
TOWN OF SOUTH KINGSTOWN, RI



**2017-2018 FISCAL YEAR
TOWN MANAGER PROPOSED BUDGET
ALL BUDGETED FUNDS**

TOWN MANAGER PROPOSED

FY 2017-2018

MUNICIPAL BUDGET PROGRAM



MARCH 2017

TOWN COUNCIL

Margaret M. Healy, President

Abel G. Collins, Vice President

Bryant Da Cruz

Liz Gledhill

Joe Viele

TOWN MANAGER

Stephen A. Alfred

www.southkingstownri.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of South Kingstown

Rhode Island

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read 'Jeffrey R. Emswiler'.

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 to prepare 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. This was 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 has prepared the fiscal year 2017-2018 municipal budget in conformance with GFOA's Distinguished Budget Award program requirements, and intends to submit the FY 2017-2018 Adopted Budget to GFOA for award consideration.



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**TAB 1
INTRODUCTION**

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**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

Town Council Members & Department Directors



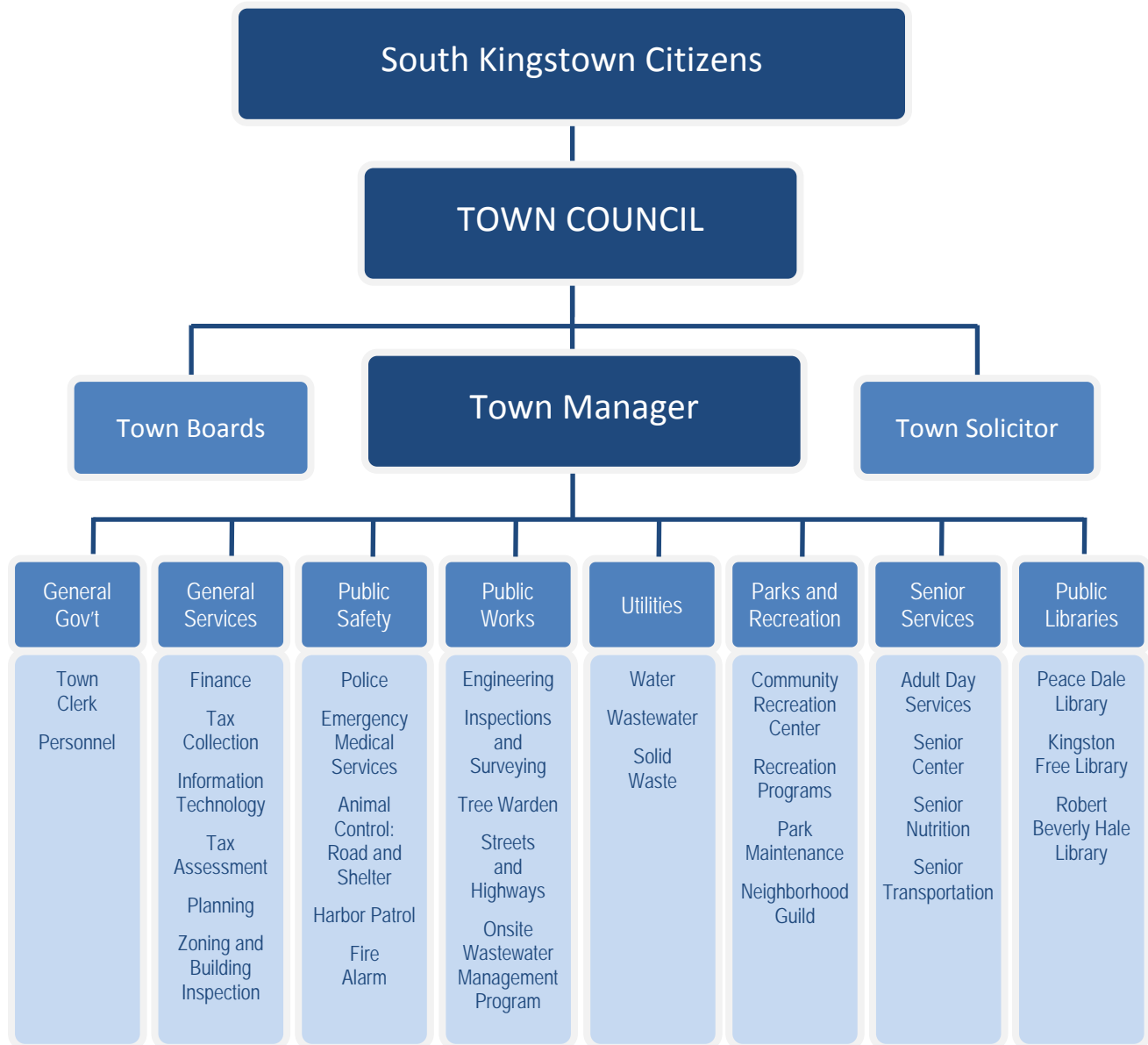
Provided below is a list of the Town Council members, and the Town’s department directors and division heads, current through March 2017.

South Kingstown Town Council

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

Municipal Department Directors and Division Heads

Town Manager	Stephen A. Alfred
Town Solicitor	Michael A. Ursillo
Director of Administrative Services	Aimee Y. Reiner
Personnel Administrator	Sandra Sullivan
Town Clerk	Dale S. Holberton
Finance Director	Patricia A. Sunderland
Tax Collector	Mary Ann Packer
Information Technology Director	Lori Ann Fox
Town Assessor	Jean Paul Bouchard
Director of Planning	<i>Vacant</i>
Building Official	Jeffrey T. O’Hara
Interim Chief of Police	Joseph P. Geaber, Jr.
Emergency Medical Services Director	Craig Stanley
Animal Shelter Manager	Ann Marie Mitchell
Harbormaster	Michael Stach
Fire Alarm Superintendent	Lance Whaley
Director of Public Services	Jon R. Schock
Town Engineer	Joshua Rosen
Highway Superintendent	Paul Ferrandi
Water Superintendent	Lucien Masson
Wastewater Superintendent	Kathy Perez
Director of Leisure Services	Theresa L. Murphy
Recreation Superintendent	Catherine Larlham
Parks Superintendent	Rex Eberly
Senior Center Director	Susan DiMasi
Library Director	Laurel Clark
Facilities Superintendent	Mark Russo



How to Use this Budget Document



The Town Manager's FY 2017-2018 Proposed Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two tabs. Each tab may contain multiple related or similar topics.

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

The second tab outlines the Town Manager's FY 2017-2018 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained in the Proposed Budget, including an explanation and justification of the expenditure plan, an outline of the Town's experience during the past year, and the Town's financial status at the time of the Proposed Budget submission to the Town Council.

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

The fourth tab, *Fund Structure, Descriptions & Summaries*, contains financial information by fund and provides a concise overview of the budget for Fiscal Year 2017-2018, 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 2017-2018 fiscal year. In addition, funding comparison summaries and detailed expenditure statements are provided.

The next tab, titled *Non-Departmentals*, provides information regarding funds specific to insurance and claims, as well as contributions the Town makes to Human Service and Outside Agencies within the community. In addition, this tab provides a summary of FY 2017-2018 Capital Outlay funding. For further detail on the Capital Improvement Plan, please refer to tab twenty-one of this document.

The next four tabs, numbered twelve through fifteen, reflect funds related to the *Peace Dale Office Building*, *Senior Services Program*, *Neighborhood Guild*, and the *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for fiscal year 2016-2017 and goals for fiscal year 2017-2018. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.



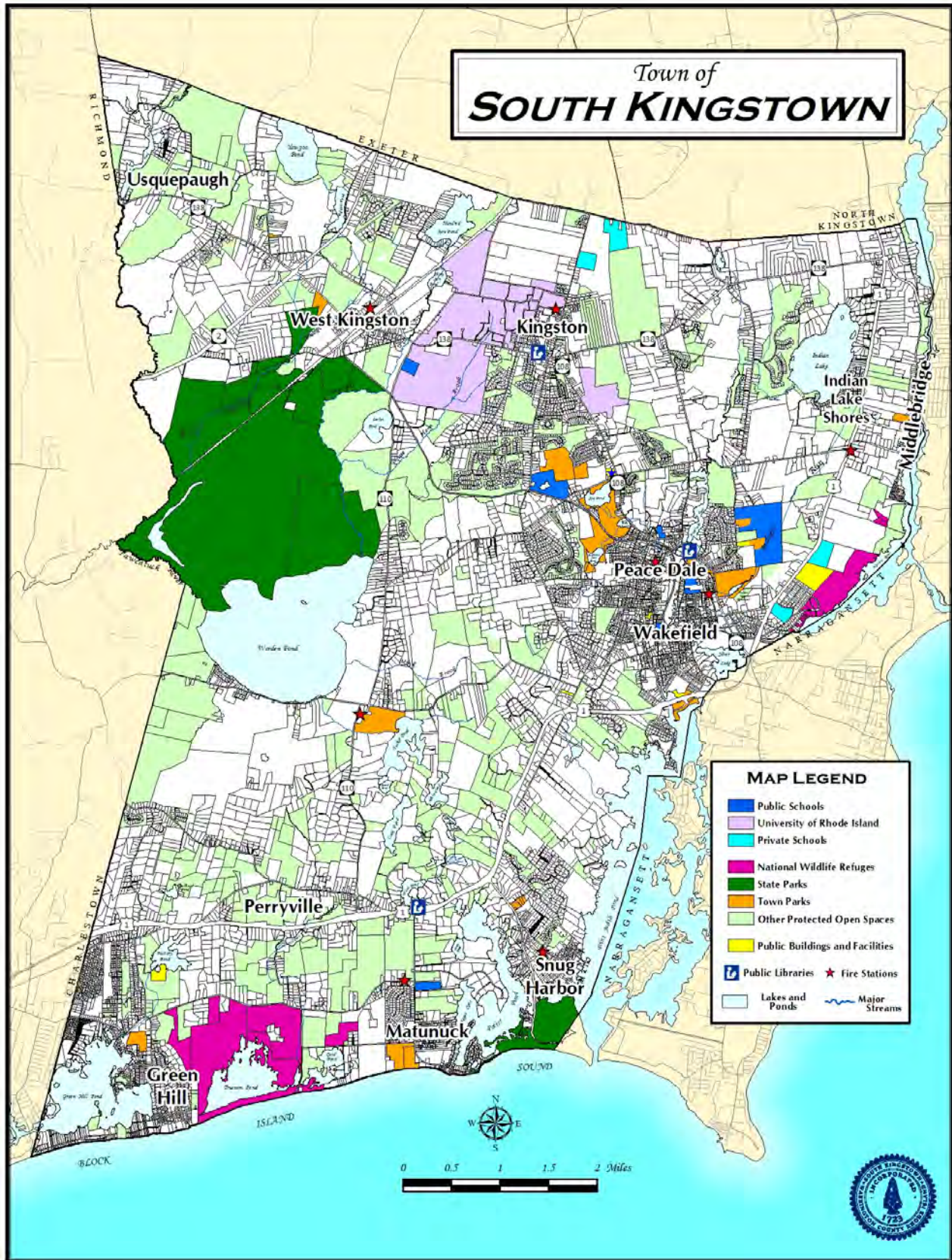
Tab sixteen provides information related to the *Debt Service Fund*, which is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town, inclusive of both municipal and education related debt service.

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 2016-2017 and goals for fiscal year 2017-2018. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.

Tab twenty, *School Unrestricted Fund*, provides a summary of the School Department, where the reader will find an organization chart, mission statement, an overview of the district's functions, specific performance measurements, as well as priorities for fiscal year 2016-2017 and goals for fiscal year 2017-2018. A funding comparison summary is provided, as well as summary expenditure and revenue statements.

The *Capital Improvement Program*, found within tab twenty-one, provides an overview of the Town's program for Fiscal Period 2017-2018 through 2022-2023, designed to strategically invest in and develop capital projects. The Pay-As-You-Go portion of the CIP is the first year of the six year plan, and is the Capital Outlay portion of the Town Council's FY 2017-2018 Proposed Budget.

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





South Kingstown, Rhode Island, established in 1658 and incorporated as a Town in 1723, is a suburban community situated in southern Rhode Island, located about 30 miles south of Providence. The natural setting of the community is very diverse, and is comprised of farms and woodlands, freshwater wetlands and ponds, salt ponds and marshes, ocean beaches, and other waterfront areas across a total area of 62.3 square miles, or 56.98 square miles excluding inland water bodies. The Town's beaches, salt ponds, and estuaries are significant natural features seldom found in such abundance and proximity in other communities. These resources are augmented by freshwater marshes and open water in a series of ponds, including Worden's Pond - the largest natural freshwater pond in the State, and rivers connecting upland resource areas with the tidal estuaries. These resources benefit not just residents, but attract tourists from throughout New England and beyond. The varied landscape provides critical habitat to more threatened and endangered species than any other Rhode Island community. The Chipuxet River Aquifer, a sole source aquifer, provides high quality groundwater to the four public water suppliers in Town and provides the source for many of the private residential, agricultural, commercial, and industrial wells in Town.

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

According to the US Census Bureau's American Community Survey (ACS), the Town's population in 2015 was 30,577, an increase of 2,656 residents (9.51%), compared to the year 2000 census count of 27,921. However, this is a loss of 62 residents as compared to 2010 population of 30,639. The Town's 2015 population also includes on-campus student housing at URI, accounting for 5,281 residents, or 17.2% of the overall census figure. South Kingstown represents 2.9% of the estimated total State of Rhode Island population in 2015 (1,055,607) and 24.2% of the population count for Washington County (126,517). The ACS for 2015 reports a total of 12,836 housing units in the community, of which 2,318 units (18%) are noted as being for seasonal, recreational, or occasional use. In 2015, low- and moderate-income housing in South Kingstown, as defined under State law, comprises some 609 units, which equates to 5.59% of the year round housing stock in South Kingstown. The median value of housing in South Kingstown for 2015 stood at \$313,500, as compared to \$224,900 for the State of Rhode Island. The average tax levy for a median value home in the Town for FY 2016-2017 was \$5,285. Per capita income for Town residents in 2015 is estimated by the ACS at \$32,592, with median household income for the same timeframe at \$71,008, as compared to the State of Rhode Island estimates of \$31,888 and \$58,073 respectively.

Like many New England communities, South Kingstown's early economic heritage is rooted in agriculture. Initially the dominant economic activity, farmsteads are still visible across the landscape of Town. Farming gave way to manufacturing during the nineteenth century. Grist mills and saw mills transformed villages such as Wakefield, Peace Dale, and Rocky Brook into thriving communities. Later in the 1800's, textile



mills and fulling mills were also established. Following this, the role of the shore gained prominence in the late 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 Kingstown 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 Kingstown. 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 2016-2017 academic year stands at 17,834 students, (comprised of 14,801 undergraduates and 3,033 graduate students). This enrollment is supported by a full time teaching faculty of 669, further assisted by 407 part-time faculty members. URI is the tenth largest employer in the State of Rhode Island, with 2,577 faculty and staff.

Besides URI, major employers in the Town include Schneider Electric (parent company of the former American Power Conversion), and South County Hospital. Tourism is also an important component of the local and regional economy in South Kingstown and Washington County, known affectionately as South County. Visitors to the community take advantage of the Town's many natural and cultural attractions: salt water beaches on Block Island Sound, salt ponds, seasonal rental communities, abundant Town and State parks and open space areas, historic resources, as well as varied shopping and dining opportunities.

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

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



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

Geography

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

The Town of South Kingstown owns 122 parcels of land (not including tax sale properties), consisting of properties that host Town facilities, rights of way, schools, pump stations, easements, parks, fields, and designated open space. These properties total 1,383.8 acres, approximately 3.8% of the total acreage in Town (exclusive of Town roads). Outdoor parkland and playfields comprise 431.4 acres (31.2%) of Town owned property. Additionally, the Town owns approximately 150 miles of roads for which it is responsible to provide capital improvements, storm water management, and routine maintenance including snow plowing.

Population

As of the most recent 2015 Census, the American Community Survey (ACS) estimates the population of South Kingstown was 30,577, as compared to the Town's population of 27,921 in 2000. This 9.5% increase over the 15 year span is notably less than the 13.4% increase the Town experienced between 1990 and 2000, and significantly less than the 20.7% population growth in the previous decade, when the population grew from 20,414 people in 1980 to 24,631 people in 1990.

U.S. Census 2015 American Community Survey								
Description	1990	Percent	2000	Percent	2015	Percent	15 Year Change	Percent
Age 14 or Less	4,047	16.4%	5,187	18.6%	3,820	12.5%	(1,367)	-26.4%
Age 15-24	7,443	30.2%	6,630	23.7%	8,986	29.4%	2,356	35.5%
Age 25-34	3,288	13.3%	2,599	9.3%	2,208	7.2%	(391)	-15.0%
Age 35-59	6,167	25.0%	9,370	33.6%	8,349	27.3%	(1,021)	-10.9%
Over Age 60	3,686	15.0%	4,135	14.8%	7,214	23.6%	3,079	74.5%
Total Ages	24,631	100.0%	27,921	100.0%	30,577	100.0%	2,656	9.5%
Non-Institutionalized (URI)	5,081	96.7%	4,003	95.8%	5,281	94.9%	1,278	31.9%
Institutionalized	173	3.3%	177	4.2%	281	5.1%	104	58.8%
Total Persons in Group Quarters	5,254	100.0%	4,180	100.0%	5,562	100.0%	1,382	33.1%
Group Quarters	5,254	21.3%	4,180	15.0%	5,562	18.2%	1,382	33.1%
General Population	19,377	78.7%	23,741	85.0%	25,015	81.8%	1,274	5.4%
Total Population Growth	24,631	100.0%	27,921	100.0%	30,577	100.0%	2,656	9.5%
Owner Occupied	5,189	69.9%	6,944	74.9%	7,777	74.1%	833	12.0%
Renter Occupied	2,239	30.1%	2,324	25.1%	2,712	25.9%	388	16.7%
Total Housing Occupancy	7,428	100.0%	9,268	100.0%	10,489	100.0%	1,221	13.2%



HOUSING

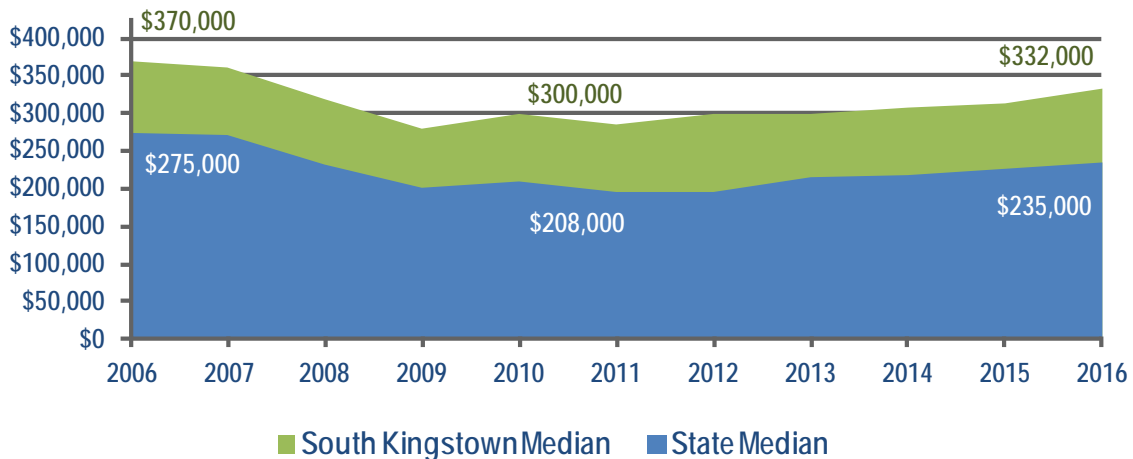
The 2015 US Census Bureau’s American Community Survey (ACS) reported a total of 12,836 housing units in the Town of South Kingstown, of which 82% were occupied year round, another 18% were seasonal, recreational, or occasional use, and the remainder were vacant. Of the 10,489 occupied housing units, 74% were owner occupied and 26% were renter occupied. The average household size of an owner occupied unit was 2.56 persons, while the average household size of a rented unit was 2.08 persons.

MEDIAN HOME SALE PRICES AND FAMILY INCOME

The median sale price of a single-family home in South Kingstown between January 1, 2016 and August 30, 2016 was \$332,000, up from \$313,500 in 2015. The median sale price of a single family home state-wide during the same period in 2016 increased from \$224,900 to \$235,000.

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

Median Single Family House Prices



Source: *Thewarrengroup.com*



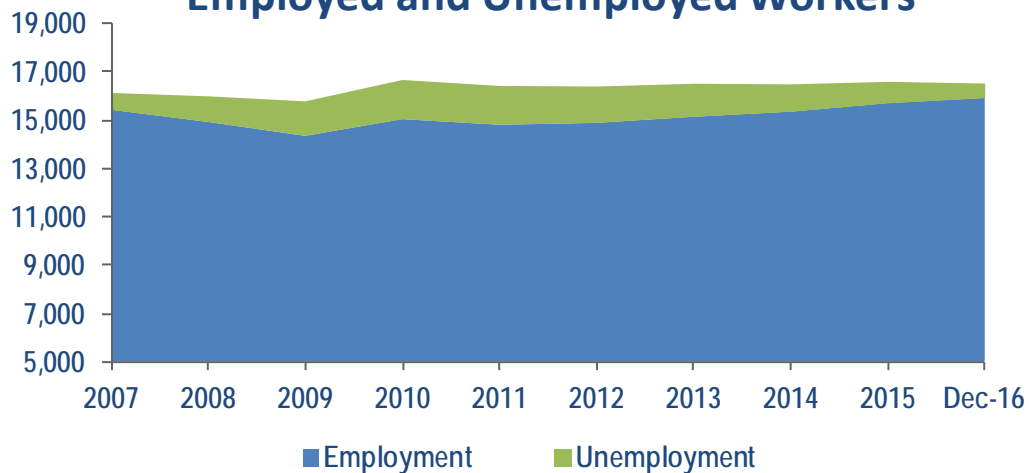
EMPLOYMENT

As of December 2016, the labor force in the Town of South Kingstown was 16,493 with employment at 15,882 yielding an unemployment rate of 3.7%. The December 2016 unemployment rate is 1.7% less than the calendar 2015 average reported unemployment rate of 5.4%, and as shown in the chart below, 0.7% lower than the unemployment rate in 2007.

**SK Labor Force
Unemployment Rate**



**SK Labor Force
Employed and Unemployed Workers**



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



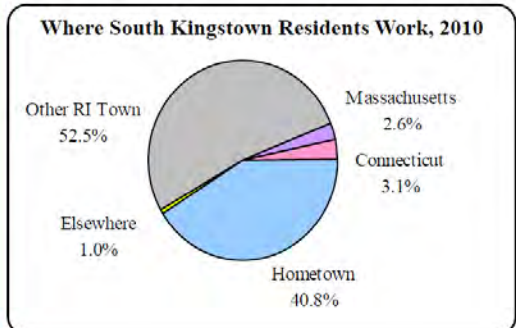
South Kingstown

Population	1990	2000	2014
Total Population	24,631	27,921	30,546
Male	11,790	13,268	14,417
Female	12,841	14,653	16,129
16 years +	20,383	22,335	26,326
21 years +	15,019	17,528	19,952
65 years +	2,800	3,248	4,906
White	23,000	25,440	27,551
Black/African American	362	437	804
American Indian & Alaskan Native	451	449	599
Asian & Pacific Islander	735	874	715
Some other race	83	203	396
Two or more races	-	518	481
Hispanic or Latino (of any race)	306	493	1,191
Educational Attainment	1990	2000	2014
Population (Age 25+)	13,110	16,149	17,933
Less than 9th grade	4.6%	2.3%	2.2%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	18.8%
Some College, no degree	16.5%	17.6%	16.9%
Associate Degree	6.2%	6.0%	5.3%
Bachelor Degree	19.6%	26.9%	29.7%
Graduate/Professional Degree	19.4%	19.9%	23.1%
Median Household Income	1990	2000	2014
	\$36,481	\$56,325	\$72,021
Annual Average Labor Force Estimates	2006	2009	2015
Labor Force	16,041	15,750	16,564
Employment	15,372	14,314	15,669
Unemployment	669	1,436	895
Unemployment Rate	4.2%	9.1%	5.4%

- South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2014, South Kingstown added another 2,625 (+9.4%) residents.
- Over 58 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2014. The share of local residents without a high school diploma or GED decreased between 2000 and 2014, falling from 8.7 percent to 6.2 percent.
- Between 2009 and 2014, employment in South Kingstown increased by 563 (+4.2%) jobs. Private sector employers reported a gain of 461 (+4.8%) jobs, while public sector employment grew by 102 (+2.8%) jobs. In comparison, statewide total employment grew by 14,900 (+3.3%) jobs.
- South Kingstown's unemployment rate averaged 5.4 percent in 2015, tied for the 16th lowest in the state and below the state average of 6.0 percent.
- In 2010, 99.5 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 94.7 percent of RI residents.
- Over 40 percent (40.8%) South Kingstown residents work in South Kingstown, while 6.7 percent work outside of RI.

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

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



Source: Rhode Island Department of Labor and Training

Town Council Goals & Objectives: 2016-2018 Term



Town Council Mission Statement

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

Town Council Goals & Objectives

The Town Council's Goals and Objectives for the 2016-2018 term, as adopted February 13th, 2017, 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

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

OBJECTIVES

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



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

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 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
- Continue working with the Ocean Mist property owner 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

- 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, 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
- Continue to actively review municipal facilities to address energy management goals and increase energy efficiency

IV. Land Use

GOALS

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

OBJECTIVES

- Implement, as required, policy elements of the Comprehensive Community Plan
- Continue efforts to update the South Kingstown 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 recommended strategies developed for the Village Studies of West Kingston and Matunuck
- Explore options for mixed use zoning and density requirements, as appropriate, within each of the Town's unique and distinct village centers
- Continue working with the Partnership for Preservation efforts to preserve open space and farmland within the Town
- Coordinate with the Coastal Resources Management Council regarding review of applications for aquaculture operations and evaluation of policy regarding such uses in Point Judith Pond and Potter Pond
- Incorporate healthy community design philosophies (Healthy Places by Design) into development proposals and village-based planning policies



- Continue efforts to implement the items on the Town's biennial growth management Work Program
- 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

V. Housing

GOALS

- Promote and enhance the values, sense of place, and community represented in South Kingstown's existing housing stock and traditional village development pattern
- Facilitate the development of affordable housing throughout the community with the goal of achieving the State's 10% affordable housing stock
- Encourage a wide range of affordable housing options through a combination of innovative regulatory mechanisms, public and private initiatives, and joint public and private partnerships
- 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 actions which can be taken to better address the needs, utilizing a \$100,000 FY 2017-2018 transfer to the Affordable Housing Trust Fund

OBJECTIVES

- Promote the production of affordable housing opportunities for young families and special needs populations
- Work cooperatively with the Affordable Housing Collaborative to support the implementation of affordable housing policies and recommendations, as well as educating the public on affordable housing diversity issues
- Work to establish a consistent and reliable funding stream to promote the financing and production of affordable housing in the community
- Consider the implementation of a 'cottage housing' ordinance to permit village scaled housing development as an infill strategy in the core village areas of the Town
- Integrate green building design and sustainable development practices into new development and redevelopment proposals
- Encourage subdivision design that supports active, healthy lifestyles through providing pedestrian oriented environments, connectivity to nearby recreation resources, bicycle amenities, access to public transit, and home-based food production, where appropriate
- 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 as needed the Town's Groundwater Protection Overlay District (GPOD)
- Develop and implement public educational resources to promote use efficiency and conservation of domestic potable water
- Develop and implement public informational resources that promote energy efficiency and the establishment of residential and community renewable energy
- 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
- 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



VII. Cultural and Historic Resources

GOALS

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

OBJECTIVES

- The Town will seek State funding for conducting an update of South Kingstown's historic resource inventory
- Review and evaluate information emerging from the Wakefield National Register nomination for consideration of potential next steps
- Review and revise, where applicable, existing policies and regulations for protecting historic resources within the planning and development review process
- Collect, preserve, and protect print and other resources representative of the Town's cultural heritage and history

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



- For URI projects that involve private sector participation, require PILOT agreements and consideration of local land use controls and standards

IX. Circulation

GOALS

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

OBJECTIVES

- Continue coordination effort with RIDOT on state transportation projects by maintaining contact with RIDOT during all phases of planning, design, and construction
- Coordinate a comprehensive public works (road infrastructure) program in conjunction with RIDOT
- Strongly encourage RIDOT to utilize flexible road design standards that provide an appropriate fit to the community
- As appropriate, incorporate Healthy Places by Design features in all Town and State road construction projects
- Pursue the designation of the entire length of Route 1 in South Kingstown as a State Scenic Roadway
- 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

XI. University of Rhode Island

GOALS

- Improve host community/institutional relationships and strategic planning
- Enhance transportation, traffic, public safety, and infrastructure system linkages



- Promote on-campus housing resources and affordable housing opportunities
- Preserve open space, provide for a sustainable campus environment, and enhance natural systems protection

OBJECTIVES

- Continue Town staff participation in the URI Master Plan Review Team
- Continue and expand existing URI/TSK partnerships for service provision
- Review the impacts of institutional growth at the University on public safety response capabilities
- Support URI efforts and programs to utilize and promote alternative forms of transportation for commuters and staff
- Work cooperatively with URI and RIDOT to further the design and construction of the URI Bike Path Connector to the South County Bicycle Path
- Work cooperatively with RIDOT and URI concerning the planned reconstruction of Route 138 (Route 108 to Route 2); the replacement of the Kingston Railroad Bridge and studies to determine the potential for future commuter rail at Kingston Station
- 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 the hospital administration to ensure the long-term viability of South County Health Care System's community health-care delivery model

OBJECTIVES

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

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TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Town Manager Budget Message Introduction



To: The Honorable Town Council
From: Stephen A. Alfred, Town Manager
Re: FY 2017-2018 Budget Message – All Municipal Funds
Date: March 2017

In accordance with the Town Charter, Article IV., Section 4220., Budget Procedures, we have prepared the Town Manager's Proposed Municipal Budget Program for the 2017-2018 fiscal year. The FY 2017-2018 program presents detailed accounts of ten (10) municipal funds, as outlined below:

FY 2017-2018 Budget Program	2015-2016	2016-2017	2016-2017	2017-2018	Difference to
All Funds	Actual	Adopted	Projected	Proposed	Adopted Budget
General Fund	\$22,004,161	\$23,198,755	\$23,042,910	\$23,681,055	\$482,300
School Fund	58,135,333	59,926,334	59,888,940	60,573,360	647,026
Water Fund	929,928	983,707	1,001,889	1,010,140	26,433
Wastewater Fund	2,945,848	3,814,127	3,656,742	4,123,316	309,189
Solid Waste Fund	478,337	678,962	666,258	755,142	76,180
Peace Dale Office Building Fund	100,021	94,362	149,645	92,651	(1,711)
Neighborhood Guild Fund	825,070	770,178	765,596	785,147	14,969
Senior Services Program Fund	778,103	814,532	800,203	859,774	45,242
Community Recreation Center Fund	0	181,733	75,557	457,024	275,291
Debt Service Fund	2,327,783	1,969,733	1,968,933	2,197,803	228,070
Total Municipal Program	\$88,524,585	\$92,432,423	\$92,016,673	\$94,535,411	\$2,102,988

New Governmental Funds

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

The second governmental fund incorporated into last year's Municipal Budget Program is the Debt Service Fund. The Debt Service Fund 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. General obligation bonds issued for business type activities associated with any of the Town's three enterprise funds (Water, Wastewater and Solid Waste) are not recognized in the Debt Service Fund. As the proceeds of the bonds are used entirely for the benefit of the independent utility, the liabilities and related debt service of these bonds are accounted for within the enterprise funds.

Town Manager Budget Message Introduction, *continued*



General Fund Overview

For the 2017-2018 Fiscal Year, a General Fund Program in the amount of \$23,681,055 is proposed. This funding proposal represents a 2.1% increase over the current year adjusted appropriation of \$23,198,755. A functional breakdown of the Expenditure and Revenue Statements of the Proposed FY 2017-2018 General Fund budget is shown below:

General Fund By Function	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
General Government	\$3,611,937	\$3,786,369	\$3,839,649	\$3,790,041	\$3,672
Public Safety	10,214,038	10,766,168	10,771,048	11,148,726	382,558
Public Services	2,823,695	2,952,072	2,799,763	3,012,609	60,537
Recreation Program	1,797,933	1,851,016	1,843,056	1,769,407	(81,609)
Library Program	1,179,466	1,219,965	1,188,429	1,263,557	43,592
Insurances and Contingency	896,310	990,000	967,800	1,009,500	19,500
Contributions to Agencies	188,181	192,715	192,715	187,715	(5,000)
Capital Outlay	1,292,600	1,440,450	1,440,450	1,499,500	59,050
Total Expenditures	\$22,004,161	\$23,198,755	\$23,042,910	\$23,681,055	\$482,300

General Fund Revenue Statement	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
Current Year Tax Levy	\$67,963,967	\$69,418,078	\$69,418,078	\$70,800,058	\$1,381,980
Prior Year Taxes and Penalty	946,384	918,500	925,250	918,250	(250)
Payment in Lieu of Taxes	259,924	254,460	260,693	262,693	8,233
Other Fund Transfers	(52,404,675)	(53,178,082)	(53,178,082)	(54,241,743)	(1,063,661)
State Revenue Sources	2,023,872	1,788,062	1,951,303	1,965,792	177,730
Local Revenues	3,494,847	3,254,147	3,447,792	3,277,907	23,760
School Fund Transfers	248,185	143,590	143,590	148,098	4,508
Unassigned Fund Balance	675,000	600,000	600,000	550,000	(50,000)
Total Revenues	\$23,207,502	\$23,198,755	\$23,568,624	\$23,681,055	\$482,300

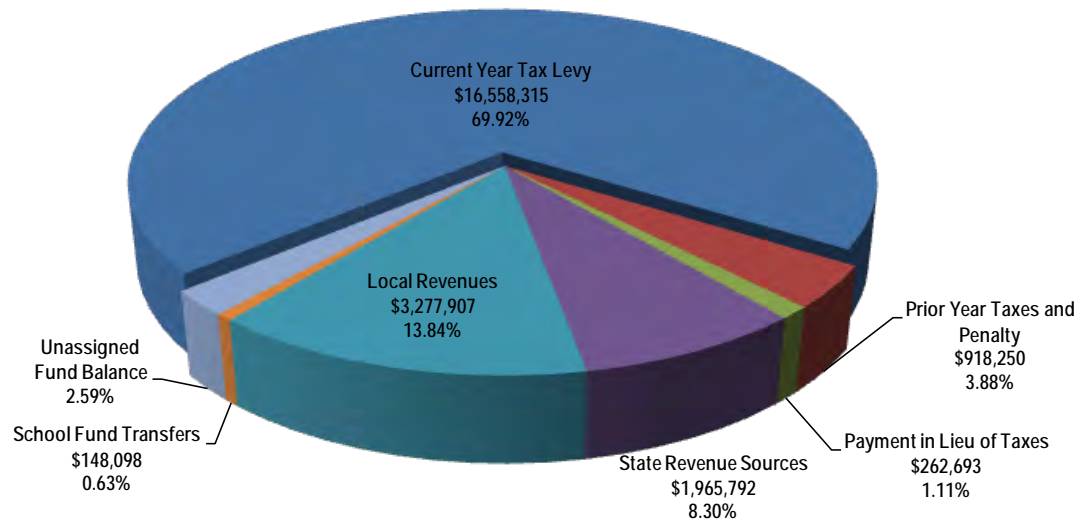
“Other Fund Transfers” noted in the General Fund Revenue Statement are reflected as negative values due to the need to account for property taxes generated in the General Fund that are transferred to other Municipal Programs. A summary of the planned property tax transfers is presented below:

Non General Fund Tax Transfers	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
School Fund	\$50,313,756	\$51,387,349	\$51,387,349	\$52,415,096	\$1,027,747
Senior Services Fund	402,047	414,700	414,700	419,793	5,093
Comm Rec Center Fund	0	171,733	171,733	308,911	137,178
Debt Service Fund	1,434,572	1,200,000	1,200,000	1,093,643	(106,357)
Street Lighting Reserve	250,000	0	0	0	0
Wastewater Fund	4,300	4,300	4,300	4,300	0
Expenditures Total	\$52,404,675	\$53,178,082	\$53,178,082	\$54,241,743	\$1,063,661



I. General Fund Revenue Statement

**General Fund FY 2017-2018
Revenue Sources**



A. PROPERTY TAX PROGRAM

To support the 2017-2018 fiscal year appropriations, a property tax rate of \$15.29 per thousand dollars of assessed valuation will be necessary. This is a tax rate increase of \$0.20 per \$1,000 of assessed value or 1.33% more than the current year rate of \$15.09 per thousand. The estimated School-related tax rate is \$11.44; a \$0.13 increase over the current year rate of \$11.31. The Town-related tax rate is projected at \$3.85, an increase of \$0.07 per thousand over the current year rate of \$3.78 per thousand.

It is anticipated that the value of the taxable property roll (inclusive of all real and tangible property) will increase approximately \$22,093,317 or 0.50% upon certification of the taxable property tax roll. Also anticipated is a \$5,570,737 increase in motor vehicle taxable property in FY 2017-2018. It is noted that this increase assumes no change to the State's current method of estimating the taxable value of motor vehicle. Possible statutory revisions in the State's motor vehicle excise tax laws under consideration at the RI General Assembly are presumed to be revenue neutral. Should property tax relief be provided by the State increased State Aid is anticipated to offset any loss in value of the excise tax levy.

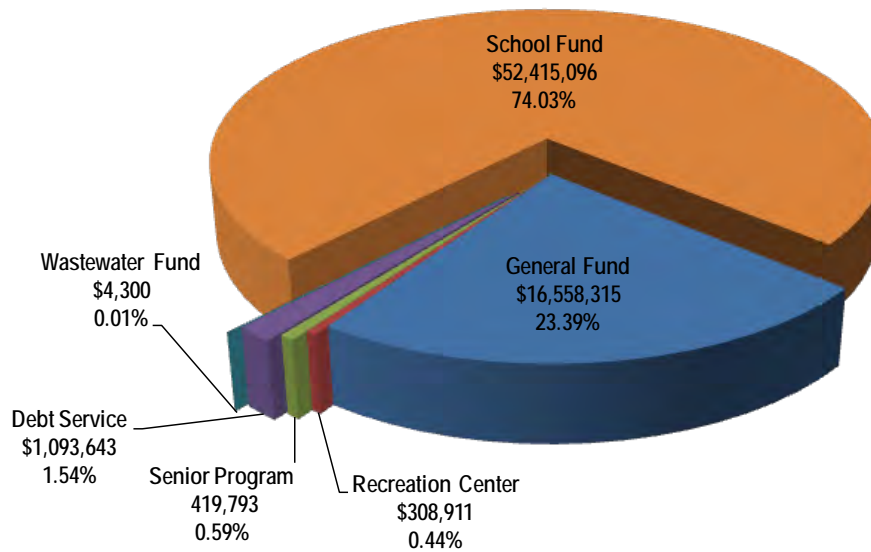
The table presented on the next page documents the six municipal funds that will require property tax support in FY 2017-2018. Also identified is the value of tax need associated with current year taxes that are collected subsequent to the close of the fiscal year, elderly tax abatements authorized after tax roll certification, and tax abatements required due to assessment errors.

General Fund Revenue Statement, *continued*



Property Tax Distribution	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
General Fund	\$15,393,650	\$16,239,996	\$16,239,996	\$16,558,315	\$318,319
Senior Services Fund	402,047	414,700	414,700	419,793	5,093
Community Recreation Center Fund	0	171,733	171,733	308,911	137,178
Debt Service Fund - Municipal	505,327	550,000	550,000	550,000	0
Wastewater Fund	4,300	4,300	4,300	4,300	0
School Fund	50,313,756	51,387,349	51,387,349	52,415,096	1,027,747
Debt Service Fund - School	929,245	650,000	650,000	543,643	(106,357)
Property Tax Need	\$67,548,325	\$69,418,078	\$69,418,078	\$70,800,058	\$1,381,980
Doubtful Receivable & Sr Exemptions	956,656	980,220	980,220	930,424	(49,796)
Total Tax Levy Need	\$68,504,981	\$70,398,298	\$70,398,298	\$71,730,482	\$1,332,184

Property Tax Distribution



The projected property tax bill associated with the value of the average assessed residential unit documents that the tax liability is forecast to increase as follows:

	2016-2017 Adopted	2017-2018 Proposed	Projected Increase
Average Residential Unit Value	\$350,214	\$350,214	\$0
Property Tax Rate	\$15.09	15.29	0.20
	\$5,284.63	\$5,355.18	\$70.55

General Fund Revenue Statement, *continued*



A summary table documenting the methodology used to calculate the projected Property Tax Rate for the 2017-2018 Fiscal Year is presented below:

Fiscal Year 2017-2018			
Adopted Budget Program	Town	School	Total
Property Tax Need	\$17,841,319	\$52,958,739	\$70,800,058
Percent of Overlay	25.20%	74.80%	100.00%
Overlay & Elderly Abatements	\$257,143	\$763,281	\$1,020,424
Proration and Roll Additions	(22,680)	(67,320)	(90,000)
Gross Tax Levy	\$18,075,782	\$53,654,700	\$71,730,482
Motor Vehicle Excise Tax	(964,185)	(2,862,010)	(3,826,195)
Net Property Tax Levy	\$17,111,597	\$50,792,690	\$67,904,287
December 2016 Tax Roll			4,440,756,761
Tax Distribution - FY 2018			
	\$3.85	\$11.44	\$15.29
Tax Distribution - FY 2017			
	\$3.78	\$11.31	\$15.09
Increase (Decrease)			
Property Tax Rate Increase - \$	\$0.07	\$0.13	\$0.20
Property Tax Rate Increase - %	1.91%	1.13%	1.33%
Increase (Decrease)			
FY 2016-2017 Levy	\$17,626,154	\$52,772,144	\$70,398,298
Property Tax Levy Increase - \$	\$449,628	\$882,556	\$1,332,183
Property Tax Levy Increase - %	2.55%	1.67%	1.89%

A review of the growth of the tax levy (inclusive of motor vehicle taxes) over the past 10 years and the levy as proposed for the 2017-2018 fiscal year is as follows:

General Fund Revenue Statement, *continued*



Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
2007-2008	\$11,905,550	\$48,787,011	\$60,692,561		
2008-2009	12,578,775	51,148,217	63,726,992	\$3,034,431	5.00%
2009-2010	13,419,804	51,084,371	64,504,174	777,182	1.22%
2010-2011	14,567,945	50,931,488	65,499,433	995,258	1.54%
2011-2012	15,078,042	51,042,790	66,120,832	621,399	0.95%
2012-2013	15,685,666	50,714,116	66,399,782	278,950	0.42%
2013-2014	15,631,897	51,450,220	67,082,117	682,335	1.03%
2014-2015	16,250,145	51,357,495	67,607,641	525,524	0.78%
2015-2016	16,536,249	51,968,732	68,504,982	897,341	1.33%
2016-2017	17,626,154	52,772,144	70,398,298	1,893,316	2.76%
2017-2018 Est.	18,075,782	53,654,700	71,730,482	1,332,183	1.89%
Increase	\$6,170,231	\$4,867,689	\$11,037,920	\$11,037,920	1.92%

Maximum Property Tax Levy

All municipal property tax programs are limited to no more than a four percent (4.0%) per annum growth in the value of their property tax levy in accordance with State law. The Town Manager Proposed FY 2017-2018 Municipal Property Tax levy will require funding of \$71,730,482 or 1.89% more than the current year property tax levy as presented in the summary below:

	Actual FY 2016-2017 Tax Levy	Maximum FY 2017-2018 Tax Levy	Proposed FY 2017-2018 Tax Levy	Amount (Below) Statutory Tax Cap
Compliance with State Property Tax Cap				
Property Tax Levy	\$70,398,298	\$73,214,230	\$71,730,482	(\$1,483,748)
Motor Vehicle Levy	(3,721,967)	(3,870,845)	(3,826,195)	(44,650)
Net Levy	\$66,676,332	\$69,343,385	\$67,904,287	(\$1,528,399)
Increase in Levy	\$1,893,316	\$2,815,932	\$1,332,183	(\$1,483,748)
Percent Increase	2.76%	4.00%	1.89%	-2.11%
Property Tax Rate	\$15.09	\$15.62	\$15.29	\$0.32

A breakdown of property tax needs for Fiscal Year 2017-2018 by municipal program, inclusive of municipal debt service and School Unrestricted Fund inclusive of school related debt service is presented below:

General Fund Revenue Statement, *continued*



Property Tax Levy Growth	Municipal Program	School Program	Total
FY 2016-2017 Property Tax Levy	\$17,380,729	\$52,037,349	\$69,418,078
Overlay Distribution	245,425	734,795	980,220
Total Tax Levy	\$17,626,154	\$52,772,144	\$70,398,298
FY 2016-2017 Tax Distribution %	25.04%	74.96%	100.00%
FY 2017-2018 Property Tax Levy	\$17,841,319	\$52,958,739	\$70,800,058
Overlay Distribution	234,463	695,961	930,424
Total Tax Levy	\$18,075,782	\$53,654,700	\$71,730,482
Increase in Property Tax Levy	\$449,628	\$882,556	\$1,332,183
FY 2017-2018 Tax Distribution %	25.20%	74.80%	100.00%

Taxable Property Roll

The estimated value of the FY 2017-2018 Property Tax Roll related to real estate and personal property is \$4,440,756,761 representing an increase of \$22,093,317 or 0.50% increase over the current year certified tax roll. As previously noted, for budgetary purposes the value of the motor vehicle tax exemption is calculated at \$3,000 per vehicle, the same as the last five years. The estimated value of the Motor Vehicle Excise Tax Roll is projected at \$204,500,000 or \$5,570,737 more than the current year assessment value. This estimate assumes no change in motor vehicle assessment value practices.

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

Taxable Property List	2013-2014 Taxable Property	2014-2015 Taxable Property	2015-2016 Taxable Property	2016-2017 Taxable Property	2017-2018 Taxable Property	Increase (Decrease) From Prior Year
Taxable Land /Buildings	\$3,946,264,414	\$4,095,876,600	\$4,127,131,800	\$4,366,074,200	\$4,387,904,571	\$21,830,371
Tangible Property	174,040,007	106,473,897	113,540,016	113,800,099	114,369,099	569,000
Total Taxable Property	\$4,120,304,421	\$4,202,350,497	\$4,240,671,816	\$4,479,874,299	\$4,502,273,670	\$22,399,371
Less Exemptions	(\$8,839,487)	(\$61,825,014)	(\$60,187,119)	(\$61,210,855)	(\$61,516,909)	(\$306,054)
Net Taxable Property	\$4,111,464,934	\$4,140,525,483	\$4,180,484,697	\$4,418,663,444	\$4,440,756,761	\$22,093,317
Taxable Property Growth	-5.35%	0.71%	0.97%	5.70%	0.50%	0.50%
Taxable Property Growth	(\$232,363,152)	\$29,060,549	\$39,959,214	\$238,178,747	\$22,093,317	\$22,093,317
Net Motor Vehicles -Roll	\$186,858,255	\$256,950,396	\$264,298,736	\$269,075,879	275,000,000	\$5,924,121
Less Exemptions	(981,596)	(69,624,846)	(70,534,714)	(70,146,616)	(70,500,000)	(353,384)
Fixed Portion of Tax Roll	\$185,876,659	\$187,325,550	\$193,764,022	\$198,929,263	\$204,500,000	\$5,570,737
Total Taxable Property	\$4,297,341,593	\$4,327,851,033	\$4,374,248,719	\$4,617,592,707	\$4,645,256,761	\$27,664,054

A full discussion relative to potential changes in the manner that motor vehicle taxes are assessed is presented below.



Motor Vehicle Excise Tax

Motor vehicle values are assessed at a rate of \$18.71 per thousand dollars of assessed value. This rate has been frozen by the State since FY 1998. In addition to freezing the tax rate, the State instituted a program to phase-out the taxation of motor vehicles over a ten year period, by replacing the loss of motor vehicle tax income with State revenue. This program was restructured in FY 2010-2011, whereby State reimbursement was limited to a maximum of \$500 per vehicle. As a result of this action, State reimbursement under this program has been reduced from \$1.87 million in FY 2009-2010 to a projected \$139,730 in FY 2017-2018.

The Motor Vehicle Tax Roll is projected to generate approximately \$3,826,195 in excise tax income in the 2017-2018 fiscal year. This estimate, utilizing the 2008 frozen rate of \$18.71, assumes a \$5,570,737 or 2.2% increase in taxable values over the current year taxable roll of \$198,929,263 to a projected taxable motor vehicle assessment roll of \$204,500,000 in FY 2017-2018. It is proposed to continue to maintain a \$3,000 per vehicle value exemption in FY 2017-2018; as noted above, the tax rate will remain at the 1998 frozen rate of \$18.71 per thousand dollars of assessed value.

It is important to note that implementation of any General Assembly legislative amendments to the current motor vehicle taxable value statute could require the restructuring of the Motor Vehicle Excise Tax Program. The Governor's FY 2017-2018 Recommended State Budget proposes changing the assessment criteria for determining vehicle value prior to calculating the motor vehicle excise tax beginning in the 2018-2019 fiscal year. The budget article proposes to reduce assessment values from 100% of National Automobile Dealers Association (NADA) clean retail value to 70% - similar to the approach used by the State of Connecticut. The proposal does not change municipal vehicle exemption amounts or tax rates.

General Fund Revenue Statement, *continued*



The Governor's proposed change in assessment methodology will reduce Motor Vehicle Excise Taxes State-wide by a projected \$58.0 million in FY 2018-2019. The Governor's Recommended FY 2017-2018 budget does not advocate any changes in the current motor vehicle assessment methodology for the 2017-2018 fiscal year.

Under consideration in the 2017 session of the General Assembly is a proposal to begin eliminating the entire Motor Vehicle Excise Tax Program over a five year period. This proposal, advocated by the Speaker of the RI House of Representatives, seeks to reduce income generated from the excise tax by approximately \$45 million per year. Without any detail provided, the House Speaker has suggested that his efforts seek to reimburse lost income to cities and town, dollar for dollar.

Legislative adoption of a 20% reduction in motor vehicle taxes would equate to a FY 2017-2018 income loss of \$765,239 that would in theory be reimbursed with new State Aid. Until legislation is introduced documenting specifically how new State Aid would be distributed, it is uncertain what impact Speaker Mattiello's Excise Tax Elimination Program would have on the Town's existing motor vehicle tax program.

Potential Impact of Legislative Amendment	
Projected Motor Vehicle Roll	\$204,500,000
Projected Value Loss - Percent	20%
Projected Value Loss - \$ Value	\$40,900,000
MV Tax Rate	\$18.71
Potential Tax Loss	\$765,239
State Motor Vehicle Tax Levy	\$215,444,652
5 Year Phase Out	20%
Annual Reduction in Levy Value	43,088,930
SK MV Levy	3,826,195
Percentage of State Tax Roll	1.8%
SK Share of State Levy Reduction	\$765,239

Property Tax Levy Adjustments

In calculating the Fiscal Year 2017-2018 property tax program, a reserve must be established to account for four factors that impact property tax collection. The first is the need to establish a reserve for current year property taxes that will be collected subsequent to the close of the 2017-2018 fiscal year. An uncollected tax reserve is an accounting method that is employed to recognize that all property taxes that are levied (billed) are not collected in the year in which they are due. It is proposed that a reserve of \$920,424 or 1.30% of the required tax levy be established for FY 2017-2018, down from 1.35% in the current year.

Second, a reserve needs to be set aside to account for erroneous assessments that must be removed from the certified Tax Roll. It is proposed that \$80,000 be set aside for the 2017-2018 fiscal year, compared to the reserve of \$100,000 employed in the current fiscal year. Third, a reserve is needed to account for the abatement of taxes that are approved by the Town Council subsequent to the certification of the December 31, 2016 Tax Roll in June 2017. A reserve in the amount of \$20,000 is proposed for the 2017-

General Fund Revenue Statement, *continued*



2018 fiscal year. It is anticipated that approximately \$260,000 in Elderly Program tax credits will be provided prior to certification of the Tax Roll.

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

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

Property Tax Collection	FY 2015-2016 - Adopted		FY 2016-2017 - Adopted		FY 2017-2018 - Proposed	
Budgeted Property Tax Need	\$67,548,326	98.6%	\$69,418,078	98.6%	\$70,800,058	98.7%
Uncollected Tax Reserve	911,902	1.33%	937,144	1.33%	920,401	1.28%
Erroneous Assessments	104,754	0.15%	113,076	0.16%	80,000	0.11%
Elderly Program	50,000	0.07%	20,000	0.03%	20,000	0.03%
Proration Value	(110,000)	-0.16%	(90,000)	-0.13%	(90,000)	-0.13%
Total Property Tax Need	\$68,504,982	100.0%	\$70,398,298	100.0%	\$71,730,459	100.0%
Projected Collection	\$67,548,326	98.60%	\$69,418,078	98.61%	\$70,800,058	98.70%

Prior Year Tax and Interest Penalty Collection

Property taxes collected in a later fiscal period than the year in which they are levied are recorded as a "prior year tax." It is projected that prior year taxes will generate \$575,000 in the 2017-2018 fiscal year, a \$10,000 decrease from the budgeted amount in the current fiscal year. It is anticipated that the value of interest penalties paid on delinquent property tax payments will be \$345,000 for FY 2017-2018, up \$10,000 over the current year estimate.

It is noted that the Town provides taxpayers with a ten (10) *business* day "interest-free period" after a tax collection due date before an interest penalty is assessed.

Payment in Lieu of Tax (PILOT) Income

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

PILOT Payments	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
South County Hospital	\$161,173	\$161,200	\$164,277	\$165,920	\$4,720
So. Kingstown Housing Authority	17,042	12,000	14,000	14,000	2,000
Camp Jori	8,455	8,500	8,947	9,126	626
SK Land Trust	3,321	3,350	3,900	3,978	628
Welcome House	4,828	4,850	5,004	5,104	254
Lacasa Apartments	47,049	47,050	47,050	47,050	0
Bayberry Court	7,920	7,920	7,920	7,920	0
Stone Soup Affordable Units	2,116	1,590	1,595	1,595	5
PILOT - Federal Aid	8,019	8,000	8,000	8,000	0
Total PILOT Payments	\$259,924	\$254,460	\$260,693	\$262,693	\$8,233

General Fund Revenue Statement, *continued*



B. SCHOOL FUND TRANSFERS

Payments from the School Unrestricted Fund to the General Fund during FY 2017-2018 are anticipated to offset costs incurred in the General Fund for School-related purposes. During the current Fiscal Year, cost reimbursements associated with Crossing Guards were budgeted as a School Fund expense. The Police Department retains full control of the program; however, the School Fund will pay the payroll costs directly. A summary of School Department transfers to the General Fund is shown below:

School Fund Transfers	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
School Field Maintenance	\$69,340	\$70,033	\$70,033	\$72,076	\$2,043
School Crossing Guards	102,769	0	0	0	0
Payroll and Accounting	7,800	7,975	7,975	8,000	25
School Resource Officer	42,112	38,632	38,632	40,478	1,846
Financial Services - IT	26,164	26,950	26,950	27,544	594
Total School Fund Transfers	\$248,185	\$143,590	\$143,590	\$148,098	\$4,508

C. STATE REVENUE PROGRAM

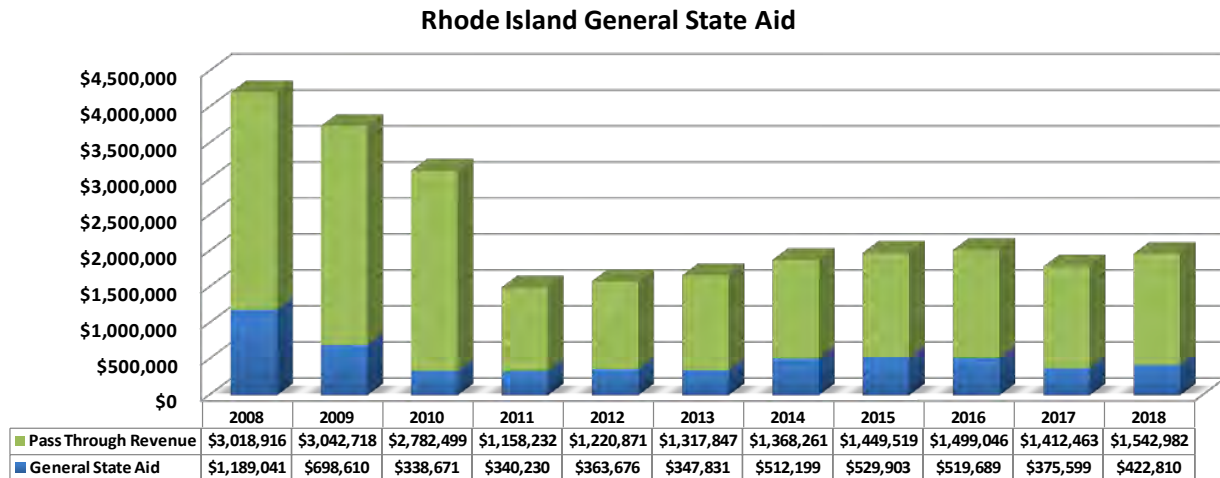
A summary of the General State Aid Programs is presented below:

State Aid to General Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
General Aid Programs					
State PILOT Program	\$173,566	\$173,566	\$198,218	\$204,000	\$30,434
Municipal Incentive Aid	149,526	0	0	0	0
Library Aid	201,734	202,033	225,833	218,810	16,777
General Aid Subtotal	\$524,825	\$375,599	\$424,051	\$422,810	\$47,211
Pass-Through Programs					
Public Services Corp. Tax	\$378,660	\$378,660	\$393,252	\$393,252	\$14,592
Motor Vehicle Excise Tax Phase Out	139,730	138,803	139,000	139,730	927
Meal Tax	821,483	750,000	825,000	850,000	100,000
Hotel Tax	159,174	145,000	170,000	160,000	15,000
Pass-Through Programs Subtotal	\$1,499,046	\$1,412,463	\$1,527,252	\$1,542,982	\$130,519
Total General Fund State Aid	\$2,023,872	\$1,788,062	\$1,951,303	\$1,965,792	\$177,730

General Fund Revenue Statement, *continued*



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



Over the ten year term (FY 2007-2008 - FY 2017-2018) State Aid to the General Fund has decreased from \$4.2 million to \$1.9 million, a reduction of approximately 55%. Were the Town to receive the same level of support in FY 2017-2018 as in FY 2007-2008, the property tax rate could be reduced by approximately \$0.51 per thousand dollars of assessed value, or almost \$181 per average median valued home.

General Aid Program Descriptions

General Revenue Sharing. The State General Revenue Sharing Program was discontinued in FY 2009-2010. Prior to that time, income from this program exceeded \$1 million per year. Payment in Lieu of Tax (PILOT) Revenue continues to be provided. PILOT funding reimburses the Town at a rate of up to 27% of the tax-exempt assessment value of South County Hospital real estate holdings. Estimated income from this program is projected at \$204,000 in FY 2017-2018, a projected increase of \$30,434 over the current year budget amount.

Municipal Incentive Aid. Beginning in FY 2013-2014, a new program providing State assistance was introduced for a three year period to encourage municipalities to improve sustainability of their retirement plans and to reduce the unfunded liabilities within their respective plans. This new category of State assistance was funded at \$5 million per year, and distributed based on each community's population as a percentage of the State's 2010 US Census population. The Town of South Kingstown received \$144,389 annually over the three year funding cycle. This program was terminated after FY 2015-2016.

Library Aid. It is anticipated that the State will provide \$218,810 in General Library Aid in FY 2017-2018. This program provides approximately 17% reimbursement of the cost of local library services, provided the community's property tax support level meets or exceeds the prior year funding level.



Pass-Through Aid Program Descriptions

Public Services Corporation Tax. The tangible personal property of telegraph, cable, and telecommunications corporations are exempted from local taxation, but not from taxation by the State. Funds collected by the State from this tax are distributed to cities and towns based on the ratio of the municipality's population to the population of the State as a whole. For the 2017-2018 fiscal year, funding in the amount of \$393,252 is projected, reflecting an increase of \$14,592 from the budgeted estimate for the current fiscal year.

Motor Vehicle Excise Tax Phase-Out. The Governor's Recommended Budget for FY 2017-2018 proposes continuation of a State reimbursement of a \$500 per vehicle value credit during the FY 2017-2018 fiscal year. Funding of \$139,730 is projected for FY 2017-2018, which is \$927 more than the projected current year funding level. As previously noted, any statutory changes in tax assessment methodology adopted by the 2017 General Assembly are anticipated to be revenue neutral. Budgetary estimates will be adjusted as new information becomes available.

Meal Tax. The State meal tax was increased in 2003 when the General Assembly authorized an additional 1% tax on the sale of all prepared foods and meals served by any food service provider. Receipts from this additional 1% tax program are collected by the State and transferred to the municipality where the sale occurred. For FY 2017-2018, an estimated \$850,000 in income is projected, an increase of \$100,000 over the budgeted amount in the current fiscal year.

Hotel Tax. Since 1986, the State has levied a 5% surcharge on the consideration charged for occupancy of any space furnished by any hotel in the State, in addition to normal State sales taxes. Of the total surcharge, the State returns 25% of total revenues collected to the host community. In 2004, the State enacted an additional 1% gross receipts tax on the total consideration charged for occupancy of any space furnished by a hotel. All income generated from this surcharge is collected by the State and distributed to the city or town where the hotel responsible for the fee collection is located. For the 2017-2018 fiscal year, \$160,000 in program revenue is projected, an increase of \$15,000 over the adopted FY 2016-2017 budget level.

General Fund Revenue Statement, *continued*



D. LOCAL PROGRAM GENERATED REVENUES

It is projected that local revenues will generate \$3,277,907 in non-property tax related income in the 2017-2018 fiscal year. A summary of the proposed revenue statement is presented below:

General Fund Revenues	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
Rental of Town Property	\$387,860	\$399,282	\$400,200	\$412,662	\$13,380
Investment Income	173,954	125,000	170,000	185,000	60,000
Miscellaneous Revenues	70,565	59,450	56,600	48,000	(11,450)
Town Clerk Revenues	534,379	515,170	528,810	529,264	14,094
Finance Department Revenues	40,136	40,050	40,000	40,000	(50)
Planning/GIS Department Revenues	509	550	525	525	(25)
Zoning/Building Revenues	407,899	390,650	441,000	389,650	(1,000)
Police Revenues	381,537	241,250	321,700	280,300	39,050
Animal Control Revenues	77,602	76,900	76,900	76,900	0
Harbor Patrol	31,706	34,000	34,000	34,000	0
Communications Dept Revenues	1,401	1,000	1,000	1,000	0
Emergency Medical Svs. Revenues	575,000	590,000	590,000	590,000	0
Public Services Revenues	10,625	17,400	24,120	17,400	0
Recreation Department Revenues	713,073	680,945	679,351	588,506	(92,439)
Library Revenues	88,602	82,500	83,586	84,700	2,200
TOTAL	\$3,494,847	\$3,254,147	\$3,447,792	\$3,277,907	\$23,760

Local program generated revenues in excess of \$100,000 projected in FY 2017-2018 are highlighted below:

Rental of Town Property. This revenue account includes rental income from multiple wireless carriers for attachment rights on municipally owned water tanks and at the communications tower at the Public Services Building, along with rental income generated at Marina Park (two marinas, a yacht club, sailing club and a restaurant) and two minor rental agreements for Hospital parking, and agricultural field rental at the Town Beach. Projected income from wireless carriers is estimated at \$100,544 and Marina Park rental income at \$303,214. Also, parking income of \$6,405 and field rental income of \$2,500 is forecast.

Investment Income. In May 2016, the Town Council adopted an Investment Policy Statement that conforms to applicable State investment statutes and Government Finance Officers Association's best practices. It is anticipated that Investment Income will generate \$185,000 in FY 2017-2018, a \$60,000 increase over the current year budget estimate. Average investment rates are predicted at 0.75% during the 2017-2018 fiscal year.

Town Clerk Revenues. The Town Clerk's Office is responsible for the collection of approximately 25 different fees. Projected income of \$529,264 is anticipated in FY 2017-2018, an increase of \$14,094 over the current year budgeted estimate. Major revenue sources include Recording fees (\$265,000), Real Estate Conveyance Fees (\$90,000), Vital Statistics Copies (\$40,000), and Probate Fees (\$50,000).



Zoning and Building Inspection Revenues. Revenues collected by the Zoning and Building Inspection Office are primarily generated by Building Permits (\$270,000) and Electrical, Plumbing and Mechanical Permits (\$108,000). Zoning Board of Review Filing Fees are projected to produce income of \$10,000 in the 2017-2018 fiscal year. It is noted that the State Building Commissioner has been tasked with the responsibility of revising building fee schedules to better reflect the true cost of providing inspection services. Cities and towns have challenged the Commissioner’s methodology that would result in substantial income reductions from building related fees. Revisions to this revenue source may need to be necessary should the Commissioner’s methodology not be altered based on local government input.

Police Revenues. Police-related revenues are projected at \$320,778 in the 2017-2018 fiscal year, up \$40,896 over the current year budgeted appropriation. Revenue from Vehicle Use is projected at \$150,000 reflecting an increase of \$30,000 over the current year adopted budget. Other large sources of income projected for FY 2017-2018 include Motor Vehicle Fines (\$76,000), Parking Ticket Fines (\$25,000) and Vehicle Identification Number (VIN) checks (\$10,000).

Emergency Medical Services (EMS) Revenues. Income generated from services provided by the EMS program is held in the EMS Billing Services Fund. A portion of this revenue is used to offset operational expenses of the Division, as well as to meet EMS equipment needs. For the 2017-2018 fiscal year, it is proposed to transfer \$590,000 in income from the EMS Billing Fund to the General Fund, the same amount as budgeted in the current year.

Recreation Department Revenues. The Recreation Department is forecasting a \$90,396 reduction in Fiscal Year 2017-2018 fees due to the number of athletic programs being transferred to the new Community Recreation Center Fund. Proposed Recreation Department expenses will also be reduced by \$81,609 thereby limiting increased property tax support for the General Fund Recreation Program to \$8,787 or 0.8% more than in the current year. As in the past, program expenses are based on identified program participation targets for each program. Should targeted participation levels for a program not be reached, the program is canceled and no program costs are incurred.

E. UNASSIGNED FUNDS FORWARDED TO FY 2017-2018 GENERAL FUND

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

For the 2017-2018 fiscal year, it is proposed to use \$550,000 from the General Fund’s Unassigned Fund Balance, which is \$50,000 less than the amount provided in the current fiscal year. The value of the Town's Unassigned Fund Balance (UFB) as of June 30, 2016 was \$10,171,662 or 13.18% of the adopted FY 2016-2017 General Fund plus Other Fund Property Tax Transfers. The planned use of \$550,000 in funding support for FY 2017-2018 will provide a projected Unassigned Fund Balance of \$10,621,662 or 13.44% of the FY 2017-2018 Proposed Municipal Program at the close of FY 2016-2017, as shown on the following page.

General Fund Revenue Statement, *continued*



Unassigned Fund Balance June 30, 2015	\$9,956,791
Fund Balance as a % of FY 2015-2016 Budget	13.15%
FY 2015-2016 Estimated Operating Surplus	\$1,027,161
Change In Prepaid Expenses	(12,290)
Transfer to Community Recreation Center	(200,000)
Funds Forwarded to Finance FY 2016-2017 Program	(600,000)
Estimated Unassigned Fund Balance June 30, 2016	\$10,171,662
Estimated Fund Balance as a % of FY 2016-2017 Budget	13.18%
FY 2016-2017 Estimated Operating Surplus	\$1,000,000
Funds Forwarded to Finance FY 2017-2018 Program	(550,000)
Estimated Unassigned Fund Balance June 30, 2017	\$10,621,662
Estimated Fund Balance as a % of Est. FY 2017-2018 Budget	13.44%

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

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General Fund Expenditure Statement



II. General Fund Expenditure Statement

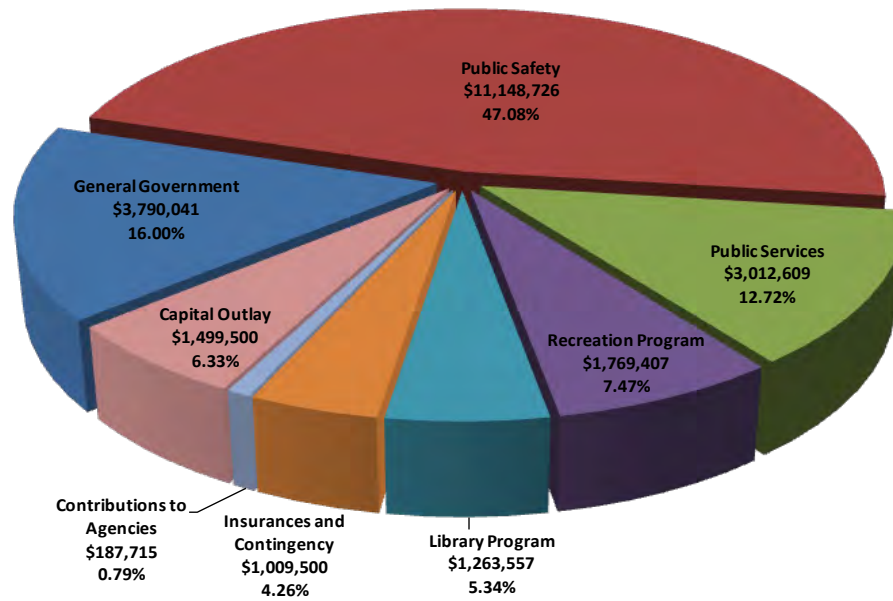
The Proposed General Fund Expenditure Statement is presented in the amount of \$23,681,055 reflecting an increase of \$482,300 or 2.1% more than the current year appropriation of \$23,198,755. The charts below and on the next page present the General Fund Summary by both program function and expenditure classification.

General Fund By Function	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
General Government	\$3,611,937	\$3,786,369	\$3,839,649	\$3,790,041	\$3,672
Public Safety	10,214,038	10,766,168	10,771,048	11,148,726	382,558
Public Services	2,823,695	2,952,072	2,799,763	3,012,609	60,537
Recreation Program	1,797,933	1,851,016	1,843,056	1,769,407	(81,609)
Library Program	1,179,466	1,219,965	1,188,429	1,263,557	43,592
Insurances and Contingency	896,310	990,000	967,800	1,009,500	19,500
Contributions to Agencies	188,181	192,715	192,715	187,715	(5,000)
Capital Outlay	1,292,600	1,440,450	1,440,450	1,499,500	59,050
Total Expenditures	\$22,004,161	\$23,198,755	\$23,042,910	\$23,681,055	\$482,300

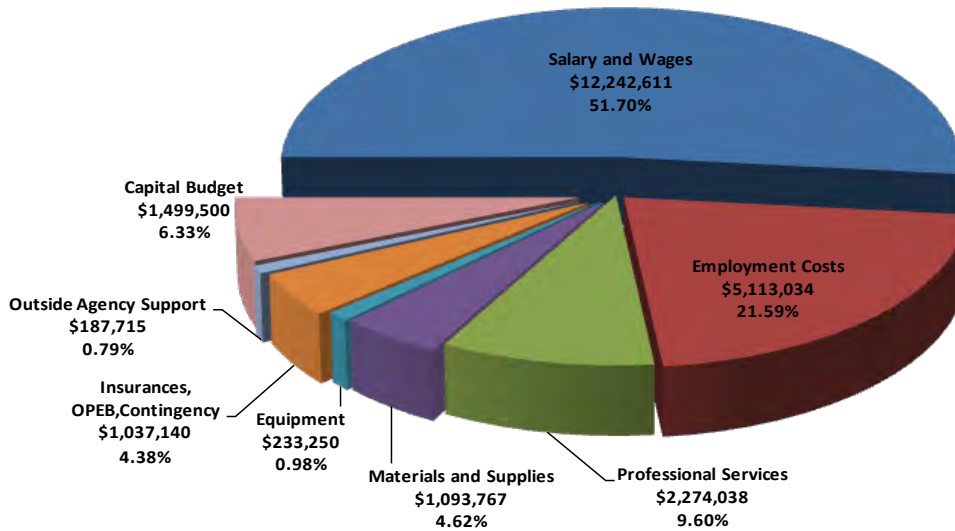
Budget Program By Classification	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Difference to Adopted Budget
Salary and Wages	\$11,467,994	\$11,906,921	\$11,975,874	\$12,242,611	\$335,690
Employment Costs	4,747,486	5,045,094	5,055,969	5,113,034	67,940
Professional Services	1,863,889	2,197,062	2,114,962	2,274,038	76,976
Materials and Supplies	958,410	1,153,477	1,026,976	1,093,767	(59,710)
Equipment	131,509	241,380	236,493	233,250	(8,130)
Insurances, OPEB, Contingency	926,592	1,021,656	999,471	1,037,140	15,484
Outside Agency Support	188,181	192,715	192,715	187,715	(5,000)
Capital Budget	1,292,600	1,440,450	1,440,450	1,499,500	59,050
Transfer To Other Fund	427,500	0	0	0	0
Total Expenditure Statement	\$22,004,161	\$23,198,755	\$23,042,910	\$23,681,055	\$482,300



**General Fund FY 2017-2018
(By Function)**



**General Fund FY 2017-2018
(By Classification)**



General Fund Expenditure Statement, *continued*



A. Departmental Services

The Departmental Services component of the Town Manager's Proposed FY 2017-2018 General Fund Budget Element will require a \$408,750 or 2.0% increase over the current fiscal year program.

Departmental Element By Function	2015-2016	2016-2017	2016-2017	2017-2018	Difference to
	Actual	Adopted	Projected	Proposed	Adopted Budget
General Government	\$3,611,937	\$3,786,369	\$3,839,649	\$3,790,041	\$3,672
Public Safety	10,214,038	10,766,168	10,771,048	11,148,726	382,558
Public Services	2,823,695	2,952,072	2,799,763	3,012,609	60,537
Recreation Program	1,797,933	1,851,016	1,843,056	1,769,407	(81,609)
Library Program	1,179,466	1,219,965	1,188,429	1,263,557	43,592
Total Departmental Services	\$19,627,069	\$20,575,590	\$20,441,945	\$20,984,340	\$408,750

The total cost of Personnel and Employment Benefits components of the Departmental Services Element is \$17,355,645 or \$403,630 more than the current fiscal year funding requirements, consisting of \$335,690 (2.8%) in additional salaries and wages, and \$67,940 (1.3%) in increased employment benefits costs. Costs associated with Personnel and Employment Benefits are 82.7% of the entire Departmental Services Element of the General Fund.

Description	2015-2016	2016-2017	2016-2017	2017-2018	Difference to
	Actual	Adopted	Projected	Proposed	Adopted Budget
Full-Time Employees	\$9,011,202	\$9,553,574	\$9,378,031	\$9,861,832	\$308,258
Part-Time Salaries	673,173	615,356	601,920	631,644	16,288
Seasonal Salaries	321,789	354,800	357,555	298,812	(55,988)
Overtime	1,043,905	905,928	959,938	947,991	42,063
Retirement/Vacation Reimb.	69,926	100,000	307,439	100,000	0
Longevity	347,998	377,263	370,991	402,332	25,069
Total Wage and Salary	\$11,467,994	\$11,906,921	\$11,975,874	\$12,242,611	\$335,690
FICA	\$830,486	\$860,894	\$874,671	\$892,475	\$31,581
Municipal Employees Retirement	692,251	740,756	731,315	732,917	(7,839)
Police Retirement	798,313	872,223	862,875	832,026	(40,197)
EMS Retirement	42,053	43,511	47,000	31,627	(11,884)
Direct Pension	7,293	7,480	7,480	7,480	0
Medical Insur-Active Employees	1,748,085	1,868,597	1,874,065	2,000,461	131,864
Medical Insur-Retirees	438,236	462,364	464,574	427,198	(35,166)
Dental Insur-Active Employees	135,552	140,610	135,584	132,123	(8,487)
Dental Insur-Retirees	5,072	0	5,100	4,781	4,781
Insurance Buyback	41,143	39,200	43,916	42,600	3,400
Life Insurance	9,003	9,459	9,389	9,346	(113)
Total Employment Benefits	\$4,747,486	\$5,045,094	\$5,055,969	\$5,113,034	\$67,940
Total Personnel Program	\$16,215,480	\$16,952,015	\$17,031,843	\$17,355,645	\$403,630

General Fund Expenditure Statement, *continued*



The Town's Personnel System includes four independent labor groups and one non-organized employee group of managerial/supervisory personnel. All municipal labor groups have active collective bargaining agreements with the Town. Three of the contracts (SKMEA/NEARI, EMS and Council 94) are set to expire June 30, 2018, while the fourth contract (Police - IBPO) expires on June 30, 2019. All contracts for the 2017-2018 fiscal year provide for cost of living wage increases of 2.25%.

It is noted that Health Care and Dental Program costs are forecast to increase by 7.0% during FY 2017-2018. All municipal employees participating in the Town's Health Care Program contribute a co-share equal to 20% of the health care premium.

The Town participates in the State administered Municipal Employees Retirement System (MERS). Employer contribution rates for the 2017-2018 as determined by the State Retirement Board are as follows:

Municipal Employees Retirement System			
Employer Contribution Rates	FY 2016	FY 2017	FY 2018
Sworn Police Officers	24.71%	25.15%	22.69%
Municipal Employees	12.25%	11.61%	11.22%
Emergency Medical Technicians	5.34%	4.93%	3.51%

The FY 2017-2018 Personnel Program consists of the following proposed revisions:

Position	Proposed Action	Salary & Benefit Adjustment
Finance Director	Grade 18 Pay Level Adjustment	\$8,788
Public Services Director	Grade 18 Pay Level Adjustment	7,866
Information Systems Administrator	Reclassification: Information Systems Manager From Grade 13 to 15	5,894
Asst Building Inspector (1 position)	Reclassification: Building Inspector (SKMEA/NEARI)	4,454
Account Clerk I (2 positions)	Reclassification: Assessment/Data Collection Clerk (SKMEA/NEARI)	2,822
Real Estate Appraiser	Position Eliminated - Net Reduction (SKMEA/NEARI)	(67,825)
Equipment Operator I	New Position Proposed January 1, 2018 (C94)	30,124
Police Sergeant	New Position Proposed January 1, 2018 (IBPO)	52,289
Net General Fund Personnel Program Cost Adjustments		\$44,412

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

Town Council (11001). In addition to the costs associated with Town Council stipends (\$3,000 for the Town Council President and \$2,000 for other Town Council members) and wages for the camera operator for recording Town Council session, funding of \$10,200 is budgeted for costs associated with the live broadcast of Town Council meetings.

Budget Referendum (11003). This budget element provides for anticipated costs associated with the conduct of a budget referendum. The Town Charter provides that qualified electors of the Town may call for the conduct of an all day referendum should a minimum of 200 electors wish to consider the increase or decrease of the Town Council Adopted General Fund and/or School Fund by more than \$250,000. The projected cost of conducting a referendum in FY 2017-2018 is \$13,383.



Legal Services (11005). This account provides funding on a retainer basis for the Town Solicitor, Special Legal Counsel, and Criminal Prosecutor who are appointed by, and serve concurrently with, the Town Council. The Town's attorneys attend all meetings of the Town Council, Zoning Board of Review, and Planning Board and provide legal assistance and advice to these bodies. The Criminal Prosecutor represents the Police Department on all charges brought before the District Court and Traffic Tribunal. It is proposed to increase existing retainers by 2.25% in FY 2017-2018.

Probate Court (11107). This account provides funding for a part-time Probate Judge who is appointed by the Town Council. Probate Court is held in the Town Hall on the third Thursday of every month. No increase is proposed in the 2017-2018 fiscal year.

Town Manager (12001). This account provides funding for all costs associated with the administrative management of municipal operations. For the 2017-2018 fiscal year, a 2.8% or \$11,966 increase in funding is proposed. This increase is needed to provide for a budgeted 2.25% increase in salaries and benefit cost adjustments and first year funding of \$1,730 to be held in reserve for planned replacement of non-major technology equipment (computers, printers and copy machines).

Personnel Administration (12003). The Personnel Division assists the Town Manager's Office and all other Town departments in the administration of all Human Resource functions. For the 2017-2018 fiscal year, a 1.0% or \$1,113 increase in funding is needed to provide for a budgeted 2.25% increase in salaries and benefit cost adjustments and \$200 for non-major technology equipment funding.

Town Clerk (13001). The Town Clerk's Office is responsible for providing a number of services to the public. The Office consists of six major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, and Business Licenses. A 2.0% increase (\$8,396) in departmental funding is proposed for FY 2017-2018. The department operates with five full time staff members.

Public Information (13003). The Town's Public Information account has in the past provided funding to operate and maintain the Town website and Community Emergency Notification System, as well as municipal internet access and email accounts. The costs of these services are being reassigned to the Information Technology Department in FY 2016-2017. This account will be removed from future budget presentations beginning in FY 2018-2019.

Canvassing Authority (13005). This account provides funding for the preparation and maintenance of all Town voting records within the Town Clerk's office. It also provides funding for the administration of all mandated national, state, and local elections, as well as the stipend for the three-member Canvassing Authority and the Clerk of the Canvassing Authority. No elections are scheduled during the 2017-2018 fiscal year, thereby allowing for a \$36,318 reduction in department funding.

Finance Department (14001). The Finance Department serves all departments of the Town as an information gathering and control center, providing both internal and external reports pertaining to Town-related financial information. For the 2017-2018 fiscal year, a 4.3% or \$29,006 increase in funding is proposed. This increase is needed to meet salary and benefit adjustments and to provide first year funding of \$4,443 for non-major technology equipment transfer.

General Fund Expenditure Statement, *continued*



Information Technology (14003). The Information Technology (IT) Division of the Finance Department provides management and technical support for most hardware and software needs of the Town's municipal offices. The Division's budget also includes fees associated with the Town's web site hosting and internet access. FY 2017-2018, proposed funding provides a \$1,276 reduction from the current year funding level. The decrease is possible due to reductions in computer equipment acquisitions as a result of individual departments now being responsible for prefunding technology equipment replacements and reduced costs associated with equipment maintenance.

Post Year Audit (14005). This account provides funding for completion of an annual post year audit of all Town funds, as required by State statute and Town Charter. FY 2017-2018 funding of \$25,160 is proposed.

Town Assessor and Assessment Board of Review (15001 & 15003). The Department of Assessment provides for the orderly valuation of all real estate, motor vehicles, and tangible personal property located in the Town of South Kingstown. The Assessment Board of Review, consisting of three regular members and one alternate member, is charged under Town Charter and by Town Ordinance to hear grievances related to tax appeals filed. A \$51,066 decrease is proposed for the Assessor's Department in FY 2017-2018. This reduction is primarily due to the planned elimination of the Real Estate Appraiser position. Professional Services of \$12,500 will be added to the budget to assist in the inspection of new construction activity on an as need basis.

Planning Department; Planning Board; and Conservation Commission (16001, 16003 & 16009). The Planning Department is engaged in all phases of growth management and land use regulation within the Town. The seven-member Planning Board is appointed by the Town Council and serves in a review and regulatory capacity regarding community land use planning. The Planning Board budget for FY 2017-2018 is proposed at \$3,800. The Conservation Commission, a 7-member advisory board is charged with promoting the preservation of the natural resources in Town, and also serves as the Town Tree Board and Onsite Wastewater Treatment System (OWTS) Commission. No changes in programming are proposed in FY 2017-2018 for this account. A \$15,496 increase is proposed in FY 2017-2018 for the Planning Department to address budgeted salary and benefit adjustments. Health care costs associated with new personnel are the principal reason for this sizable increase in addition to first year funding (\$1,665) for a Technology Reserve Transfer.

Geographic Information Systems (16005). The Geographic Information System (GIS) Division of the Planning Department provides access to accurate geographic information. For the 2017-2018 fiscal year a \$3,611 increase is proposed. In addition to budgeted salary and benefit adjustments, \$1,982 for Technology Reserve transfer funding is planned.

