1,134	768	1,100	-3.00%
70492020	560010	Insurance	1,560	1,685	1,662	1,779	5.58%
70492020		Subtotal Services	\$525,582	\$574,743	\$567,486	\$598,101	4.06%
70492020	540010	General Materials & Supplies	12,911	14,950	14,500	15,875	6.19%
70492020	540024	Chemicals And Gases	42,292	45,645	45,108	44,698	-2.07%
70492020	540060	Vehicle Operation	24,000	26,775	25,500	28,114	5.00%
70492020		Subtotal Commodities	\$79,203	\$87,370	\$85,108	\$88,687	1.51%
70492020		Total Sludge Process & Disposal	\$992,703	\$1,130,961	\$1,119,690	\$1,173,549	3.77%

Wastewater Enterprise Fund (0704), *continued*



70492030		Wastewater Enterprise Fund Silver Lake Pumping Station	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492030	511001	Full-Time Employees	\$56,159	\$66,324	\$66,324	\$69,440	4.70%
70492030	511004	Overtime	3,390	3,697	3,400	3,813	3.14%
70492030	511005	Retirement/Vacation Reimb.	0	2,006	2,006	2,899	44.52%
70492030	511006	Longevity	1,738	1,390	1,390	1,386	-0.29%
70492030		Subtotal Wages	\$61,287	\$73,417	\$73,120	\$77,538	5.61%
70492030	522250	FICA	4,463	5,153	5,153	5,420	5.18%
70492030	522300	Municipal Employees Retirement	6,503	7,969	7,969	8,613	8.08%
70492030	522301	Retirement - Defined Contribution	540	671	671	696	3.73%
70492030	522818	Medical Insur-Active Employees	12,754	16,903	16,903	16,087	-4.83%
70492030	522820	Medical Insur-Retirees	0	55	55	0	-100.00%
70492030	522822	Dental Insur-Active Employees	848	1,063	1,063	1,022	-3.86%
70492030	522840	Insurance Buyback	100	100	100	124	24.00%
70492030	522850	Life Insurance	37	46	46	31	-32.61%
70492030	529900	Worker's Compensation	2,420	2,503	2,383	2,621	4.71%
70492030		Subtotal Benefits	\$27,665	\$34,463	\$34,343	\$34,614	0.44%
70492030	532000	Telephone	611	639	650	1,004	57.12%
70492030	532002	Fuel - Oil	3,068	1,113	1,590	1,908	71.43%
70492030	532004	Electricity	86,730	80,297	102,000	101,313	26.17%
70492030	532008	Natural Gas	2,673	2,230	2,159	2,222	-0.36%
70492030	532012	Water Fees	6,266	8,531	6,390	6,655	-21.99%
70492030	560010	Insurance	9,956	10,752	10,752	11,990	11.51%
70492030		Subtotal Services	\$109,305	\$103,562	\$123,541	\$125,092	20.79%
70492030	540010	General Materials & Supplies	4,026	10,325	10,100	10,755	4.16%
70492030	540024	Chemicals And Gases	20,046	29,556	29,556	30,131	1.95%
70492030	540060	Vehicle Operation	2,598	2,827	3,100	2,463	-12.88%
70492030		Subtotal Commodities	\$26,670	\$42,708	\$42,756	\$43,349	1.50%
70492030		Total Silver Lake Pumping Station	\$224,927	\$254,150	\$273,760	\$280,593	10.40%

Wastewater Enterprise Fund (0704), *continued*



70492040		Wastewater Enterprise Fund Kingston Pumping Station	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492040	511001	Full-Time Employees	\$56,159	\$66,324	\$66,324	\$69,440	4.70%
70492040	511004	Overtime	3,390	3,697	3,400	3,813	3.14%
70492040	511005	Retirement/Vacation Reimb.	0	2,006	2,006	2,899	44.52%
70492040	511006	Longevity	1,738	1,390	1,390	1,386	-0.29%
70492040		Subtotal Wages	\$61,287	\$73,417	\$73,120	\$77,538	5.61%
70492040	522250	FICA	4,463	5,153	5,153	5,420	5.18%
70492040	522300	Municipal Employees Retirement	6,503	7,969	7,969	8,613	8.08%
70492040	522301	Retirement - Defined Contribution	540	671	671	696	3.73%
70492040	522818	Medical Insur-Active Employees	12,754	16,903	16,903	16,087	-4.83%
70492040	522820	Medical Insur-Retirees	0	55	55	0	-100.00%
70492040	522822	Dental Insur-Active Employees	848	1,063	1,063	1,022	-3.86%
70492040	522840	Insurance Buyback	100	100	100	124	24.00%
70492040	522850	Life Insurance	37	46	46	31	-32.61%
70492040	529900	Worker's Compensation	2,420	2,503	2,383	2,621	4.71%
70492040		Subtotal Benefits	\$27,665	\$34,463	\$34,343	\$34,614	0.44%
70492040	532000	Telephone	398	427	427	524	22.72%
70492040	532002	Fuel - Oil	1,192	954	900	954	0.00%
70492040	532004	Electricity	29,770	30,907	29,000	30,713	-0.63%
70492040	532008	Natural Gas	2,127	1,423	2,009	2,076	45.89%
70492040	532012	Water Fees	955	1,009	1,009	1,029	1.98%
70492040	560010	Insurance	3,467	3,745	3,603	3,784	1.04%
70492040		Subtotal Services	\$37,910	\$38,465	\$36,948	\$39,080	1.60%
70492040	540010	General Materials & Supplies	2,681	8,925	8,200	9,120	2.18%
70492040	540060	Vehicle Operation	2,598	2,827	2,200	2,463	-12.88%
70492040		Subtotal Commodities	\$5,278	\$11,752	\$10,400	\$11,583	-1.44%
70492040		Total Kingston Pumping Station	\$132,140	\$158,097	\$154,811	\$162,815	2.98%

Wastewater Enterprise Fund (0704), *continued*



70492050		Wastewater Enterprise Fund Local Pumping Station	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492050	511001	Full-Time Employees	\$58,997	\$70,140	\$70,140	\$73,479	4.76%
70492050	511004	Overtime	3,812	4,159	4,000	4,290	3.15%
70492050	511005	Retirement/Vacation Reimb.	0	2,003	2,003	3,036	51.57%
70492050	511006	Longevity	1,889	1,490	1,490	1,482	-0.54%
70492050		Subtotal Wages	\$64,698	\$77,792	\$77,633	\$82,287	5.78%
70492050	522250	FICA	4,695	5,455	5,455	5,736	5.15%
70492050	522300	Municipal Employees Retirement	6,840	8,436	8,436	9,117	8.07%
70492050	522301	Retirement - Defined Contribution	573	710	710	747	5.21%
70492050	522818	Medical Insur-Active Employees	14,115	18,724	18,724	17,927	-4.26%
70492050	522820	Medical Insur-Retirees	0	28	28	0	-100.00%
70492050	522822	Dental Insur-Active Employees	907	1,152	1,152	1,110	-3.65%
70492050	522840	Insurance Buyback	50	50	50	62	24.00%
70492050	522850	Life Insurance	40	46	46	46	0.00%
70492050	529900	Worker's Compensation	2,631	2,721	2,589	2,848	4.67%
70492050		Subtotal Benefits	\$29,851	\$37,322	\$37,190	\$37,593	0.73%
70492050	532000	Telephone	3,221	4,194	4,100	4,387	4.60%
70492050	532002	Fuel - Oil	543	1,595	900	1,145	-28.21%
70492050	532004	Electricity	22,967	19,675	22,643	20,531	4.35%
70492050	532008	Natural Gas	5,297	4,304	4,000	4,200	-2.42%
70492050	532012	Water Fees	1,879	1,918	1,791	2,657	38.53%
70492050	532019	WW Conveyance Fee	4,573	5,041	5,020	5,273	4.60%
70492050	534016	Computer/Software Maintenance	1,235	1,294	1,294	1,357	4.87%
70492050	560010	Insurance	3,046	3,290	3,177	3,336	1.40%
70492050		Subtotal Services	\$42,761	\$41,311	\$42,925	\$42,886	3.81%
70492050	540010	General Materials & Supplies	16,948	15,350	16,000	17,275	12.54%
70492050	540060	Vehicle Operation	2,598	2,827	2,100	2,463	-12.88%
70492050		Subtotal Commodities	\$19,546	\$18,177	\$18,100	\$19,738	8.59%
70492050		Total Local Pumping Station	\$156,855	\$174,602	\$175,848	\$182,504	4.53%

Wastewater Enterprise Fund (0704), continued



70492060		Wastewater Enterprise Fund Local Collection System	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492060	511001	Full-Time Employees	\$58,997	\$70,140	\$70,140	\$73,479	4.76%
70492060	511004	Overtime	3,812	4,159	3,800	4,290	3.15%
70492060	511005	Retirement/Vacation Reimb.	0	2,003	2,003	3,036	51.57%
70492060	511006	Longevity	1,889	1,490	1,490	1,482	-0.54%
70492060		Subtotal Wages	\$64,698	\$77,792	\$77,433	\$82,287	5.78%
70492060	522250	FICA	4,695	5,455	5,455	5,736	5.15%
70492060	522300	Municipal Employees Retirement	6,840	8,436	8,436	9,117	8.07%
70492060	522301	Retirement - Defined Contribution	573	710	710	747	5.21%
70492060	522818	Medical Insur-Active Employees	14,115	18,724	18,724	17,927	-4.26%
70492060	522820	Medical Insur-Retirees	0	28	28	0	-100.00%
70492060	522822	Dental Insur-Active Employees	907	1,152	1,152	1,110	-3.65%
70492060	522840	Insurance Buyback	50	50	50	62	24.00%
70492060	522850	Life Insurance	40	46	46	46	0.00%
70492060	529900	Worker's Compensation	2,631	2,725	2,589	2,849	4.55%
70492060		Subtotal Benefits	\$29,851	\$37,326	\$37,190	\$37,594	0.72%
70492060	530066	Internet Access	480	500	500	1,029	105.80%
70492060		Subtotal Services	\$480	\$500	\$500	\$1,029	105.80%
70492060	540010	General Materials & Supplies	5,144	13,800	11,000	13,800	0.00%
70492060		Subtotal Commodities	\$5,144	\$13,800	\$11,000	\$13,800	0.00%
70492060		Total Local Collection System	\$100,173	\$129,418	\$126,123	\$134,710	4.09%

70492070		Wastewater Enterprise Fund Users Accounting Collection	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492070	511001	Full-Time Employees	\$3,347	\$3,579	\$3,579	\$3,720	3.94%
70492070	511005	Retirement/Vacation Reimb.	0	203	203	180	-11.33%
70492070	511006	Longevity	53	60	60	63	5.00%
70492070		Subtotal Wages	\$3,399	\$3,842	\$3,842	\$3,963	3.15%
70492070	522250	FICA	261	275	275	288	4.73%
70492070	522300	Municipal Employees Retirement	382	429	429	459	6.99%
70492070	522301	Retirement - Defined Contribution	28	29	29	31	6.90%
70492070	522818	Medical Insur-Active Employees	186	238	238	137	-42.44%
70492070	522820	Medical Insur-Retirees	0	28	28	0	-100.00%
70492070	522822	Dental Insur-Active Employees	37	40	40	34	-15.00%
70492070	522840	Insurance Buyback	50	50	50	62	24.00%
70492070	522850	Life Insurance	1	1	1	1	0.00%
70492070	529900	Worker's Compensation	73	75	73	79	5.33%
70492070		Subtotal Benefits	\$1,019	\$1,165	\$1,163	\$1,091	-6.31%
70492070	530026	Billing Accounting & Collect	11	0	0	0	0.00%
70492070	534016	Computer/Software Maintenance	3,875	2,280	4,948	4,948	117.02%
70492070	538020	Postage	2,769	2,050	2,050	2,550	24.39%
70492070	538022	Printing Expenses	1,769	2,182	2,145	2,145	-1.70%
70492070		Subtotal Services	\$8,424	\$6,512	\$9,143	\$9,643	48.08%
70492070		Total Users Accounting Collection	\$12,843	\$11,519	\$14,148	\$14,697	27.59%

Wastewater Enterprise Fund (0704), *continued*



70492080		Wastewater Enterprise Fund Admin & General Expenses	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492080	511001	Full-Time Employees	\$132,460	\$135,436	\$135,436	\$126,462	-6.63%
70492080	511004	Overtime	26	0	0	0	0.00%
70492080	511006	Longevity	3,568	3,275	3,275	2,224	-32.09%
70492080		Subtotal Wages	\$136,055	\$138,711	\$138,711	\$128,686	-7.23%
70492080	522250	FICA	9,413	9,903	9,903	9,182	-7.28%
70492080	522300	Municipal Employees Retirement	16,469	18,826	18,826	15,649	-16.88%
70492080	522301	Retirement - Defined Contribution	851	974	974	1,304	33.88%
70492080	522818	Medical Insur-Active Employees	30,672	32,729	32,729	27,282	-16.64%
70492080	522820	Medical Insur-Retirees	71,196	78,169	78,169	78,977	1.03%
70492080	522822	Dental Insur-Active Employees	1,956	1,989	1,989	1,680	-15.54%
70492080	522850	Life Insurance	70	68	68	53	-22.06%
70492080	529900	Worker's Compensation	433	447	474	523	17.00%
70492080	538014	Travel Expenses	166	500	400	500	0.00%
70492080		Subtotal Benefits	\$131,227	\$143,605	\$143,532	\$135,150	-5.89%
70492080	530004	Legal Services	4,214	4,215	4,215	4,509	6.98%
70492080	530066	Internet Access	972	972	972	972	0.00%
70492080	532004	Electricity	2,878	2,772	2,914	3,011	8.62%
70492080	532008	Natural Gas	1,415	1,102	1,338	1,359	23.32%
70492080	532010	Wastewater Fees	77	77	84	84	9.09%
70492080	532012	Water Fees	159	304	188	200	-34.21%
70492080	534020	Maintenance Of Buildings	0	990	1,200	1,650	66.67%
70492080	538034	Onsite WW Management	1,413	4,200	2,500	4,200	0.00%
70492080	560010	Insurance	24,811	26,796	25,318	27,850	3.93%
70492080		Subtotal Services	\$35,938	\$41,428	\$38,729	\$43,835	5.81%
70492080	540012	Office Materials & Supplies	2,653	5,369	5,100	5,449	1.49%
70492080	540020	Books And Publications	2,451	4,385	2,400	4,590	4.68%
70492080		Subtotal Commodities	\$5,103	\$9,754	\$7,500	\$10,039	2.92%
70492080		Total Admin & General Expenses	\$308,322	\$333,498	\$328,472	\$317,710	-4.73%

