



Municipal Budget Program

Fiscal Year 2020-2021

*Town Manager
Proposed*



Town of South Kingstown
www.southkingstownri.com

FISCAL YEAR 2020-2021

PROPOSED MUNICIPAL BUDGET PROGRAM



MARCH 2020

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of South Kingstown
Rhode Island**

For the Fiscal Year Beginning

July 1, 2019

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 and 2018-2019 fiscal years, and was recently recognized for the 2019-2020 fiscal year. The Town has prepared the FY 2020-2021 municipal budget in conformance with GFOA's Distinguished Budget Award program requirements, and intends to submit for award consideration.



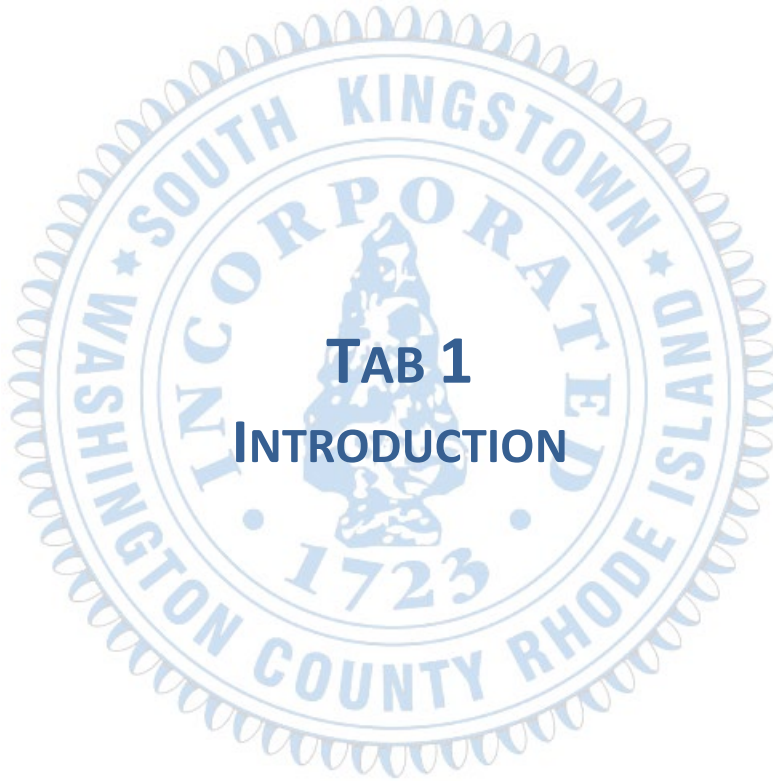
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TAB 1

INTRODUCTION

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FISCAL YEAR 2020-2021 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Town Council Members & Department Directors



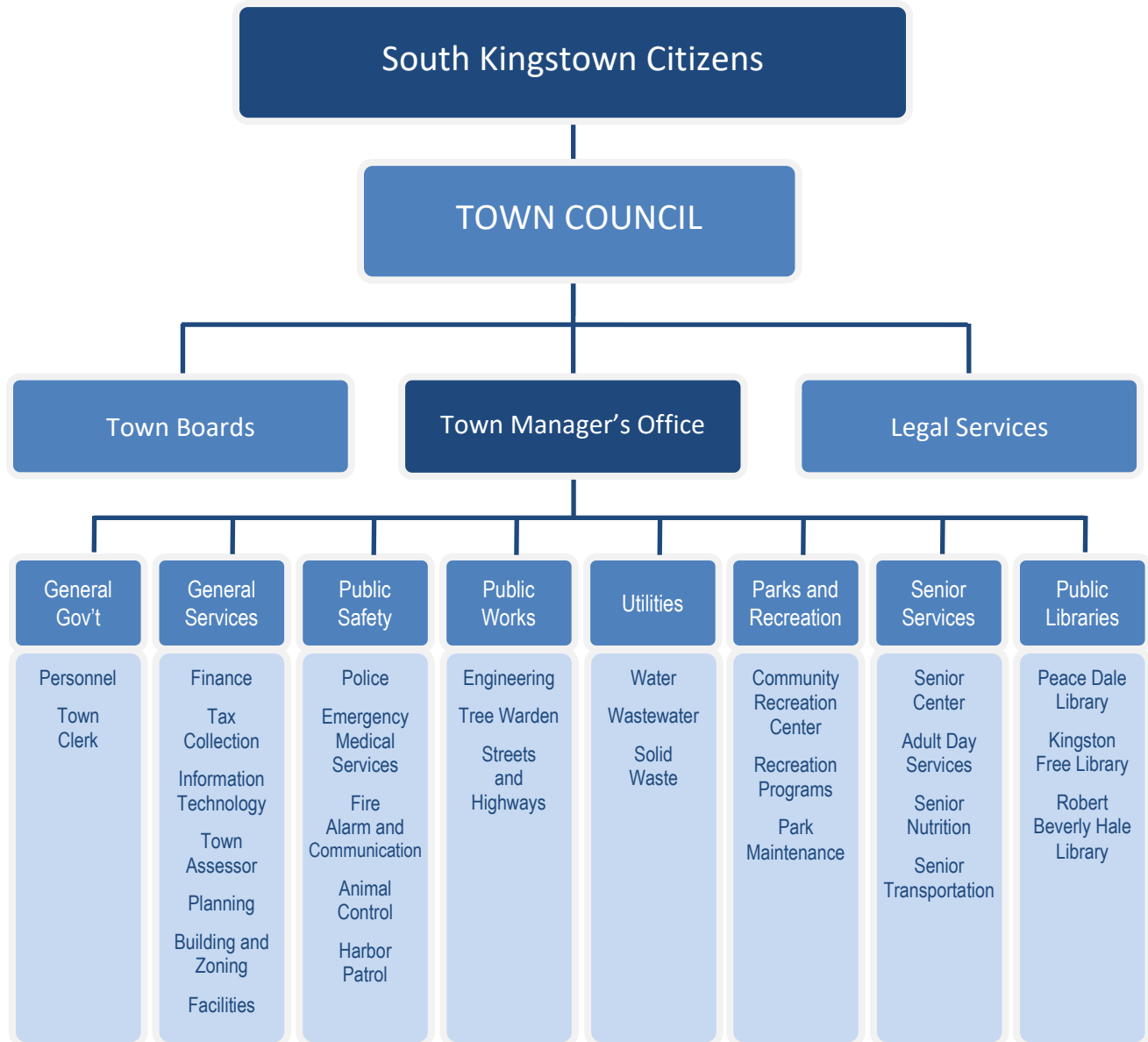
Provided below is a list of the Town Council members, and the Town's department directors and division heads, current through March 2020.

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	Susan M. Flynn
Finance Director	Zachary J. Saul
Tax Collector	Valerie Miller
Information Technology Director	Lori Ann Fox
Town Assessor	Jean Paul Bouchard
Director of Planning	Kaela Gray
Building Official	Wayne R. Pimental
Facilities Superintendent	Mark Russo
Chief of Police	Joseph P. Geaber, Jr.
Harbormaster	Michael Stach
Fire Alarm Superintendent	Lance Whaley
Emergency Medical Services Director	Craig Stanley
Director of Public Services	Jon R. Schock
Town Engineer	Richard Bourbonnais
Highway Superintendent	Paul Ferrandi
Director of Leisure Services	Theresa L. Murphy
Recreation Superintendent	Catherine Larlham
Parks Superintendent	Rex Eberly
Library Director	Laurel Clark
Senior Services Director	Susan DiMasi
Water Superintendent	Lucien Masson
Wastewater Superintendent	Kathy Perez



How to Use this Budget Document



The FY 2020-2021 Proposed Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two tabs. Each tab may contain multiple related or similar topics.

The first tab, titled *Introduction*, recognizes the Town Council members and the Town's Department and Division heads, as well as provides the Town's municipal organizational chart. Note that more detailed department and/or division organization charts are also included within the respective sections of the budget document. The *Introduction* provides the reader with this guide, which is followed by detailed information about the Town within the *South Kingstown at a Glance* and *Statistical Profile* sections. In addition, this tab identifies the Town Council's Goals and Objectives, which are referenced and incorporated in department and division FY 2019-2020 priorities and FY 2020-2021 goals and objectives outlined within tabs five through nineteen.

The second tab outlines the Town Manager's FY 2020-2021 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 2020-2021, 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 2020-2021 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, contributions the Town makes to Human Service and Outside Agencies within the community, and Capital Budget funding, which are all funded through the General Fund. It is noted that the Capital Budget is the first year in the Capital Improvement Plan. For further detail on the CIP, please refer to tab twenty-one of this document.

The next four tabs, numbered twelve through fifteen, reflect special revenue funds related to the *Peace Dale Office Building*, *Senior Services Program*, *Neighborhood Guild*, and the *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2019-2020 and goals for fiscal year 2020-2021. 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.

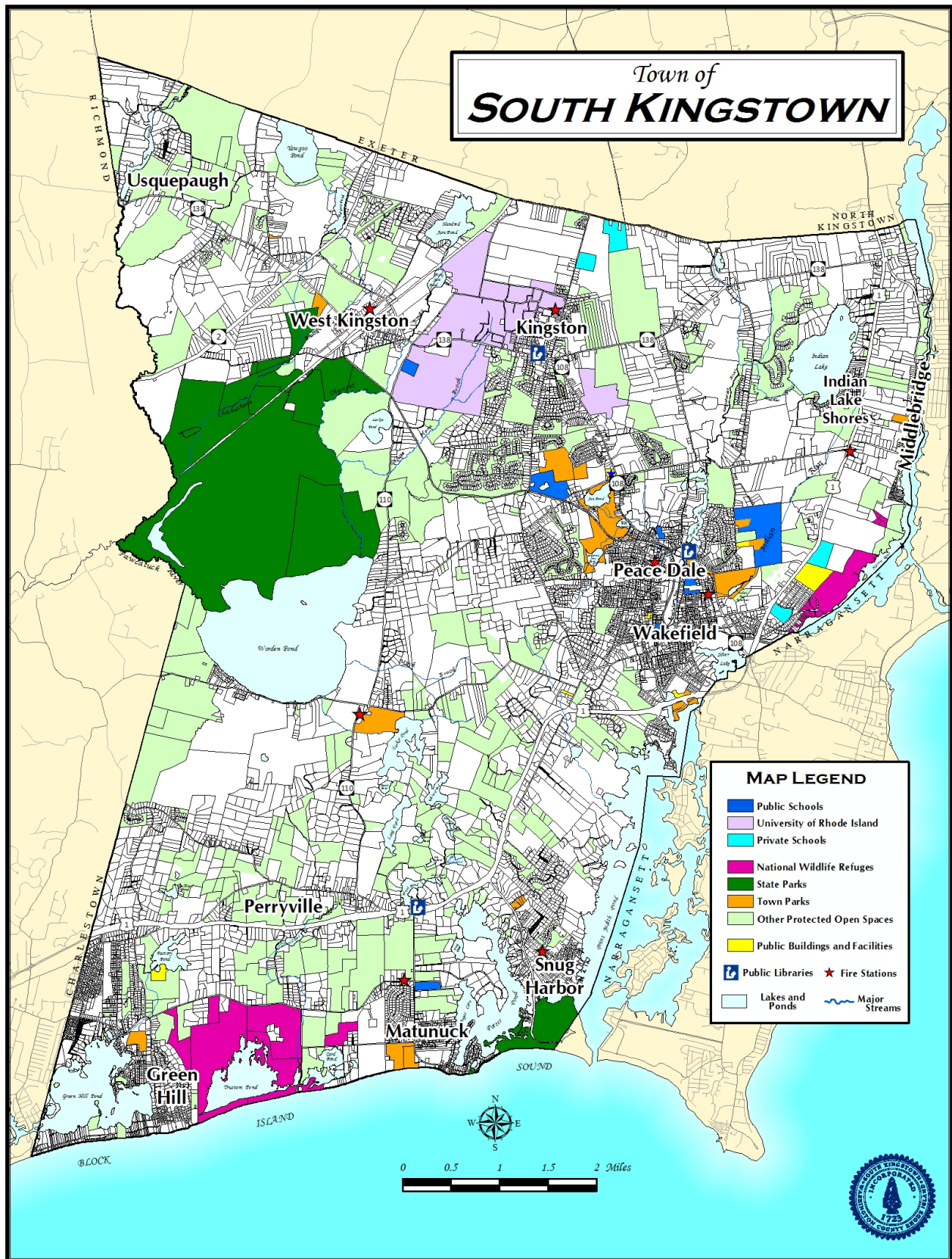


The tabs numbered seventeen through nineteen, including *Water Enterprise Fund*, *Wastewater Enterprise Fund*, and *Solid Waste Enterprise Fund*, reflect the Town's three enterprise funds. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2019-2020 and goals for fiscal year 2020-2021. 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 South Kingstown School Department, where the reader will find an organization chart, mission statement, and a funding comparison summary as well as summary expenditure and revenue statements.

The *Capital Improvement Program*, found within tab twenty-one, provides an overview of the Town's Capital Improvement Program (CIP) for Fiscal Period 2020-2021 through 2025-2026, published in December 2019 and adopted by the Town Council in January 2020. The six year CIP is designed to strategically invest in and develop capital projects. It is noted that the Capital Budget, also called the Pay-As-You-Go portion of the CIP, is the first year of the six year plan, and is funded within the FY 2020-2021 budget. For further detail on the Capital Budget, please refer to tab eleven of this document.

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





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 11,781 acres (32%) of the land area in the community as of September 2019.

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 2018-2019 academic year stands at 17,974 students, (comprised of 14,511 undergraduates, 1,982 graduate students, and 1,481 certificate and non-degree students). URI is one of the largest employers in the State of Rhode Island, with a combined faculty and staff of 2,577.

Besides URI, major employers in the Town include Schneider Electric (parent company of the former American Power Conversion), and South County Hospital. The Town is home to a host of small businesses



as well, which help strengthen the local community identity, vibrancy, and economy. Tourism is also an important component of the local economy, as well as the regional economy in Washington County, known affectionately as South County. Visitors to the community take advantage of the Town's many natural and cultural attractions: salt water beaches on Block Island Sound, salt ponds, seasonal rental communities, abundant Town and State parks and open space areas, historic resources, as well as varied shopping and dining opportunities.

For decades now, residents and visitors have been coming to South Kingstown to enjoy the unspoiled beauty of the shoreline, the quiet tranquility of rural farmlands, and the quaint charm of the historic villages. It is no surprise that South Kingstown has grown at a faster pace than all other Rhode Island communities over the last twenty years - a fact that underscores the desirability of the community as a vibrant place to live and work.

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



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

Geography

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

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

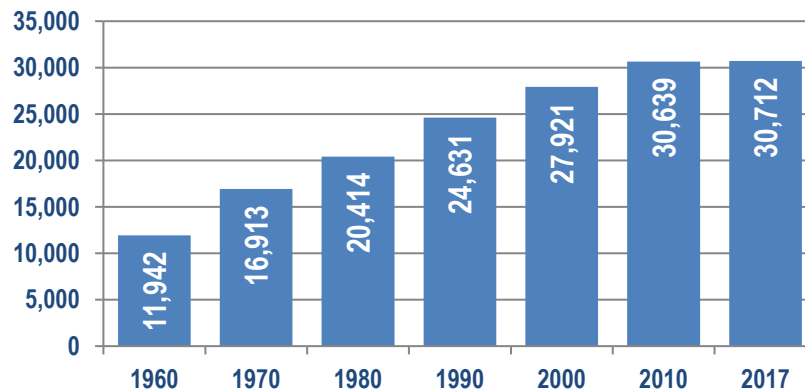
Population

The US Census Bureau's American Community Survey data indicate the 2017 population of South Kingstown was 30,712, as compared to the Town's population of 30,226 in 2010. This ACS's forecasted 1.6% increase in population (equivalent to 486 people) over a seven-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14 and a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years.

U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2017	Percent	7 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	1,033	3.4%	(168)	-13.9
Age 5-14	3,714	13.3%	3,479	11.5%	2,839	9.2%	(640)	-18.3
Age 15-19	4,117	14.7%	4,597	15.2%	5,787	18.8%	1,190	25.8
Age 20-34	5,112	18.3%	5,023	16.6%	5,485	17.8%	462	9.1
Age 35-44	4,203	15.1%	3,453	11.4%	2,287	7.4%	(1,166)	-33.7
Age 45-59	5,167	18.5%	6,696	22.2%	5,744	18.7%	(952)	-14.2
Age 60 Plus	4,135	14.8%	5,777	19.1%	7,537	24.6%	1,760	30.4
Total Ages	27,921	100.0%	30,226	100.0%	30,712	100.0%	486	1.6%



Population Growth



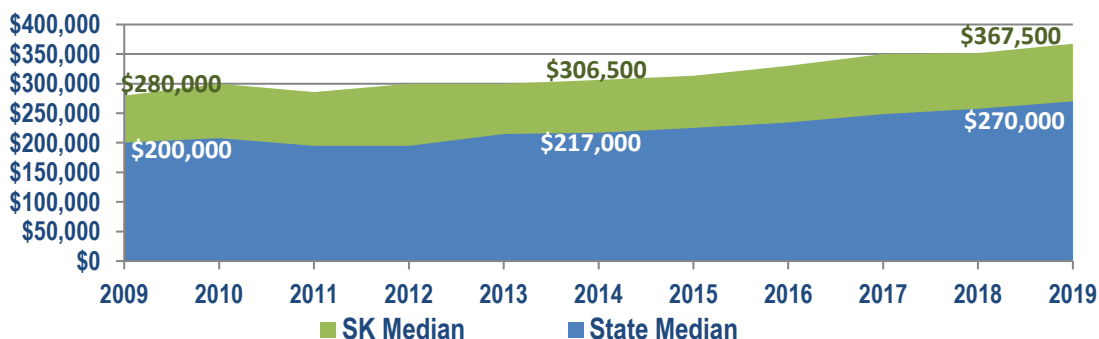
HOUSING

For 2017, the US Census Bureau 2013-2017 American Community Survey (ACS) 5-Year Estimates reported a total of 12,999 housing units in the Town of South Kingstown, of which 79.1% (10,278) were occupied year round, and the remaining 20.9% (2,721) were seasonal, recreational, occasional use, or vacant. Of the 10,278 occupied housing units, 71.9% were owner occupied and 28.1% were renter occupied. The average household size of an owner occupied unit was 2.62 persons, while the average household size of a rented unit was 2.05 persons.

MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2013-2017 American Community Survey (ACS) 5-Year Estimates reported that in 2017, the median value of owner occupied homes in South Kingstown was \$344,000 as compared to \$334,900 in 2016, and \$370,900 in 2011. The 2019 Housing Fact Book published by HousingWorks RI at Roger William University indicates the median sale price of a single-family home in South Kingstown as of December 31, 2018 was \$367,500. The median sale price of a single family home state-wide during the same period was \$270,000. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten-year term.

Median Single Family House Prices



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 3.89% of the total assessed valuation.

Taxpayer	Taxable Assessed Valuation	% of Total Assessed Valuation
Harbor Village Apartments	\$41,431,600	0.76%
Narragansett Electric	29,742,023	0.55%
SCC Investments	28,742,200	0.53%
Schneider Electric	27,774,622	0.51%
Brightview Commons	25,322,600	0.31%
South Bay Manor	15,387,700	0.28%
Jerry Brown Farm Association	14,573,200	0.27%
Wakefield Mall	12,483,200	0.23%
Tower Hill Landings	8,399,300	0.15%
Belmont Shoppers Park	8,393,200	0.15%
Combined	\$212,249,645	3.89%

AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	% Increase
2010-2011	\$8,774	\$300,000	\$346,376	\$4,914	(\$198)	-3.88%
2011-2012	8,796	289,000	347,021	5,036	122	2.48%
2012-2013	8,825	287,000	348,115	5,048	12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
2017-2018	8,996	350,000	351,549	5,382	97	1.84%
2018-2019	9,042	351,500	352,944	5,534	152	2.82%
2019-2020	9,072	367,500^	399,110	5,767	233	4.21%
10 Year Increase	298	\$67,500	\$52,734	\$853	\$65*	1.23%*

*10 year average

^ Median Sales Price – 2019 Housing Fact Book - HousingWorksRI at RWU

5 Year Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
2015-2016	16,536,249	51,968,732	68,504,982	897,341	1.33%
2016-2017	17,626,154	52,772,144	70,398,298	1,893,316	2.76%
2017-2018	17,841,319	52,958,739	70,800,058	401,760	0.57%
2018-2019	18,001,394	54,502,664	72,504,058	1,704,000	2.41%
2019-2020	19,414,907	55,731,836	75,146,743	2,642,685	3.64%
5 Year Increase	\$1,751,249	\$3,145,169	\$4,896,417	\$5,421,941	2.14%*

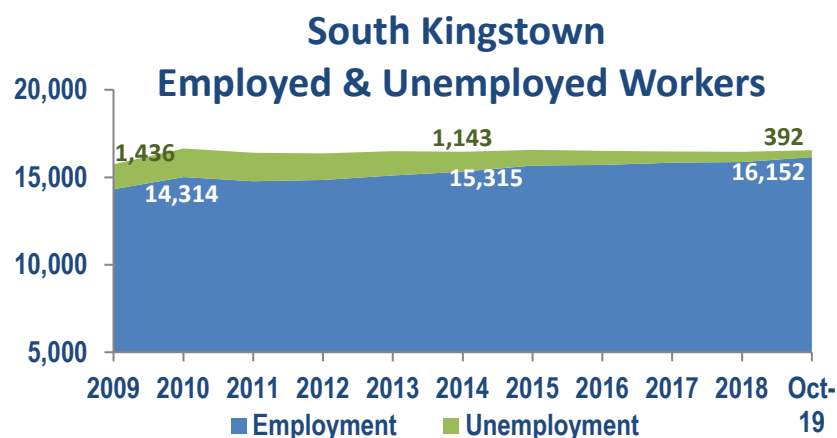
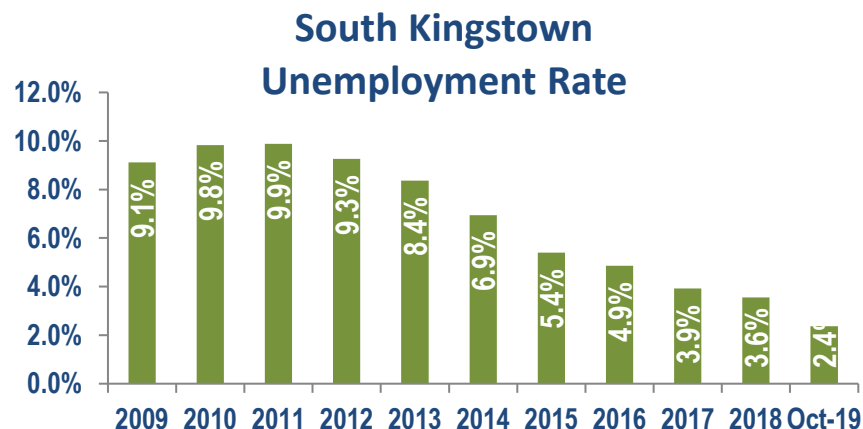
*5 year average



Tax Roll Comparison	FY 2018-2019 December 2017 \$15.68			FY 2019-2020 December 2018 \$14.45			
	Taxable Value	Tax Rate Levied	% of Tax Roll	Taxable Value	Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	\$3,944,310,631	\$61,846,791	84.77%	\$4,456,659,712	\$64,418,338	85.40%	84.60%
Commercial	518,459,064	\$8,129,438	11.14%	576,179,629	8,328,435	11.04%	10.94%
Industrial	29,960,500	\$469,781	0.64%	32,579,900	470,929	0.62%	0.62%
Utilities	44,751,215	\$701,699	0.96%	48,143,623	695,896	0.92%	0.91%
Total Value	\$4,537,481,410	\$71,147,709	96.82%	\$5,113,562,864	\$73,913,598	97.06%	97.06%
Less Exemptions	(\$59,619,313)	(\$943,682)	-1.3%	(\$63,902,391)	(\$923,682)	-1.21%	-1.21%
Flexible Tax Base	\$4,477,862,097	\$70,204,027	96.24%	\$5,049,660,473	\$72,989,916	96.76%	95.85%
Motor Vehicles - \$18.71	\$235,352,170	\$4,403,439	5.06%	\$227,716,789	\$4,260,581	4.36%	5.60%
Less Exemptions	(60,173,985)	(1,125,855)	-1.86%	(58,890,763)	(1,101,846)	-1.45%	-1.45%
Net Motor Vehicles	\$175,178,185	\$3,277,584	3.76%	\$168,826,026	\$3,158,735	3.24%	4.15%
Total Tax Roll/Levy	\$4,653,040,282	\$73,481,611	100.00%	\$5,218,486,499	\$76,148,651	100.00%	100.00%

EMPLOYMENT

During Calendar 2018, the average labor force in the Town of South Kingstown was 16,461 with employment at 15,875 yielding an unemployment rate of 3.6%. Statewide, the 2018 unemployment rate for Calendar year 2018 was 4.1%. The October 2019 unemployment rate stands at 2.4% as compared to the statewide rate of 2.9%.



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



South Kingstown

Population	1990	2000	2017
Total Population	24,631	27,921	30,712
Male	11,790	13,268	14,820
Female	12,841	14,653	15,892
16 years +	20,383	22,335	26,585
21 years +	15,019	17,528	19,934
65 years +	2,800	3,248	5,443
White	23,000	25,440	27,774
Black/African American	362	437	838
American Indian & Alaskan Native	451	449	437
Asian & Pacific Islander	735	874	490
Some other race	83	203	409
Two or more races	-	518	764
Hispanic or Latino (of any race)	306	493	1,647
Educational Attainment	1990	2000	2017
Population (Age 25+)	13,110	16,149	17,849
Less than 9th grade	4.6%	2.3%	0.8%
9th-12th, no diploma	9.9%	6.4%	4.4%
High School Graduate / GED	23.8%	20.8%	19.9%
Some College, no degree	16.5%	17.6%	16.4%
Associate Degree	6.2%	6.0%	6.2%
Bachelor Degree	19.6%	26.9%	27.6%
Graduate/Professional Degree	19.4%	19.9%	24.7%
Median Household Income	1990	2000	2017
	\$36,481	\$56,325	\$80,407
Annual Average Labor Force Estimates	2006	2009	2018
Labor Force	16,041	15,750	16,461
Employment	15,372	14,314	15,875
Unemployment	669	1,436	586
Unemployment Rate	4.2%	9.1%	3.6%

♦ South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2017, South Kingstown added another 2,791 (+10.0%) residents.

♦ Over 58 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2017. The share of local residents without a high school diploma or GED decreased between 2000 and 2017, falling from 8.7 percent to 5.2 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 3.6 percent in 2018, tied for the 13th lowest in the state and below the state average of 4.1 percent.

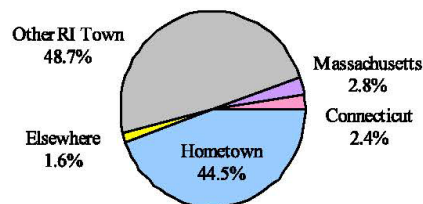
♦ In 2017, 99.9 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 95.3 percent of RI residents.

♦ Over 44 percent (44.5%) of South Kingstown residents work in South Kingstown, while 6.8 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	
	2017
Percent of Population that Speak Only English or Another Language & English either 'well' or 'very well'	99.9%
Percent of Population that Speak English 'not well' or 'not at all'	0.1%
Language Spoken:	
Speak Spanish	0.1%
Speak Other Indo-European	0.0%
Speak Asian/Pacific Islander	0.0%
Speak Other Languages	0.0%

Where South Kingstown Residents Work, 2015



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, most recently adopted 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 Kingston, and Matunuck
- Investigate amendments options to the Zoning Ordinance to allow for mixed use development, as appropriate, within the Town's unique and distinct village centers
- Investigate regulatory options for revitalizing the Old Tower Hill Road commercial corridor, including the potential of allowing a greater mix and intensity of uses as incentives for incorporating a more pedestrian-scaled development pattern
- Continue working with the Partnership for Preservation efforts to preserve open space and farmland within the Town
- Coordinate with the Coastal Resources Management Council regarding review of applications for aquaculture operations and evaluation of policy regarding such uses in Point Judith Pond and Potter Pond
- Continue to incorporate healthy community design philosophies, such as those identified within the Healthy Places by Design project, into development review, Town initiatives, and village-based planning policies
- Continue to evaluate regulatory options for allowing solar energy generation facilities throughout the community in a context-sensitive manner
- Continue efforts to revise the Subdivision and Land Development Regulations to increase clarity and effectiveness, and address issues of importance such as stormwater management, procedural efficiency, and appropriate design and landscaping standards
- Continue efforts to enhance the subdivision and land development review process, including providing clarity to submittal deadlines and procedural steps, streamlining review where appropriate, and clarifying requirements relative to Planning Board decision making

V. Housing

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 2020-2021 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 2020-2021 Budget Message
Date: March 2020

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 2020-2021 fiscal year. A detailed summary of the entire proposed budget program has been prepared by the Director of Finance, Zachary Saul, 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.

Overview of the 2020-2021 Proposed Operating Budget

The budget we are proposing is a "breathing room" budget, designed to prepare for anticipated increases in the debt service obligations associated with several major projects that are scheduled to begin in 2021, 2022 and 2023. 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, including the school department. We are proposing a property tax increase of 1.95%, from \$14.45 per thousand dollars of value to \$14.73. This modest increase is well below the 2.49% inflation rate reported by the U.S. Bureau of Labor Statistics for the 12 month period from January 2019 to January 2020.

We recommend that the Town Council authorize \$55,994,773 in property tax transfers to support the School Department's programs. This recommendation represents a \$1,097,937, or 2%, increase over the level of local support provided to the Schools last year.



Summary of the Manager's Proposed Budget For FY2020-2021

Total Expenditures	Increase from Last Year	% change from Last Year
School Fund		
\$61,856,830	\$819,439	0.76%
General Fund		
\$27,430,551	\$1,370,117	5.3%
Total General Fund Revenues (non-property tax)	Increase from Last Year	% Change from Last Year
\$8,728,915	\$703,085	8.0%
Proposed Property Tax Levy	Increase From Last Year	% Change from Last Year
\$77,498,669	\$2,351,926	3.0%
Proposed PTT to Schools	Last Year's PTT to Schools	% Change from Last Year
\$55,994,773	\$54,896,836	2.0%
Proposed Tax Rate	Last Year's Tax Rate	% Change from Last Year
\$14.68	\$14.45	1.60%
FY2019 Fund Balance as % of Operating Budget	Projected 2020-2021 Fund Balance as % of Operating Budget	
16.14%	15.90%	
Projected 6/30/2020 Debt Service Fund Balance	Projected 6/30/2021 Debt Service Fund Balance	
\$883,573	\$1,394,559	

We have been able to build a balanced budget without raising taxes substantially because of six key factors:

- (1) The Superintendent of Schools has requested a below-inflation increase in the property tax transfer to be made to support the schools program,
- (2) The Governor has proposed substantial increases in non-education state-grants-in-aid to the municipality,
- (3) South Kingstown businesses have thrived, which has contributed to increases in the local share of hotel and meals & beverages taxes,
- (4) We have fully implemented improvements to, and realized increased revenue from, the Town's Emergency Medical Services third-party billing program,
- (5) The Town Finance Director and I have decided to recommend minimal levying of property taxes in order to further capitalize the Debt Service Fund this year. The Debt Service fund will also receive revenue from the real estate conveyance tax (\$250,000) and fair-share fees (\$110,586).
- (6) All Town Departments have continued to pursue constrained and fiscally-responsible approaches to program growth and enhancement.



While this proposed budget is intended to maintain rather than expand government services, I am asking the Town Council to reprogram funding in several important ways:

- (1) Increase funding provided to the Union Fire and Kingston Fire Districts, which was previously granted to individual volunteer fire stations, in order to allow the Fire Districts to establish a college scholarship program for volunteer firefighters and their immediate families. In FY 2019-2020, as in past years, the Town provided \$5,400 (\$600 to each of the 9 fire stations) to support undesignated fire house improvements. This year, on the advice of the fire chiefs of the Union Fire and Kingston Fire Districts, we are proposing to increase the funding and create a single fund from which scholarship awards can be made by the Fire Districts on an annual basis. I am proposing that \$10,000 be appropriated to capitalize the Volunteer Firefighters Scholarship Fund. Additionally, I have adjusted our revenue projections to allow the Town to offer free beach passes to all of the Town's volunteer firefighters and immediate family members. While these are small gestures, they are designed to demonstrate the community's deep appreciation for the volunteers who protect life and property in South Kingstown. These initiatives are being coordinated with the fire chiefs' ongoing recruitment and retention efforts.
- (2) Redirect a portion of the Real Estate Conveyance revenues to capitalize the Affordable Housing Trust fund. We are proposing that \$37,500 from the conveyance tax be allocated to the Housing Trust fund.
- (3) Redirect a portion of the Real Estate Conveyance revenues to capitalize a new Village Infrastructure Matching Grant program. We are proposing that \$10,000 be allocated for Village Infrastructure grants.
- (4) Provide \$156,570 in funding for human service and outside agency grants, including a new small allocation (\$3,000) to help a new local nonprofit organization (The South Kingstown Village Trust) to create a privately-funded historic preservation revolving loan fund to help businesses and residential owners maintain the character of our village neighborhoods.
- (5) Make permanent the public safety positions included in last year's budget, including first year full funding of four paramedic positions which were budgeted to begin January 1, 2020 and one of two police officer positions temporarily backfilled due to long term injured on duty (IOD) status officers, to reduce significant overtime expenses incurred due to minimum staffing requirements. Making the police position permanent will be budget neutral this year because it simply allows the department to replace an IOD status officer who has retired. Further, because the paramedic positions added in January of 2020 have allowed the Town to run an over-night shift that is generating service fee revenues, these positions will generate a gain general fund revenue.
- (6) Hire a part-time Human Resource Generalist. The Town currently has only one Human Resource professional who works closely with our Director of Administrative Services. With a municipal workforce of more than 500 people, 4 union contracts, and over 40 job postings and almost 700 job applications received in the last year, our HR system is strained. The Town needs an annual performance review and employee development program. We owe it to the public and our workers to take the time and make the investments necessary to ensure that Town employees have the feedback and training they need to be successful. Hiring a part-time HR professional will allow us to design and implement a performance appraisal and skills-development program.
- (7) Hire an Animal Shelter Superintendent. South Kingstown operates a highly-regarded regional animal shelter, however the Shelter and the Animal Control Road Programs are the only divisions in Town without a Superintendent to lead them. The shelter has historically relied



extensively on volunteers and part-time staff to ensure that animals are well-treated, well-cared for and well-placed for adoption. Under the Public Safety umbrella, the Shelter and Road programs report up to the Police Department, however it has been determined that having on-site leadership at the Shelter, and having a Superintendent to manage both the Shelter and the Road programs is necessary. With community expectations, standards of care and the range of animal species increasing, the time has come for the Town to hire an animal-care professional who can lead the division and maintain the highest quality of care while modernizing the shelter's record-keeping and administrative systems.

Multi-year Program Objectives

This annual operating budget should not be read in isolation. The Town's Proposed Capital Improvement Plan (adopted by the Town Council in January 2020) and the ongoing discussions about the School Facilities Improvement program have significantly influenced the design of this year's budget. The Town's recent tax rate experience has also informed this proposal. While South Kingstown continues to enjoy a relatively low tax rate (10th lowest in Rhode Island), we have had two consecutive years in which taxes increased significantly faster than the general rate of inflation. Further, we are contemplating two possible bond requests and additional debt in the foreseeable future. In order to avoid compounding tax increases, we have opted to propose an approach that will provide some relief to taxpayers in FY 2020-2021 while providing a practical restraint on program expansion in future years.

The Finance Director and I have previously recommended that the Town Council place a \$6.5-million municipal bond referendum on the November 3, 2020 ballot to support road paving, bicycle and pedestrian safety, recreation, and public communications infrastructure projects.

The School Committee has also asked that an additional \$79-million bond question (to support an \$85-million program) be placed on the November 3, 2020 ballot to support a system-wide school renovation program. The State of Rhode Island would provide 50% matching funds toward that project.

In total, the Town's Capital Improvement Plan covers twenty (20) capital programs or projects that are proposed to be undertaken over the next six-year period. The estimated cost of completing these projects is \$110,512,986 of which \$90,165,000 will need to be raised from the sale of general obligation bonds. The table below summarizes the debt schedules required to accomplish the Town's proposed projects.



Future Bonding Sale Schedule			
	Bond Value	Referendum Date	Possible Sales Date
School Building Security Improvements	\$4,000,000	11/11/2014	March 2020
Neighborhood Guild Improvements	1,000,000	11/7/2006	March 2020
Total FY 2020-2021	\$5,000,000		
Road Paving & Recreation Facilities Improvement Program	\$3,850,000	TBD	June 2021
Police and Fire Radio Program	2,200,000	TBD	June 2021
Recreation Program	450,000	TBD	June 2021
School Building Improvements - Phase 1	39,300,000	TBD	June 2021
Total FY 2021-2022	\$45,800,000		
School Building Improvements - Phase 2	\$39,365,000	TBD	July 2023
Total FY 2022-2023	\$39,365,000		
Total New Debt	\$90,165,000		

Conservatively assuming a 4% interest rate and an average bond term of 25 years, at its peak the annual debt service payment associated with the schedule outlined on the Table above will be approximately \$2.9 million. If the Town were to attempt to fund the additional debt service using only increases in the property tax levy, we would have to ask homeowners to accept an increase of approximately \$0.55 per thousand dollars of value. After consulting with the Superintendent of Schools and all other Department Heads, the Finance Director and I believe that we will best be able to meet the Town's anticipated debt service needs by using a combination of strategies: program reform, use of debt service fund balance and carefully-constrained tax revenue escalation. Of the three tools available to us, program reform is potentially the most potent.

With this year's proposed budget, School Superintendent Linda Savastano, Finance Director Zachary Saul and I have taken an important step toward restructuring the municipal and school budget programs. As we prepare for large out-year expenditures, we recognize that we will have to reduce operational costs and shift the savings toward debt service. We can improve our roads and recreation facilities and we can improve our school buildings without over burdening taxpayer *if* we are willing to make changes to our programs. We know that our programs must be modified to accommodate the community's changing demographics and declining student enrollment. Improving our school buildings will, we believe, attract students who might otherwise choose charter, parochial or CTE programs outside of the district. To pay for necessary school facilities improvements without overburdening taxpayers, we will need to identify efficiencies to reduce the cost of education service delivery.

Addressing Our Infrastructure 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 needs that will require strategic planning to address.



School Needs

During the CIP budget discussion in January 2017, it was determined that the School Department seek proposals from a professional educational and facilities planning firm to embark on a long-range Master Education and Facilities Plan to realize the strategic plan vision of the School Department for the next 20 years. On April 4, 2017 after public interviews of three consultant proposals, the School Committee awarded a contract to RGB Architects.

With the assistance of RGB Architects, the School Department prepared a Facilities Master Plan to support the maintenance and improvement of schools within the District. The planning process included school-based focus groups, planning meetings, community education summits, video presentations, and curriculum focused meetings. The development of the master plan included a facility audit of each school building that houses pre-kindergarten through Grade 12 programs.

RGB Architects commenced work in May 2017, and in the spring 2018 offered four options for making necessary improvements to the District's school facilities. On March 2, 2018, the School Committee voted in support of the consultant's "Option B" which called for bringing the 5th grade back to the elementary school, consolidating the two middle schools into one building and close one elementary school. The approved plan also addressed security and educational programming in all schools as well as major renovations to the high school and the construction of an addition to the District's one remaining middle school. Based on RGB Architects' recommendation and the School Committee's adoption of that recommendation, the School District and the Town formed a School Building Committee and submitted an application for State financial assistance in support of the project.

On November 27, 2018, the School Committee voted to significantly modify the School Facilities Improvement Plan to align with financial and educational expectations expressed by the community. The amended facilities plan will retain four elementary schools. However, the amended plan will also change the operational savings that were expected to result from the consolidation of schools, resulting in approximately \$1 million more in post-construction annual operating costs than the original plan.

In a letter dated March 27, 2019 the Rhode Island Department of Education (RIDE) suggested that the District's application for assistance could be significantly improved by considering a wider range of program delivery options. In the months that have followed, the School Committee and the School Building Committee have struggled to develop a facilities improvement plan that will create the best possible learning environment for our students while not overburdening local taxpayers.

The basic problem we face is that our high school has become functionally obsolete and should either be replaced or radically rehabilitated. Neither replacement nor reconstruction of the current high school building was contemplated in the District's capital plans prior to 2018, so there are no capital reserves available to cover any of the costs. The expense of remedying all deficiencies in the current building is estimated to be \$65M. The cost of replacing the current building at a different location (Curtis Corner) is estimated to cost between \$65M and \$120M, depending on the extent to which an existing middle school building can be repurposed. The table below summarizes the choices available to the community using the best information available at this time.



South Kingstown High School Project Alternatives			
Strategy	Estimated Cost*	Primary Benefit	Principal Challenge
Renovate Columbia Street Building Over Time (15-20 year schedule)	\$105M, \$60M to \$68.2M net of state reimbursement	Potentially easier project management; Makes some Curtis Corner Property available for redevelopment	Many little projects; Constant disruption; Greater expense.
One-shot Renovation of Columbia Street Building to Like-new	\$65M, \$32.5M net of state reimbursement	Uses existing building; Makes some Curtis Corner Property available for redevelopment	Even when complete the facility will be suboptimal: (1) not adjacent to playing fields and (2) functional deficiencies, such as small classroom sizes cannot be remedied
Relocate to Curtis Corner (demolish and rebuild)	\$120M, \$60M net of state reimbursement	Completely new high school; centrally-located; Adjacent to playing fields; Makes Hazard School and Columbia Street available for redevelopment	Traffic impact on Route 108, South Road and Curtis Corner Road; May require expensive road work, including a new access road off South Road
Relocate to Curtis Corner (build an addition and remodel existing structure)	\$65M, \$32.5M net of state reimbursement	Lower cost than demolition; Centrally-located; Adjacent to playing fields; Makes Hazard School and Columbia Street available for redevelopment	Traffic impact on Route 108, South Road and Curtis Corner Road; May require expensive road work, including a new access road off South Road; May leave much of the existing middle school building to be modernized overtime

**These estimates are subject to verification. They are not deemed to be adequate for detailed planning purposes, but are illustrative of the range of costs associated with each option. The equivalency between the "One-shot renovation" of the Columbia Street approach and the "Add onto Curtis Corner" strategy reflects a forced assumption that would constrain the "Add onto" option to a budget no greater than the cost of the Columbia Street renovation.*

The School Building Committee is currently investigating the viability of building an addition to CCMS that would modernize the building and equip it to be used as a high school. While neither the School Committee nor the State Department of Education have settled on a final approach to solving our school facilities problem, the capital plan presented here assumes the adaptive reuse of the existing Curtis Corner Middle School (CCMS). This strategy has the advantage of having a flexible scope and achieving programmatic objectives that cannot be met at the Columbia Street location.

The School Department's Capital Program is presented in this CIP as two discrete parts. First, the District has submitted a base plan that only calls for minor revisions to the school plan submitted in the current year; the base plan calls for the sale of \$4 million in School Bonds, which were already approved by voter referendum in November 2014. The second element of the School's Capital Program incorporates the larger system-wide improvement program adopted by the School Committee in May 2018 and preliminarily approved by RIDE.

It must also be noted that both State authorization and voter approval will be required before any School Bonds could be sold in support of the School Facilities Improvement Plan as presented or as modified. Changes in the borrowing associated with school facilities will, of course, change the annual costs associated with school related debt service payments presented in this document. Further, it is likely that the Town's



CIP will need to be adjusted or redefined as the District and the Town continue to work with the State to implement an effective school improvement program.

Transportation Infrastructure Improvements

We are proposing \$9,083,000 in road and transportation improvements over the next six years. The transportation improvements proposed would come through the annual expenditure program, with the exception of \$3,850,000 would be borrowed to support large one-time projects, including \$3.5M to accelerate the Town's repaving program and \$3M to construct a seawall to protect Matunuck Beach Road from catastrophic erosion.

The bulk of the debt-supported program will be dedicated to the Matunuck Beach Road seawall project (\$3M). In late spring 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 to a point where the road is approximately 25 feet from the mean high-water line. This section of wall is constructed of steel sheet pile that are encapsulated in a concrete cap. Approximately 11 tons of armor stone protect the steel sheet pile seaward of the seawall.

Although the existing 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 this continuing erosion, engineering design plans have been 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 November 2019 the Town's application for the second phase of the seawall was approved by the Rhode Island Coastal Resources Management Council (CRMC).

Attempts to secure grant funding for Phase 2 of the seawall project have been unsuccessful to date. The Town has received feedback from grant making agencies suggesting that grant applications for a portion of the total project costs may meet with more success than applications for the full amount. The Town will continue to seek alternative funding, but the threat to the road and the risk of delay are substantial. Town must consider borrowing to make the necessary improvements before we incur the costs of completely rebuilding the roadway.

Traffic, pedestrian and bicycle safety

Complaints about speeding and pedestrian or bicyclist conflicts with motor vehicle traffic are among the 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 and education necessary to positively impact driver behavior. And the Town Engineer has insufficient resources to plan, design and implement engineering solutions. If the voters approve a bond to support the effort, we would undertake \$350,000 worth of bicycle and pedestrian safety infrastructure improvements, including restriping crosswalks, installing electronic speed feedback signs and making line-of-site improvements at critical intersections.

Public Safety Radio Program

In the interest of improving interoperability, benefiting from economies of scale, and realizing the cost savings likely to be gained from shared inventories, the Town is moving to establish a single Town-Wide

Town Manager's Budget Message, *continued*



Radio System that serves both of the town's 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 the 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 South Kingstown Communication Consortium has published a Request for Proposals for a consultant to oversee the licensing and buildout of the new system.

This new system will likely be a multi-site (approximately five to seven locations) simulcast system. There will be repeaters and receivers strategically placed around the Town using existing water tanks and towers for optimal coverage. The Town will own each component of the new system and will be able to plan for its long-term maintenance and improvement. The Town will continue to use the 800MHz State-owned system for mutual aid communication. The total cost of the town-wide system project has been estimated by an independent consultant to be approximately \$2.8 million. The Town will be responsible for covering 80% of the cost of the system, with the two independent taxing-authority fire districts covering the remaining 20%. This CIP includes \$2.2M in bonding to fund the Town's cost.

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	\$20,001,878	\$55,994,773		\$479,828		\$349,000	\$1,945,232		\$4,200		\$78,774,911
User Fees				166,016				863,271	4,076,421		5,105,708
State Aid	3,067,818	4,665,057					270,324				8,003,199
Federal Aid	8,000	425,000									433,000
Licenses/Fees/Rents	1,344,599		94,759			32,400		286,704		153,000	1,911,462
Revenues from Investments	250,000		1,200	1,000	474,000	150		20,000	35,000	4,700	786,050
Departmental Revenue/Fines/Charges	2,074,082		4,100	241,019	367,737	143,365		5,520	365,500	490,528	3,691,851
Transfers In	184,174	28,000		25,000			369,929				607,103
Grants				46,000							46,000
Miscellaneous		294,000		1,200	1,000			4,364	16,600	17,600	334,764
Fund Balance Applied	500,000	450,000		35,000	36,000	15,000				173,960	1,209,960
Total Revenues	\$27,430,551	\$61,856,830	\$100,059	\$995,063	\$878,737	\$539,915	\$2,585,485	\$1,179,859	\$4,497,721	\$839,788	\$100,904,008
Expenditures & Other Financing Sources:											
General government	\$1,474,204										\$1,474,204
General services	3,267,718										3,267,718
Public safety	12,912,770										12,912,770
Public works	3,265,404										3,265,404
Parks & Recreation	2,049,511										2,049,511
Public libraries	1,326,151										1,326,151
Non-departmental	1,303,803										1,303,803
Education		61,347,817									61,347,817
Debt Service							1,795,232		30,090	183,471	2,008,793
Leisure Services			97,059	935,064	875,510	538,915					2,446,548
Utility Services								772,971	3,421,859	615,654	4,810,484
Capital Expenditures	1,830,990	509,013	3,000	60,000	3,227	1,000		402,064	1,026,702	40,663	3,876,659
Total Expenditures	\$27,430,551	\$61,856,830	\$100,059	\$995,063	\$878,737	\$539,915	\$1,795,232	\$1,175,035	\$4,478,651	\$839,788	\$100,089,862
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$790,253	\$4,824	\$19,070	\$0	\$814,146



Summary of Revenues

Fiscal year 2020-2021 General Fund revenues are projected to be \$27,430,551. The Proposed Budget for FY 2020-2021 includes the use of \$500,000 of the Town's Unassigned Fund balance, which is \$50,000 less than 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 2020-2021 General Fund revenues are projected to increase by \$1,370,117 or 5.3%, compared to the FY 2019-2020 Adopted Budget. The tax rate for FY 2020-2021 will be increasing from \$14.45 to \$14.68, an increase of \$0.23 from the FY 2019-2020 Adopted Budget. The proposed tax rate for 2020-2021 represents a 1.6% increase over the previous year, well below the 2.49% inflation rate reported by the U.S. Bureau of Labor Statistics for the 12 month period from January 2019 to January 2020.

The FY 2019-2020 combined revenues for all budgeted funds are \$99,483,891. This is an increase of \$2,440,039, or 2.48%, over the current fiscal year and slightly less than the prior year's increase.

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 (just over 1%) 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

Governor Raimondo's proposed budget includes \$1,417,363 in Appropriated State Aid to South Kingstown, which represents an increase of \$344,584 over what was provided in FY 2020. The Governor's budget also projects a \$128,602 increase in pass through aid (driven by increases in hotel tax, meals & beverage taxes). The Governor's proposed budget would reduce aid to the Schools by \$692,317 – this represents a smaller decline in year-over-year state support than we experienced in FY 2020.

Summary of Expenditures

General Fund

The proposed **General Fund Expenditure Statement** for FY 2020-2021 is presented in the amount of \$27,430,551 reflecting an increase of \$1,370,117 or 5.26% more than the current year appropriation of \$26,060,434.

School Fund

To support the FY 2019-2020 School Department's program we recommended authorization of property tax transfers in the amount of **\$55,994,773**, a \$1,097,937 increase, or 2% more than was authorized last year.

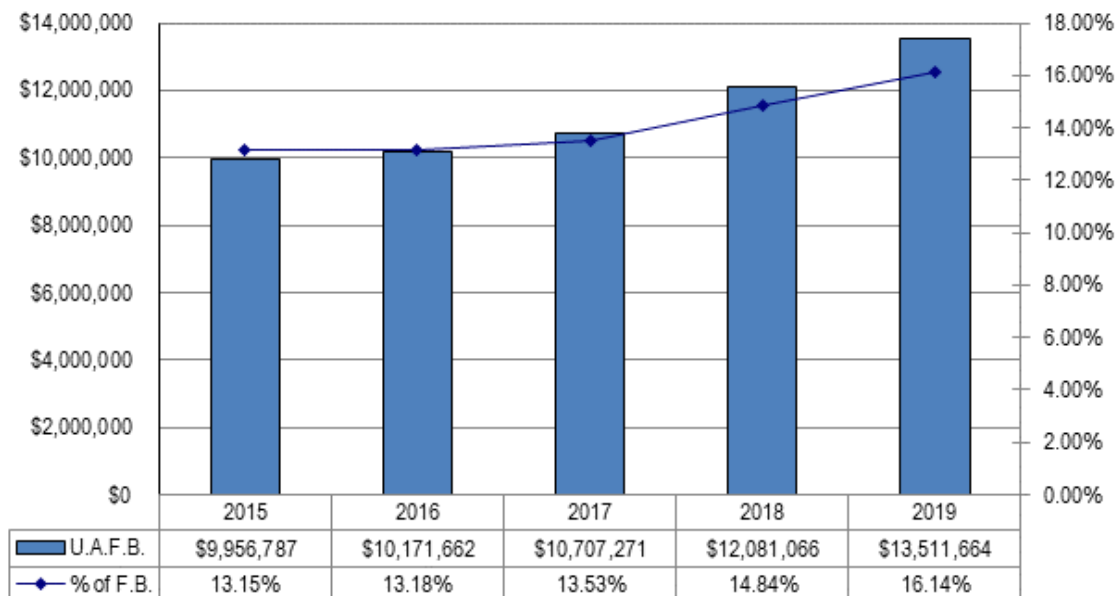


Fiscal year 2019-2020 is the last year of the ten-year State general education aid funding formula recalibration. During FY 2020-2021, the South Kingstown is slated to receive \$4,545,061 in education aid; that's **\$692,337 or 13.22% less** than is being received in the current fiscal year.

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 \$500,000 of the Town's Unassigned Fund balance, which is \$50,000 less than the prior year.

History of the Unassigned Fund Balance, 2015-2019



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 \$5,237,040,537. This represents about a \$42 million increase (0.7%) over the previous year for real and personal property and a \$23 million decrease for motor vehicles.

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.

One way to try to understand how a property tax increase may impact real people is to consider taxes as just one of the competing expenses in a household budget. Unavoidable expenses such as mortgage, state and federal taxes, food bill, childcare and insurances all vie for the limited income of most households. In order to estimate how a proposed tax increase might affect people in South Kingstown, we've run various scenarios through an estimation tool. Assuming a household with the median household income in town of \$80,000 with a mortgage of \$1,043 and a home value of \$355,000 (median value town wide), we would expect the household's property tax to increase by \$100.03 or \$8.34 per month. While this is not a large number in absolute terms, in the context of a tight household budget, it can cause difficulties. Expenses such as childcare, commuting costs or repayment of student loans can make even a \$100 tax increase unaffordable or can force unpleasant tradeoffs. Based on our analyses however, we believe that the vast majority of households in South Kingstown can accommodate the tax rate proposed in this budget.

Fiscal Implications of the Proposed Budget

General Fiscal Policy Remains Unchanged

The Proposed Budget Program for FY 2020-2021 recommends no major 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. If approved by the Council, the Village Infrastructure Matching Grant program will be administered through the Human Services and Outside Agencies account.

The most significant implication of this proposed budget is that it assumes the passage of a \$90 million in bonds. With interest rate on municipal bonds at an all-time low, borrowing to make improvements now makes sense, but as discussed above, we will need to be careful as we proceed. If we manage the cost of our operational programs, we will also be able manage the bond debt necessary to support a program of rehabilitation of our public school buildings, our roads and our aging public safety radio network.

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. 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, Zack Saul, the Town's Finance Director has done an extraordinary job under difficult circumstances. He and Aimee Reiner, the Director of Administrative Services, have managed to pull together a strong budget presentation despite being short-staffed. Zack and Aimee have demonstrated high standards and extraordinary persistence. 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.

This proposed operating budget for the municipal and school operations for the Town of South Kingstown represents the best efforts of the town government's senior management and line employees to promote the values and achieve the goals of the community. The programs and initiatives presented here reflect the priorities set by the Town Council and the conversations we have with taxpayers every day. For those of us who have the privilege of serving our neighbors, this document is more than a set of numbers; it is a restatement of our commitment to help create and maintain the conditions that allow the people of South Kingstown to make this a great place to live, work and do business.

The budget proposed by the Superintendent of Schools, Linda Savastano, allocates the resources needed to support high standards of student achievement. Linda has designed a fiscal program to ensure equity and promote a sense of pride among our students and teaching professionals.

The budget requested by the Chief of Police, Joseph Geaber, provides our law enforcement officers with the tools they need to deescalate dangerous situations when possible and to quickly and effectively respond when dangers cannot be avoided.

The budget developed by the Director of Public Services, Jon Schock, prioritizes road safety and continuity of essential services we often take for granted. Ironically, if we are successful, the work Jon has proposed here will go unnoticed hundreds of thousands of times next year when people drive safely to work or turn the tap in their kitchen sinks.

The spending and revenue plan presented by the Director of Emergency Medical Services, Craig Stanley, will improve response times to assist people who have no time to waste. Craig and his paramedics will staff their stations every hour of every day and will be well-trained, well-equipped and well-prepared when they are called.

Every program proposed for funding in this budget responds to a need expressed by members of our community. We have done our best to prioritize, respond to, and balance the requests we have received. We look forward to receiving input from the public and direction from the Town Council.

Robert C. Zarnetske
Town Manager



TAB 3

FINANCIAL & MANAGEMENT POLICIES

Governmental Structure	3 - 1
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FISCAL YEAR 2020-2021 PROPOSED

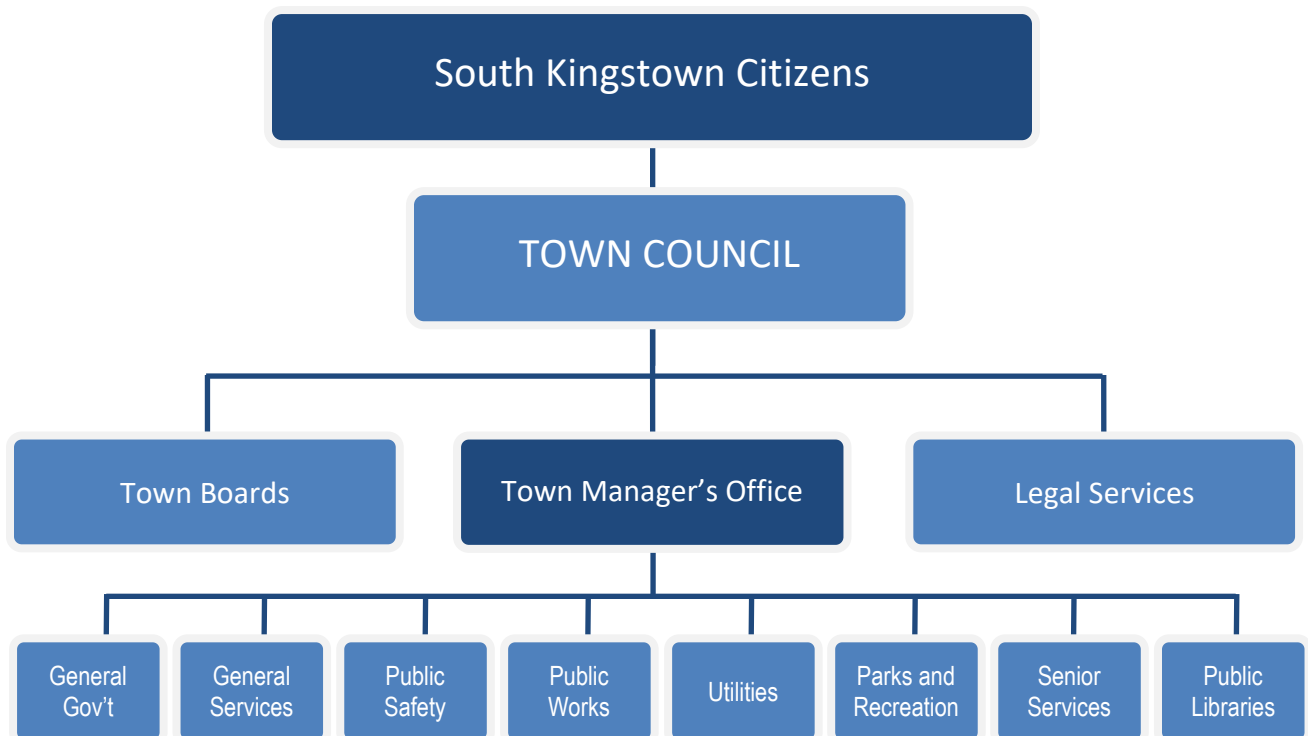
MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Town Council/Town Manager Form of Government

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





Budgetary Process Overview

The budget process for the Town of South Kingstown begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During development of the FY 2020-2021 budget, the Department Directors were asked to submit a Budget Request 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 2020-2021 Budget Calendar		
November 2019		
Thursday, 28	Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline 12/1/19</i>)	
December 2019		
Friday, 6	Advertise for Initial Budget Public Hearing and tentative budget schedule	
Monday, 16	Initial Budget Hearing with School Committee to discuss FY 2020-2021 Budget goals & objectives (RIGL § 16-2-21)	
January 2020		
Tuesday, 7	Work session #1 with Town Manager and School Department to review CIP	
Wednesday, 8	Work session #2 with Town Manager and department heads to review CIP	
Monday, 27	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2020-2021 through 2025-2026) and includes Adoption of CIP (<i>deadline is February 1</i>)	
February 2020		
Friday, 14	Deadline for School Department to submit budget to Town Manager (<i>Sec. 4820E</i>)	
Thursday, 20	Work session with School Committee to discuss FY 2020-2021 operating budget	
March 2020		
Monday, 2	Town Manager submits proposed FY 2020-2021 operating budget to Town Council	
Monday, 2	Budget Work Session #1 with School Committee	
Tuesday, 3	Budget Work Session #2 with Town Manager and human service/outside agencies	
Wednesday, 11	Budget Work Session #3 with Town Manager and department heads	
Monday, 16	Town Council Adoption of Preliminary Budget (during Regular Session) (<i>deadline 3/22/20</i>)	
April 2020		
Mon & Tues, 6 & 7	Public Hearings #1 & #2 on FY 2020-2021 Municipal and School Budgets	
Monday, 21	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)	
Monday, 27	Consideration of petitions and Adoption of Final Budget (during Regular Session)	
May 2020		
Tuesday, 12	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)	
June 2020		
Tuesday, 9	Possible Budget Referendum	
Saturday, 15	Town Assessor sets tax rate to finance the FY 2020-2021 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 fiscal 2017 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 0.6% for Aaa rated communities, and 0.9% for Aa rated municipalities. Standard & Poor's (S&P's) 2016 Public Finance Benchmark for General Obligation Ratios for Tax Supported Debt as a Percentage of Property Valuation established the benchmark at a range of 3% (low) to 10% (high).
 - South Kingstown's FY 2019-2020 projected gross debt level as a percentage of the Town's Assessed Valuation, based upon the December 31, 2018 Assessment, is 0.19% and is predicted to increase to 1.44% in FY 2025-2026.
 - The Town's projected Net Direct Debt is 0.18%, and is expected to increase to 0.79% in the 2025-2026 fiscal year, as a result of issuing \$85M in School Bonds



Reserve Fund Policy

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

A fund balance policy is adopted in order to secure and maintain investment grade ratings, meet cash flow need, and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls. 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:

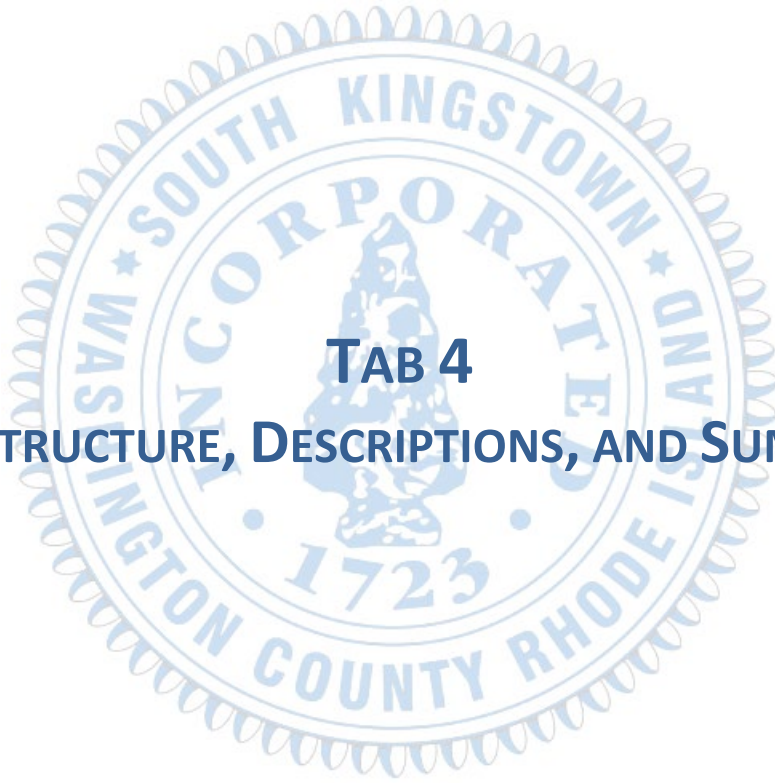
- (1) The times and places where copies of the capital program are available for inspection by the public, and
- (2) The time and place, not less than two weeks after such publication, for a public hearing on the capital program.

(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 2020-2021 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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

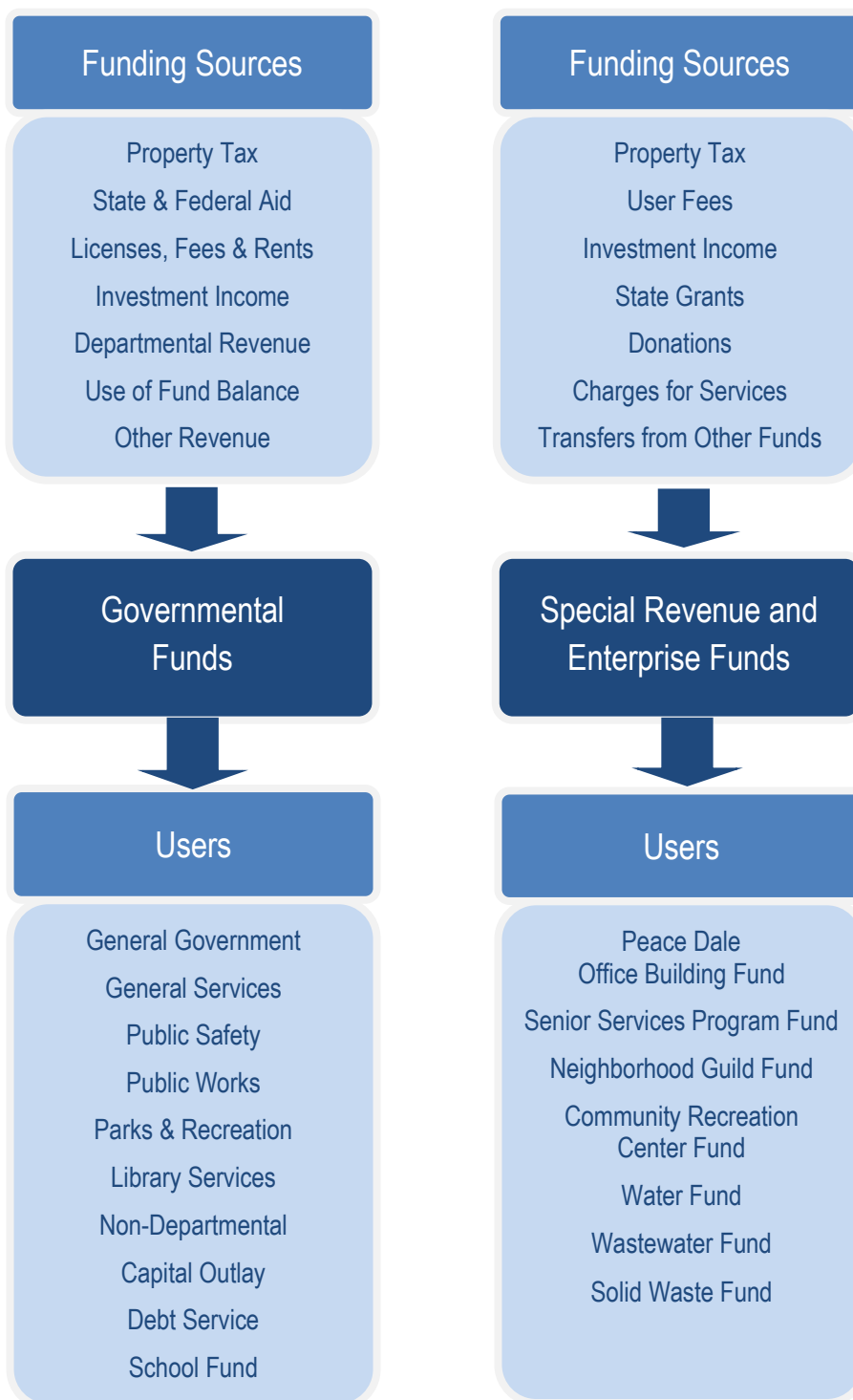
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be 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.



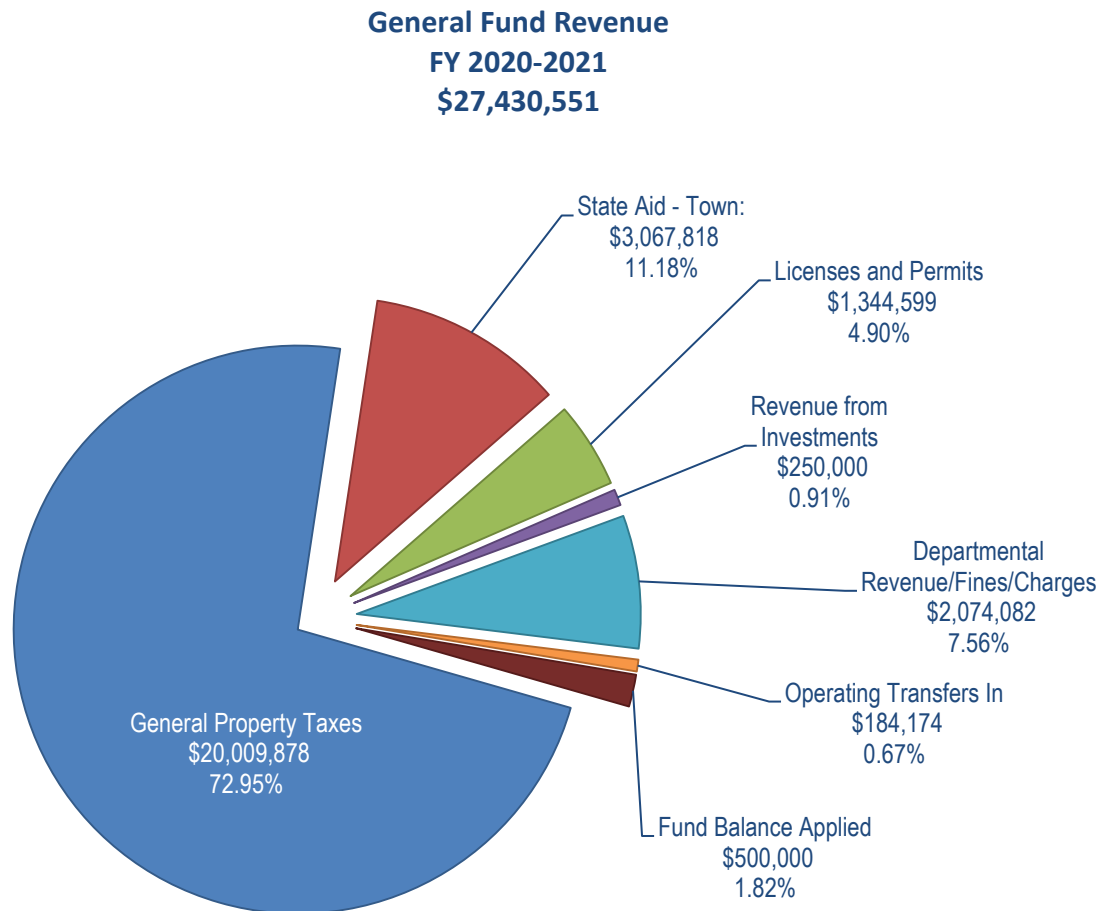
**Note: The Town's CAFR contains many more non-major funds than those included in the annual budget document.*

General Fund Revenue Summary



General Fund Revenue

Fiscal year 2020-2021 General Fund revenues are projected to be \$27,430,551. The Proposed Budget for FY 2020-2021 includes the use of \$500,000 of the Town's Unassigned Fund balance, which is a decrease of \$50,000 from the FY 2019-2020 adopted budget. The use of the unassigned fund balance as a means to stabilize the tax need has been gradually reduced due to conservative budgeting practices. FY 2020-2021 General Fund revenues are projected to increase by \$1,370,117 or 5.3%, compared to the FY 2019-2020 Adopted Budget of \$26,060,434. The tax rate for FY 2020-2021 is increasing from \$14.45 to \$14.68, an increase of \$0.23, or 1.6% from the FY 2019-2020 Adopted Budget.