Zoning/Building Inspection and Zoning Board of Review (17001 & 17003). The Zoning/Building Inspection Department is charged with the responsibility to enforce the Zoning Ordinance of the Town, the RI State Building Code, and the RI Housing and Occupancy Code (Minimum Housing). The Zoning Board of Review is a quasi-judicial board that conducts public hearings on all petitions requesting special use permits, variance, and appeals of decisions made by the Building Official under the Zoning Ordinance. A \$17,014 or 4.9% increase in the Zoning and Building Inspection Department is proposed to meet budgeted salary increases for FY 2017-2018. The reclassification of one of the Assistant Building Inspectors to the position of Building Inspector will require \$4,454 in additional to normal salary increases plus the Department will require a \$2,120 first year appropriation for Technology Reserve Transfer funding. No funding changes are proposed in the Zoning Board of Review budget.

General Fund Expenditure Statement, *continued*



Town Hall Operations (18001). All costs associated with the operation of the Town Hall facility are included in this account. A \$1,137 increase is proposed in FY 2017-2018.

Police Department (20001). The Police Department Budget for FY 2017-2018 has been restated to allow for documentation of the costs of Police Services independent of the costs associated with Public Safety Dispatch Services. The restated Police Department appropriation for FY 2016-2017 is presented at \$7,786,803 or \$712,353 less than the Town Council Adopted FY 2016-2017 appropriation of \$8,499,156. All funds removed from the revised budget for the Police Department has been transferred to a new department account, Police Dispatch. The proposed FY 2017-2018 Police Department appropriation of \$8,053,454 reflects a \$266,651 or 3.4% increase over the current year restated appropriation. The proposed budget includes a new sergeant to be assigned to the detective division and the hiring of a new patrol officer to fill the vacancy created by the sergeant promotion. To minimize the costs associated with this new position, it is planned to make the appointment in January 2018.

Police Dispatch (20050). As noted above, costs associated with Public Safety Dispatch (including Police Fire, EMS and Fire Alarm Services) are being isolated in a new municipal department account. For the 2016-2017 fiscal year, \$712,353 was budgeted in the Police Department Budget Restatement to account for public safety dispatch services. For FY 2017-2018, a budget of \$774,162 or \$61,809 more than the current year appropriation is proposed. *(Note: The combined cost of Police and Dispatch Services in FY 2017-2018 is proposed at \$8,827,616 or \$328,460 or 3.9% more than the FY 2016-2017 funding level)*

Animal Control Program – Road and Shelter (20071 & 20073). The Town's Animal Control Program consists of two elements; the Road Program provides enforcement of all animal-related Town Ordinances and State laws and the Animal Shelter Program accepts neglected, abandoned, and/or stray dogs and cats. A collective \$18,009 increase in the cost of the Animal Control program is proposed for FY 2017-2018. Included in the proposed budget for the Shelter is \$9,500 for painting of the facility. Other identified costs include salary increases of 2.25% and applicable benefit adjustments.

Harbor Patrol (20090). The Harbor Patrol Division provides for the safety of the boating public on waters located in South Kingstown, through education and enforcement of State and local boating safety laws. The Harbor Patrol Program is proposed to increase by \$8,083 in FY 2017-2018, as hourly rates for the Harbor Master and his assistants are being increased by \$3 per hour to meet market demands for qualified seasonal personnel (\$950). An additional \$1,900 is proposed to maintain equipment used by this Division and \$4,100 for the purchase of replacement radar equipment for the patrol boat.

Fire Alarm Division (21001). This account provides funding for the maintenance and operation of the Town's fire alarm system. The Division has two principal areas of responsibility: maintenance of the cable plant and enforcement of the RI Fire Safety Code pertaining to the installation and maintenance of fire alarm systems. Personnel changes will reflect a \$2,750 increase in medical insurance costs, in addition to normal wage and benefit increases and first year funding (\$700) for technology equipment replacement. The FY 2017-2018 proposed budget of \$263,024 will require an \$8,031 or 3.1% increase over the current year appropriation.

Emergency Medical Services (22001). The purpose of the Emergency Medical Services (EMS) Division is to provide pre-hospital emergency medical treatment and transportation to the sick or injured, promote injury prevention, and provide public education such as home safety, CPR, and injury risk reduction. A \$19,495 or 1.2% increase in program cost is proposed for FY 2017-2018. Reduced costs associated with



employer contributions to the EMS Retirement Program and reductions in health care premiums due to personnel changes offset a portion of the costs associated with salary increases and first year funding of technology reserve transfer.

Public Services Administration (30001). The Engineering Division of the Public Services Department serves as the Town's technical branch that oversees design and construction of public works infrastructure. The Division manages drainage complaint resolution, storm water compliance, road reconstruction and resurfacing, street lighting, tree programs, and oversight of capital projects. Funding is proposed in the amount of \$390,161 in FY 2017-2018, an increase of \$16,741 over the current year funding level. Salary and benefit costs increases and first year funding (\$2,440) of the Department's technology reserve transfer are responsible for a majority of the planned increase.

Streets and Highway Division (30003). The Streets and Highway Division provides labor services, materials, and equipment for year-round maintenance of the Town's highway and drainage infrastructure. The proposed budget for this major Public Services Division is proposed to increase by \$34,914 in FY 2017-2018. Salary increases of 2.25% and benefit costs adjustments are included all assigned personnel. It is proposed to increase the Division's workforce in FY 2017-2018 with an additional Equipment Operator I commencing in January 2018 at a cost of \$30,124 in salary and benefits.

Tree Warden and Street Lighting (30005 & 30007). The Town's Tree Management Program encompasses both routine and emergency municipal tree management. The Tree Warden oversees municipal trees located within Town highway rights-of-way and on municipal properties. The Street Lighting account covers costs associated with streetlights along all local and a majority of State roads. It is proposed to increase the Tree Warden Program by \$882 to allow for the purchase of additional street trees as needed. It is also proposed to increase the Street Lighting Account by \$8,000 due to projected service costs.

Recreation Department (40001 - 40013). The Parks and Recreation Department, under the direction of the Recreation Commission, serves the community by providing enriching recreation experiences and quality facilities. The objective of the Department is to provide a well-rounded and balanced leisure services program for all segments of the community. The Recreation Program includes six elements including Administration, Maintenance, Athletics, Aquatics, Leisure Service and Stepping Stone School. The combined cost of the proposed FY 2017-2018 Parks and Recreation Program is \$1,769,407 or \$81,609 less than the current year appropriation. Budgeted Recreation Department revenues are forecast at \$660,582 or \$90,396 less than budgeted in current year. The Athletics Division has been restructured for the 2017-2018 fiscal year in conjunction with the opening of the Community Recreation Center in May/June 2017. For FY 2017-2018, all basketball and volleyball program expenses and income will be recognized in the Community Recreation Center Fund. Property tax support for the Recreation Department in FY 2017-2018 is projected at \$1,108,825 or \$8,787 more than in the current fiscal year.

Library Program (50001). The South Kingstown Public Library provides free, convenient and equal access to print and non-print materials, services and technologies that support the community's informational, educational, cultural and recreational needs. The library system consists of Peace Dale Library and two branches, Kingston Free and Robert Beverly Hale. The proposed FY 2017-2018 Library Program will require funding of \$1,263,557 or \$28,348 more than in the current fiscal year.

Summary. The overall cost of operating all General Fund Departments for FY 2017-2018 is proposed at \$20,984,340 an increase of \$408,750 or 2.0% more than the current year appropriation of \$20,575,590.



B. Insurances and Contingency

The second funding component of the FY 2017-2018 General Fund Budget Element that accounts for costs of operations that are not assignable to specific municipal departments and agencies is budgeted under "Insurances and Contingency." For the 2017-2018 fiscal year, a General Fund appropriation of \$1,009,500 is necessary as defined below:

Municipal Insurance (70103). This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, fire, and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. A General Fund appropriation in the amount of \$352,000 is proposed for the 2017-2018 fiscal year for municipal insurance, an increase of \$22,000 over the current fiscal year appropriation. This increase is the result of a reallocation of cost sharing of this expense with other governmental funds based on property values, vehicle assignments and policy related responsibilities vested in each of the various funds covered under the Town's comprehensive policies.

Unemployment Insurance (70105). RI state law requires that state and local governments provide unemployment insurance for their employees; therefore, the Town must appropriate money to fund any unemployment claims filed. Funding in the amount of \$12,500 is proposed for FY 2017-2018, an increase of \$2,500 over the current fiscal year appropriation.

Workers' Compensation (70107). This account provides funding for Workers' Compensation Insurance for Town personnel budgeted in the General Fund, with the exception of Public Safety and EMS employees who are covered under separate State statutes for on-the-job injuries. For the 2017-2018 fiscal year, a budget appropriation of \$155,000 or \$5,000 less than the current fiscal year appropriation is proposed.

Fund Contingency (70109). This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there is not sufficient funds budgeted. Costs for a major fire, major equipment breakdown, or unanticipated snow removal would be charged to this account. This account is also used by the Town Council to address various expenses not identified during budget development, as the Town Council deems appropriate. Level funding in the amount of \$65,000 is proposed for FY 2017-2018.

Town Health Care (73011). This account provides municipal funding for the annual required contribution (ARC) for "Other Post-Employment Benefits" (OPEB), as well as for contingency funding in case of unexpected health care rate increases occurring after budget development. OPEB costs associated with post employment health care benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid health care benefits in retirement and the current year cost associated with OPEB benefits that current employees will earn in the 2017-2018 fiscal year. Level funding in the amount of \$425,000 is proposed for FY 2017-2018, consisting of \$350,000 for OPEB-related costs and a contingency appropriation of \$75,000 in case of unexpected health care rate increases occurring after budget development. As of June 30, 2016 the Town/School OPEB Trust maintained assets of \$10,196,288 or 53.4% of the Actuarial Accrued Liability of \$19,110,044. The Town and School Department continue to appropriate annual Required Contribution to the OPEB Trust in accordance with the parameters of Government Accounting Standards Board (GASB) Pronouncement 45.

General Fund Expenditure Statement, *continued*



C. Human Services & Outside Agencies Support (80000 & 81000)

The third component of the FY 2017-2018 General Fund Budget Element identifies all municipal support provided for a number of non-profit Human Services Agencies and local civic organizations. It is noted that the Town Manager takes no position on the level of funding provided to any outside agency; therefore, funding levels proposed for FY 2017-2018 are held at the current year appropriation amounts, provided an application for continued funding has been filed.

The Human Services Agencies (80000) requesting municipal funding support in the 2017-2018 fiscal year are shown in the chart below. It is noted that one agency (Phoenix House) has not submitted a funding request since FY 2015-2016 and is therefore not included in the Town Manager's FY 2017-2018 Proposed Budget.

Human Service Agencies	2015-2016 Adopted	2016-2017 Adopted	2017-2018 Requested	2017-2018 Proposed
Contributions To Health and Human Services Agencies				
Thundermist Health Center of South County	\$24,000	\$24,000	\$24,000	\$24,000
South County Home Health	24,000	24,000	24,000	24,000
Tri-County Community Action	24,000	24,000	24,000	24,000
Jonnycake Center of Peace Dale	22,000	22,000	22,000	22,000
South Shore Center (Gateway Healthcare)	15,000	15,000	15,000	15,000
Welcome House of South County	8,000	8,000	11,500	8,000
Cane Child Development Center	9,000	9,000	9,000	9,000
Domestic Violence Resource Center	5,000	5,000	5,000	5,000
Easter Seals Rhode Island	1,000	1,000	5,000	1,000
Education Exchange	3,500	3,500	3,500	3,500
Hope Hospice & Palliative Care Rhode Island	1,500	1,500	3,000	1,500
Washington County Coalition for Children	800	1,000	1,000	1,000
<i>Phoenix House New England (closed)</i>	12,000	0	0	0
Total Proposed Human Service Agencies	\$149,800	\$138,000	\$147,000	\$138,000

General Fund Expenditure Statement, *continued*



Local civic organizations (Outside Agencies - 81000) seeking municipal funding support in the 2017-2018 fiscal year are listed below:

Outside Agencies	2015-2016 Adopted	2016-2017 Adopted	2017-2018 Requested	2017-2018 Proposed
Contributions to Outside Agencies				
RI League of Cities & Towns	\$11,115	\$11,115	\$11,115	\$11,115
Southern RI Chamber of Commerce	9,000	9,000	9,000	9,000
Celebration (3 Parades)	7,000	7,000	7,000	7,000
Washington County Regional Planning Council	5,000	5,000	6,000	5,000
SK Partnership For Prevention	4,000	4,000	4,000	4,000
Union & Fire Districts	3,600	3,600	3,600	3,600
Peace Dale Neighborhood Revitalization	3,000	3,000	3,000	3,000
Narrow River Preservation Assoc	500	500	2,700	500
Southern RI Volunteers	0	2,000	2,000	2,000
Wakefield Village Association	3,500	3,500	10,000	3,500
VFW Post #916	0	5,000	0	0
Washington County Community Develop Corp	1,000	1,000	0	1,000
Total Proposed Outside Agencies	\$47,715	\$54,715	\$58,415	\$49,715
Neighbors Helping Neighbors	0	0	1,000	0
Total New Request Outside Agencies	\$0	\$0	\$1,000	\$0
<i>Total (Inclusive of New Agencies Request)</i>	<i>\$47,715</i>	<i>\$54,715</i>	<i>\$59,415</i>	<i>\$49,715</i>

D. Capital Budget

The fourth component of FY 2017-2018 Proposed General Fund Budget Element identifies the cost associated with implementation of the FY 2017-2018 Capital Budget, the first year (Pay As You Go) spending program of the Town Council's adopted Capital Improvement Program (CIP) for the Fiscal Period 2017-2018 through 2021-2022. The Town Council's Adopted CIP for FY 2017-2018 projects a six-year spending program of \$27,227,535. The CIP identifies prioritized capital projects or programs projected for completion within all of the Town's governmental funds. The purpose of this program is to develop an orderly schedule for the major purchases, replacements, construction, and annual contractual programs that require expenditures in excess of \$10,000. The CIP seeks to determine needs, establish priorities, and analyze the Town's ability to pay for these new improvements and details a six-year planned spending program.

Capital Improvement Program (85000). The General Fund capital budget appropriation for FY 2017-2018 is proposed at \$1,499,500, reflecting an increase of \$59,050 over the current fiscal year budget of \$1,440,450. One funding proposal included in the Town Council's Adopted Capital Improvement Program is proposed for removal from the Town Manager's Proposed FY 2017-2018 Budget Program – a \$20,000 transfer to the Recreation Equipment Capital Reserve for the purchase of a pick-up truck (net of trade in value). Replacement of this vehicle will be deferred to a future year.

General Fund Expenditure Statement, *continued*



Shown below is a summary of the FY 2017-2018 Capital Budget as adopted by the Town Council on January 23, 2017, net of the reduction noted on the previous page:

Capital Budget Program	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted	Increase (Decrease)
Recreational	\$209,600	\$254,000	\$236,000	(\$18,000)
Public Services	853,000	901,450	963,500	62,050
Public Safety	180,000	215,000	230,000	15,000
General Municipal	50,000	70,000	70,000	0
Total Capital Budget Program	\$1,292,600	\$1,440,450	\$1,499,500	\$59,050

The Town Council Adopted Capital Improvement Program for the Fiscal Period 2017-2018 through 2021-2022 is available for review at the Town's Website (www.southkingstownri.com), and may be accessed at:

www.southkingstownri.com/town-government/municipal-departments/town-manager/budget
(See Tab 21 for a full description of the FY 2017-2018 Capital Improvement Program)

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III. OTHER GOVERNMENTAL FUNDS

In addition to the General Fund, the Municipal Budget Program for FY 2017-2018 includes nine other Governmental Funds. A summary of each of these funds is presented below:

School Unrestricted Fund (0110). The School Operating Program provides for all school related operating and capital budget related expenditures for the South Kingstown School System. This governmental fund does not address long term borrowing costs associated with school facilities construction or renovation. All school related debt services are recorded within the Debt Service Fund. For the 2017-2018 fiscal year, the School District anticipates the loss of an additional \$480,721 in State Aid to Education funding. Fiscal Year 2017-2018 is the seventh year of mandated State Aid reductions due to the introduction of a revised State Aid distribution methodology. Over the first seven years of the State's new school aid distribution policy, the South Kingstown School District has lost on average \$335,000 per year in State Aid. This ongoing loss of state aid places a greater demand for increased property tax support. In FY 2010-2011, the School Department received \$9,182,426 in State Aid. For the 2017-2018 fiscal year, State Aid is anticipated at \$6,837,992 or \$2,344,434 or 25.5% less than prior to implementation of the new funding formula. For the 2017-2018 fiscal year a School Operating program of \$60,573,360 is proposed. Of this sum, \$52,415,096 in property tax (86.5% of total budget) will be needed to support the planned school program. It is noted that the School system continues to experience declining enrollments. According to the State Department of Education (RIDE) enrollments in the school system have declined on an average of 76 students per year over each of the last ten years (October 2007 through October 2016). RIDE has also documented the cost per pupil increased over the four year period, FY2011 – FY 2015 from \$17,377 to \$18,383 in FY 2014-2015. *(See Tab 20 for a full description of the FY 2017-2018 School Program).*

Peace Dale Office Building Fund (0302). The Recreation Department uses portions of the PDOB for operation of recreational programming, with the majority of the facility maintained by commercial leases that generate income used to pay operating and capital improvement costs. For the 2017-2018 fiscal year, an operating budget of \$92,651 is proposed. Commercial rentals will generate \$88,534; self-supporting program activities will provide \$5,400; and investment income will provide \$500. Planned infrastructure improvements, including installation of a new HVAC system in the presently unoccupied first floor unit, are anticipated to be completed in the current year. PDOB's Unassigned Fund Balance as of June 30, 2017 is projected at \$193,307. *(See Tab 12 for a full description of the FY 2017-2018 PDOB Program)*

Senior Services Program Fund (0304). The Senior Services Program provides a broad range of services for the community's senior population: transportation, nutrition (a congregate meal site), Adult Day Services, and a Senior Center. The projected cost of providing these services in FY 2017-2018 is \$859,774 an increase of \$45,242 over the current year program. Property tax support of \$419,794 (an increase of \$5,094 or 1.2%) will be needed in FY 2017-2018 to meet program requirements. The Senior Services Program allows program participation from neighboring communities. The Town of Narragansett participates in the Nutrition (meal site), Adult Day Services, and Senior Center program elements and will contribute \$119,259 to offset program expenses in FY 2017-2018. The Town of North Kingstown will also participate in the Adult Day Services Program and will contribute \$33,099 to meet program costs. Funding of the Adult Day Services program presents an ongoing challenge as operational costs have increased steadily while State and Medicaid reimbursement rates for eligible clients have remained flat. The actual cost per client day to operate the Adult Day Services program in FY 2017-2018 is projected at \$104. In September 2016 the Town Council approved the formation of a joint Narragansett-South Kingstown Senior Advisory Council for the purpose of information sharing and collaboration related to existing senior



programs and essential services in both communities. The Senior Advisory Council will also identify possible gaps in resources and develop recommendations to foster streamlined service delivery to effectively meet the needs of the older adult population in South Kingstown and Narragansett. *(See Tab 13 for a full description of the FY 2016-2017 Senior Services Program)*

Neighborhood Guild Fund (0306). The Neighborhood Guild is a leisure services activity center that was conveyed to the Town in 1940 as a community center. The operation of the Guild and related recreational programming is financially self supporting with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals and other miscellaneous sources. For FY 2017-2018, an expenditure program of \$785,147 is proposed. Of this sum, Guild recreational programming is expected to generate approximately 45% of the total revenue needed to support the Guild's operating program, with the Trust Fund expected to contribute 51% and the remaining 4% from the Guild's Unassigned Fund Balance. Initial planning is underway for a major capital project that will address several building deficiencies. The Town Council's Adopted Capital Improvement Program (January 2017) proposes use of \$1 million in municipal bonds to pay for these improvements. Debt service associated with these bonds will be paid through the Neighborhood Guild Fund using revenue generated from the Neighborhood Guild Trust Fund. *(See Tab 14 for a full description of the FY 2017-2018 Neighborhood Guild Program)*

Community Recreation Center Fund (0308). Construction of the Community Recreation Center was authorized in January 2016 by the Town Council. The project schedule forecasts an April 2017 completion date. It is anticipated that the new facility will commence operation in May/June 2017. For the FY 2017-2018 proposed budget, an operating program of \$457,024 is planned. Property tax support of \$308,911 will be needed to support the first full year of operation of the new facility. Approximately 25% or \$115,000 of the total budgeted revenue will be generated through indoor athletic and fitness programs that will be offered at the Recreation Center. These programs (expenses and revenues) were previously included in the Parks and Recreation general fund budget; and primarily scheduled using the school gymnasiums. Facility rentals will generate an additional \$22,213 or 5% of total revenue. Future year costs associated with the operation and maintenance of this facility will require continued property tax support. *(See Tab 15 for a full description of the FY 2017-2018 Community Recreation Center Fund)*

Debt Service Fund (0400). The Debt Service Fund is used to account for all income and expenses associated with management of the Municipal/School Debt Service Program. Prior to FY 2016-2017, revenue sources available to pay down annual debt service requirements had been budgeted within the General Fund. Going forward, this income will be budgeted within the Debt Service Fund. Use of the Debt Service Fund allows for clear documentation of Debt Service payment requirements, all non-property tax revenues, and most importantly the property tax requirements needed to meet annual debt service payment requirements. The Debt Service Fund is a Special Revenue Fund, therefore any income deposited into the Fund not expended to pay current year expenses remains in the Fund's Unassigned Fund Balance. The Unassigned Fund Balance of the Debt Service Fund as of June 30 2017 is projected at \$275,611. It is proposed to monitor the projected property tax needs for future debt service payment and minimize the variance in payment requirements by over appropriating needed property taxes in years of declining payment and using the excess funding in later years where new debt is being introduced. Based on the adopted debt loading schedule presented in the FY 2017-2018 CIP, the payment schedule shown on the following page is anticipated. *(See Tab 16 for a full description of the FY 2017-2018 Debt Service Fund)*

Other Governmental Funds, *continued*



Fiscal Year	Projected Property Tax Debt Payment	Projected Property Tax Appropriation	Over/Under Payment Requirement	Unassigned Fund Balance
Unassigned Fund Balance - 6/30/2016				\$64,227
FY 2017	\$987,915	\$1,200,000	\$212,085	\$276,311
FY 2018	1,430,823	1,300,000	(130,823)	145,488
FY 2019	\$1,306,971	\$1,350,000	\$43,029	\$188,517
FY 2020	1,343,724	1,375,000	31,276	219,793
FY 2021	\$1,253,520	\$1,225,000	(\$28,520)	\$191,274
FY 2022	1,333,060	1,200,000	(133,060)	58,213
FY 2023	\$1,111,036	\$1,150,000	\$38,964	\$97,177

Water Enterprise Fund (0702). The Town is responsible for public water supply in the South Shore and Middlebridge areas of the community. For FY 2017-2018, the adopted budget includes expenditures of \$1,010,140, an increase of \$26,433 from the current fiscal year. This projected increase is primarily attributed to personnel contractual obligations in the upcoming fiscal year. Capital expenditures and/or debt service requirements related to the municipal water systems are also budgeted within the Water Enterprise Fund. No increases in user rates are included in FY 2017-2018. *(See Tab 17 for a full description of the FY 2017-2018 Water Enterprise Fund)*

Wastewater Enterprise Fund (0704). The Wastewater Division operates and maintains a regional wastewater treatment system that services portions of South Kingstown and regional partners, the Town of Narragansett and the University of Rhode Island. The system also provides disposal services for septage waste collected from on-site conventional individual wastewater systems. Operating cost allocation is based on each regional partner's actual use of various system components. All capital and debt service related expenditures associated with the regional wastewater program are recognized as expenses within the Wastewater Enterprise Fund. For the 2017-2018 fiscal year, estimated expenditures are projected at \$4,123,316, which represents an increase of \$309,189 over the current year. This increase is primarily due to personnel contractual obligations including projected employee severance costs (\$88,461 over current year funding level) and a new licensed electrician position, (\$80,550 Salary and Benefits). In addition, sludge disposal fee increases are projected to increase over \$106,000 in FY 2017-2018. Capital equipment and facility renovation and improvements will require increased spending over the next ten year term due to the age of the facility. An increase in the current user fee annual minimum of \$240.00 (with a 10,000 cu. ft. allowance), which was established on July 1, 2015, is proposed to increase to \$255.00 per year. The current excess user charge of \$3.25 per 100 cu. ft. for consumption in excess of 10,000 cu. ft. per year is proposed to increase to \$3.40 per 100 cu. ft. for consumption in excess of 10,000 cu.ft. per year. *(See Tab 18 for a full description of the FY 2017-2018 Wastewater Enterprise Fund)*

Solid Waste Enterprise Fund (0706). The Solid Waste Management Division provides for the proper operation and management of the Rose Hill Regional Transfer Station and Recycling Center (RHRTS). This facility serves as a regional disposal center for both the Towns of South Kingstown and Narragansett. The operation of this municipally owned facility is leased to Link Environmental, a private waste hauling and disposal contractor responsible for both the process and transport of all materials disposed of at this facility. The RHRTS residential user tag will increase from \$1.80 per tag to \$2.00 per tag, which is directly



due to an increase in the RIRRC municipal solid waste (MSW) tipping fee, which is scheduled to increase from the current tip fee of \$32.00 per ton to \$39.50 per ton. In addition to management and operation of the transfer station, debt service costs associated with municipal general obligation bonds issued to pay for the closeout of two municipally owned superfund landfills (Rose Hill and Plains Road) are processed through the Solid Waste Enterprise Fund. In January 2016, the Town Council awarded a contract to Kearsarge Energy for the installation of a solar photo voltaic (PV) farm atop the two superfund sites. A power purchase agreement is currently under negotiation; any revenue stream generated from these solar installations will be shared with the Town of Narragansett (regional partner in the operation of the landfills and their closeouts) and the RI Department of Environmental Management. A portion of any revenues generated from these installations ceded to South Kingstown will be used to assist in the payment of debt service costs associated with the closeout of these landfills. *(See Tab 19 for a full description of the FY 2017-2018 Wastewater Enterprise Fund)*

* * * * *



Future Year Planning Considerations

IV. Future Year Planning Considerations

Development of the Municipal Budget Program requires policy makers to not only define the existing needs of the community and the cost of programs to meet those needs, but also what programs may need to be restructured in the future and what planning efforts should be undertaken to better prepare for the future. Best management practices include the anticipation of programs and projects that will require multi-year or ongoing fiscal support; emerging trends relative to community needs; identifying capital projects on the near-term horizon; and laying the groundwork for program requirements that may result from these planning projects. Looking forward, there are several programs or projects that are planned in FY 2017-2018 that are anticipated to have potential fiscal policy and/or direct cost impacts on future municipal budgets. Major areas in this regard are discussed below:

Adaptation to Natural Hazards and Climate Change

As a coastal community with many miles of tidally influenced shoreline, South Kingstown ranks as one of the most vulnerable municipalities in Rhode Island with regard to potential damage from sea level rise and coastal storms. Natural hazards and climate change have the potential to impact many aspects of life in South Kingstown, with short- and long-term implications for the built environment; public health, safety and welfare; the Town's budget; and the continuance of the Town's governmental functions. It is imperative that the Town begin to plan for adaptation to the potential impacts of natural hazards and climate change.

In addition to the many miles of actual coastline, South Kingstown is home to multiple riverine systems that due to sea level rise, increased storm surge levels and erosion, more frequent coastal storm events, and heavier, more frequent precipitation events, create a threat to many properties and infrastructure in Town. Also, as a community with many rural areas that are serviced by on-site wastewater treatment systems, a large number of these properties may also be affected by coastal events. The community's vulnerable populations (i.e. elderly and those with special needs), as well as the Town's agricultural lands, will be impacted not only by storm events, but also by increasing air temperatures and more frequent high heat days and heat waves as a result of climate change. Understanding the full range of impacts associated with these phenomena, and others, will allow the Town to begin to plan for adaptation, reducing the Town's overall vulnerability to the effects of natural hazards and climate change.

While the Town Council's Goals and Objectives for the 2016-2018 term address planning for natural hazards and climate change, there are additional steps the Town can take in this regard, beginning with a study of the magnitude of the potential damage to properties and infrastructure due to flooding, which will allow the Town to project financial impacts resulting from adverse weather conditions and other natural hazards. In addition, there should be consideration of the process and methodology by which post-event development decisions are made, including identification of criteria that would assist in determining the best course of action for recovery. The Town Council, after considering the results of data-based assessments, will be in a better position to evaluate next steps, and whether incentives for relocation of development are appropriate, and what instances would warrant the offering of such.

Addressing the potential impacts of natural hazards and climate change is a complex, multi-faceted endeavor that will require coordination between multiple Town departments, Boards and Commissions, and the Town Council. The newly appointed Sustainability Committee will be invaluable in assisting municipal efforts to increase community resiliency to natural hazards and climate change.



To begin this process, the Town has submitted an application to the RI Emergency Management Agency (RIEMA) under its Pre-Disaster Mitigation Program for a \$25,000 grant to update the Town's Multi-Hazard Mitigation Plan. If successful, this grant will provide initial resources to assist with a broad evaluation of hazard mitigation issues and strategies throughout the community. Once the Town's revised Multi-Hazard Mitigation Plan is adopted by the Town Council, a detailed scoping of a focused Sea Level Rise and Coastal Storm Impact study should be considered as an element in the Town's long term planning program.

Radio Alarm Box System

The Adopted FY 2017-2018 Capital Budget includes a \$30,000 appropriation to be placed in the Fire Alarm Capital Reserve Fund as second year funding for a FY 2018-2019 planned program to pay a portion of the cost related to the installation of a new Radio Alarm Box System. The Town's existing fire alarm cable plant is over fifty years old and in need of replacement with contemporary technology to best meet the public safety requirements it is intended to provide. The technology associated with fire alarm systems has changed dramatically over the years, and wireless radio alarm systems are more reliable and offer greater management and testing flexibility for businesses and facilities required to use the system. The development of a wireless radio alarm system will necessitate new equipment at both the Public Safety Dispatch Center and the 240 businesses currently using the existing hardwire system. Town Fire Alarm staff in conjunction with the IT Division and an outside consultant are evaluating various system options and will soon be rendering a recommendation on proposed system type, installation schedule and cost projection. Full review by and buy-in by the 240 current system users will be critical to the success of this new public safety project.

Street Light Acquisition Program

The Town is currently evaluating the economic feasibility of municipal acquisition from National Grid of the street light inventory currently serving the community. There are approximately 1,450 street lights on various Town rights of way in the community, not including street lights on major State roads in Town. Such an acquisition may permit substantial cost savings to the Town and also afford the opportunity to retrofit old sodium and metal halide lights with newer (LED) technologies. This is an emerging issue of significant complexity that needs careful study and evaluation to determine if such an endeavor is in the Town's best interest. A study would include evaluation of the experiences of the State and other regional communities that have recently acquired local streetlight systems, assessment of technology upgrades to produce proper light levels at least cost, and best practices for public maintenance of this type of infrastructure. The cost of purchasing and maintaining the existing lamps, and installing new LED fixtures, is projected at \$600,000. A Capital Reserve for Street Lighting replacement was established in the 2015-2016 fiscal year, with initial funding of \$250,000. Should the General Fund close FY 2016-2017 with an adequate surplus, it is recommended that an additional fund transfer be authorized to this reserve.

School Department Facilities, Staffing and Efficiency Study

The School Committee's Fiscal Period 2017-2018 through 2022-2023 CIP submission assumes continued utilization of all existing school facilities over the next six year period. With the loss of over 1,269 students (29.0%) from the school system since FY 2001-2002, and the forecasted loss of an additional 326 students over the next five years (total estimated 36.4% loss since FY 2001-2002), there is an urgent need to formally evaluate the future of public education in the community.



It has been recommended that a study be conducted that would evaluate the school system's pre-k through 12 curriculum, community demographics trends, projected enrollments impacts, current facilities utilization, and planned educational outcomes as identified in the School Committee's Strategic Plan. Findings generated by this study will assist the School Committee in identifying long term educational goals and how best to reach those goals.

The School Committee has begun the planning process to conduct the recommended study. A Request for Proposal (RFP) has been prepared and the School Committee will be reviewing responses in April 2017. It is important to note that for this study to be successful, broad based community input and participation in the development of study recommendations is imperative.

I would like to personally acknowledge the outstanding talents and services provided by Trish Sunderland, Finance Director; Aimee Reiner, Director of Administrative Services; and Colleen Camp, Executive Assistant to the Town Manager, in the preparation of this FY 2017-2018 Municipal Budget Presentation. Ms. Sunderland's preparation of detailed financial documentation and narrative explanations related to the multiple governmental funds that are included in the FY 2017-2018 Budget Program provide our citizens with a wealth of information as to how their local government operates. Ms. Reiner's efforts in conjunction with the Department Directors to provide informative departmental narratives that identify departmental priorities, accomplishments and work efforts, and how these efforts relate to the Town Council's Adopted Goals and Objectives also provides the reader with a better understanding of the services to be provided and at what cost in FY 2017-2018. Ms. Camp's tireless proofing and editing of the entire budget document provided me with the opportunity to spend more time analyzing budgetary requests and looking for additional economies.

I look forward to discussing the Proposed FY 2017-2018 Municipal Budget Program with the Town Council and citizens of South Kingstown during the budget work sessions over the coming weeks.

STEPHEN A. ALFRED
TOWN MANAGER



TAB 3
FINANCIAL & MANAGEMENT POLICIES

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

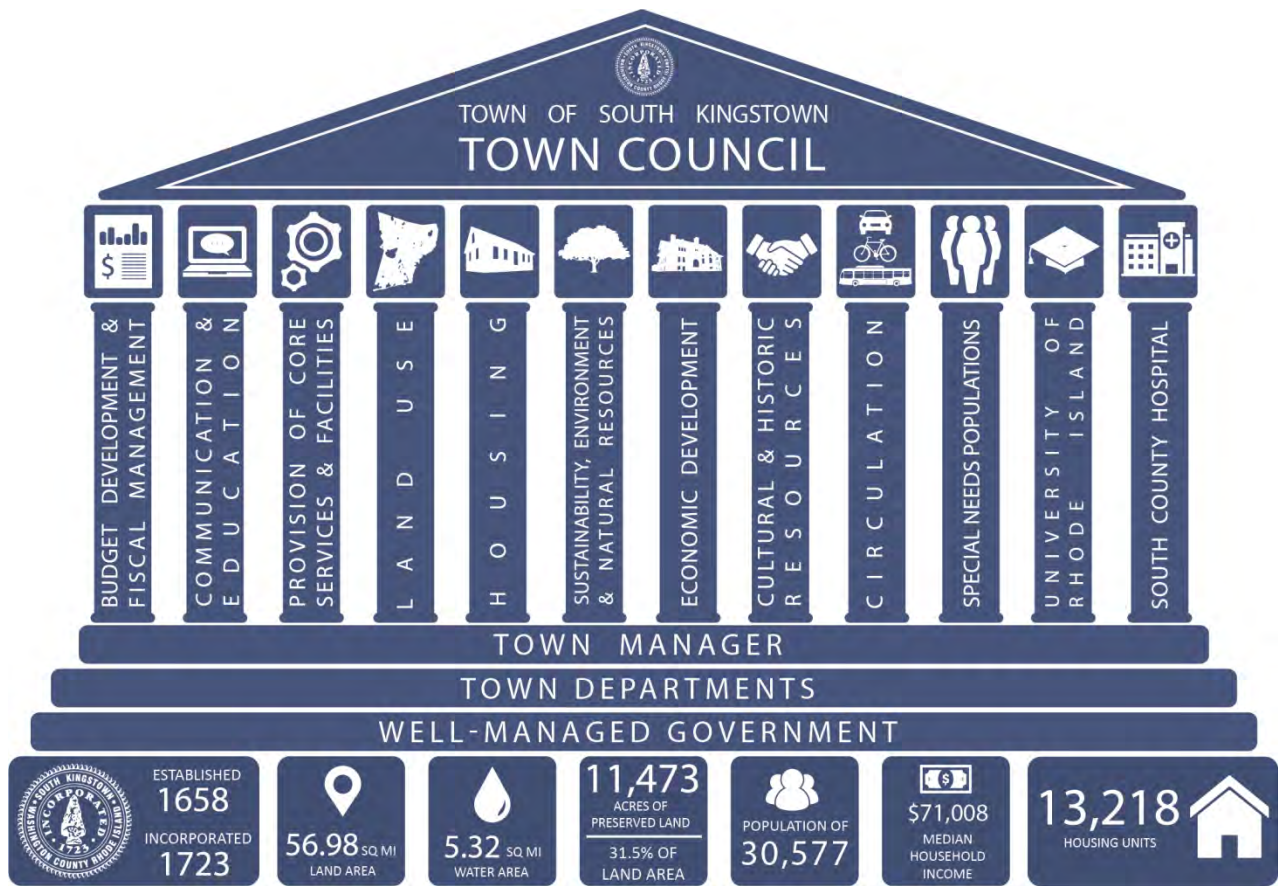
TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Governmental Structure



Town Council/Town Manager Form of Government

The Town of South Kingstown operates under a Home Rule Charter adopted in 1968 providing for a Council/Manager form of government, with a five-member Town Council headed by a Council President. All legislative powers of the Town are vested in the Town Council by the Town Charter. A Town Charter amendment, based on voter approval during the November 2006 election, eliminated the financial town meeting aspect of the budget adoption process, and changed the overall budget adoption process to what it is now. Members of the Town Council are elected at large for a term of two years. The Charter grants to the Town Council all powers to enact, amend or repeal ordinances relating to the Town's property, affairs, and government including the power to create offices, departments, or agencies of the Town, preserving the public peace, health, and safety, establishing personnel policies, authorizing the issuance of bonds, and providing for an annual audit of the Town's accounts. The Town Manager is appointed by a majority vote of the Town Council for an indefinite term solely on the basis of executive and administrative qualifications. The Town Manager is the chief administrative officer as well as the chief executive officer of the Town. The Charter grants to the Town Manager the authority to appoint or remove all employees of the Town, to prepare and submit to the Town Council the annual budget and annual report of the Town, to recommend to the Town Council pay schedules for Town employees, and to recommend to the Town Council the adoption of such measures as the Town Manager may deem necessary for the health, safety, and/or welfare of the Town.





Budgetary Process 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 2017-2018 budget, the Directors were asked to submit a Request budget that will maintain necessary and/or current programming, with no greater than a one percent (1%) increase over the respective department's current year 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 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.

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 2017-2018 Budget Calendar	
November 2016	
Wednesday, 23	Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline 12/1/16</i>)
December 2016	
Thursday, 15	Advertise for Initial Budget Public Hearing and tentative budget schedule
Tuesday, 20	Initial Budget Hearing with School Committee to discuss FY 2017-2018 Budget goals & objectives (RIGL § 16-2-21)
January 2017	
Tuesday, 4	Work session #1 with Town Manager and department heads to review CIP
Wednesday, 5	Work session #2 with Town Manager and department heads to review CIP
Wednesday, 11	Work session #3 with Town Manager and School Department to review CIP
Thursday, 12	Advertise CIP summary ad for public hearing (and courtesy ad in January 19 edition also)
Monday, 23	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2017-2018 through 2022-2023) and includes Adoption of CIP (<i>deadline is February 1</i>)
February 2017	
Tuesday, 14	Deadline for School Department to submit budget to Town Manager (<i>Sec. 4820E</i>)
Thursday, 23	Town Manager submits proposed FY 2017-2018 operating budget to Town Council
March 2017	
Wednesday, 1	Budget Work Session #1 with Town Manager and department heads
Thursday, 2	Budget Work Session #2 with Town Manager and department heads
Monday, 6	Budget Work Session #3 with Town Manager and department heads/outside agencies
Tuesday, 7	Budget Work Session #4 with School Committee
Monday, 13	Town Council Adoption of Preliminary Budget (during Regular Session)
April 2017	
Thursday, 6	Advertise Preliminary Budget Notice of Public Hearings
Wed & Thurs 12 & 13	Public Hearings #1 & #2 on FY 2017-2018 Municipal and School Budgets
Friday, 21	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)
Monday, 24	Consideration of petitions and Adoption of Final Budget (during Regular Session)
May 2017	
Thursday, 4	Advertise notice of final budget approval
Thursday, 12	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)
June 2017	
Tuesday, 6	Possible Budget Referendum
Wednesday, 15	Town Assessor sets tax rate to finance the FY 2017-2018 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, 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 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.

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 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

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:

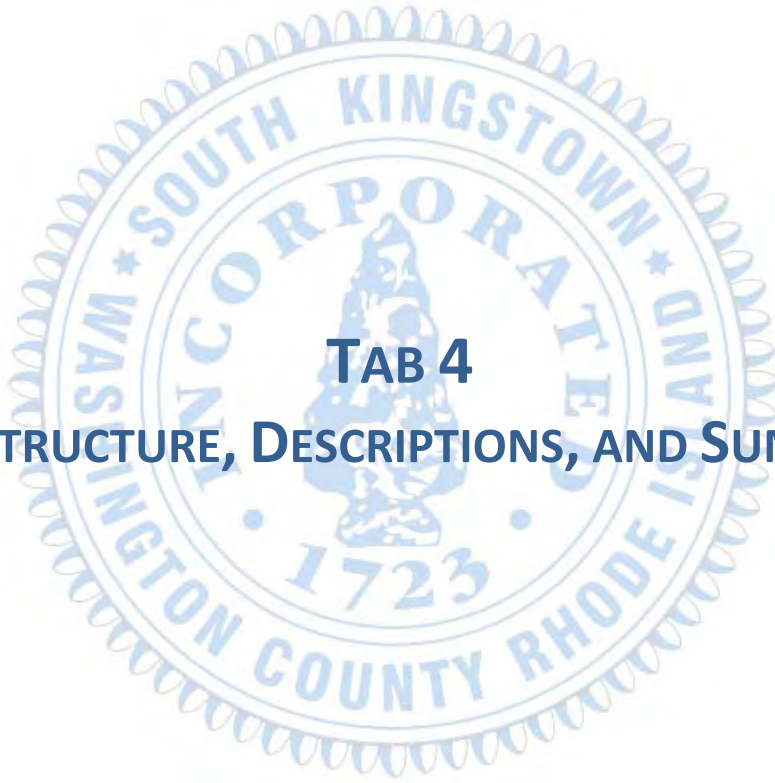
- (1) The times and places where copies of the capital program are available for inspection by the public, and
- (2) The time and place, not less than two weeks after such publication, for a public hearing on the capital program.

(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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TOWN MANAGER PROPOSED
FY 2017-2018 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

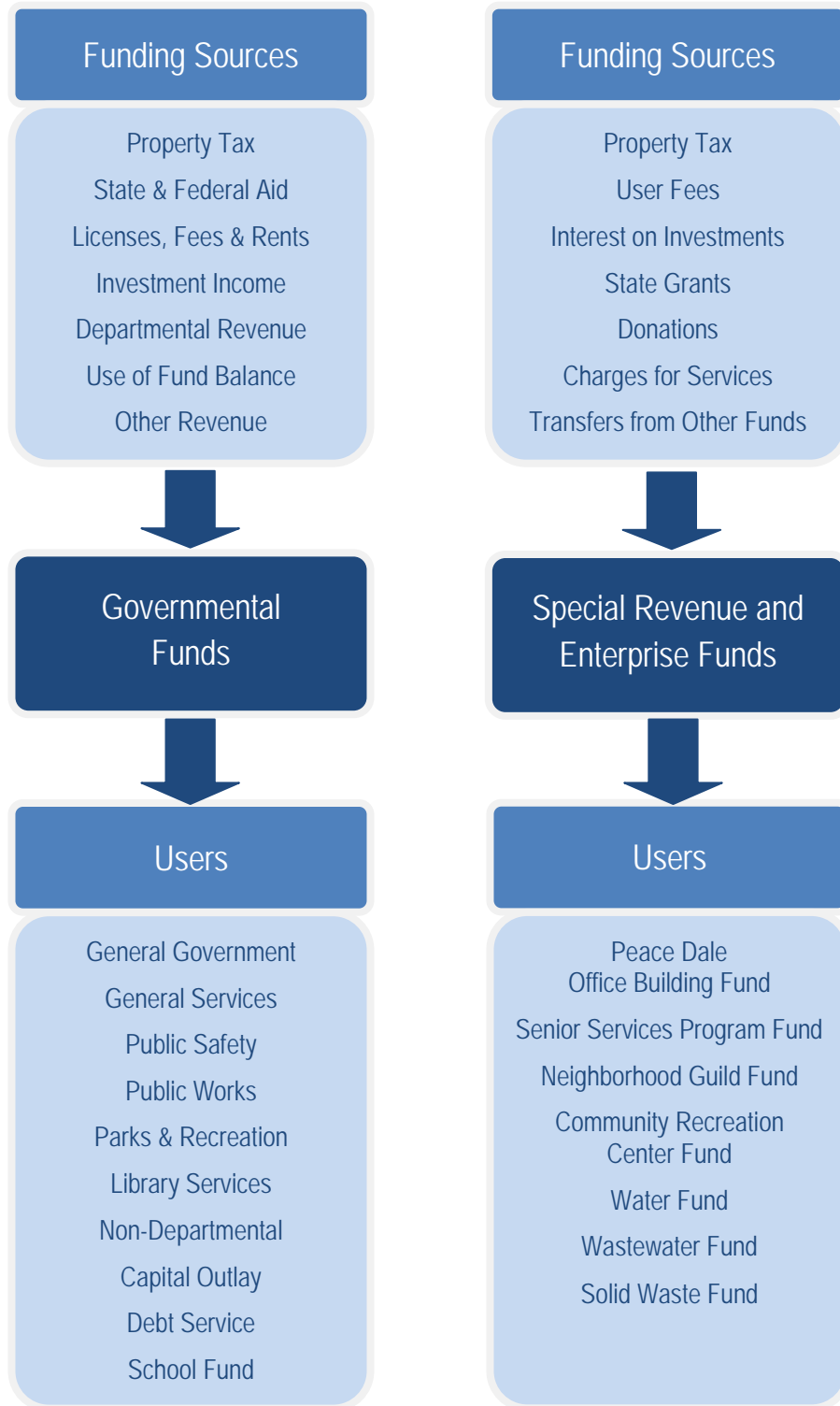
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be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

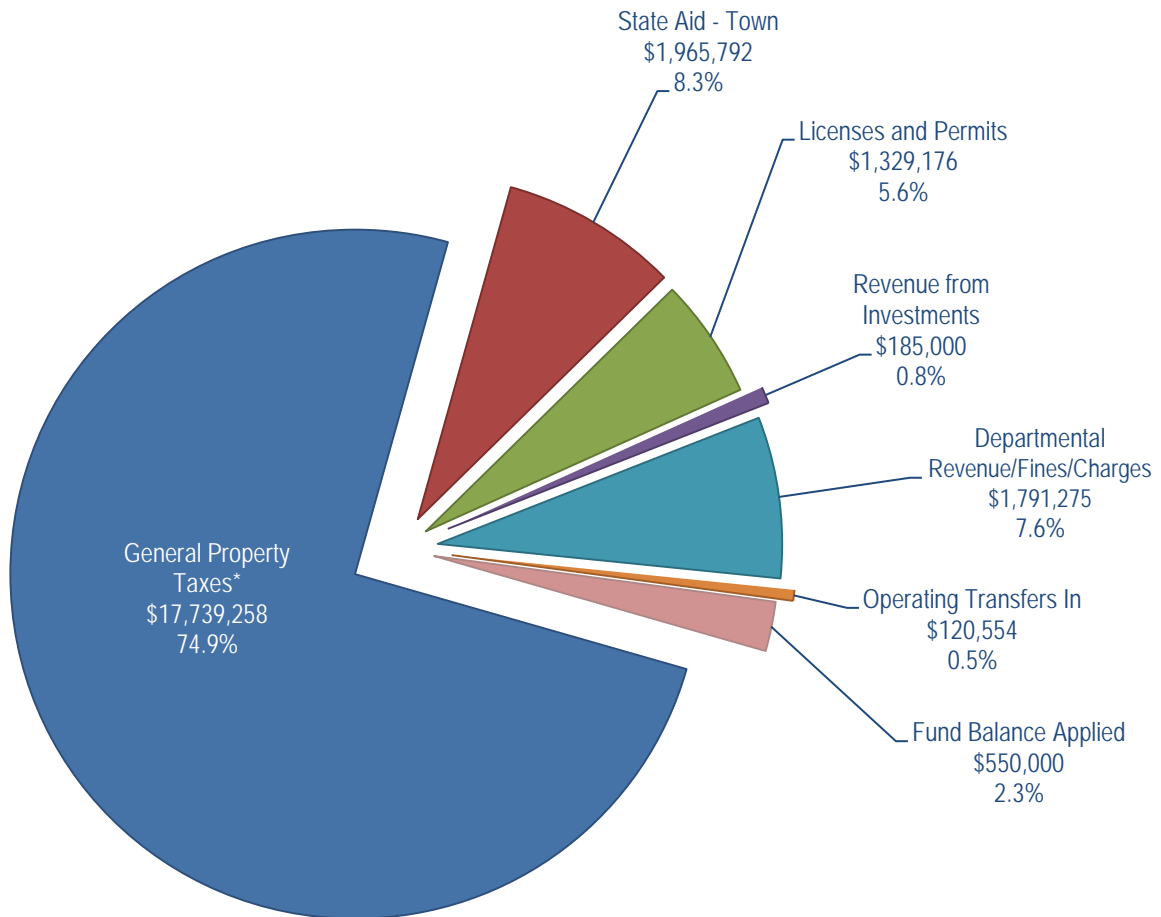




General Fund Revenue

Fiscal year 2017-2018 General Fund revenues are projected to be \$23,681,055. The Town Manager's Proposed Budget for FY 2017-2018 includes the use of \$550,000 of the Town's Unassigned Fund balance, a decrease of \$50,000 from the prior year. FY 2017-2018 General Fund revenues are projected to increase by \$482,300 or 2.08%, compared to the FY 2016-2017 Adopted Budget of \$23,198,755. The tax rate for FY 2017-2018 is estimated to increase from \$15.09 to \$15.29, an increase of \$0.20 from the FY 2016-2017 Adopted Budget.

General Fund Revenue FY 2017-2018 \$23,681,055



*The General Property Taxes figure shown above (\$17,739,258) is reflective of the total amount of General Property Taxes (\$71,981,001) less the Operating Transfers Out (\$54,241,743). Further detail on the General Fund Revenue, including the total General Property Taxes and Operating Transfers Out, can be found on the following pages within the Summary by Category & Source chart.

General Fund Revenue Summaries, *continued*



Summary by Category & Source

Description	Actual FY 2015-2016	Adopted FY 2016-2017	Projected FY 2016-2017	Proposed FY 2017-2018	Org Codes
General Property Taxes					
411010 Current Taxes	\$67,963,967	\$69,418,078	\$70,330,000	\$70,800,058	0101
411020 Prior Year Taxes	596,558	\$585,000	\$575,000	\$575,000	0101
412010 Interest on Taxes	350,945	335,000	352,000	\$345,000	0101
412020 Collection Fee	(1,120)	(1,500)	(1,750)	(1,750)	0101
413010 Payment in Lieu of Taxes	251,905	246,460	252,693	254,693	0101
414010 PILOT - Federal Aid	8,019	8,000	8,000	8,000	0101
Subtotal General Property Taxes	\$69,170,274	\$70,591,038	\$71,515,943	\$71,981,001	
State Aid - Town					
420010 General State Aid	\$173,566	\$173,566	\$198,218	\$204,000	0101
420011 Public Service Corp Tax	378,660	378,660	393,252	393,252	0101
420012 Meals/Beverage Tax	821,483	750,000	825,000	850,000	0101
420017 MV Excise Tax phase-out	139,730	138,803	139,000	139,730	0101
420018 Hotel Tax	159,174	145,000	170,000	160,000	0101
420019 State Incentive	149,526	0	0	0	0101
420015 State Library Aid - General	187,759	185,602	207,301	200,458	0150
420016 State Library Endowment Aid	13,975	16,431	18,532	18,352	0150
Subtotal State Aid - Town	\$2,023,872	\$1,788,062	\$1,951,303	\$1,965,792	
Licenses & Permits					
430170 Rental of Town Properties	\$387,860	\$399,282	\$400,200	\$412,662	0101
430130 Business licenses and fees-TC	70,330	72,535	72,875	70,965	0130
430140 Business licenses and fees-B/Z	407,899	390,650	441,000	389,650	0170
430150 Non-business licenses and fees	369,734	360,635	368,935	365,899	0130
430160 Real Estate conveyance fees	91,864	80,000	85,000	90,000	0130
Subtotal Licenses & Permits	\$1,327,687	\$1,303,102	\$1,368,010	\$1,329,176	
Revenue from Investments					
460010 Interest on Investments	\$173,954	\$125,000	\$170,000	\$185,000	0101
Subtotal Revenue from Investments	\$173,954	\$125,000	\$170,000	\$185,000	
Departmental Revenues/Fines/Charges					
440005 Planning/GIS department	\$509	\$550	\$525	\$525	0160
440010 Town Miscellaneous	38,702	28,000	24,650	24,900	0101, 0130
440025 Finance department - IT/MLC's/Copies	52,030	52,000	52,450	53,044	0140
440030 Finance department-ST Beach Fees	40,135	40,000	40,000	40,000	0140
440030 Police department - Narr. Patrol	6,000	6,000	6,000	7,000	0200
440030 Public Works department	10,625	17,400	24,120	17,400	0300
440100 Police department - fees/fines	375,537	235,250	315,700	273,300	0200
440105 Emergency Medical Services	575,000	590,000	590,000	590,000	0220
440115 Communications department	1,401	1,000	1,000	1,000	0210
440130 Animal control fees	77,602	76,900	76,900	76,900	020071
440145 Mooring fees - harbor	31,706	34,000	34,000	34,000	020090
440200 Recreation department	713,073	680,945	679,351	588,506	0400
440350 Library department	88,602	82,500	83,586	84,700	0500
Subtotal Dept Rev/Fines/Charges	\$2,010,920	\$1,844,545	\$1,928,282	\$1,791,275	

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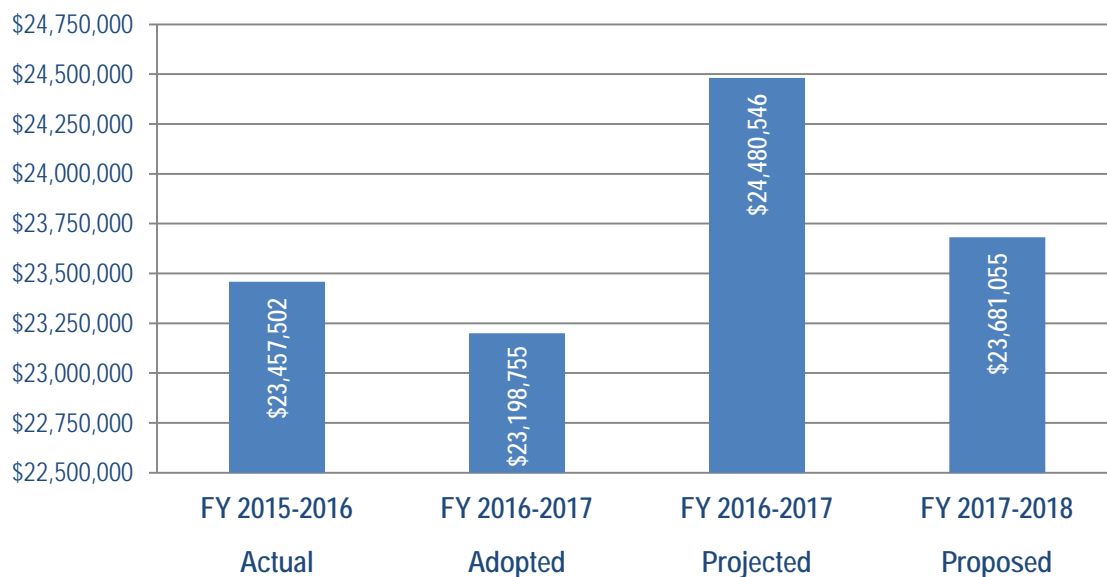
General Fund Revenue Summaries, *continued*



Please note this chart is continued from the previous page

Description	Actual FY 2015-2016	Adopted FY 2016-2017	Projected FY 2016-2017	Proposed FY 2017-2018	Org Codes
Operating Transfers In					
490302 PDOB	\$3,000	\$3,000	\$3,000	\$0	0400
490306 Neighborhood Guild	5,450	5,450	5,450	0	0400
491001 Crossing Guards	102,769	0	0	0	0200
491003 Field Maintenance	69,340	70,033	70,033	72,076	0400
491007 Payroll & Accounting	7,800	7,975	7,975	8,000	0140
491011 School Resource Officer	42,112	38,632	38,632	40,478	0200
Subtotal Operating Transfers In	\$230,471	\$125,090	\$125,090	\$120,554	
Operating Transfers Out					
498110 Transfer to School Department	(\$50,313,756)	(\$51,387,349)	(\$51,387,349)	(\$52,415,096)	0110
498304 Transfer to Senior Services	(402,047)	(414,700)	(414,700)	(419,793)	3040
498308 Transfer to Recreation Comm Center	0	(171,733)	(171,733)	(308,911)	3080
498400 Transfer To Debt Service Fund	(1,434,572)	(1,200,000)	(1,200,000)	(1,093,643)	4000
498704 Transfer to Wastewater Fund	(4,300)	(4,300)	(4,300)	(4,300)	7040
498999 Misc Tax Transfer	(\$250,000)	\$0	\$0	\$0	7040
Subtotal Operating Transfers Out	(\$52,154,675)	(\$53,178,082)	(\$53,178,082)	(\$54,241,743)	
Fund Balance Applied					
499000 Fund Balance Applied	\$675,000	\$600,000	\$600,000	\$550,000	1999
Subtotal Fund Balance Applied	\$675,000	\$600,000	\$600,000	\$550,000	
Total General Fund Revenue	\$23,457,502	\$23,198,755	\$24,480,546	\$23,681,055	

Total General Fund Revenues





General Fund Revenues

The General Fund revenues for FY 2017-2018 are reported to be \$482,300 greater than the current fiscal year, due to four major factors including:

- Supplant slight reduction anticipated in Departmental Revenues
- 2% increase in the Tax Transfer to the School Department
- Increase in the Tax Transfer to the Community Recreation Center for the full-year of operations
- Reduction in the Unassigned Fund Balance forward to the General Fund

These four factors are further described below:

DEPARTMENTAL REVENUES

Although the Town is experiencing a slight uptick in other revenues anticipated such as State Aid, License/Fees, and Investment Income, the Town is also experiencing a slight decrease of \$53,270 particularly in recreation department revenue due to the reclassification of program revenue transferred to the Community Recreation Center Fund for which related expenses have also been recognized. The Recreation Department is also experiencing a slight decrease in outside sponsors and support for programs.

TAX TRANSFER TO THE SCHOOL DEPARTMENT

To support the FY 2017-2018 School Department's budget, the Town Manager is proposing a 2% increase in the tax transfer which equates to an increase of \$1,027,747. Fiscal year 2017-2018 presents year seven of the ten year State general education aid funding formula recalibration. The impact to the South Kingstown School District is a decrease of \$478,030. State Aid follows the student and, therefore, in 2011 a task force was established to ensure aid created equity incorporating annual data updates such as student counts, core instruction per pupil, an assessment of community property values, and the most recent median family income.

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

TAX TRANSFER TO THE COMMUNITY RECREATION CENTER

The new Community Recreation Center is planned to open in April 2017. The FY 2016-2017 adopted budget reflected a six month operating program; however, delays in the original construction schedule resulted in an operational budget need of three months. Therefore, the FY 2017-2018 proposed budget reflects a full year of operating program as compared to the original six-month budget of which property tax support in the amount of \$308,911, an increase of \$137,178 over the prior year.

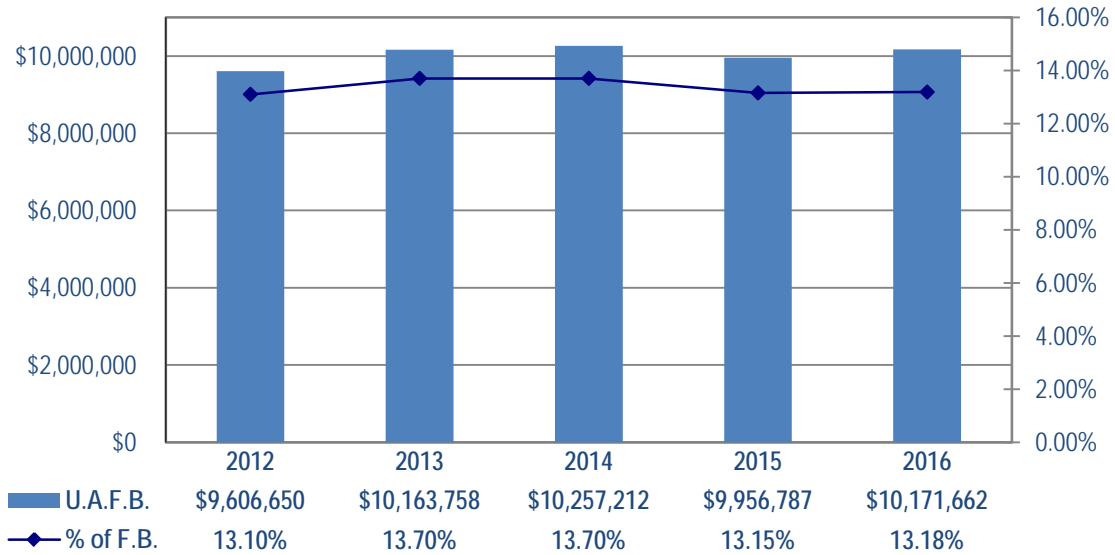
UNASSIGNED FUND BALANCE

A reduction of \$50,000 from the Unassigned Fund Balance to the General Fund is proposed for FY 2017-2018 to offset tax support. In May 2016, the Town Council amended the Fund Balance Policy which was adopted in June, 2011 and now currently states in part, "the Town will maintain an unassigned fund



balance in the range of 10% to 17% of the General Fund”. For this purpose, the general fund budget shall include the municipal and school budgets. A history of the Unassigned Fund Balance over the last five year period is provided below.

Unassigned Fund Balance as a % of General Fund



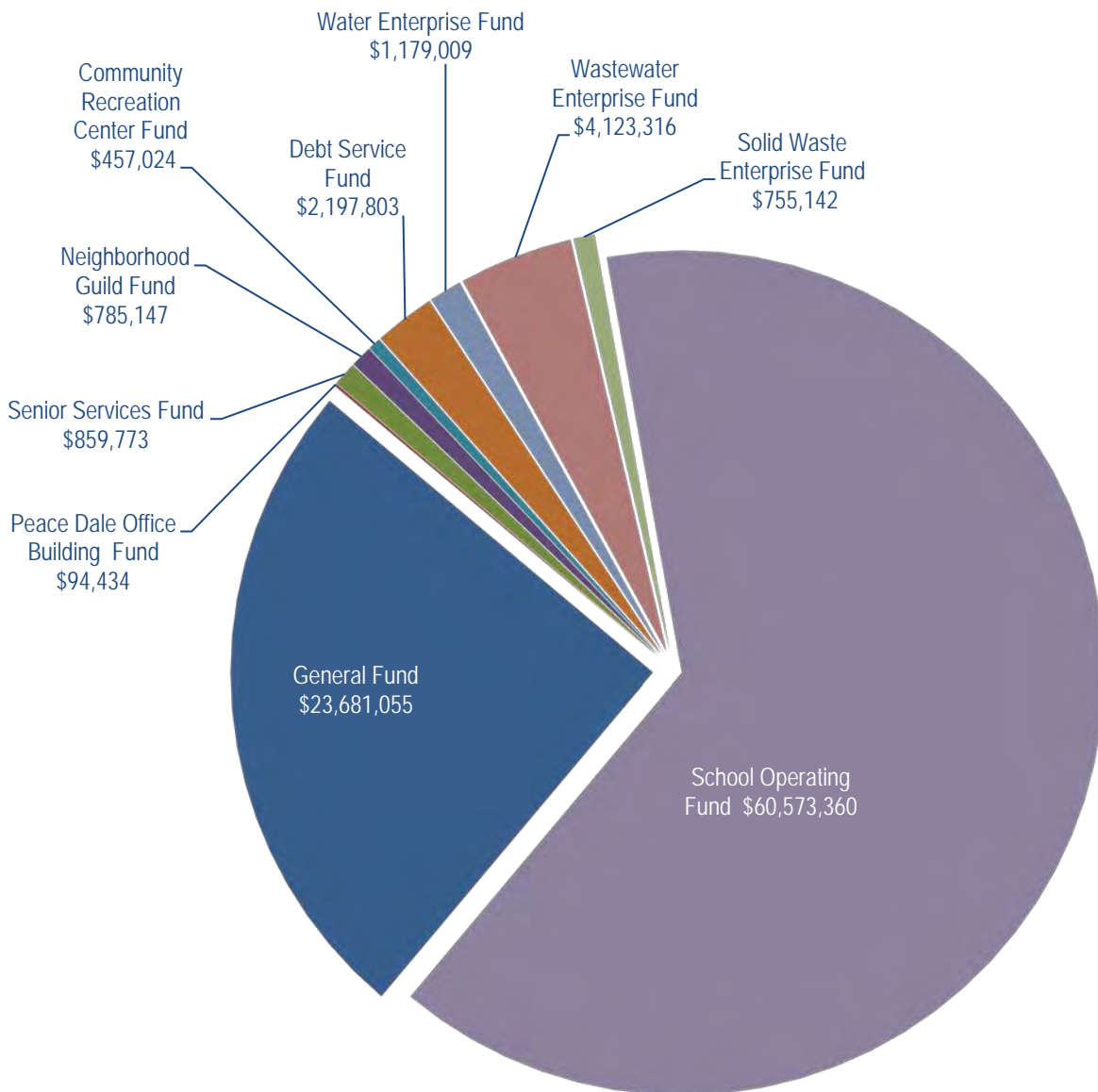
Combined Revenues - All Budgeted Funds



Combined Revenues

The FY 2017-2018 combined revenues for all budgeted funds are \$94,706,063. This is an increase of \$1,874,329, or 2.02%, over the current fiscal year. A breakdown of revenues by fund is shown below.

Combined Revenues – All Budgeted Funds FY 2017-2018 \$94,706,063



Combined Revenues - All Budgeted Funds, *continued*



Combined Statement of Sources & Uses

The FY 2017-2018 Combined Statement of Sources and Uses for all budgeted funds projects income of \$94,706,063. This is an increase of \$1,874,329 from the FY 2016-2017 adjusted revenue statement. A breakdown by fund is shown below.

Combined Statement of Sources & Uses – All Budgeted Funds Fiscal Year 2017-2018

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$17,731,258	\$52,415,096		\$419,793		\$308,911	\$1,093,643		\$4,300		\$71,973,001
User Fees				152,358				894,458	3,673,135		4,719,951
State Aid	1,965,792	6,837,992					585,934				9,389,718
Federal Aid	8,000	500,000									508,000
Licenses/Fees/Rents	1,329,176		88,534			22,213		266,739		149,040	1,855,702
Revenues from Investments	185,000		500	150	406,210			5,000	15,000	2,500	614,360
Departmental Revenue/Fines/Charges	1,791,275		5,400	196,177	353,937	115,900		1,830	304,500	404,080	3,173,099
Transfers In	120,554	20,000					412,403				552,957
Grants				67,095							67,095
Miscellaneous		300,272		1,200				10,982	16,000	15,986	344,440
Fund Balance Applied	550,000	500,000		23,000	25,000	10,000	105,823		110,381	183,536	1,507,740
Total Revenues	\$ 23,681,055	\$ 60,573,360	\$ 94,434	\$ 859,773	\$ 785,147	\$ 457,024	\$ 2,197,803	\$ 1,179,009	\$ 4,123,316	\$ 755,142	\$ 94,706,063
Expenditures & Other Financing Sources:											
General government	\$1,270,415										\$1,270,415
General services	2,519,626										2,519,626
Public safety	11,148,726										11,148,726
Public works	3,012,609										3,012,609
Parks & Recreation	1,769,407										1,769,407
Public libraries	1,263,557										1,263,557
Non-departmental	1,197,215										1,197,215
Education		59,561,234									59,561,234
Debt Service							\$2,197,803		29,690	179,423	2,406,916
Leisure Services			89,651	820,174	781,197	453,611					2,144,633
Utility Services								701,583	3,194,382	524,519	4,420,484
Capital Expenditures	1,499,500	1,012,126	3,000	39,600	3,950	3,413		308,557	899,244	51,200	3,820,590
Total Expenditures	\$ 23,681,055	\$ 60,573,360	\$ 92,651	\$ 859,774	\$ 785,147	\$ 457,024	\$ 2,197,803	\$ 1,010,140	\$ 4,123,316	\$ 755,142	\$ 94,535,412
Excess (Deficiency) of Revenues Over Expenditures	\$ 0	\$ 0	\$ 1,783	(\$ 1)	\$ 0	\$ 0	\$ 0	\$ 168,869	\$ 0	\$ 0	\$ 170,651



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 75.7% of all budgeted funds revenues. Tax proceeds are divided into two categories: current and prior taxes and other. Other taxes include payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date, which make up 0.03% of total budgeted general property taxes.

REAL ESTATE TAX

Real property taxes are levied on the assessed value of real property. Included in this category are taxes on residential and commercial property. Real property taxes are valued in a full reassessment every nine years, with a statistical update performed every third year. The process of reassessment and statistical updates do not increase total tax revenue to the Town, yet serves to equalize the assess value of property. The Town Manager's FY 2017-2018 Proposed Budget includes values based on the December 31st, 2015 full statistical revaluation updated through December 31, 2016. It is noted that in FY 2006-2007, the State legislature amended the general law changing the tax cap levy amount and valuation for municipalities in the State of Rhode Island. Previously, Rhode Island had a 5.5% cap on property tax growth for all cities and towns. The amendment required the tax cap to be reduced from 5.5% in FY 2006-2007 to 4.0% in FY 2012-2013, with a reduction of one quarter percent (0.25%) each fiscal year. The current legal threshold remains 4.0%. The tax cap applies to the total levy of real and personal property taxes (including motor vehicle). There are several implications for the municipality, including that any growth to the tax base does not mean additional tax revenue will be realized. It also means that the municipality will no longer be able to set a tax rate, but instead must first determine the increase in levy and then back into the tax rate. Municipalities must stay within the tax cap, unless they receive permission to exceed the cap from the State Office of Municipal Affairs or the State Auditor General, and then only certain exceptions are granted under limited circumstances. Therefore, anticipated revenues from real and personal property taxes can only increase by 4.0%, or \$2,815,932 in South Kingstown, for FY 2017-2018. There are six budgeted funds supported by property taxes: General Fund, School Unrestricted Fund, Senior Services Program Fund, Community Recreation Center Fund, Debt Service Fund, and Wastewater Fund.

MOTOR VEHICLE TAX

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

PRIOR YEAR TAX AND INTEREST ON TAXES

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

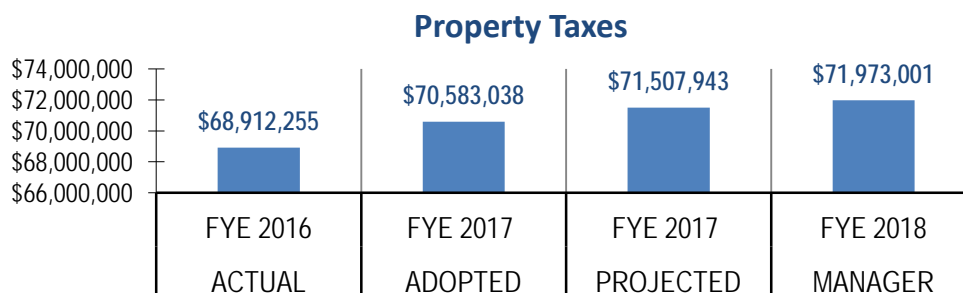
Budgeted Funds Revenue Descriptions, *continued*



PAYMENT IN LIEU OF TAX (PILOT)

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

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Property Taxes				
411010 Current Taxes	\$67,713,967	\$69,418,078	\$70,330,000	\$70,800,058
411020 Prior Year Taxes	596,558	585,000	575,000	575,000
412010 Interest on Taxes	350,945	335,000	352,000	345,000
412020 Collection Fee	(1,120)	(1,500)	(1,750)	(1,750)
413010 Payment in Lieu of Taxes	251,905	246,460	252,693	254,693
Total	\$68,912,255	\$70,583,038	\$71,507,943	\$71,973,001



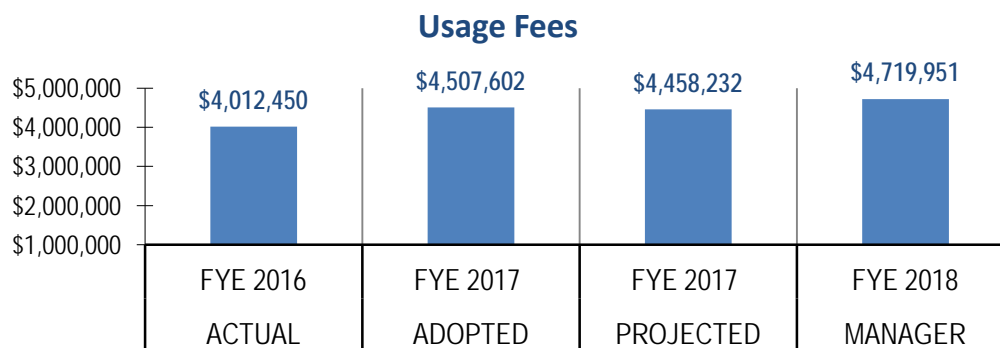
USER FEES

- 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 2017-2018, the residential rate is proposed to increase \$15, from \$240 to \$255 for a single family dwelling, with an allocation of 10,000 cubic foot (ft³) as well as a proposed increase in the excess rate of \$0.155, from \$3.25 to \$3.405 per 100 ft³.
- User fees for residential users directly accessing the Rose Hill Regional Transfer Station (RHRTS) are set by the Town Council in accordance with the Link Environmental (RHRTS privatization contractor) fee schedule. Residents electing to contract for private, curbside refuse and recycling collection pay collection fees directly to third party, free-enterprise private haulers for this service. Non-residential (commercial) tipping fees at the RHRTS are established by Link Environmental based upon commercial tip fee markets and in accordance with Link's privatized facility operations.

Budgeted Funds Revenue Descriptions, *continued*



		FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Usage Fees					
417450	Meter Sales - Domestic	\$876,917	\$882,227	\$898,845	\$889,658
417550	Forfeited Disc & Penalties	7,198	3,800	3,800	4,800
418010	Domestic & Commercial Users	1,624,765	1,631,140	1,640,760	1,726,095
418011	University Of R I Cost Share	539,772	711,766	667,444	780,468
418012	Industrial & Special Users	68,029	65,240	68,044	68,240
418013	Narragansett Cost Share	843,184	1,139,939	1,105,849	1,177,902
418110	Diane Dr Customer Debt Prin.	0	26,000	26,000	26,000
418130	Interest On Delinquent Pay	18,103	10,000	10,000	10,000
418170	Int. On Diane Dr Assessment	903	4,187	4,187	3,689
440610	North Kingstown Cost Share	33,580	33,303	33,303	33,099
	Total	\$4,012,450	\$4,507,602	\$4,458,232	\$4,719,951



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*



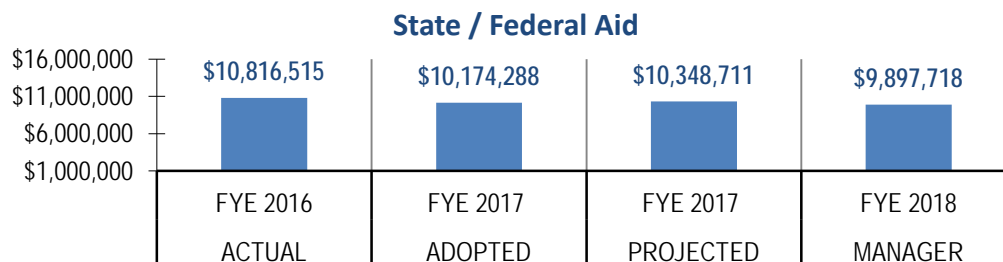
SCHOOL HOUSING AID & STATE AID – LIBRARY AID

The State provides local school districts with partial reimbursement for approved school construction projects. The current reimbursement rate for South Kingstown is 30%. In the past, the Library Aid reimbursement rate for South Kingstown was 25%. This State Aid provides financial support to assist with debt service related to school capital improvements and library constructions and capital improvements to any free public library. No Library Aid reimbursement is budgeted for FY 2017-2018.

STATE INCENTIVE AID

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

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
State / Federal Aid				
420010 State PILOT Program	\$173,566	\$173,566	\$198,218	\$204,000
420011 Public Services Corp Tax	378,660	378,660	393,252	393,252
420012 Meals & Beverage Tax	821,483	750,000	825,000	850,000
420017 MV Excise Tax Phase-Out	139,730	138,803	139,000	139,730
420018 Hotel Tax	159,174	145,000	170,000	160,000
420019 State Incentive Aid	149,526	0	0	0
420015 State Library General Aid	187,759	185,602	207,301	200,458
420016 State Library Endowment Aid	13,975	16,431	18,532	18,352
43101 State Aid	7,623,268	7,318,713	7,329,896	6,837,992
420013 Chapter 26	688,624	559,513	559,513	585,934
414010 PILOT - Federal Aid	8,019	8,000	8,000	8,000
44202 Medicaid	472,733	500,000	500,000	500,000
Total	\$10,816,515	\$10,174,288	\$10,348,711	\$9,897,718





Budgeted Funds Revenue Descriptions, *continued*

RENTAL OF TOWN PROPERTY

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

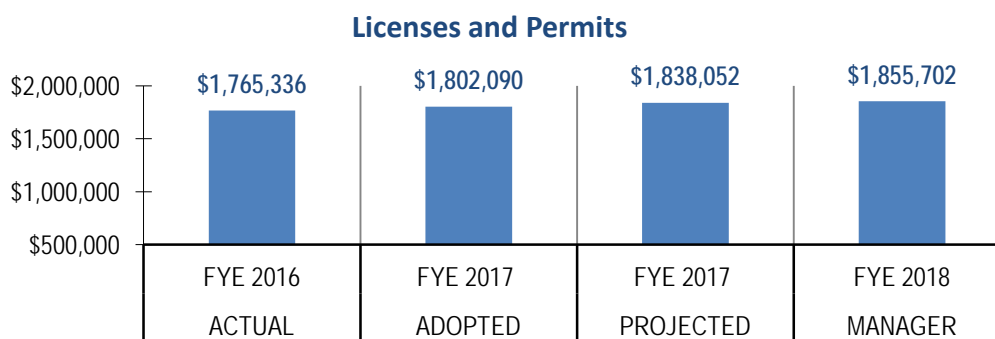
LICENSES & PERMITS

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

REAL ESTATE CONVEYANCE TAX

Real Estate Conveyance Tax collections are shared between the State and the municipality within which the property is located. The State imposes a tax on each deed, instrument, or writing by which interests in real estate are conveyed to a purchaser, when the value of the transfer is greater than \$100. The tax rate is \$2.00 per \$500, or fractional part, of the purchase price, equating to a 0.4% tax rate.

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Licenses and Permits				
430170 Rental of Town Properties	\$825,509	\$898,270	\$870,242	\$939,188
430130 Business licenses and fees-TC	70,330	72,535	72,875	70,965
430140 Business licenses and fees-B/Z	407,899	390,650	441,000	389,650
430150 Non-business licenses and fees	369,734	360,635	368,935	365,899
430160 Real Estate conveyance fees	91,864	80,000	85,000	90,000
Total	\$1,765,336	\$1,802,090	\$1,838,052	\$1,855,702



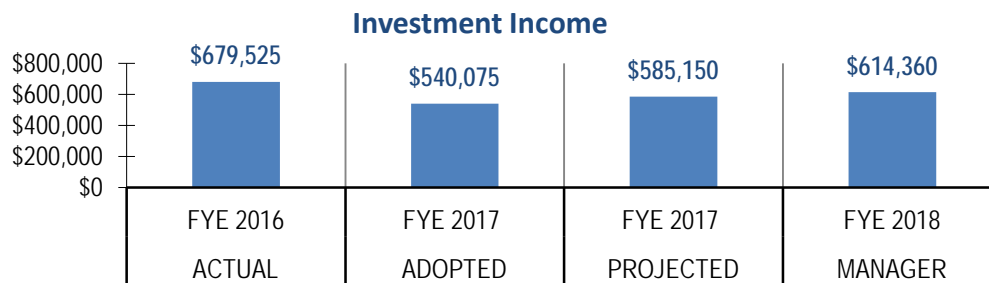
Budgeted Funds Revenue Descriptions, *continued*



INTEREST ON INVESTMENTS

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

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Investment Income				
460010 Investment Income	\$210,606	\$141,575	\$186,650	\$208,250
460020 Trust Income	401,873	380,500	380,500	388,110
460140 Reinvested Income - Debt	51,190	0	0	0
460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180 Hazard Trust Fund	8,498	12,000	12,000	12,000
41510 Interest	1,358	0	0	0
Investment Income	\$679,525	\$540,075	\$585,150	\$614,360



Budgeted Funds Revenue Descriptions, *continued*

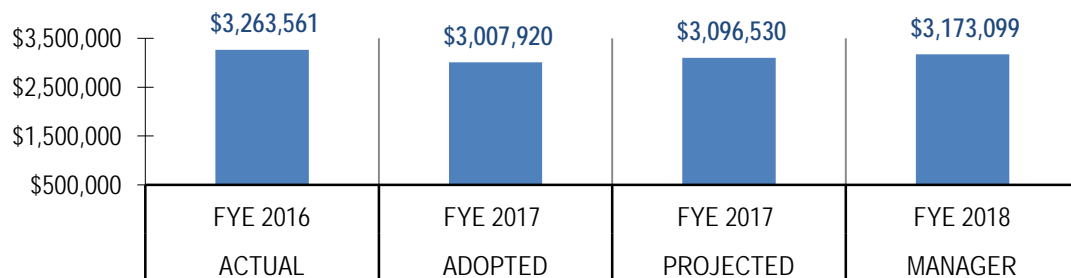


DEPARTMENTAL REVENUE/FINES/CHARGES

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

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Departmental Revenues/Fines/Charges				
440005 Planning/GIS Department	\$509	\$550	\$525	\$525
440010 Town Miscellaneous	38,702	28,000	24,650	24,900
440025 Finance Department - IT/MLC's/Copies	52,030	52,000	52,450	53,044
440030 Finance Department-ST Beach Fees	40,135	40,000	40,000	40,000
440030 Police Department - Narragansett Patrol	6,000	6,000	6,000	7,000
440030 Public Works Department	10,625	17,400	24,120	17,400
440100 Police Department - fees/fines	375,537	235,250	315,700	273,300
440105 Emergency Medical Services	575,000	590,000	590,000	590,000
440115 Fire Alarm Department	1,401	1,000	1,000	1,000
440130 Animal Control fees	77,602	76,900	76,900	76,900
440145 Mooring fees - harbor	31,706	34,000	34,000	34,000
440200 Recreation Department	1,296,075	1,209,036	1,211,271	1,259,920
440350 Library Department	88,602	82,500	83,586	84,700
440460 Special Service - Turn Off-On	1,897	1,834	1,834	1,830
440465 Service-Tap Main & Lay Service	13,280	0	0	0
440470 Service Meter Install	3,073	0	0	0
440520 Septic Haulers	304,203	304,500	301,000	304,500
440550 Hauling Licenses	9,000	10,000	10,000	10,000
440555 Metered Tonnage	271,977	252,700	257,244	319,080
440560 Residential Stickers/Tag Sales	66,208	66,250	66,250	75,000
Total	\$3,263,561	\$3,007,920	\$3,096,530	\$3,173,099

Departmental Revenues / Fines / Charges



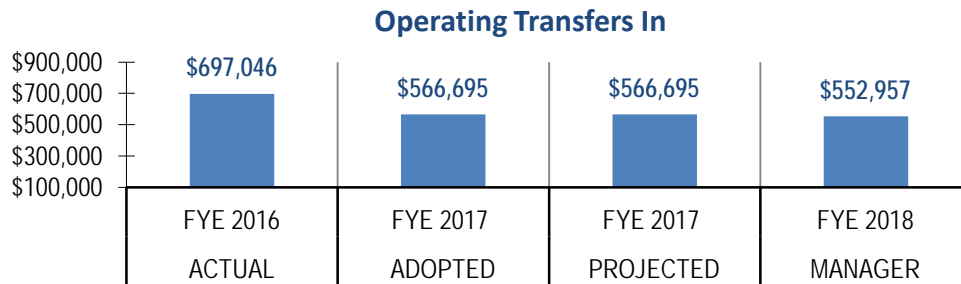
Budgeted Funds Revenue Descriptions, *continued*



OPERATING TRANSFERS

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

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Operating Transfers In				
491001 Payroll & Accounting	\$7,800	\$7,975	\$7,975	\$8,000
491011 School Crossing Guards	102,769	0	0	0
491003 School Resource Officer	42,112	38,632	38,632	40,478
490302 School Field Maintenance	69,340	70,033	70,033	72,076
490306 PDOB	3,000	3,000	3,000	0
490330 Neighborhood Guild Fund	5,450	5,450	5,450	0
490402 South Rd Reserve Fund	9,845	9,519	9,519	9,187
490404 Fair Share Dev Fund - Ed	70,000	80,000	80,000	75,000
490499 Open Space Reserve Fund	250,000	225,000	225,000	225,000
41520 Fair Share Dev Fund - Rec Trust Fund	110,869	107,086	107,086	103,216
	25,861	20,000	20,000	20,000
Total	\$697,046	\$566,695	\$566,695	\$552,957



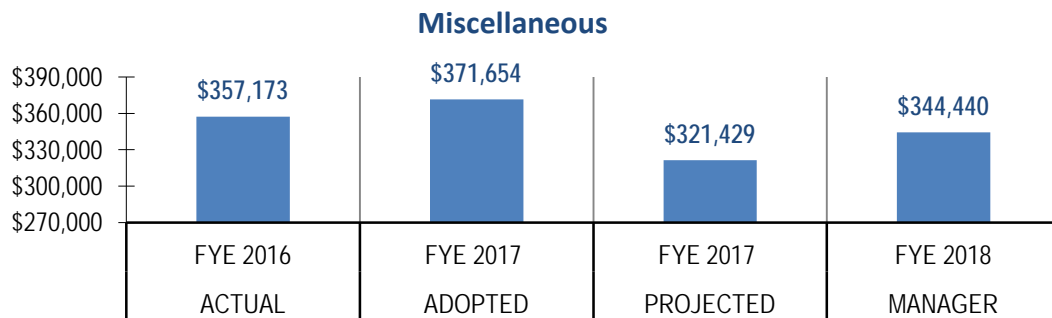
Budgeted Funds Revenue Descriptions, *continued*



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.