Wastewater Enterprise Fund (0704), *continued*



70492090	Wastewater Enterprise Fund Non-Operating Expenses		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	(\$78,558)	\$0	\$0	\$0	0.00%
70492090		Subtotal Wages	(\$78,558)	\$0	\$0	\$0	0.00%
70492090	580910	Contingency	5,000	7,000	5,000	7,000	0.00%
70492090	589010	Debt - Principal	26,000	27,000	27,000	27,000	0.00%
70492090	589012	Debt - Interest	3,690	3,175	3,175	2,641	-16.82%
70492090		Subtotal Services	\$34,690	\$37,175	\$35,175	\$36,641	-1.44%
70492090	570002	Capital Improvements	189,389	1,023,000	1,023,000	367,000	-64.13%
70492090	570902	Depreciation	627,298	379,789	379,789	391,183	3.00%
70492090		Subtotal Capital Outlay	\$816,687	\$1,402,789	\$1,402,789	\$758,183	-45.95%
70492090		Total Non-Operating Expenses	\$772,819	\$1,439,964	\$1,437,964	\$794,824	-44.80%

	Total Wastewater Enterprise Fund	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70492010	Subtotal Wastewater General Treatment	\$913,502	\$955,657	\$985,370	\$1,023,945	7.15%
70492020	Subtotal Sludge Process & Disposal	992,703	1,130,961	1,119,690	1,173,549	3.77%
70492030	Subtotal Silver Lake Pumping Station	224,927	254,150	273,760	280,593	10.40%
70492040	Subtotal Kingston Pumping Station	132,140	158,097	154,811	162,815	2.98%
70492050	Subtotal Local Pumping Station	156,855	174,602	175,848	182,504	4.53%
70492060	Subtotal Local Collection System	100,173	129,418	126,123	134,710	4.09%
70492070	Subtotal Users Accounting Collection	12,843	11,519	14,148	14,697	27.59%
70492080	Subtotal Admin & General Expenses	308,322	333,498	328,472	317,710	-4.73%
70492090	Subtotal Non Operating Expenses	772,819	1,439,964	1,437,964	794,824	-44.80%
	Total Wastewater Enterprise Fund	\$3,614,284	\$4,587,864	\$4,616,184	\$4,085,347	-10.95%

Wastewater Enterprise Fund (0704), *continued*



FY 2019-2020 Revenue Statement

704	Wastewater Enterprise Fund	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change	
70492000	416020	Contrib. From Prop. Owners	\$18,069	\$0	\$0	\$0	0.00%
70492000	418010	Residential & Commercial Users	1,746,671	1,919,680	1,915,320	1,921,920	0.12%
70492000	418011	University of Rhode Island Cost Share	598,909	917,214	899,934	714,582	-22.09%
70492000	418012	Industrial & Special Users	69,183	80,080	76,937	80,080	0.00%
70492000	418013	Town of Narragansett Cost Share	824,302	1,276,150	1,272,694	1,065,931	-16.47%
70492000	418110	Diane Drive Debt Service	26,000	27,000	27,000	27,000	0.00%
70492000	418130	Interest on Delinquent Payments	16,288	12,500	16,287	13,000	4.00%
70492000	418160	Interest on Delinquent Payments - Diane Drive	477	0	0	0	0.00%
70492000	418170	Interest on Diane Drive Assessment	5,239	500	500	500	0.00%
70492000	440520	Septic Haulers Revenue	303,993	319,800	303,733	323,700	1.22%
70492000	460010	Fund Investment Income	52,988	15,000	15,000	25,000	66.67%
70492000	460500	GASB 31 Change	(62,377)	0	0	0	0.00%
70492000	470010	Miscellaneous Revenues	17,860	16,000	16,000	16,600	3.75%
70492000	490101	General Fund Transfer	4,300	4,300	4,300	4,300	0.00%
70492000	499050	Net Assets Forward to Operations	110,381	0	17,181	0	0.00%
704	Total Wastewater Enterprise Fund Revenues	\$3,732,283	\$4,588,224	\$4,564,886	\$4,192,613	-8.62%	
704	Total Wastewater Enterprise Fund Expenditures	\$3,614,284	\$4,587,864	\$4,616,184	\$4,085,347		
704	Income Over (Under) Expenditures	\$117,999	\$360	(\$51,298)	\$107,266		



TAB 19
SOLID WASTE ENTERPRISE FUND

Solid Waste 19 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Solid Waste Division, under the Department of Public Services, is to ensure solid waste management and recycling compliance in accordance with RI Department of Environmental Management (RIDEM) and RI Resource Recovery Corporation (RIRRC) rules and regulations. The primary mission of the Solid Waste Enterprise Fund is to provide residents of South Kingstown a means of proper solid waste disposal at an affordable price, while ensuring that residential users are recycling materials to the greatest extent possible.

General Explanation and Work Program

The Solid Waste Division facilities currently consist of the Rose Hill Regional Transfer Station and Recycling Center (RHRTS) located on Rose Hill Road. Residents have the option of municipal solid waste (MSW) and recyclable disposal by either accessing the Rose Hill Regional Transfer Station pay-as-you-throw (PAYT) program or hiring a private hauler for curbside refuse and recycling collection.

LOCAL SOLID WASTE MANAGEMENT

The Town's Solid Waste Management Ordinance was amended in May 2008 in order to ensure that all residents meet minimum recycling diversion levels; each and every curbside residential customer is required to recycle State mandated recyclable commodities. This included setting a 36% minimum recycling diversion rate. Additionally, private refuse haulers that collect curbside residential waste must secure a hauler's license issued by the Town, and as a condition of license approval, the hauler must provide the Public Services Department with a customer inventory, whereby municipal solid waste (MSW) tonnage is allocated to the hauler based upon the number of residential units that they service. Since FY 2009-2010, the Public Services Department tracks recycling diversion rates for the private refuse collection firms providing curbside refuse and recycling service in Town. Private haulers that do not meet minimum diversion rates are issued a Notice of Violation (NOV). 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. The Town also offers free scrap metal, rigid plastics, and food waste oil recycling at the RHRTS. Operation of this facility and associated hauling of municipal solid waste to the Rhode Island Resource Recovery Corporation (RIRRC) Central Landfill has been performed on a contractual basis since 1984. The RHRTS is a self-supporting operation, with no municipal tax dollars utilized for the program.

Link Environmental (formerly known as Waste Haulers, LLC) of Smithfield, Rhode Island, which is now owned by Waste Connections, 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. In conjunction with their Town privatization contract, Link constructed the following improvements, which were completed in December of 2017:

- An extension to the transfer station building
- New yard waste disposal area
- New stormwater BMP improvements
- New weight scale house
- Second platform scale for small users
- New residential drop-off area
- New residential solid waste and recyclable compactors

RHODE ISLAND RESOURCE RECOVERY CORPORATION

In an effort to preserve the finite capacity at the State's Central Landfill, the RIRRC has taken a number of steps in recent years to preserve landfill capacity at an affordable cost to municipalities. RIRRC began placing greater emphasis on reducing the amount of waste that is disposed at the landfill in order to create additional future capacity, whereby municipalities were required to increase minimum recycling rates to 35% by July 2012, up from 20% in FY 2006-2007. An MSW tipping fee rebate is provided to communities each year; the amount of the rebate is based upon the amount of MSW tipped and the community's recycling diversion rate. Those communities failing to meet the higher diversion rate will be forced to pay higher tipping fees that will ultimately be passed along to the residents of each community.

Beginning in FY 2017-2018, RIRRC increased the current municipal solid waste (MSW) tip fee of \$32 per ton to \$39.50 per ton. The MSW tip fee increased to \$46 per ton for FY 2018-2019. The 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 and from \$2 per tag to \$2.10 per tag in FY 2018-2019. RIRRC does not envision a MSW tip fee increase for the upcoming fiscal year, whereby PAYT refuse tag prices will remain the same.

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.

Solid Waste Enterprise Fund (0706), *continued*



FY 2019-2020 reflects the ninth 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. FY 2018-2019 was the fourth consecutive year where there was no RIRRC Recycling Profit Sharing. 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 site testing; reimbursement to RIDEM for capital costs incurred related to the closeout of the Rose Hill site; as well as debt service costs for two bonds that were issued, including \$2M in 2002 for the Rose Hill site and \$950,000 in 2005 for the West Kingston site.

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 2018-2019 Priorities

Priorities	Town Council Goals & Objs
Install stand-by generator at weight scale house to ensure continued scale operations during power outages	PCSF
Continued recycling outreach	SENR
Continued oversight of private refuse haulers	PCSF
Continue to exceed the RIRRC 35% diversion rate	SENR
Continue to exceed the Town's 36% diversion rate	SENR
Continue to secure two remaining private property Institutional Controls (ICs) in proximity to the Rose Hill landfill	PCSF



FY 2019-2020 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to work with private haulers to maximize residential recyclables collection	SENR
Evaluate Rose Hill transfer station 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 the remaining two properties in close proximity to the Rose Hill landfill	PCSF
Continue to work with private haulers to maximize residential recyclables collection	SENR

Specific Performance Measurements

Description	FY 2017-2018 Actual	FY 2018-2019 Projected	FY 2019-2020 Anticipated	Town Council Goals & Objs
Town-Licensed Private Refuse Haulers <i>(haulers must be licensed by the Town to operate in South Kingstown)</i>	10	8	8	PCSF
PAYT Incoming residential tagged refuse*	1,056	1,075	1,100	PCSF
PAYT Incoming residential bagged yard waste*	361	350	350	PCSF
Incoming PAYT residential recyclables*	1,337	1,350	1,375	SENR
Outgoing MSW to RIRRC*	7,985	8,040	8,076	PCSF
Outgoing recycling tons to RIRRC*	5,280	5,280	5,300	SENR
Recycling diversion rate**	39.8%	40.0%	40.5%	SENR
Recycling diversion rate – all commodities***	51.3%	51.5%	52.0%	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*

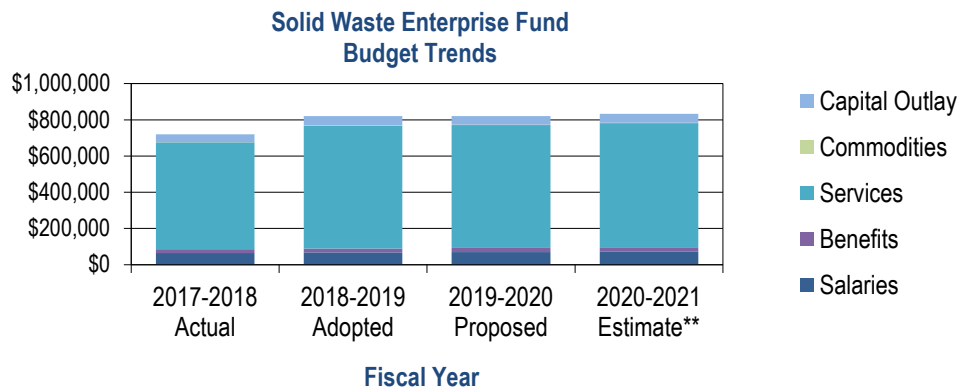
Solid Waste Enterprise Fund (0706), *continued*



FY 2019-2020 Funding Comparison

Solid Waste Enterprise Fund	2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$64,374	\$67,662	\$67,662	\$70,331	\$2,669
Benefits	21,226	22,431	22,449	23,462	1,031
Subtotal Personnel Expenditures*	\$85,599	\$90,093	\$90,111	\$93,793	\$3,700
Services	\$590,344	\$676,779	\$660,726	\$678,077	\$1,298
Commodities	140	1,650	1,200	1,675	25
Capital Outlay/Depreciation	43,506	51,200	51,200	47,580	(3,620)
Subtotal Operating Expenditures	\$633,990	\$729,629	\$713,126	\$727,332	(\$2,297)
Total Expenditures	\$719,590	\$819,722	\$803,237	\$821,125	\$1,403

*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 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

Solid Waste Enterprise Fund (0706), continued



FY 2019-2020 Expenditure Statements

70696100	Solid Waste Enterprise Fund Station Recycling Operation		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70696100	534018	Maintenance Of General Equip	\$431	\$2,589	\$2,400	\$2,616	1.04%
70696100		Subtotal Services	\$431	\$2,589	\$2,400	\$2,616	1.04%
70696100		Total Station Recycling Operation	\$431	\$2,589	\$2,400	\$2,616	1.04%

70696200	Solid Waste Enterprise Fund Transportation/Disposal		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70696200	530070	RI SW Tipping Fees	\$316,379	\$385,020	\$379,380	\$381,072	-1.03%
70696200		Subtotal Services	\$316,379	\$385,020	\$379,380	\$381,072	-1.03%
70696200		Total Transportation/Disposal	\$316,379	\$385,020	\$379,380	\$381,072	-1.03%