**The General Property Taxes figure shown above (\$20,009,878) is reflective of the total amount of General Property Taxes (\$78,782,911) less the Operating Transfers Out (\$58,773,033). 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	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
General Property Taxes				
411010 Current Taxes	\$73,160,202	\$75,146,743	\$75,146,743	\$77,474,669
411020 Prior Year Taxes	555,007	525,000	525,000	530,000
412010 Interest on Taxes	395,742	350,000	350,000	350,000
412020 Collection Fee	(2,682)	(1,750)	(1,750)	(1,750)
413010 Payment in Lieu of taxes	406,584	412,079	412,079	421,992
414010 PILOT - Federal Aid	8,161	8,000	8,000	8,000
Subtotal General Property Taxes	\$74,523,014	\$76,440,072	\$76,440,072	\$78,782,911
State Aid - Town				
420010 General State Aid	\$207,011	\$184,978	\$184,978	\$210,219
420011 Public Service Corp Tax	386,853	386,853	386,853	387,095
420012 Meals/Beverage Tax	951,870	935,000	935,000	1,053,360
420017 MV Excise Tax phase-out	653,601	667,813	667,813	975,705
420018 Hotel Tax	195,877	200,000	200,000	210,000
420019 State Incentive	0	0	0	0
420015 State Library Aid - General	197,307	203,038	207,761	212,544
420016 State Library Endowment Aid	16,574	16,950	17,344	18,895
Subtotal State Aid - Town	\$2,609,092	\$2,594,632	\$2,599,749	\$3,067,818
Licenses & Permits				
430170 Rental of Town Properties	\$383,469	\$393,975	\$393,975	\$413,089
430130 Business licenses and fees-TC	75,364	70,440	70,440	71,110
430140 Business licenses and fees-B/Z	450,937	389,600	389,600	416,800
430150 Nonbusiness licenses and fees	367,294	348,200	348,200	348,600
430160 Real Estate conveyance fees	118,328	95,000	95,000	95,000
Subtotal Licenses & Permits	\$1,395,392	\$1,297,215	\$1,297,215	\$1,344,599
Revenue from Investments				
460010 Interest on Investments	\$1,007,440	\$275,000	\$275,000	\$250,000
Subtotal Revenue from Investments	\$1,007,440	\$275,000	\$275,000	\$250,000
Departmental Revenues/Fines/Charges				
440005 Planning/GIS department	\$15,510	\$5,350	\$5,350	\$5,350
440010 Town Miscellaneous	13,389	16,500	16,500	16,500
440025 Finance department - MLC's/Copies	58,769	29,500	29,500	30,200
440030 Finance department-ST Beach Fees	46,665	42,000	42,000	42,000
440030 Police department - Narr. Patrol	8,000	8,000	8,000	8,000
440030 Public Works department	18,169	19,125	19,125	18,100
440100 Police department - fees/fines	353,004	276,150	289,150	287,650
440105 Emergency Medical Services	590,000	650,000	650,000	850,000
440115 Communications department	3,810	1,500	1,500	0
440130 Animal control fees	75,810	76,900	76,400	76,400
440145 Mooring fees - harbor	41,391	36,000	36,000	36,000
440200 Recreation department	631,292	604,470	609,370	625,782
440350 Library department	90,560	85,300	76,965	78,100
Subtotal Dept. Revenues/Fines/Charges	\$1,946,369	\$1,850,795	\$1,859,860	\$2,074,082

**Please note this chart is continued on the next page*

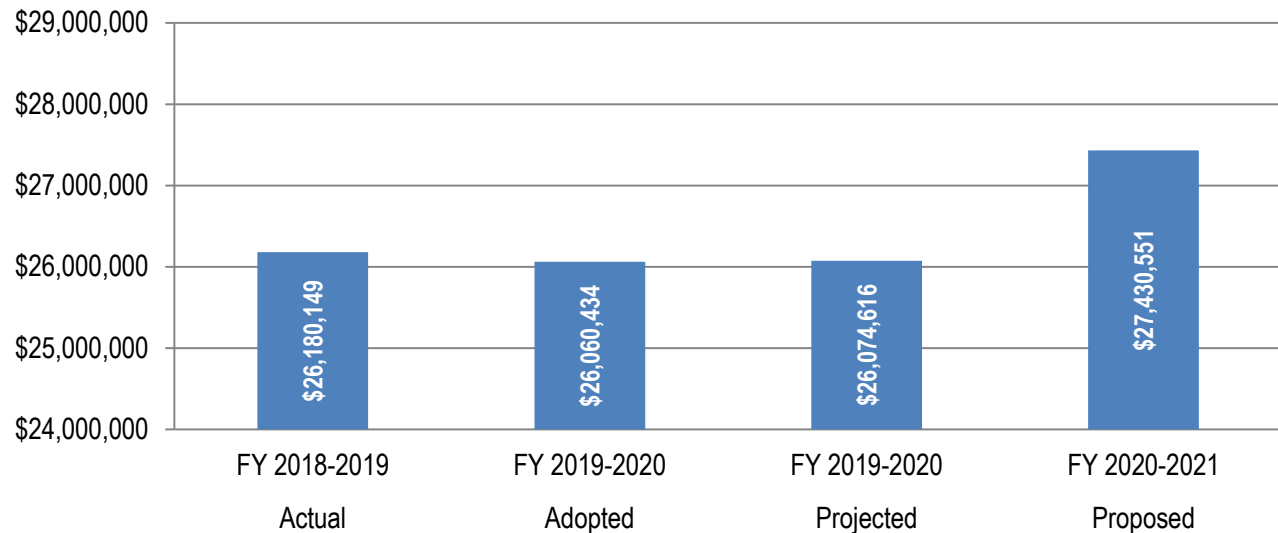
Combined Revenues - All Budgeted Funds, *continued*



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

Description, <i>continued</i>	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Operating Transfers In				
440025 Interfund Computer Services	\$27,544	\$29,855	\$29,855	\$31,689
491003 Field Maintenance	74,074	78,356	78,356	85,295
491007 Payroll & Accounting	8,000	8,000	8,000	8,000
491011 School Resource Officer	43,917	48,648	48,648	59,190
Subtotal Operating Transfers In	\$153,535	\$164,859	\$164,859	\$184,174
Operating Transfers Out				
498110 Transfer to School Department	(\$53,952,664)	(\$54,896,836)	(\$54,896,836)	(\$55,994,773)
498304 Transfer to Senior Services	(432,729)	(451,003)	(451,003)	(479,828)
498308 Transfer to Recreation Comm. Center	(315,000)	(325,000)	(325,000)	(349,000)
498400 Transfer To Debt Service Fund	(1,100,000)	(1,435,000)	(1,435,000)	(1,945,232)
498704 Transfer to Wastewater Fund	(4,300)	(4,300)	(4,300)	(4,200)
498999 Misc. Tax Transfer	(200,000)	0	0	0
Subtotal Operating Transfers Out	(\$56,004,693)	(\$57,112,139)	(\$57,112,139)	(\$58,773,033)
Fund Balance Applied				
499000 Fund Balance Applied	\$550,000	\$550,000	\$550,000	\$500,000
Subtotal Fund Balance Applied	\$550,000	\$550,000	\$550,000	\$500,000
Total General Fund Revenue	\$26,180,149	\$26,060,434	\$26,074,616	\$27,430,551

Total General Fund Revenues





General Fund Revenues

The General Fund revenues for FY 2020-2021 are reported to be \$1,370,117 greater than the current fiscal year, due to four major factors including:

- 2.0% increase in the Property Tax Transfer to the School Department; resulting in an increase of \$1,097,937 of additional tax effort
- Increase in Tax Transfers to fund operations for the Senior Services program and the Community Recreation Center
- Increase of \$510,232, to fund future Debt Service obligations related to the anticipation of approval for a school facilities improvement and construction project
- Increases in Pass Through Aid associated with hotel tax and meals and beverage taxes
- Increase in Motor Vehicle Excise Phase Out generated by the fourth year of tangible motor vehicles taxes phase out; this tax is expected to be fully repealed in 2024

It is important to note that the Unassigned Fund Balance forward to the General Fund is proposed to be decreased by \$50,000 from the prior year. It is management's decision to gradually reduce the level of unassigned fund balance, based upon a preference for conservative budgeting practices and closer review of anticipated other revenues being generated which minimize the tax rate impact. However, with the anticipation of an estimated \$85 million-dollar school bond, further reductions of the fund balance appropriation may need to be considered 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 City or Town for which the hotel is located or where meals and beverages are sold. The Town is estimating a combined increase of approximately \$128,360 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 2023-2024. Under the current law, once the motor vehicle tax is fully phased-out, the state will pay each municipality the amount of their FY 2017-2018 Baseline Levy (\$3,788,010 for South Kingstown), adjusted roughly by the growth in sales and use tax realized every year.

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

TAX TRANSFERS TO ALL FUNDS

To support the FY 2020-2021 School Department's budget, the Town Manager is proposing a 2.0% increase in the Property Tax Transfer, over that which was provided in the current Fiscal Year, which equates to an increase of \$1,097,937. Fiscal year 2020-2021 presents the final year of the ten-year State



general education aid funding formula recalibration. The impact to the South Kingstown School Department is a decrease of \$692,337. 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.

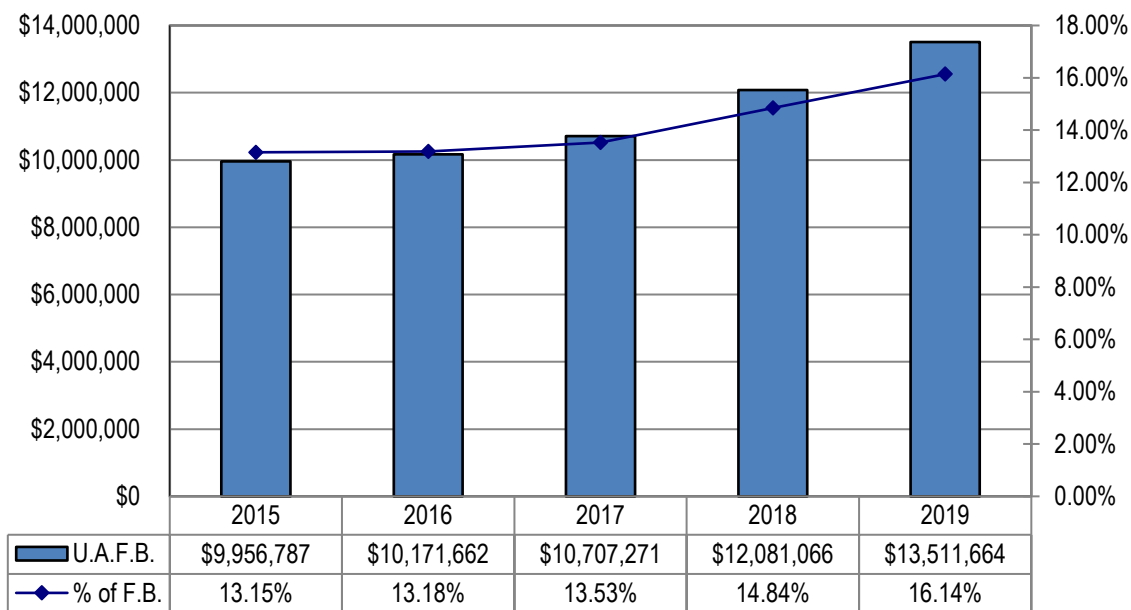
Specific categorical funds for certain high-cost items were established outside the funding formula such as the high cost of special education, career and technical education, early childhood education, transportation for non-public and regional districts, etc. The South Kingstown School Department is 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 over the current fiscal year to support operations associated with the Senior Services program in the amount of \$28,825, Community Recreation Center in the amount of \$24,000, and Debt Service in the amount of \$510,232.

UNASSIGNED FUND BALANCE

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

Unassigned Fund Balance as a % of General Fund



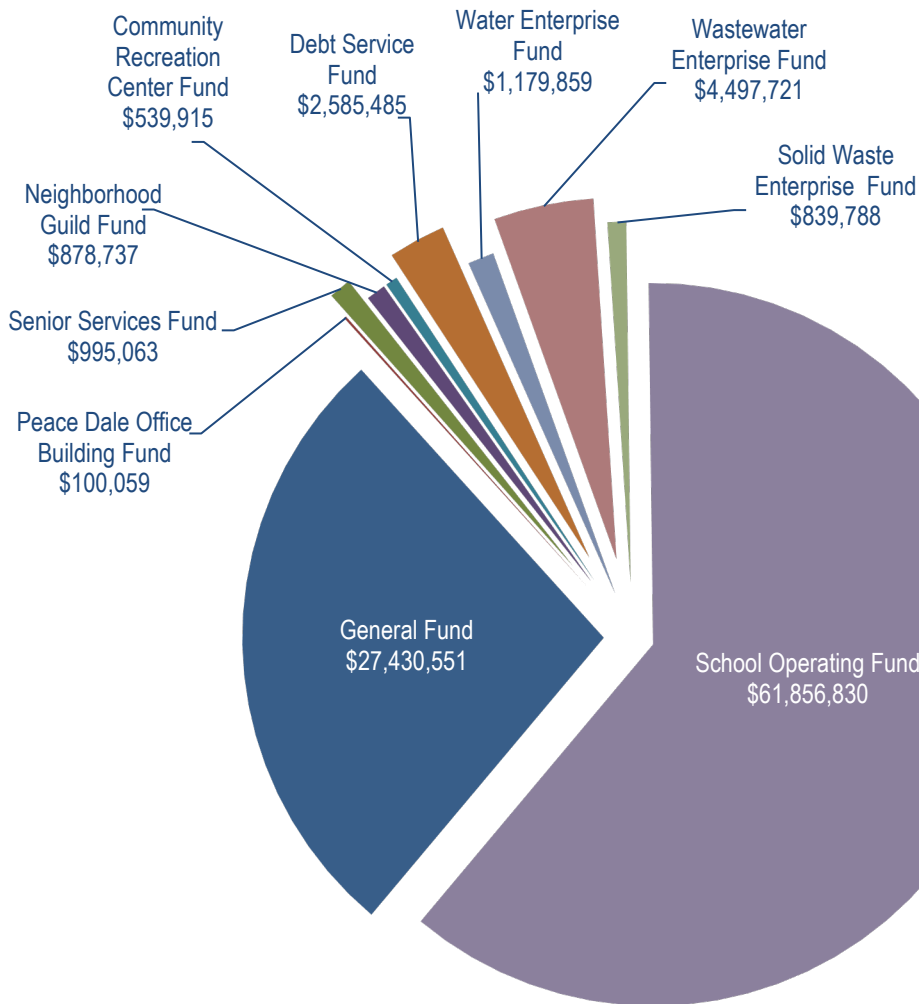
Combined Revenues - All Budgeted Funds, *continued*



Combined Revenues

The FY 2020-2021 combined revenues for all budgeted funds are \$100,904,008. This is an increase of \$2,440,029, or 2.48%, 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 2020-2021 \$100,904,008



Combined Revenues - All Budgeted Funds, *continued*



Combined Statement of Sources & Uses

The FY 2020-2021 Combined Statement of Sources and Uses for all budgeted funds projects income of \$100,904,008. This is an increase of \$2,440,029 from the FY 2019-2020 adopted revenue statement. A breakdown by fund is shown below.

Combined Statement of Sources & Uses All Budgeted Funds Fiscal Year 2020-2021

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$20,001,878	\$55,994,773		\$479,828		\$349,000	\$1,945,232		\$4,200		\$78,774,911
User Fees				166,016				863,271	4,076,421		5,105,708
State Aid	3,067,818	4,665,057					270,324				8,003,199
Federal Aid	8,000	425,000									433,000
Licenses/Fees/Rents	1,344,599		94,759			32,400		286,704		153,000	1,911,462
Revenues from Investments	250,000		1,200	1,000	474,000	150		20,000	35,000	4,700	786,050
Departmental Revenue/Fines/Charges	2,074,082		4,100	241,019	367,737	143,365		5,520	365,500	490,528	3,691,851
Transfers In	184,174	28,000		25,000			369,929				607,103
Grants				46,000							46,000
Miscellaneous		294,000		1,200	1,000			4,364	16,600	17,600	334,764
Fund Balance Applied	500,000	450,000		35,000	36,000	15,000				173,960	1,209,960
Total Revenues	\$27,430,551	\$61,856,830	\$100,059	\$995,063	\$878,737	\$539,915	\$2,585,485	\$1,179,859	\$4,497,721	\$839,788	\$100,904,008
Expenditures & Other Financing Sources:											
General government	\$1,474,204										\$1,474,204
General services	3,267,718										3,267,718
Public safety	12,912,770										12,912,770
Public works	3,265,404										3,265,404
Parks & Recreation	2,049,511										2,049,511
Public libraries	1,326,151										1,326,151
Non-departmental	1,303,803										1,303,803
Education		61,347,817									61,347,817
Debt Service							1,795,232		30,090	183,471	2,008,793
Leisure Services			97,059	935,064	875,510	538,915					2,446,548
Utility Services								772,971	3,421,859	615,654	4,810,484
Capital Expenditures	1,830,990	509,013	3,000	60,000	3,227	1,000		402,064	1,026,702	40,663	3,876,659
Total Expenditures	\$27,430,551	\$61,856,830	\$100,059	\$995,063	\$878,737	\$539,915	\$1,795,232	\$1,175,035	\$4,478,651	\$839,788	\$100,089,862
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$790,253	\$4,824	\$19,070	\$0	\$814,146

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 78.1% of all budgeted funds revenues; an increase in tax support from the prior year of 77.6%. Tax proceeds are divided into two categories: current and prior taxes and other. Other taxes include payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date, which make up approximately 1.0% of total budgeted general property taxes for all funds.

REAL ESTATE TAX

Real property taxes are levied on the assessed value of real property. Included in this category are taxes on residential and commercial property. Real property taxes are valued in a full reassessment every nine years, with a statistical update performed every third year. The process of reassessment and statistical updates do not increase total tax revenue to the Town, yet serves to equalize the assessed value of property. The Town Manager's FY 2020-2021 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 \$42,348,985 upon certification of the taxable property tax roll in June 2020. It is noted that the Town is currently conducting a State mandated statistical property assessment update.

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 the levy and then calculate the tax rate. Municipalities must stay within the tax cap, unless they receive permission to exceed the cap from the State Office of Municipal Affairs or the State Auditor General, and then only certain exceptions are granted under limited circumstances. Therefore, anticipated revenues from real and personal property taxes cannot exceed 4.0%, or \$3,045,012 in South Kingstown, for FY 2020-2021. There are six budgeted funds supported by property taxes: General Fund, School Unrestricted Fund, Senior Services Program Fund, Community Recreation Center Fund, Debt Service Fund, and Wastewater Fund. For FY 2020-2021 the increase in the total tax levy, including motor vehicles, is 1.77%. 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	\$76,125,309	\$79,170,321	\$77,474,669	(\$1,695,652)
Motor Vehicle Levy	(3,157,922)	(3,284,239)	(2,712,852)	(571,387)
Net Levy	\$72,967,387	\$75,886,082	\$74,761,817	(\$1,124,266)
Increase in Total Levy	\$2,635,729	\$3,045,012	\$1,349,360	(\$1,286,369)
Increase in Net Levy	\$2,754,661	\$2,918,695	\$1,794,430	(\$1,124,266)
Percent Increase, Net Levy	3.92%	4.00%	2.46%	-1.54%
Percent Increase, Total Levy	3.62%	4.00%	1.77%	-2.23%
Property Tax Rate	\$14.45	\$14.90	\$14.68	(\$0.22)



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*

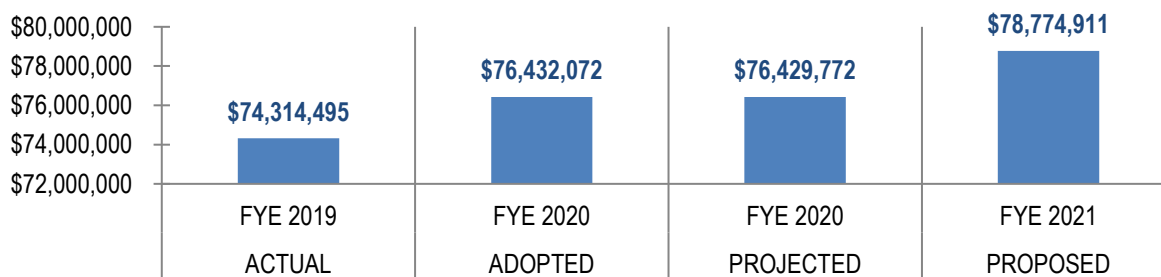


PAYMENT IN LIEU OF TAX (PILOT)

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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Property Taxes				
411010 Current Taxes	\$72,960,202	\$75,146,743	\$75,144,443	\$77,474,669
411020 Prior Year Taxes	555,007	525,000	525,000	530,000
412010 Interest on Taxes	395,742	350,000	350,000	350,000
412020 Collection Fee	(2,682)	(1,750)	(1,750)	(1,750)
413010 Payment in Lieu of Taxes	406,584	412,079	412,079	421,992
Total	\$74,314,853	\$76,432,072	\$76,429,772	\$78,774,911

Property Taxes



USER FEES

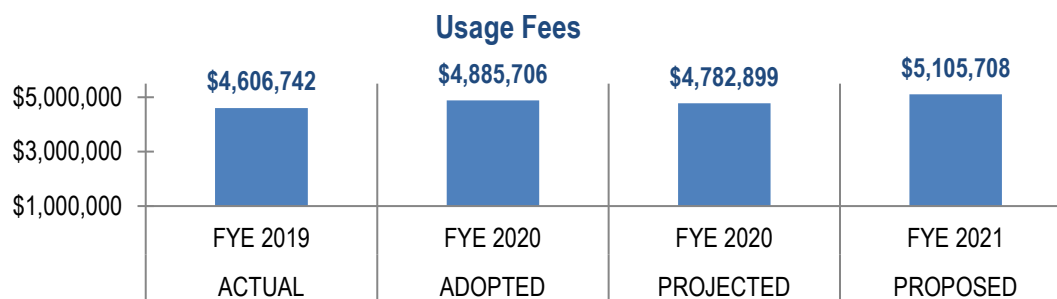
- User fees for the Water Enterprise Fund are adopted by the Town Council based on RIGL § 45-39.1-5 and § 46-15.8-4. The Town's rate structure incorporates an inclining block rate structure for excess water consumption that is intended to promote water conservation.
- User fees for the Wastewater Enterprise Fund are also adopted by the Town Council. Users of the Regional Wastewater Treatment Facility are assessed a sewer use charge. For FY 2020-2021, the residential rate is proposed to increase by \$20, from \$280 to \$300 for a single family dwelling, with an allocation of 10,000 cubic feet (ft³). Consumption in excess of 10,000 ft³ will be assessed at \$4 per 100 ft³, which is an increase from the current excess assessment of \$3.80 per 100 ft³. The septage disposal charge will also increase from \$78 per 1,000 gallons to \$86 per 1,000 gallons discharged.
- User fees for residential users directly accessing the Rose Hill Regional Transfer Station (RHRTS) are set by the Town Council in accordance with the Link Environmental (RHRTS privatization contractor) fee schedule. Residents electing to contract for private, curbside refuse and recycling collection pay collection fees directly to third party, free-enterprise private haulers for this service.

Budgeted Funds Revenue Descriptions, *continued*



Non-residential (commercial) tipping fees at the RHRTS are established by Link Environmental based upon commercial tip fee markets and in accordance with Link's privatized facility operations.

	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Usage Fees				
417450 Meter Sales - Domestic	\$884,017	\$897,554	\$856,846	\$857,771
417550 Forfeited Disc & Penalties	5,469	5,500	4,500	5,500
418010 Domestic & Commercial Users	1,905,654	1,921,920	1,915,160	2,062,100
418011 University Of RI Cost Share	616,115	714,582	703,167	801,241
418012 Industrial & Special Users	68,401	80,080	68,401	84,300
418013 Narragansett Cost Share	1,051,329	1,191,443	1,156,911	1,216,197
418110 Diane Dr. Customer Debt Principal	27,000	27,000	27,000	28,000
418130 Interest On Delinquent Pay	18,233	13,000	16,287	0
418140 Interest On MB Assessment	0	0	0	13,000
418170 Interest On Diane Dr. Assessment	507	500	500	500
440610 North Kingstown Cost Share	30,017	34,127	34,127	37,099
Total	\$4,606,742	\$4,885,706	\$4,782,899	\$5,105,708



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.



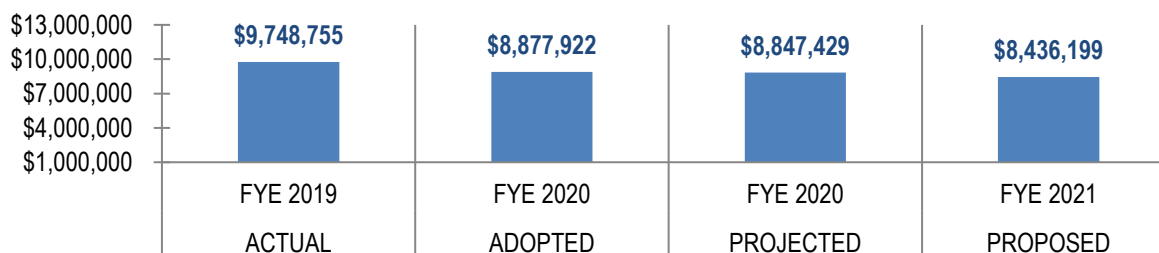
Budgeted Funds Revenue Descriptions, *continued*

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 2020-2024.

		FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
State / Federal Aid					
420010	State PILOT Program	\$207,011	\$184,978	\$184,978	\$210,219
420011	Public Services Corp Tax	386,853	386,853	386,853	387,095
420012	Meals & Beverage Tax	951,870	935,000	935,000	1,053,360
420017	MV Excise Tax Phase-Out	653,601	667,813	667,813	975,705
420018	Hotel Tax	195,877	200,000	200,000	210,000
420015	State Library General Aid	197,307	203,038	207,761	212,544
420016	State Library Endowment Aid	16,574	16,950	17,344	18,895
43101	State Aid	6,156,775	5,353,387	5,317,777	4,665,057
420013	Chapter 26	526,067	496,903	496,903	270,324
414010	PILOT - Federal Aid	8,161	8,000	8,000	8,000
44202	Medicaid	448,659	425,000	425,000	425,000
Total		\$9,748,755	\$8,877,922	\$8,847,429	\$8,436,199

State / Federal Aid



RENTAL OF TOWN PROPERTY

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

LICENSES & PERMITS

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

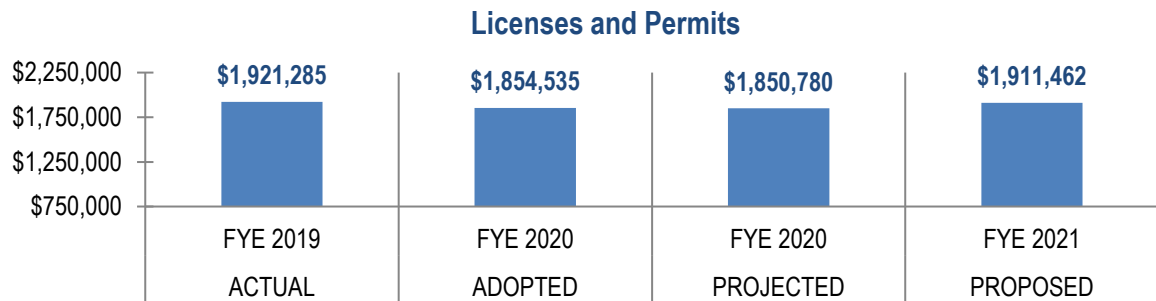
Budgeted Funds Revenue Descriptions, *continued*



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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Licenses/Fees/Rents					
430170	Rental of Town Properties	\$909,362	\$951,295	\$947,540	\$979,952
430130	Business licenses and fees-TC	75,364	70,440	70,440	71,110
430140	Business licenses and fees-B/Z	450,937	389,600	389,600	416,800
430150	Non-business licenses and fees	367,294	348,200	348,200	348,600
430160	Real Estate conveyance fees	118,328	95,000	95,000	95,000
Total		\$1,921,285	\$1,854,535	\$1,850,780	\$1,911,462



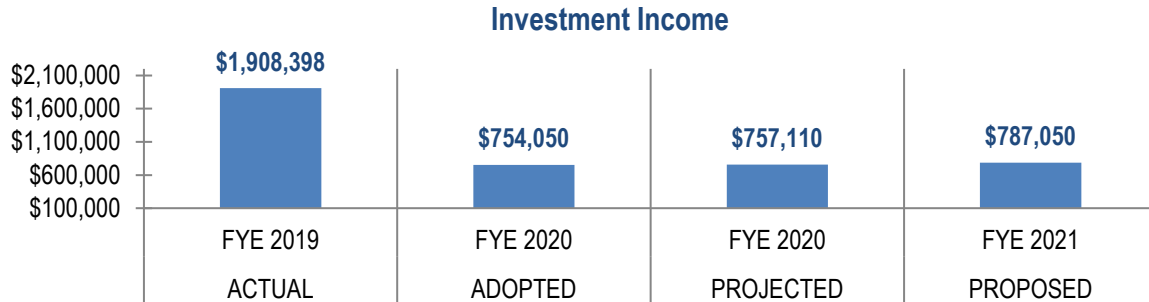
INTEREST ON INVESTMENTS

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.

Budgeted Funds Revenue Descriptions, *continued*



		FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Investment Income					
460010	Investment Income	\$1,485,801	\$322,050	\$324,110	\$313,550
460020	Trust Income	399,600	414,000	414,000	454,500
460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180	Hazard Trust Fund	16,622	12,000	13,000	13,000
41510	Interest-School	375	0	0	0
Investment Income		\$1,908,398	\$754,050	\$757,110	\$787,050



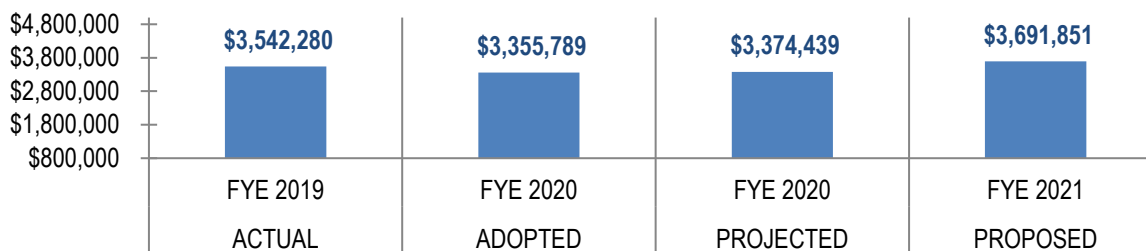
DEPARTMENTAL REVENUE/FINES/CHARGES

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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Departmental Revenues/Fines/Charges					
440005	Planning/GIS Department	\$15,510	\$5,350	\$5,350	\$8,050
440010	Town Miscellaneous	16,179	18,500	18,500	16,500
440025	Finance Department - IT/MLC's/Copies	55,979	27,500	27,500	27,500
440030	Finance Department-ST Beach Fees	46,665	42,000	42,000	42,000
440030	Police Department - Narragansett Patrol	8,000	8,000	8,000	8,000
440030	Public Works Department	18,169	19,125	19,125	18,100
440100	Police Department - fees/fines	353,004	276,150	289,150	287,650
440105	Emergency Medical Services	590,000	650,000	650,000	850,000
440115	Communications Department	3,810	1,500	1,500	0
440130	Animal Control fees	75,810	76,900	76,400	76,400
440145	Mooring fees - harbor	41,391	36,000	36,000	36,000
440200	Recreation Department	1,410,521	1,324,795	1,354,705	1,382,003
440350	Library Department	90,560	85,300	76,965	78,100
440460	Special Service -Turn Off-On	5,439	1,897	5,439	5,520
440520	Septic Haulers	343,512	323,700	303,733	365,500
440550	Hauling Licenses	9,000	8,000	9,000	9,000
440555	Metered Tonnage	388,732	381,072	381,072	411,528
440560	Residential Stickers/Tag Sales	70,000	70,000	70,000	70,000
Total		\$3,542,280	\$3,355,789	\$3,374,439	\$3,691,851



Departmental Revenues / Fines / Charges

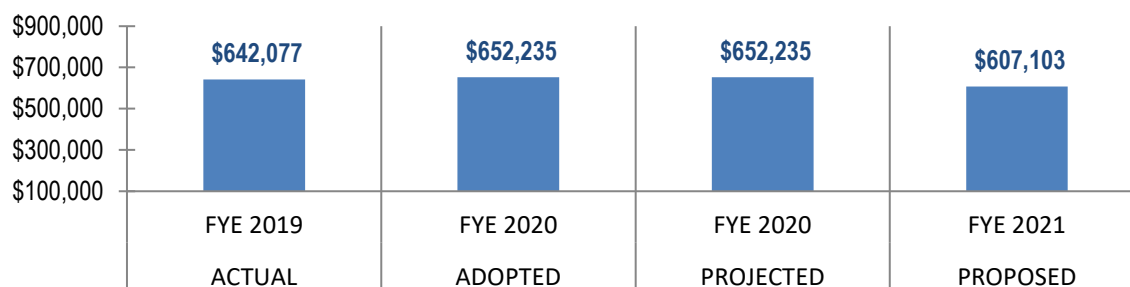


OPERATING TRANSFERS

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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Operating Transfers In				
440025 Computer Services	\$27,544	\$29,855	\$29,855	\$31,689
491007 Payroll & Accounting	8,000	8,000	8,000	8,000
491011 School Resource Officer	43,917	48,648	48,648	59,190
491003 School Field Maintenance	74,074	78,356	78,356	85,295
490330 South Rd Reserve Fund	0	9,743	9,743	9,343
490402 Fair Share Dev Fund - Ed	75,000	70,057	70,057	0
490404 Open Space Reserve Fund	250,000	250,000	250,000	250,000
490499 Fair Share Dev Fund - Rec	119,088	115,076	115,076	110,586
490510 Oliver Watson	15,000	15,000	15,000	25,000
41520 Trust Fund	29,454	27,500	27,500	28,000
Total	\$642,077	\$652,235	\$652,235	\$607,103

Operating Transfers In



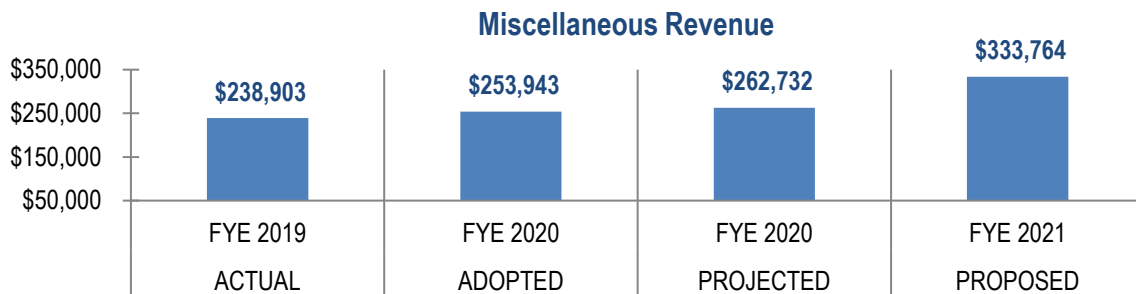
Budgeted Funds Revenue Descriptions, *continued*



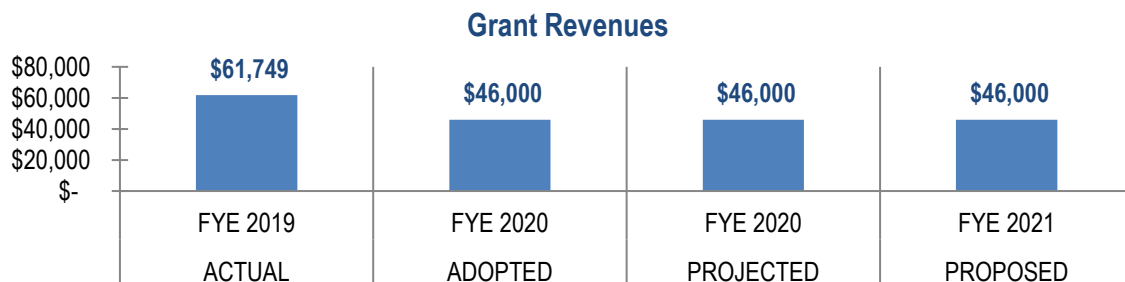
MISCELLANEOUS REVENUE

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. In addition, the Town will apply for grant funding as a means to offset the costs associated with a particular project/program or procurement of qualified supplies.

	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Miscellaneous Revenue				
470010 Miscellaneous Revenue	\$43,972	\$37,500	\$41,981	\$37,600
470080 State Of RI Water Protection	0	2,341	2,164	2,164
41310 Tuition - Individual	58,713	100,000	100,000	100,000
41321 Tuition - Other Districts	7,294	24,102	28,587	59,000
41707 Other Fees – District Activities	45,337	5,000	5,000	60,000
41901 Rental Income	12,150	10,000	10,000	15,000
41990 Miscellaneous Revenue	0	15,000	15,000	0
45201 Fund Transfer In	71,437	60,000	60,000	60,000
Total Miscellaneous Revenue	\$238,903	\$253,943	\$262,732	\$333,764



	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Miscellaneous Grants				
470010 Miscellaneous Grants	\$61,749	\$46,000	\$46,000	\$46,000
Miscellaneous Grants	\$61,749	\$46,000	\$46,000	\$46,000



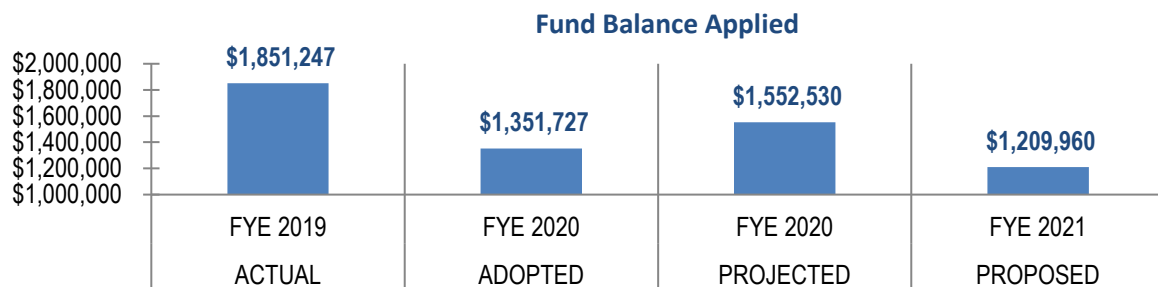
Budgeted Funds Revenue Descriptions, *continued*



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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Fund Balance Applied					
499040	Designated F/B - CIP	\$275,000	\$275,000	\$275,000	\$250,000
499060	Designated F/B - General	440,227	417,274	417,274	336,000
499050	Net Assets Forwarded to Ops	261,107	184,453	385,256	173,960
41250	Re-Appropriate Fund Balance	874,913	475,000	475,000	450,000
Total		\$1,851,247	\$1,351,727	\$1,552,530	\$1,209,960



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 2020-2021 General Fund Expenditures Program Summary Detail by Area of Service

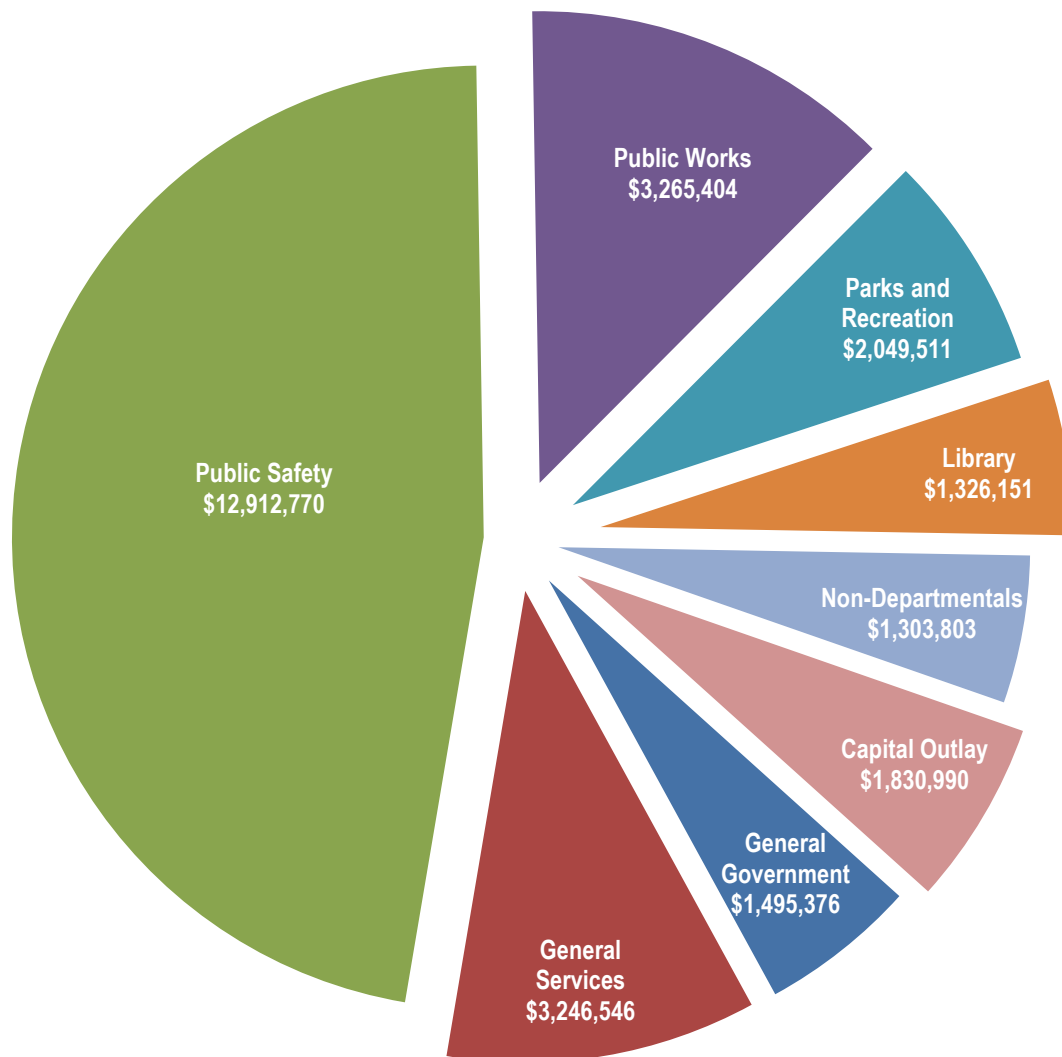
Function	Description Area of Service	Actual FY 2018-2019	Adopted FY 2019-2020	Projected FY 2019-2020	Dept Request FY 2020-2021	Proposed FY 2020-2021
11001	Town Council	\$25,618	\$24,695	\$25,545	\$25,546	\$25,546
11003	Budget Referendum	0	13,029	13,029	13,033	13,033
11005	Legal Services	198,840	196,966	196,966	203,082	203,082
11005	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	424,949	431,354	431,518	448,826	448,826
12003	Personnel Admin	109,118	122,194	122,357	167,912	167,912
13001	Town Clerk	436,677	467,598	468,255	470,110	470,110
13005	Canvassing Authority	110,379	95,277	87,337	138,159	138,159
15003	Assessment Board of Review	60	1,000	400	700	700
16003	Planning Board	3,560	4,280	4,280	4,280	4,280
16009	Conservation Commission	251	650	939	650	650
17003	Zoning Board of Review	8,238	14,778	15,375	15,542	15,542
Subtotal	GENERAL GOVERNMENT	\$1,325,226	\$1,379,357	\$1,373,537	\$1,495,376	\$1,495,376
14001	Finance Department	\$696,819	\$726,200	\$745,798	\$838,315	\$838,315
14003	Information Technology	430,349	472,221	465,143	516,744	516,744
15001	Tax Assessor	350,245	380,604	380,504	372,327	372,327
16001	Planning/GIS/Cons Comm	534,963	581,209	584,907	585,611	585,611
17001	Building/Zoning Inspection	369,329	446,106	434,217	445,069	445,069
18001	Facilities	161,528	197,670	210,511	488,480	488,480
Subtotal	GENERAL SERVICES	\$2,543,233	\$2,804,010	\$2,821,080	\$3,246,546	\$3,246,546
20001	Police Department	\$8,011,864	\$8,955,725	\$8,808,874	\$9,088,627	\$9,088,627
20050	Police Dispatchers	\$811,259	\$861,637	\$859,435	\$879,501	\$879,501
20071-3	Animal Control	313,946	362,153	355,793	455,232	455,232
20090	Harbor Patrol	38,641	40,208	42,742	37,504	37,504
21001	Communications	246,375	295,059	319,300	302,116	302,116
22001	Emergency Medical Svc.	1,746,380	1,949,852	2,077,808	2,149,790	2,149,790
Subtotal	PUBLIC SAFETY	\$11,168,465	\$12,464,634	\$12,463,952	\$12,912,770	\$12,912,770
30001	Public Works	\$2,996,039	\$3,279,982	\$3,202,918	\$3,265,404	\$3,265,404
Subtotal	PUBLIC WORKS	\$2,996,039	\$3,279,982	\$3,202,918	\$3,265,404	\$3,265,404
40001	Parks & Recreation	\$1,815,633	\$1,943,640	\$1,944,786	\$2,049,511	\$2,049,511
Subtotal	PARKS & RECREATION	\$1,815,633	\$1,943,640	\$1,944,786	\$2,049,511	\$2,049,511
50001	Library Services	\$1,289,430	\$1,364,125	\$1,370,018	\$1,326,151	\$1,326,151
Subtotal	LIBRARY SERVICES	\$1,289,430	\$1,364,125	\$1,370,018	\$1,326,151	\$1,326,151
70100	Insurance & Claims	\$1,003,027	\$1,047,388	\$1,119,948	\$1,147,233	\$1,147,233
800-810	Human Svc. & Outside Agency	174,156	143,298	155,298	156,570	156,570
Subtotal	NON-DEPARTMENTALS	\$1,177,183	\$1,190,686	\$1,275,246	\$1,303,803	\$1,303,803
85000	Capital Outlay	\$1,532,500	\$1,634,000	\$1,634,000	\$1,830,990	\$1,830,990
Subtotal	CAPITAL OUTLAY	\$1,532,500	\$1,634,000	\$1,634,000	\$1,830,990	\$1,830,990
Total	GENERAL FUND OPERATIONS	\$23,847,709	\$26,060,434	\$26,085,537	\$27,430,551	\$27,430,551



Expenditure Summary

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

FY 2020-2021 General Fund Expenditures
Area of Service Program Summary
\$27,430,551



General Fund Expenditures, *continued*

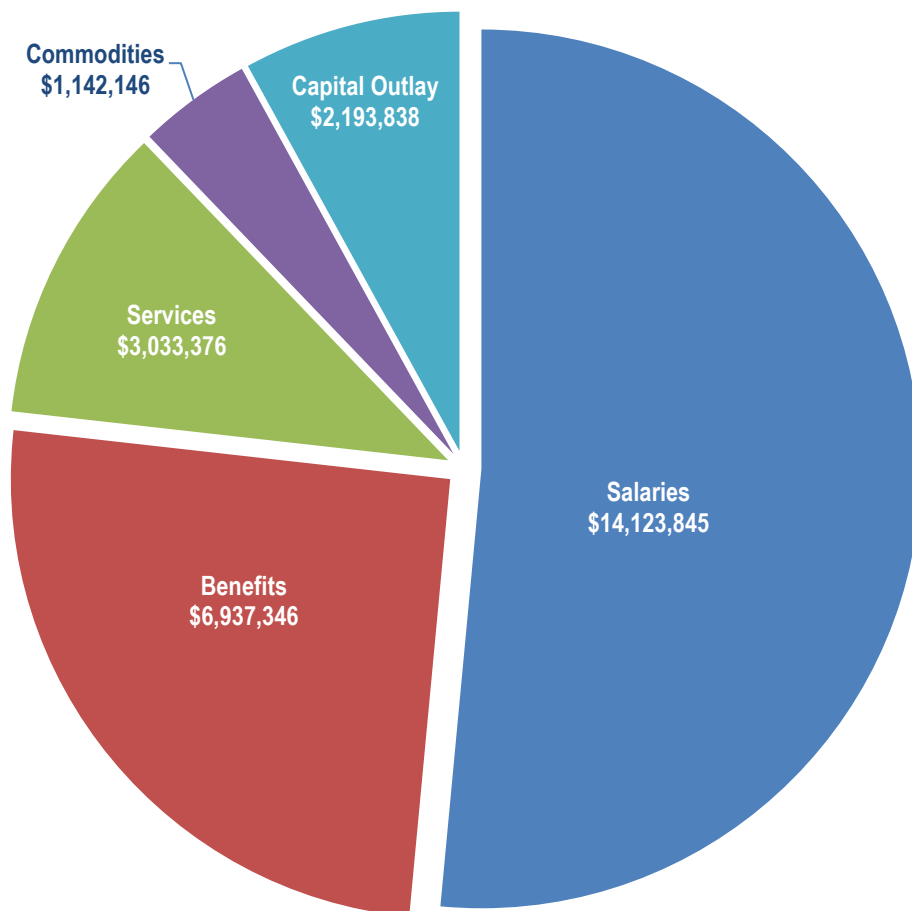


Expenditures by Use Type

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

FY 2020-2021 General Fund Expenditures by Use Type \$27,430,551

Expenditure by Use Type	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed	% of Total Budget
Salaries	\$12,193,469	\$13,479,254	\$13,429,378	\$14,123,845	51.49%
Benefits	5,826,056	6,586,384	6,611,621	6,937,346	25.29%
Services	2,553,416	2,875,340	3,013,303	3,033,376	11.06%
Commodities	907,664	1,111,963	1,026,970	1,142,146	4.16%
Capital Outlay	2,367,104	2,007,493	2,004,265	2,193,838	8.00%
Total General Fund Expenditures	\$23,847,709	\$26,060,434	\$26,085,537	\$27,430,551	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 2020-2021 All Budgeted Fund Expenditures

Fund Type	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed	% of Total Budget
General Fund					
General Government	\$1,325,226	\$1,379,357	\$1,373,537	\$1,495,376	5.45%
General Services	2,543,233	2,804,010	2,821,080	3,246,546	11.84%
Public Safety	11,168,465	12,464,634	12,463,952	12,912,770	47.07%
Public Works	2,996,039	3,279,982	3,202,918	3,265,404	11.90%
Parks & Recreation	1,815,633	1,943,640	1,944,786	2,049,511	7.47%
Library	1,289,430	1,364,125	1,370,018	1,326,151	4.83%
Non-Departmentals	1,177,183	1,190,686	1,275,246	1,303,803	4.75%
Capital Outlay	1,532,500	1,634,000	1,634,000	1,830,990	6.68%
Subtotal General Fund	\$23,847,709	\$26,060,434	\$26,085,537	\$27,430,551	100.00%
School Department					
School Operating Budget	\$61,488,119	\$61,391,825	\$61,037,391	\$61,856,830	100.00%
Subtotal School Operating Fund	\$61,488,119	\$61,391,825	\$61,037,391	\$61,856,830	100.00%
Special Revenue Funds					
Peace Dale Office Building Fund	\$82,026	\$94,901	\$92,478	\$100,059	3.98%
Senior Services Fund	905,327	953,982	948,957	995,063	39.58%
Neighborhood Guild Fund	795,945	780,400	824,347	878,737	34.96%
Community Recreation Center Fund	470,400	502,736	499,932	539,915	21.48%
Subtotal Special Revenue Funds	\$2,253,698	\$2,332,019	\$2,365,714	\$2,513,774	100.00%
Debt Service					
Debt Service Fund	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	100.00%
Subtotal Debt Service Fund	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	100.00%
Enterprise Funds					
Water Fund	\$888,592	\$1,101,355	\$1,092,981	\$1,175,035	18.10%
Wastewater Fund	3,699,777	4,085,347	4,014,128	4,478,651	68.97%
Solid Waste Fund	757,989	821,125	815,588	839,788	12.93%
Subtotal Enterprise Funds	\$5,346,358	\$6,007,827	\$5,922,697	\$6,493,474	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$95,110,241	\$97,777,399	\$97,396,633	\$100,089,862	

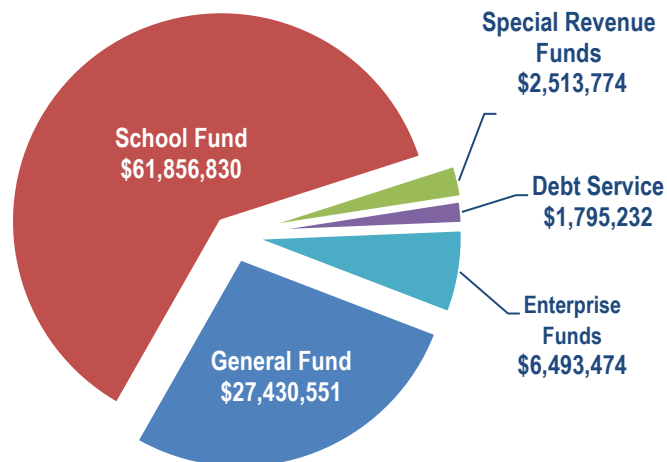
All Budgeted Funds Expenditures, *continued*



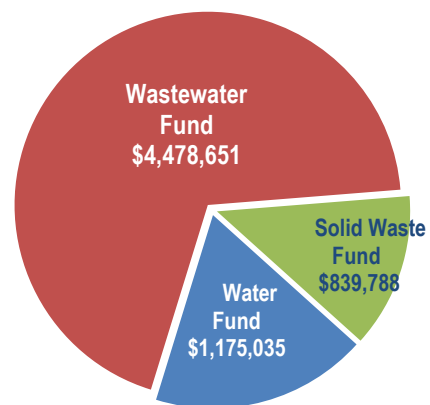
Expenditure Summary by Fund Type

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

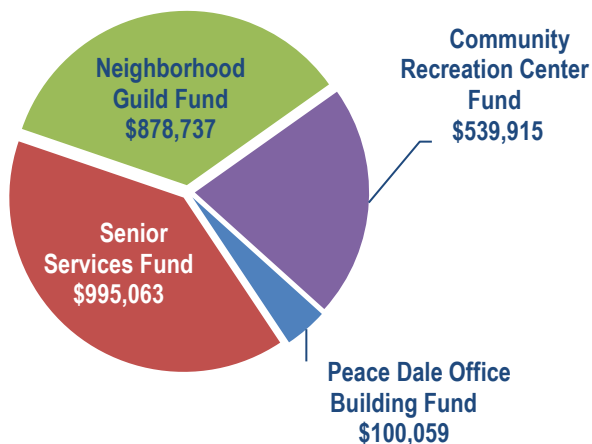
FY 2020-2021 Expenditures: All Funds



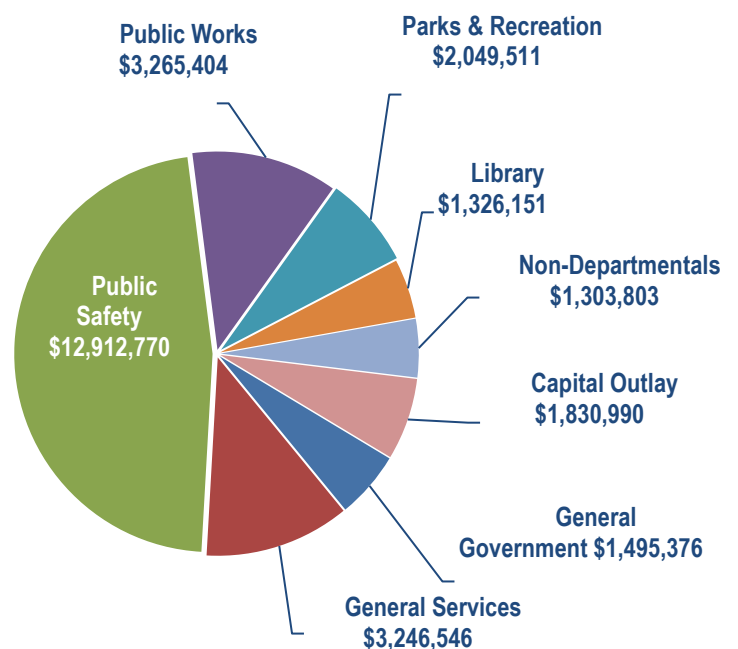
FY 2020-2021 Enterprise Funds Breakout



FY 2020-2021 Special Revenue Funds Breakout



FY 2020-2021 General Fund Breakout



All Budgeted Funds Expenditures, *continued*



Expenditure Detail Comparison by Fund Type

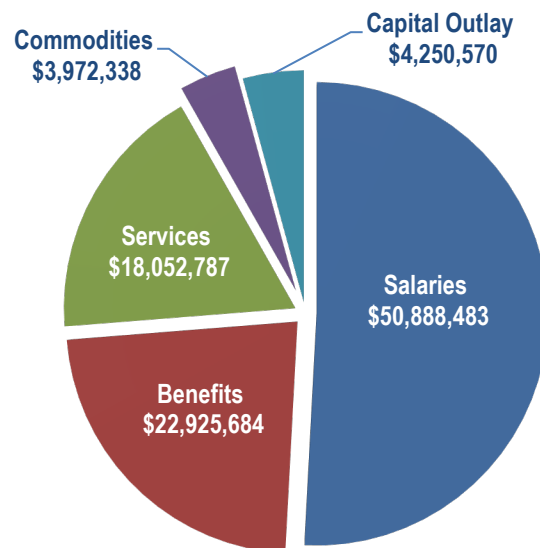
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
General Fund	\$23,847,709	\$26,040,434	\$26,085,537	\$27,430,551
School Operating Fund	61,488,119	61,391,825	61,037,391	61,856,830
Special Revenue Funds	2,253,698	2,332,019	2,365,714	2,513,774
Debt Service Fund	2,174,357	1,985,294	1,985,294	1,795,232
Enterprise Funds	3,346,358	6,007,827	5,922,697	6,493,474
Total All Budgeted Fund Expenditures	\$95,110,241	\$97,777,399	\$97,396,633	\$100,089,862

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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Salaries	\$49,073,514	\$49,516,063	\$49,008,413	\$50,888,483
Benefits	21,254,960	22,275,397	22,208,997	22,925,684
Services	17,099,694	18,199,770	18,443,890	18,052,787
Commodities	3,577,817	3,727,843	3,647,954	3,972,338
Capital Outlay	4,104,256	4,058,326	4,087,379	4,250,570
Total All Budgeted Fund Expenditures	\$95,110,241	\$97,777,399	\$97,396,633	\$100,089,862



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 2020-2021 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2018-2019	Adopted FY 2019-2020	Projected FY 2019-2020	Dept Request FY 2020-2021	Proposed FY 2020-2021
11001	Town Council	\$25,618	\$24,695	\$25,545	\$25,546	\$25,546
11003	Budget Referendum	0	13,029	13,029	13,033	13,033
11005	Legal Services	198,840	196,966	196,966	203,082	203,082
11007	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	424,949	431,354	431,518	448,826	448,826
12003	Personnel Admin	109,118	122,194	122,357	167,912	167,912
13001	Town Clerk	436,677	467,598	468,255	470,110	470,110
13005	Canvassing Authority	110,379	95,277	87,337	138,159	138,159
15003	Assessment Board of Review	60	1,000	400	700	700
16003	Planning Board	3,560	4,280	4,280	4,280	4,280
16009	Conservation Commission	251	650	939	650	650
17003	Zoning Board of Review	8,238	14,778	15,375	15,542	15,542
Subtotal	GENERAL GOVERNMENT	\$1,325,226	\$1,379,357	\$1,373,537	\$1,495,376	\$1,495,376
14001	Finance Department	\$696,819	\$726,200	\$745,798	\$838,315	\$838,315
14003	Information Technology	430,349	472,221	465,143	516,744	516,744
15001	Tax Assessor	350,245	380,604	380,504	372,327	372,327
16001	Planning/GIS	534,963	581,209	584,907	585,611	585,611
17001	Building/Zoning Inspection	369,329	446,106	434,217	445,069	445,069
18001	Facilities	161,528	197,670	210,511	488,480	488,480
Subtotal	GENERAL SERVICES	\$2,543,233	\$2,804,010	\$2,821,080	\$3,246,546	\$3,246,546
20001	Police Department	\$8,011,864	\$8,955,725	\$8,808,874	\$9,088,627	\$9,088,627
20050	Police Dispatchers	\$811,259	\$861,637	\$859,435	\$879,501	879,501
20071-3	Animal Control Department	313,946	362,153	355,793	455,232	455,232
20090	Harbor Patrol	38,641	40,208	42,742	37,504	37,504
21001	Communications	246,375	295,059	319,300	302,116	302,116
22001	Emergency Medical Svc	1,746,380	1,949,852	2,077,808	2,149,790	2,149,790
Subtotal	PUBLIC SAFETY	\$11,168,465	\$12,464,634	\$12,463,952	\$12,912,770	\$12,912,770
30001	Public Works	\$2,996,039	\$3,279,982	\$3,202,918	\$3,265,404	\$3,265,404
Subtotal	PUBLIC WORKS	\$2,996,039	\$3,279,982	\$3,202,918	\$3,265,404	\$3,265,404
40001	Parks & Recreation	\$1,815,633	\$1,943,640	\$1,944,786	\$2,049,511	\$2,049,511
Subtotal	PARKS & RECREATION	\$1,815,633	\$1,943,640	\$1,944,786	\$2,049,511	\$2,049,511
50001	Library Services	\$1,289,430	\$1,364,125	\$1,370,018	\$1,326,151	\$1,326,151
Subtotal	LIBRARY SERVICES	\$1,289,430	\$1,364,125	\$1,370,018	\$1,326,151	\$1,326,151
70100	Insurance & Claims	\$1,003,027	\$1,047,388	\$1,119,948	\$1,147,233	\$1,147,233
800-810	Human Service Outside Agency	174,156	143,298	155,298	156,570	156,570
Subtotal	NON-DEPARTMENTALS	\$1,177,183	\$1,190,686	\$1,275,246	\$1,303,803	\$1,303,803
85000	Capital Outlay	\$1,532,500	\$1,634,000	\$1,634,000	\$1,830,990	1,830,990
Subtotal	CAPITAL OUTLAY	\$1,532,500	\$1,634,000	\$1,634,000	\$1,830,990	\$1,830,990
Total	GENERAL FUND OPERATION	\$23,847,709	\$26,040,434	\$26,085,537	\$27,430,551	\$27,430,551
OTHER FUNDS						
0110	School Department	\$61,488,119	\$61,391,825	\$61,037,391	\$61,856,830	\$61,856,830
0302	Peace Dale Office Building	82,026	94,901	92,478	100,059	100,059
0304	Senior Services	905,327	953,982	948,957	995,063	995,063
0306	Neighborhood Guild	795,945	780,400	824,347	878,737	878,737
0308	Community Recreation Center	470,400	502,736	499,932	539,915	539,915
0400	Debt Service Fund	2,174,357	1,985,294	1,985,294	1,795,232	1,795,232
0702	Water Fund	888,592	1,101,355	1,092,981	1,175,035	1,175,035
0704	Wastewater Fund	3,699,777	4,085,347	4,014,128	4,478,651	4,478,651
0706	Solid Waste Fund	757,989	821,125	815,588	839,788	839,788
Total	OTHER FUNDS	\$71,262,532	\$71,716,965	\$71,311,096	\$72,659,310	\$72,659,310
GRAND TOTAL ALL BUDGETED FUNDS		\$95,110,241	\$97,777,399	\$97,396,633	\$100,089,862	\$100,089,862

All Budgeted Funds Summaries



Budget in Brief

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

Revenue By Fund	Actual FY 2018-2019	Adopted FY 2019-2020	Projected FY 2019-2020	Proposed FY 2020-2021
General Fund (0101)	\$26,180,149	\$26,060,434	\$26,076,916	\$27,430,551
School Fund (0110)	61,657,772	61,391,825	61,360,700	61,856,830
Peace Dale Office Building Fund (0302)	88,833	95,233	92,478	100,059
Senior Services Fund (0304)	950,630	953,981	949,176	995,063
Neighborhood Guild Fund (0306)	850,882	780,400	826,025	878,737
Community Recreation Center (0308)	486,860	502,736	502,796	539,915
Debt Service Fund (0400)	2,177,382	2,459,053	2,459,053	2,585,485
Water Fund (0702)	1,301,877	1,206,579	1,168,236	1,179,859
Wastewater Fund (0704)	4,293,326	4,192,613	4,318,510	4,497,721
Solid Waste Fund (0706)	848,578	821,125	804,336	839,788
Total Revenue By Fund	\$98,836,289	\$98,463,979	\$98,558,226	\$100,904,008

Expenditures By Fund	Actual FY 2018-2019	Adopted FY 2019-2020	Projected FY 2019-2020	Proposed FY 2020-2021
General Fund (0101)	\$23,847,709	\$26,060,434	\$26,085,537	\$27,430,551
School Fund (0110)	61,488,119	61,391,825	61,037,391	61,856,830
Peace Dale Office Building Fund (0302)	82,026	94,901	92,478	100,059
Senior Services Fund (0304)	905,327	953,982	948,957	995,063
Neighborhood Guild Fund (0306)	795,945	780,400	824,347	878,737
Community Recreation Center (0308)	470,400	502,736	499,932	539,915
Debt Service Fund (0400)	2,174,357	1,985,294	1,985,294	1,795,232
Water Fund (0702)	888,592	1,101,355	1,092,981	1,175,035
Wastewater Fund (0704)	3,699,777	4,085,347	4,014,128	4,478,651
Solid Waste Fund (0706)	757,989	821,125	815,588	839,788
Total Expenditures By Fund	\$95,110,241	\$97,777,399	\$97,396,633	\$100,089,862



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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Proposed
Revenues & Other Financing Sources:				
General Property Taxes	\$74,314,853	\$76,432,072	\$76,429,772	\$78,774,911
User Fees	4,606,742	4,885,706	4,782,899	5,105,708
State Aid	9,291,935	8,444,922	8,414,429	8,003,199
Federal Aid	456,820	433,000	433,000	433,000
Licenses/Fees/Rents	1,921,285	1,854,535	1,850,780	1,911,462
Revenues from Investments	1,908,398	754,050	757,110	787,050
Departmental Revenue/Fines/Charges	3,542,280	3,355,789	3,374,439	3,691,851
Transfers In	642,077	652,235	652,235	607,103
Grants	61,749	46,000	46,000	46,000
Miscellaneous	238,903	253,943	262,732	333,764
Fund Balance Applied	1,851,247	1,351,727	1,552,530	1,209,960
Total Revenues	\$98,836,289	\$98,463,979	\$98,555,926	\$100,904,008
Expenditures & Other Financing Sources:				
General Government	\$1,325,226	\$1,379,357	\$1,373,537	\$1,495,376
General Services	2,543,233	2,804,010	2,821,080	3,246,546
Public Safety	11,168,465	12,464,634	12,463,952	12,912,770
Public Works	2,996,039	3,279,982	3,202,918	3,265,404
Parks & Recreation	1,815,633	1,943,640	1,944,786	2,049,511
Public Libraries	1,289,430	1,364,125	1,370,018	1,326,151
Non-Departmental	1,177,183	1,190,686	1,275,246	1,303,803
Education	60,723,288	60,524,625	60,150,054	61,347,817
Debt Service	2,174,357	1,985,294	1,985,294	1,795,232
Leisure Services	2,188,517	2,288,423	2,309,974	2,440,044
Utility Services	4,439,218	4,867,790	4,782,660	5,019,485
Capital Expenditures	3,269,652	3,684,833	3,717,114	3,887,722
Total Expenditures	\$95,110,241	\$97,777,399	\$97,396,633	\$100,089,862
Excess (Deficiency) of Revenues Over Expenditures	\$3,726,048	\$686,580	\$662,390	\$814,146



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 2018-2019	Estimated Fund Balance FY 2019-2020	Proposed Revenues FY 2020-2021	Proposed Expenditures FY 2020-2021	Estimated Fund Balance FY 2020-2021
General Fund (0101)	\$14,492,188	\$14,483,567	27,430,551	\$27,430,551	13,933,567
School Fund (0110)	2,560,861	2,884,170	61,856,830	\$61,856,830	2,384,170
Peace Dale Office Bldg Fund (0302)	184,471	184,471	100,059	\$100,059	184,471
Senior Services Fund (0304)	278,382	278,601	995,063	\$995,063	255,601
Neighborhood Guild Fund (0306)	128,149	129,827	878,737	\$878,737	104,827
Community Rec. Center Fund (0308)	119,441	122,305	539,915	\$539,915	112,305
Debt Service Fund (0400)	492,088	965,847	2,585,485	\$1,795,232	1,648,873
Water Fund (0702)	3,911,026	3,986,281	1,179,859	\$1,175,035	3,991,105
Wastewater Fund (0704)	8,215,413	8,519,795	4,497,721	\$4,478,651	8,538,865
Solid Waste Fund (0706)	583,995	572,743	839,788	\$839,788	387,717
Total All Funds	\$30,966,014	\$32,127,607	\$100,904,008	\$100,089,861	\$31,541,501

Capital Improvement Program & Related Debt Service



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

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

Capital Improvement Program: Summary by Program (General Fund Only)		FY 2019-2020 Adopted	FY 2020-2021 Proposed
Recreation	Park Rehabilitation/Improvements	\$152,000	\$132,990
	Equipment Acquisition/Replacement	119,000	140,000
Public Services	Road Improvement Program	\$670,000	\$463,000
	Equipment Acquisition/Replacement	355,000	384,000
Public Safety	Facility Improvements	\$15,000	\$20,000
	Equipment Acquisition/Replacement	20,000	30,000
Emergency Medical Services	Facilities Improvements – South Station	\$20,000	\$0
	Equipment Acquisition/Replacement	103,000	102,000
Fire Alarm	Equipment Acquisition/Replacement	\$30,000	\$20,000
	Facilities Improvements – Town Hall	\$15,000	\$47,500
General Government	Facilities Improvements – Library	0	15,000
	Equipment Acquisition/Replacement	20,000	50,000
	Information Technology Program	15,000	83,200
	Property Appraisal Program	100,000	343,000
Total General Fund CIP		\$1,634,000	\$1,830,990

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
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	\$8,959,000	\$1,607,045	\$10,566,045	\$115,000	\$4,857	\$119,857	\$698,587	\$29,056	\$727,643



GENERAL OBLIGATION BONDS

The Town's outstanding General Obligation Bonds as of June 30, 2020 is \$8,959,000 for existing debt. The Town plans to sell \$5,000,000 in authorized/unissued municipal bonds prior to the close of FY 2019-2020. 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 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. The estimated FY 2020-2021 debt service, not included above, for the \$4,000,000 school bond is \$366,667. Authorized but unissued bonds are not included in the analysis.

WASTEWATER BONDS

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

SOLID WASTE BONDS

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

Debt Ratios & Debt Per Capita

Following table provides detail on debt ratios and debt per capita over the last ten-year period. The Town anticipates borrowing \$4,000,000 in FY 2019-2020 for school improvement projects. This estimated amount is included in the below calculation.

Fiscal Year Ended June 30	Population ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Value	Full	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2021 ⁽⁵⁾	30,639	\$5,237,040,537	100%	\$5,237,040,537		\$12,030,485	\$393	0.23%
2020 ⁽⁵⁾	30,639	5,218,486,497	100%	5,218,486,497		13,772,587	450	0.26%
2019	30,639	4,653,040,282	100%	4,653,040,282		11,661,719	381	0.25%
2018	30,639	4,618,115,189	100%	4,618,115,189		13,694,638	447	0.30%
2017 ⁽⁵⁾	30,639	4,617,592,707	100%	4,617,592,707		10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719		12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035		14,255,979	465	0.33%
2014 ⁽⁵⁾	30,639	4,297,341,593	100%	4,297,341,593		16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597		19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945		22,788,613	744	0.51%

(1) U.S. Census Figures

(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 2020-2021

Grade 1

(no positions at this time)

Grade 2

(no positions at this time)

Grade 3

Senior Services Activities Facilitator

Grade 4

(no positions at this time)

Grade 5

Community Elder Information Specialist
Senior Center Program Coordinator

Grade 6

Library Associate
Library Circulation Supervisor

Grade 7

Librarian I

Grade 8

(no positions at this time)

Grade 9

Librarian II

Grade 10

Assistant Facilities Superintendent
Assistant Highway Superintendent
Assistant Parks Superintendent
Deputy Town Clerk
Librarian III
Personnel Generalist
Police Administrative Assistant

Grade 11

Animal Shelter Superintendent
Executive Assistant
Nursing Director
Recreation Center Manager
Tax Collector

Grade 12

Personnel Administrator
Procurement Administrator
Senior Services Director
Water Superintendent

Grade 13

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

Grade 14

Building Official
Communications Superintendent
Town Clerk*
Wastewater Superintendent

**additional \$515 Canvassing Authority stipend*

Grade 15

Finance Manager
Information Systems Manager
Town Engineer

Grade 16

Deputy Finance Director
Director of Administrative Services
Director of Leisure Services
Director of Planning
Information Technology Director

Grade 17

Police Chief

Grade 18

(no positions at this time)

Grade 19

Director of Public Services
Finance Director



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

NON UNION EMPLOYEES PAY PLAN FY 2020-2021*

Grade	Step 0	Step 1	Step 2	Step 3
1	\$36,468	\$37,772	\$39,072	\$40,376
2	\$37,862	\$39,168	\$40,473	\$41,779
3	\$39,168	\$40,473	\$41,779	\$43,086
4	\$41,781	\$43,086	\$44,390	\$45,696
5	\$43,086	\$44,390	\$45,696	\$47,002
6	\$45,696	\$47,002	\$48,306	\$49,611
7	\$48,306	\$49,611	\$50,919	\$52,222
8	\$50,918	\$52,222	\$53,529	\$54,834
9	\$53,468	\$54,711	\$55,954	\$57,444
10	\$58,376	\$60,902	\$63,434	\$65,960
11	\$64,658	\$65,951	\$67,607	\$69,631
12	\$68,386	\$70,874	\$72,616	\$75,849
13	\$78,197	\$81,315	\$83,754	\$86,266
14	\$84,972	\$87,210	\$89,443	\$91,678
15	\$91,574	\$93,682	\$96,283	\$102,552
16	\$102,060	\$106,078	\$110,096	\$114,115
17	\$113,346	\$117,364	\$121,383	\$125,401
18	\$124,350	\$128,080	\$131,922	\$135,880
19	\$134,354	\$138,117	\$141,881	\$145,644

*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2020-2021

IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2020-2021

2019-2020	Step 0	Step 1	Step 2	Step 3
Lieutenant	-	-	-	\$58,835
Paramedic	\$51,481	\$53,477	\$54,633	\$56,734

IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2020-2021

2019-2020	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Captain	\$86,218	-	-	-	-	-
Det Lt & Pros Lt	\$83,236	-	-	-	-	-
Lieutenant	\$80,034	-	-	-	-	-
Det Sergeant	\$77,666	-	-	-	-	-
Sergeant	\$74,679	-	-	-	-	-
Detective	\$72,420	-	-	-	-	-
Patrol Officer	\$49,768	\$51,844	\$53,917	\$56,571	\$59,324	\$69,634



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

NEARI, LOCAL SKMEA POSITION ALLOCATION TO PAY SCHEDULE FY 2020-2021

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

NEARI, LOCAL SKMEA PAY PLAN FY 2020-2021*

Grade	Step 0	Step 1	Step 2	Step 3
1	\$27,947	\$28,369	\$28,771	\$29,193
2	\$37,862	\$39,168	\$40,473	\$41,779
3	\$39,168	\$40,473	\$41,779	\$43,086
4	\$41,781	\$43,086	\$44,390	\$45,696
5	\$43,086	\$44,390	\$45,696	\$47,002
6	\$45,696	\$47,002	\$48,306	\$49,611
7	\$48,306	\$49,611	\$50,919	\$52,222
8	\$50,918	\$52,222	\$53,529	\$54,834
9	\$53,469	\$54,711	\$55,954	\$57,444
10	\$58,376	\$60,902	\$63,433	\$65,960
11	\$64,658	\$65,951	\$67,607	\$69,631
12	\$68,386	\$70,874	\$72,616	\$75,849
13	\$78,197	\$81,315	\$83,754	\$86,266

*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2020-2021

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



COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2020-2021*

Grade	Step 0	Step 1	Step 2	Step 3
Animal Control Officer	\$43,761	\$44,855	\$46,556	\$47,487
Animal Shelter Manager	\$48,566	\$49,781	\$51,667	\$52,700
Assistant Animal Shelter Manager	\$41,018	\$42,043	\$43,635	\$44,508
Auto Mechanic I	\$41,166	\$42,195	\$43,796	\$44,672
Auto Mechanic II	\$47,448	\$48,635	\$50,478	\$51,487
Crew Foreman	\$47,689	\$48,881	\$50,657	\$51,671
Equipment Operator I	\$41,592	\$42,632	\$44,210	\$45,094
Equipment Operator II	\$45,371	\$46,506	\$48,269	\$49,234
Equipment Operator III	\$46,170	\$47,326	\$49,120	\$50,102
Lab Tech Operator	\$47,108	\$48,285	\$50,115	\$51,117
Office Clerk	\$45,575	\$46,715	\$48,511	\$49,481
Parks Foreman	\$52,226	\$53,530	\$55,217	\$56,321
Parks Maintenance Technician	\$45,371	\$46,506	\$48,269	\$49,234
Police Dispatcher	\$47,294	\$48,476	\$50,312	\$51,318
Senior Transportation Driver	\$36,806	\$37,726	\$39,344	\$40,130
Wastewater Mechanic I	\$44,793	\$45,913	\$47,651	\$48,604
Wastewater Mechanic II	\$49,425	\$50,660	\$52,578	\$53,630
Wastewater Operator I	\$44,793	\$45,913	\$47,651	\$48,604
Wastewater Operator II	\$49,425	\$50,660	\$52,578	\$53,630
Wastewater Worker	\$41,317	\$42,351	\$43,954	\$44,833

*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2020-2021

Full Time Employee Summary



Full Time Employee Comparison

FULL-TIME EMPLOYEES FY 2019-2020 AS COMPARED TO FY 2020-2021					
Function Number & Description	FY 2018-2019 Actual	FY 2019-2020 Adopted	FY 2019-2020 Projected	FY 2020-2021 Adopted	FY 2020-2021 Difference
10112001 Town Manager's Office*	3.10	3.10	3.10	3.10	0.00
10112003 Personnel	1.25	1.25	1.25	1.85	0.60
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	10.35	10.35	10.35	10.95	0.60
10114001 Finance*	7.55	7.15	7.15	7.15	0.00
10114003 Information Technology	2.80	2.80	2.80	2.80	0.00
10115001 Town Assessor	4.00	4.00	4.00	4.00	0.00
10116001 Planning	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*	4.50	4.75	4.75	4.75	0.00
10118001 Facilities	1.00	1.00	1.00	4.70	3.70
Subtotal General Services FTE	24.85	24.70	24.70	28.40	3.70
10120001 Police Department - Officers	54.00	54.00	54.00	55.00	1.00
10120002 Police Department - Civilian*	9.00	9.00	9.00	7.00	-2.00
10120050 Police Dispatchers*	8.40	8.40	8.40	8.40	0.00
10120071 Animal Control - Road*	1.00	1.00	1.00	1.40	0.40
10120073 Animal Control - Shelter*	2.00	2.20	2.20	3.00	0.80
10120090 Harbor Patrol	0.50	0.50	0.50	0.50	0.00
10121001 Fire Alarm*	2.45	2.45	2.45	2.45	0.00
10222001 Emergency Medical Services	17.00	19.00	19.00	21.00	2.00
Subtotal Public Safety FTE	94.35	96.55	96.55	98.75	2.20
10130001 Public Services*	3.60	3.60	3.60	3.50	-0.10
10130003 Highway	18.00	19.00	19.00	19.00	0.00
Subtotal Public Works FTE	21.60	22.60	22.60	22.50	-0.10
10140001-10140013 Parks & Recreation*	14.50	15.00	15.00	14.90	-0.10
Subtotal Parks & Recreation FTE	14.50	15.00	15.00	14.90	-0.10
10150001 Library*	10.20	11.20	11.20	10.00	-1.20
Subtotal Library FTE	10.20	11.20	11.20	10.00	-1.20
General Fund Total FTE	175.85	180.40	180.40	185.50	5.10
30243010 Peace Dale Office Building*	0.72	0.72	0.72	0.72	0.00
30442010-30442040 Senior Services	7.50	7.50	7.50	7.50	0.00
30641010-30641080 Neighborhood Guild*	5.60	5.60	5.60	5.50	-0.10
30840001 Community Recreation Center*	3.70	4.20	4.20	4.20	0.00
70294100-70294800 Water*	3.31	3.31	3.31	3.31	0.00
70492010-70492090 Wastewater*	18.35	18.35	18.35	18.35	0.00
70696100-70696800 Solid Waste*	1.07	1.07	1.07	1.07	0.00
Other Funds Total FTE	40.25	40.75	40.75	40.65	-0.10
Total FTE All Funds FTE	216.10	221.15	221.15	226.15	5.00

*corrections made to prior fiscal years FTE after audit of allocations



FTE Change Description

The total Full Time Employee equivalent (FTE) Proposed for FY 2020-2021 is 226.15, an increase of 5.0 FTE over the current year funding level.