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Miscellaneous Revenue				
470070 Miscellaneous Revenue	\$36,247	\$53,480	\$40,615	\$41,773
470080 RIRRC Recycling Rev Reimbursement	13,322	15,600	0	0
41310 State Of RI Water Protection	0	2,302	2,390	2,395
41321 Tuition - Individual	98,070	100,000	100,000	100,000
41901 Tuition - Other Districts	107,855	110,272	50,000	110,272
41990 Rental Income	6,050	10,000	10,000	10,000
45201 Miscellaneous Revenue	30,362	30,000	30,000	20,000
Fund Transfer In	65,267	50,000	88,424	60,000
Miscellaneous	\$357,173	\$371,654	\$321,429	\$344,440



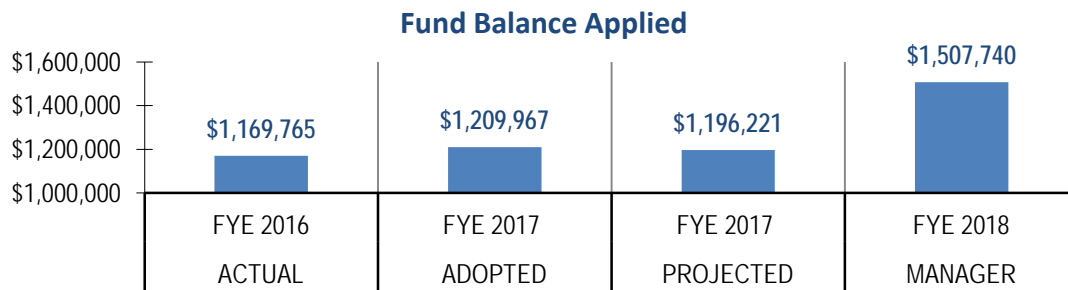
Budgeted Funds Revenue Descriptions, *continued*



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 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Fund Balance Applied					
499040	Designated F/B - CIP	\$350,000	\$300,000	\$300,000	\$275,000
499060	Designated F/B - General	325,000	325,000	325,000	438,823
499050	Net Assets Forwarded to Ops	94,765	184,967	171,221	293,917
41250	Re-Appropriate Fund Balance	400,000	400,000	400,000	500,000
Total		\$1,169,765	\$1,209,967	\$1,196,221	\$1,507,740



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 2017-2018 General Fund Expenditures Program Summary Detail by Area of Service

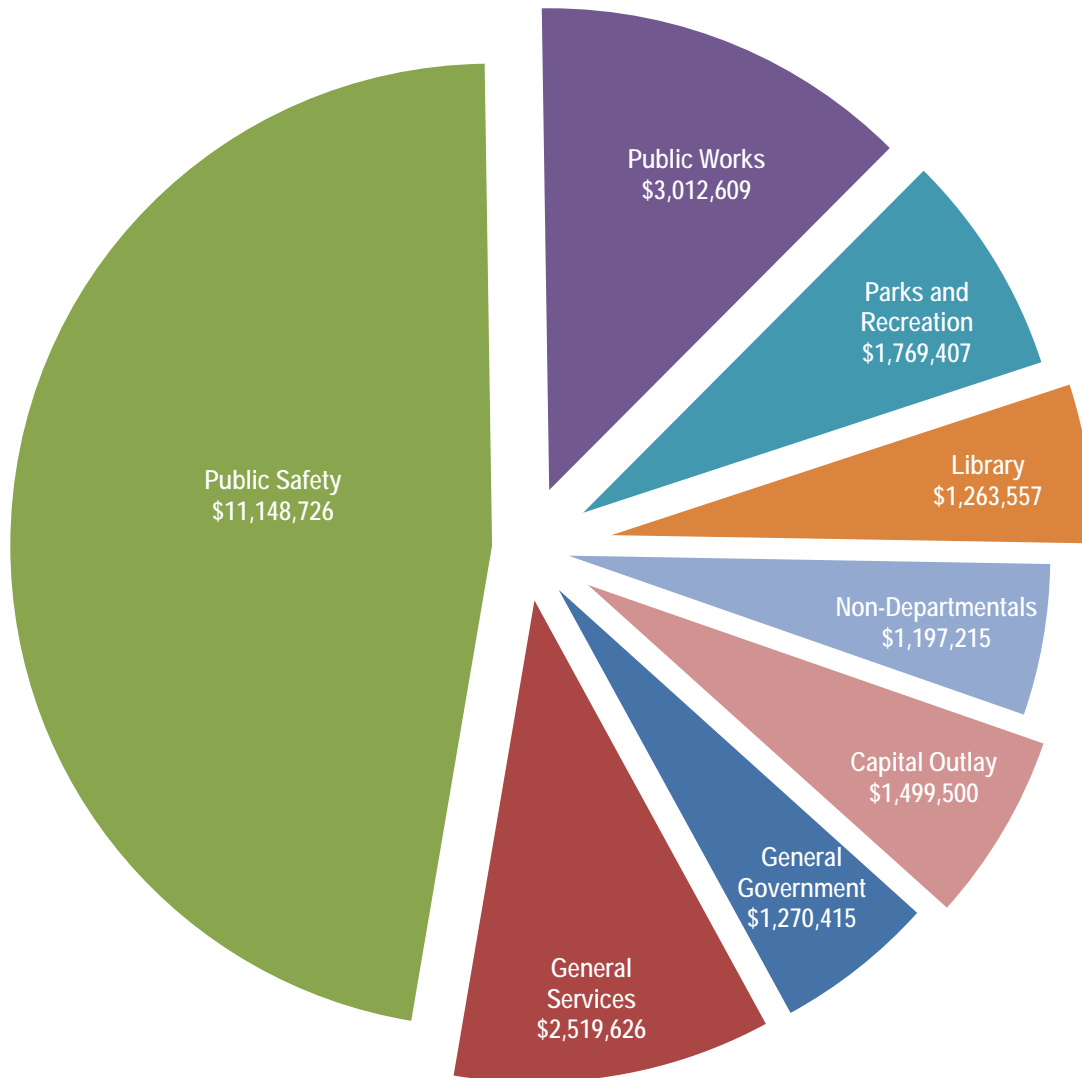
Function	Description Area of Service	Actual FY 2015-2016	Adopted FY 2016-2017	Projected FY 2016-2017	Dept Request FY 2017-2018	Proposed FY 2017-2018
11001	Town Council	\$13,069	\$25,233	\$25,219	\$28,947	\$25,717
11003	Budget Referendum	0	11,808	0	13,383	13,383
11005	Legal Services	173,748	181,901	177,401	185,802	185,802
11005	Probate Judge	7,402	7,536	7,536	7,536	7,536
12001	Town Manager	408,479	422,792	419,055	435,558	434,758
12003	Personnel Admin	99,935	108,280	106,550	110,643	109,393
13001	Town Clerk	400,642	415,383	409,243	424,529	423,779
13005	Canvassing Authority	82,095	106,365	104,196	70,147	70,047
Subtotal	GENERAL GOVERNMENT	\$1,185,369	\$1,279,298	\$1,249,200	\$1,276,545	\$1,270,415
14001	Finance Department	\$687,912	\$706,398	\$697,601	\$736,427	\$735,877
14003	Information Technology	323,306	331,879	329,908	330,603	330,603
15001	Tax Assessor	388,170	401,054	400,002	348,548	348,548
16001	Planning/GIS/Cons Comm	498,813	526,195	628,319	554,885	544,902
17001	Building/Zoning Inspection	354,159	361,170	360,289	378,184	378,184
18001	Town Hall Operations	176,738	180,375	174,330	181,647	181,512
Subtotal	GENERAL SERVICES	\$2,429,098	\$2,507,071	\$2,590,449	\$2,530,294	\$2,519,626
20001	Police Department	\$8,109,635	\$7,786,803	\$7,741,556	\$8,074,728	\$8,053,454
20050	Police Dispatchers	0	712,353	736,402	774,162	774,162
20071-3	Animal Control Department	295,744	322,424	318,665	341,233	340,433
20090	Harbor Patrol	37,403	37,531	44,912	46,094	46,094
21001	Fire Alarm	234,796	254,993	252,733	267,024	263,024
22001	Emergency Medical Svc	1,610,624	1,652,064	1,676,780	1,671,559	1,671,559
Subtotal	PUBLIC SAFETY	\$10,288,201	\$10,766,168	\$10,771,048	\$11,174,800	\$11,148,726
30001	Public Works	\$2,849,675	\$2,952,072	\$2,799,763	\$3,025,311	\$3,012,609
Subtotal	PUBLIC WORKS	\$2,849,675	\$2,952,072	\$2,799,763	\$3,025,311	\$3,012,609
40001	Parks & Recreation	\$1,797,933	\$1,851,016	\$1,843,056	\$1,774,516	\$1,769,407
Subtotal	PARKS & RECREATION	\$1,797,933	\$1,851,016	\$1,843,056	\$1,774,516	\$1,769,407
50001	Library Services	\$1,180,755	\$1,219,965	\$1,188,429	\$1,271,142	\$1,263,557
Subtotal	LIBRARY SERVICES	\$1,180,755	\$1,219,965	\$1,188,429	\$1,271,142	\$1,263,557
70100	Insurance & Claims	\$896,310	\$990,000	\$967,800	\$1,009,500	\$1,009,500
800-810	Human Service Agency Cont	212,181	192,715	192,715	187,715	187,715
Subtotal	NON-DEPARTMENTALS	\$1,108,492	\$1,182,715	\$1,160,515	\$1,197,215	\$1,197,215
85000	Capital Outlay	\$1,292,600	\$1,440,450	\$1,440,450	\$1,519,500	\$1,499,500
Subtotal	CAPITAL OUTLAY	\$1,292,600	\$1,440,450	\$1,440,450	\$1,519,500	\$1,499,500
Total	GENERAL FUND OPERATIONS	\$22,132,122	\$23,198,755	\$23,042,910	\$23,769,323	\$23,681,055



Expenditure Summary

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

**FY 2017-2018 General Fund Expenditures
Area of Service Program Summary**



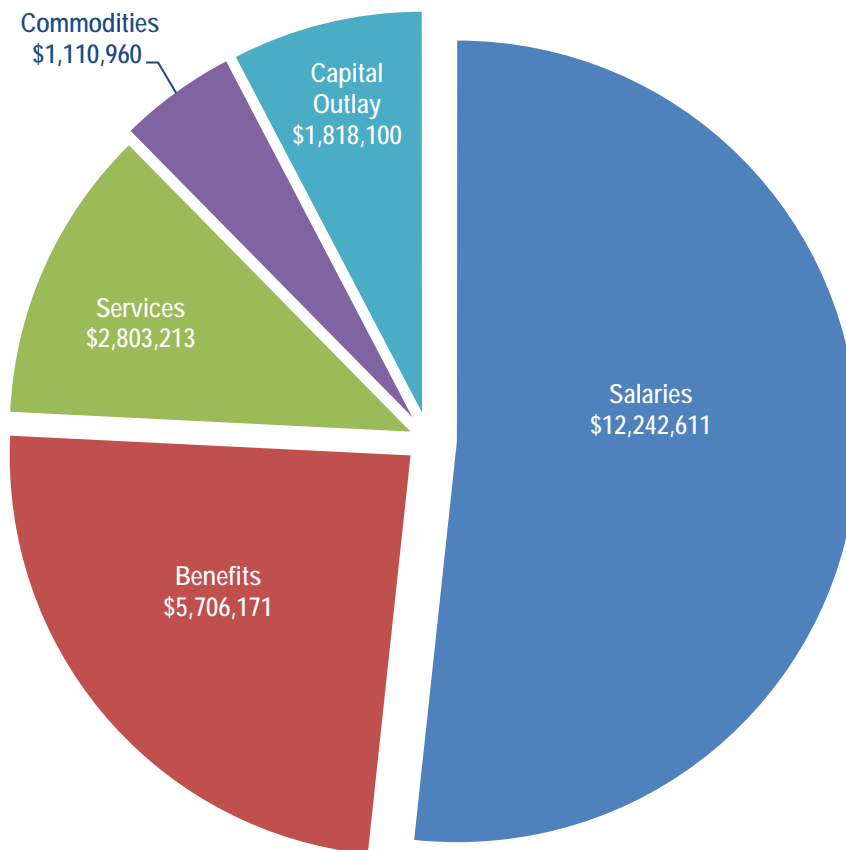


Expenditures by Use Type

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

FY 2017-2018 General Fund Expenditures by Use Type
\$23,681,055

Expenditure by Use Type	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY2016-2017 Projected	FY 2017-2018 Proposed	% of Total Budget
Salaries	\$11,467,994	\$11,897,021	\$11,975,874	\$12,242,611	51.70%
Benefits	5,281,867	5,634,311	5,627,665	5,706,171	24.10%
Services	2,523,435	2,801,457	2,707,172	2,803,213	11.84%
Commodities	932,679	1,178,888	1,050,756	1,110,960	4.69%
Capital Outlay	1,926,147	1,687,078	1,681,443	1,818,100	7.68%
Total General Fund Expenditures	\$22,132,122	\$23,198,755	\$23,042,910	\$23,681,055	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 2017-2018 All Budgeted Fund Expenditures

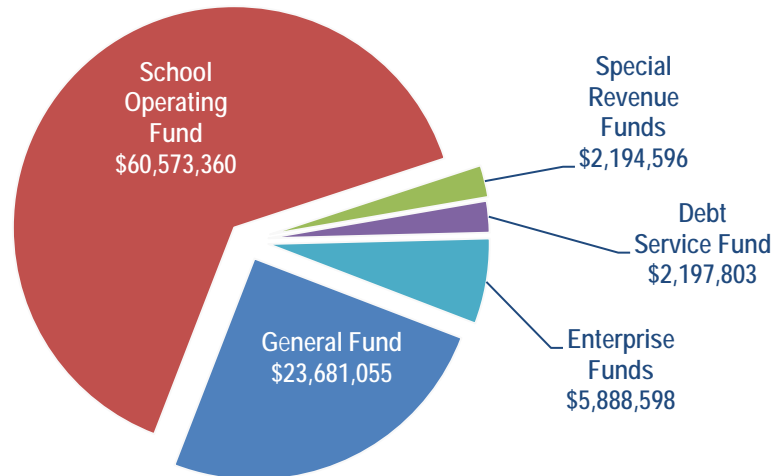
Fund Type	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed	% of Total Budget
General Fund					
General Government	\$1,185,369	\$1,279,298	\$1,249,200	\$1,270,415	5.36%
General Services	2,429,098	2,507,071	2,590,449	2,519,626	10.64%
Public Safety	10,288,201	10,766,168	10,771,048	11,148,726	47.08%
Public Works	2,849,675	2,952,072	2,799,763	3,012,609	12.72%
Parks & Recreation	1,797,933	1,851,016	1,843,056	1,769,407	7.47%
Library	1,180,755	1,219,965	1,188,429	1,263,557	5.34%
Non-Departmentals	1,108,492	1,182,715	1,160,515	1,197,215	5.06%
Capital Outlay	1,292,600	1,440,450	1,440,450	1,499,500	6.33%
Subtotal General Fund	\$22,132,122	\$23,198,755	\$23,042,910	\$23,681,055	100.00%
School Department					
School Operating Budget	\$58,135,333	\$59,926,334	\$59,888,940	\$60,573,360	100.00%
Subtotal School Operating Fund	\$58,135,333	\$59,926,334	\$59,888,940	\$60,573,360	100.00%
Special Revenue Funds					
Peace Dale Office Building Fund	\$100,021	\$94,362	\$149,645	\$92,651	4.22%
Senior Services Fund	778,429	814,532	800,203	859,774	39.18%
Neighborhood Guild Fund	825,070	770,178	765,596	785,147	35.78%
Community Recreation Center Fund	0	181,733	75,557	457,024	20.82%
Subtotal Special Revenue Funds	\$1,703,520	\$1,860,805	\$1,791,001	\$2,194,596	100.00%
Debt Service					
Debt Service Fund	\$2,327,783	\$1,969,733	\$1,968,933	\$2,197,803	100.00%
Subtotal Debt Service Fund	\$2,327,783	\$1,969,733	\$1,968,933	\$2,197,803	100.00%
Enterprise Funds					
Water Fund	\$954,648	\$983,707	\$1,001,889	\$1,010,140	17.15%
Wastewater Fund	3,186,704	3,814,127	3,658,042	4,123,316	70.02%
Solid Waste Fund	498,916	678,962	666,258	755,142	12.82%
Subtotal Enterprise Funds	\$4,640,269	\$5,476,796	\$5,326,189	\$5,888,598	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$88,939,027	\$92,432,423	\$92,017,973	\$94,535,412	



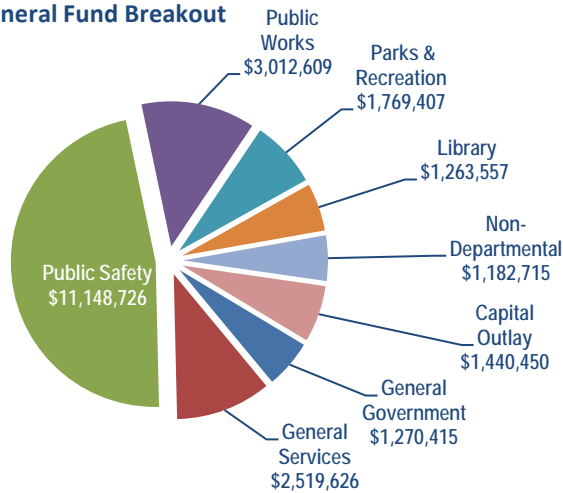
Expenditure Summary by Fund Type

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.

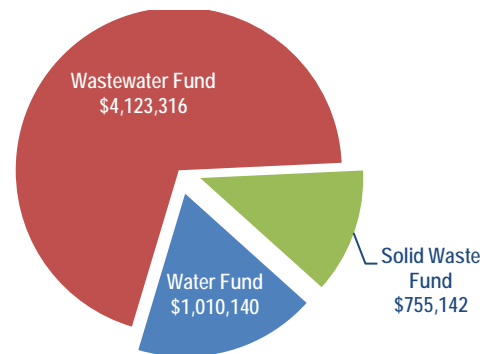
FY 2017-2018 Proposed Expenditures: All Funds



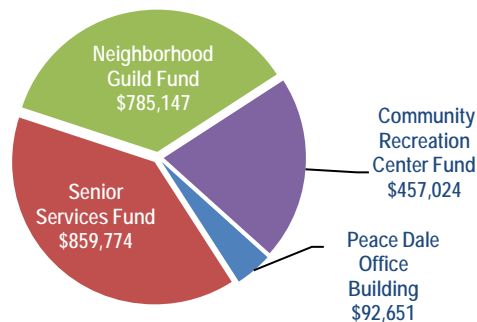
FY 2017-2018 General Fund Breakout



FY 2017-2018 Enterprise Funds Breakout



FY 2017-2018 Special Revenue Funds Breakout



All Budgeted Funds Expenditures, *continued*



Expenditure Detail Comparison by Fund Type

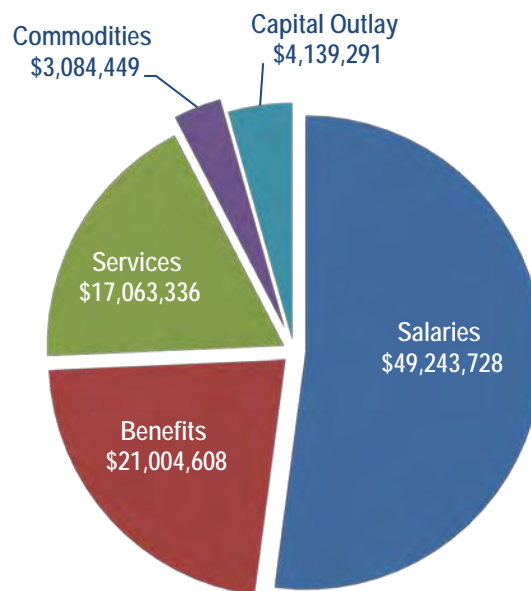
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
General Fund	\$22,132,122	\$23,198,755	\$23,042,910	\$23,681,055
School Operating Fund	58,135,333	59,926,334	59,888,940	60,573,360
Special Revenue Funds	1,703,520	1,860,805	1,791,001	2,194,596
Debt Service Fund	2,327,783	1,969,733	1,968,933	2,197,803
Enterprise Funds	4,640,269	5,476,796	5,326,189	5,888,598
Total All Budgeted Fund Expenditures	\$88,939,027	\$92,432,423	\$92,017,973	\$94,535,412

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 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed	% of Total Budget
Salaries	\$46,695,266	48,174,847	\$48,315,750	\$49,243,728	52%
Benefits	19,299,078	20,436,347	20,503,026	21,004,608	22%
Services	16,109,955	16,801,491	16,490,642	17,063,336	18%
Commodities	2,631,206	3,199,086	2,812,652	3,084,449	3%
Capital Outlay	4,203,523	3,820,652	3,895,903	4,139,291	4%
Total All Budgeted Fund Expenditures	\$88,939,027	\$92,432,423	\$92,017,973	\$94,535,412	100.00%



All Budgeted Funds Expenditures, *continued*



Expenditures by Area of Service - Detail

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

FY 2017-2018 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2015-2016	Adopted FY 2016-2017	Projected FY 2016-2017	Dept Request FY 2017-2018	Proposed FY 2017-2018
11001	Town Council	\$13,069	\$25,233	\$25,219	\$28,947	\$25,717
11003	Budget Referendum	0	11,808	0	13,383	13,383
11005	Legal Services	173,748	181,901	177,401	185,802	185,802
11005	Probate Judge	7,402	7,536	7,536	7,536	7,536
12001	Town Manager	408,479	422,792	419,055	435,558	434,758
12003	Personnel Admin	99,935	108,280	106,550	110,643	109,393
13001	Town Clerk	400,642	415,383	409,243	424,529	423,779
13005	Canvassing Authority	82,095	106,365	104,196	70,147	70,047
Subtotal	GENERAL GOVERNMENT	\$1,185,369	\$1,279,298	\$1,249,200	\$1,276,545	\$1,270,415
14001	Finance Department	\$687,912	\$706,398	\$697,601	\$736,427	\$735,877
14003	Information Technology	323,306	331,879	329,908	330,603	330,603
15001	Tax Assessor	388,170	401,054	400,002	348,548	348,548
16001	Planning/GIS/Cons Comm	498,813	526,195	628,319	554,885	544,902
17001	Building/Zoning Inspection	354,159	361,170	360,289	378,184	378,184
18001	Town Hall Operations	176,738	180,375	174,330	181,647	181,512
Subtotal	GENERAL SERVICES	\$2,429,098	\$2,507,071	\$2,590,449	\$2,530,294	\$2,519,626
20001	Police Department	\$8,109,635	\$7,786,803	\$7,741,556	\$8,074,728	\$8,053,454
20050	Police Dispatchers	0	712,353	736,402	774,162	774,162
20071-3	Animal Control Department	295,744	322,424	318,665	341,233	340,433
20090	Habor Patrol	37,403	37,531	44,912	46,094	46,094
21001	Fire Alarm	234,796	254,993	252,733	267,024	263,024
22001	Emergency Medical Svc	1,610,624	1,652,064	1,676,780	1,671,559	1,671,559
Subtotal	PUBLIC SAFETY	\$10,288,201	\$10,766,168	\$10,771,048	\$11,174,800	\$11,148,726
30001	Public Works	\$2,849,675	\$2,952,072	\$2,799,763	\$3,025,311	\$3,012,609
Subtotal	PUBLIC WORKS	\$2,849,675	\$2,952,072	\$2,799,763	\$3,025,311	\$3,012,609
40001	Parks & Recreation	\$1,797,933	\$1,851,016	\$1,843,056	\$1,774,516	\$1,769,407
Subtotal	PARKS & RECREATION	\$1,797,933	\$1,851,016	\$1,843,056	\$1,774,516	\$1,769,407
50001	Library Services	\$1,180,755	\$1,219,965	\$1,188,429	\$1,271,142	\$1,263,557
Subtotal	LIBRARY SERVICES	\$1,180,755	\$1,219,965	\$1,188,429	\$1,271,142	\$1,263,557
70100	Insurance & Claims	\$896,310	\$990,000	\$967,800	\$1,009,500	\$1,009,500
800-810	Human Service Agency Cont	212,181	192,715	192,715	187,715	187,715
Subtotal	NON-DEPARTMENTALS	\$1,108,492	\$1,182,715	\$1,160,515	\$1,197,215	\$1,197,215
85000	Capital Outlay	\$1,292,600	\$1,440,450	\$1,440,450	\$1,519,500	\$1,499,500
Subtotal	CAPITAL OUTLAY	\$1,292,600	\$1,440,450	\$1,440,450	\$1,519,500	\$1,499,500
Total	GENERAL FUND OPERATIONS	\$22,132,122	\$23,198,755	\$23,042,910	\$23,769,323	\$23,681,055
	OTHER FUNDS					
0110	School Department	\$58,135,333	\$59,926,334	\$59,888,940	\$60,573,360	\$60,573,360
0302	Peace Dale Office Building	100,021	94,362	149,645	92,651	92,651
0304	Senior Services	778,429	814,532	800,203	863,066	859,774
0306	Neighborhood Guild	825,070	770,178	765,596	785,130	785,147
0308	Community Recreation Center	0	181,733	75,557	457,024	457,024
0400	Debt Service Fund	2,327,783	1,969,733	1,968,933	2,197,803	2,197,803
0702	Water Fund	954,648	983,707	1,001,889	1,010,913	1,010,140
0704	Wastewater Fund	3,186,704	3,814,127	3,658,042	4,125,965	4,123,316
0706	Solid Waste Fund	498,916	678,962	666,258	755,142	755,142
Total	OTHER FUNDS	\$66,806,905	\$69,233,668	\$68,975,063	\$70,861,054	\$70,854,357
GRAND TOTAL ALL BUDGETED FUNDS		\$88,939,027	\$92,432,423	\$92,017,973	\$94,630,377	\$94,535,412

All Budgeted Funds Summaries



Budget in Brief

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

Revenue By Fund	Actual FY 2015-2016	Adopted FY 2016-2017	Projected FY 2016-2017	Proposed FY 2017-2018
General Fund (0101)	\$23,207,502	\$23,198,755	\$24,480,546	\$23,681,055
School Fund (0110)	59,144,579	59,926,334	59,915,669	60,573,360
Peace Dale Office Building Fund (0302)	164,082	94,362	69,442	94,434
Senior Services Fund (0304)	838,257	814,531	827,174	859,773
Neighborhood Guild Fund (0306)	835,311	770,185	767,350	785,147
Community Recreation Center (0308)	0	181,733	173,233	457,024
Debt Service Fund (0400)	2,563,910	2,181,118	2,181,118	2,197,803
Water Fund (0702)	1,167,410	1,171,627	1,179,534	1,179,009
Wastewater Fund (0704)	3,313,175	3,814,127	3,729,893	4,123,316
Solid Waste Fund (0706)	510,026	678,962	664,765	755,142
Total Revenue By Fund	\$91,744,252	\$92,831,734	\$93,988,724	\$94,706,063
Expenditures By Fund	Actual FY 2015-2016	Adopted FY 2016-2017	Projected FY 2016-2017	Proposed FY 2017-2018
General Fund (0101)	\$22,132,122	\$23,198,755	\$23,042,910	\$23,681,055
School Fund (0110)	58,135,333	59,926,334	59,888,940	60,573,360
Peace Dale Office Building Fund (0302)	100,021	94,362	149,645	92,651
Senior Services Fund (0304)	778,429	814,532	800,203	863,066
Neighborhood Guild Fund (0306)	825,070	770,178	765,596	785,130
Community Recreation Center (0308)	0	181,733	75,557	457,024
Debt Service Fund (0400)	2,327,783	1,969,733	1,968,933	2,197,803
Water Fund (0702)	954,648	983,707	1,001,889	1,010,913
Wastewater Fund (0704)	3,186,704	3,814,127	3,658,042	4,125,965
Solid Waste Fund (0706)	498,916	678,962	666,258	755,142
Total Expenditures By Fund	\$88,939,027	\$92,432,423	\$92,017,973	\$94,542,109

Sources & Use Summaries



Combined Statement of Revenue & Expenditure

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

	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed
Revenues & Other Financing Sources:				
General Property Taxes	\$68,912,255	\$70,583,038	\$71,507,943	\$71,973,001
User Fees	4,012,450	4,507,602	4,458,232	4,719,951
State Aid	10,335,764	9,666,288	9,840,712	9,389,718
Federal Aid	480,752	508,000	508,000	508,000
Licenses/Fees/Rents	1,765,336	1,802,090	1,838,052	1,855,702
Revenues from Investments	679,525	540,075	585,150	614,360
Departmental Revenue/Fines/Charges	3,263,561	3,007,920	3,096,530	3,173,099
Transfers In	697,046	566,695	566,695	552,957
Grants	70,626	68,405	69,760	67,095
Miscellaneous	357,173	371,654	321,429	344,440
Fund Balance Applied	1,169,765	1,209,967	1,196,221	1,507,740
Total Revenues	\$91,744,253	\$92,831,734	\$93,988,724	\$94,706,063

Expenditures & Other Financing Sources:				
General Government	\$1,185,369	\$1,279,298	\$1,249,200	\$1,270,415
General Services	2,429,098	2,507,071	2,590,449	2,519,626
Public Safety	10,288,201	10,766,168	10,771,048	11,148,726
Public Works	2,849,675	2,952,072	2,799,763	3,012,609
Parks & Recreation	1,797,933	1,851,016	1,843,056	1,769,407
Public Libraries	1,180,755	1,219,965	1,188,429	1,263,557
Non-Departmental	1,108,492	1,182,715	1,160,515	1,197,215
Education	56,942,152	59,071,849	59,043,879	59,561,234
Debt Service	2,408,578	2,178,012	2,177,212	2,406,916
Leisure Services	1,619,524	1,848,405	1,718,247	2,144,633
Utility Services	3,559,274	4,001,080	3,821,265	4,420,484
Capital Expenditures	3,569,976	3,574,772	3,654,910	3,820,590
Total Expenditures	\$88,939,027	\$92,432,423	\$92,017,973	\$94,535,412
Excess (Deficiency) of Revenues Over Expenditures	\$2,805,226	\$399,311	\$1,970,751	\$170,651



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 2015-2016	Estimated Fund Balance FY 2016-2017	Proposed Revenues FY 2016-2017	Proposed Expenditures FY 2017-2018	Estimated Fund Balance FY 2017-2018
General Fund (0101)	\$12,081,521	\$13,519,158	\$23,681,055	\$23,681,055	\$12,969,158
School Fund (0110)	3,504,232	3,530,961	60,573,360	60,573,360	3,030,961
Peace Dale Office Bldg Fund (0302)	273,830	273,830	94,434	92,651	275,613
Senior Services Fund (0304)	242,784	269,755	859,773	859,774	246,754
Neighborhood Guild Fund (0306)	134,269	138,023	785,147	785,147	113,023
Community Rec. Center Fund (0308)	0	97,676	457,024	457,024	87,676
Debt Service Fund (0400)	288,071	288,071	2,197,803	2,197,803	182,248
Water Fund (0702)	2,549,390	2,727,035	1,179,009	1,010,140	2,895,904
Wastewater Fund (0704)	6,101,497	6,173,348	4,123,316	4,123,316	6,062,967
Solid Waste Fund (0706)	890,582	889,089	755,142	755,142	705,553
Total All Funds	\$26,066,176	\$27,906,946	\$94,706,063	\$94,535,412	\$26,569,857



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.

CIP Project Name	Operational Impact
Curtis Corner & Old Mountain Field: Tennis Court Resurfacing	Results in operational cost efficiencies, increased useful life of facility and reduces risk of injuries
West Kingston Park: Softball Field Lighting	Replacement of the light ballasts will reduce maintenance and operational costs associated with circuits and extend the life cycle of the facility
Old Mountain Field: Restroom/Concession Bldg	Major improvements can reduce preventative maintenance costs over time and increase outside interest
Marina Park: Parking/Ramp & Dock Reconstruction	Multi-year funding for full reconstruction of the public boat ramp will reduce maintenance costs
Town Beach: Ongoing Improvements	Multi-year funding for ongoing improvements/maintenance and future erosion mitigation efforts will reduce maintenance costs
Parks & Recreation: Equipment Acquisition/Replacement	The replacement of older equipment will result in operation cost efficiencies
Public Services: Road Reconstruction/Pavement Overlay	The restoration of older streets and bridges will result in operation cost efficiencies and reduces potential liability claims/pedestrian safety
Public Services: Drainage/Erosion Control/TMDL	Preserve physical asset, protect natural resource, reduce maintenance costs and increase efficiencies, lessen potential liability claims
Public Services: Equipment Acquisition/Replacement	The replacement of older equipment will result in operation cost efficiencies
Public Safety: Facility Maintenance	Major improvements to existing facilities will reduce maintenance costs
Harbor Patrol: Equipment Acquisition/Replacement	The replacement of older equipment will result in annual maintenance and operational costs, reduces potential liability claims on the water
Emergency Medical Services: Equipment Acquisition/Replacement	Vehicle Responder replacement keeps equipment up-to-date ensuring less response time to patients and reduces operational costs; Chest compression equipments ensures AHA standards are met reducing potential personal injury claims
Emergency Medical Services: Facility Improvements	Preventative maintenance will provide quality environments for staff with the added benefit of achieving operational cost efficiencies
Fire Alarm: Equipment Acquisition/Replacement	Replacement will provide for wireless connection which supports over 240 businesses in Town, as well as improved system reliability and functionality and reduce maintenance costs for the existing aging system
Radio Alarm Box	
Information Technology: Equipment Acquisition/Replacement	Virtualization drastically reduces the majority of hardware acquisition and maintenance costs since the technology can partition one physical server into multiple virtual servers

Capital Improvement Program & Related Debt Service, *continued*



Consolidated Debt Service Requirements – All Funds

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

FYE	General Obligation Bonds			Wastewater Bonds			Solid Waste Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2018	\$1,682,000	\$218,203	\$1,900,203	\$26,000	\$3,690	\$29,690	\$159,793	\$19,630	\$179,423
2019	1,547,000	181,563	1,728,563	27,000	3,175	30,175	163,919	16,844	180,763
2020	1,399,000	148,750	1,547,750	27,000	2,641	29,641	168,132	13,979	182,112
2021	880,000	120,346	1,000,346	28,000	2,090	30,090	172,435	11,036	183,471
2022	863,000	102,239	965,239	28,000	1,520	29,520	176,831	8,011	184,842
2023	648,000	80,459	728,459	29,000	932	29,932	181,321	4,903	186,223
2024	573,000	59,117	632,117	30,000	315	30,315	54,000	2,797	56,797
2025	425,000	39,200	464,200			0	55,000	1,722	56,722
2026	400,000	22,050	422,050			0	59,000	589	59,589
2027	160,000	11,700	171,700			0			0
2028	60,000	6,750	66,750			0			0
2029	60,000	4,050	64,050			0			0
2030	60,000	1,350	61,350			0			0
Total	\$8,757,000	\$995,776	\$9,752,776	\$195,000	\$14,363	\$209,363	\$1,190,432	\$79,509	\$1,269,941

GENERAL OBLIGATION BONDS

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

WASTEWATER BONDS

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

SOLID WASTE BONDS

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

Capital Improvement Program & Related Debt Service, *continued*



Debt Ratios & Debt Per Capita

The following table provides detail on debt ratios and debt per capita over the last ten year period. The Town anticipates bonding \$5,150,000 in Fiscal Year 2017-2018 for which is accounted for in the gross bonded debt total column.

Fiscal Year Ended June 30	Population ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2018	30,639	\$4,645,256,761	100%	\$4,645,256,761	\$15,292,432	\$499	0.33%
2017	30,639	4,617,592,707	100%	4,617,592,707	10,142,432	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 ⁽⁵⁾	30,639	4,297,341,593	100%	4,297,341,593	16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597	19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945	22,788,613	744	0.51%
2011 ⁽⁵⁾	30,639	4,546,820,643	100%	4,546,820,643	26,351,619	860	0.58%
2010	27,921	5,281,964,577	100%	5,281,964,577	30,082,166	1077	0.57%
2009	27,921	5,255,505,490	100%	5,255,505,490	32,690,383	1171	0.62%
2008 ⁽⁵⁾	27,921	5,215,698,720	100%	5,215,698,720	36,561,397	1309	0.70%
2007	27,921	4,193,188,291	100%	4,193,188,291	40,076,329	1435	0.96%

(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 2017-2018

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

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



NON UNION EMPLOYEES PAY PLAN FY 2017-2018

Grade	Step 0	Step 1	Step 2	Step 3
1	\$33,782	\$34,990	\$36,194	\$37,402
2	\$35,073	\$36,283	\$37,492	\$38,702
3	\$36,283	\$37,492	\$38,702	\$39,912
4	\$38,703	\$39,912	\$41,120	\$42,330
5	\$39,912	\$41,120	\$42,330	\$43,540
6	\$42,330	\$43,540	\$44,748	\$45,957
7	\$44,748	\$45,957	\$47,168	\$48,376
8	\$47,167	\$48,376	\$49,586	\$50,795
9	\$49,530	\$50,681	\$51,832	\$53,213
10	\$54,076	\$56,416	\$58,761	\$61,101
11	\$59,895	\$61,093	\$62,627	\$64,502
12	\$63,349	\$65,653	\$67,267	\$70,262
13	\$72,437	\$75,325	\$77,585	\$79,912
14	\$78,713	\$80,786	\$82,855	\$84,925
15	\$84,829	\$86,781	\$89,191	\$94,998
16	\$93,523	\$95,697	\$97,872	\$101,855
17	\$98,321	\$101,130	\$103,237	\$105,343
18	\$115,190	\$118,646	\$122,205	\$125,871

IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2017-2018

2017-2018	Step 0	Step 1	Step 2	Step 3
Lieutenant	-	-	-	\$53,535
Paramedic	\$44,067	\$46,657	\$48,602	\$51,194
EMT-Cardiac	\$38,940	\$40,565	\$42,254	\$43,943

IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2017-2018

2017-2018	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Captain	\$77,676	-	-	-	-	-
Lieutenant	\$72,129	-	-	-	-	-
Sergeant	\$67,663	-	-	-	-	-
Patrol Officer	\$45,767	\$47,676	\$49,582	\$52,023	\$54,555	\$64,036



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

SKMEA/NEARI POSITION ALLOCATION TO PAY SCHEDULE FY 2017-2018

Grade 1

Building Maintenance Assistant

Grade 2

(no positions at this time)

Grade 3

Building Maintenance Technician

Grade 4

Account Clerk I

Office Clerk II

Secretary

Grade 5

(no positions at this time)

Grade 6

Account Clerk II

Administrative Support Associate

Assessment Data Clerk

Facilities Manager

Recreation Supervisor

Grade 7

Senior Account Clerk

Fire Inspector

Water Operator I

Facilities Manager II

Planning Associate

Police Prosecution Clerk

Grade 8

Assistant Building Inspector

Engineering Assistant

Real Estate Appraiser

GIS Technician

Police Records Clerk

Grade 9

Assistant Communications Superintendent

Grade 10

Building Inspector

Purchasing Agent

GIS Analyst

Administrative Assistant Assessor

Administrative Assistant Payroll

Administrative Assistant Public Services

Grade 11

Pretreatment Coordinator

Grade 12

Assistant Wastewater Superintendent

Network Administrator

Senior Planner

Town Accountant

Staff Engineer

Grade 13

GIS Administrator

Principal Planner

SKMEA/NEARI PAY PLAN FY 2017-2018

Grade	Step 0	Step 1	Step 2	Step 3
1	\$24,562	\$24,931	\$25,296	\$25,664
2	\$35,073	\$36,283	\$37,492	\$38,702
3	\$36,283	\$37,492	\$38,702	\$39,912
4	\$38,703	\$39,912	\$41,120	\$42,330
5	\$39,912	\$41,120	\$42,330	\$43,540
6	\$42,330	\$43,540	\$44,748	\$45,957
7	\$44,748	\$45,957	\$47,168	\$48,375
8	\$47,167	\$48,375	\$49,586	\$50,795
9	\$49,530	\$50,681	\$51,832	\$53,213
10	\$52,983	\$55,288	\$57,589	\$59,894
11	\$59,895	\$61,093	\$62,627	\$64,502
12	\$63,349	\$65,653	\$67,267	\$70,262
13	\$72,437	\$75,325	\$77,585	\$79,912

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



COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2017-2018

Description	Step	Annual
Animal Control Officer	Entry	\$41,442
Animal Control Officer	1	\$44,089
Animal Shelter Manager	Entry	\$45,993
Animal Shelter Manager	1	\$48,929
Asst Animal Shelter Manager	Entry	\$38,844
Asst Animal Shelter Manager	1	\$41,323
Auto Mechanic I	Entry	\$38,985
Auto Mechanic I	1	\$41,475
Auto Mechanic II	Entry	\$44,934
Auto Mechanic II	1	\$47,803
Crew Foreman	Entry	45,162
Crew Foreman	1	\$47,973
Equipment Operator I	Entry	\$39,388
Equipment Operator I	1	\$41,867
Equipment Operator II	Entry	\$42,967
Equipment Operator II	1	\$45,711
Equipment Operator III	Entry	\$43,724
Equipment Operator III	1	\$46,517
Lab Tech Operator	Entry	\$44,612
Lab Tech Operator	1	\$47,459
Office Clerk	Entry	\$43,160
Office Clerk	1	\$45,940
Parks Foreman	Entry	\$49,458
Parks Foreman	1	\$52,291
Parks Maintenance Technician	Entry	\$41,356
Parks Maintenance Technician	1	\$43,881
Police Dispatcher	Entry	\$44,788
Police Dispatcher	1	\$47,646
Wastewater Operator I	Entry	\$42,419
Wastewater Operator I	1	\$45,126
Wastewater Operator II	Entry	\$46,806
Wastewater Operator II	1	\$49,792
Wastewater Mechanic I	Entry	\$42,419
Wastewater Mechanic I	1	\$45,126
Wastewater Mechanic II	Entry	\$46,806
Wastewater Mechanic II	1	\$49,792
Wastewater Worker	Entry	\$39,128
Wastewater Worker	1	\$41,625
Senior Transportation Driver	Entry	\$34,989
Senior Transportation Driver	1	\$37,402

Full Time Employee Summary



Full Time Employee Comparison

FULL-TIME EMPLOYEES FY 2016-2017 AS COMPARED TO FY 2017-2018					
Function Number & Description	FY 2015-2016 Actual	FY 2016-2017 Adopted	FY 2016- 2017 Projected	FY 2017- 2018 Proposed	FY 2017 - 2018 Difference
10111001-Town Council (5 Council Members)	5.00	5.00	5.00	5.00	0.00
10112001-Town Manager's Office	3.25	3.25	3.25	3.25	0.00
10112003-Personnel	1.25	1.25	1.25	1.25	0.00
10113001-Town Clerk's Office	5.00	5.00	5.00	5.00	0.00
10113005-Canvassing	1.00	1.00	1.00	1.00	0.00
Subtotal General Government FTE	15.50	15.50	15.50	15.50	0.00
10114001-Finance Department	8.30	8.30	8.30	8.30	0.00
10114003-Information Technology	1.80	1.80	1.80	1.80	0.00
10115001-Tax Assessment	5.00	5.00	5.00	4.00	-1.00
10116001-Planning Department	4.00	4.00	4.00	4.00	0.00
10116005-Geographic Information Systems	1.00	1.00	1.00	1.00	0.00
10117001-Building & Zoning Department	4.50	4.50	4.50	4.50	0.00
10118001-Town Hall Operations	1.00	1.00	1.00	1.00	0.00
Subtotal General Services FTE	25.60	25.60	25.60	24.60	-1.00
10120001-Police Department	72.00	72.00	64.00	64.50	0.50
10120050-Police Dispatchers	0.00	0.00	8.00	8.00	0.00
10120071-10120073-Animal Control Program	4.00	4.00	4.00	4.00	0.00
10120090-Harbor Patrol	0.50	0.50	0.50	0.50	0.00
10121001-Fire Alarm	2.50	2.50	2.50	2.50	0.00
10222001-Emergency Medical Services	17.00	17.00	17.00	17.00	0.00
Subtotal Public Safety FTE	96.00	96.00	96.00	96.50	0.50
10130001-Public Works	23.00	23.00	23.00	23.50	0.50
Subtotal Public Works FTE	23.00	23.00	23.00	23.50	0.50
10140001-10140013-Parks & Recreation	14.80	14.90	14.90	14.90	0.00
Subtotal Parks & Recreation FTE	14.80	14.90	14.90	14.90	0.00
10150001-Library	9.00	9.00	9.00	9.00	0.00
Subtotal Library FTE	9.00	9.00	9.00	9.00	0.00
General Fund Total FTE	183.40	183.50	183.50	184.50	1.00
30243010-Peace Dale Office Building	0.60	0.60	0.60	0.60	0.00
30442000-Senior Services	7.50	7.50	7.50	7.50	0.00
30641000-Neighborhood Guild	4.20	5.20	5.20	5.20	0.00
30840001-Community Recreation Center	0.00	2.90	2.90	2.90	0.00
70294600-Water Division	2.70	2.70	2.70	2.70	0.00
70492000-Wastewater Division	15.35	15.35	15.35	15.35	0.00
70696600-Solid Waste Division	0.50	0.50	0.50	0.50	0.00
Other Funds Total FTE	30.85	34.75	34.75	34.75	0.00
Total FTE All Funds FTE	214.75	218.75	218.75	218.75	0.00

FTE Change Description

The total FTE proposed for FY 2017-2018 is 218.75, the same FTE as the current year funding level. However it is noted there are some FTE adjustments proposed within respective departments, which net zero overall. The Town Manager's Proposed General Fund Budget recommends the elimination of the Real Estate Appraiser position in the Tax Assessment Function (1.0 FTE) and the appointment of an additional Police Sergeant in the Police Department (0.5 FTE) and an additional Equipment Operator in the Public Works Highway Division (0.5 FTE), with both positions budgeted to begin January 1, 2018 and resulting in a combined one (1.0) FTE. In addition, changes within the Wastewater Funds include hiring a Master Electrician (1.0 FTE) and eliminating a Lab Technician (1.0 FTE).



**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 - 20

**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

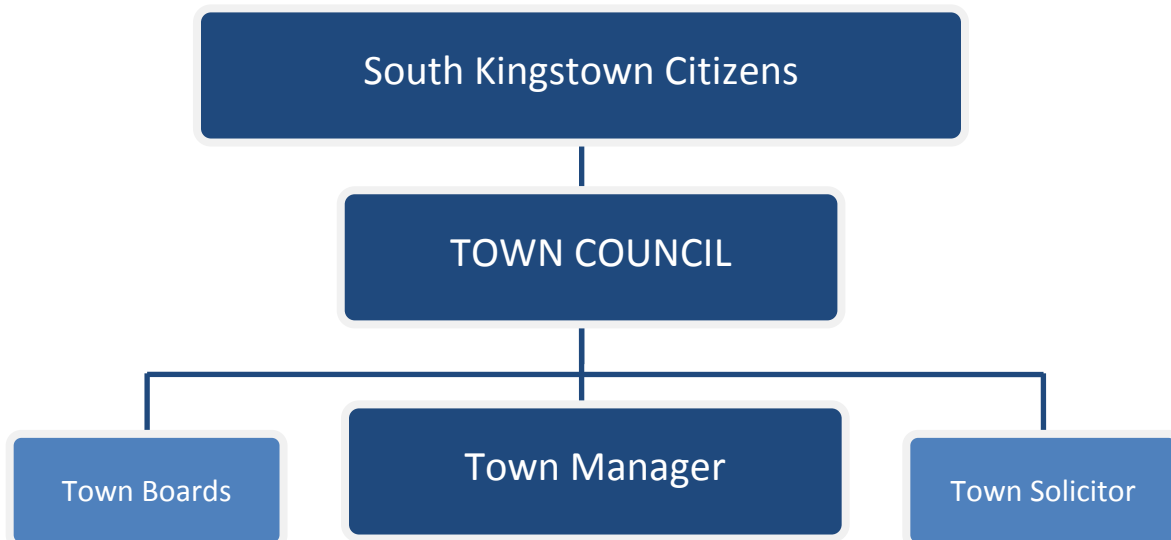
General Fund (101) Town Council, Boards & Commissions



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

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

Organizational Chart



Mission Statement

TOWN COUNCIL

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

PROBATE COURT

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



ASSESSMENT BOARD OF REVIEW

The Assessment Board of Review is charged with hearing and considering the appeal of any property owner concerning the amount of his/her assessed valuation, and holds the authority to order a correction.

PLANNING BOARD

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

ZONING BOARD

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

Functions

TOWN COUNCIL

The principal functions of the Town Council include:

- Appoint the Town Manager to act as the chief administrative and executive officer of the Town
- Adopt annual Operating and Capital Budgets
- Establish policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizens
- Enact ordinances and resolutions necessary for the proper governing of the Town's affairs
- Appoint citizens to various local and regional boards, commissions, and agencies
- Appoint a part-time Probate Judge to oversee the Town's Probate Court, held once a month at Town Hall
- Serve as the Town's Licensing Board

BUDGET REFERENDUM

The Town Council reviews and adopts a Preliminary Budget each year. Subsequently, the Council annually holds two public hearings. Any qualified elector of the Town may circulate a petition requesting increases or decreases in line items or the addition of new line items. The Town Council reviews and considers any petitions, makes any final changes, and gives final approval to the budget by a vote of the majority with potential referendum to be considered by voters on the first Tuesday following the first Saturday in June. This budget process has been in effect since Charter Amendments were adopted in the November 2006 General Election, where previously the budget process had culminated with the Financial Town Meeting.



PROBATE COURT

Probate court has jurisdiction over the following types of cases:

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

ASSESSMENT BOARD OF REVIEW

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

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

PLANNING BOARD

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

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

CONSERVATION COMMISSION

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

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



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

ZONING BOARD OF REVIEW

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

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

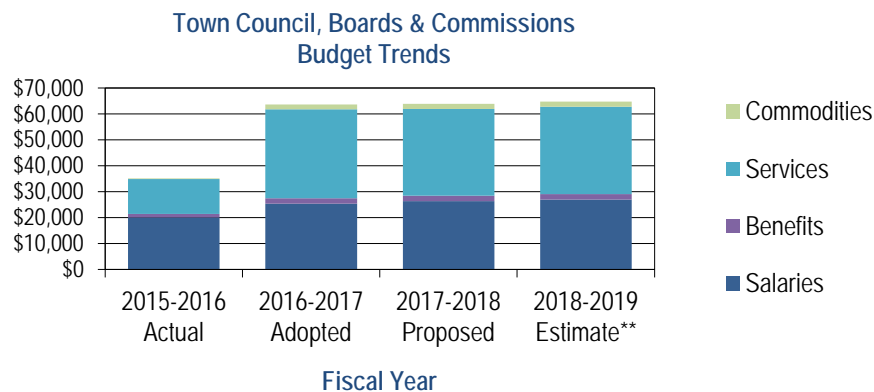
FY 2016-2018 Goals & Objectives

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

FY 2017-2018 Funding Comparison

Town Council, Boards & Commissions	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Salaries	\$19,938	\$25,320	\$21,966	\$26,307	\$987
Benefits	1,391	2,035	1,681	2,113	78
Subtotal Personnel Expenditures*	\$21,329	\$27,355	\$23,647	\$28,420	\$1,065
Services	\$13,464	\$34,339	\$23,170	\$33,403	(\$936)
Commodities	218	1,875	890	1,965	90
Subtotal Operating Expenditures	\$13,682	\$36,214	\$24,060	\$35,368	(\$846)
Total Expenditures	\$35,011	\$63,569	\$47,707	\$63,788	\$219

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



***FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% 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 2017-2018 Expenditure Statements

10111001	Town Council	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10111001	511002 Part-Time Salaries	\$12,117	\$13,500	\$13,766	\$13,950	3.33%
10111001	Subtotal Wages	\$12,117	\$13,500	\$13,766	\$13,950	3.33%
10111001	522250 FICA	927	1,033	1,053	1,067	3.29%
10111001	Subtotal Benefits	\$927	\$1,033	\$1,053	\$1,067	3.29%
10111001	530111 Professional Services	0	10,200	10,200	10,200	0.00%
10111001	Subtotal Services	\$0	\$10,200	\$10,200	\$10,200	0.00%
10111001	540012 Office Materials & Supplies	25	0	0	0	0.00%
10111001	580100 Miscellaneous Expenses	0	500	200	500	0.00%
10111001	Subtotal Commodities	\$25	\$500	\$200	\$500	0.00%
10111001	Total Town Council	\$13,069	\$25,233	\$25,219	\$25,717	1.92%

10111003	Budget Referendum	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10111003	511003 Seasonal Salaries	\$0	\$3,075	\$0	\$3,600	17.07%
10111003	511004 Overtime	0	545	0	557	2.20%
10111003	Subtotal Wages	\$0	\$3,620	\$0	\$4,157	14.83%
10111003	522250 FICA	0	274	0	318	16.06%
10111003	Subtotal Benefits	\$0	\$274	\$0	\$318	16.06%
10111003	530111 Professional Services	0	350	0	0	-100.00%
10111003	538012 Advertising	0	400	0	400	0.00%
10111003	538022 Printing Expenses	0	6,689	0	7,943	18.75%
10111003	Subtotal Services	\$0	\$7,439	\$0	\$8,343	12.15%
10111003	540012 Office Materials & Supplies	0	200	0	200	0.00%
10111003	580100 Miscellaneous Expenses	0	275	0	365	32.73%
10111003	Subtotal Commodities	\$0	\$475	\$0	\$565	18.95%
10111003	Total Budget Referendum	\$0	\$11,808	\$0	\$13,383	13.34%

10111007	Probate Court	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 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	402	536	536	536	0.00%
10111007	Subtotal Benefits	\$402	\$536	\$536	\$536	0.00%
10111007	Total Probate Court	\$7,402	\$7,536	\$7,536	\$7,536	0.00%

10115003	Assessment Board of Review	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10115003	538014 Travel Expenses	\$0	\$100	\$0	\$100	0.00%
10115003	Subtotal Benefits	\$0	\$100	\$0	\$100	0.00%
10115003	530002 Stipends Boards/Commissions	60	1,800	240	360	-80.00%
10115003	Subtotal Services	\$60	\$1,800	\$240	\$360	-80.00%
10115003	Total Assessment Board Of Review	\$60	\$1,900	\$240	\$460	-75.79%

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



10116003	Planning Board	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10116003 530002	Stipends Boards/Commissions	\$4,105	\$4,200	\$3,000	\$3,800	-9.52%
10116003	Subtotal Services	\$4,105	\$4,200	\$3,000	\$3,800	-9.52%
10116003	Total Planning Board	\$4,105	\$4,200	\$3,000	\$3,800	-9.52%

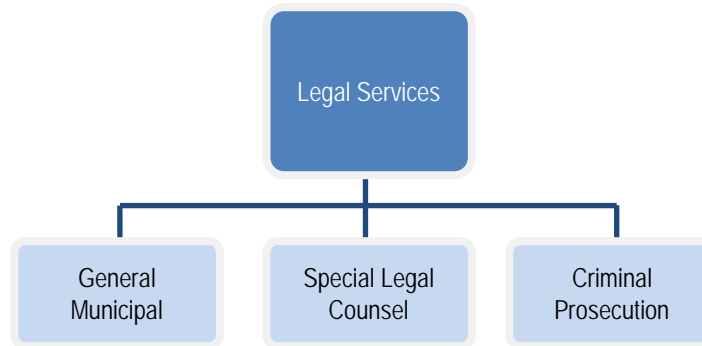
10116009	Conservation Commission	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10116009 580100	Miscellaneous Expenses	\$193	\$850	\$640	\$850	0.00%
10116009	Subtotal Commodities	\$193	\$850	\$640	\$850	0.00%
10116009	Total Conservation Commission	\$193	\$850	\$640	\$850	0.00%

10117003	Zoning Board of Review	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10117003 511004	Overtime	\$821	\$1,200	\$1,200	\$1,200	0.00%
10117003	Subtotal Wages	\$821	\$1,200	\$1,200	\$1,200	0.00%
10117003 522250	FICA	63	92	92	92	0.00%
10117003	Subtotal Benefits	\$63	\$92	\$92	\$92	0.00%
10117003 530002	Stipends Boards/Commissions	1,600	2,000	1,800	2,000	0.00%
10117003 530111	Professional Services	7,305	8,000	7,500	8,000	0.00%
10117003 538012	Advertising	234	450	250	450	0.00%
10117003 538022	Printing Expenses	160	250	180	250	0.00%
10117003	Subtotal Services	\$9,299	\$10,700	\$9,730	\$10,700	0.00%
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	\$10,183	\$12,042	\$11,072	\$12,042	0.00%

	Total	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
	Town Council Program					
10111001	Subtotal Town Council	\$13,069	\$25,233	\$25,219	\$25,717	2%
10111003	Subtotal Budget Referendum	0	11,808	0	13,383	13%
10111007	Subtotal Probate Court	7,402	7,536	7,536	7,536	0%
10115003	Subtotal Assessment Board of Review	60	1,900	240	460	-75.79%
10116003	Subtotal Planning Board	4,105	4,200	3,000	3,800	-9.52%
10116009	Subtotal Conservation Commission	193	850	640	850	0.00%
10117003	Subtotal Zoning Board of Review	10,183	12,042	11,072	12,042	0.00%
	Total Town Council Program	\$35,011	\$63,569	\$47,707	\$63,788	0.34%



Organizational Chart



Mission Statement

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

The following law firms provide the Town with legal services:

- Ursillo, Teitz & Ritch, Ltd provides general municipal and special legal counsel representation
- Kelly, Kelleher, Reilly & Simpson provides criminal prosecution representation
- Locke Lorde LLP provides representation for bond related matters
- First Southwest provides representation for financial related matters

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

Functions

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

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

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



- Assist with the drafting of additions and amendments to the Town Code, as required
- Assist with the preparation of long range planning documents, including the Comprehensive Community Plan, the Multi-Hazard Mitigation Plan, and other policy based guidance documents
- Assist the Town Manager and all municipal Departments with legal interpretation of Town Ordinances and State Law
- Attend office hours at the Town Hall, interacting with Town officials and staff on a regular basis

FY 2017-2018 Goals & Objectives

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

Specific Performance Measurements

Description	FY 2015-2016	FY 2016-2017	FY 2017-2018
	Actual	Projected	Anticipated
General Municipal - Town Solicitor	\$81,151	\$82,977	\$84,844
Planning - Special Legal Counsel	55,141	56,382	\$57,650
Criminal Prosecution	33,293	34,042	\$34,808
Annual Retainer	\$169,585	\$173,401	\$177,302
Other Legal Services	4,000	4,000	\$4,000
Expenses and Court Fees	2,500	2,500	\$2,500
Litigation outside of Retainers	2,000	2,000	\$2,000
Total Expenses	\$178,085	\$181,901	\$185,802

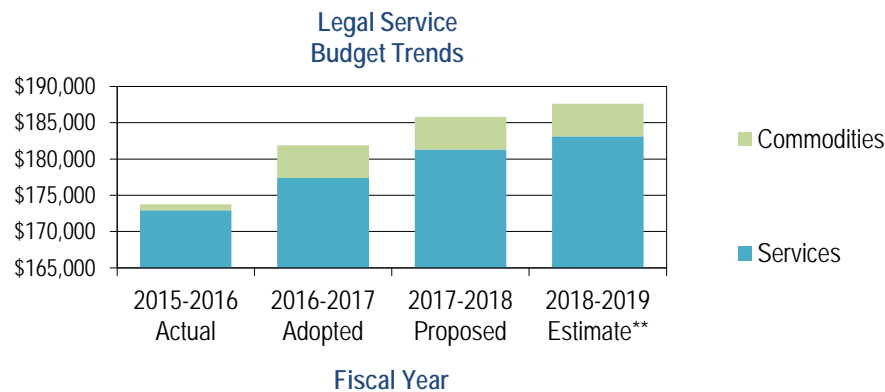
FY 2017-2018 Projected Legal Hours Forecast	Special Legal Counsel			Total Hours
	Town Solicitor	Police Prosecution Division		
FY 2012-FY 2016 - 5 Yr Avg Hours	552.9	340.1	371.2	1,264
Annual Retainers FY 2018	\$84,844	\$57,650	\$34,808	\$177,302
Averaged Hourly Rate	\$153.45	\$169.49	\$93.78	\$140.25

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



FY 2017-2018 Funding Comparison

Legal Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$172,935	\$177,401	\$173,401	\$181,302	\$3,901
Commodities	813	4,500	4,000	4,500	0
Subtotal Operating Expenditures	\$173,748	\$181,901	\$177,401	\$185,802	\$3,901
Total Expenditures	\$173,748	\$181,901	\$177,401	\$185,802	\$3,901



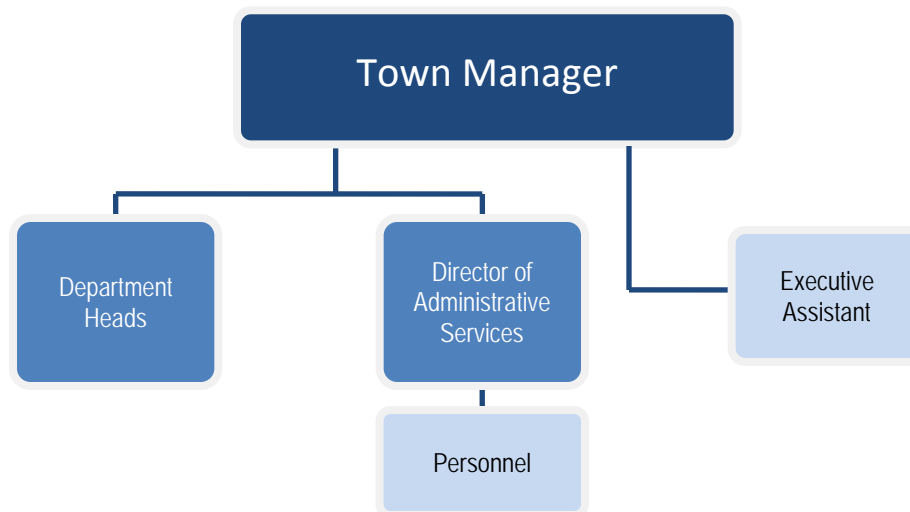
***FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.*

FY 2017-2018 Expenditure Statement

10111005	Legal Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10111005 530111	Professional Services	\$172,935	\$177,401	\$173,401	\$181,302	2.20%
10111005	Subtotal Services	\$172,935	\$177,401	\$173,401	\$181,302	2.20%
10111005 580100	Miscellaneous Expenses	813	4,500	4,000	4,500	0.00%
10111005	Subtotal Commodities	\$813	\$4,500	\$4,000	\$4,500	0.00%
10111005	Total Legal Services	\$173,748	\$181,901	\$177,401	\$185,802	2.14%



Organizational Chart



Mission Statement

The mission of the Town Manager’s Office is to provide for general administrative management, policy direction, and oversight of municipal operations. The Office is committed to being responsive, ethical, and transparent while providing quality, innovative, and effective service to the Town Council, all Town departments, federal and state agencies, the business community, and Town residents. The Office fosters and promotes effective working relationships with 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:

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

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



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

FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2017-2018 through FY 2022-2023	BDFM
Prepare and submit the FY 2017-2018 Town Manager Proposed Budget	BDFM
Prepare and submit the FY 2015-2016 Annual Report of Municipal Services	PCSF
Provide management and oversight of major planned or ongoing Town projects, such as the Community Recreation Center, the sheet pile wall road protection project in Matunuck	PCSF
In coordination with the Finance Department, fully develop financial management tools available through the Town's Government Financial Management Software (GFMS) system	BDFM
In coordination with the Finance Department, enhance FY 2017-2018 municipal budget document in accordance with GFOA Distinguished Budget Presentation Award requirements	BDFM

Specific Performance Measurements

Description	FY 2015-2016	FY 2016-2017	FY 2017-2018	Town Council Goals & Objs
% of Time Allocated	Actual	Projected	Anticipated	
Budget/Financials	42%	40%	40%	BDFM
Town Council (Meetings, Preparation, etc.)	15%	15%	15%	PCSF
Constituent Issues	10%	10%	10%	PCSF
Personnel/Grievances	10%	5%	5%	PCSF
Labor Contracts	14%	20%	15%	PCSF
Capital Project Oversight, Lease Agreements, etc.	4%	5%	10%	BDFM
Staff Policies and Procedures	5%	5%	5%	PCSF

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



FY 2017-2018 Goals & Objectives

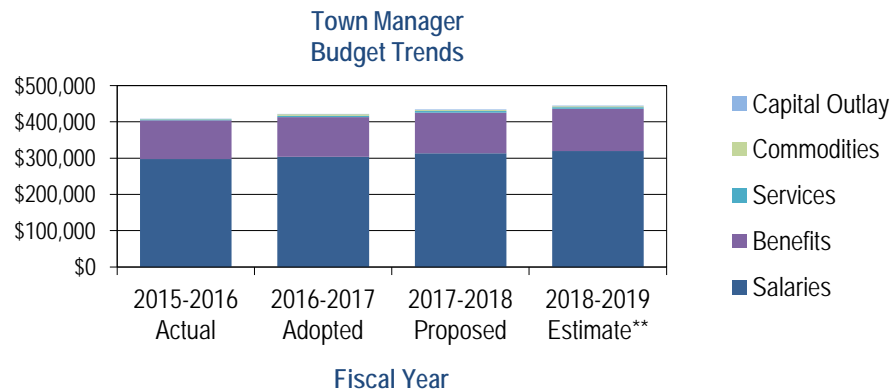
Goals & Objectives	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2018-2019 through FY 2023-2024 to the Town Council	BDFM
Prepare and submit the FY 2018-2019 Town Manager Proposed Budget to the Town Council	BDFM
Prepare and submit the FY 2016-2017 Annual Report of Municipal Services	PCSF
Provide management and oversight of major planned or ongoing Town projects	PCSF
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments	BDFM
Continue 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 and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently	BDFM
Encourage economic development to achieve suitable commercial, industrial, and retail growth through integrating development policies with a long term vision for the Town and supports and improves the character of the Town and its villages, promoting development that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, and attracting investment which will increase the tax base, and generate public revenues	ED
Promote positive communication with all stakeholders to foster citizen awareness and involvement in Town government, to maintain a high level of engagement and transparency to maintain credibility with local media and the general public	CE
Provide timely and accurate responses to inquiries and service requests from the public and promote a culture of respect for the public within the organization	CE
Promote programs and an environment that support employee moral and enhance effectiveness to ensure the highest level of customer service for the general public	PCSF
Diligently conduct labor 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
Commence labor negotiations with Council 94, Local 1612 whose agreement is set to expire June 30, 2018	PCSF
Commence labor negotiations with NEA, SKMEA Local 826 whose agreement is set to expire June 30, 2018	PCSF
Commence labor negotiations with IAFF, Local 3365 whose agreement is set to expire June 30, 2018	PCSF



FY 2017-2018 Funding Comparison

Town Manager	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	3.25	3.25	3.25	3.25	0.00
Salaries	\$298,124	\$303,951	\$304,903	\$314,123	\$10,172
Benefits	106,584	109,241	107,353	111,905	2,664
Subtotal Personnel Expenditures*	\$404,708	\$413,192	\$412,256	\$426,028	\$12,836
Services	\$2,747	\$4,050	\$3,899	\$3,850	(\$200)
Commodities	951	3,850	2,650	2,650	(1,200)
Capital Outlay	74	1,700	250	2,230	530
Subtotal Operating Expenditures	\$3,771	\$9,600	\$6,799	\$8,730	(\$870)
Total Expenditures	\$408,479	\$422,792	\$419,055	\$434,758	\$11,966

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10112001	Town Manager	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10112001	511001 Full-Time Employees	\$278,640	\$285,675	\$285,675	\$294,145	2.96%
10112001	511002 Part-Time Salaries	8,175	8,042	8,244	8,223	2.25%
10112001	511004 Overtime	3,745	2,250	3,000	3,500	55.56%
10112001	511006 Longevity	7,563	7,984	7,984	8,255	3.39%
10112001	Subtotal Wages	\$298,124	\$303,951	\$304,903	\$314,123	3.35%
10112001	522250 FICA	19,569	20,409	18,990	21,126	3.51%
10112001	522300 Municipal Employees Retirement	55,123	56,130	56,505	56,001	-0.23%
10112001	522818 Medical Insur-Active Employees	24,707	25,315	26,334	27,789	9.77%
10112001	522822 Dental Insur-Active Employees	2,860	2,839	2,768	2,741	-3.45%
10112001	522840 Insurance Buyback	2,008	2,000	2,008	2,000	0.00%
10112001	522850 Life Insurance	97	98	98	98	0.00%
10112001	538014 Travel Expenses	2,221	2,300	500	2,000	-13.04%
10112001	540038 Uniforms And Other Clothing	0	150	150	150	0.00%
10112001	Subtotal Benefits	\$106,584	\$109,241	\$107,353	\$111,905	2.44%
10112001	534010 Motor Vehicles Maintenance	0	300	0	300	0.00%
10112001	534014 Office Equipment Maintenance	0	100	0	0	-100.00%
10112001	534016 Computer/Software Maintenance	0	0	399	0	0.00%
10112001	538012 Advertising	0	50	0	50	0.00%
10112001	538022 Printing Expenses	1,297	2,000	2,000	2,000	0.00%
10112001	538030 Licenses And Dues	1,450	1,600	1,500	1,500	-6.25%
10112001	Subtotal Services	\$2,747	\$4,050	\$3,899	\$3,850	-4.94%
10112001	540012 Office Materials & Supplies	198	900	900	900	0.00%
10112001	540020 Books And Publications	0	200	0	0	-100.00%
10112001	540028 Motor Vehicle Materials & Supp	36	500	250	250	-50.00%
10112001	540040 Fuels And Lubricants	716	2,250	1,500	1,500	-33.33%
10112001	Subtotal Commodities	\$951	\$3,850	\$2,650	\$2,650	-31.17%
10112001	530044 Non-Major Technology Reserve	0	0	0	1,730	0.00%
10112001	550002 Computer Equipment	0	1,000	0	0	-100.00%
10112001	550004 Office Equipment	0	500	250	500	0.00%
10112001	550026 Furniture And Furnishings	0	200	0	0	-100.00%
10112001	580100 Miscellaneous Expenses	74	0	0	0	0.00%
10112001	Subtotal Capital Outlay	\$74	\$1,700	\$250	\$2,230	31.18%
10112001	Total Town Manager	\$408,479	\$422,792	\$419,055	\$434,758	2.83%



Organizational Chart



Mission Statement

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

Functions

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

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

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

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



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

FY 2016-2017 Priorities

Priorities	Town Council Goals & Obj's
Continue to expand the number of channels through which the Town advertises employment opportunities to more broadly advertise job postings, leveraging the Town's website and social media outlets, local employment and university list serves and websites, career related professional associations and organizations	CE
Present employee application online as a fillable PDF, in order to allow for ease in submission and receipt of application materials	CE
Assist hiring managers with the recruitment process, reviewing application materials, communicating with applicants, and scheduling and attending interviews	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
Continue to establish and maintain the Town's personnel related policies and procedures	CE / BDFM
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	PCSF
Continue to assist with the building access project, inclusive of redesigning and issuing new employee badges which will allow for proximity card reader building access functionality	CE
Administer the US Dept of Transportation's Federal Motor Carrier Safety Administration's (FMCSA) random drug and alcohol testing program; the Town continues to be 100% compliant	PCSF
Through the Safety Committee, continue a general awareness of safety-related issues through training, programs, and workshops	PCSF
Provide staff support, and oversee the Town's employee Wellness Committee	PCSF
Continue to create process documentation for Personnel related processes	PCSF
Continue to include additional employee information within the Munis database to provide easy reference and retrieval	CE
Manage the Town's workers compensation and on the job injury claims process for employees who have been injured while at work	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
Unique attendees at trainings	94	175	175	PCSF
New Hires: Full Time & Part Time	40	40	35	PCSF
New Hires/Re-Hires: Seasonal and Per Diem	73	75	75	PCSF
Terminations/Retirements: Full Time & Part Time	38	35	30	PCSF
Unique attendees at Wellness Committee events/activities	85	125	125	CE
Workers Compensation and On the Job Injury Claims	36	40	35	PCSF



FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Work collaboratively with Town departments in the recruitment, selection, and retention of appropriately qualified employees; Analyze current recruiting and selection procedures, identifying and implementing processes to attract and retain qualified candidates	PCSF
Continue to establish and maintain the Town's personnel related policies and procedures, and publish an updated Employee Handbook	PCSF
Continue to include additional employee information within the Munis database to provide easy reference and retrieval	PCSF
Address employee personnel matters and issues in a professional manner, working to promote a positive culture and environment while ensuring employee accountability	CE
Continue to develop an electronic knowledge base for dissemination and sharing of current personnel policies, forms, and related information for Town-wide employee access of up to date information and resources	CE
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program	PCSF
Through the Safety Committee, continue a general awareness of safety-related issues through training, programs, and workshops, with a goal of maintaining workplace safety and keeping the number of Workers Compensation and On the Job Injury claims at a minimum	CE
Explore offering additional health and wellness related programs to employees by coordinating with the Wellness Program through the RI Interlocal Risk Management Trust; Continue to manage the activities of the Health and Wellness Committee, which include the annual Health and Safety Fair, and wellness-related Brown Bag Lunch sessions	CE
Continue employee relations activities via training, United Way campaign, local holiday gift program, and dress down days for charity	CE
Continue to update and revise department forms to fillable PDF format and make available electronically to employees and prospective employees, as appropriate	CE
Continue to assist with the building access project, inclusive of redesigning and issuing new employee badges which will allow for proximity card reader building access functionality	PCSF
In collaboration with IT and Finance, explore implementing the MUNIS Employee Self Service portal to communicate more efficiently with employees	BDFM / CE
In collaboration with Finance, initiate a campaign to promote increased employee adoption of direct deposit and electronic pay advice	CE
Support the Town Manager's office by assisting with preparation efforts for the Council 94, NEA, and IAFF contract negotiation process, as each of these contracts are set to expire June 30, 2018	PCSF

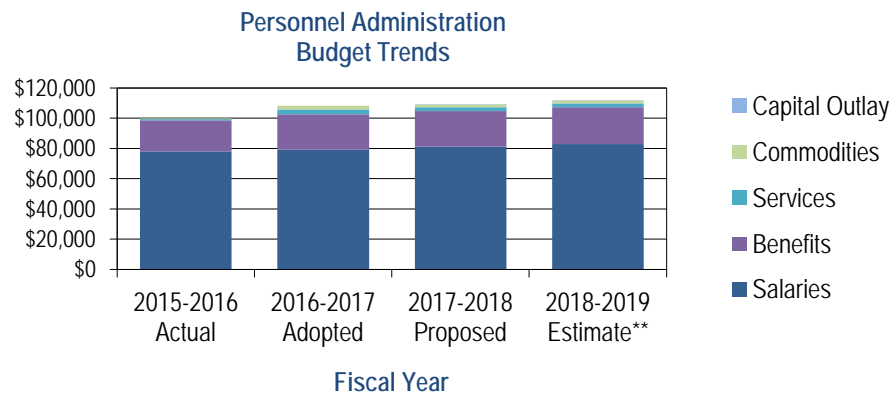
General Fund (101) Personnel Administration (12003), *continued*



FY 2017-2018 Funding Comparison

Personnel Administration	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	1.25	1.25	1.25	1.25	0.00
Salaries	\$78,113	\$79,436	\$79,639	\$81,330	\$1,894
Benefits	20,585	23,254	23,046	23,373	119
Subtotal Personnel Expenditures*	\$98,698	\$102,690	\$102,685	\$104,703	\$2,013
Services	\$826	\$3,215	\$2,715	\$2,615	(\$600)
Commodities	411	2,375	1,150	1,875	(500)
Capital Outlay	0	0	0	200	200
Subtotal Operating Expenditures	\$1,237	\$5,590	\$3,865	\$4,690	(\$900)
Total Expenditures	\$99,935	\$108,280	\$106,550	\$109,393	\$1,113

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10112003	Personnel Administration		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10112003	511001	Full-Time Employees	\$67,466	\$68,716	\$68,716	\$70,262	2.25%
10112003	511002	Part-Time Salaries	8,176	8,042	8,245	8,223	2.25%
10112003	511006	Longevity	2,472	2,678	2,678	2,845	6.24%
10112003		Subtotal Wages	\$78,113	\$79,436	\$79,639	\$81,330	2.38%
10112003	522250	FICA	5,868	5,966	6,036	6,100	2.25%
10112003	522300	Municipal Employees Retirement	8,677	9,112	9,112	9,044	-0.75%
10112003	522818	Medical Insur-Active Employees	5,641	5,780	6,011	6,345	9.78%
10112003	522822	Dental Insur-Active Employees	365	362	353	350	-3.31%
10112003	522850	Life Insurance	34	34	34	34	0.00%
10112003	538014	Travel Expenses	0	100	100	0	-100.00%
10112003	538016	Educational Expenses	0	1,750	1,250	1,500	-14.29%
10112003	540038	Uniforms And Other Clothing	0	150	150	0	-100.00%
10112003		Subtotal Benefits	\$20,585	\$23,254	\$23,046	\$23,373	0.51%
10112003	530111	Professional Services	550	2,000	1,500	1,500	-25.00%
10112003	538012	Advertising	0	100	100	0	-100.00%
10112003	538022	Printing Expenses	151	200	200	200	0.00%
10112003	538030	Licenses And Dues	125	915	915	915	0.00%
10112003		Subtotal Services	\$826	\$3,215	\$2,715	\$2,615	-18.66%
10112003	540012	Office Materials & Supplies	71	200	150	200	0.00%
10112003	540020	Books And Publications	0	175	0	175	0.00%
10112003	580100	Miscellaneous Expenses	340	2,000	1,000	1,500	-25.00%
10112003		Subtotal Commodities	\$411	\$2,375	\$1,150	\$1,875	-21.05%
10112003	530044	Non-Major Technology Reserve	0	0	0	200	0.00%
10112003		Subtotal Capital Outlay	\$0	\$0	\$0	\$200	0.00%
10112003		Total Personnel Administration	\$99,935	\$108,280	\$106,550	\$109,393	1.03%

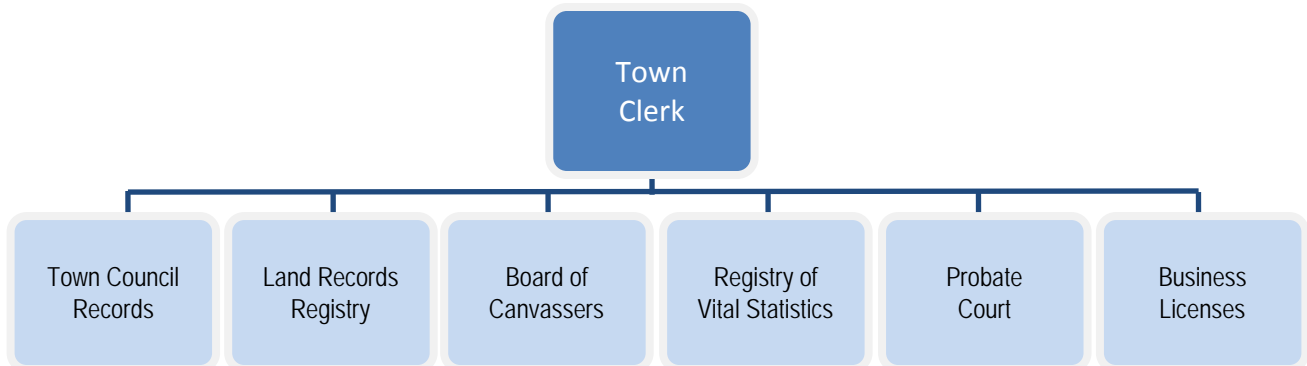
General Fund (101) Town Clerk



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

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

Organizational Chart



Department Mission Statement

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

Functions

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

Duties include, but are not limited to:

TOWN COUNCIL RECORDS

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

LAND RECORDS REGISTRY

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



BOARD OF CANVASSERS

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

REGISTRY OF VITAL STATISTICS

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

PROBATE COURT

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

BUSINESS LICENSES

- Accept, review, and schedule for Town Council approval applications for new and renewal of various business licenses in accordance with State Law and Town Ordinances

GENERAL

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



FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Administer Primary Election on September 13, 2016	PCSF
Administer Presidential Election on November 8, 2016	PCSF
Continue to fully develop and leverage functionality available through ViewPermit, a licensing program with electronic workflow and departmental review and approval	CE
Continue to fully develop and leverage functionality available through Online Mooring, a web based mooring licensing program allowing for electronic filing of mooring applications	CE
Prepare departmental Operating and Capital budgets	BDFM
Inscribe additional Veteran names on the Saugatucket Veterans' Memorial located in Saugatucket Park	SNP
Prepare for Supplement to Town Code of Ordinances including Zoning Ordinance	PCSF
Award a bid, which extended the existing contract, for the Town's legal advertising services to <i>The Independent</i>	BDFM
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