70696300	Solid Waste Enterprise Fund Administration General		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70696300	511001	Full-Time Employees	\$35,549	\$36,912	\$36,912	\$38,919	5.44%
70696300	511002	Part-Time Employees	277	0	0	0	0.00%
70696300	511004	Overtime	59	0	0	0	0.00%
70696300	511005	Retirement/Vacation Reimb.	0	3,380	3,380	2,998	-11.30%
70696300	511006	Longevity	1,277	1,338	1,338	1,458	8.97%
70696300	511009	Vac & Sick Pay Accrued Exp	1,641	0	0	0	0.00%
70696300		Subtotal Wages	\$38,804	\$41,630	\$41,630	\$43,375	4.19%
70696300	522250	FICA	2,697	2,758	2,758	2,893	4.89%
70696300	522300	Municipal Employees Retirement	4,167	4,503	4,503	4,909	9.02%
70696300	522301	Retirement - Defined Contribution	234	237	237	251	5.91%
70696300	522818	Medical Insur-Active Employees	7,880	8,504	8,504	8,593	1.05%
70696300	522820	Medical Insur-Retirees	83	0	0	0	0.00%
70696300	522822	Dental Insur-Active Employees	507	520	520	535	2.88%
70696300	522850	Life Insurance	17	16	16	15	-6.25%
70696300	529900	Worker's Compensation	484	501	519	572	14.17%
70696300		Subtotal Benefits	\$16,068	\$17,039	\$17,057	\$17,768	4.28%
70696300	534016	Computer/Software Maintenance	1,976	2,140	2,140	1,975	-7.71%
70696300	538012	Advertising	421	1,080	500	1,080	0.00%
70696300	538020	Postage	0	100	50	100	0.00%
70696300	538036	General Administration	773	772	772	806	4.40%
70696300	560010	Insurance	1,835	1,982	1,933	2,127	7.32%
70696300		Subtotal Services	\$5,004	\$6,074	\$5,395	\$6,088	0.23%
70696300	540010	General Materials & Supplies	19	1,400	1,000	1,400	0.00%
70696300		Subtotal Commodities	\$19	\$1,400	\$1,000	\$1,400	0.00%
70696300	530044	Non-Major Technology Reserve	200	200	200	200	0.00%
70696300		Subtotal Capital Outlay	\$200	\$200	\$200	\$200	0.00%
70696300		Total Administration General	\$60,095	\$66,343	\$65,282	\$68,831	3.75%

Solid Waste Enterprise Fund (0706), continued



70696400	Solid Waste Enterprise Fund		2017-2018	2018-2019	2018-2019	2019-2020	Percent
	Other Expenses		Actual	Adopted	Projected	Proposed	Change
70696400	534016	Computer/Software Maintenance	\$92	\$0	\$0	\$0	0.00%
70696400	570902	Depreciation	43,215	51,000	51,000	47,380	-7.10%
70696400		Subtotal Capital Outlay	\$43,306	\$51,000	\$51,000	\$47,380	-7.10%
70696400		Total Other Expenses	\$43,306	\$51,000	\$51,000	\$47,380	-7.10%

70696600	Solid Waste Enterprise Fund		2017-2018	2018-2019	2018-2019	2019-2020	Percent
	General Solid Waste Program		Actual	Adopted	Projected	Proposed	Change
70696600	511002	Part-Time Salaries	\$25,152	\$25,544	\$25,544	\$26,375	3.25%
70696600	511006	Longevity	418	488	488	581	19.06%
70696600		Subtotal Wages	\$25,570	\$26,032	\$26,032	\$26,956	3.55%
70696600	522250	FICA	1,956	1,992	1,992	2,062	3.51%
70696600	522300	Municipal Employees Retirement	2,872	3,064	3,064	3,278	6.98%
70696600	522301	Retirement - Defined Contribution	256	260	260	270	0.00%
70696600	529900	Worker's Compensation	73	76	76	84	10.53%
70696600		Subtotal Benefits	\$5,157	\$5,392	\$5,392	\$5,694	5.60%
70696600	580100	Miscellaneous Expenses	121	250	200	275	10.00%
70696600		Subtotal Commodities	\$121	\$250	\$200	\$275	10.00%
70696600		Total General Solid Waste Program	\$30,849	\$31,674	\$31,624	\$32,925	3.95%

70696800	Solid Waste Enterprise Fund		2017-2018	2018-2019	2018-2019	2019-2020	Percent
	Superfund		Actual	Adopted	Projected	Proposed	Change
70696800	530106	Legal Fees - West Kingston Landfill	\$0	\$7,500	\$6,700	\$7,500	0.00%
70696800	530107	Consulting Fees - West Kingston 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	3,999	7,500	1,000	7,500	0.00%
70696800	530111	Professional Services	865	4,600	1,000	4,600	0.00%
70696800	534036	Rose Hill Landfill Maintenance	80,716	64,848	68,348	68,848	6.17%
70696800	534038	West Kingston Landfill Maint	4,740	5,885	5,740	5,740	-2.46%
70696800	589010	Debt - Principal	159,793	163,919	163,919	168,133	2.57%
70696800	589012	Debt - Interest	18,417	16,844	16,844	13,980	-17.00%
70696800		Subtotal Services	\$268,530	\$283,096	\$273,551	\$288,301	1.84%
70696800		Total Superfund	\$268,530	\$283,096	\$273,551	\$288,301	1.84%

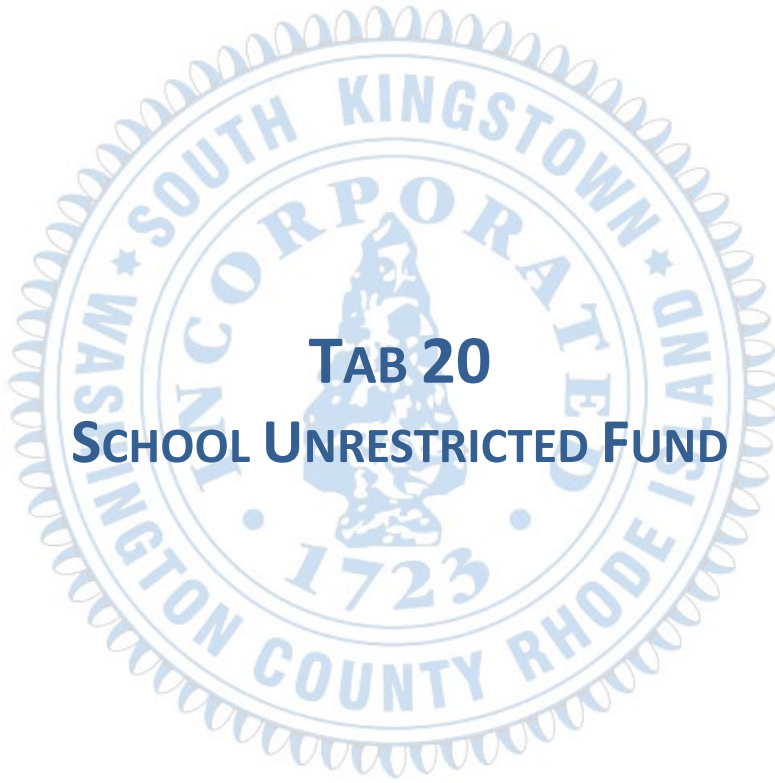
	Total Solid Waste Enterprise Fund	2017-2018	2018-2019	2018-2019	2019-2020	Percent
		Actual	Adopted	Projected	Proposed	Change
70696100	Subtotal Station Recycling Operation	\$431	\$2,589	\$2,400	\$2,616	1.04%
70696200	Subtotal Transportation/Disposal	316,379	385,020	379,380	381,072	-1.03%
70696300	Subtotal Administration General	60,095	66,343	65,282	68,831	3.75%
70696400	Subtotal Other Expenses	43,306	51,000	51,000	47,380	-7.10%
70696600	Subtotal General Solid Waste Program	30,849	31,674	31,624	32,925	3.95%
70696800	Subtotal Superfund	268,530	283,096	273,551	288,301	1.84%
	Total Solid Waste Enterprise Fund	\$719,590	\$819,722	\$803,237	\$821,125	0.17%

Solid Waste Enterprise Fund (0706), *continued*



FY 2019-2020 Revenue Statement

706	Solid Waste Enterprise Fund		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
70696000	418011	University of Rhode Island Cost Share	\$679	\$0	\$0	\$0	0.00%
70696000	418013	Town of Narragansett Cost Share	4,695	0	0	0	0.00%
70696000	431125	Transfer Station Rental	143,580	148,400	151,200	156,000	5.12%
70696000	440550	Hauler Licenses	9,000	10,000	8,000	8,000	-20.00%
70696000	440555	Metered Tonnage	316,379	385,021	379,380	381,072	-1.03%
70696000	440560	Residential Tag Sales	75,000	70,000	70,000	70,000	0.00%
70696000	460010	Investment Income	5,559	4,500	4,500	4,500	0.00%
70696000	460500	GASB 31 Change	(6,980)	0	0	0	0.00%
70696000	470010	Miscellaneous Revenues	11,893	16,775	16,994	17,100	1.94%
	499050	Net Assets Forward to Operations	183,536	185,026	172,726	183,852	-0.63%
706	Total Solid Waste Enterprise Fund Revenues		\$743,342	\$819,722	\$802,800	\$820,524	0.10%
706	Total Solid Waste Enterprise Fund Expenditures		\$719,590	\$819,722	\$803,237	\$821,125	
706	Income Over (Under) Expenditures		\$23,752	\$0	(\$437)	(\$601)	



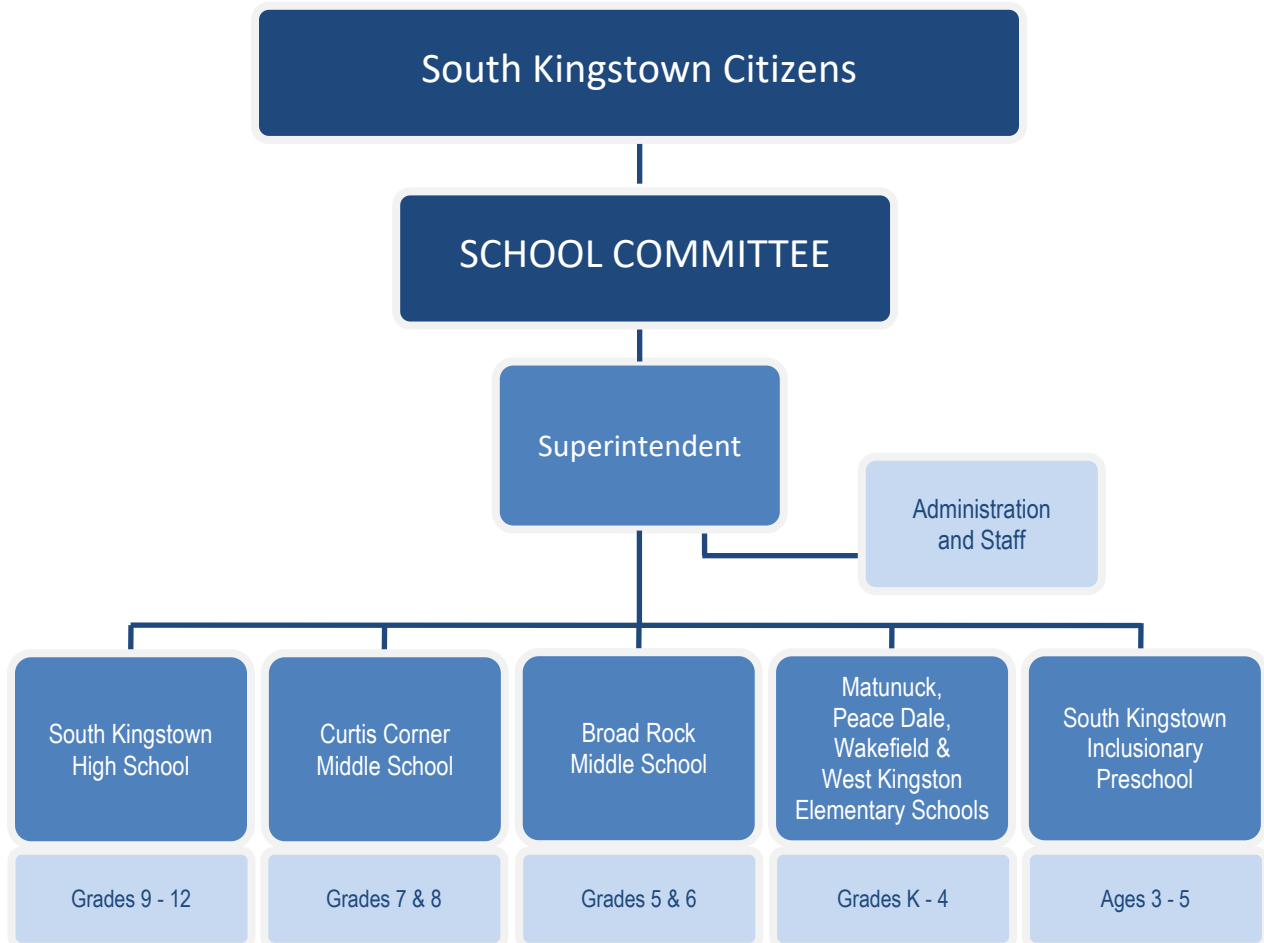
TAB 20
SCHOOL UNRESTRICTED FUND

School Department..... 20 - 1

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

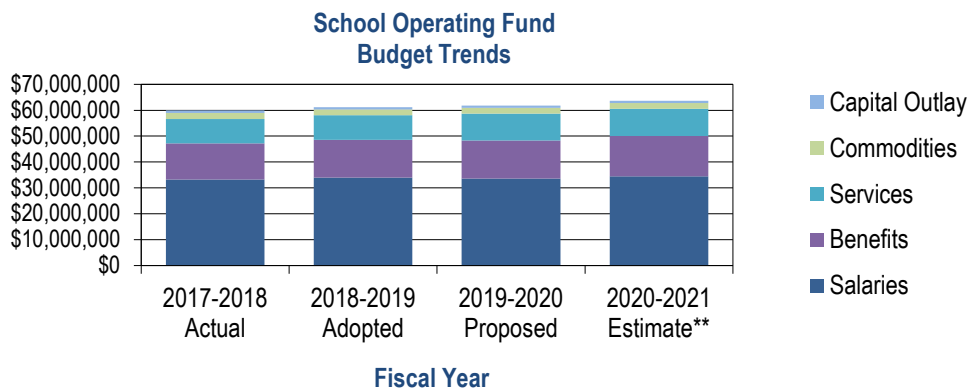
The mission of the South Kingstown School Department, in partnership with families and the entire educational community, is to educate ALL of our students in the knowledge and skills necessary to ensure readiness and success in college and career.