The FY 2020-2021 Proposed Budget includes the first year of full year funding for four paramedics authorized by the Town Council during the FY 2019-2020 budget process. The Town Council had authorized increasing the South Kingstown Emergency Medical Services Department from 17 paramedics, including the EMS Director, to 21 and creating the ability to run two transport vehicles twenty-four hours a day seven days a week. This increase in FTE was budgeted to begin January 1, 2020, which increased the current fiscal year by 2.0 FTE to account for 6 month funding, and will increase FY 2020-2021 by another 2.0 FTE to account for full year funding. It is noted that due to the increase in revenues the Department is seeing, due to an increase in service hours and with the recent change in billing providers, the budgetary impact of this increase in FTE is minimal.

The Town Manager's FY 2020-2021 Proposed Budget also includes the addition of a Police Patrol Officer (+1.0 FTE) to the South Kingstown Police Department for FY 2020-2021, resulting in an increase to the compliment of sworn officers, including the Chief of Police, from 54 to 55 officers. It is noted this increase in FTE is budget neutral, as the temporary backfill had previously been authorized for two non-returning, long-term Injured on Duty (IOD) status officers in order to reduce significant overtime expenses incurred, due to the department's minimum staffing requirements. With the retirement of one of the IOD officers having been approved during FY 2019-2020, the Police Department is requesting to permanently increase the compliment by 1.0 FTE to 55 officers. It is anticipated that upon the second IOD officer's retirement being approved, the Police Department will request an additional 1.0 FTE increase to the compliment, creating a department of 56 officers.

The FY 2020-2021 Proposed Budget also includes the addition of a full time Animal Shelter Superintendent (+1.0 FTE), to lead the operations of the Animal Control Road and Shelter programs. It is noted the FY 2020-2021 Proposed budget also includes the addition of 0.4 FTE in the Animal Control Road program, however this increase in FTE is budget neutral as it is simply a conversion of two very part time positions with personnel costs budgeted as pooled funding to one part time position reflected as FTE beginning in FY 2020-2021.

The FY 2020-2021 Proposed Budget also includes the addition of a part time Personnel Generalist (+0.60), to help support the operations of the Personnel Division, and the municipal departments as a whole.

With the creation of a formal Facilities Division, the FY 2020-2021 Proposed Budget also includes migrating 3.70 FTE of facilities employees to the 10118001 Facilities account (previously Town Hall Operations) from elsewhere within the General Fund, including Civilian Police (-2.0 FTE), Animal Control: Shelter (-0.2 FTE), Public Services (-0.1 FTE), Parks & Recreation (-0.2 FTE), and Library (-1.2 FTE). It is noted that Facilities Division employees with FTE allocated outside of the General Fund, within the Special Revenue and Enterprise funds remains for FY 2020-2021, however it is planned to migrate this FTE into the General Fund for FY 2021-2022.

The FY 2020-2021 Proposed Budget also includes the migration of 0.1 FTE from the Neighborhood Guild Special Revenue Fund (-0.1 FTE) to Parks & Recreation within the General Fund (+0.1 FTE) based upon employee time allocation.



TAB 5

GENERAL GOVERNMENT

Town Council, Boards & Commissions.....	5 - 1
Legal Services	5 - 7
Town Manager	5 - 10
Personnel Administration	5 - 15
Town Clerk	5 - 21

FISCAL YEAR 2020-2021 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

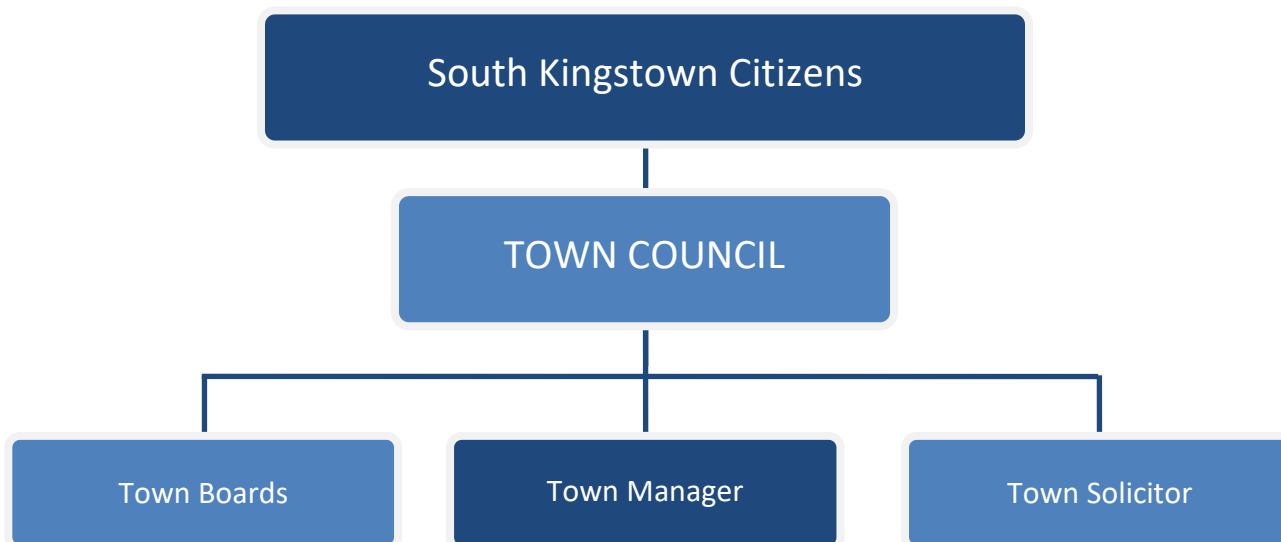
General Fund (101) Town Council, Boards & Commissions



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

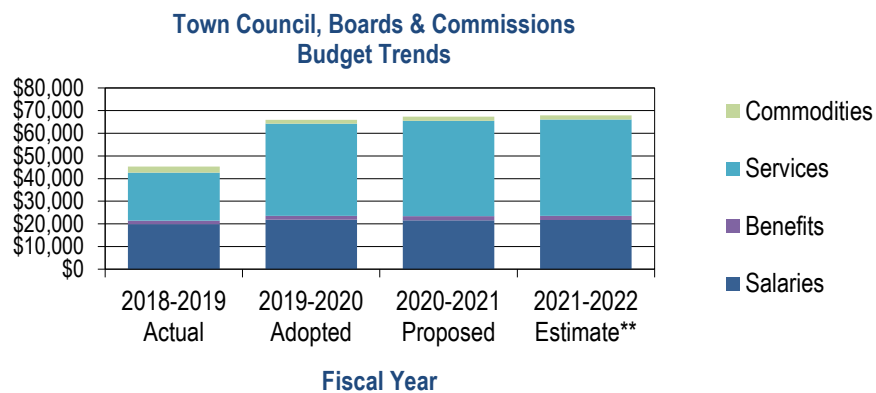
Town Council Goals & Objectives

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

FY 2020-2021 Funding Comparison

Town Council, Boards & Commissions	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Salaries	\$19,898	\$21,803	\$21,499	\$21,637	(\$166)
Benefits	1,523	1,769	1,769	1,723	(46)
Subtotal Personnel Expenditures*	\$21,421	\$23,572	\$23,268	\$23,360	(\$212)
Services	\$21,208	\$40,666	\$41,817	\$42,122	\$1,456
Commodities	2,634	1,730	2,019	1,805	75
Subtotal Operating Expenditures	\$23,842	\$42,396	\$43,836	\$43,927	\$1,531
Total Expenditures	\$45,263	\$65,968	\$67,104	\$67,287	\$1,319

*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 Town personnel are allocated across additional accounts.



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 6% increase in Benefits, and 2% increase in Salaries (exclusive of fixed stipend amounts for Town Council, Probate Judge, and Boards and Commissions).

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



FY 2020-2021 Expenditure Statements

10111001	Town Council	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10111001 511002	Part-Time Salaries	\$12,898	\$13,000	\$13,000	\$13,001	0.01%
10111001	Subtotal Wages	\$12,898	\$13,000	\$13,000	\$13,001	0.01%
10111001 522250	FICA	987	995	995	995	0.00%
10111001	Subtotal Benefits	\$987	\$995	\$995	\$995	0.00%
10111001 530111	Professional Services	9,350	10,200	11,050	11,050	8.33%
10111001	Subtotal Services	\$9,350	\$10,200	\$11,050	\$11,050	8.33%
10111001 580100	Miscellaneous Expenses	2,383	500	500	500	0.00%
10111001	Subtotal Commodities	\$2,383	\$500	\$500	\$500	0.00%
10111001	Total Town Council	\$25,618	\$24,695	\$25,545	\$25,546	3.45%

10111003	Budget Referendum	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10111003 511004	Overtime	\$0	\$603	\$603	\$436	-27.69%
10111003	Subtotal Wages	\$0	\$603	\$603	\$436	-27.69%
10111003 522250	FICA	0	46	46	0	-100.00%
10111003	Subtotal Benefits	\$0	\$46	\$46	\$0	-100.00%
10111003 530002	Stipends Boards/Commissions	0	3,575	3,575	3,575	0.00%
10111003 538012	Advertising	0	800	800	800	0.00%
10111003 538022	Printing Expenses	0	7,475	7,475	7,617	1.90%
10111003	Subtotal Services	\$0	\$11,850	\$11,850	\$11,992	1.20%
10111003 540012	Office Materials & Supplies	0	200	200	300	50.00%
10111003 580100	Miscellaneous Expenses	0	330	330	305	-7.58%
10111003	Subtotal Commodities	\$0	\$530	\$530	\$605	14.15%
10111003	Total Budget Referendum	\$0	\$13,029	\$13,029	\$13,033	0.03%

10111007	Probate Court	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 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	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10115003 538014	Travel Expenses	\$0	\$100	\$100	\$100	0.00%
10115003	Subtotal Benefits	\$0	\$100	\$100	\$100	0.00%
10115003 530002	Stipends Boards/Commissions	60	900	300	600	-33.33%
10115003	Subtotal Services	\$60	\$900	\$300	\$600	-33.33%
10115003	Total Assessment Board Of Review	\$60	\$1,000	\$400	\$700	-30.00%

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



10116003	Planning Board	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10116003 530002	Stipends Boards/Commissions	\$3,560	\$4,280	\$4,280	\$4,280	0.00%
10116003	Subtotal Services	\$3,560	\$4,280	\$4,280	\$4,280	0.00%
10116003	Total Planning Board	\$3,560	\$4,280	\$4,280	\$4,280	0.00%

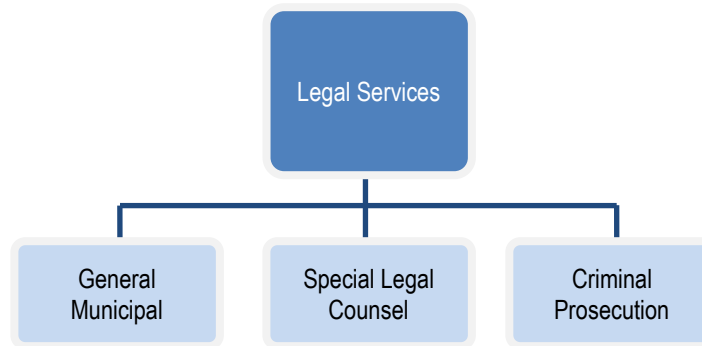
10116009	Conservation Commission	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10116009 580100	Miscellaneous Expenses	\$251	\$650	\$939	\$650	0.00%
10116009	Subtotal Commodities	\$251	\$650	\$939	\$650	0.00%
10116009	Total Conservation Commission	\$251	\$650	\$939	\$650	0.00%

10117003	Zoning Board of Review	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10117003 511004	Overtime	\$0	\$1,200	\$896	\$1,200	0.00%
10117003	Subtotal Wages	\$0	\$1,200	\$896	\$1,200	0.00%
10117003 522250	FICA	0	92	92	92	0.00%
10117003	Subtotal Benefits	\$0	\$92	\$92	\$92	0.00%
10117003 530002	Stipends Boards/Commissions	1,560	2,000	2,000	2,000	0.00%
10117003 530111	Professional Services	5,825	10,540	11,116	11,000	4.36%
10117003 538012	Advertising	854	696	1,022	1,000	43.68%
10117003 538022	Printing Expenses	0	200	200	200	0.00%
10117003	Subtotal Services	\$8,238	\$13,436	\$14,337	\$14,200	5.69%
10117003 540012	Office Materials & Supplies	0	50	50	50	0.00%
10117003	Subtotal Commodities	\$0	\$50	\$50	\$50	0.00%
10117003	Zoning Board Of Review	\$8,238	\$14,778	\$15,375	\$15,542	5.17%

	Total	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
	Town Council Program					
10111001	Subtotal Town Council	\$25,618	\$24,695	\$25,545	\$25,546	3%
10111003	Subtotal Budget Referendum	0	13,029	13,029	13,033	0%
10111007	Subtotal Probate Court	7,536	7,536	7,536	7,536	0%
10115003	Subtotal Assessment Board of Review	60	1,000	400	700	-30.00%
10116003	Subtotal Planning Board	3,560	4,280	4,280	4,280	0.00%
10116009	Subtotal Conservation Commission	251	650	939	650	0.00%
10117003	Subtotal Zoning Board of Review	8,238	14,778	15,375	15,542	5.17%
	Total Town Council Program	\$45,263	\$65,968	\$67,104	\$67,287	2.00%



Organizational Chart



Mission Statement

The Municipal Legal Services account provides funding 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 LLP provides support with labor and employment law related matters;
- Kelly, Kelleher, Reilly & Simpson provides criminal prosecution representation; and
- 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, 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
- Draft proposed legislation as requested by the Town Council
- 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
- 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 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
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 and federal 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 2018-2019 Actual	FY 2019-2020 Adopted	FY 2020-2021 Proposed
General Municipal - Town Solicitor	\$86,541	\$88,272	\$90,037
Planning - Special Legal Counsel	58,803	59,908	61,106
Criminal Prosecution	35,504	36,214	36,938
Subtotal Annual Retainer	\$180,848	\$184,394	\$188,081
Labor - Special Legal Counsel	\$1,752	\$5,000	\$7,500
Other Legal Services	5,315	3,500	3,500
Expenses and Court Fees	925	2,000	2,000
Litigation outside of Retainers	0	2,000	2,000
Subtotal Other Expenses	\$7,992	\$12,500	\$15,000
Total Legal Services	\$188,840	\$196,894	\$203,081

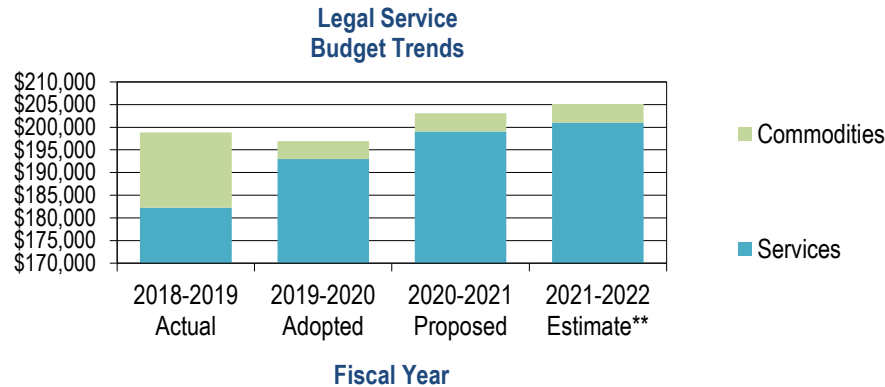
It is noted that the Town Solicitor, Special Legal Counsel for Planning, and Criminal Prosecution have a proposed 2% increase on the annual retainer. Special Legal Counsel for Labor Services is proposed to increase by a fixed amount of \$2,500 to \$7,500, and the remaining items are level funded for FY 2020-2021.

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



FY 2020-2021 Funding Comparison

Legal Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Services	\$182,244	\$192,966	\$192,966	\$199,082	\$6,116
Commodities	16,596	4,000	4,000	4,000	0
Subtotal Operating Expenditures	\$198,840	\$196,966	\$196,966	\$203,082	\$6,116
Total Expenditures	\$198,840	\$196,966	\$196,966	\$203,082	\$6,116



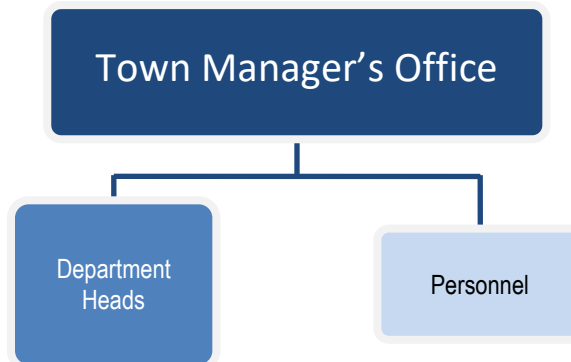
**FY 2021-2020 is estimated based on the following assumptions: 1% increase in Services and Commodities.

FY 2020-2021 Expenditure Statement

10111005	Legal Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10111005 530111	Professional Services	\$182,244	\$192,966	\$192,966	\$199,082	3.17%
10111005	Subtotal Services	\$182,244	\$192,966	\$192,966	\$199,082	3.17%
10111005 580100	Miscellaneous Expenses	16,596	4,000	4,000	4,000	0.00%
10111005	Subtotal Commodities	\$16,596	\$4,000	\$4,000	\$4,000	0.00%
10111005	Total Legal Services	\$198,840	\$196,966	\$196,966	\$203,082	3.11%



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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
In coordination with the Finance Department, 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 coordination with the Finance Department, 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	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
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
Work in collaboration with the School Department and participate in the School Building Committee, relative to the ongoing School Facilities project	BDFM



FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2021-2022 through FY 2026-2027 to the Town Council	BDFM
In collaboration with the Finance Director, prepare and submit the FY 2021-2022 Proposed Budget	BDFM
Prepare and submit the FY 2019-2020 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
Conduct negotiations with NEARI local SKMEA, Council 94 local 1612, and IAFF local 3366, whose collective bargaining agreements are set to expire June 30, 2021	PCSF
Work in collaboration with the School Department and participate in the School Building Committee, relative to the ongoing School Facilities project	BDFM



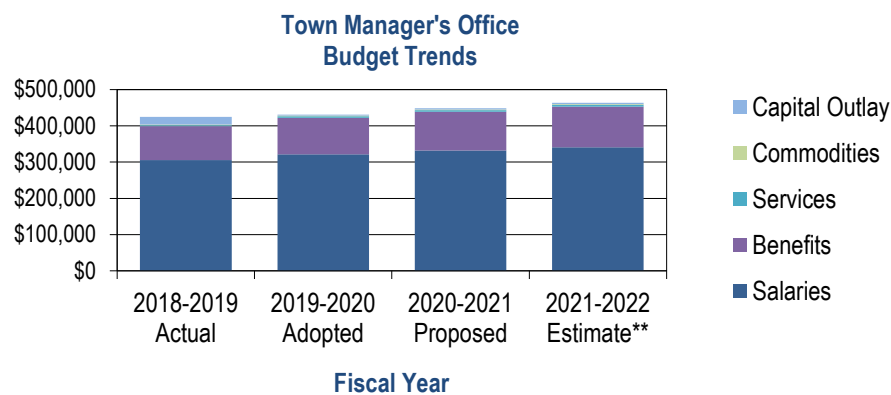
Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Total Time allocation				
Budget/Financials	10%	10%	10%	BDFM
Town Council	15%	15%	15%	PCSF
School Building Committee	-	15%	15%	PCSF
Constituent Issues	10%	10%	5%	PCSF
Personnel/Grievances	20%	15%	15%	PSCF
Labor Contracts	10%	5%	15%	PSCF
Departmental Projects & Initiatives	25%	20%	15%	PCSF
Staff Policies and Procedures	10%	10%	10%	PCSF
APRAs: received and responded	17	45	50	PCSF

FY 2020-2021 Funding Comparison

Town Manager	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	3.10	3.10	3.10	3.10	0.00
Salaries	\$305,468	\$321,186	\$321,186	\$332,164	\$10,978
Benefits	93,923	101,263	101,263	106,320	5,057
Subtotal Personnel Expenditures*	\$399,391	\$422,449	\$422,449	\$438,484	\$16,035
Services	\$2,824	\$3,850	\$3,750	\$4,750	\$900
Commodities	1,003	2,075	2,339	2,100	25
Capital Outlay	21,730	2,980	2,980	3,492	512
Subtotal Operating Expenditures	\$25,558	\$8,905	\$9,069	\$10,342	\$1,437
Total Expenditures	\$424,949	\$431,354	\$431,518	\$448,826	\$17,472

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

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



FY 2020-2019 Expenditure Statement

10112001	Town Manager	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10112001 511001	Full-Time Employees	\$286,071	\$307,474	\$307,474	\$318,015	3.43%
10112001 511002	Part-Time Salaries	8,803	8,725	8,725	8,875	1.72%
10112001 511004	Overtime	6,176	0	0	0	0.00%
10112001 511006	Longevity	4,418	4,987	4,987	5,274	5.75%
10112001	Subtotal Wages	\$305,468	\$321,186	\$321,186	\$332,164	3.42%
10112001 522250	FICA	22,646	23,001	23,001	24,139	4.95%
10112001 522300	Municipal Employees Retirement	34,141	37,916	37,916	40,228	6.10%
10112001 522301	State Retirement Defined Contribution	2,236	2,396	2,396	2,488	3.84%
10112001 522818	Medical Insur-Active Employees	29,895	31,668	31,668	33,261	5.03%
10112001 522822	Dental Insur-Active Employees	2,918	3,044	3,044	2,916	-4.20%
10112001 522840	Insurance Buyback	2,000	2,000	2,000	2,000	0.00%
10112001 522850	Life Insurance	87	88	88	88	0.00%
10112001 538014	Travel Expenses	0	1,000	1,000	1,000	0.00%
10112001 540038	Uniforms And Other Clothing	0	150	150	200	33.33%
10112001	Subtotal Benefits	\$93,923	\$101,263	\$101,263	\$106,320	4.99%
10112001 534010	Motor Vehicles Maintenance	0	300	300	300	0.00%
10112001 534016	Computer/Software Maintenance	921	0	900	1,900	0.00%
10112001 538012	Advertising	0	50	50	50	0.00%
10112001 538022	Printing Expenses	744	2,000	1,000	1,000	-50.00%
10112001 538030	Licenses And Dues	1,160	1,500	1,500	1,500	0.00%
10112001	Subtotal Services	\$2,824	\$3,850	\$3,750	\$4,750	23.38%
10112001 540012	Office Materials & Supplies	413	900	1,164	900	0.00%
10112001 540028	Motor Vehicle Materials & Supp	36	175	175	200	14.29%
10112001 540040	Fuels And Lubricants	554	1,000	1,000	1,000	0.00%
10112001	Subtotal Commodities	\$1,003	\$2,075	\$2,339	\$2,100	1.20%
10112001 530044	Non-Major Technology Reserve	1,730	2,480	2,480	2,992	20.65%
10112001 550004	Office Equipment	0	500	500	500	0.00%
10112001 590999	Transfer to Other Funds	20,000	0	0	0	0.00%
10112001	Subtotal Capital Outlay	\$21,730	\$2,980	\$2,980	\$3,492	17.18%
10112001	Total Town Manager	\$424,949	\$431,354	\$431,518	\$448,826	4.05%



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



FY 2019-2020 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
Implement new employee badging software, redesigning and issuing new employee badges, including improved security features	PCSF
Implement FMCSA's regulation 49 CFR § 382.701 Drug and Alcohol Clearinghouse, and incorporate into the Town's operations and policies	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
Through a \$5,000 Wellness Grant from The RI Interlocal Trust, implement a one year Wellness and Mindfulness program for employees	PCSF



FY 2020-2021 Goals & Objectives

Priorities	Town Council Goals & Objs
Recruit, hire, and train a part time Personnel Generalist to support the operations of the Personnel Division	PCSF
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
In collaboration with the Trust, implement a successful Employee Assistance Program (EAP) for at minimum Public Safety employees, and explore implementation for all benefit eligible municipal employees	PCSF
Explore opportunities to leverage wellness programs offered through SWELL and integrate into the Town's employee wellness program	PCSF

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



Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Full Time Employee Equivalent (FTE)*	216.10	221.15	226.15	PCSF
Total Employees	483	492**	500	PCSF
Positions Advertised	36	40	45	PCSF
Applications Accepted	639	650	700	PCSF
New Hires: Full Time & Part Time*	34	35	40	PCSF
New Hires: Seasonal and Per Diem***	23	35	35	PCSF
Promotions	12	15	15	PCSF
Separations & Retirements*	21	28	30	PCSF
Pre-E Background Checks	94	100	100	PCSF
Pre-E Physicals	17	25	25	PCSF
Controlled Substance testing	41	43	45	PCSF
Employee Wellness Events	9	12	15	CE
Unique attendees at Wellness Committee events/activities	209	215	220	CE
Workers Compensation Claims	10	14	10	PCSF
Injured On Duty (IOD) Claims (Police & EMS)	7	10	10	
Total WC & IOD Claims	17	24	20	PCSF
Claims: Lost Work Time	6	8	8	PCSF
Claims: Report Only	13	15	15	

*does not include Casual, Seasonal, and Per Diem

**as of February 2020

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

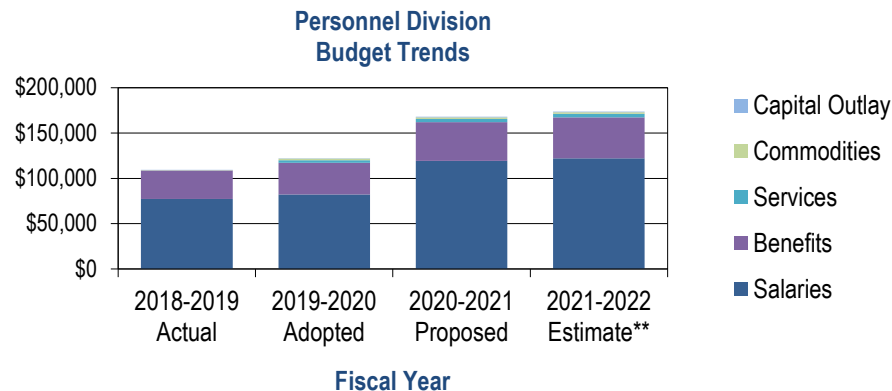
General Fund (101) Personnel Administration (12003), *continued*



FY 2020-2021 Funding Comparison

Personnel Administration	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	1.25	1.25	1.25	1.85	0.60
Salaries	\$77,081	\$82,029	\$82,029	\$119,281	\$37,252
Benefits	31,448	35,225	35,225	42,595	7,370
Subtotal Personnel Expenditures*	\$108,529	\$117,254	\$117,254	\$161,876	\$44,622
Services	\$0	\$2,615	\$2,615	\$3,615	\$1,000
Commodities	389	1,875	2,038	1,875	0
Capital Outlay	200	450	450	546	96
Subtotal Operating Expenditures	\$589	\$4,940	\$5,103	\$6,036	\$1,096
Total Expenditures	\$109,119	\$122,194	\$122,357	\$167,912	\$45,718

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

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



FY 2020-2021 Expenditure Statement

10112003	Personnel Administration	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10112003 511001	Full-Time Employees	\$67,666	\$72,648	\$72,648	\$76,141	4.81%
10112003 511002	Part-Time Salaries	8,804	8,725	8,725	42,453	386.57%
10112003 511006	Longevity	612	656	656	687	4.73%
10112003	Subtotal Wages	\$77,081	\$82,029	\$82,029	\$119,281	45.41%
10112003 522250	FICA	5,588	5,948	5,948	8,782	47.65%
10112003 522300	Municipal Employees Retirement	7,970	8,834	8,834	13,682	54.88%
10112003 522301	State Retirement Defined Contribution	677	726	726	1,098	51.24%
10112003 522818	Medical Insur-Active Employees	16,160	17,118	17,118	17,979	5.03%
10112003 522822	Dental Insur-Active Employees	1,024	1,068	1,068	1,023	-4.21%
10112003 522850	Life Insurance	31	31	31	31	0.00%
10112003 538016	Educational Expenses	0	1,500	1,500	0	-100.00%
10112003	Subtotal Benefits	\$31,448	\$35,225	\$35,225	\$42,595	20.92%
10112003 530111	Professional Services	0	1,500	1,500	2,500	66.67%
10112003 538022	Printing Expenses	0	200	200	200	0.00%
10112003 538030	Licenses And Dues	0	915	915	915	0.00%
10112003	Subtotal Services	\$0	\$2,615	\$2,615	\$3,615	38.24%
10112003 540012	Office Materials & Supplies	37	200	363	200	0.00%
10112003 540020	Books And Publications	0	175	175	175	0.00%
10112003 580100	Miscellaneous Expenses	352	1,500	1,500	1,500	0.00%
10112003	Subtotal Commodities	\$389	\$1,875	\$2,038	\$1,875	0.00%
10112003 530044	Non-Major Technology Reserve	200	450	450	546	21.33%
10112003	Subtotal Capital Outlay	\$200	\$450	\$450	\$546	21.33%
10112003	Total Personnel Administration	\$109,118	\$122,194	\$122,357	\$167,912	37.41%

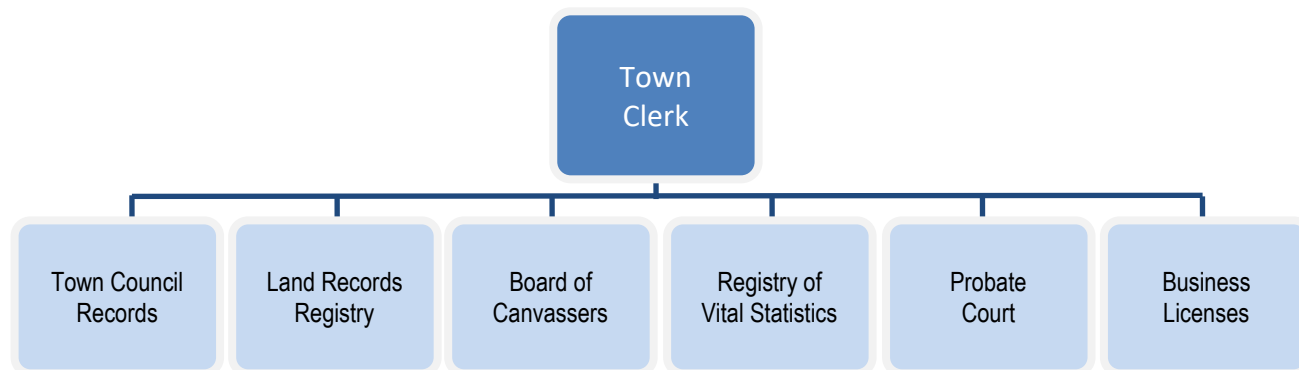
General Fund (101) Town Clerk



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 Meetings 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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Administration of electronic application process for all business licenses through the Viewpoint Cloud business license system	PCSF
Prepare departmental Operating and Capital budgets	BDFM
Administer the Presidential Preference Primary Election April 2020	PCSF
Recruit, assign, and train poll workers	PCSF
Train staff in use of newly implemented state central voter registration system	PCSF
Prepare for Republication and Supplement to Town Code of Ordinances including Zoning Ordinance	PCSF
Implement new Land Evidence Records Management System	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 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Administer Primary Election September 2020	PCSF
Administer Presidential Election and Bond Referendum November 2020	PCSF
Administer Bond Referendum May 2021	PCSF
Recruit, assign, and train poll workers for each election	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
Complete Republication and 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 the electronic recording of land evidence documents	PCSF
Investigate the ability to implement the acceptance of over the counter debit and/or credit card payments	BDFM
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
Implement a Municipal Court to hear and determine cases of Town Ordinance violations, including Minimum Housing and Zoning, and the adjudication of traffic violations brought by the South Kingstown Police Department, as well as parking tickets; 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

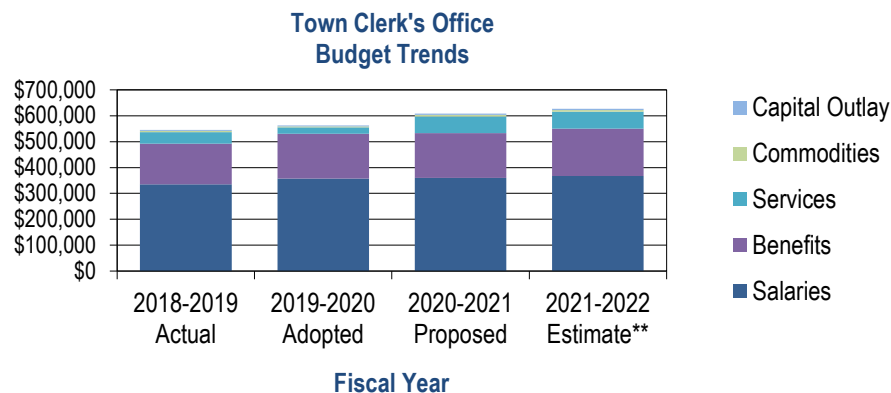


Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Land Records Logged	14,834	14,800	14,850	PCSF
Town Council Transactions	1,533	1,550	1,575	PCSF
Vital Records Issued	3,377	3,500	3,550	PCSF
Probate Estates Opened	211	172	184	PCSF
Business Licenses Issued	569	575	580	PCSF
Eligible Voter Records Maintained	22,624	22,800	23,000	PCSF
Voter Affiliation Changes	3,995	4,000	5,000	PCSF
New Voters Registered	1,788	1,800	1,900	PCSF

FY 2020-2021 Funding Comparison

Town Clerk's Office	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	6.00	6.00	6.00	6.00	0.00
Salaries	\$336,678	\$357,790	\$356,568	\$359,561	\$1,771
Benefits	156,984	172,296	172,296	173,274	978
Subtotal Personnel Expenditures*	\$493,662	\$530,086	\$528,864	\$532,835	\$2,749
Services	\$44,898	\$25,154	\$19,396	\$64,203	\$39,049
Commodities	4,595	3,485	3,183	6,019	2,534
Capital Outlay	3,900	4,150	4,150	5,212	1,062
Subtotal Operating Expenditures	\$53,393	\$32,789	\$26,728	\$75,434	\$42,645
Total Expenditures	\$547,056	\$562,875	\$555,592	\$608,269	\$45,394



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

General Fund (101) Town Clerk, *continued*



FY 2020-2021 Expenditure Statements

10113001	Town Clerk's Office	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10113001 511001	Full-Time Employees	\$276,669	\$293,603	\$293,603	\$294,082	0.16%
10113001 511004	Overtime	624	500	500	500	0.00%
10113001 511005	Retirement/Vacation Reimb.	1,367	0	0	0	0.00%
10113001 511006	Longevity	12,480	13,569	13,569	9,683	-28.64%
10113001	Subtotal Wages	\$291,140	\$307,672	\$307,672	\$304,265	-1.11%
10113001 522250	FICA	20,939	22,086	22,086	18,255	-17.35%
10113001 522300	Municipal Employees Retirement	34,049	37,352	37,352	30,255	-19.00%
10113001 522301	State Retirement Defined Contribution	1,543	1,683	1,683	1,890	12.30%
10113001 522818	Medical Insur-Active Employees	69,706	75,912	75,912	79,729	5.03%
10113001 522820	Medical Insur-Retirees	0	0	0	6,000	0.00%
10113001 522822	Dental Insur-Active Employees	4,357	4,664	4,664	4,467	-4.22%
10113001 522850	Life Insurance	148	155	155	155	0.00%
10113001 538014	Travel Expenses	450	1,500	1,500	1,500	0.00%
10113001 538016	Educational Expenses	0	250	250	250	0.00%
10113001 540038	Uniforms And Other Clothing	0	800	800	800	0.00%
10113001	Subtotal Benefits	\$131,193	\$144,402	\$144,402	\$143,301	-0.76%
10113001 530111	Professional Services	5,064	4,442	4,442	10,368	133.41%
10113001 534014	Office Equipment Maintenance	265	275	275	280	1.82%
10113001 538012	Advertising	3,304	4,000	4,642	4,000	0.00%
10113001 538022	Printing Expenses	272	412	412	445	8.01%
10113001 538030	Licenses And Dues	400	575	575	685	19.13%
10113001	Subtotal Services	\$9,305	\$9,704	\$10,346	\$15,778	62.59%
10113001 540012	Office Materials & Supplies	1,470	2,000	2,016	2,000	0.00%
10113001	Subtotal Commodities	\$1,470	\$2,000	\$2,016	\$2,000	0.00%
10113001 530044	Non-Major Technology Reserve	3,570	3,820	3,820	4,766	24.76%
10113001	Subtotal Capital Outlay	\$3,570	\$3,820	\$3,820	\$4,766	24.76%
10113001	Total Town Clerk	\$436,677	\$467,598	\$468,255	\$470,110	0.54%

General Fund (101) Town Clerk, *continued*



10113005	Canvassing Authority	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10113005 511001	Full-Time Employees	\$41,659	\$44,756	\$44,756	\$48,492	8.35%
10113005 511002	Part-Time Salaries	2,665	2,665	2,665	2,665	0.00%
10113005 511004	Overtime	1,214	2,697	1,475	4,139	53.47%
10113005	Subtotal Wages	\$45,538	\$50,118	\$48,896	\$55,296	10.33%
10113005 522250	FICA	3,173	3,502	3,502	4,118	17.59%
10113005 522300	Municipal Employees Retirement	4,907	5,442	5,442	6,047	11.12%
10113005 522301	State Retirement Defined Contribution	417	447	447	485	8.50%
10113005 522818	Medical Insur-Active Employees	16,241	17,204	17,204	18,069	5.03%
10113005 522822	Dental Insur-Active Employees	1,024	1,068	1,068	1,023	-4.21%
10113005 522850	Life Insurance	31	31	31	31	0.00%
10113005 540038	Uniforms And Other Clothing	0	200	200	200	0.00%
10113005	Subtotal Benefits	\$25,792	\$27,894	\$27,894	\$29,973	7.45%
10113005 530002	Stipends Boards/Commissions	33,825	14,700	8,500	45,775	211.39%
10113005 538012	Advertising	300	500	300	1,300	160.00%
10113005 538020	Postage	0	0	0	1,100	0.00%
10113005 538022	Printing Expenses	1,468	250	250	250	0.00%
10113005	Subtotal Services	\$35,593	\$15,450	\$9,050	\$48,425	213.43%
10113005 540012	Office Materials & Supplies	242	300	300	500	66.67%
10113005 580100	Miscellaneous Expenses	2,884	1,185	867	3,519	196.96%
10113005	Subtotal Commodities	\$3,126	\$1,485	\$1,167	\$4,019	170.64%
10113005 530044	Non-Major Technology Reserve	330	330	330	446	35.15%
10113005	Subtotal Capital Outlay	\$330	\$330	\$330	\$446	35.15%
10113005	Total Canvassing Authority	\$110,379	\$95,277	\$87,337	\$138,159	45.01%

	Total Town Clerk Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10113001	Subtotal Town Clerk	\$436,667	\$467,598	\$468,255	\$470,110	0.54%
10113005	Subtotal Canvassing Authority	110,379	95,277	87,337	138,159	45.01%
	Total Town Clerk Program	\$547,056	\$562,875	\$555,592	\$608,269	8.06%



TAB 6 GENERAL SERVICES

Finance	6 - 1
Information Technology.....	6 - 7
Town Assessor	6 - 12
Planning	6 - 17
Building & Zoning.....	6 - 25
Facilities	6 - 26

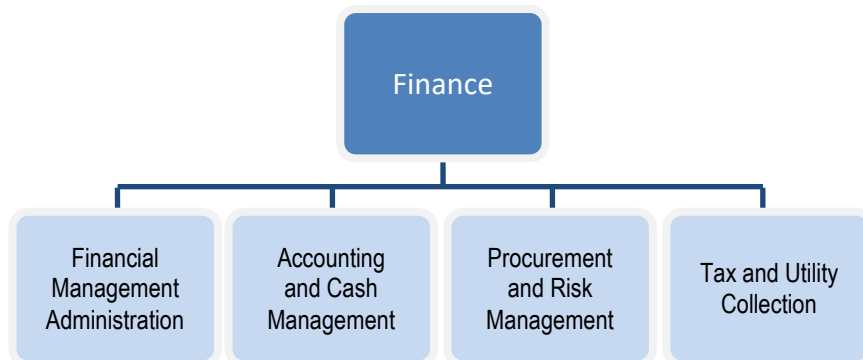
FISCAL YEAR 2020-2021 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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 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 2019-2020 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 2020-2021 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 2020-2021 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 within the prescribed deadlines	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 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period of FY 2021-2022 through FY 2026-2027 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 FY 2021-2022 Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration	BDFM
Complete FY 2019-2020 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
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
Consider enhancements of preparing and reporting the Town's budget document via budget preparation and reporting software tools	BDFM



Specific Performance Measurements

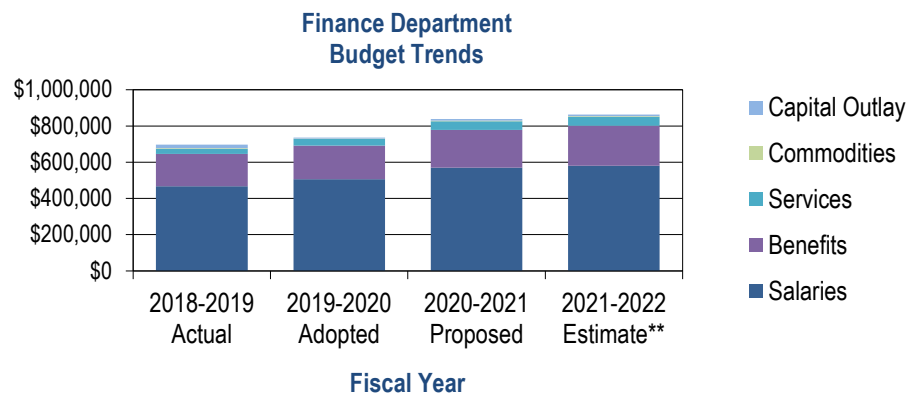
Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Unassigned Fund Balance as a % of Budgeted Revenues	16.14%	15.93%	15.91%	BDFM
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
GFOA CAFR Award	Yes	Yes	Yes	BDFM
Years Received	29	30	31	BDFM
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	BDFM / CE
Years Received	3	4	5	
Year End Expenditures < or = to 100% of the General Fund Budget	98.7%	<or= 100%	<or= 100%	BDFM
% of General Fund year end revenues within budget	101.8%	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	85%	86%	87%	BDFM
% of Direct Deposits were Electronic Advices	82%	84%	86%	BDFM
Vendor payments issued	5,343	5,150	5,210	BDFM
1099-misc prepared	142	148	150	BDFM
Purchase Orders processed	1,744	1,749	1,754	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)	1.44%	0.90%	0.85%	BDFM
Avg # of days to complete bank reconciliation after month end	8	15	10	BDFM
Collection Rate	99.43%	=or> prior year	=or>prior year	BDFM
# of delinquent notices	9,795	9,500	9,300	BDFM
Municipal Lien Certificates	959	1,100	1,200	BDFM



FY 2020-2021 Funding Comparison

Finance Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	7.55	7.15	7.15	7.15	0.00
Salaries	\$468,035	\$506,245	\$506,637	\$569,600	\$63,355
Benefits	177,060	185,739	185,739	208,357	22,618
Subtotal Personnel Expenditures*	\$645,095	\$691,984	\$692,376	\$777,957	\$85,973
Services	\$28,870	\$36,223	\$45,348	\$47,805	\$11,582
Commodities	2,811	2,900	2,981	3,700	800
Capital Outlay	20,043	5,093	5,093	8,853	3,760
Subtotal Operating Expenditures	\$51,724	\$44,216	\$53,422	\$60,358	\$16,142
Total Expenditures	\$696,819	\$736,200	\$745,798	\$838,315	\$102,115

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

General Fund (101) Finance, *continued*



FY 2020-2021 Expenditure Statements

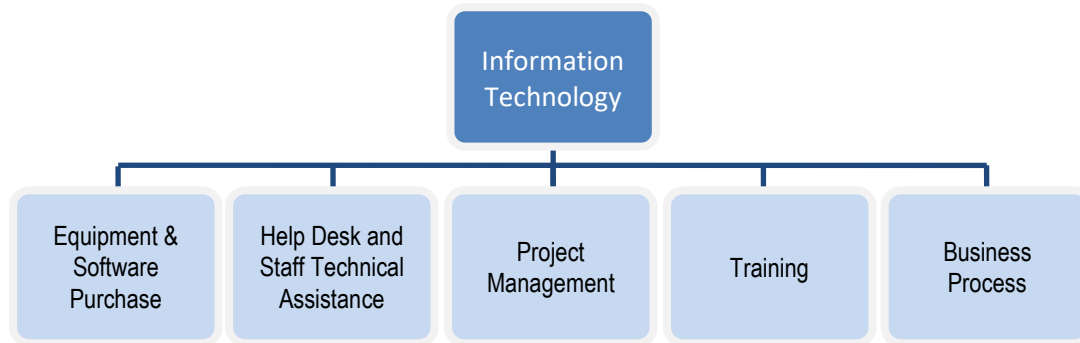
10114001	Finance Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2019-2020 Proposed	Percent Change
10114001 511001	Full-Time Employees	\$444,886	\$458,421	\$448,421	\$520,380	13.52%
10114001 511002	Part-Time Salaries	11,513	39,800	39,800	37,603	-5.52%
10114001 511004	Overtime	25	0	100	100	0.00%
10114001 511005	Retirement/Vacation Reimb.	0	0	10,292	0	0.00%
10114001 511006	Longevity	11,611	8,024	8,024	11,517	43.53%
10114001	Subtotal Wages	\$468,035	\$506,245	\$506,637	\$569,600	12.51%
10114001 522250	FICA	34,593	37,549	37,549	42,449	13.05%
10114001 522300	Municipal Employees Retirement	54,456	60,368	60,368	69,772	15.58%
10114001 522301	State Retirement Defined Contribution	4,596	4,937	4,937	5,386	9.09%
10114001 522818	Medical Insur-Active Employees	72,235	70,326	70,326	69,449	-1.25%
10114001 522820	Medical Insur-Retirees	2,000	0	0	6,000	0.00%
10114001 522822	Dental Insur-Active Employees	5,134	4,989	4,989	5,288	5.99%
10114001 522840	Insurance Buyback	3,200	3,200	3,200	4,696	46.75%
10114001 522850	Life Insurance	200	190	190	217	14.21%
10114001 538014	Travel Expenses	36	1,000	1,000	1,100	10.00%
10114001 538016	Educational Expenses	210	2,280	2,280	2,400	5.26%
10114001 540038	Uniforms And Other Clothing	400	900	900	1,600	77.78%
10114001	Subtotal Benefits	\$177,060	\$185,739	\$185,739	\$208,357	12.18%
10114001 530111	Professional Services	1,005	1,500	1,500	1,550	3.33%
10114001 532000	Telephone	0	0	650	650	0.00%
10114001 534014	Office Equipment Maintenance	293	0	0	0	0.00%
10114001 538012	Advertising	142	250	250	300	20.00%
10114001 538022	Printing Expenses	1,451	8,000	16,475	17,300	116.25%
10114001 538030	Licenses And Dues	620	600	600	1,180	96.67%
10114001	Subtotal Services	\$3,512	\$10,350	\$19,475	\$20,980	102.71%
10114001 540012	Office Materials & Supplies	2,811	2,750	2,831	3,500	27.27%
10114001 540020	Books And Publications	0	150	150	200	33.33%
10114001	Subtotal Commodities	\$2,811	\$2,900	\$2,981	\$3,700	27.59%
10114001 530044	Non-Major Technology Reserve	5,043	5,093	5,093	5,853	14.92%
10114001 550026	Furniture And Furnishings	0	0	0	3,000	0.00%
10114001 590999	Transfer to Other Funds	15,000	0	0	0	0.00%
10114001	Subtotal Capital Outlay	\$20,043	\$5,093	\$5,093	\$8,853	73.83%
10114001	Total Finance Department	\$671,461	\$710,327	\$719,925	\$811,490	14.24%

10114005	Post Year Audit	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10114005 530111	Professional Services	\$25,358	\$25,873	\$25,873	\$26,825	3.68%
10114005	Subtotal Services	\$25,358	\$25,873	\$25,873	\$26,825	3.68%
10114005	Total Post Year Audit	\$25,358	\$25,873	\$25,873	\$26,825	3.68%

	Total Finance Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10114001	Subtotal Finance Department	\$671,461	\$710,327	\$719,925	\$811,490	14.24%
10114005	Subtotal Post Audit Year	25,358	25,873	25,873	26,825	3.68%
	Total Finance Program	\$696,819	\$736,200	\$745,798	\$838,315	13.87%



Organizational Chart



Mission Statement

It is the mission of the Information Technology (IT) 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. In collaboration with all Town Departments, IT uses technology to enhance services provided to our residents, business owners, and visitors.

Functions

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

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

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



FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Windows Server Operating System upgrade; initiation of a multi-year project	CE
Procure and implement a Voice over Internet Protocol (VoIP) telephone system	CE
Exchange upgrade and migration	CE
Upgrade MUNIS, the existing town-wide financial, budget, payroll, and human resources system for Town and School	CE
Upgrade Police server operating system	CE
Implement a Police scheduling software	CE
Upgrade CAMA Tax Assessment system and migrate to the cloud	CE
Replace Police messaging switch	CE

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Upgrade fiber ring equipment and firewalls	CE
Upgrade voice recording system at Public Safety Building	CE
Upgrade MUNIS, the existing town-wide financial, budget, payroll, and human resources system for Town and School	CE
Explore in collaboration with Personnel Division, MUNIS employee Self Service	CE

Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
IT Help Desk Tickets Resolved	1,384	1,400	1,700	CE
Average # of Tickets per month	115	117	142	CE
Email received & sent	1,886,492	1,842,000	2,026,000	CE
Spam blocked	144,204	142,000	156,000	CE
Projects Completed	11	6	6	CE
Applications Supported	62	64	64	CE
Physical servers and appliances	15	13	11	CE
Virtual servers	18	20	19	CE
Firewalls	5	5	7	CE
Storage area network (SAN) device	1	1	1	CE
Personal Computers/Devices	265	269	271	CE
Printers	56	56	56	CE
Switches	24	24	24	CE
Wireless access points	12	12	12	CE

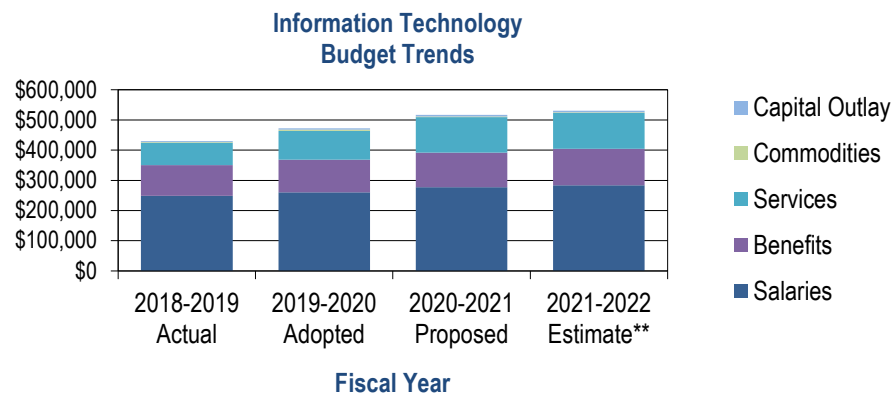
General Fund (101) Information Technology (14003), *continued*



FY 2020-2021 Funding Comparison

Information Technology	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	1.80	2.80	2.80	2.80	0.00
Salaries	\$248,690	\$260,630	\$260,630	\$277,626	\$16,996
Benefits	101,740	107,872	107,872	114,577	6,705
Subtotal Personnel Expenditures*	\$350,430	\$368,502	\$368,502	\$392,203	\$23,701
Services	\$74,040	\$95,619	\$88,541	\$117,061	\$21,442
Commodities	2,096	3,500	3,500	2,500	(1,000)
Capital Outlay	3,782	4,600	4,600	4,980	380
Subtotal Operating Expenditures	\$79,918	\$103,719	\$96,641	\$124,541	\$20,822
Total Expenditures	\$430,349	\$472,221	\$465,143	\$516,744	\$44,523

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

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

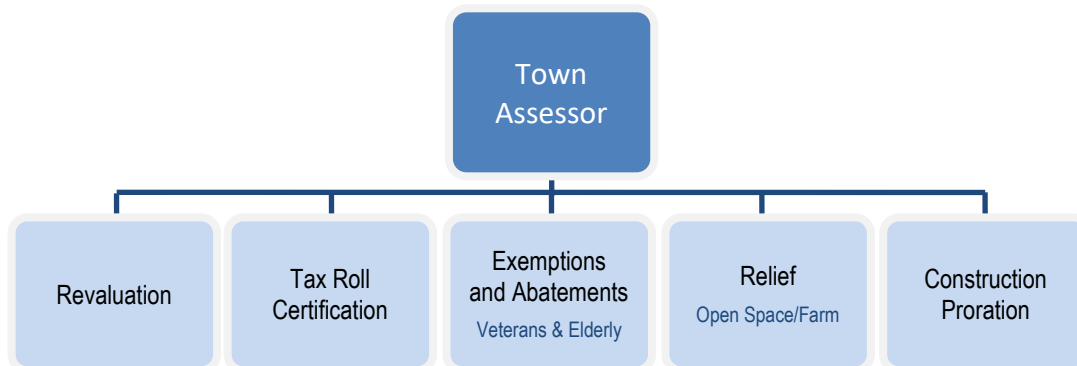


FY 2020-2021 Expenditure Statement

10114003	Information Technology	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10114003 511001	Full-Time Employees	\$244,840	\$256,464	\$256,464	\$273,052	6.47%
10114003 511004	Overtime	119	0	0	0	0.00%
10114003 511006	Longevity	3,732	4,166	4,166	4,574	9.79%
10114003	Subtotal Wages	\$248,690	\$260,630	\$260,630	\$277,626	6.52%
10114003 522250	FICA	18,368	19,020	19,020	20,275	6.60%
10114003 522300	Municipal Employees Retirement	29,600	31,693	31,693	34,619	9.23%
10114003 522301	State Retirement Defined Contribution	3,224	3,343	3,343	3,551	6.22%
10114003 522818	Medical Insur-Active Employees	45,328	48,016	48,016	50,431	5.03%
10114003 522822	Dental Insur-Active Employees	2,218	2,314	2,314	2,215	-4.28%
10114003 522850	Life Insurance	86	86	86	86	0.00%
10114003 538014	Travel Expenses	917	1,500	1,500	1,500	0.00%
10114003 538016	Educational Expenses	1,798	1,900	1,900	1,900	0.00%
10114003 540038	Uniforms And Other Clothing	200	0	0	0	0.00%
10114003	Subtotal Benefits	\$101,740	\$107,872	\$107,872	\$114,577	6.22%
10114003 530066	Internet Access	2,519	2,760	2,989	3,240	17.39%
10114003 530111	Professional Services	6,404	17,107	11,000	17,400	1.71%
10114003 532000	Telephone	839	1,080	1,080	1,080	0.00%
10114003 534014	Office Equipment Maintenance	17,511	21,200	20,000	36,336	71.40%
10114003 534016	Computer/Software Maintenance	46,638	53,372	53,372	58,905	10.37%
10114003 538012	Advertising	30	0	0	0	0.00%
10114003 538030	Licenses And Dues	100	100	100	100	0.00%
10114003	Subtotal Services	\$74,040	\$95,619	\$88,541	\$117,061	22.42%
10114003 540012	Office Materials & Supplies	2,096	3,500	3,500	2,500	-28.57%
10114003	Subtotal Commodities	\$2,096	\$3,500	\$3,500	\$2,500	-28.57%
10114003 530044	Non-Major Technology Reserve	1,367	1,600	1,600	1,980	23.75%
10114003 550002	Computer Equipment	2,415	3,000	3,000	3,000	0.00%
10114003	Subtotal Capital Outlay	\$3,782	\$4,600	\$4,600	\$4,980	8.26%
10114003	Total Information Technology	\$430,349	\$472,221	\$465,143	\$516,744	9.43%



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 2019-2020 Priorities

Priorities	Town Council Goals & Obj's
Certify the Tax Roll on June 15, 2020 to include real estate, motor vehicles, and tangibles	BDFM
Review assessment appeals resulting from the December 31, 2019 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

FY 2020-2021 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
Review assessment appeals resulting from the December 31, 2019 Tax Roll Certification and coordinate Assessment Board of Review Hearings	PCSF



Specific Performance Measurements

Description	Tax Yr 2018 Actual	Tax Yr 2019 Projected	Tax Yr 2020 Anticipated	Town Council Goals & Objs
Real Estate & Tangible Property Tax Rate*	\$15.68	\$14.45	TBD	BDFM
Motor Vehicles Tax Rate**	\$18.71	\$18.71	\$18.71	BDFM
Property Tax Roll	\$4,477.8M	\$5,049.6M	\$5,090.0M	BDFM
Motor Vehicle Tax Roll	\$175.1M	\$168.8M	\$162.9M	BDFM
Property Tax Generated	\$70.2M	\$72.9M	TBD	BDFM
Motor Vehicle Tax Generated	\$3.2M	\$3.1M	\$3.0M	BDFM
Building Permits	1,155	1,136	1,200	BDFM
Property Assessments	\$4,653.0M	\$5,218.4M	\$5,236.7M	BDFM
Motor Vehicles	32,246	32,418	32,600	BDFM
FFOS properties	156	152	154	LU
Elderly Tax Credit - # of participants	157	157	160	SNP
Elderly Tax Credit - value	\$241,793	\$230,827	\$236,500	SNP
Veterans Exemption - # of Veterans	961	911	890	SNP
Veterans Exemption - value	\$145,726	\$145,098	\$145,000	SNP
Veterans Exemption	\$175	\$180	\$185	SNP
100% Disabled Veteran	\$305	\$305	\$305	SNP
Ex-POW	\$430	\$440	\$440	SNP
Unmarried Widow(er) of Veteran	\$175	\$180	\$185	SNP
Gold Star Parent	\$378	\$378	\$378	SNP

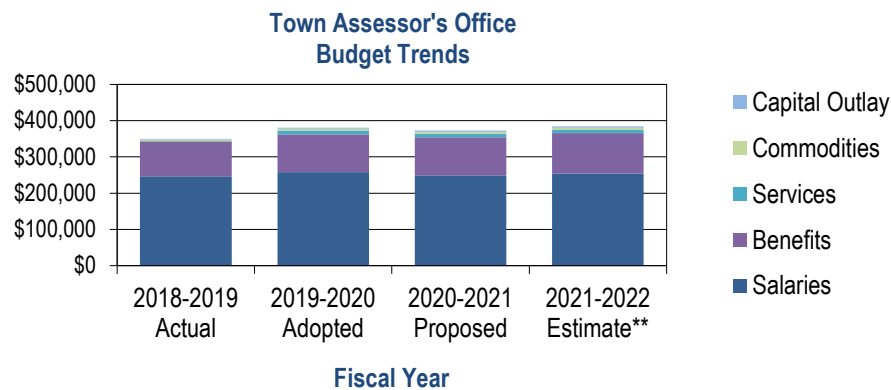
*per thousand dollars

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



FY 2020-2021 Funding Comparison

Town Assessor's Office	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$246,080	\$258,096	\$258,096	\$249,289	(\$8,807)
Benefits	96,922	104,137	104,037	104,888	751
Subtotal Personnel Expenditures*	\$343,003	\$362,233	\$362,133	\$354,177	(\$8,056)
Services	\$996	\$10,550	\$10,550	\$9,550	(\$1,000)
Commodities	3,631	5,200	5,200	5,475	275
Capital Outlay	2,615	2,621	2,621	3,125	504
Subtotal Operating Expenditures	\$7,242	\$18,371	\$18,371	\$18,150	(\$221)
Total Expenditures	\$350,245	\$380,604	\$380,504	\$372,327	(\$8,277)



***FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

General Fund (101) Town Assessor, continued



FY 2020-2021 Expenditure Statements

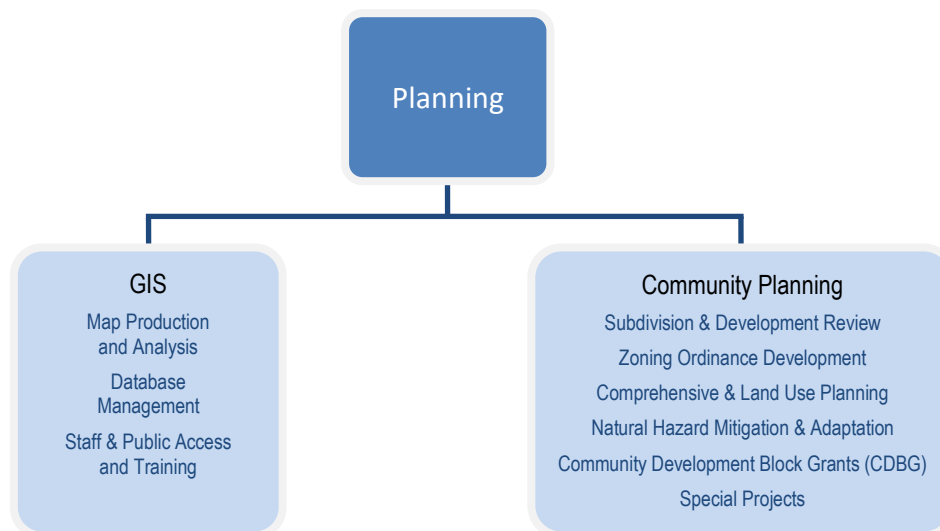
10115001	Town Assessor	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10115001 511001	Full-Time Employees	\$235,909	\$247,203	\$247,203	\$243,683	-1.42%
10115001 511006	Longevity	10,171	10,893	10,893	5,606	-48.54%
10115001	Subtotal Wages	\$246,080	\$258,096	\$258,096	\$249,289	-3.41%
10115001 522250	FICA	18,228	19,099	19,099	18,388	-3.72%
10115001 522300	Municipal Employees Retirement	28,980	31,384	31,384	31,086	-0.95%
10115001 522301	State Retirement Defined Contribution	3,361	3,526	3,526	3,063	-13.13%
10115001 522818	Medical Insur-Active Employees	39,211	41,676	41,676	43,771	5.03%
10115001 522822	Dental Insur-Active Employees	2,408	2,528	2,528	2,421	-4.23%
10115001 522840	Insurance Buyback	2,000	2,000	2,000	2,000	0.00%
10115001 522850	Life Insurance	123	124	124	124	0.00%
10115001 538014	Travel Expenses	0	100	100	100	0.00%
10115001 538016	Educational Expenses	2,411	3,000	3,000	3,000	0.00%
10115001 540038	Uniforms And Other Clothing	200	700	600	935	33.57%
10115001	Subtotal Benefits	\$96,922	\$104,137	\$104,037	\$104,888	0.72%
10115001 530018	Outside Data Processing	0	450	450	450	0.00%
10115001 530111	Professional Services	0	7,500	7,500	6,500	-13.33%
10115001 534010	Motor Vehicles Maintenance	0	200	200	200	0.00%
10115001 534014	Office Equipment Maintenance	265	1,000	1,000	1,000	0.00%
10115001 538012	Advertising	36	200	200	200	0.00%
10115001 538030	Licenses And Dues	695	1,200	1,200	1,200	0.00%
10115001	Subtotal Services	\$996	\$10,550	\$10,550	\$9,550	-9.48%
10115001 540012	Office Materials & Supplies	1,389	2,200	2,200	2,200	0.00%
10115001 540020	Books And Publications	1,840	2,200	2,200	2,475	12.50%
10115001 540028	Motor Vehicle Materials & Supplies	38	300	300	300	0.00%
10115001 540040	Fuels And Lubricants	365	500	500	500	0.00%
10115001	Subtotal Commodities	\$3,631	\$5,200	\$5,200	\$5,475	5.29%
10115001 530044	Non-Major Technology Reserve	2,321	2,321	2,321	2,825	21.71%
10115001 550004	Office Equipment	294	0	300	300	0.00%
10115001 550026	Furniture And Furnishings	0	300	0	0	0.00%
10115001	Subtotal Capital Outlay	\$2,615	\$2,621	\$2,621	\$3,125	19.23%
10115001	Total Town Assessor	\$350,245	\$380,604	\$380,504	\$372,327	-2.17%



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 various 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 2019-2020 Priorities

Planning Priorities	Town Council Goals & Obj's
Work with the Planning Board and Town Council to finalize and adopt the update of the Town's Comprehensive Community Plan	LU / H / SENR / ED
Provide ongoing administrative and technical support to several 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
Complete a comprehensive evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing, with consultant	LU / H / SNP
Review zoning ordinance amendments relative to solar energy systems adopted in 2016, and draft amendments to increase effectiveness and clarity	LU / SENR
Continue to work on the revisions to the Town's Subdivision and Land Development Regulations to increase ease of use, provide clarity, and update physical improvement standards to current best practices	LU / CE / 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 development of zoning ordinance amendments to address 'mobile food establishments' as required by the RI General Assembly	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 2020 legislative session	CE
Assist the Historic District Commission in expanding and updating the Wakefield National Register Historic District	CHR
Continue enforcement of restrictions to permanently protected open space created through residential subdivisions and improve homeowner and resident stewardship of open space parcels	LU / SENR / PCSF
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 & Objs
Maintain public and Town staff WebGIS interface	CE
Maintain GIS data layers for the departments of Planning, Town Assessor, and Public Services including parcels, utility infrastructure, and zoning layers	CE
Provide 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 2020-2021 Goals & Objectives

Goals & Objectives – Planning	Town Council Goals & Objs
Undertake activities to implement the Comprehensive Community Plan, including zoning ordinance amendments to bring the zoning ordinance into conformance with the Future Land Use Map	LU
Continue to review, modernize, and make more effective the Town's zoning ordinance, including assessment of review procedure thresholds, and standards for farm and bed and breakfast events, parking requirements, and lighting	LU / PCSF / ED
Provide ongoing administrative and technical support to several 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
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, including school facilities	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



Goals & Objectives – Planning, <i>continued</i>	Town Council Goals & Objs
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
Assist the Recreation Department and the Waterfront Advisory Commission in completing the update to the Harbor Management Plan	PCSF / LU / SENR

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
Maintain GIS data layers for Planning, Town Assessor, and Public Services departments	PCSF

Specific Performance Measurements

Planning Department: Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Planning Board meetings	26	27	27	LU / H / SENR / ED
Technical Review Committee (TRC) meetings	11	11	12	LU / ED / H
Affordable Housing Collaborative meetings*	11	5	12	H / SNP
Bicycle Pedestrian Advisory Committee (BPAC) meetings*	11	-	-	C
Conservation Commission meetings	11	12	12	SENR
Economic Development Committee meetings**	18	-	-	ED
Historic District Commission meetings	7	7	6	CHR
Route 1 Stewardship Plan Development Committee**	-	8	12	C
Sustainability Committee Meetings***	12	-	-	SENR
Subdivision & Development Applications Review (all stages of review)	69	70	70	PCSF / LU
Zoning Ordinance and Map Amendments reviewed and/or proposed	8	6	6	PCSF / LU

*Board support shared with Town Manager's Office, began July 2019

**New board, began meeting November 2019

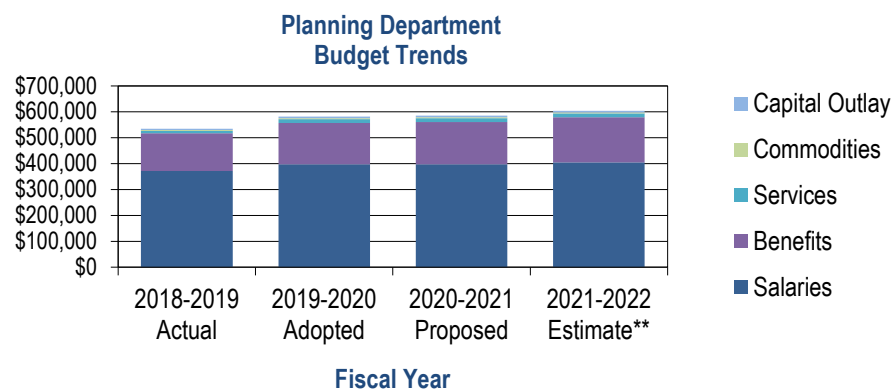
***Board support shared with Town Manager's Office and Facilities Division, began July 2019

GIS Division: Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Tax Cut Revisions to Tax Assessor Maps	44	40	40	PCSF
Map Sales to Public	\$480	\$300	\$300	CE
Maps produced for Town Departments	138	200	200	PCSF
Scanned Land Evidence Recorded Plans	118	100	100	CE
Copies of recorded plans for public	206	200	200	PCSF



FY 2020-2021 Funding Comparison

Planning	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE	5	5	5	5	0
Salaries	\$371,768	\$397,393	\$397,393	\$397,337	(\$56)
Benefits	145,124	159,684	159,224	163,806	4,122
Subtotal Personnel Expenditures*	\$516,892	\$557,077	\$556,617	\$561,143	\$4,066
Services	\$8,670	\$14,551	\$18,653	\$14,499	(\$52)
Commodities	4,524	4,223	4,279	3,983	(240)
Capital Outlay	4,877	5,358	5,358	5,986	628
Subtotal Operating Expenditures	\$18,071	\$24,132	\$28,290	\$24,468	\$336
Total Expenditures	\$534,963	\$581,209	\$584,907	\$585,611	\$4,402