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Land Records Recorded	10,487	10,988	11,000	PCSF
Town Council Transactions	1,229	1,470	1,500	PCSF
Vital Records Issued	3,482	3,625	3,700	PCSF
Probate Estates Opened	197	183	185	PCSF
Business Licenses Issued	507	523	525	PCSF
Dog Licenses Issued	1,283	1,249	1,263	PCSF
Eligible Voter Records Maintained	21,743	22,468	23,591	PCSF
New Voters Registered	1,357	2,350	600	PCSF
Voter Cancellations	433	455	1,000	PCSF
Voter Information Changes	5,796	4,485	2,500	PCSF
Voter Affiliation Changes	5,712	2,848	500	PCSF



FY 2017-2018 Goals & Objectives

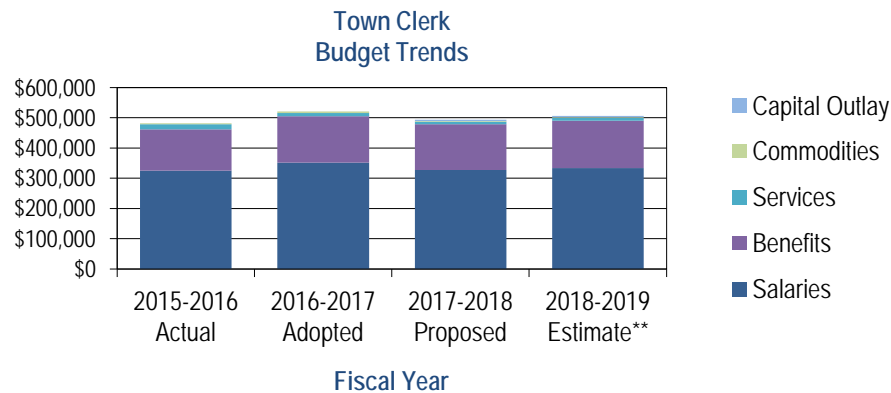
Goals & Objectives	Town Council Goals & Obj's
Prepare and Manage Business Licenses and Renewals including possible electronic filings	CE
Prepare Departmental Budgets for effective and efficient service to public	BDFM
Prepare for and keep record of all Town Council meetings and Budget Sessions	PCSF
Prepare Supplement to Town Code of Ordinances and Zoning Ordinance	PCSF
Prepare and Manage Dog Licenses and Renewals	PCSF
Prepare and Manage Mooring Licenses and Renewals	PCSF
Continue to cross train staff in all aspects of Town Clerk's office functions with focus on Vital Statistics, Elections, Business Licenses, Vitals, Probate, and all respective new computer programs	PCSF
Continue to improve office organization through retention and records management best practices	PCSF
Investigate the ability to implement accepting over the counter debit and/or credit card payments	BDFM
Investigate the ability to implement an online business license application process, including payment and application submittal	CE
Investigate the ability to implement electronic recording of land evidence documents	CE
Investigate World War I monument restoration, located at Hazard School	CHR
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



FY 2017-2018 Funding Comparison

Town Clerk	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	6	6	6	6	0
Salaries	\$325,552	\$352,497	\$352,211	\$327,332	(\$25,165)
Benefits	136,555	153,613	148,162	151,502	(2,111)
Subtotal Personnel Expenditures*	\$462,108	\$506,110	\$500,373	\$478,834	(\$27,276)
Services	\$17,565	\$10,457	\$7,935	\$8,592	(\$1,865)
Commodities	3,064	5,181	5,131	2,500	(2,681)
Capital Outlay	0	0	0	3,900	3,900
Subtotal Operating Expenditures	\$20,628	\$15,638	\$13,066	\$14,992	(\$646)
Total Expenditures	\$482,736	\$521,748	\$513,439	\$493,826	(\$27,922)

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Town Clerk, *continued*



FY 2017-2018 Expenditure Statements

10113001	Town Clerk	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10113001	511001	\$253,973	\$264,753	\$264,805	\$271,755	2.64%
10113001	511004	32	500	500	500	0.00%
10113001	511006	11,721	11,304	11,304	11,792	4.32%
10113001	Subtotal Wages	\$265,726	\$276,557	\$276,609	\$284,047	2.71%
10113001	522250	19,215	19,864	20,586	20,457	2.99%
10113001	522300	31,272	33,526	33,526	33,337	-0.56%
10113001	522818	61,304	68,885	63,328	66,613	-3.30%
10113001	522822	4,544	4,980	4,234	4,198	-15.70%
10113001	522850	164	170	170	170	0.00%
10113001	538014	194	2,000	1,810	1,500	-25.00%
10113001	538016	0	500	500	250	-50.00%
10113001	540038	432	300	300	750	150.00%
10113001	Subtotal Benefits	\$117,125	\$130,225	\$124,454	\$127,275	-2.27%
10113001	530111	3,010	3,277	3,050	4,012	22.43%
10113001	534014	250	284	250	0	-100.00%
10113001	538012	1,838	1,850	1,850	1,900	2.70%
10113001	538022	0	585	500	450	-23.08%
10113001	538030	670	605	580	525	-13.22%
10113001	Subtotal Services	\$5,767	\$6,601	\$6,230	\$6,887	4.33%
10113001	540012	1,514	2,000	1,950	2,000	0.00%
10113001	Subtotal Commodities	\$1,514	\$2,000	\$1,950	\$2,000	0.00%
10113001	530044	0	0	0	3,570	0.00%
10113001	Subtotal Capital Outlay	\$0	\$0	\$0	\$3,570	0.00%
10113001	Total Town Clerk	\$390,132	\$415,383	\$409,243	\$423,779	2.02%

10113003	Town Public Information	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10113003	530066	\$760	\$0	\$0	\$0	0.00%
10113003	538030	9,750	0	0	0	0.00%
10113003	Subtotal Services	\$10,510	\$0	\$0	\$0	0.00%
10113003	Total Town Public Information	\$10,510	\$0	\$0	\$0	0.00%

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

General Fund (101) Town Clerk, *continued*



10113005	Canvassing Authority	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10113005 511001	Full-Time Employees	\$35,744	\$41,399	\$38,698	\$40,620	-1.88%
10113005 511002	Part-Time Salaries	2,499	2,665	2,770	2,665	0.00%
10113005 511003	Seasonal Salaries	13,375	29,000	32,175	0	-100.00%
10113005 511004	Overtime	2,331	1,959	1,959	0	-100.00%
10113005 511005	Retirement/Vacation Reimb.	5,100	0	0	0	0.00%
10113005 511006	Longevity	777	917	0	0	-100.00%
10113005	Subtotal Wages	\$59,827	\$75,940	\$75,602	\$43,285	-43.00%
10113005 522250	FICA	3,407	3,183	3,183	3,020	-5.12%
10113005 522300	Municipal Employees Retirement	4,468	5,336	4,880	4,964	-6.97%
10113005 522818	Medical Insur-Active Employees	10,271	13,839	14,341	15,097	9.09%
10113005 522822	Dental Insur-Active Employees	920	996	970	962	-3.41%
10113005 522840	Insurance Buyback	333	0	0	0	0.00%
10113005 522850	Life Insurance	31	34	34	34	0.00%
10113005 540038	Uniforms And Other Clothing	0	0	300	150	0.00%
10113005	Subtotal Benefits	\$19,430	\$23,388	\$23,708	\$24,227	3.59%
10113005 538012	Advertising	599	500	500	0	-100.00%
10113005 538020	Postage	0	2,000	1,000	1,500	-25.00%
10113005 538022	Printing Expenses	688	1,356	205	205	-84.88%
10113005	Subtotal Services	\$1,287	\$3,856	\$1,705	\$1,705	-55.78%
10113005 540012	Office Materials & Supplies	818	300	300	500	66.67%
10113005 580100	Miscellaneous Expenses	732	2,881	2,881	0	-100.00%
10113005	Subtotal Commodities	\$1,550	\$3,181	\$3,181	\$500	-84.28%
10113005 530044	Non-Major Technology Reserve	0	0	0	330	0.00%
10113005	Subtotal Capital Outlay	\$0	\$0	\$0	\$330	0.00%
10113005	Total Canvassing Authority	\$82,095	\$106,365	\$104,196	\$70,047	-34.14%

	Total Town Clerk Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10113001	Subtotal Town Clerk	\$390,132	\$415,383	\$409,243	\$423,779	2.02%
10113003	Subtotal Town Public Information	10,510	0	0	0	0.00%
10113005	Subtotal Canvassing Authority	82,095	106,365	104,196	70,047	-34.14%
	Total Town Clerk Program	\$482,736	\$521,748	\$513,439	\$493,826	-5.35%



**TAB 6
GENERAL SERVICES**

Finance 6 - 1
Information Technology..... 6 - 8
Tax Assessment..... 6 - 12
Planning 6 - 17
Zoning/Building..... 6 - 25

**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

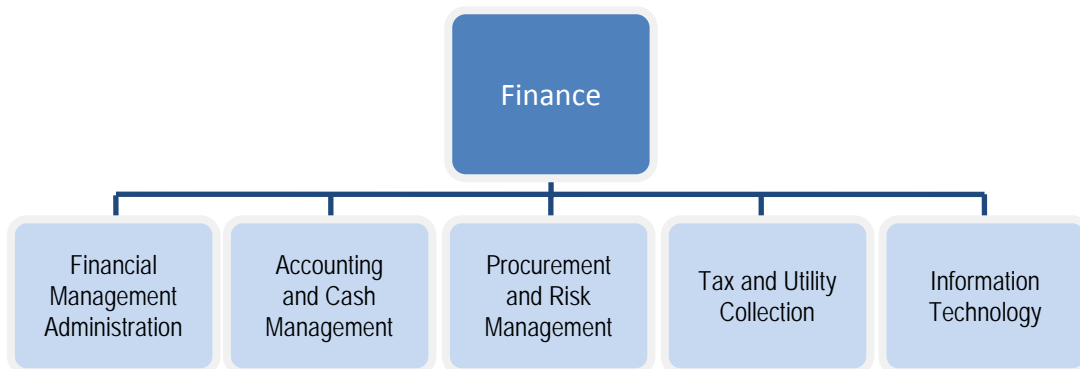
General Fund (101) Finance



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

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

Organizational Chart



Mission Statement

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

Functions

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

FINANCIAL MANAGEMENT

- Prepare the annual Comprehensive Annual Financial Report (CAFR) that provides detailed information on the transactions and events affecting the Town's funds and account groups
- Provide guidance, research, and financial analysis to the organization
- Manage the Town's cash and debt and prepare a financing plan to the Town Manager for review and consideration within the Capital Improvement Program (CIP)
- Schedule bond issues consistent with the CIP financing plan, prepare official statements for bond issuance, and meet with rating agencies to attain rating for bond sales
- Guide the overall financial affairs of the Town and adhere to all laws and regulations



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

ACCOUNTING AND CASH MANAGEMENT

- Administer cash management accounts receivable and accounts payable responsibilities
- Reconcile cash and invest funds in a financially prudent manner to maximize interest income; ensure that funds designated for the Town are received and properly recorded
- Pay bills within payment terms of invoice or request for payment, or take advantage of offered discounts; process payments to employees, vendors, and citizens ensuring all Town obligations are paid accurately and timely
- Complete financial statements and assist in the preparation of the comprehensive annual report
- Process and administers the payroll responsibilities of the Town, including the completion of state and federal reports, submission of monthly pension obligations and deductions, and the issuance of W-2s and 1099s
- Administer grants to ensure funds are expended for intended purpose and reimbursement requests are submitted in a timely manner in accordance with generally accepted accounting principles (GAAP)

PROCUREMENT AND RISK MANAGEMENT

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

TAX AND UTILITY COLLECTION

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



FY 2016-2017 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 2017-2018 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 2017-2018 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	PCSF
Maintain compliance with RIGL §44-35-10, which requires the Finance Director to continuously monitor the financial operations of the Town by tracking actual versus budgeted revenues and expenditures; all reports have been submitted on time	BDFM
Update the Town's Purchasing Rules and Regulations to allow for new procedures	BDFM
Invest in longer-term certificates of deposit, within FDIC limits, and US Government securities to improve investment earnings	BDFM
Continue to achieve a collection rate over 99%	BDFM
Continue to pursue alternate means of collecting delinquent motor vehicle and tangible property taxes	BDFM
Integrate the detailed Capital Improvement Program (CIP) into the financial management accounting system to allow for the use of the budget module for tracking and reporting	BDFM
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



Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Unassigned Fund Balance as a % of Budgeted Revenues	13.15%	13.7%	14.0%	BDFM
Bond Rating: Moody's	Aa1	Aa1	Aa1	BDFM
GFOA CAFR Award	Yes	Yes	Yes	BDFM
Years Received	26	27	28	
GFOA Distinguished Budget Presentation Award	NA*	Yes	Yes	BDFM / CE
Years Received	0*	1	2	
% of General Fund year end expenditures within budget	98.4%	100%	100%	BDFM
% of General Fund year end revenues within budget	102.7%	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	70%	75%	80%	BDFM
% of Direct Deposits were Electronic Advices	53%	53%	55%	BDFM
Vendor payments issued	5,342	5,350	5,355	BDFM
1099-misc prepared	144	140	140	BDFM
Purchase Orders processed	1,703	1,730	1,749	BDFM
% of requisitions over \$5,000 converted to PO in less than 15 days	85%	85%	85%	BDFM
General Fund/Pooled Cash Investment Rates (avg)	0.47%	0.50%	0.60%	BDFM
Avg # of days to complete bank reconciliation after month end	18	15	12	BDFM
Collection Rate	99.14%	99.01%	99.05%	BDFM
# of delinquent notices	12,100	12,000	12,000	BDFM
Municipal Lien Certificates	950	900	900	BDFM

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



FY 2017-2018 Goals & Objectives

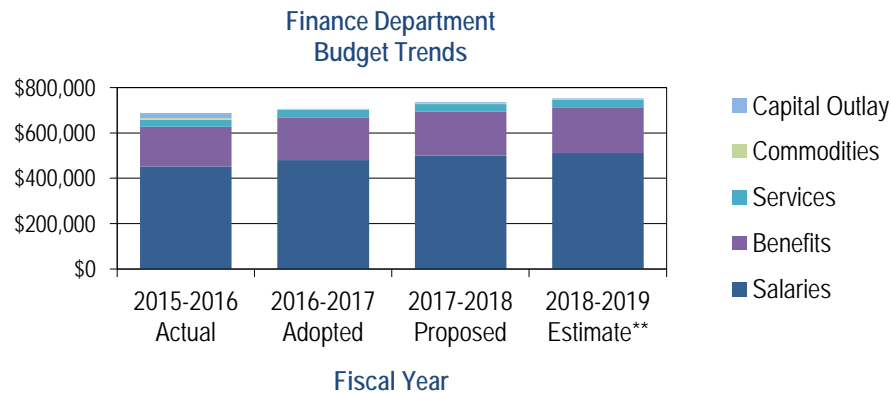
Goals & Objectives	Town Council Goals & Obj's
Maintain or improve Aa1 rating with Moody's	BDFM
Continue to enhance and provide the Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration	BDFM
Complete FY 2016-2017 Comprehensive Annual Financial Report with an unqualified opinion and submit CAFR to GFOA for certification of achievement consideration	BDFM
Continue to invest in longer-term certificates of deposits and other vehicles to achieve optimal rates of return	BDFM
Complete debt issuances and refundings in support of key Town projects at lowest possible cost	BDFM
Enhance finance system module and upgrades to improve functionality, accountability, and reporting for the benefit of system end users and the reporting audience	BDFM / CE
Encourage and foster trust among Town officials, employees, and the public	BDFM / CE
Continue to achieve a collection rate over 99%	BDFM
Improve collections of delinquent taxes on motor vehicles via the Town's collection agency	BDFM
Continue to update the Town's Purchasing Rules and Regulations	BDFM
Revise the Town's Accounting Manual	BDFM
Implement scanning procedure for paper vendor invoices – GO GREEN	BDFM / CE
In collaboration with IT and Personnel, explore implementing the MUNIS Employee Self Service portal to communicate more efficiently with employees	BDFM / CE
Enhance budget accountability by closing the gap in variances between budgeted and actual expenditures and revenues with more precise budgeting practices	BDFM
In collaboration with Personnel Department, initiate a campaign to promote increased employee adoption of direct deposit and electronic pay advice	CE



FY 2017-2018 Funding Comparison

Finance Department	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	8.30	8.30	8.30	8.30	0.00
Salaries	\$453,322	\$480,935	\$477,488	\$501,297	\$20,362
Benefits	173,835	186,546	181,676	192,347	5,801
Subtotal Personnel Expenditures*	\$627,158	\$667,481	\$659,164	\$693,644	\$26,163
Services	\$31,345	\$34,717	\$33,967	\$34,840	\$123
Commodities	7,954	3,200	3,000	2,950	(250)
Capital Outlay	21,456	1,000	1,470	4,443	3,443
Subtotal Operating Expenditures	\$60,754	\$38,917	\$38,437	\$42,233	\$3,316
Total Expenditures	\$687,912	\$706,398	\$697,601	\$735,877	\$29,479

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Finance, *continued*



FY 2017-2018 Expenditure Statements

10114001	Finance Department	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10114001	511001 Full-Time Employees	\$400,962	\$424,323	\$424,323	\$443,319	4.48%
10114001	511002 Part-Time Salaries	39,141	43,607	40,360	45,185	3.62%
10114001	511004 Overtime	0	200	0	100	-50.00%
10114001	511006 Longevity	13,219	12,805	12,805	12,693	-0.87%
10114001	Subtotal Wages	\$453,322	\$480,935	\$477,488	\$501,297	4.23%
10114001	522250 FICA	33,434	35,420	35,420	36,830	3.98%
10114001	522300 Municipal Employees Retirement	53,031	57,531	57,531	58,115	1.02%
10114001	522818 Medical Insur-Active Employees	76,295	77,712	78,220	84,356	8.55%
10114001	522820 Medical Insur-Retirees	2,500	5,500	1,650	3,300	-40.00%
10114001	522822 Dental Insur-Active Employees	6,570	6,573	6,228	6,301	-4.14%
10114001	522840 Insurance Buyback	1,048	1,200	1,040	1,200	0.00%
10114001	522850 Life Insurance	232	260	237	245	-5.77%
10114001	538014 Travel Expenses	0	1,250	750	1,000	-20.00%
10114001	538016 Educational Expenses	125	500	0	400	-20.00%
10114001	540038 Uniforms And Other Clothing	600	600	600	600	0.00%
10114001	Subtotal Benefits	\$173,835	\$186,546	\$181,676	\$192,347	3.11%
10114001	530111 Professional Services	814	1,500	1,500	1,500	0.00%
10114001	534014 Office Equipment Maintenance	0	300	300	200	-33.33%
10114001	538012 Advertising	83	400	400	400	0.00%
10114001	538022 Printing Expenses	5,593	7,250	6,500	7,000	-3.45%
10114001	538030 Licenses And Dues	555	580	580	580	0.00%
10114001	Subtotal Services	\$7,045	\$10,030	\$9,280	\$9,680	-3.49%
10114001	540012 Office Materials & Supplies	1,718	3,000	3,000	2,750	-8.33%
10114001	540020 Books And Publications	23	200	0	200	0.00%
10114001	580100 Miscellaneous Expenses	6,212	0	0	0	0.00%
10114001	Subtotal Commodities	\$7,954	\$3,200	\$3,000	\$2,950	-7.81%
10114001	530044 Non-Major Technology Reserve	0	0	0	4,443	0.00%
10114001	550002 Computer Equipment	0	1,000	0	0	-100.00%
10114001	550004 Office Equipment	322	0	0	0	0.00%
10114001	550026 Furniture And Furnishings	1,134	0	1,470	0	0.00%
10114001	590999 Transfer to Other Funds	20,000	0	0	0	0.00%
10114001	Subtotal Capital Outlay	\$21,456	\$1,000	\$1,470	\$4,443	344.30%
10114001	Total Finance Department	\$663,612	\$681,711	\$672,914	\$710,717	4.25%

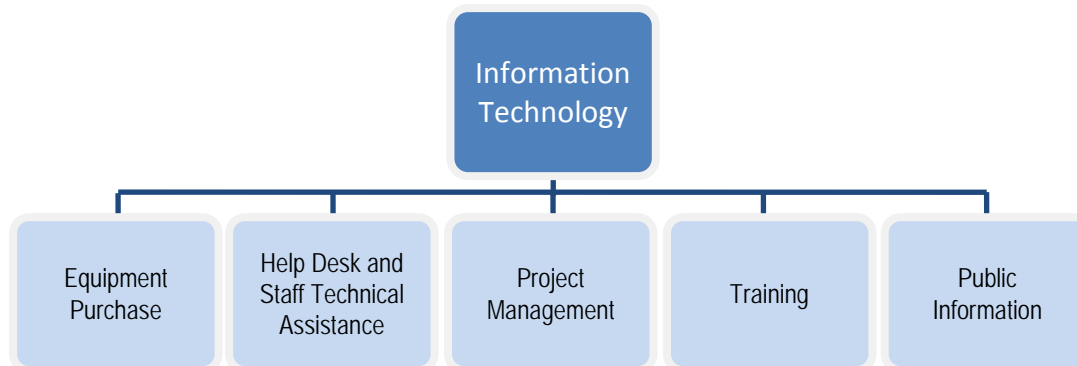
10114005	Post Year Audit	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10114005	530111 Professional Services	\$24,300	\$24,687	\$24,687	\$25,160	1.92%
10114005	Subtotal Services	\$24,300	\$24,687	\$24,687	\$25,160	1.92%
10114005	Total Post Year Audit	\$24,300	\$24,687	\$24,687	\$25,160	1.92%

	Total Finance Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10114001	Subtotal Finance Department	\$663,612	\$681,711	\$672,914	\$710,717	4.25%
10114005	Subtotal Post Audit Year	24,300	24,687	24,687	25,160	1.92%
	Total Finance Program	\$687,912	\$706,398	\$697,601	\$735,877	4.17%

General Fund (101) Information Technology (14003)



Organizational Chart



Mission Statement

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

Functions

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

- Provide oversight and project management for any Town project involving technology
- Maintain the hardware and software needs for all Town locations
- Create a standards based database environment, while increasing productivity and functionality for Town and School staff to serve the public
- Establish traditional audit trails and controls
- Assist in the training and orientation of technology users
- Adapt to changing technologies; adopt new and emerging technologies
- Empower Town staff to embrace and utilize technology

FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Live broadcast of Town Council meetings on public access television channels	BDFM / CE
Migration and redesign of Library's website to the Town's new website platform	CE
Migration of Library and Public Safety email to the Town's email platform	CE
Redesign and virtualization for the Public Safety server environment	CE
Town Hall network upgrade	CE
Video and television equipment upgrade in the Council Chambers	CE
Assist with the building access project, allowing for proximity card reader building access functionality at several municipal buildings	PCSF

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



Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
IT Help Desk Tickets Resolved	850	1,000	1,100	CE
Average # of Tickets per month	71	91	95	CE
Information requests from public	8	8	5	CE
Email received & sent	301,149	500,000	515,000	CE
Spam blocked	5,978	20,000	25,000	CE
Projects Completed	10	14	14	CE
Applications Supported	51	54	54	CE
Physical servers and appliances	16	16	16	CE
Virtual servers	12	17	17	CE
Firewalls	5	4	4	CE
Storage area network (SAN) device	2	1	2	CE
Personal Computers/Devices	190	190	195	CE
Printers	50	52	52	CE
Switches	22	22	22	CE
Wireless access points	3	2	4	CE

FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
In collaboration with the Fire Alarm Division, initiate the Radio Box migration project	CE
Implement a Voice over Internet Protocol (VoIP) telephone system for municipal phones	CE
Virtual Environment Hardware Upgrade	CE
Collaboration with Statewide Permit System	CE
Microsoft Office Suite upgrade for municipal computers and related devices	CE
Assist with the building access project, allowing for proximity card reader building access functionality at several municipal buildings	PCSF
In collaboration with Finance and Personnel, explore implementing the MUNIS Employee Self Service portal	PCSF

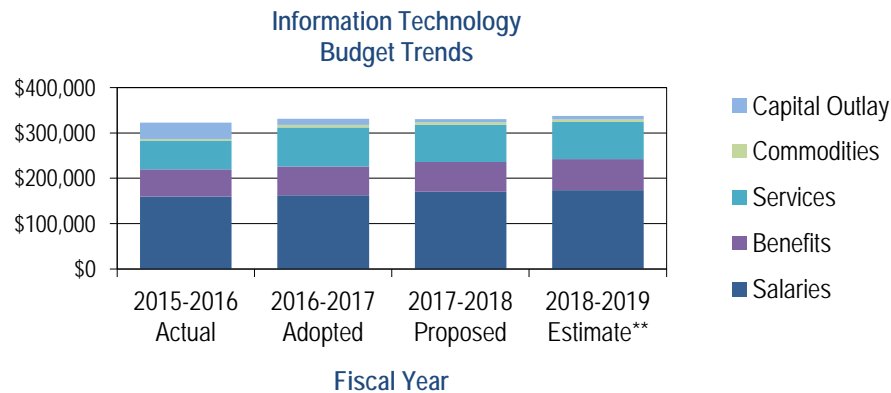
General Fund (101) Information Technology (14003), *continued*



FY 2017-2018 Funding Comparison

Information Technology	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	1.80	1.80	1.80	1.80	0.00
Salaries	\$159,666	\$162,723	\$162,723	\$170,402	\$7,679
Benefits	60,469	63,331	63,650	65,921	2,590
Subtotal Personnel Expenditures*	\$220,135	\$226,054	\$226,373	\$236,323	\$10,269
Services	\$63,724	\$86,190	\$84,400	\$81,575	(\$4,615)
Commodities	3,094	5,635	4,396	5,635	0
Capital Outlay	36,352	14,000	14,739	7,070	(6,930)
Subtotal Operating Expenditures	\$103,171	\$105,825	\$103,535	\$94,280	(\$11,545)
Total Expenditures	\$323,306	\$331,879	\$329,908	\$330,603	(\$1,276)

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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

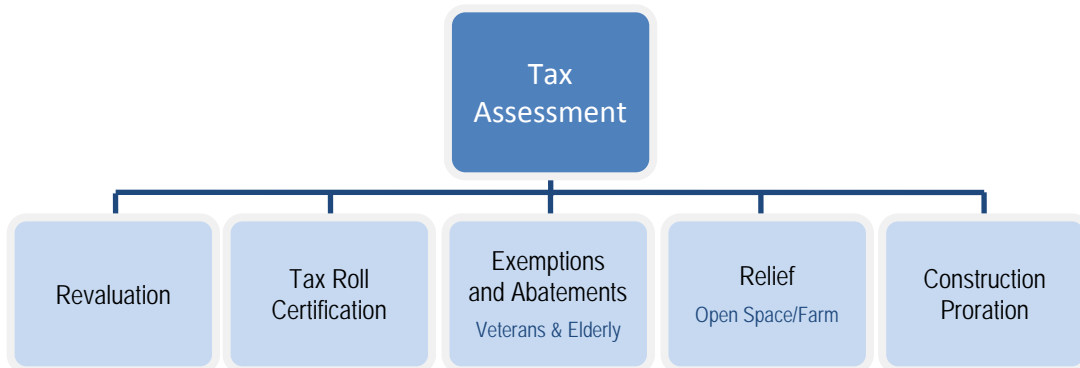


FY 2017-2018 Expenditure Statement

10114003		Information Technology	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10114003	511001	Full-Time Employees	\$159,187	\$162,137	\$162,137	\$169,718	4.68%
10114003	511006	Longevity	478	586	586	684	16.72%
10114003		Subtotal Wages	\$159,666	\$162,723	\$162,723	\$170,402	4.72%
10114003	522250	FICA	11,755	11,976	11,976	12,518	4.53%
10114003	522300	Municipal Employees Retirement	20,044	21,018	21,018	21,334	1.50%
10114003	522818	Medical Insur-Active Employees	24,040	24,632	25,616	27,038	9.77%
10114003	522822	Dental Insur-Active Employees	1,469	1,794	1,129	1,120	-37.57%
10114003	522850	Life Insurance	61	61	61	61	0.00%
10114003	538014	Travel Expenses	1,051	1,500	1,500	1,500	0.00%
10114003	538016	Educational Expenses	1,900	2,350	2,350	2,350	0.00%
10114003	540038	Uniforms And Other Clothing	150	0	0	0	0.00%
10114003		Subtotal Benefits	\$60,469	\$63,331	\$63,650	\$65,921	4.09%
10114003	530066	Internet Access	2,698	2,200	2,325	2,400	9.09%
10114003	530111	Professional Services	14,256	19,000	18,500	16,700	-12.11%
10114003	534014	Office Equipment Maintenance	14,410	24,320	23,500	19,620	-19.33%
10114003	534016	Computer/Software Maintenance	32,250	40,595	40,000	42,780	5.38%
10114003	538012	Advertising	36	0	0	0	0.00%
10114003	538030	Licenses And Dues	75	75	75	75	0.00%
10114003		Subtotal Services	\$63,724	\$86,190	\$84,400	\$81,575	-5.35%
10114003	540012	Office Materials & Supplies	3,094	5,635	4,396	5,635	0.00%
10114003		Subtotal Commodities	\$3,094	\$5,635	\$4,396	\$5,635	0.00%
10114003	530044	Non-Major Technology Reserve	0	0	0	2,070	0.00%
10114003	550002	Computer Equipment	6,352	14,000	13,500	5,000	-64.29%
10114003	550026	Furniture And Furnishings	0	0	1,239	0	0.00%
10114003	590999	Transfer To Other Funds	30,000	0	0	0	0.00%
10114003		Subtotal Capital Outlay	\$36,352	\$14,000	\$14,739	\$7,070	-49.50%
10114003		Total Information Technology	\$323,306	\$331,879	\$329,908	\$330,603	-0.38%



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 2016-2017 Priorities

Priorities	Town Council Goals & Obj's
Review assessment appeals resulting from the December 31, 2015 Statistical Revaluation and coordinate Assessment Board of Review Hearings	BDFM
Certify the Tax Roll on June 15, 2017	BDFM
Inspect and process new Building Permits, and re-inspect those not completed	BDFM
Review and process Motor Vehicles for the Tax Roll	BDFM
Receive, process, and maintain Tax Exemption Records for the Elderly and Veteran's exemptions	SNP / BDFM
Maintain Tax Records for the Farm Forest Open Space (FFOS) Program	BDFM
Provide Certification Reports to the State of Rhode Island	BDFM
Provide information to the general public concerning public records, such as revaluations, assessments, property ownership, exemptions, and assessment appeal policy	PCSF
Review deeds received from the Town Clerk's Office and maintain records related to New Property Ownership for Real Estate, Personal Property, Probate, and Death Certificates, approximately 1,200 annually; Review and maintain approximately 1,000 Tangible Business Equipment annually	BDFM
Prepare Appeal Hearings and serve as Liaison for Assessment Board of Review	BDFM
Process New Construction Proration Tax Bills for properties where a Certificate of Occupancy (CO) is granted, to reflect assessment based on the remaining days in the calendar year	BDFM
Process Addendum Tax Bills for motor vehicles and tangible accounts not on the original tax roll	BDFM
Process Tax Abatements to adjust assessments as needed	BDFM
Process new surveys and subdivisions, adjust Assessor Maps and recalculate assessments as needed	BDFM

General Fund (101) Tax Assessment, *continued*



Specific Performance Measurements

Description	Tax Yr 2015 Actual	Tax Yr 2016 Projected	Tax Yr 2018 Anticipated	Town Council Goals & Obj's
Real Estate & Tangible Property Tax Rate*	\$15.52	\$15.09	\$15.29	BDFM
Motor Vehicles Tax Rate**	\$18.71	\$18.71	\$18.71	BDFM
Property Tax Roll	\$4,180.4M	\$4,418.6M	\$4,440.8M	BDFM
Motor Vehicle Tax Roll	\$193.7M	\$198.9M	\$204.5M	BDFM
Property Tax Generated	\$64.8M	\$66.6M	\$67.9M	BDFM
Motor Vehicle Tax Generated	\$3.6M	\$3.7M	\$3.8M	BDFM
Building Permits	987	1,099	1,200	BDFM
Property Assessments	\$4,374.2M	\$4,617.5M	\$4,645.2M	BDFM
Motor Vehicle Assessments	31,633	31,782	31,900	BDFM
FFOS properties	158	158	158	LU
Elderly Tax Credit - # of participants	190	185	195	SNP
Elderly Tax Credit - value	\$273,938	\$275,000	\$300,000	SNP
Veterans Exemption - # of Veterans	1,102	1,053	1,010	SNP
Veterans Exemption - value	\$138,788	\$152,816	\$175,000	SNP
Veterans Exemption	\$126	\$146	\$168	SNP
100% Disabled Veteran	\$252	\$272	\$272	SNP
Ex-POW	\$409.65	\$430	\$430	SNP
Unmarried Widow(er) of Veteran	\$126	\$146	\$168	SNP
Gold Star Parent	\$378	\$378	\$378	SNP

*per thousand dollars

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

FY 2017-2018 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

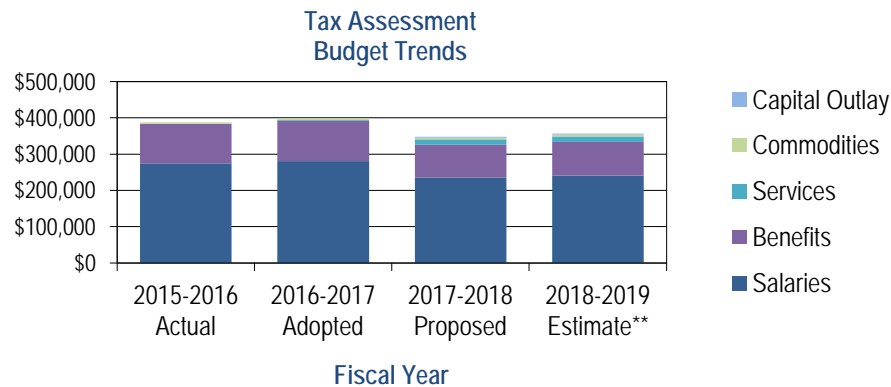
General Fund (101) Tax Assessment, *continued*



FY 2017-2018 Funding Comparison

Tax Assessment	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	4	(1)
Salaries	\$275,299	\$281,058	\$281,058	\$236,356	(\$44,702)
Benefits	108,490	111,396	112,754	89,661	(21,735)
Subtotal Personnel Expenditures*	\$383,789	\$392,454	\$393,812	\$326,017	(\$66,437)
Services	\$988	\$2,600	\$2,250	\$15,050	\$12,450
Commodities	3,333	4,100	3,700	4,500	400
Capital Outlay	0	0	0	2,521	2,521
Subtotal Operating Expenditures	\$4,321	\$6,700	\$5,950	\$22,071	\$15,371
Total Expenditures	\$388,110	\$399,154	\$399,762	\$348,088	(\$51,066)

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Tax Assessment, *continued*



FY 2017-2018 Expenditure Statements

10115001		Town Assessor	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10115001	511001	Full-Time Employees	\$264,296	\$269,205	\$269,205	\$226,886	-15.72%
10115001	511006	Longevity	11,003	11,853	11,853	9,470	-20.10%
10115001		Subtotal Wages	\$275,299	\$281,058	\$281,058	\$236,356	-15.90%
10115001	522250	FICA	20,400	20,776	20,776	17,534	-15.60%
10115001	522300	Municipal Employees Retirement	34,763	36,537	36,537	29,746	-18.59%
10115001	522818	Medical Insur-Active Employees	46,789	47,363	49,256	36,571	-22.79%
10115001	522822	Dental Insur-Active Employees	3,375	3,350	3,265	2,274	-32.12%
10115001	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
10115001	522850	Life Insurance	169	170	170	136	-20.00%
10115001	538014	Travel Expenses	90	100	100	100	0.00%
10115001	538016	Educational Expenses	445	500	200	1,000	100.00%
10115001	540038	Uniforms And Other Clothing	450	600	450	300	-50.00%
10115001		Subtotal Benefits	\$108,490	\$111,396	\$112,754	\$89,661	-19.51%
10115001	530018	Outside Data Processing	430	450	400	450	0.00%
10115001	530111	Professional Services	0	0	0	12,500	0.00%
10115001	534010	Motor Vehicles Maintenance	57	200	200	200	0.00%
10115001	534014	Office Equipment Maintenance	250	750	600	1,000	33.33%
10115001	538012	Advertising	11	300	150	300	0.00%
10115001	538030	Licenses And Dues	240	900	900	600	-33.33%
10115001		Subtotal Services	\$988	\$2,600	\$2,250	\$15,050	478.85%
10115001	540012	Office Materials & Supplies	1,310	1,800	1,750	2,000	11.11%
10115001	540020	Books And Publications	1,644	1,500	1,250	1,700	13.33%
10115001	540028	Motor Vehicle Materials & Supplies	34	300	300	300	0.00%
10115001	540040	Fuels And Lubricants	345	500	400	500	0.00%
10115001		Subtotal Commodities	\$3,333	\$4,100	\$3,700	\$4,500	9.76%
10115001	530044	Non-Major Technology Reserve	0	0	0	2,521	0.00%
10115001		Subtotal Capital Outlay	\$0	\$0	\$0	\$2,521	0.00%
10115001		Total Town Assessor	\$388,110	\$399,154	\$399,762	\$348,088	-12.79%

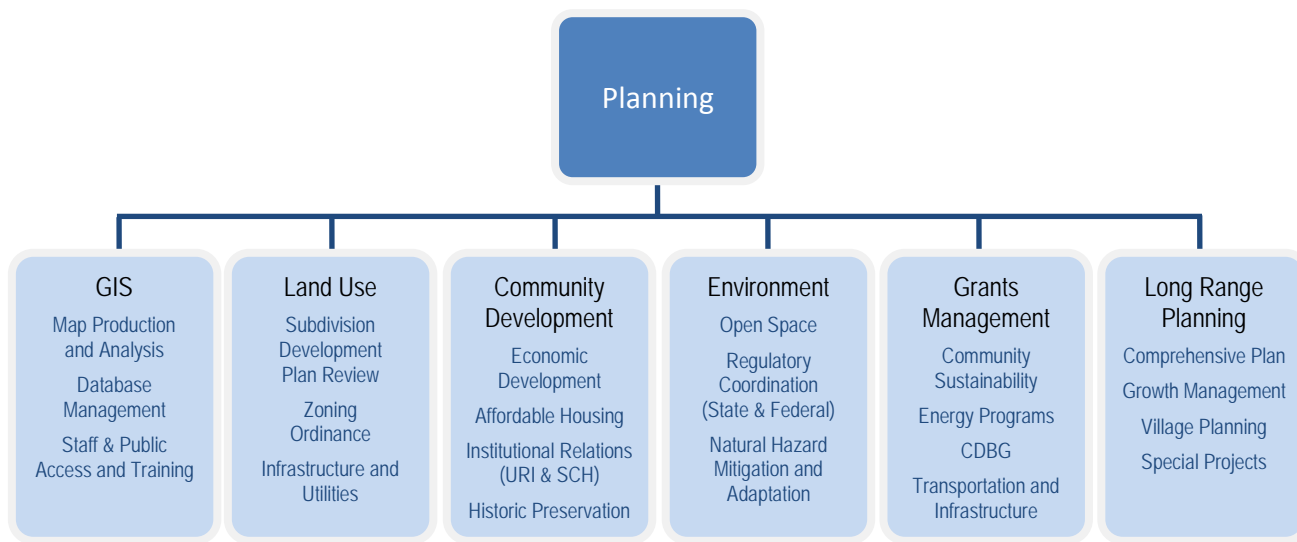
General Fund (101) Planning



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

Acct Number	Acct Description
16001	Planning Department
16005	Geographical Information Systems

Organizational Chart



Mission Statement

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

The mission of the Geographic Information System (GIS) Division, under the Planning Department, is to provide access to accurate geographic information about the Town, as a tool in decision-making for Town government and its citizens. This is accomplished through the development and maintenance of a functioning computer database and graphic interface that excels in providing geographic information and through linkage of this geographic data to other Town databases. This information, whether on the computer screen or on a printed map, enables the work of Town departments and provides citizens with direct access to information which affects their lives.



Functions

PLANNING DEPARTMENT

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

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

GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

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

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



FY 2016-2017 Priorities

Planning Priorities	Town Council Goals & Objs
Provide ongoing administrative and technical support of Town Boards and Commissions	LU / H / ED
Process applications for subdivision and land development projects	LU / CHR
Work with the Planning Board and consultant to update the South Kingstown Comprehensive Community Plan	LU / CE / H / SENR / CHR ED / C / SNP / URI
Review potential zoning amendments per referral of the Town Council, topics include but not limited to: unrelated household occupancy, medical marijuana, and solar energy	LU / H / SENR / SNP
Evaluate priority recommendations from the Matunuck and West Kingstown Village Studies for implementation potential	LU / H / SENR / CHR / ED
Provide ongoing administrative support in the development and implementation of the Planning Board's Growth Management Program and Work Program	LU / H / SENR / CHR / ED CE / URI
Coordinate with the newly established Sustainability Committee to develop Town's Sustainability Work Plan	LU / SENR
In cooperation with the School Department, RI OER, RI Commerce Corporation, and State Infrastructure Bank, coordinate the Town's energy efficiency programs	PCSF
Maintain administrative coordination and oversight function concerning Community Development Block Grant (CDBG) program and continuing role in CDBG-DR (disaster recovery) grants	H
Compile and submit grant applications for CDBG PY16 for \$250,000 in funding for programs benefitting low/moderate income persons and households (award certificate pending)	H
Assist in coordination of the Town's interaction with RIDOT concerning the State's Transportation Improvement Program (TIP) and ongoing State projects in the community	C
Provide staff support to the Town's Economic Development Committee concerning special projects, including but not limited to Commercial Highway Zoning, and the Downtown Revitalization and Saugatucket River Corridor Studio Project with URI Landscape Architecture Department	ED
Continue as an aquaculture training partner with Education Exchange under the RI Department of Labor and Training <i>Real Jobs RI Program</i>	ED
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI
Maintain role as point of contact for communication with South County Hospital	SCH
Coordinate public process for consideration of Route 1 as a State designated Scenic Roadway	C / CE / CHR
Coordinate with the Department of Public Services in the update of the Town's Wastewater Management Ordinance	SENR

GIS Priorities	Town Council Goals & Objs
Maintain and continue development of Public and Town Staff WebGIS Interface	CE
Maintain GIS data layers for the departments of Planning, Town Assessor, and Public Services and provide GIS Technical support and map production to all Town Departments	CE
Scan Town Clerk Record Plans, print maps for public use upon request	CE
Continue development and support of GIS mobile technologies, through the use of iPad inspection applications, used by the Public Services Department	CE
Continue GIS integration into VISION and ViewPermit Town databases	CE
Manage the migration of the Town's GIS database and map production capabilities to new version of GIS software, ArcGIS 10.5; Initiate and expand ArcGIS online mapping capabilities for staff and public	CE



Specific Performance Measurements

Planning Department: Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Planning Board meetings	28	24/26	24	LU / H / SENR / ED
Technical Review Committee (TRC) meetings	11	12	12	LU / ED / H
Conservation Commission meetings	9	12	12	SENR
Economic Development Committee meetings	13	12	12	ED
Historic District Commission meetings	7	4/6	4/6	CHR
Affordable Housing Collaborative meetings	8	8/9	10	H / SNP

GIS Division: Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Tax Cut Revisions to Tax Assessor Maps	29	35	35	PCSF
Map Sales to Public	\$415	\$400	\$400	PCSF
Maps produced for Town Departments	251	250	250	PCSF
Scanned Town Clerk Recorded Plans	225	150	150	CE
Copies of recorded plans for public	598	300	200	PCSF



FY 2017-2018 Goals & Objectives

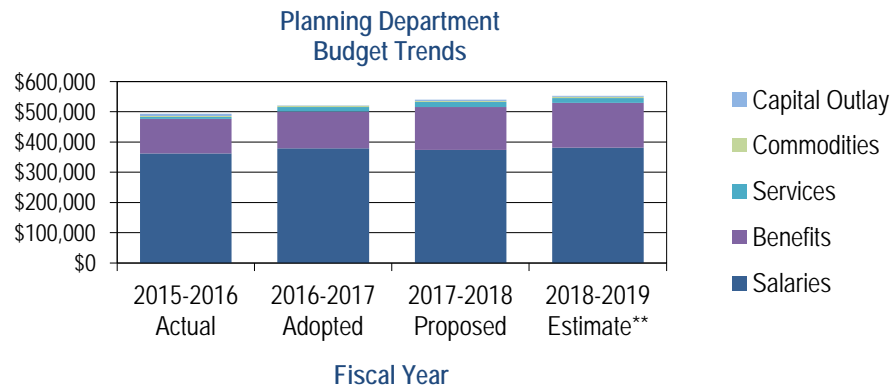
Goals & Objectives – Planning	Town Council Goals & Objs
Update of Comprehensive Plan: 10 year update requirements	LU / H / SENR / ED
Implementation and work program development relating to village plan studies for Matunuck and West Kingston	LU / H / SENR / ED
Continue work with Planning Board and Town administration to develop a generalized approach and working program for community growth management	LU / H / ED / C
Maintain role in assisting Town (and private) efforts at erosion control, mitigation, and resilience projects along the south shore area; Matunuck area in particular	SENR / LU
Continue participation in CRMC's process to develop Beach Special Area Management Plan (SAMP)	SENR / LU / CHR
Undertake special project research, policy development support, issue analysis, and ordinance development	LU / H / CHR / ED
Maintain administrative support for Town Boards and Commissions, including the newly formed Sustainability Committee	PCSF
Provide review, analysis, and general administration regarding applications for land development (subdivisions and commercial site review)	LU / H / ED
Continue with Department's lead role in the preparation of grant applications, award administration, and reporting requirements	SNP / H / SENR
Continue with Department's collaborative role and advocacy concerning multi-modal transportation issues in the community	C / CE
Provide timely, accurate information to the public regarding Town planning programs, data sources, regulations, and land development applications	CE
Assist with, maintain, and improve communication and cooperation between the Town and the Town's major institutional entities (Fire Districts, South County Hospital, and URI)	CE
Coordinate community sustainability efforts regarding energy efficiency, climate change and sea level rise, renewable energy systems, facility retrofits, and green infrastructure	SENR
Monitor legislative developments and track issues of interest during the General Assembly's 2017 legislative session	CE
Conclude public process for consideration of Route 1 as a State designated Scenic Roadway, including the development of a Stewardship Plan	C / CHR
Work with the Planning Board and the Historic District Commission on identifying means to improve protection and preservation of historic districts, properties, sites, and landscapes in the community	CHR / LU
Goals & Objectives – GIS	Town Council Goals & Objs
Increase public awareness and use of public 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 to train and provide technical support to Town Staff in use of WebGIS interface	CE
Continue to improve and update WebGIS interface based on feedback from Town staff and the public	CE
Continue to provide support for new GIS mobile technologies used by the Public Services Department	SENR / LU
Continue to maintain GIS data layers for the departments of Planning, Town Assessor, and Public Services	PCSF



FY 2017-2018 Funding Comparison

Planning	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$363,218	\$380,198	\$469,426	\$374,347	(\$5,851)
Benefits	114,107	120,843	135,799	142,398	21,555
Subtotal Personnel Expenditures*	\$477,325	\$501,041	\$605,225	\$516,745	\$15,704
Services	\$6,601	\$15,309	\$14,879	\$16,465	\$1,156
Commodities	3,089	3,795	3,575	3,395	(400)
Capital Outlay	7,500	1,000	1,000	3,647	2,647
Subtotal Operating Expenditures	\$17,190	\$20,104	\$19,454	\$23,507	\$3,403
Total Expenditures	\$494,515	\$521,145	\$624,679	\$540,252	\$19,107

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Planning, *continued*



FY 2017-2018 Expenditure Statements

10116001	Planning Department	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10116001	511001 Full-Time Employees	\$279,130	\$293,795	\$275,500	\$289,607	-1.43%
10116001	511005 Retirement/Vacation Reimbursement	0	0	108,600	0	0.00%
10116001	511006 Longevity	5,262	5,988	4,911	2,445	-59.17%
10116001	Subtotal Wages	\$284,393	\$299,783	\$389,011	\$292,052	-2.58%
10116001	522250 FICA	21,644	22,874	29,650	21,630	-5.44%
10116001	522300 Municipal Employees Retirement	33,853	36,909	34,500	35,816	-2.96%
10116001	522818 Medical Insur-Active Employees	19,000	19,685	30,320	45,215	129.69%
10116001	522822 Dental Insur-Active Employees	3,917	3,984	3,880	3,848	-3.41%
10116001	522840 Insurance Buyback	4,015	4,000	3,054	2,000	-50.00%
10116001	522850 Life Insurance	131	136	136	136	0.00%
10116001	538014 Travel Expenses	209	200	200	200	0.00%
10116001	538016 Educational Expenses	75	100	440	440	340.00%
10116001	540038 Uniforms And Other Clothing	0	600	600	150	-75.00%
10116001	Subtotal Benefits	\$82,844	\$88,488	\$102,780	\$109,435	23.67%
10116001	530111 Professional Services	0	1,375	600	1,375	0.00%
10116001	534014 Office Equipment Maintenance	0	350	350	0	-100.00%
10116001	534016 Computer/Software Maintenance	0	0	399	0	0.00%
10116001	538012 Advertising	636	600	600	600	0.00%
10116001	538022 Printing Expenses	0	200	130	200	0.00%
10116001	538030 Licenses And Dues	565	0	320	965	0.00%
10116001	Subtotal Services	\$1,201	\$2,525	\$2,399	\$3,140	24.36%
10116001	540012 Office Materials & Supplies	622	750	700	750	0.00%
10116001	540020 Books And Publications	45	45	0	45	0.00%
10116001	Subtotal Commodities	\$667	\$795	\$700	\$795	0.00%
10116001	530044 Non-Major Technology Reserve	0	0	0	1,665	0.00%
10116001	590999 Transfer To Other Funds	7,500	0	0	0	0.00%
10116001	Subtotal Capital Outlay	\$7,500	\$0	\$0	\$1,665	0.00%
10116001	Total Planning Department	\$376,604	\$391,591	\$494,890	\$407,087	3.96%

General Fund (101) Planning, *continued*



10116005	Geographical Information Systems (GIS)		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10116005	511001	Full-Time Employees	\$76,732	\$78,154	\$78,154	\$79,912	2.25%
10116005	511006	Longevity	2,093	2,261	2,261	2,383	5.40%
10116005		Subtotal Wages	\$78,825	\$80,415	\$80,415	\$82,295	2.34%
10116005	522250	FICA	5,792	5,895	6,022	6,007	1.90%
10116005	522300	Municipal Employees Retirement	9,850	10,341	10,341	10,263	-0.75%
10116005	522818	Medical Insur-Active Employees	13,671	13,839	14,402	15,097	9.09%
10116005	522822	Dental Insur-Active Employees	1,003	996	970	962	-3.41%
10116005	522850	Life Insurance	34	34	34	34	0.00%
10116005	538014	Travel Expenses	913	1,100	1,100	600	-45.45%
10116005	540038	Uniforms And Other Clothing	0	150	150	0	-100.00%
10116005		Subtotal Benefits	\$31,263	\$32,355	\$33,019	\$32,963	1.88%
10116005	530018	Outside Data Processing	0	0	200	0	0.00%
10116005	530111	Professional Services	0	6,200	6,000	6,200	0.00%
10116005	534014	Office Equipment Maintenance	395	1,384	1,300	1,725	24.64%
10116005	534016	Computer/Software Maintenance	4,931	5,000	4,980	5,200	4.00%
10116005	538022	Printing Expenses	74	200	0	200	0.00%
10116005		Subtotal Services	\$5,400	\$12,784	\$12,480	\$13,325	4.23%
10116005	540012	Office Materials & Supplies	2,422	3,000	2,875	2,600	-13.33%
10116005		Subtotal Commodities	\$2,422	\$3,000	\$2,875	\$2,600	-13.33%
10116005	530044	Non-Major Technology Reserve	0	0	0	1,982	0.00%
10116005	550002	Computer Equipment	0	1,000	1,000	0	-100.00%
10116005		Subtotal Capital Outlay	\$0	\$1,000	\$1,000	\$1,982	98.20%
10116005		Total Geographic Information Systems	\$117,911	\$129,554	\$129,789	\$133,165	2.79%

	Total Planning Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10113001	Subtotal Planning Department	\$376,604	\$391,591	\$494,890	\$407,087	3.96%
10116005	Subtotal GIS	117,911	129,554	129,789	133,165	2.79%
	Total Planning Program	\$494,515	\$521,145	\$624,679	\$540,252	3.67%

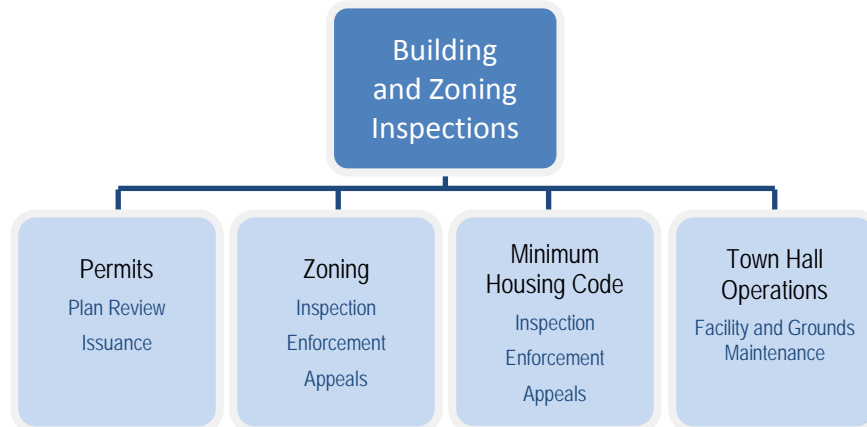
General Fund (101) Zoning/Building



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

Acct Number	Acct Description
17001	Zoning/Building Inspection
18001	Town Hall Operations

Organizational Chart



Mission Statement

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

Functions

ZONING/BUILDING

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

- Enforce the Town's Life Safety Codes and Zoning Ordinance
- Enforce the Town's ordinances and State law affecting health, safety, and welfare
- Process and issue permits for construction
- Provide necessary inspections for code compliance, and issue certificates of use and occupancy
- Review all applications to CRMC for compliance with the Zoning Ordinance
- Consult and advise property owners on the FEMA floodplain regulations, including NFIP
- Serve as Clerk of the Building Code Board of Appeals for variances from Building Codes
- Serve as Zoning Enforcement Officer and Clerk of the Zoning Board of Review
 - Process variance, special use permit, and Planning Board decision appeal applications
 - Formulate advertisements and schedule hearings
 - Process and record minutes and decisions in the land evidence records
 - Investigate complaints, issue violation notices of noncompliance of regulations, and coordinate with the Town Solicitor to prosecute if necessary
 - Research and issue zoning certificates when requested

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



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

FY 2016-2017 Priorities

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

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
Field Inspections*	53%	53%	53%	PCSF
Review Plans & Issuing Permits*	39%	39%	39%	PCSF
Research and Advise Residents, Contractors & Design Professionals*	4%	4%	4%	PCSF
Building & Zoning Violations*	2%	2%	2%	PCSF
Committee Meetings*	2%	2%	2%	PCSF
Zoning Board Meetings	13	12	12	PCSF
Zoning Petitions Received	56	70	60	PCSF
Complaints Received and Investigated	122	130	130	PCSF
Notice of Violations Issued	84	80	80	PCSF
Plumbing Permits Issued	424	300	350	PCSF
Electrical Permits Issued	742	800	750	PCSF
Mechanical Permits Issued	585	677	700	PCSF
Residential Building Permits Issued	1,033	1,116	1,100	PCSF
Commercial Building Permits Issued	34	45	40	PCSF

*employee time allocation

FY 2017-2018 Goals & Objectives

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

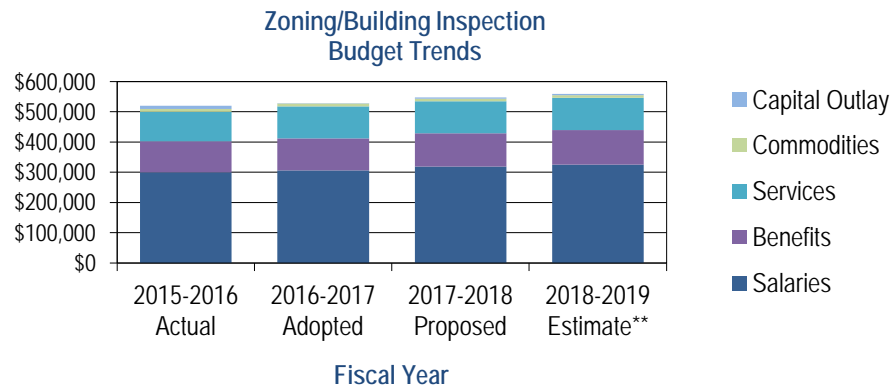
General Fund (101) Zoning/Building, *continued*



FY 2017-2018 Funding Comparison

Zoning/Building Inspection	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	5.50	5.50	5.50	5.50	0.00
Salaries	\$300,746	\$306,990	\$307,462	\$319,152	\$12,162
Benefits	102,405	106,048	107,070	110,467	4,419
Subtotal Personnel Expenditures*	\$403,151	\$413,038	\$414,532	\$429,619	\$16,581
Services	\$97,793	\$105,815	\$100,215	\$105,665	(\$150)
Commodities	9,135	8,850	7,450	8,450	(400)
Capital Outlay	10,636	1,800	1,350	3,920	2,120
Subtotal Operating Expenditures	\$117,564	\$116,465	\$109,015	\$118,035	\$1,570
Total Expenditures	\$520,715	\$529,503	\$523,547	\$547,654	\$18,151

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statements

10117001	Zoning/Building Inspection	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10117001 511001	Full-Time Employees	\$218,068	\$222,454	\$222,454	\$231,175	3.92%
10117001 511002	Part-Time Salaries	23,993	22,273	23,500	24,200	8.65%
10117001 511004	Overtime	465	300	300	300	0.00%
10117001 511006	Longevity	7,774	8,310	8,310	8,676	4.40%
10117001	Subtotal Wages	\$250,300	\$253,337	\$254,564	\$264,351	4.35%
10117001 522250	FICA	18,708	18,884	19,300	19,678	4.20%
10117001 522300	Municipal Employees Retirement	27,267	28,662	28,662	28,861	0.69%
10117001 522818	Medical Insur-Active Employees	32,802	33,369	34,700	36,495	9.37%
10117001 522822	Dental Insur-Active Employees	3,375	3,350	3,265	3,236	-3.40%
10117001 522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
10117001 522850	Life Insurance	136	136	136	136	0.00%
10117001 538014	Travel Expenses	977	2,200	1,400	2,200	0.00%
10117001 540038	Uniforms And Other Clothing	664	700	600	700	0.00%
10117001	Subtotal Benefits	\$85,936	\$89,301	\$90,063	\$93,306	4.48%
10114003 530066	Internet Access	0	0	0	1,875	0.00%
10117001 534010	Motor Vehicles Maintenance	1,316	200	200	0	-100.00%
10117001 534016	Computer/Software Maintenance	486	1,250	1,250	0	-100.00%
10117001 538012	Advertising	0	100	0	100	0.00%
10117001 538022	Printing Expenses	0	300	100	150	-50.00%
10117001 538030	Licenses And Dues	126	140	140	140	0.00%
10117001	Subtotal Services	\$1,927	\$1,990	\$1,690	\$2,265	13.82%
10117001 540012	Office Materials & Supplies	207	400	400	400	0.00%
10117001 540020	Books And Publications	0	200	50	200	0.00%
10117001 540028	Motor Vehicle Materials & Supp	3,109	600	600	800	33.33%
10117001 540040	Fuels And Lubricants	1,860	2,600	1,500	2,000	-23.08%
10117001	Subtotal Commodities	\$5,177	\$3,800	\$2,550	\$3,400	-10.53%
10117001 530044	Non-Major Technology Reserve	0	0	0	2,120	0.00%
10117001 550002	Computer Equipment	380	0	0	0	0.00%
10117001 550004	Office Equipment	0	300	150	300	0.00%
10117001 550026	Furniture And Furnishings	256	400	200	400	0.00%
10117001	Subtotal Capital Outlay	\$636	\$700	\$350	\$2,820	302.86%
10117001	Total Zoning/Building Inspection	\$343,976	\$349,128	\$349,217	\$366,142	4.87%

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



10118001	Town Hall Operations	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10118001 511001	Full-Time Employees	\$44,128	\$44,946	\$44,946	\$45,957	2.25%
10118001 511002	Part-Time Salaries	3,169	5,235	4,580	5,250	0.29%
10118001 511004	Overtime	518	600	500	600	0.00%
10118001 511006	Longevity	2,631	2,872	2,872	2,994	4.25%
10118001	Subtotal Wages	\$50,446	\$53,653	\$52,898	\$54,801	2.14%
10118001 522250	FICA	3,749	3,951	3,951	4,024	1.85%
10118001 522300	Municipal Employees Retirement	5,952	6,269	6,269	6,226	-0.69%
10118001 522818	Medical Insur-Active Employees	6,332	5,846	6,090	6,377	9.08%
10118001 522822	Dental Insur-Active Employees	402	362	353	350	-3.31%
10118001 522850	Life Insurance	34	34	34	34	0.00%
10118001 538014	Travel Expenses	0	0	25	0	0.00%
10118001 540038	Uniforms And Other Clothing	0	285	285	150	-47.37%
10118001	Subtotal Benefits	\$16,469	\$16,747	\$17,007	\$17,161	2.47%
10118001 530012	Cleaning Services	255	200	100	200	0.00%
10118001 530014	Refuse Disposal	1,040	2,200	2,200	2,200	0.00%
10118001 530064	Copy Machine Services	16,971	16,000	14,000	16,000	0.00%
10118001 532000	Telephone	6,197	5,500	5,500	6,000	9.09%
10118001 532002	Fuel - Oil	246	800	800	800	0.00%
10118001 532004	Electricity	22,793	21,500	21,500	22,500	4.65%
10118001 532008	Natural Gas	9,879	15,000	11,900	13,000	-13.33%
10118001 532010	Wastewater Fees	466	500	500	500	0.00%
10118001 532012	Water Fees	784	825	825	900	9.09%
10118001 534014	Office Equipment Maintenance	0	200	200	200	0.00%
10118001 534020	Maintenance Of Buildings	12,138	21,000	21,000	21,000	0.00%
10118001 538012	Advertising	10	100	0	100	0.00%
10118001 538020	Postage	25,086	20,000	20,000	20,000	0.00%
10118001	Subtotal Services	\$95,865	\$103,825	\$98,525	\$103,400	-0.41%
10118001 540012	Office Materials & Supplies	0	100	0	100	0.00%
10118001 540014	Janitorial Materials & Supp	2,414	2,600	2,600	2,600	0.00%
10118001 540022	Agri Materials & Supplies	222	200	200	200	0.00%
10118001 540032	General Hardware & Tools	0	150	100	150	0.00%
10118001 580100	Miscellaneous Expenses	1,322	2,000	2,000	2,000	0.00%
10118001	Subtotal Commodities	\$3,958	\$5,050	\$4,900	\$5,050	0.00%
10118001 550004	Office Equipment	0	500	400	500	0.00%
10118001 550016	Janitorial Equipment	0	600	600	600	0.00%
10118001 590999	Transfer To Other Funds	10,000	0	0	0	0.00%
10118001	Subtotal Capital Outlay	\$10,000	\$1,100	\$1,000	\$1,100	0.00%
10118001	Total Town Hall Operations	\$176,738	\$180,375	\$174,330	\$181,512	0.63%

	Total Zoning/Building Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10117001	Subtotal Building/Zoning Inspection	\$343,976	\$349,128	\$349,217	\$366,142	4.87%
10118001	Subtotal Town Hall Operations	176,738	180,375	174,330	181,512	0.63%
	Total Zoning/Building Program	\$520,715	\$529,503	\$523,547	\$547,654	3.43%



**TAB 7
PUBLIC SAFETY**

Police..... 7 - 1
Animal Control Program 7 - 9
Harbor Patrol 7 - 14
Fire Alarm..... 7 - 18
Emergency Medical Services..... 7 - 23

**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

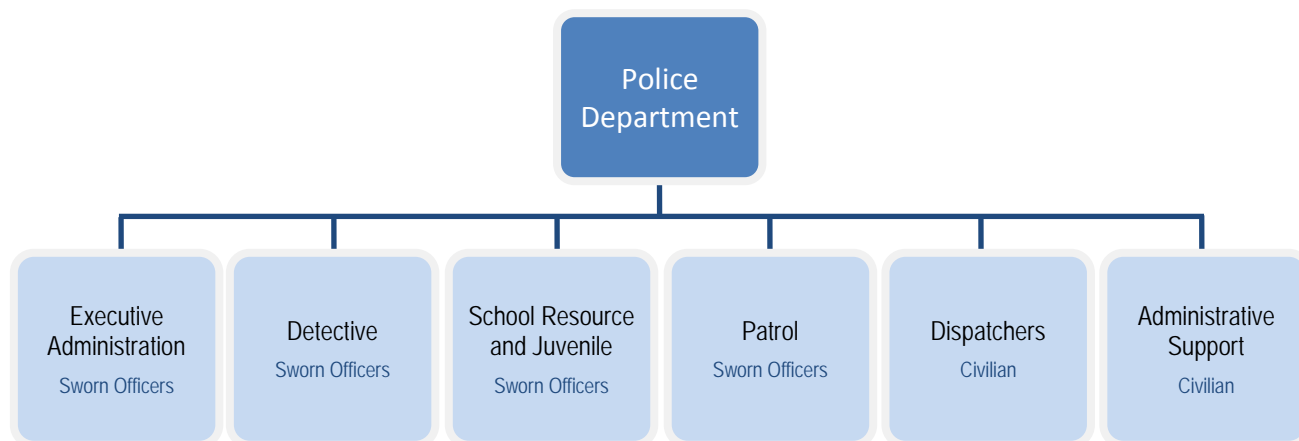
General Fund (101) Police



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
20050	Police Dispatchers

Organizational Chart



Mission Statement

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

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

Functions

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

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



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

- Identify, report, and remove a variety of public safety hazards and to provide assistance to ensure citizen safety at every opportunity
- Investigate and prosecute all known criminal offenses
- Provide assistance and counseling for a wide range of services from simple street directions to referrals of services of other agencies not provided by police
- Address traffic safety issues in the community
 - Promote traffic safety initiatives through education and enforcement
 - Police Chief serves as chair of Transportation & Traffic Review Committee
 - Administer traffic detail program for road projects, etc.
- Provide public safety dispatch for Police, EMS, and Fire
- Interact cooperatively with the South Kingstown School Department, local institutional groups (URI, South County Hospital, and Fire Districts), neighboring police departments, the RI State Police, multiple State and Federal agencies, and advocacy groups to form partnerships to keep South Kingstown a safe community
- Work in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; coordinate implementation of emergency evacuation shelters as needed
- Recruit and train police officers, and provide training and professional development to all department personnel
- Review and analyze the needs for police service and the efficiency of departmental operations; promote enhanced administrative, technical and operational police practices
- Develop and submit recommended annual operating budget and six-year capital improvement plan to the Town Manager
- Prepare Police Department Annual Report by calendar year to provide transparent reporting of departmental statistics to the public

General Fund (101) Police, *continued*



FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Continue progress toward achieving accreditation status; conduct comprehensive review of all policies and procedures to adhere to best practices and highest level of professionalism	PCSF
Conduct police recruitment drive; hire replacement officers to fill vacancies	PCSF
Maintain School Resource Officer (SRO) program; supported through partnership with School Department	SNP / BDFM
Activate Bicycle Patrol Unit for the summer and fall months; purchase two replacement bicycles to replace equipment that had reached its end of service life	PCSF
Provide sworn and civilian personnel with professional development training	PCSF
Participate in RIDOT's Operation Blue Riptide grant program to reinforce traffic safety efforts; including Impaired/Drunk Driving Enforcement, Speed Management, Distracted Driving, Child Safety Seat, and Seatbelt Safety Efforts	BDFM
Continue assignment of undercover officer in DEA Multi-jurisdictional Task Force	PCSF
Detective Division will continue to work with US Marshals Service to identify/manage sexual offenders in the community (grant funded detail)	BDFM
Perform Alcohol and Tobacco Compliance inspections as directed RI Department of Behavioral Health (BHDDH grant funded detail)	BDFM
Continue to participate in Department of Justice Bulletproof Vest Grant Program to obtain 50% cost share toward the purchase of body armor for the safety of the Town's officers	BDFM
Work collaboratively with the Town's IT Division in major overhaul of police computer network system; improve network security and operational efficiency; replacement of individual desktop printers with shared use multi-function copiers, replace workstations that have reached end of service life	CE
Continue working cooperatively with URI Police on public safety matters and strategic planning; cross train with URI police officers on active shooter incidents	URI
Participate in monthly meetings with South County Hospital on mutual security concerns	SCH
Work with Town Departments, Citizen Emergency Response Team volunteers, and RI EMA to maintain state of readiness for emergency preparedness response	CE
Work collaboratively with municipal radio user groups to review and resolve interoperability issues	CE
Acquire and place in service replacement system for the department's Booking Camera, funded by Federal Forfeiture proceeds	BDFM
Prepare bid specifications and complete acquisitions for police equipment acquisitions budgeted for replacement in FY 2016-2017	PCSF
Complete facilities improvements planned in FY 2016-2017; including but not limited to additional parking lot upgrades, and the building access/intercom system project	PCSF
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CE
Prepare and submit FY 2017-2018 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	BDFM
Implement a 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



Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
Sworn Officers – Patrol	39	39	39	PCSF
Sworn Officers – Patrol/SRO	2	2	2	PCSF
Sworn Officers – Detective	6	6	6.5	PCSF
Sworn Officers – Administrative	6	6	6	PCSF
Total Number of Sworn Officers	53	53	53.5	PCSF
Dispatchers	8	8	8	PCSF
Civilian Admin Support Staff	10	10	10	PCSF
Calls for Service	46,513	46,500	46,500	PCSF
Calls Handled by SRO	124	125	125	PCSF
SRO Dedicated Hours	2,880	2,880	2,880	PCSF
Total Number of Auto Accidents	1,180	1,175	1,175	PCSF
Auto Accidents with Injury	309	275	275	PCSF
UCR* offenses – all offenses within <i>Major Crime Classifications</i>	368	380	380	PCSF
UCR* offenses – DUI Arrest	99	100	100	PCSF
UCR* offenses – Adult Arrest	545	550	550	PCSF
UCR* offenses – Juvenile Arrest	27	30	30	PCSF

*Uniform Crime Report Statistics

FY 2017-2018 Goals & Objectives

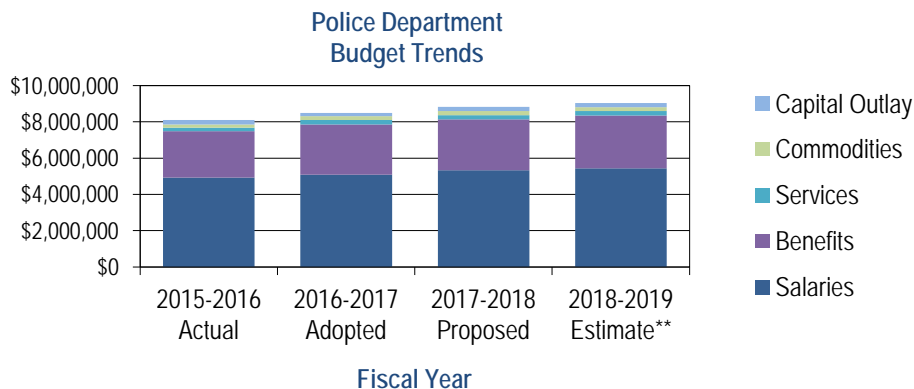
Goals & Objectives	Town Council Goals & Obj's
Achieve accreditation status; review and update departmental policies as needed	PCSF
Maintain existing programs and services for the delivery of the highest level of police professionalism to the community	PCSF
Maintain department equipment and facilities at contemporary standards to provide officers with the state of the art tools to perform their duties effectively and efficiently	PCSF
Continue emphasis on employee training and professional development for sworn and civilian personnel	PCSF
Recruit and train new police recruits to promptly fill vacancies, striving to attain diversified applicant pool; create new Detective Sergeant position (January 2018) to provide additional supervisory oversight and efficient management of resources within the Detective Division	PCSF
Foster the multiple partnerships formed with community/institutional groups and State and Federal law enforcement agencies to insure quality of life for all citizens	URI / SCH
Continue to participate in multi-jurisdictional task force operations	PCSF
Promote traffic safety initiatives; participate in Operation Blue Riptide grant program	PCSF
Take advantage of available State and Federal grant opportunities to reduce operational costs	BDFM
Complete communications equipment upgrades for the South Kingstown Emergency Operations Center (EOC) located at the Public Safety Complex with grand award funds from RIEMA	BDFM
Continue exploring green energy initiatives; with gradual replacement of fluorescent light fixtures to LED strips; cost offset by National Grid rebates	SENR
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CE
Prepare and submit FY 2018-2019 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	BDFM



FY 2017-2018 Funding Comparison

Police Department	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	72	72	72	72.5	0.5
Salaries	\$4,941,489	\$5,086,623	\$5,105,206	\$5,347,112	\$260,489
Benefits	2,557,884	2,775,726	2,760,498	2,794,436	18,710
Subtotal Personnel Expenditures*	\$7,499,373	\$7,862,349	\$7,865,704	\$8,141,548	\$279,199
Services	\$188,530	\$242,207	\$232,545	\$243,103	\$896
Commodities	170,673	217,900	203,475	213,340	(4,560)
Capital Outlay	251,058	176,700	176,234	229,625	52,925
Subtotal Operating Expenditures	\$610,261	\$636,807	\$612,254	\$686,068	\$49,261
Total Expenditures	\$8,109,635	\$8,499,156	\$8,477,958	\$8,827,616	\$328,460

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Police, *continued*



FY 2017-2018 Expenditure Statement

10120001	Police Department	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10120001	511001 Full-Time Employees	\$3,911,716	\$4,147,007	\$3,679,418	\$3,958,433	-4.55%
10120001	511002 Part-Time Salaries	113,622	28,267	9,542	10,113	-64.22%
10120001	511004 Overtime	725,199	600,000	548,000	535,000	-10.83%
10120001	511005 Retirement/Vacation Reimb.	7,556	100,000	164,919	100,000	0.00%
10120001	511006 Longevity	183,397	211,349	194,371	221,834	4.96%
10120001	Subtotal Wages	\$4,941,489	\$5,086,623	\$4,596,250	\$4,825,380	-5.14%
10120001	522250 FICA	352,413	368,461	339,168	348,957	-5.29%
10120001	522300 Municipal Employees Retirement	106,624	113,035	63,228	63,287	-44.01%
10120001	522302 Police Retirement	798,313	872,223	862,875	832,026	-4.61%
10120001	522306 Direct Pension	7,293	7,480	7,480	7,480	0.00%
10120001	522818 Medical Insur-Active Employees	800,905	843,545	749,881	798,297	-5.36%
10120001	522820 Medical Insur-Retirees	345,629	392,831	377,112	352,033	-10.39%
10120001	522822 Dental Insur-Active Employees	57,640	59,213	51,879	49,982	-15.59%
10120001	522824 Dental Insur-Retirees	5,072	0	5,100	4,781	0.00%
10120001	522840 Insurance Buyback	14,186	15,500	18,620	18,500	19.35%
10120001	522850 Life Insurance	4,956	5,188	4,916	4,845	-6.61%
10120001	538014 Travel Expenses	2,930	3,200	1,000	3,100	-3.13%
10120001	538016 Educational Expenses	22,149	55,800	41,200	50,000	-10.39%
10120001	540038 Uniforms And Other Clothing	39,775	39,250	36,000	38,775	-1.21%
10120001	Subtotal Benefits	\$2,557,884	\$2,775,726	\$2,558,459	\$2,572,063	-7.34%
10120001	530012 Cleaning Services	13,001	19,000	13,416	15,480	-18.53%
10120001	530014 Refuse Disposal	1,872	1,872	2,746	2,746	46.69%
10120001	530024 Medical Services	498	1,000	1,000	750	-25.00%
10120001	530064 Copy Machine Services	2,222	3,300	2,904	3,000	-9.09%
10120001	530066 Internet Access	0	0	0	1,014	0.00%
10120001	530111 Professional Services	3,506	8,000	8,000	8,000	0.00%
10120001	532000 Telephone	19,404	20,880	20,237	22,356	7.07%
10120001	532004 Electricity	70,262	71,000	60,720	63,000	-11.27%
10120001	532008 Natural Gas	16,389	23,500	20,240	21,000	-10.64%
10120001	532010 Wastewater Fees	429	450	396	396	-12.00%
10120001	532012 Water Fees	1,726	2,060	1,813	1,813	-11.99%
10120001	534010 Motor Vehicles Maintenance	13,301	25,000	20,000	20,000	-20.00%
10120001	534012 Commun Equip. Maintenance	3,232	8,000	6,880	6,000	-25.00%
10120001	534014 Office Equipment Maintenance	3,256	8,000	6,880	6,880	-14.00%
10120001	534016 Computer/Software Maintenance	19,013	23,195	20,502	21,866	-5.73%
10120001	534020 Maintenance Of Buildings	13,981	19,500	15,840	17,000	-12.82%
10120001	538012 Advertising	1,180	1,700	2,000	1,500	-11.76%
10120001	538020 Postage	1,756	1,850	1,850	1,850	0.00%
10120001	538022 Printing Expenses	2,107	2,300	2,024	2,100	-8.70%
10120001	538028 Rents	180	300	240	300	0.00%
10120001	538030 Licenses And Dues	1,216	1,300	1,300	1,400	7.69%
10120001	Subtotal Services	\$188,530	\$242,207	\$208,988	\$218,451	-9.81%

**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	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change	
10120001	540012	Office Materials & Supplies	2,289	2,300	2,024	2,100	-8.70%
10120001	540014	Janitorial Materials & Supp	5,218	5,800	5,104	5,500	-5.17%
10120001	540018	Elect Materials & Supplies	1,116	2,400	2,112	2,000	-16.67%
10120001	540020	Books And Publications	3,415	4,200	3,850	4,000	-4.76%
10120001	540024	Chemicals And Gases	3,361	3,700	3,700	3,800	2.70%
10120001	540026	Bldg & Const Materials & Supp	3,778	1,500	1,320	1,500	0.00%
10120001	540028	Motor Vehicle Materials & Supp	34,958	32,000	37,000	33,000	3.13%
10120001	540030	Medical & Lab Materials & Supp	1,753	1,500	3,500	2,500	66.67%
10120001	540032	General Hardware & Tools	478	500	440	440	-12.00%
10120001	540040	Fuels And Lubricants	82,774	131,500	107,500	117,000	-11.03%
10120001	540052	Photographic Materials & Supp	360	500	425	425	-15.00%
10120001	540058	Safety Related Mat & Supp	20,665	23,000	23,000	27,550	19.78%
10120001	580100	Miscellaneous Expenses	10,508	9,000	11,650	11,650	29.44%
10120001	Subtotal Commodities	\$170,673	\$217,900	\$201,625	\$211,465	-2.95%	
10120001	530044	Non-Major Technology Reserve	0	0	0	29,795	0.00%
10120001	550002	Computer Equipment	5,975	0	0	0	0.00%
10120001	550008	Communication Equipment	2,943	0	0	0	0.00%
10120001	550012	Motor Vehicles	94,541	170,000	170,000	187,500	10.29%
10120001	550014	Medical And Laboratory Equip	1,500	1,700	1,700	1,700	0.00%
10120001	550024	Safety Related Equipment	4,449	3,000	2,534	5,100	70.00%
10120001	550026	Furniture And Furnishings	1,062	2,000	2,000	2,000	0.00%
10120001	550028	Photographic Equipment	587	0	0	0	0.00%
10120001	590999	Transfer To Other Funds	140,000	0	0	0	0.00%
10120001	Subtotal Capital Outlay	\$251,058	\$176,700	\$176,234	\$226,095	27.95%	
10120001	Total Police Department	\$8,109,635	\$8,499,156	\$7,741,556	\$8,053,454	-5.24%	

General Fund (101) Police, *continued*



10120050	Police Dispatchers	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change*
10120050	511001 Full-Time Employees	\$0	\$0	\$378,442	\$386,826	2.22%
10120050	511002 Part-Time Salaries	0	0	19,094	19,510	2.18%
10120050	511004 Overtime	0	0	97,000	100,000	3.09%
10120050	511006 Longevity	0	0	14,420	15,396	6.77%
10120050	Subtotal Wages	\$0	\$0	\$508,956	\$521,732	2.51%
10120050	522250 FICA	0	0	29,293	37,948	29.55%
10120050	522300 Municipal Employees Retirement	0	0	49,807	49,466	-0.68%
10120050	522818 Medical Insur-Active Employees	0	0	93,664	102,816	9.77%
10120050	522820 Medical Insur-Retirees	0	0	15,719	16,662	6.00%
10120050	522822 Dental Insur-Active Employees	0	0	7,334	7,084	-3.41%
10120050	522850 Life Insurance	0	0	272	272	0.00%
10120050	538014 Travel Expenses	0	0	100	100	0.00%
10120050	538016 Educational Expenses	0	0	2,600	2,800	7.69%
10120050	540038 Uniforms And Other Clothing	0	0	3,250	5,225	60.77%
10120050	Subtotal Benefits	\$0	\$0	\$202,039	\$222,373	10.06%
10120050	530012 Cleaning Services	0	0	2,184	2,520	15.38%
10120050	530014 Refuse Disposal	0	0	374	374	0.00%
10120050	530064 Copy Machine Services	0	0	396	420	6.06%
10120050	530066 Internet Access	0	0	0	138	0.00%
10120050	532000 Telephone	0	0	1,893	1,944	2.69%
10120050	532004 Electricity	0	0	8,280	8,460	2.17%
10120050	532008 Natural Gas	0	0	2,760	2,820	2.17%
10120050	532010 Wastewater Fees	0	0	54	54	0.00%
10120050	532012 Water Fees	0	0	247	247	0.00%
10120050	534012 Commun Equip. Maintenance	0	0	1,120	1,120	0.00%
10120050	534014 Office Equipment Maintenance	0	0	1,120	1,120	0.00%
10120050	534016 Computer/Software Maintenance	0	0	2,693	2,879	6.91%
10120050	534020 Maintenance Of Buildings	0	0	2,160	2,280	5.56%
10120050	538022 Printing Expenses	0	0	276	276	0.00%
10120050	Subtotal Services	\$0	\$0	\$23,557	\$24,652	4.65%
10120050	540012 Office Materials & Supplies	0	0	276	276	0.00%
10120050	540014 Janitorial Materials & Supp	0	0	696	696	0.00%
10120050	540018 Elect Materials & Supplies	0	0	288	288	0.00%
10120050	540020 Books And Publications	0	0	350	375	7.14%
10120050	540026 Bldg & Const Materials & Supp	0	0	180	180	0.00%
10120050	540032 General Hardware & Tools	0	0	60	60	0.00%
10120050	Subtotal Commodities	\$0	\$0	\$1,850	\$1,875	1.35%
10120050	530044 Non-Major Technology Reserve	0	0	0	3,530	0.00%
10120050	Subtotal Capital Outlay	\$0	\$0	\$0	\$3,530	0.00%
10120050	Total Police Dispatchers	\$0	\$0	\$736,402	\$774,162	5.13%

*Percent Change compares FY 2017-2018 Proposed to FY 2016-2017 Projected

	Total Police Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10120001	Subtotal Police Department	\$8,109,635	\$8,499,156	\$7,741,556	\$8,053,454	-5.24%
10120050	Subtotal Police Dispatchers	0	0	736,402	774,162	0.00%
	Total Police Program	\$8,109,635	\$8,499,156	\$8,477,958	\$8,827,616	3.86%