School Unrestricted Fund (0110), *continued*



FY 2019-2020 Funding Comparison

School Operating Fund	2017-2018 Actual	2018-2019 SC Adopted	2018-2019 Projected	2019-2020 SchComm	Increase Over Prior Year
Salaries	\$33,258,687	\$34,012,107	\$34,379,724	\$33,576,037	(\$436,070)
Benefits	13,950,493	14,524,313	14,564,034	14,697,191	172,878
Subtotal Personnel Expenditures	\$47,209,180	\$48,536,420	\$48,943,758	\$48,273,228	(\$263,192)
Services	\$9,381,474	\$9,494,724	\$9,574,072	\$10,454,613	\$959,889
Commodities	2,331,168	2,304,507	2,223,489	2,202,301	(102,206)
Capital Outlay	1,034,710	865,921	900,421	867,200	1,279
Subtotal Operating Expenditures	\$12,747,352	\$12,665,152	\$12,697,982	\$13,524,114	\$858,962
Total Expenditures	\$59,956,532	\$61,201,572	\$61,641,740	\$61,797,342	\$595,770



**FY 2020-2021 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.

School 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, continued	Actual	SC Adopted	Projected	SchComm	Change	
011098	53101	Administrative Support	\$2,271	\$2,000	\$2,000	0	-100.00%
011098	53202	Speech Therapists	3,445	10,000	10,000	8,000	-20.00%
011098	53203	Occupational Therapists	3,126	5,000	5,000	5,000	0.00%
011098	53204	Therapists	57,667	90,000	87,000	106,000	17.78%
011098	53205	Psychologists	11,075	25,000	25,000	25,000	0.00%
011098	53211	Physical Therapists	308	0	0	0	0.00%
011098	53213	Evaluations	11,876	14,000	14,000	10,000	-28.57%
011098	53214	Mentoring	138	5,000	5,000	5,000	0.00%
011098	53216	Tutoring Services	24,278	25,000	25,000	25,000	0.00%
011098	53218	Student Assistance	58,396	58,400	58,400	58,400	0.00%
011098	53220	Other Purch Profess Educ Services	44,066	43,372	49,586	55,520	28.01%
011099	53223	Contracted Substitutes	732,183	542,000	542,000	692,000	27.68%
011098	53224	Personal Care Attendants	68,929	95,000	62,186	95,000	0.00%
011098	53301	Professional Development	155,929	178,800	119,521	103,350	-42.20%
011098	53302	Curriculum Development	50,789	44,789	44,789	45,755	2.16%
011098	53303	Workshops	0	10,000	10,000	10,000	0.00%
011098	53401	Auditing/Actuarial Services	35,207	15,000	15,000	15,000	0.00%
011098	53402	Legal Services	270,999	175,000	175,000	150,000	-14.29%
011098	53406	Other Services	55,480	50,800	49,800	16,000	-68.50%
011098	53411	Physicians	8,000	8,000	8,000	8,000	0.00%
011098	53412	Dentists	2,500	2,500	2,500	2,500	0.00%
011098	53414	Medicaid Claims Provider	5,804	20,000	20,000	22,000	10.00%
011098	53416	Officials/Referees	59,035	59,728	59,728	59,728	0.00%
011098	53417	Contracted Nursing Services	0	0	0	30,000	0.00%
011098	53501	Data Processing Services	87,903	79,446	79,446	82,280	3.57%
011098	53502	Other Technical Services	134,687	129,469	129,469	130,869	1.08%
011098	53503	Testing Services	6,151	8,000	5,000	8,000	0.00%
011098	53705	Shipping and Postage	20,484	29,250	30,250	31,000	5.98%
011098	53706	Catering	7,345	9,250	9,250	9,940	7.46%
Subtotal Purchased Professional Services		\$1,918,070	\$1,734,804	\$1,642,925	\$1,809,342	4.30%	
011098	54201	Rubbish Disposal Services	\$36,249	\$43,000	\$43,000	\$43,000	0.00%
011098	54204	Groundskeeping Services	106,122	115,000	115,000	117,000	1.74%
011098	54311	Maintenance & Repairs - Equipment	2,320	10,520	10,737	8,295	-21.15%
011098	54312	Maintenance & Repairs - General	195,178	155,000	177,800	208,102	34.26%
011098	54313	Maintenance & Repairs - Vehicles	7,927	8,000	8,000	8,000	0.00%
011098	54402	Water	38,736	40,000	40,000	38,800	-3.00%
011098	54403	Telephone	62,721	62,000	62,000	58,750	-5.24%
011098	54404	Energy Management Services	2,939	3,000	3,000	0	-100.00%
011098	54405	Sewage/Cesspool	11,957	12,000	12,000	12,200	1.67%
011098	54407	Internet Connectivity	26,117	36,125	36,125	31,125	-13.84%
011098	54602	Rental of Equipment and Vehicles	108,288	125,520	125,520	116,000	-7.58%
011098	54901	Other Purchased Property Services	130,874	45,000	48,800	0	-100.00%
011098	54902	Alarm and Fire Safety Services	8,447	28,000	28,000	12,000	-57.14%
Subtotal Purchased Property Services		\$737,875	\$683,165	\$709,982	\$653,272	-4.38%	

*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	\$4,076,521	\$4,156,536	\$4,151,536	\$4,178,923	0.54%
011098	55201 Property and Liability Insurance	180,102	176,000	189,783	200,000	13.64%
011098	55203 Fire Insurance	52,000	52,000	52,000	52,000	0.00%
011098	55206 Fleet/Vehicle Insurance	12,979	13,000	13,000	13,000	0.00%
011098	55401 Advertising Costs	6,429	8,000	8,000	8,000	0.00%
011098	55501 Printing	9,015	13,385	13,385	10,600	-20.81%
011098	55610 Tuition - Other Districts (Vocation Educ)	796,791	753,817	1,159,553	1,390,342	84.44%
011098	55630 Special Needs Tuition to Private Sources	1,161,033	1,363,500	1,134,100	1,508,264	10.62%
011098	55660 Charter School Tuition	1,127,673	1,186,832	1,177,440	1,258,242	6.02%
011098	55802 Board Training	17,189	12,000	10,000	0	-100.00%
011098	55803 Employee Travel - Non-Teachers	11,168	12,150	12,150	11,900	-2.06%
011098	55809 Employee Travel - Teachers	12,504	12,700	10,200	14,000	10.24%
	Subtotal Other Purchased Services	\$7,463,404	\$7,759,920	\$7,931,147	\$8,645,271	11.41%
011098	56101 General Supplies and Materials	\$312,611	\$378,762	\$323,556	\$378,035	-0.19%
011098	56113 Graduation Supplies	11,283	7,500	7,500	7,500	0.00%
011098	56115 Medical Supplies	14,750	23,335	23,335	19,835	-15.00%
011098	56116 Athletic Supplies	70,873	46,962	46,962	38,218	-18.62%
011098	56117 Employee Award	1,692	3,400	2,400	3,400	0.00%
011098	56202 Gasoline	13,930	15,000	15,000	15,000	0.00%
011098	56211 Maintenance Supplies/Parts	68,423	80,000	60,500	80,000	0.00%
011098	56209 Fuel	270,723	266,200	246,100	250,200	-6.01%
011098	56215 Electricity	530,667	495,000	483,000	485,200	-1.98%
011098	56219 Custodial Supplies	98,499	98,000	98,000	106,408	8.58%
011098	56401 Textbooks	106,159	101,273	119,326	75,305	-25.64%
011098	56402 Library Books	13,349	15,900	15,900	12,550	-21.07%
011098	56403 Reference Books	5,387	3,400	3,400	2,374	-30.18%
011098	56404 Subscriptions and Periodicals	8,846	9,264	9,264	8,880	-4.15%
011098	56406 Textbooks - Non-Public	4,789	9,000	8,908	7,000	-22.22%
011098	58101 Professional Organization Fees	61,312	68,346	50,356	59,124	-13.49%
	Subtotal Supplies	\$1,593,293	\$1,621,342	\$1,513,507	\$1,549,029	-4.46%
011098	57202 Capital Improvements	\$25,000	\$0	\$40,000	\$52,000	0.00%
011098	57305 Equipment	40,588	58,767	79,699	43,991	-25.14%
011098	57306 Furniture and Fixtures	32,352	40,515	33,197	23,098	-42.99%
011098	57309 Hardware	715,568	489,000	467,551	493,965	1.02%
011098	57311 Software	210,253	265,639	267,974	242,146	-8.84%
011098	57313 Environmental Equipment	10,949	12,000	12,000	12,000	0.00%
	Subtotal Equipment	\$1,034,710	\$865,921	\$900,421	\$867,200	0.15%
0110	Total School Operating Fund	\$59,956,532	\$61,201,572	\$61,641,740	\$61,797,342	0.97%

School Unrestricted Fund (0110), *continued*



FY 2019-2020 Revenue Statement

0110	School Operating Fund		2017-2018 Actual	2018-2019 Adopted	2018-2019 Projected	2019-2020 Proposed	Percent Change
011098	41210	Town Property Tax Transfer*	\$52,415,096	\$53,952,664	\$53,952,664	\$54,492,191	1.00%
011098	41250	Re-appropriated Fund Balance	500,000	500,000	874,913	475,000	-5.00%
011098	41310	Tuition from Individuals	70,388	100,000	100,000	100,000	0.00%
011098	41321	Tuition from Other Districts	0	0	0	24,102	0.00%
011098	41510	Earning on Investments	375	0	0	0	0.00%
011098	41520	Trust fund Income	28,270	25,000	25,000	27,500	10.00%
011098	41707	Other fees-COBRA	307	5,000	5,000	5,000	0.00%
011098	41901	Rental Income	12,200	10,000	10,000	10,000	0.00%
011098	41990	Misc Revenue	0	15,000	15,000	15,000	0.00%
011098	43101	Unrestricted State Aid	6,833,446	6,108,908	6,153,729	5,443,387	-10.89%
011098	44202	Medicaid Reimbursement	369,198	425,000	450,000	425,000	0.00%
011098	45201	Fund Transfer In	71,506	60,000	60,000	60,000	0.00%
0110	Total School Operating Fund Revenues		\$60,300,786	\$61,201,572	\$61,646,306	\$61,077,180	-0.20%
706	Total School Operating Fund Expenditures		\$59,956,532	\$61,201,572	\$61,641,740	\$61,797,342	
0110	Income Over (Under) Expenditures		\$344,254	\$0	\$4,566	(\$720,162)	

**To support the FY 2019-2020 School Department's budget, the Town Manager is proposing a 1.0% 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 2019-2020 budget expenditures based on budget revenues inclusive of a 2.5% increase in the Property Tax Transfer. The difference is noted above as the Income Under Expenditures figure \$720,162.*



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 - 34
CIP Long Range Program Element 21 - 38
CIP Debt Service Detail..... 21 - 39

FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Capital Improvement Program Summary

Background

The Town uses the Capital Improvement Program (CIP) to strategically invest in and develop capital projects. A project that is included in the Town's capital budget is defined as requiring the expenditure of public funds, for the purchase, construction, enhancement, or replacement of physical infrastructure and/or assets. Capital facilities and infrastructure refer to all public (both municipal and school) facilities such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities. A capital project or improvement is a major, non-recurring, tangible fixed asset. The term includes property acquisition, major improvements to an existing facility, and new building construction. Other costs associated with the capital budget include architectural and engineering fees, bond issuance costs, and site work, if needed. To be included in the CIP, the estimated project cost is over \$10,000 and the project must have an expected useful life greater than that of the life-span of any debt used to fund the project.

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

Planning Process

In order for a project to be included in the CIP, the following is required:

- Annually, each department updates prior year capital project requests and identifies new projects or funding needs and submits their requests to the Town Manager for consideration and incorporation into the CIP;
- The Town Manager recommends a CIP which represents the best effort to define the necessary community needs over the next six years and one in which completes existing capital projects and adequately funds new projects or increased costs of existing projects;
- The Town Manager's considerations for project inclusion are based on the following:
 - Projects address health and safety concerns;
 - Meet any federal or state mandates and/or legal obligations;
 - Secure any outside funding such as federal, state or private to reduce tax burden;
 - Pay-As-You-Go revenues are budgeted to a level of affordability;
 - Preserve the existing tax base while assuring infrastructure/assets;
 - Outline a realistic CIP plan within financial resources available;
 - Determine outcome should a project be deferred

CIP Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in accordance

Capital Improvement Program Summary, *continued*



with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, with the following schedule:

- The Town Manager shall prepare and submit to the Town Council a six-year capital program no later than December 1st each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1st each year

The full 2019-2020 through 2024-2025 Capital Improvement Program can be found on the Town of South Kingstown's website at: www.southkingstownri.com/DocumentCenter/View/2704

Summary of CIP Funding

The six-year CIP includes two related elements, a Long Term Major Projects Element (\$95,462,441) and a Pay-As-You-Go Element (\$16,405,000), for a total CIP Program of \$104,974,441. The Capital Budget is the first year of the CIP's Pay-As-You-Go Element, and proposes General Fund spending of \$1,634,000 in the 2019-2020 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: \$822,000 (50%), a decrease of \$1,000 over the 2018-2019 fiscal year due to the request to level fund appropriations from the prior year
- Equipment Acquisition/Replacement: \$662,000 (41%), an increase of \$7,500 over FY 2018-2019
- Facility Improvements: \$50,000 (3%), a decrease of \$5,000 from the 2018-2019 fiscal year
- Property Appraisal Program: \$100,000 (6%), a new commitment to the Town's revaluation program

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 2019-2020 Capital Budget (Pay-As-You-Go)

The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the next page are budgeted for inclusion in the FY 2019-2020 Pay-As-You-Go Element of the CIP.