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Planning, *continued*



FY 2020-2021 Expenditure Statements

10116001		Planning Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10116001	511001	Full-Time Employees	\$273,941	\$307,360	\$307,360	\$305,515	-0.60%
10116001	511005	Retirement/Vacation Reimb.	10,736	0	0	0	0.00%
10116001	511006	Longevity	2,621	2,484	2,484	2,357	-5.11%
10116001		Subtotal Wages	\$287,297	\$309,844	\$309,844	\$307,872	-0.64%
10116001	522250	FICA	22,942	22,870	22,870	22,669	-0.88%
10116001	522300	Municipal Employees Retirement	32,573	37,677	37,677	38,392	1.90%
10116001	522301	State Retirement Defined Contribution	2,873	3,233	3,233	3,212	-0.65%
10116001	522818	Medical Insur-Active Employees	45,949	51,526	51,526	54,117	5.03%
10116001	522822	Dental Insur-Active Employees	2,901	3,204	3,204	3,069	-4.21%
10116001	522840	Insurance Buyback	1,667	2,000	2,000	2,000	0.00%
10116001	522850	Life Insurance	114	124	124	124	0.00%
10116001	538014	Travel Expenses	165	550	250	150	-72.73%
10116001	538016	Educational Expenses	930	765	705	725	-5.23%
10116001	540038	Uniforms And Other Clothing	143	600	600	600	0.00%
10116001		Subtotal Benefits	\$110,258	\$122,549	\$122,189	\$125,058	2.05%
10116001	530111	Professional Services	0	1,200	1,200	1,070	-10.83%
10116001	534016	Computer/Software Maintenance	0	1,000	912	1,000	0.00%
10116001	538012	Advertising	170	200	200	300	50.00%
10116001	538022	Printing Expenses	0	100	100	100	0.00%
10116001	538030	Licenses And Dues	921	97	97	75	-22.68%
10116001		Subtotal Services	\$1,090	\$2,597	\$2,509	\$2,545	-2.00%
10116001	540012	Office Materials & Supplies	1,671	750	806	750	0.00%
10116001	540020	Books And Publications	94	100	100	60	-40.00%
10116001		Subtotal Commodities	\$1,765	\$850	\$906	\$810	-4.71%
10116001	530044	Non-Major Technology Reserve	1,600	2,650	2,650	3,182	20.08%
10116001	550002	Computer Equipment	694	0	0	0	0.00%
10116001		Subtotal Capital Outlay	\$2,294	\$2,650	\$2,650	\$3,182	20.08%
10116001		Total Planning Department	\$402,704	\$438,490	\$438,098	\$439,467	0.22%

General Fund (101) Planning, *continued*

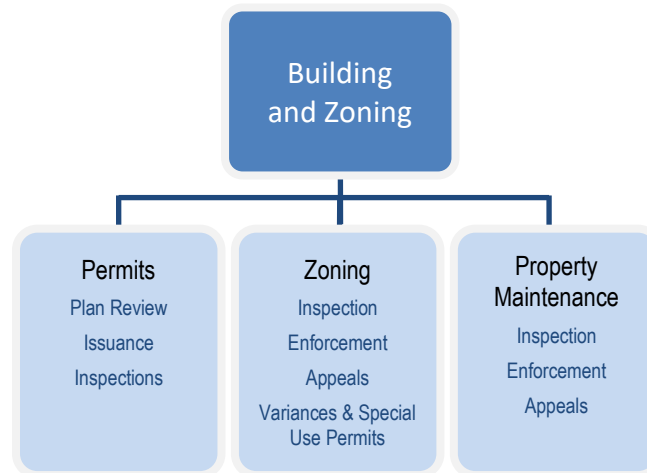


10116005		Geographical Information Systems (GIS)	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10116005	511001	Full-Time Employees	\$81,912	\$84,810	\$84,810	\$86,598	2.11%
10116005	511006	Longevity	2,558	2,739	2,739	2,867	4.67%
10116005		Subtotal Wages	\$84,471	\$87,549	\$87,549	\$89,465	2.19%
10116005	522250	FICA	6,151	6,368	6,368	6,499	2.06%
10116005	522300	Municipal Employees Retirement	9,948	10,646	10,646	11,156	4.79%
10116005	522301	State Retirement Defined Contribution	1,056	1,094	1,094	1,118	2.19%
10116005	522818	Medical Insur-Active Employees	16,241	17,204	17,204	18,069	5.03%
10116005	522822	Dental Insur-Active Employees	375	392	392	375	-4.34%
10116005	522850	Life Insurance	31	31	31	31	0.00%
10116005	538014	Travel Expenses	1,063	1,200	1,100	1,300	8.33%
10116005	540038	Uniforms And Other Clothing	0	200	200	200	0.00%
10116005		Subtotal Benefits	\$34,865	\$37,135	\$37,035	\$38,748	4.34%
10116005	530111	Professional Services	1,400	5,600	9,800	5,600	0.00%
10116005	534014	Office Equipment Maintenance	1,504	1,554	1,554	1,554	0.00%
10116005	534016	Computer/Software Maintenance	4,676	4,700	4,700	4,700	0.00%
10116005	538022	Printing Expenses	0	100	90	100	0.00%
10116005		Subtotal Services	\$7,580	\$11,954	\$16,144	\$11,954	0.00%
10116005	540012	Office Materials & Supplies	2,759	3,373	3,373	3,173	-5.93%
10116005		Subtotal Commodities	\$2,759	\$3,373	\$3,373	\$3,173	-5.93%
10116005	530044	Non-Major Technology Reserve	2,583	2,708	2,708	2,804	3.55%
10116005		Subtotal Capital Outlay	\$2,583	\$2,708	\$2,708	\$2,804	3.55%
10116005		Total Geographic Information Systems	\$132,259	\$142,719	\$146,809	\$146,144	2.40%

	Total Planning Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10113001	Subtotal Planning Department	\$402,704	\$438,490	\$438,098	\$439,467	0.22%
10116005	Subtotal GIS	132,259	142,719	146,809	146,144	2.40%
	Total Planning Program	\$534,963	\$581,209	\$584,907	\$585,611	0.76%



Organizational Chart



Mission Statement

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

Functions

BUILDING & ZONING

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

- 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



FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Utilize the electronic permitting platform to expand other public services including addressing complaints, records access, and property records	PCSF
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, FEMA, The 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 building construction, 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 field tablets	ED

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
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 added additional options such as Zoning Certificates and continue to 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

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



Specific Performance Measurements

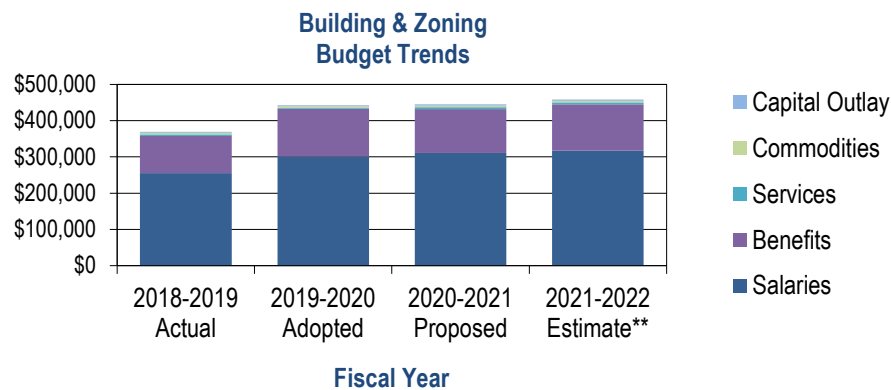
Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Employee Time Allocation				
Field Inspections	53%	45%	45%	PCSF
Review Plans & Issuing Permits	39%	39%	39%	PCSF
Research and Advise Residents, Contractors & Design Professionals	4%	8%	8%	PCSF
Building & Zoning Violations	2%	6%	6%	PCSF
Committee Meetings	2%	2%	2%	PCSF
Zoning Board Meetings	12	14	14	PCSF
Zoning Petitions Received	56	60	60	PCSF
Complaints Received and Investigated	116	120	120	PCSF
Notice of Violations Issued	53	60	60	PCSF
Plumbing Permits Issued	514	520	520	PCSF
Solar Permits Issued	100	120	120	PCSF
Electrical Permits Issued	805	736	736	PCSF
Mechanical Permits Issued	786	810	810	PCSF
Residential Building Permits Issued	1,081	1,120	1,120	PCSF
Commercial Building Permits Issued	69	82	82	PCSF
Zoning Certificates Issued	54	60	60	PCSF
Building Inspections Performed	2,607	2,800	2,800	PCSF
Electrical Inspections Performed	833	875	875	PCSF
Mechanical Inspections Performed	827	850	850	PCSF
Plumbing Inspections Performed	514	550	550	PCSF
Certificates of Occupancy Issued	96	100	100	PCSF

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



FY 2020-2021 Funding Comparison

Zoning/Building Inspection	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	4.50	4.75	4.75	4.75	0.00
Salaries	\$255,024	\$304,675	\$304,375	\$311,166	\$6,491
Benefits	103,113	131,646	129,057	120,487	(11,159)
Subtotal Personnel Expenditures*	\$358,137	\$436,321	\$433,432	\$431,653	(\$4,668)
Services	\$4,143	\$2,665	\$160	\$5,680	\$3,015
Commodities	4,345	4,200	600	4,200	0
Capital Outlay	2,704	2,920	25	3,536	616
Subtotal Operating Expenditures	\$11,192	\$9,785	\$785	\$13,416	\$3,631
Total Expenditures	\$369,329	\$446,106	\$434,217	\$445,069	(\$1,037)



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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

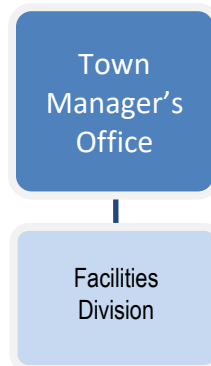


FY 2020-2021 Expenditure Statements

10117001		Zoning/Building Inspection	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10117001	511001	Full-Time Employees	\$211,200	\$252,937	\$252,937	\$261,892	3.54%
10117001	511002	Part-Time Salaries	36,502	47,969	47,969	48,121	0.32%
10117001	511004	Overtime	122	300	0	300	0.00%
10117001	511005	Retirement/Vacation Reimb.	3,896	0	0	0	0.00%
10117001	511006	Longevity	3,305	3,469	3,469	853	-75.41%
10117001		Subtotal Wages	\$255,024	\$304,675	\$304,375	\$311,166	2.13%
10117001	522250	FICA	18,638	21,994	21,994	23,279	5.84%
10117001	522300	Municipal Employees Retirement	25,251	31,129	31,129	32,722	5.12%
10117001	522301	State Retirement Defined Contribution	1,288	1,673	1,673	1,703	1.79%
10117001	522818	Medical Insur-Active Employees	51,774	68,730	68,730	54,117	-21.26%
10117001	522822	Dental Insur-Active Employees	4,582	5,340	5,340	4,092	-23.37%
10117001	522840	Insurance Buyback	872	0	0	2,000	0.00%
10117001	522850	Life Insurance	138	155	91	124	-20.00%
10117001	538014	Travel Expenses	0	1,925	50	1,850	-3.90%
10117001	540038	Uniforms And Other Clothing	570	700	50	600	-14.29%
10117001		Subtotal Benefits	\$103,113	\$131,646	\$129,057	\$120,487	-8.48%
10114003	530066	Internet Access	1,440	2,000	125	2,000	0.00%
10117001	530111	Professional Services	1,740	0	0	2,740	0.00%
10117001	534010	Motor Vehicles Maintenance	58	0	0	0	0.00%
10117001	534014	Office Equipment Maintenance	265	275	0	550	100.00%
10117001	538012	Advertising	0	100	10	100	0.00%
10117001	538022	Printing Expenses	194	140	25	140	0.00%
10117001	538030	Licenses And Dues	445	150	0	150	0.00%
10117001		Subtotal Services	\$4,143	\$2,665	\$160	\$5,680	113.13%
10117001	540012	Office Materials & Supplies	311	300	0	300	0.00%
10117001	540020	Books And Publications	1,257	300	0	300	0.00%
10117001	540028	Motor Vehicle Materials & Supp	952	1,600	200	1,600	0.00%
10117001	540040	Fuels And Lubricants	1,825	2,000	400	2,000	0.00%
10117001		Subtotal Commodities	\$4,345	\$4,200	\$600	\$4,200	0.00%
10117001	530044	Non-Major Technology Reserve	2,320	2,320	0	3,036	30.86%
10117001	550004	Office Equipment	0	200	25	200	0.00%
10117001	550026	Furniture And Furnishings	384	400	0	300	-25.00%
10117001		Subtotal Capital Outlay	\$2,704	\$2,920	\$25	\$3,536	21.10%
10117001		Total Building & Zoning	\$369,329	\$446,106	\$434,217	\$445,069	-0.23%



Organizational Chart



It is noted that the Town is migrating from having municipal facilities and custodial staff being managed by individual departments, to a centralized facility maintenance service system supported by the Facilities Division. This migration to a formal Facilities Division has been occurring for the last several years, and will be formally in effect as of July 1, 2020.

Prior to FY 2020-2021, this account had been identified as Town Hall Operations, reflecting costs for one custodial employee and the facility maintenance costs for Town Hall.

Beginning FY 2020-2021, this account will also include the salaries and personnel costs for Facility Division employees that had previously been budgeted elsewhere within General Fund. For FY 2020-2021, facility maintenance costs, other than for Town Hall, remain allocated to other departments. In addition, for FY 2020-2021, those Facility Division employees whose salary and personnel costs are budgeted within Special Revenue Funds including Peace Dale Office Building, Senior Services, Neighborhood Guild, and the Community Recreation Center, as well as Enterprise Funds including Water, Wastewater, and Solid Waste remain allocated to those funds.

It is anticipated that beginning FY 2021-2022, all Facility Division personnel costs and all facility maintenance costs for each of the Town's 16 municipal buildings will be budgeted within this account.

Mission Statement

The Facilities Division strives to provide labor services to create and support well maintained municipal buildings and related infrastructure, and to improve operations and reduce expenditures by embracing preventative maintenance and proactive measures to reduce reactive work. The Division manages and maintains a diverse portfolio of municipally owned properties, provides construction, repair, and maintenance of municipal facilities, custodial staff, and assists with security. Division works to ensure compliance with laws and regulations set forth pertaining to safety, environment, health, fire, and energy efficiency, while providing a comfortable environment for all who enter municipal buildings.



Functions

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

CUSTODIAL SERVICES

The Division works hard to provide clean and sanitary buildings for all who enter each of the 16 municipal buildings. The Division is responsible for providing routine and as needed custodial services to all municipal buildings.

ROUTINE & PREVENTATIVE MAINTENANCE

The Division is responsible for providing routine and preventative maintenance for over 190,000 square feet of space in each of the 16 municipal buildings. The routine and preventative maintenance program supports, but is not limited to the following:

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

LONG TERM PROACTIVE MAINTENANCE

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

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

SAFETY & CODE COMPLIANCE

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

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



FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Continue to provide for the routine maintenance and repair needs of all municipal buildings, both interior and exterior	PCSF
Continue to provide for the daily cleaning needs of all municipal buildings	PCSF
Oversee the maintenance and care of grounds around municipal buildings, coordinating with Parks Division as needed, and with contracted gardener to provide for aesthetically pleasing gardens and grounds	PCSF
Continue compiling a priority list for maintenance and repair of all municipal buildings	SENR
Develop long term maintenance strategy and capital improvement plan for municipal buildings	PCSF
Develop a priority list for maintenance and repair of the aging roof conditions on all municipal buildings	PCSF
Continue to develop a master plan for energy efficiency and use reduction throughout municipal buildings	SENR
Continue to coordinate with Department and Division heads to identify unique facility needs based upon department specific uses	PCSF
Continue to manage the Town's surplus disposal needs, utilizing the Town's online auction site to sell obsolete and surplus items, creating a revenue source from disposal of items	BDFM
Research a Town-wide ticketing system for maintenance needs and requests for service	PCSF
Manage the electronic key fob access system for municipal buildings, continuing to convert remaining buildings	PCSF
Coordinate with the Fire Alarm & Communications Division to update and expand security panels within municipal buildings	PCSF
Manage the installation of new sleeping quarters for Paramedics at the SKEMS South Station housed within the Public Services Building	PSCF
Manage the installation of new carpeting within the Town Council Chambers	PCSF
Manage the conversion of Town Hall, the Public Safety Complex, the Neighborhood Guild, the Waste Water Treatment Plant, the Public Services building, the Highway garage, the Parks garage, salt barn, and Parks storage from florescent lighting to LED, increasing energy efficiency and reducing future labor and equipment maintenance costs; Worked with the School Department's Maintenance Division to convert to LED lighting at the Administration and Maintenance buildings as well	SENR
Manage the electronic charging stations at Town Hall (municipal use only) and at the Main Street Comfort Station public parking lot (for public use); explore converting to point of sale purchase to cover provision of electricity and cost of administration and maintenance	SENR / BDFM
Coordinate with the South Road School tenant Meadowbrook Waldorf School on facility and maintenance needs	PCSF
Begin providing staff support to the Sustainability Committee on related initiatives; converted from the Planning Department	SENR
Coordinate with the Highway Division and the Parks Division to provide Winter Storm Operations support for municipal buildings, parking lots, and sidewalks	PCSF



FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Implement Town-wide Facility Division, overseeing for the care and maintenance of all municipal buildings, working in collaboration with Division Heads and Department Heads to identify unique facility needs based upon department specific uses	PCSF
Continue to provide for the daily cleaning, routine maintenance, and repair needs of all municipal buildings, both interior and exterior	PCSF
Oversee the maintenance and care of grounds around municipal buildings, coordinating with Parks Division and with contracted gardener on landscape and garden bed beautification efforts at municipal buildings; work to identify and expand the number of garden beds maintained	PCSF
Commence municipal building audit to develop a Facility Condition Index (FCI), compile a priority list for maintenance and repair of all municipal buildings; and develop long term maintenance strategy and capital improvement plan for municipal buildings	SENR
Continue to develop a master plan for energy efficiency and use reduction throughout municipal buildings	SENR
Explore ability to install a centralized HVAC control system for all municipal buildings	PCSF
Continue to explore a Town-wide ticketing system for maintenance needs and requests for service	PCSF
Manage the electronic key fob access system for municipal buildings, continuing to convert remaining buildings	PCSF
Manage the electronic charging stations at Town Hall (municipal use only) and at the Main Street Comfort Station public parking lot (for public use); implement conversion to point of sale purchase to cover provision of electricity and cost of administration and maintenance	SENR / BDFM
Continue to monitor and secure the South Road School building when vacant	PCSF
Continue to provide staff support to the Sustainability Committee on related initiatives; converted from the Planning Department	SENR
Coordinate with the Highway Division and the Parks Division to provide Winter Storm Operations support for municipal buildings, parking lots, and sidewalks	PCSF
Expand training program for Facilities Division employees	CE
Continue to work with the Town's Safety Committee and municipal departments to update the emergency egress and safety plans	PCSF
Continue to manage the Town's surplus disposal needs, utilizing the Town's online auction site to sell obsolete and surplus items, creating a revenue source from disposal of items	BDFM

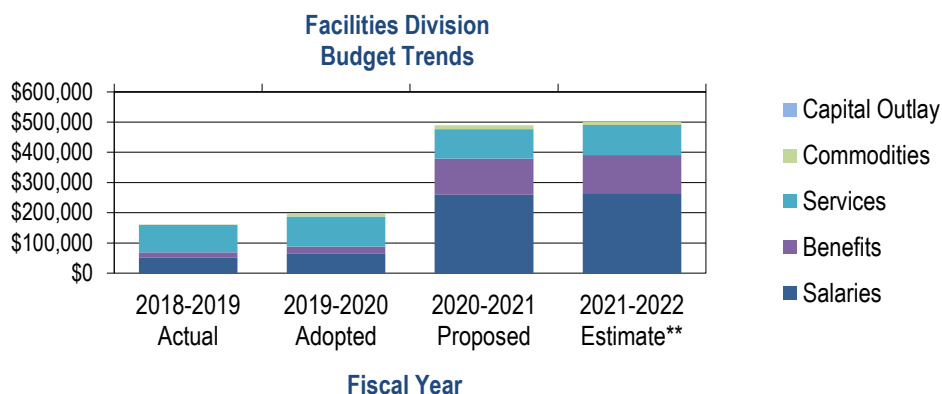
General Fund (101) Facilities (18001), continued



FY 2020-2021 Funding Comparison

Facilities	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	1.00	1.00	1.00	4.70	3.70
Salaries	\$50,953	\$65,203	\$65,203	\$259,914	\$194,711
Benefits	17,940	22,867	22,867	118,866	95,999
Subtotal Personnel Expenditures*	\$68,892	\$88,070	\$88,070	\$378,780	\$290,710
Services	\$90,547	\$99,050	\$109,456	\$98,450	(\$600)
Commodities	2,088	10,050	12,486	10,750	700
Capital Outlay	0	500	500	500	0
Subtotal Operating Expenditures	\$92,636	\$109,600	\$122,441	\$109,700	\$100
Total Expenditures	\$161,528	\$197,670	\$210,511	\$488,480	\$290,810

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. Some positions are allocated across additional accounts. Fiscal year 2020-2021 reflects an increase in FTE by 3.70, resulting from a reallocation of salary and benefits for Facilities Division personnel to this account from elsewhere within the General Fund, including Civilian Police (-2.0 FTE), Animal Control: Shelter (-0.2 FTE), Public Services (-0.1 FTE), Parks & Recreation (-0.2 FTE), and Library (-1.2 FTE).



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Facilities (18001), continued



FY 2020-2021 Expenditure Statement

10118001	Facilities Division	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10118001 511001	Full-Time Employees	\$47,107	\$56,799	\$56,799	\$227,261	300.11%
10118001 511002	Part-Time Salaries	609	3,760	3,760	21,543	472.95%
10118001 511004	Overtime	116	1,000	1,000	2,000	100.00%
10118001 511006	Longevity	3,120	3,644	3,644	9,110	150.00%
10118001	Subtotal Wages	\$50,953	\$65,203	\$65,203	\$259,914	298.62%
10118001 522250	FICA	3,767	4,817	4,817	18,642	287.00%
10118001 522300	Municipal Employees Retirement	5,915	7,349	7,349	32,162	337.64%
10118001 522301	State Retirement Defined Contribution	754	886	886	3,062	245.60%
10118001 522818	Medical Insur-Active Employees	6,861	8,980	8,980	60,977	579.03%
10118001 522822	Dental Insur-Active Employees	375	499	499	3,593	620.04%
10118001 522850	Life Insurance	31	36	36	130	261.11%
10118001 540038	Uniforms And Other Clothing	237	300	300	300	0.00%
10118001	Subtotal Benefits	\$17,940	\$22,867	\$22,867	\$118,866	419.81%
10118001 530014	Refuse Disposal	2,096	2,300	2,300	1,500	-34.78%
10118001 530064	Copy Machine Services	8,724	9,500	10,753	9,500	0.00%
10118001 532000	Telephone	5,412	6,250	6,250	6,250	0.00%
10118001 532002	Fuel - Oil	1,859	800	944	1,000	25.00%
10118001 532004	Electricity	23,598	21,500	21,500	21,500	0.00%
10118001 532008	Natural Gas	9,393	11,000	11,000	11,000	0.00%
10118001 532010	Wastewater Fees	466	600	600	600	0.00%
10118001 532012	Water Fees	816	1,000	1,000	1,000	0.00%
10118001 534014	Office Equipment Maintenance	0	200	200	200	0.00%
10118001 534020	Maintenance Of Buildings	10,085	18,800	27,708	18,800	0.00%
10118001 538012	Advertising	46	100	100	100	0.00%
10118001 538020	Postage	28,052	27,000	27,101	27,000	0.00%
10118001	Subtotal Services	\$90,547	\$99,050	\$109,456	\$98,450	-0.61%
10118001 540012	Office Materials & Supplies	6	1,600	1,600	1,700	6.25%
10118001 540014	Janitorial Materials & Supp	2,083	2,500	2,936	2,300	-8.00%
10118001 540018	Elect Materials & Supplies	0	500	500	250	0.00%
10118001 540022	Agri Materials & Supplies	0	200	200	300	50.00%
10118001 540024	Chemicals And Gases	0	100	100	0	0.00%
10118001 540026	Bldg & Const Materials & Supp	0	500	500	500	0.00%
10118001 540028	Motor Vehicle Materials & Supp	0	1,450	1,450	1,600	10.34%
10118001 540032	General Hardware & Tools	0	600	600	600	0.00%
10118001 540040	Fuels And Lubricants	0	1,000	1,000	1,900	90.00%
10118001 540050	HVAC Materials & Supplies	0	600	600	600	0.00%
10118001 580100	Miscellaneous Expenses	0	1,000	3,000	1,000	0.00%
10118001	Subtotal Commodities	\$2,088	\$10,050	\$12,486	\$10,750	6.97%
10118001 550016	Janitorial Equipment	0	500	500	500	0.00%
10118001	Subtotal Capital Outlay	\$0	\$500	\$500	\$500	0.00%
10118001	Total Facilities Division	\$161,528	\$197,670	\$210,511	\$488,480	147.12%



TAB 7 PUBLIC SAFETY

Police.....	7 - 1
Animal Control	7 - 10
Harbor Patrol	7 - 16
Fire Alarm & Communications.....	7 - 20
Emergency Medical Services.....	7 - 26

FISCAL YEAR 2020-2021 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

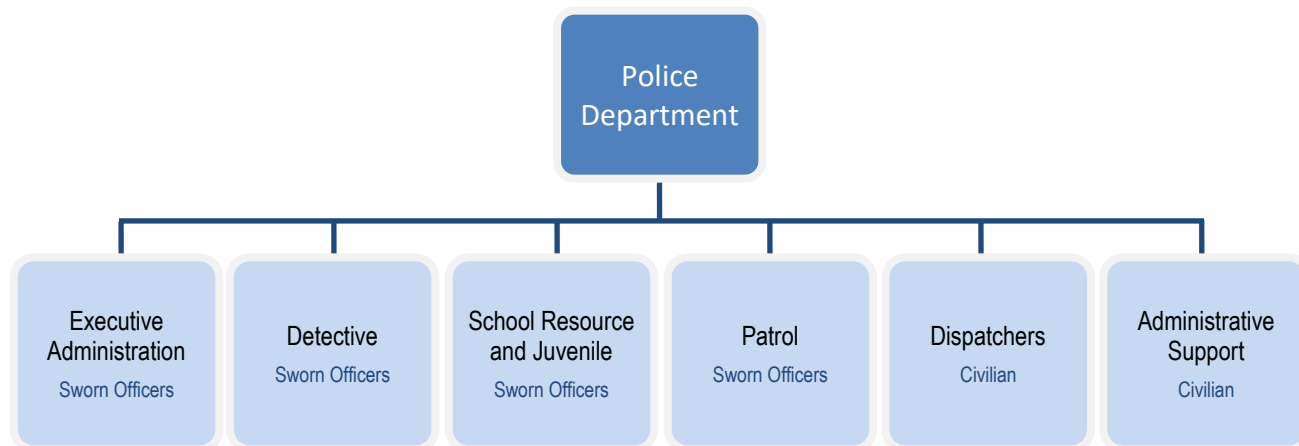
General Fund (101) Police



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
 - 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



FY 2019-2020 Priorities

Priorities	Town Council Goals & Obj's
Achieve accreditation status; conduct comprehensive review of all policies and procedures to adhere to best practices and highest level of professionalism; final assessment conducted in November 2019, anticipate receiving accreditation certificate in Spring 2020	PCSF
Administer promotional processes for the ranks of Lieutenant and Sergeant to promptly fill vacancies as they occur; as part of new Lieutenant duties, one promoted officer serve as the Accreditation Manager	PCSF
Conduct police recruitment drive, supplemented by the implementation of a new lateral transfer hiring program, to recruit certified police officers; hire and train replacement officers to promptly fill vacancies in the Patrol Division as they occur	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 Department to improve network security and operational efficiency; acquire and place in service new police scheduling software to improve the processes of routine scheduling, time-off requests, and filling overtime and traffic details	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, UFD, KFD, and RIEMA 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
Begin the process of transitioning from 'made to measure' to 'off the rack' uniforms; develop bid specifications and obtain bid award for new uniforms, coordinate and implement the gradual outfitting of officers	BDFM
Expand TASER program; purchase ten additional units to address lack of availability of this equipment for large-scale events and overtime details, cost partially funded by Federal Asset Forfeiture Funds	BDFM
Obtain grant funding for start-up costs to implement a K-9 program, procure K-9 dog and allied equipment; begin process of training K-9 and handler	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 2019-2020	PCSF
Complete facilities improvements planned in FY 2019-2020; replace boiler system and upgrade air conditioning system in radio communications room	PCSF
Complete program to gradually replace all interior and exterior fluorescent light fixtures at the Public Safety Complex with LED fixtures to 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 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
Authorized to temporarily increase the department from 54 to 56 sworn officers, in order to backfill two long term vacancies created by non-returning Injured On Duty officers, resulting in an increase in the complement of active officers from 52 to 54; reduce overtime expenses	BDFM

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Review and update departmental policies as needed for accreditation	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
Increase the active sworn compliment of officers from 54 to 55 officers (including the Police Chief) through the FY 2020-2021 budget process; continue to analyze the future needs of the department, taking into consideration best utilization of police resources	PCSF/BDFM
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
Continue with specialty training for the K-9 Team (handler and dog); deploy on patrol upon completion of required training	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; replace two inefficient chilled water pumps and motors to increase the energy efficiency of the chilled water system	SENR
Keep moving forward with the gradual transition to 'off the rack' duty uniforms, including outfitting the Honor Guard with uniforms to match the new design and color scheme	BDFM
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CE
Prepare and submit FY 2021-2022 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 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Total Number of Sworn Officers	54	54	55	PCSF
Sworn Officers – Patrol	39	37	38	PCSF
Sworn Officers – Patrol / School Resource Officer (SRO)	2	2	2	PCSF
Sworn Officers – Detective	7	7	7	PCSF
Sworn Officers – Administrative	6	8	8	PCSF
Dispatchers	8	8	8	PCSF
Civilian Admin Support Staff	8	7	7	PCSF
Calls for Service	47,717	48,250	48,250	PCSF
Calls Handled by SRO	102	105	105	PCSF
SRO Dedicated Hours	2,880	2,880	2,880	PCSF
Total Number of Auto Accidents	1,101	1,120	1,120	PCSF
Auto Accidents with Injury	220	225	225	PCSF
UCR* offenses – all offenses within <i>Major Crime Classifications</i>	354	370	370	PCSF
UCR* offenses – DUI Arrest	100	100	100	PCSF
UCR* offenses – Adult Arrest	503	510	510	PCSF
UCR* offenses – Juvenile Arrest	23	30	30	PCSF

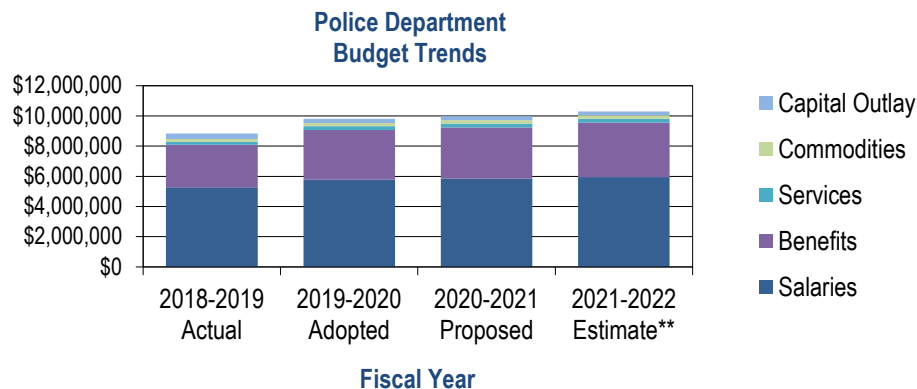
**Uniform Crime Report Statistics*



FY 2020-2021 Funding Comparison

Police Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Sworn Officers	54.00	54.00	54.00	55.00	1.00
Civilian Staff	9.00	9.00	9.00	7.00	(2.00)
Dispatchers	8.40	8.40	8.40	8.40	8.40
Total Personnel FTE	71.40	71.40	71.40	70.40	(1.00)
Salaries	\$5,266,554	\$5,780,275	\$5,638,395	\$5,841,019	\$60,744
Benefits	2,831,785	3,294,979	3,310,479	3,395,933	100,954
Subtotal Personnel Expenditures*	\$8,098,339	\$9,075,254	\$8,948,874	\$9,236,952	\$161,698
Services	\$178,459	\$236,958	\$236,317	\$250,768	\$13,810
Commodities	187,863	227,120	205,345	225,945	(1,175)
Capital Outlay	358,462	278,030	277,772	254,463	(23,567)
Subtotal Operating Expenditures	\$724,784	\$742,108	\$719,434	\$731,176	(\$10,932)
Total Expenditures	\$8,823,123	\$9,817,362	\$9,668,308	\$9,968,128	\$150,766

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. It is noted that the Department's Sworn Officer FTE is increased by 1.0 FTE effective July 1, 2020. It is further noted the Department's Civilian staff FTE is reduced by 2.0 FTE effective July 1, 2020 due to the reallocation of Facility employee salaries and benefits to the new consolidated Facilities Division budget, that was previously budgeted within the Police Department. The Department 1.0 FTE decrease shown above reflects the 1.0 FTE Sworn Officer increase and the 2.0 FTE Facilities loss, netting a 1.0 FTE reduction in FY 2020-2021.



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Police, *continued*



FY 2020-2021 Expenditure Statement

10120001		Police Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10120001	511001	Full-Time Employees	\$3,431,135	\$3,829,558	\$3,688,879	\$3,986,954	4.11%
10120001	511004	Overtime	610,405	618,000	618,000	631,000	2.10%
10120001	511005	Retirement/Vacation Reimb.	14,496	50,000	50,000	50,000	0.00%
10120001	511006	Longevity	189,899	209,612	188,977	203,534	-2.90%
10120001		Subtotal Wages	\$4,245,936	\$4,707,170	\$4,545,856	\$4,871,488	3.49%
10120001	522250	FICA	307,021	343,632	343,632	355,584	3.48%
10120001	522302	Police Retirement	824,320	1,105,117	1,105,117	1,163,679	5.30%
10120001	522306	Direct Pension	5,610	7,480	7,480	0	-100.00%
10120001	522818	Medical Insur-Active Employees	736,275	791,657	791,657	841,071	6.24%
10120001	522820	Medical Insur-Retirees	331,249	366,184	366,184	356,478	-2.65%
10120001	522822	Dental Insur-Active Employees	43,302	45,741	45,741	51,953	13.58%
10120001	522824	Dental Insur-Retirees	5,579	5,802	5,802	5,404	-6.86%
10120001	522840	Insurance Buyback	11,849	12,250	12,250	12,250	0.00%
10120001	522850	Life Insurance	4,179	4,312	4,312	4,312	0.00%
10120001	538014	Travel Expenses	200	300	300	300	0.00%
10120001	538016	Educational Expenses	47,429	67,700	74,700	72,550	7.16%
10120001	540038	Uniforms And Other Clothing	44,183	42,500	51,000	61,800	45.41%
10120001		Subtotal Benefits	\$2,361,196	\$2,792,675	\$2,808,175	\$2,925,381	4.75%
10120001	530012	Cleaning Services	9,590	12,040	10,320	10,750	-10.71%
10120001	530014	Refuse Disposal	2,634	2,878	2,869	2,750	-4.45%
10120001	530024	Medical Services	739	750	750	750	0.00%
10120001	530064	Copy Machine Services	2,636	3,344	3,344	3,344	0.00%
10120001	530066	Internet Access	1,014	1,014	1,014	1,014	0.00%
10120001	530111	Professional Services	9,124	11,500	16,950	12,500	8.70%
10120001	532000	Telephone	21,343	24,243	23,000	23,550	-2.86%
10120001	532004	Electricity	53,891	63,360	57,200	61,600	-2.78%
10120001	532008	Natural Gas	9,820	15,840	14,080	14,960	-5.56%
10120001	532010	Wastewater Fees	557	572	655	682	19.23%
10120001	532012	Water Fees	2,157	2,816	2,816	2,816	0.00%
10120001	534010	Motor Vehicles Maintenance	7,693	18,000	24,500	26,500	47.22%
10120001	534012	Commun Equip. Maintenance	2,762	6,235	6,235	6,235	0.00%
10120001	534014	Office Equipment Maintenance	2,759	7,138	7,138	7,138	0.00%
10120001	534016	Computer/Software Maintenance	17,557	20,620	20,620	28,545	38.43%
10120001	534020	Maintenance Of Buildings	11,244	16,720	16,720	17,600	5.26%
10120001	538012	Advertising	115	400	200	200	-50.00%
10120001	538020	Postage	1,611	1,800	1,800	1,800	0.00%
10120001	538022	Printing Expenses	1,259	2,024	2,024	2,024	0.00%
10120001	538028	Rents	198	156	156	156	0.00%
10120001	538030	Licenses And Dues	1,602	1,700	1,700	1,700	0.00%
10120001		Subtotal Services	\$160,304	\$213,150	\$214,091	\$226,614	6.32%

*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>	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10120001 540012	Office Materials & Supplies	\$2,238	\$4,092	\$3,168	\$3,168	-22.58%
10120001 540014	Janitorial Materials & Supp	4,724	5,368	5,368	5,368	0.00%
10120001 540018	Elect Materials & Supplies	775	2,024	1,760	1,760	-13.04%
10120001 540020	Books And Publications	3,503	3,500	3,875	4,000	14.29%
10120001 540024	Chemicals And Gases	4,884	4,100	4,100	4,100	0.00%
10120001 540026	Bldg & Const Materials & Supp	1,141	1,478	1,478	1,478	0.00%
10120001 540028	Motor Vehicle Materials & Supp	33,031	35,000	35,000	35,000	0.00%
10120001 540030	Medical & Lab Materials & Supp	502	3,500	1,500	1,500	-57.14%
10120001 540032	General Hardware & Tools	148	440	440	440	0.00%
10120001 540040	Fuels And Lubricants	97,211	123,000	107,000	123,600	0.49%
10120001 540052	Photographic Materials & Supp	456	500	500	575	15.00%
10120001 540058	Safety Related Mat & Supp	29,397	29,500	26,700	30,500	3.39%
10120001 580100	Miscellaneous Expenses	8,632	12,415	12,415	12,415	0.00%
10120001	Subtotal Commodities	\$186,641	\$224,917	\$203,304	\$223,904	-0.45%
10120001 530044	Non-Major Technology Reserve	30,183	31,200	31,200	39,234	25.75%
10120001 550012	Motor Vehicles	84,857	226,000	226,000	197,625	-12.56%
10120001 550014	Medical And Laboratory Equip	6,570	3,400	3,400	0	-100.00%
10120001 550016	Janitorial Equipment	0	3,400	3,142	400	-88.24%
10120001 550024	Safety Related Equipment	6,563	7,500	7,500	7,500	0.00%
10120001 550026	Furniture And Furnishings	1,760	3,000	3,000	3,500	16.67%
10120001 590999	Transfer To Other Funds	225,000	0	0	0	0.00%
10120001	Subtotal Capital Outlay	\$354,932	\$274,500	\$274,242	\$248,259	-9.56%
10120001	Total Police Department	\$7,309,010	\$8,212,412	\$8,045,668	\$8,495,646	3.45%

10120002	Police Civilian Personnel	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10120002 511001	Full-Time Employees	\$440,820	\$459,868	\$463,477	\$367,404	-20.11%
10120002 511002	Part-Time Salaries	7,429	9,620	387	0	-100.00%
10120002 511004	Overtime	3,774	7,000	4,000	4,000	-42.86%
10120002 511005	Retirement/Vacation Reimb.	0	0	28,516	0	0.00%
10120002 511006	Longevity	23,026	24,781	24,781	19,620	-20.83%
10120002	Subtotal Wages	\$475,048	\$501,269	\$521,161	\$391,024	-21.99%
10120002 522250	FICA	33,908	35,769	35,769	27,697	-22.57%
10120002 522300	Municipal Employees Retirement	54,640	58,934	58,934	48,262	-18.11%
10120002 522301	State Retirement Defined Contribution	3,779	3,965	3,965	3,311	-16.49%
10120002 522818	Medical Insur-Active Employees	127,284	134,836	134,836	115,957	-14.00%
10120002 522822	Dental Insur-Active Employees	7,918	8,261	8,261	6,513	-21.16%
10120002 522850	Life Insurance	276	279	279	217	-22.22%
10120002	Subtotal Benefits	\$227,806	\$242,044	\$242,044	\$201,957	-16.56%
10120002	Total Police Civilian Personnel	\$702,854	\$743,313	\$763,205	\$592,981	-20.22%

General Fund (101) Police, continued



10120050	Police Dispatchers	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2022 Proposed	Percent Change*
10120050 511001	Full-Time Employees	\$393,866	\$411,258	\$411,258	\$417,786	1.59%
10120050 511002	Part-Time Salaries	13,847	20,578	20,578	20,323	-1.24%
10120050 511004	Overtime	122,167	125,458	125,000	125,000	-0.37%
10120050 511005	Retirement/Vacation Reimb.	2,004	0	0	0	0.00%
10120050 511006	Longevity	13,686	14,542	14,542	15,398	5.89%
10120050	Subtotal Wages	\$545,570	\$571,836	\$571,378	\$578,507	1.17%
10120050 522250	FICA	39,811	41,759	41,759	41,770	0.03%
10120050 522300	Municipal Employees Retirement	47,971	51,088	51,088	53,311	4.35%
10120050 522301	State Retirement Defined Contribution	4,855	5,004	5,004	5,090	1.72%
10120050 522818	Medical Insur-Active Employees	103,782	109,938	109,938	115,468	5.03%
10120050 522820	Medical Insur-Retirees	34,062	36,107	36,107	36,868	2.11%
10120050 522822	Dental Insur-Active Employees	6,257	6,516	6,516	6,240	-4.24%
10120050 522840	Insurance Buyback	1,833	2,000	2,000	2,000	0.00%
10120050 522850	Life Insurance	243	248	248	248	0.00%
10120050 538014	Travel Expenses	0	100	100	100	0.00%
10120050 538016	Educational Expenses	1,104	3,000	3,000	3,000	0.00%
10120050 540038	Uniforms And Other Clothing	2,863	4,500	4,500	4,500	0.00%
10120050	Subtotal Benefits	\$242,782	\$260,260	\$260,260	\$268,595	3.20%
10120050 530012	Cleaning Services	1,561	1,960	1,680	1,750	-10.71%
10120050 530014	Refuse Disposal	359	392	391	375	-4.34%
10120050 530064	Copy Machine Services	360	456	456	456	0.00%
10120050 530066	Internet Access	138	138	138	138	0.00%
10120050 532000	Telephone	1,798	2,007	1,875	1,860	-7.32%
10120050 532004	Electricity	7,349	8,640	7,800	8,400	-2.78%
10120050 532008	Natural Gas	1,339	2,160	1,920	2,040	-5.56%
10120050 532010	Wastewater Fees	76	78	89	93	19.23%
10120050 532012	Water Fees	294	384	384	384	0.00%
10120050 534012	Commun Equip. Maintenance	450	1,015	1,015	1,015	0.00%
10120050 534014	Office Equipment Maintenance	449	1,162	1,162	1,162	0.00%
10120050 534016	Computer/Software Maintenance	2,310	2,710	2,710	3,755	38.56%
10120050 534020	Maintenance Of Buildings	1,533	2,280	2,280	2,400	5.26%
10120050 538012	Advertising	0	150	50	50	-66.67%
10120050 538022	Printing Expenses	139	276	276	276	0.00%
10120050	Subtotal Services	\$18,155	\$23,808	\$22,226	\$24,154	1.45%
10120050 540012	Office Materials & Supplies	302	558	432	432	-22.58%
10120050 540014	Janitorial Materials & Supp	639	732	732	732	0.00%
10120050 540018	Elect Materials & Supplies	106	276	240	240	-13.04%
10120050 540020	Books And Publications	0	375	375	375	0.00%
10120050 540026	Bldg & Const Materials & Supp	156	202	202	202	0.00%
10120050 540032	General Hardware & Tools	20	60	60	60	0.00%
10120050	Subtotal Commodities	\$1,222	\$2,203	\$2,041	\$2,041	-7.35%
10120050 530044	Non-Major Technology Reserve	3,530	3,530	3,530	2,404	-31.90%
10120050 550026	Furniture And Furnishings	0	0	0	3,800	0.00%
10120050	Subtotal Capital Outlay	\$3,530	\$3,530	\$3,530	\$6,204	75.75%
10120050	Total Police Dispatchers	\$811,259	\$861,637	\$859,435	\$879,501	2.07%
	Total Police Program					
10120001	Subtotal Police Department	\$7,309,010	\$8,212,412	\$8,045,668	\$8,495,646	3.45%
10120002	Subtotal Police Civilian Personnel	702,854	743,313	763,205	592,981	-20.22%
10120050	Subtotal Police Dispatchers	811,259	861,637	859,435	879,501	2.07%
	Total Police Program	\$8,823,123	\$9,817,362	\$9,668,308	\$9,968,128	1.54%

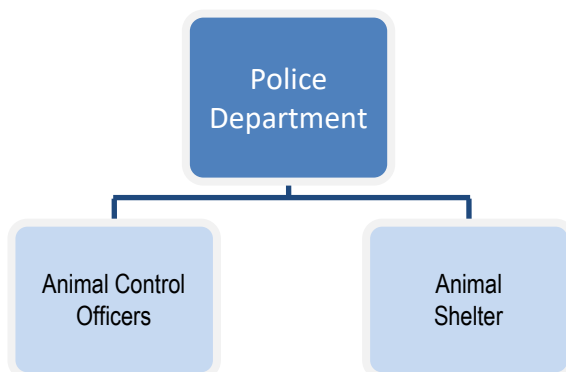


General Fund (101) Animal Control

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, accept and care for the Town's stray animal population, promote the adoption of animals in its care, 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 within the Town
- Issuance of citations for violations of Town Ordinances
- Transport all animals to the Shelter who are found roaming at large within the Town
- Disposal of animals that are destroyed or injured on the Town's roadways
- Educate the public on dog bite prevention, rabies, spaying/neutering, dog fighting/animal cruelty, and responsible ownership

ANIMAL SHELTER

- Accept neglected, abandoned, and/or stray dogs, cats, and other domestic animals from South Kingstown and Narragansett, as it is regional shelter serving both communities
- Promote the return of animals brought to the Shelter to their owners



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

FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Continue to serve the stray animal population, for the Towns of South Kingstown and Narragansett, through a shared services agreement with the Town of Narragansett	BDFM
Continue to create and update facility procedures to ensure the Animal Shelter meets necessary standards, state law, and local ordinances, and to improve operational efficiency, effectiveness, and safety	PCSF
Find forever homes for animals surrendered to the Town and stray animals, and return lost animals surrendered to the Town to their owners	PCSF
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	PCSF
As the Shelter is unable to accept animals from outside South Kingstown and Narragansett, assist residents of other communities identify local shelters and/or resources available to them	PFSF
Maintain operational readiness as a Regional Emergency Animal Shelter in the event of a declared State of Emergency	PCSF
Complete facilities improvements planned in FY 2019-2020; including the exterior post and beam rehabilitation project	SENR



FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to create and update procedures to ensure the Animal Shelter meets necessary standards, state law, and local ordinances, and to improve operational efficiency, effectiveness, and safety	PCSF
Implement a software program for use by the Shelter to track information relative to animals housed at the facility, including but not limited to type of animal, intake date, medical and other care needs, and date of adoption	PCSF
Provide for the care of animals housed at the facility, and coordinate with local veterinary providers for necessary treatment	PCSF
Create awareness with the public regarding animals at the facility available for adoption; find forever homes for animals surrendered to the Town and stray animals, and return lost animals surrendered to the Town to their owners	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 to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	PCSF
Continue the shared services agreement with the Town of Narragansett	BDFM
Continue serving and maintaining readiness as Regional Emergency Animal Shelter in the event of a declared State of Emergency	PCSF
Provide employee training and professional development regarding animal care and safety	PCSF
Pro-actively maintain facility infrastructure and equipment to ensure maximum useful life	PCSF

Specific Performance Measurements

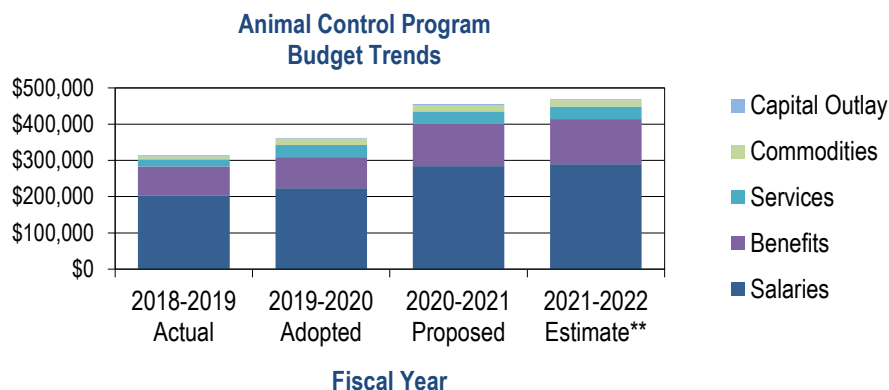
Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Animal Complaints Received	1,022	1,150	1,150	PCSF
Summons Issued	5	10	10	PCSF
Shelter Impoundments - Canine	188	185	185	PCSF
Shelter Impoundments - Feline	120	140	140	PCSF
Shelter Impoundments - Other	25	10	10	PCSF
Shelter Impoundments - DOA	16	20	20	PCSF
Total Impoundments	349	350	350	PCSF
South Kingstown Impoundments	276	275	275	PCSF
Narragansett Impoundments	73	75	75	BDFM
Animals Returned to Owner	145	195	195	PCSF
Animals Euthanized or Died	8	15	15	PCSF
Animals Adopted to New Homes	143	125	125	PCSF
Animals Quarantined at Shelter	17	20	20	PCSF



FY 2020-2021 Funding Comparison

Animal Control Road & Shelter	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	3.00	3.20	3.20	4.40	1.20
Salaries	\$202,050	\$222,946	\$217,531	\$284,164	\$61,218
Benefits	81,319	86,297	85,972	117,028	30,731
Subtotal Personnel Expenditures*	\$283,369	\$309,243	\$303,503	\$401,192	\$91,949
Services	\$19,490	\$33,400	\$33,825	\$34,290	\$890
Commodities	7,664	17,350	16,305	17,030	(320)
Capital Outlay	3,424	2,160	2,160	2,720	560
Subtotal Operating Expenditures	\$30,578	\$52,910	\$52,290	\$54,040	\$1,130
Total Expenditures	\$313,947	\$362,153	\$355,793	\$455,232	\$93,079

*Please note the personnel FTE and expenditure figures shown above include the addition of a full time Animal Shelter Superintendent (+1.0 FTE) to lead the operations of the Animal Control Road and Shelter programs beginning FY 2020-2021. In addition, it includes the addition of 0.4 FTE in the Animal Control Road program, however it is noted that this increase in FTE is budget neutral as it is simply a conversion of two very part time positions with personnel costs budgeted as pooled funding, to one part time position reflected as FTE beginning FY 2020-2021. The FTE also reflects a reallocation of facilities employees (-0.2 FTE) from this account to the new Facilities Division. The net FTE changes result in a gain of 1.2 FTE for FY 2020-2021.



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Animal Control, *continued*



FY 2020-2021 Expenditure Statements

10120071	Animal Control Road	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10120071 511001	Full-Time Employees	\$45,431	\$46,915	\$46,915	\$47,670	1.61%
10120071 511002	Part-Time Salaries	14,854	17,976	17,976	18,750	4.31%
10120071 511004	Overtime	259	550	550	550	0.00%
10120071 511006	Longevity	4,277	4,399	4,399	4,521	2.77%
10120071	Subtotal Wages	\$64,822	\$69,840	\$69,840	\$71,491	2.36%
10120071 522250	FICA	4,828	5,205	5,205	5,324	2.29%
10120071 522300	Municipal Employees Retirement	5,854	6,240	6,240	6,508	4.29%
10120071 522818	Medical Insur-Active Employees	6,825	7,230	7,230	7,594	5.03%
10120071 522822	Dental Insur-Active Employees	373	392	392	375	-4.34%
10120071 522850	Life Insurance	31	31	31	31	0.00%
10120071 538016	Educational Expenses	130	500	500	500	0.00%
10120071 540038	Uniforms And Other Clothing	539	700	700	700	0.00%
10120071	Subtotal Benefits	\$18,580	\$20,298	\$20,298	\$21,032	3.62%
10120071 532000	Telephone	290	810	810	810	0.00%
10120071 534010	Motor Vehicles Maintenance	(9,093)	500	500	500	0.00%
10120071 538022	Printing Expenses	481	500	500	500	0.00%
10120071 538030	Licenses And Dues	6	50	50	50	0.00%
10120071	Subtotal Services	(\$8,316)	\$1,860	\$1,860	\$1,860	0.00%
10120071 540028	Motor Vehicle Materials & Supp	264	1,500	1,500	1,500	0.00%
10120071 540032	General Hardware & Tools	48	55	55	55	0.00%
10120071 540040	Fuels And Lubricants	2,938	4,500	4,000	4,500	0.00%
10120071 540058	Safety Related Mat & Supp	323	350	350	350	0.00%
10120071 580100	Miscellaneous Expenses	92	1,450	1,450	1,450	0.00%
10120071	Subtotal Commodities	\$3,665	\$7,855	\$7,355	\$7,855	0.00%
10120071 530044	Non-Major Technology Reserve	1,330	1,330	1,330	1,638	23.16%
10120071	Subtotal Capital Outlay	\$1,330	\$1,330	\$1,330	\$1,638	23.16%
10120071	Total Animal Control Road	\$80,080	\$101,183	\$100,683	\$103,876	2.66%

General Fund (101) Animal Control, continued

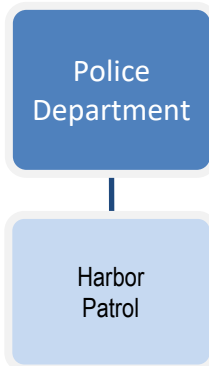


10120073	Animal Shelter	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10120073 511001	Full-Time Employees	\$103,545	\$104,285	\$97,220	\$162,488	55.81%
10120073 511002	Part-Time Salaries	26,573	41,790	41,790	42,619	1.98%
10120073 511004	Overtime	2,949	2,350	4,000	2,800	19.15%
10120073 511006	Longevity	4,160	4,681	4,681	4,766	1.82%
10120073	Subtotal Wages	\$137,228	\$153,106	\$147,691	\$212,673	38.91%
10120073 522250	FICA	9,818	11,011	11,011	15,238	38.39%
10120073 522300	Municipal Employees Retirement	12,685	13,249	13,249	20,857	57.42%
10120073 522301	State Retirement Defined Contribution	561	539	539	1,102	104.45%
10120073 522818	Medical Insur-Active Employees	35,559	36,812	36,812	53,937	46.52%
10120073 522822	Dental Insur-Active Employees	2,239	2,297	2,297	3,069	33.61%
10120073 522850	Life Insurance	68	66	66	93	40.91%
10120073 538014	Travel Expenses	110	425	100	100	-76.47%
10120073 538016	Educational Expenses	100	0	0	0	0.00%
10120073 540038	Uniforms And Other Clothing	1,599	1,600	1,600	1,600	0.00%
10120073	Subtotal Benefits	\$62,739	\$65,999	\$65,674	\$95,996	45.45%
10120073 530014	Refuse Disposal	0	0	525	625	0.00%
10120073 530111	Professional Services	3,052	5,900	6,800	6,500	10.17%
10120073 532000	Telephone	522	720	470	360	-50.00%
10120073 532002	Fuel - Oil	5,993	6,800	6,500	7,150	5.15%
10120073 532004	Electricity	5,744	6,800	6,500	6,500	-4.41%
10120073 532012	Water Fees	1,530	1,700	1,700	1,700	0.00%
10120073 534016	Computer/Software Maintenance	0	0	500	500	0.00%
10120073 534020	Maintenance Of Buildings	10,609	9,000	8,475	8,500	-5.56%
10120073 538012	Advertising	31	25	25	25	0.00%
10120073 538020	Postage	250	245	145	245	0.00%
10120073 538022	Printing Expenses	76	350	325	325	-7.14%
10120073	Subtotal Services	\$27,806	\$31,540	\$31,965	\$32,430	2.82%
10120073 540012	Office Materials & Supplies	293	700	400	425	-39.29%
10120073 540014	Janitorial Materials & Supp	1,178	2,500	2,300	2,300	-8.00%
10120073 540018	Elect Materials & Supplies	40	50	50	50	0.00%
10120073 540020	Books & Publications	0	45	0	0	-100.00%
10120073 540022	Agri Materials & Supplies	1,026	2,000	2,100	2,100	5.00%
10120073 540026	Bldg & Const Materials & Supp	793	1,100	1,100	1,100	0.00%
10120073 540032	General Hardware & Tools	0	200	200	200	0.00%
10120073 540048	Pet Food	09	2,200	2,200	2,400	9.09%
10120073 540050	HVAC Materials & Supplies	11	500	400	400	-20.00%
10120073 540058	Safety Related Mat & Supp	48	200	200	200	0.00%
10120073	Subtotal Commodities	\$3,999	\$9,495	\$8,950	\$9,175	-3.37%
10120073 530044	Non-Major Technology Reserve	530	830	830	1,082	30.36%
10120073 550004	Office Equipment	1,564	0	0	0	0.00%
10120073	Subtotal Capital Outlay	\$2,094	\$830	\$830	\$1,082	30.36%
10120073	Total Animal Shelter	\$233,866	\$260,970	\$255,110	\$351,356	34.63%

	Total Animal Control Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2019-2020 Proposed	Percent Change
10120071	Subtotal Animal Control Road	\$80,080	\$101,183	\$100,683	\$103,876	2.66%
10120073	Subtotal Animal Shelter	233,866	260,970	255,110	351,356	34.63%
	Total Animal Control Program	\$313,947	\$362,153	\$355,793	\$455,232	25.70%



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 2019-2020 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
Procure and place in service new outboard motor for harbor patrol boat (PB1) for the summer 2020 season; the newly designed replacement outboard will be more efficient and lighter weight in an effort to reduce fuel consumption	SENR / BDFM

FY 2020-2021 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

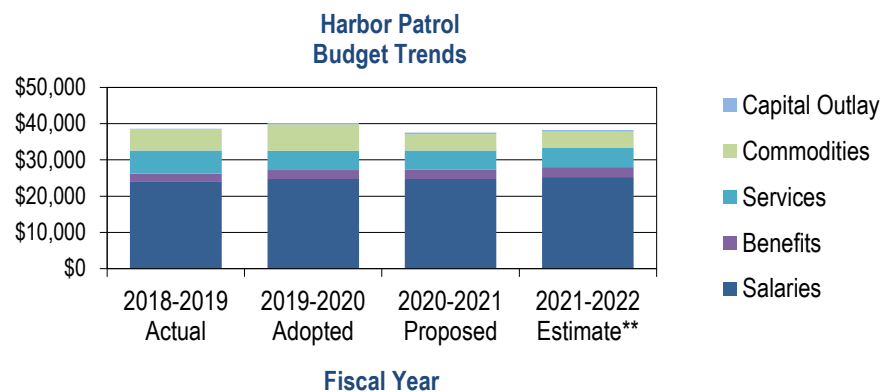
Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Boating Safety Checks	71	75	75	PCSF
Warnings issued	27	25	25	PCSF
Moorings	212	215	215	PCSF
Mooring Revenue Generated	\$41,391	\$36,000	\$36,000	BDFM

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



FY 2020-2021 Funding Comparison

Harbor Patrol	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE	0.50	0.50	0.50	0.50	0.00
Salaries	\$24,108	\$24,750	\$24,784	\$24,750	\$0
Benefits	2,094	2,494	2,494	2,594	100
Subtotal Personnel Expenditures*	\$26,201	\$27,244	\$27,278	\$27,344	\$100
Services	\$6,385	\$5,231	\$7,731	\$5,231	\$0
Commodities	5,854	7,400	7,400	4,500	(2,900)
Capital Outlay	200	333	333	429	96
Subtotal Operating Expenditures	\$12,440	\$12,964	\$15,464	\$10,160	(\$2,804)
Total Expenditures	\$38,641	\$40,208	\$42,742	\$37,504	(\$2,704)



****FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.**

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

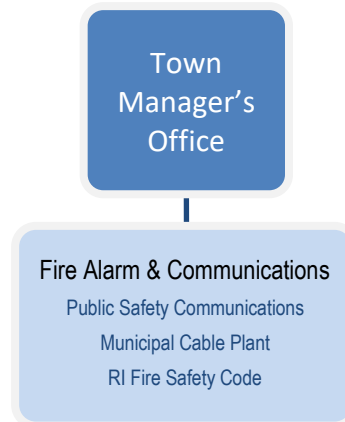


FY 2020-2021 Expenditure Statement

10120090	Harbor Patrol	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10120090 511003	Seasonal Salaries	\$24,108	\$24,750	\$24,750	\$24,750	0.00%
10120090 511004	Overtime	0	0	34	0	0.00%
10120090	Subtotal Wages	\$24,108	\$24,750	\$24,784	\$24,750	0.00%
10120090 522250	FICA	1,844	1,894	1,894	1,894	0.00%
10120090 540038	Uniforms And Other Clothing	250	600	600	700	16.67%
10120090	Subtotal Benefits	\$2,094	\$2,494	\$2,494	\$2,594	4.01%
10120050 530066	Internet Access	440	481	481	481	0.00%
10120090 530111	Professional Services	378	500	500	500	0.00%
10120090 532000	Telephone	290	325	325	325	0.00%
10120090 534010	Motor Vehicles Maintenance	55	500	500	500	0.00%
10120090 534012	Commun Equip. Maintenance	0	175	175	175	0.00%
10120090 534018	Maintenance Of General Equip	5,222	3,000	5,500	3,000	0.00%
10120090 538012	Advertising	0	50	50	50	0.00%
10120090 538022	Printing Expenses	0	200	200	200	0.00%
10120090	Subtotal Services	\$6,385	\$5,231	\$7,731	\$5,231	0.00%
10120090 540028	Motor Vehicle Materials & Supp	36	400	400	400	0.00%
10120090 540040	Fuels And Lubricants	2,062	4,000	4,000	3,500	-12.50%
10120090 540058	Safety Related Mat & Supp	3,756	2,500	2,500	100	-96.00%
10120090 580100	Miscellaneous Expenses	0	500	500	500	0.00%
10120090	Subtotal Commodities	\$5,854	\$7,400	\$7,400	\$4,500	-39.19%
10120090 530044	Non-Major Technology Reserve	200	333	333	429	28.83%
10120090	Subtotal Capital Outlay	\$200	\$333	\$333	\$429	28.83%
10120090	Total Harbor Patrol	\$38,641	\$40,208	\$42,742	\$37,504	-6.73%



Organizational Chart



Mission Statement

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

Functions

COMMUNICATIONS

The Department works in collaboration with the Police Department, SKEMS, the School Department, and many other municipal departments, as well as 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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Conduct radio site inspections and surveys for possible upgrades	PCSF
Convert existing master boxes on commercial buildings to radio boxes	PCSF
Coordinate with local businesses with information regarding, and formally notifying them via letter, about the need to convert to radio boxes	PCSF
Continue the removal of on-street master boxes	PCSF
Continue the removal of old cable off poles	PCSF
Convert West side of 138 bridge businesses to radio box, as the bridge is being replaced and cable will not be reused	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	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 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
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



FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue the Radio Box Migration Project; work with local businesses on converting to radio boxes	PCSF
Continue the removal of on-street master boxes	PCSF
Continue the removal of old cable off poles	PCSF
Begin audit for the purpose of updating municipal buildings security alarm and fire alarm panels	PCSF
Continue to develop a decommissioning plan for 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
Continue to 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
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
Continue to coordinate with AT&T regarding the new communications tower	PCSF

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



Specific Performance Measurements

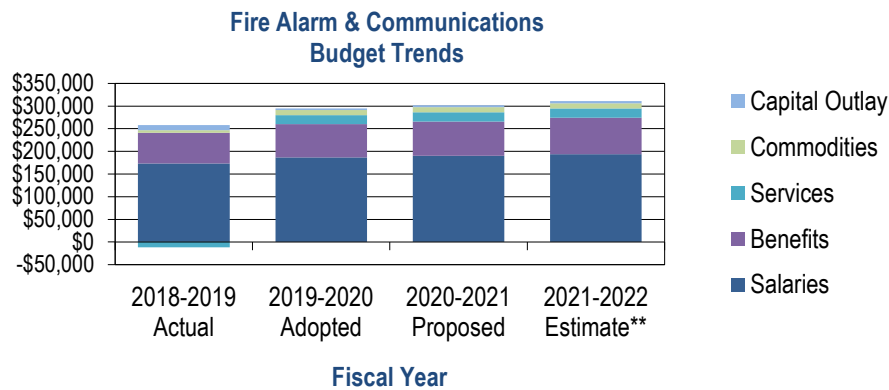
Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Fire Alarm Radio Box installations	7	10	10	PCSF
Radio Box conversions	5	50	50	PCSF
Projects submitted for plan review	30	40	40	PCSF
Residential Fire Alarm Systems Approved	4	10	10	PCSF
Commercial Fire Alarm Systems Approved	10	20	20	PCSF
Alarm Response/Reset by Department - During Shift	89	100	100	PCSF
Alarm Response/Reset by Department - Total Call Backs	34	30	30	PCSF
Town Buildings (response required at all)	17	20	20	PCSF
In Union Fire District (response required for non-routine or designated buildings)	3	0	0	PCSF
In Kingston Fire District (response required at all)	18	20	20	PCSF
Alarm Response/Reset by UFD	85	100	100	BDFM / CE
Total after hours Alarm Response/Resets	154	150	150	PCSF
% Reset by UFD personnel	55%	67%	67%	BDFM / CE

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



FY 2020-2021 Funding Comparison

Fire Alarm & Communications	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	2.50	2.50	2.50	2.50	0.00
Salaries	\$173,550	\$186,729	\$186,729	\$190,176	\$3,447
Benefits	67,342	73,185	73,185	75,981	2,796
Subtotal Personnel Expenditures*	\$240,892	\$259,914	\$259,914	\$266,157	\$6,243
Services	(\$11,511)	\$19,895	\$43,845	\$19,895	\$0
Commodities	5,813	11,550	11,841	11,550	0
Capital Outlay	11,180	3,700	3,700	4,514	814
Subtotal Operating Expenditures	\$5,482	\$35,145	\$59,386	\$35,959	\$814
Total Expenditures	\$246,375	\$295,059	\$319,300	\$302,116	\$7,057



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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

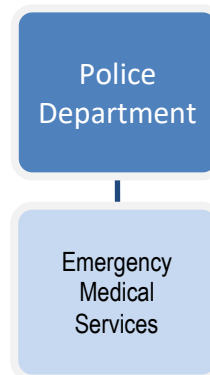


FY 2020-2021 Expenditure Statement

10121001	Fire Alarm Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10121001 511001	Full-Time Employees	\$131,549	\$141,470	\$141,470	\$144,453	2.11%
10121001 511002	Part-Time Salaries	22,693	23,106	23,106	23,503	1.72%
10121001 511004	Overtime	13,826	16,000	16,000	16,000	0.00%
10121001 511006	Longevity	5,482	6,153	6,153	6,220	1.09%
10121001	Subtotal Wages	\$173,550	\$186,729	\$186,729	\$190,176	1.85%
10121001 522250	FICA	12,657	13,627	13,627	13,881	1.86%
10121001 522300	Municipal Employees Retirement	16,096	17,869	17,869	18,729	4.81%
10121001 522301	State Retirement Defined Contribution	1,920	2,069	2,069	2,115	2.22%
10121001 522818	Medical Insur-Active Employees	32,400	34,322	34,322	36,048	5.03%
10121001 522822	Dental Insur-Active Employees	2,048	2,136	2,136	2,046	-4.21%
10121001 522850	Life Insurance	61	62	62	62	0.00%
10121001 538014	Travel Expenses	0	100	100	100	0.00%
10121001 538016	Educational Expenses	166	1,000	1,000	1,000	0.00%
10121001 540038	Uniforms And Other Clothing	1,994	2,000	2,000	2,000	0.00%
10121001	Subtotal Benefits	\$67,342	\$73,185	\$73,185	\$75,981	3.82%
10121001 530066	Internet Access	480	500	500	500	0.00%
10121001 530111	Professional Services	9,335	10,100	10,100	10,100	0.00%
10121001 532000	Telephone	2,069	2,300	2,300	2,300	0.00%
10121001 534010	Motor Vehicles Maintenance	273	2,000	2,000	2,000	0.00%
10121001 534016	Computer/Software Maintenance	266	3,500	3,500	3,500	0.00%
10121001 534020	Maintenance Of Buildings	(23,950)	500	24,450	500	0.00%
10121001 538012	Advertising	0	25	25	25	0.00%
10121001 538022	Printing Expenses	16	500	500	500	0.00%
10121001 538030	Licenses And Dues	0	470	470	470	0.00%
10121001	Subtotal Services	(\$11,511)	\$19,895	\$43,845	\$19,895	0.00%
10121001 540012	Office Materials & Supplies	260	300	300	300	0.00%
10121001 540018	Elect Materials & Supplies	2,227	4,000	4,291	4,000	0.00%
10121001 540028	Motor Vehicle Materials & Supp	131	1,750	1,750	1,750	0.00%
10121001 540032	General Hardware & Tools	0	250	250	250	0.00%
10121001 540040	Fuels And Lubricants	3,195	4,500	4,500	4,500	0.00%
10121001 540058	Safety Related Mat & Supp	0	250	250	250	0.00%
10121001 580100	Miscellaneous Expenses	0	500	500	500	0.00%
10121001	Subtotal Commodities	\$5,813	\$11,550	\$11,841	\$11,550	0.00%
10121001 530044	Non-Major Technology Reserve	700	700	700	1,514	116.29%
10121001 550008	Communication Equipment	480	3,000	3,000	3,000	0.00%
10121001 590999	Transfer To Other Funds	10,000	0	0	0	0.00%
10121001	Subtotal Capital Outlay	\$11,180	\$3,700	\$3,700	\$4,514	22.00%
10121001	Fire Alarm Department	\$246,375	\$295,059	\$319,300	\$302,116	2.39%



Organizational Chart



Mission Statement

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

Functions

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

The EMS Department, through the 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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Continue to provide EMS Lieutenants with leadership training and conflict resolution skills	PCSF
Continue 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
Continue 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
Collaborate 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
Conduct recruitment to hire four additional Paramedics, increasing service expansion to two 24/7 service transport units; increase service delivery and reduce reliance on mutual aid assistance	PCSF
Field personnel changed from a fixed schedule to a rotation schedule of 24 hrs on, 48 hrs off, 24 hrs on, and 96 hrs off	PCSF

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



Priorities, <i>continued</i>	Town Council Goals & Obj's
Appointment of a new Medical Director to oversee quality improvement and training initiatives	CE
Conduct RFP process to select a new EMS billing company with comprehensive reporting capabilities and increase EMS revenue potential	BDFM
Implement new Patient Care Reporting software, able to interface with the new EMS billing vendor to improved billing efficiency and medical documentation	PCSF
Enhance EMS Department webpage related to Community Risk Reduction initiatives and public education	CE
Bid and procure new Paramedic Intercept/Supervisor vehicle 'Paramedic 2', to replace the current vehicle which was due for replacement	BDFM

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Vehicle Replacement: Paramedic 3 (Transporting vehicle)	PCSF
Continue cyclic competency training for department personnel	PCSF
Continue 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
Continue 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 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Obj's
Paramedic Personnel (FTE)*	12	14*	16	PCSF
Transport Vehicles in service 12 hours	1	1 / 0**	0	PCSF
Transport Vehicles in service 24 hours	1	1 / 2**	2	PCSF
EMS calls for service	3,325	3,500	3,700	PCSF
EMS transports	2,271	2,500	2,700	PCSF
Mutual aid - provided	191	225	240	PCSF
Mutual aid - received	209	250	280	PCSF

*4 new positions created as of January 1, 2020 resulting in an increase of 2 FTE for the fiscal year

**1 twelve hour transport vehicle was in service July through December 2019, and then converted to a second 24 hour transport vehicle beginning January 2020 with the creation of 4 additional shifts

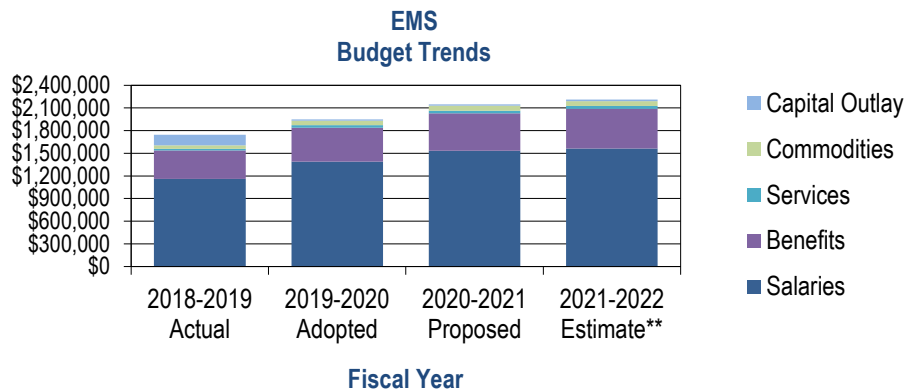
General Fund (101) Emergency Medical Services (22001), *continued*



FY 2020-2021 Funding Comparison

Emergency Medical Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	17.00	19.00	19.00	21.00	2.00
Salaries	\$1,161,180	\$1,390,713	\$1,524,522	\$1,533,981	\$143,268
Benefits	377,230	446,971	446,396	494,603	47,632
Subtotal Personnel Expenditures*	\$1,538,410	\$1,837,684	\$1,970,918	\$2,028,584	\$190,900
Services	\$19,267	\$34,008	\$34,330	\$36,010	\$2,002
Commodities	47,869	59,300	54,400	66,300	7,000
Capital Outlay	140,833	18,860	18,160	18,896	36
Subtotal Operating Expenditures	\$207,970	\$112,168	\$106,890	\$121,206	\$9,038
Total Expenditures	\$1,746,380	\$1,949,852	\$2,077,808	\$2,149,790	\$199,938

*Please note the personnel FTE and expenditure figures shown above for FY 2020-2021 represent the first year of full funding for four Paramedic positions budgeted to begin January 2020, reflecting an increase in 2.0 FTE for FY 2019-2020, and an additional 2.0 FTE increase for FY 2020-2021.