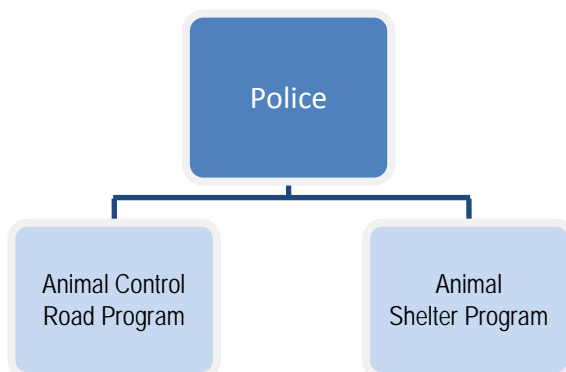


General Fund (101) Animal Control Program

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

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

Organizational Chart



Mission Statement

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

Functions

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

ANIMAL CONTROL ROAD PROGRAM

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

ANIMAL SHELTER PROGRAM

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

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



- Provide for basic needs and required, as well as preventative, medical care with a commitment to improve the quality of life for all animals in the Shelter's care
- Major focus effort of returning stray animals to their owners
- Animal adoption/placement for those animals that need new homes, including adoption preparation activities such as bathing, nail trimming, testing for leukemia, aids, and heartworm disease, flea/tick removal and prevention, and behavioral training
- Proper screening of animal adoption applicants
- Provide humane education to the public in regard to the proper treatment and care of animals
Maintain a policy of euthanizing animals only for extreme behavioral problems or incurable medical conditions
- Serve as Regional Emergency Animal Shelter for sheltering pets in the event of a disaster or severe weather event requiring evacuation

FY 2016-2017 Priorities

Priorities	Town Council Goals & Obj's
Serve the stray animal population of the Town of South Kingstown, as well as the Town of Narragansett through a shared services agreement	BDFM
Maintain operational readiness for sheltering pets during storm emergencies	PCSF
Conduct various fundraising efforts throughout the year, including the ongoing recyclable can collection, annual community yard sale, and annual holiday greeting	BDFM
Install an electronic building access system at the Animal Shelter facility to provide additional level of security and enable ease in off hour access by Animal Control Officers	PCSF
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
Animal Complaints Received	1,281	1,200	1,200	PCSF
Summons Issued	8	10	10	PCSF
Shelter Impoundments - Canine	199	205	205	PCSF
Shelter Impoundments - Feline	142	130	130	PCSF
Shelter Impoundments - Other	6	5	5	PCSF
Shelter Impoundments - DOA	13	20	20	PCSF
Total Impoundments	360	360	360	PCSF
South Kingstown Impoundments	277	275	275	PCSF
Narragansett Impoundments	83	75	75	BDFM
Animals Returned to Owner	192	195	195	PCSF
Animals Euthanized or Died	16	15	15	PCSF
Animals Adopted to New Homes	126	125	125	PCSF
Animals Quarantined at Shelter	18	20	20	PCSF

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



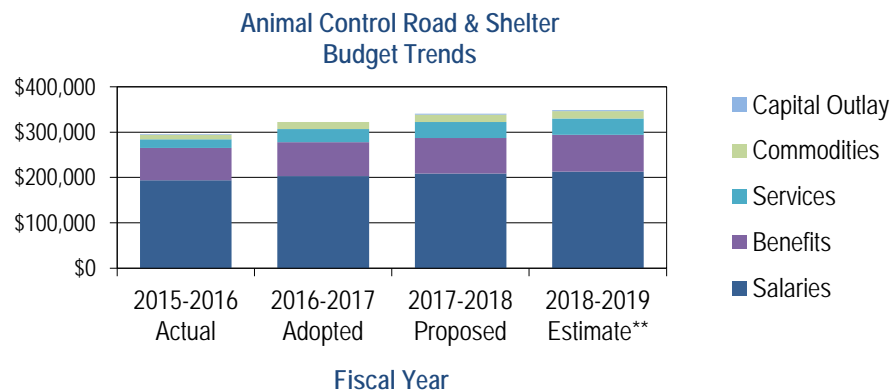
FY 2017-2018 Goals & Objectives

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

FY 2017-2018 Funding Comparison

Animal Control Road & Shelter	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	4	4	4	4	0
Salaries	\$193,954	\$203,085	\$202,662	\$208,628	\$5,543
Benefits	70,865	74,699	76,668	78,175	3,476
Subtotal Personnel Expenditures*	\$264,819	\$277,784	\$279,330	\$286,803	\$9,019
Services	\$19,326	\$28,800	\$25,495	\$35,670	\$6,870
Commodities	9,648	15,840	13,840	16,100	260
Capital Outlay	1,951	0	0	1,860	1,860
Subtotal Operating Expenditures	\$30,925	\$44,640	\$39,335	\$53,630	\$8,990
Total Expenditures	\$295,744	\$322,424	\$318,665	\$340,433	\$18,009

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statements

10120071	Animal Control Road	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10120071	511001 Full-Time Employees	\$42,343	\$43,119	\$43,119	\$44,089	2.25%
10120071	511002 Part-Time Salaries	11,962	15,600	15,600	15,950	2.24%
10120071	511004 Overtime	177	350	500	400	14.29%
10120071	511006 Longevity	3,910	4,033	4,033	4,155	3.03%
10120071	Subtotal Wages	\$58,393	\$63,102	\$63,252	\$64,594	2.36%
10120071	522250 FICA	4,212	4,565	4,565	4,822	5.63%
10120071	522300 Municipal Employees Retirement	5,256	5,474	5,474	5,413	-1.11%
10120071	522818 Medical Insur-Active Employees	13,355	13,684	6,565	6,345	-53.63%
10120071	522822 Dental Insur-Active Employees	1,003	996	383	350	-64.86%
10120071	522850 Life Insurance	34	34	34	34	0.00%
10120071	538016 Educational Expenses	0	825	825	400	-51.52%
10120071	540038 Uniforms And Other Clothing	232	700	716	900	28.57%
10120071	Subtotal Benefits	\$24,093	\$26,278	\$18,562	\$18,264	-30.50%
10120071	530111 Professional Services	0	75	75	0	-100.00%
10120071	532000 Telephone	252	260	260	260	0.00%
10120071	534010 Motor Vehicles Maintenance	491	500	500	500	0.00%
10120071	538022 Printing Expenses	272	500	500	500	0.00%
10120071	538030 Licenses And Dues	70	70	70	70	0.00%
10120071	Subtotal Services	\$1,084	\$1,405	\$1,405	\$1,330	-5.34%
10120071	540024 Chemicals And Gases	0	40	40	0	-100.00%
10120071	540028 Motor Vehicle Materials & Supp	877	1,000	1,000	1,500	50.00%
10120071	540032 General Hardware & Tools	12	100	100	100	0.00%
10120071	540040 Fuels And Lubricants	3,035	5,000	3,500	4,500	-10.00%
10120071	540058 Safety Related Mat & Supp	149	500	500	500	0.00%
10120071	580100 Miscellaneous Expenses	0	0	0	250	0.00%
10120071	Subtotal Commodities	\$4,073	\$6,640	\$5,140	\$6,850	3.16%
10120071	530044 Non-Major Technology Reserve	0	0	0	1,330	0.00%
10120071	550012 Motor Vehicles	1,951	0	0	0	0.00%
10120071	Subtotal Capital Outlay	\$1,951	\$0	\$0	\$1,330	0.00%
10120071	Total Animal Control-Road	\$89,594	\$97,425	\$88,359	\$92,368	-5.19%

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



10120073	Animal Shelter	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10120073	511001 Full-Time Employees	\$94,903	\$97,148	\$96,634	\$100,240	3.18%
10120073	511002 Part-Time Salaries	34,377	36,649	36,000	37,474	2.25%
10120073	511004 Overtime	2,359	2,300	3,000	2,300	0.00%
10120073	511005 Retirement/Vacation Reimb.	151	0	0	0	0.00%
10120073	511006 Longevity	3,771	3,886	3,776	4,020	3.45%
10120073	Subtotal Wages	\$135,561	\$139,983	\$139,410	\$144,034	2.89%
10120073	522250 FICA	9,937	10,284	10,284	10,388	1.01%
10120073	522300 Municipal Employees Retirement	11,536	12,239	12,239	12,228	-0.09%
10120073	522818 Medical Insur-Active Employees	22,272	22,216	31,325	33,054	48.78%
10120073	522822 Dental Insur-Active Employees	1,598	1,558	2,134	2,117	35.88%
10120073	522840 Insurance Buyback	48	0	0	0	0.00%
10120073	522850 Life Insurance	73	74	74	74	0.00%
10120073	538014 Travel Expenses	304	550	550	550	0.00%
10120073	540038 Uniforms And Other Clothing	1,003	1,500	1,500	1,500	0.00%
10120073	Subtotal Benefits	\$46,772	\$48,421	\$58,106	\$59,911	23.73%
10120073	530111 Professional Services	3,632	5,400	5,400	5,400	0.00%
10120073	532000 Telephone	915	1,300	720	720	-44.62%
10120073	532002 Fuel - Oil	3,270	7,675	5,500	5,500	-28.34%
10120073	532004 Electricity	6,354	7,500	6,500	7,200	-4.00%
10120073	532012 Water Fees	992	1,500	1,500	1,500	0.00%
10120073	534020 Maintenance Of Buildings	2,853	3,400	3,900	13,400	294.12%
10120073	538012 Advertising	29	25	25	25	0.00%
10120073	538020 Postage	196	245	245	245	0.00%
10120073	538022 Printing Expenses	0	350	300	350	0.00%
10120073	Subtotal Services	\$18,242	\$27,395	\$24,090	\$34,340	25.35%
10120073	540012 Office Materials & Supplies	374	800	700	500	-37.50%
10120073	540014 Janitorial Materials & Supp	2,185	3,200	2,800	2,500	-21.88%
10120073	540018 Elect Materials & Supplies	56	50	50	50	0.00%
10120073	540022 Agri Materials & Supplies	1,146	2,000	2,000	2,000	0.00%
10120073	540026 Bldg & Const Materials & Supp	0	250	250	1,100	340.00%
10120073	540032 General Hardware & Tools	134	200	200	200	0.00%
10120073	540048 Pet Food	1,416	2,000	2,000	2,200	10.00%
10120073	540050 HVAC Materials & Supplies	85	500	500	500	0.00%
10120073	540058 Safety Related Mat & Supp	180	200	200	200	0.00%
10120073	Subtotal Commodities	\$5,575	\$9,200	\$8,700	\$9,250	0.54%
10120073	530044 Non-Major Technology Reserve	0	0	0	530	0.00%
10120073	Subtotal Capital Outlay	\$0	\$0	\$0	\$530	0.00%
10120073	Total Animal Shelter	\$206,150	\$224,999	\$230,306	\$248,065	10.25%

	Total Animal Control Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10120071	Subtotal Animal Control Road	\$89,594	\$97,425	\$88,359	\$92,368	-5.19%
10120073	Subtotal Animal Shelter	206,150	224,999	230,306	248,065	10.25%
	Total Animal Control Program	\$295,744	\$322,424	\$318,665	\$340,433	5.59%



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

FY 2016-2017 Priorities

Priorities	Town Council Goals & Obj's
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

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



Specific Performance Measurements

Description	2016* Actual	2017* Projected	2018* Anticipated	Town Council Goals & Objs
Boating Safety Checks	73	75	75	PCSF
Citations issued	3	2	2	PCSF
Moorings	187	195	195	PCSF
Mooring Revenue Generated	\$31,706	\$34,000	\$34,000	BDFM

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

FY 2017-2018 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

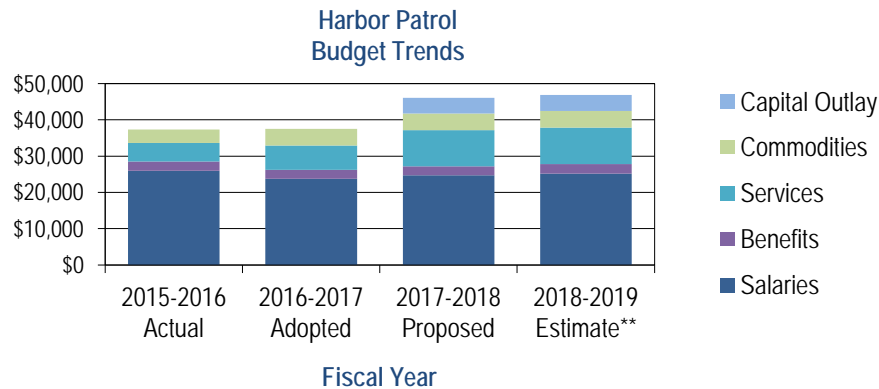
General Fund (101) Harbor Patrol (20090), *continued*



FY 2017-2018 Funding Comparison

Harbor Patrol	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$25,968	\$23,800	\$26,580	\$24,750	\$950
Benefits	2,577	2,421	2,630	2,494	73
Subtotal Personnel Expenditures*	\$28,545	\$26,221	\$29,210	\$27,244	\$1,023
Services	\$5,097	\$6,760	\$11,576	\$10,000	\$3,240
Commodities	3,761	4,550	4,126	4,550	0
Capital Outlay	0	0	0	4,300	4,300
Subtotal Operating Expenditures	\$8,858	\$11,310	\$15,702	\$18,850	\$7,540
Total Expenditures	\$37,403	\$37,531	\$44,912	\$46,094	\$8,563

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10120090	Harbor Patrol	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10120090 511003	Seasonal Salaries	\$25,968	\$23,800	\$26,580	\$24,750	3.99%
10120090	Subtotal Wages	\$25,968	\$23,800	\$26,580	\$24,750	3.99%
10120090 522250	FICA	1,993	1,821	2,030	1,894	4.01%
10120090 540038	Uniforms And Other Clothing	584	600	600	600	0.00%
10120090	Subtotal Benefits	\$2,577	\$2,421	\$2,630	\$2,494	3.02%
10120050 530066	Internet Access	0	0	0	480	0.00%
10120090 530111	Professional Services	500	500	500	500	0.00%
10120090 532000	Telephone	384	385	385	1,245	223.38%
10120090 534010	Motor Vehicles Maintenance	17	500	500	500	0.00%
10120090 534012	Commun Equip. Maintenance	0	175	175	175	0.00%
10120090 534018	Maintenance Of General Equip	4,196	5,000	9,816	6,900	38.00%
10120090 538022	Printing Expenses	0	200	200	200	0.00%
10120090	Subtotal Services	\$5,097	\$6,760	\$11,576	\$10,000	47.93%
10120090 540028	Motor Vehicle Materials & Supp	630	200	526	200	0.00%
10120090 540040	Fuels And Lubricants	2,792	4,000	3,250	4,000	0.00%
10120090 540058	Safety Related Mat & Supp	100	100	100	100	0.00%
10120090 580100	Miscellaneous Expenses	239	250	250	250	0.00%
10120090	Subtotal Commodities	\$3,761	\$4,550	\$4,126	\$4,550	0.00%
10120090 530044	Non-Major Technology Reserve	0	0	0	200	0.00%
10120090 550024	Safety Related Equipment	0	0	0	4,100	0.00%
10120090	Subtotal Capital Outlay	\$0	\$0	\$0	\$4,300	0.00%
10120090	Total Harbor Patrol	\$37,403	\$37,531	\$44,912	\$46,094	22.82%



Organizational Chart



Mission Statement

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

Functions

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

MUNICIPAL CABLE PLANT

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

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

RI FIRE SAFETY CODE

The Department is responsible for the following:

- Enforcement of the RI Fire Safety Code pertaining to the installation and maintenance of fire alarm systems in all new and existing: Commercial buildings; Apartment buildings with four or more units; and Single family homes with a combination fire and security system
- Respond 24/7 to commercial fire alarm activations, to assist the Union and Kingston Fire Districts in locating the origin of the alarm, resetting the system, and ensuring all fire alarm systems are in normal operating condition

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



FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Continue the program allowing UFD to reset low occupancy building municipal fire alarms and provide additional training opportunities	PCSF
Further reduce number of municipal Call Back responses and related overtime expenses, due to successful implementation of UFD alarm reset program	BDFM
Work collaboratively with UFD, KFD, and the Building Official's Office and identify areas to streamline the Fire Alarm plan review process	PCSF
Complete a new cable installation project - Route 138 for monitoring Diane Drive and Kingston Wastewater pumping stations	PCSF
Complete a cable relocation project - Route 1, South end circuits	PCSF
Complete a cable relocation project - Saugatucket Road	PCSF
Complete a cable replacement project - Route 1 at the Commons circuit 4	PCSF
Complete a cable replacement project - Columbia St for PDOB and Guild	PCSF
Continue a cable rebuild project - Main Street	PCSF
Begin the removal of on-street master boxes in anticipation of Radio Box Migration project	PCSF
Complete the Town interpretability radio grant project in collaboration with Highway/Police/Fire	BDFM
Continue the Radio Box Migration Project, continuing to define scope of project, costs, and implementation schedule	PCSF
Continue to work on the 5, 10, and 15 year master plan for cable plant usage and expansion, to include the use of fiber optic and incorporating radio boxes into department functions	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Fire Alarm master box installations	1	5	5	PCSF
Projects submitted for plan review	30	15	10	PCSF
Residential Fire Alarm Systems Approved	7	5	5	PCSF
Commercial Fire Alarm Systems Approved	22	10	5	PCSF
Alarm Response/Reset by Department during shift	108	200	200	PCSF
Alarm Response/Reset by Department call back	107	50	25	PCSF
Alarm Response/Reset by UFD	121	50	75	BDFM



FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Continue the Radio Box Migration Project, continuing to define scope of project, costs, and implementation schedule	PCSF
Continue to work on the 5, 10, and 15 year master plan for cable plant usage and expansion, to include the use of fiber optic and incorporating radio boxes into department functions	PCSF
Conduct an audit of the cable plant in collaboration with an outside Engineer	PCFS
Relocate circuits off failing cable plant to reduce the cost of buying cable	PCSF
Continue the project of GIS mapping the existing cable plant and cable runs	PCSF
Continue a cable rebuild project - Main Street	PCSF
Complete cable replacement project - Kenyon Ave	PCSF
Continue to develop and 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
Implement an aggressive inspection program to limit nuisance fire alarm activations for businesses	PCSF
Collaborate with the IT Department to explore the implementation of a paperless plan submittal process	CE

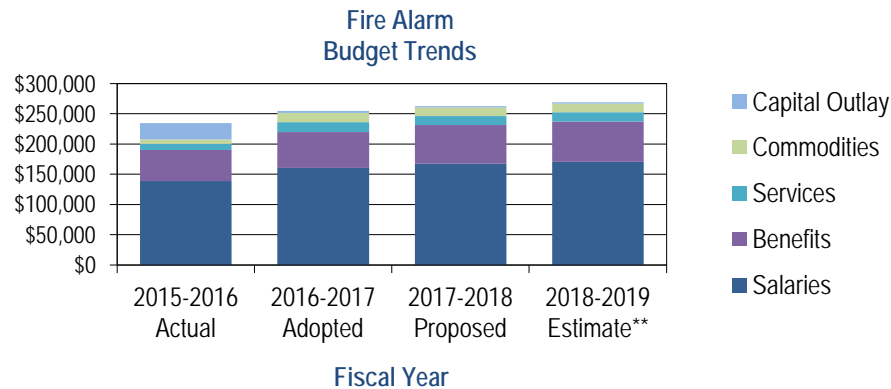
General Fund (101) Fire Alarm (21001), *continued*



FY 2017-2018 Funding Comparison

Fire Alarm	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	2.50	2.50	2.50	2.50	0.00
Salaries	\$139,041	\$160,962	\$160,313	\$167,702	\$6,740
Benefits	51,299	59,156	61,275	63,827	4,671
Subtotal Personnel Expenditures*	\$190,339	\$220,118	\$221,588	\$231,529	\$11,411
Services	\$10,255	\$16,325	\$15,345	\$15,245	(\$1,080)
Commodities	7,058	15,550	13,000	14,050	(1,500)
Capital Outlay	27,143	3,000	2,800	2,200	(800)
Subtotal Operating Expenditures	\$44,457	\$34,875	\$31,145	\$31,495	(\$3,380)
Total Expenditures	\$234,796	\$254,993	\$252,733	\$263,024	\$8,031

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10121001	Fire Alarm Department		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10121001	511001	Full-Time Employees	\$104,391	\$118,899	\$121,300	\$124,859	5.01%
10121001	511002	Part-Time Salaries	21,473	21,294	21,294	21,775	2.26%
10121001	511004	Overtime	9,899	16,000	12,950	16,000	0.00%
10121001	511006	Longevity	3,277	4,769	4,769	5,068	6.27%
10121001		Subtotal Wages	\$139,041	\$160,962	\$160,313	\$167,702	4.19%
10121001	522250	FICA	10,210	10,566	12,000	12,253	15.97%
10121001	522300	Municipal Employees Retirement	13,624	16,062	16,062	16,364	1.88%
10121001	522818	Medical Insur-Active Employees	23,242	27,368	28,630	30,118	10.05%
10121001	522822	Dental Insur-Active Employees	1,700	1,992	1,940	1,924	-3.41%
10121001	522850	Life Insurance	60	68	68	68	0.00%
10121001	538014	Travel Expenses	0	100	75	100	0.00%
10121001	538016	Educational Expenses	70	1,500	1,000	1,000	-33.33%
10121001	540038	Uniforms And Other Clothing	2,393	1,500	1,500	2,000	33.33%
10121001		Subtotal Benefits	\$51,299	\$59,156	\$61,275	\$63,827	7.90%
10121001	530066	Internet Access	0	0	320	480	0.00%
10121001	530111	Professional Services	6,507	8,000	8,000	8,000	0.00%
10121001	532000	Telephone	1,534	1,700	1,700	1,770	4.12%
10121001	534010	Motor Vehicles Maintenance	828	2,500	2,000	2,000	-20.00%
10121001	534014	Office Equipment Maintenance	522	0	0	0	0.00%
10121001	534016	Computer/Software Maintenance	300	2,000	1,400	1,000	-50.00%
10121001	534020	Maintenance Of Buildings	0	1,000	1,000	1,000	0.00%
10121001	538012	Advertising	10	25	25	25	0.00%
10121001	538022	Printing Expenses	469	500	400	500	0.00%
10121001	538030	Licenses And Dues	85	600	500	470	-21.67%
10121001		Subtotal Services	\$10,255	\$16,325	\$15,345	\$15,245	-6.62%
10121001	540012	Office Materials & Supplies	165	300	300	300	0.00%
10121001	540018	Elect Materials & Supplies	3,830	5,500	5,300	5,000	-9.09%
10121001	540028	Motor Vehicle Materials & Supp	526	1,750	1,600	1,750	0.00%
10121001	540032	General Hardware & Tools	116	250	250	250	0.00%
10121001	540040	Fuels And Lubricants	2,783	7,000	4,800	6,000	-14.29%
10121001	540058	Safety Related Mat & Supp	0	250	250	250	0.00%
10121001	580100	Miscellaneous Expenses	(362)	500	500	500	0.00%
10121001		Subtotal Commodities	\$7,058	\$15,550	\$13,000	\$14,050	-9.65%
10121001	530044	Non-Major Technology Reserve	0	0	0	700	0.00%
10121001	550002	Computer Equipment	209	1,500	1,500	0	-100.00%
10121001	550008	Communication Equipment	3,359	1,500	1,300	1,500	0.00%
10121001	550012	Motor Vehicles	23,575	0	0	0	0.00%
10121001		Subtotal Capital Outlay	\$27,143	\$3,000	\$2,800	\$2,200	-26.67%
10121001		Fire Alarm Department	\$234,796	\$254,993	\$252,733	\$263,024	3.15%



Organizational Chart



Mission Statement

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

Functions

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

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

MAINTAIN STATE OF READINESS FOR EMERGENCY RESPONSE

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

PROVIDE EMERGENCY AND NON-EMERGENCY MEDICAL RESPONSE

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

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



- Respond to structure fires and other emergencies to provide medical assistance to victims, as well as to provide medical care and rehabilitation to first responding personnel
- Respond to calls for public assistance such as lift assists, well-being checks, and non-urgent transport to a hospital
- Respond to South County Hospital for emergency transports to other area hospitals
- Provide mutual aid to neighboring communities as requested
- Provide presence at major events, such as through the Town’s Recreation Department or other local community groups, where large crowds are expected
- Collect and submit billing information for transports

PROVIDE COMMUNITY SERVICES

- Coordinate with UFD, KFD, URI Ambulance, neighboring municipalities, and South County Hospital to provide operational support, training, cooperative purchasing, and other mutually beneficial services to each entity and the patients requiring EMS services
- Provide tours and demonstrations, both on and off site, of vehicles and equipment as requested
- Provide education and training for Town Departments, residents, and local organizations in medical care, CPR, first aid, citizen safety, and emergency preparedness, as requested
- Provide public health clinics, administering vaccines such as flu shot, to local residents
- Provide support to the Citizen Emergency Response Team (CERT) of volunteers
- In cooperation with the American Red Cross and CERT team, open and manage emergency shelter facilities

FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Provide training to RI Hospital Medical Simulation Center staff	PCSF
Continue to provide EMS Lieutenants with leadership training and conflict resolution skills	PCSF
Continue to create electronic fillable forms for staff to document and communicate deficiencies with vehicles, equipment/supplies, station, etc. and note resolution to improve tracking efficiency and accuracy	PCSF
Continue to work with SCH Medical Director and RIDOH to for implementation of new protocols	SCH
Continue to define EMS Lieutenant responsibilities and priorities related to response, administrative, and other ancillary duties	PCSF
Continue the migration from diesel to gas engine for emergency vehicles	PCSF
Complete the EMS South Station construction project for necessary building improvements	PCSF
Complete the Building Access project, installation of a keyless door entry system at the main EMS Station as part of the Public Safety Complex project	PCSF

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



Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
EMS calls for service	2,930	2,950	2,975	PCSF
EMS transports	1,854	1,875	1,905	PCSF
Advanced Life Support	1,298	1,325	1,375	PCSF
Mutual aid - provided	142	160	175	PCSF
Mutual aid - received	181	200	220	PCSF
Grant Funding	\$78,075	\$19,500	\$10,000	BDFM

FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Equipment Replacement: PhysioControl Lucas Chest Compression Device	PCSF
Complete renovations to EMS South Station's crew quarters	PCSF
Complete the Building Access project, installation of a keyless door entry system at the EMS South Station located within the Public Services Building	PCSF
Continue to provide high-quality medical simulation training for staff	PCSF
Continue to provide professional development for staff such as communication skills and safety training	PCSF
Continue to develop and conduct training with UFD & KFD	CE
Develop better mutual aid procedures with URI and surrounding services	URI
Develop quality improvement program	PCSF
Enhance radio communication capabilities	PCSF
Train and implement Multiple Casualty/Major Incident Plans	PCSF
Develop new inventory management process for medical supplies and pharmaceuticals	PCSF
Develop new management process for equipment and asset inventory	PCSF
Enhance the employee appraisal process in coordination with Personnel Department	PCSF

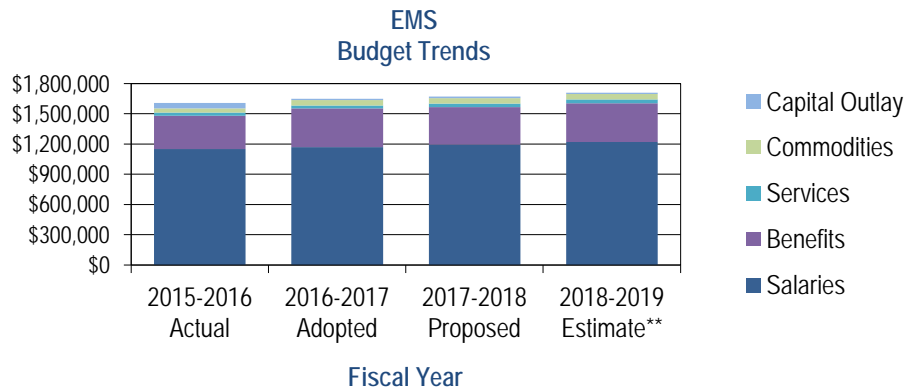
General Fund (101) Emergency Medical Services (22001), *continued*



FY 2017-2018 Funding Comparison

Emergency Medical Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	17	17	17	17	0
Salaries	\$1,151,089	\$1,170,615	\$1,216,205	\$1,197,973	\$27,358
Benefits	331,540	383,499	367,675	369,826	(13,673)
Subtotal Personnel Expenditures*	\$1,482,629	\$1,554,114	\$1,583,880	\$1,567,799	\$13,685
Services	\$31,070	\$30,750	\$29,800	\$36,700	\$5,950
Commodities	41,860	53,200	50,200	53,000	(200)
Capital Outlay	55,065	14,000	12,900	14,060	60
Subtotal Operating Expenditures	\$127,995	\$97,950	\$92,900	\$103,760	\$5,810
Total Expenditures	\$1,610,624	\$1,652,064	\$1,676,780	\$1,671,559	\$19,495

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10122001	Emergency Medical Services Department		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10122001	511001	Full-Time Employees	\$767,834	\$861,688	\$852,962	\$878,865	1.99%
10122001	511002	Part-Time Salaries	105,805	95,000	112,550	97,000	2.11%
10122001	511004	Overtime	239,178	193,000	206,000	200,000	3.63%
10122001	511005	Retirement/Vacation Reimb.	18,369	0	25,133	0	0.00%
10122001	511006	Longevity	19,903	20,927	19,560	22,108	5.64%
10122001		Subtotal Wages	\$1,151,089	\$1,170,615	\$1,216,205	\$1,197,973	2.34%
10122001	522250	FICA	80,514	86,506	88,856	88,726	2.57%
10122001	522304	EMS Retirement	42,053	43,511	47,000	31,627	-27.31%
10122001	522818	Medical Insur-Active Employees	177,130	213,058	189,400	206,275	-3.18%
10122001	522820	Medical Insur-Retirees	0	0	3,560	4,500	0.00%
10122001	522822	Dental Insur-Active Employees	11,676	13,762	12,300	12,070	-12.29%
10122001	522840	Insurance Buyback	2,031	2,000	2,174	2,000	0.00%
10122001	522850	Life Insurance	1,321	1,462	1,410	1,428	-2.33%
10122001	538014	Travel Expenses	0	200	200	200	0.00%
10122001	538016	Educational Expenses	10,000	13,000	13,000	13,000	0.00%
10122001	540038	Uniforms And Other Clothing	6,817	10,000	9,775	10,000	0.00%
10122001		Subtotal Benefits	\$331,540	\$383,499	\$367,675	\$369,826	-3.57%
10122001	530012	Cleaning Services	2,365	2,300	1,700	2,100	-8.70%
10122001	530024	Medical Services	249	1,000	950	1,000	0.00%
10122001	530111	Professional Services	619	1,700	1,030	1,700	0.00%
10122001	532000	Telephone	5,227	5,250	5,000	4,900	-6.67%
10122001	534010	Motor Vehicles Maintenance	9,517	6,000	6,000	6,000	0.00%
10122001	534012	Commun Equip. Maintenance	752	1,800	1,800	1,800	0.00%
10122001	534016	Computer/Software Maintenance	4,938	3,500	3,975	5,000	42.86%
10122001	534018	Maintenance Of General Equip	6,213	6,000	6,005	6,000	0.00%
10122001	534020	Maintenance Of Buildings	790	1,000	1,000	6,000	500.00%
10122001	538012	Advertising	319	800	1,015	800	0.00%
10122001	538020	Postage	58	100	100	100	0.00%
10122001	538022	Printing Expenses	24	500	450	500	0.00%
10122001	538030	Licenses And Dues	0	800	775	800	0.00%
10122001		Subtotal Services	\$31,070	\$30,750	\$29,800	\$36,700	19.35%
10122001	540012	Office Materials & Supplies	565	600	550	600	0.00%
10122001	540014	Janitorial Materials & Supp	221	400	400	400	0.00%
10122001	540018	Elect Materials & Supplies	82	150	150	150	0.00%
10122001	540020	Books And Publications	647	650	500	650	0.00%
10122001	540024	Chemicals And Gases	1,229	2,200	2,000	2,200	0.00%
10122001	540028	Motor Vehicle Materials & Supp	6,367	7,000	6,800	7,000	0.00%
10122001	540030	Medical & Lab Materials & Supp	16,763	17,000	15,900	19,000	11.76%
10122001	540032	General Hardware & Tools	194	200	200	200	0.00%
10122001	540036	Equipment & Machine Parts	0	100	0	0	-100.00%
10122001	540040	Fuels And Lubricants	15,444	24,000	22,800	21,350	-11.04%
10122001	540058	Safety Related Mat & Supp	0	200	200	750	275.00%
10122001	580100	Miscellaneous Expenses	350	700	700	700	0.00%
10122001		Subtotal Commodities	\$41,860	\$53,200	\$50,200	\$53,000	-0.38%
10122001	530044	Non-Major Technology Reserve	0	0	0	4,060	0.00%
10122001	550008	Communication Equipment	6,023	6,000	6,000	4,000	-33.33%
10122001	550014	Medical And Laboratory Equip	9,734	5,000	4,400	5,000	0.00%
10122001	550024	Safety Related Equipment	1,948	2,000	1,500	0	-100.00%
10122001	550026	Furniture And Furnishings	2,359	1,000	1,000	1,000	0.00%
10122001	590999	Transfer To Other Funds	35,000	0	0	0	0.00%
10122001		Subtotal Capital Outlay	\$55,065	\$14,000	\$12,900	\$14,060	0.43%
10122001		Total Emergency Medical Services	\$1,610,624	\$1,652,064	\$1,676,780	\$1,671,559	1.18%



**TAB 8
PUBLIC WORKS**

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

**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

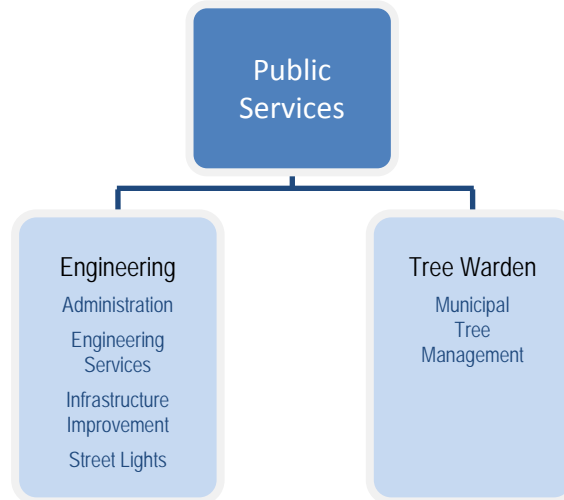
General Fund (101) Public Services



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

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

Organizational Chart



Mission Statement

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

Functions

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

ENGINEERING DIVISION

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

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



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

TREE WARDEN

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

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

STREET LIGHTS

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

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



FY 2016-2017 Priorities

Priorities – Engineering Division	Town Council Goals & Objs
Matunuck Beach Road (Route 1 to Cards Pond Road) – Reclamation & Overlay	PCSF
Moonstone Beach Road (Route 1 to Old Post Road) – Reclamation & Overlay	PCSF
Woodruff Avenue, North Road, Cherry Lane, Charles Street, and Barber’s Pond Road (Route 2 south end to north end) – Mill & Overlay	SENR
West Kingston & Rose Hill Landfills Solar Photovoltaic project construction commencement	SENR
East Matunuck Water Main Interconnect project completion	PCSF
Matunuck Beach Road protection project completion	PCSF
Coordinate 3 rd party catch basin cleaning	PCSF
Coordinate 3 rd party non-emergency tree/stump removal	PCSF
Work with the Town of Narragansett to develop a regional municipal street lighting RFP	PCSF
Repair Downtown Wakefield ornamental and municipal parking lot lighting, as needed	PCSF

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

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Physical alteration permits issued	75	75	75	PCSF
Utility permits issued	55	75	75	PCSF
Private Road house #s assigned	25	100	25	PCSF
# of Licensed ROW contractors	55	65	65	PCSF
Soil erosion permits	70	90	90	PCSF
Contracts bid	12	15	15	PCSF
Land Development Inspections	260	250	275	PCSF
Tree Permit applications	7	10	10	PCSF
Emergency tree removal/pruning	15	50	60	PCSF
Non-emergency tree/stump/limb removal/pruning	30	60	60	PCSF
# of 50W HPS	1,210	1,210	1,210	PSCF
# of 100W HPS	131	131	131	PSCF
# of 250W	39	39	39	PSCF
# of Other Street Lights	33	33	33	PSCF
Total Street Lights	1,413	1,413	1,413	PSCF



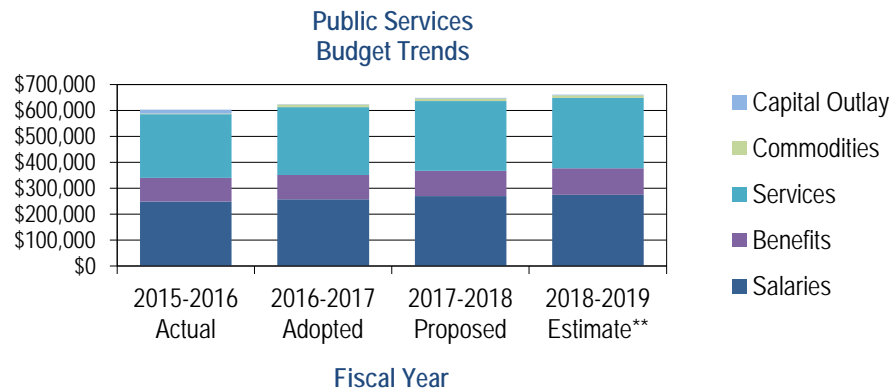
FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Complete West Kingston & Rose Hill Landfills and solar photovoltaic projects	SENR
Pond Street (Route 1 to Marina) – Selective Reconstruction & Pavement Overlay	PCSF
South Road (Post Road to Curtis Corner Road), Browning Street, Carpenter Drive, and Coast Guard Avenue – Pavement Overlay	PCSF
Evaluate and review trees scheduled for non-emergency removal	PCSF
Evaluate and review feasibility of State and Town street lighting ownership by Town	PCSF
Evaluate and review third party maintenance contract of State and Town streetlights	PCSF
Evaluate LED technology and associated economic feasibility	SENR

FY 2017-2018 Funding Comparison

Public Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	5	5	5	5	0
Salaries	\$247,839	\$256,354	\$255,187	\$268,206	\$11,852
Benefits	91,764	93,891	94,909	98,198	4,307
Subtotal Personnel Expenditures*	\$339,603	\$350,245	\$350,096	\$366,404	\$16,159
Services	\$246,109	\$261,515	\$256,688	\$269,393	\$7,878
Commodities	1,830	10,025	9,300	9,671	(354)
Capital Outlay	15,501	1,000	400	2,940	1,940
Subtotal Operating Expenditures	\$263,440	\$272,540	\$266,388	\$282,004	\$9,464
Total Expenditures	\$603,043	\$622,785	\$616,484	\$648,408	\$25,623

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

General Fund (101) Public Services, *continued*



FY 2017-2018 Expenditure Statements

10130001	Public Services Administration	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10130001	511001 Full-Time Employees	\$227,273	\$244,487	\$242,600	\$254,098	3.93%
10130001	511002 Part-Time Salaries	0	0	200	0	0.00%
10130001	511004 Overtime	675	455	800	465	2.20%
10130001	511005 Retirement/Vacation Reimb.	7,901	0	0	0	0.00%
10130001	511006 Longevity	4,415	3,642	3,642	5,518	51.51%
10130001	Subtotal Wages	\$240,264	\$248,584	\$247,242	\$260,081	4.62%
10130001	522250 FICA	19,207	18,463	18,463	19,198	3.98%
10130001	522300 Municipal Employees Retirement	27,816	30,732	30,732	31,112	1.24%
10130001	522818 Medical Insur-Active Employees	33,790	35,311	36,723	38,626	9.39%
10130001	522820 Medical Insur-Retirees	2,875	500	500	125	-75.00%
10130001	522822 Dental Insur-Active Employees	3,506	3,547	3,457	3,427	-3.38%
10130001	522840 Insurance Buyback	2,038	2,000	2,000	2,000	0.00%
10130001	522850 Life Insurance	119	126	126	128	1.59%
10130001	538014 Travel Expenses	799	1,700	1,500	2,000	17.65%
10130001	538016 Educational Expenses	400	375	300	375	0.00%
10130001	540038 Uniforms And Other Clothing	614	542	500	585	7.93%
10130001	Subtotal Benefits	\$91,164	\$93,296	\$94,301	\$97,576	4.59%
10130001	530014 Refuse Disposal	312	360	659	659	83.06%
10130001	530064 Copy Machine Services	217	400	1,400	1,500	275.00%
10130001	530066 Internet Access	1,512	0	116	0	0.00%
10130001	530111 Professional Services	600	4,000	2,700	3,500	-12.50%
10130001	532000 Telephone	350	500	445	500	0.00%
10130001	532004 Electricity	5,838	6,981	5,838	6,469	-7.33%
10130001	532008 Natural Gas	2,736	3,659	2,113	2,666	-27.14%
10130001	532010 Wastewater Fees	137	144	144	153	6.25%
10130001	532012 Water Fees	384	322	335	339	5.28%
10130001	534010 Motor Vehicles Maintenance	50	460	425	505	9.78%
10130001	534014 Office Equipment Maintenance	312	300	290	350	16.67%
10130001	534016 Computer/Software Maintenance	0	1,150	900	850	-26.09%
10130001	534020 Maintenance Of Buildings	2,611	3,000	3,500	3,800	26.67%
10130001	538012 Advertising	187	396	380	300	-24.24%
10130001	538022 Printing Expenses	79	300	300	300	0.00%
10130001	538030 Licenses And Dues	1,232	1,543	1,543	1,502	-2.66%
10130001	Subtotal Services	\$16,559	\$23,515	\$21,088	\$23,393	-0.52%
10130001	540012 Office Materials & Supplies	0	1,300	1,300	1,800	38.46%
10130001	540020 Books And Publications	0	300	150	300	0.00%
10130001	540026 Bldg & Const Materials & Supp	55	300	200	300	0.00%
10130001	540028 Motor Vehicle Materials & Supp	116	400	350	600	50.00%
10130001	540030 Medical & Lab Materials & Supp	73	2,000	1,900	300	-85.00%
10130001	540032 General Hardware & Tools	95	200	200	300	50.00%
10130001	540040 Fuels And Lubricants	1,492	2,125	2,100	2,171	2.16%
10130001	540052 Photographic Materials & Supp	0	200	150	200	0.00%
10130001	580100 Miscellaneous Expenses	0	200	150	200	0.00%
10130001	Subtotal Commodities	\$1,830	\$7,025	\$6,500	\$6,171	-12.16%
10130001	530044 Non-Major Technology Reserve	0	0	0	2,440	0.00%
10130001	550002 Computer Equipment	501	500	0	0	-100.00%
10130001	550004 Office Equipment	0	500	400	500	0.00%
10130001	590999 Transfer To Other Funds	15,000	0	0	0	0.00%
10130001	Subtotal Capital Outlay	\$15,501	\$1,000	\$400	\$2,940	194.00%
10130001	Total Public Services - Admin	\$365,318	\$373,420	\$369,531	\$390,161	4.48%

General Fund (101) Public Services, *continued*



10130005	Tree Management		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10130005	511002	Part-Time Salaries	\$7,576	\$7,770	\$7,945	\$8,125	4.57%
10130005	Subtotal Wages		\$7,576	\$7,770	\$7,945	\$8,125	4.57%
10130005	522250	FICA	599	595	608	622	4.54%
10130005	Subtotal Benefits		\$599	\$595	\$608	\$622	4.54%
10130005	530076	Arborist Services	7,030	20,000	15,000	20,000	0.00%
10130005	530111	Professional Services	27,798	25,000	23,000	25,000	0.00%
10130005	Subtotal Services		\$34,828	\$45,000	\$38,000	\$45,000	0.00%
10130005	540022	Agri Materials & Supplies	0	3,000	2,800	3,500	16.67%
10130005	Subtotal Commodities		\$0	\$3,000	\$2,800	\$3,500	16.67%
10130005	Total Tree Management		\$43,003	\$56,365	\$49,353	\$57,247	1.56%

10130007	Street Lighting		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10130007	532006	Street Lighting	\$194,403	\$189,000	\$194,100	\$197,000	4.23%
10130007	534000	Street Light Maintenance	320	4,000	3,500	4,000	0.00%
10130007	Subtotal Services		\$194,722	\$193,000	\$197,600	\$201,000	4.15%
10130007	Total Street Lighting		\$194,722	\$193,000	\$197,600	\$201,000	4.15%

	Total	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
	Public Services Program					
10130001	Subtotal Public Services Administration	\$365,318	\$373,420	\$369,531	\$390,161	4.48%
10130005	Subtotal Tree Management	43,003	56,365	49,353	57,247	1.56%
10130007	Subtotal Street Lighting	194,722	193,000	197,600	201,000	4.15%
	Total Public Services Program	\$603,043	\$622,785	\$616,484	\$648,408	4.11%



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 road shoulder mowing maintenance
- Minor striping of municipal roads and municipal parking lots
- Municipal traffic control and street identifier signs
- Municipal dam vegetation management and minor maintenance
- Municipal bridge and landfill inspections and maintenance
- Town vehicle fleet maintenance
- Town vehicle fuel supply operations
- Assist other Town departments on an as-need basis with support services for small projects and/or where third party subcontractor work is not warranted

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



FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town roads, municipal parking lots, and clearing designated municipal sidewalks	PCSF
Perform all expected department functions as outlined in annual goals and objectives	PCSF
Prepare roads in advance of pavement management (ex: stone sealing & microsurfacing)	PCSF
Mow and maintain Rose Hill landfill, bulky waste area, and West Kingston Town dump	PCSF
Mow all Town earthen dam impoundments	PCSF
Inventory and GPS all regulatory street signs	PCSF
Provide employee training on stormwater management, construction methods, safety, and materials	PCSF
Construction of miscellaneous municipal stormwater drainage projects, with emphasis on eliminating closed piping systems and construction infiltration systems to minimize or eliminate point stormwater discharges	SENR
Perform stormwater outfall inspections and sampling	SENR

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Catch basins cleaned	551	307	300	SENR
Catch basins inspected	2,650	2,650	2,650	SENR
Number of drainage outfalls cleaned	35	35	35	SENR
Number of drainage outfalls marked	5	5	4	SENR
Municipal Road Miles	148	148	149	PCSF
Private Road Miles	75	75	75	PCSF
Road miles swept	151	153	154	C
School Dept properties (parking lots and driveways) swept	8	8	8	C
Tons of sweeping spoils disposed	2,314	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	8	8	C
Road miles stone sealed	4	8	8	C
Road miles restriped	20	20	20	C
Road miles salted/sanded	148	148	149	C
Road miles plowed*	163	163	164	C
Winter Storm Operation callback events	11	15	15	PCSF
Dedicated Sand/Salt Routes	11	11	11	PCSF
Dedicated Plow Routes	22	22	22	PCSF
Winter Storm Operation OT Hrs	1,068	2,000	2,000	PCSF
Tons of Deicing Sand	358	1,500	1,600	PCSF
Tons of Road Salt	2,278	1,600	1,700	PCSF

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



FY 2017-2018 Goals & Objectives

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

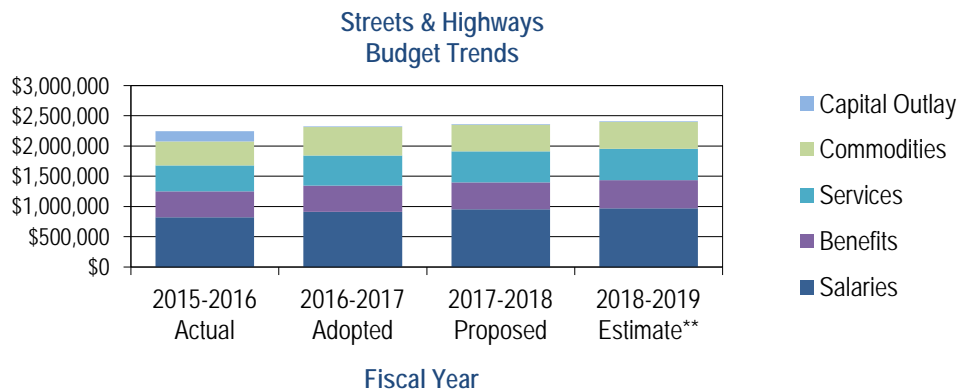
General Fund (101) Streets & Highways (30003), *continued*



FY 2017-2018 Funding Comparison

Streets and Highways	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	18	18	18	18.5	0.5
Salaries	\$825,839	\$913,910	\$868,065	\$955,401	\$41,491
Benefits	425,887	436,367	431,848	446,692	10,325
Subtotal Personnel Expenditures*	\$1,251,727	\$1,350,277	\$1,299,913	\$1,402,093	\$51,816
Services	\$429,148	\$496,151	\$481,193	\$510,582	\$14,431
Commodities	398,872	471,029	391,115	442,356	(28,673)
Capital Outlay	166,885	11,830	11,058	9,170	(2,660)
Subtotal Operating Expenditures	\$994,906	\$979,010	\$883,366	\$962,108	(\$16,902)
Total Expenditures	\$2,246,632	\$2,329,287	\$2,183,279	\$2,364,201	\$34,914

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10130003	Public Services Streets & Highways	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10130003	511001 Full-Time Employees	\$734,899	\$805,016	\$757,200	\$844,491	4.90%
10130003	511002 Part-Time Salaries	322	6,200	0	6,200	0.00%
10130003	511003 Seasonal Salaries	180	0	13,000	0	0.00%
10130003	511004 Overtime	37,778	73,000	70,000	73,000	0.00%
10130003	511005 Retirement/Vacation Reimb.	24,533	0	0	0	0.00%
10130003	511006 Longevity	28,127	29,694	27,865	31,710	6.79%
10130003	Subtotal Wages	\$825,839	\$913,910	\$868,065	\$955,401	4.54%
10130003	522250 FICA	60,548	60,690	65,073	69,624	14.72%
10130003	522300 Municipal Employees Retirement	93,629	104,122	98,800	105,970	1.77%
10130003	522818 Medical Insur-Active Employees	163,732	181,548	180,364	196,956	8.49%
10130003	522820 Medical Insur-Retirees	86,190	63,533	63,533	48,078	-24.33%
10130003	522822 Dental Insur-Active Employees	13,732	14,668	13,050	13,294	-9.37%
10130003	522840 Insurance Buyback	4,659	4,000	4,000	4,000	0.00%
10130003	522850 Life Insurance	551	578	578	612	5.88%
10130003	538014 Travel Expenses	0	1,980	1,750	2,000	1.01%
10130003	538016 Educational Expenses	0	250	200	900	260.00%
10130003	540038 Uniforms And Other Clothing	2,846	4,998	4,500	5,258	5.20%
10130003	Subtotal Benefits	\$425,887	\$436,367	\$431,848	\$446,692	2.37%
10130003	530012 Cleaning Services	4,696	5,450	5,270	5,700	4.59%
10130003	530014 Refuse Disposal	0	2,836	2,500	2,096	-26.09%
10130003	530066 Internet Access	0	0	0	3,780	0.00%
10130003	530111 Professional Services	360,045	398,444	392,000	410,375	2.99%
10130003	532000 Telephone	2,868	2,282	2,275	2,264	-0.79%
10130003	532002 Fuel - Oil	8,481	11,275	10,847	10,838	-3.88%
10130003	532004 Electricity	14,917	18,469	15,461	17,330	-6.17%
10130003	532012 Water Fees	1,038	1,280	1,280	1,185	-7.42%
10130003	532014 Propane	3,664	9,000	6,360	6,600	-26.67%
10130003	534010 Motor Vehicles Maintenance	13,175	20,000	20,000	20,000	0.00%
10130003	534016 Computer/Software Maintenance	0	0	0	3,800	0.00%
10130003	534018 Maintenance Of General Equip	11,887	15,000	13,750	15,000	0.00%
10130003	534020 Maintenance Of Buildings	6,690	7,500	7,500	7,500	0.00%
10130003	538012 Advertising	72	250	250	250	0.00%
10130003	538022 Printing Expenses	223	250	200	250	0.00%
10130003	538028 Rents	0	2,000	1,500	2,000	0.00%
10130003	538030 Licenses And Dues	1,391	2,115	2,000	1,614	-23.69%
10130003	Subtotal Services	\$429,148	\$496,151	\$481,193	\$510,582	2.91%

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

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



*This expenditure chart is continued from the following page

10130003	Public Services Streets & Highways	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10130003	540012 Office Materials & Supplies	1,437	1,500	1,400	1,500	0.00%
10130003	540014 Janitorial Materials & Supp	998	1,300	1,200	1,300	0.00%
10130003	540018 Elect Materials & Supplies	2,646	700	500	850	21.43%
10130003	540020 Books And Publications	0	175	125	175	0.00%
10130003	540022 Agri Materials & Supplies	369	2,552	2,200	2,800	9.72%
10130003	540023 Road Salt	0	0	90,000	120,675	0.00%
10130003	540024 Chemicals And Gases	147,885	175,012	3,000	3,776	-97.84%
10130003	540025 Road Sand	0	0	21,960	29,280	0.00%
10130003	540026 Bldg & Const Materials & Supp	67,209	85,000	80,000	80,000	-5.88%
10130003	540028 Motor Vehicle Materials & Supp	56,127	58,000	58,000	60,000	3.45%
10130003	540030 Medical & Lab Materials & Supp	0	200	150	200	0.00%
10130003	540032 General Hardware & Tools	8,205	9,000	8,500	9,000	0.00%
10130003	540034 Signage Materials & Supplies	15,461	19,100	18,500	19,100	0.00%
10130003	540036 Equipment & Machine Parts	33,578	40,000	38,000	40,000	0.00%
10130003	540040 Fuels And Lubricants	62,581	75,000	65,000	70,000	-6.67%
10130003	540050 HVAC Materials & Supplies	0	200	180	200	0.00%
10130003	540052 Photographic Materials & Supp	44	200	200	200	0.00%
10130003	540058 Safety Related Mat & Supp	2,333	3,090	2,200	3,300	6.80%
10130003	Subtotal Commodities	\$398,872	\$471,029	\$391,115	\$442,356	-6.09%
10130003	530044 Non-Major Technology Reserve	0	0	0	1,920	0.00%
10130003	550002 Computer Equipment	3,746	5,000	5,400	1,500	-70.00%
10130003	550004 Office Equipment	0	330	270	350	6.06%
10130003	550006 General Equipment & Machinery	2,789	3,500	2,788	2,400	-31.43%
10130003	550010 Construction Equipment	350	2,500	2,200	2,500	0.00%
10130003	550026 Furniture And Furnishings	0	500	400	500	0.00%
10130003	590999 Transfer To Other Funds	160,000	0	0	0	0.00%
10130003	Subtotal Capital Outlay	\$166,885	\$11,830	\$11,058	\$9,170	-22.49%
10130003	Total Streets & Highway	\$2,246,632	\$2,329,287	\$2,183,279	\$2,364,201	1.50%



**TAB 9
PARKS & RECREATION**

Parks & Recreation..... 9 - 1

**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

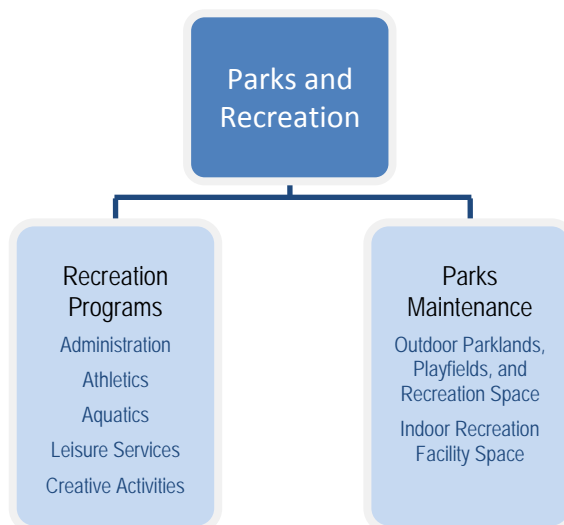
General Fund (101) Parks & Recreation



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

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

Organizational Chart



Mission Statement

The Parks and Recreation Department serves the community by providing enriching recreation experiences and quality facilities. The objective of the Department is to provide a well-rounded and balanced leisure services program for all segments of the community by striving to attain the following objectives:

- Promote health and wellness through programs that encourage active lifestyles
- Connect all citizens to the community through increased cultural unity by offering programs and facilities that encourage inclusion and participation
- Promote life-long learning through recreational and cultural programs
- Protect and maintain environmental resources
- Develop facilities that will improve the livability of the community, including recreation facilities, parks, open space, greenways, multi-use paths, and diverse play spaces
- Facilitate community problem solving
- Strengthen community image and sense of place
- Maintain a high level of customer service to all patrons
- Ensure the Department is both citizen and professionally driven by the consistent use of program and facility evaluations, and community-wide surveys



The South Kingstown Recreation Commission, a five-member policy board appointed by the Town Council, is responsible for overseeing policy adherence and development for the Parks and Recreation Department. The Department employs an administrative staff of 18 full-time employees and over 200 part-time and seasonal employees and independent contractors, who work out of the Neighborhood Guild, the Recreation Center, the PDOB, or at one of our many parks. The Leisure Services Director is responsible for daily administration of all Department operations.

Functions

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

ADMINISTRATION

- Oversee administration and management of the Parks and Recreation Department for year-round public recreation and enrichment programs and facilities for all ages
- Oversee and manage long and short term fiscal operations of the department including annual operating budget, day to day accounts receivable/payable, deposits, and accounts reconciliation
- Recruit and hire part time and seasonal employees for athletics, aquatics, day camp, and community wide programs
- Utilize recreation management software for program and facility tracking, registration, and rentals
- Develop annual Capital Improvement Program in conjunction with the Town Manager's Office
- Manage a staff of 18 full time employees and approximately 200 part time and seasonal employees

PARK MAINTENANCE

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

- Maintain 13 baseball/softball fields and 8 rectangular fields (football, soccer, lacrosse, and field hockey) for use by youth and adult leagues and the high school interscholastic sports program
- Operate and maintain 17 public parks and the William C. O'Neill Bike Bath
- Inspect and maintain 13 children's playgrounds
- Mow over 250 acres of lawn area each week mid-April to late October
- Operate and maintain approximately 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 new Community Recreation Center
- Operate and maintain 7 public restroom facilities throughout the park system
- Maintain over 30 pet waste bag dispensers and disposal barrels throughout the park system
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program
- Operate and maintain an 18 hole disc golf course at Curtis Corner Playfields
- Maintain and develop the network of municipal nature trails



ATHLETICS

- Plan and coordinate the department's Youth Basketball Program comprised of approximately 475 youth ages 5 through 18; and involves instructional, recreational, and competitive travel components
- Plan and coordinate Adult Recreational Softball League comprised of approximately 800 participants; and involves establishment of men's, women's, and co-ed leagues for spring/summer and fall seasons
- Plan and coordinate youth and adult tennis lessons, and adult tennis leagues and drop-in programs
- Plan approximately 30 different youth school vacation and summer camp programs, utilizing independent contractors for sports such as soccer, basketball, lacrosse, field hockey, wrestling, rugby, baseball, softball, and tennis
- Assign and manage part time staff to assist with officiating, scorekeeping, and general oversight of seasonal programs
- Develop new programming to meet the needs of the community
- Perform ongoing assessment of programming

AQUATICS

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

LEISURE SERVICES

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

CREATIVE ACTIVITIES

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

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



FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Manage online program registration, now in full operation	CE
Exceed Town Beach budgeted revenue by \$44,710 (FY 2015-2016); Projection to meet or exceed budget for FY2016-2017	PCSF
Improve Town Beach amenities with the addition of ADA accessible mats and new shade structures; modification of parking lot for better traffic flow; and construction of two new lifeguard chairs	SNP
Maintain Stepping Stone Preschool's license through RI DCYF	PCSF
Maintain ongoing collaboration with the Skate Park Advisory Committee and continue developing plans for Skate Park expansion	PCSF
Award over \$7,500 in camp and needs-based program scholarships for youth	SNP
Renew agreement with Ocean State Waves of New England Collegiate Baseball League for a fourth season at Old Mountain Field	PCSF
Successfully run a minimum of 60 new classes/camps	PCSF
Maintain an 84% average on the number of classes offered versus the number of classes that ran successfully; 80% is the standard set by the National Parks and Recreation Association	PCSF
Sponsor the 4th annual off road "Travel the Trails" 5K walk/run to promote outdoor activities wellness	PCSF
Raise over \$13,000 in sponsorships for special events, obtained from local businesses	BDFM
Increase participation in the <i>rEc-Mail Club</i> (weekly e-newsletter) to 1,400 recipients	CE
Complete the repair and resurfacing of eight tennis courts at the Broad Rock Middle School Playfields and Old Mountain Field	PCSF
Collaborate with the Skate Park Committee to raise over \$3,000 in donations for Skate Park improvements/expansion	PCSF
Install solar powered LED lighting, in collaboration with community volunteers, at the Dog Park to allow for expansion of park hours during fall/winter months	SENR
Work with local Boy Scouts and Girl Scouts to complete trail and park improvement projects, performed as part of merit badge requirements	C
Repair the irrigation system and reconstruct the baseball field's infield at the Curtis Corner Playfields	PCSF

Specific Performance Measurements

Recreation Division: Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	531	540	450*	PCSF
Total Program Participants	13,904	14,000	10,000*	PCSF
New Classes Offered	41	35	35	PCSF
% of Classes Completed	89%	80%	80%	PCSF
Beach Cottage Passes Sold	75	78	75	PCSF
Resident Seasonal Passes Sold	840	850	850	PCSF
Non-Resident Seasonal Passes Sold	122	130	130	PCSF
Aquatics Revenue	\$172,400	\$150,750	\$173,240	PCSF

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

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



Parks Division: Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Total Park Acreage	422.5	422.5	423.5	PCSF
Park Acreage/Full Time Park Staff	60.4 : 1	60.4 : 1	60.5 : 1	PCSF
Acreage of Turf Maintained	101	101	101	PCSF
Mowing/Landscaping Weekly Man Hrs	200	200	200	PCSF
Avg Maintenance Cost Per Acre	\$1,648	\$1,691	\$1,670	PCSF
Litter Removal Avg Weekly Man Hrs	38	38	38	PCSF
Public Playgrounds	13	13	13	PCSF
% of Playgrounds that comply with safety standards	100%	100%	100%	PCSF
Total Organized Park Hours Reserved	26,052	24,000	25,000	
% Resident	94.15%	95.76%	95.00%	PCSF
% Non-Resident	5.85%	5.24%	5.00%	

FY 2017-2018 Goals & Objectives

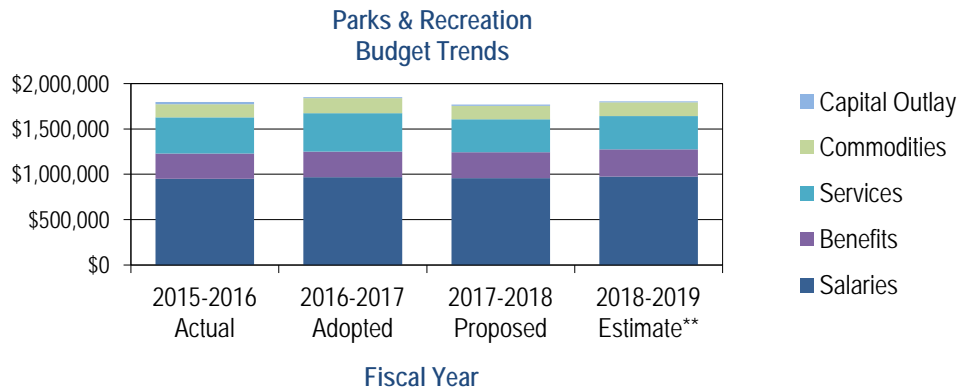
Goals & Objectives	Town Council Goals & Objs
Complete planned CIP work on park rehabilitation projects	PCSF
Transition existing fitness programs and plan new programs to be operated out of the new Community Recreation Center	PCSF
Develop a long term master plan for the Old Mountain Field (OMF) Skate Park and continue to seek outside funding	BDFM
Continue to promote and encourage public use of web-based registration process and newly designed Town website	CE
Analyze results of a community-wide assessment of Parks & Rec programs/facilities, and utilize to provide input to the Department's long term plan as well as the Town's Comprehensive Community Plan	PCSF
Develop program plans with a focus on teens and young adults	PCSF
Continue to seek opportunities for regionalization of shared services and collaboration with public and/or private organizations	BDFM
Continue to make improvements to the dog park, in collaboration with the SK Dog Park Association, including installation of permanent fencing in the expanded area, and implement an enhanced turf management program	PCSF
Continue multi-faceted marketing efforts through the use of social media and eNewsletter	CE
Implement an amended facility use policy to manage local non-profit league us and rental program more effectively and equitably	CE
Seek alternate revenue sources through program and team sponsorships	SNP
Continue to expand park trail network designed to accommodate both pedestrians and bicycles; with Broad Rock Playfields to South County Commons as a priority	C



FY 2017-2018 Funding Comparison

Parks & Recreation	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	14.80	14.90	14.90	14.90	0.00
Salaries	\$953,272	\$970,415	\$972,838	\$958,780	(\$11,635)
Benefits	278,800	282,189	289,484	287,212	5,023
Subtotal Personnel Expenditures*	\$1,232,072	\$1,252,604	\$1,262,322	\$1,245,992	(\$6,612)
Services	\$396,068	\$421,730	\$418,951	\$362,222	(\$59,508)
Commodities	147,711	165,832	151,533	149,923	(15,909)
Capital Outlay	22,081	10,850	10,250	11,270	420
Subtotal Operating Expenditures	\$565,861	\$598,412	\$580,734	\$523,415	(\$74,997)
Total Expenditures	\$1,797,933	\$1,851,016	\$1,843,056	\$1,769,407	(\$81,609)

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statements

10140001	Recreation Department Administration		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140001	511001	Full-Time Employees	\$154,632	\$164,946	\$167,000	\$171,372	3.90%
10140001	511002	Part-Time Salaries	1,476	2,340	2,230	2,447	4.57%
10140001	511004	Overtime	520	200	329	200	0.00%
10140001	511006	Longevity	4,150	4,566	4,566	4,859	6.42%
10140001		Subtotal Wages	\$160,778	\$172,052	\$174,125	\$178,878	3.97%
10140001	522250	FICA	11,839	12,621	12,621	13,099	3.79%
10140001	522300	Municipal Employees Retirement	19,426	21,336	21,336	21,503	0.78%
10140001	522818	Medical Insur-Active Employees	26,357	28,004	29,145	30,633	9.39%
10140001	522822	Dental Insur-Active Employees	2,242	2,253	2,196	2,177	-3.37%
10140001	522840	Insurance Buyback	238	0	0	0	0.00%
10140001	522850	Life Insurance	95	115	98	101	-12.17%
10140001	538014	Travel Expenses	1,101	1,000	800	1,000	0.00%
10140001	538016	Educational Expenses	332	700	655	700	0.00%
10140001	540038	Uniforms And Other Clothing	0	300	300	300	0.00%
10140001		Subtotal Benefits	\$61,631	\$66,329	\$67,151	\$69,513	4.80%
10140001	530066	Internet Access	2,706	0	0	0	0.00%
10140001	530111	Professional Services	1,775	2,200	2,175	2,150	-2.27%
10140001	532000	Telephone	674	324	324	324	0.00%
10140001	538012	Advertising	173	600	600	600	0.00%
10140001	538020	Postage	35	3,087	2,800	2,961	-4.08%
10140001	538022	Printing Expenses	4,530	5,500	5,500	5,500	0.00%
10140001	538030	Licenses And Dues	2,590	2,440	2,400	2,613	7.09%
10140001		Subtotal Services	\$12,482	\$14,151	\$13,799	\$14,148	-0.02%
10140001	540012	Office Materials & Supplies	1,454	2,400	1,800	2,400	0.00%
10140001	540016	Rec Materials & Supplies	73	100	50	100	0.00%
10140001	580100	Miscellaneous Expenses	2,875	3,500	3,200	3,375	-3.57%
10140001		Subtotal Commodities	\$4,402	\$6,000	\$5,050	\$5,875	-2.08%
10140001	530044	Non-Major Technology Reserve	0	0	0	3,970	0.00%
10140001	550004	Office Equipment	4,489	1,000	850	1,000	0.00%
10140001		Subtotal Capital Outlay	\$4,489	\$1,000	\$850	\$4,970	397.00%
10140001		Total Recreation Dept Administration	\$243,783	\$259,532	\$260,975	\$273,384	5.34%

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



10140003	Park Maintenance	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140003	511001 Full-Time Employees	\$385,911	\$386,661	\$390,600	\$400,943	3.69%
10140003	511003 Seasonal Salaries	99,196	104,976	100,500	107,308	2.22%
10140003	511004 Overtime	11,902	8,869	8,000	8,869	0.00%
10140003	511005 Retirement/Vacation Reimb.	0	0	3,895	0	0.00%
10140003	511006 Longevity	14,248	10,875	13,075	10,014	-7.92%
10140003	Subtotal Wages	\$511,257	\$511,381	\$516,070	\$527,134	3.08%
10140003	522250 FICA	38,124	37,844	39,000	39,279	3.79%
10140003	522300 Municipal Employees Retirement	49,700	50,809	52,200	50,917	0.21%
10140003	522818 Medical Insur-Active Employees	74,024	71,907	70,950	78,760	9.53%
10140003	522822 Dental Insur-Active Employees	6,971	6,116	6,320	6,451	5.48%
10140003	522840 Insurance Buyback	3,974	2,100	4,620	4,500	114.29%
10140003	522850 Life Insurance	312	273	292	314	15.02%
10140003	540038 Uniforms And Other Clothing	3,798	3,986	3,830	3,926	-1.51%
10140003	Subtotal Benefits	\$176,903	\$173,035	\$177,212	\$184,147	6.42%
10140003	530012 Cleaning Services	1,687	1,672	1,590	1,721	2.93%
10140003	530014 Refuse Disposal	3,727	5,448	5,448	5,448	0.00%
10140003	530078 Agricultural Services	4,962	6,000	6,000	6,000	0.00%
10140003	532000 Telephone	1,368	515	550	480	-6.80%
10140003	532004 Electricity	36,954	34,896	33,600	35,197	0.86%
10140003	532008 Natural Gas	0	5,600	5,600	0	-100.00%
10140003	532010 Wastewater Fees	1,240	1,816	1,600	1,560	-14.10%
10140003	532012 Water Fees	15,298	20,027	18,000	16,703	-16.60%
10140003	534010 Motor Vehicles Maintenance	4,720	5,400	5,100	5,200	-3.70%
10140003	534018 Maintenance Of General Equip	5,934	6,200	6,000	6,100	-1.61%
10140003	534020 Maintenance Of Buildings	21,043	24,100	23,500	24,100	0.00%
10140003	538028 Rents	3,045	3,880	3,600	3,660	-5.67%
10140003	Subtotal Services	\$99,978	\$115,554	\$110,588	\$106,169	-8.12%
10140003	540014 Janitorial Materials & Supp	6,124	7,233	7,233	7,403	2.35%
10140003	540016 Rec Materials & Supplies	4,152	6,135	5,900	5,445	-11.25%
10140003	540018 Elect Materials & Supplies	2,633	3,400	3,000	3,000	-11.76%
10140003	540022 Agri Materials & Supplies	29,969	32,000	31,000	33,250	3.91%
10140003	540024 Chemicals And Gases	2,000	5,010	4,500	5,010	0.00%
10140003	540026 Bldg & Const Materials & Supp	8,592	5,400	5,000	5,200	-3.70%
10140003	540028 Motor Vehicle Materials & Supp	5,377	5,100	5,000	5,100	0.00%
10140003	540030 Medical & Lab Materials & Supp	131	200	150	200	0.00%
10140003	540032 General Hardware & Tools	833	1,400	1,400	1,400	0.00%
10140003	540034 Signage Materials & Supplies	5,676	6,474	6,000	7,010	8.28%
10140003	540036 Equipment & Machine Parts	3,131	3,400	2,900	3,400	0.00%
10140003	540040 Fuels And Lubricants	23,574	38,005	30,000	32,280	-15.06%
10140003	540050 HVAC Materials & Supplies	3,782	4,300	4,300	4,300	0.00%
10140003	580100 Miscellaneous Expenses	1,545	0	0	0	0.00%
10140003	Subtotal Commodities	\$97,518	\$118,057	\$106,383	\$112,998	-4.29%
10140003	550006 General Equipment & Machinery	3,798	4,550	4,100	4,550	0.00%
10140003	590999 Transfer To Other Funds	10,000	0	0	0	0.00%
10140003	Subtotal Capital Outlay	\$13,798	\$4,550	\$4,100	\$4,550	0.00%
10140003	Total Park Maintenance	\$899,453	\$922,577	\$914,353	\$934,998	1.35%

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



10140005	Athletics Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140005	511001	Full-Time Employees	\$21,571	\$25,614	\$29,663	\$17,873	-30.22%
10140005	511003	Seasonal Salaries	40,094	42,124	41,450	11,938	-71.66%
10140005	511004	Overtime	1,684	0	1,142	1,000	0.00%
10140005	511005	Retirement/Vacation Reimb.	6,318	0	0	0	0.00%
10140005	511006	Longevity	383	0	0	0	0.00%
10140005	Subtotal Wages		\$70,050	\$67,738	\$72,255	\$30,811	-54.51%
10140005	522250	FICA	5,240	5,027	5,425	2,241	-55.42%
10140005	522300	Municipal Employees Retirement	2,691	3,230	3,334	1,107	-65.73%
10140005	522818	Medical Insur-Active Employees	6,865	8,303	10,025	3,271	-60.60%
10140005	522822	Dental Insur-Active Employees	441	598	672	186	-68.90%
10140005	522850	Life Insurance	18	20	23	7	-65.00%
10140005	Subtotal Benefits		\$15,255	\$17,178	\$19,479	\$6,812	-60.34%
10140005	530111	Professional Services	172,342	155,510	153,500	129,830	-16.51%
10140005	538028	Rents	15,355	19,130	18,400	0	-100.00%
10140005	Subtotal Services		\$187,697	\$174,640	\$171,900	\$129,830	-25.66%
10140005	540016	Rec Materials & Supplies	22,003	22,950	22,000	15,300	-33.33%
10140005	Subtotal Commodities		\$22,003	\$22,950	\$22,000	\$15,300	-33.33%
10140005	Total Athletics Program		\$295,005	\$282,506	\$285,634	\$182,753	-35.31%

10140007	Aquatics Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140007	511003	Seasonal Salaries	\$93,210	\$89,070	\$89,000	\$107,937	21.18%
10140007	511004	Overtime	4,775	3,000	3,558	3,000	0.00%
10140007	Subtotal Wages		\$97,985	\$92,070	\$92,558	\$110,937	20.49%
10140007	522250	FICA	7,496	6,814	6,850	8,487	24.55%
10140007	540038	Uniforms And Other Clothing	302	600	600	600	0.00%
10140007	Subtotal Benefits		\$7,798	\$7,414	\$7,450	\$9,087	22.57%
10140007	530014	Refuse Disposal	779	1,600	1,600	1,600	0.00%
10140007	530111	Professional Services	18,912	24,200	30,130	26,320	8.76%
10140007	532000	Telephone	552	625	600	625	0.00%
10140007	532004	Electricity	752	900	800	900	0.00%
10140007	532012	Water Fees	890	1,300	1,000	1,300	0.00%
10140007	534020	Maintenance Of Buildings	1,136	1,500	2,114	1,500	0.00%
10140007	538022	Printing Expenses	800	1,300	1,260	1,300	0.00%
10140007	538028	Rents	534	800	700	650	-18.75%
10140007	Subtotal Services		\$24,356	\$32,225	\$38,204	\$34,195	6.11%
10140007	540014	Janitorial Materials & Supp	2,347	3,000	2,750	3,000	0.00%
10140007	540016	Rec Materials & Supplies	300	500	500	500	0.00%
10140007	540026	Bldg & Const Materials & Supp	2,250	2,000	2,000	2,000	0.00%
10140007	580100	Miscellaneous Expenses	3,852	0	0	0	0.00%
10140007	Subtotal Commodities		\$8,749	\$5,500	\$5,250	\$5,500	0.00%
10140007	550018	Recreational Equipment	453	400	400	450	12.50%
10140007	550024	Safety Related Equipment	0	100	100	0	-100.00%
10140007	Subtotal Capital Outlay		\$453	\$500	\$500	\$450	-10.00%
10140007	Total Aquatics Program		\$139,342	\$137,709	\$143,962	\$160,169	16.31%

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



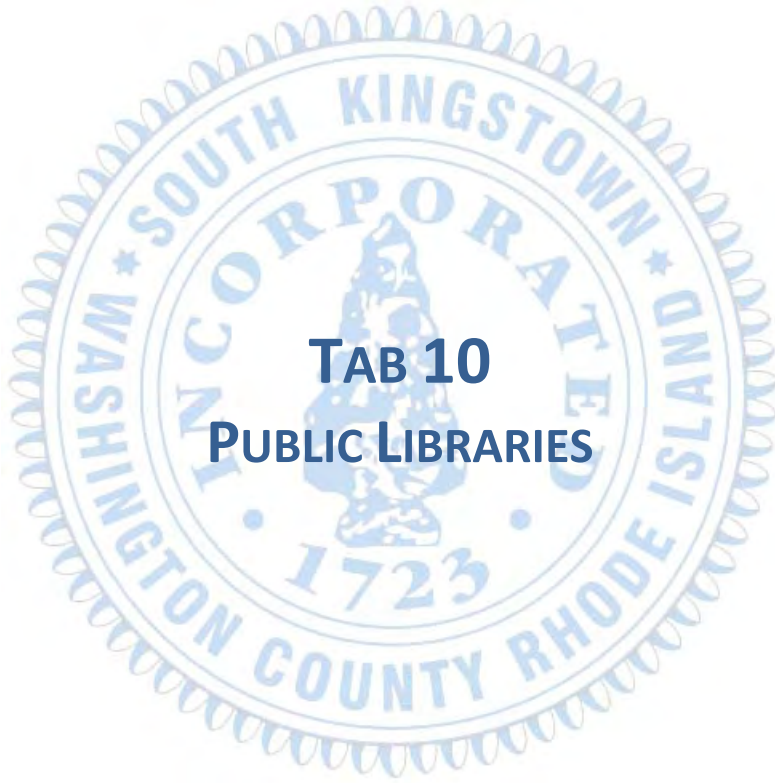
10140009		Leisure Services Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140009	511003	Seasonal Salaries	\$49,765	\$55,127	\$54,650	\$43,279	-21.49%
10140009	511004	Overtime	776	200	200	0	-100.00%
10140009		Subtotal Wages	\$50,541	\$55,327	\$54,850	\$43,279	-21.78%
10140009	522250	FICA	3,866	4,217	4,181	3,311	-21.48%
10140009	540038	Uniforms And Other Clothing	1,282	1,000	1,000	1,000	0.00%
10140009		Subtotal Benefits	\$5,149	\$5,217	\$5,181	\$4,311	-17.37%
10140009	530111	Professional Services	48,115	55,690	55,500	53,515	-3.91%
10140009	532000	Telephone	211	216	216	216	0.00%
10140009	532004	Electricity	953	1,200	1,100	1,250	4.17%
10140009	532012	Water Fees	140	100	100	130	30.00%
10140009	532014	Propane	488	1,250	1,000	750	-40.00%
10140009	534020	Maintenance Of Buildings	269	600	600	500	-16.67%
10140009	538022	Printing Expenses	20	0	0	0	0.00%
10140009	538028	Rents	14,049	17,150	16,750	13,030	-24.02%
10140009		Subtotal Services	\$64,244	\$76,206	\$75,266	\$69,391	-8.94%
10140009	540014	Janitorial Materials & Supp	286	325	300	300	-7.69%
10140009	540016	Rec Materials & Supplies	12,970	10,600	10,300	7,750	-26.89%
10140009		Subtotal Commodities	\$13,256	\$10,925	\$10,600	\$8,050	-26.32%
10140009		Total Leisure Services Program	\$133,190	\$147,675	\$145,897	\$125,031	-15.33%

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



10140013		Creative Activities Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140013	511001	Full-Time Employees	\$7,397	\$7,570	\$7,780	\$7,982	5.44%
10140013	511002	Part-Time Salaries	55,070	56,649	55,000	59,759	5.49%
10140013	511003	Seasonal Salaries	0	7,628	200	0	-100.00%
10140013	511004	Overtime	193	0	0	0	0.00%
10140013		Subtotal Wages	\$62,660	\$71,847	\$62,980	\$67,741	-5.71%
10140013	522250	FICA	4,824	5,463	5,463	5,077	-7.07%
10140013	522300	Municipal Employees Retirement	6,632	6,947	6,947	7,666	10.35%
10140013	522822	Dental Insur-Active Employees	201	199	194	192	-3.52%
10140013	522840	Insurance Buyback	401	400	400	400	0.00%
10140013	522850	Life Insurance	7	7	7	7	0.00%
10140013		Subtotal Benefits	\$12,065	\$13,016	\$13,011	\$13,342	2.50%
10140013	530014	Refuse Disposal	208	234	234	299	27.78%
10140013	530066	Internet Access	168	900	875	900	0.00%
10140013	530111	Professional Services	1,695	1,750	2,750	1,750	0.00%
10140013	532000	Telephone	1,016	300	300	300	0.00%
10140013	532002	Fuel - Oil	2,047	3,075	2,500	2,800	-8.94%
10140013	532004	Electricity	1,065	1,100	1,000	1,150	4.55%
10140013	532010	Wastewater Fees	240	240	240	240	0.00%
10140013	532012	Water Fees	186	275	265	250	-9.09%
10140013	534020	Maintenance Of Buildings	568	800	750	800	0.00%
10140013	538028	Rents	118	280	280	0	-100.00%
10140013		Subtotal Services	\$7,311	\$8,954	\$9,194	\$8,489	-5.19%
10140013	540014	Janitorial Materials & Supp	985	1,000	850	1,000	0.00%
10140013	540016	Rec Materials & Supplies	798	1,400	1,400	1,200	-14.29%
10140013		Subtotal Commodities	\$1,783	\$2,400	\$2,250	\$2,200	-8.33%
10140013	550018	Recreational Equipment	38	300	300	300	0.00%
10140013	570004	Building Improvements	3,304	4,500	4,500	1,000	-77.78%
10140013		Subtotal Capital Outlay	\$3,342	\$4,800	\$4,800	\$1,300	-72.92%
10140013		Total Creative Activities Program	\$87,160	\$101,017	\$92,235	\$93,072	-7.87%

	Total Parks & Recreation Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10140001	Subtotal Recreation Dept Administration	\$243,783	\$259,532	\$260,975	\$273,384	5.34%
10140003	Subtotal Park Maintenance	899,453	922,577	914,353	934,998	1.35%
10140005	Subtotal Athletics	295,005	282,506	285,634	182,753	-35.31%
10140007	Subtotal Aquatics	139,342	137,709	143,962	160,169	16.31%
10140009	Subtotal Leisure Services	133,190	147,675	145,897	125,031	-15.33%
10140013	Subtotal Creative Activities	87,160	101,017	92,235	93,072	-7.87%
	Total Parks & Recreation Program	\$1,797,933	\$1,851,016	\$1,843,056	\$1,769,407	-4.41%



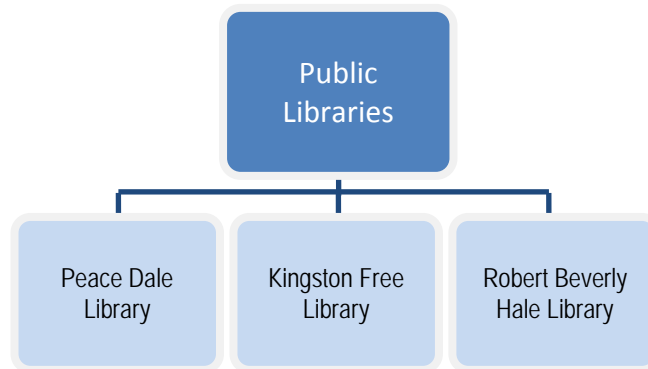
TAB 10
PUBLIC LIBRARIES

Public Libraries..... 10 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

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

Functions

Core library services include, but are not limited to:

- Provide access to a varied collection of print, non-print, and electronic resources including digital media for school, work, or personal enrichment purposes
- Provide access to seventy-two library collections in the State of Rhode Island, as member of the Ocean State Libraries consortium
- Provide educational and cultural programs for all age groups
- Provide on-site access to computers, offering access to the library system's online reference resources, Microsoft Office software, and the internet
- Provide remote access to the library system's online reference resources via the internet
- Provide WiFi access at all library locations for those who bring a personal digital device
- Provide meeting rooms and study space

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



FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Review and streamline the existing Library Action Plan to improve library services in South Kingstown, formulated by Trustees, staff, and members of the public	PCSF
Review and revise library policies by Trustees	SNP
Develop and implement computer training programs for the public	CE / SNP
Submit a grant application to The Champlin Foundations requesting funding support for the purchase of new furniture for Peace Dale Library's main public areas	BDFM
Promote library services through providing programs in community agencies such as local daycare centers, preschools, schools, and the YMCA	SNP
Expand the E-book collection by 10%	PCSF
Increase number of programs offered by 12 programs	SNP
Increase program participation rate by 2.07%	SNP
Increase library services awareness and presence in the community	PCSF
Add at least one remote access electronic resource to the library collection	PCSF
Install a roadside marquee at Peace Dale Library to promote library events and programming	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Print materials	69,999	69,600	68,500	PCSF
Print materials per capita	2.28	2.26	2.24	PCSF
E-books	62,645	64,135	65,600	PCSF
E-books per capita	2.05	2.09	2.13	PCSF
Total Items in Collection	142,127	143,735	145,350	PCSF
Total Items in Collection per Capita	4.64	4.67	4.73	PCSF
Library Card Holders	11,685	11,885	12,100	PCSF
Library Card Holders per Capita	0.38	0.39	0.41	PCSF
Circulation	247,197	251,470	255,000	BDFM
Circulation per Capita	8.07	8.18	8.29	BDFM
Library visits	145,764	148,120	150,480	PCSF
Library visits per capita	4.76	4.82	4.9	PCSF
Programs offered	548	600	650	SNP
Program attendance	14,010	15,340	16,250	SNP
Program attendance per capita	0.46	0.50	0.53	SNP
Reference Transactions	25,907	26,700	27,500	PCSF
Reference transactions per capita	0.85	0.87	0.89	PCSF
Total public Internet sessions	24,941	25,600	26,300	PCSF
Public Internet session per capita	0.81	0.83	0.86	PCSF
Public Meeting Rooms	3	3	3	PCSF
Public Meeting Room Reservations	816	830	845	PCSF



FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Aligning library services in support of community goals, strive to treat all library users fairly and equally and serve as a forum for all points of view	SNP
Provide high demand/interest materials in a variety of formats for persons of all ages	PCSF
Serve as a center for free, timely, and accurate information for all residents in their pursuit of job-related, educational, and personal interests	CE / SNP
Assist residents of all ages in the pursuit of life-long learning by offering a variety of programs and other enrichment opportunities	CE / SNP
Strive to provide a welcoming library environment and maintain buildings that are clean, comfortable, safe and accessible to the community	BDFM / CHR
Implement the objectives set forth in the Library's Action Plan	PCSF
Continue the library's cooperative relationship with the Town's school system	SNP
Continue to enhance the library's e-book collection	PCSF
Develop a community partnership with URI Graduate Library program to leverage Professional Field Experience opportunities for library students	URI
Develop electronic database collection (i.e. Ancestry.com, Consumer Reports online, etc.)	PCSF
Continue to enhance the library's e-book collection	PCSF
Examine existing usable space to identify and create a more suitable area for teens and young adults	SNP

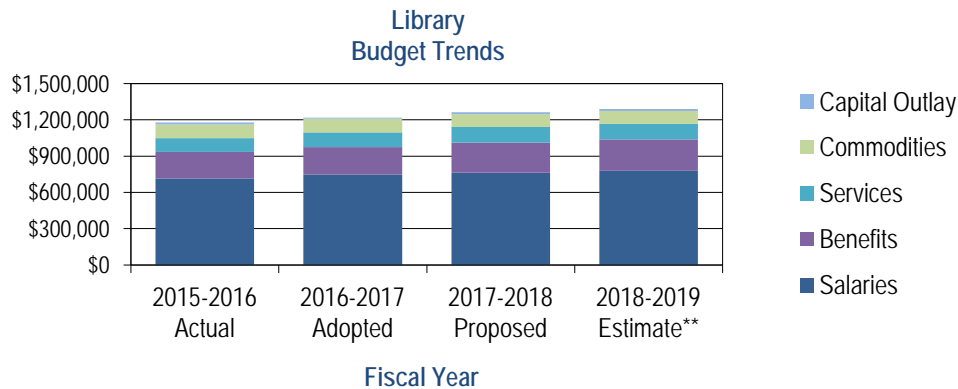
General Fund (101) South Kingstown Public Libraries (50001), *continued*



FY 2017-2018 Funding Comparison

Library	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	9	9	9	9	0
Salaries	\$715,524	\$748,049	\$711,942	\$763,413	\$15,364
Benefits	221,829	228,140	236,487	250,624	22,484
Subtotal Personnel Expenditures*	\$937,352	\$976,189	\$948,429	\$1,014,037	\$37,848
Services	\$111,352	\$120,676	\$118,233	\$129,726	\$9,050
Commodities	114,131	114,100	113,225	104,550	(9,550)
Capital Outlay	17,919	9,000	8,542	15,244	6,244
Subtotal Operating Expenditures	\$243,402	\$243,776	\$240,000	\$249,520	\$5,744
Total Expenditures	\$1,180,755	\$1,219,965	\$1,188,429	\$1,263,557	\$43,592

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

10150001	Library Administration	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10150001	511001 Full-Time Employees	\$480,006	\$495,862	\$476,700	\$508,405	2.53%
10150001	511002 Part-Time Salaries	217,219	235,223	214,000	238,595	1.43%
10150001	511004 Overtime	876	1,000	1,000	1,000	0.00%
10150001	511005 Retirement/Vacation Reimb.	0	0	4,892	0	0.00%
10150001	511006 Longevity	17,423	15,964	15,350	15,413	-3.45%
10150001	Subtotal Wages	\$715,524	\$748,049	\$711,942	\$763,413	2.05%
10150001	522250 FICA	54,531	55,824	53,220	55,612	-0.38%
10150001	522300 Municipal Employees Retirement	71,017	75,399	72,275	74,177	-1.62%
10150001	522818 Medical Insur-Active Employees	85,561	87,388	98,775	108,317	23.95%
10150001	522820 Medical Insur-Retirees	1,042	0	2,500	2,500	0.00%
10150001	522822 Dental Insur-Active Employees	6,041	6,122	6,310	6,527	6.62%
10150001	522840 Insurance Buyback	2,148	2,000	2,000	2,000	0.00%
10150001	522850 Life Insurance	334	347	347	338	-2.59%
10150001	538014 Travel Expenses	343	325	325	325	0.00%
10150001	540038 Uniforms And Other Clothing	813	735	735	828	12.65%
10150001	Subtotal Benefits	\$221,829	\$228,140	\$236,487	\$250,624	9.86%
10150001	530014 Refuse Disposal	1,195	1,600	2,825	2,823	76.44%
10150001	530016 Web Site Services	0	750	350	0	-100.00%
10150001	530018 Outside Data Processing	52,162	55,823	55,800	56,925	1.97%
10150001	530064 Copy Machine Services	635	637	500	637	0.00%
10150001	530111 Professional Services	(160)	0	0	0	0.00%
10150001	532000 Telephone	1,157	2,232	2,100	2,304	3.23%
10150001	532004 Electricity	20,609	17,325	17,000	18,215	5.14%
10150001	532008 Natural Gas	11,115	15,401	14,400	13,689	-11.12%
10150001	532010 Wastewater Fees	556	560	560	560	0.00%
10150001	532012 Water Fees	2,691	3,000	3,000	3,000	0.00%
10150001	532014 Propane	912	1,200	1,000	1,200	0.00%
10150001	534012 Commun Equip. Maintenance	1,428	1,400	1,275	1,400	0.00%
10150001	534014 Office Equipment Maintenance	1,097	1,175	1,175	1,375	17.02%
10150001	534016 Computer/Software Maintenance	557	600	600	8,600	1333.33%
10150001	534020 Maintenance Of Buildings	15,978	18,000	16,750	18,000	0.00%
10150001	538012 Advertising	981	100	100	125	25.00%
10150001	538020 Postage	316	350	275	350	0.00%
10150001	538022 Printing Expenses	0	400	400	400	0.00%
10150001	538028 Rents	122	123	123	123	0.00%
10150001	Subtotal Services	\$111,352	\$120,676	\$118,233	\$129,726	7.50%

**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	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change	
10150001	540012	Office Materials & Supplies	4,977	5,000	4,975	5,000	0.00%
10150001	540014	Janitorial Materials & Supp	2,112	2,500	2,500	1,700	-32.00%
10150001	540016	Rec Materials & Supplies	7,817	8,500	8,400	0	-100.00%
10150001	540018	Elect Materials & Supplies	1,500	1,000	900	500	-50.00%
10150001	540020	Books And Publications	94,234	94,000	93,500	81,000	-13.83%
10150001	540021	Audio/Visual Materials	0	0	0	13,500	0.00%
10150001	540026	Bldg & Const Materials & Supp	289	400	400	400	0.00%
10150001	540028	Motor Vehicle Materials & Supp	2,042	450	300	450	0.00%
10150001	540040	Fuels And Lubricants	1,160	2,250	2,250	2,000	-11.11%
10150001	Subtotal Commodities	\$114,131	\$114,100	\$113,225	\$104,550	-8.37%	
10150001	530044	Non-Major Technology Reserve	0	0	0	15,244	0.00%
10150001	550002	Computer Equipment	9,663	6,500	6,000	0	-100.00%
10150001	550016	Janitorial Equipment	4,553	2,500	1,750	0	-100.00%
10150001	550026	Furniture And Furnishings	3,704	0	792	0	0.00%
10150001	Subtotal Capital Outlay	\$17,919	\$9,000	\$8,542	\$15,244	69.38%	
10150001	Total Library Administration	\$1,180,755	\$1,219,965	\$1,188,429	\$1,263,557	3.57%	



TAB 11
NON-DEPARTMENTALS

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

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Insurance and Claims



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

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

Functions

MUNICIPAL INSURANCE

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, and fire and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. The Town has been a member of the Rhode Island Inter-local Risk Management Trust since 1988. This cooperative pool, with other Rhode Island cities and towns, allows the Town to take advantage of volume premium discounts. Insurance premiums for each municipality are based on actual claims experience. The Town maintains excess insurance coverage for general liability claims in the amount of \$5 million per occurrence, necessary to adequately protect the Town against claims for potential catastrophic losses. A General Fund appropriation in the amount of \$352,000, reflecting an increase of 7%, is proposed for the 2017-2018 fiscal year.