Pay-As-You-Go Project Summaries

DEPARTMENT	Parks & Recreation
PROGRAM	Parks Rehabilitation/Improvement Program
PROJECT	Broad Rock Play Fields – Baseball Field Protective Netting System
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Single year funding
FY 2019-2020 PAYG FUNDING	\$20,000

DESCRIPTION

The Town owns and manages 164 acres located on Broad Rock and St Dominic Roads. This unique property is situated between Wakefield and Peace Dale. It is comprised of Broad Rock Middle School, Broad Rock Play Fields, Dog Park, Senior Center, Recreation Center, and connector trails leading to Old Mountain Field and South County Commons. Taking into account the multiple and varied recreational resources in this one location, the area has developed into a campus-like setting for residents and visitors of all ages who can choose from any number of leisure activities that lend themselves to the highly valued and exceptional quality of life in Town. The Parks and Recreation Department's role is to ensure that the resources in this park are protected and maintained for the benefit of residents in the years to come.



It is proposed to purchase and install a protective netting system on the first base side of the baseball field to prevent foul balls from entering the dog park which is directly adjacent to the baseball field.

JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

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.



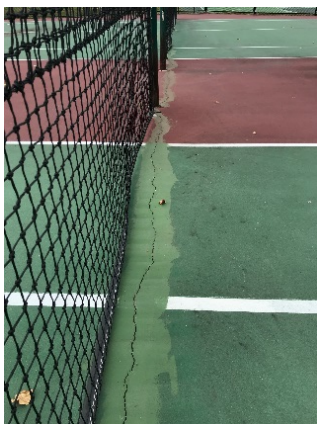
Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT	Parks & Recreation
PROGRAM	Parks Rehabilitation/Improvement Program
PROJECT	Brousseau Park – Tennis Court Resurfacing
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Single year funding
FY 2018-2019 PAYG FUNDING	\$12,000

DESCRIPTION

Brousseau Park is located on Succotash Road and serves the East Matunuck residential area with public tennis and basketball courts, a playground, little league field and soccer fields. Park patrons of all ages utilize the facilities in many ways, including participation in local non-profit leagues. This park offers area residents access to green space and outdoor recreational resources within a mile from home, eliminating the need to drive into Wakefield or to another park.

Funding is proposed in FY 2019-2020 for crack sealing and resurfacing of the two tennis courts at Brousseau Park. These courts were last re-surfaced in 2002; and have experienced typical wear and tear through regular use over the last sixteen years.



JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

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*

DEPARTMENT	Parks & Recreation
PROGRAM	Parks Rehabilitation/Improvement Program
PROJECT	Marina Park Parking, Ramp, and Dock Improvements
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$50,000

DESCRIPTION

Marina Park, located on Salt Pond Road adjacent to Route 1, lies within the Public Marina Special Management District. This 12 acres of parkland is situated on the north side of Salt Pond Road; and across Salt Pond Road the Town also owns and operates a public boat ramp which serves residents and visitors alike throughout the summer season. Free public parking in two lots is available to boaters, park visitors and Marina Park business patrons. The park and boat ramp contribute to the year round economic activity in this special management district which includes two restaurants and three marinas.



Reserve funding is proposed in FY 2019-2020 for replacement of the public boat ramp in FY 2020-2021. The public dock adjacent to the ramp was repaired in June 2018. The dock will also require full replacement within the next six years. Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored. Because of the significant seasonal use that this public ramp experiences, this project is noted as high priority and supported by the Waterfront Advisory Commission as such.

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*

DEPARTMENT	Parks & Recreation
PROGRAM	Parks Rehabilitation/Improvement Program
PROJECT	Old Mountain Field Improvements
SUPPORTING FUND	General Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Baseball Field Protective Netting System	\$30,000	Single year funding
Restroom & Concession Building Replacement	\$30,000	Multi-year funding
Total FY 2018-2019 PAYG Funding	\$60,000	

DESCRIPTION

As one of South Kingstown's oldest community parks, Old Mountain Field receives the highest level of public use out of the Town's eighteen parks. Various elements of the park such as the skate park, upper tennis courts, and baseball field have gone through recent upgrades. The restroom and concession facilities have been identified for replacement within the next six years. Funding was allocated in the 2018-2019 fiscal year for a Park Master Plan to be updated in order to clearly identify specific improvements based on the current and future park use.

In FY 2019-2020, it is proposed to (1) install a safety netting system on the baseball field, around the backstop to the edge of both dugouts, to protect spectators from foul balls; and (2) continue reserve funding for the future replacement of the Old Mountain Field Restrooms and Concession Building.



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*



DEPARTMENT	Parks & Recreation
PROGRAM	Parks Rehabilitation/Improvement Program
PROJECT	Town Beach Improvements
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Single year funding
FY 2019-2020 PAYG FUNDING	\$25,000

DESCRIPTION

The Beach Improvement program involves funding support for aggressive maintenance and mitigation efforts necessary to address the significant impact of ongoing erosion at the Town Beach, both the beach itself and the pavilion structure. Continued reserve funding is proposed in FY 2019-2020 to be allocated to the Town Beach Improvement Fund in order to address future shoreline erosion mitigation efforts.



JUSTIFICATION

- 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*

DEPARTMENT	Parks & Recreation
PROGRAM	Equipment Acquisition & Replacement Program
PROJECT	Parks Division Equipment Acquisition & Replacement
SUPPORTING FUND	General Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Multi-Use Gator	\$15,000	Single year funding
Tractor/Backhoe	\$50,000	Single year funding
12-foot Mower	\$30,000	Multi-year funding
Front-Mount Mower	\$24,000	Single year funding
Total FY 2019-2020 PAYG Funding	\$119,000	

DESCRIPTION

This program ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2019-2020 is detailed below.

MULTI-USE GATOR

Funding is proposed in FY 2019-2020 for the replacement of a 2013 multi-use vehicle that is used by aquatics and parks personnel in support of daily beach and bike path maintenance; the John Deere gator is used on a daily basis at the Town Beach, from May to September, for maintenance including dragging the beach, transporting supplies, removing seaweed and other related tasks. Regular exposure to moisture, salt and sand has sped up the rate of wear and tear on this machine, requiring replacement sooner than would be expected under less corrosive conditions. The Town Beach in Matunuck is a unique, and highly valued recreation destination for tourists and residents alike and requires the necessary tools and labor to maintain and preserve its natural beauty.



TRACTOR/BACKHOE

A 1999 John D 4500 tractor is currently used by Park Maintenance staff for a variety of in-house maintenance projects such as excavation for footings, irrigation system repairs, removal of beach seaweed, clearing of limbs and brush on trail systems, snow removal, and demolition/site prep for construction projects. This machine is proposed for replacement in FY 2019-2020 as it is well beyond its useful life with over 2,400 hours logged and beginning to require higher levels of maintenance.





12-FOOT MOWER

Reserve funding is proposed in FY 2019-2020 as year one of a two year funding cycle for replacement of a 2012 JD 1600 twelve-foot mower that has logged approximately 1,250 hours and exceeded its recommended 5-year life cycle. This tri deck mower is a critical piece of equipment necessary for Parks personnel to effectively manage the regular mowing and landscaping of all town parks and public building grounds.



FRONT MOUNT MOWER

This mower is one of a fleet of five front mount mowers that are essential for Parks personnel to carry out the regular maintenance of parks, public buildings grounds; and athletic fields eight months out of the year. It is proposed to replace in FY 2019-2020 an existing 2010 John Deere machine with a total of 1,810 hours logged.



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*

DEPARTMENT	Public Services
PROGRAM	Road Improvement Program
PROJECT	Road Reconstruction and Pavement Overlay
SUPPORTING FUND	General Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Old North Road (Rt 138 to Stoney Fort)	\$445,500	Single year funding
Sand Turn Road	\$300,750	Single year funding
Moonstone Beach Rd (Cards Pond to Matunuck Schoolhouse)	\$174,000	Single year funding
Total FY 2019-2020 PAYG Funding	\$771,050	

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 2019-2020 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 1.5" Class 9.5 bituminous concrete overlay.

PAVEMENT OVERLAY

This fiscal year, the Engineering Division continued 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 is less expensive



(\$40/linear foot) than full road reconstruction (\$90/linear foot), whereby many more miles of roads can be overlaid as compared to reconstructed. The following roads are proposed for pavement overlay in the 2019-2020 fiscal year:

- **SAND TURN ROAD (SOUTHERLY SECTION) – COLLECTOR ROAD**

This section of Sand Turn Road at its southerly end will be milled and overlaid with a 1½” bituminous surface course. Milling depth for the one-mile section of roadway will vary based on proposed grade changes to achieve proper roadway drainage.

- **OLD NORTH ROAD – ARTERIAL ROAD**

Old North Road from Route 138 to Stony Fort Road (approximately 8,100 linear feet) is now in need of pavement overlay with selective repairs where significant pavement failure has occurred. Given Old North Road’s proximity to the University of RI’s Kingston Campus and two (2) nearby charter schools, the road serves as a primary “north/south” corridor connecting South Kingstown to North Kingstown and 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 9.5 bituminous concrete overlay.

It should be noted that a large residential subdivision is proposed near the intersection of Stony Fort and Old North Road that will require utility extensions and roadway reconstruction/repaving. These private improvements will have an effect on the public roadways and roadway surfaces, therefore the limits of construction for Town improvements will likely not include the northerly portion of Old North Road.

- **MOONSTONE BEACH ROAD (CARDS POND TO MATUNUCK SCHOOLHOUSE) – COLLECTOR ROAD**

The southern portion of Moonstone Beach Road from Cards Pond Road to School House Road (3,400 linear feet) is now in need of milling and pavement overlay with selective repairs where significant pavement failure has occurred.

Anticipated road improvements include milling and selective failed asphalt removal, followed by a bituminous concrete base course, tack coat and a Class 9.5 bituminous concrete overlay.

JUSTIFICATION

- Increases life cycle of public roadways for use by the general public
- Reduces risk
- Reduces potential liability claims

CATEGORY

These projects are supported through the General Fund, the sale of public services bonds, funding held in the Public Works Improvement Reserve Fund, with a focus on improving roadway infrastructure.



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT	Public Services
PROGRAM	Road Improvement Program
PROJECT	New Drainage/Erosion Control/TMDL Projects
SUPPORTING FUND	General Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
TMDL Implementation Narrow River Improvements	\$75,000	Multi-year funding
Matunuck Beach Road Sheet Pile Wall Maintenance	\$20,000	Multi-year funding
Torrey Road Drainage	\$20,000	Multi-year funding
Total FY 2019-2020 PAYG Funding	\$115,000	

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, the Town has received a total of \$658,100 (2015 = \$195,300 + 2017 = \$462,800) in RIDEM Watershed Restoration Fund (WRF) grant awards (50% local funding match), 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 2019 in anticipation of summer 2019 construction.



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' steel pile sheet wall was completed in late spring 2018, 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. May 2017 sand replenishment was the first year of this program, which will continue for FY 2019-2020.



Annual reserve funding will provide for future maintenance of the sheet pile wall and beach replenishment on an as-needed basis.

TORREY ROAD DRAINAGE

Drainage improvements, including an under-drain system, are proposed along sections of Torrey Road to eliminate long-standing groundwater breakouts in the pavement surface. This work will be completed in conjunction with TMDL stormwater improvements in advance of future Torrey Road reconstruction/repaving.



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*



DEPARTMENT	Public Services
PROGRAM	Public Services Building & Highway Facility Improvement Program
PROJECT	Future DPS Facility Maintenance and Salt Barn Improvements
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$40,000

DESCRIPTION

The Public Services Department has occupied the former police station located on US Route 1 south, next to South County Hospital since 2000 and this facility serves a critical role in housing the Public Services Department's administrative and engineering division staff, as well as the Fire Alarm Division and the EMS "south" station. Reserve funding is proposed for future maintenance improvements to this facility.

The Highway Division's Asa Pond Road salt barn dates back to the 1980s and serves as the primary storage facility for winter storm road salt. Reserve funding is proposed for future improvements to the Highway Division's salt barn, which requires push wall repair, re-roofing and wood truss repairs from time to time.

JUSTIFICATION

- Maintain facility infrastructure
- 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 Town facility maintenance and upgrades to improve the Town's public buildings infrastructure.



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT	Public Services
PROGRAM	Public Works Equipment Acquisition/Replacement Program
PROJECT	Highway Division Equipment Acquisition & Replacement
SUPPORTING FUND	General Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Medium Dump Truck	\$185,000	Multi-year funding
Arborist Truck	\$150,000	Multi-year funding
Payloader	\$70,000	Multi-year funding
Total FY 2019-2020 PAYG Funding	\$405,000	

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.

MEDIUM DUMP TRUCK

The Highway Division equipment fleet includes eight (8) medium dump trucks, used for snowplow and sanding routes, hauling, construction projects and overall support for the Town's needs. The medium sized dump trucks are the backbone of the highway department snowplowing activity. A 2006 International dump truck with 50,000 miles is proposed for replacement. The trade-in vehicle tilt body, conveyor mechanism and truck electrical system suffers from severe corrosion due to corrosive nature of road salt employed for snow and ice control.



ARBORIST TRUCK

The arborist truck will be a new addition to the Highway Division's vehicle fleet. The vehicle will be an integral part in maintaining a safe tree canopy above the Town roadways. Along with providing adequate height distance for vehicles traversing Town roads, the arborist truck will assist the Town in cleaning up after wind and snow events. It will allow Town staff the ability to respond to emergency situations by clearing tree debris and to adequately trim and remove dead and potentially dangerous branches above the roadway. At the present time, Highway Division staff is limited to using handheld pole saws with a maximum working height of 8 feet; the arborist truck will have a working height of approximately 50 feet.



PAYLOADER

Pay-As-You-Go Project Summaries, *continued*



The Highway Division presently utilizes a 2006 John Deere payloader that has logged approximately 4,400 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, 2nd year reserve funding is proposed in FY 2019-2020 as part of a four-year funding cycle.