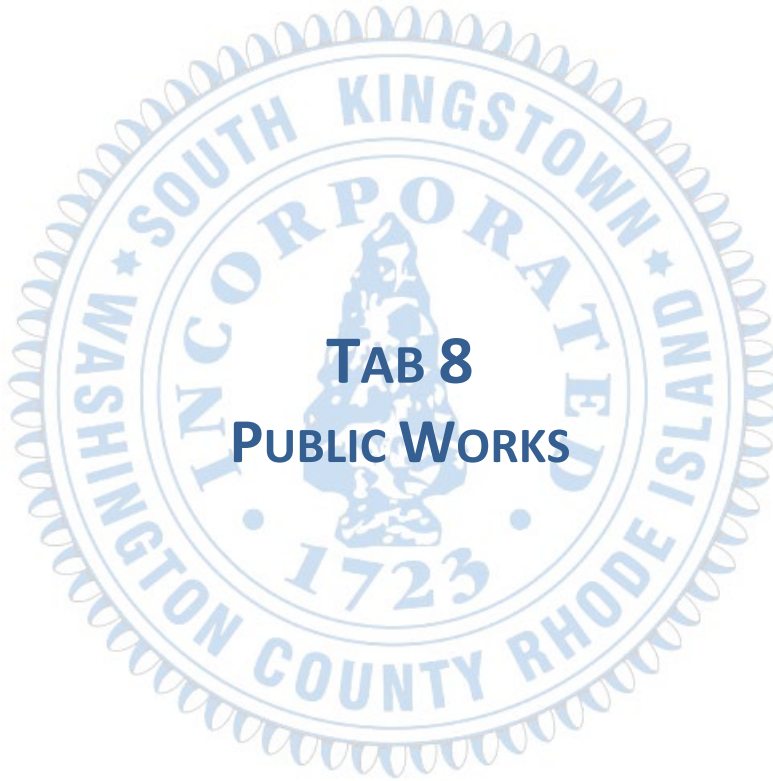
**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



FY 2020-2021 Expenditure Statement

10122001	Emergency Medical Services Department	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10122001 511001	Full-Time Employees	\$822,872	\$1,124,191	\$1,141,000	\$1,212,136	7.82%
10122001 511002	Part-Time Salaries	76,350	90,000	77,000	90,000	0.00%
10122001 511004	Overtime	246,129	150,000	280,000	200,000	33.33%
10122001 511005	Retirement/Vacation Reimb.	164	0	0	0	0.00%
10122001 511006	Longevity	15,666	26,522	26,522	31,845	20.07%
10122001	Subtotal Wages	\$1,161,180	\$1,390,713	\$1,524,522	\$1,533,981	10.30%
10122001 522250	FICA	85,624	98,026	98,026	114,022	16.32%
10122001 522304	EMS Retirement	42,039	68,449	68,449	45,223	-33.93%
10122001 522818	Medical Insur-Active Employees	204,059	238,628	238,628	284,037	19.03%
10122001 522820	Medical Insur-Retirees	5,833	1,903	1,903	0	-100.00%
10122001 522822	Dental Insur-Active Employees	11,982	14,056	14,056	16,104	14.57%
10122001 522840	Insurance Buyback	3,372	2,000	2,000	6,000	200.00%
10122001 522850	Life Insurance	1,165	1,309	1,309	1,617	23.53%
10122001 538014	Travel Expenses	50	100	25	100	0.00%
10122001 538016	Educational Expenses	12,581	13,000	12,500	18,000	38.46%
10122001 540038	Uniforms And Other Clothing	10,526	9,500	9,500	9,500	0.00%
10122001	Subtotal Benefits	\$377,230	\$446,971	\$446,396	\$494,603	10.66%
10122001 530012	Cleaning Services	638	1,800	1,200	1,800	0.00%
10122001 530024	Medical Services	189	1,000	900	1,000	0.00%
10122001 530111	Professional Services	2,824	1,700	4,100	2,300	35.29%
10122001 532000	Telephone	4,115	4,900	5,700	5,700	16.33%
10122001 532002	Fuel - Oil	263	0	200	200	0.00%
10122001 532012	Water Fees	811	1,028	1,080	1,080	5.06%
10122001 534010	Motor Vehicles Maintenance	539	6,000	5,800	6,000	0.00%
10122001 534012	Commun Equip. Maintenance	0	1,800	500	1,800	0.00%
10122001 534016	Computer/Software Maintenance	5,214	5,500	5,500	6,100	10.91%
10122001 534018	Maintenance Of General Equip	3,190	6,000	6,000	6,000	0.00%
10122001 534020	Maintenance Of Buildings	833	2,500	2,000	2,500	0.00%
10122001 538012	Advertising	16	600	200	250	-58.33%
10122001 538020	Postage	119	100	150	200	100.00%
10122001 538022	Printing Expenses	435	600	700	600	0.00%
10122001 538030	Licenses And Dues	81	480	300	480	0.00%
10122001	Subtotal Services	\$19,267	\$34,008	\$34,330	\$36,010	5.89%
10122001 540012	Office Materials & Supplies	193	600	400	600	0.00%
10122001 540014	Janitorial Materials & Supp	338	400	350	400	0.00%
10122001 540018	Elect Materials & Supplies	23	100	100	100	0.00%
10122001 540020	Books And Publications	0	600	100	500	-16.67%
10122001 540024	Chemicals And Gases	1,110	2,200	1,800	2,200	0.00%
10122001 540028	Motor Vehicle Materials & Supp	6,295	7,500	6,500	7,500	0.00%
10122001 540030	Medical & Lab Materials & Supp	18,036	19,000	18,500	22,000	15.79%
10122001 540032	General Hardware & Tools	108	200	150	200	0.00%
10122001 540040	Fuels And Lubricants	21,767	27,500	25,900	32,000	16.36%
10122001 540058	Safety Related Mat & Supp	0	500	100	100	-80.00%
10122001 580100	Miscellaneous Expenses	0	700	500	700	0.00%
10122001	Subtotal Commodities	\$47,869	\$59,300	\$54,400	\$66,300	11.80%
10122001 530044	Non-Major Technology Reserve	4,860	4,860	4,860	6,396	31.60%
10122001 550008	Communication Equipment	1,890	4,000	3,800	4,000	0.00%
10122001 550014	Medical And Laboratory Equip	7,500	5,000	4,800	5,000	0.00%
10122001 550024	Safety Related Equipment	1,076	4,000	4,000	2,500	-37.50%
10122001 550026	Furniture And Furnishings	507	1,000	700	1,000	0.00%
10122001 590999	Transfer To Other Funds	125,000	0	0	0	0.00%
10122001	Subtotal Capital Outlay	\$140,833	\$18,860	\$18,160	\$18,896	0.19%
10122001	Total Emergency Medical Services	\$1,746,380	\$1,949,852	\$2,077,808	\$2,149,790	10.25%



TAB 8 PUBLIC WORKS

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

FISCAL YEAR 2020-2021 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

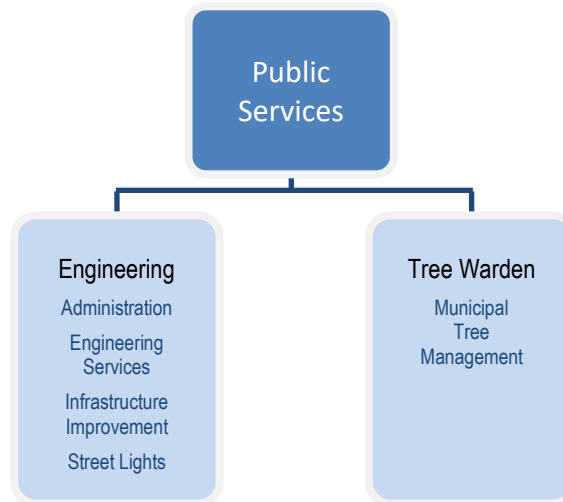
General Fund (101) Public Services



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

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

Organizational Chart



Mission Statement

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

Functions

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

ENGINEERING DIVISION

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

- Engineering services, drafting, and surveying
- Roadway infrastructure pavement management program
- Municipal stormwater management program & MS4 reporting



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

TREE WARDEN

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

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

STREET LIGHTS

The Engineering Division is also responsible for overseeing the Town's street lighting program, which includes street lights on State roads (except interstate 'cobra' lighting), Town roads, municipal parking lots, and warning lights such as flashing lights in school zones. 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 2019-2020 Priorities

Priorities – Engineering Division	Town Council Goals & Obj's
Sand Turn Road – selective reconstruction & pavement overlay	PCSF
Moonstone Beach Road (Cards Pond Rd to Matunuck School House Rd) – mill & overlay	PCSF
Coordinate pavement overlay bidding for FY 2020-2021	PCSF
Phase 2 Matunuck Beach Road protection project – secure CRMC Assent	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 stormwater grant opportunities	SENR
Complete construction of 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 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Torry Road – install underdrain system, reclaim and repave	PCSF
River Street – mill & overlay	PCSF
Stedman Court – mill & overlay	PCSF
Award Green Hill Pond stormwater BMP study & design contract	SENR
Complete LED streetlight retrofit and award long-term O&M contract	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 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Physical alteration permits issued	95	100	90	PCSF
Utility permits issued	55	70	70	PCSF
Private Road house #s assigned	45	35	25	PCSF
# of Licensed ROW contractors	62	64	65	PCSF
Soil erosion permits	99	90	85	PCSF
Contracts bid	8	10	10	PCSF
Land Development Inspections	290	295	300	PCSF
Tree Permit applications	9	6	7	PCSF
Emergency tree removal/pruning	77	60	60	PCSF
Non-emergency tree/stump/limb removal/pruning	66	126	60	PCSF
# of 50W HPS	1,209	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	1,414	1,415	PSCF

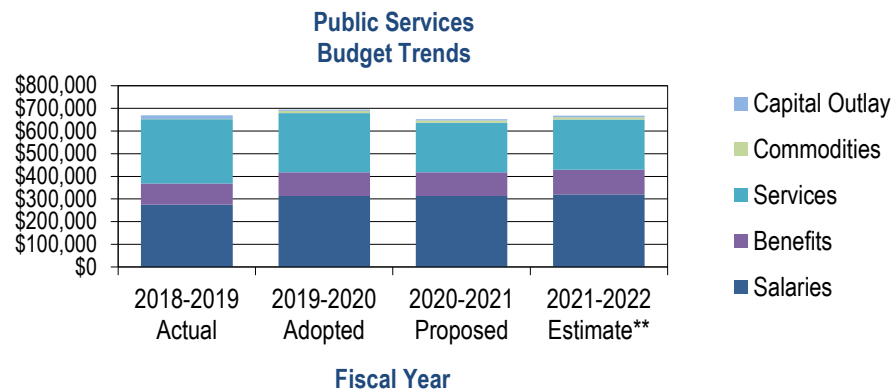
General Fund (101) Public Services, *continued*



FY 2020-2021 Funding Comparison

Public Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	3.60	3.60	3.60	3.50	(0.10)
Salaries	\$274,521	\$312,705	\$312,845	\$313,598	\$893
Benefits	93,366	104,558	104,383	103,659	(899)
Subtotal Personnel Expenditures*	\$367,887	\$417,263	\$417,228	\$417,257	(\$6)
Services	\$284,589	\$261,713	\$334,679	\$219,318	(\$42,395)
Commodities	1,743	10,263	8,040	10,060	(203)
Capital Outlay	14,769	5,723	5,573	5,935	212
Subtotal Operating Expenditures	\$301,101	\$277,699	\$348,292	\$235,313	(\$42,386)
Total Expenditures	\$668,989	\$694,962	\$765,520	\$652,570	(\$42,392)

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Public Services, continued



FY 2020-2021 Expenditure Statements

10130001		Public Services Administration	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10130001	511001	Full-Time Employees	\$259,463	\$281,596	\$281,596	\$279,483	-0.75%
10130001	511004	Overtime	1,082	760	900	760	0.00%
10130001	511005	Retirement/Vacation Reimb.	0	14,992	14,992	17,704	18.09%
10130001	511006	Longevity	5,872	7,030	7,030	7,116	1.22%
10130001		Subtotal Wages	\$266,417	\$304,378	\$304,518	\$305,063	0.23%
10130001	522250	FICA	20,048	21,549	21,549	21,558	0.04%
10130001	522300	Municipal Employees Retirement	31,251	35,097	35,097	35,738	1.83%
10130001	522301	State Retirement Defined Contribution	2,001	2,218	2,218	2,146	-3.25%
10130001	522818	Medical Insur-Active Employees	31,856	35,460	35,460	34,292	-3.29%
10130001	522822	Dental Insur-Active Employees	3,035	3,273	3,273	2,968	-9.32%
10130001	522840	Insurance Buyback	3,177	3,200	3,200	3,200	0.00%
10130001	522850	Life Insurance	109	119	119	114	-4.20%
10130001	538014	Travel Expenses	0	2,000	1,900	2,000	0.00%
10130001	538016	Educational Expenses	560	375	300	300	-20.00%
10130001	540038	Uniforms And Other Clothing	710	630	630	690	9.52%
10130001		Subtotal Benefits	\$92,746	\$103,921	\$103,746	\$103,006	-0.88%
10130001	530014	Refuse Disposal	680	692	692	1,040	50.29%
10130001	530064	Copy Machine Services	1,523	1,230	1,230	1,219	-0.89%
10130001	530111	Professional Services	8,617	4,000	1,000	4,275	6.88%
10130001	532000	Telephone	653	913	950	1,343	47.10%
10130001	532004	Electricity	6,664	6,022	6,022	6,000	-0.37%
10130001	532008	Natural Gas	2,605	2,718	2,718	2,688	-1.10%
10130001	532010	Wastewater Fees	168	168	168	168	0.00%
10130001	532012	Water Fees	350	399	399	390	-2.26%
10130001	534010	Motor Vehicles Maintenance	116	570	500	400	-29.82%
10130001	534014	Office Equipment Maintenance	6	350	2,100	1,945	455.71%
10130001	534016	Computer/Software Maintenance	0	300	2,000	300	0.00%
10130001	534020	Maintenance Of Buildings	192	3,300	4,500	3,300	0.00%
10130001	538012	Advertising	329	300	300	300	0.00%
10130001	538022	Printing Expenses	80	300	280	300	0.00%
10130001	538030	Licenses And Dues	1,347	1,451	1,100	1,650	13.71%
10130001		Subtotal Services	\$23,327	\$22,713	\$23,959	\$25,318	11.47%
10130001	540012	Office Materials & Supplies	1,236	2,000	1,700	2,000	0.00%
10130001	540020	Books And Publications	72	300	250	300	0.00%
10130001	540026	Bldg & Const Materials & Supp	0	200	150	200	0.00%
10130001	540028	Motor Vehicle Materials & Supp	162	1,400	1,200	1,400	0.00%
10130001	540030	Medical & Lab Materials & Supp	0	350	290	350	0.00%
10130001	540032	General Hardware & Tools	104	500	200	500	0.00%
10130001	540040	Fuels And Lubricants	1,434	1,813	1,600	1,610	-11.20%
10130001	580100	Miscellaneous Expenses	0	200	150	200	0.00%
10130001		Subtotal Commodities	\$3,008	\$6,763	\$5,540	\$6,560	-3.00%
10130001	530044	Non-Major Technology Reserve	4,473	4,973	4,973	5,235	5.27%
10130001	550004	Office Equipment	296	750	600	700	-6.67%
10130001	590999	Transfer To Other Funds	10,000	0	0	0	0.00%
10130001		Subtotal Capital Outlay	\$14,769	\$5,723	\$5,573	\$5,935	3.70%
10130001		Total Public Services - Admin	\$400,267	\$443,498	\$443,336	\$445,882	0.54%

General Fund (101) Public Services, *continued*



10130005	Tree Management	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10130005 511002	Part-Time Salaries	\$8,104	\$8,327	\$8,327	\$8,535	2.50%
10130005	Subtotal Wages	\$8,104	\$8,327	\$8,327	\$8,535	2.50%
10130005 522250	FICA	620	637	637	653	2.51%
10130005	Subtotal Benefits	\$620	\$637	\$637	\$653	2.51%
10130005 530076	Arborist Services	45,342	20,000	87,220	20,000	0.00%
10130005 530111	Professional Services	28,360	25,000	34,000	25,000	0.00%
10130005	Subtotal Services	\$73,702	\$45,000	\$121,220	\$45,000	0.00%
10130005 540022	Agri Materials & Supplies	(1,265)	3,500	2,500	3,500	0.00%
10130005	Subtotal Commodities	(\$1,265)	\$3,500	\$2,500	\$3,500	0.00%
10130005	Total Tree Management	\$81,161	\$57,464	\$132,684	\$57,688	0.39%

10130007	Street Lighting	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10130007 532006	Street Lighting	\$187,561	\$190,000	\$188,000	\$145,000	-23.68%
10130007 534000	Street Light Maintenance	0	4,000	1,500	4,000	0.00%
10130007	Subtotal Services	\$187,561	\$194,000	\$189,500	\$149,000	-23.20%
10130007	Total Street Lighting	\$187,561	\$194,000	\$189,500	\$149,000	-23.20%

	Total Public Services Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10130001	Subtotal Public Services Administration	\$400,267	\$443,498	\$443,336	\$445,882	0.54%
10130005	Subtotal Tree Management	81,161	57,464	132,684	57,688	0.39%
10130007	Subtotal Street Lighting	187,561	194,000	189,500	149,000	-23.20%
	Total Public Services Program	\$668,989	\$694,962	\$765,520	\$652,570	-6.10%



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) Highway Division (30003), *continued*



FY 2019-2020 Priorities

Priorities	Town Council Goals & Obj's
Continue 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 Kingston Town dump perimeter	PCSF
Mow all Town earthen dam impoundments	PCSF
Continue 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
Implement a municipal arborist program, procure arborist truck and provide bucket truck safety training for all division employees	PCSF
Maintain Town vehicle and rolling stock fleet	PCSF

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town Roads, municipal parking lots, and 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 Kingston 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
Conduct cost-benefit analysis of including winter brine solution as part of winter storm operations	PCSF

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



Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Catch basins cleaned	337	325	330	SENR
Catch basins inspected	2,712	2,725	2,725	SENR
Number of drainage outfalls cleaned	27	35	35	SENR
Number of drainage outfalls marked	4	4	4	SENR
Municipal Road Miles	167	167	167	PCSF
Private Road Miles	75	75	75	PCSF
Road miles swept	152	152	152	C
School Dept properties (parking lots and driveways) swept	8	8	8	C
Tons of sweeping spoils disposed	800	1,000	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	10	12	C
Road miles stone sealed and microsurfaced	8	8	8	C
Road miles restriped	33	33	33	C
Callback Events - General	35	34	35	PCSF
Callback Events - Winter Storm Operations	12	10	15	PCSF
Road miles salted/sanded	151	151	151	C
Road miles plowed*	163	163	163	C
Dedicated Sand/Salt Routes	11	11	11	PCSF
Dedicated Plow Routes	22	22	22	PCSF
Winter Storm Operation Overtime Hrs	1,256	1,478	2,100	PCSF
Tons of Deicing Sand	777	700	1,600	PCSF
Tons of Road Salt	1,599	1,500	1,900	PCSF
Resident Concerns – general	362	250	260	PCSF
Resident Concerns – tree	153	120	120	PCSF

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

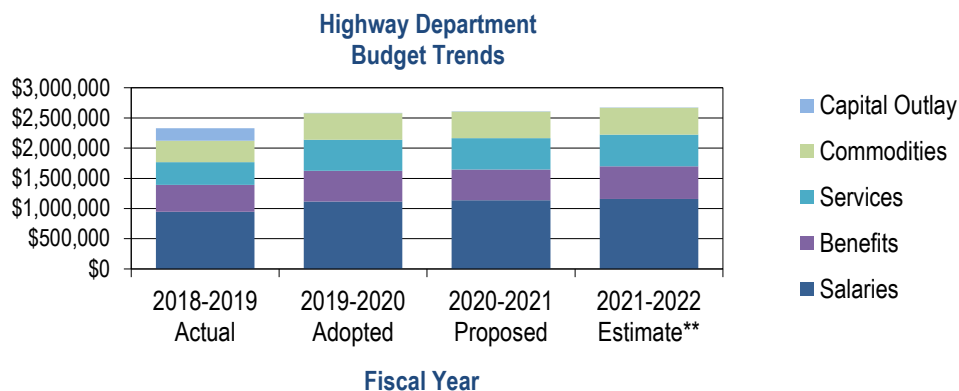
General Fund (101) Highway Division (30003), *continued*



FY 2020-2021 Funding Comparison

Highway	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	18.00	19.00	19.00	19.00	0.00
Salaries	\$945,503	\$1,114,581	\$1,068,581	\$1,137,916	\$23,335
Benefits	445,928	508,179	506,508	507,419	(760)
Subtotal Personnel Expenditures*	\$1,391,431	\$1,622,760	\$1,575,089	\$1,645,335	\$22,575
Services	\$374,381	\$515,234	\$492,841	\$519,518	\$4,284
Commodities	357,256	439,356	362,373	440,711	1,355
Capital Outlay	203,982	7,670	7,095	7,270	(400)
Subtotal Operating Expenditures	\$935,620	\$962,260	\$862,309	\$967,499	\$5,239
Total Expenditures	\$2,327,050	\$2,585,020	\$2,437,398	\$2,612,834	\$27,814

*FY 2019-2020 saw an increase to the Division by 1.0 FTE in order to hire an Equipment Operator – Arborist.



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



FY 2020-2021 Expenditure Statement

10130003		Public Services Highway	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10130003	511001	Full-Time Employees	\$841,796	\$970,829	\$970,829	\$986,580	1.62%
10130003	511002	Part-Time Salaries	0	6,000	5,000	6,200	3.33%
10130003	511004	Overtime	39,874	75,000	30,000	75,000	0.00%
10130003	511005	Retirement/Vacation Reimb.	30,077	32,439	32,439	39,323	21.22%
10130003	511006	Longevity	33,756	30,313	30,313	30,813	1.65%
10130003		Subtotal Wages	\$945,503	\$1,114,581	\$1,068,581	\$1,137,916	2.09%
10130003	522250	FICA	68,844	78,200	78,200	80,076	2.40%
10130003	522300	Municipal Employees Retirement	103,098	121,739	121,739	126,870	4.21%
10130003	522301	State Retirement Defined Contribution	8,014	9,379	9,379	9,534	1.65%
10130003	522818	Medical Insur-Active Employees	187,563	231,678	231,678	222,563	-3.93%
10130003	522820	Medical Insur-Retirees	57,075	38,747	38,747	40,795	5.29%
10130003	522822	Dental Insur-Active Employees	11,672	14,776	14,776	13,230	-10.46%
10130003	522840	Insurance Buyback	3,077	4,000	4,000	4,000	0.00%
10130003	522850	Life Insurance	534	589	589	589	0.00%
10130003	538014	Travel Expenses	0	2,100	1,900	2,100	0.00%
10130003	538016	Educational Expenses	0	800	500	800	0.00%
10130003	540038	Uniforms And Other Clothing	6,051	6,171	5,000	6,862	11.20%
10130003		Subtotal Benefits	\$445,928	\$508,179	\$506,508	\$507,419	-0.15%
10130003	530012	Cleaning Services	6,568	6,809	5,600	7,456	9.50%
10130003	530014	Refuse Disposal	2,057	2,200	2,200	3,460	57.27%
10130003	530066	Internet Access	1,440	1,500	1,500	1,500	0.00%
10130003	530111	Professional Services	285,590	410,801	390,000	411,021	0.05%
10130003	532000	Telephone	3,329	3,474	3,400	3,659	5.33%
10130003	532002	Fuel - Oil	15,908	13,800	13,800	15,060	9.13%
10130003	532004	Electricity	14,942	15,547	15,547	15,848	1.94%
10130003	532012	Water Fees	957	1,344	1,344	1,344	0.00%
10130003	532014	Propane	5,989	8,320	7,000	8,000	-3.85%
10130003	534010	Motor Vehicles Maintenance	18,640	20,000	23,000	20,000	0.00%
10130003	534016	Computer/Software Maintenance	5,364	4,900	4,900	4,950	1.02%
10130003	534018	Maintenance Of General Equip	6,182	15,000	14,000	15,000	0.00%
10130003	534020	Maintenance Of Buildings	5,939	7,500	7,000	7,500	0.00%
10130003	538012	Advertising	131	200	300	200	0.00%
10130003	538022	Printing Expenses	0	200	150	200	0.00%
10130003	538028	Rents	0	2,000	1,500	2,000	0.00%
10130003	538030	Licenses And Dues	1,346	1,639	1,600	2,320	41.55%
10130003		Subtotal Services	\$374,381	\$515,234	\$492,841	\$519,518	0.83%

*This expenditure chart is continued on the following page

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



*This expenditure chart is continued from the following page

10130003	Public Services Highway	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10130003	540012 Office Materials & Supplies	\$588	\$1,400	\$1,800	\$1,400	0.00%
10130003	540014 Janitorial Materials & Supp	545	1,200	1,200	1,200	0.00%
10130003	540018 Elect Materials & Supplies	329	850	700	850	0.00%
10130003	540020 Books And Publications	0	150	100	150	0.00%
10130003	540022 Agri Materials & Supplies	562	2,300	2,500	2,000	-13.04%
10130003	540023 Road Salt	94,252	119,499	66,528	118,974	-0.44%
10130003	540024 Chemicals And Gases	2,313	3,737	3,500	3,737	0.00%
10130003	540025 Road Sand	11,181	28,620	10,710	30,800	7.62%
10130003	540026 Bldg & Const Materials & Supp	73,744	81,000	70,000	81,000	0.00%
10130003	540028 Motor Vehicle Materials & Supp	52,273	60,000	65,000	60,000	0.00%
10130003	540030 Medical & Lab Materials & Supp	0	200	175	200	0.00%
10130003	540032 General Hardware & Tools	7,529	8,500	8,800	8,500	0.00%
10130003	540034 Signage Materials & Supplies	21,053	19,000	19,000	19,000	0.00%
10130003	540036 Equipment & Machine Parts	36,077	39,500	39,500	39,500	0.00%
10130003	540040 Fuels And Lubricants	53,737	70,000	70,000	70,000	0.00%
10130003	540050 HVAC Materials & Supplies	0	200	180	200	0.00%
10130003	540052 Photographic Materials & Supp	0	200	180	200	0.00%
10130003	540058 Safety Related Mat & Supp	3,072	3,000	2,500	3,000	0.00%
10130003	Subtotal Commodities	\$357,256	\$439,356	\$362,373	\$440,711	0.31%
10130003	530044 Non-Major Technology Reserve	1,920	1,920	1,920	1,920	0.00%
10130003	550004 Office Equipment	336	350	375	350	0.00%
10130003	550006 General Equipment & Machinery	1,726	2,400	2,400	2,000	-16.67%
10130003	550010 Construction Equipment	0	2,500	2,000	2,500	0.00%
10130003	550026 Furniture And Furnishings	0	500	400	500	0.00%
10130003	590999 Transfer To Other Funds	200,000	0	0	0	0.00%
10130003	Subtotal Capital Outlay	\$203,982	\$7,670	\$7,095	\$7,270	-5.22%
10130003	Total Highway	\$2,327,050	\$2,585,020	\$2,437,398	\$2,612,834	1.08%



TAB 9
PARKS & RECREATION

Parks & Recreation.....	9 - 1

FISCAL YEAR 2020-2021 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.

The Recreation Department employs an administrative staff of 19 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 19 full time employees and approximately 200 part time and seasonal employees

PARK MAINTENANCE

The Parks division is responsible for the care and maintenance of all Town parks, municipal grounds, athletic fields, school athletic fields, 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
- Operate and maintain an 18 hole disc golf course at Curtis Corner Playfields
- Maintain over 30 pet waste bag dispensers and disposal barrels throughout the park system
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program
- Maintain and develop the network of municipal nature trails

ATHLETICS

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

AQUATICS

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

LEISURE SERVICES

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



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 2019-2020 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
Run a minimum of 3 new family special events	PCSF
Increase by 3% the number of preschool, children, teen, and family programs being offered	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
Continue to grow athletic and wellness program offerings and camps for girls	SNP
Move recreation data management system to cloud based platform	CE
Complete planned CIP work on park rehabilitation projects	PCSF
Construction of a bicycle pump track at Broad Rock Play Fields	PCSF
Development and promotion of a gifting program for the department	SNP
Continue and expand promotion of the department's youth scholarship program through outreach to the School Department and Housing Authority.	SNP
Continue to identify opportunities to seek sponsorships and 3 rd party funding sources for ongoing programs and facility enhancements	BDFM
Continue with environmentally friendly, athletic turf management program	PCSF
Work with Senior Services Department to expand and promote programs for older adults	PCSF



FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue collaboration with community groups for program partnerships including Main Street Oktoberfest, Bike to Work Day, Memorial Day and Veteran's Day parades	PCSF
Complete planned CIP work on park rehabilitation projects	PCSF
Continue and expand promotion of the department's youth scholarship program through outreach to the School Department and Housing Authority.	PCSF
Continue to identify opportunities to seek sponsorships and 3 rd party funding sources for ongoing programs and facility enhancements	PCSF
Provide care and maintenance of all athletic fields and outdoor recreational facilities consistent with or exceeding previous year's performance	PCSF
Operate the Town Beach facility to remain within budgeted operational costs	BDFM
Coordinate with local youth leagues and athletic organizations to ensure equity in facility usage	PCSF
Increase facility rental fees to align with industry standards, and leverage revenue to offset increased operational costs	BDFM
Continue to administer Adult Recreational Softball and Tennis Leagues with a goal of increased participation where maximum capacity is not met	PCSF
Provide position specific training and development opportunities to department staff	CE
Increase participation in Discovery Camp Program by %	PCSF
Maintain maximum student enrollment at Stepping Stone Preschool	PCSF
Increase productivity and efficiency of the Parks Division operations utilizing new equipment and adding work order management technology	PCSF

Specific Performance Measurements

Recreation Division: Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	338	335	340	PCSF
Total Program Participants	12,072	12,100	12,125	PCSF
New Classes Offered	55	47	45	PCSF
% of Classes Completed	68%	80%	80%	PCSF
Beach Cottage Passes Sold	84	92	90	PCSF
Resident Seasonal Passes Sold	1,282	1,300	1,300	PCSF
Non-Resident Seasonal Passes Sold	133	193	195	PCSF

Parks Division: Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 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 - avg wkly man hrs	200	200	200	PCSF
Avg Maintenance Cost Per Acre	\$2,051	\$2,184	\$2,286	PCSF
Litter Removal - avg wkly man hrs	39	44	46	PCSF
Painted Athletic Fields - # of times	440	440	450	PCSF
Softball/Baseball Field Prep - # of times	175	175	180	PCSF
Park Facility Reservations	6,181	7,150	7,200	PCSF
Park Usage Head Count	171,284	177,000	177,000	PCSF
Total Hours Reserved or Rented	23,638	23,500	23,500	PCSF
Mutt Mitt Dispensers Maintained	45	48	50	PCSF

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

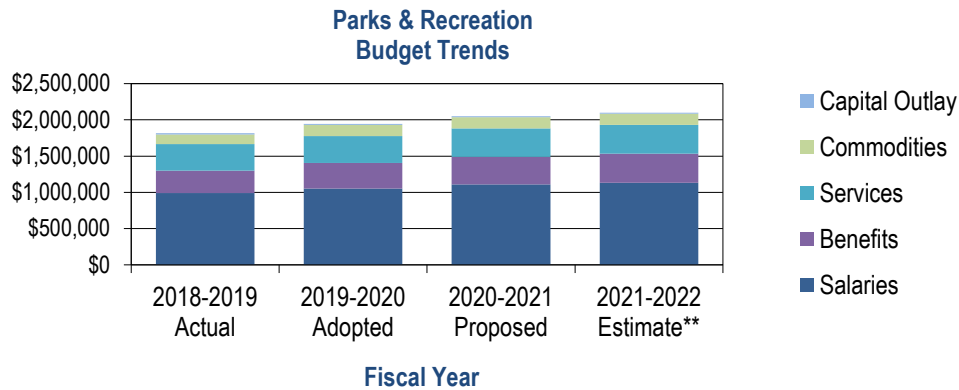
General Fund (101) Parks & Recreation, *continued*



FY 2020-2021 Funding Comparison

Parks & Recreation	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	14.50	15.00	15.00	14.90	(0.10)
Salaries	\$992,174	\$1,052,127	\$1,052,998	\$1,108,275	\$56,148
Benefits	308,064	352,342	352,974	381,216	28,874
Subtotal Personnel Expenditures*	\$1,300,238	\$1,404,469	\$1,405,972	\$1,489,491	\$85,022
Services	\$366,587	\$372,915	\$372,953	\$393,769	\$20,854
Commodities	129,845	153,886	152,141	153,143	(743)
Capital Outlay	18,961	12,370	13,720	13,108	738
Subtotal Operating Expenditures	\$515,392	\$539,171	\$538,814	\$560,020	\$20,849
Total Expenditures	\$1,815,630	\$1,943,640	\$1,944,786	\$2,049,511	\$105,871

*Please note the Personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to these accounts. Some roles are allocated across additional accounts. It is noted that the Department's FTE is decreased by 0.1 FTE for FY 2020-2021 as facility employee FTE was reallocated from this account to the new Facilities Division (-0.2 FTE) and FTE from the Neighborhood Guild Special Revenue Fund was migrated to this account (+0.1 FTE) based upon employee time allocation.



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



FY 2020-2021 Expenditure Statements

10140001		Recreation Department Administration	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10140001	511001	Full-Time Employees	\$166,153	\$184,819	\$184,819	\$188,020	1.73%
10140001	511002	Part-Time Salaries	1,539	2,062	430	0	-100.00%
10140001	511004	Overtime	2,329	200	200	300	50.00%
10140001	511005	Retirement/Vacation Reimb.	1,650	0	4,062	32,755	0.00%
10140001	511006	Longevity	5,229	5,803	5,803	5,536	-4.60%
10140001		Subtotal Wages	\$176,900	\$192,884	\$195,314	\$226,611	17.49%
10140001	522250	FICA	13,194	14,329	14,329	17,203	20.06%
10140001	522300	Municipal Employees Retirement	20,428	23,184	23,184	24,139	4.12%
10140001	522301	State Retirement Defined Contribution	1,702	1,880	1,880	1,843	-1.97%
10140001	522818	Medical Insur-Active Employees	22,761	26,309	26,309	32,848	24.85%
10140001	522820	Medical Insur-Retirees	0	0	0	2,500	0.00%
10140001	522822	Dental Insur-Active Employees	2,258	2,420	2,420	2,316	-4.30%
10140001	522840	Insurance Buyback	1,269	1,000	1,000	1,000	0.00%
10140001	522850	Life Insurance	84	91	91	90	-1.10%
10140001	538014	Travel Expenses	768	800	867	800	0.00%
10140001	538016	Educational Expenses	770	1,000	1,000	1,000	0.00%
10140001	540038	Uniforms And Other Clothing	775	400	400	400	0.00%
10140001		Subtotal Benefits	\$64,010	\$71,413	\$71,480	\$84,139	17.82%
10140001	530064	Copy Machine Services	1,400	1,080	1,400	1,900	75.93%
10140001	530111	Professional Services	1,925	2,588	2,588	1,700	-34.31%
10140001	532000	Telephone	0	396	160	162	-59.09%
10140001	534016	Computer/Software Maintenance	0	0	0	2,813	0.00%
10140001	538012	Advertising	287	600	400	600	0.00%
10140001	538020	Postage	0	2,597	2,297	2,575	-0.85%
10140001	538022	Printing Expenses	4,792	5,000	5,000	5,000	0.00%
10140001	538030	Licenses And Dues	2,661	2,725	2,725	2,905	6.61%
10140001		Subtotal Services	\$11,065	\$14,986	\$14,570	\$17,655	17.81%
10140001	540012	Office Materials & Supplies	1,220	1,900	2,477	1,900	0.00%
10140001	540016	Rec Materials & Supplies	24	100	100	100	0.00%
10140001	580100	Miscellaneous Expenses	3,703	3,250	3,250	3,250	0.00%
10140001		Subtotal Commodities	\$4,948	\$5,250	\$5,827	\$5,250	0.00%
10140001	530044	Non-Major Technology Reserve	3,470	3,820	3,820	5,208	36.34%
10140001	550004	Office Equipment	0	1,000	2,000	1,000	0.00%
10140001		Subtotal Capital Outlay	\$3,470	\$4,820	\$5,820	\$6,208	28.80%
10140001		Total Recreation Dept Administration	\$260,393	\$289,353	\$293,011	\$339,863	17.46%

General Fund (101) Parks & Recreation, continued



10140003		Park Maintenance	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10140003	511001	Full-Time Employees	\$442,310	\$483,418	\$483,418	\$494,449	2.28%
10140003	511003	Seasonal Salaries	105,094	81,536	82,000	85,081	4.35%
10140003	511004	Overtime	12,111	7,380	7,380	7,529	2.02%
10140003	511006	Longevity	10,798	12,021	12,998	13,858	15.28%
10140003		Subtotal Wages	\$570,314	\$584,355	\$585,796	\$600,917	2.83%
10140003	522250	FICA	41,871	42,674	42,674	43,764	2.55%
10140003	522300	Municipal Employees Retirement	53,040	60,244	60,244	63,385	5.21%
10140003	522301	State Retirement Defined Contribution	5,232	5,743	5,743	5,901	2.75%
10140003	522818	Medical Insur-Active Employees	94,448	117,168	117,168	123,062	5.03%
10140003	522822	Dental Insur-Active Employees	7,212	8,206	8,206	7,212	-12.11%
10140003	522840	Insurance Buyback	2,873	1,900	1,900	1,900	0.00%
10140003	522850	Life Insurance	258	278	278	278	0.00%
10140003	540038	Uniforms And Other Clothing	2,877	4,535	4,200	4,535	0.00%
10140003		Subtotal Benefits	\$207,811	\$240,748	\$240,413	\$250,037	3.86%
10140003	530012	Cleaning Services	2,370	2,407	2,407	2,527	4.99%
10140003	530014	Refuse Disposal	4,841	5,359	5,300	5,445	1.60%
10140003	530078	Agricultural Services	7,345	3,080	2,925	3,080	0.00%
10140003	530111	Professional Services	2,400	0	2,400	1,775	0.00%
10140003	532000	Telephone	492	600	550	600	0.00%
10140003	532004	Electricity	44,612	46,775	48,000	46,975	0.43%
10140003	532010	Wastewater Fees	1,400	1,620	1,700	1,860	14.81%
10140003	532012	Water Fees	11,177	17,809	13,000	18,065	1.44%
10140003	534010	Motor Vehicles Maintenance	2,900	5,000	4,500	5,000	0.00%
10140003	534018	Maintenance Of General Equip	5,375	6,100	5,980	6,100	0.00%
10140003	534020	Maintenance Of Buildings	21,449	28,000	29,000	29,000	3.57%
10140003	538028	Rents	3,606	4,328	4,000	4,614	6.61%
10140003		Subtotal Services	\$107,968	\$121,078	\$119,762	\$125,041	3.27%
10140003	540014	Janitorial Materials & Supp	7,277	8,189	8,000	8,105	-1.03%
10140003	540016	Rec Materials & Supplies	4,393	6,200	6,000	6,005	-3.15%
10140003	540018	Elect Materials & Supplies	2,953	3,000	3,000	3,500	16.67%
10140003	540022	Agri Materials & Supplies	33,680	44,100	44,100	45,100	2.27%
10140003	540024	Chemicals And Gases	5,042	490	490	490	0.00%
10140003	540026	Bldg & Const Materials & Supp	6,415	5,200	5,100	5,200	0.00%
10140003	540028	Motor Vehicle Materials & Supp	3,496	5,100	4,900	5,100	0.00%
10140003	540030	Medical & Lab Materials & Supp	200	200	200	200	0.00%
10140003	540032	General Hardware & Tools	1,191	1,400	1,430	1,400	0.00%
10140003	540034	Signage Materials & Supplies	6,931	7,495	7,400	7,495	0.00%
10140003	540036	Equipment & Machine Parts	2,559	3,400	3,400	3,400	0.00%
10140003	540040	Fuels And Lubricants	27,898	32,280	29,000	31,900	-1.18%
10140003	540050	HVAC Materials & Supplies	2,140	4,000	4,000	4,000	0.00%
10140003		Subtotal Commodities	\$104,176	\$121,054	\$117,020	\$121,895	0.69%
10140003	550006	General Equipment & Machinery	2,304	5,050	4,900	5,050	0.00%
10140003	590999	Transfer To Other Funds	10,000	0	0	0	0.00%
10140003		Subtotal Capital Outlay	\$12,304	\$5,050	\$4,900	\$5,050	0.00%
10140003		Total Park Maintenance	\$1,002,572	\$1,072,285	\$1,067,891	\$1,102,940	2.86%

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



10140005		Athletics Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10140005	511001	Full-Time Employees	\$18,530	\$19,509	\$19,509	\$24,901	27.64%
10140005	511003	Seasonal Salaries	8,798	12,700	10,000	7,308	-42.46%
10140005	511004	Overtime	686	1,000	700	700	-30.00%
10140005	511006	Longevity	0	102	102	287	181.37%
10140005		Subtotal Wages	\$28,014	\$33,311	\$30,311	\$33,196	-0.35%
10140005	522250	FICA	2,019	2,417	2,417	2,367	-2.07%
10140005	522300	Municipal Employees Retirement	2,219	2,386	2,386	3,141	31.64%
10140005	522301	State Retirement Defined Contribution	189	196	196	252	28.57%
10140005	522818	Medical Insur-Active Employees	6,496	6,882	6,882	9,034	31.27%
10140005	522822	Dental Insur-Active Employees	410	427	427	511	19.67%
10140005	522850	Life Insurance	12	13	13	16	23.08%
10140005		Subtotal Benefits	\$11,345	\$12,321	\$12,321	\$15,321	24.35%
10140005	530111	Professional Services	128,465	120,248	120,248	126,810	5.46%
10140005		Subtotal Services	\$128,465	\$120,248	\$120,248	\$126,810	5.46%
10140005	540016	Rec Materials & Supplies	12,889	16,382	17,767	14,623	-10.74%
10140005		Subtotal Commodities	\$12,889	\$16,382	\$17,767	\$14,623	-10.74%
10140005	550018	Recreational Equipment	(368)	0	0	0	0.00%
10140005		Subtotal Capital Outlay	(\$368)	\$0	\$0	\$0	0.00%
10140005		Total Athletics Program	\$180,344	\$182,262	\$180,647	\$189,950	4.22%

10140007		Aquatics Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10140007	511003	Seasonal Salaries	\$113,667	\$133,473	\$133,473	\$141,629	6.11%
10140007	511004	Overtime	9,214	6,500	6,500	9,000	38.46%
10140007		Subtotal Wages	\$122,881	\$139,973	\$139,973	\$150,629	7.61%
10140007	522250	FICA	9,400	10,708	10,708	11,523	7.61%
10140007	540038	Uniforms And Other Clothing	296	500	1,100	600	20.00%
10140007		Subtotal Benefits	\$9,697	\$11,208	\$11,808	\$12,123	8.16%
10140007	530014	Refuse Disposal	1,918	1,600	1,600	1,800	12.50%
10140007	530111	Professional Services	30,316	27,750	27,750	37,200	34.05%
10140007	532000	Telephone	600	380	380	450	18.42%
10140007	532004	Electricity	939	900	900	900	0.00%
10140007	532012	Water Fees	919	1,000	1,000	1,000	0.00%
10140007	534020	Maintenance Of Buildings	1,494	1,500	1,500	1,500	0.00%
10140007	538022	Printing Expenses	1,292	1,700	1,700	1,500	-11.76%
10140007	538028	Rents	490	650	650	650	0.00%
10140007		Subtotal Services	\$37,969	\$35,480	\$35,480	\$45,000	26.83%
10140007	540014	Janitorial Materials & Supp	2,933	3,000	3,069	3,000	0.00%
10140007	540016	Rec Materials & Supplies	262	500	758	500	0.00%
10140007	540026	Bldg & Const Materials & Supp	113	2,000	2,000	2,000	0.00%
10140007		Subtotal Commodities	\$3,308	\$5,500	\$5,827	\$5,500	0.00%
10140007	550018	Recreational Equipment	2,041	500	500	500	0.00%
10140007		Subtotal Capital Outlay	\$2,041	\$500	\$500	\$500	0.00%
10140007		Total Aquatics Program	\$175,896	\$192,661	\$193,588	\$213,752	10.95%

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



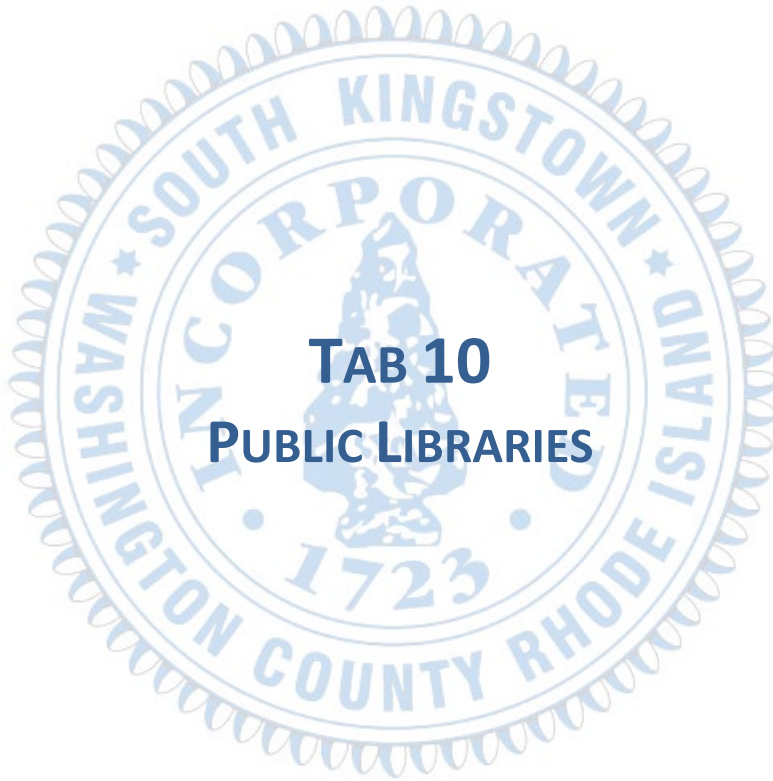
10140009		Leisure Services Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10140009	511003	Seasonal Salaries	\$38,741	\$42,177	\$42,177	\$41,276	-2.14%
10140009	511004	Overtime	524	0	0	0	0.00%
10140009		Subtotal Wages	\$39,266	\$42,177	\$42,177	\$41,276	-2.14%
10140009	522250	FICA	3,004	3,227	3,227	3,158	-2.14%
10140009	540038	Uniforms And Other Clothing	689	1,000	1,300	900	-10.00%
10140009		Subtotal Benefits	\$3,693	\$4,227	\$4,527	\$4,058	-4.00%
10140009	530111	Professional Services	62,550	61,300	61,300	60,975	-0.53%
10140009	532004	Electricity	1,078	1,250	1,250	1,250	0.00%
10140009	532012	Water Fees	154	150	150	175	16.67%
10140009	532014	Propane	904	750	750	1,000	33.33%
10140009	534020	Maintenance Of Buildings	293	500	500	500	0.00%
10140009	538028	Rents	5,953	7,950	7,950	7,980	0.38%
10140009		Subtotal Services	\$70,932	\$71,900	\$71,900	\$71,880	-0.03%
10140009	540014	Janitorial Materials & Supp	294	300	300	300	0.00%
10140009	540016	Rec Materials & Supplies	2,932	4,200	4,200	4,375	4.17%
10140009		Subtotal Commodities	\$3,226	\$4,500	\$4,500	\$4,675	3.89%
10140009	550018	Recreational Equipment	687	1,000	1,500	250	-75.00%
10140009		Subtotal Capital Outlay	\$687	\$1,000	\$1,500	\$250	-75.00%
10140009		Total Leisure Services Program	\$117,804	\$123,804	\$124,604	\$122,139	-1.34%

General Fund (101) Parks & Recreation, continued



10140013		Creative Activities Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10140013	511001	Full-Time Employees	\$8,182	\$8,472	\$8,472	\$0	-100.00%
10140013	511002	Part-Time Salaries	46,518	50,828	50,828	55,646	9.48%
10140013	511006	Longevity	100	127	127	0	-100.00%
10140013		Subtotal Wages	\$54,800	\$59,427	\$59,427	\$55,646	-6.36%
10140013	522250	FICA	4,223	4,359	4,359	4,288	-1.63%
10140013	522300	Municipal Employees Retirement	6,153	6,880	6,880	6,591	-4.20%
10140013	522301	State Retirement Defined Contribution	523	566	566	529	-6.54%
10140013	522818	Medical Insur-Active Employees	0	0	0	3,730	0.00%
10140013	522822	Dental Insur-Active Employees	205	213	213	0	-100.00%
10140013	522840	Insurance Buyback	400	400	400	400	0.00%
10140013	522850	Life Insurance	6	7	7	0	-100.00%
10140013		Subtotal Benefits	\$11,509	\$12,425	\$12,425	\$15,538	25.05%
10140013	530014	Refuse Disposal	299	312	312	325	4.17%
10140013	530066	Internet Access	828	840	840	840	0.00%
10140013	530111	Professional Services	3,297	1,975	1,975	400	-79.75%
10140013	532000	Telephone	210	276	276	276	0.00%
10140013	532002	Fuel - Oil	3,076	2,990	2,990	3,002	0.40%
10140013	532004	Electricity	994	1,150	900	1,000	-13.04%
10140013	532010	Wastewater Fees	280	300	300	300	0.00%
10140013	532012	Water Fees	188	280	200	240	-14.29%
10140013	534020	Maintenance Of Buildings	800	800	2,900	800	0.00%
10140013	538028	Rents	216	300	300	200	-33.33%
10140013		Subtotal Services	\$10,188	\$9,223	\$10,993	\$7,383	-19.95%
10140013	540014	Janitorial Materials & Supp	391	500	500	500	0.00%
10140013	540016	Rec Materials & Supplies	906	700	700	700	0.00%
10140013		Subtotal Commodities	\$1,298	\$1,200	\$1,200	\$1,200	0.00%
10140013	550018	Recreational Equipment	141	200	200	200	0.00%
10140013	570004	Building Improvements	686	800	800	900	12.50%
10140013		Subtotal Capital Outlay	\$827	\$1,000	\$1,000	\$1,100	10.00%
10140013		Total Creative Activities Program	\$78,621	\$83,275	\$85,045	\$80,867	-2.89%

	Total	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
	Parks & Recreation Program					
10140001	Subtotal Recreation Dept Administration	\$260,393	\$289,353	\$293,011	\$339,863	17.46%
10140003	Subtotal Park Maintenance	1,002,572	1,072,285	1,067,891	1,102,940	2.86%
10140005	Subtotal Athletics	180,344	182,262	180,647	189,950	4.22%
10140007	Subtotal Aquatics	175,896	192,661	193,588	213,752	10.95%
10140009	Subtotal Leisure Services	117,804	123,804	124,604	122,139	-1.34%
10140013	Subtotal Creative Activities	78,621	83,275	85,045	80,867	-2.89%
	Total Parks & Recreation Program	\$1,815,630	\$1,943,640	\$1,944,786	\$2,049,511	5.45%



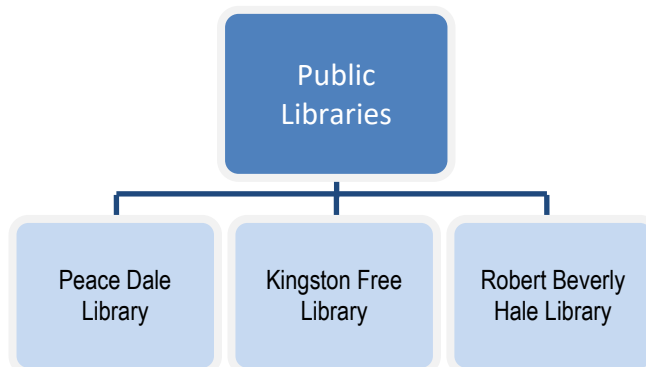
TAB 10
PUBLIC LIBRARIES

Public Libraries.....	10 - 1

FISCAL YEAR 2020-2021 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

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

Functions

Core library services include, but are not limited to:

- Provide access to a varied collection of print, non-print, and electronic resources including digital media for school, work, or personal enrichment purposes
- Provide access to seventy-two library collections in the State of Rhode Island, as member of the Ocean State Libraries consortium
- Provide educational, recreational, and cultural programs for all age groups
- Provide on-site access to computers, offering access to the library system's online reference resources, Microsoft Office software, and the internet
- Provide remote access to the library system's online reference resources via the internet
- Provide 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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
In coordination with the IT Department, implement a new VoIP phone system at all three Library Branches	PCSF
Complete the Champlin Foundation grant-funded project to paint the exterior of the Peace Dale Library	BDFM
Submit a new Champlin Foundation grant request that best supports the immediate needs of the Library	BDFM
Submit a new RI Foundation grant request that best supports the immediate needs of the Library	BDFM
Continue to review and make necessary updates to library policies	CE
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
Complete the repair and maintenance project for the Daniel Chester French sculpture, 'The Weaver'	CHR
Plan event to celebrate the 100 th anniversary of the Daniel Chester French sculpture, 'The Weaver' (2020)	CHR
Complete RFP for a feasibility study to reclaim balcony space over the Old Main Reading Room at the Peace Dale Library	CHR
Prepare and submit Annual Public Library Survey FY2020	BDFM
Prepare and submit Library of Rhode Island certification FY2020	PCSF

FY 2020-2021 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 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Print materials	76,460	75,000	74,500	PCSF
Print materials per capita	2.50	2.45	2.43	PCSF
E-books	397,420	380,000	365,000	PCSF
E-books per capita	12.97	12.40	11.91	PCSF
Total Items in Collection	190,245	204,131	214,000	PCSF
Total Items in Collection per Capita	6.21	6.66	6.98	PCSF
Library Card Holders	9,322	9,380	9,440	PCSF
Library Card Holders per Capita	0.3	0.31	0.31	PCSF
New Library Cards	914	1,000	1,080	PCSF
Circulation	262,068	270,000	286,600	BDFM
Circulation per Capita	8.55	8.81	9.35	BDFM
E-book circulation	43,168	44,000	45,500	PCSF
E-book circulation per capita	1.41	1.44	1.49	PCSF
Library visits	136,995	138,100	145,150	PCSF
Library visits per capita	4.47	4.51	4.74	PCSF
Programs offered	725	725	750	SNP
Program attendance	15,109	15,200	15,500	SNP
Program attendance per capita	0.49	0.50	0.51	SNP
Reference Transactions	28,777	29,500	29,750	PCSF
Reference transactions per capita	0.94	0.96	0.97	PCSF
Public Internet Desktop	16,253	15,800	15,050	PCSF
Public Internet Wireless	22,913	23,000	23,500	PCSF
Total public Internet sessions	39,166	38,800	38,550	PCSF
Public Internet session per capita	1.28	1.38	1.26	PCSF
Public Meeting Rooms	3	3	3	PCSF
Public Meeting Room Reservations	1,033	1,050	1,050	PCSF

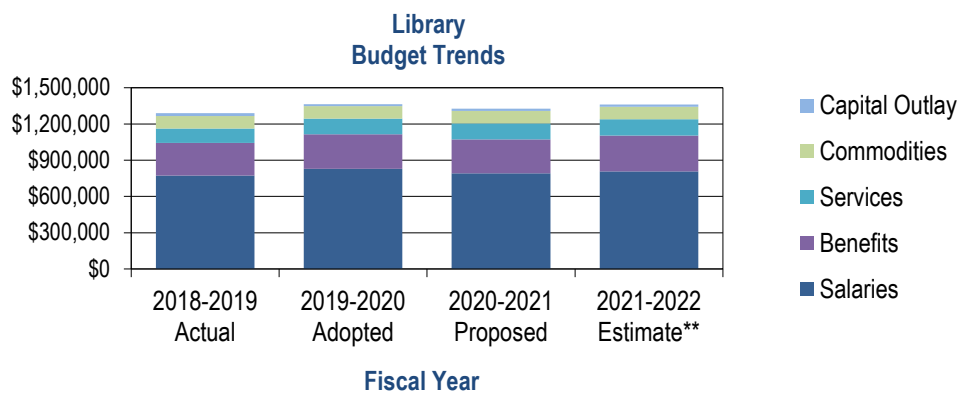
General Fund (101) South Kingstown Public Libraries (50001), *continued*



FY 2020-2021 Funding Comparison

Library	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	10.20	11.20	11.20	10.00	(1.20)
Salaries	\$774,146	\$829,378	\$829,378	\$792,391	(\$36,987)
Benefits	268,151	284,881	284,881	279,020	(5,861)
Subtotal Personnel Expenditures*	\$1,042,297	\$1,114,259	\$1,114,259	\$1,071,411	(\$42,848)
Services	\$121,146	\$131,391	\$137,284	\$132,957	\$1,566
Commodities	103,045	102,500	102,500	102,500	0
Capital Outlay	22,942	15,975	15,975	19,283	3,308
Subtotal Operating Expenditures	\$247,133	\$249,866	\$255,759	\$254,740	\$4,874
Total Expenditures	\$1,289,430	\$1,364,125	\$1,370,018	\$1,326,151	(\$37,974)

*Please note the personnel FTE and expenditure figures shown above represent only the personnel FTE and expenditures allocated to this account. In FY 2019-2020 a part time Librarian previously paid as a pooled position (and not reflected in the FTE) was reclassified to full time, resulting in a 1.0 FTE increase. It is noted that for FY 2020-2021 the Library FTE is decreased by 1.2 FTE as personnel costs for facility employees previously charged to the Library have been migrated to the new Facilities Division. No loss in service will be experienced by the library, as the Facilities Division continues to serve the Library. The FTE and salaries and benefits costs shown above beginning FY 2020-2021 now represent Library employees only.



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



FY 2020-2021 Expenditure Statement

10150001	Library Administration	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10150001 511001	Full-Time Employees	\$531,374	\$589,011	\$589,011	\$571,516	-2.97%
10150001 511002	Part-Time Salaries	224,407	221,921	221,921	202,173	-8.90%
10150001 511004	Overtime	402	1,000	1,000	0	-100.00%
10150001 511005	Retirement/Vacation Reimb.	1,453	0	0	0	0.00%
10150001 511006	Longevity	16,510	17,446	17,446	18,702	7.20%
10150001	Subtotal Wages	\$774,146	\$829,378	\$829,378	\$792,391	-4.46%
10150001 522250	FICA	57,039	61,372	61,372	58,616	-4.49%
10150001 522300	Municipal Employees Retirement	76,310	81,415	81,415	79,058	-2.90%
10150001 522301	State Retirement Defined Contribution	6,415	6,600	6,600	6,190	-6.21%
10150001 522818	Medical Insur-Active Employees	116,555	123,835	123,835	120,271	-2.88%
10150001 522820	Medical Insur-Retirees	625	0	0	4,167	0.00%
10150001 522822	Dental Insur-Active Employees	7,143	7,488	7,488	6,615	-11.66%
10150001 522840	Insurance Buyback	2,000	2,000	2,000	2,000	0.00%
10150001 522850	Life Insurance	298	326	326	248	-23.93%
10150001 538014	Travel Expenses	408	455	455	455	0.00%
10150001 538016	Educational Expenses	300	0	0	0	0.00%
10150001 540038	Uniforms And Other Clothing	1,058	1,390	1,390	1,400	0.72%
10150001	Subtotal Benefits	\$268,151	\$284,881	\$284,881	\$279,020	-2.06%
10150001 530014	Refuse Disposal	2,612	2,965	3,467	3,300	11.30%
10150001 530018	Outside Data Processing	57,341	58,953	58,953	59,609	1.11%
10150001 530064	Copy Machine Services	(44)	700	700	700	0.00%
10150001 532000	Telephone	1,786	1,780	2,200	3,000	68.54%
10150001 532004	Electricity	22,041	21,000	21,000	21,000	0.00%
10150001 532008	Natural Gas	11,282	11,685	11,400	11,500	-1.58%
10150001 532010	Wastewater Fees	583	650	864	650	0.00%
10150001 532012	Water Fees	3,140	3,000	2,900	3,100	3.33%
10150001 532014	Propane	1,489	1,800	1,700	1,700	-5.56%
10150001 534010	Motor Vehicles Maintenance	1,891	0	0	0	0.00%
10150001 534012	Commun Equip. Maintenance	1,385	1,400	1,400	1,400	0.00%
10150001 534016	Computer/Software Maintenance	7,448	7,500	7,500	7,500	0.00%
10150001 534020	Maintenance Of Buildings	9,671	19,000	24,287	19,000	0.00%
10150001 538012	Advertising	76	125	80	75	-40.00%
10150001 538020	Postage	317	300	300	300	0.00%
10150001 538022	Printing Expenses	0	410	410	0	0.00%
10150001 538028	Rents	122	123	123	123	0.00%
10150001 538030	Licenses & Dues	6	0	0	0	0.00%
10150001	Subtotal Services	\$121,146	\$131,391	\$137,284	\$132,957	1.19%

*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>	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10150001 540012	Office Materials & Supplies	\$4,876	\$5,000	\$5,000	\$5,000	0.00%
10150001 540014	Janitorial Materials & Supp	2,780	2,100	2,100	2,100	0.00%
10150001 540018	Elect Materials & Supplies	464	500	500	500	0.00%
10150001 540020	Books And Publications	79,886	81,000	81,000	81,000	0.00%
10150001 540021	Audio/Visual Materials	13,593	13,500	13,500	13,500	0.00%
10150001 540026	Bldg & Const Materials & Supp	81	400	400	400	0.00%
10150001 540028	Motor Vehicle Materials & Supp	490	0	0	0	0.00%
10150001 540040	Fuels And Lubricants	876	0	0	0	0.00%
10150001	Subtotal Commodities	\$103,045	\$102,500	\$102,500	\$102,500	0.00%
10150001 530044	Non-Major Technology Reserve	15,442	15,975	15,975	19,283	20.71%
10150001 590999	Transfer To Other Funds	7,500	0	0	0	0.00%
10150001	Subtotal Capital Outlay	\$22,942	\$15,975	\$15,975	\$19,283	20.71%
10150001	Total Library Administration	\$1,289,430	\$1,364,125	\$1,370,018	\$1,326,151	-2.78%



TAB 11

NON-DEPARTMENTALS

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

FISCAL YEAR 2020-2021 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 \$423,331, reflecting 4.93% increase is proposed for the 2020-2021 fiscal year, due to claims experience.

UNEMPLOYMENT INSURANCE

Rhode Island state law requires that State and local governments provide unemployment insurance for their employees; therefore the Town must appropriate money to fund unemployment claims filed. Level funding of \$12,500 is proposed for FY 2020-2021. 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 statutes for on-the-job injuries. For FY 2020-2021, an increase over the current fiscal year appropriation of \$181,440 is proposed, to \$222,402. 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. Funding in the amount of \$64,000 is proposed for FY 2020-2021, an increase of \$24,000 over the current fiscal year. Prudent financial management standards suggest that a fund

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



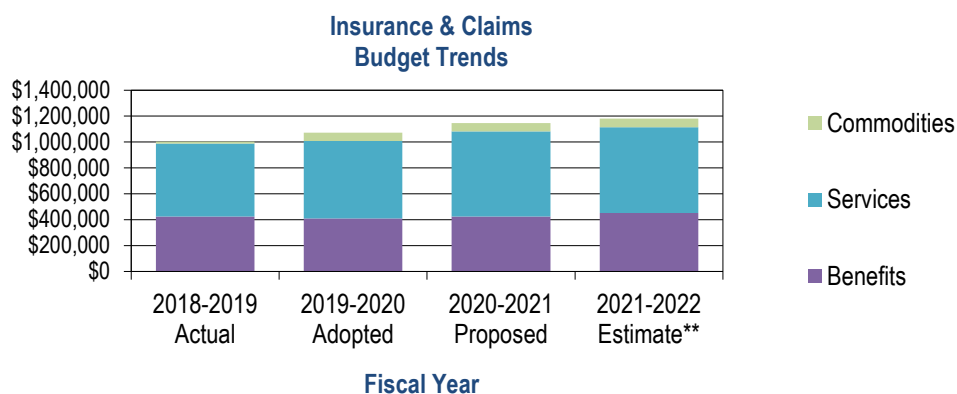
contingency of no less than one-half percent, and no more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between \$125,000 (for about one-half percent), and \$250,000 (for about one percent) for contingency 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.

OPEB & TOWN HEALTH CARE

This account provides municipal funding for the Annual Required Contribution (ARC) for Other Post-Employment Benefits (OPEB), as well as for contingency funding in case of adverse development within incurred costs. OPEB costs associated with post employment benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid medical, dental, and/or life insurance benefits in retirement, and the current year cost associated with OPEB benefits current employees will earn in the 2020-2021 fiscal year. For FY 2020-2021, 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 2020-2021 Funding Comparison

Insurance & Claims	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2019-2020 Proposed	Increase Over Prior Year
Benefits	\$425,000	\$410,000	\$425,000	\$425,000	\$15,000
Subtotal Personnel Expenditures	\$425,000	\$410,000	\$425,000	\$425,000	\$15,000
Services	\$562,027	\$597,388	\$630,948	\$658,233	\$60,845
Commodities	16,000	40,000	64,000	64,000	24,000
Subtotal Operating Expenditures	\$578,027	\$637,388	\$694,948	\$722,233	\$84,845
Total Expenditures	\$1,003,027	\$1,047,388	\$1,119,948	\$1,147,233	\$99,845



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, and 6% increase in Benefits.

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



FY 2020-2021 Expenditure Statements

10170103	Municipal Insurance	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10170103 560010	Insurance	\$373,512	\$403,448	\$403,448	\$423,331	4.93%
10170103	Subtotal Services	\$373,512	\$403,448	\$403,448	\$423,331	4.93%
10170103	Total Municipal Insurance	\$373,512	\$403,448	\$403,448	\$423,331	4.93%

10170105	Unemployment Insurance	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10170105 560015	Unemployment Insurance	\$7,732	\$12,500	\$12,500	\$12,500	0.00%
10170105	Subtotal Services	\$7,732	\$12,500	\$12,500	\$12,500	0.00%
10170105	Total Unemployment Insurance	\$7,732	\$12,500	\$12,500	\$12,500	0.00%

10170107	Worker's Compensation Insurance	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10170107 560020	Worker's Compensation Ins	\$180,783	\$181,440	\$215,000	\$222,402	22.58%
10170107	Subtotal Services	\$180,783	\$181,440	\$215,000	\$222,402	22.58%
10170107	Total Workers' Compensation Ins	\$180,783	\$181,440	\$215,000	\$222,402	22.58%

10170109	Fund Contingency	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10170109 580100	Miscellaneous Expenses	\$16,000	\$40,000	\$64,000	\$64,000	60.00%
10170109	Subtotal Commodities	\$16,000	\$40,000	\$64,000	\$64,000	60.00%
10170109	Total Fund Contingency	\$16,000	\$40,000	\$64,000	\$64,000	60.00%

10173011	Town OPEB & Health Care	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10173011 522900	Contingency	\$75,000	\$60,000	\$75,000	\$75,000	25.00%
10173011 523110	OPEB	350,000	350,000	350,000	350,000	0.00%
10173011	Subtotal Benefits	\$425,000	\$410,000	\$425,000	\$425,000	3.66%
10173011	Total Town OPEB & Health Care	\$425,000	\$410,000	\$425,000	\$425,000	3.66%

	Total Insurance & Claims Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10170103	Subtotal Municipal Insurance	\$373,512	\$403,448	\$403,448	\$423,331	4.93%
10170105	Subtotal Unemployment Insurance	7,732	12,500	12,500	12,500	0.00%
10170107	Subtotal Worker's Compensation Insurance	180,783	181,440	215,000	222,402	22.58%
10170109	Subtotal Fund Contingency	16,000	40,000	64,000	64,000	60.00%
10173011	Subtotal Town Health Care	425,000	410,000	425,000	425,000	3.66%
	Total Insurance & Claims Program	\$1,003,027	\$1,047,388	\$1,119,948	\$1,147,233	9.53%

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.

All organizations applying for municipal grant funding are required to follow the defined application process, and submit a completed Human Service & Outside Agency Municipal Grant Funding Request Application, a Letter of Request, most recent IRS Form 990, and independent audit information. As part of the 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 one time expense and/or a new project (innovation), and provide details regarding the justification for funding within their application. The Town encourages organizations to leverage grant funding for innovation initiatives, rather than sustaining, as municipal grant funding is not guaranteed year over year.

Due to the challenging budget year ahead, and the continued loss in state funding and other revenues putting an ever increasing strain on local tax dollars, the availability of municipal grant funds is limited. Each year, the number of local organizations making requests to the Town increases. Requesting organizations should please keep in mind that receipt of funding in prior years does not guarantee funding in the future. It is noted that due to budget constraints, the Town Council authorized \$70,000 less in funding to organizations within the FY 2019-2020 Adopted Budget than the prior year, authorizing \$143,000 to 17 requesting organizations. Regrettably, the Town was not able to provide funding to an additional eight organizations who either had received funding in FY 2018-2019 or were making new requests.

Within the FY 2020-2021 Proposed Budget, for the majority of organizations, the Town Manager is including a proposed combined total of in available grant funding for Human Service & Outside Agencies. The Town Council will review the application materials provided by the requesting organizations, and



during budget deliberations will consider which organizations are to receive funding, and in what amount, as part of the FY 2020-2021 Adopted Budget.

Town appropriations are proposed for the 2020-2021 fiscal year to the following quasi-governmental organizations/activities, in a combined amount of \$36,120. 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 \$14,120 is proposed for the 2020-2021 fiscal year, a slight increase over the current fiscal year, reflecting an increase in the League's annual 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 2020-2021 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, have each received an annual funding contribution from the Town in the amount of \$600 in recent fiscal years, totaling \$5,400. The Town is proposing to increase the funding provided to Union Fire and Kingston Fire Districts for FY 2020-2021 to \$10,000. On the advice of both the Union Fire and Kingston Fire Districts Fire Chiefs, the funding is proposed to enable the two Fire Districts to establish a college scholarship program for volunteer firefighters and their immediate families. This initiative is being coordinated to support ongoing UFD and KFD recruitment and retention efforts.



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 SKPP board and the overall organization. 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. SKPP works closely with the South Kingstown School Department, providing students with prevention programming and initiatives. Level funding of \$5,000 is proposed for the 2020-2021 fiscal year. It is noted that FY 2020-2021 is the 10th and final year of a 10-year Drug Free Community (DFC) grant funded period. Once this grant funded period ends, the Town will no longer serve as the fiduciary agent for SKPP. In the last year, the SKPP has begun to rebrand as South Kingstown Wellness (SWELL), obtained formal non-profit status, and has offering wellness programming and initiatives to the school community as well as the greater South Kingstown community. It is recommended that in future years, the Council consider continuing to provide funding to SWELL, to enable SWELL to offer programming to municipal employees as part of the Town's existing Wellness Program.

In addition to the \$36,120 proposed above for specific organizations, the Town Manager is proposing an uncommitted amount of municipal grant funding available for allocation consideration by the Town Council. During budget deliberations, the Town Council can consider the municipal grant 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 2020-2021 in the amount of \$120,450.

Funding requests were received for the 2020-2021 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 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

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 2020-2021 fiscal year; which is a \$2,500 increase over the amount received in FY 2019-2020.

BOYS & GIRLS CLUB OF NEWPORT COUNTY

The Boys & Girls Club of Newport County was founded in 1956 to provide a safe place for youth where they could find help with challenges and encouragement toward bright futures. For more than sixty (60) years the agency has continued to grow and evolve while staying true to its mission of inspiring and enabling all young people, especially those who need help most, to realize their



full potential as productive, responsible and caring citizens. A funding request in the amount of \$20,000 was received for the 2020-2021 fiscal year; which is a \$5,000 increase over the amount received in FY 2019-2020.

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 2020-2021 fiscal year; which is a \$4,000 increase over the amount received in FY 2019-2020.

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 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

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 \$9,000 was received for the 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

DOMESTIC VIOLENCE RESOURCE CENTER OF SOUTH COUNTY

The DVRCSC is a non-profit agency that works toward a future free of violence, and to build a community in which each individual shares the responsibility to create a culture of safety and personal dignity. The DVRCSC provides a comprehensive range of services for victims of domestic violence and their children, working collaboratively to offer safety, support, advocacy, education, and a network of services for the residents of Washington County. A funding request in the amount of \$5,000 was received for the 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

WAKEFIELD VILLAGE ASSOCIATION

The WVA is a non-profit business and community organization made up of local merchants located primarily on or surrounding Main Street, as well as residents. The WVA focuses on outdoor seasonal street festivals and community initiatives that encourage pedestrian activities, streetscape beautification, and the continued economic vibrancy of the commercial downtown area. A funding request in the amount of \$5,000 was received for the 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.



VFW, POST 916

The VFW, Post 916 is a service organization consisting of former combat and conflict-era deployed veterans in South County. The VFW's mission is to foster camaraderie among United States veterans of overseas conflicts; to serve our veterans, the military, and our communities; and to advocate on behalf of all veterans. A funding request in the amount of \$6,000 was received for the 2020-2021 fiscal year; which is a \$1,000 increase over the amount received in FY 2019-2020.

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 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

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 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

NEIGHBORS HELPING NEIGHBORS

Neighbors Helping Neighbors is a non-profit organization. Neighbors Helping Neighbors is a non-profit organization offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. The organization is dedicated to helping families stay in their homes through a variety of ways, primarily by providing necessary home repairs and modifications. A funding request in the amount of \$1,000 was received for the 2020-2021 fiscal year; equivalent to that which was received in FY 2019-2020.

Two new funding requests were received for the 2020-2021 fiscal year from the following organizations:

SOUTH COUNTY HISTORY CENTER

A funding request in the amount of \$6,500 was received for the 2020-2021 fiscal year.

SOUTH KINGSTOWN VILLAGE TRUST

A funding request in the amount of \$3,000 was received for the 2020-2021 fiscal year.



Specific Performance Measurements

For the 2020-2021 fiscal year, it is proposed the Town appropriate up to \$156,570, an increase of \$13,272 over the current year's \$143,298, to support programming provided by community-based agencies that address important and diverse human service needs in our community. As discussed above, \$36,120 is proposed in committed funds for 4 organizations, and another \$120,450 is proposed as available in uncommitted funds for the Council to allocate to any of the organizations who submitted municipal grant funding requests.

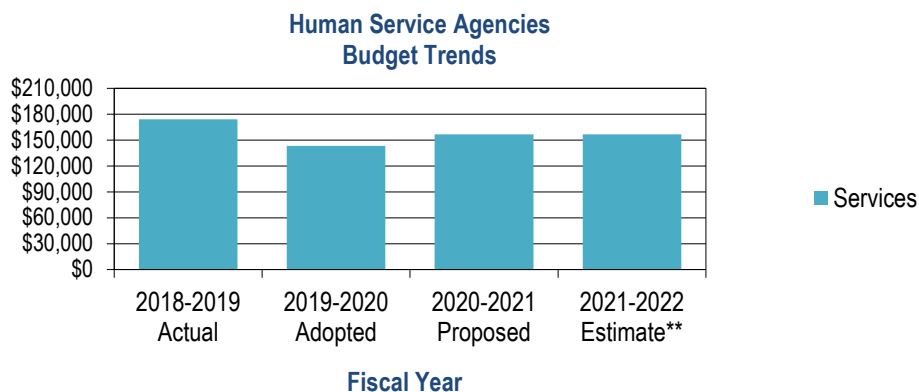
Existing Organizations Requesting Increased Funding	FY 2019-2020 Received	FY 2020-2021 Request	Increase over Prior Year
The League	\$13,448	\$14,120	\$672
Fire Districts	\$5,400	\$10,000	\$3,600
Boys & Girls Club of Newport	\$15,000	\$20,000	\$5,000
Education Exchange	\$11,000	\$15,000	\$4,000
Welcome House of South County	\$17,500	\$20,000	\$2,500
VFW, Post 916	\$5,000	\$6,000	\$1,000

New Organizations Requesting Funding	FY 2019-2020 Received	FY 2020-2021 Request	Increase over Prior Year
South County History Center	\$0	\$6,500	\$6,500
South Kingstown Village Trust	\$0	\$3,000	\$3,000

It is noted a combined total of \$169,570 in funding was requested by the 18 organizations, which is \$13,000 in excess of the FY 2020-2021 proposed amount of \$156,570.