UNEMPLOYMENT INSURANCE

Rhode Island state law requires that State and local governments provide unemployment insurance for their employees; therefore the Town must appropriate money to fund unemployment claims filed. A slight increase of \$2,500 over the prior year funding, to total \$12,500 is proposed for FY 2017-2018. The Town experienced a slight increase in costs during FY 2015-2016, 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 2017-2018, a slight decrease of \$5,000 from the current fiscal year appropriation is projected, for a total amount of \$155,000 due to more accurate employee allocations and accountability among employees. 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 General Fund is experiencing better than anticipated claims as well as employee management.

FUND CONTINGENCY

This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there are not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal costs such as those due to severe winter storms would be charged to this account. Level funding in the amount of \$65,000 is proposed for FY 2017-2018. Prudent

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



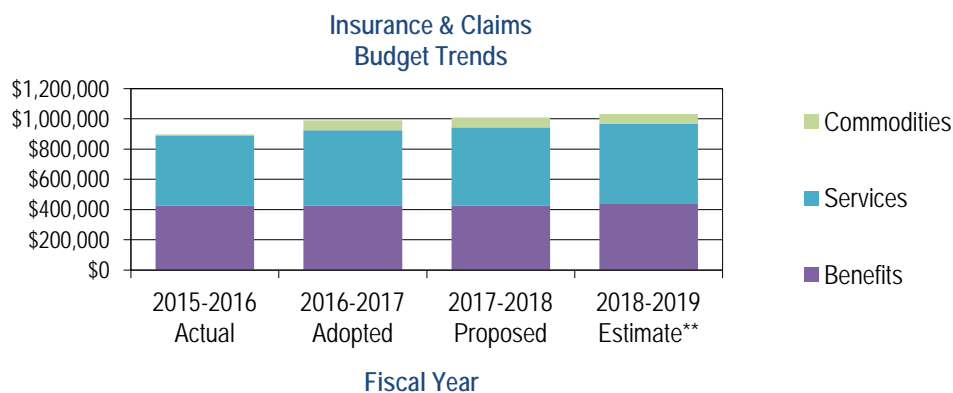
financial management standards suggest that a fund contingency of no less than one-half percent, and no more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between \$119,000 (for about one-half percent), and \$238,000 (for about one percent) for contingency expenditures. Based on the present economic climate, the Town has opted to maintain the contingency account at the same level as the current year appropriation.

TOWN HEALTH CARE

This account provides municipal funding for the Annual Required Contribution (ARC) for Other Post-Employment Benefits (OPEB), as well as for contingency funding in case of adverse development within incurred costs. OPEB costs associated with post employment benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid medical, dental, and/or life insurance benefits in retirement, and the current year cost associated with OPEB benefits current employees will earn in the 2017-2018 fiscal year. Level funding in the amount of \$425,000 is proposed for FY 2017-2018, 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 2017-2018 Funding Comparison

Insurance & Claims	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Benefits	\$425,000	\$425,000	\$425,000	\$425,000	\$0
Subtotal Personnel Expenditures	\$425,000	\$425,000	\$425,000	\$425,000	\$0
Services	\$466,313	\$500,000	\$477,800	\$519,500	\$19,500
Commodities	4,997	65,000	65,000	65,000	0
Subtotal Operating Expenditures	\$471,310	\$565,000	\$542,800	\$584,500	\$19,500
Total Expenditures	\$896,310	\$990,000	\$967,800	\$1,009,500	\$19,500



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statements

10170103	Municipal Insurance	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10170103 560010	Insurance	\$310,102	\$330,000	\$310,000	\$352,000	6.67%
10170103	Subtotal Services	\$310,102	\$330,000	\$310,000	\$352,000	6.67%
10170103	Total Municipal Insurance	\$310,102	\$330,000	\$310,000	\$352,000	6.67%

10170105	Unemployment Insurance	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10170105 560015	Unemployment Insurance	\$14,127	\$10,000	\$10,000	\$12,500	25.00%
10170105	Subtotal Services	\$14,127	\$10,000	\$10,000	\$12,500	25.00%
10170105	Total Unemployment Insurance	\$14,127	\$10,000	\$10,000	\$12,500	25.00%

10170107	Worker's Compensation Insurance	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10170107 560020	Worker's Compensation Ins	\$142,085	\$160,000	\$157,800	\$155,000	-3.13%
10170107	Subtotal Services	\$142,085	\$160,000	\$157,800	\$155,000	-3.13%
10170107	Total Workers' Compensation Ins	\$142,085	\$160,000	\$157,800	\$155,000	-3.13%

10170109	Fund Contingency	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10170109 580100	Miscellaneous Expenses	\$4,997	\$65,000	\$65,000	\$65,000	0.00%
10170109	Subtotal Commodities	\$4,997	\$65,000	\$65,000	\$65,000	0.00%
10170109	Total Fund Contingency	\$4,997	\$65,000	\$65,000	\$65,000	0.00%

10173011	Town Health Care	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10173011 522900	Contingency	\$75,000	\$75,000	\$75,000	\$75,000	0.00%
10173011 523110	OPEB	350,000	350,000	350,000	350,000	0.00%
10173011	Subtotal Benefits	\$425,000	\$425,000	\$425,000	\$425,000	0.00%
10173011	Total Town Health Care	\$425,000	\$425,000	\$425,000	\$425,000	0.00%

	Total Insurance & Claims Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10170103	Subtotal Municipal Insurance	\$310,102	\$330,000	\$310,000	\$352,000	6.67%
10170105	Subtotal Unemployment Insurance	14,127	10,000	10,000	12,500	25.00%
10170107	Subtotal Worker's Compensation Insurance	142,085	160,000	157,800	155,000	-3.13%
10170109	Subtotal Fund Contingency	4,997	65,000	65,000	65,000	0.00%
10173011	Subtotal Town Health Care	425,000	425,000	425,000	425,000	0.00%
	Total Insurance & Claims Program	\$896,310	\$990,000	\$967,800	\$1,009,500	1.97%

General Fund (101) Human Service Agencies (80000)



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

Functions

Town appropriations are proposed for the 2017-2018 fiscal year to the following agencies:

THUNDERMIST HEALTH CENTER OF SOUTH COUNTY

Thundermist is a non-profit community health organization serving medical and dental patients, but also has an expanded set of services that include Walk-In Medical Service Center, WIC, behavioral health counseling, pharmacy assistance, and social services. In 2015, Thundermist opened their new 20,000 square foot facility in Wakefield. Thundermist’s mission is to improve the health of patients and communities by delivering exceptional health care, removing barriers to that care, and promoting healthy lifestyles. Level funding of \$24,000 is proposed for the 2017-2018 fiscal year.

SOUTH COUNTY HOME HEALTH

South County Home Health, formerly VNS Home Health Services, is a non-profit community based organization, and is dedicated to assisting individuals, families, and communities to manage illness, and to reach an optimal level of health through the provision of quality home health services, education, and community programs. Level funding of \$24,000 is proposed for the 2017-2018 fiscal year.

TRI-COUNTY COMMUNITY ACTION AGENCY

Formerly South County Community Action, Tri-County Community Action Agency is a non-profit organization whose mission is to assist individuals and families in their transition out of poverty and toward social and economic self sufficiency. Tri-County Community Action Agency offers a one-stop model of service delivery with a goal of allowing access to a comprehensive array of wrap around services to promote low and moderate income families being served in the most efficient and effective manner. Level funding of \$24,000 is proposed for the 2017-2018 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. Level funding of \$22,000 is proposed for the 2017-2018 fiscal year.

SOUTH SHORE CENTER (GATEWAY HEALTHCARE)

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



related services for children, adults, the elderly, and families in Rhode Island and neighboring communities. Level funding of \$15,000 is proposed for the 2017-2018 fiscal year.

CANE CHILD DEVELOPMENT CENTER

CANE Child Development Center is a non-profit educational preschool center, with a commitment to provide for the educational, social, emotional, physical, and nutritional needs of each child enrolled. CANE's mission to be welcoming of all children and families, providing a healthy, safe, learning environment, and providing the highest quality child care. Level funding of \$9,000 is proposed for the 2017-2018 fiscal year.

WELCOME HOUSE OF SOUTH COUNTY

Welcome House is a multi-faceted non-profit human services organization that provides emergency shelter, transitional and permanent housing, and a soup kitchen to support the communities of southern Rhode Island. Level funding of \$8,000 is proposed for the 2017-2018 fiscal year; it is noted that \$11,500 was requested.

DOMESTIC VIOLENCE RESOURCE CENTER OF SOUTH COUNTY

The DVRCS is a non-profit agency that works toward a future free of violence, and to build a community in which each individual shares the responsibility to create a culture of safety and personal dignity. The DVRCS provides a comprehensive range of services for victims of domestic violence and their children, working collaboratively to offer safety, support, advocacy, education, and a network of services for the residents of Washington County. Level funding of \$5,000 is proposed for the 2017-2018 fiscal year.

EDUCATION EXCHANGE

Education Exchange is a non-profit organization whose mission is to provide educational tools and opportunities that are informative, relevant, and responsive to the needs of individuals and businesses in Southern Rhode Island and beyond, and offers a wide range of programs at sites in South County. Programs include GED, adult literacy and math, English as a Second Language, Civics and Citizenship, as well as computer courses and other work-readiness initiatives. Level funding of \$3,500 is proposed for the 2017-2018 fiscal year.

HOPE HOSPICE & PALLIATIVE CARE RHODE ISLAND

Hope Hospice & Palliative Care is a non-profit organization that serves seriously and terminally ill patients and their families throughout Rhode Island, and has a mission that with deep compassion and skill, care for people living with serious illness, those who are dying, and all who care for them. Level funding of \$1,500 is proposed for the 2017-2018 fiscal year; it is noted that \$3,000 was requested.

EASTER SEALS RHODE ISLAND

Easter Seals is a non-profit agency that helps individuals with disabilities and special needs, and their families, offering services ranging from child development centers to physical rehabilitation and job training, to help people with disabilities address life's challenges and achieve personal goals. Level funding of \$1,000 is proposed for the 2017-2018 fiscal year; it is noted that \$5,000 was requested.

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



WASHINGTON COUNTY COALITION FOR CHILDREN

The WCCC is a membership coalition of social service agencies, health providers, parents, volunteers, and others who advocate on behalf of the region's children, working to address unmet needs of children and their families. Level funding of \$1,000 is proposed for the 2017-2018 fiscal year.

Specific Performance Measurements

For the 2017-2018 fiscal year, it is proposed the Town appropriate \$138,000 for the support of human services programming provided by the following 12 community-based agencies that address important and diverse human service needs in our community. For each organization that is proposed to receive funding in FY 2017-2018, the following chart details the percentage of funding the organization receives from South Kingstown out of the total amount of municipal funding the organization receives, as well as identifying the percentage of clients served who reside in South Kingstown.

Contributions to Human Service Agencies	SK Share of Total Muni Funding Received	% of Clients SK Residents
Thundermist Health Center of South County	91%	38%
South County Home Health	40%	19%
Tri-County Community Action	15%	6%
Jonnycake Center of Peace Dale	79%	75%
South Shore Center (Gateway Healthcare)	42%	4%
Cane Child Development Center	100%	43%
Welcome House of South County	80%	21%
Domestic Violence Resource Center	17%	14%
Education Exchange	92%	26%
Hope Hospice & Palliative Care RI	*	6%
Easter Seals Rhode Island	*	16%
Washington County Coalition for Children	33%	*

**not reported in funding request application*

As has been past practice, increases in current year funding levels or the addition of new agencies to receive municipal funding are not included in the Town Manager's proposed budget, but are to be addressed by the Town Council during budget deliberations. No new organizations requested funding this year, and the following organizations requested consideration for an increase in funding for FY 2017-2018:

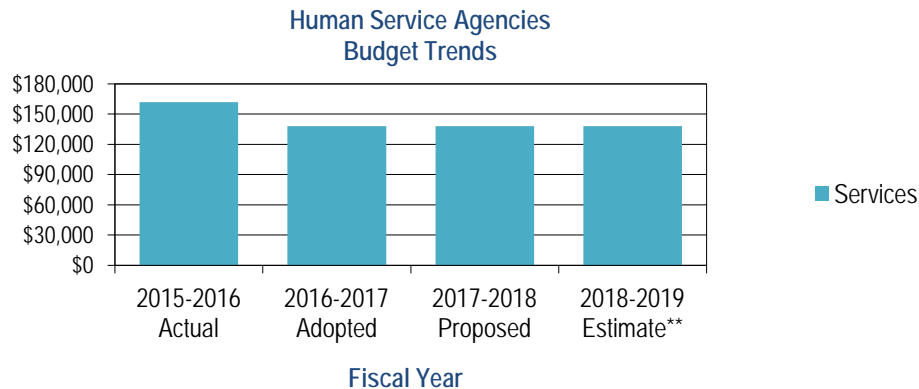
- Welcome House of South County requested an increase in funding from \$8,000 to \$11,500
- Easter Seals Rhode Island requested an increase in funding from \$1,000 to \$5,000
- Hope Hospice & Palliative Care RI requested an increase in funding from \$1,500 to \$3,000

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



FY 2017-2018 Funding Comparison

Human Service Agencies	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$161,800	\$138,000	\$138,000	\$138,000	\$0
Subtotal Operating Expenditures	\$161,800	\$138,000	\$138,000	\$138,000	\$0
Total Expenditures	\$161,800	\$138,000	\$138,000	\$138,000	\$0



***FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services (exclusive of contributions to Human Service Agencies), Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.*

FY 2017-2018 Expenditure Statement

10180000	Contributions to Human Service Agencies	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10180000 589601	South Shore Center	\$15,000	\$15,000	\$15,000	\$15,000	0.00%
10180000 589602	Home & Hospice Care Of RI	1,500	1,500	1,500	1,500	0.00%
10180000 589603	South County Home Health Services	24,000	24,000	24,000	24,000	0.00%
10180000 589604	Thundermist Health Center of South County	36,000	24,000	24,000	24,000	0.00%
10180000 589605	Phoenix House NE	12,000	0	0	0	0.00%
10180000 589606	Jonnycake Center Of Peace Dale	22,000	22,000	22,000	22,000	0.00%
10180000 589607	Cane Child Development Center	9,000	9,000	9,000	9,000	0.00%
10180000 589608	South County Community Action	24,000	24,000	24,000	24,000	0.00%
10180000 589609	Welcome House Of South County	8,000	8,000	8,000	8,000	0.00%
10180000 589610	Domestic Violence Resource Center	5,000	5,000	5,000	5,000	0.00%
10180000 589611	Washington County Coalition for Children	800	1,000	1,000	1,000	0.00%
10180000 589612	Education Exchange	3,500	3,500	3,500	3,500	0.00%
10180000 589613	Easter Seals Rhode Island	1,000	1,000	1,000	1,000	0.00%
10180000	Subtotal Services	\$161,800	\$138,000	\$138,000	\$138,000	0.00%
10181000	Total Human Service Agencies	\$161,800	\$138,000	\$138,000	\$138,000	0.00%

General Fund (101) Outside Agencies (81000)



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

Functions

Town appropriations are proposed for the 2017-2018 fiscal year to the following agencies:

RI LEAGUE OF CITIES AND TOWNS

Funding is provided to pay the Town's membership dues. The League provides a number of services for Rhode Island cities and towns to represent municipal interests on both state and federal levels. The League also sponsors professional conferences and seminars for the benefit of municipal employees and elected officials, in addition to providing research and information gathering and dissemination. The League has also played a direct role in shaping State policy and legislation in the areas of collective bargaining, unfunded mandates, municipal and school aid programs, and affordable housing issues. During the current fiscal year, the RI League of Cities and Towns continues to promote municipal interests before the Rhode Island General Assembly and with the Governor's Office to define positions on programs affecting municipal government operations and local taxpayers. Lobbying efforts concentrate on the equitable distribution of general State aid to cities and towns and adequate support for local schools, as well as providing vigorous opposition to organized labor's continued efforts to provide for binding arbitration and never-ending contracts for public employee bargaining units. Level funding of \$11,115 is proposed for the 2017-2018 fiscal year. It is noted that the annual funding appropriation for this organization has remained level since 1998.

SOUTHERN RHODE ISLAND CHAMBER OF COMMERCE

The Chamber is a commerce/economic development organization and is a non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial, and civic interests of the community. The Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. Level funding in the amount of \$9,000 is proposed for the 2017-2018 fiscal year.

CELEBRATIONS

Funding is provided each year for the conduct of three local parades in town. Level funding in the amount of \$7,000 is proposed for the 2017-2018 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.



WASHINGTON COUNTY REGIONAL PLANNING COUNCIL (WCRPC)

The WCRPC is a community cooperation organization, dedicated to promoting regional cooperation and joint planning efforts for the nine Washington County communities. Focus is on five issues: economic development, water resources, land use, affordable housing, and transportation. Funding sources for WCRPC are both public and private. Level funding in the amount of \$5,000 is proposed for the 2017-2018 fiscal year; it is noted that \$6,000 was requested.

SOUTH KINGSTOWN PARTNERSHIP FOR PREVENTION (SKPP)

The SKPP is a Town Council appointed board, that oversees the implementation of State and Federal grant funding. The Town of South Kingstown acts as the fiduciary agent for the board. The SKPP is charged with leading the Town in youth substance abuse prevention initiatives utilizing a multitude of strategies and resources in partnership with various community sectors to design, implement, and manage a variety of youth prevention programs. Level funding of \$4,000 is proposed for the 2017-2018 fiscal year. It is noted that in addition to this funding, the Town also provides in-kind services.

FIRE STATIONS DONATION

The nine volunteer fire stations in Town, comprised of eight Union Fire District stations and one Kingston Fire District station, each receive an annual funding contribution from the Town. Level funding in the amount of \$400 per station is proposed, for a total appropriation of \$3,600 during FY 2017-2018.

WAKEFIELD VILLAGE ASSOCIATION (WVA)

WVA, formerly known as the Downtown Merchants Association, is a non-profit business and community organization made up of local merchants from Wakefield, located primarily on or surrounding Main Street. The group is a self managed organization consisting of volunteers from the Wakefield business community. 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. Level funding in the amount of \$3,500 is proposed for the 2017-2018 fiscal year; it is noted that \$10,000 was requested. It is also noted that during FY 2015-2016 a one-time additional \$5,000 appropriation was requested and allocated to WVA, to assist the group with providing matching funds to support the purchase of new braziers used during their River Fire events.

PEACE DALE NEIGHBORHOOD REVITALIZATION, INC. (PDNRI)

PDNRI is a non-profit neighborhood/village organization made up of local merchants and residents. Proposed work efforts include promotion of local businesses, coordination of local arts-based initiatives, commercial/residential redevelopment, community streetscape beautification, and special events to showcase the village. Level funding in the amount of \$3,000 is proposed for FY 2017-2018. It is noted that during FY 2015-2016 a one-time additional \$7,500 appropriation was requested and allocated to PDNRI, to assist the group with providing matching funds in support of a grant funded project for the installation of a custom artistic bus shelter in Peace Dale, through the RIPTA TransART program.



SOUTHERN RHODE ISLAND VOLUNTEERS

SRIV's mission is to enhance lives by inspiring, creating, and supporting a lifelong culture of service throughout volunteer members and affiliates across Southern Rhode Island. SRIV, formerly known as Seniors Helping Others, is a non-profit offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. Level funding in the amount of \$2,000 is proposed for FY 2017-2018.

NARROW RIVER PRESERVATION ASSOCIATION (NRPA)

The NRPA is a non-profit environmental citizen action organization, dedicated to protecting the environment of the Narrow River. Town funding supports the citizens' water quality monitoring program along the river. Level funding in the amount of \$500 is proposed for FY 2017-2018; it is noted that \$2,700 was requested.

Specific Performance Measurements

As has been past practice, increases in current year funding levels or the addition of new agencies to receive municipal funding are not included in the Town Manager's proposed budget, and are to be addressed by the Town Council during budget deliberations. It is noted that the following organizations requested consideration for an increase in funding for FY 2017-2018:

- Wakefield Village Association requested an increase in funding from \$3,500 to \$10,000
- WCRPC requested an increase in funding from \$5,000 to \$6,000
- Narrow River Preservation Association requested an increase in funding from \$500 to \$2,700

In addition, a new funding request was received from one agency, but was not included in the Town Manager's Proposed Budget for FY 2017-2018 as this agency does not currently receive Town funding.

- Neighbors Helping Neighbors, \$1,000

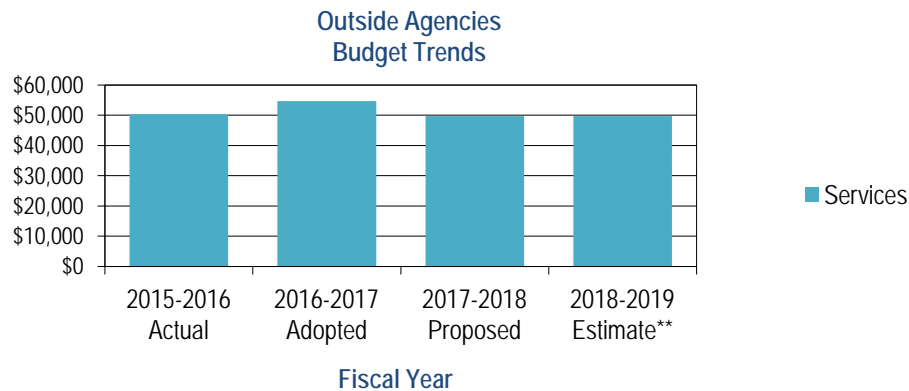
It is also of note that Washington County Community Development Corporation (WCCDC) did not submit a funding request for the 2017-2018 fiscal year. As WCCDC has received funding through the Town's budget process for many years, level funding of \$1,000 was included during the Town Manager's Proposed Budget development process in anticipation of receiving an application.

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



FY 2017-2018 Funding Comparison

Outside Agencies	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$50,381	\$54,715	\$54,715	\$49,715	(\$5,000)
Subtotal Operating Expenditures	\$50,381	\$54,715	\$54,715	\$49,715	(\$5,000)
Total Expenditures	\$50,381	\$54,715	\$54,715	\$49,715	(\$5,000)



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services (exclusive of contributions to Outside Agencies), Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

FY 2017-2018 Expenditure Statement

10181000	Contributions to Outside Agencies	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10181000 580104	League of Cities & Towns	\$11,115	\$11,115	\$11,115	\$11,115	0.00%
10181000 580106	Celebration (Parades)	4,666	7,000	7,000	7,000	0.00%
10181000 580108	Fire Company	3,600	3,600	3,600	3,600	0.00%
10181000 589701	Narrow River Pres	500	500	500	500	0.00%
10181000 589702	Southern RI Chamber Of Comm	9,000	9,000	9,000	9,000	0.00%
10181000 589703	Peace Dale Neighborhood Revitalization	3,000	3,000	3,000	3,000	0.00%
10181000 589704	Washington Co. Reg. Planning	5,000	5,000	5,000	5,000	0.00%
10181000 589705	SK Partnership For Prevention	4,000	4,000	4,000	4,000	0.00%
10181000 589706	Wakefield Village Association	8,500	3,500	3,500	3,500	0.00%
10181000 589707	Wash. Co. Community Devel Corp	1,000	1,000	1,000	1,000	0.00%
10181000 589709	Southern Rhode Island Volunteers	0	2,000	2,000	2,000	0.00%
10181000 589710	VFW Post #916	0	5,000	5,000	0	-100.00%
10181000	Subtotal Services	\$50,381	\$54,715	\$54,715	\$49,715	-9.14%
10181000	Total Outside Agencies	\$50,381	\$54,715	\$54,715	\$49,715	-9.14%

General Fund (101) Capital Outlay (85000)



Functions

This account provides funding for the Capital Budget portion of the Town Manager's FY 2017-2018 Proposed Budget, and is the first year spending program of the six year Capital Improvement Program (CIP). The CIP's first year spending program is also referred to as the 'Pay-As-You-Go' element.

The six year Capital Improvement Program for Fiscal Period 2017-2018 through 2022-2023 is summarized within tab twenty-one of this document, and the formal document detailing the entire CIP program is available for review within the Budget Documents section of the Town Manager page on the Town's website (www.southkingstownri.com).

FY 2017-2018 Expenditure Statement

10185000	Capital Outlay	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
10185000	590408	\$343,000	\$416,450	\$416,450	\$473,500	13.70%
10185000	590410	25,000	35,000	35,000	70,000	100.00%
10185000	590414	50,000	50,000	50,000	40,000	-20.00%
10185000	590418	640,000	650,000	650,000	660,000	1.54%
10185000	590420	209,600	254,000	254,000	256,000	0.79%
10185000	590424	15,000	25,000	25,000	0	-100.00%
10185000	590426	10,000	10,000	10,000	0	-100.00%
10185000	Subtotal Capital Outlay	\$1,292,600	\$1,440,450	\$1,440,450	\$1,499,500	4.10%
10185000	Total Capital Improvement	\$1,292,600	\$1,440,450	\$1,440,450	\$1,499,500	4.10%



TAB 12
PEACE DALE OFFICE BUILDING FUND

Peace Dale Office Building 12 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

General Explanation and Work Program

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

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

Occupancy of the commercial units within the PDOB is at 75% with a total of 8 available units. FY 2017-2018 projected rental revenue reflects a 2.4% increase as compared with the current fiscal year as a result of annual escalators built into all lease agreements, and assuming 100% occupancy. In the current year it is expected that the first floor west end unit will be taken over by an existing tenant, Beekman Violin, who will be expanding their current retail space. Planned infrastructure improvements, including installation of a new HVAC system in the presently unoccupied first floor unit, are anticipated to be completed in the



current year. There are currently two small office units vacant on the second level, however it is expected that new tenants will be in place by the start of FY 2017-2018.

The ground floor level of the PDOB continues to be at risk for flooding during extreme weather events, given the building’s location in a low lying area and close proximity to area rivers and streams. Facilities Maintenance staff established short term safeguards such as a sump pump in the boiler room, and flood prevention protocol involving sandbagging and preparation of a temporary pump-out system within the interior of the main room on the ground floor. These preventative efforts have protected the ground floor during several severe rain events, and will remain in effect as a component of facility maintenance and hazard mitigation.

Functions

The primary functions include, but are not limited to:

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

FY 2016-2017 Priorities

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

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Commercial Tenants	6	7	8	ED
Recreational Programs Offered*	40	50	27*	PCSF
Self Support Program Revenue	\$5,920	\$2,900	\$5,400	BDFM
Rental Income	\$62,241	\$65,942	\$88,534	BDFM
Facility Usage: Participation #	6,683	7,158	6,250*	PCSF
Facility Programming Hours	1,359	1,543	1,200*	PCSF

**reduction in facility usage and facility programming hours reflects relocation of some of the fitness classes to the Recreation Center*



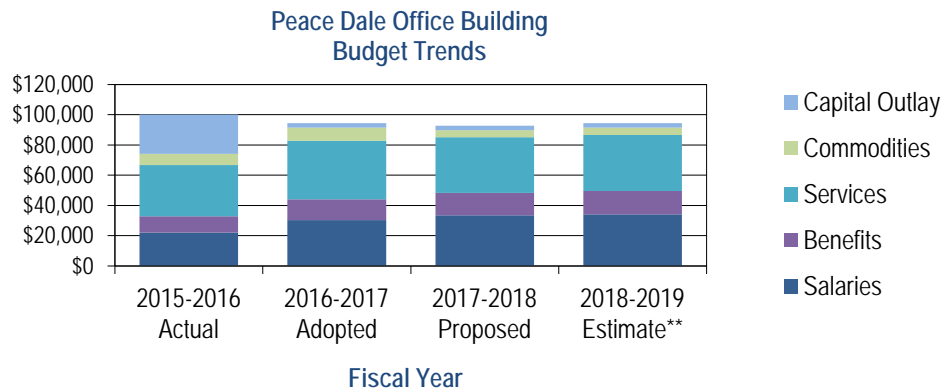
FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to monitor programming and space allocation within the building	PCSF
Continue to analyze commercial rental rates prior to all lease renewals to ensure market position is competitive and fair	ED
Establish lease renewal or new lease of one unit scheduled to expire in 2018	ED
Resume 100% capacity of commercial rental units	ED
Maintain the Access to Art Pottery Program based on public demand	PCSF
Maintain existing aerobicconditioning, tai chi, and ballet classes on third floor	PCSF
Continue exterior and interior facility improvements	BDFM

FY 2017-2018 Funding Comparison

Peace Dale Office Building	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	0.60	0.60	0.60	0.60	0.00
Salaries	\$21,888	\$30,240	\$30,240	\$33,313	\$3,073
Benefits	10,865	13,624	13,624	14,838	1,214
Subtotal Personnel Expenditures*	\$32,753	\$43,864	\$43,864	\$48,151	\$4,287
Services	\$33,974	\$38,951	\$31,962	\$36,818	(\$2,133)
Commodities	7,282	8,547	7,795	4,682	(3,865)
Capital Outlay	26,013	3,000	66,024	3,000	0
Subtotal Operating Expenditures	\$67,268	\$50,498	\$105,781	\$44,500	(\$5,998)
Total Expenditures	\$100,021	\$94,362	\$149,645	\$92,651	(\$1,711)

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

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



FY 2017-2018 Expenditure Statement

30243010	Peace Dale Office Building	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30243010	511001 Full-Time Employees	\$19,216	\$28,196	\$28,196	\$31,230	10.76%
30243010	511004 Overtime	902	0	0	0	0.00%
30243010	511006 Longevity	1,770	2,044	2,044	2,083	1.91%
30243010	Subtotal Wages	\$21,888	\$30,240	\$30,240	\$33,313	10.16%
30243010	522250 FICA	1,620	2,249	2,249	2,468	9.74%
30243010	522300 Municipal Employees Retirement	2,483	3,760	3,760	4,017	6.84%
30243010	522818 Medical Insur-Active Employees	5,484	6,189	6,189	6,922	11.84%
30243010	522822 Dental Insur-Active Employees	347	442	442	445	0.68%
30243010	522840 Insurance Buyback	0	100	100	100	0.00%
30243010	522850 Life Insurance	20	24	24	26	8.33%
30243010	529900 Workers Compensation	911	860	860	860	0.00%
30243010	Subtotal Benefits	\$10,865	\$13,624	\$13,624	\$14,838	8.91%
30243010	530014 Refuse Disposal	419	505	505	648	28.32%
30243010	530022 Course Instructors	5,008	5,925	2,030	4,050	-31.65%
30243010	532004 Electricity	9,342	7,004	8,000	8,100	15.65%
30243010	532008 Natural Gas	5,676	7,805	6,500	6,686	-14.34%
30243010	532010 Wastewater Fees	960	960	960	960	0.00%
30243010	532012 Water Fees	335	540	400	450	-16.67%
30243010	534020 Maintenance Of Buildings	7,555	12,000	10,000	12,000	0.00%
30243010	560010 Insurance	4,678	4,212	3,567	3,924	-6.84%
30243010	Subtotal Services	\$33,974	\$38,951	\$31,962	\$36,818	-5.48%
30243010	540014 Janitorial Materials & Supp	3,374	3,443	3,443	3,420	-0.67%
30243010	540016 Rec Materials & Supplies	0	500	0	0	-100.00%
30243010	540018 Elect Materials & Supplies	500	600	600	450	-25.00%
30243010	540024 Chemicals And Gases	308	352	352	415	17.90%
30243010	580100 Miscellaneous Expenses	3,100	3,652	3,400	397	-89.13%
30243010	Subtotal Commodities	\$7,282	\$8,547	\$7,795	\$4,682	-45.22%
30243010	570002 Capital Improvements	26,013	3,000	66,024	3,000	0.00%
30243010	Subtotal Capital Outlay	\$26,013	\$3,000	\$66,024	\$3,000	0.00%
30243010	Total Peace Dale Office Building	\$100,021	\$94,362	\$149,645	\$92,651	-1.81%

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



FY 2017-2018 Revenue Statement

302	Peace Dale Office Building	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30243010	431115 Rental Income	\$62,241	\$86,462	\$65,942	\$88,534	2.40%
30243010	440220 Recreation Self-Support Programs	5,920	7,300	2,900	5,400	-26.03%
30243010	460010 Investment Income	1,156	600	600	500	-16.67%
30243010	499050 Net Assets Forward to Operations	94,765	0	0	0	0.00%
302	Total PDOB Revenues	\$164,082	\$94,362	\$69,442	\$94,434	0.08%
302	Income Over (Under) Expenditures	\$64,061	\$0	(\$80,203)	\$1,783	



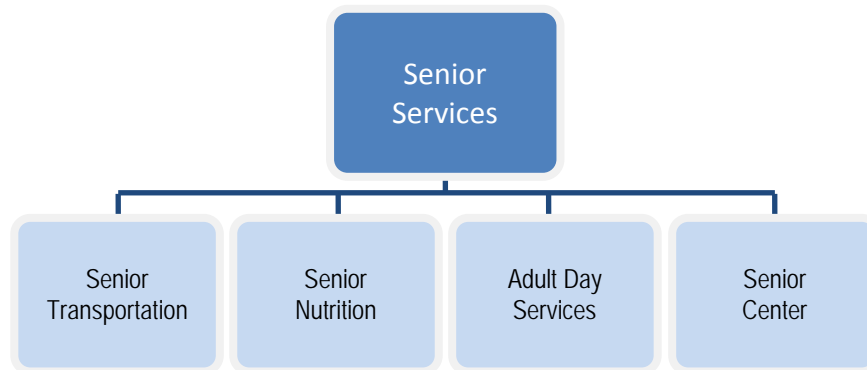
TAB 13
SENIOR SERVICES PROGRAM FUND

Senior Services Program 13 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

The mission of the Senior Services Department is to ensure excellence in service delivery, advocacy, and public policy dedicated to the needs of older residents of the Town of South Kingstown, their families, and caregivers through a single, visible, and responsive department. The Department strives to ensure that programs and services are user-friendly, consumer-directed, and delivered in the least restrictive environment and subscribes to the following Guiding Principles:

- Listen, respond, and react to the needs of older residents of South Kingstown, their families, and caregivers with respect, courtesy, patience, and dignity. Target services to elders in greatest need, and those who are frail and at-risk.
- Provide a system of services and opportunities to help older people serve, and be served, where they live. Familiarize older people, their families and friends, and the community at large with the local senior services system.
- Maintain a dedicated effort to coordinate the many essential elements of an effective and comprehensive community system for older persons by collaborating with existing senior service programs provided by other public and private agencies and promoting accessibility of services.
- Protect the rights and confidentiality of our patrons through adherence to laws, policies, and procedures. Ensure integrity of information and equitable access in a manner that is culturally sensitive.

General Explanation and Work Program

Among the vital services that assist families to keep their elders living at home are transportation, congregate meals, respite care, senior centers, adult day services, and caregiver education and support groups. The Senior Services Department provides all of these services, and links community members with other local providers for additional supportive services, through operation of four direct service programs: Transportation, Nutrition, Adult Day Services, and a nationally accredited Senior Services Center. Advocacy and technical assistance are also major functional areas within the Department.

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

Senior Services Program (0304), *continued*



With this in mind, senior services represent a critical resource in the community. Current and future challenges lie in the development and implementation of services and programs for a broad senior demographic ranging from the newly retired to the frail elderly.

The Town contributes 49.8% of the revenue necessary to operate the Senior Services Program. Support from contributing communities of Narragansett and North Kingstown accounts for 18.4% of the overall revenue. The program also receives State and federal grants, as well as Medicaid reimbursement, accounting for 19.6% of all revenue projected in FY 2017-2018. State funding in the form of a Community Service Grant for the Nutrition and Senior Center programs, as well as funding provided from Tri-Town Community Action Agency to support the Community Information Specialist position, is projected to decrease slightly, by 1.9%, for the coming year. With the 3rd year renewal of the Title IIIB Supportive Services grant for 2017, the Department projects revenue from this source to be \$33,941.

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

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

SENIOR TRANSPORTATION PROGRAM

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

With the acquisition of a new van in 2012, the Senior Services Department retained the older van for use as a back-up when the newer vehicle requires maintenance, providing for no interruption of service. The second vehicle is also utilized as a programming resource for the Adult Day Service Program, providing short scenic tours with the Adult Day Service participants.

SENIOR NUTRITION PROGRAM

The Senior Nutrition Program provides meals daily at the Senior Center's congregate meal site and for home delivery through the federally-funded Meals on Wheels Program. The goal of this program is to provide the Town's older persons with low cost, nutritious meals and appropriate nutrition education. In addition to the primary health benefits of a balanced daily meal, seniors also receive the benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at the Senior Center. The raw food costs and labor associated with Westbay Community Action Program's (CAP) preparation of the meals represent significant contributions to the program, totaling a projected \$36,800 (\$3.50 meal) in FY 2017-2018. 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 2017-2018 Fiscal Year			\$122,018
State – Nutrition Program Grant Reimbursement			\$4,164
Net Direct Cost of Nutrition Program			\$117,954
Description	Congregate Meals	% of Total	Cost Sharing
South Kingstown	24,578	67.72%	\$79,810
Narragansett	11,716	32.28%	\$38,044
Participating Community Meals	36,294	100.00%	\$117,854
Non Participating Community Meals	3,878	0.00%	0
Total Meals Program	40,172	100.00%	\$117,854

Personnel costs directly related to the Nutrition Program include 30% of the Senior Center Director, Program Aide, and the Senior Center Building Maintenance Supervisor salaries, as well as the salaries of all part-time employees working directly in the Senior Center’s Meals Program. All employment benefit costs related to the personnel associated with the Nutrition Program are also budgeted as a program expense. Facility operational costs associated with the Nutrition program are calculated based on 30% of the overall cost of the Senior Center operation. As of FY 2015-2016, these costs are allocated to the individual accounts for which they are associated in order to reflect a more detailed operating budget for the Nutrition program, where previously all operational expenses were calculated and totaled to one cost share amount and assigned to a single facility operating account. Participating Community cost share figures are calculated based on the percentage of actual meals served over a four year time frame from 2013 through 2016. Applying a long term use percentage rate reflects a more consistent, historical average and stabilizes any unanticipated fluctuations that may occur on a short term or annual basis.

ADULT DAY SERVICES PROGRAM

South Kingstown Adult Day Services is a State-licensed comprehensive program designed to meet the medical, social, and psychological needs of the frail and/or disabled senior. A professional staff including a registered nurse, certified nurse aides, and activity professionals provide quality care and supervision. Activities are carefully planned to enrich the lives of the participants, improve self-esteem, and promote feelings of self worth. Services are provided Monday through Friday to aid family members in their efforts to care for a loved one at home. As the aging population continues to grow, with a rising percentage requiring some level of care, the value of Adult Day Service programs in the community is increasing.

Adult Day Services remains a valuable resource for caregivers aiming to keep loved ones at home and in the community as long as possible. Of note is the profile of the average client, which has shifted within the last decade. Participants are older, require more assistance with activities of daily living, and have a briefer stay in the Adult Day Setting.

Funding of the Adult Day Services program presents an ongoing challenge as operational costs have increased steadily, while State and Medicaid reimbursement rates for eligible clients have not kept pace with the actual cost of services. Currently, approximately 55% of the Adult Day Services clientele is eligible for aid through State assistance and Medicaid dollars. The actual daily cost to operate the Adult Day Services facility in FY 2017-2018 is projected to be \$104 per client. Without the continued financial commitment of the municipal partners - South Kingstown, Narragansett, and North Kingstown - it would not be a viable operation. In FY 2016-2017, the State of Rhode Island increased the reimbursement rate from \$42 to \$50 per day. Daily fees for private pay participants will remain at \$62 in FY 2017-2018. The program now serves clients with Medicaid-funded coverage through Neighborhood Health Plan and receives reimbursement for enhanced care at a rate of \$78 per day.

Senior Services Program (0304), *continued*



The Adult Day Services program had experienced a decrease in the average number of clients per day over the past two years, servicing approximately 12 per day, down from an average of 14 to 16 per day. It is not unusual for the daily census to experience fluctuations due to the frailty of the client population; however, this data requires continuous evaluation and was the reason for adjustments to staffing levels and other operational costs in the FY 2016-2017 budget. Since July 2016, the average census is 13 clients per day. There continues to be a steady influx of inquiries and applications for incoming participants. In 2016, the residency distribution of the client base shifted with North Kingstown participants receiving 39% of the total service days and South Kingstown participants receiving 33% of the days, down from 44% from the previous year. Narragansett resident participation also decreased from 21% to 18%. The decrease of South Kingstown client days is reflected in the overall General Fund contribution decrease from \$60,062 in FY 2016-2017 to \$56,008 in FY 2017-2018.

The proposed Community Cost Share percentages shown below are based on the participating communities' actual number of client days provided over a four year time period. Applying a long term use percentage rate reflects a more consistent, historical average and stabilizes any sharp increases or decreases that may occur from year to year due to the unpredictability of client demographics.

Description	2016-2017 Revised	2017-2018 Proposed	Change in Funding
Adult Day Services Program Cost	\$312,645	\$316,834	\$4,189
<i>Less</i>			
Investment Income	\$75	\$150	\$75
Title IIIB Grant	10,066	9,648	(382)
State Client Payment	86,936	101,131	14,195
Client Payments	80,270	85,046	4,776
Miscellaneous Revenues	500	500	0
Net Direct Cost of Service	\$134,798	\$120,323	(\$14,475)

Adult Day Services Program 4 Yr Client Use	Client Days	Percent Of Total	2016-2017 Adopted	2017-2018 Proposed	Change in Funding
South Kingstown	5,084	46.55%	\$60,062	\$56,008	(\$4,054)
Narragansett	2,834	25.94%	41,434	31,215	(10,219)
North Kingstown	3,005	27.51%	33,303	33,099	(204)
Community Client Days	10,922	100.00%	\$134,799	\$120,323	(\$14,476)
Non-Participating Community Client Days	1,599				
Total Client Days	12,521				

SENIOR CENTER PROGRAM

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

Senior Center programs continue to thrive, particularly the wellness-related activities and educational enrichment programs such as language and history classes. The needs and interests of the Town's senior population require a multi-levelled approach to service and program development. As such, in FY 2017-2018, the Senior Center will continue to offer a wide range of choices for social, physical, and educational enrichment. The construction and opening of the new Community Recreation Center, directly across from

Senior Services Program (0304), *continued*



the Senior Center, will further enhance the opportunities for many seniors who continue to participate in athletics and physical activities such as walking and jogging.

A breakdown of the Senior Center Program cost less non-municipal revenues is shown on the following page. The Towns of South Kingstown and Narragansett share in the remaining expenses associated with Center operations. It is proposed that Narragansett contribute \$50,000, or 19%, of the total municipal support. This represents 58% of \$86,249 which is the estimated program cost for the Town of Narragansett based on 835 active center participants from Narragansett.

Senior Center Program Cost	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Inc Over Prior Year
Total Program	\$295,673	\$308,150	\$308,450	\$347,808	\$39,658
<i>Less</i>					
Grants	\$52,860	\$50,641	\$50,641	\$49,657	(\$984)
Senior Classes	9,630	7,000	8,000	10,000	3,000
Fund Balance Forwarded	0	0	0	23,000	23,000
Net Direct Cost of Service	\$233,183	\$250,509	\$249,809	\$265,151	\$14,642

Description	Active Members	Cost Per Client	Proportional Cost Share	2017-2018 Proposed
South Kingstown	1,732	\$103.29	\$178,902	\$215,151
Narragansett	835	103.29	86,249	50,000
Participating Community Members	2,567	\$103.29	\$265,151	\$265,151
Non-Participating Communities	398			
Total Active Members	2,965	\$894.43	\$265,151	\$265,151

Functions

SENIOR TRANSPORTATION PROGRAM

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

SENIOR NUTRITION PROGRAM

- Provides meals daily at the Senior Center and provides support for home delivery through the federally-funded Meals on Wheels Program
- Provides the Town's older persons with low cost, nutritious meals and appropriate nutrition education
- Provides the benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at the Senior Center

ADULT DAY SERVICES PROGRAM

- Provides a State-licensed comprehensive program designed to meet the medical, social, and psychological needs of the frail and/or disabled senior
- Offers professional staff including a registered nurse, certified nurse aides, and activity professionals provide quality care and supervision
- 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 Services Program (0304), *continued*



SENIOR CENTER PROGRAM

- The Senior Center offers information about available services and activities, as well as other local provider agencies, designed to support independence, enhance quality of life, and promote optimal aging
- The Senior Center houses the Senior Nutrition and Transportation programs, offers social and recreational activities, health promotion and screenings, volunteer opportunities, case management, educational programming, and information and referral services

FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Work in collaboration with URI Departments of Pharmacy, Nursing, Physical Therapy, Gerontology, Kinesiology, and Human Development to provide experiential learning opportunities for students and intergenerational programs to benefit older adults	SNP
Collaborate with South County Hospital to provide a Wellness Clinic, twice weekly, offering health maintenance screenings, education programs and immunization clinics	PCSF
Replace existing oil tank at Adult Day Services to promote heating system efficiency	PCSF
Explore new opportunities for program expansion with the completion of the infrastructure improvements to the Tetreault Senior Center Annex	SNP
Collaborate with URI Human Development and Family Studies Department to introduce the Cyber Seniors Program which assists in evaluating and educating older adults in computer competency and to help eliminate the digital divide	SNP
Continue participation in federally funded Congregate Nutrition Program after successfully leading petitioning efforts for West Bay Community Action to contract with new catering service	SNP
Provide monthly venue for RI Military Organization Benefits Counseling to assist Veterans and their families in obtaining information, benefits, and support	SNP
Provide daily care and professional oversight of 41 older adults with special needs in a social and therapeutic setting	SNP

Specific Performance Measurements

Senior Transportation Program	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non medical transport)	122	140	144	C / SNP
Trips per year	4,400	5,617	5,786	C / SNP
Miles logged	12,067	14,198	14,624	C / SNP
Average daily miles logged	62	59	61	C / SNP

Senior Nutrition Program	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	5,866	6,199	6,385	SNP
Meals Served – Narr Residents	3,085	3,320	3,420	SNP
Meals Served – other towns	674	696	717	SNP
Total Meals Served (all towns)	9,625	10,516	10,831	SNP
Avg # of participants served per wk	185	158	160	SNP
Annual volunteer hours	4,350	6,764	6,967	SNP

Senior Services Program (0304), *continued*



Adult Day Services Program	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Client Days – South Kingstown	1,375	992	992	SNP
Client Days – Narragansett	651	536	536	SNP
Client Days – North Kingstown	777	1,183	1,183	SNP
Client Days – other towns	347	330	330	SNP
Total Client Days (all towns)	3,150	3,040	3,040	SNP
Avg # Clients per Program Day	14	13	13	SNP
Unduplicated Clients Served – SK	20	16	16	SNP
Unduplicated Clients Served – Narr	7	7	7	SNP
Unduplicated Clients Served – NK	12	13	13	SNP
Total Unduplicated Clients Served (all towns)	41	40	40	SNP
Total Family Members benefitting	164	160	160	SNP
Total State Payment Subsidies	\$99,536	\$86,936	\$101,131	SNP / BDFM
Total Client Payments Received	\$100,490	\$80,270	\$85,046	SNP / BDFM
Avg Client Payment per Day	\$31.90	\$26.40	\$27.97	SNP / BDFM

Senior Center Program	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Number of Members – SK	1,786	1,732	1,784	SNP
Number of Members – Narr	917	835	860	SNP
Number of Members – other towns	367	398	410	SNP
Total # of Members (all towns)	3,070	2,965	3,054	SNP
Total Programs	217	214	220	SNP
New Programs	29	33	34	SNP
% of building capacity used daily	100%	100%	100%	SNP
# of Information Requests and Referrals	2,001	2,102	2,165	SNP
Avg # of Participants per week	1,045	811	835	SNP
Special Events	86	89	92	SNP

FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to strengthen existing partnerships with URI, South County Hospital, Veteran's Organizations, federal, local and statewide Human Service agencies	SNP / URI / SCH
Expand collaboration efforts between the Senior Center and the Adult Day Services	SNP
Participate and play active role in South County Senior Advisory Council	SNP
Maintain shared senior services with the Town of Narragansett by offering the most cost effective delivery of service for seniors	BDFM
Expand outreach to senior housing, church groups, civic organizations, and other groups to help identify residents whose basic needs are unmet	SNP
Continue to increase usage of monthly newsletter publication, newspaper press releases and social media, when available, to educate older adults about services, programs, tax relief and benefit programs	SNP
Identify and assist Veterans in accessing services and benefits through collaboration with Veteran Assistance Programs, federal, state and local programs	SNP
Increase average Adult Day Services daily census by 10% maintaining minimum of 14 clients per day	SNP

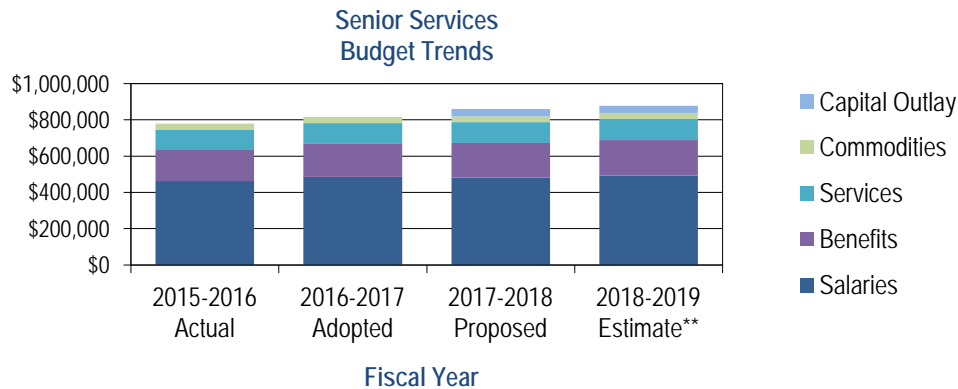
Senior Services Program (0304), *continued*



FY 2017-2018 Funding Comparison

Senior Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	7.50	7.50	7.50	7.50	0.00
Salaries	\$464,040	\$487,130	\$483,127	\$483,719	(\$3,411)
Benefits	170,934	181,392	183,355	189,223	7,831
Subtotal Personnel Expenditures*	\$634,974	\$668,522	\$666,482	\$672,942	\$4,420
Services	\$112,596	\$114,670	\$104,794	\$114,465	(\$205)
Commodities	30,260	30,940	28,547	32,767	1,827
Capital Outlay	600	400	380	39,600	39,200
Subtotal Operating Expenditures	\$143,455	\$146,010	\$133,721	\$186,832	\$40,822
Total Expenditures	\$778,429	\$814,532	\$800,203	\$859,774	\$45,242

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

Senior Services Program (0304), *continued*



FY 2017-2018 Expenditure Statement

30442010	Senior Services - Senior Transportation	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30442010	511001 Full-Time Employees	\$17,352	\$36,579	\$36,579	\$37,402	2.25%
30442010	511003 Seasonal Salaries	13,941	3,780	4,710	3,856	2.01%
30442010	511004 Overtime	0	50	0	50	0.00%
30442010	511006 Longevity	2,392	2,566	2,566	2,688	4.75%
30442010	Subtotal Wages	\$33,685	\$42,975	\$43,855	\$43,996	2.38%
30442010	522250 FICA	2,731	3,148	3,429	3,220	2.29%
30442010	522300 Municipal Employees Retirement	2,512	5,132	4,966	5,099	-0.64%
30442010	522822 Dental Insur-Active Employees	1,003	996	970	962	-3.41%
30442010	522840 Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
30442010	522850 Life Insurance	34	34	34	34	0.00%
30442010	529900 Worker's Compensation	3,737	3,924	3,099	3,924	0.00%
30442010	540038 Uniforms And Other Clothing	0	150	150	150	0.00%
30442010	Subtotal Benefits	\$12,025	\$15,384	\$14,648	\$15,389	0.03%
30442010	534010 Motor Vehicles Maintenance	5,098	4,500	4,500	5,000	11.11%
30442010	560010 Insurance	3,755	1,967	1,290	2,069	5.19%
30442010	Subtotal Services	\$8,854	\$6,467	\$5,790	\$7,069	9.31%
30442010	540028 Motor Vehicle Materials & Supp	3,232	2,200	2,200	3,000	36.36%
30442010	540040 Fuels And Lubricants	2,680	4,313	3,765	3,510	-18.62%
30442010	580100 Miscellaneous Expenses	270	200	180	150	-25.00%
30442010	Subtotal Commodities	\$6,183	\$6,713	\$6,145	\$6,660	-0.79%
30442010	Total Senior Transportation	\$60,746	\$71,539	\$70,438	\$73,114	2.20%

Senior Services Program (0304), continued



30442020		Senior Services Nutrition	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30442020	511001	Full-Time Employees	\$44,358	\$45,184	\$45,184	\$46,696	3.35%
30442020	511002	Part-Time Salaries	23,707	28,988	25,700	26,072	-10.06%
30442020	511003	Seasonal Salaries	647	900	882	900	0.00%
30442020	511004	Overtime	155	0	0	0	0.00%
30442020	511006	Longevity	1,502	1,775	1,347	1,170	-34.08%
30442020		Subtotal Wages	\$70,370	\$76,847	\$73,113	\$74,838	-2.61%
30442020	522250	FICA	5,159	5,645	5,430	5,466	-3.17%
30442020	522300	Municipal Employees Retirement	5,733	6,024	5,840	5,852	-2.86%
30442020	522818	Medical Insur-Active Employees	12,115	12,364	12,760	13,541	9.52%
30442020	522822	Dental Insur-Active Employees	903	896	874	867	-3.24%
30442020	522850	Life Insurance	31	30	30	32	6.67%
30442020	529900	Worker's Compensation	597	627	1,333	1,400	123.29%
30442020		Subtotal Benefits	\$24,537	\$25,586	\$26,267	\$27,158	6.14%
30442020	530014	Refuse Disposal	303	323	323	521	61.30%
30442020	530111	Professional Services	3,488	2,607	2,525	2,893	10.97%
30442020	532000	Telephone	919	601	590	727	20.97%
30442020	532002	Fuel - Oil	1,276	0	750	0	0.00%
30442020	532004	Electricity	7,804	6,387	6,000	6,914	8.25%
30442020	532008	Natural Gas	2,647	2,716	2,500	1,556	-42.71%
30442020	532010	Wastewater Fees	222	382	382	517	35.34%
30442020	532012	Water Fees	557	600	600	704	17.33%
30442020	534016	Computer/Software Maint.	295	399	476	402	0.75%
30442020	534020	Maintenance Of Buildings	1,129	1,163	1,100	1,200	3.18%
30442020	538020	Postage	0	60	0	30	-50.00%
30442020	538022	Printing Expenses	0	90	90	30	-66.67%
30442020	560010	Insurance	258	2,547	243	2,008	-21.16%
30442020		Subtotal Services	\$18,898	\$17,875	\$15,579	\$17,502	-2.09%
30442020	540014	Janitorial Materials & Supp	1,359	1,770	1,700	2,400	35.59%
30442020		Subtotal Commodities	\$1,359	\$1,770	\$1,700	\$2,400	35.59%
30442020	550004	Office Equipment	0	120	100	120	0.00%
30442020		Subtotal Capital Outlay	\$0	\$120	\$100	\$120	0.00%
30442020		Total Nutrition Program	\$115,164	\$122,198	\$116,759	\$122,018	-0.15%

Senior Services Program (0304), continued



30442030		Senior Services - Adult Day Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30442030	511001	Full-Time Employees	\$116,268	\$119,805	\$111,864	\$125,877	5.07%
30442030	511002	Part-Time Salaries	74,362	83,658	67,850	77,821	-6.98%
30442030	511003	Seasonal Salaries	15,297	0	26,000	4,375	0.00%
30442030	511004	Overtime	279	100	250	100	0.00%
30442030	511006	Longevity	3,033	3,471	2,430	1,947	-43.91%
30442030		Subtotal Wages	\$209,238	\$207,034	\$208,394	\$210,120	1.49%
30442030	522250	FICA	14,786	14,606	15,500	15,448	5.76%
30442030	522300	Municipal Employees Retirement	17,788	18,885	17,900	18,896	0.06%
30442030	522818	Medical Insur-Active Employees	19,552	19,928	19,660	22,524	13.03%
30442030	522822	Dental Insur-Active Employees	2,389	2,373	2,233	2,340	-1.39%
30442030	522840	Insurance Buyback	2,031	2,000	2,008	2,000	0.00%
30442030	522850	Life Insurance	75	75	72	76	1.33%
30442030	529900	Worker's Compensation	363	345	2,207	2,210	540.58%
30442030	538014	Travel Expenses	204	300	250	300	0.00%
30442030	540038	Uniforms And Other Clothing	111	150	0	150	0.00%
30442030		Subtotal Benefits	\$57,299	\$58,662	\$59,830	\$63,944	9.00%
30442030	530012	Cleaning Services	0	950	500	950	0.00%
30442030	530014	Refuse Disposal	312	359	359	660	83.84%
30442030	530020	Miscellaneous Services	0	6,261	6,000	0	-100.00%
30442030	530064	Copy Machine Services	447	300	300	520	73.33%
30641010	530066	Internet Access	338	0	0	0	0.00%
30442030	530111	Professional Services	6,254	4,256	4,000	4,376	2.82%
30442030	532000	Telephone	2,176	1,884	1,850	1,884	0.00%
30442030	532002	Fuel - Oil	2,508	4,921	3,900	4,126	-16.16%
30442030	532004	Electricity	3,821	4,201	4,000	4,321	2.86%
30442030	532012	Water Fees	278	350	350	375	7.14%
30442030	534014	Office Equipment Maintenance	0	50	0	0	-100.00%
30442030	534020	Maintenance Of Buildings	464	725	600	800	10.34%
30442030	538012	Advertising	9	25	320	50	100.00%
30442030	538020	Postage	199	250	100	250	0.00%
30442030	538022	Printing Expenses	0	200	100	200	0.00%
30442030	538030	Licenses And Dues	2,408	2,070	1,500	2,070	0.00%
30442030	560010	Insurance	3,426	3,770	4,001	4,401	16.74%
30442030		Subtotal Services	\$22,639	\$30,572	\$27,880	\$24,983	-18.28%
30442030	540010	General Materials & Supplies	171	150	50	150	0.00%
30442030	540012	Office Materials & Supplies	176	325	200	325	0.00%
30442030	540014	Janitorial Materials & Supp	1,692	1,650	1,300	1,650	0.00%
30442030	540016	Rec Materials & Supplies	227	300	300	300	0.00%
30442030	540020	Books And Publications	68	302	102	307	1.66%
30442030	540030	Medical & Lab Materials & Supp	553	400	200	400	0.00%
30442030	540046	Food	14,754	13,250	12,500	14,125	6.60%
30442030	580100	Miscellaneous Expenses	29	0	0	0	0.00%
30442030		Subtotal Commodities	\$17,670	\$16,377	\$14,652	\$17,257	5.37%
30442030	530044	Non-Major Technology Reserve	0	0	0	530	0.00%
30442030		Subtotal Capital Outlay	\$0	\$0	\$0	\$530	0.00%
30442030		Total Adult Day Services	\$306,847	\$312,645	\$310,756	\$316,834	1.34%

Senior Services Program (0304), continued



30442040		Senior Services - Senior Center	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30442040	511001	Full-Time Employees	\$144,921	\$154,033	\$152,530	\$149,929	-2.66%
30442040	511002	Part-Time Salaries	158	0	0	0	0.00%
30442040	511003	Seasonal Salaries	241	675	675	675	0.00%
30442040	511004	Overtime	362	0	0	0	0.00%
30442040	511006	Longevity	5,065	5,566	4,560	4,161	-25.24%
30442040		Subtotal Wages	\$150,747	\$160,274	\$157,765	\$154,765	-3.44%
30442040	522250	FICA	10,727	11,428	11,647	11,378	-0.44%
30442040	522300	Municipal Employees Retirement	18,792	20,590	19,904	19,064	-7.41%
30442040	522818	Medical Insur-Active Employees	42,218	43,895	45,675	46,619	6.21%
30442040	522822	Dental Insur-Active Employees	3,156	3,188	3,109	2,981	-6.49%
30442040	522850	Life Insurance	107	109	109	104	-4.59%
30442040	529900	Worker's Compensation	1,874	1,950	1,891	1,986	1.85%
30442040	538014	Travel Expenses	49	400	75	400	0.00%
30442040	540038	Uniforms And Other Clothing	150	200	200	200	0.00%
30442040		Subtotal Benefits	\$77,073	\$81,760	\$82,610	\$82,732	1.19%
30442040	530014	Refuse Disposal	707	753	753	1,740	131.08%
30442040	530022	Course Instructors	6,995	5,760	5,000	9,800	70.14%
30442040	530064	Copy Machine Services	1,104	950	1,060	1,382	45.47%
30442040	530111	Professional Services	12,002	9,595	8,200	9,176	-4.37%
30442040	532000	Telephone	2,208	1,403	1,350	2,280	62.51%
30442040	532002	Fuel - Oil	2,624	6,827	5,500	5,139	-24.73%
30442040	532004	Electricity	18,399	14,902	14,500	16,132	8.25%
30442040	532008	Natural Gas	5,504	6,338	5,600	7,106	12.12%
30442040	532010	Wastewater Fees	518	890	890	740	-16.85%
30442040	532012	Water Fees	1,300	1,401	1,401	1,643	17.27%
30442040	534014	Office Equipment Maintenance	29	200	0	200	0.00%
30442040	534016	Computer/Software Maintenance	1,676	1,682	2,232	1,758	4.52%
30442040	534020	Maintenance Of Buildings	2,635	2,713	2,700	2,800	3.21%
30442040	538012	Advertising	399	50	25	50	0.00%
30442040	538020	Postage	11	140	50	140	0.00%
30442040	538022	Printing Expenses	0	210	200	140	-33.33%
30442040	560010	Insurance	6,095	5,942	6,084	4,685	-21.15%
30442040		Subtotal Services	\$62,205	\$59,756	\$55,545	\$64,911	8.63%
30442040	540010	General Materials & Supplies	0	250	250	250	0.00%
30442040	540012	Office Materials & Supplies	622	800	650	900	12.50%
30442040	540014	Janitorial Materials & Supp	3,845	4,130	4,250	4,200	1.69%
30442040	540016	Rec Materials & Supplies	261	400	400	600	50.00%
30442040	540046	Food	320	500	500	500	0.00%
30442040		Subtotal Commodities	\$5,048	\$6,080	\$6,050	\$6,450	6.09%
30442040	550004	Office Equipment	600	280	280	400	42.86%
30442040	530044	Non-Major Technology Reserve	0	0	0	3,550	0.00%
30442040	570002	Capital Improvements	0	0	0	35,000	0.00%
30442040		Subtotal Capital Outlay	\$600	\$280	\$280	\$38,950	13810.71%
30442040		Total Senior Center	\$295,673	\$308,150	\$302,250	\$347,808	12.87%

Senior Services Program (0304), *continued*



	Total Senior Services Program	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30442010	Subtotal Senior Transportation	\$60,746	\$71,539	\$70,438	\$73,114	2.20%
30442020	Subtotal Nutrition Program	115,164	122,198	116,759	122,018	-0.15%
30442030	Subtotal Adult Day Services	306,847	312,645	310,756	316,834	1.34%
30442040	Subtotal Senior Center	295,673	308,150	302,250	347,808	12.87%
	Total Senior Services Program	\$778,429	\$814,532	\$800,203	\$859,774	5.55%

Senior Services Program (0304), continued



FY 2017-2018 Revenue Statement

304	Senior Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change	
30442010	451110	Miscellaneous Grants	\$3,486	\$3,484	\$3,484	\$3,590	3.04%
30442010	470010	Miscellaneous Revenues	565	651	800	700	7.53%
30442010	490101	General Fund Transfer	66,436	67,404	67,404	68,824	2.11%
30442010	Subtotal Senior Transportation Program	\$70,487	\$71,539	\$71,688	\$73,114	2.20%	
30442020	418013	Town of Narragansett Cost Share	30,990	35,257	35,257	38,044	7.90%
30442020	451110	Miscellaneous Grants	4,214	4,214	4,210	4,164	-1.19%
30442020	490101	General Fund Transfer	80,131	82,726	82,726	79,810	-3.52%
30442020	Subtotal Nutrition Program	\$115,335	\$122,197	\$122,193	\$122,018	-0.15%	
30442030	418013	Town of Narragansett Cost Share	48,939	41,434	41,434	31,215	-24.66%
30442030	440305	Client Payments	100,490	80,270	80,270	85,046	5.95%
30442030	440310	State Subsidy - Client Payment	99,536	86,936	96,000	101,131	16.33%
30442030	440610	Town of North Kingstown Cost Share	33,580	33,303	33,303	33,099	-0.61%
30442030	451110	Miscellaneous Grants	10,066	10,066	10,066	9,684	-3.79%
30442030	460010	Investment Income	355	75	150	150	100.00%
30442030	470010	Miscellaneous Revenues	500	500	500	500	0.00%
30442030	490101	General Fund Transfer	47,385	60,062	60,062	56,008	-6.75%
30442030	Subtotal Adult Day Services Program	\$340,851	\$312,646	\$321,785	\$316,833	1.34%	
30442040	418013	Town of Narragansett Cost Share	41,000	46,000	46,000	50,000	8.70%
30442040	440295	Senior Classes	9,630	7,000	9,000	10,000	42.86%
30442040	451110	Miscellaneous Grants	52,860	50,641	52,000	49,657	-1.94%
30442040	490101	General Fund Transfer	208,095	204,508	204,508	215,151	5.20%
30442040	499060	Designated Fund Balance	0	0	0	23,000	0.00%
30442040	Subtotal Senior Center Program	\$311,585	\$308,149	\$311,508	\$347,808	12.87%	
304	Total Senior Services Revenues	\$838,257	\$814,531	\$827,174	\$859,773	5.55%	
304	Income Over (Under) Expenditures	\$59,828	\$0	\$26,971	\$0		



TAB 14
NEIGHBORHOOD GUILD FUND

Neighborhood Guild..... 14 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

General Explanation and Work Program

The Neighborhood Guild was constructed in 1908 as an activity center for employees of the Peace Dale Mill Company, and was deeded to the Town in 1940 to serve as a community center for residents. Today it remains true to its original purpose, serving as the home of the South Kingstown Parks and Recreation Department, offering a year-round array of recreational programming and opportunities for all ages.

The Guild is a 25,000 square-foot facility housing a variety of classrooms, music rooms, small gymnasium/performance area, woodworking room, kitchen, fitness and locker rooms, and administrative offices for the Parks and Recreation Department. The building supports over 450 classes annually, including the arts, community education, fitness, and special events for all segments of the population. In addition, the Guild is utilized by a variety of community based non-profit groups for meetings and programs, and by residents who rent rooms for gatherings such as birthday parties and other occasions.

The operation of the Guild and related recreational programming is financially self supporting with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals, and various other sources. For the 2017-2018 fiscal year, Guild recreational programs are expected to generate approximately 45% of the total revenue needed to support the Guild’s operating program, with proposed Trust Fund contributions supporting approximately 51%, and the remaining 4% coming from the Guild fund balance, reinvested capital income, and investment income. Level fees in most program areas are proposed for FY 2017-2018, as the Recreation Department strives to maintain a balance between offering affordable leisure activities and meeting operational costs.

With the opening of the new Community Recreation Center, the Guild operation will experience some changes in FY 2017-2018. The Department will transfer some existing fitness programs from the Guild to the Recreation Center and begin to develop new passive recreational and cultural arts programs at the Guild.