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*

DEPARTMENT	Public Safety
PROGRAM	Computer System Maintenance Program
PROJECT	Equipment Upgrade Reserve Funding
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$20,000

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*



DEPARTMENT	Public Safety
PROGRAM	Public Safety Building Maintenance Program
PROJECT	Mechanical Systems and Facility Maintenance
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$15,000

DESCRIPTION

There are some mechanical systems still in service that are original to the Public Safety Complex constructed in 1998. As these components reach the point of maximum life expectancy they need to be replaced. Equipment replacements anticipated in the next fiscal year include replacement of the boiler system (\$80,000) and replacement of the air conditioning unit servicing the main radio communications room (\$10,000).

Continued reserve funding is proposed to supplement the existing reserve for facility maintenance and improvements as needed.

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*



DEPARTMENT	Public Safety
PROGRAM	EMS Equipment Replacement and Facilities Improvement Program
PROJECT	EMS Equipment Acquisition & Replacement
SUPPORTING FUND	General Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Vehicle Replacement	\$90,000	Multi-year funding
Medical Diagnostics Equipment	\$13,000	Multi-year funding
South Station Improvements	\$20,000	Multi-year funding
Total FY 2019-2020 PAYG Funding	\$123,000	

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

Final year 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

Reserve funding for replacement of one Lucas CPR Device in FY 2020-2021.

SOUTH STATION EXPANSION UPGRADES

Reserve funding is proposed as part of a multi-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*

DEPARTMENT	Public Safety
PROGRAM	Fire Alarm Equipment Replacement Program
PROJECT	Prism Digitizer Replacement
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Single year funding
FY 2019-2020 PAYG FUNDING	\$30,000

DESCRIPTION

PRISM DIGITIZER EQUIPMENT

The new radio box project is underway with installation occurring in all Town Buildings. This project is evolving outside original bid with installation of panic buttons and burglar alarm modifications for inside building staff safety. The new Prism Digitizers in Police Dispatch proposed for FY 2019-2020 will replace the older 3505 digitize equipment and will integrate with the new generation alarm boxes having panic buttons. Additional features include more memory and easier user interaction. FY 2019-2020 funding will be supplemented by \$10,000 in reserve funding for a total project cost of \$40,000.



JUSTIFICATION

- Proper maintenance and replacement of equipment reduces down time and enables the Division to operate at peak efficiency.

CATEGORY

This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

Pay-As-You-Go Project Summaries, *continued*



DEPARTMENT	Information Technology (IT)
PROGRAM	IT Equipment Replacement Program
PROJECT	Upgrade of Exchange Server Licensing
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Single year funding
FY 2019-2020 PAYG FUNDING	\$15,000

DESCRIPTION

The Town in 2014 established an in-house email service for staff utilizing Microsoft Exchange 2013 on a virtual server. Since then, email services have absorbed an additional 110 email accounts when Police, EMS and Library personnel were added to the Town email. The IT Department proposes to either upgrade Exchange or investigate the possibility of utilizing cloud based email in FY 2019-2020, taking into account the cost of cloud based email services versus licensing upgrades and the needs of staff. It's important to note that cloud based email would increase annual operating expenses in the off years; whereas, in-house email would require a refresh approximately every 5 years.

JUSTIFICATION

The Town's email system is a business communication tool used daily by all staff to provide exceptional customer service. Funding is required to upgrade the enterprise-wide email system or potentially move to a cloud hosted solution. Current software will reach end-of-life in 2020.

CATEGORY

This program is supported through the General Fund, with a focus on equipment acquisition/replacement to replace aging equipment or acquire new as needed.

Pay-As-You-Go Project Summaries, *continued*



DEPARTMENT	Tax Assessment
PROGRAM	Property Appraisal Program
PROJECT	2021 Full Revaluation
SUPPORTING FUND	General Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$100,000

DESCRIPTION

The Town's last full mass appraisal, or revaluation, was completed as of December 31, 2012 and a statistical revaluation is scheduled to be completed for December 31, 2018. The next full revaluation is mandated for completion for December 31, 2021; no State subsidy will be provided for this project. The next statistical revaluation is scheduled for December 31, 2024, with State Reimbursement anticipated in the amount of 60% of this cost.

Reserve funding is proposed in FY 2019-2020 for the 2021 full revaluation. It is noted that full revaluations do not receive any State reimbursement, therefore the full cost will be borne by the Town, estimated at \$504,000.

JUSTIFICATION

- Property revaluation is mandated by the State and requires a physical measurement and listing of properties, with the goal of setting property values current to the date of value.

CATEGORY

- This program is supported through the General Fund, with a focus on reexamining and reappraising all classes of property (real estate and tangible personal property).

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 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Town Hall Improvements	\$15,000	Multi-year funding
Staff Pool Vehicle Replacement	\$20,000	Single year funding
Total FY 2019-2020 PAYG Funding	\$35,000	

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 \$35,486 is anticipated. Proposed facility improvements in the 2019-2020 fiscal year include the installation of new carpeting in the Council Chambers.



STAFF POOL VEHICLE REPLACEMENT

Reserve funding is proposed as the first of a two-year funding cycle for the replacement in FY 2020-2021 of a truck utilized daily by the Facilities Superintendent traveling between various municipal facilities. The ten year old truck is used to transport materials and tools, and in the winter is also used for snow plowing of municipal parking lots, and will be replaced with a pickup truck with utility body, lift gate and snow plow.



JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed
- Important to keep vehicles in good working order

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*



DEPARTMENT	Senior Services
PROGRAM	Adult Day Services Facility Improvement Program
PROJECT	Front Entrance Portico Replacement
SUPPORTING FUND	Senior Services Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$20,000

DESCRIPTION

Replacement of the Adult Day Services building front entrance portico, including replacement of the supports and roof, is proposed in FY 2019-2020. 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.

JUSTIFICATION

- 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

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*

DEPARTMENT	Senior Services
PROGRAM	Senior Transportation Program
PROJECT	Vehicle Replacement
SUPPORTING FUND	Senior Services Fund
FUNDING TIMELINE	Multi-year funding
FY 2019-2020 PAYG FUNDING	\$10,000

DESCRIPTION

An eighteen passenger senior van was purchased in 2012 that replaced a 2003 van which remains in operation as a back-up vehicle and is used when primary van is in the garage for repairs and for programming trips as needed. As the local population ages and more seniors become unable to drive themselves, it is anticipated that the transportation program will see an increase in ridership.

Reserve funding is proposed in FY 2019-2020 for future replacement of the back-up senior van in 2023.



JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Important to keep vehicles in good working order
- Avoid costly, frequent repairs

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*

DEPARTMENT	Public Services
PROGRAM	Water Program
PROJECT	Water Division Improvements
SUPPORTING FUND	Water Enterprise Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Water Tank Cleaning – Victoria Lane and Mautucket Rd	\$53,000	Multi-year funding
Water Main Replacement Program	\$25,000	Multi-year funding
Public Services Building Contribution	\$10,000	Multi-year funding
Total FY 2019-2020 PAYG Funding	\$88,000	

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 2019-2020 include:

VICTORIA LANE AND MAUTUCKET ROAD WATER TANK CLEANING

The Water Division's Mautucket Road and Victoria Lane water tank exteriors were last power washed in the fall 2017 and are in need exterior cleaning once again in order to remove mold that grows on the polyurethane based exterior paint system. Specialized high-reach lifts will be required for both tanks, with the Mautucket tank expected to cost \$1340,000 as compared to \$13,000 for Victoria Lane tank, due to the height of the tank.



WATER MAIN REPLACEMENT PROGRAM

The South Shore and Middlebridge water systems date back to 1970 and 1975, respectively. Given the increasing age of the distribution systems, reserve funding is proposed for future water main replacement.



PUBLIC SERVICES BUILDING CONTRIBUTION

Reserve funding is proposed for future maintenance improvements for the Public Services Department administration building located on US Route 1 south across from Marina Park.



JUSTIFICATION

- The Town is responsible for maintenance of the public infrastructure
- Avoid costly, frequent repairs

CATEGORY

This program is supported through the Water Enterprise Fund, with a focus on improving/maintaining water infrastructure and equipment.

DEPARTMENT	Public Services
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Pay-As-You-Go Project Summaries, *continued*



PROGRAM	Wastewater Program
PROJECT	Wastewater Division Equipment & Facility Improvements
SUPPORTING FUND	Wastewater Enterprise Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
WWTF Building Infrastructure Upgrade	\$40,000	Multi-year funding
Silver Lake Pump Station Upgrades	\$20,000	Single-year funding
Kingston Pump Station Improvements	\$20,000	Single-year funding
Regional WWTF Septage Building	\$20,000	Multi-year funding
Regional WWTF Primary Treatment Upgrade	\$50,000	Multi-year funding
Regional WWTF Chemical Storage Building Repair	\$20,000	Multi-year funding
Regional WWTF Secondary Clarifier Repairs	\$100,000	Multi-year funding
Collection System Evaluation	\$25,000	Multi-year funding
Collection System Maintenance Equipment	\$30,000	Multi-year funding
Rolling Stock Equipment Replacement	\$32,000	Single-year funding
Geographic Information System Upgrade	\$10,000	Single-year funding
Total FY 2019-2020 PAYG Funding	\$2,367,000	

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 2017-2018 is shown below:

Regional Partner	Flow Percentage	Flow Million Gallons
Town of South Kingstown	38.54%	373.15 MG
Town of Narragansett	44.02%	426.22 MG
University of Rhode Island	17.43%	168.80 MG
Total	100.00%	968.17 MG

Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2017-2018: SK=68.31%; URI=31.69% to the Silver Lake pump station and FY2017-2018: SK=12.68%; URI=87.32% to the Kingston



Pay-As-You-Go Project Summaries, *continued*

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 2019-2020 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 2019-2020 funding represents the last of a three year funding cycle for this work. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- 2019-2020 Reserve Funding\$40,000
- TSK Regional Partner Share (35.40%).....\$15,416

SILVER LAKE PUMP STATION UPGRADES

The Silver Lake Pump Station has a grinder for the incoming flow of wastewater. The grinder has cutters that need replacement every 3 years. They were last replaced in 2017. Silver Lake pump station flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost\$20,000
- TSK Regional Partner Share (68.31%).....\$13,662



KINGSTON PUMP STATION UPGRADES

The Kingston Pump Station has a grinder for the incoming flow of wastewater. The grinder has cutters that need replacement every 3 years. They were last replaced in 2017. Kingston pump station flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost\$20,000
- TSK Regional Partner Share (17.43%).....\$3,486



Pay-As-You-Go Project Summaries, *continued*

SEPTAGE BUILDING CONTROL PANEL

The Septage Building Control Panel is in need of repair. The electrical and flow meter (to the SCADA system) need to be replaced, which will be done in house to reduce costs. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost\$20,000
- TSK Regional Partner Share (38.54%)\$7,708



PRIMARY TREATMENT UPGRADE BUILDING

Since originally constructed in the mid-70's the wastewater treatment facilities primary treatment train has processed millions of gallons of wastewater. It was recently noted that the side wall of primary 4 has begun to fail by bowing inward. As such, a new cast-in-place concrete tank wall is under design. WWTF flow cost sharing shown below will be used to apportion this capital expenditure:

- Total Projected Cost\$50,000
- TSK Regional Partner Share (38.54%)\$19,270



REGIONAL WWTF CHEMICAL BUILDING VENTILATION

The Chemical Building is in need of a ventilation system to remove fumes from the Sodium Bisulfite and Sodium Hypochlorite stored in this building. WWTF flow cost sharing as shown below will be used for this project:

- Total Projected Cost\$20,000
- TSK Regional Partner Share (38.54%)\$7,708



REGIONAL WWTF SECONDARY CLARIFIER REPAIR

The Regional WWTF has four final clarifiers. Clarifiers 1 and 2 were originally installed in 1978. They are in need of repair and may need new center columns, weirs, skimmer arms and drive units. FY 2019-2020 funding represents the first year of a three-year funding cycle for this work. WWTF flow cost sharing as shown below will be used for this project:

- 2019-2020 Reserve Funding\$100,000
- TSK Regional Partner Share (38.54%)\$38,540





Pay-As-You-Go Project Summaries, *continued*

REGIONAL WWTF SECONDARY

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 2019-2020 represents the second year of a two-year funding cycle for interceptor evaluation. A consulting engineer with expertise in collection system maintenance will be retained to evaluate the Town’s interceptor. Silver Lake pump flows cost sharing will be used for this project:



- Total Projected Cost\$25,000
- TSK Regional Partner Share (68.31%)\$17,078

COLLECTION SYSTEM MAINTENANCE EQUIPMENT

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. The Hydro-Jetter currently being used to clean the sewer lines is a 2003 model and in need of replacement. Since this piece of equipment is used primarily on local small diameter sewer mains, all equipment expense will be paid by South Kingstown only as shown below:



- Total Projected Cost\$30,000
- TSK Regional Partner Share (100.00%)\$30,000

ROLLING STOCK EQUIPMENT REPLACEMENT

A replacement vehicle for the Wastewater Division is proposed in FY 2019-2020. The Wastewater Division currently has four pickup/ utility body trucks, and one SUV. The new vehicle will replace a 2009 Chevrolet 2500 Silverado with a plow and 25,000 miles. Although this vehicle has very low mileage it is plagued with corrosion due to the nature of the wastewater. WWTF flow cost sharing being used is shown below:



- Total Projected Cost\$32,000
- TSK Regional Partner Share (38.54%)\$12,333

GIS & GPS UPGRADE

Upgrades to the Town’s GIS system and GPS unit are required periodically, including the Wastewater Division’s GIS infrastructure data layer. FY 2019-2020 funding of \$10,000 will be used for this project, paid in its entirety by the Town.