FY 2020-2021 Funding Comparison

Human Service & Outside Agencies	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Services	\$174,156	\$143,298	\$155,298	\$156,570	\$13,272
Subtotal Operating Expenditures	\$174,156	\$143,298	\$155,298	\$156,570	\$13,272
Total Expenditures	\$174,156	\$143,298	\$155,298	\$156,570	\$13,272



**FY 2021-2022 is estimated based on the following assumptions: level funding to Human Service & Outside Agencies.

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



FY 2020-2021 Expenditure Statement

10180000		Contributions to	2018-2019	2019-2020	2019-2020	2020-2021	Percent
10181000		Human Service & Outside Agencies	Actual	Adopted	Projected	Proposed	Change
10180000	589606	Jonnycake Center Of Peace Dale	\$30,000	\$30,000	\$30,000	\$0	-100.00%
10180000	589607	Cane Child Development Center	9,000	9,000	9,000	0	-100.00%
10180000	589609	Welcome House Of South County	15,000	17,500	17,500	0	-100.00%
10180000	589610	Domestic Violence Resource Center	0	5,000	10,000	0	-100.00%
10180000	589611	Washington County Coalition for Children	1,000	1,000	1,000	0	-100.00%
10180000	589612	Education Exchange	3,500	11,000	11,000	0	-100.00%
10180000	589614	Boys and Girls Club	0	15,000	15,000	0	-100.00%
10181000	580104	League of Cities & Towns	12,807	13,448	13,448	14,120	5.00%
10181000	580106	Celebrations (Parades)	6,999	7,000	7,000	7,000	0.00%
10181000	580108	Fire Stations	5,400	5,400	5,400	10,000	85.19%
10181000	589701	Narrow River Preservation Assoc.	1,950	1,950	1,950	0	-100.00%
10181000	589702	Southern RI Chamber Of Comm.	9,000	9,000	9,000	0	-100.00%
10181000	589705	SK Partnership For Prevention	5,000	5,000	5,000	5,000	0.00%
10181000	589706	Wakefield Village Association	8,000	5,000	5,000	0	-100.00%
10181000	589708	Neighbors Helping Neighbors	1,000	1,000	1,000	0	-100.00%
10181000	589709	Southern Rhode Island Volunteers	2,000	2,000	2,000	0	-100.00%
10181000	589710	VFW Auxiliary Post #916	0	5,000	5,000	0	-100.00%
10180000	589601	South Shore Center	15,000	0	0	0	
10180000	589602	Hope Hospice & Palliative Care RI	2,500	0	0	0	
10180000	589604	Thundermist Health Center of South County	24,000	0	0	0	
10180000	589608	Tri-County Community Action Agency	24,000	0	0	0	
10180000	589613	Easter Seals Rhode Island	(2,000)	0	7,000	0	
		Proposed for Disbursement				\$120,450	
		Subtotal Services	\$174,156	\$143,298	\$155,298	\$156,570	9.26%
		Total Human Service & Outside Agencies	\$174,156	\$143,298	\$155,298	\$156,570	9.26%



Capital Budget

This account provides for funding from the General Fund for FY 2020-2021 Capital Budget projects, and incorporated into the fiscal period 2020-2021 through 2025-2026 Capital Improvement Program. Additional funding for FY 2020-2021 Capital Budget projects may be provided through Special Revenue and/or Enterprise Funds. The Capital Budget is the first year spending program of the six year (CIP), also referred to as the 'Pay-As-You-Go' element of the CIP.

Capital Improvement Program

The full budget document for the fiscal period 2020-2021 through 2025-2026 Capital Improvement Program can be found on the Town of South Kingstown's website:

www.southkingstownri.com/DocumentCenter/View/3655

The full six year Capital Improvement Program is summarized in tab twenty-one of this document, with details provided for Capital Budget, or Pay-As-You-Go projects as proposed within the FY 2020-2021 budget.

Capital Improvement Program Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, with the following schedule:

- The Town Manager shall prepare and submit to the Town Council a six-year capital program no later than December 1st each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1st each year

The Capital Improvement Program for Fiscal Period 2020-2021 through 2025-2026 was presented to the Town Council in December 2019. The Town Council held work sessions to review the proposed CIP on January 7th, 2020 with the School Committee, and on January 8th, 2020 with municipal department directors. A public hearing was held during the Town Council's January 27th, 2020 regular session to hear from the public, and the Capital Improvement Program for Fiscal Period 2020-2021 through 2025-2026 was adopted that evening.

Functions

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year Capital Improvement Program (CIP). In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability.



The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

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

Planning Process

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

General Fund (101) Capital Outlay (85000), *continued*



FY 2020-2021 Expenditure Statement

10185000	General Fund Capital Outlay	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
10185000 590326	Property Appraisal Reserve Fund	\$0	\$100,000	\$100,000	\$343,300	243.30%
10185000 590408	Capital Equip. & Replace. Fund	530,500	508,000	508,000	556,000	9.45%
10185000 590410	Technology Reserve Fund	0	15,000	15,000	83,200	454.67%
10185000 590412	Library Improvement Fund	0	0	0	15,000	0.00%
10185000 590414	Public Safety Reserve Fund	35,000	35,000	35,000	50,000	42.86%
10185000 590416	EMS South Station Improvements	0	20,000	20,000	0	-100.00%
10185000 590418	Public Works Improvement Fund	670,000	670,000	670,000	463,000	-30.90%
10185000 590420	Rec Development & Restore Fund	272,000	271,000	271,000	272,990	0.73%
10185000 590426	Town Hall Improvement Fund	25,000	15,000	15,000	47,500	216.67%
10185000	Subtotal Capital Outlay	\$1,532,500	\$1,634,000	\$1,634,000	\$1,830,990	12.06%
10185000	Total General Fund Capital Outlay	\$1,532,500	\$1,634,000	\$1,634,000	\$1,830,990	12.06%



TAB 12
PEACE DALE OFFICE BUILDING FUND

Peace Dale Office Building 12 - 1

FISCAL YEAR 2020-2021 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.

The Recreation Department employs an administrative staff of 19 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 for improvements and upgrades to the building, to both maintain PDOB's historical feel while addressing operational efficiencies.

The ground floor of the PDOB facility is utilized on a year-round basis for public programming through the Parks and Recreation Department. The space serves as an extension of the Neighborhood Guild



facility, and allows the Department to offer select leisure programs including art and pottery classes. The ground floor is fully accessible; however, limited access to the second and third floor levels prevents the Department from expanding into that space for additional programs.

Occupancy of the available 6,123 square feet available for commercial lease within the PDOB is currently at 93% with two small office vacancies. FY 2020-2021 projected rental revenue reflects a \$3,124 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 repair of roof leaks and water damaged interior walls on the third floor are in process in the current year. The ground floor level will continue to be at risk for flooding during extreme weather events, given the building's location in a low lying area and close proximity to Indian Run Brook and the Saugatucket River. Short term safeguards are in place and have protected the ground floor during 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 operational costs and long term maintenance and preservation of the building

FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Secure renewal of three lease agreements scheduled for expiration in FY 2019-2020	ED
Market two vacant units and establish new lease agreements for these vacant units	ED
Secure renewal of one lease agreement scheduled for expiration in FY 2020-2021	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 3 rd floor, including fitness classes, tai chi, and pottery classes	PCSF
Continue and grow the Access to Art Program on ground floor unit of PDOB to accommodate the increasing participation levels	PCSF
Continue with interior common area and unit improvements as needed	PCSF



FY 2020-2021 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 to URI	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
Fill vacant office space with long term lease commitments	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
Utilize office on 2 nd floor for the expansion of the Knapp School of Music private lessons	PCSF

Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Commercial Tenants	6	7	8	ED
Recreational Programs Offered*	18	16	16	PCSF
Self Support Program Revenue	\$3,011	\$4,200	\$4,100	BDFM
Rental Income	\$82,483	\$87,278	\$94,757	BDFM
Facility Usage: Participation Number*	4,716	6,100	6,200	PCSF
Facility Programming Hours*	1,133	1,500	1,550	PCSF

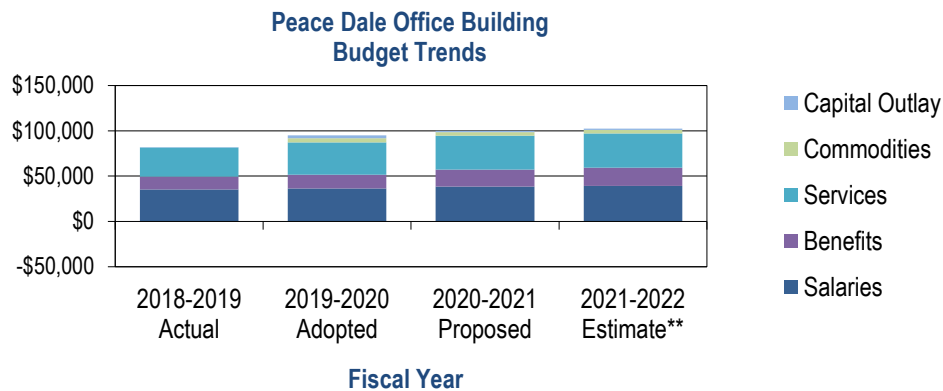
Peace Dale Office Building Fund (0302), *continued*



FY 2020-2021 Funding Comparison

Peace Dale Office Building	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	0.72	0.72	0.72	0.72	0.00
Salaries	\$35,222	\$36,415	\$37,015	\$38,436	\$2,021
Benefits	14,392	15,297	15,395	18,855	3,558
Subtotal Personnel Expenditures*	\$49,614	\$51,712	\$52,410	\$57,291	\$5,579
Services	\$32,139	\$35,450	\$35,358	\$37,463	\$2,013
Commodities	(84)	4,739	3,210	3,805	(934)
Capital Outlay	357	3,000	1,500	1,500	(1,500)
Subtotal Operating Expenditures	\$32,412	\$43,189	\$40,068	\$42,768	(\$421)
Total Expenditures	\$82,026	\$94,901	\$92,478	\$100,059	\$5,158

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Peace Dale Office Building Fund (0302), continued



FY 2020-2021 Expenditure Statement

30243010	Peace Dale Office Building	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30243010 511001	Full-Time Employees	\$31,999	\$34,001	\$34,001	\$36,132	6.27%
30243010 511004	Overtime	951	0	600	300	0.00%
30243010 511006	Longevity	2,273	2,414	2,414	2,004	-16.98%
30243010	Subtotal Wages	\$35,222	\$36,415	\$37,015	\$38,436	5.55%
30243010 522250	FICA	2,646	2,729	2,729	3,021	10.70%
30243010 522300	Municipal Employees Retirement	4,059	4,429	4,429	4,754	7.34%
30243010 522301	Retirement - Defined Contribution	285	305	305	286	-6.23%
30243010 522818	Medical Insur-Active Employees	5,485	5,873	5,873	7,852	33.70%
30243010 522820	Medical Insur-Retirees	0	0	0	550	0.00%
30243010 522822	Dental Insur-Active Employees	337	363	363	475	30.85%
30243010 522840	Insurance Buyback	100	100	100	136	36.00%
30243010 522850	Life Insurance	22	23	23	23	0.00%
30243010 529900	Workers Compensation	1,458	1,475	1,573	1,758	19.19%
30243010	Subtotal Benefits	\$14,392	\$15,297	\$15,395	\$18,855	23.26%
30243010 530014	Refuse Disposal	598	659	625	650	-1.37%
30243010 530022	Course Instructors	1,307	1,360	1,600	1,520	11.76%
30243010 532004	Electricity	11,089	11,000	11,000	11,224	2.04%
30243010 532008	Natural Gas	5,398	5,900	5,500	6,020	2.03%
30243010 532010	Wastewater Fees	1,120	1,120	1,120	1,120	0.00%
30243010 532012	Water Fees	310	460	460	456	-0.87%
30243010 534016	Computer Maintenance	414	435	550	569	30.80%
30243010 534020	Maintenance Of Buildings	8,091	10,400	9,500	10,400	0.00%
30243010 560010	Insurance	3,812	4,116	5,003	5,504	33.72%
30243010	Subtotal Services	\$32,139	\$35,450	\$35,358	\$37,463	5.68%
30243010 540014	Janitorial Materials & Supp	(174)	3,628	2,760	2,984	-17.75%
30243010 540018	Elect Materials & Supplies	0	450	150	400	-11.11%
30243010 540024	Chemicals And Gases	0	385	250	200	-48.05%
30243010 580100	Miscellaneous Expenses	90	276	50	221	-19.93%
30243010	Subtotal Commodities	(\$84)	\$4,739	\$3,210	\$3,805	-19.71%
30243010 570002	Capital Improvements	357	3,000	1,500	1,500	-50.00%
30243010	Subtotal Capital Outlay	\$357	\$3,000	\$1,500	\$1,500	-50.00%
30243010	Total Peace Dale Office Building	\$82,026	\$94,901	\$92,478	\$100,059	5.44%

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



FY 2020-2021 Revenue Statement

302	Peace Dale Office Building	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30243010	418130	\$71	\$0	\$0	\$0	0.00%
30243010	431115	82,483	91,633	87,278	94,759	3.41%
30243010	440220	3,011	2,600	4,200	4,100	57.69%
30243010	460010	2,589	1,000	1,000	1,200	20.00%
30243010	470020	680	0	0	0	0.00%
302	Total PDOB Revenues	\$88,833	\$95,233	\$92,478	\$100,059	5.07%
302	Total PDOB Expenditures	\$82,026	\$94,901	\$92,478	\$100,059	
302	Income Over (Under) Expenditures	\$6,807	\$332	\$0	\$0	



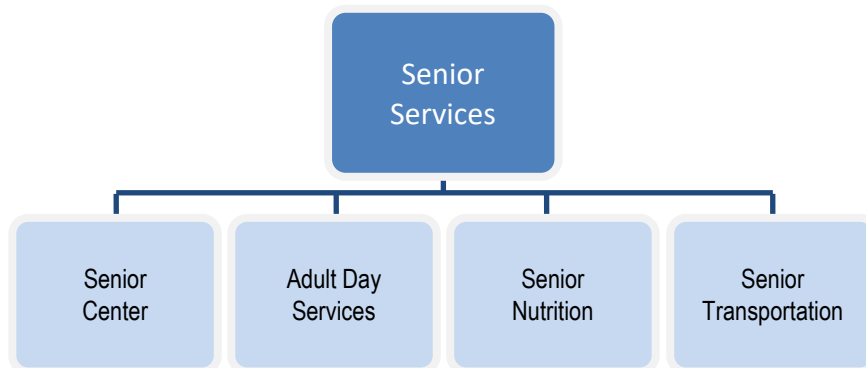
TAB 13
SENIOR SERVICES PROGRAM FUND

Senior Services Program	13 - 1

FISCAL YEAR 2020-2021 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 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 the upcoming 2020 census is expected to reflect a further



increase. 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 48% 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 17.6% of all revenue projected in FY 2020-2021. State funding in the form of a Rhode Island Designated Grant was awarded in FY 2019-2020 and is expected to continue. Funding from Tri-Town Community Action Agency to support the Community Information Specialist position is projected to remain level funded in FY 2021-2021.

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 maintain their independence in the community and helps prevent social isolation, is available to any resident (60+ years) of the Town. The goal of the program is to assist seniors with the instrumental activities of daily living by providing transportation to and from the Senior Center meal site, grocery stores, pharmacies, hair salons, banks, and retail shops. This service is available Monday through Friday and since it is based at The Senior Center, has maximum access to the 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 transported directly to The Center for activities, or lunch at the meal site, are not charged a fee. 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), is available for rides to The Center for individuals who participate in the congregate lunch program. A small fee is charged 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 the Senior Nutrition Program is to provide the Town's older persons with low cost, nutritious meals, and appropriate nutrition education. In addition to the primary health benefits of a balanced daily meal, seniors also receive the benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at The Center.



The face of the nutrition program has been changing, at the national and local levels, over the last several years. Daily lunch programs continue to exist, however attendance overall has been dropping nationwide as interests of seniors change. Dining programs have had the least influx of baby boomers and the average age of participants is slowly rising. As a result of these changes, The Center has been adding nutrition/dining alternatives to our programming, such as Singles 60+ Supper Club and The Ladies Lunch Bunch, as well as monthly dining incentives such as a hot chocolate bar, specialty treats and ice cream socials. A pre-order sandwich or salad option for take home will be explored in the upcoming year in order to provide food options to 'on the go' seniors and those desiring a meal to take home.

Starting in January 2020, the Town of Narragansett has introduced a Senior Nutrition Program at its Community Center three days a week. It remains to be seen what consequence this may or may not have on South Kingstown's overall lunch attendance, since approximately 33% of meals are served to Narragansett residents.

The raw food costs and labor associated with Westbay Community Action Program's (CAP) preparation of the meals represent a significant contribution to the program, totaling a projected \$39,484 (\$4 per meal) in FY 2019-2020. 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 2020-2021 Fiscal Year			\$134,139
State – Nutrition Program Grant Reimbursement			\$6,000
Net Direct Cost of Nutrition Program (4 Yr Avg)			\$128,606
Description	Congregate Meals	% of Total	Cost Sharing
South Kingstown	25,487	66.45%	\$85,618
Narragansett	12,867	33.55%	\$42,988
Participating Community Meals	38,354	100.00%	\$128,606
Non Participating Community Meals	2,929	0.00%	0
Total Meals Program	41,283	100.00%	\$128,606

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 Meal 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 2016 through 2019. Applying a long-term use percentage rate reflects a more consistent, historical average and stabilizes any unanticipated fluctuations that may occur on an 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. Professional staff including a registered nurse, certified nurse aides, activity coordinator and case manager 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. The average incoming participants tend to be older, requiring more assistance with activities of daily living. They are inclined to have a briefer stay in the Adult Day setting, and at times, although all approvals and paperwork are complete, never attend due to declining health, hospitalizations, and/or admittance to long term care facilities or hospice care.

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 increase, 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. The FY 2019-2020 budget reflected a daily rate increase to \$75 for private pay clients who are residents of South Kingstown, North Kingstown, and Narragansett. A planned increase from \$75 to \$80 per day is budgeted for FY 2020-2021. In addition, the private pay rate for non-residents will increase from \$100 to \$110 per day in FY 2020-2021.

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 will need to consider whether there are more cost-effective, viable options including supplemental grant funding or privatization, which could sustain the program for the continued benefit to the region. As the cost of operations increase, so too do the municipal contribution rates.

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 increases or decreases that may occur from year to year due to the unpredictability of client demographics.

Description	2019-2020 Revised	2020-2021 Proposed	Change in Funding
Adult Day Services Program Cost	\$362,785	\$363,110	\$325
Less			
Investment Income	\$75	\$1,000	\$925
State Client Payment	114,424	\$128,835	14,411
Client Payments	130,715	102,184	28,532
Miscellaneous Revenues	500	500	0
Net Direct Cost of Service	\$117,071	\$130,592	\$13,521

Adult Day Services Program 4 Yr Client Use	Client Days	Percent Of Total	2018-2019 Revised	2019-2020 Proposed	Change in Funding
South Kingstown	5,412	48.55%	\$55,489	\$64,563	\$9,074
Narragansett	2,513	22.54%	26,530	28,929	2,399
North Kingstown	3,222	28.91%	34,127	37,099	2,927
Community Client Days	11,146	100.00%	\$116,146	\$130,592	\$14,446
Non-Participating Community Client Days	1,807				
Total Client Days	12,953				

Senior Services Program (0304), continued



SENIOR CENTER PROGRAM

The Center serves as the community's point of entry for access to information about the various available services and activities for older adults, as well as a link to other local provider agencies, designed to support their independence, enhance their quality of life, and promote optimal aging. In addition to housing the Senior Nutrition and Transportation programs, The Center offers social and recreational activities, health promotion and screenings, volunteer opportunities, 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, current events, and art 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 2020-2021, The Center will continue to offer a wide range of choices for social, physical, and educational enrichment. In particular, continued focus on the needs of the soon-to-be or newly retired individual will be a priority. Development of new opportunities geared towards a healthy and active baby-boomer segment is necessary.

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

A breakdown of the Senior Center Program cost, minus non-municipal revenues is shown below. The Towns of South Kingstown and Narragansett share in the remaining expenses associated with Center operations. It is proposed that Narragansett contribute \$57,000, or 18.5%, of the total municipal support. This represents 59% of the estimated program cost for the Town of Narragansett based on 1,407 active Senior Center Program participants from Narragansett.

Senior Center Program Cost	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Inc Over Prior Year
Total Program	\$378,533	\$381,040	\$381,040	\$418,949	\$37,909
Less					
Grants	\$53,640	\$40,000	\$40,000	\$40,000	\$0
Senior Classes	10,663	10,000	10,500	10,000	0
Fund Balance Forwarded	23,000	25,000	25,000	35,000	10,000
Oliver Watson Fund Transfer	15,000	15,000	15,000	25,000	10,000
Net Direct Cost of Service	\$276,229	\$291,040	\$290,540	\$308,949	\$17,909

Description	Active Members	Cost Per Client	Proportional Cost Share	2020-2021 Proposed
South Kingstown	3,085	\$68.78	\$212,179	\$251,949
Narragansett	1,407	68.78	96,770	57,000
Participating Community Members	4,492	\$68.78	\$308,949	\$308,949
Non-Participating Communities	398			
Total Active Members	4,890	\$63.18	\$308,949	\$308,949



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 Center. Southern Rhode Island Volunteers, through a satellite office at The Center, provides for home delivery of meals through the federally-funded Meals on Wheels Program
- Provides the Town's older persons with low cost, nutritious meals, and 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 Office of Healthy Aging and West Bay Community Action Program

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, case manager, and an activity coordinator who 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

- Offers information about available services and activities, as well as other local provider agencies, designed to support independence, enhance quality of life, and promote optimal aging
- Houses the Senior Nutrition and Transportation programs, offers social and recreational activities, health promotion and screenings, volunteer opportunities, educational programming, and information and referral services
- Partial funding provided by the Office of Healthy Aging Designated Grant Program

Senior Services Program (0304), *continued*



FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Continue to work in collaboration with the URI Departments of Pharmacy, Nursing, PT, Gerontology, and Human Development to provide experiential learning opportunities for students and inter-generational programs to benefit older adults	SNP
Continue to collaborate with South County Hospital to provide a Wellness Clinic, twice weekly, offering health maintenance screenings, education programs and immunization clinics	PCSF
Collaborate with URI Human Development Department and Pharmacy 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
Distribute Adult Day Services program information to potential referring agents	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
Continue to participate in the Narragansett South Kingstown Regional Senior Advisory Council	SNP
Conduct recruitment for the position, hire, and train part time front desk personnel at The Center	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 / BDFM

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Participate 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
Identify and research dining alternatives for Senior participants	SNP
Put into action a marketing plan and information distribution program to enhance number of referrals/client admissions to the Adult Day Services Program	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

Senior Services Program (0304), continued



Specific Performance Measurements

Senior Transportation Program	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non-medical transport)	82	85	85	C / SNP
Trips per year	5,791	6,059	6,240	C / SNP
Miles logged	19,613	20,000	20,000	C / SNP
Average daily miles logged	82	85	90	C / SNP

Senior Nutrition Program	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	6,349	6,000	6,000	SNP
Meals Served – Narragansett	2,856	2,856	3,200	SNP
Meals Served – other towns	666	670	670	SNP
Total Meals Served (all towns)	9,871	10,000	10,000	SNP
Avg # of participants served per wk	201	220	218	SNP
Annual volunteer hours	7,654	7,700	7,700	SNP

Adult Day Services Program	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Client Days – South Kingstown	1,542	1,256	1,237	SNP
Client Days – Narragansett	656	534	779	SNP
Client Days – North Kingstown	656	630	760.5	SNP
Client Days – other towns	229	186	575	SNP
Total Client Days (all towns)	3,201	2,606	3,201	SNP
Avg # Clients per Program Day	13	11	37	SNP
Unduplicated Clients Served – SK	14	10	16	SNP
Unduplicated Clients Served – Narr	6	6	6	SNP
Unduplicated Clients Served – NK	8	6	8	SNP
Total Unduplicated Clients Served (all towns)	37	32	37	SNP
Total Family Members benefitting	148	128	148	SNP
Total State Payment Subsidies	\$119,512	\$114,424	\$128,835	SNP / BDFM
Total Client Payments Received	\$112,898	\$110,000	\$102,184	SNP / BDFM
Avg Client Payment per Day	\$35.26	\$42.21	\$31.92	SNP / BDFM

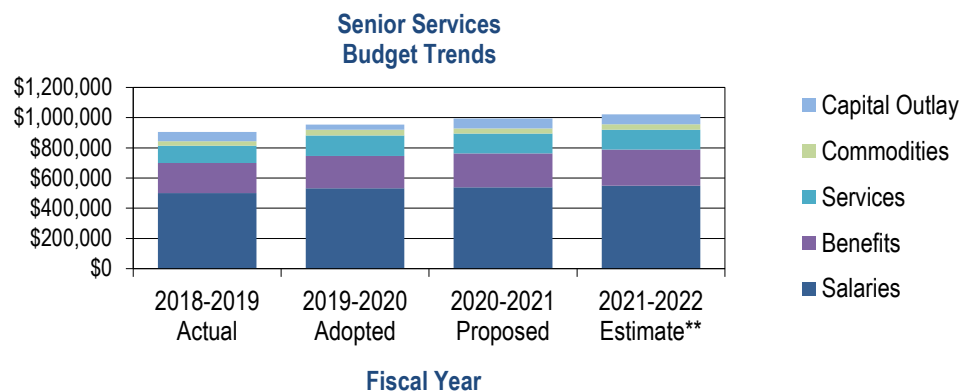
Senior Center Program	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Number of Members – SK	3,085	2,991	3,000	SNP
Number of Members – Narr	1,407	1,391	1,432	SNP
Number of Members – other towns	666	636	636	SNP
Total # of Members (all towns)	5,158	5,173	5,173	SNP
Total Programs	248	254	248	SNP
New Programs	33	36	36	SNP
# of Information Requests and Referrals	1,754	1,806	1,856	SNP
Avg # of Participants per week	860	882	908	SNP
Special Events	94	96	98	SNP

Senior Services Program (0304), continued



FY 2020-2021 Funding Comparison

Senior Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	7.50	7.50	7.50	7.50	0.00
Salaries	\$499,739	\$533,144	\$528,066	\$539,094	\$5,950
Benefits	200,852	213,244	213,044	224,794	11,550
Subtotal Personnel Expenditures*	\$700,591	\$746,388	\$741,110	\$763,888	\$17,500
Services	\$113,461	\$135,941	\$128,489	\$131,197	(\$4,744)
Commodities	29,364	36,920	30,305	34,465	(2,455)
Capital Outlay	61,911	34,733	49,053	65,513	30,780
Subtotal Operating Expenditures	\$204,736	\$207,594	\$207,847	\$231,175	\$23,581
Total Expenditures	\$905,327	\$953,982	\$948,957	\$995,063	\$41,081



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Senior Services Program (0304), continued



FY 2020-2021 Expenditure Statement

30442010		Senior Services - Senior Transportation	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30442010	511001	Full-Time Employees	\$37,963	\$39,647	\$39,647	\$40,285	1.61%
30442010	511003	Seasonal Salaries	3,433	3,856	3,856	3,944	2.28%
30442010	511004	Overtime	0	50	50	50	0.00%
30442010		Subtotal Wages	\$41,397	\$43,553	\$43,553	\$44,279	1.67%
30442010	522250	FICA	3,320	3,186	3,186	3,534	10.92%
30442010	522300	Municipal Employees Retirement	4,471	4,821	4,821	5,023	4.19%
30442010	522301	Retirement - Defined Contribution	380	397	397	403	1.51%
30442010	522822	Dental Insurance	1,017	1,068	1,068	1,023	-4.21%
30442010	522840	Insurance Buyback	2,000	2,000	2,000	2,000	0.00%
30442010	522850	Life Insurance	31	31	31	31	0.00%
30442010	529900	Worker's Compensation	4,275	4,489	4,534	5,067	12.88%
30442010	540038	Uniforms And Other Clothing	0	200	200	200	0.00%
30442010		Subtotal Benefits	\$15,493	\$16,192	\$16,237	\$17,281	6.73%
30442010	534010	Motor Vehicles Maintenance	5,108	6,000	5,000	6,000	0.00%
30442010	560010	Insurance	1,489	1,616	1,712	1,883	16.52%
30442010		Subtotal Services	\$6,597	\$7,616	\$6,712	\$7,883	3.51%
30442010	540028	Motor Vehicle Materials & Supp	1,223	4,000	2,700	4,000	0.00%
30442010	540040	Fuels And Lubricants	4,118	4,690	4,200	4,805	2.45%
30442010	580100	Miscellaneous Expenses	13	150	100	150	0.00%
30442010		Subtotal Commodities	\$5,355	\$8,840	\$7,000	\$8,955	1.30%
30442010		Total Senior Transportation	\$68,842	\$76,201	\$73,502	\$78,398	2.88%

Senior Services Program (0304), continued



30442020	Senior Services Nutrition	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30442020 511001	Full-Time Employees	\$48,635	\$50,865	\$50,865	\$51,938	2.11%
30442020 511002	Part-Time Salaries	25,438	30,327	30,327	28,729	-5.27%
30442020 511003	Seasonal Salaries	521	900	900	910	1.11%
30442020 511006	Longevity	1,322	1,481	1,262	1,280	-13.57%
30442020	Subtotal Wages	\$75,916	\$83,573	\$83,354	\$82,857	-0.86%
30442020 522250	FICA	5,529	6,029	6,029	6,218	3.13%
30442020 522300	Municipal Employees Retirement	5,843	6,314	6,314	6,635	5.08%
30442020 522301	Retirement - Defined Contribution	533	558	558	572	2.51%
30442020 522818	Medical Insur-Active Employees	14,568	15,431	15,431	16,208	5.04%
30442020 522822	Dental Insur-Active Employees	922	961	961	918	-4.47%
30442020 522850	Life Insurance	28	28	28	29	3.57%
30442020 529900	Worker's Compensation	1,575	1,654	1,692	1,892	14.39%
30442020	Subtotal Benefits	\$28,997	\$30,975	\$31,013	\$32,472	4.83%
30442020 530014	Refuse Disposal	247	521	521	374	-28.21%
30442020 530111	Professional Services	2,234	2,779	2,806	2,827	1.73%
30442020 532000	Telephone	568	505	505	734	45.35%
30442020 532004	Electricity	6,713	7,180	7,180	7,180	0.00%
30442020 532008	Natural Gas	3,605	2,844	2,844	2,844	0.00%
30442020 532010	Wastewater Fees	1,359	453	1,286	317	-30.02%
30442020 532012	Water Fees	1,278	824	824	500	-39.32%
30442020 534016	Computer/Software Maint.	621	651	652	651	0.00%
30442020 534020	Maintenance Of Buildings	1,063	1,200	1,200	1,200	0.00%
30442020 538022	Printing Expenses	30	60	60	60	0.00%
30442020 560010	Insurance	275	290	445	490	68.97%
30442020	Subtotal Services	\$17,994	\$17,307	\$18,323	\$17,177	-0.75%
30442020 540014	Janitorial Materials & Supp	2,308	1,980	1,980	1,980	0.00%
30442020	Subtotal Commodities	\$2,308	\$1,980	\$1,980	\$1,980	0.00%
30442020 550004	Office Equipment	117	120	130	120	0.00%
30442020	Subtotal Capital Outlay	\$117	\$120	\$130	\$120	0.00%
30442020	Total Nutrition Program	\$125,332	\$133,955	\$134,800	\$134,606	0.49%

Senior Services Program (0304), continued



30442030	Senior Services - Adult Day Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30442030 511001	Full-Time Employees	\$127,944	\$135,095	\$135,095	\$140,437	3.95%
30442030 511002	Part-Time Salaries	81,204	85,009	80,000	77,910	-8.35%
30442030 511003	Seasonal Salaries	6,843	4,375	4,375	4,823	10.24%
30442030 511004	Overtime	169	100	100	100	0.00%
30442030 511006	Longevity	2,241	3,000	3,000	3,550	18.33%
30442030	Subtotal Wages	\$218,401	\$227,579	\$222,570	\$226,820	-0.33%
30442030 522250	FICA	16,084	16,424	16,000	17,049	3.81%
30442030 522300	Municipal Employees Retirement	18,272	19,919	19,919	21,200	6.43%
30442030 522301	Retirement - Defined Contribution	1,630	1,724	1,724	1,794	4.06%
30442030 522818	Medical Insur-Active Employees	24,465	25,660	25,660	28,123	9.60%
30442030 522822	Dental Insur-Active Employees	2,492	2,592	2,592	2,542	-1.93%
30442030 522840	Insurance Buyback	2,000	2,000	2,000	2,000	0.00%
30442030 522850	Life Insurance	69	70	70	71	1.43%
30442030 529900	Worker's Compensation	2,337	2,454	2,472	2,762	12.55%
30442030 538014	Travel Expenses	105	300	300	720	140.00%
30442030 540038	Uniforms And Other Clothing	0	200	200	200	0.00%
30442030	Subtotal Benefits	\$67,454	\$71,343	\$70,937	\$76,461	7.17%
30442030 530012	Cleaning Services	0	150	150	150	0.00%
30442030 530014	Refuse Disposal	599	660	660	660	0.00%
30442030 530064	Copy Machine Services	0	684	500	500	-26.90%
30442030 530111	Professional Services	10,174	21,596	12,000	18,614	-13.81%
30641010 532000	Telephone	2,370	2,676	2,676	2,676	0.00%
30442030 532002	Fuel - Oil	4,623	5,084	5,246	5,084	0.00%
30442030 532004	Electricity	5,440	4,965	4,965	5,471	10.19%
30442030 532012	Water Fees	249	375	400	420	12.00%
30442030 534020	Maintenance Of Buildings	(708)	800	4,000	800	0.00%
30442030 538012	Advertising	0	50	50	50	0.00%
30442030 538020	Postage	1	0	0	0	0.00%
30442030 538022	Printing Expenses	68	200	100	100	-50.00%
30442030 538030	Licenses And Dues	1,928	1,920	1,920	1,950	1.56%
30442030 560010	Insurance	4,594	4,824	5,284	5,812	20.48%
30442030	Subtotal Services	\$29,339	\$43,984	\$37,951	\$42,287	-3.86%
30442030 540010	General Materials & Supplies	146	200	200	200	0.00%
30442030 540012	Office Materials & Supplies	329	325	325	325	0.00%
30442030 540014	Janitorial Materials & Supp	1,637	1,800	1,600	1,800	0.00%
30442030 540016	Rec Materials & Supplies	308	350	350	350	0.00%
30442030 540020	Books And Publications	0	0	0	160	0.00%
30442030 540030	Medical & Lab Materials & Supp	138	400	400	400	0.00%
30442030 540046	Food	14,340	16,275	12,000	13,545	-16.77%
30442030	Subtotal Commodities	\$16,897	\$19,350	\$14,875	\$16,780	-13.28%
30442030 530044	Non-Major Technology Reserve	530	530	530	762	43.77%
30442030	Subtotal Capital Outlay	\$530	\$530	\$530	\$762	43.77%
30442030	Total Adult Day Services	\$332,620	\$362,786	\$346,863	\$363,110	0.09%

Senior Services Program (0304), continued



30442040	Senior Services - Senior Center	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30442040 511001	Full-Time Employees	\$157,812	\$166,086	\$166,086	\$168,411	1.40%
30442040 511002	Part-Time Salaries	0	6,703	6,703	9,790	46.05%
30442040 511003	Seasonal Salaries	1,702	675	675	1,350	100.00%
30442040 511004	Overtime	0	0	150	150	0.00%
30442040 511006	Longevity	4,512	4,975	4,975	5,437	9.29%
30442040	Subtotal Wages	\$164,025	\$178,439	\$178,589	\$185,138	3.75%
30442040 522250	FICA	11,589	12,583	12,583	13,530	7.53%
30442040 522300	Municipal Employees Retirement	19,118	20,802	20,802	21,679	4.22%
30442040 522301	Retirement - Defined Contribution	1,870	1,971	1,971	2,003	1.62%
30442040 522818	Medical Insur-Active Employees	50,151	53,127	53,127	54,895	3.33%
30442040 522822	Dental Insur-Active Employees	3,174	3,311	3,311	3,122	-5.71%
30442040 522850	Life Insurance	95	96	96	94	-2.08%
30442040 529900	Worker's Compensation	2,232	2,344	2,467	2,757	17.62%
30442040 538014	Travel Expenses	479	300	300	300	0.00%
30442040 540038	Uniforms And Other Clothing	200	200	200	200	0.00%
30442040	Subtotal Benefits	\$88,908	\$94,734	\$94,857	\$98,580	4.06%
30442040 530014	Refuse Disposal	2,128	1,740	1,740	873	-49.83%
30442040 530022	Course Instructors	9,413	10,000	10,000	8,908	-10.92%
30442040 530064	Copy Machine Services	1,296	1,451	1,451	1,589	9.51%
30442040 530111	Professional Services	5,566	6,550	6,406	6,552	0.03%
30442040 532000	Telephone	1,014	1,188	1,188	1,438	21.04%
30442040 532002	Fuel - Oil	6,264	5,957	5,957	4,068	-31.71%
30442040 532004	Electricity	15,821	19,799	17,000	19,799	0.00%
30442040 532008	Natural Gas	3,926	4,800	4,300	4,800	0.00%
30442040 532010	Wastewater Fees	3,170	1,057	1,057	740	-29.99%
30442040 532012	Water Fees	2,983	1,924	1,800	1,166	-39.40%
30442040 534014	Office Equipment Maintenance	80	200	200	200	0.00%
30442040 534016	Computer/Software Maintenance	2,240	2,310	2,329	2,384	3.20%
30442040 534020	Maintenance Of Buildings	(1,365)	2,800	4,300	2,800	0.00%
30442040 538012	Advertising	45	50	50	50	0.00%
30442040 538022	Printing Expenses	217	140	140	140	0.00%
30442040 560010	Insurance	6,732	7,068	7,585	8,343	18.04%
30442040	Subtotal Services	\$59,531	\$67,034	\$65,503	\$63,850	-4.75%
30442040 540010	General Materials & Supplies	192	250	250	250	0.00%
30442040 540012	Office Materials & Supplies	387	800	600	800	0.00%
30442040 540014	Janitorial Materials & Supp	3,304	4,600	4,500	4,600	0.00%
30442040 540016	Rec Materials & Supplies	620	600	600	600	0.00%
30442040 540046	Food	301	500	500	500	0.00%
30442040	Subtotal Commodities	\$4,805	\$6,750	\$6,450	\$6,750	0.00%
30442040 530044	Non-Major Technology Reserve	3,550	3,683	3,683	4,231	14.88%
30442040 550004	Office Equipment	116	400	300	400	0.00%
30442040 570002	Capital Improvements	57,598	30,000	44,410	60,000	100.00%
30442040	Subtotal Capital Outlay	\$61,264	\$34,083	\$48,393	\$64,631	89.63%
30442040	Total Senior Center	\$378,533	\$381,040	\$393,792	\$418,949	9.95%
	Total Senior Services Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30442010	Subtotal Senior Transportation	\$68,842	\$76,201	\$73,502	\$78,398	2.88%
30442020	Subtotal Nutrition Program	125,332	133,955	134,800	134,606	0.49%
30442030	Subtotal Adult Day Services	332,620	362,786	346,863	363,110	0.09%
30442040	Subtotal Senior Center	378,533	381,040	393,792	418,949	9.95%
	Total Senior Services Program	\$905,327	\$953,982	\$948,957	\$995,063	4.31%

Senior Services Program (0304), continued



FY 2020-2021 Revenue Statement

304	Senior Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30442010	470010 Miscellaneous Revenues	\$645	\$700	\$700	\$700	0.00%
30442010	490101 General Fund Transfer	70,936	75,501	75,501	77,698	2.91%
30442010	Subtotal Senior Transportation Program	\$71,581	\$76,201	\$76,201	\$78,398	2.88%
30442020	418013 Town of Narragansett Cost Share	37,743	43,982	43,982	42,988	-2.26%
30442020	451110 Miscellaneous Grants	8,109	6,000	6,000	6,000	0.00%
30442020	490101 General Fund Transfer	75,211	83,973	83,973	85,618	1.96%
30442020	Subtotal Nutrition Program	\$121,063	\$133,955	\$133,955	\$134,606	0.49%
30442030	418013 Town of Narragansett Cost Share	24,229	26,530	26,530	28,929	9.04%
30442030	440305 Client Payments	112,898	130,715	110,000	102,184	-21.83%
30442030	440310 State Subsidy - Client Payment	119,512	114,424	114,424	128,835	12.59%
30442030	440610 Town of North Kingstown Cost Share	30,017	34,127	34,127	37,099	8.71%
30442030	460010 Investment Income	4,577	1,000	2,000	1,000	0.00%
30442030	470010 Miscellaneous Revenues	500	500	500	500	0.00%
30442030	490101 General Fund Transfer	55,147	55,489	55,489	64,563	16.35%
30442030	Subtotal Adult Day Services Program	\$346,880	\$362,785	\$343,070	\$363,110	0.09%
30442040	418013 Town of Narragansett Cost Share	55,000	55,000	55,000	57,000	3.64%
30442040	440295 Senior Classes	10,663	10,000	10,500	10,000	0.00%
30442040	451110 Miscellaneous Grants	53,640	40,000	40,000	40,000	0.00%
30442040	470010 Miscellaneous Revenue	426	0	0	0	0.00%
30442040	470020 NationalGrid Electricity Rebate/Solar	2,344	0	0	0	0.00%
30442040	490101 General Fund Transfer	231,435	236,040	236,040	251,949	6.74%
30442040	490510 Oliver Watson Fund	15,000	15,000	15,000	25,000	66.67%
30442040	499050 Net Assets Forward to Ops	19,598	0	14,410	0	0.00%
30442040	499060 Designated Fund Balance	23,000	25,000	25,000	35,000	40.00%
30442040	Subtotal Senior Center Program	\$411,106	\$381,040	\$395,950	\$418,949	9.95%
304	Total Senior Services Revenues	\$950,630	\$953,982	\$949,176	\$995,063	4.31%
304	Total Senior Services Expenditures	\$905,327	\$953,982	\$948,957	\$995,063	
304	Income Over (Under) Expenditures	\$45,303	\$0	\$219	\$0	



TAB 14
NEIGHBORHOOD GUILD FUND

Neighborhood Guild.....	14 - 1

FISCAL YEAR 2020-2021 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.

The Recreation Department employs an administrative staff of 19 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 2020-2021 fiscal year, Guild recreational programs are expected to generate approximately 47% of the total revenue needed to support the Guild's operating program, with proposed Trust Fund contributions supporting approximately 49%, 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 2020-2021, as the Recreation Department strives to maintain a balance between offering affordable leisure activities and meeting operational costs.

Planned capital improvements to the Guild scheduled for FY 2019-2020 and FY 2020-2021 through an approved \$1 million dollar bond, with future debt service paid out of the Trust income unassigned fund balance, could potentially limit future operational funding over the next ten year period. Consideration should be given to funding a percentage of the capital improvement debt through tax support in order to avoid a negative impact on the operating program.

With the Recreation Center now housing the majority of the athletic and fitness programs, the Guild program focus remains on adult education, cultural arts activities for all ages, and passive recreation for youth and families. The Recreation Center has also absorbed weekend activities, allowing for elimination of weekend operation of the Guild since FY 2018-2019. The Monday through Friday operational schedule of the Guild, which was adjusted in FY 2018-2019, will remain in effect during FY 2020-2021.

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

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

Functions

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

ADMINISTRATION & MAINTENANCE

- Oversee operation and management of the Neighborhood Guild as a community center for year-round public recreation and enrichment programs for all ages
- Develop and program public leisure and recreation activities in the following areas: Music, Arts, Youth Leisure, Adult Leisure, Travel
- Serve the general public as patrons of the Parks and Recreation Department on a daily basis providing information, direction, program registration, activity facilitation, and general customer service
- Manage and schedule rental of activity/meeting rooms to community based non-profit groups for meetings and programs; and to residents and non-residents for a variety of special events



- Manage the operational budget of the Neighborhood Guild with a focus on maintaining it as a self-supporting entity utilizing a combination of trust fund revenue and program revenue
- Manage daily maintenance and upkeep of the facility including cleaning, maintenance, repairs, and care of the surrounding grounds

FRONT DESK

- Provide Parks & Recreation Department customer support over the phone and in person
- Process customer registrations, point of sale transactions, and refunds utilizing recreation data management software
- Reconcile all transactions on a daily basis
- Provide support to Parks and Recreation Department staff in the form of administrative duties including daily deposits, management of lobby area, and assistance with the development of the seasonal brochures
- Respond to customer inquiries regarding a variety of topics such as programs, directions, park amenities, schedules, and eligibility via phone and email

MUSIC

- Develop and coordinate music programs that offer individual and group instruction through the Knapp School of Music at the Neighborhood Guild
- Recruit independent contractors with teaching experience in piano, violin, guitar, mandolin, percussion, voice, and other instruments as demand warrants
- Coordinate weekly lessons with music instructors and students
- Organize semi-annual concerts to highlight music students and their achievements
- Oversee the care and maintenance of dedicated music rooms, a music library, and eight pianos within the Guild

ARTS

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

YOUTH PROGRAMMING

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



ADULT LEISURE

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

TRAVEL

- 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 2019-2020 Priorities

Priorities	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
Provide activity space for Boys and Girls Club of Newport County after school program	SNP
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



FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to increase the usage of the woodshop with classes, workshops, and open studio time	PCSF
Continue development of youth, teen, and family programs through the recruitment of instructors and independent contractors	PCSF
Develop a minimum of 10 'Pop Up Play' free events for youth, teens, and families	PCSF
Continue to assess the level of demand for fitness room and locker rooms; develop a long-term recommendation for future use	PCSF
Offer two educational opportunities to staff, related to providing exceptional customer service and/or relevant software applications	PCSF
Offer a minimum of 10 'customer appreciation' events	PCSF

Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Trust Income % of Total Revenue	49%	51.7%	52%	BDFM
Program fees % of Total Revenue	47%	44.4%	43%	BDFM
Total Guild Facility Usage Attendance	38,926	39,100	39,500	PCSF
Room Reservations by Community members and organizations (non-program)	3,089	3,100	3,500	PCSF
Online Transactions (including registrations, payments, etc.)	2,754	2,800	2,850	CE
Independent Contractors	82	80	85	PCSF
New Classes Offered	42	25	25	PCSF
Preschool Enrollment	300	250	275	PCSF
% of Classes Completed*	91%	80%	80%	PCSF
Youth/Teen Enrollment	875	925	975	PCSF
% of Classes Completed*	85%	80%	80%	PCSF
Adult Enrollment	2,199	2,025	2,100	PCSF
% of Classes Completed*	84%	85%	80%	PCSF
Art Enrollment	576	550	575	PCSF
% of Classes Completed*	85%	80%	80%	PCSF
Sports and Fitness Enrollment	6,053	6,075	6,000	PCSF
% of Classes Completed*	100%	100%	98%	PCSF
Trip Enrollment	490	500	500	PCSF
% of Trips Completed*	92%	80%	80%	PCSF
Music Lessons	1,807	1,800	1,825	PCSF
Music Students Registered	207	210	225	PCSF
Special Events	735	600	600	PCSF
% of Events Completed*	86%	80%	80%	PCSF

*Figures shown identify the % of classes/programs that ran successfully of those offered (national standard is 80%). Some figures have been reduced due to program being shifted from the Guild to the Recreation Center or General Fund.

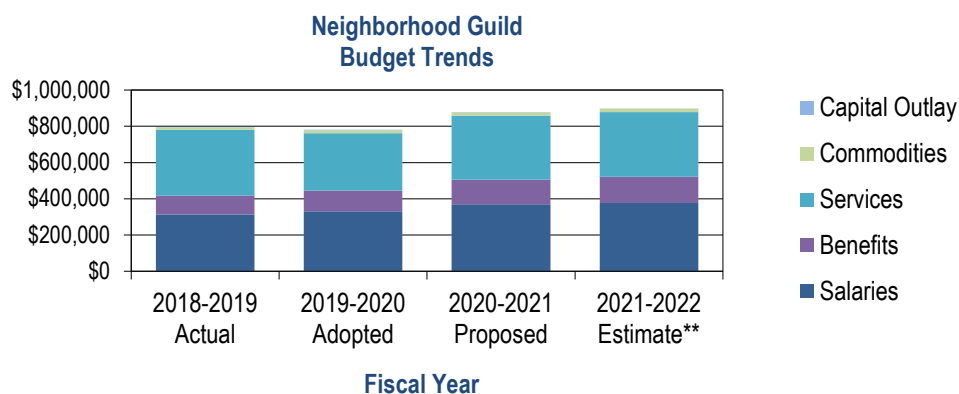
Neighborhood Guild Fund (0306), *continued*



FY 2020-2021 Funding Comparison

Neighborhood Guild	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	5.60	5.60	5.60	5.50	(0.10)
Salaries	\$312,788	\$331,108	\$336,951	\$369,771	\$38,663
Benefits	104,773	115,005	116,001	136,585	21,580
Subtotal Personnel Expenditures*	\$417,561	\$446,113	\$452,952	\$506,356	\$60,243
Services	\$362,778	\$315,679	\$353,915	\$352,391	\$36,712
Commodities	13,709	16,008	15,230	17,390	1,382
Capital Outlay	1,897	2,600	2,250	2,600	0
Subtotal Operating Expenditures	\$378,384	\$334,287	\$371,395	\$372,381	\$38,094
Total Expenditures	\$795,945	\$780,400	\$824,347	\$878,737	\$98,337

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Neighborhood Guild Fund (0306), continued



FY 2020-2021 Expenditure Statements

30641010		Guild - Admin and Maintenance	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641010	511001	Full-Time Employees	\$251,976	\$275,201	\$275,201	\$280,599	1.96%
30641010	511002	Part-Time Salaries	1,965	2,062	500	0	-100.00%
30641010	511004	Overtime	5,004	1,000	2,000	1,000	0.00%
30641010	511005	Retirement/Vacation Reimb.	0	0	4,062	32,755	0.00%
30641010	511006	Longevity	9,712	10,676	10,676	8,688	-18.62%
30641010		Subtotal Wages	\$268,657	\$288,939	\$292,439	\$323,042	11.80%
30641010	522250	FICA	20,217	21,654	21,654	22,168	2.37%
30641010	522300	Municipal Employees Retirement	31,164	34,759	34,759	36,073	3.78%
30641010	522301	Retirement - Defined Contribution	2,482	2,698	2,698	2,538	-5.93%
30641010	522818	Medical Insur-Active Employees	32,830	37,599	37,599	50,470	34.23%
30641010	522820	Medical Insur-Retirees	0	0	0	4,700	0.00%
30641010	522822	Dental Insur-Active Employees	3,542	3,860	3,860	4,115	6.61%
30641010	522840	Insurance Buyback	2,858	2,600	2,600	2,668	2.62%
30641010	522850	Life Insurance	153	156	156	154	-1.28%
30641010	529900	Worker's Compensation	5,811	6,373	6,887	7,697	20.78%
30641010	538014	Travel Expenses	0	0	214	200	0.00%
30641010	538018	Conference Expenses	1,185	500	500	500	0.00%
30641010	540038	Uniforms And Other Clothing	749	1,303	1,303	1,313	0.77%
30641010		Subtotal Benefits	\$100,991	\$111,502	\$112,230	\$132,596	18.92%
30641010	530012	Cleaning Services	899	0	0	0	0.00%
30641010	530014	Refuse Disposal	1,646	1,823	2,071	2,340	28.36%
30641010	530064	Copy Machine Services	1,953	1,500	1,500	1,900	26.67%
30641010	530111	Professional Services	1,623	3,267	3,500	3,267	0.00%
30641010	532000	Telephone	1,794	1,920	1,850	2,064	7.50%
30641010	532004	Electricity	16,756	18,800	17,500	18,700	-0.53%
30641010	532008	Natural Gas	12,402	13,300	13,000	13,000	-2.26%
30641010	532010	Wastewater Fees	934	1,040	820	1,000	-3.85%
30641010	532012	Water Fees	1,144	1,300	1,300	1,296	-0.31%
30641010	534016	Computer/Software Maintenance	3,582	4,137	3,900	4,420	6.84%
30641010	534020	Maintenance Of Buildings	6,015	11,000	10,000	11,000	0.00%
30641010	538012	Advertising	139	300	300	300	0.00%
30641010	538020	Postage	1,322	2,115	1,300	1,960	-7.33%
30641010	538022	Printing Expenses	4,791	5,000	4,900	5,000	0.00%
30641010	538030	Licenses And Dues	1,147	1,385	1,385	1,605	15.88%
30641010	560010	Insurance	11,343	12,376	11,682	12,851	3.84%
30641010		Subtotal Services	\$67,487	\$79,263	\$75,008	\$80,703	1.82%

*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, continued	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641010	540012	Office Materials & Supplies	\$1,446	\$1,700	\$1,600	\$1,700	0.00%
30641010	540014	Janitorial Materials & Supp	2,252	2,830	2,800	2,770	-2.12%
30641010	540016	Rec Materials & Supplies	318	300	300	300	0.00%
30641010	540018	Elect Materials & Supplies	158	470	300	470	0.00%
30641010	540024	Chemicals And Gases	0	185	125	148	-20.00%
30641010	540026	Bldg & Const Materials & Supp	(789)	1,000	800	1,000	0.00%
30641010	540032	General Hardware & Tools	118	500	300	500	0.00%
30641010	540034	Signage Materials & Supplies	48	600	300	600	0.00%
30641010	540050	HVAC Materials & Supplies	875	923	800	900	-2.49%
30641010	580100	Miscellaneous Expenses	3,723	2,800	3,000	3,227	15.25%
30641010		Subtotal Commodities	\$8,149	\$11,308	\$10,325	\$11,615	2.71%
30641010	550004	Office Equipment	89	750	800	750	0.00%
30641010	550016	Janitorial Equipment	291	350	250	350	0.00%
30641010	550018	Recreational Equipment	466	500	400	500	0.00%
30641010	550026	Furniture And Furnishings	451	700	500	700	0.00%
30641010		Subtotal Capital Outlay	\$1,297	\$2,300	\$1,950	\$2,300	0.00%
30641010		Total Guild Admin And Maintenance	\$446,582	\$493,312	\$491,952	\$550,256	11.54%

30641020		Guild - Front Desk	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641020	511002	Part-Time Salaries	\$26,965	\$23,350	\$25,613	\$26,262	12.47%
30641020	511006	Longevity	302	365	365	420	15.07%
30641020		Subtotal Wages	\$27,267	\$23,715	\$25,978	\$26,682	12.51%
30641020	522250	FICA	2,086	1,691	1,959	2,041	20.70%
30641020	522850	Life Insurance	0	0	0	31	0.00%
30641020	540038	Uniforms And Other Clothing	406	400	400	400	0.00%
30641020		Subtotal Benefits	\$2,492	\$2,091	\$2,359	\$2,472	18.22%
30641020		Total Front Desk	\$29,759	\$25,806	\$28,337	\$29,154	12.97%

30641040		Guild - Seniors Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641040	511003	Seasonal Salaries	\$0	\$0	\$0	\$1,100	0.00%
30641040		Subtotal Wages	\$0	\$0	\$0	\$1,100	0.00%
30641040	522250	FICA	0	0	0	84	0.00%
30641040		Subtotal Benefits	\$0	\$0	\$0	\$84	0.00%
30641040	530111	Professional Services	44,746	33,926	44,582	34,410	1.43%
30641040		Subtotal Services	\$44,746	\$33,926	\$44,582	\$34,410	1.43%
30641040	540016	Rec Materials & Supplies	45	50	50	50	0.00%
30641040		Subtotal Commodities	\$45	\$50	\$50	\$50	0.00%
30641040		Total Seniors Program	\$44,791	\$33,976	\$44,632	\$35,644	4.91%

Neighborhood Guild Fund (0306), continued



30641050		Guild - Youth Programs	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641050	511003	Seasonal Salaries	\$2,605	\$2,134	\$2,134	\$2,007	-5.95%
30641050	511004	Overtime	124	0	0	0	0.00%
30641050		Subtotal Wages	\$2,729	\$2,134	\$2,134	\$2,007	-5.95%
30641050	522250	FICA	209	163	163	155	-4.91%
30641050		Subtotal Benefits	\$209	\$163	\$163	\$155	-4.91%
30641050	530111	Professional Services	46,465	25,625	36,350	37,700	47.12%
30641050	538028	Rents	1,338	2,240	1,700	2,664	18.93%
30641050		Subtotal Services	\$47,803	\$27,865	\$38,050	\$40,364	44.86%
30641050	540016	Rec Materials & Supplies	5,044	3,900	4,055	3,750	-3.85%
30641050		Subtotal Commodities	\$5,044	\$3,900	\$4,055	\$3,750	-3.85%
30641050		Total Youth Programs	\$55,786	\$34,062	\$44,402	\$46,276	35.86%

30641060		Guild - Music Programs	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641060	511002	Part-Time Salaries	\$4,129	\$5,620	\$5,620	\$5,753	2.37%
30641060		Subtotal Wages	\$4,129	\$5,620	\$5,620	\$5,753	2.37%
30641060	522250	FICA	316	429	430	440	2.56%
30641060		Subtotal Benefits	\$316	\$429	\$430	\$440	2.56%
30641060	530111	Professional Services	116,372	98,400	112,150	112,250	14.08%
30641060		Subtotal Services	\$116,372	\$98,400	\$112,150	\$112,250	14.08%
30641060	540016	Rec Materials & Supplies	31	100	100	200	100.00%
30641060		Subtotal Commodities	\$31	\$100	\$100	\$200	100.00%
30641060	550018	Recreational Equipment	600	300	300	300	0.00%
30641060		Subtotal Capital Outlay	\$600	\$300	\$300	\$300	0.00%
30641060		Total Music Programs	\$121,448	\$104,849	\$118,600	\$118,943	13.44%

30641070		Guild - Adults Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641070	511002	Part-Time Salaries	\$1,642	\$2,280	\$2,280	\$2,336	2.46%
30641070		Subtotal Wages	\$1,642	\$2,280	\$2,280	\$2,336	2.46%
30641070	522250	FICA	126	176	169	178	1.14%
30641070		Subtotal Benefits	\$126	\$176	\$169	\$178	1.14%
30641070	530111	Professional Services	32,908	30,700	38,600	39,600	28.99%
30641070		Subtotal Services	\$32,908	\$30,700	\$38,600	\$39,600	28.99%
30641070	540016	Rec Materials & Supplies	0	50	100	675	1250.00%
30641070		Subtotal Commodities	\$0	\$50	\$100	\$675	1250.00%
30641070		Total Adults Program	\$34,676	\$33,206	\$41,149	\$42,789	28.86%

Neighborhood Guild Fund (0306), *continued*



30641080		Guild - Arts Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641080	511002	Part-Time Salaries	\$8,364	\$8,420	\$8,500	\$8,851	5.12%
30641080		Subtotal Wages	\$8,364	\$8,420	\$8,500	\$8,851	5.12%
30641080	522250	FICA	640	644	650	660	2.48%
30641080		Subtotal Benefits	\$640	\$644	\$650	\$660	2.48%
30641080	530111	Professional Services	52,742	44,475	44,475	44,330	-0.33%
30641080	538028	Rents	719	1,050	1,050	734	-30.10%
30641080		Subtotal Services	\$53,461	\$45,525	\$45,525	\$45,064	-1.01%
30641080	540016	Rec Materials & Supplies	439	600	600	1,100	83.33%
30641080		Subtotal Commodities	\$439	\$600	\$600	\$1,100	83.33%
30641080		Total Arts Program	\$62,904	\$55,189	\$55,275	\$55,675	0.88%

	Total Guild Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641010	Subtotal Guild Admin and Maintenance	\$446,582	\$493,312	\$491,952	\$550,256	11.54%
30641020	Subtotal Guild Front Desk	29,759	25,806	28,337	29,154	12.97%
30641040	Subtotal Guild Seniors Program	44,791	33,976	44,632	35,644	4.91%
30641050	Subtotal Guild Youth Programs	55,786	34,062	44,402	46,276	35.86%
30641060	Subtotal Guild Music Programs	121,448	104,849	118,600	118,943	13.44%
30641070	Subtotal Guild Adults Program	34,676	33,206	41,149	42,789	28.86%
30641080	Subtotal Guild Arts Program	62,904	55,189	55,275	55,675	0.88%
	Total Guild Program	\$795,945	\$780,400	\$824,347	\$878,737	12.60%

Neighborhood Guild Fund (0306), *continued*



FY 2020-2021 Revenue Statement

306	Guild		2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30641000	460010	Investment Income	\$1,384	\$400	\$400	\$500	25.00%
30641000	460020	Trust Income	399,600	414,000	414,000	454,500	9.78%
30641000	460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180	Augusta Hazard Trust Fund	16,622	12,000	13,000	13,000	8.33%
30641000	470020	NationalGrid Electricity Rebate/Solar	1,540	0	1,000	1,000	0.00%
30641020	499060	Designated Fund Balance	25,000	25,000	25,000	36,000	44.00%
30641040	440250	Front Desk	9,109	10,000	14,560	8,950	-10.50%
30641050	440260	Senior Trips	48,398	36,480	47,938	37,000	1.43%
30641060	440265	Youth	76,886	52,320	66,689	69,312	32.48%
30641070	440270	Music	138,195	116,450	128,900	133,575	14.71%
30641080	440275	Adults	54,362	45,500	45,500	57,500	26.37%
30641080	440280	Arts	73,787	62,250	63,038	61,400	-1.37%
306	Total Guild Revenues		850,882	\$780,400	\$826,025	\$878,737	12.60%
306	Total Guild Expenditures		\$795,945	\$780,400	\$824,347	\$878,737	
306	Income Over (Under) Expenditures		\$54,936	\$0	\$1,678	\$0	



TAB 15
COMMUNITY RECREATION CENTER FUND

Community Recreation Center 15 - 1

FISCAL YEAR 2020-2021 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.

The Recreation Department employs an administrative staff of 19 full-time employees and over 200 part-time and seasonal employees and independent contractors, who work out of the Neighborhood Guild, the Recreation Center, the PDOB, or at one of our many parks.

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

Mission Statement

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

General Explanation & Work Program

The Community Recreation Center provides gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Ongoing recreation programs include youth basketball, which consists of over 450 participants, adult basketball, volleyball, pickle ball, indoor tennis, tai chi, ballet, and dance.

Since 2017, this facility has filled a need in meeting the demand for indoor athletic space, and serves all segments of the population interested in active recreation opportunities and maintaining lifelong wellness.



Situated adjacent to the Town's Senior Center and Broad Rock Playfields, and abutting the Broad Rock Middle School (BRMS) property to the north, the Recreation Center has significantly enhanced the wide array of recreational amenities located in Town's village center of Wakefield and Peace Dale.

The Recreation Center consists of the following elements:

- Double-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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Coordinate with Pickle ball Advisory Committee to aid in promotion of proper pickle ball policies and procedures, to maximize the enjoyment, education, and growth of the program	PCSF
Host up to 15 South Kingstown School Department interscholastic athletics events	PCSF
Develop and implement six family events and three new special events	PCSF
Increase use of resident 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	BDFM
Increase revenue by promoting rental opportunities and increasing non-resident rates, and leverage revenue to offset operational costs	BDFM
Meet budgeted facility rental revenue	BDFM
Grow existing relationships with local organizations, such as Special Olympics, to increase program options for special needs populations	SNP
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
Offer two education opportunities to Rec Center staff, related to providing exceptional customer service and emergency protocols	PCSF
Coordinate with Senior Services Department to implement two senior specific programs	SNP
Hire and train new part time Recreation Supervisor with focus on after school youth programming	PCSF

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Develop four Teen Center drop in events geared towards 11-14 year old demographic	PCSF
Continue to implement electronic check-in program for residents, to allow for ease of check-in process and improved facility usage data collection	CE
Host up to 15 South Kingstown interscholastic athletics events	PCSF
Grow after school programming options for middle school aged youth	SNP
Research and evaluate facility membership fee structure options, for possible FY 2021-2022 implementation	BDFM
Increase revenue by promoting rental opportunities and leverage revenue to offset operational costs	BDFM
Expand programming options for special needs populations	SNP
Offer two education opportunities to Rec Center staff, related to providing exceptional customer service and emergency protocols	PCSF
Coordinate with Senior Services Department to implement two senior specific programs	SNP

Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
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*

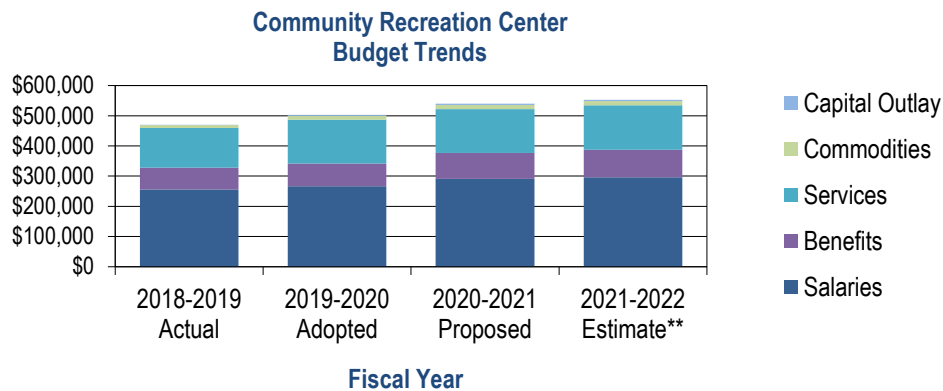
Community Recreation Center Fund (0308), *continued*



FY 2020-2021 Funding Comparison

Community Recreation Center	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2019-2020 Proposed	Increase Over Prior Year
Personnel FTE*	3.70	4.20	4.20	4.20	0
Salaries	\$256,352	\$266,387	\$264,327	\$290,934	\$24,547
Benefits	71,861	75,600	75,575	85,443	9,843
Subtotal Personnel Expenditures*	\$328,213	\$341,987	\$339,902	\$376,377	\$34,390
Services	\$131,699	\$145,328	\$146,035	\$145,763	\$435
Commodities	9,472	12,158	11,058	13,658	1,500
Capital Outlay	1,016	3,263	2,937	4,117	854
Subtotal Operating Expenditures	\$142,187	\$160,749	\$160,030	\$163,538	\$2,789
Total Expenditures	\$470,400	\$502,736	\$499,932	\$539,915	\$37,179

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Community Recreation Center Fund (0308), continued



FY 2020-2021 Expenditure Statement

30840001	Community Recreation Center	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30840001 511001	Full-Time Employees	\$126,137	\$131,468	\$131,468	\$138,051	5.01%
30840001 511002	Part-Time Salaries	116,839	127,060	125,000	145,688	14.66%
30840001 511003	Seasonal Salaries	11,077	6,744	6,744	5,708	-15.36%
30840001 511004	Overtime	2,300	988	988	1,200	21.46%
30840001 511006	Longevity	0	127	127	287	125.98%
30840001	Subtotal Wages	\$256,352	\$266,387	\$264,327	\$290,934	9.21%
30840001 522250	FICA	19,179	19,407	19,407	21,926	12.98%
30840001 522300	Municipal Employees Retirement	20,394	22,143	22,143	27,167	22.69%
30840001 522301	State Retirement Defined Contribution	1,732	1,821	1,821	2,179	19.66%
30840001 522818	Medical Insur-Active Employees	21,806	23,100	23,100	24,262	5.03%
30840001 522822	Dental Insur-Active Employees	1,451	1,506	1,506	1,450	-3.72%
30840001 522850	Life Insurance	96	96	96	96	0.00%
30840001 529900	Worker's Compensation	6,631	7,327	7,302	8,163	11.41%
30840001 538016	Educational Expenses	572	200	200	200	0.00%
30840001	Subtotal Benefits	\$71,861	\$75,600	\$75,575	\$85,443	13.02%
30840001 530014	Refuse Disposal	1,373	1,820	1,820	1,820	0.00%
30840001 530064	Copy Machine Services	168	300	300	300	0.00%
30840001 530111	Professional Services	50,181	63,788	63,000	61,550	-3.51%
30840001 532000	Telephone	1,734	1,860	1,860	1,860	0.00%
30840001 532004	Electricity	58,030	49,000	49,000	51,600	5.31%
30840001 532008	Natural Gas	11,772	16,800	15,200	16,000	-4.76%
30840001 532010	Wastewater Fees	280	500	326	500	0.00%
30840001 532012	Water Fees	1,428	1,200	1,800	1,800	50.00%
30840001 534020	Maintenance Of Buildings	(453)	2,500	5,585	2,500	0.00%
30840001 538028	Rents	1,774	1,800	1,800	1,800	0.00%
30840001 538030	Licenses And Dues	265	100	100	265	165.00%
30840001 560010	Insurance	5,145	5,660	5,244	5,768	1.91%
30840001	Subtotal Services	\$131,699	\$145,328	\$146,035	\$145,763	0.30%
30840001 540012	Office Materials & Supplies	488	500	500	650	30.00%
30840001 540014	Janitorial Materials & Supp	3,062	2,758	2,758	2,843	3.08%
30840001 540016	Rec Materials & Supplies	5,203	5,550	5,250	6,775	22.07%
30840001 540018	Elect Materials & Supplies	0	250	250	150	-40.00%
30840001 540026	Bldg & Const Materials & Supp	0	800	500	600	-25.00%
30840001 540036	Equipment & Machine Parts	164	300	200	300	0.00%
30840001 540038	Uniforms And Other Clothing	488	500	500	1,090	118.00%
30840001 540058	Safety Related Mat & Supp	0	250	250	250	0.00%
30840001 580100	Miscellaneous Expenses	67	1,250	850	1,000	-20.00%
30840001	Subtotal Commodities	\$9,472	\$12,158	\$11,058	\$13,658	12.34%
30442040 530044	Non-Major Technology Reserve	913	913	913	2,317	153.78%
30840001 550004	Office Equipment	0	750	750	400	-46.67%
30840001 550016	Janitorial Equipment	103	1,000	674	700	-30.00%
30840001 550018	Recreational Equipment	0	600	600	700	16.67%
30840001	Subtotal Capital Outlay	\$1,016	\$3,263	\$2,937	\$4,117	26.17%
30840001	Total Community Rec Center	\$470,400	\$502,736	\$499,932	\$539,915	7.40%

Community Recreation Center Fund (0308), *continued*



FY 2020-2021 Revenue Statement

308	Community Recreation Center	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
30840001 431115	Rental Income	\$29,204	\$28,000	\$28,000	\$32,400	15.71%
30840001 440218	Athletic Program Revenues	132,407	139,586	139,586	143,365	2.71%
30840001 460010	Investment Income	249	150	210	150	0.00%
30840001 490101	General Fund Transfer	315,000	325,000	325,000	349,000	7.38%
30840001 499060	Designated Fund Balance	10,000	10,000	10,000	15,000	50.00%
308	Total Community Rec Center Revenues	\$486,860	\$502,736	\$502,796	\$539,915	7.40%
308	Total Community Rec Center Expenditures	\$470,400	\$502,736	\$499,932	\$539,915	
308	Income Over (Under) Expenditures	\$16,460	\$0	\$2,864	\$0	



TAB 16
DEBT SERVICE FUND

Debt Service 16 - 1

FISCAL YEAR 2020-2021 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 2019-2020 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 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to seek refunding opportunities	BDFM
Maintain or Improve Aa1 rating with Moody's;	BDFM
Complete debt issuances and refundings in support of key Town projects at lowest possible cost	BDFM
Develop six year financing plan for CIP to ensure affordability and level budgeting	BDFM
Plan for school bond referendum Nov, 2020; \$85,000,000 school facilities project bond	BDFM



Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
Legal Debt Margin**	0.24%	0.25%	0.22%	BDFM
Top 10 Tax Payers % of Tax Base	3.40%	3.47%	3.50%	BDFM
Net Debt as a % of operating revenues**	2.54%	2.28%	2.01%	BDFM
% of Debt Retired within Ten Years	>75.4%	>74.1%	>75.9%	BDFM
Net Debt Per Capita	\$348	\$423	\$373	BDFM
Outstanding Long-Term Debt	\$10,653,000	\$12,959,000	\$11,417,333	CE / BDFM

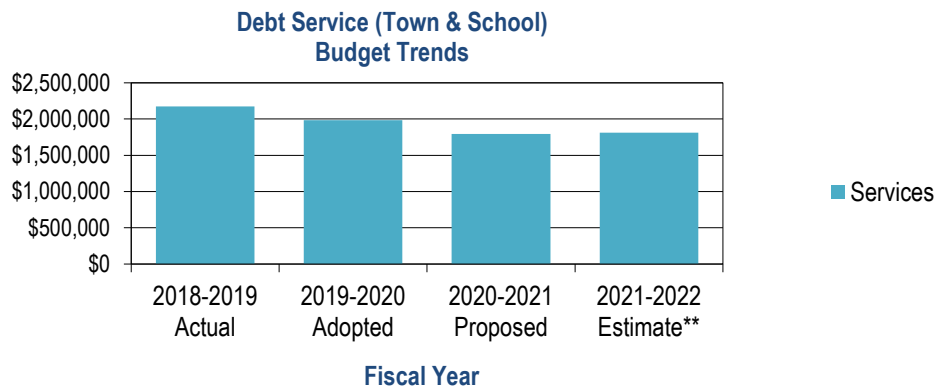
*The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base. The assessed value of South Kingstown properties is \$5,218,486,497 at December 31, 2018. This limits the amount of outstanding non-excepted obligation bonds to \$139,591,208. Bonds of \$3,873,337 are general obligations and subject to statutory limitations. The Town of South Kingstown is well below the maximum allowed by state law.

*Moody's Investors Service documents the 2017 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 0.6% Aaa rated communities and less than 0.9% Aa rated municipalities

**Standard and Poor's (S&P's) 2016 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established in the benchmark at a range of 3% (Low) to 10% (High).