Neighborhood Guild Fund (0306), *continued*



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

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

Functions

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

ADMINISTRATION & MAINTENANCE

- Oversee operation and management of the Neighborhood Guild as a community center for year-round public recreation and enrichment programs for all ages
- Develop and program public leisure and recreation activities in the following areas: Music, Arts, Youth Leisure, Adult Leisure, Travel
- Serve the general public as patrons of the Guild on a daily basis providing information, direction, program registration, activity facilitation, and general customer service
- Manage and schedule rental of activity/meeting rooms to community based non-profit groups for meetings and programs; and to residents and non-residents for a variety of special events
- Manage the operational budget of the Neighborhood Guild with a focus on maintaining it as a self supporting entity utilizing a combination of trust fund revenue and program revenue
- Manage daily maintenance and upkeep of the facility including cleaning, maintenance, repairs, and care of the surrounding grounds

FRONT DESK

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

MUSIC

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



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

ARTS

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

YOUTH PROGRAMMING

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

ADULT LEISURE

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

TRAVEL

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

GENERAL

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

Neighborhood Guild Fund (0306), *continued*



FY 2016-2017 Priorities

Priorities	Town Council Goals & Obj's
Maintain an average of 85% on the number of classes offered versus the number of classes that ran successfully, comparing to the national standard of 80%	PCSF
Offer 80 new classes/programs	PCSF
Continue to offer several preschool and family program, with at least one special event held each month	PCSF
Complete construction of ADA compliant wheelchair lift for improved accessibility	SNP
Further develop use of social media platforms for purposes of program marketing and real time communication, including Facebook and Twitter	CE
Continue to collaborate with Westerly Senior Center and other local groups to improve trip participation, resulting in increased enrollment and a 90% success rate for planned trips	PCSF
Interior improvements to the facility included the renovation of Room 25	PCSF
Continue to improve the customer service functions of the Guild Front Desk operations	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected**	FY 2017-2018 Anticipated**	Town Council Goals & Obj's
Trust Income % of Total Revenue	49%	51%	51%	BDFM
Program fees % of Total Revenue	44%	45%	45%	BDFM
Guild Facility Usage Attendance	51,148	54,000	51,000	PCSF
Room Reservations by Community members and organizations	11,930	10,564	9,000	PCSF
Online Transactions (including registrations, payments, etc.)	1,816	1,850	1,950	CE
Independent Contractors	78	75	75	PCSF
New Classes Offered	130	100	90	PCSF
Preschool Enrollment	315	280	300	PCSF
% of Classes Completed**	100%	80%	80%	PCSF
Youth/Teen Enrollment	784	700	600	PCSF
% of Classes Completed**	82%	80%	80%	PCSF
Adult Enrollment	1,911	1,750	1,600	PCSF
% of Classes Completed**	77%	80%	80%	PCSF
Art Enrollment	732	685	700	PCSF
% of Classes Completed**	97%	80%	80%	PCSF
Sports and Fitness Enrollment	7,072	7,000	5,000	PCSF
% of Classes Completed**	92%	90%	90%	PCSF
Trip Enrollment	644	600	600	PCSF
% of Trips Competed**	94%	90%	80%	PCSF
Music Lessons	1,641	1,600	1,600	PCSF
Music Students Registered	192	190	190	PCSF
Special Events	2,316	2,400	2,400	PCSF
% of Events Completed**	91%	90%	90%	PCSF

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

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

Neighborhood Guild Fund (0306), *continued*



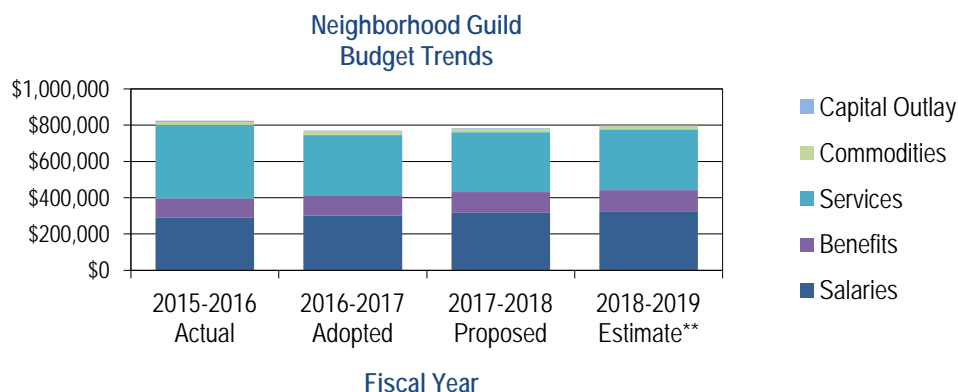
FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Recruit instructors/independent contractors for new program offerings particularly youth & teen	PCSF
Maintain present yield on trust fund and investment income sources	BDFM
Evaluate 2017 community survey results and update strategic planning for Guild programs accordingly	PCSF
Continue to transfer fitness programs and camps to the Community Recreation Center	PCSF
Continue to focus on development of targeted youth, teen, and family programs	PCSF
Prepare for major capital improvement project to building infrastructure; will include window replacement and HVAC upgrade	PCSF
Improve outreach and marketing efforts to raise public awareness of programs and available financial assistance	CE
Establish strategy to promote public use of newly designed Town website for relevant information about recreation programs, registration, and resources	CE
Continue improvement and maintenance to the interior of the Guild facility, including replacement of flooring in first floor lobby and corridors	PCSF

FY 2017-2018 Funding Comparison

Neighborhood Guild	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	4.20	5.20	5.20	5.20	0.00
Salaries	\$292,381	\$302,776	\$302,626	\$316,124	\$13,348
Benefits	103,182	111,836	111,725	115,245	3,409
Subtotal Personnel Expenditures*	\$395,562	\$414,612	\$414,351	\$431,369	\$16,757
Services	\$406,530	\$330,566	\$328,665	\$331,179	\$613
Commodities	16,744	19,500	17,530	18,649	(851)
Capital Outlay	6,233	5,500	5,050	3,950	(1,550)
Subtotal Operating Expenditures	\$429,507	\$355,566	\$351,245	\$353,778	(\$1,788)
Total Expenditures	\$825,070	\$770,178	\$765,596	\$785,147	\$14,969

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

Neighborhood Guild Fund (0306), *continued*



FY 2017-2018 Expenditure Statements

30641010	Guild - Admin and Maintenance		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641010	511001	Full-Time Employees	\$221,165	\$238,530	\$238,530	\$243,864	2.24%
30641010	511002	Part-Time Salaries	4,638	2,340	2,340	3,726	59.23%
30641010	511003	Seasonal Salaries	0	1,000	0	1,000	0.00%
30641010	511004	Overtime	4,109	1,000	1,850	1,000	0.00%
30641010	511005	Retirement/Vacation Reimb.	1,579	0	0	0	0.00%
30641010	511006	Longevity	7,672	8,186	8,186	8,677	6.00%
30641010		Subtotal Wages	\$239,163	\$251,056	\$250,906	\$258,267	2.87%
30641010	522250	FICA	17,708	18,408	18,408	18,840	2.35%
30641010	522300	Municipal Employees Retirement	27,891	30,922	30,922	30,711	-0.68%
30641010	522818	Medical Insur-Active Employees	41,799	43,893	43,893	47,561	8.36%
30641010	522822	Dental Insur-Active Employees	3,775	4,017	4,017	3,672	-8.59%
30641010	522840	Insurance Buyback	1,242	1,400	1,400	1,000	-28.57%
30641010	522850	Life Insurance	161	190	190	161	-15.26%
30641010	529900	Worker's Compensation	3,782	5,170	5,059	5,170	0.00%
30641010	538014	Travel Expenses	200	200	200	200	0.00%
30641010	538018	Conference Expenses	1,299	1,100	1,100	1,200	9.09%
30641010	540038	Uniforms And Other Clothing	381	1,578	1,578	1,463	-7.29%
30641010		Subtotal Benefits	\$98,239	\$106,878	\$106,767	\$109,978	2.90%
30641010	530012	Cleaning Services	364	0	0	0	0.00%
30641010	530014	Refuse Disposal	989	1,079	1,650	1,740	61.26%
30641010	530064	Copy Machine Services	1,668	2,200	1,800	1,632	-25.82%
30641010	530111	Professional Services	11,113	8,666	8,666	3,090	-64.34%
30641010	532000	Telephone	2,250	2,936	2,000	2,064	-29.70%
30641010	532004	Electricity	18,822	17,850	17,850	17,677	-0.97%
30641010	532008	Natural Gas	9,455	14,796	10,000	10,000	-32.41%
30641010	532010	Wastewater Fees	725	739	739	739	0.00%
30641010	532012	Water Fees	854	1,185	1,100	1,170	-1.27%
30641010	534016	Computer/Software Maintenance	3,725	3,703	3,703	3,884	4.89%
30641010	534020	Maintenance Of Buildings	23,988	10,500	19,550	10,500	0.00%
30641010	538012	Advertising	293	500	600	400	-20.00%
30641010	538020	Postage	853	3,050	2,800	3,055	0.16%
30641010	538022	Printing Expenses	4,078	5,200	5,200	5,300	1.92%
30641010	538028	Rents	0	150	150	0	-100.00%
30641010	538030	Licenses And Dues	1,580	1,150	1,150	1,340	16.52%
30641010	560010	Insurance	8,281	9,100	10,245	11,270	23.85%
30641010	589010	Debt - Principal	50,000	0	0	0	0.00%
30641010	589012	Debt - Interest	1,150	0	0	0	0.00%
30641010		Subtotal Services	\$140,188	\$82,804	\$87,203	\$73,861	-10.80%

**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		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641010	540012	Office Materials & Supplies	1,955	2,000	1,000	1,900	-5.00%
30641010	540014	Janitorial Materials & Supp	2,303	2,870	2,500	2,969	3.45%
30641010	540016	Rec Materials & Supplies	202	500	300	325	-35.00%
30641010	540018	Elect Materials & Supplies	1,164	350	350	450	28.57%
30641010	540020	Books And Publications	129	100	100	130	30.00%
30641010	540024	Chemicals And Gases	0	180	180	175	-2.78%
30641010	540026	Bldg & Const Materials & Supp	651	1,000	1,000	1,200	20.00%
30641010	540032	General Hardware & Tools	12	600	600	600	0.00%
30641010	540034	Signage Materials & Supplies	429	1,000	1,000	1,000	0.00%
30641010	540050	HVAC Materials & Supplies	697	1,200	900	1,200	0.00%
30641010	580100	Miscellaneous Expenses	2,710	2,000	2,000	2,000	0.00%
30641010	Subtotal Commodities		\$10,251	\$11,800	\$9,930	\$11,949	1.26%
30641010	550004	Office Equipment	5,015	1,000	750	750	-25.00%
30641010	550016	Janitorial Equipment	0	500	500	500	0.00%
30641010	550018	Recreational Equipment	338	1,800	1,800	1,000	-44.44%
30641010	550026	Furniture And Furnishings	836	1,200	1,000	1,200	0.00%
30641010	Subtotal Capital Outlay		\$6,190	\$4,500	\$4,050	\$3,450	-23.33%
30641010	Total Guild Admin And Maintenance		\$494,031	\$457,038	\$458,856	\$457,505	0.10%

30641020	Guild - Front Desk		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641020	511002	Part-Time Salaries	\$35,318	\$31,217	\$31,217	\$30,858	-1.15%
30641020	511006	Longevity	0	108	108	306	183.33%
30641020	Subtotal Wages		\$35,318	\$31,325	\$31,325	\$31,164	-0.51%
30641020	522250	FICA	2,702	2,396	2,396	2,384	-0.50%
30641020	522850	Life Insurance	0	0	0	37	0.00%
30641020	540038	Uniforms And Other Clothing	871	1,000	1,000	800	-20.00%
30641020	Subtotal Benefits		\$3,573	\$3,396	\$3,396	\$3,221	-5.15%
30641020	540016	Rec Materials & Supplies	47	200	200	0	-100.00%
30641020	540054	Vending Materials & Supplies	1,424	800	800	800	0.00%
30641020	Subtotal Commodities		\$1,471	\$1,000	\$1,000	\$800	-20.00%
30641020	Total Front Desk		\$40,362	\$35,721	\$35,721	\$35,185	-1.50%

30641040	Guild - Seniors Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641040	530111	Professional Services	\$36,617	\$38,700	\$32,400	\$33,300	-13.95%
30641040	Subtotal Services		\$36,617	\$38,700	\$32,400	\$33,300	-13.95%
30641040	540016	Rec Materials & Supplies	26	200	100	100	-50.00%
30641040	Subtotal Commodities		\$26	\$200	\$100	\$100	-50.00%
30641040	Total Seniors Program		\$36,643	\$38,900	\$32,500	\$33,400	-14.14%

Neighborhood Guild Fund (0306), *continued*



30641050	Guild - Youth Programs		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641050	511003	Seasonal Salaries	\$3,689	\$3,650	\$3,650	\$3,140	-13.97%
30641050		Subtotal Wages	\$3,689	\$3,650	\$3,650	\$3,140	-13.97%
30641050	522250	FICA	282	280	280	243	-13.21%
30641050		Subtotal Benefits	\$282	\$280	\$280	\$243	-13.21%
30641050	530111	Professional Services	47,391	28,600	28,600	35,600	24.48%
30641050	538020	Postage	20	40	40	30	-25.00%
30641050	538028	Rents	1,812	1,952	1,952	2,520	29.10%
30641050		Subtotal Services	\$49,223	\$30,592	\$30,592	\$38,150	24.71%
30641050	540016	Rec Materials & Supplies	4,341	5,000	5,000	4,700	-6.00%
30641050		Subtotal Commodities	\$4,341	\$5,000	\$5,000	\$4,700	-6.00%
30641050	550018	Recreational Equipment	43	0	0	0	0.00%
30641050		Subtotal Capital Outlay	\$43	\$0	\$0	\$0	0.00%
30641050		Total Youth Programs	\$57,578	\$39,522	\$39,522	\$46,233	16.98%

30641060	Guild - Music Programs		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641060	511002	Part-Time Salaries	\$4,405	\$6,516	\$6,516	\$13,178	102.24%
30641060		Subtotal Wages	\$4,405	\$6,516	\$6,516	\$13,178	102.24%
30641060	522250	FICA	337	498	498	1,008	102.41%
30641060		Subtotal Benefits	\$337	\$498	\$498	\$1,008	102.41%
30641060	530111	Professional Services	87,305	87,900	87,900	101,250	15.19%
30641060		Subtotal Services	\$87,305	\$87,900	\$87,900	\$101,250	15.19%
30641060	540016	Rec Materials & Supplies	108	200	200	200	0.00%
30641060		Subtotal Commodities	\$108	\$200	\$200	\$200	0.00%
30641060	550018	Recreational Equipment	0	1,000	1,000	500	-50.00%
30641060		Subtotal Capital Outlay	\$0	\$1,000	\$1,000	\$500	-50.00%
30641060		Total Music Programs	\$92,155	\$96,114	\$96,114	\$116,136	20.83%

30641070	Guild - Adults Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641070	511002	Part-Time Salaries	\$1,740	\$2,035	\$2,035	\$2,162	6.24%
30641070		Subtotal Wages	\$1,740	\$2,035	\$2,035	\$2,162	6.24%
30641070	522250	FICA	133	155	155	166	7.10%
30641070		Subtotal Benefits	\$133	\$155	\$155	\$166	7.10%
30641070	530111	Professional Services	39,959	42,150	42,150	37,000	-12.22%
30641070		Subtotal Services	\$39,959	\$42,150	\$42,150	\$37,000	-12.22%
30641070	540016	Rec Materials & Supplies	0	300	300	300	0.00%
30641070		Subtotal Commodities	\$0	\$300	\$300	\$300	0.00%
30641070		Total Adults Program	\$41,831	\$44,640	\$44,640	\$39,628	-11.23%

Neighborhood Guild Fund (0306), *continued*



30641080	Guild - Arts Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641080	511002	Part-Time Salaries	\$7,823	\$7,819	\$7,819	\$7,995	2.25%
30641080	511003	Seasonal Salaries	243	375	375	218	-41.87%
30641080		Subtotal Wages	\$8,066	\$8,194	\$8,194	\$8,213	0.23%
30641080	522250	FICA	617	629	629	629	0.00%
30641080		Subtotal Benefits	\$617	\$629	\$629	\$629	0.00%
30641080	530111	Professional Services	51,566	46,460	46,460	45,658	-1.73%
30641080	538028	Rents	1,673	1,960	1,960	1,960	0.00%
30641080		Subtotal Services	\$53,239	\$48,420	\$48,420	\$47,618	-1.66%
30641080	540016	Rec Materials & Supplies	547	1,000	1,000	600	-40.00%
30641080		Subtotal Commodities	\$547	\$1,000	\$1,000	\$600	-40.00%
30641080		Total Arts Program	\$62,470	\$58,243	\$58,243	\$57,060	-2.03%

Total Guild Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30641010	Subtotal Guild Admin and Maintenance	\$494,031	\$457,038	\$458,856	\$457,505	0.10%
30641020	Subtotal Guild Front Desk	40,362	35,721	35,721	35,185	-1.50%
30641040	Subtotal Guild Seniors Program	36,643	38,900	32,500	33,400	-14.14%
30641050	Subtotal Guild Youth Programs	57,578	39,522	39,522	46,233	16.98%
30641060	Subtotal Guild Music Programs	92,155	96,114	96,114	116,136	20.83%
30641070	Subtotal Guild Adults Program	41,831	44,640	44,640	39,628	-11.23%
30641080	Subtotal Guild Arts Program	62,470	58,243	58,243	57,060	-2.03%
	Total Guild Program	\$825,070	\$770,178	\$765,596	\$785,147	1.94%

Neighborhood Guild Fund (0306), *continued*



FY 2017-2018 Revenue Statement

306	Guild	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change	
30641000	460010	Investment Income	\$322	\$100	\$100	\$100	0.00%
30641000	460020	Trust Income	401,873	380,500	380,500	388,110	2.00%
30641000	460140	Reinvested Income - Debt	51,190	0	0	0	0.00%
30641000	460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180	Hazard Trust	8,498	12,000	12,000	12,000	0.00%
30641000	499060	Designated Fund Balance	0	25,000	25,000	25,000	0.00%
30641020	440250	Front Desk	22,145	19,500	18,200	18,200	-6.67%
30641040	440260	Senior Trips	34,980	43,000	36,000	37,000	-13.95%
30641050	440265	Youth	69,124	53,285	60,000	61,952	16.27%
30641060	440270	Music	108,657	106,250	106,250	119,875	12.82%
30641070	440275	Adults	63,609	61,250	60,000	53,800	-12.16%
30641080	440280	Arts	68,913	63,300	63,300	63,110	-0.30%
306	Total Guild Revenues	\$835,311	\$770,185	\$767,350	\$785,147	1.94%	
306	Income Over (Under) Expenditures	\$10,241	\$7	\$1,754	\$0		



TAB 15
COMMUNITY RECREATION CENTER FUND

Community Recreation Center 15 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



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 new Community Recreation Center, anticipated to open in May/June 2017, will provide indoor sports and fitness program space for public use by the citizens of South Kingstown.

General Explanation & Work Program

The Community Recreation Center will provide gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Existing ongoing recreation programs includes youth basketball, which consists of over 600 participants, adult basketball, volleyball, indoor tennis, pickle ball, aerobics, yoga, pilates, and dance. In addition to these longstanding programs, there are multiple new activities such as an indoor track and field, walking club, and dodge-ball currently in development for FY 2017-2018. This new facility will greatly assist in meeting the demands of the community for indoor athletic space, and will serve all segments of the population including youth, adults, and the growing baby boomer/senior demographic interested in maintaining lifelong wellness through year-round physical activity.

With the anticipated opening of the Community Recreation Center in the Spring of 2017, the Town will be well equipped to provide a commitment to offering indoor play spaces to residents throughout the year, just as the Town offers exceptional outdoor parks and facilities to the community.

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



The new Recreation Center consists of the following elements:

- Multi-court gymnasium for sports and athletic programming
- Two (2) 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 (approximately 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
- Provision of customer service including program registration, general information and direction, switchboard operation
- Processing and scheduling of facility use applications and rentals
- Planning and implementation of community events
- Oversight of senior specific wellness programs in collaboration with the Senior Center
- Expansion and development of new sports and wellness programs based on community demand

FY 2016-2017 Priorities

Priorities	Town Council Goals & Obj's
Substantial completion of facility construction in April 2017	PCSF
Recruitment and hiring of facility staff in February/March 2017	PCSF
Grand Opening of facility in Spring 2017	PCSF
Plan and implement ongoing community wide open house events to promote public awareness and programming information dissemination	PCSF
Develop policy/procedure manual for facility operations	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
Programs to be Offered	*	12*	75	PCSF
% of Programs Run	*	80%	80%	PCSF
Program Participants	*	800*	1,500	PCSF
Community Events Attendance	*	5,000**	3,000	PCSF
Facility Rentals	*	50*	250	PCSF
Rental Hours	*	125*	500	PCSF

*facility opening projected Spring 2017

**includes grand opening event

Community Recreation Center Fund (0308), *continued*



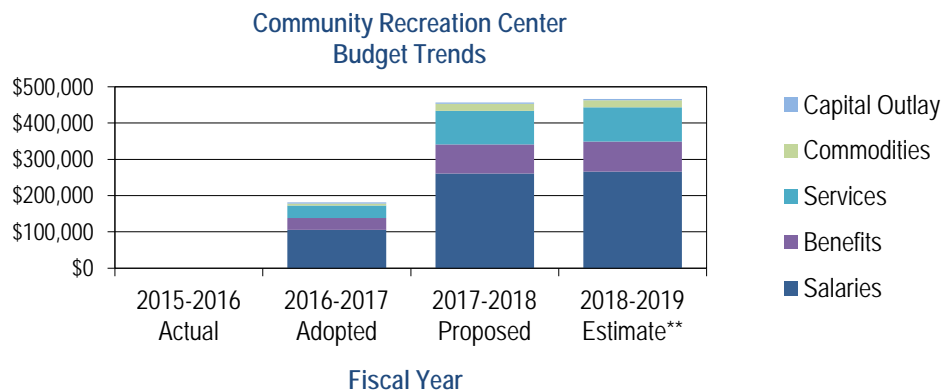
FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Develop and implement free teen center drop-in program	PCSF
Establish facility open house/orientation program for residents to acquaint themselves with the Recreation Center offerings and schedule	SNP
Exceed budgeted facility rental revenue by 5%	PCSF
Develop and implement full complement of community recreation programs	PCSF
Transition majority of Recreation Department indoor athletic, fitness, and sports camp programs from the Guild and School Department buildings to the Recreation Center	PCSF
Coordinate with the School Dept to schedule interscholastic sporting events	PCSF
Seek outside sponsorship support for programs, and athletic and recreational equipment	BDFM
Implement senior specific programming to complement Senior Center wellness activities	SNP
Develop and introduce programs for special needs populations, including working with local agencies and Special Olympics	SNP

FY 2017-2018 Funding Comparison

Community Recreation Center	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	0.00	2.90	2.90	2.90	0
Salaries	\$0	\$105,334	\$46,656	\$261,243	\$155,909
Benefits	0	32,899	16,476	79,879	46,980
Subtotal Personnel Expenditures*	\$0	\$138,233	\$63,132	\$341,122	\$202,889
Services	\$0	\$34,300	\$9,975	\$92,924	\$58,624
Commodities	0	5,700	1,150	19,565	13,865
Capital Outlay	0	3,500	1,300	3,413	(87)
Subtotal Operating Expenditures	\$0	\$43,500	\$12,425	\$115,902	\$72,402
Total Expenditures	\$0	\$181,733	\$75,557	\$457,024	\$275,291

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries. Please note that FY 2016-2017 is reflective of 3 months of operation, resulting in the corresponding FY 2016-2017 three month to FY 2017-2018 twelve month ratio of funding.

Community Recreation Center Fund (0308), *continued*



FY 2017-2018 Expenditure Statement

30840001	Community Recreation Center	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30840001	511001	\$0	\$55,569	\$27,785	\$120,519	116.88%
30840001	511002	0	17,742	8,871	106,496	500.25%
30840001	511003	0	32,023	10,000	34,228	6.89%
30840001	Subtotal Wages	\$0	\$105,334	\$46,656	\$261,243	148.01%
30840001	522250	0	8,007	4,029	19,265	140.60%
30840001	522300	0	7,007	3,504	20,270	189.28%
30840001	522818	0	16,529	8,265	37,666	127.88%
30840001	522822	0	1,195	598	2,405	101.26%
30840001	522840	0	41	20	0	-100.00%
30840001	522850	0	0	0	153	0.00%
30840001	529900	0	120	60	120	0.00%
30840001	Subtotal Benefits	\$0	\$32,899	\$16,476	\$79,879	142.80%
30840001	530014	0	300	150	1,736	478.67%
30840001	530064	0	250	125	500	100.00%
30840001	530111	0	0	0	39,640	0.00%
30840001	532000	0	1,750	500	2,952	68.69%
30840001	532004	0	14,000	4,500	13,200	-5.71%
30840001	532008	0	10,500	1,750	15,600	48.57%
30840001	532010	0	1,500	300	2,296	53.07%
30840001	532012	0	2,000	400	3,000	50.00%
30840001	534020	0	1,500	1,000	2,500	66.67%
30840001	538028	0	0	0	6,000	0.00%
30840001	560010	0	2,500	1,250	5,500	120.00%
30840001	Subtotal Services	\$0	\$34,300	\$9,975	\$92,924	170.92%
30840001	540012	0	250	100	500	100.00%
30840001	540014	0	1,500	300	1,865	24.33%
30840001	540016	0	300	200	13,050	4250.00%
30840001	540018	0	250	0	250	0.00%
30840001	540026	0	400	0	600	50.00%
30840001	540036	0	200	100	300	50.00%
30840001	540038	0	1,000	250	1,000	0.00%
30840001	540058	0	50	0	250	400.00%
30840001	580100	0	1,750	200	1,750	0.00%
30840001	Subtotal Commodities	\$0	\$5,700	\$1,150	\$19,565	243.25%
30442040	530044	0	0	0	913	0.00%
30840001	550004	0	1,000	300	1,000	0.00%
30840001	550016	0	1,500	500	1,500	0.00%
30840001	550018	0	1,000	500	0	-100.00%
30840001	Subtotal Capital Outlay	\$0	\$3,500	\$1,300	\$3,413	-2.49%
30840001	Total Community Rec Center	\$0	\$181,733	\$75,557	\$457,024	151.48%

Community Recreation Center Fund (0308), *continued*



FY 2017-2018 Revenue Statement

308	Community Recreation Center	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
30840001	431115 Rental Income	\$0	\$10,000	\$1,500	\$22,213	122.13%
30840001	440218 Athletic Program Revenues	0	0	0	115,900	0.00%
30840001	490101 General Fund Transfer	0	171,733	171,733	308,911	79.88%
30840001	499060 Designated Fund Balance	0	0	0	10,000	0.00%
308	Total Community Rec Center Revenues	\$0	\$181,733	\$173,233	\$457,024	151.48%
308	Income Over (Under) Expenditures	\$0	\$0	\$97,676	\$0	0.00%



TAB 16
DEBT SERVICE FUND

Debt Service 16 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 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 82% retirement rate on its outstanding debt over a ten year period
- Revenue to cover the Debt Service Fund's expenditures comes largely from General Fund transfers and School Housing Aid to the Debt Service Fund, as well as transfers from other special revenue funds earmarked specifically for debt service obligations such as open space reserve, fair share development fees and real estate conveyance tax fund
- Prepare and conduct rating service presentations for the issuance of General Obligation Bonds

FY 2017-2018 Priorities

Priorities	Town Council Goals & Obj's
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
Issue \$5,150,000 in bonds consistent with the Capital Improvement Program	CE / BDFM

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Obj's
Bond Rating: Moody's	Aa1	Aa1	Aaa	BDFM
Legal Debt Margin**	0.24%	0.19%	0.26%	BDFM
Top 10 Tax Payers % of Tax Base	4.12%	3.68%	3.75%	BDFM
Net Debt as a % of operating revenues**	2.85%	2.37%	2.61%	BDFM
% of Debt Retired within Ten Years	>84%	>84%	>84%	BDFM
Net Debt Per Capita	\$342	\$286	\$399	BDFM
Outstanding Long-Term Debt	\$10,467,000	\$8,757,000	\$12,225,000	CE / BDFM

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

+Moody's Investors Service documents the 2013 median range for municipalities in the under 50,000 population group for Net Direct Debt as a percentage of the community's taxable full value at less than 0.63% Aaa rated communities and less than 0.98% Aa rated municipalities

**Standard and Poor's (S&P's) 2008 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established in the benchmark at a range of 3% (Low) to 10% (High).

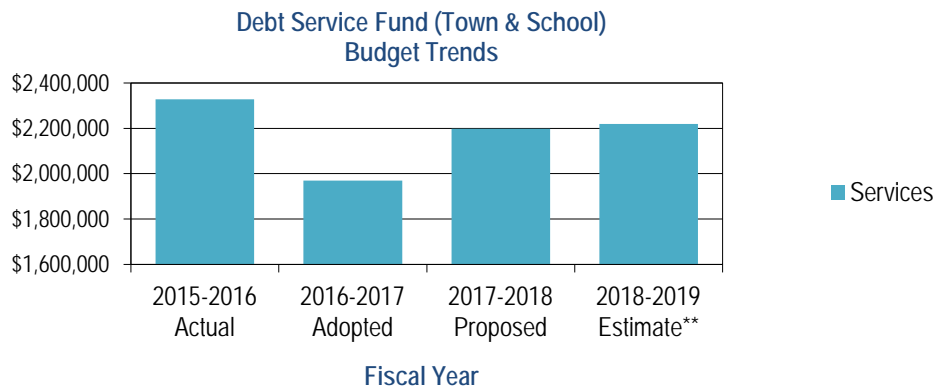


FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Obj's
Continue to seek refunding opportunities	BDFM
Maintain or Improve Aa1 rating with Moody's	BDFM
Complete debt issuances and refundings in support of key Town projects at lowest possible cost	BDFM
Develop six year financing plan for CIP to ensure affordability and level budgeting	BDFM
Implement a Property Tax Appropriation Policy that permits advanced funding of future debt service payments where large increases in property tax support are anticipated due to new debt loading	BDFM
General Obligation (GO) Bond Sale planned for July 2017, to include School Improvement (\$1M) and Community Recreation Center (\$4.15M)	BDFM

FY 2017-2018 Proposed Funding Comparison

Debt Service Fund (Town & School)	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE	0	0	0	0	0
Services	\$2,327,783	\$1,969,733	\$1,968,933	\$2,197,803	\$228,070
Subtotal Operating Expenditures	\$2,327,783	\$1,969,733	\$1,968,933	\$2,197,803	\$228,070
Total Expenditures	\$2,327,783	\$1,969,733	\$1,968,933	\$2,197,803	\$228,070



***FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.*

Debt Service Fund (0400), *continued*



FY 2017-2018 Expenditure Statements

40090001	Education Debt Service		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
40090001	589000	Bank Fees	\$640	\$1,500	\$1,000	\$1,000	-33.33%
40090001	589010	Debt - Principal	1,308,392	1,082,993	1,082,993	1,112,536	2.73%
40090001	589012	Debt - Interest	185,721	143,894	143,894	159,386	10.77%
40090001	Subtotal Services		\$1,494,752	\$1,228,387	\$1,227,887	\$1,272,922	3.63%
40090001	Total Education Debt Service		\$1,494,752	\$1,228,387	\$1,227,887	\$1,272,922	3.63%

40090003	Town Debt Service		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
40090003	589000	Bank Fees	\$360	\$800	\$500	\$600	-25.00%
40090003	589010	Debt - Principal	685,608	627,007	627,007	659,464	5.18%
40090003	589012	Debt - Interest	147,062	113,539	113,539	264,817	133.24%
40090003	Subtotal Services		\$833,030	\$741,346	\$741,046	\$924,881	24.76%
40090003	Total Town Debt Service		\$833,030	\$741,346	\$741,046	\$924,881	24.76%

Total Debt Service Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
40090001	Subtotal Education Debt Service	\$1,494,752	\$1,228,387	\$1,227,887	\$1,272,922	3.63%
40090003	Subtotal Town Debt Service	833,030	741,346	741,046	924,881	24.76%
Total Debt Service Program		\$2,327,783	\$1,969,733	\$1,968,933	\$2,197,803	11.58%

Debt Service Fund (0400), *continued*



FY 2017-2018 Revenue Statement

400	Debt Service	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
40000000	490101 General Fund Transfer	\$1,434,572	\$1,200,000	\$1,200,000	\$1,093,643	-8.86%
40000000	499060 Designated Fund Balance	0	0	0	105,823	0.00%
40090001	420013 School Housing Aid	688,624	559,513	559,513	585,934	4.72%
40090001	490330 South Road Reserve	9,845	9,519	9,519	9,187	-3.49%
40090001	490402 Fair Share Development - Education	70,000	80,000	80,000	75,000	-6.25%
40090003	490404 Open Space Reserve	250,000	225,000	225,000	225,000	0.00%
40090003	490499 Fair Share Development - Recreation	110,869	107,086	107,086	103,216	-3.61%
400	Total Debt Service Revenues	\$2,563,910	\$2,181,118	\$2,181,118	\$2,197,803	0.76%
400	Income Over (Under) Expenditures	\$236,127	\$211,385	\$212,185	\$0	



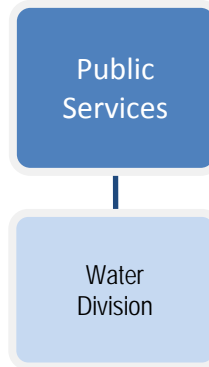
TAB 17
WATER ENTERPRISE FUND

Water 17 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 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 United Water (Suez), 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 United Water 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 United Water provides pH and corrosion control adjusted water, the South Shore and Middlebridge water systems comply with the USEPA Safe Drinking Water Act lead and copper rule. As such, reduced lead and copper sampling protocols are in effect for both water systems on a three year cycle.

A summary of past rate increases granted by the Public Utilities Commission (PUC) to United Water for wholesale customers are as follows:

Effective Date	Admin Fee (per month)	Consumption Fee (per 1.0 MG)	Percent Increase
January 12, 2014	\$64.25	\$1,124.00	18.31%
May 13, 2014	\$81.88	\$1,490.00	32.56%



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 ongoing leak detection and elimination efforts within the Town’s water pumping and distribution system by Water Division staff, the combined South Shore and Middlebridge water system ‘unaccounted for’ levels are below State 10% goals. However, leak detection and elimination continues to be a challenging and ongoing effort to ensure water is used efficiently and in compliance with State regulatory requirements.

WATER DEMAND

Variation in water demand is primarily attributed to seasonal weather conditions and associated outside water use demand. Seasonal water user demands can vary by a factor of four when comparing summer versus winter daily demand. This substantial change in consumption is due to the seasonal influx of summer residents, combined with high outside use of water in the warmer months.

The Town Council adopted a new user rate structure in May 2014 in accordance with amendments to RIGL § 45-39.1-5 and § 46-15.8-4, which included a new quarterly water user billing format, replacing the rate structure that had previously been in effect since July 2012. The user rate structure incorporates an inclining block rate structure for excess water consumption, intended to promote water conservation.

Functions

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

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

Duties of the Water Division include, but are not limited to:

- Ensure water quality meets or exceeds USEPA’s Safe Drinking Water Act requirements
- Monthly water meter readings of all units for customer leak detection purposes
- Biannual fire hydrant flushing and operations check
- 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 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Complete Mautucket Road tank disinfection system	PCSF
East Matunuck Water Main Interconnect project completion	PCSF
Read all water meters within both water systems each month for customer leak detection purposes	PCSF
Continue ongoing distribution system leak detection and repair efforts	SENR
Maintain 'unaccounted for' water level for both Middlebridge and South Shore water systems below State goal of 10%	SENR
Continue water quality testing to ensure water meets or exceeds requirements	SENR

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 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
South Shore purchased water	16,533,438	17,096,213	16,561,293	PCSF
Middlebridge purchased water	2,529,716	2,112,634	2,241,701	PCSF
Total Purchased Water ft³	19,063,154	19,208,846	18,802,994	PCSF
South Shore water sales	15,091,400	15,492,395	15,091,400	PCSF
Middlebridge water sales	1,743,291	1,736,307	1,743,291	PCSF
Total Water Sales ft³	16,834,691	17,228,702	16,834,691	PCSF
South Shore water accounts	2,514	2,517	2,526	PCSF
Middlebridge water accounts	284	286	286	PCSF
Combined Water Accounts	2,798	2,803	2,812	PCSF
Additional Units	597	601	601	PCSF
Total Water Units	3,395	3,404	3,413	PCSF

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

User Rates	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 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 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Excess Revenue 1 st Step	\$110,841	\$112,242	\$110,835	BDFM
Excess Revenue 2 nd Step	\$162,733	\$175,004	\$162,731	BDFM
Combined Excess Revenue	\$273,574	\$287,246	\$273,566	BDFM
Minimum Revenue	\$604,879	\$609,339	\$613,832	BDFM
Total Revenue	\$878,453	\$896,585	\$887,398	BDFM



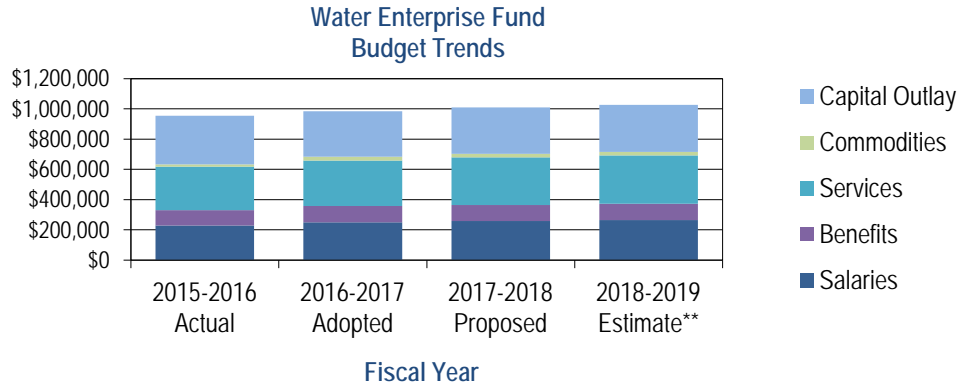
FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Remain vigilant to minimize unaccounted for water and maintain the Town's 'unaccounted for' water level below 10% State goal	SENR
Ensure adequate disinfection levels in westerly section of South Shore distribution system	PCSF
Ensure continued compliance with Cross Connection Control Plan (CCCP)	PCSF
File as Intervener with RI PUC for anticipated United Water (SUEZ) water rate increase	PCSF

FY 2017-2018 Funding Comparison

Water Enterprise Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	2.70	2.70	2.70	2.70	0.00
Salaries	\$228,063	\$248,100	\$247,700	\$258,184	\$10,084
Benefits	101,365	109,192	109,186	105,098	(4,094)
Subtotal Personnel Expenditures*	\$329,428	\$357,292	\$356,886	\$363,282	\$5,990
Services	\$288,311	\$301,283	\$302,808	\$315,648	\$14,365
Commodities	14,480	25,132	17,965	22,653	(2,479)
Capital Outlay/Depreciation	322,430	300,000	324,230	308,557	8,557
Subtotal Operating Expenditures	\$625,221	\$626,415	\$645,003	\$646,858	\$20,443
Total Expenditures	\$954,648	\$983,707	\$1,001,889	\$1,010,140	\$26,433

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

Water Enterprise Fund (0702), continued



FY 2017-2018 Expenditure Statements

70294100	Water Enterprise Fund Source of Supply		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294100	530072	Analysis Of Wells	\$10,522	\$6,770	\$6,000	\$9,235	36.41%
70294100	532020	Purchased Water - MB	22,312	23,284	24,528	25,967	11.52%
70294100	532022	Purchased Water - So Shore	184,268	182,271	190,541	184,579	1.27%
70294100	534022	Maintenance Of Public Wells	0	100	80	100	0.00%
70294100		Subtotal Services	\$217,103	\$212,425	\$221,149	\$219,881	3.51%
70294100		Total Source Of Supply	\$217,103	\$212,425	\$221,149	\$219,881	3.51%

70294200	Water Enterprise Fund Pumping Expenses		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294200	530014	Refuse Disposal	\$96	\$110	\$138	\$138	25.45%
70294200	532000	Telephone	902	1,001	1,007	1,007	0.60%
70294200	532002	Fuel - Oil	757	950	950	950	0.00%
70294200	532004	Electricity	9,404	8,311	9,402	9,745	17.25%
70294200	532016	Telemetry	0	679	396	396	-41.68%
70294200	534024	Maintenance Of Pump Stations	2,491	1,500	1,450	1,800	20.00%
70294200		Subtotal Services	\$13,650	\$12,551	\$13,343	\$14,036	11.83%
70294200	540024	Chemicals And Gases	0	1,000	1,000	3,600	260.00%
70294200	540056	Pumping Materials & Supplies	0	200	250	300	50.00%
70294200		Subtotal Commodities	\$0	\$1,200	\$1,250	\$3,900	225.00%
70294200		Total Pumping Expenses	\$13,650	\$13,751	\$14,593	\$17,936	30.43%

70294400	Water Enterprise Fund Transmission & Distribution		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294400	534026	Maintenance Of Elevated Tanks	\$3,450	\$7,000	\$10,400	\$11,000	57.14%
70294400	534028	Maintenance Of Mains	4,286	6,000	5,500	8,000	33.33%
70294400	534030	Maintenance Of Water Services	9,039	11,000	12,000	13,000	18.18%
70294400	534032	Maintenance Of Water Meters	4,997	7,150	6,000	7,900	10.49%
70294400	534034	Maintenance Of Hydrants	2,088	5,400	2,500	4,800	-11.11%
70294400		Subtotal Services	\$23,860	\$36,550	\$36,400	\$44,700	22.30%
70294400	540010	General Materials & Supplies	0	100	90	100	0.00%
70294400		Subtotal Commodities	\$0	\$100	\$90	\$100	0.00%
70294400		Total Transmission & Distribution	\$23,860	\$36,650	\$36,490	\$44,800	22.24%

Water Enterprise Fund (0702), *continued*



70294600		Water Enterprise Fund Personnel Services	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294600	511001	Full-Time Employees	\$214,834	\$232,006	\$232,006	\$239,494	3.23%
70294600	511004	Overtime	3,285	7,500	7,100	7,700	2.67%
70294600	511005	Retirement/Vacation Reimb.	9,231	0	0	3,185	0.00%
70294600	511006	Longevity	9,055	8,594	8,594	7,805	-9.18%
70294600		Subtotal Wages	\$236,405	\$248,100	\$247,700	\$258,184	4.06%
70294600	522250	FICA	17,138	17,953	17,953	18,507	3.09%
70294600	522300	Municipal Employees Retirement	27,444	30,628	30,628	30,357	-0.88%
70294600	522818	Medical Insur-Active Employees	46,127	48,716	48,716	44,583	-8.48%
70294600	522820	Medical Insur-Retirees	563	750	1,163	1,013	35.07%
70294600	522822	Dental Insur-Active Employees	3,656	3,759	3,759	3,018	-19.71%
70294600	522840	Insurance Buyback	267	300	300	300	0.00%
70294600	522850	Life Insurance	119	126	126	125	-0.79%
70294600	529900	Worker's Compensation	6,052	6,960	6,541	7,195	3.38%
70294600		Subtotal Benefits	\$101,365	\$109,192	\$109,186	\$105,098	-3.75%
70294600		Total Personnel Services	\$337,770	\$357,292	\$356,886	\$363,282	1.68%

70294700		Water Enterprise Fund Admin & General Expense	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294700	511005	Retirement/Vacation Reimb.	\$11,722	\$0	\$0	\$0	0.00%
70294700	511009	Vac & Sick Pay Accrued Exp	(20,065)	0	0	0	0.00%
70294700		Subtotal Wages	(\$8,342)	\$0	\$0	\$0	0.00%
70294700	530020	Miscellaneous Services	1,050	1,033	1,033	1,010	-2.23%
70294700	530066	Internet Access	252	0	0	480	0.00%
70294700	532000	Telephone	23	1,500	0	0	-100.00%
70294700	532004	Electricity	973	1,164	973	1,078	-7.39%
70294700	532008	Natural Gas	230	610	352	405	-33.61%
70294700	532010	Wastewater Fees	23	24	24	24	0.00%
70294700	532012	Water Fees	40	54	56	56	3.70%
70294700	534012	Maintenance Of Comm Equip.	0	200	180	200	0.00%
70294700	534016	Computer/Software Maintenance	9,768	10,322	8,886	6,058	-41.31%
70294700	534020	Maintenance Of Buildings	0	700	500	700	0.00%
70294700	538020	Postage	6,077	5,450	4,864	5,200	-4.59%
70294700	538022	Printing Expenses	0	0	0	5,100	0.00%
70294700	560010	Insurance	15,262	18,700	15,048	16,720	-10.59%
70294700		Subtotal Services	\$33,699	\$39,757	\$31,916	\$37,031	-6.86%
70294700	540010	General Materials & Supplies	71	650	625	750	15.38%
70294700	540012	Office Materials & Supplies	1,557	2,500	2,000	2,600	4.00%
70294700	540060	Vehicle Operation	8,018	12,882	8,000	7,303	-43.31%
70294700	580100	Miscellaneous Expenses	4,834	7,800	6,000	8,000	2.56%
70294700		Subtotal Commodities	\$14,480	\$23,832	\$16,625	\$18,653	-21.73%
70294700	530044	Non-Major Technology Reserve	0	0	0	1,000	0.00%
70294700		Subtotal Capital Outlay	\$0	\$0	\$0	\$1,000	0.00%
70294700		Total Admin & General Expense	\$39,836	\$63,589	\$48,541	\$56,684	-10.86%

Water Enterprise Fund (0702), *continued*



70294800	Water Enterprise Fund Other Expenses		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294800	570002	Capital Improvements	\$129,657	\$105,000	\$133,230	\$109,000	3.81%
70294800	570902	Depreciation	192,774	195,000	191,000	198,557	1.82%
70294800		Subtotal Capital Outlay	\$322,430	\$300,000	\$324,230	\$307,557	2.52%
70294800		Total Other Expenses	\$322,430	\$300,000	\$324,230	\$307,557	2.52%

	Total Water Enterprise Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294100	Subtotal Source of Supply	\$217,103	\$212,425	\$221,149	\$219,881	3.51%
70294200	Subtotal Pumping Expenses	13,650	13,751	14,593	17,936	30.43%
70294400	Subtotal Transmission & Distribution	23,860	36,650	36,490	44,800	22.24%
70294600	Subtotal Personnel Services	337,770	357,292	356,886	363,282	1.68%
70294700	Subtotal Admin & General Expense	39,836	63,589	48,541	56,684	-10.86%
70294800	Subtotal Other Expenses	322,430	300,000	324,230	307,557	2.52%
	Total Water Enterprise Fund	\$954,648	\$983,707	\$1,001,889	\$1,010,140	2.69%

Water Enterprise Fund (0702), *continued*



FY 2017-2018 Revenue Statement

702	Water Enterprise Fund Description	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70294000 417450	Metered Sales - Domestic	\$876,917	\$882,227	\$898,845	\$889,658	0.84%
70294000 417550	Forfeited Disc & Penalties	7,198	3,800	3,800	4,800	26.32%
70294000 430170	Rental of Town Properties	252,502	259,526	259,600	266,739	2.78%
70294000 440460	Special Services - Turn off/On	1,897	1,834	1,834	1,830	-0.22%
70294000 440465	Serv-Tap Main & Lay Service	13,280	0	0	0	0.00%
70294000 440470	Service - Meter Installation	3,073	0	0	0	0.00%
70294000 460010	Investment Income	8,445	3,800	3,800	5,000	31.58%
70294000 470010	Miscellaneous Income	4,097	18,138	9,265	8,587	-52.66%
70294000 470080	State of RI Water Protection	0	2,302	2,390	2,395	4.04%
702	Total Water Enterprise Fund Revenues	\$1,167,410	\$1,171,627	\$1,179,534	\$1,179,009	0.63%
702	Income Over (Under) Expenditures	\$212,761	\$187,920	\$177,645	\$168,869	



TAB 18
WASTEWATER ENTERPRISE FUND

Wastewater..... 18 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 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). Over the last several years, the average wastewater volume processed is at about one half the WWTF design capacity. As the facility is regional, the current fiscal year’s wastewater flow projections are used to estimate and budget for regional partner cost sharing for the upcoming fiscal year. Annually, a balancing cost share adjustment is made by the Finance Department, once the fiscal year is complete and actual flows are quantified.

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



and URI have been advised of the updated project schedule and projected costs. As each project is bid, updated costs will be provided to all regional partners as well.

ON-SITE WASTEWATER MANAGEMENT PROGRAM

Additionally, the Wastewater Division, as part of the Department of Public Services, is responsible for enforcing the mandatory On-site Wastewater Management (OWM) inspection program adopted by the Town Council in 2001, and oversight of all the remaining cesspools and On-site Wastewater Treatment Systems (OWTS), formerly known as ISDS, in Town. The goal of the OWM program is to ensure that all OWTS and remaining cesspools in Town are inspected on a regular basis, to help ensure the surface waters and groundwater resources of the Town are protected to the greatest extent possible.

The OWM program includes approximately 6,300 private OWTS located within the community. The program ensures that all OWTS in Town are inspected on a regular basis. Property owners must hire a licensed on-site wastewater inspector familiar with OWTS operation and maintenance.

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

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

Wastewater Enterprise Fund (0704), *continued*



- Coordinate the Town's Community Septic System Loan Program (CSSLP) with the Finance Department and the Rhode Island Mortgage Finance Corporation (RIMFCA)
- Record Notice of Violations (NOVs) for failure to inspect, failure to repair an OWTS, or failure to replace a cesspool
- Release existing NOVs once NOVs are satisfied

FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Continue proactive collection system cleaning to prevent blockages and by-passes	PCSF
Receive and treat septage waste from outlying, non-sewered areas of Town	PCSF
Draft OSWM ordinance amendments	PCSF
Record NOVs as needed for failure to inspect or repair an OWTS, or replace a cesspool	SENR
Continue to implement new web-based monitoring software program at pumping stations	CE
Implement a new web-based software program for OWTS inspection and management	PCSF

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
South Kingstown annual flow (MG)	316.60	308.82	308.82	PCSF
Narragansett annual flow (MG)	401.21	380.97	380.97	PCSF
URI annual flow (MG)	169.98	163.27	163.27	PCSF
WWTF combined annual flow (MG)	887.79	853.05	853.05	PCSF
WWTF max capacity (MGD)	5.0	5.0	5.0	PCSF
WWTF 3 month max capacity (MG)	450	450	450	PCSF
% of WWTF max capacity - average of highest 3 months	61.01	58.80	60.00	PCSF
Suspended Solids (SS) efficiency (mg/l)	96.7%	97.0%	97.0%	PCSF
Treated Septage (gals)	4,342,860	4,300,000	4,350,000	PCSF
Biological Oxygen Demand (BOD) efficiency (mg/l)	94.2%	94.5%	95.0%	PCSF
Accounts (SK only)	3,807	3,814	3,824	PCSF
Units (SK only)	5,679	5,686	5,689	PCSF
Minimum annual user fee*	\$240.00	\$240.00	\$255.00	BDFM
Excess user fee (per 100 ft ³)	\$3.25	\$3.25	\$3.40	BDFM

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

FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Perform continuous wastewater treatment in accordance with RIDPES permit limits	PCSF
Continue proactive collection system cleaning to prevent blockages and by-passes	PCSF
Receive and treat septage waste from outlying, non-sewered areas of Town	PCSF
Coordinate adoption of proposed updates to OSWM Ordinance	PCSF
Continue web-based program implementation for OWTS inspection and management	PCSF
Continue public outreach for OWTS inspection, repairs, and replacement	PCSF
Coordinate CCSSLP loans with property owners and respective agencies	PCSF

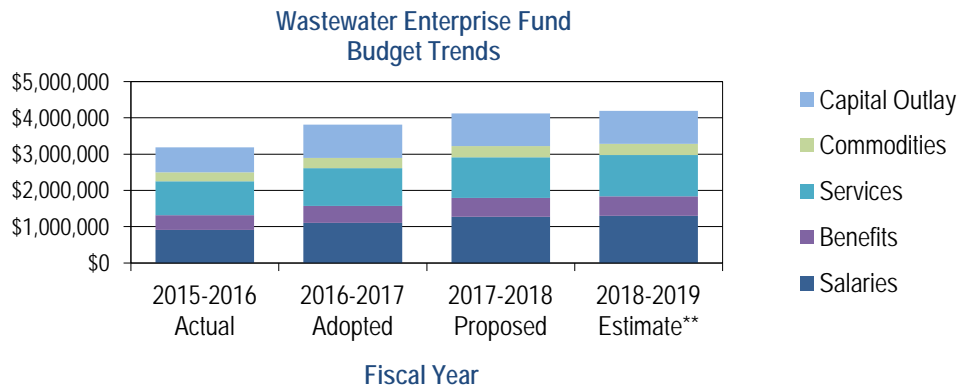
Wastewater Enterprise Fund (0704), *continued*



FY 2017-2018 Funding Comparison

Wastewater Enterprise Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	15.35	15.35	15.35	15.35	0.00
Salaries	\$911,470	\$1,106,915	\$1,023,352	\$1,272,412	\$165,497
Benefits	412,298	472,186	472,583	521,327	49,141
Subtotal Personnel Expenditures*	\$1,323,768	\$1,579,101	\$1,495,935	\$1,793,739	\$214,638
Services	\$934,422	\$1,035,042	\$967,257	\$1,125,423	\$90,381
Commodities	244,892	283,547	273,435	304,809	21,262
Capital Outlay/Depreciation	683,622	916,437	921,415	899,244	(17,193)
Subtotal Operating Expenditures	\$1,862,936	\$2,235,026	\$2,162,107	\$2,329,476	\$94,450
Total Expenditures	\$3,186,704	\$3,814,127	\$3,658,042	\$4,123,215	\$309,088

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

Wastewater Enterprise Fund (0704), *continued*



FY 2017-2018 Expenditure Statements

70492010	Wastewater Enterprise Fund Wastewater General Treatment		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492010	511001	Full-Time Employees	\$281,042	\$326,058	\$326,058	\$342,047	4.90%
70492010	511002	Part-Time Salaries	22	0	0	0	0.00%
70492010	511004	Overtime	11,305	14,858	14,858	15,141	1.90%
70492010	511005	Retirement/Vacation Reimb.	14,407	20,891	0	109,352	423.44%
70492010	511006	Longevity	8,808	8,435	8,435	7,750	-8.12%
70492010		Subtotal Wages	\$315,585	\$370,242	\$349,351	\$474,290	28.10%
70492010	522250	FICA	23,533	25,849	25,849	26,906	4.09%
70492010	522300	Municipal Employees Retirement	34,874	41,596	41,596	42,403	1.94%
70492010	522818	Medical Insur-Active Employees	43,892	55,915	55,915	61,429	9.86%
70492010	522820	Medical Insur-Retirees	0	0	413	825	0.00%
70492010	522822	Dental Insur-Active Employees	3,979	4,673	4,673	4,678	0.11%
70492010	522840	Insurance Buyback	2,032	1,860	1,860	2,160	16.13%
70492010	522850	Life Insurance	175	194	194	208	7.22%
70492010	529900	Worker's Compensation	9,031	10,386	9,416	10,358	-0.27%
70492010		Subtotal Benefits	\$117,516	\$140,473	\$139,916	\$148,967	6.05%
70492010	530014	Refuse Disposal	520	598	958	958	60.20%
70492010	530030	Laboratory	25,430	35,200	34,000	35,200	0.00%
70492010	532000	Telephone	2,343	2,989	2,908	2,991	0.07%
70492010	532002	Fuel - Oil	0	1,260	1,189	1,189	-5.63%
70492010	532004	Electricity	133,853	152,000	143,000	152,000	0.00%
70492010	532008	Natural Gas	39,801	38,404	38,404	38,404	0.00%
70492010	532012	Water Fees	5,322	5,866	6,000	6,489	10.62%
70492010	534016	Computer/Software Maintenance	1,145	1,189	1,235	1,235	3.87%
70492010	560010	Insurance	46,576	51,200	35,285	38,815	-24.19%
70492010		Subtotal Services	\$254,989	\$288,706	\$262,979	\$277,281	-3.96%
70492010	540010	General Materials & Supplies	48,318	59,154	55,000	64,487	9.02%
70492010	540024	Chemicals And Gases	45,558	47,121	51,253	54,022	14.65%
70492010	540060	Vehicle Operation	766	5,444	3,100	3,155	-42.05%
70492010		Subtotal Commodities	\$94,641	\$111,719	\$109,353	\$121,664	8.90%
70492010	530044	Non-Major Technology Reserve	0	0	0	1,620	0.00%
70492010		Subtotal Capital Outlay	\$0	\$0	\$0	\$1,620	0.00%
70492010		Total Wastewater General Treatment	\$782,731	\$911,140	\$861,599	\$1,023,822	12.37%

Wastewater Enterprise Fund (0704), continued



70492020	Wastewater Enterprise Fund Sludge Process & Disposal		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492020	511001	Full-Time Employees	\$226,243	\$264,416	\$264,416	\$282,978	7.02%
70492020	511002	Part-Time Salaries	22	0	0	0	0.00%
70492020	511004	Overtime	11,259	14,858	14,858	15,141	1.90%
70492020	511005	Retirement/Vacation Reimb.	14,407	20,891	0	34,059	63.03%
70492020	511006	Longevity	7,991	7,790	7,790	6,857	-11.98%
70492020		Subtotal Wages	\$259,922	\$307,955	\$287,064	\$339,035	10.09%
70492020	522250	FICA	19,287	21,132	21,132	22,345	5.74%
70492020	522300	Municipal Employees Retirement	28,193	33,854	33,854	35,177	3.91%
70492020	522818	Medical Insur-Active Employees	39,634	50,102	50,102	57,854	15.47%
70492020	522820	Medical Insur-Retirees	0	0	413	358	0.00%
70492020	522822	Dental Insur-Active Employees	3,301	3,923	3,923	4,033	2.80%
70492020	522840	Insurance Buyback	1,349	1,180	1,180	1,310	11.02%
70492020	522850	Life Insurance	151	180	180	183	1.67%
70492020	529900	Worker's Compensation	8,477	9,749	8,311	9,143	-6.22%
70492020		Subtotal Benefits	\$100,392	\$120,120	\$119,095	\$130,403	8.56%
70492020	530068	Central Facility Tipping	416,698	426,292	411,326	532,369	24.88%
70492020	532002	Fuel - Oil	0	240	220	227	-5.42%
70492020	532004	Electricity	24,813	28,963	27,859	30,092	3.90%
70492020	532008	Natural Gas	7,474	7,315	7,315	7,315	0.00%
70492020	532012	Water Fees	1,032	1,117	1,016	1,236	10.65%
70492020	560010	Insurance	1,592	1,750	1,473	1,621	-7.37%
70492020		Subtotal Services	\$451,609	\$465,677	\$449,209	\$572,860	23.02%
70492020	540010	General Materials & Supplies	12,124	14,200	12,000	14,950	5.28%
70492020	540024	Chemicals And Gases	43,369	46,057	42,982	46,589	1.16%
70492020	540060	Vehicle Operation	16,100	20,930	26,000	26,000	24.22%
70492020		Subtotal Commodities	\$71,593	\$81,187	\$80,982	\$87,539	7.82%
70492020		Total Sludge Process & Disposal	\$883,517	\$974,939	\$936,350	\$1,129,837	15.89%

Wastewater Enterprise Fund (0704), *continued*



70492030	Wastewater Enterprise Fund Silver Lake Pumping Station		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492030	511001	Full-Time Employees	\$51,135	\$57,599	\$57,599	\$64,598	12.15%
70492030	511002	Part-Time Salaries	5	0	0	0	0.00%
70492030	511004	Overtime	2,726	3,602	3,602	3,671	1.92%
70492030	511005	Retirement/Vacation Reimb.	3,493	8,356	0	7,590	-9.17%
70492030	511006	Longevity	1,882	1,846	1,846	1,604	-13.11%
70492030		Subtotal Wages	\$59,241	\$71,403	\$63,047	\$77,463	8.49%
70492030	522250	FICA	4,388	4,641	4,641	5,108	10.06%
70492030	522300	Municipal Employees Retirement	6,382	7,385	7,385	8,038	8.84%
70492030	522818	Medical Insur-Active Employees	9,320	11,064	11,064	13,781	24.56%
70492030	522820	Medical Insur-Retirees	0	0	28	55	0.00%
70492030	522822	Dental Insur-Active Employees	754	851	851	935	9.87%
70492030	522840	Insurance Buyback	281	240	240	260	8.33%
70492030	522850	Life Insurance	34	41	41	44	7.32%
70492030	529900	Worker's Compensation	1,776	2,042	1,940	2,134	4.51%
70492030		Subtotal Benefits	\$22,936	\$26,264	\$26,190	\$30,355	15.58%
70492030	532000	Telephone	599	656	656	650	-0.91%
70492030	532002	Fuel - Oil	0	920	900	944	2.61%
70492030	532004	Electricity	82,808	83,431	77,000	84,780	1.62%
70492030	532008	Natural Gas	2,277	2,222	2,222	2,260	1.71%
70492030	532012	Water Fees	3,497	6,902	6,902	6,614	-4.17%
70492030	560010	Insurance	14,202	15,622	10,063	11,071	-29.13%
70492030		Subtotal Services	\$103,383	\$109,753	\$97,743	\$106,319	-3.13%
70492030	540010	General Materials & Supplies	6,197	9,850	9,000	10,325	4.82%
70492030	540024	Chemicals And Gases	24,136	28,917	27,000	28,917	0.00%
70492030	540060	Vehicle Operation	2,308	2,932	2,500	2,699	-7.95%
70492030		Subtotal Commodities	\$32,642	\$41,699	\$38,500	\$41,941	0.58%
70492030		Total Silver Lake Pumping Station	\$218,202	\$249,119	\$225,480	\$256,078	2.79%

Wastewater Enterprise Fund (0704), *continued*



70492040	Wastewater Enterprise Fund Kingston Pumping Station		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492040	511001	Full-Time Employees	\$51,135	\$57,599	\$57,599	\$64,598	12.15%
70492040	511002	Part-Time Salaries	5	0	0	0	0.00%
70492040	511004	Overtime	2,726	3,602	3,602	3,671	1.92%
70492040	511005	Retirement/Vacation Reimb.	3,493	16,713	0	7,590	-54.59%
70492040	511006	Longevity	1,882	1,846	1,846	1,604	-13.11%
70492040		Subtotal Wages	\$59,241	\$79,760	\$63,047	\$77,463	-2.88%
70492040	522250	FICA	4,388	4,641	4,641	5,108	10.06%
70492040	522300	Municipal Employees Retirement	6,382	7,385	7,385	8,038	8.84%
70492040	522818	Medical Insur-Active Employees	9,320	11,064	11,064	13,781	24.56%
70492040	522820	Medical Insur-Retirees	0	0	28	55	0.00%
70492040	522822	Dental Insur-Active Employees	754	851	851	935	9.87%
70492040	522840	Insurance Buyback	281	240	240	260	8.33%
70492040	522850	Life Insurance	34	41	41	44	7.32%
70492040	529900	Worker's Compensation	1,776	2,042	1,940	2,135	4.55%
70492040		Subtotal Benefits	\$22,936	\$26,264	\$26,190	\$30,356	15.58%
70492040	532000	Telephone	474	445	445	436	-2.02%
70492040	532002	Fuel - Oil	0	1,380	944	1,558	12.90%
70492040	532004	Electricity	32,343	33,113	28,000	34,737	4.90%
70492040	532008	Natural Gas	1,232	1,726	1,233	1,726	0.00%
70492040	532012	Water Fees	966	960	989	1,018	6.04%
70492040	560010	Insurance	4,344	4,778	3,359	3,695	-22.67%
70492040		Subtotal Services	\$39,358	\$42,402	\$34,970	\$43,170	1.81%
70492040	540010	General Materials & Supplies	7,853	8,550	8,000	8,925	4.39%
70492040	540060	Vehicle Operation	2,308	2,932	2,600	2,699	-7.95%
70492040		Subtotal Commodities	\$10,161	\$11,482	\$10,600	\$11,624	1.24%
70492040		Total Kingston Pumping Station	\$131,696	\$159,908	\$134,807	\$162,613	1.69%

Wastewater Enterprise Fund (0704), *continued*



70492050		Wastewater Enterprise Fund Local Pumping Station	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492050	511001	Full-Time Employees	\$53,498	\$58,515	\$58,515	\$68,328	16.77%
70492050	511002	Part-Time Salaries	6	0	0	0	0.00%
70492050	511004	Overtime	3,064	4,052	4,052	4,129	1.90%
70492050	511005	Retirement/Vacation Reimb.	3,929	8,356	0	7,815	-6.47%
70492050	511006	Longevity	2,057	2,029	2,029	1,735	-14.49%
70492050		Subtotal Wages	\$62,554	\$72,952	\$64,596	\$82,007	12.41%
70492050	522250	FICA	4,624	4,748	4,748	5,413	14.01%
70492050	522300	Municipal Employees Retirement	6,688	7,523	7,523	8,517	13.21%
70492050	522818	Medical Insur-Active Employees	10,171	11,509	11,509	15,244	32.45%
70492050	522820	Medical Insur-Retirees	0	0	14	28	0.00%
70492050	522822	Dental Insur-Active Employees	798	863	863	1,008	16.80%
70492050	522840	Insurance Buyback	266	220	220	230	4.55%
70492050	522850	Life Insurance	38	40	40	46	15.00%
70492050	529900	Worker's Compensation	1,957	2,251	2,101	2,312	2.71%
70492050		Subtotal Benefits	\$24,543	\$27,154	\$27,018	\$32,798	20.79%
70492050	532000	Telephone	4,853	4,687	4,400	4,482	-4.37%
70492050	532002	Fuel - Oil	0	1,650	1,000	1,485	-10.00%
70492050	532004	Electricity	21,264	18,838	21,804	21,377	13.48%
70492050	532008	Natural Gas	3,990	4,600	4,000	4,200	-8.70%
70492050	532012	Water Fees	1,734	1,778	1,682	1,800	1.24%
70492050	532019	WW Conveyance Fee	3,672	4,004	3,963	4,004	0.00%
70492050	534016	Computer/Software Maintenance	1,145	1,189	1,189	1,235	3.87%
70492050	560010	Insurance	3,752	4,127	4,127	3,295	-20.16%
70492050		Subtotal Services	\$40,410	\$40,873	\$42,165	\$41,878	2.46%
70492050	540010	General Materials & Supplies	19,728	14,525	14,000	15,350	5.68%
70492050	540060	Vehicle Operation	2,308	2,932	2,500	2,699	-7.95%
70492050		Subtotal Commodities	\$22,037	\$17,457	\$16,500	\$18,049	3.39%
70492050		Total Local Pumping Station	\$149,544	\$158,436	\$150,279	\$174,732	10.29%

Wastewater Enterprise Fund (0704), continued



70492060	Wastewater Enterprise Fund Local Collection System		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492060	511001	Full-Time Employees	\$53,498	\$59,443	\$59,443	\$68,328	14.95%
70492060	511002	Part-Time Salaries	6	0	0	0	0.00%
70492060	511004	Overtime	3,064	4,052	4,052	4,129	1.90%
70492060	511005	Retirement/Vacation Reimb.	3,929	8,356	0	7,815	-6.47%
70492060	511006	Longevity	2,057	2,029	2,029	1,735	-14.49%
70492060		Subtotal Wages	\$62,554	\$73,880	\$65,524	\$82,007	11.00%
70492060	522250	FICA	4,624	4,813	4,813	5,413	12.47%
70492060	522300	Municipal Employees Retirement	6,688	7,640	7,640	8,517	11.48%
70492060	522818	Medical Insur-Active Employees	10,171	11,783	11,783	15,244	29.37%
70492060	522820	Medical Insur-Retirees	0	0	14	28	0.00%
70492060	522822	Dental Insur-Active Employees	798	883	883	1,008	14.16%
70492060	522840	Insurance Buyback	266	220	220	230	4.55%
70492060	522850	Life Insurance	38	41	41	46	12.20%
70492060	529900	Worker's Compensation	1,985	2,283	2,101	2,312	1.27%
70492060		Subtotal Benefits	\$24,571	\$27,663	\$27,495	\$32,798	18.56%
70492060	540010	General Materials & Supplies	9,751	10,800	9,000	14,000	29.63%
70492060		Subtotal Commodities	\$9,751	\$10,800	\$9,000	\$14,000	29.63%
70492060		Total Local Collection System	\$96,876	\$112,343	\$102,019	\$128,805	14.65%

70492070	Wastewater Enterprise Fund Users Accounting Collection		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492070	511001	Full-Time Employees	\$3,223	\$3,352	\$3,352	\$3,474	3.64%
70492070	511004	Overtime	3	0	0	0	0.00%
70492070	511005	Retirement/Vacation Reimb.	0	0	0	579	0.00%
70492070	511006	Longevity	48	38	38	52	36.84%
70492070		Subtotal Wages	\$3,274	\$3,390	\$3,390	\$4,105	21.09%
70492070	522250	FICA	250	257	257	268	4.28%
70492070	522300	Municipal Employees Retirement	393	422	422	426	0.95%
70492070	522818	Medical Insur-Active Employees	250	261	261	210	-19.54%
70492070	522820	Medical Insur-Retirees	0	0	14	28	0.00%
70492070	522822	Dental Insur-Active Employees	40	39	39	38	-2.56%
70492070	522840	Insurance Buyback	40	40	40	50	25.00%
70492070	522850	Life Insurance	1	1	1	1	0.00%
70492070	529900	Worker's Compensation	46	53	65	72	35.85%
70492070		Subtotal Benefits	\$1,021	\$1,073	\$1,099	\$1,093	1.86%
70492070	530026	Billing Accounting & Collect	8	0	0	0	0.00%
70492070	534016	Computer/Software Maintenance	5,405	6,574	5,392	3,875	-41.06%
70492070	538020	Postage	1,942	1,850	1,906	1,950	5.41%
70492070	538022	Printing Expenses	0	0	0	1,650	0.00%
70492070		Subtotal Services	\$7,355	\$8,424	\$7,298	\$7,475	-11.27%
70492070		Total Users Accounting Collection	\$11,650	\$12,887	\$11,787	\$12,673	-1.66%

Wastewater Enterprise Fund (0704), continued



70492080		Wastewater Enterprise Fund	2015-2016	2016-2017	2016-2017	2017-2018	Percent
		Admin & General Expenses	Actual	Adopted	Projected	Proposed	Change
70492080	511001	Full-Time Employees	\$118,228	\$124,162	\$124,162	\$132,491	6.71%
70492080	511004	Overtime	19	0	0	0	0.00%
70492080	511005	Retirement/Vacation Reimb.	11,755	0	0	0	0.00%
70492080	511006	Longevity	3,286	3,171	3,171	3,551	11.98%
70492080		Subtotal Wages	\$133,288	\$127,333	\$127,333	\$136,042	6.84%
70492080	522250	FICA	8,587	9,072	9,072	9,551	5.28%
70492080	522300	Municipal Employees Retirement	16,350	18,023	18,023	18,544	2.89%
70492080	522818	Medical Insur-Active Employees	22,609	23,114	23,114	29,018	25.54%
70492080	522820	Medical Insur-Retirees	48,057	49,669	51,959	54,470	9.67%
70492080	522822	Dental Insur-Active Employees	2,030	2,061	2,061	1,988	-3.54%
70492080	522840	Insurance Buyback	452	500	500	0	-100.00%
70492080	522850	Life Insurance	69	70	70	67	-4.29%
70492080	529900	Worker's Compensation	144	166	381	419	152.41%
70492080	538014	Travel Expenses	86	500	400	500	0.00%
70492080		Subtotal Benefits	\$98,384	\$103,175	\$105,580	\$114,557	11.03%
70492080	530004	Legal Services	3,745	3,803	3,803	3,912	2.87%
70492080	530066	Internet Access	756	972	972	972	0.00%
70492080	532000	Telephone	0	4,300	0	0	-100.00%
70492080	532004	Electricity	2,919	3,491	2,919	3,234	-7.36%
70492080	532008	Natural Gas	691	1,830	1,057	1,214	-33.66%
70492080	532010	Wastewater Fees	69	72	72	72	0.00%
70492080	532012	Water Fees	122	161	167	169	4.97%
70492080	534020	Maintenance Of Buildings	268	2,100	1,500	2,100	0.00%
70492080	538034	Onsite WW Management	0	4,300	5,600	4,200	-2.33%
70492080	560010	Insurance	19,082	20,990	22,615	24,877	18.52%
70492080		Subtotal Services	\$27,652	\$42,019	\$38,705	\$40,750	-3.02%
70492080	540012	Office Materials & Supplies	3,172	5,043	5,000	5,507	9.20%
70492080	540020	Books And Publications	895	4,160	3,500	4,485	7.81%
70492080		Subtotal Commodities	\$4,067	\$9,203	\$8,500	\$9,992	8.57%
70492080		Total Admin & General Expenses	\$263,391	\$281,730	\$280,118	\$301,341	6.96%

Wastewater Enterprise Fund (0704), *continued*



70492090	Wastewater Enterprise Fund Non-Operating Expenses		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	(\$44,189)	\$0	\$0	\$0	0.00%
70492090		Subtotal Wages	(\$44,189)	\$0	\$0	\$0	0.00%
70492090	580910	Contingency	4,999	7,000	4,000	6,000	-14.29%
70492090	589010	Debt - Principal	0	26,000	26,000	26,000	0.00%
70492090	589012	Debt - Interest	4,668	4,188	4,188	3,690	-11.89%
70492090		Subtotal Services	\$9,666	\$37,188	\$34,188	\$35,690	-4.03%
70492090	570002	Capital Improvements	87,583	562,000	566,978	530,000	-5.69%
70492090	570902	Depreciation	596,039	354,437	354,437	367,624	3.72%
70492090		Subtotal Capital Outlay	\$683,622	\$916,437	\$921,415	\$897,624	-2.05%
70492090		Total Non-Operating Expenses	\$649,099	\$953,625	\$955,603	\$933,314	-2.13%

	Total Wastewater Enterprise Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492010	Subtotal Wastewater General Treatment	\$782,731	\$911,140	\$861,599	\$1,023,822	12.37%
70492020	Subtotal Sludge Process & Disposal	883,517	974,939	936,350	1,129,837	15.89%
70492030	Subtotal Silver Lake Pumping Station	218,202	249,119	225,480	256,078	2.79%
70492040	Subtotal Kingston Pumping Station	131,696	159,908	134,807	162,613	1.69%
70492050	Subtotal Local Pumping Station	149,544	158,436	150,279	174,732	10.29%
70492060	Subtotal Local Collection System	96,876	112,343	102,019	128,805	14.65%
70492070	Subtotal Users Accounting Collection	11,650	12,887	11,787	12,673	-1.66%
70492080	Subtotal Admin & General Expenses	263,391	281,730	280,118	301,341	6.96%
70492090	Subtotal Non Operating Expenses	649,099	953,625	955,603	933,314	-2.13%
	Total Wastewater Enterprise Fund	\$3,186,704	\$3,814,127	\$3,658,042	\$4,123,215	8.10%

Wastewater Enterprise Fund (0704), *continued*



FY 2017-2018 Revenue Statement

704	Wastewater Enterprise Fund		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70492000	418010	Residential & Commercial Users	\$1,624,765	\$1,631,140	\$1,640,760	\$1,726,095	5.82%
70492000	418011	University of Rhode Island Cost Share	538,708	711,766	667,444	780,468	9.65%
70492000	418012	Industrial Users	68,029	65,240	68,044	68,240	4.60%
70492000	418013	Town of Narragansett Cost Share	714,210	1,017,248	983,158	1,058,643	4.07%
70492000	418110	Diane Drive Debt Service	0	26,000	26,000	26,000	0.00%
70492000	418130	Interest on Delinquent Payments	18,103	10,000	10,000	10,000	0.00%
70492000	418170	Interest on Diane Drive Assessment	903	4,187	4,187	3,689	-11.89%
70492000	440520	Septic Haulers Revenue	304,203	304,500	301,000	304,500	0.00%
70492000	460010	Fund Investment Income	23,206	10,000	10,000	15,000	50.00%
70492000	470010	Miscellaneous Revenues	16,750	16,000	15,000	16,000	0.00%
70492000	490101	General Fund Transfer	4,300	4,300	4,300	4,300	0.00%
70492000	499050	Net Assets Forward to Operations	0	13,746	0	110,381	703.00%
704	Total Wastewater Enterprise Fund						
		Revenues	\$3,313,175	\$3,814,127	\$3,729,893	\$4,123,316	8.11%
704	Income Over (Under) Expenditures		\$126,471	\$0	\$71,851	\$101	



TAB 19
SOLID WASTE ENTERPRISE FUND

Solid Waste 19 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 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 haulers that do not comply with NOVs are subsequently transferred to Town legal counsel for legal action through the District Court.

ROSE HILL REGIONAL TRANSFER STATION

The RHRTS has served as a regional solid waste disposal and recycling processing facility for the communities of South Kingstown and Narragansett since December 1983. The RHRTS operates Monday through Saturday, from 7am until 3pm, exclusive of holidays. Operation of this facility and associated



hauling of municipal solid waste to the Rhode Island Resource Recovery Corporation (RIRRC) Central Landfill has been performed on a contractual basis since 1984. The RHRTS is a self-supporting operation, with no municipal tax dollars utilized for the program. The Town also offers rigid plastics and food waste oil recycling at the RHRTS, a program that was implemented in conjunction with Westerly Innovations Network (WIN) in 2012. Link Environmental of Smithfield, Rhode Island, (formerly known as Waste Haulers LLC) provides RHRTS privatized operations. Link Environmental has a contract through June 30, 2020, which was originally approved in November 2007, and then extended in both July 2010 and May 2015. In addition to processing municipal solid waste and municipal recyclables collected by private refuse haulers and direct access residential users, the RHRTS serves as a regional disposal facility for non-municipal, commercial waste.

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 anticipates an increase in the current municipal solid waste (MSW) tip fee of \$32/ton, which has remained at the same rate for 25 years. The MSW tip fee will increase to \$39.50/ton for FY 2017-2018, and \$46/ton for FY 2018-2019. The \$7.50/ton MSW tip fee increase will result in the Town increasing the pay-as-you-throw (PAYT) cost from the current price of \$1.80 per tag to \$2.00 per tag as of FY 2017-2018.

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 2017-2018 reflects the seventh year of the RIRRC Recycling Profit Sharing program, where profits from residential recyclable commodity revenue are shared with RI municipalities. The amount of annual recycling revenue to the Town depends on the number of tons of residential recyclables tipped in a given year and the highly volatile recycling commodity market. In addition to this program, RIRRC also shares non-municipal recycling revenue with communities. As a result of the flat worldwide recyclable commodity market, no RIRRC Recycling Profit Sharing is expected in the near term.

SUPERFUND LANDFILLS CLOSEOUTS

The expenses associated with the closeout of both the Rose Hill and Plains Road Superfund Sites are paid from the Solid Waste Enterprise Fund. These include ongoing operation and maintenance costs, including site testing; reimbursement to RIDEM for capital costs incurred related to the closeout of the Rose Hill site; as well as debt service costs for two bonds that were issued, including \$2M in 2002 for the Rose Hill site and \$950,000 in 2005 for the West Kingston site.