- Total Projected Cost \$10,000
- TSK Regional Partner Share (100.00%).... \$10,000

Pay-As-You-Go Project Summaries, *continued*



JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order and
- 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*



DEPARTMENT	School Department
PROGRAM	Technology Equipment Replacement Program
PROJECT	Technology Equipment Acquisition & Replacement
SUPPORTING FUND	School Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
High School Computer Labs	\$45,000	Multi-year funding
Telecommunications Program Storage Array	\$25,000	Multi-year funding
Computer Equity/Replacement	\$40,000	
1:1 Student to Computer Program	\$50,000	Multi-year funding
Network Hardware	\$175,000	Multi-year funding
Total FY 2019-2020 PAYG Funding	\$385,000	

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*



DEPARTMENT	School Department
PROGRAM	Facility Maintenance & Repair Program
PROJECT	District-wide Facility Improvements
SUPPORTING FUND	School Fund

FY 2019-2020 PAYG FUNDING

Project Detail	PAYG Funding	Funding Timeline
Vehicle Replacement Program	\$45,000	Single year funding
High School Storage Shed	\$10,000	Single year funding
Alarm Radio Boxes & Panic Buttons	\$35,000	Multi-year funding
Central Office Carpet	\$20,000	Single year funding
CCMS Press box Storage Shed	\$17,000	Single year funding
Total FY 2019-2020 PAYG Funding	\$127,000	

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 Manager Proposed CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND

General Fund (101)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$153,000	\$152,000	\$140,000	\$180,000	\$187,000	\$180,000	\$175,000	\$1,014,000
Equipment Acquisition/Replacement	119,000	119,000	148,000	140,000	156,500	147,500	138,000	849,000
Subtotal - Recreation Dept	\$272,000	\$271,000	\$288,000	\$320,000	\$343,500	\$327,500	\$313,000	\$1,863,000
Public Services Program								
Road Improvement Program	\$670,000	\$670,000	\$700,000	\$710,000	\$720,000	\$730,000	\$730,000	\$4,280,000
Equipment Acquisition/Replacement	353,000	355,000	384,000	374,000	364,000	399,000	432,000	2,308,000
Subtotal - Public Services Dept	\$1,023,000	\$1,025,000	\$1,084,000	\$1,084,000	\$1,084,000	\$1,129,000	\$1,162,000	\$6,568,000
Public Safety Program								
Computer System Equipment	\$10,000	\$20,000	\$20,000	\$25,000	\$25,000	\$10,000	\$10,000	\$110,000
Communications Equipment	15,000	0	20,000	20,000	20,000	20,000	20,000	100,000
Public Safety Building - General	10,000	15,000	20,000	25,000	25,000	25,000	25,000	135,000
Animal Control Vehicle Replacement	0	0	0	15,000	20,000	0	0	35,000
Harbor Patrol - Equipment Replacement	0	0	25,000	0	0	0	0	25,000
Subtotal - Public Safety Dept	\$35,000	\$35,000	\$85,000	\$85,000	\$90,000	\$55,000	\$55,000	\$405,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$13,000	\$13,000	\$26,000	\$34,000	\$34,000	\$48,000	\$20,000	\$175,000
Facilities Improvements - South Station	20,000	20,000	0	0	0	0	0	20,000
EMS Vehicle Replacement #1	0	0	85,000	80,000	80,000	0	0	245,000
EMS Vehicle Replacement #2	30,000	0	0	40,000	30,000	0	0	70,000
EMS Vehicle Replacement #3	60,000	90,000	0	0	0	0	85,000	175,000
Subtotal - EMS Dept	\$123,000	\$123,000	\$111,000	\$154,000	\$144,000	\$48,000	\$105,000	\$685,000
Fire Alarm Division								
Prism Digitizers - panic and burglar alarms	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
800mhz Radios (Interoperability)	10,000	0	0	0	0	0	0	0
Radio Replacement	12,500	0	12,500	12,500	0	0	0	25,000
Vehicle Replacement	7,000	0	0	7,000	16,000	7,000	25,000	55,000
Subtotal - Fire Alarm Division	\$29,500	\$30,000	\$12,500	\$19,500	\$16,000	\$7,000	\$25,000	\$110,000
Library Program								
Systemwide Facilities Planning Contract	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Subtotal - Library Program	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
General Government								
Information Technology Program	\$0	\$15,000	\$50,000	\$50,000	\$50,000	\$70,000	\$50,000	\$285,000
Property Appraisal Program	0	100,000	100,000	100,000	150,000	0	0	450,000
Town Hall - Renovations and Upkeep	25,000	15,000	25,000	30,000	30,000	35,000	35,000	170,000
Pool Car/Facilities Super Truck	25,000	20,000	20,000	0	25,000	0	0	65,000
Subtotal - General Government	\$50,000	\$150,000	\$195,000	\$180,000	\$255,000	\$105,000	\$85,000	\$970,000
TOTAL General Fund (101)	\$1,532,500	\$1,634,000	\$1,790,500	\$1,842,500	\$1,932,500	\$1,671,500	\$1,745,000	\$10,616,000

Six Year Capital Improvement Program, *continued*



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND								
Senior Services Program (304)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Adult Day Services Center Improvements								
Replacement of Exterior Doors	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0	\$14,000
Front Entrance Portico Replacement	15,000	20,000	0	0	0	0	0	20,000
Senior Center Facility Improvements								
Sanitize Ductwork/HVAC Units	\$23,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asphalt Roof Shingle Replacement	0	0	23,000	0	0	0	0	23,000
Gas Hot Water Heater Replacement	0	11,000	0	0	0	0	0	11,000
Exterior Re-side/Stain/Paint Above Flat Roof	0	0	15,000	0	0	0	0	15,000
HVAC Replacement Reserve	0	0	0	0	0	10,000	10,000	20,000
Parking Lot Improvements-Reclaim & Pav	0	0	0	0	10,000	15,000	15,000	40,000
Senior Transportation								
Senior Van - 12 Passenger	\$0	\$10,000	\$10,000	\$20,000	\$20,000	\$0	\$0	\$60,000
TOTAL Senior Services Fund (304)	\$38,000	\$41,000	\$48,000	\$34,000	\$30,000	\$25,000	\$25,000	\$203,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Neighborhood Guild Fund (306)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Neighborhood Guild Improvements								
Exterior Main Entrance Alcove	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	75,000
Window Replacement/HVAC	0	875,000	0	0	0	0	0	875,000
Roof Replacement	0	50,000	0	0	0	0	0	50,000
Interior Restoration	0	30,000	0	0	0	0	0	30,000
Security/Surveillance System	0	15,000	0	0	0	0	0	15,000
Floor Cleaning Machine	0	10,000	0	0	0	0	0	10,000
TOTAL Neighborhood Guild Fund (306)	\$0	\$1,055,000	\$0	\$0	\$0	\$0	\$0	\$1,055,000

Six Year Capital Improvement Program, *continued*



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Water Storage	Projected							
Mautucket Water Tank Cleaning	\$0	\$13,000	\$0	\$15,000	\$0	\$17,000	\$0	\$45,000
Mautucket Tank Repair	0	0	10,000	0	0	0	0	10,000
Victoria Lane Water Tank Cleaning	0	40,000	0	42,000	0	44,000	0	126,000
Victoria Lane Tank Repair	0	0	10,000	0	0	0	0	10,000
SCADA/Telemetry Upgrades	35,000	0	0	0	0	38,000	0	38,000
Water Supply								
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	0	0	0	0	30,000	0	0	30,000
Pump Station Infrastructure	0	0	12,000	0	0	0	0	12,000
Water Quality Study/Disinfection Station	0	0	12,000	0	0	0	25,000	37,000
Water Distribution								
Leak Detection Reserve	\$15,000	\$0	\$20,000	\$25,000	\$0	\$0	\$0	\$45,000
Water Main Replacement Reserve	0	25,000	0	25,000	0	25,000	25,000	100,000
Equipment & GIS								
DPS Office Building Contribution	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$15,000	\$35,000
Rolling Stock Equipment Replacement	29,000	0	0	0	37,000	0	35,000	72,000
GIS Upgrade	0	0	20,000	0	0	0	20,000	40,000
Metering Services								
TOTAL Water Fund (702)	\$79,000	\$88,000	\$94,000	\$107,000	\$107,000	\$124,000	\$120,000	\$640,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
WWTF, Telemetry & Pump Stations	Projected							
WWTF Building Infrastructure Upgrade	\$60,000	\$40,000	\$50,000	\$0	\$65,000	\$0	\$0	\$155,000
WWTF Telemetry and Control Upgrade	35,000	0	0	0	0	35,000	0	35,000
WWTF Standby Generator Replacement	0	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	0	20,000	0	0	0	20,000
Local Pump Station Improvements	30,000	0	30,000	10,000	50,000	0	20,000	110,000
Silver Lake P. S. Upgrades	0	20,000	100,000	10,000	20,000	0	20,000	170,000
Kingston P. S. Upgrades	150,000	20,000	80,000	10,000	50,000	0	10,000	170,000
Solids Handling								
Solids Handling Upgrade	\$348,000	\$0	\$0	\$125,000	\$0	\$0	\$0	\$125,000
Waste Sludge Pumps	0	0	50,000	0	0	50,000	0	100,000
Septage Holding Tank	0	0	0	0	50,000	0	0	50,000
Septage Building	150,000	20,000	0	0	0	0	0	20,000
Primary Treatment								
Influent Headworks	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Primary Treatment Upgrade	0	50,000	0	0	0	0	0	50,000
Primary Grease & Sludge Pumps	0	0	0	0	0	50,000	0	50,000
Secondary Treatment								
Chemical Storage Building Repair	\$0	\$20,000	\$0	\$40,000	\$0	\$40,000	\$0	\$100,000
Aeration Equipment Upgrade	0	0	0	50,000	0	150,000	150,000	350,000
Clarifier Repair	100,000	100,000	100,000	100,000	0	0	0	300,000
RAS Pump Replacement	125,000	0	0	0	125,000	0	0	125,000
Collection System								
Evaluation Report	\$25,000	\$25,000	\$0	\$0	\$0	\$25,000	\$25,000	\$75,000
Interceptor Repair and Cleaning	0	0	100,000	0	50,000	0	0	150,000
Kingstown Force Main Replacement	0	0	0	0	0	0	0	0
Equipment & GIS								
Collection System Maint. Equipment	\$0	\$30,000	\$0	\$0	\$25,000	\$0	\$0	\$55,000
Rolling Stock Equipment Replacement	0	32,000	35,000	0	0	0	40,000	107,000
DPS Building Improvement Contribution	0	0	0	20,000	0	0	20,000	40,000
Geographic Information System Upgrade	0	10,000	0	12,000	0	25,000	10,000	57,000
TOTAL Wastewater Fund (704)	\$1,023,000	\$367,000	\$545,000	\$437,000	\$435,000	\$375,000	\$295,000	\$2,454,000

Six Year Capital Improvement Program, *continued*



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Subtotal Technology	\$275,000	\$385,000	\$375,000	\$300,000	\$350,000	\$325,000	\$445,000	\$2,180,000
District-wide Projects								
High School Emergency Lighting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
High School Skylights	0	0	0	0	0	0	0	0
High School Office Renovation	0	0	0	0	0	0	0	0
High School Auditorium Renovation	0	0	0	0	0	0	0	0
Vehicle Replacement Program	0	45,000	0	50,000	0	50,000	0	145,000
HVAC Roof Top Units	50,000	0	0	0	0	0	0	0
Painting Program	0	0	0	0	0	0	0	0
Fire Alarm Systems	50,000	0	0	0	0	0	0	0
Radio Boxes (Fire Alarm)	20,000	0	0	0	0	0	0	0
HVAC Controls	0	0	0	0	0	0	0	0
Window and Door Replacement	0	0	0	0	50,000	0	0	50,000
Track Resurfacing	0	0	0	0	35,000	0	0	35,000
Storage Shed High School	0	10,000	0	0	0	0	0	10,000
Alarm Radio Boxes & Panic Buttons	0	35,000	0	0	0	0	0	35,000
Carpet Central Office	0	20,000	0	0	0	0	0	20,000
Press Box Storage Shed CCMS	0	17,000	0	0	0	0	0	17,000
Guidance Space Renovation	0	0	0	0	0	0	0	0
Subtotal District-wide Projects	\$120,000	\$127,000	\$0	\$50,000	\$85,000	\$50,000	\$0	\$312,000
TOTAL School Fund (400)	\$395,000	\$512,000	\$375,000	\$350,000	\$435,000	\$375,000	\$445,000	\$2,492,000
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$395,000	\$512,000	\$375,000	\$350,000	\$435,000	\$375,000	\$445,000	\$2,492,000

CIP Long Range Program Element



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)								
<i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Open Space and Recreational Programs								
Open Space Acquisition Program	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Neighborhood Guild Improvements	0	0	1,055,000	0	0	0	0	1,055,000
Marina Park Improvements	20,000	0	0	0	250,000	0	0	250,000
Town Beach Program	25,000	0	0	0	0	20,000	130,000	150,000
Old Mountain Field Improvements	40,000	30,000	0	0	0	0	425,000	455,000
General Municipal Programs								
Information Technology Program	\$0	\$15,000	\$50,000	\$50,000	\$50,000	\$70,000	\$50,000	\$285,000
Library System	95,000	0	0	15,000	0	0	0	15,000
Road Improvement Program	1,095,300	1,015,100	942,710	900,850	814,300	735,000	1,017,200	5,425,160
Police Element	110,510	95,000	20,000	0	250,000	50,000	0	415,000
Infrastructure-Analog UHF Radio System	0	0	0	886,000	0	0	0	886,000
EMS North Station Element	20,000	0	0	0	0	0	0	0
Emergency Medical Services Program	123,000	13,000	26,000	34,000	34,000	48,000	20,000	175,000
EMS Vehicle Element	75,001	90,000	85,000	120,000	110,000	0	85,000	490,000
Communications Program	29,500	30,000	12,500	19,500	16,000	7,000	25,000	110,000
Property Revaluation Program	0	0	0	514,873	0	0	251,600	766,473
Town Hall Improvements	35,000	35,000	35,000	50,000	45,000	70,000	50,000	285,000
Senior Services Program								
Vehicle Acquisition	\$0	\$10,000	\$10,000	\$20,000	\$20,000	\$0	\$0	\$60,000
Adult Day Services	15,000	20,000	0	14,000	0	0	0	34,000
Senior Center	23,000	0	38,000	0	10,000	25,000	25,000	98,000
Utility Department Programs								
Water Meter Replacement Program	\$0	\$600,000	\$600,000	\$0	\$0	\$0	\$0	\$1,200,000
Kingston Force Main Replacement	0	1,000,000	1,000,000	0	0	0	0	2,000,000
School Department Programs								
General Building Renovations Program	\$1,864,000	\$4,149,058	\$12,467,814	\$26,564,887	\$32,370,468	\$5,305,581	\$0	\$80,857,808
TOTAL Long Range Program	\$3,645,311	\$7,177,158	\$16,417,024	\$29,264,110	\$34,044,768	\$6,405,581	\$2,153,800	\$95,462,441