FY 2020-2021 Funding Comparison

Debt Service Fund (Town & School)	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Services	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	(\$190,062)
Subtotal Operating Expenditures	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	(\$190,062)
Total Expenditures	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	(\$190,062)



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services. It is noted however, that the estimate does not take into account the School Facilities Project bond anticipated to be \$85M nor does it take into account the \$6.5M bond for Town infrastructure improvements, because these are pending voter approval.

Debt Service Fund (0400), *continued*



FY 2020-2021 Expenditure Statements

40090001		Education Debt Service	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
40090001	589000	Bank Fees	\$640	\$1,000	\$1,000	\$2,000	100.00%
40090001	589010	Debt - Principal	1,010,647	933,758	933,758	624,907	-33.08%
40090001	589012	Debt - Interest	123,203	101,315	101,315	247,893	144.68%
40090001		Subtotal Services	\$1,134,491	\$1,036,073	\$1,036,073	\$874,800	-15.57%
40090001		Total Education Debt Service	\$1,134,491	\$1,036,073	\$1,036,073	\$874,800	-15.57%

40090003		Town Debt Service	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
40090003	589000	Bank Fees	\$360	\$600	\$600	\$600	0.00%
40090003	589010	Debt - Principal	831,353	760,242	760,242	750,093	-1.33%
40090003	589012	Debt - Interest	208,154	188,379	188,379	169,739	-9.89%
40090003		Subtotal Services	\$1,039,866	\$949,221	\$949,221	\$920,432	-3.03%
40090003		Total Town Debt Service	\$1,039,866	\$949,221	\$949,221	\$920,432	-3.03%

		Total Debt Service Program	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
40090001		Subtotal Education Debt Service	\$1,134,491	\$1,036,073	\$1,036,073	\$874,800	-15.57%
40090003		Subtotal Town Debt Service	1,039,866	949,221	949,221	920,432	-3.03%
		Total Debt Service Program	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	-9.57%

Debt Service Fund (0400), *continued*



FY 2020-2021 Revenue Statement

400	Debt Service	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
40000000	490101 General Fund Transfer	\$1,100,000	\$1,435,000	\$1,435,000	\$1,945,232	35.56%
40090001	499060 Designated Fund Balance	107,227	82,274	82,274	0	-100.00%
40090001	420013 School Housing Aid	526,067	496,903	496,903	270,324	-45.60%
40090001	490330 South Road Reserve	0	9,743	9,743	9,343	-4.11%
40090003	490402 Fair Share Development - Education	75,000	70,057	70,057	0	-100.00%
40090003	490404 Open Space Reserve	250,000	250,000	250,000	250,000	0.00%
40090003	490499 Fair Share Development - Recreation	119,088	115,076	115,076	110,586	-3.90%
400	Total Debt Service Revenues	\$2,177,382	\$2,459,053	\$2,459,053	\$2,585,485	5.14%
400	Total Debt Service Expenditures	\$2,174,357	\$1,985,294	\$1,985,294	\$1,795,232	
400	Income Over (Under) Expenditures	\$3,025	\$473,759	\$473,759	\$790,253	



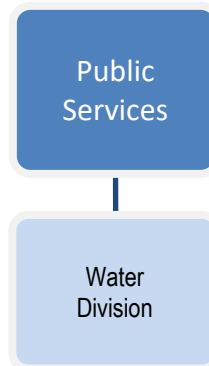
TAB 17
WATER ENTERPRISE FUND

Water 17 - 1

FISCAL YEAR 2020-2021 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. There is new leak detection technology, (i.e. helium injection) that will be considered during the next system wide leak detection survey, in lieu of traditional acoustic technology.

WATER DEMAND

Variation in water demand is primarily attributed to seasonal weather conditions and associated outside water use demand. Seasonal water user demands can vary by a factor of four when comparing summer versus winter daily demand. This substantial change in consumption is due to the seasonal influx of summer residents, combined with high outside use of water in the warmer months. 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
- Ongoing review of disinfection treatment performance and associated disinfection by-product levels
- Monthly water meter readings of all units for customer leak detection purposes
- Biannual fire hydrant flushing and operations check
- Distribution system leak detection and elimination efforts
- Respond to water customer inquiries and complaints
- Oversee Cross Connection Control Plan (CCCP) compliance
- Perform water utility inspections for new customers
- Perform 'turn-on & turn-off' services on an as-need basis
- Assist other Town departments on an as need basis with support services

FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Install additional coliform sampling stations for summer sampling sites	PCSF
Mautucket Road and Victoria Lane water tank exterior cleanings	PCSF
Complete Middlebridge and South Shore water system-wide meter replacement program	PCSF
Daily water meter leak alerts now available for leak detection purposes, with fixed based meter reading system	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
Review disinfection by-product levels and possible solutions, should exceedances continue	PCSF

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Interior water tank inspection and cleaning on an as needed basis	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	PSCF
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 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
South Shore purchased water	16,582,444	15,984,828	16,364,943	PCSF
Middlebridge purchased water	2,227,273	2,279,858	2,217,261	PCSF
Total Purchased Water ft³	18,809,717	18,264,687	18,582,205	PCSF
South Shore water sales	14,692,645	13,881,679	13,881,679	PCSF
Middlebridge water sales	1,764,032	1,710,288	1,710,288	PCSF
Total Water Sales ft³	16,456,677	15,591,967	15,591,967	PCSF
South Shore water accounts	2,551	2,555	2,561	PCSF
Middlebridge water accounts	288	289	289	PCSF
Combined Water Accounts	2,839	2,844	2,850	PCSF
Additional Units	600	599	602	PCSF
Total Water Units	3,439	3,443	3,452	PCSF

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

User Rates	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 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 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 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

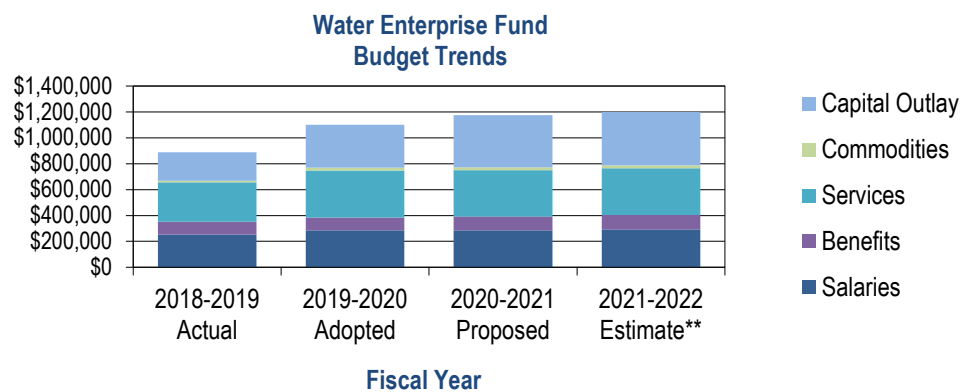
Water Enterprise Fund (0702), *continued*



FY 2020-2021 Funding Comparison

Water Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	3.31	3.31	3.31	3.31	0.00
Salaries	\$253,067	\$285,453	\$285,453	\$286,240	\$787
Benefits	99,812	97,564	105,813	104,975	7,411
Subtotal Personnel Expenditures*	\$352,880	\$383,017	\$391,266	\$391,215	\$8,198
Services	\$302,376	\$363,290	\$351,971	\$358,138	(\$5,152)
Commodities	13,783	22,994	17,690	22,426	(568)
Capital Outlay/Depreciation	219,553	332,054	332,054	403,256	71,202
Subtotal Operating Expenditures	\$535,712	\$718,338	\$701,715	\$783,820	\$65,482
Total Expenditures	\$888,592	\$1,101,355	\$1,092,981	\$1,175,035	\$73,680

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Water Enterprise Fund (0702), *continued*



FY 2020-2021 Expenditure Statements

70294100	Water Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	Source of Supply	Actual	Adopted	Projected	Proposed	Change
70294100 530072	Analysis Of Wells	\$7,884	\$8,690	\$8,690	\$11,784	35.60%
70294100 532020	Purchased Water - Middlebridge	26,776	35,417	32,461	32,486	-8.28%
70294100 532022	Purchased Water - South Shore	182,262	212,848	200,480	210,269	-1.21%
70294100 534022	Maintenance Of Public Wells	0	200	100	200	0.00%
70294100	Subtotal Services	\$216,923	\$257,155	\$241,731	\$254,739	-0.94%
70294100	Total Source Of Supply	\$216,923	\$257,155	\$241,731	\$254,739	-0.94%

70294200	Water Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	Pumping Expenses	Actual	Adopted	Projected	Proposed	Change
70294200 530014	Refuse Disposal	\$138	\$145	\$144	\$144	-0.69%
70294200 532000	Telephone	1,423	1,220	1,282	1,346	10.33%
70294200 532002	Fuel - Oil	1,159	1,000	980	1,200	20.00%
70294200 532004	Electricity	14,178	15,195	12,500	15,103	-0.61%
70294200 532016	Telemetry	0	223	209	219	-1.79%
70294200 534024	Maintenance Of Pump Stations	680	1,800	1,800	1,800	0.00%
70294200	Subtotal Services	\$17,578	\$19,583	\$16,915	\$19,812	1.17%
70294200 540024	Chemicals And Gases	388	1,800	1,700	1,800	0.00%
70294200 540056	Pumping Materials & Supplies	225	400	300	400	0.00%
70294200	Subtotal Commodities	\$613	\$2,200	\$2,000	\$2,200	0.00%
70294200	Total Pumping Expenses	\$18,191	\$21,783	\$18,915	\$22,012	1.05%

70294400	Water Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	Transmission & Distribution	Actual	Adopted	Projected	Proposed	Change
70294400 534026	Maintenance Of Elevated Tanks	\$5,369	\$12,800	\$11,600	\$12,800	0.00%
70294400 534028	Maintenance Of Mains	9,045	8,000	20,000	11,000	37.50%
70294400 534030	Maintenance Of Water Services	9,596	14,000	18,000	14,000	0.00%
70294400 534032	Maintenance Of Water Meters	5,860	7,650	1,000	5,000	-34.64%
70294400 534034	Maintenance Of Hydrants	952	4,200	2,500	4,400	4.76%
70294400	Subtotal Services	\$30,822	\$46,650	\$53,100	\$47,200	1.18%
70294400 540010	General Materials & Supplies	0	100	90	100	0.00%
70294400	Subtotal Commodities	\$0	\$100	\$90	\$100	0.00%
70294400	Total Transmission & Distribution	\$30,822	\$46,750	\$53,190	\$47,300	1.18%

Water Enterprise Fund (0702), continued



70294600	Water Enterprise Fund Personnel Services	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70294600 511001	Full-Time Employees	\$239,230	\$251,878	\$251,878	\$251,784	-0.04%
70294600 511004	Overtime	8,502	8,000	8,000	8,000	0.00%
70294600 511005	Retirement/Vacation Reimb.	0	18,390	18,390	18,933	2.95%
70294600 511006	Longevity	8,059	7,185	7,185	7,523	4.70%
70294600	Subtotal Wages	\$255,791	\$285,453	\$285,453	\$286,240	0.28%
70294600 522250	FICA	19,033	19,769	19,769	19,843	0.37%
70294600 522300	Municipal Employees Retirement	29,099	31,502	31,502	32,335	2.64%
70294600 522301	Retirement - Defined Contribution	1,463	1,700	1,700	1,603	-5.71%
70294600 522818	Medical Insur-Active Employees	37,231	39,011	39,011	36,465	-6.53%
70294600 522822	Dental Insur-Active Employees	2,867	2,971	2,971	2,694	-9.32%
70294600 522840	Insurance Buyback	2,497	2,500	2,500	2,700	8.00%
70294600 522850	Life Insurance	112	111	111	107	-3.60%
70294600 529900	Worker's Compensation	7,510	0	8,249	9,228	0.00%
70294600	Subtotal Benefits	\$99,812	\$97,564	\$105,813	\$104,975	7.60%
70294600	Total Personnel Services	\$355,604	\$383,017	\$391,266	\$391,215	2.14%

70294700	Water Enterprise Fund Admin & General Expense	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70294700 511009	Vac & Sick Pay Accrued Exp	(\$2,724)	\$0	\$0	\$0	0.00%
70294700	Subtotal Wages	(\$2,724)	\$0	\$0	\$0	0.00%
70294700 530020	Miscellaneous Services	957	1,077	1,657	1,117	3.71%
70294700 530066	Internet Access	0	490	480	502	2.45%
70294700 532004	Electricity	1,111	1,004	1,000	1,000	-0.40%
70294700 532008	Natural Gas	432	453	430	448	-1.10%
70294700 532010	Wastewater Fees	28	28	28	28	0.00%
70294700 532012	Water Fees	58	67	67	65	-2.99%
70294700 534012	Commun Equip. Maintenance	0	200	180	200	0.00%
70294700 534016	Computer/Software Maintenance	4,920	5,996	5,996	6,187	3.19%
70294700 534020	Maintenance Of Buildings	0	800	600	800	0.00%
70294700 538020	Postage	5,525	5,800	5,800	5,985	3.19%
70294700 538022	Printing Expenses	7,828	6,500	6,500	6,475	-0.38%
70294700 560010	Insurance	16,194	17,487	17,487	13,580	-22.34%
70294700	Subtotal Services	\$37,053	\$39,902	\$40,225	\$36,387	-8.81%
70294700 540010	General Materials & Supplies	320	750	700	750	0.00%
70294700 540012	Office Materials & Supplies	1,689	2,500	2,400	2,500	0.00%
70294700 540060	Vehicle Operation	8,828	9,444	7,500	8,876	-6.01%
70294700 580100	Miscellaneous Expenses	2,332	8,000	5,000	8,000	0.00%
70294700	Subtotal Commodities	\$13,170	\$20,694	\$15,600	\$20,126	-2.74%
70294700 530044	Non-Major Technology Reserve	1,000	1,000	1,000	1,192	19.20%
70294700	Subtotal Capital Outlay	\$1,000	\$1,000	\$1,000	\$1,192	0.00%
70294700	Total Admin & General Expense	\$48,499	\$61,596	\$56,825	\$57,705	-6.32%

Water Enterprise Fund (0702), *continued*



70294800	Water Enterprise Fund Other Expenses	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70294800 570002	Capital Improvements	(\$4,413)	\$88,000	\$88,000	\$139,000	57.95%
70294800 570902	Depreciation	222,965	243,054	243,054	263,064	8.23%
70294800	Subtotal Capital Outlay	\$218,553	\$331,054	\$331,054	\$402,064	21.45%
70294800	Total Other Expenses	\$218,553	\$331,054	\$331,054	\$402,064	21.45%

	Total Water Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70294100	Subtotal Source of Supply	\$216,923	\$257,155	\$241,731	\$254,739	-0.94%
70294200	Subtotal Pumping Expenses	18,191	21,783	18,915	22,012	1.05%
70294400	Subtotal Transmission & Distribution	30,822	46,750	53,190	47,300	1.18%
70294600	Subtotal Personnel Services	355,604	383,017	391,266	391,215	2.14%
70294700	Subtotal Admin & General Expense	48,499	61,596	56,825	57,705	-6.32%
70294800	Subtotal Other Expenses	218,553	331,054	331,054	402,064	21.45%
	Total Water Enterprise Fund	\$888,592	\$1,101,355	\$1,092,981	\$1,175,035	6.69%

Water Enterprise Fund (0702), *continued*



FY 2020-2021 Revenue Statement

702	Water Enterprise Fund Description	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70294000 417450	Metered Sales - Domestic	\$884,017	\$897,554	\$856,846	\$857,771	-4.43%
70294000 417550	Forfeited Disc & Penalties	5,469	5,500	4,500	5,500	0.00%
70294000 430170	Rental of Town Properties	274,080	281,687	281,687	286,704	1.78%
70294000 440460	Special Services - Turn off/On	5,439	1,897	5,439	5,520	190.99%
70294000 460010	Investment Income	45,877	15,000	15,000	20,000	33.33%
70294000 460500	GASB 31 Change	83,790	0	0	0	0.00%
70294000 470010	Miscellaneous Income	2,106	2,600	2,600	2,200	-15.38%
70294000 470020	NationalGrid Electricity Rebate/Solar	616	0	0	0	0.00%
70294000 470080	State of RI Water Protection	0	2,341	2,164	2,164	-7.56%
70294000 499050	Net Assets Forward To Operations	483	0	0	0	0.00%
702	Total Water Enterprise Fund Revenues	\$1,301,877	\$1,206,579	\$1,168,236	\$1,179,859	-2.21%
702	Total Water Enterprise Fund Expenditures	\$888,592	\$1,101,355	\$1,092,981	\$1,175,035	
702	Income Over (Under) Expenditures	\$413,285	\$105,224	\$75,255	\$4,824	



TAB 18
WASTEWATER ENTERPRISE FUND

Wastewater..... 18 - 1

FISCAL YEAR 2020-2021 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 Town 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 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Continue proactive collection system cleaning to prevent blockages and by-passes	PCSF
Receive and treat septage waste from outlying, non-sewered areas of Town	PCSF
Draft OSWM ordinance amendments as needed	PCSF
Record NOVs as needed for failure to inspect or repair an OWTS	SENR
Continue mailing Town-wide OSWM 2 nd inspection notices by OSWM district	SENR
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Complete local limits study to determine if local limit modifications are in order	PCSF

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Continue proactive collection system cleaning to prevent blockages and by-passes	PCSF
Coordinate Kingston pump station force main replacement prior to Route 138 reconstruction	PCSF
Receive and treat septage waste from outlying, non-sewered areas of Town	PCSF
Town-wide OSWM 3 rd inspection notices sent by OSWM district	PCSF
Continue public outreach for OWTS inspection, repairs, and replacement	PCSF
Coordinate CSSLP loans with property owners and respective agencies	PCSF
Pretreatment Program – Investigate brewery impacts and possible local limits ordinance amendment	PCSF
Amend local limits section of the wastewater management ordinance if changes are deemed necessary	PCSF

Wastewater Enterprise Fund (0704), *continued*



Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Obj's
South Kingstown annual flow (MG)	415.72	387.57	387.57	PCSF
Narragansett annual flow (MG)	496.63	470.64	470.64	PCSF
URI annual flow (MG)	193.79	186.90	186.90	PCSF
WWTF combined annual flow (MG)	1,106.14	1,045.11	1,045.11	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	76.04	66.60	70.00	PCSF
Suspended Solids (SS) efficiency (mg/l)	97.4	96.0	96.0	PCSF
Treated Septage (gals)	4,398,020	4,200,000	4,250,000	PCSF
Biological Oxygen Demand (BOD) efficiency (mg/l)	96.4	96.0	96.0	PCSF
Accounts (SK only)	3,831	3,843	3,883	PCSF
Units (SK only)	5,714	5,727	5,767	PCSF
Minimum annual user fee*	\$280	\$280	\$300	BDFM
Excess user fee (per 100 ft ³)	\$3.80	\$3.80	\$4.00	BDFM

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

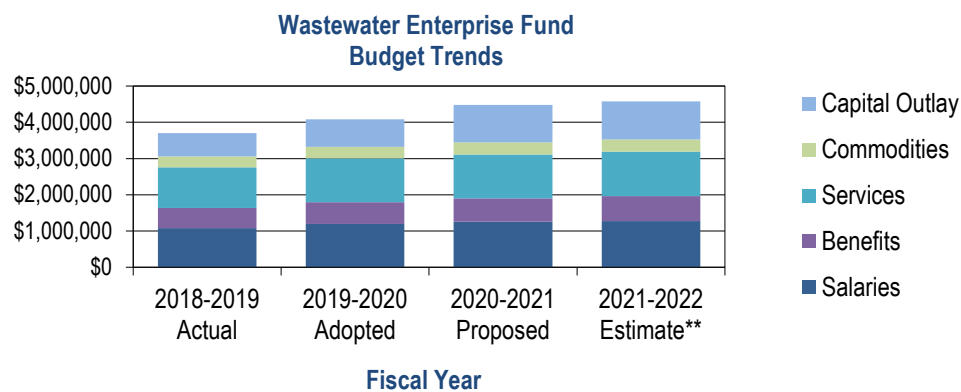
Wastewater Enterprise Fund (0704), continued



FY 2020-2021 Funding Comparison

Wastewater Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	18.35	18.35	18.35	18.35	0.00
Salaries	\$1,082,939	\$1,197,048	\$1,197,786	\$1,252,398	\$55,350
Benefits	557,048	598,053	597,953	648,458	50,405
Subtotal Personnel Expenditures*	\$1,639,987	\$1,795,101	\$1,795,739	\$1,900,856	\$105,755
Services	\$1,117,019	\$1,210,758	\$1,140,765	\$1,213,527	\$2,769
Commodities	296,517	319,085	317,221	334,514	15,429
Capital Outlay/Depreciation	646,255	760,403	760,403	1,029,754	269,351
Subtotal Operating Expenditures	\$2,059,790	\$2,290,246	\$2,218,389	\$2,577,795	\$287,549
Total Expenditures	\$3,699,777	\$4,085,347	\$4,014,128	\$4,478,651	\$393,304

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Wastewater Enterprise Fund (0704), continued



FY 2020-2021 Expenditure Statements

70492010		Wastewater Enterprise Fund Wastewater General Treatment	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492010	511001	Full-Time Employees	\$346,310	\$367,357	\$367,357	\$374,138	1.85%
70492010	511004	Overtime	14,149	15,728	11,000	16,017	1.84%
70492010	511005	Retirement/Vacation Reimb.	873	15,871	15,871	35,557	124.04%
70492010	511006	Longevity	6,494	7,099	7,099	7,741	9.04%
70492010		Subtotal Wages	\$367,826	\$406,055	\$401,327	\$433,453	6.75%
70492010	522250	FICA	27,107	28,647	28,647	29,050	1.41%
70492010	522300	Municipal Employees Retirement	41,521	45,531	45,531	47,615	4.58%
70492010	522301	Retirement - Defined Contribution	3,353	3,581	3,581	3,631	1.40%
70492010	522818	Medical Insur-Active Employees	64,426	69,335	69,335	79,704	14.95%
70492010	522822	Dental Insur-Active Employees	4,697	5,015	5,015	5,003	-0.24%
70492010	522840	Insurance Buyback	1,853	1,860	1,860	1,860	0.00%
70492010	522850	Life Insurance	186	198	198	198	0.00%
70492010	529900	Worker's Compensation	13,784	15,163	15,163	14,658	-3.33%
70492010		Subtotal Benefits	\$156,927	\$169,330	\$169,330	\$181,719	7.32%
70492010	530014	Refuse Disposal	928	1,006	1,352	1,352	34.39%
70492010	530030	Laboratory	27,615	41,600	35,000	42,560	2.31%
70492010	532000	Telephone	2,450	3,355	3,394	3,454	2.95%
70492010	532002	Fuel - Oil	0	1,092	1,419	1,155	5.77%
70492010	532004	Electricity	158,015	186,000	150,193	160,000	-13.98%
70492010	532008	Natural Gas	29,509	36,500	36,960	36,500	0.00%
70492010	532012	Water Fees	4,240	4,200	4,291	4,400	4.76%
70492010	534016	Computer/Software Maintenance	1,294	1,357	1,357	1,423	4.86%
70492010	560010	Insurance	36,767	39,341	39,341	44,829	13.95%
70492010		Subtotal Services	\$260,819	\$314,451	\$273,307	\$295,673	-5.97%
70492010	540010	General Materials & Supplies	57,344	68,305	68,000	72,224	5.74%
70492010	540024	Chemicals And Gases	60,217	61,773	63,018	66,182	7.14%
70492010	540060	Vehicle Operation	701	1,811	1,000	1,624	-10.33%
70492010		Subtotal Commodities	\$118,262	\$131,889	\$132,018	\$140,030	6.17%
70492010	530044	Non-Major Technology Reserve	1,420	2,220	2,220	3,052	37.48%
70492010		Subtotal Capital Outlay	\$1,420	\$2,220	\$2,220	\$3,052	37.48%
70492010		Total Wastewater General Treatment	\$905,253	\$1,023,945	\$978,202	\$1,053,927	2.93%

Wastewater Enterprise Fund (0704), continued



70492020	Wastewater Enterprise Fund Sludge Process & Disposal	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492020 511001	Full-Time Employees	\$285,922	\$304,130	\$304,130	\$309,145	1.65%
70492020 511004	Overtime	13,891	15,728	15,000	16,017	1.84%
70492020 511005	Retirement/Vacation Reimb.	873	12,812	12,812	27,324	113.27%
70492020 511006	Longevity	5,510	6,024	6,024	6,594	9.46%
70492020	Subtotal Wages	\$306,196	\$338,694	\$337,966	\$359,080	6.02%
70492020 522250	FICA	22,350	23,732	23,732	23,962	0.97%
70492020 522300	Municipal Employees Retirement	34,294	37,715	37,715	39,371	4.39%
70492020 522301	Retirement - Defined Contribution	2,846	3,031	3,031	3,091	1.98%
70492020 522818	Medical Insur-Active Employees	62,226	67,007	67,007	77,249	15.28%
70492020 522822	Dental Insur-Active Employees	4,123	4,409	4,409	4,436	0.61%
70492020 522840	Insurance Buyback	803	806	806	806	0.00%
70492020 522850	Life Insurance	163	167	167	167	0.00%
70492020 529900	Worker's Compensation	10,181	11,200	11,200	13,093	16.90%
70492020	Subtotal Benefits	\$136,986	\$148,067	\$148,067	\$162,175	9.53%
70492020 530068	Central Facility Tipping	521,230	552,503	534,501	572,590	3.64%
70492020 532002	Fuel - Oil	0	208	270	220	5.77%
70492020 532004	Electricity	30,098	35,471	28,608	29,026	-18.17%
70492020 532008	Natural Gas	4,804	7,040	7,040	7,040	0.00%
70492020 532012	Water Fees	808	1,100	817	1,000	-9.09%
70492020 560010	Insurance	1,662	1,779	1,779	3,566	100.45%
70492020	Subtotal Services	\$558,602	\$598,101	\$573,015	\$613,442	2.56%
70492020 540010	General Materials & Supplies	8,647	15,875	15,800	16,775	5.67%
70492020 540024	Chemicals And Gases	38,529	44,698	40,803	44,083	-1.38%
70492020 540060	Vehicle Operation	19,198	28,114	32,500	33,150	17.91%
70492020	Subtotal Commodities	\$66,374	\$88,687	\$89,103	\$94,008	6.00%
70492020	Total Sludge Process & Disposal	\$1,068,158	\$1,173,549	\$1,148,151	\$1,228,705	4.70%

Wastewater Enterprise Fund (0704), continued



70492030		Wastewater Enterprise Fund Silver Lake Pumping Station	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492030	511001	Full-Time Employees	\$65,223	\$69,440	\$69,440	\$70,539	1.58%
70492030	511004	Overtime	3,366	3,813	3,400	3,883	1.84%
70492030	511005	Retirement/Vacation Reimb.	212	2,899	2,899	6,551	125.97%
70492030	511006	Longevity	1,269	1,386	1,386	1,520	9.67%
70492030		Subtotal Wages	\$70,070	\$77,538	\$77,125	\$82,493	6.39%
70492030	522250	FICA	5,097	5,420	5,420	5,463	0.79%
70492030	522300	Municipal Employees Retirement	7,824	8,613	8,613	8,987	4.34%
70492030	522301	Retirement - Defined Contribution	656	696	696	712	2.30%
70492030	522818	Medical Insur-Active Employees	14,936	16,087	16,087	18,560	15.37%
70492030	522822	Dental Insur-Active Employees	961	1,022	1,022	1,036	1.37%
70492030	522840	Insurance Buyback	124	124	124	124	0.00%
70492030	522850	Life Insurance	37	31	31	31	0.00%
70492030	529900	Worker's Compensation	2,383	2,621	2,621	3,069	17.09%
70492030		Subtotal Benefits	\$32,018	\$34,614	\$34,614	\$37,982	9.73%
70492030	532000	Telephone	982	1,004	900	968	-3.59%
70492030	532002	Fuel - Oil	0	1,908	1,757	1,506	-21.07%
70492030	532004	Electricity	95,150	101,313	94,000	90,980	-10.20%
70492030	532008	Natural Gas	2,383	2,222	2,222	2,285	2.84%
70492030	532012	Water Fees	14,906	6,655	9,297	10,175	52.89%
70492030	560010	Insurance	10,900	11,990	11,990	17,240	43.79%
70492030		Subtotal Services	\$124,321	\$125,092	\$120,166	\$123,154	-1.55%
70492030	540010	General Materials & Supplies	9,610	10,755	10,100	11,080	3.02%
70492030	540024	Chemicals And Gases	24,557	30,131	29,000	31,345	4.03%
70492030	540060	Vehicle Operation	3,620	2,463	2,200	2,391	-2.92%
70492030		Subtotal Commodities	\$37,788	\$43,349	\$41,300	\$44,816	3.38%
70492030		Total Silver Lake Pumping Station	\$264,198	\$280,593	\$273,205	\$288,445	2.80%

Wastewater Enterprise Fund (0704), continued



70492040	Wastewater Enterprise Fund Kingston Pumping Station	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492040 511001	Full-Time Employees	\$65,223	\$69,440	\$69,440	\$70,539	1.58%
70492040 511004	Overtime	3,366	3,813	6,000	3,883	1.84%
70492040 511005	Retirement/Vacation Reimb.	212	2,899	2,899	6,551	125.97%
70492040 511006	Longevity	1,269	1,386	1,386	1,520	9.67%
70492040	Subtotal Wages	\$70,070	\$77,538	\$79,725	\$82,493	6.39%
70492040 522250	FICA	5,097	5,420	5,420	5,463	0.79%
70492040 522300	Municipal Employees Retirement	7,824	8,613	8,613	8,987	4.34%
70492040 522301	Retirement - Defined Contribution	656	696	696	712	2.30%
70492040 522818	Medical Insur-Active Employees	14,936	16,087	16,087	18,560	15.37%
70492040 522822	Dental Insur-Active Employees	961	1,022	1,022	1,036	1.37%
70492040 522840	Insurance Buyback	124	124	124	124	0.00%
70492040 522850	Life Insurance	37	31	31	31	0.00%
70492040 529900	Worker's Compensation	2,383	2,621	2,621	3,069	17.09%
70492040	Subtotal Benefits	\$32,018	\$34,614	\$34,614	\$37,982	9.73%
70492040 532000	Telephone	443	524	500	538	2.67%
70492040 532002	Fuel - Oil	0	954	900	825	-13.52%
70492040 532004	Electricity	36,465	30,713	33,486	33,756	9.91%
70492040 532008	Natural Gas	1,810	2,076	1,700	2,004	-3.47%
70492040 532012	Water Fees	773	1,029	1,029	1,034	0.49%
70492040 560010	Insurance	3,604	3,784	3,784	3,060	-19.13%
70492040	Subtotal Services	\$43,095	\$39,080	\$41,399	\$41,217	5.47%
70492040 540010	General Materials & Supplies	48,865	9,120	8,200	9,145	0.27%
70492040 540060	Vehicle Operation	2,620	2,463	1,900	2,391	-2.92%
70492040	Subtotal Commodities	\$51,486	\$11,583	\$10,100	\$11,536	-0.41%
70492040	Total Kingston Pumping Station	\$196,669	\$162,815	\$165,838	\$173,228	6.40%

Wastewater Enterprise Fund (0704), continued



70492050	Wastewater Enterprise Fund Local Pumping Station	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492050 511001	Full-Time Employees	\$68,937	\$73,479	\$73,479	\$74,579	1.50%
70492050 511004	Overtime	3,785	4,290	6,500	4,368	1.82%
70492050 511005	Retirement/Vacation Reimb.	238	3,036	3,036	7,290	140.12%
70492050 511006	Longevity	1,356	1,482	1,482	1,629	9.92%
70492050	Subtotal Wages	\$74,316	\$82,287	\$84,497	\$87,866	6.78%
70492050 522250	FICA	5,386	5,736	5,736	5,771	0.61%
70492050 522300	Municipal Employees Retirement	8,270	9,117	9,117	9,504	4.24%
70492050 522301	Retirement - Defined Contribution	700	747	747	760	1.74%
70492050 522818	Medical Insur-Active Employees	16,641	17,927	17,927	20,697	15.45%
70492050 522822	Dental Insur-Active Employees	1,038	1,110	1,110	1,123	1.17%
70492050 522840	Insurance Buyback	62	62	62	62	0.00%
70492050 522850	Life Insurance	42	46	46	46	0.00%
70492050 529900	Worker's Compensation	2,589	2,848	2,848	3,339	17.24%
70492050	Subtotal Benefits	\$34,729	\$37,593	\$37,593	\$41,302	9.87%
70492050 532000	Telephone	3,629	4,387	4,300	4,495	2.46%
70492050 532002	Fuel - Oil	0	1,145	900	990	-13.54%
70492050 532004	Electricity	23,335	20,531	23,032	23,108	12.55%
70492050 532008	Natural Gas	4,523	4,200	4,000	4,700	11.90%
70492050 532012	Water Fees	1,692	2,657	2,600	2,863	7.75%
70492050 532019	WW Conveyance Fee	4,904	5,273	6,261	6,807	29.09%
70492050 534016	Computer/Software Maintenance	1,294	1,357	1,357	0	-100.00%
70492050 560010	Insurance	3,177	3,336	3,336	3,533	5.91%
70492050	Subtotal Services	\$42,554	\$42,886	\$45,786	\$46,496	8.42%
70492050 540010	General Materials & Supplies	14,233	17,275	23,000	17,775	2.89%
70492050 540060	Vehicle Operation	2,620	2,463	1,900	2,391	-2.92%
70492050	Subtotal Commodities	\$16,854	\$19,738	\$24,900	\$20,166	2.17%
70492050	Total Local Pumping Station	\$168,453	\$182,504	\$192,776	\$195,830	7.30%

Wastewater Enterprise Fund (0704), continued



70492060		Wastewater Enterprise Fund Local Collection System	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492060	511001	Full-Time Employees	\$68,937	\$73,479	\$73,479	\$74,579	1.50%
70492060	511004	Overtime	3,785	4,290	6,500	4,368	1.82%
70492060	511005	Retirement/Vacation Reimb.	238	3,036	3,036	7,290	140.12%
70492060	511006	Longevity	1,356	1,482	1,482	1,629	9.92%
70492060		Subtotal Wages	\$74,316	\$82,287	\$84,497	\$87,866	6.78%
70492060	522250	FICA	5,386	5,736	5,736	5,771	0.61%
70492060	522300	Municipal Employees Retirement	8,270	9,117	9,117	9,504	4.24%
70492060	522301	Retirement - Defined Contribution	700	747	747	760	1.74%
70492060	522818	Medical Insur-Active Employees	16,641	17,927	17,927	20,697	15.45%
70492060	522822	Dental Insur-Active Employees	1,038	1,110	1,110	1,123	1.17%
70492060	522840	Insurance Buyback	62	62	62	62	0.00%
70492060	522850	Life Insurance	42	46	46	46	0.00%
70492060	529900	Worker's Compensation	2,589	2,849	2,849	3,339	17.20%
70492060		Subtotal Benefits	\$34,729	\$37,594	\$37,594	\$41,302	9.86%
70492060	530066	Internet Access	965	1,029	1,029	1,004	-2.43%
70492060		Subtotal Services	\$965	\$1,029	\$1,029	\$1,004	-2.43%
70492060	540010	General Materials & Supplies	1,083	13,800	12,000	13,800	0.00%
70492060		Subtotal Commodities	\$1,083	\$13,800	\$12,000	\$13,800	0.00%
70492060		Total Local Collection System	\$111,092	\$134,710	\$135,120	\$143,972	6.88%

70492070		Wastewater Enterprise Fund Users Accounting Collection	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492070	511001	Full-Time Employees	\$3,552	\$3,720	\$3,720	\$3,824	2.80%
70492070	511004	Overtime	1	0	0	0	0.00%
70492070	511005	Retirement/Vacation Reimb.	0	180	180	64	-64.44%
70492070	511006	Longevity	58	63	63	69	9.52%
70492070		Subtotal Wages	\$3,611	\$3,963	\$3,963	\$3,957	-0.15%
70492070	522250	FICA	279	288	288	299	3.82%
70492070	522300	Municipal Employees Retirement	425	459	459	486	5.88%
70492070	522301	Retirement - Defined Contribution	30	31	31	31	0.00%
70492070	522818	Medical Insur-Active Employees	129	137	137	143	4.38%
70492070	522822	Dental Insur-Active Employees	34	34	34	33	-2.94%
70492070	522840	Insurance Buyback	62	62	62	62	0.00%
70492070	522850	Life Insurance	1	1	1	1	0.00%
70492070	529900	Worker's Compensation	74	79	79	91	15.19%
70492070		Subtotal Benefits	\$1,033	\$1,091	\$1,091	\$1,146	5.04%
70492070	530026	Billing Accounting & Collect	16	0	0	0	0.00%
70492070	534016	Computer/Software Maintenance	4,744	4,948	4,948	4,759	-3.82%
70492070	538020	Postage	3,570	2,550	2,550	2,550	0.00%
70492070	538022	Printing Expenses	2,145	2,145	2,150	2,200	2.56%
70492070		Subtotal Services	\$10,475	\$9,643	\$9,648	\$9,509	-1.39%
70492070		Total Users Accounting Collection	\$15,119	\$14,697	\$14,702	\$14,612	-0.58%

Wastewater Enterprise Fund (0704), continued



70492080	Wastewater Enterprise Fund Admin & General Expenses		2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492080	511001	Full-Time Employees	\$122,209	\$126,462	\$126,462	\$113,333	-10.38%
70492080	511006	Longevity	3,313	2,224	2,224	1,857	-16.50%
70492080		Subtotal Wages	\$125,522	\$128,686	\$128,686	\$115,190	-10.49%
70492080	522250	FICA	9,048	9,182	9,182	8,278	-9.85%
70492080	522300	Municipal Employees Retirement	14,758	15,649	15,649	14,364	-8.21%
70492080	522301	Retirement - Defined Contribution	953	1,304	1,304	1,039	-20.32%
70492080	522818	Medical Insur-Active Employees	27,105	27,282	27,282	20,534	-24.73%
70492080	522820	Medical Insur-Retirees	74,506	78,977	78,977	98,123	24.24%
70492080	522822	Dental Insur-Active Employees	1,681	1,680	1,680	1,252	-25.48%
70492080	522840	Insurance Buyback	0	0	0	200	0.00%
70492080	522850	Life Insurance	56	53	53	43	-18.87%
70492080	529900	Worker's Compensation	475	523	523	517	-1.15%
70492080	538014	Travel Expenses	28	500	400	500	0.00%
70492080		Subtotal Benefits	\$128,610	\$135,150	\$135,050	\$144,850	7.18%
70492080	530004	Legal Services	4,419	4,509	4,509	4,675	3.68%
70492080	530066	Internet Access	891	972	1,053	1,020	4.94%
70492080	532004	Electricity	3,332	3,011	3,000	3,000	-0.37%
70492080	532008	Natural Gas	1,297	1,359	1,290	1,344	-1.10%
70492080	532010	Wastewater Fees	84	84	84	84	0.00%
70492080	532012	Water Fees	175	200	188	195	-2.50%
70492080	534020	Maintenance Of Buildings	709	1,650	1,500	1,650	0.00%
70492080	538034	Onsite WW Management	1,188	4,200	2,300	4,200	0.00%
70492080	560010	Insurance	25,318	27,850	27,850	28,774	3.32%
70492080		Subtotal Services	\$37,413	\$43,835	\$41,774	\$44,942	2.53%
70492080	540012	Office Materials & Supplies	2,307	5,449	5,400	5,493	0.81%
70492080	540020	Books And Publications	2,363	4,590	2,400	4,665	1.63%
70492080		Subtotal Commodities	\$4,670	\$10,039	\$7,800	\$10,158	1.19%
70492080		Total Admin & General Expenses	\$296,216	\$317,710	\$313,310	\$315,140	-0.81%

Wastewater Enterprise Fund (0704), continued



70492090		Wastewater Enterprise Fund Non-Operating Expenses	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	(\$8,989)	\$0	\$0	\$0	0.00%
70492090		Subtotal Wages	(\$8,989)	\$0	\$0	\$0	0.00%
70492090	580910	Contingency	8,599	7,000	5,000	8,000	14.29%
70492090	589010	Debt - Principal	27,000	27,000	27,000	28,000	3.70%
70492090	589012	Debt - Interest	3,175	2,641	2,641	2,090	-20.86%
70492090		Subtotal Services	\$38,774	\$36,641	\$34,641	\$38,090	3.95%
70492090	570002	Capital Improvements	(41,030)	367,000	367,000	610,000	66.21%
70492090	570902	Depreciation	685,864	391,183	391,183	416,702	6.52%
70492090		Subtotal Capital Outlay	\$644,835	\$758,183	\$758,183	\$1,026,702	35.42%
70492090		Total Non-Operating Expenses	\$674,620	\$794,824	\$792,824	\$1,064,792	33.97%

	Total Wastewater Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492010	Subtotal Wastewater General Treatment	\$905,253	\$1,023,945	\$978,202	\$1,053,927	2.93%
70492020	Subtotal Sludge Process & Disposal	1,068,158	1,173,549	1,148,151	1,228,705	4.70%
70492030	Subtotal Silver Lake Pumping Station	264,198	280,593	273,205	288,445	2.80%
70492040	Subtotal Kingston Pumping Station	196,669	162,815	165,838	173,228	6.40%
70492050	Subtotal Local Pumping Station	168,453	182,504	192,776	195,830	7.30%
70492060	Subtotal Local Collection System	111,092	134,710	135,120	143,972	6.88%
70492070	Subtotal Users Accounting Collection	15,119	14,697	14,702	14,612	-0.58%
70492080	Subtotal Admin & General Expenses	296,216	317,710	313,310	315,140	-0.81%
70492090	Subtotal Non Operating Expenses	674,620	794,824	792,824	1,064,792	33.97%
	Total Wastewater Enterprise Fund	\$3,699,777	\$4,085,347	\$4,014,128	\$4,478,651	9.63%

Wastewater Enterprise Fund (0704), *continued*



FY 2020-2021 Revenue Statement

704	Wastewater Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70492000	418010 Residential & Commercial Users	\$1,905,654	\$1,921,920	\$1,915,160	\$2,062,100	7.29%
70492000	418011 University of Rhode Island Cost Share	616,115	714,582	703,167	801,241	12.13%
70492000	418012 Industrial & Special Users	68,401	80,080	68,401	84,300	5.27%
70492000	418013 Town of Narragansett Cost Share	921,502	1,065,931	1,031,399	1,087,280	2.00%
70492000	418110 Diane Drive Debt Service	27,000	27,000	27,000	28,000	3.70%
70492000	418130 Interest on Delinquent Payments	18,233	13,000	16,287	0	-100.00%
70492000	418140 Interest on MB Assessment	0	0	0	13,000	0.00%
70492000	418160 Interest on Delinquent Payments - Diane Drive	11	0	0	0	0.00%
70492000	418170 Interest on Diane Drive Assessment	508	500	500	500	0.00%
70492000	440520 Septic Haulers Revenue	343,512	323,700	303,733	365,500	12.91%
70492000	460010 Fund Investment Income	99,093	25,000	25,000	35,000	40.00%
70492000	460500 GASB 31 Change	184,460	0	0	0	0.00%
70492000	470010 Miscellaneous Revenues	20,280	16,600	20,280	16,600	0.00%
70492000	470020 NationalGrid Electricity Rebate/Solar	28,257	0	0	0	0.00%
70492000	490101 General Fund Transfer	4,300	4,300	2,000	4,200	-2.33%
70492000	499050 Net Assets Forward to Operations	56,000	0	205,583	0	0.00%
704	Total Wastewater Enterprise Fund Revenues	\$4,293,326	\$4,192,613	\$4,318,510	\$4,497,721	-8.62%
704	Total Wastewater Enterprise Fund Expenditures	\$3,699,777	\$4,085,347	\$4,014,128	\$4,478,651	
704	Income Over (Under) Expenditures	\$593,548	\$107,266	\$304,382	\$19,070	



TAB 19
SOLID WASTE ENTERPRISE FUND

Solid Waste 19 - 1

FISCAL YEAR 2020-2021 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

A contract extension of the current RHRTS privatization contract, which expires on June 30, 2020, will likely be the best option for continued 3rd party contract operations of the transfer station facility for the near term.

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.

FY 2020-2021 will be the last year for the RIRRC tip fee rebate, as RIRRC has stated that this financial recycling incentive will no longer be offered to municipalities.



INCREASED STATEWIDE RECYCLING EFFORTS

In June 2012, RIRRC implemented a single stream recycling program in an effort to further increase Statewide recycling diversion. Under single stream recycling (aka Recycle Together RI), the recycling commodities previously separated (such as paper products and plastic/glass/cans) are now combined into a single stream recycling container. Studies indicate that consumers find single stream recycling easier, resulting in increased recycling tonnage.

FY 2020-2021 reflects the tenth 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 2019-2020 was the fifth 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 Kingstown site. Institutional controls (ICs) have been secured for all USEPA designated private properties in close proximity to both closed landfill sites.

Functions

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

Acct Number	Acct Description
70696100	Station Recycling Operation
70696200	Transportation/Disposal
70696300	Administration General
70696400	Other Expenses
70696600	General Solid Waste Program
70696800	Superfund

The functions of the Solid Waste Division include, but are not limited to:

- Oversee the RHRTS privatized operations and capital improvements by Link Environmental
- License private refuse haulers and ensure compliance in accordance with local regulations
- Provide public outreach to maximize recycling and minimize solid waste disposal
- Distribute recycling totes to Town residents upon request
- Serve as managing regional partner of the South Kingstown RHRTS



FY 2019-2020 Priorities

Priorities	Town Council Goals & Objs
Continue recycling outreach	SENR
Continued oversight of Town licensed private refuse haulers	PCSF
Continue to exceed the RIRRC 35% diversion rate	SENR
Continue to exceed the Town's 36% diversion rate	SENR
Secure two remaining private property Institutional Controls (ICs) in proximity to the Rose Hill landfill	PCSF
Secure contract extension for privatized transfer station operations beyond June 30, 2020	PCSF

FY 2020-2021 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to work with private haulers to maximize residential recyclables collection and recycling diversion rates	SENR
Meet or exceed the RIRRC 35% recycling diversion rate	SENR
Meet or exceed the Town's 36% recycling diversion rate	SENR

Specific Performance Measurements

Description	FY 2018-2019 Actual	FY 2019-2020 Projected	FY 2020-2021 Anticipated	Town Council Goals & Objs
Town-Licensed Private Refuse Haulers (haulers must be licensed by the Town to operate in South Kingstown)	9	10	10	PCSF
PAYT Incoming residential tagged refuse*	1,090	1,100	1,200	PCSF
PAYT Incoming residential bagged yard waste*	303	310	320	PCSF
Incoming PAYT residential recyclables*	1,338	1,350	1,375	SENR
Outgoing MSW to RIRRC*	8,026	8,724	8,724	PCSF
Outgoing recycling tons to RIRRC*	5,033	5,150	5,300	SENR
Recycling diversion rate**	45.1%	46.0%	47.0%	SENR
Recycling diversion rate – all commodities***	54.3%	55.0%	56.0%	SENR
Town's RIRRC recycling rebate****	\$0	\$0	\$0	BDFM / SENR

*Numbers reflected are in Tons

**Reflects single stream recyclable commodities (calendar year)

***Reflects diversion rate for all recyclable commodities (calendar year)

****Revenue deviations primarily due to depressed worldwide recycling commodity market

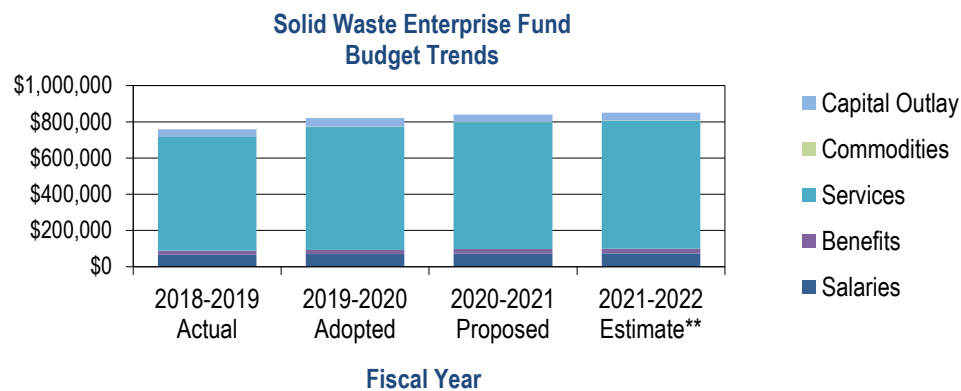
Solid Waste Enterprise Fund (0706), continued



FY 2020-2021 Funding Comparison

Solid Waste Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Increase Over Prior Year
Personnel FTE*	1.07	1.07	1.07	1.07	0.00
Salaries	\$66,423	\$70,331	\$70,381	\$72,836	\$2,505
Benefits	22,338	23,462	23,462	24,576	1,114
Subtotal Personnel Expenditures*	\$88,762	\$93,793	\$93,843	\$97,412	\$3,619
Services	\$627,855	\$678,077	\$673,315	\$699,722	\$21,645
Commodities	40	1,675	850	1,675	0
Capital Outlay/Depreciation	41,332	47,580	47,580	40,979	(6,601)
Subtotal Operating Expenditures	\$669,227	\$727,332	\$721,745	\$742,376	\$15,044
Total Expenditures	\$757,989	\$821,125	\$815,588	\$839,788	\$18,663

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



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

Solid Waste Enterprise Fund (0706), continued



FY 2020-2021 Expenditure Statements

70696100		Solid Waste Enterprise Fund Station Recycling Operation	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70696100	534018	Maintenance Of General Equip	\$1,599	\$2,616	\$2,400	\$2,616	0.00%
70696100		Subtotal Services	\$1,599	\$2,616	\$2,400	\$2,616	0.00%
70696100		Total Station Recycling Operation	\$1,599	\$2,616	\$2,400	\$2,616	0.00%

70696200		Solid Waste Enterprise Fund Transportation/Disposal	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70696200	530070	RI SW Tipping Fees	\$388,732	\$381,072	\$379,380	\$411,528	7.99%
70696200		Subtotal Services	\$388,732	\$381,072	\$379,380	\$411,528	7.99%
70696200		Total Transportation/Disposal	\$388,732	\$381,072	\$379,380	\$411,528	7.99%

70696300		Solid Waste Enterprise Fund Administration General	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70696300	511001	Full-Time Employees	\$37,466	\$38,919	\$38,919	\$40,083	2.99%
70696300	511002	Part-Time Employees	37	0	0	0	0.00%
70696300	511004	Overtime	61	0	50	0	0.00%
70696300	511005	Retirement/Vacation Reimb.	0	2,998	2,998	3,541	18.11%
70696300	511006	Longevity	1,367	1,458	1,458	1,523	4.46%
70696300	511009	Vac & Sick Pay Accrued Exp	710	0	0	0	0.00%
70696300		Subtotal Wages	\$39,640	\$43,375	\$43,425	\$45,147	4.09%
70696300	522250	FICA	2,827	2,893	2,893	3,007	3.94%
70696300	522300	Municipal Employees Retirement	4,562	4,909	4,909	5,189	5.70%
70696300	522301	Retirement - Defined Contribution	242	251	251	255	1.59%
70696300	522818	Medical Insur-Active Employees	8,112	8,593	8,593	9,025	5.03%
70696300	522822	Dental Insur-Active Employees	512	535	535	511	-4.49%
70696300	522850	Life Insurance	15	15	15	15	0.00%
70696300	529900	Worker's Compensation	520	572	572	633	10.66%
70696300		Subtotal Benefits	\$16,791	\$17,768	\$17,768	\$18,635	4.88%
70696300	534016	Computer/Software Maintenance	2,139	1,975	1,975	2,340	18.48%
70696300	538012	Advertising	36	1,080	300	1,080	0.00%
70696300	538020	Postage	0	100	50	100	0.00%
70696300	538036	General Administration	789	806	806	835	3.60%
70696300	560010	Insurance	1,934	2,127	2,127	2,264	6.44%
70696300		Subtotal Services	\$4,897	\$6,088	\$5,258	\$6,619	8.72%
70696300	540010	General Materials & Supplies	0	1,400	700	1,400	0.00%
70696300		Subtotal Commodities	\$0	\$1,400	\$700	\$1,400	0.00%
70696300	530044	Non-Major Technology Reserve	200	200	200	316	58.00%
70696300		Subtotal Capital Outlay	\$200	\$200	\$200	\$316	0.00%
70696300		Total Administration General	\$61,528	\$68,831	\$67,351	\$72,117	4.77%

Solid Waste Enterprise Fund (0706), continued



70696400	Solid Waste Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	Other Expenses	Actual	Adopted	Projected	Proposed	Change
70696400 570902	Depreciation	\$41,132	\$47,380	\$47,380	\$40,663	-14.18%
70696400	Subtotal Capital Outlay	\$41,132	\$47,380	\$47,380	\$40,663	-14.18%
70696400	Total Other Expenses	\$41,132	\$47,380	\$47,380	\$40,663	-14.18%

70696600	Solid Waste Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	General Solid Waste Program	Actual	Adopted	Projected	Proposed	Change
70696600 511002	Part-Time Salaries	\$26,286	\$26,375	\$26,375	\$27,035	2.50%
70696600 511006	Longevity	498	581	581	654	12.56%
70696600	Subtotal Wages	\$26,784	\$26,956	\$26,956	\$27,689	2.72%
70696600 522250	FICA	2,049	2,062	2,062	2,118	2.72%
70696600 522300	Municipal Employees Retirement	3,154	3,278	3,278	3,453	5.34%
70696600 522301	Retirement - Defined Contribution	268	270	270	277	2.59%
70696600 529900	Worker's Compensation	76	84	84	93	10.71%
70696600	Subtotal Benefits	\$5,547	\$5,694	\$5,694	\$5,941	4.34%
70696600 580100	Miscellaneous Expenses	40	275	150	275	0.00%
70696600	Subtotal Commodities	\$40	\$275	\$150	\$275	0.00%
70696600	Total General Solid Waste Program	\$32,371	\$32,925	\$32,800	\$33,905	2.98%

70696800	Solid Waste Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	Superfund	Actual	Adopted	Projected	Proposed	Change
70696800 530106	Legal Fees - West Kingston Landfill	(\$6,531)	\$7,500	\$6,700	\$5,000	-33.33%
70696800 530107	Consulting Fees - West Kingston Landfill	0	1,000	500	500	-50.00%
70696800 530108	Legal Fees - Rose Hill Landfill	(9,116)	11,000	5,000	5,000	-54.55%
70696800 530109	Consulting Fees - Rose Hill Landfill	1,169	7,500	15,000	7,500	0.00%
70696800 530111	Professional Services	0	4,600	3,000	3,000	-34.78%
70696800 534036	Rose Hill Landfill Maintenance	63,235	68,848	68,224	68,748	-0.15%
70696800 534038	West Kingston Landfill Maint	4,313	5,740	5,740	5,740	0.00%
70696800 589010	Debt - Principal	163,919	168,133	168,133	172,435	2.56%
70696800 589012	Debt - Interest	15,638	13,980	13,980	11,036	-21.06%
70696800	Subtotal Services	\$232,627	\$288,301	\$286,277	\$278,959	-3.24%
70696800	Total Superfund	\$232,627	\$288,301	\$286,277	\$278,959	-3.24%

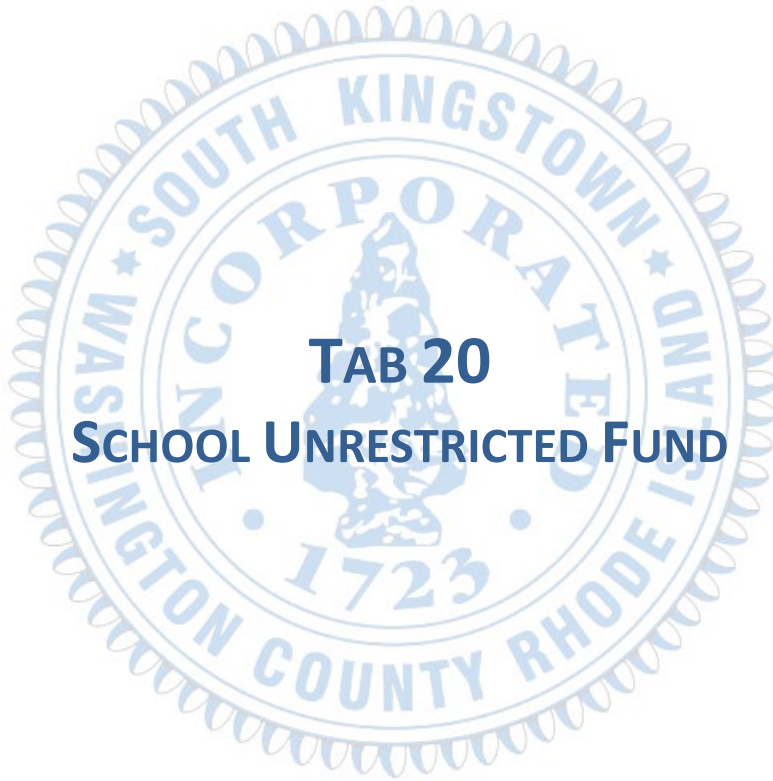
	Total Solid Waste Enterprise Fund	2018-2019	2019-2020	2019-2020	2020-2021	Percent
		Actual	Adopted	Projected	Proposed	Change
70696100	Subtotal Station Recycling Operation	\$1,599	\$2,616	\$2,400	\$2,616	0.00%
70696200	Subtotal Transportation/Disposal	388,732	381,072	379,380	411,528	7.99%
70696300	Subtotal Administration General	61,528	68,831	67,351	72,117	4.77%
70696400	Subtotal Other Expenses	41,132	47,380	47,380	40,663	-14.18%
70696600	Subtotal General Solid Waste Program	32,371	32,925	32,800	33,905	2.98%
70696800	Subtotal Superfund	232,627	288,301	286,277	278,959	-3.24%
	Total Solid Waste Enterprise Fund	\$757,989	\$821,125	\$815,588	\$839,788	2.27%

Solid Waste Enterprise Fund (0706), continued



FY 2020-2021 Revenue Statement

706	Solid Waste Enterprise Fund	2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
70696000	418011 University of Rhode Island Cost Share	\$618	\$0	\$0	\$0	0.00%
70696000	418013 Town of Narragansett Cost Share	12,855	0	0	0	0.00%
70696000	431125 Transfer Station Rental	140,126	156,000	156,600	153,000	-1.92%
70696000	440550 Hauler Licenses	9,000	8,000	9,000	9,000	12.50%
70696000	440555 Metered Tonnage	388,732	381,072	381,072	411,528	7.99%
70696000	440560 Residential Tag Sales	70,000	70,000	70,000	70,000	0.00%
70696000	460010 Investment Income	6,848	4,500	4,500	4,700	4.44%
70696000	460500 GASB 31 Change	18,403	0	0	0	0.00%
70696000	470010 Miscellaneous Revenues	16,971	17,100	17,901	17,600	2.92%
70696000	499050 Net Assets Forward to Operations	185,026	184,453	165,263	173,960	-5.69%
706	Total Solid Waste Enterprise Fund Revenues	\$848,579	\$821,125	\$804,336	\$839,788	2.27%
706	Total Solid Waste Enterprise Fund Expenditures	\$757,989	\$821,125	\$815,588	\$839,788	
706	Income Over (Under) Expenditures	\$90,590	\$0	(\$11,252)	\$0	



TAB 20
SCHOOL UNRESTRICTED FUND

South Kingstown School Department..... 20 - 1

FISCAL YEAR 2020-2021 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

School Unrestricted Fund (0110)



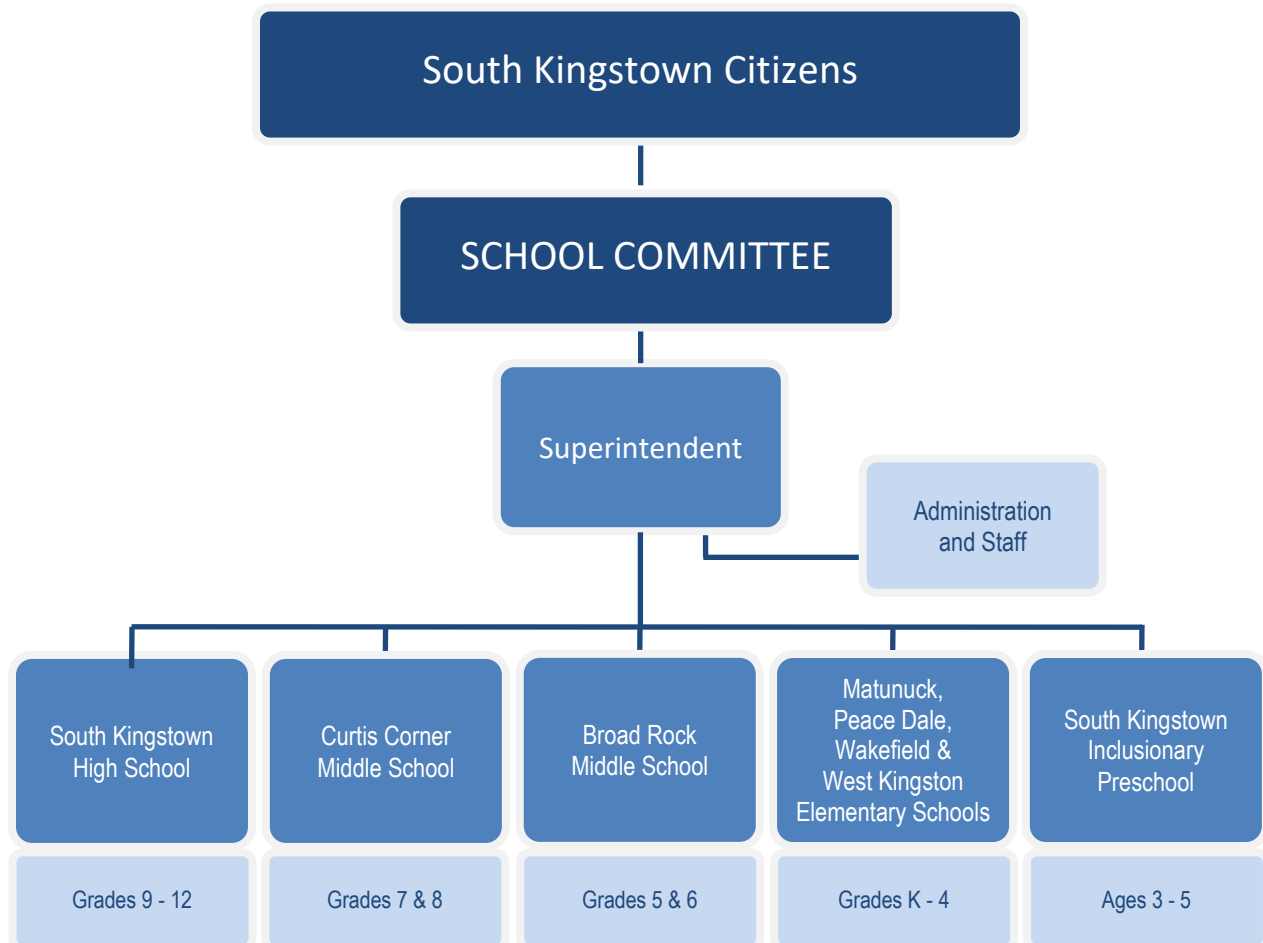
The School Unrestricted Fund supports the provision of the Town Council authorized Property Tax Transfer (PTT) from the Town of South Kingstown's General Fund to the South Kingstown School Department. The Property Tax Transfer is included as a revenue for the South Kingstown School Department's budget. It is noted that this Fund does not include funding for Education related Debt Service, which is detailed within Tab 16 of this document.

The South Kingstown School Committee discussed and approved the South Kingstown School Department's Proposed FY 2020-2021 Budget on February 11th, 2020. Per Town Charter, it was then presented to the Town on February 14th, after which the Town Manager must then present to the Town Council a proposed annual budget and budget message on or before March 1st of each year, to include the operations of all municipal departments and the school department.

The full South Kingstown School Department budget, as proposed and submitted to the Town for FY 2020-2021 can be found on the Town of South Kingstown's website:

www.southkingstownri.com/DocumentCenter/View/3749/FY2020-2021-SKSD-Budget-Document-SC-Approved

Organizational Chart





Mission & Collective Commitments

MISSION

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.

COLLECTIVE COMMITMENTS

The South Kingstown School Department has a commitment to:

- Student Learning
 - Culture of GROWTH & achievement
 - Personalized, deeper learning to meet the needs of ALL
 - Developing the WHOLE child
- Collaborative Culture
 - Grounded in shared decision making & a professional learning community
 - Engaging in active, open communication within an environment where it is safe to express differences, share successes, and learn from mistakes
 - Develop partnerships with increased opportunities while fostering community pride
- Innovated Student-Centered Learning Grounded in a Collaborative Culture Where ALL MEANS ALL.

Student Enrollment

School	Grades	Student Population*
South Kingstown High School	9 – 12	920
Curtis Corner Middle School	7 – 8	468
Broad Rock Middle School	5 – 6	440
Peace Dale Elementary School	PK – 4	436
West Kingston Elementary	PK – 4	279
Matunuck Elementary	K – 4	178
Wakefield Elementary	K – 4	144
Outplaced	K-12	24
Total South Kingstown Student Population*	PK-12	2,889

*as of December 2019

Property Tax Transfer

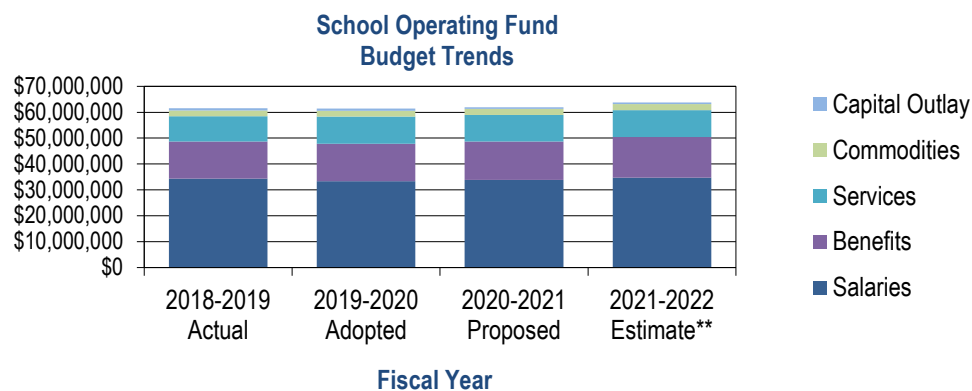
Fiscal Year	Property Tax Transfer	% Increase Over Prior Year
FY 2020-2021 (<i>School Committee proposed</i>)	\$55,994,773	2.00%
FY 2019-2020	\$54,896,836	1.75%
FY 2018-2019	\$53,952,664	2.93%
FY 2017-2018	\$52,415,096	2.00%
FY 2016-2017	\$51,387,349	2.13%
FY 2015-2016	\$50,313,756	1.41%
FY 2014-2015	\$49,614,070	0.98%
FY 2013-2014	\$49,131,442	1.59%
FY 2012-2013	\$48,364,159	0.31%
FY 2011-2012	\$48,216,336	0.64%
FY 2010-2011	\$47,909,928	0.00%

School Unrestricted Fund (0110), *continued*



FY 2020-2021 Funding Comparison

School Operating Fund	2018-2019 Actual	2019-2020 SC Adopted	2019-2020 Projected	2020-2021 SchComm	Increase Over Prior Year
Salaries	\$34,373,514	\$33,316,923	\$32,859,056	\$33,914,928	\$598,005
Benefits	14,357,828	14,550,788	14,450,133	14,744,652	193,864
Subtotal Personnel Expenditures	\$48,731,342	\$47,867,711	\$47,309,189	\$48,659,580	\$791,869
Services	\$9,684,594	\$10,454,613	\$10,615,445	\$10,285,978	(\$168,635)
Commodities	2,307,352	2,202,301	2,225,420	2,402,259	199,958
Capital Outlay	764,831	867,200	887,337	509,013	(358,187)
Subtotal Operating Expenditures	\$12,756,777	\$13,524,114	\$13,728,202	\$13,197,250	(\$326,864)
Total Expenditures	\$61,488,119	\$61,391,825	\$61,037,391	\$61,856,830	\$465,005



**FY 2021-2022 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

School Unrestricted Fund (0110), continued



FY 2020-2021 Expenditure Statement

0110		School Operating Fund	2018-2019 Actual	2019-2020 SC Adopted	2018-2020 Projected	2020-2021 SchComm	Percent Change
011098	51110	Regular Salaries					
		Teachers	\$21,684,013	\$20,862,708	\$20,770,071	\$20,957,175	0.45%
		Guidance Counselors	755,038	780,807	752,384	790,745	1.27%
		Librarians	441,892	452,959	426,283	440,140	-2.83%
		Therapist, Nurse, Social Worker & Psychologist	2,573,801	2,651,047	2,575,374	2,696,370	1.71%
		Dean of Students	339,396	356,619	362,071	368,871	3.44%
		Athletic Coaches	194,695	199,258	199,258	199,258	0.00%
		Intramurals Coaches	27,100	0	30,880	30,880	0.00%
		Superintendent of Schools	193,637	175,063	164,185	166,621	-4.82%
		Directors	797,598	838,928	748,127	819,282	-2.34%
		School Board Members	16,125	0	0	0	0.00%
		Principals	780,791	844,828	831,601	856,560	1.39%
		Assistant Principals	431,828	440,610	437,503	442,331	0.39%
		Salaries - Exempt	634,191	610,039	594,097	617,929	1.29%
		Salaries - Curriculum	388,041	250,110	212,680	265,603	6.19%
		Clerks	1,282,974	1,201,199	1,243,333	1,221,205	1.67%
		Crossing Guards/School Resource Officer	138,888	158,592	158,592	163,350	3.00%
		Teacher Aides	1,712,034	1,752,802	1,680,145	1,640,703	-6.40%
		Truant Officer	26,000	26,000	26,000	26,000	0.00%
		Custodial Staff	961,286	997,980	932,374	987,058	-1.09%
		Facilities Maintenance Staff	231,735	236,269	224,765	237,512	0.53%
011098	51115	Substitutes					
		Sub Teacher	122,111	70,000	70,000	468,070	568.67%
		Sub Clerk	0	0	0	20,430	0.00%
		Sub Teacher Aides	0	0	0	92,900	0.00%
		Sub Custodian	5,680	30,000	30,000	30,000	0.00%
011098	51308	Afterschool Program	43,416	9,642	39,642	45,000	366.71%
011098	51338	Summer Pay - ESP or ESY	122,405	122,000	98,443	102,000	-16.39%
011098	51201	Regular Overtime	64,073	48,000	48,000	51,000	6.25%
011098	51311	Curriculum Work	4,374	18,028	18,028	0	-100.00%
011098	51332	Sick Payoff - Non Severance	260,592	75,000	75,000	75,000	0.00%
011098	51404	Stipends	139,801	108,435	110,220	102,935	-5.07%
		Subtotal Salaries	\$34,373,514	\$33,316,923	\$32,859,056	\$33,914,928	1.79%
011098	52101	Health Insurance	\$5,685,710	\$5,648,965	\$5,591,131	\$5,618,776	-0.53%
011098	52102	Life Insurance	219,249	212,000	212,000	217,000	2.36%
011098	52103	Dental Insurance	422,585	420,132	416,954	379,849	-9.59%
011098	52122	Health Insurance - Retiree	457,240	490,482	599,998	628,782	28.20%
011098	52125	Dental Insurance - Retiree	38,129	37,040	41,199	47,471	28.16%
011098	52202	Future Benefits	175,000	175,000	175,000	175,000	0.00%
011098	52203	Teacher/Administrative Pension-ERSRI	3,923,402	4,099,219	4,005,508	4,230,298	3.20%
011098	52208	MERS Pension	654,146	675,860	657,444	678,705	0.42%
011098	52301	FICA	2,533,369	2,447,090	2,418,354	2,489,100	1.72%
011098	52501	Unemployment Insurance	24,649	95,000	95,000	35,000	-63.16%
011098	52720	Workers Compensation	224,349	250,000	237,545	244,671	-2.13%
		Subtotal Benefits	\$14,357,828	\$14,550,788	\$14,450,133	\$14,744,652	1.33%
		Subtotal Salary and Benefits	\$48,731,342	\$47,867,711	\$47,309,189	\$48,659,580	1.65%

*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	2018-2019	2019-2020	2019-2020	2020-2021	Percent
	Operating Fund, continued	Actual	SC Adopted	Projected	SchComm	Change
011098	53101 Administrative Support	\$560	\$0	\$0	\$0	0.00%
011098	53202 Speech Therapists	2,305	8,000	5,550	6,800	-15.00%
011098	53203 Occupational Therapists	1,667	5,000	8,913	9,000	80.00%
011098	53204 Therapists	32,606	106,000	37,535	72,292	-31.80%
011098	53205 Psychologists	12,333	25,000	25,000	25,000	0.00%
011098	53211 Physical Therapists	0	0	10,113	8,112	0.00%
011098	53213 Evaluations	6,577	10,000	10,000	7,330	-26.70%
011098	53214 Mentoring	731	5,000	5,000	2,500	-50.00%
011098	53216 Tutoring Services	12,673	25,000	25,000	22,000	-12.00%
011098	53218 Student Assistance	58,396	58,400	58,396	58,436	0.06%
011098	53220 Other Purch Profess Educ Services	46,511	55,520	56,320	55,520	0.00%
011099	53223 Contracted Substitutes	534,807	692,000	742,000	0	-100.00%
011098	53224 Personal Care Attendants	60,717	95,000	104,888	120,000	26.32%
011098	53301 Professional Development	122,294	103,350	124,871	48,155	-53.41%
011098	53302 Curriculum Development	44,789	45,755	45,755	0	-100.00%
011098	53303 Workshops	0	10,000	10,000	10,000	0.00%
011098	53401 Auditing/Actuarial Services	21,140	15,000	15,000	15,000	0.00%
011098	53402 Legal Services	283,651	150,000	150,000	130,000	-13.33%
011098	53406 Other Services	54,645	16,000	16,000	48,750	204.69%
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	21,741	22,000	22,000	24,000	9.09%
011098	53416 Officials/Referees	54,523	59,728	57,943	59,728	0.00%
011098	53417 Contracted Nursing Services	0	30,000	30,000	20,000	-33.33%
011098	53501 Data Processing Services	66,106	82,280	96,280	88,585	7.66%
011098	53502 Other Technical Services	152,243	130,869	130,869	138,899	6.14%
011098	53503 Testing Services	3,783	8,000	8,000	6,000	-25.00%
011098	53705 Shipping and Postage	19,201	31,000	31,000	26,134	-15.70%
011098	53706 Catering	8,175	9,940	10,148	5,858	-41.07%
	Subtotal Purchased Professional Services	\$1,632,676	\$1,809,342	\$1,847,081	\$1,018,599	-43.70%
011098	54201 Rubbish Disposal Services	\$52,617	\$43,000	\$43,000	\$46,415	7.94%
011098	54204 Groundskeeping Services	103,777	117,000	117,000	130,295	11.36%
011098	54311 Maintenance & Repairs - Equipment	7,335	8,295	9,163	9,245	11.45%
011098	54312 Maintenance & Repairs - General	209,884	208,102	203,231	206,500	-0.77%
011098	54313 Maintenance & Repairs - Vehicles	17,173	8,000	8,000	10,000	25.00%
011098	54402 Water	41,167	38,800	38,800	41,200	6.19%
011098	54403 Telephone	42,432	58,750	58,750	44,450	-24.34%
011098	54404 Energy Management Services	2,906	0	0	0	0.00%
011098	54405 Sewage/Cesspool	13,539	12,200	15,030	14,500	18.85%
011098	54407 Internet Connectivity	27,216	31,125	31,125	35,835	15.13%
011098	54602 Rental of Equipment and Vehicles	123,359	116,000	118,332	131,500	13.36%
011098	54603 Rental of Computer Equipment	0	0	0	71,000	0.00%
011098	54901 Other Purchased Property Services	91,324	0	16,893	0	0.00%
011098	54902 Alarm and Fire Safety Services	8,811	12,000	25,997	14,000	16.67%
	Subtotal Purchased Property Services	\$741,540	\$653,272	\$685,321	\$754,940	15.56%

*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, continued	2018-2019 Actual	2019-2020 SC Adopted	2019-2020 Projected	2020-2021 SchComm	Percent Change
011098 55111	Transportation Contractors	\$4,303,533	\$4,178,923	\$4,179,792	\$4,468,223	6.92%
011098 55201	Property and Liability Insurance	191,783	200,000	210,008	216,308	8.15%
011098 55203	Fire Insurance	52,000	52,000	52,000	52,000	0.00%
011098 55206	Fleet/Vehicle Insurance	13,000	13,000	13,000	13,000	0.00%
011098 55401	Advertising Costs	14,011	8,000	4,759	8,000	0.00%
011098 55501	Printing	11,996	10,600	10,600	7,354	-30.62%
011098 55610	Tuition - Other Districts (Vocation Educ)	1,120,785	1,390,342	1,517,452	1,664,987	19.75%
011098 55630	Special Needs Tuition to Private Sources	1,154,683	1,508,264	1,430,354	1,450,000	-3.86%
011098 55660	Charter School Tuition	1,147,975	1,258,242	1,289,499	1,348,007	7.13%
011098 55802	Board Training	8,962	0	35,000	10,000	0.00%
011098 55802	Board Training	10,497	0	0	5,000	0.00%
011098 55803	Employee Travel - Non-Teachers	11,986	11,900	11,900	12,100	1.68%
011098 55809	Employee Travel - Teachers	10,708	14,000	14,000	12,400	-11.43%
	Subtotal Other Purchased Services	\$8,051,918	\$8,645,271	\$8,768,364	\$9,267,379	7.20%
011098 56101	General Supplies and Materials	\$332,327	\$378,035	\$365,971	\$387,524	2.51%
011098 56113	Graduation Supplies	10,721	7,500	7,500	13,671	82.28%
011098 56115	Medical Supplies	17,540	19,835	19,835	18,835	-5.04%
011098 56116	Athletic Supplies	45,731	38,218	38,218	36,818	-3.66%
011098 56117	Employee Award	1,923	3,400	3,400	0	-100.00%
011098 56202	Gasoline	8,347	15,000	15,000	12,000	-20.00%
011098 56211	Maintenance Supplies/Parts	52,367	80,000	79,490	84,200	5.25%
011098 56209	Fuel	249,155	250,200	250,200	257,000	2.72%
011098 56215	Electricity	564,407	485,200	485,200	520,000	7.17%
011098 56219	Custodial Supplies	97,349	106,408	106,408	100,908	-5.17%
011098 56401	Textbooks	90,455	75,305	74,593	114,495	52.04%
011098 56402	Library Books	15,035	12,550	11,996	10,950	-12.75%
011098 56403	Reference Books	3,000	2,374	2,224	400	-83.15%
011098 56404	Subscriptions and Periodicals	7,413	8,880	10,662	7,995	-9.97%
011098 56406	Textbooks - Non-Public	8,940	7,000	7,000	7,000	0.00%
011098 56410	Textbooks - CCRI	0	0	0	3,500	0.00%
011098 58101	Professional Organization Fees	61,104	59,124	62,402	72,023	21.82%
	Subtotal Supplies	\$1,565,812	\$1,549,029	\$1,540,099	\$1,647,319	6.35%
011098 57202	Capital Improvements	\$8,859	\$52,000	\$52,000	\$0	-100.00%
011098 57305	Equipment	73,838	43,991	43,176	38,792	-11.82%
011098 57306	Furniture and Fixtures	23,945	23,098	20,050	35,134	52.11%
011098 57309	Hardware	421,546	493,965	503,927	214,927	-56.49%
011098 57311	Software	221,957	242,146	256,184	215,160	-11.14%
011098 57313	Environmental Equipment	14,686	12,000	12,000	5,000	-58.33%
	Subtotal Equipment	\$764,831	\$867,200	\$887,337	\$509,013	-41.30%
0110	Total School Operating Fund	\$61,488,119	\$61,391,825	\$61,037,391	\$61,856,830	0.76%

School Unrestricted Fund (0110), *continued*



FY 2020-2021 Revenue Statement

0110	School Operating Fund		2018-2019 Actual	2019-2020 Adopted	2019-2020 Projected	2020-2021 Proposed	Percent Change
011098	41210	Town Property Tax Transfer*	\$53,952,664	\$54,986,836	\$54,986,836	\$55,994,773	2.00%
011098	41250	Re-appropriated Fund Balance	874,913	475,000	475,000	450,000	-5.26%
011098	41310	Tuition from Individuals	58,713	100,000	100,000	100,000	0.00%
011098	41321	Tuition from Other Districts	7,294	24,102	28,587	59,000	144.79%
011098	41510	Earning on Investments	375	0	0	0	0.00%
011098	41520	Trust fund Income	29,454	27,500	27,500	28,000	1.82%
011098	41702	Other Rev-HS Parking Passes	6,343	0	0	0	0.00%
011098	41707	Other fees-COBRA	38,994	5,000	5,000	60,000	1100.00%
011098	41901	Rental Income	12,150	10,000	10,000	15,000	50.00%
011098	41990	Misc Revenue	0	15,000	15,000	0	-100.00%
011098	43101	Unrestricted State Aid	6,156,775	5,353,387	5,317,777	4,665,057	-12.86%
011098	44202	Medicaid Reimbursement	448,659	425,000	425,000	425,000	0.00%
011098	45201	Fund Transfer In	71,437	60,000	60,000	60,000	0.00%
0110	Total School Operating Fund Revenues		\$61,657,772	\$61,391,825	\$61,360,700	\$61,856,830	0.76%
706	Total School Operating Fund Expenditures		\$61,488,119	\$61,391,825	\$61,037,391	\$61,856,830	
0110	Income Over (Under) Expenditures		\$169,653	\$0	\$323,309	\$0	

**To support the FY 2020-2021 School Department's budget, the Town Manager is proposing a 2.0% 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 2020-2021 budget expenditures based on budget revenues inclusive of a 2.0% increase in the Property Tax Transfer.*



TAB 21

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary	21 - 1
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CIP Long Range Program Element	21 - 45
CIP Debt Service Detail	21 - 46

FISCAL YEAR 2020-2021 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.