Functions

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

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

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

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

FY 2016-2017 Priorities

Priorities	Town Council Goals & Objs
Rose Hill Transfer Station capital improvements – ongoing construction	PCSF
Continued recycling public outreach	SENR
Continued oversight of private refuse haulers	PCSF
Exceeded the RIRRC 35% recycling diversion rate	SENR
Exceeded the Town’s 36% recycling diversion rate	SENR

Specific Performance Measurements

Description	FY 2015-2016 Actual	FY 2016-2017 Projected	FY 2017-2018 Anticipated	Town Council Goals & Objs
Town Approved Private Refuse Haulers	10	10	10	PCSF
PAYT Incoming residential tagged refuse*	1,026	1,100	1,150	PCSF
PAYT Incoming residential bagged yard waste*	144	180	190	PCSF
Incoming PAYT residential recyclables*	1,199	1,300	1,350	SENR
Outgoing MSW to RIRRC*	8,160	7,992	8,040	PCSF
Outgoing recycling tons to RIRRC*	4,582	4,600	4,650	SENR
Recycling diversion rate**	36.0%	36.5%	37.0%	SENR
Recycling diversion rate – all commodities***	41.5%	42.0%	42.5%	SENR
Town’s RIRRC recycling rebate****	\$0	\$0	\$0	BDFM / SENR

*Numbers reflected are in Tons

**Reflects single stream recyclable commodities

***Reflects diversion rate for all recyclable commodities

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



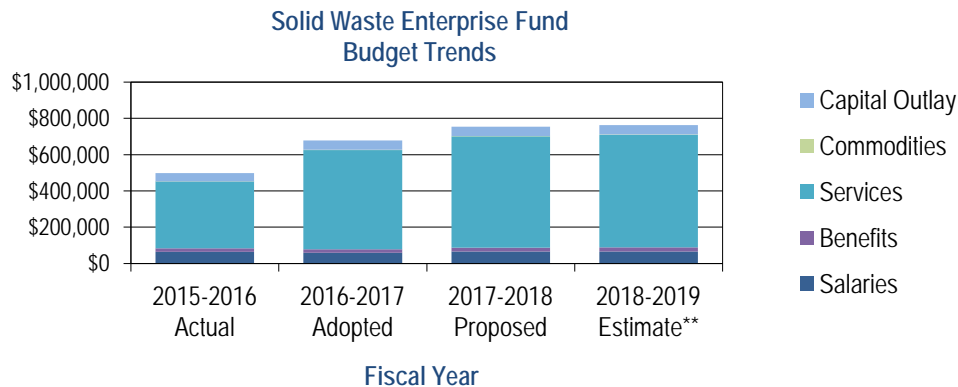
FY 2017-2018 Goals & Objectives

Goals & Objectives	Town Council Goals & Objs
Continue to work with curbside private haulers to ensure residential recycling compliance	SENR
Promote Green Tip of the Month on social media and the local paper of record as a public outreach effort to promote awareness of proper disposal and/or recycling	SENR / CE
Completion of RHRTS capital improvements by Link Environmental	PCSF
Meet or exceed the RIRRC 35% recycling diversion rate	SENR
Meet or exceed the Town's 36% recycling diversion rate	SENR

FY 2017-2018 Funding Comparison

Solid Waste Enterprise Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Increase Over Prior Year
Personnel FTE*	0.50	0.50	0.50	0.50	0.00
Salaries	\$63,770	\$59,430	\$59,430	\$65,447	\$6,017
Benefits	19,907	19,706	20,201	21,180	1,474
Subtotal Personnel Expenditures*	\$83,676	\$79,136	\$79,631	\$86,627	\$7,491
Services	\$369,722	\$547,176	\$534,127	\$615,665	\$68,489
Commodities	221	1,650	1,500	1,650	0
Capital Outlay/Depreciation	45,297	51,000	51,000	51,200	200
Subtotal Operating Expenditures	\$415,240	\$599,826	\$586,627	\$668,515	\$68,689
Total Expenditures	\$498,916	\$678,962	\$666,258	\$755,142	\$76,180

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



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

Solid Waste Enterprise Fund (0706), continued



FY 2017-2018 Expenditure Statements

70696100	Solid Waste Enterprise Fund Station Recycling Operation		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696100	534018	Maintenance Of General Equip	\$16	\$400	\$2,400	\$500	25.00%
70696100		Subtotal Services	\$16	\$400	\$2,400	\$500	25.00%
70696100		Total Station Recycling Operation	\$16	\$400	\$2,400	\$500	25.00%

70696200	Solid Waste Enterprise Fund Transportation/Disposal		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696200	530070	RI SW Tipping Fees	\$271,977	\$252,700	\$257,244	\$319,080	26.27%
70696200		Subtotal Services	\$271,977	\$252,700	\$257,244	\$319,080	26.27%
70696200		Total Transportation/Disposal	\$271,977	\$252,700	\$257,244	\$319,080	26.27%

70696300	Solid Waste Enterprise Fund Administration General		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696300	511001	Full-Time Employees	\$32,541	\$33,968	\$33,968	\$35,487	4.47%
70696300	511004	Overtime	134	0	0	0	0.00%
70696300	511005	Retirement/Vacation Reimb.	7,804	0	0	3,185	0.00%
70696300	511006	Longevity	1,027	624	624	1,277	104.65%
70696300	511009	Vac & Sick Pay Accrued Exp	(2,515)	0	0	0	0.00%
70696300		Subtotal Wages	\$38,991	\$34,592	\$34,592	\$39,949	15.49%
70696300	522250	FICA	2,463	2,519	2,519	2,646	5.04%
70696300	522300	Municipal Employees Retirement	3,986	4,236	4,236	4,355	2.81%
70696300	522818	Medical Insur-Active Employees	6,779	6,904	6,904	7,542	9.24%
70696300	522820	Medical Insur-Retirees	375	500	500	125	-75.00%
70696300	522822	Dental Insur-Active Employees	493	499	499	483	-3.21%
70696300	522850	Life Insurance	17	16	16	16	0.00%
70696300	529900	Worker's Compensation	796	0	429	473	0.00%
70696300		Subtotal Benefits	\$14,908	\$14,674	\$15,103	\$15,640	6.58%
70696300	532000	Telephone	0	1,000	0	0	-100.00%
70696300	534016	Computer/Software Maintenance	1,832	1,988	1,988	2,067	3.97%
70696300	538012	Advertising	109	3,552	500	1,080	-69.59%
70696300	538020	Postage	0	100	50	100	0.00%
70696300	538036	General Administration	701	713	713	696	-2.38%
70696300	560010	Insurance	1,319	1,452	1,671	1,839	26.65%
70696300		Subtotal Services	\$3,961	\$8,805	\$4,922	\$5,782	-34.33%
70696300	540010	General Materials & Supplies	186	1,400	1,300	1,400	0.00%
70696300		Subtotal Commodities	\$186	\$1,400	\$1,300	\$1,400	0.00%
70696300	530044	Non-Major Technology Reserve	0	0	0	200	0.00%
70696300		Subtotal Capital Outlay	\$0	\$0	\$0	\$200	0.00%
70696300		Total Administration General	\$58,046	\$59,471	\$55,917	\$62,971	5.89%

Solid Waste Enterprise Fund (0706), continued



70696400	Solid Waste Enterprise Fund Other Expenses		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696400	570902	Depreciation	\$45,297	\$51,000	\$51,000	\$51,000	0.00%
70696400		Subtotal Capital Outlay	\$45,297	\$51,000	\$51,000	\$51,000	0.00%
70696400		Total Other Expenses	\$45,297	\$51,000	\$51,000	\$51,000	0.00%

70696600	Solid Waste Enterprise Fund General Solid Waste Program		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696600	511002	Part-Time Salaries	\$24,506	\$24,490	\$24,490	\$25,045	2.27%
70696600	511006	Longevity	273	348	348	453	30.17%
70696600		Subtotal Wages	\$24,779	\$24,838	\$24,838	\$25,498	2.66%
70696600	522250	FICA	1,896	1,900	1,900	1,951	2.68%
70696600	522300	Municipal Employees Retirement	3,037	3,132	3,132	3,116	-0.51%
70696600	529900	Worker's Compensation	66	0	66	473	0.00%
70696600		Subtotal Benefits	\$4,998	\$5,032	\$5,098	\$5,540	10.10%
70696600	580100	Miscellaneous Expenses	35	250	200	250	0.00%
70696600		Subtotal Commodities	\$35	\$250	\$200	\$250	0.00%
70696600		Total General Solid Waste Program	\$29,812	\$30,120	\$30,136	\$31,288	3.88%

70696800	Solid Waste Enterprise Fund Superfund		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696800	530106	Legal Fees - WK Landfill	\$0	\$7,500	\$0	\$7,500	0.00%
70696800	530107	Consulting Fees - WK Landfill	1,000	1,000	1,000	1,000	0.00%
70696800	530108	Legal Fees - R Hill Landfill	0	11,000	2,000	11,000	0.00%
70696800	530109	Consulting Fees - R H Landfill	4,709	7,500	6,000	7,500	0.00%
70696800	530111	Professional Services	0	4,600	3,000	4,600	0.00%
70696800	534036	Rose Hill Landfill Maintenance	62,016	70,540	74,230	74,040	4.96%
70696800	534038	W. Kingston Landfill Maint	1,067	5,040	5,240	5,240	3.97%
70696800	589010	Debt - Principal	0	155,753	155,753	159,793	2.59%
70696800	589012	Debt - Interest	24,978	22,338	22,338	19,630	-12.12%
70696800		Subtotal Services	\$93,769	\$285,271	\$269,561	\$290,303	1.76%
70696800		Total Superfund	\$93,769	\$285,271	\$269,561	\$290,303	1.76%

	Total Solid Waste Enterprise Fund	2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696100	Subtotal Station Recycling Operation	\$16	\$400	\$2,400	\$500	25.00%
70696200	Subtotal Transportation/Disposal	271,977	252,700	257,244	319,080	26.27%
70696300	Subtotal Administration General	58,046	59,471	55,917	62,971	5.89%
70696400	Subtotal Other Expenses	45,297	51,000	51,000	51,000	0.00%
70696600	Subtotal General Solid Waste Program	29,812	30,120	30,136	31,288	3.88%
70696800	Subtotal Superfund	93,769	285,271	269,561	290,303	1.76%
	Total Solid Waste Enterprise Fund	\$498,916	\$678,962	\$666,258	\$755,142	11.22%

Solid Waste Enterprise Fund (0706), *continued*



FY 2017-2018 Revenue Statement

706	Solid Waste Enterprise Fund		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
70696000	418011	University of Rhode Island Cost Share	\$1,064	\$0	\$0	\$0	0.00%
70696000	418013	Town of Narragansett Cost Share	8,045	0	0	0	0.00%
70696000	431125	Transfer Station Rental	122,906	143,000	143,000	149,040	4.22%
70696000	440550	Hauler Licenses	9,000	10,000	10,000	10,000	0.00%
70696000	440555	Metered Tonnage	271,977	252,700	257,244	319,080	26.27%
70696000	440560	Residential Tag Sales	66,208	66,250	66,250	75,000	13.21%
70696000	460010	Investment Income	3,168	2,000	2,000	2,500	25.00%
70696000	470010	Miscellaneous Revenues	14,336	18,191	15,050	15,986	-12.12%
70696000	470070	RIRRC Recycling Revenue Reimbursement	13,322	15,600	0	0	-100.00%
70696000	499050	Net Assets Forward to Operations	0	171,221	171,221	183,536	7.19%
706	Total Solid Waste Revenues		\$510,026	\$678,962	\$664,765	\$755,142	11.22%
706	Income Over (Under) Expenditures		\$11,110	\$0	(\$1,493)	\$0	



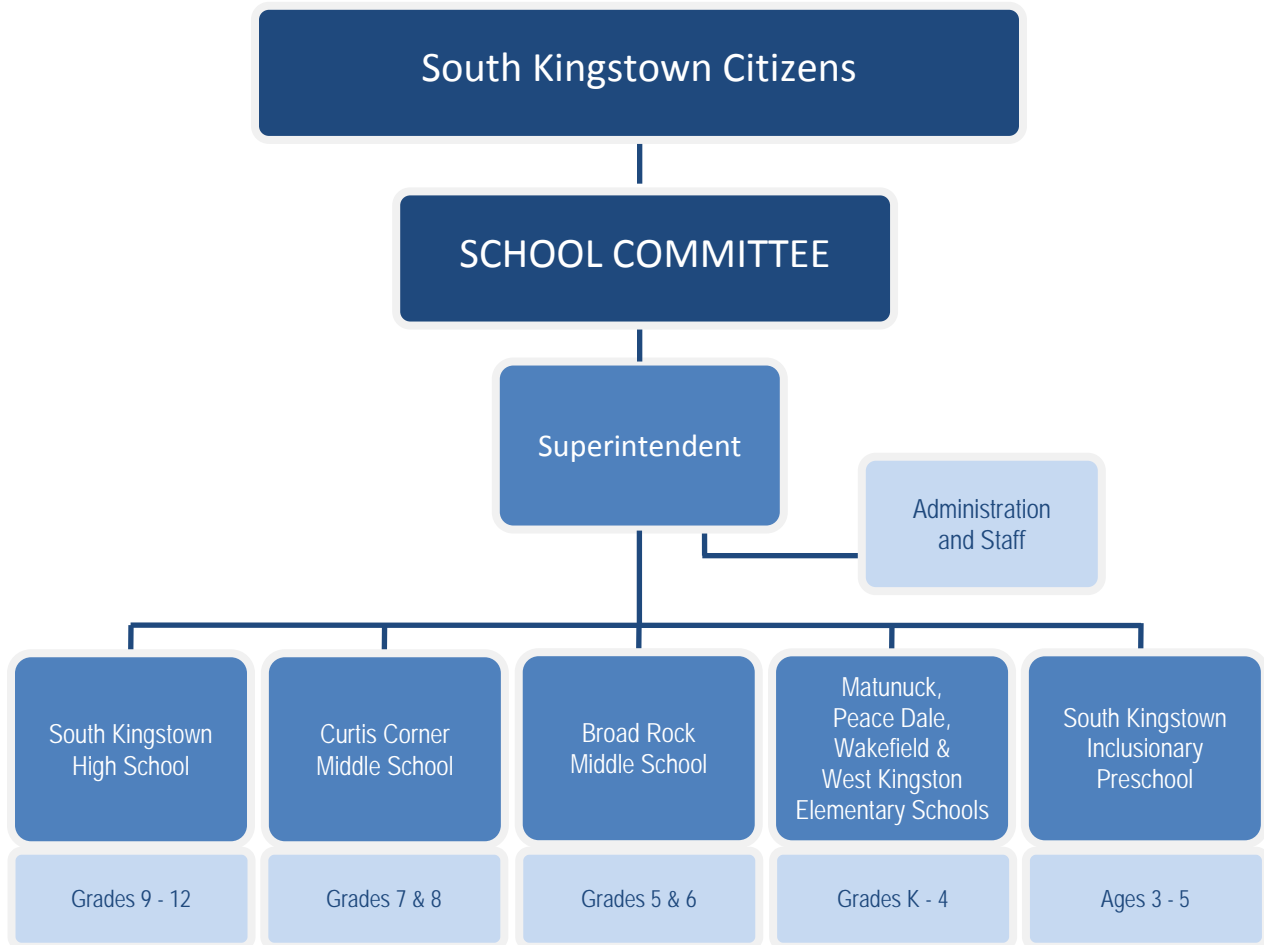
TAB 20
SCHOOL UNRESTRICTED FUND

School Department..... 20 - 1

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

Functions

Functions of the Town’s School Department include, but are not limited to, seven priority areas:

1. Teacher and Leader Support
2. Early Childhood Education
3. Personalized Learning District-Wide
4. Globally Competent Graduates
5. Informed Instructional Decision Making
6. Student-Centered Resource Investment
7. Narrowing and Closing the Achievement Gap (Special Education and Poverty)



SOUTH KINGSTOWN HIGH SCHOOL (SKHS)

Functions and programs at SKHS include, but are not limited to:

- Students enrolled in Grades 9 through 12, and special needs students to age 21
- Curriculum based on Common Core State Standards (CCSS) and Next Generation Science Standards (NGSS)
- Courses offered in English, World Language (French, Italian, and Spanish), Math, Science, Social Studies, Health, Physical Education, Applied Learning, and the Arts
- Proficiency-based graduation requirements (Portfolio)
- Student internship program at the Independence Transition Academy
- Credit recovery at Academic Success Academy
- 1:1 Device Blended Learning Technology Program; FY 2017-2018 is program year four, implemented in Grades 9 through 12
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Virtual learning academic enrichment courses (8th period)
- Academic Proficiency Center for before and after school support
- Advanced placement, early college, and concurrent enrollment
- Clubs, extracurricular activities, and sports
- Planning career and technical pathways; for RIDE approval summer 2017

CURTIS CORNER MIDDLE SCHOOL (CCMS)

Functions and programs at CCMS include, but are not limited to:

- Students enrolled in Grades 7 & 8
- Curriculum based on Common Core State Standards (CCSS), Next Generation Science Standards (NGSS), and Teacher's College at Columbia University Reading and Writing Project
- Courses offered in English, World Language (French & Spanish), Math, Science, Social Studies, Health, Physical Education, Technology/Computer Science, and Fine Arts
- Middle school teaming
- Blended Learning Technology Program in a 1:1 device environment
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Olweuss Bullying Prevention Program
- GEMS-Net Science Kits
- Extracurricular activities and sports

BROAD ROCK MIDDLE SCHOOL (BRMS)

Functions and programs at BRMS include, but are not limited to:

- Students enrolled in Grades 5 & 6
- Grade 5 is elementary model, and Grade 6 is middle school teaming model
- Curriculum based on Common Core State Standards (CCSS), Next Generation Science Standards (NGSS), and Teacher's College at Columbia University Reading and Writing Project
- Courses offered in English, Math, Science, Social Studies, Health, Physical Education, Technology/Computer Science, and Fine Arts
- Blended Learning Technology Program; Grade 6 is 1:1 and Grade 5 is 2:1
- Restorative Justice & Positive Behavioral Interventions and Supports (PBIS)
- Olweuss Bullying Prevention Program



- GEMS-Net Science Kits
- Extracurricular and intramural activities
- Social Emotional Learning (SEL), Mindfulness, and Kingian Non-Violence Programs

MATUNUCK, PEACE DALE, WAKEFIELD & WEST KINGSTON ELEMENTARY SCHOOLS

Functions and programs at the four neighborhood elementary schools include, but are not limited to:

- Students enrolled in Grades K through 4
- Curriculum based on Common Core State Standards (CCSS), Next Generation Science Standards (NGSS), and Teacher's College at Columbia University Reading and Writing Project
- Content areas include Reading, Writing, Math, Science, Social Studies, Health, Physical Education, Art, Music, and Library
- Positive Behavioral Interventions and Supports (PBIS)
- Olweuss Bullying Prevention Program
- GEMS-Net Science Kits
- Dual Language Spanish Immersion (DLI) Program, FY 2017-2018 is program year three, implemented in Grades K through 2*
- Computer science and coding programs, funded through a State CS4RI grant, anticipated at Matunuck and Wakefield Schools beginning in FY 2017-2018
- Social Emotional Learning (SEL) program

**DLI is available at Peace Dale and West Kingston Elementary Schools*

SOUTH KINGSTOWN INCLUSIONARY PRESCHOOL (SKIP)

Functions and programs at SKIP include, but are not limited to:

- Preschool aged children ages 3 through 5 enrolled
- Rhode Island Department of Education Bright Stars Certified
- Serves special education and South Kingstown community students
- Half-day and full-day programs
- Child outreach services
- Early intervention services
- Support available from Speech/Language Pathologist, Occupational Therapist, Physical Therapist, School Nurse Teacher, School Psychologist, School Social Worker, and Special Education
- Social Emotional Learning (SEL) program



FY 2016-2017 Priorities

The School Department focused on the following priorities during FY 2016-2017:

- Increase student performance
- Increase blended learning
- Increase student engagement
- Increase student proficiency in a world language
- Close the achievement gaps
- Increase instructional personalization
- Increase health and wellness
- Provide high quality professional development
- Increase educator data proficiency
- Increase use of assessment data to plan instruction
- Increase access to rigorous coursework
- Increase wrap around services

Specific Performance Measurements

Description	FY 2015-2016	FY 2016-2017	FY 2017-2018
	Actual	Projected	Anticipated
District wide student enrollment	3,118	3,004	2,921
Pre-schools	1	1	1
Elementary Schools (Grades K-4)	4	4	4
Middle Schools (1 each: Grades 5&6 and 7&8)	2	2	2
High Schools (Grades 9-12)	1	1	1
District wide employee FTE	490.9	493.7	482.8
Graduation Rate	88.5%	88.5%	88.5%
1:1 Technology Program at SKHS	Grades 9 - 10	Grades 9 - 11	Grades 9 - 12
Dual Language Spanish Immersion (DLI) Program at PDES & WKES	Grades K 78 students	Grades K & 1 170 students	Grades K - 2 262 students
Columbia University Reading Project	Grades K-8	Grades K-8	Grades K-8
Columbia University Writing Project	Grades K-4	Grades K-6	Grades K-8
GEMS-Net Science	2 kits	3 kits	3 kits
State Aid (\$)	\$7,623,268	\$7,329,887	\$6,837,992
State Aid as a % of total school budget	13.11%	12.23%	11.29%
Property Tax Transfer (\$)	\$50,313,756	\$51,387,349	\$52,415,096
Property Tax as a % of total school budget	86.5%	85.8%	86.53%
Property Tax Transfer increase over Prior Year (%)	1.4%	2.1%	2.0%
School Department Budget	\$58,135,333	\$59,888,940	\$60,573,360



FY 2017-2018 Goals & Objectives

The goals and objectives outlined below are linked to one of the School Department's seven priority areas for FY 2017-2018, as shown.

1. TEACHER & LEADER SUPPORT

Improved Educator & Leader Preparation

- All new educators and leaders should be supported by a mentor, induction coach, or critical friend to assist them in mastering their practice
- Interview student teachers
- Match student teachers to the most highly qualified teachers

High Quality, Relevant Professional Development

- All Professional Development is aligned with most important needs of learners as identified through data and research
- Students will have equitable access to excellent teachers

Effective Practices in Personnel Management

- Increase percentage of high quality educator retention
- Increase in creating teacher leader support and pathways
- Use a comprehensive approach to managing educator talent

Focused Training for Educators Working in Specialized Fields and Title I Schools

- Intentionally increase recruitment and placement efforts

2. EARLY CHILDHOOD EDUCATION

Collaboration and Coordination

- Increase percentage of students screened by Child Outreach
- Increase percentage of students participating in Kindergarten screening

Focus on Quality Standards

- Increase the number of students in Grade 3 performing at grade level in math and reading
- Increase early learning programs reaching the highest state benchmarks for program quality

Continuation of Full Day Kindergarten

Targeted High Quality Pre-School

3. PERSONALIZED LEARNING DISTRICT-WIDE

Build Capacity to Personalize

- Increase the number of schools that have adopted and implemented a school-wide proficiency-based model for instructional delivery and educational advancement



- Every student PK-12 should have the opportunity to attend a school that is personalized to meet their individualized needs

Blended and Digital Learning

- Increase the number of schools that ensure that all students have full time access to high-quality technology to support personalized learning
- Increase the number of students K-12 learning in environments that are using blended learning models

Career Readiness Pathways

- Students have the opportunity to enroll in flexible college and career pathways and programs that fit their needs
- Increase the number of students who earn post-secondary credit in areas of their choice
- Increase the number of students and adult learners earning industry-recognized credentials and/or career ready credentials
- Increase the number of schools offering learners employability transcripts

4. GLOBALLY COMPETENT GRADUATES

Social and Emotional Learning and Wellness

- Graduates have the social and emotional skills necessary to persevere through challenging circumstances, to work in partnership with others and to develop a growth mindset

Cultural Competency

- Increase the number of students and families who describe their school and their educators as welcoming and culturally respectful

Dual Language and World Language Instruction

- Increase the number of students PK-12 that have increasing access to high quality proficiency-based language programs
- Increase the number of students who participate in dual language programs that focus jointly on English and world language literacy and fluency
- Increase the number of high school graduates who will earn the seal of bi-literacy

5. INFORMED INSTRUCTIONAL DECISION-MAKING

Data and Assessment Literacy for Educators

- Educators are skillful users of student achievement data and can make instructional decisions that support increased student achievement

Multiple Measure Systems that Include Authentic Assessment

- Continue to use multiple and high quality assessment as part of a comprehensive, instructionally supportive assessment to inform student learning



Balanced and Useful Assessment Systems

- Schools and districts achieve an appropriate balance between classroom instruction and the administration of high quality assessments that support teaching and learning and inform curriculum development
- School and district practices include an appropriate blend of formative, interim, and summative tools that are useful in the day-to-day practice of teaching and learning and that provide valid, reliable and useful data to inform instruction

Stakeholder Understanding and Engagement

- Educators, students, families, and community at large will better understand the purpose of assessments and how the process of documenting and communicating student learning is used to improve teaching and learning and ensure that all students are making progress
- Students are involved in their own assessment process so that they understand and can talk about their level of knowledge and skills and set goals based on this information

6. STUDENT CENTERED RESOURCE INVESTMENTS

- Increased resource flexibility
- Improved use of fiscal data
- Responsible resource investment
- Improved facilities

7. NARROWING AND CLOSING THE ACHIEVEMENT GAP (SPECIAL EDUCATION AND POVERTY)

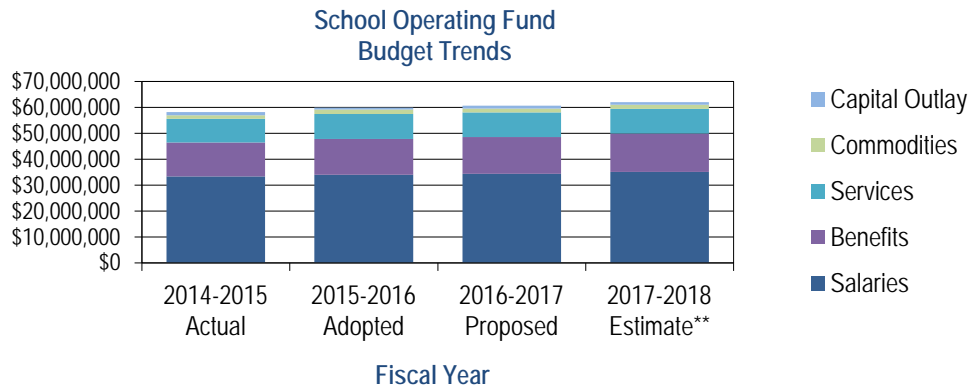
- Increase the number of students with special needs graduating from high school and decrease the number of students dropping out
- Increase the number of students with special needs closing their achievement gaps and truly exiting from their IEP supports
- Increase attendance at each school and decrease chronic absenteeism and tardiness
- Increase the number of students exited from PLPs and PMPs

School Unrestricted Fund (0110), *continued*



FY 2017-2018 Funding Comparison

School Operating Fund	FY 2015-2016 Actual	FY 2015-2016 Adopted	FY 2016-2017 Projected	FY 2017-2018 Proposed	Increase Over Prior Year
Full Time FTE	490.90	490.90	493.70	482.80	(8.10)
Student Enrollments	3,118	3,118	3,004	2,921	(197.00)
Salaries	\$33,245,661	\$33,928,001	\$34,146,745	\$34,310,675	\$382,674
Benefits	13,198,660	13,857,117	13,947,961	14,250,647	393,530
Subtotal Personnel Expenditures	\$46,444,321	\$47,785,118	\$48,094,706	\$48,561,322	\$776,204
Services	\$9,113,182	\$9,638,048	\$9,534,949	\$9,430,198	(\$207,850)
Commodities	1,384,649	1,648,683	1,414,224	1,569,714	(78,969)
Capital Outlay	1,193,181	854,485	845,061	1,012,126	157,641
Subtotal Operating Expenditures	\$11,691,012	\$12,141,216	\$11,794,234	\$12,012,038	(\$129,178)
Total Expenditures	\$58,135,333	\$59,926,334	\$59,888,940	\$60,573,360	\$647,026



**FY 2018-2019 is estimated based on the following assumptions: 1% increase in Services, Commodities, and Capital Outlay, 4% increase in Benefits, and 2% increase in Salaries.

School Unrestricted Fund (0110), *continued*



FY 2017-2018 Expenditure Statement

0110	School Operating Fund	2015-16 Actual	2016-17 Adopted	2016-17 Projected	2017-2018 SchComm	Percent Change	
011098	51110	Regular Salaries					
		Teachers	\$20,649,158	\$20,885,421	\$21,163,410	\$21,243,735	1.7%
		Guidance Counselors	594,533	626,074	619,491	665,349	6.3%
		Librarians	365,834	376,680	395,016	419,428	11.3%
		Therapists Nurses, Social Worker & Psychologists	2,498,239	2,550,635	2,579,506	2,648,875	3.9%
		Dean of Students	86,145	262,497	259,496	266,944	1.7%
		Athletic Coaches	192,078	197,658	197,658	197,458	-0.1%
		Intramurals Coaches	27,729	30,880	30,880	30,880	0.0%
		Superintendent of Schools	162,129	162,956	162,370	166,644	2.3%
		Directors	768,418	777,733	772,470	798,627	2.7%
		School Board Members	15,500	15,500	15,500	15,500	0.0%
		Principals	746,296	793,237	781,813	803,153	1.3%
		Assistant Principals	463,967	446,678	409,522	422,550	-5.4%
		Salaries - Exempt	665,538	647,563	668,613	620,833	-4.1%
		Salaries - Curriculum	329,941	389,504	393,780	398,475	2.3%
		Clerks	1,214,726	1,242,180	1,249,309	1,227,626	-1.2%
		Crossing Guards/School Resource Officer	144,881	144,476	144,476	149,093	3.2%
		Teacher Aides	1,655,130	1,733,122	1,735,756	1,820,582	5.0%
		Truant Officer	25,000	26,000	26,000	26,000	0.0%
		Custodial Staff	973,043	1,032,829	992,073	1,018,999	-1.3%
		Facilities Maintenance Staff	274,707	278,573	276,331	226,215	-18.8%
011098	51115	Substitutes					
		Sub Teacher	865,266	610,000	610,600	510,000	-16.4%
		Sub Clerk	22,063	34,000	34,000	22,000	-35.3%
		Sub Teacher Aides	120,348	110,000	110,000	110,000	0.0%
		Sub Custodian	19,368	55,000	55,000	45,000	-18.2%
011098	51308	Afterschool Program	20,264	36,500	36,500	36,500	0.0%
011098	51338	Summer Pay - ESP or ESY	114,924	150,000	114,870	132,000	-12.0%
011098	51201	Regular Overtime	63,710	40,000	40,000	45,000	12.5%
011098	51311	Curriculum Work	3,448	30,000	30,000	38,208	27.4%
011098	51332	Sick Payoff - Non Severance	70,572	80,000	80,000	80,000	0.0%
011098		Stipends	92,706	162,305	162,305	125,000	-23.0%
		Subtotal Salaries	\$33,245,661	\$33,928,001	\$34,146,745	\$34,310,674	1.1%
011098	52101	Health Insurance	\$4,852,897	\$5,328,940	\$5,306,478	\$5,477,147	2.8%
011098	52102	Life Insurance	178,562	125,050	175,050	180,000	43.9%
011098	52103	Dental Insurance	410,919	471,397	461,965	428,893	-9.0%
011098	52122	Health Insurance - Retiree	462,861	405,166	428,289	515,448	27.2%
011098	52125	Dental Insurance - Retiree	38,572	33,802	37,686	40,230	19.0%
011098	52202	Future Benefits	175,000	175,000	175,000	175,000	0.0%
011098	52203	Teacher/Administrative Pension	3,717,829	3,736,747	3,813,451	3,878,347	3.8%
011098	52208	MERS Pension	617,884	673,687	655,354	638,749	-5.2%
011098	52301	FICA	2,456,645	2,507,328	2,521,701	2,541,092	1.3%
011098	52501	Unemployment Insurance	14,148	125,000	85,000	96,742	-22.6%
011098	52720	Workers Compensation	273,343	275,000	287,987	279,000	1.5%
		Subtotal Benefits	\$13,198,660	\$13,857,117	\$13,947,961	\$14,250,648	4.6%
		Subtotal Salary and Benefits	46,444,321	47,785,118	48,094,706	48,561,322	2.1%

**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	2015-16 Actual	2016-17 Adopted	2016-17 Projected	2017-2018 SchComm	Percent Change	
011098	53101	Administrative Support	\$1,722	\$3,500	\$3,500	\$3,500	0.0%
011098	53202	Speech Therapists	11,801	12,000	12,000	10,000	-16.7%
011098	53203	Occupational Therapists	3,119	5,500	5,500	5,000	-9.1%
011098	53204	Therapists	24,640	38,000	102,250	67,000	76.3%
011098	53205	Psychologists	28,211	18,000	18,000	18,000	0.0%
011098	53211	Physical Therapists	2,946	0	4,200	0	0.0%
011098	53213	Evaluations	43,905	45,000	7,100	12,000	-73.3%
011098	53214	Mentoring	330	5,000	5,000	5,000	0.0%
011098	53216	Tutoring Services	0	22,500	22,500	17,500	-22.2%
011098	53218	Student Assistance	56,695	58,000	58,396	58,400	0.7%
011098	53220	Other Purch Profess Educ Services	40,790	51,100	50,000	31,240	-38.9%
011098	53224	Personal Care Attendants	66,276	125,000	120,800	100,000	-20.0%
011098	53301	Professional Development	145,170	288,052	288,065	192,962	-33.0%
011098	53302	Curriculum Development	49,715	86,287	86,287	44,789	-48.1%
011098	53303	Workshops	1,007	10,000	10,000	10,000	0.0%
011098	53401	Auditing/Actuarial Services	15,501	21,000	21,000	19,000	-9.5%
011098	53402	Legal Services	263,693	140,000	140,000	140,000	0.0%
011098	53406	Other Services	86,177	85,000	85,000	85,000	0.0%
011098	53411	Physicians	8,000	8,500	8,500	8,500	0.0%
011098	53412	Dentists	2,500	3,000	3,000	3,000	0.0%
011098	53414	Medicaid Claims Provider	45,398	35,000	35,529	35,000	0.0%
011098	53416	Officials/Referees	57,009	56,299	56,299	57,988	3.0%
011098	53417	Contracted Nursing Services	392	0	0	0	0.0%
011098	53501	Data Processing Services	70,162	64,888	64,888	71,500	10.2%
011098	53502	Other Technical Services	140,138	144,979	144,979	130,729	-9.8%
011098	53503	Testing Services	7,984	8,000	8,000	8,380	4.8%
011098	53705	Shipping and Postage	40,240	31,863	31,825	34,013	6.7%
011098	53706	Catering	3,017	5,820	5,820	5,950	2.2%
		Subtotal Purchased Professional Services	\$1,216,538	\$1,372,288	\$1,398,438	\$1,174,451	-14.4%
011098	54201	Rubbish Disposal Services	\$41,962	\$45,500	\$45,500	\$42,000	-7.7%
011098	54204	Groundskeeping Services	110,610	110,000	110,000	112,000	1.8%
011098	54311	Maintenance & Repairs - Equipment	2,430	2,520	2,520	2,520	0.0%
011098	54312	Maintenance & Repairs - General	153,306	170,580	169,795	159,265	-6.6%
011098	54313	Maintenance & Repairs - Vehicles	7,439	8,000	8,000	8,000	0.0%
011098	54402	Water	46,542	31,000	31,000	46,500	50.0%
011098	54403	Telephone	67,398	45,000	45,000	65,000	44.4%
011098	54404	Energy Management Services	3,634	3,000	3,000	2,000	-33.3%
011098	54405	Sewage/Cesspool	11,195	11,000	12,657	11,450	4.1%
011098	54407	Internet Connectivity	27,272	36,125	36,125	36,125	0.0%
011098	54602	Rental of Equipment and Vehicles	128,224	145,000	145,000	139,100	-4.1%
011098	54901	Other Purchased Property Services	0	50,000	50,000	25,000	-50.0%
011098	54902	Alarm and Fire Safety Services	21,650	35,000	35,000	30,000	-14.3%
		Subtotal Purchased Property Services	\$621,662	\$692,725	\$693,597	\$678,960	-2.0%

*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	2015-16 Actual	2016-17 Adopted	2016-17 Projected	2017-2018 SchComm	Percent Change
011098	55111 Transportation Contractors	\$4,012,830	\$4,046,862	\$4,046,862	\$4,097,193	1.2%
011098	55201 Property and Liability Insurance	173,396	172,700	198,031	170,000	-1.6%
011098	55203 Fire Insurance	51,160	52,000	52,000	52,000	0.0%
011098	55206 Fleet/Vehicle Insurance	12,690	13,000	12,721	13,000	0.0%
011098	55401 Advertising Costs	7,872	10,000	8,000	9,000	-10.0%
011098	55501 Printing	11,833	18,850	18,850	13,100	-30.5%
011098	55610 Tuition - Other Districts (Vocation Educ)	540,231	632,765	658,765	604,911	-4.4%
011098	55630 Special Needs Tuition to Private Sources	1,200,898	1,323,778	1,211,127	1,323,778	0.0%
011098	55660 Charter School Tuition	1,167,536	1,192,876	1,118,318	1,176,840	-1.3%
011098	55802 Board Training	17,991	14,000	14,000	18,000	28.6%
011098	55803 Employee Travel - Non-Teachers	9,490	12,600	11,000	11,100	-11.9%
011098	55809 Employee Travel - Teachers	16,499	16,400	18,000	13,200	-19.5%
	Subtotal Other Purchased Services	\$7,222,426	\$7,505,831	\$7,367,674	\$7,502,122	0%
011098	56101 General Supplies and Materials	\$283,778	\$375,801	\$225,524	\$357,191	-5.0%
011098	56113 Graduation Supplies	8,895	10,500	10,500	10,500	0.0%
011098	56115 Medical Supplies	18,196	22,967	22,967	22,656	-1.4%
011098	56116 Athletic Supplies	64,292	70,064	70,064	70,106	0.1%
011098	56117 Employee Award	2,625	3,400	3,400	3,400	0.0%
011098	56202 Gasoline	11,332	20,000	15,000	15,000	-25.0%
011098	56211 Maintenance Supplies/Parts	67,224	85,000	84,000	75,000	-11.8%
011098	56209 Fuel	255,101	273,000	253,000	266,200	-2.5%
011098	56215 Electricity	455,124	485,000	455,000	478,000	-1.4%
011098	56219 Custodial Supplies	93,081	98,500	98,500	98,500	0.0%
011098	56401 Textbooks	67,890	89,766	80,109	127,396	41.9%
011098	56402 Library Books	16,186	18,011	18,011	13,061	-27.5%
011098	56403 Reference Books	6,520	41,785	25,260	13,250	-68.3%
011098	56404 Subscriptions and Periodicals	29,054	41,889	41,889	10,454	-75.0%
011098	56406 Textbooks - Non-Public	5,352	13,000	11,000	9,000	-30.8%
011098	58101 Professional Organization Fees	52,555	67,204	75,240	74,665	11.1%
	Subtotal Supplies	\$1,437,205	\$1,715,887	\$1,489,464	\$1,644,379	-4.2%
011098	57202 Capital Improvements	\$0	\$45,000	\$45,000	\$25,000	-44.4%
011098	57301 Vehicles	34,993	0	0	0	0.0%
011098	57305 Equipment	48,311	46,959	44,573	51,767	10.2%
011098	57306 Furniture and Fixtures	29,785	28,457	24,061	43,612	53.3%
011098	57309 Hardware	959,792	516,364	518,364	670,338	29.8%
011098	57311 Software	116,717	202,705	198,063	211,409	4.3%
011098	57313 Environmental Equipment	3,584	15,000	15,000	10,000	-33.3%
	Subtotal Equipment	\$1,193,182	\$854,485	\$845,061	\$1,012,126	18.4%
0110	Total School Operating Fund	\$58,135,333	\$59,926,334	\$59,888,940	\$60,573,360	1.1%

School Unrestricted Fund (0110), *continued*



FY 2017-2018 Revenue Statement

0110	School Operating Fund		2015-2016 Actual	2016-2017 Adopted	2016-2017 Projected	2017-2018 Proposed	Percent Change
011098	41210	Town Tax Transfer	\$50,313,756	\$51,387,349	\$51,387,349	\$52,415,096	2.00%
011098	41250	Re-appropriated Fund Balance	400,000	400,000	400,000	500,000	25.00%
011098	41310	Tuition from Individuals	98,070	100,000	100,000	100,000	0.00%
011098	41321	Tuition from Other Districts	107,855	110,272	50,000	110,272	0.00%
011098	41510	Earning on Investments	1,358	0	0	0	0.00%
011098	41520	Trust fund Income	25,861	20,000	20,000	20,000	0.00%
011098	41704	Summer School	6,725	0	0	0	0.00%
011098	41707	Other fees-COBRA	0	0	0	5,000	0.00%
011098	41901	Rental Income	6,050	10,000	10,000	10,000	0.00%
011098	41980	Refund of Prior Year Expense	19,963	0	0	0	0.00%
011098	41990	Misc Revenue	3,674	30,000	30,000	15,000	-50.00%
011098	43101	Unrestricted State Aid	7,623,268	7,318,713	7,329,896	6,837,992	-6.57%
011098	44202	Medicaid reimbursement	472,733	500,000	500,000	500,000	0.00%
011098	45201	Fund Transfer In	65,267	50,000	88,424	60,000	20.00%
0110	Total School Operating Fund Revenues		\$59,144,579	\$59,926,334	\$59,915,669	\$60,573,360	1.08%
0110	Income Over (Under) Expenditures		\$1,009,246	\$0	\$26,729	\$0	



TAB 21
CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary 21 - 1
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Six Year Capital Improvement Program 21 - 17
CIP Long Range Program Element 21 - 20
CIP Debt Service Detail 21 - 21

TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Background

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

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

Planning Process

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

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

CIP Timeframe

The Capital Improvement Program (CIP), prepared by the Town Manager and approved by the Town Council, shall determine the Town's capital needs. The CIP will be prepared, presented and acted upon in



accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, with the following schedule:

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

Summary of CIP Funding

The proposed six-year CIP includes two related elements, a Long Term Major Projects Element (\$20,380,035) and a Pay As You Go Element (\$16,687,500), for a total CIP Program of \$37,067,535. The Capital Budget is the first year of the CIP's Pay As You Go Element, and proposes General Fund spending of \$1,499,500 in the 2017-2018 fiscal year. The major CIP projects included in the Pay As You Go element are presented in three program areas:

- Park Rehabilitation and Road Improvements: \$786,000 (52%), an increase of \$11,000 over the 2016-2017 fiscal year
- Equipment Acquisition/Replacement: \$688,500 (46%), an increase of \$73,050 over FY 2016-2017
- Facility Improvements: \$25,000 (2%), a decrease of \$25,000 from the 2016-2017 fiscal year

GENERAL FUND SUPPORTED PROJECTS

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

NON-GENERAL FUND SUPPORTED PROJECTS

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

FY 2017-2018 Capital Budget (Pay-As-You-Go)

The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the next page are budgeted for inclusion in the FY 2017-2018 Pay As You Go Element of the CIP.



Pay-As-You-Go Project Summaries

DEPARTMENT

Parks and Recreation

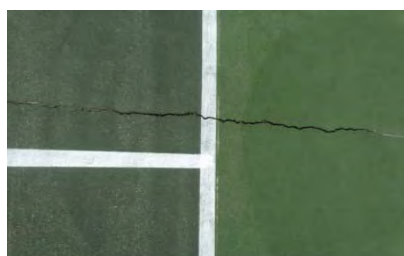
PROJECT TITLE

Tennis Court Resurfacing: Curtis Corner Playfields and Old Mountain Field (OMF)

DESCRIPTION

Park Improvements and Rehabilitation is an ongoing program providing for the development, maintenance, and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. Included in the FY 2017-2018 Capital Improvement Program are the crack sealing, resurfacing and striping of tennis courts as follows:

- Curtis Corner Playfields: \$25,000 – five tennis courts
- Old Mountain Field: \$11,000 – two lower tennis courts



JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Asset preservation; increases life cycle of recreational facility
- Reduces risk; improves safety
- Promote community involvement

OPERATIONAL IMPACT

- Reduce injury risk/lower maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	-	-	\$36,000	-	-	-	-	-	\$36,000
Total Cost	-	-	\$36,000	-	-	-	-	-	\$36,000
General Fund Transfer	-	-	\$36,000	-	-	-	-	-	\$36,000



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

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Softball Field Lighting: West Kingston Park

DESCRIPTION

Replacement of the light ballasts at the West Kingston Park Softball Field are proposed in FY2017-2018 as they are beginning to show signs of age and causing the park's electrical circuits to trip. This field is the main venue for the Recreation Department's adult recreational softball league which is active from spring through fall.

JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Asset preservation; increases life cycle of recreational facility
- Reduces risk; improves safety

OPERATIONAL IMPACT

- Personnel and operating maintenance and material savings
- Increase public safety



PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	-	-	\$15,000	-	-	-	-	-	\$15,000
Total Cost	-	-	-	-	-	-	-	-	-
General Fund Transfer	-	-	\$15,000	-	-	-	-	-	\$15,000



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

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Restroom/Concession Replacement: Old Mountain Field (OMF)

DESCRIPTION

Continued reserve funding (\$25,000) for future construction of a new building to house restrooms and concession facilities at Old Mountain Field included in the FY 2017-2018 Capital Budget. The current facility is approximately 50 years old, and the concession building is in poor condition and inadequate for the volume of activity that occurs at OMF. A single new facility, designed and constructed to accommodate an adequate number of restrooms, a small concession area, and park maintenance storage space is proposed. Estimated total project cost: \$400,000.



It is anticipated that alternate funding sources will be sought through a combination of grant opportunities and recreation impact fees.

This is the second year of a multi-year funding effort.

JUSTIFICATION

- Eliminate cosmetic, costly deficiencies
- Provide a sanitary environment while enhancing the value of the property
- Increase outside interest and outside revenue to support maintenance/update expense
- Promotes community involvement for active, healthy lifestyles and improves quality of life

OPERATIONAL IMPACT

- Energy efficiencies and reduced preventative maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$15,000	-	\$25,000	\$30,000	\$30,000	\$30,000	\$20,000	\$20,000	\$170,000
Grants/Fundraising	-	-	-	-	-	-	-	230,000	\$230,000
Total Cost	-	-	\$25,000	\$30,000	\$30,000	\$30,000	\$20,000	\$250,000	\$400,000
General Fund Transfer	-	-	\$25,000	\$30,000	\$30,000	\$30,000	\$20,000	\$20,000	\$170,000



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

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Parking/Ramp & Dock Improvements: Marina Park

DESCRIPTION

Reserve funding (\$30,000) for complete reconstruction of the existing boat ramp is included in the FY 2017-2018 Capital Budget. The existing pre-cast concrete boat ramp panels at the toe of the ramp will be removed and replaced and the surface of the existing ramp will be overlaid with a 1.5"-2" Class I asphalt finish coat. The possibility of lessening the ramp's slope to improve overall safety and visibility for users will be assessed as part of the reconstruction planning and design. Estimated total project cost: \$250,000.



Improvements to the public dock adjacent to the boat ramp, including an extension and connector walkway from the parking area, have also been identified as a future element in the Park Improvement plan, and will be incorporated into the Marina Park Capital Improvement Program upon completion of the boat ramp reconstruction.

This is the third year of a multi-year funding effort. In order for this project to move forward, third party funding sources will be required.

JUSTIFICATION

- Promotes community involvement for active, healthy lifestyles and improves quality of life
- Promoting family activities in a safe boating environment
- Eliminate cosmetic, costly deficiencies
- Protection of facility infrastructure
- Asset preservation; increases life cycle of recreational facility
- Reduces risk; improves safety

OPERATIONAL IMPACT

- Reduce annual maintenances costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2017	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$40,000	-	\$30,000	\$25,000	\$30,000	\$20,000	\$20,000	\$20,000	\$185,000
Grants/Fundraising	-	-	-	-	-	-	65,000	0	65,000
Total Cost	-	-	\$30,000	\$25,000	\$30,000	\$20,000	\$85,000	\$20,000	\$250,000
General Fund Transfer	-	-	\$30,000	\$25,000	\$30,000	\$20,000	\$20,000	\$20,000	\$145,000



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

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Ongoing Improvements: Town Beach

DESCRIPTION

Annual funding support for maintenance and mitigation efforts is necessary to address the impacts of ongoing erosion at the Town Beach: Sand replenishment and dune restoration, as well as the replacement of aging playground equipment, parking lot improvements, and replacement as needed of storage units. Long term erosion mitigation options will be explored while updating the Town Beach Master Plan. Estimated total project cost: \$215,000 for the six year Capital Improvement Program.

This is a multi-year funding effort, and the need for future reserve funding will be required in order to meet project demands.



JUSTIFICATION

- Asset preservation, aesthetics and encourage community involvement
- Provide comfort and accessibility to visitors
- Protection of facility infrastructure
- Asset preservation; increases life cycle of recreational facility Protect a natural resource

OPERATIONAL IMPACT

- Reduce annual maintenances costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$105,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$10,000	\$20,000	\$215,000
Total Cost	-	\$20,000	\$35,000	\$35,000	\$35,000	\$35,000	\$40,000	\$35,000	\$215,000
General Fund Transfer	-	-	\$20,000	\$20,000	\$20,000	\$20,000	\$10,000	\$20,000	\$110,000



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

DEPARTMENT

Parks and Recreation

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

The Town takes great pride in the maintenance of its public buildings and park facilities; therefore, it is important to keep equipment and machinery in good working order and to avoid costly, frequent repairs. Annually, the Parks Division reviews and updates the equipment procurement schedule in an effort to retain equipment for as long as possible before replacement is necessary. The acquisition/replacement of three (3) pieces of equipment is included in the FY 2017-2018 CIP, as detailed below:

- Box Truck (\$32,000): transports equipment and materials for field preparation, irrigation repair, and building maintenance
- One Ton Dump Truck w/Plow (\$50,000): used year round for field maintenance and snow removal
- Front-Mount Mower w/bagger (\$28,000): used for maintenance of park grounds and athletic fields

The total cost of replacement is estimated to be \$110,000.



JUSTIFICATION

- Safety/community expectations/fiscal responsibility

OPERATIONAL IMPACT

- Reduce operational cost for repairs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	-	\$152,000	\$110,000	\$147,000	\$133,000	\$137,000	\$136,500	\$133,000	\$796,500
Total Cost	-	-	\$110,000	\$147,000	\$133,000	\$137,000	\$136,500	\$133,000	\$796,500
General Fund Transfer	-	-	\$110,000	\$147,000	\$133,000	\$137,000	\$136,500	\$133,000	\$796,500



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

DEPARTMENT

Public Services

PROJECT TITLE

Road Improvement Program – Pavement Overlay/Road Reconstruction; Bridge/Dam Inspections & Maintenance

DESCRIPTION

Transportation projects in the FY 2017-2018 CIP, such as arterial and collector road reconstruction, drainage infrastructure, and bridge and dam reconstruction are financed through capital budget annual appropriations, operating program transfers, reserve funding, and general obligation bonds. There are multiple facets of this program, including full depth reclamation of existing asphalt road surfaces, pavement overlay that mainly adjusts road surface defects and creates a “leveling course”, and bridge and dam inspection and maintenance to identify and repair deficiencies.

The total program cost is estimated to be \$4,728,375 over the six year Capital Improvement Program, of which \$545,000 will be committed to these projects in the FY 2017-2018 general operating budget. Included is funding of \$30,000 that will be combined with funding from the Water and Wastewater Divisions for the purchase of a new asset management software system. Infrastructure is prioritized based upon functionality (arterial/collector/neighborhood), public safety, close proximity to hospital/fire stations, and condition. Service level, use, and road condition are reviewed on an annual basis to determine which overlay or pavement preservation technique is most appropriate.



JUSTIFICATION

- Asset preservation
- Protection of infrastructure
- Reduces risk; improves public safety

OPERATIONAL IMPACT

- Annual paving program is a cost-effective means of surface maintenance that eliminates costly reconstruction projects
- Potential for reduced liability claims

PROJECT’S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$630,000	\$545,000	\$575,000	\$565,500	\$595,000	\$605,000	\$615,000	\$3,500,000
Other Funding Sources	350,000	484,500	338,050	21,350	139,375	124,600	120,500	1,228,375
Total Cost	\$980,000	\$1,029,500	\$913,050	\$586,350	\$734,375	\$729,600	\$735,000	\$4,728,375
General Fund Transfer	\$630,000	\$545,000	\$575,000	\$565,500	\$595,000	\$605,000	\$615,000	\$3,500,000



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

DEPARTMENT

Public Services

PROJECT TITLE

Road Improvement Program – New Drainage/Erosion/TMDL

DESCRIPTION

Construction of the Matunuck Beach Road Protection Improvement Project commenced in October 2016, and installation of the sheet pile wall is underway, with final project completion anticipated in May 2017. The total estimated project cost is \$2,000,000 that is funded by a federal grant. The FY 2017-2018 CIP includes reserve funding in the amount of \$20,000 for future maintenance of the wall and beach replenishment as needed.

Total Maximum Daily Loads (TMDL) identifies specific pollutants and establishes a threshold for necessary pollutant reductions in order for the surface body water to meet water quality standards. RIDEM identified seven impaired surface water bodies in South Kingstown requiring the Town to adopt structural management practices for impaired surface waters. The Town secured a RIDEM Watershed Restoration Fund (WRF) grant in the amount of \$310,330 for which \$195,330 has been designated to fund TMDL improvements to the Narrow River. Annual funding of \$75,000 for future TMDL structural Best Management Practices (BMP) is included for FY 2017-2018, and an additional \$20,000 is earmarked specifically for Torrey Road improvements to help reduce TMDL pollutant loading.



JUSTIFICATION

- Asset preservation
- Protection of infrastructure
- Reduces risk; improves public health and safety and pedestrian safety

OPERATIONAL IMPACT

- Reduced maintenance costs and potential liability claims

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
TMDL Reserve Funding	-	-	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Matunuck Beach Rd Reserve	\$20,000	-	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Torrey Road	-	-	\$20,000	-	\$20,000	-	-	-	\$40,000
Total Cost	-	-	\$115,000	\$95,000	\$115,000	\$95,000	\$95,000	\$95,000	\$610,000
General Fund Transfer	\$20,000	-	\$115,000	\$95,000	\$115,000	\$95,000	\$95,000	\$95,000	\$610,000



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

DEPARTMENT

Public Services

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

The Highway Division equipment procurement schedule is reviewed and revised annually, with the objective of retaining certain equipment for longer periods before replacement is necessary. Heavy rolling stock equipment such as excavating 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. However, due to New England's four seasons of weather, wear and tear can occur more frequently than planned with some of the vehicles. The acquisition/replacement of three (3) pieces of equipment is included in the FY 2017-2018 CIP as shown below:

- Pick-up Truck (\$35,000): one of 7, used most often for snow removal on narrow routes
- Road Grader (\$260,000): seasonal grading of gravel surface roads and sidewalk snow removal
- Street Sweeper (\$120,000): used heavily to maintain the roadways within the various TMDL zones to ensure compliance with federal and state storm water management regulations

The total cost of replacement is estimated to be \$415,000, of which \$111,500 is being held in reserve and \$303,500 is budgeted in the FY 2017-2018 CIP.



JUSTIFICATION

- Safety/community expectations/fiscal responsibility

OPERATIONAL IMPACT

- Avoid costly repairs to current equipment and reduce operational expense

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2017	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$131,500	\$251,450	\$303,500	\$321,000	\$352,000	\$353,000	\$358,000	\$338,000	\$2,025,500
Equipment Reserve			111,500		20,000				131,500
Total Cost	-	-	\$415,000	\$321,000	\$352,000	\$353,000	\$358,000	\$338,000	\$2,157,000
General Fund Transfer	-	-	\$303,500	\$321,000	\$352,000	\$353,000	\$358,000	\$338,000	\$2,025,500



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

DEPARTMENT

Public Safety

PROJECT TITLE

Facility Maintenance

DESCRIPTION

The Public Safety Complex was constructed in 1998. Improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. As the mechanical systems that support the building have reached over 18 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or facility repair. Therefore, funding of \$15,000 is included in the FY 2017-2018 CIP to upgrade the chilled water loop with high efficiency motors and variable speed drives.

Total projected expenses are estimated to be \$246,000, of which \$136,000 is reserved in the Public Safety Building Reserve Fund, with the remaining funding being proposed over the six year term of the CIP.



JUSTIFICATION

- Asset preservation
- Provide comfort to visitors and staff

OPERATIONAL IMPACT

- Reduce operation and maintenance costs associated with aging infrastructure

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$136,000	-	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$110,000
Capital Reserve			16,000		120,000				136,000
Total Cost	-	-	\$31,000	\$15,000	\$140,000	\$20,000	\$20,000	\$20,000	\$246,000
General Fund Transfer	\$136,000	-	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000	\$110,000



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

DEPARTMENT

Public Safety – Harbor Patrol Division

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

Reserve funding is proposed for replacement in FY 2018-2019 of two Harbor Patrol boats that require extensive repair and maintenance, with one boat that is more functional and able to maneuver all of the Town's waterways. The cost of purchasing a commercial grade fiberglass or welded aluminum boat is estimated at \$50,000 with a projected 30-year life expectancy.

The Patrol Division currently utilizes two main boats:

- 1995 - 15' aluminum Jon Boat
- 1990 - 21' hard bottom inflatable

These boats have developed critical hull failure due to age and deterioration; the hard bottom inflatable continues to require annual costly maintenance. Future year funding in FY 2019-2020 (\$22,000) will provide for replacement of Patrol Boat #1's outboard motor.



JUSTIFICATION

- Safety /fiscal responsibility
- Ensure response time for emergencies on the water

OPERATIONAL IMPACT

- Reduced maintenance costs and potential liability claims

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2016	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	-	-	\$25,000	\$25,000	\$22,000	-	-	-	\$72,000
Total Cost	-	-	\$25,000	\$25,000	\$22,000	-	-	-	\$72,000
General Fund Transfer	-	-	\$25,000	\$25,000	\$22,000	-	-	-	\$72,000



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

DEPARTMENT

Public Safety - Emergency Medical Services

PROJECT TITLE

Equipment Acquisition/Replacement and Facilities Improvement

DESCRIPTION

Funding is proposed for improvements to the EMS quarters at the South Station at the Public Services Building, replacement of medical equipment, and vehicle replacement reserve funding as shown below:

- Improvements to South Station Quarters (\$10,000): Renovations to the EMS crew quarters at the Public Services Building, including replacement carpeting, covering exposed communication lines and replacing cabinets around the sink area.
- Equipment upgrade (\$15,000): Purchase of a Physio-Control Lucas Chest Compression Device, which provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. This device will replace an existing unit purchased in 2010.
- Vehicle Replacements (Total \$105,000):
 - Year one reserve funding (\$40,000): part of a 2-year funding cycle is proposed for replacement in FY 2018-2019 of Paramedic 2, the non-transporting vehicle, at a total cost of \$70,000
 - Year one reserve funding (\$65,000): part of a 3-year funding cycle is proposed for replacement in FY 2019-2020 of Paramedic 3, a transporting rescue, at a total cost of \$225,000



JUSTIFICATION

- Public health and safety is top priority
- Preventative maintenance will provide quality environments for staff
- Replacement and updating as needed in a cost effective manner

OPERATIONAL IMPACT

- While replacement may save dollars the real value is in the saving of lives of patients

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2017	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$18,277	\$155,000	\$130,000	\$145,000	\$115,000	\$100,000	\$120,000	\$110,000	\$720,000
Total Cost	-	-	\$130,000	\$145,000	\$115,000	\$100,000	\$120,000	\$110,000	\$720,000
General Fund Transfer	-	-	\$130,000	\$145,000	\$115,000	\$100,000	\$120,000	\$110,000	\$720,000



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

DEPARTMENT

Public Safety - Fire Alarm Division

PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

Replacement of the aging hard wired distribution system that exists for commercial businesses in Town is included in FY 2017-2018's CIP. The system currently supports over 240 businesses and also serves multiple municipal structures. Additionally, the Proposed FY 2017-2018 CIP includes funds for the replacement the Division's pickup truck.

- Migration to Radio Alarm Box System (\$30,000): Reserve funding is proposed in FY 2017-2018 as the second of a three year funding cycle for migration to a radio alarm box system that will improve fire alarm communication with the Town's dispatch center through enhanced technology utilization. The total program cost is estimated at \$70,000, with \$60,000 in PAYG funding and \$20,000 in funds held in reserve.
- Pickup Truck (\$30,000): Replacement of the Division's pickup truck that is ten years old is proposed for FY 2017-2018. This vehicle is used by Fire Alarm staff primarily in the day-to-day operation of the Division for testing fire alarm systems and inspection of buildings throughout Town.

Later year funding (FY 2019-2020) is anticipated to provide for replacement of the Division's radio system.



JUSTIFICATION

- Improved communications through wireless connectivity
- Reduce call response time

OPERATIONAL IMPACT

- Reduced maintenance costs for the existing aging fleet and equipment

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2017	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$50,773	-	\$60,000	\$10,000	\$40,000	-	-	-	\$110,000
Total Cost	-	-	\$60,000	\$10,000	\$40,000	-	-	-	\$110,000
General Fund Transfer	-	-	\$60,000	\$10,000	\$40,000	-	-	-	\$110,000



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

DEPARTMENT

Finance - Information Technology Division

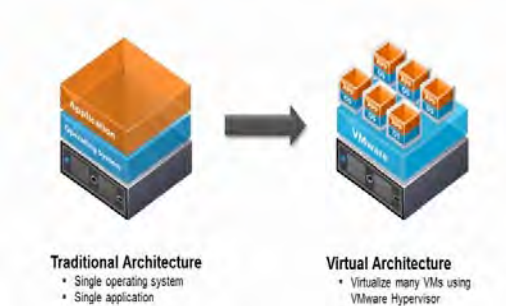
PROJECT TITLE

Equipment Acquisition/Replacement

DESCRIPTION

The Information Technology Program is an ongoing effort providing for the development, maintenance, and repair of the Town's overall technology needs, including the Town's computer network and associated infrastructure. Annual reserve funding allocations will augment existing funding that will allow the Town to realize improved delivery of services through enhanced technology utilization.

Funding to upgrade the Town's virtual server equipment is proposed in FY 2017-2018. Server virtualization is a technology for partitioning one physical server into multiple virtual servers. Each of these virtual servers can run its own operating system and applications, and perform as if it is an individual server. It is a way of maximizing physical resources to maximize the investment in hardware.



JUSTIFICATION

- Technological improvements; Improved communications Town-wide
- Reduces the majority of hardware acquisition
- Virtualization reduces the electrical and cooling requirements needed since there are fewer servers, thus promoting 'green' efficiencies

OPERATIONAL IMPACT

- Savings can be found in improved processes and efficiencies and lower maintenance costs

PROJECT'S CAPITAL IMPROVEMENT PLAN FUNDING TIMELINE

Funding Source	Reserves 6/30/2017	Expense 2016-17	PAYG 2017-18	CIP 2018-19	CIP 2019-20	CIP 2020-21	CIP 2021-22	CIP 2022-23	Total
General Fund Transfer	\$200,318	\$169,000	\$70,000	-	\$20,000	\$50,000	\$50,000	-	\$190,000
Capital Reserve					10,000				10,000
Total Cost	-	-	\$70,000	-	\$30,000	\$50,000	\$50,000	-	\$200,000
General Fund Transfer	-	-	\$70,000	-	\$20,000	\$50,000	\$50,000	-	\$190,000

Six Year Capital Improvement Program



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$125,000	\$126,000	\$155,000	\$160,000	\$165,000	\$150,000	\$160,000	\$916,000
Equipment Acquisition/Replacement	129,000	110,000	147,000	133,000	137,000	136,500	133,000	796,500
Subtotal - Recreation Dept	\$254,000	\$256,000	\$302,000	\$293,000	\$302,000	\$286,500	\$293,000	\$1,712,500
Public Services Program								
Road Improvement Program	\$650,000	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000	\$710,000	\$4,110,000
Equipment Acquisition/Replacement	251,450	303,500	321,000	352,000	353,000	358,000	338,000	2,025,500
Subtotal - Public Services Dept	\$901,450	\$963,500	\$991,000	\$1,032,000	\$1,043,000	\$1,058,000	\$1,048,000	\$6,135,500
Public Safety Program								
Computer System Equipment	\$25,000	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Communications Equipment	0	0	15,000	15,000	15,000	15,000	15,000	75,000
Public Safety Building - General	15,000	15,000	15,000	20,000	20,000	20,000	20,000	110,000
Harbor Patrol - Equipment Replace.	0	25,000	25,000	22,000	0	0	0	72,000
Subtotal - Public Safety Dept	\$40,000	\$40,000	\$75,000	\$77,000	\$55,000	\$55,000	\$55,000	\$357,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$50,000	\$15,000	\$35,000	\$35,000	\$35,000	\$30,000	\$30,000	\$180,000
Facilities Improvements - South Station	0	10,000	0	0	0	0	0	10,000
EMS Vehicle Replacement #1	105,000	0	0	0	65,000	50,000	50,000	165,000
EMS Vehicle Replacement #2	0	40,000	30,000	0	0	40,000	30,000	140,000
EMS Vehicle Replacement #3	0	65,000	80,000	80,000	0	0	0	225,000
Subtotal - EMS Dept	\$155,000	\$130,000	\$145,000	\$115,000	\$100,000	\$120,000	\$110,000	\$720,000
Fire Alarm Division								
Migration to Radio Box System Res.	\$20,000	\$30,000	\$10,000	\$0	\$0	\$0	\$0	\$40,000
800mhz Radios (Interoperability)	0	0	0	40,000	0	0	0	40,000
Vehicle Replacement	0	30,000	0	0	0	0	0	30,000
Subtotal - Fire Alarm Division	\$20,000	\$60,000	\$10,000	\$40,000	\$0	\$0	\$0	\$110,000
General Government								
Senior Services Program	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Technology Program	35,000	70,000	0	20,000	50,000	50,000	0	190,000
Property Appraisal Program	0	0	80,000	100,000	100,000	100,000	0	380,000
Town Hall - Renovations and Upkeep	10,000	0	0	10,000	10,000	10,000	10,000	40,000
Pool Car Replacement	0	0	25,000	0	25,000	0	25,000	75,000
Subtotal - General Government	\$70,000	\$70,000	\$105,000	\$130,000	\$185,000	\$160,000	\$35,000	\$685,000
TOTAL General Fund (101)	\$1,440,450	\$1,499,500	\$1,628,000	\$1,687,000	\$1,685,000	\$1,679,500	\$1,541,000	\$9,720,000

Six Year Capital Improvement Program, *continued*



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - UTILITIES								
Water Fund (702)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
Water Storage								
Mautucket Water Tank Cleaning	\$0	\$11,000	\$0	\$13,000	\$0	\$15,000	\$0	\$39,000
Mautucket Tank Repair	5,000	0	0	0	10,000	0	0	10,000
Victoria Lane Water Tank Cleaning	0	38,000	0	40,000	0	42,000	0	120,000
Victoria Lane Tank Repair	5,000	0	0	0	10,000	0	0	10,000
SCADA/Telemetry Upgrades	0	0	35,000	0	0	0	0	35,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$0	\$0	\$0	\$0	\$25,000	\$0	\$20,000	\$45,000
RIDOH Vulnerability Assessment Plan	0	0	0	0	0	0	25,000	25,000
Water Supply Mgmt Plan Reaffirmation	0	0	0	30,000	0	0	0	30,000
Pump Station Infrastructure	10,000	10,000	0	0	12,000	0	0	22,000
Water Quality Study/Disinfection Station	0	0	0	0	12,000	0	0	12,000
Water Distribution								
Leak Detection Reserve	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Water Main Replacement Reserve	25,000	25,000	25,000	10,000	20,000	0	25,000	105,000
Equipment & GIS								
DPS Office Building Contribution	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
Rolling Stock Equipment Replacement	35,000	0	35,000	0	0	25,000	37,000	97,000
GIS Upgrade	0	0	0	0	0	20,000	0	20,000
TOTAL Water Fund (702)	\$105,000	\$109,000	\$120,000	\$118,000	\$124,000	\$127,000	\$132,000	\$730,000
Wastewater Fund (704)								
WWTF, Telemetry & Pump Stations								
WWTF Building Infrastructure Upgrade	\$0	\$40,000	\$60,000	\$60,000	\$50,000	\$0	\$65,000	\$275,000
WWTF Telemetry and Control Upgrade	0	0	0	35,000	0	0	0	35,000
WWTF Standby Generator Replacement	100,000	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	20,000	20,000	0	0	0	40,000
Local Pump Station Improvements	30,000	50,000	50,000	50,000	0	50,000	50,000	250,000
Silver Lake P. S. Upgrades	0	150,000	0	0	0	75,000	0	225,000
Kingston P. S. Generator Upgrades	0	0	0	0	80,000	0	50,000	130,000
Solids Handling								
Solids Handling Upgrade	\$152,000	\$30,000	\$0	\$0	\$0	\$125,000	\$0	\$155,000
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	0	0	150,000	20,000	0	0	0	170,000
Primary Treatment								
Influent Headworks	\$50,000	\$50,000	\$0	\$0	\$0	\$40,000	\$0	\$90,000
Primary Treatment Upgrade	100,000	0	0	50,000	0	0	0	50,000
Primary Grease & Sludge Pumps	0	0	0	0	0	0	0	0
Secondary Treatment								
Chemical Storage Building Repair	\$80,000	\$0	\$0	\$20,000	\$0	\$40,000	\$0	\$60,000
Aeration Equipment Upgrade	0	0	0	0	0	50,000	0	50,000
Clarifier Repair	0	100,000	100,000	100,000	100,000	100,000	0	500,000
RAS Pump Replacement	0	0	125,000	0	0	0	125,000	250,000
Collection System								
Evaluation Report	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
Interceptor Repair and Cleaning	50,000	0	0	0	100,000	0	50,000	150,000
Equipment & GIS								
Collection System Maint. Equipment	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Rolling Stock Equipment Replacement	0	30,000	0	32,000	35,000	0	0	97,000
DPS Building Improvement Contribution	0	20,000	0	0	0	20,000	0	40,000
Geographic Information System Upgrade	0	10,000	0	10,000	0	12,000	0	32,000
TOTAL Wastewater Fund (704)	\$562,000	\$530,000	\$530,000	\$502,000	\$415,000	\$512,000	\$340,000	\$2,829,000

Six Year Capital Improvement Program, *continued*



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOLS								
School Fund (400)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
Technology								
High School Computer Labs	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Middle Schools Laptops	0	0	0	0	175,000	175,000	0	350,000
Elementary School Laptops	0	170,000	0	0	0	0	0	170,000
Telecommunications Program	25,000	25,000	25,000	25,000	25,000	75,000	25,000	200,000
Office Computer Equipment Replacement	15,000	10,000	7,500	0	0	0	0	17,500
Computer Equity/Replacement	80,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Student Computer Initiative (1:1 Ratio)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Network Hardware	25,000	25,000	50,000	25,000	50,000	25,000	25,000	200,000
Subtotal Technology	\$345,000	\$480,000	\$332,500	\$345,000	\$500,000	\$525,000	\$300,000	\$2,482,500
District-wide Projects								
H.S. Elevator Upgrade	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
H. S. Emergency Lighting	0	0	0	20,000	0	0	0	20,000
H.S. Skylights	0	0	0	0	0	0	16,000	16,000
Wakefield Flooring	0	0	25,000	0	0	0	0	25,000
Vehicle Replacement Program	0	40,000	0	45,000	0	50,000	0	135,000
HVAC Roof Top Units	0	0	25,000	25,000	25,000	25,000	25,000	125,000
Painting Program	0	0	0	0	50,000	0	50,000	100,000
Fire Alarm Systems	0	0	50,000	0	0	0	0	50,000
HVAC Controls	0	0	0	50,000	0	0	0	50,000
Window and Door Replacement	0	0	0	0	0	0	50,000	50,000
Backboard Replacement HS Gymnasium	45,000	0	0	0	0	0	50,000	50,000
Track Resurfacing	0	25,000	0	0	0	0	0	25,000
Guidance Space Renovation	0	0	50,000	0	0	0	0	50,000
Subtotal District-wide Projects	\$45,000	\$100,000	\$150,000	\$140,000	\$75,000	\$75,000	\$191,000	\$731,000
TOTAL School Fund (400)	\$390,000	\$580,000	\$482,500	\$485,000	\$575,000	\$600,000	\$491,000	\$3,213,500
Unassigned Funds Forwarded	0	(100,000)	0	0	0	0	0	(100,000)
TRANSFER School Fund (400)	\$390,000	\$480,000	\$482,500	\$485,000	\$575,000	\$600,000	\$491,000	\$3,113,500
TOTAL Capital Improvement Program	\$2,497,450	\$2,753,500	\$2,790,500	\$2,827,000	\$2,839,000	\$2,943,500	\$2,534,000	\$16,687,500

CIP Long Range Program Element



Town of South Kingstown CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)								
<i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2016-2017 Current Yr	Fiscal Year 2017-2018 Year #1	Fiscal Year 2018-2019 Year #2	Fiscal Year 2019-2020 Year #3	Fiscal Year 2020-2021 Year #4	Fiscal Year 2021-2022 Year #5	Fiscal Year 2022-2023 Year #6	Six Year Total (Six-Years)
Open Space and Recreational Programs								
Open Space Acquisition Program	\$344,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Noyes Farm Study	0	20,000	0	0	0	0	0	20,000
South County Commons Bike Path	0	600,000	0	0	0	0	0	600,000
Neighborhood Guild Improvements	173,000	75,000	925,000	0	0	0	0	1,000,000
Community Recreation Center	6,600,000	0	0	0	0	0	0	0
Marina Park Improvements	60,000	0	0	0	250,000	0	0	250,000
Town Beach Program	20,000	30,000	30,000	40,000	40,000	40,000	35,000	215,000
Old Mountain Field Improvements	90,000	11,000	0	0	30,000	0	400,000	441,000
Senior Services Program	25,000	35,000	30,000	35,000	40,000	25,000	30,000	195,000
General Municipal Programs								
Information Technology Program	\$45,000	\$33,333	\$33,333	\$33,333	\$33,333	\$33,333	\$33,333	\$200,000
Library System	0	0	89,000	0	0	0	0	89,000
Road Improvement Program	1,000,000	1,144,500	1,008,050	701,350	829,375	824,600	830,500	5,338,375
Police Element	195,315	74,333	74,333	74,333	74,333	74,333	74,333	446,000
EMS South Station Element	450,000	10,000	0	0	0	0	0	10,000
Emergency Medical Services Program	155,000	120,000	145,000	115,000	100,000	120,000	110,000	710,000
Communications Program	20,000	23,333	23,333	23,333	23,333	23,333	23,333	140,000
Property Revaluation Program	183,000	0	246,600	0	519,000	0	0	765,600
Affordable Housing Program	0	50,000	50,000	0	0	0	0	100,000
Town Hall Improvements	66,000	66,667	66,667	66,667	66,667	66,667	66,667	400,000
Utility Department Programs								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$1,100,000	\$0	\$0	\$1,100,000
School Department Programs								
General Building Renovations Program	\$1,408,783	\$1,546,200	\$1,053,000	\$1,136,860	\$999,000	\$725,000	\$2,450,000	\$7,910,060
TOTAL Long Range Program	\$10,835,098	\$3,914,367	\$3,849,317	\$2,300,877	\$4,180,042	\$2,007,267	\$4,128,167	\$20,380,035

Funding Transfers CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2016-2017 Current Yr	Fiscal Year 2017-2018 Year #1	Fiscal Year 2018-2019 Year #2	Fiscal Year 2019-2020 Year #3	Fiscal Year 2020-2021 Year #4	Fiscal Year 2021-2022 Year #5	Fiscal Year 2022-2023 Year #6	Six Year Total (Six-Years)
Long Range Program	\$3,192,420	\$3,914,367	\$3,849,317	\$2,300,877	\$4,180,042	\$2,007,267	\$4,128,167	\$20,380,035
Annual Funding Element	\$2,497,450	\$2,773,500	\$2,790,500	\$2,827,000	\$2,839,000	\$2,943,500	\$2,534,000	\$16,707,500
TOTAL Capital Improvement Program	\$13,332,548	\$6,687,867	\$6,639,817	\$5,127,877	\$7,019,042	\$4,950,767	\$6,662,167	\$37,087,535
Less Road Improvement Transfers	(\$901,450)	(\$963,500)	(\$991,000)	(\$1,032,000)	(\$1,043,000)	(\$1,058,000)	(\$1,048,000)	(\$6,135,500)
Less Recreation Program Transfers	(254,000)	(236,000)	(302,000)	(293,000)	(302,000)	(286,500)	(293,000)	(1,732,500)
Less Public Safety Programs	(215,000)	(230,000)	(230,000)	(232,000)	(155,000)	(175,000)	(165,000)	(1,187,000)
Less Information Technology Transfers	(35,000)	(70,000)	0	(20,000)	(50,000)	(50,000)	0	(190,000)
Less Revaluation Program	0	0	(80,000)	(100,000)	(100,000)	(100,000)	0	(380,000)
Less Town Hall Improvement Transfers	(10,000)	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(40,000)
Less Senior Programs	0	(35,000)	(30,000)	(35,000)	(40,000)	(25,000)	(30,000)	(195,000)
Subtotal Annual Funding Transfers	(\$1,415,450)	(\$1,534,500)	(\$1,633,000)	(\$1,722,000)	(\$1,700,000)	(\$1,704,500)	(\$1,546,000)	(\$9,860,000)
NET TOTAL Capital Improvement Program	\$11,917,098	\$5,133,367	\$5,006,817	\$3,405,877	\$5,319,042	\$3,246,267	\$5,116,167	\$27,227,535

CIP Debt Service Detail



Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June 30, 2016
GENERAL TOWN BONDS					
Open Space/Public Improvement	06/15/07	06/15/27	4.0% - 5.5%	\$1,200,000	\$60,000
Brousseau/ Land Acq./Sr Ctr/Open/Saug.	11/12/09	06/15/19	2.25% - 4.5%	890,000	234,100
Advance Refunding (Playfield/Road/OS/Green)	11/13/12	06/15/24	1.90%	2,312,000	1,628,172
Advance refunding (Pub Safety/Open/TIP/Roads)	04/08/15	06/15/27	2.0% - 4.0%	3,644,413	2,670,000
Subtotal General Town Bonds				\$8,046,413	\$4,592,272
SCHOOL BONDS					
School Improvement	06/15/07	06/15/27	4.0% - 5.5%	1,000,000	50,000
Jr High Field/Land/Storage/Playground/Roof	11/12/09	06/15/19	2.25% - 4.5%	1,120,000	270,900
School Improvement Series 2009 A	05/01/10	11/01/29	2.55% - 5.00%	1,200,000	840,000
Advance refunding (School Imp/Wakefield/Play)	11/13/12	06/15/24	1.90%	1,951,000	1,403,828
Advance refunding (School Imp/BRMS/Fields)	04/08/15	06/15/27	2.0% - 4.0%	3,290,587	3,310,000
Subtotal School Bonds				\$8,561,587	\$5,874,728
BUSINESS-TYPE ACTIVITIES					
General obligation and revenue bonds:					
Wastewater fund - GO bond	11/13/02	09/01/23	1.38%	\$500,000	\$221,000
Solid waste fund - GO bond	09/03/02	09/01/22	1.14%	2,000,000	828,183
Solid waste fund - GO bond	11/22/05	09/01/25	1.34%	950,000	518,000
Subtotal Business-Type Activities				\$3,450,000	\$1,567,183
TOTAL Outstanding Debt Service				\$20,058,000	\$12,034,183



**TAB 22
APPENDIX**

Glossary..... 22 - 1

**TOWN MANAGER PROPOSED
FY 2017-2018 MUNICIPAL BUDGET PROGRAM
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



Glossary

A

ABATEMENT

The ending, reduction, or lessening of an item.

ACCRUAL BASIS OF ACCOUNTING

The basis of accounting in which revenues are recorded when earned and expenses are recorded at the time they are incurred; instead of when cash is actually received or disbursed.

ACS

Refer to American Community Survey

ADJUSTED BUDGET

The Adopted Budget, adjusted to reflect any increases or decreases recognized since budget adoption.

ADOPTED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Approved Budget or the Final Budget.

ALLOCATE

To divide or distribute a lump sum over multiple accounts or funds.

AMEND (AMENDED, OR AMENDMENT)

Any change to the revenue and/or expenditure of a previously adopted budget. Amendments may be recommended by the Town Manager or Town Council.

AMERICAN COMMUNITY SURVEY (ACS)

An ongoing statistical survey by the US Census Bureau.

APPROPRIATION

An authorization made by the Town Council to expend funds for certain purposes within a specific time frame.

APPROVED BUDGET

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Final Budget.

ASSESSED VALUE

The fair market value set on real and other property as a basis for levying taxes.

ASSET

Resource(s) owned or held by a government which possess monetary value.

AUDIT

An official inspection of an organization's financial accounts, typically by an independent body.



B

BALANCED BUDGET

A true structurally balanced budget is one that supports financial sustainability for multiple years in the future. Recurring and non-recurring revenues, and recurring and non-recurring expenditures are recognized, as well as reserves. Ideally, recurring revenues are equal to recurring expenditures in the adopted budget.

BDFM

An acronym for Budget Development and Fiscal Management; One of the Town Council's Goals and Objectives for the 2016-2018 term.

BOND

A written promise to pay a sum of money on a specific date at a specific interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and sewer systems.

BOND RATING

A rating from a schedule of grades issued by a bond rating agency indicating the probability of timely repayment of principal and interest on bonds issued by a municipality.

BUDGET

A financial plan showing all planned expenditures and revenues over a specific time period (usually a fiscal year). The proposed budget is the plan submitted by the Town Manager to the Town Council. After Council review and amendments, the budget is approved and becomes the adopted budget.

BUDGET CALENDAR

The schedule of key dates or milestones the Town follows in the preparation, adoption, and administration of the budget.

BUDGET DOCUMENT

The official written statement prepared in order to present a comprehensive financial program of an organization. A budget document serves as a policy document, an operations guide, a financial plan, and a communications device. The proposed budget document is initially prepared and submitted by the Town Manager to the Town Council for review and consideration. The Town Council will amend as necessary, and approve, or adopt, the budget.

BUDGET HEARING

As required by law, the Town Council adopts a preliminary budget, then conducts two public hearings to receive and consider input from the public on the proposed budget. Following the final public hearing, the Town Council adopts a final budget.

BUDGET MESSAGE

A written general discussion by the Town Manager to the Town Council and the Town residents included in the proposed budget, describing the government's fiscal and management plan for the upcoming fiscal year, explaining principal budget issues against the background of financial experience of recent years and presents recommendations made by the Town Manager.



BUDGET PROCEDURE

The procedure the Town follows in developing the budget, as defined in the Town Charter: Article IV, Section 4220 Budget Procedures.

BUDGET REFERENDUM

A vote by the Town's electors (residents eligible to vote) specifically regarding the budget.

BUDGETARY CONTROL

The control mechanism used by a government or enterprise to keep expenditures, in accordance with an approved budget, within the limitations of available appropriations and available revenues.

C

C

An acronym for Circulation; One of the Town Council's Goals and Objectives for the 2016-2018 term.

CAFR

Refer to Comprehensive Annual Financial Report

CAPITAL ASSET

An acquired asset of the Town having a unit cost of at least \$10,000 and a useful life of more than five years.

CAPITAL BUDGET

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

CAPITAL EXPENDITURE

A category of budgetary appropriation that includes expenses related to buildings, machinery, and equipment, and results in additions to a fixed asset inventory.

CAPITAL IMPROVEMENT PROGRAM (CIP)

A six year financial plan that outlines spending for capital projects, such as buildings, parks, streets, etc., and their identified and/or proposed financing sources. The first year of the CIP is budgeted in the annual Capital Budget, or capital outlay.

CAPITAL OUTLAY

Funding the Town spends to either purchase a fixed asset or to extend its useful life. Capital Outlays are also commonly referred to as capital expenditures.

CAPITAL PROJECT

Projects for the purchase or construction of a capital asset.

CDBG

Refer to Community Development Block Grant



CE

An acronym for Communication and Education; One of the Town Council's Goals and Objectives for the 2016-2018 term.

CHARGES FOR SERVICE

Revenue derived from charging fees for providing certain government services. These revenues can be received from private individuals or entities, or other governmental units. See also User Charges or User Fees.

CHARTER

Refer to Town Charter

CHR

An acronym for Cultural and Historic Resources; One of the Town Council's Goals and Objectives for the 2016-2018 term.

CIP

Refer to Capital Improvement Program

COLA

Refer to Cost of Living Adjustment

COLLECTIVE BARGAINING AGREEMENT

A legal contract between an employer and local union representing a group of employees of the Town, which states specific terms such as working hours, salaries, fringe benefits, etc.

COMMITTED FUND BALANCE

A portion of fund balance that represents resources whose usage is constrained by limitations that the government imposes upon itself at its highest level of decision making (normally the governing body) and that remain binding unless removed in the same manner. The underlying action that imposed the limitation would need to occur no later than the close of the reporting period.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

A general purpose federal grant primarily used to facilitate the production and preservation of low and moderate income housing, received under Title I of the Housing and Community Development Act of 1974. These funds support public improvements and redevelopment and conservation activities within targeted neighborhoods.

COMMUNITY RECREATION CENTER FUND

A special revenue fund which will account for the cost of operating the Town's new Community Recreation Center.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

A complete set of financial statements published soon after the close of each fiscal year, by each general purpose local government in conformity with GAAP and audited in accordance with generally accepted auditing standards.



COMPREHENSIVE COMMUNITY PLAN

- (1) The Town's comprehensive plan.
- (2) *Refer to Comprehensive Plan*

COMPREHENSIVE PLAN

A comprehensive plan is an official public document which is adopted by a local government. The contents of the plan are comprehensive, cover a broad range of topics, and are long range in nature, and help to define community goals and aspirations in terms of community development, in terms of land use, housing, and transportation.

CONTINGENCY

An appropriation of funds to cover unforeseen events that may occur throughout the fiscal year.

COST OF LIVING ADJUSTMENT

An upward adjustment in salary levels to offset the adverse effect of inflation on employee compensation.

COUNCIL 94

Some South Kingstown employees are members of this union and bargaining unit: Council 94, Local 1612. One of four bargaining units in Town.

CURRENT YEAR

Typically used to reference the current fiscal year.

D

DEBT SERVICE

The payment of principal and interest on borrowed funds such as bonds.

DEBT SERVICE FUND

A fund, new as of FY 2016-2017, which allows for documentation of annual debt service requirements and all revenue sources available to meet outstanding debt obligations for all general obligation bonds issued for governmental purposes. The Town's debt service had previously been recognized within the General Fund.

DEFICIT

- (1) The excess of the liabilities of a fund over its assets.
- (2) The amount by which expenditures exceed revenues in an accounting period.

DELINQUENT TAXES

Taxes remaining unpaid on or after the date on which a penalty for nonpayment is incurred.

DEPARTMENT

A major work unit or functional unit having related activities aimed at accomplishing a major service or regulatory program for which the Town is responsible.



DEPRECIATION

The decrease in value of physical assets due to use and the passage of time.

DIRECT COSTS

Includes the salaries, wages, and benefits of employees who exclusively work on the delivery of service, as well as the materials and supplies and other associated operating costs.

DIVISION

A unit of organization that is comprised of a specific operation within a functional area. Town departments may contain one or more divisions.

E

ED

An acronym for Economic Development; One of the Town Council's Goals and Objectives for the 2016-2018 term.

ENCUMBRANCE

An amount of money committed and obligated for the payment of goods and services not yet received or paid for, usually supported by an outstanding purchase order.

ENTERPRISE FUND

Activities of government that are operated and accounted for as businesses. Enterprises rely principally on revenue derived from user fees to fund operations. The Town's three Enterprise Funds include the Water, Wastewater, and Solid Waste Enterprise Funds.

EXPENDITURE

Decrease in net financial resources to purchase or pay for a service or item. Expenditures include operating expenses, capital expenditures, and debt service payments that require current or future use of current assets.

F

FINAL BUDGET

The budget, formally adopted by Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Approved Budget.

FINANCIAL MANAGEMENT

The effective and efficient management of funds in such a manner as to accomplish the objectives of the organization.

FISCAL YEAR

The twelve-month period of the budgetary year. The fiscal year for the Town's operating budget begins on July 1st and ends the following June 30th.



FIXED ASSET

Assets of a long term character that are intended to continue to be held or used, such as land, buildings, machinery, equipment, and improvements.

FTE

Refer to Full Time Equivalent

FRINGE BENEFITS

Job related benefits provided for employees as a part of their total compensation, such as employer's portion of FICA taxes, social security, retirement, and group health and life insurance.

FUND

An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

The difference between the assets and liabilities of a governmental fund and is the cumulative difference between all revenues and expenditures.

FUND TYPE

A general industry term for categories into which all funds are classified in governmental accounting.

FULL TIME EQUIVALENT (FTE)

An employment indicator that translates the total number of hours worked in a year by all employees to an equivalent number of work years, equaling one Full Time Equivalent (FTE) employee on hand.

FY

Refer to Fiscal Year

G

GAAP

Refer to Generally Accepted Accounting Principles

GASB

Refer to Governmental Accounting Standards Board

GENERAL FUND

The primary operating fund which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day to day operations of the Town.

GENERAL OBLIGATION BONDS

Bonds sold by the Town to private investors to provide long-term financing for capital project needs. The Town pledges its full faith and credit to the repayment of these bonds.



GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

The uniform standards and guidelines used for financial accounting and reporting. These standards govern the form and content of the basic financial statements of an entity. These acceptable practices are modified from time to time. GAAP guidance is provided from various sources. The Governmental Accounting Standards Board (GASB) issues authoritative statements, interpretations of statements, technical bulletins, implementation guides, and concept statements of position. The American Institute of CPAs issues the audit and accounting guides and statements of positions.

GEOGRAPHIC INFORMATION SYSTEM (GIS)

- (1) A division of the Planning Department.
- (2) A computer program that uses specific data points to locate infrastructure and structures within the Town.

GFOA

Refer to Government Finance Officers Association

GIS

Refer to Geographic Information System

GOAL

A broad statement of intended accomplishments or a description of a general condition deemed desirable.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

A professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)

Organized in 1984 by the Financial Accounting Foundation, the Board was created to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

GOVERNMENTAL FUND

A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The general fund, special revenue funds, capital projects funds and debt service funds are the types of funds referred to as governmental funds.

GRANT

An amount provided by a governmental unit or other type of organization in aid or support of a particular governmental function or program, or to be used/expended for a specific purpose, activity, or facility.

H

H

An acronym for Housing; One of the Town Council's Goals and Objectives for the 2016-2018 term.



I

IAFF

Refer to International Association of Fire Fighters

IBPO

Refer to International Brotherhood of Police Officers

IMPACT FEE

A fee imposed on new development as a total or partial reimbursement for the cost of expanded and/or additional services and/or facilities made necessary by the growth due to the new development.

INTERNAL SERVICE FUND

Proprietary funds used to report activity that provides services or goods to other funds, departments, or agencies of the Town on a cost-reimbursement basis.

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS (IAFF)

South Kingstown employees within the EMS Department (exclusive of the EMS Director) are members of this union and bargaining unit: IAFF, Local 3365. One of four bargaining units in Town.

INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS

South Kingstown employees who are sworn officers of the Police Department (exclusive of the Police Chief) are members of this union and bargaining unit: IAFF, Local 489. One of four bargaining units in Town.

J

K

KFD

Refer to Kingston Fire District

KINGSTON FIRE DISTRICT (KFD)

One of two volunteer fire districts in Town.

L

LEVY

Refer to Tax Levy

LIABILITY

A financial debt or obligation incurred during the course of business operations.



LINE ITEM

The classification of objects of expenditure (object codes) by major expense category.

LU

An acronym for Land Use; One of the Town Council's Goals and Objectives for the 2016-2018 term.

M

MEDIAN

Denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantities.

MERS

Refer to Municipal Employees Retirement System

MISCELLANEOUS REVENUE

A general category for revenue not otherwise specified under other identified categories of revenue.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

"Basis of accounting" refers to when a transaction is recognized. In the modified accrual basis of accounting, revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.

MOODY'S

A credit rating agency that ranks the creditworthiness of borrowers using a standardized ratings scale which measures expected investor loss in the event of default. Securities are assigned a rating from Aaa to C, with Aaa being the highest quality and C the lowest quality. The Town of South Kingstown is rated Aa1.

MOTOR VEHICLE EXCISE TAX

A tax on the privilege of registration and is based on the number of days the motor vehicle, motorcycle, commercial truck, or trailer was registered during the preceding calendar year. Motor vehicles are taxed in arrears, and prorated to the actual number of days the vehicle is registered. All motor vehicle and trailer registration information is provided to the Town by the Rhode Island Department of Motor Vehicles (RIDMV).

MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS)

The Town participates in the State administered Municipal Employees Retirement System (MERS).

MUNICIPALITY

A city or town or other district possessing corporate existence and usually its own local government.

MUNIS

The financial management software used by the Town.



N

O

OBJECT

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

OBJECTIVE

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

OBLIGATION

Refer to Liability

OPERATING BUDGET

The Town’s annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

OPERATING EXPENDITURES

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.

ORDINANCE

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

OWTS

On-Site Wastewater Treatment System

P

PAY AS YOU GO PROGRAM (PAYG)

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

PAYG

Refer to Pay As You Go Program

PAYMENT IN LIEU OF TAX (PILOT)

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.



PCSF

An acronym for Provision of Core Services and Facilities; One of the Town Council's Goals and Objectives for the 2016-2018 term.

PDOB

Refer to Peace Dale Office Building

PEACE DALE OFFICE BUILDING (PDOB)

The Peace Dale Office Building (PDOB) serves as an extension of the Neighborhood Guild facility, housing recreational programming offered through the Parks and Recreation Department. In addition, the Department focuses on maximizing rental income through offering commercial rental space within PDOB to various service-oriented businesses and organizations.

PERCENT CHANGE

The percentage change between two consecutive fiscal years. A minus sign "-" prior to the number indicates a decrease, whereas no minus sign indicates an increase.

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.

X

Y

Z