CIP Debt Service Detail



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$3,645,311	\$7,177,158	\$16,417,024	\$29,264,110	\$34,044,768	\$6,405,581	\$2,153,800	\$95,462,441
Annual Funding Element	\$3,067,500	\$2,642,000	\$2,852,500	\$2,770,500	\$2,939,500	\$2,570,500	\$2,630,000	\$16,405,000
Less Road Improvement Transfers	(\$670,000)	(\$670,000)	(\$700,000)	(\$710,000)	(\$720,000)	(\$730,000)	(\$730,000)	(\$4,260,000)
Less Recreation Program Transfers	(85,000)	(90,000)	(130,000)	(40,000)	(30,000)	(50,000)	(30,000)	(\$370,000)
Less Public Safety/EMS/Fire Alarm Programs	(187,500)	(188,000)	(183,500)	(243,500)	(230,000)	(110,000)	(185,000)	(\$1,140,000)
Less Library Program	0	0	(15,000)	0	0	0	0	(\$15,000)
Less Information Technology Transfers	0	(15,000)	(50,000)	(50,000)	(50,000)	(70,000)	(50,000)	(\$285,000)
Less Revaluation Program	0	(100,000)	(100,000)	(100,000)	(150,000)	0	0	(\$450,000)
Less Town Hall Improvement Transfers	(25,000)	(15,000)	(25,000)	(30,000)	(30,000)	(35,000)	(35,000)	(\$170,000)
Less Senior Programs	(38,000)	(41,000)	(48,000)	(34,000)	(30,000)	(25,000)	(25,000)	(\$203,000)
Subtotal Annual Funding Transfers	(1,005,500)	(1,119,000)	(1,251,500)	(1,207,500)	(1,240,000)	(1,020,000)	(1,055,000)	(\$6,893,000)
NET TOTAL Capital Improvement Program	\$5,707,311	\$8,700,158	\$18,018,024	\$30,827,110	\$35,744,268	\$7,956,081	\$3,728,800	\$104,974,441

Description	Date of Issue	Date of Maturity	Interest Rate (%)	Original Issue	Outstanding June 30, 2018
GENERAL TOWN BONDS					
Brousseau/Muni land/Sr Ctr/Open/Saugatu	11/12/09	06/15/19	2.25% - 4.5%	890,000	62,000
Advance refunding (Playfield/Road/OS/Green)	11/13/12	06/15/24	1.90%	2,312,000	1,123,802
Advance refunding (Pub Saf/Open/TIP/Roads)	04/08/15	06/15/27	2.0% - 4.0%	3,644,413	2,160,000
Community Gymnasium/Road Bond (\$400,000)	08/16/17	08/15/37	2.0% - 4.0%	4,440,000	4,440,000
Subtotal General Town Bonds				\$ 11,286,413	7,785,802
SCHOOL BONDS					
Jr High Field/Land/Storage/Playground/Roof	11/12/09	06/15/19	2.25% - 4.5%	1,120,000	38,000
School Improvement Series 2009 A	05/01/10	11/01/29	2.55% - 5.00%	1,200,000	720,000
Advance refunding (School Imp/Wakefield/Pla)	11/13/12	06/15/24	1.90%	1,951,000	976,198
Advance refunding (Sch Imp/BRMS/Fields)	04/08/15	06/15/27	2.0% - 4.0%	3,290,587	1,995,000
School Improvement	08/16/17	08/15/37	2.0% - 4.0%	980,000	980,000
Subtotal School Bonds				\$ 8,541,587	\$ 4,709,198
BUSINESS-TYPE ACTIVITIES					
General obligation and revenue bonds:					
Wastewater fund - GO bond	11/13/02	09/01/23	1.38%	\$ 500,000	\$ 169,000
Solid waste fund - GO bond	09/03/02	09/01/22	1.14%	2,000,000	607,637
Solid waste fund - GO bond	11/22/05	09/01/25	1.34%	950,000	423,000
Subtotal Business-Type Activities				\$ 3,450,000	\$ 1,199,637
TOTAL Outstanding Debt Service				\$ 23,278,000	\$ 13,694,637



**TAB 22
APPENDIX**

Glossary..... 22 - 1

**FISCAL YEAR 2019-2020 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Glossary

A

ABATEMENT

The ending, reduction, or lessening of an item.

ACCRUAL BASIS OF ACCOUNTING

The basis of accounting in which revenues are recorded when earned and expenses are recorded at the time they are incurred; instead of when cash is actually received or disbursed.

ACS

Refer to American Community Survey

ADJUSTED BUDGET

The Adopted Budget, adjusted to reflect any increases or decreases recognized since budget adoption.

ADOPTED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Approved Budget or the Final Budget.

ALLOCATE

To divide or distribute a lump sum over multiple accounts or funds.

AMEND (AMENDED, OR AMENDMENT)

Any change to the revenue and/or expenditure of a previously adopted budget. Amendments may be recommended by the Town Manager or Town Council.

AMERICAN COMMUNITY SURVEY (ACS)

An ongoing statistical survey by the US Census Bureau.

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

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

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

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

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

FINAL BUDGET

The budget, formally adopted by Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Approved Budget.

FINANCIAL MANAGEMENT

The effective and efficient management of funds in such a manner as to accomplish the objectives of the organization.

FISCAL YEAR

The twelve-month period of the budgetary year. The fiscal year for the Town's operating budget begins on July 1st and ends the following June 30th.



FIXED ASSET

Assets of a long term character that are intended to continue to be held or used, such as land, buildings, machinery, equipment, and improvements.

FTE

Refer to Full Time Equivalent

FRINGE BENEFITS

Job related benefits provided for employees as a part of their total compensation, such as employer's portion of FICA taxes, social security, retirement, and group health and life insurance.

FUND

An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

The difference between the assets and liabilities of a governmental fund and is the cumulative difference between all revenues and expenditures.

FUND TYPE

A general industry term for categories into which all funds are classified in governmental accounting.

FULL TIME EQUIVALENT (FTE)

An employment indicator that translates the total number of hours worked in a year by all employees to an equivalent number of work years, equaling one Full Time Equivalent (FTE) employee on hand.

FY

Refer to Fiscal Year

G

GAAP

Refer to Generally Accepted Accounting Principles

GASB

Refer to Governmental Accounting Standards Board

GENERAL FUND

The primary operating fund which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day to day operations of the Town.

GENERAL OBLIGATION BONDS

Bonds sold by the Town to private investors to provide long-term financing for capital project needs. The Town pledges its full faith and credit to the repayment of these bonds.



GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

The uniform standards and guidelines used for financial accounting and reporting. These standards govern the form and content of the basic financial statements of an entity. These acceptable practices are modified from time to time. GAAP guidance is provided from various sources. The Governmental Accounting Standards Board (GASB) issues authoritative statements, interpretations of statements, technical bulletins, implementation guides, and concept statements of position. The American Institute of CPAs issues the audit and accounting guides and statements of positions.

GEOGRAPHIC INFORMATION SYSTEM (GIS)

- (1) A division of the Planning Department.
- (2) A computer program that uses specific data points to locate infrastructure and structures within the Town.

GFOA

Refer to Government Finance Officers Association

GIS

Refer to Geographic Information System

GOAL

A broad statement of intended accomplishments or a description of a general condition deemed desirable.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

A professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)

Organized in 1984 by the Financial Accounting Foundation, the Board was created to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

GOVERNMENTAL FUND

A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The general fund, special revenue funds, capital projects funds and debt service funds are the types of funds referred to as governmental funds.

GRANT

An amount provided by a governmental unit or other type of organization in aid or support of a particular governmental function or program, or to be used/expended for a specific purpose, activity, or facility.

H

H

An acronym for Housing; One of the Town Council's Goals and Objectives for the 2016-2018 term.



I

IAFF

Refer to International Association of Fire Fighters

IBPO

Refer to International Brotherhood of Police Officers

IMPACT FEE

A fee imposed on new development as a total or partial reimbursement for the cost of expanded and/or additional services and/or facilities made necessary by the growth due to the new development.

INTERNAL SERVICE FUND

Proprietary funds used to report activity that provides services or goods to other funds, departments, or agencies of the Town on a cost-reimbursement basis.

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS (IAFF)

South Kingstown employees within the EMS Department (exclusive of the EMS Director) are members of this union and bargaining unit: IAFF, Local 3365. One of four bargaining units in Town.

INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS

South Kingstown employees who are sworn officers of the Police Department (exclusive of the Police Chief) are members of this union and bargaining unit: IAFF, Local 489. One of four bargaining units in Town.

J

K

KFD

Refer to Kingston Fire District

KINGSTON FIRE DISTRICT (KFD)

One of two volunteer fire districts in Town.

L

LEVY

Refer to Tax Levy

LIABILITY

A financial debt or obligation incurred during the course of business operations.



LINE ITEM

The classification of objects of 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

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.



N

O

OBJECT

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

OBJECTIVE

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

OBLIGATION

Refer to Liability

OPERATING BUDGET

The Town's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

OPERATING EXPENDITURES

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.

ORDINANCE

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

OWTS

On-Site Wastewater Treatment System

P

PAY AS YOU GO PROGRAM (PAYG)

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

PAYG

Refer to Pay As You Go Program

PAYMENT IN LIEU OF TAX (PILOT)

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.



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.

PERMANENT FUND

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

PETITION

- (1) A formal written request, typically one signed by many people, appealing to authority with respect to a particular cause or issue.
- (2) According to the Town Charter: Article IV, Section 4220 Budget Procedures, any qualified elector may circulate a petition following the adoption of the preliminary budget by the Town Council, as well as following the final approval of the budget by the Town Council. Please refer to the Town Charter for specific and further details of the petition process.

PILOT

Refer to Payment in Lieu of Tax

PRELIMINARY BUDGET

The Town Manager submits the Proposed Budget to the Town Council for consideration, and is initially approved with or without revision as the Preliminary Budget.

PROPOSED BUDGET

The budget formally submitted by the Town Manager to the Town Council for consideration. Proposed budget documents are also available to the public, and are posted on the Town's website.



PROPRIETARY FUNDS

Funds used to account for a government's ongoing organization and activities that are similar to those found in the private sector. There are two types of proprietary funds: enterprise funds and internal service funds.

PUBLIC HEARING

A type of public meeting, where members of the public hear the facts about a planned project, local issue, or government action, and where members of the public can provide testimony recorded for public record about said topic.

Q

R

REAL PROPERTY

Any property that is attached directly to land, as well as the land itself.

REFERENDUM

A vote by the Town's electors (residents eligible to vote).

REFUNDING BOND

A bond issued to pay off another bond to obtain better interest rates and/or bond conditions.

RESOLUTION

An order of a legislative body requiring less legal formality than an ordinance or statute.

RESERVE

A supply of a commodity not needed for immediate use, but available if required.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE

The yield from various sources of income, such as taxes, that the Town collects and receives into the treasury for public use.

RIDOT

Rhode Island Department of Transportation

RIGL

Rhode Island General Law



S

SC

School Committee

SCH

- (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

TAX BASE

Taxable property value from which the Town receives tax dollars.

TAX LEVY

A property tax, or millage tax, is a levy on property that the owner is required to pay. The tax is levied by the governing authority (the Town Council) of the jurisdiction (the Town) in which the property is located, using the revenue to fund programs and services. The municipality sets a percentage rate for imposing taxes, called a tax levy rate, which is then calculated against the assessed value of each resident's taxable property, determining the dollar amount of taxes owed by the property owner.

TAX ROLL

A breakdown of all property within a given jurisdiction, such as a city or town, that can be taxed. The tax roll will list each property and its assessed value. The Tax Roll is created by the taxing assessor or other authority within the jurisdiction.

TIPPING FEES

The landfill charges collected for solid waste and yard waste disposal.

TOWN CHARTER

A Town Charter is a legal document establishing a municipality such as a city or town. The Town Charter documents and defines how the municipality functions and is organized, including establishing the municipality's form of government, its elected and administrative officials, as well as defining functions.

TOWN COUNCIL

An elected governing body in a city or town. The South Kingstown Town Council has five members, including a president and vice president. The members are elected for two year terms.

TOWN MANAGER

An official appointed by, and who serves at the pleasure of the Town Council, who directs the administration of the Town government. The Town Manager acts in the capacity of the Chief Financial Officer and the Chief Administrative Officer for the Town.

U

UFB

Refer to Unassigned Fund Balance

UFD

Refer to Union Fire District



UNASSIGNED FUND BALANCE (UFB)

The general fund, as the principal operating fund of the government, often will have net resources in excess of what can properly be classified in one of the four fund balance categories. If so, that surplus is presented as unassigned fund balance. If resources were not at least assigned, they could not properly be reported in a fund other than the general fund, therefore, only the general fund can report a positive amount of unassigned fund balance. Any governmental fund in a deficit position could report a negative amount of unassigned fund balance.

UNION FIRE DISTRICT (UFD)

One of two volunteer fire districts in Town.

UNITED WATER

The Water Division currently purchases wholesale water from United Water Rhode Island for the Town's two water systems, South Shore and Middlebridge.

URI

- (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

VALUATION

The dollar value of property assigned by the Tax Assessor.

W

WASTEWATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned wastewater system. The cost of providing services is financed or recovered through user fees.

WATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned water system, servicing the South Shore and Middlebridge areas of Town. The cost of providing service is financed or recovered through user fees.

Glossary, *continued*



X

Y

Z