Capital Planning Process

In order for a project to be included in the CIP, the following is required:

- Annually, each department updates prior year capital project requests and identifies new projects or funding needs and submits their requests to the Town Manager for consideration and incorporation into the CIP;
- The Town Manager recommends a CIP which represents the best effort to define the necessary community needs over the next six years and one in which completes existing capital projects and adequately funds new projects or increased costs of existing projects;
- The Town Manager's considerations for project inclusion are based on the following:
 - Projects address health and safety concerns;
 - Meet any federal or state mandates and/or legal obligations;
 - Secure any outside funding such as federal, state or private to reduce tax burden;
 - Pay-As-You-Go revenues are budgeted to a level of affordability;
 - Preserve the existing tax base while assuring infrastructure/assets;
 - Outline a realistic CIP plan within financial resources available;
 - Determine outcome should a project be deferred



CIP Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, with the following schedule:

- The Town Manager shall prepare and submit to the Town Council a six-year capital program no later than December 1st each year
- The Town Council by resolution shall adopt the CIP with or without amendment after public hearing and on or before February 1st each year

The full FY 2020-2021 through 2025-2026 Capital Improvement Program can be found on the Town's website at: www.southkingstownri.com/DocumentCenter/View/3655

Summary of CIP Funding

The six-year CIP includes two related elements, a Long Term Major Projects Element (\$110,512,986) and a Pay-As-You-Go Element (\$18,329,330), for a total 6-year CIP Program of \$121,767,986. Projects included in the Capital Improvement Program consist of:

GENERAL FUND SUPPORTED PROJECTS

- Town facility maintenance & improvements— maintain the Town's public buildings infrastructure to ensure the useful life is maximized;
- Recreation facilities – provide opportunities to the public for improved quality of life, cultural enrichment, promote tourism and to protect a natural resource;
- Public Safety – address health concerns, safety and emergency needs;
- Roadway – improve roadway infrastructure, dams and bridges, sidewalks, erosion, etc. and to protect a natural resource;
- Equipment Acquisition/Replacement – replace aging equipment or acquire new as needed;
- Economic & Community Development – enhance the Town's taxable real estate and provide neighborhood initiatives, such as the bike path connector and other passive recreation management plans

NON-GENERAL FUND SUPPORTED PROJECTS

- Senior Services – ensure basic infrastructure is maintained and improved so that the useful life is maximized; address safety needs among senior population;
- Neighborhood Guild – maintain facility structure that serves as a community center for residents;
- Water – improve/maintain building infrastructure and acquire/replace aging equipment;
- Wastewater – improve/maintain wastewater infrastructure and upgrade existing equipment for the collection and treatment of septage;
- Education – enhance school buildings/facility infrastructure; support technology initiatives

FY 2020-2021 Capital Budget (Pay-As-You-Go)

A summary of the Town Manager's Proposed FY 2020-2021 Capital Budget as detailed within the Annual Funding Element of the CIP is presented on the following page.

Capital Improvement Program Summary, *continued*



Capital Budget Program	2019-2020 Adopted	2020-2021 Proposed	Increase (Decrease)
General Fund (101)	\$1,634,000	\$1,830,990	\$196,990
Senior Services Fund (304)	41,000	60,000	19,000
Neighborhood Guild (306)	1,055,000	1,125,000	70,000
Water Enterprise Fund (702)	88,000	139,000	51,000
Wastewater Enterprise Fund (704)	367,000	610,000	243,000
School Fund (400)	512,000	397,000	(115,000)
TOTAL Capital Budget Program	\$3,697,000	\$4,161,990	\$464,990

The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the following pages are budgeted for inclusion in the FY 2020-2021 Pay-As-You-Go Element of the CIP.



Pay-As-You-Go Project Summaries

DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Brousseau Park – Tennis Court Lights - Replacement (LED)

PROJECT DESCRIPTION

Funding in the amount of \$40,000 is proposed in FY 2020-2021 for the purchase and installation of an LED sports lighting system at Brousseau Park Tennis courts. The courts have a high level of use by the public, and Recreation Department leagues that play in spring, summer and fall. The existing lighting system was installed when the park was renovated in 1997. Elements are beginning to fail and it is simply not cost effective to replace them with the old technology. New LED tennis court lighting systems are not only much more efficient but also greatly reduce light spill beyond the boundaries of the park into residential areas.



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 project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

FUNDING TIMELINE

- Single year funded capital project
- \$40,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Marina Park – Parking/Ramp & Dock Improvements

PROJECT 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.

Funding in the amount of \$32,990 is proposed for allocation in FY 2020-2021 combined with \$202,010 in CIP reserve funding for a total of \$235,000 to replace the public boat ramp in FY 2020-2021. The public dock adjacent to the ramp was repaired in June 2018 but also requires full replacement. Matching fund opportunities through RIDEM Fish and Wildlife grants are being explored to supplement the cost of this project. Because of the significant seasonal use that this public ramp experiences, this project is noted as high priority and supported by the Waterfront Advisory and Recreation Commissions and as such it is proposed to bond \$75,000 in FY 2020-2021 to support this important project.



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.

FUNDING TIMELINE

- Multi-year funded capital project
- \$32,990 FY 2020-2021 PAYG Funding
- Funds held in reserve for this project will amount to \$202,010 as of June 30, 2019
- Bonding and alternative funding sources (RIDEM Fish and Wildlife grants) are also being explored



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Town Beach – Improvement Program

PROJECT DESCRIPTION

A total of \$10,000 is proposed in FY 2020-2021 to be allocated to the Town Beach Improvement Fund. This reserve funding will continue to address sand replenishment and shoreline erosion mitigation.



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.

FUNDING TIMELINE

- Multi-year funded capital project
- \$10,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT – PROGRAM TITLE

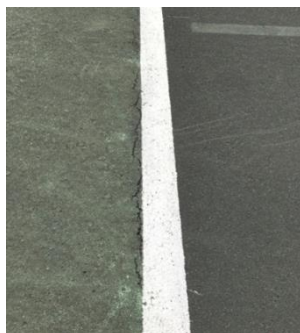
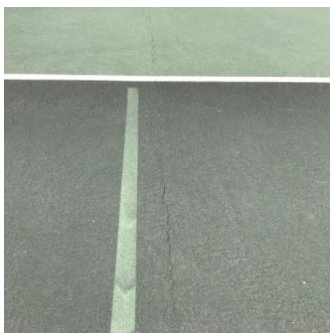
Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Village Green – Tennis Court Resurfacing

PROJECT DESCRIPTION

\$10,000 was approved in the FY 2018-2019 CIP for resurfacing of the two tennis courts at the Village Green. The project was advertised for bid in the current year, along with Brousseau Park tennis courts. The bid pricing exceeded the combined budgets for both projects. A portion of the Village Green funding was recommended for reallocation to the Brousseau park project since those courts were in greater need of immediate repair than the Village Green. A total of \$5,000 is proposed for the Village Green Tennis Court project fund for completion in FY 2020-2021.



JUSTIFICATION

- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure
- Reduces risk

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

FUNDING TIMELINE

- Single year funded capital project
- \$5,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Park Irrigation Systems – Major Components Repair and Replacement

PROJECT DESCRIPTION

A total of \$10,000 is proposed in FY 2020-2021 to maintain a reserve fund for ongoing repair and upgrades to seven athletic field irrigation systems throughout the park system. These systems are critical to ensuring that the turf maintenance plans for the Town's heavily used athletic fields are effective, with safety being a top priority. Most of the existing systems have experienced some type of failure over the last five years, and staff provides preventive maintenance in the form of systematic replacement of components in order to increase the life of the systems. Most recently, in the fall 2018, repairs were made to the Curtis Corner Play Fields irrigation pump.



JUSTIFICATION

- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

FUNDING TIMELINE

- Multi-year funded capital project
- \$10,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Park Tree Management – Pruning, Removal, Replacement of Park Trees

PROJECT

Over the last five years, tree management has increasingly become a priority for the Parks and Recreation Department. Aging and diseased trees are posing a greater risk within the parks at large, including active play areas and along the bike path. In order to reduce overall risk of occurrences of fallen limbs or trees, a dedicated long-term program is necessary to address tree management within the parks in a preventive, systematic way. A total of \$35,000 is proposed to begin funding a tree management fund, whereby the Department can coordinate the assessment of the oldest and most actively used parks, and implement a schedule for pruning, removal and replacement of trees, for a safer environment.



JUSTIFICATION

- Supports environmental stewardship in public parks
- Mitigates hazards and reduces risk

CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities to the public for improved quality of life, cultural enrichment and promote tourism.

FUNDING TIMELINE

- Multi-year funded capital project
- \$35,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT – PROGRAM TITLE

Parks and Recreation – Parks Division Equipment Acquisition and Replacement Program

PROGRAM DESCRIPTION

Equipment acquisition and replacement ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary.

Two pieces of equipment are proposed for replacement in FY 2020-2021, along with one new piece of equipment to provide for more effective beach maintenance. The dump truck and mower are critical to the regular maintenance and upkeep of the 103 acres of park and town property that the Parks Division is responsible for year round. The Parks Division vehicle fleet and equipment also supports snow plowing and removal efforts. The beach groomer will increase the operational efficiency of the Town Beach and contribute towards the daily maintenance efforts. Equipment proposed for funding during the 2020-2021 fiscal year is detailed below:

- **Dump Truck 1 ton w/plow** - A total of \$50,000 is proposed for the replacement of a 2013 one-ton dump with plow that is used by parks personnel in support of daily. The anticipated mileage at time of trade-in in FY20-21 is 65,000 miles. Vehicle maintenance reports reveal that this vehicle has required in excess of the average level of repair for a truck of its age and mileage.
- **12 Ft Mower** - Funding is proposed for replacement of a 2012 John Deere 1600 twelve-foot mower that has logged approximately 1,620 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. \$30,000 is proposed in FY 2020-2021 which is half of the anticipated cost for this machine. Combined with \$30,000 budgeted in FY 2019-2020, a total of \$60,000 will allow for replacement in FY 2020-2021.
- **Beach Groomer** - Funding of \$60,000 is proposed for a beach-grooming machine, which will increase the operational efficiency at the Town Beach contributing towards the daily maintenance that Parks, and Aquatics staff provide to ensure that beach patrons have an enjoyable visit on any given day in the summer. 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.

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/Replacement to replace aging equipment or acquire new equipment as needed.

FUNDING TIMELINE

- Multi-year funded capital program
- \$140,000 Total FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

PROJECT TITLE

Road Reconstruction and Pavement Overlay Projects

PROJECT DESCRIPTION

- **Road Reconstruction**

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½" binder and 1½" bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs including swales) may also be required in conjunction with road reconstruction projects depending on the area of road surface that reclaimed to the substrate layer. FY 2020-2021 road reconstruction is proposed as follows:



Torrey Road – Arterial Road

Torrey Road will be reconstructed because of poor subsoil conditions and a high water table. The approximately 2,800' of roadway warrants full depth reclamation, under-drains, 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.



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 2020-2021 fiscal year:

River Street – Collector Road

River Street is presently under construction by Suez Water for a water main upgrade. Suez is required to repave a portion of the roadway following water main installation. A portion of the street outside of the Suez development zone will require improvements and is proposed for pavement overlay during the upcoming fiscal year.



Pay-As-You-Go Project Summaries, *continued*

Stedman Court – Local Road

Stedman Court is approximately 450' in length. Presently, the roadway is in disrepair and in need of a new treatment due to recent sewer utility work. Anticipated road improvements include milling and selective failed asphalt removal, followed by tack coat, and a Class 9.5 bituminous concrete overlay.

JUSTIFICATION

- Increases life cycle of public roadways for use by the general public
- Reduces potential liability claims

CATEGORY

- These projects are supported through the General Fund, the sale of public services bonds, funding held in the Public Works Improvement Reserve Fund, with a focus on improving roadway infrastructure.

FUNDING TIMELINE

- Single year funded capital projects

Road Reconstruction and Pavement Overlay Projects	FY 2020-2021
Torrey Road	\$242,250
River Street	117,000
Stedman Court	27,300
Total FY 2020-2021 PAYG Funding	\$386,550



DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

PROJECT TITLE

New Drainage/Erosion Control/TMDL Projects

PROJECT DESCRIPTION

■ **TMDL Implementation**

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 and regulatory agency permitting was completed during spring 2019. The proposed work was bid to qualified contractors and awarded in fall 2019. Construction completion is anticipated on or before July 1, 2020.

In accordance with the Town's continued commitment to the TMDL management and improvement, the Public Services Department will shift efforts to the Green Hill Pond TMDL once Narrow River TMDL BMPs are completed. The Engineering Division expects to bid preliminary assessment in summer 2020 and begin design once a stormwater attenuation study is complete for the Green Hill Pond watershed.

■ **Matunuck Beach Road Sheet Pile Wall Maintenance**

Matunuck Beach Road protection 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. 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, whereby sand replenishment has been performed in the spring annually since 2017, and will continue again for FY 2020-2021. Annual reserve funding will provide for future maintenance of the sheet pile wall and beach replenishment on an as-needed basis.





An additional 350' steel pile sheet wall (Phase 2) was permitted with CRMC in November 2019. The new section will be a continuation of the wall completed in 2018 and will help to provide seamless protection to the most vulnerable section of Matunuck Beach Road and critical utility infrastructure located therein. For several years, DPS has sought non-tax resources to pay for construction of the seawall. To date, those efforts have not been fruitful and all indications are that grant funding for the full amount of the project is not likely in the immediate future. DPS has recently completed a grant application seeking \$500,000 through a newly established resiliency program of the RI Infrastructure Bank. While the Town is hopeful that this request will be successful, the Town as part of the CIP is proposing to bond \$3M to cover the full cost of Phase 2. Construction commencement will begin once funding is secured for the project.

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.

FUNDING TIMELINE

- Multi-year funded capital projects

Drainage/ Erosion Control/ TMDL Projects	FY 2020-2021
TMDL Implementation Reserve Fund	\$75,000
Matunuck Beach Road Protection Reserve Fund	20,000
Total FY 2020-2021 PAYG Funding	\$95,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services – Public Works

PROGRAM TITLE

Public Services Building & Highway Facility Improvement Program

PROGRAM DESCRIPTION

Reserve funding in the amount of \$25,000 is proposed for reserve funding for future improvements to the Highway Division's compound security perimeter fence.

JUSTIFICATION

- The Highway Division's Asa Pond Road compound dates back to the 1970s and serves as the primary storage facility for Highway and Parks Division equipment and materials storage.
- It is important to maintain and provide improvements as needed to municipal property.

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.

FUNDING TIMELINE

- Multi-year funded capital project
- \$25,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services – Streets & Highways

PROGRAM TITLE

Public Works Equipment Acquisition/Replacement Program

PROGRAM DESCRIPTION

The Public Works equipment acquisition/replacement program was established to ensure that vehicles and equipment are replaced in a timely and cost-efficient manner. Each year, the Highway Division equipment procurement schedule is reviewed and revised with the objective of retaining certain equipment for longer periods before replacement is necessary. Heavy rolling stock equipment such as excavating (i.e. payloader, backhoe) and grading equipment are used fewer hours than smaller equipment such as pickups and small dump trucks, and may be able to be kept in service for a longer time period than originally anticipated. Equipment proposed for FY 2020-2021 is shown as follows:

- **Large Dump Truck**

The Highway Division equipment fleet includes two large 10-wheel dump trucks that are used on arterial plow routes subject to snowdrifts. These trucks are also the primary means of hauling the Town's street sweeping spoils to RI Resource Recovery Central (RIRRC) Landfill facility for disposal. FY 2020-2021 is the first of a 3-year funding cycle for replacement of the 2006 International 10-wheel side dump truck with snowplow, which has approximately 76,000 miles and is starting to have engine issues. The multi-year funding plan will ensure sufficient funds available for replacement in FY 2022-2023.



- **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 2008 Sterling dump truck with 45,000 miles is proposed for replacement. The trade-in vehicle frame, body suffers from severe dump body corrosion due to corrosive nature of road salt employed for snow and ice control. Proposed FY 2020-2021 funding will be \$185,000.



- **Pickup truck**

The Division presently employs seven pickup/ utility box trucks for the many diversified services the Division provides. The pickup truck fleet realizes the most use of all Highway Division rolling stock equipment since the trucks are also used extensively for winter snow removal on narrow, tight plow routes throughout Town.





It is therefore important to replace the pickup truck fleet on a regular basis. A one-ton pickup truck equipped with four-wheel drive and snowplow is proposed for acquisition during FY 2020-2021 and will replace a 2011 Chevrolet, model 3500 four-wheel drive with snowplow having approximately 68,000 miles.

- **Payloader**

The Highway Division presently utilizes a 2006 John Deere payloader that has logged approximately 6,000 hours. This equipment is used extensively for material handling, especially during the winter to load Highway Division dump trucks with road salt mix 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 of this equipment (approximately \$250,000), annual reserve funding was established in FY 2018-2019 for future replacement of this critical equipment. FY 2020-2021 funding represents year three 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.

FUNDING TIMELINE

- Multi-year funded capital program

Equipment Acquisition/ Replacement Program	FY 2020-2021
Large Dump Truck	\$75,000
Medium Dump Truck	185,000
Pickup Truck	39,000
Payloader	85,000
Total FY 2020-2021 PAYG Funding	\$384,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety – General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

Reserve funding is proposed for equipment upgrades forecasted in the 2022-2023 fiscal year. These projects include Network and Firewall Replacement (\$50,000) and Server Virtualization Hardware Replacement/Update (\$50,000). Installment funding is proposed to meet the projected cost of this equipment.



JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project

DEPARTMENT

Public Safety – General

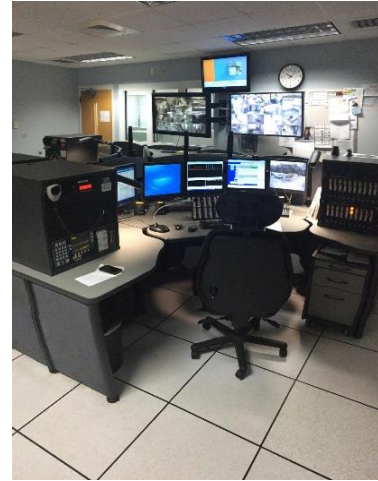
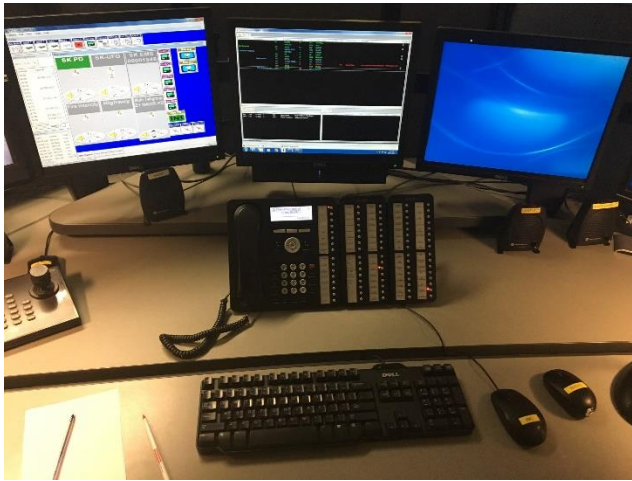
PROGRAM TITLE

Communications Systems Maintenance Program

PROGRAM DESCRIPTION

Reserve funding for replacement as needed of equipment used in the various communication systems operated by the Police Department. These include closed circuit surveillance; public safety dispatch systems supporting Police, Emergency Medical and Fire Services; and the telephone systems servicing the Public Safety Complex.

Forecasted in FY 2020-2021 is the replacement or upgrade of the voice recording system at an estimated cost of \$20,000. This system records telephone lines coming into dispatch, along with radio transmissions for Police, Fire and EMS services. These recordings are crucial as they document what transpired during the emergency call into the Public Safety Dispatch Center.



JUSTIFICATION

- Annual reserve funding allows for timely replacement of the various critical system elements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project
- \$12,500 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety – General

PROGRAM TITLE

Public Safety Building Maintenance Program

PROGRAM 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 two inefficient chilled water pumps and motors at an estimated cost of \$35,000. The new equipment will increase the energy efficiency of the chilled water loop system.

Continued reserve funding is proposed to supplement the existing reserve for facility maintenance and improvements as needed.



JUSTIFICATION

- Mechanical systems are original to the Public Safety Complex constructed in 1998
- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project
- \$20,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety - Emergency Medical Services (EMS) Division

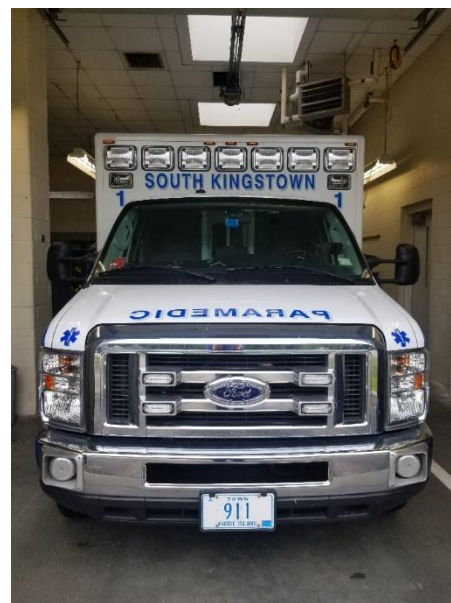
PROGRAM TITLE

EMS Vehicle Replacement Program

PROGRAM DESCRIPTION

The EMS Division utilizes two ambulances and one utility (first responder) vehicle on a 24/7 schedule, along with two reserve vehicles, one ambulance and one utility vehicle. The Division's vehicle replacement program is structured such that the primary vehicle scheduled for replacement is moved into reserve status, and the old reserve vehicle is used as a trade-in.

A new transport ambulance is proposed for acquisition in FY 2022-2023 as a result of service expansion during day hours on a 12-hour schedule to handle peak volume. The new transport unit will replace the 2016 transport unit as primary vehicle for Paramedic 1, which will then be utilized as Paramedic 4 that will function as a 12-hour peak volume transport unit. Reserve funding in the amount of \$65,000 is proposed for FY 2020-2021 as the first of a 3-year funding cycle for a new ambulance.



JUSTIFICATION

- Annual reserve funding allows for timely replacement of the vehicles as needed.

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project
- \$65,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety – Emergency Medical Services (EMS) Division

PROGRAM TITLE

EMS Medical Diagnostics/Equipment Replacement Program

PROGRAM DESCRIPTION

The EMS Capital Reserve Fund is also utilized for the purchase of high-cost medical, computer, and safety equipment needed for the proper operation of emergency medical services. It is proposed to continue reserve funding in FY 2020-2021 to be allocated as follows:

Cardiac Monitor/Defibrillator: The EMS Division maintains three front-line cardiac monitor/defibrillators that were acquired and placed in service in 2012. These units have a life expectancy of 7-8 years and are proposed for replacement beginning in FY 2020-2021 through FY 2023-2024. The cost of one cardiac monitor/defibrillator proposed for replacement in FY 2020-2021 is \$31,000, less trade in, utilizing \$13,000 allocated in FY 2019-2020 reserve funding with the balance from proposed FY 2020-2021 reserve funding.

Lucas Chest Compression Device: The Division maintains three of these units (one on each vehicle), one of which was acquired in 2014 and the other two in 2010. This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Reserve funding is proposed for replacement of the two 2010 units at an estimated cost of \$15,000 each; with one unit to be replaced in FY 2020-2021 and the second unit in FY 2021-2022.



JUSTIFICATION

- Annual reserve funding allows for timely replacement of the critical system elements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on Public Safety to enhance public safety related infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital project
- \$37,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Safety – Fire Alarm Division

PROGRAM TITLE

Fire Alarm Equipment Replacement

PROJECT DESCRIPTION

Funding for equipment replacement is proposed in FY 2020-2021 in the amount of \$20,000 as shown below:

- **Prism Digitizers (panic and burglar alarms):**

New radio boxes have been installed in all Town Buildings. This project is evolving outside original bid with some panic buttons and burglar alarm modification being done for inside building staff safety. New Prism Digitizers in dispatch would replace the older 3505 digitize equipment. The newer Prisms would work better with the new generation alarm boxes having panic buttons. More user text could be added for description purposes when a panic or burglar alarm was activated along with any fire alarms activation. The new Prism has more memory and easier user interaction. This project includes installation and removal of older units.



JUSTIFICATION

- Providing for the maintenance and replacement as needed of equipment and vehicles 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.

FUNDING TIMELINE

- Multi-year funded capital projects
- \$20,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Library

PROGRAM TITLE

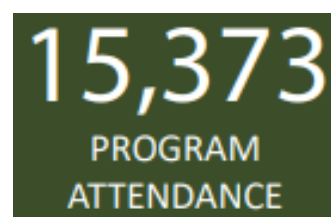
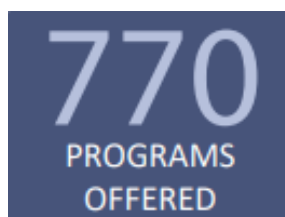
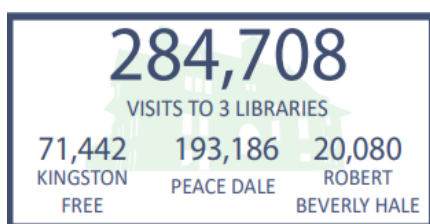
Library Programs - Facilities Improvements

PROJECT DESCRIPTION

Funding is proposed in FY 2020-2021 in the amount of \$15,000 as shown below:

- **Facilities Study**

A long term goal of the Library Action Plan includes expansion and diversification of services. A facilities study to reclaim unused space in the Peace Dale Library is proposed for FY 2020-2021.



JUSTIFICATION

- Providing for the preservation and improvement of Town facilities
- Improved public accessibility
- Providing adequate and safe parking

CATEGORY

- This program is supported through the Library Fund, with a focus on facility maintenance and improvements to the public library system.

FUNDING TIMELINE

- Multi-year funded capital projects
- \$15,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Information Technology (IT) Department

PROGRAM TITLE

IT Equipment Replacement Program

PROJECT DESCRIPTION

- **Fiber Ring Equipment and Firewall Replacement: \$50,000**
During FY 2015-2016, the Town established a fiber ring between several Town locations. This fiber ring connects Town Hall with Public Services, Highway, Neighborhood Guild, Senior Center, Public Safety Complex, Animal Shelter, Peace Dale Library and the High School to create private connections with high-speed bandwidth. Many of the Town's software applications (financials, payroll, file sharing and email to name a few) rely on this ring being available and its equipment to be running at optimal performance. It is proposed to establish reserve funding \$50,000 in both FY 2020-2021 and FY 2021-2022 to replace the fiber network equipment and firewall in FY 2021-2022 at a projected cost of \$100,000 as the equipment will then be appropriately 6 years old.
- **Vision Tax Administration, Collection and Utility Billing Software Upgrade: \$33,200**
The Tax Administration, Collection and Utility Billing software services the Collection, Assessment and Public Services departments housing billing and payment data related to taxes and water/sewer bills. This data is provided to the public on a daily basis. These systems currently exist in an outdated database that is consistently slow to retrieve data. The vendor, Vision Government Solutions, has an upgraded version to its software which includes many features that the Town has wanted. It is proposed to upgrade to their latest version to take advantage of newer technology, namely the database being converted to Microsoft SQL, a standard in the industry with improved reliability and speed.

JUSTIFICATION

- Providing for the necessary maintenance and improvement of the Town's information technology systems.

CATEGORY

- This program is supported through the General Fund, with a focus on equipment acquisition/replacement to replace aging equipment or acquire new as needed.

FUNDING TIMELINE

- Multi-year funded capital program
- \$83,200 Total FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Tax Assessment

PROGRAM TITLE

Property Appraisal Program

PROGRAM DESCRIPTION

The Town's last full mass appraisal, or revaluation, was completed as of December 31, 2012 and a statistical revaluation was 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, therefore the entire cost projected at \$511,216 will be borne by the Town, utilizing reserve funding and an additional \$343,300 proposed in FY 2020-2021.

JUSTIFICATION

- Property revaluation is mandated by the State and requires a physical measurement and listing of properties, with the goal of setting property values current to the date of value.

CATEGORY

- This program is supported through the General Fund, with a focus on reexamining and reappraising all classes of property (real estate and tangible personal property).

FUNDING TIMELINE

- Multi-year funded capital program
- \$343,300 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Town Hall

PROGRAM TITLE

Facility Improvements and Pool Vehicle Replacement Program

PROGRAM DESCRIPTION

Funding for facility improvements and vehicle replacement is proposed in FY 2020-2021 as follows:

- **Reserve funding for Town Hall Improvements: \$47,500**

Funding is maintained in the Town Hall Reserve Fund for upgrades and improvements to the Town Hall complex as needed. As of June 30, 2019 an available balance of \$48,080 is anticipated. Proposed facility improvements in FY 2020-2021 include new air conditioning for the Town Clerk's office, replacement of storm windows in the Town Council Chambers, and exterior painting and roof cresting repair.



- **Facilities Superintendent Vehicle Replacement: \$50,000**

Funding is proposed as the 2nd of a two-year funding cycle for 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

- Important to keep vehicles in good working order
- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus on maintaining public infrastructure and replacing vehicles as needed.

FUNDING TIMELINE

- Multi-year funded capital program
- \$97,500 Total FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Center Facility Improvements

PROJECT DESCRIPTION

Funding of \$50,000 is proposed for FY 2020-2021 for staining the complete wood-shingled building exterior and painting of the building above the flat roof. The building is nineteen years old and has not had any maintenance of the exterior beyond replacement of the flat roof in FY 2018-2019. The wood shingles are showing signs of wear and tear from the years of exposure to the elements. Staining is necessary to preserve and extend the life of the siding before full replacement is necessary.

JUSTIFICATION

- Protection and extended life of facility infrastructure
- Responsible planning for future of facility; minimizes risk to building infrastructure.

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.



FUNDING TIMELINE

- Single year funded capital project
- \$50,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Senior Services

PROGRAM TITLE

Transportation Program

PROGRAM DESCRIPTION

The Department operates a 2003 van as a back-up vehicle to the 2011 van when it is off the road for service. As the local population ages and more seniors become unable to drive themselves, it is anticipated that the transportation program will see a gradual increase in ridership. Barring any significant changes in this trend, a replacement for the 2003 van is projected in six years.



JUSTIFICATION

- Provision of safe transport services for an aging population to remain independent and in the community

CATEGORY

- This program is supported through the Senior Services Fund, with a focus on provision of critical services to the aging population.

FUNDING TIMELINE

- Multi-year funded capital project
- \$10,000 FY 2020-2021 PAYG Funding



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Neighborhood Guild Fund

PROGRAM TITLE

Neighborhood Guild Improvements

PROGRAM DESCRIPTION

In the last four years the Neighborhood Guild has undergone numerous interior and exterior improvements that will continue in FY 2020-2021. The scope of work to be conducted is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. Improvements proposed for FY 2020-2021 consist of the following elements:

Exterior Main Entrance Alcove Rehabilitation: \$75,000

The complete reconstruction of the main entrance alcove is a priority within the coming year. Leaks in the roof and windows have caused damage to the walls and ceiling, and are not repairable without full reconstruction of this 12' x 12' space that provides an enclosed transitional access area to and from the building. The estimated cost of this project from engineering to construction completion is \$75,000.

Replacement of Windows/Installation of new HVAC: \$945,000

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual AC units in order to run programs in a comfortable climate during the summer months. An energy efficient air conditioning system will have an immediate impact on overall utility costs, as well as the Department's ability to offer a climate controlled environment for year round programs. The projected cost is \$945,000.



Roof Replacement, Cupola Restoration, Chimney Re-pointing: \$50,000

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables are in need of restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$50,000.

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic: \$30,000

Within the current year the majority of the Department's sports and fitness programs that were held at the Guild will transition to the Recreation Center. Plans for the Guild involve a transition to an education, arts, and all around community center, with more emphasis on passive recreation programming. These changes will be integrated into the rehabilitation plans which propose renovations of the gymnasium and select activity areas, the Department's administrative offices, at an estimated cost of \$30,000.



Security/Surveillance System: \$15,000

Funding is proposed for purchase and installation of a video surveillance system at the Neighborhood Guild. The system will include three to five cameras disbursed throughout the building in the main lobby, basement and second floor, as well as an external camera on the parking lot. It will also include necessary video monitor to be located at the front desk. The system will be connected to the Police Department for an additional layer of security. The Guild is open to the public Monday-Friday 8am to 8:30pm. It also serves as a public warming and Cooling center during extreme weather. The evening shift from 5:00pm-8:30pm operates with just two employees. This system will provide a better sense of who enters and exits the building; and serve to deter the possibility of malicious activity in areas of the building where there is no staff present.



Floor Cleaning Machine: \$10,000

Funding is earmarked for a Tennant Power Floor Scrubbing machine to replace the sorely outdated Electric scrubber currently in use at the Neighborhood Guild. The proposed machine features electrolyzed water technology which does not require any cleaning chemicals. The safety benefits of electrolyzed water make it an ideal cleaning and sanitizing system for any facility, particularly schools, healthcare facilities, and fitness centers. The Recreation Center uses a ride-on Tennant for maintaining all of the floor surfaces in the in the building. It has proven to be a valuable piece of equipment both in effectiveness and efficiency.



JUSTIFICATION

- Provision of Core Services and Facilities
- Maintain facility infrastructure
- Reduces Risk

CATEGORY

- This program is supported through the Neighborhood Guild Fund, with a focus on maintaining safe and efficient infrastructure for provision of indoor recreational programming

FUNDING TIMELINE

- Multi-year funded capital project

Neighborhood Guild Improvements	FY 2020-2021
Exterior Main Entrance Alcove Rehabilitation	\$75,000
Replacement of Windows/Installation of new HVAC	945,000
Roof Replacement, Cupola Restoration, Chimney Re-pointing	50,000
Interior Restoration/Improvements to Activity Rooms, Gym & Attic	30,000
Security/Surveillance System	15,000
Floor Cleaning Machine	10,000
Total FY 2020-2021 PAYG Funding	\$1,125,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services – Utilities – Water Division

PROGRAM TITLE

Water Program

PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its principal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2020-2021 include:

- **Victoria Lane and Mautucket Road Water Tank Repair: \$35,000**

The Water Division's Mautucket Road and Victoria Lane water tank exteriors were last painted in 2005 and 2006, respectively, and are now in need exterior spot paint repairs to the coating system. Repairs to be completed with power tool stainless brush and coated with Tnemec two part epoxy paint that was used for the current exterior paint coating system.



- **Factory Pond Pump Station Facility Repairs: \$12,000**

Due to the salt environment in the South Shore area of Town, the steel exterior doors at the Factory Pond well field buildings are in need of replacement. In addition, the equipment building overhead garage door is in need of replacement as well.

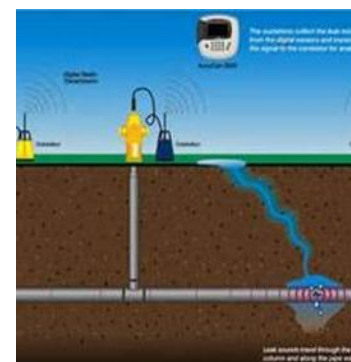


- **Water Quality Study/Disinfection Station: \$12,000**

Since construction of the South Shore disinfection system, the Water Division continues to balance chlorine residuals and disinfection by-product (DBP) levels. Reserve funding is proposed should additional engineering studies or water treatment equipment be required.

- **Leak Detection Reserve: \$20,000**

The Water Division works diligently to reduce "unaccounted for" water for both South Shore and Middlebridge water systems. "Unaccounted for" water is defined as the difference between production water readings and water user readings that are adjusted for unmetered consumption (i.e. fire protection and fire hydrant flushing). The Town contracted with Matchpoint Leak Services in the spring 2017 to conduct a comprehensive field leak survey, which resulted in no leaks being identified for either Middlebridge or South Shore water systems; further, Suez Water RI had all wholesale water meters calibrated in June 2017 and our user water meters are well within AWWA standards for accuracy. Consequently, any unaccounted water in excess of the maximum state goal of 10% continues to be perplexing. However, unaccounted for water management is a dynamic process since leaks can arise at any time and they must be repaired in a timely manner to minimize lost water.



Pay-As-You-Go Project Summaries, *continued*



- **Public Services Department Office Building Contribution: \$10,000**
Reserve funding is proposed in FY 2020-2021 for future maintenance improvements for the Public Services Department administration build located on US Route 1 south across from Marina Park.
- **Vehicle Replacement: \$30,000**
The DPS Administrative staff utilizes three SUVs and two pick-up trucks for daily duties including, travel to meetings, field inspections and complaints in addition to other day-to-day needs. Two of the vehicles are currently “dead-lined” and beyond economical repair. As such, a replacement SUV is proposed for the upcoming fiscal at an estimated cost of \$30,000.
- **GIS Information Upgrade \$20,000**
Upgrades to the Town’s GIS and GPS systems are required from time-to-time, including the Water Division’s GIS infrastructure data layer. Reserve funding in the amount of \$20,000 is proposed for FY 2020-2021 for anticipated future GIS and GPS related upgrades.



JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the Water Fund, with a focus on improving/maintaining water infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital projects

Water Enterprise Fund	FY 2020-2021
Water Tank Spot Painting - Victoria Land and Mautucket Road Tanks	\$35,000
Pump Station Infrastructure	12,000
Water Quality Study/ Disinfection Station	12,000
Leak Detection Reserve	20,000
DPS Office Building Contribution	10,000
Rolling Stock Equipment Replacement	30,000
GIS Upgrade	20,000
Total FY 2020-2021 PAYG Funding	\$139,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

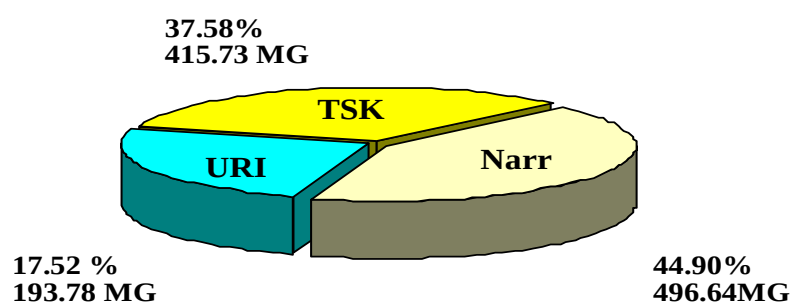
Wastewater Program

PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its principal operation is wastewater collection and treatment. No property tax support is provided to finance Utility based expenditures. In order to ensure smooth and efficient Wastewater Treatment Facility (WWTF) process operations, the Wastewater Division uses a scheduled equipment maintenance and repair program for major WWTF plant components.

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner's respective flow contribution. WWTF flow apportionment for FY 2018-2019 is shown below:

FY 2018-2019 Regional WWTF Partner Flow Shares



Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2018-2019: SK=67.60%; URI=32.40% to the Silver Lake pump station and FY2018-2019: SK=14.23%; URI=85.77% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

The flows and associated percentages noted above are for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction.



Wastewater Fund capital improvements proposed for FY 2020-2021 are shown below:

■ **Local Pump Station Improvements: \$30,000**

In recent years, the use of “flushable wipes” by wastewater users has dramatically increased and is very problematic to the Wastewater Division’s smaller pump stations. Although the wipes are represented as biodegradable, they in fact clog outlying pump station pumps. In lieu of installing separate and expensive screening equipment at each pump station, the Wastewater Division needs to procure a portable grinder pump to macerate the wipes on a periodic schedule. Purchase of this equipment is proposed for FY 2020-2021, with the cost to be paid entirely by South Kingstown. This is the 2nd of a two year funding cycle.



- Total Projected Cost\$30,000
- TSK Regional Partner Share (100%)\$30,000

■ **Silver Lake Pump Station Upgrades: \$160,000**

The Silver Lake Pump Station pump #1 is one of the original pumps that date back to pump station construction in the mid-1970's. The pump has reached its useful life and needs to be replaced along with miscellaneous pump control equipment. Silver Lake pump station flow cost sharing will be used to apportion this capital expenditure, as shown below:



- Total Projected Cost\$160,000
- TSK Regional Partner Share (67.60%)\$108,160

■ **Waste Sludge Pump Replacement: \$50,000**

The WWTF waste activated sludge (WAS) building employs two pumps that date back to original WWTF construction in the mid-1970s, whereby they have reached their useful life and will require replacement. The proposed pump will be an “in-kind” replacement by the original manufacturer to avoid complex and expensive piping system modifications.



Since the pump will be an in-kind replacement, all work will be performed by WWTF staff at a significant savings to the Town and its regional partners. FY 2020-2021 represents the first year of a two year funding cycle. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost\$50,000
- TSK Regional Partner Share (37.58%)\$18,790



- **Regional WWTF Septage Building: \$75,000**

The Regional WWTF serves as a septage receiving facility for the Towns of Narragansett and South Kingstown. The WWTF also accepts septage from outlying communities on a space available basis. The septage receiving building utilizes a grit removal system that dates back to original WWTF construction in the mid-1970s and is now in need of replacement. This is the third year of a 3-year funding cycle.. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- Total Projected Cost\$75,000
- TSK Regional Partner Share (37.58%)\$28,185

- **Chemical Storage Building: \$10,000**

Sodium Hypochlorite (Hypo) is used for disinfection of the treated wastewater effluent prior to ocean discharge. Two (2) tanks are utilized for “hypo” injection, a 500 gallon day tank to draw out of and a 4,100 gallon bulk storage tank. This will be the first year of a 2-year funding cycle to replace both tanks. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- Total Projected Cost\$10,000
- TSK Regional Partner Share (37.58%)\$3,758

- **Regional WWTF Secondary Clarifier Repair: \$100,000**

The Regional WWTF has four final clarifiers. Clarifiers 1 and 2 were originally constructed in the mid-1970's during original WWTF construction. . Given their age and the corrosive environment of the wastewater, the mechanical components (which include, weirs, skimmer arms and drive units) are in need of repair and or replacement. FY 2020-2021 funding represents the first year of a 3-year funding cycle for this project. WWTF flow cost sharing as shown below will be used for this project:



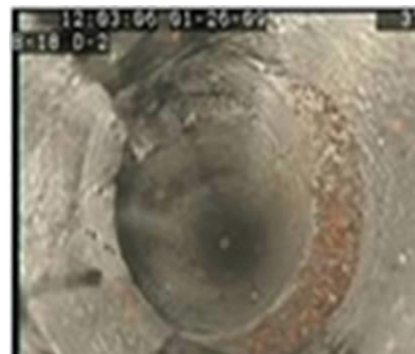
- 2020-2021 Reserve Funding\$100,000
- TSK Regional Partner Share (37.58%)\$37,580



Pay-As-You-Go Project Summaries, *continued*

■ **Collection System Interceptor Repair and Cleaning: \$150,000**

Since original construction of the wastewater collection system in the mid-1970s, the Wastewater Division cleans the lateral sewer system over a two (2) year period using a high-pressure “jet-spray” machine. This ensures that the lateral sewer system (which comprises the vast majority of the overall collection system) is free from blockages and associated backups. However, the large diameter interceptor that runs along Route 108 and Saugatucket River is beyond in-house capabilities whereby a third party contractor is required for cleaning, inspection and repairs, if necessary. FY 2020-2021 represents the first year of a 3-year funding cycle for interceptor repair and cleaning. Silver Lake pump flows cost sharing will be used for this project as shown below:



- 2020-2021 Reserve Funding\$150,000
- TSK Regional Partner Share (67.60%)\$101,400

■ **Rolling Stock Equipment Replacement: \$35,000**

A replacement vehicle for the Wastewater Division is proposed in FY 2020-2021. The Division currently has four pickup/ utility body trucks, and one SUV. The new vehicle will replace a 2011 Ford F350 with a lift tailgate and 89,137 miles. WWTF flow cost sharing being used is shown below:



- Total Projected Cost\$35,000
- TSK Regional Partner Share (38.54%)\$12,333

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 sewage.

Pay-As-You-Go Project Summaries, *continued*



FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Enterprise Fund	FY 2020-2021
WWTF, Telemetry & Pump Stations	
Local Pump Station Improvements	\$ 30,000
Silver Lake P. S. Upgrades	160,000
Solids Handling	
Waste Sludge Pump	50,000
Septage Building	75,000
Secondary Treatment	
Chemical Storage Building Repair	10,000
Clarifier Repair	100,000
Collection System	
Interceptor Repair and Cleaning	150,000
Equipment & GIS	
Rolling Stock Equipment Replacement	35,000
Total FY 2020-2021 PAYG Funding	\$610,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

School Fund

PROGRAM TITLE

Technology - Equipment Replacement

PROGRAM DESCRIPTION

The School Technology Equipment Replacement program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule.

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.

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Technology Program	FY 2020-2021
Technology	
Telecommunications Program	\$25,000
Computer Equity/Replacement	50,000
Student Computer Initiative (1:1 Ratio)	175,000
Network Hardware	75,000
Total FY 2020-2021 PAYG Funding	\$325,000



Pay-As-You-Go Project Summaries, *continued*

DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

The School Department annually proposes district-wide projects.

JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the School Fund, with a focus on equipment acquisition and replacement to replace aging equipment or acquiring new equipment as needed.

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund District Wide Projects	FY 2020-2021
District-wide Projects	
Vehicle Replacement Program	\$55,000
Vehicle Sander	6,000
Tomcat Carbon Floor Machine	11,000
Total FY 2020-2021 PAYG Funding	\$72,000

Six Year Capital Improvement Program



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$152,000	\$132,990	\$190,000	\$182,000	\$165,000	\$150,000	\$167,000	\$986,990
Equipment Acquisition/Replacement	119,000	140,000	163,000	191,500	196,000	119,500	155,000	965,000
Subtotal - Recreation Dept.	\$271,000	\$272,990	\$353,000	\$373,500	\$361,000	\$269,500	\$322,000	\$1,951,990
Public Services Program								
Road Improvement Program	\$670,000	\$463,000	\$700,000	\$710,000	\$730,000	\$730,000	\$730,000	\$4,063,000
Equipment Acquisition/Replacement	355,000	384,000	374,000	364,000	399,000	400,000	387,000	2,308,000
Subtotal - Public Services Dept.	\$1,025,000	\$847,000	\$1,074,000	\$1,074,000	\$1,129,000	\$1,130,000	\$1,117,000	\$6,371,000
Public Safety Program								
Computer System Equipment	\$20,000	\$17,500	\$25,000	\$25,000	\$10,000	\$10,000	\$10,000	\$97,500
Communications Equipment	0	12,500	20,000	20,000	25,000	25,000	20,000	122,500
Public Safety Building - General	15,000	20,000	30,000	30,000	25,000	25,000	25,000	155,000
Animal Control Facility Improvements	0	0	0	0	0	0	0	0
Animal Control Vehicle Replacement	0	0	15,000	20,000	0	0	0	35,000
Harbor Patrol - Equipment Replacement	0	0	0	0	0	0	0	0
Subtotal - Public Safety Dept.	\$35,000	\$50,000	\$90,000	\$95,000	\$60,000	\$60,000	\$55,000	\$410,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$13,000	\$37,000	\$50,000	\$35,000	\$51,000	\$20,000	\$0	\$193,000
Facilities Improvements - North Station	0	0	0	0	0	0	0	0
Facilities Improvements - South Station	20,000	0	0	0	0	0	0	0
Mobile Computing Upgrade	0	0	0	0	0	0	0	0
EMS Vehicle Replacement #1	0	65,000	80,000	85,000	0	0	0	230,000
EMS Vehicle Replacement #2	0	0	0	0	0	20,000	30,000	50,000
EMS Vehicle Replacement #3	90,000	0	0	0	80,000	80,000	90,000	250,000
Subtotal - EMS Dept.	\$123,000	\$102,000	\$130,000	\$120,000	\$131,000	\$120,000	\$120,000	\$723,000
Fire Alarm Division								
Prism Digitizers - panic and burglar alarms	\$30,000	\$20,000	\$10,000	\$0	\$0	\$0	\$0	\$30,000
Town Hall Fire Alarm Upgrade	0	0	20,000	20,000	20,000	0	0	60,000
Radio Replacement	0	0	12,500	12,500	0	0	0	25,000
Vehicle Replacement	0	0	7,000	16,000	16,000	16,000	16,000	71,000
Subtotal - Fire Alarm Division	\$30,000	\$20,000	\$49,500	\$48,500	\$36,000	\$16,000	\$16,000	\$186,000
Library Program								
Hazard Memorial Library Exterior Painting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
System wide Facilities Planning Contract	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Potential Land Purchase	\$0	0	16,000	17,000	17,000	0	0	\$50,000
Subtotal - Library Program	\$0	\$15,000	\$16,000	\$17,000	\$17,000	\$0	\$0	\$65,000
General Government								
Information Technology Program	\$15,000	\$83,200	\$83,200	\$50,000	\$70,000	\$50,000	\$20,000	\$356,400
Property Appraisal Program	100,000	343,300	34,540	34,550	34,550	0	0	446,940
Town Hall - Renovations and Upkeep	15,000	47,500	67,500	57,000	77,000	92,000	25,000	366,000
Pool Car/Facilities Super Truck	20,000	50,000	15,000	20,000	0	0	0	85,000
Subtotal - General Government	\$150,000	\$524,000	\$200,240	\$161,550	\$181,550	\$142,000	\$45,000	\$1,254,340
TOTAL General Fund (101)	\$1,634,000	\$1,830,990	\$1,912,740	\$1,889,550	\$1,915,550	\$1,737,500	\$1,675,000	\$10,961,330

Six Year Capital Improvement Program, *continued*



Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND								
Senior Services Program (304)	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
Adult Day Services Center Improvements								
Replacement of Exterior Doors	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Front Entrance Portico Replacement	20,000	0	0	0	0	0	0	0
HVAC/Attic Fans	0	0	10,000	0	0	0	0	10,000
Parking Lot Improvements - repaving	0	0	0	10,000	0	0	0	10,000
Senior Center Facility Improvements								
Sanitize Ductwork/HVAC Units	\$0	\$0	\$0	\$0	\$10,000	\$0	\$10,000	\$20,000
Gas Hot Water Heater Replacement	11,000	0	0	0	0	0	0	0
Asphalt Roof Shingle Replacement	0	0	0	0	0	10,000	10,000	20,000
Facility Access Control (fob system)	0	0	0	0	0	0	15,000	15,000
Exterior Re-side/Stain/Paint Above Flat Roof	0	50,000	0	0	0	0	0	50,000
HVAC Replacement Reserve	0	0	0	0	10,000	10,000	0	20,000
Parking Lot Improvements-Reclaim & Paving	0	0	0	10,000	15,000	15,000	0	40,000
Concrete Walkway - Replacement	0	0	15,000	0	0	0	0	15,000
Senior Center Annex Improvements								
Interior Rehabilitation	0	0	0	0	0	0	0	0
Senior Transportation								
Senior Van - 12 Passenger	\$10,000	\$10,000	\$10,000	\$20,000	\$0	\$0	\$0	\$40,000
TOTAL Senior Services Fund (304)	\$41,000	\$60,000	\$45,000	\$40,000	\$35,000	\$35,000	\$35,000	\$250,000

Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Neighborhood Guild Fund (306)	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
Neighborhood Guild Improvements								
Exterior Main Entrance Alcove	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$0	\$75,000
Window Replacement/HVAC	875,000	945,000	0	0	0	0	0	945,000
Roof Replacement	50,000	50,000	0	0	0	0	0	50,000
Interior Restoration	30,000	30,000	0	0	0	0	0	30,000
Security/Surveillance System	15,000	15,000	0	0	0	0	0	15,000
Floor Cleaning Machine	10,000	10,000	0	0	0	0	0	10,000
TOTAL Neighborhood Guild Fund (306)	\$1,055,000	\$1,125,000	\$0	\$0	\$0	\$0	\$0	\$1,125,000

Six Year Capital Improvement Program, *continued*



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
Water Storage	Projected							
Mautucket Water Tank Cleaning	\$13,000	\$0	\$15,000	\$0	\$17,000	\$0	\$19,000	\$51,000
Mautucket Tank Repair	0	15,000	0	0	0	0	0	15,000
Victoria Lane Water Tank Cleaning	40,000	0	42,000	0	44,000	0	46,000	132,000
Victoria Lane Tank Repair	0	20,000	0	0	0	0	10,000	30,000
SCADA/Telemetry Upgrades	0	0	0	0	38,000	0	0	38,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
RIDOH Vulnerability Assessment Plan	0	0	0	20,000	0	0	0	20,000
Water Supply Mgmt. Plan Reaffirmation	0	0	0	30,000	0	0	0	30,000
Pump Station Infrastructure	0	12,000	0	0	0	0	10,000	22,000
Water Quality Study/Disinfection Station	0	12,000	0	0	0	25,000	0	37,000
Water Distribution								
Leak Detection Reserve	\$0	\$20,000	\$25,000	\$0	\$0	\$0	\$25,000	\$70,000
Water Main Replacement Reserve	25,000	0	25,000	0	25,000	25,000	0	75,000
Equipment & GIS								
DPS Office Building Contribution	\$10,000	\$10,000	\$0	\$0	\$0	\$15,000	\$0	\$25,000
Rolling Stock Equipment Replacement	0	30,000	0	37,000	0	35,000	30,000	132,000
GIS Upgrade	0	20,000	0	0	0	20,000	0	40,000
Metering Services								
TOTAL Water Fund (702)	\$88,000	\$139,000	\$107,000	\$107,000	\$124,000	\$120,000	\$140,000	\$737,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
WWTF, Telemetry & Pump Stations	Projected							
WWTF Building Infrastructure Upgrade	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WWTF Telemetry and Control Upgrade	0	0	0	0	35,000	0	0	35,000
WWTF Standby Generator Replacement	0	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	20,000	0	0	0	0	20,000
Local Pump Station Improvements	0	30,000	10,000	50,000	0	20,000	0	110,000
Silver Lake P. S. Upgrades	20,000	160,000	10,000	20,000	0	20,000	22,000	232,000
Kingston P. S. Upgrades	20,000	0	10,000	50,000	0	10,000	22,000	92,000
Solids Handling								
Solids Handling Upgrade	\$0	\$0	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Waste Sludge Pumps	0	50,000	0	0	50,000	0	0	100,000
Septage Holding Tank	0	0	0	50,000	0	0	0	50,000
Septage Building	20,000	75,000	0	0	0	0	0	75,000
Primary Treatment								
Influent Headworks	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Primary Treatment Upgrade	50,000	0	0	0	0	0	0	0
Primary Grease & Sludge Pumps	0	0	0	0	50,000	0	0	50,000
Secondary Treatment								
Chemical Storage Building Repair	\$20,000	\$10,000	\$40,000	\$0	\$50,000	\$0	\$0	\$100,000
Aeration Equipment Upgrade	0	0	50,000	0	300,000	200,000	100,000	650,000
Clarifier Repair	100,000	100,000	200,000	200,000	0	0	0	500,000
RAS Pump Replacement	0	0	0	125,000	0	0	0	125,000
Collection System								
Evaluation Report	\$25,000	\$0	\$0	\$0	\$25,000	\$25,000	\$0	\$50,000
Interceptor Repair and Cleaning	0	150,000	150,000	50,000	0	0	200,000	550,000
Kingstown Force Main Replacement	0	0	0	0	0	0	0	0
Equipment & GIS								
Collection System Maint. Equipment	\$30,000	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000
Rolling Stock Equipment Replacement	32,000	35,000	0	30,000	0	40,000	35,000	140,000
DPS Building Improvement Contribution	0	0	20,000	0	0	20,000	0	40,000
Geographic Information System Upgrade	10,000	0	12,000	0	25,000	10,000	0	47,000
TOTAL Wastewater Fund (704)	\$367,000	\$610,000	\$687,000	\$600,000	\$535,000	\$345,000	\$379,000	\$3,156,000

Six Year Capital Improvement Program, *continued*



Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400)	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
Technology								
High School Computer Labs	\$45,000	\$0	\$0	\$0	\$0	\$45,000	\$0	\$45,000
Middle Schools Laptops	0	0	50,000	0	50,000	0	0	100,000
Elementary School Laptops	0	0	0	50,000	50,000	0	50,000	150,000
Telecommunications Program	25,000	25,000	25,000	0	0	0	0	50,000
Storage Array	40,000	0	0	0	0	0	0	0
Computer Equity/Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Student Computer Initiative (1:1 Ratio)	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
Wireless Controllers	0	0	0	50,000	0	25,000	0	75,000
Server Room UPS	0	0	0	25,000	0	0	25,000	50,000
Cisco Main Core Switch	0	0	0	0	0	0	125,000	125,000
Cisco Phone Server	0	0	0	0	0	50,000	0	50,000
Wireless Access Points	0	0	0	0	0	100,000	100,000	200,000
Network Hardware	50,000	75,000	50,000	50,000	25,000	50,000	50,000	300,000
Subtotal Technology	\$385,000	\$325,000	\$350,000	\$400,000	\$350,000	\$495,000	\$575,000	\$2,495,000
District-wide Projects								
High School Skylights	\$0	\$0	\$0	\$16,000	\$0	\$0	\$0	\$16,000
Vehicle Replacement Program	45,000	55,000	0	50,000	0	50,000	0	155,000
Vehicle Sander	0	6,000	0	0	0	0	0	6,000
Custodial Floor Machine	0	11,000	11,000	0	0	0	0	22,000
HVAC Roof Top Units	0	0	25,000	25,000	25,000	25,000	25,000	125,000
Painting Program	0	0	0	50,000	0	50,000	0	100,000
Fire Alarm Systems	0	0	0	0	50,000	0	0	50,000
Radio Boxes (Fire Alarm)	0	0	0	0	0	0	0	0
HVAC Controls	0	0	50,000	0	0	50,000	0	100,000
Window and Door Replacement	0	0	0	50,000	0	0	50,000	100,000
Track Resurfacing	0	0	0	35,000	0	0	0	35,000
Storage Shed High School	10,000	0	10,000	0	0	0	0	10,000
Alarm Radio Boxes & Panic Buttons	35,000	0	0	0	0	0	0	0
Carpet Central Office	20,000	0	0	0	0	0	0	0
Press Box Storage Shed CCMS	17,000	0	0	0	0	0	0	0
Fence CCMS Complex	0	0	11,000	0	0	0	0	11,000
Subtotal District-wide Projects	\$127,000	\$72,000	\$107,000	\$226,000	\$75,000	\$175,000	\$75,000	\$730,000
TOTAL School Fund (400)	\$512,000	\$397,000	\$457,000	\$626,000	\$425,000	\$670,000	\$650,000	\$3,225,000
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$512,000	\$397,000	\$457,000	\$626,000	\$425,000	\$670,000	\$650,000	\$3,225,000

CIP Long Range Program Element



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)								
(Includes Bonds and all other Funding Sources)								
	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	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	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$225,000
Affordable Housing	0	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Village Infrastructure	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Saugatucket Park Improvements	0	0	0	40,000	20,000	0	10,000	70,000
Neighborhood Guild Improvements	0	1,125,000	0	0	0	0	0	1,125,000
Marina Park Improvements	50,000	277,010	0	32,990	0	0	0	310,000
Town Beach Program	10,000	85,000	0	130,000	20,000	0	0	235,000
Old Mountain Field Improvements	60,000	350,000	200,000	0	0	0	0	550,000
General Municipal Programs								
Information Technology Program	\$0	\$83,200	\$83,200	\$50,000	\$70,000	\$50,000	\$20,000	\$356,400
Library System	0	15,000	16,000	17,000	17,000	0	0	65,000
Road Improvement Program	1,014,600	4,190,550	1,356,270	946,500	831,750	710,000	1,048,700	9,083,770
Police Element	177,415	50,000	90,000	95,000	60,000	60,000	55,000	410,000
Infrastructure-Analog UHF Radio System	0	2,200,000	0	0	0	0	0	2,200,000
Emergency Medical Services Program	123,000	102,000	130,000	120,000	131,000	120,000	120,000	723,000
Communications Program	30,000	20,000	49,500	48,500	36,000	16,000	16,000	186,000
Property Revaluation Program	0	511,216	0	0	251,600	0	0	762,816
Town Hall Improvements	35,000	97,500	82,500	77,000	77,000	92,000	25,000	451,000
Senior Services Program								
Vehicle Acquisition	10,000	10,000	10,000	20,000	0	0	0	\$40,000
Adult Day Services	20,000	0	20,000	10,000	0	0	0	30,000
Senior Center	11,000	50,000	15,000	10,000	35,000	35,000	35,000	180,000
Utility Department Programs								
Water Meter Replacement Program	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kingston Force Main Replacement	1,000,000	0	1,000,000	0	0	0	0	1,000,000
School Department Programs								
General Building Renovations, Technology, & District-wide Projects	\$1,802,314	\$4,397,000	\$27,957,000	\$43,126,000	\$15,425,000	\$670,000	\$650,000	\$92,225,000
TOTAL Long Range Program	\$5,018,329	\$13,648,476	\$31,094,470	\$44,807,990	\$17,059,350	\$1,838,000	\$2,064,700	\$110,512,986

CIP Debt Service Detail



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$5,018,329	\$13,648,476	\$31,094,470	\$44,807,990	\$17,059,350	\$1,838,000	\$2,064,700	\$110,512,986
Annual Funding Element	\$2,642,000	\$3,036,990	\$3,208,740	\$3,262,550	\$3,034,550	\$2,907,500	\$2,879,000	\$18,329,330
Less Road Improvement Transfers	(\$670,000)	(\$463,000)	(\$700,000)	(\$710,000)	(\$730,000)	(\$730,000)	(\$730,000)	(\$4,063,000)
Less Recreation Program Transfers	(120,000)	(42,990)	(40,000)	(60,000)	(30,000)	(10,000)	(25,000)	(\$207,990)
Less Public Safety/EMS/Fire Alarm Programs	(188,000)	(172,000)	(269,500)	(263,500)	(227,000)	(196,000)	(191,000)	(\$1,319,000)
Less Library Program	0	(15,000)	(16,000)	(17,000)	(17,000)	0	0	(\$65,000)
Less Information Technology Transfers	(15,000)	(83,200)	(83,200)	(50,000)	(70,000)	(50,000)	(20,000)	(\$356,400)
Less Revaluation Program	(100,000)	(343,300)	(34,540)	(34,550)	(34,550)	0	0	(\$446,940)
Less Town Hall Improvement Transfers	(15,000)	(47,500)	(67,500)	(57,000)	(77,000)	(92,000)	(25,000)	(\$366,000)
Less Senior Programs	(41,000)	(60,000)	(45,000)	(40,000)	(35,000)	(35,000)	(35,000)	(\$250,000)
Subtotal Annual Funding Transfers	(1,149,000)	(1,226,990)	(1,255,740)	(1,232,050)	(1,220,550)	(1,113,000)	(1,026,000)	(\$7,074,330)
NET TOTAL Capital Improvement Program	\$6,511,329	\$15,458,476	\$33,047,470	\$46,838,490	\$18,873,350	\$3,632,500	\$3,917,700	\$121,767,986

Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June 30, 2019
GENERAL TOWN BONDS					
Brousseau/Muni land/Sr Ctr/Open/Saugatu	11/12/09	06/15/19	2.25% - 4.5%	\$ 890,000	\$ -
Advance refunding (Playfield/Road/OS/Green)	11/13/12	06/15/24	1.90%	2,312,000	879,449
Advance refunding (Pub Saf/Open/TIP/Roads)	04/08/15	06/15/27	2.0% - 4.0%	3,644,413	1,880,000
Community Gymnasium/Road Bond (\$400,000)	08/16/17	08/15/37	2.0% - 4.0%	4,440,000	4,195,000
Subtotal General Town Bonds				\$ 11,286,413	\$ 6,954,449
SCHOOL BONDS					
Jr High Field/Land/Storage/Playground/Roof	11/12/09	06/15/19	2.25% - 4.5%	\$ 1,120,000	\$ -
School Improvement Series 2009 A	05/01/10	11/01/29	2.55% - 5.00%	1,200,000	660,000
Advance refunding (School Imp/Wakefield/Pla)	11/13/12	06/15/24	1.90%	1,951,000	768,551
Advance refunding (Sch Imp/BRMS/Fields)	04/08/15	06/15/27	2.0% - 4.0%	3,290,587	1,340,000
School Improvement	08/16/17	08/15/37	2.0% - 4.0%	980,000	930,000
Subtotal School Bonds				\$ 8,541,587	\$ 3,698,551
BUSINESS-TYPE ACTIVITIES					
General obligation and revenue bonds:					
Wastewater fund - GO bond	11/13/02	09/01/23	1.38%	\$ 500,000	\$ 142,000
Solid waste fund - GO bond	09/03/02	09/01/22	1.14%	2,000,000	492,719
Solid waste fund - GO bond	11/22/05	09/01/25	1.34%	950,000	374,000
Subtotal Business-Type Activities				\$ 3,450,000	\$ 1,008,719
TOTAL Outstanding Debt Service				\$ 23,278,000	\$ 11,661,719



TAB 22 APPENDIX

Glossary.....	22 - 1

FISCAL YEAR 2020-2021 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.



Glossary, *continued*

I

IAFF

Refer to International Association of Fire Fighters

IBPO

Refer to International Brotherhood of Police Officers

IMPACT FEE

A fee imposed on new development as a total or partial reimbursement for the cost of expanded and/or additional services and/or facilities made necessary by the growth due to the new development.

INTERNAL SERVICE FUND

Proprietary funds used to report activity that provides services or goods to other funds, departments, or agencies of the Town on a cost-reimbursement basis.

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS (IAFF)

South Kingstown employees within the EMS Department (exclusive of the EMS Director) 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.



Glossary, *continued*

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 quantifies.

MERS

Refer to Municipal Employees Retirement System

MISCELLANEOUS REVENUE

A general category for revenue not otherwise specified under other identified categories of revenue.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

"Basis of accounting" refers to when a transaction is recognized. In the modified accrual basis of accounting, revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.

MOODY'S

A credit rating agency that ranks the creditworthiness of borrowers using a standardized ratings scale which measures expected investor loss in the event of default. Securities are assigned a rating from Aaa to C, with Aaa being the highest quality and C the lowest quality. The Town of South Kingstown is rated Aa1.

MOTOR VEHICLE EXCISE TAX

A tax on the privilege of registration and is based on the number of days the motor vehicle, motorcycle, commercial truck, or trailer was registered during the preceding calendar year. Motor vehicles are taxed in arrears, and prorated to the actual number of days the vehicle is registered. All motor vehicle and trailer registration information is provided to the Town by the Rhode Island Department of Motor Vehicles (RIDMV).

MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS)

The Town participates in the State administered Municipal Employees Retirement System (MERS).

MUNICIPALITY

A city or town or other district possessing corporate existence and usually its own local government.

MUNIS

The financial management software used by the Town.



N

O

OBJECT

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

OBJECTIVE

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

OBLIGATION

Refer to Liability

OPERATING BUDGET

The Town's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

OPERATING EXPENDITURES

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.

ORDINANCE

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

OWTS

On-Site Wastewater Treatment System

P

PAY AS YOU GO PROGRAM (PAYG)

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

PAYG

Refer to Pay As You Go Program

PAYMENT IN LIEU OF TAX (PILOT)

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.



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
